

An abstract graphic in the top right corner consisting of light blue lines and circles on a dark blue background, resembling a circuit or network diagram.

# SoftBank

## Business Overview & Growth Strategy

SoftBank Corp.  
November 8, 2024

# 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 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.

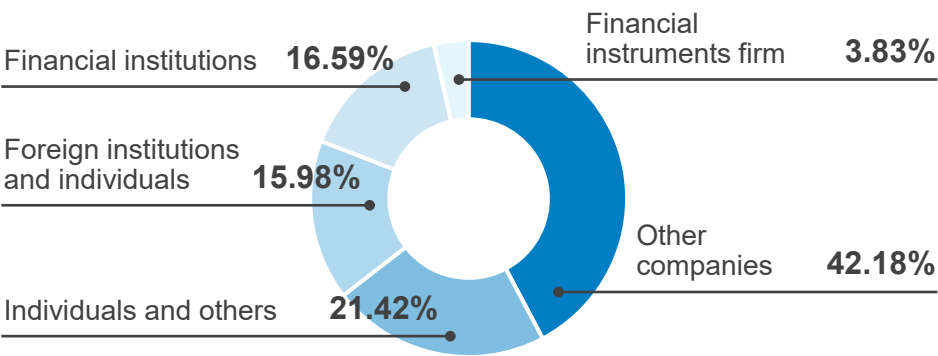
## Corporate data

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: 18,889 Consolidated: 55,400 (As of March 31, 2024)
Common stock	JPY 222,924 million (As of September 30, 2024)

## Stock information

Number of shares issued (Common shares)	4,767,937,270 shares
Number of shares issued (Series 1 Bond-Type Class Shares)	30,000,000 shares
Number of shareholders (Common shares)	1,003,617
Number of shareholders (Series 1 Bond-Type Class Shares)	20,809

Breakdown by shareholder type (Common shares)



(As of September 30, 2024 )

## **Mission**

**Information Revolution  
— Happiness for everyone**

## **Vision**

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

## **Growth strategy**

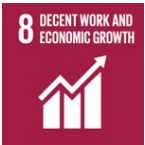
**“Beyond Carrier”**

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 infrastructure



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

**40.4%**

The Company

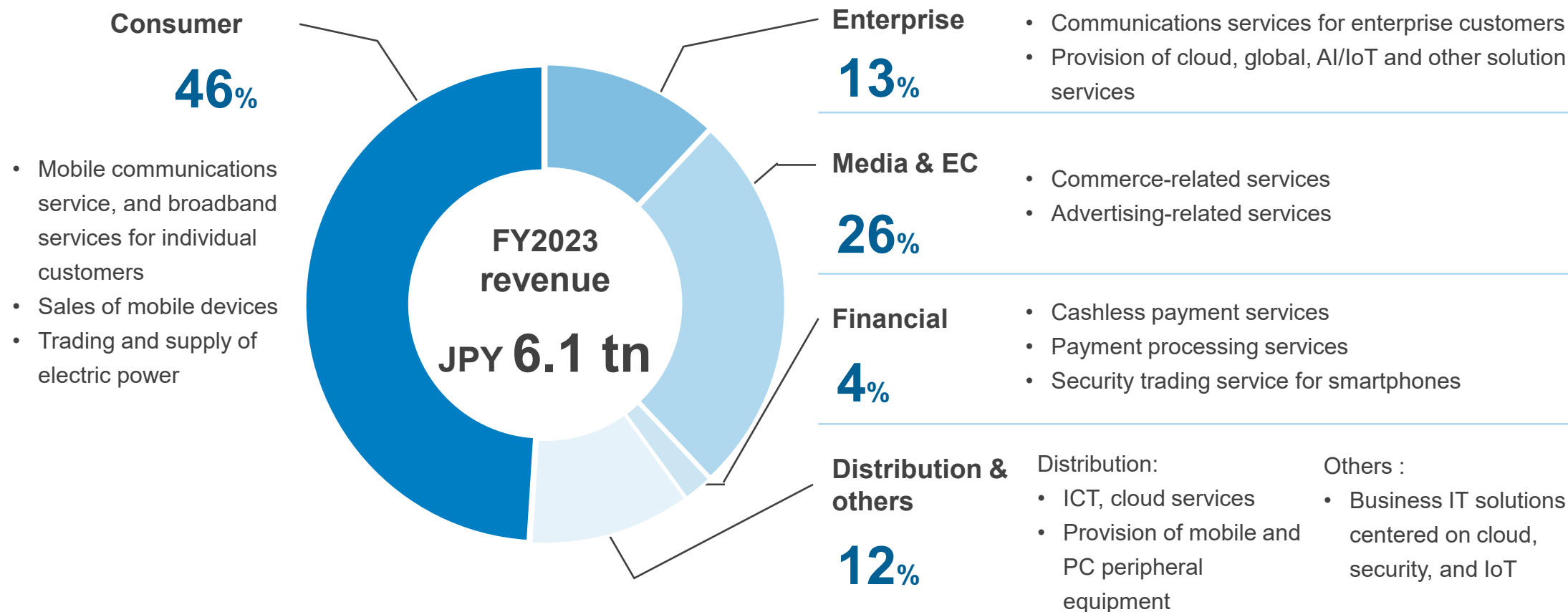
### SoftBank Corp.

