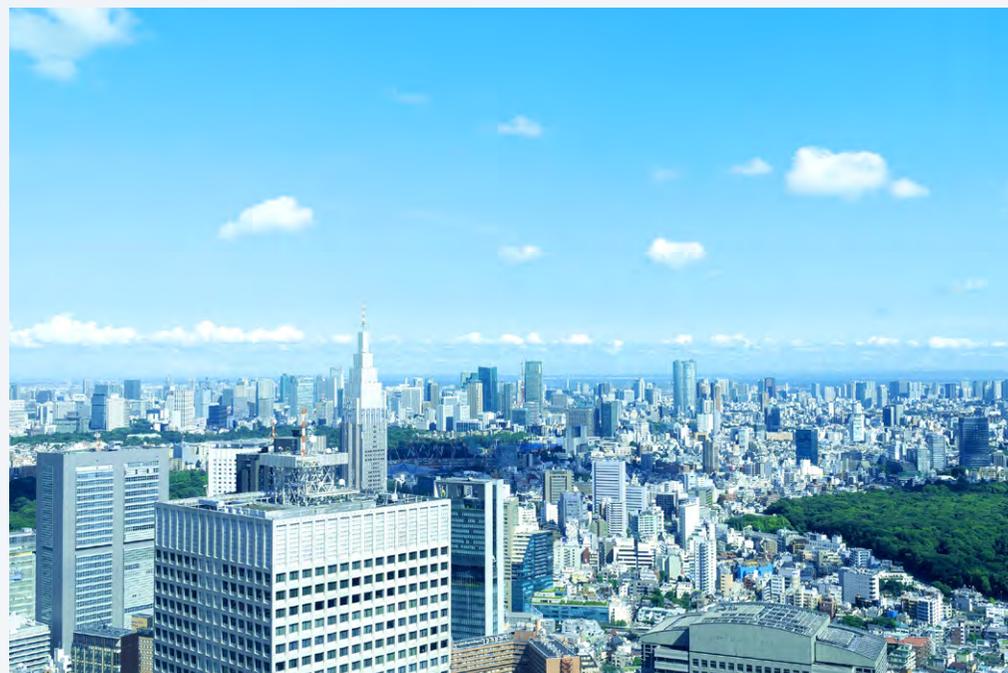


3 DOCOMO's Vision

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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 the sustainable growth of society.

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 New Communications 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” and has been broadly expressing DOCOMO’s future direction to 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.

HEART: Pursuing Smart Innovation

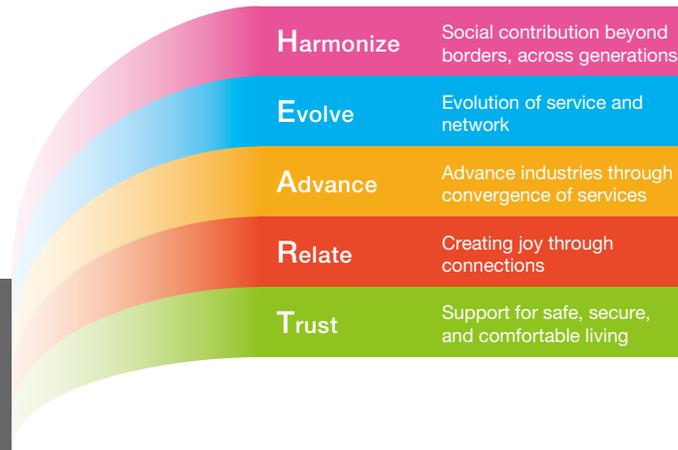
“Pursuing Smart Innovation”

HEART

Challenging the Mobile Frontier

MAGIC

Mobile Multimedia
Anytime, Anywhere, Anyone
Global Mobility Support
Integrated Wireless Solution
Customized Personal Service



HEART

Harmonize: Social contributions beyond borders and across generations

Over the next decade, DOCOMO will continue to pursue further evolution of mobile technologies and seek to add even greater value to various industries and to individual lives. To help realize a modern society in which people interact more closely and experience the richness of life, DOCOMO will strive to contribute beyond borders and across generations.

Evolve: Evolution of services and networks

Leveraging its vast mobile-centered technologies and knowhow, DOCOMO is helping to create ever-faster and higher-capacity broadband networks, easy-to-use services and truly seamless devices and connections.

