

Press Conference by Kazuhiro Yoshizawa,
Newly Appointed President & CEO of NTT DOCOMO, INC.

Date: June 16, 2016 (Thursday)

I am Kazuhiro Yoshizawa. I was officially appointed as NTT DOCOMO's new President and CEO effective today.

The world of mobile telecommunications is characterized by rapid changes that occur on a global scale. A diverse range of players have entered this business, and there is great potential in the context of Information and Communication Technology (ICT), Internet of Things (IoT) and Artificial Intelligence (AI). I find it very sobering and at the same time am thrilled to assume this important responsibility.

I have been involved in mobile communications from the first day I joined NTT Public Corporation, devoting myself for its evolution and advancement throughout my career. Mobile phone was invented some thirty years ago as a means for simple voice communication, but it has now transformed into smartphones—a compact device that fits in one's pocket, and yet has immense abilities to allow users to obtain knowledge and information from all over the world in an instant.

Although some may say that smartphones have already entered the phase of maturity, I have a different view.

I believe it is the mission of NTT DOCOMO to offer "Ever-Improving Value Propositions" to our customers and more broadly to society. To fulfill this mission, we will strive toward the enhancement of mobile ICT by addressing the evolution and diversification of devices, sophistication of network and advancement of software.

Meanwhile, we will also join forces with external partners and devise new concepts by incorporating the views and ideas of many different people. We will exert all our powers to promote this initiative, while placing a stronger emphasis on speed.

To continue to deliver "Ever-Improving Value Propositions" to customers and society, we will manage our business with a particular focus on the following three pillars: "creation and evolution of services," "creation through collaboration — the promotion of '+d'" and "reinforcement of all foundations."

Regarding the first pillar, "creation and evolution of services," we will take actions to deliver fun, convenience (satisfaction) and peace of mind to every single customer and family. One example is the realization of "personal agent services that blend deeply into customers' everyday lives" which utilize cloud-based artificial intelligence. Other examples include safety/security services integrated with the local community. These

services can provide users with peace of mind through the sharing of information between families and local governments and stepped up supervision capabilities.

As for the second pillar, “creation through collaboration — the promotion of ‘+d’,” when I was engaged in corporate marketing, I had always wanted to provide useful solutions to our enterprise clients. As we move forward together with our partner corporations in the development and provision of services as part of our “+d” initiatives, I hope to further strengthen our ties with our partners. With this aspiration, we will jointly address “social issues,” “regional revitalization” and “2020.” At the same time, I also believe we need to turn our attention to the opportunities in such areas as sport and tourism.

The third pillar is “reinforcement of all foundations.” First and foremost, we will endeavor to further advance our network infrastructure. In particular, we will promote the R&D activities for the fifth-generation (5G) network to realize its ultra high-speed, large-capacity and low-latency transmission properties toward 2020. In the field of IoT, we will aim to expand the number of connections, while at the same time offering one-stop solutions that encompass a full range of services from connectivity to cloud and launching data analytics businesses. Further, we will strive to further improve the satisfaction level of our customers through the provision of highly value-added services, and expand our overall customer base by addressing membership business, i.e., having customers who do not subscribe to DOCOMO’s mobile service utilize our other services as a member.

Last but not least, let me share my ambitions for the company. I would like to make NTT DOCOMO (1) an open-minded company that can drive innovation by integrating ideas from a wide range of external partners, (2) a vibrant company that each and every employee finds pleasant and rewarding to work for, and (3) a healthy company that can achieve both “enhanced customer service” and “sustainable business growth.” And I will continue to devote myself to deliver on these goals.

Thank you very much for your attention.