



# **The 34th Annual General Meeting of Shareholders**

**June 24, 2020**

# Disclaimer

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

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Towards a sustainable society

# SoftBank SDGs

— SoftBank

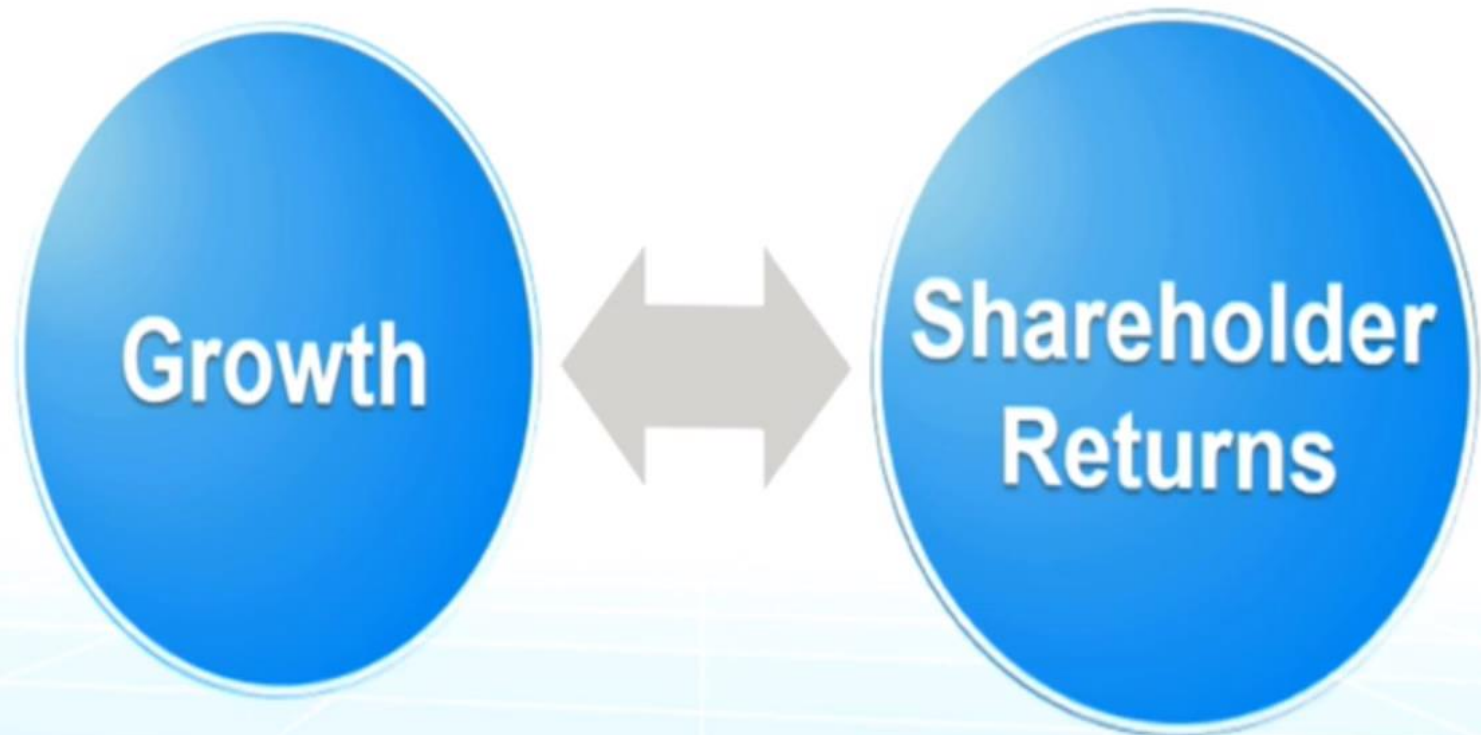


# Beyond Carrier

Further growth through evolution

President & CEO, SoftBank Corp.  
Ken Miyauchi

# Achieving Both Growth and Shareholder Returns





**FY2019 ~**



**April  
Competitor's  
price reduction**



**October  
Amendment of  
Telecommunications  
Business Act**



**April 2020  
New entry from  
different industry**



# Operating Income

## FY2018

1	Toyota
2	SoftBank Group
3	NTT
4	KDDI
5	NTT DOCOMO
6	Sony
7	Hitachi
8	Honda
9	SoftBank
10	JR Central

## FY2019

1	Toyota
2	NTT
3	KDDI
4	SoftBank
5	NTT DOCOMO
6	Sony
7	Hitachi
8	JR Central
9	Honda
10	JT

**Fourth largest  
in Japan  
by operating  
income**

**(Excluding financial institutions)**

**FY2019**

**Growth**

**Shareholder Return**

**2-digit growth**

**¥10 DPS increase**





A wide-angle photograph of a busy street intersection in Japan, likely Shibuya. The scene is filled with tall buildings covered in numerous colorful billboards and advertisements. On the left, a large billboard for GENERATIONS is visible. In the center, a tall building features a large '100' logo. To the right, a prominent glass-fronted building displays the 'TSUTAYA' name vertically and horizontally. The street is marked with white pedestrian crosswalks, and a few people can be seen walking. The sky is clear and blue.