**Operating company**  
engaging in  
telecom and IT businesses

President & CEO  
**Junichi Miyakawa**

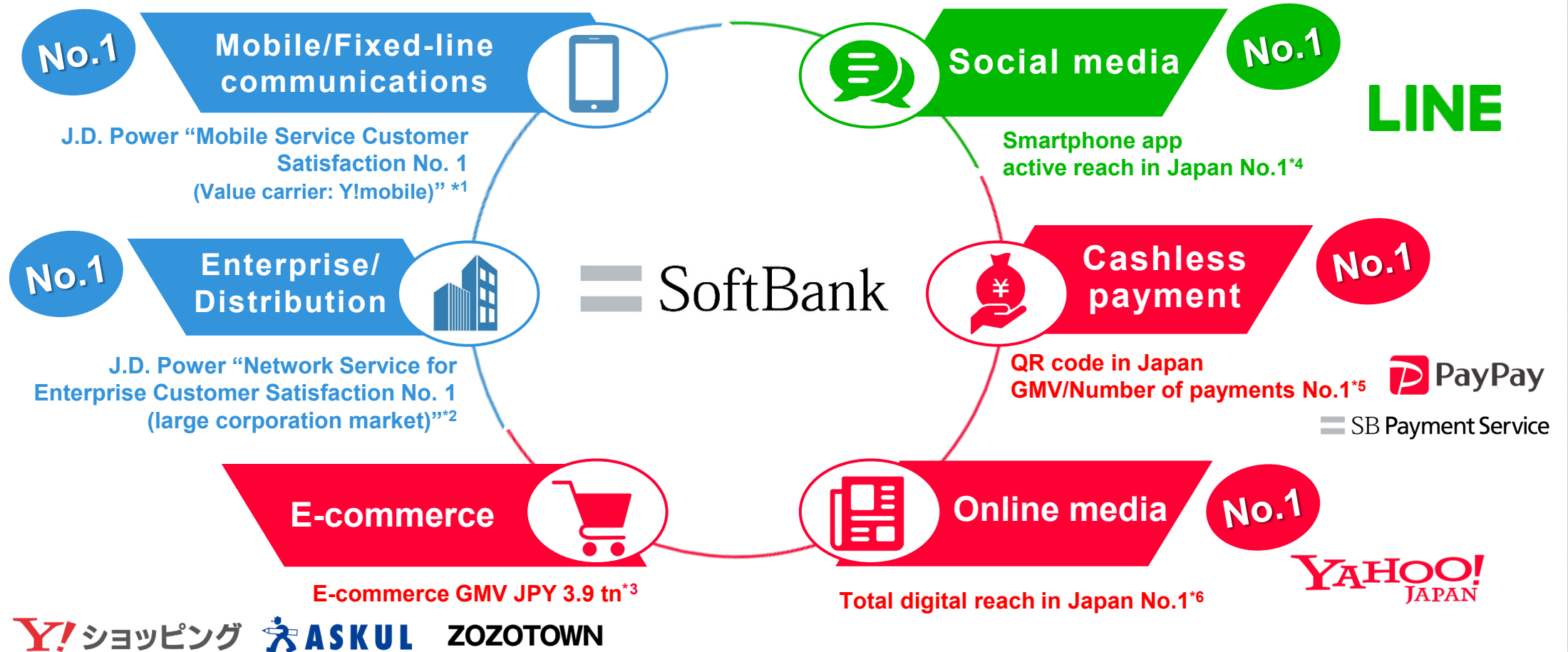


## Developing diverse businesses centered on digital technology





## Providing Japan's top-class ICT services

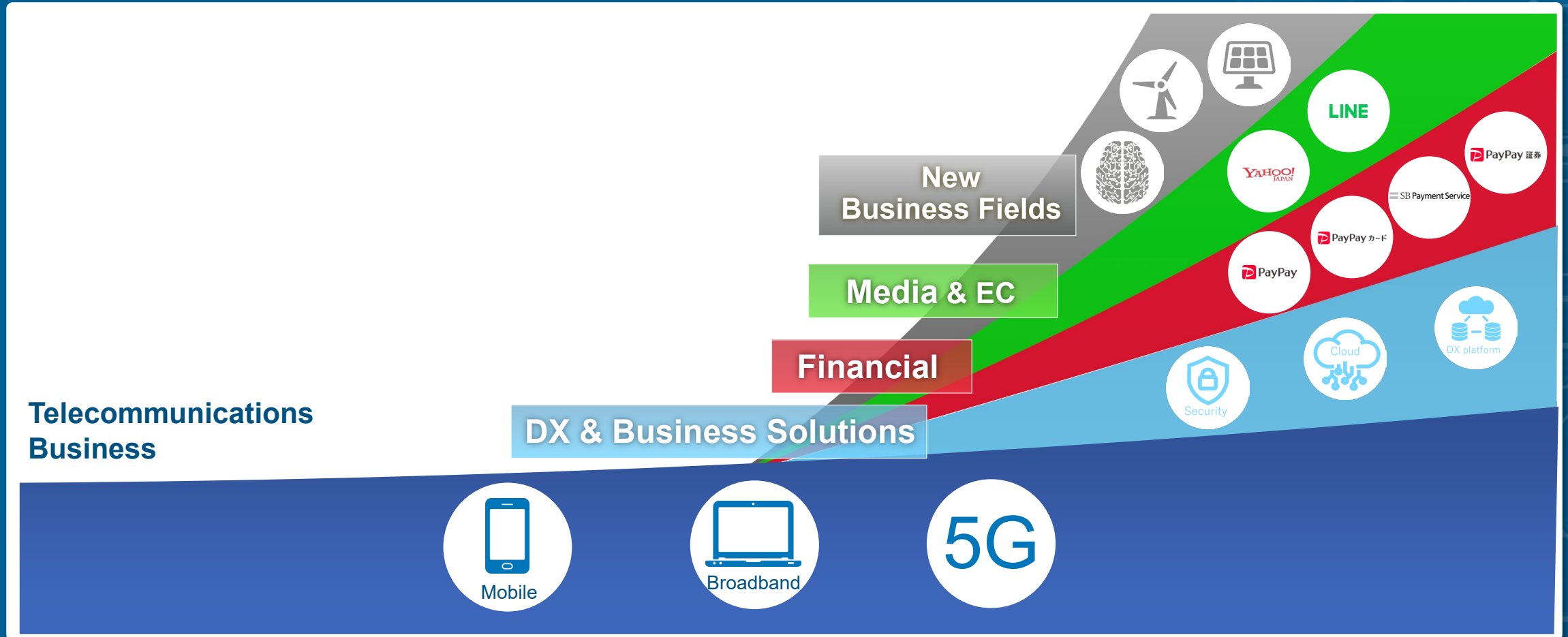


\*1: 2024 Japan Mobile Service Customer Satisfaction Study by J.D. Power. Based on responses from 4,600 for value carrier. [japan.jdpower.com/awards](https://www.japan.jdpower.com/awards) \*2: 2023 Network Service Customer Satisfaction Survey by J.D. Power. Based on 816 responses from companies with 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** <sup>\*1</sup>

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

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

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

### High technology capabilities

✓ **Approx. 14,000 engineers** <sup>\*5</sup>

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

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

### Strong sales force

✓ **Approx. 16,000 sales staff** <sup>\*6</sup>

