

An abstract graphic of a circuit board pattern, consisting of white lines and dots on a dark blue background, located in the top right corner of the slide.

SoftBank

Business Overview & Growth Strategy

SoftBank Corp.
November 4, 2021

An abstract graphic of a circuit board pattern, consisting of white lines and dots on a dark blue background, located in the bottom right corner of the slide.

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

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 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 un-sponsored ADRs representing its common stock.

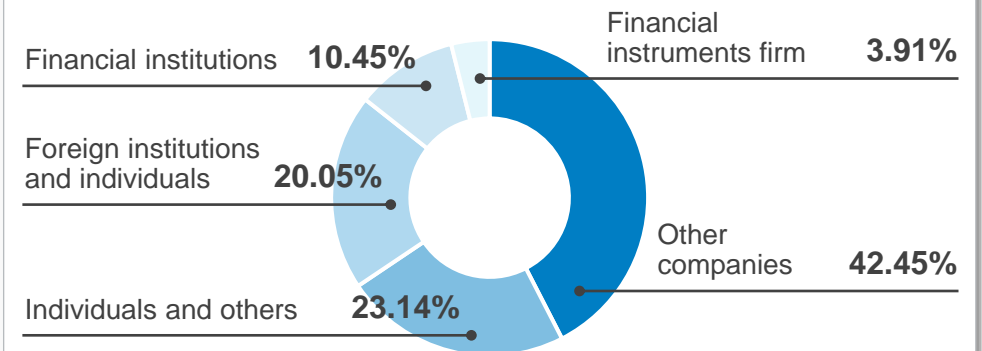
Corporate data

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	Non-consolidated: 18,173 Consolidated: 47,313 (As of March 31, 2021)
Share capital	JPY 204,309 million (As of September 30, 2021)

Stock information

Number of shares issued	4,787,145,170 shares
Number of Shareholders	855,193

Breakdown by shareholder type



(As of September 30, 2021)

Mission

**Information Revolution
— Happiness for everyone**

Vision

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

Growth strategy

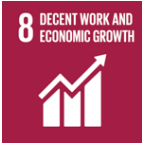
“Beyond Carrier”

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

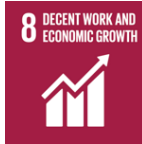
Contributing to the global environment with the power of technology



