

Sustained Growth in Corporate Value

SoftBank's CSR Initiatives

Responsibility to the Future

Information Revolution—Happiness for Everyone

Under this corporate philosophy, we will continue to create new value that leads to happiness around the world.

Lifestyles of the future will be unrecognizable to us today as technological developments extend beyond our imaginations.

At the same time, new and serious social issues will arise.

We believe in the power of AI, IoT, smart robots and other technologies.

Keeping an eye on the present while looking toward the future, we are seeking solutions to social issues, working alongside likeminded global organizations.

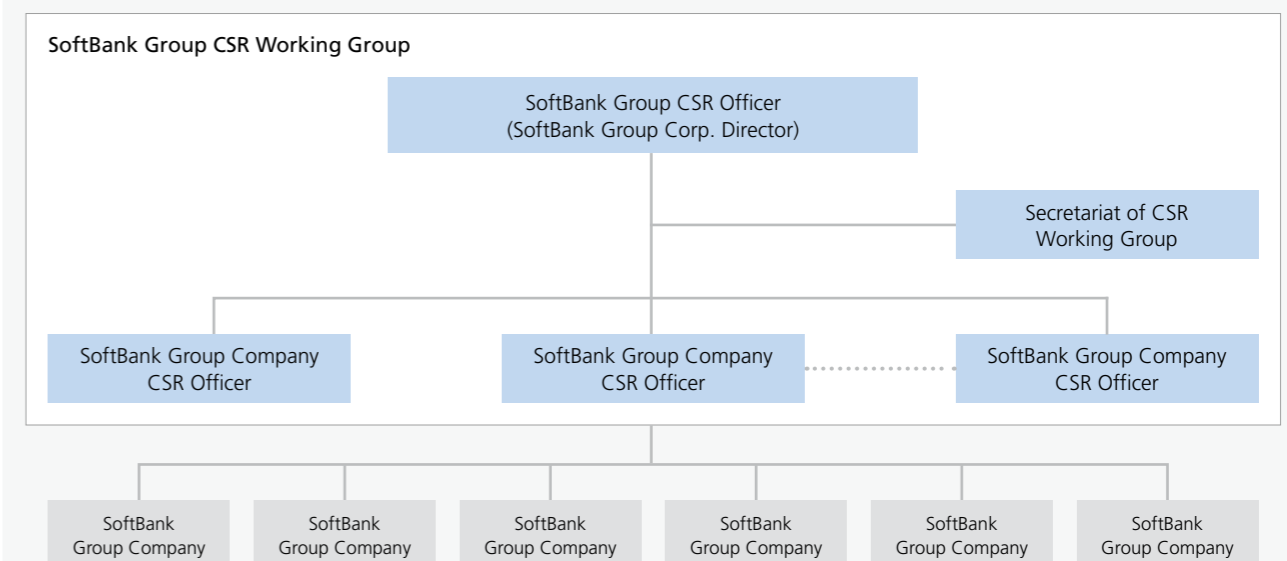
The SoftBank Group CSR Principles were established as guidelines for the corporate social responsibility (CSR) initiatives of all subsidiaries of SoftBank Group Corp. (SoftBank Group companies). Moreover, the principles were established with the aims of earning the trust and support of customers, shareholders, employees, business partners, and all other stakeholders and making this trust and support the foundations of sustainable growth. Based on the aforementioned principles and in light of their respective business attributes and levels of social impact, SoftBank Group companies identify priority tasks and advance independent initiatives.

CSR Principles and Promotion Structure

SoftBank Group will sustainably contribute to society in partnership with its global partners.

- We will provide delight, trust, and happiness through our customer-oriented business approach.
- To meet stakeholder expectations, we will continue to strive for corporate growth and clearly disclose information.
- Employee satisfaction, pride, uniqueness, and diversity will be encouraged and valued.
- Mutual trust and fair trade with our suppliers will be a priority.
- SoftBank Group will continue to drive the information society, support education for the next generation, increase communication for our diverse society, protect the environment and manage resources in a sustainable manner, and provide disaster response and relief, to create a better future for everyone.

The CSR System of SoftBank Group



Note: The member companies of the SoftBank Group CSR Working Group are as follows (as of January 7, 2019).
IDC Frontier Inc., Ltd., SB Atwork Corp., SB Energy Corp., SB Players Corp., SB Payment Service Corp., SB Media Holdings Corp., Carview Corporation, Cyber University Inc., SoftBank Corp., SoftBank Group Corp., SoftBank Technology Corp., ValueCommerce Co., Ltd., Fukuoka SoftBank HAWKS Corp., Vector Inc., and Yahoo Japan Corporation (in the order of the Japanese syllabary).

SoftBank Group CSR Working Group

SoftBank Group Corp. appoints one of its directors as SoftBank Group CSR officer, whose task is promoting the CSR initiatives of SoftBank Group. Significant SoftBank Group companies also appoint one of its directors as its CSR officer. SoftBank Group CSR officer sets out the Group's policy on CSR initiatives and has overall authority with respect to the advancement of CSR initiatives throughout whole SoftBank group. Further, through participation in the SoftBank Group CSR Working Group, SoftBank Group company CSR officers regularly share information and coordinate efforts with the aim of moving priority measures forward and improving the awareness of CSR among all employees.



Fumihiko Aono
CSR Officer
Executive Vice President & CHRO
SoftBank Corp.

