



The 36th Annual General Meeting of Shareholders

June 23, 2022

Disclaimer

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Comprehensive Digital Platformer

= SB C&S

= SB Players

wework

mapbox

さとふる

WIRELESS CITY PLANNING

Tabist

Japan Computer Vision Corp.

INCUDATA

ZIMPERIUM
ADVANCED MOBILE SECURITY

HAPS MOBILE

FINDABILITY
SCIENCES

= SB Technology

PayPay 銀行

YAHOO!
JAPAN

LINE

zozo

BOLDLY
UPDATE MOBILITY

MONET
MONET TECHNOLOGIES INC.

PayPay

agoop

HT | HEALTHCARE
TECHNOLOGIES

cybereason®

J.Score

Demaecan

IDCFrontier

= SB Power

ENCORED

= SB Payment Service

ITmedia Inc.

PayPay 証券

休.com

Open Street

BBIX
Internet Exchange

DiDi

Odds Park

= SoftBank

Implement Digitalization in All Industries



4G



Communication
(People to Internet)

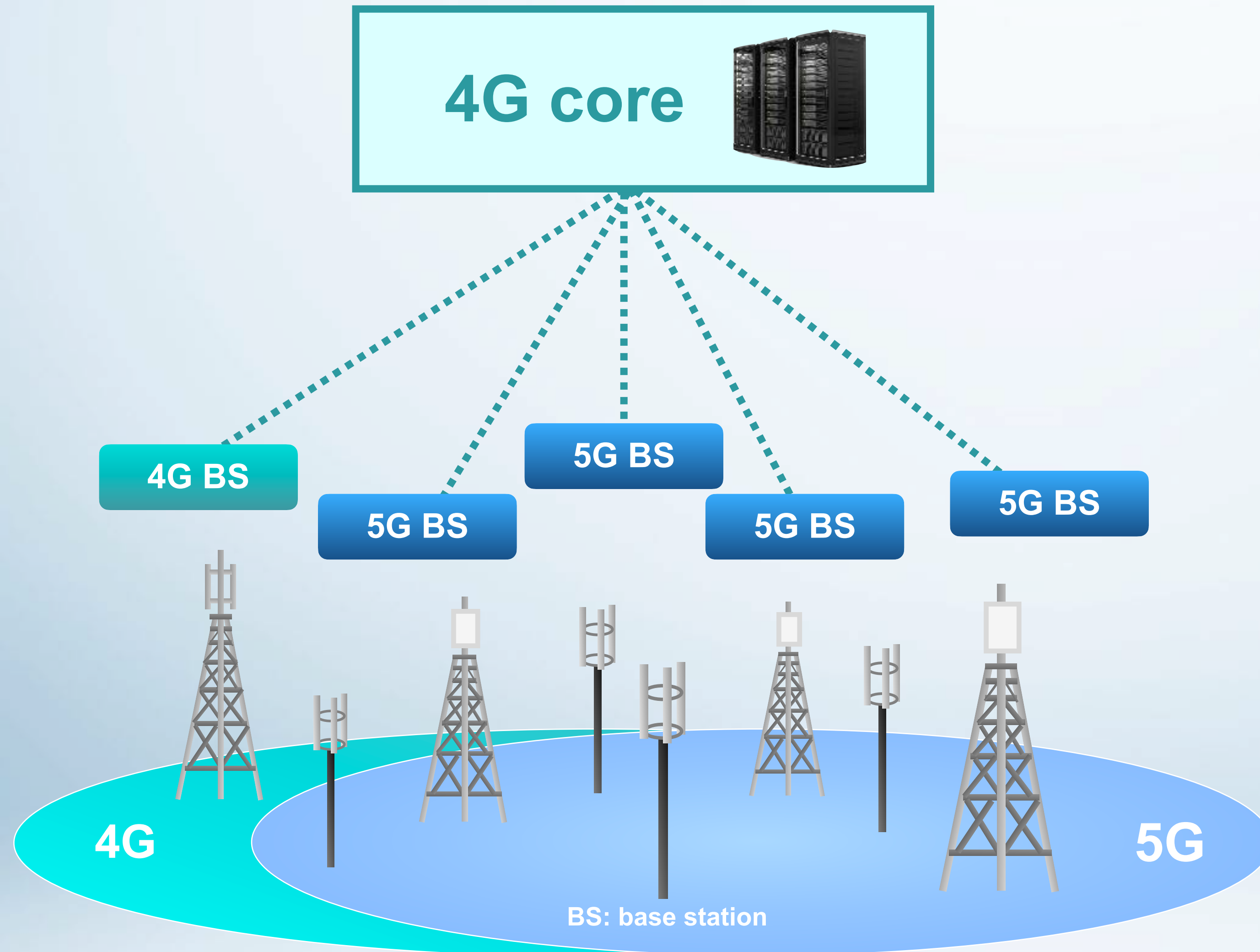
5G



Industrial foundation
(People to things/
Things to things)

5G in Migration Phase: NSA Structure

(Non Stand Alone)

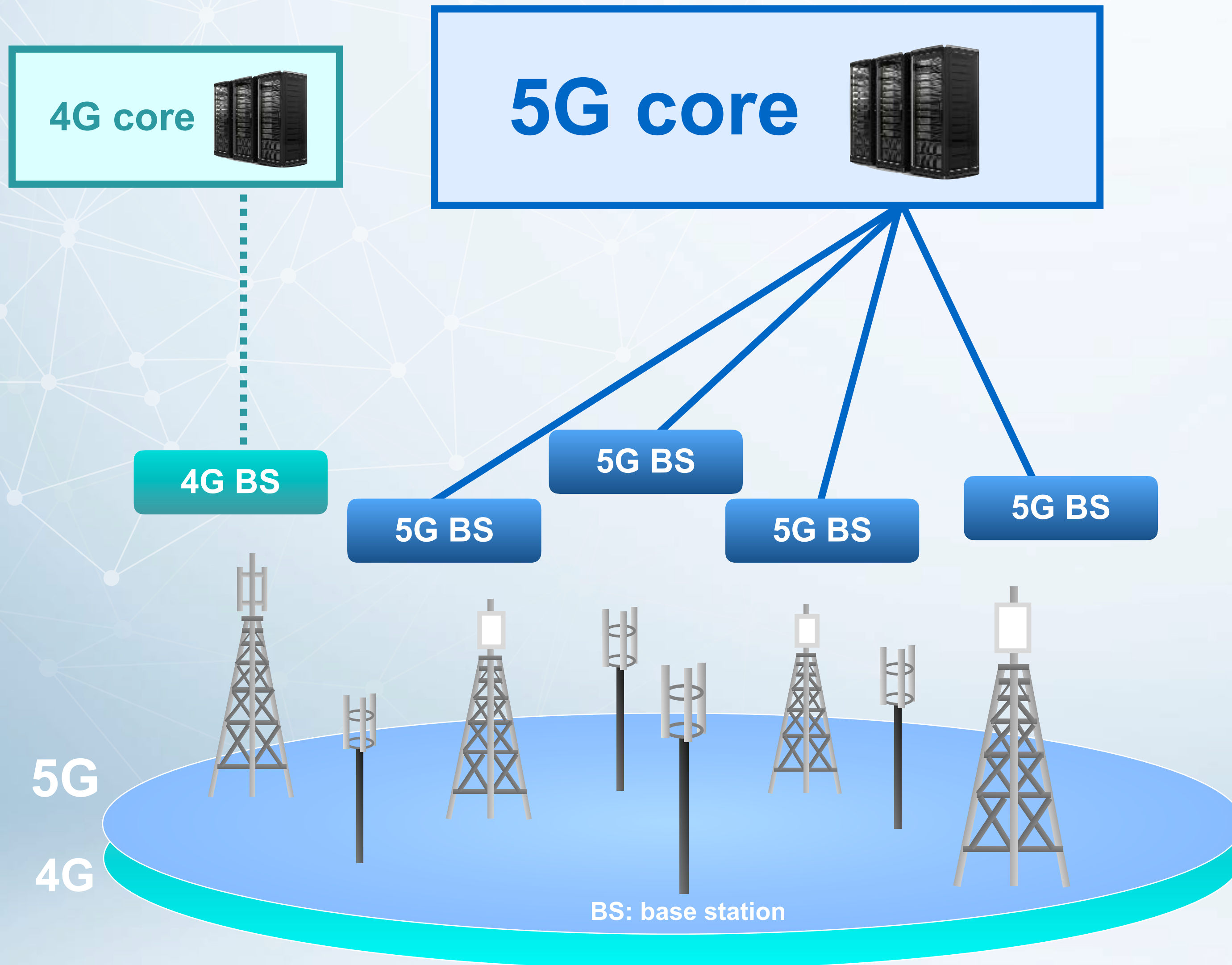


**Ultra-high speed and
large capacity**



True 5G: Structure of SA

(Stand Alone)



