

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*

2020 2010 We will create a new communication culture Corporate We will satisfy our customers Philosophy We will utilize individual potential **Brand** Unlimited Potential, in Your Hand Slogan 2010 Vision Our Aspirations Ahead (2020 Vision) Challenging the Mobile Frontier **Pursuing Smart Innovation MAGIC HEART H**armonize Mobile Multimedia Corporate Evolve Anytime, Anywhere, Anyone Vision Advance Global Mobility Support Relate Integrated Wireless Solution Trust **C**ustomized Personal Service

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
- 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"

Challenging the Mobile Frontier

MAGIC

Mobile Multimedia

Anytime, Anywhere, Anyone

Global Mobility Support

ntegrated Wireless Solution

Customized Personal Service

"Pursuing Smart Innovation"
HEART

Harmonize

Social contribution beyond borders, across generations

Evolve

Evolution of service and network

Advance

Advance industries through convergence of services

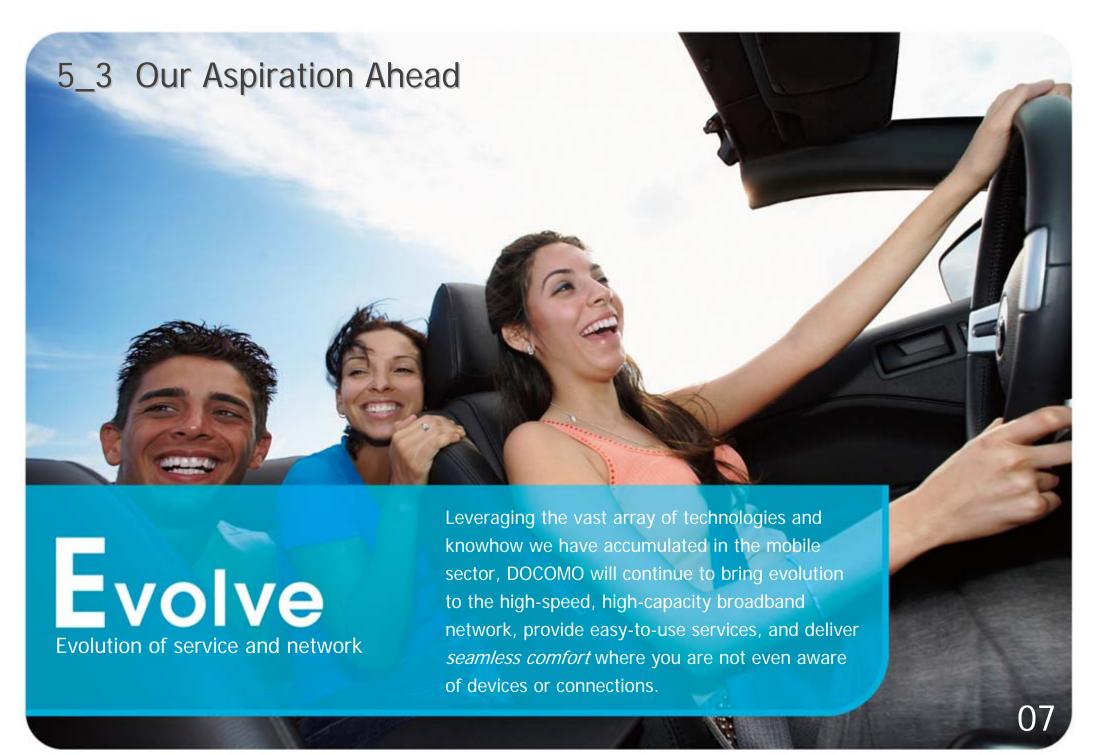
Relate

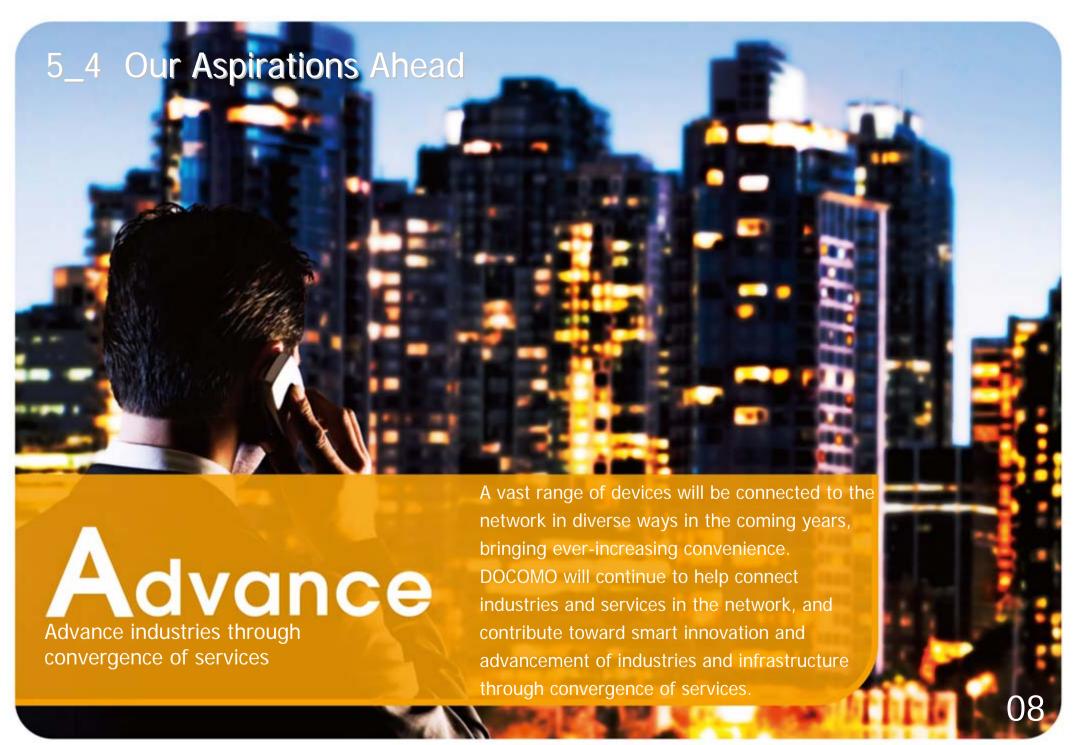
Creating joy through connections

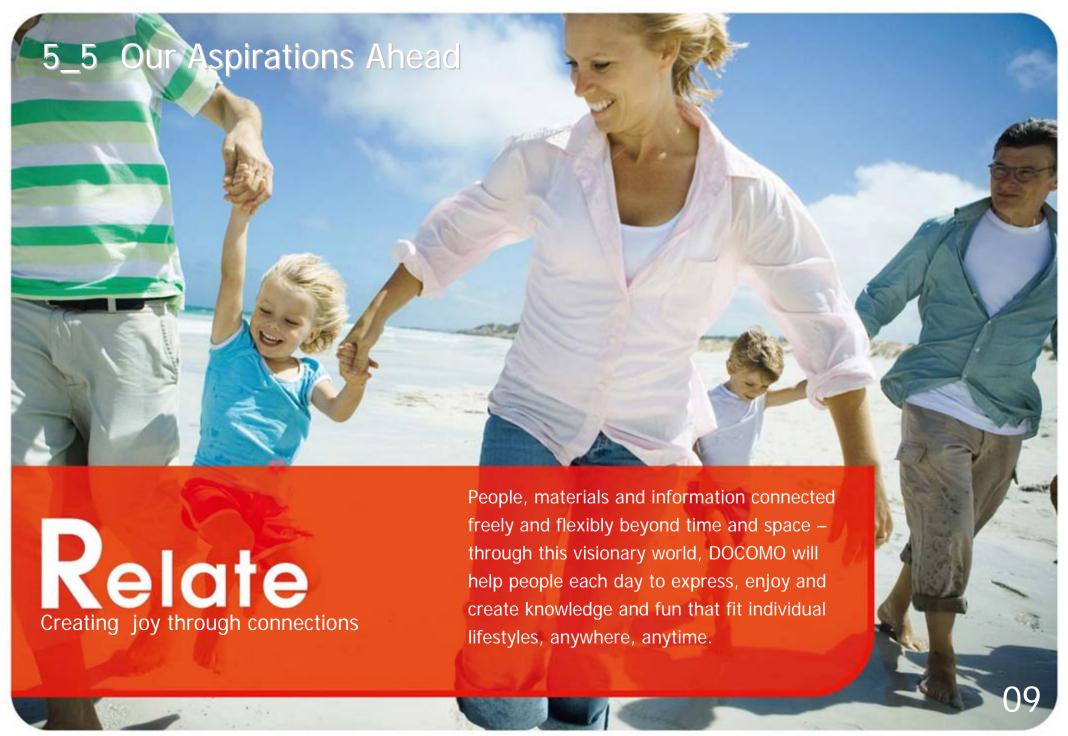
Trust

Support for safe, secure, and comfortable living

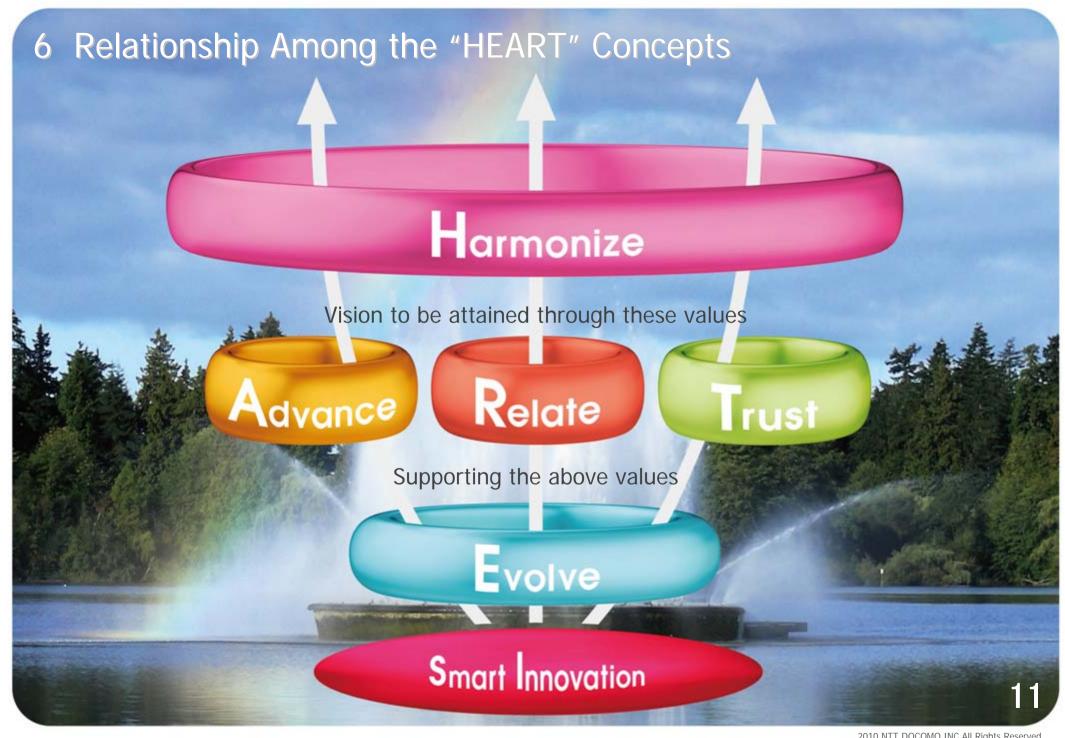












7 Social Contribution Beyond Borders, Across Generations

"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

Cognitive

Behavior economics Autonomous agent Service science

(Mobile) Network APIs

Rich Communication Suite

Network virtualization

Service and Platform Technology

Social Influence Analysis FV-ITS Digital Rights Management Real-time machine translation **ID** management Car security Behavior Personalized speech synthesis Networked prediction **Appliance** Personalized speech recognition control Data mining Handwriting recognition **IPTV** Recommendation Hand-written font

Bio

Molecular communication Biochemical sensor Micro TAS

Smart grid

Next generation hybrid positioning system

LTE Advanced

Software Defined Radio

synthesis

Thin client

Carrier aggregation Self Organizing Network

Networking

Technology

Heterogeneous network

Unified Speech and Audio Coding

High-performance Video coding(H.265)

3D audio/video

sensing

Environmental Mobile phone virtualization

3D/Streams Near Field Communication (user interface)

Micro-scale sensor

Fuel cell

Brain-machine interface

Invisible (ultra-small) interface device

Wearable device

Advanced lithium battery

Metal-air electrochemical cell

Microelectromechanical systems

Meta-materials Nano-supercapacitor

Nano/material

Cloud security

(Future Internet)

Relay

New generation network Coordinated Multipoint Transmission

Cognitive radio

Beyond LTE

Advance MIMO

Solar energy cogeneration

Terminal Technology Haptic communication Teleoperation

Robotics