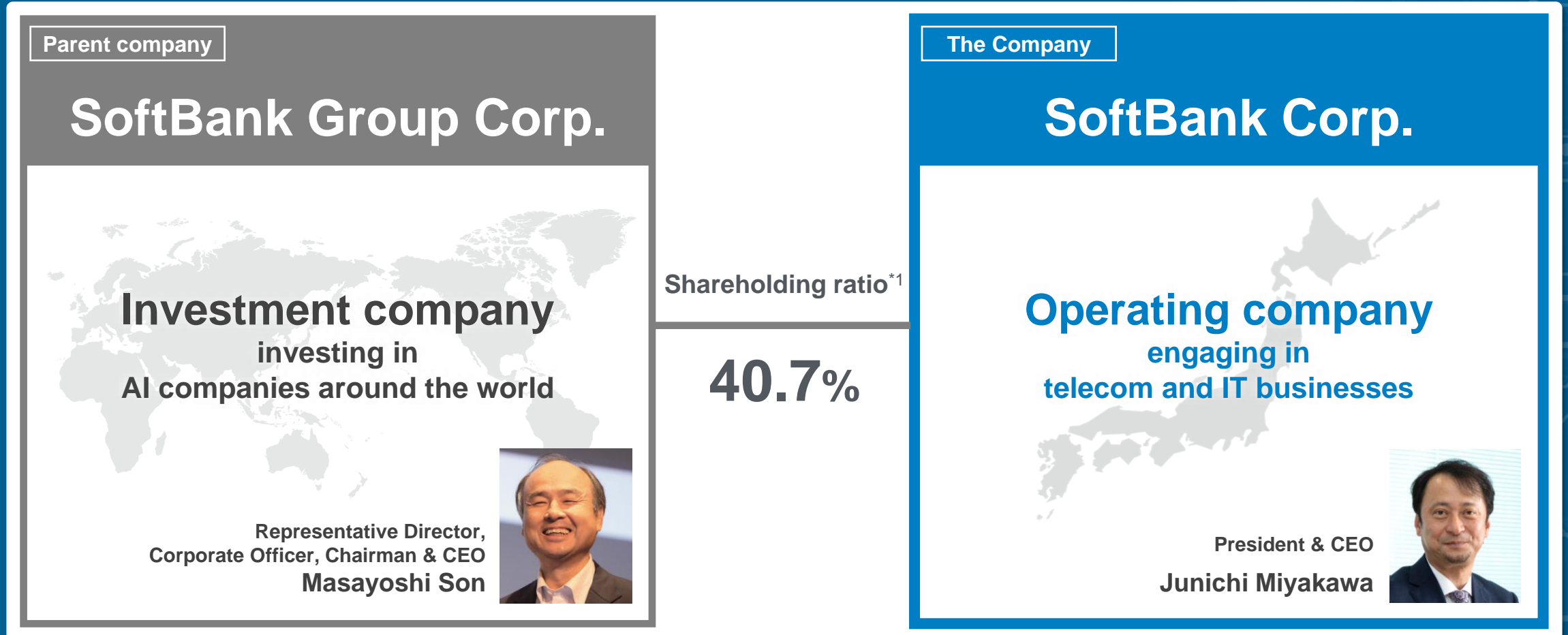
Building high-quality social networks



Developing a resilient management foundation

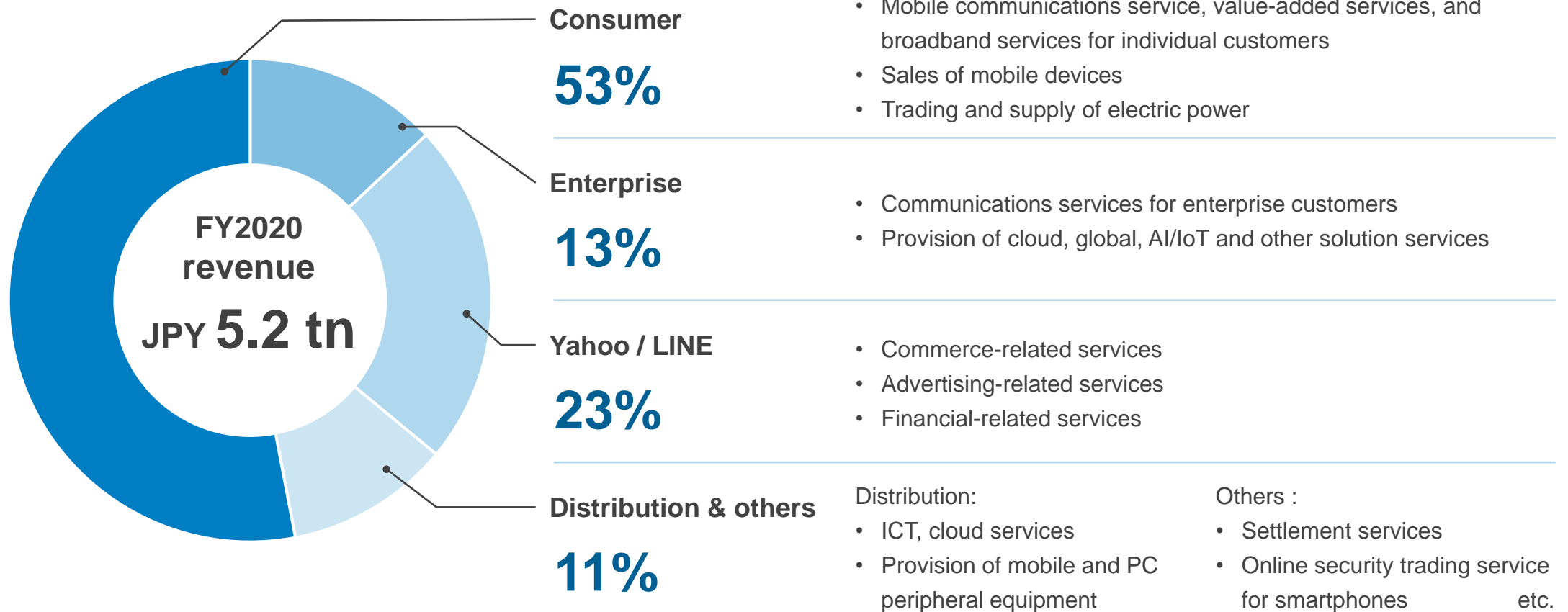


Operating company to drive the Information Revolution