**Low latency/Massive
machine connections**

+

**Ultra-high speed
and large capacity**



5G in Migration Phase

**Ultra-high speed/
large capacity**



Smartphone



Face authentication



Online meeting



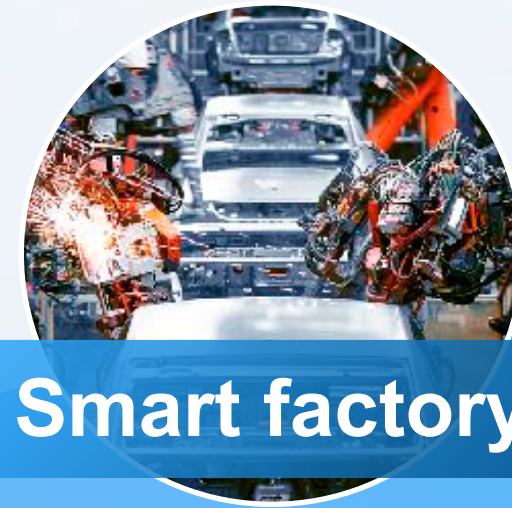
Smart home



AR/VR/FR

Evolved 5G Features

Low latency



Smart factory



Unmanned warehouse



Unmanned store



Remote operation

**Ultra-high speed/
large capacity**



Smartphone



Face authentication



Online meeting



Smart home



AR/VR/FR

True 5G penetration leads to dramatic society change

Massive machine connections

Autonomous driving

Smart city

Remote operation

Unmanned store

Unmanned warehouse

Smart factory

Low latency

**Ultra-high speed/
large capacity**

Smartphone

Face authentication

Online meeting

Smart home

AR/VR/FR

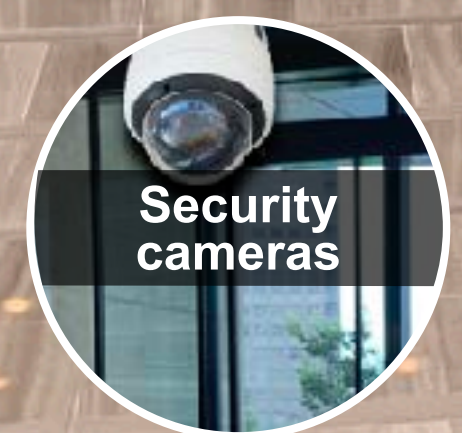
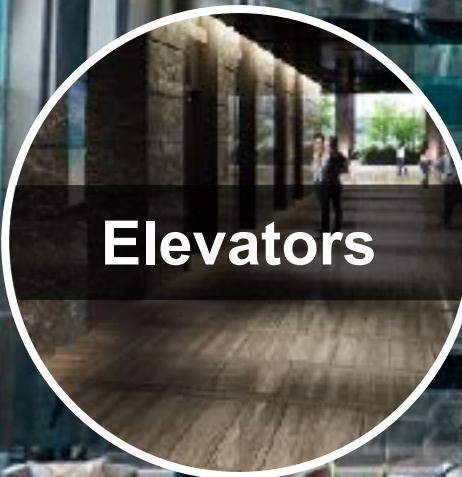
True 5G = Connect entire society digitally



Data generated by digitization creates new value



Data Utilization at Takeshiba HQ (Smart Building)

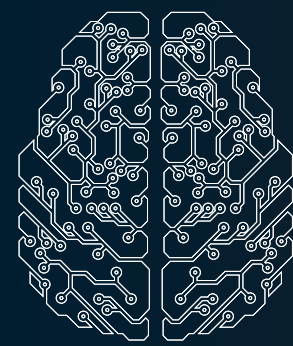


Office workers

Tenants

Building management

Data Utilization for Tenants



**Demand
forecast**



**Human flow
data**



Event data



**Face authenti-
cation**



Weather data



Congestion data



Store data

Workforce optimization



**Sending customers
to stores**



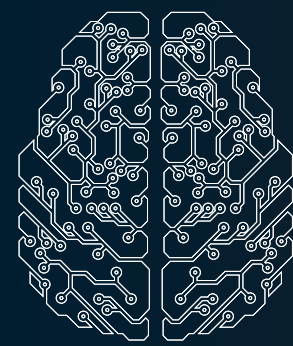
**Opportunity loss
reduction**



Food loss reduction



Data Utilization for Building Management



Automatic
optimization
using AI

Temperature/
humidity

Waste
monitoring

Cleaning robot

Environment
data

Human flow data

Face authenti-
cation

Security
guard
placement
plan



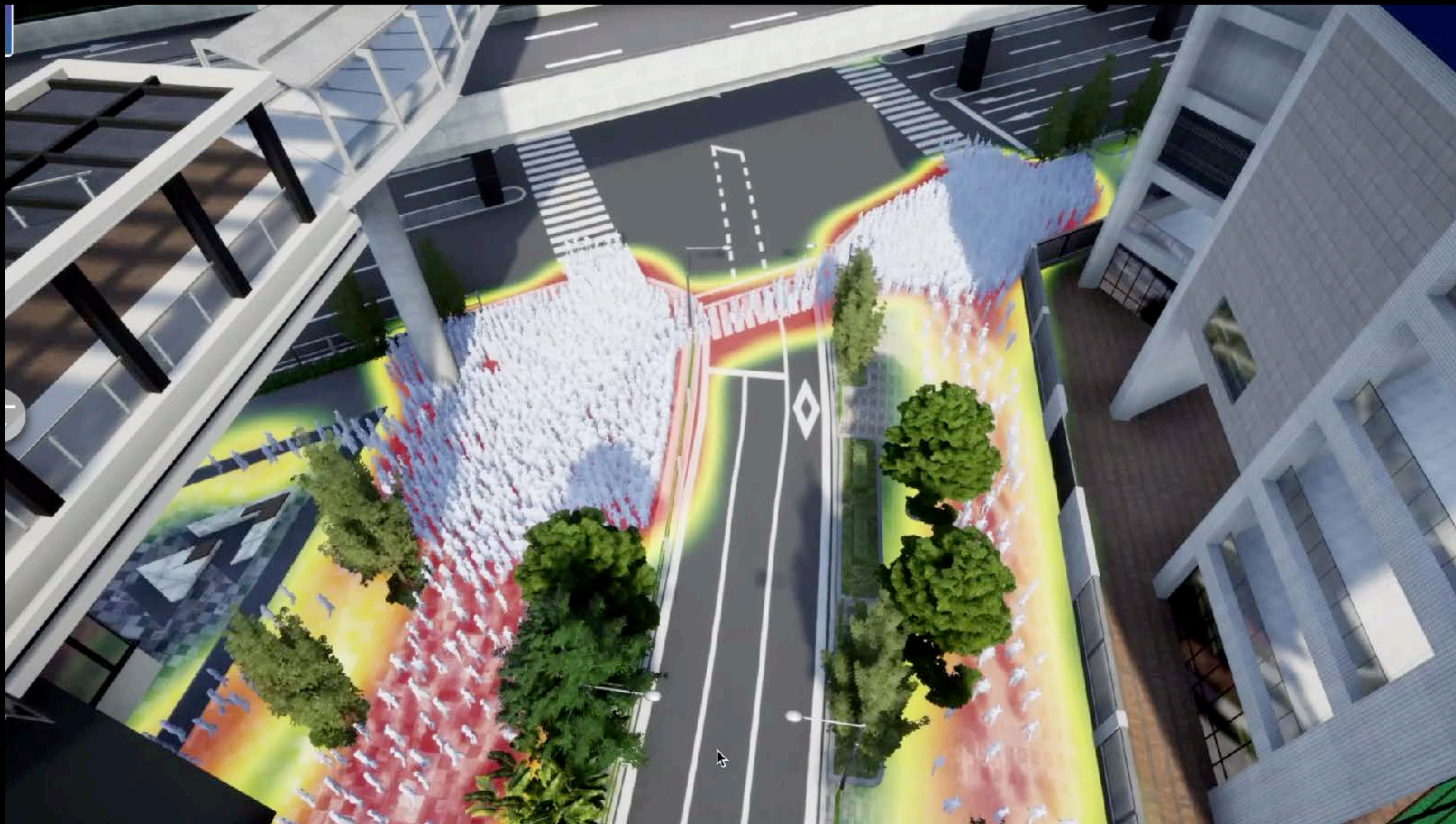
Cleaning
staff
placement
plan



Congestion
state
simulation



Human Flow Congestion Simulation



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Evolution to Next-generation Social Infrastructure

