

*It is translated  
by AI.*

# Management Policy

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President & CEO Shinichi Ata

# Looking back from the Appointment as Representative

As of FY2011

EC management agency  
was main business

370 employees  
Sales approx. JPY30 bn  
OP approx. JPY1.3 bn

June 2012 General Meeting of Shareholders Management Policy

**Achieve significant growth**  
**Become Japan's leading ICT company**

# History for "Significant Growth"

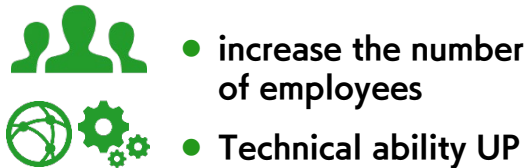
FY2013-FY2015

## 1<sup>st</sup> Mid-term Plan

### Defining Key Drivers



Focus on large corporations and the public



FY2016-FY2018

## 2<sup>nd</sup> Mid-term Plan

### Cloud integration



- Departure from equipment sales
- Specialize in cloud development
- Launch of own service

### IoT biz development



- Aggressive PoC
- To business divisions Approach

FY2019 to FY2021

## 3<sup>rd</sup> Mid-term Plan

Be a service provider for Corp IT

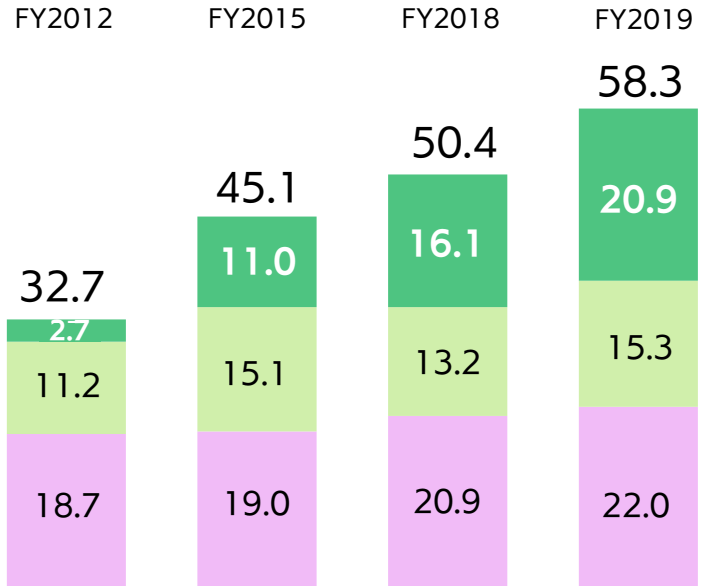


Consult & Generate Biz IT

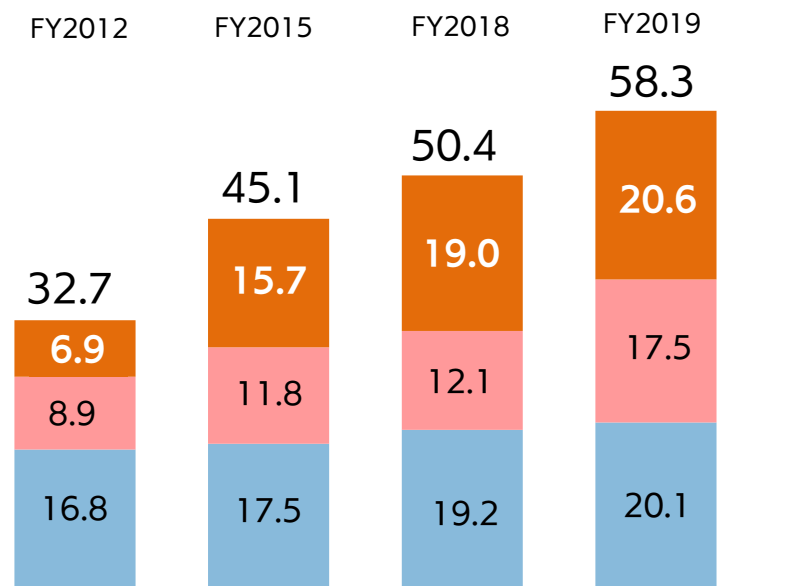


# Transition of business portfolio

## By Solution category: Steady growth in core businesses



## By Customer type: Focus on Corporations and Public Sectors



(Billions of yen)

