

# **Medium-Term Vision 2015**

**- Shaping a Smart Life -**

Nov. 2, 2011  
NTT DOCOMO, INC.

This presentation contains forward-looking statements such as forecasts of results of operations, management strategies, objectives and plans, forecasts of operational data such as the expected number of subscriptions, and the expected dividend payments. All forward-looking statements that are not historical facts are based on management's current plans, expectations, assumptions and estimates based on the information currently available. Some of the projected numbers in this presentation were derived using certain assumptions that are indispensable for making such projections in addition to historical facts. These forward-looking statements are subject to various known and unknown risks, uncertainties and other factors that could cause our actual results to differ materially from those contained in or suggested by any forward-looking statement. Potential risks and uncertainties include, without limitation, the following:

- (1) Changes in the business environment in the telecommunications industry, such as intensifying competition from other service providers, businesses or other technologies caused by Mobile Number Portability, new market entrants and other factors, or the expansion of the areas of competition could limit our acquisition of new subscriptions and retention of existing subscriptions, or may lead to diminishing ARPU or an increase in our costs and expenses.
- (2) Current and new services, usage patterns, and sales schemes introduced by our corporate group may not develop as planned, which could affect our financial condition and limit our growth.
- (3) The introduction or change of various laws or regulations or the application of such laws and regulations to our corporate group could restrict our business operations, which may adversely affect our financial condition and results of operations.
- (4) Limitations in the amount of frequency spectrum or facilities made available to us could negatively affect our ability to maintain and improve our service quality and level of customer satisfaction.
- (5) Other mobile service providers in the world may not adopt the technologies that are compatible with those used by our corporate group's mobile communications system on a continual basis, which could affect our ability to sufficiently offer international services.
- (6) Our domestic and international investments, alliances and collaborations may not produce the returns or provide the opportunities we expect.
- (7) As electronic payment capability and many other new features are built into our cellular phones/devices, and services of parties other than those belonging to our corporate group are provided through our cellular handsets/devices, potential problems resulting from malfunctions, defects or loss of handsets/devices, or imperfection of services provided by such other parties may arise, which could have an adverse effect on our financial condition and results of operations.
- (8) Social problems that could be caused by misuse of our products and services may adversely affect our credibility or corporate image.
- (9) Inadequate handling of confidential business information including personal information by our corporate group, contractors and others, may adversely affect our credibility or corporate image.
- (10) Owners of intellectual property rights that are essential for our business execution may not grant us the right to license or otherwise use such intellectual property rights on acceptable terms or at all, which may limit our ability to offer certain technologies, products and/or services, and we may also be held liable for damage compensation if we infringe the intellectual property rights of others.
- (11) Events and incidents caused by natural disasters, social infrastructure paralysis such as power shortages, proliferation of harmful substances, terror or other destructive acts, the malfunctioning of equipment or software bugs, deliberate incidents induced by computer viruses, cyber attacks, hacking, unauthorized access and other problems could cause failure in our networks, distribution channels and/or other factors necessary for the provision of service, disrupting our ability to offer services to our subscribers, and may adversely affect our credibility and/or corporate image, or lead to a reduction of revenues and/or increase of costs.
- (12) Concerns about adverse health effects arising from wireless telecommunications may spread and consequently may adversely affect our financial condition and results of operations.
- (13) Our parent company, NIPPON TELEGRAPH AND TELEPHONE CORPORATION (NTT), could exercise influence that may not be in the interests of our other shareholders.

## Medium-Term Vision 2015 (Summary)

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**“Medium-Term Vision 2015: Shaping a Smart Life” was developed to set out clear steps and initiatives to be implemented in order to realize our Corporate Vision for 2020, “Pursuing Smart Innovation: HEART”**

- **Through a diverse lineup of devices centered on smartphones, we will endeavor to offer flexible and expandable services and content in an open environment, while continually making advancements in ease of use in pursuit of greater enjoyment and convenience for customers.**
- **As an “Integrated Service Company placing mobile at the core”, we will drive innovation through the convergence of mobile with other industries and services, thereby creating new values and markets.**
- **By accelerating these efforts for service innovation and convergence of industries/services with “DOCOMO’s clouds”, we will aim to offer enhanced safety and security and deliver more convenient and efficient solutions to people’s everyday lives and businesses, to fulfill smart lives.**

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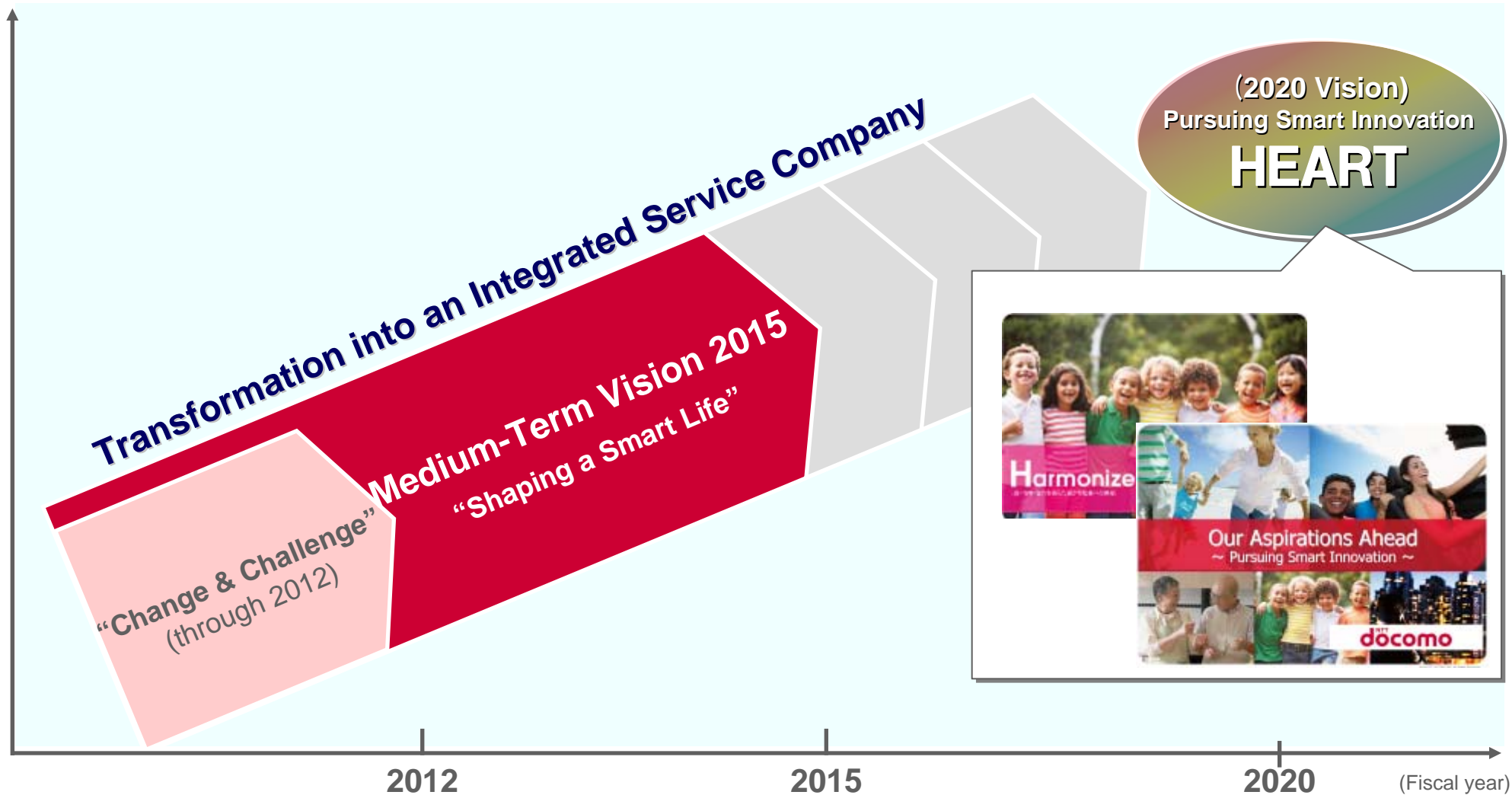
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# I . Introduction

# 1. Positioning of “Medium-Term Vision 2015”

“Medium-term vision 2015: Shaping a Smart Life” was developed to present the initiatives to be implemented in the period through the fiscal year ending Mar. 31, 2016 toward realizing our 2020 Vision “Pursuing Smart Innovation: HEART”



## 2. Shaping a Smart Life

Aim to bring smart life into reality by propelling the evolution of mobile services and new value creation through convergence of industries/services leveraging DOCOMO's clouds

Help each and every customer lead a smart life

《 Personal life agent 》

Convenience/  
fulfillment/efficiency

Safety/  
security

Enjoyment/  
pleasure

DOCOMO's clouds

“Personal”  
cloud

“Business”  
cloud

Network cloud

Initiatives for evolution  
of mobile services

Initiatives for new value creation  
through convergence of  
industries/services

Initiatives for customer satisfaction improvement

DOCOMO's clouds

“Personal” cloud

Platform underpinning  
a wide range of  
services for consumers

“Business” cloud

Solutions platform  
for provision of  
new business styles

Network cloud

Platform that adds  
value through  
sophisticated  
information and  
communication  
processing performed  
on the network

## **II . Initiatives for Evolution of Mobile Services**



### 3. Evolution of Services/Devices

Offer flexible and expandable services and content through a diverse lineup of devices centered on smartphones, while continually improving their ease of use in an open environment in pursuit of greater enjoyment and convenience of customers



# 4. Service Deployment on Smartphones

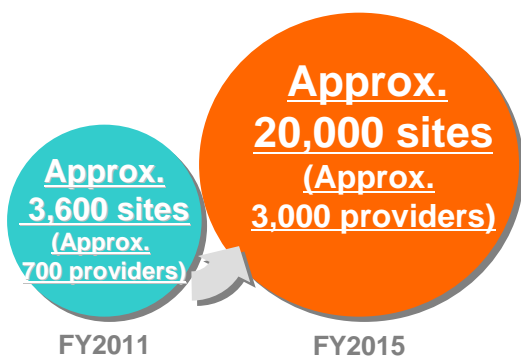
To allow a broad range of customers to use our smartphones with greater fun and convenience, we will offer services and ecosystems that can only be made available by DOCOMO and continually work on their advancements.