Established Advanced Technology Research Institute



**Early Implementation of Cutting-edge
Technologies into Society**

R&D Theme Example

Autonomous driving





Key Component of Autonomous Driving = Digital Map (High-precision 3D map)

Traffic signals/
Road signs

Objects (Human)

Road edge

Objects (Buildings)

Lane center line

Lane dividing line

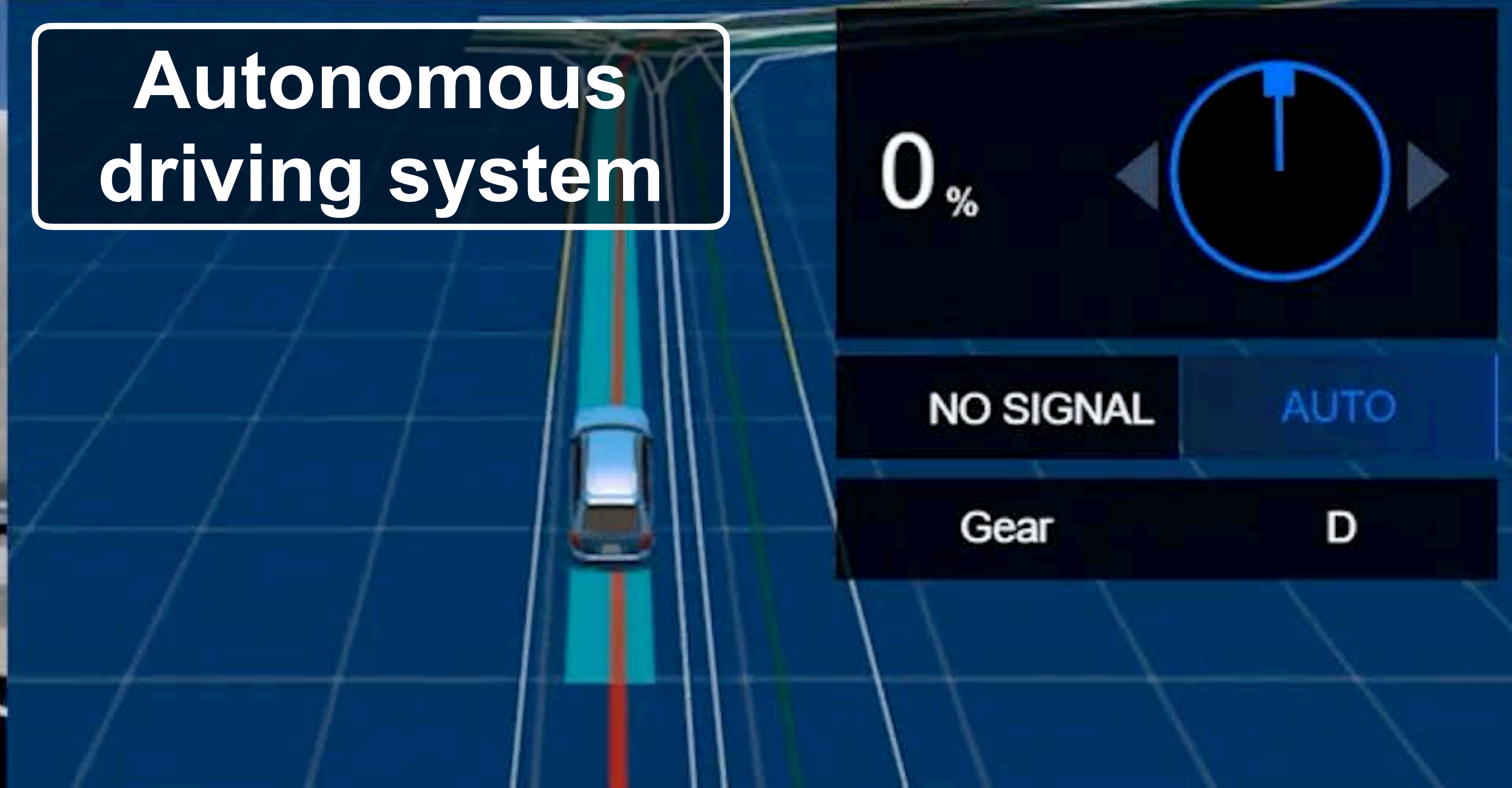
Autonomous vehicles



3D map



Autonomous driving system



High-precision 3D Data (Digital Twin)



Realize future transportation infrastructure to resolve super aging society challenges



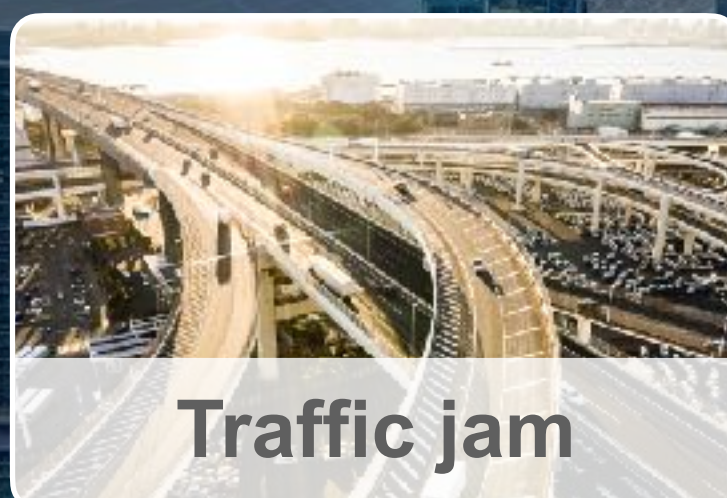
Aid people who have shopping difficulties

