



Our Aspirations Ahead

~ Pursuing Smart Innovation ~



NTT
docomo

1 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 ~

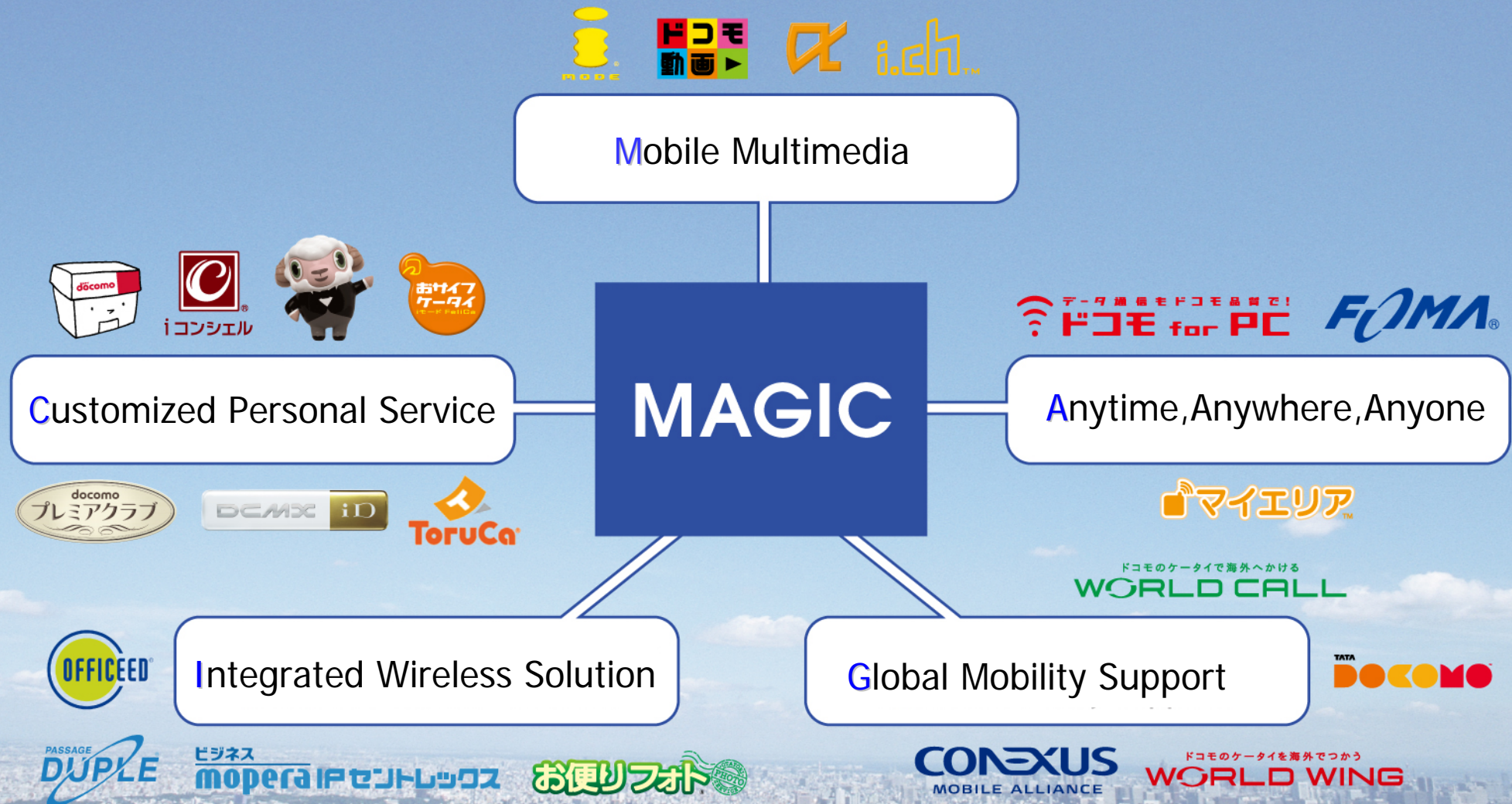
- New DOCOMO Commitments and review of operational structure
- Promotion of customer-focused marketing
- Steadfast implementation of actions for improved customer satisfaction

~ 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

2 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*.



3 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

4 From "MAGIC" To "HEART"

DOCOMO has sought to expand mobile communication through Vision 2010 "MAGIC". With our new corporate vision, "HEART," we will go beyond the boundaries of mobile, converging with variety of services, and provide a diverse range of values toward the goal of realizing a society filled with richness.

Challenging the Mobile Frontier

Expand mobile communication

- From cellular phone to "keitai"
- One mobile phone for each person
- Access a wide variety of devices

Mobile Multimedia

Anytime, Anywhere, Anyone

Global Mobility Support

Integrated Wireless Solution

Customized Personal Service

Pursuing Smart Innovation

Provide diverse values beyond mobile,
through convergence with
variety of services

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 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

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Social contribution beyond
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Advance industries through
convergence of services

Relate

Creating joy through
connections

Trust

Support for safe, secure,
and comfortable living

6 What we would like to achieve through "HEART"

Social contribution beyond borders, across generations [Harmonize]

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.

Evolution of service and network [Evolve]

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.

Advance industries through convergence of services [Advance]

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.

Creating joy through connections [Relate]

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.

Support for safe, secure, and comfortable living [Trust]

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.

7 Pursuing Smart Innovation

Smart Innovation is

Continuous change (innovation)
for realization of a society
where everyone can live a safe,
secure, and comfortable life, filled
with richness, beyond borders, and
across generations

8 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

Service and Platform Technology

Social Influence Analysis
Digital Rights Management
ID management
Personalized speech synthesis
Personalized speech recognition
Handwriting recognition
Hand-written font synthesis

Real-time machine translation
Behavior prediction
Data mining
Recommendation

EV-ITS
Car security
Networked Appliance control
IPTV

Bio

Molecular communication
Biochemical sensor
Micro TAS

Smart grid
Next generation hybrid positioning system

(Mobile) Network APIs

Rich Communication Suite

Network virtualization

Cloud security

New generation network (Future Internet)

Microelectromechanical systems

Meta-materials

Nano-supercapacitor

Nano/material

LTE Advanced

Heterogeneous network

Carrier aggregation

Self Organizing Network

Coordinated Multipoint Transmission

Cognitive radio

Relay

Networking Technology

Software Defined Radio

Thin client

Unified Speech and Audio Coding

High-performance Video coding(H.265)

3D audio/video

Solar energy cogeneration

Environmental sensing

Near Field Communication

Micro-scale sensor

Fuel cell

Terminal Technology

Mobile phone virtualization

3D/Streams (user interface)

Brain-machine interface

Invisible (ultra-small) interface device

Wearable device

Advanced lithium battery

Metal-air electrochemical cell

Haptic communication

Teleoperation

Robotics