Initiatives for the Achievement of the SDGs

While addressing the social issues that are now before us, we think it is also important to constantly imagine events that could potentially occur in society in the future and work quickly to find solutions for social issues that could become significantly worse with the passage of time. We have decided on five priority areas for CSR: Promotion of an Information Oriented Society, Development of the Next Generation, Response to Diverse Needs, Conservation of the Environment and Precious Resources, and Disaster Response and Reconstruction Support. We will work with likeminded companies globally to bring about a society that enriches the lives of people throughout the world.

SoftBank Group's Five Priority Areas



The Sustainable Development Goals (“SDGs”) adopted by the United Nations in 2015 consist of 17 goals for realizing a rich and vibrant future, and efforts are currently being made on a global scale to achieve them. The SoftBank Group’s corporate philosophy, “Information Revolution—Happiness for everyone,” encapsulates our aspiration since our founding of continuing to contribute to a society where all people live fulfilled and enriched lives. We will strive to achieve the SDGs by addressing social issues in five areas, which we regard as the responsibility of a company with global business operations.



Priority Area
1

Promotion of an Information Oriented Society Using Information Technology to Make Your Tomorrow Freer and More Comfortable

We want to create a world that provides equal internet access to everyone.
We want to create an environment that provides opportunities to interact with the latest technologies and enables people to take on challenges.
Our goal is to use information technology to realize a society where everyone, everywhere can lead a comfortable and free life.

Strive as an ICT Professional to Resolve Regional Social Issues

Aiming to Further Revitalize Local Communities by Expanding Geographical Coverage

Since 2017, we have been establishing CSR offices in different regions throughout Japan to build close ties with local communities and help them find solutions to social issues. In addition to Tohoku, Tokai, Kansai, and Kyushu, we established CSR offices in the Hokkaido, Chugoku and Shikoku, and Okinawa regions. The offices are staffed by elderly employees who have extensive experience and proven track records. In partnership with the key people of local governments, organizations, and regions, SoftBank Group is advancing initiatives with the aim of playing a leading role as an ICT professional in solving regional social issues as well as promoting workstyle reforms as a pioneer that utilizes senior human resources.

Disaster Preparedness Classes Using the Humanoid Robot *Pepper*

SoftBank has cooperated with Iizuka City in Fukuoka Prefecture and the Fukuoka District Meteorological Observatory to offer disaster preparedness classes for children. The content of the disaster preparedness lesson supervised by the Fukuoka District Meteorological Observatory was loaded into *Pepper*, which, acting as a teacher, conducted disaster preparedness lessons for children.



CSR Employees Conduct Special Classes for Junior High School Students

In response to a request from a local government in Shizuoka Prefecture, CSR employees gave “Work Styles in the Coming AI ERA Lectures.” The lectures provided children with new insight into such matters as companies’ approaches to work.



CSR Employees Based in Abira, Hokkaido, Undertaking Activities to Create Closer Ties with the Community

One of the main areas affected by the September 2018 Hokkaido Eastern Iburu Earthquake, Abira in Hokkaido has concluded a comprehensive partnership agreement with SoftBank. Under the Ministry of Internal Affairs and Communications-led “Regional Revitalization Personnel Exchange Program” *1, CSR employees are assisting reconstruction activities in the region as advisors.



*1 Under this program, local governments accept employees from private-sector companies located in the three major metropolitan areas for a certain period and use the know-how and knowledge to engage in activities that help enhance local attractions and to add to their value. The purpose of this program is to work with the local community by leveraging the expertise and experience of corporate employees and to foster collaboration in various ways by bringing in external perspectives.

Priority Area
2

Development of the Next Generation

Empowering Children Who Will Coexist with AI and Smart Robots

We would like today's children to become adults who draw on their experience with cutting-edge technology to take the initiative and pursue ambitious goals. Given that children will be the future leaders of society, what can we do for them now? We will help realize a society that lends itself to rearing children and encourages children to realize their dreams. We will provide children with equal opportunities to become familiar with the latest technology, regardless of the region or environment in which they live.

Priority Area
3

Response to Diverse Needs

Aiming for a Society Where Everyone Can Continue to Shine

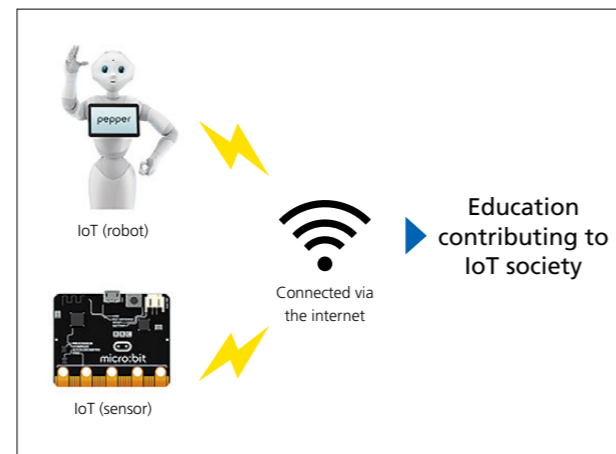
How can we use information technology to provide support so that senior citizens can lead comfortable lives? We want to use AI and smart robots to help people who are concerned about long-term care and daily life. While taking advantage of the strength of information technologies, we aim to create a world where all people are respected for being who they are.

