

SoftBank

Business Overview & Growth Strategy

SoftBank Corp.
July 4, 2023

Disclaimer

Important Notice Regarding Forward Looking Statements and Other Information

This document is based on the information available to SoftBank Corp. (“we” or “the Company”) as of the time hereof and assumptions which it believes are reasonable. Statements contained herein that are not historical facts, including, without limitation, our plans, forecasts, strategies and beliefs about our business and financial prospects, are forward-looking statements. Forward-looking statements often include the words such as “targets”, “plans”, “believes”, “hopes”, “continues”, “expects”, “aims”, “intends”, “will”, “may”, “should”, “would”, “could” “anticipates”, “estimates”, “projects” or words or terms of similar substance or the negative thereof. These forward-looking statements do not represent any guarantee by us or our management of future performance or of any specific outcome are subject to various risks and uncertainties, including, without limitation, general economic conditions, conditions in the Japanese telecommunications market, our ability to adopt new technologies and business models, competition with other mobile telecommunications providers, our ability to improve and maintain our telecommunications network, our reliance on third parties in conducting our business, including SoftBank Group Corp. and its other subsidiaries and associates, our major vendors and suppliers, and other third parties, risks relating to M&A and other strategic transactions, risks relating to information security and handling of personally identifiable information, changes in the substance and interpretation of other laws and regulations and other important factors, which may cause actual results to differ materially from those expressed or implied in any forward-looking statement. The Company expressly disclaims any obligation or responsibility to update, revise or supplement any forward-looking statement in any document or generally to the extent allowed by law or stock exchange rule. Use of or reliance on the information in this material is at your own risk. Information regarding companies other than the Company and our subsidiaries and associates is quoted from public sources and others, and we have neither verified nor are we responsible for the accuracy of information. The information presented herein regarding certain joint ventures and collaborations of the Company, Vision Fund and SoftBank Group Corp. portfolio companies and investments has been selected on a subjective basis, is provided solely for illustrative purposes and does not purport to be a complete listing of all such collaborations or joint ventures. SoftBank Group Corp., the Company and the Vision Fund each have different strategies and objectives with respect to their investments and portfolio company operations. There is no guarantee that any joint venture will be consummated on the terms expressed herein or at all, or that the joint venture will be successful. All such plans are subject to uncertainties and risks, as well as investor consents and regulatory approvals, as applicable. References to such portfolio companies and investments should not be a recommendation of any particular investment.

Important Notice Regarding Trading of SoftBank Corp. Common Stock and Un-sponsored American Depositary Receipts

The Company encourages anyone interested in trading in its common stock to do so on the Tokyo Stock Exchange. The Company’s disclosures are not intended to facilitate trades in, and should not be relied on for decisions to trade, un-sponsored American Depositary Receipts (“ADRs”) representing the shares of its common stock. The Company has not and does not participate in, support, encourage, or otherwise consent to the creation of any un-sponsored ADR programs or the issuance or trading of any ADRs issued thereunder. The Company does not represent to any ADR holder, bank or depository institution, nor should any such person or entity form the belief, that (i) the Company has any reporting obligations under the U.S. Securities Exchange Act of 1934 (the “Exchange Act”) or (ii) the Company’s website will contain on an ongoing basis all information necessary for the Company to maintain an exemption from registering its common stock under the Exchange Act pursuant to Rule 12g3-2(b) thereunder. To the maximum extent permitted by applicable law, the Company disclaims any responsibility or liability to ADR holders, banks, depository institutions, or any other entities or individuals in connection with any un-sponsored ADRs representing its common stock.

For the definitions of numbers on this presentation, please refer to SoftBank Corp.’s data sheet.

Comparative period results (financial figures) have been restated due to the changes in accounting policies for transactions under common control in FY22Q3.

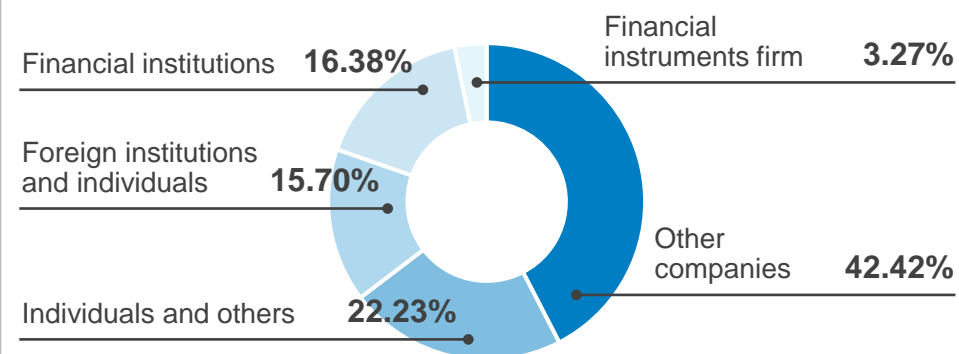
Corporate data

Trade Name	SoftBank Corp.
Name and title of representative	Junichi Miyakawa, President & CEO
Founded	December 9, 1986
Nature of business	Provision of mobile communications services, sale of mobile devices, provision of fixed-line telecommunications and ISP services
Number of employees	Standalone: 19,045 Consolidated: 54,986 (As of March 31, 2023)
Common stock	JPY 204,309 million (As of March 31, 2023)

Stock information

Number of shares issued	4,787,145,170 shares
Number of Shareholders	875,428

Breakdown by shareholder type



(As of March 31, 2023)

Mission

**Information Revolution
— Happiness for everyone**

Vision

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

Growth strategy

“Beyond Carrier”

Aim to expand business fields other than telecom
while further growing the telecom business

