

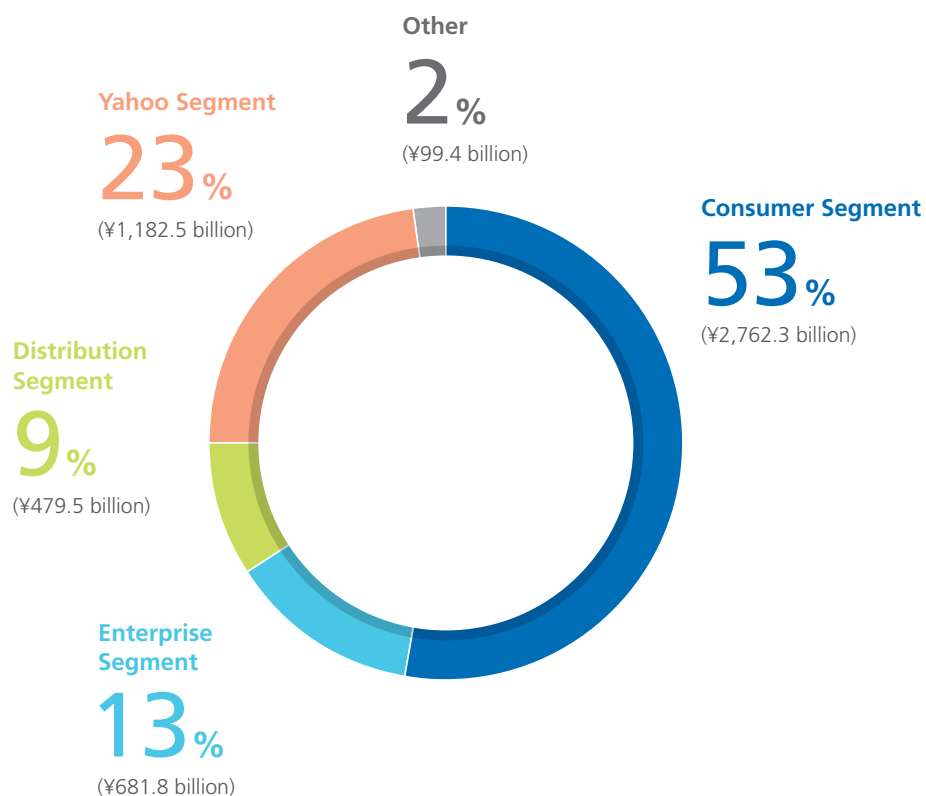
# Data Section

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# Business Overview

Fiscal year ended  
March 31, 2021

Revenue ¥ **5,205.5** billion



## Segment Breakdown by Revenue

Note: Revenue ratio for each segment is calculated based on sales to external customers. Percentages are rounded off to the decimal point, and the percentage total for the chart therefore may not add up to 100. Along with the consolidation of LINE Corporation in connection with the completion of the business integration between Z Holdings Corporation and LINE Corporation in March 2021, from the fiscal year ending March 31, 2022, the name of reportable segment "Yahoo" was changed to "Yahoo! JAPAN/LINE."

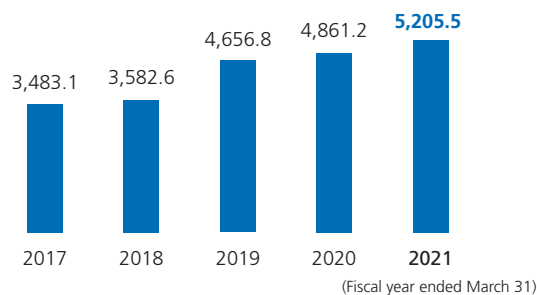
|  |  |  |  |
|--|--|--|--|
| <p><b>Consumer Segment</b></p>   | <p><b>For Individual Customers</b></p> <ul style="list-style-type: none"> <li>• Mobile communications services: Offering of three brands: <i>SoftBank</i>, <i>Y!mobile</i>, and <i>LINEMO</i></li> <li>• Broadband services: Offering of such services as <i>SoftBank Hikari</i>, a high-speed Internet connection service for households</li> <li>• Trading and supply of electric power and provision of electric power trading agency services</li> <li>• Sale of mobile devices</li> </ul>   |  |  |
| <p><b>Enterprise Segment</b></p>   | <p><b>For Enterprise Customers</b></p> <ul style="list-style-type: none"> <li>• Mobile communications and mobile services such as device rental</li> <li>• Fixed-line communications services such as fixed-line telephones and data communications</li> <li>• Business solutions and other services, including data centers, cloud services, security, global, AI, IoT, and digital marketing</li> </ul>  |  |  |
| <p><b>Distribution Segment</b></p>   | <table border="0"> <tr> <td data-bbox="1480 735 1792 983"> <p><b>For Enterprise Customers</b></p> <ul style="list-style-type: none"> <li>• Provision of products and services addressing ICT, cloud services, IoT solutions and other areas</li> </ul> </td> <td data-bbox="1792 735 2085 983"> <p><b>For Individual Customers</b></p> <ul style="list-style-type: none"> <li>• Design and provision of mobile and PC peripherals, including accessories, as well as software, IoT products and other items</li> </ul> </td> </tr> </table>  | <p><b>For Enterprise Customers</b></p> <ul style="list-style-type: none"> <li>• Provision of products and services addressing ICT, cloud services, IoT solutions and other areas</li> </ul>  | <p><b>For Individual Customers</b></p> <ul style="list-style-type: none"> <li>• Design and provision of mobile and PC peripherals, including accessories, as well as software, IoT products and other items</li> </ul> |
| <p><b>For Enterprise Customers</b></p> <ul style="list-style-type: none"> <li>• Provision of products and services addressing ICT, cloud services, IoT solutions and other areas</li> </ul>  | <p><b>For Individual Customers</b></p> <ul style="list-style-type: none"> <li>• Design and provision of mobile and PC peripherals, including accessories, as well as software, IoT products and other items</li> </ul>   |  |  |
| <p><b>Yahoo Segment</b></p>  | <table border="0"> <tr> <td data-bbox="1480 983 1792 1230"> <p><b>Commerce Field</b></p> <ul style="list-style-type: none"> <li>• Provision of e-commerce services such as <i>YAHUOKU!</i>, <i>Yahoo! JAPAN Shopping</i>, <i>PayPay Mall</i>, and <i>ZOZOTOWN</i></li> <li>• Provision of membership services such as <i>Yahoo! JAPAN Premium</i></li> <li>• Provision of financial and payment-related services such as credit cards</li> </ul> </td> <td data-bbox="1792 983 2085 1230"> <p><b>Media Field</b></p> <ul style="list-style-type: none"> <li>• Provision of advertising-related services on the Internet</li> </ul> </td> </tr> </table>  | <p><b>Commerce Field</b></p> <ul style="list-style-type: none"> <li>• Provision of e-commerce services such as <i>YAHUOKU!</i>, <i>Yahoo! JAPAN Shopping</i>, <i>PayPay Mall</i>, and <i>ZOZOTOWN</i></li> <li>• Provision of membership services such as <i>Yahoo! JAPAN Premium</i></li> <li>• Provision of financial and payment-related services such as credit cards</li> </ul> | <p><b>Media Field</b></p> <ul style="list-style-type: none"> <li>• Provision of advertising-related services on the Internet</li> </ul>  |
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| <p><b>Other</b></p>  | <ul style="list-style-type: none"> <li>• Settlement services; online security trading service for smartphones; online business solutions and services; planning and production of digital media and digital content; sales of download licenses for PC software; advertising sales; R&amp;D and manufacturing of network equipment, business planning, and activities for usage of frequency band related to the HAPS* business.</li> <li>• Investments in cutting-edge technologies and launch of new businesses</li> </ul> <p>*HAPS (High Altitude Platform Station) refers to systems where unmanned objects such as aircraft flying in the stratosphere can be operated like telecommunications base stations to deliver connectivity across wide areas.</p> |  |  |

## Performance Highlights (Financial)

### Revenue

¥ **5,205.5** billion

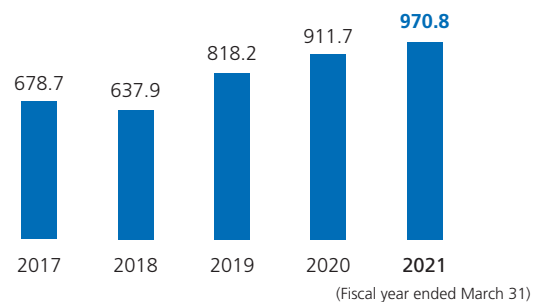
(Billions of yen)



### Operating income

¥ **970.8** billion

(Billions of yen)



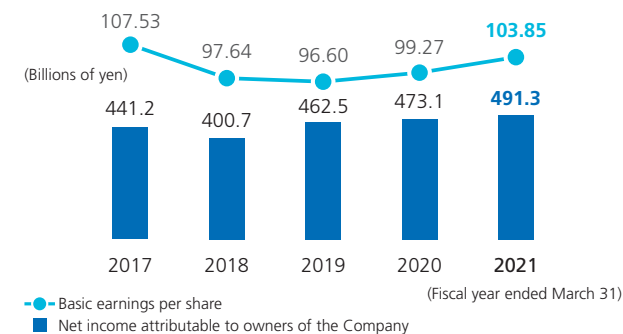
### Net income attributable to owners of the Company

¥ **491.3** billion

### Basic earnings per share\*1

¥ **103.85**

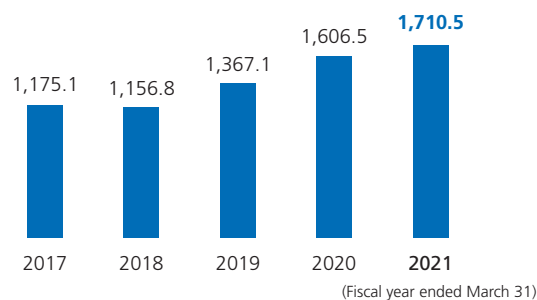
(Yen)



### Adjusted EBITDA\*2

¥ **1,710.5** billion

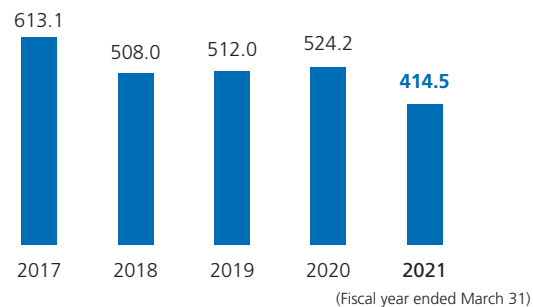
(Billions of yen)



### Adjusted free cash flow\*3

¥ **414.5** billion

(Billions of yen)

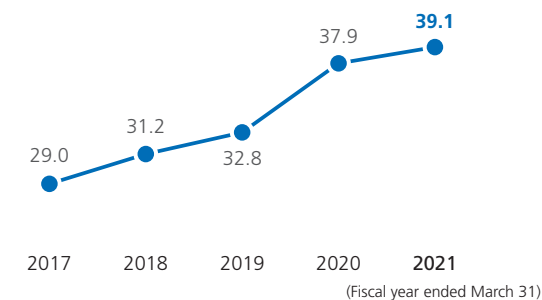


### ROE\*4

(Ratio of net income to equity attributable to owners of the Company)

**39.1** %

(%)



\*1 Earnings per share attributable to owners of the Company.

\*2 Adjusted EBITDA = operating income + depreciation and amortization (including loss on disposal of non-current assets) ± other adjustments

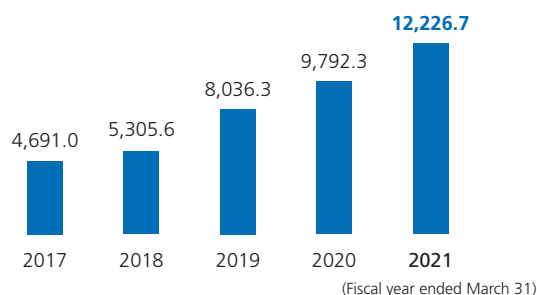
\*3 Adjusted free cash flow = free cash flow ± total cash flows relating to non-recurring transactions with SoftBank Group Corp. + (proceeds from the securitization of installment sales receivables – repayments thereof). Z Holdings Corporation and impact of IFRS 16 adoption excluded in fiscal years ended March 31, 2019 and March 31, 2020. Free cash flow at Z Holdings Corporation and A Holdings Corporation, proceeds from obtaining control of subsidiaries owing to the management integration with LINE Corporation, and the impact of IFRS 16 adoption excluded in the fiscal year ended March 31, 2021. Dividend income from Z Holdings Corporation included in the fiscal year ended March 31, 2021.

\*4 ROE (Ratio of net income to equity attributable to owners of the Company) = net income attributable to owners of the Company/average equity attributable to owners of the Company over the fiscal year

## Performance Highlights (Financial)

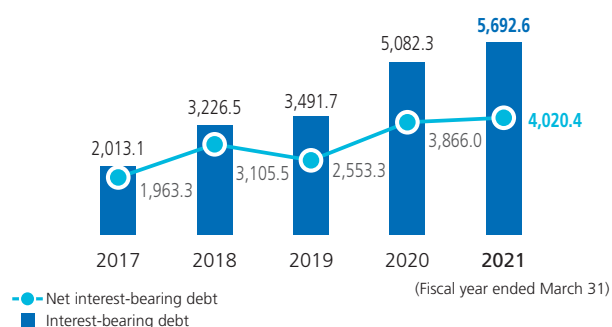
**Total assets** ¥ 12,226.7 billion

(Billions of yen)



**Interest-bearing debt** ¥ 5,692.6 billion

(Billions of yen)



**Credit ratings\*6**

Rating and Investment Information, Inc. (R&I)

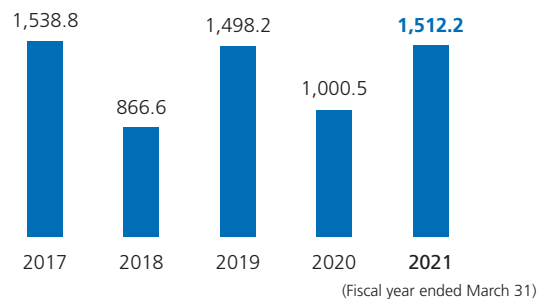
**A+**  
(stable)

Japan Credit Rating Agency, Ltd. (JCR)

**AA-**  
(stable)

**Total equity attributable to owners of the Company** ¥ 1,512.2 billion

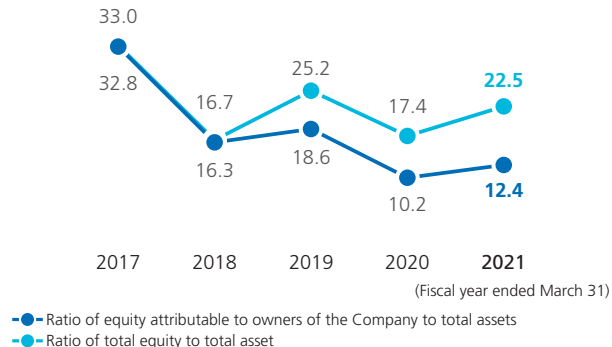
(Billions of yen)



**Ratio of equity attributable to owners of the Company to total assets\*7** 12.4 %

**Ratio of total equity to total asset** 22.5 %

(%)



\*5 Net interest-bearing debt = interest-bearing debt – cash and cash equivalents – cash reserves for securitization of receivables  
From the fiscal year ended March 31, 2021, the definition of net interest-bearing debt was revised and the amount of cash reserves for securitization of receivables was added, therefore figures have been retroactively restated going back to the fiscal year ended March 31, 2020.

\*6 In regard to issuer credit ratings, the Company has obtained ratings from Rating and Investment Information, Inc. (R&I) on August 18 and Japan Credit Rating Agency, Ltd. (JCR) on September 10, 2021, and maintained the same ratings respectively.

\*7 Ratio of equity attributable to owners of the Company to total assets = total equity attributable to owners of the Company/total assets

Note: The Company has adopted IFRS 15 from the fiscal year ended March 31, 2019. IFRS 15 has been retroactively applied to figures for the fiscal year ended March 31, 2018. In addition, we have adopted IFRS 16 “Leases” starting from the fiscal year ended March 31, 2020. Figures for the fiscal year ended March 31, 2019 and earlier have not been restated because a method to recognize the cumulative effect from the day of adoption has been employed in accordance with IFRS 16 transitional measures. Transactions under common control are accounted for as if such transactions were executed by SoftBank Corp. and its subsidiaries on the later of the acquisition date of the transferred companies by SoftBank Group Corp. or the opening balance sheet date of the comparative period. As a result, the figures for Z Holdings Corporation, which became a subsidiary in June 2019, have been revised retroactively to be consolidated for the fiscal year ended March 31, 2019.

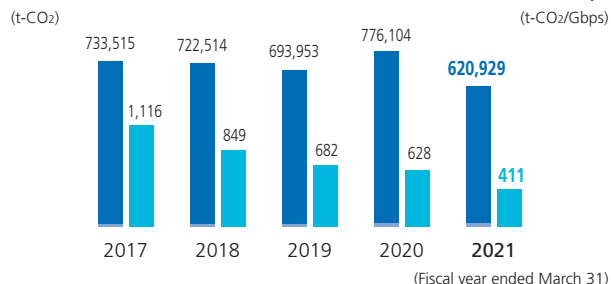
# Performance Highlights (Non-Financial)

## Environment-related (E)

In May 2021 we unveiled our Carbon Neutral 2030 Declaration and established targets for reducing greenhouse gas emissions.

**Greenhouse gas emissions (total)\*1** **620,929** t-CO<sub>2</sub>

**Emissions per communication volume\*\*2** **411** t-CO<sub>2</sub>/Gbps



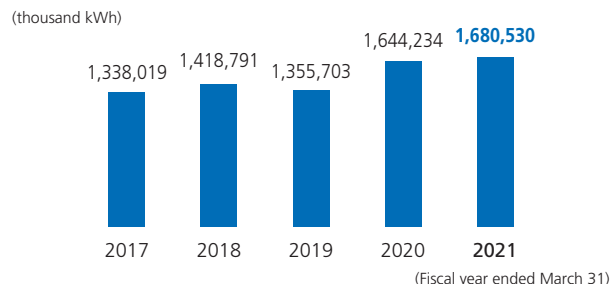
■ Scope 1 ■ Scope 2 ■ Emissions per communication volume

\*Values increased in fiscal year ended March 31, 2020 due to a change in boundaries

\*1 Target of zero carbon emissions (carbon neutrality) set for Scopes 1 and 2 in the fiscal year ending March 31, 2031 (FY30). Greenhouse gas emissions for the fiscal year ended March 31, 2021 (FY20) were independently verified by the Japan Quality Assurance Organization (limited level of assurance compliant with ISO 14064-3 and ISAE3000).

\*2 Greenhouse gas emissions per communication volume

**Energy consumption (electricity)\*3** **1,680,530** thousand kWh

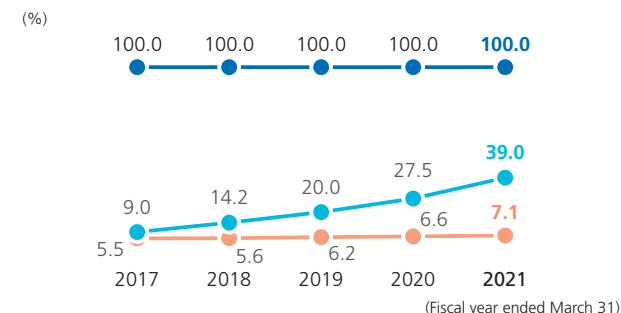


\*3 In the fiscal year ending March 2031 (FY30), it is estimated to be 2,500,000,000 kWh, 1.5 times greater than in the fiscal year ended March 31, 2020, in response to the traffic growth through the provision of 5G, etc., and the goal of using renewable energy for total power supply was set.

## Society-related (S)

In June 2021 we established a target for the ratio of women in management positions and set up a Women's Activity Promotion Committee so that we can work towards achieving this goal. We are also encouraging male employees to take paternity leave and the number of employees that do so is increasing year by year.

**Percentage of employees taking childcare leaves (women)** **100.0** %  
**Percentage of employees taking childcare leaves (men)** **39.0** %  
**Percentage of women in management positions\*\*4 (SoftBank only)** **7.1** %



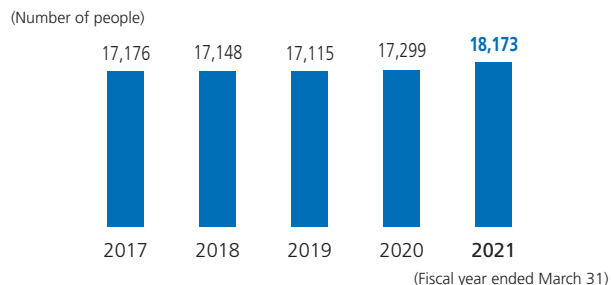
● Percentage of employees taking childcare leaves (women) (SoftBank + major subsidiaries)  
 ● Percentage of employees taking childcare leaves (men) (SoftBank + major subsidiaries)  
 ● Percentage of women in management positions (SoftBank only)  
 \*4 Counted on April 1 of each year

## Society-related (S)

Starting in the fiscal year ended March 31, 2021, employees have embraced teleworking with the use of various IT tools, including online conferencing systems and business chat software.

