

Toward Further Growth



June 24, 2011
SOFTBANK CORP.

AGM in June, 2010

**Announcement of
Next 30-Year Vision**

30 years ago
Count company's
sales by
trillion ('cho')
like Tofu



(numerical quantifier for tofu is 'cho' which sounds the same as the word trillion in Japanese.)

Consolidated Net Sales

**Exceeded JPY 3t;
first time ever**

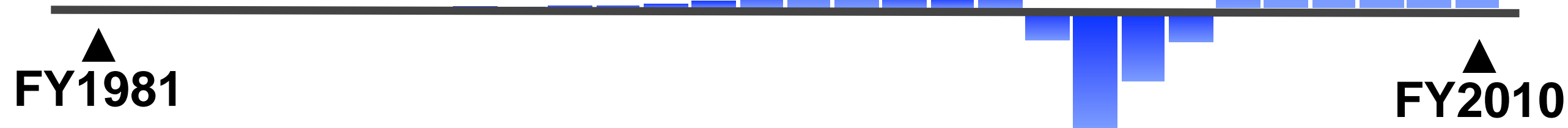
JPY 3.0t



Consolidated Operating Income

Record high for
6 consecutive
periods

JPY 629.1bn



(JPY bn)

Consolidated
Operating Income

NTT DOCOMO

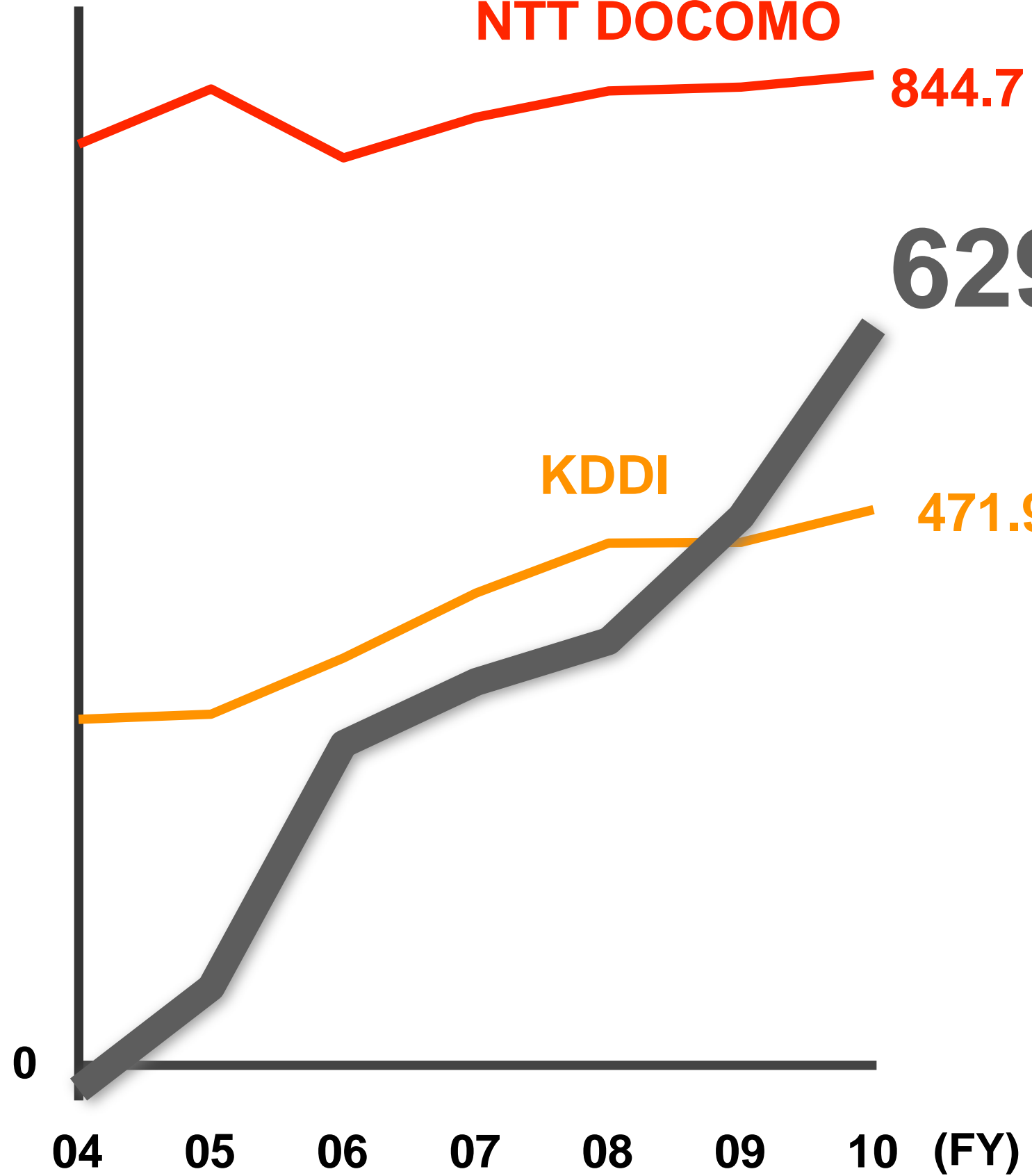
844.7

629.1 SOFTBANK

KDDI

471.9

Approaching
NTT DOCOMO



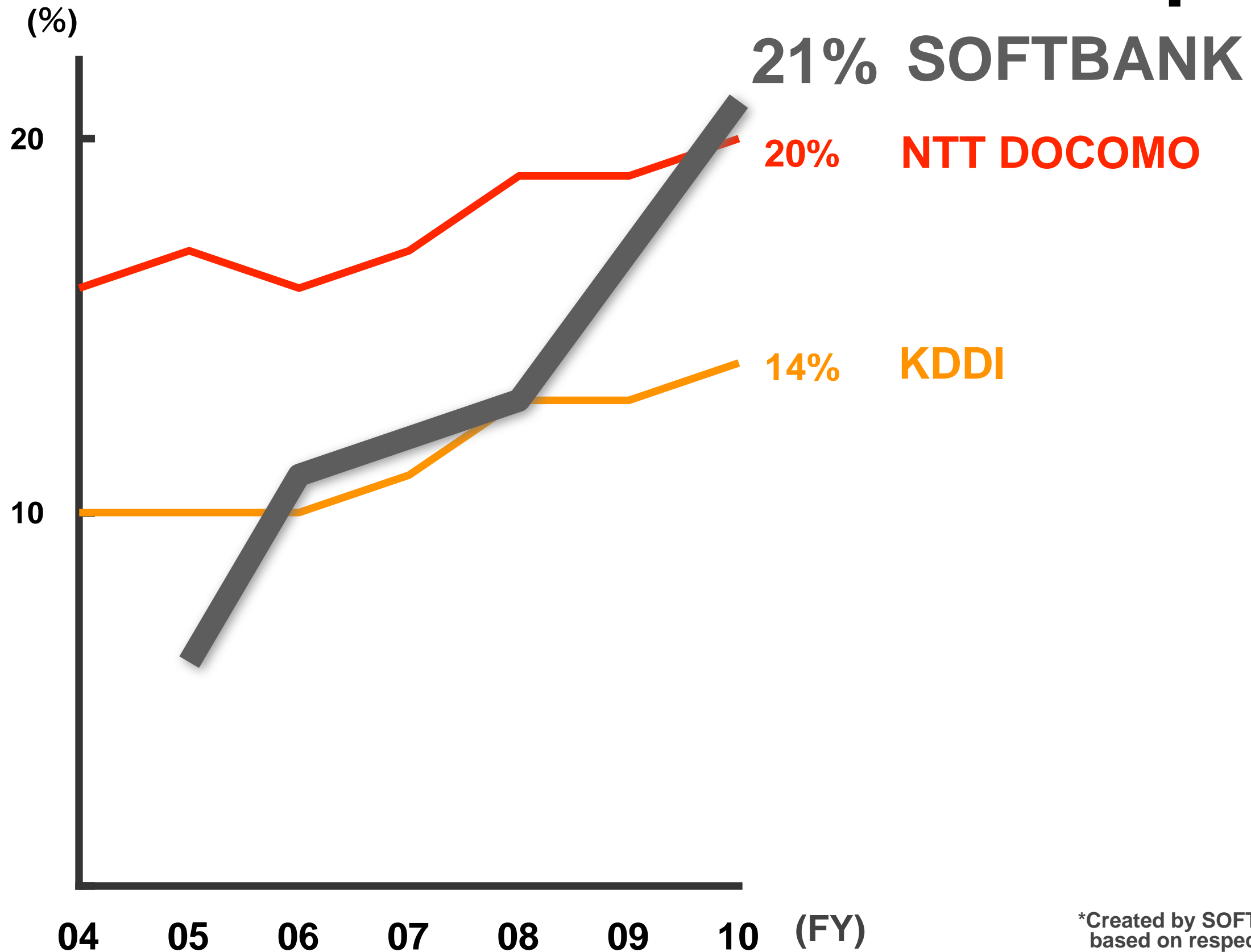
*Created by SOFTBANK CORP. based on respective companies' publicly available information.

Operating Income Ranking

	FY2009	FY2010
1	NTT	NTT
2	NTT DOCOMO	NTT DOCOMO
3	SOFTBANK	SOFTBANK
4	INPEX	Honda Motor
5	KDDI	NISSAN MOTOR
6	Takeda Pharmaceutical	INPEX
7	Honda Motor	KDDI

No.3
2 consecutive
periods

Consolidated Operating Margin



No.1

*Created by SOFTBANK CORP.
based on respective companies' publicly available information.

Operating Margin Domestic Ranking (FY2010)

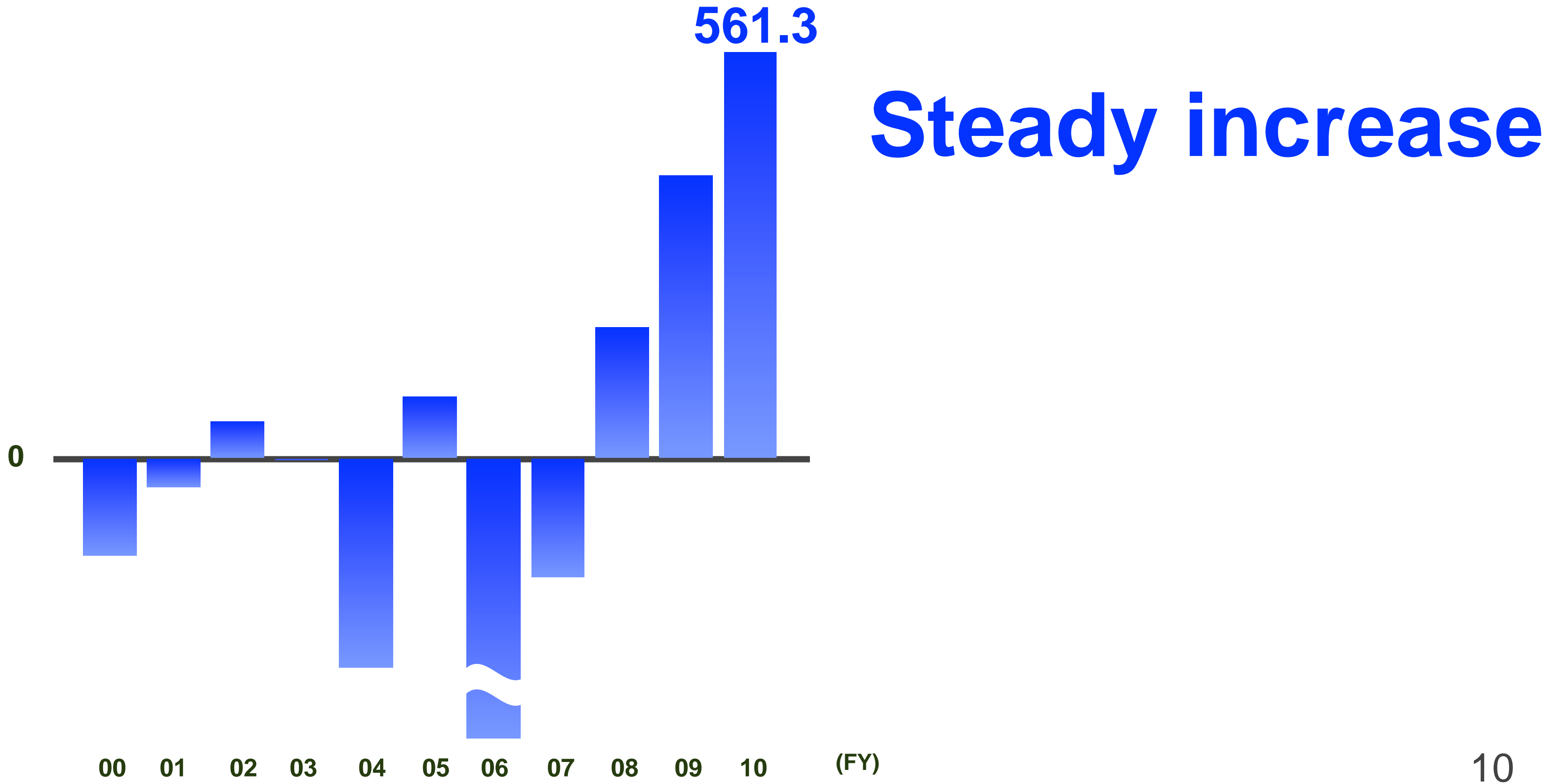
Rank	Company	%
1	INPEX	56%
2	Takeda Pharmaceutical	26%
3	JR Tokai	23%
4	SOFTBANK	21%
5	NTT DOCOMO	20%
6	KDDI	14%
7	JR West	14%

No.4

**(Operating income
exceeds JPY 200bn)**

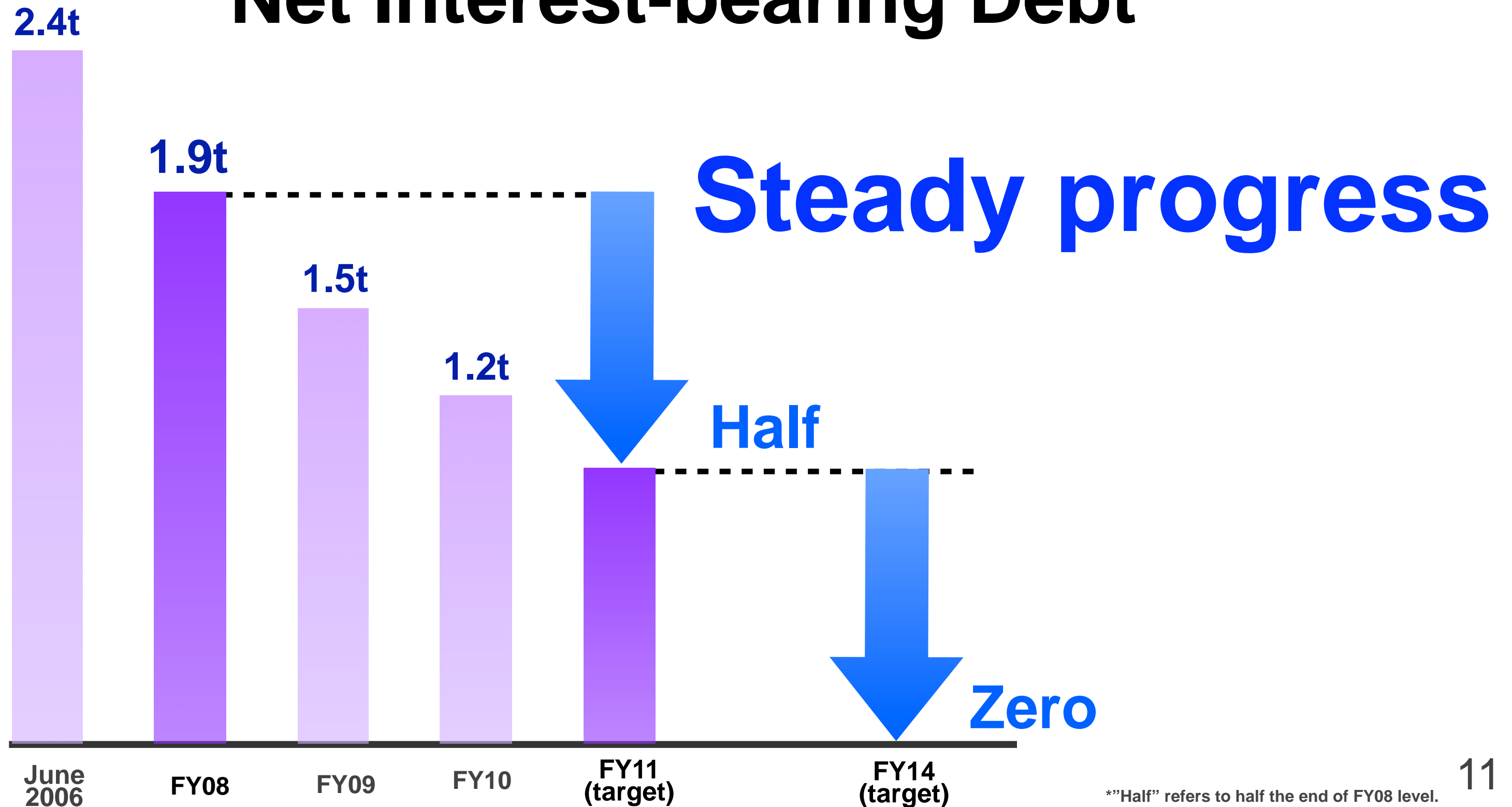
(JPY bn)

Consolidated Free Cash Flow

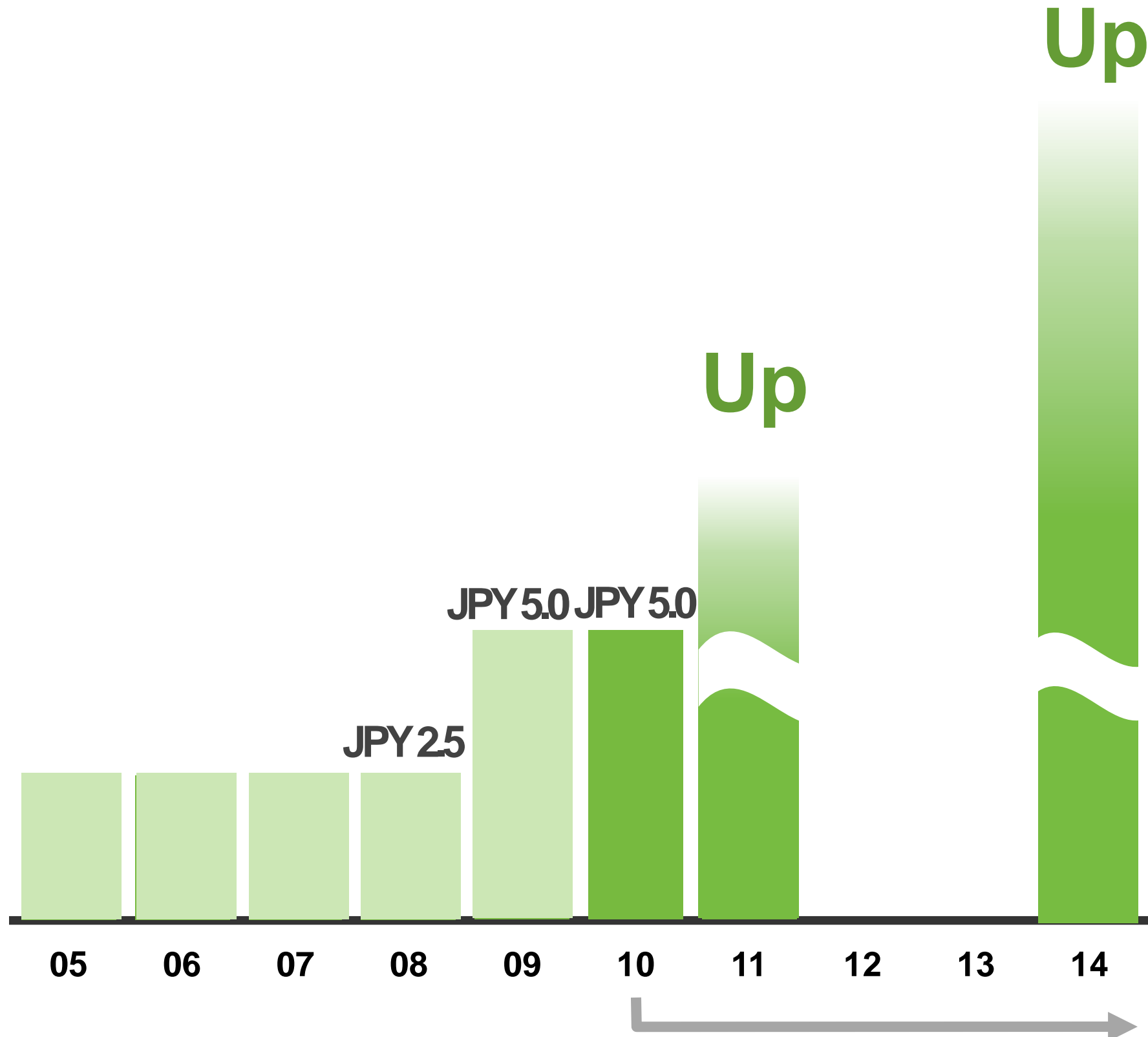


Steady increase

Commitment to Reduce Net Interest-bearing Debt



Dividend per Share



No changes to the dividend increase policy

*Amount after FY2011 has not been determined yet.

