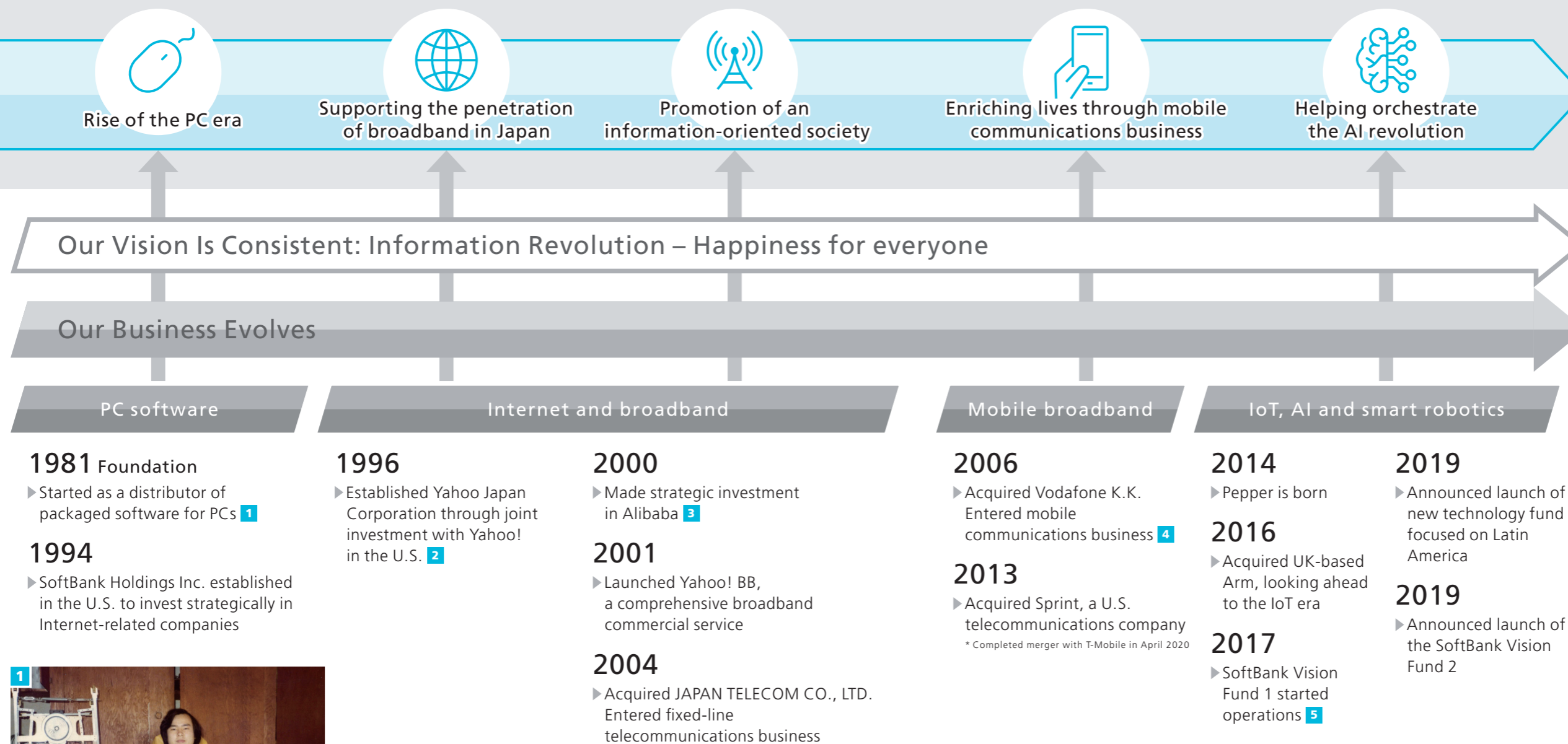




# Sustainability Report 2020

# Our vision remains unchanged. Our business areas are always evolving.



Masayoshi Son studied at the University of California, Berkeley in the U.S. and immersed himself in various inventions and businesses. Then he decided to return to Japan to start a new business of his own. While studying in the U.S., he came across a striking picture of a microchip on a science magazine, which convinced him that the age of personal computers was coming. He moved on to launch the very first business to distribute PC software throughout Japan. He named his company SOFTBANK Corp. Japan (current SoftBank Group Corp.) — a software bank that would serve as the infrastructure of the new information society to be built in Japan.

**2** To launch a full-scale Internet business in Japan, SoftBank Corp. (current SoftBank Group Corp.) established Yahoo Japan Corporation (current Z Holdings Corporation) through joint investment with Yahoo! Inc. in the U.S., after taking a stake in it in November 1995. 1996 was a remarkable year for SoftBank as the company moved to launch an increasing number of Internet-related businesses and subsidiaries.



The two companies, current Alibaba Group Holding Limited and SoftBank Group Corp., built a close relationship through business partnerships, joint ventures, joint investments, and other collaborations.



Believing in the arrival of the mobile internet era, SoftBank intended to build a mobile communications business from scratch. But it had the opportunity to acquire Vodafone K.K.'s shares and entered the mobile communications business.



SoftBank Vision Fund 1 is established to invest in companies with the potential to bring about the AI revolution. The fund aims to energetically drive the next stage of the Information Revolution forward by investing in innovative technologies and entrepreneurs that promise to shape the future.

Guided by our corporate philosophy, "Information Revolution – Happiness for everyone," the SoftBank Group continues to grow and advance toward its aim of becoming the corporate group needed most by people around the world.



Concerns over climate change, the widening of disparities, racial and gender inequality and other challenges that we face are becoming increasingly global and are threatening not only companies, but the perpetuity of humankind itself.

The rapid spread of COVID-19 is impacting global economic activities and the lives of people around the world on an unimaginable scale, and we are facing an unprecedented crisis.

Even under such circumstances, we should not give up on hope for the future. Our history shows that humanity can utilize its collective wisdom and do its utmost to solve any issue when confronted by a crisis. I believe the SoftBank Group will continue to help solve global challenges and support the sustainability of humankind and the planet by continuously leading the Information Revolution through accelerating innovation and technological evolution.

Our corporate philosophy, "Information Revolution – Happiness for everyone," embodies our determination to bring happiness to everyone, even to future generations 300 years from now.

To create a world where people can live in harmony with the earth and realize a sustainable society, the SoftBank Group will fulfill its responsibilities as leader of the Information Revolution.

December 2020  
Representative Director, Corporate Officer, Chairman & CEO  
Masayoshi Son

## Corporate Philosophy

### Information Revolution – Happiness for everyone

## Vision

### Becoming a corporate group needed most by people around the world

The SoftBank Group's aim to contribute to people's happiness through the Information Revolution, and to become "the corporate group needed most by people around the world." To achieve its vision, the SoftBank Group will continue to concentrate its operations in the information industry, and advance the Information Revolution with leading technologies essential to the times and superior business models.

## Cluster of No. 1 Strategy

The SoftBank Group is endeavoring to form a corporate group that will continue to grow for the next 300 years by implementing the Cluster of No. 1 Strategy, our unique strategy for adapting to the changing times by continuing to change ourselves. The goal of the Cluster of No. 1 Strategy is to form a diverse group of companies that have outstanding technologies and business models in specific fields and encourage them to generate synergies so that they can grow together as the SoftBank Group.

Building a cluster of leading companies has the advantages of increasing overall competitiveness and making it easier to reshuffle group companies through flexible group management.

## Business Summary

Segments	Main businesses	Core companies	Net sales
SoftBank Vision Fund and Other SBIA-Managed Funds	<ul style="list-style-type: none"> <li>Investment activities by SoftBank Vision Fund</li> </ul>	<ul style="list-style-type: none"> <li>SB Investment Advisers (UK) Limited</li> <li>SoftBank Vision Fund L.P.</li> </ul>	6,185.1
SoftBank	<ul style="list-style-type: none"> <li>Provision of mobile communications services, sale of mobile devices, and provision of broadband and other fixed-line communications services in Japan</li> <li>Internet advertising and e-commerce business</li> </ul>	<ul style="list-style-type: none"> <li>SoftBank Corp.</li> <li>Z Holdings Corporation</li> </ul>	4,862.5
Arm	<ul style="list-style-type: none"> <li>Design of microprocessor intellectual property and related technology</li> <li>Sale of software tools and provision of software services</li> </ul>	<ul style="list-style-type: none"> <li>Arm Limited</li> </ul>	206.7
Brightstar	<ul style="list-style-type: none"> <li>Distribution of mobile devices overseas</li> </ul>	<ul style="list-style-type: none"> <li>Brightstar Corp.</li> </ul>	955.4
* Following the sale of all Brightstar shares, Brightstar has been removed from the reportable segments from three-month period ended September 30, 2020.			196.2
			-35.7

■ SoftBank Vision Fund and Other SBIA-Managed Funds\*1 ■ SoftBank ■ Arm ■ Brightstar ■ Other\*2 ■ Reconciliation (FY2019/Billions of yen)

\*1 Net sales are not recorded for this segment as it is not engaged in the sale of goods and services.  
\*2 Other includes the business results from PayPay Corporation, Fortress Investment Group LLC, Fukuoka SoftBank HAWKS Corp., and the investment fund business in Latin America.

