

SoftBank

Sustainability Report  
2024



## Corporate Philosophy

# Information Revolution — Happiness for everyone

Under the shared philosophy of the SoftBank Group, "Information Revolution — Happiness for everyone," since its founding, SoftBank Corp. and its subsidiaries have constantly sought to contribute to the wellbeing of people and society.

## Vision

# Becoming a Corporate Group needed most by people around the world

SoftBank Corp. aims to contribute to happiness for everyone through the Information Revolution and become "the corporate group needed most by people around the world." To achieve this vision, SoftBank Corp. will leverage the business base it has built and the power of digital technology to realize its ideal of a society that is convenient, comfortable and safe for all.

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# The Sentiment Behind Our Brand Symbol

## A Corporate Group that Continues to Provide Answers to Social Issues

The double lines of our brand symbol represent the “=” (equal) sign, symbolizing the group’s role as a driver of the Information Revolution as well as our commitment to providing answers to the diverse issues confronting our customers and the world.

Population decline, severe demographic graying and the increasing frequency of natural disasters are all intensifying. SoftBank Corp. is working to solve pressing social challenges like these by utilizing technology to address both present and potential future social issues.

As we visualize the world 30 or even 300 years from now, we aspire to be a corporate group that continues to provide answers to important social issues. It is this desire that we have incorporated into our brand symbol.

# Message from the Chief ESG Officer



Junichi Miyakawa  
President & CEO  
Chief ESG Officer  
SoftBank Corp.

A handwritten signature in black ink that reads "Junichi Miyakawa". The signature is fluid and cursive, with a distinct script style.

## Realizing a Sustainable Society

Guided by the corporate philosophy "Information Revolution — Happiness for everyone," SoftBank Corp. regards realizing a sustainable society as one of its most essential management issues, identifying six material issues with which it must engage. These material issues are selected to connect our corporate philosophy and our "Beyond Carrier" growth strategy, and through the concept of "a world where all things, information and minds are connected," we are determined to achieve group-wide business growth by resolving them, enhancing our corporate value and contributing to the realization of a sustainable world.

## Message from the Chief ESG Officer

### Building Next-generation Social Infrastructure for a Society that Coexists with AI

To realize a sustainable society and enhance our corporate value, we announced our long-term vision of providing next-generation social infrastructure essential to the development of a digital society in May 2023. We stand at the advent of a society where people coexist with AI. Through the introduction of AI text generators, multimodal AI, AI video generators and other such models, we suddenly find ourselves in close proximity to AI, which is poised to further permeate everyday society. In a society that coexists with AI, a large amount of data is generated and undergoes heavy processing, consuming a vast amount of electricity. The next-generation social infrastructure SoftBank Corp. aims to build will handle this vast processing of AI-generated data and become an irreplaceable part of society, supporting people's lifestyles. This will require distributed AI data centers. Data centers are currently concentrated in Tokyo and Osaka, but by distributing them across the country, it will be possible to more effectively balance data processing and energy consumption. In FY2026, we will open a green data center in Tomakomai, Hokkaido that follows a local consumption model and exclusively uses renewable energy generated nearby for its operations. Here, we plan to build a large-scale computational framework to be utilized in generative AI development as well as other AI-related businesses, thus promoting the realization of next-generation social infrastructure.

As we build and develop the important infrastructure to support a society that coexists with AI, we must also respond to new risks. Depending on how it is used, AI may lead toward discriminatory evaluation and selection. I believe proactive efforts must be taken to address such anticipated ethical risks. At the Institute for AI and Beyond, we work with the University of Tokyo to research AI ethics and formulate AI ethics policies in order to proactively handle AI governance. To further strengthen such measures, we established our AI Governance Committee, whose membership includes outside experts, in April 2024. By leveraging the diverse perspectives and knowledge of these outside experts, our objective is to realize highly effective AI governance while creating AI governance that continuously improves upon itself. Thus, we are advancing our capacity to respond to risks.

we announced that we had formed new long-term, large-scale renewable energy procurement contracts with power producers. Using mainly renewable energy with additionality\* to procure about 2 billion kWh, which is equivalent to the annual volume of energy used by our communications business, we will reduce GHG emissions. Thus, we will steadily proceed on our path to realize decarbonization.

### In Closing

SoftBank Corp. has promoted various initiatives to realize a sustainable society and enhance our corporate value. As a result, we were selected for inclusion in the Dow Jones Sustainability World Index, a leading global ESG index, for the second year in a row (2022-2023). We continue to be recognized for contributing to society through our business actions, but there are many efforts that must be undertaken for the sake of future society. To meet the expectations of our stakeholders, we will continue our measures to solve social issues and realize a sustainable society as we aim to be the company needed most by people and society.

\* Renewable energy with additionality: Procurement from new (additional) renewable energy generation that has the effect of stimulating the creation of renewable energy generation facilities

### Environmental Initiatives

We believe that contributing to decarbonization across society through business activities and corporate activities is our duty as a company. We want to bring group-wide net GHG emissions from business activities, including those of our partner companies (Scope 3), to zero by 2050. To achieve net zero, we aim to effectively switch 100% of our energy consumption to renewable energy (with at least 50% of the electricity obtained from stable renewable sources) by FY2030. In May 2023,

# Management Strategy for Accelerating Corporate Growth

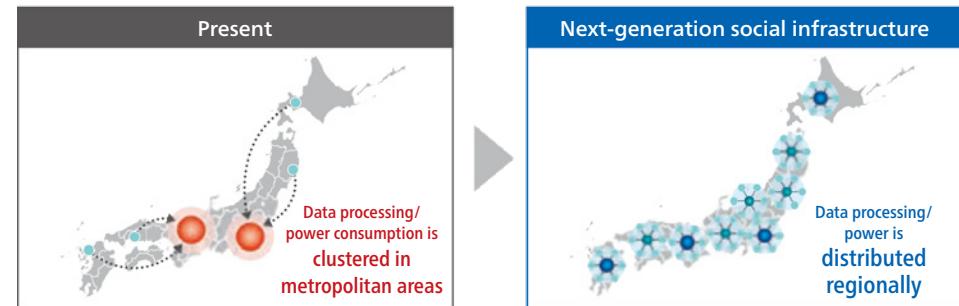
## Regarding Our Long-term Vision of Providing Next-generation Social Infrastructure Essential for Development of a Digital Society

SoftBank Corp. foresees the advent of a society coexisting with AI, where people are able to enjoy convenient and comfortable lifestyles by incorporating AI in various products and services. However, AI requires huge amounts of data processing at data centers and energy consumption. For society to both coexist with AI and be sustainable, we must meet this necessary energy demand using renewable energy that does not emit greenhouse gases. In addition, the data centers using AI to process large amounts of data are currently clustered in Tokyo and Osaka. As the use of AI expands, the energy demand from data centers will continue to increase, with the potential to cause large-scale power outages.

To solve these sorts of issues, we announced our long-term vision of providing next-generation social infrastructure essential to the development of a digital society in May 2023. With this mindset, we seek to build sustainable distributed AI data centers powered by renewable energy produced in their various regions. Thus, SoftBank Corp. will become an irreplaceable part of a society coexisting with AI as we strive to realize a sustainable society and increase our corporate value.

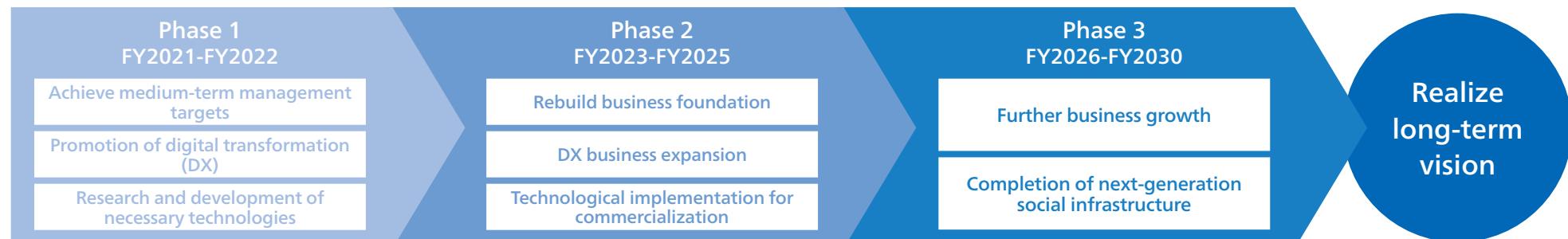
[→ Overview of next-generation social infrastructure and technological strategies toward its realization](#)

### Structural issues in current infrastructure



## Roadmap for Achieving Our Long-term Vision

To realize our long-term vision, SoftBank Corp.'s roadmap encompasses a ten-year period, which is subdivided as shown on the following diagram. In Phase 1, we promoted efforts toward achieving our medium-term management targets and around our DX business while developing various technologies. In this period, we identified the foundational technology needed for next-generation social infrastructure and established the Research Institute of Advanced Technology, strengthening our systems. In Phase 2, the period of our current medium-term management plan, we are working to rebuild our business foundation following the impact of reduced communication fees, even as we promote DX business expansion and technological implementation for the commercialization of next-generation social infrastructure. Then, in Phase 3, we will achieve further business growth and finalize next-generation social infrastructure in order to realize our long-term vision and grow sustainably.



## Management Strategy for Accelerating Corporate Growth

### Medium-term Management Plan

In our medium-term management plan for FY2023 to FY2025, we aim to rebuild our business foundation to provide next-generation social infrastructure essential for development of a digital society. We will go beyond the framework of communications carrier by promoting our "Beyond Carrier" growth strategy, which calls for expanding to areas outside of telecommunications in order to attain record-high profits of ¥535.0 billion in net income attributable to owners of the parent in FY2025.

To accomplish this, in FY2025 we seek to bring the level of our operating income back to where it was before the FY2021 reductions in communications fees (¥970.0 billion).

In addition, we have set a target of raising the ratio of effectively renewable energy used by the company to 50% by FY2025 and to 100% by FY2030 (procuring at least half from renewable energy sources). To this end, we will not only use non-fossil certificates but also upgrade our base stations, which account for half of our annual greenhouse gas emissions, to energy-efficient ones. We have also finalized large-scale contracts with energy producers to procure renewable energy from new sources<sup>3</sup> as we strive to reach our goals.

1. Net income attributable to owners of the parent

2. Total of SoftBank Corp. and Wireless City Planning Inc.

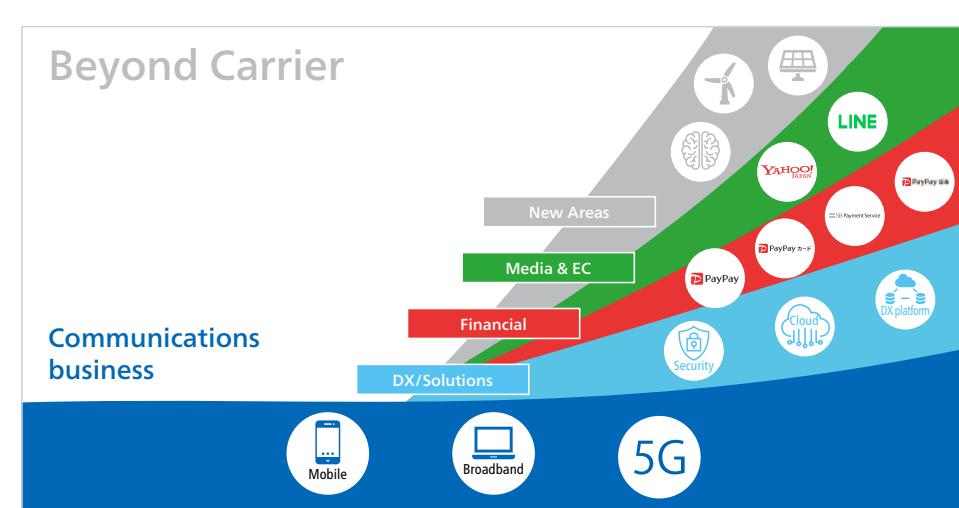
3. Mainly renewable energy with addtionality, which is procured from new (additional) renewable energy generation that has the effect of stimulating the creation of renewable energy generation facilities

Financial targets	<b>Net income:</b> Record-high profits (¥535.0 billion) in FY2025 <b>Operating income:</b> Return to the level before the reduction in communications fees (¥970.0 billion) in FY2025
Non-financial targets	With the goal of procuring 100% of the power needed by our communications business from <a href="#">renewable energy sources</a> , <a href="#">reach over half of this ratio in FY2030</a> Rate of effectively renewable energy in our energy usage <sup>2</sup> FY2025: 50%, FY2030: 100%
Shareholder returns	Continue to create high levels of adjusted free cash flow, <a href="#">maintaining a high level of returns</a> (FY2024 dividend forecast is ¥86 per share)

### Growth Strategy

As we continually grow our core telecommunications business with our long-term growth strategy, "Beyond Carrier," we transcend the bounds of telecommunications carriers by proactively developing our operations in a variety of information technology fields, such as DX solutions, finance, media and e-commerce, as well as in new areas, in order to maximize our corporate value. Through closer cooperation between our telecommunications business and our various group businesses in that field, we can improve our business's competitiveness while at the same time promoting synergy when expanding the number of users of group business services and improving user engagement.

→ [Growth strategy](#)



# Value Creation Process

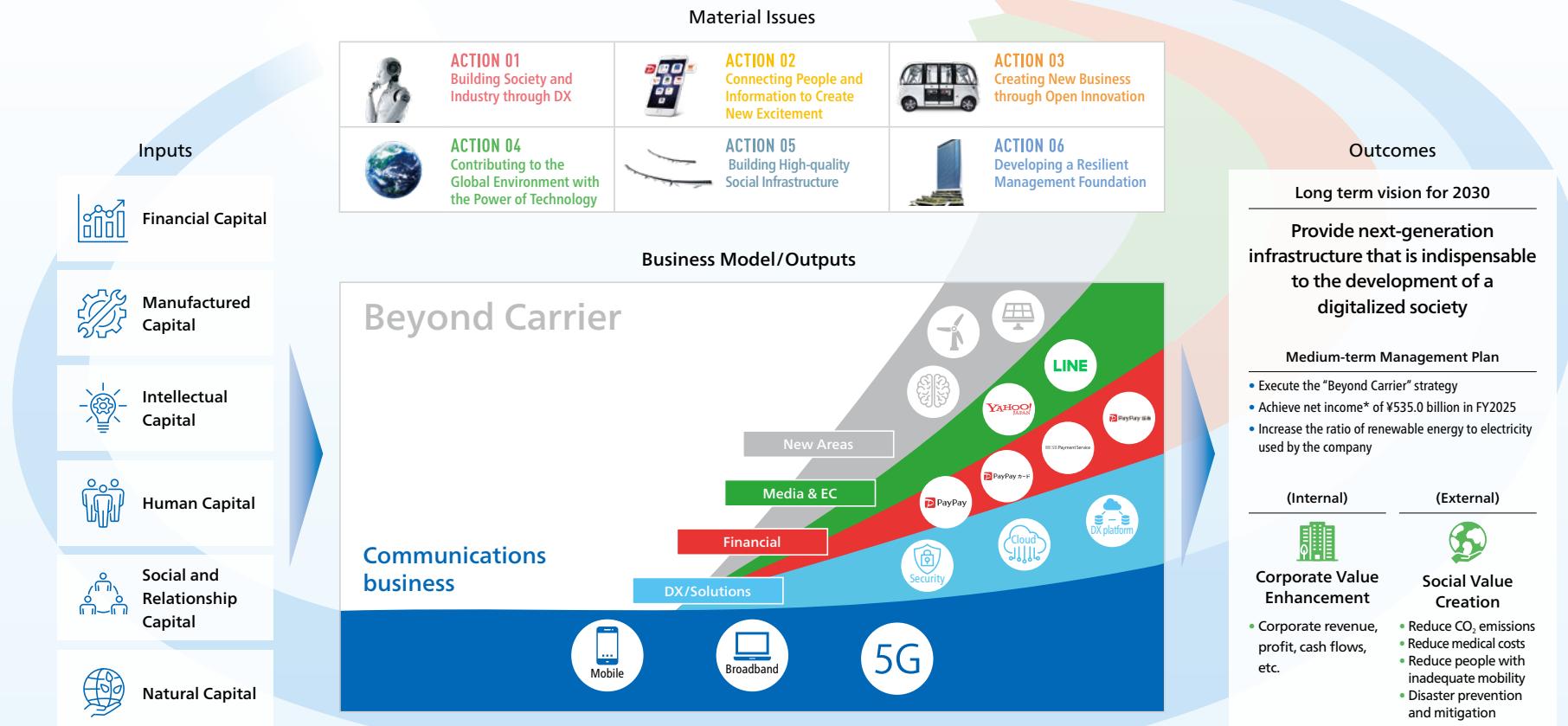
## Maximizing Corporate Value, Centered on the "Beyond Carrier" Strategy

SoftBank Corp. works to sustainably grow its communications business while proactively developing businesses across a wide range of information and technology fields, beyond the framework of a communications carrier, to maximize its corporate value. By serving as a catalyst for digitization across society and solving social issues, we aim to become the Corporate Group needed most by people around the world.

→ Maximizing corporate value, centered on the Beyond Carrier strategy

SoftBank Group Corporate Philosophy

## Information Revolution — Happiness for everyone



\* Net income attributable to owners of the parent

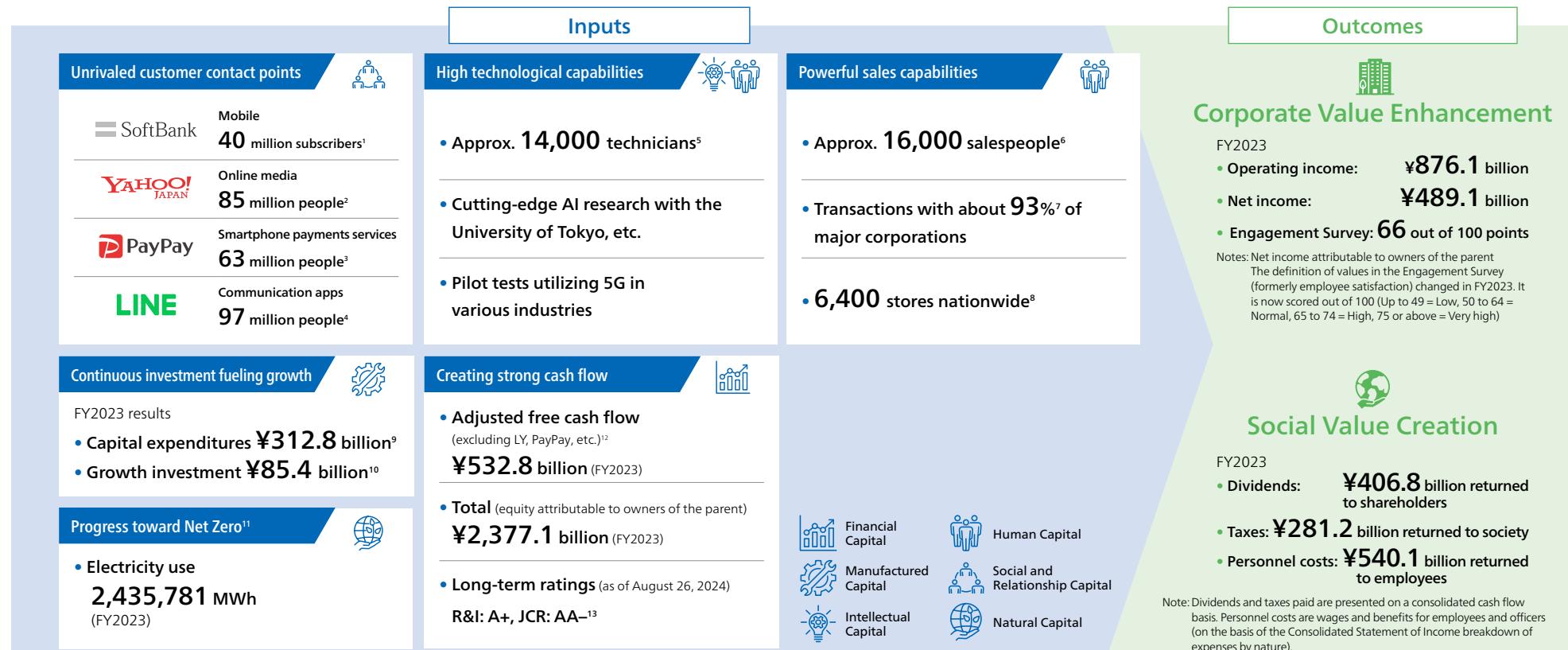
## Value Creation Process

### SoftBank's Advantages, Inputs and Outcomes

The SoftBank Corp. group has wide-ranging capital, built up through its businesses, that offers competitive advantages. In particular, we boast one of the largest domestic user bases, a crucial factor for promoting society-wide digitization.

Spanning a wide range of fields, including communications, e-commerce, payments and social media, our enormous domestic customer base will contribute greatly to the SoftBank Corp. group's future business development and corporate value enhancement. We will continue working to create new social value and, through such efforts, achieve sustainable corporate growth.

→ Sources of competitive advantage and results (inputs and outcomes)



1. Figures for SoftBank are cumulative main mobile subscribers (as of March 31, 2024)

2. Figures for Yahoo! JAPAN are average monthly users from January to September 2023, based on Nielsen's "TOPS OF 2023: DIGITAL IN JAPAN, Top 10 by Total Digital Reach in Japan." Does not include overlap of smartphone and personal computer users.

3. Figures for PayPay are registered users (as of March 31, 2024)

4. Figures for LINE are active monthly users (MAU) (Japan) (as of March 31, 2024)

5. Total engineers in SoftBank Corp., LY Corp., PayPay Corp., ZOZO, Inc., and SB Technology Corp., etc. (as of April 1, 2024)

6. Salespeople in SoftBank Corp. (as of March 2024)

7. Approximate share of Japan-listed companies with annual sales of ¥100 billion or more that did business with SoftBank Corp. in FY2023

8. Total SoftBank and Y!mobile directly managed retail outlets, agency stores, big box electronics retailers and shops offering multiple carriers (as of March 31, 2024)

9. Capital expenditures of the Consumer and Enterprise segments. Acceptance basis, excluding investments in devices for rental services, shared equipment (contributions by other operators), and the impact of adopting IFRS 16.

10. Includes long-term growth investments requiring long periods to return the investment ¥74.9 billion (¥67.5 billion invested in Cubic Telecom Ltd., ¥7.3 billion in investments related to SuperPOD and other generative AI)

11. Carbon-Neutral 2030 Declaration applies to Scope 1 and 2; "Net Zero" applies to Scope 1, 2 and 3; the scope of both has been expanded from SoftBank Corp. to include its group companies (consolidated subsidiaries).

12. Adjusted free cash flow = free cash flow + (proceeds from the securitization of installment sales receivables - repayments thereof). Excludes free cash flow of A Holdings Corp., LY Corp. and its subsidiaries, B Holdings Corp., PayPay Corp., PayPay Card Corp. and PayPay Securities Corp as well as loans to Board Directors, etc. Includes dividend payments received from A Holdings Corp.

13. R&I: Rating and Investment Information, Inc.; JCR: Japan Credit Rating Agency, Ltd.

# Sustainability Strategy

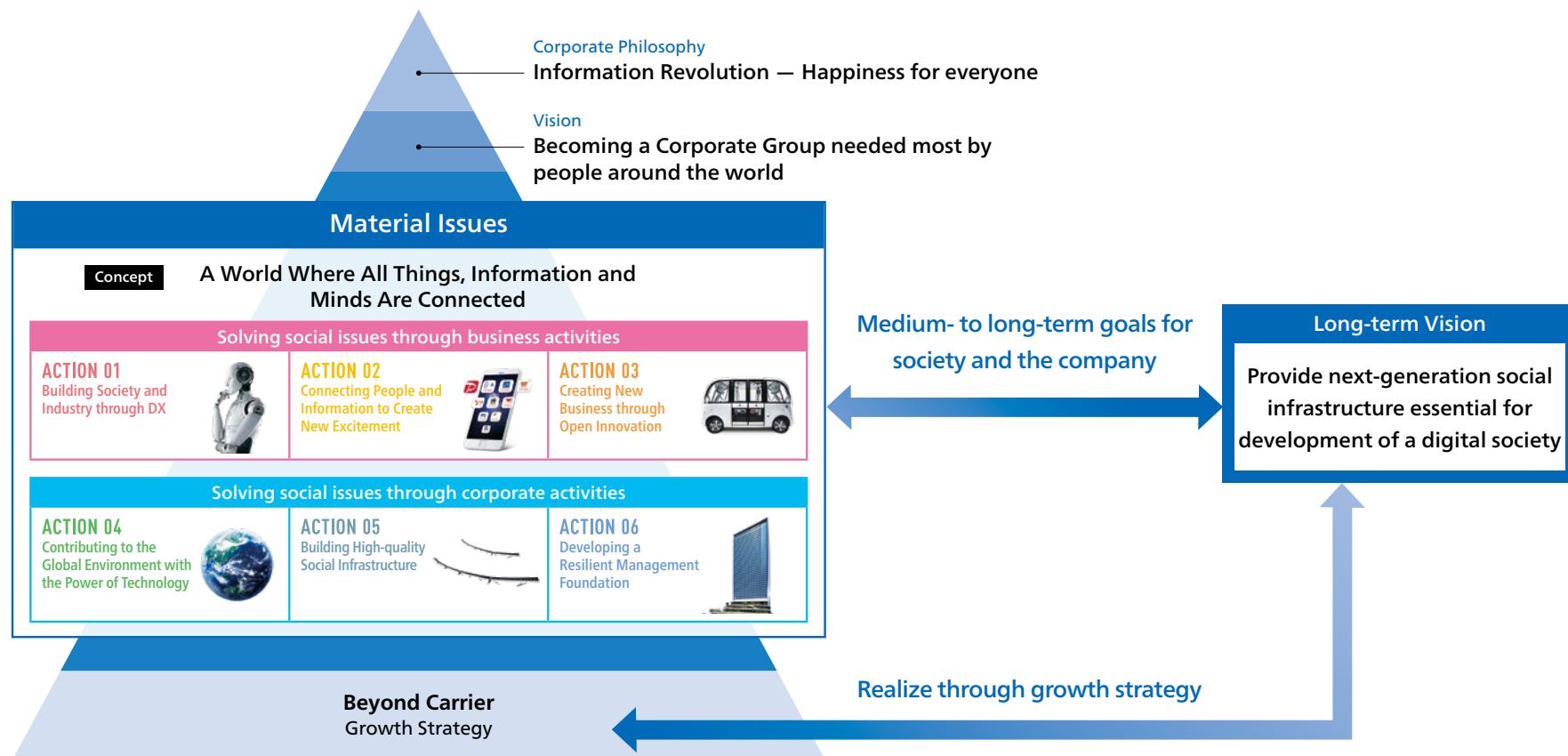
## Contributing to Business Growth and the Creation of a Sustainable Society Under the Concept of "A World Where All Things, Information and Minds Are Connected"

Faced with a variety of increasingly serious social problems, companies must work toward a peaceful, prosperous and sustainable society.

Since our founding, we have contributed to resolving social issues through technology based on our corporate philosophy, "Information Revolution — Happiness for everyone." SoftBank Corp. has declared "a world where all things, information and minds are connected" as the concept under which it aims to contribute to the realization of a sustainable world while achieving sustainable growth. We have identified six material issues for realizing this connected world. We believe these six material issues embody our corporate philosophy and serve as an important compass for our "Beyond Carrier" growth strategy. Through the identification of and response to material issues, SoftBank Corp. will accelerate its management strategy and contribute to realizing a sustainable world.

SoftBank Corp.'s long-term vision for 2030 outlines the implementation and realization of materiality—significant medium- to long-term issues for us and our external partners—as well as a vision of the future that will be realized through the systematic and reliable execution of our growth strategy. As such, our long-term vision, materiality, and growth strategy are deeply intertwined.

→ Sustainability strategy



# Approach to Materiality

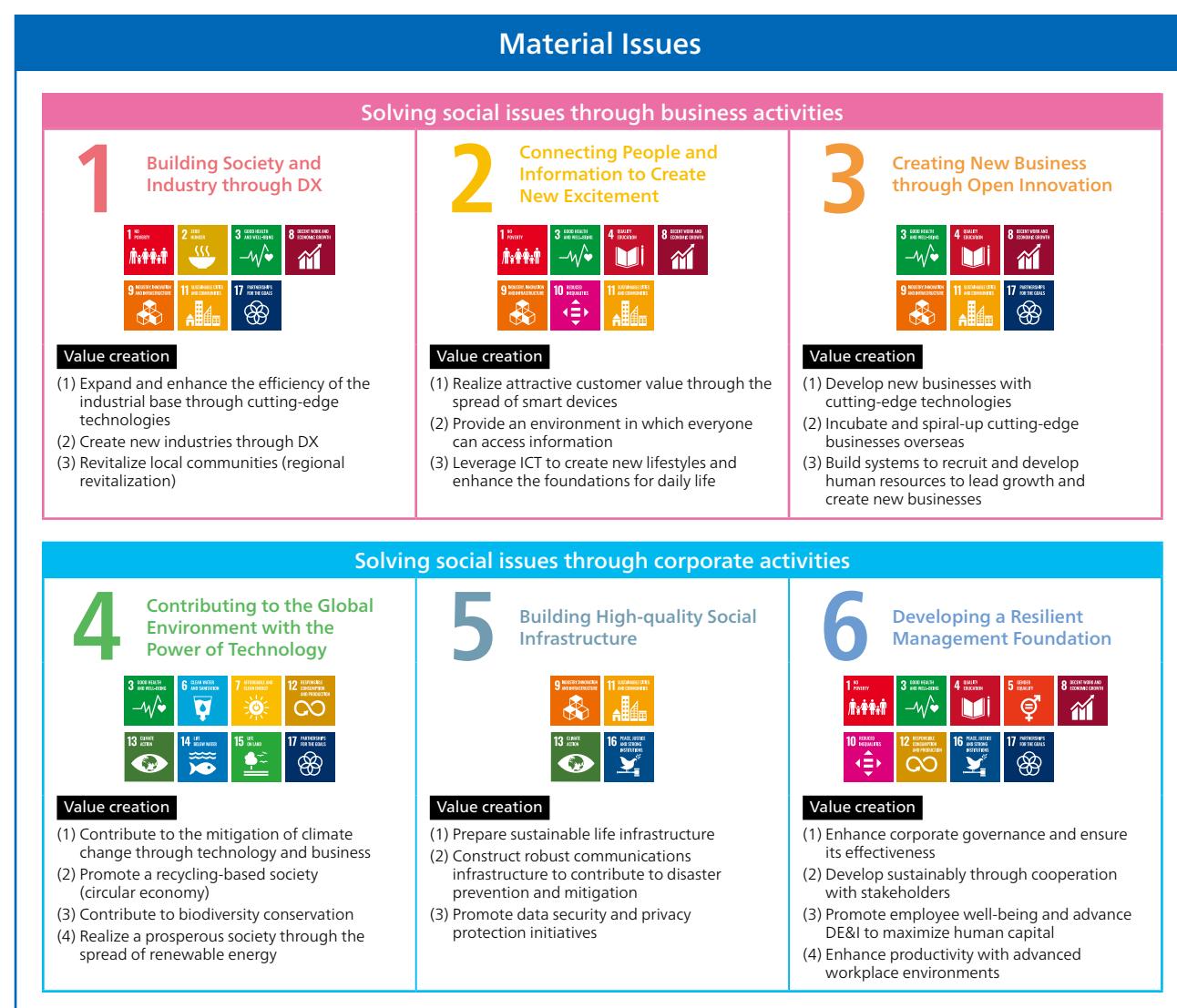
## Resolving Social Issues through Business and Corporate Activities

SoftBank Corp. contributes to the realization of a sustainable society through the power of technology, which is its strength, and has identified six material issues for achieving sustainable growth. These material issues will accelerate our "Beyond Carrier" growth strategy and are positioned as key drivers of our business.

The material issues are divided into those related to resolving social issues through business activities, namely "Building Society and Industry through DX," "Connecting People and Information to Create New Excitement" and "Creating New Business through Open Innovation," as well as those related to solving social issues through corporate activities, namely "Contributing to the Global Environment with the Power of Technology," "Building High-quality Social Infrastructure" and "Developing a Resilient Management Foundation."

The material issues not only help to mitigate risk related to our corporate and business activities, but also represent opportunities to accelerate our sustainable growth. The six material issues encompass both contemporary society and our current business, as well as the social conditions and issues of the future, thus combining a visionary perspective for the future with SoftBank's unique point of view.

→ Six material issues



## Approach to Materiality

### Material Issues

Material Issues		Value Creation	Main Businesses and Initiatives
Solving social issues through business activities	1 Building Society and Industry through DX	Create new industries and provide solutions for transforming various businesses in society by utilizing cutting-edge technologies such as AI and 5G.  (1) Expand and enhance the efficiency of the industrial base through cutting-edge technologies (2) Create new industries through DX (3) Revitalize local communities (regional revitalization)	<ul style="list-style-type: none"> <li>Leverage 5G, big data, AI, IoT and other technologies to contribute to the vitality of customer businesses</li> <li>Streamline industry through generative AI<sup>1</sup> and IoT, xIPF, cloud services and data</li> <li>Create start-ups and new businesses in various industries using DX (main fields: logistics, infrastructure, distribution, real estate/construction, healthcare, insurance/finance)</li> <li>Promote co-creation through DX (ONE SHIP, etc.)</li> <li>Realize "Smart X" (smart cities, smart buildings, smart stadiums, etc.)</li> <li>Solve social issues by providing DX solutions, etc. to local communities and governments (cooperative agreements, pilot tests, dispatch of digital talent, etc.)</li> </ul>
	2 Connecting People and Information to Create New Excitement	Provide new experiences and enrich the lifestyles of our customers by promoting the adoption of smart devices. Concurrently, create value for both consumers and enterprises by providing partners with attractive platforms that connect people to information.  (1) Realize attractive customer value through the spread of smart devices (2) Provide an environment in which everyone can access information (3) Leverage ICT to create new lifestyles and enhance the foundations for daily life	<ul style="list-style-type: none"> <li>Provide wide-ranging customer value and service plans through the spread of smart devices and multiple brands</li> <li>Provide services that harness group synergy such as Yahoo! Japan, PayPay and LINE</li> <li>Provide news and information and increase accessibility through Yahoo! JAPAN and provide services through the LINE communication app, etc.</li> <li>Hold smartphone classes in stores nationwide</li> <li>Contribute to education, healthcare and finance using ICT (Yahoo! JAPAN, PayPay, LINE, LOHACO, HELPO, AI Smart Coach, etc.)</li> <li>Evoke retail through new BtoC and CtoC platforms (Yahoo! JAPAN Shopping, ZOZOTOWN, ASKUL, etc.)</li> </ul>
	3 Creating New Business through Open Innovation	Develop new businesses, cutting-edge technologies and innovative business models in Japan by leveraging our relationships with global leading innovative companies. Concurrently, promote the development of a highly skilled workforce and the establishment of an organization that supports the expansion and penetration of new businesses.  (1) Develop new businesses with cutting-edge technologies (2) Incubate and spiral-up cutting-edge businesses overseas (3) Build systems to recruit and develop human resources to lead growth and create new businesses	<ul style="list-style-type: none"> <li>Develop new businesses to promote the social implementation of digital technologies (mobility x AI, stratosphere-based high-altitude platform stations, autonomous mobility, etc.)</li> <li>Promote NTN Vision (HAPS, OneWeb, Starlink Business)</li> <li>Research, develop and promote new technology (domestically produced LLMs, next-generation batteries, etc.)</li> <li>Roll out successful SoftBank Vision Fund projects in Japan and overseas through global partnerships</li> <li>Job posting system to shift human resources to new and growing businesses</li> <li>Allocate personnel to new businesses through improvements in operational efficiency</li> <li>Human resource recruitment, development, systems<sup>2</sup> and compensation necessary to create and promote new businesses</li> <li>Cutting-edge R&amp;D</li> </ul>
	4 Contributing to the Global Environment with the Power of Technology	Contribute to mitigating climate change, promoting a circular economy and the adoption of renewable energy by utilizing cutting-edge technologies to pass on a sustainable global environment to the next generation.  (1) Contribute to the mitigation of climate change through technology and business (2) Promote a recycling-based society (circular economy) (3) Contribute to biodiversity conservation (4) Realize a prosperous society through the spread of renewable energy	<ul style="list-style-type: none"> <li>Switch electricity used in business activities to electricity from renewable energy<sup>3</sup></li> <li>Secure stable power through long-term Power Purchase Agreements (PPA)</li> <li>Construct distributed AI data centers</li> <li>Promote recycling (mobile phones, base station equipment, etc.)</li> <li>Support the construction of new independent water reuse systems (WOTA, WOSH)</li> <li>Understand and reduce the impact of business activities through initiatives such as tree planting around development sites, etc.</li> <li>Conduct biodiversity conservation activities such as coral conservation</li> <li>Provide renewable energy to individual and corporate customers, mainly through Shizen Denki</li> <li>Support transitions to renewable energy through our agency purchasing service for non-fossil certificates</li> </ul>
	5 Building High-quality Social Infrastructure	Commit to maintaining a constantly connected and stable communications network and to protecting our customers' important data. In addition, promote the construction of next-generation social infrastructure that can handle the forecasted increase to data processing and energy demand from the accelerated evolution of AI.  (1) Prepare sustainable life infrastructure (2) Construct robust communications infrastructure to contribute to disaster prevention and mitigation (3) Promote data security and privacy protection initiatives	<ul style="list-style-type: none"> <li>Promote next-generation social infrastructure frameworks (distributed data centers, xIPF, etc.)</li> <li>Broad rollout and quality enhancement of 5G, R&amp;D toward realizing next-generation 6G</li> <li>Eliminate regional communications disparities by expanding networks</li> <li>Support network monitoring and operation with AI</li> <li>Secure communications service environments in the event of a disaster (using mobile base station vehicles, portable satellite antennas, drones, etc.)</li> <li>Build frameworks for quickly restoring communications environments after disasters</li> <li>Disaster recovery countermeasures, including creating three-route backbone networks</li> <li>Operation and management using advanced security systems and tools (SIEM,<sup>4</sup> MDM,<sup>5</sup> EDR,<sup>6</sup> etc.)</li> <li>Promote the protection and appropriate use of personal information</li> <li>Thoroughly educate employees and build secure environments and facilities (classroom training, regular e-learning and security drills, updating security rules, etc.)</li> </ul>
	6 Developing a Resilient Management Foundation	Conduct corporate governance with integrity to earn the trust of society through ongoing dialogue with stakeholders. In addition, foster innovation and improve the well-being of our employees by developing a progressive workplace environment where diverse human resources can thrive, utilizing cutting-edge technologies and advancing health and productivity management to maintain and improve the health of employees and their families.  (1) Enhance corporate governance and ensure its effectiveness (2) Develop sustainably through cooperation with stakeholders (3) Promote employee well-being and advance DE&I to maximize human capital (4) Enhance productivity with advanced workplace environments	<ul style="list-style-type: none"> <li>Reinforce compliance and AI governance</li> <li>Build a sophisticated internal control system</li> <li>Enhance supply chain management</li> <li>Human capital management initiatives</li> <li>Promote the participation of diverse talent (professional participation of women and initiatives related to LGBTQ+ persons)</li> <li>Promote measures against customer harassment</li> <li>Promote smart workstyles<sup>7</sup> (Smart &amp; Fun!)</li> <li>Promote health and productivity management</li> <li>Eliminate anti-social forces and prevent corruption and unethical behavior</li> <li>Increase the sophistication of the Board of Directors</li> <li>Sound and transparent disclosure</li> <li>Offer diverse and flexible workstyles (optimal mix of work in-office, from home, from satellite offices, etc.)</li> <li>Enhance risk assessment</li> <li>Coordination with organizations and regional communities</li> <li>Fair evaluation and remuneration system</li> </ul>

1. Domestically produced Large Language Models (LLMs), multimodal generative AI, etc.

2. SoftBank Academia, SoftBank InnoVenture, SoftBank University, Generative AI Utilization Contest

3. Including the use of non-fossil certificates designated as renewable energy

4. Security Information and Event Management

5. Mobile Device Management

6. Endpoint Detection and Response

7. Free-agent system, job posting system, SoftBank-style internal secondary job system, SoftBank University, SB Career Dock

8. Super flextime system, teleworking, operational improvements using AI and Robotic Process Automation (RPA), permitting employees to take side jobs

# Identifying Material Issues

SoftBank Corp.'s material issues are identified by considering the external (stakeholder) level of importance; including international guidelines such as the GRI Standards and SDGs, discussions at international conferences, investor opinions, and the views of experts representing external stakeholders; as well as our own level of importance based on discussions within each unit, division, and subsidiary; and are evaluated and set based on both perspectives. In addition, we verify material issues annually in light of changing expectations from external stakeholders and societal trends toward ensuring the effectiveness of ESG promotion.

In the course of this identification and verification process, the ESG Promotion Committee deliberates the results of discussions and material issue assessments led by the ESG promotion managers of each division and group company based on their short-, medium- and long-term plans. The material issues identified or verified are thus approved by the Board of Directors.

In considering material issues and implementing their identification and verification processes, we not only pay attention to the impact of changes in society and the external environment<sup>1</sup> on our business, but also consider our business outlook, status and importance,<sup>2</sup> while assessing our positive and negative impacts on society and the environment based on the principle of double materiality. These factors are thus reflected in our material issues and the value we create.

The entire company, including Board Directors, senior management and employees, reaffirms that these initiatives will further accelerate our management strategy and are important key drivers for becoming a comprehensive digital platform provider. We will continue to promote both the realization of a sustainable society and the sustainable growth of our company.

1. The increased importance of climate strategy and natural capital (including biodiversity), the increased importance of information security as well as the protection of data and personal information, and human capital
2. The further promotion of the practical implementation of digital technologies as well as corporate and social DX, the creation of new lifestyle value and pursuit of customer value, global business expansion, energy sector initiatives, advancement of AI Governance, and the increased importance of coordination with group companies and improved synergy

Notes: • The adoption of the international target of being "Nature Positive" at the Conference of the Parties to the Convention on Biological Diversity (COP15), the publication of the final recommendations of TNFD, and other trends showing the growing global significance of biodiversity are being evaluated. Starting in FY2024, we have positioned "Contribute to biodiversity conservation" as an important material issue and will manage our value creation efforts accordingly.  
• Obtained third-party assurance for materiality identification process (Japan Quality Assurance Organization)

→ Identifying material issues

## External Importance

Based on international guidelines (GRI, SASB, SDGs, etc.), international reports (WBCSD Vision 2050, etc.), as well as requests related to various issues from such stakeholders as experts (university professors, prominent industry figures, etc.) and investors, and external initiatives such as ESG ratings, we identify material issues considering both the impact of society and the environment on the company and group and, conversely, the impact of the company and group on society and the environment.

## Internal Importance

Importance is determined considering the impacts of society and the environment on the company and group based on the company's and group's short-, medium- and long-term future plans and their importance; international reports, such as WBCSD's "Macrotrends and Disruptions Shaping 2020–2030" Vision 2050 issue brief; and future forecast reports issued by the Japanese Cabinet Office. Based on such considerations, we identify material issues after discussions by the ESG Promotion Committee.

## Identifying Material Issues

### Materiality Map

#### Category

- Building Society and Industry through DX
- Contributing to the Global Environment with the Power of Technology

- Connecting People and Information to Create New Excitement
- Building High-quality Social Infrastructure

- Creating New Business through Open Innovation
- Developing a Resilient Management Foundation



#### 20 Value Creation Items

- ① Expand and enhance the efficiency of the industrial base through cutting-edge technologies
- ② Create new industries through DX
- ③ Revitalize local communities (regional revitalization)
- ④ Realize attractive customer value through the spread of smart devices
- ⑤ Provide an environment in which everyone can access information
- ⑥ Leverage ICT to create new lifestyles and enhance the foundations for daily life
- ⑦ Develop new business models with cutting-edge technologies
- ⑧ Incubate and spiral-up cutting-edge businesses overseas
- ⑨ Build systems to recruit and develop human resources to lead growth and create new businesses
- ⑩ Contribute to the mitigation of climate change through technology and business
- ⑪ Promote a recycling-based society (circular economy)
- ⑫ Contribute to biodiversity conservation
- ⑬ Realize a prosperous society through the spread of renewable energy
- ⑭ Prepare sustainable life infrastructure
- ⑮ Construct robust communications infrastructure to contribute to disaster prevention and mitigation
- ⑯ Promote data security and privacy protection initiatives
- ⑰ Enhance corporate governance and ensure its effectiveness
- ⑱ Develop sustainably through cooperation with stakeholders
- ⑲ Promote employee well-being and advance DE&I to maximize human capital
- ⑳ Enhance productivity with advanced workplace environments

\* Impacts of the environment and society on SoftBank Corp. and the impacts of SoftBank Corp. on the environment and society

## Identifying Material Issues

### Principle of Double Materiality

The principle of double materiality is the concept that importance should be considered from two aspects: the financial impacts of society and the environment on the company, as well as the impacts of corporate activities on society and the environment. The concept is advocated in international guidelines and others.

We identify our material issues based on the principle of double materiality, considering not only the impacts of society and the environment on the company, but also the impacts of the company's corporate and business activities on society and the environment. Specifically, we consider both positive and negative impacts exerted by the company on each type of stakeholder.

Material Issues	Impact on Society and the Environment		Major Stakeholders
<b>1 Building Society and Industry through DX</b>	Positive	<ul style="list-style-type: none"> <li>Expand and enhance the efficiency of the industrial base through cutting-edge technologies (including improving labor productivity and alleviating labor shortages)</li> <li>Creation of new businesses and industries through DX</li> <li>Revitalizing local communities through the use of technology (regional revitalization)</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> <li>Local residents</li> </ul>
	Negative	<ul style="list-style-type: none"> <li>Changes in employment structure due to DX/industrial transformation</li> </ul>	
<b>2 Connecting People and Information to Create New Excitement</b>	Positive	<ul style="list-style-type: none"> <li>Provide advanced communications and ICT through the spread of smart devices to realize new information experiences and attractive value</li> <li>Provide an environment in which everyone can access information</li> <li>Leverage ICT to create new lifestyles and enhance the foundations for daily life (online shopping, cashless society, advanced ICT in healthcare/education, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> <li>Local residents</li> </ul>
	Negative	<ul style="list-style-type: none"> <li>Need for environments that curb the digital divide and other information disparities and make information accessible to everyone, including the elderly, people with disabilities, and the poor</li> <li>Concerns about the impact of cyberbullying and crime due to improper access to information and use of the Internet</li> </ul>	
<b>3 Creating New Business through Open Innovation</b>	Positive	<ul style="list-style-type: none"> <li>Promote the implementation of digital society by developing new business models with cutting-edge technologies</li> <li>Incubate and spiral-up cutting-edge businesses overseas to advance new value creation in Japan</li> <li>Build systems to create new businesses</li> <li>Develop digital human resources capable of utilizing the latest technologies and implementing them in society</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> <li>Employees</li> <li>Shareholders/investors</li> <li>Local residents</li> </ul>
	Negative	<ul style="list-style-type: none"> <li>Concerns about disrupting existing businesses by developing new businesses and services</li> </ul>	
<b>4 Contributing to the Global Environment with the Power of Technology</b>	Positive	<ul style="list-style-type: none"> <li>Contribute to the mitigation of climate change through technology and business</li> <li>Promote a recycling-based society (circular economy)</li> <li>Realize a prosperous society through the spread of renewable energy</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> <li>Employees</li> <li>Shareholders/investors</li> <li>Local residents</li> <li>The environment</li> </ul>
	Negative	<ul style="list-style-type: none"> <li>GHG emissions from electricity use in business activities</li> <li>Environmental and social impacts associated with the use of resources (rare metals, forests, wastewater, waste, etc.)</li> <li>Environmental impacts such as deforestation due to installation of base stations in mountainous areas</li> </ul>	

Material Issues	Impact on Society and the Environment		Major Stakeholders
<b>5 Building High-quality Social Infrastructure</b>	Positive	<ul style="list-style-type: none"> <li>Enjoyment of sustainable living infrastructure</li> <li>Construct robust communications infrastructure to contribute to disaster prevention and mitigation</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> <li>Employees</li> <li>Shareholders/investors</li> <li>Local residents</li> </ul>
	Negative	<ul style="list-style-type: none"> <li>Delays in restoration in the event of communication failures or infrastructure disruptions due to natural disasters</li> <li>Impact on data security due to cyberattack damage, etc.</li> </ul>	
<b>6 Developing a Resilient Management Foundation</b>	Positive	<ul style="list-style-type: none"> <li>Contribution to market stability by enhancing corporate governance and ensuring its effectiveness</li> <li>Developing a sustainable society through cooperation with stakeholders</li> <li>Enhancing employee happiness with diversity, equity and inclusion (DE&amp;I) to create a rewarding work environment where everyone can fulfill their potential</li> <li>Advanced workplace environments</li> </ul>	<ul style="list-style-type: none"> <li>Employees</li> <li>Shareholders/investors</li> <li>Local residents</li> <li>NGOs/NPOs</li> </ul>
	Negative	<ul style="list-style-type: none"> <li>Insufficient governance response resulting in loss of trust by business partners and shareholders</li> <li>Environmental and social impacts in the supply chain (human rights, occupational health and safety, conflict minerals, etc.)</li> </ul>	

### Integration of Sustainability-related Risks into Enterprise Risk Management

We integrate sustainability risks related to the identified material issues (climate change, human resource development and retention, etc.) into enterprise risk management. Every six months, the Risk Management Committee, whose members include the president, vice presidents and CFO, and which is attended by the Audit & Supervisory Board Members and the heads of related departments, is held to evaluate, monitor and review risks. Please refer to the Risk Management page of our website for specific details of risks and management systems.

→ Risk management structure

# Material Issue KPIs: Targets and Results

In order to promote steady progress on the material issues, SoftBank Corp. has established key performance indicators (KPIs) for each issue. These KPIs are used to conduct regular progress evaluations and report results, and are revised as needed in response to changes in business conditions and society.

Material Issue	Value Creation	FY2024 KPIs	FY2023 Results
1 Building Society and Industry through DX	(1) Expand and enhance the efficiency of the industrial base through cutting-edge technologies	1) Revenue from business solutions and others: 10% CAGR <sup>1</sup>	1) Positive 16.0%
	(2) Create new industries through DX	1) Create at least one example of social implementation in each of the seven priority business areas <sup>2</sup>	1) Created at least one example of social implementation in each business area
	(3) Revitalize local communities (regional revitalization)	1) Initiatives to address the material issues in partnership with local governments: More than 25 <sup>3</sup>	1) 33 initiatives
2 Connecting People and Information to Create New Excitement	(1) Realize attractive customer value through the spread of smart devices	1) Smartphone cumulative subscribers: Net increase of around 1 million annually <span style="color: blue;">Updated</span>	1) Smartphone cumulative subscribers: 30.73 million
	(2) Provide an environment in which everyone can access information	2) Understanding customer feedback / NPS <sup>4</sup> * improvement: Number of surveys collected 1) Total usage rate of LINE NEWS/Yahoo! News: 79% or more <span style="color: blue;">Updated</span> 2) – 3) Smartphone classes: 1 million classes <span style="color: blue;">Updated</span>	2) 4.22 million responses 1) Yahoo! News DAU: 43.60 million <sup>5</sup> 2) Expand the HAPS Alliance to broaden Internet communications across the world: Promoting initiatives • Alliance members: Increased to 81 companies 3) 998,000 classes
	(3) Leverage ICT to create new lifestyles and enhance the foundations for daily life	1) Cumulative registered PayPay users: 70 million <sup>6</sup> <span style="color: blue;">Updated</span> 2) E-commerce domestic merchandise transaction value: ¥3.03 trillion <span style="color: blue;">Updated</span>	1) 63.04 million 2) ¥3.03 trillion
3 Creating New Business through Open Innovation	(1) Develop new businesses with cutting-edge technologies	1) Promote initiatives for the NTN Vision (FY2027) <span style="color: blue;">Updated</span>	1) Initiatives for HAPS commercialization • Batteries: High-performance lightweight battery commercialization (400 Wh/kg-level cells) • Motor: Completed a new design for a prototype motor (Nidec) • Wireless devices for the stratosphere: -Successful verification of area optimization technology through cylinder antennas -Successful test of stratosphere-based 5G communications in Rwanda
	(2) Incubate and spiral-up cutting-edge businesses overseas	2) Create a domestically produced Large Language Models (LLMs) <sup>7</sup> with 390 billion parameters <span style="color: pink;">New</span>	2) –
	(3) Build systems to recruit and develop human resources to lead growth and create new businesses	1) Form strategic partnerships and invest in new business areas <span style="color: blue;">Updated</span>	1) Promote business start-up and development in new business areas: 6 businesses
4 Contributing to the Global Environment with the Power of Technology	(1) Contribute to the mitigation of climate change through technology and business	1) • Net zero emissions (Scope 1, 2, 3 <sup>8</sup> ) (FY2050) • Carbon neutrality (Scope 1, 2 <sup>9</sup> ) (FY2030) (Ratio of renewable energy to electricity used by the company <sup>10</sup> : 100% by FY2030) (Purchasing non-fossil certificates and demonstrating additionality in renewable energy) 2) Ratio of renewable energy to electricity used by the company <sup>10</sup> : 50% or greater (FY2030) <sup>11</sup> 3) Ratio of renewable energy for base stations: 90% or greater <span style="color: blue;">Updated</span> 4) Contribution to the reduction of CO <sub>2</sub> emissions in society as a whole: • Spread and expand household energy-saving services through electricity management apps, etc. • Create and expand businesses related to climate change <span style="color: pink;">New</span>	1) • Promoted switch to renewable energy • Considered energy-saving facilities using technology/the introduction of renewable energy with additionality <sup>11</sup> • Created internal systems to promote Scope 3 reductions 2) Developing renewable energy production facilities with energy producers 3) 81.6% 4) • Households using the service: Approximately 1.20 million
	(2) Promote a recycling-based society (circular economy)	1) Mobile phones collected for reuse or recycling: 12 million (FY2020-2025) 2) Recycling rate of decommissioned base stations: over 99% (annually) <span style="color: blue;">Updated</span> 3) Recycling rate of industrial waste: 1% increase year-on-year <span style="color: pink;">New</span>	1) 9.87 million phones 2) Percentage of decommissioned base stations going to landfill: 0.03% 3) –
	(3) Contribute to biodiversity conservation	1) Realize nature positive 2030: • Promote forest conservation in areas at least twice the size of land developed in key biodiversity areas • Plant trees and otherwise contribute to nurturing water sources equaling 1% of water use of newly developed data centers <span style="color: pink;">New</span> 2) Promote initiatives related to conserving biodiversity/natural capital	1) • Reducing impact on biodiversity from land development: contributing to forest conservation efforts conserving a greater area of forest (500 m <sup>2</sup> ) than the area developed in FY2022, including that of natural preserves 2) Young corals planted by Future and Coral Project: 60
	(4) Realize a prosperous society through the spread of renewable energy	1) Provide renewable energy power plans to promote renewable energy provision <span style="color: blue;">Updated</span>	1) Renewable energy power provision: Expand provision of renewable energy power plans • CO <sub>2</sub> emissions reduced by providing Shizen Denki: 39,000 tons-CO <sub>2</sub> <sup>13</sup>

Note: Unless otherwise specified, the KPI metrics and targets, as well as results, are for SoftBank Corp. on a non-consolidated basis.

1. CAGR: Compound annual growth rate, calculated by the group

2. Priority business areas: retail/distribution, logistics, insurance/finance, social infrastructure, healthcare, super cities/smart cities, and other industries

3. Number of group-wide cases of commencing provision of solutions

4. Net Promoter Score (NPS): A metric for assessing customer loyalty

5. DAU: Daily active users

6. Figure for PayPay Corporation only, medium-term target

7. Large Language Models

8. Scope 1: direct greenhouse gas emissions by the company itself; Scope 2: indirect emissions from the use of electricity, heat and steam supplied by other companies; Scope 3: Indirect emissions other than Scope 1 and 2 (supply chain emissions associated with the activities of the company)

9. Total targets for Scope 1 (SoftBank Corp.'s direct GHG emissions) as well as Scope 2 (indirect emissions from the use of electricity, heat and steam provided by another company)

10. Total for SoftBank Corp. and Wireless City Planning, Inc.

11. In addition to the use of renewable energy from existing sources, conducting investigations to contribute to expanding new renewable energy productions

12. Procurement from new (additional) renewable energy generation (wind, solar, etc.)

13. A service that provides 100% renewable energy sourced through the use of non-fossil certificates

## Material Issue KPIs: Targets and Results

Material Issue	Value Creation	FY2024 KPIs	FY2023 Results
5 Building High-quality Social Infrastructure	(1) Prepare sustainable life infrastructure	1) 5G deployment plan Expansion of 5G standalone (SA) coverage: Smartphone SA in key areas of all prefectures (FY2026) 2) Complete the first period of construction and begin operations in the Hokkaido data center (FY2026) <span style="color: red;">New</span> 3) Number of major network accidents: Zero 4) High-capacity optical submarine cable: Start of operation (FY2024) <span style="color: blue;">Updated</span>	1) Completed in the three cities of Tokyo, Osaka and Nagoya 2) — 3) Two major accidents 4) High-capacity optical submarine cable start of operation (FY2023): • Cable installation construction: 97% complete     • Landing station construction: all stations completed • Acceptance tests: under way <sup>1</sup>
	(2) Construct robust communications infrastructure to contribute to disaster prevention and mitigation	1) — 2) Maintain and enhance equipment and materials for disaster response and recovery: strengthen cooperation with external organizations involved in disaster recovery <span style="color: blue;">Updated</span>	1) Tohoku Route: commercial operation start (FY2023) • Commercial operation start 2) Maintain and enhance equipment and materials for disaster response and recovery: • Mobile base station vehicles/portable mobile base stations: 200     • Mobile power supply vehicles provided: 91 • Portable satellite antennas: 282     • Signed disaster agreements with overseas-facing organizations
	(3) Promote data security and privacy protection initiatives	1) Number of major accidents involving information security: Zero (annually) 2) Number of major accidents involving privacy issues: Zero (annually) 3) Improve transparency: • Addition of corporate data <span style="color: blue;">Updated</span> • Improve personal information control rights <sup>2</sup> : Established optimized advertisement distribution <span style="color: blue;">Updated</span>	1) Zero major accidents 2) Zero major accidents 3) Helping customers understand how their personal information is handled: • Privacy dashboard setting function: functionality included • Disclosure of information handling of application/website usage details: disclosed
6 Developing a Resilient Management Foundation	(1) Enhance corporate governance and ensure its effectiveness	1) Promote AI governance <span style="color: red;">New</span> 2) Monitor the number of compliance violations (annually) 3) Employees' attendance rate at compliance training sessions: 99% or more (annually) 4) Employee Compliance Awareness Survey: Score 75 or higher <span style="color: blue;">Updated</span> 5) Awareness of Compliance Hotline among employees: 99% or more (annually) <span style="color: blue;">Updated</span> 6) Ensure effectiveness of the Board of Directors: Conduct evaluation 7) Average attendance rate of all Board Directors at Board of Directors meetings: 75% or higher	1) — 2) Number of disciplinary actions: 30 3) 100% 4) Score: 77 <sup>2</sup> 5) Awareness of Compliance Hotline among full-time employees: 100% 6) Evaluation conducted in FY2023 7) Average at Board of Directors meetings: 92.5%
	(2) Develop sustainably through cooperation with stakeholders	1) Response rate from critical suppliers of the sustainability procurement survey: 95% or greater (annually) <span style="color: blue;">Updated</span> 2) Support for improvement activities at high-risk suppliers: 100% implementation 3) Supplier inspection/audits: 20 or more companies <span style="color: blue;">Updated</span> 4) Number of partnerships with NPOs: Maintained with 1,000 organizations <span style="color: blue;">Updated</span> 5) Selection for DJSI World Index (annually)	1) Survey collection rate: 94% 2) 100% 3) Supplier inspections/CSR audits: 16 companies 4) 1,066 organizations 5) Selected for DJSI World Index for two consecutive years
	(3) Promote employee well-being and advance DE&I to maximize human capital	1) Ratio of women in management positions: 20% or more (FY2035) • 15% or more by FY2030 (double the ratio of FY2021) 2) — 3) Ratio of annual paid leave taken: Keep at 70% or above (annually) 4) Serious accidents involving employees or at construction sites: Zero (annually) 5) Return rate from childcare leave: 100% (annually) 6) Ratio of male employees taking childcare leave: 70% or more (FY2025), 85% or more (FY2030) <span style="color: blue;">Updated</span> 7) Number of employees who retire due to nursing care responsibilities: 0 (annually)	1) 9.2% 2) Ratio of employees with disabilities: At or above the legally mandated level • 2.74% 3) 77.7% 4) Number of fatal accidents: Zero 5) 100% 6) 68% 7) Zero
	(4) Enhance productivity with advanced workplace environments	1) Provide office environments that encourage diverse workstyles: Understanding actual numbers and results (annually) 2) Ratio of telework <sup>3</sup> : 90% or greater (annually) 3) Ratio of employees who smoke: • Decrease of 1% or more YoY     • Less than 20% (FY2030) 4) —	1) Utilization of shared office space in 5 of our own satellite locations, 34 WeWork locations, and over 600 other locations nationwide 2) 95.3% 3) 24.5% 4) High ranking in Japan surveys: Highly ranked among the major surveys (annually) • Won the grand prize in the Nikkei SDGs Management Survey 2023 • 5 stars in the 7th Nikkei Smart Work Management Survey • Awarded in the Human Resources Utilization Category in the Nikkei Smart Work Awards 2024 • Certification in the 2024 Certified Health & Productivity Management Outstanding Organizations Recognition Program in the large enterprise ("White 500") category • Selected in the 2024 Health & Productivity Stock Selection • Received the highest rank in Development Bank of Japan Employees' Health Management Rated Loan Program

Note: Unless otherwise specified, the KPI metrics and targets, as well as results, are for SoftBank Corp. on a non-consolidated basis.

1. Delays caused by lengthened construction due to geopolitical risks, etc.

2. Reflecting the will of customers

3. Scoring system was changed in accordance with changes to the survey in FY2023

4. Ratio of employees who engaged in telework once or more a month

# Sustainability Promotion Structure

To promote its growth strategy and sustainability in an integrated manner, SoftBank Corp. has established the Sustainability Basic Policy and ESG Promotion Committee (chaired by President Junichi Miyakawa) as an advisory body to the Board of Directors. Independent External Board Members join lively discussions that include diverse internal and external perspectives and expertise.

## Sustainability Basic Policy

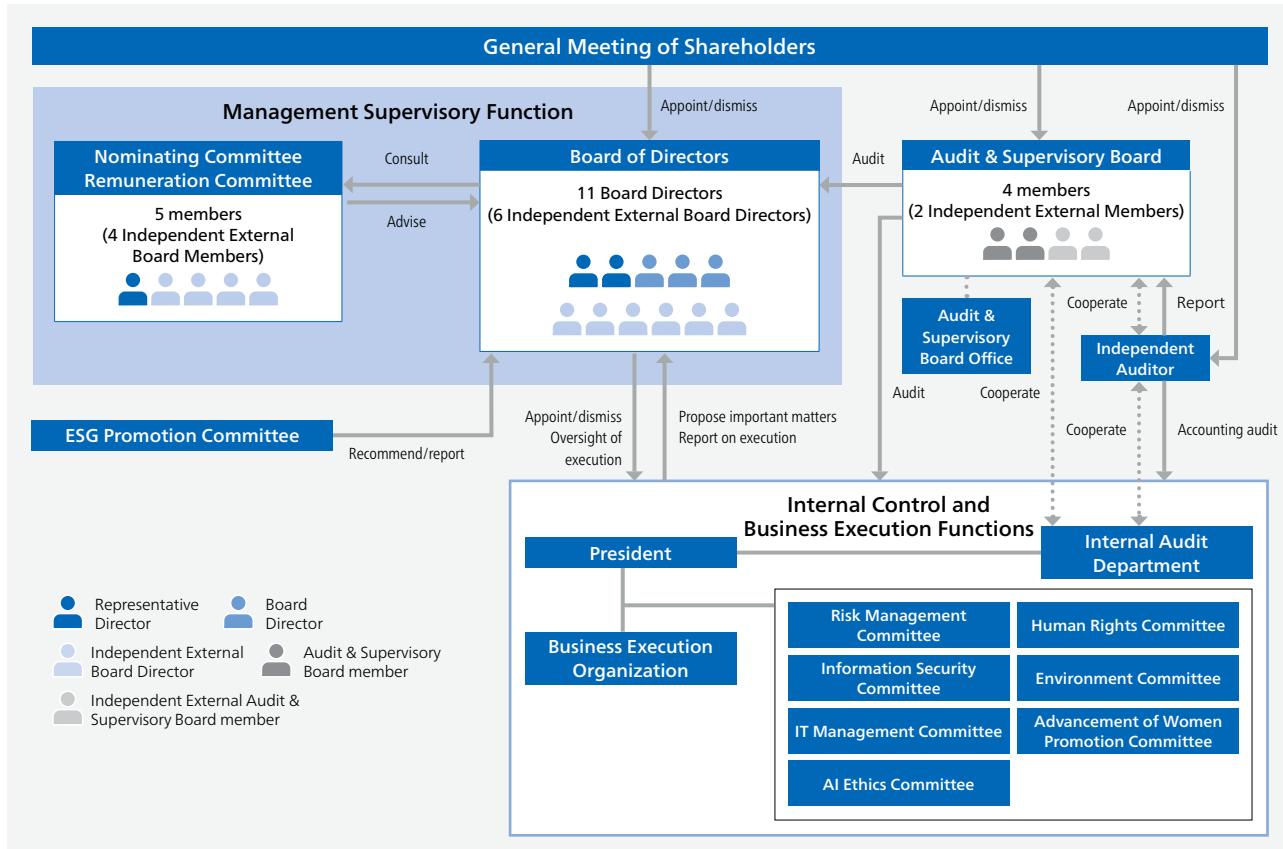
At SoftBank, we will work to resolve various social issues through our corporate and business activities to realize a sustainable society in which all things, information and minds are connected.

- We will provide wonder, peace of mind, and delight through a customer-oriented business approach.
- To meet stakeholder expectations, we will continue to challenge ourselves to achieve corporate growth and transparent information disclosure.
- Employee satisfaction, pride, uniqueness and diversity will be encouraged and valued.
- Mutual trust and fair trade with our suppliers will be a priority (to prevent corruption and degeneracy, etc.).
- To create a better future for everyone, we will continue promoting a digitalized society, nurturing the next generation, serving diverse needs, implementing environment and resource management policies, and providing disaster and reconstruction support.

In terms of internal sustainability information and activities, the ESG Promotion Committee conducts surveys of social issues to address and formulates action plans four times each year. Additionally, activity reports are provided to the Board of Directors to reflect sustainability perspectives and awareness in management.

Aiming to further elevate our sustainability activities, we have established the Advisory Committee, an independent, third-party advisory body composed mainly of outside experts, to secure the effectiveness of the ESG Promotion Committee.

## Corporate Governance System



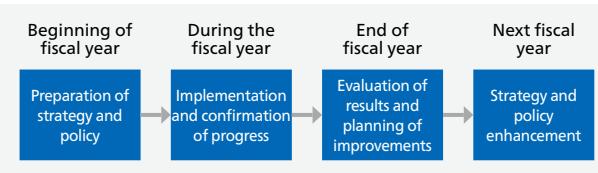
\* As of June 20, 2024

→ Promotion structure

## Sustainability Promotion Structure

### ESG Promotion Committee

Based on the advice and deliberations of the ESG Promotion Committee, SoftBank Corp. is enhancing the level of its response to sustainability issues by deepening its understanding of sustainability and driving the PDCA cycle.



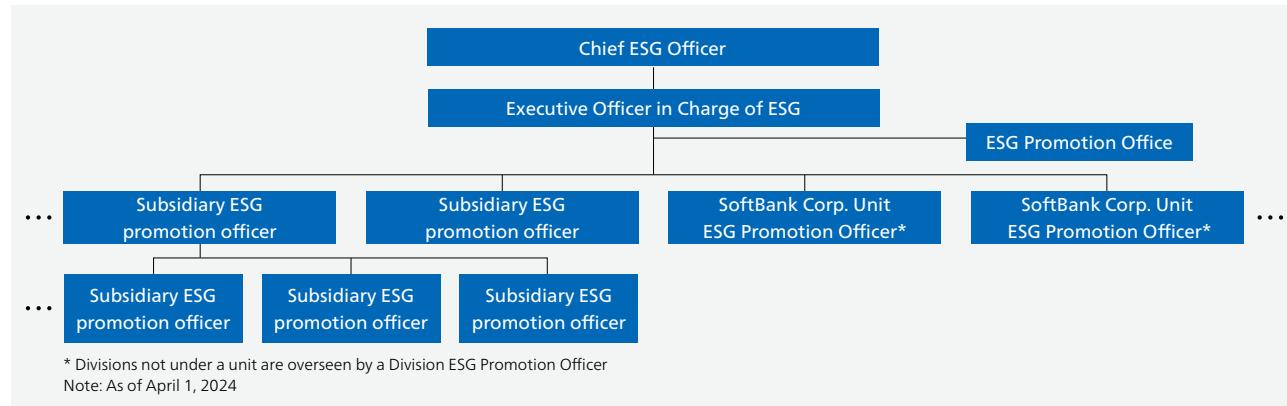
#### ▼ ESG Promotion Committee

FY	Date	Agenda (excerpts)
FY2023	1st meeting: April 18	<ul style="list-style-type: none"> <li>Confirmation of FY2022 results</li> <li>Reexamination of material issues and confirmation of details</li> <li>Details of KPIs in FY2023</li> </ul>
	2nd meeting: July 24	<ul style="list-style-type: none"> <li>ESG-related external environment and trends</li> <li>Dialogue with outside experts: Net zero and business</li> <li>Dialogue with leading ESG companies</li> </ul>
	3rd meeting: October 24	<ul style="list-style-type: none"> <li>ESG-related external environment and trends</li> <li>Progress on sustainability promotion activities</li> <li>Progress in the first half of FY2023 on material issue KPIs</li> </ul>
	4th meeting: January 23	<ul style="list-style-type: none"> <li>Progress on sustainability promotion activities</li> <li>Dialogue with leading ESG companies</li> </ul>
FY2022	1st meeting: April 19	<ul style="list-style-type: none"> <li>Confirmation of FY2021 results</li> <li>Reexamination of material issues and confirmation of details</li> <li>Details of KPIs in FY2022</li> <li>FY2022 implementation plan</li> </ul>
	2nd meeting: July 26	<ul style="list-style-type: none"> <li>ESG-related external environment and trends</li> <li>Progress on sustainability promotion activities</li> <li>Status of carbon neutrality promotion</li> </ul>
	3rd meeting: October 18	<ul style="list-style-type: none"> <li>Dialogue with outside experts: Trends in sustainability among global companies</li> <li>Progress in the first half of FY2022 on material issue KPIs</li> </ul>
	4th meeting: January 31	<ul style="list-style-type: none"> <li>Progress on sustainability promotion activities</li> <li>Discussion of sustainability projects</li> </ul>

### Internal Executive Structure

Junichi Miyakawa, President & CEO, has ultimate responsibility for promoting the overall sustainability activities of SoftBank Corp., its subsidiaries and the SoftBank Corp. group as the Chief ESG Officer. The ESG Promotion Office was established to lead the SoftBank Corp. group's sustainability activities, which are directed by Fumihiro Aono, Executive Vice President and CHRO, as the Executive Officer in Charge of ESG. In addition, ESG promotion officers have been appointed at SoftBank Corp. and its subsidiaries to conduct various activities in line with business efforts and collaborate with the ESG Promotion Office to advance high-impact activities through united group efforts.

#### ▼ Sustainability Promotion Structure



→ Executive structure

### Strengthening Group Coordination

To strengthen and enhance the sustainability efforts of the SoftBank Corp. group as a whole, we hold meetings of a Group Liaison Committee on ESG Promotion, bringing together all group companies, twice a year. At these meetings, SDGs promotion officers and persons in charge of SDGs promotion participate as representatives of their respective group companies. The representatives share information on the status of sustainability measures at each company and conduct group discussions to fortify synergies among group companies. The Group Liaison Committee also takes steps to foster and strengthen group-wide solidarity and raise awareness on sustainability issues internally. Measures to this end include holding the SoftBank Corp. group SDGs Action Awards (FY2023 grand prize winner: ASKUL Corp.), which recognize successful SDG-related initiatives at group companies.



# Message from the Executive Officer in Charge of ESG

## Our Mindset Toward ESG Management and Our ESG Promotion Structure

We have designated the realization of a sustainable society through business operations and increased corporate value as requirements in our ESG management. We have established the ESG Promotion Office as an organization charged with spreading our mindset toward ESG management throughout SoftBank Corp. and our group companies, and in response to the expectations and requests of a wide range of stakeholders, we also established the ESG Promotion Committee as an advisory body to the Board of Directors. Junichi Miyakawa, our President & CEO, serves as the SoftBank Corp. group's Chief ESG Officer and assumes the lead role, while I am responsible for promoting ESG group-wide as the Executive Officer in Charge of ESG.

Fumihiro Aono

Executive Vice President,  
CHRO & Executive Officer  
in Charge of ESG



## Initiatives Related to Climate Change and Biodiversity Conservation

In order to realize a sustainable society, SoftBank Corp. positions its response to climate change and biodiversity conservation as a social duty and an important theme. Regarding climate change, we are working to bring greenhouse gas emissions from our business activities to net zero by 2030 in accordance with the Carbon-Neutral 2030 Declaration, while we reduce greenhouse gas emissions throughout our supply chain, including our customers and suppliers, to net zero by 2050. The entire group is working as one toward this goal.

For biodiversity conservation, we support the international community's goal of being nature positive. For example, we conduct forest conservation activities to reduce the impact of our business operations on ecosystems. When we have communications equipment such as mobile phone base stations in locations where biodiversity is important, we plant trees in an area twice as large as that taken up by our equipment as well as conduct other forest conservation activities. In addition, we conduct information disclosure on the impact of our business activities on natural capital based on the framework announced by the Taskforce on Nature-related Financial Disclosures (TNFD).

## Increasing Corporate Value Through Human Capital Management

SoftBank Corp. regards our human resources as a key driver of our business growth, and we believe it is important to create environments and provide opportunities for diverse human resources to maximize the use of their individuality and abilities to bolster our corporate value. Promotion of diversity, equity and inclusion is an important management issue, and we strive to foster a dynamic and vibrant organization that enables diverse members of our workforce to fully exercise their talents, regardless of age, gender, nationality or disabilities. To promote the advancement of women in

## Message from the Executive Officer in Charge of ESG

particular, we brought in outside experts as advisors when we established our Advancement of Women Promotion Committee, and we conduct diverse initiatives for female employees, including career training and mentoring programs with internal senior managers. As we believe employee growth is connected to medium- and long-term increases in our corporate value, we designate employees as important capital. To maximize our human capital, we established systems and programs supporting self-directed learning and self-driven career development. SoftBank Corp. proactively invests in our human capital and discloses information, training our employees in conjunction with our business growth as we seek to become a company chosen by all through an era of change.

### Increase Corporate Value by Strengthening Governance

Robust corporate governance is essential to improving corporate value. To create a high-quality governance system, raise management transparency, and conduct corporate governance with fairness and integrity, we have selected Audit & Supervisory Board Members and established the Audit & Supervisory Board to conduct effective audits on the status of the execution of duties by Board Directors. Since June 2024, we structured our Board such that our six Independent External Board Members came to comprise a majority (54.5%) of the total eleven members of the Board of Directors, improving managerial independence and transparency. We have also formulated the SoftBank Code of Conduct, which is to be upheld through Board Members and individual employees so that they maintain strong ethics and a deep sense of responsibility in the execution of daily operations. Along with this, we aim to spread awareness of compliance, implementing diverse initiatives such as various training

programs and our Compliance Awareness Month. Through this, we endeavor to guarantee transparency in all our corporate activities and create governance to earn the trust of all stakeholders.

We are also proceeding with initiatives regarding human rights. Any form of discrimination and harassment based on age, gender, nationality and disabilities is prohibited under SoftBank's Human Rights Policies for all stakeholders, employees, business partners and in our supply chain. We have also established "Our Mindset Regarding Customer Harassment" to both preserve good relationships with our valued customers as well as protect employees from verbal abuse and unreasonable demands, creating an environment where they can work with peace of mind.

### Continuing to Bring Out Answers to Social Issues, Aiming to Become the Corporate Group Needed Most by People Around the World

With our corporate philosophy of "Information Revolution – Happiness for Everyone" and our vision of "Becoming the

Corporate Group Needed Most by People Around the World," we now aim to be a company that provides the necessary next-generation social infrastructure to develop a digitized society by 2030 as our long-term vision. SoftBank's brand symbol of two lines in an equal sign represents the corporate mindset of the SoftBank Group, a leader in the Information Revolution that strives to bring answers and solutions for various issues confronting our customers and society as a whole. In 2024, we introduced our new slogan of "Answers to Social Issues," spreading our methods and underlying thoughts through initiatives focused on addressing existing and potential social problems. Our employees are conscious of how they can connect and contribute to the philosophy, vision and ideals shown in our brand logo through their own operations and daily activities, and our six important material issues form the compass guiding them. We are confident that the combined efforts of each employee will bring the realization of a sustainable society and increased corporate value.



# Promoting Awareness of ESG

## External Messaging and Dissemination of Initiatives

SoftBank Corp. proactively disseminates information through a variety of contact points to convey to stakeholders its stance on ESG and related initiatives.

In our communications, we highlight policies and initiatives that contribute to building a sustainable society in a clear and straightforward manner.

### Website and Publications



The "SoftBank Sustainability" website explains SoftBank Corp.'s stance toward sustainability and related initiatives to stakeholders.

We also provide explanations of our approaches to sustainability and related initiatives and results in the Annual Report, Annual Securities Report and other publications.

We aim to foster a deeper understanding of our corporate value and sustainability through the appropriate disclosure and dissemination of information that investors and other stakeholders want to know.

[→ SoftBank Sustainability](#)

### Communicating through SoftBank News and Social Media

We disseminate information on SoftBank sustainability initiatives through SoftBank News, which provides information useful for daily life and the latest information on SoftBank under the theme of "IT x lifestyles," as well as through official SoftBank accounts on social media. Through SoftBank News, we deliver a series of articles titled "SoftBank SDGs Actions" (in Japanese only) that highlights SoftBank Corp.'s initiatives aimed at helping achieve the SDGs through business and corporate activities.



### Concept Video

SoftBank Corp. is releasing a concept video concisely explaining its ESG strategy. Based on our corporate philosophy, "Information Revolution – Happiness for everyone," and the concept of "a world where all things, information and minds are connected," this video communicates the meaning behind the material issues along with footage related to specific initiatives.



### Conducting ESG briefings

In February 2024, we conducted SoftBank Corp.'s first ESG briefing, where we systematically explained to investors and other stakeholders our basic approach and key initiatives regarding ESG, strategies, efforts to address environmental problems, and human capital management.



### Lectures and Study Sessions

We conduct lectures and study sessions to explain SoftBank Corp.'s approach to and initiatives aimed at helping achieve the SDGs to companies, business partners, local governments and organizations, universities, and elementary and junior high schools. We hope that these efforts will not only deepen understanding of SoftBank Corp. but also help foster a shared recognition of the importance of each individual's awareness and actions toward achieving the SDGs.

### Symbol Development and Use on Company and Customer Items

To convey to as many people as possible SoftBank's efforts toward achieving the SDGs, we created an SDG symbol using the motif of the beloved canine father of the otherwise human Shirato family. We use this symbol on corporate tools (business cards, envelopes, paper bags, etc.) and have made it into a Zoom background that is available for all employees to use.

Also, we use environmentally friendly materials for our disposable shopping bags, document folders and desktop calendars. We include information about our SDG-related indicatives on these items for use as touchpoints for informing customers of our efforts on the SDGs.



SDG symbol



Zoom background



Paper bags



Business cards



SDG ACTION 04



社会課題に、アンサーを。

### Providing Information on Initiatives Aimed at Solving Social Issues

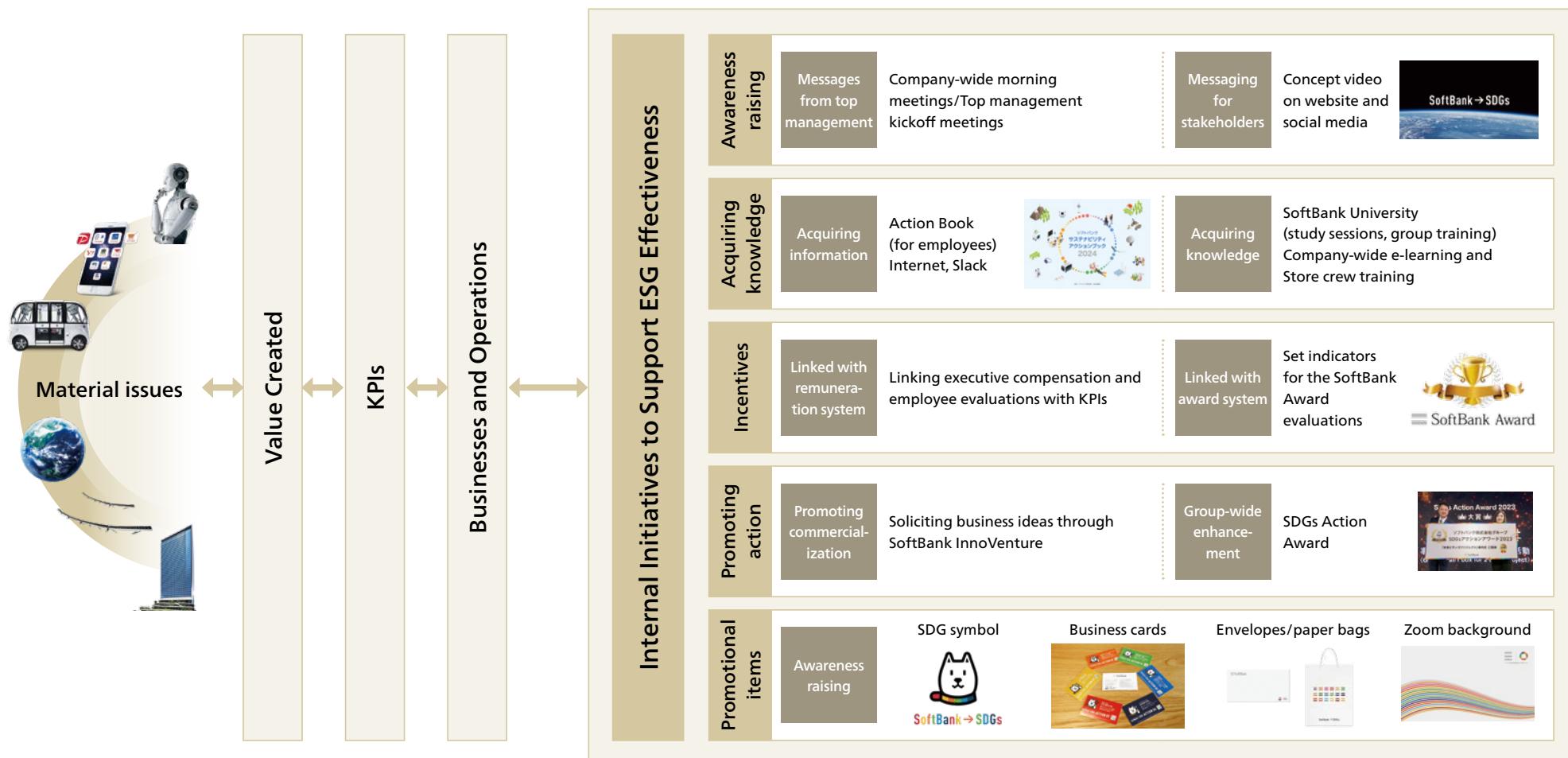
We aspire to be a corporate group that continues to provide answers to the various social issues faced by our customers and the world. This desire has been incorporated into our brand's logo.

With this in mind, we have been widely communicating our various efforts to address current social issues as well as new social issues that may arise in the future under our slogan "Answers to Social Issues."

## Promoting Awareness of ESG

### Internal Mechanisms to Support ESG Effectiveness

SoftBank Corp. has designated KPIs linked to its material issues and value creation, and promotes ESG through its businesses and other initiatives. To this end, it is essential for all employees to take ownership of ESG and to reflect and promote it in their respective businesses and work. SoftBank Corp. encourages employees to engage with ESG and proactively promotes awareness internally while integrating and systematizing related initiatives to enhance their effectiveness.



## Promoting Awareness of ESG

### Internal Dissemination and Awareness Efforts

We carry out a variety of training and awareness activities to ensure that each employee correctly understands our ESG-related policies and strategy so that we can steadily advance businesses and initiatives that contribute to the creation of a sustainable world. Twice a year, we conduct an awareness survey of all employees. The March 2024 survey found that 91% of employees know of our ESG strategy, 82% personally support it, and 76% reflect it in their work (taking on ESG individually as employees). We will continue internal dissemination and awareness efforts in this area.

#### Employee Training

To foster a deeper understanding of ESG, we implement annual "SoftBank ESG" e-learning for all employees. The content taught ranges from basic knowledge of the ESG to their application in everyday work. SoftBank Corp. also provides employees with opportunities to gather a wide range of information and exchange views about the ESG. These include group-wide seminars on sustainability presented by invited experts; optional roundtable discussions on ESG themes; and dissemination of information via the company intranet and Slack.



#### Training for New Employees, New Managers and Crew

To improve knowledge and awareness among employees, SoftBank Corp. includes the SDGs in various types of employee training. In training for new hires in FY2021, FY2022 and FY2023, employees worked in teams to come up with and present new business proposals on the theme of the SDGs. In training sessions for new managers, exercises are conducted to reinforce managers' understanding of each company's duty to grapple with the SDGs and the importance of doing so, as well as of the material issues, SoftBank Corp.'s policy for addressing the SDGs.

We also provide training for SoftBank shop crew and smartphone advisors®, who play a vital role in promoting the material issues, to provide opportunities to consider ways to take action at shops toward the achievement of the SDGs.

#### Soliciting SDG-related Business Ideas

We solicit business ideas related to sustainability on such themes as "SDGs," "Fem Tech" and "Climate Tech" through the SoftBank InnoVenture internal entrepreneurship system. We consider businesses that enable each and every employee to contribute to the SDGs, promoting initiatives aimed at achieving SDGs while supporting the realization of employee business ideas and the creation of new businesses.