*1: Shareholding ratio is the percentage of the total number of shares issued by SoftBank Corp. (excluding treasury stock) as of September 30, 2021

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

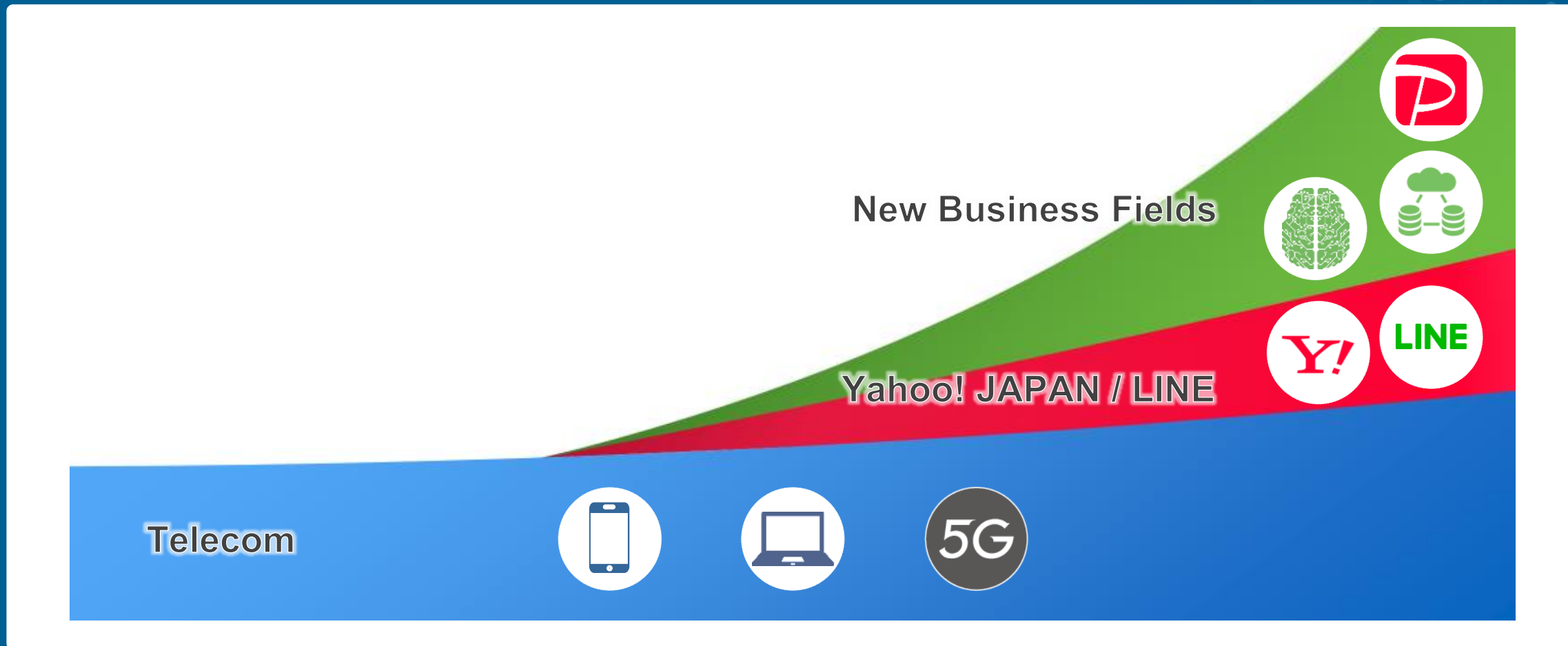
Largest class smartphone payment service provider