Advance: Industrial advancement through convergence

Diverse devices are being interconnected for ever-increasing convenience. By converging devices, networks, services and companies, DOCOMO facilitates smart innovation and the advancement of industries and mobile infrastructure.

Relate: Relationships created through connections

DOCOMO enables users to connect with people, machines and information—free of time and space limits—in order to create and enjoy new value anywhere, anytime.

Trust: Customer trust based on safety, security and comfort

DOCOMO provides timely assistance and support for greater safety, security and comfort not only in daily life, but also special fields such as the environment, healthcare and education.

Smart Innovation

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



Looking ahead to the year 2020 and beyond, we will aim to amaze and inspire our customers and create new values hand-in-hand with our partners by exceeding customers' expectations. The word “beyond” reflects our will to transform ourselves to realize a richer future with 5G.

For our customers, we will offer enhanced benefits and convenience as well as value and inspiration, such as enjoyment, surprise, satisfaction and peace of mind. For our partner, we will realize the co-creation of new values through “+d” initiatives such as making contributions to industries, solving social issues and expanding our partners' businesses.

We formulated “Declaration beyond” as initiatives toward these goals. By delivering “Declaration beyond,” we will aim to reform our business structure, strengthen our business foundation by improving returns to our customers and investing in growth, and fuse and evolve various types of

added value using 5G technology.

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 aims to lead the market in value propositions by further integrating and evolving its services, actively returning value to customers through a wide array of tangible benefits, including strengthened loyalty programs and attractive billing plans. By fiscal 2020, the total number of “d POINT” partners will be increased to more than 300 partners, with the aim of establishing “d POINT” as one of Japan's largest point programs.

Declaration 2: Style innovation

Leveraging the strengths of 5G, DOCOMO will launch a wide range of exciting and unexpected services under a company-wide project called “empower+d challenge” (empowered challenge), which will enable customers to realize their aspirations and achieve greater affluence. In particular, through the creative application of virtual reality, artificial intelligence (AI) and IoT technologies, DOCOMO will offer all-new innovation for customer experiences, lifestyles and work styles. Initiatives will target nine sectors in three fields: 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 contact points for the provision of optimal, stress-free support for each customer, anytime and anywhere, with a special emphasis on reducing customer wait times. A new system will enable customers to consult their smartphones about a wide range of issues, and measures for enhanced communication will be implemented for issues requiring specialized assistance.

Declaration 4: Industry creation

DOCOMO, the leader in emerging 5G technologies and services, will collaborate with partners across a wide range of industries to contribute to social and industrial development through 5G technologies. From late May 2017, 5G trial sites will be launched to enable partner companies and DOCOMO to collaborate in creating standard-setting new services that leverage 5G strengths including low latency, ultra-high speed, ultra-large capacity and massive device connectivity.

Declaration 5: Solution co-creation

DOCOMO also will collaborate with partners in six key fields—primary industries, education, sports, healthcare, mobility and work style reform—aiming to contribute to further growth and prosperity in Japan, including through the vitalization of regional economies. In the case of work style reform, collaborations will facilitate telework environments and share offices, to be introduced this year.

Declaration 6: Partner business expansion

The plan's sixth declaration is the further enhancement and evolution of DOCOMO's business platforms for loyalty points, customer referrals, FinTech, AI agents, IoT, drones and other business areas, which partners will use to expand transaction flows, develop new business and realize higher levels of productivity.

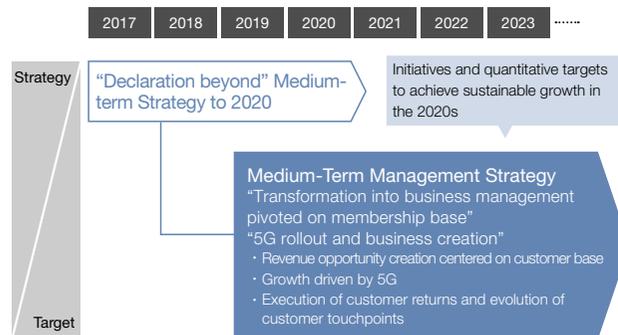
Going forward, DOCOMO will steadily implement its “Declaration beyond” medium-term strategy to establish an increasingly innovative business structure. At the same time, the company will continue to strengthen its business platform, aiming to pass on value to customers and invest in further growth, as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

Medium-Term Management Strategy

In October 2018, we announced specific strategies and quantitative targets as our medium-term management strategy based on “Declaration beyond.” In this medium-term management strategy, we set our new basic policy that takes a new direction focusing on transformation into a business foundation pivoted on membership base and 5G rollout and business creation.

