
Ever-Improving Value Propositions to Customers and Society

January 19, 2017

Hiroyasu Asami
Senior Executive Vice President
NTT DOCOMO, Inc.

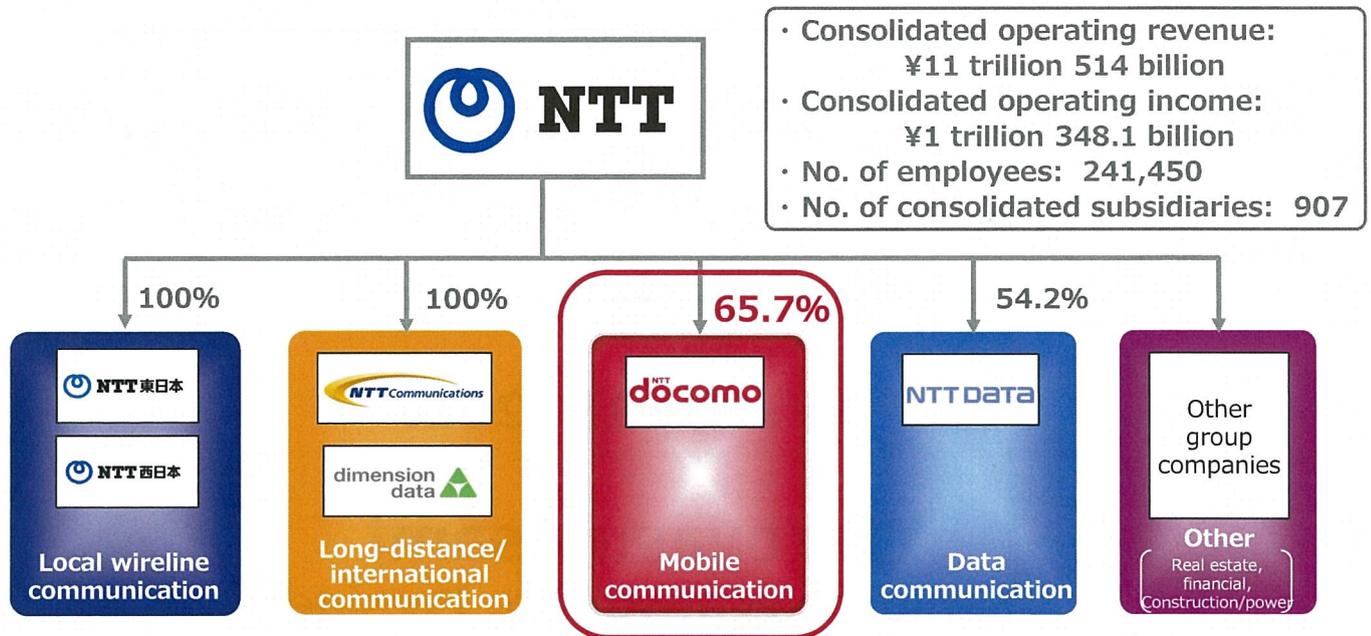
1. About NTT DOCOMO

2. Initiatives by NTT DOCOMO

3. Toward 2020

Positioning Within NTT Group

**Earns 40% of operating revenue,
60% of operating income of the group**



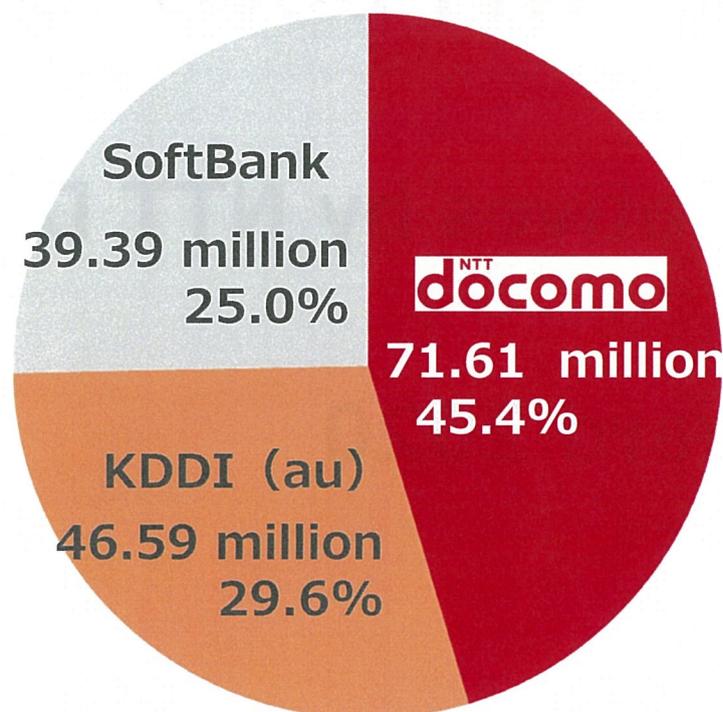
※ As of March 31, 2016

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Market Share of Subscribers

No. 1 share of subscribers in Japan

