

# SoftBank

## Business Overview & Growth Strategy

SoftBank Corp.  
August 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**

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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.

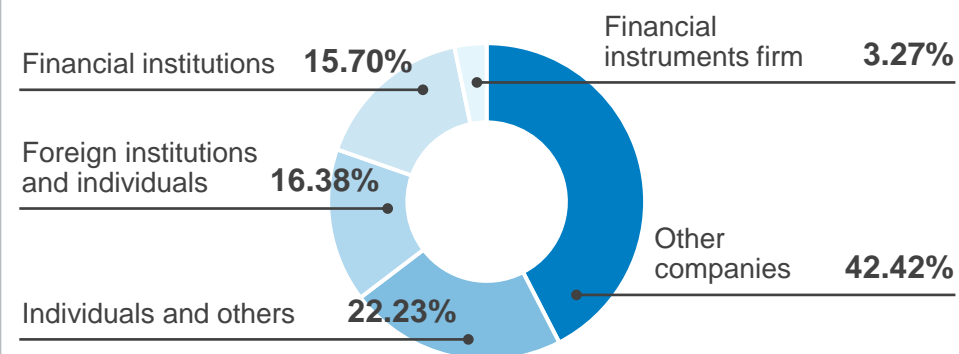
## Corporate data

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	4,789,467,770 shares (As of June 30, 2023)
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

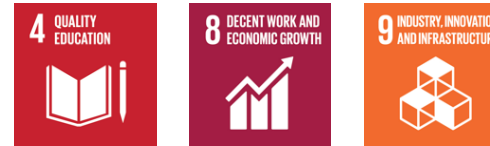
## Solving social issues through business and corporate activities

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

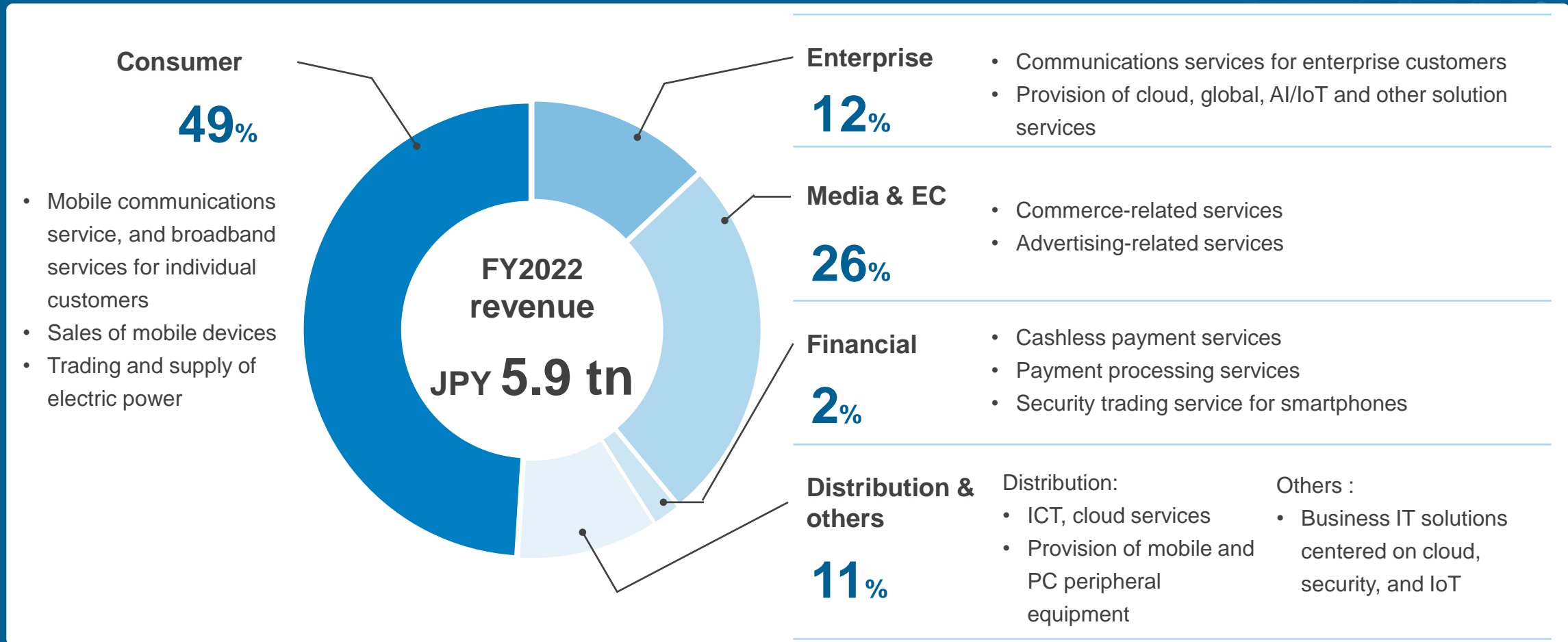


# Operating company to drive the Information Revolution

<p>Parent company</p> <h2>SoftBank Group Corp.</h2>  <p><b>Investment company</b> investing in AI companies around the world</p> <p>Representative Director, Corporate Officer, Chairman &amp; CEO <b>Masayoshi Son</b></p> 	<p>Ratio of voting rights*1</p> <hr/> <p><b>40.4%</b></p>	<p>The Company</p> <h2>SoftBank Corp.</h2>  <p><b>Operating company</b> engaging in telecom and IT businesses</p> <p>President &amp; CEO <b>Junichi Miyakawa</b></p> 
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\*1: As of June 30, 2023