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

✓ **6,400 stores nationwide** <sup>\*8</sup>

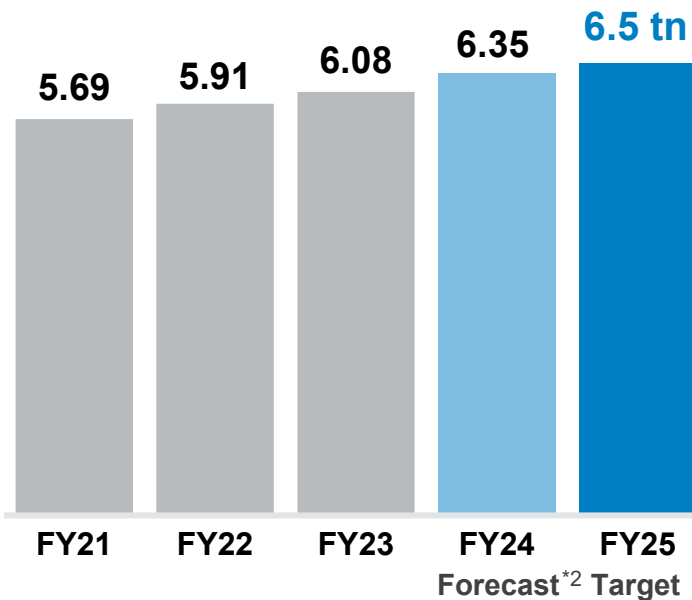
<sup>\*1</sup>: SoftBank = Total no. of mobile main subscribers (as of September 30, 2024) <sup>\*2</sup>: Yahoo! JAPAN = No. monthly users (Average monthly number of users between January - September 2023). Nielsen TOPS OF 2023: DIGITAL IN JAPAN (Top 10 Internet services used by users in Japan). Does not include duplicate users of smartphones and PCs. <sup>\*3</sup>: PayPay = No. of registered users (as of September 30, 2024) <sup>\*4</sup>: LINE = No. of Monthly Active Users (MAU) (Japan) (as of September 2024) <sup>\*5</sup>: Total of the engineers in SoftBank Corp., LY Corporation, PayPay Corporation, ZOZO, Inc., and SB Technology Corp., etc. (as of April 1, 2024) <sup>\*6</sup>: No. of SoftBank Corp.'s sales staff (March 2024) <sup>\*7</sup>: Percentage of listed companies with revenue of JPY 100 bn or more that have transaction with SoftBank Corp. (FY2023) <sup>\*8</sup>: 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**

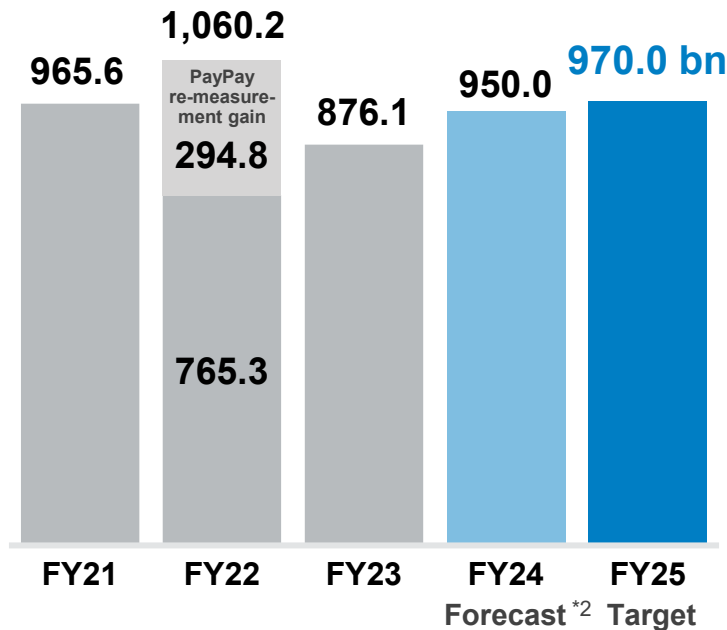
(JPY tn)



