



The 35th Annual General Meeting of Shareholders

June 22, 2021

Disclaimer

Important Notice Regarding Forward Looking Statements and Other Information

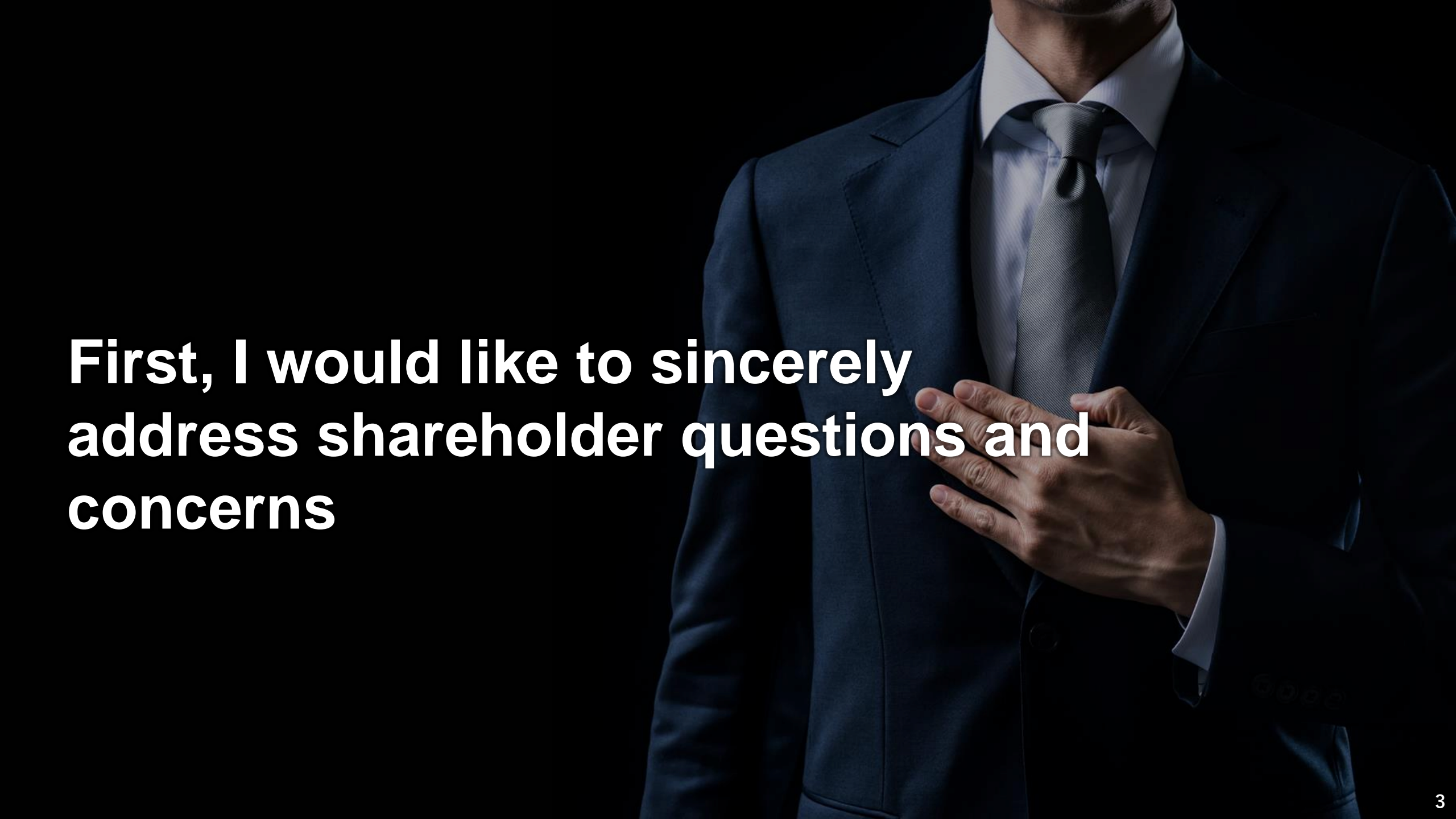
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I would like to share our mid- to long-term vision