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}

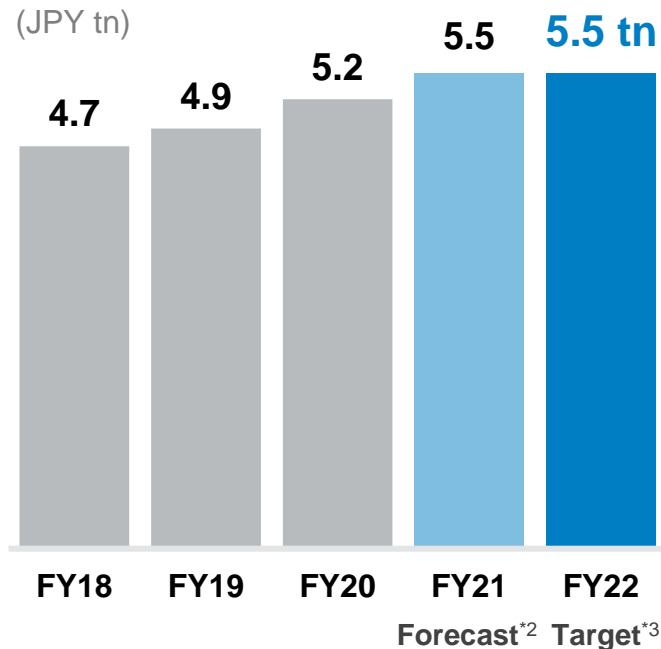
✓ **6,100 stores nationwide** ^{*8}

^{*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

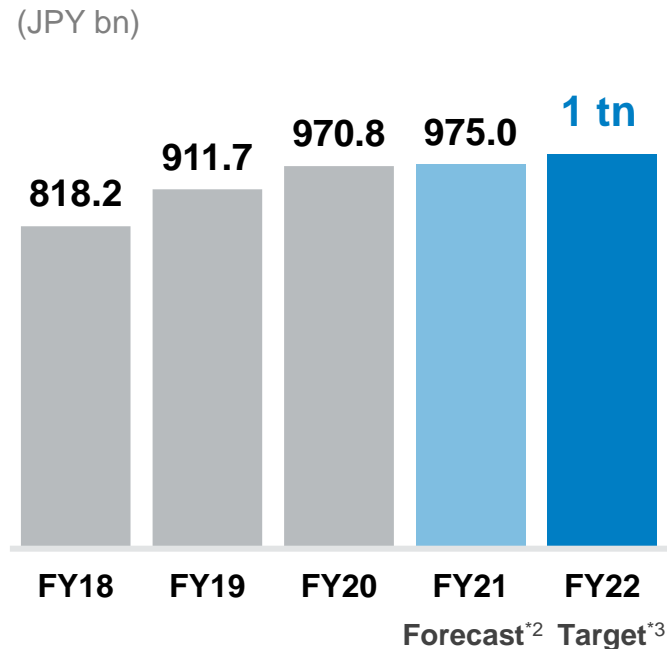
Revenue

FY22
Target **Over JPY 5.5 tn**



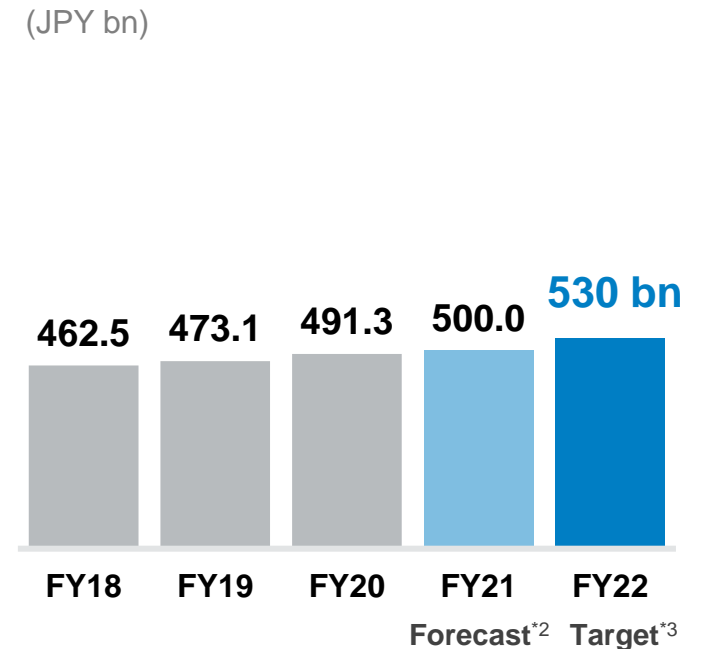
Operating income

FY22
Target **Over JPY 1 tn**



Net income*¹

