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SoftBank

Business Overview & Growth Strategy

SoftBank Corp.
August 4, 2021

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Disclaimer

Important Notice Regarding Forward Looking Statements and Other Information

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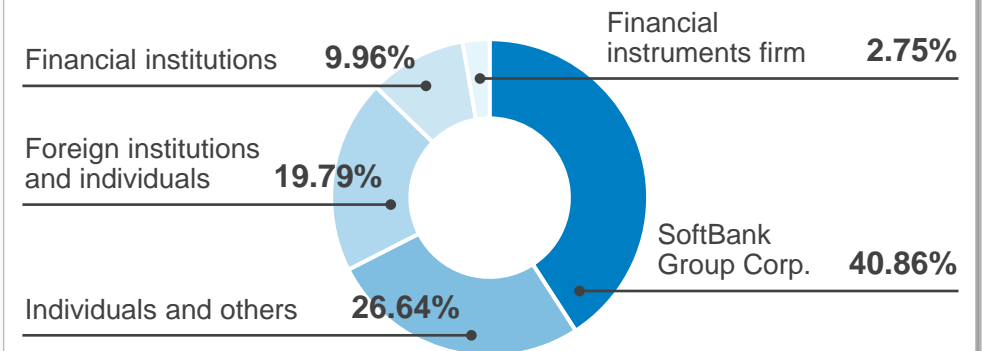
Corporate data

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	Non-consolidated: 18,173 Consolidated: 47,313 (As of March 31, 2021)
Share capital	JPY 204,309 million (As of March 31, 2021)

Stock information

Number of shares issued	4,787,145,170 shares
Number of Shareholders	890,929

Breakdown by shareholder type



(As of March 31, 2021)

Mission

**Information Revolution
— Happiness for everyone**

Vision

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

Growth strategy

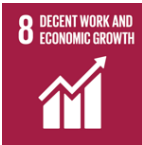
“Beyond Carrier”

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



Shareholding ratio*1

40.9%

The Company

SoftBank Corp.

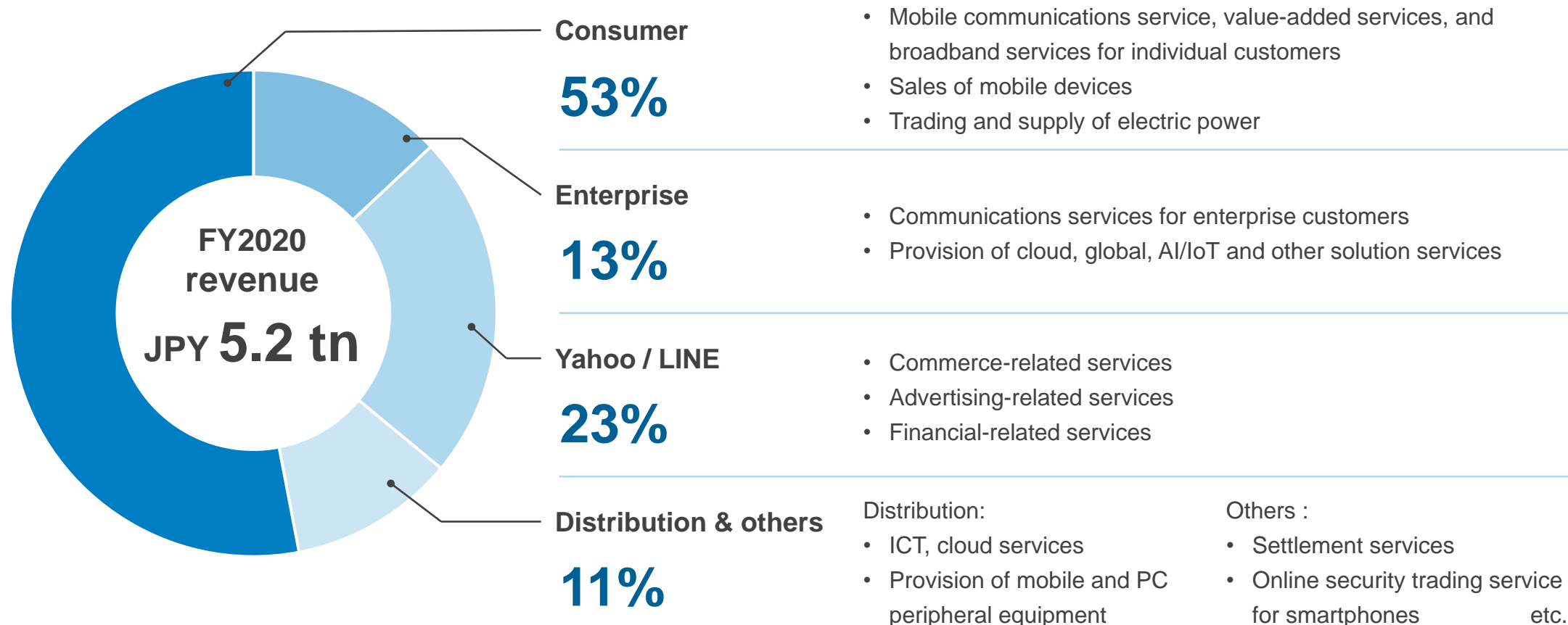
Operating company
engaging in
telecom and IT businesses

