

# Exhibit I

## (Submitted Under Seal)

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Certificate of Translation

I hereby certify that this Korean to English translation of pages  
SAMNDCA00401905 to SAMNDCA00401989  
of the document with the beginning Bates number SAMNDCA00401905  
is an accurate and complete rendering of the contents of the source document to the best of my  
knowledge, except for the word "TRANSLATION" at the upper right corner of each translated  
page. I further certify that I translated said document and that I am fluent in both Korean and  
English.

BY: \_\_\_\_\_  
Taehyung Kim

# 2012 BUSINESS STRATEGY

October 2011

Mobile Communications Division

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# Strengthen Design Leadership

## Develop iconic designs (ID, UX, CMF) that could lead the market as First Mover

- Strengthen integrated designs for breakthrough innovations/discovery of archetype concepts
  - Develop design archetypes that could lead market distinction and trend **REDACTED**
  - Discover and propose innovative concepts that could have new usage and form new category (new concept Smart Device)
- Discover iconic UX & USP that could represent Samsung's Touchwiz
- Discover new material-based Premium/distinct CMF (Nano coating, Secret Blue, etc.)

## Strengthen Mass/Entry smartphones and responsive designs in emerging market

- Secure design USP that suits the characteristics of emerging market (Use Case based concept, low price CMF solution, etc.)

- Expanded review of design points for sensing market characteristics and consumer needs (Central and South America, Africa, etc.)

Discover research opportunity areas for the near future



Develop archetype designs (18-24 months)



ID archetype design process

Advanced discovery of new UX



New metal solution

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# 2012 Strategy

## Go Head-To-Head with Apple

- Strengthen the #1 Status in Smartphone
- Magnify targeting **Tablet** market



## Lead New Markets

- Create and lead the **Note** market
- First Class Marketing



## Challenge to become #1 in All Regions

- Keep in check emergence of Chinese vendors
- Push ahead with **No. 1** strategy by region



# 1. Go Head-To-Head with Apple ; Strengthen the No. 1 status in Smartphone

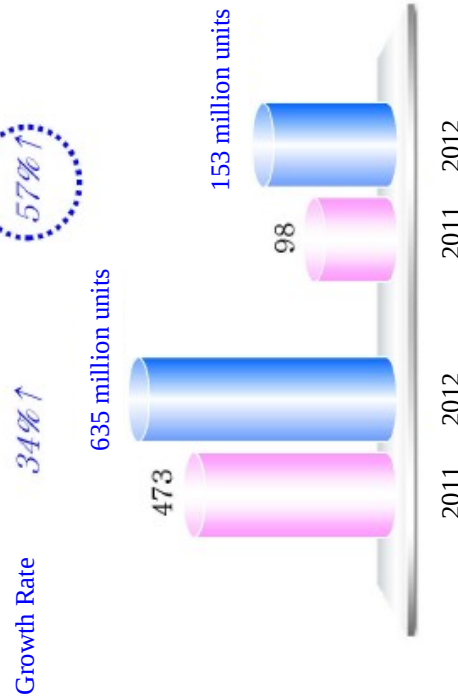
## Pin-to-Pin Direct Face-Off with Apple

- 98 million units of smartphones in 2011 → 153 million units in 2012 (growth rate 57%↑)