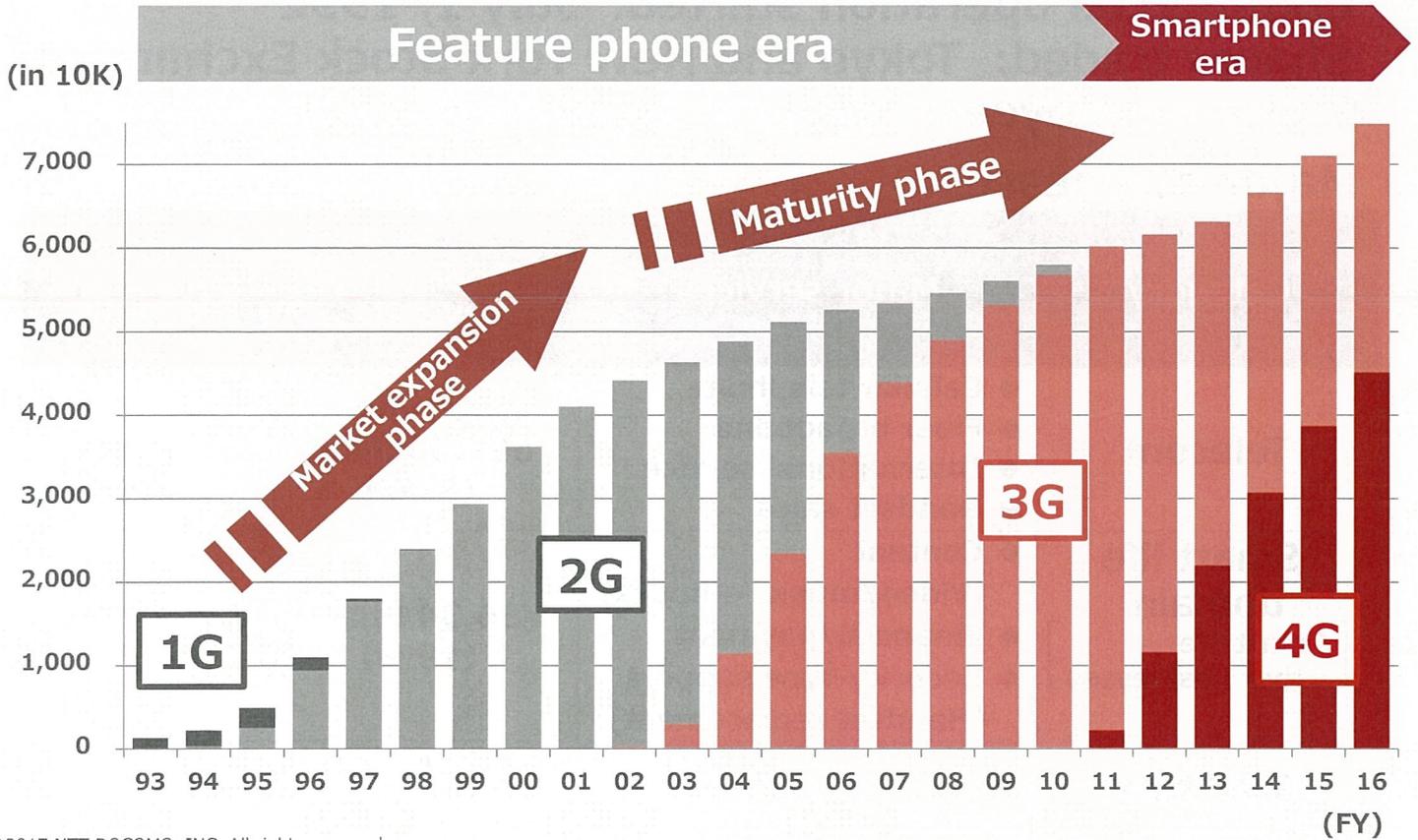


※ As of June 30, 2016. Our compilation based on published figures.

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Trend of No. of Subs

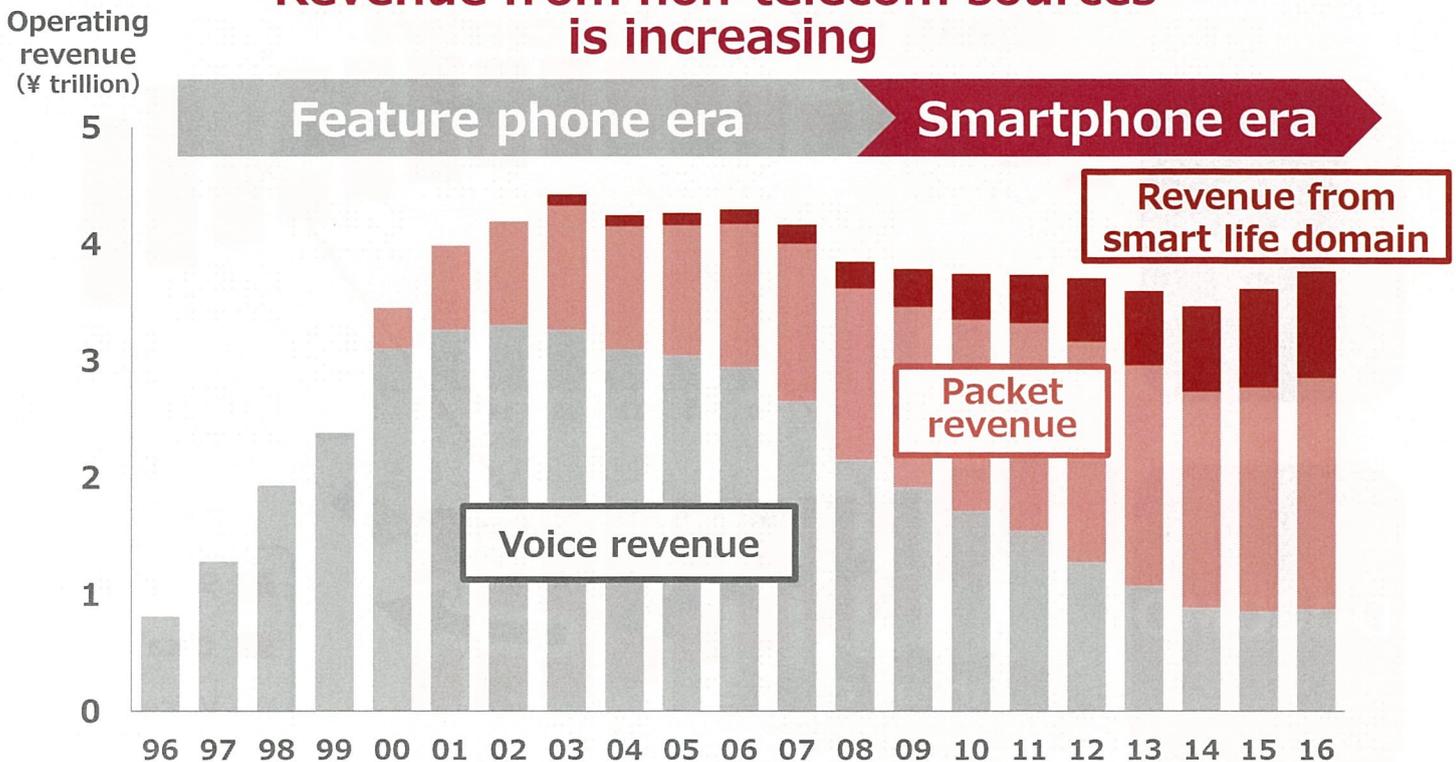


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Change in Revenue Structure of DOCOMO

Revenue from non-telecom sources is increasing



※ "Revenue in smart life domain" prior to FY2011 is aggregated from revenues in current segment looking back; it is for reference only.