## DOCOMO original content portal

Enrich variety of sites and content that take advantage of smartphones' superior expressiveness and operability



No. of content providers/sites

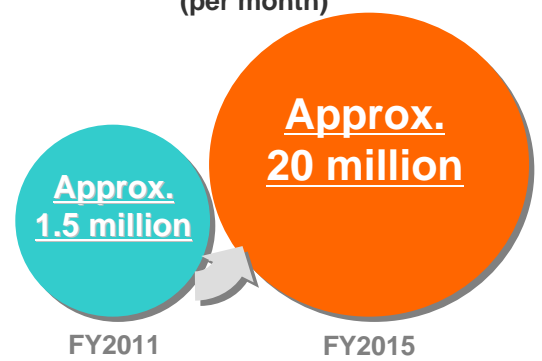


## DOCOMO-operated content market

Aim to increase the number of users by enriching the categories/lineup of commodities handled in the market



Total "dmarket" users (per month)



## DOCOMO's wide array of services

Enrich the portfolio of services offered via smartphones



# 5. Product Lineup

Offer a product lineup that will match individual needs of customers by incorporating attractive features in a flexible and expandable environment

## Product series

### New smartphone series



User-friendly & brings more fun to life

Innovative & broadens your potential



FY2011 winter-spring models

### docomo Tablet



### Feature phones



FY2011 winter-spring models

## Installation of attractive features

### Features strongly demanded by customers

#### Waterproof



#### “Osaifu-Keitai” e-wallet



#### One-seg broadcasting



#### Infrared data transfer



### Introduction of new features/services

#### Ultra high-speed



#### New media



#### “Okudake-juden” wireless battery recharging



### Features for enhanced safety/security and comfort

#### Emergency earthquake warning



#### docomo Palette UI



#### Virus scan



# 6. Further Evolution of Services

Drive further evolution of services to pursue unprecedented convenience and enjoyment

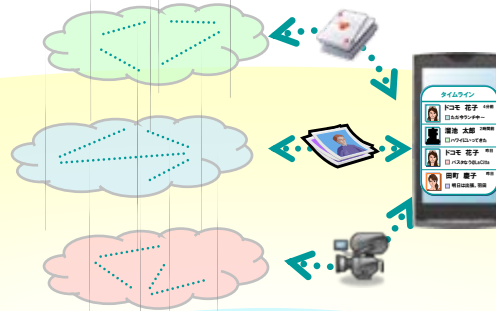
## Multi-device

Use of multiple devices with a single ID



## Evolution of address book

Linkage of address book and SNS



## Evolution of data storage

“Online safe-deposit” for personal information



## Further evolution of services

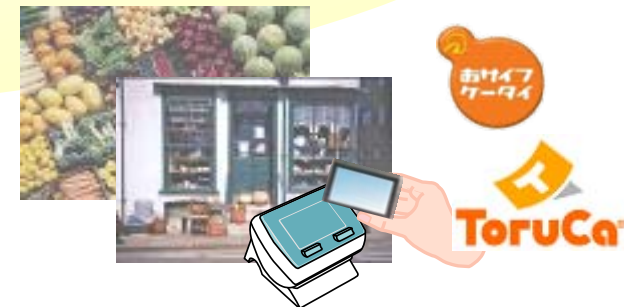
## Evolution of service convergence

Convergence with a wide range of services/content



## Evolution of cyber-physical convergence

Expanded use as an authentication platform in everyday life



## Evolution of online market

Expand variety of commodities handled

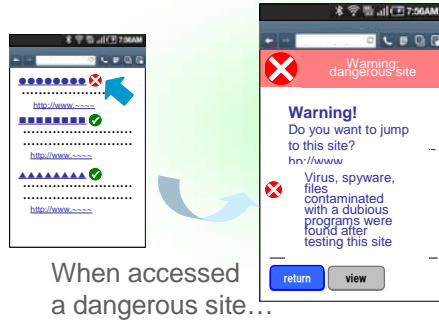


# 7. Enhancing Safety & Security in Line with Service Evolution

Reinforce security environment and customer-support structure, in line with the evolution of services to allow customers to use smartphones and other devices free of concerns

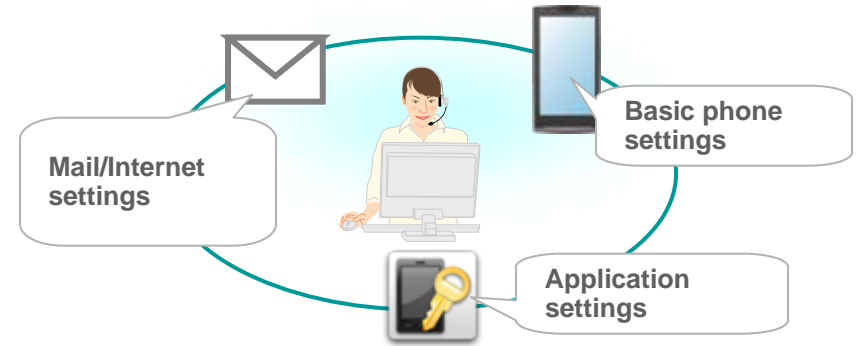
## Measures against phishing scams

Offer feature to prevent phishing scams in addition to virus scan to create a safer environment for use of smartphones



## Remote support

Provide remote operator support to customers using smartphones



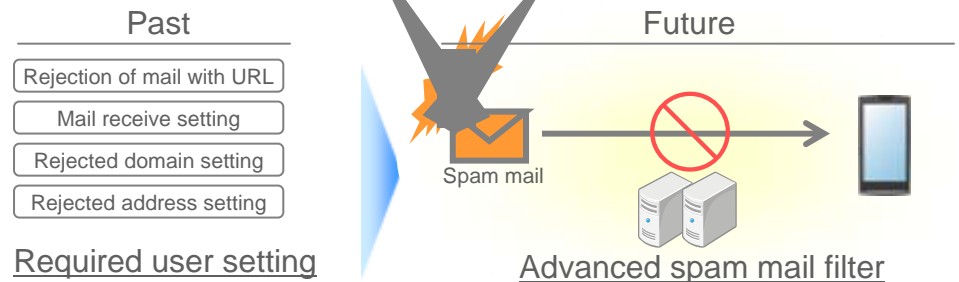
## “Anshin Mode” (Restriction on use of smartphone features)

Enables parents/guardians to set restrictions on smartphone features accessible by children



## Advanced spam mail filter

An advanced spam mail filter that can be used without any setting by user





# 8. Advancement of Devices Driven by New Technologies

Pursue comfortable operability and enhanced convenience by incorporating new technologies in devices

## Sensor technology

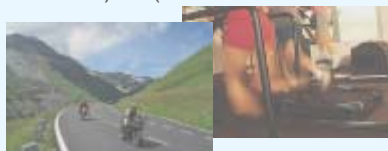
### Sensor jacket



Sensor jacket for disaster response (Radiation sensor)



Sensor jacket for women (UV/alcohol/mouth odor checker)



## Recommending technology

### Advanced concierge features

Automatic ticket reservation



Meeting minutes compilation using voice recognition



Recommendation using various sensors



Automatic schedule coordination

## Convergence with new technologies

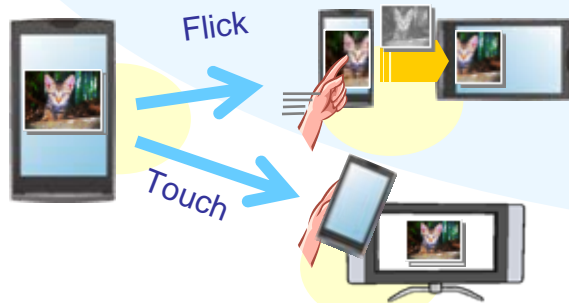
## User interface

### Intuitive UI for information delivery



## Media convergence

### Intuitive data transfer



## Battery technology

### Super-rapid battery charger, long-hour battery

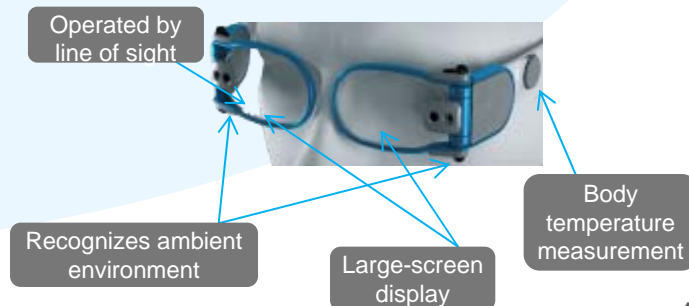


Super-rapid battery recharging jacket

Time required for full recharge **10 minutes**

## Wearable technology

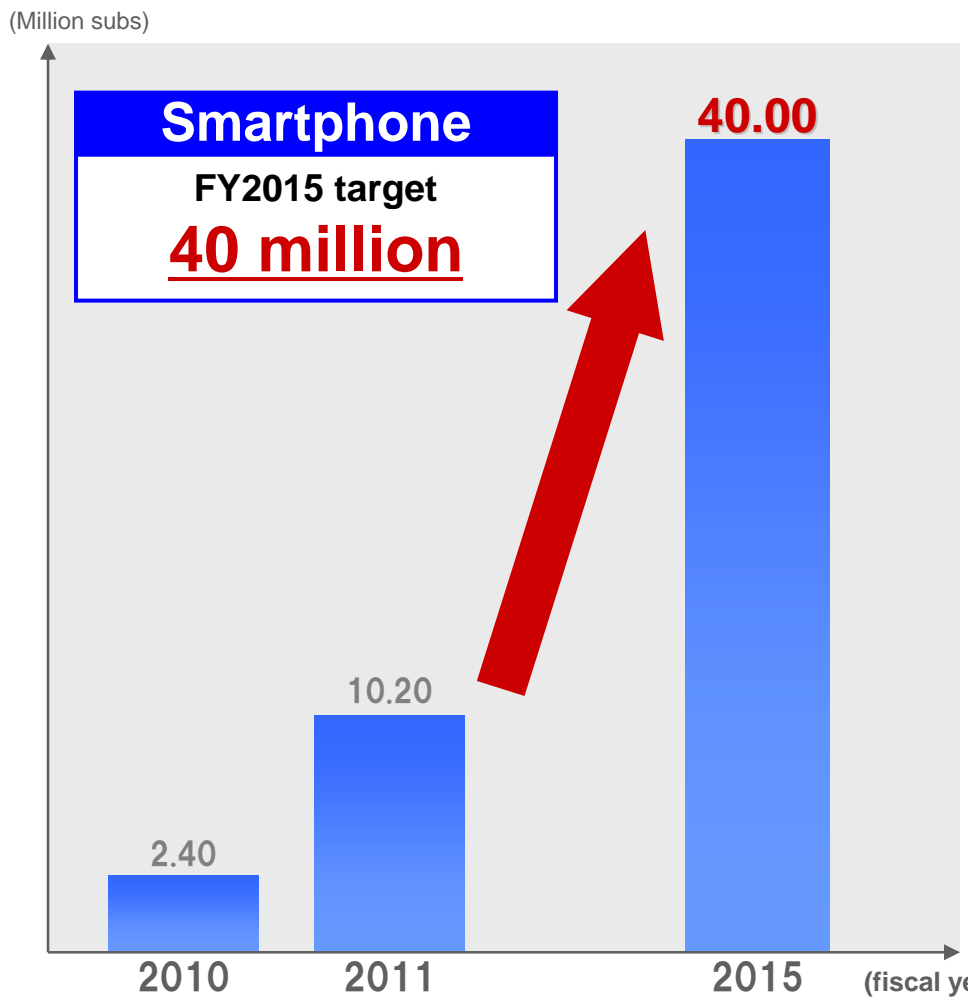
### Eyewear-type device



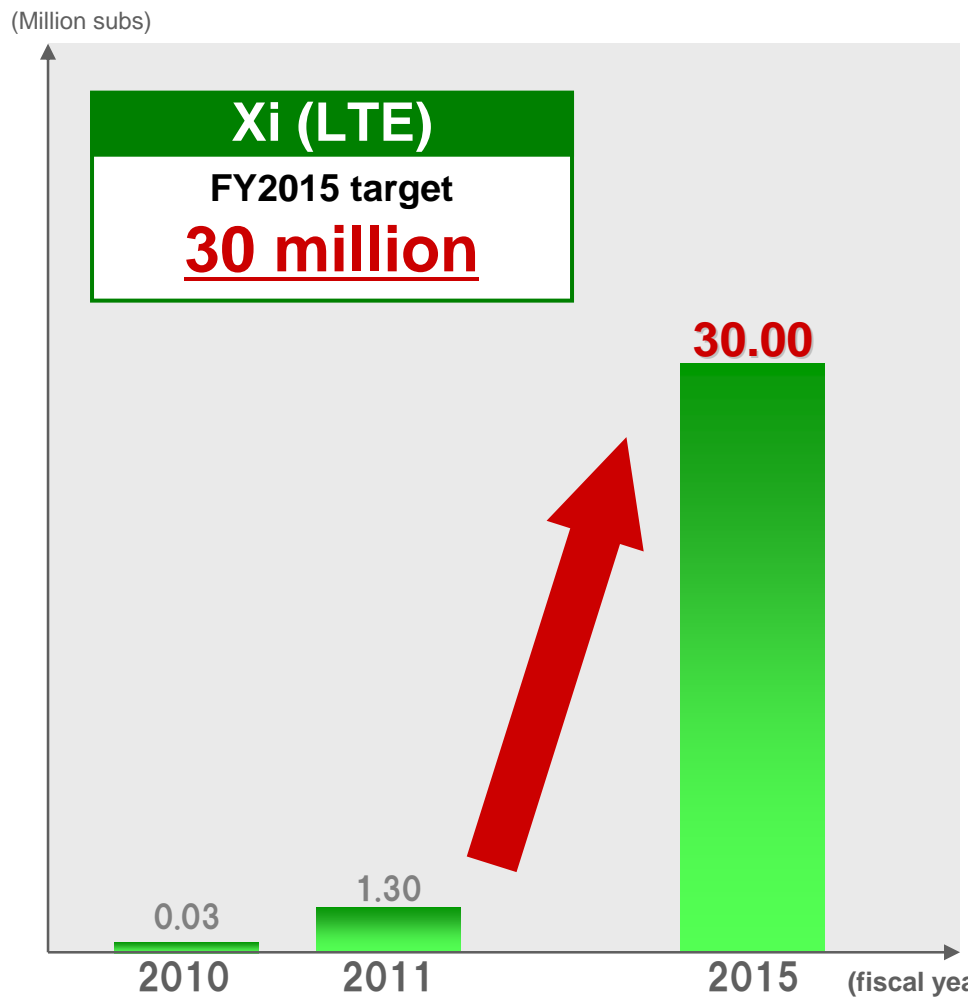
# 9. Smartphone/ Xi “crossy” Subscriptions Forecasts