Sustainability of the SoftBank Group

P.1	SoftBank Group History	P.5	Message from the Chief Sustainability Officer
P.2	Message from the Chairman & CEO	P.6	Sustainability of the SoftBank Group
P.3	About the SoftBank Group	P.8	[Feature] COVID-19 Initiatives
P.4	Table of Contents/Editorial Policy		

ESG Information

 Environment

<b>P.10 Environmental Initiatives</b> Basic Approach Enhanced Environmental Awareness	<b>P.11 Environment-Friendly Supply Chain</b> Initiatives to Address Climate Change Participation in Japan Climate Initiative	<b>P.12 Enhanced Energy Efficiency</b>	<b>PICK UP</b> ● Generation of Renewable Energy <b>P.13</b> ● Initiatives to Achieve Wider Use and Expansion of Renewable Energies ● Converting Electricity Used by Base Stations to Renewable Energy ● New Head Office Building Saves Energy, Conserves Water, and Contributes to Biodiversity
---	---	--	---

 Society

<b>P.14 Respect for Human Rights</b> Basic Approach Human Rights Promotion Structure	<b>P.15 Creation of Sound Working Environment</b> Basic Approach Human Resources Strategy	<b>P.16</b> - Career Development Management - Education Program to Identify and Foster Successors - Diversity and Inclusion	<b>P.17</b> <b>PICK UP</b> ● Emerge ● SB Opportunity Fund	<b>P.18</b> Labor Practices Industrial Safety and Health	<b>PICK UP</b> ● COVID-19 Initiatives for Employees	<b>P.19 Participation in Community</b> Basic Approach	<b>P.20</b> <b>PICK UP</b> ● Program Assisted by Pepper ● TOMODACHI SoftBank Leadership Program
--	---	---	---	---	--	--	---

 Governance

<b>P.21 Corporate Governance</b> Basic Approach	<b>P.22</b> Corporate Governance System Initiatives of Board of Directors, Committees, and Audit & Supervisory Board	<b>P.23</b> Board Directors and Audit & Supervisory Board Members	<b>P.24</b> Evaluation of the Effectiveness of the Board of Directors	<b>P.25 Compliance</b> SoftBank Group Code of Conduct Group Compliance Structure	<b>P.26</b> Ethics & Compliance Helpline (Internal Reporting System)	<b>P.27</b> Efforts to Promote Ethics and Compliance (Educational/Awareness Program)	<b>P.28 Information Security</b> Principles for Information Security Group Information Security Governance Structure Group Information Security Governance Liaison Council	<b>P.29 Risk Management</b> Risk Management System Risk Management Initiatives
--	---	---	---	--	--	--	---	--

Editorial Policy

**Guidelines Referenced** Sustainable Development Goals (SDGs)

**Planning and Editorial Policy** The purpose of this report is to communicate the SoftBank Group's sustainability initiatives to as many stakeholders as possible. Activities are described in the categories of Environment, Society, and Governance (ESG) to more comprehensively convey the overall initiatives of the Group.  
In principle, the scope of the report is initiatives conducted in fiscal 2019, but for the list of officers and our COVID-19 initiatives, we have prioritized conveying the latest information, so some information from fiscal 2020 is also included.  
The CSR activities that SoftBank Group Corp. has been actively pursuing are now being integrated into sustainability activities, and going forward, we intend to contribute to achievement of the Sustainable Development Goals (SDGs) as well.

\* As of September 30, 2020, the Company has four reportable segments: Investment Business of Holding Companies, SVF1 and Other SBIA-Managed Funds, SoftBank, and Arm.

	Investor Relations	Sustainability
<b>Report</b>	● Annual Securities Report* <a href="#">🔗</a> ● Corporate Governance Report <a href="#">🔗</a> ● Annual Report <a href="#">🔗</a> ● Reports to Shareholders* <a href="#">🔗</a> * Japanese only	● Sustainability Report <a href="#">🔗</a>
<b>Website</b>	● Investor Relations <a href="#">🔗</a>	● Sustainability <a href="#">🔗</a>

# Help shape the next 300 years for our future generations and the planet

The SoftBank Group's philosophy, "Information Revolution – Happiness for everyone" embodies our determination to bring happiness to everyone, even to future generations 300 years from now.

To create a world where people can live in harmony with the earth, the SoftBank Group will fulfill our responsibility as leader in the Information Revolution to realize a sustainable society.



Message from the Chief Sustainability Officer

**Think Through What We Can Do for the World: Achieving a Sustainable Society through Corporate Management**

Board Director, Corporate Officer, Senior Vice President, CFO, CISO & CSusO  
**Yoshimitsu Goto**

The development and globalization of information technology over the past few decades has enriched the lives of many people, but we also now face serious problems, including climate change and other environmental issues, poverty, the digital divide, human rights violations and other social challenges. While facing the spread of the COVID-19 pandemic worldwide, corporate responsibilities that account for global risks are becoming even bigger, and companies are expected to solve issues in a timely and appropriate manner in an uncertain and increasingly complex environment.

Reinforcing our commitment to these responsibilities, SoftBank Group Corp. established the Sustainability Committee as a forum to discuss material challenges to our sustainability. As Chief Sustainability Officer (CSusO), as well as CFO of the Company, I will lead the Sustainability Committee, encourage discussions on sustainability among management, respond to requests from stakeholders, and promote initiatives to achieve sustainable management and a sustainable society.

As the world recognizes global risks and works to address the situation, every single company is aware of sustainability and ESG. However, without understanding the real meaning of sustainability, we end up with short-term solutions, and we will never be able to address the real issues. We need to think through what we can do for the world as a company that sees the big picture, imagine how people and what the world will be like in 300 years, and bring those thoughts to our business. This is what is being asked of our company, and these are the sustainability initiatives we should be addressing.

We will continuously strive to realize our corporate philosophy, "Information Revolution – Happiness for everyone," by fulfilling our broad responsibilities.

## SoftBank Group Sustainability Principles

The SoftBank Group has established “the SoftBank Group Sustainability Principles” as a guideline for the Group’s sustainability initiatives, so as to achieve sustainable growth by meeting the expectations of customers, shareholders, creditors, business partners, employees, and all other stakeholders. Based on this policy, we have identified material issues reflecting the business characteristics and social demands of each Group company. For autonomous promotion of our sustainability initiatives, we have established six activity themes.

### Activity Themes – Our Direction

1. Drive sustainable growth and innovation in society by uniting wisdom and knowledge
2. Take responsibility by responding to emerging issues that come with technological advancement
3. Ensure the growth of the future generations and our business by creating higher quality employment for all
4. Leverage breakthrough technologies to resolve environmental issues, including energy problems
5. Demonstrate highly transparent governance and integrity to win further trust of our stakeholders
6. Maximize our potential as a group by joining forces with people around the world to make a positive impact on society

## Sustainability Promotion Structure

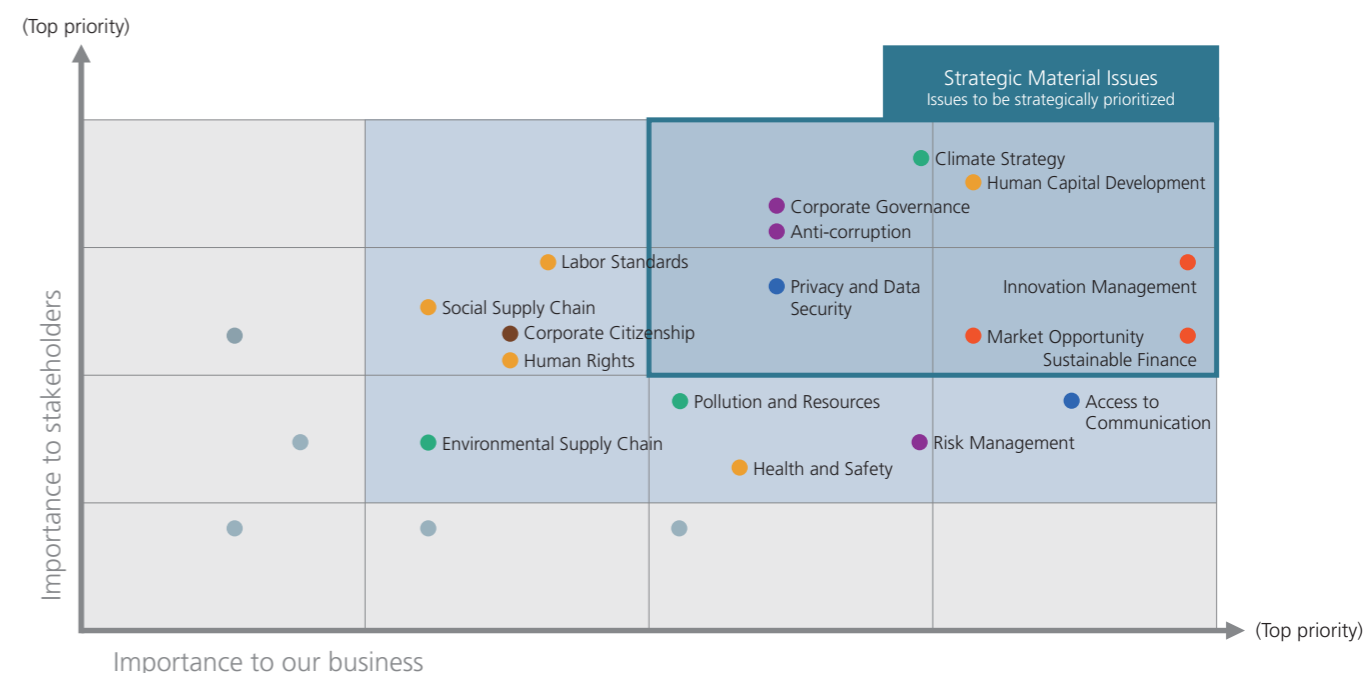
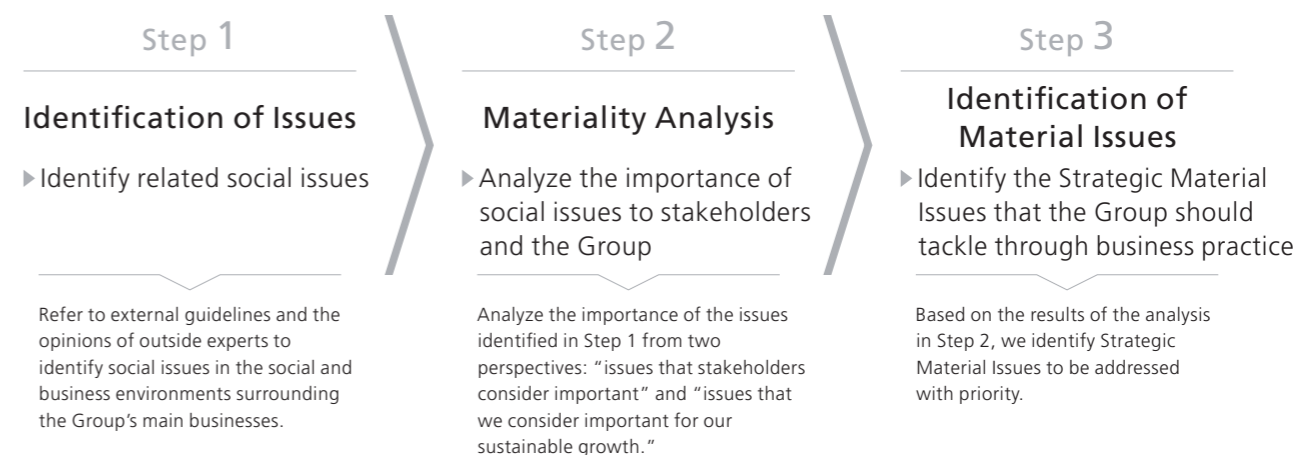
To accelerate our sustainability initiatives, we established a new post of Chief Sustainability Officer (CSusO) in June 2020 and appointed Mr. Yoshimitsu Goto, Board Director, Corporate Officer and Senior Vice President of SoftBank Group Corp.