※ Excludes income from handset sales.

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(FY)

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Outline of NTT DOCOMO

Commercial operation started: July 1, 1992

Shares traded: Tokyo and New York Stock Exchanges

Group employees: 26,129 (as of March 31, 2016)

Major businesses:

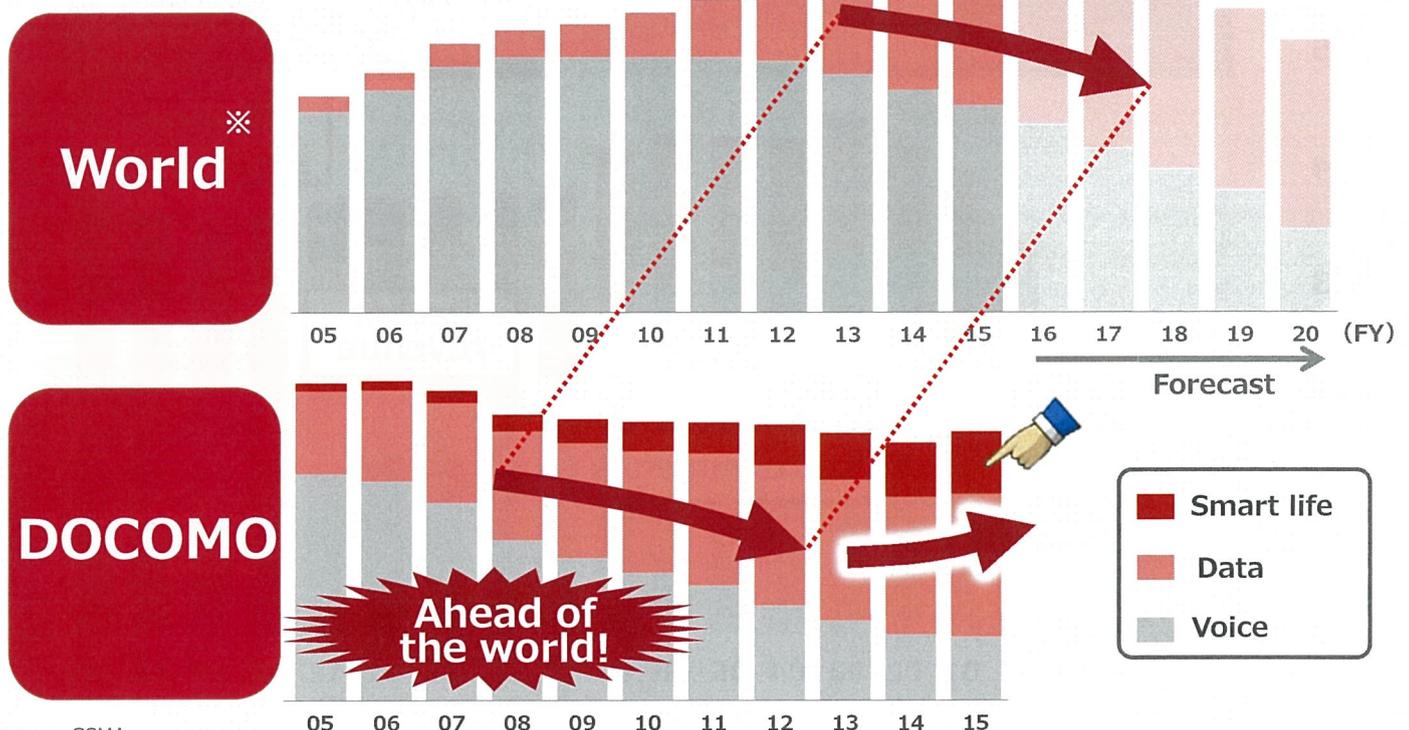
Category	Major services	FY2015	
		Operating revenue (ratio)	Operating income (ratio)
Telecom	<ul style="list-style-type: none"> ◆ Cellular telephone ◆ Fiber broadband ◆ International service ◆ Handset sales 	¥3 trillion 689.8 billion (81%)	¥708.9 billion (90.5%)
Smart life domain [Smart life Other businesses]	<ul style="list-style-type: none"> ◆ Content (Video/music, e-books) ◆ Financial/payment ◆ Security-type support (Handset replacement) 	¥86.34 billion (19%)	¥74.2 billion (9.5%)
Grad total		¥4 trillion 527.1 billion	¥783 billion

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Revenue Trend of Mobile Carriers

Responding to changes in environment ahead of the global carriers



※Source: GSMA

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Management Policy of NTT DOCOMO

