

# SoftBank

## Business Overview & Growth Strategy

SoftBank Corp.  
February 7, 2024

# Disclaimer

## **Important Notice Regarding Forward Looking Statements and Other Information**

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## **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.

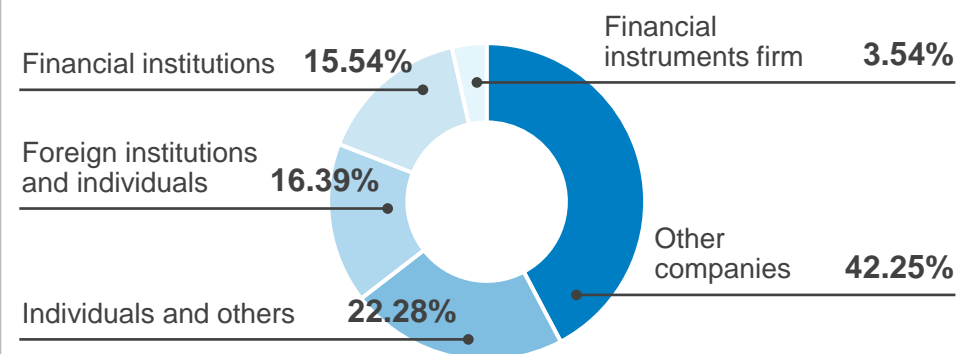
## Corporate data

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 210,523 million (As of December 30, 2023)

## Stock information

Number of shares issued (common stock)	4,794,172,070 shares
Number of Shareholders	873,797

### Breakdown by shareholder type



(As of September 30, 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



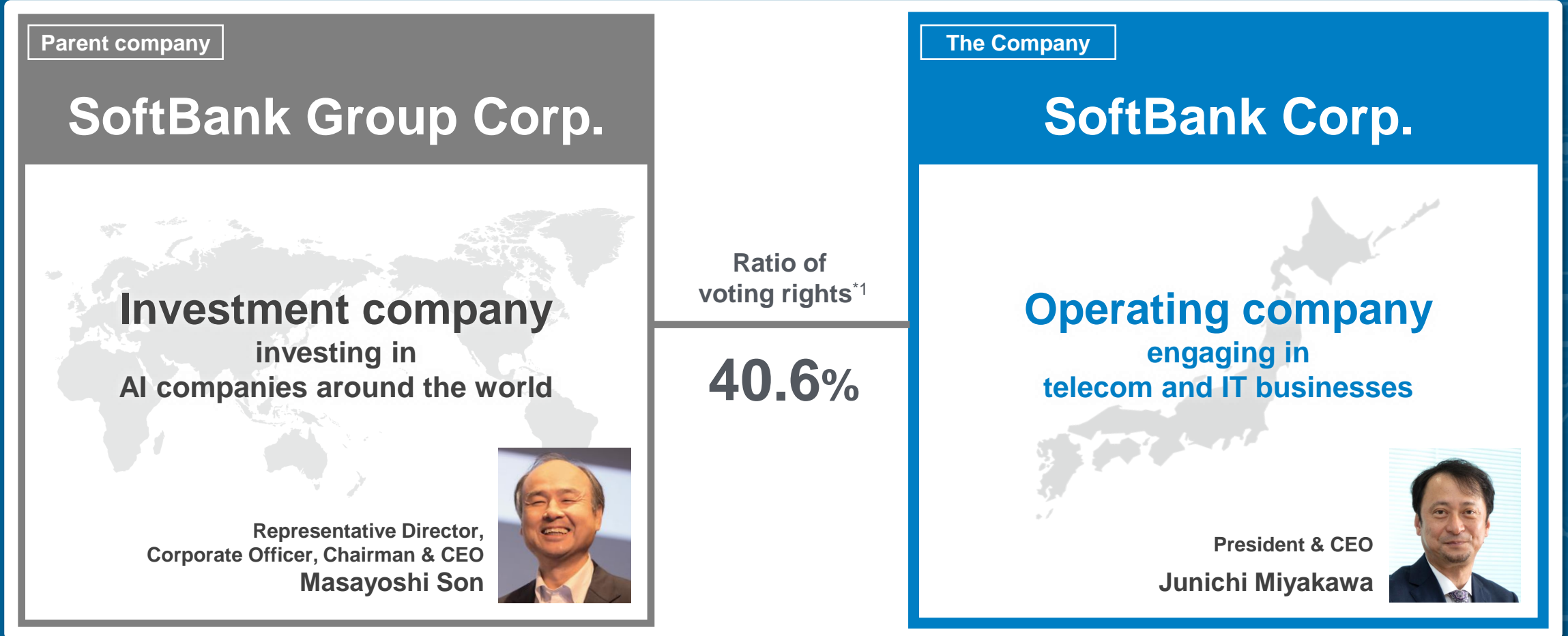
### Building high-quality social networks