We also established the Sustainability Committee to promote sustainability activities. The committee is chaired by the Chief Sustainability Officer and is comprised of several Senior Vice Presidents and the head of the Sustainability promotion division. The Sustainability Committee discusses important sustainability issues and promotion policies for the SoftBank Group and reports its key decisions and important issues with significant impacts to the Board of Directors on a regular basis. In addition, we will keep close communications with Group companies to promote sustainable management throughout the Group.



## Our Material Issues – Strategic Material Issues

SoftBank Group Corp. classified social issues from two perspectives: the importance to stakeholders and to our business. Among these social issues, we identified eight key issues as Strategic Material Issues that we must prioritize. Our Strategic Material Issues are identified as follows:



Strategic Material Issues will be reviewed as needed to reflect changes in society and the environment, the expectations of stakeholders, and changes in the business practice of each Group company, with the aim of achieving sustainable growth for the Group as a whole.

## Initiatives for the SDGs

Based on our corporate philosophy, “Information Revolution – Happiness for everyone,” SoftBank Group Corp. aims to realize a society where people all over the world can live happily and prosperously. Together with the Group companies that conduct business globally, we will work to contribute to the SDGs by addressing the six activity themes stipulated in our Sustainability Principles.



# COVID-19 Initiatives

In response to COVID-19, the SoftBank Group is actively working to prevent the spread of the virus by donating antibody testing kits to medical institutions and establishing a PCR inspection center, among other initiatives. At investees, issues related to the spread of the virus are addressed through initiatives that leverage the strengths of each company, including online medical exams, educational services, daily living assistance such as food delivery, and medical support for the development of treatments and a vaccine.

## SoftBank Group Corp.

In order to eliminate serious shortages of personal protection equipment (PPE) caused by the pandemic, we procure masks, face shields, goggles, protective clothing, gowns, and nitrile gloves, and have supplied them at cost since May 2020 to the government, municipalities, and medical professionals. As of October 31, 2020, we have supplied around 350 million masks and approximately two million pairs of nitrile gloves.

Moreover, we also supply antibody testing kits free of charge to medical institutions and other organizations that need to confirm the spread of infection. We have provided approximately 328 thousand kits as of September 30, 2020.



Preparing antibody testing kits for shipment

Internal Initiatives P18 Industrial Safety and Health [PICK UP] COVID-19 Initiatives for Employees

## SoftBank Vision Fund 1

SoftBank Vision Fund 1 Portfolio companies have undertaken initiatives in response to COVID-19. Notable cases are presented as follows.

Response Category	Company	Initiative
Medical response	Fanatics	Fanatics raised \$59M for US food charities through the All-in Challenge, an online auction for celebrity experiences/products. They also converted a US factory for MLB Jerseys to manufacture and donate masks and gowns to frontline workers
	Flexport	Flexport raised over \$8M and helped source, fund and deliver over 171M critical supplies
	Ping An Good Doctor	Ping An Good Doctor donated 450K masks immediately to Wuhan at the start of the pandemic, and rapidly assisted 56 provinces with online medical consultation, education and prevention
	Roivant	Roivant is rapidly advancing clinical-stage trials for treatment of Acute Respiratory Distress Syndrome caused by COVID-19
	VIR	Vir is isolating antibodies to potentially treat or prevent COVID-19 infections
	Flexport + Clutter	In the U.S., Flexport and Clutter are working together to move Personal Protective Equipment (PPE) to the frontlines. Flexport is handling shipping and Clutter is providing storage facilities and delivering this protective gear to healthcare workers
Organizational response	Collective Health	Collective Health launched a COVID-19 website to the public with 60-second Risk Assessment tool to encourage self-isolation
	Greensill	Greensill launched Earnd, a free app to help UK healthcare workers get paid every day, instead of waiting until the end of the month
	Mapbox	Mapbox is helping organizations, such as Centers for Disease Control and Prevention (CDC) and World Health Organization (WHO), with real-time data visualization of the outbreak to target support needs
	Grab + Tokopedia	Grab, Tokopedia and OVO jointly contributed IDR 1 billion to Indonesia's Taskforce for Accelerating Handling of COVID-19
Societal response	DiDi	DiDi setup a \$10M fund to support drivers infected with COVID-19, and provided free transport for medical workers and communities in Wuhan, China at the start of the pandemic
	DoorDash	DoorDash cut commissions by 50%, benefiting 150K US local restaurants, and launched a United Way partnership to deliver food and goods to vulnerable populations. They also offered at-cost and subsidized delivery for non-profit organizations responding to COVID-19
	OYO	OYO is providing free stays to healthcare workers in the U.S. and potentially other geographies; providing quarantine sites in India
	Paytm	PayTM partnered with KVN Foundation to offer 75K meals to daily wage workers per day, and raised over Rs 100 Cr for the Prime Minister's Fund to fight coronavirus, with the aim to raise Rs 500 Cr
	Rappi	Rappi delivered 500K free meals to hospital workers in Latin America, setup a support fund for infected couriers and trialed robot deliveries to reduce potential infections among couriers
	Uber	Uber pledged 10M free rides and meals to support healthcare workers, feed first responders, support local restaurants and move critical supplies with Uber Freight
	REEF + Uber	In the U.S., REEF Technology and Uber are partnering to deliver needed goods to consumers. REEF converted parking lots into fulfillment centers and launched its online "Stock-Up Mart" on UberEats' technology platform. UberEats manages last mile delivery of goods to consumers

\* As of November 5, 2020. Press releases, etc. of each portfolio company. Portfolio company names have been abbreviated.

## Coronavirus Inspection Center Corp.

### Working to prevent the spread of COVID-19 and normalize economic activities as quickly as possible

SoftBank Group Corp. launched Coronavirus Inspection Center Corp. in July 2020, in order to help prevent the spread of COVID-19 and normalize economic activities as quickly as possible. Coronavirus Inspection Center Corp. provides safe, high-quality saliva PCR tests at a low price in order to help create the conditions necessary for people to feel safe and secure.

### [VOICE] Interview with the President of Coronavirus Inspection Center Corp.

#### Aiming to help prevent the spread of infection and normalize economic activities through expanding the screening tests

Coronavirus Inspection Center Corp. is a subsidiary of SoftBank Group Corp. that broadly provides PCR tests to society in order to help prevent the spread of COVID-19 and normalize economic activities as quickly as possible.

The SoftBank Group made the decision to launch a PCR testing business despite not having experience in this area because we realized that early detection of those infected who have no symptoms or mild symptoms is indispensable to normalizing Japan's economy as quickly as possible, and that it would be necessary to establish a system that allows people to receive screening tests at a high frequency.

Since we did not have specific experience in this area and because the initiative goes beyond conventional measures for infectious diseases, there were some challenges to overcome for its realization. However, as stated in our corporate philosophy, "Information Revolution – Happiness for everyone," it is our mission to promptly provide the businesses that society needs and contribute to people's happiness. Motivated by this strong sense of commitment, we launched the business in a short period of time. In doing so, we focused primarily on price, quality, and speed.

**Price** — To enable people to be tested at a high frequency, tests must be provided at a low price. As a result of our efforts in sourcing supplies for the tests and because as a social contribution business we don't take a profit in providing the service, we were able to reduce the testing charge to around one-tenth of the standard price.

**Quality** — High quality was achieved by coordinating with medical institutions with experience in infectious disease measures.

**Speed** — With conditions constantly changing, responding with a sense of urgency is extremely important. We were able to build a testing system very quickly, in less than a month.

As of November 2020, we can administer around 5,000 tests a day, and our PCR tests are provided to local municipalities and various other institutions. The tests are used in various settings and applications. For example, they are used to prevent the spread of infection to people with a high risk of developing severe symptoms at senior care centers and welfare facilities for people with disabilities. They also enable stable operations in the manufacturing industry, where it is essential that factory employees report to work. Furthermore, they ensure the continuation of sports and other events through rigorous testing of players and staff members.

Going forward, we will continue working to build a flexible system capable of accommodating changing needs in order to support the establishment of conditions that allow people to live with peace of mind.



Masato Ikeda  
Coronavirus Inspection Center Corp. President



Inspection Center

### Company Information Detailed information is provided online. Access via the QR code.

**Characteristics**  
Administers a testing facility that conducts saliva PCR tests for COVID-19 on a dedicated basis, functioning as an officially registered clinical laboratory. As a non-profit social contribution business, provides testing with characteristics that include 1. low price, 2. simple and easy sample collection, and 3. fast response.



**Testing Process**

- 1) Apply
- 2) Receive kit
- 3) Collect sample
- 4) Send sample
- 5) Test
- 6) Receive results

## Environmental Initiatives

Rapid progress in science and technology has been the driving force by which we, as humankind, have achieved the present economic growth. Unfortunately, these activities have also upset the balance of the environment, and caused or worsened problems such as abnormal weather stemming from climate change, depletion of resources, and changes in ecosystems.

Recognizing that continuing on this course will have a considerable impact on business sustainability and growth, the SoftBank Group will assess the impact of its business activities on the environment and will work to reduce CO<sub>2</sub> emissions and conserve energy. We are also actively driving forward initiatives that contribute to solving problems through business—for example, by entering the power generation business to promote the widespread use of renewable energy that can be supplied safely and continuously. There are great business opportunities for the Group in providing cutting-edge technology and services to solve environmental problems that face society.

