



Vision and Purpose Narrative

Imagine Possible

For internal use only

In this document we set out Ericsson's new purpose and vision:
why they are needed, what they mean, and what is required to realize them.

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The wider forces
shaping the future -
setting the scene for
our purpose & vision



We live in a rapidly changing world on the cusp of a new era of possibilities. That naturally brings uncertainty, but also a wealth of exciting opportunities. Over the next decade, a number of forces will shape our world and how we live and work.

Below we consider some of the most important socio-political and technological factors for our business, our customers, and end consumers as we set our vision for 2030. The list is not exhaustive, and in many cases, it will be the interplay of these areas that will deliver the greatest impacts:

Forces shaping society and geopolitics:



Climate crisis moves from 'A Challenge' to 'The Challenge': The urgency of climate change will dominate the next decade. Its impact across the world is already clear – from shifting weather patterns that threaten food production, to rising sea levels risking widespread flooding, to mass migration and population change – impacts that will be irreversible without drastic action today.

Socio-economic volatility: Growing and ageing populations, and job disruption due to artificial intelligence (AI) and automation, will lead to increased competition and new forms of employment in the global job market. Shifting wealth from west to east, and the increasing adoption of cryptocurrencies will start to change the global financial landscape, while persistent economic uncertainty could threaten digital infrastructure investment.

Global fragmentation, not globalization: Recent years have seen a retreat from the global community in favor of national interests. This trend sees countries seeking greater 'digital sovereignty' or creating 'splinternets' of national internets and digital trading environments. It could start to challenge the approach to the global standards that have shaped mobile connectivity in the past, and possibly require a new model for global network collaboration.



The lasting impact of the pandemic: The upheaval and adjustment to Covid-19 has accelerated at least two major trends. Firstly, the rapid development and rollout of vaccines has helped reset our expectations around the pace of innovation. This, combined with the need for economic rebuilding, could bring an unprecedented era of innovation across all sectors of society. Secondly, an increased comfort with online collaboration and communication tools – using technology to shrink distance and simulate physical presence. While this won't eliminate the need for human contact, millions of people are now comfortable replacing physical events with virtual ones, opening up new possibilities for how and where we virtually celebrate, connect, and work.

A re-definition of trust: The last decade has witnessed change in who and what we trust. The explosion of cyber-crime and non-transparent gathering and usage of personal data has heightened concerns about our interactions with the digital world. The proliferation of 'fake news' and discrediting of traditional journalism has shaken trust in conventional sources, while we've seen an increase in the trust we place in brands and corporations. As we enter a decade that will intertwine our lives more closely with technology, we must understand the shifting nature of trust and how it is earned.

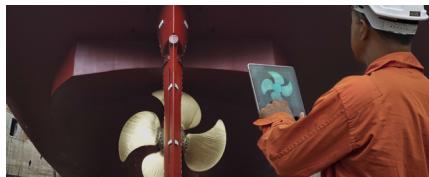
Forces shaping technology:



Connectivity in everything: Hundreds of millions of people already lead deeply connected lives – we use our smartphones to pay for things, our wearables to track our health, or our voice activated devices to help us around the home. In the next decade, many more people will enjoy these benefits. We will see the arrival of trillions of sensors, powered by harvesting energy from the network and incorporating bio-degradable electronics. This will enable connectivity in every part of the human world – from our cars to our clothes or our building materials – and open a new frontier of ‘machine to nature’ applications, where sensors can help us better understand and interact with the natural world.



Artificial gets real: AI will become central to our world in 2030. It will drive breakthrough innovation to improve lives and sustain our planet, and become a primary source of competitive advantage for countries and businesses. We will start to see AI used across many aspects of life – from driverless vehicles to medicine, agile manufacturing, synthetic entertainment and media. There will be a world of connected, intelligent machines interacting and learning amongst themselves, while remaining accountable to human intent and ethics.



The mirror world: ‘Digital twins’, virtual replicas of the environment around us, are already used in the automation of industry, helping with predictive maintenance in smart factories, for example. With the continued evolution of digital mapping technologies, we expect to see the creation of a complete ‘mirror world’ with a multitude of applications, from entertainment and ‘digital overlays’ of the real world via smart glasses, to scenario planning for urban development and climate action, or programming autonomous vehicles and delivery drones to ensure safe and super accurate operation.