### Developing a resilient management foundation

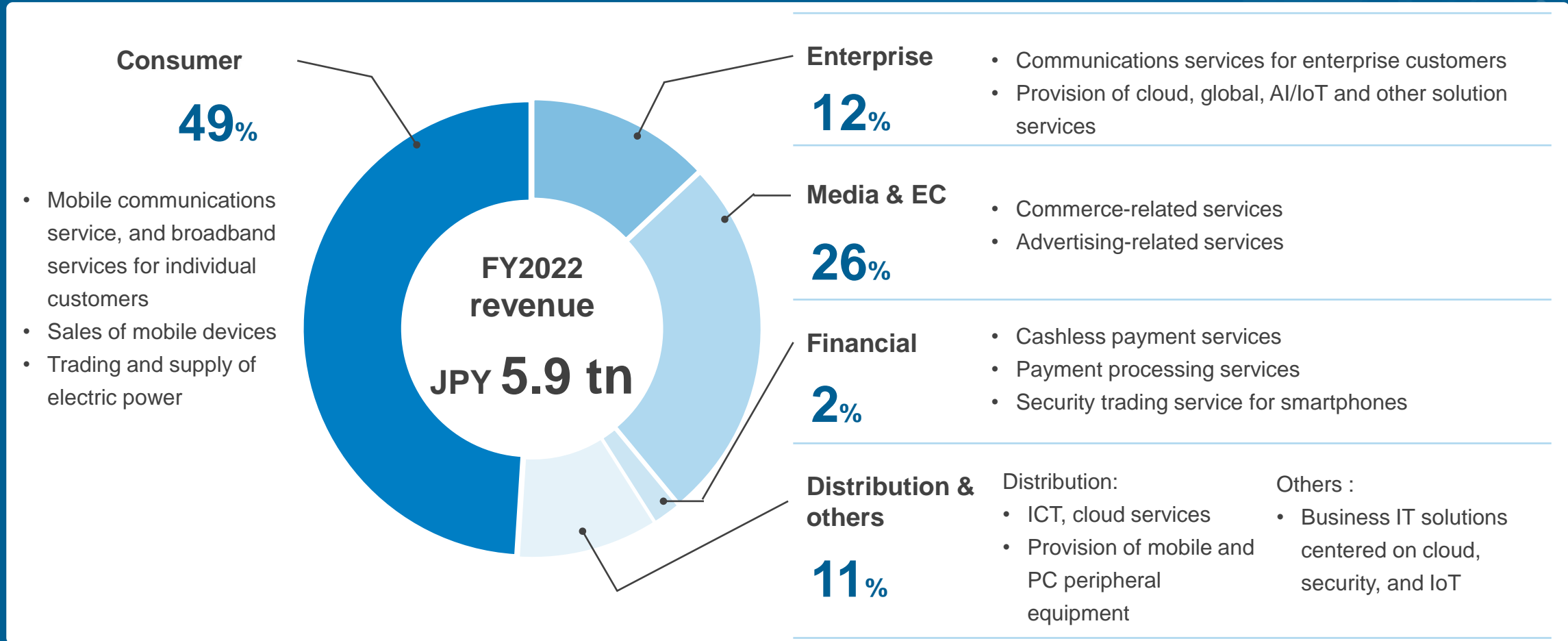


# Operating company to drive the Information Revolution



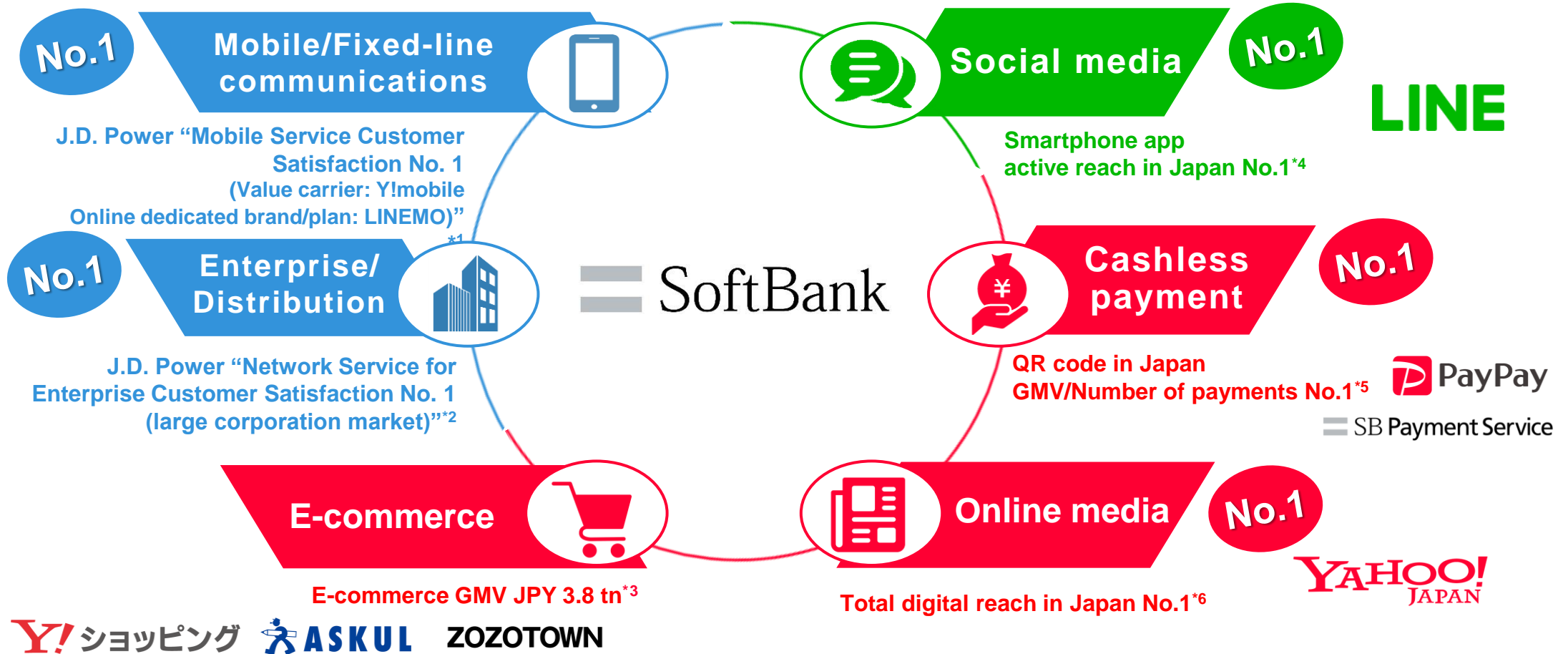
\*1: As of December 31, 2023

## 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

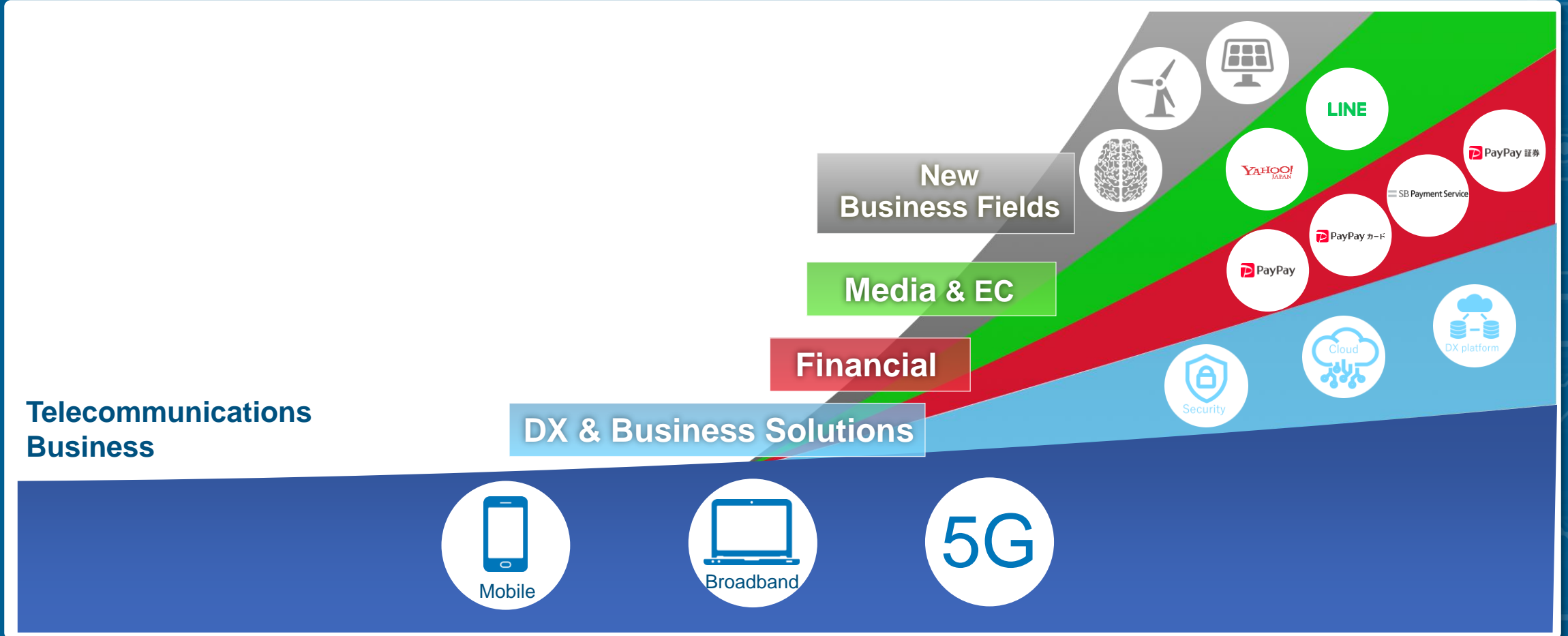
## Providing Japan's top-class ICT services



\*1: 2023 Japan Mobile Service Customer Satisfaction Study by J.D. Power. Based on responses from 4,200 for value carrier and 2,400 for online dedicated brand. [japan.jdpower.com/awards](http://japan.jdpower.com/awards) \*2: 2023 Network Service Customer Satisfaction Survey by J.D. Power. Based on 816 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 <b>40 mil users</b> <sup>*1</sup>
	Online media <b>85 mil users</b> <sup>*2</sup>
	Smartphone payment <b>61 mil users</b> <sup>*3</sup>
	Communication app <b>96 mil users</b> <sup>*4</sup>