Under this basic policy, while we will reinforce our customer base through new efforts to return to customers through our new rate plans in fiscal 2019, we will leverage our customer base to create new revenue opportunities in business areas such as smart life business, enterprise business and 5G business by promoting digital marketing. We will also continue to improve cost efficiency to achieve sustained growth in the 2020s.

Through these measures, we plan to achieve 5 trillion yen in operating revenue in fiscal 2021, and 990 billion yen in operating profit in fiscal 2023, equivalent to the level of fiscal 2017.



Revenue opportunity creation centered on customer base Promotion of +d

By focusing on expanding the number of “d POINT CLUB” members and corporate partners, we aim to reach 78 million members and 5,000 corporate partners in fiscal 2021. We will link our membership base and corporate partners through DOCOMO’s assets to provide new value and create revenue opportunities in business areas such as smart life business and enterprise business.

Growth of Finance/Payment Business

For finance/payment business in the smart life business segment, we plan to expand the number of locations where “d POINTs,” “d Payment,” and “iD” can be used to two million locations in fiscal 2021 with a view to improving customer convenience, and aim to reach 6 trillion yen in transactions.

Growth of Enterprise Business

In the enterprise business, our customers, the Corporate Sales and Marketing team and the R&D unit will work together as one in small “Top Gun” teams. Furthermore, we will conduct measures such as the DOCOMO 5G Open Partner Program. Through these efforts, we aim to bring in 120 billion yen in enterprise solutions revenue in fiscal 2021.

Growth driven by 5G

Construction of 5G network

We will invest a total of 1 trillion yen in 5G network construction between fiscal 2019 and fiscal 2023. We started offering 5G pre-services from September 2019, and rolled out commercial services in March 2020.

In April 2019, three 5G frequency bands, 3.7 GHz band, 4.5 GHz band and 28 GHz band, were allocated.

5G Services and Solutions

For general customers, our 5G-based services and solutions will include stadium solutions and new sensory experience services such as VR, AR and MR. For corporate customers, we will work on remote medical services, disaster prevention and disaster mitigation, remote operation of construction machines and other services together with our diverse partners to contribute to the development of society and industry.

Execution of customer returns and evolution of customer touchpoints

Providing returns to customers through new rate plans

In order for DOCOMO to continue being the choice of customers, we will offer the simple and great-value new rate plans Gigaho and Gigalight at rates up to 40% lower than previous plans from June 2019. The special features of the new rate plans are as follows.

- (1) Combines the Basic Plans, ISP and Packet Pack in one package
- (2) Simple structure offers choice of Gigaho with maximum 30 GB data usage (available network access at speeds of up to 1 Mbps after exceeding 30 GB) or Gigalight with billing based on data usage
- (3) Stepped up benefits for family members through Minna DOCOMO Wari and the docomo Hikari bundle discount, which give lasting discounts to everyone if just one family member/relative is a docomo or docomo Hikari subscriber

Providing customers with comfortable experiences

In addition to the drastic simplification of our billing plans, expanding use of our store visit reservations, and enhancing Web-based procedures, we provide an online version of docomo Smartphone classes in response to COVID-19. In addition, we have taken steps to prevent customers from being exposed to possible infection when visiting our shops. While adapting to an environment of social distancing, we nevertheless strive to continue providing customers with comfortable experiences.

Fiscal 2020 Priority Initiatives

Our Group expressed in the medium-term management strategy its new basic policy that takes a new direction focusing on transformation into business management pivoted on membership base and 5G rollout and business creation. Under these basic policies, we set fiscal 2020 as the start year for growth in a new era, and as the time for taking action to ensure sustainable growth in this new era. Issues to be tackled include intensified competition with new market entrants from different industries, early establishment of 5G geographic coverage for the rollout of 5G services, intensified competition in the cashless market and creation of new revenue opportunities. In order to deal with these issues and achieve growth in the new era, we are operating our businesses based on the following policies.