Beyond the smartphone: The arrival of increasingly sophisticated wearable technologies will create ever more seamless interactions between the physical and virtual world. For example, contact lenses that can display augmented reality content, or earbuds that can translate for you in real-time. We expect the continued evolution of wearable technologies that can realistically emulate a spectrum of senses – including touch, smell and sound. By the end of the decade, we may also see the arrival of the first ‘bio-interfaces’ – technologies that will integrate more directly with our bodies – bringing with them new forms of communication and other possibilities for digital inclusion.

What do these forces mean for Ericsson?

These forces will have a range of impacts on Ericsson & our customers. Some will create opportunity – such as the increased demand for pervasive connectivity; some will bring challenges – such as continuing economic uncertainty; threats to global standards & the question of consumer trust in the digital world; and others will bring great focus – such as the unified global effort that will be needed to address the climate crisis.

At Ericsson, we believe in the power of technology for good. As the world changes rapidly, we will enable technologies and innovations that will both open up new possibilities for our customers, and also be applied to help resolve some of the world’s greatest challenges. That’s why we believe now is the time to refine our company purpose and vision, to chart our path forward through an era of challenge, change and opportunity.

Our purpose and vision



Our purpose

Our purpose is our enduring reason to exist. It guides what we do and why we do it. It captures the specific role we at Ericsson play, and how we benefit others:

To create connections that make the unimaginable possible

Creating connections' recognizes what we do at Ericsson: we build the networks that first connected people and next will be able to connect everything. But we also play a critical role in creating connections across the industry, by bringing customers, partners, and new insights together to co-create, innovate, and define the shared standards that are the foundation for global mobile networks.

And '**making the unimaginable possible'** recognizes that the networks we build become a platform to innovate and bring to life possibilities that people had never considered before. The connectivity provided by 4G enabled the explosion of the app economy and the creation of companies that are now household names including Uber, Grab, Alibaba, AirBnB, Instagram, and Spotify. This generation of companies has delivered major benefits to people and society. Now we are imagining the possibilities that networks of **limitless connectivity** could offer for people, businesses and societies.

 Discover today

- [How Ericsson are a leading contributor to 3GPP Standards](#)
- [How Ericsson foster innovation in our D15 labs](#)



Our vision

Our vision describes the world we believe it is possible to create – a place where technology innovation is an exciting and positive force for people, business, and our planet:

A world where limitless connectivity improves lives, redefines business and pioneers a sustainable future

Improving lives: we know that connectivity improves lives every day. From the small things many of us now take for granted, like being able to use our smartphone to navigate our way across town, or play games on the go. To things that might once have seemed unimaginable, like doctors being able to make an accurate diagnosis

remotely; or managing banking and payments through our phones, bringing financial services to communities without traditional banking infrastructure. Our vision is for mobile connectivity to continue improving lives – and for the benefits to be felt by everyone, whoever they are and wherever they live.

Discover today

- [How Ericsson are working with UNICEF to map school connectivity globally by 2023](#)

Redefining business: the incredible rise of businesses such as Netflix, Uber, Alibaba and Tencent, among many others, is only the beginning. Our vision is that mobile connectivity will redefine business in a multitude of ways – agile manufacturing that can continually learn and apply data to maximize efficiency and respond faster to new customer needs; smart, connected

transportation that de-risks supply chain logistics; and completely new forms of factories, built with lower cost and complexity, closer to consumers to reduce shipping costs and emissions. Limitless connectivity can transform how businesses and entire value chains operate, as well as help them identify and maximize new avenues of responsible growth.

Discover today

- [How Ericsson's 5G factory has been recognized as an industry 4.0 frontrunner by WEF](#)

Pioneering a sustainable future: our vision is that limitless connectivity, and the progress it will enable, is a positive force for a sustainable world. Improved mobile connectivity opens new possibilities to help address some of the critical challenges our world is facing – such as access to new and sustainable food sources. It can also help address perhaps our biggest challenge: the climate crisis. At Ericsson, we have committed to becoming carbon neutral in our own operations by 2030.

We're also developing the network technology that performs better for the environment, 'breaking the energy curve' by delivering more data with no increase in energy consumption. But this is just the beginning. Research supports that ICT solutions can enable reduced carbon emissions in a variety of industries by 15% by 2030. Our role is to empower that change – to use limitless connectivity as an innovation multiplier in resolving the climate crisis.