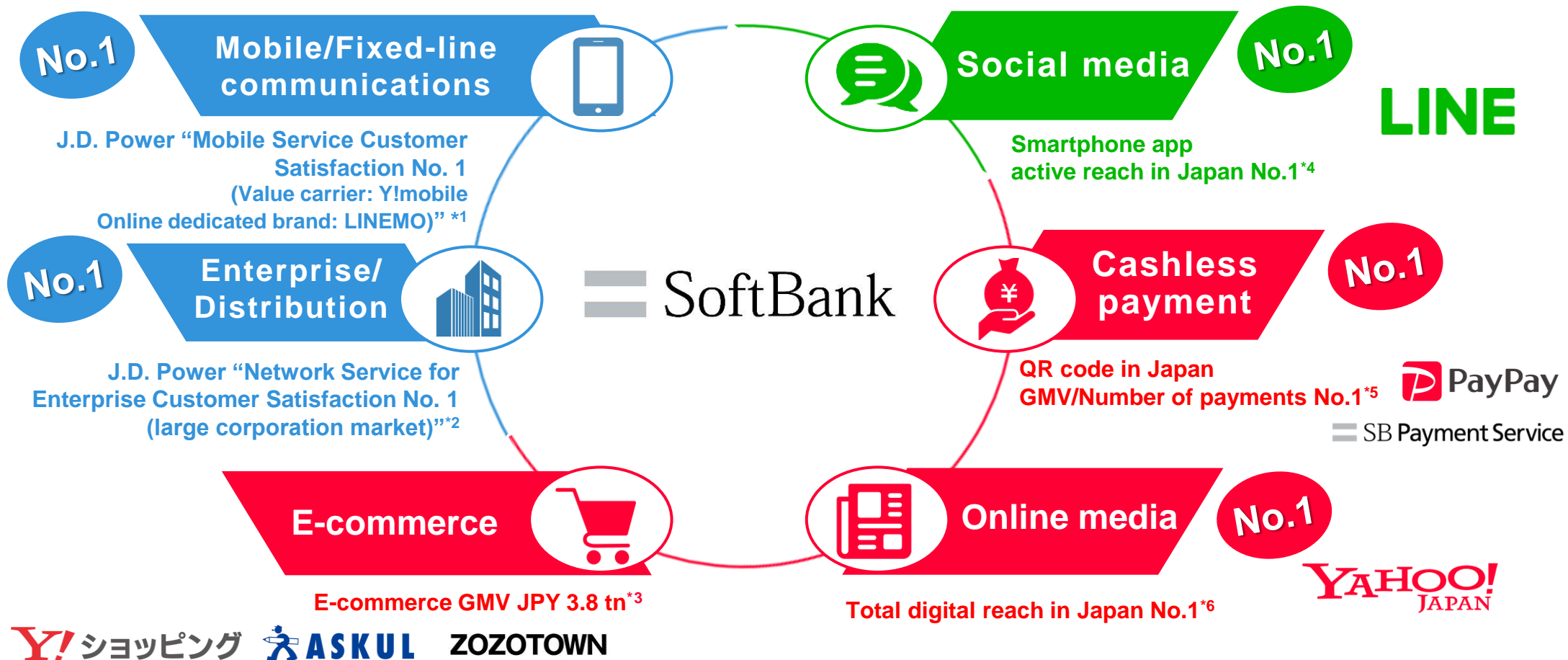
## Developing diverse businesses centered on digital technology



\* From FY2023, segment name of Yahoo!JAPAN/LINE changed to Media & EC. This change only pertains to the segment name, and there are no changes to the segment classification, scope, or measurement methods