[In-house Entrepreneurship Program](#)

#### Reflecting SDG Initiatives in Employee Remuneration and Incentive Plans

As part of advancing group-wide sustainability-related initiatives, we guide employees to incorporate their own personal efforts to achieve sustainability when setting targets for their own contribution, checking the alignment of such efforts with the targets of the organization they belong to for the material issues and value creation. This practice provides each employee with the opportunity to incorporate ESG into their own duties. The SoftBank Award is conferred on SoftBank employees who achieve significant results through ambitious and original efforts. To encourage employees to proactively incorporate the SDGs into their efforts, one of the factors considered in evaluating a project for the award is its degree of contribution to the achievement of the SDGs.

#### The Action Book

SoftBank Corp. has issued the Action Book (Japanese only) to help all employees better understand sustainability and the group's initiatives aimed at contributing to the achievement of the SDGs. The Action Book is also publicly available on our website for use as a tool when communicating with customers.



# Building Society and Industry through DX

## Redefining Industry with DX



### Social Issues

- Advance the foundation of industry and renew aging infrastructure
- Resolve labor shortages caused by population decline
- Close economic disparities between regions

### Risks and Opportunities

#### Risks

- Loss of promising markets due to lack of digital strategy or vision in companies, decline in corporate appetite for innovation, or stagnation in digitization due to delays in loosening regulations
- Decline in profitability due to intensified competition from numerous new entrants into the enterprise solutions market
- Loss of business opportunities due to shortage of digital talent

### Value Creation

- (1) Expand and enhance the efficiency of the industrial base through cutting-edge technologies
- (2) Create new industries through DX
- (3) Revitalize local communities (regional revitalization)

#### Opportunities

- Realization of SoftBank's corporate philosophy, "Information Revolution — Happiness for everyone," support for our corporate activities from customers and investors
- Expansion of solutions business for implementing digital technologies in society
- Growing opportunities to provide solutions for demographic aging issues and regional revitalization
- Business expansion through the development and implementation of solutions leveraging generative AI

SoftBank Corp. is using cutting-edge technologies to help corporations and governments innovate the way they operate and organize themselves while promoting social change to enhance people's lives through digital transformation (DX).

SoftBank Corp. promotes the digitization of the business environment using cutting-edge technologies, such as 5G,<sup>1</sup> AI, IoT<sup>2</sup> and RPA.<sup>3</sup> By doing so, we will prompt revisions to business processes. We aim for overall, rather than partial, optimization to increase the efficiency of entire corporations and even industries, thereby accelerating the speed of social change. In addition to redefining industries and society, SoftBank Corp. will thus create new businesses and industries and support the cultivation of human resources with advanced digital skills.

In the medical field, for example, SoftBank Corp. provides healthcare apps through corporations and municipalities. These apps enable the provision of individually optimized services to employees and residents who can consult via chat with physicians, nurses and pharmacists on health and medical issues. Users can also search for clinics, purchase over-the-counter medications, receive online medical consultations and guidance on the use of medicines, and have prescriptions sent to them.

In the fields of retail and food service, we provide a cloud-based, AI-powered demand forecasting service that helps reduce food loss and solve problems caused by population

decline. To predict customer traffic to individual stores, the service analyzes data on the flow of people, the weather and retail stores so that businesses can optimize their order volumes and personnel costs while improving sales.

SoftBank Corp. is also aiming to achieve smart cities that contribute significantly to urban revitalization and industrial development by utilizing technology throughout the entire cityscape. Through industry-government-academia collaboration, we will centrally manage public data, such as traffic information; privately held data, such as the flow of people; and sensor data, such as river water levels. By conducting simulations and forecasting in virtual space, we will be able to find optimal solutions to problems facing cities, which can then be applied in real space.

In addition, SoftBank Corp. is implementing such initiatives as entering into partnerships with local governments in order to address a wide range of issues faced by regional areas using technology. These include labor shortages due to Japan's severe demographic graying, disaster countermeasures and tourism promotion.

1. New wavelengths of high-speed, high-volume 5G are provided in limited areas
2. Internet of things. Refers to technologies or services that are achieved by attaching sensors to various objects, equipping those objects with communication functions and connecting the objects to the Internet
3. Robotic process automation. Refers to the use of software robots to automate and streamline operations

### Main Businesses and Initiatives

1. • Leverage 5G, big data, AI, IoT and other technologies to contribute to the vitality of customer businesses
2. • Streamline industry through generative AI\* and IoT, xIPF, cloud services and data
3. • Create start-ups and new businesses in various industries using DX (main fields: logistics, infrastructure, distribution, real estate/construction, healthcare, insurance/finance, etc.)
4. • Promote co-creation through DX (ONE SHIP, etc.)
5. • Realize "Smart X" (smart cities, smart buildings, smart stadiums, etc.)
6. • Solve social issues by providing DX solutions, etc. to local communities and governments (cooperative agreements, pilot tests, dispatch of digital talent, etc.)

\* Domestically produced Large Language Models (LLMs), multimodal generative AI, etc.

## Building Society and Industry through DX

### Value Creation 1

## Expand and Enhance the Efficiency of the Industrial Base through Cutting-edge Technologies

By utilizing such technologies as 5G, AI and IoT, we will widely deploy cutting-edge solutions to society and contribute to the development of social infrastructure through DX by streamlining and revitalizing business.

### Promote Corporate and Social DX through Digitization Support

#### Promote Corporate DX

Under SoftBank Corp.'s "Beyond Carrier" growth strategy, we are supporting the digitization of all industries.

SoftBank Corp. provides more than 700 total solutions comprising products it has developed as well as foreign and domestic vendor solutions to promote corporate DX in four areas: the digital communication area to accelerate corporate information sharing and communication, the digital automation area to promote automation of operations and on-site work, the digital marketing area to make forecasts based on vast amounts of information and apply them to marketing, and the security area to support them all.

Centering our efforts around these four areas, we offer proposals to make corporate operations more efficient, paperless, higher-return, lower-cost and more secure. In particular, we have begun supporting the use of generative AI to digitize operations since FY2023. With the advent of ChatGPT, generative AI has continued to progress rapidly, and its use has become the key to competitiveness among corporations. At SoftBank Corp., we offer the environment and architecture of Microsoft Corporation's Azure OpenAI Service as a set with our "Generative AI Package" so that our customers can introduce it more smoothly and securely.

We are also supporting AI-related worker education as well as the creation of teaching data, providing full customer support.

SoftBank Corp. is strengthening support of small and medium-sized corporations in light of legal changes coming into effect from 2022 to 2024. For example, we provide a set that includes LINE WORKS, smartphones and mobile device management (MDM) as a countermeasure against shadow IT risk in accordance with the revision of the Personal Information Protection Law. We also offer video alcohol detection solutions together with smartphones in response to the mandatory alcohol checks due to the revision of the Road Traffic Act. In addition, we support initiatives to comply with laws and regulations that are burdensome for small and medium-sized enterprises, such as providing cloud time and attendance management systems and smartphones in accordance with the workstyle reform laws.<sup>1</sup>

Furthermore, we are reinforcing our support for companies struggling with digitization. Support services include digitization diagnostics, which, as a first step, help companies understand the current state of their digitization, identify issues they face and develop next steps. We also operate a subsidy concierge service that provides consultation about the IT adoption subsidies offered by the Ministry of Economy, Trade and Industry

as well as a program run by the Ministry of Health, Labour and Welfare to subsidize the implementation of nursing care technologies, while providing support in the application process on behalf of customers.

Furthermore, under our "Multicloud strategy," we offer unified network, security and data center services so that public cloud services—such as our in-house cloud service White Cloud ASPIRE, Microsoft Azure, Google Cloud,<sup>2</sup> AWS, and others—can be used freely by corporations. We offer complete support throughout this process, from implementation to utilization, via our well-seasoned cloud engineers. As they conduct continuous reskilling, SoftBank Corp. employees are also recognized for their achievements in supporting companies in digitization with Microsoft Azure, Google Cloud, AWS and LY Corporation through certifications and awards from all our partners. We are also the only Japanese corporation to receive the IT certification CompTIA Certified Team Award,<sup>3</sup> which is required by the U.S. Department of Defense's Intelligence Division, doing so for the third year in a row.

1. Acts on the development of related laws to promote workstyle reforms  
2. Google Cloud is a trademark of Google LLC.

3. An award given to organizations where over 80% of IT employees are CompTIA certified

## Building Society and Industry through DX

### Value Creation 1

### Expand and Enhance the Efficiency of the Industrial Base through Cutting-edge Technologies

#### Promote Corporate and Social DX through Digitization Support

##### Promoting DX in Society

Japan is facing a wide variety of social issues, such as a smaller working population due to demographic aging, depopulation of rural areas, natural disasters, increases in social welfare spending, aging infrastructure, and a multitude of other factors. SoftBank Corp. is promoting society-wide DX through the construction of next-generation social infrastructure to contribute to resolving these issues. This utilizes infrastructure for centrally linking public data such as traffic information, private data such as weather information and human flow, and sensor data such as cameras and river water levels, so that it can be combined with healthcare, retail, logistics, finance and other services to further optimize all industries. By delivering these services to residents through SoftBank Corp.'s touchpoints, as well as those of such group companies as LY Corporation and PayPay Corporation, with the largest number of end users in Japan, we aim to provide more convenient and prosperous lifestyles, and at the same time, to create cities that fit the future of Japan as it faces various social issues.

#### DX Support Initiatives

##### STAION, an AI Video Analysis Platform Utilizing Camera Footage for a Variety of Applications

STAION is an AI video analysis platform that utilizes video data captured by camera for a wide variety of purposes. STAION provides one-stop video analysis solutions applicable to a wide range of industries and businesses through linkage with edge devices to analyze camera footage, communications networks, and services that can use AI-powered analysis to, for example, identify out-of-stock items, empty seats, dangerous behavior and defective products as well as count people and estimate their age and gender.

##### AI Analysis Service for Retail Powered by STAION

AI Analysis Service for Retail Powered by STAION utilizes STAION in camera footage to create data by counting the number of store visitors and analyzing their characteristics; measuring the time that visitors spend on the sales floor; and measuring how long visitors look at digital signage. This supports customers in evaluating the effectiveness of marketing measures and improving operations.

The service is composed of a device that performs AI analysis of video footage, a video analysis platform and a web app (visualization tools). By connecting the AI analysis device to an IP camera,\* video data can be analyzed securely on-site, without the need to upload it to the cloud.

Going forward, we plan to roll out functions that meet significant needs in retail, such as analyzing repeat purchases and display arrangement, to contribute to the DX of the retail sector.

\* Only cameras that meet the Open Network Video Interface Forum (ONVIF) standard can connect to AI Analysis Service for Retail Powered by STAION.

## Building Society and Industry through DX

Value Creation 1

### Expand and Enhance the Efficiency of the Industrial Base through Cutting-edge Technologies

#### DX Support Initiatives

##### Pilot Test Using 5G in Dentistry

SoftBank Corp. and Dental Prediction Co., Ltd. conducted a pilot test on the latter's long-distance dental treatment support service "DenPre 3D Lab With 5G" in March 2023. Due to chronic shortages of dentists in recent years, there have been more and more regions where dentists must travel to conduct highly specialized treatments. In this pilot test, SoftBank Corp. provided our "Private 5G" communications network, which is more stable and secure than regular 5G, as well as our video streaming technology, which provides real-time 360-degree video. Private 5G was used in the test to connect dentistry clinics in Kagawa and Okinawa over a distance of more than 1,000 km, giving long-distance support by streaming the spatial information of videos taken from all angles of the person handling surgery on the Okinawan side to the clinic director in Kagawa. Additionally, a CT scan of the patient's teeth and oral cavity was used to generate a realistic 3D model and examined preliminarily by dentists in an AR space on a tablet to verify points of caution and conduct thorough rehearsals. Thanks to this perfect preparation and our long-distance support, the surgery was completed safely in just over an hour.



Surgery room from the branch in Okinawa

We will continue to realize long-distance healthcare support through the utilization of Private 5G.



The Kagawa side uses tablets to conduct precise communication while relying on video from cameras set up in the surgery room

##### Researching and Developing the Next Generation of Information Infrastructure Using the Cutting-edge Technology of Digital Twin Campus

SoftBank Corp. and the SFC Laboratory at Keio University ("SFC Lab") established the Digital Twin Campus and Laboratory at the Keio University Shonan Fujisawa Campus (SFC) on June 1, 2022 as a location to conduct R&D on the next generation of information infrastructure that utilizes 5G and other cutting-edge technology. In July 2023, SFC Lab began managing activities in the Digital Twin Campus Consortium. Here, campus spaces were digitized using a variety of advanced sensors as well as video recognition and space-sensing technologies. Through a combination of the real and digital campuses, it was possible to detect problems, solve issues and proceed with R&D on Simultaneous Localization and Mapping (SLAM) technology. In verification tests on enhancing self-driving buses, a part of the Digital Twin Campus Consortium's activities, sensors installed throughout the campus

were used to detect oncoming vehicles when turning right and predict changes in traffic lights, realizing safe and comfortable vehicle operation. In addition, SFC's virtual campus was created with O Ltd.'s metaverse platform "MEs," where students can move freely within a virtual campus, listening to lectures as well as designing and fixing systems for buildings and classes, thus realizing a next-generation campus that encourages students to act independently.

We will continue R&D with SFC Lab and develop next-generation information infrastructure while working together with other participating companies in new initiatives.



A virtual campus in the Metaverse

→ Keio University SFC Establishes Virtual Campus

## Building Society and Industry through DX

Value Creation 2

# Create New Industries through DX

Aiming to solve a wide range of social issues, we will work to create and develop new industries, fields and businesses through the spread and penetration of cutting-edge digital solutions and services, such as 5G, AI, IoT and RPA.

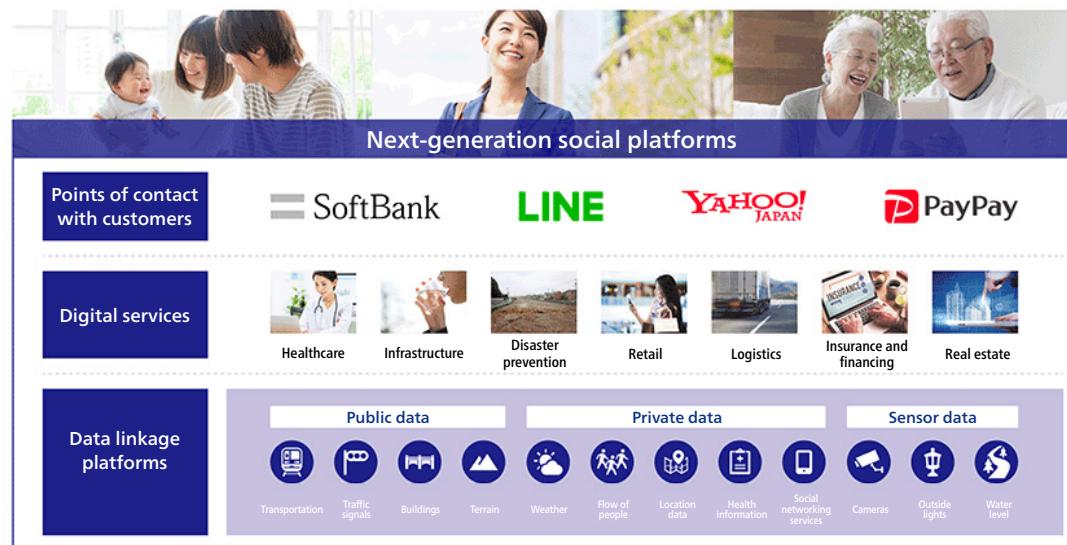
## Approach

We will create diverse use cases by promoting the use of DX solutions and services in various industries, companies and organizations. By doing so, we will not only maximize our customers' enterprises and businesses, but dramatically increase new business opportunities. Furthermore, we will broker business matching and otherwise provide opportunities for companies and organizations to come together in ways not achievable under traditional business practices and values.

In many areas and industries, we are working to develop new business models through DX and implement them in society.

The business models generated through DX will solve a variety of social issues, such as the aging population and declining birthrate, which combine to reduce the working population, necessitating workstyle reforms. By enhancing efficiency in all kinds of processes and jobs throughout society, these new models will make people's lives richer and safer.

## New business strategies through DX at SoftBank Creating next-generation social platforms to promote DX in Japan



## Building Society and Industry through DX

### Value Creation 2 / Create New Industries through DX

#### Medical Care/Healthcare

##### HELPO—Promoting Healthcare DX

Healthcare Technologies Corp., a SoftBank Corp. subsidiary, provides the HELPO service, a one-stop healthcare app offering users health and medical consultation chats, telemedicine reservations and appointments, hospital searches, and purchase options for over-the-counter drugs. The main service of HELPO is the Health & Medical Consultation Chat, which allows users to freely consult with a medical team of physicians, nurses and pharmacists 24 hours a day, 365 days a year when they start to feel unwell (during the presymptomatic disease phase) or when they feel uneasy about their physical condition. Based on the consultation chat, users will be advised on the appropriate action to take. If the user needs to see a physician at a medical institution, the app will provide guidance on the appropriate medical department. If treatment with over-the-counter drugs is appropriate, the app will provide information on the suitable medicine available on HELPO Mall, an e-commerce website for over-the-counter drugs.

In addition to over-the-counter drugs, HELPO Mall offers a wide variety of products such as health foods, cosmetics, daily necessities and test kits. HELPO also offers telemedicine service on weekday evenings and weekends in addition to during the day on weekdays, allowing users to enjoy a full range of healthcare services throughout the entire treatment process, from health and medical consultations to telemedicine.

We also offer Tekuteku, a digital childcare notebook using DX to assist municipalities in developing childcare support, as well as



HELPo action+, a service designed to help address women's health issues and illnesses as part of their empowerment in workplaces.

In April 2024 we fully renewed the HELPO app, adding My Chart, a way for users to visualize their health, and the Health Challenge, a service using goals for steps taken and daily missions to improve user well-being. The addition of a point program allows points to be gained from everyday walking, meaning that the new Health Challenge can be used to naturally accrue points while users grow healthier. SoftBank Corp. will continue to expand HELPO's functions through co-creation with partner companies to promote healthcare DX in Japan.

##### Healthcare AI Platform Collaborative Innovation Partnership (HAIP)

HAIP is a partnership established by SoftBank Corp., BIPROGY Inc., Hitachi, Ltd., IBM Japan, Ltd. and other partners to promote the spread and development of AI healthcare services. As of May 31, 2024, HAIP comprises 17 domestic enterprises, including private companies, universities and

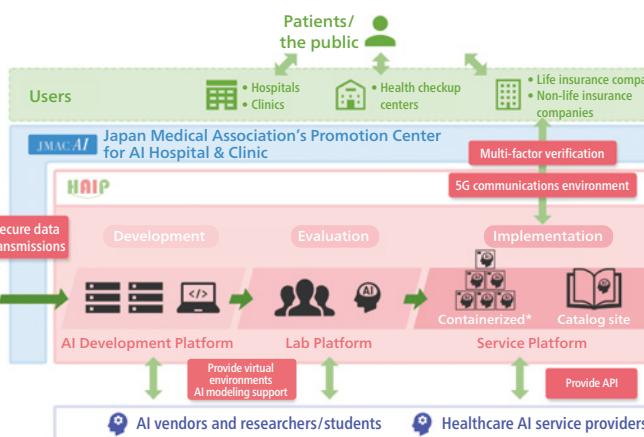
national research institutions. Working with the Japan Medical Association's Promotion Center for AI Hospital & Clinic, HAIP aims to spread and develop healthcare AI services by providing an integrated healthcare AI platform encompassing the entire process of treatment through the development, evaluation and implementation of healthcare AI.

This healthcare AI platform comprises the AI Development Platform, which enables the development of healthcare AI using medical data; the Lab Platform, which supports AI evaluation; and the Service Platform, which provides medical institutions with healthcare AI services. Moreover, HAIP is engaged in R&D on platform technology issues that are common to the entire industry and cannot be addressed by individual companies, such as the utilization of various healthcare data, the establishment of common connection procedures based on next-generation standards, providing a high-security environment to guard against threats such as ransomware, and complying with international standards such as HL7 FHIR.

The development of medical AI services will provide a variety of assistance to tasks previously only performed by medical

professionals, such as diagnostic imaging, genomic diagnosis, differential diagnosis and deciding treatment courses. By aiming to develop the service in a form that can be easily introduced at rural clinics and other facilities, we hope to encourage the widespread use of healthcare AI services and help eliminate disparities in medical care.

- Launch of "Healthcare AI Platform Collaborative Innovation Partnership (HAIP)" Approved by MHLW and METI Ministers



\* Containerize: A technology for efficiently running multiple applications. Containerized systems increase the portability of healthcare AI services from on-premise environments to cloud environments.

## Building Society and Industry through DX

### Value Creation 2 / Create New Industries through DX

#### Fintech

##### Expanding Insurance Possibilities: InsurTech Solutions



While the Japanese insurance market is one of the largest in the world, it faces the threat of shrinkage due to population decline, automated driving technology, related technological innovations, and other factors. Needs are evolving with changes in consumer lifestyles and preferences, as well as the progress of digitization, requiring the digital transformation (DX) of the entire insurance industry. LeadInX Corp., a SoftBank Corp. subsidiary, advances DX in the insurance industry by providing insurance companies and agencies (operating companies) with InsurTech services, new insurance planning and business matching, and marketing support for insurance sales.

By providing digital insurance systems—Graphene and Nano for insurance companies, and Fusion for insurance agencies—LeadInX helps seamlessly link insurance companies and insurance agencies while offering excellent scalability and flexibility to enable speedy product deployment and insurance operation automation through AI. In addition, we statistically analyze policyholder trends and efficiently use this information to improve service through, for example, improved UI and UX, as well as to plan new products, thereby providing products that meet diversifying end-user needs.

The use of LeadInX's systems enables the development of insurance programs that users can easily enroll in through their smartphone. The scenario-specific insurance offered through Yahoo! JAPAN Shopping, Yahoo! Auction and Yahoo! Japan Travel places insurance sales within the flow of other purchasing processes, providing an excellent user experience in which customers can apply and pay for insurance right when they buy a product or make a travel reservation. A cumulative total of more than 2.3 million such policies have been purchased to date (as of December 2023).

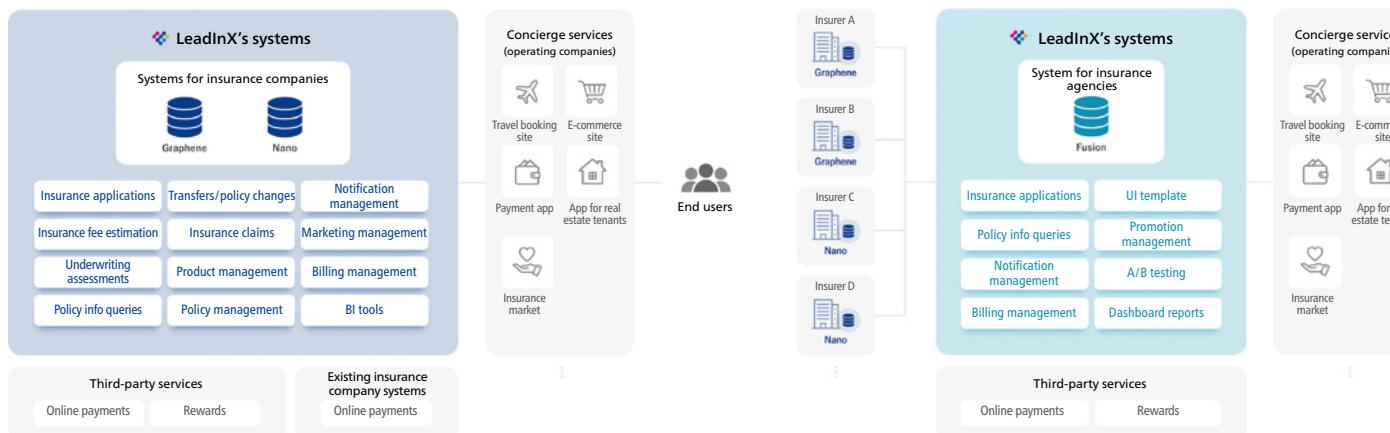
PayPay Hoken (insurance), a mini app offered through the PayPay cashless payment service, provides an easy and smooth insurance enrollment process. PayPay Hoken provides a marketplace offering a wide range of products. A cumulative total of more than 3.2 million products have been purchased through the marketplace to date (as of March 2024).

In March 2023, PayPay Hoken launched sales of "Influenza Allowance" and "Anshin Medical" insurance as well as "Kore Dake Pet" in January 2024, the result of working with insurers and agencies to plan and develop new forms of insurance and providing a digital insurance system and UI/UX support to enhance service value.

In April of 2024 we entered a joint venture with Mysurance Inc., a subsidiary of Sompo Japan Insurance Inc. which manages small amount and short-term insurance, and the Toyota Finance Corporation to begin sales of the peer-to-peer (P2P) insurance "CAR PROTECTION Toyota Mini Vehicle Insurance." This is a new style of insurance utilizing dynamic pricing, where monthly insurance fees change depending on the number of policyholders and amount of insurance claims paid.

LeadInX Corp. supports this service by providing use cases of P2P insurance overseas and with UI and UX design.

LeadInX is committed to improving convenience for insurers, insurance agencies, and end users by utilizing technology to realize a society in which every individual can easily access insurance and live life to the fullest.



## Building Society and Industry through DX

### Value Creation 2 / Create New Industries through DX

#### Logistics

##### "Vendy," a Digital Transformation (DX) Service Utilizing AI in the Vending Machine Industry

SoftBank Corp. has developed "Vendy," a service to optimize vending machine operation using AI which we began offering to drink manufacturers and vending machine operators<sup>1</sup> in March 2024. Due its widespread proliferation of vending machines, Japan is known as a vending machine powerhouse, with annual sales reaching about ¥4.7 trillion across the industry.<sup>2</sup> However, this industry faces many challenges. A high amount of work remains dependent on the skills of individual workers, as decisions regarding each vending machine's shelf distribution and number of replenishments, mapping out restocking routes, and other matters are all made based on the experience of people in charge. Additional areas of concern include a lack of personnel, the work load on staff, product waste and products being out of stock, and the potential for inefficient restocking routes to result in increased CO<sub>2</sub> emissions.

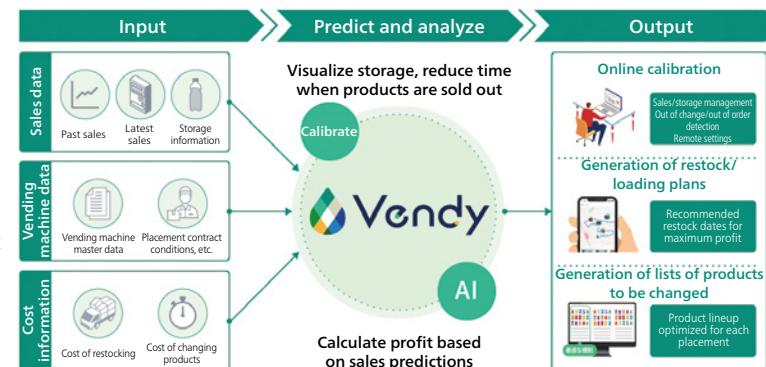
Vendy uses an AI algorithm independently developed by SoftBank Corp. to analyze data from vending machines to automatically create optimal restocking routes and shelf distribution. In addition, Vendy offers vending machine communication devices, management screens and other solutions all in one place. Kirin Beverage Company, Ltd.<sup>3</sup> decided to adopt Vendy and, starting after October 2024, will begin to introduce Vendy for vending machines operated by its group companies, with a plan calling for expanding this service in phases to around 80,000 vending machines nationwide by September 2025.

SoftBank Corp. aims to help the vending machine industry enhance operational efficiency, reduce product waste, increase sales and achieve other improvements, to this end promoting DX through Vendy.

1. Vending machine operator: a specialized operator handling a series of work related to vending machines, from vending machine

procurement to developing placement areas as well as restocking products and maintenance afterward.

2. Source: "Distribution of Vending Machines and Annual Sales" (Japan Automatic Merchandising Association)
3. Kirin Beverage Company, Ltd. will utilize Vendy's "Advanced Plan" (AI analysis and management screens)



#### Retail and Food Services

##### Sakimaru Demand Forecasting Service Streamlines Store Operations

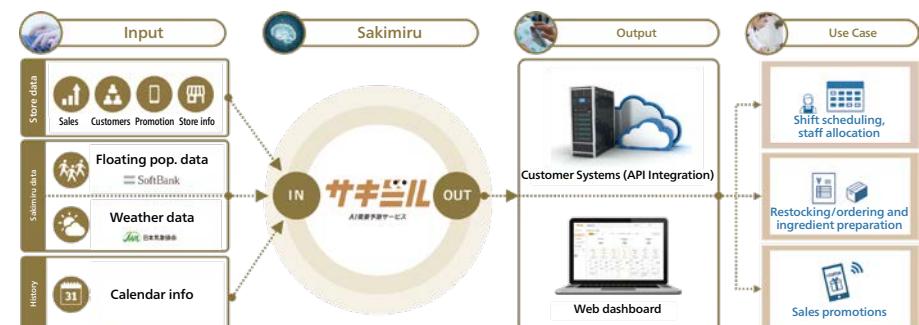
Since January 2022, SoftBank Corp. has been offering Sakimaru, which means "see the future," an AI-powered demand forecasting service co-developed with the Japan Weather Association for the retail and food service industries. Sakimaru takes inputs from three data categories: 1) client company data; 2) population flow data\* derived from SoftBank Corp.'s base stations, which are capable of obtaining tens of millions of mobile phone locations and then extrapolated to Japan's population of approximately 120 million; and 3) weather data, which includes temperature, solar radiation, wind speed, precipitation, snowfall, humidity and other data offered by the Japan Weather Association. It then analyzes this data using an AI algorithm jointly developed by data scientists from SoftBank Corp. and said association, and is thus able to predict the number of customer visits in the retail and food service

industries up to two weeks in advance. In addition, by understanding the flow of people in a store's nearby area, it is now possible to predict the number of customers who will visit the store without relying solely on past data on store results. Around the end of November 2023, we started offering a web dashboard version, making it possible for a wider range of companies to introduce the service.

Sakimaru enables stores to optimize ingredient ordering and shift scheduling based on AI-assisted estimates on the number of customer visits. Additionally, it helps resolve issues such as food waste or dependence on specific individuals for certain tasks, allowing stores to expand profits, improve operational efficiency and reduce costs.

SoftBank Corp. will effectively utilize data through Sakimaru to help solve issues in the retail and food service industries from multiple perspectives.

\* Giving the utmost consideration to individual privacy, this data consists only of anonymized data, estimate data and statistically processed data to ensure that individuals are not identifiable. This data does not include data taken from small samples where individuals could be easily identified.



## Building Society and Industry through DX

### Value Creation 2 / Create New Industries through DX

#### Infrastructure

##### **WOTA—Constructing a Small-scale Decentralized Water Reuse System Independent of Water Infrastructure**

In order to address a worsening financial situation due to population loss and the burgeoning obsolescence of water infrastructure, SoftBank Corp. has formed a partnership with WOTA Corp., a water treatment autonomous control technology company that is developing a small-scale decentralized water reuse system. By combining this system and SoftBank's knowledge in communications technology and infrastructure construction, we aim to introduce a decentralized water reuse system that is independent of water service in Japan.

With a proprietary water treatment technology that can be autonomously controlled, WOTA has achieved a recycling rate of over 98%. In addition, as measurement data is accumulated by built-in sensors, water treatment technology is constantly being updated, leading to more efficient water treatment. WOTA has developed the portable water reuse system WOTA BOX, which utilizes water recycling and reuse technology to enable many people to use water for bathing even when water is limited due to municipal water services being disrupted by a disaster, and is proceeding with its practical social implementation alongside the water reuse hand-wash stand WOSH. Following the 2024 Noto Peninsula Earthquake, SoftBank Corp. collaborated with WOTA



and other partner companies to support the installment of WOSH and WOTA BOX units in almost all regions of the six towns and cities in the Noto Peninsula experiencing water outages, and assisted in enabling bathing by utilizing these units for showers.

Through the practical social implementation of small-scale decentralized water reuse systems, SoftBank Corp. and WOTA will continue to develop sustainable next-generation water infrastructure, working to solve water-related problems in Japan and around the world.

#### **Initiatives with Local Governments Aimed at Resolving Water-related Financial Problems**

WOTA Corp. announced the Water 2040 Project in August 2023, an initiative to create sustainable water management infrastructure, beginning with the demonstration of a small-scale decentralized water reuse system for residential use in Ehime Prefecture and the village of Toshima, Tokyo, in collaboration with SoftBank Corp. and the Development Bank of Japan Inc.

The small-scale decentralized water reuse system for residential use, being introduced in the Water 2040 Project's pilot test, aims to recycle nearly 100% of all household wastewater. Combined with rainwater replenishment, on-site wastewater collection and treatment for reuse allows residents to continue their daily lives without relying on existing water and sewage infrastructure. This



Pilot test in Toshima, Tokyo

system has already been demonstrated in three cities in Ehime Prefecture; the village of Toshima, Tokyo; and other areas including regions challenged by water and sewage system maintenance due to population decline and remote island areas where developing stable water supply and infrastructure development is formidable.

#### **Creating the World's Best IoT Platform for Connected Cars and SDCVs**

We are working together with Cubic Telecom Ltd. to construct a global IoT platform in order to become leaders in connected cars and Software Defined Connected Vehicles (SDCVs)<sup>1</sup> as well as IoT for mobility<sup>2</sup> on a global scale.

Cubic Telecom is a company that leads the world in the development of global IoT platforms for connected cars and SDCVs. They offer a platform that has hastened the shift from the present era of hardware-defined solutions to an era of software-defined (SD) solutions. This enables automakers to utilize mobile networks to monitor and manage vehicles and devices on a real-time basis, updating their functions and aligning them with differing conditions and regulations in countries and regions around the globe. By continuously updating vehicles and devices Over the Air (OTA)<sup>3</sup>, automakers can improve performance, safety and comfort to create the best possible user experience. Together, we will utilize non-terrestrial networks (NTNs) in satellites and the stratosphere to provide a seamless communications service to vehicles and IoT for mobility in areas outside current service zones, while also building synergy and developing new services.

1. Software Defined Connected Vehicle (SDCV): vehicles that can update their capabilities mainly through software connected to the Internet. Cubic Telecom offers a built-in IoT platform for vehicles and allows automakers to utilize SD technology.

2. IoT for mobility: includes cars, motorcycles, large vehicles, commercial vehicles, agricultural vehicles, heavy machinery, drones, etc.

3. Over the Air (OTA): Sending and receiving data through wireless communications.

→ SoftBank Corp. Invests in Cubic Telecom to Pioneer the Future of Software-Defined Connected Vehicles and IoT Assets Globally

## Building Society and Industry through DX

### Value Creation 2 / Create New Industries through DX

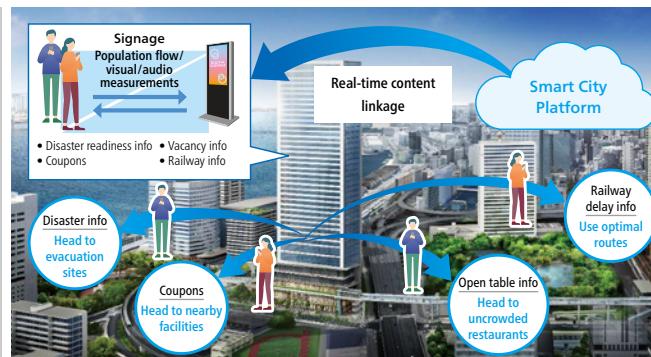
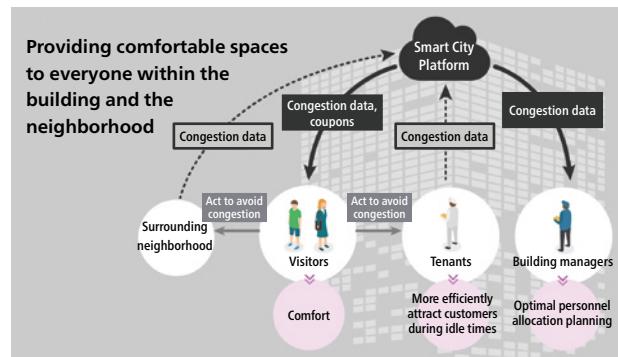
#### Smart Cities

##### Smart City Takeshiba

SoftBank Corp. is working with Tokyu Land Corporation to build a model urban smart city known as "Smart City Takeshiba" in the Takeshiba area of Tokyo, which is a national strategic special zone. At Tokyo Port City Takeshiba Office Tower, SoftBank Corp.'s headquarters, approximately 1,400 sensors and cameras are in operation to acquire a variety of data within the building. By collecting data on the "Smart City Platform" and utilizing such data, the system provides a mechanism to disseminate useful information to building users in real time, such as distributing coupons to workers and visitors at appropriate times by comparing the congestion rate of restaurants in the building to the weather and time of day.

Additionally, we are implementing a disaster-readiness service that obtains and transmits information about the state of the neighborhood in real time and using digital twin technology to enhance area management after a disaster. We are also installing cameras in digital signage to track visitor traits and behavior patterns in order to provide data on specific facilities. This will help solve urban issues such as reinforcing disaster prevention measures and enhancing visitor circulation.

We will continue working to solve issues across a wide range of fields in order to promote economic development and the creation of added value in the Takeshiba area.



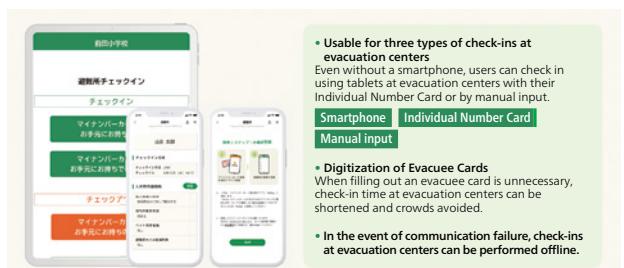
#### Promoting Regional Smart City Initiatives

SoftBank Corp. is promoting smart cities by cooperating with various local governments.

AiCT Consortium was established to further regional revitalization in Aizuwakamatsu City, Fukushima. As a member of the Consortium, SoftBank Corp. is involved in efforts to enhance resident services in such areas as disaster prevention and healthcare.

Since March 2023, we have provided city residents with the Digital Bosai app, which provides personalized evacuation support based on user attributes and location data, and also helps users confirm the safety of family members in the event of a disaster. In Gunma, as a part of our business around the Vision for a Digital Garden City Nation, we are conducting a pilot test where Individual Number Cards are used to check in at evacuation centers when a disaster occurs. In March 2024, we began using generative AI to offer a multilingual communication base for foreign students and residents of Higashihiroshima, Hiroshima.

Going forward, we will promote these areas nationwide as model smart cities, aiming for regional DX.



Pilot service in Gunma using Individual Number Cards to check in at evacuation centers

## Building Society and Industry through DX

### Value Creation 2 / Create New Industries through DX

#### Smart Cities

##### WorkOffice+ and Smart Work Solution, Apps for Smart Building and Office Management

In recent years, the rapid expansion of online meeting and other remote work tools has enabled more flexible ways of working unbound by time or location. However, because conventional offices were not designed with flexible workstyles in mind, there are a range of issues related to time and location restraints, such as insufficient meeting rooms to accommodate the increase in online meetings, difficulty locating employees when using free-address systems, and the absence of necessary staff during hours when customer inquiries are received.

SoftBank Corp. offers the original app WorkOffice+. With this app, users can coordinate with building facilities (such as air conditioners, security systems, etc.), and IoT devices to improve the convenience and comfortability of office buildings based on user needs and activity, including reservations and usage of meeting rooms and desks, along with data on people entering and exiting the premises. Besides providing apps, we are also offering Smart Work Solution to comprehensively guide users seeking various optimized solutions when constructing new office buildings or changing locations. We provide comprehensive support covering all the planning, installation, consulting, and communications network set-up necessary, enabling more flexible workstyles.

Since its release in 2021, the app has been used by a wide range of companies, including both office building owners and tenants. It has been adopted at +SHIFT NOGIZAKA, an office building developed by Sun Frontier Fudosan Co., Ltd. in Minato-ku, Tokyo, at the new headquarters of AEON DELIGHT CO., LTD. in Chiyoda-ku, Tokyo, and at Takenaka Central Building South, a property jointly owned by Takenaka Corporation and ASAHI

FACILITIES INC. Additionally, WorkOffice+ has been recognized for its solutions for improving the convenience and comfortability of buildings, receiving the 2023 Good Design Award.



2023 Good Design Award recipient

##### Establishing SynapSpark Ltd. to Help Develop Smart Buildings That Continuously Use Data to Evolve Autonomously

SoftBank Corp and Nikken Sekkei Ltd. established the joint venture SynapSpark Ltd. in December 2023 to support the construction of autonomous buildings, which are smart buildings that use data to evolve continuously and independently. SynapSpark aims to promote smart buildings as solutions for increasingly complex social issues related to building construction, such as the growing call for carbon neutrality. This involves consulting and planning support aimed at facilitating a high degree of integration among building equipment, building operating systems and application groups. Our solutions related to buildings for various stakeholders also include planning and

providing building operating systems and the applications that run on them as we develop a business that continuously improves real estate value and its user experience.

SynapSpark utilizes AI and IoT to integrate and use data related to people, architecture and cities. By coordinating this data with the applications and solutions of its various partner companies, it can optimize building functions in real time, creating ways to offer new value and promoting the efficiency and attractiveness of Japan's increasingly popular smart buildings.



The world SynapSpark is working toward

## Building Society and Industry through DX

### Value Creation 2 / Create New Industries through DX

#### Smart Cities

##### Realizing Nagasaki Stadium City, a New Regional Development Model

SoftBank Corp. and Japanet Holdings Co., Ltd. are collaborating on ICT for the Nagasaki Stadium City, a complex that includes an arena, offices, commercial facilities and a hotel centered on a stadium that the Japanet group aims to open in October 2024. The stadium at the heart of Nagasaki Stadium City has been named "PEACE STADIUM Connected by SoftBank," reflecting our commitment to promoting peace from the stadium and creating a next-generation Stadium City that produces new value by leveraging cutting-edge technologies built on communications to connect people, goods and information.

Working with its group companies and other partners, SoftBank Corp. is building a communications network that will support a smartphone app being planned by the Japanet Group specifically for Stadium City. To support facility operations, we will also implement WorkOffice+ for office tenants to digitally visualize how crowded a location is based on the status of meeting room reservations and data from sensors in shared areas.

#### Foundational ICT Support for Nagasaki Stadium City



Areas supported by SoftBank



#### Chosen as a DX Stock for the 4th Consecutive Year

SoftBank Corp. was selected as a Digital Transformation (DX) Stock 2024 by the Ministry of Economy, Trade and Industry as well as the Tokyo Stock Exchange and the Information-technology Promotion Agency, Japan in recognition of its efforts to support the DX of companies, as well as that of society, to create new industries. SoftBank Corp. was the only company in the information and telecommunications industry to be selected. We also received high marks for diversifying and expanding our initiatives as well as our total strength regarding digitization from a point of view based in reality. This was due to improving our existing business models with digital technology; developing Large Language Models, and creating new business models, including ones built via external collaboration.



## Building Society and Industry through DX

Value Creation 3

# Revitalize Local Communities (Regional Revitalization)

Through the utilization of cutting-edge technologies and DX promotion, we will address various regional social issues and contribute to the realization of regional revitalization, aiming to provide goods and services that meet diverse needs while eliminating disparities, as envisioned with Society 5.0.

## Collaboration with Local Governments and Organizations

SoftBank Corp. is working to deepen ties with local governments and communities and help solve issues in local communities through ICT in order to contribute to regional revitalization.

Regional revitalization is one of the most important strategies of the Japanese government to address its aging population and declining birthrate. Various initiatives are being undertaken with the goals of creating autonomous and sustainable communities that make the most of their unique regional characteristics and maintaining a vibrant society for the future. In addition, the government's Vision for a Digital Garden City Nation is promoting the implementation of digital technology starting in regional areas to create a new wave of change and narrow the gap between rural and urban areas. Against this backdrop, technology is becoming increasingly important in regional revitalization.

State-of-the-art technologies such as 5G, IoT and AI play a role in the shift to more comfortable and convenient lifestyles. At the same time, though, they have the potential to help solve various issues facing communities, such as an aging population and declining birthrate. For example, the development of 5G networks will make it easier to create and grow businesses and industries in various regions, not just metropolitan areas, leading to regional revitalization and national resilience, which are indispensable for improving international competitiveness. In addition to 5G, we believe the power of the cutting-edge technologies of SoftBank Corp. and its group companies, such as cashless and other fintech, MaaS, AI, IoT and smart cities, will greatly support regional revitalization.

We are pioneering efforts to address various issues faced by local governments, using cutting-edge technology to help solve

issues in regional communities. We are also deepening our ties with local governments and communities by dispatching our DX personnel there and holding seminars and other events to raise awareness of DX among local officials. SoftBank Corp. also provides advisory services to local governments while conducting a wide variety of initiatives and demonstrations, including services provided by group companies. To ensure the stability of these efforts, we have concluded partnership

agreements with local governments nationwide and cooperated closely with them in various activities.

**Partnership agreements with local governments**  
**131 nationwide**  
(as of June 30, 2024)



## Building Society and Industry through DX

### Value Creation 3 / Revitalize Local Communities (Regional Revitalization)

#### Collaboration with Local Governments and Organizations

##### Digitizing Fire Brigade Reports to Reduce the Burden of Office Work via the "Fire Brigade Works" App

Fire brigades keep regions safe through a wide variety of activities and training. However, post-dispatch activity reports are made on paper, and analog office work takes up time. SoftBank Corp. offers the "Fire Brigade Works" app to digitize this work, ranging from activity reports to management and inspection reports for vehicles and equipment to approval. This supports crew members by reducing the burden of their ancillary duties.

"Fire Brigade Works" is made to be easy to use for crew members of all ages, with symbols linked to every feature available upon opening the home screen. This minimizes paperwork, and the app was awarded the 2023 Good Design Award based on its ability to help crew members focus on their essential duties, such as training and patrols.



"Fire Brigade Works" Functions

##### Cooperative Research with Hyuga, Miyazaki on Utilizing Chat GPT for Municipal Work

Based on the comprehensive cooperation agreement between SoftBank Corp. and the city of Hyuga, Miyazaki to promote the Hyuga DX Promotion Plan, we finalized a memorandum aimed at conducting joint research on utilizing generative AI in municipal operations with "Microsoft Azure OpenAI" in July 2023. This makes Hyuga the first municipality in Japan to conduct joint research with us on utilizing Microsoft Azure OpenAI. With the goal of further updating local government operations, the joint research utilizes Microsoft Azure OpenAI to promote two steps of system development in the AI-generated "Hyuga Model" (temporary name). In Step 1, the program is trained using unique data from Hyuga to make improvements within such operations as general planning, recording meetings and preparing public relations brochures. In Step 2, data from answers to resident inquiries is used to train the program in order to coordinate the city's inquiry services with such services as LINE as well as implement AI responses, thereby improving services for residents.

##### Increasing Employee and Resident Satisfaction with Cloud PBX and Smartphones

In 2020, the city government of Mitoyo, Kagawa Prefecture, became one of the first municipalities in Japan to adopt a free address system in its offices, aiming to alleviate the issue of insufficient communication. Although the city advanced a range of other operational reforms, as well, it continued to use land lines in the office, making it impossible for employees to choose their seats freely and necessitating additional steps in relaying calls. To address these issues, the city adopted ConnecTalk, a cloud PBX provided by SoftBank Corp. The office eliminated almost all

land lines and provided employees with an environment where smartphones they were provided could be used as internal and external phone lines. This enabled employees to utilize the free address system and fostered greater communication. Enabling calls directly to the phones of specific staff members has made it possible to more quickly handle inquiries from residents due to intermediaries becoming unnecessary, and the use of video calls and language interpreting apps has greatly improved operational effectiveness. Furthermore, ConnecTalk settings can be controlled via an online interface, significantly reducing administrator burden. The use of ConnecTalk has thus contributed to the city's DX, simultaneously improving services for residents and work efficiency for city employees.



Mitoyo City Office

## Building Society and Industry through DX

### Value Creation 3 / Revitalize Local Communities (Regional Revitalization)

#### Collaboration with Local Governments and Organizations

##### Automated BRT, One Solution to Rural Transportation Issues

##### Commenced BRT Self-driving Convoy Trials on Public Roads with West Japan Railway Company

In March 2020, SoftBank Corp. and West Japan Railway Company (JR-West) launched a project to develop a self-driving convoy BRT\* system with the aim of realizing next-generation mobility services as sustainable regional transportation linked to community development. This project aims to become the first in Japan to automate the operation of articulated buses and begin the practical application of self-driving buses in convoys. In October 2021, we began trials using three types of self-driving vehicles (articulated buses, large buses and small buses) on a dedicated test course in Yasu, Shiga. Here, we confirmed that our transportation system package was functional in all aspects of self-driving, signal control and operational management. The trials were completed in July 2023, and as our next step, we began Japan's first trials of self-driving convoy BRT technology on a public road in Higashihiroshima, Hiroshima in November 2023. Through demonstration experiments, we aim to strengthen public perceptions of self-driving convoy BRT technology while striving to receive approval for Level 4 self-driving operations, working toward social implementation as a next-generation mobility service by the mid-2020s.

\* BRT: a Bus Rapid Transit system



Self-driving convoy BRT

##### Preparation for Future Disasters: Protecting Communities in Large-scale Earthquakes

In anticipation of communities being cut off from outside access in a disaster, the Susami Smart Cities Promotion Consortium in the town of Susami, Wakayama Prefecture, is preparing to utilize drone logistics and smartphone ordering to deliver relief supplies between Roadside Disaster Preparation Station Susami and evacuation centers or isolated communities in the event of a disaster. These efforts are aimed at meeting needs for greater efficiency in evacuation center operation and include using disaster supply volume data and evacuee headcount data to predict the number of days until supply shortages occur after a disaster.

Amid aging demographics and population decline in Japan, there are concerns that it will become difficult to maintain urban functionality. In addition to the healthcare, education and daily living functions of cities that enable people to live with peace of mind, disaster prevention is an important focus. Solutions leveraging advanced ICT technology have great potential in aging communities like Susami.

In December 2023, the consortium conducted a disaster drill based on a Nankai Trough earthquake and ensuing tsunamis.

Drones broadcasted guidance, inspected areas that could be breached by tsunamis, and supported the delivery of goods to isolated evacuation centers. We utilized data on the buildings in the approximately 7.4 hectares around Roadside Disaster Preparation Station Susami to create a 3D map with PLATEAU data. Then, utilizing digital twin technology, we determined flight paths or "sky roads" for drones to take both during disasters and in normal times. This allowed drone experts and others with municipal governments to utilize drones without the trouble of conducting on-site checks for the availability of high-altitude LTE communications, confirming that flight paths avoided prohibited areas, or verifying the absence of obstacles at takeoff and landing sites. The drones proved capable of handling up to 20 kg of aid during distribution drills, and we were able to safely conduct aid deliveries from areas assumed to be outside of disaster zones by using drones in long-distance operations.

In times of non-emergencies, SoftBank Corp. will continue to work with Susami to improve the appeal of the region while offering digital solutions usable in both emergency and non-emergency scenarios. By doing so, we help protect residents and tourists from disasters while creating a model case for solving social issues in cities and surrounding regions.



## Connecting People and Information to Create New Excitement

## Enhancing Lifestyles with Information and Communications Technology (ICT)

Value Creation 1 Realize Attractive Customer Value through the Spread of Smart Devices

Value Creation 2 Provide an Environment in which Everyone Can Access Information | Value Creation 3 Leverage ICT to Create New Lifestyles and Enhance the Foundations for Daily Life

# Connecting People and Information to Create New Excitement

## Enhancing Lifestyles with Information and Communications Technology (ICT)



### Social Issues

- Realization of enriched daily life by spreading and using smart devices
- Bridge the digital divide, matching users and suppliers of information and services

### Risks and Opportunities

#### Risks

- Decline in profitability and intensifying price competition due to commoditization of the existing telecommunications services
- Decline in profitability due to intensifying competition or mismatch with customer needs in e-commerce and finance/payment businesses

#### Opportunities

- Growth in smartphone subscribers and increase of large-volume data users
- Expansion of business to non-telecommunication areas, such as finance and payment services
- Increased profit opportunities via deeper data-driven marketing

### Value Creation

- Realize attractive customer value through the spread of smart devices
- Provide an environment in which everyone can access information
- Leverage ICT to create new lifestyles and enhance the foundations for daily life

### KPIs

- Smartphone cumulative subscribers: annual net additions of approximately 1 million
  - Understanding customer feedback/NPS<sup>①</sup> improvement: Number of surveys collected
  - Aggregate utilization rate of LINE NEWS/Yahoo! News: 79% or higher
  - Smartphone classes: 1 million classes
  - Cumulative registered PayPay users: 70 million<sup>②</sup>
  - E-commerce domestic merchandise transaction value: ¥3.03 trillion
1. NPS®: Net Promoter Score, a metric used to assess customer loyalty  
2. Figure is a medium-term target for PayPay Corporation only  
Note: The main businesses and initiatives include those of SoftBank Corp. and its group companies.

### Main Businesses and Initiatives

- Provide wide-ranging customer value and service plans through the spread of smart devices and multiple brands
- Provide services that harness Group synergy, such as Yahoo! JAPAN, PayPay, and LINE
- Provide new experiences using 5G (VR, sports viewing, metaverse, etc.)
- Provide news and information and increase accessibility through Yahoo! JAPAN and provide services through the LINE communication app, etc.
- Hold smartphone classes in stores nationwide
- Contribute to education, healthcare and finance using ICT (Yahoo! JAPAN, PayPay, LINE, LOHACO, HELPO, AI Smart Coach, etc.)
- Evolve retail through new BtoC and CtoC platforms (Yahoo! JAPAN Shopping, ZOZOTOWN, ASKUL, etc.)

## Connecting People and Information to Create New Excitement

Value Creation 1

# Realize Attractive Customer Value through the Spread of Smart Devices

We aim to create value that provides rich linkage between people and information through the provision of the latest devices, the development of services and the provision of information and content that make maximum use of the power of ICT and other technology.

Customer needs have been diversifying in recent years. To understand these needs, it is essential to understand customer lifestyle backgrounds, including the characteristics and customs of the places where customers live. We will promote the utilization of technology as a multi-device tool for creating new excitement and value, rather than simply for improving efficiency and reducing costs. Additionally, to provide services optimized to customer needs, SoftBank Corp. will make active use of the diverse customer touchpoints within the services of its group companies and leverage cutting-edge technologies to continue providing attractive value suited to individual needs and circumstances.

By doing so, we believe we will be able to realize a society in which all people are able to enjoy new experiences and excitement, as well as lifestyles of high quality and abundance.

### Surpassing 30 Million Cumulative Smartphone Subscribers

In November 2023, our number of cumulative smartphone subscribers surpassed 30 million.

SoftBank Corp. has long believed that higher numbers of smartphone subscribers are the driving force behind higher corporate value. To quickly meet the needs of our customers, we implement various methods to promote growth in the smartphone market. These include a simple yet revolutionary payment plan, initiatives utilizing group synergies, a varied model lineup, and further improving the quality of our stable communications network via cutting-edge technology.

We will continue to expand our customer base with services that leverage group synergies.

#### ◆ Main methods used to surpass 30 million cumulative smartphone subscribers

##### 1. Multi-brand strategy

We offer three brands to meet diverse customer needs: the SoftBank brand for active smartphone users, Y!mobile for light users, and the online-only LINEMO brand.

##### 2. Methods utilizing Group synergy

Through the SoftBank Corp. group's services, including Yahoo! JAPAN, LINE, PayPay and ZOZOTOWN, we strengthen ties with customers and offer more convenient and affordable services.

##### 3. Varied model lineup

By expanding our lineup, which includes devices that run on Android™ such as "Simple Smartphones" (smartphones easy to use for beginners) and Y!Mobile's "Easy Smartphones" series, we strive to reach even more smartphone users.

#### 4. Stable communications network

We are continuously developing our network equipment, notably our base stations. Our 5G<sup>1</sup> services have a population coverage rate<sup>2</sup> of more than 95% (as of March 2024). We also analyze network quality using big data and AI in our efforts to maintain and improve service quality based on customer experience.

1. High-speed, high-capacity 5G (using new wavelengths) is provided in a limited area.
2. The national population census breaks Japan into grid squares of roughly 500 m<sup>2</sup>. The population coverage rate is calculated based on grid squares where communication is possible in more than 50% of areas.

#### 5. Methods to let everyone use smartphones with peace of mind

Our goal is to allow everyone to enjoy the benefits of digitization. We do this through systems including "smartphone advisors" (store staff recognized as support experts), free smartphone classes where people can participate regardless of mobile service carrier, and by utilizing Smartphone All-Around

Support Vehicles for mobile smartphone classes. To offer better services and improve our businesses, we continuously seek customer feedback as we work toward NPS® improvement.<sup>3</sup>

3. Net Promoter Score (NPS®) is an indicator measuring customer loyalty.



## Connecting People and Information to Create New Excitement

Value Creation 1

### Realize Attractive Customer Value through the Spread of Smart Devices

#### 5G Services

##### Service Fees

To enable more customers to have appealing, cutting-edge experiences, we offer 5G through the SoftBank, Y!mobile and LINEMO brands to meet broad-ranging needs across customers' life stages.

Since October 2023, SoftBank customers earn PayPay Points<sup>1</sup> through Pay-toku when making payments with PayPay via credit, account balance or points according to their plan (Pay-toku 30, Pay-toku 50 and Pay-toku Unlimited<sup>2</sup>). Customers with Pay-toku Unlimited enjoy an additional 5% points from everyday shopping (up to ¥4,000 worth of points per month), saving them money on telecommunications fees and in daily life by using PayPay.

We also offer payment plans to meet a variety of customer needs.

1. PayPay Points cannot be used for financing or transfers. PayPay Points can be used at the PayPay and PayPay Card official stores. There is an upper limit on points awarded.
2. The base fee is ¥9,625 per month. Speed may be capped depending on the time of day. When exceeding a total of 200 GB per month, including tethering, speed is capped at a maximum of 4.5 Mbps, which will not affect regular usage. Up to 50 GB of data can be shared.

##### Network

SoftBank Corp. has been accelerating its development of 5G base stations. We have developed a proprietary system for use when installing 5G base stations that automates and streamlines integration tasks, such as adjusting base station settings, communication tests and radio wave emission preparations, reducing the necessary man-hours and enabling the rapid deployment of the 5G network. While accelerating the development of 5G base stations, we will also promote integrated development across both urban and rural areas.

→ Initiatives for the Rapid Deployment of the 5G Network

#### Entering Metaverse-related Services

##### SoftBank Shop in ZEPETO

SoftBank has opened the "SoftBank Shop in ZEPETO." ZEPETO, a service run by NAVER Z Corporation, is Asia's largest metaverse platform, boasting approximately 460 million users worldwide. After downloading the ZEPETO app to their smartphone or other device, an avatar can be created and used to visit the store, where inquiries can be made 24/7, 365 days a year to our crew's avatars. Beyond this, smartphones and accessories can be purchased. Original items, usable in ZEPETO, are also available and feature SoftBank's white dog mascot, the father of the Shirato Family.



##### 5G LAB in ZEP

ZEP is a 2D metaverse platform that amassed 3 million users within just 10 months in South Korea. The platform enables the creation of a metaverse with a wide array of functions, including video calls, chat and NFT integration.

On April 28, 2023 SoftBank Corp. opened "5G LAB in ZEP," a place where our content distribution service 5G LAB can be easily enjoyed on the platform via smartphone. After creating a personal 2D avatar, users can check information about services and breaking news. We have also created a space where we hold various events, including music and comedy shows. Live streams of these concerts and other events can be enjoyed by many users simultaneously, making it possible to experience immersive live events anywhere and anytime.



## Connecting People and Information to Create New Excitement

Value Creation 1

## Realize Attractive Customer Value through the Spread of Smart Devices

## 5G Services

## Using the Metaverse for Regional Revitalization in Yabu, Hyogo: "Virtual Yabu in ZEP"

SoftBank Corp. entered a comprehensive collaboration agreement regarding the usage of Web3 with Yabu, Hyogo and Yoshimoto Kogyo Co., Ltd. on September 8, 2023 and opened "Virtual Yabu in ZEP" on the same day, making Yabu's local government the first in Japan to register on ZEP. "Virtual Yabu in ZEP" recreated famous sightseeing places in Yabu and its city hall. When selecting a marked location, users can browse sightseeing information, jump to related websites and visit spaces where city residents can intermingle. Virtual events held at the ZEP event space even correspond to actual ones.



## SoftBank Shop in Metapa

SoftBank Corp. operates a virtual mobile carrier store with shop crew avatars that can serve customers in the metaverse shopping mall Metapa® (run by Toppan Inc.).

After downloading the Metapa® app or accessing it from the Internet, anyone can use a 3D avatar free of charge\* to visit the SoftBank Shop in Metapa. Inside, users can examine 3D models of phones available for sale and get a feel for their actual sizes through AR (augmented reality). Additionally, tapping on posters on the walls allows users to visit webpages for specific services and make contracts. Within operating hours, users can also contact store crew, as if visiting a store without leaving the comfort of their home.

\* App downloads and usage are subject to data service fees.



## NFT LAB, an NFT Market Focused on XR Content

SoftBank Corp. runs NFT LAB, a general NFT market focused mainly on the sale of non-fungible tokens (NFTs) that allow users to enjoy XR<sup>1</sup> content, based on the concept of usable, playable NFTs.



NFT LAB mainly offers an extensive lineup of AR and VR content NFTs of characters and artists for users to enjoy.

In addition, NFT LAB is linked to the platform of LINE NEXT Corporation, which carries out businesses related to crypto assets and blockchains for LINE. As a result, users can easily purchase NFTs by logging into their LINE accounts and use the global NFT marketplace DOSI<sup>2</sup> to buy and sell NFTs (secondary trading).<sup>3</sup>

1. A term encompassing Extended reality (XR), virtual reality (VR), augmented reality (AR), and a number of other advanced technologies

2. DOSI: LINE's general NFT marketplace, where users can buy, sell and trade NFTs via a simple interface and payment system

3. Sales prices (for secondary trading) on DOSI vary by item; please check DOSI for details. Some NFTs purchased on NFT LAB cannot be resold.

## Connecting People and Information to Create New Excitement

Value Creation 1

### Realize Attractive Customer Value through the Spread of Smart Devices

#### Efforts to Increase Customer Satisfaction

SoftBank Corp. constantly works to provide services and build network environments that satisfy customers. Through interactions in shops and via customer support centers, as well as questionnaires and other sources, we uncover latent issues from customer requests. By diligently reflecting these insights in our operations to solve issues, we provide our customers safety and peace of mind. We are also making efforts to improve customer satisfaction by making customer feedback more visible and incorporating it into the PDCA cycle to accelerate improvements, while thoroughly educating sales staff ("crew") who are on the frontlines of customer support. These efforts are regularly reported to management as part of initiatives aimed at meeting customer expectations with better service.

[→ For Our Customers](#)

#### Collecting Staff Insights / Enhancing Quality at Customer Support Centers

We work to improve satisfaction by collecting requests and items of note that staff notice through interactions with customers.

We use crew surveys to collect items for improvement and issues noticed by crew working at stores through interactions with customers.

In addition, we ask customers who make inquiries to our service customer support centers to answer a customer satisfaction survey, aiming to improve the skills of our operators in handling inquiries and overall service quality. The customer service provided by individual operators is also recorded and used not only to provide feedback to operators themselves, but also in internal training. Customer survey results, meanwhile, are reviewed by workplace managers as well as the officers in charge of relevant operations and other executives as part of efforts to improve customer support center service quality.

Customer requests and opinions received by customer support centers are shared with the relevant departments and appropriately reflected in business measures in order to provide better service and improve operations.

#### Making Customer and Staff Feedback Accessible



#### Customer Surveys

We conduct surveys of customers who visit our stores so that we can incorporate their opinions and requests into our business activities. The survey provides a Net Promoter Score\* (NPS®) for the store the customer visited and the underlying reasons, as well as crew member customer service evaluations.

Survey responses are visually displayed on a dedicated system, with the content shared at store meetings, enabling each store to implement the PDCA cycle and efficiently conduct improvement activities. Customer opinions and comments gathered this way are used to identify issues and countermeasures that are reported to the Management Council and other bodies.

\* Net Promoter Score: A metric for assessing customer loyalty

#### Crew Education Initiatives

SoftBank Corp. engages in education efforts to develop appropriate mindsets and skills in our crew members, aiming to realize better service for customers at SoftBank, Y!mobile and our other stores.

We share SoftBank's aspirations, teach customer service etiquette and product knowledge, and provide all crew

members with group training, e-learning, video content and other tools appropriate to their level, purpose and role. Each crew member's skill acquisition status is tracked to manage their individual education.

We have also introduced in-store "live" training enabling learning equivalent to group training from stores, aiming to create new learning opportunities for crew members.

By conducting this training in a timely manner in line with the release of new models and services, we can directly share sales tactics and other noteworthy points for customer communication with crews nationwide. Knowledge and customer service skills gained through daily work and training are evaluated through qualification examinations in an effort to improve customer service at each store. Crew that have earned qualifications through these examinations wear badges that represent their certification. SoftBank and Y!mobile stores also hold the Customer Service No. 1 Grand Prix, which involves role-playing as customer service staff at mass retailers, to select and commend the crews offering the best customer service in each district throughout Japan. This activity is broadcast in video format to retail stores nationwide to share examples of better customer service, serving to both recognize excellent crew and help improve customer satisfaction.

## Connecting People and Information to Create New Excitement

Value Creation 2

# Provide an Environment in which Everyone Can Access Information

SoftBank Corp. will contribute to the realization of a world in which everyone has equal and adequate access to the latest information by providing an attractive platform connecting people and information that enables everyone to get the information they require in real time in order to bridge the digital divide arising from the spread of digitalized society.

The convenience of Internet-based lifestyle services, including e-commerce, is improving constantly. Building on the track record, know-how and customer base in the e-commerce domain of LY Corporation, ZOZOTOWN and other group companies, the SoftBank Corp. group provides convenient services that are safe to use for everyone by leveraging synergies achieved by linking the services of group companies to globally create new value.

In addition, we are making improvements on a daily basis to enable customers to find the information they need easily, safely and comfortably using the Internet. By taking advantage of the immediacy of the Internet, SoftBank Corp. strives to provide services and content from which users can easily obtain necessary information on all topics, from highly urgent information such as news and disaster information, to sports and entertainment, in a timely manner. To this end, we are working to build and enhance the necessary infrastructure to improve information accessibility.

## Improving Accessibility to Information on the Internet

### Information and Media Services Centered on LY Corporation



On October 1, 2023, Z Holdings Corporation, LINE Corporation, Yahoo Japan Corporation, Z Entertainment Corporation and Z Data Corporation began new operations as LY Corporation.

Yahoo! JAPAN, one of the main services provided by LY and the largest general Internet service in Japan with 85 million monthly users,<sup>1</sup> provides a portal site, search functions, news, weather, shopping, auctions and a variety of other services for smartphone and personal computer devices.

LINE, with around 97 million monthly users,<sup>2</sup> is Japan's largest communication application. Regardless of age and gender or whether they live in urban or rural areas, many people use LINE, not only as a communication tool, but also to experience all sorts of services within the app, such as shopping, fortune-telling and news.

LY's mission is to "Create an amazing life platform that brings WOW! to our users." To fulfill this mission, LY will continue providing businesses in diverse areas such as search portals, e-commerce, messenger services and advertisements in order to give 24/7 support for people's lives while delivering a sense of excitement and inspiration.

1. Figures for Yahoo! JAPAN are average monthly users from January to September 2023, based on Nielsen's "TOPS OF 2023: DIGITAL IN JAPAN, Top 10 by Total Digital Reach in Japan." Does not include overlap of smartphone and personal computer users.

2. As of March 31, 2024

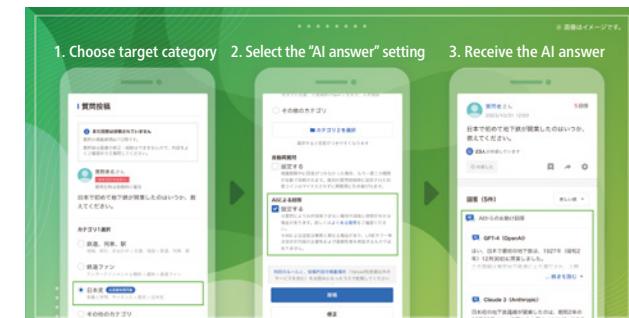
### AI Answers: Answering Questions on Yahoo! Chiebukuro with Generative AI

In November 2023, Yahoo! Chiebukuro, a knowledge-sharing service managed by the LY Corporation, began trials of AI Answers, a feature using the U.S.-based OpenAI's generative AI model to answer questions posted by users. We also included Anthropic PBC's Claude 3 model when we began the full implementation of AI Answers in May 2024.

Across questions and answers, Yahoo! Chiebukuro receives around 54 million annual posts. Previously, however, around 10% of these questions did not receive responses. Now, AI

Answers posts an AI-generated response a short time after a question is posted. Users can also post their answers after the AI, allowing the original poster to check both.

By implementing AI Answers, we can reduce the amount of unanswered questions and also widen the range of answers to include responses from AI rather than users alone. Yahoo! Chiebukuro will continue striving to improve and update its functionality so those with troubles or issues can receive answers and fresh insights.



## Connecting People and Information to Create New Excitement

Value Creation 2

## Provide an Environment in which Everyone Can Access Information

### Improving Accessibility to Information on the Internet

#### Feel Like You're Talking to a Friend with LINE AI Assistant, a New Generative AI Service from the LINE App

In February 2024, the LY Corporation began offering LINE AI Assistant, a chat room in the communication app LINE that responds to questions and discussions from users.

By adding the official LINE AI Assistant account as a friend from its designated page, users can access a service where they can ask questions and have discussions with an AI in a chat room for a monthly fee. Simply by sending messages as though you were talking with a friend, the AI can help with quick research; provide ideas for work and homework; translate or summarize pictures and files; and respond to all sorts of requests. We will continue using generative AI in new initiatives, providing an AI experience via the LINE app to make daily life more convenient.

#### ◆ Main LINE AI Assistant Functions

##### Quick research

You can casually ask AI Assistant to help out when you have a quick question, are looking for a nice shop, prepare travel plans, etc.

##### Translate or summarize pictures and files

AI Assistant can translate text contained in files and pictures of various formats and is compatible with Japanese, English and Korean.

It can also summarize text or adjust colors once it understands a file's content.



Step 1: From the "Home" tab, open "LINE AI Assistant" in "Services."

Step 2: Add "LINE AI Assistant" as a friend and select "Chats."

Step 3: "LINE AI Assistant" can be accessed from the usual "Chats" screen.

### Initiatives for Eliminating the Digital Divide

The Internet has greatly changed the ways we live, and the shift toward a digital society continues to accelerate. At the same time, approximately half of the world's population still has no Internet access. To enable more people to enjoy lifestyles of convenience and abundance, we are working to improve and realize a world in which everyone has equal and adequate access to the information they want.

### Smartphone Advisor® System and Smartphone Classes

At SoftBank stores, SoftBank-certified expert smartphone advisors®\* ascertain customers' usage details and provide solid support, from help selecting the most suitable price plan and appropriate device to walking customers through such initial settings as filtering and providing consultation for repairs.

Smartphone advisors® and other SoftBank-certified smartphone specialists hold smartphone classes, open to both SoftBank and non-SoftBank customers. These easy-to-follow classes show both prospective and current users of smartphones and tablets how convenient and fun these devices can be. Furthermore, we make the content of the smartphone classes held at stores available in video form online.



\* Smartphone advisor®: Support specialist store staff certified by SoftBank who conduct smartphone classes and provide guidance on using smartphones. Smartphone advisor® is a registered trademark of SoftBank Corp.

### Development of Products for Seniors and Children

We provide devices and plans that are easy for everyone to use, from children to seniors. In addition to the Simple Smartphone 7 and Kantan Smartphone 3 that can be easily operated by seniors, we offer the Kids Phone 3 for children and teenagers, as well as plans for customers over the age of 60 through Y!mobile.

#### Simple Smartphone 7 and Kantan Smartphone 3

With large, easy-to-read fonts, icons and keyboards, these smartphones can be easily operated by first-time users and seniors. Kantan Smartphone 3's anti-spam call capability allows seniors to notice spam calls at a glance, and our members who proposed this functionality received the Invention Encouragement Award at the 2023 Kanto Regional Commendation for Invention held by the Japan Institute of Invention and Innovation.



#### Kids Phone 3

These smartphones are equipped with various monitoring functions that block contact from strangers, including Ichi Navi, which allows parents to see the whereabouts of children.

Additionally, "Touch Mail," an optional service in Kids Phone 3, sends a message notifying a child's guardian when their child uses a public transit IC card to pass through train ticket gates, ride a bus, or make a purchase.

This service was selected for the Parenting Award 2023, which recognizes child-raising trends.



## Connecting People and Information to Create New Excitement

Value Creation 2

## Provide an Environment in which Everyone Can Access Information

### Initiatives for Eliminating the Digital Divide

#### Smartphone All-Around Support Vehicle

Aiming to eliminate the digital divide faced by seniors, the Smartphone All-Around Support Vehicle, a van equipped to provide mobile smartphone classes, commenced operation in cooperation with municipalities across Japan and MONET Technologies Inc. Since then, it has been conducting classes around the country.

The difficulties in accessing transportation and shopping faced by people living in mountainous and other remote areas due to the weakening of distribution functions and transportation functions is a social issue in Japan. Until now, we have held smartphone classes at public facilities when requested by municipalities, but it was often difficult for seniors to get to the classes. To solve this issue, we developed a "multi-task vehicle" with an interior layout that can be flexibly changed for a variety of uses, and the Smartphone All-Around Support Vehicle project using this vehicle. The Smartphone All-Around Support Vehicle is equipped with monitors and tablets. This allows online communication with smartphone advisors® and customer support center operators, enabling smartphone classes and other services to go to users in areas without convenient public transportation. So far, classes have been held in 93 locations.<sup>2</sup>

To allow people affected by the 2024 Noto Peninsula Earthquake to use their cell phones and smartphones without worry, we have been holding consultations regarding cell phone and smartphone operation and methods for receiving information related to disasters at the Noto Peninsula's evacuation centers since February 3, 2024. In addition, SoftBank staff visited evacuation centers to provide on-site support, using tablets to perform various procedures and provide usage guidance.



#### Selected as the Operator of the Ministry of Internal Affairs and Communications' Project on Digital Utilization Support for Users

Since 2021, SoftBank Corp. has been selected to operate the nationwide deployment model of a Ministry of Internal Affairs and Communications' project on digital utilization support for users. SoftBank Corp. provides classes on the use of government services as part of the smartphone classes led by smartphone advisors® and certified smartphone class instructors at SoftBank shops nationwide. These efforts are under way with 2,012 SoftBank shops across Japan in FY2024.

The class on using government services helps participants navigate online government procedures. Instructors provide easy-to-understand explanations of how to apply for an Individual Number Card, how to use the Individual Number Card portal site and the application procedures for using an Individual Number Card as a health insurance card to increase participants' familiarity with public services so that they can easily receive them.



#### Holding Smartphone Classes on Remote Okinawan Islands with No Carrier Stores

On September 1, 2023, SoftBank Corp. entered a business cooperation agreement with Taketomi, Okinawa to help increase the digital literacy of its residents. The agreement aims to mend the digital divide of these remote islands, which have no carrier stores, by holding on-site smartphone classes. These classes employ smartphone advisors® from SoftBank Corp as lecturers, introducing those with an interest in smartphones, both current and potential users, to their convenience and fun in a way that is easy for them to understand. Because there are no carrier stores in Taketomi, we also travel around the islands, holding on-site smartphone classes through direct visits while hosting consultations regarding contracts and usage fees and receiving contract procedures.



#### Cooperation Among Stores Eliminates Wait Times for Customers. SoftBank's Aeon Mall Suzuka Store Receives the Minister of Internal Affairs and Communications Award in the Anshin Shop Awards 2023

Sponsored by the National Association of Mobile-phone Distributors, the Anshin Shop Award program is an annual contest held with the cooperation of various telecommunications carriers. Out of around 4,800 participating "Anshin Shops" nationwide from SoftBank, NTT Docomo, KDDI and Rakuten Mobile, the SoftBank Aeon Mall Suzuka store was recognized as first place in the Anshin Shop Awards 2023 for its particularly exceptional initiatives, receiving the Minister of Internal Affairs and Communications Award. We will continue to strive to create shops customers can visit with peace of mind and a feeling of convenience.

1. The multi-task vehicle was developed by MONET Technologies Inc.

2. As of March 2024

## Connecting People and Information to Create New Excitement

Value Creation 2

## Provide an Environment in which Everyone Can Access Information

### Initiatives for Eliminating the Digital Divide

#### Eliminating the Digital Divide Overseas

##### Aiming for a World Free of Information Disparities: Promotion of the HAPS Alliance

The HAPS Alliance was established as an industry organization bringing together the world's leading companies in the telecommunications, technology and aviation industries, as well as governments, universities, research organizations and a wide range of other enterprises, to advance the provision of Internet communications utilizing stratosphere-based high-altitude platform stations (HAPS). Aiming to eliminate the digital divide around the world, member companies work together to promote the use of HAPS.

The alliance aims to solve a wide range of social problems by building a worldwide Internet connectivity environment utilizing HAPS. To achieve this, it is advocating to relevant authorities in various countries, developing common HAPS product specifications, promoting the standardization of HAPS technology interoperability and establishing aviation-related operational systems.

[→ NTN Solutions](#)
[→ Stratosphere-based High-altitude Platform Stations \(HAPS\)](#)

#### Initiatives to Solve Issues Faced by People with Disabilities

##### Sign Language Counter and Remote Sign Language Window

The SoftBank Shibuya store has a sign language counter staffed full-time with Japanese Sign Language users so that customers with hearing disabilities can



conduct contract-related business and consultations with peace of mind. In addition, at some SoftBank shops, customers can use FaceTime video conferencing via an iPhone or iPad to connect with signing staff at the Shibuya store's sign language counter in order to make inquiries. Additionally, customers who do not know sign language can use written communication.

##### SureTalk Connects the Hearing and the Hearing Impaired

SureTalk is a communication tool jointly developed by The University of Electro-Communications and SoftBank Corp. that uses AI to facilitate communication between users of signed languages and users of spoken languages. The software converts signed or spoken language into text in real time, allowing users to converse via a screen. The AI is trained to recognize signs by analyzing large amounts of video data; the software watches many people signing to identify the common elements of specific signs and mouth movements, filtering out the aspects of the motions that are unique to individuals. Through the process, the AI learns to identify signs.

With SureTalk, we aim to build social infrastructure to enable people with hearing disabilities to communicate freely in all kinds of situations.



Note: Coming soon to more devices

##### Establishment of the Council for a Multicultural Society with Sign Language

On October 26, 2022, the University of Electro-Communications, Tsukuba University of Technology, Kyushu Institute of Technology, Nagoya Institute of Technology and SoftBank Corp. established the Council for a Multicultural Society with Sign Language, aimed at building new social infrastructure for smoother communication between the hearing and hearing impaired.

Going forward, we will work with the Japanese Federation of the Deaf as we seek broad-ranging participation from universities, research institutions, businesses, municipalities and other relevant organizations. Together, we advance methods to realize a harmonious multicultural society inclusive of sign language, such as creating a database of sign language words, increasing recognition rates, introducing lipreading systems, developing mobile terminals and increasing their practical application.

##### Dokokana GPS2 for Checking the Location of Children, Seniors or Objects with Smartphones

Dokokana GPS2 allows smartphone users to see the current location and movement history of a compact square-shaped device equipped with a GPS satellite positioning signal receiver. It also includes a wealth of functions for keeping watch over the movements of children and seniors using smartphones, such as providing notifications when the device arrives at home or other destinations.

###### ◆ Wide array of oversight functions

- Check the device's current location
- See the history of where the device has been
- Automatically detects arrival at and departure from registered locations and sends text notifications
- Users can send a text to the smartphone by pressing a button on the GPS device



## Connecting People and Information to Create New Excitement

Value Creation 2

## Provide an Environment in which Everyone Can Access Information

### Initiatives for Eliminating the Digital Divide

#### Initiatives to Solve Issues Faced by People with Disabilities

##### Assist-Guide App Expands Opportunities of Those Facing Challenges in Daily Life

Assist-Guide is an app that allows users to make a visualized list of things to do and how to do them for use in daily life, allowing children facing challenges to act independently, helping them manifest their natural abilities. With smartphones or tablets, users can photograph each step of an activity or personal belongings they normally bring with, add explanations and arrange them in order to make it easier to understand the activity as a whole.

Additionally, there is a setting to play a sound and receive a reward when a thing to do is completed, supporting proactive behavior with a game-like feeling. Assist-Guide can help not only children, but also seniors and those with other difficulties in daily life (including those with intellectual or developmental disabilities) broaden the scope of their activities in daily life.

We will continue to help remove barriers in society using Assist-Guide to create environments that allow users to exercise their full abilities.



Illustration of in-app screens

→ Assist-Guide

#### Safety and Security

As part of our responsibility as a telecommunications provider, we implement initiatives to ensure that everyone can safely and securely use smartphones and the Internet. These include educational initiatives for children to encourage appropriate use and services that help customers avoid getting involved in criminal activity.

→ Safety Concerns

### Eliminating the Digital Divide Overseas

#### Developing Telecommunications Infrastructure in Africa

SoftBank Corp. became a Smart Africa Secretariat member in October 2020 and became a Platinum Member and Board Member in 2022. HAPSMobile Inc.<sup>1</sup> signed a Memorandum of Understanding (MoU) with the Ministry of ICT and Innovation of Rwanda in July 2020. Under this MoU, both parties will conduct a joint research project on the use of stratosphere-based high-altitude platform stations (HAPS) to provide mobile Internet connectivity in the Republic of Rwanda.

Smart Africa is an alliance of 38 African countries, as well as international institutions and global private-sector companies. Working with Smart Africa, SoftBank Corp. is taking part in the Bulk Capacity Purchase project, which aims to provide affordable Internet connectivity to regions in Africa with underdeveloped telecommunications infrastructure. Through this project, we are advancing initiatives to eliminate the digital divide.

#### ◆ Providing High-quality Education in Rwanda

SoftBank Corp. has finalized a cooperation agreement with the Rwandan Ministry of Education as well as the Republic of Rwanda aimed at providing high-quality education by providing the EdTech service through the use of non-terrestrial networks (NTN).

Over 40% of the schools in Rwanda, located in the middle of the African continent, are not equipped with Internet connectivity, and many areas face education-related challenges, such as a shortage of teachers and disparities in the level of education available. We provide satellite communications for schools in areas of Rwanda with underdeveloped communications infrastructure and use the Cloud Campus<sup>2</sup> e-learning platform to offer classes using digital video content as well as videos of classes taught by highly skilled teachers in Rwanda. Through such efforts, we provide the EdTech service, combining online products and local resources. This service has been praised by Rwanda's Minister of Education as the first project to provide a comprehensive package encompassing satellite communications, the creation of educational content, training on how to use such content and other on-the-ground support. The project has been implemented at 20 schools in Rwanda since October 2023.

SoftBank Corp. is also involved in helping to provide conditions necessary to eliminate educational disparities in Rwanda by supplying devices and electricity, working to build environments that will make remote learning possible.

As an example of a future use of HAPS, we are considering the use of HAPS in EdTech services for schools in regions where terrestrial communications signals do not reach in order to promote the digitization of rural schools.

1. HAPSMobile Inc. underwent an absorption-type merger with SoftBank Corp. in October 2023.

2. Cloud Campus: An online education platform developed and operated by SoftBank Group company Cyber University Inc.



## Connecting People and Information to Create New Excitement

Value Creation 3

## Leverage ICT to Create New Lifestyles and Enhance the Foundations for Daily Life

Utilizing advanced communications technology and ICT, we aim to enhance lifestyles and the foundations for daily life by improving the convenience and expanding the use of services that are closely related to everyday living, such as finance, education and medicine.

Through the development of advanced communications technology, ICT has become an essential part of our lives, involved in the purchase of food, clothing and sundries.

Furthermore, promising initiatives are under way to expand the convenience and use of ICT in such fields as finance, education and medicine. By advancing initiatives to promote the further evolution and growth of technology in these fields, we will provide more innovative and convenient services.

### Encouraging Cross-utilization via LYP Premium

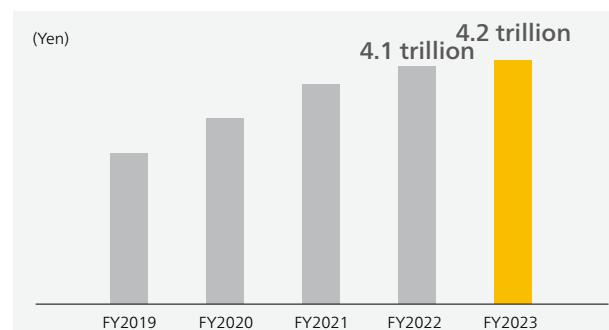
Global demand for e-commerce is extremely high, and the e-commerce market of Japan surpassed ¥20 trillion in 2022.

Led by LY Corporation, the SoftBank Corp. group's annual e-commerce transaction volume was ¥4.2 trillion in FY2023. LY Corporation's e-commerce services are wide-ranging. They include shopping businesses, such as Yahoo! JAPAN Shopping, ZOZOTOWN, ASKUL, LOHACO and LINE GIFT; and reuse businesses, such as Yahoo!Auction and Yahoo! Flea Market. All of these are used by people of all ages.

Utilizing group synergies, a strength of the SoftBank Corp. group, as well as the user touchpoints of our abundant roster of services, such as SoftBank and Y!mobile communications, LINE, PayPay and Yahoo! JAPAN, we will provide even more convenient services by linking customers to our other e-commerce services, which already attract numerous users. Furthermore, in addition to enhancing the convenience of online shopping, we will work to increase distribution quality, from when orders are received to shipment and delivery, aiming to reinforce coordination throughout all aspects of the e-commerce environment.

Going forward, we will continue working to provide an easy, safe and worry-free online shopping experience to everyone in order to raise customer satisfaction, while also promoting cross-utilization via LYP Premium and proceeding with promotional measures and product improvements for LYP Premium members.

