DOCOMO’s Vision

DOCOMO’s Corporate Philosophy and Corporate Vision ........................................ 11
DOCOMO’s Strategy ...................................................................................... 13
Business Model Realizing Sustainable Value Creation ................................... 15
Looking to the year 2020 and beyond, the DOCOMO Group will strive to create a richer future by acting on the six declarations it upholds in its “Declaration beyond” Medium-Term Strategy to 2020, with the aim of achieving new value and excitement for customers and new value co-creation with partners through 5G. And through the transformation of our business structure, we will both improve customer service and achieve sustained corporate growth.

DOCOMO’s Corporate Philosophy and Corporate Vision

Corporate Philosophy
DOCOMO enhances personal communication with its customers through the creation of a new world of communication culture while achieving customer satisfaction by maximizing the capabilities of its human resources.

Creating a New Communication Culture
DOCOMO is working to deliver and strengthen these benefits by improving service quality, aggressively moving forward with the development of new services, and researching and developing more user-friendly communications interfaces. In addition, services and technologies are being provided in a diversifying range of business fields and platforms.

Satisfying Customers
DOCOMO strives to fulfill the expectations of its customers through industry leadership in service quality, advanced networks, functionality and service area coverage. In addition, diversifying customer needs are being satisfied with an increasingly broad range of upgraded services at competitive rates.

Utilizing Human Resources
DOCOMO empowers individuals to achieve their utmost capabilities and thereby discover new potential. The Company motivates employees not only by providing a dynamic workplace, but also by offering enlightened labor conditions and enhanced health and welfare benefits.

Corporate Vision “HEART: Pursuing Smart Innovation”
In 2010, DOCOMO established its corporate vision for 2020, called “HEART: Pursuing Smart Innovation.” In the years ahead, we expect to be faced with issues and changes in Japan and the rest of the world, such as advances in globalization, the escalation of environmental problems and the spread of broadband communications. And in a world where everyone owns a mobile phone and mobile technology is being applied to various areas, we have begun to relate to mobile phones in diverse ways, which in turn is expected to change the quality of communication. In response to such social changes, this vision is intended to broadly express DOCOMO’s future direction to stakeholders both inside and outside the Company.
Going forward, DOCOMO will strive to realize this corporate vision by expanding the possibilities of communication and seeking fun and surprise together with our customers, and by actively engaging in efforts to provide solutions to various social issues. Also, we intend to continue contributing to bring about a society where people lead prosperous lives by pursuing smart evolution in our daily lives and society at large.

I HEART: Pursuing Smart Innovation

- Harmonize: Social contributions beyond borders and across generations
- Evolve: Evolution of services and networks
- Advance: Industrial advancement through convergence
- Relate: Relationships created through connections
- Trust: Customer trust based on safety, security and comfort

DOCOMO will strive to bring about continuous innovation to realize a society in which everyone can live in safety, security and prosperity beyond borders and across generations.
DOCOMO’s Strategy

“Declaration beyond” Medium-Term Strategy to 2020

DOCOMO had been conducting business based on its medium-term strategy and targets for the period from fiscal 2015 to fiscal 2017. Having attained our objectives a year ahead of schedule in fiscal 2016 and quickly seeking to respond to the changes underway in society, we decided not to wait until the end of fiscal 2017 to formulate our “Declaration beyond” Medium-Term Strategy to 2020, which covers the period through fiscal 2020.

With our eyes firmly fixed on the horizon beyond 2020, we will strive to exceed the expectations of our business partners and customers by harnessing the power of 5G, the high-speed communication network of the next generation, to provide surprise and excitement for our customers while engaging in value co-creation with our business partners.

“Declaration beyond” has been set as our initiative for achieving these goals. It comprises Declarations 1 to 3, which are focused on our customers, and Declarations 4 to 6, which address our business partners, as outlined below.

Declaration 1: Market Leader

DOCOMO will become a market leader offering tangible benefits and convenience through the further integration and evolution of its services, billing plans and loyalty point system. We will raise the total number of “d POINT” partners to more than 300 by fiscal 2020, with the aim of establishing “d POINT” as one of Japan’s largest point programs.
2. DOCOMO’s Vision

■ Declaration 2: Style innovation
DOCOMO will offer all-new innovation for customer experiences, lifestyles and work styles by leveraging the strengths of 5G and creatively deploying virtual reality, artificial intelligence (AI) and IoT technologies. We will launch a wide range of exciting and unexpected services under a Company-wide project called “empower + d challenge” (empowered challenge) to create services that lead to style innovation. Specifically, these include: Experience innovation—New entertainment, Next-generation mobility and Sharing; Life style innovation—AI agent, FinTech and Total healthcare; and Work style innovation—Drone robotics, Work innovation and Work matching.