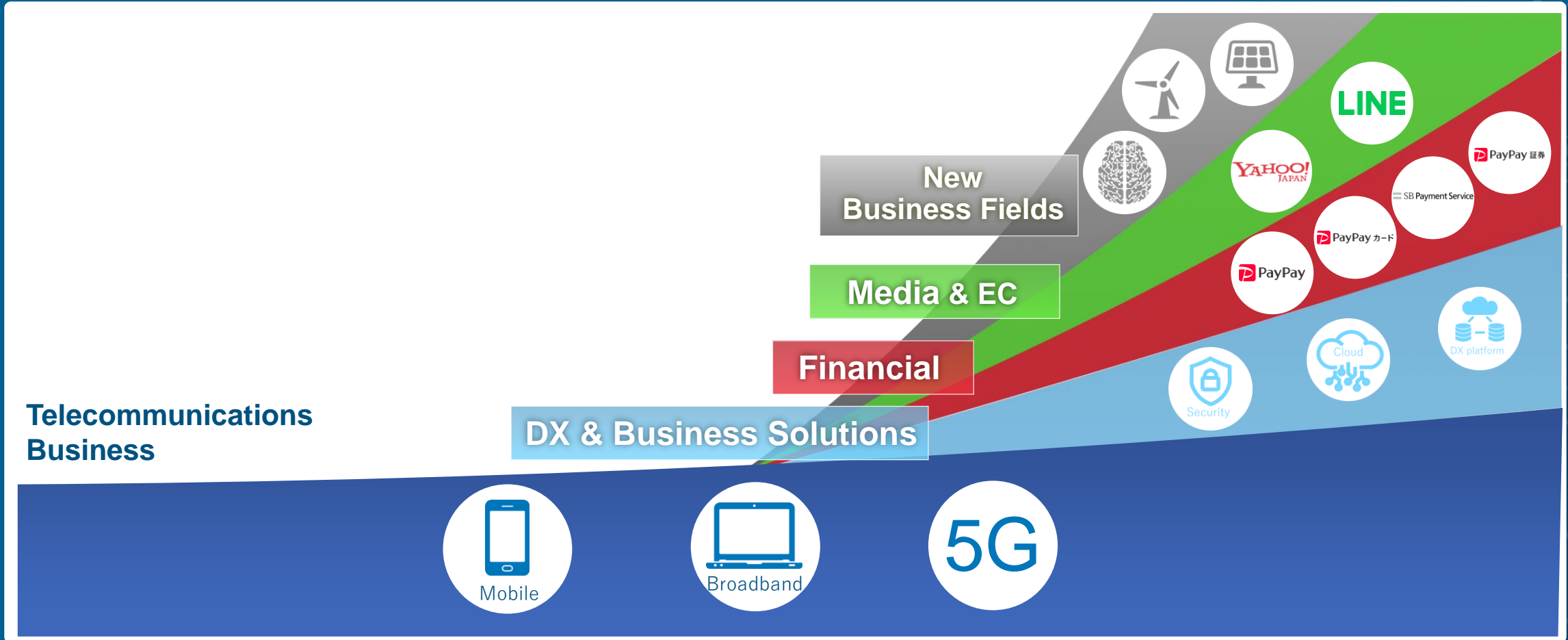
## Providing Japan's top-class ICT services



\*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](http://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](http://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** <sup>\*1</sup>