Solving social issues through business and corporate activities

Solving social issues through business

Building society and industry through digital transformation



Connecting people to information to create new excitement



Creating new business through open innovation



Solving social issues through corporate activities

Contributing to the global environment with the power of technology



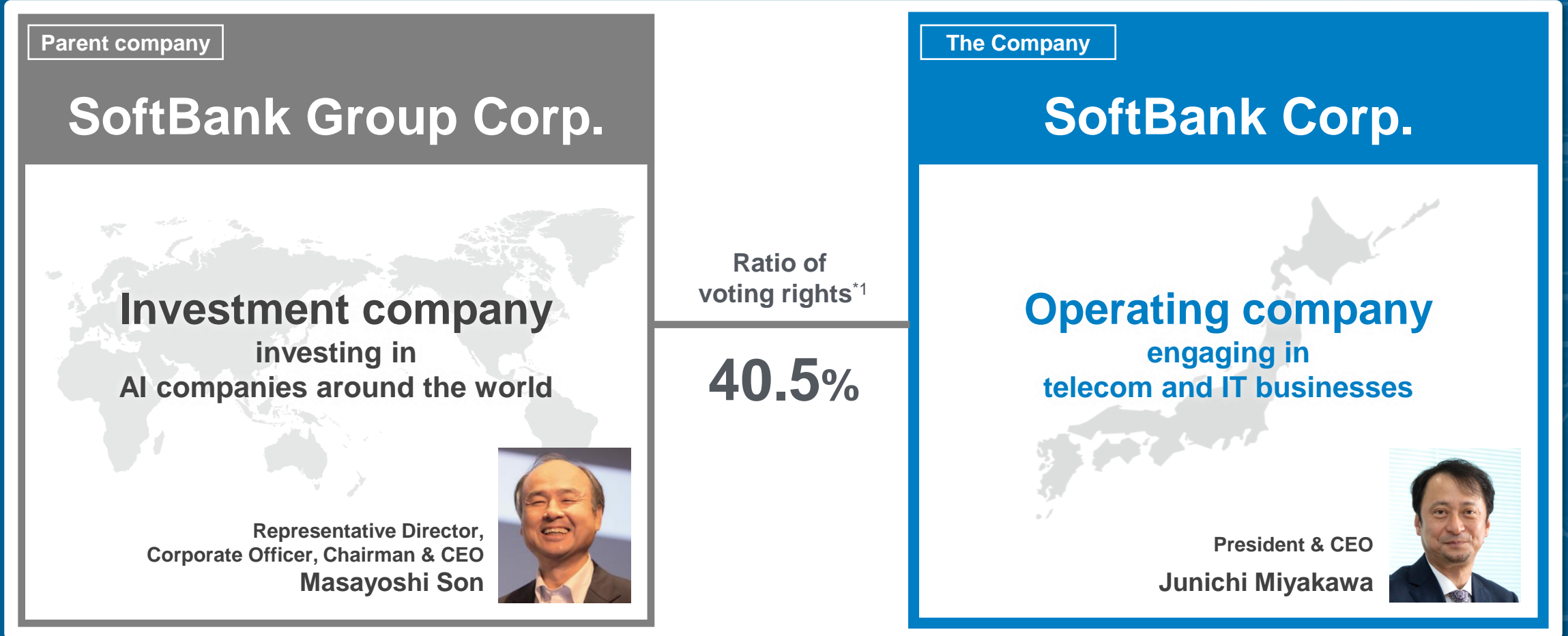
Building high-quality social networks



Developing a resilient management foundation

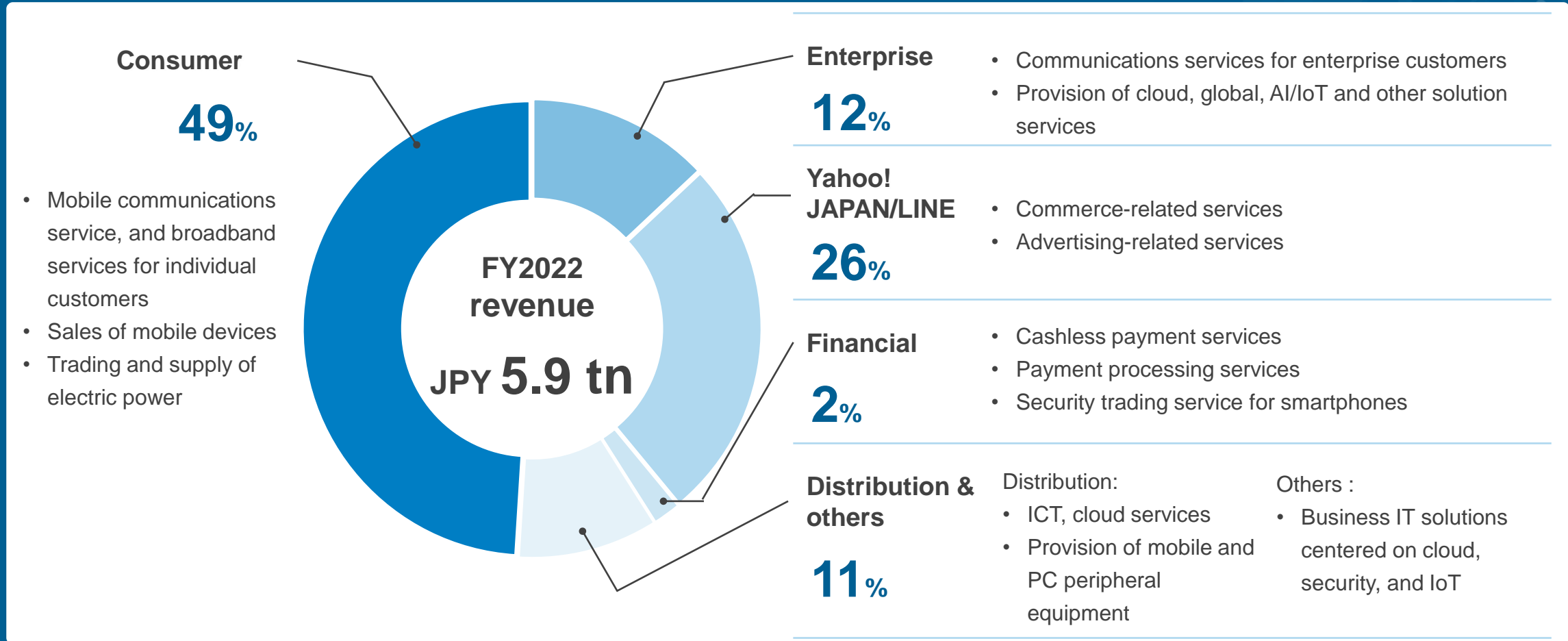


Operating company to drive the Information Revolution

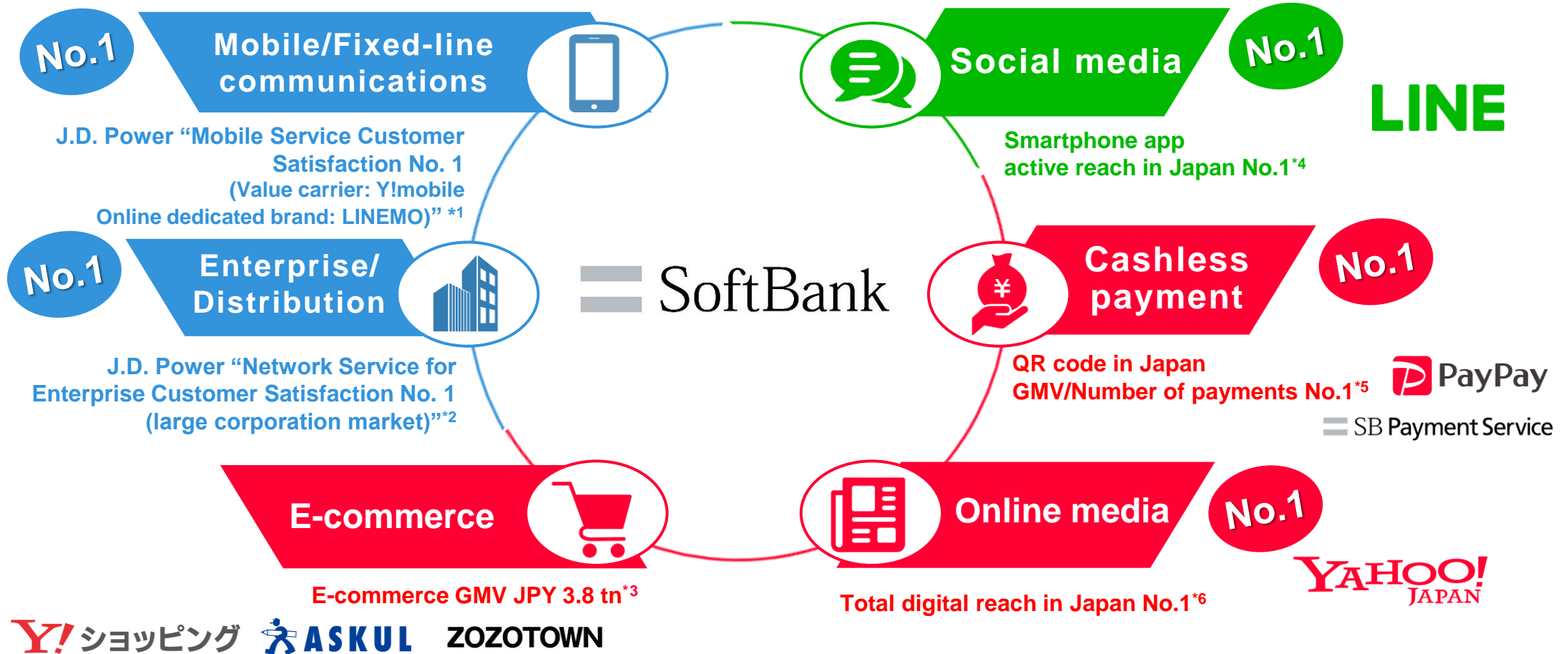


*1: As of March 31, 2023

Developing diverse businesses centered on digital technology

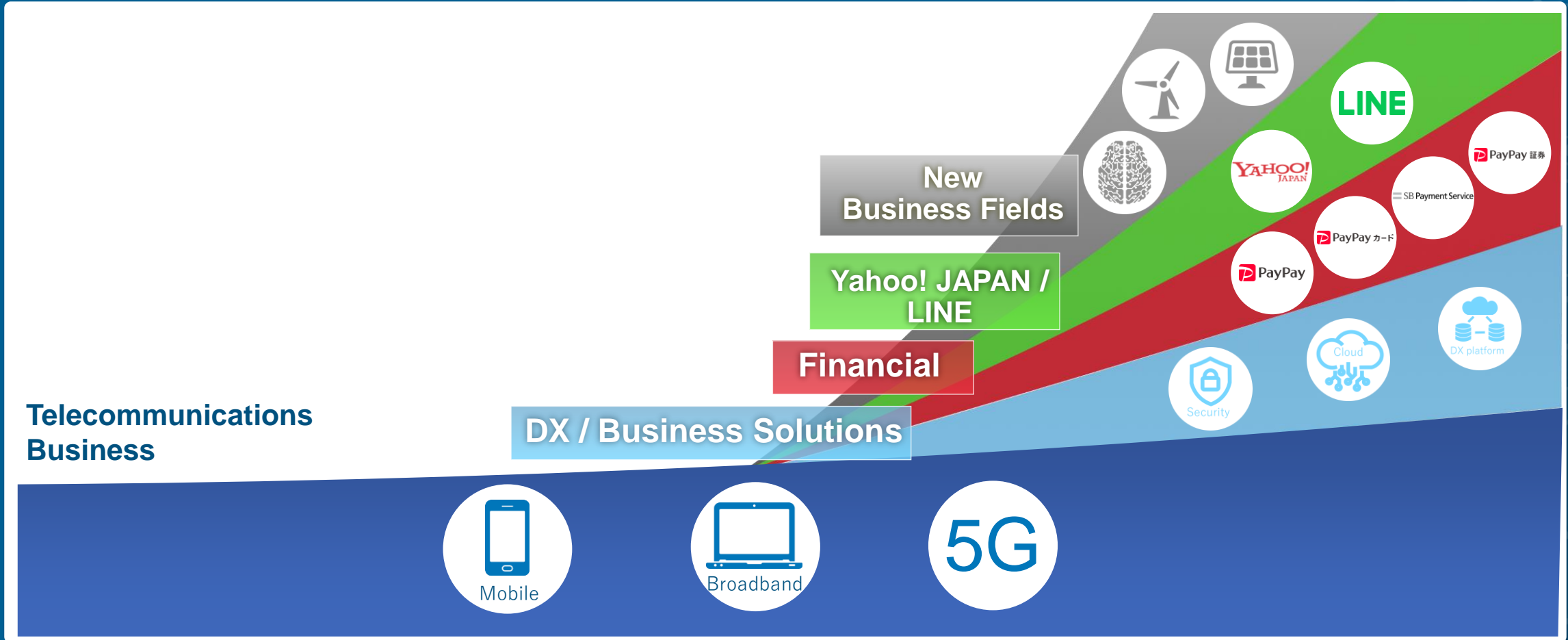


Providing Japan's top-class ICT services



*1: 2022 Japan Mobile Service Customer Satisfaction Study by J.D. Power. Based on responses from 3,900 for value carrier and 2,300 for online dedicated brand. japan.jdpower.com/awards *2: 2022 Network Service Customer Satisfaction Survey by J.D. Power. Based on 796 responses from companies with 1,000 or more employees. japan.jdpower.com/awards *3: FY2022 result. Sum of Domestic Merchandise and Services and digital content *4: Nielsen, TOPS OF 2020: DIGITAL IN JAPAN *5: Percentage of "PayPay" was calculated from the disclosed data of the Japan Cashless Payment Promotion Council (Results of Survey on QR Code Payment Usage Trends in Japan in FY2021), based on PayPay research *6: Nielsen, TOPS OF 2022: DIGITAL IN JAPAN

Aim to expand business fields other than telecom while further growing the telecom business



