

# Our Unchanging 志 *Kokorozashi* (Mission) Information Revolution —Happiness for Everyone

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Information Revolution—Happiness for everyone

Since its founding, the Group has always remained true to its goal of accelerating the Information Revolution to make the world a happier place.

Just what is happiness?

Some might say happiness is to love and be loved in return, or to make the most of each day. Others might derive happiness from self-expression. Still others might find happiness in something as simple as a smile. Above all, the Group equates happiness with inspiration. Through our business, we strive to bring emotional meaning and happiness to lives. In everything we do, we aim to drive the Information Revolution and build a more connected, empowered, and joyful world. This unchanging *kokorozashi* (mission) is encapsulated in our philosophy, Information Revolution—Happiness for everyone.

Humankind stands on the cusp of the digital Big Bang. Computing performance is increasing dramatically, and we are getting ever closer to an age of super-intelligent machines that will surpass human ability. Our mission is to harness the raw, unlimited power of the Information Revolution and channel it in a direction that makes people happier.

This aspiration will continue to drive our organization toward further growth for many years to come.

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Kaientai banner



SoftBank brand symbol



### A two-line design—the banner of the Information Revolution that the Group hoists as we sail toward a new dawn

Imagine a group of visionaries who share the same unshakable spirit (*kokorozashi*). They act with one mind to achieve their ideals, braving all dangers to usher in a new era amid upheaval. The Group draws inspiration from one such group—the Kaientai, an enterprising shipping company founded in 1865 by the visionary Sakamoto Ryoma. Supplied with the best intelligence and possessing abundant knowledge and wisdom, the Kaientai and its founder rejected age-worn feudalistic values in favor of free thinking and

bold action. In this way, they led a revolution that resulted in the modernization of Japan. Our corporate logo derives from the Kaientai's flag. It represents our admiration for and belief in the Kaientai's single-minded pursuit of their vision, which imagined a Japan 100 years into the future. The Group is a fleet of similar visionaries. Our vessels fly the banner of the 21st-century Kaientai, symbolizing our own single-minded pursuit of a vision: Information Revolution—Happiness for everyone.

# Our Vision for a Better World

—Help shape the next 300 years for our future generations and the planet

To realize our core philosophy and vision, we invest in the Information Revolution.

The Information Revolution has advanced to a new stage with the increasing sophistication of AI. AI has the potential to create a safer, more prosperous, and all-round better future by addressing social and environmental challenges, including climate change, the education gap, and economic inequality.

SBG accelerates the Information Revolution through the responsible use of AI. In this way we are helping to realize the world we have always envisioned since our founding.

## Autonomous driving for safer roads

Imagine a world where self-driving cars travel to their destination without human input, a world where self-driving technology prevents road accidents by sensing blind spots and monitoring hazardous situations, enabling anyone to go from A to B with peace of mind.



## Remote learning for educational equality

Imagine a world where all children can access a better education regardless of where they were born and raised, a world where remote learning programs are available everywhere, offering quality education to all.





### Using AI to prevent disease

Imagine a world where we can predict and prevent any disease using AI-driven genetic data analysis etc., a world where AI accelerates the search for drug candidates, enabling early treatment.



### An enriched life for all

Imagine a world of seamless commerce where business transactions defy borders, a world of universal connectivity where all can access financial services, entertainment, and all manner of other services and content.



### Technological solutions to environmental issues

Imagine a world where technological innovation makes renewable and clean energy ubiquitous, a world where we have the technology to reverse climate change and safeguard biodiversity.



### More creativity at work

Imagine a world where workplaces are more human-centric and full of authentic, life-affirming experiences, a world where AI automates mundane and monotonous tasks, freeing up time for more creative pursuits.

# A Business Model with Three Capital Inputs

## SBG is a Strategic Investment Holding Company Driving the Information Revolution

—Building an ecosystem of industry-leading businesses aiming to grow for the next 300 years

### Business Model

#### SBG = A strategic investment holding company

SBG provides capital to companies around the world that show excellent potential for AI-driven growth, contributing to the Information Revolution and a more connected, empowered, and joyful world for all.

Such companies have innovative ideas for truly world-changing goods and services. These ideas can solve social issues and make people happier.

By providing them with capital, we accelerate their business growth and unleash the potential of our core philosophy and vision: Information Revolution—Happiness for everyone.

#### Cluster of No. 1 Strategy

Our strategy is to build a strategically synergized ecosystem of companies. The strategy envisages this group as a symbiotic ecosystem of companies with industry-shaping technologies and business models.

In this ecosystem, we work with visionary entrepreneurs who pioneer new industries. Although we help these business leaders in their decision-making, we respect their autonomy and do not find it necessary to hold a majority stake in their companies. However, we do encourage them to identify with our core philosophy and vision and to work with us in unlocking synergistic growth.