**Number of employees (SoftBank only)** **18,173**

**Teleworking ratio\*\*5\*\*6 (SoftBank only)** **95.9** %



■ Number of employees (SoftBank only)

\*5 Third-party guarantee obtained in June 2021 from the Japan Quality Assurance Organization

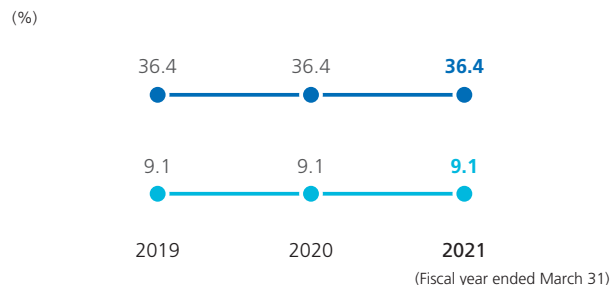
\*6 Ratio of employees that teleworked at least once a month

## Governance-related (G)

In June 2021 we added two more female external directors in an effort to further strengthen corporate governance. Six of the total 13 directors are now external directors. We also strive to strengthen information security and aim to achieve zero serious information security or privacy incidents every year.

**Ratio of independent external directors** **36.4** %

**Ratio of female directors** **9.1** %



● Ratio of independent external directors  
 ● Ratio of female directors

**Number of information security accidents\*\*7** (Fiscal year ended March 31)

| Fiscal year ended March 31               | 2017 | 2018 | 2019 | 2020 | 2021 |
|--|------|------|------|------|------|
| Number of information security accidents | 0    | 0    | 1    | 0    | 0    |

\*7 Disclosed in accordance with the Company's information security policy

**Number of cases of personal information leakage or data theft/loss\*\*8** (Fiscal year ended March 31)

| Fiscal year ended March 31   | 2017 | 2018 | 2019 | 2020 | 2021 |
|--|------|------|------|------|------|
| Number of cases of personal information leakage or data theft/loss | 0    | 0    | 0    | 0    | 0    |

\*8 Disclosed based on guidance from regulatory authorities and in violation of laws and regulations

# Market Data

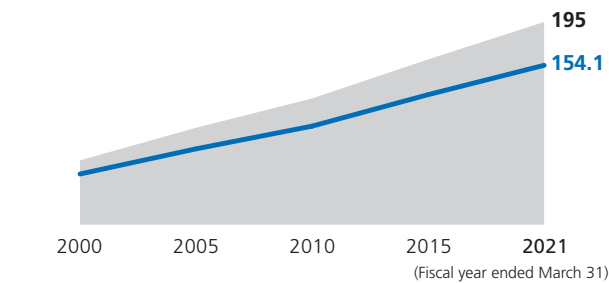
## Japan's Telecom Market

Number of mobile phone subscribers in Japan

195.12 million

Mobile phone penetration rate as share of the population in Japan

154.1%

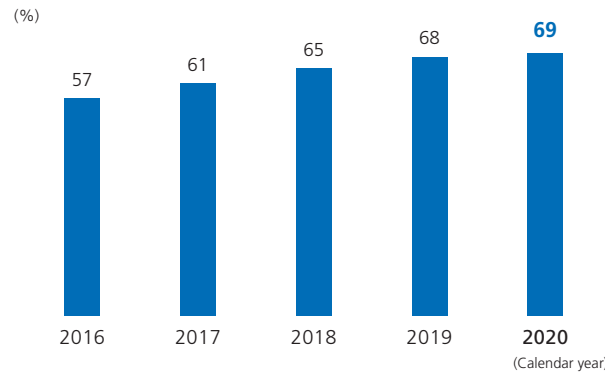


■ Number of mobile phone subscribers (Millions of subscribers)  
 — Penetration rate as share of population

Source: Compiled by the Company based on the Ministry of Internal Affairs and Communications, "Announcement of Quarterly Data on the Number of Telecommunications Service Contracts and Market Share" and "Counts of population, vital events and households derived from the Basic Resident Registration"

Smartphone penetration rate (individual)

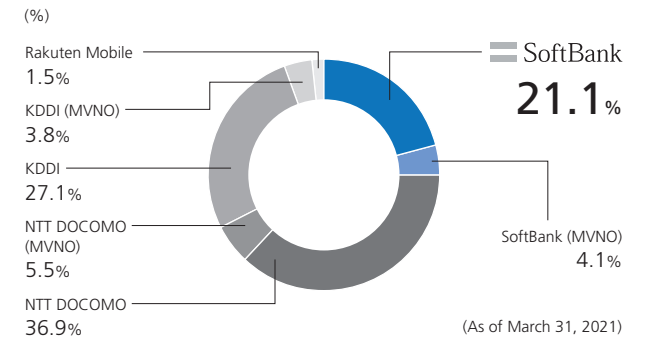
69%



Source: Ministry of Internal Affairs and Communications, "Communication Usage Trend Survey"

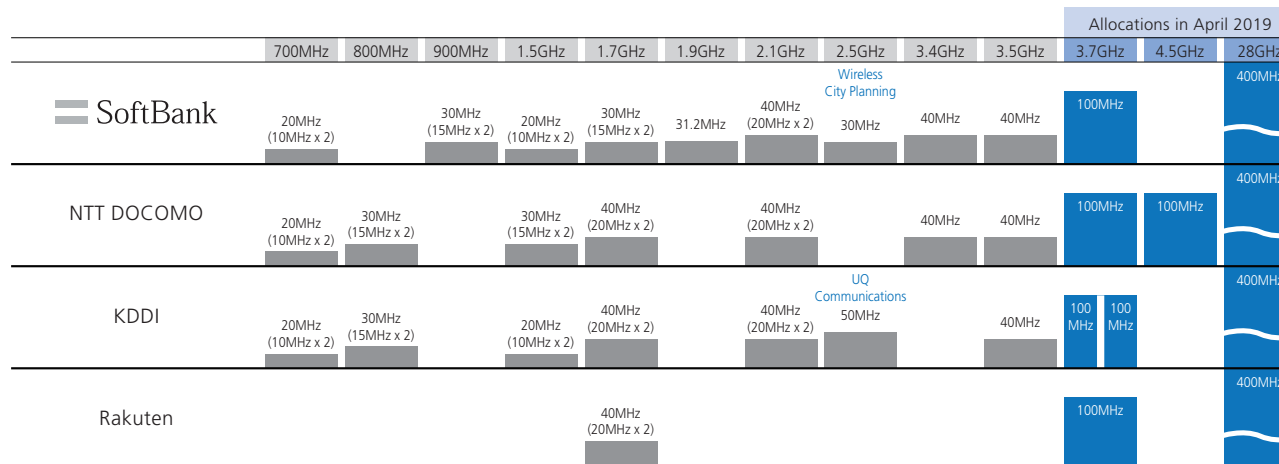
## Competitive Landscape

Share of mobile subscribers by operator\*1



\*1 Total number of mobile phone, PHS and BWA subscribers  
 Source: Ministry of Internal Affairs and Communications, "Announcement of Quarterly Data on the Number of Telecommunications Service Contracts and Market Share (FY2020 Q4 (End of March))"

## Status of Frequency Allocation\*2

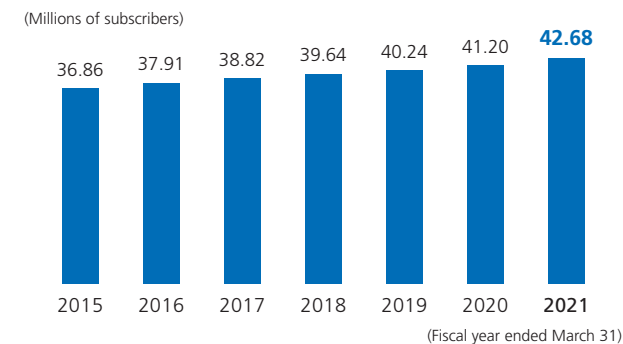


\*2 Based on the disclosed materials of the Ministry of Internal Affairs and Communications and of each company as of April 10, 2019

## Broadband

Number of fixed broadband service subscribers in Japan\*3

42.68 Million



\*3 Total of FTTH, DSL, CATV Internet and FWA subscribers  
 Source: Ministry of Internal Affairs and Communications, "Announcement of Quarterly Data on the Number of Telecommunications Service Contracts and Market Share (FY2020 Q4 (End of March))"

# Review and Analysis of the Fiscal Year Ended March 31, 2021

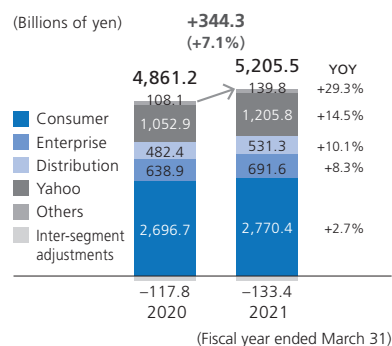
## Management Environment

The global business environment is undergoing an unprecedented and significant period of transformation due to advances in digital technology and the unexpected outbreak of COVID-19. Whilst the economic environment has deteriorated as a result of the global spread of the pandemic, attention has shifted to new normal in daily life, such as teleworking, online shopping, and non-contact payment methods, and the need for digital technology to support society is growing at a rapid rate. All aspects of people's lives and businesses are being digitalized owing to the commercialization of 5G networks characterized by ultra-high speed, large capacity, low latency, and massive machine-type communications, as well as the rapid uptake of AI and IoT and utilization of big data. Accordingly, the digital transformation that is currently changing the very structure of the industry will continue to further accelerate going forward.

## Overview of Consolidated Results of Operations and Results by Segment

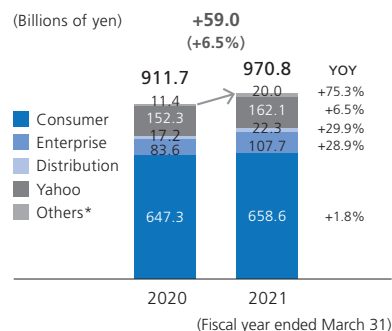
### Revenue

For the fiscal year ended March 31, 2021, revenue increased across all segments to ¥5,205.5 billion, an increase of ¥344.3 billion (7.1%) year on year. Revenue increased by ¥52.8 billion in the Enterprise segment mainly due to stronger demand for telework-related solutions by ¥152.9 billion in the Yahoo segment mainly due to an increase in e-commerce transaction value, by ¥73.7 billion in the Consumer segment due to service revenue growth, and by ¥48.9 billion in the Distribution segment due to large-scale project orders from the municipalities.



### Operating income

For the fiscal year ended March 31, 2021, operating income increased across all segments by ¥59.0 billion (6.5%) year on year to ¥970.8 billion. Operating income increased by ¥24.1 billion in the Enterprise segment, by ¥9.8 billion in the Yahoo segment, by ¥11.4 billion in the Consumer segment, and by ¥5.1 billion in the Distribution segment.



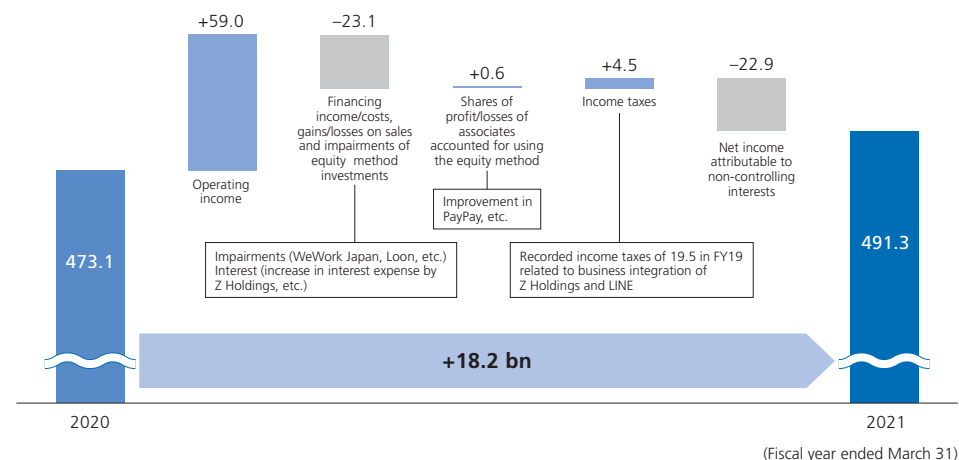
\* "Others" includes inter-segment adjustments (¥0.6 bn in FYE March 31, 2020; ¥0.5 bn in FYE March 31, 2021)

### Net income attributable to owners of the Company

For the fiscal year ended March 31, 2021, net income attributable to owners of the Company increased by ¥18.2 billion (3.8%) year on year to ¥491.3 billion. While operating income increased, financing costs rose by ¥12.4 billion mainly due to losses on valuation of investment securities held by the Company and an increase in impairment loss on equity method investments of ¥7.0 billion that was associated with treatment of impairment loss equivalent to goodwill of WeWork Japan G.K. The increase in net income attributable to non-controlling interests was mainly due to an increase in earnings at the Z Holdings Group.

### Analysis of variance in net income attributable to owners of the Company

(Billions of yen)



### Adjusted EBITDA

For the fiscal year ended March 31, 2021, adjusted EBITDA increased by ¥103.9 billion (6.5%) year on year to ¥1,710.5 billion. The increase mainly reflects the increase in depreciation and amortization mainly due to amortization of recognized intangible assets arising from the acquisition of ZOZO, Inc. shares, in addition to the increase in operating income. The Group believes that adjusted EBITDA, which excludes the impact of non-cash transactions, is a useful and necessary indicator for more effective evaluation of its business performance.

Furthermore, adjusted EBITDA margin, which is calculated based on the adjusted EBITDA mentioned above, is an appropriate indicator for understanding the ordinary profitability of core businesses. The adjusted EBITDA margin in the fiscal year ended March 31, 2021 was 32.9%, maintained the same high level as the previous fiscal year.

# Review and Analysis of the Fiscal Year Ended March 31, 2021

## ■ Consumer segment

In the Consumer segment, the Company provides mobile communications and value-added services, broadband services and electricity services to individual customers in Japan. The Company procures mobile devices from mobile device manufacturers and sells them to distributors operating SoftBank stores, etc. and individual customers.

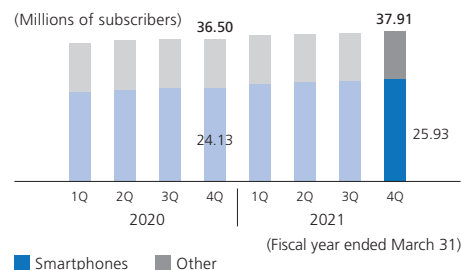
Revenue for the fiscal year ended March 31, 2021 increased 2.7% year on year. Mobile communications revenue was flat year on year due to the improvement related to *Half-Price Support* and an increase in subscribers led by the *Y!mobile* brand, off-set by a decline in average unit price due to discount programs for price plans of the *SoftBank* brand and increases in *Y!mobile* and *LINE MOBILE* subscribers. Broadband revenue increased 4.1% year on year due to growth in the number of subscribers to the *SoftBank Hikari* fiber-optic service. Electricity revenue rose a sharp 69.5% year on year due to growth in the number of subscribers to the *Ouchi Denki* (home electricity) service. Revenues from sales of goods and others increased 0.6% year on year, driven primarily by growth in sales volume of mobile devices.

The total of the operating expenses (cost of sales and selling, general and administrative expenses) and other operating income and loss (other operating income and other operating expenses), hereinafter referred to as "total operating expenses," increased 3.0% year on year. This increase was mainly due to an increase in the cost of products for the *Ouchi Denki* (home electricity) service, an increase in sales-related expenses related to *Toku Suru Support+* and campaigns aimed at attracting users and promoting usage, and an increase in provisions related to handsets, while there was a decline in sales commission. As a result, segment income increased by ¥11.4 billion (1.8%) year on year to ¥658.6 billion.

## ■ Enterprise segment

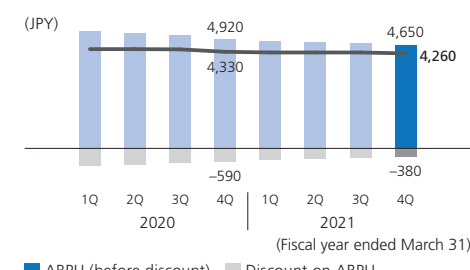
In the Enterprise segment, the Group provides a wide range of solutions for enterprise customers. These include mobile communications services, the *OTOKU Line* fixed-line telephone service, as well

### Cumulative number of main subscribers\*2



\*2 Main subscribers: smartphones, feature phones, tablets, mobile data communication devices, *Wireless Home Phone*, and others

### ARPU (main subscribers)\*3



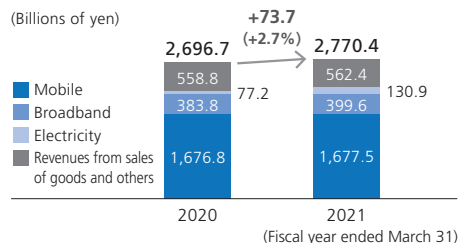
\*3 The calculation of ARPU excludes discount on telecom service revenues relating to points awarded and device purchase support programs

as various solutions for enterprises such as the *SmartVPN* service and network services such as Internet, data center services, cloud services, AI, IoT, robotics, security, and digital marketing.

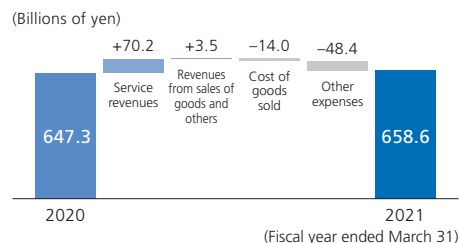
Revenue for the fiscal year ended March 31, 2021 increased 8.3% year on year. In particular, mobile revenue grew 11.0% year on year due to an increase in the number of smartphone subscribers driven by heightened demand from mainly teleworking. Fixed-line revenue declined 2.9% year on year on the back of fewer subscribers to telephone services. Revenue in the business solution and others rose 16.6% year on year due to stronger demand for telework-related products owing to the impact of COVID-19 and higher sales of cloud services, security solutions, and IoT products.

Total operating expenses increased 5.2% year on year. This increase mainly reflects an increase in costs pertaining to the abovementioned increase in mobile revenue and business solution and others revenue. As a result, segment income increased by ¥24.1 billion (28.9%) year on year.

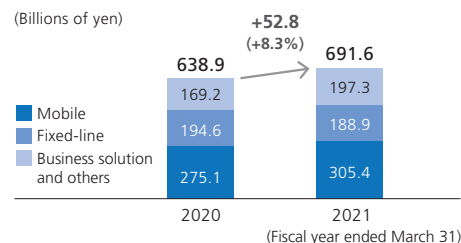
### Consumer segment revenue\*1



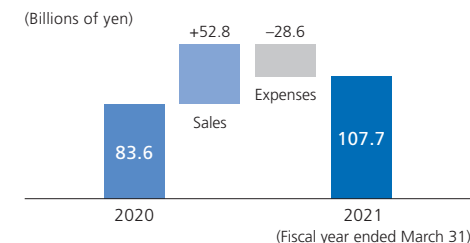
### Consumer segment income



### Enterprise segment revenue



### Enterprise segment income



\*1 For the fiscal year ended March 31, 2021, "Electricity" previously included in "Revenues from sales of goods and others" is presented as a separate item because its monetary significance has increased. Accordingly, the breakdown of revenue in the Consumer segment for the fiscal year ended March 31, 2020 has been restated.



## Review and Analysis of the Fiscal Year Ended March 31, 2021

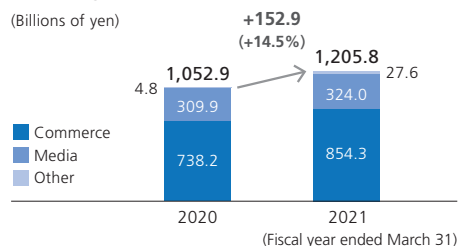
### ■ Yahoo segment

In the Yahoo segment, the Group offers services that center on e-commerce, financial and payment-related businesses, and media covering online to offline services in a comprehensive manner. In the commerce field, the Group provides e-commerce services such as *YAHUOKU!*, *Yahoo! JAPAN Shopping*, *PayPay Mall* and *ZOZOTOWN*, as well as membership services such as *Yahoo! JAPAN Premium* and financial and payment-related services such as credit cards, while in the media services field it provides Internet advertising-related services.

Revenue for the fiscal year ended March 31, 2021 increased by 14.5% year on year. In particular, commerce revenue grew 15.7% year on year. This is mainly due to sales of ZOZO, Inc. recorded for 12 months in the fiscal year ended March 31, 2021, compared with five months in the previous fiscal year following the consolidation of ZOZO, Inc. in November 2019, in addition to the strong sales revenue of ZOZO, Inc., an increase in shopping-related advertising revenue, and an increase in transaction value in other commerce services. Media revenue increased by 4.5% year on year, reflecting an increase in display advertising-related revenue, despite the continued decline in advertising placements owing to the impact of COVID-19. Other revenue increased by 474.8% year on year due to the consolidation of LINE.

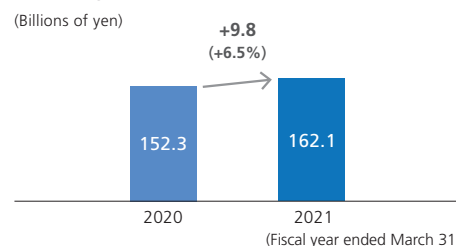
#### Yahoo segment revenue\*

(Billions of yen)



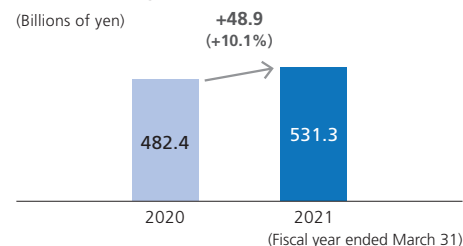
#### Yahoo segment income

(Billions of yen)



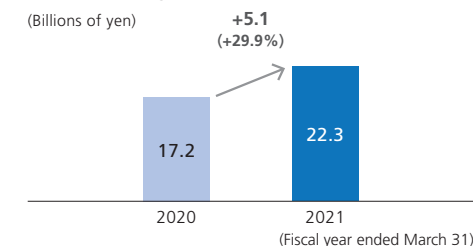
#### Distribution segment revenue

(Billions of yen)



#### Distribution segment income

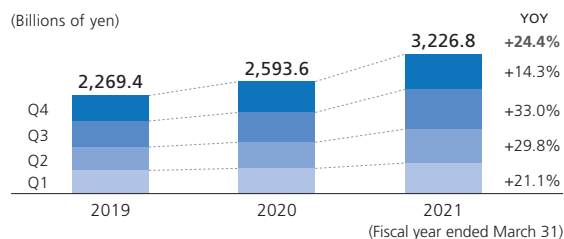
(Billions of yen)



\*Certain services and subsidiaries of Z Holdings Corporation were transferred from the commerce business to the media business in the fiscal year ended March 31, 2021. Accordingly, the breakdown of commerce and media revenues in the Yahoo segment for the fiscal year ended March 31, 2020 has been restated.