Strong business foundation to expand non-telecom fields

Compelling customer touchpoints

Mobile
40 mil users ^{*1}

Online media
85 mil users ^{*2}

Smartphone payment
57 mil users ^{*3}

Communication app
95 mil users ^{*4}

High technology capabilities

Approx. 13,000 engineers ^{*5}

Conducting cutting-edge AI research with Tokyo University

Implementing verification trials in various industries using 5G

Strong sales force

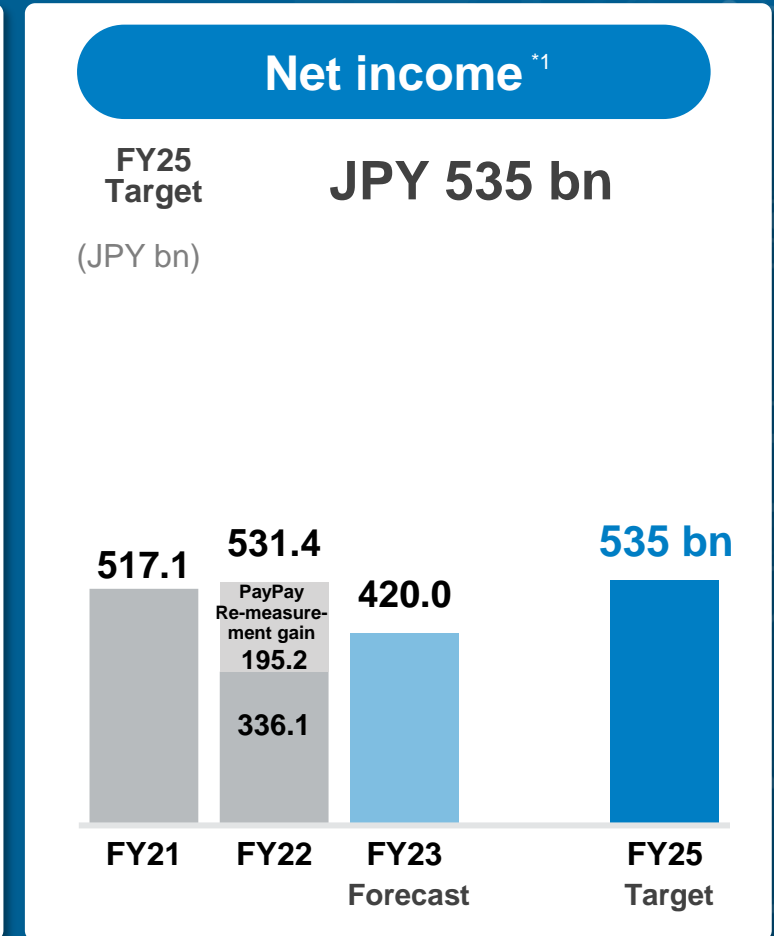
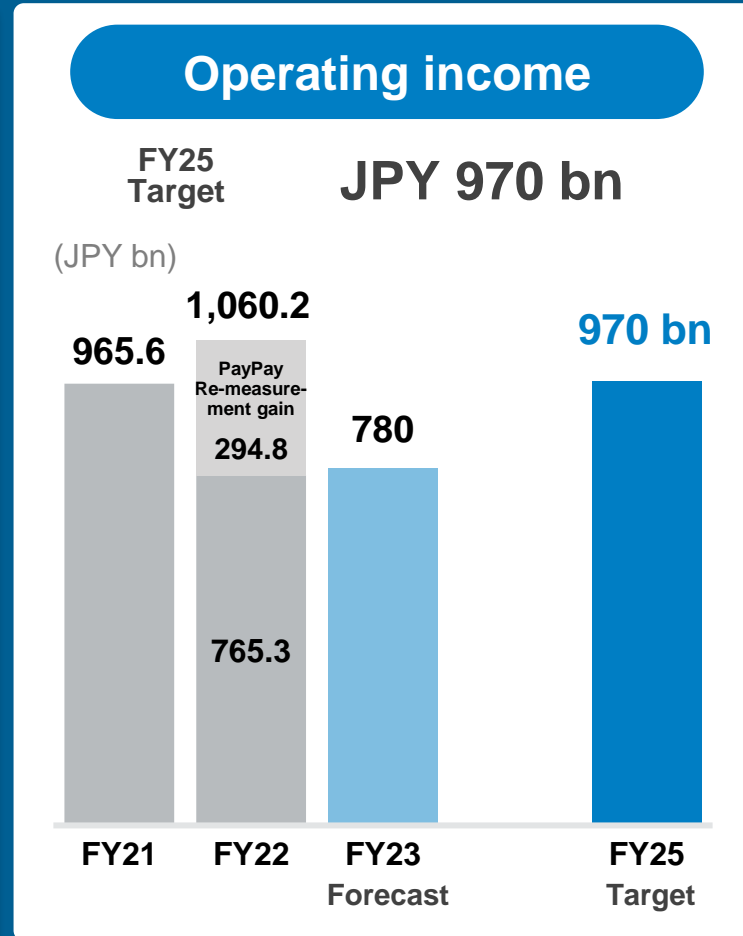
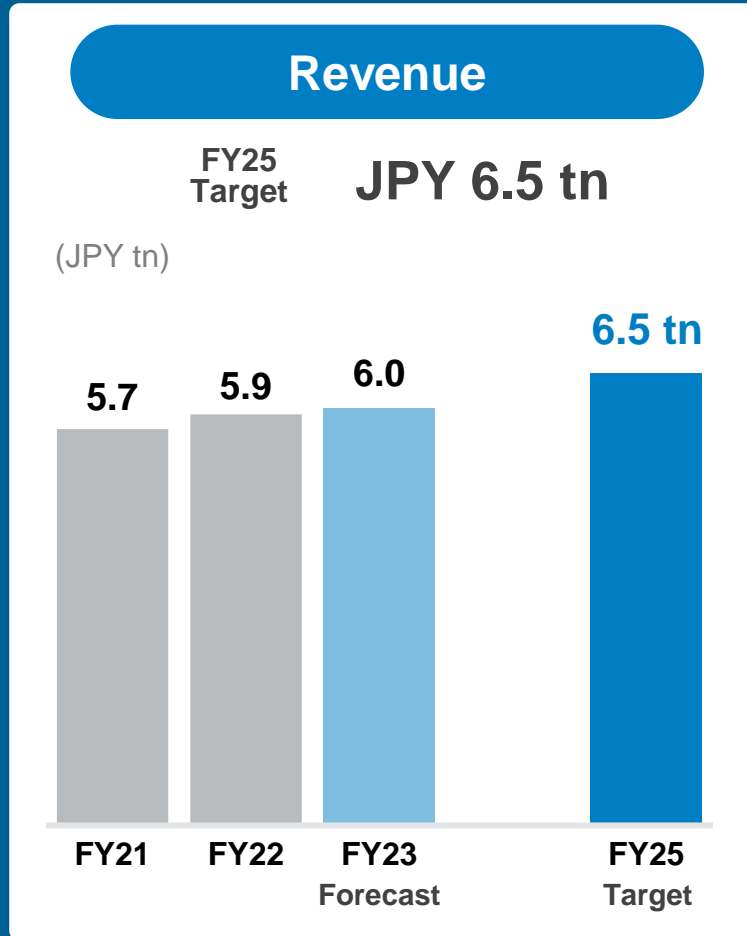
Approx. 15,000 sales staff ^{*6}