Maintain local transportation platform

Toward next-generation social infrastructure that solves social issues



Evacuation guidance during disasters



Traffic jam



Residence services



Online medical care



Local transportation MaaS



Unmanned delivery

SoftBank

LINE

YAHOO! JAPAN

PayPay

Public data



Transportation



Signal



Building



Landform

Private data



Weather



Human flow



Location



Health



Social media

Sensor data



Camera



Outdoor lights



Water level

Solving social issues leads to business growth



Source of revenue

Service usage fee

E.g. automatic delivery
E.g. online medical care
E.g. residence services

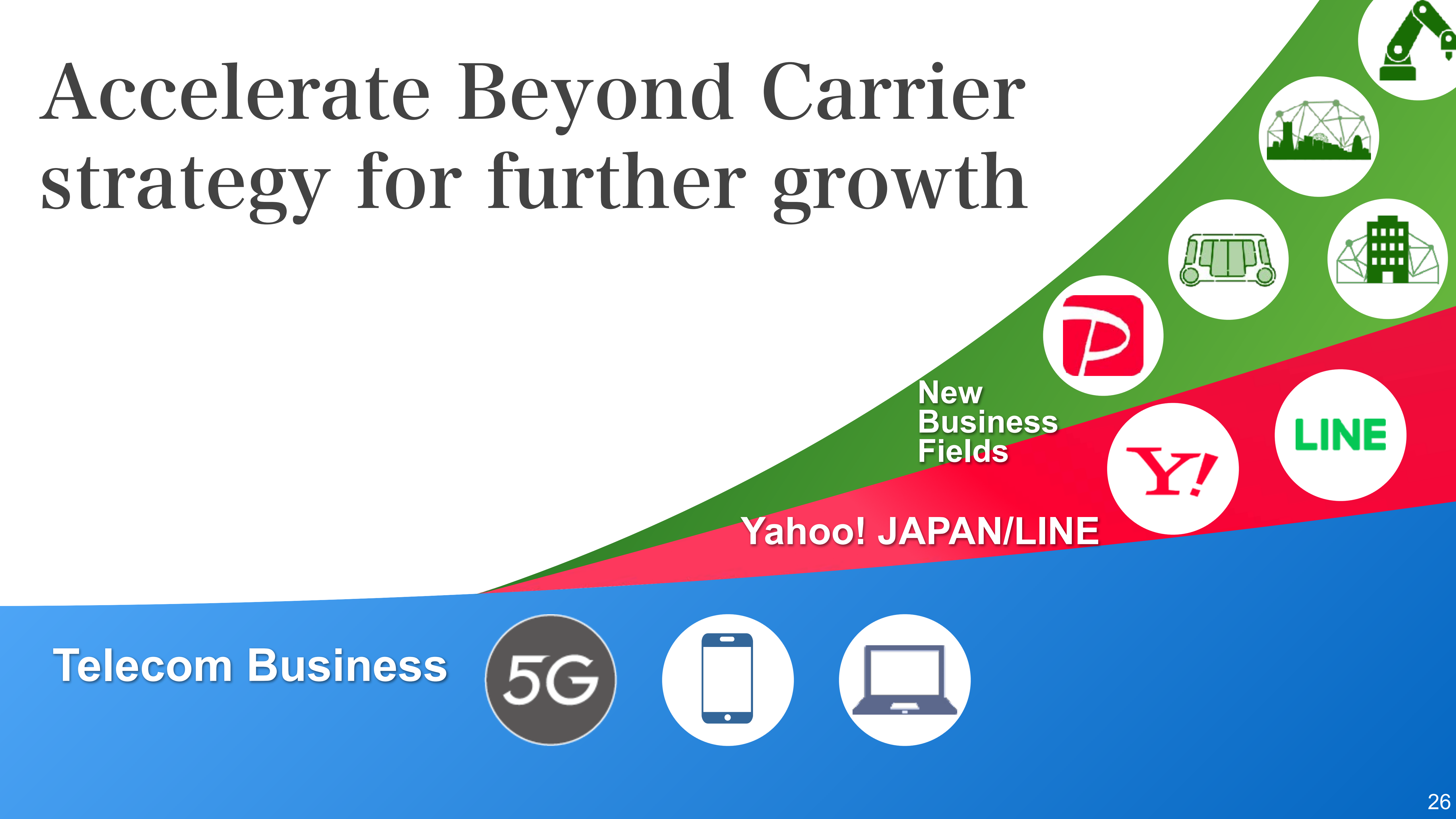
+

Communication fee

No. of users × ARPU

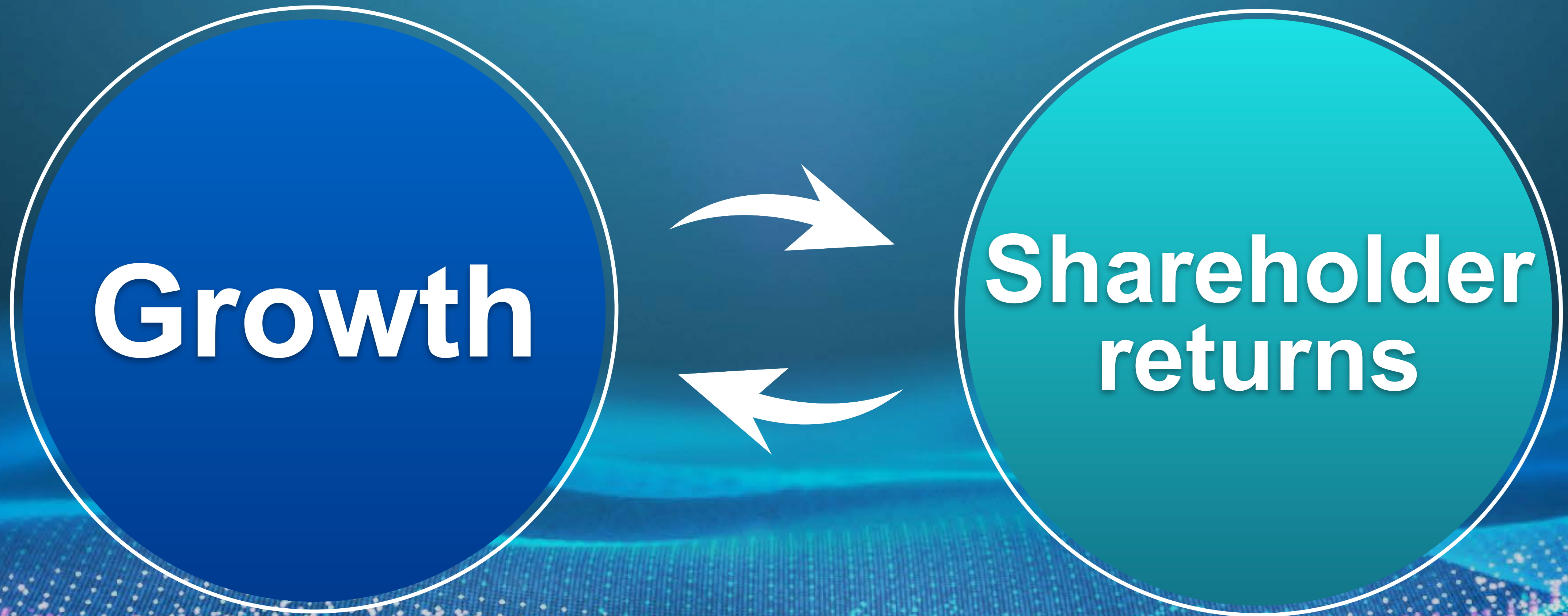
(Average revenue per user)

Accelerate Beyond Carrier strategy for further growth



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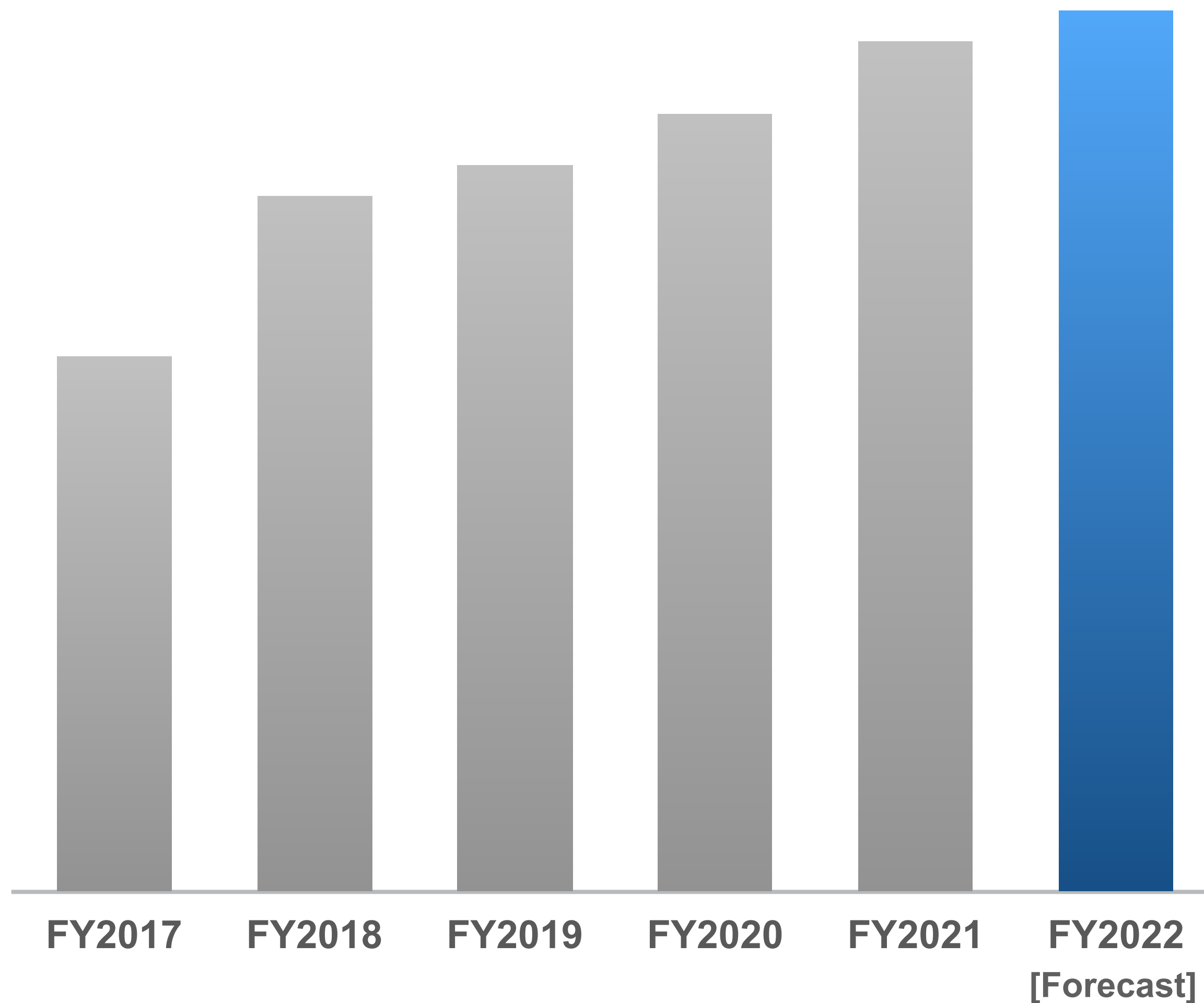
**Achieving both growth and
shareholder returns**