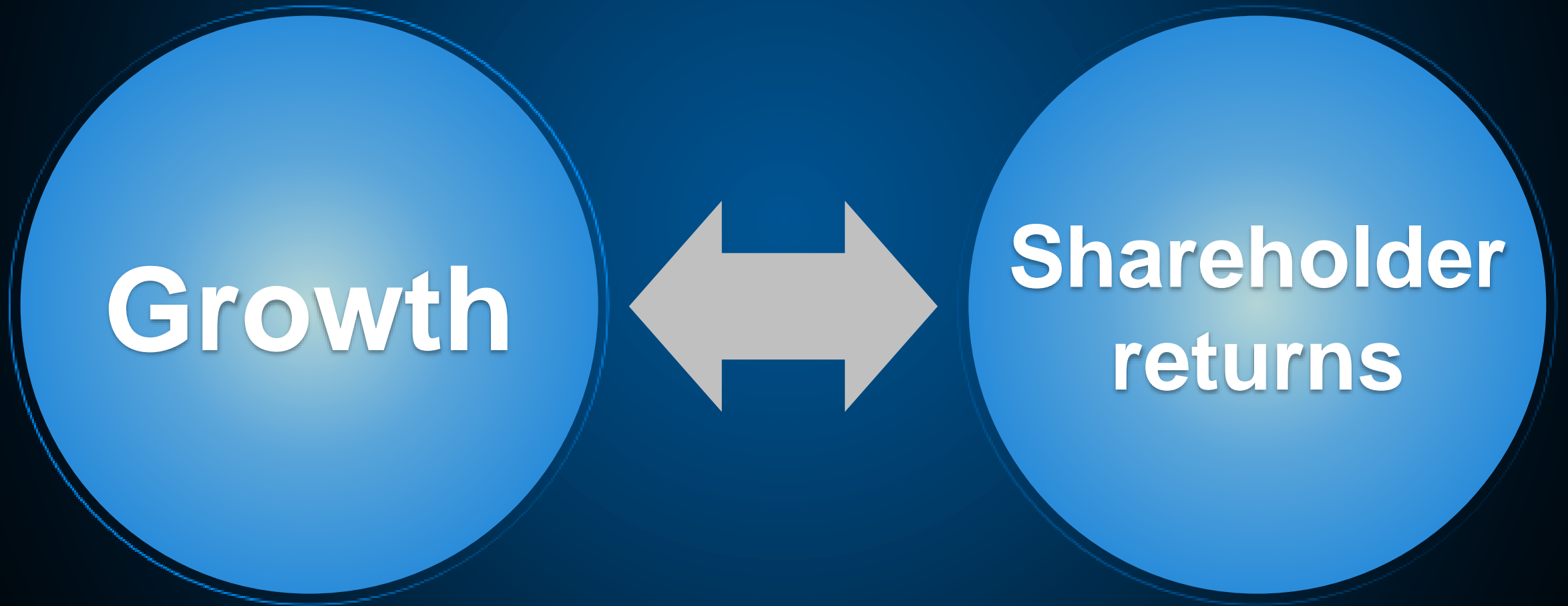
**First, I would like to sincerely
address shareholder questions and
concerns**


Q What is your shareholder return policy?

A combination of dividend payouts and share buybacks



Achieving both growth and shareholder returns



A large, stylized blue letter 'Q' is positioned on the left side of the slide, partially overlapping the text.

**What is the impact of mobile service
price reductions?**

We are facing severe market conditions in the telecom business

Price reductions



Stricter regulation




New entries



Spring 2021

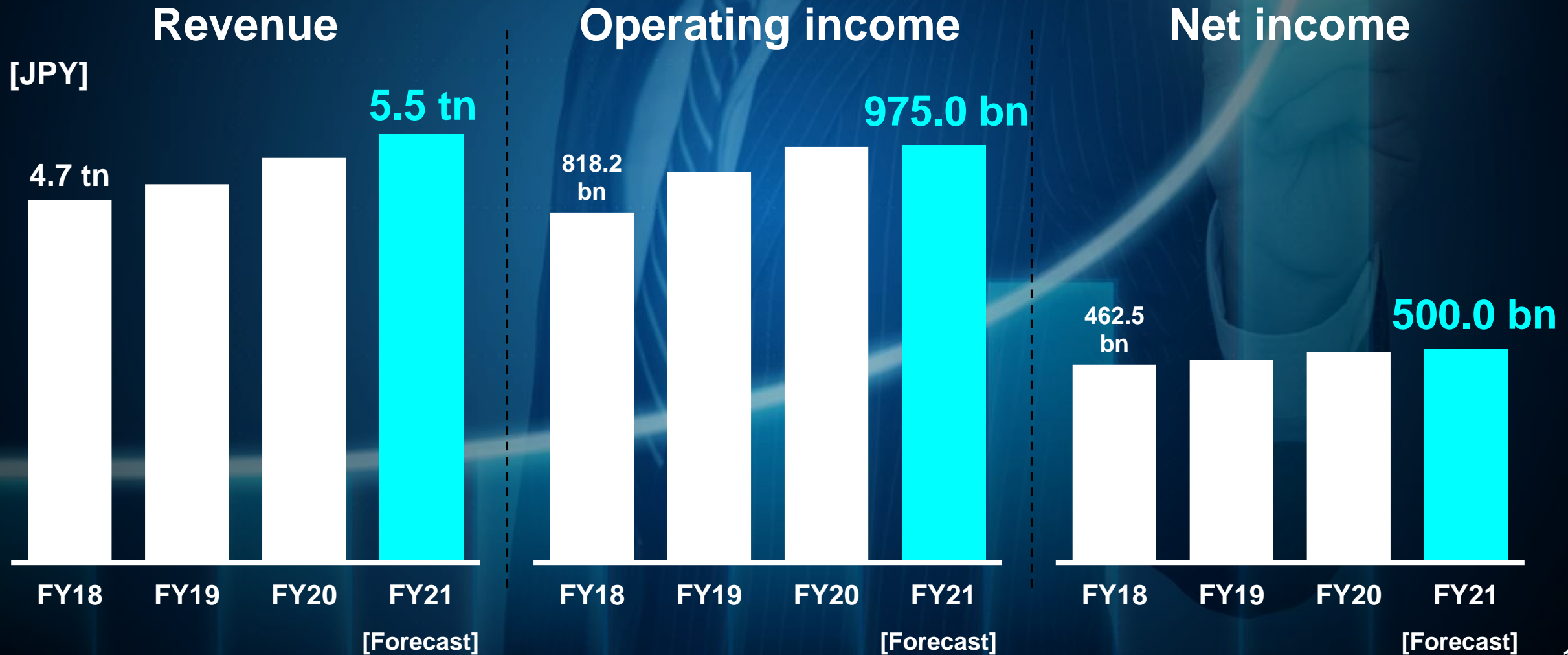
We implemented mobile service price reductions