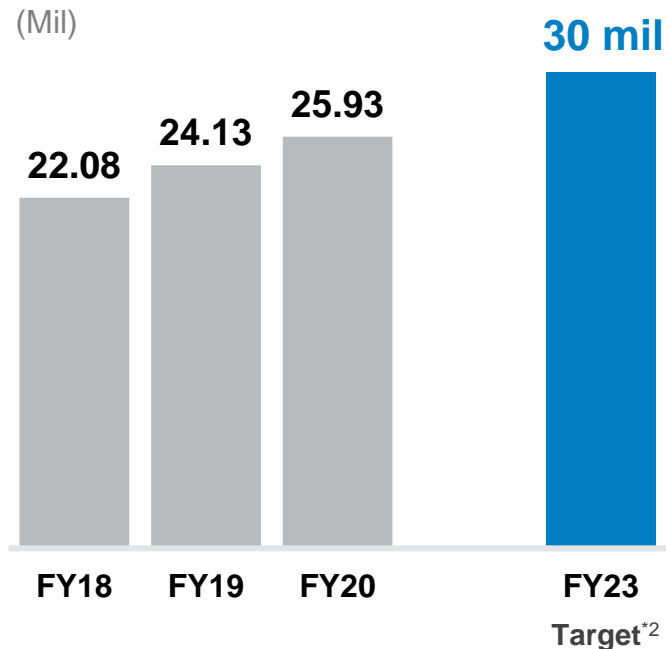
FY22
Target **Over JPY 530 bn**



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

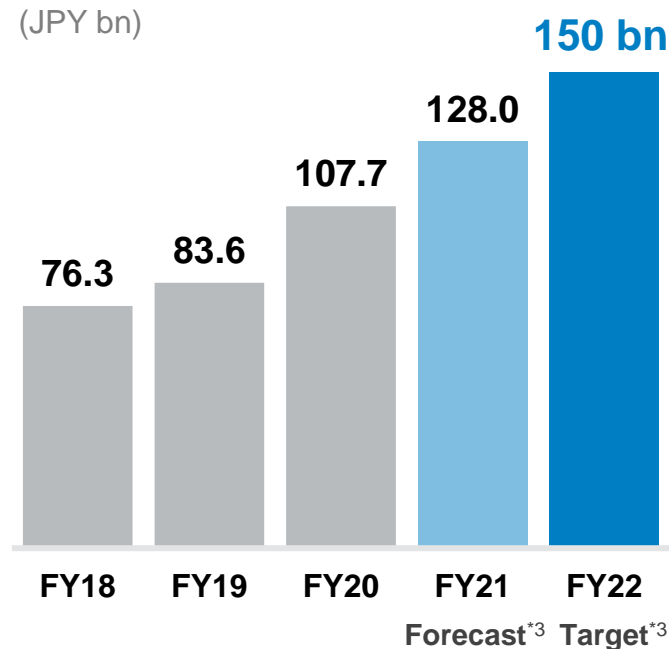
Smartphone subscribers

FY23 Target **30 mil users**



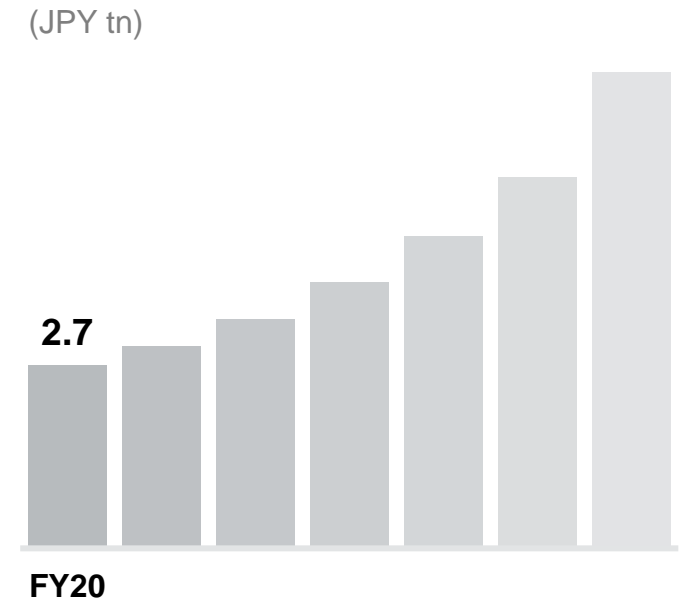
Enterprise segment income

FY22 Target **JPY 150 bn**



EC transaction value (Merchandise)^{*1}