Achieve new record high

Revenue

JPY 5.9 tn



**FY2022
Revenue**

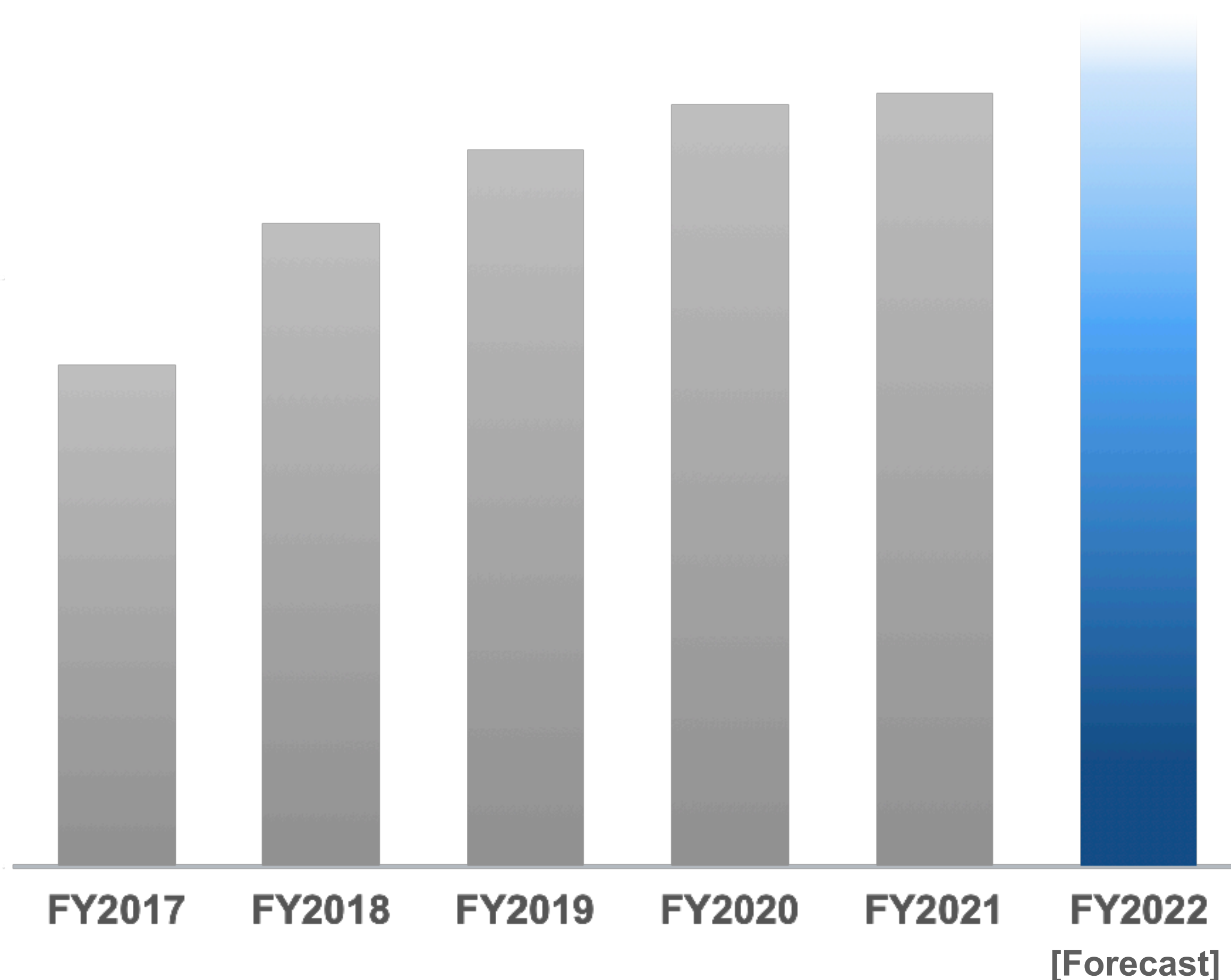
JPY 5.9 bn

(Forecast)

Achieve new record high

Operating income

JPY 1 tn
or more

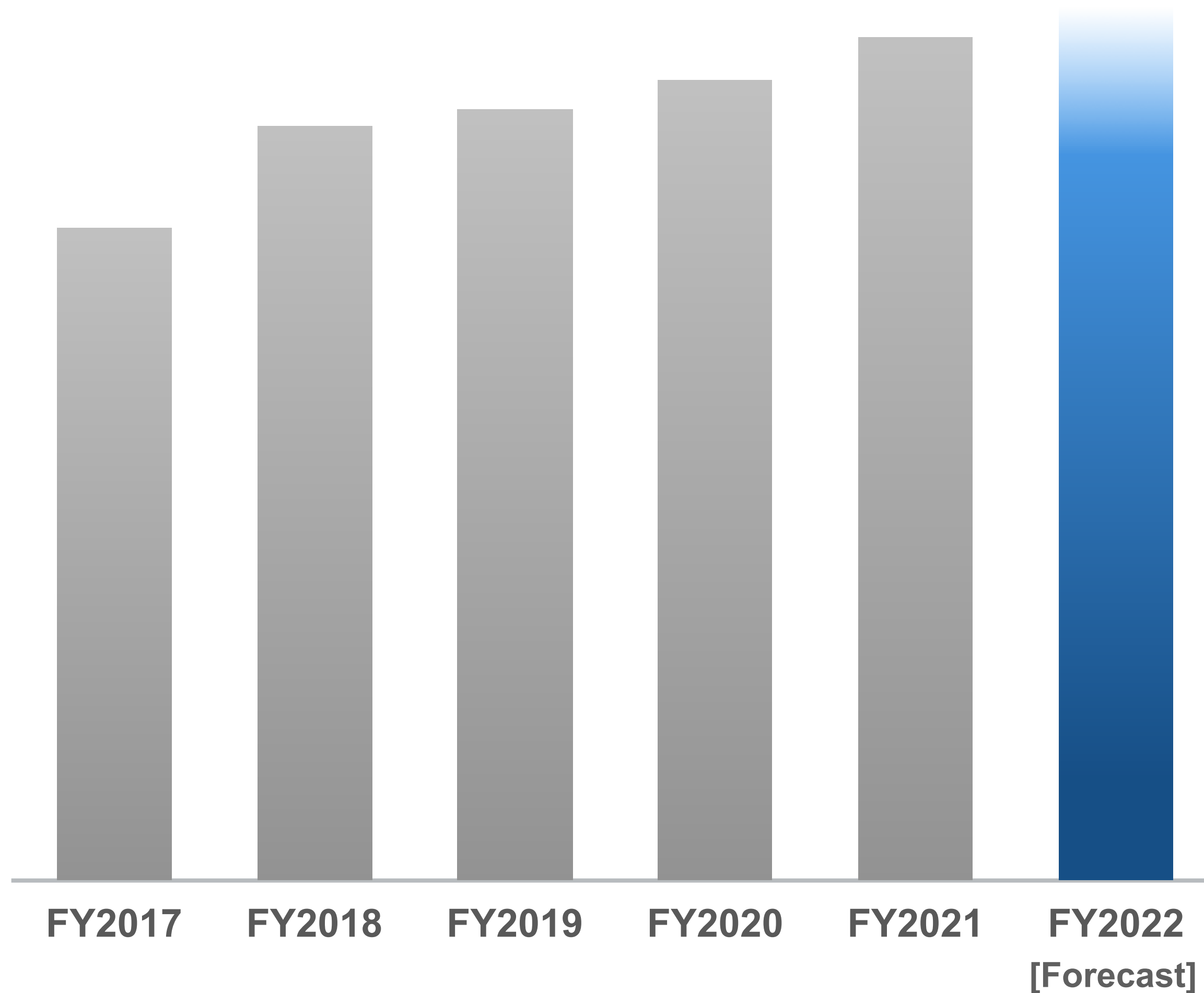


FY2022
Operating income
JPY 1 tn
or more
(Forecast)