**Aim to increase total smartphone subscriptions to 40 million and Xi subscriptions to 30 million within FY2015 by executing various measures for expanded adoption**

**Smartphone subscriptions**



**Xi (LTE) subscriptions**

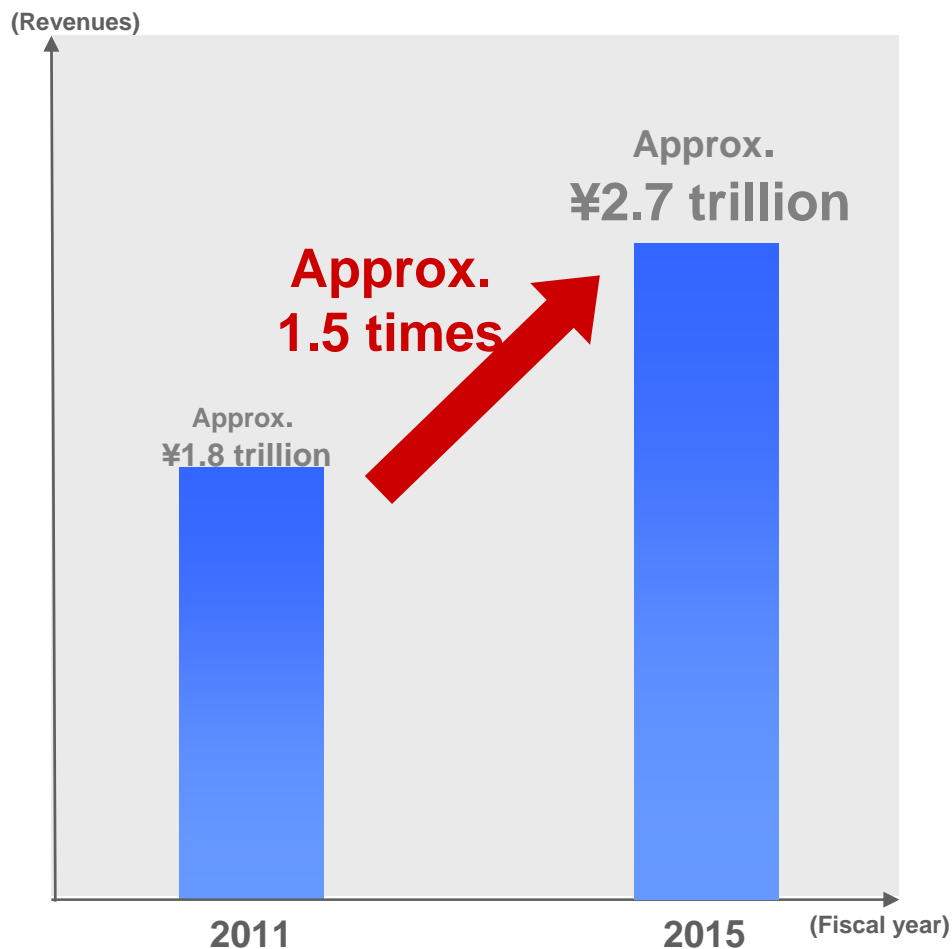


\* No. of smartphone subscriptions includes subscriptions to tablet devices. No. of Xi subscriptions includes subscriptions to data communications devices, Wi-Fi and tablets

# 10. To Grow Packet Revenues

Aim to increase total packet revenues for FY2015 to approximately 1.5 times the level of FY2011, by further advancing the services offered primarily on smartphones, expanding the adoption of Xi service and boosting packet revenues.

## Packet Revenues



### Facilitate migration to smartphones/Xi and acquire new subs

- Offer a diverse product lineup by increasing the variety of Xi-enabled models, etc.
- Realize simple operability that can be used easily even by beginners.
- Reinforce security and support structure to allow use of services free of concerns.

### Stimulate usage of new services

- Further enrich portfolio of content offered by “dmenu” and “dmarket”.
- Deliver new services including those linked with SNS, Internet services, etc.
- Expand usage opportunities at physical stores leveraging FeliCa, NFC, etc.

### Capture demand for tablets and other second mobile devices

- Prepare a rich portfolio of content/applications uniquely available to tablets.
- Create a multi-device environment where users can use a number of devices with a single ID.
- Capture business demand for tablets and other mobile devices by proposing compelling usage scenarios.
- Provide a wide array of devices such as data cards, Wi-Fi routers, etc.

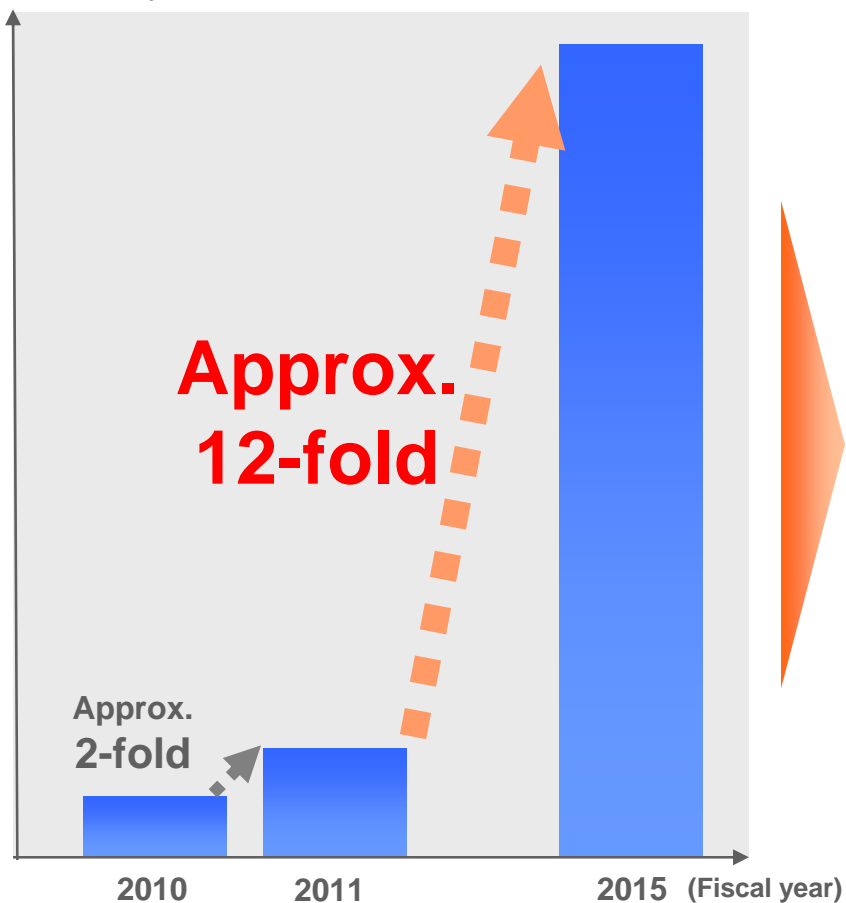


# 11. Measures to Accommodate Constant Growth of Traffic

Accommodate the growth of traffic by optimizing the network primarily through the use of Xi and other technologies to provide customers with a stable communication environment

## Projected traffic growth

(Traffic volume)



## Countermeasures

### 【Radio access capacity-related measures】

Expansion of network capacity

Facilitate migration to Xi  
Use of new spectrum bands  
Use of smaller zones/sectors

Traffic control

Transmit speed control against heavy users

Reduction of network load (data offloading)

Use of Mzone (public wireless LAN)  
(Increase number of hot spots to 30,000 - 100,000)  
Use of Femto cells/Wi-Fi (in-premises)

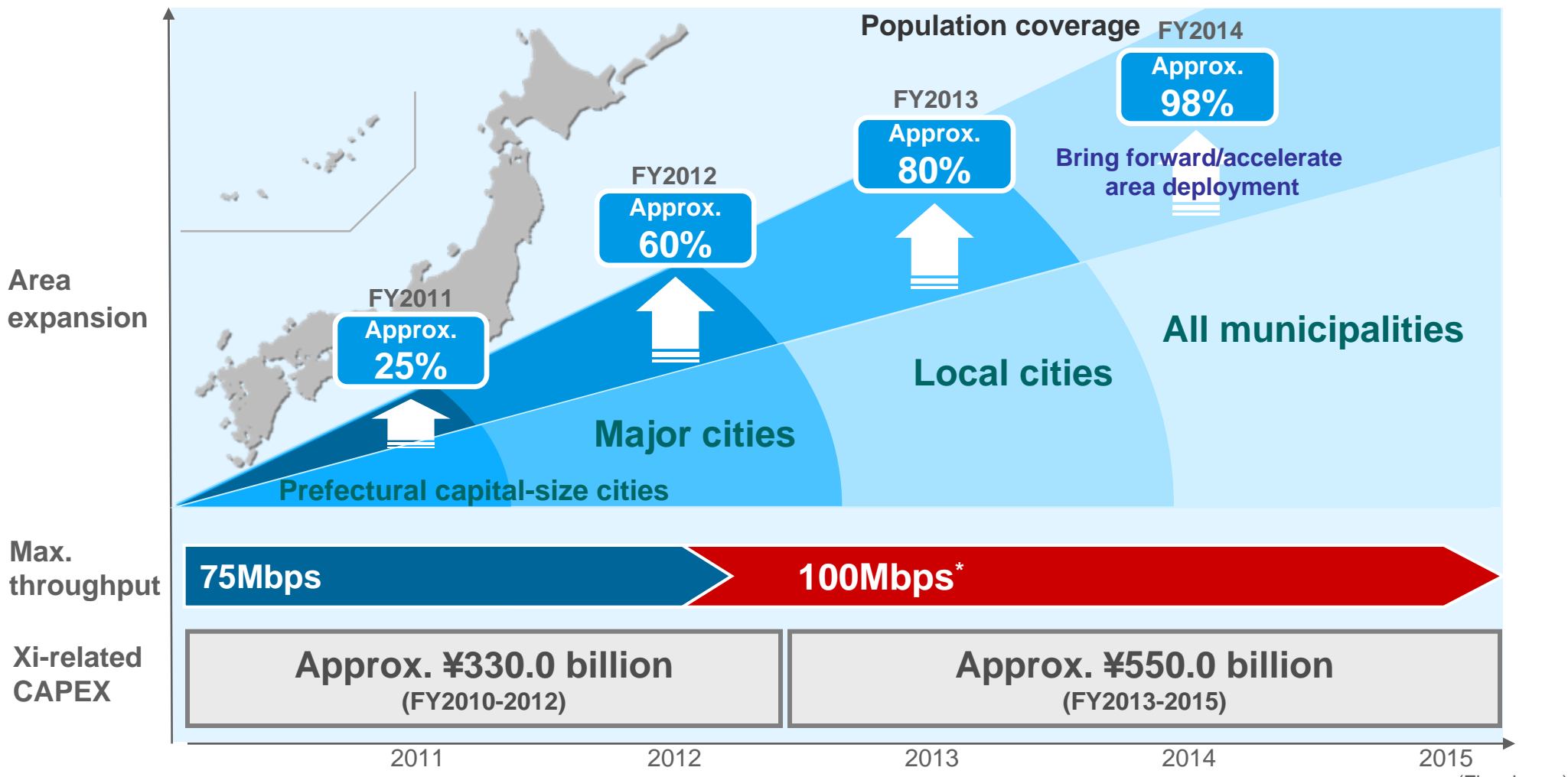
### 【Introduction of Xi new billing plans (from Oct. 2012)】