## High technology capabilities

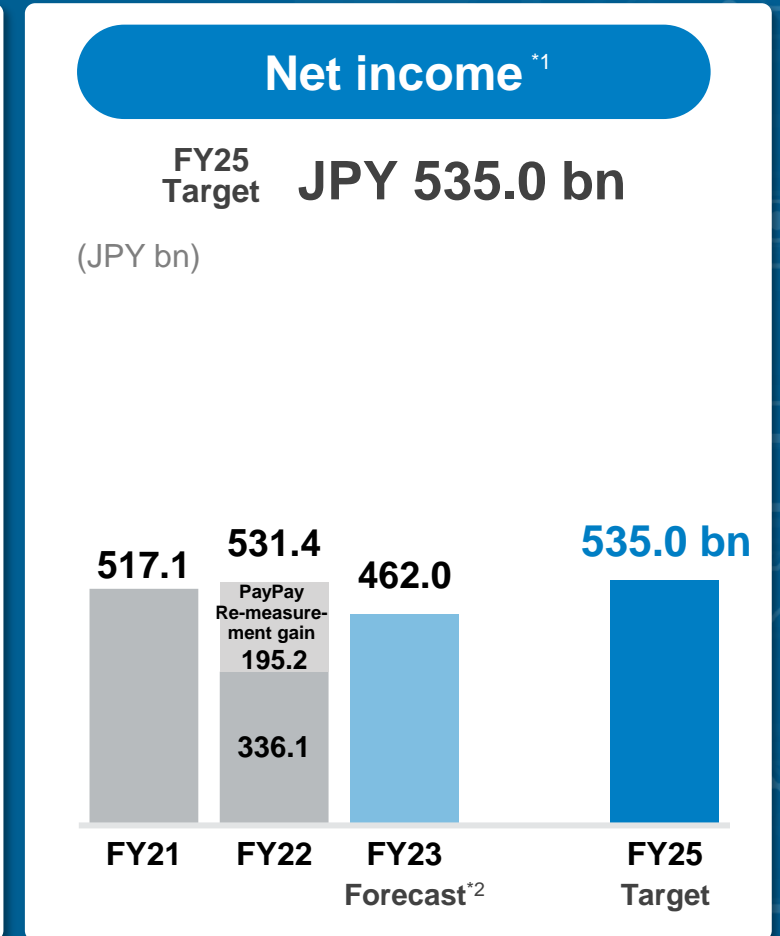
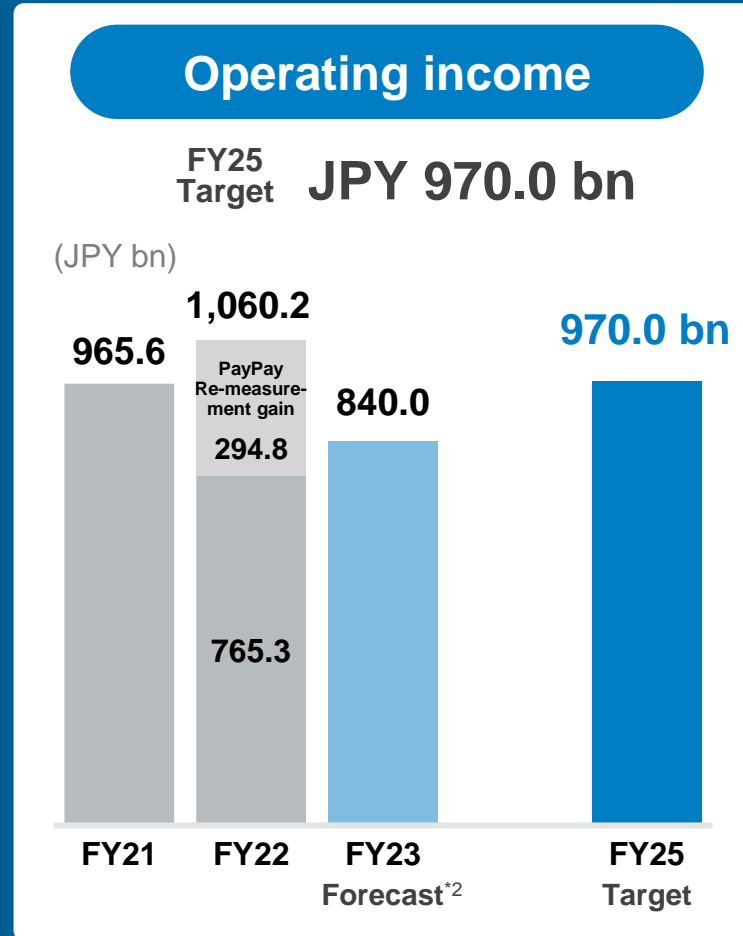
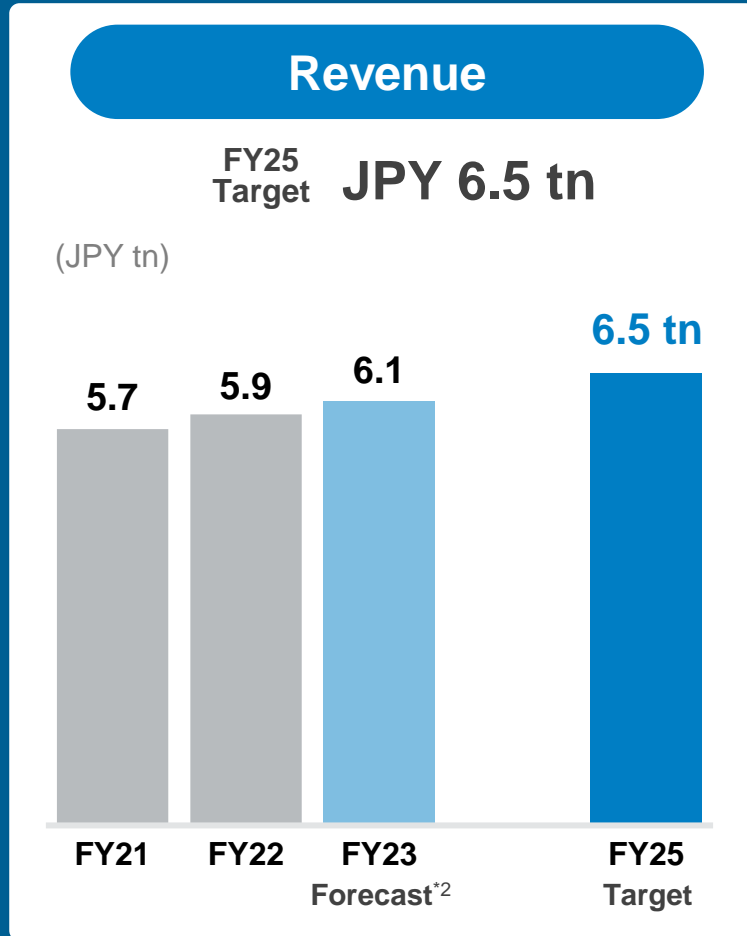
- Approx. 13,000 engineers** <sup>\*5</sup>
- Conducting cutting-edge AI research with Tokyo University**
- Implementing verification trials in various industries using 5G**