President and CEO
Junichi Miyakawa



*1: Shareholding ratio is the percentage of the total number of shares issued by SoftBank Corp. (excluding treasury stock)

Developing diverse businesses centered on digital technology



Providing Japan's top-class ICT services



Mobile communications

Mobile network

Video experience World No. 1^{*1}

Game experience World No. 1



E-commerce

Y! ショッピング **PayPay** モール

E-commerce transaction value^{*3} JPY
3.2 tn



Social media / messaging services

LINE

Share of smartphone app usage time in Japan^{*4} **No.1**



ICT services for enterprises

% of major corporations in Japan which SoftBank has business relationships with^{*2} **95%**



Online media

YAHOO!
JAPAN

Total digital reach in Japan^{*4} **No.1**



Cashless settlement

PayPay  SB Payment Service

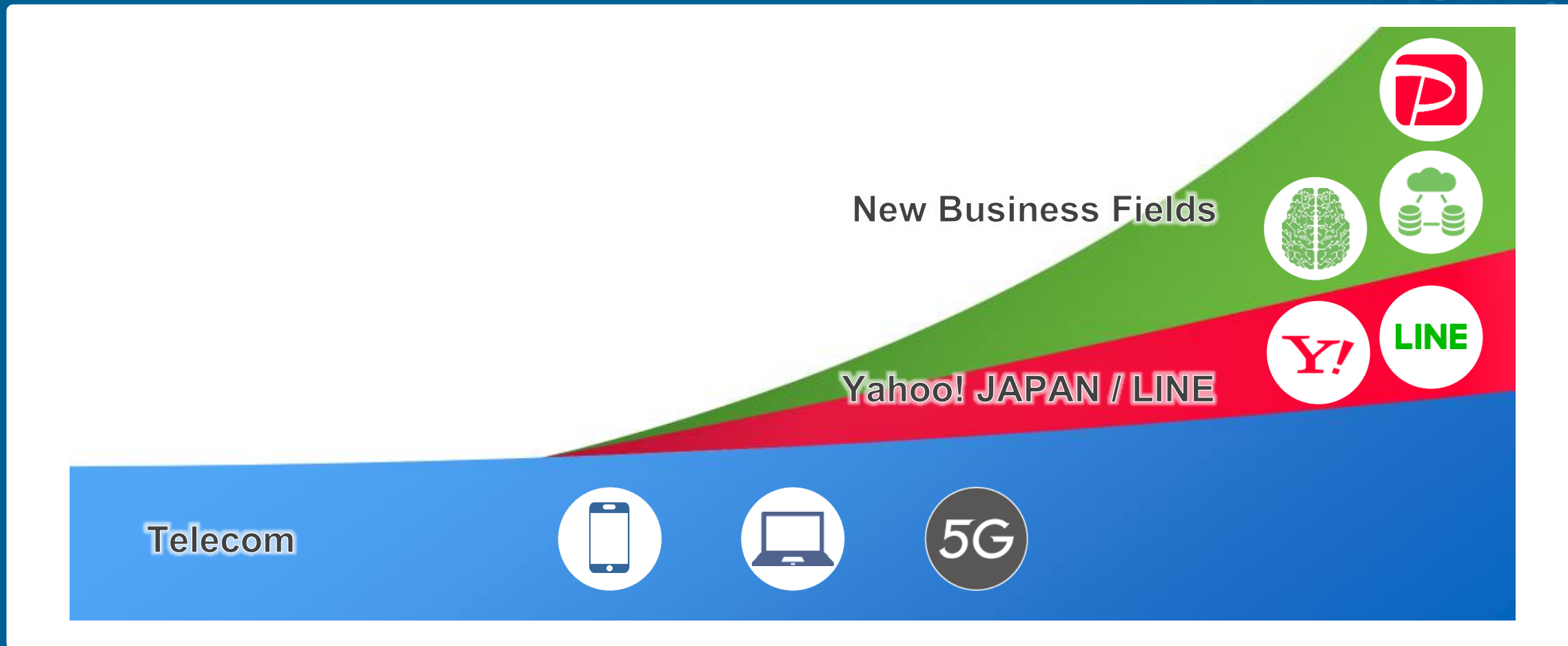
Largest class smartphone payment service provider