New billing plans

Introduction of speed control, tiered pricing scheme

# 12. Xi “crossy” Area Expansion Plans

Accelerate Xi area expansion toward the target of achieving nationwide population coverage of approx. 98% in FY2014, and aim for early realization of a high-speed communication environment (max. throughput of 100Mbps)



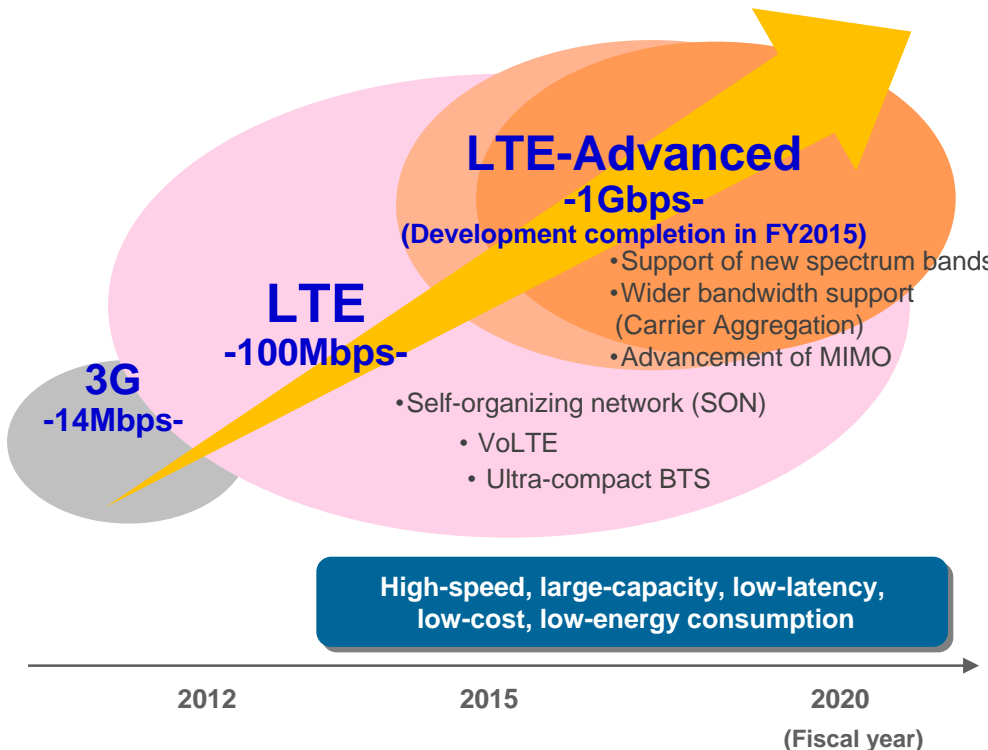
\* Nationwide support of 100Mbps planned to start in FY2014 or thereafter. (Fiscal year) 17

# 13. R&D Efforts Underpinning DOCOMO's Evolution

Further accelerate the evolution of mobile networks and promote open innovation to respond swiftly to changes in the market and enable deployment in global markets

## Evolution of mobile networks

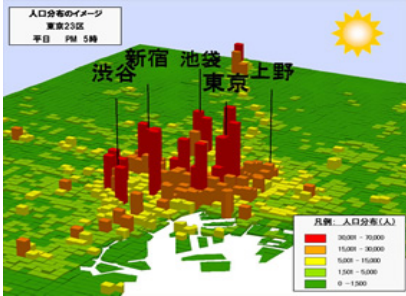
Realize high-speed, large-capacity network that enables comfortable delivery of services.  
Enhance network efficiency and disaster resilience.



## Evolution of services

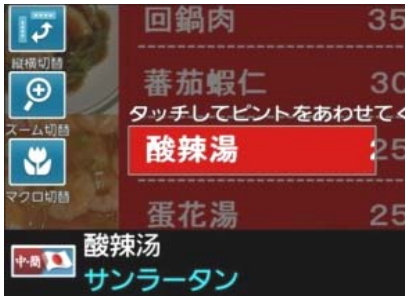
Develop a wide variety of innovative service platforms

### Mobile spatial statistics



Verification trial in progress

### Character recognition API (Example: Recipe translation)



Trial started in Sept. 2011

## Promote open innovation

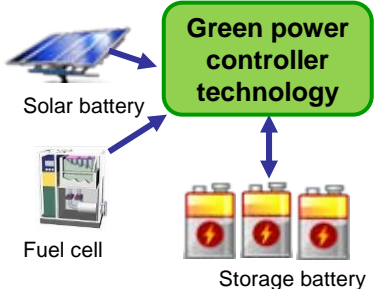
Collaboration with technology ventures, etc.



**DOCOMO Innovations, Inc.**  
(Established in Silicon Valley, USA Aug. 2011)

## Environmental initiatives

“Green Base Station” concept



Planned for introduction in commercial BSs in FY2012

### **III. New Value Creation through Convergence of Industries/Services**

**- Transformation into an Integrated Service Company Placing Mobile at the Core -**

# 14. 2020 Vision “HEART” - Pursuing Smart Innovation -

Past decade:  
Pursued the possibilities of mobile



This decade:  
Transform into an  
“**Integrated Service Company**”  
placing mobile at the core

## MAGIC

M**obile Multimedia**

A**nytime, Anywhere, Anyone**

G**lobal Mobility Support**

I**ntegrated Wireless Solution**

C**ustomized Personal Service**

“**Mobile carrier**”  
2000-2010

■ 2020 Vision  
“Pursuing smart innovation”

# HEART

**H**armonize Social contribution beyond borders, across generations

**E**volve Evolution of service and network

**A**dvance Advance industries through convergence of services

**R**elate Creating joy through connections

**T**rust Support for safe, secure and comfortable living

“**Personal life agent**”  
2011-2020



# 15. Convergence of Industries/Services

Drive innovation and create new values in various business domains through the convergence of industries/services, leveraging the advancement of mobile and other technologies.

## Convergence of industries/services

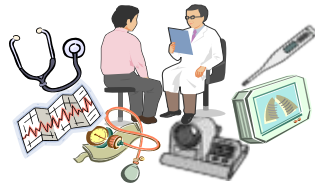
### Various equipment + ICT

Information appliances, car navigation system, etc.



### Medical/healthcare + ICT

Remote medicine using mobile, etc.



### Media/content + ICT

Music/video distribution, e-books, etc.



### Broadcasting + telecommunications

Next-generation broadcasting



### Energy + ICT

Smart grid



### Ecology + ICT

Bicycle sharing, etc.



## New Values

### Convenience/Enrichment/Efficiency

- Easy & simple operation eliminating cumbersome procedures
- Professional advice anytime when needed
- Savings on resources/energy, consumption, etc.



### Safety/security

- Round-the-clock health support
- 24x7 monitoring of persons requiring care
- Safe storage of important information, etc.



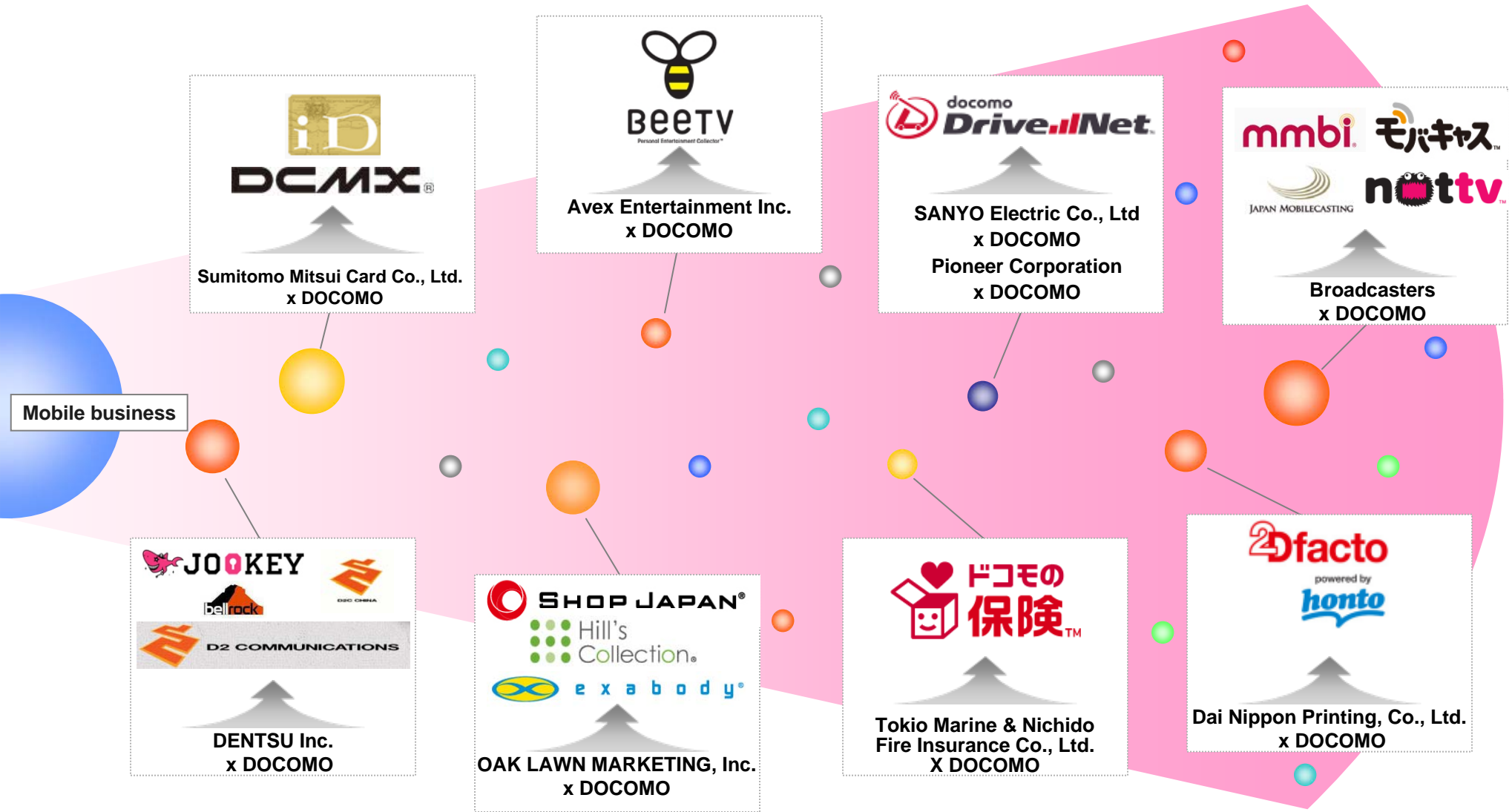
### Enjoyment/pleasure

- Retrieval of precious memories anytime as wanted
- Sharing of fun with people in a remote location
- Friend-making across borders, etc.