※LINEの有料コンテンツを利用する場合は、別途お支払いが必要です。LINEサービス内でギガノーカウントが適用されない場合があります。
※メリハリ無制限 4,480円は、新みんな家族割3人適用、おうち割 光セットの場合 ※5G対象エリアは限られます。
※通話従量制のため別途通話料がかかります。 ※表示価格はすべて税抜き。

The background of the slide features a dark blue financial chart with various line graphs and bar charts. A large, thick, dark blue arrow points diagonally downwards from the top left towards the bottom right, emphasizing the negative impact mentioned in the text.

Negative impact of JPY 700 bn
is forecasted for operating income
in FY2021

However, record high profits are expected in FY2021



The background of the slide features a dark blue gradient. Overlaid on this is a faint, semi-transparent image of a businessman in a pinstriped suit and tie. To the right of the businessman, there is a faint bar chart with several vertical bars of increasing height. A white, curved arrow starts from the bottom left and points towards the top right, passing over the bar chart.

Q Why can SoftBank grow profits?



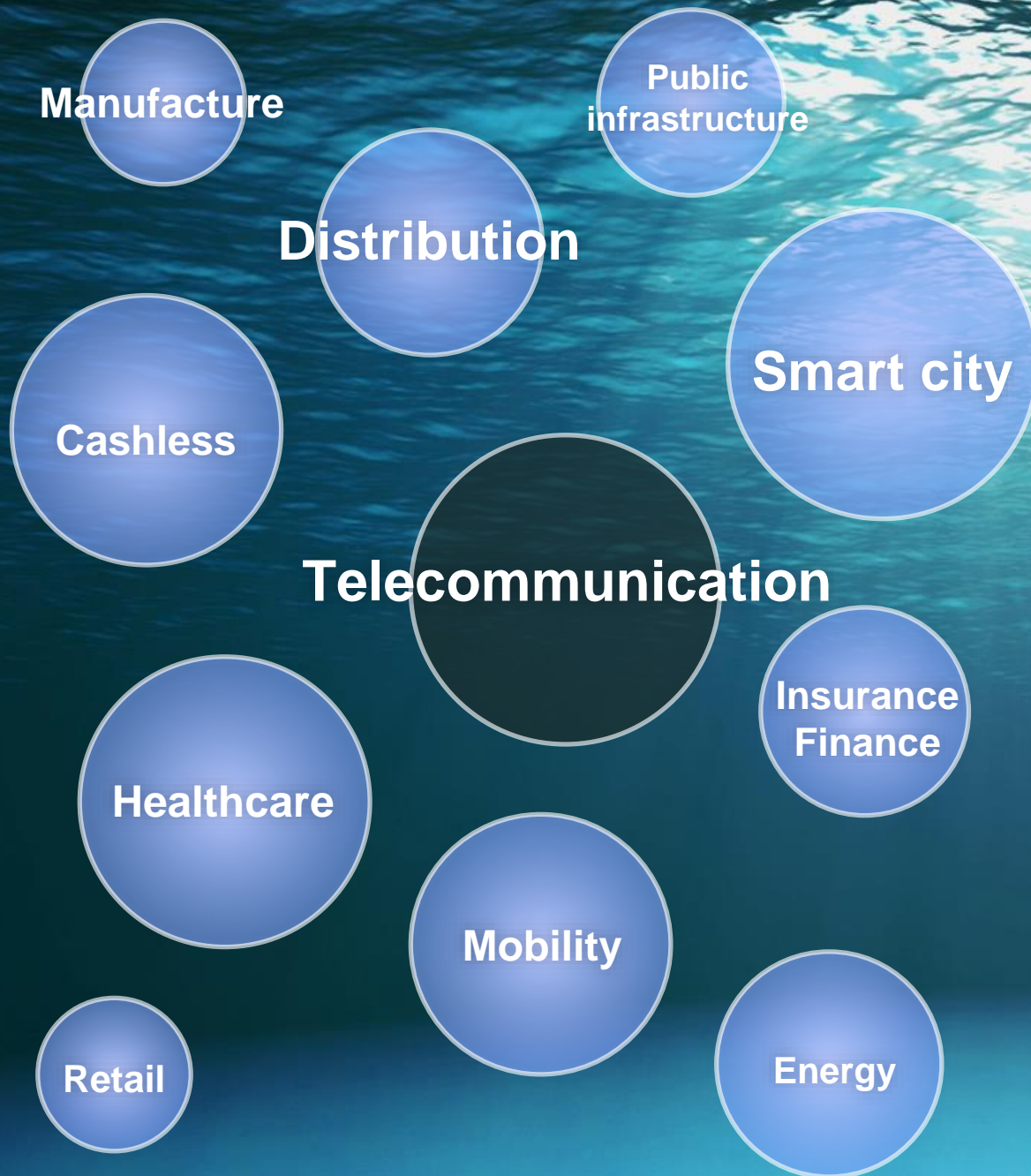
**Because SoftBank is no longer
just a telecom company**