**Ever-Improving Value Propositions
To Customer and Society**

**Advancement of
Mobile ICT**
(Device/NW/software)



**New
inspiration**



Speed

**Creation and evolution
of service**

Enjoyment, convenience
and security of each individual
customer and family

Promotion of +d

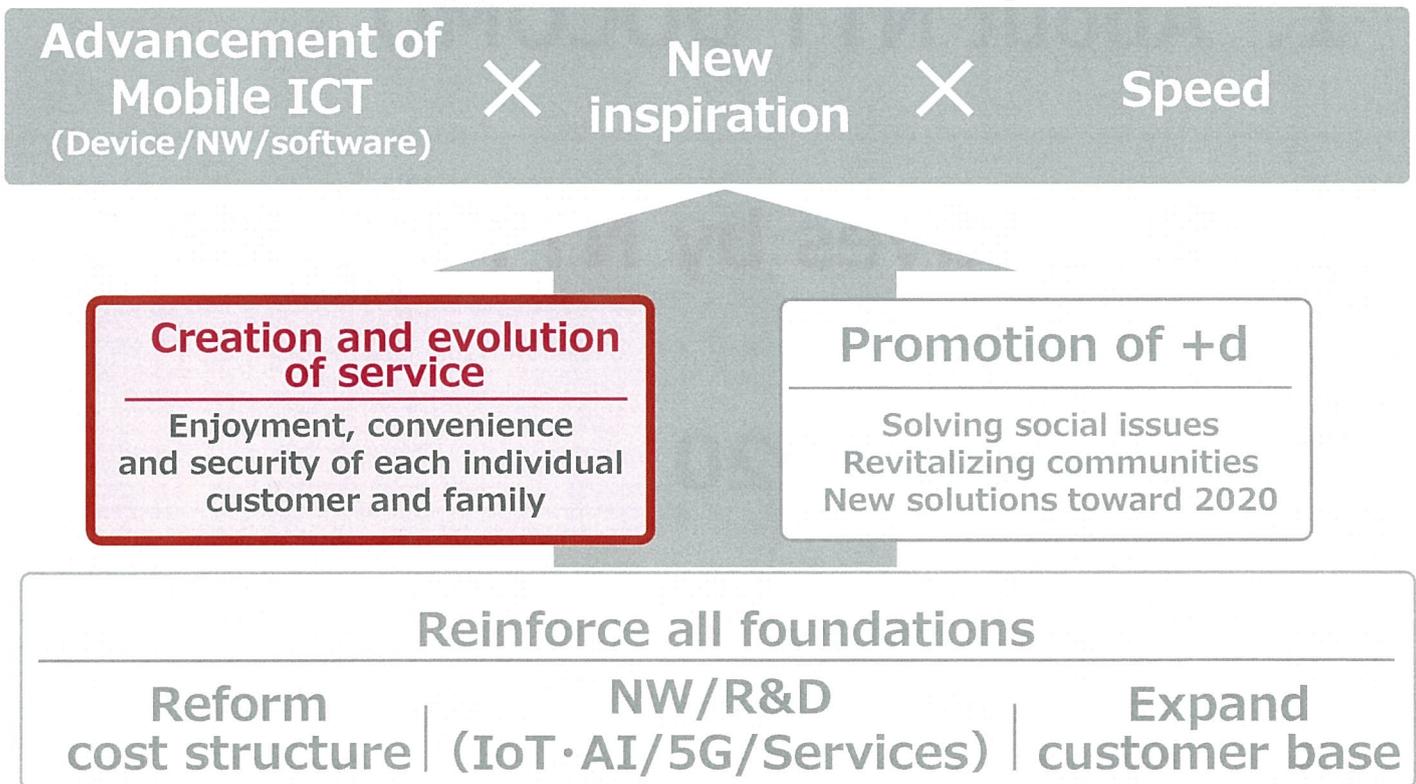
Solving social issues
Revitalizing communities
New solutions toward 2020

Reinforce all foundations

Reform | **NW/R&D** | **Expand**
cost structure | **(IoT·AI/5G/Services)** | **customer base**

Management Policy of NTT DOCOMO

Ever-Improving Value Propositions
To Customer and Society



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DOCOMO Handset – Latest Lineup

A variety of lineup to meet customers' desires



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DOCOMO Handset: Major Features