### Basic Approach

To create a world where people can live in harmony with the earth, the SoftBank Group defines our vision as to help shape the next 300 years for our future generations and the planet. In practice, from a sustainability standpoint, we aim to leverage breakthrough technologies to resolve environmental issues, including energy problems. We will communicate with the SoftBank Group stakeholders about the actions we are taking to proactively address environmental issues and maintain and preserve a healthy global environment.

Major operational bases of SoftBank Corp. have established and operate an environmental management system (EMS) under the International Organization for Standardization's ISO14001 Standards. The EMS is regularly reviewed on a timely basis and is continuously improved based on the effect of business activities on the environment. SoftBank Corp. strives to comply with environmental laws and regulations. There were no violations of environmental laws and regulations in fiscal 2019.

[Find out more in our corporate website.](#)



### Enhanced Environmental Awareness

The SoftBank Group established the "SoftBank Group Code of Conduct," which is thoroughly disseminated to all Group employees. The Code of Conduct states that we are committed to:

- Introduce innovative solutions that provide a positive environmental and social impact.
- Lead globally and act locally to reduce and improve our impact on the environment.
- Conduct our business activities with consideration for the global environment and the effective utilization of limited natural resources.

Specifically, we require employees to consider the environment in their everyday work, including control and reduction of the emission of greenhouse gases and handling of industrial waste, and provide training sessions to promote understanding of the Code of Conduct.

In addition, SoftBank Corp. provides "ECO Training" through an e-learning program to help employees acquire basic knowledge and raise awareness of environmental issues. Employees can learn about environmental sustainability and improvement from four perspectives: global environmental issues; trends in the world and Japan; regulations and corporate initiatives, and explanations of legal regulations. E-learning courses on appropriate processing of industrial waste and the Electronic Manifest System are available to relevant employees. Employees can also access these e-learning courses on demand from their iPads or iPhones.

### Environment-Friendly Supply Chain

In order to promote environment-friendly business activities, the SoftBank Group communicates our stance to suppliers and asks that suppliers acknowledge their importance. The SoftBank Group will proactively undertake relevant environment-friendly procurement activities through partnership with our supplier stakeholders.

[Find out more in our corporate website.](#)



### Initiatives to Address Climate Change

The SoftBank Group has endeavored to promote the wider use of renewable energies aimed at achieving the mix of reduction of environmental burden and sustainable development, looking to the next 300 years. As global warming, environmental changes and natural disasters, which are caused by climate change, worsen year by year, we recognize that efforts to address climate change are global and urgent social challenges.

In order to realize the society we are proud to hand down to our children and future generations, the SoftBank Group has endeavored to address the preservation of the environment through the reduction of CO<sub>2</sub> emission and energy savings in business activities. The SoftBank Group will roll out social initiatives with new and innovative technologies that contribute to mitigating the climate change effect.

### Participation in Japan Climate Initiative

SoftBank Group Corp. and SB Energy Corp. are inaugural members of the Japan Climate Initiative, a network created in 2018 to strengthen the dissemination of information and the exchange of opinions and views by companies, local authorities and NGOs that proactively tackle climate changes. The Japan Climate Initiative was formed by CDP Japan, WWF Japan, and the Renewable Energy Institute. Its objective is joining the front line of the global push for decarbonization from Japan. The SoftBank Group is committed to promoting the initiatives of decarbonization through its own business activities while proactively addressing climate change in collaboration with various actors.



## Enhanced Energy Efficiency

The devastation caused by the Great East Japan Earthquake and the incident at TEPCO's Fukushima Daiichi Nuclear Power Plant stimulated interest in energy demand and power-saving programs in Japan, profoundly impacting people's lives throughout the entire country. The SoftBank Group recognizes energy issues as a challenge that concerns all of Japan and believes that the wider use and expansion of clean and safe renewable energy represented by solar energy or wind power generation are one of the solutions from the long-term perspective over 100 or 200 years.

PICK UP

### Generation of Renewable Energy



With the aim of combining renewable energy and technology to realize a convenient, comfortable society, SB Energy Corp. is building a platform that supplies energy safely and continuously.

The renewable energy power generation business, which SB Energy Corp. has been developing since its establishment in 2011, operates 41 mega solar power generation plants and 2 wind power generation plants in Japan. In addition, in Mongolia's Gobi Desert, SB Energy Corp. operates "Tsetsii Wind Farm," its first wind power generation project, while operating a solar power generation plant in India.

Also, since 2012, the company has been conducting an experience-based environmental education program. To date, more than 2,500 children have participated in the program, which encourages participants to think independently and creatively about energy.

In addition to its power generation business, the company is conducting a virtual power plant verification project aimed at the effective utilization of power grids and investing in startups whose businesses are highly compatible with renewable energy.



Softbank Mie Shima Ago Solar Park

PICK UP

### Initiatives to Achieve Wider Use and Expansion of Renewable Energies



In July 2011, SoftBank Group Corp., together with local governments, established the Renewable Energy Governors' Alliance at the prefecture level and the Renewable Energy Governors' Alliance for Designated Cities at the urban level and began serving as secretariat for these two alliances. Through the alliances, together with 34 prefectures throughout Japan and the local governments of 19 cities, the SoftBank Group shares policy recommendations and information to promote the wider use of renewable energies. Softbank Group Corp. is also an active member of the Global Energy Interconnection Development and Cooperation Organization, an international renewable energy-related organization aimed at building a global power grid to utilize renewable energy. It has greatly contributed to the development of renewable energies inside and outside Japan.

### Converting Electricity Used by Base Stations to Renewable Energy



SoftBank Corp. rolled out an initiative to switch all base stations across Japan to use renewable energy.\*<sup>1</sup> From September 2020, it has been utilizing renewable energy-based "non-fossil fuel energy certificates"\*<sup>2</sup> in order to lower its impact on the environment. To date, around 230 thousand locations\*<sup>3</sup> have been converted.

Under the initiative, SoftBank Corp. is supplied renewable energy from SB Power Corp., a subsidiary that operates a retail electricity business, with the goal using 30% or more renewable energy for the electricity used by all base stations in fiscal 2020.

SoftBank Corp. is also gradually reducing greenhouse gases, with the aim of increasing the ratio of renewable energy used in the base stations by 50% in fiscal 2021 and 70% in fiscal 2022.

In addition to supplying renewable energy to base stations, SB Power Corp. actively promotes businesses that mitigate environmental impact, providing services such as Shizen Denki, an electric power service to promote the wider use of renewable energy and support forest conservation, and an energy-saving service that uses proprietary AI technology. By strengthening initiatives like these, SoftBank Corp. and SB Power Corp. will solve problems faced by communities and individuals, and contribute to creating a sustainable society that the SDGs aim to attain.

### New Head Office Building Saves Energy, Conserves Water, and Contributes to Biodiversity



The SoftBank Group plans to move its headquarters to the Tokyo Portcity Takeshiba office tower (opened September 2020) in fiscal 2020. The new office building is a smart building that enables effective building management. It contributes to saving energy with features such as LED lighting that uses motion sensors to automatically adjust brightness and automatically operated blinds, and to saving water by reusing rainwater and kitchen wastewater.

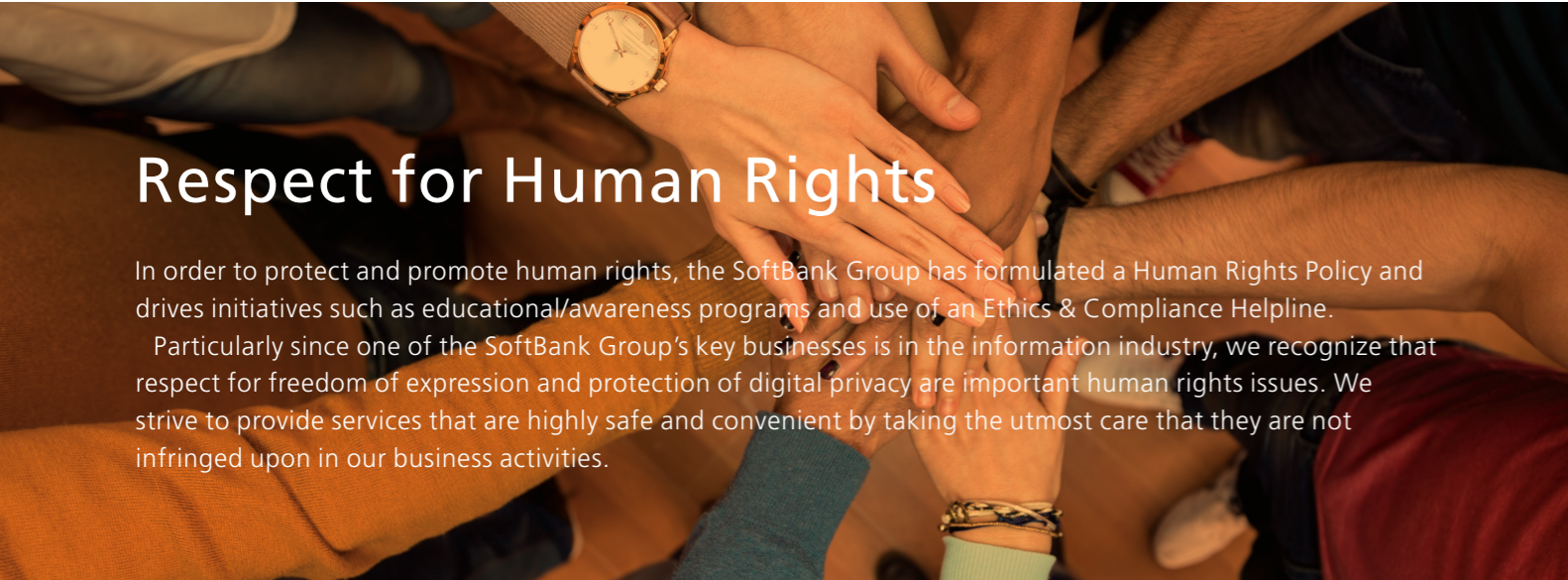
And through its "New Eight Views of Takeshiba" project (consisting of rain, water, islands, rice paddies, aromas, vegetable gardens, bees, and sky), Tokyo Portcity Takeshiba will contribute to the preservation of biodiversity. It also plans to carry out initiatives such as environmental education programs.

