

An abstract graphic of a circuit board pattern, consisting of interconnected lines and circular nodes, rendered in a light blue color against a dark blue background.

SoftBank

Business Overview & Growth Strategy

SoftBank Corp.
July 2, 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 Unsponsored 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, unsponsored 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 unsponsored ADR programs or the issuance or trading of any ADRs issued thereunder. The Company does not represent to any ADR holder, bank or depositary 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, depositary institutions, or any other entities or individuals in connection with any unsponsored ADRs representing its common stock.

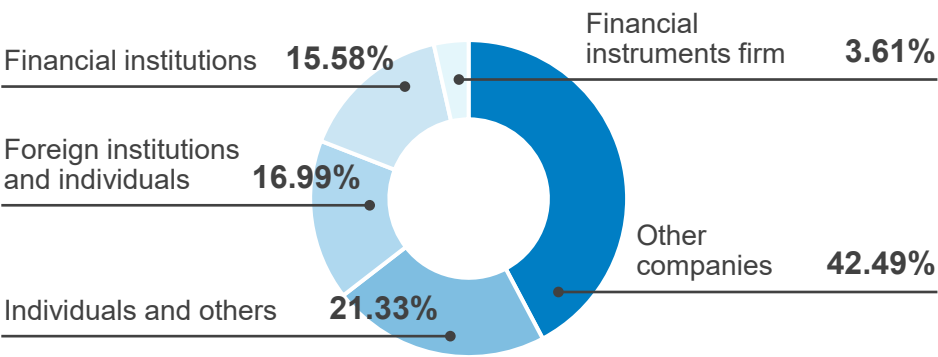
Corporate data

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 214,394 million (As of March 31, 2024)

Stock information

Number of shares issued (Common shares)	4,756,200,770 shares
Number of shares issued (Series 1 Bond-Type Class Shares)	30,000,000 shares
Number of shareholders (Common shares)	858,525
Number of shareholders (Series 1 Bond-Type Class Shares)	20,781

Breakdown by shareholder type (Common shares)



(As of March 31, 2024)

Mission

**Information Revolution
— Happiness for everyone**

Vision

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

Growth strategy

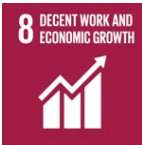
“Beyond Carrier”

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

Parent company

SoftBank Group Corp.

Investment company
investing in
AI companies around the world

Representative Director,
Corporate Officer, Chairman & CEO
Masayoshi Son



Ratio of
voting rights*1

40.7%

The Company

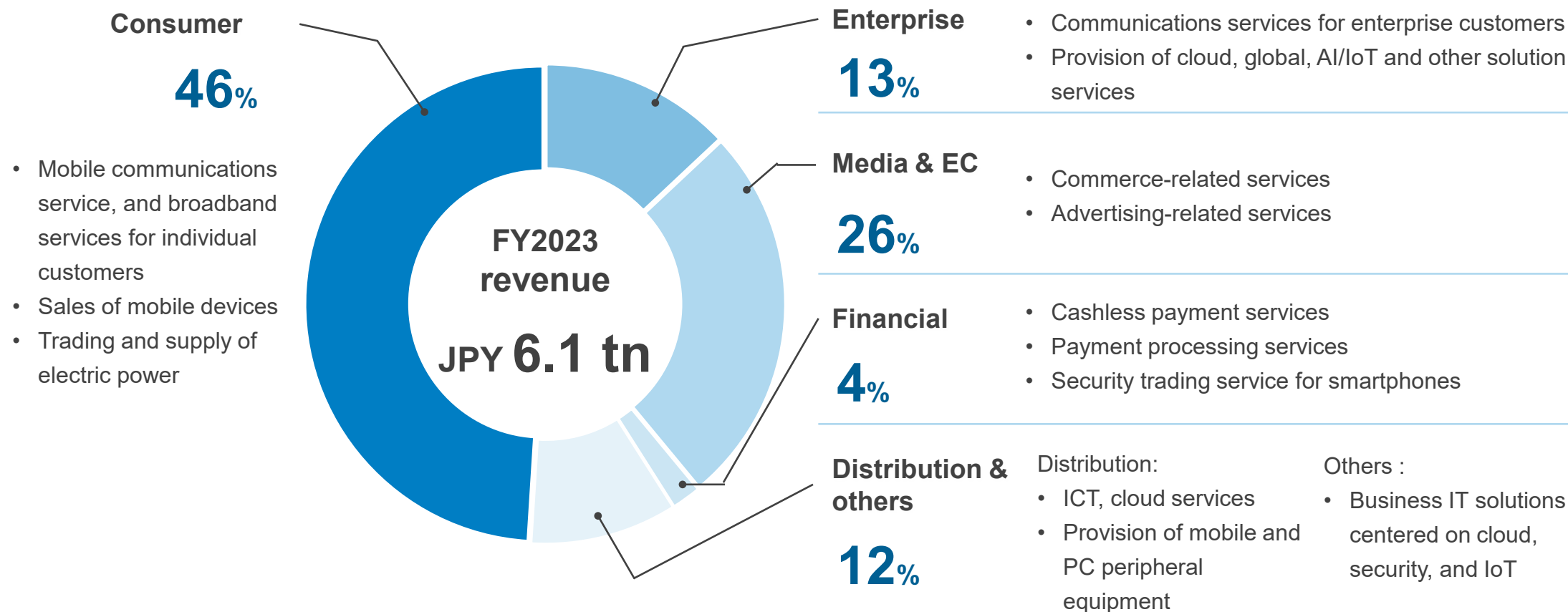
SoftBank Corp.

