Earnings Results for the Nine-month Period Ended December 31, 2009 (Apr. – Dec. 2009)



February 2, 2010 SOFTBANK CORP.

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For convenience this material refers to the period from Apr. – Dec. as "Q1-3". Abbreviations for cash flow (CF), free cash flow (FCF) etc. are also used.

Please refer to slide 128 for the definitions of the terms used in this material.

Due to the protection of copyrights the slides 47, 64, 77, 81-97,104 have been deleted.

Earnings Highlights

1. Renew record high^{*} **profit**

2. Operating income forecast for next FY: JPY 500bn

* Since SOFTBANK CORP. applied consolidated accounting in FY1994.

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Consolidated Earnings Results



Summary of Consolidated Earnings

			(bn JPY)
	FY08/Q1-3 (Apr Dec./08)	FY09/Q1-3 (Apr Dec./09)	YoY
Net sales	1,982.2	2,045.3	+63.0
EBITDA ^{*1}	508.4	601.2	+92.7
Operating income	274.6	366.3	+91.6
Ordinary income	174.4	281.1	+106.6
Net income	58.1	94.8	+36.6
Operating cash flow	270.7	469.1	+198.4
Free cash flow *2	47.6	283.5	+235.9

*1 EBITDA =Operating income (loss) + depreciation and amortization (including amortization of goodwill), and loss on disposal of fixed assets included in operating expenses.

*2 Free cash flow (FCF) = cash flows from operating activities + cash flows from investing activities.



Progress on Earnings Forecasts

(bn JPY)

	FY08 Actual	FY09 Forecast	FY09 Q1-3 Actual
Operating income	359.1	420.0 (+60.8)	366.3 (+91.6)
FCF [*]	181.5	300.0 (+118.4)	283.5 (+235.9)

Progressing according to plan

(Note) YoY comparison stated within brackets.

* Free cash flow (FCF) = cash flows from operating activities + cash flows from investing activities.



Consolidated Earnings Comparison (Apr. - Dec. 2009)

	SOFTBANK	KDDI	NTT DOCOMO
Consolidated net sales (YoY)	+3%	-2%	-4%
Consolidated operating income (YoY)	+33%	-7%	-6%
	Revenue and profit increases	Revenue and profit decreases	Revenue and profit decreases



Consolidated Net Sales (Apr. - Dec.)



(Note) The figure for each segment excludes the amounts of inter-segment sales and transfer.



Consolidated EBITDA^{*1} (Apr. - Dec.)



*1 EBITDA =Operating income (loss) + depreciation and amortization (including amortization of goodwill), and loss on disposal of fixed assets included in operating expenses.

*2 Since SOFTBANK CORP. applied consolidated accounting in FY1994.



Consolidated EBITDA (Apr. - Dec.)



*1 EBITDA =Operating income (loss) + depreciation and amortization (including amortization of goodwill), and loss on disposal of fixed assets included in operating expenses.

*2 Since SOFTBANK CORP. applied consolidated accounting in FY1994.



Consolidated Operating Income (Apr. - Dec.)



Consolidated Operating Income Trend (Apr. - Dec.)



* Since SOFTBANK CORP. applied consolidated accounting in FY1994.



Operating Income Comparison of (Apr. - Dec.)





Consolidated Ordinary Income (Apr. - Dec.)



Record high * (Q1-3 basis)

61% increase YoY





Consolidated Net Income (Apr. - Dec.)



(Q1-3 basis)

63% increase YoY



Consolidated Net Income (Apr. - Dec.)