▼ E-commerce Transaction Volume  
(Merchandise, Service/Digital)



1. Cumulative main mobile subscribers (as of March 31, 2024)

2. Figures for Yahoo! JAPAN are average monthly users from January to September 2023, based on Nielsen's "TOPS OF 2023: DIGITAL IN JAPAN, Top 10 by Total Digital Reach in Japan." Does not include overlap of smartphone and personal computer users.

3. PayPay: Registered users (as of March 31, 2024)

4. Monthly active users (MAU) in Japan (as of March 31, 2024)

## Connecting People and Information to Create New Excitement

Value Creation 3

## Leverage ICT to Create New Lifestyles and Enhance the Foundations for Daily Life

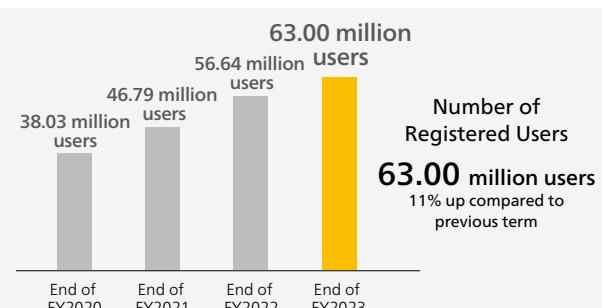
### Using Technology in Finance

#### Financial Services Initiatives Centered on PayPay

The PayPay cashless payment service enables users to easily complete payments with a smartphone app. Since launch of the service in October 2018, PayPay has continued to increase its numbers of users and member stores where payments can be made, providing a growing number of payment opportunities to 63 million cumulative registered users (as of March 31, 2024) at 10 million registered locations (as of October 2023) where PayPay and PayPay Card can be used. The total number of payments in FY2023 exceeded 6.3 billion, about 1.2 times the volume in the previous fiscal year.

PayPay Corporation further reinforced its cooperation with its wholly owned subsidiary, PayPay Card Corporation, and the number of current PayPay and PayPay Card members has exceeded 11 million (as of March 31, 2024). PayPay Corporation also became the largest shareholder of PayPay Securities Corporation in April 2023. Since beginning to service NISA (Japanese Individual Savings Accounts) transactions in 2024, the number of accounts at PayPay Securities has more than doubled in one year to over 1.07 million (as of March 31, 2024).

#### ▼ PayPay Registered Users



Source: PayPay Corporation  
PayPay Account Registered Users

The spread of PayPay has led many people to start paying with their smartphones or using code payments. We will continue to provide PayPay financial services to make it possible to easily, safely and securely use financial services, even for people who have never used financial services before.

#### Pursuing Convenience from the User Perspective

With PayPay, we are constantly working to enhance ease of use from the user perspective, striving to expand functionality among various services to fully meet user needs through the PayPay app.



PayPay provides a wide range of services, including offline payments at participating stores as well as online payments, utility payments (invoice payments) and interpersonal transactions. We additionally utilize Group services to link with Yahoo! JAPAN Shopping, Yahoo! Flea Market and other e-commerce and mobile services as well as to enable users to create NISAs and invest their money. This variety of services offered is a point of strength, and we will continue to develop services that are convenient and economical for customers. By evolving PayPay toward a "super app" that will make users' lives richer and more convenient, we will foster a culture encapsulated as "Anytime, Anywhere with PayPay." Furthermore, in November 2023, we were selected to be a specified essential infrastructure service provider by the Financial Services Agency. We will continue to offer better methods to promote safety and peace of mind.

#### Initiatives in FY2023

- Launched a function allowing payments to be made even when offline, the first of its kind among major domestic QR code payment services
- Began handling NISA transactions via PayPay Invest in January 2024
- Strengthened cooperation with foreign cashless services in order to attract inbound tourists
- Payment information for PayPay cards can be confirmed in real time through "Transaction History" in the PayPay app

→ PayPay

## Connecting People and Information to Create New Excitement

Value Creation 3

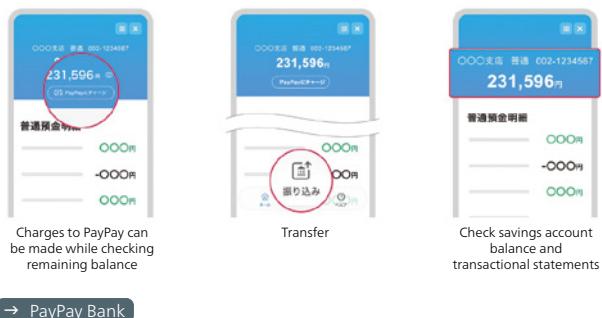
## Leverage ICT to Create New Lifestyles and Enhance the Foundations for Daily Life

### Using Technology in Finance

#### PayPay Bank: Accessing Bank Services with One Tap

PayPay Bank is an online bank where any and all banking services from account opening applications to bank transfers, borrowing and Visa Debit services can be accessed via smartphone. PayPay Bank can be used to charge PayPay and other various cashless payment services, and the PayPay Bank app enables customers to use Cardless ATMs at Seven Bank and Lawson Bank ATMs without a cash card. Banking services can be accessed from the PayPay app with a single tap, and by cooperating with PayPay's identity verification information, PayPay Bank accounts can be created through a two-step procedure.

In recognition of its convenience and product services, PayPay Bank was selected as No. 1 in Nikkei Inc.'s April 2024 comprehensive NIKKEI Financial Bank Ranking.



#### PayPay Securities: Making Investment More Accessible

As Japan's first securities company specializing in trading with smartphones, PayPay Securities offers unprecedented financial services. We believe that in an environment where anyone can quickly and easily make investments, people will feel as though investing is more accessible.

PayPay Invest, launched in August 2022, is a service that allows users to purchase U.S. and Japanese stocks, ETFs and mutual funds in units of as little as ¥100 through the PayPay app. When procedures for personal verification via electronic Know Your Customer (eKYC) are done on the PayPay app, PayPay Invest streamlines the process, allowing applications for new accounts to be completed in as little as three minutes. PayPay Money and PayPay Points can be used to buy securities or add to mutual fund investments by using credit accumulated through PayPay Credit to put aside up to ¥100,000 per month. By using a service that coordinates with deposits at PayPay Bank, customers can use money in these savings accounts to directly purchase securities without refilling their PayPay balance. After January 2024 it became possible to make transactions with NISAs. In addition to this, we have added a feature where users can set targets in PayPay Invest where they input how much they would like to make in assets and by when, allowing them to simulate asset-building scenarios through all sorts of life events, such as marriage, childbirth, childcare and lifestyle costs in old age.

We will continue to offer unprecedented financial services that are the easiest to use and simplest, so that more customers feel that investment is accessible.

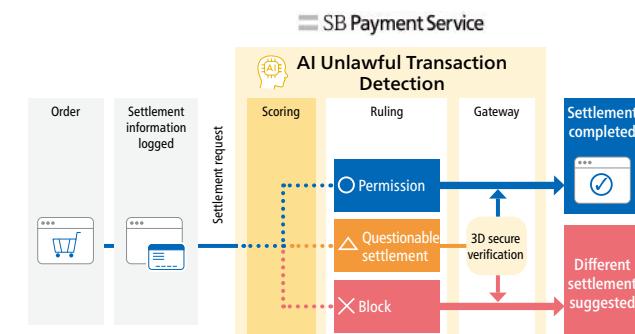


#### SB Payment Service: Comprehensive Proposals in a Wide Range of Business Domains

SB Payment Service Corp. is a comprehensive provider of payment services. The company offers online settlement services that gather together a wide array of payment methods for over 40 brands, including credit card settlement, carrier settlement, convenience store settlement, buy-now-pay-later, PayPay, LINE Pay and Rakuten Pay, methods indispensable for today's e-commerce and online shopping. SB Payment Service also supports in-person settlement services for stores and other businesses, such as credit card, QR code\* and e-money settlement, powerfully supporting merchants' online-merge-offline (OMO) needs by providing a wide array of settlement methods and systems.

As unlawful and fraudulent e-commerce transactions increase year by year, SB Payment Service protects operators from this threat by providing a comprehensive, one-stop settlement service using a common platform for detecting unlawful transactions using AI.

\* QR codes are a registered trademark of Denso Wave Inc.



## Connecting People and Information to Create New Excitement

Value Creation 3

## Leverage ICT to Create New Lifestyles and Enhance the Foundations for Daily Life

### Using Technology in Finance

#### PayCAS Mobile for One-stop Cashless Payments

PayCAS Mobile, from SB C&S Corp., is an all-in-one mobile cashless payment terminal. Equipped with SoftBank SIM technology and sized for one-handed use, the terminal is conveniently portable.



PayCAS Mobile accommodates a wide range of payment methods—from credit cards to e-money and QR-code settlement—with a single device to meet diverse customer needs. It eliminates the need for coordination between stores and payment service providers and is easy to set up, requiring no optical fiber or other local network environment. Furthermore, through the PayCAS DX Store, users can access useful apps for business operations in such areas as POS and attendance management, solving a variety of store management issues with a single device. Going forward, we will continue working to provide superior one-stop cashless payment service, aiming to make store operations easier and convenient.

### Using Technology in Education

#### CREATIVE CAMP 2023, a Collaborative Project Creating Videos with Local Governments

SoftBank Corp. provides opportunities for middle and high school students to develop their creativity and learn output skills by creating videos that introduce their hometowns. As a collaborative project with the local government to nurture the next generation of human resources, we held a three-day creative workshop utilizing Google Pixel\* phones and Chromebook\* devices called “CREATIVE CAMP 2023 in Nakatsu – Supported by Google Pixel/Chromebook” (hereafter “CREATIVE CAMP 2023”) in Nakatsu, Oita in September 2023.

Around 70 local high schoolers participated in CREATIVE CAMP 2023, where they were separated into groups to make videos about the city of Nakatsu’s best features. Video creators gave students instructions on production and editing methods. We encouraged students to contribute to regional revitalization through their videos, striving to nurture their creativity and teach them the skills to ensure successful output.

\* Google Pixel and Chromebook are trademarks of Google LLC.



### LY Tech Academy Online Programming School

Since November 2022, the LY Tech Academy (Yahoo! Tech Academy at the time of founding) has been jointly run by LY Corporation and KiRAMEX CORPORATION, a consolidated subsidiary of UNITED, Inc. and the operator of the “Tech Academy” programming schools, which over 30,000 students have attended.

The LY Tech Academy is a retraining program that teaches the necessary skills for inexperienced applicants to transfer to a career as an IT engineer, and includes a practical curriculum as well as systems that support job transfers. It also makes full use of the metaverse, where users can use personal avatars to move to various areas such as the self-study room and counseling room, and can ask questions and have discussions with fellow students as well as mentors using their voices and text messages. In 2024, we also began to offer study programs regarding generative AI for corporate users.

According to data from the Ministry of Economy, Trade and Industry, reflecting the overall decline in the population of young people in Japan, the number of people entering IT-related industries peaked in 2019 and will be lower than the number of people retiring going forward, leading to a shortage of up to 790,000 IT professionals by 2030. As such, training IT professionals is a pressing issue. By externally applying its accumulated expertise, LY Corporation will help resolve Japan’s IT personnel shortage.

## Connecting People and Information to Create New Excitement

Enhancing Lifestyles with Information and Communications Technology (ICT)

Value Creation 1 Realize Attractive Customer Value through the Spread of Smart Devices

Value Creation 2 Provide an Environment in which Everyone Can Access Information

| Value Creation 3 Leverage ICT to Create New Lifestyles and Enhance the Foundations for Daily Life

## Connecting People and Information to Create New Excitement

Value Creation 3

## Leverage ICT to Create New Lifestyles and Enhance the Foundations for Daily Life

## Using Technology in Education

**Maho Project to Support Children with Disabilities**

The Maho Project is an experimental research project implemented in partnership with the Research Center for Advanced Science and Technology at the University of Tokyo. Through the project, we are conducting practical research into using technology to support children who want to learn but who, for a variety of reasons, have difficulties with standard learning methods.



In the experimental research project, SoftBank Corp. lends out tablet devices and the humanoid robot Pepper free of charge for a certain period to special needs schools all over Japan for use in learning and daily life with the objective of increasing opportunities for children to participate in society. Since this project was launched in 2009, a total of more than 700 schools have participated in this practical research.

Additionally, widely publicized examples of this project have led to opportunities for advocating to the Ministry of Education, Culture, Sports, Science and Technology (MEXT) that some children who have difficulty learning on their own can learn more effectively with the aid of technology. As a result, support for the project was again approved by MEXT for FY2023.

We also aim to facilitate the public understanding and widespread practice of inclusive education so that all children with and without disabilities can learn together. To this end, we will begin holding lectures and research classes regarding the use of ICT devices in children's education and daily life with municipal governments in FY2024.

The Maho Project will continue efforts aimed at building a more diverse society by using ICT to foster inclusive educational environments. By doing so, the project aims to bring out the maximum abilities and potential of children with disabilities to build a solid foundation for their lives in the future.

**ICT Support for Extracurricular Activities and Physical Education**

In order to solve issues faced by teachers and schools regarding specialized sports instruction in physical education classes and extracurricular activities, SoftBank Corp. is promoting support services using ICT such as AI Smart Coach and Smart Coach.

AI Smart Coach analyzes videos children have taken of themselves to spot changes in their movements after doing certain types of training or to compare these videos with example videos via the use of marker functions and AI analysis functions. This helps them find places to improve, enabling them to improve their exercise and sports skills, and pursue inquiry-based learning. Through functions such as the Activity Logger, where daily practice can be recorded, and the Training Menu Generator, which can easily create an effective training menu, we support young students in proactive and collaborative learning.

Smart Coach is a platform using videos for remote instruction on smartphones, tablets and computers to consult with professional athletes and specialized coaches online regarding problems in instruction. By uploading videos taken of students to Smart Coach, specialized coaches can look over videos to check an individual's form or how a team moves together and include their own spoken advice.



AI Smart Coach Features

By using ICT to support physical education and extracurricular activities, SoftBank Corp. creates opportunities for children to receive sufficient instruction and allows more of them to enjoy sports, building an environment that supports personal and team growth.



ICT-based remote sports instruction framework

**Educational Program to Develop AI Skills: AI Challenge**

AI Challenge is an educational program for middle school and high school students which uses inquiry-based learning to allow them to get hands-on practice while learning the foundations and mechanisms of AI. Aiming to develop the qualities and abilities required in the professionals who will lead the way in the use of AI throughout society in the future, this program offers students the opportunity to learn the basic mechanisms of AI. Then, after students make plans around ideas that use AI, they can put them into action to create an AI system. Later, they acquire implementation skills by designing, developing and evaluating AI-based systems that will be useful in the real world, from defining requirements onward. In September 2023, we created new introduction materials to help students learn about the use of generative AI. SoftBank will continue to help educate the next generation of professionals who use AI through AI Challenge.

**Cumulative student participants Approx. 22,000**  
As of April 30, 2024

## Connecting People and Information to Create New Excitement

Value Creation 3

## Leverage ICT to Create New Lifestyles and Enhance the Foundations for Daily Life

### Using Technology in Education

#### Financial Education for Children Through PayPay Securities

In February 2024, PayPay Securities participated in an on-site class organized by students regarding life plans and investment at the Fukuoka Institute of Technology's Jyoto High School. Revisions to educational curriculum guidelines which went into effect in April 2022 made classes involving investment education mandatory in high school home economics courses. Thus, this class was created to be a part of this financial education.

At the on-site class, members of PayPay Securities held lectures on life plans regarding working and life events, and for investment education (using, saving and managing money), they responded to worries and problems they had gathered from students beforehand. This was a chance for the students to consider their own life plans for when they become university students or enter the workforce, and the class received high praise.

PayPay Securities will continue to help young people improve their understanding of investment and acquire higher financial literacy through various activities such as on-site classes and seminars.



### Using Technology in Medicine, Healthcare and Welfare

#### A New Service to Look After Seniors Using IoT

Mimamori Plus-24\* was launched in April 2022 for local governments across Japan as a new service that helps look after seniors who live alone.

Previous emergency alert services presented numerous issues like needing a land-line or not working outdoors. Mimamori Plus-24 solves these issues, enabling more comprehensive monitoring of seniors' safety by combining an emergency alert system using kids' phones provided by SoftBank Corp., activity detection via IoT sensors provided by SB C&S Corp., and a contact center run by Anshin Support Co., Ltd. This service has been deployed by 44 local governments as of the end of April 2024.

\* This service is provided through a business tie-up between Anshin Support, SoftBank Corp. (which implements social contribution activities and provides IoT devices and communication lines), and SB C&S (which provides IoT sensor-related products and services to enterprises).

#### "Orange Safety Net" Elderly Monitoring Support

Orange Safety Net is a service for quickly locating missing seniors with dementia through community-wide cooperation. SoftBank Corp. provides Orange Safety Net for municipalities. Through the service, local governments and community search collaborators work together, sharing information in real time about the search to help quickly find the missing person. To protect personal information, search requests made by seniors' families or other parties can only be seen by search collaborators who have been approved ahead of time by the municipality and have agreed to participate in the search through the app. After the search is over, access to the request is automatically restricted, thus making the information available only to those who need it while they need it. In Kumakogen Town, Ehime, where approximately 48% of the population is elderly, it has been in use since June 2019. In actual search activities in

Kumakogen, there have been cases where a missing person was found within 10 to 15 minutes thanks to the smooth exchange of information using the service.

#### Ugokuma App to Promote Walking and Address Geriatric Frailty

SoftBank Corp. is addressing geriatric frailty by using technology to improve the health of seniors.

Frailty is a weakened state of decreased physical and cognitive function, in which individuals are not fully healthy but do not yet require nursing care. Working with local governments, in 2022 SoftBank Corp. began conducting pilot testing of a smartphone app, Ugokuma, to promote the formation of walking habits as a measure to combat frailty.

Participants are asked to use Ugokuma for a specified period. Step count data from the app, data based on the app's frailty check function and data provided by health awareness surveys of participants are used to verify the app's effectiveness.

The Ugokuma app features a friendly character named Ugokuma, who praises and cheers on users, encouraging the formation of walking habits through communication. While we have conducted pilot tests with the city of Fujimino, Saitama since 2022, we began a new cooperative initiative with Bunkyo Gakuin University in FY2023, holding smartphone classes where students teach seniors how to use Ugokuma in a model of multigenerational exchange. We also began holding smartphone classes and frailty measurement meetings in 2023 in cooperation with Bunkyo Ward, Tokyo and the city of Higashimurayama, supporting seniors in using Ugokuma with peace of mind.

Drawing on pilot test results, the Ugokuma app was provided on the Kantan Smartphone 3 to support measures customers are taking against frailty.

## Creating New Business through Open Innovation

Creating New Value through the New Businesses of Overseas SoftBank Corp. Group Companies

Value Creation 1 Develop New Businesses with Cutting-edge Technologies | Value Creation 2 Incubate and Spiral-up with Cutting-edge Businesses Overseas

Value Creation 3 Build Systems to Recruit and Develop Human Resources to Lead Growth and Create New Businesses

# Creating New Business through Open Innovation

**Creating New Value through the New Businesses of Overseas SoftBank Corp. Group Companies**

**Social Issues**

Advance innovation using ICT platforms: Promoting the widespread adoption of cashless settlement, securing means of transportation amid the difficulties posed by an aging population and low birthrate, facilitating online healthcare, and enabling access to communications in developing countries

**Value Creation**

- (1) Develop new businesses with cutting-edge technologies
- (2) Incubate and spiral-up cutting-edge businesses overseas
- (3) Build systems to recruit and develop human resources to lead growth and create new businesses

**Risks and Opportunities**

- Risks**
- Loss of business opportunities due to delay business development resulting from shortages of required human resources and knowledge
  - Inability to recoup invested funds or impairment losses due to failure to achieve expected results
  - Increase of research and development costs for homegrown Large Language Models (LLMs) and delays in monetization
- Opportunities**
- Quickly secure market share through the acquisition of human resources and knowledge and speedy business development through collaboration with diverse partners
  - Advancement and deepening of innovation through co-creation and expansion of the scale of businesses and markets in which the group participates
  - Expansion of new solutions business utilizing homegrown Large Language Models (LLMs)

**KPIs**

- (1) • Pursuing initiatives to realize the NTN concept (FY2027)
- Construction of a domestically produced Large Language Model (LLM) with 390 billion parameters
- (2) • Strategic partnerships and business investment in new business areas
- (3) • Promote SoftBank InnoVenture commercialization

**Main Businesses and Initiatives**

- (1) • Develop new businesses to promote the social implementation of digital technologies (mobility x AI, stratosphere-based high-altitude platform station, autonomous mobility, etc.)
- Promote the NTN Vision (HAPS, OneWeb, Starlink Business)
- Research, develop and promote new technologies (domestically produced LLMs, next-generation batteries, etc.)
- (2) • Roll out successful SoftBank Vision Fund projects in Japan and overseas through global partnerships
- (3) • Job posting system to shift human resources to new and growing businesses
- Allocate personnel to new businesses through improvements in operational efficiency
- Human resource recruitment, development, systems\* and compensation necessary to create and promote new businesses
- Cutting-edge R&D

\* SoftBank Academia, SoftBank InnoVenture, SoftBank University, Generative AI Utilization Contest

Leveraging its connections to leading companies around the world, SoftBank Corp. is determined to create innovative businesses and deploy new technologies and business models in Japan while building a highly professional workforce to support the expansion and spread of those new businesses.

To accelerate the transformation of lifestyles and industries, SoftBank Corp. will go beyond the bounds of a communications business to deliver a steady stream of innovative services in a wide range of domains, including fintech, mobility and healthcare, through the use of such cutting-edge technologies as AI, IoT and 5G as well as partnerships with outstanding companies in Japan and around the world.

We are approaching an era in which the Internet and digital technologies will facilitate connections between all industries, where software has many different applications. Predicting such a future, we have been creating Non-Terrestrial Network (NTN) solutions to provide communications networks in space and the stratosphere. These solutions include OneWeb, which provides a high-quality satellite communications service with guaranteed bandwidth; the high-speed and low-latency satellite broadband Internet service Starlink Business; and HAPS, a stratosphere-based high-altitude platform system which sends signals from an unmanned aircraft system at an altitude of 20 km. By doing so, we seek to create an environment with seamless connectivity in all areas. Because we provide services with differing specialties, we can deliver proposals aligned with the diverse use cases of both domestic and overseas customers as well as develop businesses targeting these groups.

With our corporate philosophy of "Information Revolution – Happiness for everyone," we are proactively utilizing AI to provide the next-generation social infrastructure necessary for our long-term vision of developing a digital society. We have positioned generative AI as a particularly important technology, and have begun operation of Japan's largest computational infrastructure for generative AI development, as well as proceeded in earnest with the development of domestically-produced Large Language Models (LLMs). Our immediate goal in this field is to construct an LLMs with 390 billion parameters and multimodal capabilities in FY2024.

Currently, large-scale investments are being made in computational infrastructure and LLMs, mainly by overseas companies, to develop generative AI based on datasets in languages other than Japanese. Due to these circumstances, we are creating our own advanced large-scale computational infrastructure, seeking to develop a domestically produced LLMs that is most suitable for Japan's culture and business customs. This will allow us to support the implementation of generative AI solutions in all industries, promoting the realization of a digital society.

For these purposes, SoftBank Corp. hires and trains personnel who have advanced professional skills and builds frameworks that become key drivers of new business creation. We regard these efforts as key initiatives to create growth in businesses.

To further the "Beyond Carrier" strategy, we are advancing R&D using state-of-the-art technologies, working toward society-wide optimization in order to provide services that enable lifestyles of greater convenience and abundance while solving social issues.

## Creating New Business through Open Innovation

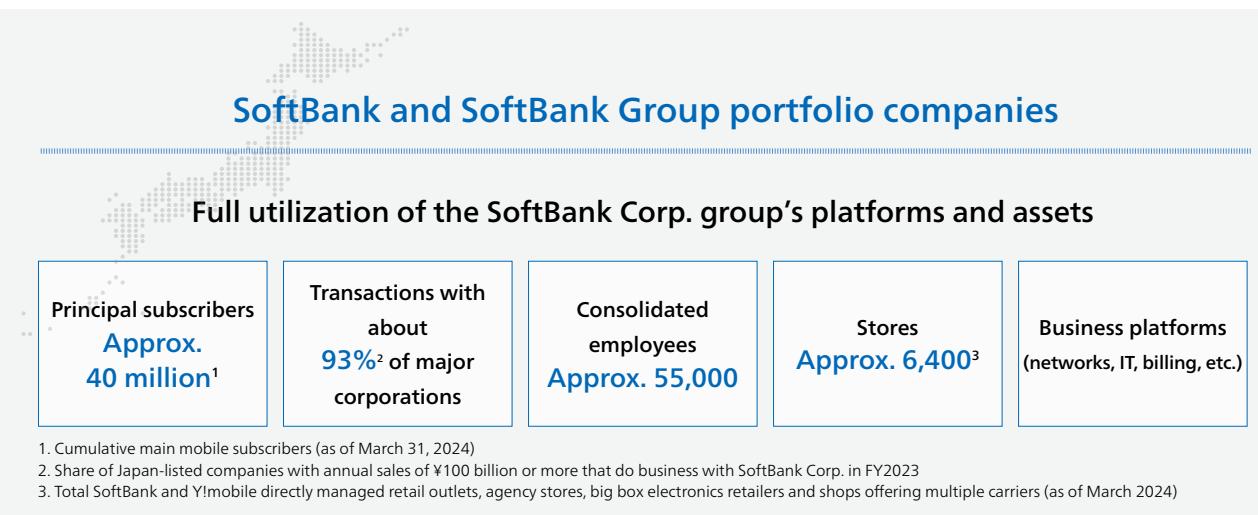
Value Creation 1

# Develop New Businesses with Cutting-edge Technologies

### Advantages in New Businesses and Business Promotion

The SoftBank Corp. group is proactively promoting the expansion of new businesses utilizing cutting-edge technologies and business models in AI, IoT, fintech, security, mobility and other domains. In terms of the creation of new business, by leveraging the strengths built up through our communications

business in collaboration with leading-edge AI corporate groups worldwide in which our parent company, SoftBank Group Corp., has invested, we are able to launch businesses efficiently with minimal initial investment compared to doing so independently.



### Main New Business Domains



### Three Competitive Advantages

#### 1. Unrivaled Customer Contact Points

The SoftBank Corp. group possesses one of the largest user bases in Japan across a wide range of fields, including telecommunications, online shopping, payments and social media. Moreover, the group has mobile phone shops across the country serving as touchpoints with consumers and does business with approximately 93% of the large enterprises in Japan. Through customer contact points across multiple fronts, with both individuals and enterprises, in-person and online, our new businesses are able to reach an extensive range of consumers and companies from the early phases of launch.

#### 2. Collaboration with SoftBank Group Investees

Our parent company, SoftBank Group Corp., invests in unicorn companies worldwide through funds and other means. As a member of the SoftBank Group, we are able to collaborate with these companies and develop their cutting-edge technologies and business models into new businesses.

#### 3. Powerful Sales and Technological Capabilities

Our highly capable sales force is known for having explosively popularized ADSL in Japan through an innovative sales approach in the early 2000s. At the same time, we put considerable effort into securing technological personnel, with the group currently boasting approximately 14,000 engineers.\* Leveraging these powerful sales and technological capabilities enables us to rapidly establish new businesses.

\* Total engineers of SoftBank Corp., LY Corporation, PayPay Corporation, ZOZO, Inc., SB Technology Corp., etc. (as of April 1, 2024)

## Creating New Business through Open Innovation

Value Creation 1

### Develop New Businesses with Cutting-edge Technologies

#### Communications

##### Stratosphere-based High-altitude Platform Station (HAPS)

SoftBank Corp. is working to build high-altitude platform stations (HAPS), which provide network connectivity from the sky, with the aim of developing HAPS-related businesses globally.

HAPS uses unmanned aircraft flying in the stratosphere that operate like telecommunications base stations, enabling the creation of a stable Internet connection environment in regions where telecommunication networks have not been established, such as mountainous regions, remote islands and developing countries. HAPS can provide network coverage over a wide area from the stratosphere down to the ground, contributing to the uptake and effective use of drones, as well as the spread of IoT and 5G. Because these systems can provide stable communications networks regardless of conditions on the ground, they are expected to contribute greatly to rescue and recovery efforts after major natural disasters.

In February 2020, the HAPS Alliance was established under the leadership of SoftBank Corp. as an industry organization bringing together the world's leading companies in the telecommunications, technology and aviation industries, as well as governments, universities and research organizations, to advance the provision of Internet communications utilizing high-altitude aircraft. The alliance seeks to coordinate advocacy to relevant authorities in various countries, develop common HAPS product specifications, promote interoperability through the standardization of HAPS technology and set up aviation-related operational systems. Through these activities, the alliance aims to resolve various social issues and create value by building an Internet connectivity environment covering the entire planet utilizing high-altitude communication networks and aircraft. Through the HAPS Alliance, we aim to realize a world where anyone can access information, and we will continue activities to expand global-scale Internet communications.

In March 2023, we successfully conducted a low-altitude flight test at Willcox Playa in Arizona, USA using a sub-scale model. The craft's smaller model utilized an aircraft with an airframe smaller than that of an unmanned aircraft system. Then, in September 2023, we conducted a verification test of communication payload using a small-scale HAPS and successfully achieved 5G direct communications from the stratosphere to smartphones at ground level.

We are working to set up the systems and develop the elemental technologies needed to commercialize HAPS. At the World Telecommunication Development Conference 2022, HAPS was added as a useful technology in a resolution establishing guidelines for addressing the disparity of information access in developing countries. In terms of international radio frequency systems, it was decided to make additional frequency bands usable by HAPS at the International Telecommunication Union's World Radiocommunication Conference 2023 (WRC-23). In terms of international standardization, the approved recommendations at the Radiocommunication Assembly 2023 (RA-23) that establish the capabilities and goals of 6G reflect the "coverage" and "resilience" expected to be achieved by HAPS.

We have also achieved the international standardization of a radiowave propagation prediction method for accurately estimating radiowave interference at high altitudes, which will be necessary for consideration at WRC-23. The prediction method will also be useful for the design of HAPS network coverage areas. We will continue to advance international standardization efforts to improve the prediction method. In terms of aviation systems, we are advocating with regulatory and standardization authorities to clarify the position of HAPS under the Convention on International Civil Aviation and its annexes while advancing initiatives to make necessary changes to national aviation systems.

In elemental technologies, we are advancing R&D in such areas as batteries, motors and radio equipment. In batteries, to extend flight times, we aim to develop and commercialize more efficient, lightweight batteries by FY2025. In motors, we are working to develop highly reliable, high-efficiency, lightweight motors that can help realize longer stratosphere flight times by FY2027. We are also developing radio equipment, with the aim of enabling stable, high-speed communications from the stratosphere by FY2027, along with a variety of other elemental technologies.

We will continue to work to address the remaining hurdles to HAPS commercialization. By steadily resolving each of these issues in turn, we aim to provide network service over wide areas, including sparsely populated regions. In addition, because the Sunglider unmanned aircraft developed by SoftBank Corp. operates on solar power, it will contribute to the achievement of Sustainable Development Goal 7, "Ensure access to affordable, reliable, sustainable and modern energy for all."



## Creating New Business through Open Innovation

Value Creation 1

### Develop New Businesses with Cutting-edge Technologies

#### Mobility

##### MONET: Pursuing the Potential of Mobility Services

MONET Technologies Inc. is a joint venture between SoftBank Corp. and Toyota Motor Corporation, with capital participation from other companies, that commenced operations on February 1, 2019. MONET's objective is to create new value and solve social issues related to transportation in collaboration with local governments and other companies.

In Japan, mobility as a service (MaaS) has drawn attention as a potential solution for a variety of social issues, such as traffic jams in urban areas, traffic accidents caused by older drivers, an increase in elderly people who have turned in their drivers' licenses and now have difficulty getting around, areas without public transportation due to depopulation, and driver shortages. MONET is working toward the realization and spread of new mobility services that bring people, goods and services together. These include streamlined mobility services using on-demand vehicle-dispatch platforms, as well as mobile convenience stores, clinics and offices.

##### Beginning "Catbus" Vehicle Operation in the Expo 2005 Aichi Commemorative Park

MONET Technologies Inc. began utilizing vehicles shaped like the Studio Ghibli character "Catbus" at the Expo 2005 Aichi Commemorative Park in Nagakute, Aichi on March 16, 2024. The distinctive vehicles are fashioned from Toyota Motor Corporation's low-speed electric mobility Accessible People Mover (APM)\*.

The "APM Catbus" appears rounded from the outside, and gives the impression of an animal about to spring to life. The vehicle has been packed with details to represent Catbus under the fastidious supervision of Studio Ghibli, utilizing elements such as long fur on the interior seats.

\* A short-distance, low-speed electric vehicle developed by Toyota Motor Corporation



© Studio Ghibli

##### BOLDLY: Sustainable Public Transport Using Autonomous Vehicles

To solve issues related to public transportation, such as driver shortages and subsequent bus route closures, BOLDLY Inc. provides support for the implementation of self-driving buses across Japan in addition to offering its Dispatcher platform for self-driving fleet management. Through these and other initiatives, BOLDLY is working to realize convenient and sustainable mobility services using autonomous vehicles.

##### Start of Year-round Operation of Self-driving Buses in Yokoshibahikari, Chiba

Seeking sustainable public transportation, the town of Yokoshibahikari, Chiba initiated year-round operation of self-driving buses in February 2024. Mini EV buses work together with long-distance monitoring systems to conduct Level 2 autonomous driving bus operations on the town's approximately 5.5 km of public roads, and are free to ride for all. The monitoring systems are powered by BOLDLY's Dispatcher platform to support safe and secure vehicle operation. The town will continue to test and implement various self-driving technologies, and seeks to initiate Level 4 autonomous bus driving operations in some areas in the near future. This initiative is expected to improve mobility for seniors and increase the convenience of public transportation.



##### Creating the World's Largest IoT Platform for Connected Cars and SDCVs with Cubic Telecom

SoftBank Corp. has invested in Cubic Telecom Ltd., which provides IoT platforms for connected cars and Software Defined Connected Vehicles (SDCVs)<sup>1</sup>, and made it a subsidiary.

Together, we will further enhance Cubic Telecom's global IoT platform, leading the fields of connected cars, SDCVs and IoT mobility<sup>2</sup> on a global scale.

Through Cubic Telecom's global IoT platform, automakers can utilize mobile networks to monitor and manage both vehicles and devices in real-time on a global scale as well as make updates to relevant capabilities. The platform also makes it possible to respond to all sorts of situations while conforming to varying regulations across countries and regions. Performance, safety and comfort are improved by continuously updating vehicles and devices Over the Air (OTA)<sup>3</sup> with new capabilities, realizing the best possible user experience.

After beginning to provide an IoT platform for connected cars in 2016, Cubic Telecom, a leading company worldwide in IoT platforms for cars, transportation vehicles and farming equipment, grew quickly. Through contracts with over 90 mobile telecommunications carriers, this platform is currently used in around 18.5 million vehicles in more than 190 countries and regions. By making Cubic Telecom a subsidiary, we seek to accelerate its growth on a global scale.

1. Software Defined Connected Vehicle (SDCV): Vehicles that can update their capabilities mainly through software connected to the Internet. Cubic Telecom offers a built-in IoT platform for vehicles and allows automakers to utilize SD technology.

2. Includes cars, motorcycles, large vehicles, commercial vehicles, agricultural vehicles, heavy machinery, drones, etc.

3. Over the Air (OTA): Sending and receiving data through wireless communications.

## Creating New Business through Open Innovation

Value Creation 1

### Develop New Businesses with Cutting-edge Technologies

#### Big Data, AI and Location

##### ichimill High-precision Positioning Service

ichimill is a service that enables positioning with a margin of error of only a few centimeters via RTK positioning<sup>1</sup> using signals from a GNSS,<sup>2</sup> such as the Michibiki quasi-zenith satellite system.

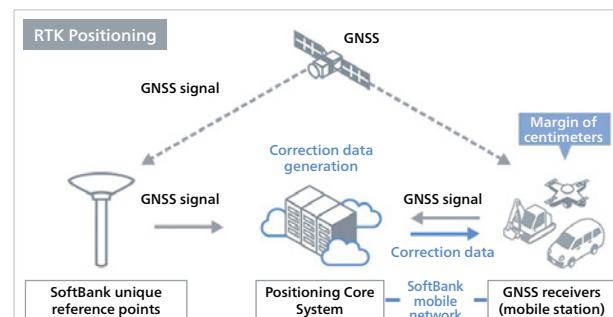
SoftBank Corp. has installed over 3,300 unique electronic reference points (fixed stations), which are necessary for RTK positioning, at its base stations across Japan, so users do not have to set up reference points of their own.

Correction data is generated by a "Positioning Core System" based on signals received by the unique reference points and sent to GNSS receivers (mobile stations) mounted on agricultural machinery, construction equipment, automated vehicles, drones and other equipment using SoftBank Corp.'s mobile communications network.

RTK positioning uses this correction data and signals received by GNSS receivers for highly accurate centimeter-level positioning in real time.

1. RTK positioning: Real time kinematic position, a method of high-precision positioning by sending signals between a fixed station and a mobile station in real time

2. GNSS: Global navigation satellite system, a general term that includes quasi-zenith satellite systems (QZSS), GPS, GLONASS and Galileo



##### Generating and Transmitting Position Correction Data: The ALES Transmission System

ALES provides the ALES Transmission System, which generates correction data based on signals received by more than 3,300 unique reference points across Japan and transmits this data to GNSS receivers.

The ALES Transmission System is used by ichimill,\* a high-precision positioning service provided by SoftBank Corp. to corporate clients. ALES also uses this system in the Centimeter-level Positioning Service for consumers, launched in August 2020. It also began providing corporate clients with the Post-processing Data Service, which offers high-precision positioning data observed and measured from our unique reference points for use in post-processing, in January 2024.

This service, which enables high-precision positioning, is put to use in a wide array of industries, from agriculture to construction and automotive.

In agriculture, it is applied in the automated and assisted driving of tractors and other agricultural machinery, as well as the automatic navigation of drones used in crop dusting. The construction industry applies the service in surveying and the management of positioning and work histories of construction equipment. In the automotive industry, the service is expected to be used in highly precise self-locating of autonomous vehicles, as well as in MaaS, where it is anticipated to enhance vehicle position management, route management and navigation.

Through the provision of the ALES Transmission System, ALES works with a wide range of partner companies to develop and implement innovative GNSS solutions to make people's lives richer and more convenient than ever.

\* Within SoftBank Corp.'s ichimill, the ALES Transmission System is referred to as the "Positioning Core System."

##### Agoop Brings New Perspectives to Business with Big Data Using Positioning Information

Agoop Corp. is engaged in big data operations using positioning information. Based on positioning data acquired from apps on the smartphones of consenting users, Agoop generates and analyzes data on floating populations, which is a valuable tool for tasks such as trading-area analysis, marketing, tourism analysis, disaster preparedness and urban planning. The data provided by Agoop is used by organizations ranging from companies to academic institutions and local governments. Floating population data can unlock possibilities for a more affluent society, as it can reveal demand in a wide range of businesses, including health products and services, healthcare, medicine, social services, disaster preparedness, crime prevention, transportation, tourism, education and finance.

In October 2023, Agoop began the service "tracan," which utilizes location data to provide detailed traffic volume data for major roads across Japan as well as narrow backroads. This allows users to understand a location's traffic volume during specific timeframes (for both weekdays and holidays) based on transportation mode (foot, bicycle or car), speed, direction, age and gender. Understanding this data on a road's traffic volume makes it possible to efficiently conduct fact-finding investigations and analyses when looking for a site to open a shop or analyzing competitors, as well as in city planning. Thus, digitization supports customers in making decisions.



## Creating New Business through Open Innovation

Value Creation 1

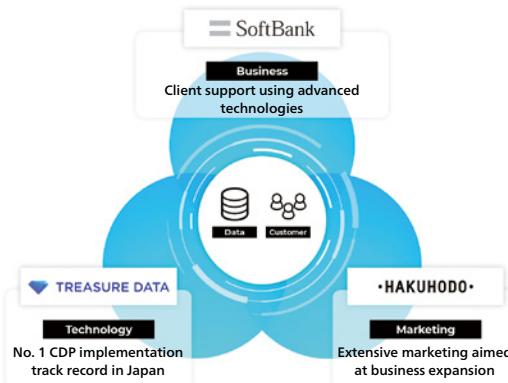
### Develop New Businesses with Cutting-edge Technologies

#### Big Data, AI and Location

##### Incudata Uses Data to Support Corporate Clients in Advancing DX

Incudata Corp. is a joint venture between SoftBank Corp., Hakuhodo Inc. and Treasure Data, Inc.

By combining SoftBank Corp.'s data and technology with the Hakuhodo Group's marketing and consulting capabilities, Incudata provides one-stop support for customers, from strategic planning in the area of data utilization to building and operating analytical platforms utilizing Customer Data Platform and implementing related measures, continuing to support customers until they see results from data utilization.



In recent years, more and more companies have been focusing on DX to improve customer experience value and streamline internal operations. Business transformation centered on the use of digital technology and data is becoming increasingly necessary for companies to secure ongoing growth and competitive advantage. However, in many cases, it is difficult for a company to promote DX on its own, as the man-hours and tasks to be tackled are wide ranging. These can span formulating strategies, building data analysis platforms, introducing appropriate IT tools, setting up and strengthening DX promotion organizations and systems, as well as training human resources. To create a world where

ideas can advance on their own power, Incudata has helped many companies implement DX projects in the marketing sector by consulting on data utilization strategy planning, data analysis platform building and operation, policy implementation, and the development and operation of data privacy protection systems. Incudata will leverage the insights obtained through these services going forward to rapidly and powerfully advance corporate DX and thereby help solve issues that businesses face and improve their competitive abilities.

##### Helping Solve Internet Use Issues through IX: BBIX, Inc.



SoftBank Corp. subsidiary BBIX, Inc. conducts Internet exchange (IX) operations with a mission of spreading and developing the Internet, to create a world in which everyone can use the Internet with ease and convenience. The company has operations in Asia, including Japan, as well as Europe and North America.

BBIX allows customers to connect to its many IX connection points in convenient locations in Japan and overseas to enable major Internet service providers (ISPs), content providers and CATV businesses around the world to directly connect to one another, helping realize a low-latency, high-quality communications environment.

Furthermore, since May 2022, BBIX has been providing Open Connectivity eXchange (OCX), a cloud-based network service, mainly for enterprises. OCX brings on-premise IT environments onto cloud services, providing on-demand access to highly secure, low-latency, scalable connection environments via a dedicated portal.

Leveraging its IX platform, BBIX will contribute to enhancing Internet connection quality and reducing costs for customers.

#### Healthcare

##### Solving Social Issues in the Healthcare Field: Healthcare Technologies Corp.

Healthcare Technologies Corp. is a SoftBank Corp. subsidiary established in the DX domain to promote solutions to a wide range of social issues in the healthcare field. Healthcare Technologies provides a healthcare platform to help improve people's health and reduce the rising costs of healthcare. Healthcare Technologies provides HELPO, a one-stop healthcare app that provides useful functions for disease prevention, improvement of presymptomatic disease and health promotion. HELPO added a telemedicine service in June 2021, as well as the HELPO Remote Specific Health Guidance function in November 2021. Service for individual users was launched in December 2022, and in December 2023 a menu to complete uninsured medical treatment online was added for use in everyday telemedicine.

##### ▼ Functions of HELPO

Health/Medical Consultation	An expert medical team including doctors, nurses and pharmacists answers in chat
Telemedicine*	In addition to normal telemedicine, after using the Health & Medical Consultation Chat, users can select the appropriate medical department for their needs
My Chart	Allows management of various vital data, allowing users' health status to be viewed at any time
HELPO Mall	A Healthcare Technologies online store delivers sundries and over-the-counter medicines
Clinic search	Search for clinics based on user-specific conditions
Step counting	A simple pedometer function that displays progress toward user-set targets
Remote specific health guidance (for companies and municipalities only)	Support for specific health guidance provided by companies and municipalities
Point program	An original point program that offers special points for daily walking
Pharmacist Consultation	Casual consultations regarding medicines

\* HELPO is a telemedicine platform service. Medical care is provided by partner medical institutions.

→ HELPO—Promoting Healthcare DX

## Creating New Business through Open Innovation

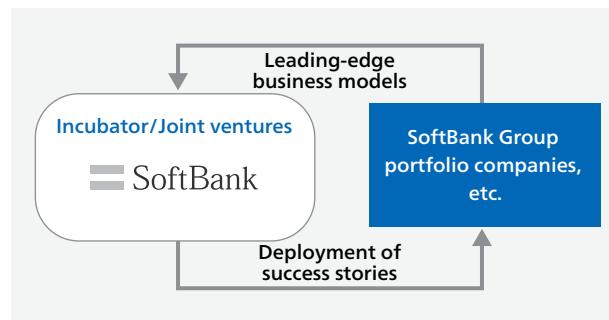
Value Creation 2

# Incubate and Spiral-up Cutting-edge Businesses Overseas

SoftBank Corp. contributes to the maximization of economic opportunities through the creation of sustainable and groundbreaking business models that constantly advance and grow by strategically generating synergies through joint ventures and business tie-ups with leading-edge companies around the world.

### Incubating and Spiraling-up Overseas Businesses through Group Synergy

Utilizing the success models and cutting-edge technologies of the global leading companies in which SoftBank Group Corp. has invested, SoftBank Corp. can roll out businesses in Japan quickly, with lower investment cost and risk than launching a business from scratch. Moreover, SoftBank Corp. extends the lessons from success stories in Japan to its overseas operations, generating a spiraling-up effect.



### Location and Real Estate

#### WeWork: Flexible Offices

Under the "WeWork" brand, WWJ Corp. offers flexible offices that provide a lively work environment and efficient office operations for all employees, currently operating approximately 40 locations in seven cities in Japan.

WeWork offers a variety of office environments to meet the diversifying needs of customers, from satellite offices to headquarters. We also promote open innovation and community participation to create an environment where members can easily share new ideas and promote collaboration.

WeWork received the rank of "Best Workplace" (the highest of four ranks) in D&I AWARD 2022 and 2023. Run by JobRainbow Co., Ltd., this awards program recognizes companies leading the way in diversity and inclusion (D&I) in Japan. As a D&I leader, WeWork promotes D&I at a high level, not only for Japan but by global standards, and was highly evaluated for fostering a corporate culture of D&I and advancing initiatives to actively involve all employees in D&I promotion.



### DiDi Taxi Dispatch Platform Service

Established in June 2018 as a joint venture between SoftBank Corp. and China-based Didi Chuxing Technology Co., Ltd., DiDi Mobility Japan Corp. provides an AI-enabled taxi dispatch platform.

DiDi Mobility Japan integrates Didi Chuxing Technology's taxi-dispatch platform, an advanced analytical and predictive technology using world-leading AI, with SoftBank Corp.'s marketing capabilities and operating platform as a communications carrier.

Using the DiDi taxi dispatch app, after users input their departure location and destination, a taxi arrives to pick them up in an average of five minutes.\* The taxi dispatch platform matches available taxis with passengers via the app to optimize taxi dispatch. DiDi enables users to hail a taxi in three simple steps, and because the app automatically finds the route using the input destination, users do not have to give drivers directions. The app also enables cashless payment, eliminating the need to handle cash and make change, which can be cumbersome within a vehicle. By eliminating a variety of complaints and anxieties that users have about using taxis, the service allows passengers to travel by taxi with greater peace of mind. We also began a chauffeur service in Okinawa in March 2024. We will continue to strive to offer mobility services linked to realizing a more prosperous society.

\* The arrival time of the affiliate vehicle to the specified location after the vehicle to be dispatched is determined (January–April 2024 national average). In some cases, dispatch may take more than five minutes, or there may be no vehicle available for dispatch.



## Creating New Business through Open Innovation

Value Creation 2

## Incubate and Spiral-up Cutting-edge Businesses Overseas

### Security

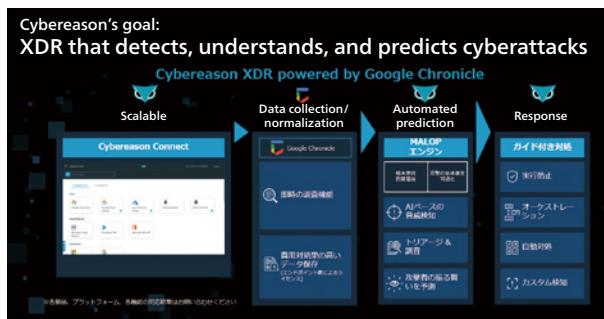
#### Cybureau: A Service that Detects and Counters Cyberattacks in Real Time

Cybureau G.K. is the provider in the Japanese market of the AI-driven Cybureau cyberattack protection platform.

Cybureau EDR is a solution for strengthening endpoint security. The service is a sophisticated endpoint detection and cybersecurity response platform (EDR) that can quickly detect latent threats and create measures against them rapidly and effectively.

Cybureau EDR uses AI technology and machine learning algorithms to analyze and identify abnormal behavior and attack patterns in real time. Furthermore, it continuously monitors events and alerts at endpoints and will identify the root causes of incidents.

This solution provides a dashboard containing reports based on sophisticated scenario analysis and threat intelligence to enable security teams to decipher the movement patterns of attackers and quickly respond. Furthermore, it can hinder the spread of attacks through a real-time response function, minimizing damage.



Cybureau EDR is a comprehensive security solution combining exceptional visibility and response functions to contribute to stronger endpoint protection and early responses to security incidents.

#### zIPS Security Solutions for Mobile Devices

SoftBank Corp. offers zIPS, a mobile-security solution service for enterprises that defends against even unknown threats using the unique AI-equipped threat-detection engine of U.S.-based Zimperium, Inc.

At a time when attacks on mobile devices are constantly growing more serious, clearly understanding the risks these attacks present and taking effective action against them is a responsibility of every company and a necessary condition for business growth.

Unlike conventional signature-based security, zIPS detects unusual behavior generated by devices and attacks from operating system processes. This allows zIPS to respond to attacks against mobile devices regardless of the infiltration route, enabling companies to respond promptly and effectively.

Moreover, zIPS can be combined with enterprise mobility management (EMM), mobile device management (MDM) and other device management services. This enables a company's mobile device administrator to respond rapidly when a threat is detected to prevent it from propagating, for example by shutting down Wi-Fi service or locking devices remotely, keeping devices in use safe.



### Energy

#### Encore Japan Provides Energy Data Analysis Platform to Enrich Lifestyles

# ENCORED

Encore Japan Inc. is an energy tech company that aligns data on energy and IoT devices with various lifestyle-related information, performing analyses to generate value that benefits people most. Through sales networks afforded by such alliance partners as major energy and gas companies, the company currently provides millions of households with energy-saving applications and smart home services backed by patented technology. Encore Japan will continue to utilize revolutionary technology to create new value from energy information, aiming to realize a prosperous future that connects people to people and people to society.

## Creating New Business through Open Innovation

Value Creation 3

# Build Systems to Recruit and Develop Human Resources to Lead Growth and Create New Businesses

In order to rapidly develop businesses that meet next-generation needs, SoftBank Corp. hires and trains personnel who have advanced professional skills and builds frameworks that become key drivers of new business creation. We regard these efforts as key initiatives to create businesses.

### Human Resource Recruitment, Training and Business Creation for Next-generation Business Development

In order to train personnel who will create and advance new businesses, SoftBank Corp. operates unique training programs, including SoftBank InnoVenture and SoftBank Academia.

In addition, we are proactively advancing development focused on the next generation of cutting-edge technologies, such as AI, IoT, robotics, digital twin, and even 6G and HAPS. Through group synergy and collaboration with external companies and universities, we strive to create new value and new businesses by integrating diverse personnel and our accumulated technologies.

Through a variety of internal and external approaches, we will continue to advance recruitment and training while working to establish production bases and business operations for sustainable technologies, aiming to be a global leader across a wide range of fields.

→ Human Resource Development

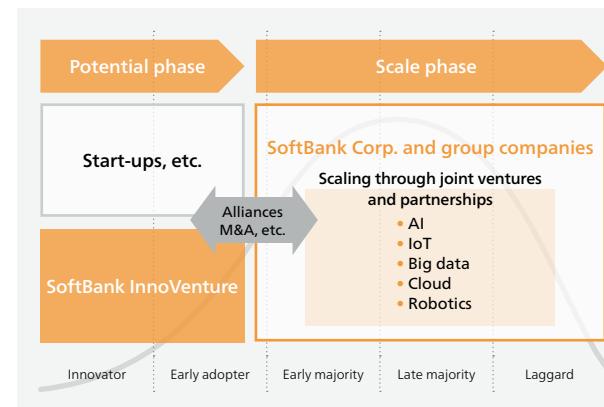
### Providing Opportunities for Growth Aligned with Business Strategy

#### SoftBank InnoVenture (InnoVenture = Innovation + Venture)

SoftBank InnoVenture is an in-house entrepreneurship system launched as a part of the goal to become a strategic synergy group of 5,000 companies in line with SoftBank's Next 30-Year Vision, which was unveiled in 2010. The system solicits unique, innovative and creative ideas for new businesses from within and outside the company, and provides wide-ranging support from the pre-idea creation stage to scaling up after commercialization.

SoftBank InnoVenture will continue to help foster a corporate culture that accepts new challenges by strongly encouraging employees to come up with new business ideas.

#### ▼ “Zero-to-One” Business Creation

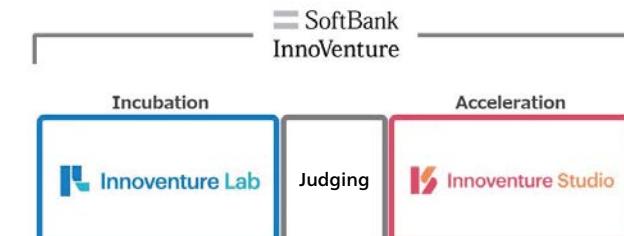


#### Strengths

1. Any employee of the SoftBank Group can make any number of proposals. Proposals with outside partners are also accepted.
2. We provide attentive support at each business stage, from pre-proposal preparation to commercialization, and even exiting.
3. We operate SB InnoVenture Corp. as a stand-alone company to provide an environment conducive to business study toward commercialization.

### Overview of SoftBank InnoVenture

SoftBank InnoVenture provides wide-ranging support from the pre-idea creation stage to scaling up after commercialization.



## Creating New Business through Open Innovation

Value Creation 3

## Build Systems to Recruit and Develop Human Resources to Lead Growth and Create New Businesses

### Providing Opportunities for Growth Aligned with Our Business Strategy

#### SoftBank Academia

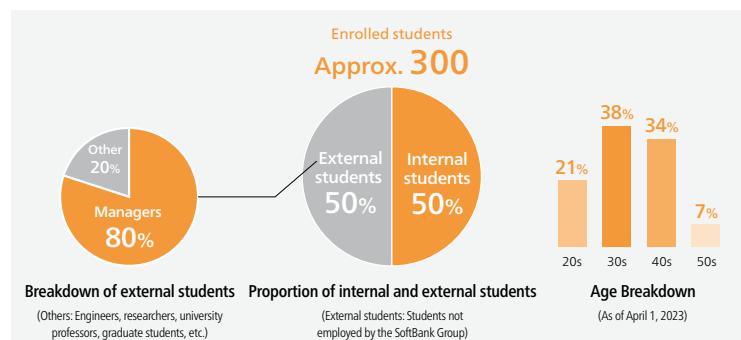
SoftBank Academia was established in 2010 by current Board Director and founder Masayoshi Son with the aim of identifying and fostering both potential successors to lead the SoftBank Group and people who will take up the challenge of our AI cluster strategy. Through a variety of programs, the approximately 300 SoftBank Academia students learn with and from one another.

Participants are recruited widely, from both inside and outside the SoftBank Group. The programs are well-rounded and varied. They include a presentation program based on themes related to management issues pertaining to the SoftBank Group; the Management Game, which simulates corporate management; special lectures on management theory presented by Masayoshi Son; and conversations with distinguished guests.

SoftBank Academia is both a place for the practical study of management and a forum where its students, who are from both within and outside the SoftBank Group, encourage each other in friendly rivalry. It will continue to evolve as an agora whose members strive to be the best they can.

#### SoftBank Academia Programs

1 Presentation program	Students present their ideas on a topic set by Masayoshi Son that relates to business issues facing the SoftBank Group. Those who make it through a preliminary round get the opportunity to make their presentation in front of Son and other senior management of the SoftBank Group.
2 Management Game	The Management Game involves each participant acting as the manager of a company in competition with other SoftBank Academia students, fostering management skills such as strategy development, and responding to circumstances with quick and appropriate decisions.
3 Special lectures	These lectures include presentations by Masayoshi Son himself on his approach to management theory and panel discussions with well-known guests.
4 Conference	Generally held once a year, the conference provides a venue for information sharing and includes presentations by Academia students on their work over the previous year.
5 Study groups	SoftBank Academia students take the lead in planning study groups on topics that they want to learn more about. Students are free both to choose any topic they want and to participate in any study group that sparks their interest.
6 Projects	These projects are voluntary and run to their own schedule. Examples include special projects directly overseen by Masayoshi Son and collaborative projects undertaken in partnership with SoftBank Group companies.



#### TURE-TECH Regional Revitalization Internship Program

When hiring new college graduates, SoftBank Corp. searches far and wide for diverse talent who can support next-generation businesses. For this purpose, we conduct the Job-Match in-person internship program and the TURE-TECH internship program for regional revitalization.

TURE-TECH is an internship program for students aiming to become the "change leaders" who will build the world of the coming era. Japan is confronting many issues earlier than other nations, and interns in this regional-revitalization program seek solutions to problems facing local governments by traveling to regions of interest and interviewing city employees, local residents and business owners. On the last day of the internship, the interns submit to the mayor of the municipality a proposal for solving problems using ICT.

SoftBank Corp.'s corporate philosophy is "Information Revolution – Happiness for everyone." By bringing students directly to the places where this revolution is needed, SoftBank Corp. provides interns of diverse backgrounds with real-world, hands-on experience that goes beyond armchair theorizing in search of solutions to problems that have no pre-defined answers.

## Creating New Business through Open Innovation

Value Creation 3

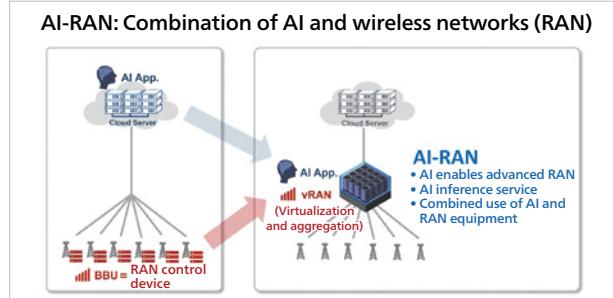
## Build Systems to Recruit and Develop Human Resources to Lead Growth and Create New Businesses

### Research and Development in Support of Operations

SoftBank Corp. has evolved by incorporating a wide variety of corporate cultures and integrating diverse personnel and the technologies it has gathered. Looking to the future, SoftBank Corp. aims to acquire data through its communications infrastructure and analyze and recombine it on a wide range of platforms to create novel value that enriches people's lives. To this end, SoftBank Corp. will build a robust communications infrastructure focused on 5G and press forward with the development of leading-edge technologies, including AI, IoT, robotics, digital twin, and even 6G and the stratosphere-based high-altitude platform stations (HAPS), raising the sophistication of its communications platform to new heights. Never resting on our latest achievements, we will press ever onward, tackling the challenges of technological development to contribute to the provision of solutions and new value.

### Challenging Ourselves to Clear the Path to the AI Era with the New Business Platform AI-RAN

SoftBank Corp. is proceeding with development of new architecture that unifies AI applications and wireless networks (RAN) on the same computer infrastructure, known as Artificial Intelligence Radio Access Network (AI-RAN). By fully utilizing AI to heighten the capabilities and quality of RAN, it is possible to improve communications performance while providing edge computing infrastructure for AI applications on the same equipment, providing a new business platform for various industries.



One of the strengths of AI-RAN is that by transforming RAN into software, we can improve communications performance through a combination of the prediction models and real-time data analysis of AI. AI can learn and predict network traffic patterns, and we can vastly improve the efficiency of communications by optimizing various processes in wireless technologies, refining the communication experience of end

users when there is network congestion or while on the move. By increasing signal bandwidth, telecommunications carriers have been able to realize high-speed, large-capacity communications. However, with AI-RAN, we can now enhance the user experience without increasing signal bandwidth. This is also significant in terms of effectively utilizing radio waves, which are public resources. As we continue to shift from 5G to 6G networks, we believe that the uses of AI-RAN will continue to increase further.

At AI-RAN data centers, we utilize virtualization technology to combine RAN and AI applications on the same servers. This will allow telecommunications carriers to gain two sources of revenue via RAN and AI from a single capital expenditure, and by optimally combining the two different services, we predict that the operating rate of equipment will increase. This means AI-RAN will change the capital expenditure strategies of telecommunications carriers, and suggests the possibility of dramatic increases to ROI. AI-RAN will also provide the world of industry with low-latency, high-SLA, high-security edge computing infrastructure, which current public cloud services have difficulty providing. This is accomplished by building a server to host AI at the telecommunications carrier data center that is closest to the user. Because there is no need to connect to the Internet via communicating with a server, it is possible to realize low latency and high security through a service that only telecommunications carriers are able to provide. This computing infrastructure can be combined with AI inferences for use in customer service, which requires real-time responses; for dedicated LLMs utilized by companies that take in confidential information; and in a variety of other fields.

Through our partnership with NVIDIA Corporation, we are accelerating the development of AI-RAN. We are also beginning to develop AI-RAN solutions on the new type of hardware represented by the Grace Hopper Superchip.

To encourage the common use and development of AI-RAN technology, we have also coordinated with 10 other companies that are leaders in mobile technology and AI as well as two universities to establish the AI-RAN Alliance. In this alliance, industry representatives such as SoftBank Corp., NVIDIA and Arm collaborate as we seek to build an open ecosystem.

#### Contents of AI-RAN Alliance activities

	<b>Research</b> Research on using AI in AI-RAN use cases		<b>Data</b> Accumulate and share data useful for R&D (e.g. MNO datasets, NW topologies, etc.)
	<b>Explore</b> Search for various use cases to solve the complicated issues mobile networks face		<b>Testing &amp; Verifications</b> Simulations and validation tests in the AI-RAN Alliance Lab
	<b>Publication</b> Research papers, documents on best practices, guidelines, and recommendations are made public		<b>Advocacy &amp; Liaison</b> Collaboration with SDO (3GPP, IETF, O-RAN Alliance, ETSI, etc.) to provide recommendations related to standardization

This new architecture, which utilizes AI technology, not only greatly improves the functionality and quality of wireless access networks, but also creates new business opportunities in various industries by providing a strong computing platform for use in AI applications. As new paradigm shifts occur across both the 5G and 6G eras, SoftBank Corp. will continue focusing our efforts on the development of AI-RAN as one of our important strategies.

## Creating New Business through Open Innovation

Value Creation 3

### Build Systems to Recruit and Develop Human Resources to Lead Growth and Create New Businesses

#### Research and Development in Support of Operations

##### Future Core Digital Technology Co-creation Lab

SoftBank Corp. and the National Institute of Advanced Industrial Science and Technology (AIST) launched the Future Core Digital Technology Co-creation Lab project in December 2021. Through this project, we are coordinating efforts to create the architecture and promote the R&D and social implementation of elemental technologies for next-generation infrastructure, including that for smart cities, a promising approach to solving social issues while promoting future growth.

The Future Core Digital Technology Co-creation Lab project is aimed at advancing R&D and the social implementation of cutting-edge digital technologies and global-standard next-generation infrastructure. Furthermore, in addition to SoftBank Corp. and AIST, we are coordinating with other companies and research institutions in order to build social platforms for safe and secure data linkage. As a specific example of this, the Future Core Digital Technology Coordination Laboratory has been set up within a project to implement joint research aimed at building platforms for the seamless integration of physical and cyber space, such as research and development on a spatiotemporal data platform for understanding three-dimensional spaces as well as the movement of people and other things through them over time. By simulating the flow of people and environments, we conduct research on next-generation applications that utilize AR and other XR technologies.

Furthermore, SoftBank and AIST actively promote personnel exchange through joint research in order to develop talent to build future-oriented digital infrastructure.

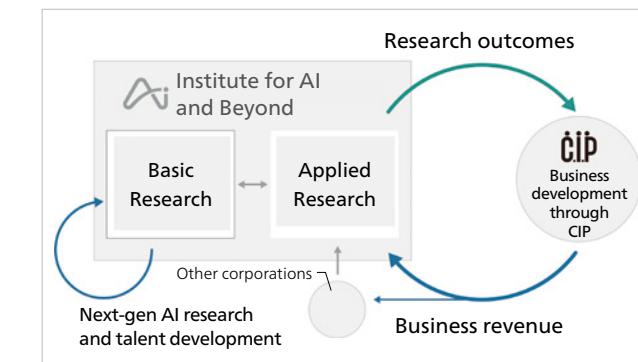
##### Investigating Limitless Possibilities at the Institute for AI and Beyond

SoftBank Corp., the University of Tokyo and other partners established the Institute for AI and Beyond as an AI research institution. The Institute launched joint-research operations in July 2020.

The Institute for AI and Beyond pursues research in two directions: basic research (medium- and long-term research), aimed at creating new academic fields through research into fundamental AI technologies and their fusion with other academic fields, as well as applied research (high-cycle research) that aims to utilize AI to address various social and industrial issues.

Until recently, university research institutes were unable to directly invest in businesses. As a result, universities could recoup only limited returns on the results of their research through such means as patent licensing, in some cases making it difficult to pursue ongoing research.

The Institute for AI and Beyond aims to promote AI research in Japan and contribute to its social implementation by combining the world-class academic prowess of the University of Tokyo and the business insight of SoftBank Corp. accumulated through its efforts to create new social value. We will actively utilize the new Collaborative Innovation Partnership (CIP) system established by the Ministry of Economy, Trade and Industry to create a positive cycle of accelerating business deployment and to use the returns for further research and education. By doing so, we will realize ongoing research and the social implementation of research results.



## Creating New Business through Open Innovation

Value Creation 3

### Build Systems to Recruit and Develop Human Resources to Lead Growth and Create New Businesses

#### Research and Development in Support of Operations

##### Initiatives to Commercialize a Next-generation Battery

The diversification of mobile devices seen in recent years is driving a worldwide push to develop next-generation batteries. In June 2021, SoftBank Corp. established the SoftBank Next-generation Battery Lab, a facility for the evaluation and testing of a wide array of next-generation batteries from around the world. The Lab's aim is to conduct R&D on next-generation batteries that will be safe with high mass-energy density (Wh/kg) and rapidly commercialize them.

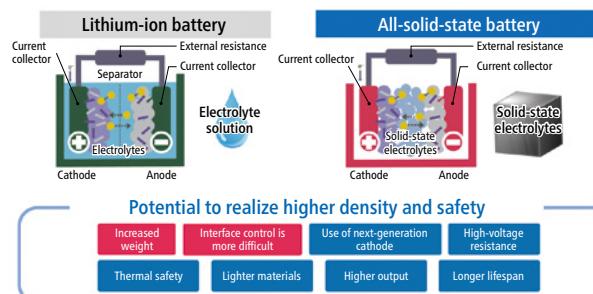
By evaluating and comparing the cells of manufacturers from around the world under controlled conditions, the Lab is able to rapidly analyze differences in performance and identify technological issues. The Lab's test results will be fed back to manufacturers to accelerate the development of next-generation batteries.



Equipment for conducting charge and discharge tests on batteries

To accelerate the development of next-generation batteries, SoftBank Corp. is commencing work with various research partners on R&D of battery materials, cells and packs. In August 2023, we reduced the interfacial resistance between the cathode and solid-state electrolyte layers and successfully reduced the specific weight of solid-state electrolytes to develop highly energy-dense technologies. This led to a successful demonstration of specific energy at the level of 300 Wh/kg for all-solid-state battery\* cells that utilize lithium in their anodes.

By conducting activities from research on next-generation battery materials to development, evaluation and testing of battery cells and packs, we strive toward early commercialization of next-generation batteries.



Lithium-ion batteries and all-solid-state batteries

\* All-solid-state batteries: Widely used lithium-ion batteries utilize organic electrolytes as ion conductors, but all-solid-state batteries utilize solid electrolytes. This means the risk of fire or leakage with lithium-ion batteries is now lower with all-solid-state batteries. As solid electrolytes are more stable than electrolyte solutions, batteries made using them will be superior in terms of safety, lifespan and temperature and will boast a wider operating voltage range.

##### Agreement Aimed at Establishing a High-quality Lineage of Sturgeon for Practical Aquaculture Using IoT, AI and Biology

On March 28, 2023, SoftBank Corp., the Graduate School and Faculty of Fisheries Sciences at Hokkaido University, and the Town of Bifuka, Hokkaido signed an industry-academia-government partnership agreement aimed at conducting a joint research project to establish a high-quality lineage of sturgeon for practical aquaculture using the power of IoT, AI and biology.

Sturgeon require at least six years of rearing before they can lay eggs, and male and female sturgeon remain indistinguishable for two to three years following birth, making them very costly to raise. Furthermore, once immature sturgeon roe begin to grow, water contamination, however brief, can have a tremendous impact on caviar quality, making it difficult to guarantee quality. Making the growth period as short as possible can therefore reduce the risk of quality degradation. Through the new agreement, we aim to establish a high-quality lineage of sturgeon for aquaculture using Hokkaido University's biology expertise and SoftBank Corp.'s IoT and AI technologies, with the aquaculture being carried out by the town of Bifuka.



## Creating New Business through Open Innovation

Value Creation 3

## Build Systems to Recruit and Develop Human Resources to Lead Growth and Create New Businesses

### Research and Development in Support of Operations

#### Launch of SoftBank Fish Cages

#### Research Aimed at Optimizing Feeding in Red Seabream Aquaculture Using IoT and AI

In March 2023, we set up SoftBank fish cages for red seabream to carry out demonstration experiments aimed at optimizing feeding. The SoftBank Corp. fish cages could be used to carry out novel experiments that could not be done with those used by producers.

Normally, red seabream tend to avoid underwater cameras, making it difficult to acquire good underwater footage of them. Using our own fish cages, we are acclimating our red seabream to the presence of cameras, allowing us to not only gather data for behavioral analysis, but observe and track the growth of individual fish.

This will enable quantitative evaluations of feeding based on such parameters as feeding methods and amounts, facilitating responses to changes in the physical condition or appetite of fish and thereby enabling enhanced health management and culture efficiency.

We are also using IoT devices and building cloud services for continuous data collection. Data will be collected in the cloud, analyzed using AI and used to optimize feeding amounts and timing. These technologies are expected to not only improve efficiency for red seabream aquaculture professionals, but enable the aquaculture of red seabream using only fishmeal-free plant-based protein, which until now has been a challenge, thereby contributing to sustainability in marine resources.

By combining AI and IoT, we will continue to blaze the trail toward a sustainable future for the fisheries industry and push onward toward a new chapter of the aquaculture industry.



SoftBank fish cages

#### Beginning Product Quality Standardization Project to Measure the Freshness and Umami of Fish

SoftBank Corp. established a consortium together with Akasaka Fisheries Inc., the Ehime Institute of Industrial Technology, FEED ONE CO., Ltd., and RIDE ON EXPRESS Co., Ltd. Seeking to raise the value of fish, we began our Product Quality Standardization Project to establish methods to measure their freshness and amount of umami.

The value of a fish can change depending on species and weight, but unlike the sugar content of fruit or beef grades, there is no unified quality certification for fish. There is also no way to measure freshness, a quality standard for fish, easily or in real time. In addition, the long distances fresh fish are transported is growing problematic amid increasing worries regarding a lack of drivers in the workforce. This issue calls for solutions that enable tasty fish to be refrigerated and transported without a loss in product quality.

This project defines "tasty fish" and "fish suitable for refrigeration;" creates and establishes new standards for umami levels in fish and for the tastiness of refrigerated fish; sets up new methods for measuring a fish's freshness and umami in real time based on the results of various analyses; and conducts R&D on standardizing fish product quality.

First, we seek to create standards for tasty refrigerated red seabream and establish methods of measurement. Moving forward, we seek to create standards and methods of measurement for all types of fish, thus continuing to standardize the product quality of fish in Japan and expanding the flow of high-quality fish domestically and overseas to revitalize Japan's fisheries industry.

#### Establishing Technical Verification for Digitization in Animal Husbandry to Optimize Amounts of Feed and Shipping Periods for Cattle

SoftBank Corp. and Toyota Technical Development Corp. finalized a joint development contract related to digitization in raising

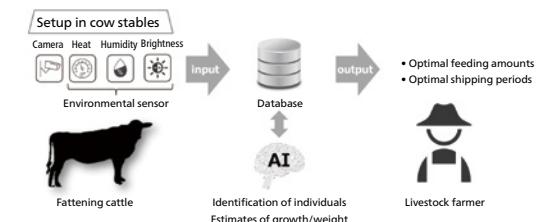
livestock, conducting technical verification to optimize amounts of cattle feed and the timing of when to ship the animals out.

Demand for animal and grain goods is expected to increase due to rapid worldwide population growth. With a domestic food production rate of just 38%, Japan ranks the lowest among high-income countries, raising concerns around guaranteeing food security. Domestic livestock farmers are partially dependent on imports for feed, which constitutes over half of their operating costs, while prolonged price jumps have led to difficult operating conditions. Furthermore, there is demand for the livestock industry to reduce greenhouse gases to establish a sustainable, eco-friendly food system.

Present feeding methods can be wasteful, and the absence of quantitative criteria for determining shipping periods is clearly an issue. We seek to utilize this technology to verify optimal amounts of feed and the best periods to ship animals, thereby solving issues for producers. By doing so, we can increase the productivity of animal husbandry. We also believe shortening the fattening period will lead to a reduction in greenhouse gases.

While it used to be difficult to acquire and analyze measurements and data related to the growth of cattle, this can now be accomplished through AI and sensing technology. By offering solutions that can be implemented quickly and easily at a greater number of livestock farms, we strive to contribute to securing food resources and solving issues related to environmental impact.

#### Outline of technical verification



# Contributing to the Global Environment with the Power of Technology

Realizing a Carbon-neutral, Recycling-oriented Society



## Social Issues

- Response to natural disasters caused by global warming
- Transition to an energy-saving, circular economy that recycles and reuses limited resources
- Growing power consumption with increasing data processing and the concentration of power consumption in urban areas

## Risks and Opportunities

### Risks

- Increase in restoration and prevention costs related to more frequent infrastructure disruption and communication blackouts due to disasters
- Difficulty in securing non-fossil fuel electricity and long-term increase in electricity procurement costs
- Impact on financing due to insufficient environmental efforts
- Insufficient electricity supply to carry out next-generation social infrastructure projects

### Opportunities

- Expansion of the energy-efficient solutions market utilizing AI, IoT, etc.
- Expansion of businesses related to the sharing economy and renewable energy
- Stabilization of business operations using geographically distributed data centers and super-distributed computing infrastructure
- Ensuring sustainable, low-cost non-fossil fuel electricity

## Value Creation

- Contribute to the mitigation of climate change through technology and business
- Promote a recycling-based society (circular economy)
- Contribute to biodiversity conservation
- Realize a prosperous society through the spread of renewable energy

## KPIs

- Net zero emissions (Scope 1, 2, 3)<sup>1</sup> (FY2050)
- Carbon neutrality (Scope 1, 2)<sup>2</sup> (FY2030) (Ratio of renewable energy to electricity used by the company:<sup>3</sup> 100% by FY2030) (Purchasing non-fossil certificates and demonstrating additionality in renewable energy)
- Ratio of renewable energy to electricity used by the company:<sup>3</sup> 50% or greater (FY2030)<sup>3</sup>
- Ratio of renewable energy for base stations: 90% or greater
- Contribution to the reduction of CO<sub>2</sub> emissions in society as a whole:
  - Spread and expand household energy-saving services through electricity management apps, etc.
  - Create and expand climate change-related businesses
- Mobile phones collected for reuse or recycling: 12 million (FY2020-2025)
- Recycling rate of decommissioned base stations: 99% or more (annually)
- Recycling rate of industrial waste: 1% increase year-on-year
- Realize nature positive 2030:
  - Promote forest conservation in areas at least twice the size of land developed in key biodiversity areas
  - Plant trees and otherwise contribute to nurturing water sources equaling 1% of water use of newly developed data centers
  - Promote initiatives related to conserving biodiversity/natural capital
- Provide renewable energy power plans to promote renewable energy provision
- Scope 1: Direct greenhouse gas emissions by the company itself
- Scope 2: Indirect emissions from the use of electricity, heat, and steam supplied by other companies
- Scope 3: Other indirect emissions not included in Scope 1 or Scope 2, such as emissions from the company's supply chain activities
- Total for SoftBank Corp. and Wireless City Planning, Inc.
- Procurement from new (additional) renewable energy generation (wind, solar, etc.)

At the same time, companies face growing expectations to protect and contribute to natural capital and biodiversity through nature-positive initiatives. In light of these growing demands, SoftBank Corp. is conscientious of the impacts of its businesses on ecosystems and works to conserve biodiversity and natural capital through business and social contribution activities. In December 2023, we registered as an early TNFD Adopter, or a company that makes the public recommended disclosures aligned with those of the Taskforce on Nature-related Financial Disclosures (TNFD). We plan to continue to disclose information on the impact of our company activities on natural capital.

Furthermore, to protect the global environment and preserve natural resources, we proactively recycle resources used by our corporate activities and businesses, minimizing resource loss to promote a circular economy.

We also endeavor to achieve a prosperous society through the spread of renewable energy by promoting and expanding renewable energy-based businesses and services.

## Main Businesses and Initiatives

- Switch electricity used in business activities to electricity from renewable energy<sup>4</sup>
- Procure new energy from renewable sources such as wind, solar, etc.
- Secure stable power through long-term Power Purchase Agreements
- Utilize AI, IoT, and other technologies to save energy (smart buildings, etc.)
- Construct distributed AI data centers
- Spread awareness of energy saving through the Eco-Denki App
- Promote recycling (mobile phones, base station equipment, etc.)
  - Reduce waste in business activities
  - Support the construction of new independent water reuse systems (WOTA, WOSH)
- Understand and reduce the impact of business activities through initiatives such as tree planting around development sites
- Conduct biodiversity conservation activities such as coral conservation
- Provide renewable energy to individual and corporate customers, mainly through Shizen Denki
- Support transitions to renewable energy through our agency purchasing service for non-fossil certificates

<sup>1</sup> Including the use of non-fossil certificates designated as renewable energy

## Contributing to the Global Environment with the Power of Technology Realizing a Carbon-neutral, Recycling-oriented Society

### Message from the Head of Environmental Promotion | Environmental Management

Value Creation 1 Contribute to the Mitigation of Climate Change through Technology and Business | Value Creation 2 Promote a Recycling-based Society (Circular Economy)  
Value Creation 3 Contribute to Biodiversity Conservation | Value Creation 4 Realize a Prosperous Society through the Spread of Renewable Energy

## Contributing to the Global Environment with the Power of Technology

# Message from the Head of Environmental Promotion

### Our Mindset Toward Global Environmental Problems

SoftBank Corp. regards our responses to environmental issues such as climate change and biodiversity conservation as one of our important material issues, designating such efforts as "Contributing to the global environment with the power of technology." Through various disclosures and initiatives related to global environmental problems, we will realize a sustainable society and enhance our corporate value.

### Our Efforts Regarding Climate Change

SoftBank Corp. recognizes that it is our corporate duty to contribute to resolving climate change-related problems in order to realize a sustainable society. In May 2021, we made our Carbon-Neutral 2030 Declaration, under which we aim to reduce greenhouse gas (GHG) emissions from our business activities and energy consumption (Scope 1 and 2) to zero by 2030. Later, in August 2022, we went further, announcing our goal of reducing GHG emissions associated with the supply chain, including those of business partners (Scope 3), to net zero by 2050. To achieve these targets, we have set medium- and long-term plans to reduce GHG emissions, and are advancing initiatives toward these goals. Furthermore, we have endorsed the Taskforce on Climate-related Financial Disclosures (TCFD<sup>1</sup>) Recommendations, as well as the Paris Agreement, a new international initiative that replaced the previous Kyoto Protocol to facilitate concerted efforts to be implemented from 2020 onward to reduce GHG emissions. We are thus practicing proactive climate change-related disclosure.

In addition to the risks, we also recognize business opportunities arising from the changes to society brought by climate change, and we proceed with our initiatives ever aware of such risks and opportunities. For example, we support our corporate customers by providing cloud services that facilitate decarbonization management and help them develop strategies to promote their decarbonization initiatives. We also promote initiatives among our group companies as well, such as spreading and expanding upon energy-saving app services to change the behavior of individuals, as we work together to achieve decarbonization.

### Conserving Biodiversity

We continuously support the international community's goal of being "nature positive," and we have positioned reducing the

impact of our business activities on ecosystems as one of our material issues. Based on the disclosure framework provided in the Final Recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD<sup>2</sup>), we provide information on the impacts of our business activities on such entities as natural capital. Specific initiatives include biodiversity conservation activities with various local governments and organizations. Regarding social infrastructure, for example, when we must construct communications equipment such as base stations in key biodiversity areas to provide stable and wide-reaching communications services, we conduct forest conservation activities such as tree planting in areas at least double the size of the area used for such equipment. Additionally, as part of our efforts towards marine conservation, we work with Onna Village in Okinawa Prefecture through the Future and Coral Project, which involves fundraising to enable the planting of young corals and beach cleanup activities. Thanks to this, we have currently planted close to 400 young corals. We will continue to strive to reduce the impact of our business activities on ecosystems while proactively providing information on activities to become nature positive.

### Promoting a Circular Economy

To realize a circular economy, we promote the effective use of resources through "3R"—reduce, reuse and recycle—to conduct sustainable production and consumption activities such as mobile phone recycling initiatives. We are bringing shopping bags made of 100% recycled materials to our mobile phone stores nationwide, making the boxes individual mobile phones come in smaller and digitizing their information booklets, and utilizing iPads when interacting with customers to reduce the amount of paper resources we use. As for recycling, we encourage customers to trade in mobile phones and tablets when changing to a new device so we can collect components such as battery packs. Through these initiatives, we received around 10 million used mobile phone devices from FY2020 to FY2023.

### In Closing

Achieving a sustainable society will require wide-ranging collaboration that goes beyond the individual efforts of each company. It will therefore necessitate partnerships with government agencies and research institutions. For example, we

participate in the Energy Transition Initiative-Center for Global Commons (ETI-CGC), which was created by the University of Tokyo's Center for Global Commons and its partner business corporations to facilitate course and policy discussions on achieving decarbonization in Japan by 2050. We are a founding member of this industry-academia collaborative platform and the sole representative of the telecommunications industry. We proactively play our part in activities such as coordinated policy recommendations at ETI-CGC by drawing on the expertise gained from providing DX solutions to various industries and operating our communications infrastructure. I believe it is a crucial responsibility for us as a company to pass on a sustainable environment to future generations by joining forces with a wide range of stakeholders in such a mechanism. Therefore, we will continue to advance initiatives to realize a decarbonized society and address other various environmental problems through our business activities.

1. TCFD: An international organization that makes recommendations for companies regarding information disclosure on the financial impact of risks and opportunities from climate change on business

2. TNFD: An international organization that creates frameworks for properly evaluating and disclosing risks and opportunities related to natural capital and biodiversity



**Masato Ikeda**

CSR Division Head, Senior Director of the ESG Promotion Office

## Contributing to the Global Environment with the Power of Technology Realizing a Carbon-neutral, Recycling-oriented Society

Message from the Head of Environmental Promotion | [Environmental Management](#)

Value Creation 1 Contribute to the Mitigation of Climate Change through Technology and Business | Value Creation 2 Promote a Recycling-based Society (Circular Economy)

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## Contributing to the Global Environment with the Power of Technology

# Environmental Management

## Toward a Brighter Future for People and for Nature

SoftBank Corp. recognizes global environmental problems as an important management issue. By proactively promoting the maintenance and preservation of the global environment through our business activities, we seek to contribute to the ongoing development of a sustainable society. To ensure that all executives and employees work together to reduce environmental burden, we have established the Environmental Action Guidelines and set up an environmental management system and corresponding administrative.



Contribution to climate change countermeasures



Promotion of a recycling-based society



Biodiversity conservation

## Environmental Management System

SoftBank Corp. has established Environmental Action Guidelines, built an environmental management system, and formed a corresponding administrative structure to promote environmentally friendly corporate activities and support proactive environmental conservation activities. To achieve more environmentally friendly corporate activities, we are taking measures for matters deemed to have a particularly important environmental impact, including global warming prevention, the recycling of used mobile phones, resource conservation, and the limitation of the use of toxic substances specified by the Restriction of Hazardous Substances (RoHS) Directive\* and of emissions containing these substances.

As society becomes more environmentally aware, companies are facing increasingly diverse requirements, including demand for environmentally friendly products and services, various regulations concerning environmental conservation, and the need to conduct smarter corporate activities that save energy and resources. To ensure that we can quickly respond to these requirements and adapt to changing trends, we will faithfully perform the PDCA (plan, do, check, act) cycle in our environmental management system, striving for ongoing improvement.

As part of efforts to promote the environmental management system, SoftBank Corp. has acquired certification under ISO 14001, an international standard for environmental management system, for 18 of its sites designated under the Act on the Rational Use of Energy as type 1 or type 2 designated energy management factories, etc. These sites include SoftBank Corp.'s headquarters building, network centers and data centers.

\* RoHS Directive: A European Union directive that prohibits the inclusion of toxic substances in electrical and electronic equipment

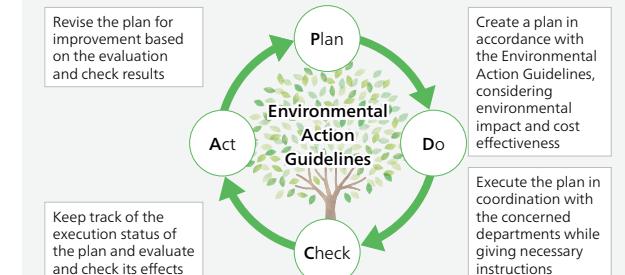
## Environmental Action Guidelines

SoftBank Corp. has established the Environmental Action Guidelines under the oversight of the Board of Directors to ensure that all executives and employees work together to reduce environmental burden and contribute to the ongoing development of a sustainable society by proactively working to maintain and preserve the global environment through business activities.

The business activities covered by these guidelines encompass all facilities, equipment, distribution and logistics, as well as business expansion through M&A and the establishment of joint ventures, and entry into new businesses.