# 2020 Outbreak of COVID-19





Severe  
impact  
on economy

Suspension  
from work/  
Unemployment  
**7 million**

# 2020 Outbreak of COVID-19

Ordinary income  
of companies in  
Japan decreased  
**30%**

**1,200**  
companies did  
not disclose  
forecasts



Even with the impact from COVID-19

**Continue to increase  
profits and dividends**

**= SoftBank**



# The reasons why SoftBank can grow even under COVID-19 outbreak

1

## Smartphone Strategy



2

## Rapidly increasing Demand for Digitalization of Enterprises



3

## New style of shopping E-Commerce





01

**Making the telecom business  
even more solid**

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# **Smartphone Strategy**





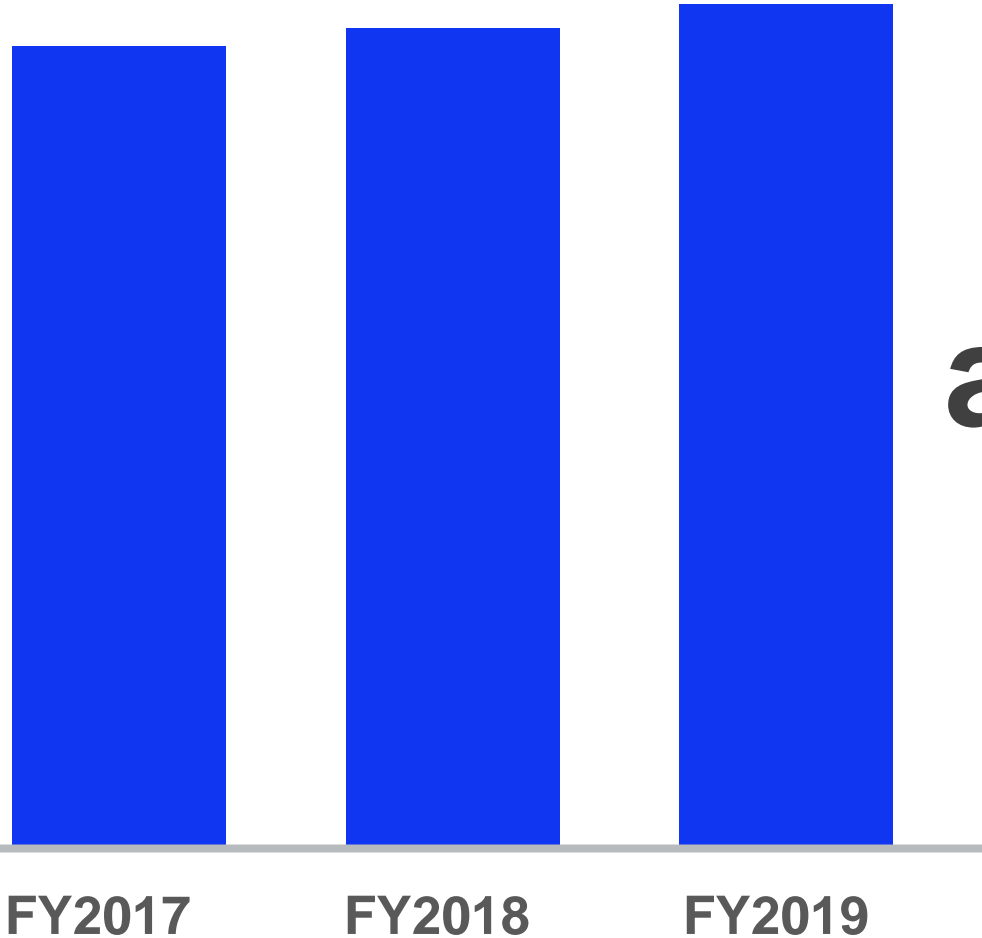
**Telecommunication is an essential social  
infrastructure for daily life**