		(bn JP`	
	FY08/ Q1-3	FY09/ Q1-3	Notes for FY09
Ordinary income	174.4	281.1	
Special income/loss (net)	(0.3)	(46.6)	Loss on retirement of non current assets by SBM: (46.8)
Income before income taxes and minority interests	174.0	234.5	
Income tax: Current	53.2	89.5	
Income tax: Deferred	29.3	15.6	BB Mobile, etc.
Minority interests	33.3	34.4	Mainly Yahoo Japan
Net income	58.1	94.8	
			4

SoftBank Constrained Constrain

(bn JPY)

	Amount	Notes
Loss on retirement of non current assets	46.8	
2G facilities	24.3	Facility removal cost and loss on retirement of telecommunications equipment along with the termination of 2G service
3G facilities	22.5	Facility removal cost and loss on retirement of part of Telecommunications equipment due to review and optimization of vendors



Operating Cash Flow (Apr. - Dec.)



Record high^{*} (Q1-3 basis)

73% increase YoY



Operating Cash Flow (Apr. - Dec.)



* Since SOFTBANK CORP. applied consolidated accounting in FY1994.



Free Cash Flow¹ (Apr. - Dec.)



*1 Free cash flow (FCF) = cash flows from operating activities + cash flows from investing activities. *2 Since SOFTBANK CORP. applied consolidated accounting in FY1994.



9 "Record High" Results (Apr. - Dec. 2009)

Consolidated F	Results		
		-	(YoY)
EBITDA ^{*1}	Record	high ^{*5} 6 consecutive periods	+18%
Operating Income	Record	high ^{*5} 5 consecutive periods	+33%
Ordinary Income	Record	high ^{*5}	+61%
Net Income	Record	high ^{*5}	+63%
Operating CF	Record	high ^{*5} 2 consecutive periods	+73%
Free Cash Flow ^{*2}	Record	high ^{*5}	+495%
Operating Inco	ome of		

Main B	usinesses

Mobile Communications	Record high ^{*5}	+59%
Fixed-line Business ^{*3}	Record high^{*5} 4 consecutive periods	+12%
Yahoo Japan, etc ^{*4}	Record high^{*5} 6 consecutive periods	+7%

*1 EBITDA =Operating income (loss) + depreciation and amortization (including amortization of goodwill) + loss on disposal of fixed assets included in operating expenses.

*2 Free cash flow (FCF) = cash flows from operating activities + cash flows from investing activities.

*3 Fixed-line business = Fixed-line Telecommunications segment + Broadband Infrastructure segment

*4 Yahoo Japan etc. = Internet Culture segment

*5 Since SOFTBANK CORP. applied consolidated accounting in FY1994.

Net Interest-bearing Debt Reduction Status



Net Interest-bearing Debt^{*}



* Net interest-bearing debt = interest-bearing debt - cash position

Interest-bearing debt: short-term borrowings + commercial paper + bonds due for redemption within 1 year + bonds + long-term borrowings. Excludes lease obligations.

Cash position: cash & cash deposits + marketable securities included in current assets



SBM Loans Balance



(Note) The acquisition funds for the acquisition of Vodafone K.K. were refinanced in November 2006 via a whole business securitization program.



Corporate Bonds Redemption Schedule

Abundant repayment resources available



*1 Unused portion of credit line facility = credit line facility size - credit line borrowings.

2 Cash position: cash & cash deposits + marketable securities included in current assets

3 Concerning CB due 2013 and 2014, under certain conditions, early redemption of these bonds due to the holders' or companies' request is possible in March 2010 and March 2011 respectively. The above chart assumes the case where bond holders exercise their put options. (Note) JPY 19.0bn of SB straight bond scheduled for redemption in FY2009 Q4 was redeemed on January 29, 2010.



Improvement in Key Financial Indices

	FY08/Q1-3	FY09/Q1-3	Improvement Rate
EBITDA margin ^{*1}	25.7%	29.4%	+15%
Equity ratio* ²	9.0%	10.6%	+18%
D/E ratio ^{*3}	6.3 times	4.9 times	+21%
Net D/E ratio*4	5.3 times	3.6 times	+31%
EBITDA margin = EBITDA / net sales			

*2 Equity ratio: shareholders' equity/ total assets

*3 D/E ratio = interest-bearing debt / shareholders' equity

*4 Net D/E ratio = Net interest-bearing debt / shareholders' equity

Net interest-bearing debt = interest-bearing debt - cash position

Interest-bearing debt: short-term borrowings + commercial paper + bonds due for redemption within 1 year + bonds + long-term borrowings.