Operating company
engaging in
telecom and IT businesses

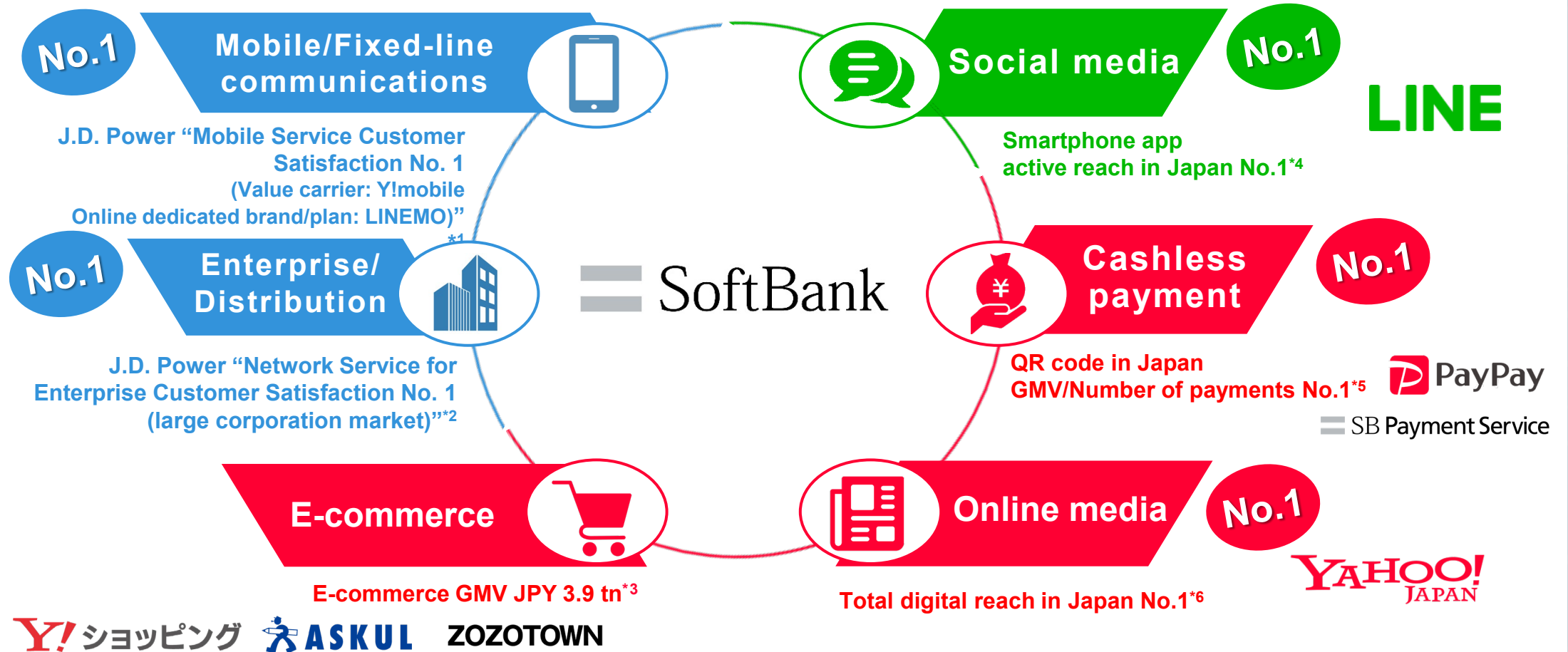
President & CEO
Junichi Miyakawa



Developing diverse businesses centered on digital technology

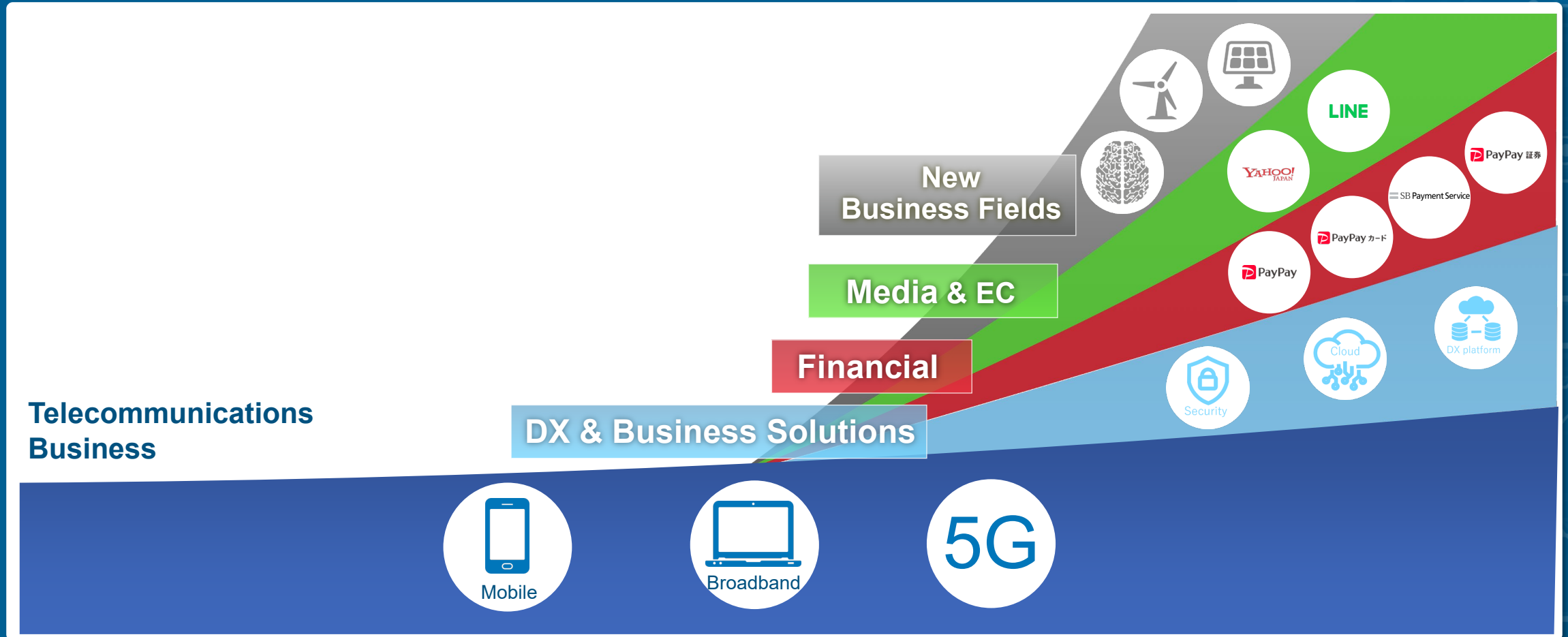


Providing Japan's top-class ICT services



*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](https://www.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](https://www.japan.jdpower.com/awards) *3: FY2023 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 2023), based on PayPay research *6: Nielsen, TOPS OF 2023: 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
63 mil users ^{*3}

Communication app
97 mil users ^{*4}

High technology capabilities

✓ **Approx. 14,000 engineers** ^{*5}

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

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

Strong sales force

✓ **Approx. 16,000 sales staff** ^{*6}

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

✓ **6,400 stores nationwide** ^{*8}