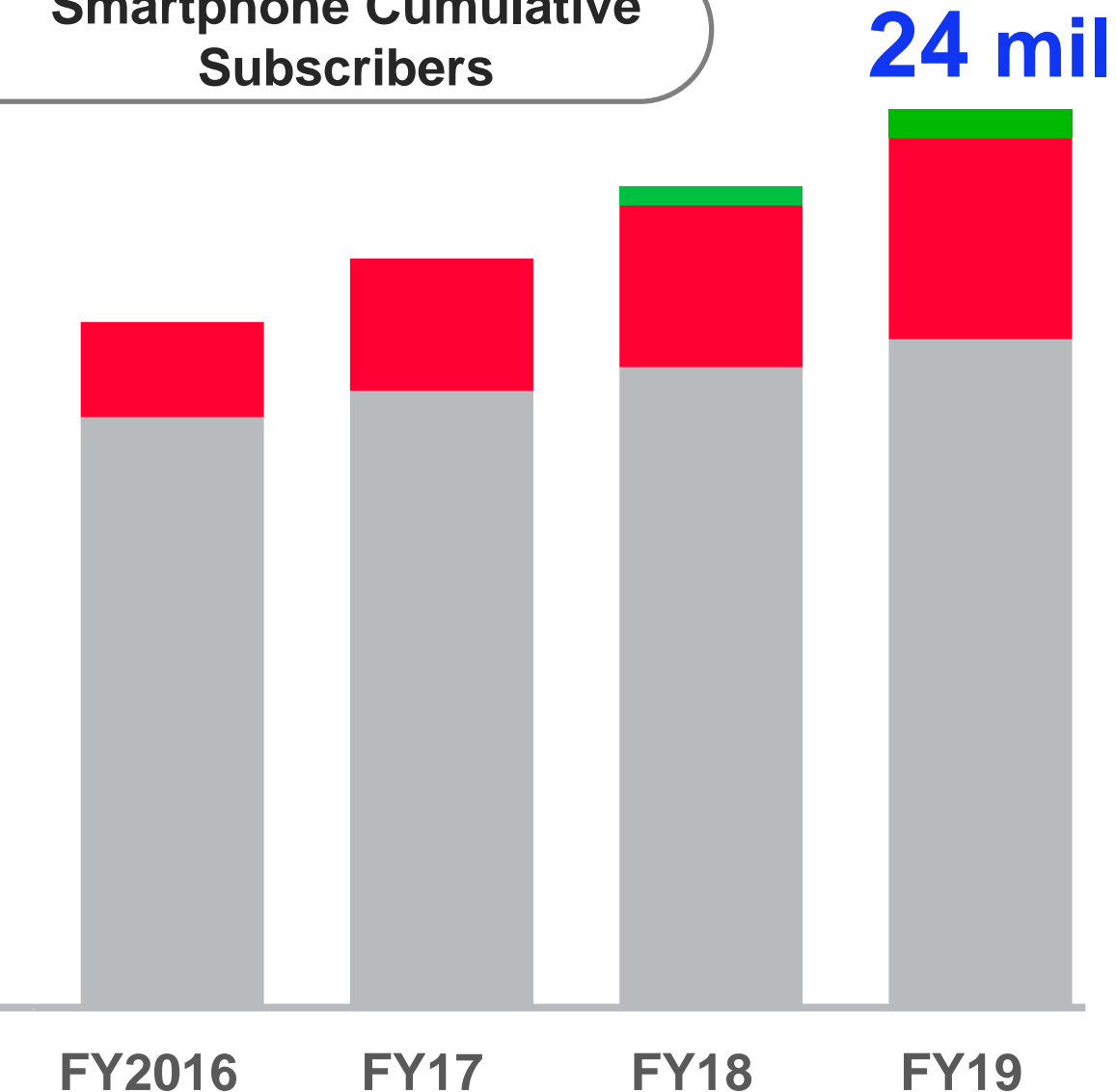
## Mobile Service Revenue

¥2tn



**Mobile Service Revenue:  
a stable income base**

Smartphone Cumulative  
Subscribers



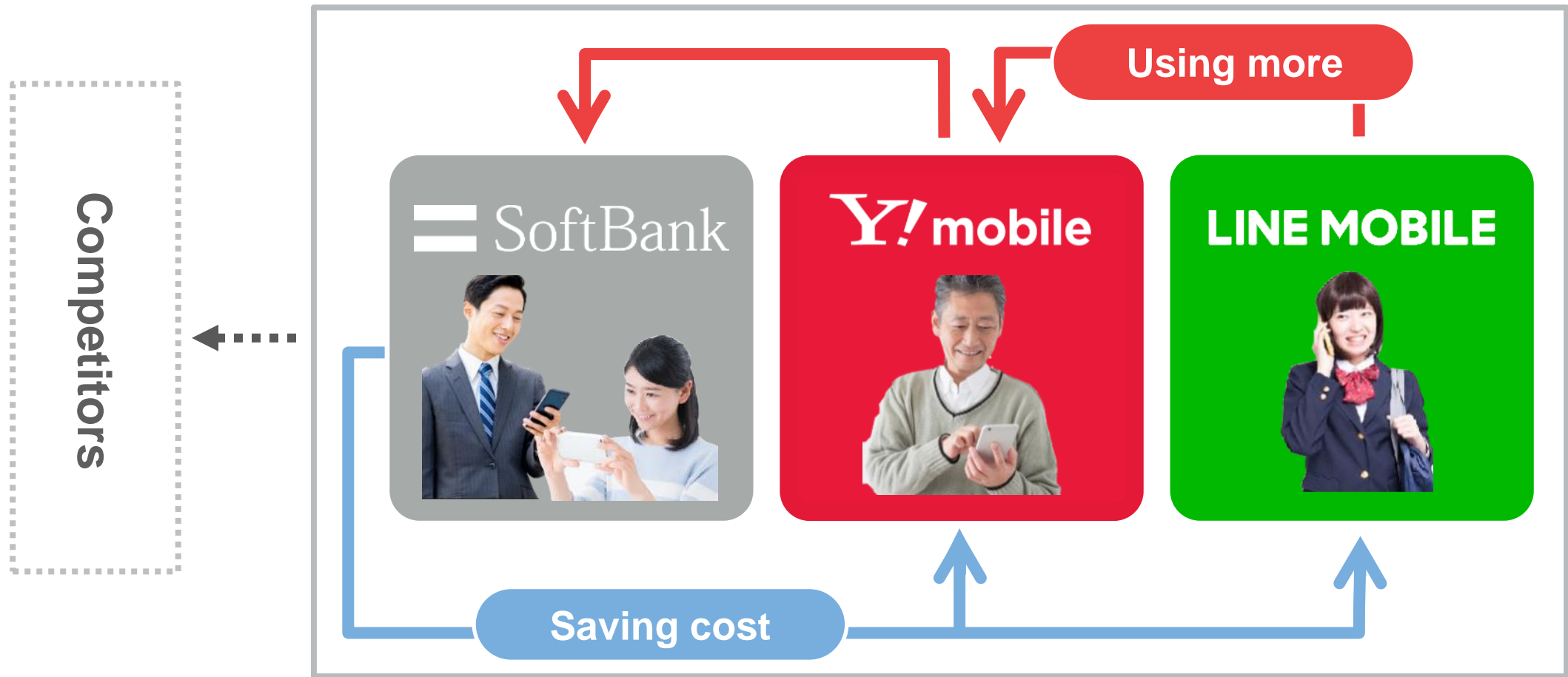
Contribution from  
smartphone  
expansion

SoftBank

Y!mobile LINE MOBILE



# Multi-brand strategy prevents users from moving outside





**Post COVID-19**

**More digitalized  
lifestyles**

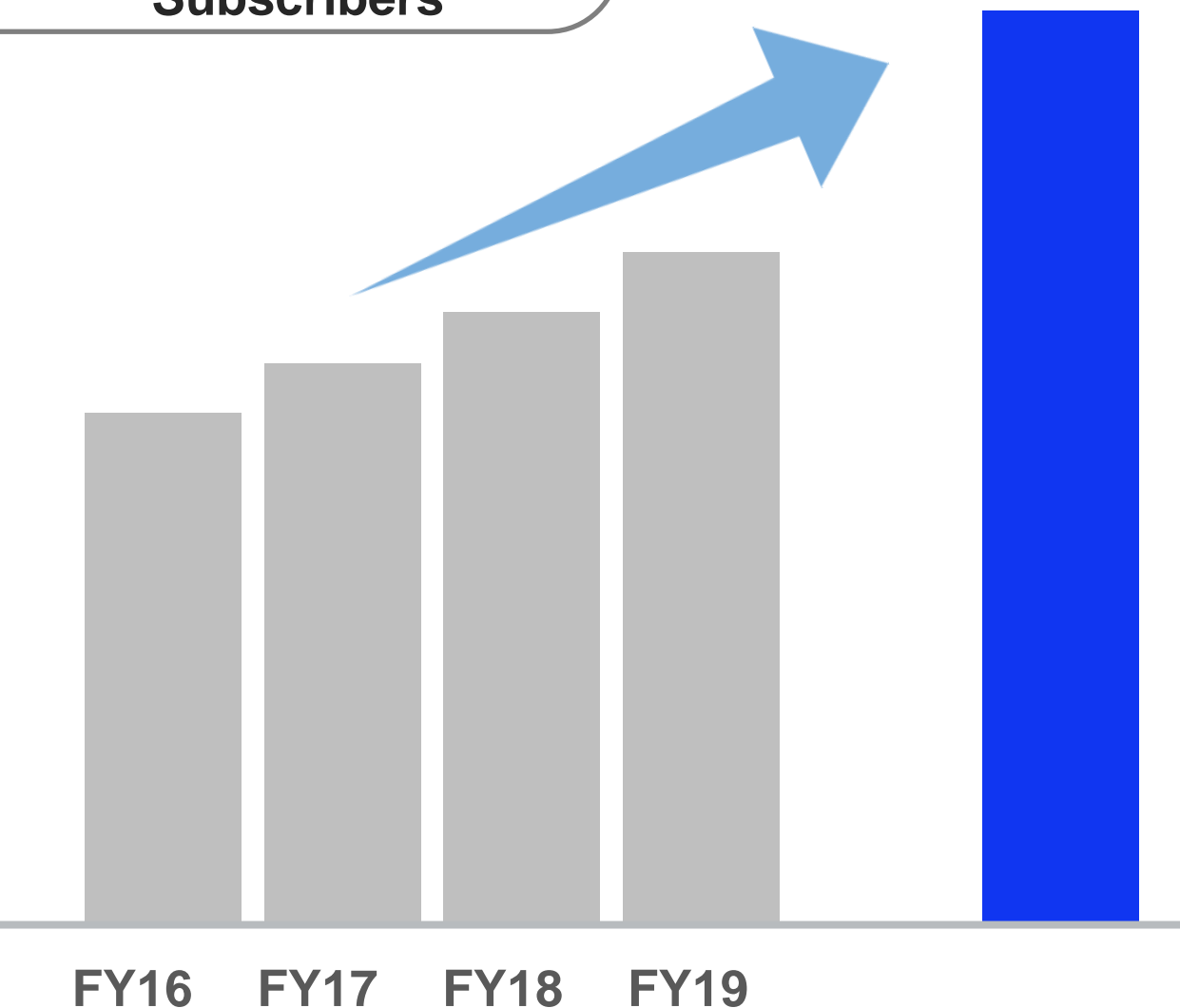


**Era of 5G**

**Bring more  
opportunities for  
smartphones**



Smartphone Cumulative  
Subscribers



# Smartphone will continue to drive growth





02

**Due to COVID-19, rapid increase in**

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# **Demand for Digitalization of Enterprises**