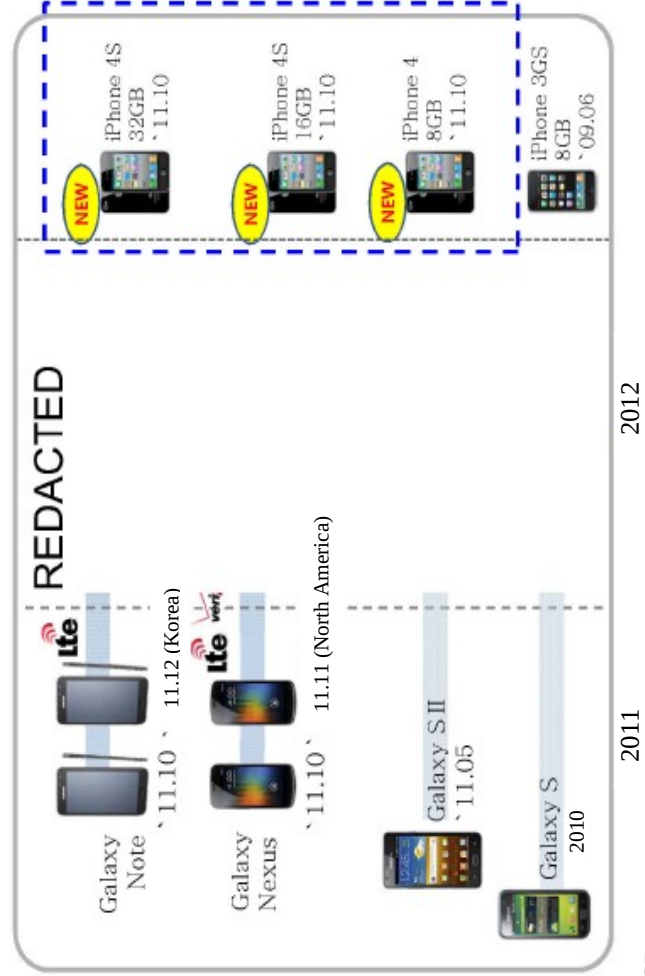
REDACTED

- Early dominance of the LTE market centered on developed markets, such as the U.S.A., Korea, Japan, etc.

[Smartphone Demand](#)     [Samsung Sales Volume](#)



※ Market Demand: Average of 3 companies: SA, Gartner, and ICD



# 1. Go Head-To-Head with Apple ; Strengthen the No. 1 status in Smartphone

## ● Create Hit Models for each Price Group of Mass Smartphones

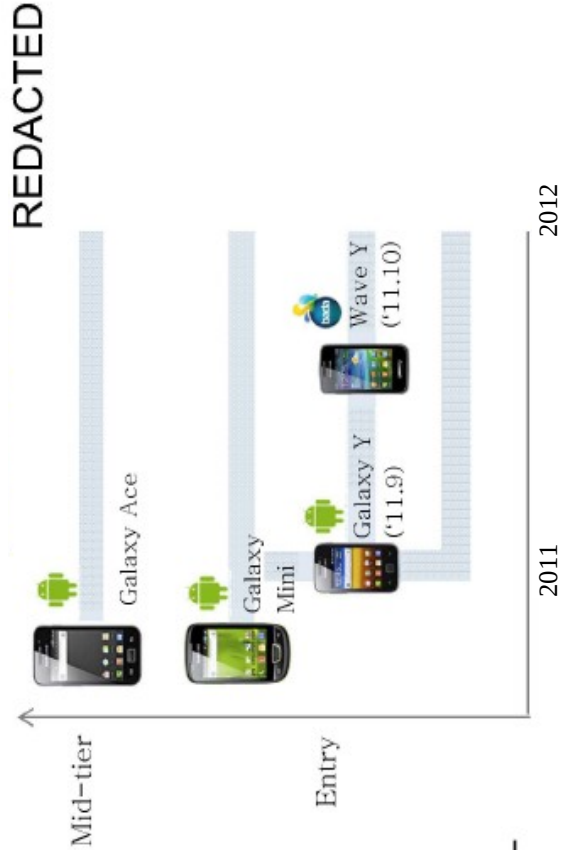
- Continuously introduce follow-up models to existing Hit products, such as Galaxy Ace/Mini, etc.
- Aggressively respond to demands for low priced smart phones in developing markets, such as Southwest Asia, Central Asia, etc.