# 16. Actions Undertaken for Transformation into an Integrated Service Company (1)

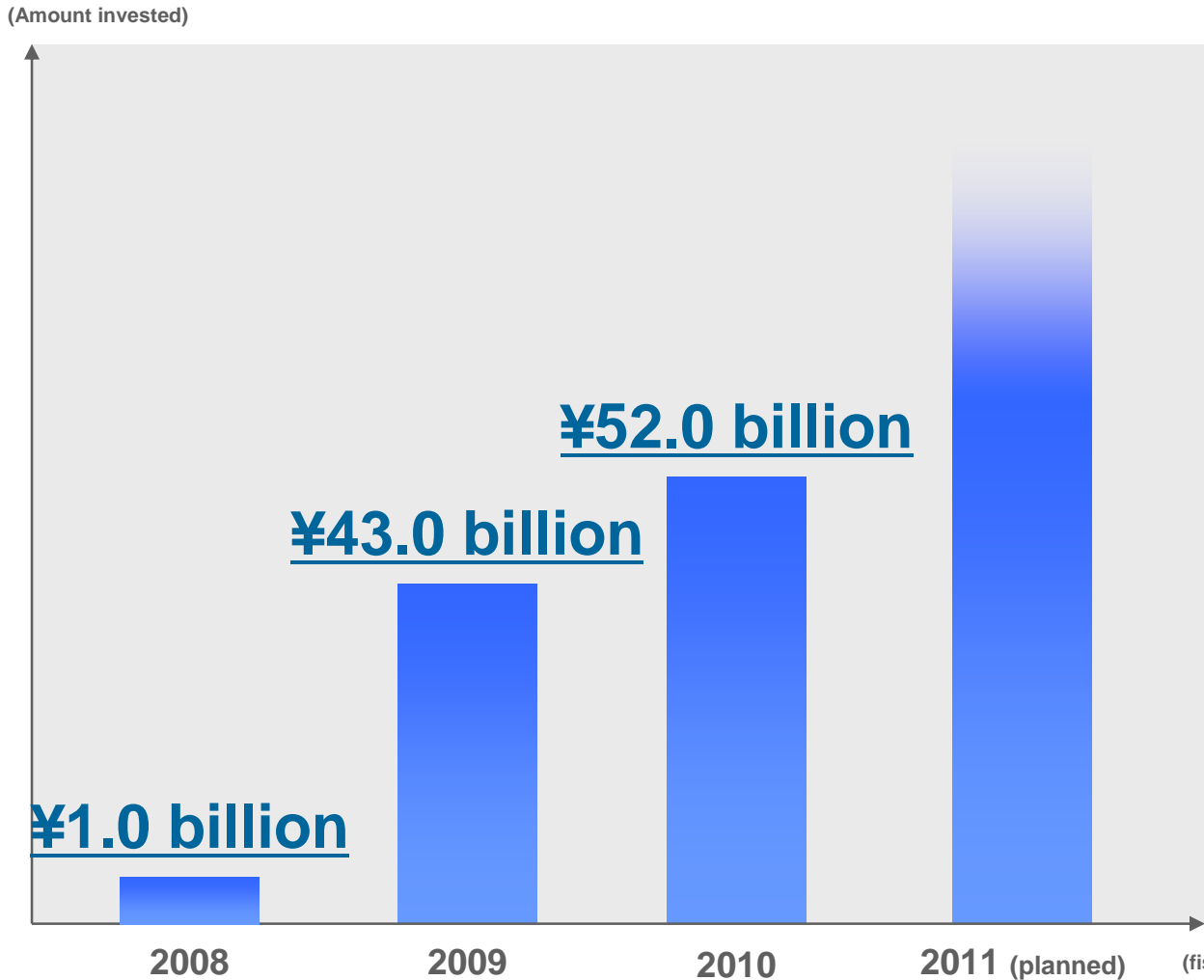
We have continually worked to create new values transcending the boundaries of industries by forming alliances with various external companies



# 17. Actions Undertaken for Transformation into an Integrated Service Company (2)

Cumulative amount of investments made for majority stake ownership since FY 2008 is summarized below:

Cumulative investments for majority ownership (since FY2008)



## DOCOMO's principal majority investments since FY2008

- **OAK LAWN MARKETING, Inc.**  
TV/Internet shopping business
- **mmbi, Inc.**  
New broadcasting business for mobile devices
- **net mobile AG**  
Content delivery platform business
- **D2 COMMUNICATIONS, Inc.**  
Mobile internet advertisement business
- **Joint Venture with INTAGE, Inc.**  
Mobile research & marketing business



# 18. Toward New Market Creation

Create new markets primarily in business areas that offer great synergies with mobile business by driving innovation through the convergence with various industries/services in collaboration with alliance partners

## Create new markets

Create new values and markets  
in collaboration with alliance partners

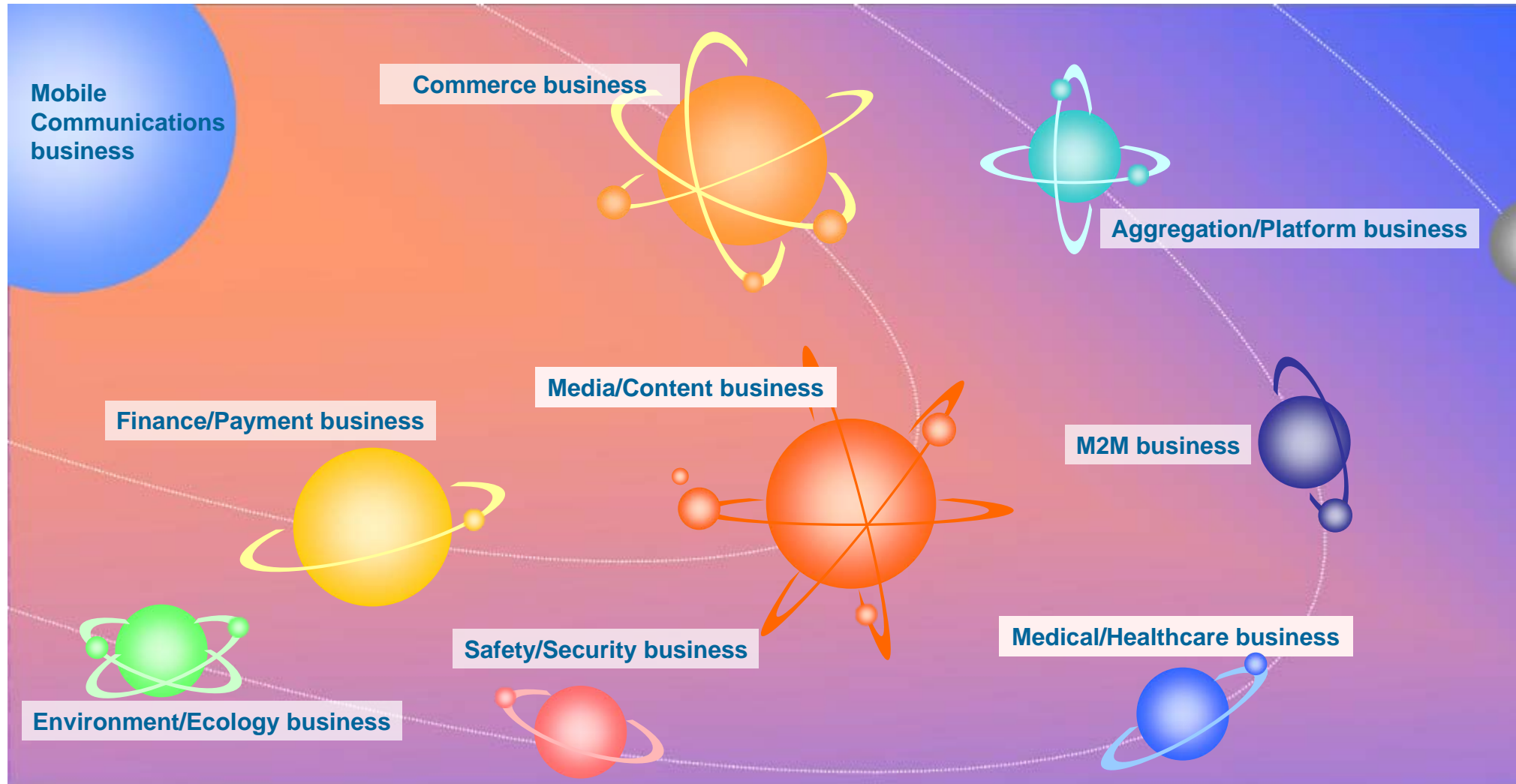
Create new values  
through innovation

Various  
industries/services

Mobile

# 19. Toward Further Value Creation as an Integrated Service Company

Going forward, as an Integrated Service Company, we will further implement measures aimed at creating new values in a wide range of business domains that offer great synergies with our core mobile business



# 20-1. Principal Actions for New Market Creation

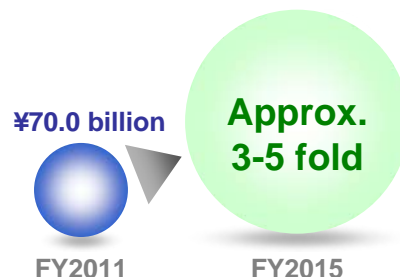
Promote various initiatives in collaboration with alliance partners, with the aim of creating new values through the convergence of mobile with other industries/services

## Media/Content business

Business relating to the convergence of mobile with various media and content

Growth prospects\*

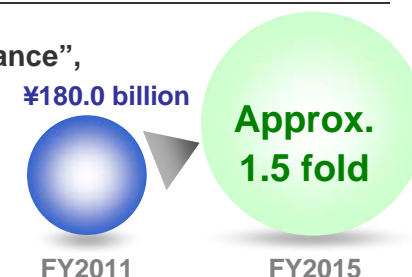
“mmbi”, “D2C”, “Delivery of video (broadcasting)/music/book/other information content”, etc.



## Finance/Payment business

Business relating to finance and payment services using mobile's unique properties or credit function

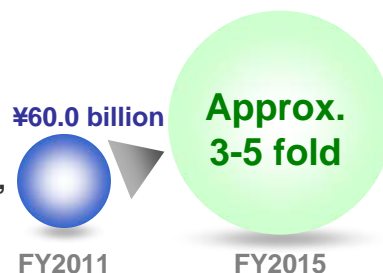
“Credit (iD/DCMX)”, “One-time insurance”, “Mobile payment/money transfer/docomo account”, “Global payment aggregation” “Mobile Phone Protection & Delivery service”, etc.



## Commerce business

Business relating to commerce services leveraging mobile's unique properties

“Online shopping service”, “TV shopping service (OAK LAWN MARKETING, etc.)” “Customer referral to physical shops”, “Targeted advertisement”, etc.



## Medical/Healthcare business

Business relating to health/medical care services using mobile

“Health management/preventive care support services” “Services linked with health insurance/welfare programs”, “Medical examination/treatment support services”, etc.



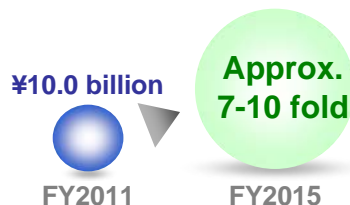
\*: Ratio of projected revenues for FY2015 /FY2011

## 20-2. Principal Actions for New Market Creation

### M2M business

#### Business relating to convergence of mobile with various tools/equipment

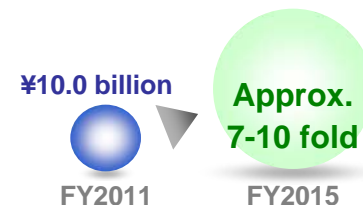
“Global M2M platform”  
“Gaming console/e-book reader/  
camera/healthcare equipment/  
automobile/car navigation system/  
construction machinery”, etc.