**DOCOMO
original
smartphone**



MONO MO-01J  GOOD DESIGN
AWARD 2016

**Simple, yet high-quality
Affordable, convenient**

**DOCOMO
Feature phones
supports 4G**



AQUOS ケータイ SH-01J P-smart ケータイ P-01J

**Supports VoLTE
Water-resistant**

**Compact
mobile
Wi-Fi router**



Wi-Fi STATION N-01J

**Ultra-high speed
682Mbps**

DOCOMO Handset: Major Features

**DOCOMO
smartphone**



XPERIA XZ SO-01J V20 PRO L-01J

**Supports
500Mbps**

**Suguden
(Tapless call)**

**DOCOMO
tablet**



arrows Tab F-04H

**Iris recognition
10.5-inch organic EL**

Suguden – Tapless Call

Tapless enables more comfortable calling experience



Answer a call



Make a call

Terminate a call

*Silence the phone, or
NOT answer a call*



Place phone
with face down



Place phone
with face down

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d market

Creates services you can enjoy
with smartphones and tablets

d TV
¥500/month
4.4 million subs

d magazine
マガジン
¥400/month
3.2 million subs

d hits
ヒッツ
¥500/month
3.4 million subs

d anime store
アニメストア
¥400/month
1.70 million subs

d kids
キッズ
¥372/month
370,000 subs

d gourmet
グルメ
¥400/month
1.1 million subs

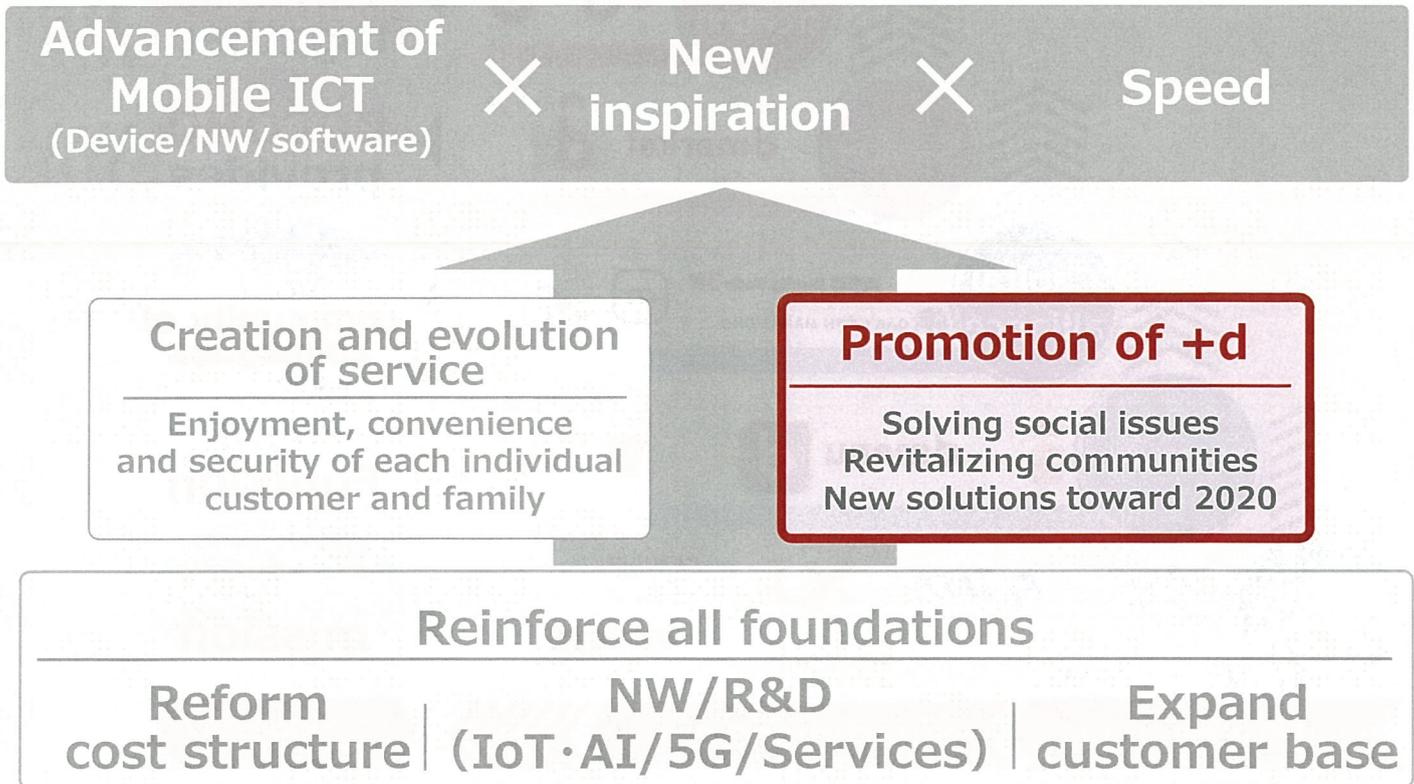
※ All subscriber numbers are approximate and as of December, 2016.

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Management Policy of NTT DOCOMO

Ever-Improving Value Propositions
To Customer and Society



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+d Initiatives

Ever-improving values to customers and society
through co-creation with partners

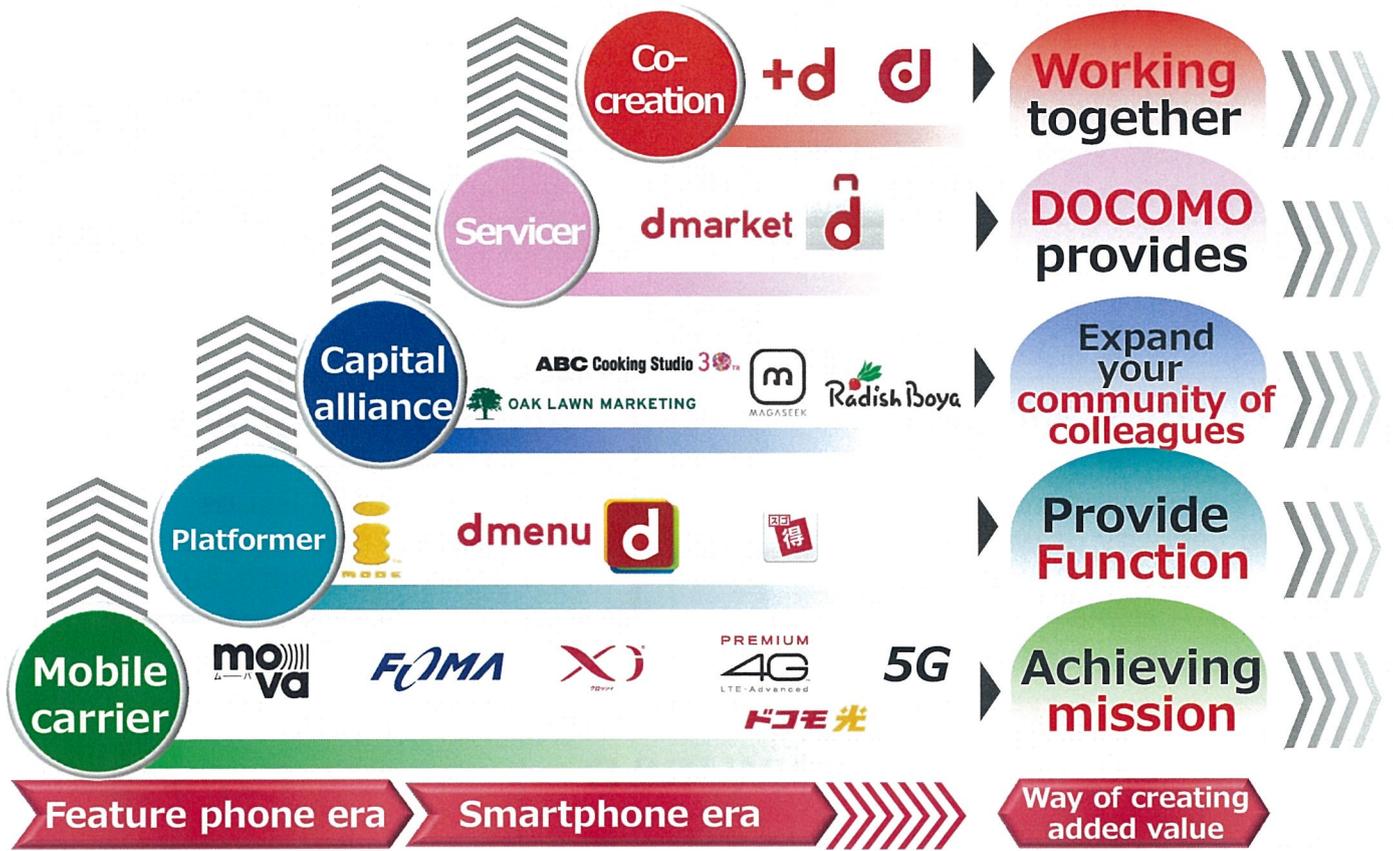
Partners **+d** = More affordable
More fun
More convenient