(1) Further Reinforcement of Customer Base

As we enter a new dimension of competition, with the launch of commercial 5G services and the entry of new operators, we will work to enhance the rate plans catering to the usage needs of customers and to achieve an early rollout of 5G so as

to further solidify our customer base. We will also strive to improve customer experiences through such efforts as reducing wait times, ensuring that basic support is provided to customers, and strengthening Internet channels.

In addition, we will pursue the creation of more attractive membership programs and the improvement of the quality of our membership services, including the expansion of “d POINT” partner stores to make the point program even more accessible in customers’ everyday lives.

(2) Full-scale Execution of Business Management Pivoted on Membership Base

We will deepen our pursuit of a business management pivoted on membership base, which is one of the basic policies in the medium-term management strategy, by building stronger customer touchpoints and achieving the optimal approach to customers through digital marketing, leading to further business expansion. Additionally, we will concentrate our resources in growth areas. In particular, we will step up efforts to further expand the finance and payments businesses by increasing the number of participating stores and encouraging everyday use of “d CARD” and “d Payment” as well as efforts to strengthen our content businesses, with a primary focus on video and entertainment content. Furthermore, we will establish a marketing solutions business leveraging our ample membership base by expanding customer attribute-based advertisements and reinforcing CRM (customer relationship management) through data coordination with strategic partners.

(3) New Value Creation for the 5G Era

For sustained growth in the 2020s, we will endeavor to create new value, primarily through commercial 5G services. We will create new sensations and experiences in the 5G era, centered on visual services such as 8KVR live content, multi-

angle viewing and games. In addition, we will co-create new industries with partners and address social issues, including developing new solutions that leverage the strengths of 5G. We will also work on the creation of new businesses in such areas as XR, healthcare, sports and MaaS.

Further, we will push forward the structural reforms that will underlie the new era. With the aim of streamlining business operations by bolstering 3G migration, we will pursue a smooth transition, including communication modules and early reduction of 3G areas. We will also focus on improving efficiency in operating processes by utilizing digital transformation as well as shifting resources to growth areas.

DOCOMO's Value Creation Process

DOCOMO provides sustainable value to stakeholders through three businesses and sustainability activities that support them using its distinctive management resources.



Management Strategies

CSR Strategies

Inputs (Sources of DOCOMO's Value Creation)



Social and Relationship Capital

- One of Japan's largest customer base
- Partners that accelerate the creation of new value and co-creation



Intellectual Capital

- R&D capabilities that enable DOCOMO to lead the mobile industry globally



Manufactured Capital

- Stable quality of Japan's fastest networks
- Abundant customer contact points and an adequate support system



Financial Capital

- Sound and solid financial foundation



Human Capital

- Human resource development to achieve the targets of "Declaration beyond"



Natural Capital

- Promotion of effective use of resources

Business Activities and Outputs (Products and Services)

Three Businesses

Telecommunications Business

Mobile telecommunications services, optical-fiber broadband services, satellite mobile communications services, international services and the equipment sales related to those services, etc.

Smart Life Business and Other Businesses Segment

Smart Life Business

Distribution services for video, music and electronic books, etc., finance/payment services, online shopping service and other life-related services, etc.

Other Businesses

"Mobile device protection service," enterprise IoT solutions, commissioned development/sales and maintenance of systems, etc.



Providing new value to customers and society



Execution of social responsibility

Sustainability Activities

Outcomes (Value DOCOMO Provides)



Social and Relationship Capital

- Further reinforcement of customer base and improvement in quality
- Realize new sensory and physical experiences in the 5G era, and contribute to solving social issues
- Protect customer information assets
- Enhance customer satisfaction and protect children



Intellectual Capital

- Future creation using open innovation and accumulated cutting-edge technology



Manufactured Capital

- Enhancement of competitiveness through rollout of 5G early, and building of a system to provide stable telecommunications during disasters
- Improvement in customer satisfaction through evolved customer touchpoints



Financial Capital

- Medium- to long-term improvement of corporate value



Human Capital

- Establish a corporate culture that society trusts
- Employing and developing strategic human resources
- Efforts for workstyle reform



Natural Capital

- Steadily implement Green Action Plan 2030 and pursue the most advanced environmental management

Corporate Philosophy

The creation of a new world of communications culture