### Aggregation/Platform business

#### Business relating to aggregation and various other services deployed mainly in overseas markets

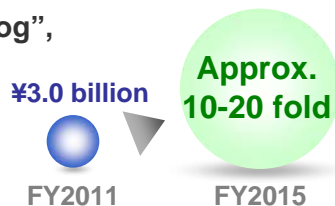
“net mobile” (Germany),  
“Content aggregation”,  
“Portal aggregation”, etc.



### Environment/Ecology business

#### Various energy/ecology-related businesses leveraging mobile

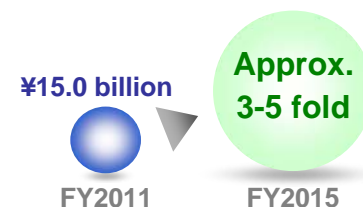
“Service utilizing energy consumption log”,  
“Green base station”,  
“Horticulture support”,  
“Bicycle sharing”, etc.



### Safety/Security business

#### Business relating to safety & security services using mobile

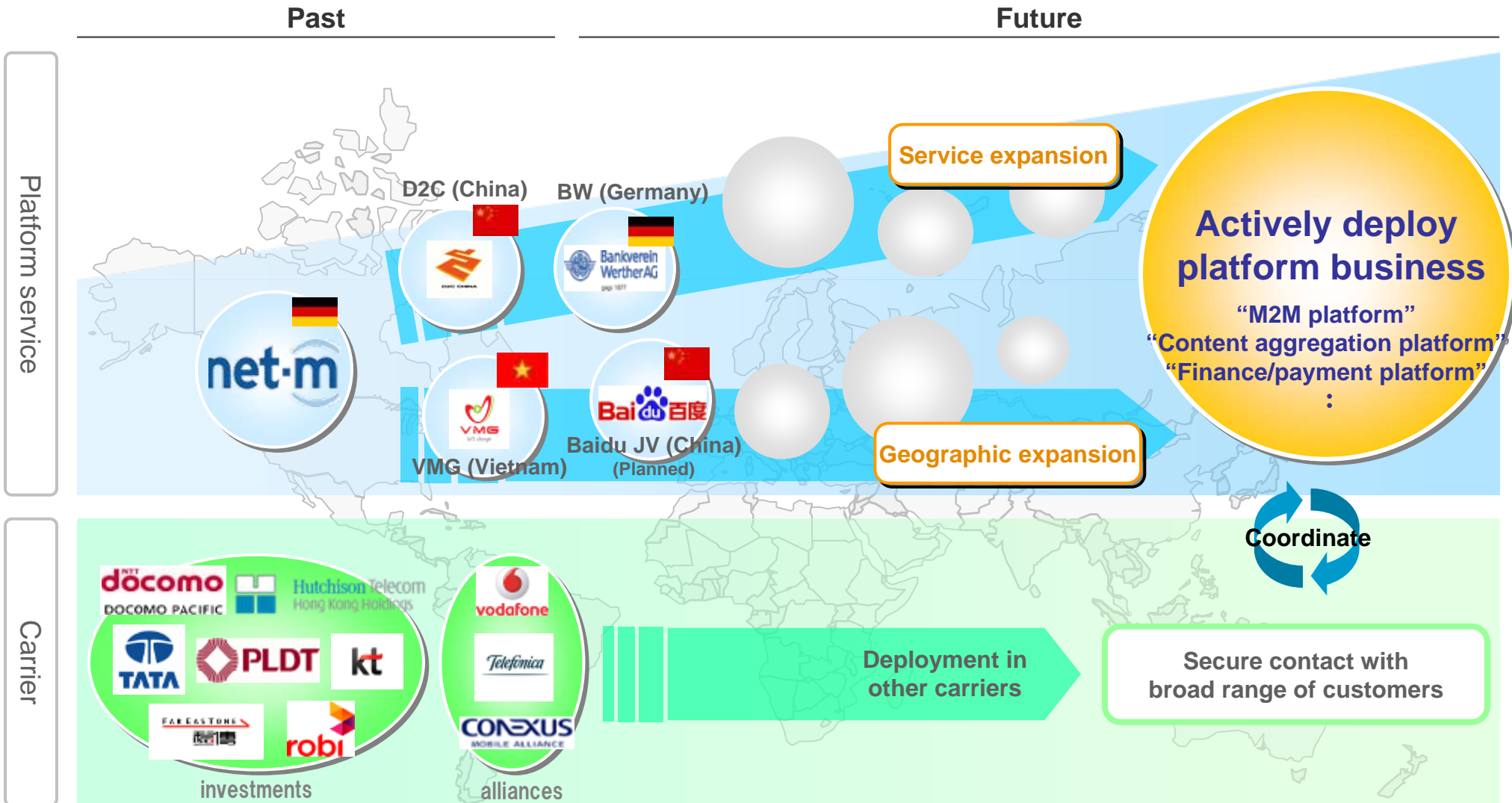
“Security-related services”,  
“Data storage-related services”,  
“Monitoring-related services”, etc.





# 21. Global Expansion (1)

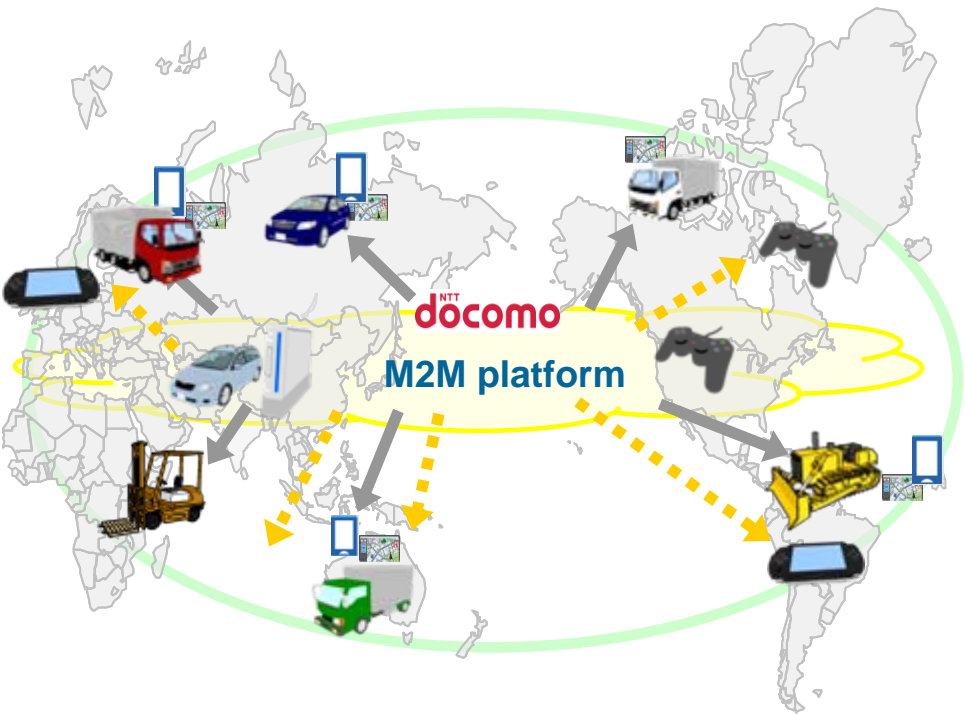
Focus on platform construction, etc., for global business expansion as an Integrated Service Company in addition to promoting investments in or alliances with overseas carriers



# 22. Global Expansion (2)










**Aim to achieve convergence of industries/services on a global scale by offering global platform services such as M2M or services catered to local differences in each market such as finance/payment services**

## M2M Services



**Universal service deployment in Japan and other global markets**

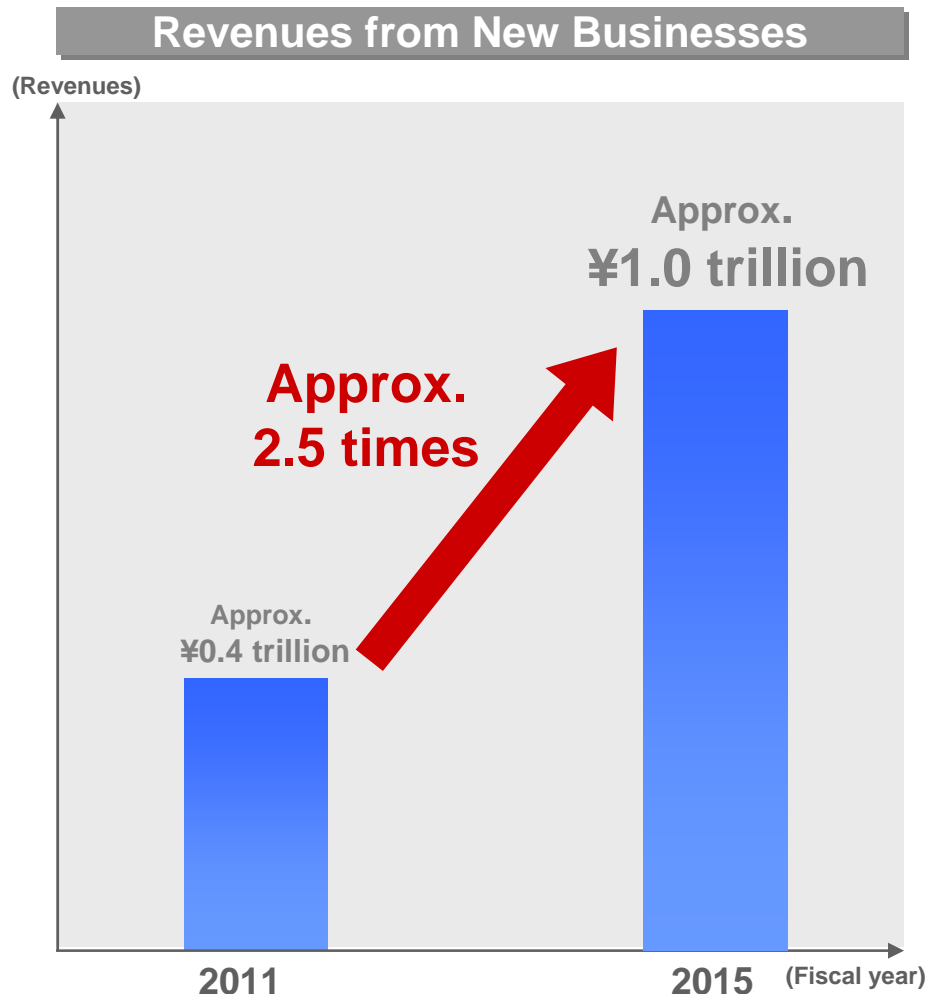
## Finance/Payment services

Japan	Europe	Emerging markets (Africa, etc.)
 <p>Carrier-led</p> <p>Ex) Osaifu-Keitai e-wallet DCMX</p>  	 <p>Non-carrier-led</p> <p>Ex) Expansion of payment service offered by net mobile</p>  	 <p>Bank substitution with mobile charging (prepaid)</p> <p>Ex) Expand adoption of prepaid banking</p>  

**Independent service deployment in each country/region**

## 23. To Expand Revenues from New Businesses

To become an “Integrated Service Company placing mobile at the core”, the aim is to expand the revenue size of New Businesses for FY2015 to approximately ¥1 trillion, approximately 2.5 times the level of FY2011.



### Initiatives for market creation

Create new markets by driving innovation through the convergence with other industries/services by collaboration with alliance partners, such as setting up joint ventures, in which DOCOMO in principle owns a majority equity stake.

For global expansion, focusing on actively deploying platform business.