### Operating income

FY25  
Target **JPY 970.0 bn**

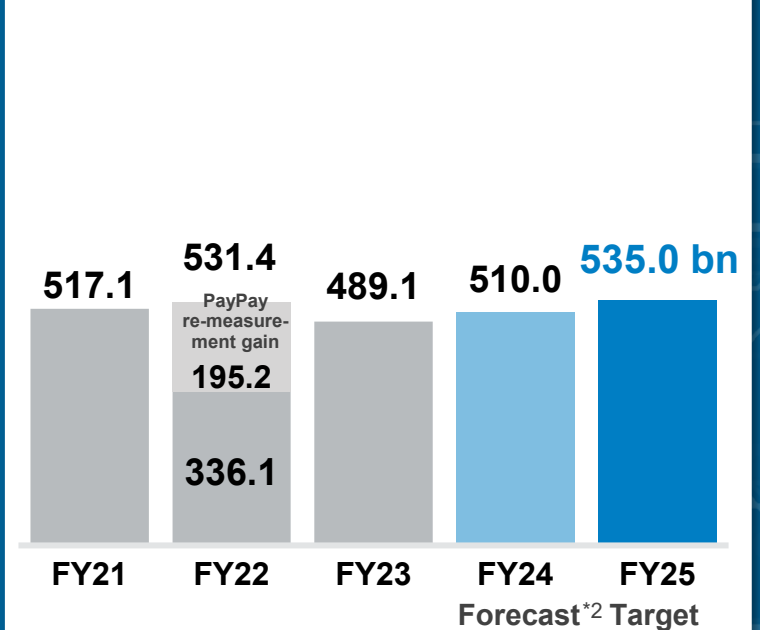
(JPY bn)



### Net income<sup>\*1</sup>

FY25  
Target **JPY 535.0 bn**

(JPY bn)



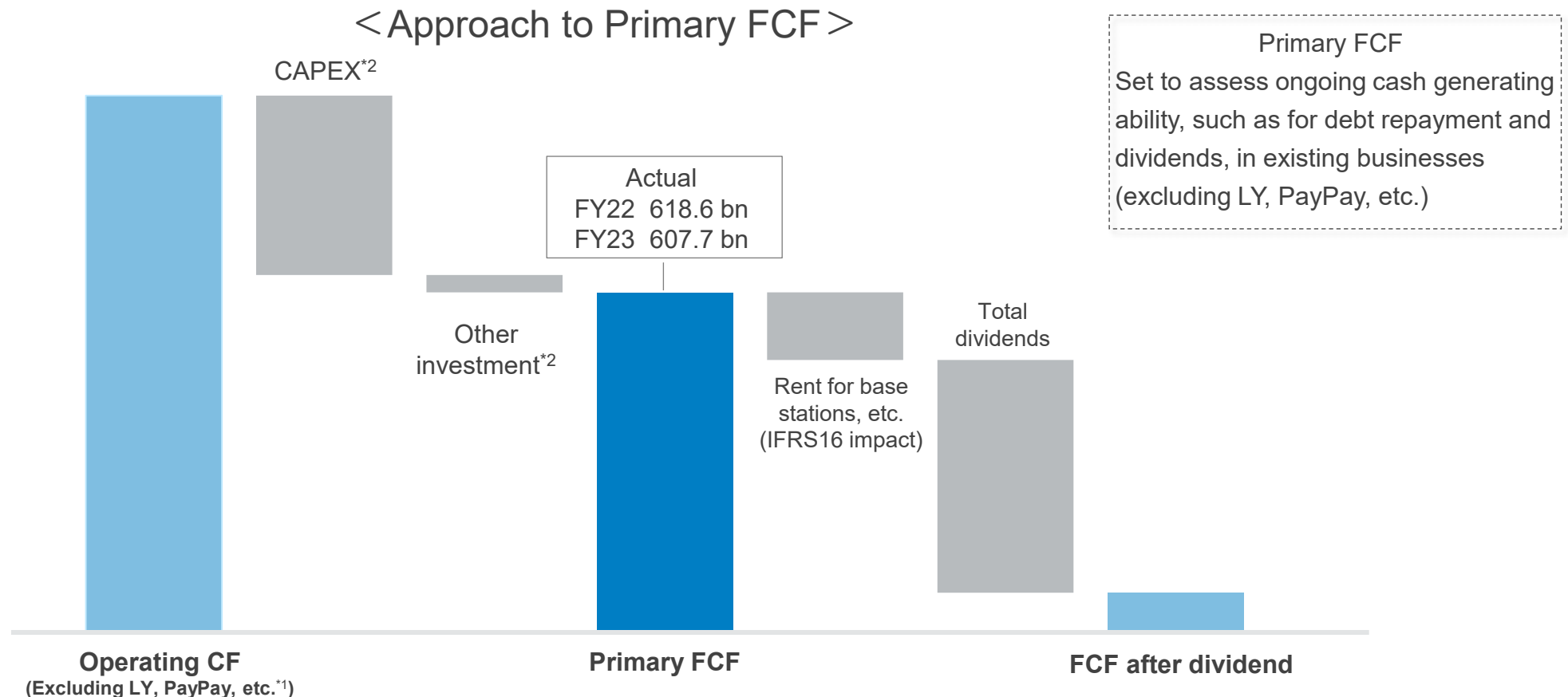
# Medium-term Management Plan Financial Targets by Segment