IoT Challenge

Humanoid Robot *Pepper* and Microcomputer *micro:bit*—Launch of a New IoT Educational Program

In addition to the robot programming education program utilizing the humanoid robot *Pepper*, we launched the “IoT Challenge” in April 2019 as a new educational program.

Combined with *micro:bit*, this program aims to promote exchanges among participants in the “Pepper CSR Program.” The augmented *micro:bit* unit combines *Pepper*, a robot that speaks and moves, with various sensors (for detection of movement of people and objects, measurement of temperature, recognition of on/off position of buttons and switches, etc.). The combination of *Pepper* and *micro:bit* opens the door to various programming possibilities that connect things to one another to an extent that could not be achieved with the programming materials available until now. In preparation for the coming IoT society, SoftBank will continue to provide children with an environment where they can experience new technologies at school.



Maho Project

ICT Opening the Door to the Future

The “Maho Project” researches ways of utilizing mobile devices to provide educational and lifestyle assistance to children with special needs. In the fiscal year ended March 31, 2019, we conducted “Maho Project 2018—Maho Diary—” on the theme of recording the changes of participating students and differences resulting from the use of ICT.

One student with a progressive disease who participated in this project is in need of daily life support in mobility and other areas, and, unable to envisage a role in society, was worried about future career prospects. Being adept at technology, including the use of PCs, the student worked enthusiastically on various activities by programming *Pepper*, thereby gaining confidence. That led the student to decide on engineering as a career path and enter the

Waseda University e-School after passing the university entrance examination. At the university, the student chose “How technology can be used to overcome obstacles caused by physical disabilities” as a study theme.



MONET Technologies Inc.

Initiative to Address Transportation Challenges and Create New Value

MONET Technologies works with companies and regional governments to develop services that include regional on-demand transportation and shuttle services for enterprises.

In March 2019, the “MONET Consortium” was established to promote collaboration among companies as part of the firm’s relationship-building activities, which seek innovative advances in mobility technology through the participation of diverse service providers from a variety of industries. Through business

developments such as Mobility as a Service (MaaS)—which anticipates a future with self-driving technology—the consortium aims to promote next-generation mobility services, resolve mobility-related social issues, and create new value.

To enrich people’s lives by bringing problem-free mobility to all, MONET Technologies will continue to pioneer new mobility advancements using the “MONET Platform”, which combines various data with AI and cutting-edge technologies.



Vehicle for working parents



Share taxi in the Hattori school district of Fukuyama City, Hiroshima Prefecture

Orange Safety Net

Smartphone-driven, Nationwide Support Service for Elderly People with Dementia

In collaboration with Japan’s Ministry of Health, Labor and Welfare—which is conducting over a wide area a project to safeguard the elderly people with dementia—SoftBank is working with the National Caravan-Mate Coordinating Committee to provide nationwide monitoring support services that transcend local governments.

Japan has an aging population, and the use of ICT to keep watch over elderly people with dementia will be increasingly important in the future. SoftBank is actively promoting initiatives such as these in cooperation with the Japanese government.

Priority Area
4

Conservation of the Environment and Precious Resources

Moving Forward Alongside the Planet over the Next 300 Years

What can we do if we want to minimize the environmental impact of our business activities? As a company driving the information revolution, SoftBank wants to contribute to realizing a society that is in harmony with the environment.

We want to leave a more abundant planet to the next generation, one that has not lost any of its natural value. To this end, we will continue employing advanced technology to enable the utilization of new energy sources and conservation of the environment.

Environmental Initiatives

Environmental Action Guidelines

SoftBank is engaged in the preservation and conservation of the global environment that leverage the nature and scope of its respective businesses for the continuous development of a sustainable society. Specifically, SoftBank will:

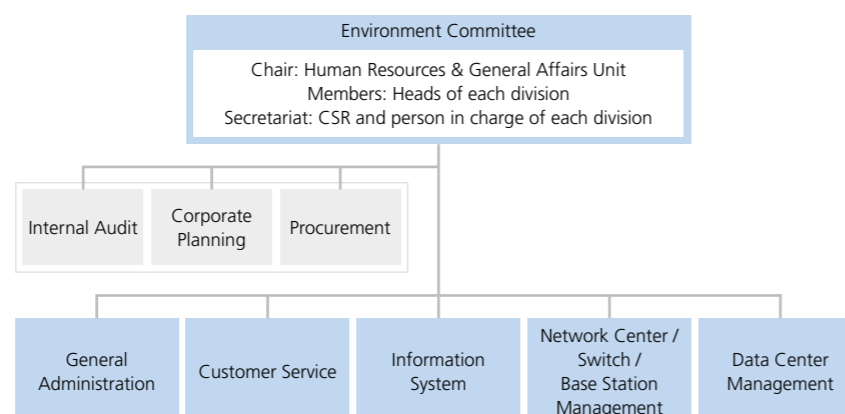
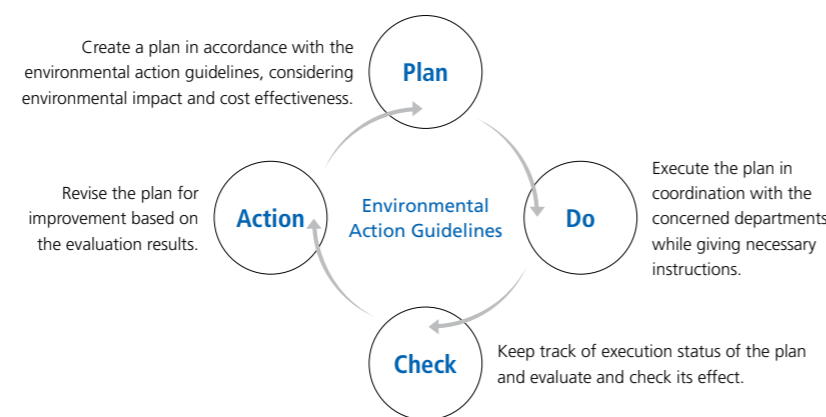
- Comply with environmental laws, ordinances, and other regulations and requirements.
- Develop and operate environmental management system necessary to make continuous improvements in such environmental areas as energy conservation, resource conservation, and waste reduction to reduce environmental impact caused through operational activities.
- Promote environment friendly green procurement in our purchase of office equipment and supplies.
- Strive to develop and offer networking technologies and services that reduce environmental impact for the energy conservation of the entire society.
- Enhance environmental awareness through the environmental education of employees and promote communication through the appropriate disclosure of information.