- Comply with environmental laws, ordinances and other regulations and requirements.
- Establish an Environment Committee under the oversight of the Executive Officer in Charge of ESG Promotion to establish an environmental management system, set environmental targets for reduction of greenhouse gas emissions, energy saving, resource saving, waste reduction, and water use reduction, and to continue to improve our environmental performance to solve issues in such areas as climate change countermeasures and resource depletion.
- Promote environmentally friendly green procurement in our purchase of office equipment and supplies.
- Strive to provide telecommunications services, etc., which help reduce the environmental load and contribute to the reduction of greenhouse gas emissions across society as a whole.
- Take into account the business impact on ecosystems and promote initiatives to conserve biodiversity.
- Strive to provide environmental education to employees while also announcing the details of these guidelines and our environmental information both internally and externally to reduce the environmental load together with stakeholders including group companies, business partners, and suppliers.

### Iterative Cycle from Plan to Action

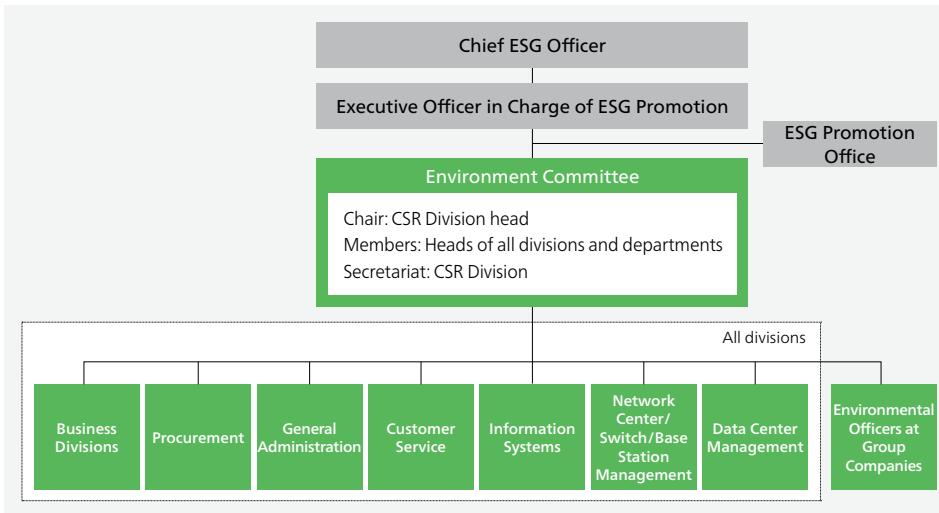


## Contributing to the Global Environment with the Power of Technology

### Environmental Management

#### Framework

To maintain an environmental management system in compliance with the ISO 14001 international standard, we have established the Environment Committee overseen by the Executive Officer in Charge of ESG Promotion as a cross-divisional organization for considering all environment-related matters. Under this framework, we implement company-wide environmental conservation activities.



#### Environmental Targets

Category	Target	Main Measures
Climate change countermeasures	Ratio of renewable energy for base stations: 90% or greater (FY2024) Ratio of renewable energy to electricity used by the company: 50% or greater (FY2030) <small>Note: Targets are for SoftBank Corp. and Wireless City Planning Inc.</small> <ul style="list-style-type: none"> <li>Achieving net zero (Scope 1, 2 and 3, FY2050)</li> <li>Carbon neutrality (Scope 1 and 2, FY2030)</li> </ul> Contribute to society-wide CO <sub>2</sub> reductions: <ul style="list-style-type: none"> <li>Through electricity apps, etc., spread and expansion of energy-saving services for households</li> <li>Creation and expansion of businesses related to climate change</li> </ul>	<ul style="list-style-type: none"> <li>Procurement of environmental value certificates</li> <li>New procurement from renewable energy generation</li> <li>Enact policies for all varieties of energy-saving measures</li> <li>Offices, etc.</li> <li>Measures in cooperation with building owners</li> </ul> Network centers/data centers <ul style="list-style-type: none"> <li>Reduce electricity consumption intensity by 1% annually</li> </ul>
Realize a prosperous society through the spread of renewable energy	Promote renewable energy provision by offering renewable energy plans	Provide renewable energy around Shizen Denki for individual and corporate customers
Promote a circular economy	Mobile phones collected for reuse or recycling: 12 million (FY2020-2025) Recycling rate of decommissioned base stations: 99% or more Recycling rate of industrial waste: increase of 1% year-on year <small>Note: The target pertains only to SoftBank Corp.</small>	<ul style="list-style-type: none"> <li>Establishment of systems</li> <li>Dissemination of information</li> <li>Ensure recycling</li> </ul>
Biodiversity conservation	Realizing Nature Positive 2030: <ul style="list-style-type: none"> <li>Promote forest conservation in areas at least twice the size of land developed in key biodiversity areas</li> <li>Plant trees and otherwise contribute to nurturing water sources equaling 1% of water use of newly developed data centers</li> </ul> Promote initiatives related to biodiversity and natural capital conservation	<ul style="list-style-type: none"> <li>Promote initiatives to reduce the impact of business on biodiversity</li> <li>Forest conservation activities</li> <li>Coral conservation activities in Onna Village</li> </ul>
Compliance with environmental laws and regulations	Proper handling of industrial waste Proper handling of waste CFCs Proper management of plastics Properly dispose of PCB	Ensure thorough compliance with laws and regulations
Values for important environmental indicators	Published in ESG Databook	<a href="#">→ Details</a>

## Contributing to the Global Environment with the Power of Technology

### Environmental Management

#### Compliance with Environmental Laws and Regulations and Internal Audits

Through our environmental management system, we strive to comply with environmental laws and regulations. The company had no violations of environmental laws or regulations, including those related to air, water or soil pollution, in FY2023.

We also regularly conduct internal audits to ensure that our environmental management system fulfills the ISO 14001 requirements and is being implemented in a way that is effective based on our environmental targets. Based on the results of these audits, we identify issues, take corrective measures, review the environmental management system and continuously work toward improvement. As a result of external audits, we maintained ISO 14001 certification in FY2023.

#### External Audits

At SoftBank Corp.'s headquarters in Tokyo Portcity Takeshiba Office Tower, we are implementing various power-saving measures in line with aims of the Act on the Rational Use of Energy and the Tokyo Metropolitan Environmental Security Ordinance. For example, we have installed such energy-saving technologies as LED lighting automatically controlled by motion sensors and automatic window blinds.

Furthermore, our headquarters, large-scale network centers and data centers have acquired ISO 14001 certification (an international standard for environmental management systems) and are actively working to reduce electricity consumption. We continue to implement energy-saving measures, such as optimizing the temperature settings for air conditioning equipment in base stations and network centers, actively adopting energy-saving equipment, and systematically replacing aging or obsolete equipment to promote efficiency in energy use. At data centers, in particular, the use of heat flow analysis and localized air conditioning has helped to reduce electricity consumption.

#### Third-party Verification of Environmental Data

The FY2023 amounts of greenhouse gas emissions (Scope 1, 2 and 3), energy consumption and industrial waste and water usage have undergone third-party verification by the Japan Quality Assurance Organization (verified ISO 14064-3 and ISAE 3000 compliant with a limited level of assurance).

→ Third-party Assurances and Certifications

#### Employee Training and Education

##### Environmental Training for Employees

We regularly conduct e-learning-based environmental education to provide employees with basic knowledge concerning environmental conservation and raise their awareness. The curriculum enables all employees to learn about broad-ranging environmental conservation topics.

This environmental e-learning content can be used on iPads and iPhones, facilitating the effective use of employee time. In FY2023, we provided e-learning on the newest topics focused on the three fields of climate change, a circular economy and biodiversity. For industrial waste processing in particular, we encouraged the optimization of order quantities and material reuse to reduce waste in compliance with laws and regulations, spreading such information so that individual employees will keep it in mind. We also conducted internal education on proper use of water resources. These sessions were attended by 70% of employees.

#### Environmental initiative overview

##### Promote initiatives in the three fields of climate change, circular economy, and biodiversity



Excerpt of e-learning contents

#### Green Procurement

##### Promoting Products That Help Reduce CO<sub>2</sub> Emissions

In order to contribute to the sustainable development of society, SoftBank Corp. has established the Green Procurement Guidelines, which explain its fundamental approach to green procurement to our suppliers. These guidelines comply with the Ecology Guideline for the ICT Industry formulated by the ICT Ecology Guideline Council\* in response to suggestions from a scientific meeting held by the Ministry of Internal Affairs and Communications on ecological response in the field of information and communication. By establishing these guidelines, we are promoting product procurement that helps reduce CO<sub>2</sub> emissions. Moving forward, we will ensure that we carry out business activities that prioritize the environment by welcoming voluntary and proactive proposals from our suppliers and joining forces with them to conduct environmental conservation activities.

\* ICT Ecology Guideline Council: A joint council established by the Telecommunications Carriers Association, Telecom Services Association, Japan Internet Providers Association, Communications and Information Network Association of Japan, and Japan Cloud Industry Association that formulated the Ecology Guideline for the ICT Industry to cooperatively promote industry-wide global warming prevention measures.

→ Supply Chain Management

#### Environmental Communication

##### Cooperation with Customers

To support activities aimed at solving a variety of environmental and social issues, SoftBank Corp. is building communication channels between users and NPOs via Connected through Fundraising, a platform that allows users to make donations along with their SoftBank smartphone payments, and Yahoo! JAPAN Internet Fund Raising, which is one of Japan's largest donation portal sites and operated by LY Corporation. Through the construction of these channels, we aim to create opportunities for new activities.

## Contributing to the Global Environment with the Power of Technology

Value Creation 1

## Contribute to the Mitigation of Climate Change through Technology and Business

SoftBank Corp. uses a large amount of electricity in our main communications business. In order to realize a sustainable society, we recognize that contributing to measures to combat climate change is our responsibility as a company. We are using renewable energy and leveraging AI, IoT and other cutting-edge technologies to contribute to decarbonization. Furthermore, SoftBank Corp. endorses the targets set in the Paris Agreement, the international framework for reducing greenhouse gas (GHG) emissions. We are working to reduce GHG emissions through business activities, disclosing information based on TCFD recommendations and advancing initiatives aimed at achieving net zero emissions throughout the supply chain, including business partners, in order to achieve these goals.

### Efforts Toward Net Zero

Bearing in mind the impact of global risk on the company, we must proactively implement measures to counter climate change, preserve natural capital and attain a circular economy. Regarding our climate change countermeasures, SoftBank Corp. made its Carbon-Neutral 2030 Declaration in May 2021, aiming to reduce Scope 1 and 2 GHG emissions—emissions from business processes and energy consumption—to zero by 2030 through the use of AI, IoT and other cutting-edge technologies for energy conservation. On top of this, in August 2022, we announced our “Net Zero” goal of achieving net zero emissions for the entire supply chain, including Scope 3, by 2050. Furthermore, to accelerate decarbonization across society, in June 2023 we expanded our Net Zero initiatives to include group companies.\* In addition, SoftBank Corp. received verification from the Science Based Targets initiative (SBTi), an international climate change initiative, that our long-term Net Zero targets are science-based, after receiving similar verification for our short-term GHG emissions targets.

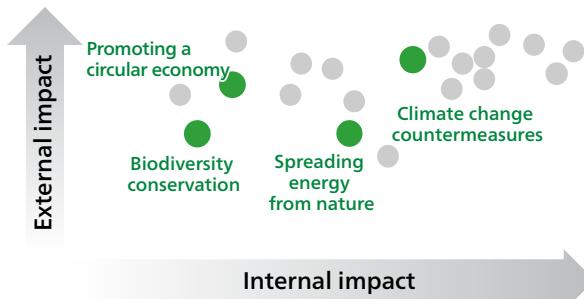
\* Consolidated group companies

→ SBTi (Science Based Targets initiative)

→ Net-Zero

### Climate change

### Natural capital/resource recycling



### SoftBank Corp.’s targets

2030

Scope 1 and 2

Net zero GHG\* emissions



2050

Scope 1, 2 and 3

Net zero GHG\* emissions



\* GHG: Greenhouse gas

## Contributing to the Global Environment with the Power of Technology

Value Creation 1

## Contribute to the Mitigation of Climate Change through Technology and Business

### Disclosure Based on the TCFD Recommendations

Amid mounting climate change risks due to global warming, there is a growing trend of assessing the financial impact of climate change on corporate businesses. The Task Force on Climate-related Financial Disclosures (TCFD) is an international initiative established by the Financial Stability Board (FSB) in 2015 to encourage companies to disclose information on the financial implications of the risks and opportunities that climate change presents to their businesses.

We believe that assessing climate-related risks and opportunities in our business activities and proactively disclosing and enhancing information in line with the disclosure framework of governance, strategy, risk management, and metrics and targets recommended by the TCFD for companies is crucial for sustainable corporate growth and is an important part of our responsibility to help realize decarbonization across society.

→ Details

### Support for the TCFD Recommendations

In April 2020, SoftBank Corp. announced its support for the TCFD Recommendations. Based on the TCFD Recommendations, we are proactively working to implement and enhance disclosure.



### Governance

#### System for Supervision by the Board of Directors

We regard contribution to the realization of a sustainable society as an important management issue, and have identified material issues to be addressed to this end, one of which is "Contribute to the mitigation of climate change through technology and business." We established the ESG Promotion Committee in March 2020 as an advisory body to the Board of Directors to promote measures related to these material issues. SoftBank Corp.'s President leads the Committee and assumes

the position of the Chief ESG Promotion Officer, who, under the supervision of the Board of Directors, has final responsibility for overall sustainability activities, including strategies related to climate change-related risks and opportunities.

#### Management-level Duties

The ESG Promotion Committee meets four times per year and consists of Board Directors as well as additional members selected by the Representative Director of the Board, who is also the head of the Committee. Here, they deliberate important matters such as bringing GHG emissions from power used in our operations to net zero by FY2030 based on our Carbon Neutral 2030 Declaration. Furthermore, a part of executive compensation is linked to the implementation rate of renewable energy to achieve carbon neutrality.

In addition, to advance internal climate change-related risk management and initiatives, we have established the Environment Committee under the direction of the Executive Officer in Charge of ESG Promotion as an organization to execute these duties. The Environment Committee is chaired by the General Manager of the CSR Division, consists of representatives from our business divisions and major environmental managers from across our group, and promotes specific measures to achieve Carbon-Neutral 2030.

#### Strategy

To consider strategies for adapting to possible future events caused by climate change, SoftBank Corp. selects business risks related to the natural environment across the Company and conducts scenario analyses using a 1.5°C scenario, in which decarbonization proceeds rapidly, and a 4°C scenario, in which climate change countermeasures stall and global warming advances further. We have identified risks expected to occur by 2050 that will have a particularly large financial impact on our businesses, including upstream and downstream areas of the value chain. Furthermore, we determined the intensity of risks based on the Company's criteria for judging financial impact,

consumer perception, public perception and human life. We then multiplied this intensity by the possibility of the risk materializing within a given time period to evaluate the magnitude of business risks as high, medium and low. From these results, we have verified that there are no immediate outsized risks to business. However, there are physical risks to communications equipment from disasters as well as reputational risks from insufficient disclosure in the medium-term, and potentially significant long-term impacts on our financial plans from resource depletion.

#### Climate Change-related Risks and Opportunities

Under a 1.5°C global warming scenario, the scenario analysis identified that while reputational and technological risks are limited, there are potential regulatory risks such as carbon taxes associated with increased electricity use. In the 4°C scenario, the risks are limited from sea level rise and temperature rise, but we identified the risk of more frequent base station outages due to power outages caused by heavy rainfall. In terms of risk countermeasure and opportunities, we have decided upon Carbon-Neutral 2030, in which all electricity and other energy used in our business activities will be renewable energy by FY2030; established a plan to promote the use of renewable energy for base station power; and set a KPI regarding the provision of electricity from renewable energy sources for one of our material issues. As an interim goal of the Carbon-Neutral 2030 Declaration, we have completed the conversion of at least 80% of base station electricity to renewable energy in FY2023, and plan to move toward achieving carbon neutrality in FY2030.

## Contributing to the Global Environment with the Power of Technology

Value Creation 1

## Contribute to the Mitigation of Climate Change through Technology and Business

### Disclosure Based on the TCFD Recommendations

#### Impact on Business Strategies and Financial Planning

Under the 1.5°C scenario, we assumed that there would be no acute or chronic physical risks from climate change at a level that would affect our business, but that policies, laws and regulations to combat climate change would be strengthened; we estimated the impact of a carbon tax on par with those in Europe. Furthermore, we will closely monitor the future developments of carbon pricing as a domestic regulatory measure. In the 4°C scenario, we assumed that there would not be strengthening of policies, laws and regulations, including the strengthening of climate change countermeasures, and that transition risks in the areas of technology, markets and reputation would not materialize. Under this scenario, however, we expect to see physical impacts of climate change, such as more severe extreme weather events. Based on damage the company incurred due to heavy rainfall in the past decade, we have estimated potential future financial impacts. Based on our analysis of the financial impact of disaster recovery costs, we have secured an appropriate budget and are prepared to respond quickly.

#### ▼ Identified Risks and Opportunities

Type	Business Risk	Identified Risks	Scenario	External Scenario	Risk Size <sup>1,2</sup>			Response Measures/Opportunities			
					Short-term	Medium-term	Long-term				
Physical Risk	Acute	Widespread damage due to intensified natural disasters	Increased costs of equipment disaster countermeasures and recovery, loss of profit due to lengthy service outages	1.5°C scenario	IPCC SSP1-1.9	Low	Low	Low	<ul style="list-style-type: none"> <li>Reinforcement of power supply, installation of generators and long-life batteries</li> <li>Improved wind pressure resistance of antenna support columns</li> <li>Backbone network redundancy</li> <li>Construction of a high-altitude communications network in the stratosphere</li> </ul>		
				4°C scenario	IPCC SSP5-8.5	Low	Low	Medium			
	Chronic	Expansion of regions suffering from water stress due to higher temperatures	Higher costs of air conditioning, impacts on procuring and securing water for business activities	1.5°C scenario	IPCC SSP1-1.9	Low	Low	Low	<ul style="list-style-type: none"> <li>Transition to energy-saving equipment</li> <li>Higher efficiency in power use due to the use of AI and IoT</li> </ul>		
				4°C scenario	IPCC SSP5-8.5	Low	Low	Medium			
Transition Risk	Market/Reputation	Changes in customer behavior and preferences	Damage to brand image due to delays in responding to market changes, loss of business opportunities	1.5°C scenario	IEA:NZE/SDS/STEPS	Low	Medium	Medium	<ul style="list-style-type: none"> <li>Promotion of renewable energy power supply</li> <li>Expansion of remote services and e-commerce markets, etc. that reduce the need to travel</li> <li>Expansion of businesses related to the sharing economy</li> <li>Expansion of the market for energy-efficient solutions</li> </ul>		
						Low	Medium	Medium			
	Policy and Legal	Finding of insufficient information disclosure	Loss of orders or boycotts as well as impacts on hiring, financing and stock value			Low	Low	Low	<ul style="list-style-type: none"> <li>Proactive information disclosure</li> <li>Contribution to the reduction of CO<sub>2</sub> emissions in society as a whole</li> <li>Encourage people to change their behavior through online fundraising, etc.</li> </ul>		
						Low	Low	Low	<ul style="list-style-type: none"> <li>Attainment of net zero (Scope 1, 2 and 3, FY2050)</li> <li>Attainment of carbon-neutrality (Scope 1 and 2, FY2030)</li> </ul>		
	Technological	Tighter regulations	Increased costs due to the implementation of new tax systems, tighter regulations, higher risk of lawsuits, etc.			Low	Low	Low	<ul style="list-style-type: none"> <li>Transition to energy-saving equipment</li> <li>Improve efficiency of electricity use through the use of AI and IoT</li> </ul>		

1. Risk size: Impact is described in three levels (High, medium and low).

2. Time horizons: Short-term (2023), medium-term (~2025), and long-term (2026~)

## Contributing to the Global Environment with the Power of Technology

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### Disclosure Based on the TCFD Recommendations

#### Risk Management

Climate change-related risks are selected and reviewed by the Environment Committee under the supervision of the Executive Officer in Charge of ESG Promotion. The identified risks are analyzed, taking into consideration various external factors, and evaluated by the Executive Officer in Charge of ESG Promotion. As a result of the scenario analyses in FY2023, it was confirmed that there are no significant risks related to changes in strategy.

#### Integration into the Company-wide Risk Management Process

In order to identify and prevent the manifestation of company-wide risks, we have established a management system that analyzes risks from various angles within the company. Each division includes risks in considerations when proposing measures at the applied business level. In addition, the Risk Management Division periodically identifies company-wide and comprehensive risks, checks the status of countermeasures, and reports the results to the Risk Management Committee. The Risk Management Committee determines the level of importance of risks and the person responsible for dealing with them (risk owner), issues instructions on countermeasures, and reports the status to the Board of Directors. The Internal Audit Department confirms these overall risk management systems and conditions from an independent standpoint.

Climate change risks managed by the Environment Committee are integrated into company-wide risk management, and through regular risk management cycles, we are working to reduce and prevent risks.

[→ Risk Management](#)

#### Metrics and Targets

To manage the risks and opportunities that climate change poses to the company, we manage environmental impact data, including Scope 1, 2, and 3 greenhouse gas (GHG) emissions. In FY2023, Scope 1 and 2 GHG emissions totaled 520,662 t-CO<sub>2</sub>, and altogether Scope 1, 2 and 3 emissions totaled 9,808,155 t-CO<sub>2</sub>. This data's coverage extends over 99.5% of consolidated group sales, unless otherwise noted.

#### Targets and Performance

Our main goal is to achieve carbon neutrality by reducing GHG emissions from electricity used in our business activities to net zero by 2030. In addition, we will promote the reduction of GHG emissions from all of our facilities and equipment to achieve net zero GHG emissions from FY2030 onward.

The carbon neutrality target covers Scope 1 (direct GHG emissions by the company itself) and Scope 2 (indirect emissions from the use of electricity, heat and steam supplied by other companies) for SoftBank Corp. and its major subsidiaries (representing 100% of consolidated sales).

In June 2023, SoftBank Corp. announced its commitment to achieve net-zero GHG emissions associated with all business activities (including supply chain emissions) across Scope 1, 2 and 3 by FY2050. Furthermore, we also acquired SBT Net-Zero certification of this long-term target.

Category	Coverage (FY2023)	Unit	FY2023			Reduction Compared to the Base Year (FY2022) %
			Results	Target	Evaluation <sup>1</sup>	
Greenhouse Gas (GHG) Emissions	99.5%	t-CO <sub>2</sub>	6,369	8,000	○	54.5
			514,293	539,000	○	9.1
	92.5%		9,287,493	9,660,000 <sup>2</sup>	○	0.9
	99.5%		520,662	547,000	○	10.2
	92.5%		9,808,155	10,207,000	○	1.4
Greenhouse Gas Emissions (Scope 1, 2)	99.5%	Carbon Dioxide (CO <sub>2</sub> ) from Energy Sources	t	519,874	—	—
		Carbon Dioxide (CO <sub>2</sub> ) from Non-Energy Sources	t	0	—	—
		Methane (CH <sub>4</sub> )	t-CO <sub>2</sub>	67	—	—
		Dinitrogen Monoxide (N <sub>2</sub> O)	t-CO <sub>2</sub>	9.22	—	—
		Hydrofluorocarbons (HFCs)	t-CO <sub>2</sub>	712	—	—
		Perfluorocarbons (PFCs)	t-CO <sub>2</sub>	0	—	—
		Sulfur Hexafluoride (SF <sub>6</sub> )	t-CO <sub>2</sub>	0	—	—
		Nitrogen Trifluoride (NF <sub>3</sub> )	t-CO <sub>2</sub>	0	—	—

Notes: 1. Boundaries are for SoftBank Corp. and major subsidiaries.

2. The greenhouse gas emissions (Scope 1, 2, and 3), energy consumption, industrial waste and water consumption in FY2023 were examined by Japan Quality Assurance Organization as a third party (Limited guarantee level in accordance with ISO 14064-3 and ISAE 3000).

1 Responses were ○: Progress as planned, △: Issues present, ×: Did not reach plan

2 Setting the target that accounts for the expanded coverage

## Contributing to the Global Environment with the Power of Technology

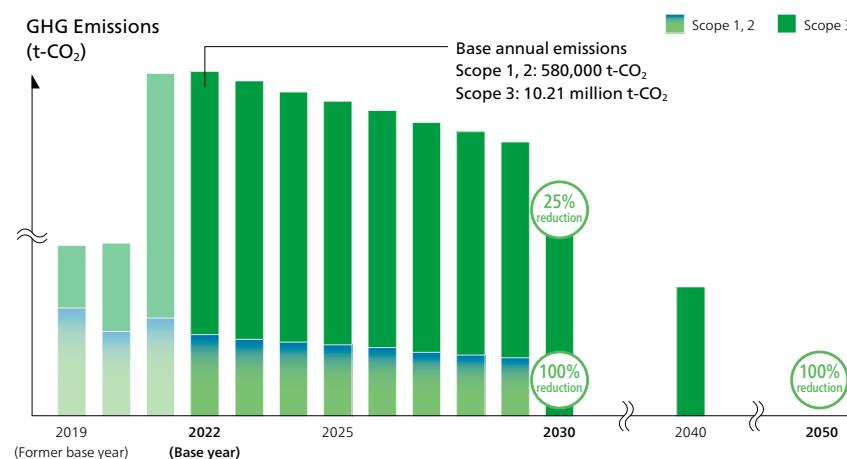
Value Creation 1

## Contribute to the Mitigation of Climate Change through Technology and Business

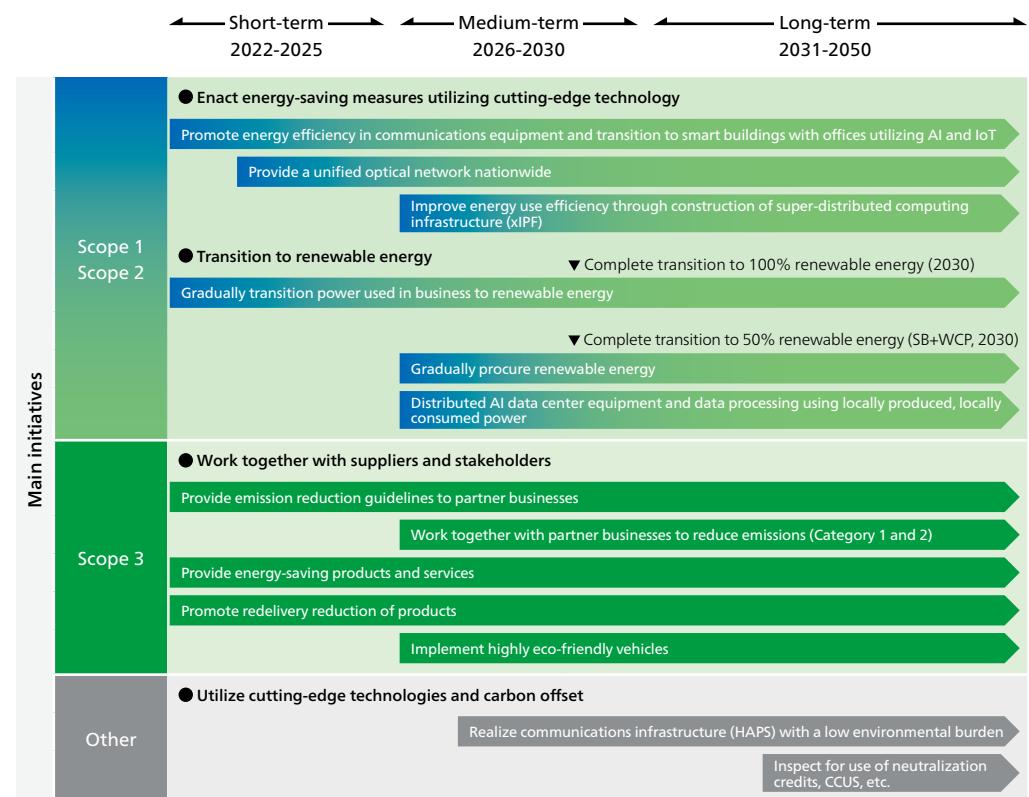
### Disclosure Based on the TCFD Recommendations

#### Our Plan for Transitioning to Net Zero by 2050

SoftBank Corp. has formulated a transition plan for targets to be achieved by bringing our emissions in Scope 1 and 2 to zero to reach carbon neutrality by 2030, as well as attaining net zero in emissions in our supply chain, which includes Scope 3, by 2050. Our main initiatives in this process involve utilizing cutting-edge energy saving technologies and transitioning to renewable energy in Scope 1 and 2, while promoting partnerships with suppliers and stakeholders in Scope 3. We hereby disclose the metrics and targets of our transition plan, and for our plan regarding reduction targets in Scope 1, 2 and 3 in particular. We will continue to reference various guidance and initiatives to strive for proactive disclosure.



Notes: 1. Our SBT net zero targets as well as our SBT short-term targets have been verified by SBTi, and our base annual emissions as well as reduction targets are published based on SBT verification contents.  
 2. Our transition plan was enacted in June 2024, and may be revised in accordance with our future business strategy.



## Contributing to the Global Environment with the Power of Technology

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## Contribute to the Mitigation of Climate Change through Technology and Business

### Initiatives Aimed at Reducing GHG Emissions

#### SoftBank Corp.'s Primary Initiatives Aimed at Net Zero Emissions



In addition to curbing GHG emissions from our business activities and energy consumption (Scope 1 and 2), SoftBank Corp. promotes initiatives in all group companies\* to bring total GHG emissions from business activities, including those generated by our business partners and in the supply chain (Scope 3), to net zero by 2050. Our net zero initiatives are as follows.

\* Consolidated subsidiaries

Scope 1	Renewable energy
Direct GHG emissions from the company itself (fuel burning and industrial processes)	<ul style="list-style-type: none"> <li>Convert all electricity usage to renewable energy sources by fiscal 2030</li> <li>Sign long-term renewable energy procurement contracts to procure renewable energy for at least 50% of the electricity used by the company* by FY2030</li> </ul>

Scope 2	Energy efficiency
Indirect emissions from the purchase of electricity, heat or steam	<ul style="list-style-type: none"> <li>Utilize AI and IoT to promote electricity usage efficiency and energy savings</li> <li>Reduce environmental impacts by developing next-generation batteries</li> <li>Improve electricity usage efficiency with super-distributed computing infrastructure</li> </ul>

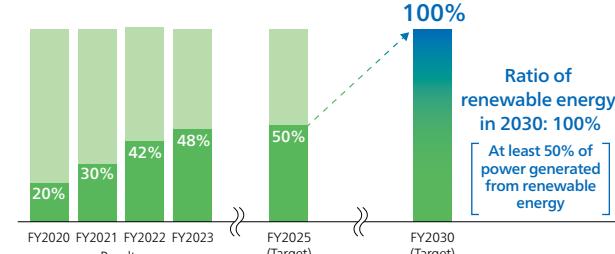
Scope 3	Data center initiatives
Indirect emissions other than those in Scope 1 and 2 (emissions from other companies associated with the activities of the company)	<ul style="list-style-type: none"> <li>Deploy distributed AI data centers that utilize green energy</li> </ul>

\* Total for SoftBank Corp. and Wireless City Planning, Inc.

#### Converting Company-wide Energy Use to Renewable Energy

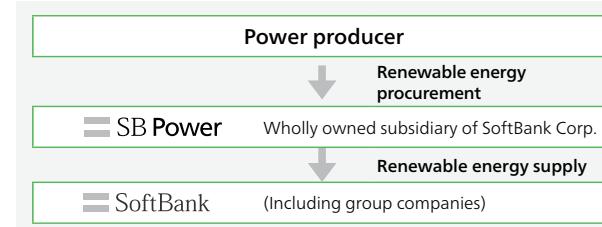
By procuring new renewable energy, we aim to procure all of the electricity we need for our telecommunications business from renewable energy generation in the future. By entering into long-term renewable energy procurement contracts, we will reduce greenhouse gas emissions by switching to power generated from renewable energy for at least 50% of the electricity used by the company\* by FY2030, contributing to the achievement of carbon neutrality for both the company and society.

#### ▼ Ratio of renewable energy



\* Total for SoftBank Corp. and Wireless City Planning, Inc.

#### ▼ Procurement Scheme



#### Shift to Renewable Energy for Power Used at Base Stations

SoftBank Corp.'s main business is the mobile communications business. The annual greenhouse gas emissions from our business activities total approximately 680,000 tons CO<sub>2</sub> equivalent (FY2019 results), more than half of which is attributable to power use at base stations across Japan. Our total annual greenhouse (GHG) gas emissions are equivalent to those of approximately 250,000 ordinary households. In order to reduce GHG emissions, we have decided to switch to electricity from renewable energy supplied by SB Power.\* In FY2023, around 80% of base station power came from renewable energy, and we aim to increase this to 90% or more in FY2024.



\* Electricity supplied from effectively 100% renewable energy, with zero net CO<sub>2</sub> emissions, achieved by combining non-fossil certificates designated as renewable energy.

#### Increased Power Efficiency Utilizing AI and IoT

Utilizing cutting-edge technologies, such as AI, IoT and big data to analyze vast amounts of environmental data with AI machine learning is thought to be capable of predicting impacts on the global environment. Since various measures can be implemented based on these predictions, the utilization of cutting-edge technology to address environmental problems is attracting attention around the world.

By fully utilizing its cutting-edge technologies, such as AI and IT, and synergies with group companies, SoftBank Corp. is advancing measures to improve the power efficiency of its facilities and equipment and to reduce its environmental burden.

## Contributing to the Global Environment with the Power of Technology

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### Initiatives Aimed at Reducing GHG Emissions

#### Initiatives at Base Stations and Network Centers

At network centers in the Chugoku region, we have installed solar panels which at peak have supplied 100% of our locations' power, and provide an average of 24% of power annually. In the Kanto region, we practice self-consignment (providing electricity to our own facilities using energy generated at one of our power plants\* in a distant location), and by using this energy at a network center about 80 km away, we contribute to the implementation of renewable energy with additionality and lower energy costs.

\* Solar power plants created by Terras Energy Corp., for which we hold a 20-year lease



#### Data Center Initiatives

SoftBank Corp. group companies LY Corporation and IDC Frontier Inc. are striving to improve the energy efficiency of their data centers.

The Kitakyushu Data Center is the first large-scale commercial data center in Japan to implement ambient air cooling. This environmentally friendly data center saves energy by optimizing its air conditioning efficiency.

Taking advantage of the surrounding cool climate, the Shirakawa Data Center has installed a building-integrated ambient cooling system that fuses architectural and air conditioning functions, enabling it to cool its buildings by directly pumping in outside air. Cool air from outside covers more than 90% of the data center's annual air conditioning load.

#### Building Distributed AI Data Centers

SoftBank Corp. believes that the development of a next-generation society incorporating AI that autonomously works with humans will require the creation of next-generation infrastructure capable of generating and processing vast amounts of data. Currently, many data centers are located in Tokyo and Osaka, resulting in the concentration of data processing and power consumption in urban areas. As such, if data processing and power consumption continue to increase without other changes, the risk of power outages in urban areas will increase. To address this issue, we plan to build about four data centers with large-scale computing capacity ("Brain DataCenters") distributed across Japan. In 2023, we were selected in a public recruitment operation held by the Ministry of Economy, Trade and Industry to receive a national subsidy, and are building a data center in Tomakomai, Hokkaido with a large-scale computational framework and other equipment, which is forecasted to begin operations in FY2026. Furthermore, we will facilitate the further dispersion of data processing and power consumption nationwide by building mid-sized data centers ("regional brains") in various areas to stably procure power while implementing multi-access edge computing (MEC) at points close to where smartphones and other devices are used.

The implementation of distributed AI data centers will enable the distributed processing of data, which is expected to increase exponentially, and bolster overall computational capacity while optimizing power consumption.

#### Data Center Regions

Overview of Main Locations (including planned)



#### Completing Nationwide Development of All Optical Network

As we focus on Beyond 5G/6G, SoftBank Corp. strives to build a network that can achieve carbon neutrality while meeting an increased demand for data communications. On October 26, 2023, we completed nationwide development of a fully optical communications network utilizing Fujitsu Ltd.'s next-generation optical equipment. This "All Optical Network" utilizes optical technology in each region it is in, and by connecting to equipment compatible with All Optical technology as well as adopting water-cooled transponder technology, we reduced power consumption by a maximum of 90% compared to previous levels.\* Additionally, when connecting to previous equipment models, we realized power consumption around 50% lower than previous levels\* due to the newest photoelectric conversion technology, making this an eco-friendly network model boasting a high rate of energy efficiency regardless of connection environment. We also seek to improve communications capabilities and, using paired optic fiber, we can realize high-volume, high-speed communications at a maximum of 48.8 Tbps, around double the previous amount.

\* Compared to previous levels: Comparisons to equipment SoftBank Corp. had been using previously

→ SoftBank Corp. completes nationwide expansion of all optical network in core areas in Japan leveraging Fujitsu's disaggregation-type optical transmission system

#### Office Initiatives

SoftBank Corp.'s headquarters are located in Tokyo Portcity Takeshiba Office Tower, where we utilize technology to reduce our environmental impact. For example, we have installed LED lighting automatically controlled by motion sensors and automatic window blinds that increase air conditioning efficiency in each section, saving energy through AI and IoT-related building management.



## Contributing to the Global Environment with the Power of Technology

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## Contribute to the Mitigation of Climate Change through Technology and Business

### Initiatives Aimed at Reducing GHG Emissions

#### Group Company Actions Toward Net Zero

##### Introducing Electric Vehicles (EVs) (ASKUL Corp.)

The ASKUL Corporation joined the international initiatives Renewable Energy 100% (RE100) and Electric Vehicle 100% (EV100) simultaneously in 2017. By 2030, they strive to convert their "Last One Mile" vehicles (held or leased by ASKUL LOGIST Corp.), which make deliveries from logistics centers to customers, to 100% EVs.

ASKUL introduced twelve EVs in 2016, and mainly utilizes them as vehicles for bringing individuals to their destinations within Tokyo. In January 2020, it introduced two light-duty electric trucks, which are mainly used for shipping furniture and other large cargo and transporting items to depots. In May 2021, it introduced seven light commercial EVs, which are also used in Last One Mile. Because these vehicles do not emit exhaust during operation, they help to reduce air pollution and by bringing CO<sub>2</sub> emissions to zero, contributing to climate change countermeasures.

In addition, Shin-Kiba Logistics Center, one of the delivery locations where these light commercial EVs were introduced, transitioned to renewable energy in August 2020; achieving zero CO<sub>2</sub> emissions—from charging to traveling—when using these EVs for transport. ASKUL will continue with gradual EV introduction as we approach 2030.



Mitsubishi Fuso's all-electric, light-duty truck eCanter



Mitsubishi  
MINICAB-MiEV

#### Reducing GHGs Through Promotion of Cloud Services (SB Technology Corp.)

By promoting cloud services among our clients and its own, SB Technology Corp. seeks to power its data centers with 100% renewable energy by 2025. By fully utilizing the merits of reducing GHG emissions through the promotion and use of cloud services, SB Technology and its clients will thus contribute to climate change reduction.

Furthermore, SB Technology helps reduce GHG emissions generated from commuting by encouraging telework. With up to 95% of employees working remotely each day, they have realized stable telework operations. By reducing the number of employees working in the office, they also further reduce the total amount of power used at such locations, improving their energy efficiency.



#### Implementing Optimized Air Conditioning Control Systems at Logistics Bases (ZOZO, Inc.)

In June 2023, ZOZO, Inc. implemented "EMS-AI,"\* an optimized air conditioning control system, to promote energy efficiency at the logistics base "ZOZOBASE Narashino 1."

ZOZOBASE Narashino 1 uses around 5.4 million kWh of energy annually, of which around 50% is attributable to energy used by air conditioners. EMS-AI automatically optimizes air conditioning temperature controls, and in a pilot test held from February 2020 to February 2021, air conditioning energy use was reduced by around 20% compared to FY2018. This reduction is equivalent to around 378 tons of CO<sub>2</sub> emissions based on the total volume from FY2018. By striving to continually reduce CO<sub>2</sub> emissions and attain energy efficiency, we are proceeding with eco-friendly initiatives at all our locations.

\* Energy Management Service (EMS)-AI: An optimization system service for multiple air conditioners for use in buildings. EMS-AI was developed jointly by Mutron, Inc., a venture company launched by the University of Tokyo, and Kinden Corp.



## Contributing to the Global Environment with the Power of Technology

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## Contribute to the Mitigation of Climate Change through Technology and Business

### Providing Businesses Addressing Climate Change

#### Energy-saving Measures Through Smart Work Solution

In response to new post-COVID-19 workstyles, we provide corporate customers with Smart Work Solution, which realizes smart buildings that combine building equipment with IoT to realize eco-friendly, diverse and comfortable building and office environments.

Not only do we create such environments, we also conduct initiatives to raise awareness of energy consumption among all relevant stakeholders. We thus support companies in sustainable development.

#### Decarbonization Initiatives Through Sharing Services (OpenStreet Co., Ltd.)

With its mission of "making travel more fun and free," the SoftBank Corp. group company OpenStreet Co., Ltd. offers a micro-mobility sharing service to provide people with means for the "first one mile" or "last one mile" of travel. HELLO CYCLING, a sharing service that operates in 25 prefectures, provides power-assisted bicycles that can be borrowed and returned anywhere via a model with over 8,500 bike stations. In addition, OpenStreet provides ultralight EVs and EV scooters with the HELLO MOBILITY sharing service. In addition to offering transportation methods with negligible CO<sub>2</sub> emissions such as power-assisted bicycles, EV scooters and ultralight EV cars, these services also help visualize decarbonization amounts via coordination with other apps and services as well as the utilization of data, thus contributing to regional decarbonization and the development of sustainable communities in various locales.

#### Eco-Denki App, Japan's Largest Energy-saving Service for Households

Group company SB Power Corp. provides the Eco-Denki App service free of charge to SoftBank Denki customers. The Eco-Denki App uses Encored Japan Inc.'s unique patented technology as a smartphone app that includes AI to help customers save energy. This app allows confirmation and estimation of electricity bills, and the status of energy saving and CO<sub>2</sub> reduction measures can be checked. Moreover, PayPay points will be granted for successful energy saving measures on the following day. Accordingly, this service not only provides customers with incentives for energy saving by lowering electricity fees, but also encourages them to shift their daily behavior, enabling them to contribute to decarbonization.

At the Ministry of the Environment's "Japan Pavilion," held during the 28th United Nations Climate Change Conference (COP28) in Dubai, UAE from November 30 to December 12, 2023, SB Power and Encored Japan were chosen for a hands-on exhibition, where they operated a booth on the Eco-Denki App's energy-saving services for Japanese households. This was the first time an initiative from a Japanese telecommunications carrier was shown at a UN COP event, and a great number of participants from 67 countries came to see the booth.



The Eco-Denki App

#### Providing Cloud Services to Support Decarbonization Management

In October 2023, SoftBank Corp. began sales of the cloud service "Cloud Carbon Management" as a way to support corporate customers in managing decarbonization.

Cloud Carbon Management is designed based on Zeroboard, a cloud service developed and provided by Zeroboard Inc. to estimate and visualize GHG emissions, while being optimized to maximize coordination with the corporate solutions provided by SoftBank Corp. This service can estimate and visualize foreign and domestic emissions in the supply chain (Scope 1, 2 and 3<sup>1</sup>), emissions separated by product and service (carbon footprint<sup>2</sup>), and the effects of reduction efforts, including volume of GHG emissions reduced.

By bringing out the wisdom and expertise on decarbonization held by Zeroboard to the fullest extent, we support our corporate customers in decarbonization management and contribute to the realization of a sustainable society, while also proactively utilizing Cloud Carbon Management within SoftBank Corp. to increase the accuracy of our estimates of GHG emissions and to reduce work hours. Thus, we improve efforts toward carbon neutrality across the entire group.

1. Emissions classifications created from GHG protocols  
 (Scope 1: Direct GHG emissions from our business activities; Scope 2: Indirect GHG emissions generated from the use of energy, heat and steam provided to us by other companies; Scope 3: GHG emissions related to business activities within the supply chain not mentioned above)

2. Carbon footprint of products

A conceptual framework that converts GHG emissions from across the entire life cycle of a singular product or service, from the procurement of raw materials to disposal and recycling, into CO<sub>2</sub> and shows it in a way that is easily understood



A screen from Cloud Carbon Management

## Contributing to the Global Environment with the Power of Technology

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## Contribute to the Mitigation of Climate Change through Technology and Business

### Carbon Credit Initiatives

#### Invigorating Carbon Credit Markets: Participation in the Natural Capital Credit Consortium

The Taskforce on Scaling Voluntary Carbon Markets (TSVCM), established to expand carbon credit markets in the private sector, has made recommendations on the importance of invigorating future credit market, including pointing out the need to expand current credit markets by a factor of 15 or more to achieve net-zero emissions at the societal level. Japan's carbon credit markets are dominated by government-led credits, such as J-Credit, while private sector-led voluntary credits like those in Europe and the United States remain underdeveloped. In order to invigorate the carbon credit market in Japan going forward, it will be necessary to promote more active use of both government-led credits and voluntary credits. Credits can be based on reduction of greenhouse gas (GHG) emissions through the adoption of renewable energy or energy-saving efforts. Credits can also be generated based on other GHG emission reduction effects, such as reforestation, tree thinning and other forestry initiatives. However, challenges remain in increasing the accuracy and reliability of credit creation in such areas.

SoftBank Corp. has joined the Natural Capital Credit Consortium (NCCC), an alliance working to invigorate Japan's carbon credit markets and promote the creation of new carbon credits. The NCCC is chaired by Shunsuke Managi, director of the United Nations Inclusive Wealth Report and distinguished professor and director of the Urban Institute at Kyushu University. As of August 2024, NCCC has 65 corporate members. NCCC aims to reinvigorate regional areas and contribute to decarbonization through the creation of carbon credits using regional forests and agricultural land.



#### Founding STELLARGREEN (SB Players Corp.)

As a measure against the social issue of climate change, the SoftBank group company SB Players Corp. established STELLARGREEN Corp. in May 2024 as it strives to contribute to achieving carbon neutrality and regional revitalization. As a response to GHG in recent years, increasing attention is being paid to carbon credits for absorption systems in particular. STELLARGREEN supports the creation of forest-based carbon credits, purchases and sells created credits, and by supporting the creation of biochar and blue carbon, realizes value for regionally-held natural resources.



### Participation in Industry Associations and Other Projects

#### Environmental Management Subcommittee of the United Nations Global Compact

SoftBank Corp. is part of an environmental management subcommittee consisting of members of Global Compact Network Japan (GCNJ), a local network of the United Nations Global Compact (UNG). As a member of this subcommittee, we gather the most up-to-date information while striving to resolve issues through discussions with other member companies.



#### GX League

SoftBank Corp. participates in the Green Transformation (GX) League set up by the Ministry of Economy, Trade and Industry. We are working with other participating companies to contribute to the transformation of the overall economic and social system and creation of new markets from the perspectives of achieving carbon neutrality by 2050 and achieving a positive cycle of economic growth and environmental sustainability.

#### Renewable Energy Council

SoftBank Corp. participates as an associate member in the Renewable Energy Council consisting of prefectures throughout Japan, and the GDC Renewable Energy Council, which consists of government designated cities. Together with local governments from 34 prefectures and 20 cities throughout Japan, we make policy proposals and share information to promote the spread of renewable energy. In FY2023, we made policy recommendations to the Ministry of the Environment and the Ministry of Economy, Trade and Industry regarding the promotion of agile fiscal spending aimed at realizing decarbonization, budgetary measures for achieving the national target of carbon neutrality in 2050, and the implementation of carbon pricing and other measures.

## Contributing to the Global Environment with the Power of Technology

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### Participation in Industry Associations and Other Projects

#### GSMA/TCA

SoftBank Corp. participates in the Climate Action Taskforce, which addresses climate change and other environmental issues as an initiative of the GSM Association (GSMA), an organization of global telecommunications carriers. Furthermore, we have joined the Environmental Committee of the Telecommunications Carriers Association (TCA), which comprises domestic communications operators. Through this committee, we exchange information concerning climate change, circular economy initiatives and other environmental matters with the personnel responsible for environmental concerns at other member organizations.

#### Membership in the TCFD Consortium

SoftBank Corp. is a member of the TCFD Consortium, which includes companies and financial institutions that support the TCFD recommendations and cooperate to promote relevant initiatives. The consortium was established as a forum for discussions concerning the effective disclosure of corporate information and efforts aimed at using this information to support appropriate investment decisions from financial institutions and other organizations.



#### Participation in the Fun to Share Climate Change Campaign

SoftBank Corp. supports the Ministry of the Environment's Fun to Share campaign, through which participants can enjoy sharing and disseminating knowledge and technology that supports the achievement of a prosperous low-carbon society. Accordingly, we are contributing to the realization of a low-carbon society by raising employee awareness regarding energy conservation and promoting voluntary initiatives. Relevant efforts include power and energy conservation measures for using office facilities or conducting operations, as well as recommending seasonally appropriate business attire through the company's intranet.



#### Endorsement of the COOL CHOICE National Movement

SoftBank Corp. supports the COOL CHOICE national movement being led by the Ministry of the Environment. COOL CHOICE encourages consumers to make smart choices in all aspects of living as a way of mitigating global warming, such as choosing energy-saving, low carbon products, services, and actions. We are promoting awareness in line with the goals of the movement.



As part of our activities to popularize and expand the use of renewable energy, SoftBank Corp. is contributing to addressing global warming by providing a "Shizen Denki"\*\* (electricity from renewable sources) plan that utilizes essentially renewable energy.

\* A service that provides 100% renewable energy sourced through the use of non-fossil certificates.

#### Participation in Public-Private Partnership Council for New National Movement

SoftBank Corp. is participating in the Public-Private Partnership Council for New National Movement, which comprises the national government, municipalities, private companies, civic organizations and consumers, to advance the national movement for new and prosperous lifestyles toward decarbonization, a project of the Ministry of the Environment aimed at transforming the behavior and lifestyles of citizens and consumers to achieve decarbonization. By taking part in the Council, SoftBank Corp. is contributing to the national movement by helping citizens and consumers transition to new lifestyles.

#### Acquisition of Eco-ICT Mark

SoftBank Corp. supports the aims of the ICT Ecology Guideline Council and has been awarded the Eco-ICT Logo, which is granted to companies that have achieved a set of standards determined by the council. This award recognizes our efforts to reduce CO<sub>2</sub> emissions as a communications operator, which include the formulation of procurement standards that are focused on reducing CO<sub>2</sub> emissions and cover both equipment and services.



#### Participation in the ETI-CGC Industry-academia Collaborative Platform

SoftBank Corp. is participating in the Energy Transition Initiative-Center for Global Commons (ETI-CGC), an industry-academia collaborative platform established by the University of Tokyo's Center for Global Commons (CGC) together with 13 Japan-based companies to discuss pathways and policies to achieve net zero carbon emissions by the middle of this century.

#### Membership in Japan Climate Leaders' Partnership

SoftBank Corp. is a supporting member of the Japan Climate Leaders' Partnership (JCLP), an enterprise group aimed at realizing a sustainable decarbonized society. We will contribute to the development of a sustainable society by strengthening our own efforts toward decarbonization by keeping tabs on the latest trends in decarbonization initiatives and by building relationships with companies that are leading the way.



#### Joining the International Initiative RE100

We have joined the international cooperative initiative RE100, where globally influential companies commit to utilizing 100% renewable energy in their operations.



## Contributing to the Global Environment with the Power of Technology

Value Creation 1

## Contribute to the Mitigation of Climate Change through Technology and Business

### External Evaluations

#### CDP Climate Change

In recognition of its strategy and response to climate change, in FY2023, SoftBank Corp. received an "A-" rating from the CDP (headquarters: London, UK), an international non-profit organization that conducts environmental assessments of major corporations and cities around the world.



#### CDP Supplier Engagement Rating

In 2023, SoftBank Corp. was selected for the leaderboard, the highest designation, in the CDP's Supplier Engagement Rating for its efforts to combat climate change throughout the supply chain.



#### Verified by Science Based Targets

SoftBank Corp.'s short-term and SBT Net-Zero GHG reduction targets were verified by the Science Based Targets initiative (SBTi) as being based on sound scientific grounds.



#### Decarbonized Management Ranking GX500

In the 2023 edition of Nikkei Inc.'s Decarbonized Management Ranking GX500, where the decarbonization initiatives of 500 leading companies are ranked, SoftBank Corp. received the highest evaluation.

#### Ministry of the Environment Eco-First

SoftBank Corp. has been certified as an Eco-First Company by the Minister of the Environment for declaring that it will engage in "advanced, unique and industry-leading business activities" in the field of the environment, including measures against global warming, waste and recycling.



#### Tokyo's Climate Change Countermeasure Reporting System

In FY2023, SoftBank Corp. was recognized by Tokyo's metropolitan government as an outstanding Double S-rank company as part of a program that evaluates and announces leading companies in addressing climate change.



### Climate Change Countermeasures in Cooperation with External Organizations

#### Initiatives through the ETI-CGC Industry-academia Collaborative Platform

Together with other major Japanese companies, SoftBank Corp. is participating in the Energy Transition Initiative-Center for Global Commons (ETI-CGC), an initiative led by the University of Tokyo to study Japan's energy transition. We are participating as leader in the communications industry. ETI-CGC is engaged in discussions of pathways for Japan to achieve decarbonization (net zero GHG emissions) by the middle of this century. By providing information about these discussions to the world, ETI-CGC aims to promote understanding of the decarbonization initiatives in countries around the world that, like Japan, face a variety of complicating circumstances in this area. Through industry-academia collaboration based on a common aspiration to realize carbon neutrality, we are seeking the optimal pathway for Japan.

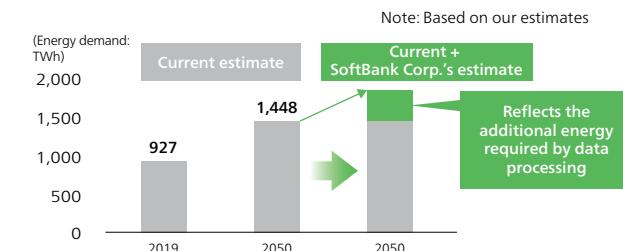
Currently, we are discussing items to be considered in the energy sector, including scenario formulation that classifies energy sources required to achieve carbon neutrality; changes in the energy mix; and changes in energy demand in each sector. ETI-CGC presented an interim report on analysis of Japan's net zero in 2050 scenario at COP27 in November 2022, and on June 2023 presented a further interim report on said scenario titled "Net Zero Japan 2050 - Summary for Business Leaders."

Based on our estimates, ETI-CGC also included the possibility of a large impact from IT-related energy demand in recommendations made during COP28 in November 2023.

SoftBank Corp. will continue to leverage its insights gained through the operation of telecommunications infrastructure as it participates in various ETI-CGC activities, including the drafting of policy recommendations. By doing so, we aim to contribute to the realization of the government of Japan's goal of reducing GHG emissions to net zero by 2050.

#### Energy Demand in All Industries (by 2050)

The energy demand from the IT field may increase



## Contributing to the Global Environment with the Power of Technology

Value Creation 2

## Promote a Recycling-based Society (Circular Economy)

We believe products and raw materials discarded in economic activities should be thought of as resources. We minimize the loss of these resources through reuse and recycling to promote a circular economy. We play our part in reducing environmental impacts by promoting sustainable production and consumption through the application of the three Rs (reduce, reuse, recycle).

## Promoting a Circular Economy

SoftBank Corp. promotes initiatives reducing waste, reuse, and proper disposal in order to make effective use of limited resources. Specifically, we promote the reuse and recycling of used mobile phones while implementing resource recovery when decommissioning base stations and communication equipment. Furthermore, we have established an internal reception center for selling valuable materials to reduce waste. In addition, SoftBank Corp. contributes to the promotion of a recycling-based society by actively advancing paperless operations through the utilization of smart devices, reducing plastics, and effectively using water resources.

[→ Details](#)

## Metrics and Targets

We manage data on environmental load in order to contribute to the creation of a circular economy. Our main targets are to dispose of less than 1% of decommissioned base stations in landfills and to collect a total of 12 million used mobile phones for reuse or recycling from FY2020–FY2025.

## ▼ Decommissioned Base Station Landfill Disposal Rate and Used Mobile Phones Collected for Reuse or Recycle

Category	FY2021	FY2022	FY2023
Decommissioned base stations	Landfill disposal rate (%)	0.20	0.04
Used mobile phones	Collected for reuse/recycling	2,532,827	2,229,218
			2,567,975

Note: Values are for SoftBank Corp. (non-consolidated).

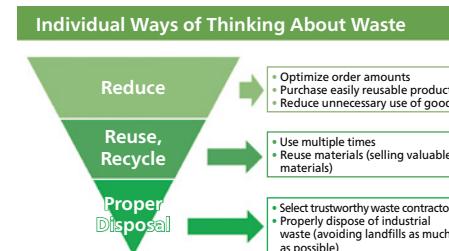
## ▼ Industrial Waste and Landfill Disposal

Item (unit)	FY2019	FY2020	FY2021	FY2022	FY2023
Industrial waste (t)	5,226	6,313	6,196	6,398	6,696
Landfill disposal (t)	153	831	528	557	301

Notes: 1. FY2023 coverage was 99.5% (consolidated net sales basis).

2. The method of calculating the landfill disposal amount was changed from FY2020.

3. Verified by the Japan Quality Assurance Organization (verified ISAE 3000 compliant with a limited level of assurance).



## Promotion of 3R Activities through Mobile Phone Services



## Reduce

We are striving to reduce the amount of paper resources used when selling mobile devices by reducing the size of boxes used for individual packaging, replacing documents that come with devices such as instruction manuals with electronic applications, and utilizing iPads instead of paper documents in stores. Additionally, in place of conventional paper invoices, we launched our Online Fee Guide, which allows all customers with individual subscriptions to view electronic invoices via the Internet using SoftBank mobile phones or personal computers, starting with the October 2006 billing cycle.

## Reuse

We encourage customers to trade in operational mobile phones and tablets when upgrading to new devices. The disposal of still-useable mobile phones and tablets has a major environmental impact. We refurbish traded-in devices and ship them to areas where they can be reused, primarily in emerging countries.

## Contributing to the Global Environment with the Power of Technology

Value Creation 2

## Promote a Recycling-based Society (Circular Economy)

### Promoting a Circular Economy

#### Recycle

As a member of the Mobile Recycle Network (MRN), which conducts mobile phone and PHS recycling activities, we collect used mobile phones, battery packs and charging devices, regardless of the original mobile network operator or manufacturer. When collecting and subsequently recycling these devices, we ensure customer privacy by completely erasing smartphone data and physically demolishing flip phones using a flip-phone hole punch device. In FY2023, we collected a total of 2.57 million used mobile phones for reuse and recycling.



#### Endorsing the GSMA Reduction Targets

We have endorsed the provisions of the GSM Association (GSMA), a global alliance of telecommunications carriers, in aiming to collect 20% of new mobile devices through operator take-back schemes and not incinerate 100% of collected devices. We have met these standards as of March 2024.

#### Endorsing J4CE

We are taking part in Japan Partnership for Circular Economy (J4CE), which aims to foster understanding of a circular economy as well as strengthen public and private partnerships. We are sharing the contents of our initiatives around circular economies and gathering information on market trends.

#### Resource Recovery

As part of our product stewardship efforts, which are aimed at reducing our environmental impact, we recycle used mobile phones, battery packs and other accessories collected from customers, enabling the recovery of such resources as rare and base metals. In addition, we strive to recycle residue (slag) left over after the recycling process as raw material for concrete and cement, and plastic obtained from mobile phones as auxiliary

fuel and reprocessed plastic. We also implement resource recovery from equipment other than mobile phones, such as cables, exchanges, utility poles and other communication equipment waste generated during network equipment replacement or decommissioning.

#### Recycling Education Activities

In collaboration with local governments and other organizations, SoftBank Corp. holds an environmental class called Risaikuru to teach the importance of recycling through the experience of disassembling mobile phones. By actually disassembling a mobile phone to learn about its structure and materials, and by working with the disassembled mobile phone parts, participants can have fun being creative while better understanding the importance of recycling.

More than 1,400 children participated in the Risaikuru course between April 2018 and March 31, 2024.



#### Waste Reduction

#### Proper Disposal of Waste

Through recycling efforts, we are striving to cut back on the landfill disposal of communications equipment and construction waste associated with network infrastructure. At the same time, we appropriately dispose of waste resulting from business activities in accordance with the Waste Management and Public Cleansing Act.

#### Reuse of Equipment and Stationery

With the goal of reducing waste for the good of the environment, we have installed a reuse shelf in the employee support center at our corporate headquarters. Departments can place equipment and stationery they no longer need on this shelf, where it can be collected and reused internally. In addition, we have shifted to a system of shared stationery equipment, instead of stationery belonging to individuals or specific departments, and set up lending spaces on each floor.

#### Use of Environmentally Friendly Materials in Business Tools

##### Recyclable Paper Bags

All paper bags with company logos used by SoftBank Corp. employees for sales activities are made of recyclable materials. In addition to eliminating plastic lamination on the bag surface, we do not use plastic for the handle. Handles are tied on, which avoids the need for adhesives or fasteners. The bags use recyclable paper that has been approved by the Forest Stewardship Council® (FSC®), an international non-profit organization established with the aim of disseminating responsible forest management throughout the world. Logos are printed in vegetable ink that is more biodegradable than petroleum-based solvents and emits almost no volatile organic compounds, thereby contributing to reducing environmental load.



#### Eco-friendly PET Bottles for Guests

We had utilized recycled materials (recycled PET resin) in the plastic bottles we provided for company guests, but starting in March 2024, we began to also introduce unlabeled bottles. In addition to saving the energy used and helping reduce CO<sub>2</sub> emissions generated during the production and disposal of labels as well as reducing plastic use, we also encourage waste separation internally.

## Contributing to the Global Environment with the Power of Technology

Value Creation 2

## Promote a Recycling-based Society (Circular Economy)

### Promoting a Circular Economy

#### Utilizing 100% Recycled Materials in Shopping Bags

At around the end of March 2024, we began to gradually transition from plastic-coated paper shopping bags, of which around 6.5 million are used annually at SoftBank shops and Y!mobile shops, to ones made of 100% recycled paper. Through this, we anticipate various reductions,\* such as cutting annual plastic use by around 55.8 tons and reducing CO<sub>2</sub> emissions by around 67.8 tons.

Prior to this move, we have been promoting the use of shopping bags incorporating biomass plastics when distributing catalogs and delivering products to customers at stores. By moving forward with these and other conventional efforts to protect the global environment, we will proactively contribute to realizing a circular economy.

\* Calculations from the production company



#### Utilization of Kudzu, an Underused Resource

In March 2021, SoftBank participated in the Kudzu Utilization Consortium in Kakegawa City, Shizuoka. We distribute business cards partially made from kudzu to our employees. In addition to reducing the amount of wood pulp used, this helps to promote the kudzu fabric industry, which is a traditional craft of Kakegawa City, and to prevent the impact of kudzu overgrowth on the landscape and ecosystem. Moreover, by distributing business cards, it also fulfills a major role in disseminating information internally and externally.



#### Using ICT to Eliminate Littering and Beautify Communities

We conducted a joint project to reduce littering in Kameoka, Kyoto by using the city's official LINE account. Based on posts from residents regarding litter, we set up IoT trash cans, helping to improve the city's environment.



### Efforts to Reduce Paper Usage

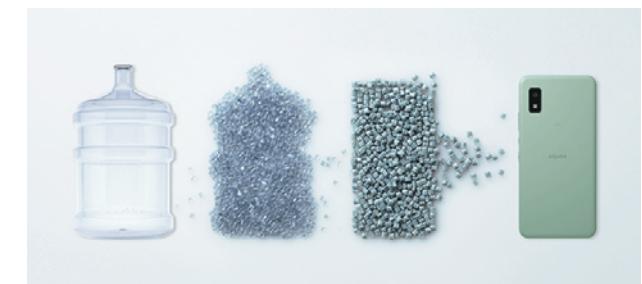
#### Zero Paper for Internal Operations Declaration

Since April 2012, we have been promoting our Zero Paper for Internal Operations Declaration. In accordance with this declaration, we are actively striving to eliminate our use of paper in a variety of internal and external procedures, including reports and meeting materials. We have successfully reduced paper-based printing by 90% compared to FY2011. In addition, a project to digitize the process of marking official documents with seals in order to improve operational efficiency launched in April 2021 has progressed smoothly, contributing greatly to the promotion of paperless operations.

### Environmentally Conscious Initiatives with Smartphones

#### Smartphones Made with Recycled Plastic

Certain smartphone models provided by SoftBank Corp. under the SoftBank and Y!mobile brands incorporate recycled plastic as the raw material for roughly 60% of their casing and greatly minimize Volatile Organic Compounds (VOC) in coatings to curb air pollution. Other models have side keys made of 100% recycled aluminum material. We have also reduced the paper used in packaging for these products by adjusting the materials and structure to realize thinner packaging. Through such efforts, we are promoting ethical, environmentally conscious smartphone sales.



## Contributing to the Global Environment with the Power of Technology

Value Creation 2

## Promote a Recycling-based Society (Circular Economy)

### Promoting a Circular Economy

#### Group Company Initiatives

##### Reducing Environmental Load Internally (LY Corporation)

LY Corporation is implementing a range of measures to reduce its environmental load. These include the use of LED lighting throughout its offices, sorting waste into 15 categories, distributing laptop computers to move work processes and documents online, shifting to paperless electronic payslips and recycling paper documents.



In November 2022, Yahoo Japan selected HPE Asset Upcycling Services (AUS), provided by Hewlett Packard Enterprise, to recycle and reuse its end-of-use IT assets. Until now, when removing or disposing of IT devices, Yahoo Japan's hard disc drives and other storage media were not reused, but destroyed with a specialized tool and treated as waste. With AUS, the data on such devices is erased without destroying the devices themselves, enabling their reuse. To prevent security risks associated with not destroying the devices, AUS provides measures at every step of the process, including dedicated lockable cages for LY, sealed trucks, GPS tracking and route reporting. This allows for the reuse of IT assets without compromising on thoroughgoing security measures.

#### Buying Unneeded ICT Equipment (SB C&S Corp.)

SB C&S Corp. provides ICT Lifecycle Service to promote the 3Rs and help realize a circular economy by buying ICT devices that customers no longer need. This comprehensive service extends from device appraisal to transportation and the erasure of data. In March 2024, the cumulative number of devices bought through this service reached approximately 650,000. In addition to promoting environmentally friendly reuse and recycling, the service suppresses the generation of waste and helps reduce the burden of disposal procedures and industrial waste-related costs for companies. SB C&S is creating new products and services to contribute to the formation of a circular economy and protect valuable global resources.



#### Sustainable Initiatives with ZOZOUSED (ZOZO, Inc.)

ZOZO, Inc. provides "Kaikaewari,"<sup>\*</sup> a trade-in discount service where items can be ordered at lower prices in exchange for secondhand items previously purchased via ZOZOTOWN. As the fashion industry confronts issues surrounding mass waste disposal, this service sells secondhand items in the fashion zone "ZOZOUSED," creating a method to reuse clothing goods. In addition, for difficult-to-sell items, ZOZOUSED strives to maximize reuse by providing maintenance, and then ensures any remnants are acquired by companies that practice proper disposal. By continuing to operate sustainable models, we promote a circular economy.

\* "Kaikaewari" is a registered trademark of ZOZO, Inc.

#### Realizing Sustainable Smart Farming (Tanemaki Inc.)

Tanemaki Inc. develops farming businesses as it strives to create sustainable farming and revitalize regions, with its affiliate Tanemaki Joso Inc. boasting the largest mini tomato farm in Japan. The latter's stable production system is backed by environmental control equipment, enabling it to ship produce to suburban supermarkets across the Kanto area, while mini tomatoes with visual defects are sold as material to create vegetable powder. Furthermore, this farm utilizes power generated from LNG, which has a lower environmental impact compared to the heavy oil often used in general farming. To maximize energy efficiency, heat from generators is recovered for use in heating equipment, while the CO<sub>2</sub> emissions are absorbed by plants during photosynthesis. In addition, with the mindset that resources are important, the farm recycles water used for irrigation. Tanemaki will continue its eco-friendly initiatives and stable cultivation.



## Contributing to the Global Environment with the Power of Technology

Value Creation 2

## Promote a Recycling-based Society (Circular Economy)

### Appropriate Use of Water Resources

We recognize that water is both necessary for our business activities and an important resource for the local communities in which our business sites are located. Accordingly, we are addressing water risk and promoting the efficient use of water resources on a company-wide basis. With the Environment Committee overseeing water risk-related operations, we exercise managerial-level supervision to properly respond to such risks company-wide and efficiently utilize water resources.

[→ Details](#)

### Water Usage Management

SoftBank Corp. manages water usage, which includes setting targets related to water usage as well as managing and evaluating their regular progress.

Category	FY2021	FY2022	FY2023
Water usage* (m <sup>3</sup> )	675,729	731,594	1,854,053

\* For offices not equipped with meters, consumption is estimated based on floor area using data on consumption per unit of floor area for the SoftBank Corp. group.

Notes: 1. FY2023 coverage was 99.5% (individual company net sales basis).

2. The method of calculation for FY2021 was retroactively adjusted.

3. Received a third-party verification (verified ISAE 3000 compliant with a limited level of assurance).

4. We anticipate demand for water to increase through business expansion, but because we strive for efficiency in use, we set our long-term target of FY2030 to be the same level of usage as at present.

### Water Resource Management Initiatives

We are implementing water usage management initiatives, including setting water usage targets and regularly managing and evaluating progress on relevant activities.

At Tokyo Portcity Takeshiba Office Tower, where SoftBank Corp.'s headquarters is located, rainwater is collected via a roof drain. Kitchen wastewater is also collected, stored and sterilized. The collected water is reused for flushing toilets, reducing non-potable service water use by more than 30%.

In addition, on each floor, we have fitted hot water supply systems with water-saving equipment and installed noise machines in toilet stalls to reduce the number of times toilets are flushed. We are also raising employee awareness regarding water conservation by informing them of these activities through our intranet and other media.

### Understanding Regions with Water Risk and Water Stress

Using the World Resources Institute (WRI)'s water risk map "Aquaduct," we have identified regions that are subject to water stress and have confirmed that none of our business sites are associated with high overall water risk based on considerations of wastewater pollution risk and surveys of surrounding areas. The data center of the LY Corporation, a SoftBank Corp. group company, is in South Korea, an area that has been recognized as one with high water stress. In light of the facility's water intake amounts, etc., the need for early countermeasures is considered low. However, as physical risks from extreme weather are expected to grow, we are gathering information and investigating potential responses.

### Supporting Development of a New Water Reuse System

SoftBank Corp. works together with WOTA Corp., which we have a capital and business partnership with, to solve water-related issues in regions dealing with depopulation, which causes difficulties in maintaining and managing water and sewage systems, as well as islands, which face challenges in establishing a stable water supply and building infrastructure. In June 2023, we began a pilot test in the island village of Toshima, Tokyo using WOTA's small-scale decentralized water reuse system, which allows individual detached houses to recycle close to 100% of domestic wastewater, becoming self-sufficient in terms of water use without relying on existing public infrastructure. Through this, we aim to realize new water infrastructure capable of providing a stable water supply in remote islands.

WOTA also offers the water reuse hand-wash station WOSH, which provides recycled water even when water supplies stop functioning in the event of a disaster, as well as WOTA BOX, a portable water reuse system that provides a private room to take warm showers.



## Contributing to the Global Environment with the Power of Technology

Value Creation 3

# Contribute to Biodiversity Conservation

Land and resources are necessary for all of our business activities. Just as we receive the benefits provided by biodiversity and natural capital in ecosystem services, we also impact the environment. SoftBank Corp. recognizes the importance of biodiversity conservation, and we support the international community's goal of being nature positive. We promote initiatives related to the conservation of biodiversity and natural capital to reduce our impact on ecosystems from business activities as one of our material issues. Based on the framework of the Taskforce on Nature-related Financial Disclosures (TNFD), we have utilized the LEAP Approach\* to improve our evaluations of risks and opportunities related to biodiversity as well as proactively disclose this information.

\* A comprehensive evaluation process to assess nature-related risks and opportunities indicated by the TNFD

## Information disclosures based on TNFD recommendations

### Endorsement of the TNFD Recommendations

SoftBank Corp. has registered as an early TNFD Adopter in December 2023. We strive to actively promote information disclosure based on the disclosure framework included in the TNFD Final Recommendations.


[→ Details](#)

### Governance

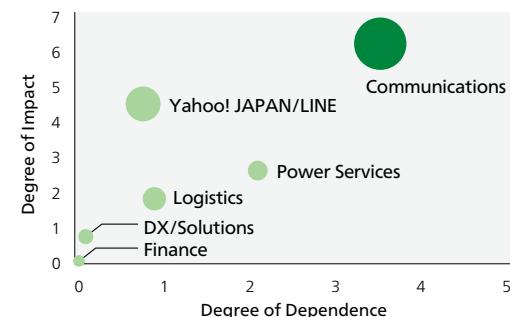
SoftBank Corp. has established the ESG Promotion committee as an advisory body to the Board of Directors. The President and CEO serves as the Chief ESG Officer and bears ultimate responsibility for overall sustainability activities under the supervision of the Board of Directors. In FY2024, the ESG Promotion Committee established a material issue KPI regarding the promotion of initiatives to conserve biodiversity and natural capital.

### Strategy

Based on ENCORE,\* we conducted scoping for our businesses (fig. 1) according to the size of each and visualized the results on a heat map (fig. 2 and 3). We designated our telecommunications business as a business that requires high-priority detailed analyses due to its high dependencies and impact. Here, we recognized that our base stations and other communications equipment depend on forests for protection from weather-related disasters, and that the communications equipment we construct has a high likelihood of affecting regional terrestrial ecosystems.

\* ENCORE: an online tool for analyzing dependencies and impacts for which the TNFD provides referrals

### ▼ (Fig. 1) Dependencies and impacts considering the scale of each business



▼ (Fig. 2) "Dependence" Heatmap

	Bio-remediation	Climate regulation	Dilution by atmosphere and ecosystems	Filtration	Flood and storm protection	Groundwater	Mass stabilization and erosion control	Surface water	Water flow maintenance	Water quality
Communications	Low	Medium	High	Medium	High	Medium	Medium	Medium	Medium	Medium
Power Services	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium
DX/Solutions	Medium	Low	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium
Logistics	Low	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium
Yahoo! Japan/ LINE	Medium	Low	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium
Finance	Low	Low	Low	Low	Low	Medium	Medium	Medium	Medium	Medium

▼ (Fig. 3) Heatmap "Impact"

	Disturbances	Freshwater ecosystem use	GHG emissions	Marine ecosystem use	Non-GHG air pollutants	Soil pollutants	Solid waste	Terrestrial ecosystem use	Water pollutants	Water use
Communications	Low	Low	Medium	Medium	Medium	High	High	High	Medium	Medium
Power Services	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium
DX/Solutions	Low	Low	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium
Logistics	Medium	Low	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium
Yahoo! Japan/ LINE	Low	Low	Low	Low	Low	Low	Low	Low	Medium	Medium
Finance	Low	Low	Low	Low	Low	Medium	Medium	Medium	Medium	Medium

Note: Figures 1-3 are intended to narrow down the priority businesses to be evaluated (scoping) by displaying relative results and objective evaluations based on business size and ENCORE.

## Contributing to the Global Environment with the Power of Technology

Value Creation 3

## Contribute to Biodiversity Conservation

## Information disclosures based on TNFD recommendations

We have selected company-wide business risks related to the natural environment to identify businesses with high dependencies and impacts on biodiversity. Utilizing scenario analysis methods, which enhance our responses to uncertainties in risk, we have determined the intensity of risks based on our comprehensive standards for judgement that consider financial impact, consumer point of view, public relevance, and human life. We then multiplied the resulting values by the possibility of the risk materializing while considering the timing of when the risk would materialize, in order to evaluate business risks as high, medium and low.

## ▼ Risk Analysis Results

Risk Type	Business Risk	Anticipated Impact	Risk Size			
			Short-term	Medium-term	Long-term	
Physical Risk	Acute	Widespread damage due to ecosystem degradation and intensified natural disasters	Increased costs of equipment disaster countermeasures and recovery, loss of profit due to lengthy service outages	Low	Low	Medium
	Chronic	Expansion of regions suffering from water stress	Impacts on procurement and securing water for business activities	Low	Low	Medium
Transition Risk	Market/Reputation	Changes in customer behavior and preferences	Damage to brand image due to delays in responding to market changes, loss of business opportunities	Low	Medium	Medium
		Finding of insufficient information disclosure	Loss of orders or boycotts as well as impacts on hiring, financing and stock value	Low	Medium	Medium
Technological	Policy and Legal	Insufficient resources	Insufficient provision of materials such as rare metals due to increases in demand and supply exhaustion, increased procurement costs	Low	Low	Medium
		Tighter regulations	Increased costs due to the implementation of new tax systems, tighter regulations, higher risk of lawsuits, etc.	Low	Low	Low
	Impacts from transitioning to new sustainable technology	Increased development costs, financial impacts due to latency, loss of investments	Low	Low	Low	

## Designating Priority Areas

Nationwide base stations and data centers distributed in each region of Japan are central to our vision of next-generation social infrastructure. We have verified the proximity of these sites to key biodiversity areas using IBAT.\* When conducting such evaluations, we reference the LEAP Approach provided in the TNFD Recommendations.

Though we have established many base stations, the equipment itself is small-scale. From the results of sampling inspections on equipment condition, we have verified that there are no base stations that require immediate measures from the point of view of equipment condition or biodiversity importance/completeness.

As AI continues to spread, we foresee sharply heightened power demand from data centers. Thus, we are advancing SoftBank Corp.'s vision of next-generation social infrastructure through eco-friendly "green data centers" distributed in each region of Japan. Since data centers are large-scale, we must consider their impact on the surrounding natural environment. In FY2026, we plan to open a data center in Tomakomai, Hokkaido that is expected to be the largest in Japan, with power consumption in excess of 300 MW. The 700,000 m<sup>2</sup> site is 3 km northeast of Utonai Lake, which is registered as a wetland under the Ramsar Convention and recognized as a key biodiversity area. We believe it is important to proceed through informed understanding with local communities, governments and residents.

\* IBAT: A tool for evaluating biodiversity

## Risk Countermeasure and Opportunities

Responses that reduce business risks simultaneously grant large business opportunities. Utilizing AI, IoT, big data and other cutting-edge technologies to analyze vast amounts of environmental data with AI machine learning can successfully predict impacts on the global environment. Since various measures can be implemented based on these predictions, the utilization of cutting-edge technology to address environmental problems is attracting attention around the world. By fully utilizing our strengths in cutting-edge technologies, such as AI and IoT, as well as synergies with group companies, SoftBank Corp. contributes to biodiversity conservation.

## Risk and Impact Management

In order to identify and prevent the manifestation of company-wide risks, we have established a management system that analyzes risks from various angles within the company. Risks related to the global environment, including biodiversity and climate change, that have been identified are integrated into company-wide risk management, and through regular risk management cycles, we work to reduce and prevent risks. The Risk Management Committee determines the importance of risks and the person responsible for dealing with them (risk owner), issues instructions on countermeasures and reports the status to the Board of Directors.

## Metrics and Targets

In order to provide stable communication services for social infrastructure in wide regions, in some cases, SoftBank Corp. cannot avoid installing base stations and telecommunications facilities in regions where biodiversity is important.

To contribute to biodiversity conservation, we conduct forest conservation activities in areas such as nature preserves (as designated by national government or international agreement) or other key biodiversity areas where we maintain our equipment. Our goal is to ensure that our conservation activities cover areas at least twice the size of our installation sites by FY2030.

## Contributing to the Global Environment with the Power of Technology Realizing a Carbon-neutral, Recycling-oriented Society

Message from the Head of Environmental Promotion | Environmental Management  
Value Creation 1 Contribute to the Mitigation of Climate Change through Technology and Business | Value Creation 2 Promote a Recycling-based Society (Circular Economy)  
Value Creation 3 Contribute to Biodiversity Conservation | Value Creation 4 Realize a Prosperous Society through the Spread of Renewable Energy

# Contributing to the Global Environment with the Power of Technology

Value Creation 3

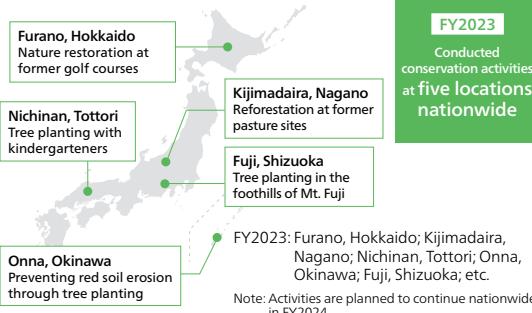
## Contribute to Biodiversity Conservation

### Conservation Activities Toward Realizing "Nature Positive"

To reduce our impact on biodiversity from our business activities, SoftBank Corp. began pursuing a new target regarding forest conservation activities in September 2023. Specifically, while we will continue with our conventional activities to maintain thriving forests, our new target aims to conduct forest conservation by planting trees and other such initiatives in a greater area than what was used to create communications equipment such as base stations in key biodiversity areas during the previous fiscal year, including those in nature reserves designated by Japan or international treaties. In FY2023, we conducted tree planting and other forest conservation activities at five sites nationwide that together comprised a total of 1,600 m<sup>2</sup>. We will continue such activities to contribute to biodiversity conservation.



### Biodiversity Conservation Initiatives



### Primary Initiatives

#### Marine Environment Protection through Coral Conservation

In recent years, the marine environment has been deteriorating rapidly due to a variety of problems, including global warming caused by climate change and environmental destruction caused by the increase in marine plastic waste. To protect the marine environment, SoftBank Corp. conducted activities through the Future and Coral Project starting in July 2019 in collaboration with various corporations and organizations, including Onna Village in Okinawa Prefecture, which shares our aspiration for protecting the marine environment and realizing a future with beautiful oceans. On March 5, 2024 we held "Coral Day" in Onna Village, where a large group of volunteers from businesses that sponsor the Future and Coral Project, including SoftBank employees, held various events. Using the sponsorship money from businesses and support from the donation platform "Tsunagaru Bokin" they planted 60 young corals in the ocean near Onna Village. Additionally, students of Meio University, which has signed an industry-academia partnership agreement with SoftBank Corp., played a central role in environmental education conducted using the humanoid robot Pepper. Other activities included beach cleanup and tree planting to reduce red soil erosion.

#### Future and Coral Project Cumulative coral seedlings planted: 392 (as of April 2024)



#### Environmental Education for Employees and Their Families

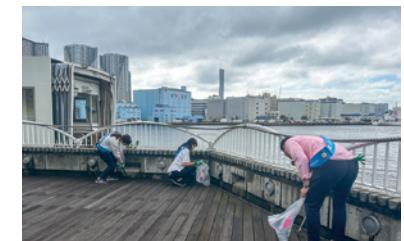
In collaboration with the C.C.C. Furano Nature School, a non-profit organization chaired by So Kuramoto, we hold an original "Summer Nature School for Parents and Children" program for employees based on the themes of creating healthy relationships between parents and children and thinking seriously about the environment and nature.

Since its launch in 2007, more than 250 parents and children have participated in this program, conducting future-oriented activities, such as planting saplings to restore forests in areas where soil was formerly used as green in golf courses.



#### Employees Volunteer in Waste Cleanup Activities

The Takeshiba Area Management Association leads monthly cleanup activities, and we recruit employee volunteers to join these activities to beautify the land around our headquarters. The Takeshiba area includes the Takeshiba Tideland, where diverse organisms live, and employees contribute to environmental conservation by removing plastic that has drifted ashore here and other trash as part of these cleanup activities.



## Contributing to the Global Environment with the Power of Technology

Value Creation 3

### Contribute to Biodiversity Conservation

#### Initiatives of Group Companies

##### 1 Box for 2 Trees (ASKUL Corporation)

ASKUL Corporation sells copy paper made in Indonesia. Approximately one tree, such as eucalyptus, is required to produce one box (5,000 A4 sheets) of this paper. The concept of the "1 box for 2 trees" project is to ensure that for each box of paper used, two trees—twice the number needed to make the paper—are planted. In the more than 10 years since its start, as of April 2024, the project has planted approximately 231,070,000 trees covering 165,274 hectares of tree farms in Indonesia. The area covered by these trees is the rough equivalent of 35,000 Tokyo Domes.

ASKUL will continue to manage tree farms to sustainably plant, grow and harvest trees while implementing a wide range of initiatives to promote harmony with the surrounding communities, biodiversity conservation and, by doing so, contribute to global environmental conservation.



##### Biotope Maintenance (LY Corporation)

LY Corporation cooperates in "City Planning for Formation of an Ecological Network (Ecological Corridor) that Connects Precious Green Areas in the City Center," a project promoted by Tokyo Garden Terrace Kioicho, where its Tokyo office is located. Accordingly, Yahoo Japan is working to conserve and regenerate biodiversity through biotope development.

Fireflies have been found living in the section of the Imperial Palace's inner moat near the office. Taking these fireflies as a familiar symbol of natural restoration, efforts have been made to create a habitat for them in the Kioicho biotope. The presence of mature fireflies in the biotope was first confirmed in May 2017, and reconfirmed in May 2024. We will continue working to promote harmony between the natural environment, the planet and future society.



Biotope at Tokyo Garden Terrace Kioicho

#### Participation in Industry Associations and Other Projects

##### Endorsement of the "Initiative based on the Declaration of Biodiversity by Keidanren"

In addition to participating in the Keidanren Committee on Nature Conservation, SoftBank Corp. has endorsed the aims of the Declaration of Biodiversity by Keidanren and the "Initiative based on the Declaration of Biodiversity by Keidanren."



Initiative based on the Declaration of Biodiversity by Keidanren

##### Membership in the TNFD Forum

SoftBank Corp. has endorsed the principles of the Task Force on Nature-related Financial Disclosures (TNFD) and joined the TNFD Forum in May 2022. We will actively promote information disclosure based on the TNFD disclosure framework.



##### Membership in the Japan Business Initiative for Biodiversity

SoftBank Corp. is a network member of the Japan Business Initiative for Biodiversity (JBIB), a collective of companies that enthusiastically conduct activities aimed at protecting biodiversity.

Moving forward, we will continue to perform biodiversity protection activities and promote initiatives that are consistent with global trends in this area.



