

 President's Message

Bold Strategies Set DOCO



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I would like to start by thanking you for your ongoing support for our activities.

At the same time, I want to express my heartfelt sympathy to the victims of the Great East Japan Earthquake of March 2011. Customers in some areas were unable to use DOCOMO's communication services as a result of the disaster, and I am deeply sorry for the inconvenience caused.

DOCOMO has continued working toward realizing its medium-term vision, announced in October 2008 and positioned fiscal 2010 as the implementation phase for "Change and Challenge." We are happy to say that we made steady progress in implementing various initiatives, including the key objective of obtaining the "No. 1 ranking in customer satisfaction in fiscal 2010." Responding to the rapidly growing smartphone market, we accelerated the expansion of our product lineup. We also reassessed internal processes and other aspects of our operations, with the aim of delivering distinctive DOCOMO services for smartphones, such as *docomo Market* and *sp-mode* service. As a result, we achieved a year-on-year increase in operating income. In December 2010, meanwhile, we launched an LTE service named Xi ("crossy"). We are incrementally rolling out the service in high-traffic areas and plan to expand the service coverage and upgrade our lineup of products in the future. In the process, we hope to attract around 15 million subscriptions by the end of fiscal 2014, representing around one-quarter of all subscriptions.

Going forward, we will pursue activities aimed at further raising customer satisfaction. At the same time, we will implement initiatives aimed at renewed growth, including promotion of smartphones, increasing packet ARPU, expanding LTE services, and cultivating new growth fields. Making use of lessons learned from the Great East Japan Earthquake, we will devise new disaster preparedness measures aimed at building a network that is highly resistant to natural disasters.

I look forward to your ongoing support for these endeavors.



Ryuji Yamada
President and Chief Executive Officer