



Our Aspirations Ahead

~ Pursuing Smart Innovation ~



^{NTT}
docomo

1 Introduction

For the past decade, under our corporate philosophy “Creating a New Communication Culture”, and the vision *MAGIC*, NTT DOCOMO Group has been providing a diverse range of values to our customers and to the society.

Now we are in the year 2010, and the world envisaged in *MAGIC* has steadily been realized.

Meanwhile, our society is facing global changes and challenges, such as accelerating globalization, serious environmental issues, and increasing penetration of broadband.

In this day and age when everyone has a mobile phone, the ways in which people use it have become so diversified, and the quality of personal communication is changing.

In this environment, after examining our past endeavors and possible social changes to come in the future, we have created a new vision we call *Our Aspirations Ahead*.

We will continue to execute *Change and Challenge*, and we intend to contribute toward realization of society where our customers as well as all peoples across borders and generations can enjoy life filled with richness.

2 Positioning of *Our Aspirations Ahead*

2010

2020

Corporate
Philosophy

We will create a new communication culture
We will satisfy our customers
We will utilize individual potential

Brand
Slogan

Unlimited Potential, in Your Hand

Corporate
Vision

2010 Vision

Challenging the Mobile Frontier

MAGIC

Mobile Multimedia

Anytime, Anywhere, Anyone

Global Mobility Support

Integrated Wireless Solution

Customized Personal Service

Our Aspirations Ahead (2020 Vision)

Pursuing Smart Innovation

HEART

Harmonize

Evolve

Advance

Relate

Trust

Mid-range
Strategy

Change and Challenge (2008-2012)

~ Change ~

- New DOCOMO Commitments and review of operational structure
- Promotion of customer-focused marketing
- Steadfast implementation of actions for improved customer satisfaction

~ Challenge ~

- Personalization of services
- Development of social-support services
- Provision of converged services
- Evolution of video services
- Deployment of mobile broadband using LTE
- Handset evolution
- Collaboration of handsets and networks
- Basic research aimed at new value creation
- Expansion of international businesses
- New domestic investments and alliances

3 Looking Back at the Last Decade for DOCOMO

DOCOMO has been providing a wide range of services and values to customers and society for the last 10 years, in order to realize the visionary world envisaged in *MAGIC*.



4 Anticipated Social Changes in This Decade

Many changes and challenges are anticipated in this decade, such as accelerating globalization and serious environmental issues.

Accelerating globalization

Increasing influence of emerging countries like China and India in the international community and economy

Shift toward a more sustainable society

Deeper involvement with environmental issues and efficient use of energy and resources

Aging and decreasing population in Japan

Creation of services and social systems suited for the aging population

Change of values and behavior of people

From mass consumption to quality.
From ownership to efficient use and sharing

More sophisticated IT infrastructure, penetration of broadband

Improved productivity, convergence of industries, more flexible industrial structure

5_1 Our Aspirations Ahead

To bring *HEART* into reality,
DOCOMO will continue to pursue
"Smart Innovation"

"Pursuing Smart Innovation"

HEART

Challenging the Mobile Frontier

MAGIC

Mobile Multimedia

Anytime, Anywhere, Anyone

Global Mobility Support

Integrated Wireless Solution

Customized Personal Service

Mobile—part of the fabric of life

Harmonize

Social contribution beyond
borders, across generations

Evolve

Evolution of service
and network

Advance

Advance industries through
convergence of services

Relate

Creating joy through
connections

Trust

Support for safe, secure,
and comfortable living

5_2 Our Aspirations Ahead

Harmonize

Social contribution beyond borders,
across generations

During this decade DOCOMO will continue to enhance and add values to industries and to our daily lives through further evolution of mobile technologies.

A society where the hearts of people resonate and they can feel the richness of life – DOCOMO will contribute toward the realization of this vision.

5_3 Our Aspiration Ahead

Evolve

Evolution of service and network

Leveraging the vast array of technologies and knowhow we have accumulated in the mobile sector, DOCOMO will continue to bring evolution to the high-speed, high-capacity broadband network, provide easy-to-use services, and deliver *seamless comfort* where you are not even aware of devices or connections.

5_4 Our Aspirations Ahead

Advance

Advance industries through
convergence of services

A vast range of devices will be connected to the network in diverse ways in the coming years, bringing ever-increasing convenience. DOCOMO will continue to help connect industries and services in the network, and contribute toward smart innovation and advancement of industries and infrastructure through convergence of services.

5_5 Our Aspirations Ahead

Relate

Creating joy through connections

People, materials and information connected freely and flexibly beyond time and space – through this visionary world, DOCOMO will help people each day to express, enjoy and create knowledge and fun that fit individual lifestyles, anywhere, anytime.

5_6 Our Aspirations Ahead

Trust

Support for safe, secure and comfortable living

Environment, healthcare, and education will continue to attract more attention in future society. DOCOMO will connect expert knowledge and knowhow from diverse specialized fields to provide timely assistance and support for greater safety, security and comfort in a broad range of daily activities.

6 Relationship Among the "HEART" Concepts



7 Social Contribution Beyond Borders, Across Generations

"Pursuing Smart Innovation"

HEART

Throughout this decade, DOCOMO will seek broader communication with our customers, pursue fun and surprises, and proactively engage ourselves in the efforts to provide solutions to many of our social issues.

We will continue to innovate with partner companies, and through *connecting* people and things help our daily life and society move toward "smart" evolution, and do our part in the endeavor to bring into reality a society where people can lead life filled with richness.

(For information) Technologies to support Smart Innovation