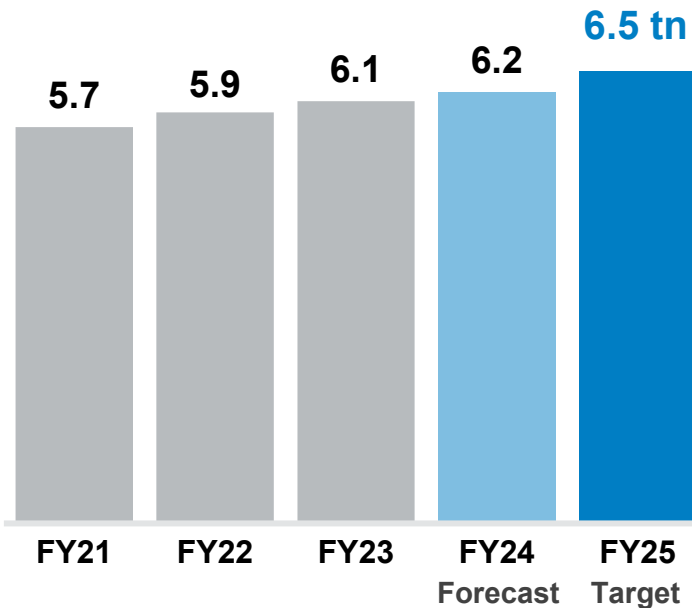
^{*1}: SoftBank = Total no. of mobile main subscribers (as of March 31, 2024) ^{*2}: Yahoo! JAPAN = No. monthly users. Nielsen TOPS OF 2022: DIGITAL IN JAPAN (Top 10 Internet services used by users in Japan). Average monthly number of users between January – September 2023. Does not include duplicate users of smartphones and PCs. ^{*3}: PayPay = No. of registered users (as of March 31, 2024) ^{*4}: LINE = No. of Monthly Active Users (MAU) (Japan) (as of March 2024) ^{*5}: Total of the engineers in SoftBank Corp., LY Corporation, PayPay Corporation, ZOZO, Inc., and SB Technology Corp., etc. (as of April 1, 2024) ^{*6}: No. of SoftBank Corp.'s sales staff (March 2024) ^{*7}: Percentage of listed companies with revenue of JPY 100 bn or more that have transaction with SoftBank Corp. (FY2023) ^{*8}: Total of SoftBank and Y!mobile brands' directly-managed stores, agents, mass merchandisers and other retail channels (as of March 31, 2024)