### Z Holdings e-commerce transaction value

(Billions of yen)



Total operating expenses increased by 15.9% year on year, mainly reflecting the increases in selling, general and administrative expenses accompanying the consolidation of ZOZO, Inc. and LINE. As a result, segment income increased by ¥9.8 billion (6.5%) year on year.

### ■ Distribution segment

In the Distribution segment, the Group provides cutting-edge products and services that quickly capture the ever-changing market environment. For enterprise customers, the Group offers products and services primarily addressing ICT, cloud services, and advanced technologies including AI. For individual customers, the Group undertakes the planning and provision of products and services across a wide range of areas such as software, mobile accessories, and IoT products, as a manufacturer and distributor.

Revenue in the fiscal year ended March 31, 2021 grew 10.1% year on year. This was mainly due to large-scale project orders from the municipalities and solid growth in the focused subscription services such as cloud and SaaS.

Total operating expenses increased by 9.4% year on year. This increase was mainly due to an increase in the cost of products owing to the increase in revenue. As a result, segment income increased by ¥5.1 billion (29.9%) year on year.

# Review and Analysis of the Fiscal Year Ended March 31, 2021

## Overview of Consolidated Financial Position

### ■ Assets

Total assets amounted to ¥12,226.7 billion as of March 31, 2021, an increase of ¥2,434.4 billion (24.9%) from the previous fiscal year-end. This mainly reflected an increase of ¥638.0 billion in goodwill, an increase of ¥441.1 billion in cash and cash equivalents, an increase of ¥401.0 billion in intangible assets, and an increase of ¥281.9 billion in trade and other receivables.

The increases in goodwill and intangible assets, including customer relationships and trade-marks, were mainly due to the consolidation of LINE. The increase in cash and cash equivalents was mainly due to the effect of consolidation of LINE, as well as securing liquidity on hand under the circumstances of the outbreak of COVID-19. The increase in trade and other receivables was mainly due to an increase in the balance of assets under management in the banking business and the consolidation of LINE.

### ■ Liabilities

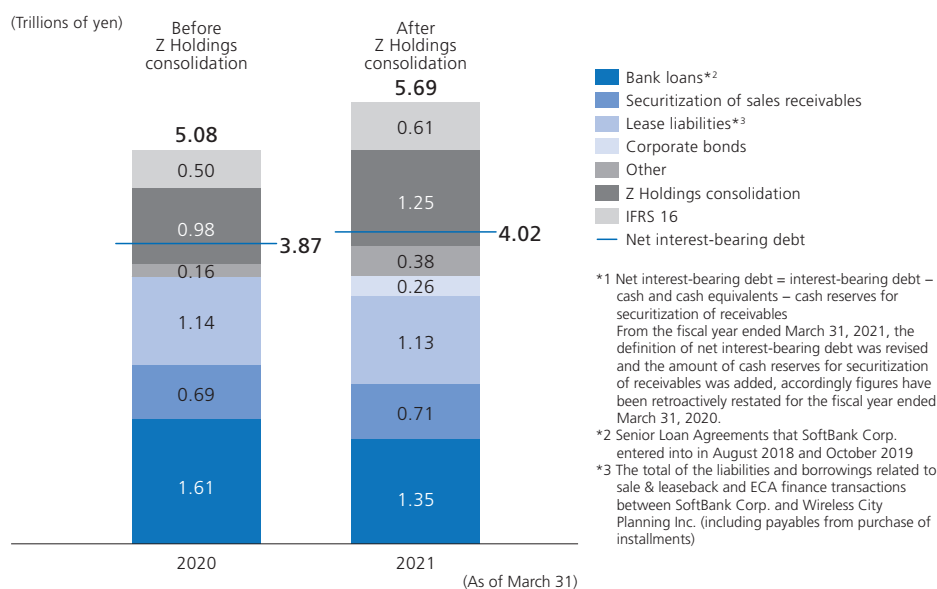
Total liabilities amounted to ¥9,476.0 billion as of March 31, 2021, an increase of ¥1,391.3 billion (17.2%) from the previous fiscal year-end. This was mainly due to an increase of ¥610.3 billion in

interest-bearing debt and an increase of ¥370.3 billion in trade and other payables. The increase in interest-bearing debt was mainly due to the consolidation of LINE, the issuance of unsecured bonds, and an increase in short-term borrowings. The increase in trade and other payables was mainly due to an increase in accrued liabilities related to the purchase of LINE's shares less than one unit as a result of the reverse share split and consolidation of LINE.

### ■ Equity

Total equity amounted to ¥2,750.7 billion as of March 31, 2021, an increase of ¥1,043.1 billion (61.1%) from the previous fiscal year-end. This was mainly due to an increase of ¥472.6 billion in capital surplus and ¥469.4 billion in non-controlling interests resulting from the consolidation of LINE and an increase of ¥547.7 billion due to the recording of net income for the fiscal year ended March 31, 2021, offset by a decrease of ¥436.9 billion due to cash dividends and a decrease of ¥100.0 billion due to the share buyback program.

### Interest-bearing debt/Net interest-bearing debt<sup>\*1</sup>



### Consolidated statement of financial position

(Billions of yen)

| (As of March 31)                           | 2020           | 2021            | Variance        | Reason for variance  |
|--|----------------|-----------------|-----------------|--|
| Cash and cash equivalents                  | 1,143.8        | 1,584.9         | +441.1          | Increase in funds procured from securitization of sales receivables and issuance of bonds; increase from consolidation of LINE   |
| Trade and other receivables                | 1,800.3        | 2,082.2         | +281.9          | Increase in assets under management at The Japan Net Bank, Limited; Right-of-use assets from consolidation of LINE   |
| PP&E/intangible assets/right-of-use assets | 4,548.7        | 5,700.3         | +1,151.6        | Increase in property, plant and equipment due to increase in telecommunications equipment; increase in intangible assets due to the increase in goodwill, customer relationship and trademarks associated with the consolidation of LINE; decrease in right-of-use assets due to decrease from depreciation, lease-ups, etc. |
| Other assets                               | 2,299.5        | 2,859.3         | +559.8          |  |
| <b>Total assets</b>                        | <b>9,792.3</b> | <b>12,226.7</b> | <b>+2,434.4</b> |  |
| Interest-bearing debt                      | 5,082.3        | 5,692.6         | +610.3          | Issuance of unsecured bonds by SoftBank and Z Holdings; increase from consolidation of LINE  |
| Other liabilities                          | 3,002.4        | 3,783.4         | +780.9          |  |
| <b>Total liabilities</b>                   | <b>8,084.7</b> | <b>9,476.0</b>  | <b>+1,391.3</b> |  |
| <b>Total equity</b>                        | <b>1,707.6</b> | <b>2,750.7</b>  | <b>+1,043.1</b> |  |

# Review and Analysis of the Fiscal Year Ended March 31, 2021

## Overview of Consolidated Cash Flows

### ■ Cash flows from operating activities

In the fiscal year ended March 31, 2021, the net cash inflow from operating activities was ¥1,338.9 billion, an increase of ¥89.4 billion year on year. This mainly reflected an increase in net income and an increase in depreciation and amortization.

### ■ Cash flows from investing activities

In the fiscal year ended March 31, 2021, the net cash outflow from investing activities was ¥511.3 billion, a decrease of ¥388.9 billion year on year. While the net cash outflow for the consolidation of ZOZO, Inc. in the previous fiscal year was ¥377.9 billion, the net cash outflow associated with the joint tender offer for the shares of LINE in the fiscal year ended March 31, 2021, was ¥175.3 billion. In addition, in the fiscal year ended March 31, 2021, there was a cash inflow of ¥312.8 billion from the acceptance of the balance of cash and cash equivalents resulting from the consolidation of LINE through a share exchange. Of the cash flows from investing activities, payments for acquisition of investments and proceeds from sales/redemption of investments both include ¥739.6 billion associated with the underwriting and redemption of bonds issued in the process of the business integration of Z Holdings and LINE.

### ■ Cash flows from financing activities

In the fiscal year ended March 31, 2021, the net cash outflow from financing activities was ¥388.5 billion. The cash inflow was mainly due to short-term fund procurement to secure liquidity on hand and the issuance of unsecured bonds by the Company amounting to ¥220.0 billion and by Z Holdings amounting to ¥200.0 billion for the purpose of loan repayments. The cash outflow was mainly due to scheduled payment of a long-term loan, repayment of the ¥400.0 billion bridge loan raised in the previous fiscal year for the ZOZO, Inc. tender offer, and payment of ¥405.5 billion for cash dividends, and ¥100.0 billion for the share buyback programs. The net cash outflow from financing activities for the fiscal year ended March 31, 2021 increased by ¥244.8 billion year on year. This was mainly due to the fact that, while in the previous fiscal year, the above-mentioned cash outflow associated with the consolidation of ZOZO, Inc. was covered by the proceeds from interest-bearing debt, the proceeds decreased by that amount for the fiscal year ended March 31, 2021 compared to the previous fiscal year.

### ■ Adjusted free cash flow

In the fiscal year ended March 31, 2021, adjusted free cash flow was positive ¥830.8 billion, an increase of ¥451.4 billion year on year. This mainly reflects the aforementioned decrease in net cash outflow from investing activities.

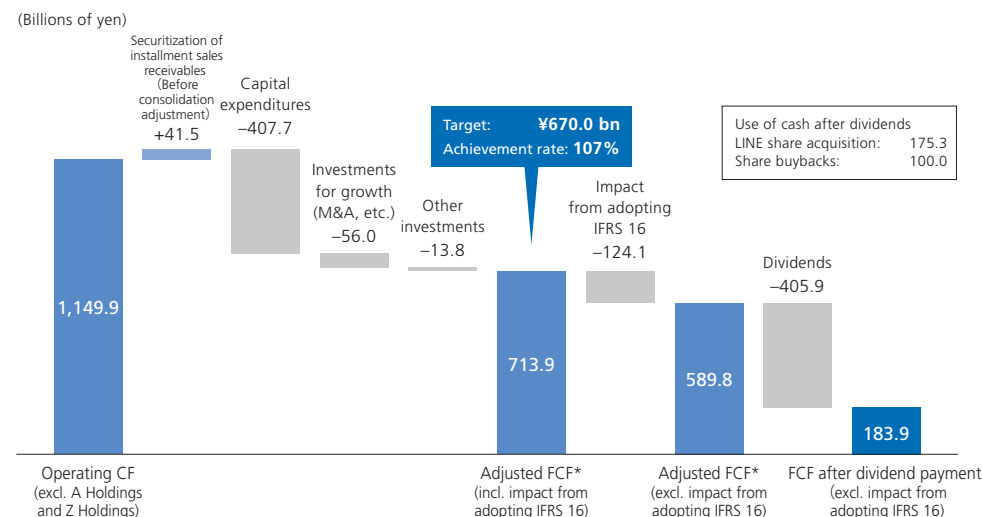
### ■ Capital expenditures

In the fiscal year ended March 31, 2021, capital expenditures (acceptance basis, including the Z Holdings Group) were ¥680.3 billion, an increase of ¥114.8 billion year on year. This increase was mainly due to an increase in right-of-use assets associated with the new lease contract for the new Takeshiba Headquarters and an increase in capital investments in 5G equipment and data centers.

### ■ Research and development expenses

The Group aims to provide various services on top of telecommunications as a foundation and is therefore undertaking research and development of such cutting-edge technologies as AI, IoT, robotics, 6G, and HAPS. In the fiscal year ended March 31, 2021, research and development expenses rose 12.2% year on year to ¥16.5 billion. The Group's goal is to provide customers with a stable supply of advanced products, and to develop a medium- to long-term roadmap for information and communication technology within the Group. In line with this goal, the Group is actively pursuing research and development and commercialization opportunities.

### Adjusted free cash flow (excl. A Holdings and Z Holdings)



\*Adjusted FCF = free cash flow ± total cash flows relating to non-recurring transactions with SoftBank Group Corp. + (proceeds from the securitization of installment sales receivables – repayments thereof). Excludes FCF of Z Holdings Corporation, dividend payments to the Company from Z Holdings Corporation (¥5.4 bn in FYE March 31, 2020; ¥18.8 bn in FYE March 31, 2021), FCF of A Holdings, net payment for obtaining control of subsidiaries in relation to the business integration of LINE Corporation, and the payments for the acquisition of the shares of LINE Corporation (¥175.3 bn).

# Consolidated Financial Statements

## Consolidated Statement of Financial Position

SoftBank Corp. and its consolidated subsidiaries  
As of March 31, 2020 and 2021

|   | (Millions of yen) |                    |
|---|-------------------|--------------------|
| ASSETS  | 2020              | 2021               |
| <b>Current assets</b>                             |                   |                    |
| Cash and cash equivalents                         | ¥1,143,808        | ¥1,584,892         |
| Trade and other receivables                       | 1,800,301         | 2,082,223          |
| Other financial assets                            | 94,906            | 144,935            |
| Inventories                                       | 96,896            | 119,411            |
| Other current assets                              | 228,392           | 102,384            |
| <b>Total current assets</b>                       | <b>3,364,303</b>  | <b>4,033,845</b>   |
| <b>Non-current assets</b>                         |                   |                    |
| Property, plant and equipment                     | 986,095           | 1,251,663          |
| Right-of-use assets                               | 1,234,457         | 1,081,559          |
| Goodwill  | 618,636           | 1,256,593          |
| Intangible assets                                 | 1,709,511         | 2,110,493          |
| Contract costs                                    | 212,638           | 248,194            |
| Investments accounted for using the equity method | 80,149            | 239,974            |
| Investment securities                             | 175,152           | 321,300            |
| Investment securities in banking business         | 342,975           | 392,260            |
| Other financial assets                            | 905,562           | 1,129,858          |
| Deferred tax assets                               | 55,904            | 55,224             |
| Other non-current assets                          | 106,876           | 105,697            |
| <b>Total non-current assets</b>                   | <b>6,427,955</b>  | <b>8,192,815</b>   |
| <b>Total assets</b>                               | <b>¥9,792,258</b> | <b>¥12,226,660</b> |

|   | (Millions of yen) |                    |
|---|-------------------|--------------------|
| LIABILITIES AND EQUITY                                    | 2020              | 2021               |
| <b>Current liabilities</b>                                |                   |                    |
| Interest-bearing debt                                     | ¥1,811,281        | ¥2,000,479         |
| Trade and other payables                                  | 1,253,766         | 1,624,048          |
| Contract liabilities                                      | 127,652           | 107,633            |
| Deposits for banking business                             | 880,847           | 1,165,577          |
| Other financial liabilities                               | 3,779             | 4,924              |
| Income taxes payable                                      | 153,371           | 195,874            |
| Provisions  | 6,794             | 17,710             |
| Other current liabilities                                 | 259,119           | 177,391            |
| <b>Total current liabilities</b>                          | <b>4,496,609</b>  | <b>5,293,636</b>   |
| <b>Non-current liabilities</b>                            |                   |                    |
| Interest-bearing debt                                     | 3,270,971         | 3,692,113          |
| Other financial liabilities                               | 36,765            | 33,966             |
| Provisions  | 83,871            | 106,093            |
| Deferred tax liabilities                                  | 168,248           | 303,278            |
| Other non-current liabilities                             | 28,230            | 46,874             |
| <b>Total non-current liabilities</b>                      | <b>3,588,085</b>  | <b>4,182,324</b>   |
| <b>Total liabilities</b>                                  | <b>8,084,694</b>  | <b>9,475,960</b>   |
| <b>Equity</b>   |                   |                    |
| Equity attributable to owners of the Company              |                   |                    |
| Common stock  | 204,309           | 204,309            |
| Capital surplus   | -133,915          | 340,262            |
| Retained earnings   | 1,003,554         | 1,066,228          |
| Treasury stock  | -68,709           | -134,218           |
| Accumulated other comprehensive income (loss)             | -4,693            | 35,631             |
| <b>Total equity attributable to owners of the Company</b> | <b>1,000,546</b>  | <b>1,512,212</b>   |
| Non-controlling interests                                 | 707,018           | 1,238,488          |
| <b>Total equity</b>                                       | <b>1,707,564</b>  | <b>2,750,700</b>   |
| <b>Total liabilities and equity</b>                       | <b>¥9,792,258</b> | <b>¥12,226,660</b> |

## Consolidated Financial Statements

### Consolidated Statement of Income and Consolidated Statement of Comprehensive Income

SoftBank Corp. and its consolidated subsidiaries  
Fiscal years ended March 31, 2020 and 2021

|   | (Millions of yen) |             |
|---|-------------------|-------------|
|   | 2020*2            | 2021        |
| Revenue   | ¥ 4,861,247       | ¥ 5,205,537 |
| Cost of sales   | -2,536,837        | -2,701,790  |
| Gross profit  | 2,324,410         | 2,503,747   |
| Selling, general and administrative expenses                        | -1,418,815        | -1,522,975  |
| Other operating income  | 12,937            | —           |
| Other operating expenses  | -6,807            | -10,002     |
| Operating income  | 911,725           | 970,770     |
| Share of losses of associates accounted for using the equity method | -46,060           | -45,490     |
| Financing income  | 2,745             | 5,806       |
| Financing costs   | -60,921           | -73,369     |
| Gain on sales of equity method investments                          | 10,591            | 3,902       |
| Impairment loss on equity method investments                        | -6,885            | -13,920     |
| Profit before income taxes  | 811,195           | 847,699     |
| Income taxes  | -304,527          | -299,979    |
| Net income*1  | 506,668           | 547,720     |
| Net income attributable to  |                   |             |
| Owners of the Company   | 473,135           | 491,287     |
| Non-controlling interests   | 33,533            | 56,433      |
|   | ¥ 506,668         | ¥ 547,720   |
|   | (Yen)             |             |
| Earnings per share attributable to owners of the Company            |                   |             |
| Basic earnings per share  | 99.27             | 103.85      |
| Diluted earnings per share  | 97.94             | 102.66      |

|  | (Millions of yen) |           |
|--|-------------------|-----------|
|  | 2020*2            | 2021      |
| Net income   | ¥ 506,668         | ¥ 547,720 |
| Other comprehensive income (loss), net of tax  |                   |           |
| Items that will not be reclassified to profit or loss  |                   |           |
| Remeasurements of defined benefit plan   | 41                | -713      |
| Changes in the fair value of equity instruments at FVTOCI                                      | -9,309            | 56,034    |
| Share of other comprehensive income (loss) of associates accounted for using the equity method | —                 | -22       |
| Total items that will not be reclassified to profit or loss                                    | -9,268            | 55,299    |
| Items that may be reclassified subsequently to profit or loss                                  |                   |           |
| Changes in the fair value of debt instruments at FVTOCI  | -1,415            | 700       |
| Cash flow hedges   | 1,026             | 53        |
| Exchange differences on translation of foreign operations                                      | -536              | 2,937     |
| Share of other comprehensive income (loss) of associates accounted for using the equity method | 573               | 776       |
| Total items that may be reclassified subsequently to profit or loss                            | -352              | 4,466     |
| Total other comprehensive income (loss), net of tax  | -9,620            | 59,765    |
| Total comprehensive income   | 497,048           | 607,485   |
| Total comprehensive income attributable to   |                   |           |
| Owners of the Company  | 468,217           | 529,890   |
| Non-controlling interests  | 28,831            | 77,595    |
|  | ¥ 497,048         | ¥ 607,485 |

\*1 All net income of SoftBank Corp. and its subsidiaries for the fiscal years ended March 31, 2020 and 2021 were generated from continuing operations.

\*2 Transactions under common control are accounted for as if such transactions were executed by SoftBank Corp. and its subsidiaries on the later of the acquisition date of the transferred companies by SoftBank Group Corp. or the opening balance sheet date of the comparative period as part of the consolidated financial statements of SoftBank Corp. and its subsidiaries.