(JPY bn)	FY2024 Operating income (Forecast)* <sup>1</sup>	Medium-term Management Plan Target (FY2023-FY2025)
Consumer	530.0	Mobile revenue and operating income to hit bottom and return to growth
Enterprise* <sup>2</sup>	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	250.0	Improvement of business efficiency and renewed growth from FY2024 and beyond* <sup>3</sup>
Financial	20.0	Turn profitable by FY2025
Other	-48.0	-
<b>Total</b>	<b>950.0</b>	<b>Recover operating income to FY2021 level (JPY 970 bn or more)</b>

\*1: Revision to forecasts announced in November 2024 \*2 From FY2024, SB Technology Corp. and Cybertrust Japan Co., Ltd., etc., which were previously classified as Other, will be transferred to the Enterprise segment \*3: Renewed growth for core business (media / search / commerce)

# Aim to generate a high level of primary FCF

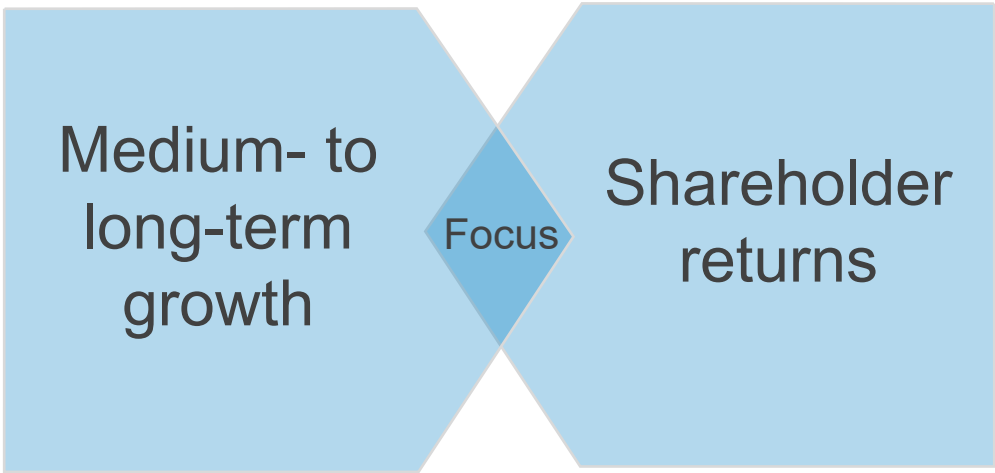
## Strategic growth investments covered separately with long-term funds



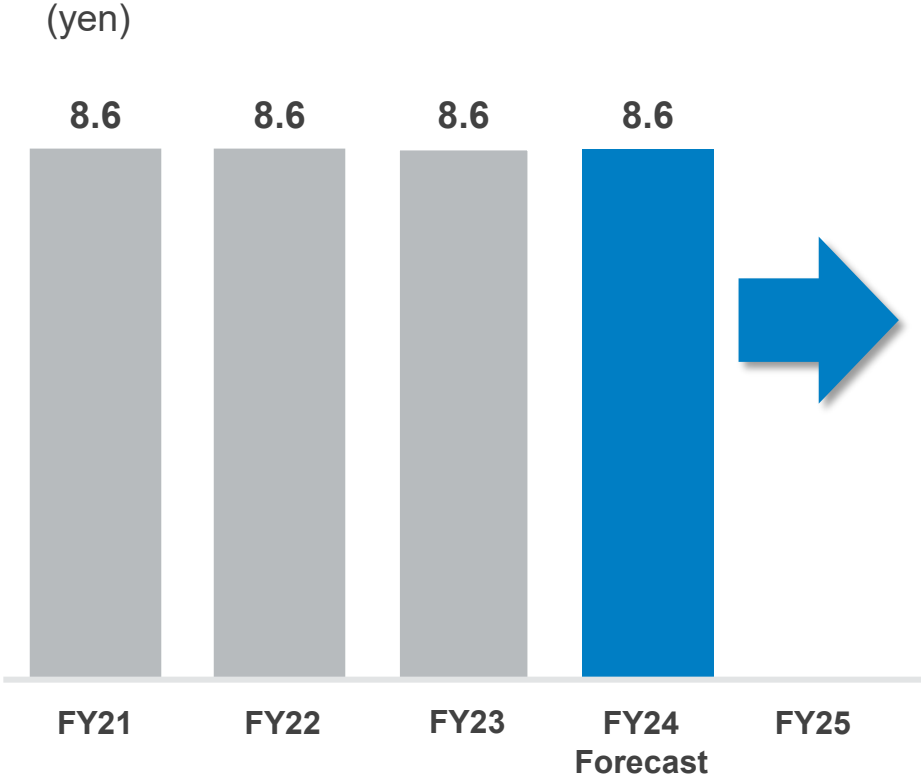
\*1: Excludes FCF of "LY, PayPay etc." and loans to board directors, etc., and includes items such as dividends received from A Holdings Corporation and investment in PayPay Securities Corporation. "LY, PayPay, etc." refers to A Holdings Corporation, LY Corporation and its subsidiaries (LY Group), B Holdings Corporation, PayPay Corporation, PayPay Card Corporation, PayPay Securities Corporation, etc. \*2: Excludes investments which take longer to recoup, such as those in AI computing infrastructure

Focus on both medium- to long-term growth and shareholder returns, and maintain high level of shareholder returns

Shareholder return policy



Dividend per share\*1,2



\*1: Dividend per share for FY25 and beyond has not yet been determined as of November 2024 \*2: The Company has conducted a stock split at a ratio of 10 shares per common share, with the effective date being October 1, 2024. The dividend per share prior to October 1, 2024 has been adjusted to reflect this stock split.