(Business concept announced in April, 2015)

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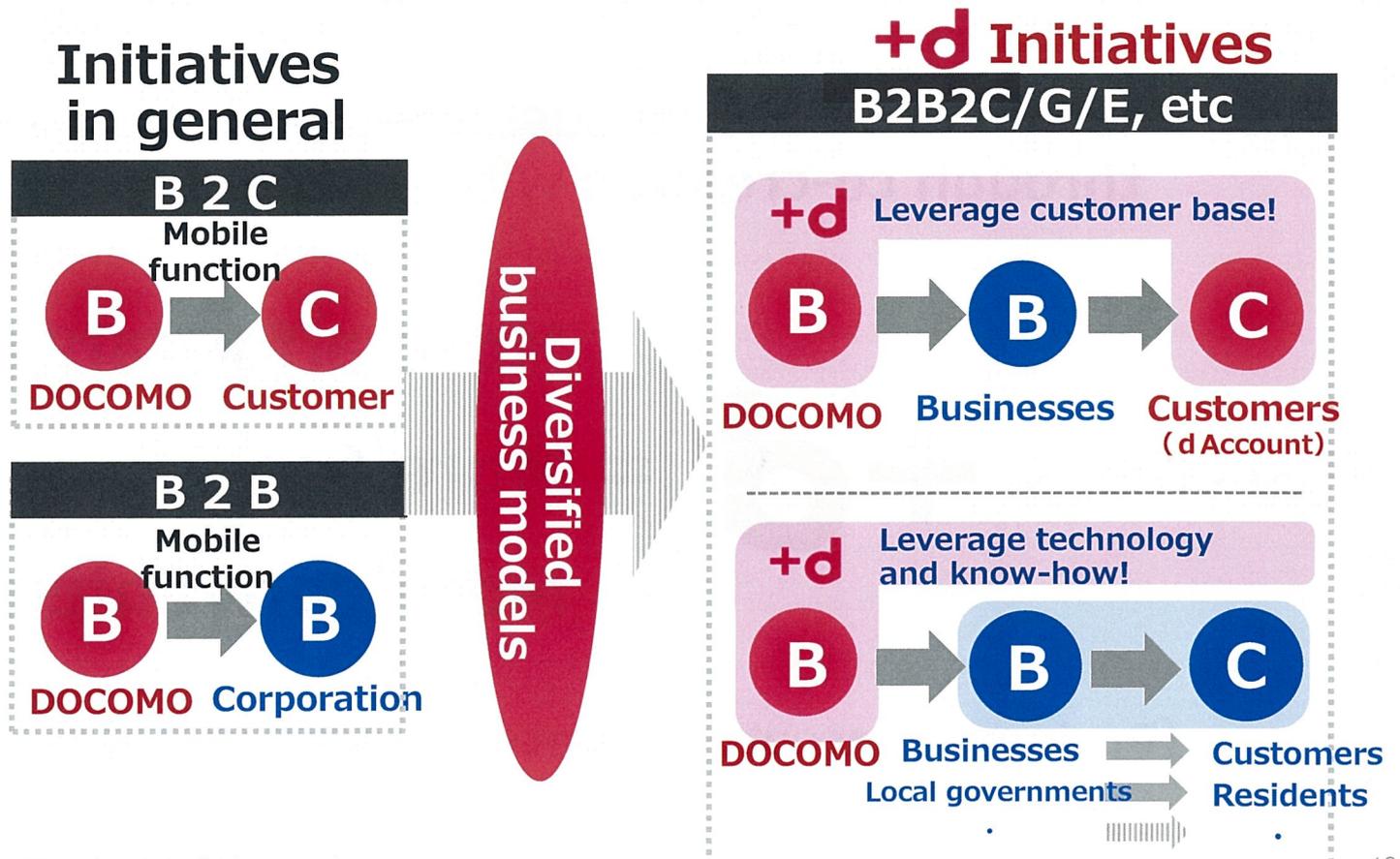
Evolution of DOCOMO Businesses



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Diversification of DOCOMO Businesses



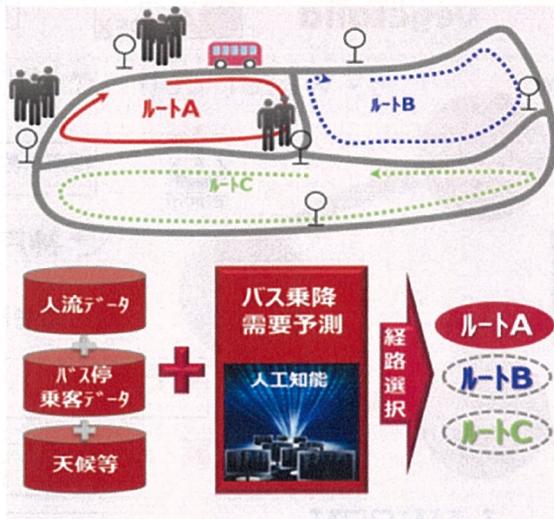
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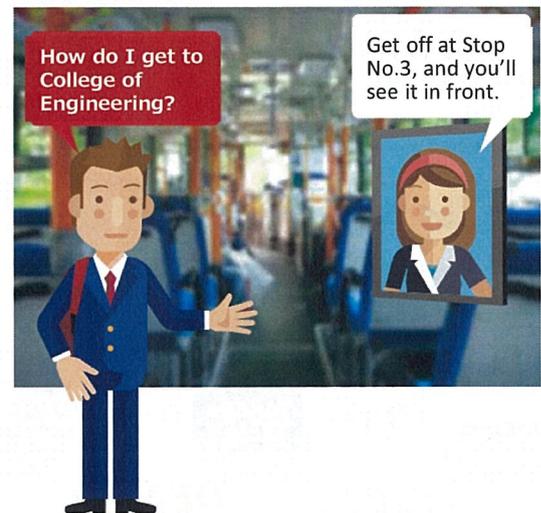
Co-creation Through +d