##### Participation in the 30by30 Alliance

SoftBank Corp. participates in the 30by30 Alliance, a coalition aimed at protecting at least 30% of the nation's lands and waters by 2030 in order to advance the nature-positive goal of halting and reversing biodiversity loss.

By participating in the alliance, we will work toward biodiversity conservation and the realization of a sustainable society.



## Contributing to the Global Environment with the Power of Technology

Value Creation 4

# Realize a Prosperous Society through the Spread of Renewable Energy

Based on cutting-edge technologies, we are working to save power and shift to electricity from renewable energy at our own facilities and equipment while implementing initiatives to address climate change and promote a circular economy to contribute to the spread of renewable energy in society. Through these efforts, we will help achieve an environmentally friendly society that provides more people with access to natural energy.

## Initiatives for Spreading Renewable Energy

### Shizen Denki, Initiatives for Individual Customers

SoftBank Corp. and SB Power Corp. provide Shizen Denki, a household electricity fee option offering a renewable energy ratio of essentially 100% and CO<sub>2</sub> emissions of essentially zero<sup>1</sup> to power areas in Hokkaido, Tohoku, Tokyo, Chubu, Kansai, Chugoku, Shikoku and Kyushu. At the same time, SB Power contributes 50 yen per month for each Shizen Denki contract to support activities by forest conservation groups.<sup>2</sup> In FY2023, we realized an annual reduction effect of approximately 39,000 tons of CO<sub>2</sub> emissions through the provision of Shizen Denki.

1. By combining the electricity supplied to customers with non-fossil certificates designated as a renewable energy, this service realizes the supply of electricity with a renewable energy ratio of 100% and zero CO<sub>2</sub> emissions.
2. Donations to organizations that execute projects certified under the J-Credit Scheme operated by the Ministry of Economy, Trade and Industry; the Ministry of the Environment; and the Ministry of Agriculture, Forestry and Fisheries.

### Provision of Non-fossil Certificate Proxy Purchase Service for Corporate Customers

For corporate customers, SB Power Corp. (SB Power) provides a non-fossil certificate\* proxy purchase service aimed at introducing renewable energy and carbon neutral initiatives. This certificate is approved by RE100 and the Act on Promotion of Global Warming Countermeasures, supporting customers' conversion to electricity from renewable energy.

Going forward, SoftBank Corp. and SB Power will continue to contribute to the realization of an environmentally friendly society by providing power services that make use of renewable energy.

\* Non-fossil certificates: Certificates of the environmental value of electricity generated from non-fossil power sources such as solar and hydroelectric.

→ Joining the International Initiative RE100



# Building High-quality Social Infrastructure

## Highly Convenient, Stable, and Trustworthy Networks and Security



### Social Issues

- Maintenance and management of high-quality networks
- Prevention and rapid restoration of infrastructure disruption by natural disasters
- Response to sophisticated cyberattacks

### Risks and Opportunities

#### Risks

- Loss of new business opportunities requiring 5G with ultra-high-speed, large-capacity, ultra-low latency and massive device connectivity
- Increasing response costs, deterioration of customer trust or loss of subscribers due to network outages or delays in disaster recovery
- Deterioration of customer trust or loss of subscribers due to the improper use or leakage of personal information

#### Opportunities

- Increased ARPU and revenue reflecting communications speed and capacity increases, through the nationwide expansion of 5G coverage
- Development of new industries and services that use 5G, such as automated driving and telemedicine
- Increased customer satisfaction through high communications quality and dependable security

### Value Creation

- (1) Prepare sustainable life infrastructure
- (2) Construct robust communications infrastructure to contribute to disaster prevention and mitigation
- (3) Promote data security and privacy protection initiatives

### KPIs

- (1)
  - 5G deployment plan
  - Expansion of 5G standalone (SA) coverage: Smartphone SA in key areas of all prefectures (FY2026)
- (2)
  - Completion of Phase 1 of construction and opening of the Hokkaido Data Center (FY2026)
  - Number of major network accidents: Zero
  - High-capacity optical submarine cable: Start of operation (FY2024)
- (3)
  - Maintain and enhance equipment and materials for disaster response and recovery: Strengthen cooperation with external organizations involved in disaster recovery
  - Number of major accidents involving information security: Zero (annually)
  - Number of major accidents involving privacy issues: Zero (annually)
  - Enhance transparency: Add corporate information
  - Strengthen "self-information control" rights:<sup>\*</sup>
  - Optimize settings for delivering advertisements

\* Reflects the desire of customers

In addition to maintaining sophisticated security environments, we are working to enhance our systems for 24/7 security monitoring and implementing immediate responses. We also carry out training to instill a strong awareness of security in our employees. As for the handling of customer data, we have launched a Privacy Center website that provides a dashboard by which customers can check and manage how their information is used, putting customer privacy first.

Under the belief that communications networks are a necessary lifeline for society, SoftBank Corp. protects our customers' valuable data, carrying out our duty as a telecommunications carrier.

Furthermore, we strive to be a company that provides the next-generation social infrastructure essential to the development of a digital society, which will support a variety of future digital services.

### Main Businesses and Initiatives

- (1)
  - Promote next-generation infrastructure frameworks (distributed data centers, xIPF, etc.)
  - Broad rollout and quality enhancement of 5G, R&D toward realizing next-generation 6G
  - Participate in submarine cable projects
  - Eliminate regional communications disparities by expanding networks
  - Advance initiatives to prevent network accidents
  - Support network monitoring and operation with AI
- (2)
  - Secure communications service environments in the event of a disaster (using mobile base stations, portable satellite antennas, drones, etc.)
  - Build frameworks for quickly restoring communications environments after disasters
  - Disaster recovery countermeasures, including creating three-route backbone networks
- (3)
  - Operation and management using advanced security systems and tools (SIEM,<sup>1</sup> MDM,<sup>2</sup> EDR,<sup>3</sup> etc.)
  - Promote the protection and appropriate use of personal information
  - Thoroughly educate employees and build secure environments and facilities (classroom training, regular e-learning and security drills, updating security rules, etc.)

1. SIEM: Security Information and Event Management

2. MDM: Mobile Device Management

3. EDR: Endpoint Detection and Response

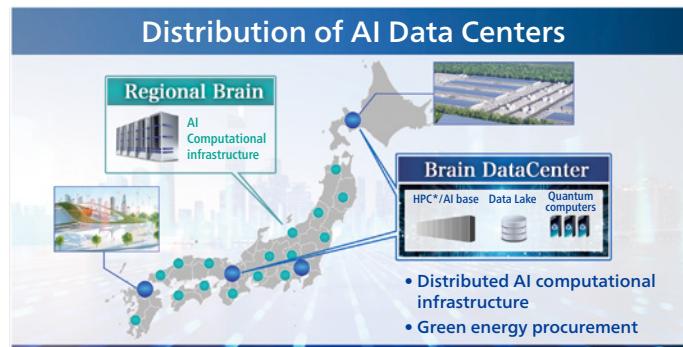
# Next-generation Social Infrastructure for a Society Co-existing with AI

## Building Next-generation Social Infrastructure

We foresee a society that co-exists with AI, where people can enjoy convenient and comfortable lifestyles thanks to the inclusion of AI in various products and services. Therefore, SoftBank Corp. has announced our long-term vision to provide the next-generation social infrastructure essential to the development of a digital society, and is working to build such infrastructure.

When AI becomes widely used in daily life, a huge amount of data will be generated and processed in the background, and we foresee sharp increases in energy demand. However, over 80% of data centers that handle such data are focused in metropolitan areas such as Tokyo and Osaka, and higher resilience is needed when disasters occur. Furthermore, energy will be further strained if the volume of data processing continues to increase at the current rate, and it is thought that this could potentially cause power outages. The locations and energy demands of data centers are issues that must be solved for society to co-exist with AI.

By establishing data centers dispersed nationwide, we promote a levelled amount of data processing and energy consumption to create next-generation social infrastructure. We are placing our large-scale "Brain DataCenter" locations, which handle the large amounts of data processing AI requires, as well as our medium-scale "Regional Brain" data centers across the country. Brain DataCenters are essential to achieve our vision of next-generation social infrastructure, and we plan to equip them with the large-scale computational infrastructure and quantum computers that are used in such endeavors as generative AI development. We plan to build these locations in a model where they utilize locally generated renewable energy, becoming sustainable data centers (green data centers).



Through this approach, we will also improve the resilience of our equipment when a disaster strikes while mitigating energy concentration in metropolitan areas and helping to ensure stable energy supply. We also continue to develop new sources of energy, and by utilizing renewable energy and installing energy-saving technology, we undertake initiatives to realize sustainable energy supply.

To establish a location with a model equivalent to those in Tokyo and Osaka, we announced the construction of the largest class of data center in Japan in Tomakomai, Hokkaido in November 2023. This is planned to open as a 50 MW-scale data center in FY2026. All the energy supplied will be renewable energy produced in Hokkaido, making it a model case for utilizing locally generated energy. The large-scale computational infrastructure environment at this data center will be used in our generative AI development and in other AI-related operations. This environment will also be made available to a wide group of universities specializing in data, research institutions and businesses to meet their expanding needs for AI-related usage. In the near future, we plan to increase the energy capacity of this data center to a maximum of 300 MW, which will be the highest in Japan.

To realize a society that co-exists with AI, we will continue to create next-generation social infrastructure.



## Building High-quality Social Infrastructure

### Value Creation 1

# Prepare Sustainable Life Infrastructure

By maintaining safe and resilient infrastructure protected by advanced security and developing next-generation communications networks by expanding 5G nationwide, SoftBank Corp. seeks to provide convenient and reliable communications services. As the foundation connecting people, goods and information, our networks support social and economic activity. We contribute to realizing a progressive society that can respond flexibly to changes in global conditions and social environments.

### Initiatives for the Rapid Deployment of 5G Networks

SoftBank Corp. has been accelerating its development of 5G base stations. We are advancing a variety of research and other initiatives aimed at utilizing the full potential of 5G technologies, such as developing services that leverage its high speed and large capacity, as well as fundamental research related to ultra-high reliability, low latency and massive device connectivity, promoting integrated development across both urban and rural areas.

### Forms of 5G Use

In addition to public 5G—the service generally referred to by “5G”—other forms include local 5G, in which private 5G networks are individually set up, and private 5G. There are two types of private 5G, namely the shared type, in which the 5G environment is shared with public 5G, and the dedicated type, in which the 5G environment is set up using a portion of our base station and core network facilities to work with the signal wavelengths assigned to SoftBank Corp. and operated on the customer’s premises.

In March 2024, in addition to the SoftBank Corp.’s Private 5G shared-type service for enterprises, we began offering a Private 5G (dedicated type) service, installing equipment such as specialized base stations on business and municipality premises to build 5G network environments that can be customized according to user needs.

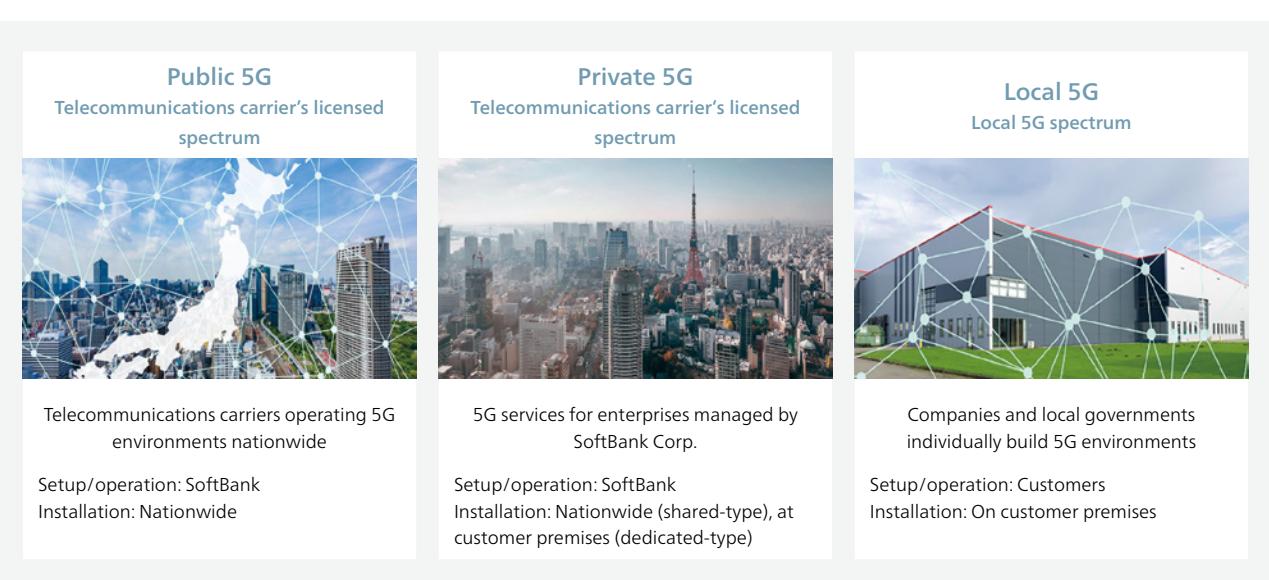
### Responding to the Needs of Various Businesses with Private 5G

Various dedicated network environments have been built to respond to the needs of businesses and municipalities. Creating an in-house dedicated Local 5G network can bring advantages such as high security to these entities, however, acquiring radio station licenses for the frequency bands necessary for 5G and then maintaining and operating them can result in labor and cost issues.

Maintenance and operation issues can be contained by using Private 5G operated by SoftBank Corp., where we build

networks based on case-by-case requirements. Additionally, businesses and municipalities do not need to acquire radio station licenses to use SoftBank Corp.’s frequencies, allowing this service to meet their various needs.

As we enter the full-fledged digital era, 5G is expected to play a major role in advancing digital transformation (DX). By offering 5G services tailored to a customer’s operational requirements, we will help increase their efficiency and competitiveness, thereby contributing to sustainable social development.



## Building High-quality Social Infrastructure

Value Creation 1

### Prepare Sustainable Life Infrastructure

#### Providing Stable Telecommunications Services

Telecommunications networks are the basis of information and communication services. In order to stably operate these networks, SoftBank Corp. stations technicians at network centers nationwide to maintain wireless base stations, mobile phone transmission lines and equipment within the network centers. The operating status of telecommunication networks and wireless base stations is monitored 24 hours a day, 365 days a year by expert engineers at the Network Operations Center.

In addition, we are certified by international standards such as those for Integrated Management Systems, Quality Management Systems, and IT Services Management Systems. We have established a system for continuous operational improvements to maintain and enhance the quality of our services.

#### Building Safe Base Stations

As part of our ongoing safety management and accident prevention activities, we hold an annual national safety convention with relevant construction companies. To ensure safety, we conducted safety "pulse" surveys, held accident prevention study groups, monitored construction companies, and shared examples of safe and unsafe practices by distributing hazard prediction support booklets. We also held safety awards to commend the stable operations and robust safety management know-how of business partners that have maintained long accident-free records.



A national safety convention

To safely complete the major project of building the 5G network, we continue to reinforce on-site safety patrols and thoroughly educate construction staff. In addition, we provide messaging about heightening safety awareness and implementing safety awareness initiatives aimed at eliminating accidents.

#### Radio Wave Safety

##### Providing Information Regarding Radio Wave Safety

Radio waves are used in a wide range of fields. In addition to mobile phone service, these include emergency wireless systems, satellite broadcasting, navigation systems, wireless LAN networks and IoT devices. Indeed, radio waves are used in innumerable ways that are essential to everyday life.

SoftBank Corp. studies the effects of radio waves on human health and published information about the safety of radio waves so that customers who are worried about the impacts of electrical waves from base stations and mobile phones can use their mobile phones and smartphones with peace of mind.

##### Policy Regarding Radio Wave Safety

To prevent negative health effects, the strength of radio waves emitted by base stations and mobile phones is regulated by Japan's Radio Act and other laws and regulations. Enterprises that use radio waves, including SoftBank Corp., adhere to these laws and regulations.

Specifically, SoftBank Corp. provides services in line with its Policy Regarding Radio Wave Safety and Topical Absorption Policy for Mobile Phones and Other Devices.

→ Details

#### Building Overseas Networks

SoftBank Corp. is part of the Asia Direct Cable (ADC) project to build an optical submarine cable with a total length of approximately 9,400 km connecting Japan, China, Hong Kong, the Philippines, Vietnam, Thailand and Singapore. The project aims for completion and the start of operations within FY2024.

The cable will feature multiple pairs of high capacity optical fibers and is designed to carry more than 140 Tbps of traffic. ADC's high capacity will allow it to meet rapidly increasing demand for Internet traffic in the Asia-Pacific region driven by 5G, IoT, AI and cloud services. The operation of the ADC will also provide additional network redundancy in the region, realizing highly reliable communications and enabling more flexible response to changes in connectivity demand.

SoftBank Corp. will provide the SoftBank Maruyama Cable Landing Station, located in Minamiboso City, Chiba, for the ADC cable landing in Japan. Serving an important role as a data center and international communications hub, this station provides landing services for many submarine cables, including JUPITER, a trans-Pacific optical submarine cable already in operation. Through connections to cables like ADC and Jupiter and the creation of connection facilities, SoftBank Corp. will continue to stably offer service to meet traffic demand in the Asia-Pacific region and provide an important gateway for international submarine cables in Japan.



A landing station in Maruyama raising a cable

## Building High-quality Social Infrastructure

### Value Creation 1

### Prepare Sustainable Life Infrastructure

#### NTN Solutions

As numerous companies and industries around the world seek to transform via digitization and automation, communications infrastructure will further diversify, and we believe its importance will also increase. Although conventional terrestrial mobile networks have been designed to cover residential zones, some locations lack sufficient communications for certain use cases like automated cars, ships and drones travelling outside inhabited areas. Therefore, SoftBank Corp. seeks to create a ubiquitous network combining non-terrestrial networks (NTNs), which utilize satellites and stratosphere-based high-altitude platform stations (HAPS), with terrestrial mobile networks to enable a world with complete and seamless connection to a variety of communications. By unifying networks with differing individual traits, such as area and line speed, we can provide optimal communications environments to accommodate diverse conditions. As elements of the ubiquitous network, SoftBank Corp. is advancing initiatives in the development of OneWeb, Starlink Business, HAPS and other NTN solutions.

[→ Details](#)



#### Low Earth Orbit Satellite Communications

##### Service OneWeb

Providing a High-speed, High-volume, High-quality Satellite Communications Service

The low Earth orbit satellite communications service OneWeb launches satellites synchronized into 12 orbital planes at an altitude of 1,200 km. Placing large numbers of satellites in low Earth orbits that are closer to ground than geostationary satellites enables OneWeb to offer higher speed and lower latency than conventional satellite communications. We also plan to offer service with bandwidth guaranteed to maintain a minimum level of speed to support stable communications.

#### Low Orbit Satellite Broadband Internet Service

##### Starlink Business

Providing high-speed, low-latency data communications

We provide high-speed, low-latency low orbit satellite broadband Internet service. Our "Starlink Business" utilizes low orbit satellites at 550 km to attain a maximum download speed of 220 Mbps and a maximum upload speed of 25 Mbps\*.

\* Communications speeds are all best effort values. Rain, snow, and other weather conditions may interfere with connections.

#### Stratosphere-based High-Altitude Platform Station (HAPS)

Allowing constant smartphone use

HAPS is a means of providing terrestrial communication services from unmanned aircraft that remain aloft in the stratosphere for long periods at an altitude of 20 km. The HAPS communications service does not require the unique specialized devices needed for satellite communications. Because HAPS uses the same wavelengths as terrestrial base stations, direct communication is possible with standard mobile devices such as the smartphones we normally use.

#### Development of Next-generation Batteries to Endure Harsh Stratospheric Conditions

In October 2022, SoftBank Corp. and Enpower Japan Corp. jointly developed a battery pack for HAPS using a next-generation lithium-metal battery cell which boasted a specific energy of 439 Wh/kg. Furthermore, in cooperation with ENAX Inc., SoftBank Corp. successfully reduced the weight of the pack components, including a constraint mechanism, heaters and insulation materials, bringing the companies much closer to building a practical battery pack with a specific energy of 300 Wh/kg.

We conducted a charge-discharge cycle test of the battery pack in the stratosphere in January 2023. At extremely low temperatures of around -60°C, the pack demonstrated the same regular level of operation in the stratosphere as exhibited during ground tests, a first for such battery packs.

The stratosphere is very quiet and calm, occupying a level of the atmosphere at an altitude of around 10-50 km. Higher than the troposphere, where clouds and precipitation occur, the stratosphere is a low-heat, low-pressure environment where the air is incredibly thin and convection generally does not take place. When batteries reach a low temperature their internal resistance generally increases, causing performance to decrease remarkably as charge-discharge issues occur. This makes heat management functions, such as external insulation coatings and internal heaters, essential for HAPS battery packs to succeed in a low-temperature environment. Through features like these, we can guarantee stable movement under stratospheric conditions while maintaining battery functionality.

We will continue to develop testing methods that simulate stratospheric conditions as we advance the establishment of safety certifications for battery packs for HAPS operation.



Charge-discharge cycle tests in simulated stratospheric conditions

## Building High-quality Social Infrastructure

Value Creation 2

# Construct Robust Communications Infrastructure to Contribute to Disaster Prevention and Mitigation

Communications infrastructure is one of the most important lifelines in the event of a disaster. To ensure stable communications services even when a disaster occurs, SoftBank Corp. is building secure, resilient communications networks and systems to effect rapid recovery in the event of damage.

Using ICT, we quickly collect and communicate information on disasters, and through preventative measures and disaster relief, we help keep people safe and mitigate harm after disasters strike.

## Disaster Response

### Structure Based on Disaster Response Agreements

To assist swift restoration efforts in the event of a major disaster or emergency, SoftBank Corp. has entered into disaster response agreements with Japan's Ministry of Defense and the Japan Coast Guard for the purpose of securing communications and mutually cooperating in a wide range of areas. As communications are a necessary means of assisting life-saving activities following a disaster, SoftBank Corp. provides mobile phones and other communication equipment to the Ministry of Defense and the Japan Coast Guard.

Furthermore, the Ministry and Coast Guard provide logistics assistance and the use of their facilities and equipment so that SoftBank Corp. can better secure communications and work toward restoration in affected areas.

In preparation for emergencies, we conduct training around Japan in collaboration with the Ground Self-Defense Force and Coast Guard. SoftBank Corp. will continue to work closely with the Ministry of Defense, the Japan Coast Guard and other related institutions to ensure disaster preparedness and carry out its responsibilities to society as a telecommunications carrier.

### Disaster Management Structure

#### Disaster Operation Plan

Under Japan's Basic Act on Disaster Management, SoftBank Corp. is a designated public institution as determined by the national government and therefore has formulated a Disaster Management Operation Plan. SoftBank Corp. has established

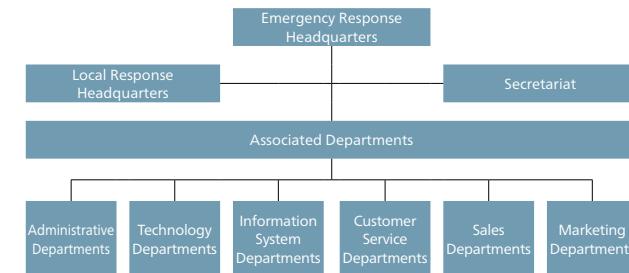
systems for disaster prevention and preparedness, and in the case of disasters, responds in accordance with the Disaster Management Operation Plan while working closely with relevant institutions.

#### Internal Systems

To respond swiftly in the event of a disaster, SoftBank Corp. has prepared and thoroughly disseminated response manuals, developed an emergency contact system and deployed emergency supplies.

Comprehensive Response Manuals	If a facility is likely to be damaged by a disaster, we have designated measures to minimize the impact on services and ensure a prompt recovery (by such means as the creation of disaster response manuals).
Emergency System and Contact Network	We have established a system able to quickly respond to telecommunications network failures in the event of a disaster and maintain an emergency contact network in preparation for emergencies.
Disaster Response Equipment and Disaster Supplies Deployment	To quickly restore communication networks, SoftBank Corp. maintains repair supplies and spare equipment, as well as stockpiles of such daily necessities as drinking water and food at its locations across Japan. We also have disaster response equipment (emergency generators, etc.) deployed nationwide.
Emergency Response Headquarters	In the event of a major disaster or other emergency, personnel from each division gather and analyze information on impacts and damage in their areas of responsibility. Depending on the extent of the impacts, an Emergency Response Headquarters may then be established to take action to rapidly restore operations.

#### Emergency Response Headquarters Structure



#### Enhancing Equipment to Resist Disasters

##### Improved Earthquake Resistance, Redundancies and Uninterruptible Power Supply (UPS) Operation of Network Centers

We confirm and strengthen the earthquake resistance of all locations. We also have alternate reroutes available for our backbone transmission lines to help provide even more reliable communications. Additionally, our important locations are capable of operating between 48 to 72 hours during power outages.

##### Operating Base Stations for More Than 24 Hours After Power Outages

Institutions such as national and local government offices and disaster key hospitals have important duties to carry out when a disaster occurs. To support these efforts, we have increased the battery capacity of area base stations and improved the generators deployed in nearby areas, striving to offer continuous service even in the event of a power outage.

## Building High-quality Social Infrastructure

Value Creation 2

## Construct Robust Communications Infrastructure to Contribute to Disaster Prevention and Mitigation

### Disaster Response

#### Deploying Mobile Power Supply Vehicles

We have mobile power supply vehicles deployed across Japan to provide power to base stations in the case of power outages in a disaster. We aim to maintain at least 80 mobile power supply vehicles. As of March 2024, we have 91 deployed nationwide, striving to provide continuous service.



Mobile power supply vehicle

#### Mobile Power Supply Vehicles by Region

(as of March 2024)

Hokkaido	6	Kinki	11
Tohoku	9	Chugoku	6
Kanto	18	Shikoku	7
Shinetsu	2	Kyushu	13
Hokuriku	5	Okinawa	4
Tokai	10	Total	91

#### Deployment of Mobile Base Station Vehicles and Portable Mobile Base Stations

SoftBank Corp. deploys mobile base stations to rapidly restore service in disaster-stricken areas where base stations have been damaged or have lost power. As of March 2024, we have established 196 mobile base stations of various types across Japan in preparation for emergencies in order to assist in the recovery of areas affected by disasters.



Mobile Base Station Vehicle

#### Mobile Base Station Vehicles

##### ◆ Small Mobile Base Station Vehicles

When transmission lines are damaged by disasters, these temporary base stations provide an entrance to the satellite network. Thanks to their high mobility, small vehicles are typically the first to reach the scene of disasters.

##### ◆ Medium Mobile Base Station Vehicles

These temporary base stations provide an entrance to the satellite network when transmission lines are damaged by disasters or use ground transmission lines if available.

##### ◆ Large Mobile Base Station Vehicles

These temporary base stations provide an entrance to the satellite network when transmission lines are damaged by disasters or use ground transmission lines if available. Capable of carrying the most simultaneous voice calls of all mobile base station vehicles, the large vehicles are all equipped to use SoftBank 4G LTE.

#### Mobile Base Station Vehicles by Region

(as of March 2024)

	Small	Medium	Large
Hokkaido	1	4	2
Tohoku	1	4	3
Kanto	2	13	10
Shinetsu	0	3	1
Hokuriku	1	2	2
Tokai	1	3	5
Kinki	1	6	4
Chugoku	1	4	2
Shikoku	1	3	2
Kyushu	1	7	3
Okinawa	0	2	1
Total	10	51	35

#### Portable Mobile Base Stations

We have deployed 200 portable mobile base stations that can provide an entrance to the satellite network nationwide. Of these, 100 can be mounted on vehicles.



Portable mobile base stations

## Building High-quality Social Infrastructure

Value Creation 2

## Construct Robust Communications Infrastructure to Contribute to Disaster Prevention and Mitigation

### Disaster Response

#### Deploying Portable Satellite Antennas

These collapsible auto-acquiring satellite antennas can be used to quickly set up temporary satellite-based communication links. Equipped to support high-speed communications, by using high-speed satellite circuits, these antenna systems can be used as an alternative to optical fiber lines. We currently have 281 of these antennas deployed across Japan.



Portable satellite antenna

#### Portable Satellite Antennas by Region

(as of March 2024)

Hokkaido	14	Kinki	24
Tohoku	16	Chugoku	22
Kanto	57	Shikoku	26
Hokuriku	10	Kyushu	73
Tokai	17	Okinawa	22
Total	281		

### Coordination with National and Local Governments

#### Conducting Disaster Drills

To ensure rapid response in the event of a major disaster, SoftBank Corp. regularly conducts disaster drills in coordination with local governments, the Ground Self-Defense Force, the Ministry of Defense and the Japan Coast Guard. We participate alongside other lifeline providers, such as power companies, in supply packing drills with the Self Defense Force and Coast Guard, as well as drills held by local governments, including comprehensive disaster drills and drills to assist people who cannot reach their homes in a disaster. Through these drills, participants confirm emergency contact systems and coordination procedures, aiming to enable smooth collaboration when an actual disaster strikes.

We also conduct disaster recovery drills to confirm restoration methods and procedures for specific situations and cases to improve our ability to provide continuous communications services under any circumstances. To quickly restore service in areas with poor communications service or no service when base stations have been damaged, lost power or been cut off from the network by a disaster, we have a variety of equipment, including mobile base station vehicles and portable mobile base stations, deployed across the country. These facilities switch power sources to emergency batteries during power outages, and we have emergency generators at our maintenance centers around the country for use should these power sources be insufficient, such as during prolonged power outages. We regularly conduct drills on the use of this equipment.



Network disruption drills

Every year, we run disaster drills under conditions that are as close as possible to those of an actual disaster and use the results to review and revise our maintenance and operating systems. These drills also match the particular characteristics of the areas in which they take place. In addition, we conduct combined drills with our partner companies to be ready to quickly restore communications networks when a disaster occurs.

Safety confirmation drills

We use a safety confirmation system linked to information provided by the Japan Weather Association on earthquakes and tsunamis in order to confirm the safety of personnel as part of drills to secure individuals to handle communication restoration in affected areas.

Fire and earthquake drills

We conduct various drills to prepare for large earthquakes and fires, bringing together multiple offices in biannual large-scale comprehensive disaster prevention drills.

Participating in disaster drills with local governments

We participate in drills held by local governments such as comprehensive disaster prevention drills and drills to assist people who cannot reach their homes in a disaster by using the panel displays of the Disaster Message Board Service and explaining its functions as well as using displays on mobile base station vehicles.

## Building High-quality Social Infrastructure

Value Creation 2

## Construct Robust Communications Infrastructure to Contribute to Disaster Prevention and Mitigation

### Coordination with National and Local Governments

#### Our Road to the Rapid Restoration of Communications Networks

With its epicenter in the Noto Peninsula, the 2024 Noto Peninsula Earthquake caused widespread damage in an area encompassing Ishikawa, Toyama and Niigata. SoftBank Corp.'s communication network was no exception; many of our base stations and transmission lines were affected by the earthquake, which in turn affected our communications services. SoftBank Corp set up a Disaster Response Headquarters to gather information about the site and create a recovery system that day, and by the next morning, employees from our technology departments had begun restoring our communications network. Over 500 workers, including logistics support teams and partner companies, contributed daily to system restoration.

Having created base camps for restoration work in Wajima, Ishikawa and in the Hosu District's town of Noto, we cooperated with external carrier companies and took an adaptable approach to restoration efforts. We also used a wired power feed drone wireless relay system to secure a service area with a radius several kilometers wide in the Monzen region of Wajima.



#### Support for Securing Means of Communication at Disaster Sites

SoftBank Corp. has deployed mobile phones and tablets at locations across Japan for use as a means of communication in disaster areas for relief and recovery activities. We have established a structure whereby these devices can be loaned free of charge to local governments, public organizations, NPOs and other organizations.

When disaster strikes, we also provide evacuation centers with mobile phones and land-line phones for calls. As an additional form of assistance, we provide facilities for use that include charging services during power outages and Wi-Fi systems (00000JAPAN).



#### Securing Communications When Disaster Strikes

In a major disaster, mobile phone, Internet and network device access surges in the affected areas as customers try to confirm the safety of their family and friends. This results in network congestion that can cause difficulties with regular communications and even such important communications as emergency calls designated under the Telecommunications Business Act (calls to the telephone numbers 110 and 119 in Japan).

To prevent a large-scale network system failure caused by congestion, SoftBank Corp. may temporarily restrict communications services as necessary in proportion to the scale of the congestion in order to protect and maintain certain essential communications services.

## Building High-quality Social Infrastructure

Value Creation 2

## Construct Robust Communications Infrastructure to Contribute to Disaster Prevention and Mitigation

### Services Providing Peace of Mind When Disaster Strikes

#### Receiving Urgent Notifications When Disaster Strikes

##### ◆ Yahoo! JAPAN Disaster Alert App

The Yahoo! JAPAN Disaster Alert app promptly alerts customers with push notifications about sudden heavy rains or earthquakes, including evacuation information. This free disaster prevention app provides news bulletins regarding earthquakes, alarms and evacuation information for the user's current location and up to three other user-specified locations.



##### ◆ Emergency Alert Emails

This service broadcasts earthquake early warnings and tsunami warning messages issued by the Japan Meteorological Agency as well as disaster and evacuation information issued by national and local governments to customers in the affected areas.



#### Securing a Means of Communication When a Disaster Occurs

##### ◆ Disaster Message Board Service

This service enables customers to store and send messages to the people with whom they want to communicate if voice calls surge when disaster strikes and it becomes difficult to connect.



##### ◆ Emergency Call Location Notification

When emergency calls (110, 118 and 119 in Japan) are placed from a SoftBank mobile phone, information about the location where the call was made from is automatically provided to the emergency operator.



#### Useful Information for Disaster Conduct and Preparation

##### ◆ Disaster Prevention Notebook

The Disaster Prevention Notebook offers articles about disaster readiness supplies and other topics that are useful not only when a disaster occurs, but also for general preparedness.



##### ◆ Disaster Prevention Activity Guide

An introduction to useful countermeasures and preparation methods for various disaster cases assembled under the editing supervision of an experienced disaster prevention consultant.



## Building High-quality Social Infrastructure

Value Creation 3

# Promote Data Security and Privacy Protection Initiatives

SoftBank Corp. monitors and operates networks using the latest technologies and conducts thorough security education for employees, doing its utmost to ensure the confidentiality of communications and protect customer information. By understanding information security risks and proactively working to protect the privacy of customers' personal data, we strive to contribute to the realization of a society in which telecommunications can be used safely and with peace of mind.

## Information Security and Privacy Protection

### Policy

SoftBank Corp. has formulated and adheres to the Information Security Policy and Personal Data Protection Policy so that it can keep the trust of customers and the wider community by implementing far-reaching and advanced solutions to counter the risk of information leaks. We endeavor to maintain information security by appropriately handling and protecting our information assets from a variety of threats.

### Information Security Policy

#### ◆ Information Security Policy Management

##### 1. Creation of an information security management system

SoftBank Corp. has created a highly secure information security management system in an effort to protect all the information assets it holds and comply with information security-related laws, regulations and other standards to consistently earn the trust of society.

##### 2. Appointment of a Chief Information Security Officer

SoftBank Corp. has established the Information Security Committee and appointed a Chief Information Security Officer (CISO). By proactively using this framework, we are able to ensure an accurate understanding of the company-wide information security status and promptly take necessary measures.

##### 3. Maintenance of internal rules regarding information security

SoftBank Corp. has established internal rules based on the Information Security Policy to clearly indicate its stance on the handling of personal information and all information assets, and to make everyone within and outside the company aware of its strict position on information leaks.

##### 4. Audit system maintenance and enhancement

SoftBank Corp. maintains a system for conducting internal audits to ensure compliance with the Information Security Policy and other rules and regulations. We also strive to conduct ongoing external audits to obtain more objective evaluations. These regular audits verify that our employees are complying with security policies.

##### 5. Realizing a system for thorough information security measures

SoftBank Corp. will realize a system that reflects thorough measures to prevent unauthorized intrusion, leakage, falsification, loss, destruction and obstruction of information asset usage. In terms of countermeasures, we thoroughly manage access to data and systems by granting access rights based on the "need to know principle"<sup>\*</sup> and limiting the database access rights of employees working in high-security areas.

\* Need to know principle: Information is provided only to those people with a need to know, and is not provided to those without a need to know.

##### 6. Improving information security literacy

SoftBank Corp. provides thorough security education and training to employees so that everyone involved with information assets can conduct their work with information security literacy. We also provide ongoing education and training to enable responses to constantly changing conditions.

##### 7. Outsourcer management system enhancement

When concluding business outsourcing contracts, SoftBank Corp. thoroughly examines outsourcer qualifications and requests that outsourcers maintain security levels equal to or higher than those of SoftBank Corp. In addition, to confirm that security levels are being maintained appropriately, we continuously review outsourcers and work to strengthen agreements.

#### ◆ Scope of the Information Security Policy

The "information assets" covered by this policy include information obtained or known through the ordinary course of SoftBank Corp.'s business as well as all information held by the company for business purposes. All SoftBank Corp. directors, employees and temporary staff engaged in handling and controlling information assets, as well as outsourcers and their employees who handle SoftBank Corp. information assets, must comply with the Information Security Policy.

## Building High-quality Social Infrastructure

Value Creation 3

## Promote Data Security and Privacy Protection Initiatives

### Information Security and Privacy Protection

#### Information Security System

SoftBank Corp. has an information security management system in place to ensure adherence to laws and regulations regarding information security, safeguard its information assets and defend against cyberattacks. SoftBank Corp. has formulated its Information Security Policy to be followed by employees and established the position of Chief Information Security Officer (CISO). We have also established the Information Security Committee (ISC), chaired by the CISO, and the SoftBank Computer Security Incident Response Team (SoftBank CSIRT). These bodies review policies as needed to adapt to changes in the security environment and technological innovation, and share information helpful for planning information security and cybersecurity measures.

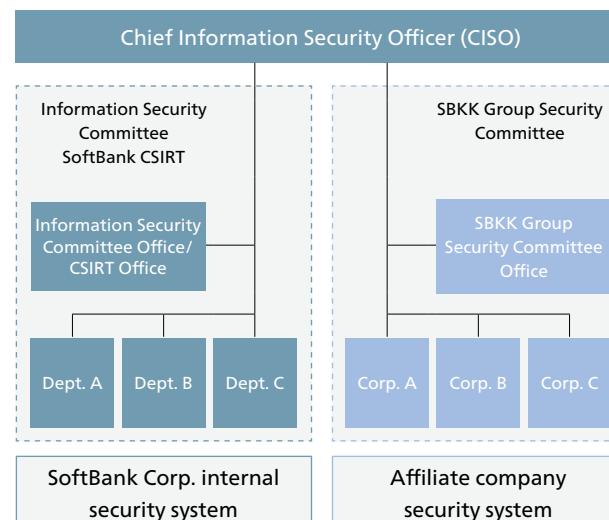
When an information security breach causes a system failure, the system operation head and the CISO coordinate to assess the situation, evaluate responses and restore the system. Additionally, in the event of serious issues, we establish an Emergency Response Headquarters headed by the CEO and promptly report to the Ministry of Internal Affairs and Communications and other appropriate authorities as mandated by laws and regulations.

#### Information Security Committee

The Information Security Committee (ISC), chaired by the CISO, is composed of each division's person in charge of information security. It is a cross-functional organization that seeks to promote and manage various initiatives for information security. In order to ensure the effective execution of initiatives, we have set up the Information Security Committee Office (ISC Office) to help plan and swiftly implement information security measures.

##### ◆ Roles of the ISC

- Sharing of information beneficial to information security activities
- Company-wide sharing of measures and plans related to information security activities
- Company-wide monitoring and improvement of information security status
- Information security education and training
- Coordinating information security initiatives across departments



#### SoftBank CSIRT

SoftBank CSIRT was established to prevent security incidents and minimize damage by quickly responding when security incidents occur. As an organization specializing in handling incidents that may affect SoftBank Corp., the team is overseen by the CISO and consists of members from the Security Department and members appointed by the heads of other departments. The CSIRT Office works with the Information Security Committee Office and related organizations, both inside and outside the company, to support the team.

In order to prevent security incidents, SoftBank CSIRT addresses system vulnerabilities (information collection and analysis, making response requests and reviewing of response status), formulates security rules, provides security training and sends warnings about potential security issues. To prepare for any incidents that should occur, the team has established an incident response flow and carries out incident response training.

#### Security System of Affiliate Companies

SoftBank Corp.'s affiliate companies (subsidiaries and affiliates) have risk management structures in place, mitigating information security and cybersecurity risks and preventing incidents. They also assess, analyze and respond to security risks.

The SBKK Group Security Committee, headed by the CISO and comprising members in charge of information security management at affiliate companies, shares information on threats and solutions regarding information security. The Committee also executes security training and drills, and coordinates responses when incidents occur. Additionally, the SoftBank Affiliate Company Security Guidelines stipulate matters to be observed and the governance structure necessary for all affiliate companies to manage security appropriately.

## Building High-quality Social Infrastructure

Value Creation 3

## Promote Data Security and Privacy Protection Initiatives

### Protecting Customer Information

We take measures to protect our customers from information leaks and cyberattacks so that they can use our services with peace of mind.

#### Security Measures

To protect our various information assets, including customer information, we have a security governance structure in place, providing security checks and advice when services are developed and launched internally. We also conduct security tests prior to their release and during operations. Furthermore, we run the Security Operation Center (SOC), which monitors services and equipment, establish regulations, collaborate internally and with other organizations, and review our solutions and consider new ideas by referring to the Cybersecurity Framework (CSF) of the U.S.-based National Institute of Standards and Technology (NIST) and the CIS Controls of the U.S.-based Center for Internet Security (CIS).

#### Rigorous Information Management

SoftBank Corp. has established tiered security areas ranging from level 1 to 5 in its facilities, applying strict controls in accordance with each level. Levels 3 and above are considered high-security areas. Especially important data, such as personal information and confidential communications, are exclusively handled in these areas.

For example, at the Customer Support Center, which is designated as a high-security area, we strictly control security under the rules specifically designed for these areas, using security guards and passes to manage entry and exit to the facilities while restricting prohibited items from the facilities.

Additionally, our operations fully adhere to ISO 27001, the international standard for information security management systems. We undergo an external audit twice a year based on ISO 27001 to confirm that our information security management is appropriately run, including compliance with our Privacy Policy.

#### Security Monitoring

To protect customer information and the equipment used to provide telecommunication services, security analysts monitor security at our Security Operation Center (SOC) 24 hours a day, 365 days a year.

As measures against cyberattacks, we monitor for DoS attacks\* on our telecommunications service equipment and infiltration into devices connected to our equipment, detect malware infections of our employees' computers and their access to unauthorized websites, and watch for attacks that could exploit vulnerabilities in our in-house systems. We also take steps to deter the theft of data and unauthorized device use.

\* DoS attack: Denial of service attack, in which a flood of data is directed at a target site to disrupt its systems so that they cannot function normally

#### Collaborative Cybersecurity

As an operator of communications infrastructure vital to society and as a company providing innovative services by integrating telecommunications with cutting-edge technologies, SoftBank Corp. works with various external organizations to help improve security across society. The Computer Security Incident Response Team (CSIRT) represents SoftBank Corp. in collaboration with external organizations.

#### Information Sharing with Local and Overseas CSIRT

SoftBank CSIRT is a member of security organizations both in Japan and overseas, engaging in discussions on common security themes and issues with the CSIRTs of other companies to study effective responses and solutions.

#### Incident Response Coordination and Joint Exercises

In the event that an incident occurs at multiple organizations from a single cause, or an incident at one organization also affects other organizations, we coordinate and implement a response with the CSIRTs of other companies, as needed, to address the issue.

To ensure a quick response to incidents, we regularly conduct joint exercises with the CSIRTs of other companies, verifying how we will work together when incidents occur.

Through these efforts we aim to minimize the impact caused by incidents and mitigate any harm.

#### Receiving Reports of Security Vulnerabilities

We work to improve the security of our websites and services in various ways, including vulnerability tests. SoftBank CSIRT welcomes reports from engineers outside the group on any vulnerability they have discovered in our website or services, using information received in cooperation with the relevant department or individuals to address the issue.

[→ Details](#)

## Building High-quality Social Infrastructure

Value Creation 3

## Promote Data Security and Privacy Protection Initiatives

### Protecting Customer Information

#### Ongoing Security Enhancement

In response to the spread of digital devices and increasingly sophisticated cyberattacks, we strive to continuously strengthen security by adopting new technologies and methods, raising employee awareness through education, and training security specialists.

#### Personnel Measures

##### ◆ Employee Training

In order to ensure appropriate handling of information in ordinary operations and to raise awareness of information security and cybersecurity, we provide classroom training, regular e-learning programs and security drills for executives and employees while updating security rules on an ongoing basis.

With particular focus on the topics of protecting personal information, the confidentiality of communications and preventing internal wrongdoing, we implement ongoing internal training to improve our employees' knowledge and ethics. Useful materials and educational videos on information security are available on the company intranet for employees to access at any time. We designated a Group Security Month for group companies, implementing intensive training in an effort to raise group-wide awareness.

##### ◆ Training of Security Experts

Our security experts work hard not only to collect and share information on security threats and solutions, but also to improve their technical skills and knowledge so that they can guard against ever-changing security threats. We encourage our security experts to obtain security qualifications to build their expertise.

#### Qualifications Held by Our Security Experts

CISSP, Certified Information Systems Auditor (CISA), Certified Information Security Manager (CISM), Registered Information Security Specialist (RISS), GIAC qualifications, CEH, AWS Certified Security - Specialty, among others.

#### Technological Measures

##### ◆ Monitoring Technology

While the early detection of incidents is becoming increasingly difficult due to the growing complexity of attack techniques in recent years, the number of detected incidents is constantly rising. SoftBank Corp. strives to improve the quality of monitoring by continuously upgrading detection methods, implementing analysis and solutions leveraging threat intelligence (information useful to detecting and blocking attacks), and automating response operations so that no signs of attack are missed.

##### ◆ Monitoring of Threats and Attacks

By monitoring communication log data collected from digital devices and equipment, such as servers, we anticipate and identify threats from multiple angles, including suspicious communications inside or outside of our organization and potential malware infections. We have built information-sharing frameworks with security organizations we belong to and with security vendors to ensure we are aware of the latest developments by reviewing incidents at other companies and reports on vulnerabilities and attacks.

We aim to detect increasingly sophisticated and complex attacks as early as possible by implementing security information and event management (SIEM) to detect the latest attacks by collecting log data and performing correlation analysis.

##### ◆ Monitoring of Telecommunication Networks Security

Since telecommunications networks serve as social infrastructure, expectations for their reliability and quality are far higher than ever before. SoftBank Corp., as a telecommunications provider, performs various kinds of monitoring to provide a stable telecommunications network. Monitoring security is one part of this effort.

5G networks offer not only higher speeds but also ultra-low latency and massive device connectivity. Thanks to these features, 5G is expected to be applied across a wide variety of new use cases, like remote operations and autonomous driving. SoftBank Corp. is building an even more advanced security monitoring system to respond to changes in data traffic caused by DDoS attacks\* and to deal with cyberattack attempts to access 5G equipment.

\* DDoS attacks: Distributed denial-of-service attacks, a form of cyberattacking a specific device by overwhelming it with a simultaneous flood of data traffic from multiple devices

→ Details

## Building High-quality Social Infrastructure

Value Creation 3

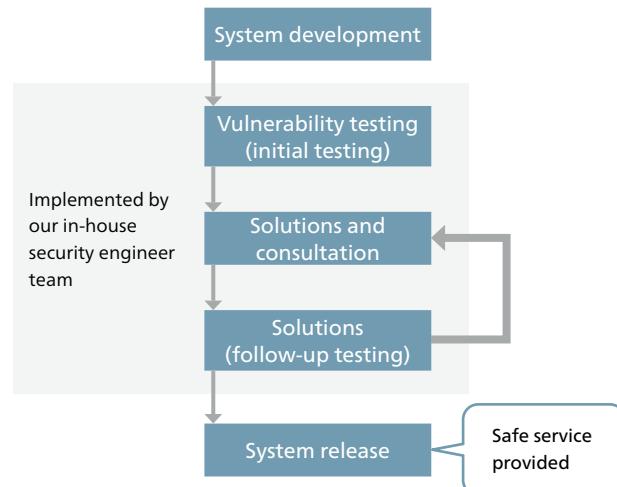
## Promote Data Security and Privacy Protection Initiatives

### Protecting Customer Information

#### ◆ Security Testing

If we launch services with flawed system settings or latent vulnerabilities, attacks on our network and systems could result in harm to customers. Our security engineer team carries out thorough vulnerability testing and issues instructions to address any vulnerabilities detected so that we can provide safe services.

Since new vulnerabilities can emerge even after the release of a service, we continue vulnerability testing and follow-ups to minimize security risks.



#### ◆ Enhancing the Internal Security Environment

We seek to protect against increasingly sophisticated attacks by proactively adopting the most advanced technologies, such as mobile device management (MDM) and endpoint detection and response (EDR), which are becoming standard security solutions. Additionally, we carry out targeted attack e-mail simulation exercises and other measures to help strengthen our internal network security.

### Information Security Incident Status

The number of serious information security breaches in FY2023 was zero. In order to prevent serious information security incidents, we will continue to conduct training and implement initiatives to prevent security breaches.

### Training Our "White Hackers" to Protect Customers' Safety and Peace of Mind

In an unstable world, security risks increase every year. In recent years, the types of cyberattacks have skyrocketed, and we predict that this multitude of methods will only increase further. Therefore, to protect against leaks of business information and system outages before they occur, we have assembled a specialized group known as the "White Hackers." SoftBank Corp., employs an elite squad of White Hackers known as the "Red Team" who specialize in simulated attacks. This team was created to make attacks against our internal system with permission from our CISO (Chief Information Security Officer), and has the authority to conduct simulated attacks on our internal services as though they were real attackers.

Our company seeks out White Hackers who are well-versed in the security measures of telecommunications carriers and will be responsible for our customers' security. We train the Red Team, a special organization of attackers, as we strive to attain the world's highest level of security in order to bring our customers safety and peace of mind by providing perfect cybersecurity measures.



### Privacy Protection Initiatives

#### Privacy Center Website

SoftBank Corp. aims to enable convenient and comfortable living through the appropriate use of customers' personal data in a variety of applications. We have set up the Privacy Center website to provide clear explanations of our initiatives in this area, including the ways we acquire, use and protect customer information. In addition, we provide a dashboard that allows customers to check and manage the use of their information.

## Building High-quality Social Infrastructure

Value Creation 3

## Promote Data Security and Privacy Protection Initiatives

### Privacy Protection Initiatives

#### Personal Data Protection Action Guidelines

SoftBank Corp. uses the customers' personal data to enhance customer quality of life and solve social issues. We take the utmost care in the handling and protection of personal data.

1. We respect the wishes of our customers to the greatest extent possible.

Personal data is our customers' valuable information. By allowing customers to manage how and for what their data is used, we respect customer wishes and avoid using their data in undesired ways.

2. We explain in a manner that is easy to understand from the customer's perspective.

We strive to explain our approach to and methods of using personal data in ways that customers will easily understand, using clear language, illustrations and other tools.

3. We strictly manage our customers' valuable data.

We maintain thoroughgoing security to protect personal data from increasingly diverse cyberattacks and other threats 24 hours a day, 365 days a year.

4. We handle personal data within proper systems.

We build dedicated company-wide structures to handle personal data appropriately from a variety of perspectives, including laws and regulations, popular opinion and customer sentiment. We also proactively implement training and education for employees in cooperation with partner companies.

5. We use personal data in efforts to resolve social challenges.

By using customer data, we work to resolve a wide range of social challenges, aiming to create a prosperous society in which everyone can live in comfort.

#### Personal Data Protection Policy

SoftBank Corp. handles the personal data of customers and various other stakeholders. We take the utmost care in the handling of such personal data, endeavoring to give due consideration to the rights of customers and other stakeholders. In addition to strictly complying with the following laws and regulations, guidelines set by the government and other norms, taking the initiative in protecting privacy, we have joined an accredited personal information protection organization (the Japan Data Communication Association) as a covered business operator.

- Act on the Protection of Personal Information
- Telecommunications Business Act (provisions on confidentiality of communications)
- Guidelines for Protection of Personal Information in Telecommunications Business
- Personal information protection management systems - Requirements (JIS Q 15001)

#### Personal Data Protection Framework

##### ◆ Structure

SoftBank Corp. has built a company-wide framework for protecting the personal data of customers and other parties. We practice integrated management of personal data from the three perspectives of data management, information security and information systems, with designated officers responsible for each.



## Building High-quality Social Infrastructure

### Value Creation 3

## Promote Data Security and Privacy Protection Initiatives

### Privacy Protection Initiatives

#### ◆ Rules

SoftBank Corp. has established internal regulations regarding the handling of personal data, clearly stating its policy in this area. We ensure internal awareness of our strict stance against the leakage, loss, and damage of personal data. In the event of such an incident, we take appropriate measures, including disciplinary action, based on the employment regulations.

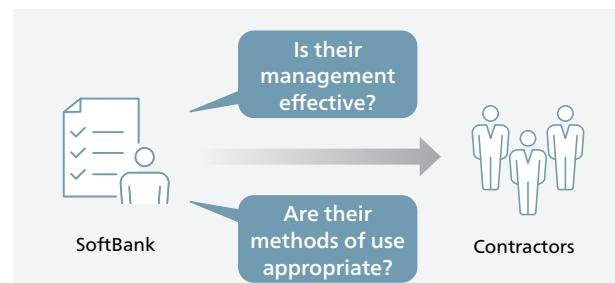
In addition, all SoftBank Corp. employees and temporary staff who handle personal data receive training once a year to ensure the appropriate handling of such data.

#### ◆ Outsourcing

SoftBank Corp. sometimes outsources all or part of its operations that involve handling personal data, including customer inquiry response for various services, facility maintenance and fee-related operations.

SoftBank Corp. asks outsourcing partners, including suppliers, to follow our Privacy Policy, and we thoroughly screen the qualifications of contractors when forming outsourcing agreements. Safety management measures, confidentiality, terms of subcontracting and other matters related to the proper handling of personal data are set out in such outsourcing agreements. Throughout the period of outsourced operations, we regularly monitor outsourced work to ensure appropriate oversight.

When performing operations outsourced to SoftBank Corp. from other companies, we use any provided personal data only within the scope necessary to complete the purpose of the outsourcing agreement.



### Security Measures

In order to prevent leaks of personal information and other such incidents, SoftBank Corp. takes necessary and appropriate safety management measures, such as access control, restrictions on the removal of information from designated areas, and measures to prevent unauthorized access from the outside.

In order to make security measures effective, SoftBank Corp. thoroughly enforces compliance with the Personal Information Protection Management System and carries out risk assessments on a regular basis. When a risk is discovered, SoftBank Corp. takes appropriate measures and conducts monitoring to minimize the risk. There is also a system in place to internally audit whether personal data is properly protected.



#### Cyberattack Defense

We implement wide-ranging cyberattack countermeasures, such as monitoring for DoS attacks on our telecommunications service equipment, malware infections of employee computers and access to unauthorized websites.



#### Constant Monitoring by Specialists

Our Security Operation Center (SOC) provides specialized security monitoring 24 hours a day, 365 days a year.



#### Preventing Data Theft

We grant only the minimum necessary data access privileges to employees and collaborators, and activity on work computers is monitored and logged.



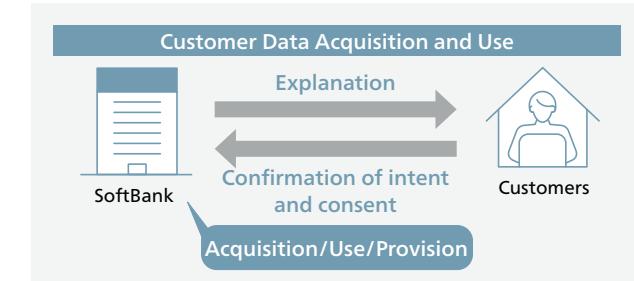
#### Data Storage Limitation

We set limits on how long personal data is stored based on the period needed to achieve its purpose of use (including legally required storage periods).

### Privacy Protection and Consideration for Customers

#### ◆ Appropriate Acquisition, Use, Provision and Publication of Personal Data

In consideration of privacy, SoftBank Corp. limits the acquisition, use and provision of personal data. When acquiring personal data, SoftBank Corp. clearly specifies the purpose of use via legal and fair means, such as in writing (on application forms, etc.), on screen (on websites, etc.) or verbally. In addition, SoftBank Corp. uses, provides and publishes personal data in an appropriate manner, taking into consideration business content and scale. In particular, the handling of sensitive information is based on the consent of the individual and limited to the extent necessary for business execution, except when otherwise stipulated by law.



In addition, personal data is retained for the period required to achieve its purpose of use (including legally required storage periods). Personal data received from third parties is handled in compliance with laws and regulations, with respect for the privacy principles of the provider, and in adherence to the conditions stipulated in any agreement separately executed between the provider and SoftBank Corp.

## Building High-quality Social Infrastructure

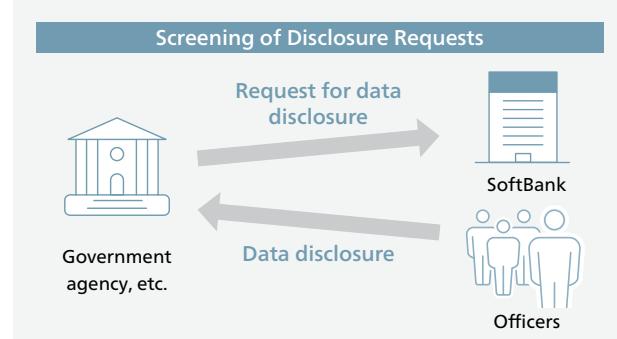
Value Creation 3

### Promote Data Security and Privacy Protection Initiatives

#### Privacy Protection Initiatives



When a government agency requests personal information, the Chief Data Officer (CDO) confirms the validity of the request. When providing personal data to a third party, SoftBank Corp. obtains the consent of the individual as required by law.



In the event of human rights violations related to personal data, we promptly investigate and take necessary corrective actions. In the event of human rights violations related to personal data as a result of providing personal data to a third party, SoftBank Corp. takes necessary measures, such as setting up a point of contact to provide remedy to affected individuals.

#### ◆ Handling of Communications Information

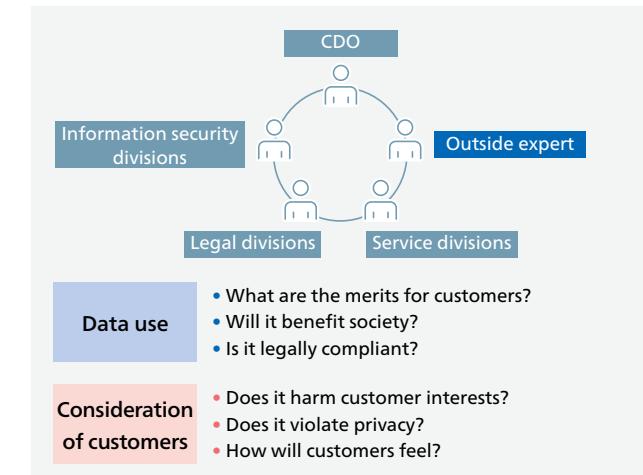
SoftBank Corp. manages personal data related to the confidentiality of communications especially strictly. We do not acquire, store, use or provide information pertaining to the confidentiality of communications, such as communication history, call history or caller information, except when necessary to provide telecommunications services, when the customer has given consent, when required by law or when there is other justifiable cause for noncompliance with the law.

Information pertaining to the confidentiality of communications is promptly deleted after handling.

When providing telecommunications subscriber information to third parties, including outsourcing contractors, we comply with Article 4 of the Telecommunications Business Act and other related provisions regarding the protection of the confidentiality of communications.

#### ◆ Privacy Impact Assessment

When SoftBank Corp. utilizes personal data, a team of experts that includes an outside expert assesses the impact of said data use. The multifaceted assessment covers not only laws and regulations, but also merits to customers, contribution to society, and disadvantages and negative sentiment caused for customers, in order to confirm that the use of data will provide safety and security to customers.



#### Reporting and Future Initiatives

In FY2023, there were no legal violations resulting in disciplinary action from the authorities (such as personal information leaks or use outside of the intended purpose), complaints or other major accidents involving privacy.

We will continue to make revisions and improvements in order to protect the personal data of our customers and other stakeholders.

SoftBank Corp. may revise all or part of the contents of the Personal Data Protection Policy. Any significant changes are announced in an easy-to-understand manner on our website.

#### ◆ Scope of the Personal Data Protection Policy

The Personal Data Protection Policy applies to all subjects of personal data acquisition by SoftBank Corp., including customers and the employees of SoftBank Corp. and of business partners.

The Personal Data Protection Policy applies to all personal data acquired by SoftBank Corp. unless otherwise specified.

## Building High-quality Social Infrastructure

Value Creation 3

## Promote Data Security and Privacy Protection Initiatives

### Privacy Protection Initiatives

#### Provision to Overseas Third Parties

When permitted by customer consent or by laws and regulations, SoftBank Corp. may provide customers' personal data to overseas third parties (including when outsourcing operations). When transferring data to other countries, we consider systems for protecting personal data in the countries in question and provide personal data only if they meet standards equivalent to those in Japan.

Specifically, we implement safety management measures according to the following two categories.

##### 1. Countries and regions with personal information protection systems equivalent to those in Japan (the European Union, etc.)

We thoroughly screen the qualifications of enterprises to which we provide data. Safety management measures, confidentiality, terms of subcontracting and other matters related to the proper handling of personal data are set out in contracts with such enterprises. We regularly monitor the handling of personal data to ensure appropriate oversight.

##### 2. Countries and regions without personal information protection systems equivalent to those in Japan

Aside from handling data in the countries and regions described in 2. above, in operations elsewhere, we do not store data and we have in place measures to ensure adequate data protection, including mechanisms for viewing data without storing it, and the use of security rooms with strict entry and exit control.

In addition, every year, we confirm the status of systems that could impact the handling of personal data, based partly on information published by Japanese government agencies.

#### SoftBank AI Ethics Policy

Under the "Beyond Carrier" strategy, SoftBank Corp. is moving beyond its previous framework as a telecommunications carrier, using cutting-edge technologies, such as AI and IoT, to provide innovative services and advance DX.

The use of AI, in particular, has been expanding across all industries in recent years. Going forward, uses of AI are expected to continue diversifying, and AI technologies are forecasted to continue growing more sophisticated.

However, AI is a technology that requires ethical considerations and caution, as it may, for example, lead to discriminatory evaluation and selection, depending on how it is utilized.

Against this backdrop, SoftBank Corp. has established the SoftBank AI Ethics Policy in order to appropriately utilize AI to provide safe services that customers can use with confidence.

This policy lays out guidelines covering six areas: "Principle of Human-Centeredness," "Respect for Fairness," "Pursuit of Transparency and Accountability," "Ensuring Safety," "Privacy Protection and Security" and "Development of AI Human Resources and Literacy," fully covering AI ethics without contradicting our previously established policies such as SoftBank's Human Rights Policies, SoftBank's Privacy Policy and our Information Security Policy. We will conduct business operations and develop services in line with these guidelines.

This policy is also applied by group companies. As of July 1, 2024, 74 companies have done so.

In April 2024, we established a committee of AI experts and internal committee members known as the AI Ethics Committee to promote further strengthening of AI governance.

[→ SoftBank AI Ethics Policy](#)

## Developing a Resilient Management Foundation

### Resilient and Honest Corporate Governance, Organization, and Personnel

Message from the Human Resources Division Head | Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness  
 Value Creation 2 Develop Sustainably through Cooperation with Stakeholders | Value Creation 3 Promote Employee Well-being and Advance DE&I to Maximize Human Capital  
 Value Creation 4 Enhance Productivity with Advanced Workplace Environments

# Developing a Resilient Management Foundation

## Resilient and Honest Corporate Governance, Organization, and Personnel



### Social Issues

- Corporate governance enhancement
- Consideration for social and environmental aspects throughout supply chains
- Workstyle reforms, promotion of diversity, equity and inclusion (DE&I)

### Value Creation

- (1) Enhance corporate governance and ensure its effectiveness
- (2) Develop sustainably through cooperation with stakeholders
- (3) Promote employee well-being and advance DE&I to maximize human capital
- (4) Enhance productivity with advanced workplace environments

### Risks and Opportunities

- Risks**
- Loss of trust as a corporation due to violation of laws or regulations or to inadequate corporate governance
  - Deterioration of reputation due to human rights violations or inadequate response to environmental issues
  - Decreased employee motivation, increased employee turnover and negative impact on hiring
- Opportunities**
- Investor confidence in corporate governance and supply chain management
  - Improvement of motivation and emergence of innovation through workstyle reforms and DE&I promotion
  - Improvement of productivity through advanced workstyles, securing and retaining the necessary human resources, the transformation of established work processes and the commercialization of expertise

SoftBank Corp. is strengthening and improving its corporate governance and building a sophisticated governance system to pursue sustainable growth and improve corporate value over the medium to long term. In addition to increasing management transparency and ensuring honest and fair corporate governance, SoftBank Corp. endeavors to develop strong relationships of trust and pursue mutually sustainable development with stakeholders through timely and appropriate information disclosure and ongoing dialogue with stakeholders.

SoftBank Corp. believes that a talented and diverse workforce is the driving force powering its continued business growth and regards the promotion of diversity, equity and inclusion (DE&I) as an important management priority. As such, SoftBank Corp. has established the Advancement of Women Promotion Committee. Through efforts like this, we are working hard to foster a working environment in which all

members of its diverse workforce, including LGBTQ+ and other sexual minorities, can exercise their individuality and talents, and where all employees can feel proud of the work they do and take fulfillment from it. In addition to our employees, we are working with outside stakeholders related to our supply chain to ensure respect for human rights.

SoftBank Corp. is promoting smart work, leveraging such cutting-edge technologies as IT and AI while fostering advanced workplace environments and diverse workstyles to boost productivity. Under the slogan "Smart & Fun!" SoftBank Corp. strives to empower diverse human resources to play active roles by offering innovative and creative workstyles and progressive workplace environments unconstrained by time and place. In so doing, SoftBank Corp. is working to generate innovation and increase employee happiness while maximizing the productivity of organizations and individuals.

### KPIs

- (1) • Promotion of AI Governance  
 • Monitor the number of compliance violations (annually)  
 • Employees' attendance rate at compliance training sessions: 99% or more (annually)  
 • Employee Compliance Awareness Survey: Score 75 or higher  
 • Awareness of Compliance Hotline among employees: 99% or more (annually)  
 • Ensure effectiveness of the Board of Directors: Conduct evaluation  
 • Average attendance rate of all Board Directors at Board of Directors meetings: 75% or higher
  - (2) • Key suppliers' sustainability assessment implementation rate: 95% or more (annually)  
 • Support for improvement activities at high-risk suppliers: 100% implementation  
 • Supplier inspection/audits: 20 or more companies  
 • Partnerships with NPOs: Maintained among 1,000 organizations  
 • Selection for DJSI World Index (annually)
  - (3) • Ratio of women in management positions: 20% or more (FY2035)  
 15% or more by FY2030 (double the ratio of FY2021)  
 • Ratio of annual paid leave taken: Keep at 70% or more (annually)  
 • Serious accidents involving employees or at construction sites: Zero (annually)  
 • Return rate from childcare leave: 100% (annually)  
 • Ratio of male employees taking childcare leave: 70% or more (FY2025), 85% or more (FY2030)  
 • Number of employees who retire due to nursing care responsibilities: 0 (annually)
  - (4) • Provide office environments that encourage diverse workstyles: Understanding actual numbers and results (annually)  
 • Ratio of telework\*: 90% or more (annually)  
 • Ratio of employees who smoke: Decrease of 1% or more YoY, less than 20% (FY2030)
- \* Ratio of employees who telework more than once per month

### Main Businesses and Initiatives

- (1) • Reinforce compliance and AI governance  
 • Eliminate anti-social forces and prevent corruption and unethical behavior  
 • Build a sophisticated internal control system  
 • Increase the sophistication of the Board of Directors  
 • Enhance risk assessment
- (2) • Enhance supply chain management  
 • Sound and transparent disclosure  
 • Coordination with organizations and regional communities
- (3) • Human capital management initiatives  
 • Support for employee growth and career realization<sup>1</sup>  
 • Fair evaluation and remuneration system  
 • Promote the participation of diverse talent (professional participation of women and initiatives related to LGBTQ+ persons)  
 • Promote measures against customer harassment
- (4) • Promote smart workstyles<sup>2</sup> (Smart & Fun!)  
 • Offer diverse and flexible workstyles (optimal mix of work in-office, from home, from satellite offices, etc.)  
 • Promote health and productivity management

1. Free-agent system, job posting system, SoftBank-style internal secondary job system, SoftBank University, SB Career Dock

2. Super flextime system, teleworking, operational improvements using AI and Robotic Process Automation (RPA), permitting employees to take side jobs

## Developing a Resilient Management Foundation Resilient and Honest Corporate Governance, Organization, and Personnel

**Message from the Human Resources Division Head** | Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness

Value Creation 2 Develop Sustainably through Cooperation with Stakeholders | Value Creation 3 Promote Employee Well-being and Advance DE&I to Maximize Human Capital  
Value Creation 4 Enhance Productivity with Advanced Workplace Environments

## Developing a Resilient Management Foundation

# Message from the Human Resources Division Head

### Our Style of Human Capital Management

We believe that the main driver of a company's growth is its human resources. Thus, we deem it important to create an environment and provide opportunities for our diverse human resources to utilize their individuality and abilities to the highest extent. In 2021, Japan's government convened the Council of New Form of Capitalism Realization, which emphasized the importance of improving productivity by making larger investments into people and creating environments where individuals produce added value. Amid the limits of Japan's conventional lifetime employment model, a reduced working population and workstyle changes due to the COVID-19 pandemic, there were great changes to human capital-related environments. To address these changes and continue growing our business, it is important that each individual employee makes the most of their latent abilities. We promote initiatives toward maximizing human capital, and as we improve our mid-to long-term corporate value through employee growth, we seek to be a company chosen by all sorts of people in an era of change.

### Interlinked Business and Human Resource Strategies Realize Our Long-term Vision

To provide the next-generation social infrastructure necessary to develop our long-term vision of a digitized society, we continue to secure requisite human resources and build organizations. Our HR department's mission is unchanged: connect people with business. This begins with our human resource portfolios. By aligning our human resource and business strategies, we create the force driving progress on our current medium-term management plan ending in FY2025. We believe this is essential to realizing our long-term vision.

### Specific Initiatives

#### Human capital development and updating skills

We promote and support self-driven career development, and through our internal training system at SoftBank University, we provide an environment where employees can learn proactively according to their individual career goals. We also have around 70 online training courses, and we are focused on technology-related training. We provide various programs to improve employee skills, with goals such as higher efficiency in everyday

operations or acquiring certifications in AI, IT and statistics fields, all of which may be chosen according to ability.

#### Organizational structure and personnel placement policies

We design organizational structures and conduct personnel placement as required by our business strategy. We established SB Intuitions Corp. to develop our domestically produced LLMs and created new organizations to commercialize the exceptional ideas from our Generative AI Utilization Contest as part of our efforts toward creating the organizational structures necessary for promoting businesses in the AI field. Here, we utilize not only external human resources, but also recruit human resources from Group companies where engineers are plentiful through the Job Posting System, our internal transfer system. We will continue optimizing organizational structures and human resource placement across the Group, holding tightly to what we believe is the key to business success.

#### Diversity, equity & inclusion

As we strive to be a company where diverse human resources can utilize their individual characteristics and abilities, we create environments and offer opportunities toward this purpose. We established the Advancement of Women Promotion Committee, headed by President Miyakawa, in FY2021. By FY2035, we seek to bring the ratio of women in management positions to 20%, which is around triple the FY2021 rate. We are enacting a variety of policies, such as holding career workshops for female employees as well as training on unconscious bias, and we endeavor to create environments friendly to all employees, including LGBTQ+ individuals and persons with disabilities. This will allow us to realize a corporate culture where diverse human resources can participate, utilizing their strengths cooperatively while freely exchanging thoughts and opinions, as we strive to create organizations that bring innovation.

#### Promotion of Health and Productivity Management

We challenge ourselves in this new stage of the Information Revolution, and to continue our growth as a group filled with constant energy, it is important for individual employees to be physically and mentally healthy. We therefore promote health and productivity management, where employees enjoy a continuous state of health and happiness, emphasizing

well-being. We have set our KPIs to include matters related to job satisfaction as well as physical and mental health, and conduct specific actions to realize health and productivity management such as company-wide morning yoga and walking events utilizing healthcare apps from group companies. As a result, we were selected under the Ministry of Economy, Trade and Industry's Certified Health & Productivity Management Outstanding Organizations Recognition in the large enterprise ("White 500") category for the sixth year in a row in March 2024, and were included in the Health and Productivity Stock Selection for the second year in a row. We also ranked highest in the Development Bank of Japan, Inc.'s Health Management Rating, earning high external praise.

### In Closing

We promote human capital management that creates a virtuous cycle of individual and company growth. Our employees proactively improve their skills and shape their careers using our internal training system SoftBank University, as well as our systems for internal and external side jobs, relocation, and nurturing new business seeds via SoftBank InnoVenture. We also support their growth by building diverse systems, fostering a culture where people volunteer to take on challenges as we strive to be a company that continues to challenge itself and evolve.



**Yasuyuki Genda**

Vice President

Head of HR Division, Head of General Affairs Division  
Senior Director of Well-being Promotion Office

## Developing a Resilient Management Foundation

**Resilient and Honest Corporate Governance, Organization, and Personnel**

Message from the Human Resources Division Head | **Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness**

Value Creation 2 Develop Sustainably through Cooperation with Stakeholders | Value Creation 3 Promote Employee Well-being and Advance DE&I to Maximize Human Capital  
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## Developing a Resilient Management Foundation

Value Creation 1

# Enhance Corporate Governance and Ensure Its Effectiveness

SoftBank Corp. will achieve sustainable growth and increase corporate value over the medium to long term by strengthening corporate governance and ensuring management transparency, engaging in sincere and fair corporate governance that is trusted by society, preventing corruption and non-compliance and working to respect human rights in accordance with international standards.

## Corporate Governance

### Basic Policy

Under the basic concept of "Information Revolution — Happiness for everyone," the corporate philosophy shared by all SoftBank Corp. group companies, SoftBank aims "to become the Corporate Group needed most by people around the world." To realize this vision, we attempt to create innovative social infrastructure by building on our Japanese telecommunications business we have developed to date and by providing products and services utilizing cutting-edge digital technologies. In this way, we are striving to create an ideal society in which everyone can enjoy convenience, comfort and safety.

The SoftBank Corp. group recognizes that ensuring the effectiveness of corporate governance is indispensable for realizing this vision. Thus, we are strengthening corporate governance by ensuring that our basic ideas and philosophy are shared by all in addition to enforcing the various rules with which group companies and their officers must comply.

### Board of Directors

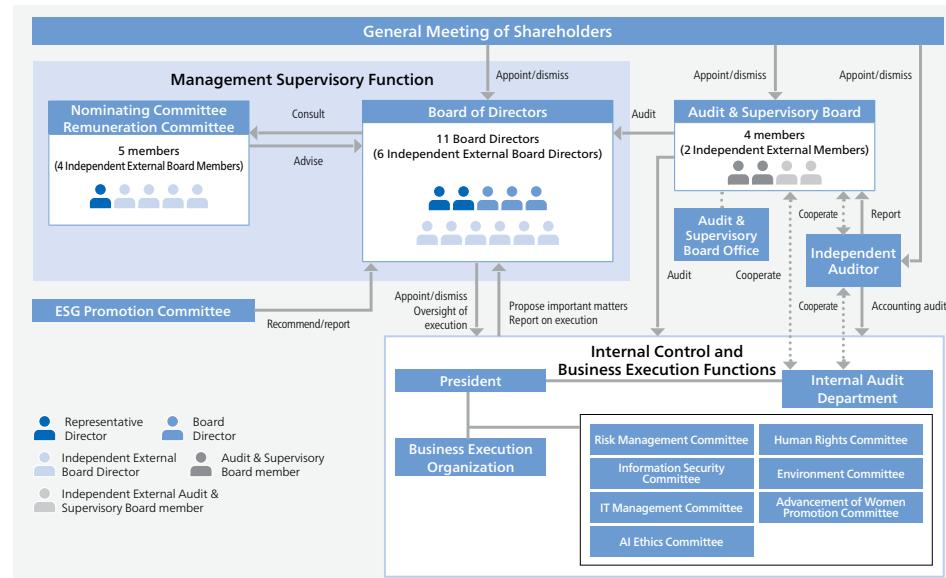
The Board of Directors holds regular monthly meetings (12 per year) while convening extraordinary meetings as required (one in FY2023). In addition to deliberating matters established in laws and ordinances and our Articles of Incorporation, the Board of Directors makes decisions regarding important items related to business execution in accordance with Board of Directors Rules and monitors the status of businesses executed by each Director.

The contents of specific considerations in FY2023 were discussions and judgements regarding matters related to administrative management and finances, as well as the establishment of a new data center and investment toward the construction of AI computational infrastructure. Reports were also made on business and operational KPI performance and forecasts, as well as on matters related to group companies and risk management.

Discussions undertaken by the Board of Directors are divided into the following themes:

- Corporate governance
- Earnings and finance
- Group companies
- Risk management, internal control and compliance
- Individual projects
- Human resources and ESG

## Corporate Governance System



\* As of June 20, 2024

### Board of Directors

Yasuyuki Imai Director & Chairman

Junichi Miyakawa President & CEO

Jun Shimiba Representative Director & COO

Kazuhiko Fujihara Board Director, Executive Vice President & CFO

Masayoshi Son Board Director, Founder

Atsushi Horiba External Board Director (Independent Officer)

Takehiro Kamigama External Board Director (Independent Officer)

Kazuaki Oki External Board Director (Independent Officer)

Naomi Koshi External Board Director (Independent Officer)

Maki Sakamoto External Board Director (Independent Officer)

Hiroko Sasaki External Board Director (Independent Officer)

As of June 20, 2024

Notes: 1. Average attendance of meetings of the Board of Directors by all Board Directors in FY2023 was 92.52%.

2. Average attendance of meetings of the Board of Directors by External Board Directors in FY2023 was 92.54%.

→ Skill Matrix of Board Directors, Reasons for Electing External Board Directors and the Status of Their Attendance

## Developing a Resilient Management Foundation

Value Creation 1

### Enhance Corporate Governance and Ensure Its Effectiveness

#### Corporate Governance

##### Independence Evaluation Criteria

SoftBank Corp. selects independent External Board Directors based on the independence criteria set forth by the Tokyo Stock Exchange. In addition to possessing qualities and abilities that contribute to the enhancement of corporate value and demonstrating extensive knowledge in their respective areas of expertise, candidates for independent External Board Director are selected for their ability to actively participate in constructive Board of Directors discussions and express opinions without hesitation. The Board of Directors takes into account the discussions of the Nominating Committee when making decisions regarding the selection of candidates for independent External Board Director.

##### Evaluation of the Effectiveness of the Board of Directors

To ensure its effectiveness and enhance its function, the Board of Directors annually analyzes and evaluates the effectiveness of its operations.

Processes used in and results of the evaluation of the Board of Directors' effectiveness for FY2023 are as outlined below.

###### ◆ Evaluation Process

Subjects of evaluation
Six Internal Board Directors, five External Board Directors and four Audit & Supervisory Board Members

Evaluation Methods
Methods: Questionnaire (with name of respondents stated), interviews or both Evaluation period: December 2023 to June 2024

Questionnaire items:							
1. Strategies and implementation thereof	5. Group governance						
2. Risk and crisis management	6. Evaluation of top management, remuneration and succession planning						
3. Corporate ethics	7. Dialogue with stakeholders						
4. Business restructuring (mergers, acquisitions, divestitures and business alliances)	8. Composition and operation of the Board of Directors						

###### ◆ Overview of the Results of the Evaluation of the Effectiveness of the Board of Directors for FY2023

From the effectiveness evaluation in FY2023, we confirmed that the Board of Directors has improved every year toward the company's vision of corporate governance, and ensured a high level of effectiveness overall.

While conducting the effectiveness evaluation, we also confirmed the status of the responses to the issues raised in previous fiscal years as well as priority issues to be addressed going forward.

###### Status of responses to the issues of previous fiscal years

From the proposals made in the FY2022 effectiveness evaluation to further improve our medium- and long-term strategies, we were able to improve the frequency and granularity of information sharing as set by the Board's annual activity plan as well as deepen discussions on our medium- and long-term strategy regarding such important themes as our business portfolio, finances and human resources. Such contents serve to promote our medium-term management plan, which was announced in May 2023.

To strengthen our monitoring of group governance and risk management, easily understood reports compiled based on well-organized classification of latent risks, along with prior explanations on the same subject, were prepared to brief the Board on the status of group subsidiaries.

To further utilize the knowledge of our External Board Directors and Audit & Supervisory Board Members, we began holding panel discussions to allow for the lively exchanges of ideas, which are attended by the requisite directors based upon the theme. These discussions now supplement our customary meetings of the Board (mainly in decision-making and reporting), strategy consulting meetings (mainly in discussion) and meetings of External Board Directors and Audit & Supervisory Board Members (mainly in information exchange). Thus, we improve our understanding and shared recognition of substantive issues and the constantly changing management environment.

###### Priority Issues to be Addressed Going Forward

1. Medium- to Long-term Strategies	(1) Group-wide strategy We will continue group-wide strategy discussions pursuing medium- to long-term synergy in the context of financial strategy for future investments. (2) Ex-post evaluations of investments The Board of Directors will strengthen post-investment monitoring by providing more organized information when needed for post-investment management indicators and withdrawal judgements.
2. Next-generation Human Resources Strategy	(1) To secure human resources that will lead the next generation of business with cutting-edge technological knowledge, we will increase our investments into human capital and deepen discussions on hiring, nurturing and securing a diverse core of next-generation human resources. (2) To quickly find and nurture the human resources who can properly lead our wide range of businesses, the Board of Directors will verify the progress of our specific succession plan.
3. Group Governance and Risk	(1) We will continue discussions on capital relationships with alliance partners and verify the condition of our responses to problems around information leaks with the Board of Directors. (2) The Board of Directors will organize and discuss emerging risks related to changes in our era and information regarding geopolitical and economic security issues.

#### Audit & Supervisory Board

The Audit & Supervisory Board consists of four members, two of whom are external members (two full-time and two part-time members).

The Internal Audit & Supervisory Board Members consist of one full-time and one part-time member. The full-time internal member has extensive knowledge and experience in governance, compliance and risk management from serving as an executive officer, Chief Compliance Officer (CCO) and head of our General Affairs Division, as well as in corporate management from serving as the president of a group company. The part-time internal member has extensive knowledge and experience in accounting as a certified public accountant and serves as a corporate officer and head of the accounting unit of SoftBank Group Corp. The external members consist of one full-time member and one part-time member, both of whom are fully independent. The full-time external member has extensive knowledge and experience in human resources, compliance and risk management at a financial institution. The part-time external member has extensive knowledge and experience in finance and accounting as a certified public accountant in the State of California.

## Developing a Resilient Management Foundation Resilient and Honest Corporate Governance, Organization, and Personnel

Message from the Human Resources Division Head | **Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness**Value Creation 2 Develop Sustainably through Cooperation with Stakeholders | Value Creation 3 Promote Employee Well-being and Advance DE&I to Maximize Human Capital  
Value Creation 4 Enhance Productivity with Advanced Workplace Environments

## Developing a Resilient Management Foundation

Value Creation 1

## Enhance Corporate Governance and Ensure Its Effectiveness

### Corporate Governance

Audit & Supervisory Board Members, including external members, attend Board of Directors meetings to monitor and verify the status of decision making by the Board of Directors and fulfill their supervisory duties over each Board Director. They also audit the execution of duties by Board Directors, etc., as well as the Board Directors and Audit & Supervisory Board Members of major subsidiaries, through regular interviews and other means.

The Audit & Supervisory Board establishes an audit policy, plan and priority items for each fiscal year. It meets once a month in principle, receives regular reports from each department related to the internal control system to confirm the status of the execution of duties by Board Directors based on priority items, and confirms the appropriateness of business execution. It also receives quarterly reports from the Independent Auditor regarding the progress and results of audits and exchanges related information and opinions with them as well as explanations from Board Directors and other parties regarding individual projects as necessary. Furthermore, the Audit & Supervisory Board Office supports the duties of all its members, including external members, with a dedicated staff who act under the direction of the Audit & Supervisory Board Members to gather information, investigate matters and provide other assistance.

→ Skill Matrix of Audit & Supervisory Board Members, Reasons for Electing Audit & Supervisory Board Members and the Status of Their Attendance

### Audit & Supervisory Board Members

Eiji Shimagami	Full-time Audit & Supervisory Board Member
Shuji Kojima	Full-time External Audit & Supervisory Board Member (Independent Officer)
Kazuko Kimiwada	Audit & Supervisory Board Member
Yoko Kudo	External Audit & Supervisory Board Member (Independent Officer)

### Internal Audit Department

The Internal Audit Department (26 members) is an organization directly under the President & CEO that develops a risk-based annual audit plan, conducts internal audits of the overall operations of the company, and conducts the group-wide internal control audits of group companies (mainly consolidated subsidiaries). The Internal Audit Department mainly evaluates business compliance with laws and regulations and effectiveness of internal controls, and reports the

results of internal audits as well as the follow-up status of past audit findings to the President & CEO, Board of Directors, Audit & Supervisory Board Members and Audit & Supervisory Board. The Internal Audit Department also audits subsidiaries on behalf of their parent company in an effort to strengthen the governance of the entire group in collaboration with the audit departments of group companies. Furthermore, internal and external quality evaluations are conducted to improve audit quality.