# Remote Access



**SmartVPN**

(New contracted IDs)

**18 times**



Sum of  
Mar to Apr 2019

Sum of  
Mar to Apr 2020

**Enable access to  
company's network**





# Web Conferencing System

zoom

(New contracted IDs)

41 times



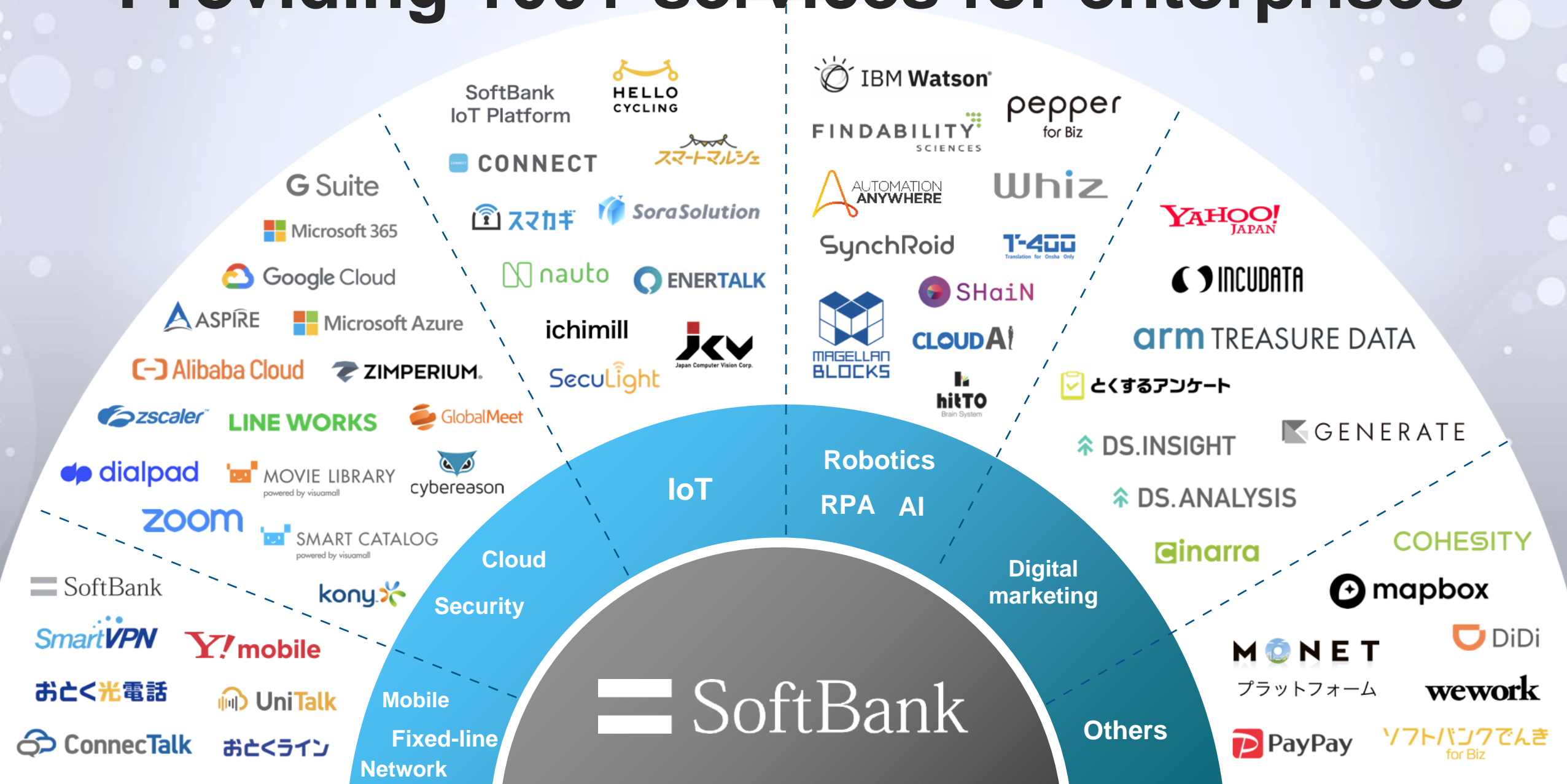
Sum of  
Jan to Feb 2020

Sum of  
Mar to Apr 2020

Enable remote  
meetings close to face-  
to-face experience



# Providing 100+ services for enterprises





# Performing sales activities remotely

Needs identification

Negotiation

Receiving orders

Support

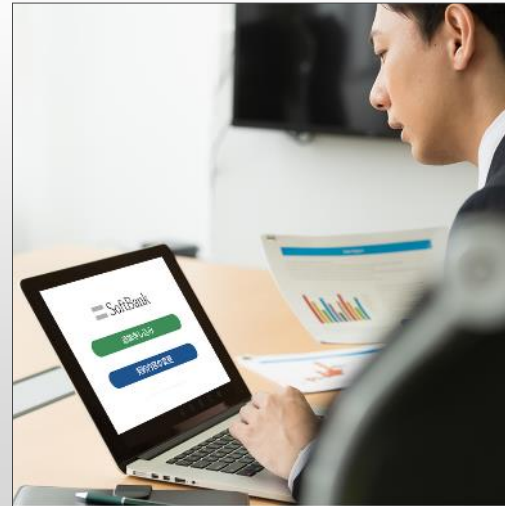
Online seminars



Web conferencing



Online orders



Remote settings/  
configuration

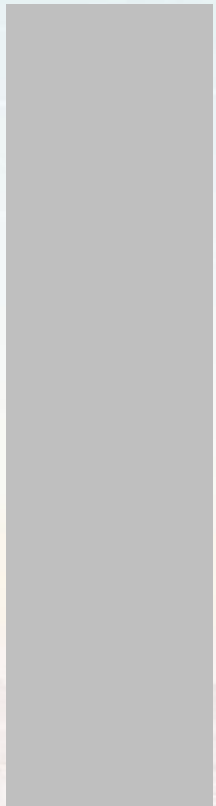


Email marketing



# Japanese companies are still halfway to digitalization

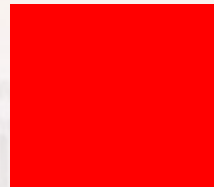
85%



38%



20%



Before COVID-19

## Telework adoption rate at Japanese companies

# 20%

(2019)

(Source)