Environmental Management System

SoftBank aims to improve the environmental sustainability of its corporate activities by focusing on the prevention of global warming, the promotion of mobile phone recycling, and the conservation of resources.

As public awareness of environmental issues grows, expectations are diversifying with respect to the provision of environmentally friendly products and services, adherence to regulations governing environmental protection, and achievement of energy conservation and resource saving through smart business practices. To respond swiftly to these trends and expectations, SoftBank has incorporated a PDCA (plan, do, check, and action) cycle to guide its environmental management system and makes improvements on a continuous basis.

Further, to promote groupwide environmental conservation activities, SoftBank has established the Environment Committee covering environmental matters, which complies with the ISO 14001 international standard.



Environmental Targets in Offices

SoftBank has established an environmental management system, and its Head Office has been certified under the ISO 14001 environment management standard. We are presently carrying out environmental protection activities at our Head Office and at our offices throughout Japan.

Type of activity		Location (scope) of activity	Fiscal year ending March 31, 2020	
			Focus of activity	Objective of activity
Clean energy	Stable operation of on-site fuel cells to generate electricity	Head Office	Electricity consumption	25% reduction compared with fiscal year ended March 31, 2011 levels
			Lights-out management system	Continued light-out management system in offices
In-house education	Training on environmental matters	Company wide	Knowledge about environmental matters	Increase staff knowledge of the laws governing treatment of industrial waste and handling Freon gas Increase staff knowledge about how to handle used mobile phones

Environmental Targets at Network Centers

We proactively undertake environmental preservation activities with the maintenance and management of our network infrastructure facilities. To minimize the environmental impact from SoftBank's business activities, network centers across Japan are ISO 14001 certified.

Type of activity		Fiscal year ending March 31, 2020	
		Focus of activity	Objective of activity
Energy-saving	Efficient use of electrical energy	Electrical energy use (consumption)	1% reduction in a year
Waste materials	Proper handling of industrial waste	Industrial waste	Proper handling
	Proper handling of waste CFCs	Waste CFCs	Proper handling

For environmental data, please see page 58.

Environmental Conservation Initiatives

Through its businesses, SoftBank conducts 3R (reduce, reuse, and recycle) activities.



Reduce

From customers who use SoftBank mobile phone services, we collect and recycle the components of mobile phones and tablets that no longer work. Also, we are endeavoring to reduce our use of paper by digitizing and creating apps for user manuals.

Reuse

SoftBank enables customers to trade in mobile phones or tablets that still work but are no longer used because customers have upgraded their devices. We refurbish these devices and promote their reuse in emerging countries.

Recycle

We actively collect used mobile phone handsets, battery packs, chargers, USIM cards, and other accessories regardless of the mobile network operator or manufacturer that originally provided the equipment and accessories. In the fiscal year ended March 31, 2019, we collected approximately 1.17 million used mobile phone handsets.

Resource and Energy-related Measures

SoftBank is making use of safe, clean alternative energy sources, such as wind and solar power. In July 2011, SoftBank, 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, SoftBank shares policy recommendations and information to promote the spread of renewable energy.

In addition, at the network center in Toda City, Saitama Prefecture, we installed solar panels with a power generation capacity of approximately 10,000 kWh per year, and radio base stations equipped with solar panels ("Eco base stations"). In good weather conditions, solar power generation can provide all of the energy needed to operate the base stations.



Priority Area
5

Disaster Response and Reconstruction Support

Using ICT to Connect Hearts with Resources to Withstand Disasters

Are there ways in which we can make more use of our capabilities and cutting-edge technologies to provide peace of mind and safety? In whatever small way that we can, we would like to reduce the misery caused by disasters. To meet our social responsibilities as a company engaged in the communication of information, we will continue considering what we can do and provide ongoing support that closely reflects the needs of customers and local communities.

Disaster Prevention and Reconstruction Initiatives

Safety and Security as Part of Our Corporate Responsibility

As an operator that manages telecommunications infrastructure, one of society's lifelines, we conduct disaster readiness and response drills that simulate a major earthquake or fire twice a year in spring and autumn.

Additionally, on March 11, 2019, we conducted Japan's first disaster prevention demonstration that made use of a 5G mobile communications system. We use the latest technologies to protect our customers' means of communication in the event of a disaster.