\*1. This does not guarantee that the electricity actually supplied is from a renewable energy source.

\*2. A certificate that certifies the environmental value of electricity generated from "non-fossil energy sources," i.e., power sources that do not use fossil fuels such as solar and hydro power.

\*3. As of March 31, 2020





## Respect for Human Rights

In order to protect and promote human rights, the SoftBank Group has formulated a Human Rights Policy and drives initiatives such as educational/awareness programs and use of an Ethics & Compliance Helpline. Particularly since one of the SoftBank Group's key businesses is in the information industry, we recognize that respect for freedom of expression and protection of digital privacy are important human rights issues. We strive to provide services that are highly safe and convenient by taking the utmost care that they are not infringed upon in our business activities.



## Creation of Sound Working Environment

As the SoftBank Group continuously provides new value to society through cutting-edge technology and services, one of our most important stakeholders is our employees. Therefore, one of our activity themes is to ensure the growth of the future generations and our business by creating higher quality employment for all. Under this theme, we work to create a work environment where every employee can maximize their potential, placing emphasis on respecting employees' basic human rights, ensuring equal opportunity, and providing education and a safe and healthy workplace.

### ○ Basic Approach

Under the corporate philosophy of "Information Revolution – Happiness for everyone," the SoftBank Group aims to properly develop and improve the power of information revolution towards happiness for humanity. Accordingly, we recognize the importance of respecting the human rights of everyone in every aspect of our corporate activities, as articulated in our Human Rights Policy. We require all SoftBank Group officers and employees to understand the Policy and will ask external stakeholders, such as investees and business partners to respond in the same way.

■ **Human Rights Policy** .....

Find out more in our corporate website.



### ○ Human Rights Promotion Structure

The SoftBank Group advocates and respects human rights across the entire Group in accordance with the SoftBank Group Human Rights Policy. Since efforts to protect and respect human rights in our business activities are cross-departmental events, SoftBank Group Corp. strives to ensure that relevant departments, such as the Human Resources Department, work together on a daily basis to take appropriate measures.

Furthermore, the Group Risk and Compliance Committee (GRCC) will discuss a proper system or measures to prevent human rights violations, the results of which shall be reported to the Board of Directors, while identifying any negative effects of business activities on human rights.

Group companies are also working to develop and improve the system to more actively exchange internal information on human rights within the company in order to identify any industry-specific human rights risks that need to be addressed.

For more details on "Respect for Human Rights," visit our corporate website.



### ○ Basic Approach

The SoftBank Group aims to create working environments in which everyone can exercise self-expression, and emphasize respect for employees' fundamental human rights and equal opportunity, as well as their safety and health in our workplaces. Aiming to achieve the SoftBank Group's vision of becoming a corporate group needed most by people around the world, we have endeavored to build a working environment in which all employees can maximize their abilities.

### ○ Human Resources Strategy

SoftBank Group Corp. aims to achieve sustainable growth through partnership with the best companies in different industries. Thus, we require every person working in SoftBank Group Corp. to become a master of his or her profession. We believe that in any category of work and in any position, our employees must have the capacity to think logically and tackle unprecedented challenges using numbers and reasoning. We also expect our employees to have a high level of expertise in their relevant fields and the communication skills required to engage in business with leading companies around the world. With these expectations, SoftBank Group Corp. is committed to recruit the most qualified individuals for open positions without regard to gender, ethnicity, nationality or disability. Once employees join the SoftBank Group, we pledge to provide sufficient opportunities for them to continuously develop their competencies.

## Career Development Management

The SoftBank Group promotes effective career development initiatives to help employees reach their full potential.

### ■ Career formation

SoftBank Group Corp. offers every employee the opportunity to receive open feedback from their managers in principle on a monthly basis. This enables us to make any relevant changes in position or assignment, considering aptitude and competency so that the right person fills the right position.

### ■ Training

SoftBank Group Corp.'s basic policy is that each employee is required to develop and improve competency as a professional using education available to every employee after completing the initial training sessions offered at the beginning of employment. To support this, we offer English conversation lessons and SoftBank Group-wide training programs. In addition, employees can access external training sessions using the education budget allocated to each department or division.

### ■ Employee satisfaction survey

In order to build a stronger organization and enhance motivation, the SoftBank Group conducts annual employee satisfaction surveys in order to gauge current sentiment and to identify any issues. The fiscal 2019 survey showed balanced results with work, managers, workplaces and companies across the Group and implies a high degree of employee satisfaction at all levels. Leveraging the analysis of the survey results, we consistently carry out activities that are designed to motivate employees and improve the organization. This leads to better corporate performance and higher retention of talented human resources, which supports the sustainable growth of businesses.

## Education Program to Identify and Foster Successors

On July 28, 2010, Masayoshi Son published SoftBank's Next 30-Year Vision and concurrently declared the establishment of the SoftBank Academia in order to identify and foster potential successors.

In addition to special lectures by Son and other well-known leaders, the SoftBank Academia has carried out a number of programs, including:

- Presentation programs on the SoftBank Group business strategies
- Management simulation game
- Unique projects
- Creation of businesses

Since June 2011, the Academia has opened its doors to people outside the Group. Individuals of various backgrounds with high aspirations have been enrolled as students in the Academia, where students strive together and learn together. Our aim is to produce talented people who will pioneer the next era.

## Diversity and Inclusion

The SoftBank Group believes that enabling everyone to express their individuality and make full use of their abilities is essential to the growth and development of the Group. Therefore, we strive to create inclusive working environments where all employees are respected as individuals without regard to gender, sexual orientation, or disability.

As of March 2020, 24% of all managers in SoftBank Group Corp. are women. We have been selected for the MSCI Japan Empowering Women Index (WIN), an index composed of companies with outstanding gender diversity, and have received Kurumin certification, a certification awarded to companies that support childcare. SoftBank Corp. also works to promote understanding of LGBT and other sexual minorities through internal educational activities and training programs as well as external activities, and have received the highest rating of gold on the PRIDE Index for three consecutive years.

PICK UP

## Emerge

### Accelerator to Support Underrepresented Founders



The technology and venture capital communities are not yet representative of the communities they serve. As an industry, we're missing out on the diverse perspectives and innovative thinking that can lead to the next world-changing companies.

This year, SoftBank Investment Advisers and WeWork Labs partnered to launch Emerge, an accelerator aiming to improve diversity in tech and entrepreneurship by supporting and investing in innovative underrepresented founders and their start-ups.

Emerge founders participated in an eight week intensive curriculum consisting of workshops, access to mentors from across our ecosystem and sessions with SoftBank executives. The accelerator culminated in June 2020 with a showcase event which connected founders with over 150 investors. The SBIA Emerge Accelerator has since invested in 12 Emerge companies and planning is underway to continue this initiative in 2021.

## SB Opportunity Fund

### Address Racial Discrimination — Investment Fund to Empower Entrepreneurs-of-Color



As part of its social contribution activities aimed at addressing systemic racism and creating a more diverse and inclusive society, SoftBank Group Corp. established a new \$100 million (approx. ¥10 billion) fund, SB Opportunity Fund, to invest in businesses led by Black, LatinX and Native American entrepreneurs in the United States.

The primary goal of the SB Opportunity Fund is to generate exceptional returns, demonstrating that there is no trade-off between racial diversity and investment performance. To ensure that the entire \$100 million commitment ends up in the hands of founders, the SB Opportunity Fund will not take a traditional management fee. In addition, a major portion of the fund's profits will be recycled into subsequent funds and also contributed to non-profit organizations that support opportunities for people-of-color.



Sheena Allen, CapWay

David Dindi, Atomic

Delane Parnell, PlayVS

Mitchell Jones, Lendtable

## ○ Labor Practices

In line with the “SoftBank Group Code of Conduct,” the SoftBank Group strives to cultivate an organizational culture that respects individuals, accommodate flexible working styles, and have a workplace where employees can work in a manner that is both mentally and physically healthy. To achieve this, we have developed several programs that enable diverse working styles, such as working at home and shorter working hours, and are making efforts to further reduce long working hours.

### ■ Work style reform

- Promoting work-life balance and reducing long working hours
- Supporting childcare and nursing care etc.

### ■ Labor relationships

### ■ Fair and industry-competitive treatment

Find out more in our corporate website.