# Consolidated Financial Statements

## Consolidated Statement of Changes in Equity

SoftBank Corp. and its consolidated subsidiaries  
Fiscal years ended March 31, 2020 and 2021

(Millions of yen)

|   | Equity attributable to owners of the Company |                 |                   |                |   | Total     | Non-controlling interests | Total equity |
|---|--|-----------------|-------------------|----------------|---|-----------|---------------------------|--------------|
|   | Common stock                                 | Capital surplus | Retained earnings | Treasury stock | Accumulated other comprehensive income (loss) |           |                           |              |
| As of April 1, 2019   | 204,309                                      | 111,826         | 1,178,282         | —              | 3,740   | 1,498,157 | 524,410                   | 2,022,567    |
| Cumulative effect of adopting a new accounting standard*1                 | —  | —               | -618              | —              | —   | -618      | -4,362                    | -4,980       |
| As of April 1, 2019, restated   | 204,309                                      | 111,826         | 1,177,664         | —              | 3,740   | 1,497,539 | 520,048                   | 2,017,587    |
| Comprehensive income  |  |                 |                   |                |   |           |                           |              |
| Net income  | —  | —               | 473,135           | —              | —   | 473,135   | 33,533                    | 506,668      |
| Other comprehensive income (loss)   | —  | —               | —                 | —              | -4,918  | -4,918    | -4,702                    | -9,620       |
| Total comprehensive income  | —  | —               | 473,135           | —              | -4,918  | 468,217   | 28,831                    | 497,048      |
| Transactions with owners and other transactions                           |  |                 |                   |                |   |           |                           |              |
| Cash dividends*4  | —  | —               | -398,354          | —              | —   | -398,354  | -32,940                   | -431,294     |
| Purchase of treasury stock  | —  | —               | —                 | -68,709        | —   | -68,709   | —                         | -68,709      |
| Disposal of treasury stock  | —  | —               | —                 | —              | —   | —         | —                         | —            |
| Changes from transactions under common control*2,3                        | —  | -246,996        | -249,991          | —              | -2,415  | -499,402  | -1,601                    | -501,003     |
| Changes from business combinations  | —  | —               | —                 | —              | —   | —         | 185,827                   | 185,827      |
| Changes in interests in existing subsidiaries                             | —  | -3,676          | —                 | —              | —   | -3,676    | 6,853                     | 3,177        |
| Share-based payment transactions  | —  | 4,931           | —                 | —              | —   | 4,931     | —                         | 4,931        |
| Transfer from retained earnings to capital surplus                        | —  | —               | —                 | —              | —   | —         | —                         | —            |
| Transfer from accumulated other comprehensive income to retained earnings | —  | —               | 1,100             | —              | -1,100  | —         | —                         | —            |
| Other   | —  | —               | —                 | —              | —   | —         | —                         | —            |
| Total transactions with owners and other transactions                     | —  | -245,741        | -647,245          | -68,709        | -3,515  | -965,210  | 158,139                   | -807,071     |
| As of March 31, 2020  | 204,309                                      | -133,915        | 1,003,554         | -68,709        | -4,693  | 1,000,546 | 707,018                   | 1,707,564    |
| As of April 1, 2020   | 204,309                                      | -133,915        | 1,003,554         | -68,709        | -4,693  | 1,000,546 | 707,018                   | 1,707,564    |
| Comprehensive income  |  |                 |                   |                |   |           |                           |              |
| Net income  | —  | —               | 491,287           | —              | —   | 491,287   | 56,433                    | 547,720      |
| Other comprehensive income (loss)   | —  | —               | —                 | —              | 38,603  | 38,603    | 21,162                    | 59,765       |
| Total comprehensive income  | —  | —               | 491,287           | —              | 38,603  | 529,890   | 77,595                    | 607,485      |
| Transactions with owners and other transactions                           |  |                 |                   |                |   |           |                           |              |
| Cash dividends  | —  | —               | -406,119          | —              | —   | -406,119  | -30,796                   | -436,915     |
| Purchase of treasury stock  | —  | —               | —                 | -100,000       | —   | -100,000  | —                         | -100,000     |
| Disposal of treasury stock  | —  | -17,439         | —                 | 34,491         | —   | 17,052    | —                         | 17,052       |
| Changes from transactions under common control                            | —  | —               | —                 | —              | —   | —         | —                         | —            |
| Changes from business combinations  | —  | —               | —                 | —              | —   | —         | 264,636                   | 264,636      |
| Changes in interests in existing subsidiaries*5                           | —  | 473,904         | —                 | —              | —   | 473,904   | 219,116                   | 693,020      |
| Share-based payment transactions  | —  | 761             | —                 | —              | —   | 761       | —                         | 761          |
| Transfer from retained earnings to capital surplus                        | —  | 17,370          | -17,370           | —              | —   | —         | —                         | —            |
| Transfer from accumulated other comprehensive income to retained earnings | —  | —               | -1,721            | —              | 1,721   | —         | —                         | —            |
| Other   | —  | -419            | -3,403            | —              | —   | -3,822    | 919                       | -2,903       |
| Total transactions with owners and other transactions                     | —  | 474,177         | -428,613          | -65,509        | 1,721   | -18,224   | 453,875                   | 435,651      |
| As of March 31, 2021  | 204,309                                      | 340,262         | 1,066,228         | -134,218       | 35,631  | 1,512,212 | 1,238,488                 | 2,750,700    |

\*1 Upon adoption of IFRS 16 "Leases," the cumulative effect of initially applying this standard retrospectively on periods before the fiscal year ended March 31, 2020 was recognized as an adjustment to the opening balance of retained earnings as of April 1, 2019.

\*2 Transactions under common control are accounted for as if such transactions were executed by SoftBank Corp. and its subsidiaries on the later of the acquisition date of the transferred companies by SoftBank Group Corp. or the opening balance sheet date of the comparative period as part of the consolidated financial statements of SoftBank Corp. and its subsidiaries.

\*3 The changes in "Capital surplus" and "Retained earnings" represent the differences between the amount paid by SoftBank Corp. for subsidiaries that were acquired under common control and SoftBank Group Corp.'s book value of the subsidiaries at the time of acquisition.

\*4 In relation to transactions under common control, any equity transactions undertaken by subsidiaries under common control with entities outside of SoftBank Corp. and its subsidiaries before the date of the actual transaction by SoftBank Corp. are included within "Cash dividends."

\*5 Shiodome Z Holdings G.K., a wholly owned by the Company, was merged into LINE Corporation, the surviving company, effective February 26, 2021. Effective March 1, 2021, a share exchange of common stock of LINE Split Preparation Corporation was conducted between Z Holdings Corporation and A Holdings Corporation. With these transactions, "Capital surplus" increased by ¥472,570 million.

# Consolidated Financial Statements

## Consolidated Statement of Cash Flows

SoftBank Corp. and its consolidated subsidiaries  
Fiscal years ended March 31, 2020 and 2021

|   | (Millions of yen) |             |
|---|-------------------|-------------|
|   | 2020*1            | 2021        |
| <b>Cash flows from operating activities</b>                             |                   |             |
| Net income  | ¥ 506,668         | ¥ 547,720   |
| Depreciation and amortization   | 675,241           | 696,342     |
| Loss on disposal of property, plant and equipment and intangible assets | 25,693            | 33,356      |
| Gain relating to loss of control over subsidiaries                      | -12,937           | —           |
| Financing income  | -2,745            | -5,806      |
| Financing costs   | 60,921            | 73,369      |
| Share of losses of associates accounted for using the equity method     | 46,060            | 45,490      |
| Gain on sales of equity method investments                              | -10,591           | -3,902      |
| Impairment loss on equity method investments                            | 6,885             | 13,920      |
| Income taxes  | 304,527           | 299,979     |
| (Increase) decrease in trade and other receivables                      | -150,408          | -204,101    |
| (Increase) decrease in inventories                                      | 40,801            | -19,272     |
| Purchases of mobile devices leased to enterprise customers              | -35,402           | -34,662     |
| Increase (decrease) in trade and other payables                         | 28,742            | 137,586     |
| Increase (decrease) in consumption taxes payable                        | 8,827             | -1,852      |
| Increase (decrease) in deposits in banking business                     | 135,151           | 284,730     |
| (Increase) decrease in loans in banking business                        | -16,193           | -142,751    |
| Other   | -51,008           | -54,060     |
| Subtotal  | 1,560,232         | 1,666,086   |
| Interest and dividends received   | 2,340             | 5,638       |
| Interest paid   | -60,464           | -59,215     |
| Income taxes paid   | -258,430          | -390,726    |
| Income taxes refunded   | 5,857             | 117,166     |
| Net cash inflow from operating activities                               | ¥ 1,249,535       | ¥ 1,338,949 |

|   | (Millions of yen) |             |
|---|-------------------|-------------|
|   | 2020*1            | 2021        |
| <b>Cash flows from investing activities</b>                                 |                   |             |
| Purchases of property, plant and equipment and intangible assets            | ¥-431,783         | ¥-479,522   |
| Proceeds from sales of property, plant and equipment and intangible assets  | 2,947             | 9,074       |
| Payments for acquisition of investments                                     | -115,061          | -1,114,385  |
| Proceeds from sales/redemption of investments                               | 42,412            | 850,965     |
| Purchase of investment securities in banking business                       | -275,681          | -309,685    |
| Proceeds from sales/redemption of investment securities in banking business | 272,312           | 244,159     |
| Proceeds (payments) from (for) obtaining control of subsidiaries            | -378,212          | 303,153     |
| Other   | -17,079           | -15,054     |
| Net cash outflow from investing activities                                  | -900,145          | -511,295    |
| <b>Cash flows from financing activities</b>                                 |                   |             |
| Increase in short-term interest-bearing debt, net                           | 88,800            | 314,991     |
| Proceeds from interest-bearing debt   | 2,531,035         | 2,429,231   |
| Repayment of interest-bearing debt  | -1,692,530        | -2,600,491  |
| Proceeds from stock issuance to non-controlling interests                   | 4,630             | 7,176       |
| Purchase of treasury stock  | -68,709           | -100,000    |
| Cash dividends paid   | -397,496          | -405,497    |
| Cash dividends paid to non-controlling interests                            | -29,335           | -30,786     |
| Purchase of treasury stock by subsidiaries                                  | -526,826          | —           |
| Decrease from loss of control over subsidiaries                             | -30,717           | —           |
| Other   | -22,465           | -3,086      |
| Net cash inflow (outflow) from financing activities                         | -143,613          | -388,462    |
| Effect of exchange rate changes on cash and cash equivalents                | -357              | 1,892       |
| Increase (decrease) in cash and cash equivalents                            | 205,420           | 441,084     |
| Cash and cash equivalents at the beginning of the period                    | 938,388           | 1,143,808   |
| Cash and cash equivalents at the end of the period                          | ¥ 1,143,808       | ¥ 1,584,892 |

\*1 Transactions under common control are accounted for as if such transactions were executed by SoftBank Corp. and its subsidiaries on the later of the acquisition date of the transferred companies by SoftBank Group Corp. or the opening balance sheet date of the comparative period as part of the consolidated financial statements of SoftBank Corp. and its subsidiaries.

## Materiality (Priority Issues)

|                             |  |   |  |  |
|-----------------------------|--|---|--|--|
| Materiality                 | <b>Building society and industry through DX</b>  |   |  |  |
| Social Issues               | <ul style="list-style-type: none"> <li>Resolve labor shortages caused by a declining population</li> <li>Advance the foundation of industry and renew aging infrastructure</li> <li>Close the gap in economic disparity between regions</li> <li>Ensure the continuity of social activities during the outbreak of COVID-19</li> </ul> |   |  |  |
| Key Risks and Opportunities | <div style="border: 1px solid black; padding: 2px; width: fit-content;">Risks</div> <ul style="list-style-type: none"> <li>Declines in profitability due to intensified competition caused by a series of new entries into the enterprise solutions market</li> </ul>  |   | <div style="border: 1px solid black; padding: 2px; width: fit-content;">Opportunities</div> <ul style="list-style-type: none"> <li>Expansion of solutions business for implementing digital technologies to society</li> <li>Growing opportunities to provide solutions for regional revitalization</li> </ul> |  |
| SoftBank Initiatives        | SDGs Value Creation  | Main Business and Initiatives   | Representative KPIs  | Results of fiscal year ended March 31, 2021                                      |
|                             | <p><b>Expand and enhance the efficiency of the industrial base through cutting-edge technologies</b></p> <p>Contribute to the development and efficiency of the business by utilizing cutting-edge technologies such as 5G and AI.</p>   | <ul style="list-style-type: none"> <li>Leverage 5G, big data, AI, and other technologies</li> <li>Streamline industry through AI, RPA (Robotic Process Automation), IoT, and other technologies</li> </ul>  | <p>1) Expanding DX solutions for social and industrial growth/Revenue from business solution and others: <b>10% CAGR</b><br/>(CAGR: Compound annual growth rate)</p>   | <p>1) <b>CAGR: 17% decrease</b></p>  |
|                             | <p><b>Create new industries through DX</b></p> <p>Contribute to economic growth by creating new businesses and industries through collaboration with companies in various industries.</p>  | <ul style="list-style-type: none"> <li>Create new businesses in various industries using DX solutions through co-creation with our customers</li> </ul>   | <p>1) Projects undertaken through co-creation with customers: <b>17 projects in progress</b></p>   | <p>1) <b>Launched 17 projects</b></p>  |
|                             | <p><b>Revitalize local communities (regional revitalization)</b></p> <p>Work to revitalize communities facing social issues and contribute to the creation of vital communities that residents want to keep living in.</p>   | <ul style="list-style-type: none"> <li>Solve social issues by providing DX solutions to local communities and governments</li> <li>Engage in co-creation to bring about smart cities</li> <li>Implement initiatives using technologies to promote collaboration with local governments and stimulate local communities</li> </ul> | <p>1) Expanding partnership agreements and personnel exchanges with local governments: <b>Cumulative total of 70 local governments</b> (fiscal year ending March 31, 2024)</p>   | <p>1) <b>Cumulative total of 58 local governments</b> (as of March 31, 2021)</p> |



## Materiality (Priority Issues)

|                                    |  |  |   |  |
|------------------------------------|--|--|---|--|
| <b>Materiality</b>                 | <b>Connecting people and information to create new excitement</b>  |  |   |  |
| <b>Social Issues</b>               | <ul style="list-style-type: none"> <li>• Realization of enriched daily life by spreading and using smart devices</li> <li>• Bridge the digital divide, matching information demand and supply</li> </ul>   |  |   |  |
| <b>Key Risks and Opportunities</b> | <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 5px;">Risks</div> <ul style="list-style-type: none"> <li>• Declines in profitability due to new entrants in existing telecommunications services and intensifying competition</li> <li>• Declines in profitability due to intensifying competition or discontinuation of market growth in the e-commerce and finance/payment businesses</li> </ul> |  | <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 5px;">Opportunities</div> <ul style="list-style-type: none"> <li>• Growth in smartphone subscribers and increase of large volume data users</li> <li>• Expansion of business to non-telecommunication areas through provision of super apps</li> <li>• Increased profit opportunities via deeper data-driven marketing</li> </ul> |  |
| <b>SoftBank Initiatives</b>        | <b>SDGs Value Creation</b>   | <b>Main Business and Initiatives</b>   | <b>Representative KPIs</b>  | <b>Results of fiscal year ended March 31, 2021</b>   |
|                                    | <p><b>Realize attractive customer value through the spread of smart devices</b><br/>Provide unprecedented new experiences and excitement through a wide range of technologically innovative services.</p>  | <ul style="list-style-type: none"> <li>• Provide a wide range of customer value, price plans and services through spread of smart devices and multiple brands</li> <li>• Provide new experiences using 5G such as VR and sports viewing</li> <li>• Hold smartphone classes in our stores nationwide</li> </ul> | <ol style="list-style-type: none"> <li>1) Smartphone cumulative subscribers: <b>¥30 million</b> (fiscal year ending March 31, 2024)</li> <li>2) Survey for NPS improvement: <b>Monitor results</b> (NPS: Net Promoter Score)</li> </ol>   | <ol style="list-style-type: none"> <li>1) <b>25.93 million</b> (As of March 31, 2021)</li> <li>2) Customer satisfaction survey responses: <b>4.43 million</b></li> </ol>                   |
|                                    | <p><b>Provide an environment in which everyone can access information</b><br/>Contribute to the realization of a society in which everyone can obtain the latest information fairly without any inconvenience.</p>   | <ul style="list-style-type: none"> <li>• Enhance accessibility to news and various information provided on the Internet</li> <li>• Promote the expansion of Internet communications throughout the world</li> </ul>  | <ol style="list-style-type: none"> <li>1) Yahoo! News DAU: <b>45 million</b> (DAU: Daily Active Users)</li> <li>2) Expanding the HAPS Alliance to broaden Internet communications across the world: <b>Promoting initiatives</b></li> <li>3) Holding classes to teach how to utilize smartphone: <b>430,000 classes</b> <span style="background-color: #0070c0; color: white; padding: 0 2px;">New</span></li> </ol>    | <ol style="list-style-type: none"> <li>1) <b>41.81 million</b></li> <li>2) <b>Establishment of the HAPS Alliance</b></li> </ol>  |
|                                    | <p><b>Leverage ICT to create new lifestyles and enhance the foundations for daily life</b><br/>Contribute to the enhancement of lifestyles by expanding online shopping and improving the convenience of services closely related to daily life such as education, medical care, and finance through ICT.</p>  | <ul style="list-style-type: none"> <li>• Implement initiatives aimed at expanding and enhancing online shopping from smartphones, providing new payment methods, and improving logistics efficiency</li> <li>• Contribute to education, healthcare and financial fields using ICT</li> </ul>                   | <ol style="list-style-type: none"> <li>1) PayPay cumulative registered users: <b>50 million</b> <span style="background-color: #e67e22; color: white; padding: 0 2px;">Updated</span></li> <li>2) E-commerce transaction value (Merchandise): <b>¥4 trillion</b></li> </ol>   | <ol style="list-style-type: none"> <li>1) <b>38.03 million</b> (As of March 31, 2021)</li> <li>2) <b>¥2.6 trillion</b> (full-year results for fiscal year ended March 31, 2021)</li> </ol> |

KPI New Items with newly established targets for the fiscal year ending March 31, 2022 Updated Items with fiscal year ending March 31, 2022 targets updated from the fiscal year ended March 31, 2021

Reference Targets for fiscal year ended March 31, 2021 \*PayPay cumulative registered users: 40 million

## Materiality (Priority Issues)

|                                    |  |   |   |  |
|------------------------------------|--|---|---|--|
| <b>Materiality</b>                 | <b>Creating new business through open innovation</b>   |   |   |  |
| <b>Social Issues</b>               | <ul style="list-style-type: none"> <li>Advance innovation (promoting the widespread adoption of cashless settlement, securing means of transportation amid the difficulties posed by an aging population with a declining birthrate and enabling access to communications in developing countries)</li> </ul>  |   |   |  |
| <b>Key Risks and Opportunities</b> | <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 5px;">Risks</div> <ul style="list-style-type: none"> <li>Delay of business development and/or loss of business opportunities due to shortages of required human resources and knowledge</li> <li>Inability to recoup invested funds or incur impairment losses due to failure in achieving expected results</li> </ul> |   | <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 5px;">Opportunities</div> <ul style="list-style-type: none"> <li>Acquisition of human resources and knowledge and speedy business development through collaboration with partners</li> <li>Advancement and deepening of innovation through co-creation and expansion of the scale of markets and operations the Group participates</li> </ul> |  |
| <b>SoftBank Initiatives</b>        | <b>SDGs Value Creation</b>   | <b>Main Business and Initiatives</b>  | <b>Representative KPIs</b>  | <b>Results of fiscal year ended March 31, 2021</b>   |
|                                    | <p><b>Develop new business models with cutting-edge technologies</b></p> <p>Together with our partners, create new businesses for the future by utilizing the most advanced technology.</p>  | <ul style="list-style-type: none"> <li>Realize a safe and comfortable mobility society</li> <li>Build a high-altitude communications network in the stratosphere</li> <li>Provide opportunities for mobility through the practical utilization of autonomous vehicles</li> </ul>  | <p>1) Advancement of efforts toward practical utilization of HAPS (fiscal year ending March 31, 2024) <span style="background-color: #FF9933; padding: 0 2px;">Updated</span></p>   | <p>1) <b>Success in stratospheric flight tests and communications*</b></p>   |
|                                    | <p><b>Incubate and spiral-up cutting-edge businesses overseas</b></p> <p>Aim to develop cutting-edge business in Japan through joint ventures and partnerships with companies that develop cutting-edge business overseas.</p>   | <ul style="list-style-type: none"> <li>Provide innovative community-style workspaces</li> <li>Leverage AI and data analytics technologies to provide taxi dispatch platforms</li> <li>Promote a cashless economy through the spread of bar-code and QR code payment settlements</li> </ul>  | <p>2) Promotion of business operations in Japan</p>   | <p>1) Value UP support: <b>Approx. 10 companies</b><br/>Examination of new businesses/ investment prospects: <b>10 companies or more</b></p> |
|                                    | <p><b>Build systems to recruit and develop human resources to lead growth and create new businesses</b></p> <p>Hire personnel who have advanced professional skills and build an organization that become key drivers of new business creation in response to next-generation needs.</p>   | <ul style="list-style-type: none"> <li>Job posting system that aims to shift human resources to new businesses and growth businesses</li> <li>Allocate personnel to new businesses through improvements in operational efficiency</li> <li>Human resources recruitment and development systems (SoftBank Academia, SoftBank InnoVenture, SoftBank University) necessary to create and promote new businesses</li> </ul> | <p>3) SoftBank InnoVenture commercialization</p>  | <p>1) SDGs-themed businesses under consideration for launch: <b>7</b> (number of candidates: 160)</p>  |

Reference Targets for fiscal year ended March 31, 2021 \*Provide HAPS service (planned for fiscal year ending March 31, 2024)