Telecom market
JPY 19 tn

Digital technology is transforming all markets





Targeting all markets

JPY 1,000 tn

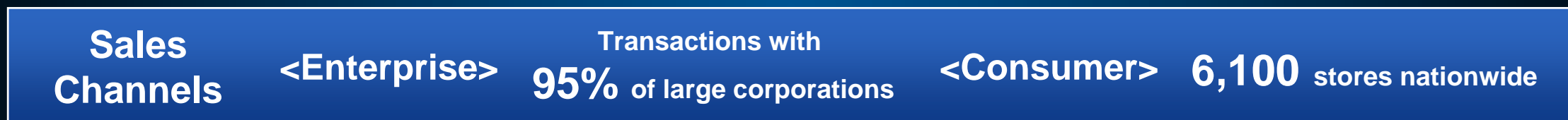
(Nominal GDP of all industries)

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**Why can SoftBank lead digitalization
in Japan's market?**

Our business foundation with compelling no. of customer touchpoints

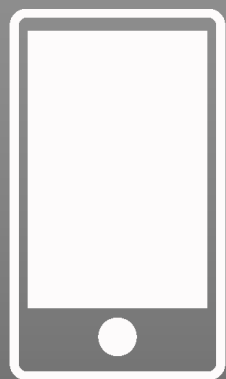
Customer touchpoints



(Notes) [No. of contracts] Total No. of mobile main subscribers (47.285 mil) and broadband (8.139 mil) (as of Mar 2021) / Yahoo! JAPAN: No. of annual logged-in user IDs (as of Mar 2020) / PayPay: No. of cumulative registered users (As of Jun 2021) / LINE: No. of monthly active users in Japan (as of Mar 2021) [Sales Channel] Enterprise: Approximate percentage of listed companies with revenue of JPY 100 bn or more that have transaction with SoftBank Corp. (As of Feb 2021) / No. of stores: Total of SoftBank and Y!mobile brands' directly-managed stores, agents, mass merchandisers and other retail channels (As of Mar 2021) [Human Resources] Sales force: No. of SoftBank Corp.'s sales staff (Mar 2021) / No. of engineers: Total of the engineers in SoftBank Corp., Yahoo Japan Corporation and LINE Corporation. (As of Mar 2021)

Compelling customer touchpoints

 SoftBank



Mobile
/ Broadband

No. of contracts
55 mil

YAHOO!
JAPAN



Online media
/ Shopping

No. of users
80 mil

 PayPay



Cashless payments

No. of users
40 mil

LINE



Messaging app

No. of users in Japan
88 mil

(No. of global users :187 mil)

(Notes) [No. of contracts] Total No. of mobile main subscribers (47.285 mil) and broadband (8.139 mil) (as of Mar 2021) /Yahoo! JAPAN: No. of annual logged-in user IDs (as of Mar 2020) / PayPay: No. of cumulative registered users (As of Jun 2021) / LINE: No. of monthly active users in Japan (as of Mar 2021)