※ 1) Segment names up to FY2018: cloud solutions, security solutions, data analytics  
 ※ 2) Segment names up to FY2018: System integration, IT infrastructure solutions

# Third Medium-Term Management Plan

## Realizing an Information-Rich Society

Our Clients

Communication   Manufacturing   Civil Engineering   Agriculture   Government Offices   Local Municipalities   ...

Information Systems Division

Response and Preparation for the DX Era

Employees

Improved productivity

IT Department

Time creation

Business Divisions

Accelerate DX

Enhancement of the competitiveness

SBT

Priority Theme  
Be a service provider for Corp IT

Services: clouXion MSS

Cloud & Security

Consultant

Priority Themes  
Consult & Generate Biz IT

# Be a service provider for Corp IT (Priority Theme ①)

## Monthly charge Strengthening service models

- Improvement of time and time until service launch
- Strengthen partner sales

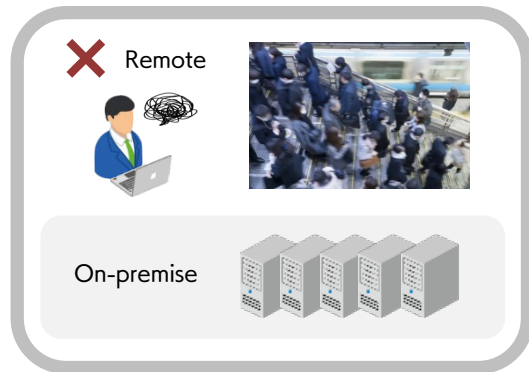
Example: Responding to Remote work Demand

clouXion

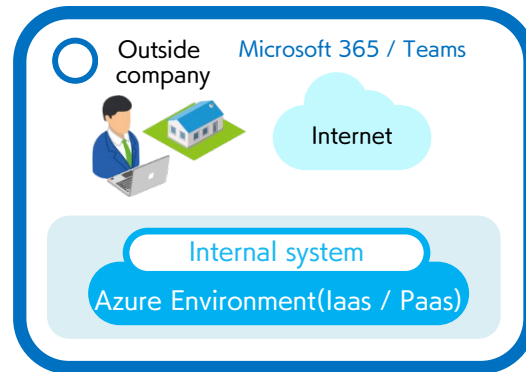


Managed  
Security Service

### Traditional Systems and Working Styles



### New workstyle using the cloud



### Response after corona Further Teleworking Establishment



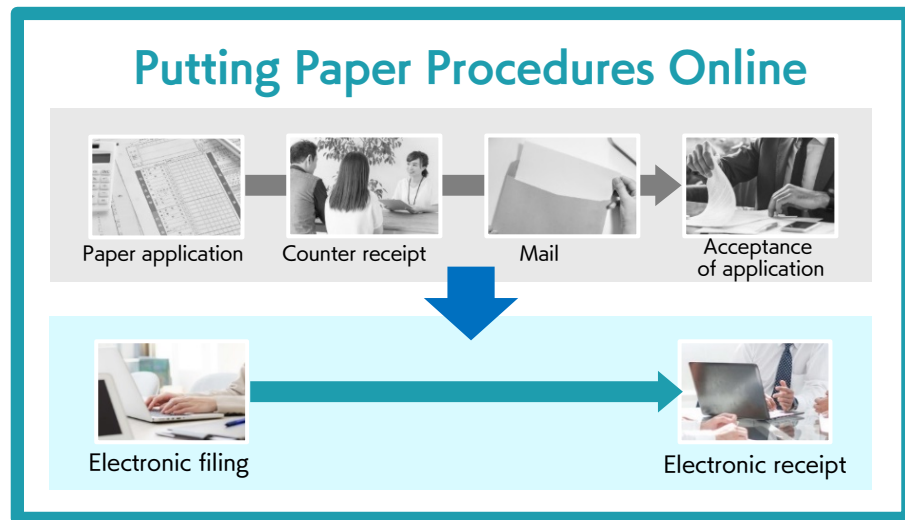


# Consult & Generate Biz IT (Priority Theme ②)

Create a business model  
with our customers on a digital basis

- Developing services for customers' end users
- Provision of platforms for key industries

Example: E-Application Service for Farmers (MAFF ⇔ Agricultural Workers)



2 applications began to be accepted in April 2020.