## 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>

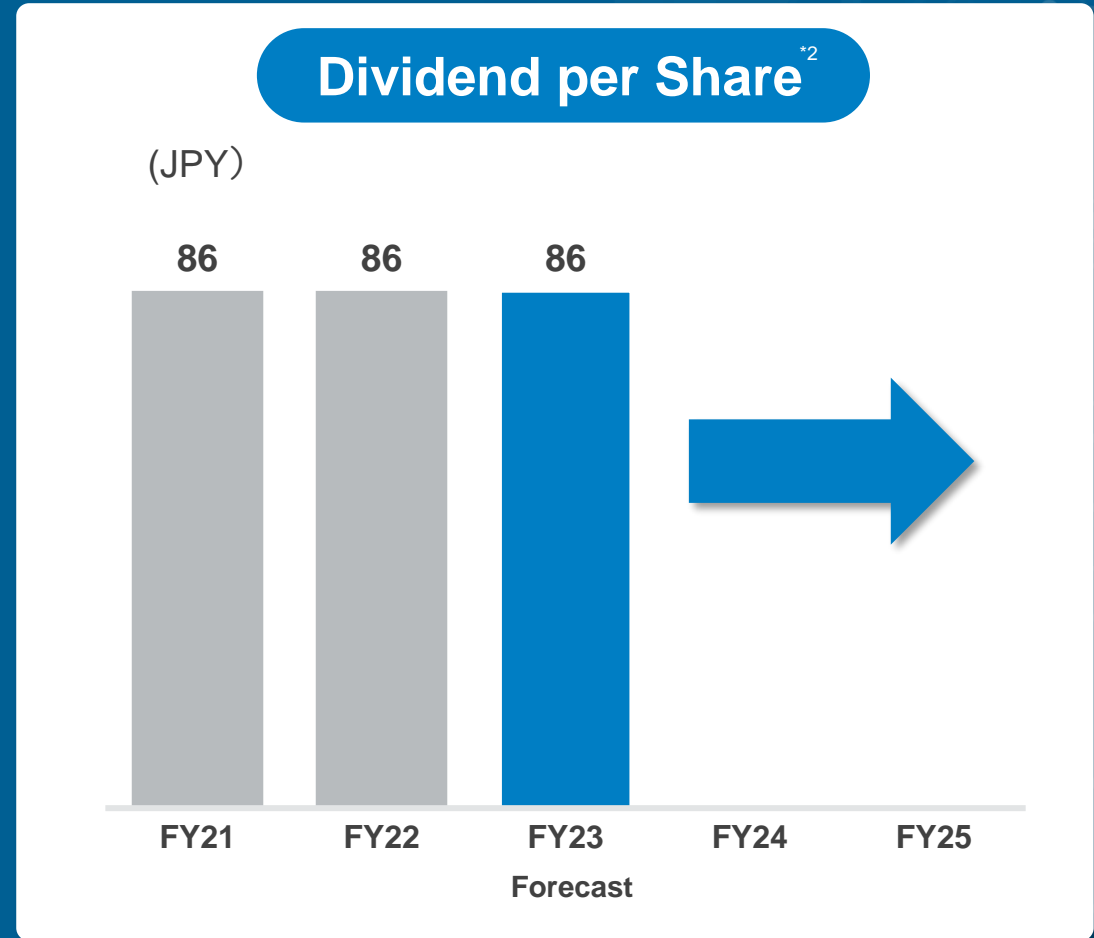
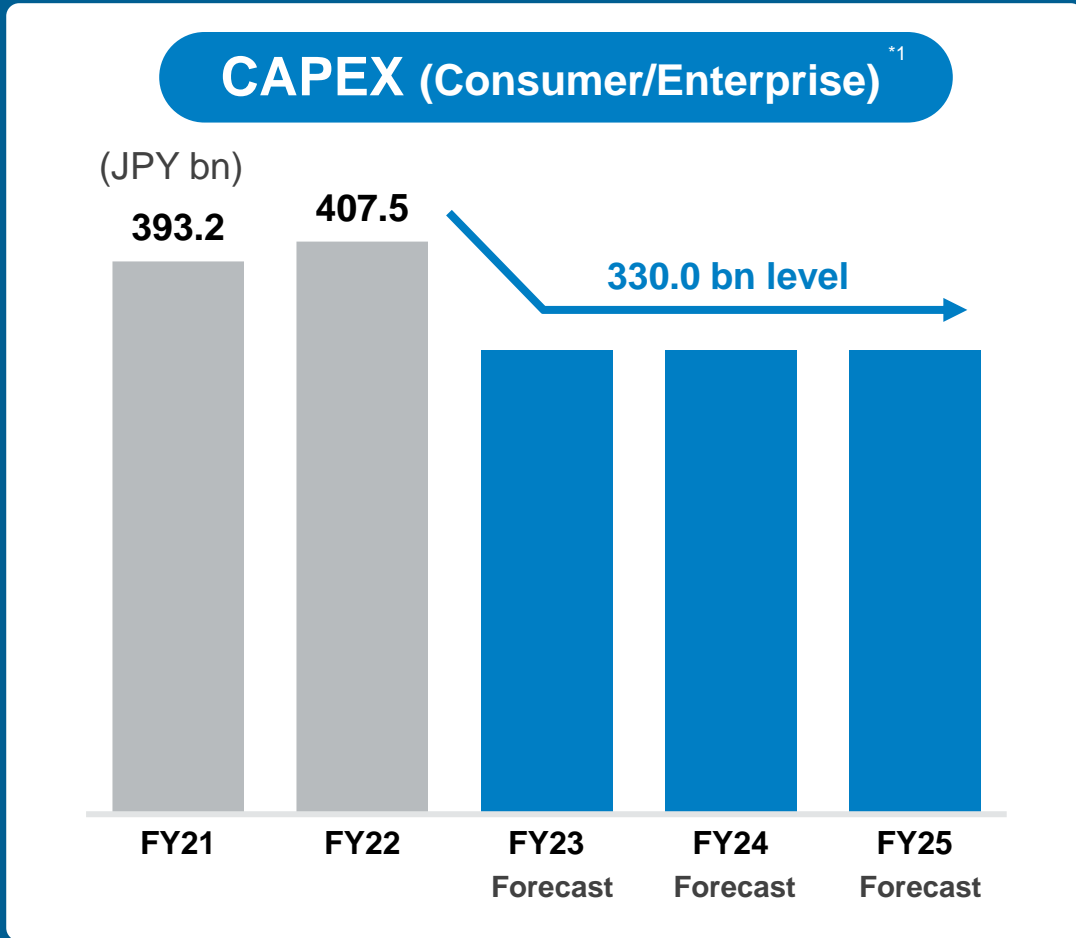
<sup>\*1</sup>: SoftBank = Total no. of mobile main subscribers (as of December 31, 2023) <sup>\*2</sup>: Yahoo! JAPAN = No. monthly users. Nielsen TOPS OF 2022: DIGITAL IN JAPAN (Top 10 Internet services used by users in Japan). Average monthly number of users between January – October 2022. Does not include duplicate users of smartphones and PCs. <sup>\*3</sup>: PayPay = No. of registered users (as of December 31, 2023) <sup>\*4</sup>: LINE = No. of Monthly Active Users (MAU) (Japan) (as of December 31, 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. \*2: Revision to forecasts announced in February 2024