### Principal business areas:

- Media/content business
- Commerce business
- Finance/payment business
- Medical/healthcare business
- Environment/ecology business
- M2M business
- Aggregation/platform business
- Safety/Security business
- etc

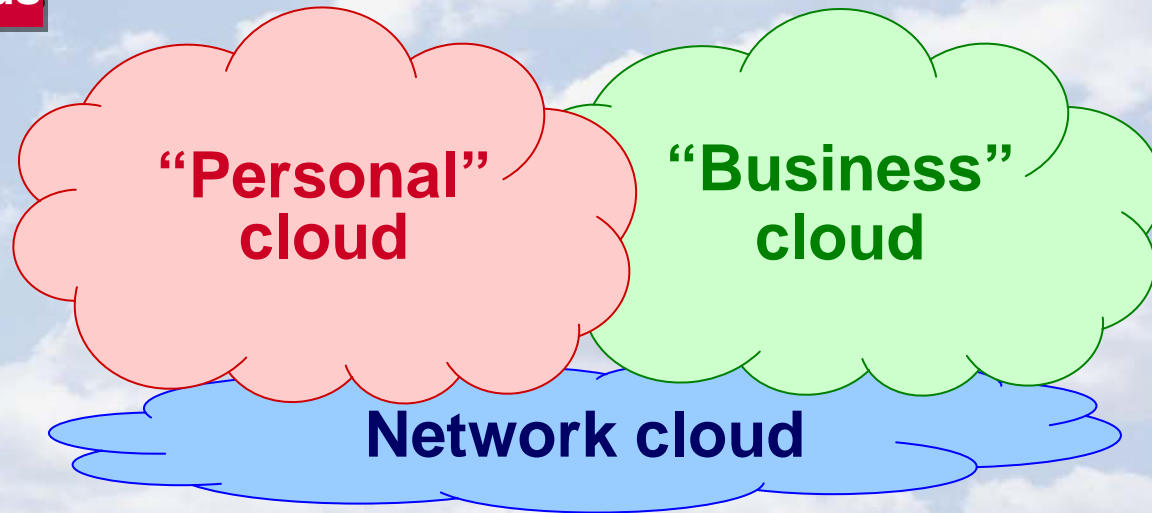
## **IV. Use of Cloud and Initiatives for Building Customer Trust and Delivering Peace of Mind**



## 24. DOCOMO's Clouds

Propel service innovation and convergence of industries/services leveraging “DOCOMO's clouds”, to allow people to lead a smart life characterized by enhanced convenience, fulfillment, efficiency and safety/security

### DOCOMO's clouds



### “Personal” cloud

Platform underpinning wide range of services for consumers

### “Business” cloud

Solutions platform for provision of new business styles

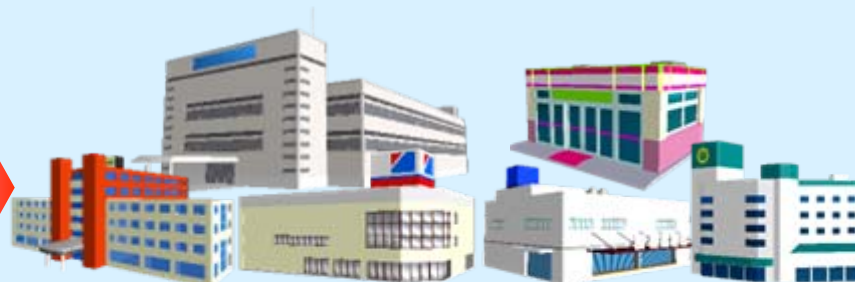
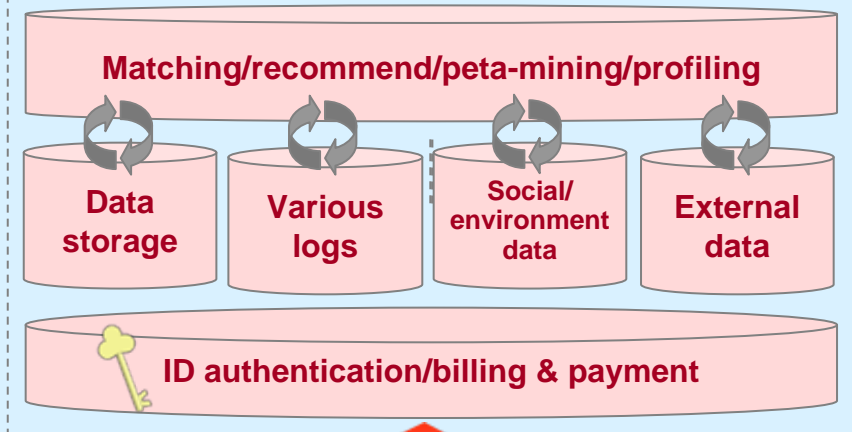
### Network cloud

Platform that adds value through sophisticated information/communication processing performed on the network

# 25. New Values Envisaged by “Personal” Cloud

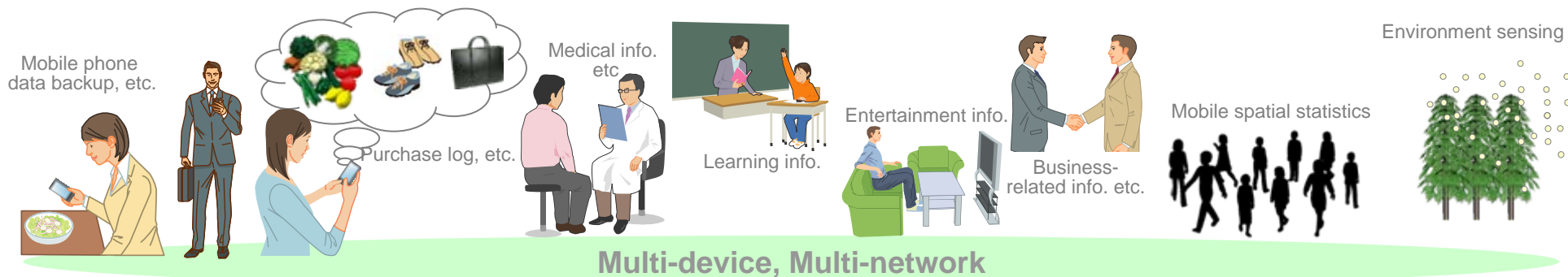
Create new values through the convergence with various industries/services, leveraging the vast amount of data and the powerful information processing capability (peta-mining, etc.) residing in the “personal” cloud built with robust security

## DOCOMO's “Personal” cloud



Convergence with various industries/services

Deliver broad range of services leveraging various data and features of the “personal” cloud



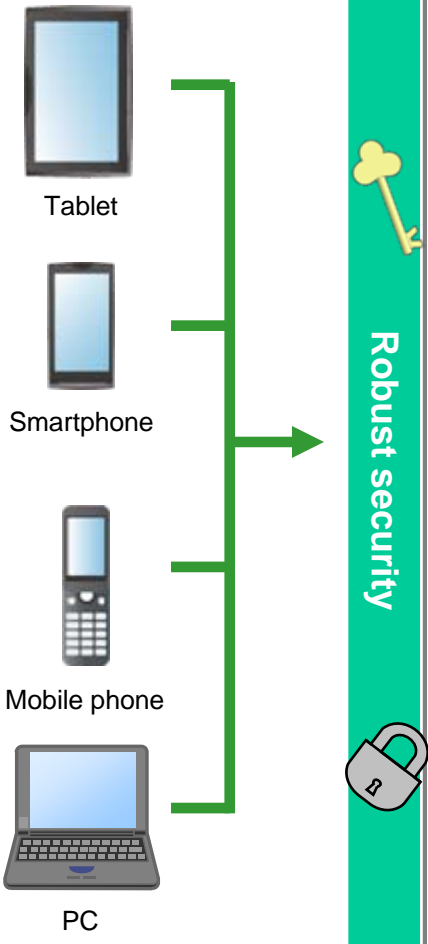
Multi-device, Multi-network

User's life/business scenes

# 26. New Business Styles to be Created by “Business” Cloud

Provide customers with a wide array of business solutions that can be used over multiple devices, with the aim of creating innovative business styles free of constraints of location, etc.

Services to be provided by “Business” cloud



## “Business” cloud

### Basic menu

<b>WEB mail</b>  	<b>Document sharing</b> 
<b>Scheduler</b>  	<b>Sales report</b> 
<b>Address book</b>  	<b>ToDo/Memo</b>  

### Industry-specific solutions

**For specific sectors**

- Medical/ pharmaceutical
- Construction/ real-estate
- etc.

### Cross-industry horizontal solutions

<b>CRM</b> <ul style="list-style-type: none"> <li>• Negotiation management</li> <li>• Customer discovery</li> </ul>	<b>Project management</b> <ul style="list-style-type: none"> <li>• Budget management</li> <li>• Workload management</li> </ul>
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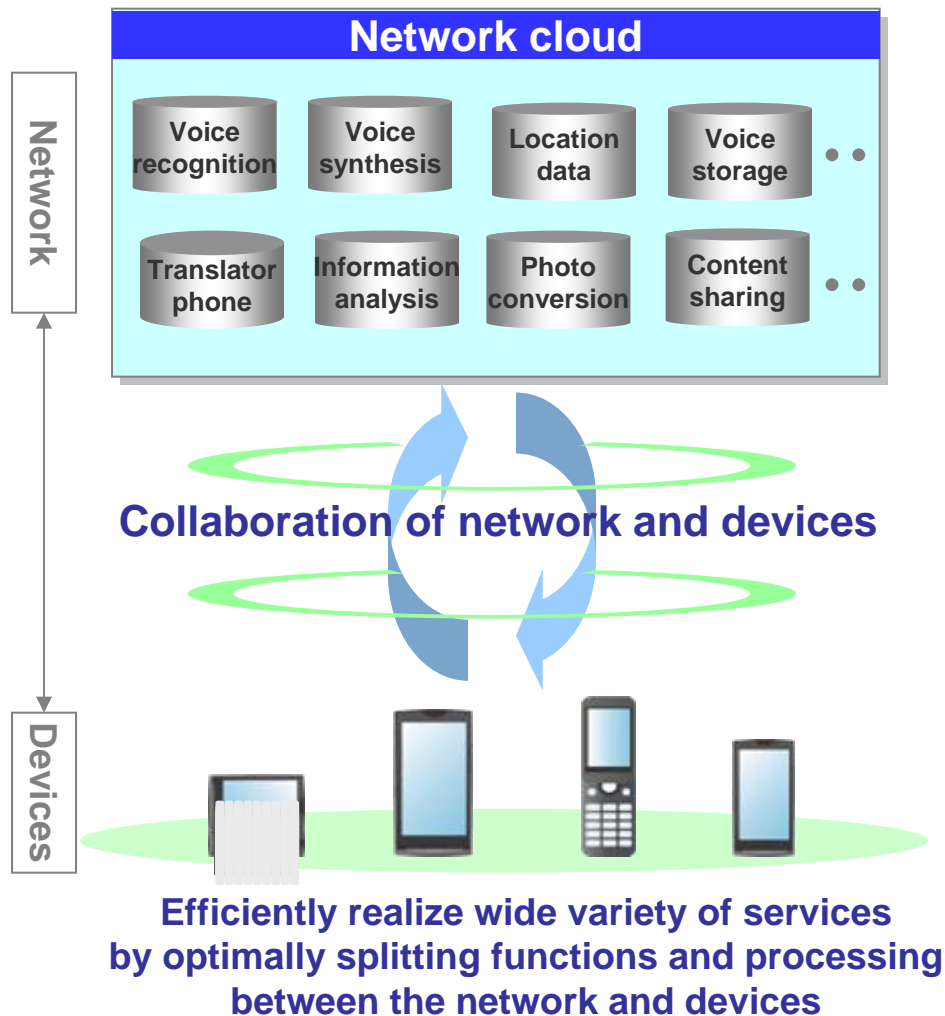
### Custom-made solutions