5 Years Since Entered Mobile Business

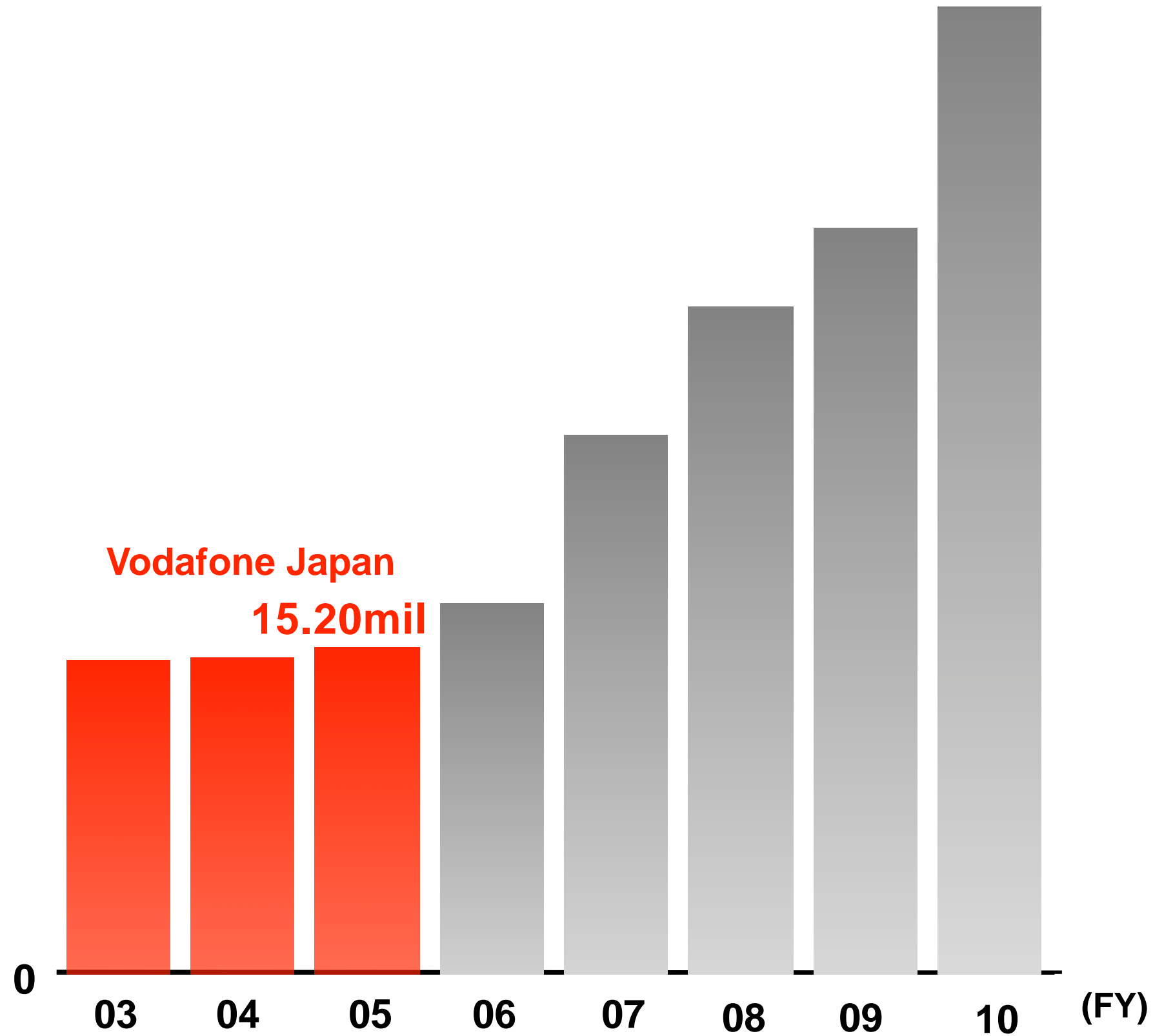


SOFTBANK 25.40mil

**Cumulative
subscribers**

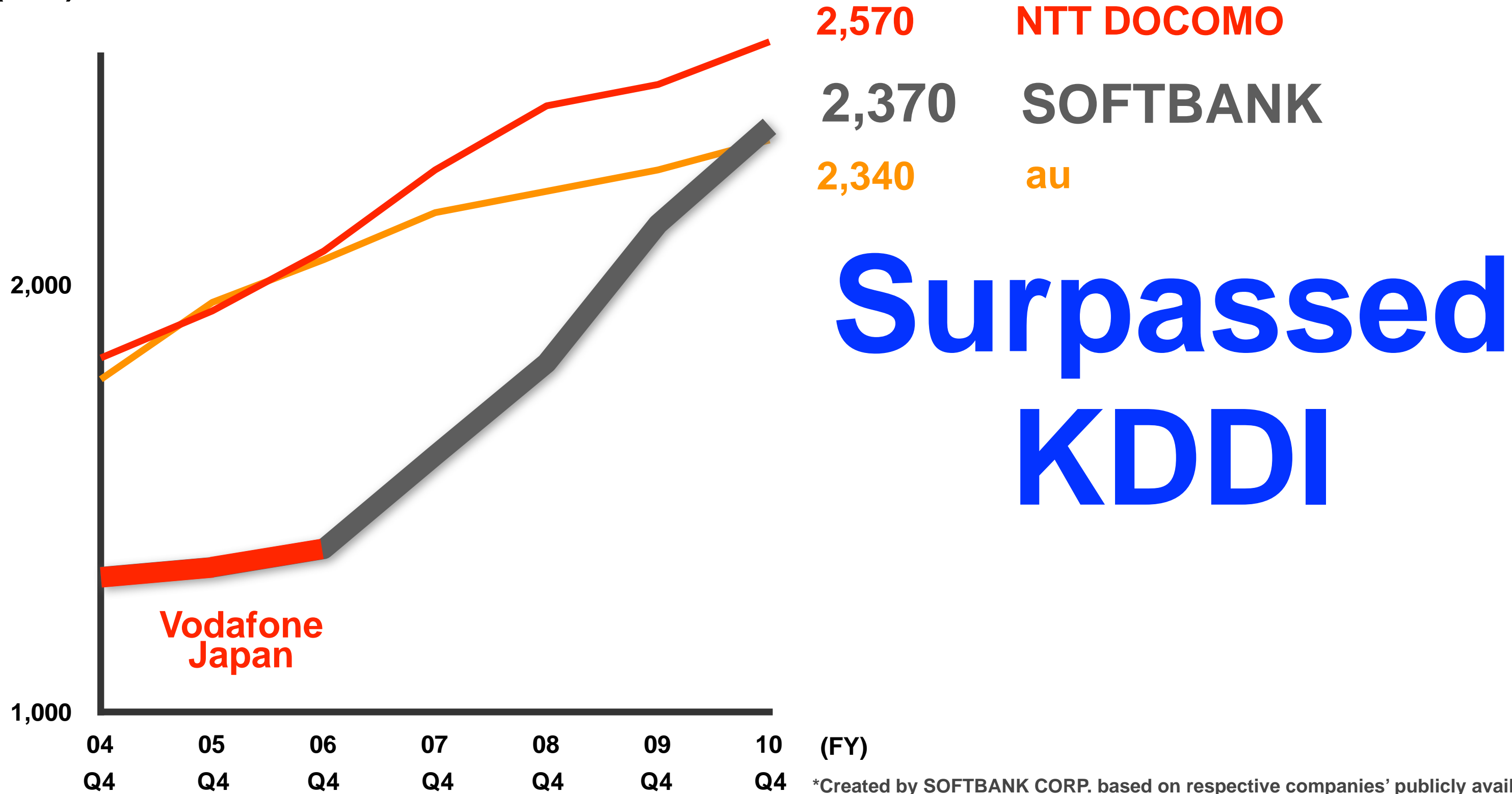
+ 70%

**Vodafone Japan
15.20mil**



Data Revenue per User

(JPY)



2,570

NTT DOCOMO

2,370

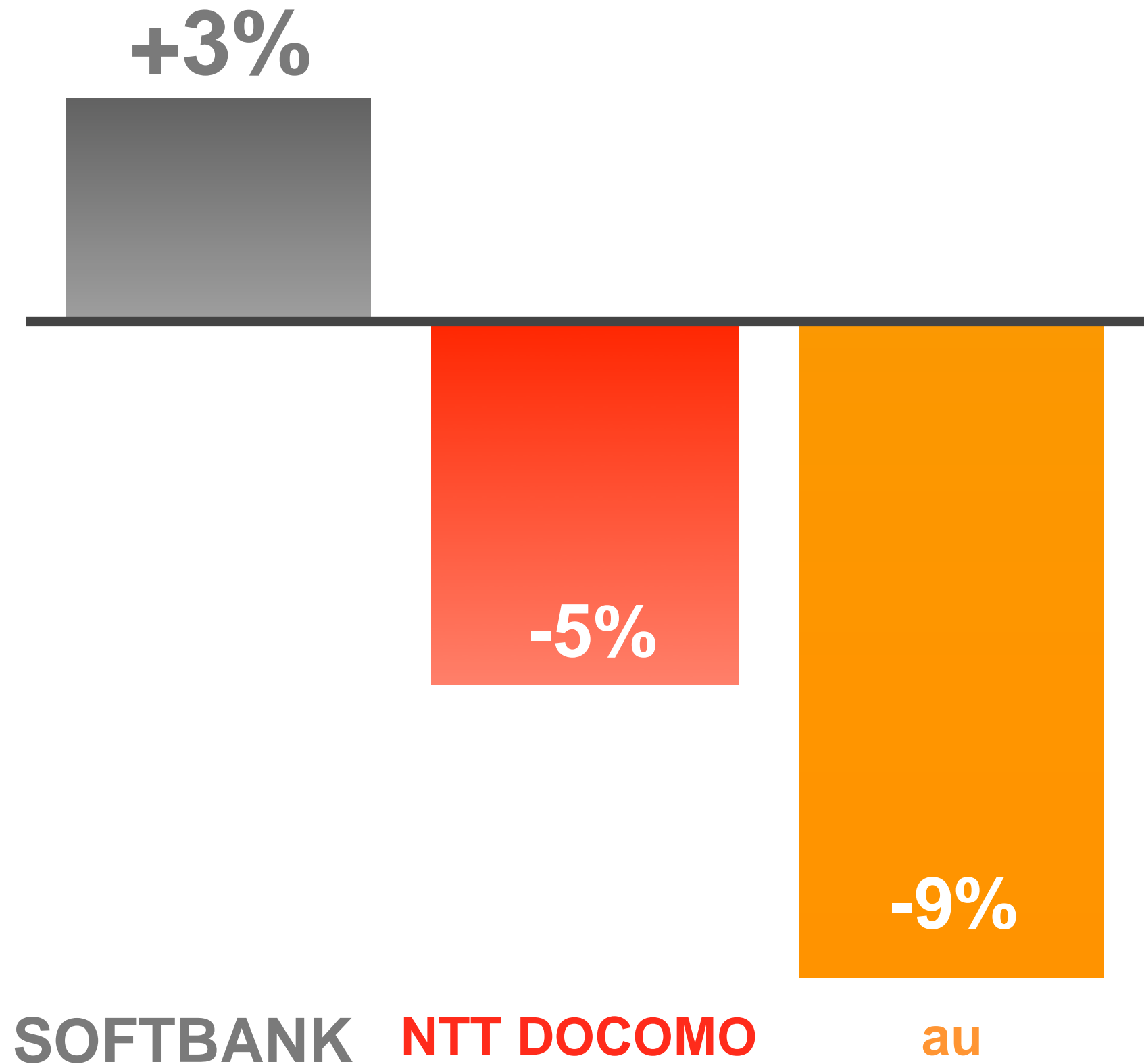
SOFTBANK

2,340

au

Surpassed
KDDI

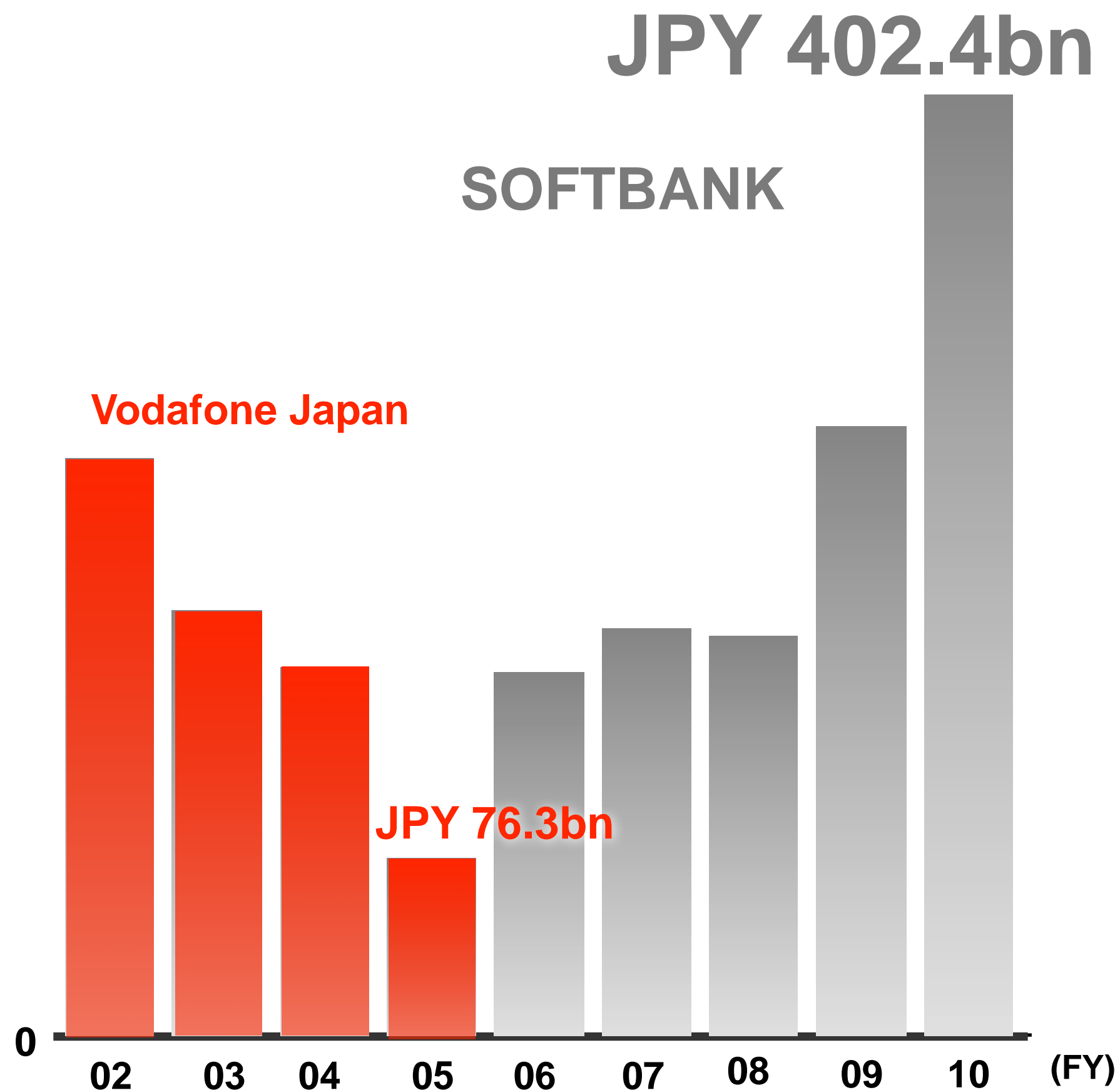
Revenue Increase per User (YoY)



Only Winner

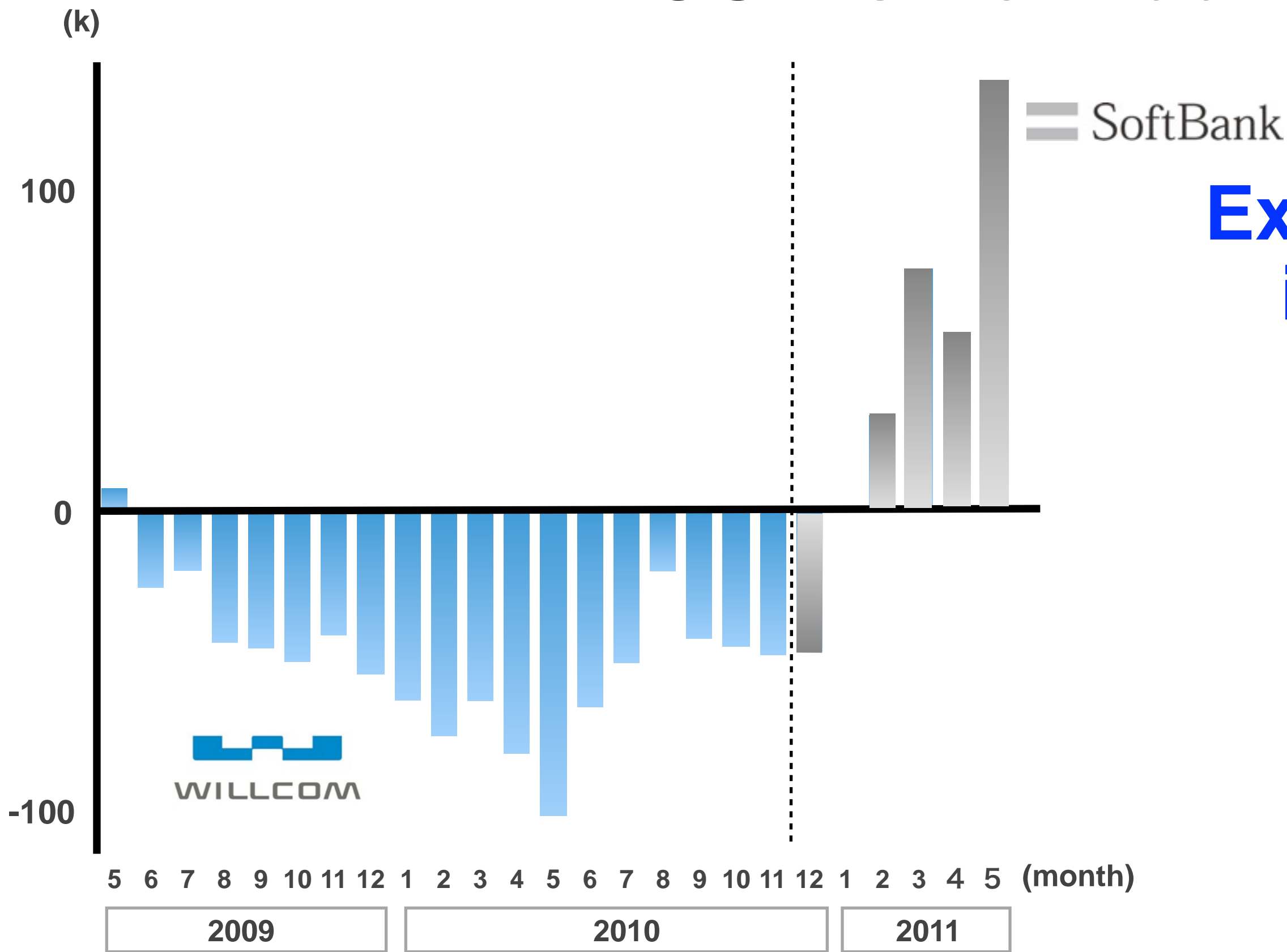
*Calculated by SOFTBANK CORP. based on respective companies' publicly available information.

Mobile Communications Business Operating Income



x5

WILLCOM's Net Additions



Exceeded 100k
in 14 years



Monthly Net Additions (May 2011)

	Company	# (k)
1	SOFTBANK	299
2	WILLCOM	132
3	au	110
4	EMOBILE	75
5	UQ Communications	67
6	NTT DOCOMO	63

One-two
finish

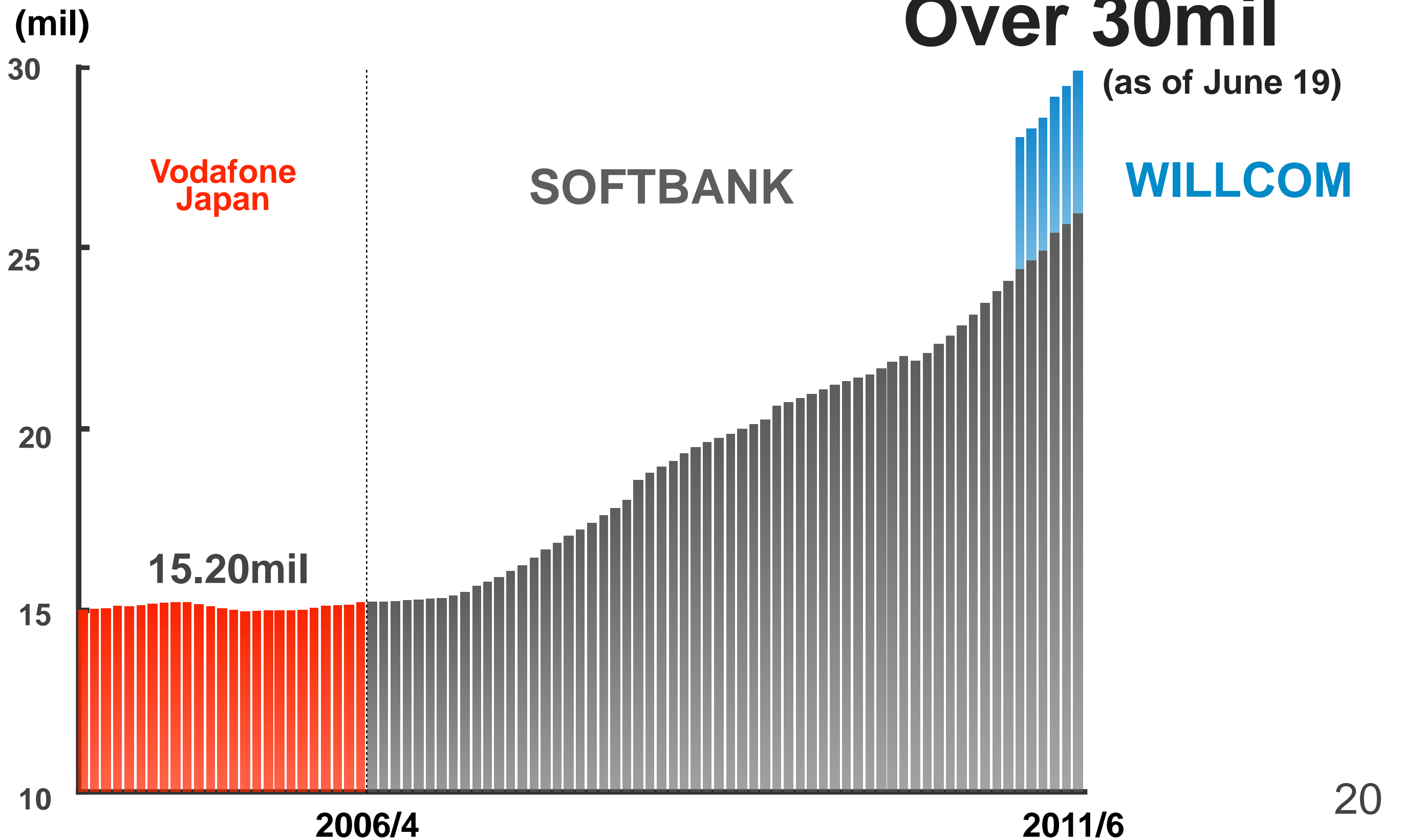


*Created by SOFTBANK CORP. based on Telecommunications Carriers Association statistical data.