Disaster Support Activities during the Fiscal Year ended March 31, 2019

Following a natural disaster, which can occur anywhere in Japan, SoftBank is prepared to rapidly deliver digital devices and donate funds to places in need. The assistance we can provide includes device-lending, usage fee deadline extensions, communications fee reductions, and free or reduced-rate repairs for damaged devices. SoftBank has received letters of appreciation from the Ministry of Economy, Trade and Industry for lending out 300 iPads during a period of heavy rain in western Japan as well as from Ibaraki City, Osaka Prefecture, for support provided in response to the 2018 Osaka earthquake.

Main Support Activities (Fiscal Year Ended March 31, 2019)

		Device-lending	Donations
June	Osaka Earthquake	62 devices	¥512,762
July	Typhoon Prapiroon (heavy rain in western Japan)	1,145 devices	¥7,626,028
September	Hokkaido Eastern Iburi Earthquake	338 devices	¥1,359,943
September	Typhoon Jebi	No devices	¥538,566

3.11 Initiatives

Preserving the Memory of the Great East Japan Earthquake

It has been eight years since the Great East Japan Earthquake. In memory of this tragic event, the SoftBank store in Omotesando, Tokyo, was decorated and balloons were passed out from March 9 to 11. Over these three days, some 2,000 balloons were distributed, which was commented on widely over social media. During the same period, we offered lunches in support of the reconstruction efforts at our corporate headquarters cafeteria, which served dishes made with ingredients from the Tohoku region.



Business Continuity Planning (BCP)

The purpose of business continuity planning (BCP) is to enable companies to continue core operations or restore them rapidly and minimize damage to business assets if companies encounter an emergency, such as a natural disaster, a catastrophic fire, or a terrorist attack. Accordingly, BCP sets out activities to be implemented in normal times as well as methods of continuing operations in times of emergency.

SoftBank utilizes AI and ICT to rapidly gather and relay disaster information, take disaster prevention measures that help people protect themselves during disasters, and implement disaster mitigation measures aimed at reducing damage after disasters.

Disaster Management and Civil Protection Operation Plans

SoftBank endeavors to ensure the safety of customers and the provision of stable telecommunications services in emergencies, such as natural disasters, terrorist attacks, and pandemics. As a designated public institution, SoftBank has formulated a disaster management operation plan pursuant to "The Basic Act on Disaster Management." We have established systems for disaster prevention and preparedness. If a disaster occurs, we will follow the disaster management operation plan and work closely with relevant agencies.

As a designated public institution, SoftBank has also formulated a civil protection operation plan pursuant to "The Civil Protection

Act." If a terrorist attack or other type of armed attack is predicted or occurs, we will follow the civil protection operation plan and work closely with relevant agencies.

Disaster Countermeasures

When a disaster occurs, mobile phones often become a lifeline enabling people to confirm the safety of family and friends and to access information. SoftBank is building telecommunications networks with robust disaster resilience and establishing capabilities that facilitate rapid recovery in times of disaster.

Restoring Services

To quickly restore mobile phone services, which often serve as a lifeline, following a disaster, we have developed a moored-balloon wireless relay system for deployment when a base station is rendered inoperable. These have been positioned at key locations across Japan to provide back-up communications channels for use in a disaster.



Robust Network Center Equipment

As a communications operator, SoftBank is taking all possible disaster prevention measures to ensure that facilities containing communications equipment are resilient against earthquakes, fires, power outages, and other disasters. SoftBank's fiber-optic cables and communication transmission line systems laid across Japan are designed and installed with redundancy in mind so that traffic can be rerouted if there are disruptions. This strong resilience to disruptions underpins our networks. Further, to avoid concentration risk we have distributed our network centers throughout Japan, primarily in the major cities of Hokkaido, Tohoku, Kanto, Tokai, Kansai, Chugoku, Shikoku, and Kyushu.



Seismic resistance:
Able to withstand an earthquake measured as 7 on the Japanese seismic intensity scale
Power supply measures:
Fully equipped with batteries that can supply power for between 48 hours and 72 hours

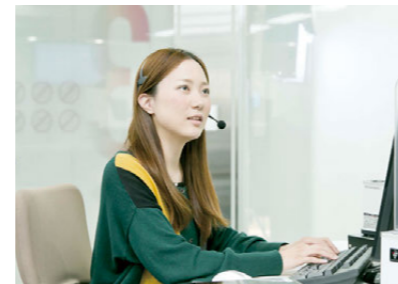
Stakeholder Engagement

Our business is built on the relationships we have with our stakeholders, including customers, shareholders, employees, and business partners. We value all of our stakeholders and will continue to move forward together.

Staying Customer Focused

Raising Customer Satisfaction Levels

SoftBank strives to provide services and build a network environment that satisfies customers. Moreover, we want to bring customers joy, wonder, and excitement and to provide services that can be used easily and with peace of mind. To these ends, SoftBank cultivates high levels of conscientiousness and skill in its store personnel. In addition, we use feedback from customer satisfaction surveys to increase the quality of contact center operations. In such ways, we consistently reflect feedback from customers to make timely improvements.



Meeting Our Shareholders' Expectation

Timely, Accurate Disclosure

SoftBank's corporate activities are supported by a large number of shareholders. While executing corporate operations to fulfill shareholders' expectation, we will work hard to disclose relevant, accurate information in a timely manner and to minimize any information gaps between Japan and other regions.