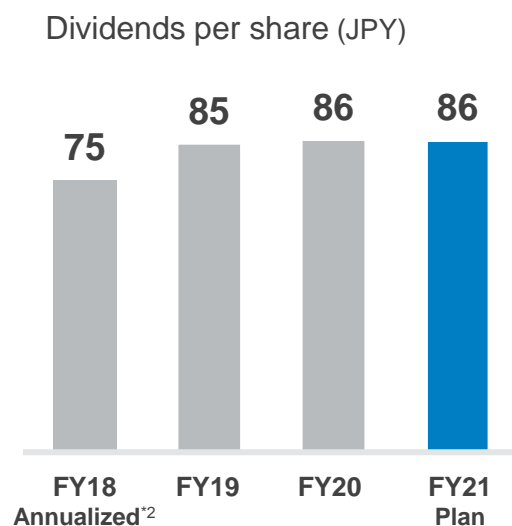
Early 2020s **No.1 in Japan^{*2}**



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

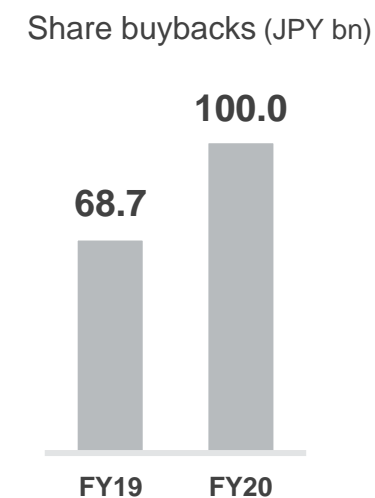
Dividends

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

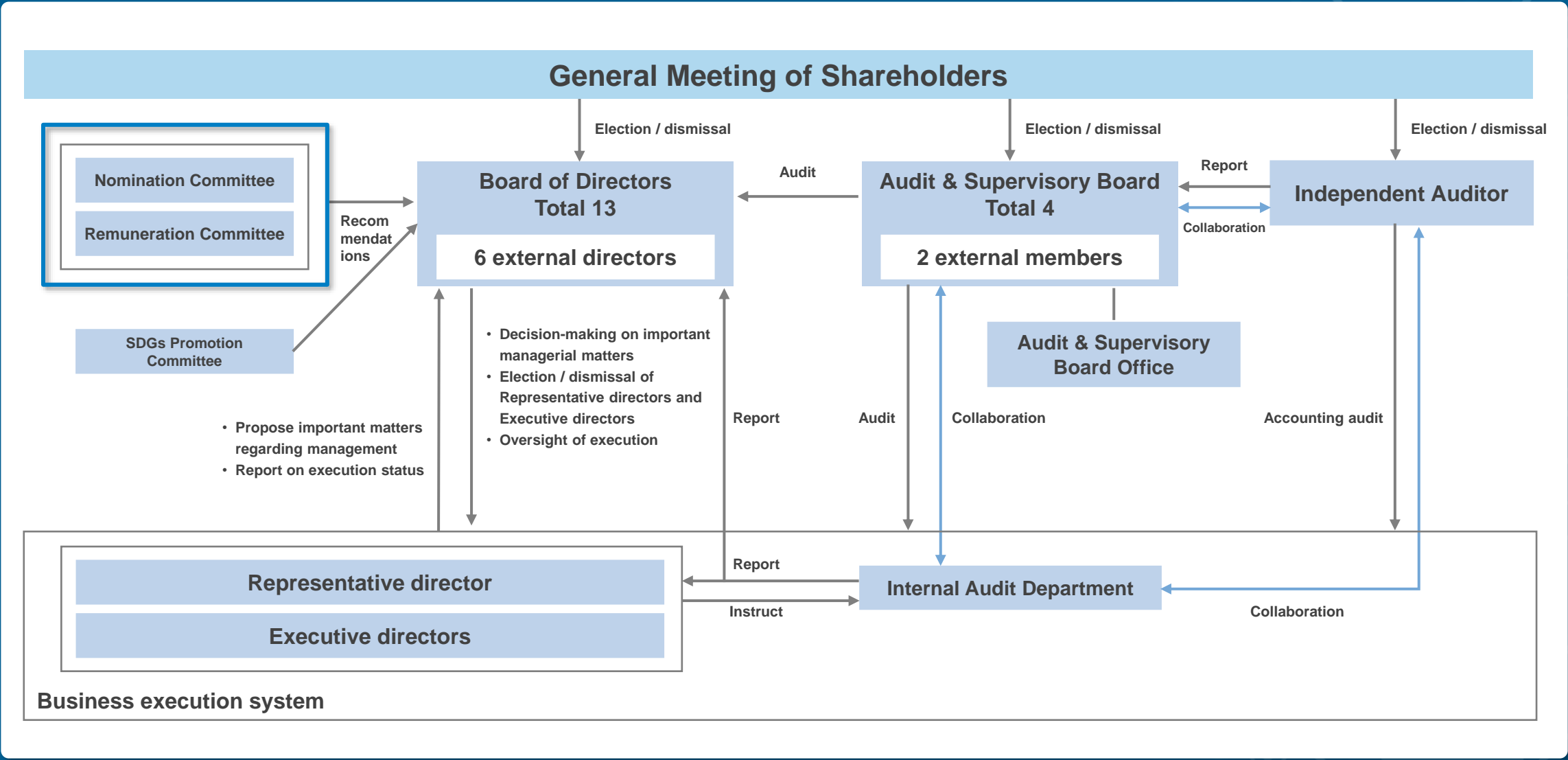


Kyoko Uemura
Partner Lawyer at Miyama,
Koganemaru & Associates



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

2021 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX

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

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Credit 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

(As of Sep 10, 2021)

ESG rating

**MSCI
ESG Rating**

AA

(As of Oct 8, 2021)

**FTSE Russell ESG
Rating**

4.0

(As of Jun 21, 2021)