Excludes lease obligations. Cash position: cash & cash deposits + marketable securities included in current assets



First Upgrade in 6 Years





Credit Rating



(Note) The acquisition funds for the acquisition of Vodafone K.K. were refinanced in November 2006 via a whole business securitization program.



Earnings Highlights

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* Since SOFTBANK CORP. applied consolidated accounting in FY1994.



Operating Income Forecast



Trend of Operating Income (Since foundation)





Operating Income Ranking (FY2010 forecast)



Rank	Company name	Amount (bn JPY)	
1	NTT	1,153.4	
2	NTT DOCOMO	844.6	
3	TOYOTA MOTOR	601.9	
4	INPEX	521.7	
5	KDDI	502.5	
6	SOFTBANK	500.0	
7	Canon	432.6	
8	TEPCO	407.0	
9	East Japan Railway	406.7	
10	Honda Motor	404.1	
11	Takeda Pharmaceutical	363.2	
12	Nintendo	349.1	
13	Mitsubishi	334.4	S
14	Japan Tobacco	330.8	
15	JFE Holdings	307.8	

6th in FY10

Source: Bloomberg as of Feb. 1, 2010. 2,423 companies (excluding financial sector) listed on TSE in scope. Operating income forecast used for SOFTBANK CORP.



CAPEX (acceptance base)



(Note) Amounts above include CAPEX through financial leases.



No Change in Target of 1t JPY FCF^{*1}





- *1 Free cash flow (FCF) = cash flows from operating activities + cash flows from investing activities.
- *2 Refer to SOFTBANK CORP. announcement released on Mar. 2, 2004. The obligation under the forward contract is expected to be settled by delivering shares of Yahoo! Inc. It is permitted under the contract however to settle the obligations in cash.
- *3 Cumulative 3 years target (FY09-11). FCF for FY10-FY11 is assumed based on FY09 forecast figures.

Targeted Reduction of Net SoftBank Interest-bearing Debt^{*}Unchanged



* Net interest-bearing debt = interest-bearing debt – cash position

Interest-bearing debt: short-term borrowings + commercial paper + bonds due for redemption within 1 year + bonds + long-term borrowings. Excludes lease obligations.

Cash position: cash & cash deposits + marketable securities included in current assets


Business Results



Comparison Among 3 Mobile Operators

	SOFTBANK	KDDI	NTT DOCOMO
Net adds 2009 (CY)	+ 1.67mil	+ 0.84mil	+ 1.28mil
ARPU [*] FY09/Q3 (YoY)	+ 110 JPY	- 400 JPY	- 260 JPY

(Note) Created by SOFTBANK CORP. based on respective companies' publicly available information. * ARPU: Average Revenue Per User.



Business Highlights

1. No.1^{**} net adds for 2 consecutive years

2. Turnaround of ARPU^{*2} to YoY growth for the first time Data ARPU surpassed 2,000 JPY for the first time

*1 Created by SOFTBANK CORP. based on Telecommunications Carriers Association statistical data (2008, 2009). *2 ARPU: Average Revenue Per User.



Business Highlights

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Net Additions 2009 (CY)



No.1^{*} annual net adds for 2 consecutive years





Cumulative Subscribers





Subscriber Breakdown (3G/2G)



Telecom Service Revenue Breakdown (3G/2G)







TV CM Preference No.1 for 3 Consecutive Years



TV CM Preference Ranking (annual)

Rank	2007	2008	2009
1 st	SoftBank	SoftBank	SoftBank
2 nd	NTT DOCOMO	NTT DOCOMO	KDDI
3rd	Coca-Cola (Japan)	KDDI	NTT DOCOMO
4 th	KDDI	TOKYO GAS	Aflac
5 th	TOKYO GAS	Suntory	LOTTE
6 th	NTT East	Coca-Cola (Japan)	Suntory
7 th	Shiseido	Otsuka Pharmaceutical	Coca-Cola (Japan)
8 th	Ezaki Glico	Shiseido	NTT East
9 th	Suntory	Nissan Motor	Nintendo
10 th	Otsuka Pharmaceutical	Nintendo	Mandom

Among approx. 9,000 brands **No.1**^{*} for 3 consecutive years



TV CM Preference Ranking (Jan.)