Achieve new record high

Net income

JPY 530 bn
or more

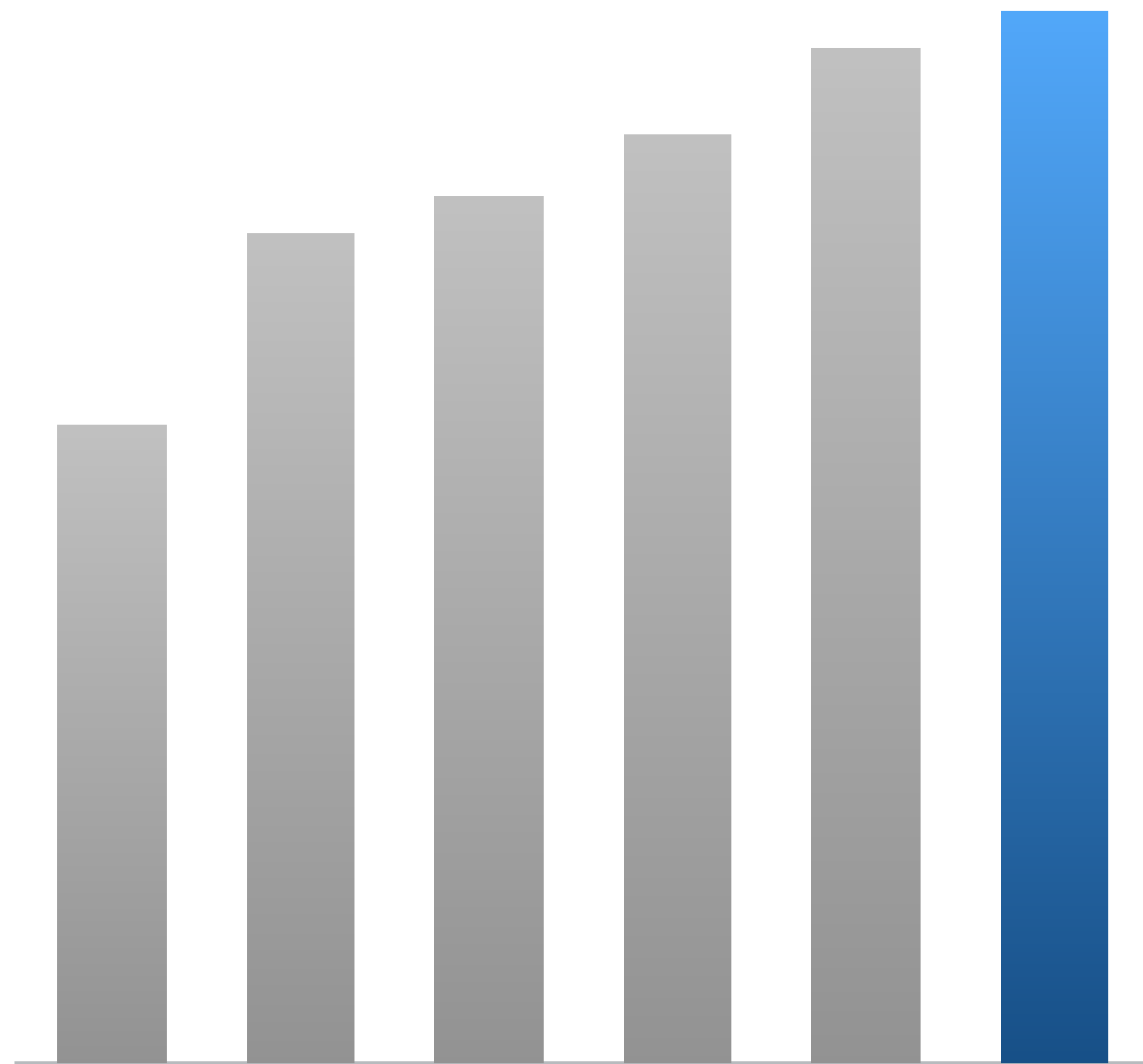


FY2022
Net income
JPY 530 bn
or more
(Forecast)

FY2022 Achieve new record highs with increased revenue and profits

Revenue

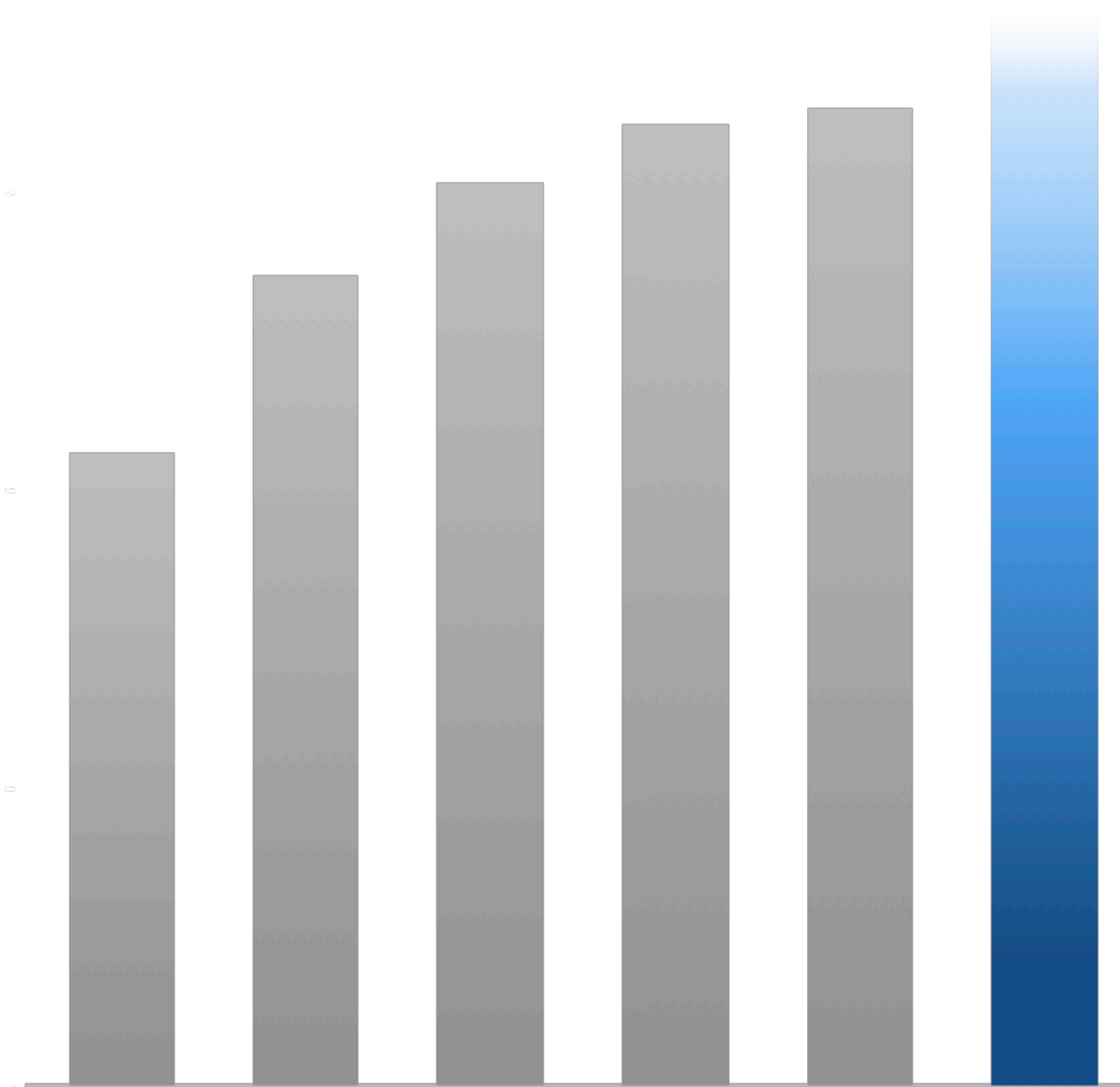
JPY 5.9 tn



[Forecast]