# Maintain high level of shareholder returns while managing CAPEX



\*1: Acceptance basis \*2: Dividend per share for common stock for FY2024 and beyond has not yet been determined as of February 2024

# Medium-term Management Plan Financial Targets by Segment

(JPY bn)	FY2023 Operating income (Forecast)	Medium-term Management Plan Target (FY2023-FY2025)
Consumer	490.0	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	-10.0	Turn profitable by FY2025
Media & EC	195.0	Improvement of business efficiency and renewed growth from FY2024 and beyond*1
Other	-14.2	-
<b>Total</b>	<b>840.0</b>	<b>Recover operating income to FY2021 level (JPY 970 bn or more)</b>

\*1: Renewed growth for core business (media / search / commerce) \*2: Revision to forecasts announced in February 2024



**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)



**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 Independent 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



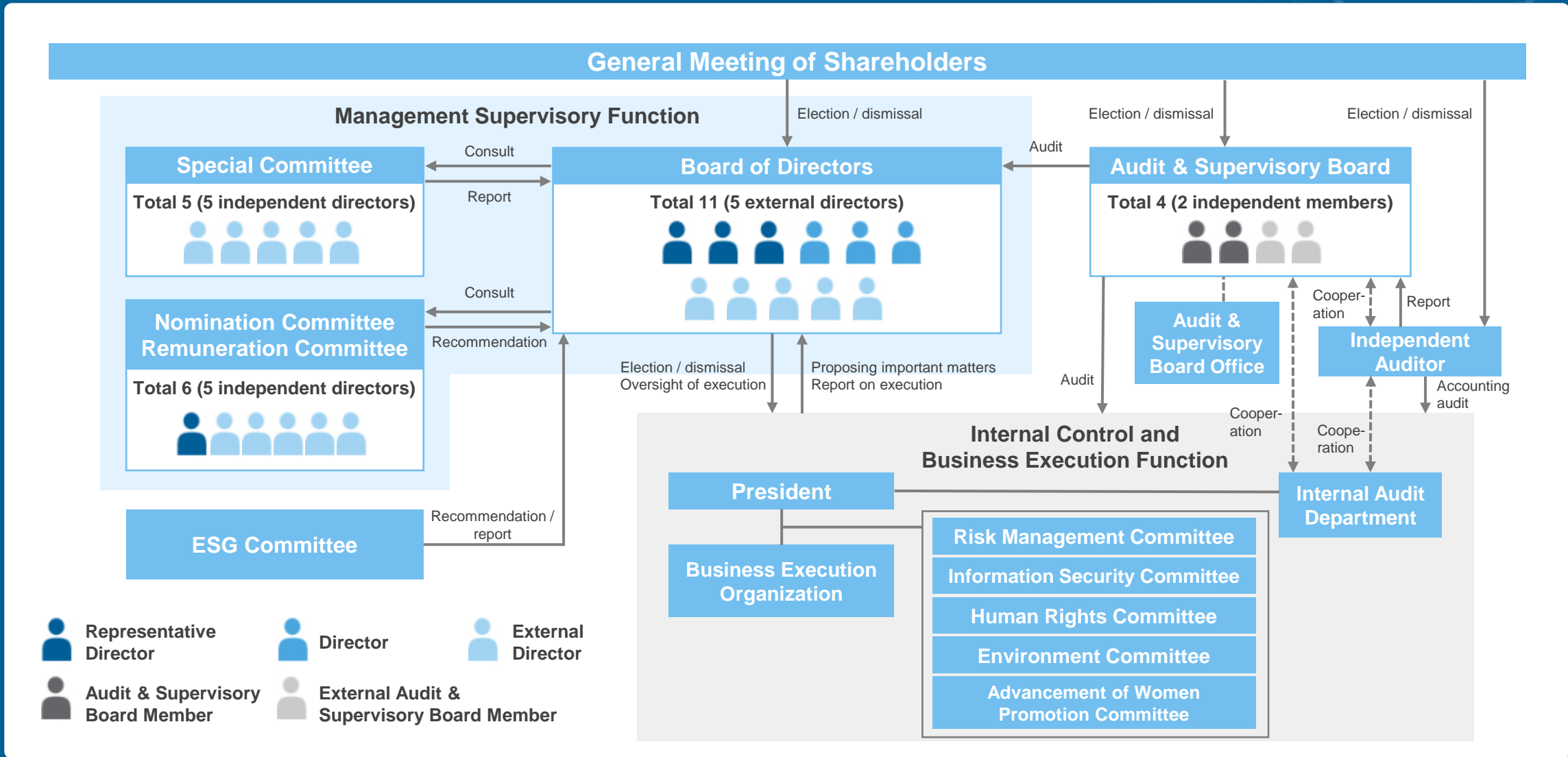
**Kyoko Uemura**  
Partner Lawyer at Miyama,  
Koganemaru & Associates



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

External Directors

\*SBG: SoftBank Group Corp.