Under this strategy, we have developed an ecosystem of entrepreneurial leaders in AI. These include subsidiaries and Group companies such as Arm, companies in which SBG invests directly with a view to creating value over the longer term, and over 400 portfolio companies within SoftBank Vision Funds and other funds.

#### Three capital inputs that deliver sustainable growth

When a company invests capital into business activities, the resulting value is expected to exceed the initial capital commitment. The company will then reinvest that capital for an even higher return. When this cycle occurs on an ever-greater scale, capital will keep accumulating, generating sustainable growth.

We have three key sources of capital: an ecosystem of portfolio companies, financial capital, and human capital. This capital is both an input and an output. In implementing our business model, we “input” capital, and this capital is then “output” back to us in an amount larger than the initial input.



## We aim for sustainable growth by perpetuating and accumulating our three capital inputs.

### 1. Ecosystem of portfolio companies

This input is the ecosystem of portfolio companies we have developed. The ecosystem includes subsidiaries such as Arm, companies in which SBG invests directly, and over 400 portfolio companies within SoftBank Vision Funds and other funds. Members of this ecosystem pursue growth independently, but in doing so, they produce a stream of innovation and unleash synergies that enable the growth of the entire ecosystem.

### 2. Financial capital

This input refers to the financial assets that fund our investments. We aim to grow our financial assets over the medium- to long-term, gaining high returns on investments and then reinvesting the profits. Our key performance measure for the growth of our financial capital is our Net Asset Value (NAV).<sup>\*</sup> Our NAV has grown over the medium- to long-term in line with our investments and other activities. We aim to grow it even larger.

### 3. Human capital

This input is our talent. It includes our investment professionals who identify attractive investment opportunities, as well as finance and accounting staff, legal and compliance experts, and many other employees who support our activities. Our human capital grows as our diverse pool of employees pursue their own professional development while increasingly aligning themselves with our unique company culture, which emphasizes decisiveness and dedication.

<sup>\*</sup>NAV = Equity value of holdings – Net debt

➡ See page 20 for details of NAV.

# Evolving Ahead of the Times Under Our Unchanging 志 *Kokorozashi*

## —Our history

Our story begins in 1981, when Masayoshi Son founded SOFTBANK Japan. He envisioned the company as a “software bank” that would build infrastructure for the information-driven society. At the time, PC software led the Information Revolution, but the focus shifted to the Internet, then to broadband, and later to smartphones. We have always stood on the frontlines of such shifts. Adjusting swiftly to market and industry changes, we have always partnered with the paradigm-defining companies of the time and redeployed capital into new investment areas.

The Information Revolution has now entered another new phase, with AI completely redefining every industry. We invest in AI businesses with world-changing ideas. The aim of these investments is to accelerate groundbreaking technological innovations that can build a more connected, empowered, and joyful world. Believing that the next few decades of AI innovation will surpass all the technological progress of the last three centuries, we work with portfolio companies and subsidiaries around the world who share our aspiration to forge this exciting future.

### '80s

1981  
Founded as a distributor of packaged software for PCs



1982  
Launched a publishing business

PC Software

### '90s

1994  
Founded SoftBank Holdings Inc. in the U.S. for the purpose of strategic investment in Internet companies



1996  
Launched Yahoo! JAPAN

The Internet

### '00s



2000  
Invested in Alibaba



2001  
Launched Yahoo! BB broadband service



2004  
Acquired JAPAN TELECOM and entered fixed-line telecommunications

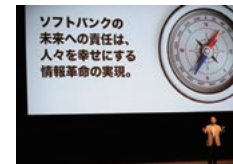
Broadband



2006  
Acquired Vodafone K.K. and entered mobile telecommunications in Japan

Mobile

### '10s

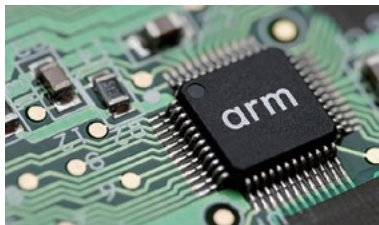


2010  
Announced SoftBank's Next 30-Year Vision



2013  
Acquired U.S.-based carrier Sprint





2016  
Acquired U.K. chip designer Arm



2017  
Launched SVF1



2018  
SoftBank listed on the First Section of the Tokyo Stock Exchange

'20s  
Sprint  
T-Mobile

2020  
Sprint and T-Mobile merged



2023  
Arm listed on the Nasdaq Global Select Market\*

AI



# SoftBank's Next 30-Year Vision: A Story of Value Creation



Announcement of SoftBank's Next 30-Year Vision (2010)

Sustainable development is imperative for businesses. Companies are expected not only to make short-term profits but also to create social value for stakeholders.

In 2010, we unveiled SoftBank's Next 30-Year Vision, which looks 100 years into the future. Five years later, the UN adopted the 17 Sustainable Development Goals. Thus, even before the sustainable development agenda took off, we already had our own sustainability-focused philosophy and vision. We were also already integrating this philosophy and vision into our strategy and business model.