Cumulative Subscribers

Over 30mil

(as of June 19)





Masayoshi Son masason

**Let me answer the most
asked questions by
shareholders on Twitter**

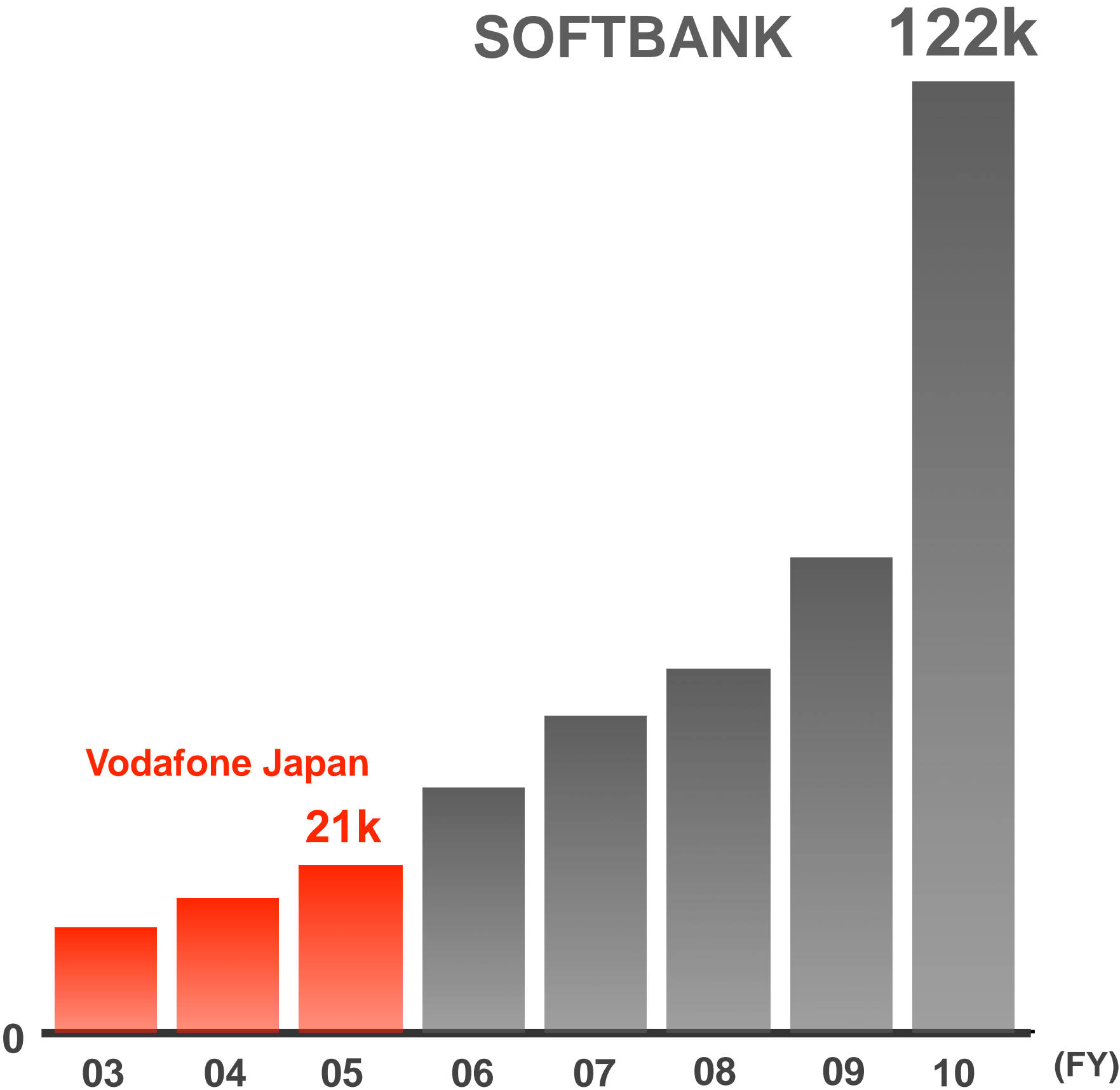


SB shareholder SB_shareholder
@masason

Is your network OK?

Number of Base Stations

x6



*Excludes home femtocell and home repeaters.

(JPY bn)

Consolidated CAPEX

500 500

420.5

JPY 1t
in 2 years

0

06

07

08

09

10

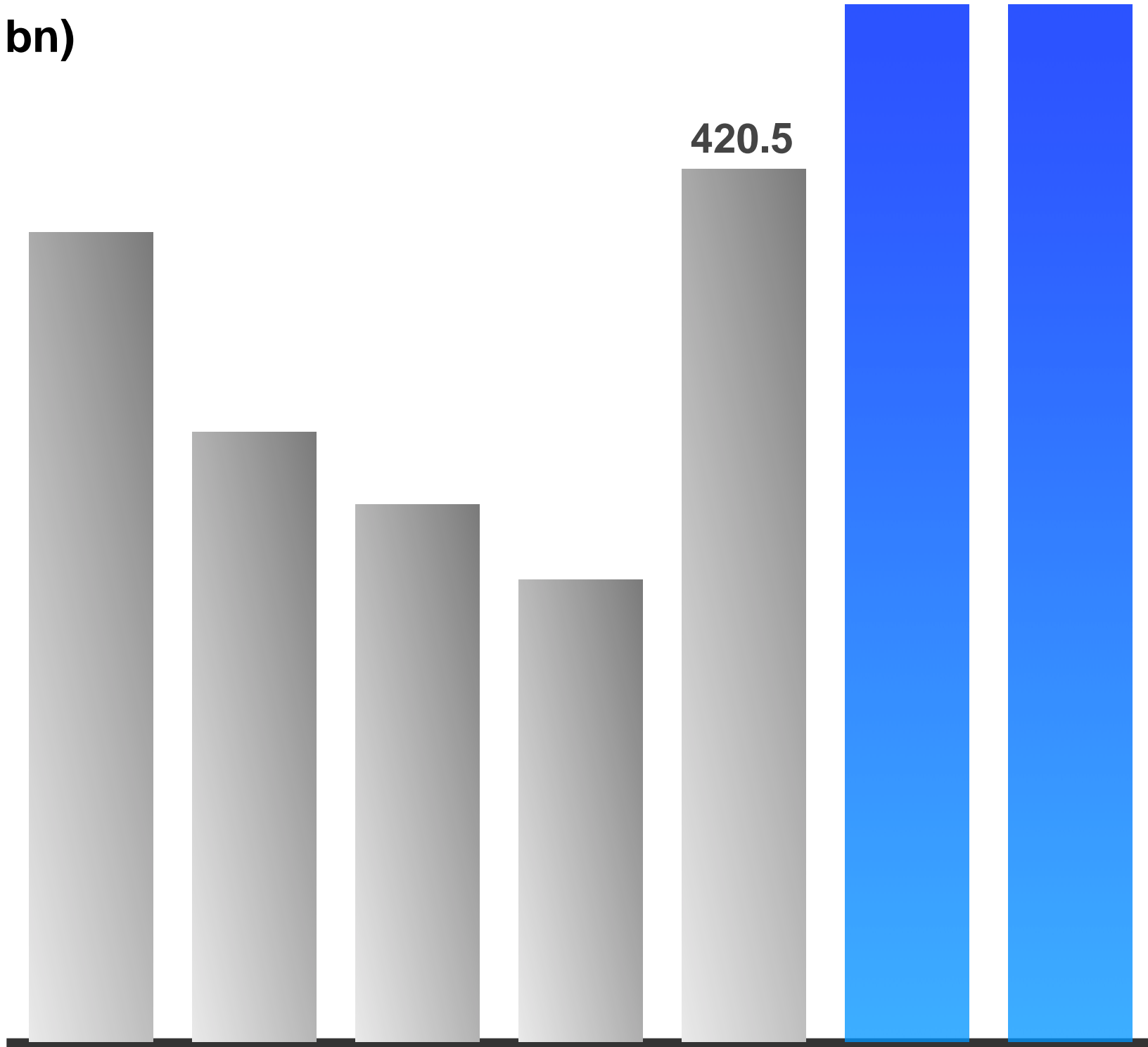
11

12

(FY)

(plan)

24



CAPEX Ranking (FY2011 plan)

Rank	Company	Amount (JPY bn)
1	NTT (including NTT DOCOMO)	1,950.0
2	TOYOTA MOTOR	720.0
3	Kansai Electric Power	515.0
4	SOFTBANK	500.0
5	KDDI	460.0
6	HITACHI	425.0
7	Toshiba	375.0

**No. 4 in
Japan**

Network Reliability in Times of Disaster

Mobile base stations



100 cars

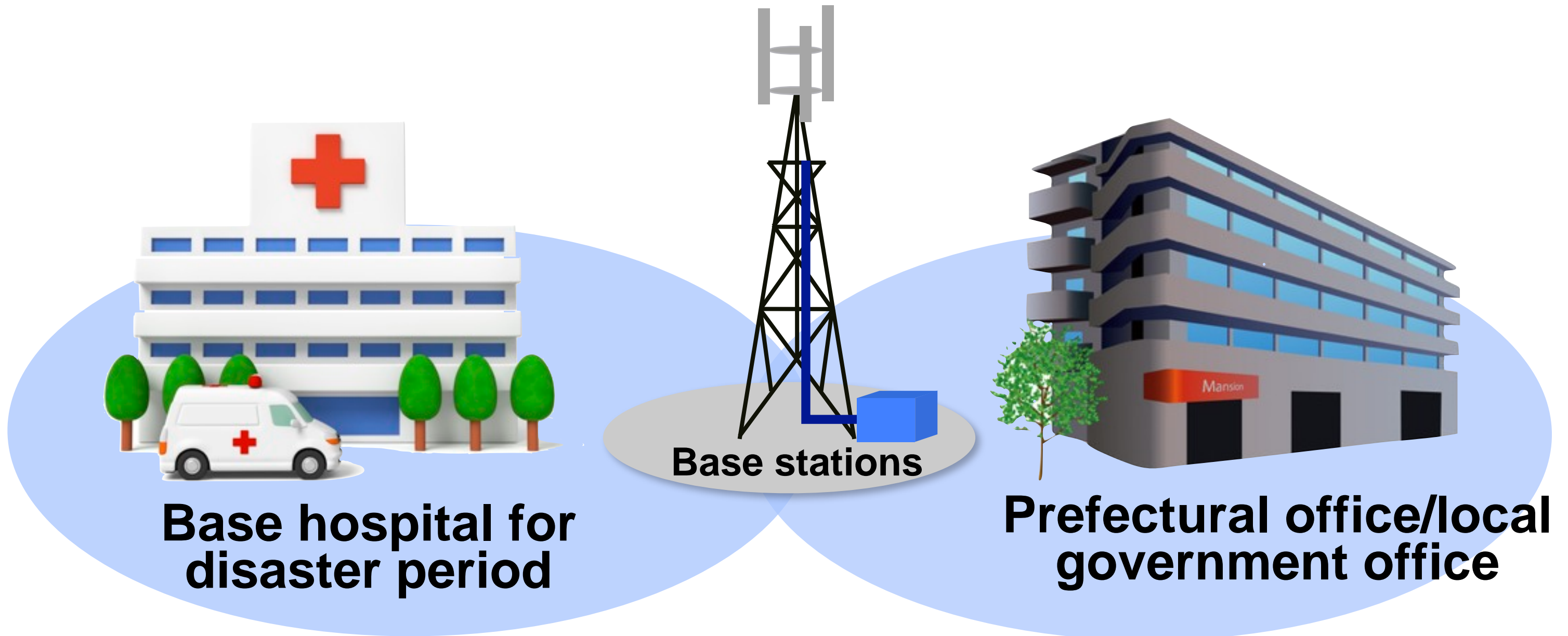
Satellite base stations



200 units

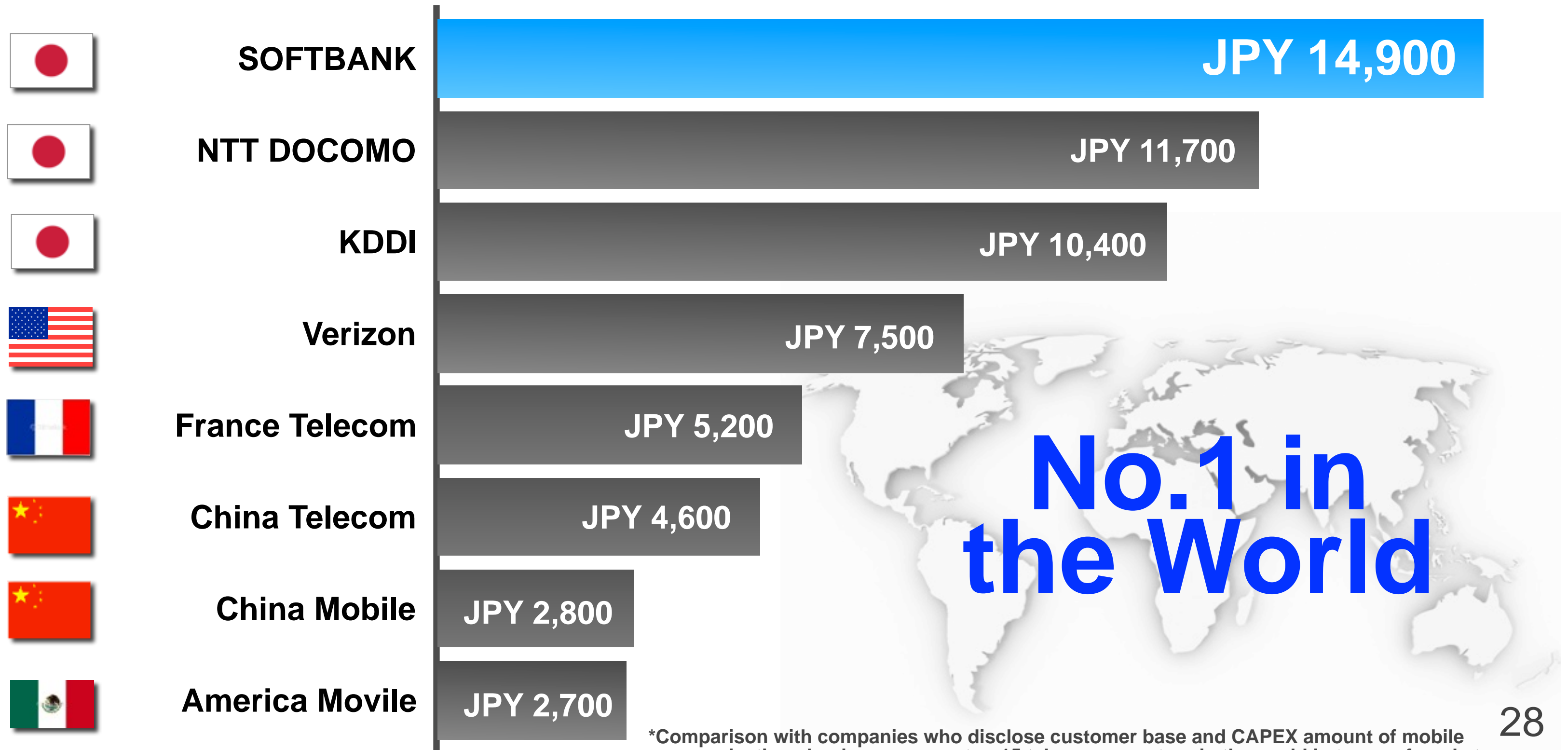
Total 300 units

Secure Communication at Important Areas



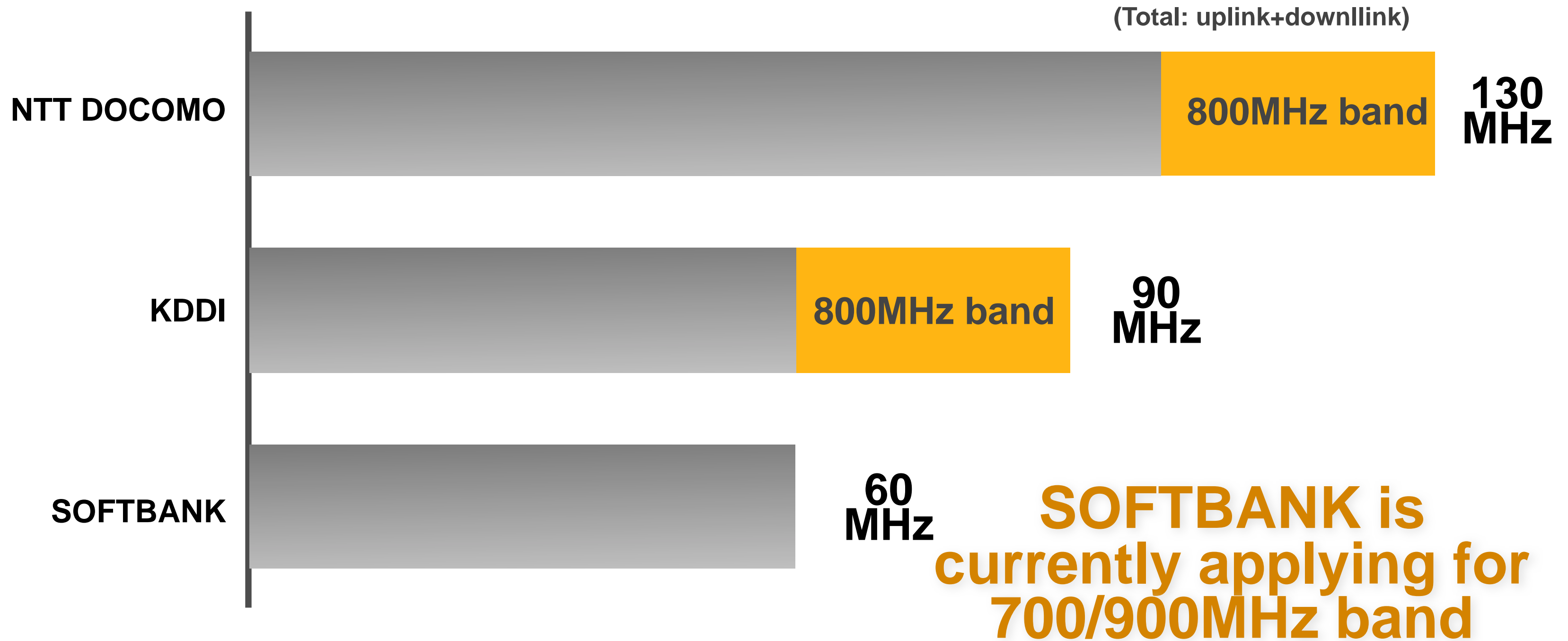
24-hour battery life base stations
Add 2,200 base stations

CAPEX per User (FY2010)



*Comparison with companies who disclose customer base and CAPEX amount of mobile communications business among top 15 telecom operators in the world in terms of market cap.

Frequency Allocation



Deference in Coverage Area by Frequency

Area Covered by Base Station

approx. x3

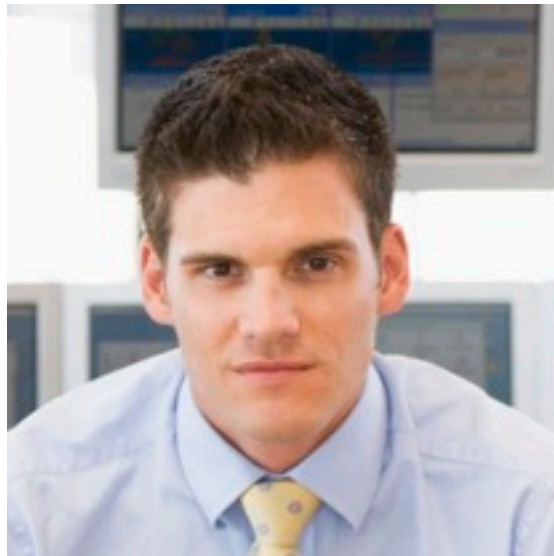
x1

2.1
GHz band

800
MHz band



*Same conditions for transmission power, transmission antenna, and height of antenna.
Assumption of radio propagation: calculated based on Report ITU-R M.2135 standardized at ITU-R, which was developed by SOFTBANK MOBILE Corp. as IMT-Advance radio propagation model.



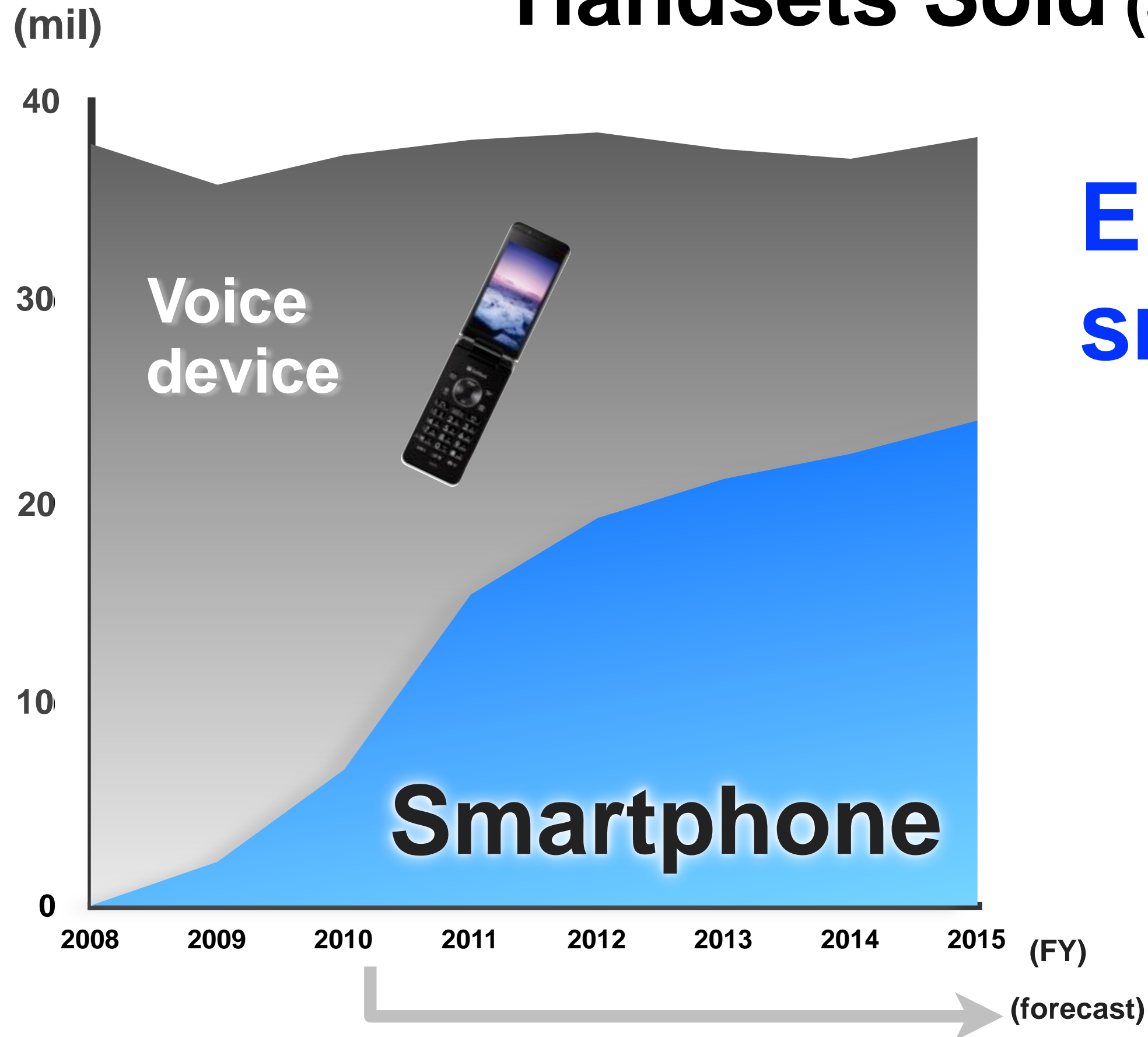
SB shareholder SB_investor

@masason

**Future growth
strategy?**

Towards No.1 Mobile Internet

Handsets Sold (Japan)



**Entering the
smartphone era**



*Created by SOFTBANK CORP. based on press release of
MM Research Institute on December 16, 2010.