Transaction with 93% of large corporations ^{*7}

6,500 stores nationwide ^{*8}

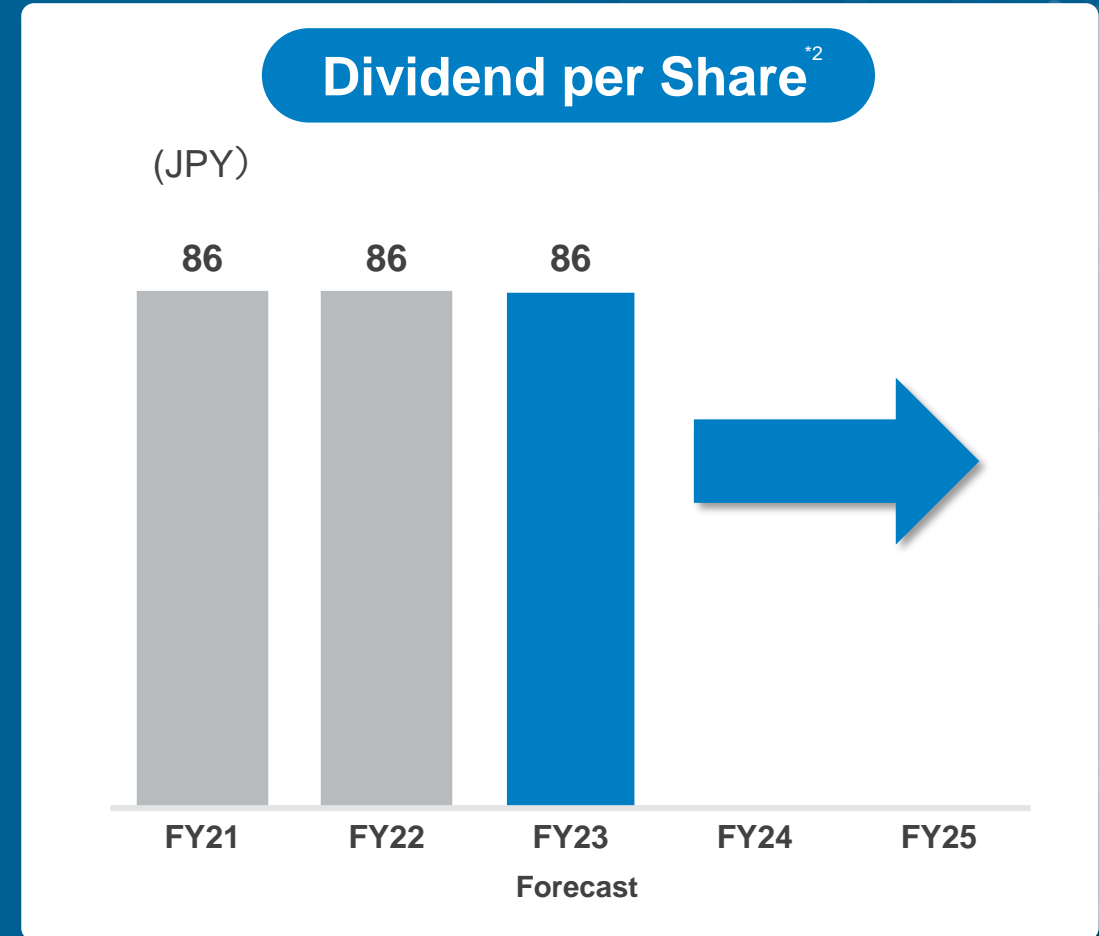
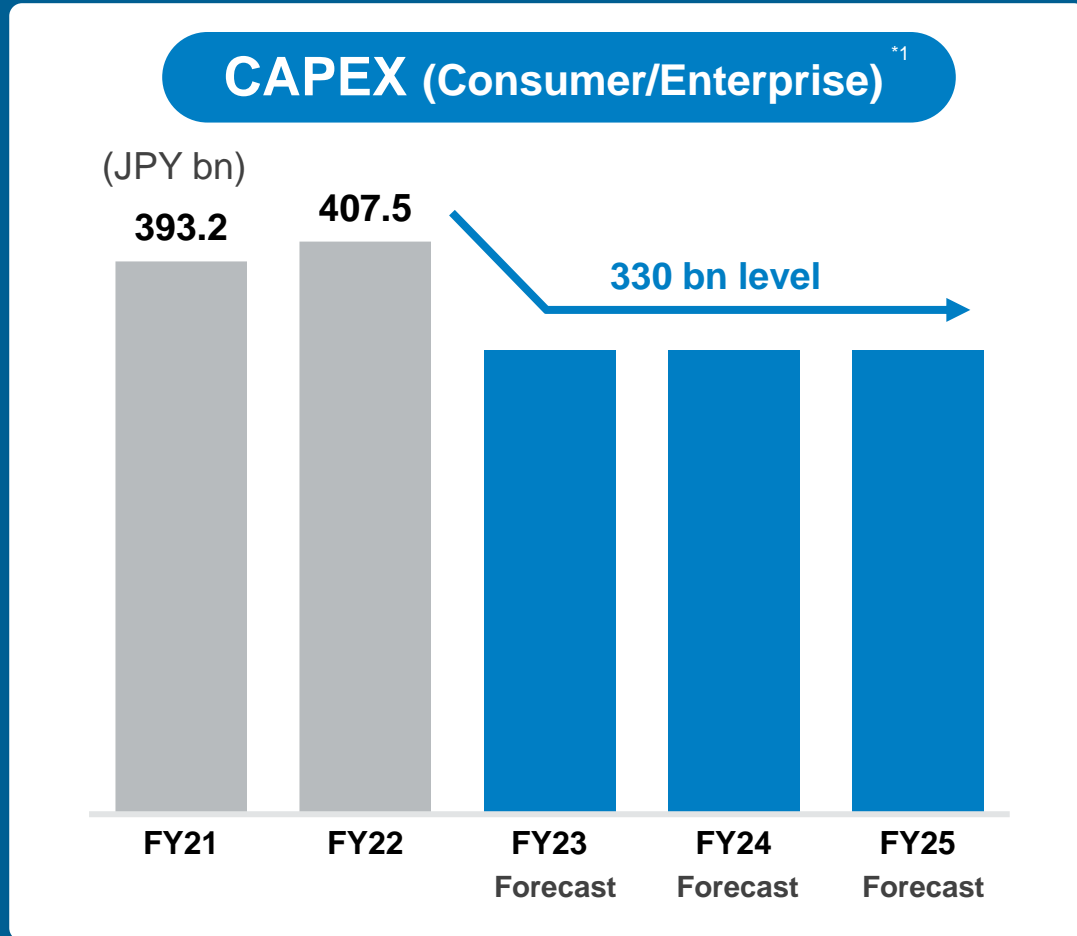
^{*1}: SoftBank = Total no. of mobile main subscribers (as of Mar 2023) ^{*2}: Yahoo! JAPAN = No. monthly users. Nielsen TOPS OF 2022: DIGITAL IN JAPAN (Top 10 Internet services used by users in Japan). Average monthly number of users between January – October 2022. Does not include duplicate users of smartphones and PCs. ^{*3}: PayPay = No. of registered users (as of Mar 2023) ^{*4}: LINE = No. of Monthly Active Users (MAU) (Japan) (as of Mar 2023) ^{*5}: Total of the engineers in SoftBank Corp., Yahoo Japan Corporation and LINE Corporation (as of Mar 2023) ^{*6}: No. of SoftBank Corp.'s sales staff (Mar 2023) ^{*7}: Percentage of listed companies with revenue of JPY 100 bn or more that have transaction with SoftBank Corp. (FY2022) ^{*8}: Total of SoftBank and Y!mobile brands' directly-managed stores, agents, mass merchandisers and other retail channels (as of Mar 31, 2023)