Strong sales force

Transaction with
95% of large corporations

**6,100 stores
nationwide**

Sales staff approx. 15k

(Notes) Transaction with large corporation: Approximate percentage of listed companies with revenue of JPY 100 bn or more that have transaction with SoftBank Corp. (As of Feb 2021) / No. of stores: Total of SoftBank and Y!mobile brands' directly-managed stores, agents, mass merchandisers and other retail channels (As of Mar 2021) [Human Resources] Sales force: No. of SoftBank Corp.'s sales staff (Mar 2021)

High technology capabilities



5G & IoT technologies



**Cutting-edge
AI research**

Engineers approx. 10k (AI / IT engineers 8k)

At important position connecting companies/municipalities and individual users

= SoftBank

**Companies /
municipalities**



**Want to deliver
services to many
users**

Services



Strong sales force

Transactions w/ **95%**
of large corporations

6,100 stores
nationwide

Approx. **15k** group sales

Technology capability

Engineers approx. **10k**

Individual users



**Want to use
convenient services
with familiar apps**

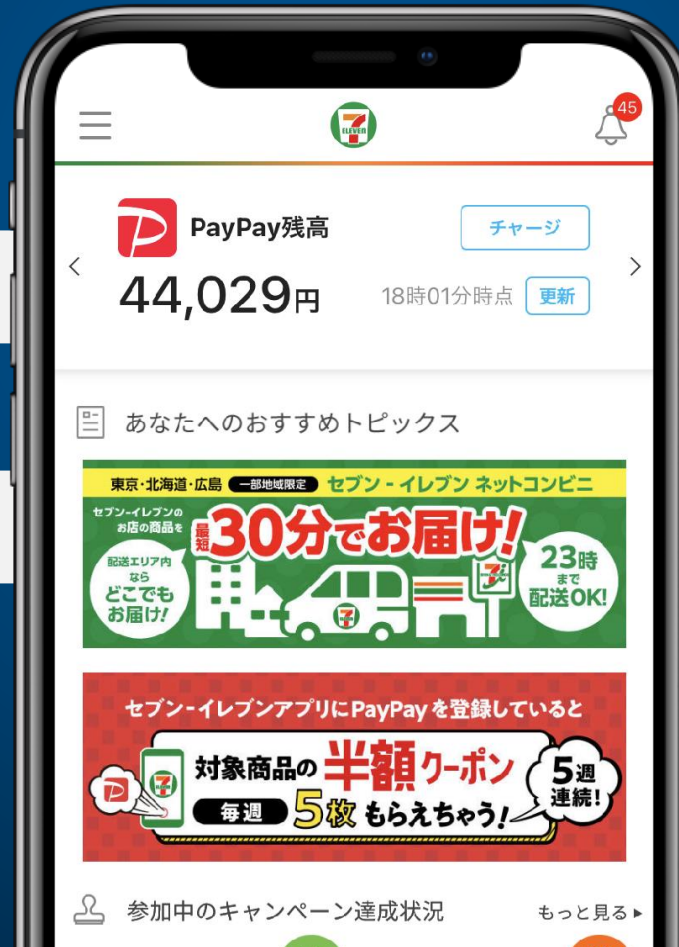
PayPay and 7-ELEVEN

PayPay app embedded in 7-ELEVEN app

7-ELEVEN



App users surge



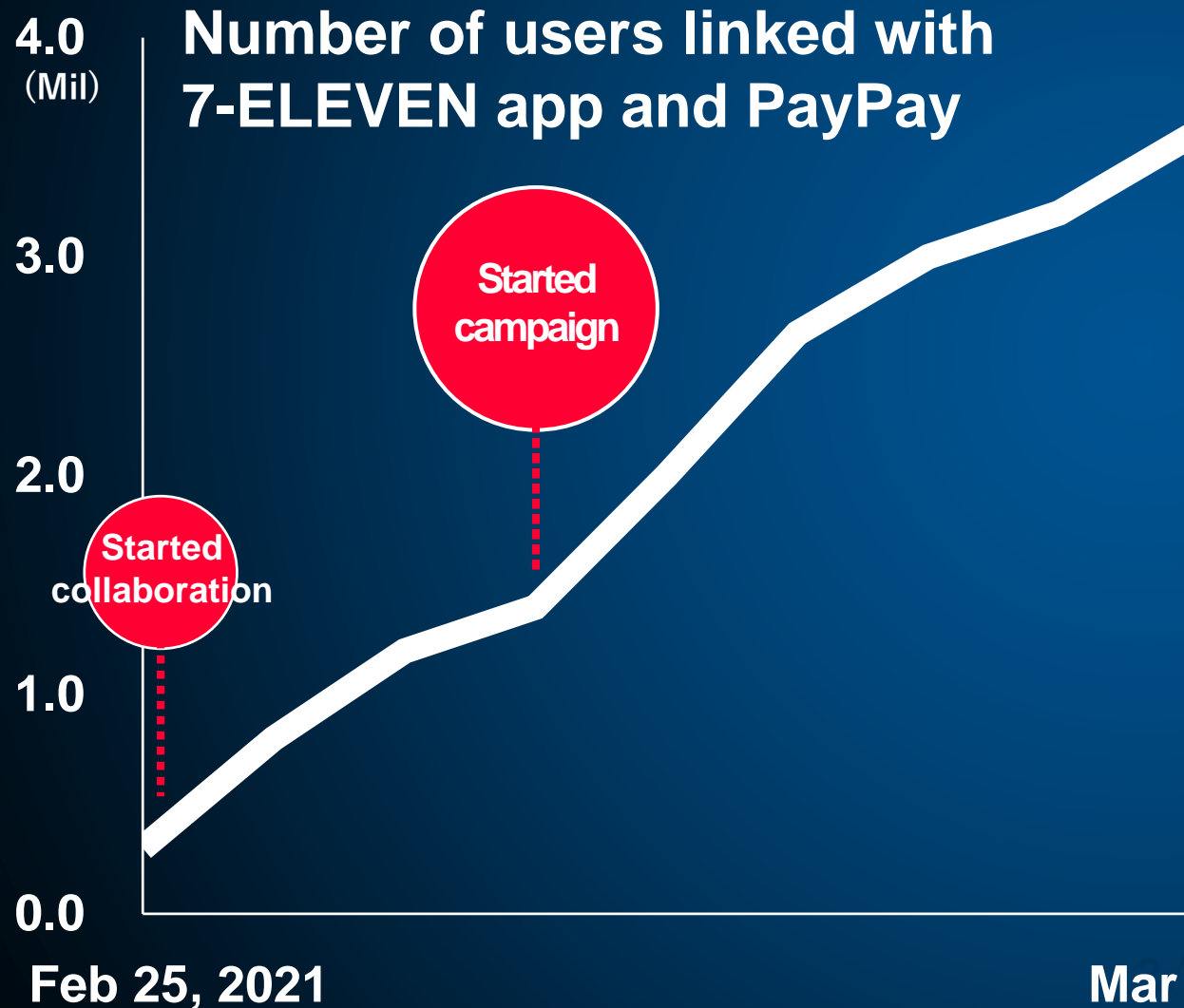
User



Discount coupons
Easy payments

(Note) The images are for reference only

PayPay and 7-ELEVEN



Exceeded **3.5 mil**
in one month



(Source) PayPay Corporation

LINE and Yamato Transport

Scheduled delivery or absence notifications via LINE /
Redelivery request handling by LINE talks

Yamato Transport



User



Improved convenience
for receiving

LINE and Yamato Transport



(Mil)
Yamato Transport
No. of friend registrations to LINE official account

Approx. **47.40 mil**

(As of June 14, 2021)

