

President's Message

# Creating New Value



I am honored to have been appointed President and CEO of DOCOMO at the 21st Ordinary General Meeting of Shareholders and Board of Directors' meeting held on June 19, 2012. I kindly request your support as I work to leverage my experience to take our business to the next level.

In fiscal 2011, we overcame challenges greater than any we have ever faced, among them the Great East Japan Earthquake.

We put to use the important lessons learned from the restoration of damaged communications equipment and the earthquake and tsunami in general. Recognizing the gravity of the issue, we immediately established new disaster preparedness measures in April 2011, and had successfully implementing most of them by February 2012.

In addition, a series of service interruptions arose during the year. We offer our sincerest apologies to our customers for the great inconvenience these caused. We finished conducting a comprehensive inspection of equipment and implementing key measures to address these problems by March 2012. We are also making additional efforts to develop a more sophisticated network infrastructure, targeting even more reliable mobile communications.

Since fiscal 2008, we have steadily worked toward our medium-term vision "DOCOMO's Change and Challenge to Achieve New Growth." In fiscal 2011, I believe we were able to deliver revenue and earnings growth by promoting initiatives capitalizing on our overall strength—from our mobile device offerings focused on smartphones to our networks, services, and billing plans.

In fiscal 2012, we will move to become an Integrated Service Company with mobile services at its core, working to achieve the operating income target of ¥900 billion set out for this final year of "Change and Challenge" and realize "Medium-Term Vision 2015—Shaping a Smart Life\*" unveiled in November 2011.

I look forward to your ongoing support for these endeavors.

\* Please refer to the "Medium-Term Vision 2015" feature on page 21 for more details.



President and Chief Executive Officer  
Kaoru Kato