

Create New Revenue Sources

Accelerate cellular service's transformation into a "lifestyle infrastructure" leveraging the synergies of core and new businesses

⇒ Achieve "third growth" after first and second phases of growth led by telecommunications/IT infrastructure businesses

(1) Payment/Commerce

-Sumitomo Mitsui Card
-UC Card

-am/pm
-Lawson

-AEON*
-FamilyMart*
-East Japan Railway (LLP)

(2) Broadcast

-Fuji television
-Nippon television(LLP)

(3) Content / Internet business

-Rakuten Auction
-CA Mobile
-Tower Records

(4) Global business

-KT Freetel
-Guam Cellular
Guam Wireless
-PLDT
※ Asia Pacific Mobile Alliance
(tentative name)

(5) Mobile-related peripheral business

•ACCESS
•Aplix

•Renesas Technology*
•Texas Instruments*

•FueTrek

* non-invested alliance