Jan 2016

End of May 2021



Accelerating digitalization for further growth



Enterprise digitalization



Society digitalization

Accelerating digitalization for further growth



**Enterprise
digitalization**



**Society
digitalization**



**Daily life
digitalization**

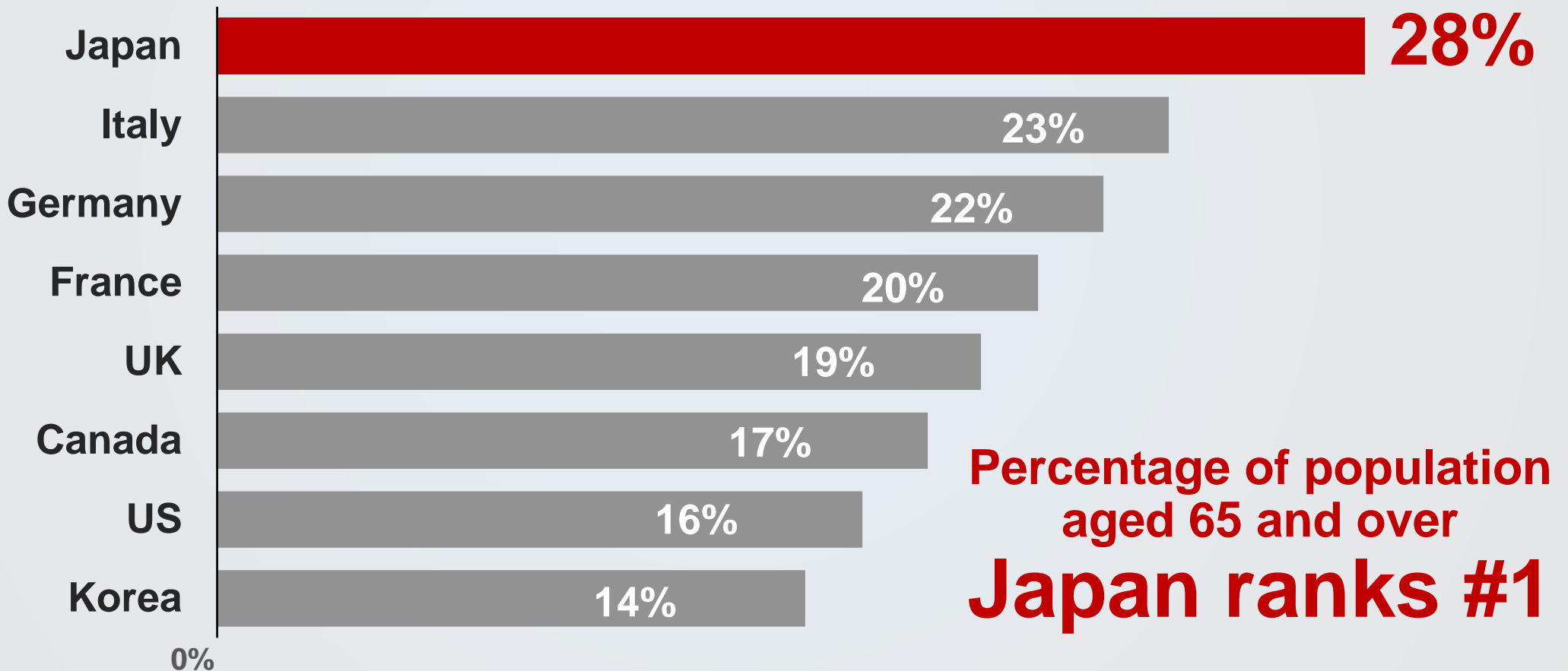
Mid- to Long-term Vision



**Solving social issues leads to
future growth of SoftBank**

Low birth rate and aging population advancing in Japan

Percentage of the population aged 65 and over (2018)