Largest class payment service provider

^{*1}: Opensignal Awards -Opensignal's Global Mobile Network Experience Awards 2021. We won 1st place in "Video Experience", 1st place in "Games Experience", and 2nd place (1st place in Japan) in "Voice App Experience" ^{*2}: Approximate percentage of listed companies with revenue of JPY 100 bn or more that have transaction with SoftBank Corp. (as of Feb 2021)


^{*3}: FY2020 result. Sum of Merchandise and Services and digital content ^{*4}: (Source) Nielsen, TOPS OF 2020: 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

 SoftBank **Mobile / broadband**
55 mil users ^{*1}

 **Online media**
80 mil users ^{*2}

 PayPay **Smartphone payment**
40 mil user ^{*3}

 **Communication app**
88 mil users ^{*4}

High technology capabilities

✓ **Approx. 10,000 engineers** ^{*5}
(including 8,000 AI and IT engineers)

✓ **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 95% of large corporations** ^{*7}

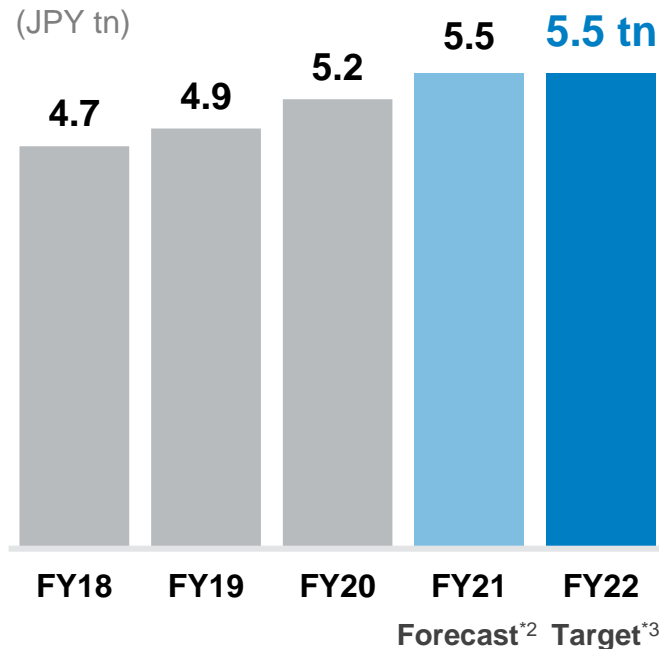
✓ **6,100 stores nationwide** ^{*8}

^{*1}: SoftBank = Total No. of mobile main subscribers (47.285 mil) and broadband (8.139 mil) (as of Mar 2021) ^{*2}: Yahoo! JAPAN = No. of annual logged-in user IDs (as of Mar 2020) ^{*3}: PayPay = No. of cumulative registered users (as of Jun 2021) ^{*4}: LINE = No. of monthly active users in Japan (as of Mar 2021) ^{*5}: Total of the engineers in SoftBank Corp., Yahoo Japan Corporation and LINE Corporation (as of Mar 2021) ^{*6}: No. of SoftBank Corp.'s sales staff (Mar 2021) ^{*7}: Approximate percentage of listed companies with revenue of JPY 100 bn or more that have transaction with SoftBank Corp. (as of Feb 2021) ^{*8}: Total of SoftBank and Y!mobile brands' directly-managed stores, agents, mass merchandisers and other retail channels (as of Mar 2021)