New Smartphone Ranking (Japan)

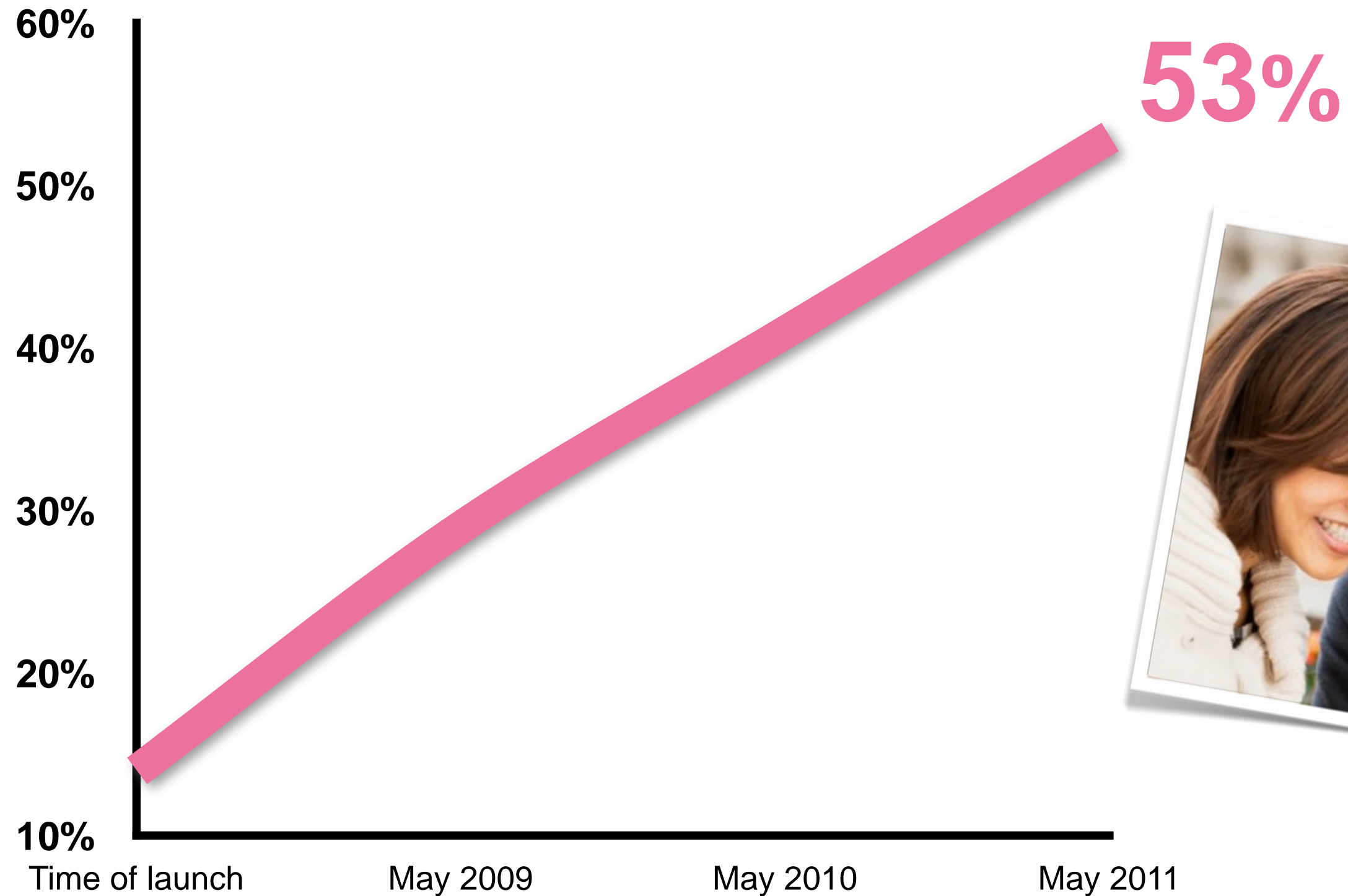
	FY2008	FY2009	FY2010
1	iPhone	iPhone	iPhone
2	X02NK	T-01A	Xperia
3	X05HT	HT-03A	IS01
4	X01T	X02T	GALAXY S
5	X04HT	SC-01B	IS03

No.1 for
3 consecutive
years



*External data.
*iPhone figure is a sum of 3G and iPhone 4, excluding handset upgrades.

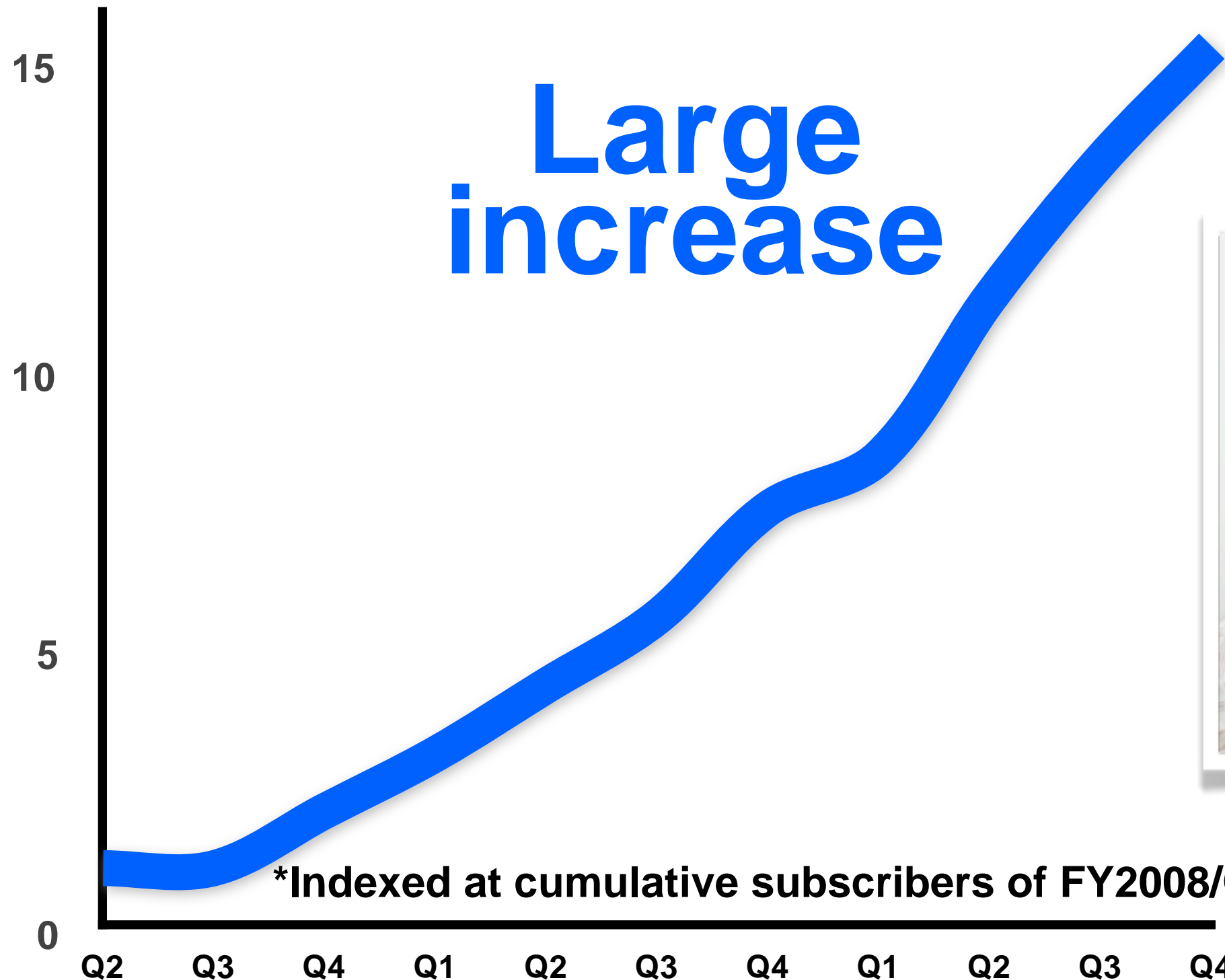
Female Users Among New iPhone Subscribers



iPhone Users Above 50

(times)

Large
increase

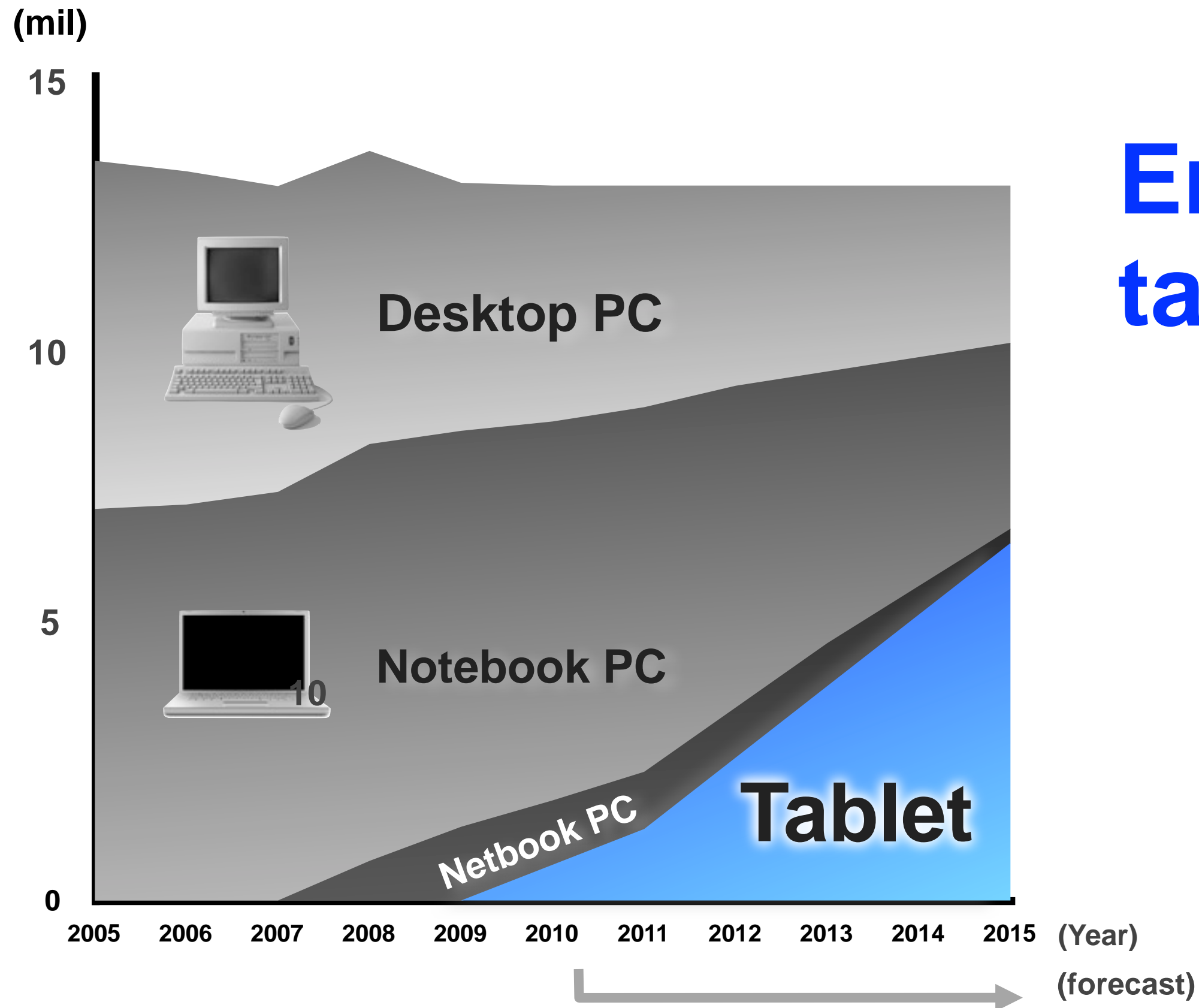


FY2008

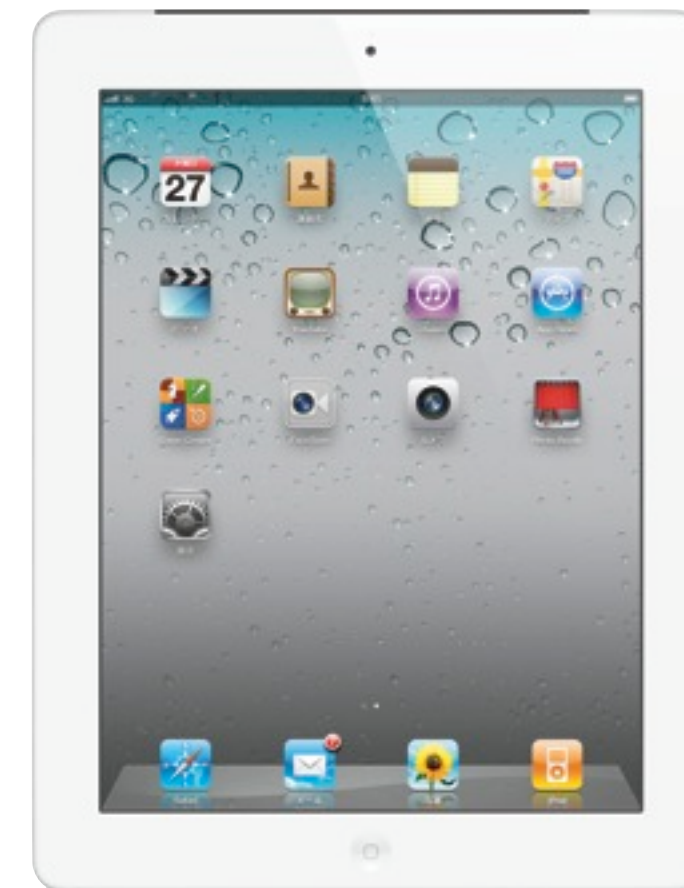
FY2009

FY2010

PC Terminals Sold (Japan)



Entering the
tablet era

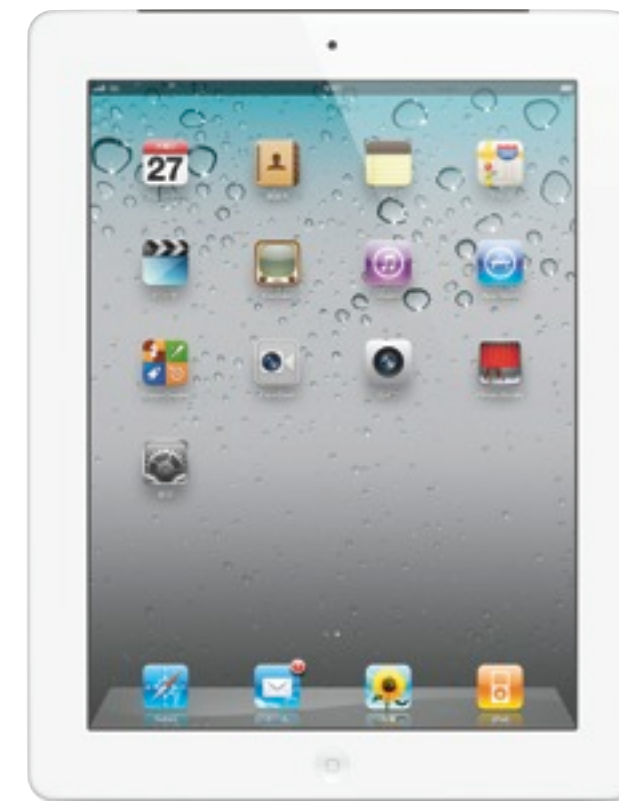


*Press release of MM Research Institute on
February 3, 2010 for the data between 2005 and 2009.
Created by SOFTBANK CORP. for the forecast after 2010.

Market Share of Tablets Sold in Japan (May 2011)



**Overwhelming
No.1**



*External data.
Sum of iPad and iPad 2.

iPad Corporate Implementations

武田薬品工業株式会社



RECRUIT



BMW Group



野村證券



Audi



スモリの家



MIZUHO

みずほ銀行



調査・ベイリサーチセンター



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EPSON
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UNIVERSITY OF YAMANASHI

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名古屋市医師会協同組合
名医株式会社

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at home

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日本ユニシス株式会社

UCHIDA

avex
group

TOKAI GROUP

meiji 明治製菓

ORIX

エトリ

IDC大塚家具

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博多高等学校

JFE

日立メディカルコンピュータ株式会社

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デックコーポレーション

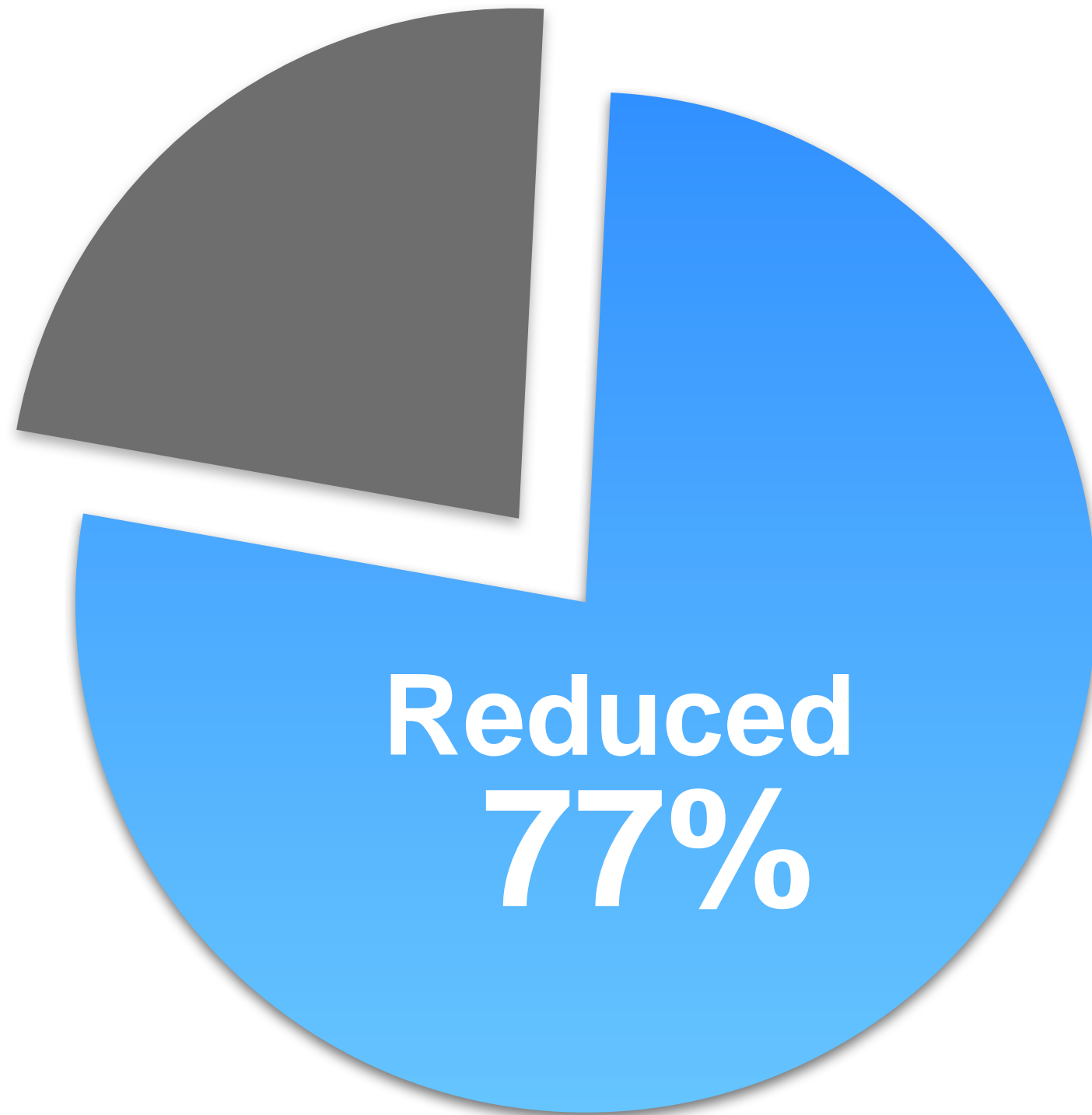
FIDEA

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大分ケーブルテレコム 株式会社
Oita Cable Telecom Co., Ltd.