Online media  
**85 mil users** <sup>\*2</sup>

Smartphone payment  
**58 mil users** <sup>\*3</sup>

Communication app  
**95 mil users** <sup>\*4</sup>

### High technology capabilities

**Approx. 13,000 engineers** <sup>\*5</sup>

**Conducting cutting-edge AI research with Tokyo University**

**Implementing verification trials in various industries using 5G**

### Strong sales force

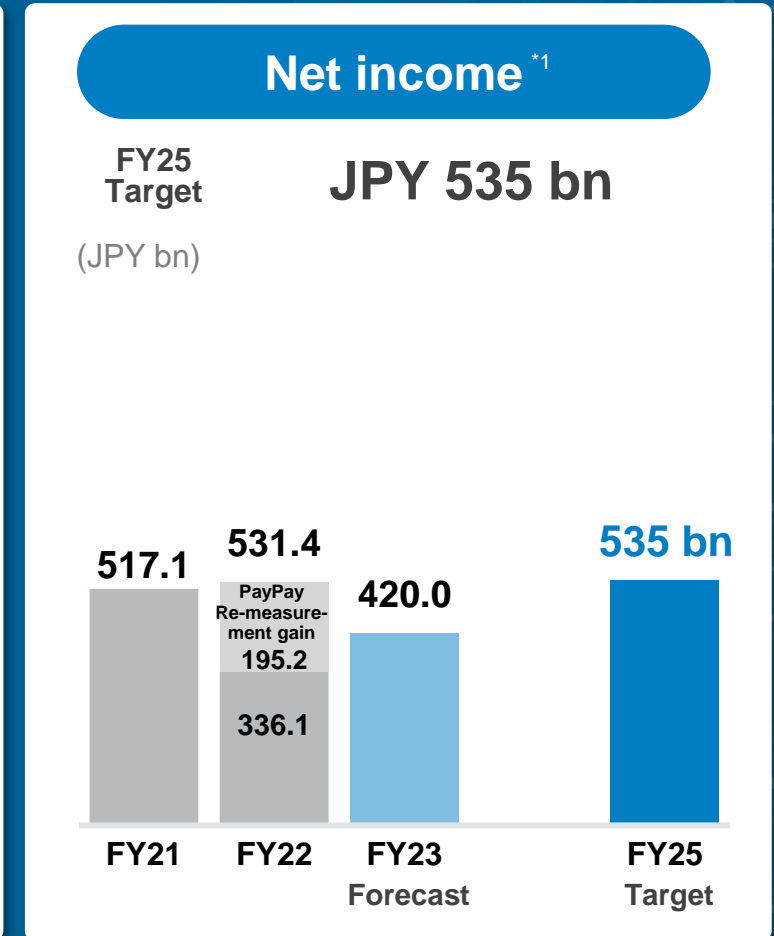
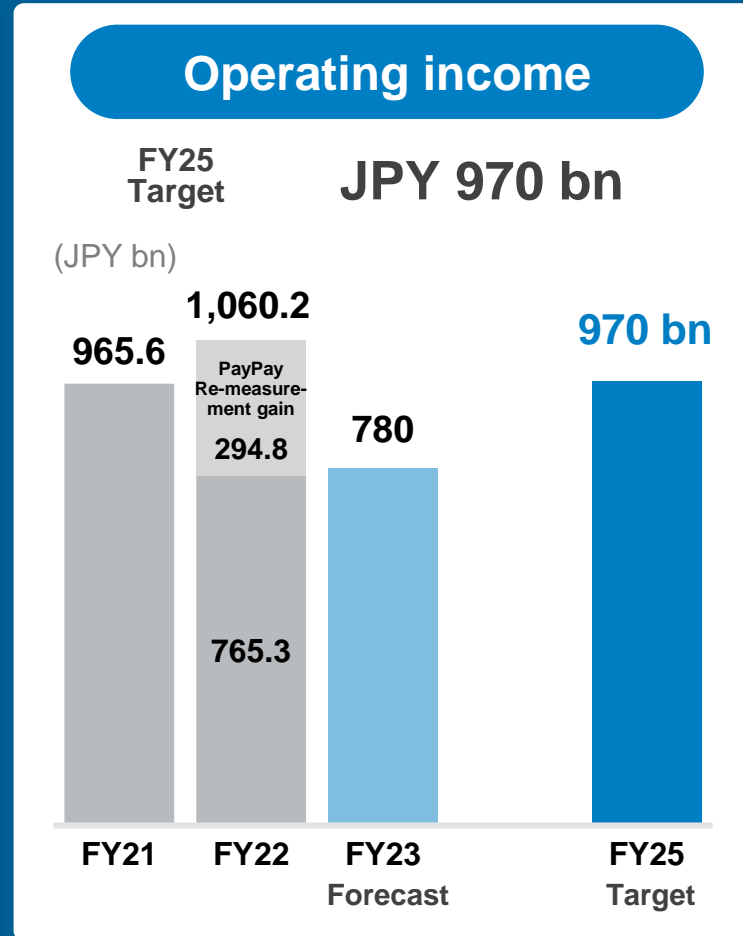
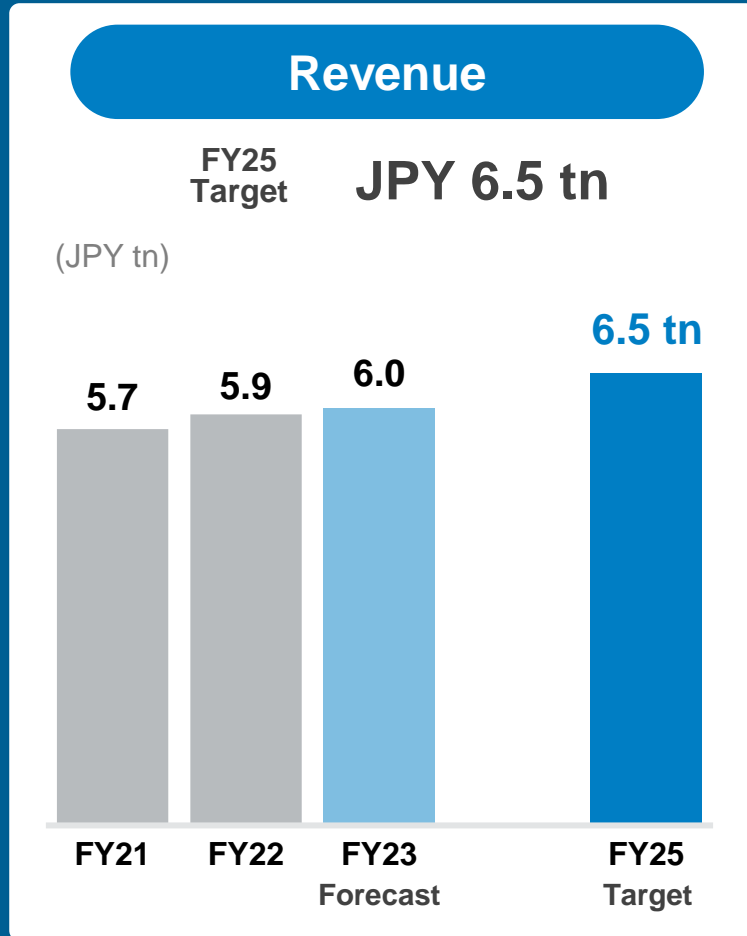
**Approx. 15,000 sales staff** <sup>\*6</sup>