# 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)



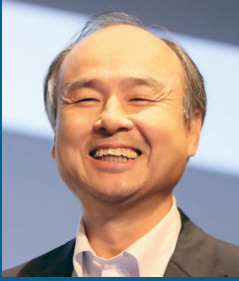
**Yasuyuki Imai**  
Director & Chairman



**Kazuhiko Fujihara**  
Board Director,  
Executive Vice President & CFO

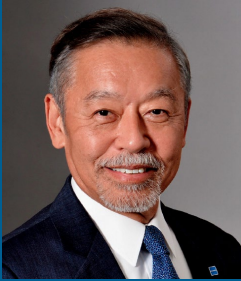


**Jun Shimba**  
Representative Director & COO



**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)



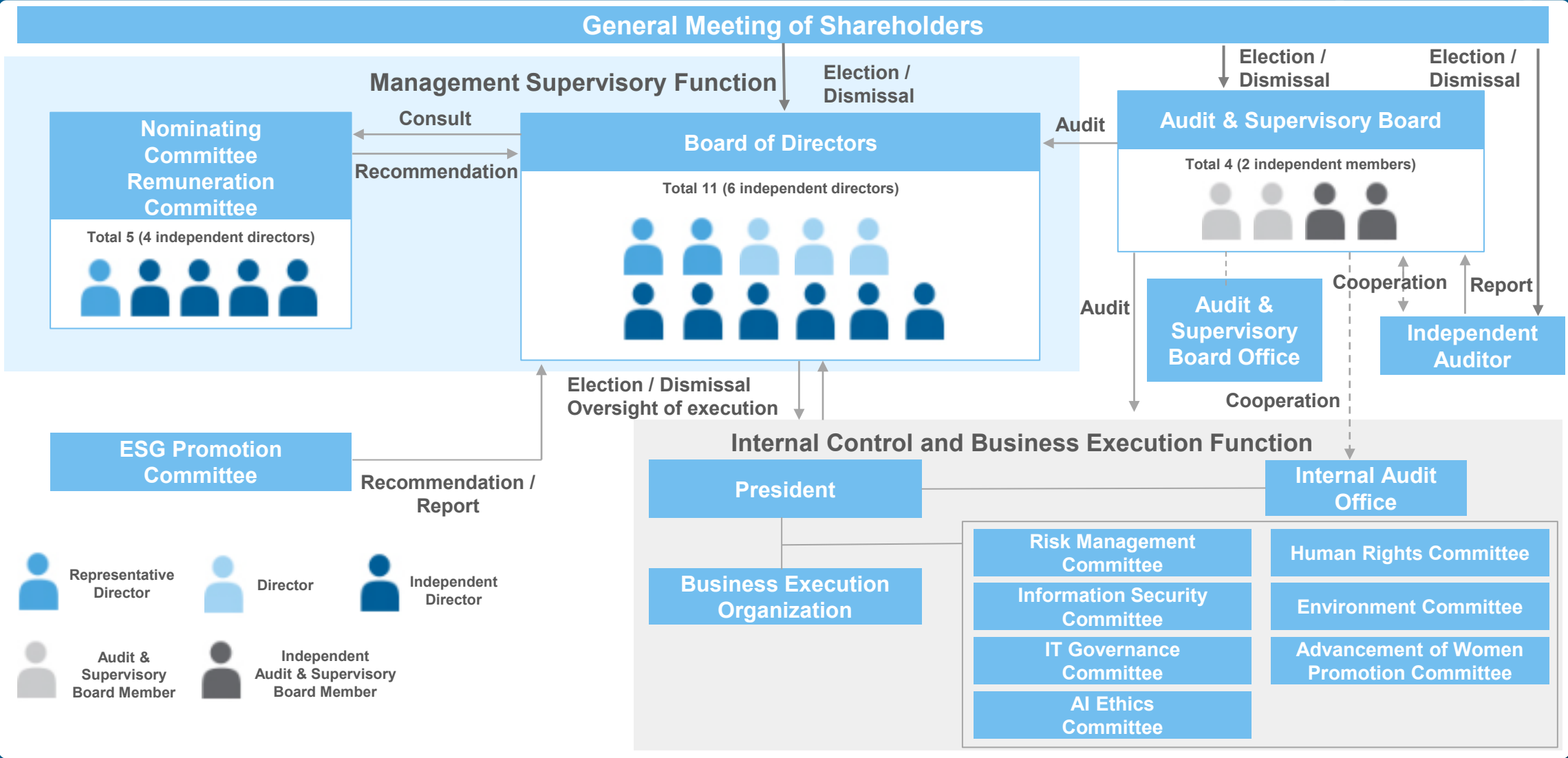
**Maki Sakamoto**  
Vice-President, The University of  
Electro-Communications /  
Professor, Department of Informatics,  
Graduate School of Informatics and Engineering