Pursue record-high net income in FY2025

Revenue

FY25 Target **JPY 6.5 tn**

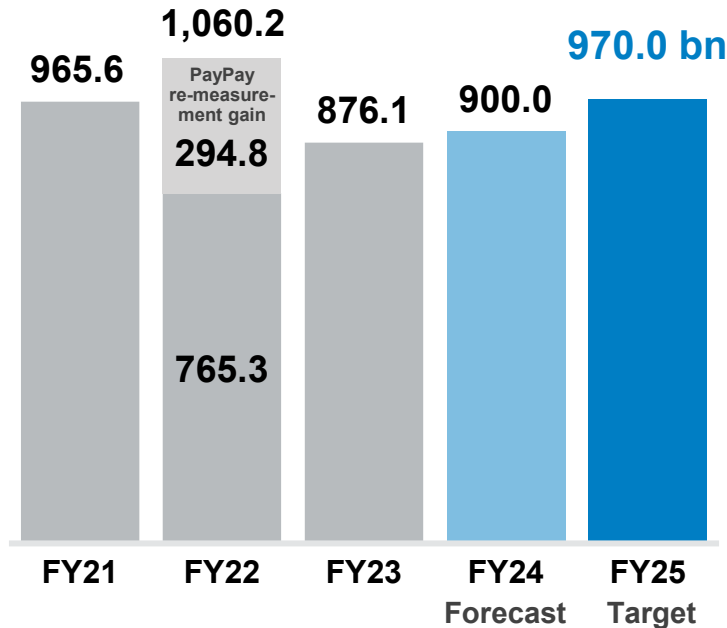
(JPY tn)



Operating income

FY25 Target **JPY 970.0 bn**

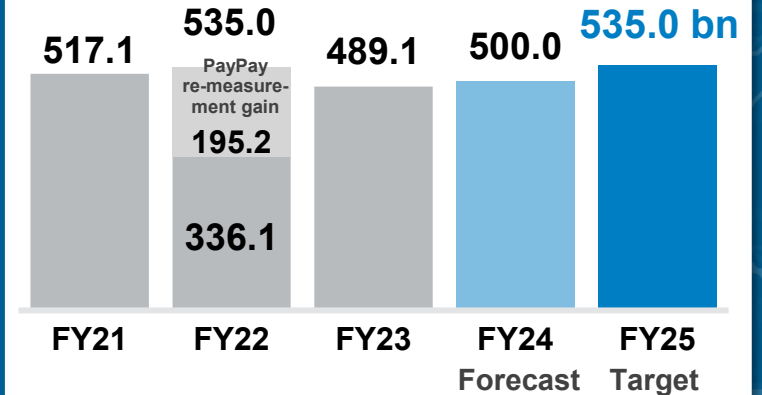
(JPY bn)