Pursue record-high net income in FY2025



*1: Net income = net income attributable to owners of SoftBank Corp.

Maintain high level of shareholder returns while managing CAPEX



*1: Acceptance basis *2: Dividend per share for FY2024 and beyond has not yet been determined as of May 2023

Medium-term Management Plan Financial Targets by Segment

(JPY bn)	FY2023 Operating income (Forecast)	Medium-term Management Plan Target (FY2023-FY2025)
Consumer	470.0	Mobile service revenue and operating income to hit bottom and return to growth
Enterprise	152.5	Double-digit growth for business solution and others revenue and operating income
Distribution	26.7	Operating income JPY 30 bn (FY2025)
Financial	-20.0	Turn profitable by FY2025
Yahoo! JAPAN/LINE	176.0	Improvement of business efficiency and renewed growth from FY2024 and beyond*1
Other	-25.2	-
Total	780.0	Recover operating income to FY2021 level (JPY 970 bn or more)

*1: Renewed growth for core business (media / search / commerce)

Management Structure



Junichi Miyakawa
President & CEO

Dec. 1991
KK Momotaro Internet
Representative Director & President

Jun. 2000
Nagoya Metallic Communications Corp.
(currently SoftBank Corp.)
President and Representative Director

Apr. 2006
Vodafone K.K. (currently SoftBank Corp.)
Director & Executive Vice President (CTO)

Apr. 2021
SoftBank Corp.
President & CEO, in charge of Government Relations
(to present)

*SBG: SoftBank Group Corp.



Ken Miyauchi
Director & Chairman



Yasuyuki Imai
Representative Director & COO
(Enterprise Business)



Masayoshi Son
Board Director, Founder
(Representative Director, Corporate
Officer, Chairman & CEO of SBG)



Jun Shimba
Representative Director & COO
(Consumer Business)



Kazuhiko Fujihara
Board Director,
Executive Vice President & CFO

Ratio of external Directors: 45%
Ratio of female Directors: 18%



Atsushi Horiba
Chairman, Representative Director
& Group CEO of HORIBA, Ltd.