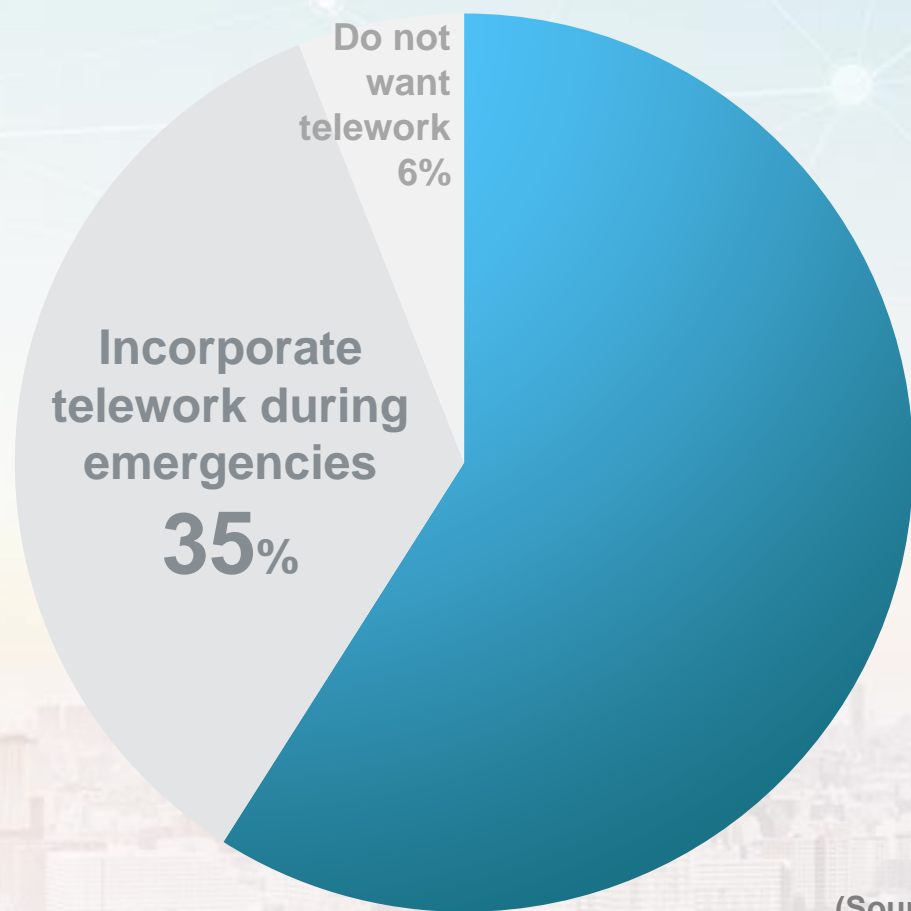
Data for Japan: "Survey of The Telework Population in Japan (FY2019)" by Ministry of Land, Infrastructure, Transport and Tourism  
Data for US and UK: "The Latest Trends and Future Policy Developments of Telework in FY2018" by Ministry of Internal Affairs and Communications



# Demand to grow significantly

**Now**

**Intend to incorporate  
telework in normal times**



**59%**

**(Apr to May 2020)**

(Source) “Single-source data for Apr – May 2020 period (Kanto area, workers aged 20-69)” by Nomura Research Institute that interviewed 1,021 people who conducted telework during the outbreak of COVID-19.