### Support System for External Board Directors and External Audit & Supervisory Board Members

Prior Explanations of Agenda Items to Be Addressed at Upcoming Board of Directors Meetings	<p>The company seeks to ensure that all officers, including the External Board Directors and the External Audit &amp; Supervisory Board Members, can participate fully in the Board of Directors meetings, having fully grasped the specific details of the agenda for discussion. The secretariat to the Board of Directors therefore provides them with materials for the Board of Directors meetings beforehand, including supplemental briefings and other information as required. Thus, prior explanation meetings for External Board Directors and External Audit &amp; Supervisory Board Members are held before each Board of Directors meeting. Each prior explanation meeting is attended by the CFO and other individuals so that they can take part in Q&amp;A sessions held after detailed explanations are given by representatives of departments in charge of the subjects being discussed. This helps facilitate the understanding of agenda items among External Board Directors and External Audit &amp; Supervisory Board Members.</p> <p>When issues are identified via feedback from an External Board Director in the course of prior explanation, departments in charge of the relevant subjects work to clear such issues before the upcoming Board of Directors meeting is convened.</p>
Collaboration between External Board Directors and the Audit & Supervisory Board	<p>Twice a year, the External Board Directors and Audit &amp; Supervisory Board Members meet to exchange information and facilitate mutual understanding through information sharing and the exchange of opinions.</p>
Collaboration between External Board Directors and Independent Auditors	<p>Once a year, the External Board Directors hold an information-sharing interview with the independent auditors. With the attendance of the CFO and other individuals, these interviews involve the exchange of opinions regarding the recognition of the operating environment, the development status of internal control systems and issues of concern related to corporate governance.</p>

### Handling of Transactions with Majority Shareholders

We recognize that related party transactions, including transactions with the parent group, could possibly involve the exploitation of advantageous positions and unjustly affect our financial position and operating results. Therefore, we regulate related party transactions based on the Related Party Regulations and Related Party Transaction Management Manual, focusing on whether such transactions are rational in terms of the group's business management and conditions are appropriate compared to transactions with external companies. Transactions considered particularly important are undertaken only when the Board of Directors gives approval on a case-by-case basis.

Related party transactions considered less important are principally monitored annually by the Finance & Accounting Division to confirm their total value and other details.

When a director seeks to engage in transactions deemed to compete with the company's business or with the company itself, the Board of Directors examines such transactions in accordance with the Board of Directors Rules, and gives approval on a case-by-case basis. Results must be reported to the Board.

### Avoiding Conflict of Interest

#### Relationship with Parent Company

Our parent company, SoftBank Group Corp. holds 40.68% of our voting rights (as of March 31, 2024) through its subsidiary SoftBank Group Japan Co., Ltd. One of our directors is also a director there, and one of our Audit & Supervisory Board Members is also their Senior Vice President.

As an investee and a member of their corporate group of subsidiaries ("SoftBank Group"), we enjoy the merits of belonging to this Group, including efforts to expand new businesses with partners that possess cutting-edge technologies and provide solutions.

## Developing a Resilient Management Foundation

Value Creation 1

### Enhance Corporate Governance and Ensure Its Effectiveness

#### Corporate Governance

##### Measures to Ensure Independence from the Parent Company

In preparation for its public listing in December 2018, SoftBank Corp. abolished parent company approval items and prior reporting items, reduced personal relationships, such as concurrent posts of officers and employees, and eliminated the borrowing of funds from the parent company and debt guarantees, among other measures taken to ensure independence from the parent company. Additionally, in our 38th Annual General Meeting of Shareholders on June 20, 2024, SoftBank Corp. appointed six independent External Board Directors, bringing the total number of External Board Directors to a majority amount (54.5% of the 11 Directors) based on independence standards set by the Tokyo Stock Exchange. We also appointed two independent External Audit & Supervisory Board Members. For a subsidiary company such as ourselves, this ensured a robust governance structure, where particularly important transactions and moves that pose conflicts of interest between controlling and minority shareholders can be fully deliberated upon in terms of their necessity and rationality, appropriateness of conditions, fairness, etc. by the Board of Directors before any decisions are made.

Furthermore, based on Supplementary Principle 4.8.3 of the Corporate Governance Code, SoftBank Corp. had established the Special Committee as an advisory body to the Board of Directors. This committee consisted of independent External Board Directors and was tasked with deliberating and discussing important transactions and moves that involve conflicts of interest between controlling and noncontrolling shareholders. However, since Independent External Board Members now comprise the majority of the Board, the Special Committee was abolished on June 20, 2024.

Through these and other measures, SoftBank Corp. has minimized potential intervention from the parent and secured structural independence in business management.

#### Nominating Committee and Remuneration Committee

SoftBank Corp. voluntarily established the Nominating Committee and Remuneration Committee as advisory bodies to

the Board of Directors. These comprise the CEO and at least three independent External Board Directors (independent External Board Directors are selected to serve on the committees by resolution of the Board of Directors) to ensure the committees are independent as they deliberate and make recommendations to the Board of Directors regarding the election and dismissal of Board Directors, the nomination of Representative Directors, and the remuneration of Board Directors. The Board of Directors fully respects recommendations from these committees, using them as valuable input for Board of Directors discussions.

#### Nominating and Remuneration Committee Members

	Nominating Committee	Remuneration Committee
Objective	Deliberate and make suggestions to the Board of Directors regarding the election and dismissal of Board Directors and the nomination of Representative Directors	Deliberate and make suggestions to the Board of Directors regarding the remuneration of individual Board Directors and executive remuneration policy
Chairman	Atsushi Horiba (External Board Director)	
Composition (including committee chairman)	Atsushi Horiba (External Board Director) Takehiro Kamigama (External Board Director) Kazuaki Oki (External Board Director) Naomi Koshi (External Board Director) Junichi Miyakawa (CEO)	

As of June 21, 2024

#### CEO Succession Plan

Proposals on the appointment or dismissal of Board Directors, including the CEO, are decided by resolution of the Board, deferring as much as possible to the Nominating Committee based on prior discussions, and brought before the General Meeting of Shareholders. Standards for Board Director candidates include qualities and abilities that will contribute to enhancing corporate value and extensive knowledge in their respective areas of expertise, as well as overall balance of skills and other attributes of the Board.

The Committee discusses the qualities and abilities needed in the next CEO, i.e. the ability to formulate a vision or technology and

finance knowledge, and defines candidate requirements based on corporate strategy. It then selects internal candidates, who may gain experience through corporate management and business operations. While considering internal 360-degree evaluations and various communications, the Committee periodically monitors candidates and reviews requirements, processes and candidates as necessary. This enables us to nominate the most suitable successor for the business environment at the time of succession.

#### Director Remuneration

Our officer remuneration policy is determined by confirming that remunerations are competitive compared to managers of domestic and overseas companies of similar or greater business scale based on remuneration surveys for domestic company managers from an independent organization.

The purpose of remuneration is to enable directors to achieve stable growth in profit, create steady cash flows, and secure sustainable growth and medium- to long-term improvement in corporate value while developing favorable relationships with stakeholders. Thus, remuneration is determined while enhancing the recipients' motivation to contribute to short-term achievements and medium- to long-term improvement in operating results as they avoid excessive risk-taking.

Basic remuneration consists of annual salary as follows:  
Chairman (¥84 million); President & CEO (¥120 million); Vice President (¥84 million); Senior Executive Officer (¥72 million).

Fixed monthly cash remuneration is paid based on the above annual salaries. Performance-based remuneration consists of a short- and medium-term portion paid entirely in company shares with transfer restrictions. Should major revisions occur or the value of financial statement indicators upon which performance-based remuneration is calculated, be restated, the company may acquire allotted shares from the recipients without compensation based on their job responsibilities.

Remuneration for External Board Directors, who are independent of business execution; Audit & Supervisory Board Members, who audit the business execution of Board Directors; and External Audit & Supervisory Board Members consists solely of fixed remuneration.

**Developing a Resilient Management Foundation**  
**Resilient and Honest Corporate Governance, Organization, and Personnel**
Message from the Human Resources Division Head | **Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness**Value Creation 2 Develop Sustainably through Cooperation with Stakeholders | Value Creation 3 Promote Employee Well-being and Advance DE&I to Maximize Human Capital  
Value Creation 4 Enhance Productivity with Advanced Workplace Environments**Developing a Resilient Management Foundation**

Value Creation 1

**Enhance Corporate Governance and Ensure Its Effectiveness****Corporate Governance****Total Remuneration for Board Directors and Audit & Supervisory Board Members (FY2023)**

Title	Total remuneration (Million yen)	Subtotals for each type of remuneration (Million yen)				Number of recipients
		Basic remuneration	Short-term performance-based remuneration <sup>1</sup>	Medium-term performance-based remuneration <sup>1</sup>	Other <sup>2</sup>	
Directors (excluding External Board Directors)	4,193	441	1,845	1,750	156	6
Audit & Supervisory Board Members (excluding External Audit & Supervisory Board Members)	23	23	—	—	—	1
External Board Directors	77	77	—	—	—	6
External Audit & Supervisory Board Members	35	35	—	—	—	3

1. Short- and medium-term performance-based remuneration was conferred on July 19, 2024 as shares with restriction on transfer. It will be appropriated (as an expense) in the following consolidated accounting year.

2. In non-cash remuneration, etc., the amount appropriated (as an expense) in the consolidated fiscal year under review for stock options conferred in March 2018 and July 2021 is listed. This amount is different from the actual amount resulting from exercise or sale.

Note: This is the amount of payment of officers' remuneration for FY2024.

**Total Consolidated Remuneration and Other Compensation for Each SoftBank Corp. Officer (FY2023)**

Name	Total consolidated remuneration (Million yen)	Title	Company name	Subtotals for each type of remuneration (Million yen)			
				Basic remuneration	Short-term performance-based remuneration	Medium-term performance-based remuneration	Other
Ken Miyauchi	844	Board Director	Submitting company	84	341 <sup>1</sup>	385 <sup>1</sup>	34 <sup>2</sup>
Junichi Miyakawa	1,282	Board Director	Submitting company	120	600	525	36 <sup>2</sup>
Jun Shimba	769	Board Director	Submitting company	84	341	315	28 <sup>2</sup>
Yasuyuki Imai	769	Board Director	Submitting company	84	341	315	28 <sup>2</sup>
Kazuhiro Fujihara	520	Board Director	Submitting company	69	221	210	19 <sup>2</sup>
Kentaro Kawabe	395 <sup>3</sup>	Board Director	LY Corporation	85	174 <sup>4</sup>	—	135 <sup>5</sup>

1. Due to resigning on June 20, 2024, Mr. Ken Miyauchi's short- and medium-term performance-based remuneration will be paid in cash.

2. In non-cash remuneration, etc., the amounts accounted for (expensed) in the fiscal year ended March 31, 2024 concerning the stock options granted in March 2018 and July 2021.

3. Mr. Kentaro Kawabe resigned as Director effective June 20, 2023. Figures represent the total amount of remuneration for FY2023 paid by LY Corporation.

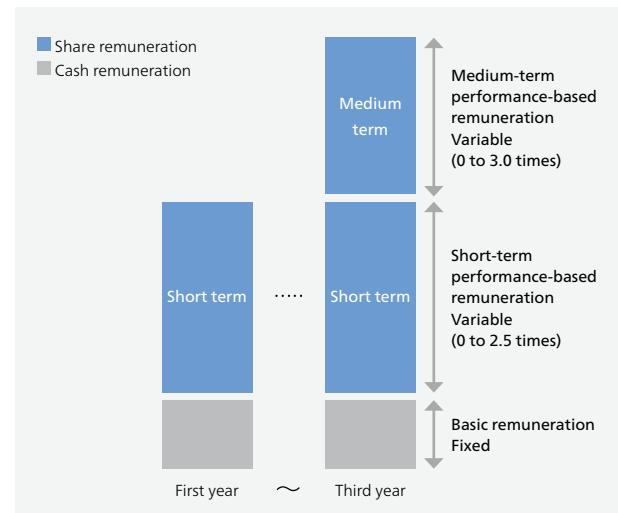
4. The amount is performance-based remuneration for FY2023 paid by LY Corporation and represents the total amount of bonuses and share-based payment (RSU) accounted for (expensed).

5. Figures represent the amounts accounted for (expensed) by the Stock-Based Remuneration Plan (RSU Plan using a Board Incentive Plan Trust) and stock options granted by LY Corporation.

Note: Only directors whose total consolidated remuneration and other compensation is ¥100 million or more are listed above.

**Remuneration System for Board Directors (Excluding External Board Directors)**

Remuneration of Board Directors (except External Board Directors) consists of basic remuneration plus performance-based remuneration. The purpose of this arrangement is to combine a fixed amount of remuneration with a variable amount that incentivizes Board Directors to improve both short-term business results and medium- to long-term corporate value.

**Method of Calculation of Short-term Performance-based Remuneration**

The basic policy on the ratio of payment of basic remuneration to short-term performance-based remuneration is to maintain a ratio of 1 : 1.9–3.2 between basic remuneration and short-term performance-based remuneration. The short-term performance-based remuneration is allowed to fluctuate within a range of 0–2.5 times (target: 1.0) the base amount by position, based on the company's single-fiscal-year business results and related factors.

## Developing a Resilient Management Foundation

Value Creation 1

### Enhance Corporate Governance and Ensure Its Effectiveness

#### Corporate Governance

The indicators adopted for determining whether Board Directors have accomplished their targets for short-term business results are net income and operating income attributable to owners of parent (consolidated basis)<sup>1</sup> as well as the material issue targets.<sup>2</sup> The degree of accomplishment of the material issue targets is added separately within a range of 0–5% to a coefficient calculated from the degree of accomplishment of the targets for net income and operating income. Short-term performance-based remuneration is entirely paid in company shares with restriction on transfer.

- With regard to the adoption of net income and operating income attributable to owners of parent, when the company encounters such extraordinary factors as impairment, unusual fluctuations in management indicators (FCF, etc.), the occurrence of serious misconduct or accident, or other factors requiring particular consideration, the coefficient may be redefined after seeking consultation from the Remuneration Committee.
- Material issue targets: The material issue targets are selected from six material issues identified as necessary for the sustainable growth of the company. These include the rate of use of renewable energy for powering base stations with the aim of achieving Carbon-Neutral 2030.

$$\text{Short-term performance-based remuneration} = \text{Base amount by position} \times (\text{Degree of accomplishment relative to performance targets} + (\text{Net income coefficient } \times 50\%) + \text{Operating income coefficient } \times 50\%) + \text{Material issue coefficient } +0\text{ to }5\%$$

#### Method of Calculation of Medium-term Performance-based Remuneration

The basic policy on the ratio of payment of basic remuneration to medium-term performance-based remuneration is to maintain a ratio of 1 : 1. 1–2.1 between basic remuneration and medium-term performance-based remuneration. The medium-term performance-based remuneration is determined based on the company's business results over the most recent three years and the like.

The indicator adopted for use in determining the degree of accomplishment of the target for medium-term business results is total shareholder return (TSR). The medium-term performance-based portion is allowed to fluctuate within a range of 0–3.0 times the indicator. The coefficient is calculated based on the ratio

of the company's TSR to its share price on TOPIX. Medium-term performance-based remuneration is entirely paid in company shares with restriction on transfer.

$$\text{Medium-term performance-based remuneration} = \text{Base amount by position} \times \text{Total Shareholder Return (TSR) coefficient*}$$

\* Determined based on comparison of the company's TSR to its share price on TOPIX. With regard to the adoption of TSR, when the company encounters such extraordinary factors as share splits, the occurrence of serious misconduct or accident, or other factors requiring particular consideration, the coefficient may be redefined after seeking consultation from the Remuneration Committee.

#### Policies on Cross-shareholdings and Standard for the Exercise of Voting Rights

In order to realize sustainable improvement in corporate value, SoftBank Corp. may maintain cross-shareholding when such stockholding is deemed to serve such important purposes as formulating business alliances and securing potential for business synergies in the context of management strategies outside pure investment. At SoftBank Corp., the primary purposes of cross-shareholdings include establishing advantages in business expansion or operational management, creating synergies, securing human resources or technologies, and achieving cost reduction effects.

Every year, we verify the holding status of each such stock to confirm its conformity with the purpose of holding.

Based on this verification, the Board of Directors receives reports regarding the continuation or disappearance of rationale for each cross-shareholding.

The company also exercises its voting rights associated with cross-shareholdings in an appropriate manner after giving comprehensive consideration to whether its voting decision can be beneficial to sustainable improvement in the issuer's corporate activities.

→ Status of Stockholdings

#### AI Ethics Committee

In April 2024, SoftBank Corp. established the AI Ethics Committee, composed of outside experts, to conduct discussions and make proposals on various ethical issues related to AI.

Under the "Beyond Carrier" strategy, we are going beyond the traditional boundaries of a telecommunications carrier by leveraging AI and other advanced technologies to provide innovative services. We believe that implementing "responsible AI"<sup>\*\*</sup> is crucial when developing and delivering AI-based services, so we are proactively building an AI governance structure. The SoftBank AI Ethics Policy was established in July 2022, and rules and guidelines aligned with this policy were formulated for conducting business operations and developing services.

The newly established AI Ethics Committee serves as an advisory board for AI governance, comprising both outside experts with extensive AI knowledge and in-house committee members. In addition to conducting discussions and making proposals on various ethical issues related to AI, the committee also shares insights into the latest domestic and international trends. As AI rapidly evolves and its associated challenges become increasingly complex on a global scale, we aim to achieve objective and effective AI governance by incorporating the diverse viewpoints and expertise of outside experts, while also considering user perspectives.

\* Responsible AI: An initiative where companies and organizations take responsibility for addressing ethical, privacy and security concerns related to AI, as well as the potential risks of this technology, with the goal of developing and providing AI services that are reliable and equitable.

## Developing a Resilient Management Foundation

Value Creation 1

### Enhance Corporate Governance and Ensure Its Effectiveness

#### Internal Control System

##### Basic Approach to and Development of the Internal Control System

In accordance with the Companies Act and the ordinances of the Ministry of Justice, SoftBank Corp. makes decisions at the Board of Directors on the following matters regarding the system to ensure that the execution of duties by Board Directors is in compliance with laws, regulations and the Articles of Incorporation, and other systems to ensure the appropriateness of operations.

<b>System to Ensure that the Execution of the Duties of Board Directors and Employees Complies with Laws, Regulations and the Articles of Incorporation</b>	
1	Appointed a Chief Compliance Officer (CCO). The CCO proposes and carries out measures required to establish and enhance SoftBank Corp.'s compliance system.
2	Established a department with authority over compliance to assist the CCO.
3	Compliance Department personnel and personnel responsible for promoting compliance are placed in each department to ensure thorough compliance.
4	Established internal and external hotlines (compliance reporting contact points) for direct reporting and consultations by Board Directors and employees to quickly detect, rectify and prevent the recurrence of any inappropriate issues in corporate activities. To ensure that persons who have used the hotlines will not be treated disadvantageously, the Whistleblowing Regulations prohibit the disadvantageous treatment of persons on the grounds of having reported or consulted on the hotline.
5	Audit & Supervisory Board Members and the Audit & Supervisory Board submit requests for improvements to the Board of Directors if they identify issues in the system for ensuring compliance with laws, regulations and the Articles of Incorporation.

#### System for the Storage and Management of Information Regarding the Execution of Duties by Board Directors

1	Based on the Information Security Basic Regulations, SoftBank Corp. determines storage periods and methods, as well as measures to prevent accidents. Information is classified according to its degree of confidentiality for appropriate storage and management.
2	Based on the Information Security Basic Regulations, a Chief Information Security Officer (CISO) is appointed, and persons responsible for information security are placed in each department to establish a system to store and manage information.
3	The Chief Data Officer Office has been established and a Chief Data Officer (CDO) has been appointed. In addition, policies and rules have been set out to manage and strategically utilize internal and external data, and the internal management system for handling confidential communications and personal information has been strengthened.

<b>Regulations and Systems Related to Managing the Risk of Loss</b>	
1	Based on the Risk Management Regulations, the risk management departments summarize the status of risk evaluation, analysis and response within each unit and regularly report their findings to the Risk Management Committee. This committee's members include Representative Board Directors.
2	The Risk Management Committee determines the degree of importance and owners of the risks, and confirms and promotes measures developed and taken by the risk owners to mitigate risks and prevent the occurrence of risk events. The Risk Management Committee regularly reports the results of these efforts to the Board of Directors.
3	When an emergency situation arises, an Emergency Response Headquarters is established to direct efforts to minimize damage (loss).

#### System to Ensure the Efficiency of Board Directors in the Execution of Their Duties

1	SoftBank Corp. has set out the Board of Directors Rules to clarify matters to be resolved and reported by the Board of Directors, and the Internal Approval Regulations and other regulations related to institutional decision-making to clarify decision-making authority.
2	To strengthen functions for overseeing the execution of duties and enhance objectivity in management, the Board of Directors includes External Board Directors who are independent of SoftBank Corp.
3	To ensure that the Board Directors can discuss matters fully at Board of Directors meetings, they are provided with materials for meetings in advance, and with additional or supplementary materials upon their request.
4	The scope of authority and responsibilities necessary for the execution of Board Director duties is clearly defined in the Regulations on Segregation and Authority of Duties.

## Developing a Resilient Management Foundation

Value Creation 1

### Enhance Corporate Governance and Ensure Its Effectiveness

#### Internal Control System

##### System to Ensure Appropriateness of the Operations of Corporate Group Comprising SoftBank Corp., the Parent Company and Its Subsidiaries

1	The CCO establishes and reinforces the compliance system of the SoftBank Corp. group. In implementing compliance, the CCO gives advice, instructions and orders to the CCO of each group company to ensure that relevant activities comply with the SoftBank Corp. group's basic compliance policy. A reporting contact point for compliance has also been established to receive reports and provide consultation to Board Directors and employees of the SoftBank Corp. group in order to quickly detect, rectify and prevent the recurrence of any inappropriate issues in corporate activities. To ensure that persons who have used the contact point will not be treated disadvantageously, the Whistleblowing Regulations prohibit the disadvantageous treatment of persons on the grounds of having reported or consulted on the hotline.
2	The Group Security Committee, composed of the persons responsible for information security in each group company, has been established to share information on system responses, the status of measures, knowledge and technology related to information security. This committee is headed by SoftBank Corp.'s CISO.
3	The representative of each group company is required to submit a Representative Oath pertaining to financial reports submitted to SoftBank Corp. in order to ensure the accuracy of the annual securities report and other reports of the SoftBank Corp. group as a whole.
4	The Internal Audit Department comprehensively judges the results of past internal audits, financial position and other factors and carries out internal audits of SoftBank Corp. and other group companies deemed as having a high risk.
5	The SoftBank Corp. group manages risks, working to mitigate and avoid them. In the event of an emergency, each group company is requested to immediately report to SoftBank Corp. based on the Risk Management Regulations, and efforts are made to minimize damage (loss) through cooperation between SoftBank Corp. and group companies as required by the circumstances.

##### System for Excluding Organized Crime and Other Criminal Elements

SoftBank Corp. clearly states in the Regulations on Countermeasures against Antisocial Forces its policy of having absolutely no association with antisocial forces (organized crime) that pose a threat to public order and safety. SoftBank Corp. has established an internal system to handle issues related to antisocial forces and has designated a responsible division to carry out overall management in this area. SoftBank Corp. works in cooperation with the police and other external specialist institutions to firmly and resolutely refuse any undue demands from antisocial forces.

#### Assistants to Audit & Supervisory Board Members

SoftBank Corp. has established the Audit & Supervisory Board Office as an organization to support the work of the Audit & Supervisory Board Members, and assigns dedicated staff to this office. The appointment of the support staff is notified to the Audit & Supervisory Board Members, and any personnel changes, evaluations or other such actions require the agreement of the Audit & Supervisory Board Members. In addition, directions and orders to the support staff are issued by the Audit & Supervisory Board Members to ensure the effectiveness of such instructions.

#### Systems for Reporting to the Audit & Supervisory Board Members

Board Directors and employees report the following matters to the Audit & Supervisory Board Members or the Audit & Supervisory Board without delay (or immediately for any urgent matters including facts that may potentially cause severe damage to the company).

1. Matters related to the compliance system or use of reporting contact points for compliance.
2. Matters related to finance (including financial reporting and actual performance in relation to planned budgets).
3. Matters related to human resources (including labor management).
4. The status of work related to risk matters related to information security.
5. The status of work related to large-scale disasters and network disruptions, etc.
6. The development status of internal control.
7. The status of work related to external fraud investigations.
8. Matters related to violations of laws, regulations or the Articles of Incorporation.
9. Results of audits conducted by the Internal Audit Department.
10. Other matters that could cause significant damage to the company and other matters that the Audit & Supervisory Board Members have decided need to be reported in order for them to execute their duties.

**Developing a Resilient Management Foundation**  
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## Developing a Resilient Management Foundation

Value Creation 1

### Enhance Corporate Governance and Ensure Its Effectiveness

#### Internal Control System

Systems to Ensure That Audit & Supervisory Board Member Audits Are Conducted Effectively	
1	When the Audit & Supervisory Board Members deem it necessary, opportunities are provided for them to interview Board Directors or employees of the SoftBank Corp. group. In addition, the Audit & Supervisory Board members periodically meet with the Independent Auditor and the Audit & Supervisory Board Members of major subsidiaries and other entities to coordinate, and also attend important meetings.
2	SoftBank Corp. ensures that persons who have reported to or consulted with the Audit & Supervisory Board Members will not be treated disadvantageously on the grounds of having done so.
3	SoftBank Corp. pays expenses associated with the execution of duties by the Audit & Supervisory Board Members, including expenses relating to the Independent Auditor, attorneys and other professionals.

#### Implementation of the System to Ensure the Appropriateness of Operations

Compliance	SoftBank Corp. conducts compliance training for its Board Directors and employees, as well as providing information and giving advice, as necessary, for the ongoing enhancement of the compliance system. In addition, SoftBank Corp. works to ensure the effectiveness of its compliance efforts by establishing and operating hotlines by which its Board Directors, employees and subsidiaries can report and consult directly. The effects of these measures are reviewed to make improvements, as necessary.
Risk	Based on the Risk Management Regulations, the risk management department summarizes the status of risk evaluation, analysis and response at each unit and reports its findings to the Risk Management Committee. Consisting mainly of Board Directors, with the participation of Audit & Supervisory Board Members and related department managers, the Risk Management Committee determines the degree of importance and owners of (persons responsible for) the risk; confirms and promotes countermeasures developed and implemented by the risk owners; and issues directions regarding countermeasures, thereby preventing the occurrence of risk events and mitigating risk. The Risk Management Committee regularly reports the results of these efforts to the Board of Directors. The Committee also conducts periodic checks of business-related risks identified by group companies and the status of countermeasures to discover, mitigate, and prevent the occurrence of risk events.
Execution of Duties by Board Directors and Employees	SoftBank Corp. ensures efficiency in the execution of duties by its Board Directors and employees based on internal regulations, such as the Board of Directors Rules, Internal Approval Regulations, and Regulations on Segregation and Authority of Duties. SoftBank Corp. also ensures an environment where matters can be fully discussed at the Board of Directors.
Internal Audits	The Internal Audit Department carries out audits on the effectiveness of SoftBank Corp.'s risk management process and system for ensuring compliance with laws, regulations and the Articles of Incorporation. In addition, the department continuously carries out audits of SoftBank Corp. group companies deemed high-risk and reports the results of audits to the President & CEO, as well as the Board of Directors, Audit & Supervisory Board Members and Audit & Supervisory Board.
Audit & Supervisory Board Member Duties	The Audit & Supervisory Board Members attend SoftBank Corp.'s important meetings, and the company arranges opportunities for them to interview Board Directors and employees of SoftBank Corp. and its group companies as necessary. In addition, the Audit & Supervisory Board Members foster ongoing cooperation by holding regular meetings with the Independent Auditor and Audit & Supervisory Board Members and other personnel of major subsidiaries. Through these efforts, the company ensures the effectiveness of audits.

## Developing a Resilient Management Foundation Resilient and Honest Corporate Governance, Organization, and Personnel

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# Developing a Resilient Management Foundation

Value Creation 1

## Enhance Corporate Governance and Ensure Its Effectiveness

### Risk Management

The corporate business environment is in constant flux, with risks becoming increasingly complex and diversified. The most effective way to deal with risks is through early detection and prompt countermeasures. With a company-wide system for identifying risks and implementing preventative measures in place, SoftBank Corp. has created a PDCA cycle in an effort to mitigate and prevent risks.

### Risk Management System

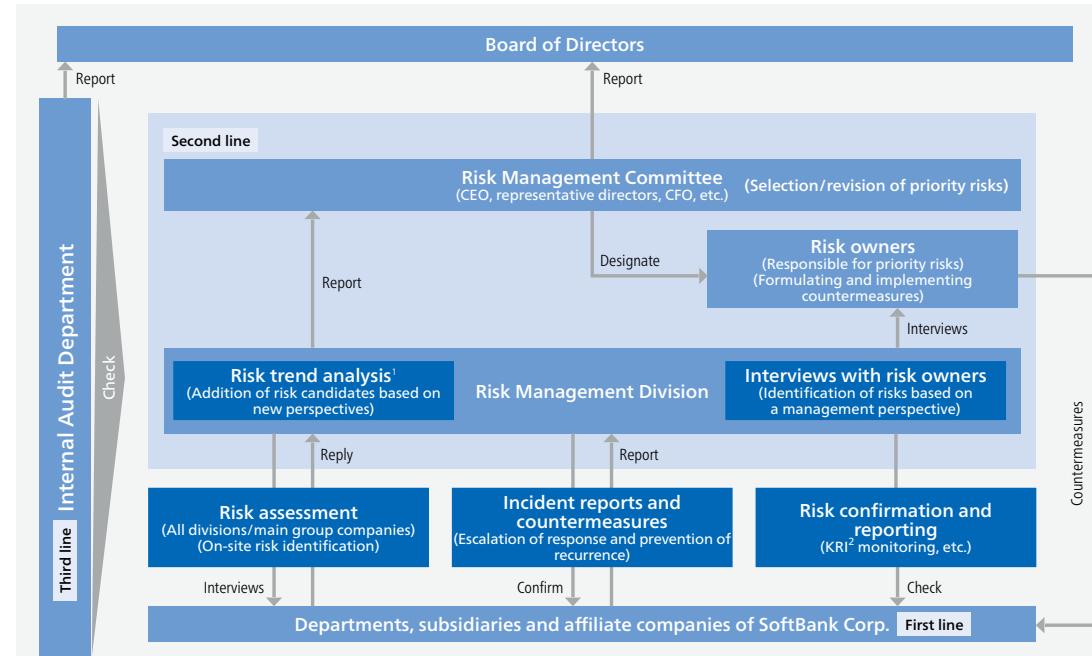
SoftBank Corp. has established a system of management to identify and prevent the emergence of company-wide risks from various angles based on our “three-line model.” The first line of this system covers the process where each Head Office division includes risks in its considerations when proposing measures at the applied business level and conducts risk management in its own department. The second line states that under the head of the Risk Management Division, the person in charge of risk management, the Risk Management Division conducts company-wide, comprehensive identification of risks and confirms the status of measures taken (twice a year) independently from the business divisions, reporting the results to the Risk Management Committee. This committee comprises the CEO, representative directors, the Chief Financial Officer (CFO) and others, with the participation of Audit & Supervisory Board Members and related department managers. The Risk Management Committee determines the priority level of various risks and the person responsible for dealing with each (the risk owner), and issues instructions on countermeasures, with the head of the Risk Management Division making status reports to the Board of Directors on the Committee’s behalf. As a member of this committee, a Director experienced in information security (President & CEO Junichi Miyakawa) also plays a central role in supervising risks that may have a significant impact on the group.

The Internal Audit Department, the third line in this system, conducts an audit of the entire risk management system and situation which is independent of the first and second line.

In addition to this, the head of the Risk Management Division reports the content of inspections by the Risk Management Committee, including the risk identification process, to the external board directors and Audit & Supervisory Board members responsible for monitoring Company business conduct, in order to obtain their opinions regarding risk management methods and items for improvement, reflecting such opinions in risk management measures.

Furthermore, from the standpoint of group-wide risk management, we have established a reporting system for subsidiaries and affiliated companies, and we conduct periodic checks of business-related risks identified by group companies and the status of countermeasures.

### Risk Management System



1. Risk trend analysis: A technique for conducting analysis based on the latest news and publicly released information to use when identifying risks from new perspectives

2. KRI: Key risk indicators

Notes: 1. The heads of the Risk Management Division and Internal Audit Department independently report on risk management and audits to the Board of Directors based on their respective responsibilities.

2. We are working to further improve the precision of our risk management system using outside evaluations of risk management through the use of an internal control reporting system as stipulated by the Financial Instruments and Exchange Act and SSAE18-compliant annual evaluation of internal control by a third-party organization.

## Developing a Resilient Management Foundation

**Resilient and Honest Corporate Governance, Organization, and Personnel**

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## Developing a Resilient Management Foundation

Value Creation 1

### Enhance Corporate Governance and Ensure Its Effectiveness

#### Risk Management System

##### Risk Management Methods

We consider business opportunities and latent risks when creating measures. We conduct the following annual PDCA cycle to identify, select and evaluate a wide spectrum of risks the SoftBank Corp. Group faces. The PDCA cycle is utilized for risk reviews as we work to discover, mitigate and prevent materialized risks, which are growing more complex and diverse.



**1. Plan:** The Risk Management Division conducts risk assessment using a risk classification chart comprised of scenarios related to risks in the Company, our subsidiaries and affiliated companies' business operations. In addition to conducting hearings for the heads of all our divisions as well as the top management of our major subsidiaries and affiliated companies, we also conduct interviews of people in charge of risks for a corresponding financial year, known as risk owners. Targeting risks identified based on both on-site and management perspectives, the Risk Management Committee selects which risks would have a large effect on the Company and designates risk owners. To identify risks from a variety of viewpoints, we also provide risk owners with reports regarding risks and opportunities in the external environment while asking them interview questions that cover short-, medium- and long-term perspectives before beginning any work. These are some of the ways we gather information to conduct multifaceted risk analysis.

**2. Do:** Risk owners plan and implement risk countermeasures based on the risks that would have a large impact on the Company, as selected by the Risk Management Committee.

**3. Check:** The Risk Management Division conducts monthly monitoring on the status of measures taken by risk owners and reports to top management, additionally reporting on the status of measures to the Risk Management Committee. Based on this information, the Risk Management Committee verifies the implementation status of measures, reevaluates risks, and determines whether additional measures are necessary.

**4. Act:** When additional measures are deemed necessary by the Risk Management Committee, risk owners evaluate and execute improvements and additional measures.

#### Yearly Schedule

	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Disclosure												
Board of Directors*								C Report on status of measures				Report on status of measures/Input of risk-related information via training sessions, etc.
Risk Management Committee									Meets around October			Meets around February
Risk Owners	D Formulate/implement countermeasures to risks						C Risk Management Committee (interim report)		A Formulate/implement additional measures		P Risk owner interviews	
Risk Management Division						C Assess status of risk countermeasures (first half)		C Assess status of risk countermeasures (second half)				C KRI monitoring (monthly)
Head Office Departments, Subsidiaries, Affiliated Companies					P Risk assessment					P Plan	D Do	C Check A Action

\* "Board of Directors" includes advance briefings for External Directors and Audit & Supervisory Board Members.

## Developing a Resilient Management Foundation

Value Creation 1

### Enhance Corporate Governance and Ensure Its Effectiveness

#### Risk Management

#### Addressing Risks That Significantly Impact the Company

SoftBank Corp. works to mitigate and prevent risks by selecting those that have a significant impact on its business activities based on the likelihood of occurrence and the magnitude of potential effect, determining which risks to prioritize and implementing countermeasures.

#### Risk Related to Management Strategy

Risks	Typical Risk Examples	Risk Mitigation Measures
a. Changes to economic conditions, regulatory or market environments, and competition with other companies		
<ul style="list-style-type: none"> <li>Domestic political conditions</li> <li>Competitors' situations</li> <li>Amendments to laws</li> <li>Demographic changes</li> </ul>	<ul style="list-style-type: none"> <li>Risk of increased competition in the telecommunications industry due to new entrants, etc.; rapid spread of services from startups competing with the SoftBank Corp. group's services</li> <li>Risk of providing products or services with major defects that cause damage to customers</li> </ul>	<ul style="list-style-type: none"> <li>Adopt services, products and sales methods that suit consumer preferences</li> <li>Thorough quality control during manufacturing and development stages</li> </ul>
b. Adapting to technology and business models		
<ul style="list-style-type: none"> <li>Technological innovation</li> </ul>	Risk of the SoftBank Corp. group being unable to respond appropriately or in a timely manner to changes in the market, such as the emergence of new technologies (including generative AI) or business models	Research the newest technology and market trends, conduct verification testing to introduce technically superior services, consider alliances with other companies, etc.
c. Leakage or mishandling of information (including personal information) and inappropriate use of products and services provided by the SoftBank Corp. group		
<ul style="list-style-type: none"> <li>Leakage or loss of information due to cyber attacks</li> <li>Inappropriate use of information assets</li> <li>Inappropriate use of products/services</li> </ul>	<ul style="list-style-type: none"> <li>Risk of information leakage, loss, etc., due to intentional or negligent actions of the SoftBank Corp. group or unauthorized access, such as cyberattacks, by a third party</li> <li>Risk of losing society's confidence and trust in the SoftBank Corp. group due to mistaken management or use of our information assets resulting in social criticism</li> <li>Risk of lowered confidence and trust due to misuse (crimes, etc., such as fraud) of apps or payment services provided by the SoftBank Corp. group</li> </ul>	<ul style="list-style-type: none"> <li>Limit areas of work related to confidential information and establish access control rules; monitor and prevent unauthorized access due to cyberattacks from outside the company; separate and isolate access and network use according to information security levels</li> <li>Establish guidelines and conduct training</li> <li>Periodic monitoring of unauthorized use</li> </ul>
d. Destabilization of international conditions		
<ul style="list-style-type: none"> <li>Procurement of equipment, facilities, etc.</li> </ul>	Risk of delays in transportation of telecommunications business equipment and facilities due to regulations and restrictions imposed on aircraft, ships, etc., by countries in conflict or other countries involved	Conduct monitoring, gather information, and decentralize and diversify suppliers
e. Stable provision of network services		
(a) Telecommunication network failures	<ul style="list-style-type: none"> <li>Risk of being unable to maintain telecommunications service quality due to increased network traffic or an inability to secure necessary frequency bands</li> <li>Risk of being unable to operate telecommunication networks or information systems normally due to a natural disaster, pandemic, etc.</li> </ul>	Bolster the telecommunications network based on predictions of future traffic
(b) Unpredictable circumstances such as natural disasters	Risk of a natural disaster, pandemic, etc., impeding the normal operation of telecommunication networks or information systems	Introduce network redundancy, establish an emergency recovery system, and implement countermeasures for power outages at network centers and base stations

## Developing a Resilient Management Foundation

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### Enhance Corporate Governance and Ensure Its Effectiveness

#### Risk Management

Risks	Typical Risk Examples	Risk Mitigation Measures
f. Corporate acquisition, business alliances, establishment of joint ventures, organizational restructuring within the group, etc.		
• Investment and loans	Risk of investee companies being unable to perform as expected	Conduct sufficient due diligence when considering each investment to make investment decisions in accordance with the prescribed approval process
g. Dependence on other companies' management resources		
(a) Outsourcing • Inappropriate management of information by outsourcers	• Risk of outsourcers being unable to perform work as expected • Risk of infringing on customers' human rights as a result of an outsourced company fraudulently acquiring SoftBank Corp. group and customer information or using it for other purposes	• Conduct periodic audits of outsourcers' work • Evaluate and select suppliers in accordance with the Purchasing Regulations
(b) Use of other companies' facilities • Other companies' management resources	Risk of becoming unable to continue using communication line equipment owned by other operators	Use multiple operators' communication line equipment
(c) Procurement of equipment • Supply disruptions • Delivery delays	Risk of supply disruptions, delivery delays or other problems in the procurement of telecommunications equipment, etc.	Build networks by procuring equipment from multiple suppliers
h. Use of the SoftBank brand		
• Brand use	Risk that our actions negatively impact the trust or interests of SoftBank Group Corp. and we become unable to use the SoftBank brand	Bolster the system for checking prior to using the brand, release materials related to brand use, and conduct training
i. Service interruption or degradation due to related system failure		
• System failures	Risk of becoming unable to continuously provide service for customer-facing systems, the PayPay cashless payment service, etc., due to human error, equipment/system problems, cyberattack by a third party, hacking, or other unauthorized access	Add redundancy to the network and clarify recovery procedures in case of failure or other accidents
j. Training and securing human resources		
• Human capital (hiring, training) • Labor management (overwork, etc.) • Human rights • Diversity	• Risk of being unable to secure engineers or other human resources necessary for business operation as planned • Risk of damaging society's trust and confidence in SoftBank Corp. due to being unable to meet social demands for consideration for basic human rights • Risk of damaging society's trust and confidence in SoftBank Corp. due to being unable to meet social demands for respecting and leveraging diversity	• Adopt a remuneration system that considers the expertise of human resources with high market value • Establish a human rights policy and human rights due diligence process; conduct risk assessments • Ensure company-wide awareness of efforts related to diversity; conduct training
k. Climate change		
• Increasing damage from natural disasters • Biodiversity	• Risk of higher restoration and maintenance costs due to an increase in disaster-affected facilities and worsening of damage • Risk of financial losses from the effects of biodiversity loss on supply chains	• Promote redundancy of backbone networks and secure communications in the event of a disaster, etc. • Conduct risk evaluations regarding the impact of our operations on biodiversity

→ Addressing risks that have significant impact on the company

## Developing a Resilient Management Foundation

Value Creation 1

### Enhance Corporate Governance and Ensure Its Effectiveness

#### Risk Management

##### Business Continuity Planning

##### Disaster Operation Plans

SoftBank Corp. is working diligently to secure the safety of customers and provide stable communications services in the event of a natural disaster, terrorist attack, pandemic or other emergency.

Disaster Operation Plan	<p>The Basic Act on Disaster Management was established for the purpose of protecting the nation's lands and people from damage to life, person and property in the event of a disaster; formulating basic principles for disaster management; maintaining social order; and protecting the public welfare. To this end, the Act specifies the roles of the national government, local governments and designated public institutions, as well as frameworks for implementation in the event of disaster.</p> <p>SoftBank Corp. is a designated public institution as determined by the national government based on the Basic Act on Disaster Management and therefore has formulated a Disaster Management Operation Plan. This plan establishes preventive measures and responses to disasters as well as frameworks to follow when disaster strikes. When disaster strikes, SoftBank Corp. responds in accordance with the Disaster Management Operation Plan while working closely with relevant institutions.</p> <p>→ <a href="#">Disaster Management Operation Plan</a></p>
Civil Protection Operation Plan	<p>The Law Concerning the Measures for Protection of the People in Armed Attack Situations, etc. (Civil Protection Law) was established for the purpose of protecting the nation's people from damage from armed attack to life, person and property, and to minimize the impact of an armed attack on daily life and the nation's economy. To this end, the Civil Protection Law allocates roles to the national, prefectural and municipal governments; defines the roles of designated public institutions; and delineates an implementation framework for protecting the public.</p> <p>SoftBank Corp. is a designated public institution as determined by the national government based on the Civil Protection Law and therefore has formulated a Civil Protection Operation Plan. In the event of the threat or occurrence of a terrorist attack or other armed attack, SoftBank Corp. responds in accordance with the Civil Protection Operation Plan while working closely with relevant institutions.</p> <p>→ <a href="#">Civil Protection Operation Plan</a></p>
Operation Plan for Measures Against Novel Influenza, etc.	<p>The Act on Special Measures against Novel Influenza, etc., was established for the purpose of protecting the lives and health of the public and minimizing the impact on daily life and the nation's economy by strengthening measures against novel strains of influenza, etc. To this end, the Act specifies the roles of the national government, local governments and designated public institutions, as well as frameworks for implementation in the event of an emergency.</p> <p>SoftBank Corp. is a designated public institution as determined by the national government based on the Act on Special Measures against Novel Influenza, etc., and therefore has formulated an Operation Plan in line with the government's action plan. The Operation Plan lays out frameworks to follow before a disease outbreak begins and when it is nascent overseas, measures against infection and other matters. We will implement the plan as appropriate while working closely with relevant institutions.</p> <p>→ <a href="#">Operation Plan for Measures Against Novel Influenza, etc.</a></p>

#### Compliance

##### Basic Approach

Compliance at SoftBank Corp. is not merely about complying with laws and regulations, but also about meeting society's higher ethical and moral expectations. All our executives and employees are obliged to comply with the SoftBank Code of Conduct. Based on the Code, we maintain compliance in our work with a strong sense of ethics and responsibility. Compliance with the SoftBank Code of Conduct is included in the evaluation of the capabilities of managers and other employees.

→ [SoftBank Code of Conduct](#)

##### Compliance Promotion Structure

The Board of Directors of SoftBank Corp. appoints a Chief Compliance Officer (CCO), who proposes and implements measures necessary to establish and strengthen a compliance promotion structure with the aims of ensuring compliance with laws, regulations and the SoftBank Code of Conduct and preventing violations. The CCO is assisted by the Compliance Department, which liaises with its personnel stationed in each of the business units and their personnel responsible for promoting compliance to ensure compliance in the day-to-day operations across divisions through regular inspections and education.

The Compliance Department regularly reports on actual or potential violations of the SoftBank Code of Conduct and compliance issues, including bribery and corruption, to the CCO. The CCO is responsible for monitoring overall management of violations/issues and determining related policy. In addition, the status of these efforts is reported regularly to the Board of Directors and the Audit & Supervisory Board. The SoftBank Code of Conduct is circulated to all employees (including temporary employees) of the SoftBank Corp. group, including subsidiaries and affiliated companies, to promote compliance with laws, regulations and corporate ethics in business operations.

The SoftBank Code of Conduct, the system for promoting adherence to it, and the reporting structure for violations are verified by an independent third-party.

## Developing a Resilient Management Foundation

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### Enhance Corporate Governance and Ensure Its Effectiveness

#### Compliance

##### Hotline (Internal Reporting System)

SoftBank Corp.'s Compliance Hotline is available to everyone, from executives to employees, business partners and subsidiaries. They are welcome to bring any potential or actual compliance violations to our attention through the Hotline. Our Compliance Hotline serves as a pipeline for the early discovery and prevention of all compliance issues including bribery and corruption. Consultations and reports are handled appropriately following a thorough investigation, and the whistleblowing regulations prohibit any adverse treatment of persons consulting with or reporting to the hotline, regardless of the content of such consultation or report.

SoftBank Corp.'s Compliance Hotline accepts all inquiries and reports, including those made anonymously, through various methods—in person or via phone, e-mail and post. We have two Hotlines, each managed by the Compliance Department and an outside law firm. Any allegations regarding senior executives can be presented to our Audit & Supervisory Board Members, who are independent from senior executives. We have also established a global helpline for our overseas subsidiaries where reports can be received in local languages.

The SoftBank Code of Conduct includes content related to legal compliance and the enforcement of internal rules. The Code of Conduct also stipulates that appropriate disciplinary action is to be taken in the case of compliance violations.

In FY2023, we received 226 inquiries and reports regarding compliance violations through the Hotline and other channels. Of these, 29 cases remained under investigation as of March 31, 2024. The number of cases where compliance violations were confirmed amounted to 30, and we took necessary disciplinary action against the individuals who committed such violations in line with SoftBank Corp.'s internal rules.

Note: The breakdown of cases by type of violation is as follows: Inappropriate sales practices (4), security violations (3), negligence of duties (1), harassment (6), and others (16).

#### Compliance Initiatives

Training	<p>We provide many types of training. These include level-specific training (such as that for executives, managers, mid-level employees and new hires), training on specific topics, and training for the executives and compliance officers of subsidiaries.</p> <p>Topics include fake subcontracting, harassment and bribery, and preventing conflicts of interest, with training for specific divisions focused on the risks they face.</p>
Compliance Awareness Month	<p>Compliance Awareness Month is held annually for the purpose of enhancing the compliance awareness of all executives and employees. During Compliance Awareness Month, we conduct a compliance test based on familiar, concrete scenarios for all employees so that they can self-evaluate their knowledge and understanding of compliance. We also require employees to sign an annual pledge of compliance with the SoftBank Code of Conduct.</p> <p>In addition, every year we carry out training for top management on important compliance topics that require caution in our businesses.</p>
Corruption Prevention Initiatives	<p>The SoftBank Code of Conduct states our determination in maintaining appropriate relationships with political and governmental officials, and prohibits any behavior that can be interpreted as a corrupt practice. We commit to conducting fair business practices on the premise of complying with anti-bribery laws and regulations in each jurisdiction. SoftBank strictly bans directors from engaging in corrupt practices as recommended by Transparency International's "Business Principles for Countering Bribery." In addition, we established the <a href="#">SoftBank Anti-Bribery and Corruption Policy</a> in June 2022. We will continue to reinforce measures to prevent corruption.</p> <p>All employees at SoftBank Corp. are obliged to comply with the Standard of Conduct on Maintaining Appropriate Relationships with Civil Servants and the Internal Approval Regulations. These two regulations prescribe procedures for gifts, entertainment and meals offered to governmental officials, agent appointment applications, political contributions and sponsorships; oblige us to keep records as appropriate; strictly ban us from paying any kind of facilitation fees; and prescribe the preparation and operation of mechanisms to ensure that employees do not engage in corrupt practices, either directly or indirectly. The Compliance Department regularly checks application procedures from a corruption-prevention perspective.</p> <p>In FY2023, there were no cases of legal action, fines or penalties related to corruption or bribery. All our business partners and suppliers are required to comply with the Supplier Ethics and Rules of Conduct, which prohibit them from engaging in any form of bribery.</p>
Responsible Political Participation	<p>SoftBank Corp. engages conscientiously with politics and policymaking, seeking to contribute to the formulation and implementation of policy that benefits not only its major stakeholders, but society as a whole. The SoftBank Code of Conduct, which has been approved by the Board of Directors, includes stipulations on appropriate involvement in politics and policymaking.</p> <p>SoftBank Corp. values maintaining neutrality with respect to political parties and politicians, and complies with the Public Offices Election Act, the Political Funds Control Act, and other political laws and regulations. Donations to individual politicians, which are prohibited by law, and donations to specific political groups or political parties in excess of the amounts permitted by law, are strictly prohibited.</p> <p>All political contributions are subject to approval by the Board of Directors and any contributions made are appropriately disclosed on our website. No political contributions were made in FY2023.</p> <p>→ <a href="#">ESG Data Book 2024</a></p>
The Compliance Handbook	<p>To foster deeper understanding of the SoftBank Code of Conduct and ensure that correct practices are followed, the Compliance Handbook is published on the company intranet so that employees can make use of it at any time. The Compliance Handbook provides explanations of laws and regulations along with case studies and other relevant information.</p>

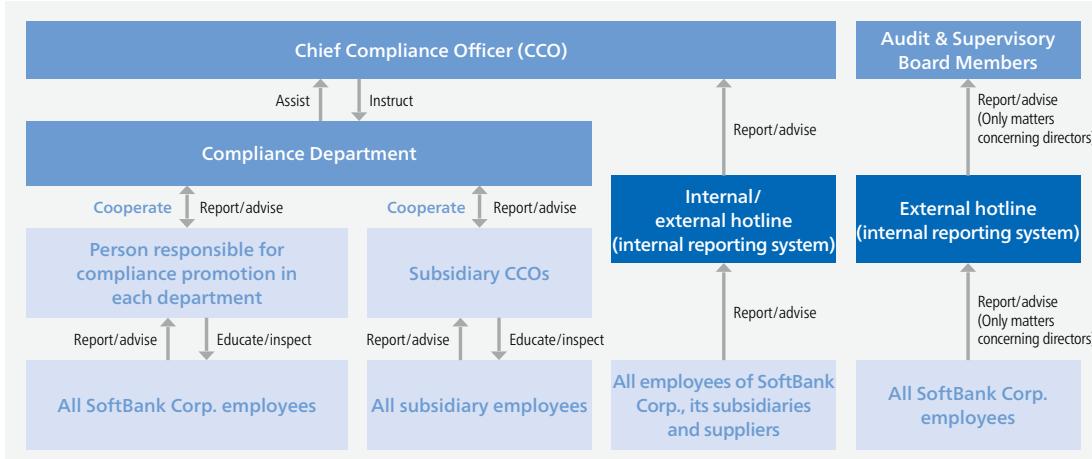
## Developing a Resilient Management Foundation

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### Enhance Corporate Governance and Ensure Its Effectiveness

#### Compliance

##### Compliance Promotion Structure



#### Fair Competition Initiatives

The SoftBank Code of Conduct stipulates that the company avoid engaging in anti-competitive acts, conduct business activities through fair market competition, maintain relationships that are fair and enable mutual development with business partners, and ensure that all employees maintain compliance.

The Supplier Ethics and Rules of Conduct require all business partners to comply with laws and regulations related to fair transactions (such as the Antimonopoly Act and the Subcontract Act), avoid engaging in any form of bribery and promote proper business operations.

#### Intellectual Property

##### Intellectual Property Strategy

The SoftBank Code of Conduct, which all executives, employees and group companies are required to abide by, declares the following: "We recognize the importance of intellectual property rights, and we will respect the intellectual property rights of others while promoting the appropriate protection and utilization of our own intellectual property rights." Our intellectual property strategy lays out the core principles for how we intend to enhance corporate value and contribute to the industrial development of society as a whole by striving to create, protect and utilize intellectual property while at the same time respecting the intellectual property rights of others.

We see this intellectual property strategy as being a foundation for our business, technology (R&D), sales and other key strategies. The continuous promotion of the intellectual property strategy helps us to enhance the competitiveness of our services, to maintain and expand our customer base, and to stay ahead of our competitors. Moreover, we are striving to resolve societal challenges by undertaking our own digital shift, taking maximum advantage of such cutting-edge technologies as AI and the IoT, and by serving as a flagbearer promoting the digital transformation (DX) of society and industry.

##### Intellectual Property Management Structure

Along with our core telecommunications business, the active pursuit of new business expansion utilizing leading-edge technologies and business models calls for us, more than ever before, to go about our activities with a strong and comprehensive sense of ethics and responsibility to ensure compliance across all areas, including intellectual property.

With responsibility for administering intellectual property, our intellectual property division has been promoting our intellectual property strategy by strengthening engagement with the other operational divisions responsible for other key strategies such as business, technology (R&D) and sales. In addition, in terms of enhancing corporate governance and ensuring its effectiveness, we take a multifaceted approach to establish the organizational infrastructure required both for the risk control functions relating to intellectual property, and to ensure that our business is conducted in a strategic and efficient manner.

By maintaining a strong sense of ethics and responsibility to ensure compliance across all areas, including intellectual property, the intellectual property division will contribute to enhancing corporate value.

## Developing a Resilient Management Foundation Resilient and Honest Corporate Governance, Organization, and Personnel

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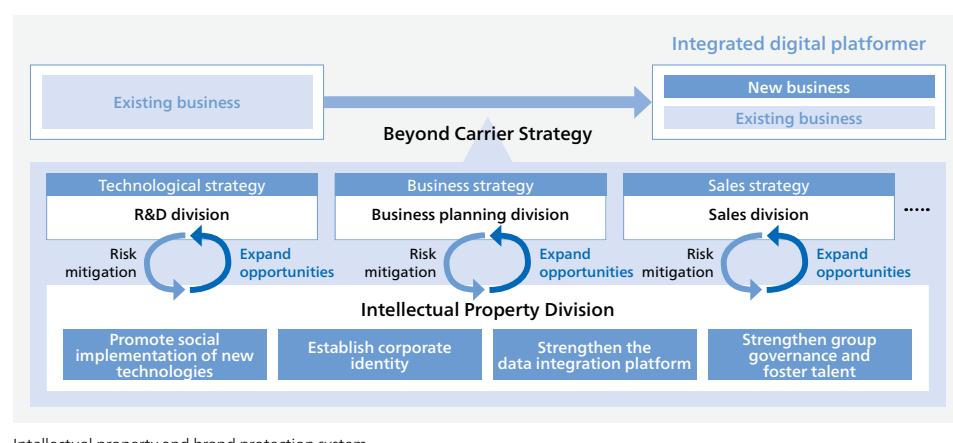
### Compliance

#### Maintaining and Enhancing the SoftBank Brand Image

In addition to our core business in the communications field, we have also acquired and manage around 700 protected trademarks related to the brands of new businesses in mobility, healthcare, big data/AI, and other fields. To maintain and enhance the SoftBank brand image, the intellectual property division and branding division work together to implement appropriate brand management, striving to prevent any negative impacts on customers who put their faith in the SoftBank brand.

<b>Main Activities</b>	<ul style="list-style-type: none"> <li>Screening of brand usage</li> <li>Strengthening coordination with brand licensees</li> <li>Strengthening practices for identifying misuse of brands by other companies (including enforcement measures)</li> </ul>
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In addition to preparing rules and manuals, the branding division also regularly reviews actual brand usage and provides an in-house point of contact for inquiries relating to brand use to support SoftBank Corp.'s businesses.



### Primary Initiatives

Strengthening Group Intellectual Property Governance and Fostering Talent	<p>With the aim of achieving the early rollout of new business models that draw on leading-edge technologies from around the world, we are working to expand opportunities for intellectual property. These efforts extend from the intellectual property due diligence conducted prior to the establishment of an operating company to putting intellectual property rules in place after establishment, fostering talent in the field of intellectual property and encouraging the acquisition of intellectual property rights. This also involves working together as a group to establish governance structures, including the formulation of standards for intellectual property governance and conducting periodic assessments of relevant subsidiaries and affiliates according to their corporate phase. We also host workshops on intellectual property practice in partnership with SoftBank Group Corp. The aim of these is to achieve a deeper and more comprehensive intellectual property strategy for the SoftBank Group as a whole by sharing expertise in intellectual property practice while maintaining the independence of individual Group companies.</p> <p>Furthermore, a course on SoftBank's intellectual property strategy entitled "Practical Challenges and Responses by SoftBank Legal" has been taught since 2019 in the Advanced Business Law Program of the University of Tokyo's World-leading Innovative Graduate Study (WINGS) Program, primarily aimed at educating undergraduate and graduate students in intellectual property.</p>
Eliminating Unauthorized Brand Use That Threatens the Multi-brand Strategy	<p>Failing to take action against counterfeit goods or services from other companies that make unauthorized use of our brands not only invites damage to the brand image and the illicit flow of funds, but also has the potential to endanger the health and safety of customers who put their faith in the brand.</p> <p>To detect the unauthorized use of our brands by third parties and act rapidly to eliminate or prevent such infringements, we are strengthening cooperation with the intellectual property divisions of the group companies licensed to use the SoftBank, Y!mobile and LINEMO brands, which we are advancing under our multi-brand strategy, working together as a group on measures for enhancing brand value. In addition to border enforcement measures (import seizures by Japan Customs and training for customs officers to distinguish counterfeits), we also make information publicly available on an ongoing basis to help address problems by exchanging information with industry organizations and government agencies.</p> <p>In recent years, through transactions made on international distribution and e-commerce sites, there has been an increase of counterfeit goods and fraudulent advertising on social media sites, with methods becoming more devious and harmful. In addition, we have seen companies piggybacking off the SoftBank brand make similar trademark applications in various foreign countries. We are strengthening our monitoring of trademark infringements from these sorts of counterfeit goods and false advertising, operating on a legal basis to register injunctions on use and imports, and responding to fraudulent trademark applications by filing oppositions and requesting invalidation trials. As we promote proper brand management and maintain and improve our brand image, we are looking to take a firmer stance toward counterfeit goods and other scams to uphold the trust our customers give us.</p>
Establishment of a Data Linkage Platform	<p>In accordance with the Unfair Competition Prevention Act and Copyright Act, we are strengthening cooperation with internal divisions that are responsible for data management and those that utilize data. We are also working to determine guidelines for the appropriate management of internal and external data, and to establish a platform for strategic use of data.</p> <p>Furthermore, by working with the police on ongoing monitoring to identify and take down phishing sites, we are helping to create an environment in which people can use data with confidence.</p>
Protection of Intellectual Property	<p>In protecting intellectual property, SoftBank Corp. complies with relevant laws and regulations, striving to proactively protect and utilize intellectual property based on internal rules regarding patents and trademark management. Additionally, we now publicly recognize the outstanding inventions of our employees with the SoftBank Award Patent Bonus. We strive to foster a culture where highly creative and outstanding products are invented throughout our entire company, which led us to submit a total of 297 patent applications in Japan and overseas in FY2023, a more than 10% increase from FY2022.</p>

## Developing a Resilient Management Foundation

**Resilient and Honest Corporate Governance, Organization, and Personnel**

Message from the Human Resources Division Head | **Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness**

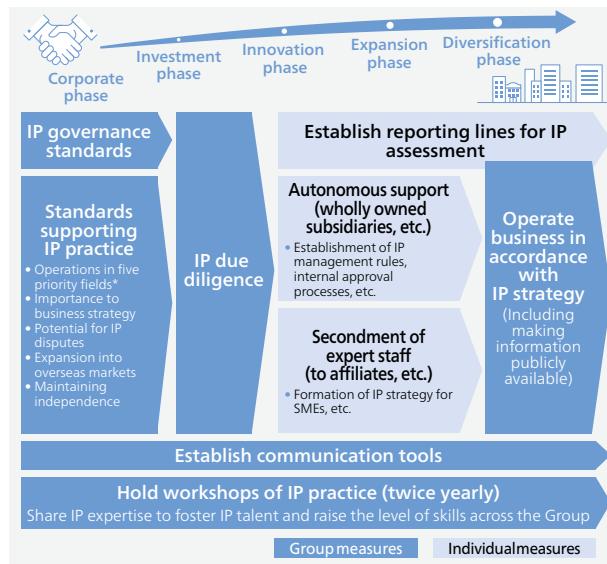
Value Creation 2 Develop Sustainably through Cooperation with Stakeholders | Value Creation 3 Promote Employee Well-being and Advance DE&I to Maximize Human Capital  
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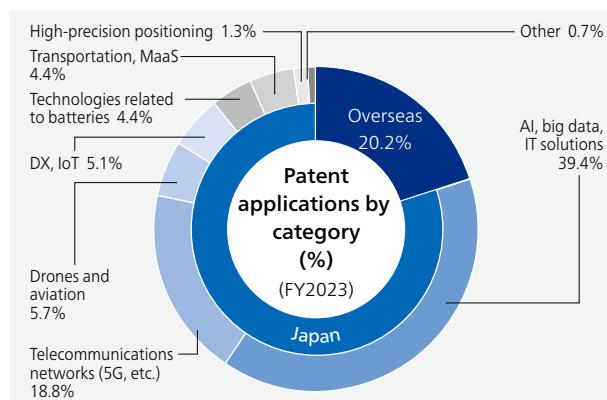
#### Compliance



Strengthening intellectual property governance and fostering talent

\* The five priority fields under the Ministry of Economy, Trade and Industry's "Connected Industries" framework

#### ▼ Patent Applications



#### Tax Strategy

##### Basic Policy

The SoftBank Corp. group is striving to implement compliance practices in which each individual executive and employee possesses a strong sense of ethics and responsibility at all times. Within tax governance as well, business activities are conducted in a conscientious manner through responsible actions based on accounting regulations and the SoftBank Code of Conduct. In addition to ensuring transparency in taxation matters, we aim to contribute to socioeconomic growth in every country and region where we operate by complying with the tax laws and regulations in all countries of operation; paying taxes in a way which emphasizes fairness; and unequivocally adhering to the BEPS Actions and other forms of international tax compliance.

##### Taxation Risks and Governance System

We engage in fair and impartial transactions domestically and overseas. We also fulfill our responsibilities as a taxpayer while reducing taxation risks through appropriate and rational tax planning. We build sound relations with tax authorities, receiving advance rulings when necessary. When differences of opinion arise, we strive to resolve them through constructive dialogue. The Chief Financial Officer (CFO), who is a Board Director, approves and is responsible for the overall management of taxation practices and related policies. In addition, tax issues that arise in each business are reported, as necessary, to the Audit & Supervisory Board, which confirms their status by such appropriate means as requesting explanations of tax issues from the Independent Auditor. External advisors are also periodically consulted in the examination of taxation risks. In particular, with respect to overseas transactions, we actively maintain the following systems regarding transfer pricing regulations and tax havens.

##### Compliance with Transfer Pricing Regulations

We comply with the laws and regulations of each country in overseas transactions and are implementing appropriate measures for tax reform according to OECD Transfer Pricing Guidelines and the action plans within the BEPS project. To mitigate taxation risks, we aggregate information by involving the Tax Group in overseas transactions, ensuring that transactions are conducted according to the arm's length principle, with proper verification and documentation. In addition, we refrain from moving earnings to low-tax-rate countries solely for the purpose of tax avoidance, monitor whether overseas portfolio companies make investments in low-tax-rate countries, and maintain systems so as to be able to provide the appropriate reporting.

##### Tax Haven Compliance

We do not engage in tax planning aimed at tax avoidance, such as the use of tax havens through business entities that are not in accordance with business objectives and substance. When investing in countries with lower tax rates or when the tax rate is lowered due to legislative amendments in countries or regions where we do business, we determine whether tax haven countermeasures are applicable pursuant to the laws and regulations of each country. In the event that we determine that we are subject to tax haven countermeasures, we apply tax payment by self-assessment.

→ Income tax payments by region (FY2023)/Names of entities and primary activities

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### Value Creation 1

### Enhance Corporate Governance and Ensure Its Effectiveness

## Support of Human Rights

### Basic Approach

SoftBank Corp. respects human rights and acts in accordance with international standards, such as the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights. Any and all discrimination or harassment on the basis of age, gender, nationality or disability is prohibited. We have established SoftBank's Human Rights Policies and actively work to promote diversity, equity and inclusion (DE&I) so all employees can demonstrate their uniqueness and abilities.

→ [SoftBank's Human Rights Policies](#)

### Promotion Structures

SoftBank Corp.'s human rights education activities are based on SoftBank's Human Rights Policies, which are approved by the Board of Directors. These activities are conducted mainly by the Human Rights Committee, which is chaired by President & CEO Junichi Miyakawa, and whose members include Board Directors in charge of the Consumer Business Unit, the Enterprise Business Unit, the Technology Unit, the IT Unit, the Finance Unit, and the Corporate Affairs Unit, as well as Heads of the Human Resources Division, the General Affairs Division, the Legal & Risk Management Division, the CSR Division, and the Corporate Communications Division. The Committee, convened annually since FY2020, promotes human rights activities within the company through day-to-day activities, including human rights due diligence management; investigations of and responses to items that might represent human rights violations; and planning and conducting training on human rights to increase awareness internally.

Matters deliberated by the Human Rights Committee are discussed and reported at the Board of Directors meetings.

## Human Rights Due Diligence Initiatives

### Process

In accordance with the United Nations Guiding Principles on Business and Human Rights, SoftBank Corp. has established a human rights due diligence process to ensure respect for the human rights of all stakeholders affected by its business activities.

#### ▼ Human Rights Due Diligence Process

##### Commitment

###### Commitment to stakeholder human rights

- Establishment of SoftBank's Human Rights Policies
- Dissemination of SoftBank's Human Rights Policies among SoftBank employees
- Application of SoftBank's Human Rights Policies to group companies and the value chain

##### Assessment

###### Identification and assessment of human rights risks

- Assessments to identify human rights risks
- Research on specific potential business human rights risks
- Mapping human rights risks

##### Action

###### Initiatives to prevent and mitigate human rights risks

- Implementation of measures to prevent and mitigate human rights risks
- Establishment of prevention and mitigation plans, then monitoring of their implementation and effectiveness
- Human rights awareness-raising activities for employees, including those of group companies

##### Communication

###### Reporting and disclosure of information to stakeholders

- Establishment of a contact point for inquiries from stakeholders
- Disclosure of information on our website and in Sustainability Reports
- Dialogue with experts

### Stakeholder Engagement

## Developing a Resilient Management Foundation

**Resilient and Honest Corporate Governance, Organization, and Personnel**

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#### Human Rights Initiatives

##### Mapping Human-rights Risk

SoftBank Corp. conducted mapping of human rights issues that carry risk of negative impact arising from the company's business activities. We believe that the items listed below represent human rights risks of high priority for counteraction by the company. Guided by our process for human rights due diligence, we are identifying and evaluating real and potential impacts on human rights.

To address human rights risks that are already occurring, we implement solutions to eliminate the negative impacts and other problems. Where necessary, we undertake appropriate relief measures for the victims. We also take appropriate measures to mitigate potential risk.

In mapping, we evaluate the risk values that remain after implementing various measures for each risk item. We also plan to continually review and update our list of mapping items.

Note: From FY2022, we have changed our assessment criteria for human rights risks. The new criteria are based on our general risk assessment criteria while additionally factoring in the difficulty of remediation (the possibility of remediation in the event of human rights violations).

##### ▼ Mapping Human-rights Risk

Bigger ↑	Management of personal data (including private information)		Affected Stakeholders: <input type="checkbox"/> SoftBank Corp. employees <input checked="" type="checkbox"/> Group company employees <input checked="" type="checkbox"/> Supply chain <input type="checkbox"/> Franchises <input type="checkbox"/> Customers/local communities
Impact ↓	Safety management during base station construction Child labor (including overseas suppliers) Forced labor (including overseas suppliers) Operation of technical training programs Conflict minerals Environmental destructions from business activities • Pollution	Human rights violations on the Internet <input type="checkbox"/> Overtime <input type="checkbox"/> Utilization of AI	<input type="checkbox"/> Customer harassment  <input type="checkbox"/> Abuse of authority
Smaller ↓	Consideration of children and seniors	<input type="checkbox"/> Freedom of association and group bargaining rights	<input type="checkbox"/> Discrimination against persons with disabilities <input type="checkbox"/> Discrimination against foreign nationals <input type="checkbox"/> Discrimination against LGBTQ+ people  <input type="checkbox"/> Sexual harassment <input type="checkbox"/> Harassment for taking pregnancy, childbirth and childcare leave <input type="checkbox"/> Discrimination against women
Lower ←		Possibility of occurrence → Higher	

##### Identification and Evaluation of Negative Impact on Human Rights

As part of its human rights due diligence, SoftBank has carried out assessments to identify human rights risks in key segments since FY2020. The key themes, targeted segments, and results of the FY2023 assessment are as follows.

##### ▼ Key Themes in the FY2023 Assessment and Related Segments

<b>Key Themes in the Assessment</b>	1. Basic Stance on Human Rights and Major Initiatives 2. Prohibition of Forced Labor, Trafficking in Persons and Child Labor (Avoidance of Complicity in Human Rights Abuses) 3. Prohibition of Harassment and Discrimination 4. Reduction of Working Hours 5. Proper Wages and Compensation 6. Employees' Freedom of Association and Right to Organize 7. Respect for the Environment and Local Communities <span style="background-color: #e0f2e0; padding: 2px;">→ Self-assessment items related to human rights</span>
	1. Value chain (1) Main suppliers (2) Sales agents operating SoftBank Shops and Y!mobile Shops 2. SoftBank Corp. group companies: The group's business (SoftBank Corp. and subsidiaries), joint ventures (affiliates, etc.) 3. Investment targets at the time of considering investment 4. SoftBank Corp. employees
<span style="background-color: #e0f2e0; padding: 2px;">→ Assessment results (number of companies)</span>	

## Developing a Resilient Management Foundation

Value Creation 1

### Enhance Corporate Governance and Ensure Its Effectiveness

#### Support of Human Rights

##### Mitigation Actions for Major Risk Items

As a result of the FY2023 assessment, 23 entities (including our value chain, our own business and joint ventures) were found to need risk mitigation. The major potential human rights risk items identified at these targets and the actions taken to mitigate the risks are listed below.

Potential Human Rights Risks		Lack of Commitment to Respect for Human Rights	General Risks to the Human Rights of Employees	Lack of Relief Mechanisms	Forced Labor, Human Trafficking and Child Labor
Potential Risk Summary		If we do not establish a human rights policy or commit to respecting it and carrying out our responsibilities as a business, there may not be enough consciousness of human rights at the managerial level.	Human rights issues such as discrimination and harassment may occur if investigations regarding employees and education initiatives toward prevention and mitigation are inadequate.	If we lack points of contact for consultation which recognize and respond to human rights issues related to business activities, there may be cases where relief measures cannot be carried out when an issue occurs.	When we lack awareness regarding the presence of technical trainees in the supply chain or whether their human rights are being upheld, there is a chance that forced labor, etc. may be occurring.
Mitigation Measures, Mitigation and Relief Plans, Number of Target Locations	Critical suppliers	2	—	—	—
	Store management sales agents	5	2	2	6
	Subsidiaries	8	7	2	7
	Affiliated companies	—	2	2	1
Mitigation Measures	Shared	<ul style="list-style-type: none"> <li>• Requests for reform initiatives for risk matters: requests for reform plans are submitted as needed</li> <li>• Expertise regarding SoftBank's response procedures, samples and use formats is provided</li> <li>• Response procedures and best practices are introduced at briefing sessions for group companies</li> <li>• Status of reforms are traced through assessments of the current financial year</li> </ul>			
	Individual	<ul style="list-style-type: none"> <li>• Policies related to human rights are established</li> </ul>	<ul style="list-style-type: none"> <li>• Human rights surveys for employees are undertaken</li> <li>• Employee training is conducted covering human rights themes relating to discrimination, harassment, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Contact points for consultation on human rights are established and made common knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Inspections of the supply chain are conducted</li> <li>Inspection items:           <ol style="list-style-type: none"> <li>1. Hiring conditions</li> <li>2. Management measures preventing illegal exploitation of salary payments by third parties</li> <li>3. Verification of working routes (legality)</li> <li>4. Proper management of passports</li> <li>5. Establishment of contact points for trainees to conduct consultation</li> </ol> </li> </ul>

##### Assessment of Human Rights in the Value Chain

Since FY2020, as part of our efforts with respect to the value chain, we have regularly requested self-assessments from our critical suppliers; the sales agencies that run SoftBank Shops and Y!mobile Shops, which are our main sales channels and contact points with customers; and others. We ask that they assess their efforts on human rights and confirm whether they are complicit in human rights violations. In cases where the assessment uncovers human rights risk, we conduct efforts to solve and correct the problems. SoftBank Corp. will continue to request these self-assessments on a regular basis while conducting continuous monitoring and proposing improvements as the company continues striving for further risk reduction.

→ Assessment of human rights in the value chain

##### Human Rights Assessments of Group Companies

Self-assessments related to human rights were conducted by SoftBank Corp. as well as 145 domestic and overseas subsidiaries and 28 affiliated companies. The assessments found no actual impact on human rights. However, for the 15 companies (including two affiliates) where potential human rights risks were identified, we not only requested improvements, but also supported improvement initiatives by providing manuals describing risk mitigation procedures, necessary survey forms and educational content for employees at each company. Going forward, we will continue to request these self-assessments on a regular basis and strive to further reduce risks through continuous monitoring and improvement proposals.

##### Human Rights Assessments When Considering Investment

In addition to assessing human rights in existing business activities, we carry out human rights assessments of new business ventures. Important items covered in the assessment include prohibition of forced labor, prohibition of discrimination, prohibition of harassment, respect for the right to organize and prohibition of child labor. A passing grade on this assessment is one of our criteria for considering investment.

→ Human rights assessment when considering joint venture investment

**Developing a Resilient Management Foundation**  
**Resilient and Honest Corporate Governance, Organization, and Personnel**
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Value Creation 1

**Enhance Corporate Governance and Ensure Its Effectiveness****Human Rights Initiatives****Human-rights Assessments of SoftBank Corp. Employees**

As part of our human rights due diligence, our HR department interviews employees and we carry out questionnaire surveys. When problems are observed, the Company carries out direct or indirect relief measures.

HR Interviews/ Roundtable Discussions	Between 2015 and 2021, the company's Human Resources Department conducted interviews with employees to assess employee working conditions (cumulative total: interviews with 26,100 people). If any risks related to human rights were identified, we promptly took remedial action in cooperation with the relevant divisions, and since 2022, roundtable discussions have been held between the Head of the Human Resources Division and employees at nine major business sites nationwide (166 participants in total). This direct dialogue between the head of human resources and employees facilitates rapid improvements. We will value dialogue with employees and strive to assess and improve workplace conditions.
Survey on Human Rights for Employees	<p>Every year, SoftBank Corp. conducts training and provides educational content to employees on human rights, with a focus on discrimination and harassment. In addition, all employees are informed of a consultation service available in the event of human rights violations. We strive to prevent human rights violations, and in the event that they do occur, we treat them seriously and in accordance with internal regulations.</p> <p>Furthermore, we conduct an annual survey of all employees to identify any potential human rights violations. In FY2023, we surveyed 26,500 employees, and no responses were received requesting remedy for human rights violations in the workplace.</p> <p>However, based on the results of the survey, we have identified eight issues (five of which are key issues) that could become human rights risks, and we are working with the divisions in charge to examine and implement measures to reduce these risks.</p> <p>The results of the survey and risk mitigation measures are made available to employees. We will continue to ensure respect for the human rights of our employees through ongoing surveys and monitoring.</p>

Subject	Potential Risks (key issues)	Risk Mitigation Measures
Discrimination/ Harassment	Abuse of authority	Annual e-learning-based training for employees on harassment is conducted. We also strive to prevent incidents via ongoing training for employees and further expansion of content. When an incident occurs, it is dealt with strictly based on our regulations, and we strengthen measures to prevent recurrence.
	Harassment related to pregnancy, childbirth and childcare leave	<ul style="list-style-type: none"> <li>• Continuously add training content for employees on discrimination related to maternity and paternity issues (maternity, paternity, care and gender harassment)</li> <li>• Promote an environment that makes it easier for men to take childcare leave</li> </ul>
	Discrimination on the basis of gender	Ongoing training for employees (unconscious bias)
	Age-related discrimination and harassment	<ul style="list-style-type: none"> <li>• Ongoing training for employees</li> <li>• Verification of age-related systems/ongoing consideration of their frameworks</li> </ul>
	Customer harassment	<ul style="list-style-type: none"> <li>• Establish a response flow and create points of contact for consultation</li> <li>• Provide points of contact for consultation as well as mental healthcare systems</li> <li>• Conduct continuous training for employees (proper understanding and response methods)</li> </ul>

[→ Survey on Human Rights for Employees](#)**Individual Surveys on Specific Themes with Business-related Human Rights Risks**

Since FY2020, as part of our human rights due diligence, we have identified initiatives to reduce human rights risks by focusing on specific themes in our businesses where we expect human rights risks to be particularly high.

To this end, human rights managers conduct interviews with managers responsible for targeted themes. By doing so, they have confirmed the status of operational processes and on-site conditions that are difficult to assess through quantitative surveys.

**1. Management of Personal Data**[→ Details](#)**2. Consideration for Seniors, Children, Youth and Persons with Disabilities**[→ Details](#)**3. Safety Management for Construction Workers Involved in Building Base Stations and Other Structures**[→ Details](#)**4. Managing Human Rights in the Use of AI**[→ Details](#)

## Developing a Resilient Management Foundation

Value Creation 1

### Enhance Corporate Governance and Ensure Its Effectiveness

#### Human Rights Initiatives

##### Activities to Raise Awareness of Human Rights

###### Human Rights Education and Training

The SoftBank Code of Conduct stipulates respect for human rights and the prohibition of discrimination and harassment. We strive to raise awareness of the importance of human rights within the company by offering human rights education and training that covers SoftBank's Human Rights Policies for all employees. In addition to training that targets specific levels, such as new employee training and training for newly appointed managers, all employees in management positions and above undergo both regular training and training upon receiving promotions regarding methods for responding to consultations and reports on bullying or harassment incidents.

###### Education for Group Companies

To mitigate human rights risks for subsidiaries and affiliated companies, we provide the self-assessment tools related to human rights utilized at SoftBank Corp. and ask each company to make improvements based on the results of the assessments. Through these efforts, we work to mitigate human rights risks and expand human rights initiatives at each company.

Specifically, along with the regular provision of information on the company's human rights due diligence activities and relevant information to human rights personnel, in 2023 we introduced data focusing on our initiatives and those of group companies. We also provided training content on business and human rights.

Going forward, we intend to continue working to bolster human rights promotion activities across the group mainly through the two-way provision of information and sharing of know-how while confirming the status of initiatives related to human rights at each group company.

###### ◆ Training Conducted in FY2023

Title	Trainees	Training Type
Pledging adherence to the SoftBank Code of Conduct	All employees	Other
Compliance training for new hires	New employees/Mid-career hires	e-Learning
Training for newly appointed managers	Newly appointed managers	e-Learning
Compliance Test	All employees	e-Learning
Harassment Prevention Course (Abuse of authority/Sexual harassment/Sexual orientation and gender identity (SOGI) discrimination)	All employees	e-Learning
Harassment Prevention Course (Harassment related to maternity, paternity and nursing care)	All employees	e-Learning
Harassment Prevention Course (Workplace bullying and power harassment)	All employees	e-Learning
Business and Human Rights Training	All employees	e-Learning
Unconscious Bias Training	All employees	e-Learning
Diversity & Inclusion Training	Managers	Online training
Diversity Management Training	Managers	Online training

###### Relief Structure

SoftBank Corp. provides contact points for consultation with all company stakeholders, including customers, suppliers, people who work in the company's supply chains, and employees. These contact points provide a mechanism for effectively learning about and responding to human rights problems in business activities.

In FY2023, a total of six cases of harassment and other violations of human rights occurred, resulting in disciplinary action against the offending parties. In each case, SoftBank Corp. conducted a survey of the facts of the case in a way that did not cause disadvantage to the consulting party. Appropriate responses were taken in accordance with internal regulations and measures were drawn up to prevent recurrence of similar cases. Specifically, we revised the content of harassment-prevention seminars for all employees in view of the cases, and enhanced the content of the seminars in terms of types of harassment, its impact and the case studies used to illustrate them.

Note: Consultation services are provided on a webpage available both Japanese and English.

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**Enhance Corporate Governance and Ensure Its Effectiveness****Human Rights Initiatives**

Contact Points for Consultation on Human Rights	<p>SoftBank Corp. has established permanent contact points to receive opinions and inquiries from stakeholders about human rights. When problems are pointed out through the contact points, SoftBank Corp. promptly investigates. In the event that a violation of human rights is confirmed through such an investigation, SoftBank Corp. has prepared a system to promptly provide relief to victims, correct the problem and take steps to prevent its recurrence.</p> <p>The personal information and content of opinions or inquiries of the users of these contact points are managed with the strictest care and not divulged externally without the consent of those individuals.</p> <p>In FY2023, we were contacted in eight cases, all of which have been resolved.</p>
Compliance Hotline	<p>SoftBank Corp. has established a Compliance Hotline for the use of all employees working in the SoftBank Corp. group, including directors, full-time employees, employees accepted on secondment, commissioned employees, contract employees, and temporary employees. They can use the hotline to seek consultation about compliance violations, including human rights problems. The privacy of everyone who seeks consultation through the Compliance Hotline is strictly protected. Anonymous consultations are also welcomed.</p>
Contact Points for Consultation on Harassment	<p>The SoftBank Corp. group takes all reports of harassment seriously. When individuals consult with us on harassment issues, we observe strict confidentiality to protect them from repercussions and deal with the issues appropriately, taking such steps as conducting necessary investigations, providing relief and implementing measures to prevent recurrences. Guided by this commitment, the group has established contact points for consultation on harassment for the use of all employees working in the SoftBank Corp. group (Board Directors, full-time employees, seconded employees, commissioned employees, contract employees, temporary employees, etc.).</p> <p>All cases consulted on or reported to the contact points are investigated by the Human Resources Department, taking great care to protect the privacy of the consulting individual. If an investigation confirms that serious harassment has occurred, the Disciplinary Review Committee deliberates on the appropriate penalty for the offending person. The problem is promptly corrected, relief is provided and appropriate measures are implemented to prevent recurrence. The details of the case are managed with the strictest care, with no reports divulged to third parties without the express consent of the consulting person.</p>

**Our Mindset Regarding Customer Harassment**

Based on the valuable opinions and requests of our many customers, we provide services and build network environments that they can use satisfactorily and with peace of mind every day. Though the cases are extremely isolated, we recognize that this process can result in abusive words and excess demands being directed at employees\* of SoftBank Corp. and our outsourcing companies.

It is very important to maintain a proper working environment for these employees in order to continue providing our services. Thus, we go beyond simply sustaining our invaluable relationships with our customers; we also protect these employees from the aforementioned actions, and we believe creating an environment where they can work with peace of mind is indispensable to providing better service. Such beliefs formed our mindset regarding customer harassment.

\* Employees of SoftBank Corp. or its outsourcing companies, including:

- SoftBank Corp. staff, including temporary staff
- Staff at SoftBank and Y! Mobile shops and other cell phone retail outlets, including those operating within home electronics retail stores
- Call center operators, etc.

→ Actions covered

→ Response to customer harassment

→ Main initiatives to address customer harassment

## Developing a Resilient Management Foundation

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### Enhance Corporate Governance and Ensure Its Effectiveness

#### Human Rights Initiatives

##### Working with Stakeholders

###### Stakeholder Dialogue

In FY2023, we held a stakeholder dialogue on the theme of "Creating an environment where everyone can use their abilities to take on challenges and grow: Issues and measures related to LGBTQ+ individuals in the workplace." Through dialogue with experts, we have learned about foreign and domestic trends regarding LGBTQ+ individuals as well as their present situation in Japanese society, deepened our knowledge of human rights issues in the workplace and corresponding practical response measures, and clarified points that we need to address.

In the next fiscal year and beyond, we will continue to hold stakeholder dialogues to prevent the occurrence of human rights issues in our business by setting themes in response to changing human rights issues.

Topic	Speaker	Description
1st Stakeholder Dialogue: August 24, 2020	Keiichi Ushijima; Part-time lecturer, Tohoku University Graduate School	"The role of telecommunications carriers in promoting respect for privacy" <ul style="list-style-type: none"> <li>• Current trends surrounding human rights issues</li> <li>• Potential human rights risks identified by SoftBank Corp.</li> <li>• Ideas for SoftBank Corp.'s future activities</li> </ul>
2nd Stakeholder Dialogue: August 31, 2020	Daisuke Takahashi; Attorney, Shinwa Sohgo Law Offices	"Human rights issues brought about by technology developments" <ul style="list-style-type: none"> <li>• Effects of AI and other technologies on human rights (e.g., the human rights of socially vulnerable people, privacy, freedom of expression)</li> <li>• The importance of promoting activities targeting human rights issues (human rights due diligence, mechanisms for responding to complaints)</li> </ul>
3rd Stakeholder Dialogue: February 18, 2022	Akira Hatate; Director, Japan Civil Liberties Union (JCLU)	"Learning from scratch about problems related to foreign national workers from the perspective of business and human rights" <ul style="list-style-type: none"> <li>• Human rights problems faced by foreign national workers in Japan</li> </ul>
4th Stakeholder Dialogue: March 15, 2023	Associate Professor Kei Narihara, Graduate School of Law, Kyushu University	AI and Human Rights: "Discrimination by AI" and Fairness <ul style="list-style-type: none"> <li>• The mechanisms by which discrimination via AI occurs</li> <li>• Human rights issues when using AI and data in the telecommunications/IT business</li> </ul>
5th Stakeholder Dialogue: February 27, 2024	Kento Hoshi; Director and CEO, JobRainbow Co., Ltd.	"Creating an environment where everyone can use their abilities to take on challenges and grow: Issues and measures related to LGBTQ+ individuals in the workplace" <ul style="list-style-type: none"> <li>• Foreign and domestic trends regarding LGBTQ+ individuals and human rights issues in the workplace</li> </ul>

###### Participation in International Initiatives

To further strengthen SoftBank Corp.'s human rights education activities, we have signed the United Nations Global Compact (a non-binding agreement that encourages businesses to adopt sustainable and socially responsible policies), and we exchange opinions with outside stakeholders and companies with similar aspirations. Through the UN Global Compact, we participate in Human Rights Due Diligence Workshops and Human Rights Education Workshops as part of efforts to promote awareness as a corporate citizen and engage in ongoing dialogue about critical human rights issues.