■ Declaration 3: Peace of mind and comfort support
DOCOMO will use AI to develop all-new customer touch points for the provision of secure, stress-free support for each customer. Specifically, a new system will enable customers to consult their smartphones about a wide range of issues in addition to conventional docomo Shops and call centers, along with the introduction of a new system of self-service kiosks. As we coordinate these customer touch points, we will be able to better understand each customer and provide support that more closely meets their needs.

■ Declaration 4: Industry creation
DOCOMO will lead the world in telecom infrastructure innovation and seek to expand business opportunities for our partners and contribute to the development and creation of industries by leveraging the unique properties of 5G technology. This includes super-high data rate communications, lower latency and simultaneous connection to a large number of terminals.

■ Declaration 5: Solution co-creation
DOCOMO will collaborate with partners in the key fields of primary industries, education, sports, healthcare, mobility and work style reform in an effort to resolve social issues and vitalize regional communities, thereby contributing to further growth and prosperity in Japan.

■ Declaration 6: Partner business expansion
DOCOMO will seek further enhancement and evolution in its business platforms for loyalty points, customer referrals, FinTech, AI agents, IoT, drones and other business areas to bolster initiatives aimed at supporting its partners’ businesses and expand transaction flows.

Going forward, DOCOMO will steadily implement its “Declaration beyond” medium-term strategy to establish an increasingly innovative business structure. At the same time, the Company will continue to strengthen its business platform while aiming to pass on value to customers and invest in further growth as well as leverage advanced 5G technologies for the ongoing evolution of its value propositions.

Business Management Policy for Fiscal 2018
We have positioned fiscal 2018 as a year to deliver the fruits of “Declaration beyond” to customers and to start the transformation of our business foundation. We will implement and promote “Declaration beyond” and build a new business foundation centered on our membership base.

(1) Implementation and Promotion of “Declaration beyond”
Providing Customers with Greater Value and Excitement
We will implement continuous returns to our customers and provide benefits and convenience that are tailored to individual customers by overhauling the “d POINT Club,” establishing the new “Basic Pack/Basic Share Pack” option, and other measures. We will also implement a business for style innovation using cutting-edge technologies, such as the full-fledged provision of AI agent services. Additionally, we will strive to evolve our customer touchpoints by launching AI-based inquiry support and introducing other measures.

Co-creating Value with Partners
We will further promote the “docomo 5G Open Partner Program,” creating new usage scenarios with a broad range of partners so that 5G services are available when the deployment of 5G network takes place. We will establish and develop fact cases of the co-creation of solutions aimed at addressing social issues and regional vitalization. Also, we will promote the business expansion of partners through our open business platform.

(2) Business Innovation Centered on Our Membership Base
We will promote business innovation centered on our membership base, regardless of the presence or absence of mobile phone subscriptions. We will use digital marketing and AI agents to better understand individual customers and deepen our connections with them, providing greater value to all customers under our membership base.

In fiscal 2018, we will continue to do our utmost to improve customer service and ensure corporate sustainable development by continuously implementing and promoting “Declaration
2. DOCOMO’s Vision

“Declaration beyond” Medium-Term Strategy to 2020

Value and co-creation with partners

Contribution to industries

Solution of social issues, regional vitalization

Expansion of partners’ businesses

Connecting dreams for a richer future with 5G

Value and excitement to our customers

Benefits, convenience

Enjoyment, surprise

Satisfaction, peace of mind

5G

Sustainable

Innovative docomo

We will create new value through every facet of our business activities.

Responsible docomo

We will carry out our corporate activities with the utmost integrity.

We will create sustainable value for our stakeholders by implementing “Declaration beyond” toward 2020 and further into the future while taking into account the risks and opportunities surrounding DOCOMO based on our view that CSR forms the foundation of our business.

beyond,” and we will carry out business operations with a view to increasing operating free cash flow and improving shareholder returns.

Business Model Realizing Sustainable Value Creation

We will create new value through every facet of our business activities.

We will carry out our corporate activities with the utmost integrity.

Contribute to society and environment through ICT

Information security measures

Strengthen corporate governance

Ensure respect for human rights and diversity

Enhance customer satisfaction and protect children

Promote safety, health and welfare

Respect human rights and diversity

Address climate change and effectively use resources