As one of these initiatives, we provide live streaming of our earnings results briefings and annual general meetings of shareholders in both Japanese and English. After the meetings, we post the videos on our corporate website.



Recognizing the Importance of Job Satisfaction and Employee Motivation

Providing an Environment Where Women Can Make Full Use of Their Abilities

Many of our female employees successfully balance work and childcare. SoftBank has received the "Eruboshi" designation (class 2) from the Minister for Health, Labor and Welfare in recognition of being a company that excels in the empowerment of women.



Creating a Society in which Everyone Can Participate

SoftBank is working to create an inclusive environment where anyone, including people from the LGBT community, can work comfortably and play important roles with a sense of job satisfaction and pride. With this in mind, we have extended eligibility for wedding leave, congratulatory and condolence payments, and other benefits beyond legally recognized spouses to include same-sex partners*1. Further, we have established a consultation service for LGBT individuals at our Wellness Center. In addition, we are cultivating understanding of LGBT individuals through training for newly appointed managers and e-learning for all employees.



*1 Implemented in October 2016

Evolving Together with Our Business Partners

We aim for mutual business value growth and development with our business partners by having good and fair relations with them.

Main Policies and Guidelines with Respect to Business Partners

■ Maintaining Fair Business Relations with Business Partners

All actions undertaken by procurement divisions are compliant with the Procurement Policy of SoftBank. Details of each item are available on the websites of SoftBank and the internal and external parties concerned are informed of the policy to ensure understanding.

Procurement Policy

1. Provision of fair opportunities for competition
2. Selection of business partners based on rational and clear criteria
3. Compliance with laws
4. Management of confidential information provided by business partners
5. Mutual confidence-building with business partners
6. Green procurement
7. Prohibition of mixing private relations
8. Positive evaluation of CSR efforts by business partners

■ Addressing CSR Challenges Together with Business Partners

SoftBank maintains a Code of Ethical Purchasing and asks business partners for their cooperation in complying with the code. The purpose of the code is to enable the Group to maintain public trust by providing safe and reliable products and services to customers.

Code of Ethical Purchasing

1. Environmental consideration
2. Information security
3. Fair competition
4. Quality and safety assurance
5. Occupational health and safety
6. Prohibition of child labor
7. Prohibition of forced labor
8. Prohibition of discriminatory and inhumane treatment
9. Work hours
10. Fair payment
11. Freedom of association

■ Promoting Products That Help Reduce CO₂ Emissions

In order to contribute to the sustainable development of society, SoftBank has established Green Procurement Guidelines to explain our fundamental idea on green procurement to our business partners. The guidelines aim to facilitate procurement of products that reduce CO₂ emissions.

Green Procurement Guidelines

For details on our stakeholder engagement, please see the URL below.
<https://www.softbank.jp/en/corp/csr/responsibility/stakeholders/>

SoftBank's Human Resource Strategy

SoftBank's human resource strategy is designed to accelerate the *Beyond Carrier* strategy as a growth strategy. To maintain its signature vitality, the Company helps ambitious personnel realize their potential and appropriately rewards those who produce results. From among a wide range of human resource initiatives, this section highlights initiatives themed on appropriate assignment (matching the right individual to the right job), personnel development, and workstyle reform.



Appropriate Assignment for Growth Strategy Acceleration

Providing Ambitious Personnel Opportunities to Grow Significantly

Under our self-reporting system, employees annually submit self-assessments of their fit to their current workplace and any specific job assignments they want to do, followed by interviews with their supervisors. This process enables personnel assignment that reflects each employee's aptitude and career plan.

Further, we provide employees with opportunities for self-growth and self-expression through a job posting (internal recruiting) system, a free agent (internal transfer) system, and the "SoftBank InnoVenture" system. These systems enable ambitious employees to put themselves forward and take on the challenge of working in new companies, businesses, or organizations.

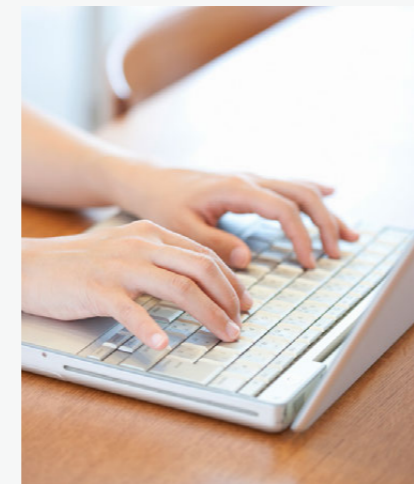
Job Posting System

This internal recruiting system for starting up new business lines provides opportunities for employees to grow and express themselves and establishes a challenging work environment. The system has attracted a great deal of interest among employees, with between three and five applicants for each of the several hundred positions available.

Type	Job posting system
Aim	Reassignment of personnel to new and growth businesses
Frequency	Quarterly, in principle

Main Projects		
Mobile payment	MaaS	AI Automated prediction
RPA	Energy IoT	5G

etc.



Shifting 40% of Personnel

—Reforming processes radically and reassigning personnel to fields that promise greater growth—

This initiative entails improving the efficiency of work processes in the telecommunications business to free up personnel for reassignment to strategic fields, thereby accelerating the growth of new businesses. In comprehensively assessing and redesigning the functions of organizations and existing work processes, we are adopting a zero-based approach and thinking outside of the box. Also, we are realizing laborsavings by automating

work processes using robotic process automation (RPA), AI, and other cutting-edge technology. Such measures will allow us to deploy personnel to fields that promise growth. Specifically, we aim to shift 40% of the personnel who were engaged in the telecommunications business as of the end of December 2018. We are already halfway to achieving this target as of the end of March 2019.