## Materiality (Priority Issues)

|                             |   |  |  |   |
|-----------------------------|---|--|--|---|
| Materiality                 | <b>Contributing to the global environment with the power of technology</b>  |  |  |   |
| Social Issues               | <ul style="list-style-type: none"> <li>• Prevention of natural disasters caused by global warming and climate change</li> <li>• Transition to a circular economy that recycles and reuses limited resources</li> </ul>  |  |  |   |
| Key Risks and Opportunities | <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Risks</p> <ul style="list-style-type: none"> <li>• Infrastructure disruption and communication blackout due to disasters caused by climate change</li> <li>• Difficulty in securing non-fossil fuel electricity and increase in cost for long-term electricity procurement</li> <li>• Impact on financing due to lack of global environmental efforts</li> </ul> </div> <div style="width: 45%;"> <p style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Opportunities</p> <ul style="list-style-type: none"> <li>• Expanding the market for highly-energy-efficient solutions that utilize IoT, etc.</li> <li>• Expansion of businesses related to the sharing economy</li> <li>• Expansion of businesses related to renewable energy</li> </ul> </div> </div> |  |  |   |
| SoftBank Initiatives        | SDGs Value Creation   | Main Business and Initiatives  | Representative KPIs  | Results of fiscal year ended March 31, 2021   |
|                             | <p><b>Contribute to the mitigation of climate change through technology and business</b></p> <p>Use renewable energy to reduce CO<sub>2</sub> emissions and promote energy conservation through ICT as measures to combat climate change.</p>   | <ul style="list-style-type: none"> <li>• Improve power use efficiency</li> <li>• Substitute energy-saving equipment</li> <li>• Utilize IoT and other technologies to improve power use efficiency and promote environmental awareness</li> <li>• Convert electricity consumed by facilities and equipment such as mobile phone base stations to electricity generated using renewable energy (we will primarily achieve this goal by using renewable energy sources that have been certified as non-dependent on fossil fuels)</li> <li>• Implement initiatives aimed at achieving carbon neutral</li> </ul> | <ol style="list-style-type: none"> <li>1) Ratio of renewable energy for base station: <b>50% or greater</b> in fiscal year ending March 31, 2022 and <b>70% or greater</b> in fiscal year ending March 31, 2023</li> <li>2) Contribution to overall CO<sub>2</sub> reduction of society: <b>Promoting initiatives</b> <span style="color: orange;">Updated</span></li> <li>3) To achieve carbon neutral (fiscal year ending March 31, 2031) <span style="background-color: #0070C0; color: white; padding: 2px;">New</span></li> </ol> | <ol style="list-style-type: none"> <li>1) Achievement of <b>30%</b> renewable-energy rate in base stations</li> <li>2) <b>9%</b> reduction of CO<sub>2</sub> emissions from headquarters*<sup>1</sup> (compared with fiscal year ended March 31, 2020)</li> </ol> |
|                             | <p><b>Promote a recycling-based society (circular economy)</b></p> <p>Limit the amount of resources used and promote recycling and reuse.</p>   | <ul style="list-style-type: none"> <li>• Mobile phone recycling, adopt carry bags made from materials other than paper or plastic, and promote the reduction of reliance on paper-based procedures through the application of smart devices</li> <li>• Proper use of water resources and waste reduction</li> </ul>  | <ol style="list-style-type: none"> <li>1) Number of mobile phones collected for reuse or recycling: <b>10 million</b> (total from fiscal year ended March 31, 2021 to fiscal year ending March 31, 2026)</li> <li>2) Percentage of decommissioned base stations going to landfill: <b>1% or less (annually)</b></li> </ol>   | <ol style="list-style-type: none"> <li>1) <b>2.54 million phones</b> (fiscal year ended March 31, 2021)</li> <li>2) <b>0.51%</b></li> </ol>   |
|                             | <p><b>Realize a prosperous society through the spread of renewable energy</b></p> <p>Work to spread and expand the use of renewable energy projects and services to create an environmentally friendly society.</p>   | <ul style="list-style-type: none"> <li>• Propagate renewable energy (including power provided under a feed-in tariff [FIT] policy mechanism) through the supply of electricity from renewable sources</li> </ul>   | <ol style="list-style-type: none"> <li>1) Promoting renewable energy power provision: <b>Expanding provision of renewable energy power plans</b> <span style="color: orange;">Updated</span></li> </ol>  | <ol style="list-style-type: none"> <li>1) <b>Launch of sales of plan for 100% renewable energy and effective zero CO<sub>2</sub> emissions (October 2020) Launch of sales of renewable-energy plans for corporate customers</b>*<sup>2</sup></li> </ol>           |

Reference Targets for fiscal year ended March 31, 2021 \*1 Promote new businesses that contribute to CO<sub>2</sub> reduction: Promote initiatives \*2 Provide menu option for purchasing renewable energy: Provide Shizen Denki

## Materiality (Priority Issues)

|                             |   |   |  |   |
|-----------------------------|---|---|--|---|
| Materiality                 | <b>Building high-quality social communication networks</b>  |   |  |   |
| Social Issues               | <ul style="list-style-type: none"> <li>• Maintenance and management of high quality networks</li> <li>• Prevention and rapid restoration of infrastructure disruption by natural disasters</li> <li>• Response to sophisticated cyberattacks</li> </ul>   |   |  |   |
| Key Risks and Opportunities | <div style="border: 1px solid black; padding: 2px; width: fit-content;">Risks</div> <ul style="list-style-type: none"> <li>• Loss of new business opportunities while utilizing 5G</li> <li>• Deterioration of reputation and/or loss of subscriber due to communication failures and/or delays in disaster recovery</li> <li>• Deterioration of reputation due to the improper use of personal information and/or leakage of personal information</li> </ul> |   | <div style="border: 1px solid black; padding: 2px; width: fit-content;">Opportunities</div> <ul style="list-style-type: none"> <li>• Capacity increase and multi-connectivity of communications and revenue increase by nationwide deployment of 5G coverage</li> <li>• Development of new industries and services that use 5G</li> </ul>  |   |
| SoftBank Initiatives        | SDGs Value Creation   | Main Business and Initiatives   | Representative KPIs  | Results of fiscal year ended March 31, 2021   |
|                             | <p><b>Prepare sustainable life infrastructure</b><br/>Provide communications services with stable connectivity by maintaining a highly reliable network.</p>  | <ul style="list-style-type: none"> <li>• Construct 5G mobile communications systems to enable “high-speed, large-capacity,” “ultra-high-reliability, low-latency” and “massive device connectivity”</li> <li>• Provide communications services with stable connections</li> </ul> | <ol style="list-style-type: none"> <li>1) 5G deployment plan Number of base stations: <b>Over 50,000 (end of 2022)</b><br/><b>Population coverage: Over 90% (end of 2022)</b> <span style="background-color: #FFD700; padding: 0 2px;">Updated</span></li> <li>2) Number of major network accidents: <b>Zero</b></li> <li>3) Submarine cable: <b>Start operation</b> (fiscal year ending March 31, 2023)</li> </ol>  | <ol style="list-style-type: none"> <li>1) <b>Achievement of over 10,000 base stations</b>*1 (May 21, 2021)</li> <li>2) Major network accidents: <b>Zero</b></li> <li>3) Coastal waters of Japan: <b>Completion of oceanographic surveys and design of laying routes Southeast</b><br/>Asia: <b>Completion of oceanographic surveys</b></li> </ol> |
|                             | <p><b>Construct robust communications infrastructure to contribute to disaster prevention and mitigation</b><br/>Take daily actions to maintain our communications infrastructure in the event of a disaster and recover rapidly when one occurs.</p>   | <ul style="list-style-type: none"> <li>• Provide redundancy in backbone networks</li> <li>• Secure communications in the event of a disaster mainly through tethered balloon radio relay systems, mobile base stations, and portable satellite antennas</li> </ul>                | <ol style="list-style-type: none"> <li>1) Establishment of three main routes (for Okinawa/Tohoku): <b>Completion (fiscal year ending March 31, 2022)</b></li> <li>2) Equipment and materials for disaster response and recovery: <b>Support and enhancement Mobile base stations vehicles/portable mobile base stations: maintain 200 or more</b><br/><b>Mobile power-supply vehicles: maintain 80 or more</b><br/><b>Portable satellite antennas: maintain 200 or more</b> <span style="background-color: #FFD700; padding: 0 2px;">Updated</span></li> </ol> | <ol style="list-style-type: none"> <li>1) <b>Completion of machine-room construction</b> (March 2021)</li> <li>2) <b>Reinforcement of 100 portable satellite antennas</b>*2</li> </ol>  |
|                             | <p><b>Promote data security and privacy protection initiatives</b><br/>As a safe and secure telecommunications carrier, we monitor and operate networks using the latest technologies and conduct thorough security education for employees.</p>  | <ul style="list-style-type: none"> <li>• Implement network monitoring and operation utilizing AI</li> <li>• Develop and operate high-level security environments</li> <li>• Educate employees thoroughly on security</li> </ul>   | <ol style="list-style-type: none"> <li>1) Number of major accidents involving information security: <b>Zero (annually)</b></li> <li>2) Number of major accidents involving privacy issues: <b>Zero (annually)</b></li> <li>3) Implementing initiatives that help customers understand how to handle their personal information</li> </ol>  | <ol style="list-style-type: none"> <li>1) Number of major accidents involving information security: <b>Zero</b></li> <li>2) Number of major accidents: <b>Zero</b></li> <li>3) <b>Start of development of the Privacy Center</b></li> </ol>   |

Reference Targets for fiscal year ended March 31, 2021 \*1 Over 50,000 base stations; Population coverage rate of over 90% (fiscal year ending March 31, 2022) \*2 Disaster emergency response/recovery equipment and materials: Maintain/strengthen (every year)

## Materiality (Priority Issues)

|                             |   |   |   |  |
|-----------------------------|---|---|---|--|
| Materiality                 | <b>Developing a resilient management foundation</b>   |   |   |  |
| Social Issues               | <ul style="list-style-type: none"> <li>• Corporate governance enhancements</li> <li>• Consideration for social and environmental aspects throughout supply chains</li> <li>• Workstyle reforms, promotion of diversity and inclusion</li> </ul>   |   |   |  |
| Key Risks and Opportunities | <div style="border: 1px solid black; padding: 2px; width: fit-content;">Risks</div> <ul style="list-style-type: none"> <li>• Loss of trust due to violation of laws or regulations</li> <li>• Loss of trust as a corporation due to absence of corporate governance</li> <li>• Deterioration of reputation due to human rights violations or inadequate response on environmental issues</li> </ul> | <div style="border: 1px solid black; padding: 2px; width: fit-content;">Opportunities</div> <ul style="list-style-type: none"> <li>• Investors' acceptance of corporate governance and supply-chain management</li> <li>• Improvement of motivation and emergence of innovation through workstyle reforms and promotion of diversity</li> <li>• Improvement of productivity through advanced workstyles and commercialization of expertise</li> </ul>   |   |  |
| SoftBank Initiatives        | SDGs Value Creation   | Main Business and Initiatives   | Representative KPIs   | Results of fiscal year ended March 31, 2021  |
|                             | <p><b>Enhance corporate governance and ensure its effectiveness</b></p> <p>Build a sophisticated governance system, increase management transparency, and ensure to conduct corporate governance with integrity and fairness.</p>   | <ul style="list-style-type: none"> <li>• Enhance corporate governance systems and thoroughly prevent compliance violations</li> <li>• Implement sophisticated internal controls, eliminate antisocial forces, and prevent corruption</li> </ul>   | <ol style="list-style-type: none"> <li>1) Number of compliance violations: <b>Performance monitoring (annually)</b></li> <li>2) Exam-taking rate in compliance training: <b>Performance monitoring (annually)</b> <span style="background-color: #FFC000;">Updated</span></li> <li>3) Ensure effectiveness of the Board of Directors: <b>Implementation of evaluations (annually)</b> <span style="background-color: #000080; color: white;">New</span></li> <li>4) Average ratio of attendance by all Board Directors at the Board of Directors meetings: <b>75% or higher</b> <span style="background-color: #000080; color: white;">New</span></li> </ol>  | <ol style="list-style-type: none"> <li>1) Number of disciplinary actions: <b>22</b></li> <li>2) Compliance test participants*1: <b>100%</b></li> </ol>   |
|                             | <p><b>Sustainable growth through cooperation with stakeholders</b></p> <p>Pursue the creation of strong relationships of trust and mutually sustainable development through timely and appropriate information disclosure and ongoing dialogues with stakeholders.</p>  | <ul style="list-style-type: none"> <li>• Ethical procurement and transactions</li> <li>• Sound and transparent information disclosure</li> <li>• Cooperation with local communities through initiatives such as disaster management agreements and the Social Emergency Management Alliance (SEMA)</li> </ul>   | <ol style="list-style-type: none"> <li>1) Sustainability procurement survey collection: <b>90% or greater (annually)</b></li> <li>2) Support improvement activities at high-risk suppliers: <b>100% implementation</b> <span style="background-color: #000080; color: white;">New</span></li> <li>3) Supplier inspection/CSR audits: <b>2 or more companies</b> <span style="background-color: #000080; color: white;">New</span></li> <li>4) Number of partnerships with NPOs: <b>1,000 organizations (fiscal year ending March 31, 2024)</b></li> </ol>   | <ol style="list-style-type: none"> <li>1) Questionnaire response rate: <b>92%</b></li> <li>4) <b>688 organizations</b> (March 31, 2021)</li> </ol>   |
|                             | <p><b>Enhance employee happiness with diversity and inclusion</b></p> <p>Work to build an environment in which all employees can fully demonstrate their unique abilities and enjoy personal satisfaction.</p>  | <ul style="list-style-type: none"> <li>• Support for employee growth and career realization (Free-agent system and job posting system, SoftBank University, SoftBank career dock)</li> <li>• Fair evaluation and recruitment system</li> <li>• Promote participation by women, including recruitment and employment of persons with disabilities, and initiatives related to LGBTQ persons</li> <li>• Harassment prevention</li> </ul>  | <ol style="list-style-type: none"> <li>1) Ratio of women in management positions: <b>Over 20% (fiscal year ending March 31, 2036)</b> During this process, achieve a ratio of over 15% by fiscal year ending March 31, 2031 (double the ratio of fiscal year ending March 31, 2022) <span style="background-color: #FFC000;">Updated</span></li> <li>2) Ratio of employees with disabilities: <b>At or above the legally mandated level (annually)</b></li> <li>3) Paid leave acquisition rate: <b>Keep at 70% or above (annually)</b></li> <li>4) Accidents at work sites involving injury or death: <b>Zero (annually)</b></li> </ol>   | <ol style="list-style-type: none"> <li>1) <b>338</b>*2 (fiscal year ended March 31, 2021)</li> <li>2) <b>2.39%</b></li> <li>3) <b>61.8%</b> *4</li> <li>4) Number of fatal accidents: <b>Zero</b></li> </ol>   |
|                             | <p><b>Enhance productivity with advanced workplace environments</b></p> <p>Use technology to promote workstyle reform and health and productivity management.</p>   | <ul style="list-style-type: none"> <li>• Work-style reforms (Super Flextime System, teleworking, operational improvements using AI and RPA, permit employees to take side jobs)</li> <li>• Promote health and productivity management</li> <li>• Diverse workstyles using smart buildings, satellite offices and telework</li> <li>• Promoting diverse working styles unconstrained by time or place (teleworking, use of co-working spaces), in preparation for the post-COVID-19 environment</li> </ul> | <ol style="list-style-type: none"> <li>1) Promotion of workstyles for the post-COVID-19 environment Provide office environments that encourage diverse working styles: <b>Performance monitoring (annually)</b> <span style="background-color: #FFC000;">Updated</span></li> <li>2) Promotion of workstyles for the post-COVID-19 environment Teleworking ratio: <b>70% or greater (annually)</b> <span style="background-color: #FFC000;">Updated</span></li> <li>3) Ratio of smokers: <b>Decrease of 1% or more YoY, less than 20% (annually)</b> <span style="background-color: #FFC000;">Updated</span></li> <li>4) High ranking in Japan surveys: <b>Highly ranked among the major surveys (annually)</b></li> </ol> | <ol style="list-style-type: none"> <li>1) Shift of about 10,000 employees to a free-address system with the move to the new headquarters Use of shared offices across Japan, including 33 WeWork locations and over 200 other locations</li> <li>2) <b>95.9%</b> *3</li> <li>3) <b>26.8%</b> *3</li> <li>4) 4.5 stars on the Nikkei SDGs Management Survey and 5 stars on the 2020 Nikkei Smart Work Management Survey Nikkei Smart Work Award 2021 for Technology Utilization Certification in the 2021 List of Outstanding Organizations for Health &amp; Productivity Management (White 500)</li> </ol> |

Reference Targets for fiscal year ended March 31, 2021 \*1 Compliance training sessions held: monitor actual figures \*2 Number of female managers: 300 (fiscal year ending March 31, 2023) \*3 Ratio of smokers: Less than 20% (every year) Fiscal year ended March 31, 2021 results (supplementary explanation) \*4 Up to fiscal year ended March 31, 2020, a level of over 70% was continuously maintained. In fiscal year ended March 31, 2021, as a result of the impact of the outbreak of COVID-19, the number of days of continuous leave taken during the summer and other traditional holiday periods is declining. SoftBank is continuing to implement measures such as promotion of work-life balance and fostering a corporate culture in which people feel free to take leave.

## ESG Data Book

### Boundary (Scope of this Data Book)

There are seven boundaries: "SB," "SB + Major Subsidiaries (1) to (3)," "SB + Subsidiaries," "SB + YJ + ASK," and "SB + YJ."

NOTE • SB stands for SoftBank Corp.

• YJ stands for Yahoo Japan Corporation.

• ASK stands for ASKUL Corporation.

• The Group Companies within the boundary vary according to accounting period.

• The major subsidiaries within "SB + Major Subsidiaries" vary among items.

• Coverage is calculated from the ratios of sales of group companies that constitute the SoftBank group.

• In case "-" is indicated in "Coverage," it refers to data of SoftBank Corporation (non-consolidated).

## Environment

### Climate Change

| Category                                   |   | Boundary*  | Coverage                                   | Unit                    | Results                     |         |         |         |         | Goal    | Achievement Rate (%)* | Reduction Rate Compared to the Base Year (Fiscal year ended March 2020) |
|--|---|--|--|-------------------------|-----------------------------|---------|---------|---------|---------|---------|-----------------------|---|
|  |   |  |  |                         | Fiscal years ended March 31 |         |         |         |         |         |                       |   |
|  |   |  |  |                         | 2017                        | 2018    | 2019    | 2020    | 2021    |         |                       |   |
| Greenhouse Gas (GHG) Emissions (Scope 1,2) | Total                                   | Until fiscal year ended March 31, 2019: SB           | Until fiscal year ended March 31, 2019: —  | t-CO <sub>2</sub>       | 733,515                     | 722,514 | 693,953 | 776,104 | 620,929 | 722,000 | 116                   | 20  |
|  | GHG Scope 1                             | From fiscal year ended March 31, 2020: SB + YJ + ASK | From fiscal year ended March 31, 2020: 77% | t-CO <sub>2</sub>       | 11,400                      | 11,386  | 11,456  | 15,803  | 15,416  | 15,000  | 97                    | 2   |
|  | GHG Scope 2                             |  |  | t-CO <sub>2</sub>       | 722,115                     | 711,128 | 682,497 | 760,301 | 605,513 | 707,000 | 117                   | 20  |
|  | GHG Emissions Intensity* <sup>1</sup>   | SB   | —  | t-CO <sub>2</sub> /Gbps | 1,116                       | 849     | 682     | 628     | 411     | 520     | 127                   | 35  |
| Greenhouse Gas (Breakdown of Scope 1)      | Carbon Dioxide (CO <sub>2</sub> )       | SB+YJ+ASK  | 77%  | t                       | —                           | —       | —       | —       | 14,962  | —       | —                     | —   |
|  | Methane (CH <sub>4</sub> )              |  |  | t-CO <sub>2</sub>       | —                           | —       | —       | —       | 293     | —       | —                     | —   |
|  | Dinitrogen Monoxide (N <sub>2</sub> O)  |  |  | t-CO <sub>2</sub>       | —                           | —       | —       | —       | 0.03    | —       | —                     | —   |
|  | Hydrofluorocarbons (HFCs)               |  |  | t-CO <sub>2</sub>       | —                           | —       | —       | —       | 162     | —       | —                     | —   |
|  | Perfluorocarbons (PFCs)                 |  |  | t-CO <sub>2</sub>       | —                           | —       | —       | —       | 0       | —       | —                     | —   |
|  | Sulfur Hexafluoride (SF <sub>6</sub> )  |  |  | t-CO <sub>2</sub>       | —                           | —       | —       | —       | 0       | —       | —                     | —   |
|  | Nitrogen Trifluoride (NF <sub>3</sub> ) |  |  | t-CO <sub>2</sub>       | —                           | —       | —       | —       | 0       | —       | —                     | —   |

• The factor in the increase in fiscal year ended March 31, 2020 is the change of the boundaries.

\* Notes for achievement rate

• Achievement rate means the rate of the actual value to the target value.

\*1 Greenhouse Gas Emissions per Communication Volume

\* The greenhouse gas emissions (Scopes 1, 2, and 3), energy consumption, industrial waste (SB) and water consumption (SB) for the fiscal year ended March 2021 were examined by Japan Quality Assurance Organization as a third party (Limited guarantee level in accordance with ISO 14064-3 and ISAE3000).