Steady progress toward FY2022 operating income target of JPY 1 trillion

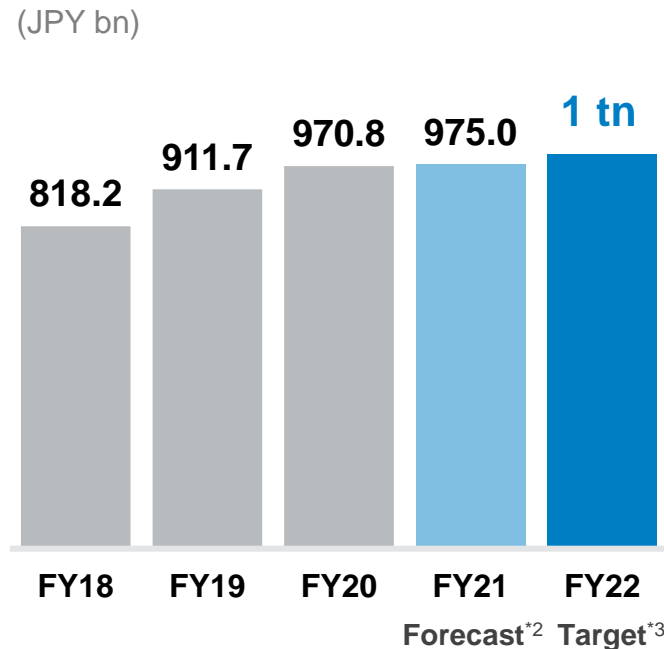
Revenue

FY22
Target **Over JPY 5.5 tn**



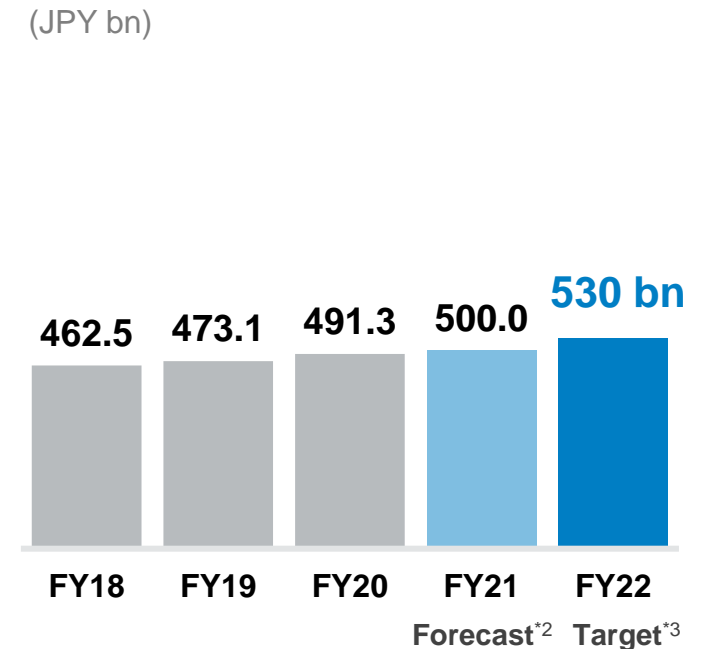
Operating income

FY22
Target **Over JPY 1 tn**



Net income*¹

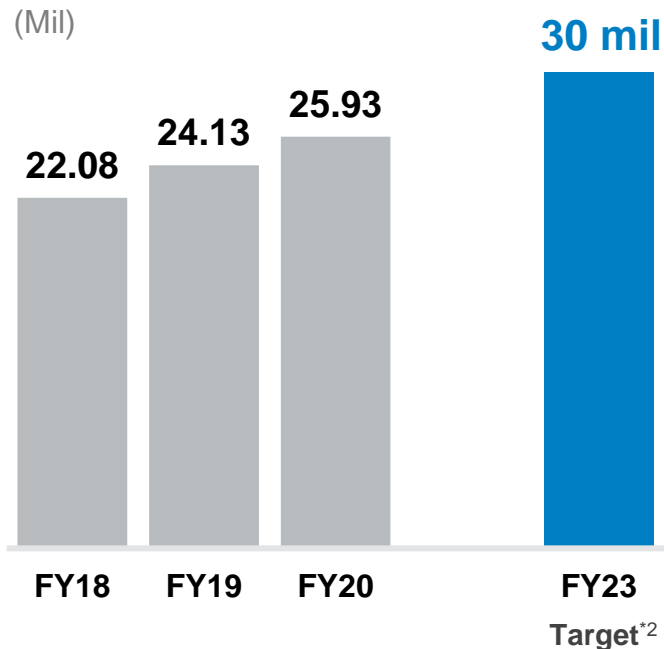
FY22
Target **Over JPY 530 bn**



Expand KPIs such as smartphone subscribers and e-commerce transaction value (merchandise)