Established a consortium
for enabling autonomously driven bus service

Operation control technology



Voice agent



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Management Policy of NTT DOCOMO

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New
inspiration



Speed

Creation and evolution
of service

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and security of each individual
customer and family

Promotion of +d

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Revitalizing communities
New solutions toward 2020

Reinforce all foundations

Reform
cost structure

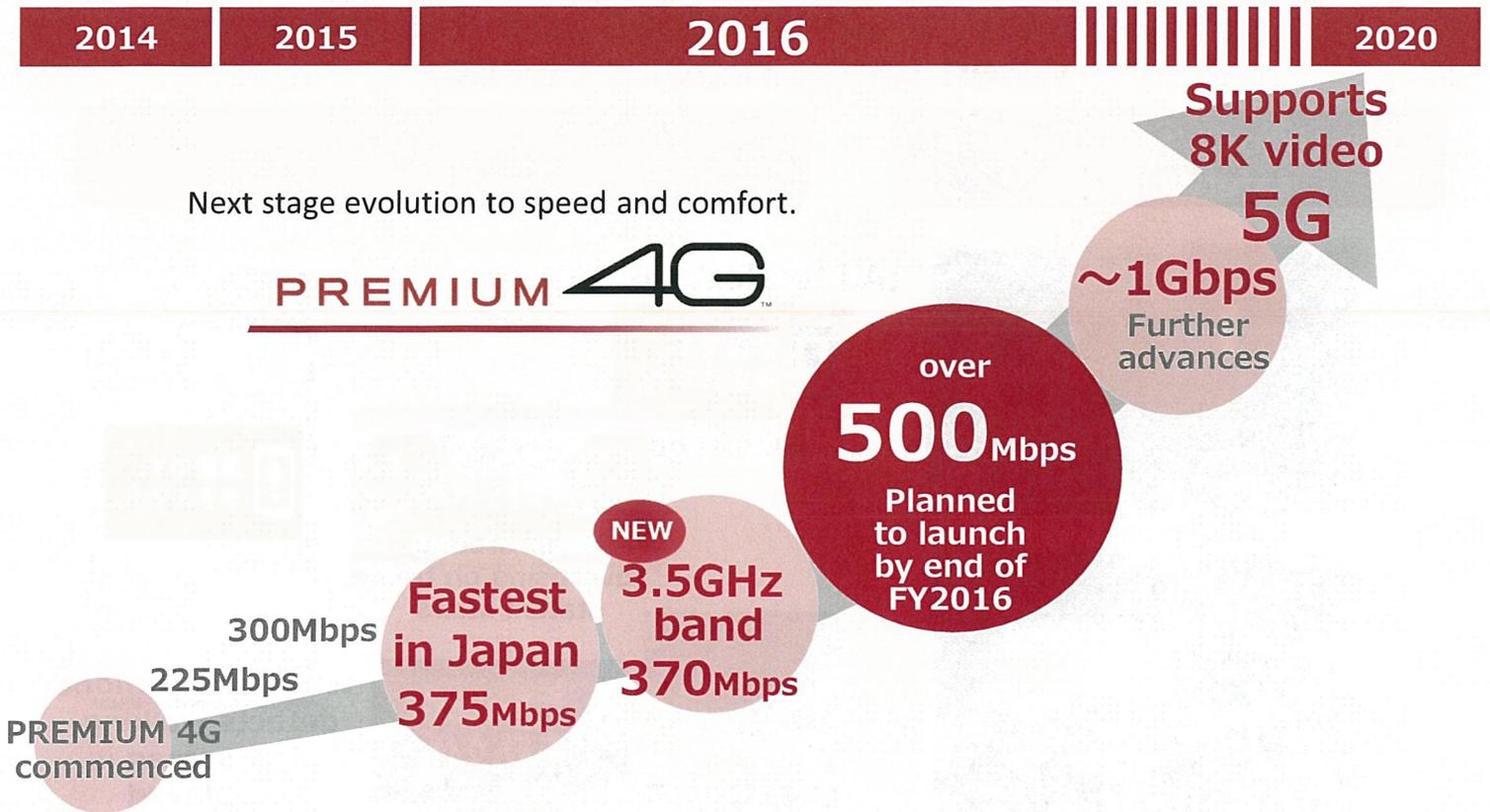
NW/R&D
(IoT·AI/5G/Services)

Expand
customer base

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Advancement of Network



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Initiatives for Disaster Preparedness

Securing safety/reliability of network

Preparedness from the normal times

Quick recovery at the time of disaster



Round-the-clock monitoring of network equipment



Safety drills



Securing coverage on disaster area

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Initiatives for Security/Safety

Proactively promote rules and manners when using mobile phones

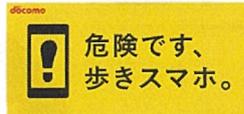
Smartphone/feature phone safety classes



Initiative for discouraging the use of smartphones while walking

[Ad to alert the viewers]

[Walk-alert function]