## ESG Data Book

## Environment

| Climate Change   |          |          |   |                                  |          |  |
|--|----------|----------|---|----------------------------------|----------|--|
| Category   | Boundary | Coverage | Unit  | fiscal year ended March 31, 2021 | Rate (%) | Scope 3 Description of calculation   |
| Scope 1: Direct Emission   | SB+YJ    | 71%      | t-CO <sub>2</sub>   | 12,141                           | 0.3      | —  |
| Scope 2: Indirect Emission of Energy Sources                               |          |          |   | 590,438                          | 15.9     | —  |
| Scope 3: Other Indirect Emission   |          |          |   | 3,121,487                        | 83.8     | —  |
| Category 1: Purchased Products and Services                                |          |          |   | 340,222                          | 9.1      | Calculated by multiplying the purchase price of products and services by emissions per product including the procurement and transportation processes.   |
| Category 2: Capital Goods  |          |          |   | 1,446,099                        | 38.8     | Calculated by multiplying the equipment investment amount by emissions per price of capital goods.   |
| Category 3: Activities Related to Fuels and Energy not Included in Scope 2 |          |          |   | 113,432                          | 3.0      | Calculated by multiplying the consumption of fuel/electric power and others by emissions per fuel procurement.   |
| Category 4: Transportation and Delivery (upstream)                         |          |          |   | 26,481                           | 0.7      | Calculated by multiplying transportation costs by emissions per transportation cost for transportation between bases and shipping. (Procurement transportation is included in Category 1)  |
| Category 5: Waste from Business  |          |          |   | 837                              | 0.02     | Calculated by multiplying the weight of industrial waste by emissions per waste amount for each kind of waste and each disposal method.  |
| Category 6: Business Trips   |          |          |   | 4,216                            | 0.1      | Calculated by multiplying the payment amount of transportation allowances by emissions per transportation allowance amount for each transportation category and calculated by multiplying the number of days of accommodation by emissions per number of days of accommodation.  |
| Category 7: Commuting of Employees   |          |          |   | 12,634                           | 0.3      | Calculated by multiplying the total commuting distance of employees by emissions per km of travelers for each transportation category and then multiplying the power consumption during telework by the emission factor of electric power.   |
| Category 8: Lease Assets (upstream)  |          |          |   | 94,282                           | 2.5      | Calculated by multiplying the total travel distance of company vehicles by the emission coefficient of fuel for each maximum loading capacity and calculated by multiplying the total floor area of warehouses by emissions per area for each purpose of use of buildings and then multiplying the power consumption of part of telecommunications equipment by the emission factor of electric power. |
| Category 9: Transportation and Delivery (downstream)                       |          |          |   | 603,376                          | 16.2     | For shipping, it is calculated by multiplying transportation costs by emissions per yen.   |
| Category 10: Processing of Sold Products                                   |          |          |   | —                                | —        | (Not to be calculated)   |
| Category 11: Use of Sold Products  |          |          |   | 449,008                          | 12.1     | Calculated by multiplying the number of products sold/rented by lifelong power consumption of each product and the emission coefficient of electric power.   |
| Category 12: Disposal of Sold Products                                     |          |          |   | 762                              | 0.02     | Calculated by multiplying the total weight of products sold by emissions per product for each kind of waste.   |
| Category 13: Lease Assets (downstream)                                     | —        | —        | (Included in Category 11, and calculated)   |                                  |          |  |
| Category 14: Franchise   | 30,138   | 0.8      | Calculated by multiplying the total floor area of SoftBank shops and Y!mobile shops by emissions per area for each purpose of use of buildings. |                                  |          |  |
| Category 15: Investment  | —        | —        | (Not to be calculated)  |                                  |          |  |
| Total  |          |          |   | 3,724,066                        | 100      |  |

## ESG Data Book

## Environment

| Climate Change   |   |  |   |                         |                             |           |           |           |           |           |                      |
|--|---|--|---|-------------------------|-----------------------------|-----------|-----------|-----------|-----------|-----------|----------------------|
|  |   |  |   |                         | Results                     |           |           |           |           | Goal      | Achievement Rate (%) |
| Category   |   | Boundary   | Coverage  | Unit                    | Fiscal years ended March 31 |           |           |           |           |           |                      |
|  |   |  |   |                         | 2017                        | 2018      | 2019      | 2020      | 2021      |           |                      |
| Energy   | Electric Power Consumption                                    | Until fiscal year ended March 31, 2019: SB<br>From fiscal year ended March 31, 2020: SB + YJ + ASK | Until fiscal year ended March 31, 2019: —<br>From fiscal year ended March 31, 2020: 77% | Thousand kWh            | 1,338,019                   | 1,418,791 | 1,355,703 | 1,644,234 | 1,680,530 | 1,660,000 | 99                   |
|  | Of which, Renewable Energy Consumption                        |  |   | Thousand kWh            | 36                          | 44        | 44        | 32,516    | 324,766   | 306,000   | 106                  |
|  | City Gas  |  |   | Thousand m <sup>3</sup> | 4,835                       | 4,731     | 4,554     | 4,508     | 4,914     | —         | —                    |
|  | Heavy Oil A   |  |   | kL                      | 65                          | 144       | 190       | 160       | 198       | —         | —                    |
|  | Energy Consumption per Unit* <sup>1</sup>                     | SB   | —   | Thousand kWh/Gbps       | 2,037                       | 1,667     | 1,332     | 1,296     | 1,124     | —         | —                    |
| Goals in Each Section                                    | Electric Power Consumption in Data Centers                    | Until fiscal year ended March 31, 2019: SB<br>From fiscal year ended March 31, 2020: SB + YJ + ASK | Until fiscal year ended March 31, 2019: —<br>From fiscal year ended March 31, 2020: 77% | Thousand kWh            | 79,304                      | 77,428    | 73,670    | 263,620   | 271,711   | 283,000   | 104                  |
|  | Renewable Energy Rate   |  |   | %                       | 0                           | 0         | 0         | 7.9       | 8.6       | 8.1       | 106                  |
|  | Power Usage Effectiveness                                     |  |   | —                       | 1.73                        | 1.71      | 1.74      | 1.57      | 1.50      | 1.50      | 100                  |
|  | Electric Power Consumption in the Headquarters                | SB   | —   | Thousand kWh            | —                           | —         | —         | —         | 10,179    | 13,748    | 135.1                |
|  | Emissions per Communication at a Network Center* <sup>1</sup> |  |   | t-CO <sub>2</sub> /Gbps | —                           | —         | —         | —         | 144       | 140       | 97                   |
| Plan   |   |  |   |                         |                             |           |           |           |           |           |                      |
| Category   |   | Boundary   | Coverage  | Unit                    | Fiscal years ended March 31 |           |           |           |           |           |                      |
|  |   |  |   |                         | 2022                        | 2023      | 2024      | 2025      | 2026      |           |                      |
| Mid/long-term Plan for Reducing Greenhouse Gas Emissions | Sum of Scopes 1 and 2   | SB+YJ+ASK  | 77%   | t-CO <sub>2</sub>       | 553,000                     | 473,000   | 443,000   | 417,000   | 400,000   |           | 0                    |

\*<sup>1</sup> Electricity Consumption per Communication Volume and Greenhouse Gas Emissions

\* Declared target of achieving zero emissions (carbon neutrality) by fiscal year ending March 2031 for Scopes 1 and 2.

\* In the term ending March 2031, it is estimated to be 2,500,000,000 kWh, in response to the traffic growth through the provision of 5G, etc., and the goal of using renewable energy for total power supply was set.



## ESG Data Book

## Environment

| Resources and Waste  |   |  |  |  |  |         |         |           |           |         |                      |
|--|---|--|--|--|--|---------|---------|-----------|-----------|---------|----------------------|
| Category   |   | Boundary   | Coverage                                   | Unit   | Results                                    |         |         |           |           | Goal    | Achievement Rate (%) |
|  |   |  |  |  | Fiscal years ended March 31                |         |         |           |           |         |                      |
|  |   |  |  |  | 2017                                       | 2018    | 2019    | 2020      | 2021      |         |                      |
| Industrial Waste   | Emissions   | Until fiscal year ended March 31, 2019: SB           | Until fiscal year ended March 31, 2019: —  | t  | 1,286                                      | 1,159   | 1,092   | 5,226     | 6,313     | —       | —                    |
|  | Recycling Amount  |  |  | t  | 1,247.4                                    | 1,124.2 | 1,059.2 | 5,073     | 5,482     | —       | —                    |
|  | Final Disposal Amount   |  |  | From fiscal year ended March 31, 2020: SB + YJ + ASK | From fiscal year ended March 31, 2020: 77% | t       | 38.6    | 34.8      | 32.8      | 153     | 832                  |
|  | Discharge Amount  | SB   | —  | t  | 1,286                                      | 1,159   | 1,092   | 1,484     | 1,748     | —       | —                    |
|  | Recycling Amount  |  |  | t  | 1,247.4                                    | 1,124.2 | 1,059.2 | 1,439     | 1,500     | —       | —                    |
|  | Final Disposal Amount* <sup>1</sup>                             |  |  | t  | 38.6                                       | 34.8    | 32.8    | 44.5      | 248       | 209     | 84                   |
| Hazardous Waste Disposal Amount* <sup>2</sup>                                      | t   |  |  | —  | —  | —       | —       | 0.49      | —         | —       |                      |
| Communication Equipment of Removed Stations  | Final Disposal Rate   | SB   | —  | %  | 0.04                                       | 0.29    | 0.85    | 1.4       | 0.51      | —       | —                    |
| Used Cell Phones   | Number of Devices to be Reused or Recycled                      |  |  | Cell Phones  | —  | —       | —       | 2,425,840 | 2,541,078 | —       | —                    |
| Use of Water   | Water Consumption* <sup>3</sup>                                 | Until fiscal year ended March 31, 2019: SB           | Until fiscal year ended March 31, 2019: —  | m <sup>3</sup>                                       | 743,174                                    | 714,163 | 738,517 | 1,191,210 | 1,330,834 | —       | —                    |
|  | Municipal water* <sup>4</sup>                                   |  |  | m <sup>3</sup>                                       | 743,174                                    | 714,163 | 738,517 | 1,191,210 | 831,736   | —       | —                    |
|  | Recycled wastewater for industrial use* <sup>5</sup>            |  |  | m <sup>3</sup>                                       | 0  | 0       | 0       | 0         | 238       | —       | —                    |
|  | Water Discharge Volume* <sup>6</sup>                            |  |  | m <sup>3</sup>                                       | 743,174                                    | 714,163 | 738,517 | 1,191,210 | 1,330,834 | —       | —                    |
|  | Consumption Per Area  | From fiscal year ended March 31, 2020: SB + YJ + ASK | From fiscal year ended March 31, 2020: 77% | m <sup>3</sup> /m <sup>2</sup>                       | 0.95                                       | 0.93    | 0.92    | 0.73      | 0.82      | —       | —                    |
|  | Water Consumption and Discharge Volume at Data Centers          | SB   | —  | m <sup>3</sup>                                       | —  | —       | —       | 273,668   | 401,246   | —       | —                    |
|  | Water Consumption and Discharge Volume at Offices* <sup>7</sup> |  |  | m <sup>3</sup>                                       | —  | —       | —       | 917,542   | 929,588   | 908,367 | 98                   |
| Water Consumption and Discharge Volume at the Headquarters' Building* <sup>8</sup> | SB  | —  | m <sup>3</sup>                             | —  | —  | —       | —       | 1,642     | —         | —       |                      |

\*1 The calculation method was changed from fiscal year ended March 31, 2021. The goal of reducing it by 1% from the previous fiscal year was set.

\*2 Goals are set for the appropriate management and planned processing of PCBs.

\*3 For offices not equipped with meters, it is estimated from the actual volume per area in the corporate group.

\*4 Municipal water only

\*5 Harvested rainwater with roof drains at headquarters

\*6 Sewage only

\*7 We set the maintenance and management goals for daily-use water used in offices so that the consumption of such water will be less than 100% of the amount in the previous fiscal year.

\*8 Actual figures in the period from Sep. 2020 to Mar. 2021 after the relocation of the headquarters.

## ESG Data Book

### Environment

| Environmental Management System |          |          |       |                             |      |      |      |      |
|---------------------------------|----------|----------|-------|-----------------------------|------|------|------|------|
| Category                        | Boundary | Coverage | Unit  | Results                     |      |      |      |      |
|                                 |          |          |       | Fiscal years ended March 31 |      |      |      |      |
|                                 |          |          |       | 2017                        | 2018 | 2019 | 2020 | 2021 |
| ISO 14001 Certified Sites       | SB       | —        | Sites | 1                           | 1    | 1    | 1    | 1    |

| Compliance                       |                 |  |              |                             |      |      |      |      |
|----------------------------------|-----------------|--|--------------|-----------------------------|------|------|------|------|
| Category                         | Boundary        | Coverage   | Unit         | Results                     |      |      |      |      |
|                                  |                 |  |              | Fiscal years ended March 31 |      |      |      |      |
|                                  |                 |  |              | 2017                        | 2018 | 2019 | 2020 | 2021 |
| Violation of Environmental Rules | Number of Times | Until fiscal year ended March 31, 2019: SB           | Times        | 0                           | 0    | 0    | 0    | 0    |
|                                  | Penalty Amount  | From fiscal year ended March 31, 2020: SB + YJ + ASK | Thousand yen | 0                           | 0    | 0    | 0    | 0    |
|                                  |                 | Until fiscal year ended March 31, 2019: —            |              |                             |      |      |      |      |
|                                  |                 | From fiscal year ended March 31, 2020: 77%           |              |                             |      |      |      |      |

## ESG Data Book

## Society

| Employees   |                             |          |                        |                         | Fiscal years ended March 31 |       |         |        |           |
|---|-----------------------------|----------|------------------------|-------------------------|-----------------------------|-------|---------|--------|-----------|
| Item  | Boundary                    | Coverage | Unit                   | 2017                    | 2018                        | 2019  | 2020    | 2021   |           |
|   |                             |          |                        | Number of Employees*1   | SB + Major Subsidiaries (1) | 80%   | Persons | 5,351  | 5,358     |
| Women   | 13,381                      | 13,433   | 13,468                 | 18,332                  |                             |       |         | 19,162 |           |
| Men   | 18,732                      | 18,791   | 18,824                 | 26,062                  |                             |       |         | 27,166 |           |
| Average Number of Temporary Employees*1*2             | SB + Major Subsidiaries (1) | 80%      | Persons                | 3,804                   | 3,829                       | 3,733 | 4,449   | 4,716  |           |
| Average Number of Consecutive Years Served*1          | SB + Major Subsidiaries (1) | 80%      | Years                  | 9.6                     | 10.3                        | 10.9  | 10.2    | 10.7   |           |
|   |                             |          |                        | Women                   | 11.4                        | 12.0  | 12.2    | 11.2   | 11.4      |
|   |                             |          |                        | Men                     | 10.9                        | 11.4  | 11.9    | 10.9   | 11.2      |
| Average Age of Employees*1                            | SB + Major Subsidiaries (1) | 80%      | Age                    | 35.1                    | 35.8                        | 36.3  | 36.6    | 37.1   |           |
|   |                             |          |                        | Women                   | 39.5                        | 40.0  | 40.1    | 39.3   | 39.6      |
|   |                             |          |                        | Men                     | 38.2                        | 38.7  | 39.1    | 38.5   | 38.9      |
| Age Composition of Employees*1                        | SB + Major Subsidiaries (1) | 80%      | Persons                | 20s                     | 3,550                       | 3,434 | 3,337   | 5,042  | 4,882*11  |
|   |                             |          |                        | 30s                     | 7,684                       | 7,412 | 7,276   | 10,017 | 10,506*11 |
|   |                             |          |                        | 40s                     | 5,584                       | 5,810 | 5,904   | 7,863  | 8,255*11  |
|   |                             |          |                        | 50s                     | 1,891                       | 2,113 | 2,283   | 2,905  | 3,265*11  |
|   |                             |          | 60s                    | 23                      | 22                          | 24    | 45      | 43*11  |           |
|   |                             |          | Less than 30 Years Old | 19.0                    | 18.3                        | 17.7  | 19.5    | 18.1   |           |
|   |                             |          | 30 to 49 Years Old     | 70.8                    | 70.4                        | 70.0  | 69.1    | 69.6   |           |
|   |                             |          | 50 Years Old or Older  | 10.2                    | 11.3                        | 12.3  | 11.4    | 12.3   |           |
| Number of Employees by Management Position*3          | SB + Major Subsidiaries (1) | 80%      | Persons                | Manager Class           | 2,981                       | 3,097 | 3,139   | 4,161  | 4,518     |
|   |                             |          |                        | Department Head Class   | 1,163                       | 1,192 | 1,254   | 1,749  | 1,840     |
| Number of Employees Reemployed after Retirement       | SB + Major Subsidiaries (1) | 80%      | Persons                | 59                      | 65                          | 52    | 105     | 135    |           |
| Number of Employees Absent from Work                  | SB + Major Subsidiaries (1) | 80%      | Persons                | 236                     | 236                         | 208   | 303     | 285    |           |
| Number of Employees who Took Leave for Nursing Care*2 | SB + Major Subsidiaries (1) | 80%      | Persons                | 10                      | 15                          | 12    | 18      | 13     |           |
| Lost-Time Injury Frequency Rate                       | SB + Major Subsidiaries (1) | 80%      | %                      | —                       | —                           | —     | 0.0     | 0.0    |           |
| Number of Employee Turnover*4                         | SB + Major Subsidiaries (1) | 80%      | Persons                | Personal Reason         | 611                         | 620   | 698     | 1,267  | 929       |
|   |                             |          |                        | Total                   | 639                         | 648   | 730     | 1,307  | 951       |
| Turnover Rate*5                                       | SB + Major Subsidiaries (1) | 80%      | %                      | Voluntary Turnover Rate | 3.0                         | 3.1   | 3.4     | 4.3    | 3.2       |
|   |                             |          |                        | Total                   | 3.2                         | 3.2   | 3.6     | 4.5    | 3.3       |
| Total Working Hours per Year*6                        | SB + Major Subsidiaries (1) | 80%      | Hours                  | 1,846                   | 1,815                       | 1,770 | 1,793   | 1,887  |           |
| Ratio of Annual Paid Leave taken*7                    | SB                          | —        | %                      | 73.3                    | 75.1                        | 76.5  | 72.2    | 61.8   |           |
|   | SB + Major Subsidiaries (1) | 80%      |                        | 73.2                    | 75.0                        | 76.4  | 74.2    | 61.7   |           |

## ESG Data Book

## Society

| Employees  |                             |          |         |                             |      |      |      |      |
|--|-----------------------------|----------|---------|-----------------------------|------|------|------|------|
| Item   | Boundary                    | Coverage | Unit    | Fiscal years ended March 31 |      |      |      |      |
|  |                             |          |         | 2017                        | 2018 | 2019 | 2020 | 2021 |
| Ratio of Telework*7*8  | SB                          | —        | %       | —                           | —    | —    | —    | 95.9 |
| Number of Employees who Have Taken Days off for Volunteer Activities*9 | SB                          | —        | Persons | —                           | —    | 153  | 179  | 16   |
| Ratio of Employees who Underwent a Stress Check*10                     | SB + Major Subsidiaries (1) | 80%      | %       | 85.0                        | 89.4 | 90.1 | 90.5 | 86.6 |
| Ratio of Positive Findings in the Regular Health Examination           | SB + Major Subsidiaries (1) | 80%      | %       | 55.1                        | 56.6 | 59.7 | 59.7 | 61.1 |
| Completion Rate for Specific Health Guidance                           | SB + Major Subsidiaries (1) | 80%      | %       | 24.3                        | 30.3 | 31.6 | 34.5 | 34.6 |
| Ratio of Employees who Smoke*11  | SB                          | —        | %       | 31.3                        | 30.6 | 29.9 | 29.7 | 26.8 |
|  | SB + Major Subsidiaries (1) | 80%      |         | 31.3                        | 30.5 | 29.8 | 26.6 | 23.8 |
| Ratio of Employees Who Joined the Labor Union                          | SB                          | —        | %       | —                           | —    | —    | —    | 25.1 |

\*1 As of March 31 for each year

\*2 Due to the change in definition, the figures for fiscal year ended March 31, 2017 to fiscal year ended March 31, 2020 have been changed from last year.

\*3 As of April 1 for each year

\*4 Due to the change in definition, the figures for fiscal year ended March 31, 2017 have been changed from last year.

\*5 Due to the change in definition, the figures for fiscal year ended March 31, 2017, fiscal year ended March 31, 2019 and fiscal year ended March 31, 2020 have been changed from last year.

\*6 Due to the change in definition, the figures for fiscal year ended March 31, 2018 to fiscal year ended March 31, 2020 have been changed from last year.

\*7 In June 2021, third-party assurances were obtained from the Japan Quality Assurance Organization (JQA)

\*8 Ratio of employees who engaged in telework once or more a month

\*9 The expressions of the names of items have been changed from last year.

\*10 Due to the change in definition, the figures for fiscal year ended March 31, 2020 have been changed from last year.