<Government Policy (Digital Government Plan)>

Administrative procedure

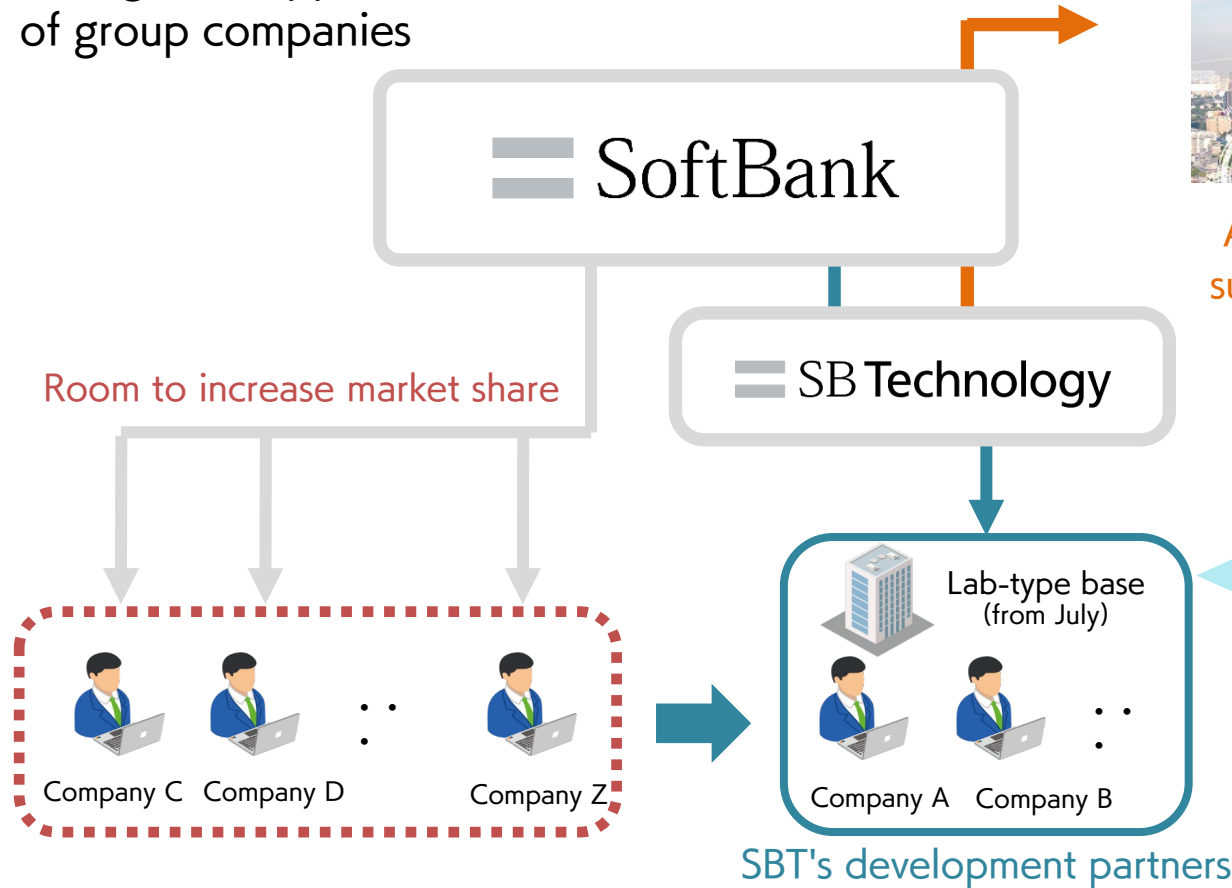
➡ 90% electrized by FY2024

Considering the impact of the new corona  
ahead of schedule

Strengthen proposals centered on MAFF

# Expand and Strengthen SoftBank (Parent Company) Business

Strengthen support for core businesses of group companies



A Strategic System Integrator supporting social infrastructure through SoftBank Corp.