Rank	Company	Production
1 st	S oftBank	Shiratoke "Ryoma Kabure"
2 nd	Ezaki Glico	
3 rd	TOKYO GAS	
4 th	Aflac	
5 th	Tanaka Kikinzoku Kogyo	
6 th	House Foods	
7 th	SoftBank	NY Roof Top
8 th	SoftBank	Shiratoke "Densha Norikae"
9 th	DAIWA HOUSE	
10 th	SoftBank	COLOR LIFE
11 th	Aderans	
12 th	SEIBAN	
13 th	SoftBank	Roof Top

Among 4,492 brands **5 titles rank** within top 13



(1st by production: Shiratoke "Ryoma Kabure")



^{(8&}lt;sup>th</sup> by production: Shiratoke "Densha Norikae")

* Created by SOFTBANK CORP. based on publicly available information released by CM DATA BANK.



Business Highlights

1. No.1^{**} net adds for 2 consecutive years

2. Turnaround of ARPU^{*2}to YoY growth for the first time Data ARPU surpassed 2,000 JPY for the first time

*1 Calculated by SOFTBANK CORP. based on Telecommunications Carriers Association statistical data (2008, 2009). *2 ARPU: Average Revenue Per User.



Cash Income per Subscriber



* ARPU (Average Revenue Per User, communication revenue per subscriber)

= basic monthly charge + monthly usage charge +(data) communication charge etc. *Monthly Discounts* (*New Super Bonus Discount*). The name of *New Super Bonus Discount* was changed to *Monthly Discounts* in November 2008.



Cash Income per Subscriber



Stable trend

Handset installment payment
Backup Service Package, etc.
Basic charge + voice ARPU
Data ARPU

* ARPU (Average Revenue Per User, communication revenue per subscriber)

= basic monthly charge + monthly usage charge +(data) communication charge etc. *Monthly Discounts* (*New Super Bonus Discount*). The name of *New Super Bonus Discount* was changed to *Monthly Discounts* in November 2008.

ARPU^{*} (communication revenue per subscriber)



* ARPU (Average Revenue Per User, communication revenue per subscriber)

= basic monthly charge + monthly usage charge +(data) communication charge etc. *Monthly Discounts* (*New Super Bonus Discount*). The name of *New Super Bonus Discount* was changed to *Monthly Discounts* in November 2008.



Comparison Among 3 Mobile Operators (YoY)



(Note) Created by SOFTBANK CORP. based on respective companies' publicly available information.

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Overtake Other Operators in Improvement of Data ARPU



(Note) Created by SOFTBANK CORP. based on materials publicly disclosed by each company. Comparison of quarterly data ARPU translated into calendar year. **SoftBank**



Stable Fixed-line Business



* Fixed-line business = Fixed-line Telecommunications segment + Broadband Infrastructure segment. (Note) Created by SOFTBANK CORP. based on materials publicly disclosed by each company.



Strategic Investments in Next Generation Internet Companies

Strategic Investments in Next Generation Internet Companies



2. RockYou (October 2008)



3. Ustream (January 2010)



SoftBank



RockYou

Social applications



* 1 Estimated by SOFTBANK CORP. based on statistical data by compete.com.

2 Fully diluted investment ratio. Investment ratio before dilution is 24.19% (as of Dec. 31, 2009).



RockYou



* Estimated by SOFTBANK CORP. based on statistical data by Quantcast.