Free Agent System

The free agent system is another of our systems that is attracting a lot of attention among employees. It enables ambitious employees to take the initiative in advancing their careers by allowing them to transfer to their preferred department or Group company, subject to interviews and other screening processes. Since the system began in 2015, it has received applications from approximately 1,000 employees every year.



SoftBank InnoVenture

SoftBank InnoVenture

In 2011, "SoftBank InnoVenture" was established as an in-house system for starting businesses. The system not only solicits proposals for new businesses from employees but also welcomes joint proposals from employees and prospective employees or non-employees. Moreover, in the fiscal year ended March 31, 2017, we launched the "InnoVenture Lab" program to help foster entrepreneurs in-house. The lab's training programs give employees a wide range of knowledge, including insight about start-ups inside and outside of Japan, expertise in preparing plans for new businesses, and methods of analyzing business plans.

SoftBank's assignment of personnel who have successfully started up new businesses to key positions in the Company or in Group companies will build an in-house ecosystem that promotes the further creation of new businesses.





Personnel Development

Personnel Development Focused on Self-Improvement

Fostering Personnel with Strong Individuality

We believe that encouraging individual employees to think for themselves about choosing a career will enable each person to shine and thereby form an organization that is full of diversity. SoftBank supports motivated employees in developing their skills not only by offering a selection of training programs but also by having frontline employees conduct seminars aimed at sharing experience and know-how. Furthermore, the Company leverages the network of Group companies to provide global assignment programs.

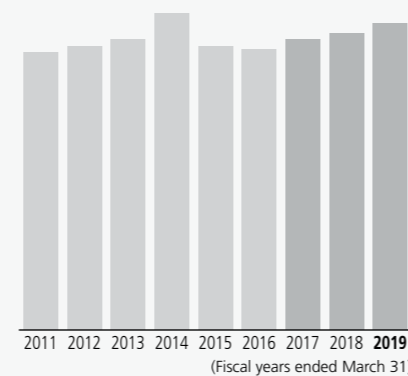
SoftBank University

In September 2010, we established "SoftBank University" as an organization for developing personnel who contribute to the realization of our corporate philosophy. SoftBank's aims are to respect diversity among employees and to foster employees with a strong sense of individuality. With these aims in mind, rather than company-led, uniform career development and training programs, SoftBank has established a system for autonomous career development in which employees select programs based on their career goals. In realizing this system, SoftBank uses its differentiated competence to take full advantage of ICT. As well as group training, SoftBank provides e-learning—which allows employees to access to lectures via a range of devices, including PCs, smartphones, and tablets—conducts live online lectures and discussions, and enables the downloading of archived videos.



Employees Participating in Group Training

More than **9,000**
since the fiscal year ended March 31, 2017



A discussion between program participants and Arm Limited CEO Simon Segars

SoftBank University Internally Certified Instructor (ICI) System

In June 2009, SoftBank introduced the "SoftBank University Internally Certified Instructor (ICI) System", which allows employees with certain skills to put themselves forward as candidates to become instructors. After acquiring certification as instructors, the employees conduct trainings based on their experience, thereby providing other employees with opportunities to enhance their skills. Instructors also organize and plan training programs in addition to their regular work. Based on these instructor's experience and expertise, the courses contribute to effective personnel development.

As of March 2019, there are over 120 ICIs, who instruct roughly 60 courses.



Global Challenge Program

In accordance with the *Beyond Carrier* strategy, SoftBank has established the Global Challenge Program with a view to foster young leaders who will drive the development of global businesses going forward. As part of their training, selected personnel are assigned as trainees to Arm Limited or other SoftBank Group subsidiaries outside of Japan. The experience of working at these companies amid different cultural conditions increases employees' understanding of and ability to address issues that stakeholders face. Upon returning from postings outside of Japan, these employees are expected to contribute to the global operations of SoftBank or its group companies.

Workstyle Reform

Workstyle Reform That Takes Maximum Advantage of Technology

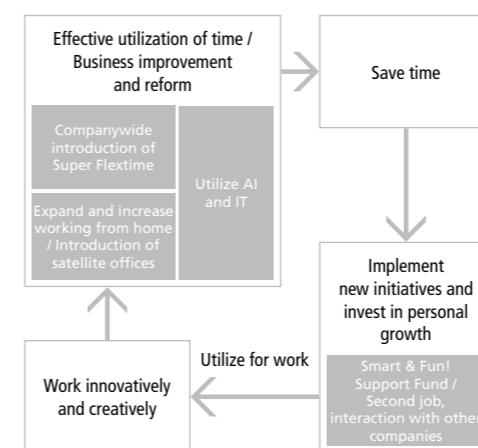
Respecting Diversity while Building an Innovative and Creative Organization

We want to be an organization whose employees are always full of vitality. Moreover, we want to be an organization that supports employees' ambitions. For these reasons, SoftBank is developing a range of systems to create workplaces that enable individual employees and the Company to realize their ambitions.

Smart & Fun!