## 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 HAPS<sup>\*4</sup>
- ✓ World's first<sup>\*5</sup> successful 5G connectivity test from the stratosphere. To conduct research on the potential use and commercialization of HAPS in Rwanda and other African countries in the future (September 2023)
- ✓ Official decision to add frequency bands for HAPS cell phone base stations at World Radio Communication Conference 2023 (WRC-23) (December 2023)

\*1: SoftBank Corp. and its group companies \*2: Sum of SoftBank Corp. and Wireless City Planning Inc. \*3: Signed procurement contracts with multiple power producers \*4: High Altitude Platform Station, business that aims to provide wide area and stable telecommunications connectivity from the stratosphere \*5: World's first successful 5G connectivity test using HAPS aircraft in the stratosphere. \*6: World's first successful 5G connectivity test using HAPS aircraft in the stratosphere. Based on public information as of October 17, 2023, survey by SoftBank Corp.



## 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 2023

Only company selected in the ICT industry for the 3<sup>rd</sup> consecutive year

work with Pride



PRIDE Index

LGBT-related initiatives



NIKKEI SDGs Management Survey

Received Grand Prize



NIKKEI Smart Work Awards 2024

Received Human-Resources Prize

**Decarbonization Management Ranking  
GX (Green Transformation) 500**

Achieved the highest rating in the 2023 edition

## Credit rating

**R&I**

Rating and Investment  
Information, Inc.

**A+**

Long-term rating

**a-1**

Short-term rating

(As of August 2023)

**JCR**

Japan Credit Rating  
Agency, Ltd.

**AA-**

Long-term rating

**J-1+**

Short-term rating

(As of August 2023)

## ESG rating

**MSCI  
ESG Rating**

**AAA**

(As of May 2023)

**FTSE Russell ESG  
Rating**

**4.6**

(As of June 2023)