# Supporting digitalization of enterprises thoroughly in age of post COVID-19

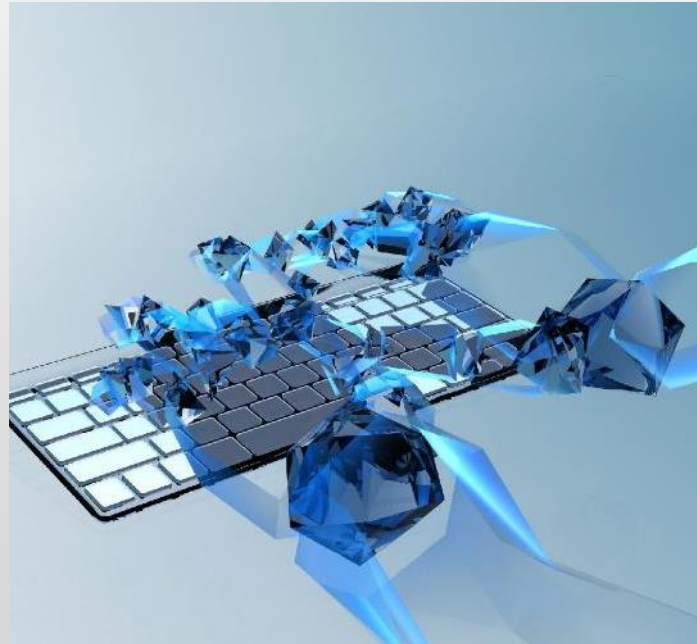
## Work style reform



## Digitalization progress check



## Full automation of business operations



## Supply chain upgrade



## Regional revitalization





# 5G brings more opportunities

**5G**  
SoftBank

Low  
latency

Mass machine  
connections

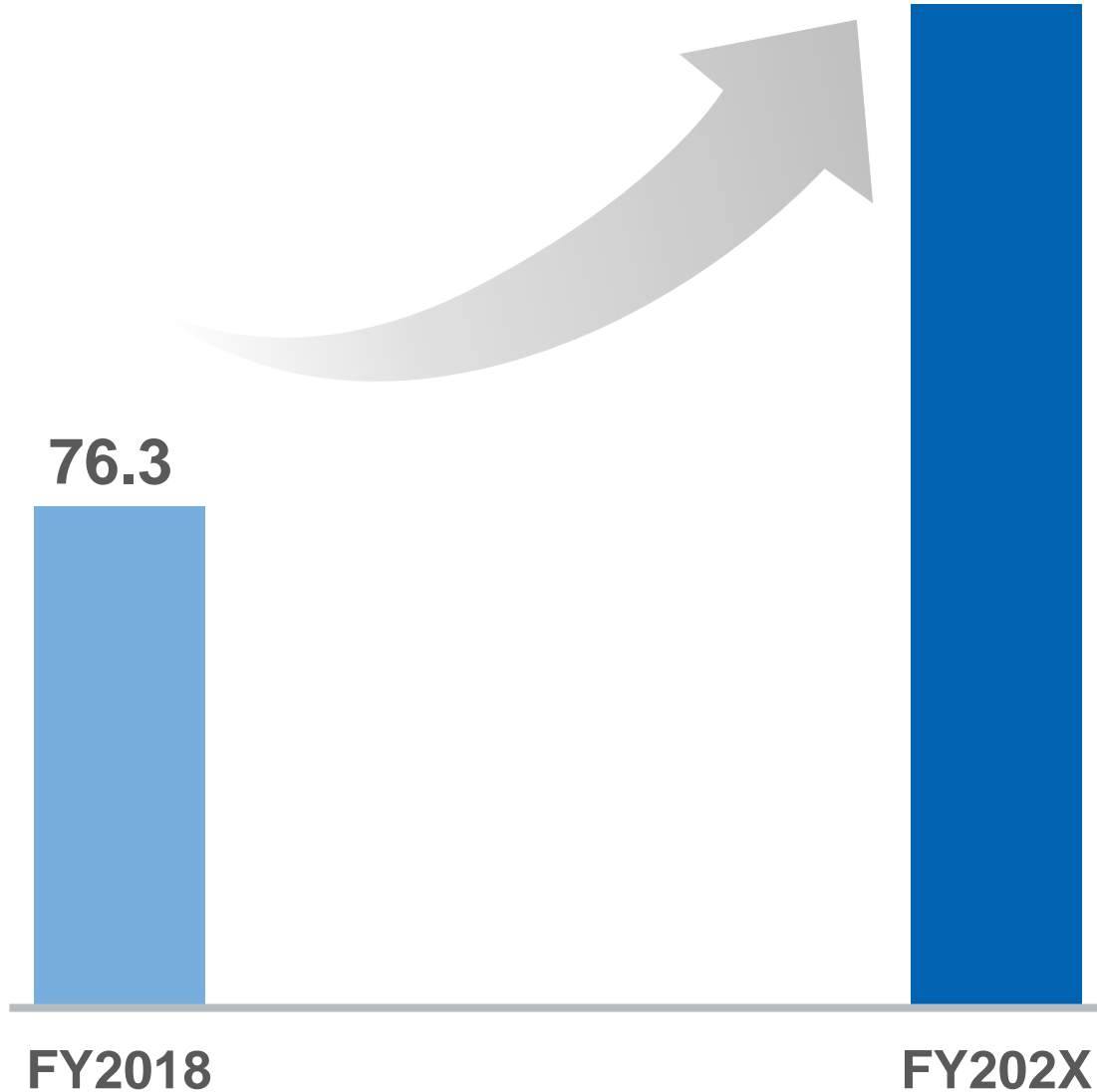
Ultra  
high speed



## Enterprise Operating Income

[JPY bn]

Double



**“Double Profit  
Plan”**  
announced last year

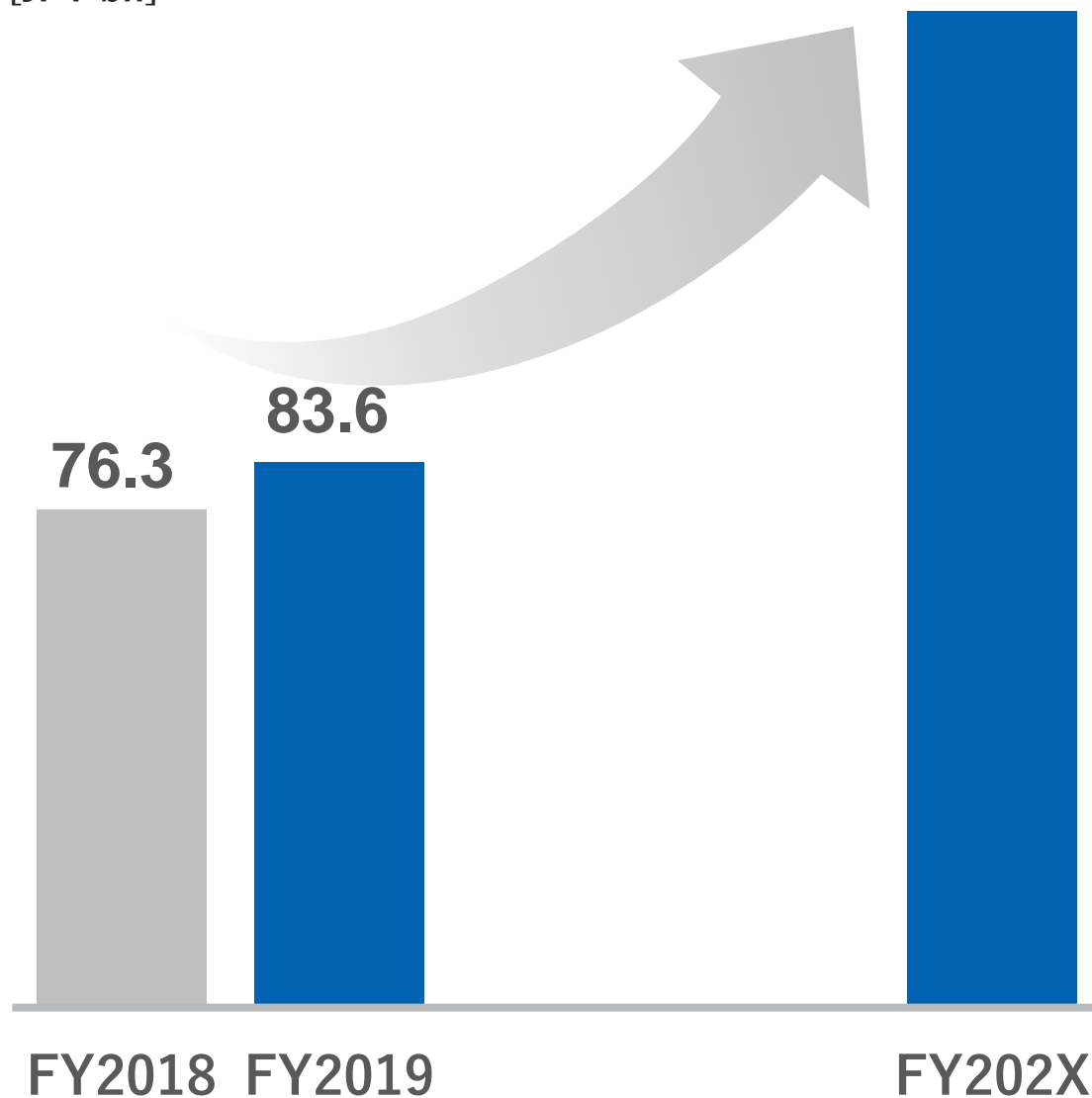


## Enterprise Operating Income

[JPY bn]