\*11 Excluding seconded employees from other companies for some companies.

| Recruitment and Diversity   |                             |                             |              |                             |       |       |      |      |     |
|---|-----------------------------|-----------------------------|--------------|-----------------------------|-------|-------|------|------|-----|
| Item  | Boundary                    | Coverage                    | Unit         | Fiscal years ended March 31 |       |       |      |      |     |
|   |                             |                             |              | 2017                        | 2018  | 2019  | 2020 | 2021 |     |
| Number of Newly Hired Employees (New Graduates)*1                     | Women                       | SB + Major Subsidiaries (1) | 80%          | Persons                     | 208   | 156   | 151  | 233  | 186 |
|   | Men                         |                             |              |                             | 380   | 303   | 321  | 744  | 660 |
|   | Total                       |                             |              |                             | 588   | 459   | 472  | 977  | 846 |
| Number of Newly Hired Employees (Mid-career Workers)*1                | Women                       | SB + Major Subsidiaries (1) | 80%          | Persons                     | 21    | 45    | 79   | 257  | 256 |
|   | Men                         |                             |              |                             | 90    | 193   | 316  | 651  | 711 |
|   | Total                       |                             |              |                             | 111   | 238   | 395  | 908  | 967 |
| Ratio of Women to Newly Hired Employees (New Graduates)*1             | SB + Major Subsidiaries (1) | 80%                         | %            | 35.4                        | 34.0  | 32.0  | 23.8 | 22.0 |     |
| Number of Foreign-nationals in New Graduates hired*1                  | SB + Major Subsidiaries (1) | 80%                         | Persons      | 25                          | 21    | 38    | 64   | 96   |     |
| Ratio of Foreign Nationals to Newly Hired Employees (New Graduates)*1 | SB + Major Subsidiaries (1) | 80%                         | %            | 4.3                         | 4.6   | 8.1   | 6.6  | 11.3 |     |
| Average Employment Cost   | SB + Major Subsidiaries (1) | 80%                         | Thousand yen | —                           | 1,018 | 1,104 | 864  | 986  |     |
| Internal Hiring Rate*2  | SB + Major Subsidiaries (2) | 71%                         | %            | —                           | 88.0  | 86.2  | 75.8 | 75.0 |     |

## ESG Data Book

## Society

| Recruitment and Diversity                    |                              |                             |      |                             |       |       |       |       |       |
|--|------------------------------|-----------------------------|------|-----------------------------|-------|-------|-------|-------|-------|
| Item   | Boundary                     | Coverage                    | Unit | Fiscal years ended March 31 |       |       |       |       |       |
|  |                              |                             |      | 2017                        | 2018  | 2019  | 2020  | 2021  |       |
| Ratio of Female Employees*3                  | Revenue-generating Section*4 | SB + Major Subsidiaries (1) | 80%  | %                           | 31.6  | 31.8  | 32.6  | 33.3  | 33.1  |
|  | STEM Section*5               |                             |      | %                           | 14.2  | 14.5  | 14.4  | 14.2  | 13.5  |
|  | Total                        |                             |      | %                           | 28.6  | 28.5  | 28.5  | 29.7  | 29.5  |
| Number of Women in Management Positions*6*7  | Manager Class                | SB                          | —    | Persons                     | 200   | 210   | 235   | 256   | 290   |
|  | Department Head Class        |                             |      | Persons                     | 28    | 31    | 37    | 44    | 48    |
|  | Total                        |                             |      | Persons                     | 228   | 241   | 272   | 300   | 338   |
|  | Manager Class                | SB + Major Subsidiaries (1) | 80%  | Persons                     | 200   | 211   | 237   | 455   | 517   |
|  | Department Head Class        |                             |      | Persons                     | 28    | 31    | 37    | 79    | 87    |
|  | Total*1                      |                             |      | Persons                     | 228   | 242   | 274   | 534   | 604   |
| Ratio of Women in Management Positions*6     | Manager Class                | SB                          | —    | %                           | 6.7   | 6.8   | 7.5   | 8.0   | 8.5   |
|  | Department Head Class        |                             |      |                             | 2.4   | 2.6   | 3.0   | 3.4   | 3.5   |
|  | Total                        |                             |      |                             | 5.5   | 5.6   | 6.2   | 6.6   | 7.1   |
|  | Manager Class                | SB + Major Subsidiaries (1) | 80%  | %                           | 6.7   | 6.8   | 7.6   | 10.9  | 11.4  |
|  | Department Head Class        |                             |      |                             | 2.4   | 2.6   | 3.0   | 4.5   | 4.7   |
|  | Total*1                      |                             |      |                             | 5.5   | 5.6   | 6.2   | 9.0   | 9.5   |
| Number of Employees taking Childcare Leave*1 | Women                        | SB + Major Subsidiaries (1) | 80%  | Persons                     | 299   | 334   | 348   | 460   | 423   |
|  | Men                          |                             |      |                             | 66    | 101   | 141   | 269   | 330   |
| Ratio of Employees talking childcare Leave   | Women                        | SB + Major Subsidiaries (1) | 80%  | %                           | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
|  | Men                          |                             |      |                             | 9.0   | 14.2  | 20.0  | 27.5  | 39.0  |
| Ratio of Employees of Each Nationality*3     | Japan                        | SB + Major Subsidiaries (1) | 80%  | %                           | —     | 98.29 | 98.05 | 97.03 | 96.99 |
|  | People's Republic of China   |                             |      |                             | —     | 0.91  | 0.98  | 1.41  | 1.47  |
|  | Republic of Korea            |                             |      |                             | —     | 0.54  | 0.60  | 0.92  | 0.96  |
|  | Other: Asia                  |                             |      |                             | —     | 0.17  | 0.27  | 0.51  | 0.46  |
|  | North America                |                             |      |                             | —     | 0.05  | 0.05  | 0.04  | 0.05  |
|  | Latin America                |                             |      |                             | —     | 0.01  | 0.01  | 0.01  | 0.00  |
|  | Middle East                  |                             |      |                             | —     | 0.00  | 0.00  | 0.00  | 0.00  |
|  | Europe                       |                             |      |                             | —     | 0.02  | 0.02  | 0.04  | 0.04  |
|  | Oceania                      |                             |      |                             | —     | 0.00  | 0.00  | 0.01  | 0.01  |
|  | Africa                       |                             |      |                             | —     | 0.02  | 0.02  | 0.03  | 0.02  |

## ESG Data Book

## Society

| Recruitment and Diversity  |                             |                             |      |                             |      |       |       |       |       |
|--|-----------------------------|-----------------------------|------|-----------------------------|------|-------|-------|-------|-------|
| Item   | Boundary                    | Coverage                    | Unit | Fiscal years ended March 31 |      |       |       |       |       |
|  |                             |                             |      | 2017                        | 2018 | 2019  | 2020  | 2021  |       |
| Ratio of Employees at Management Position for Each Nationality*6 | Japan                       | SB + Major Subsidiaries (1) | 80%  | %                           | —    | 99.39 | 99.27 | 99.23 | 99.26 |
|  | People's Republic of China  |                             |      |                             | —    | 0.23  | 0.30  | 0.35  | 0.35  |
|  | Republic of Korea           |                             |      |                             | —    | 0.19  | 0.23  | 0.20  | 0.22  |
|  | Other: Asia                 |                             |      |                             | —    | 0.05  | 0.05  | 0.09  | 0.06  |
|  | North America               |                             |      |                             | —    | 0.09  | 0.09  | 0.09  | 0.06  |
|  | Latin America               |                             |      |                             | —    | 0.00  | 0.00  | 0.00  | 0.00  |
|  | Middle East                 |                             |      |                             | —    | 0.00  | 0.00  | 0.00  | 0.00  |
|  | Europe                      |                             |      |                             | —    | 0.02  | 0.05  | 0.02  | 0.02  |
|  | Oceania                     |                             |      |                             | —    | 0.00  | 0.00  | 0.00  | 0.02  |
|  | Africa                      |                             |      |                             | —    | 0.02  | 0.02  | 0.02  | 0.02  |
| Ratio of Employees with Disabilities*8                           | SB                          | —                           | %    | 2.13                        | 2.24 | 2.19  | 2.30  | 2.39  |       |
|  | SB + Major Subsidiaries (1) | 80%                         |      | 2.12                        | 2.22 | 2.15  | 2.26  | 2.39  |       |

\*1 Due to the change in definition, the figures for fiscal year ended March 31, 2020 have been changed from last year.

\*2 Internal hiring rate is calculated with the equation: (No. of employees transferred)/(No. of employees transferred + No. of new recruits)

\*3 As of March 31 for each year

\*4 The revenue-generating section means the sales section.

\*5 STEM stands for Science, Technology, Engineering, and Mathematics (Engineering and Planning)

\*6 As of April 1 for each year

\*7 In June 2021, third-party assurances were obtained from the Japan Quality Assurance Organization (JQA)

\*8 As of June 1 for each fiscal year

## ESG Data Book

### Society

| Personnel Development                            |                             |          |              |                             |      |      |      |         |
|--|-----------------------------|----------|--------------|-----------------------------|------|------|------|---------|
| Item   | Boundary                    | Coverage | Unit         | Fiscal years ended March 31 |      |      |      |         |
|  |                             |          |              | 2017                        | 2018 | 2019 | 2020 | 2021    |
| Average Period of Training/Personnel Development | SB + Major Subsidiaries (3) | 71%      | Hours/Person | —                           | —    | —    | —    | 14.1    |
| Average Cost for Training/Personnel Development  | SB + Major Subsidiaries (3) | 71%      | Yen/Person   | —                           | —    | —    | —    | 124,169 |

| Employee Satisfaction Level   |   |          |      |                             |      |      |      |      |      |
|---|---|----------|------|-----------------------------|------|------|------|------|------|
| Item  | Boundary                                | Coverage | Unit | Fiscal years ended March 31 |      |      |      |      |      |
|   |   |          |      | 2017                        | 2018 | 2019 | 2020 | 2021 |      |
| Survey on the Employee Satisfaction Level                               | Response Rate                           | SB       | —    | %                           | —    | 97.2 | 98.1 | 97.4 | 96.8 |
| Survey on the Employee Satisfaction Level<br>Overall Satisfaction Level | Women                                   | SB       | —    | Points                      | —    | 3.44 | 3.46 | 3.49 | 3.57 |
|   | Men                                     |          |      |                             | —    | 3.51 | 3.53 | 3.55 | 3.59 |
|   | Total                                   |          |      |                             | —    | 3.50 | 3.51 | 3.53 | 3.58 |
| Survey on the Employee Satisfaction Level                               | Ratio of Employees with High Engagement | SB       | —    | %                           | —    | 19.2 | 20.6 | 21.2 | 22.3 |

| Community/Society           |          |          |              |                             |        |         |         |         |
|-----------------------------|----------|----------|--------------|-----------------------------|--------|---------|---------|---------|
| Item                        | Boundary | Coverage | Unit         | Fiscal years ended March 31 |        |         |         |         |
|                             |          |          |              | 2017                        | 2018   | 2019    | 2020    | 2021    |
| Total Amount of Donations*1 | SB       | —        | Thousand yen | 36,503                      | 23,003 | 165,556 | 140,304 | 129,067 |
| Aid for Disaster Victims    | SB       | —        | Thousand yen | 771                         | 368    | 2,318   | 713     | 317     |

| Network Issues                      |          |          |           |                             |      |      |      |      |
|-------------------------------------|----------|----------|-----------|-----------------------------|------|------|------|------|
| Item                                | Boundary | Coverage | Unit      | Fiscal years ended March 31 |      |      |      |      |
|                                     |          |          |           | 2017                        | 2018 | 2019 | 2020 | 2021 |
| Number of Major Network Accidents*2 | SB       | —        | Accidents | 0                           | 1    | 2    | 0    | 0    |

\*1 Due to the change in definition, the figures for fiscal year ended March 31, 2017 to fiscal year ended March 31, 2020 have been changed from last year.

\*2 Report based on Article 57 of Enforcement Regulations of Telecommunications Business Act

## ESG Data Book

## Governance

| Corporate Governance  |   |       |          |          | Fiscal years ended March 31 |      |      |      |      |      |
|---|---|-------|----------|----------|-----------------------------|------|------|------|------|------|
| Item  |   |       | Boundary | Coverage | Unit                        | 2017 | 2018 | 2019 | 2020 | 2021 |
| Number of Directors   | Number of Internal Directors  | Women | SB       | —        | Persons                     | —    | —    | 0    | 0    | 0    |
|   |   | Men   |          |          |                             | —    | —    | 7    | 7    | 7    |
|   |   | Total |          |          |                             | —    | —    | 7    | 7    | 7    |
|   | Number of External Independent Directors                            | Women |          |          |                             | —    | —    | 1    | 1    | 1    |
|   |   | Men   |          |          |                             | —    | —    | 3    | 3    | 3    |
|   |   | Total |          |          |                             | —    | —    | 4    | 4    | 4    |
| Grand Total   |   |       |          |          | —                           | —    | 11   | 11   | 11   |      |
| Number of Executive Officers on the Board   |   |       | SB       | —        | Persons                     | —    | —    | 5    | 5    | 5    |
| % of Executive Officers on the Board  |   |       |          |          |                             | —    | —    | 45.5 | 45.5 | 45.5 |
| % of External Independent Directors on the Board  |   |       | SB       | —        | %                           | —    | —    | 36.4 | 36.4 | 36.4 |
| % of Women on the Board   |   |       |          |          |                             | —    | —    | 9.1  | 9.1  | 9.1  |
| Number of Audit & Supervisory Board Members   | Number of Internal Audit & Supervisory Board Members                | Women | SB       | —        | Persons                     | —    | —    | 1    | 1    | 1    |
|   |   | Men   |          |          |                             | —    | —    | 1    | 1    | 1    |
|   |   | Total |          |          |                             | —    | —    | 2    | 2    | 2    |
|   | Number of Independent Audit & Supervisory Board Members             | Women |          |          |                             | —    | —    | 0    | 0    | 0    |
|   |   | Men   |          |          |                             | —    | —    | 2    | 2    | 2    |
|   |   | Total |          |          |                             | —    | —    | 2    | 2    | 2    |
| Grand Total   |   |       |          |          | —                           | —    | 4    | 4    | 4    |      |
| Average Age of Directors  |   |       | SB       | —        | Age                         | —    | —    | 60.1 | 61.1 | 62.1 |
| Term Limits for Directors   |   |       | SB       | —        | Years                       | —    | —    | 1    | 1    | 1    |
| Average Term of Office of Directors   |   |       | SB       | —        | Years                       | —    | —    | 7.7  | 8.7  | 9.7  |
| Number of Board Meetings  |   |       | SB       | —        | Times                       | —    | —    | 16   | 14   | 12   |
| Number of Directors Attending Less Than 75% of Board Meetings                           |   |       | SB       | —        | Persons                     | —    | —    | 0    | 0    | 0    |
| Average Attendance Rate of Directors  |   |       | SB       | —        | %                           | —    | —    | —    | —    | 100  |
| Number of Audit and Supervisory Board Meetings  |   |       | SB       | —        | Times                       | —    | —    | 16   | 17   | 17   |
| Number of Board Members Attending Less Than 75% of Audit and Supervisory Board Meetings |   |       | SB       | —        | Persons                     | —    | —    | 0    | 0    | 0    |
| Number of Board Members   | Number of Internal Audit & Supervisory Board Members                | Women | SB       | —        | Persons                     | —    | —    | 2    | 2    | 2    |
|   |   | Men   |          |          |                             | —    | —    | 13   | 13   | 13   |
|   |   | Total |          |          |                             | —    | —    | 15   | 15   | 15   |
| % of Woman on Board Members   |   |       | SB       | —        | %                           | —    | —    | 13.3 | 13.3 | 13.3 |
| Number of Nominating and Remuneration Committee Members                                 | Number of Internal Nominating and Remuneration Committee Members    | Women | SB       | —        | Persons                     | —    | —    | 0    | 0    | 0    |
|   |   | Men   |          |          |                             | —    | —    | 1    | 1    | 1    |
|   |   | Total |          |          |                             | —    | —    | 1    | 1    | 1    |
|   | Number of Independent Nominating and Remuneration Committee Members | Women |          |          |                             | —    | —    | 1    | 1    | 1    |
|   |   | Men   |          |          |                             | —    | —    | 3    | 3    | 3    |
|   |   | Total |          |          |                             | —    | —    | 4    | 4    | 4    |
| Grand Total   |   |       |          |          | —                           | —    | 5    | 5    | 5    |      |



## ESG Data Book

## Governance

| Corporate Governance                                     |          |          |       |                             |      |       |       |       |
|--|----------|----------|-------|-----------------------------|------|-------|-------|-------|
| Item   | Boundary | Coverage | Unit  | Fiscal years ended March 31 |      |       |       |       |
|  |          |          |       | 2017                        | 2018 | 2019  | 2020  | 2021  |
| Number of Nominating and Remuneration Committee Meetings | SB       | —        | Times | —                           | —    | 5     | 5     | 7     |
| Nominating and Remuneration Committee Meeting Attendance | SB       | —        | %     | —                           | —    | 100.0 | 100.0 | 100.0 |

| Remuneration   |          |          |             |                                 |       |       |       |       |       |
|--|----------|----------|-------------|---------------------------------|-------|-------|-------|-------|-------|
| Item   | Boundary | Coverage | Unit        | Fiscal years ended March 31     |       |       |       |       |       |
|  |          |          |             | 2017                            | 2018  | 2019  | 2020  | 2021  |       |
| Remuneration of Chief Executive Officer  | SB       | —        | Million yen | Basic Remuneration              | 75    | 60    | 120   | 120   | 120   |
|  |          |          |             | Stock Options                   | —     | 7     | 89    | 89    | 59    |
|  |          |          |             | Performance-Based Bonus         | 380   | 263   | 315   | 200   | 228   |
|  |          |          |             | Performance-Based Stock Options | —     | —     | —     | 200   | 228   |
|  |          |          |             | Total                           | 455   | 330   | 524   | 608   | 635   |
| Compensation of Directors*1  | SB       | —        | Million yen | Basic Remuneration              | 420   | 456   | 426   | 432   | 432   |
|  |          |          |             | Stock Options                   | —     | 34    | 345   | 345   | 228   |
|  |          |          |             | Performance-Based Bonus         | 1,295 | 1,018 | 998   | 628   | 701   |
|  |          |          |             | Performance-Based Stock Options | —     | —     | —     | 628   | 701   |
|  |          |          |             | Total                           | 1,715 | 1,508 | 1,769 | 2,034 | 2,061 |
| Compensation of Audit & Supervisory Board Members  | SB       | —        | Million yen | Basic Remuneration              | 15    | 12    | 12    | 14    | 17    |
|  |          |          |             | Stock Options                   | —     | —     | —     | —     | —     |
|  |          |          |             | Performance-Based Bonus         | —     | —     | —     | —     | —     |
|  |          |          |             | Performance-Based Stock Options | —     | —     | —     | —     | —     |
|  |          |          |             | Total                           | 15    | 12    | 12    | 14    | 17    |
| Compensation of External Independent Directors and Independent Audit & Supervisory Board Members | SB       | —        | Million yen | Basic Remuneration              | 10    | 12    | 49    | 64    | 70    |
|  |          |          |             | Stock Options                   | —     | —     | —     | —     | —     |
|  |          |          |             | Performance-Based Bonus         | —     | —     | —     | —     | —     |
|  |          |          |             | Performance-Based Stock Options | —     | —     | —     | —     | —     |
|  |          |          |             | Total                           | 10    | 12    | 49    | 64    | 70    |
| Remuneration of Non-executive Board Members  | SB       | —        | Million yen | 0                               | 7     | 89    | 89    | 59    |       |

## ESG Data Book

## Governance

| Remuneration   |       |                             |          |              |                             |       |       |       |         |
|--|-------|-----------------------------|----------|--------------|-----------------------------|-------|-------|-------|---------|
| Item   |       | Boundary                    | Coverage | Unit         | Fiscal years ended March 31 |       |       |       |         |
|  |       |                             |          |              | 2017                        | 2018  | 2019  | 2020  | 2021    |
| Average Annual Salary of Employees* <sup>2</sup>   | Women | SB                          | —        | Thousand yen | 5,478                       | 5,808 | 5,306 | 6,110 | 6,580   |
|  | Men   |                             |          |              | 8,397                       | 8,636 | 8,117 | 8,372 | 8,728   |
|  | Total |                             |          |              | 7,574                       | 7,842 | 7,331 | 7,821 | 8,207   |
|  | Women | SB + Major Subsidiaries (1) | 80%      | Thousand yen | 5,460                       | 5,790 | 5,289 | 6,259 | 6,737   |
|  | Men   |                             |          |              | 8,382                       | 8,619 | 8,091 | 8,295 | 8,728   |
|  | Total |                             |          |              | 7,554                       | 7,818 | 7,298 | 7,782 | 8,222   |
| Average Annual Pay for Executives (Basic Salary Only)* <sup>2*3</sup>                                  | Women | SB                          | —        | Thousand yen | —                           | —     | —     | —     | —       |
|  | Men   |                             |          |              | —                           | —     | —     | —     | 86,400  |
|  | Total |                             |          |              | —                           | —     | —     | —     | 86,400  |
|  | Women | SB + Major Subsidiaries (2) | 71%      | Thousand yen | —                           | —     | —     | —     | —       |
|  | Men   |                             |          |              | —                           | —     | —     | —     | 52,105  |
|  | Total |                             |          |              | —                           | —     | —     | —     | 46,338  |
| Average Annual Pay for Executives (Basic Salary + Bonus)* <sup>2*3</sup>                               | Women | SB                          | —        | Thousand yen | —                           | —     | —     | —     | —       |
|  | Men   |                             |          |              | —                           | —     | —     | —     | 212,480 |
|  | Total |                             |          |              | —                           | —     | —     | —     | 212,480 |
|  | Women | SB + Major Subsidiaries (2) | 71%      | Thousand yen | —                           | —     | —     | —     | —       |
|  | Men   |                             |          |              | —                           | —     | —     | —     | 121,413 |
|  | Total |                             |          |              | —                           | —     | —     | —     | 104,490 |
| Average Annual Salary of Employees at Management Positions by Gender (basic salary only)* <sup>2</sup> | Women | SB                          | —        | Thousand yen | —                           | —     | —     | —     | 6,802   |
|  | Men   |                             |          |              | —                           | —     | —     | —     | 7,524   |
|  | Total |                             |          |              | —                           | —     | —     | —     | 7,480   |
|  | Women | SB + Major Subsidiaries (1) | 80%      | Thousand yen | —                           | —     | —     | —     | 6,327   |
|  | Men   |                             |          |              | —                           | —     | —     | —     | 7,369   |
|  | Total |                             |          |              | —                           | —     | —     | —     | 7,280   |

## ESG Data Book

## Governance

| Remuneration  |       |                             |          |              |                             |       |       |       |        |
|---|-------|-----------------------------|----------|--------------|-----------------------------|-------|-------|-------|--------|
| Item  |       | Boundary                    | Coverage | Unit         | Fiscal years ended March 31 |       |       |       |        |
|   |       |                             |          |              | 2017                        | 2018  | 2019  | 2020  | 2021   |
| Average Annual Salary of Employees at Management Positions (basic salary + bonuses)*2     | Women | SB                          | —        | Thousand yen | —                           | —     | —     | —     | 10,847 |
|   | Men   |                             |          |              | —                           | —     | —     | —     | 12,040 |
|   | Total |                             |          |              | —                           | —     | —     | —     | 11,967 |
|   | Women | SB + Major Subsidiaries (1) | 80%      | Thousand yen | —                           | —     | —     | —     | 10,337 |
|   | Men   |                             |          |              | —                           | —     | —     | —     | 11,989 |
|   | Total |                             |          |              | —                           | —     | —     | —     | 11,849 |
| Average Annual Salary of Employees at Non-management Positions (basic salary + bonuses)*2 | Women | SB                          | —        | Thousand yen | —                           | —     | —     | —     | 6,313  |
|   | Men   |                             |          |              | —                           | —     | —     | —     | 7,391  |
|   | Total |                             |          |              | —                           | —     | —     | —     | 7,070  |
|   | Women | SB + Major Subsidiaries (1) | 80%      | Thousand yen | —                           | —     | —     | —     | 6,392  |
|   | Men   |                             |          |              | —                           | —     | —     | —     | 7,384  |
|   | Total |                             |          |              | —                           | —     | —     | —     | 7,082  |
| Bonuses for Employees (median)  |       | SB                          | —        | Thousand yen | 2,430                       | 2,662 | 2,135 | 2,253 | 2,252  |
| Ratio of CEO's Remuneration to Average Annual Salary of Employees*4                       |       | SB + Major Subsidiaries (1) | 80%      | Times        | 60                          | 42    | 72    | 78    | 77     |
| Ratio between CEO's Remuneration and Average Annual Pay for Employees (Median Value)      |       | SB                          | —        | Times        | 187                         | 124   | 245   | 270   | 282    |

\*1 Under the Group's policy on the payment of executive remuneration, the remuneration of Board Director Masayoshi Son and Board Director Kentaro Kawabe are to be excluded from the scope of actual payment since the remuneration of Directors who concurrently hold posts in the Group companies is paid from the main company, thus excluded from the figures above accordingly.