Operating income

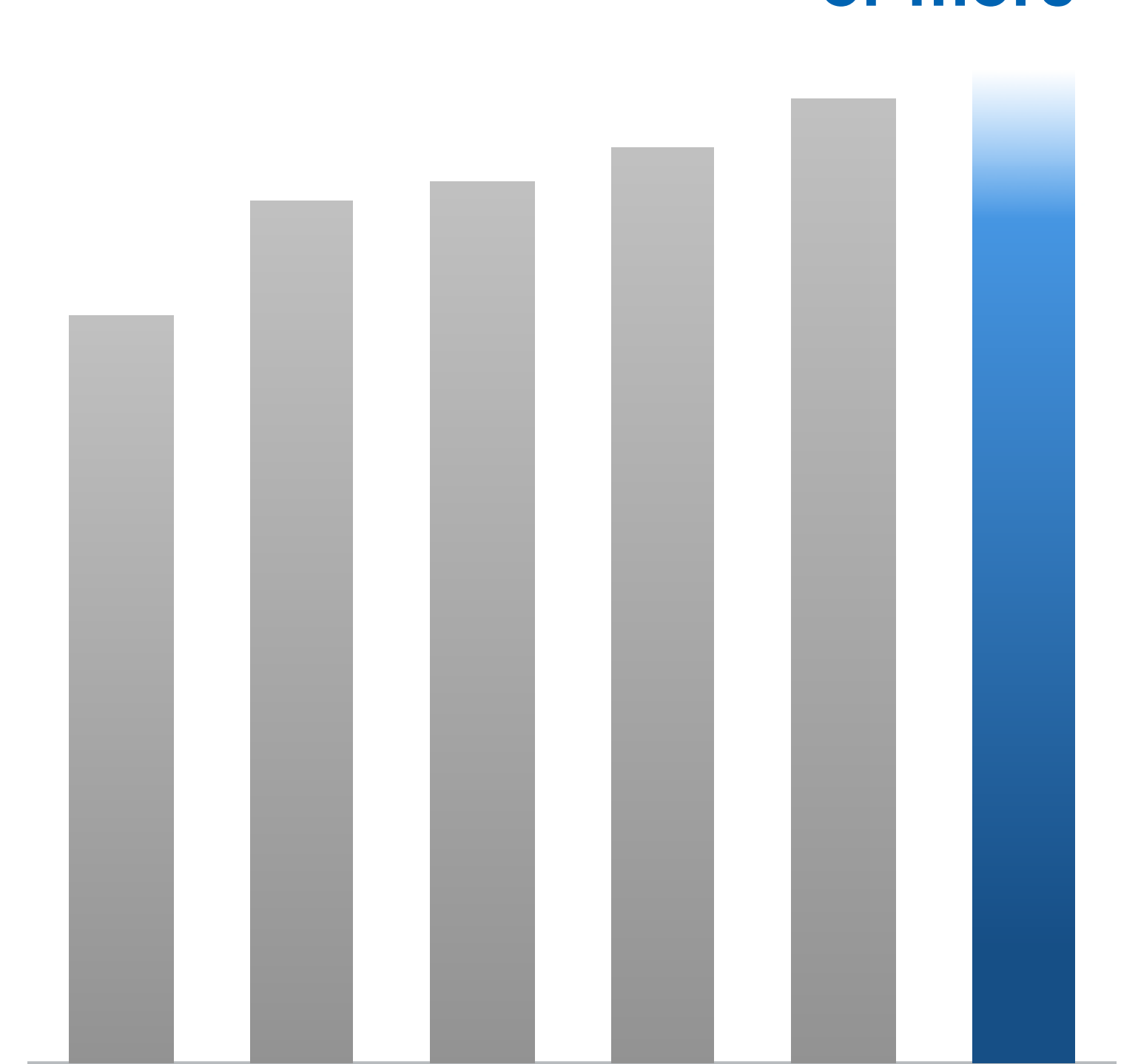
JPY 1 tn
or more



[Forecast]