Discover today

- [How Ericsson will break the energy curve of new network technology](#)

Together, our purpose and vision set out the power of mobile connectivity to deliver change, and the focused role that Ericsson will play in shaping that change to create a better world.

Glimpses
of the future



When we talk about “limitless connectivity” that improves lives, redefines business, and pioneers a sustainable future, what do we mean? Below are a few glimpses into the hyper-connected world our vision will help create and the impact that Ericsson will have on individuals, industries, and the planet. The precise role that connectivity plays in these stories will vary – from providing global breadth of coverage at near limitless capacity and vastly increased speed, to scenarios that will require new levels security assurance and increased processing power – available from anywhere in the network:

Imagine... a revolution in global wellness



Imagine if we didn't need to rely on our local hospital or medical clinic to access healthcare. Through limitless connectivity and the ‘internet of senses’ – where we can experience touch, feel, and smell over the network – doctors and nurses could conduct AI assisted assessments, diagnose patients, administer treatments, and even conduct surgery remotely. It could mean lower cost, better healthcare for everyone, at scale. It could also extend into preventative healthcare. Many of us are now comfortable with ‘wearable’ devices like smartwatches which track our heart rates or sleep patterns.

As wearable technologies evolve, we'll be able to understand more about the state of our personal health, pool that data with inputs on lifestyle, and start to develop a more proactive approach to wellness – flagging risk factors, providing early treatment or even avoiding serious conditions before they emerge. Collective and anonymized datasets from devices across the world could be shared and analyzed using AI to further our understanding of human health and accelerate the development of breakthrough treatments.

Imagine... feeding the population while protecting the planet



Imagine if we could understand the soil, the weather and its interaction with crops on such a level that we could control the factors that optimize produce and protect soil biodiversity. Innovation in sensor technology that can interact with nature could help us do just that: understand optimal growing conditions and automate how we select crops to harvest at precisely the right time. These tiny sensors are constantly monitoring, and when they connect to the network, they can access processing power and intelligence beyond their size to analyze data and make decisions.

It would mean less loss to pests and other external factors – which is critical when we are trying to feed a growing global population. It could also help us understand the exact nutrients that plants need to be grown without soil or sunlight, allowing us to use land previously abandoned or deemed unsuitable for agriculture.

Imagine... a world where anyone can learn anything from anywhere...from anyone



Imagine if quality education wasn't dependent on physical proximity, but instead every child or adult had access to a global schoolhouse for personalized digital learning. Mobile networks will play a major role in connecting every learning establishment and learner. They will also enable completely new ways of learning. Imagine a virtual classroom where you can learn alongside anyone in the world – where students and teachers are translated in real-time to learn together as a global community.

Imagine being able to use 'mirror' or virtual worlds to travel anywhere on the earth or even back to key moments in time to experience – touch, feel and interact with – history as it happened. It could mean that we can train and re-train in any subject, from the comfort of our homes.

Imagine... product creation, customization and modelling in a mirror world



Imagine a whole new model for product development and manufacturing. Already today we can create a 'digital twin', an accurate digital product replica. But imagine if that replica could replace CAD drawings, prototypes, and models of any complex product to form a connected, virtualized system of product design and realization. Take the case of a car - design engineers could collaborate on design and performance testing, in real-time, from different locations, aided by augmented reality (AR) and AI.

That 'digital twin' car could then be digitally connected to a smart manufacturing plant that could build it, adjusting as it went to ensure accuracy and efficiency, or personalizing for customers on demand. It could also be used after sale – helping engineers understand what problems to look for and how to repair it based on digital simulations and AI. That information could then be fed back instantly to the design and manufacturing process, and updates could be provided for all existing models. It would mean huge efficiencies for businesses, reduced risk & time to market and opportunities across the value chain.

Imagine... experiencing every dimension of entertainment



Imagine if there were no limits to how we experience sporting moments. Today when we watch big events, we can look up details online or share reactions on social media – or most recently we've been stuck at home watching empty stadia. But imagine if limitless connectivity could take watching a game to a whole new level. Imagine being in the stadium, watching the action in person, but with additional information layered onto your real-world view. With mixed reality that blends the virtual and real worlds through devices like contact lenses, we could see key stats, the likelihood of a player scoring a penalty, or anything we want to know, superimposed in front of our eyes. It could point out friends in the stadium, and we could instantly chat and share snippets of game reaction with them.