\*2 In June 2021, third-party assurances were obtained from the Japan Quality Assurance Organization (JQA)

\*3 Calculated for Executive Directors

\*4 Due to the change in definition, the figures for fiscal year ended March 31, 2017 to fiscal year ended March 31, 2020 have been changed from last year.

| Remuneration for Comptrollers   |               |                   |          |             |                             |      |      |       |       |
|---|---------------|-------------------|----------|-------------|-----------------------------|------|------|-------|-------|
| Item  |               | Boundary          | Coverage | Unit        | Fiscal years ended March 31 |      |      |       |       |
|   |               |                   |          |             | 2017                        | 2018 | 2019 | 2020  | 2021  |
| Remuneration for Independent Auditors   | Audit Fee     | SB + Subsidiaries | 100%     | Million yen | —                           | 592  | 805  | 1,398 | 1,562 |
|   | Non-audit Fee |                   |          |             | —                           | 68   | 92   | 115   | 247   |
|   | Total         |                   |          |             | —                           | 660  | 897  | 1,513 | 1,809 |
| Remuneration for Those who Belong to the Same Network as Auditors, Certified Public Accountants, and Others (excluding the above) | Audit Fee     | SB + Subsidiaries | 100%     | Million yen | —                           | —    | —    | —     | 5     |
|   | Non-audit Fee |                   |          |             | —                           | 491  | 648  | 343   | 591   |
|   | Total         |                   |          |             | —                           | 491  | 648  | 343   | 596   |

## ESG Data Book

## Governance

## Shareholders' Rights

| Item                   | Boundary | Coverage | Unit | Fiscal years ended March 31 |      |      |      |      |
|------------------------|----------|----------|------|-----------------------------|------|------|------|------|
|                        |          |          |      | 2017                        | 2018 | 2019 | 2020 | 2021 |
| Anti-Takeover Measures | SB       | —        | —    | None                        |      |      |      |      |

## Compliance

| Item  | Boundary                    | Coverage                    | Unit                        | Fiscal years ended March 31 |                              |      |      |      |    |    |
|---|-----------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------|------|------|----|----|
|   |                             |                             |                             | 2017                        | 2018                         | 2019 | 2020 | 2021 |    |    |
| Number of Reports Filed through Whistle-blowing System                    | SB                          | —                           | Reports                     | 90                          | 87                           | 73   | 88   | 68   |    |    |
| Breakdown of the Number of Reports  |                             |                             |                             | Labor Affairs               | 49                           | 50   | 51   | 57   | 39 |    |
|   |                             |                             |                             | Other                       | 41                           | 37   | 22   | 31   | 29 |    |
| Number of Code of Conduct or Ethics Breaches                              | Details of Violation        | SB + Major Subsidiaries (1) | 80%                         | Breaches                    | Improper Sales               | —    | —    | —    | —  | 8  |
|   |                             |                             |                             |                             | Violation of Security Rules  | —    | —    | —    | —  | 3  |
|   |                             |                             |                             |                             | Neglect of Duty              | —    | —    | —    | —  | 0  |
|   |                             |                             |                             |                             | Other                        | —    | —    | —    | —  | 16 |
|   | Total                       | SB + Major Subsidiaries (1) | 80%                         | Breaches                    | 45                           | 38   | 36   | 43   | 27 |    |
|   | Details of Punishment*1     | SB + Major Subsidiaries (2) | 71%                         | Breaches                    | Punitive Dismissal           | —    | —    | —    | —  | 2  |
|   |                             |                             |                             |                             | Retirement under Instruction | —    | —    | —    | —  | 2  |
|   |                             |                             |                             |                             | Demotion                     | —    | —    | —    | —  | 4  |
|   |                             |                             |                             |                             | Suspension of Work           | —    | —    | —    | —  | 5  |
|   |                             |                             |                             |                             | Pay Cut                      | —    | —    | —    | —  | 7  |
| Reprimand   | —                           | —                           | —                           | —                           | 4                            |      |      |      |    |    |
| Total*1   | SB + Major Subsidiaries (1) | 80%                         | Breaches                    | 45                          | 38                           | 36   | 43   | 27   |    |    |
| Number of Violations, Including Human Rights Infringements and Harassment | Details of Violation        | Harassment                  | SB + Major Subsidiaries (1) | 80%                         | Breaches                     | —    | —    | —    | —  | 13 |
|   | Total                       | SB + Major Subsidiaries (1) | 80%                         | Breaches                    | 12                           | 8    | 9    | 17   | 13 |    |
|   | Details of Punishment*1     | SB + Major Subsidiaries (2) | 71%                         | Breaches                    | Punitive dismissal           | —    | —    | —    | —  | 0  |
|   |                             |                             |                             |                             | Retirement under instruction | —    | —    | —    | —  | 0  |
|   |                             |                             |                             |                             | Demotion                     | —    | —    | —    | —  | 3  |
|   |                             |                             |                             |                             | Suspension of work           | —    | —    | —    | —  | 3  |
|   |                             |                             |                             |                             | Pay cut                      | —    | —    | —    | —  | 1  |
|   | Reprimand                   | —                           | —                           | —                           | —                            | 5    |      |      |    |    |
| Total*1   | SB + Major Subsidiaries (1) | 80%                         | Breaches                    | 12                          | 8                            | 9    | 17   | 13   |    |    |
| Number of Trainings on Human Rights                                       | SB                          | —                           | Times                       | —                           | —                            | —    | 8    | 10   |    |    |

## ESG Data Book

### Governance

| Compliance  |          |          |       |                             |      |      |      |       |
|---|----------|----------|-------|-----------------------------|------|------|------|-------|
| Item  | Boundary | Coverage | Unit  | Fiscal years ended March 31 |      |      |      |       |
|   |          |          |       | 2017                        | 2018 | 2019 | 2020 | 2021  |
| Ratio of Employees Who Have Taken a Compliance Test                         | SB       | —        | %     | 99.9                        | 99.2 | 99.9 | 99.8 | 100.0 |
| Number of Cases of Leakage of Personal Information, Theft or Loss of Data*2 | SB       | —        | Cases | 0                           | 0    | 0    | 0    | 0     |
| Total Contributions & Expenditures for Political Influence                  | SB       | —        | Yen   | 0                           | 0    | 0    | 0    | 0     |
| Political Contributions   |          |          |       | 0                           | 0    | 0    | 0    | 0     |
| Lobbying  |          |          |       | 0                           | 0    | 0    | 0    | 0     |
| Expenses for Trade Associations   |          |          |       | 0                           | 0    | 0    | 0    | 0     |
| Other Expenses  |          |          |       | 0                           | 0    | 0    | 0    | 0     |
| Anticompetitive Violation   | SB       | —        | Cases | 0                           | 0    | 0    | 0    | 0     |
| Bribery   | SB       | —        | Cases | 0                           | 0    | 0    | 0    | 0     |

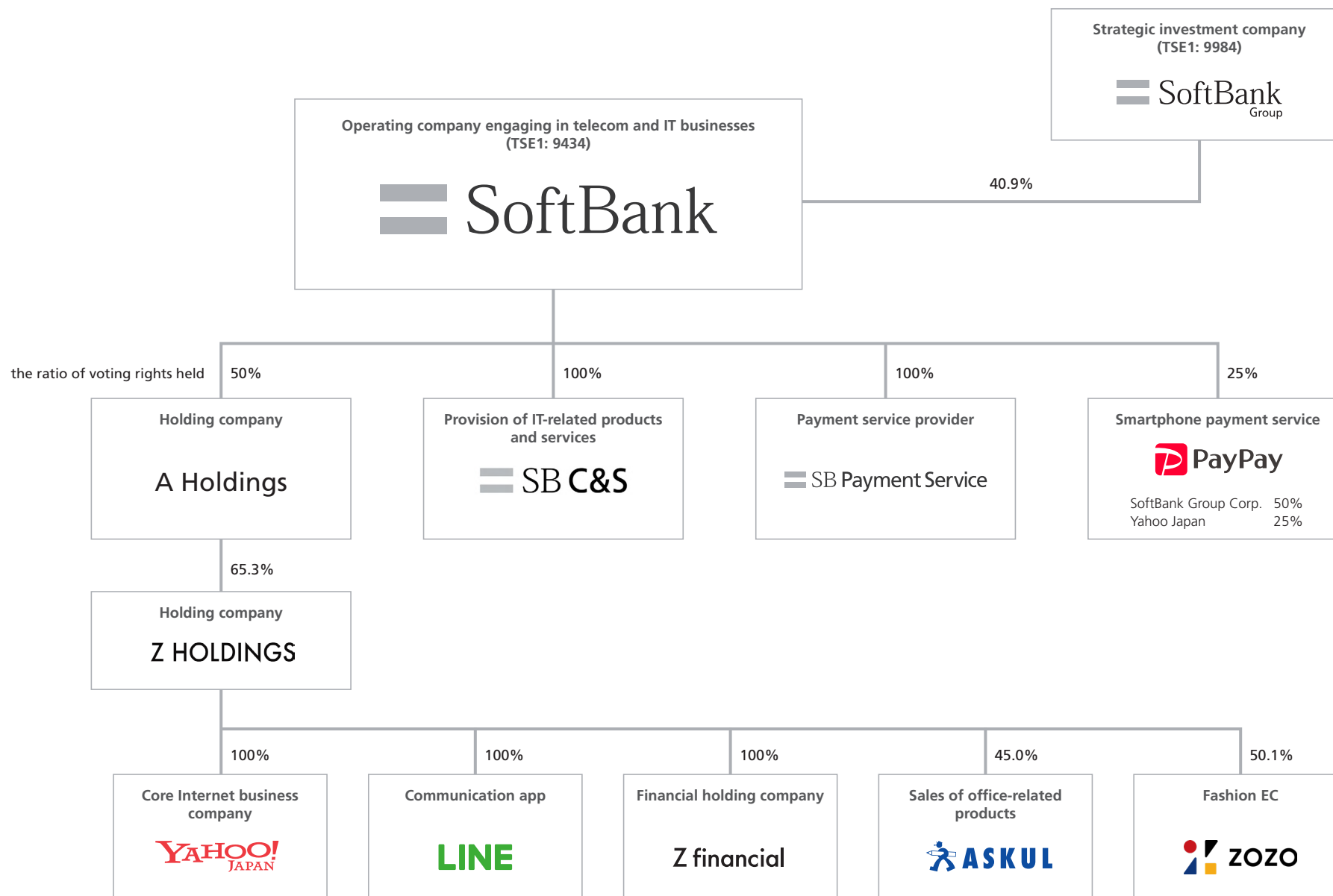
\*1 Boundaries are different, because details have not been disclosed for some subsidiaries.

\*2 Disclosed based on guidance from regulatory authorities and in violation of laws and regulations

| Information Security                       |          |          |              |                             |      |      |      |      |
|--|----------|----------|--------------|-----------------------------|------|------|------|------|
| Item                                       | Boundary | Coverage | Unit         | Fiscal years ended March 31 |      |      |      |      |
|  |          |          |              | 2017                        | 2018 | 2019 | 2020 | 2021 |
| Number of Information Security Accidents*1 | SB       | —        | Accidents    | 0                           | 0    | 1    | 0    | 0    |
| Number of ISO 27001 Certifications         | SB       | —        | Certificates | 1                           | 1    | 1    | 1    | 1    |
| Number of ISO 20000 Certifications         | SB       | —        | Certificates | 1                           | 1    | 1    | 1    | 1    |
| Number of ISO 9001 Certifications          | SB       | —        | Certificates | 1                           | 1    | 1    | 1    | 1    |
| Number of PrivacyMark Certification Sites  | SB       | —        | Certificates | —                           | —    | —    | 19   | 20   |
| Information Security Training              | SB       | —        | Certificates | 1                           | 1    | 1    | 1    | 1    |

\*1 Disclosed in accordance with SoftBank's information security policy

# Group Structure



\*This is a simplified representation of the Group's structure, with percentages based on shareholder voting rights. Figures at the end of March, 2021.

# External Evaluation

## ESG Evaluation

### MSCI Japan ESG Select Leaders Index

SoftBank was selected as a constituent for the MSCI Japan ESG Select Leaders Index, a leading Environmental, Social and Governance (ESG) index that has been adopted as a benchmark by Japan's Government Pension Investment Fund (GPIF)—the world's largest public pension fund—for passive ESG investing.

**2021** CONSTITUENT MSCI JAPAN  
ESG SELECT LEADERS INDEX

### S&P/JPX Carbon Efficient Index

The S&P/JPX Carbon Efficient Index selected SoftBank as a brand satisfying environmental information disclosure and carbon efficiency (carbon emissions per unit of revenue) standards according to their constituent selection and weighting process.



### An International Climate Change Initiative By SBT

SoftBank announced that the goals detailed in its Carbon Neutral 2030 Declaration to achieve virtually zero greenhouse gas emissions by 2030 were certified by the Science Based Targets initiative ("SBTi"), a body enabling businesses to set ambitious emissions reduction targets.



### FTSE4Good Index Series

#### FTSE Blossom Japan Index

Since 2020, SoftBank has been selected as component for "FTSE4Good Index Series" and "FTSE Blossom Japan," the world's leading Environment, Society and Governance (ESG) indexes defined by FTSE Russell.



### SOMPO Sustainability Index

SoftBank was selected as a member of the "SOMPO Sustainability Index" operated by Sompo Asset Management Co., Ltd for the second year in a row. This index is utilized by the company's "SOMPO Sustainable Management" to broadly invest in companies with a high ESG (Environment, Society, and Governance) rating.



### DX Stock 2021

In recognition of its efforts to solve social issues through new businesses, SoftBank was selected as the only company in the information and telecommunications industry to be the "Digital Transformation Stock 2021" by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange.



### CDP 2020 Climate Change

SoftBank received a score of A- in the climate change category from CDP (headquarters: London, U.K.), which is a nonprofit organization carrying out environmental assessment of major companies and cities worldwide.



## Network

### "Global Mobile Network Experience Awards 2021" No.1 in the world for Video Experience and Games Experience/No.2 in the world for Voice App Experience

Opensignal, a British mobile network analytics company, announced the "Global Mobile Network Experience Awards 2021" in March 2021. We were ranked No.1 in the world for the Video Experience and Games Experience categories, and No.2 in the world for the Voice App Experience category.



(Note) SoftBank Corp.'s inclusion in the MSCI indexes and the use of MSCI logos, trademarks, service marks or index names do not constitute a sponsorship, recommendation, or promotion of SoftBank Corp. by MSCI nor its affiliates. The MSCI indexes are the exclusive property of MSCI. The names and logos of MSCI and the MSCI indexes are trademarks or service marks of MSCI or its affiliates.

# External Evaluation

## Labor Practices

### Next-generation certification mark (Kurumin)

In 2017, SoftBank was granted "Platinum Kurumin" certification by the Ministry of Health, Labor and Welfare, an evaluation of "companies that have already received Kurumin certification and have advanced the introduction and use of systems which support the balance between work and child-rearing to an appreciable extent, implementing the initiatives to a high degree."



### Eruboshi

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. Going forward, we will maintain efforts to promote the success of women, such as holding career training for female employees and implementing mentoring programs.



### PRIDE Index Gold Rating

SoftBank has received the highest "Gold" ranking in the "PRIDE Index," an evaluation of companies' internal initiatives regarding LGBT and other sexual minorities.



### Excellence in Corporate Health and Productivity Management Category (White 500)

SoftBank recognized by the "Certified Health & Productivity Management Outstanding Organizations Recognition Program (Large Enterprise Category [White 500])" for 3 years in a row by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi for excellence in health and productivity management efforts.



### NIKKEI Smart Work

The Nikkei Smart Work Survey, a study conducted by Nikkei Inc., gave SoftBank a five star rating, the highest rating. The Japan-based survey ranks all listed companies and companies with over 100 employees based on four aspects: Human Resources, Achieve Innovation, Market Development and Management Fundamentals. A company's strength is comprehensively evaluated based on points drawn from these four survey categories.

Additionally, we received the Technology Utilization Award for selecting new graduates by using AI, in creating diverse and flexible work styles by incorporation of Robotic Process Automation (RPA) software and the development of technology such as the cashless payment service PayPay.



### Received 4.5 stars in Nikkei "SDGs Management" Survey 2020

In the "Nikkei SDGs Management Survey" conducted by Nikkei Inc., we received a 4.5 stars rating. This survey targets in a total of four fields: "SDGs Strategy/Economic Value," "Social Value," "Environmental Value," and "Governance."



## Website

2020 Nikko Investor Relations Overall Ranking AAA Website



Gomez IR Website Overall Ranking 2020 Gold Award



Daiwa IR 2020 Internet IR Commendation Award





## Corporate Data/Stock Information

### Corporate Data

|  |  |
|--|--|
| Company name                           | SoftBank Corp.   |
| Representative                         | Junichi Miyakawa,<br>President & CEO   |
| Corporate headquarters                 | 1-7-1 Kaigan, Minato-ku, Tokyo<br>105-7529   |
| Established                            | December 9, 1986   |
| Number of employees                    | 47,313 (Consolidated basis)<br>18,173 (Standalone basis)<br>(As of March 31, 2021) |
| Fiscal year                            | From April 1 to March 31 of<br>the following year                                  |
| Annual general meeting of shareholders | Every year in June   |

### Stock Information (As of March 31, 2021)

|   |   |
|---|---|
| Common stock                                    | ¥204,309 million  |
| Shares authorized                               | 8,010,960,300 shares  |
| Shares issued                                   | 4,787,145,170 shares<br>(treasury stock:<br>100,659,500 shares) |
| Stock exchange registration                     | Tokyo Stock Exchange,<br>First Section                          |
| Number of shares constituting one trading unit  | 100 shares  |
| Total number of shareholders with voting rights | 890,929   |

### Principal Shareholders (Top 10 Shareholders)

| Name   | Number of shares held<br>(Thousands) | Shareholding ratio<br>(%) |
|--|--------------------------------------|---------------------------|
| SoftBank Group Japan Corporation                     | 1,914,858                            | 40.86                     |
| JP MORGAN CHASE BANK 385632                          | 273,340                              | 5.83                      |
| The Master Trust Bank of Japan, Ltd. (Trust Account) | 159,823                              | 3.41                      |
| Custody Bank of Japan, Ltd. (Trust Account)          | 92,773                               | 1.98                      |
| STATE STREET BANK WEST CLIENT - TREATY 505234        | 50,136                               | 1.07                      |
| Custody Bank of Japan, Ltd. (Trust Account 7)        | 49,076                               | 1.05                      |
| SSBTC CLIENT OMNIBUS ACCOUNT                         | 39,885                               | 0.85                      |
| STATE STREET BANK AND TRUST COMPANY 505103           | 35,143                               | 0.75                      |
| JP MORGAN CHASE BANK 385781                          | 34,332                               | 0.73                      |
| SMBC Nikko Securities Inc.                           | 33,486                               | 0.71                      |

(Notes) Shareholding ratio is calculated excluding treasury stock (100,659,500 shares).  
Of the above number of shares held, the shares held by The Master Trust Bank of Japan, Ltd. and Custody Bank of Japan, Ltd. include shares in connection with the trust business.

### Our Websites

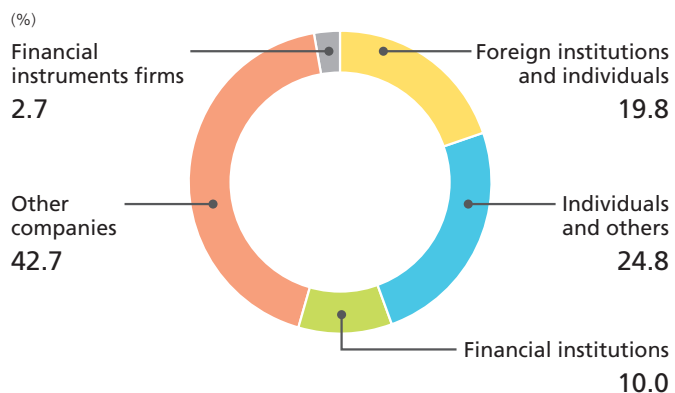
#### •Investor Relations

<https://www.softbank.jp/en/corp/ir/>

#### •Sustainability & CSR

<https://www.softbank.jp/en/corp/sustainability/>

### Breakdown by Type of Shareholder



### Stock Price Chart



SoftBank Corp.