Vendor Management Projects

Strengthening relationships with development partners

Refining management methods

Corporate/public collaboration with development projects

1. Operating income ※<sup>1</sup> JPY4.3 bn
2. To 50% of BIT & CIT※<sup>2</sup> sales
3. ROE 13%

※ 1) CAGR 20% starting from FY2018 consolidated operating income of JPY2.5 bn

※ 2) Business IT Solutions (BIT) and Corporate IT Solutions (CIT) as a percentage of FY2021 sales

# Dividend Policy / Shareholder Returns

As a measure to return profits to shareholders, in our policy, we distribute the fruits through the payment of dividends.

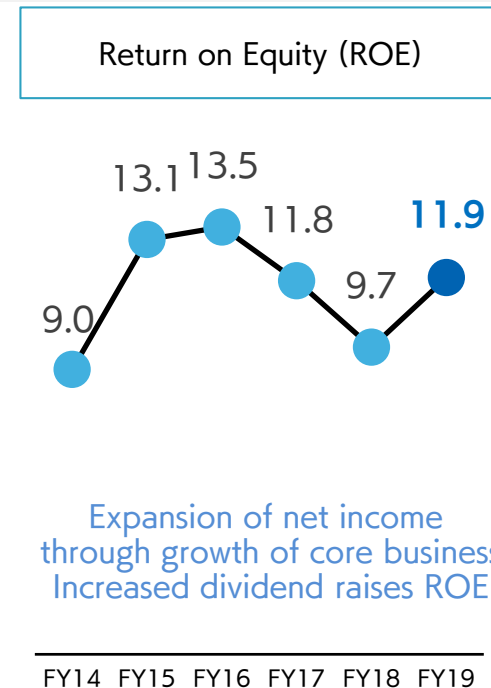
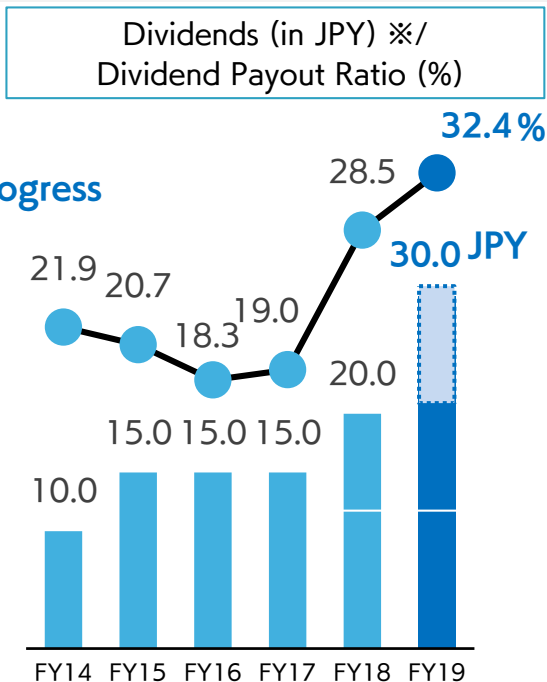
The dividends are paid stably and continuously, given consolidated business results, investment plan and cash on hand for the fiscal years.

- Achievement of FY2019 forecast
- Toward the Realization of the Third Medium-Term Plan  
Significant opportunities and steady progress



As a result of the above,  
even after FY2020 prospects  
for profit growth

**JPY10 per share increase**  
(estimated)



(※) On June 1, 2017, the Company conducted a 2-for-1 stock split and adjusted for dividends paid prior to the stock split.

Information Revolution — Happiness for everyone

~Technologies Design the Future~

 **SB Technology**