Net income^{*1}

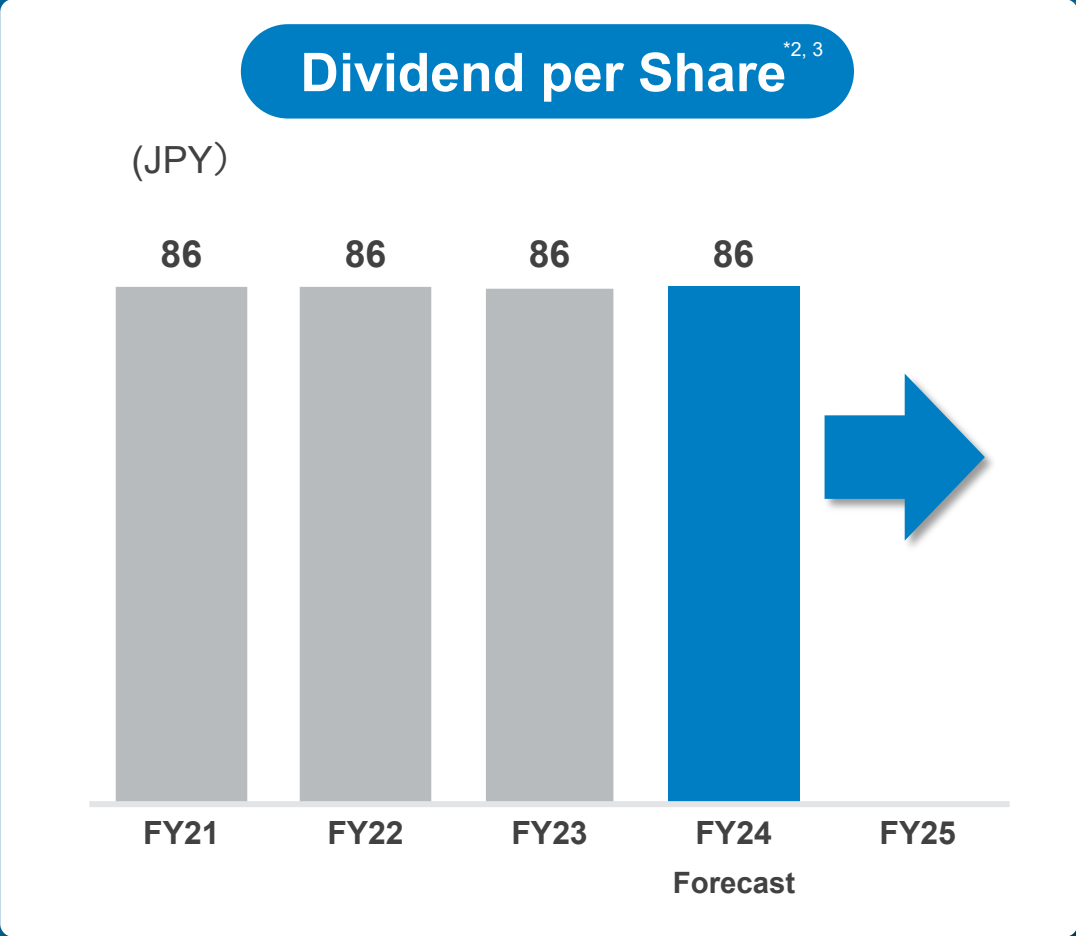
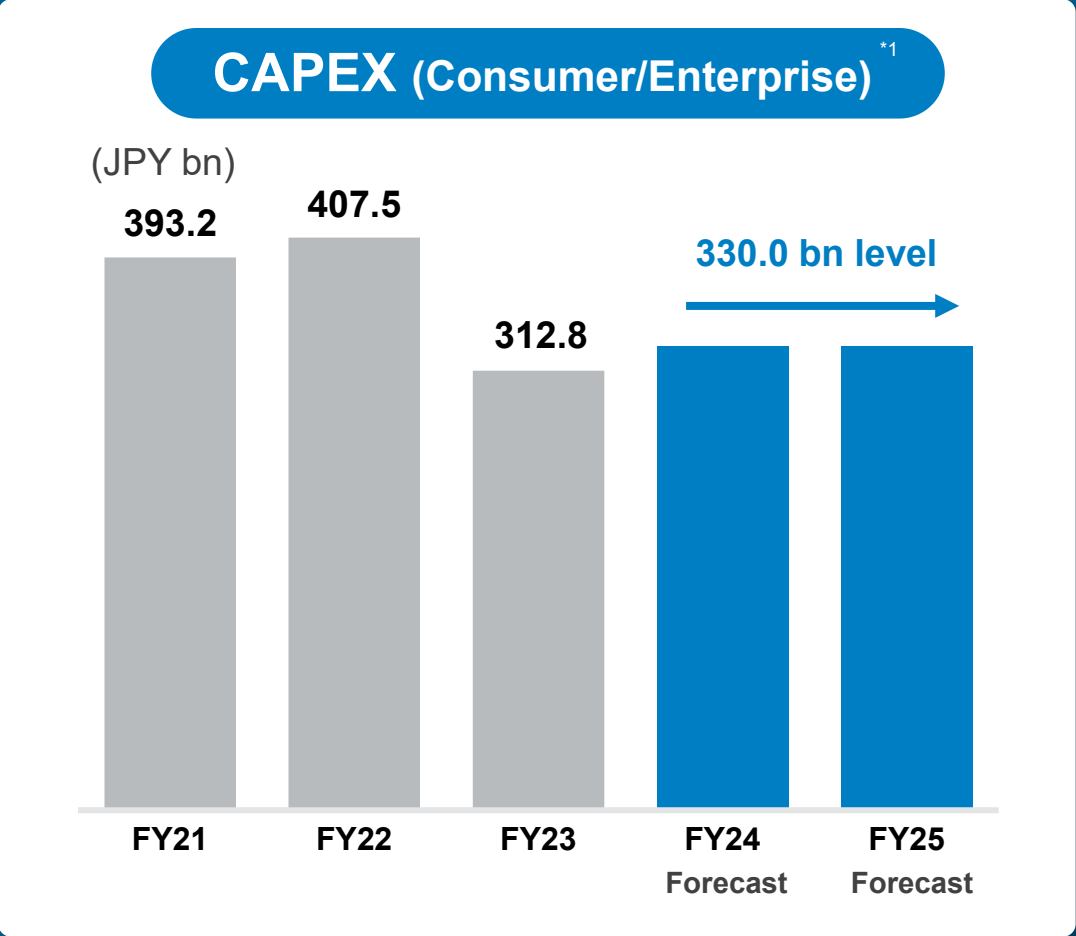
FY25 Target **JPY 535.0 bn**

(JPY bn)



*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 common stock for FY2025 and beyond has not yet been determined as of March 2024 *3: Subject to approval of the proposal on the amendment to the Articles of Incorporation by the Company's 38th Annual General Meeting of Shareholders scheduled to be held on June 20, 2024, the Company plans to conduct a stock split whereby each share of the Company's common shares will be split into 10 shares, with the effective date being October 1, 2024. The above FY24 Forecast does not take this stock split into account.