Next, imagine a game we couldn't attend – a major international final that is too far to travel to. With 'mixed reality' and the 'internet of senses', we could experience the game just as if we're in the crowd – the sound, feel and smell of being part of the excitement, and all the angles of the live action – all from our sofas. Finally, imagine a full sensory experience, where we can feel the speed of the game as the players feel it, feel the force of kicking the ball, or become a virtual player where we fully experience what it's like on the pitch. Perhaps we could package that feeling up as an 'experience postcard' to share with friends. It could transform how we experience the thrill of any sporting event – or any event at all.

Delivering our
vision – what
it will take to
get there



Our vision for 2030 is ambitious and exciting. It isn't something we can achieve alone and will require concerted efforts between partners across and beyond the ICT ecosystem. Below we set out the attributes required to deliver 'limitless connectivity' in the networks of the future; how our industry ecosystem will start to change shape; and the role Ericsson will play in supporting both to achieve our ambition.

The attributes required to deliver 'limitless connectivity'

The mobile networks we build in the future will need to have certain core attributes to allow them to support the innovation we envisage. They will need to be:



Extensive and dynamic: networks will need to offer full global coverage for wireless communications. They'll need to be capable of managing extreme and dynamic performance in terms of data rates, latency, and the capacity to handle trillions of embedded devices, from tiny sensors to devices enabling multi-sensory immersive communication. They'll need to do this without increasing – and even while reducing – energy consumption in the network.



Highly intelligent: to be deployed at the required scale, global networks will need to be operated with minimal human intervention, using centralized and decentralized AI to ensure appropriate service availability and energy efficiency. The network will need to become 'cognitive' – capable of learning and adapting, making decisions, and solving problems itself. The AI in the network will need to be 'intent-driven', working towards a specific outcome set by humans, with decision-making that is explainable and free of bias, to make sure we can trust and understand the decisions made.



Resilient and trustworthy: with increased dependence on mobile networks will come increased pressure for systems to be trustworthy and secure. The technical abilities required – reliability, availability, resilience, security, and privacy – are inherent in networks today. But they will need to be extended with new technologies and capabilities, such as using 'digital twins' to model risks in the network, and using AI to predict and respond to threats in real-time.



Capable of processing anywhere: to support the incredible array of applications we envisage in future, mobile networks will need to evolve – from classical architectures where processing happens in centralized servers, to a model where complex and real-time processing is distributed and tightly integrated throughout the network. This approach will require a 'multi-cloud' model and will continually embrace new processing innovation in areas such as quantum computing.

The nature of the future eco-system

The ecosystem of providers and partners across the industry will change to ensure the level of innovation and progress needed. The ecosystem will grow, as an increasing web of partners will need to come together to access and innovate on the network. We will collaborate with new partners such as start-ups with new ideas, whole industries that can be transformed through connectivity, international organizations which inspire and support new ideas, and national governments and regulators who stimulate and regulate responsible development. But as it expands and collaborates in new ways, this ecosystem will still need to be governed by a common set of principles and standards. The network needs to always work in the same way, wherever you are. Operational predictability & service scalability will remain as important in 2030 as they are today.

The role of Ericsson

Ericsson in 2030 will continue to break new ground in the provision of mobile solutions and services. Over the next decade, we envisage taking an ever more proactive role to stimulate industry development for the benefit of our customers and society. Two important roles that we will play are:
Creator & innovator – we will create the networks we need for the future. We will use our position as a technology leader to continue to develop and build energy efficient networks that are extensive and dynamic, highly intelligent, resilient and

trustworthy, and capable of processing anywhere, so that they can meet the needs of the next decade and beyond.
Second, we will continue to shape the industry for the benefit of everyone, by taking an increasingly active role as an **orchestrator of ecosystems**. This means continuing to define the open standards that enable mobile innovation to thrive; bringing together partners across ecosystems to collaborate, innovate & kindle new ideas; evolve the ways in which we can expose network functions and

capabilities in order to allow innovation to thrive and scale without friction; and form partnerships with other vendors and critical technology players such as hyper-scalers and cloud providers to ensure we fully explore and realize the full possibilities of limitless connectivity.

The future is a place for purpose & vision – ours are clear, and we invite partners, customers and consumers to join us in creating connections that make the unimaginable possible, and realizing a world where limitless connectivity improves lives, redefines business and pioneers a sustainable future.