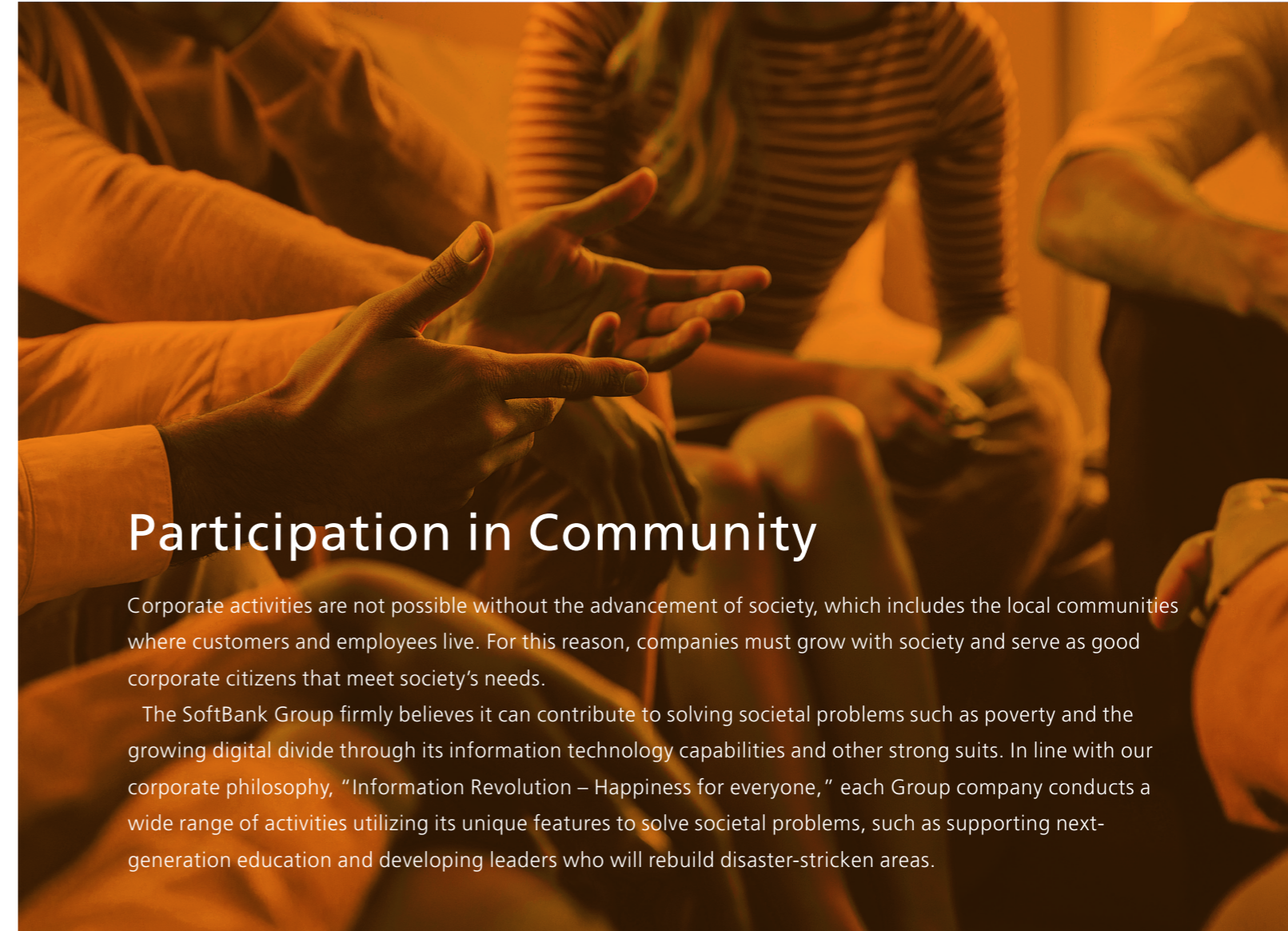
## ○ Industrial Safety and Health

The SoftBank Group specifies industrial safety and health risks in the course of business activities of each Group company and promotes initiatives to reduce related risks to maintain workplace environments where all employees can work in a healthy manner both physically and mentally.

### ■ Assessment of risks at workplaces

### ■ Safety measures in the event of emergency

Find out more in our corporate website.



## Participation in Community

Corporate activities are not possible without the advancement of society, which includes the local communities where customers and employees live. For this reason, companies must grow with society and serve as good corporate citizens that meet society’s needs.

The SoftBank Group firmly believes it can contribute to solving societal problems such as poverty and the growing digital divide through its information technology capabilities and other strong suits. In line with our corporate philosophy, “Information Revolution – Happiness for everyone,” each Group company conducts a wide range of activities utilizing its unique features to solve societal problems, such as supporting next-generation education and developing leaders who will rebuild disaster-stricken areas.

## ○ Basic Approach

Under the corporate philosophy “Information Revolution – Happiness for everyone,” the SoftBank Group lays out the sustainability vision of help shape the next 300 years for our future generations and the planet. The SoftBank Group is committed to promoting social contribution activities including supporting the development of the next generation based on one of the activity themes of maximize our potential as a group by joining forces with people around the world to make a positive impact on society.

Each entity within the SoftBank Group with sophisticated technologies or business models has been striving to create a better society by supporting the development of the next generations or by resolving various social issues in local communities, capitalizing on its strength and resources nurtured in a diverse and autonomous setting. These initiatives have embodied the Cluster of No. 1 Strategy, which is a growth strategy of our Group.

The SoftBank Group promises to contribute to greater happiness for societies with people around the world while engaging in dialogues with stakeholders including those in local communities.

## COVID-19 Initiatives for Employees



Due to having the network environment required for remote work and incorporating new work styles utilizing ICT tools, we already had an environment enabling all employees to work at home. Leveraging this advantage, we quickly expanded the scope of eligibility to work at home when COVID-19 began to spread, and were able to seamlessly switch to remote work when the state of emergency was declared in April 2020.

Even after the state of emergency was lifted, we kept the number of employees commuting to work per day to less than 30% and thoroughly managed building entry with a temperature monitoring system using AI.

We administered antibody tests to employees in the SoftBank Group and our business partners to ascertain the state of infection from May to June, and since August we have been working to build an environment where everyone can work safely without suspending business activities by regularly administering saliva PCR tests to employees.

## Program Assisted by Pepper

Support of Next Generation Education



Under the Pepper Social Contribution Program, SoftBank Group Corp. lends its humanoid robot, Pepper, to local governments, NPOs and other organizations for three years. The Program includes programming education for elementary-school and junior-high-school students, teaching tool development using Pepper and solution exploration for e social problems. The support for next generation education using Pepper has been rolled out beyond Japan to all over the world including the U.S., Canada and China.

[Find out more in our corporate website.](#)



## TOMODACHI SoftBank Leadership Program

Development Program for Leaders Charged with Recovery from Great East Japan Earthquake



Every year since 2012, the SoftBank Group Corp. and the U.S.-Japan Council have been inviting high-school students in Iwate, Miyagi, and Fukushima — the prefectures most severely hit by the Great East Japan Earthquake — to a three-week intensive course at the University of California, Berkeley, in the U.S. The students participate in the Y-PLAN (Youth-Plan, Learn, Act, Now!), a problem-solving workshop, to learn about global leadership skills and local contribution activities. After returning to Japan, they actively take part in various contribution activities in their local communities by leveraging what they learned.

[Find out more in our corporate website.](#)



## Corporate Governance

In accordance with the amendment of Japan's Corporate Governance Code in 2018, corporate governance reforms led by the government placed more importance on how corporate compliance can lead to the enhancement of enterprise value rather than just meeting set criteria.

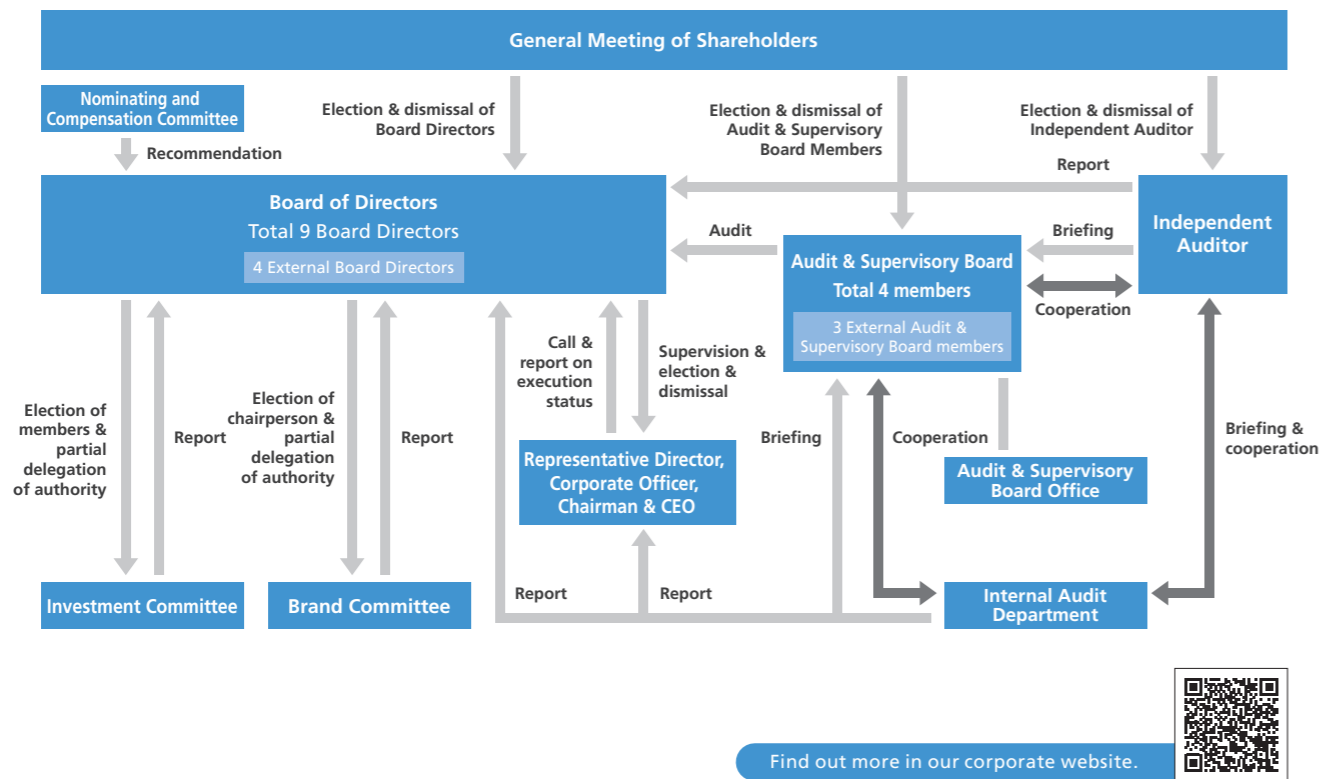
For companies to maximize enterprise value while meeting the expectations of stakeholders, effective corporate governance is essential. Based on our Cluster of No. 1 Strategy, which aims to raise the value of the SoftBank Group while ensuring the autonomy and independence of the Group companies, it is a managerial priority to build effective corporate governance systems and continuously evaluate and enhance such systems. In 2020, as part of our corporate governance enhancements, we increased the ratio of External Board Directors to the total number of Board Directors to above 40%, enhanced the fairness and transparency of personnel and remuneration decisions of Board Directors by establishing a voluntary Nomination and Compensation Committee with a majority of External Board Directors, and also appointed the Company's first Chief Risk Officer (CRO) in order to establish effective risk management processes.

### ○ Basic Approach

Guided by a fundamental concept of "free, fair, and innovative," and our corporate philosophy of "Information Revolution – Happiness for everyone," SoftBank Group Corp. aims to be a provider of essential technologies and services to people around the world while maximizing its enterprise value.