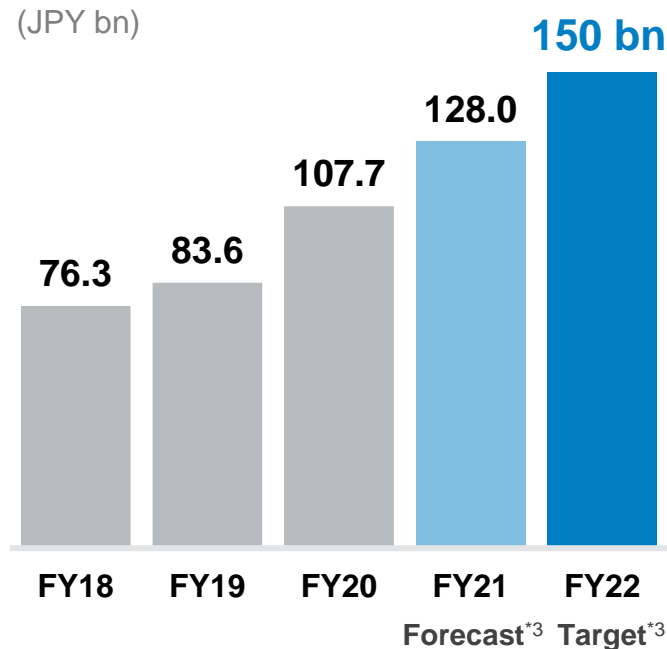
Smartphone subscribers

FY23 Target **30 mil users**



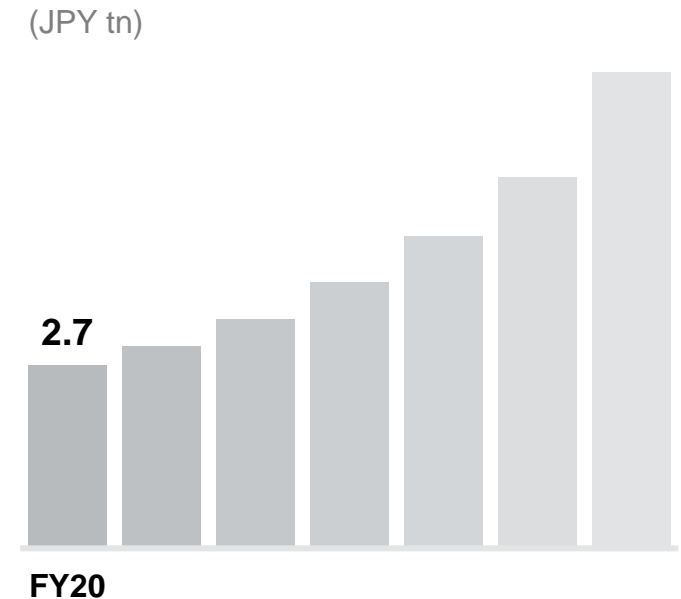
Enterprise segment income

FY22 Target **JPY 150 bn**



EC transaction value (Merchandise)^{*1}

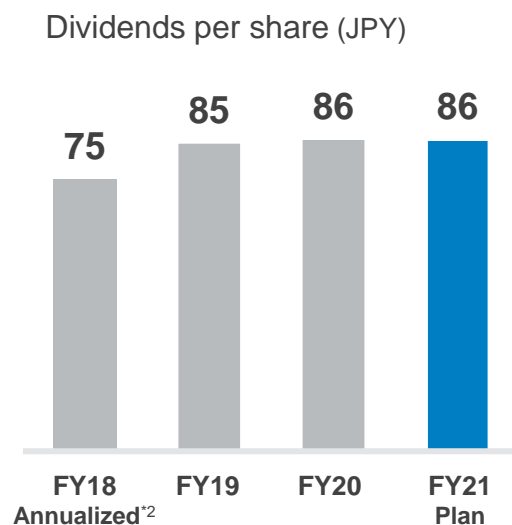
Early 2020s **No.1 in Japan^{*2}**



Total return ratio of approx. 85% (FY2020-FY2022)^{*1}

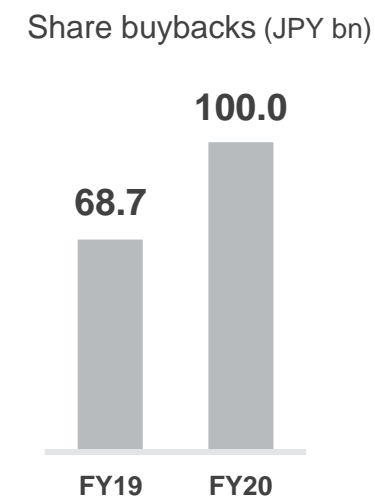
Dividends

No dividend reduction



Share buybacks

Flexible implementation



^{*1}: Total amount of dividends paid and treasury stock retired during FY20-FY22 / total amount of net income attributable to owners of the Company during FY20-FY22

^{*2}: Figures for FY18 are annualized based on the year-end dividend of JPY 37.5 per share. Dividends have been paid for interim and year-end since FY19

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.
*ZHD: Z Holdings Corporation



Ken Miyauchi
Representative Director
& Chairman



Yasuyuki Imai
Representative Director & COO
(Enterprise Business)



Kentaro Kawabe
Board Director
(President and Representative
Director, Co-CEO of ZHD)



Jun Shimba
Representative Director & COO
(Consumer Business)