###### Participation in the Tokyo Business Liaison Council on Human-rights Enlightenment

SoftBank Corp. participates in the Tokyo Business Liaison Council on Human-rights Enlightenment, a forum that brings together 121 companies headquartered in Tokyo (with a combined workforce of some 1.5 million people). In coordination with government agencies and business organizations, the Council spearheads a wide range of initiatives aimed at addressing social integration and other human rights issues from a corporate perspective.

## Developing a Resilient Management Foundation

Value Creation 2

# Develop Sustainably through Cooperation with Stakeholders

In our business activities, we will engage in co-creation through ongoing dialogue and appropriate information disclosure to all stakeholders, and contribute to the growth of a sustainable society by taking on social issues and making optimal decisions throughout the entire supply chain.

## Supply Chain Management

### Procurement Policy

SoftBank Corp. has established the Procurement Policy in order to maintain fair and positive relationships with suppliers. All procurement activities conducted by the Procurement Division are carried out in accordance with this basic policy.

The full content of the Policy is available on our website, and we strive to ensure awareness and understanding of it among relevant staff internally.

[→ Procurement Policy](#)

### Supplier Ethics and Rules of Conduct

In order to deal with CSR-related issues together with suppliers, provide safe and reliable products and services to customers, and conduct business activities with the trust of society, we have established the Supplier Ethics and Rules of Conduct. We request that all suppliers comply with these ethical standards and rules.

[→ Supplier Ethics and Rules of Conduct](#)

### Environmental Action Guidelines and Green Procurement Guidelines

To ensure that the group contributes to the ongoing development of a sustainable society by proactively working to maintain and preserve the global environment through business activities, SoftBank Corp. has established the Environmental action guidelines, as well as the Green Procurement Guidelines, which explain its fundamental approach to green procurement to suppliers.

By establishing these guidelines, we aim to promote product procurement that helps reduce CO<sub>2</sub> emissions.

Moving forward, we will carry out business activities that prioritize the environment by welcoming voluntary and proactive proposals from our suppliers and joining forces with them to conduct environmental conservation activities.

- Environmental action guidelines
- Green Procurement Guidelines

### Supply Chain Strategy

Responsible Procurement Activities	The procurement policy is important to both achieving our corporate philosophy and managing procurement costs, quality, delivery time and supply stability. Based on the policy, we have identified the following five items as particularly important in our supply chain strategy: (1) Provision of fair opportunities for competition, (2) Selection of business partners based on clear and rational criteria, (3) Compliance with laws, (4) Management of confidential information provided by business partners, and (5) Green procurement.
Respect for Human Rights and Ensuring Occupational Health and Safety	We have established the Supplier Ethics and Rules of Conduct in order to carry out corporate activities that will be trusted by society with our suppliers. The Rules of Conduct include such stipulations on respect for human rights as the prohibition of child labor and forced labor, the prohibition of discrimination and inhumane treatment, and the reduction of excessive working hours, as well as items about the improvement of the working environment for employees. We require suppliers to strictly comply with these rules.
Promoting the Environmental Action Guidelines and Green Procurement Guidelines	We have established the Environmental action guidelines from the perspective of global environmental conservation through our business activities, as well as the Green Procurement Guidelines, which are aimed at promoting the introduction of products that contribute to reducing CO <sub>2</sub> emissions. By adhering to these guidelines and promoting understanding of them among suppliers, we are advancing environmentally friendly procurement activities as part of efforts to address climate change.

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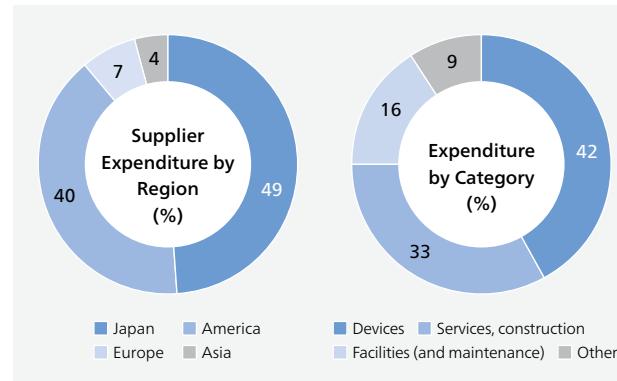
Value Creation 2

## Develop Sustainably through Cooperation with Stakeholders

### Supply Chain Overview

#### Status of Supply Chains

SoftBank Corp.'s supply chains extend to a wide array of countries and regions around the world. In FY2023, 49% of our corporate expenditure on suppliers was in Japan, followed by 40% in the Americas, 7% in Europe and 4% in other parts of Asia. By category, SoftBank Corp.'s expenditure on suppliers consisted of 42% for devices, 33% for services and construction, 16% for facilities (including maintenance) and 9% for other items.



#### Supplier Selection

When selecting suppliers, we evaluate them based on product quality, value, delivery time, stability of supply, trust, etc. We conduct transactions with the suppliers that meet our minimum standards, and we conduct continuous risk assessments of suppliers in categories including sustainability. As part of our risk assessments, we are reducing risks in the supply chain through a PDCA cycle, which includes the establishment of the Supplier Ethics and Rules of Conduct, conducting sustainable procurement surveys, evaluating suppliers and identifying issues, and making inspections and audits of suppliers.

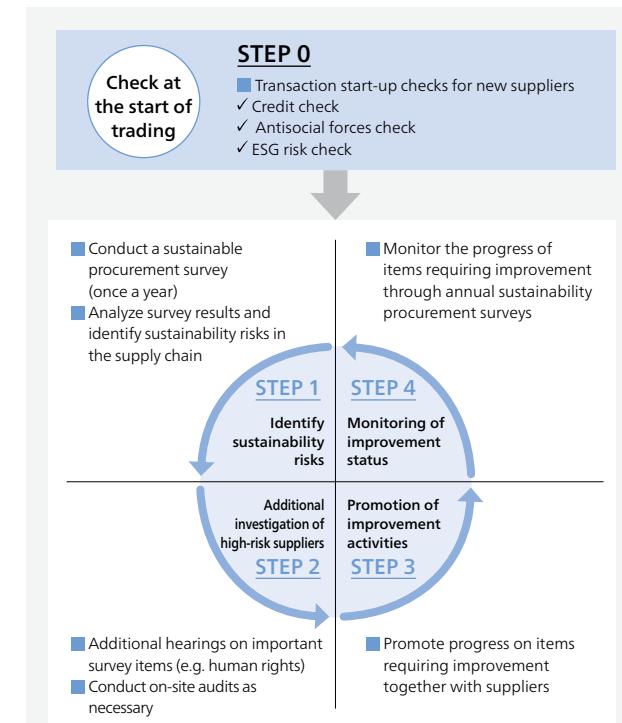
In addition, when starting a new supplier transaction, we evaluate and select the supplier in accordance with our Purchasing Regulations and conclude a basic transaction agreement that stipulates the supplier's compliance with our Supplier Ethics and Rules of Conduct.

Environmental, social and governance (ESG) aspects are given defined weights and included in supplier selection evaluations for telecommunications and IT equipment procured for use in the services we provide, as well as for some facility equipment installed as part of our telecommunications infrastructure.

We share the results of sustainability risk assessments to encourage sustainability initiatives among our suppliers, and by implementing EcoVadis\* in FY2024, we created an environment where companies could reference exceptional initiatives in comparison with those of other companies. In addition, we designate suppliers as high-risk suppliers when deficiencies, including matters related to sustainability, etc., are discovered in the results of risk assessments, and request corrective action plans to encourage reforms. We make corrective recommendations for suppliers that do not meet minimum ESG requirements in audits, encouraging continuous improvement. If corrective reform measures are not presented and validated

within 90 days of the discovery of serious noncompliant matters, transactions may be suspended as the result of a general judgement made in consideration of business operations.

\* EcoVadis: A sustainability evaluation service created with four parts; Environment, Labor Practices and Human Rights, Ethics, and Sustainable Procurement



Supply chain risk evaluation

## Developing a Resilient Management Foundation

Value Creation 2

## Develop Sustainably through Cooperation with Stakeholders

### Supply Chain Overview

#### Critical Suppliers

Cultivating sound relationships with a wide range of suppliers is vital to SoftBank Corp.'s business activities.

SoftBank Corp.'s stable of suppliers currently numbers over 2,000 companies worldwide. In supply chain management, we designate critical suppliers based on factors such as transaction volume and whether there are alternative suppliers as well as environmental, social and governance (ESG) considerations and which are included in the top 80% of purchases for the previous financial year. By designating critical suppliers from among the diverse range of suppliers that work with us, we maintain appropriate supply chain management.

#### Criteria for Selecting Critical Suppliers

Suppliers of key products	Suppliers that handle key products and components, such as those for the wireless handsets, base stations and networks that support our core business, namely the domestic communications business (mobile and fixed-line businesses).
Non-substitutable suppliers	Suppliers that cannot be replaced (if substitute products are fundamentally not available on the market, or if long-term supply chain disruptions would critically damage SoftBank Corp.'s core business).
Suppliers with high transaction volume	Suppliers with which we have transactions above a certain volume.
Suppliers with low sustainability risks	Excellent in terms of ESG, with no risks identified by region, sector or procurement category.

#### Construction of a Sustainable Supply Chain

##### Sustainable Procurement Surveys

SoftBank Corp. identifies sustainability risks in its supply chains and conducts annual sustainable procurement surveys of its critical suppliers to deal with them appropriately. In order for suppliers to realize higher ESG performance, we believe it is important that they understand the status of other companies' initiatives. When evaluating the results of surveys, our feedback also includes comparisons to other companies.

Since FY2020, SoftBank Corp. has conducted annual sustainable procurement surveys for critical suppliers. In FY2023, we conducted NTT-KDDI-SoftBank Sustainable Procurement Common Self-Assessment Questionnaires (SAQ)<sup>1</sup>, in-house evaluation surveys for suppliers<sup>2</sup>.

In FY2024, we introduced EcoVadis<sup>3</sup>, a third-party evaluation platform.

Analysis of the survey results has revealed a number of items that required improvement. For these items, SoftBank Corp. is working with suppliers to advance improvements and monitoring the situation. The rate of return of completed sustainable procurement surveys in FY2023 was 94%.

1. NTT-KDDI-SoftBank Sustainable Procurement Common SAQ: A sustainability questionnaire standardized by Nippon Telegraph and Telephone Corporation, KDDI Corporation and SoftBank Corporation in FY2023. The SAQ identifies and compiles items such as environment, human rights and labor, health and safety, fair trade and ethics, quality and safety, and information security to be shared between buyers and suppliers across industries.

2. Target suppliers: In FY2023, we surveyed critical suppliers that are included in the top 80% of purchases.

→ [Sustainability Procurement Survey](#)

3. EcoVadis: A sustainability assessment service consisting of four parts: Environment, Labor Practices and Human Rights, Ethics, and Sustainable Sourcing.

#### Responsible Mineral Procurement

To fulfill our social responsibilities in procurement activities, we work with suppliers to ensure that our products are not made using conflict minerals, which provide a source of funding for anti-government forces that infringe on human rights.

Specifically, the Supplier Ethics and Rules of Conduct stipulate that suppliers must not use conflict minerals (tantalum, tin, tungsten and gold) that provide funding for anti-government forces infringing on human rights in the Democratic Republic of the Congo and surrounding countries. Suppliers are asked to comply strictly with these rules.

#### Supplier Visits and Audits

Since FY2021, we have been inspecting suppliers' compliance with the Supplier Ethics and Rules of Conduct in the areas of human rights, labor, health and safety, and the environment during on-site inspections of suppliers' factories and other facilities by purchasing managers and accumulating records of such inspections. In FY2022, we started to conduct third-party audits of items based on the legal requirements of each country where we operate and the requirements of global standard audit standards, such as the ILO codes and RBA.

As a result of the audit, if a company is deemed to be high-risk and require improvement, an improvement plan will be formulated and implemented after the audit.

On-site audit	FY2021	FY2022	FY2023	FY2024
Target	2 or more companies	10 or more companies	15 or more companies	20 or more companies
Results	5 companies	12 companies	16 companies	—

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## Develop Sustainably through Cooperation with Stakeholders

### Supply Chain Overview

#### Measures for Enhancement

<p><b>Collaboration with Other Companies</b></p> <p>SoftBank Corp. participates in related initiatives, including in the Supply Chain Subcommittee of GCNJ. Collaborating through this Subcommittee with companies in a wide range of industries, SoftBank Corp. shares practical issues related to social and environmental problems, such as human rights violations in supply chains, and produces outputs to support those solutions. The aim of these efforts is to achieve sustainable supply chain management across a broad swath of industries. In addition, we officially announced our partnership with Nippon Telegraph and Telephone Corporation (NTT) and other telecommunications carriers to conduct sustainable procurement. Together, we will hold regular gatherings, create a shared Self-assessment Questionnaire (SAQ) in the telecommunications industry and standardize a survey on sustainability as we strive to reduce the burden on suppliers.</p> <p>We introduced an SAQ common to three companies (NTT, KDDI, SoftBank) in FY2023 as well as the third-party evaluation platform EcoVadis in FY2024 to further strengthen our engagement with suppliers.</p> <p>Additionally, we have published a handbook introducing initiatives we would like suppliers to put into practice, such as initiatives and mindsets toward sustainability as well as our method of measuring CO<sub>2</sub> emissions. Through this, we seek to improve sustainability in the supply chain and support the activities of suppliers.</p>	<p>In support of the aims of the Council on Promoting Partnership Building for Cultivating the Future, we have made a Declaration of Partnership Building. We aim to build new partnerships by promoting collaboration, co-existence and co-prosperity with our supply chain partners and businesses that create value. Our declaration stipulates the following specific points.</p> <p><b>Declaration of Partnership Building</b></p> <ul style="list-style-type: none"> <li>• We will improve operational efficiency with related business partners through information sharing and improving visibility throughout the entire supply chain.</li> <li>• By promoting operations through an electronic transaction system (Web-EDI), we will promote telework and paperless operations, thereby reinforcing operational efficiency and control for both parties.</li> <li>• We practice health and productivity management and provide know-how and other support to our partner companies.</li> </ul>	<p><b>Reduction of Greenhouse Gas Emissions in the Supply Chain (Scope 3)</b></p>	<p>SoftBank Corp. is working to achieve net zero emissions by 2050, encompassing all greenhouse gases related to our business activities. This includes not only greenhouse gas emissions from electricity used in our business activities (Scope 1 and 2) but also those from our entire supply chain, including business partners (Scope 3).</p> <p>→ Toward zero greenhouse gas emissions, including the supply chain: NET ZERO</p> <p>Since the overwhelming majority of the greenhouse gas emissions in our supply chain fall under Scope 3, we need to decarbonize our entire supply chain, and as such, working alongside suppliers is essential. In FY2023, we have established Guidelines for Reducing Greenhouse Gas Emissions in the Supply Chain, outlining our basic approach to promoting net zero emissions, and we will continue to promote purchasing activities to achieve the net zero goal.</p> <p>→ Guidelines for Reducing Greenhouse Gas Emissions in the Supply Chain</p>
<p><b>Declaration of Partnership Building</b></p>	<p>As part of our sustainability procurement activities, we have established the Guidelines for Human Rights-conscious Procurement Activities for Goods, Novelties, and Promotional Items. Before placing orders, we confirm compliance with the guidelines.</p>	<p><b>Establishment of Guidelines for Human Rights-conscious Procurement</b></p>	<p>SoftBank Corp. uses an electronic transaction system (Web-EDI) to implement purchasing activities. This electronic data interchange (EDI) format is used exclusively for business-to-business (BtoB) transactions. We use online systems for estimates, contracts and delivery inspections. Using EDI provides several benefits, such as cutting costs, streamlining operations and strengthening controls. SoftBank Corp. conducted 90% of its order placement by EDI in FY2023 and aims to raise this percentage still further in FY2024 and subsequent years.</p>
<p><b>Engagement with Suppliers</b></p>	<p>It is well-known that we provide an environment where customers can select higher-quality products and services with peace of mind. Across our supply chain, we also respect human rights, establish safe working environments, and maintain environmentally-friendly business environments. We believe these goals to be part of our responsibility toward our products and services, and we view suppliers as important partners in achieving them. We conduct various supplier training and engagement programs throughout the year to improve their ability to ensure the quality of the products and services they provide and improve their ESG performance.</p>	<p><b>Bolstering Purchasing Skills</b></p>	<p>Fair, impartial and transparent dealings are crucial when negotiating with various suppliers to achieve continuous, stable procurement. With this goal in mind, SoftBank Corp. provides annual basic training to personnel in charge of purchasing (for example, training on the provisions of the Subcontract Act) and conducts basic training for newly appointed purchasing personnel. To improve procurement and purchasing skills, SoftBank Corp. encourages individuals in charge of purchasing to obtain outside qualifications as certified procurement professionals (CPPs).* In addition, the company provides training to purchasers on such topics as the basics of supplier ESG programs and includes targets for sustainable procurement in the performance evaluations of such personnel.</p> <p>* This qualification measures knowledge required for procurement duties.</p>

## Developing a Resilient Management Foundation

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## Develop Sustainably through Cooperation with Stakeholders

### Stakeholder Engagement

#### Approach

SoftBank Corp.'s business activities involve diverse stakeholders. To achieve continuous growth, we must build good relationships with those stakeholders and create value for society together. SoftBank Corp. and its group companies are implementing stakeholder engagement initiatives based on the following approach.

#### Framework

To incorporate the views of stakeholders into their business activities, SoftBank Corp. and its group companies establish contact points tailored to the needs of their specific stakeholders and create mechanisms through which the valuable input these provide can be fed back into management.

SoftBank Corp. and its group companies monitor the results of stakeholder engagement, including comments received through these various contact points, and use these results to improve day-to-day business activities based on promotion structures supervised by the Board Director in charge of sustainability. To ensure that comments reach top management, opinions are summarized by the divisions in charge and shared regularly with executives and upper-level management bodies, such as management meetings and the Board of Directors. The results of stakeholder engagement are also shared with related stakeholders, as necessary, in reports or other formats.

#### Key Stakeholder Identification and Prioritization

SoftBank Corp. and the SoftBank Corp. group's diverse businesses involve a wide range of individuals and organizations. From the perspective of long-term growth and building sustainable relationships based on internal and external environmental analysis, SoftBank Corp. and its group have identified customers, employees, suppliers, shareholders, local communities, national and government agencies, and industry associations as key stakeholders. Furthermore, in conducting effective stakeholder engagement, we prioritize our stakeholders by ascertaining their level of dependence, responsibility and influence on our business activities.

We conduct periodic reviews of key stakeholders as part of an identifying process, via the steps below, in response to internal and external environmental changes.

1. Create a long list of all stakeholders in the SoftBank Corp. group's business activities
2. Categorize the stakeholders
3. Identify key stakeholders through internal discussions based on their importance to the long-term growth of the group and the status of other companies in the industry

Furthermore, the following items are considered in the process of prioritizing stakeholders for the implementation of effective stakeholder engagement.

Dependency	Stakeholders who are dependent on the company or group's activities, products or services; or stakeholders on which our business activities rely
Responsibility	Stakeholders to whom the group or the company has current or future legal obligations
Influence	Stakeholders who have influence over the organization and decision making
Diverse perspectives	Stakeholders who provide opinions, analysis, evaluations or other inputs to the business activities of the company or group

#### Determining Engagement Methods and Addressing Risks

The method of stakeholder engagement is appropriately determined from the perspectives of timeliness of information, ease of acquisition, and ease of participation by each stakeholder.

However, in each individual engagement, there is a possibility of risks arising from stakeholder participation, such as differences among stakeholders in degree or objectives of involvement, as well as variations in time and physical constraints. To manage and mitigate such risks and prevent them from materializing, we implement the following processes when conducting stakeholder engagement.

1. Before engaging, we clarify the purpose and expected outcomes of the engagement, and ensure sufficient time is allocated for the engagement process.
2. During the engagement process, we ensure that stakeholder participation is not hindered by language barriers or lack of expertise by providing English support and comprehensive information on our website.
3. We regularly evaluate the effectiveness of engagement and make improvements to enhance the effectiveness of our engagement methods when significant potential risks related to stakeholder participation are identified.
4. If risks materialize, we identify the issues, and implement appropriate corrective measures through ongoing communication with stakeholders.

## Developing a Resilient Management Foundation

Value Creation 2

## Develop Sustainably through Cooperation with Stakeholders

### Stakeholder Engagement

Stakeholder	Relationship with the SoftBank Corp. Group	Engagement Methods
Customers	To increase customer satisfaction, shop crews and contact centers work every day to increase the quality of services and network environments.	Customer contact points, website, social media, shops, smartphone classes
Employees	We value the satisfaction and pride of our employees by creating a workplace environment where they can work with vitality and by supporting their social contribution activities.	Exchange of opinions with labor unions, Diversity Week, various training and seminars, engagement surveys, "pulse" surveys, internal and external consultation services, and intranet disclosures
Suppliers	We build good and fair relationships with business partners, and strive to mutually evolve and increase corporate value by resolving CSR issues together.	Supplier briefings, website, Integrated Reports and Sustainability Reports
Shareholders	Aiming to be a trusted company, we strive to practice corporate management that meets the expectations of our shareholders and to disclose accurate information.	General Meeting of Shareholders, IR briefings (earnings presentation, briefings for individual investors, business briefings), ESG briefings, Integrated Reports and Sustainability Reports, Reports to Shareholders, individual interviews for IR/SR activities, website
Local communities	We promote dialogue and provide appropriate explanations to residents in local communities, for example regarding the construction of new base station facilities.	Website, briefings for regional residents, visits to municipalities/explanations
National and government agencies/Industry organizations	We strive to achieve growth as a company that competes fairly and complies with all relevant laws and regulations.	Participation in policy councils, participation in councils and social gatherings with government agencies, employee exchanges including secondment to regional municipalities, activities through industry organizations

### List of Stakeholder Dialogue Events

Affiliation	Presenter	Date	Discussion Content
Distinguished Professor of Technology and Policy and the Director of the Urban Institute at Kyushu University	Shunsuke Managi	From May 2021	Social impact of ESG
Deputy General Manager, Corporate Planning Dept. and Principal Sustainability Strategist, Mitsubishi UFJ Research and Consulting Co., Ltd.	Mari Yoshitaka	July 27, 2021	Second SDGs Committee Expert Review of FY2021
Representative Director and CEO, Neural Inc.	Kenji Fuma	August 4, 2021	Lecture to all employees: "What does it mean for companies to tackle the SDGs? A reading from an ESG perspective"
Representative Director and CEO, Neural Inc.	Kenji Fuma	February 17, 2022	Lecture for all employees "The Forefront of Carbon Neutrality! - Important issues in the SDGs that you should know about now"
Representative Director, Virtue Design Senior Lecturer, Graduate School of Media and Governance, Keio University (Part-time Lecturer)	Mari Yoshitaka	March 25, 2022	SDGs Promotion Committee (third-party advisory body) Trends in Sustainability Priority Themes
Representative Director and CEO, Neural Inc.	Kenji Fuma		
Representative Director, Virtue Design Senior Lecturer, Graduate School of Media and Governance, Keio University (Part-time Lecturer)	Mari Yoshitaka	September 15, 2022	SDGs Promotion Committee (third-party advisory body) Corporate Net Zero Compliance
Representative Director and CEO, Neural Inc. and Specially Appointed Professor, Shinshu University, Office of Sustainability	Kenji Fuma		
Representative Director and CEO, Neural Inc. and Specially Appointed Professor, Shinshu University, Office of Sustainability	Kenji Fuma	October 18, 2022	Second SDGs Committee Expert Input of FY2021 The Sustainability Trends That Global Company Leadership is Watching
Representative Director, Virtue Design Senior Lecturer, Graduate School of Media and Governance, Keio University (Part-time Lecturer)	Mari Yoshitaka	March 27, 2023	SDGs Promotion Committee (third-party advisory body) The Latest Trends in Sustainability and Sustainability Information Disclosure
Representative Director and CEO, Neural Inc. and Specially Appointed Professor, Shinshu University, Office of Sustainability	Kenji Fuma		
Central Community Chest of Japan / Mirai Kodomo Foundation / Ashinaga Foundation / Japan Guide Dog Association	—	June 26, 2023	NPO/NGO Dialogue
Representative Director, Virtue Design Visiting Professor, Tokyo University College of Arts and Sciences, Special Guest Professor, Keio University	Mari Yoshitaka	September 12, 2023	ESG Promotion Committee (third-party advisory body) The Latest Trends in Sustainability
Representative Director and CEO, Neural Inc. and Specially Appointed Professor, Shinshu University, Office of Sustainability	Kenji Fuma		
Representative Director, Virtue Design Visiting Professor, Tokyo University College of Arts and Sciences, Special Guest Professor, Keio University	Mari Yoshitaka	February 14, 2024	ESG Promotion Committee (third-party advisory body) The Latest Trends in Sustainability and AI Governance
Representative Director and CEO, Neural Inc. and Specially Appointed Professor, Shinshu University, Office of Sustainability	Kenji Fuma		

## Developing a Resilient Management Foundation

**Resilient and Honest Corporate Governance, Organization, and Personnel**

Message from the Human Resources Division Head | Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness  
**Value Creation 2 Develop Sustainably through Cooperation with Stakeholders** | Value Creation 3 Promote Employee Well-being and Advance DE&I to Maximize Human Capital  
 Value Creation 4 Enhance Productivity with Advanced Workplace Environments

## Developing a Resilient Management Foundation

Value Creation 2

## Develop Sustainably through Cooperation with Stakeholders

### Stakeholder Engagement

Stakeholders	Engagement
Dialogue with Local Residents	When building base stations, we feel that it is our responsibility to place top priority on the safety, peace of mind and environment of the people in the local community. We engage in dialogue and provide appropriate explanations to the people in communities specified in accordance with relevant laws and in-house rules. We begin construction only after ensuring that residents fully understand the roles of the stations and the safety of radio waves. Furthermore, we provide detailed explanations in response to inquiries and comments received through community contact points.
Internet Safety for Children	As the use of smartphones becomes commonplace even among children, there is a growing risk that children will access inappropriate or harmful websites through the Internet, leading to problems or danger. To prevent problems and provide a safe Internet environment for children, SoftBank Corp. offers free filtering services that contribute to customer satisfaction and peace of mind.
Agreements with Municipalities	SoftBank Corp. has formed agreements with 131* municipalities nationwide to promote regional revitalization. By building collaborative relationships with municipalities and regions, we will contribute to regional revitalization in line with the social issues and unique needs of each region. <small>*As of July 3, 2024</small>
Partnerships with NPOs	SoftBank Corp.'s target for partnerships on CSR activities with NPOs is to engage in ongoing partnerships with 1,000 organizations in FY2024. In FY2023, we partnered with 1,066 NPOs, including the Nippon Foundation, the Ashinaga Foundation, the Japanese Red Cross Society, the Japan Platform, the Médecins Sans Frontières Japan Association and NPO Florence.
Partnership with Educational Institutions	To solve social issues in local communities, we have established the SoftBank Social Contribution Program's Industry-Academia Cooperation Project. Through this, we work together with universities to conduct research toward solving social issues while nurturing the personnel who will support our future competitiveness and development.
External Initiatives	SoftBank Corp. supports and participates in worldwide initiatives aimed at building a sustainable society and shares a wide range of information related to these initiatives.

### NPO/NGO Dialogue

In June 2023, we held an NPO/NGO dialogue, discussing the theme of social welfare with participating organizations.

Participants from SoftBank Corp. spoke about the importance of leveraging the expert perspectives of NPOs in initiatives to solve social issues, while the other participating organizations asked questions and provided opinions about the beneficiaries and supporters of such activities, as well as the issues faced by the organizations themselves.

These discussions particularly highlighted issues related to the digital divide and efficiently disseminating information, and also focused on the importance of providing opportunities to children and sharing information through cooperation with NPOs.

The dialogue was an important event for blazing a trail to sustainability. Going forward, we will continue to deepen cooperation with NPOs and NGOs to further advance initiatives aimed at solving social issues.



### ▼ Examples of External Initiatives in Which SoftBank Corp. is Active

Communications and Communication Standards
Japan Mobile Communications Infrastructure Association
International Telecommunication Union - Radiocommunication Sector (ITU-R)
Association of Radio Industries and Businesses (ARIB)
Telecommunications Carriers Association (TCA)
Society
UN Global Compact (UNG)
Regional Revitalization SDGs Public/Private Sector Partnership Platform
Kyoto Super SDGs Consortium
Tsukuba SDGs Partners
Children's Rights in Sport Principles (UNICEF)
The Valuable 500
Environment
ETI-CGC
TCFD Consortium
TCFD Supporter
Japan Business Initiative for Biodiversity (JBIB)
EcoVadis
GSMA Climate Action Taskforce
Renewable Energy Council
COOL CHOICE popular national movement
Fun to Share climate change campaign
Environmental Management Subcommittee of the United Nations Global Compact (UNG)
Keidanren Committee on Nature Conservation
TNFD Forum

Note: As of June 2024

## Developing a Resilient Management Foundation Resilient and Honest Corporate Governance, Organization, and Personnel

Message from the Human Resources Division Head | Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness  
 Value Creation 2 Develop Sustainably through Cooperation with Stakeholders | **Value Creation 3 Promote Employee Well-being and Advance DE&I to Maximize Human Capital**  
 Value Creation 4 Enhance Productivity with Advanced Workplace Environments

## Developing a Resilient Management Foundation

Value Creation 3

# Promote Employee Well-being and Advance DE&I to Maximize Human Capital

SoftBank Corp. will work to build an environment in which all employees can fully demonstrate their unique abilities and achieve professional fulfillment based on their diverse backgrounds. By building more creative organizations, we will pursue a corporate culture that is consistently chosen by in-demand human resources and strive to continuously increase our corporate value.

## Orientation of Our Human Resource Strategy

Our human resource mission is to connect people and business and achieve growth for both. To generate vitality, we adhere to human resource policies that support the potential of individuals who are willing to take on challenges, provide appropriate recognition for those who deliver results, and foster an environment where diverse human resources can work with vigor and enthusiasm. We are shifting our perspective from perceiving and managing employees as "resources" in the traditional sense to viewing them as "capital," placing an increased emphasis on effectively utilizing their talents, supporting their growth and further encouraging them to take on challenges.

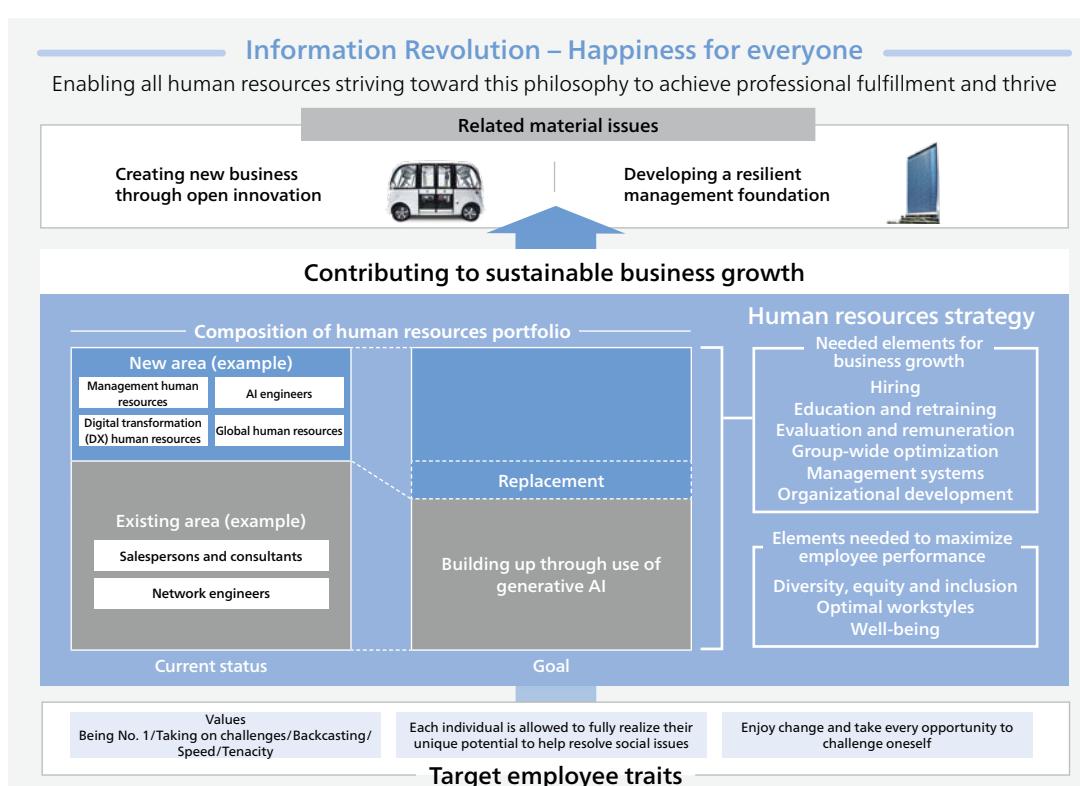
SoftBank Corp. is advancing wide-ranging investment in human capital, spanning skill development; engagement enhancement; diversity, equity and inclusion (DE&I); and health and productivity management. By doing so, we aim to power further business growth and ensure that all employees can work with enthusiasm and vigor, continuing to grow and take on new challenges.

## Human Resource Policies

Recognizing the need to define the role of human resource operations within the company and the link between company and employees, we established the Human Rights Policies in 2015. They consisted of three policies, spelling out the indispensable role of human resource operations in corporate growth, support for employees who take on challenges and fair rewards for work achievements.

Since then, however, changes in the environment surrounding human capital, such as the uptake of remote work, changing understandings of work itself and the accelerating use of technology, have in turn been changing the relationships between companies and individuals. In light of these shifts, as well as generational differences in values, we revised the Human Resource Policies in 2023. The core content is the same, but we have updated the expressions used and particular nuances to better communicate SoftBank Corp.'s approach to employees to the world today.

In addition to updating the existing three policies, we added a fourth based on our belief that the sustained well-being—e.g., health and happiness—of employees is closely correlated to improvement in performance and the effective use of human capital. Under the new Human Resource Policies, we will continue to advance human resource strategy with an awareness of the interconnectedness of employee growth and business strategy.



## Developing a Resilient Management Foundation

Value Creation 3

## Promote Employee Well-being and Advance DE&I to Maximize Human Capital

### Human Resource Systems

#### Basic Policies and Approaches

Employee grade, evaluation and remuneration are based on fair and just frameworks that enable everyone who achieves results through their efforts to advance to the next challenge, regardless of personal factors, such as age or gender.

#### Grade/Evaluation/Remuneration Systems

Mission Grade System	Employee fields and grades are decided according to the individual's mission and workstyle. Mission statements are designated for each position, laying out the mission expected of the employee and the skills to be demonstrated in order to indicate the direction in which they should strive.
Evaluation System	SoftBank Corp. has adopted a number of evaluation indexes, including contribution evaluations, which recognize work achievements and contributions to the organization; mission evaluations, which recognize an individual's mission and abilities; and evaluations of the core abilities required to carry out each mission and value provided.
Connecting Material Issue Targets with Evaluation Systems	When setting goals during annual assessments, we guide employees in ambitiously incorporating their own personal efforts to achieve the material issue targets and KPIs.
Remuneration System	The remuneration system is tied into the mission grade system and the evaluation system. Bonuses are tied into the individual's contribution evaluations, and flexibility is maintained so that remuneration can be paid in keeping with contribution to the organization.

#### Award System

We have established an award system to motivate employees and cultivate a desire to take on challenges.

SoftBank Award	Rather than simply recognizing sales and profits, we award contributions resulting from ambitious and creative activities by teams and individuals based on the key words of "Challenge" and "Innovation."
Team Profit Management	This award system for the sales division focuses on the smallest front-line organizational units (sections or teams) and encourages individual teams to work autonomously to improve profits with the mindset that they are key players. Results are tabulated for each six-month period, and we provide the top-ranking team with a team bonus as further incentive.

#### Engagement Surveys

To further promote work-life integration, workplace revitalization and greater engagement among employees, we combined and revised our annual Employee Satisfaction Surveys with our monthly "pulse" surveys in August 2023 to create annual and monthly Engagement Surveys. Annual surveys are conducted every August, whereas monthly surveys, which contain fewer questions, are conducted throughout the rest of the year.

Annual surveys are conducted with the goal of achieving an "overall score of 65 or higher," to monitor and identify issues as part of efforts to build stronger organizations and improve revitalization. Action plans are created based on an analysis of results and conditions, both company-wide and in each division. This ties into continuous improvement activities for building better organizations and ensures that said improvement activities permeate through all levels of the organization.

Our monthly surveys are conducted to ascertain the condition of organizations and individual employees as well as promote communication between supervisors and their team members. The survey enables organizations and individuals to measure changes in their conditions, and individual survey results are presented to the employees themselves as well as their supervisors, encouraging better communication.

We view Engagement Surveys as a form of risk assessment. By using the results of surveys to appropriately monitor risks related to securing and retaining human resources, we are able to retain outstanding human resources who contribute to enhanced employee vitality, improved corporate performance and sustainable business growth.

Engagement Surveys	FY2019	FY2020	FY2021	FY2022	FY2023
Response Rate (%)	97.4	96.8	96.4	96.3	99.0
Overall Score <sup>1</sup>	Average for men	3.55	3.59	3.63	3.63 (61) <sup>2</sup> 66
	Average for women	3.49	3.57	3.63	3.63 (61) <sup>2</sup> 65
	Company-wide average	3.53	3.58	3.63	3.62 (61) <sup>2</sup> 66

1. Overall score: Aggregated values of results related to work, workplace, boss and company  
Scored out of 100 (Up to 49 = Low, 50 to 64 = Normal, 65 to 74 = High, 75 or higher = Very high)

Values up to FY2022 represent overall satisfaction level in the Employee Satisfaction (ES) Survey. These were scored out of 5 (Up to 2.99 = Low, 3.00 to 3.49 = Normal, 3.50 to 3.99 = High, 4.00 or higher = Very high)

2. Estimate of overall score when converted from the ES Survey's overall satisfaction level

## Developing a Resilient Management Foundation

Value Creation 3

## Promote Employee Well-being and Advance DE&I to Maximize Human Capital

### Recruiting

#### Basic Policies and Approaches

SoftBank Corp. defines its ideal candidate as one who will enjoy change at SoftBank, seizing every opportunity to take on a new challenge. We recruit from a diverse pool of talent, including new graduates and mid-career hires. All recruits are selected based on the same selection standards, regardless of age, gender, nationality or disability.

New Graduate Recruits	SoftBank Corp. recruits new university graduates based on a policy of universal hiring. Unlike most Japanese companies, which recruit new graduates immediately upon graduation each year, SoftBank Corp. keeps its doors wide open so that people who wish to take on challenges can seek employment freely at the timing that makes sense for them. Because candidates are not limited by the passage of time after graduation, they can apply for a position with SoftBank Corp. even after working for a time at another company.
Diverse Hiring Programs	SoftBank Corp. looks for human resources who are capable of performing in a rapidly changing environment, not limiting themselves to specific fields of activity as they work toward a swiftly evolving future. Accordingly, we use a wide variety of hiring methods.
No. 1 Recruitment	SoftBank Corp. has a recruiting program for students that have achieved the status of No. 1 in any of a number of fields related to technology, business, academics, sports, and creative endeavors. Applicants to date have become No. 1 in a wide range of fields; for example, winning nationwide sports tournaments or winning robot competitions.
Internships	We carry out the in-person "Job-match Intern" work experience internship program for job seekers. In addition, we operate the TURE-TECH regional revitalization internship program for students aiming to become the "change leaders" who will build the world of the coming era.
Information Dissemination	We are strengthening our efforts to disseminate information according to the needs of recipients to improve their understanding of the hiring companies and positions. We also proactively utilize our owned media such as SoftBank News and CareerNOW.

### Human Resource Development

#### Basic Policies and Approaches

To foster employees who contribute to the realization of our corporate philosophy, we provide opportunities for all group employees to share common goals, learn together and grow through friendly competition. We strive to respect diversity, which is a source of continuous growth, and foster human resources with rich individuality.

We also provide various forms of career development support to assist employees on their career path. We help employees define their own career goals and ideals for the future; identify the knowledge, skills and experience required to achieve those goals and ideals; and develop the careers that they have chosen for themselves. In this way, we strive to foster employees with abundant individuality.

SoftBank University	SoftBank University was established in September 2010. This training institution offers practical programs to train personnel who contribute to the realization of SoftBank's corporate philosophy. The University emphasizes self-driven career development undertaken by the employees themselves, providing a framework for self-driven career development in which employees choose their own program in keeping with their own unique career goals. SoftBank University has adopted a learning style that leverages SoftBank Corp.'s strengths, making full use of ICT. In addition to group training, programs include e-learning courses as well as real-time interactive online training and archived video feeds. The University comprises three main programs: the Business Program, the Technology Program and Level Specific Programs. Through these, employees can receive the training they personally need to suit their unique career goals and duties.
SoftBank University Certified Instructors	The SoftBank University Internally Certified Instructor (ICI) program was launched in June 2009. Under this program, employees with a certain skill level are certified as SoftBank University instructors. This provides opportunities for employees to implement training as instructors, and helps ensure that training is in line with real-world experience, so other employees have the opportunity to acquire even more advanced skills. As of March 2024, there were about 100 ICIs, providing as many as 50 courses.
SoftBank University Tech	In 2019, SoftBank Corp. established SoftBank University Tech (SBU Tech) to encourage all employees, not just engineers, to acquire technology skills, in order to educate human resources that can promote further business expansion through our Beyond Carrier Strategy. Our IT and statistics skills test measures employees' digital literacy and enables employees to understand their own level of IT knowledge and reinforce weak areas of knowledge and skills through such means as group training and e-learning. SoftBank Corp. provides employees with the Udemy online learning service, which offers unlimited access to approximately 14,000 videos on programming languages and other topics. Electronic documents are also available for employees to study. Through such means, SoftBank Corp. affords employees with wide-ranging learning resources.
AI Campus from SBU Tech	Since 2021, we have offered a program specializing in AI known as AI Campus from SBU Tech. We have expanded this by incorporating educational materials and content aligned with the differing levels of an employee's AI literacy; namely those with merely a basic knowledge, general users, and engineers who implement AI. We also support employees who are studying for the JDLA Deep Learning for GENERAL and Deep Learning for ENGINEER qualification exams.
Internal Skill Tests (Business Statistics, IT)	SoftBank Corp. offers a business statistics skill test and IT skill test for the purpose of improving and visualizing digital literacy, which is necessary for responding to changes in business. Employees also use these tests to gauge their readiness to take tests for external qualifications, such as the Business Statistics Specialist exam, IT Passport Test, Fundamental Information Technology Engineer Examination and Applied Information Technology Engineer Examination.
Technical Meister System	The Technical Meister System is our system of in-house certification for engineers with outstanding knowledge and skills in specialized fields. These engineers are permitted to freely engage in R&D in their specialized field while handling their main work responsibilities. The system aims to facilitate further technical study and the cultivation of younger professionals.

## Developing a Resilient Management Foundation

Value Creation 3

## Promote Employee Well-being and Advance DE&I to Maximize Human Capital

### Human Resource Development

#### Training Programs

New Employee Training	Learning opportunities for successful candidates	SoftBank supports the education of successful candidates during the period between the decision to hire and the day they begin work to heighten their aspirations for joining the company and ensure a smooth start in this new stage of their lives.
	Universal training	All new employees receive the same general training for about three weeks after joining the company. During this period, these recruits switch their mindset to that of a full-fledged employee and receive practical project work training while studying plans as part of a team.
	Technical training	Technical training lasts for around two weeks after the universal training is complete, targeting new employees of the Engineering Division. Classes are organized by level (according to acquired certifications and pre-assessments) and deliver basic IT and network knowledge. SoftBank Corp. has also prepared a space where specialized cloud or network certification training can be received as needed after assignment.
	"Elder" system	Through the "Elder" system, experienced staff ("Elders") are assigned to support new employees. In this way, new employees can familiarize themselves with the organization and quickly learn to handle their duties independently.
	Young Employee Training	This training targets young employees in their third year after entering the company as new graduates. They review their experience since joining the company to gain a new awareness of their own strengths and roles in the company.
Training for New Managerial Employees	Training for section and division managers	SoftBank Corp. offers training to managers to improve the necessary skills of both managing businesses and managing people.

### Career Development and Utilizing Abilities

#### Opportunities for Career Building

We offer a variety of career development opportunities to provide an environment where employees can achieve personal growth and self-realization.

Job Posting System	This system facilitates recruiting staff for the startup of a new business or new company.
Free Agent System	This system enables ambitious employees to apply for and be transferred to a position in another division or group company.
Certification Support System	This system supports employees seeking to obtain certifications to improve their skills or for personal betterment by covering the cost of the examination fees and offering monetary incentives.
Self-assessment System	This system ensures that employee assignments take into account the employee's own aptitudes and future career goals by having employees submit a yearly self-assessment in which they take stock of their career to date and report on their suitability to their current workplace, the work that they would like to do in the future and overall career goals, and then participate in face-to-face meetings with their superiors.
Skill Development Goals	Every six months, employees inventory their own skills and define their own skill development goals, and the company supports the development of those skills in conjunction with in-house training.
Training Programs to Seek Out and Foster Successors	SoftBank Academia is open to not only employees but also to people outside the group with the aim of discovering and training successors as well as businesspeople who can carry out AI strategies for the SoftBank Group.
SB Career Dock	The SB Career Dock is a support initiative designed to help employees take a positive first step toward their future careers, for example through personal growth and expanded work opportunities. It includes lectures and career training sessions for specific age groups.

#### Promoting the Active Participation of Senior Employees

SoftBank Corp. supports the active participation of all employees who are capable and motivated, regardless of age or gender. In addition to a continued employment system that enables employees who desire to continue working after the mandatory retirement age until they reach age 65 to do so, since FY2021, employees who meet certain criteria are allowed to work until age 70. Further, we support diverse workstyles and career development through a variety of systems that include allowing employees to take side jobs and set their own weekly work hours and days.

50s	Job postings for senior employees	When jobs are posted to recruit employees for new businesses or new companies, we include postings that are aimed particularly at creating new opportunities for senior personnel to play an active role and proactively take on new challenges.
	Career training for employees in their 50s	We hold training sessions in which participants review and think about their careers so far and going forward.
	Second life seminar	These seminars are held as opportunities for full-time employees that are approaching the mandatory retirement age to gain a correct understanding of pensions, medical insurance and other public pension systems, as well as our continued employment system, and to think about their post-retirement life plans.
60s	Senior career change assistance	We support the efforts of employees age 50 and over who find themselves at a career turning point to take on the challenge of changing to a career outside SoftBank Corp., going independent or launching their own business, as one of many diverse career options.
	Short-time, short-week work	Employees can utilize workstyles other than full-time work (3 to 4 days per week/at least 5 hours of work per day), such as taking side jobs/concurrent employment through a dual employment system,* as one of many diverse workstyles.
	Extended employment past age 65	If certain criteria are met, individuals may extend employment past age 65, the maximum age for continued employment.

## Developing a Resilient Management Foundation

Value Creation 3

## Promote Employee Well-being and Advance DE&I to Maximize Human Capital

### Promoting DE&I

#### Message from the President

SoftBank Corp. will continue to challenge itself and evolve toward a comprehensive digital platformer with the aim of becoming the corporate group needed most by people around the world. One of the driving forces in this evolution is the establishment of a management base that enables diverse human resources to play an active role. It is essential to eliminate barriers due to age, gender, sexual orientation, gender identity, gender expression, nationality or disability. Furthermore, it is extremely important to ensure diversity among core human resources involved in management.

I position diversity as an important management issue. Beginning by focusing on promoting the active participation of women, we have set up an Advancement of Women Promotion Committee, which includes expert outside advisors. By actively promoting diversity, equity and inclusion (DE&I) in order to realize a corporate culture in which diverse human resources can play an active role, I hope to make SoftBank Corp. an even more vibrant and dynamic company.

Junichi Miyakawa  
President & CEO  
SoftBank Corp.

#### Basic Policies and Approaches

SoftBank Corp. provides opportunities and environments that enable diverse human resources to demonstrate their individuality and abilities, regardless of age, gender, sexual orientation, gender identity, gender expression, nationality or disability. Positions and compensation are decided based on impartial evaluations in keeping with roles, achievements and abilities.

SoftBank Corp. strives to build organizations in which each and every employee shares the common desire to realize the corporate philosophy and leverages their respective strengths while thinking and expressing themselves freely to bring about innovation.

The Chief Human Resources Officer (CHRO) is responsible for and oversees the internal promotion of diversity. To address issues facing each organization, SoftBank Corp. implements such initiatives as e-learning on unconscious bias for all employees and diversity management training for managers. The DE&I Promotion Section, a specialized organization within the Human Resources Division, fulfills a central role in these initiatives.

#### Supporting Women in the Workforce

We position diversity as an important management issue and undertake measures with a primary focus on supporting women in the workforce.

As of April 2024, women accounted for 27.4% of all employees at SoftBank Corp. and the ratio of female managers was 9.2%. More than 90% of female employees return to work after maternity/childcare leave. The average length of service by gender differs only slightly at 14.1 years for men and 14.0 years for women. These statistics show how many female employees are balancing work and childcare.

Furthermore, to see even greater utilization of women in the workforce, SoftBank Corp. is improving and expanding its system of childcare leave and reduced working hours beyond what is stipulated in the Child Care and Family Care Leave Act. In addition to creating a work environment that enables mothers to have and raise children with peace of mind, we offer special childbirth allowances, childcare support and other unique career support systems so female employees can reach their full potential.

Specifically, career training and leadership training is provided for female employees on an ongoing basis along with support to foster a sense of community among employees. From 2018, a mentoring program run by internal managers was started to support various forms of career development to enable women to play a greater role within SoftBank Corp. With the goal of increasing the ratio of female managers to 20% by FY2035, we established the Advancement of Women Promotion Committee made up of our CEO and officers on July 1, 2021. The target of 20% is approximately three times the ratio of female managers (7.1%) in FY2021, and includes a stepping-stone target of at least 15% (double the ratio in FY2021) by FY2030.

## Developing a Resilient Management Foundation Resilient and Honest Corporate Governance, Organization, and Personnel

Message from the Human Resources Division Head | Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness  
 Value Creation 2 Develop Sustainably through Cooperation with Stakeholders | **Value Creation 3 Promote Employee Well-being and Advance DE&I to Maximize Human Capital**  
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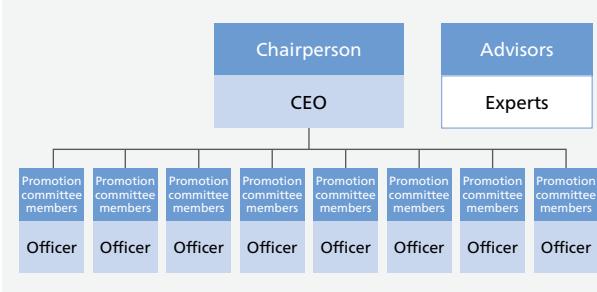
## Developing a Resilient Management Foundation

Value Creation 3

## Promote Employee Well-being and Advance DE&I to Maximize Human Capital

### Promoting DE&I

#### Advancement of Women Promotion Committee



#### Number and Ratio of Women in Managerial Positions

Item	April 2020	April 2021	April 2022	April 2023	April 2024
Number of women in managerial positions	300	338	378	444	496
Ratio of women in managerial positions	6.6	7.1	7.6	8.6	9.2

#### "Eruboshi" Certification

SoftBank Corp. received the "Eruboshi" designation (Class 3) from the Minister for Health, Labor and Welfare in recognition of being a company that excels in the empowerment of women.

Moving forward, we will continue our efforts to promote active participation by women, such as career training for female employees and mentor programs.



Recruitment Event for Women	We create workplace environments in which each employee can maximize their abilities according to their life stage. On January 11, January 12, and March 6, 2024, we held the SoftBank Woman Live recruitment event for new female graduates who seek personal growth while having full careers, raising children, and leading a fulfilling personal life.  At SoftBank Woman Live, in addition to introducing our unique efforts to support career development, female employees discussed SoftBank Corp.'s comfortable working environment for women, barriers to taking childcare leave, and working styles after returning from leave based on their diverse personal experiences, such as changing positions after joining SoftBank Corp., serving as a manager, or raising children. The speakers also included male employees who are highly involved in childcare.
Career Training for Women	Every year, we invite outside experts and hold workshops for women to create opportunities for every woman to consider their own career, such as balancing working style and life events.  To ensure that SoftBank Corp. continues to grow as a company, we will strive to draw out the maximum potential of individuals and organizations, and encourage diverse employees to participate actively and take on challenges while gaining satisfaction from both their work and home lives. <b>Description of Activities</b> <ul style="list-style-type: none"> <li>Workshops for women, featuring outside lecturers (4 times/year)</li> <li>In-house mentor programs for women in managerial and leadership positions</li> </ul>
Efforts to Eliminate the Gender Pay Gap	SoftBank Corp. has introduced a compensation system for all employees that rewards work results by determining grades according to factors such as the assigned mission and working style, not according to personal factors such as age and gender. We strive to pay fair wages regardless of gender and aim to eliminate the gender pay gap. Under this policy, we implement an annual fact-finding survey comparing the monthly salary and monthly salary plus bonuses of men and women for both permanent and non-permanent employees across the company. Although the same salary system is applied to both men and women, there is a difference in total compensation between men and women due to the current grade composition. In response to these findings, we are taking various measures to promote the advancement of women in the workforce.
Hiring People with Disabilities	As of June 2024, SoftBank Corp.'s hiring rate of employees with disabilities is 2.92% of all employees working in Japan and overseas. We want each employee to utilize their respective abilities to play an active role in the company. As a general principle, SoftBank Corp. applies the same criteria in the employment of people with disabilities as non-disabled persons, and once employed, there is no differentiation in employee compensation. Although an employee's disability is given consideration, the scope of work, promotions and evaluation standards are identical to those of non-disabled employees. Our goal is to create an environment in which everyone can work with a positive attitude regardless of any special needs.
Participation in "The Valuable 500"	SoftBank Corp. has endorsed and signed on to "The Valuable 500," an initiative created to promote the participation of people with disabilities in business.  → <a href="#">SoftBank Corp.'s Valuable 500 Commitment</a>

## Developing a Resilient Management Foundation

Value Creation 3

## Promote Employee Well-being and Advance DE&I to Maximize Human Capital

### Promoting DE&I

#### Results of Fact-finding Survey on the Gender Pay Gap

Wages of Women when Men's Wages Are 100%		FY2020	FY2021	FY2022	FY2023
All Workers	Monthly salary (%)	75.7	76.8	77.4	77.9
	Monthly salary + bonus (%)	74.0	75.2	75.7	76.1
Permanent Workers	Monthly salary (%)	76.4	77.0	77.5	78.0
	Monthly salary + bonus (%)	75.7	76.3	76.6	76.8
Non-permanent Workers	Monthly salary (%)	83.7	88.7	88.0	86.3
	Monthly salary + bonus (%)	81.6	86.3	84.5	83.1

Note: The same salary system is applied to men and women. Differences are due primarily to grade composition.

### Spreading Understanding for Diversity, Equity and Inclusion (DE&I)

SoftBank Corp. promotes diversity and implements various efforts on a daily basis to create a work environment where everyone can work comfortably.

Diversity Week	We established Diversity Week for employees to deepen their thinking on diversity. In FY2023, we held events and seminars to deepen understanding regarding women's health, men's childcare leave, and topics surrounding persons with disabilities and LGBTQ+ people.
e-Learning on Unconscious Bias	We conduct e-learning training for all employees once a year so they can learn about unconscious bias and ways to deal with it.
Support for LGBTQ+ Employees	In the preface to internal rules on respecting human rights and the prohibition of discriminatory behavior, SoftBank Corp. has added clauses related to mutual respect for human rights regardless of gender, sexual orientation and gender identity, making it clear that discrimination on the grounds of sexual orientation is strictly forbidden. SoftBank Corp. is also promoting LGBTQ+ awareness at training sessions for newly appointed managers and through e-learning training for all employees.
Participating in Tokyo Rainbow Pride	SoftBank Corp. approves of the mission behind Tokyo Rainbow Pride, which aims to create a society in which LGBTQ+ and other sexual minorities can live in a way which is true to themselves without being subject to discrimination or prejudice.
Awarded the "Gold" Rating in the PRIDE Index	SoftBank Corp. has been awarded the highest rating of "Gold" in the PRIDE Index for policies regarding LGBTQ+ and other sexual minorities within the company.
"Colorful Project" In-house Community	The Colorful Project (LGBT+ and Ally Association) is an in-house community of like-minded individuals. With the aim of increasing the number of people who show understanding for LGBTQ+ people in the workplace and fostering a culture of understanding and acceptance, Colorful Project publishes monthly email newsletters and holds events such as seminars and movie screenings.

### HR Data

→ *ESG Data Book 2024*

### Third-party Assurances of Corporate Data

We have obtained third-party assurances from the Japan Quality Assurance Organization (JQA) with regard to FY2023 data on the average annual salary of employees, average annual pay for executives, average annual salary of employees at management positions, average annual salary of employees at non-management positions and number of major accidents during base station construction.

## Developing a Resilient Management Foundation

Value Creation 3

## Promote Employee Well-being and Advance DE&I to Maximize Human Capital

### Balancing Work and Childcare/Nursing Care

#### Basic Policies and Approaches

SoftBank Corp. believes that one fundamental role required of corporations is to create a work environment where children who will lead the next generation of society can be born and raised with peace of mind. In order to actively create a workplace environment where employees can maximize their abilities while balancing work and childcare, we have established childcare support system policies. In addition, due to a decline in the birthrate and increase in the senior population, Japan is facing a situation where everyone will soon be affected by the need for nursing care. Our goal is to eliminate the need for employees to leave their jobs due to the burden of long-term nursing care at home by creating an environment where employees providing nursing care can continue to thrive professionally.

#### Childcare Support System Policies

Based on the idea of supporting people who wish to continue working while fulfilling their family childcare responsibilities, our childcare support systems operate under the following two policies.

- Creating a framework that allows employees raising children to stay highly motivated at work and continue to aspire to grow professionally.
- Creating a framework to avoid situations where childcare becomes a barrier for employees, prevents them from leveraging their full potential or causes them to leave their job.

We will continue to provide support for balancing work and childcare so employees who are expecting or raising children can continue to grow and advance professionally like all other employees.

#### Acquisition of "Platinum Kurumin" Special Certification Mark

The company has introduced and applied systems for supporting balance in work and childcare, and as a result of these efforts, in February 2017, SoftBank Corp. received the "Platinum Kurumin" special certification mark, which recognizes companies demonstrating outstanding achievements in this field.

We will continue to proactively support employees who are balancing childcare and work, aiming to create a fulfilling work environment.



#### Promoting Men's Participation in Childcare

To promote the use of childcare leave by male employees, SoftBank Corp. endorses the "100% Paternity Leave Declaration" program of Work-Life Balance Co., Ltd.

An internal portal site has been set up with information including interviews with male employees who are balancing work and childcare, as well as childcare support systems and procedures. Various efforts are being made to encourage male employees to take childcare leave, including holding training for senior management focused on improving the work environment to make it easier for this leave to be taken.

#### Initiatives Targeting Japan's Decreasing Birthrate

As part of our efforts to address the issue of low birthrates in Japan, we have established our own childcare support system that exceeds the statutory requirements, including special childbirth allowances.

#### Childbirth Allowance System

As part of these efforts, the company offers a "childbirth allowance" ranging from ¥50,000 for a first child to ¥5 million for a fifth child. In FY2023, childbirth allowances for first and second children were paid to a total of 710 people, and allowances for third and subsequent children were paid to 114 people.

Years of Service	Less than 1 Year	1 Year or More					
		All Children	1st Child	2nd Child	3rd Child	4th Child	5th Child or More
Number of Children		20	50	100	1,000	3,000	5,000
Allowance (Thousand yen)							

## Developing a Resilient Management Foundation

Value Creation 3

## Promote Employee Well-being and Advance DE&I to Maximize Human Capital

### Balancing Work and Childcare/Nursing Care

#### Initiatives to Alleviate Childcare Concerns

SoftBank Corp. has introduced shared use<sup>1</sup> of around 100 company-run nursery schools as part of measures to alleviate employee anxiety about their children being on waiting lists for nursery school during childcare leave, and to support employees in returning to work quickly. Employees also have access to daycare, babysitting, and housekeeping services through Benefit Station,<sup>2</sup> a SoftBank Corp. employee welfare program, and can receive childcare subsidies for the use of partnered nursery schools.

Employees can continue to use company-issued mobile phones during childcare leave (including maternity leave) and can contact the company and take e-learning courses as well, to lessen their anxiety in preparation for their return to work. We also hold orientations and consultation meetings that can be attended with babies in tow as part of our outreach efforts.

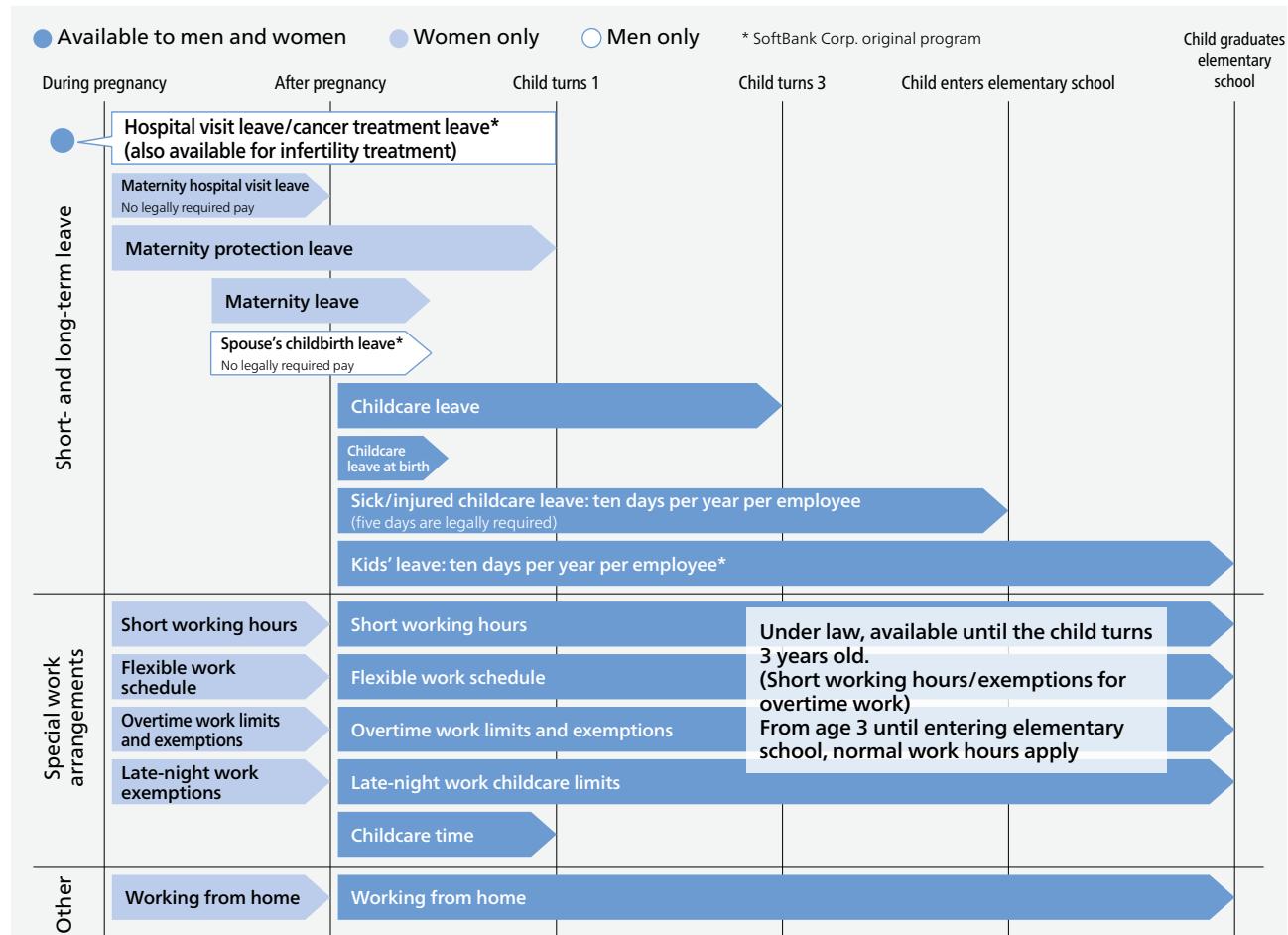
1. A method of providing access to nursery schools using vacancies at nursery schools set up by other companies (the figure is as of May 2024)

2. Benefit Station is a benefit welfare service provided by Benefit One Inc.

#### Childcare Support Systems

To enable employees and their spouses to go through childbirth and raise children without worry, we have a flexible work system that can be used from the time of pregnancy until children have finished sixth grade of elementary school.

→ [Childcare support systems](#)



## Developing a Resilient Management Foundation

Value Creation 3

## Promote Employee Well-being and Advance DE&I to Maximize Human Capital

### Balancing Work and Childcare/Nursing Care

#### Childcare and Nursing Care Support Initiatives

During Pregnancy and Childbirth	Consultation meetings prior to maternity leave	Employees can attend consultation meetings at an HR consultation desk to receive advice and explanations on services available during pregnancy, as well as procedures and subsidies available after childbirth.
	Orientation during childcare leave	Employees can bring their children to orientation sessions during childcare leave. At these events, employees on leave receive explanations on systems in preparation for returning to work and talk among themselves about how more experienced mothers spend their time.
	"Return to work" orientation	These orientation sessions include introductions to in-house communities and systems that can be used after returning to work, as well as discussions about returning employees' concerns.
During Childcare	Short- and long-term leave during childcare	To support employees through pregnancy and childbirth and while they raise their children, SoftBank Corp. has put in place a flexible work system that can be used from pregnancy until the child completes sixth grade in elementary school. Expired annual leave can be used for childcare leave, and childcare leave can be extended up to the child's third birthday. Even after returning to work, employees can work from home and make use of SoftBank's original kids' leave, as well as sick/injured childcare leave that goes beyond what is stipulated by law.
	Encouraging men to participate in childcare	SoftBank Corp. endorses the "100% Paternity Leave Declaration" program of Work-Life Balance Co., Ltd. to encourage men to take childcare leave. Many of the childcare support systems, such as the paid leave system for childbirth by a spouse, childcare leave, kids' leave, and short-time flex work, exceed statutory requirements, making it easier for employees to participate in childcare. An internal portal site has been set up with information including interviews with male employees who are balancing work and childcare, as well as childcare support systems and procedures. Various efforts are being made to encourage male employees to take childcare leave, including holding training for senior management focused on improving the work environment to make it easier to take this leave.
	Building a strong employee support network for childcare	Oya Oya Club (Parents Club) was established by a group of childcare peer supporters with the goal of improving parent-child communication. Communities for female employees also hold events regularly to help strengthen family ties.
Furano Nature School		In cooperation with the NPO C.C.C. Furano Nature School, SoftBank Corp. holds original programs every year to foster understanding of nature and the environment as well as to help build healthy parent-child relationships. The programs provide an opportunity for families to spend time together and learn about the environment in the rich natural surroundings of Hokkaido.
During Nursing Care	Seminar to support balancing work and nursing care	We hold seminars to provide employees with basic knowledge on nursing care and to support their efforts to balance work and nursing care. Through ongoing efforts, we will continue to promote the creation of an environment in which employees can engage in nursing care while working.

## Developing a Resilient Management Foundation Resilient and Honest Corporate Governance, Organization, and Personnel

Message from the Human Resources Division Head | Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness  
 Value Creation 2 Develop Sustainably through Cooperation with Stakeholders | **Value Creation 3 Promote Employee Well-being and Advance DE&I to Maximize Human Capital**  
 Value Creation 4 Enhance Productivity with Advanced Workplace Environments

## Developing a Resilient Management Foundation

Value Creation 3

## Promote Employee Well-being and Advance DE&I to Maximize Human Capital

### Welfare and Life Design Support

SoftBank Corp. is always thinking about employees' happiness and what it can do for employees, offering support so that employees can enjoy better work environments and more comfortable lives.

#### Annual Paid Holidays

Annual paid holidays are provided as shown in the table below, according to the number of years of employment. Holidays can be taken in half-day units.

1st year	2nd year	3rd year	4th year	5th year	6th year	7th year onward
11 days	16 days	17 days	18 days	19 days	20 days	21 days

Notes: 1. Annual paid holidays are valid for two years.

2. If an employee joins the Company in the middle of the fiscal year, the number of days granted in the first fiscal year varies depending on the month in which that employee joined the Company.

Accumulated Annual Vacation	Expired annual paid holidays can be saved up as "accumulated annual vacation" days (up to 60 days). These accumulated days can be used for absence due to personal injury or illness, nursing care leave, fertility treatment, and some types of special unpaid leave (see below).
Special Paid Leave	The following special paid leave is available separate from annual paid holidays: Wedding leave, spouse's childbirth leave, child's wedding leave, refresh leave, bereavement leave, transfer leave, public service leave, disaster leave, transportation shutdown leave, summons leave, donor leave, volunteering leave, and occupational illness/injury leave (up to three days)
Special Unpaid Leave	The following special unpaid leave is available separate from paid holidays: Public service leave, menstrual leave, special leave before and after childbirth, maternity hospital visit leave,* sick/injured childcare leave,* kids' leave,* maternity protection leave,* long-term-care leave,* occupational illness/injury leave (fourth day onward), handicap leave (hospital visit leave for disabled employees),* and regular/cancer treatment leave*

\* Can be taken using accumulated annual vacation days

Welfare	New graduate housing assistance  SoftBank employee shareholders association  Asset building  Company residences for transferred employees  Other welfare services  Life planning support	New graduates can receive partial rent assistance for the first three years after being hired.  The Employee Shareholders Association was established so that employees can enjoy the benefits of the company's growth and to contribute to long-term asset building.  Funds are deducted from monthly salaries and bonuses and deposited with a financial institution to build assets. Once each year, the company offers an incentive payment of 3% of the built asset amount (up to ¥9,000).  This system provides company residences for use by employees that have been transferred to new work locations. Employees can choose their residence type according to their lifestyle after the transfer.  Employees are enrolled in two fringe benefit programs: "Benefit Station," a service provided by Benefit One Inc., and SoftBank's original "Gift Program."  Employees receive support for asset building and investment education in three formats: Periodic life plan seminars, the use of simulation tools, and private consultations with financial planners.
Pension System	Defined contribution pension (Company contribution/ Selective contribution)  Defined benefits/ Selective contribution pension plan	The company contributes funds, and the subscriber (the employee) decides how that contribution will be managed. The pension amount received in the future then fluctuates depending on the outcome of this management.  Under this system, an amount of the employee's choosing is contributed from the employee's bonuses. The employee does not need to worry about asset management; interest is paid in accordance with the yield on government bonds, and the principal is guaranteed.
Re-hiring System	"Spouse welcome back" re-hiring system	When a permanent employee leaves the company to accompany a spouse who has been transferred to a different location, as long as certain conditions are met, that employee can be reinstated upon returning to the region where they originally lived.

### Recognized as a Welfare Promotion Corporation under Hataraku Yell 2024

SoftBank Corp. has been recognized as a Welfare Promotion Corporation under Hataraku Yell 2024, a program that recognizes enterprises making efforts to enhance and effectively utilize employee welfare initiatives.



## Developing a Resilient Management Foundation

Value Creation 3

## Promote Employee Well-being and Advance DE&I to Maximize Human Capital

### Labor Practices

#### Basic Policies and Approaches

Our policies concerning labor practices are put forward in "SoftBank's Human Rights Policies," and we maintain various systems to promote appropriate labor practices. Policies concerning wages, working hours and other labor standards are translated into several languages so that they can be understood by all employees working in Japan and overseas.

#### Specific Initiatives

Labor-management Relations	<p>SoftBank Corp. respects and effectively recognizes the freedom of association and the right of collective bargaining as employee rights. SoftBank Corp. has formed a labor agreement with the labor union. To engage in constructive labor-management dialogue, SoftBank Corp. hosts labor-management consultations and committee meetings between the representatives of the labor union and management to discuss wages, lump-sum payments, and occupational safety and health, as well as to regularly exchange opinions about system improvement and the management environment.</p>	Labor-related Compliance	<p>There were no labor-related compliance violations in FY2023.</p>
Labor Risk Assessment	<p>In order to verify that we are complying with the appropriate labor practices in our own business, we assess the risks of overwork and other labor problems in new businesses, and we have in place a framework for swiftly implementing countermeasures and resolving issues. We assign a human resources specialist as the person in charge of human resources when launching a new subsidiary so that the organization will function soundly to accomplish its goals while preventing any harm to the health of the employees working there.</p>	Ensuring Fair and Industry-competitive Treatment	<p>SoftBank Corp. strives to pay industry-competitive wages that go beyond compliance with the legal minimum wage and exceed a simple living wage. Decisions on remuneration are made in compliance with applicable laws in each region, and we have set a standard* for the starting wage of new graduates that substantially exceeds the national weighted average amount of the regional minimum wage.</p>
Labor Risk Assessment	<p>In our existing businesses, we assess risks of overwork and implement corrective measures to ensure compliance with the "three-six agreement," the company's agreement with employees on work hours and overtime based on Article 36 of Japan's Labor Standards Act. Specifically, we ensure appropriate working hours using simulations of monthly and annual working hours based on data from the attendance management system to identify employees expected to work especially long hours. We then check on the status of these employees individually, consider countermeasures if necessary, and regularly report on each case to management. We assess actual working conditions through regular unlogged overtime surveys of all employees. We also conduct educational activities using surveys about employee understanding of the three-six agreement and the handling of working hours. By reporting regularly to the Division Heads Meeting and the Occupational Safety and Health Committee about these initiatives and conditions surrounding overwork, we strengthen the initiatives while verifying risk reduction effects.</p>	Human Resource Development Initiatives	<p>* Equivalent to approximately 170% as of 2024 (approximately 150% compared to the minimum wage in Tokyo)</p> <p>SoftBank Corp. strives to create workplaces that are supportive of self-driven career development so that all employees can achieve self-actualization and professional fulfillment in their work.</p>
		Participation in External Initiatives	<p>As a signatory to the UN Global Compact, SoftBank Corp. has declared its commitment to upholding the freedom of association and the effective recognition of the right to collective bargaining; the elimination of forced and compulsory labor; the abolition of child labor; and the elimination of discrimination in respect of employment and occupation. In addition, by proactively exchanging information with outside organizations, we are reinforcing initiatives aimed at ensuring appropriate labor practices. We have long been in regular contact with the human resources departments of leading companies in a wide range of industries, and since 2017, we have held joint workshops on labor practices with these companies, exchanging views on labor issues and considering measures together. The information gleaned from these efforts is provided as feedback internally to promote appropriate labor practices.</p>

## Developing a Resilient Management Foundation

Value Creation 3

## Promote Employee Well-being and Advance DE&I to Maximize Human Capital

### Occupational Safety and Health

#### Policy

To maintain a working environment in which employees can work with a healthy mind and body, we have established the Safety and Health Management Rules, which are applied throughout the SoftBank Corp. group. The Occupational Safety and Health Committee plays a central role in setting numerical targets for occupational safety and health, monitoring performance and promoting activities aimed at achieving those goals in each organization and on a company-wide basis.

Note: The scope of this policy is SoftBank Corp. and its group companies.

#### Initiatives for Employees

Maintaining and Improving Employee Health	SoftBank Corp. has made the Health Management Declaration, positioning the maintenance and improvement of employee health as an important management issue. We identify key initiatives regarding health and productivity management within the company, set appropriate goals and monitor annual performance. To promote the implementation of initiatives to achieve these goals, we formulate action plans in accordance with the Health and Productivity Management Strategy Map, which is approved by management meetings.	Initiatives to Prevent Major Accidents	We aim for zero major accidents associated with company vehicles and implements various safety measures to achieve this goal. <ul style="list-style-type: none"> <li>• Deployment of vehicles equipped with advanced driver assistance systems (ADAS)</li> <li>• Operational management through telematics</li> <li>• Pre- and post-operation alcohol checks for all drivers, with records maintained</li> <li>• Prohibition of smartphone usage while driving, including hands-free calls</li> <li>• Submission of driver's license declaration (annually)</li> <li>• Participation in safe driving education (mandatory and annually for individuals who have caused accidents, optional for new graduates and those who rarely drive) as well as accident prevention awareness campaigns (monthly)</li> </ul>
Internal Risk Checks and Audits	To prevent work-related accidents, we feel that it is important to identify occupational safety and health risks in our business activities, and to take action to reduce those risks. As part of risk assessment efforts, we ensure employees' health and safety by regularly conducting stress checks, and we have a designated industrial physician or safety and health manager check employee work environments and the content of the work they are doing through monthly workplace audits to identify potential hazards related to occupational safety and health. The results of risk assessments are reported to each workplace, and we conduct improvement activities aimed at reducing risks deemed to be high.	Response to Occupational Accidents	Occupational accidents resulting from company vehicles accidents are reported through a dedicated occupational accident reporting channel. A process is in place for reporting cases with serious consequences, such as death or serious injury, or suspected violations of laws and regulations, through the compliance reporting route, as well. We take appropriate action (investigation, response to findings, etc.) in response to occupational accidents, including analyzing drive recorder data from the time of accidents, to prevent recurrence.
Disaster and Other Emergency Preparedness	SoftBank Corp. has put in place systems to ensure employee safety in the event of an earthquake, typhoon or other emergency. In the event of such a crisis, the safety of all employees is quickly verified and, as necessary, an Emergency Response Headquarters is established and appropriate measures are implemented based on internal regulations. We also conduct regular in-house training and implement equipment safety procedures and other measures to prepare for emergencies. As an additional safety measure, drinking water, food and other daily necessities are kept on hand at all times at work sites around the country to create an environment that ensures that employees stay healthy even when a disaster occurs.	Health and Safety Management for Employees on Overseas Assignments, Including Family Members	SoftBank Corp. takes a variety of measures to ensure the health and safety of employees on overseas assignments and family members accompanying them. These include employees having in-person consultations and counseling with an industrial physician before beginning their assignments; requiring employees to return to Japan temporarily for a medical checkup during their assignments; having employees join the medical consultation support service at their place of employment; having employees participate in HR interviews before, during and after the assignment to monitor physical and mental health, and to follow up on issues arising in day-to-day life; and confirming the safety of all employees on overseas assignments or business trips in the event of an emergency. Through these efforts, we provide support to ensure that employees can work anywhere in the world with peace of mind.
Occupational Accident Prevention	To prevent occupational accidents involving employees, it is important to identify potential risks that can cause occupational hazards. Based on past incidents and the potential for recurrences in the medium to long term, we have identified and evaluated potential risks based on incident frequency and impact severity. As a result, we have determined that occupational accidents involving company vehicles constitute a risk that should be prioritized.		

**Developing a Resilient Management Foundation  
Resilient and Honest Corporate Governance, Organization, and Personnel**

Message from the Human Resources Division Head | Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness  
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## Developing a Resilient Management Foundation

Value Creation 3

## Promote Employee Well-being and Advance DE&I to Maximize Human Capital

### Occupational Safety and Health

#### Safety and Health Management in Base Station Construction

As a communications carrier, SoftBank Corp. conducts safety management for construction outsourced to business partners.

Identifying and Reducing Major Safety Risks	<p>As a result of an assessment of possible safety risks in construction based on analysis of past accidents and data on causes of fatal accidents in the construction industry, we have identified work at heights during base station construction as a major risk and are addressing this risk on an ongoing basis over the long term.</p> <p>For work at heights, which is a major risk, we are striving to achieve our target of zero serious accidents at construction sites by prioritizing related risk reduction initiatives.</p>	Construction Safety Manager	<p>Construction Safety Manager</p> <p>We have designated a construction safety manager responsible for company-wide coordination of efforts related to ensuring the safety of the workers of SoftBank Corp. and its construction project business partners. The construction safety manager is involved in various educational and promotional activities. These include leading base station construction safety management; developing safe work policies and management methods to promote the safety of on-site workers, including those of business partners; implementing worker education; monitoring affiliates; and planning new measures.</p>
Safety Inspections at Construction Sites	<p>To prevent occupational accidents, safety inspections of construction sites are conducted by inspection staff designated by the regional engineering manager and the construction safety manager according to an inspection plan prepared in advance. Inspections are based on the Safety Inspection Check Sheet and check construction site management conditions, worker assignments, worker practices, work environments, documents and other items. If potential for a serious industrial accident is found, we request an improvement report from our business partners and carry out follow-up inspections.</p> <p>The main conditions for conducting an inspection are the following.</p> <ul style="list-style-type: none"> <li>• Hazardous work, such as working at heights and working with heavy machinery</li> <li>• New entrants and construction companies with limited experience in construction for the company</li> </ul>	Support for Work Crews	<p>In addition to sufficiently ensuring the safety of the work environment, SoftBank Corp. provides necessary safety equipment (e.g., protective gear) to its employees. We also begin construction work only after educating the workers involved in the outsourced construction about the rules for using the work tools and equipment.</p>
Response to Occupational Accidents in Base Station Construction and Prevention of Recurrence	<p>Any occupational accidents that occur during base station construction are reported to the construction safety manager by the department in charge of construction and appropriate action (investigation, response to findings, etc.) is taken in order to promptly implement recurrence prevention measures.</p>	Risk Analysis and Issue Identification	<p>Since 2005 Established the Construction Safety Policy, allocated dedicated supervisors</p> <p>Since 2006 Held construction company safety awards</p> <p>Since 2008 Promoted the use of full safety harnesses (ahead of legal requirements) Rolled out quarterly safety slogans</p> <p>Since 2014 Made full safety harnesses mandatory for all applicable workers</p> <p>Since 2017 Held national safety conventions (hosted by SoftBank Corp. for business partners)</p> <p>Since 2020 Safety "pulse" surveys: Enable monthly tracing of important aspects of safety management implemented by business partners while improving the visibility of the management status of individual worksites Accident-free awards: SoftBank Corp. commends the stable operations and robust safety management of business partners that have maintained long accident-free records</p>

### Data on Labor Practices

Total annual work time/Ratio of paid leave used/Average annual employee salary/Employee bonuses

→ ESG Data Book 2024

## Developing a Resilient Management Foundation

Value Creation 4

# Enhance Productivity with Advanced Workplace Environments

Leveraging cutting-edge technologies, we have put in place advanced workplace environments that enable diverse talent to actively participate, spurring innovation and increasing employee happiness to promote the continued growth of the company. By maximizing the productivity of individuals and organizations through optimum workstyles for employees, we increase productivity throughout the entire company, which in turn contributes to increased corporate value and strategic investments in the future.

## Promoting Smart Workstyles

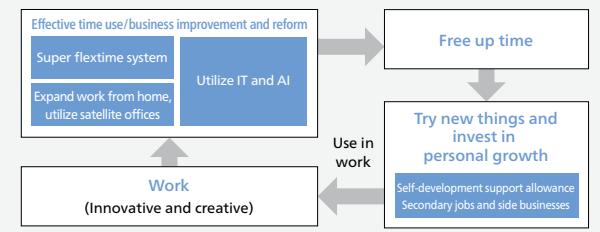
### Promoting Workstyle Transformation with "Smart & Fun!"

SoftBank Corp. applies IT, AI and other technologies to promote smart work that incorporates diverse approaches with the aim of maximizing the productivity of individuals and organizations through optimum workstyles for employees.

Based on SoftBank Corp.'s internal work slogan "Smart & Fun!" we are implementing workstyle reforms to allow us to work smart and have fun with the freedom to be more creative and innovative.

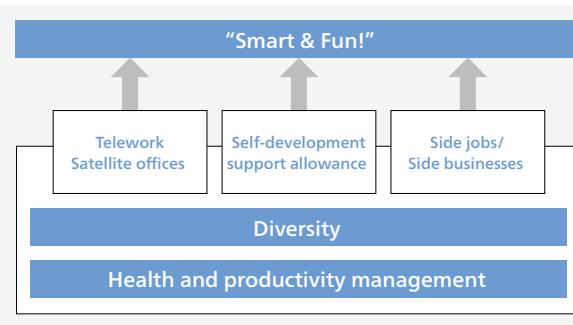
We have eliminated core working hours and adopted the Super Flextime System, which frees up more time and maximizes results through greater work efficiency, striving for balance that is not limited by conventional working hours. By allocating this extra time to self-development, employee relationships, and communicating with friends and family, as well as by investing in personal growth, individual employees and the company as a whole become more innovative and creative. Our goal is to make work "Fun!" and by doing so achieve better work results.

#### "Smart & Fun!" Leveraging IT to Work Smart and Have Fun



### Diversity and Health and Productivity Management

We believe that diversity, along with health and productivity management, is the foundation for realizing "Smart & Fun!" workstyles. Diversity brings together the strengths of diverse individuals. Health and productivity management promotes the mental and physical health of all employees. Aiming to make the entire organization more innovative and creative to achieve greater results, we are working to promote diversity and health and productivity management.



### Received Five-star Rating in the Nikkei Smart Work Management Survey and an Award in the Human Resources Utilization Category in the Nikkei Smart Work Awards 2024

SoftBank Corp. has received the highest possible five-star rating for six years in a row in the Nikkei Smart Work Management Survey conducted by Nikkei Inc. The survey evaluates companies using 12 indicators in the three areas of human resources, innovation and market development based on questionnaires filled out by companies, consumer surveys and published data.

SoftBank Corp. received high praise for realizing diverse and flexible workstyles due to its high number of male employees who take childcare leave for a month or longer as well as its ample support for external activities such as side jobs or personal entrepreneurial endeavors. The Company was also praised for its investment in human resources, which include its abundant internal support for career independence through internal side jobs and recruiting, as well as its high expenditure on training. For these reasons, we were awarded in the Human Resources Utilization Category in the Nikkei Smart Work Awards 2024.