To realize this vision, we have formulated "the SoftBank Group Charter" to share our fundamental concept and corporate philosophy and have devised the "Group Company Management Regulations of the SoftBank Group" to set forth our management policy and management framework for Group companies. We have also established the "SoftBank Group Code of Conduct," which prescribes policies to be followed by the Company and its Board Directors and employees, and continue to strengthen governance. Further, we have formulated "the SoftBank Group Sustainability Principles" to set out matters necessary for the Company to appropriately carry out sustainability activities, and we will continue to meet the expectations of customers, shareholders, creditors, business partners, employees, and other stakeholders and fulfill our responsibilities as a company leading the Information Revolution with the aim of establishing a sustainable society.

## Corporate Governance System



## Initiatives of Board of Directors, Committees, and Audit & Supervisory Board

	Chairperson	Main Roles	Number of Members & Composition
Board of Directors	Masayoshi Son Representative Director, Corporate Officer, Chairman & CEO	Decides statutory matters and critical matters related to business management, including investments, loans, and borrowings exceeding a certain amount	9 members (including 4 External Board Directors)
Nominating and Compensation Committee	Masami Iijima External Board Director, Independent Officer	Deliberates on Board Director election and dismissal criteria, candidate proposals, individual remuneration, and policies, etc. related to evaluation and remuneration, and makes recommendations to the Board of Directors	3 members (including 2 External Board Directors)
Investment Committee	-	Decides matters stipulated in the Regulations of the Investment Committee, including investment, loans, and borrowings under a certain amount	6 members
Brand Committee	Yoshimitsu Goto Board Director, Corporate Officer, Senior Vice President, CFO, CISO & CSusO	Decides matters stipulated in the Regulations of the Brand Committee, including management and licensing of the SoftBank brand	1 Chairperson 4 members (Senior Vice President, Head of the Corporate Legal Department, Head of Corporate Communications Office, Head of General Administration Department)
Audit & Supervisory Board	Masato Suzuki Full-time Audit & Supervisory Board Member	Audit & Supervisory Board Members attend meetings of the Board of Directors and thereby monitor and verify the decision-making of the Board and fulfillment of the Board's obligation to supervise the execution of duties by each Board Director	4 members (2 full-time members, 2 part-time members)

## Board Directors and Audit & Supervisory Board Members

Name/Position	Board Director	External Board Director	Independent Officer	Audit & Supervisory Board Member	Board Director Term of Office * Less than one year indicated with "-"	Number of Shares Owned (in thousands) * As of March 31, 2020
Masayoshi Son Representative Director, Corporate Officer, Chairman & CEO	✓				39 years	439,409
Ronald D. Fisher Board Director, Corporate Officer, Vice Chairman	✓				23 years	1,065
Yoshimitsu Goto Board Director, Corporate Officer, Senior Vice President, CFO, CISO & CSusO	✓				1 year	1,079
Ken Miyauchi Board Director	✓				32 years	2,832
Simon Segars Board Director	✓				3 years	-
Masami Iijima External Board Director, Independent Officer		✓	✓		2 years	-
Yutaka Matsuo External Board Director, Independent Officer		✓	✓		1 year	-
Lip-Bu Tan External Board Director, Independent Officer		✓	✓		-	-
Yuko Kawamoto External Board Director, Independent Officer		✓	✓		-	-
Masato Suzuki Full-time Audit & Supervisory Board Member				✓	3 years	10
Maurice Atsushi Toyama Full-time External Audit & Supervisory Board Member, Independent Officer			✓	✓	5 years	-
Soichiro Uno External Audit & Supervisory Board Member				✓	16 years	-
Hidekazu Kubokawa External Audit & Supervisory Board Member, Independent Officer			✓	✓	31 years	104

## ○ Evaluation of the Effectiveness of the Board of Directors

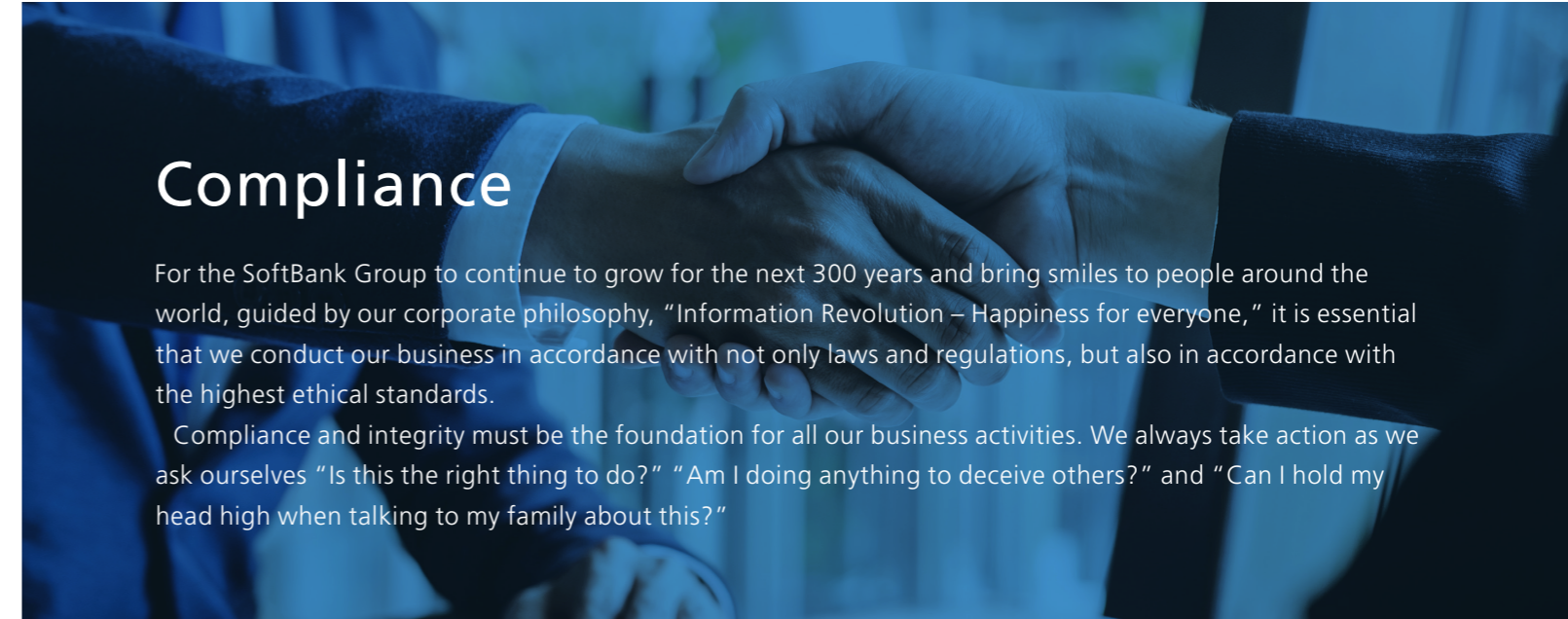
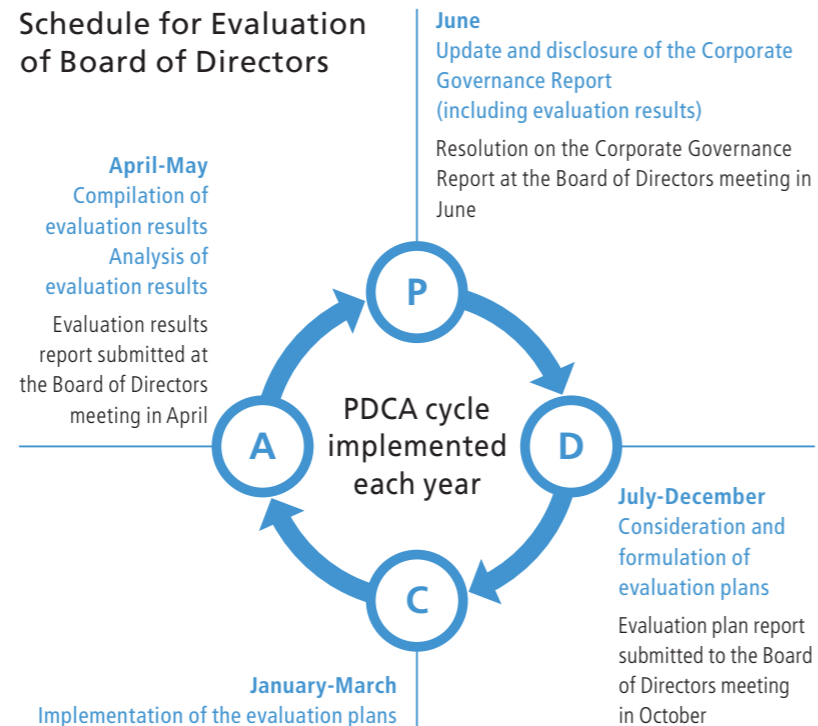
From November 2019 to April 2020, SoftBank Group Corp. had an independent organization conduct a questionnaire and interviews with its Board Directors (CEO, Executive Vice Presidents, and External Board Directors) and all of its Audit & Supervisory Board Members from the perspective of the composition, operation, and support systems of the Board of Directors, and conducted an evaluation of the effectiveness of the Board based on the results of the questionnaire and interviews.

The results of the evaluation confirmed the overall efficacy of the Board of Directors. At the same time, in the questionnaire and interviews, management and oversight of the Group companies and investees, as well as oversight of conflicts of interest, were often cited as important roles for the Board of Directors of SoftBank Group Corp. as a strategic holding company. In light of such roles of the Board of Directors, it was recognized that there is a need to enhance reporting on the status of Group companies and investees, as well as discussions on management systems for these companies. In addition, it was pointed out that there is a need to

increase the number of External Board Directors and to provide more detailed explanations at Board meetings and in Board meeting materials, particularly with regard to investment projects.

The results of the evaluation were reported at the Board of Directors meeting held in April 2020, and the Board has confirmed that it will make improvements with regard to the indicated issues.

### Schedule for Evaluation of Board of Directors



## Compliance

For the SoftBank Group to continue to grow for the next 300 years and bring smiles to people around the world, guided by our corporate philosophy, "Information Revolution – Happiness for everyone," it is essential that we conduct our business in accordance with not only laws and regulations, but also in accordance with the highest ethical standards.

Compliance and integrity must be the foundation for all our business activities. We always take action as we ask ourselves "Is this the right thing to do?" "Am I doing anything to deceive others?" and "Can I hold my head high when talking to my family about this?"