Expansion to Asia



* Total of SOFTBANK CORP.'s investment ratio of 44% and SOFTBANK Group company GungHo Online Entertainment, Inc.'s investment ratio of 9% (as of Dec. 31, 2009).

Roll Out Popular Applications in Asia



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Provide "SPEED RACING" (From Jan. 27, 2010)

Approx. 300k^{*}users 5 days after start of service

"SPEED RACING" screen * Source: RockYou Asia.

Ustream





Popular live broadcast service in the USA





Ustream



More than 50mil people in the world

1st investment made on Jan. 29, 2010

SOFTBANK poised to become largest shareholder (over 30%)^{*1}

*1 Fully diluted investment ratio. Investment ratio before dilution is 13.7% (as of Jan. 29, 2010).

*2 Total of daily viewers.



Revolutionary Change of Live Streaming

Previous



Live broadcast means media

iPhone[™] + Ustream



Live broadcast available to anyone



iPhone Still Strong



iPhone No.1 Seller in 2009



(Note) Estimated by SOFTBANK CORP. based on research company data. iPhone: total of iPhone 3G (8GB,16GB) and iPhone 3GS (16GB, 32GB) handsets sold.



App Store's Phenomenal Growth





Enjoy Twitter More With Applications



Twitter users exceed 5mil (estimate)*

Main Twitter Applications

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* Diamond Weekly (Jan. 23,2010 issue).



Business Development in China



Expanding China Market (1)





Overwhelmingly

Expanding China Market (2)

(mil people)



Presence in China



Presence in China


Overview of Alibaba Group



Market cap. 1.1t JPY *2

*1 As of Dec. 31, 2009. *2 As of Jan. 29, 2010.



Large Scale of Registered Companies



海主网 Taobao.com

Gross Merchandise Volume Market Share

Online Shopping Market Share in China by Gross Merchandise Volume (GMV) 2008



(Note) Created by SOFTBANK CORP. based on iResearch China Online Shopping Research Report (2008-2009) data.

Overwhelming Growth in Taobao GMV





www.alipay.com

Registered Users



*2 Source: Alibaba Group Holding Limited.

Tie Up with All National Banks

Global market cap. ranking of listed banks (as of Jan. 31, 2010)

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No.1 ICBC No.3 China Construction Bank No.6 Bank of China Postal Saving Bank of China **Bank of Communications Agriculture Bank of China**

Alipay's Service Model (5 steps)



Settlement service without bad-debt

Presence in China



Outline of OPI



* Fully diluted investment ratio. Investment ratio before dilution is 22.9% (as of Dec. 31, 2009).

OPI (Renren + Kaixin)



 *1 Source: mixi, Inc. publicly available material (Earnings results material for the second quarter of the fiscal year ending March 2010).
 *2 Source: Only Design Interesting

*2 Source: Oak Pacific Interactive.

Renren





One of China's largest SNS

Renren's History



used by over 95%^{*} of university students in China

Continue to use after graduation



Change name to Renren targeting anyone (August 2009)

* Source: Oak Pacific Interactive.

Connect With School Friends



Connect With School Friends

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Mostly friends from university

Connect With Work Friends



Get Comments on Diary



Communicate With Photos



Play Games Together



Play Games Together



Enjoy Games With Bought Items



Buy a Present With SNS Currency



Variety of Other Games

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Expand to Mobile Phones

(iPhone)		(Android)	(Symbian)	(Windows CE)				
	Display	Display	Display	Display				
	prevented due to	prevented due to	prevented due to	prevented due to				
	protection of	protection of	protection of	protection of				
	copyrights	copyrights	copyrights	copyrights				

Game Software Market



Rapid Growth

(Reasons)

- Increase in Internet population
- ·Growth in social game market
- ·Growth of mobile game market

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*1 Source: iResearch press release (Jan. 8, 2010) research on China online game market.
*2 Source: Famitsu Game Hakusho 2009 scale of game software market.