Kazuhiko Fujihara
Board Director,
Executive Vice President & CFO



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

Ratio of external Directors: 46%
Ratio of female Directors: 23%



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



Kazuaki Oki
Head of Ohki CPA Office



Reiko Hishiyama
Professor of
Waseda University



Takehiro Kamigama
Chairman & Representative
Director of TDK Corporation

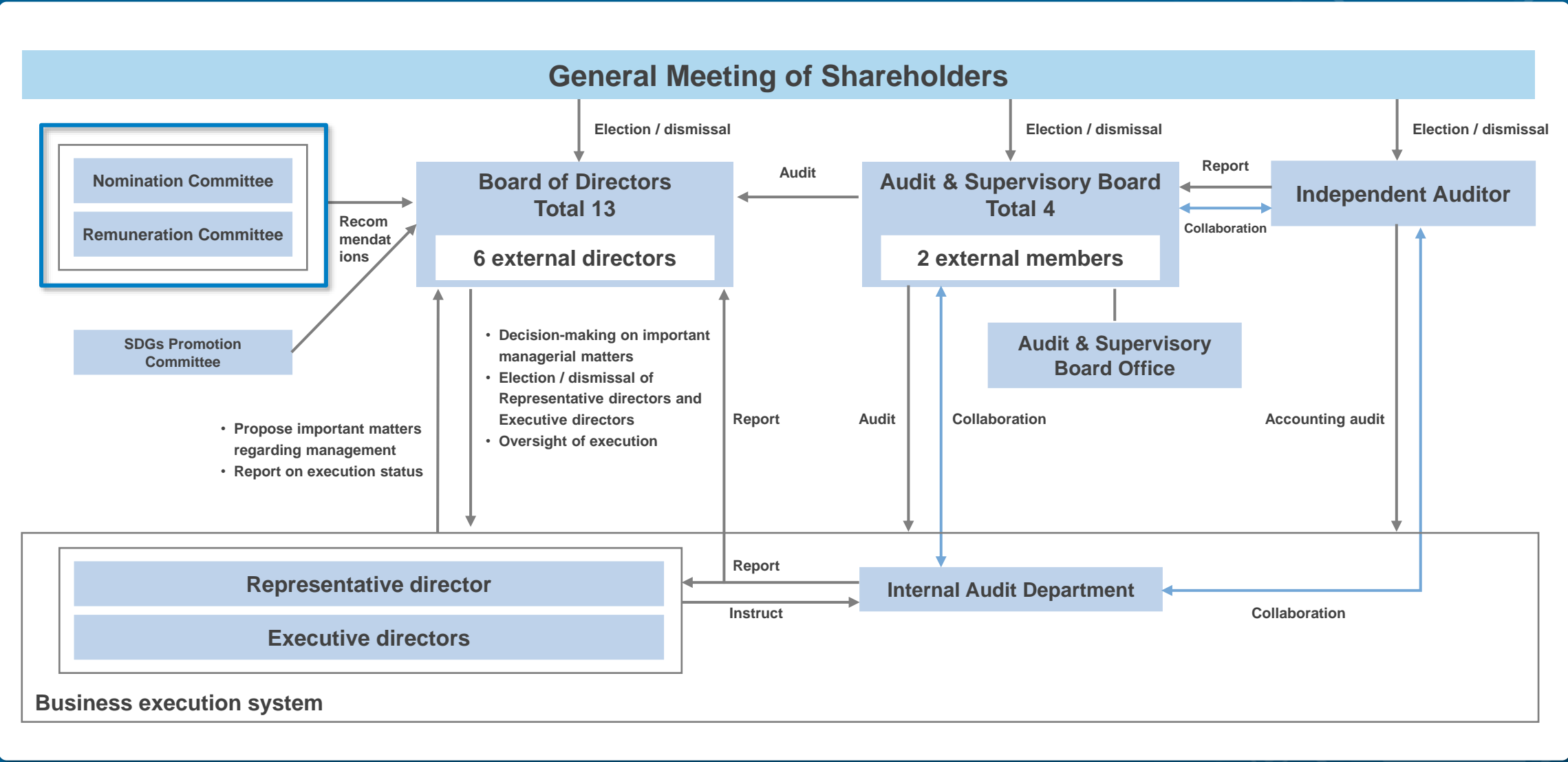


Kyoko Uemura
Partner Lawyer at Miyama,
Koganemaru & Associates



Naomi Koshi
Partner Lawyer at
Miura & Partners

External Directors



Declaration of Carbon-neutral 2030^{*1}

Achieving virtually zero greenhouse gas emissions

- ✓ Achieve 100% renewable energy for Company-wide power supply by FY2030
- ✓ Contribute to the realization of a decarbonized society by using technologies

Provision of telecom infrastructure

Eliminate global information disparities

- ✓ Deliver telecom services to people around the world with airborne base stations of HAPSMobile Inc.
- ✓ SoftBank and Smart Africa Secretariat agreed to collaborate on providing affordable broadband solutions in Africa

^{*1}: This declaration applies to SoftBank Corp. on a standalone basis

Selected in global ESG investment indices



FTSE4Good



FTSE Blossom
Japan

2020 CONSTITUENT MSCIジャパン
ESGセレクト・リーダーズ指数

Highly rated in domestic surveys



DX Stock 2021
(only company selected
in the ICT industry)



PRIDE Index
(LGBT-related initiatives)



Nikkei SDGs
Management Survey



Nikkei Smart Work
Management Survey

(As of March 31, 2021)

High investment grade rating

R&I

Rating and Investment Information, Inc.