**Developing a Resilient Management Foundation**  
**Resilient and Honest Corporate Governance, Organization, and Personnel**

Message from the Human Resources Division Head | Value Creation 1 Enhance Corporate Governance and Ensure Its Effectiveness  
 Value Creation 2 Develop Sustainably through Cooperation with Stakeholders | Value Creation 3 Promote Employee Well-being and Advance DE&I to Maximize Human Capital  
 Value Creation 4 Enhance Productivity with Advanced Workplace Environments

## Developing a Resilient Management Foundation

Value Creation 4

## Enhance Productivity with Advanced Workplace Environments

### Promoting Smart Workstyles

#### Flexible Workstyle Initiatives

Leveraging IT, we are working to realize flexible and diverse workstyles not bound by time or place, provide work environments suited to each employee's life stage and increase work productivity.

Teleworking	To promote workstyles that perfectly balance commuting and remote work with the goal of maintaining medium-to long-term organizational capabilities and maximizing individual and organizational performance, we have set up a system allowing employees to work from home using online conferencing systems, business chat software and other IT tools.  In FY2023, the ratio of telework was 95.3%.
Satellite Offices	As part of efforts to adopt teleworking, we are opening satellite offices for use by all employees with the aim of maximizing employee productivity by expanding work locations.  SoftBank Corp. fully utilizes WeWork workspaces throughout Japan (including five offices in the Kanto region) and more than 600 other shared offices. In this way, we are shifting to a more innovative and creative way of working that is not tied to any place, space, or community.
Super Flextime System	This system eliminates core working hours and allows employees to change their starting and ending times on a daily basis based on work conditions.
No Overtime Day	Every Wednesday is designated "No Overtime Day" so that employees can fully enjoy their private time after work and lead healthier lives.
Premium Friday	We encourage employees to leave work at 3 PM on the last Friday of every month.
Self-development Support Allowance	We provide a self-development support allowance of ¥10,000 per month to all full-time employees in order to help each individual employee continue working toward personal growth.
Secondary Jobs and Side Businesses	SoftBank Corp. allows employees to take secondary jobs given their duties at the company are not negatively impacted and conditional upon advance permission. These secondary jobs are meant to help employees develop skills and gain diverse experiences that will be useful for their main position at SoftBank. Since the prohibitions on secondary jobs were lifted in November 2017, permission has been granted in approximately 3,800 cases as of April 2024.
SoftBank-style Internal Secondary Job System	In February 2021, we introduced a SoftBank-style internal secondary job system for matching employees who desire opportunities to grow and display their capabilities with organizations that require outside perspectives, experience and expertise.
Workstyle Support Fund	We provide a Workstyle Support Fund as a way to support workstyles that perfectly balance commuting and remote work with the goal of maximizing organizational and individual performance.

### Health and Productivity Management

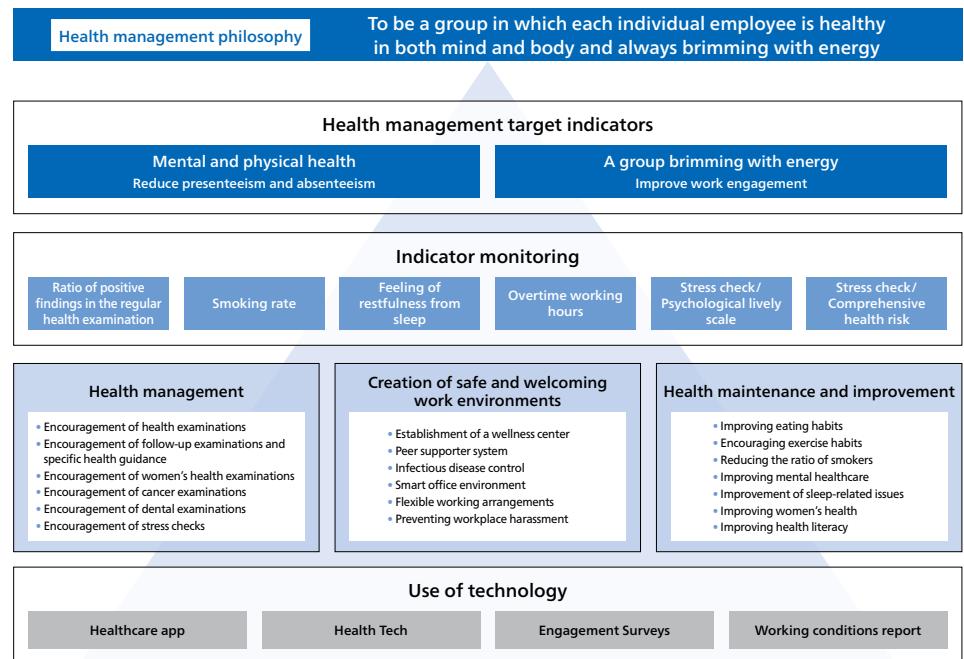
#### Basic Policies and Approaches

SoftBank Corp. aims to help maintain and improve the health of employees in accordance with its Basic Mental and Physical Health Policy. The physical and mental health of each employee is the driving force toward the achievement of the dreams and aspirations of the corporation and individuals. Accordingly, SoftBank Corp. has made the Health Management Declaration, positioning the maintenance and improvement of employee health as an important management issue.

→ [Health management declaration](#) → [Philosophy and policy/Health management philosophy](#)

#### Broad-ranging Health and Productivity Management KPIs

We have defined broad-ranging KPIs covering employee engagement as well as mental and physical health. We utilize a PDCA cycle to make ongoing improvements to our practices, monitoring indicators based on three approaches: health management, safe and welcoming work environments, and health maintenance and improvement.



## Developing a Resilient Management Foundation

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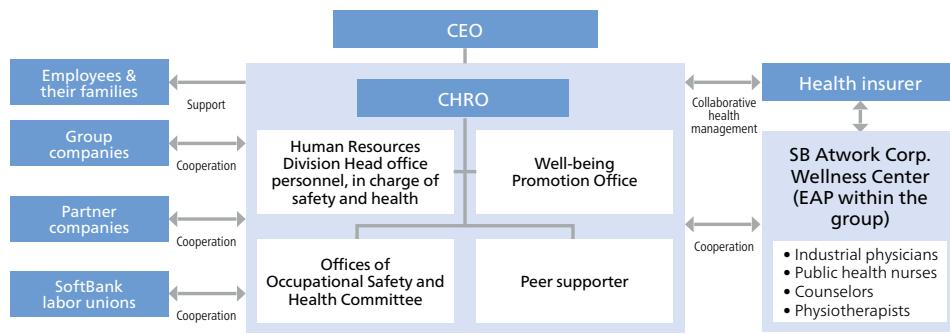
## Developing a Resilient Management Foundation

Value Creation 4

## Enhance Productivity with Advanced Workplace Environments

### Health and Productivity Management

#### Health and Productivity Management Promotion System



Chief Human Resources Officer (CHRO)	The CHRO is responsible for promoting both health and productivity management as well as occupational health and safety management.
Well-being Promotion Office	A dedicated team that reports directly to the CHRO and is tasked with promoting an environment in which all employees are able to enjoy good mental and physical health in their work. The office plans and implements health and productivity management measures in partnership with the Wellness Center of group company SB Atwork Corp.
SB Atwork Corp. Wellness Center	In addition to offering support related to occupational health and safety management, the Wellness Center of SB Atwork Corp. provides a place employees can go for consultation about their own mental or physical health. The center is staffed by full time specialists, including industrial physicians, public health nurses, counselors and masseurs.
Each office's Occupational Safety and Health Committee	Maintaining the safety and health of everyone in the workplace is essential to our business activities. An Occupational Safety and Health Committee has been set up at each office with more than 50 employees to coordinate the provision of a safe and welcoming work environment. The committees also play a part in facilitating workplace improvements by looking at what other workplaces are doing about health and safety and by sharing information about their own good practices.
Peer Supporter	Employees, while maintaining their normal work duties, may volunteer as physical and mental health support counselors for their immediate colleagues at their respective workplaces.
Employee Assistance Program (EAP)	A program designed to support the physical and mental health of employees and increase productivity.

#### Health Management

Promoting Medical Checkups	To facilitate the early detection and treatment of illness, we encourage employees to receive regular medical checkups and promote awareness of the importance of doing so. The Chief Human Resources Officer (CHRO) sends an e-mail to all employees stressing the importance of medical checkups and follow-up exams, and any employees who have not yet had their checkups are reminded to do so. We are reinforcing this message by enlisting the aid of the departmental human resource staff responsible and utilizing tools to remind not only the employees who have yet to have their examinations, but also their supervisors. Thanks to these measures, we have achieved 100% coverage for these regular medical checkups for five consecutive years, since FY2019. Moreover, the total sum spent on health examinations during FY2023 was around ¥180 million.
High-risk Employees and Those Requiring Follow-up Examinations	To create an environment where it is easy for employees to get medical checkups or follow-up examinations (repeat checkups or in-depth checkups), since April 2022, the time spent getting medical checkups and exams has been treated as working hours, and employees are reimbursed for their travel costs to and from the medical facilities. A target of 80% has also been set for follow-up examinations in an effort to catch and treat ill health early. For employees who are found by medical checkups to be in the high-risk group, our industrial physician and public health nurses provide health advice by e-mail or through a consultation, such as recommending that said employees seek care at a medical institution or assisting with lifestyle improvements.
Promoting Women's Health, Cancer, and Dental Examinations	Depending on employee age and gender, we offer cancer and women's health examinations to facilitate the early detection and treatment of cancer and diseases specific to women. In addition, company-wide emails are sent out encouraging employees to get dental checks, which are recommended by the company's health insurer to help maintain good dental health.
Promoting Stress Checks	As part of our mental healthcare efforts, we encourage all employees to take regular stress checks using the Wellness Eye system provided by group company SB Atwork Corp. This encourages self-care that helps prevent mental health issues and has been useful in improving workplace conditions.

#### Recognized under the Health & Productivity Stock Selection for the Second Consecutive Year and in the Certified Health & Productivity Management Outstanding Organizations Recognition Program for the Sixth Consecutive Year

SoftBank Corp. was selected under the Health & Productivity Stock Selection, run by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, for the second consecutive year. This program recognizes companies that proactively work to advance health management for employees from a corporate management perspective.

SoftBank Corp. was also selected under the Certified Health & Productivity Management Outstanding Organizations Recognition Program, operated jointly by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi, in the large enterprise ("White 500") category. This marks the sixth consecutive year that SoftBank Corp. has earned White 500 certification.



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Value Creation 4

## Enhance Productivity with Advanced Workplace Environments

### Health and Productivity Management

#### Safe and Welcoming Work Environments

Wellness Center	The Wellness Center operated by SB Atwork Corp. provides a place for employees to consult about their physical and mental health with full-time public health nurses and industrial physicians who specialize in internal or psychological medicine. The center includes a counseling room and massage room.	
Peer Supporter System	Under our peer supporter system, employees who hold occupational counseling, career consultant, or other related qualifications may volunteer as accessible counselors within the workplace after passing a specific selection process and receiving training.	
Infectious Disease Control	SoftBank Corp. takes measures to prevent the spread of influenza and other infectious diseases. Influenza vaccines are administered on-site at different workplaces and made available to both employees and temporary staff. Additionally, during the COVID-19 pandemic, we offered antibody testing for all employees, and the company had its own program of saliva PCR testing for staff. We also provided workplace vaccinations both for members of the group and outside parties.	
Smart Office Environment	<p>To further transform our work style and strengthen our Business Continuity Plan (BCP), we relocated our headquarters to Takeshiba in January 2021. Since then, SoftBank Corp. has provided community-style workspaces that embody the concept of "Smart &amp; Fun!" enabling all employees to perform at their best. A variety of health-promoting measures are also being implemented at our offices to provide a safe and welcoming work environment.</p> <p><b>An interior staircase connecting floors</b>  We have introduced an interior staircase connecting three floors together as a way to create a flexible and open workplace adaptable to diverse workstyles. This staircase also helps promote physical activity throughout the workday.</p> <p><b>Exercise equipment</b>  We have set up exercise equipment and a rocking chair in a corner of the office to promote health and relaxation, creating a space that employees can use during their breaks.</p>	
Flexible Working Arrangements	Encouraging a clear distinction between work and private life	To make it easier to take annual paid leave, employees are encouraged to take off workdays that fall between a weekend and a public holiday. The company also designates a weekly No Overtime Day and encourages participation in Premium Friday, in which employees can leave early on the last Friday of the month.
	Work-interval system	To ensure that employees have enough time for their daily non-work activities and sleep, SoftBank Corp. has introduced a work-interval system requiring all employees to take at least 10 consecutive hours off between finishing work one day and starting the next.
	Support for maintaining employment while undergoing cancer treatment	We have established cancer treatment leave (using accumulated annual vacation or special unpaid leave) that employees can use when they are unable to work due to cancer-related hospital visits, treatment or feeling unwell the day after treatment. This system helps employees balance treatment and work.
Preventing Workplace Harassment	SoftBank Corp. works to promote employee awareness of harassment through division-specific seminars, e-learning and other means. Should an incident involving harassment occur, a contact point has been established so appropriate measures can be taken as quickly as possible. A counselor will first listen to what happened and then discuss next steps with the employee. All consultations are handled with complete confidentiality. We also maintain a system in which issues are addressed in coordination with the Human Resources Department if requested by the employee.	

Engagement Surveys	By answering a total of 20 questions (about 3 minutes) on work from the perspectives of the workplace, daily life and health monthly, employees can measure organizational changes and changes in their own condition. Furthermore, these engagement surveys are intended to facilitate timely communication among supervisors and team members. The "Pulse" surveys, originally developed in-house and introduced in October 2019, were reimaged as the current monthly Engagement Surveys that have been in use since August 2023.
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### Health Maintenance and Improvement

Improving Eating Habits	<ul style="list-style-type: none"> <li>Training videos helpful for improving daily habits (including ones related to managing alcohol consumption)</li> <li>Recipes for healthy eating</li> <li>Offering healthy breakfasts at the monthly company-wide morning meeting</li> <li>Provision of healthy options and sale of lunches that are certified "smart meals"*(staff canteen)</li> </ul> <p>* Smart meals are nutritionally balanced meals containing healthy ingredients.</p>
Encouraging Exercise Habits	<ul style="list-style-type: none"> <li>Yoga sessions before morning company meetings</li> <li>Morning and evening yoga sessions via Zoom</li> <li>In FY2023, a cumulative total of 95,000 employees participated in yoga sessions either via Zoom or in person before company-wide morning meetings.</li> <li>Walking events (spring and fall events during FY2023, Participation: approximately 2,700 people)</li> <li>Stretching instructional videos taught by a physiotherapist</li> <li>Providing simple physical strength measurements and instructions for self-checks at home</li> <li>Encouragement of company club activities</li> </ul>
Reducing the Ratio of Employees Who Smoke	<ul style="list-style-type: none"> <li>Ban on smoking during working hours (every day since April 2020)</li> <li>E-mail magazine</li> <li>Subsidies for cost of smoking cessation programs</li> <li>Smoking cessation advice from public health nurses</li> </ul>
Improving Mental Health	<ul style="list-style-type: none"> <li>Live and archived sleep seminars (live seminars attended by approximately 1,400 people)</li> <li>HELPo Healthcare app for diagnosing sleep type and developing sleep-related content</li> <li>Training videos "Self-care, team-care, and more" and "Health management for workers"</li> <li>Discount on cost of sleep apnea syndrome (SAS) examination</li> <li>Department-specific training</li> </ul>
Improving Women's Health	<ul style="list-style-type: none"> <li>Health seminar to better understand and manage age-related changes to the body that can affect both men and women (attended by approximately 230 people)</li> <li>Femtech working group and trial</li> <li>"Health management for women in the workplace" training video for management</li> <li>Dissemination of information about health challenges that uniquely affect women</li> <li>Offering HELPo actio+, a women's health support service through the HELPo healthcare app</li> </ul>
Improving Health Literacy	<ul style="list-style-type: none"> <li>Proactive dissemination of information about health and productivity management</li> <li>Providing the Wellness Eye Study video learning program</li> <li>Providing the HELPo healthcare app</li> </ul>

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**Developing a Resilient Management Foundation**

Value Creation 4

**Enhance Productivity with Advanced Workplace Environments**
**Health and Productivity Management**
**Specific Quantitative Targets**
**Health and Productivity Management Target Indicators**

	FY2019	FY2020	FY2021	FY2022	FY2023	
	Result	Result	Result	Result	Target	Result
Presenteeism <sup>1</sup> (%)	80.0	81.0	85.0	85.0	90.0 or above	86.0
Absenteeism <sup>2</sup> (days)	4.6	3.8	4.0	4.1	4.5 or below	4.4

1. In FY2023: number of employees surveyed: 12,752; response rate: 54.0%. Up to FY2020, this was determined from the health awareness survey data on how often business efficiency was impeded by ill-health, with responses of "1 or 2 days a month" or "almost never" deemed to indicate presenteeism. From FY2021 onward, the number was obtained from the University of Tokyo Single-Item Presenteeism Question (SPQ).

2. In FY2023: number of employees surveyed 20,823; response rate: 100%. Absence or leave due to illness or injury

**Various Monitoring Indicators**

	FY2019	FY2020	FY2021	FY2022	FY2023	
	Result	Result	Result	Result	Target	Result
Ratio of positive findings (possible health issues) in the regular health examination (%)	55.1	57.9	57.9	56.7	56.2 or below	57.1
BMI and other risk factors <sup>3</sup> (%)	20.2	22.2	21.3	21.2	20.2 or below	21.2
Lipids (LDL Cholesterol) (%)	24.8	28.2	27.7	25.1	24.1 or below	25.2
Ratio of employees who smoke (%)	29.7	26.8	25.8	24.7	23.7 or below	24.5
Feeling of restfulness related to sleep (%)	62.9	71.3	71.1	70.8	To be set starting from FY2024	68.9
Overtime work hours (average for general employees) (hours)	24.2	27.2	27.0	24.9	Verifying actual results	24.9
Psychological lively scale (stress check) <sup>4</sup>	105	110	111	110	105 or above	112
Overall health risk (stress check) <sup>5</sup>	89	87	85	85	90 or below	85

3. Risk factors: blood pressure, lipids, liver function and blood sugar

4. In FY2023: number of employees surveyed: 19,814; response rate: 92.3%.

This score reflects both the activity level of individual employees and the overall workplace environment, including aspects such as workplace unity and employee engagement. The standard score is based on a 2010 survey conducted by the Ministry of Health, Labour and Welfare, which included data from 5,000 workers nationwide, with the national average set at 100. A high score represents a high level of individual and workplace activity.

5. In FY2023: number of employees surveyed: 19,814; response rate: 92.3%.

This score reflects the impact workplace-related stress has on the health of individual employees. The standard score is based on a 2000 survey conducted by the Ministry of Health, Labour and Welfare, which included 25,000 workers from 332 business locations nationwide, with the national average set at 100. A low score represents a low level of negative impact on employee health.

**Other Indicators**

	FY2019	FY2020	FY2021	FY2022	FY2023	
	Result	Result	Result	Result	Target	Result
Ratio of employees who underwent a regular medical checkup (%)	100	100	100	100	100	100
Ratio of employees who underwent follow-up examinations (%)	53.8	58.7	64.0	73.1	80.0 or above	73.2 <sup>6</sup>
Completion rate for specific health guidance (%) <sup>7</sup>	32.9	31.5	57.7	50.2	65.0 or above	52.2
Ratio of employees who underwent a stress check (%)	91.0	84.7	86.1	87.2	95.0 or above	92.3
High-stress rate (%)	13.3	11.2	11.8	12.2	Below 13.0	13.1
Annual leave take-up rate (%)	72.2	61.8	70.1	77.3	70.0 or above	77.7

6. As of July 25, 2024

7. Because the completion rate for specific health guidance is calculated after the conclusion of ongoing support for all eligible individuals, the target and results for the previous fiscal year are shown.

**Yoga Sessions before Morning Company Meetings**

A yoga session, led by an employee who is a qualified yoga instructor, is held prior to the monthly company-wide morning meeting. Employees from all over Japan participate via live video stream, including the President and other senior management. These sessions highlight the importance of health management and help get employees into the habit of exercise.



Yoga session

## Initiatives Supporting Business Activities

# Quality Control

SoftBank Corp. believes it is important to provide high-quality products and services that meet social needs (customer and market expectations), that comply with relevant laws and regulations, and that customers can use safely and with confidence through the implementation of quality control.

## Base Station Quality Control

To provide pleasant, safe and secure communications environments, we are constantly working to maintain base station quality control.

Using AI, drones and other cutting-edge technologies, we are advancing the automation of work in this area, including base station installation, inspection and performance tuning.



## Product Quality Control

We strive to provide safe, secure products and services based on universal design. To this end, we implement exacting quality control, from design to market quality after launch, with a focus on safety. In addition to ensuring compliance with laws, regulations and guidelines, we have established our own safety standards,<sup>1</sup> using them to thoroughly confirm safety across the design, development and manufacturing processes.

We also implement all labeling required by relevant regulations during shipping and delivery. If failure or quality issues arise after a product is released, we accept repairs at stores nationwide and online, promptly investigate the cause, and work to improve and increase quality. In the event of a serious malfunction, we establish an Emergency Response Headquarters led by the President to determine the details and cause of the malfunction, decide policy and promptly respond. In an effort to prevent the misuse of products, we also engage in safety promotion activities through various announcements in collaboration with the MCPC<sup>2</sup> and other industry organizations.

1. Our own safety standards consider risk regulations in design, development and manufacturing processes and risks related to durability and safety during operations.
2. MCPC: Mobile Computing Promotion Consortium

### ▼ Quality Control Flowchart

#### Product Design

- Confirmation based on durability standards
- Confirmation based on safety standards

#### Product Quality Check

- Confirmation of compliance with related regulations and laws
- Check for use of harmful substances
- Check for abnormal heat generation
- Check safety of battery pack
- Software check
- Hardware performance check

#### Introduction Determination

- Final confirmation of safety and performance

#### Sales

#### After-sales Service

- Quality management
- Repairs

# Brand Management

## Corporate Identity

### Company Name Origin

SoftBank Corp.'s parent company, SoftBank Group Corp., started out in 1981 as a distributor of personal computer software. As software is called "soft" in Japanese, the name "SoftBank" literally means "a bank of software." The word "bank" was chosen based on the grand aspiration to be a key source of infrastructure for society in the information age.

### Corporate Logo

The SoftBank logo consists of the brand symbol, which is a combination of two lines and the color silver, and the word "SoftBank." The double-line forms the "=" (equal) sign, symbolizing the Group's role as an actor in the Information Revolution. It shows that the SoftBank Group offers answers to help solve the various problems faced by customers and the world. The double-line also expresses interactive communication and unlimited possibilities. The brand color silver shines brightly on its own, unaffected by surrounding colors. Combined with the double-line, it forms a timeless banner that symbolizes the Information Revolution.



### Responsible Advertising and Public Relations Activities

In our communication activities, such as advertising and public relations, we emphasize accuracy in information regarding our management policies, business content, technologies, products and services. We also pay close attention to ethical considerations, including human rights, the environment, confidential information, intellectual property rights and personal information. Additionally, we strive to broadly reflect societal feedback and incorporate it into our business activities.

Some consumers may find our communications services to be highly specialized and the service fee structures complex. Therefore, we comply with applicable laws, including the Act Against Unjustifiable Premiums and Misleading Presentations, and adhere to the "Voluntary Standards and Guidelines Concerning Telecommunications Service Advertising Displays"

established by the Telecom Services Promotion Conference, striving to ensure proper advertising representations.

We also avoid expressions in advertising displays that may mislead general consumers. When regular explanations are not sufficient for a full understanding due to a consumer's usage situation, familiarity with the service or age, we strive to provide them with clearer explanations and displays. Furthermore, we take special care in our advertising displays to promote appropriate use of communications services among minors.

When conducting advertising and public relations activities, we establish dedicated departments in each field. We promote these activities based on our advertising and public relations policies, ensuring that they are ethical, accurate and neutral by thoroughly reviewing them from various perspectives.

The dedicated departments collaborate with our legal department to ensure compliance with laws and regulations, consumer protection and content review from the customer's perspective. Additionally, we consult with external experts and specialized agencies, such as lawyers, as necessary. This process ensures that the content of our advertisements is accurate and appropriate.

For major advertising campaigns and public relations activities, we provide individual briefings to senior management and review the content of advertisements in meetings that they attend. This allows us to ensure managerial accountability for information handling and content quality.

Advertising and public relations	Dedicated departments
Corporate Advertising	Brand Promotion Office
Consumer Advertising and Promotion	Communication Division, Consumer Business Promotion Unit
Business-to-Business Advertising and Promotion	Enterprise Marketing Division, Enterprise Unit

Our Customer Support is available via the "Contact Us" webpage to receive feedback on past advertising and public relations activities. We continuously monitor these activities by subjecting them to regular advertising check schemes established by the industry association (Telecom Services Promotion Conference) to ensure there are no legal, guideline or ethical issues.

We have established a robust verification process and mechanism to detect issues. In the event that customers, regulatory authorities or consumer organizations identify an issue with our advertising and promotional activities, we promptly make the necessary changes to address it.

During FY2023, there were no cases within SoftBank Corp.'s advertising and public relations activities that were subject to administrative injunctions due to unjustifiable or misleading representations as stipulated in the Act Against Unjustifiable Premiums and Misleading Presentations.

In order to continue responsible advertising and public relations activities, it is important to improve internal ethical awareness with respect to advertising displays. At SoftBank Corp., we conduct periodic group training and e-learning regarding advertising display ethics to promote understanding of relevant laws, advertising display rules defined by the industry, internal rules, etc.

In addition, to upgrade our level of responsible advertising activities, we participate in the "Japan Advertisers Association (JAA)," which aims for healthy development of advertising and public relations activities. This enables us to utilize the knowledge obtained through discussions with other JAA members and leading experts to inform our advertising and public relations activities.

→ Responsible advertising and public relations activities

### About Advertising

Since 2007, SoftBank Corp. has implemented highly popular, memorable advertising, such as the Shirato Family series of commercials. Recently, we have run a wide range of ads aimed at specific target audiences, a series that spreads the charms of "Paytoku," a payment plan that allows customers to gain PayPay points at a special rate, as well as a series called "Smartphone Debut First-Year Students" to support children receiving their first smartphone. In addition, we began commercials for Y! mobile in 2014. These commercials are humorous and friendly, aimed at straightforwardly conveying the value of Y!mobile.

Advertising for our online-only LINEMO brand launched in 2021 communicates valuable services, such as LINE Giga Free.

→ Service Fees

# Community Participation | Social Contribution Activities (CSR Initiatives)

## Basic Approach



As a leader in the Information Revolution, SoftBank Corp. fully leverages its strengths in technology to implement activities that contribute to society. Based on our Sustainability Basic Policy, to create a sustainable society, we have established five focus themes of our social contribution activities: "promoting a digitalized society," "nurturing the next generation," "serving diverse needs," "environment and resource management policies" and "disaster and reconstruction support." These focus themes are linked to our corporate philosophy, "Information Revolution — Happiness for everyone," and our growth strategy, "Beyond Carrier," and we apply the knowledge and connections with society gained from social contribution activities as a foundation to further improve our business activities.

While engaging in ongoing discussions with local communities and other stakeholders, we continue to earnestly undertake the resolution of social issues so that everyone can enjoy a convenient and comfortable social life.

## Promotion Structure

SoftBank Corp.'s CSR Division formulates basic policies for CSR activities and identifies focus themes for the company and the entire SoftBank Corp. group. These are shared throughout the group. Each SoftBank Corp. group company has established its own CSR department or person in charge of CSR and has built a system to promote its own activities in accordance with its specific business and characteristics.

In order to monitor the results of CSR activities and the annual activity plans across the group, information is exchanged on a regular basis by such means as CSR group liaison meetings. In addition, the results and status of SoftBank Corp.'s CSR activities are reported to management, who provide feedback to promote effective social contribution activities.

→ Promotion structure

## Social Contribution Activity Expenses

	Social Contribution Activity Costs (Millions of yen)		Notes
	FY2022	FY2023	
Cash Donations	127.9	116.4	Donations to organizations, etc.
In-kind Donations	3,103.0	1,251.3	Free provision of various services for disasters, etc.
Time Donations*	2,551.8	2,941.0	Monetary equivalent of time spent on social contribution activities, etc.
Administrative Expenses	721.4	658.9	
(Of which) Implementation of social contribution activity programs	350.3	246.5	
(Of which) Environmental measures	371.1	412.4	Recycling costs, etc.

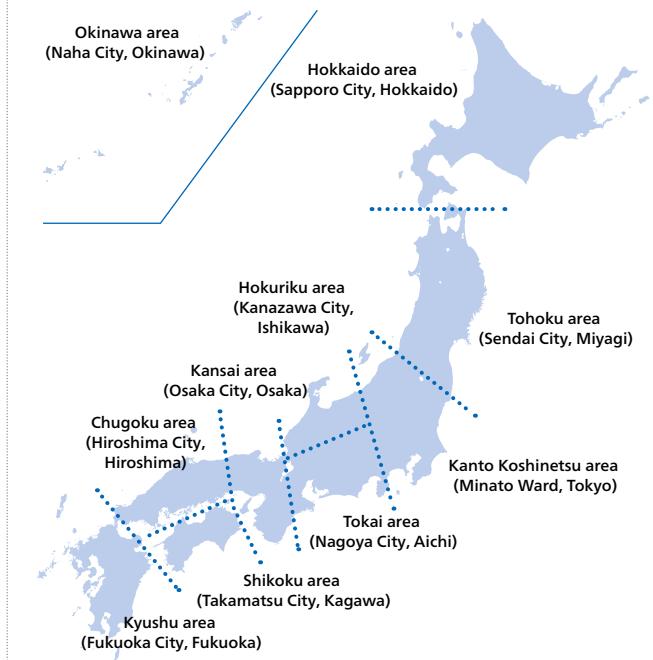
\* Converted to monetary value

→ Social contribution activity cost data

## Deploying Senior Personnel to Resolve Regional Issues

To help resolve local social issues in close cooperation with local communities, we have established bases for CSR activities nationwide. Here, we deploy about 60 senior CSR employees with a wealth of experience and achievements where they play a central role as ICT professionals in resolving local social issues and supporting regional revitalization. This initiative also models new workstyles utilizing human resources from senior generations.

### ▼ Regional CSR Deployment Bases

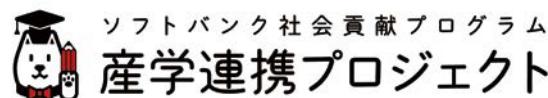


## Community Participation | Social Contribution Activities (CSR Initiatives)

### Initiatives for each of the five key social contribution activity themes

#### Launching the SoftBank Social Contribution Activities Program, an Industry-academia Collaboration Project

With the goal of solving regional social issues, SoftBank Corp. has established the SoftBank Social Contribution Activities Program, a collaborative project between industry and academia, alongside various universities. Through this program, we are training human resources who will support Japan's future competitiveness and development as well as conducting research aimed at solving social issues.



#### Participating Universities:

Ishinomaki Senshu University, Ibaraki University, Osaka Metropolitan University, Osaka Seikei University, Osaka University of Health and Sport Sciences, Kagawa University, Kanazawa Institute of Technology, Kansai Gaidai University, Kyushu University, Komatsu University, International Art & Design College, Shizuoka Eiwa Gakuin University, Sendai University, Research Center for Advanced Science and Technology at The University of Tokyo, Tokiwa University, University of Toyama, Mukogawa Women's University, College of Sports and Wellness at Rikkyo University, University of the Ryukyus

(As of June 2024)

#### Promoting a Digitalized Society

→ Promotion of an information-oriented society

Leveraging information technology, we aim for a society in which everyone everywhere can live comfortably and freely.

#### Using Pepper in Children's Disaster Preparation Classes

SoftBank Corp. works with Osaka Prefecture to create new material for and teach children's disaster preparedness classes using the humanoid robot "Pepper."

Nobody knows where and when disasters will occur. Thus, it is important that children receive continuous education on disaster preparedness from a young age so they can stay safe. In disaster preparedness classes, Pepper uses quizzes to explain what to do during an earthquake in a way that is easily understood.

We will continue to cooperate with local governments to promote educating the next generation on disaster prevention, and will contribute to building communities that children can continue to live in.



A class for 70 children at Okuno Gakuen's Miyayamadai Kindergarten

#### Tekuteku Digital Childcare Notebook: Promoting DX in Childcare Support

The Tekuteku digital childcare notebook is a web service\* from SoftBank Corp. that supports parents during pregnancy, after childbirth and with childcare.

Through Tekuteku, users can access helpful childcare information and utilize maternal and child health handbook functions, as well as a development assessment function that helps identify developmental issues early. Tekuteku also encourages users who are concerned about their child reaching developmental milestones later than expected to seek consultation and follow-up appointments at their municipality's designated contact point. By providing a mechanism that aids in the early detection of developmental issues and early intervention by relevant agencies, Tekuteku supports the creation of community environments in which parents can raise their children with peace of mind.

\* Provided by SoftBank Corp. subsidiary Healthcare Technologies Corp.



Tekuteku digital childcare notebook screens

## Community Participation | Social Contribution Activities (CSR Initiatives)

### Initiatives for each of the five key social contribution activity themes

#### Nurturing the Next Generation → Fostering the next generation

By providing equal opportunities to experience the latest technologies, regardless of region of residence or educational environment, we seek to contribute to a future in which children ambitiously pursue their dreams and to realize a more parent-friendly society.

#### Educational Program to Develop AI Skills Through Inquiry-based Learning: AI Challenge

In April 2022, SoftBank Corp. launched AI Challenge, an educational program in which junior high and high school students learn the basics and mechanisms of AI through practical inquiry-based study to develop talent that can effectively use AI.

During the AI Challenge at Morioka Commercial High School in Iwate, presentations on plans for products and services were reviewed. Ideas shared by students included a translation device shaped like pair of earphones using automatic translation AI and a product to prevent food waste using discriminative AI called the "Good to Eat Discriminator AI," covering a range of ideas to make everyday life more convenient or address social issues.



#### Nurturing the Next Generation Using ICT to Support Gym Classes and Club Activities: ICT Support for Extracurricular Activities

SoftBank Corp. uses the Smart Coach service to provide remote support to school gym classes and sports clubs. Specifically, we aim to support the communities of remote islands and other isolated areas, as well as teachers who lack experience and instructional skills in sports. Teachers and students can watch videos on their smartphones, tablets and PCs to receive online distance learning from professional coaches who have a wealth of knowledge and experience. Additionally, AI Smart Coach, which we started in 2022, contains example videos from pro athletes useful for individual training, videos of training regimens, comparison features useful for improving one's form, and goal management features to improve motivation.

We held pilot testing of AI Smart Coach in training with the table tennis club at Oda Nishi Junior High School in Shimane. After one month of coaching, the team placed first at a local tournament in both the group and individual divisions. The club effectively utilized the warm up, daily training regimen overview, form snapshot and review features to the fullest extent through their entire training process, with students benefitting from lively exchanges as they checked recordings of their form.

→ Utilization of Technology in Education



#### Serving Diverse Needs → Responding to a diverse society

Leveraging its strengths in information technology, SoftBank Corp. aims to realize environments in which each individual can freely live in the way that makes sense for them.

#### Supporting the Education of Children with Disabilities: The Maho Project

Since 2009, SoftBank Corp. has been implementing the Maho Project, an experimental research project on utilizing cutting-edge mobile devices to benefit children with disabilities. The project is researching the potential of ICT as a tool for communication and understanding by lending tablets and the humanoid robot Pepper free of charge for a fixed period to participating schools for use in learning and daily life. For example, tablets are used to display words in order to facilitate communication for children who have difficulty with spoken conversation.



In April 2021, SoftBank Corp. and the Hokkaido Prefectural Board of Education began the ICT Education Cooperation Project in Special Needs Education, utilizing ICT technology to support the education of children with disabilities at the four schools for the visually impaired in the prefecture. A combined music class was held online where the rhythms devised by each school came together in a single piece of music. The children who participated in the class made comments such as "It was a unique and good melody" and "I felt that by working together with everyone, we could have a different sort of fun than in our usual classes."



We will continue to utilize ICT to increase the opportunities for education and social participation among children who have difficulties related to learning, thereby providing them with chances to cultivate self-reliance and the abilities necessary to participate in society.

#### Short Time Work Initiative to Promote Diversity by Working Together

We are creating work environments that empower individuals who want to work but have not had the opportunity to do so due to such factors as disability, illness, or responsibilities for childcare and nursing care. Specifically, they can work short hours, even less than 20 hours a week. In this way, we are expanding the range of diversity in workstyles and promoting environments that enable diverse individuals to take part in society. In addition, to spread the practice of short time work more broadly across regions and industries in order to create environments that make it easier for anyone to work, we set up the Short Time Work Alliance\* in February 2018.



\* 226 endorsing and practicing organizations (as of March 31, 2024)

## Community Participation | Social Contribution Activities (CSR Initiatives)

### Initiatives for each of the five key social contribution activity themes

#### Environment and Resource Management Policies

→ Environment and resource measures

We seek to contribute to the realization of a society in harmony with the environment as we simultaneously work to prevent degradation of the planet, leaving it richer for future generations. Thus, we utilize cutting-edge technology for new energy usage as well as environmental protection.

#### Recycling Education Activities

SoftBank Corp. holds an environmental class called Risaikuru to teach children the importance of recycling through the experience of disassembling mobile phones. By actually disassembling a mobile phone to learn about its structure and materials, and by working with the disassembled mobile phone parts, participants can have fun being creative while better understanding recycling. More than 1,400 children have participated in the Risaikuru course between April 2018 and March 31, 2024.



→ Promotion of a Recycling-oriented Society

#### Starting the Biodiversity Conservation Future and Firefly Project

As a part of our activities to preserve biodiversity, we started the Future and Firefly Project to protect the habitat shared by the endangered Genji and Hime fireflies in Nichinan, Tottori.



SoftBank 日南町  
未来とホタルプロジェクト

#### Disaster and Reconstruction Support

→ Disaster countermeasures and reconstruction support

We carry out disaster readiness initiatives and provide support for people and areas affected by disasters.

#### Efforts to Support Disaster-stricken Areas

When a natural disaster occurs in Japan, SoftBank Corp. lends mobile phones and other digital devices and donates funds to support disaster-stricken areas. We provide liaison support, maintaining close communication with local governments about disaster conditions and the support they need so that we can act quickly. We lend mobile phones and other devices to local governments, as well as Self-Defense Forces dispatched to provide disaster relief. We also provide assistance including usage fee deadline extensions, communications fee reductions or exemptions, and free or reduced-rate repairs for damaged devices.

Furthermore, to aid victims and restore disaster areas after the 2024 Noto Peninsula Earthquake, SoftBank Corp. and its Group companies\* contributed a combined total of ¥50 million.

Additionally, the LY Corporation works to conclude Disaster Agreements with local governments. These agreements help improve access to disaster information for local residents by enabling impacted municipalities to disseminate information both online and through the Yahoo! JAPAN Disaster Alert app.

As a telecommunications company and a member of society, we will work to restore infrastructure and provide support to disaster-stricken areas.

\* SB Technology Corp., Satofull Co., Ltd.

#### Main Support Efforts in FY2023

Date	Disaster Support	Smartphones/Mobile Phones			Internet/Fixed-line Phones			Electricity	
		Payment date extension	Device loans	Repair/replacement fee reduction/exemption	Payment date extension	Base fee reduction/exemption	Free device replacement	Payment date extension	Fee reduction/exemption
January 2024	Support related to heavy snow starting January 23	○		○	○	○	○	○	○
	Support related to the earthquake in Noto Peninsula	○	○	○	○	○	○	○	○
September 2023	Support related to Typhoon No. 13	○	○	○	○	○	○	○	○
August	Support related to Typhoon No. 7	○		○	○	○	○	○	○
July	Support related to blackouts due to Typhoon No. 6	○		○	○	○	○	○	○
June	Support related to heavy rains starting July 7	○	○	○	○	○	○	○	○
	Support related to heavy rains starting June 29	○		○	○	○	○	○	○
	Support related to early-summer heavy rains and Typhoon No. 2	○	○	○	○	○	○	○	○
May	Support related to the 2023 earthquake centered in Noto, Ishikawa	○	○	○	○	○	○	○	○

## Community Participation | Social Contribution Activities (CSR Initiatives)

### Donations as Social Contributions

#### Tsunagaru Bokin—Connected through Fundraising



SoftBank smartphone users can add a donation to their smartphone bill payments or make a donation using their SoftBank points. By providing a platform that allows people to more easily participate in a wider variety of non-profit fundraising activities, we will continue to support the efforts of non-profit organizations and the resolution of social issues.

##### FY2023 Results

Registered groups: 656

Total annual donations: Approximately ¥300 million

#### Charity Smile



Charity Smile is an optional mobile phone service aimed at providing ongoing support to children who have lost their homes due to abuse, or have lost their parents to accidents or disasters.

Customers make monthly donations of ¥10, which SoftBank Corp. matches, to provide a monthly ¥20 per customer to non-profit organizations that support children.

##### FY2023 Results

Total donations: ¥7,872,920

#### Charity Mobile



When customers sign up for a new mobile phone line or phone upgrade through a special application page, SoftBank Corp. donates a fixed amount of ¥6,000 and 3% of their monthly mobile phone usage fees for two years to a non-profit organization of their choosing (with no additional fees or burdens for the customer).

##### FY2023 Results

Total donations: ¥35,118

### Employee Volunteer Participation

#### Employee Volunteer Activities

To encourage employees to participate in volunteer activities, SoftBank Corp. provides up to two days a year of volunteering leave. Through volunteer efforts such as cleanup activities, support for people with disabilities and support for areas affected by large-scale disasters, employees engage in close communication with the community beyond the Company's core business. Furthermore, by applying the experience and knowledge obtained through volunteering to our core business, we aim to contribute to the creation of a better world.

#### Volunteering Leave Utilization

FY2020	FY2021	FY2022	FY2023
16 people	56 people	98 people	237 people

#### Cleanup Activities around Our HQ

We hold cleanup activities on the first Thursday of every month as part of site beautification around the Takeshiba area, which is home to our headquarters.



#### Employee Blood Donations

We hold blood donation drives for employees at our Head Office and regional bases. In FY2023, 166 people participated across three blood donation drives.

#### Employee Fundraising

Our employees want to support non-profit organizations. In response, SoftBank Corp. established an employee fundraising system in April 2013. Moreover, when a major disaster occurs, we create a separate fund for employee donations. SoftBank Corp. then matches these to provide double the amount of support for the relief efforts of non-profit organizations in disaster-stricken areas.

##### FY2023 Results

Total donations: ¥9,651,986

# External Evaluations

## ESG Evaluations

### DJSI World Index and DJSI Asia Pacific Index

SoftBank Corp. has been selected for inclusion in the Dow Jones Sustainability World Index (DJSI World Index), which surveys the top 3,500 listed companies in the world by market capitalization and selects the top 10% from each industry. SoftBank Corp. was selected for two years in a row and received the highest score among the companies selected from Japan. SoftBank Corp. was also the only Japan-based company selected for the "Telecommunication Services" industry group. In addition, SoftBank Corp. was selected for inclusion in the Dow Jones Sustainability Asia/Pacific Index (DJSI Asia/Pacific Index) for a second consecutive year.



Powered by the S&P Global CSA

### MSCI Japan ESG Select Leaders Index

SoftBank Corp. has been selected for inclusion in the MSCI Japan ESG Select Leaders Index, a leading environmental, social and governance (ESG) index that has been adopted as a benchmark for passive ESG investing by Japan's Government Pension Investment Fund (GPIF), one of the world's largest public pension funds. We also received the highest rating among included companies of "AAA" for the second consecutive year.

**Disclaimer**  
The inclusion of SoftBank Corp. in any MSCI Index, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement or promotion of SoftBank Corp. by MSCI or any of its affiliates.

The MSCI Index are the exclusive property of MSCI. MSCI and the MSCI Index names and logos are trademarks or service marks of MSCI or its affiliates.

2024 CONSTITUENT MSCI JAPAN  
ESG SELECT LEADERS INDEX



### MSCI Japan Empowering Women Index (WIN)

SoftBank Corp. has been selected for inclusion in the MSCI Japan Empowering Women Index (WIN), which is made up of companies with excellent performance in gender diversity.

2024 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)



### FTSE4Good Index Series

Since 2020, SoftBank Corp. has been selected for inclusion in the FTSE4Good Index Series, a world-leading environmental, social and governance (ESG) index run by FTSE Russell.

### FTSE Blossom Japan Index

Since 2020, SoftBank Corp. has been selected for inclusion in the FTSE Blossom Japan Index, an environmental, social and governance (ESG) index run by FTSE Russell designed to measure the performance of Japanese companies implementing outstanding ESG initiatives.



FTSE Blossom Japan

### FTSE Blossom Japan Sector Relative Index

Since 2022, SoftBank Corp. has been selected for inclusion in the FTSE Blossom Japan Sector Relative Index, an index that reflects the performance of Japanese companies that demonstrate strong environmental, social and governance (ESG) practices relative to their respective sectors.



FTSE Blossom Japan Sector Relative Index

### Receiving Five Stars in the Nikkei SDGs Management Survey 2023 and the Grand Prix in the Fifth Nikkei SDGs Management Grand Prix

For a third consecutive year, SoftBank Corp. received the maximum five stars in the Nikkei SDGs Management Survey 2023, which evaluates companies' overall SDGs management based on the four pillars of SDGs strategy/economic value, social value, environmental value and governance. In the Fifth Nikkei SDGs Management Grand Prix, we received the highest award of Grand Prix.



NIKKEI SDGs Management Survey 2023



NIKKEI SDGs Grand Prix 2023

### SOMPO Sustainability Index

SoftBank Corp. has been selected for inclusion in the SOMPO Sustainability Index operated by SOMPO Asset Management Co., Ltd. This index is used for "SOMPO Sustainable Management," an initiative for investing broadly in companies that SOMPO Asset Management Co., Ltd. evaluates highly in terms of environmental, social and governance (ESG) performance.



2024 Sompo Sustainability Index

### EcoVadis Silver Medal Certification

SoftBank Corp. received a Silver Medal rating in the EcoVadis 2023 sustainability questionnaire. Our efforts received high ratings across all four themes: Environment, Labor & Human Rights, Ethics and Sustainable Procurement.



### Digital Transformation Stock 2024

In recognition of its efforts to solve social issues through new businesses, SoftBank Corp. was the only company in the information and telecommunications industry to be selected for the fourth consecutive year as a Digital Transformation Stock 2024 by the Ministry of Economy, Trade and Industry; the Tokyo Stock Exchange; and the Information technology Promotion Agency (IPA), Japan.



### Eco-First Company

SoftBank Corp. has been certified as an Eco-First Company by the Minister of the Environment for declaring that it will engage in "advanced, unique and industry-leading business activities" in the field of the environment, including measures against global warming, waste and recycling.



### S&P/JPX Carbon Efficient Index

SoftBank Corp. has been selected for inclusion in the S&P/JPX Carbon Efficient Index, an index that determines the weighting of constituent stocks based on the disclosure of environmental information and the level of carbon efficiency (carbon emissions per unit of revenue).



## External Evaluations

### ESG Evaluations

#### CDP 2023 Climate Change

In recognition of its strategy and response to climate change, SoftBank Corp. received an "A-" rating from the CDP (headquarters: London, UK), an international non-profit organization that conducts environmental assessments of major corporations and cities around the world.

SoftBank Corp. was also selected for the leaderboard, the highest designation, for its efforts to combat climate change throughout the supply chain for the third consecutive year.



#### Verified by Science Based Targets Initiative

The short-term targets of SoftBank Corp.'s Carbon-Neutral 2030, aimed at achieving zero greenhouse gas emissions in terms of Scope 1 & 2 emissions by 2030, as well as the long-term targets of "Net zero," aimed at zero greenhouse gas emissions across the entire supply chain, including Scope 3 emissions by 2050, were verified by the Science Based Targets initiative (SBTi) as being soundly science-based targets.



#### Initiative based on the Declaration of Biodiversity by Keidanren

In addition to participating in the Keidanren Committee on Nature Conservation, SoftBank Corp. has endorsed the aims of the Declaration of Biodiversity by Keidanren and, in June 2023, further endorsed the "Initiative based on the Declaration of Biodiversity by Keidanren."



#### TNFD Forum

SoftBank Corp. has endorsed the principles of the Task Force on Nature-related Financial Disclosures (TNFD) and joined the TNFD Forum in May 2022. We will actively promote information disclosure based on the TNFD disclosure framework.



### Website and Information Disclosure

#### Selected as a Top10 Excellent Company in the Gomez ESG Site Ranking 2023

SoftBank Corp. was selected as a top-10 excellent company in the Gomez ESG Site Ranking 2023 conducted by BroadBand Security Inc.



#### Gold Prize in Gomez IR Site Ranking 2023

SoftBank Corp. received the Gold Prize in the Gomez IR Site Ranking 2023 run by BroadBand Security, Inc.



#### Commendation Award in Daiwa IR's 2023 Internet IR Awards

SoftBank Corp. received the Commendation Award in Daiwa Investor Relations Co. Ltd.'s 2023 Internet IR Awards, which recognize listed companies that make effective use of their IR websites.



#### Selected as a AAA Website in the 2023 All Japanese Listed Companies' Website Ranking

SoftBank Corp.'s website was selected as a AAA Website in the 2023 All Japanese Listed Companies' Website Ranking survey run by Nikko Investor Relations Co., Ltd.



#### Bronze (Excellence Prize) in the Sustainability Site Award 2024

SoftBank Corp. received a bronze award (excellence prize) in the Sustainability Site Award 2024, a ranking of websites according to the level of information they provide, run by the Association for Sustainability Communication, a general incorporated association that conducts surveys and provides consulting services on sustainability information disclosure.

#### Bronze in the Asia Sustainability Reporting Awards 2023

At the Asia Sustainability Reporting Awards 2023, a prominent corporate reporting award ceremony in Asia, SoftBank Corp. received gold in the category of Asia's Best SDG Reporting and bronze in the category of Asia's Best Materiality Reporting.



## External Evaluations

### Labor Practices

#### 2024 Health & Productivity Stock Selection

SoftBank Corp. was selected under the Health & Productivity Stock Selection, run by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, for the second consecutive year. This program recognizes companies that proactively work to advance health and productivity management for employees from a corporate management perspective.



#### Excellence in Corporate Health and Productivity Management (White 500)

SoftBank Corp. was selected under the Certified Health & Productivity Management Outstanding Organizations Recognition Program, operated jointly by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi, in the large enterprise ("White 500") category. This marked the sixth consecutive year that SoftBank Corp. has earned White 500 certification.



#### Receiving the Highest Rank in DBJ Employee's Health Management Rated Loan Program

We attained the highest ranking in the Development Bank of Japan, Inc.'s Employees' Health Management Rated Loan Program.



#### Next-generation Certification Mark (Kurumin)

In 2017, SoftBank Corp. obtained Platinum Kurumin certification from the Minister of Health, Labour and Welfare. This designation is granted to companies that have already received the standard Kurumin certification and further introduced and utilized systems for supporting work-life balance to a considerable extent, implementing high-level efforts.



#### Eruboshi

SoftBank Corp. has received the "Eruboshi" designation (class 3) from the Minister for Health, Labor and Welfare in recognition of being a company that excels in the empowerment of women. Going forward, we will continue to advance efforts to promote the professional success of women, such as holding career training for female employees and implementing mentoring programs.



#### Hataraku Yell 2024 Welfare Promotion Corporation

SoftBank Corp. was recognized as a Welfare Promotion Corporation for its outstanding initiatives under Hataraku Yell 2024, a program that recognizes enterprises making efforts to enhance and effectively utilize employee welfare initiatives.



#### PRIDE Index Gold Rating

For seven consecutive years since 2017, SoftBank Corp. has been awarded the highest rating of "Gold" in the PRIDE Index for policies regarding LGBTQ+ and other sexual minorities within the company.



#### Five-star Rating in the Nikkei Smart Work Management Survey and an Award in the Human Resources Utilization Category in the Nikkei Smart Work Awards 2024

SoftBank Corp. has received the maximum five-star rating in the 7th Nikkei Smart Work Management Survey.



In addition, we received an award for Human Resources Utilization in the Nikkei Smart Work Awards 2024, which select leading companies that are sustainably growing through workstyle reforms. SoftBank Corp. received high praise for realizing diverse and flexible workstyles due to its high number of male employees who take childcare leave for a month or longer as well as its ample support for external activities such as side jobs or personal entrepreneurial endeavors. We were also praised for investment in human resources that includes abundant internal support for career independence through internal side jobs and recruiting, as well as our high expenditure on training.



#### Tokyo Sports Promotion Company Certification

SoftBank Corp. has been certified as a Tokyo Sports Promotion Company for excellence in sports support and the promotion of sports activities for employees.



#### Sports Yell Company

SoftBank Corp. has received bronze certification as a Sports Yell Company by the Japan Sports Agency for its proactive promotion of sports to improve the health of employees. This is the sixth consecutive year that SoftBank Corp. has been certified.



#### Award of the Minister for Internal Affairs and Communications within the Top Hundred Telework Pioneers

SoftBank Corp. was included in the Top Hundred Telework Pioneers, a group of companies and other organizations advancing the introduction and utilization of teleworking. Furthermore, SoftBank Corp. received an Award of the Minister for Internal Affairs and Communications, a distinction given to a select subsection of the Top Hundred companies making outstanding efforts that serve as a model for other organizations.



# Third-party Assurances and Certifications

## ISO 9001 (Product Quality Management System)



This is a copy of the original certificate.

The main registration scope for ISO 9001 certification is as follows:

- Process Management Division
- ICT Operation Division
- Enterprise Network Department, Mobile & Network Division
- Backbone Network Department, Mobile & Network Division
- Tokai Network Technology Department, Area Construction Division
- Network Operations Division
- East Japan Network Centers (Hokkaido, Tohoku, Kanto)
- West Japan Network Centers (Tokai, Kansai-Hokuriku, Chugoku-Shikoku, Kyushu)
- Cloud Development Department 1, Unified Cloud & Platform Division
- Tokyo #2 Data Center
- Tokyo #4 Data Center
- Tokyo #5 Data Center
- Sapporo Data Center
- Osaka Data Center
- Osaka Central Data Center
- Osaka #3 Data Center
- Kita-Kyushu e-PORT Data Center
- Kita-Kyushu e-PORT #2 Data Center
- Oita Data Center
- IT & Architect Division
- IT & Solution Operation Division

## ISO 14001 (Environmental Management System)



This is a copy of the original certificate.

The main registration scope for ISO 14001 certification is as follows:

- Contact Center Operation Department, Process Management Division
- East Japan Network Centers (Hokkaido, Tohoku, Kanto)
- West Japan Network Centers (Tokai, Kansai-Hokuriku, Chugoku-Shikoku, Kyushu)
- Tokyo #4 Data Center
- Sapporo Data Center
- Kita-Kyushu e-PORT Data Center
- Kita-Kyushu e-PORT #2 Data Center
- Oita Data Center
- General Affairs Division
- CSR Division

## ISO 27001 (Information Security Management System)



This is a copy of the original certificate.

The main registration scope for ISO 27001 certification is as follows:

- Process Management Division
- SaaS Service Department, Enterprise Product & Business Strategy Division
- SE Department 2, Business Design Division 3, Solution Engineering Division
- ICT Operation Division
- Network Operations Division
- Cloud Development Department 1, Unified Cloud & Platform Division
- Tokyo #4 Data Center
- Tokyo #5 Data Center
- Sapporo Data Center
- Osaka Data Center
- Osaka Central Data Center
- Osaka #3 Data Center
- Kita-Kyushu e-PORT Data Center
- Kita-Kyushu e-PORT #2 Data Center
- Oita Data Center
- IT & Architect Division
- Cyber Security Division
- IT & Solution Operation Division

## Third-party Assurances and Certifications

### Environmental Data Verification Report

**JQA**  
Independent Verification Report on  
Environmental Information

To: SoftBank Corp.

**1. Objectives and Scope**

Japan Quality Assurance Organization ("JQA") was engaged by SoftBank Corp. (hereinafter "the Company") to provide an independent verification service. The verification was conducted by JQA under the "Grid electricity calculation report (FY2022)" and "Renewable energy usage rate, Water consumption and Water intensity, and Amount of solid waste disposal" calculation reports (FY2022). The scope of the verification was limited to the information included in the "Grid electricity calculation report (FY2022)", "Renewable energy usage rate, Water consumption and Water intensity, and Amount of solid waste disposal" calculation reports (FY2022), and the "Renewable energy usage rate, Water consumption and Water intensity, and Amount of solid waste disposal" calculation report (FY2023). The content of the verification was to evaluate the validity of the information included in the Report, and to evaluate the validity of the information included in the Report to determine the amount of environmental information in the Report.

\* The fiscal year 2023 of the Company ended on March 31, 2023.

**2. Procedures Performed**

JQA conducted the verification in accordance with ISO 19011-2018 for GRC activities and with "ISAE 3000®" for Energy consumption, Renewable energy consumption and Renewable energy usage rate, Water consumption and Water intensity, and Amount of solid waste disposal. The organization involved in the verification was the Quality Assurance Organization of SoftBank Corp., which is responsible for the overall leadership and guidance of the entire organization, and the department of quality control of SoftBank Corp. The scope of the verification was limited to the information included in the "Grid electricity calculation report (FY2022)", "Renewable energy usage rate, Water consumption and Water intensity, and Amount of solid waste disposal" calculation reports (FY2022), and the "Renewable energy usage rate, Water consumption and Water intensity, and Amount of solid waste disposal" calculation report (FY2023).

• Conducting the Risk of the Company's environmental operating division for the Site Visit

• Reviewing the information provided with ISO 19011-2018 for GRC activities and with "ISAE 3000®" for Energy consumption, Renewable energy consumption and Renewable energy usage rate, Water consumption and Water intensity, and Amount of solid waste disposal

• Overall assessment to check the report scope and boundaries, GRC source, water usage and waste generation, monitoring points, measurement methods, and reporting methods

• For Scope 1 GRC calculation (15 categories), conducting the integrated function and the Rule, and checking calculation source and calculation method, comparing actual values versus target, and confirming the agreement of GRC group companies within the Company

**3. Conclusion**

Based on the procedures described above, nothing has come to our attention that caused us to believe that the amount of environmental information in the Report, in its entirety, could not be used to ascertain the Report.

**4. Consideration**

The Company is responsible for preparing the Report, and JQA's responsibility was to conduct verification of the amount of environmental information in the Report only. There is no conflict of interest between the Company and JQA.

Source: Audit Board Director  
For use of the Japan Quality Assurance Organization  
1-25, Kanda-nishicho, Chiyoda-ku, Tokyo, Japan  
July 12, 2024

\*Please refer to the annex in the next page.

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### Information on a Social Dimension Verification Report

**JQA**  
Information on a Social Dimension Verification Report

To: SoftBank Corp.

**1. Objectives and Scope**

Japan Quality Assurance Organization ("JQA") was engaged by SoftBank Corp. (hereinafter "the Company") to provide an independent verification service. The verification was conducted by JQA under the "Social dimension calculation report for 2023" (hereinafter "the Report"). The scope of the verification was limited to the information included in the "Social dimension calculation report for 2023". The content of the verification was to evaluate the validity of the information included in the Report, and to evaluate the validity of the information regarding the indicators of a social dimension in the Report as shown in Table 1, was correctly calculated in accordance with the calculation rule of the social dimension calculation report for 2023. The content of the verification was to evaluate the validity of the information included in the Report, and to evaluate the validity of the information regarding the indicators of a social dimension in the Report.

\* The fiscal year 2023 of the Company ended on March 31, 2023.

**2. Procedures Performed**

JQA conducted the verification in accordance with "ISAE 3000®". The scope of this verification programme includes indicators shown in Table 1. The verification was conducted by a limited number of assessors and quantifies a majority was set at 1/3 of each indicator in the Report. The scope of the verification was limited to the information included in the "Social dimension calculation report for 2023". The organization involved in the verification was the Quality Assurance Organization of SoftBank Corp. and the department of quality control of SoftBank Corp. The scope of the verification was limited to the information included in the "Social dimension calculation report for 2023".

Our verification procedures include:

- Performing validation of integrated functions to check the Rule, and checking calculation source, monitoring and validation system, and reporting methods
- Visiting - Cross-checking the calculation results against evidence

**3. Conclusion**

Based on the procedures described above, nothing has come to our attention that caused us to believe that the statement of the information regarding the Company's Final Year and Month 1, 2024 indicators of a social dimension in the Report, is not materially correct, or has been prepared in accordance with the requirements of the Report.

**4. Consideration**

The Company was responsible for preparing the Report, and JQA's responsibility was to conduct verification of indicators of a social dimension included in the Report. There is no conflict of interest between the Company and JQA.

Source: Audit Board Director  
For use of the Japan Quality Assurance Organization  
1-25, Kanda-nishicho, Chiyoda-ku, Tokyo, Japan  
July 10, 2024

→ Verification Report  
→ ESG Data Book 2024

### Materiality Assessment Process Verification Report

**JQA**  
Materiality assessment process Verification Report

To: SoftBank Corp.

**1. Objectives and Scope**

Japan Quality Assurance Organization ("JQA") was engaged by SoftBank Corp. (hereinafter "the Company") to provide an independent verification service. The verification was conducted by JQA under the "Materiality assessment process for the fiscal year 2023" (hereinafter "the Process"). The content of the verification was to evaluate the validity of the Process, based on one verification procedure, on whether the materiality assessment process was conducted in accordance with the "Materiality assessment process for the fiscal year 2023" (hereinafter "the Procedure"). The scope of the verification was to evaluate the Process objectively, and to evaluate the validity of the Process.

The organization involved in the verification was the Quality Assurance Organization of SoftBank Corp. and its group companies for the fiscal year 2023 (ended on March 31, 2024)\*.

\* The fiscal year 2023 of the Company ended on March 31, 2023.

**2. Procedures Performed**

JQA conducted the verification in accordance with "ISAE 3000®". The scope of this verification was the Process, i.e., the materiality assessment process actually implemented by the Company. The verification was conducted to a limited level of detail, and the scope of the verification was limited to the information included in the "Materiality assessment process for the fiscal year 2023". JQA identified the scope of the Process, the organizations involved in the Process, organizational structure for implementation of the Process, and the materiality assessment process for the fiscal year 2023. The organization and related sources studied their were no differences between the Process and the Procedure.

The organization involved in the verification was the Quality Assurance Organization of SoftBank Corp. and its group companies for the fiscal year 2023, considered as the Process subject to its verification, are not in accordance with the Procedure.

Our verification procedures include:

- Identifying the materiality assessment process to check the Rule, and checking calculation source, monitoring and validation system, and reporting methods
- Visiting - Cross-checking the calculation results against evidence

**3. Conclusion**

Based on the procedures described above, nothing has come to our attention that caused us to believe that the activities for the fiscal year 2023, considered as the Process subject to its verification, are not in accordance with the Procedure.

**4. Consideration**

The Company was responsible for preparing the statement of the Process published on its website, and JQA's responsibility was to conduct verification of the Process only.

This is no conflict of interest between the Company and JQA.

Source: Audit Board Director  
For use of the Japan Quality Assurance Organization  
1-25, Kanda-nishicho, Chiyoda-ku, Tokyo, Japan  
June 20, 2024

→ Verification Report

**JQA**  
Independent Verification Report on  
Environmental Information  
ANNEX

To: SoftBank Corp.

The organizational boundaries and scope of the verification assignment

Scope of the verification assignment					
Grid electricity		Renewable energy consumption		Water usage	
Scope 1,2 Energy Consumption	Scope 3 (all 15 categories)	Renewable energy consumption	Renewable energy usage rate	Water usage	Water intensity
108	33	108	108	96	

\*Please refer to the previous page.

1 / 2

→ Verification Report  
→ ESG Data Book 2024

**JQA**  
Information on a Social Dimension Verification Report

To: SoftBank Corp.

**1. Objectives and Scope**

Japan Quality Assurance Organization ("JQA") was engaged by SoftBank Corp. (hereinafter "the Company") to provide an independent verification service. The verification was conducted by JQA under the "Social dimension calculation report for 2023" (hereinafter "the Report"). The scope of the verification was limited to the information included in the "Social dimension calculation report for 2023". The content of the verification was to evaluate the validity of the information included in the Report, and to evaluate the validity of the information regarding the indicators of a social dimension in the Report as shown in Table 1, was correctly calculated in accordance with the calculation rule of the social dimension calculation report for 2023. The content of the verification was to evaluate the validity of the information included in the Report, and to evaluate the validity of the information regarding the indicators of a social dimension in the Report.

\* The fiscal year 2023 of the Company ended on March 31, 2023.

**2. Procedures Performed**

JQA conducted the verification in accordance with "ISAE 3000®". The scope of this verification programme includes indicators shown in Table 1. The verification was conducted by a limited number of assessors and quantifies a majority was set at 1/3 of each indicator in the Report. The scope of the verification was limited to the information included in the "Social dimension calculation report for 2023". The organization involved in the verification was the Quality Assurance Organization of SoftBank Corp. and the department of quality control of SoftBank Corp. The scope of the verification was limited to the information included in the "Social dimension calculation report for 2023".

Our verification procedures include:

- Performing validation of integrated functions to check the Rule, and checking calculation source, monitoring and validation system, and reporting methods
- Visiting - Cross-checking the calculation results against evidence

**3. Conclusion**

Based on the procedures described above, nothing has come to our attention that caused us to believe that the statement of the information regarding the Company's FY2023 indicators of a social dimension in the Report, is not materially correct, or has been prepared in accordance with the requirements of the Report.

**4. Consideration**

The Company was responsible for preparing the Report, and JQA's responsibility was to conduct verification of indicators of a social dimension included in the Report. There is no conflict of interest between the Company and JQA.

Source: Audit Board Director  
For use of the Japan Quality Assurance Organization  
1-25, Kanda-nishicho, Chiyoda-ku, Tokyo, Japan  
June 21, 2024

→ Verification Report

# Company Overview

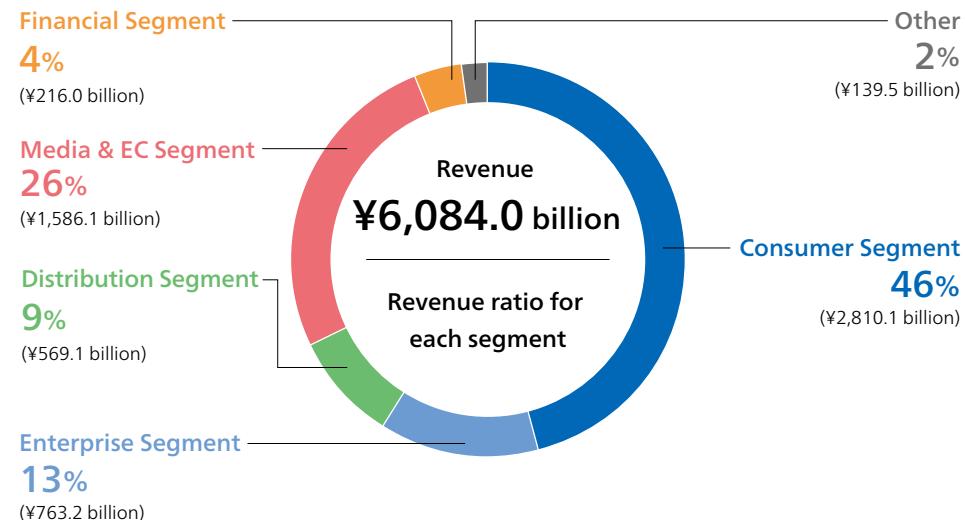
(as of March 31, 2024)

Company name	SoftBank Corp.
Description of business	Provision of mobile communications services, sales of mobile devices, provision of fixed-line telecommunications and ISP services
Established	December 9, 1986
Corporate headquarters	1-7-1 Kaigan, Minato-ku, Tokyo 105-7529 Japan
Representatives	Junichi Miyakawa, President & CEO Jun Shimba, Representative Director & COO
Common stock	¥214,394 million
Number of employees	Non-consolidated 18,889 Consolidated 55,400
URL	<a href="https://www.softbank.jp/en/">https://www.softbank.jp/en/</a>

## Certifications

Description	Certification
Integrated Management Systems	PAS 99
Quality Management Systems	ISO 9001
Environmental Management Systems	ISO 14001
IT Service Management Systems	ISO 20000-1
Information Security Management Systems	ISO 27001
Personal Information Protection Management Systems	JIS Q 15001
ISMS Cloud Security Certifications	ISO 27017 JIP-ISMS517-1.0

## FY2023 Performance (Consolidated)



### Segment components:

- The components of revenue are calculated based on sales to external customers.
- The components of revenue include ¥196,943 million in revenues from other sources, excluding those arising from IFRS 15 "Revenue from Contracts with Customers" (mainly from the financial operations of PayPay Card Corp. being included in the Financial Segment as well as Enterprise Segment leases).
- "Mobile" and "Business solution and others" in the Enterprise Segment include telecommunications service revenues and revenues from sales of goods and others. Service revenues comprised ¥452,684 million. Revenues from sales of goods comprised ¥146,281 million.
- The company changed the name of the Yahoo! JAPAN/LINE segment to the Media & EC segment in FY2023. Accordingly, the company has five reportable segments: "Consumer," "Enterprise," "Distribution," "Media & EC," and "Financial."
- In FY2023, we revised the business categories of the Media & EC (formerly Yahoo! JAPAN/LINE) Segment, transferring some services included in "Media" and "Other" to a different category. Furthermore, following an intra-group reorganization (mainly involving Z Holdings Corp., LINE Corp. and Yahoo! JAPAN Corp.), some of these services were partially transferred to this category.
- In October 1, 2023, Z Holdings Corp., LINE Corp., Yahoo! JAPAN Corp., Z Entertainment Corp. and Z Data Corp. began new operations as LY Corporation.

## Approach to Information Disclosure

SoftBank Corp. discloses information to all stakeholders based on the following approach.

### ◆ Compliance with laws and regulations

Regarding corporate information that may influence investment decisions, SoftBank Corp. discloses information in accordance with the Financial Instruments and Exchange Act and various regulations stipulated by the Tokyo Stock Exchange. In addition, SoftBank Corp. makes every effort to prevent the infringement of copyrights and intellectual property rights.

### ◆ Information accuracy and editorial independence

To ensure information disclosure accuracy, SoftBank Corp. thoroughly checks accuracy using an internal system and incorporates objective evaluations. In addition, in the process of determining content for disclosure, we avoid the influence of external organizations and individuals to ensure editorial independence.

### ◆ Timely and appropriate information disclosure

SoftBank Corp. discloses information in a timely, appropriate, and easily understandable format to facilitate the investment decisions of shareholders and investors. In addition, even when the disclosure standards of various laws and regulations are not applicable, we proactively disclose actionable information to our shareholders and investors through our website and various reports.

### ◆ Fairness of information disclosure

We strive to disclose information fairly so that there are no discrepancies in information disclosed to different stakeholders. Materials and videos, such as those of financial results briefings and subsequent Q&A sessions, are posted on SoftBank Corp.'s website, and efforts are made to disclose information in English to ensure access for all stakeholders.

### ◆ Information ethics

When disclosing information, SoftBank Corp. makes an effort to avoid violating social ethics by respecting diversity and taking care to disclose information in a way that is free of bias from a human rights perspective.

## Editorial Policy

This report communicates the SoftBank Corp. group's efforts toward sustainable growth while using Global Reporting Initiative (GRI) Standards as a reference. In addition, this report strives to cover not only financial information but also non-financial information with the aim of enabling stakeholders to comprehensively assess the value of SoftBank Corp.

### ◆ Disclaimer

This report contains forward-looking statements, such as statements about plans, forecasts and strategies. These forward-looking statements are based on the information available to SoftBank Corp. as of the preparation of this report and assumptions that it believes are reasonable, and they inherently contain various risks and uncertainties. Future results or performance may differ materially from forward-looking statements due to changes in the operating environment or other factors.

### ◆ Trademarks

The names of products and services used in this report are the trademarks or registered trademarks of their respective owners.

### ◆ Report period

FY2023 (April 1, 2023 to March 31, 2024)

Note: Certain information concerning matters before and after this period has also been included.

### ◆ Organizations covered

SoftBank Corp. and its Group companies

### ◆ Publication date

September 2024 (next report planned for September 2025)

### ◆ Referenced guidelines and frameworks

- Global Reporting Initiative (GRI) Standards
- Sustainability Accounting Standards Board (SASB)
- OECD Guidelines for Multinational Enterprises
- IIRC (International Integrated Reporting Council)
- TCFD (Taskforce on Climate-related Financial Disclosures)
- TNFD (Taskforce on Nature-related Financial Disclosures)
- ISO 26000

### ◆ Website

- SoftBank's Sustainability  
<https://www.softbank.jp/en/corp/sustainability/>
- IR Documents  
<https://www.softbank.jp/en/corp/ir/documents/>

### ◆ Inquiries

ESG Promotion Office  
SoftBank Corp.  
Tokyo Portcity Takeshiba Office Tower  
1-7-1 Kaigan, Minato-ku, Tokyo  
105-7529 Japan

# GRI Standard Content Index

**Statement on the Use of GRI Standards** SoftBank Corp. has reported the information listed in this index with reference to the GRI Standards concerning the period from April 1, 2023 to March 31, 2024.

**GRI 1 used:** GRI 1: Foundation 2021

## Universal Standards

### GRI 2: General Disclosures 2021

#### 1. The organization and its reporting practices

	Disclosure	Pages	External Links
2-1	Organizational details	182	Corporate Data
2-2	Entities included in the organization's sustainability reporting	182	Corporate Data/SoftBank Corp. Companies
2-3	Reporting period, frequency and contact point	183	Corporate Data
2-4	Restatements of information	None	
2-5	External assurance	73-75 180-181	Environmental Management ISO Certifications

#### 2. Activities and workers

	Disclosure	Pages	External Links
2-6	Activities, value chain and other business relationships	7-10 144-147	Our Business/Growth Strategy Supply Chain Management
2-7	Employees	182	ESG Data Book/Audited Consolidated Financial Statements
2-8	Workers who are not employees		ESG Data Book/Audited Consolidated Financial Statements

#### 3. Governance

	Disclosure	Pages	External Links
2-9	Governance structure and composition	119-127	Corporate Governance
2-10	Nomination and selection of the highest governance body	119-127	Corporate Management/Corporate Governance Report
2-11	Chair of the highest governance body	119-127	Corporate Management
2-12	Role of the highest governance body in overseeing the management of impacts	119-127	Corporate Governance/ESG Policy and Structure/Message from the Chief ESG Officer
2-13	Delegation of responsibility for managing impacts	119-127	Corporate Governance/ESG Policy and Structure
2-14	Role of the highest governance body in sustainability reporting	19-20	ESG Policy and Structure
2-15	Conflicts of interest	121-122	Corporate Governance/Corporate Governance Report
2-16	Communication of critical concerns	19-20, 119-120, 125-127, 128-132	Corporate Governance/Risk Management
2-17	Collective knowledge of the highest governance body	19	Corporate Governance Report
2-18	Evaluation of the performance of the highest governance body	119-127	Corporate Governance
2-19	Remuneration policies	122-124	Corporate Management
2-20	Process to determine remuneration	122-124	Corporate Management
2-21	Annual total compensation ratio		ESG Data Book

#### 4. Strategy, policies and practices

	Disclosure	Pages	External Links
2-22	Statement on sustainable development strategy	5-6, 21-22, 72, 118	Message from the Chief ESG Officer/ Message from the Executive Officer in Charge of ESG
		2, 11	Vision and Strategy
		19-20	ESG Policy and Structure
2-23	Policy commitments	73 137 183	Environmental Management Human Rights Initiatives Approach to Information Disclosure
2-24	Embedding policy commitments	19-25, 137-143	Our Response to the SDGs/Major ESG Initiatives/Human Rights Initiatives
2-25	Processes to remediate negative impacts	132-136, 137-143	Compliance/Human Rights Initiatives
2-26	Mechanisms for seeking advice and raising concerns	141-142	Human Rights Initiatives> Grievance Mechanism/Compliance > Compliance Hotline
2-27	Compliance with laws and regulations	132-136	Compliance
2-28	Membership associations	86, 150, 177-179	Collaboration to protect cyber security/ Climate Change/External Evaluations and Initiatives

#### 5. Stakeholder engagement

	Disclosure	Pages	External Links
2-29	Approach to stakeholder engagement	148-150 144 144-147	Stakeholder Engagement Procurement Policy Supply Chain Management
2-30	Collective bargaining agreements	162	Labor Practice Initiatives

### GRI 3: Material Topics 2021

#### Material topics

	Disclosure	Pages	External Links
3-1	Process to determine material topics	14-16	Material Issues-Identifying material issues
3-2	List of material topics	11-18	Material Issues
		26, 41, 57, 71, 98, 117 11-20	Material Issues ESG Policy and Structure
3-3	Management of material topics	5-6 21-22	Message from the Chief ESG Officer Message from the Executive Officer in Charge of ESG

## Topic-specific Standards

### 200: Economic

#### GRI 201: Economic Performance 2016

	Disclosure	Pages	External Links
201-1	Direct economic value generated and distributed	7-10, 172-176	Investor Relations/Audited Consolidated Financial Statements/Social Contribution Activities/Stakeholder Engagement
201-2	Financial implications and other risks and opportunities due to climate change	73-87, 128-132	Environmental Management/Risk Factors/Risk Management
201-3	Defined benefit plan obligations and other retirement plans	161	New Graduate Recruitment
201-4	Financial assistance received from government	None	

#### GRI 202: Market Presence 2016

	Disclosure	Pages	External Links
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Data unavailable/incomplete	
202-2	Proportion of senior management hired from the local community	None	

#### GRI 203: Indirect Economic Impacts 2016

	Disclosure	Pages	External Links
203-1	Infrastructure investments and services supported	27-37, 38-40, 100-102, 103-107, 173-176	Building Society and Industry through DX/ Supporting Regions and Non-profit Organizations/Building High-quality Social Infrastructure/Recovery Measures/Fostering the next generation/Promotion of an information-oriented society/Climate Change/Appropriate Use of Water Resources
203-2	Significant indirect economic impacts	76-87, 88-92, 93-96, 128-132	Climate Change/Appropriate Use of Water Resources/ Promotion of a Recycling-oriented Society/Biodiversity Conservation/Risk Management

#### GRI 204: Procurement Practices 2016

	Disclosure	Pages	External Links
204-1	Proportion of spending on local suppliers	Data unavailable/incomplete	

#### GRI 205: Anti-corruption 2016

	Disclosure	Pages	External Links
205-1	Operations assessed for risks related to corruption	133	Compliance
205-2	Communication and training about anti-corruption policies and procedures	133-136	Compliance
205-3	Confirmed incidents of corruption and actions taken	133	Compliance/ESG Data Book

#### GRI 206: Anti-competitive Behavior 2016

	Disclosure	Pages	External Links
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	133-136	ESG Data Book

#### GRI 207: Tax 2019

	Disclosure	Pages	External Links
207-1	Approach to tax	136	Tax Strategy
207-2	Tax governance, control, and risk management	136	Tax Strategy
207-3	Stakeholder engagement and management of concerns related to tax	136	Tax Strategy
207-4	Country-by-country reporting	136	Tax Strategy

### 300: Environmental

#### GRI 301: Materials 2016

	Disclosure	Pages	External Links
301-1	Materials used by weight or volume		ESG Data Book
301-2	Recycled input materials used	88-92	Promotion of a Recycling-oriented Society
301-3	Reclaimed products and their packaging materials	88-92	Promotion of a Recycling-oriented Society

#### GRI 302: Energy 2016

	Disclosure	Pages	External Links
302-1	Energy consumption within the organization	79	ESG Data Book/Climate Change
302-2	Energy consumption outside of the organization	79	ESG Data Book/Climate Change
302-3	Energy intensity	79	ESG Data Book
302-4	Reduction of energy consumption	74, 79-85, 97	Biodiversity Conservation/ESG Data Book
302-5	Reductions in energy requirements of products and services	81-83	ESG Data Book

#### GRI 303: Water and Effluents 2018

	Disclosure	Pages	External Links
303-1	Interactions with water as a shared resource	92	Appropriate Use of Water Resources/ ESG Data Book
303-2	Management of water discharge-related impacts	92	Appropriate Use of Water Resources/ ESG Data Book
303-3	Water withdrawal	92	ESG Data Book
303-4	Water discharge	92	ESG Data Book
303-5	Water consumption	92	ESG Data Book

#### GRI 304: Biodiversity 2016

	Disclosure	Pages	External Links
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	93-96	Biodiversity Conservation
304-2	Significant impacts of activities, products, and services on biodiversity	93-96	Biodiversity Conservation
304-3	Habitats protected or restored	93-96	Biodiversity Conservation
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	None	

#### GRI 305: Emissions 2016

	Disclosure	Pages	External Links
305-1	Direct (Scope 1) GHG emissions	76-87	Climate Change/ESG Data Book
305-2	Energy indirect (Scope 2) GHG emissions	76-87	Climate Change/ESG Data Book
305-3	Other indirect (Scope 3) GHG emissions	76-87	Climate Change/ESG Data Book
305-4	GHG emissions intensity	76-87	Climate Change/ESG Data Book
305-5	Reduction of GHG emissions	76-87	Climate Change/ESG Data Book
305-6	Emissions of ozone-depleting substances (ODS)	Data unavailable/incomplete	
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Data unavailable/incomplete	

## GRI 306: Waste 2020

	Disclosure	Pages	External Links
306-1	Waste generation and significant waste-related impacts	88-92	Promotion of a Recycling-oriented Society
306-2	Management of significant waste-related impacts	88-92	Promotion of a Recycling-oriented Society
306-3	Waste generated	88-91	ESG Data Book
306-4	Waste diverted from disposal		ESG Data Book
306-5	Waste directed to disposal	88-89	ESG Data Book

## GRI 306: Effluents and Waste 2016

	Disclosure	Pages	External Links
306-1	Water discharge by quality and destination	92	Appropriate Use of Water Resources
306-2	Waste by type and disposal method	74, 88-89	ESG Data Book
306-3	Significant spills	None	
306-4	Transport of hazardous waste	Data unavailable/incomplete	
306-5	Water bodies affected by water discharges and/or runoff	92	

## GRI 308: Supplier Environmental Assessment 2016

	Disclosure	Pages	External Links
308-1	New suppliers that were screened using environmental criteria	145-146	Supply Chain Management
308-2	Negative environmental impacts in the supply chain and actions taken	145-146	Supply Chain Management

## 400: Social

### GRI 401: Employment 2016

	Disclosure	Pages	External Links
401-1	New employee hires and employee turnover		ESG Data Book
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Data unavailable/incomplete	
401-3	Parental leave	158-160	ESG Data Book

### GRI 402: Labor/Management Relations 2016

	Disclosure	Pages	External Links
402-1	Minimum notice periods regarding operational changes	Data unavailable/incomplete	

### GRI 403: Occupational Health and Safety 2018

	Disclosure	Pages	External Links
403-1	Occupational health and safety management system	163-164	Promotion of Occupational Health and Safety
403-2	Hazard identification, risk assessment, and incident investigation	163-164	Promotion of Occupational Health and Safety
403-3	Occupational health services	162-164, 165-169	Promotion of Occupational Health and Safety/ Creating a Healthy Working Environment
403-4	Worker participation, consultation, and communication on occupational health and safety	162-164	Promotion of Occupational Health and Safety
403-5	Worker training on occupational health and safety	163-164	Promotion of Occupational Health and Safety
403-6	Promotion of worker health	166-169	Creating a Healthy Working Environment
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	163-164	Promotion of Occupational Health and Safety
403-8	Workers covered by an occupational health and safety management system	163-164	Promotion of Occupational Health and Safety
403-9	Work-related injuries	163	Promotion of Occupational Health and Safety
403-10	Work-related ill health	163	Promotion of Occupational Health and Safety

## GRI 404: Training and Education 2016

	Disclosure	Pages	External Links
404-1	Average hours of training per year per employee		ESG Data Book
404-2	Programs for upgrading employee skills and transition assistance programs	65-66, 153-154	Career Development and Opportunities to Excel
404-3	Percentage of employees receiving regular performance and career development reviews	154	Career Development and Opportunities to Excel

## GRI 405: Diversity and Equal Opportunity 2016

	Disclosure	Pages	External Links
405-1	Diversity of governance bodies and employees	155-157	ESG Data Book
405-2	Ratio of basic salary and remuneration of women to men	157	Promotion of Diversity

## GRI 406: Non-discrimination 2016

	Disclosure	Pages	External Links
406-1	Incidents of discrimination and corrective actions taken	None	

## GRI 407: Freedom of Association and Collective Bargaining 2016

	Disclosure	Pages	External Links
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	None	

## GRI 408: Child Labor 2016

	Disclosure	Pages	External Links
408-1	Operations and suppliers at significant risk for incidents of child labor	None	

## GRI 409: Forced or Compulsory Labor 2016

	Disclosure	Pages	External Links
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	None	

## GRI 410: Security Practices 2016

	Disclosure	Pages	External Links
410-1	Security personnel trained in human rights policies or procedures	Data unavailable/incomplete	

## GRI 411: Rights of Indigenous Peoples 2016

	Disclosure	Pages	External Links
411-1	Incidents of violations involving rights of indigenous peoples	None	

## GRI 413: Local Communities 2016

	Disclosure	Pages	External Links
413-1	Operations with local community engagement, impact assessments, and development programs	148-150, 38-40	Stakeholder Engagement
413-2	Operations with significant actual and potential negative impacts on local communities	None	

## GRI 414: Supplier Social Assessment 2016

	Disclosure	Pages	External Links
414-1	New suppliers that were screened using social criteria	Data unavailable/incomplete	
414-2	Negative social impacts in the supply chain and actions taken	145-147	Supply Chain Management/ Sustainability Procurement Survey

### GRI 415: Public Policy 2016

	Disclosure	Pages	External Links
415-1	Political contributions	133	ESG Data Book/Compliance

### GRI 416: Customer Health and Safety 2016

	Disclosure	Pages	External Links
416-1	Assessment of the health and safety impacts of product and service categories	170	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	None	

### GRI 417: Marketing and Labeling 2016

	Disclosure	Pages	External Links
417-1	Requirements for product and service information and labeling	Disclosure restricted to protect confidentiality	
417-2	Incidents of non-compliance concerning product and service information and labeling	None	
417-3	Incidents of non-compliance concerning marketing communications	171	

### GRI 418: Customer Privacy 2016

	Disclosure	Pages	External Links
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	115	ESG Data Book



SoftBank Corp. supports the Sustainable Development Goals



SoftBank Corp.

<https://www.softbank.jp/en/corp/sustainability/>