Medium-term Management Plan Financial Targets by Segment

(JPY bn)	FY2024 Operating income (Forecast)	Medium-term Management Plan Target (FY2023-FY2025)
Consumer	530.0	Mobile service revenue and operating income to hit bottom and return to growth
Enterprise*1	170.0	Double-digit growth for business solution and others revenue and operating income
Distribution	28.0	Operating income JPY 30 bn (FY2025)
Media & EC	230.0	Improvement of business efficiency and renewed growth from FY2024 and beyond*2
Financial	3.0	Turn profitable by FY2025
Other	-61.0	-
Total	900.0	Recover operating income to FY2021 level (JPY 970 bn or more)

*1: From FY2024, SB Technology Corp. and Cybertrust Japan Co., Ltd., etc., which were previously classified as Other, will be transferred to the Enterprise segment

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

Management Structure (as of June 20, 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)



Yasuyuki Imai
Director & Chairman



Kazuhiko Fujihara
Board Director,
Executive Vice President & CFO



Jun Shimba
Representative Director & COO



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

Ratio of Independent external Directors: 55%
Ratio of female Directors: 27%



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



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

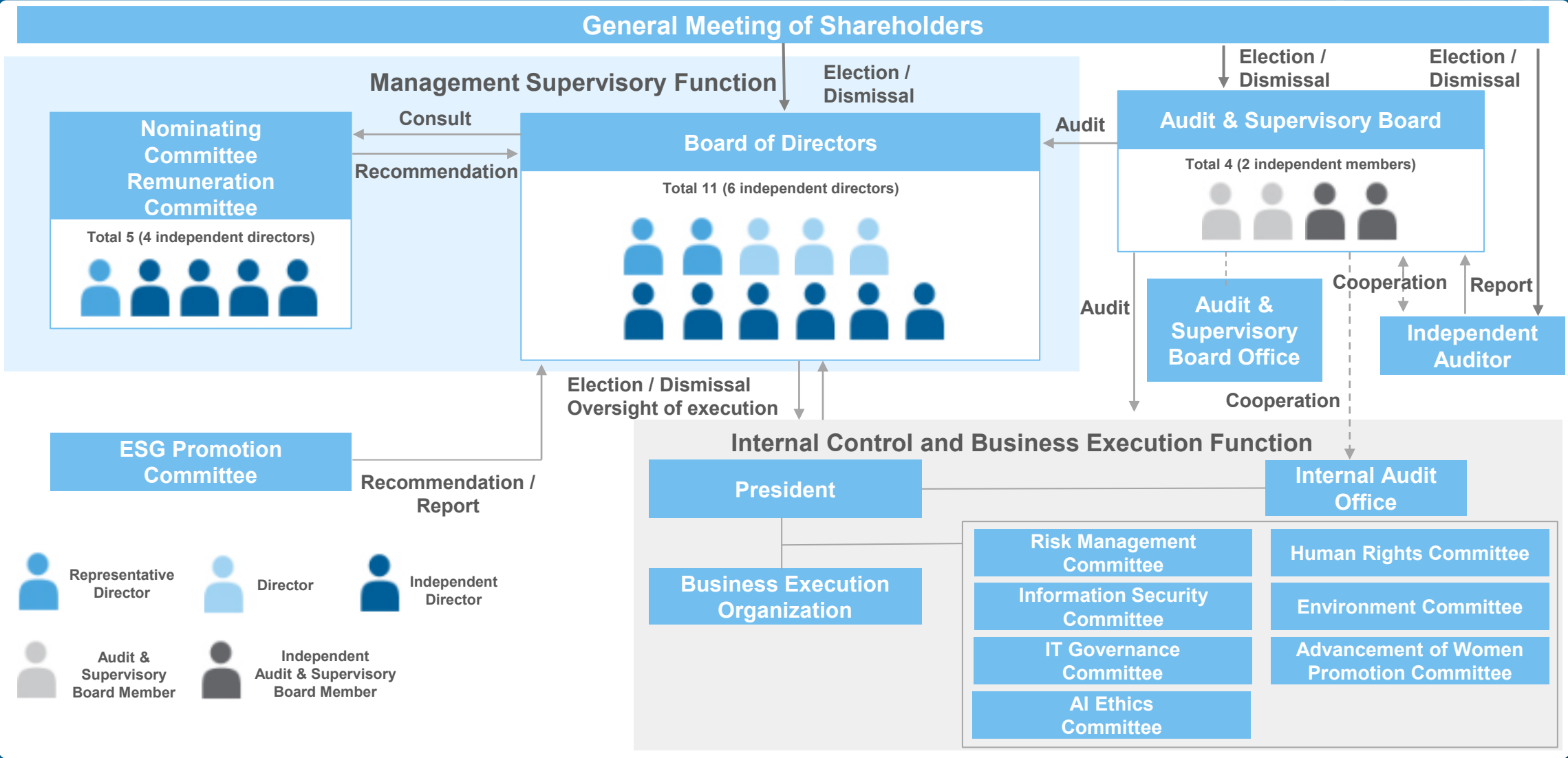


Maki Sakamoto
Vice-President, The University of
Electro-Communications /
Professor, Department of Informatics,
Graduate School of Informatics and Engineering