**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<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
- ✓ In June 2024, our long-term greenhouse gas reduction target of "Net Zero" received certification from the international climate change initiative SBTi<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)

<sup>\*1</sup>: SoftBank Corp. and its group companies <sup>\*2</sup>: Sum of SoftBank Corp. and Wireless City Planning Inc. <sup>\*3</sup>: Science Based Targets <sup>\*4</sup>: High Altitude Platform Station, business that aims to provide wide area and stable telecommunications connectivity from the stratosphere <sup>\*5</sup>: 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

**2024** CONSTITUENT MSCI JAPAN  
ESG SELECT LEADERS INDEX



FTSE Blossom  
Japan

**2024** CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)

## Highly rated in domestic surveys

 **DX銘柄2024**  
Digital Transformation

DX Stock 2024

Only company selected in the ICT  
industry for the 4th 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 No.1 position for two consecutive years in 2023 and 2024

## Credit rating

**R&I**

Rating and Investment  
Information, Inc.

**A+**

Long-term rating

**a-1**

Short-term rating

(As of August 2024)

**JCR**

Japan Credit Rating  
Agency, Ltd.

**AA-**

Long-term rating

**J-1+**

Short-term rating

(As of August 2024)

## ESG rating

**MSCI  
ESG Rating**

**AAA**

(As of May 2024)

**FTSE Russell ESG  
Rating**

**4.9**

(As of June 2024)

**Sustainalytics  
ESG Risk Ratings**

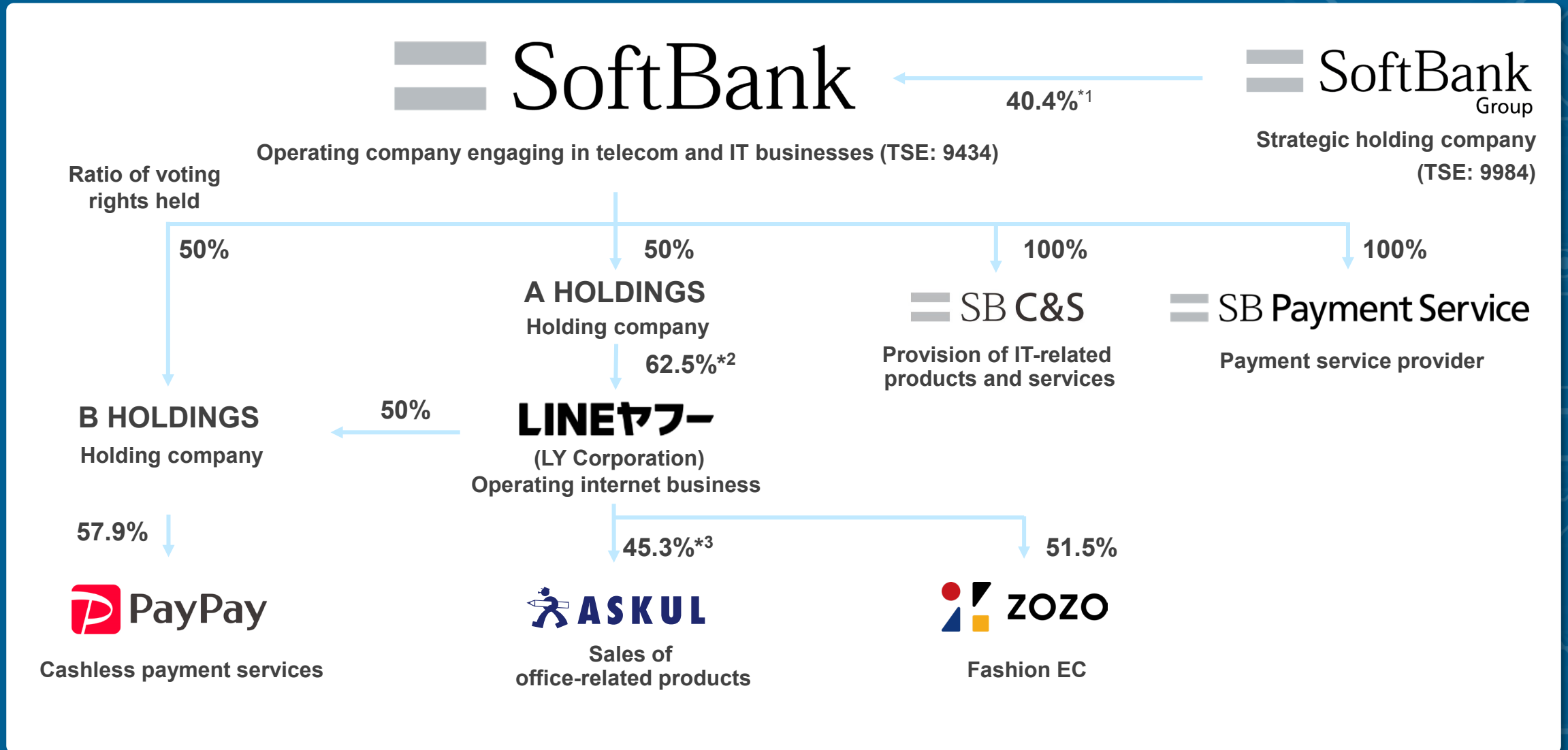
**Low risk**

(As of June 2023)

**CDP Climate  
Change Report 2023**

**A-**

(As of February 2024)