Forecast



The Internet Focus is Shifting to Asia





Winners in Asia are winners in the World



SB Group Users in China Market



*1 Source: Oak Pacific Interactive (registered users of Kaixin and Renren as of Dec. 31, 2009).

*2 Source: Alibaba Group Holding Limited (registered users as of Dec. 31, 2009).

*3 Source: Alibaba.com publicly available material (registered users as of Sept. 30, 2009).



Toward No.1 Internet Company in Asia



The SOFTBANK Group's Internet Companies

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The SOFTBANK Group's Internet Companies

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China

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Japan



Lifestyle Company in the 21st Century



IT revolution to all mankind and places





SOFTBANK's Fundamental Management Policy







Endeavoring to benefit society and the economy and maximize enterprise value by fostering the sharing of wisdom and knowledge gained through the IT revolution.









(Definition of terms)

- Referrals to "record high" and "record high profit" relate to the earnings results for Apr. Dec. 2009 indicating records since SOFTBANKCORP. applied consolidated accounting in FY1994.
- Free cash flow (FCF) = cash flows from operating activities + cash flows from investing activities.
- EBITDA =Operating income (loss) + depreciation and amortization (including amortization of goodwill) + loss on disposal of fixed assets included in operating expenses.
- EBITDA margin = EBITDA / net sales
- Equity ratio: shareholders' equity / total assets
- D/E ratio = interest-bearing debt / shareholders' equity
- Net D/E ratio = net interest-bearing debt / shareholders' equity
- ARPU (Average Revenue Per User, communication revenue per subscriber)
- = basic monthly charge +monthly usage charge +(data) communication charge etc. *Monthly Discounts* (*New Super Bonus Discount*). * The name of *New Super Bonus Discount* was changed to *Monthly Discounts* in November, 2008.
- Cash income per subscriber= ARPU + handset installment payments + Backup Service Package etc.
- Interest-bearing debt: short-term borrowings + commercial paper + bonds due for redemption within 1 year + bonds + long-term borrowings. Excludes lease obligations.
- Cash position: cash & cash deposits + marketable securities included in current assets.
- Net interest-bearing debt = interest-bearing debt cash position

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- The trademark "iPhone" is used with a license from Aiphone K.K.
- iPhone may be configured to work only with the wireless services of a single wireless operator.

FY2009/Q3 Appendix to the Earnings Results

(Amounts less than one billion yen are omitted. / Net Sales to external customers)