A+

Long-term rating

a-1

Short-term rating

JCR

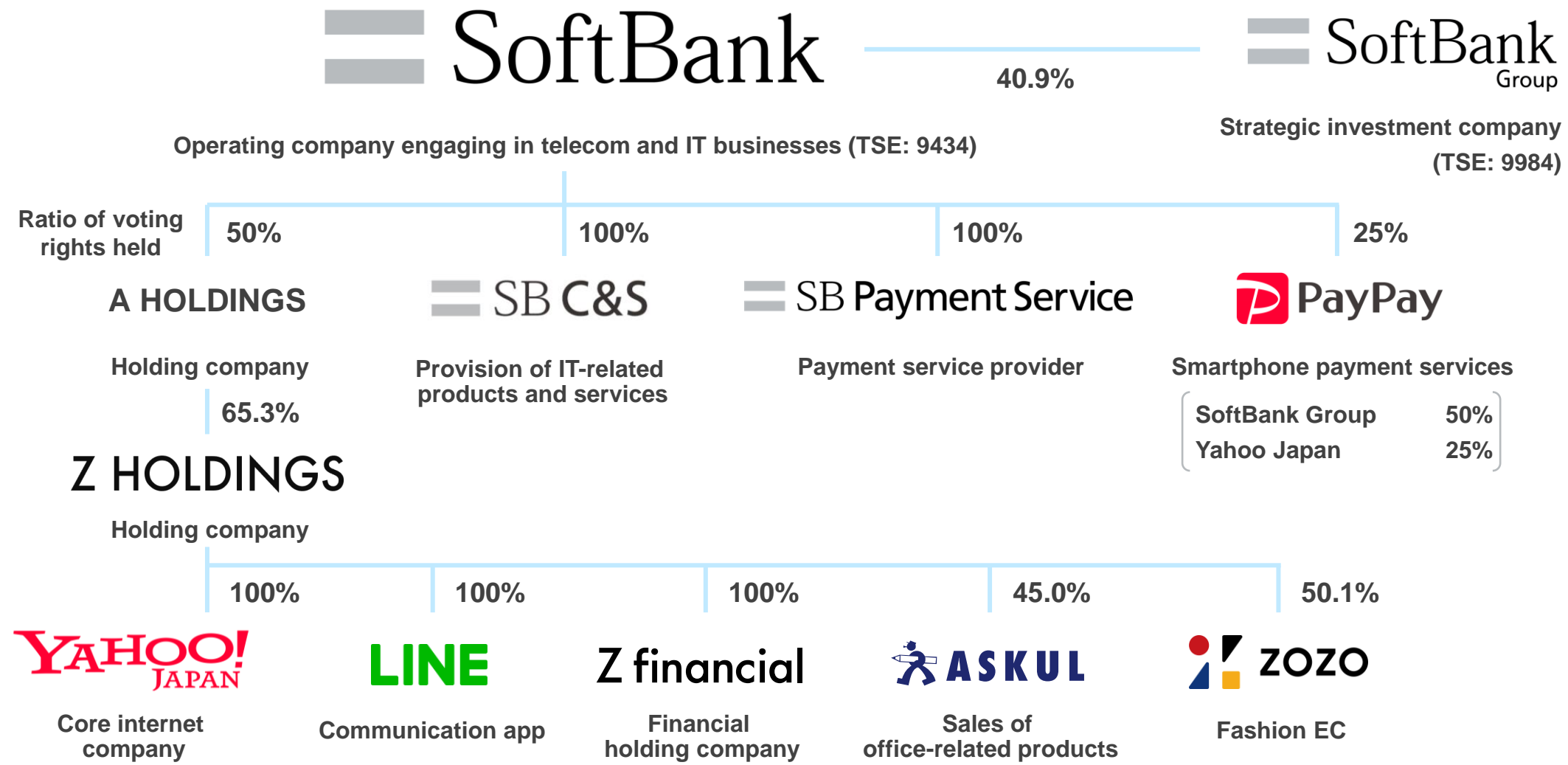
Japan Credit Rating Agency, Ltd.

AA-

Long-term rating

J-1+

Short-term rating



*Above shows a simplified grouping structure. Ratio of voting rights held as of March 31, 2021



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