**Transaction with 93% of large corporations** <sup>\*7</sup>

**6,500 stores nationwide** <sup>\*8</sup>

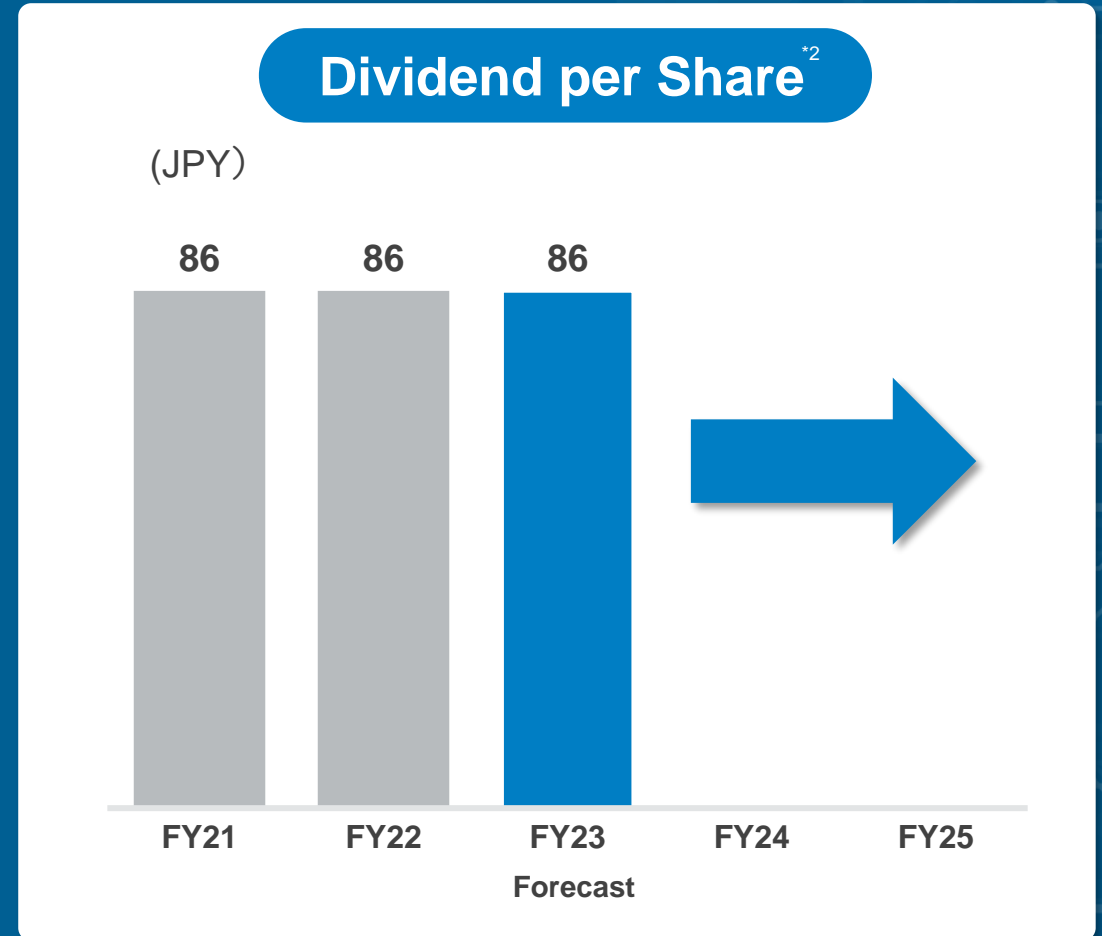
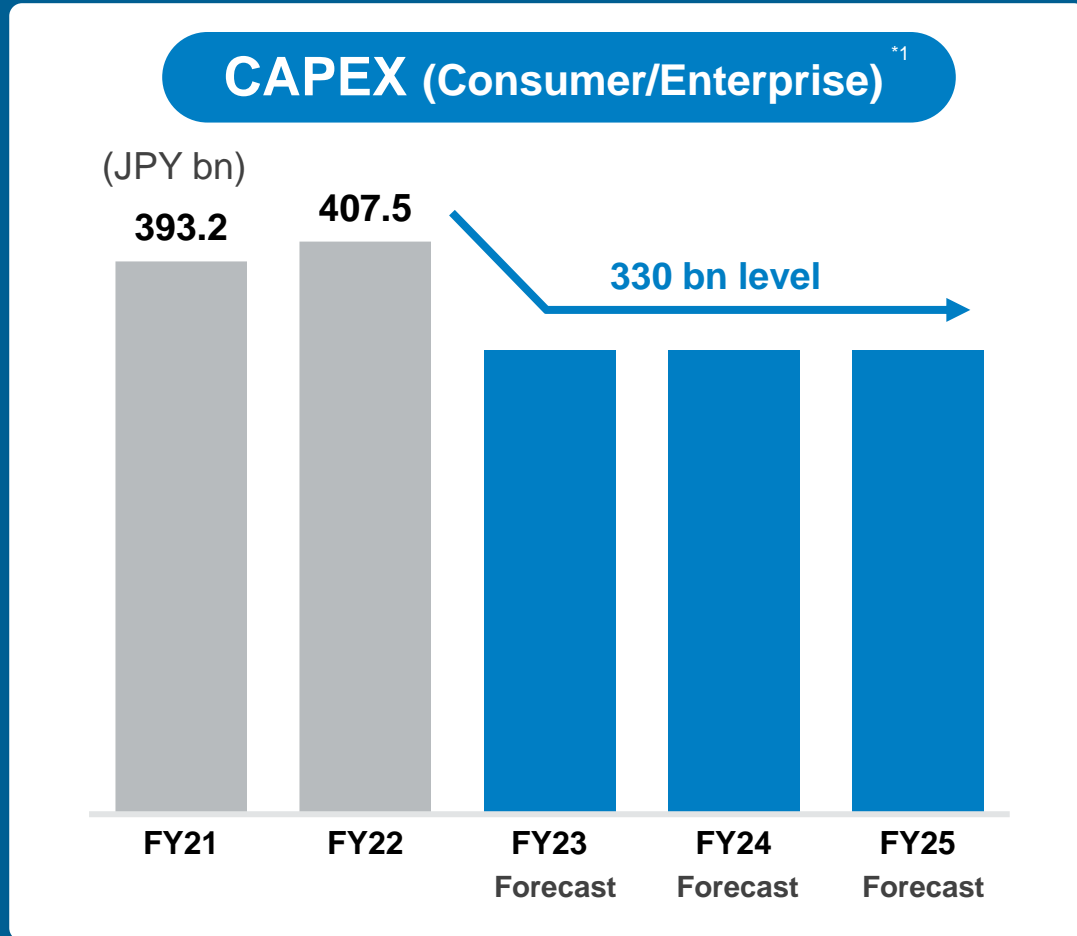
<sup>\*1</sup>: SoftBank = Total no. of mobile main subscribers (as of June 2023) <sup>\*2</sup>: Yahoo! JAPAN = No. monthly users. Nielsen TOPS OF 2022: DIGITAL IN JAPAN (Top 10 Internet services used by users in Japan). Average monthly number of users between January – October 2022. Does not include duplicate users of smartphones and PCs. <sup>\*3</sup>: PayPay = No. of registered users (as of June 2023) <sup>\*4</sup>: LINE = No. of Monthly Active Users (MAU) (Japan) (as of June 2023) <sup>\*5</sup>: Total of the engineers in SoftBank Corp., Yahoo Japan Corporation and LINE Corporation (as of March 2023) <sup>\*6</sup>: No. of SoftBank Corp.'s sales staff (March 2023) <sup>\*7</sup>: Percentage of listed companies with revenue of JPY 100 bn or more that have transaction with SoftBank Corp. (FY2022) <sup>\*8</sup>: Total of SoftBank and Y!mobile brands' directly-managed stores, agents, mass merchandisers and other retail channels (as of March 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 August 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
Media & EC	176.0	Improvement of business efficiency and renewed growth from FY2024 and beyond*1
Other	-25.2	-
<b>Total</b>	<b>780.0</b>	<b>Recover operating income to FY2021 level (JPY 970 bn or more)</b>