Alert logo



Wrap-around advertising on train station stairs



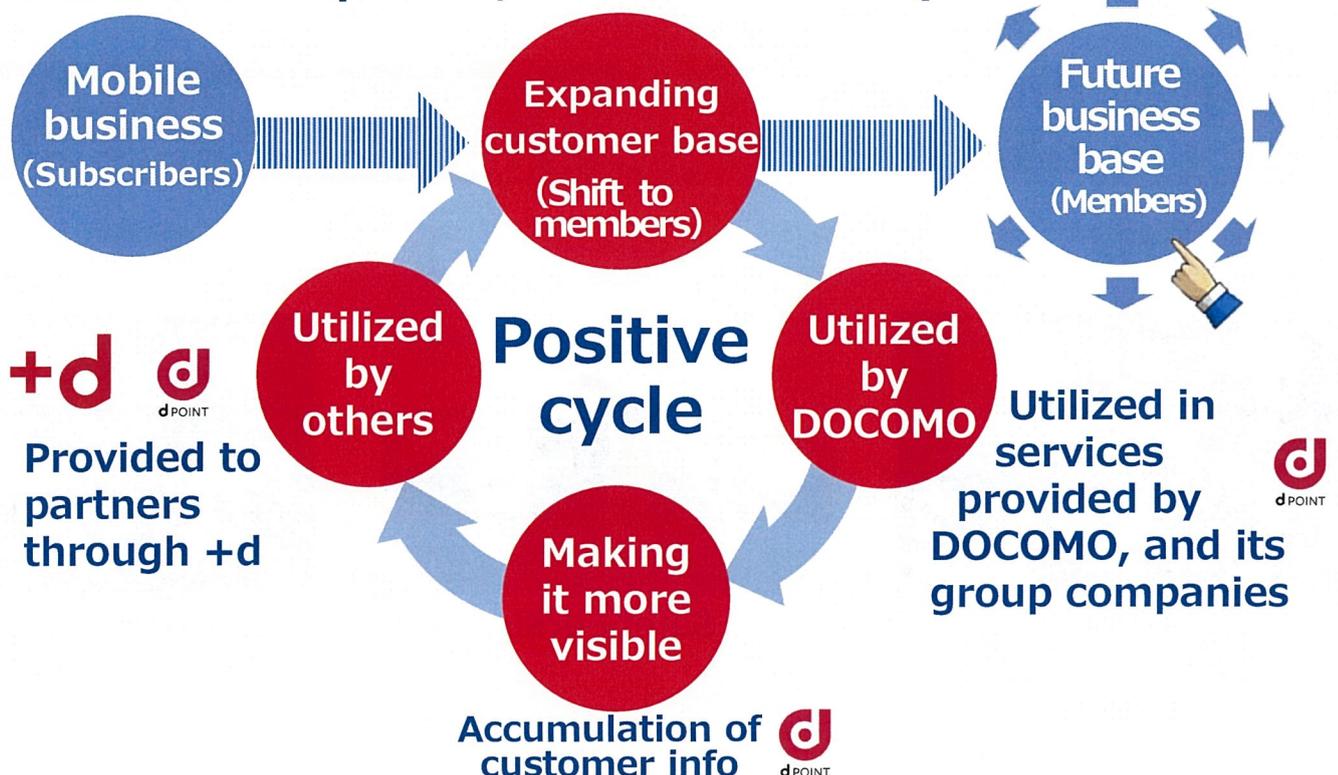
Video to alert the viewers



When smartphone detects walking, alert screen is displayed

Revising Our Customer Base

Shift the subscriber base we acquired in mobile business to membership base, and strive to expand it further



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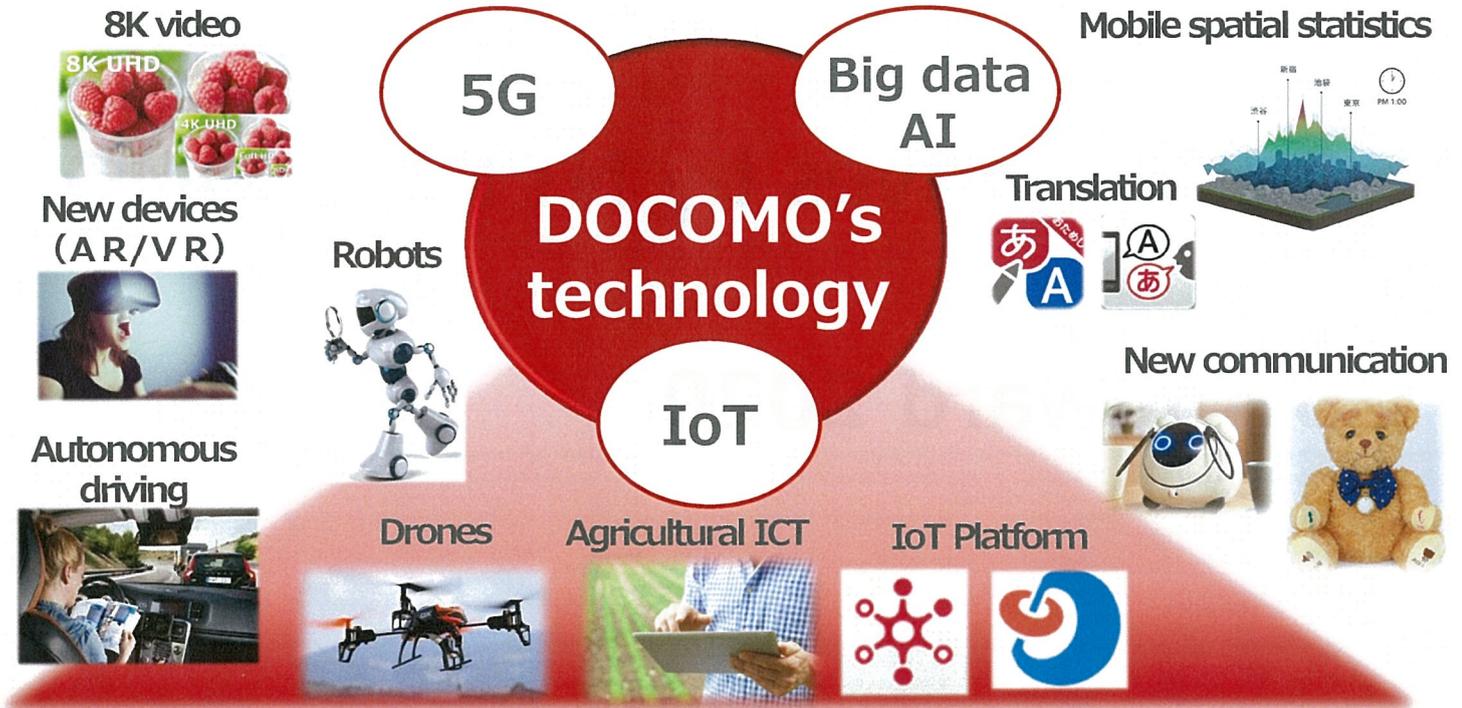
3. Toward 2020

Toward Beyond2020



Technological Prospect Toward 2020

Tokyo Olympic/Paralympic Games in 2020: Ever-improving value to customers and society



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The new of today, norm of tomorrow.

NTT
docomo



Dangerous! Smartphone use while walking.

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