Hiroko Sasaki
ChangeWAVE Group, Inc.
President & CEO

(Note) 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^{*1}
- ✓ Achieve 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 HAPS^{*4}
- ✓ World's first^{*5} 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 ^{*6}: World's first successful 5G connectivity test using HAPS aircraft in the stratosphere. ^{*5}: 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



FTSE Blossom
Japan

2023 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX

2023 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

Highly rated in domestic surveys



DX銘柄2023
Digital Transformation

DX Stock 2023

Only company selected in the ICT
industry for the 3rd consecutive year

work with Pride



PRIDE Index

LGBT-related initiatives

NIKKEI
SDGs
大賞 2023

NIKKEI SDGs
Management Survey

Received Grand Prize

NIKKEI
Smart Work
Awards 2024 Human-Resources 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**

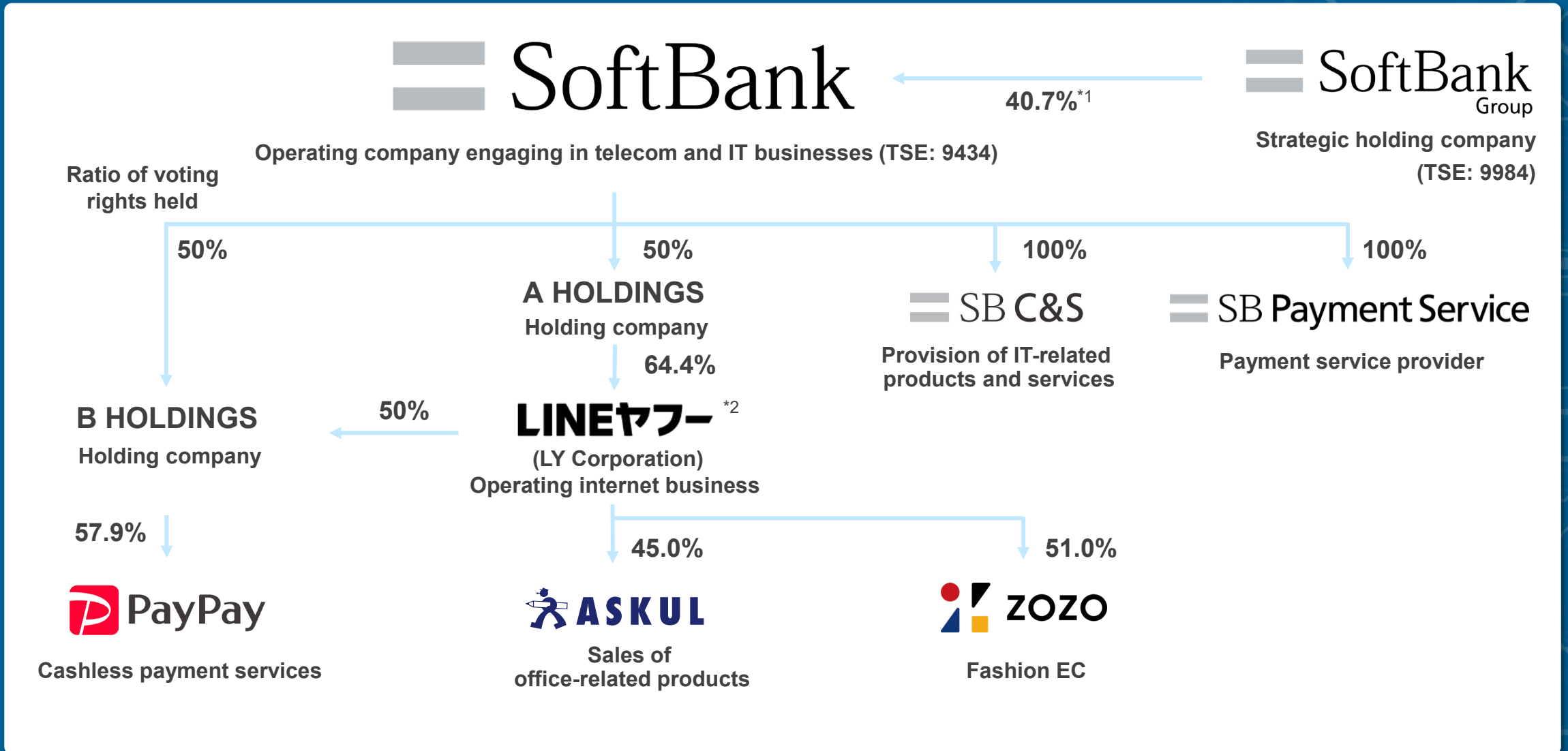
Low risk

(As of June 2023)