Takehiro Kamigama
Former Chairman & Representative
Director of TDK Corporation



Kazuaki Oki
Head of Ohki CPA Office

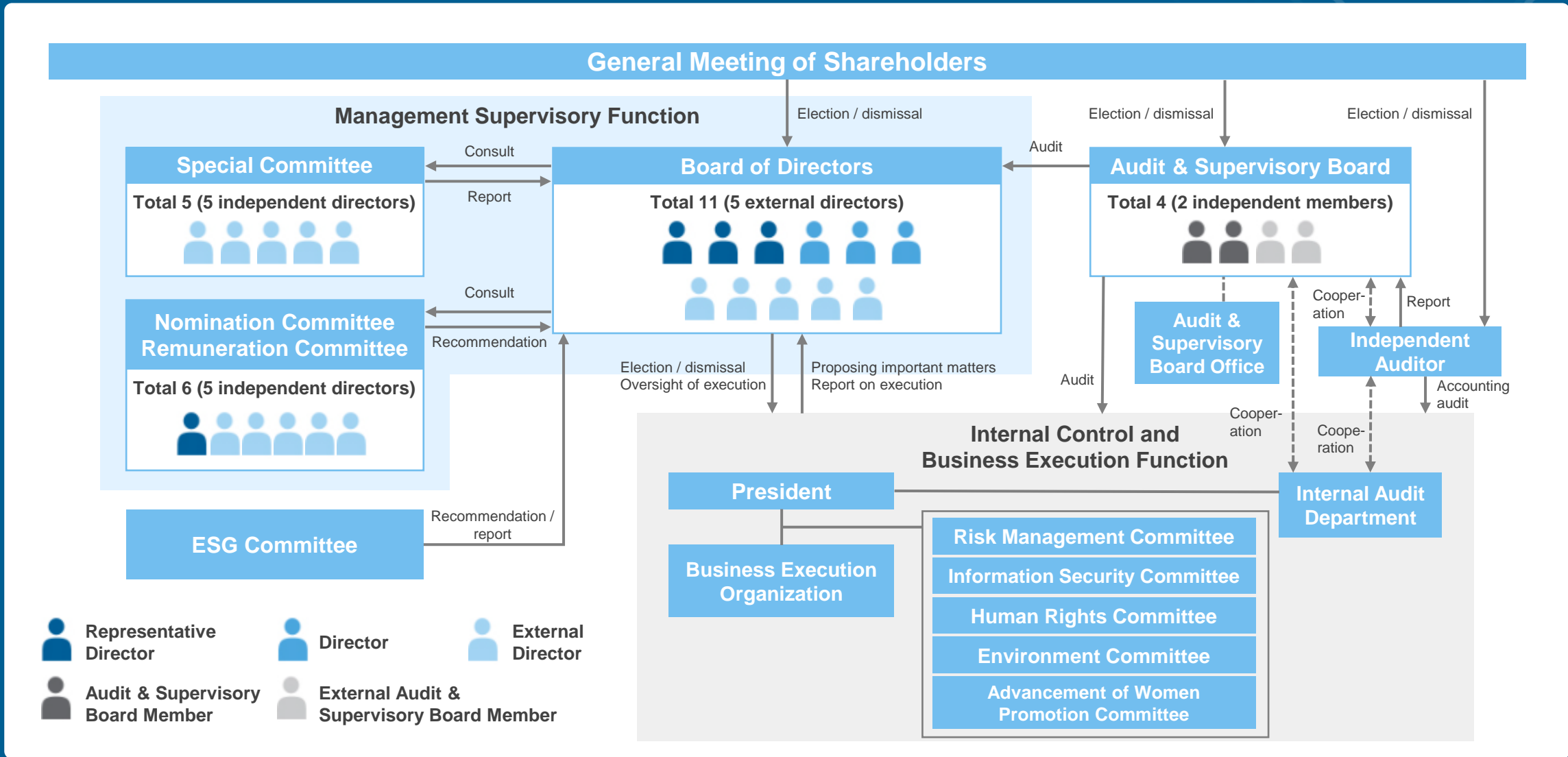


Kyoko Uemura
Partner Lawyer at Miyama,
Koganemaru & Associates



Naomi Koshi
Partner Lawyer at Miura & Partners
(Former Mayor of Otsu City)

External Directors



Initiatives to Achieve 'Net Zero'

Achieving virtually zero greenhouse gas emissions

- ✓ Reduce greenhouse gas emissions generated by entire value chain (Scope 3) to virtually zero by FY2050*¹
- ✓ Achieve virtually 100% renewable energy for Scope 1, 2 by FY2030. Achieve 100% in FY2030 with more than half of our power consumption*² from power generation from renewable energy
- ✓ Signed contracts to procure renewable energy equivalent to the amount of electricity used in the telecommunications business*³

Provision of telecom infrastructure

Eliminate global information disparities

- ✓ Deliver telecom services to people around the world with airborne base stations of HAPSMobile Inc.
- ✓ Raised JPY 30 bn through first ESG bond to promote HAPS*⁴ business (January 2022)
- ✓ SoftBank and Smart Africa Secretariat agreed to collaborate on providing affordable broadband solutions in Africa

**Selected in
global ESG investment indices**

Member of
**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA



FTSE4Good

2023 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX

2023 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)



FTSE Blossom
Japan

Highly rated in domestic surveys



DX Stock 2022
(Only company selected in the ICT
industry for the 2nd consecutive year)



PRIDE Index
(LGBT-related initiatives)



Nikkei SDGs
Management Survey
Received 5 stars rating



NIKKEI Smart Work Awards 2023
Grand Prize

*The Dow Jones Sustainability Index name and logo are trademarks or service marks of the S&P Dow Jones Sustainability Index. FTSE Russell is a registered trademark of FTSE International Limited and Frank Russell Company. Incorporating SoftBank Corp. into the MSCI Index or using the MSCI logo, trademarks, service marks or index names is not sponsored, advertised or promoted by MSCI or its affiliates. The MSCI indexes are MSCI's exclusive property. The names and logos of MSCI and the MSCI indexes are trademarks or service marks of MSCI or its affiliates

Credit rating

R&I

Rating and Investment
Information, Inc.

A+

Long-term rating

a-1

Short-term rating

(As of Nov 14, 2022)

JCR

Japan Credit Rating
Agency, Ltd.

AA-

Long-term rating

J-1+

Short-term rating

(As of Oct 26, 2022)

ESG rating

**MSCI
ESG Rating**

AA

(As of Apr 26, 2023)

**FTSE Russell ESG
Rating**

4.5

(As of Dec 19, 2022)

**Sustainalytics
ESG Risk Ratings**

Low risk

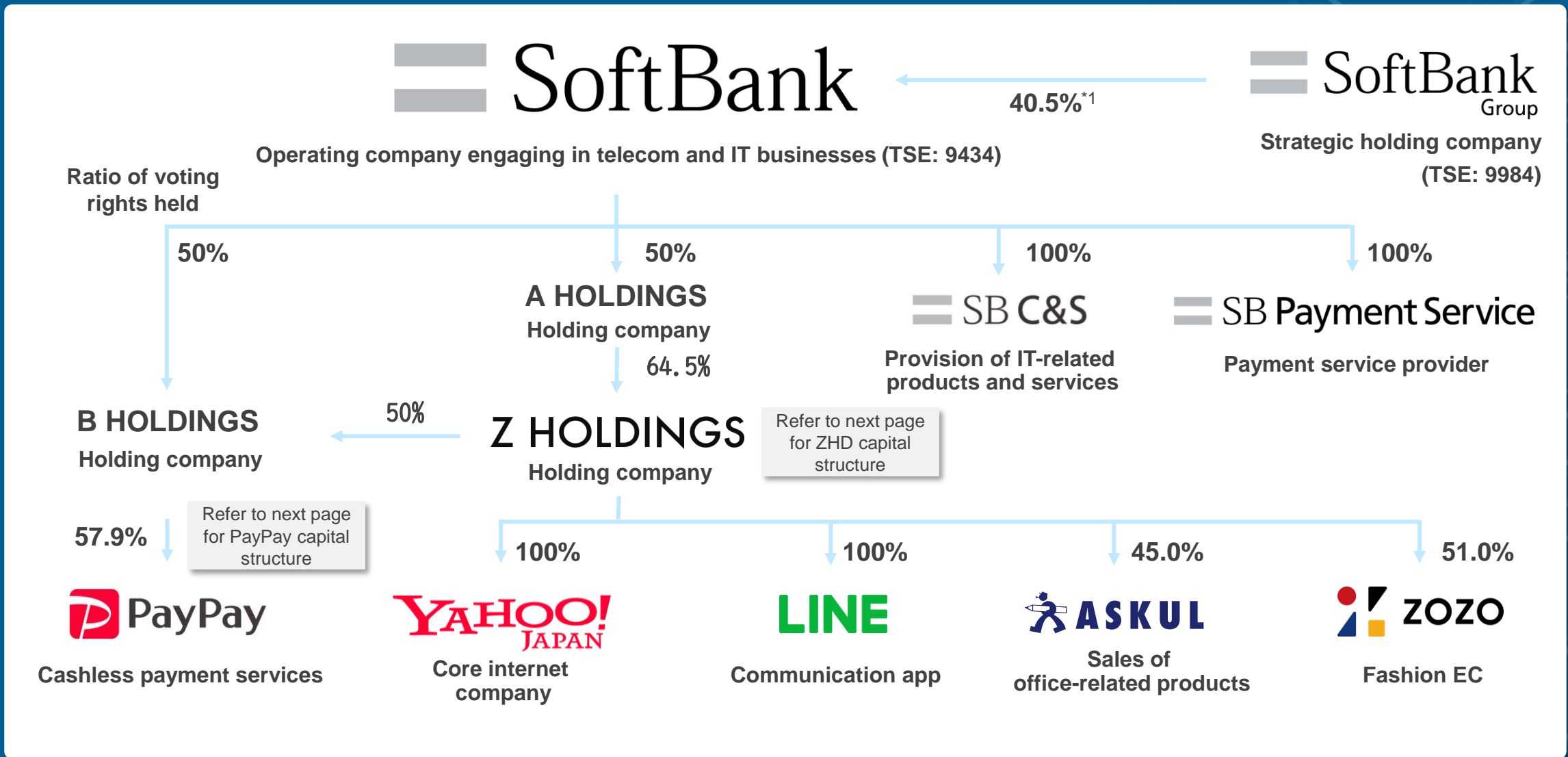
(As of Apr 13, 2023)