\*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



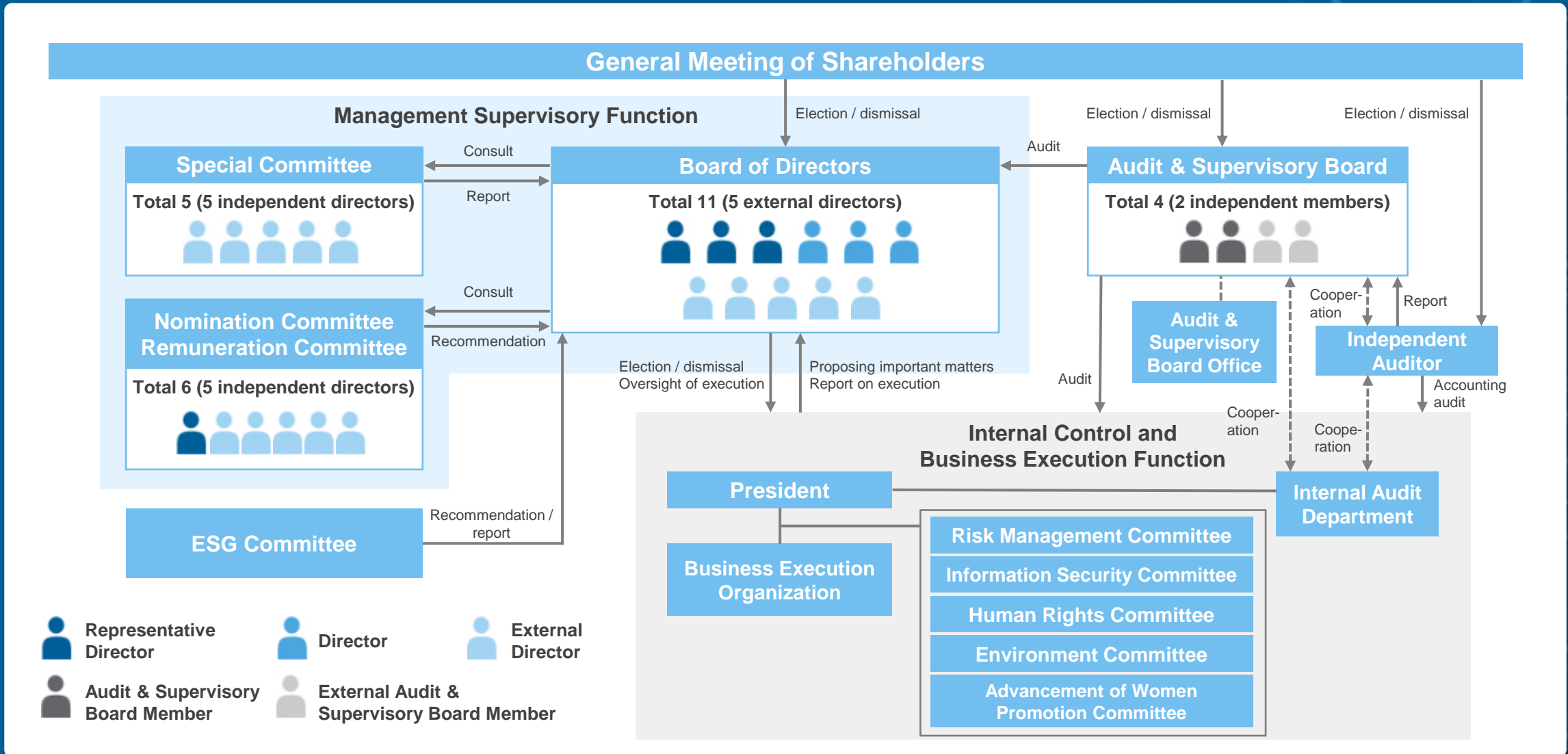
**Kyoko Uemura**  
Partner Lawyer at Miyama,  
Koganemaru & Associates