Challenges Japan's super-aging society facing

Accidents of elderly

55%
of traffic deaths are people aged
65 and over



Inconvenience of transportation

Feel inconvenience in regular
transportation

More than **40%**

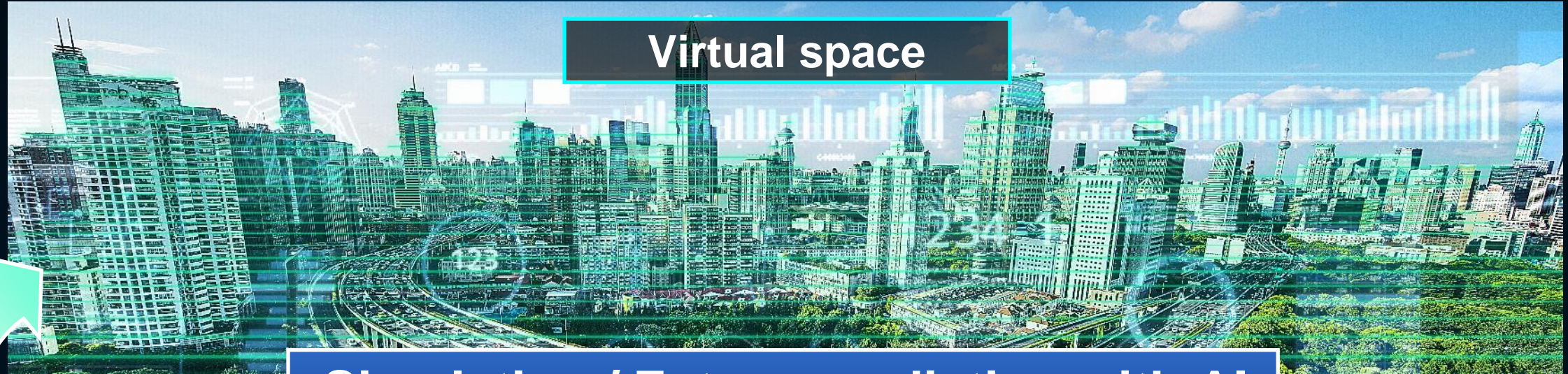


Focused technology for solving social issues

Digital Twin

Digital Twin

Simulate in virtual space, optimize in real space



Simulation / Future prediction with AI



Real space

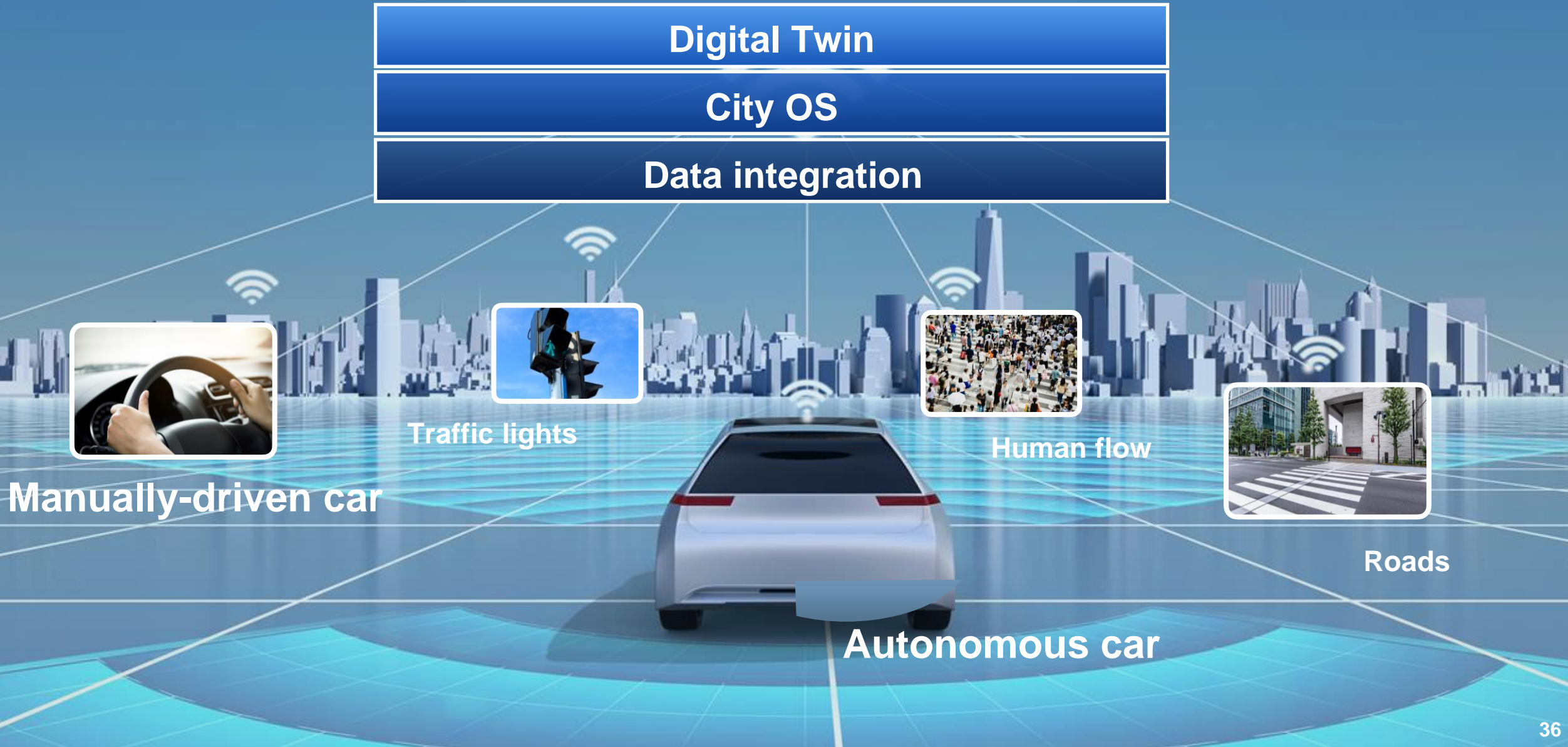


**Current Digital Twin
= Car navigation system**

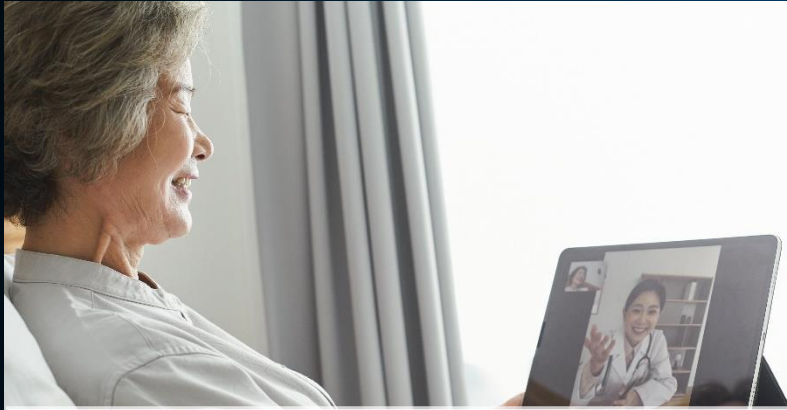
**Simulate on a virtual map and
suggest the best choice for real route**



Future Digital Twin: society-wide optimization



SoftBank optimally provides and promotes digital technologies to society



Online medical care



Cashless



Online education



Robot cleaning / security



Drone agriculture



Automated delivery



**Issues that
Japan is facing**



**Issues that other
countries will face**



Beyond Japan

Digital services started in Japan to spread to the world

Through power of digital technology to become
The corporate group needed most
by people around the world



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

SoftBank