**CDP Climate
Change Report 2022**

A-

(As of Dec 2022)

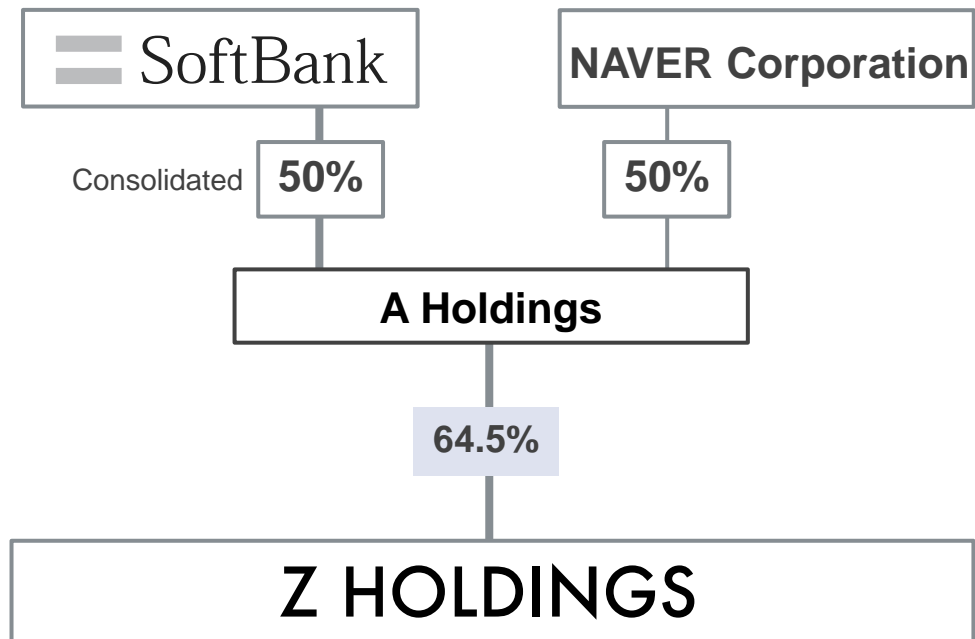
*The inclusion of SoftBank Corp. in any MSCI index, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement or promotion of SoftBank Corp. by MSCI or any of its affiliates. The MSCI indexes are the exclusive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates



*Above shows a simplified group structure. Ratio of voting rights held as of Mar 31, 2023, unless otherwise specified

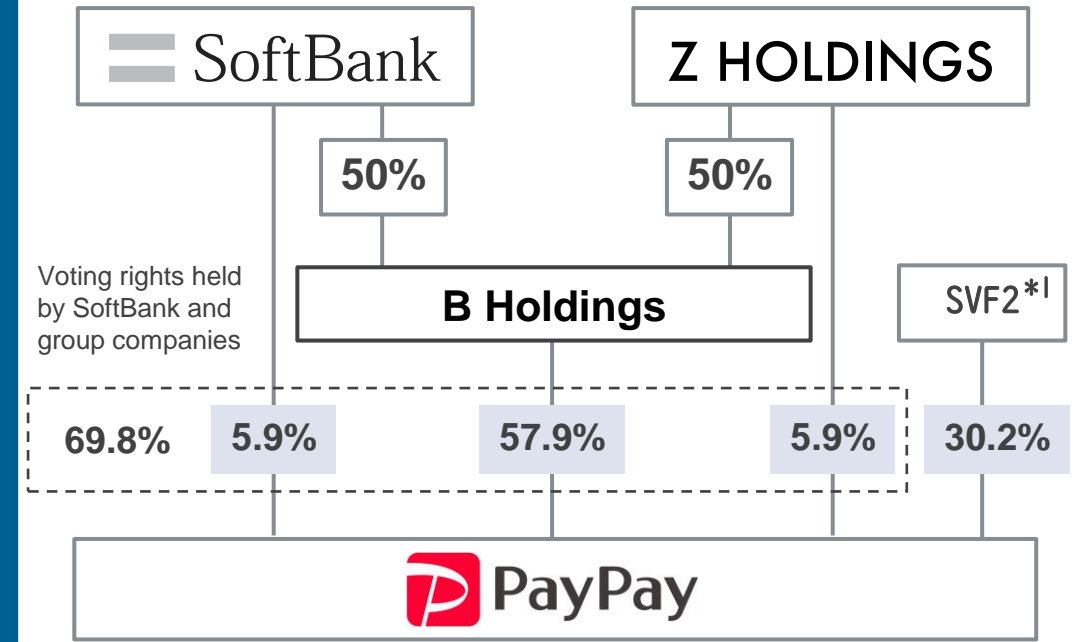
*1: The Company is directly owned by SoftBank Group Japan Corporation, a wholly owned subsidiary of SoftBank Group Corp. The stated 40.5% is the voting rights held by SoftBank Group Corp.

Our holdings in ZHD



Ratio of voting rights	64.5%
Economic interest	32.3%

Our holdings in PayPay



Before the exercise of stock acquisition rights by Paytm*2		After the full exercise of stock acquisition rights by Paytm*2	
Ratio of voting rights	69.8%	Ratio of voting rights	66.0%
Economic interest	46.2%	Economic interest	43.6%

*1: SVF2: SVF II Piranha(DE) LLC

*2: Issued to Paytm at the end of September 2020. Exercisable from the end of the same month



SoftBank