~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~		unit		114									
~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~			FY2007 Q1 Q2 Q3 Q4			FY2008 Q1 Q2 Q3 Q4			Q4	FY2009 Q1 Q2 Q3			
c	Net sales	bn JPY	389.0	419.8	403.1	406.8	370.6	399.4	374.6	409.9	405.0	422.3	429.3
	Operating income	bn JPY	43.5	50.6	53.7	26.5	44.2	43.8	46.7	36.4	60.2	71.5	83.3
Mobile Communications	EBITDA	bn JPY	92.4	104.0	108.3	80.6	99.5	101.1	103.0	100.0	117.2	132.2	142.6
	Operating margin	%	11.1%	12.0%	13.2%	6.5%	11.9%	10.9%	12.4%	8.9%	14.8%	16.8%	19.3%
E	EBITDA margin	%	23.6%	24.6%	26.7%	19.7%	26.7%	25.2%	27.3%	24.3%	28.8%	31.1%	33.0%
٨	Number of SOFTBANK MOBILE subscribers	thousand	16,441	17,053	17,614	18,586	19,112	19,633	20,000	20,633	20,956	21,317	21,667
	Net sales	bn JPY	64.3	62.4	62.8	61.7	58.7	58.1	56.9	55.2	52.6	50.6	48.8
c	Operating income	bn JPY	8.6	10.3	11.3	9.4	10.4	11.7	14.3	10.6	13.9	13.3	12.1
Broadband Infrastructure	EBITDA	bn JPY	15.9	17.5	18.5	18.2	16.3	17.5	20.1	16.8	18.0	17.3	16.0
(Core company : SOFTBANK BB Corp.)	Operating margin	%	13.2%	16.1%	17.6%	14.7%	17.4%	19.7%	24.6%	18.7%	25.8%	25.8%	24.5%
E	EBITDA margin	%	24.3%	27.3%	28.9%	28.6%	27.3%	29.4%	34.5%	29.6%	33.6%	33.6%	32.2%
Ν	Number of Yahoo! BB ADSL lines	thousand	5,134	5,042	4,943	4,809	4,653	4,551	4,427	4,299	4,158	4,040	3,908
1	Net sales	bn JPY	77.8	80.0	78.4	88.4	78.1	78.5	79.3	84.3	76.4	75.1	74.3
C	Operating (loss) income	bn JPY	(0.1)	0.4	1.3	1.6	0.7	4.7	5.7	7.6	3.4	4.3	6.5
Fixed-line Telecommunications	EBITDA	bn JPY	11.1	11.3	12.4	13.0	12.2	16.1	17.1	18.7	14.6	15.3	17.3
	Operating margin	%	-	0.5%	1.5%	1.6%	0.9%	5.3%	6.4%	8.0%	4.0%	5.1%	7.6%
E	EBITDA margin	%	12.3%	12.5%	13.8%	13.2%	13.8%	18.0%	19.0%	19.8%	16.9%	17.8%	20.2%
	Number of OTOKU Line lines	thousand	1,257	1,315	1,351	1,401	1,443	1,498	1,544	1,608	1,631	1,652	1,657
1	Net sales	bn JPY	51.8	56.9	65.1	69.8	61.5	62.5	63.1	63.8	64.1	64.8	67.4
Internet Culture (Core company : Yahoo Japan Corporation)	Operating income	bn JPY	27.1	27.7	28.8	31.4	30.5	30.6	30.8	33.0	31.7	32.4	34.3
	EBITDA	bn JPY	29.6	30.5	31.7	34.5	33.0	33.6	34.1	36.4	34.6	35.3	37.3
	Operating margin	%	51.4%	48.2%	43.4%	44.5%	49.0%	48.4%	48.1%	51.3%	48.7%	49.2%	50.0%
Ē	EBITDA margin	%	56.1%	53.1%	47.7%	48.9%	53.1%	53.3%	53.2%	56.6%	53.1%	53.6%	54.3%
e-Commerce	Net sales	bn JPY	58.2	60.2	65.5	71.6	59.6	62.6	62.1	62.8	51.7	52.7	61.4
	Operating income	bn JPY	1.1	0.9	0.8	0.2	1.0	1.7	1.0	0.8	0.9	1.2	1.6
Others	Net sales	bn JPY	21.7	22.1	18.8	18.9	18.4	20.3	16.9	14.3	16.1	17.3	14.5
Others C	Operating (loss) income	bn JPY	(0.6)	0.0	(2.6)	(1.8)	(0.7)	3.3	(2.8)	0.0	(0.8)	0.7	(1.1)
Elimination or corporate		bn JPY	(0.9)	(1.2)	(1.0)	(3.3)	(1.2)	(1.2)	(1.2)	(4.2)	(1.1)	(1.2)	(1.1)
	Net sales	bn JPY	663.0	701.6	694.0	717.4	647.2	681.7	653.2	690.7	666.3	682.9	696.0
c	Operating income	bn JPY	78.7	89.0	92.4	64.0	85.0	94.9	94.6	84.4	108.2	122.3	135.6
Total	EBITDA	bn JPY	149.7	164.4	169.4	142.9	161.4	174.0	172.8	170.1	184.8	202.2	214.0
	Operating margin	%	11.9%	12.7%	13.3%	8.9%	13.1%	13.9%	14.5%	12.2%	16.3%	17.9%	19.5%
E	EBITDA margin	%	22.6%	23.4%	24.4%	19.9%	24.9%	25.5%	26.5%	24.6%	27.7%	29.6%	30.8%