—IT-enabled Workstyles—

SoftBank is tackling workstyle reform with "Smart & Fun!" as its in-house slogan. In this initiative, we are leveraging AI, big data, IoT, robotics, and other IT to work smartly and thereby allow personnel to concentrate on activities that are more creative and innovative. We are also freeing up time through the recently introduced Super Flextime System, which helps employees maximize results by liberating them from the constraints of conventional working hours and enabling them to work in a more efficient, focused manner. SoftBank aims to make work "fun!" throughout the Company by investing in the growth of each individual through the use of freed-up time for self-improvement, personnel interaction, or communication with friends or family members.



Promotion of Health and Productivity Management

To ensure our employees are mentally and physically healthy, we encourage employees to receive regular health checkups and stress checks. In addition, we have established the Wellness Center, introduced online medical consultations, and prohibited smoking during working hours*1. In an effort to help employees enhance their health, SoftBank organizes seminars and lectures on such themes as diet improvement, regular exercise, quitting smoking, mental health, and women's health.



*1. From April 2020, SoftBank will prohibit smoking during working hours. From October 2020, the Company will remove all smoking areas from its premises.

Support for Employees Working while Providing Childcare or Nursing Care

We offer a selection of work systems designed to suit the lifestyles of employees when they or their partners are pregnant, give birth, or are rearing children*2. Employees can take childcare leave until the day before their child's third birthday. Further, we provide support in relation to long waiting lists for nursery schools—which has become a social issue in recent years—by providing a range of benefits*3 and helping with the payment of nursery schools fees. To mitigate in whatever small way that it can any anxiety about returning to work on the part of employees, SoftBank allows employees to continue using their Company-issued mobile phones and tablets and to access the Company's intranet and e-learning tools during childcare leave*4. Also, we encourage communication by holding orientations and consultation events to which employees are free to bring along their babies.



Also, through the enhancement of systems for providing support and information, we are endeavoring to retain employees who provide nursing care to family members while working.

*2 Until the child completes the sixth grade of elementary school
 *3 Through the "Benefit Station" service of Benefit One Inc., SoftBank provides benefits, such as the joint use of approximately 160 day care centers operated for corporations as well as the use of other day care centers, babysitting services, and housekeeping services.
 *4 Including prenatal and postnatal leave

Promotion of Workstyle Reform

We provide the "Smart & Fun! Support Fund" to motivate employees to use the time that increased work efficiency frees up as an opportunity for personal growth. Further, in support of the Premium Friday initiative, we have begun encouraging employees to leave work at 3 p.m. on the last Friday of every month. Currently, many of our employees are making use of this initiative.

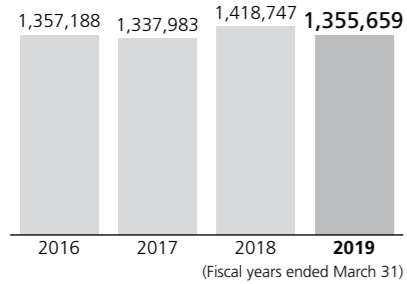
Non-financial Highlights

Environment

Resource Use

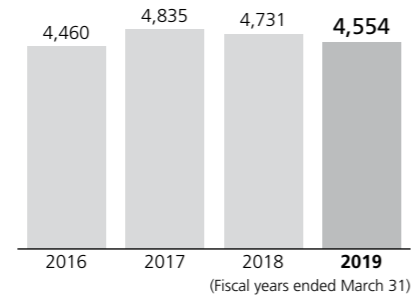
Electricity
(MWh)

1,355,659 MWh



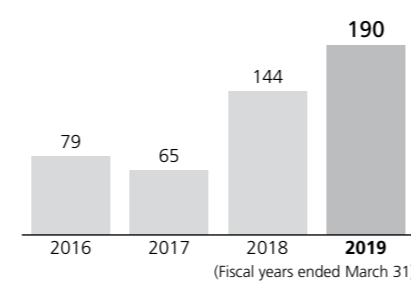
City Gas
(Thousands of m³)

4,554 thousands of m³



Bunker A Fuel Oil
(kl)

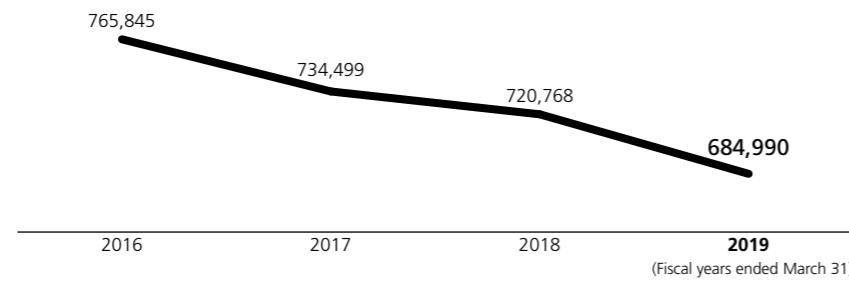
190 kl



Emissions of Substances of Environmental Concern

CO₂ Emissions
(t-CO₂)

684,990 t-CO₂



Workstyle

Workforce Composition

Percentages of men and women
Men: **73.3%**, Women: **26.7%***1

Average number of years of continuous service
12.1 years*1

Percentage of female managers
6.2%*2

Number of registered employees with disabilities
348*2

System Use

Percentage of paid leave taken
76.5%*1

Percentage of childcare leave taken
Men: **15.1%**, Women: **100%***1

Percentage of employees returning to work after childcare leave
97.6%*1

*1 Data as of March 2019
*2 Data as of April 2019