### Convergence with various industries/services

Create new values hand-in-hand with customers

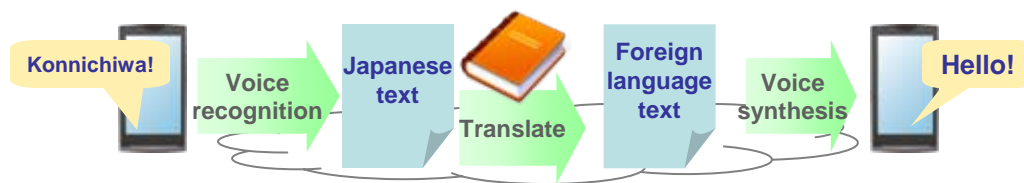
# 27. New Communication Styles to be Offered by Network Cloud

Offer various added value by performing sophisticated information/communication processing with the network cloud



## “Translator phone”

Automatic simultaneous translation service for voice calls  
(Trial service to commence in Nov. 2011)



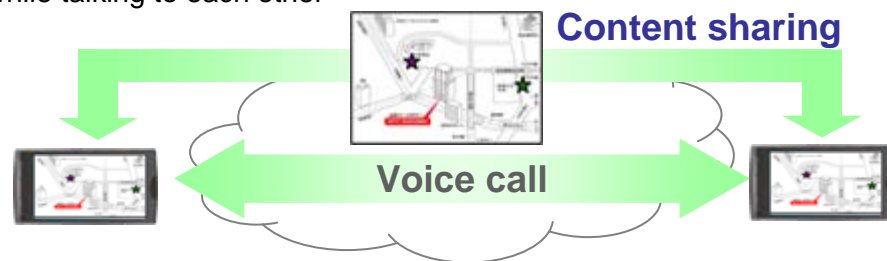
## “Communication Agent”

Provides real-time recommendation in response to voice commands



## “Kaki Communication”

A service that allows users to view or operate the same data content while talking to each other



# 28. Enhancing Security & Reliance (Expansion of customer support)

Strengthen our customer support services to allow users to use our services free of concerns in both mobile and new businesses, leveraging the experience and know-how accumulated by our customer contacts—one of the strengths of DOCOMO group

## Enrichment of support offered at customer contacts

### docomo shops

Respond to customer's requests/consultations, and disseminate information pertaining to new services/initiatives, etc.



- Mobile phone classes (smartphones, etc.)
- Consultation pertaining to phone use
- Support for handset failure and other troubles
- Various other consultations, etc.

## Enrichment of after-sales support

### Support in case of handset failure/loss

Support customers with various after-sales services in the event of handset failure or losses



- Mobile Phone Protection and Delivery service
- Battery Pack *Anshin* Support
- Free handset repair service
- *Omakase* Lock, etc.

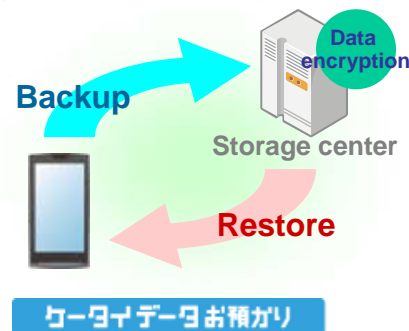
### Call centers, etc.

Continually respond to various requests and inquiries of customers, introducing new measures such as remote customer support. Increase opportunities for customers to try out products at "Smartphone Lounges"



### Data backup/restoration

Offer backup/restoration support for various customer data (address book, mail, bookmarks, images, etc.)



- Data Security service
- Data restoration of handsets damaged by water exposure

# 29. Promotion of CSR

Actively promote CSR activities toward realization of a safe, secure and sustainable society

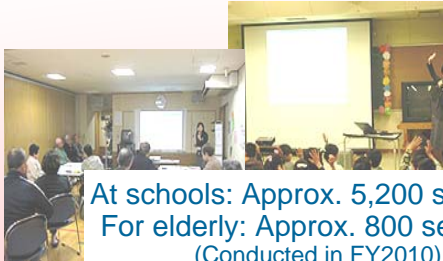
**DOCOMO's CSR message**  
Connecting people. Connecting society.  
Opening the doors to new worlds.

## Promotion of universal design



Promote “universal design”  
at shops, etc.

## Mobile phone safety classes



At schools: Approx. 5,200 sessions  
For elderly: Approx. 800 sessions  
(Conducted in FY2010)

## Filtering service



i-mode filter,  
sp-mode filter, etc.

## Realization of low-carbon society



Reduce in-house CO2 emissions by over 10%  
by reducing power consumption  
of communication facilities, etc.  
(FY2020 target: in comparison with FY2008)

## Realization of a recycling society



Mobile phones made  
with surplus wood



Handset recycling

## Protection of biodiversity



“docomo Woods” reforestation/thinning activities



# 30. New Disaster Preparedness Measures

Implement various measures aimed for enhanced safety and security, learning from the experience of the Great East Japan Earthquake

## Response to Great East Japan Earthquake

### Swift restoration of communication facilities

- Area restoration using mobile base stations, satellite circuits, large-zone scheme, etc.
- Restoration of areas within 20km radius of Fukushima Power Plant



Recovered quality to pre-disaster levels by Sept. 30, 2011

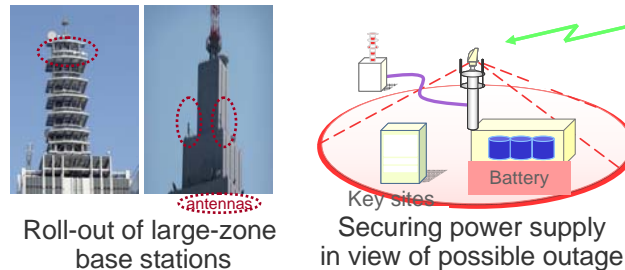
### Support for disaster victims

- Free rental of mobile phones
- Installation of free battery charging stations
- Provision of Disaster Message Board service and Restoration Area Maps

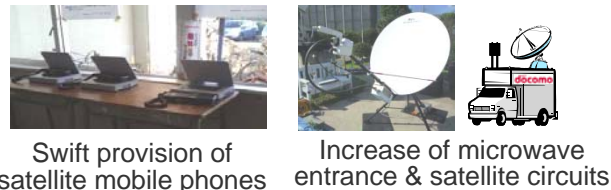


## New disaster preparedness measures

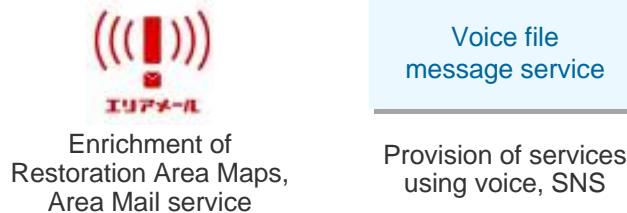
### Securing communication in key areas



### Swift response to disaster-stricken areas



### Further improvement of customer convenience



## Future plans

Enhance reliability by redundancy and dispersal of the locations of important systems

Includes dispersing customer information system and packet communication platform (for smartphone) to west Japan from Tokyo metropolitan area.

Further promote usage of ICT  
Delivering disaster information by SNS

Provide support for full-scale reconstruction of disaster-stricken areas

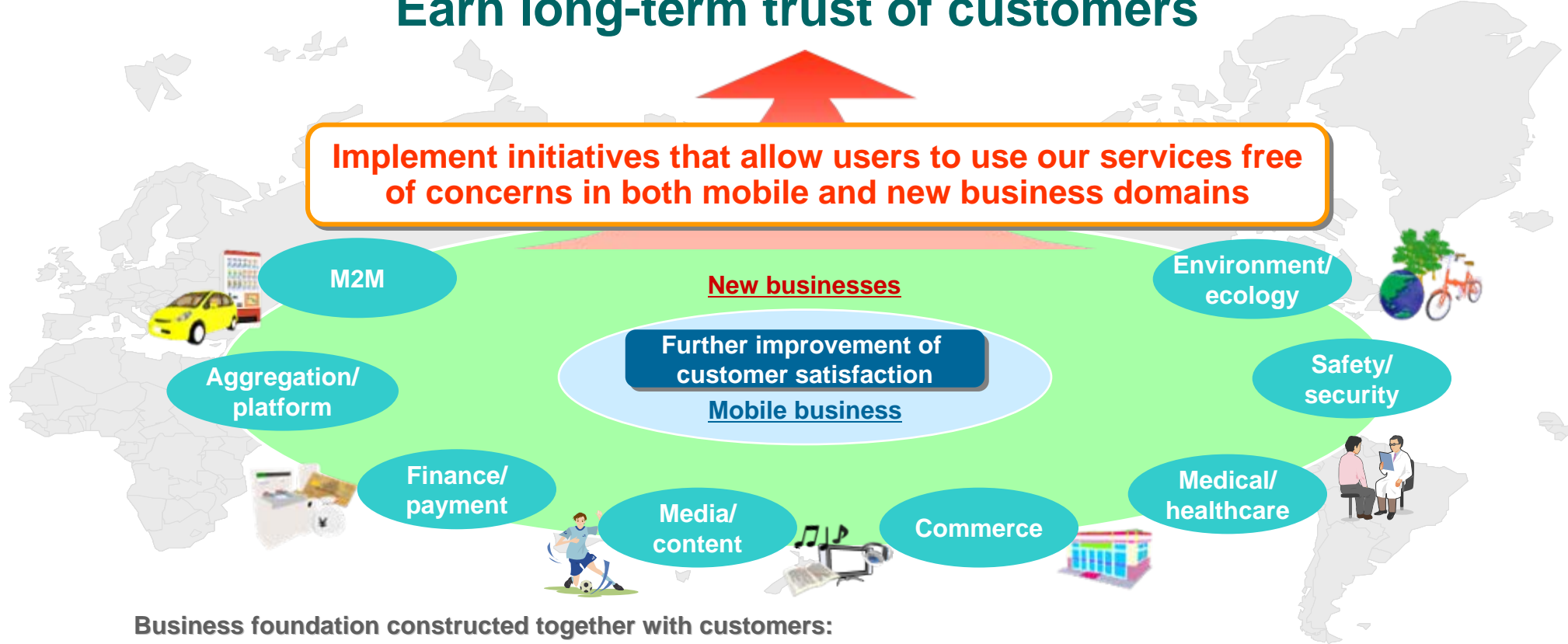
Includes establishing specialized organization to support full-scale reconstruction

# 31. Toward Further Improvement of Customer Satisfaction

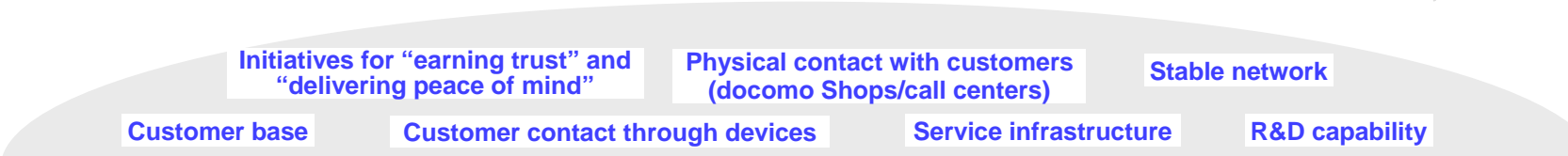
Leveraging the strong business foundation that we have constructed together with customers, the entire DOCOMO group will work in unison toward the shared goal of becoming a corporate group that can earn the trust of customers, by continually listening to their voices and undertaking measures that allow them to continue using our services free of concerns even in new business domains

## Earn long-term trust of customers

Implement initiatives that allow users to use our services free of concerns in both mobile and new business domains



Business foundation constructed together with customers:





**Unlimited Potential, in Your Hand**