## ○ SoftBank Group Code of Conduct



As a strategic holding company, SoftBank Group Corp. has revised its code of conduct to further reinforce the entire Group's ethics and compliance structure. The "SoftBank Group Code of Conduct," which has been upgraded from the SoftBank Group Officer and Employee Code of Conduct established in December 2005, applies to everyone at the Softbank Group—the Group's directors, officers and employees in every country, region, business unit and department.

The "SoftBank Group Code of Conduct" clearly describes our five commitments, namely, our commitments to integrity and respect; being customer driven; transparency and robustness; diversity, inclusiveness and an engaging environment; and fair business. It also stipulates action statements, which provide direction in conducting business ethically, regarding the five commitments.

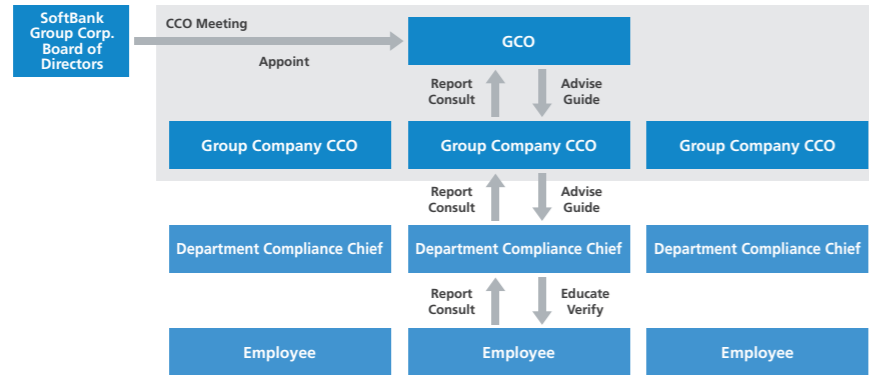
Find out more in our corporate website.



## ○ Group Compliance Structure

The SoftBank Group appoints a Group Compliance Officer (GCO) who is ultimately responsible for compliance on a group-wide basis, and a Chief Compliance Officer (CCO) who has responsibility for compliance at each Group company. Concentrating authority makes it possible to address compliance issues quickly and with flexibility. The GCO and CCOs plan and execute the necessary initiatives for the establishment and strengthening of the compliance structure to engage in corporate activities that adhere to high social ethics, in cooperation with compliance chiefs who undertake monitoring and education of each department in day-to-day operations.

The GCO and CCOs regularly share information at the CCO Meeting, and also cooperate as appropriate to promote the establishment of systems and initiatives that raise compliance awareness, and to enable the identification and resolution of compliance-related issues.



## Ethics & Compliance Helpline (Internal Reporting System)

The SoftBank Group believes that it is extremely important, in maintaining an ethical workplace, to create an environment in which employees feel safe to report issues and concerns related to compliance. The SoftBank Group leaders are responsible for creating an environment where each employee can report issues and concerns easily.

All of the SoftBank Group officers and employees have access to multiple channels to report any concerns related to compliance. In addition to helplines at each Group company, the SoftBank Group Ethics & Compliance Helpline has been established by SoftBank Group Corp. as a secondary channel for reports and issues arising from all Group companies' officers and employees. Any officer or employee who may be uncomfortable using their company's helpline may raise their concerns to the SoftBank Group Ethics & Compliance Helpline, especially for those situations that may have a serious adverse effect on the entire Group. The Ethics & Compliance Helpline accepts anonymous reporting and has multilingual support. Through this helpline, officers and employees can raise and consult on compliance issues and concerns that happened at their workplace, such as financial and accounting fraud, human rights infringement and harassment, all forms of corruption (misappropriation, bribery, etc.), conflicts of interest, and insider trading.

The SoftBank Group conducts timely and appropriate investigations of whistleblowing cases, verifies the facts, and takes corrective and relief measures as necessary. The SoftBank Group also takes appropriate actions on those disclosure cases and reports. We have no tolerance for any form of retaliation against those who report concerns in good faith, cooperate in investigations, or who refuse to engage in misconduct.

This Ethics & Compliance Helpline is available not only to the SoftBank Group officers and employees, but also to people outside the Group. If it comes to light that the SoftBank Group or its officers or employees have engaged in actions that violate laws or ethics or that might lead to such violations, please contact the following helpline.

■ **Ethics & Compliance Helpline** ..... Find out more in our corporate website.



## Efforts to Promote Ethics and Compliance (Educational/Awareness Program)

The SoftBank Group aims to improve the ethical and compliance awareness of all officers and employees by deepening their understanding of the SoftBank Group Code of Conduct. Topics related to ethics and compliance, including human rights, harassment and anti-corruption, are covered in training sessions for officers, managers, new recruits and mid-career recruits, as well as those by department or topic to promote adherence to the ethical and compliance requirements in the Group.

- Training for Officers
- Compliance Awareness Month

Find out more in our corporate website.



## Anti-corruption Initiatives

Under the supervision of the Board of Directors, the SoftBank Group pledges within its "Anti-corruption Policy" to conduct business operations ethically, not to tolerate any form of bribery and corruption, and to comply with all applicable laws prohibiting bribery and corruption (hereinafter "laws and regulations related to anti-corruption"). Also, we ensure that all Group employees are fully aware of the Anti-corruption Policy in order to prevent all forms of corruption that would constitute a compliance violation by the Group.

Each Group company establishes internal rules and procedures to efficiently incorporate the Anti-corruption Policy into business processes while taking into account laws and regulations related to preventing corruption. If any suspected violation of the Anti-corruption Policy or laws and regulations related to anti-corruption is discovered, the Legal or Ethics and Compliance departments of the companies involved promptly investigate the facts, elucidate causes, and implement appropriate corrective and preventive measures.

When SoftBank Group Corp. or its subsidiaries make new direct investments, as a part of the decision-making process, we collaborate with relevant internal departments and external legal advisors and perform due diligence not only on the business of the target company but also on its compliance with laws and regulations in order to additionally assess risks related to ethics, compliance, and internal control.

■ **Anti-corruption Policy** ..... Find out more in our corporate website.



### Increasing Anti-corruption Awareness

To ensure business activities are conducted ethically, the SoftBank Group has formulated the Anti-corruption Policy, which provides more specific details on measures to prevent corruption. The policy is always available on the Company's intranet for officers and employees to review. We also hold training sessions on anti-corruption and work to prevent corruption by reinforcing organizational structures for appropriately responding to corruption risks and by further raising awareness at the individual level.

### Political Contributions

The SoftBank Group complies with relevant political laws and regulations and aims to contribute to the development and promotion of policies that will provide benefits to society at large when involved in politics or policies.

## Information Security

SoftBank Group Corp. constructs a mechanism which manages information security risks continuously and efficiently in order to secure the adequacy business processes across the whole Group while preserving the managerial independence of each Group company.

### Principles for Information Security

The "Information Security Policy" and "Privacy Policy" establish principles that must be followed by the SoftBank Group's officers and employees.

#### Information Security Policy

Find out more in our corporate website.



#### Privacy Policy

Find out more in our corporate website.



### Group Information Security Governance Structure

SoftBank Group Corp. appoints a Chief Information Security Officer (CISO) as an information security management representative. The CISO also promotes and strengthens information security governance for SoftBank Group Corp. and the Group as whole.

### Group Information Security Governance Liaison Council

SoftBank Group Corp. has established the Group Information Security Governance Liaison Council, which is made up of the CISOs of business management companies and administered by the CISO of SoftBank Group Corp.

We also request that each business management company establish their own Information Security Governance Liaison Council consisting of the CISOs of their subordinate group companies and administered by the CISO of the business management company.

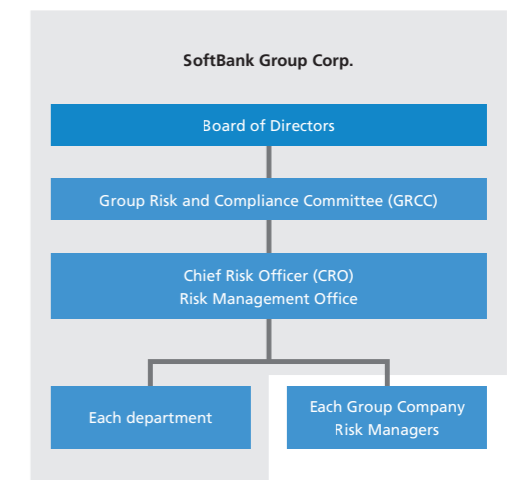
## Risk Management

As the Group companies operate their business across countries under differing political environments, business practices, cultures, and other circumstances, their business risks are increasing and becoming more complex. Under such circumstances, the SoftBank Group is striving to implement and enhance its global risk management system to identify any business-related risks at an early stage, address them appropriately and minimize any losses that may occur when such risks materialize.

### Risk Management System

The SoftBank Group companies appoint risk managers in accordance with the "Group Company Management Regulations of the SoftBank Group" and work to develop systems for reducing and preventing risks that arise in business activities. Should a material incident occur, there is a system by which Group companies immediately report the incident to SoftBank Group Corp., and appropriately respond while coordinating at the Group level. In addition, for risk management at SoftBank Group Corp., the "Risk Management Regulations" stipulate roles for each department, encompassing both risk reduction and prevention, and a system is in place for regular status monitoring and management by the Risk Management Department.

The Company has also established the Group Risk and Compliance Committee (GRCC) to oversee risk management for the entire Group and continues to strengthen its risk management system at the Group level, which includes deliberating on policies for risk management activities and response measures for material risks. To further strengthen our operational structure, the Risk Management Office was established in November 2020 and the Company's first Chief Risk Officer (CRO) was appointed.



### Risk Management Initiatives

The SoftBank Group has created a Plan-Do-Check-Act (PDCA) cycle for risk management under the supervision of the GRCC. Operating this cycle, we regularly collect risk information from the Group companies and analyze and evaluate it based on risk severity and frequency to identify material risks at the Group level. Information on material risks identified is reported to the GRCC and Board of Directors, and, based on their deliberations, response measures, revisions to the PDCA cycle and other actions are considered in order to minimize Group losses.





**SoftBank Group Corp.**

<https://group.softbank/en/>

Copyright © 2020 SoftBank Group Corp. All Rights Reserved.