**Sustainalytics
ESG Risk Ratings**

Low risk

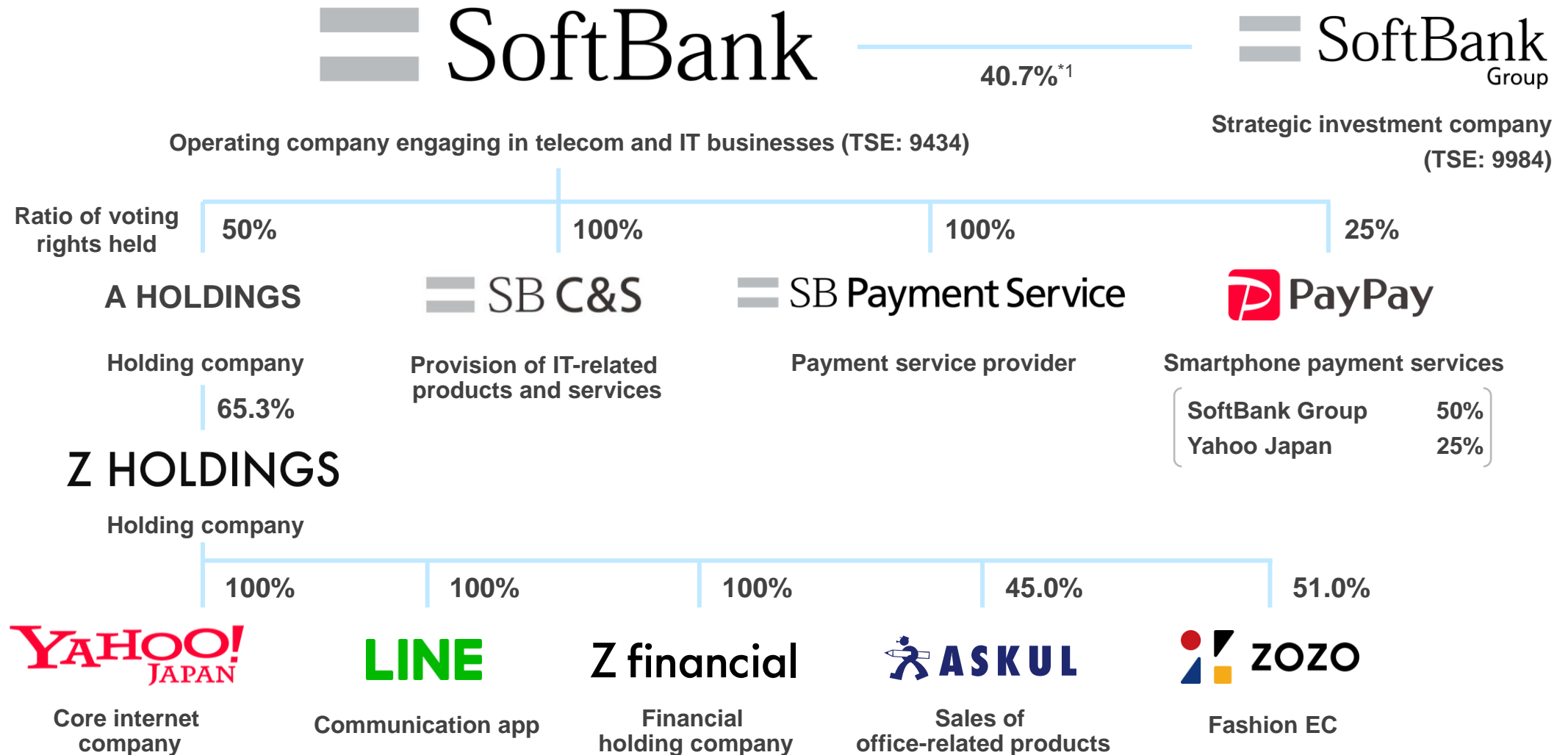
(As of Oct 5, 2021)

**CDP Climate
Change Report 2020**

A-

(As of Dec 2020)

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*Above shows a simplified grouping structure. Ratio of voting rights held as of September 30, 2021

*1: The Company is directly owned by SoftBank Group Japan Corporation, a wholly owned subsidiary of SoftBank Group Corp. The stated 40.7% is the percentage of the total number of shares issued by the Company (excluding treasury stock).



SoftBank