K.O.T.O.B.U.K.I

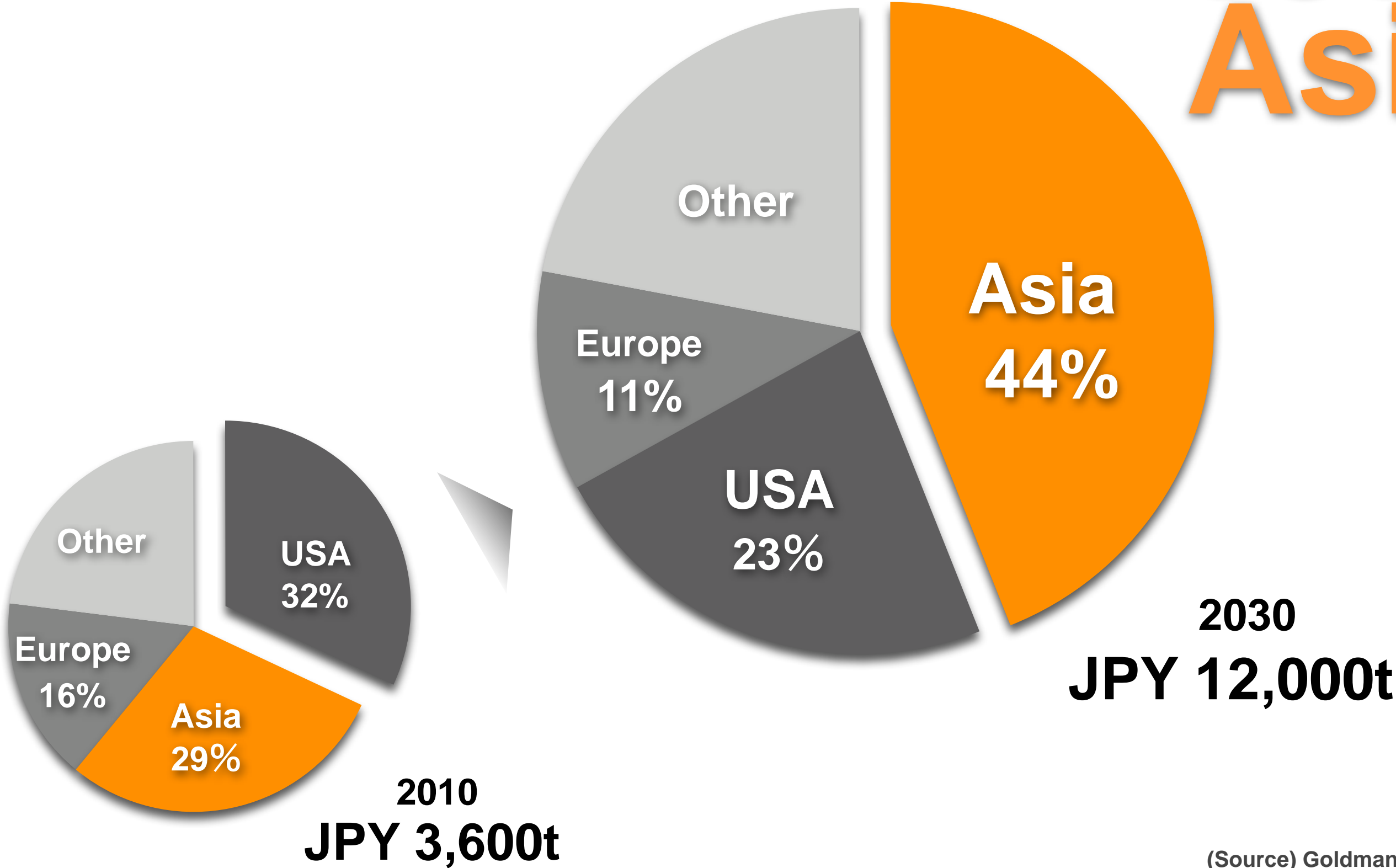
Has your PC usage decreased since you started using a tablet?(US)



Towards No.1 Asia Internet

Market Cap Share by Region

Towards
Asia era



(Source) Goldman Sachs Global ECS Research.



No.1 eCommerce in China

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今日市场 12.21 在线人数 5,562,478 求购信息数 775,052 供应信息数 194,163,499 企业总数 17,964,997

今日资讯 新增: 20,619 更多>

- 秒杀! 数十万件网货成都路演!!
- 涨价爆仓又丢单 快递缘何成慢递?
- 物价涨! 小企业过得比金融风暴还苦
- 中石化2亿收编民营油站! 是阴谋?

热门话题 新增: 26,063 交流>

- 2010商人社区年会, 共建美好未来!
- 100元垄断生意! 有人发了, 有人半饱
- 在阿里平台特殊产品的特殊推广方式
- 年底真是危机边缘, 3000万一下没了
- 创业不愿意赚1块钱, 结果损失1万块

工具产品采购 第三期专场活动 工业品超市: 手工具、电动工具、磨具

年终进货攻略 旺旺替你送祝福

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- 供应发圈, 发圈批发, 时尚发圈, ...
- 新款上市! 儿童韩版双层蝴蝶结发...
- 波浪式假发 长卷发 给人美的视...
- 快速盘发造型插梳9916
- 求购假发制品
- 求购假发制品
- 求购 法国胶 发饰
- 求购塑料宝石
- 求购 木制品

李会广, 2010 你最骄傲

原材料

- 橡塑 通用塑料 工程塑料 改性塑料 再生料
- 化工 醇类 烃类 无机盐 氧化物 合成树脂
- 精细 染料 化肥 涂料 精油 活性炭 润滑油
- 医药 保健品 中成药 医药中间体 制药设备
- 能源 天然气 柴油 无烟煤 汽油 太阳能设备
- 机械 轴承 阀门 模具 刀具夹具 泵 机床
- 五金 紧固件 五金件 水龙头 锁具 扳手 脚轮
- 电子 电子元器件 LED 背光 二极管 三极管 变频器

冶金 钢材 钢管 不锈钢 螺纹钢 铝型材 磁铁

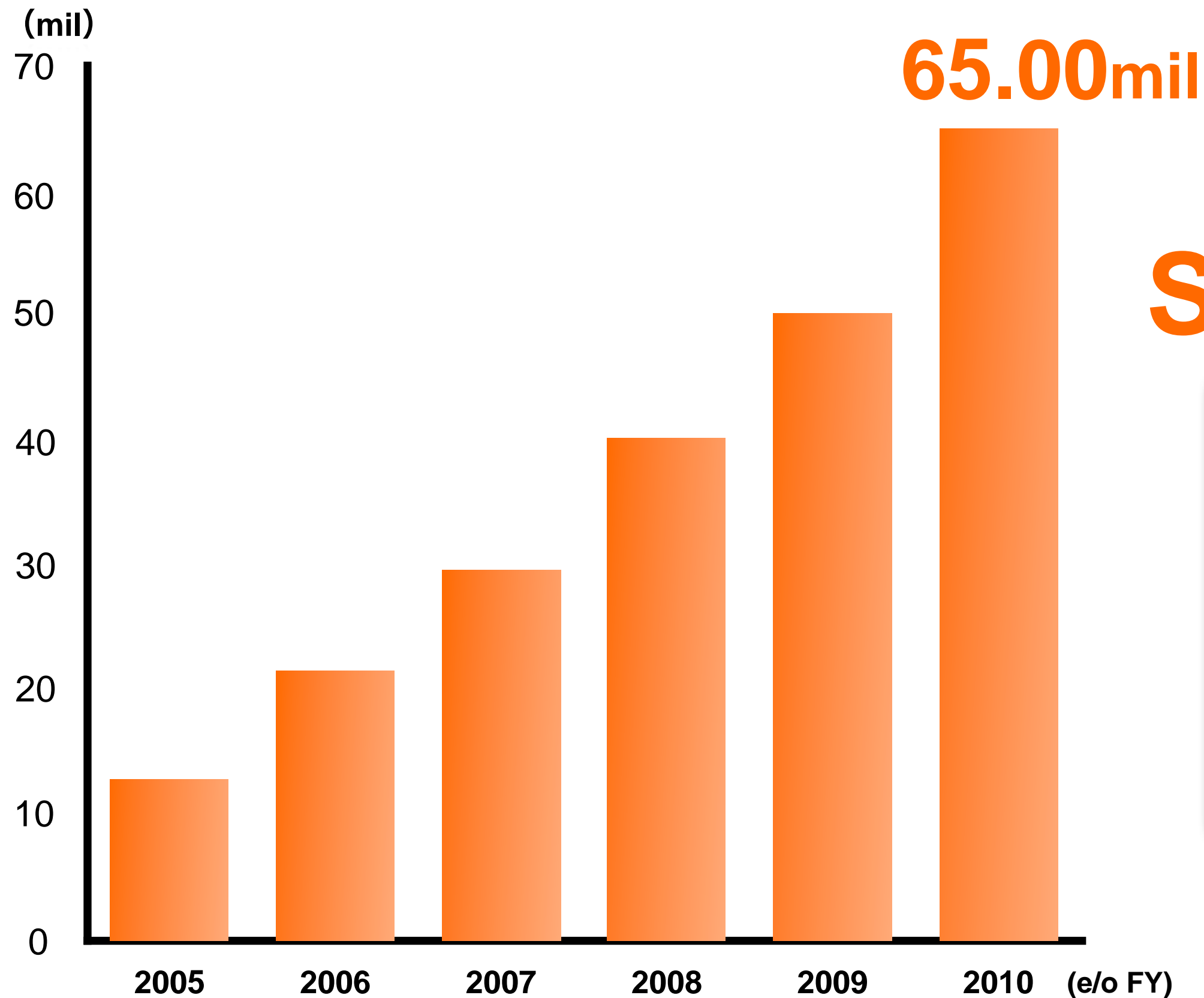
建材 管材 玻璃 石材 水泥 木材 耐火材料

农业 特种养殖 畜牧 水产品 玉米 小麦 苹果

纺织 棉花 纱线 坯布 化纤 面料 辅料 皮革

查看原材料所有类目

Alibaba.com Registered Users



Steady growth



(Source) publicly available data of Alibaba.com.



One of the biggest SNS in China

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个人网址: huanghui.renren.com

个人主页 音乐 资料 日志 相册

最新照片 全部相册

向施打招呼 发站内信 送她礼物

所在城市: 北京市
生日: 1972-12-23 摩羯座
家乡: 江苏 南通市
我的域名: huanghui.renren.com
等级: 24级

日志(28) 查看全部

2011年情人节夜晚随笔
先生经常出差。几年前,我们刚开始谈恋爱的时候,我会清楚地知道每天他飞到哪里,有时甚至连航班时间都查得很清楚,以便于好接他时间通电话;而现在,我不再那么“勤快”地跟踪他的行程,有时甚至都不知道他在哪里。就像今天,我以为他去了欧洲,直到他打电话时才认识到他去了美国西海岸。这就是生 ...
02月14日 23:18

晒一下中国的春运
01月24日 18:11

俗话说
10月26日 22:05

分享 查看全部

艾瑞: 国内主要社交网站数据对比
06月04日 20:08

全明星量明星徽章
03月31日 11:14

22: 韩惠是最新博文——给李彦宏先生的一封信
03月27日 13:51

您好,李彦宏先生。上周我和出版社的朋友沈洁敏先生去山东的纸厂参观已经印刷完毕的一百多万册《德唱团》第二期,三百多吨的纸和工业垃圾一起进了化浆炉。几百万的损失对您来说可能是个小数目,但是对一个出版公司来说几乎等于一年白干了,那还是因

留言板 所有留言

有多久没给黄辉留言了? 留言 悄悄话

黄辉的新鲜事 好友留言

黄辉 在人人成为了 人人小站 的好友

人人小站
06-12 10:41 加为好友

黄辉: Japan expo poster1
在 天安时间当代艺术中心
06-12 18:28 通过人人iPhone发布 收起回复 | 喜欢

黄辉 上传了1张照片至 手机相册
在 天安时间当代艺术中心
06-12 18:17 通过人人iPhone发布 收起回复 | 喜欢

黄辉 很喜欢 糯米网 - 北京的菲仕乐二件套
百年品质,来自德国!菲仕乐品牌厨具开团啦!1980元即享原价5168元『菲仕乐』厨房烹饪明星套件:蓝点4.5L 22cm高速快锅+家庭系列20厘米汤锅!钢锅“三明治”锅底,导热卓越!不吸油烟体,节约50%食用油,保留食材原汁原味!菲仕乐,让你爱上厨房爱上家!

共同好友(92) 查看全部

张薇 Ver 冷阳橙 魏正伟
王寅 杨基函~ 许波

最近来访(1697)

刘策科 刘晨 李国琪
王党成 任今涛 李峻伟
张成 刘文 王洋

她喜欢的 公共主页 | 人人喜欢

人人小站 糯米网
人人小站 盗墓笔记 糯米
人人Photo 千军破 车网

最近玩过的游戏/应用

位置

她的好友(251) 查看全部

推荐好友给她

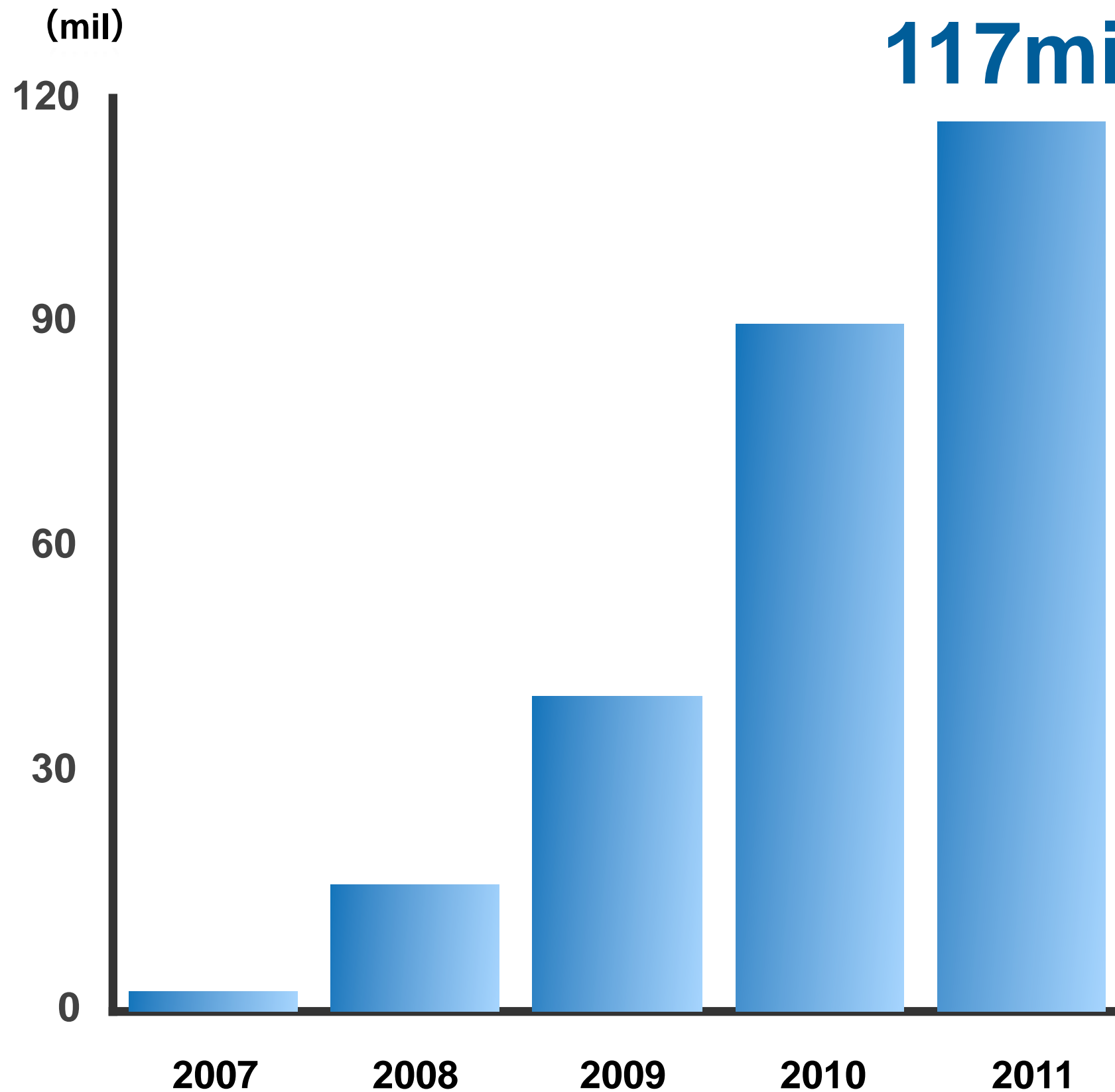
沈博阳 神神保 陈耀伦
林秋菊 陈一舟

Activated Users



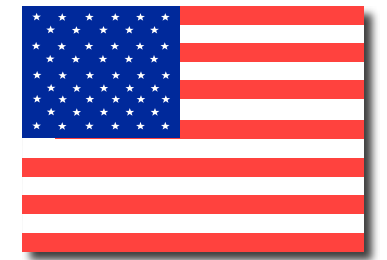
117mil

Chinese Facebook



(Source) IR material by RenRen end of Mar. each year.

Comparison of Market Cap



(JPY t)

20

16

12

8

4

0

2004

2005

2006

2007

2008

2009

2010

2011

Google

JPY 13t

Facebook

JPY 7t (estimate)

(Source) TechCrunch (March 2011).

May 4, 2011



Listing in USA

New York Stock Exchange





No.1 Online TV in China

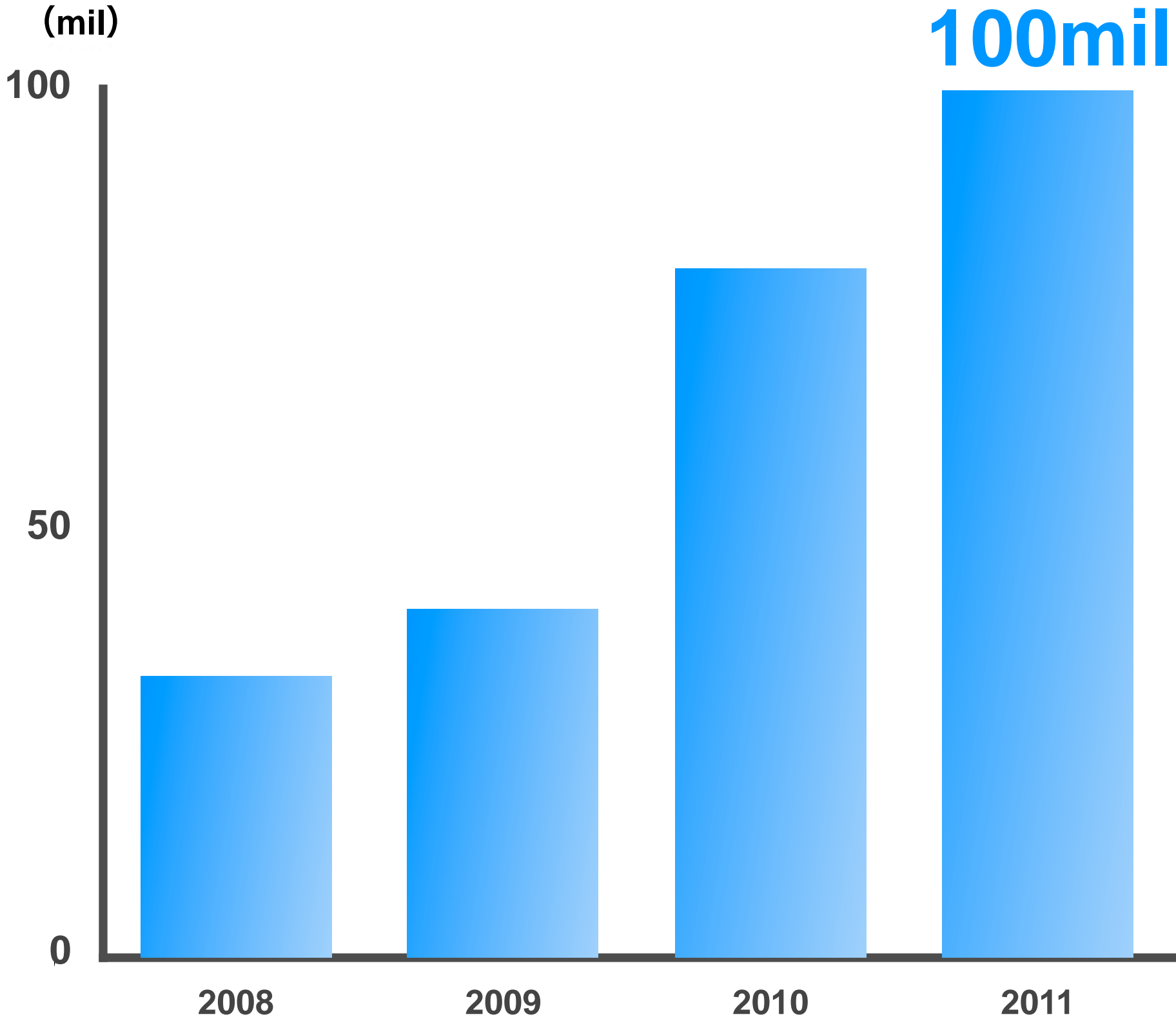
The screenshot displays the PPTV website interface, which is a leading online TV platform in China. The top navigation bar includes links for '首页' (Home), '电视台' (TV Channels), '电影' (Movies), '电视剧' (TV Series), '动漫' (Animation), '游戏' (Games), '娱乐' (Entertainment), '资讯' (News), and '体育' (Sports). A search bar is located on the right side of the header.

The main content area is divided into several sections:

- 软件下载** (Software Download): Promotes the PPTV 2.7.7 version and provides a download link.
- 快速推荐** (Quick Recommendations): Lists various content categories such as '最近观看' (Recently Watched), '节目导航' (Program Navigation), 'PP会员' (PP Member), '英超联赛' (Premier League), '不知看啥' (Don't know what to watch), '首播剧场' (Premiere Theater), '付费频道' (Paid Channels), 'Coo影院 (for mac)' (Coo Cinema for Mac), '纪录中国' (Record China), and '莎莎网官方频道' (Shasha Network Official Channel).
- 付费频道** (Paid Channels): Features a large banner for '房不剩防' (Don't let the house be sold) and a list of other paid content.
- 每日必看** (Must-Watch Daily): A list of 10 recommended programs, including movies like '《将爱》十年之后的感动' and TV series like '《甄嬛传》'. It also includes a '实时排行榜' (Real-time Ranking) section.
- PPTV火热网络报名中** (PPTV Hot Network Registration): Promotes the '中国达人秀' (China's Got Talent) competition.
- PPTV在线问答小调查** (PPTV Online Q&A Survey): A section for user surveys and questions.
- 电影** (Movies): A section featuring various movie posters and titles, including '将爱' (Love Will Be There), '婚前试爱' (Love Before Marriage), '一页台北' (One Page Taipei), '三分钟先生' (Mr. 3 Minutes), and '孤男寡女' (Odd Men Out).
- 电视剧** (TV Series): A section featuring various TV series posters and titles, including '将爱' (Love Will Be There), '婚前试爱' (Love Before Marriage), '一页台北' (One Page Taipei), '三分钟先生' (Mr. 3 Minutes), and '孤男寡女' (Odd Men Out).

The bottom of the page features a large banner for 'PPTV在线问答小调查' (PPTV Online Q&A Survey) and a section for '股票投资' (Stock Investment) with the slogan '投资之道 上胜之道' (The Way of Investment, The Way of Victory).