[Smartphone Demand by Price Range](#)



※ Market Demand: Average of 3 companies: SA, Gartner, and ICD

[Samsung Mass Market Smartphones](#)

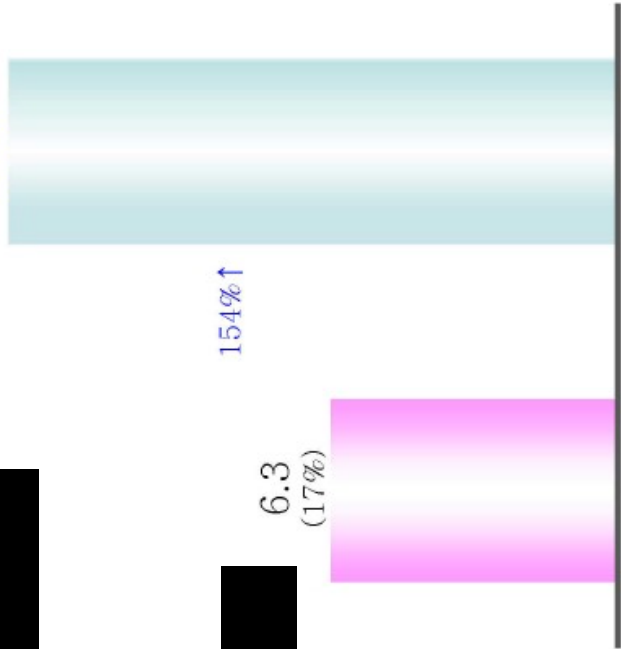


# 1. Go Head-To-Head with Apple ; Magnify targeting Tablet Market

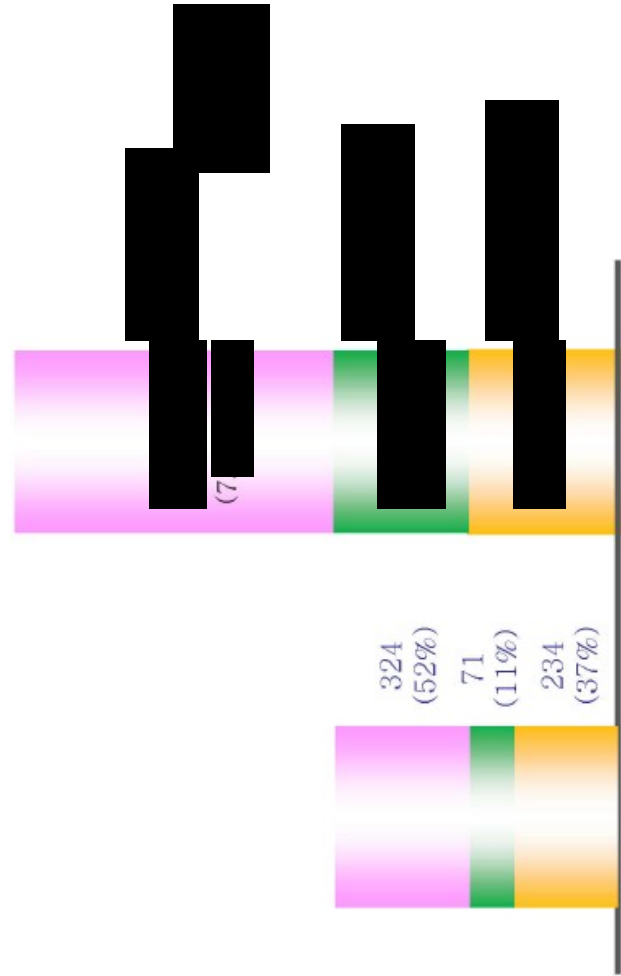
Tablet sales goal: 6.3 million units in year '11 → 16 million units in year '12 (compared to the previous year 154%↑)

Annual Sale Volume

16.0 million units (32%)



Samsung Volume by Size



# 1. Go Head-To-Head with Apple ; Magnify targeting Tablet Market

● Enhance Samsung's inherent strength through provision of Note function (pen input function)

● Create new demand through introducing ODA business models and Win 8 models

※ODA (On Device Activation): platform that supports data service through activation and pre-paid transaction by the user without contract terms

● New introduction of mass market tablet models

- Refrain from low pricing and continue based on the premium strategy



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