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

External Directors







## Initiatives to Achieve 'Net Zero'

### Achieving zero greenhouse gas emissions

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

## Provision of telecom infrastructure

### Eliminate global information disparities

- ✓ Deliver telecom services to people around the world with airborne base stations of HAPSMobile Inc.<sup>\*4</sup>
- ✓ Raised JPY 30 bn through first ESG bond to promote HAPS<sup>\*5</sup> business (January 2022)
- ✓ SoftBank and Smart Africa Secretariat agreed to collaborate on providing affordable broadband solutions in Africa

<sup>\*1</sup>: SoftBank Corp. and its group companies <sup>\*2</sup>: Sum of SoftBank Corp. and Wireless City Planning Inc. <sup>\*3</sup>: Signed procurement contracts with multiple power producers <sup>\*4</sup>: HAPSMobile Inc. is scheduled to be merged into SoftBank Corp. by an absorption-type merger effective from October 1, 2023 <sup>\*5</sup>: High Altitude Platform Station, business that aims to provide wide area and stable telecommunications connectivity from the stratosphere

## Selected in global ESG investment indices

Member of

### Dow Jones Sustainability Indices

Powered by the S&P Global CSA

The only telecommunications company selected from Japan for “DJSI World”



FTSE4Good

2023 CONSTITUENT MSCI JAPAN  
ESG SELECT LEADERS INDEX



FTSE Blossom Japan

2023 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)

## Highly rated in domestic surveys



DX Stock 2022  
(Only company selected in the ICT industry for the 2<sup>nd</sup> 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 November 2022)

### JCR

Japan Credit Rating  
Agency, Ltd.

# AA-

Long-term rating

# J-1+

Short-term rating

(As of October 2022)

## ESG rating

### MSCI ESG Rating

# AAA

(As of May 2023)

### FTSE Russell ESG Rating

# 4.6

(As of June 2023)

### Sustainalytics ESG Risk Ratings

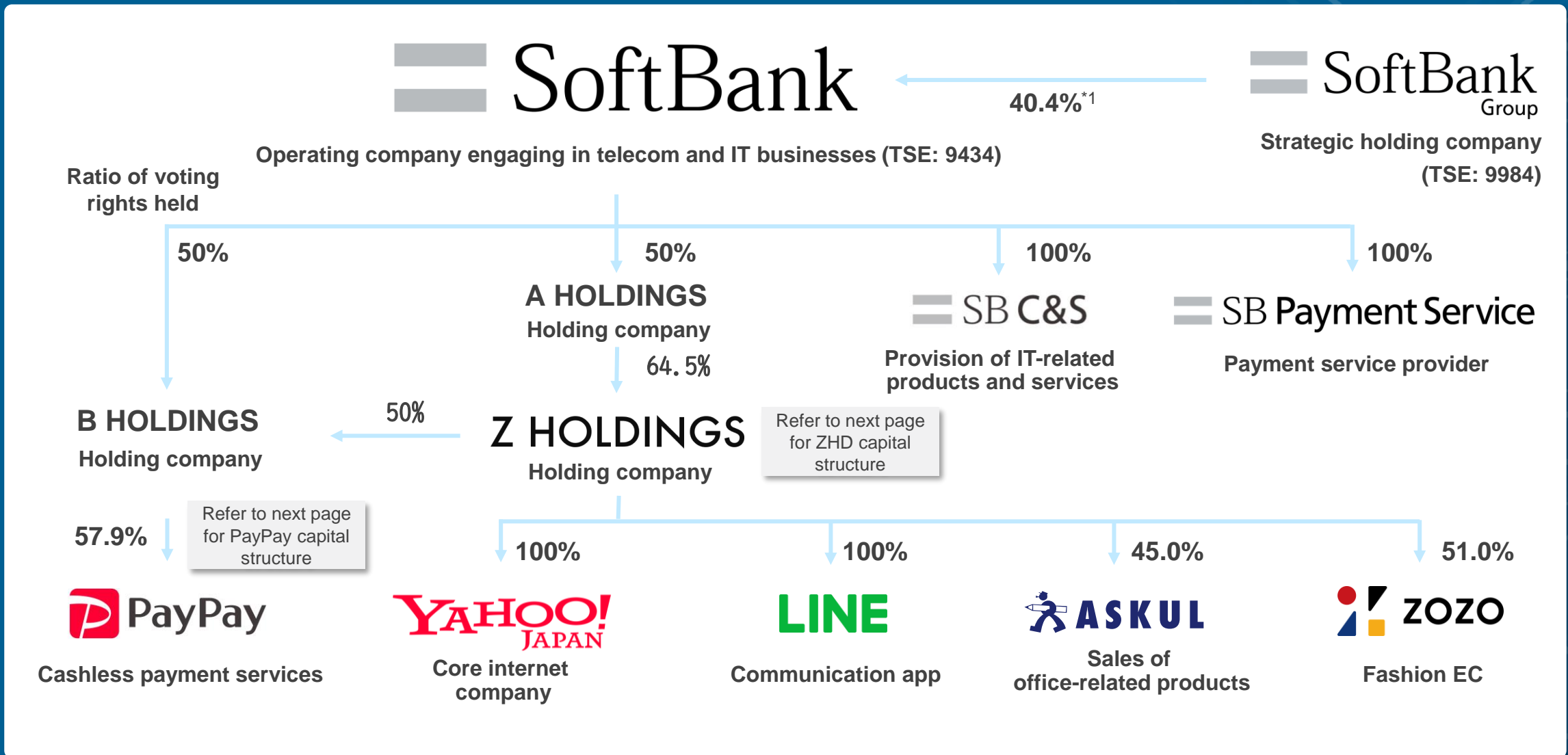
# Low risk

(As of June 2023)