**Sustainalytics  
ESG Risk Ratings**

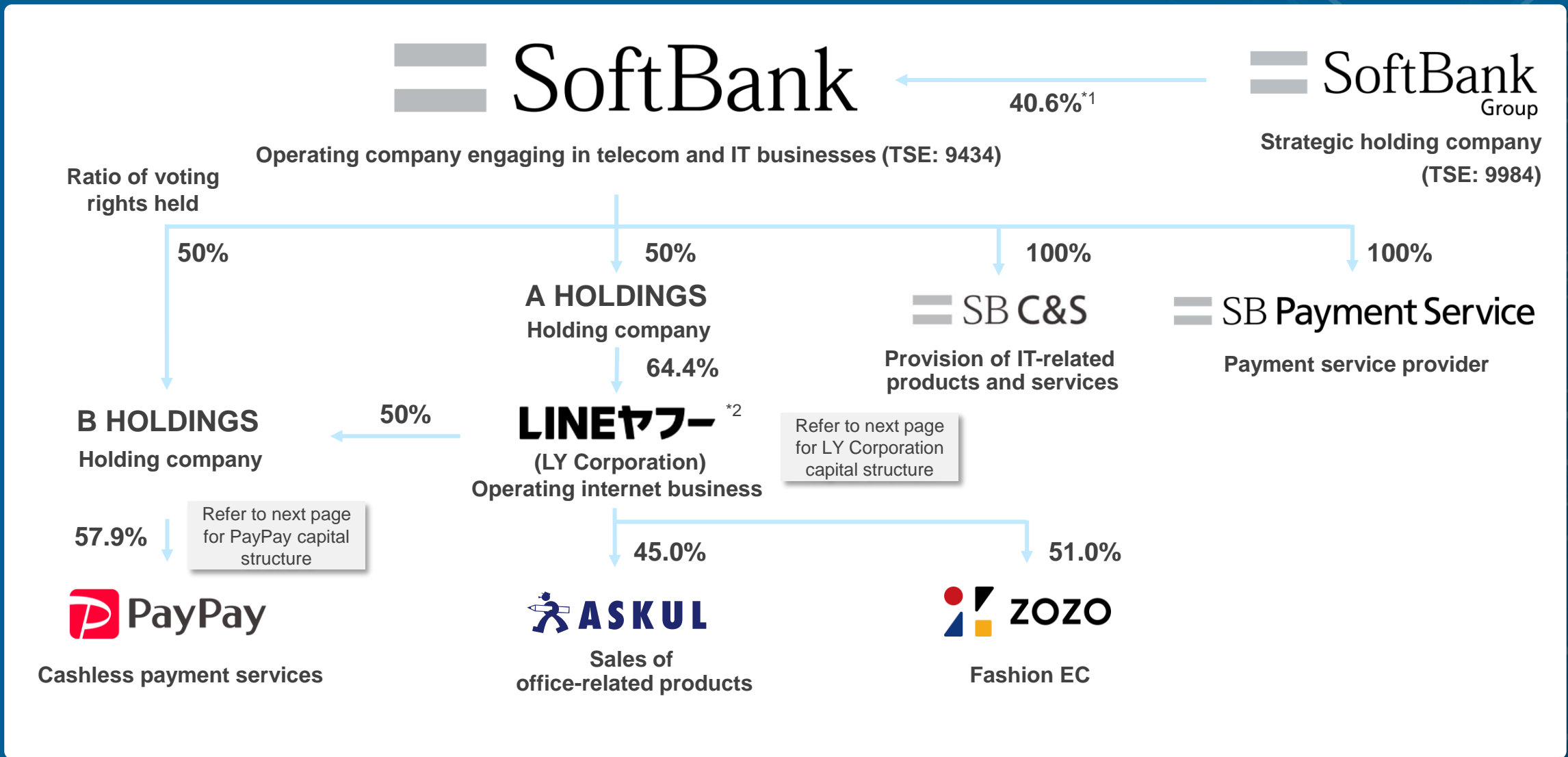
**Low risk**

(As of June 2023)

**CDP Climate  
Change Report 2022**

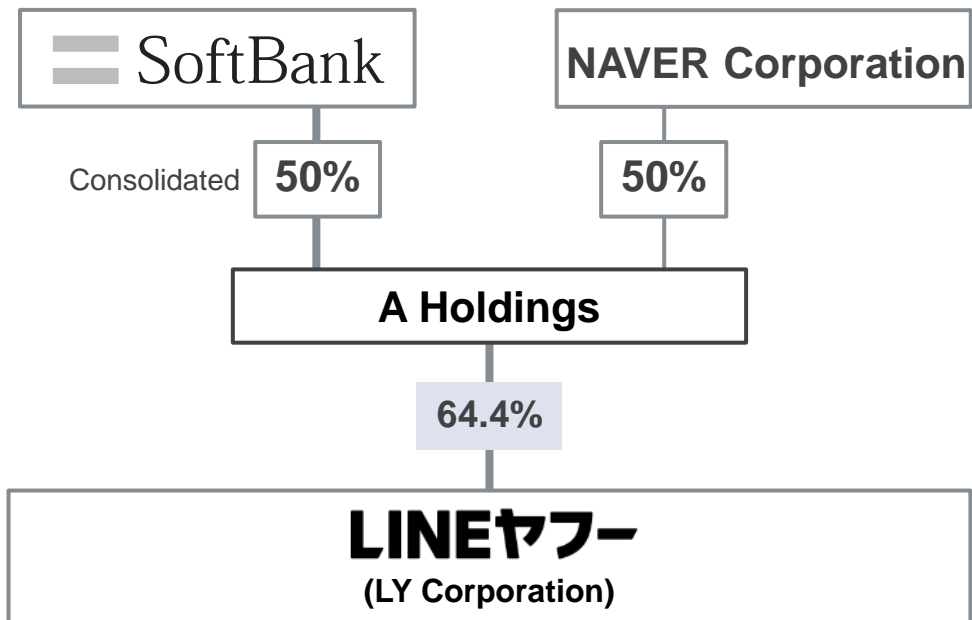
**A-**

(As of December 2022)



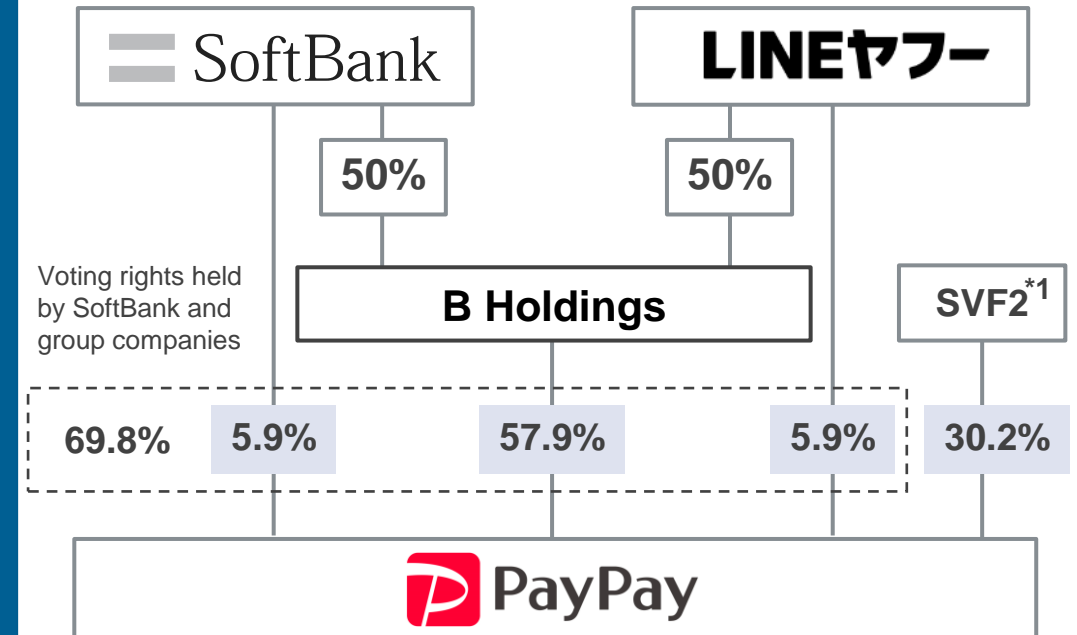
\*Above shows a simplified group structure. Ratio of voting rights held as of October 1, 2023, unless otherwise specified. \*1: As of December 31, 2023. The Company is directly owned by SoftBank Group Japan Corporation, a wholly owned subsidiary of SoftBank Group Corp. The stated 40.6% is the voting rights held by SoftBank Group Corp.

## Our holdings in LY



Ratio of voting rights	64.4%
Economic interest	32.2%

## 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