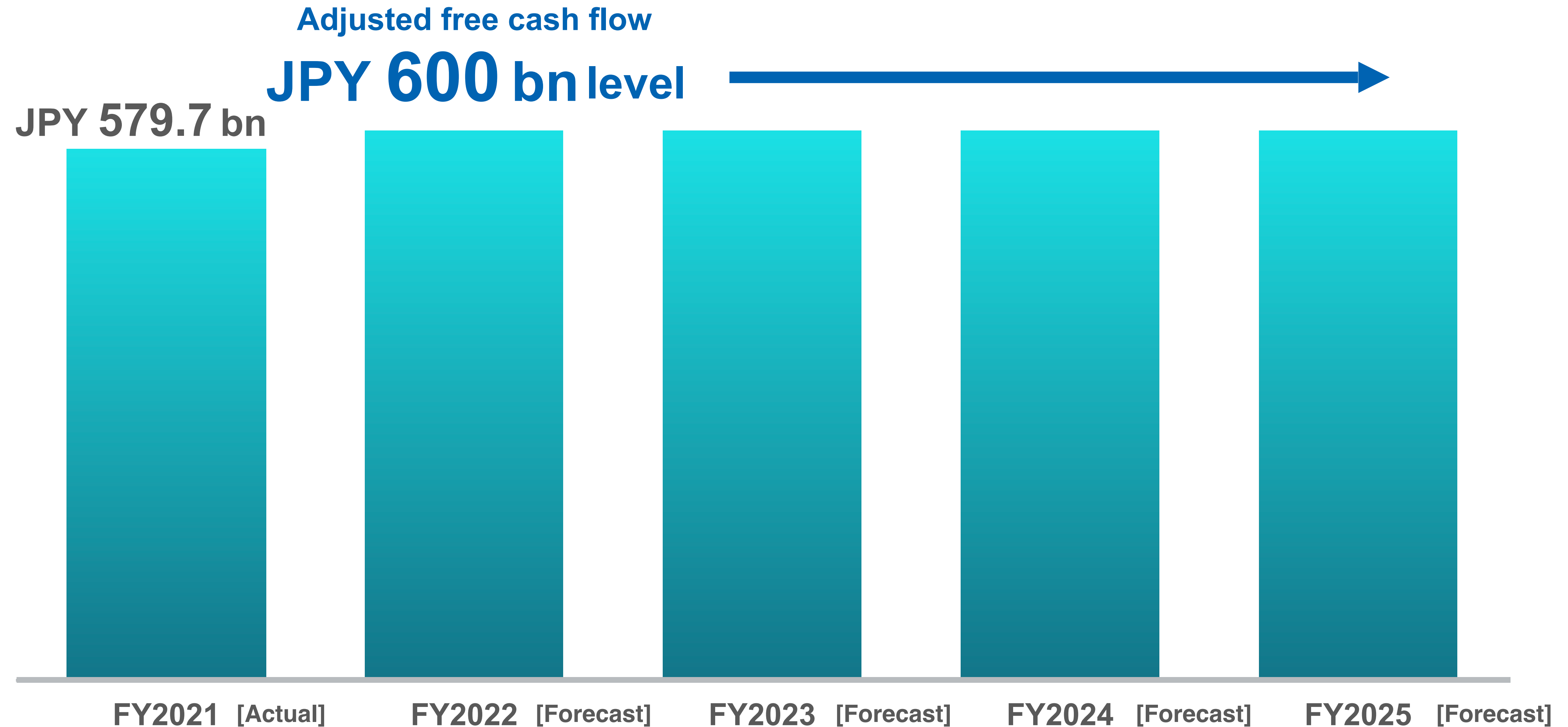
Net income

JPY 530 bn
or more



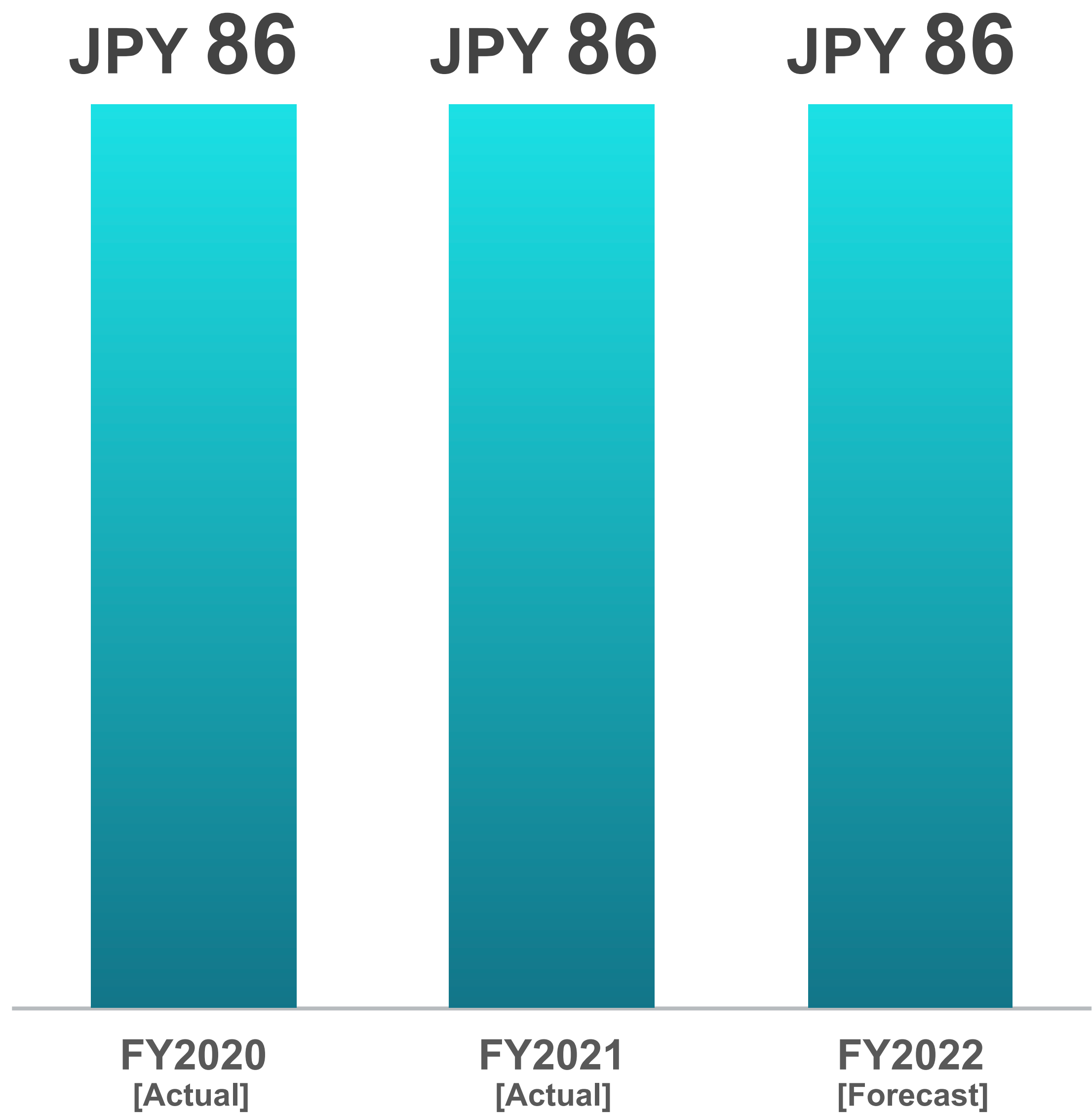
[Forecast]

Generate stable cash flow, source of shareholder returns



(Notes) Adjusted free cash flow = free cash flow + (proceeds from the securitization of installment sales receivables – repayments thereof)
Excludes A Holdings Corporation (“AHD”) and Z Holdings Corporation Group’s free cash flow, loans to Board Directors, and impact of PayPay consolidation in FY2022. Includes dividend payments from AHD

Maintain high level of shareholder returns



FY2022
Dividends per share
JPY 86
(Annual forecast)

Policy: total shareholder returns = (FY2020~FY2022) approx. 85% of net income

approx. JPY 1.5 tn



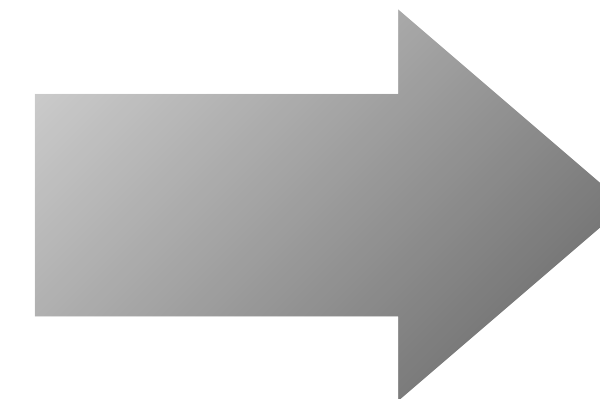
a. Net income
(FY2020~FY2022 total)

approx. JPY 1.3 tn



b. Shareholder returns
(FY2020~FY2022 total)

Share buybacks
(Actual)

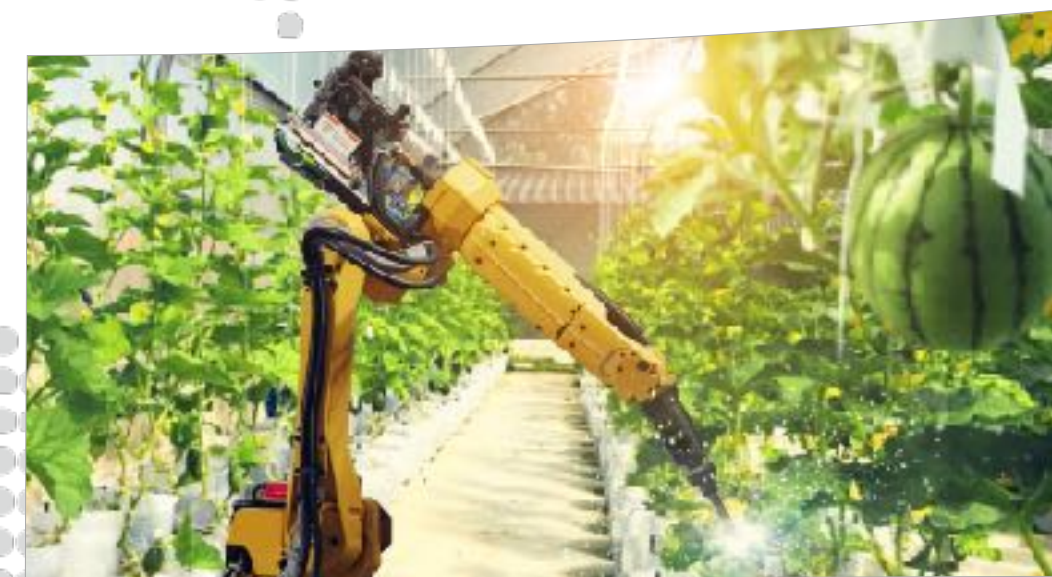


$$\frac{b}{a}$$

**Total shareholder
return ratio**
(FY2020~FY2022 Policy)

85% level

* Scheduled to be retired in line with the policy of a total shareholder return ratio of approx. 85%
Net income (FY2020~FY2022 total): total of FY2020 and FY2021 actuals and FY2022 forecast (JPY 530 bn or more)
Shareholder returns: total of FY2020 and FY2021 dividends actuals and FY2022 dividends forecast
FY2022 dividends actual, calculated by dividends per share JPY 86,
based on no. of shares issued as of March 31, 2022 (excluding treasury stock)
Share buybacks JPY 100 bn: total amount of share buybacks implemented in FY2020
(Note) Net income: Net income attributable to owners of SoftBank Corp.



**Driving Japan's Digitalization
by implementing cutting-edge
technologies into society**