### CDP Climate Change Report 2022

# A-

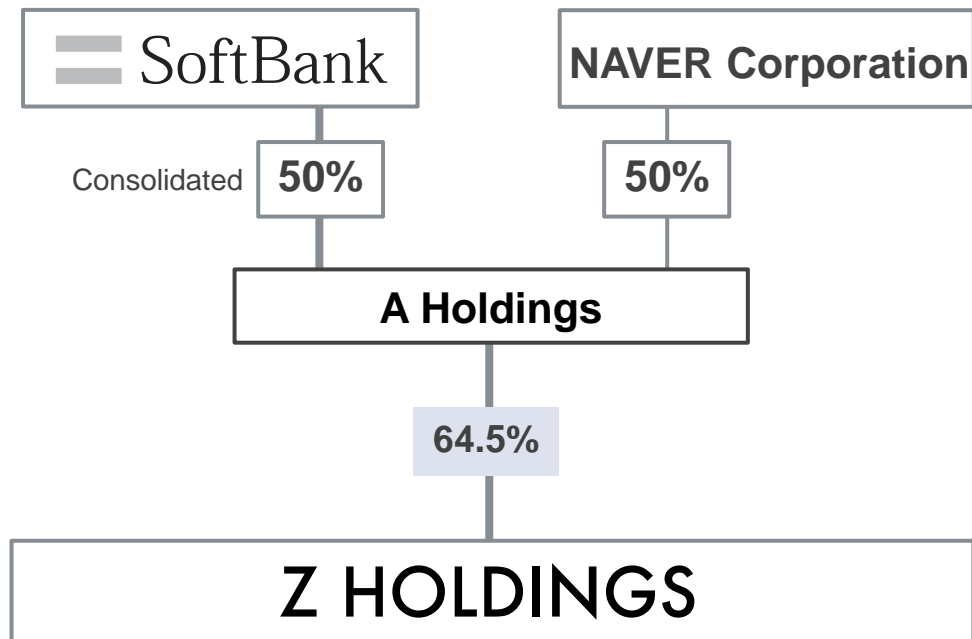
(As of December 2022)



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

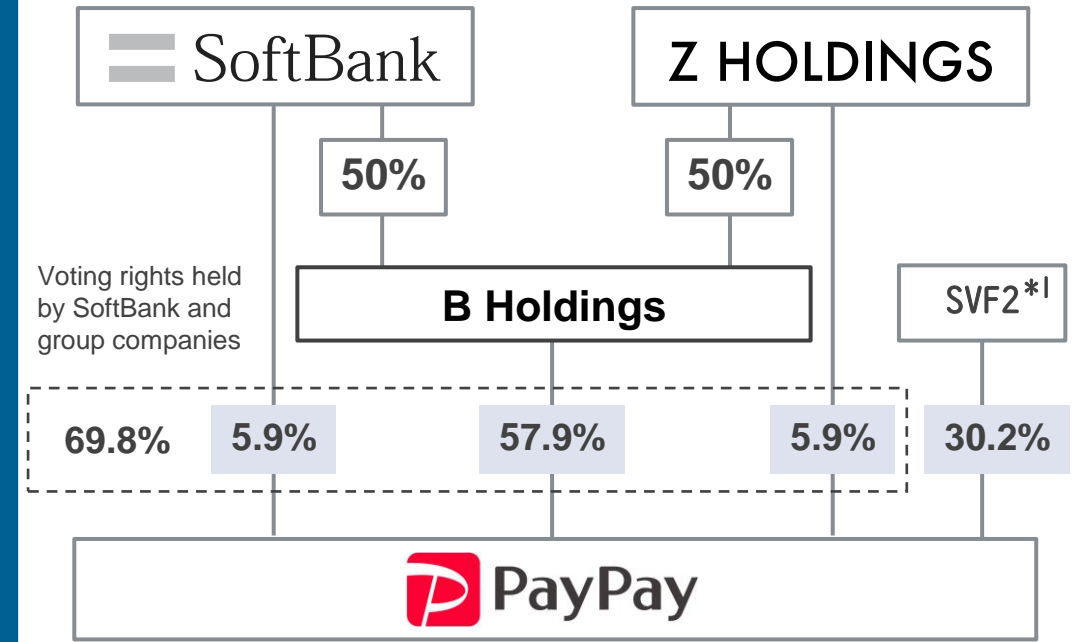
\*1: As of June 30, 2023. The Company is directly owned by SoftBank Group Japan Corporation, a wholly owned subsidiary of SoftBank Group Corp. The stated 40.4% is the voting rights held by SoftBank Group Corp.

## 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