SoftBank

Double



**Steady  
progress**

03

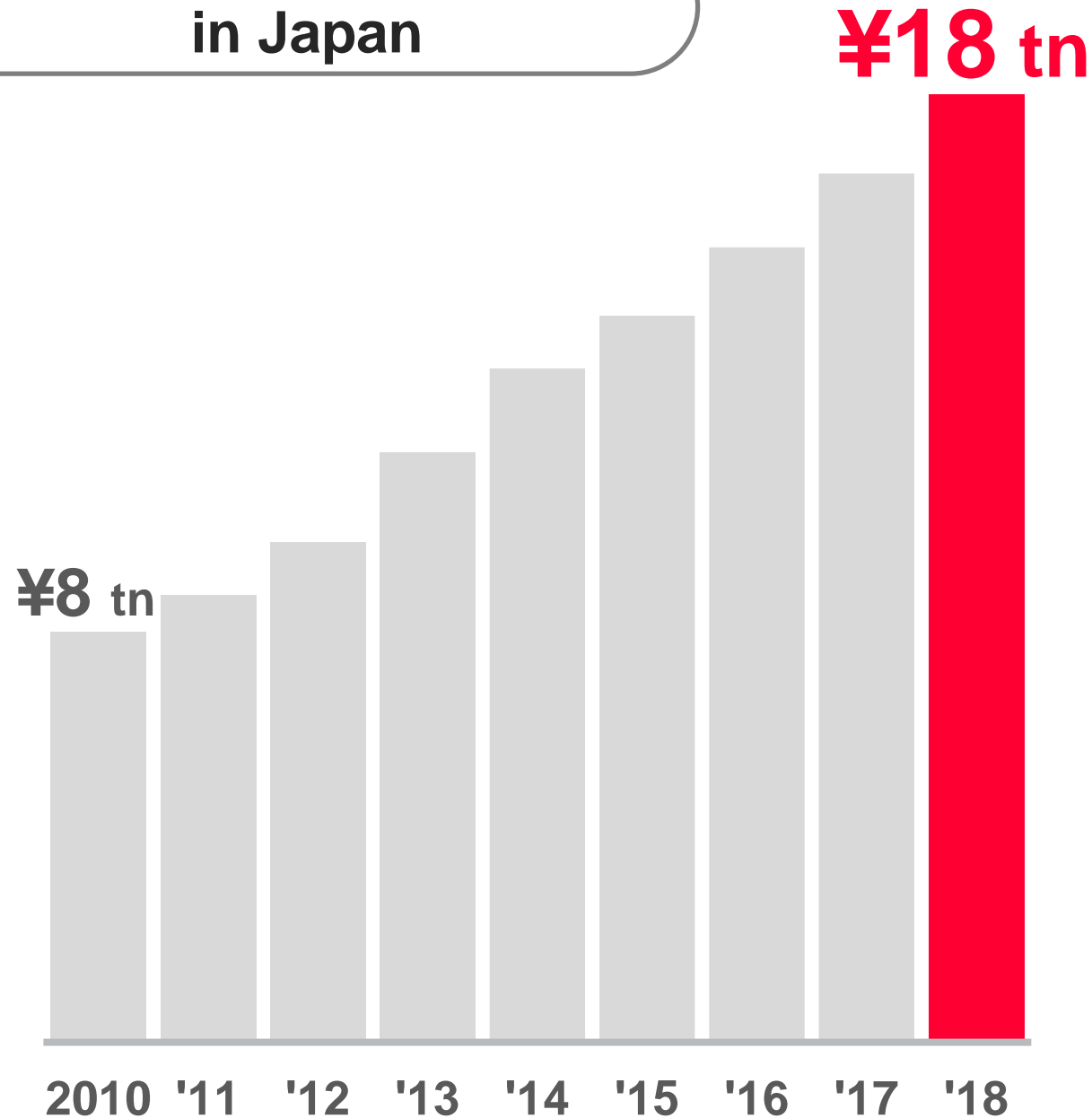
**New style of shopping boomed by  
staying-at-home economy**

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**E-Commerce**



## E-Commerce Market in Japan



## E-Commerce Market

Annual  
growth rate **9%**



(Source) "FY2018 Survey of Infrastructure Development Status for Data-driven Society in Japan" by Ministry of Economy, Trade and Industry