**CDP Climate
Change Report 2023**

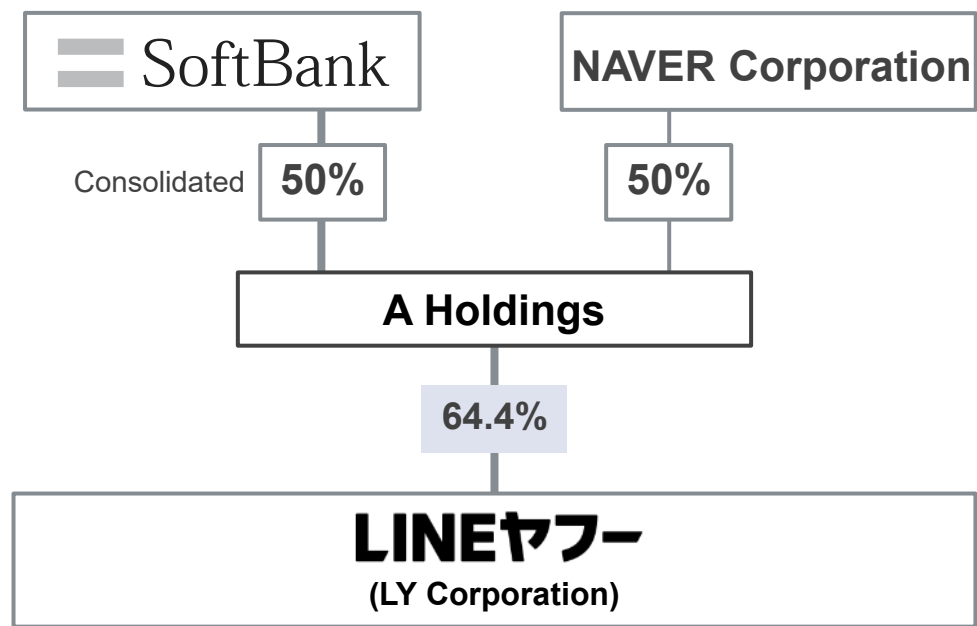
A-

(As of February 2024)



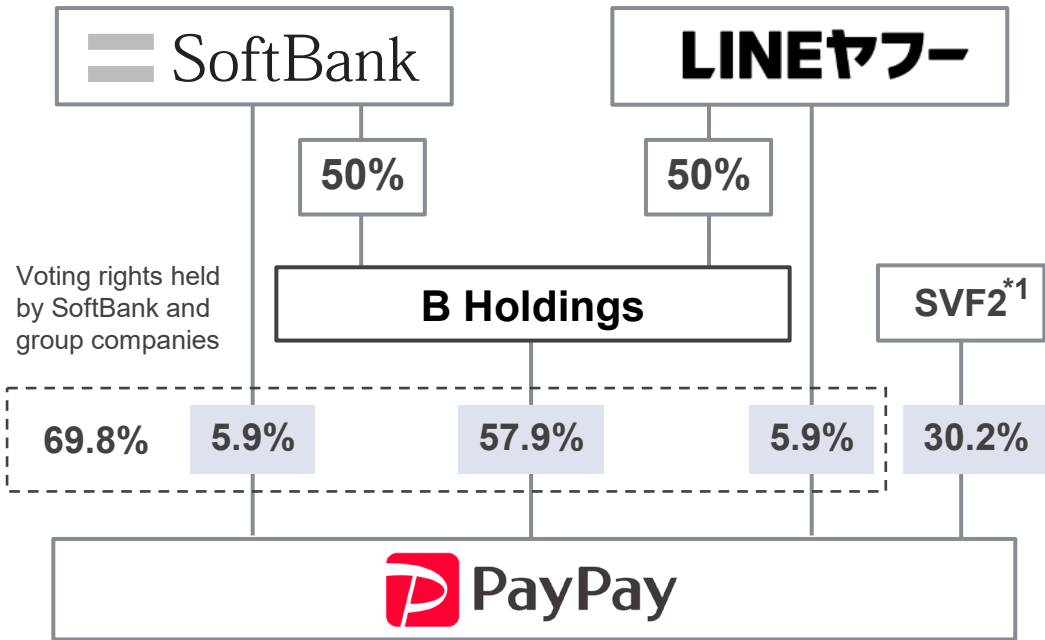
*Above shows a simplified group structure. Ratio of voting rights held as of March 31, 2024, unless otherwise specified. *1: As of March 31, 2024. The Company is directly owned by SoftBank Group Japan Corporation, a wholly owned subsidiary of SoftBank Group Corp. The stated 40.7% is the voting rights 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