Monthly Active Users

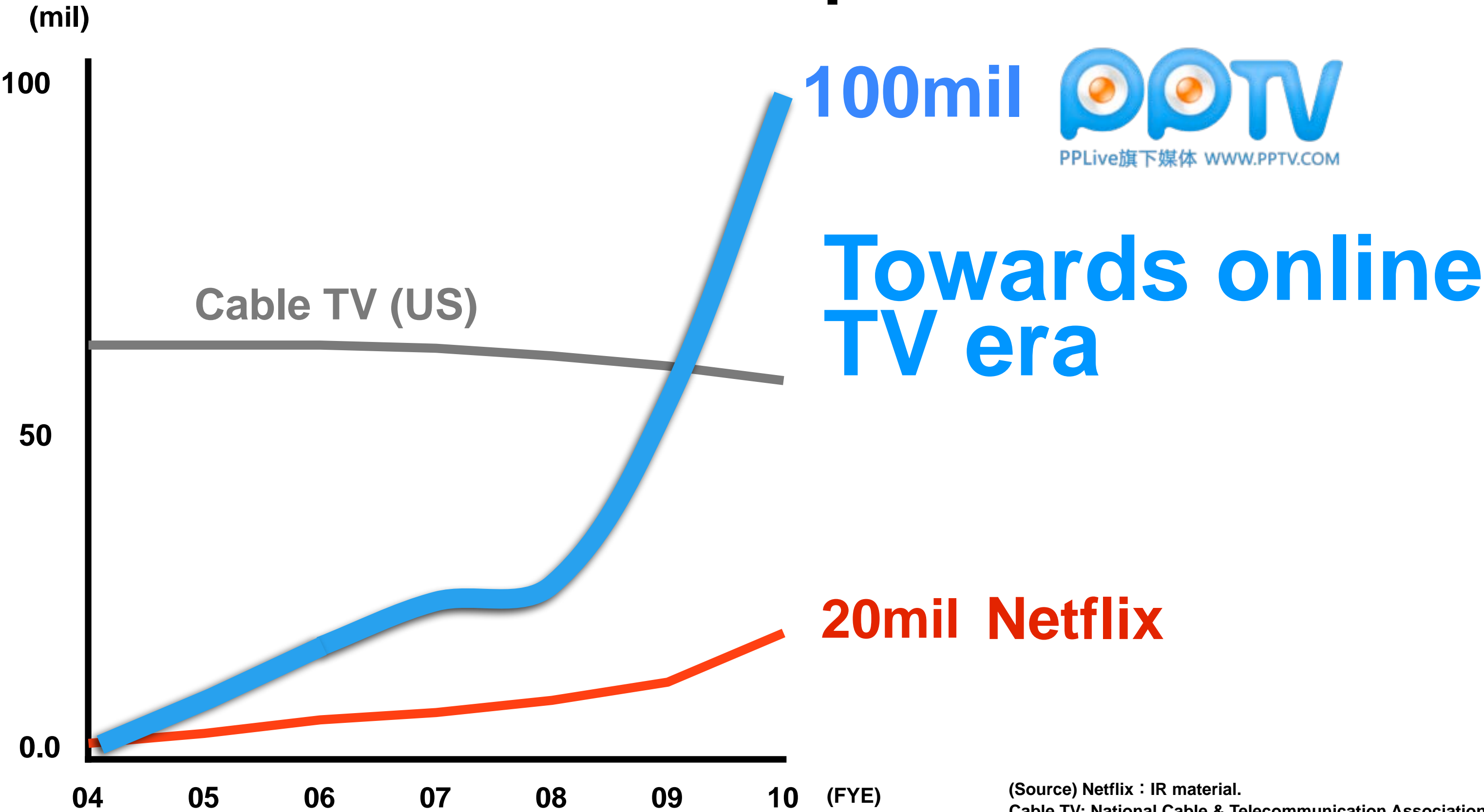


Steadily increasing



(Source) PPLive end of Mar. each year.

User Comparison



(Source) Netflix : IR material.
Cable TV: National Cable & Telecommunication Association.

No.1 Mobile Internet

No.1 Asia Internet



SB investor SB_Mirai
@masason

**Can you achieve
Next 30-Year Vision?**

Next 30-Year Vision

1 year after announcement



Next 30-Year Vision

**Strategic Synergy Group
Towards 5,000 companies**

Major Partnerships for Past Year

Online TV



No.1

Online shopping



No.1

Membership sales



No.1

Entertainment



No.1

Data center



No.1

•
•
•

Strategic Synergy Group

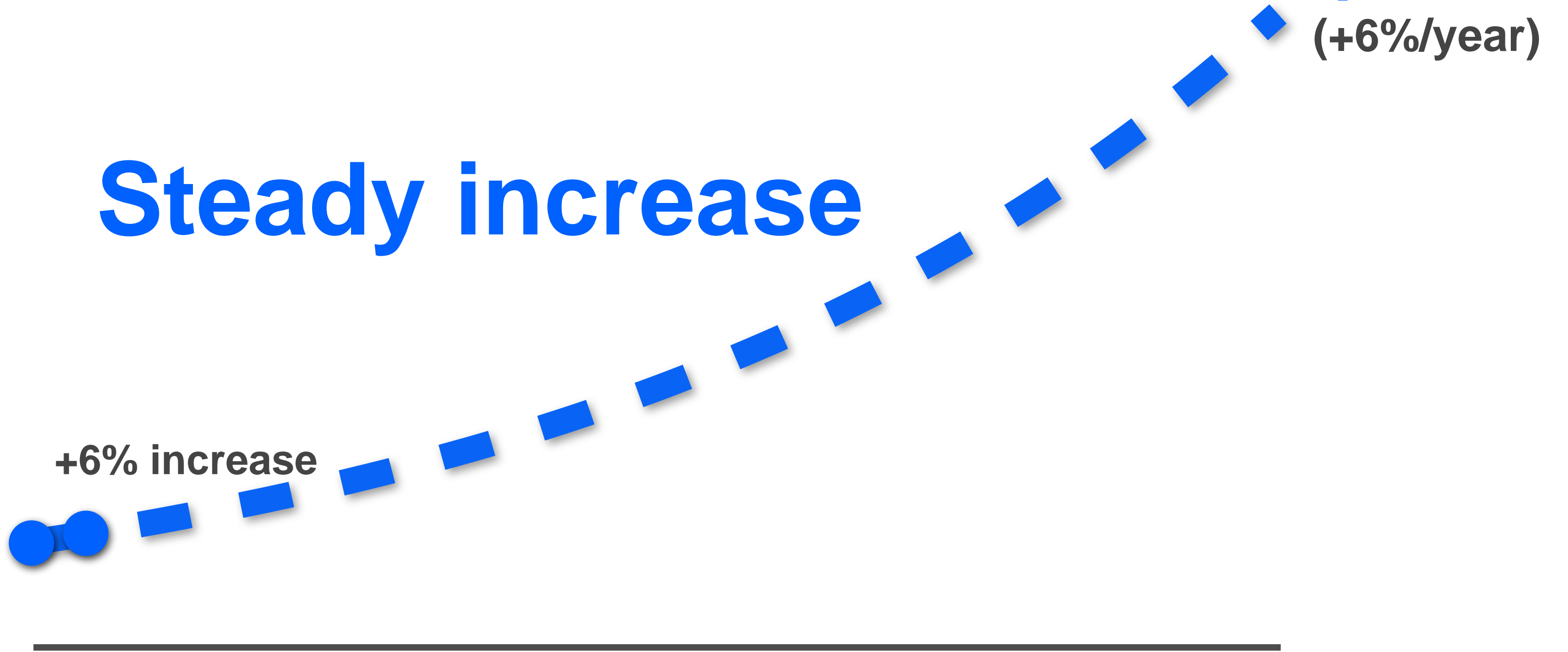
**5,000
companies**
(+6%/year)


Steady increase

+6% increase

2010 2011

2040 (CY)



A complex network diagram with numerous nodes of varying sizes (small, medium, and large spheres) connected by thin lines, representing a large-scale organizational or industry network. The nodes are distributed across the entire frame, with some clusters being denser than others.

Strategic Synergy Group Toward 5,000 companies

 SoftBank

Academia

Softbank Academia Lectures



SoftBank
Academia

Next 30-Year Vision

**Join the Global Top Ten in
Market Capitalization
Around JPY 200t**

Market Cap Ranking (Japan)

(as of June 23)

Rank	Company	JPY t
1	TOYOTA MOTOR	11.2
2	NTT DOCOMO	6.2
3	NTT	5.5
4	Honda Motor	5.4
5	Mitsubishi UFJ Financial	5.3
6	CANON	5.0
7	NISSAN MOTOR	3.8
8	Sumitomo Mitsui Financial	3.3
9	SOFTBANK	3.3
10	Mitsubishi Corporation	3.3

**No. 9
in Japan**

Market Cap Ranking (World)

(as of June 23)

Rank	Company	JPY t
1	Exxon Mobil (US)	31.7
2	Apple (US)	24.0
3	Petrochina (China)	24.0
4	Industrial and Commercial Bank of China (China)	19.3
5	BHP BILLITON (Australia)	17.8
6	Royal Dutch Shell (Netherlands)	17.6
7	Nestle (Switzerland)	17.3

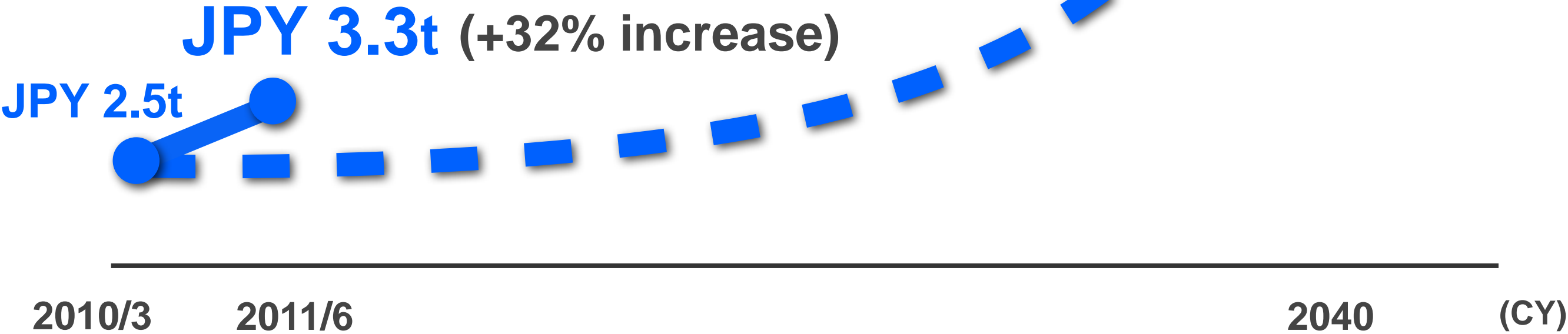
⋮

202	SOFTBANK (Japan)	3.3
-----	------------------	-----

No. 202
in the world

SOFTBANK Market Cap **JPY 200t** (+16%/year)

For further growth





SB shareholder **SB_Supporter**
@masason

**Please tell me about the
initiatives regarding
renewable energy.**

March 11, 2011

Great East Japan Earthquake



Letter from Victims in the Affected Area



Information = Lifeline

Information Revolution



Happiness for everyone

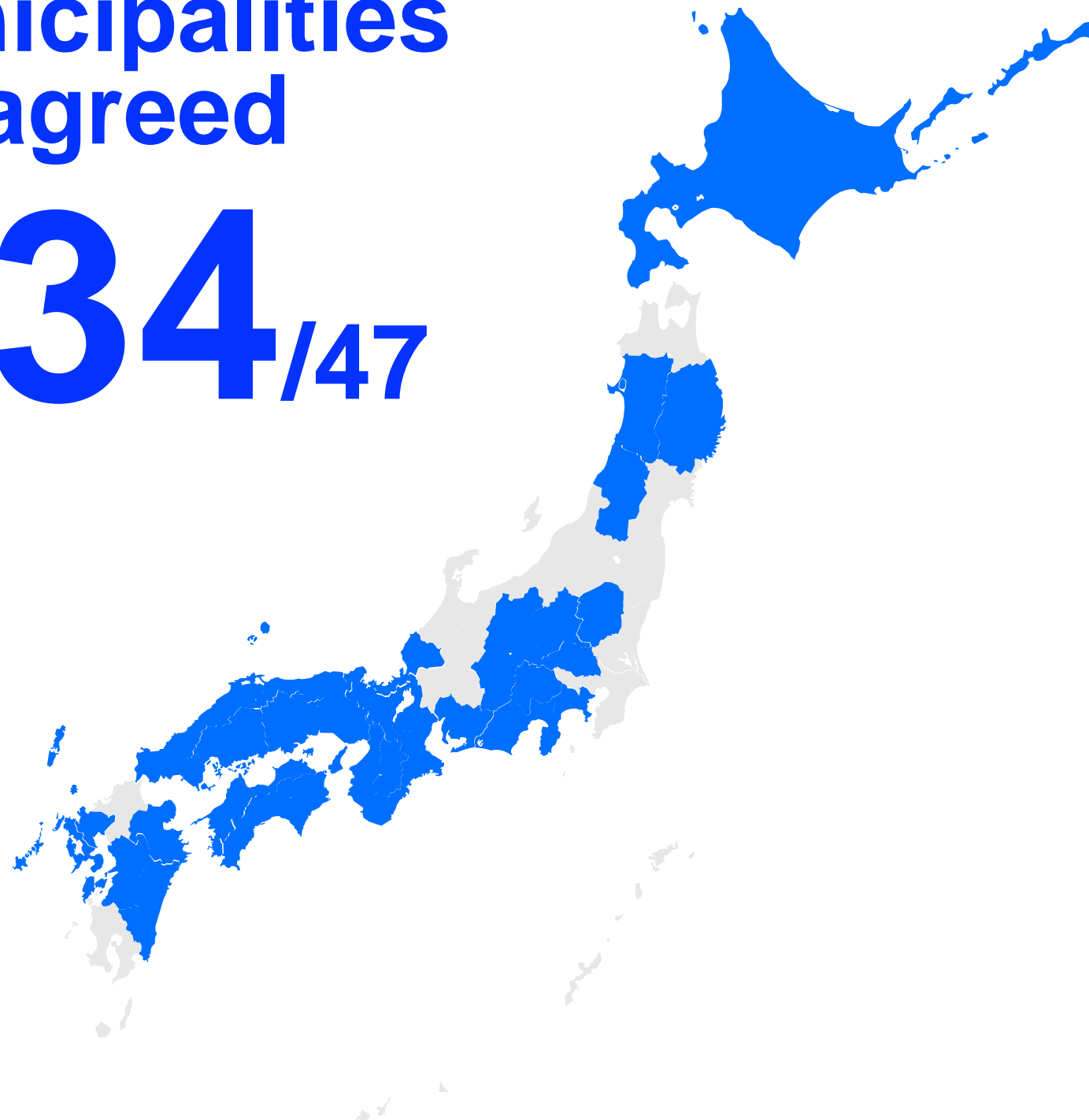


No Information Revolution Without Energy

Renewable Energy Governors' Alliance

**Municipalities
agreed**

34_{/47}



**To be established in
early July 2011**



**Implement as
model case**

Partial Change in the Articles of Incorporation

Business concerning power generation involving renewable energy, and its operation and management as well as supply, sales, etc. of electricity



**Providing for future
business development**

Conditions for Business Development

- **Feed-in-tariff system**
- **Access to Grid**

Execute after deliberation and approval of the
Board of Directors



Commitment to reduce net interest-bearing debt remains unchanged

Google Energy



Photovoltaics



Solar thermal



Wind



Smartmeter

Address power needs at data centers

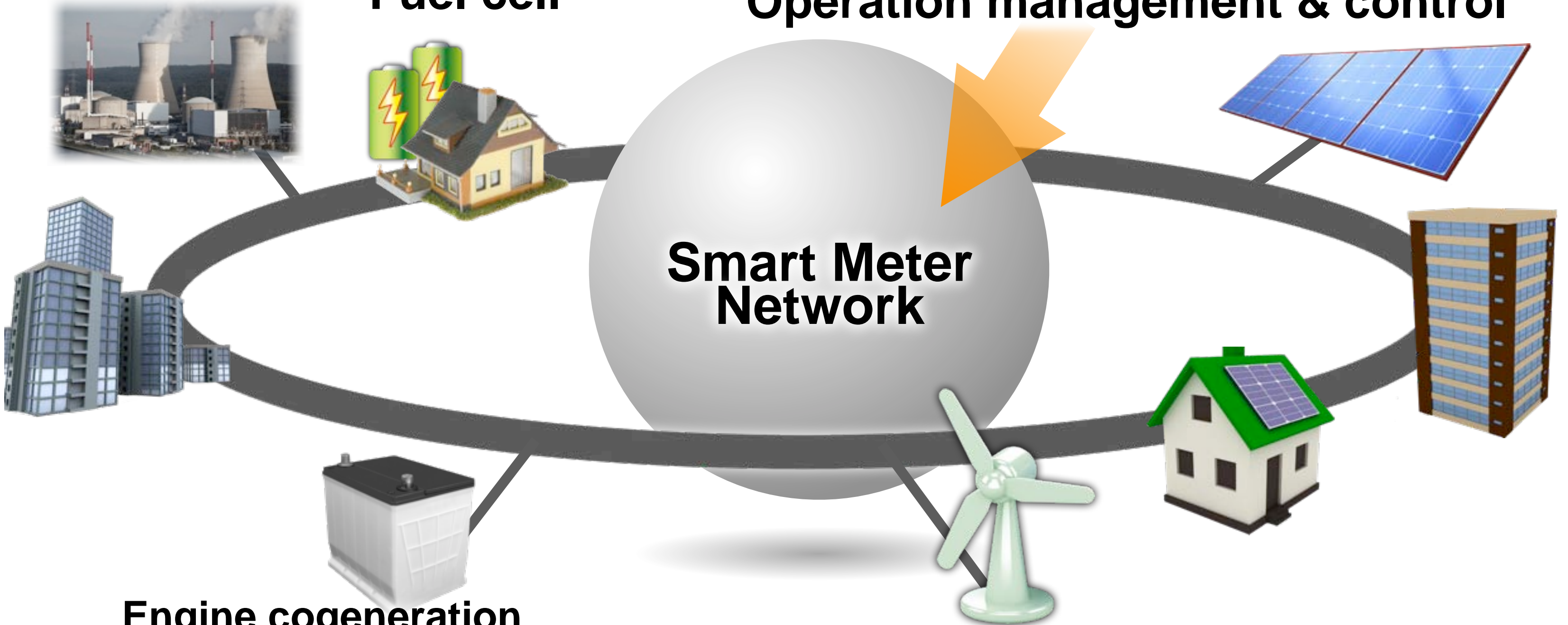
Smart Grid

Fuel cell

Operation management & control

Smart Meter Network

Engine cogeneration



Safe Future for Children





SB investor SB_Mania
@masason

**Will SOFTBANK's
growth continue?**



Masayoshi Son masason

Let's do it.

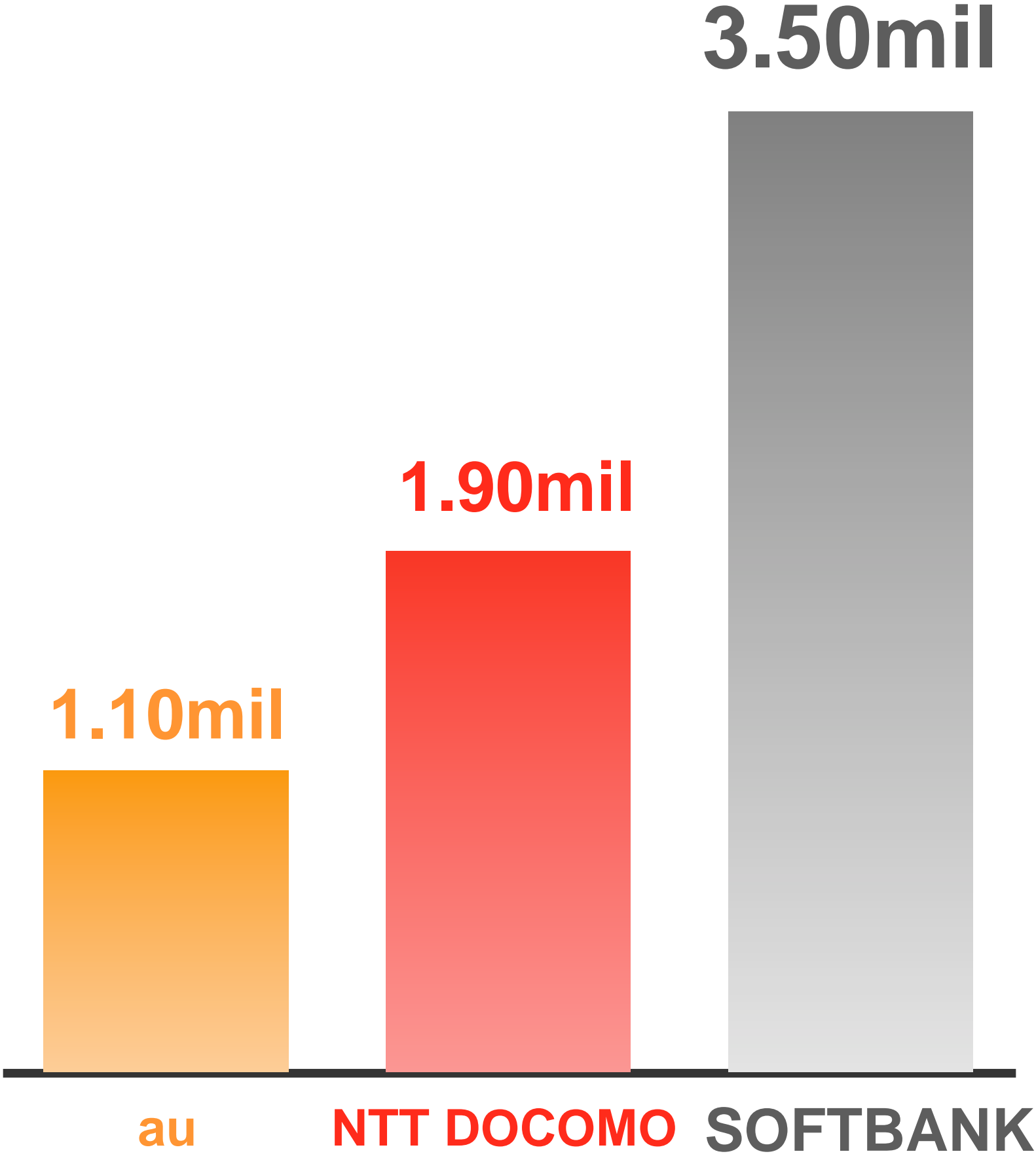
SOFTBANK Group

DNA of

Overwhelming No.1

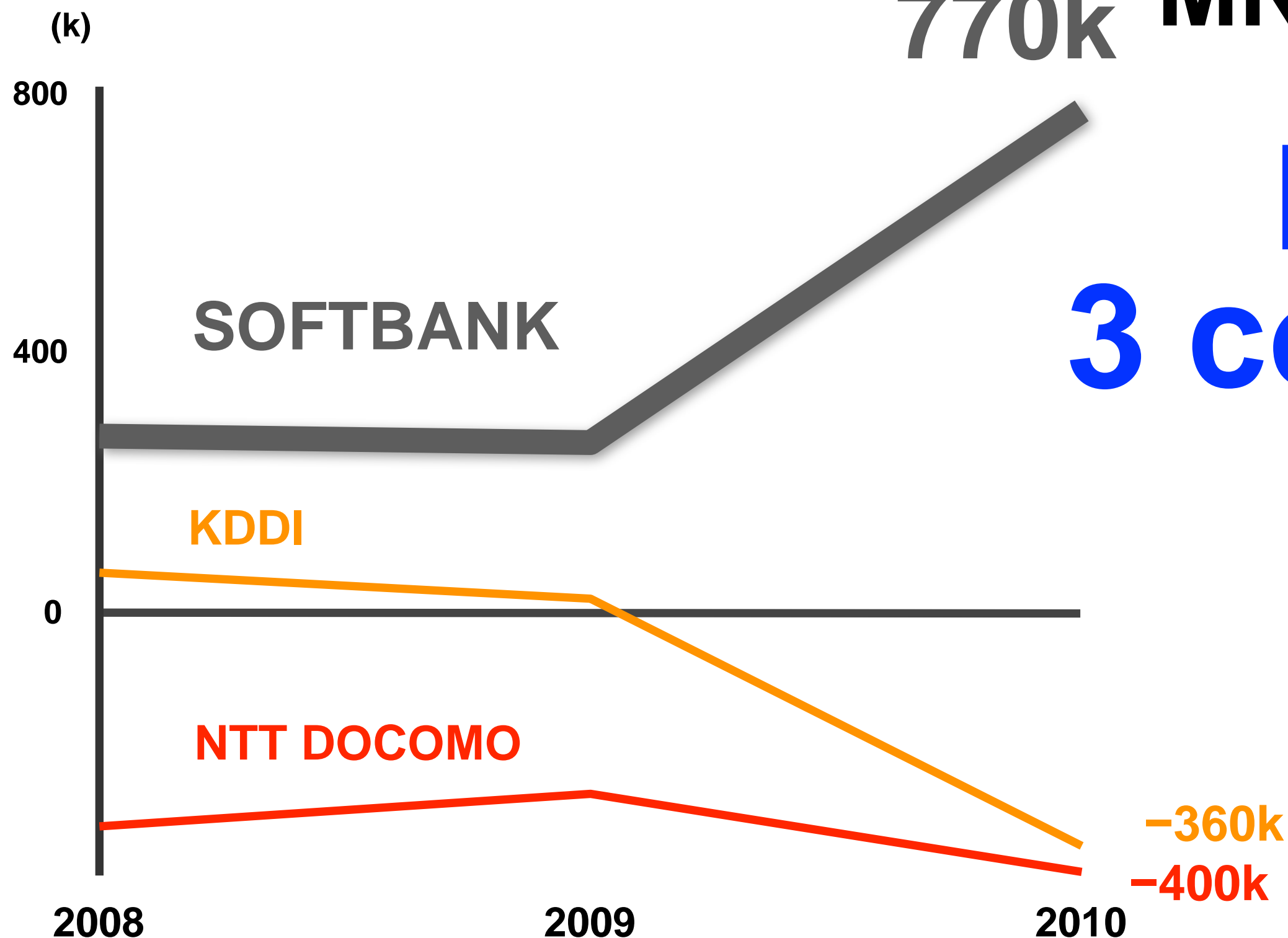
Net Adds (FY2010)