# Enhanced Yahoo's EC services thoroughly in FY2019



## New Services



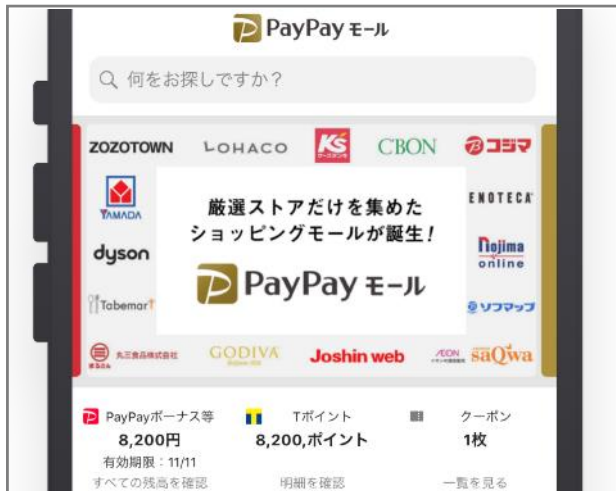
## Fashion



## Distribution

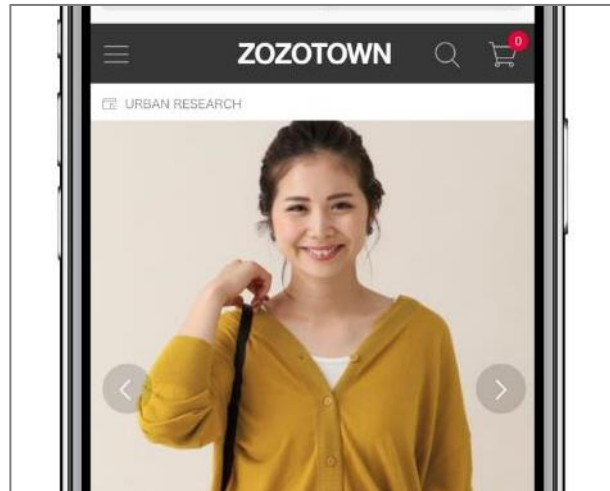
Oct 2019

Launched  
PayPay Mall  
PayPay Flea Market



Nov 2019

Acquired  
ZOZOTOWN, a major  
fashion EC website



Mar 2020

Announced  
Collaboration with  
Yamato Holdings

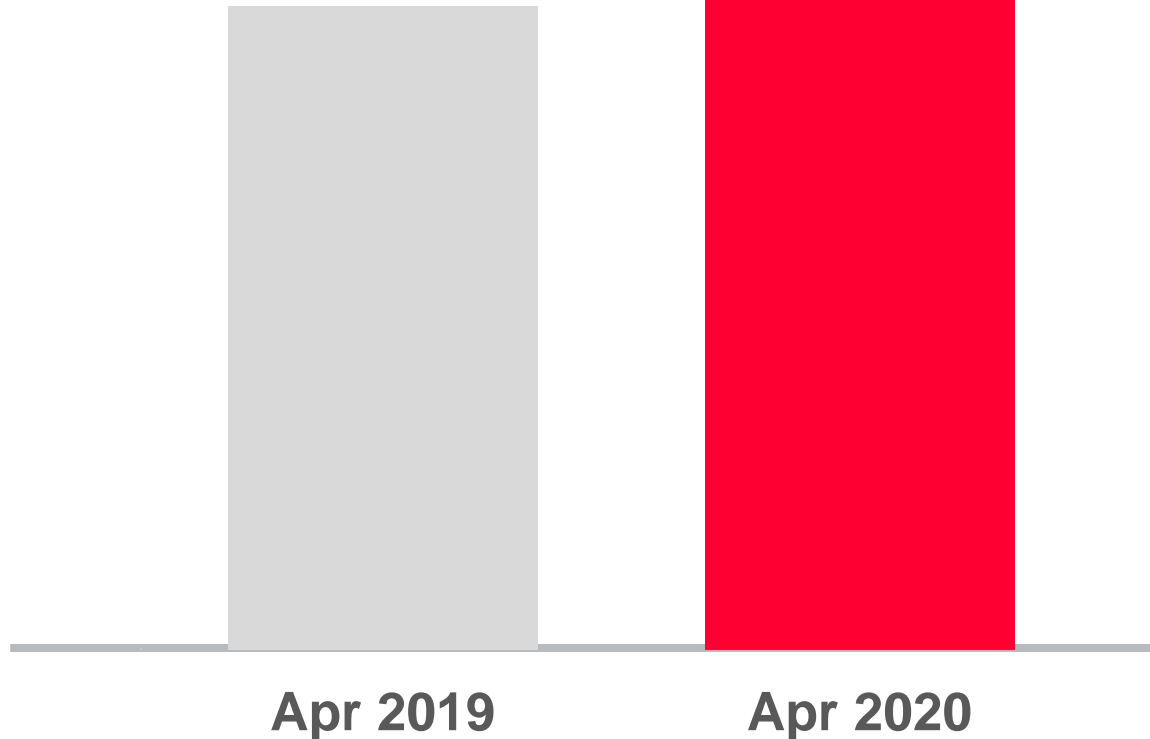




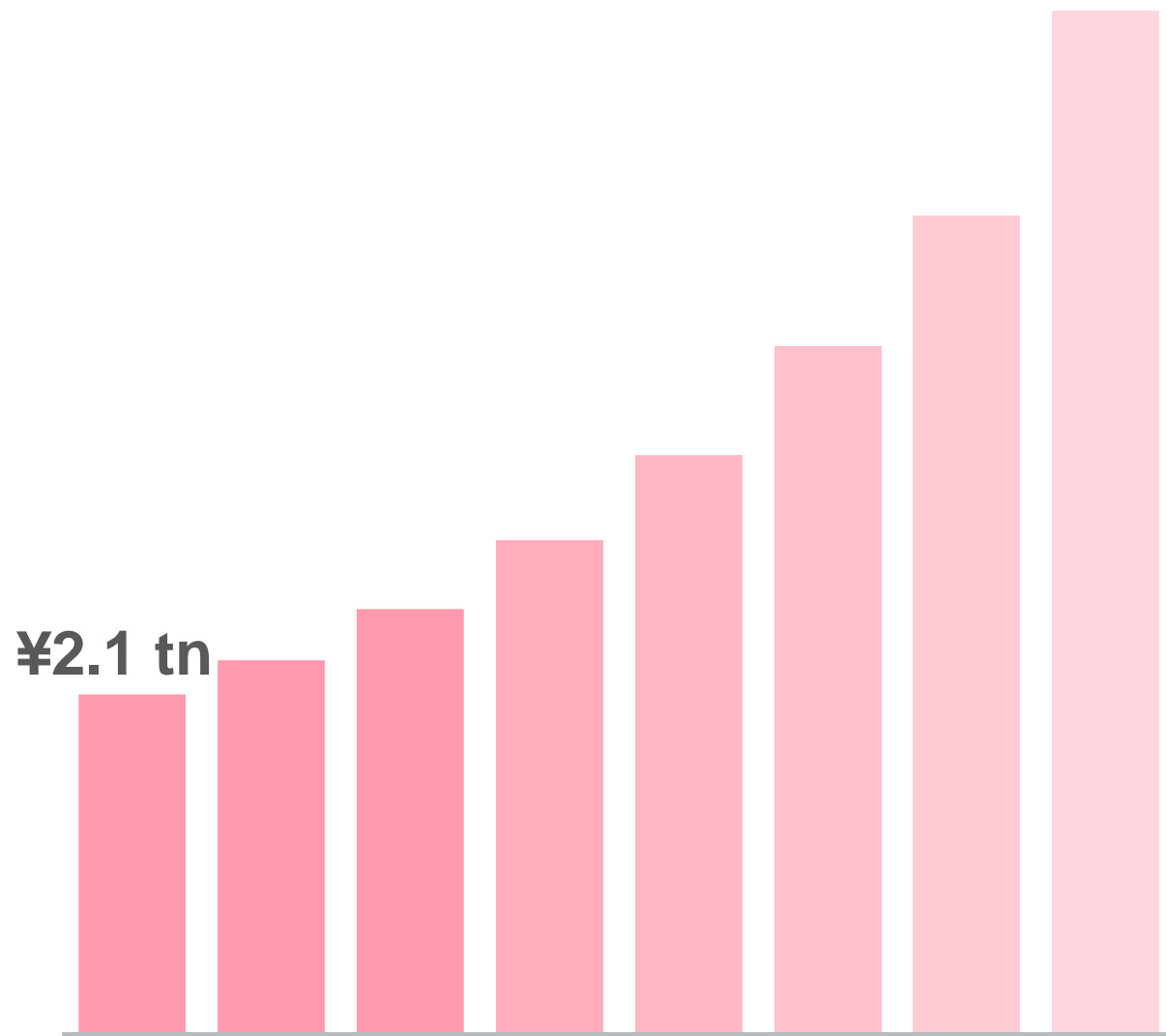
## E-Commerce Transaction Value

**Y!** ショッピング **1.4 times** “Stay-at-home” makes  
PayPay モール online shopping

# Surge



Yahoo Segment  
E-Commerce Transaction Value (Merchandise)



FY2019

# E-Commerce Aim for No.1 in Japan

**Y!** ショッピング

**PayPay** モール

**ZOZOTOWN**

**PayPay** フリマ

**LOHACO**

**ASKUL**

**ヤフオク!**



# SoftBank Growth Strategy

## Beyond Carrier



# Risk of using cash on payment





# Contactless cashless payment gaining attraction



# Contactless cashless payment gaining attraction



Cashless payment  
usage increased  
due to COVID-19

40%



(Source) "A Survey of Consumer Household Expenses  
During COVID-19" by Money Forward, Inc. (n=7,827)



# SoftBank Growth Strategy

## Beyond Carrier

1

**Smartphone  
Strategy**

2

**Demand for  
Digitalization  
of Enterprises**

3

**New style of shopping  
E-Commerce**

4

**Post COVID-19  
New Business  
Expansion**

**New Business  
Fields**

**Yahoo**

**Telecom  
Business**

# SoftBank Growth Strategy

# 5G +

1

**Smartphone  
Strategy**

2

**Demand for  
Digitalization  
of Enterprises**

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**New style of shopping  
E-Commerce**

4

**Post COVID-19  
New Business  
Expansion**

**New Business  
Fields**

**Yahoo**

**Telecom  
Business**



# FY2020 Plan

**Growth**

**New Record High**

¥920 bn

Operating  
income

FY18

FY19

FY20

**Shareholder Return**

**Continue to  
increase DPS**

¥86

Dividend  
per share

FY18

FY19

FY20





# Information Revolution — Happiness for Everyone



The logo consists of two horizontal gray bars stacked vertically, positioned to the left of the company name.

SoftBank