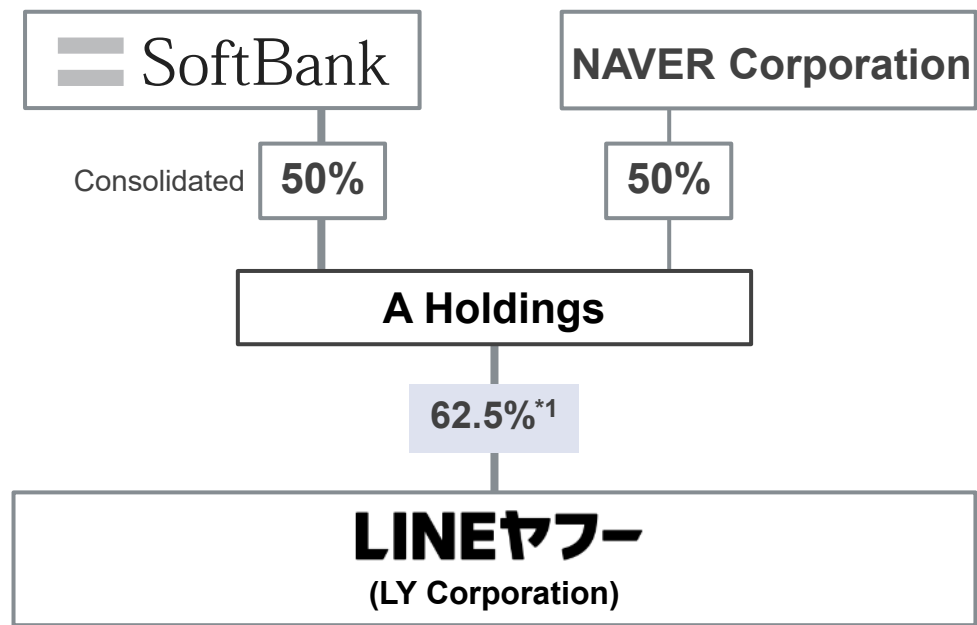


\*Above shows a simplified group structure. Ratio of voting rights held as of March 31, 2024, unless otherwise specified. \*1: As of September 30, 2024. The Company is directly owned by SoftBank Group Japan Corporation, a wholly owned subsidiary of SoftBank Group Corp. The stated 40.4% is the voting rights held by SoftBank Group Corp. \*2: As of September 30, 2024

\*3: As of May 20, 2024

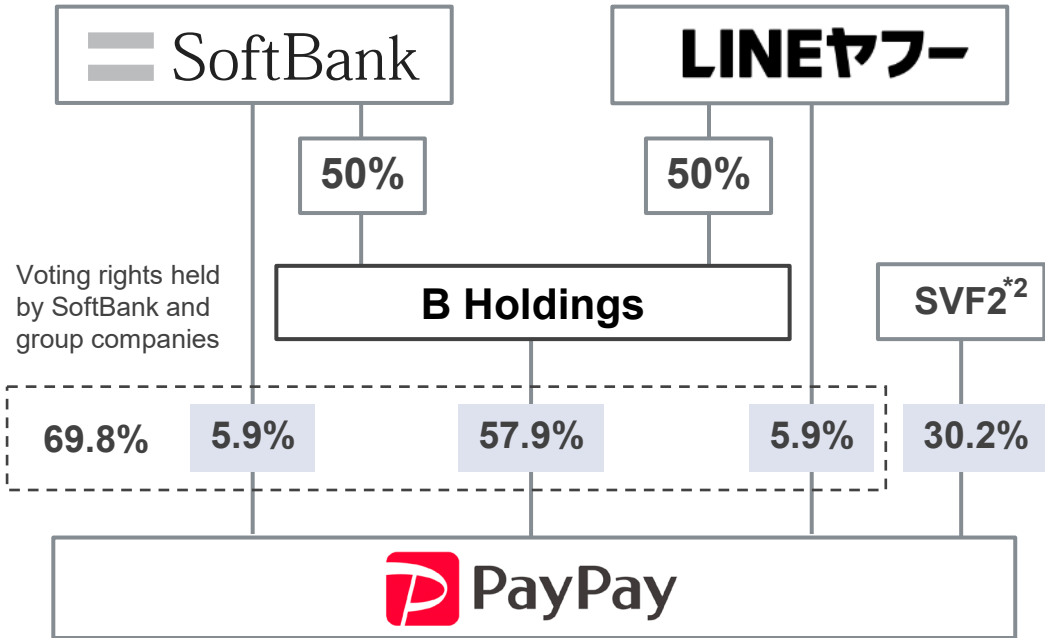


Our holdings in LY



Ratio of voting rights	62.5%
Economic interest	31.2%

Our holdings in PayPay



Before the exercise of stock acquisition rights by Paytm <sup>*3</sup>		After the full exercise of stock acquisition rights by Paytm <sup>*3</sup>	
Ratio of voting rights	69.8%	Ratio of voting rights	66.0%
Economic interest	45.8%	Economic interest	43.3%

<sup>\*</sup>As of September 30, 2024 <sup>\*1</sup>: LY Corporation conducted a tender offer of its own shares from August 2024. As a result of A Holdings Corporation tendering its shares of LY Corporation, the ratio of voting rights decreased from 64.4% (as of June 30, 2024) to 62.5% <sup>\*2</sup>: SVF2: SVF II Piranha(DE) LLC <sup>\*3</sup>: Issued to Paytm at the end of September 2020. Exercisable from the end of the same month



SoftBank