Overwhelming
No.1



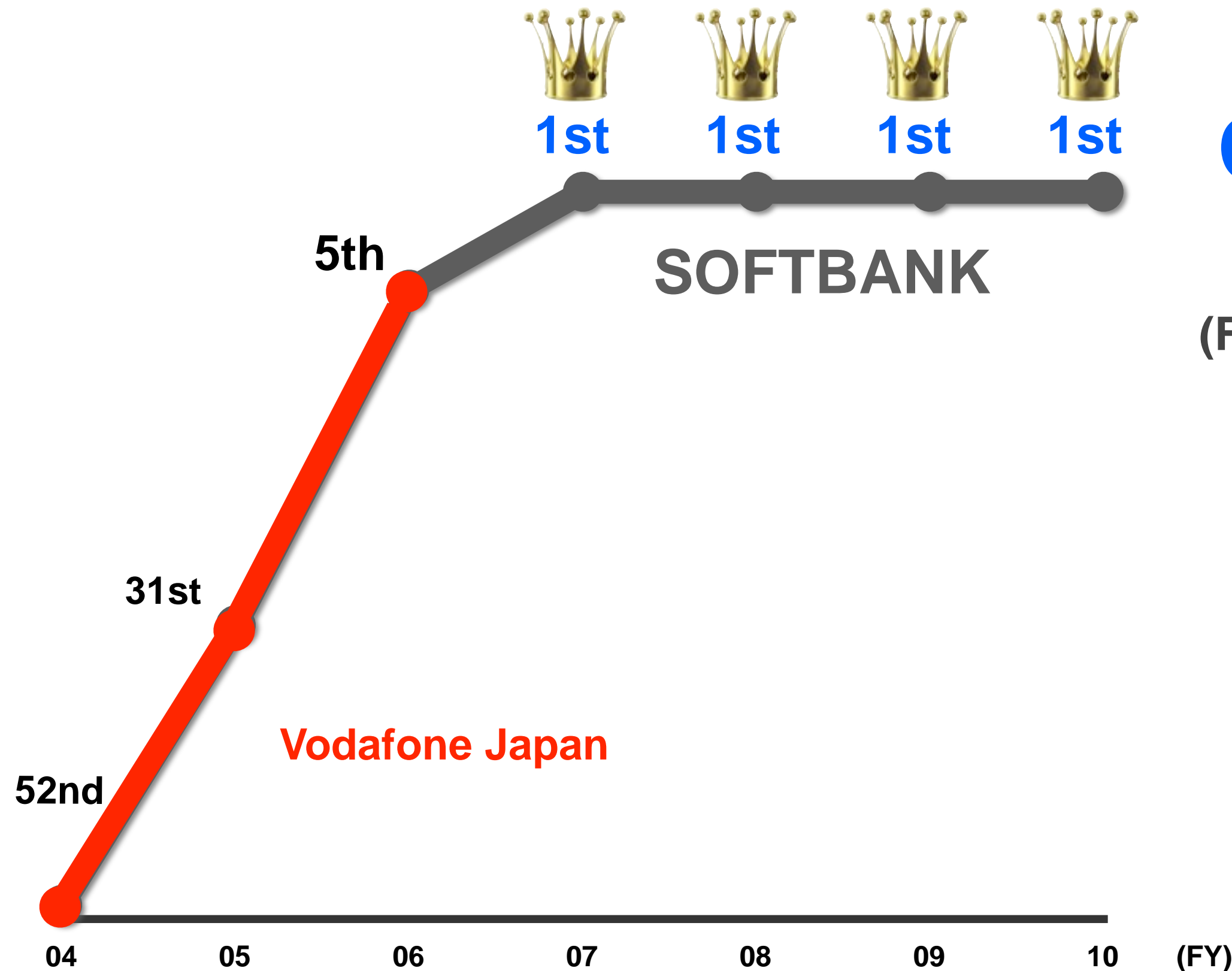
*Created by SOFTBANK CORP. based on Telecommunications Carriers Association statistical data.

MNP Net Additions



**No.1 for
3 consecutive
years**

TV CM Preference Ranking



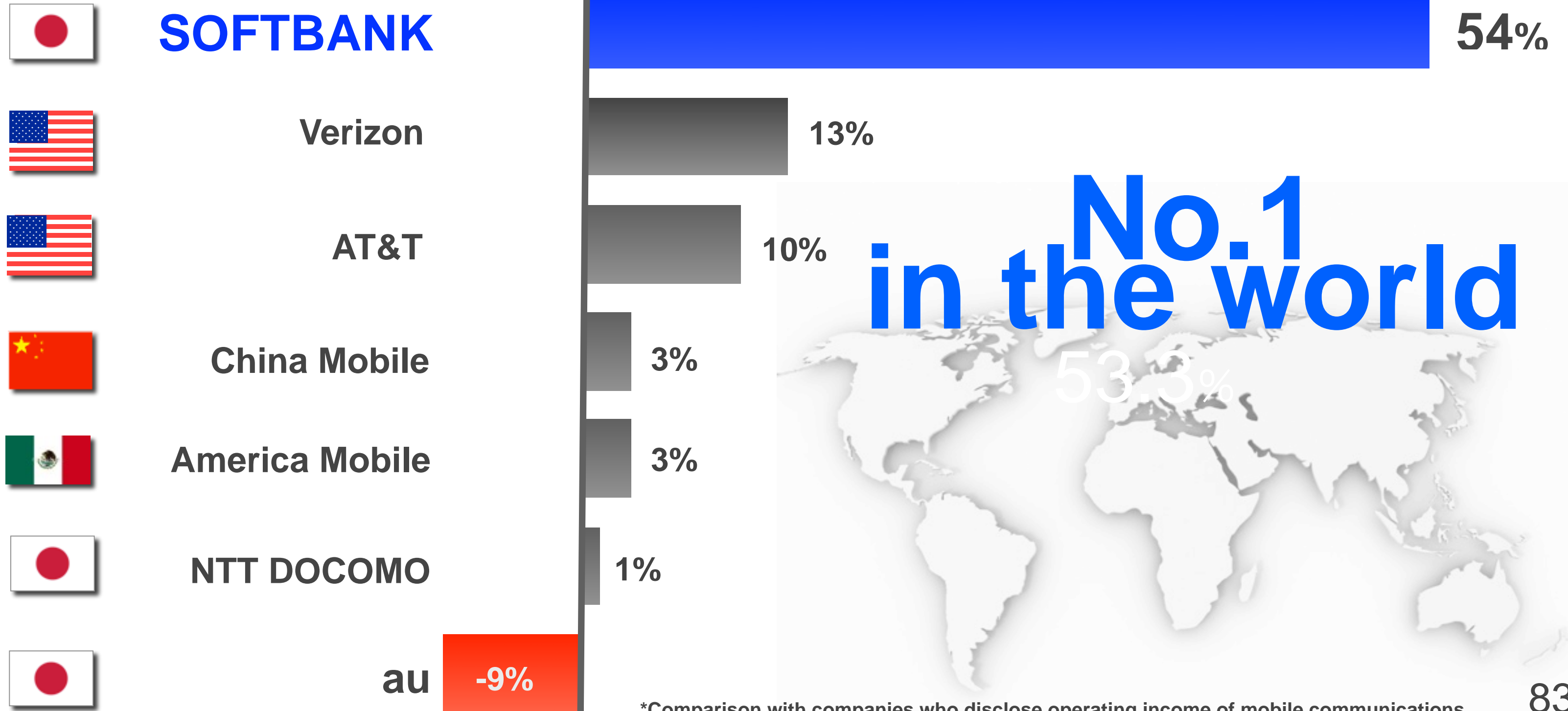
No.1 for 4 consecutive years

(FY2010, among 1,928 companies)



(Source) CM DATABANK.

Mobile Communications Operating Income Growth (FY2010)



*Comparison with companies who disclose operating income of mobile communications business among top 15 telecom operators in the world in terms of market cap.



Corporate telecom service **Partner Satisfaction No.1**





The 2010 Contact Center World Award

**Call script solution
gold award**



“The 2010 Contact Center World Awards”
Asia Pacific Best Tech Innovation Internal Solution field.

SOFTBANK BB

SoftBank

SoftBank
SELECTION



IT-EXchange it-ex.com



Software distribution Clearly No.1

approx. **30k** customers

390k items

Yahoo Japan



Monthly Page Views

33.2bn

Clearly No.1



Rakuten



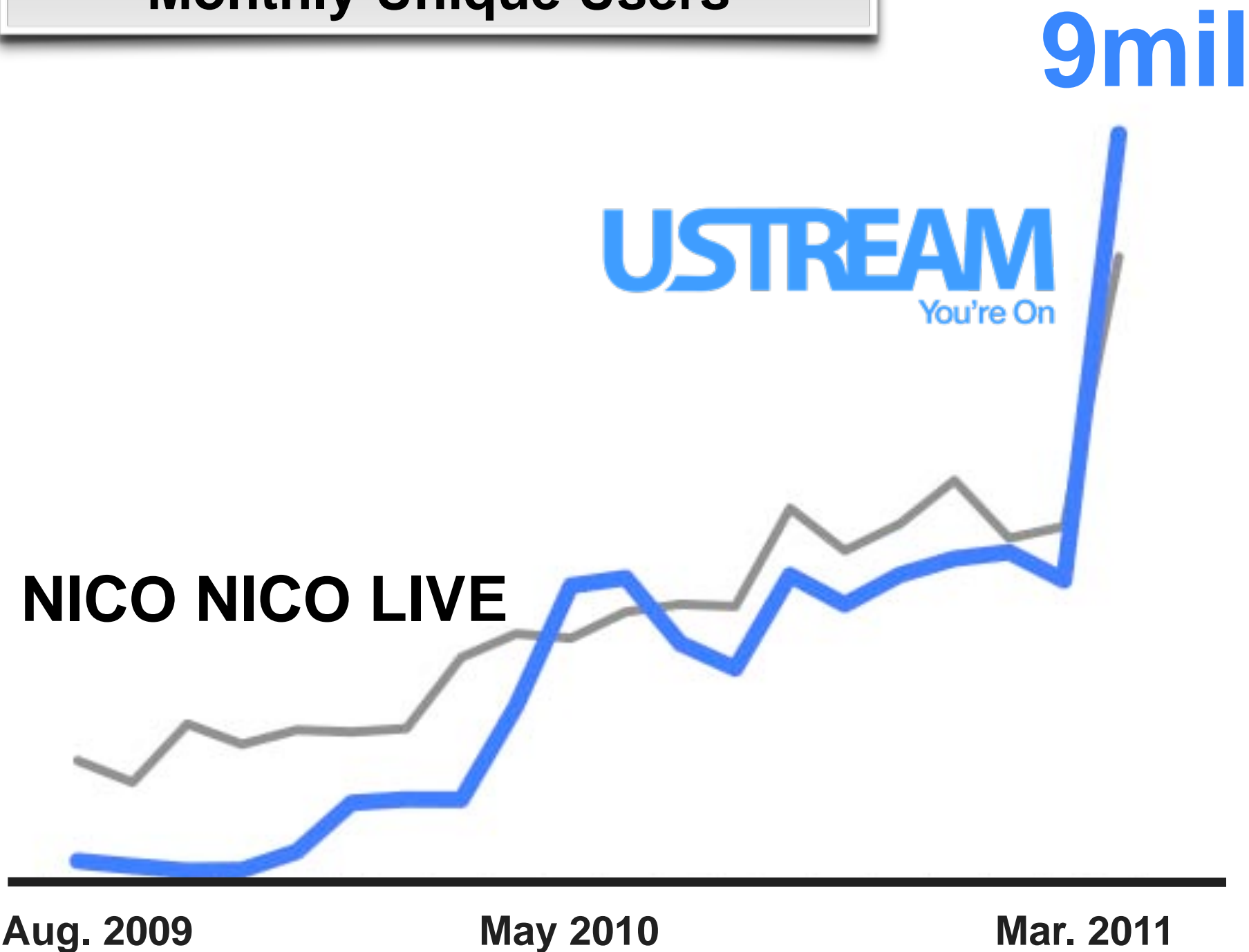
4.9bn

Google



6.7bn

Monthly Unique Users



Live
streaming
No.1



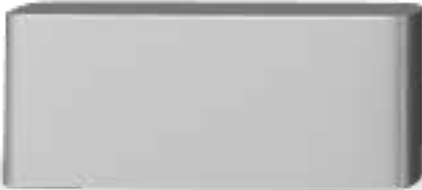
Carview

carview.co.jp

Monthly Page Views

Carsensor.net

YAHOO! JAPAN 自動車



Car Portal
No.1

Monthly 0.6bn PVs



(Source) Carview (Mar. 2011).



PC software
download sales
No.1

Listed items 116k

Downloads (cum) 1.6bn

GunHo Online Entertainment



Online Game IDs

4.09mil

Number of players
No.1 for
4 consecutive
years



Dec. 2003



Dec. 2007



Mar. 2011

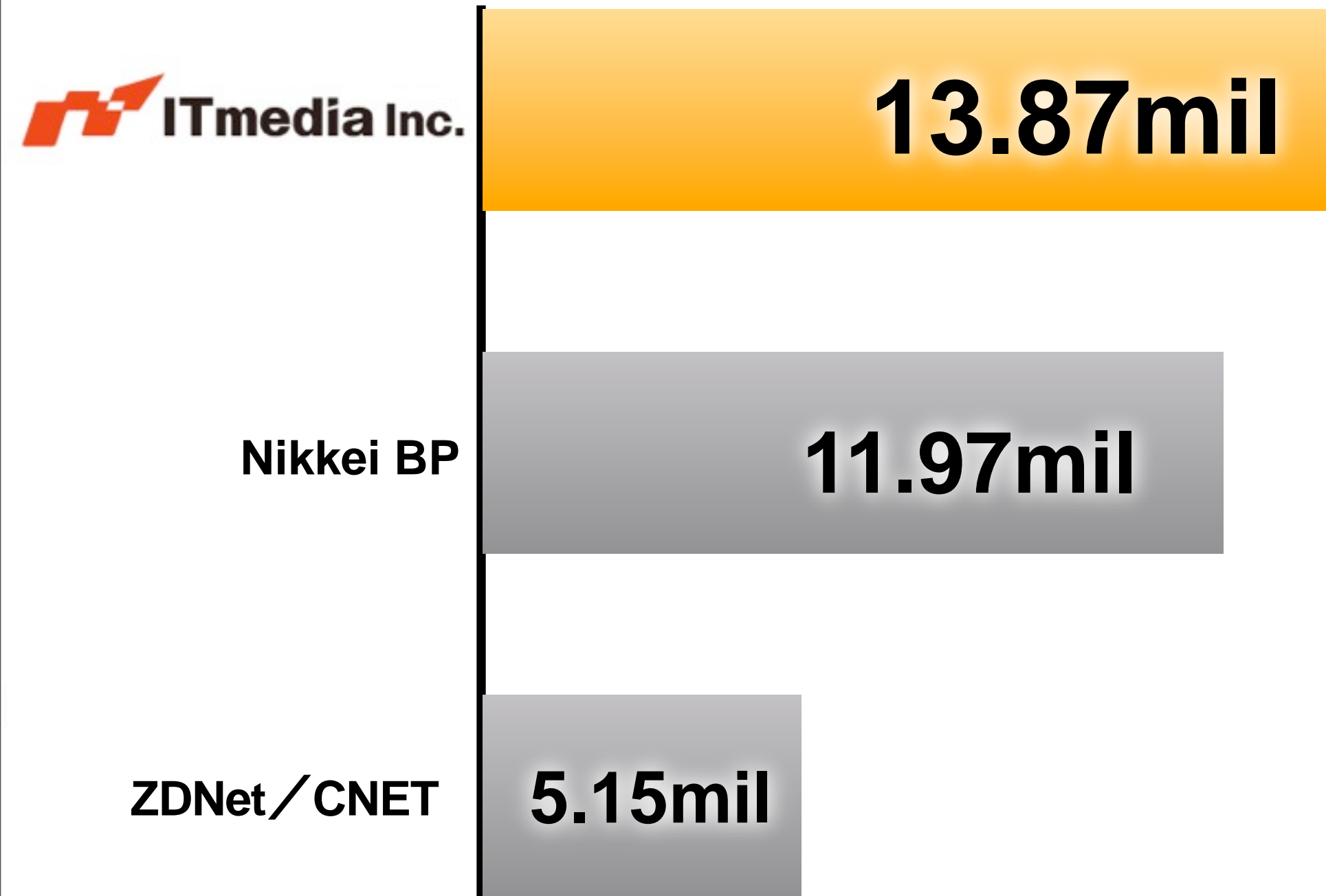


(Source) ORICON “Customer satisfaction ranking.”
Number of online game IDs is created by GunHo data.

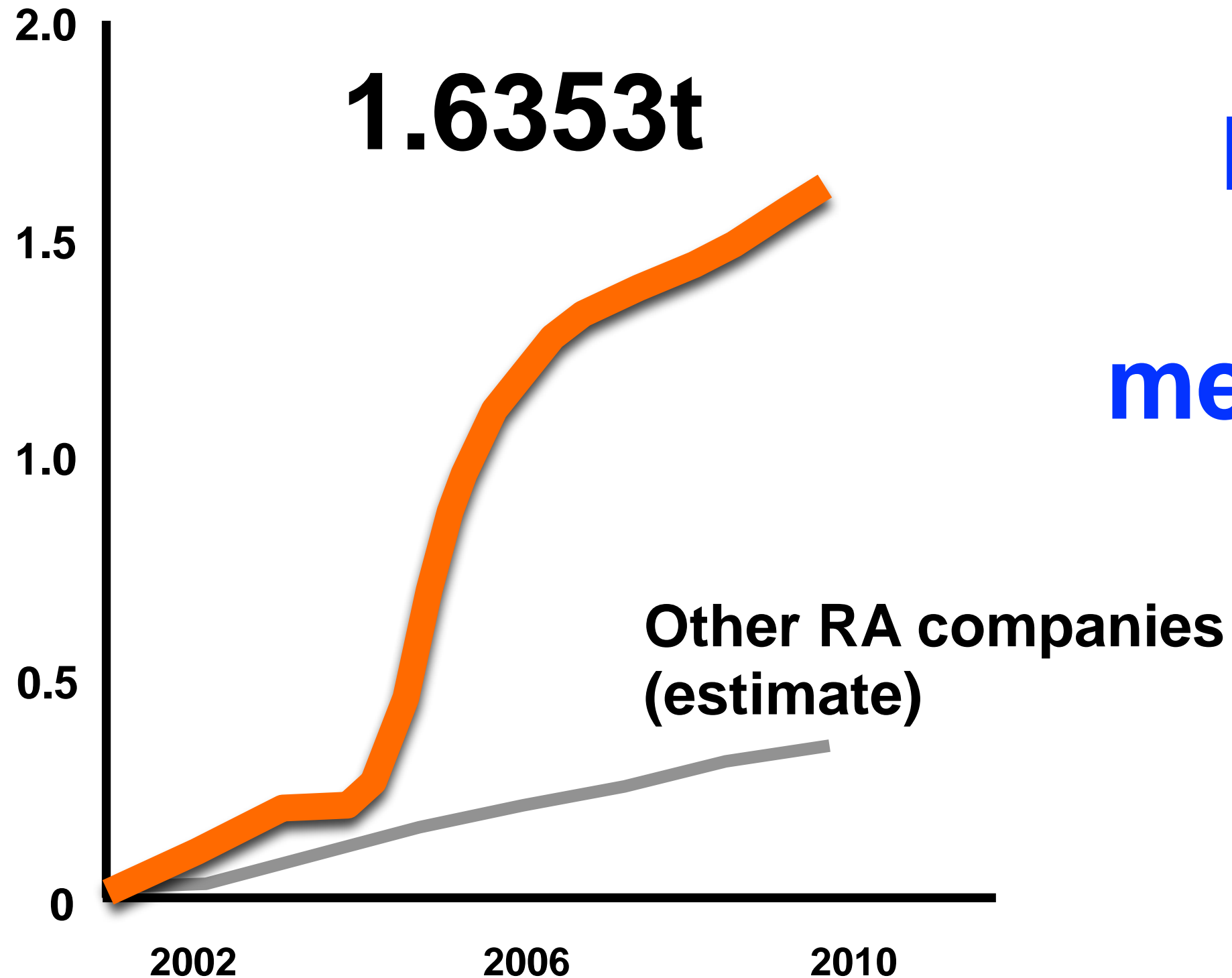
ITmedia

IT information site

**Number of
readers
No.1**



(JPY t)

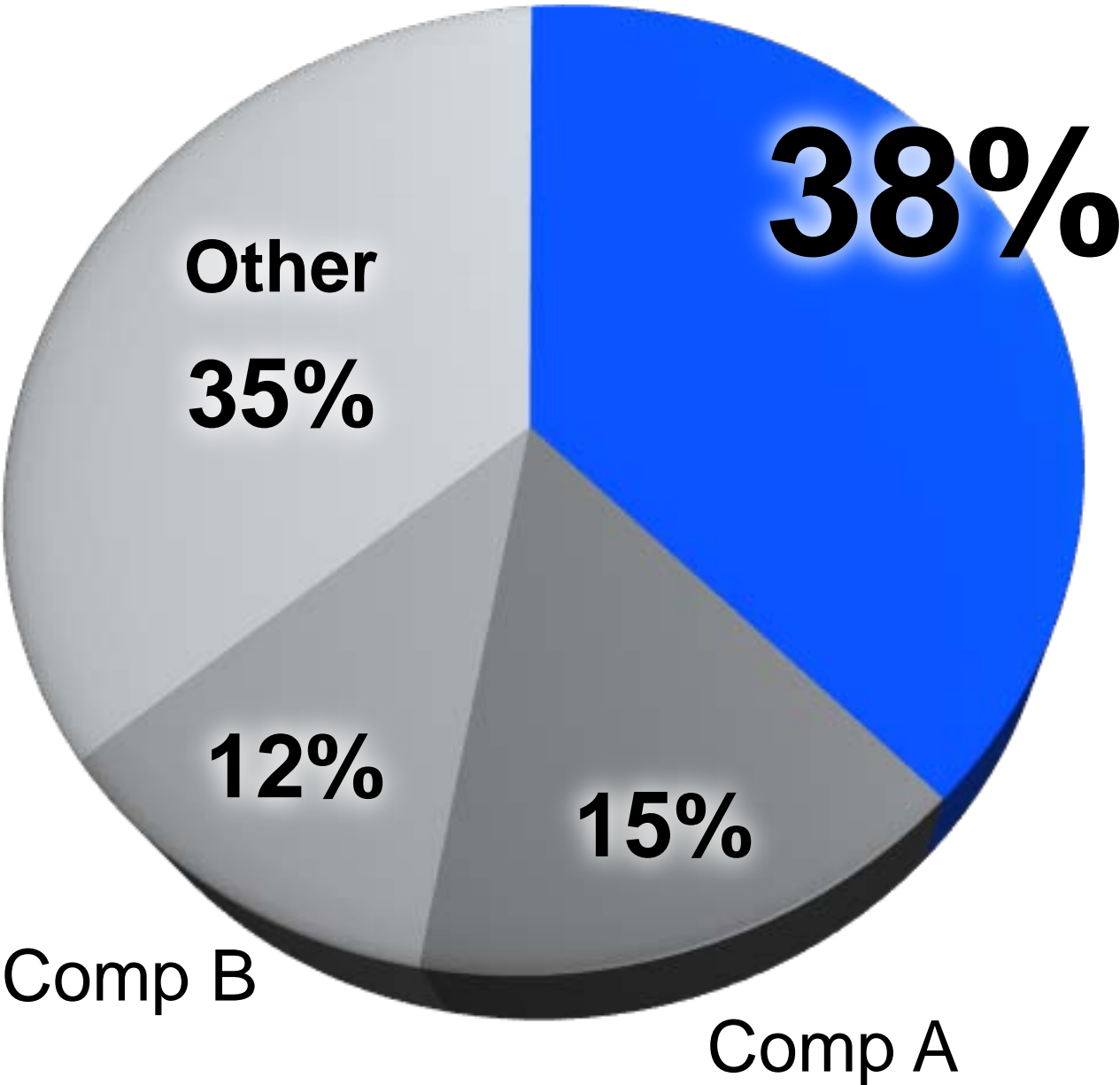


**Reverse auction
cumulative
merchandise volume
No.1**

SOFTBANK Payment Service

Online payment
service
No.1 (FY2010)

SoftBank
Payment Service

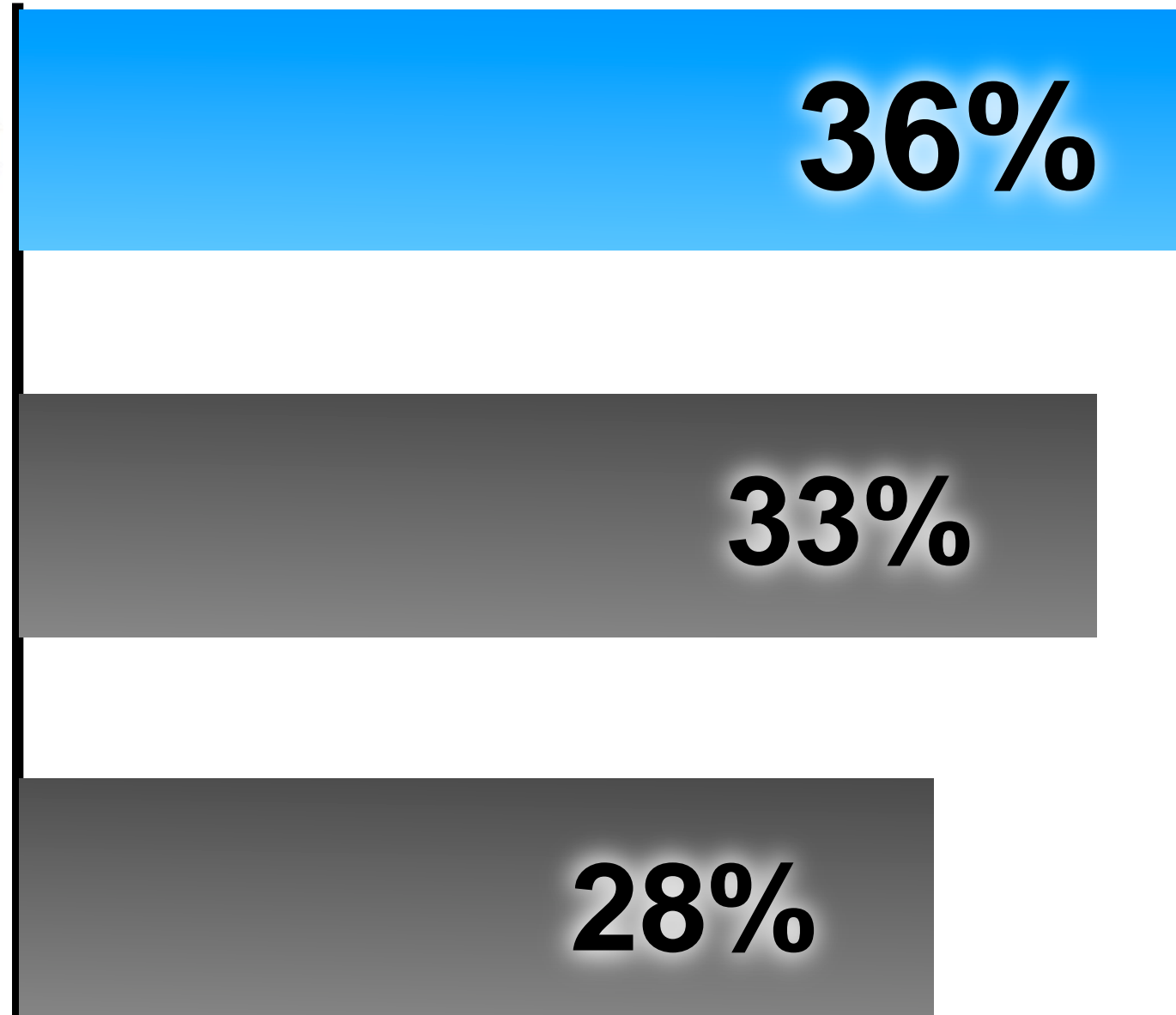


(Source) "Comprehensive Survey: Smart Phone Business 2011," Fuji Chimera Institute, Inc.

Viewn



Usage Ratio by iPad Users

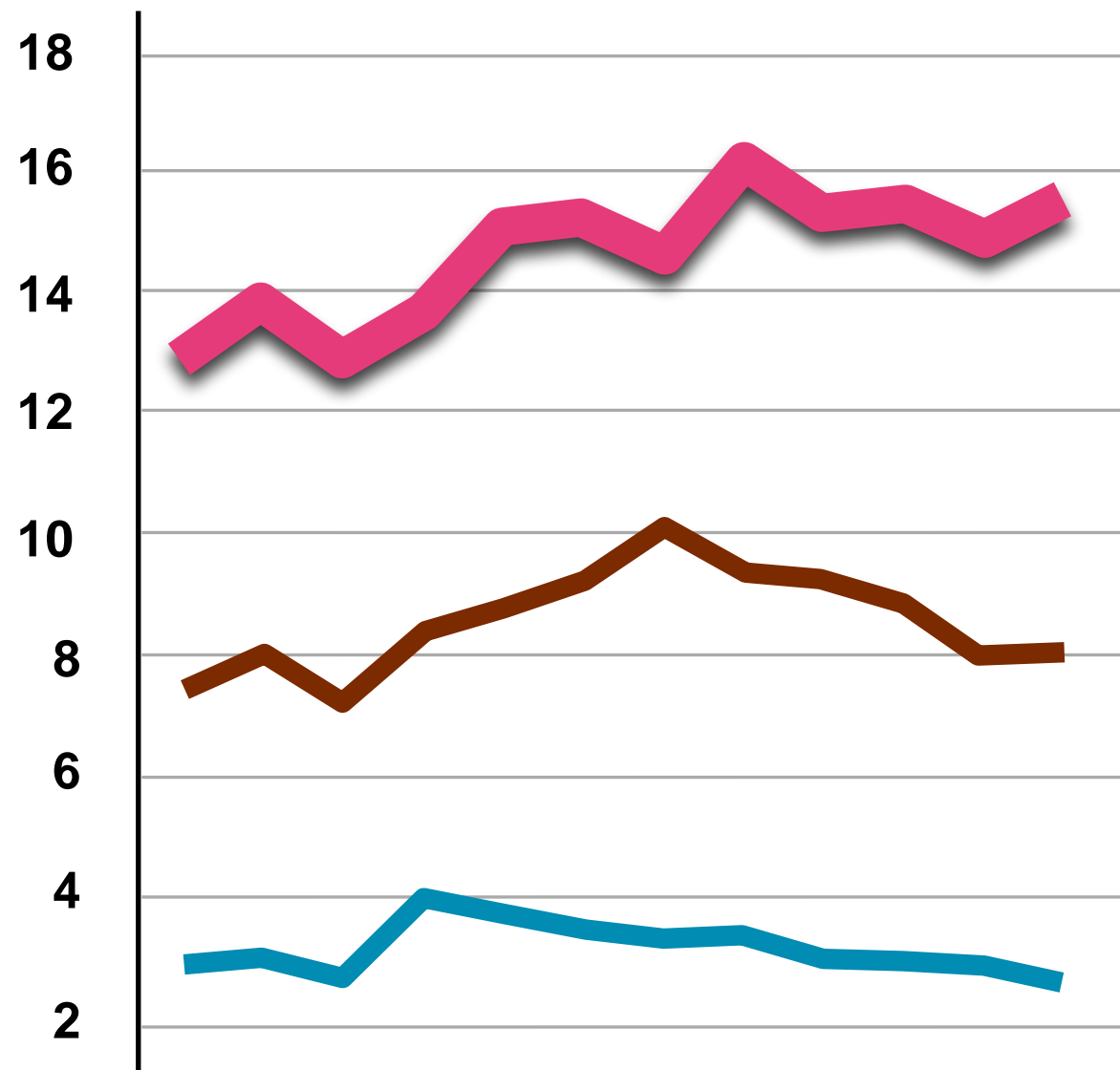


Online
magazine store
No.1



Number of Users

(mil users)



GyaO!
GyaO! 3movie service

DMM.com
+
DMM.R18

TSUTAYA DISCAS
+
TSUTAYA TV

Professional online video service

No.1

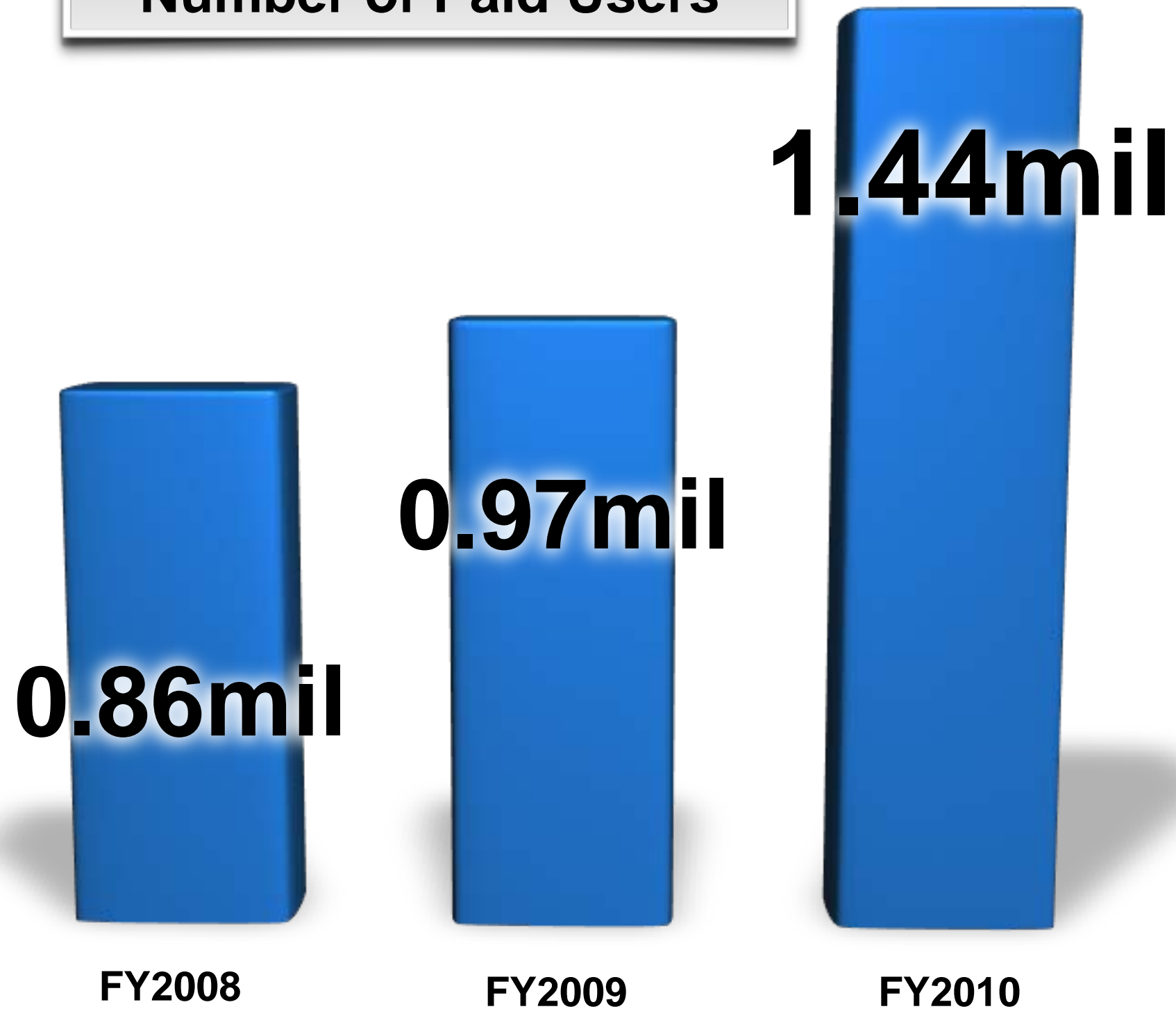


Apr. 2010

Mar. 2011

BB SOFT SERVICE

Number of Paid Users



**SaaS
No.1**



(Source) BB SOFT SERVICE.

* As a provider of software service for PCs and mobile phones with monthly charge.

**The 36th
Environment Prize**

**Winner of Ministry of
the Environment
Award**



**The 2008
Global Warming
Prevention Action**

**Ministry of the
Environment Prize**



**The Green Grid Data
Center Award 2010**

**Winner of Special
Award**



**The 6th Kitakyusyu-shi
Environment Award**

**Winner of Incentive
Award**



**Energy saving
data center
No.1**



Cyber University



Number of Students

(as of Oct. 2010)

1,112
students

BBT University

300
students

Online college
No.1



Fukuoka SOFTBANK HAWKS



やるんだ!
勝つんだ!
超えるんだ!

Rank	Team	Winning %
1	SOFTBANK	0.818
2	Orix BlueWave	0.682
3	Nippon Ham Fighters	0.667
4	Chunichi Dragons	0.583
5	Seibu Lions	0.522
6	Yakult Swallows	0.455
7	Yomiuri Giants	0.435
8	Hanshin Tigers	0.417
9	Rakuten Eagles	0.409
10	Chiba Lotte Marines	0.364
11	Yokohama Bay Stars	0.350
12	Hiroshima Carp	0.273

**Champion of
Interleague games**
Record high winning ratio
No.1 winning team (3 times)



Pleasing - Appealing Companies (Apr/May)

1	SOFTBANK
2	UNIQLO
3	SUNTORY
4	YAMATO TRANSPORT
5	LAWSON

**No.1 for 2
consecutive
months**



Operating Income Ranking (Japan)

	FY2009	FY2010
1	NTT	NTT
2	NTT DOCOMO	NTT DOCOMO
3	SOFTBANK	SOFTBANK
4	INPEX	Honda Motor
5	KDDI	NISSAN MOTOR
6	Takeda Pharmaceutical	INPEX
7	Honda Motor	KDDI

No.3
2 consecutive periods



Masayoshi Son masason

**We are not satisfied with
being 2nd or 3rd.**

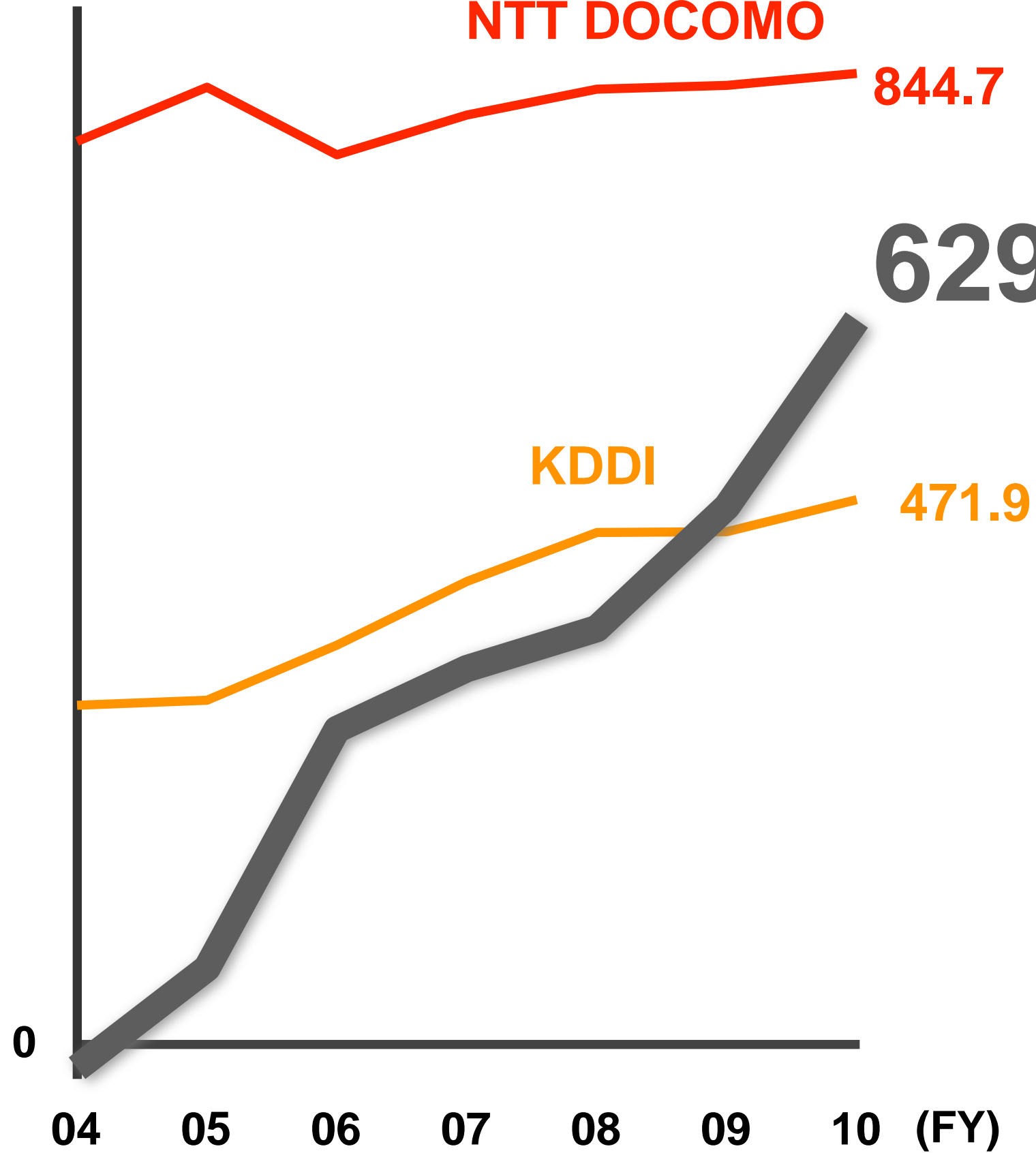
(JPY bn)

Consolidated
Operating Income

NTT DOCOMO

844.7

629.1 SOFTBANK



*Created by SOFTBANK CORP. based on
respective companies' publicly available information.

201X Towards 1t operating income



Information Revolution

-Happiness for Everyone

Information Revolution

