About NTT DOCOMO
NTT DOCOMO, INC. is one of the world’s leading mobile communications companies with over 77 Mil customers, as of end-Sep. 2018.

DOCOMO launched the world’s first 3G mobile service based on W-CDMA in 2001, followed by LTE service in 2010.

DOCOMO launched its “PREMIUM 4G” service in March 2015, using LTE-Advanced technology.

DOCOMO’s profit in FY2018 (as of 1H, end-Oct. 2018) stands at JPY 610.5 Bln (USD 5.39 Bln) on operating revenues of JPY 2,389.5 Bln (USD 21.1 Bln) (JPY113.26= USD1.00; Oct. 31, 2018)

HQ located in Tokyo, Japan; employees number 27,464 (consolidated, as of Mar. 2018); listed on Tokyo Stock Exchange (9437).
\begin{itemize}
\item Assumed the posts of President & CEO in June 2016
\item Management Policy: “Ever-Improving Value”
\end{itemize}

\section*{Biography}

Kazuhiro Yoshizawa

was named President and CEO of NTT DOCOMO, INC. in June 2016. Concurrently, he retains his position as a Member of the Board of Directors, which he assumed in June 2011.

Mr. Yoshizawa was a Senior Executive Vice President, Chief Information Officer, Chief Information Security Officer, and Chief Privacy Officer, and was responsible for technology, devices and information strategy from June 2014. He became General Manager of the Structural Reform Office in July 2013, while concurrently serving as an Executive Vice President and General Manager of the Corporate Strategy and Planning Department, and was responsible for the Mobile Society Research Institute from June 2012. Mr. Yoshizawa entered NTT Public Corporation in April 1979.

\section*{Management Policy}

\textbf{Ever-improving value propositions to customers and society}

\begin{itemize}
\item Advancement of mobile ICT (Device/Network/Software)
\item New ideas
\item Speed
\end{itemize}

- Service creation/evolution
  - Deliver fun, convenience and peace of mind to every single customer/family
- Promotion of “+d”
  - Address social issues and invent new solutions for regional revitalisation & 2020

\begin{itemize}
\item Reinforcement of all foundations
  \begin{itemize}
  \item Cost structure reform
  \item Network/R&D (IoT, AI/5G/Services)
  \item Expansion of customer base
  \end{itemize}
\end{itemize}

\textbf{×}

\textbf{Reinforce corporate governance}

\textbf{Ⅱ}

A healthy company that achieves both enhanced customer service and sustainable business growth

(Gain the confidence of customers, society, shareholders, business partners and employees)
Japan's mobile phone market reached a penetration rate of 100% in 2012 and surpassed 171 Mil subscriptions in 2018.

**Subscriber Share Snapshot**

- **45.1%** (77.1Mil) DOCOMO
- **23.6%** (40.4Mil) au
- **31.3%** (53.5Mil) SoftBank

**Subscriber Growth in 3G & LTE**

Source: Telecommunications Carriers Association (TCA)
Revenues & ARPU

- Operating revenue in FY2018 is targeted to reach JPY4,790.0 Bln (approx. USD42.3 Bln). (USD1.00 = JPY113.26)*
- DOCOMO aims to expand “Smart ARPU” to achieve sustainable growth of business.

**Growth of Revenues**

(Billions of yen) [ ] = USD

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (Billions of yen)</th>
<th>Mobile ARPU (Billions of yen)</th>
<th>Packet ARPU (Billions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2014</td>
<td>4,383.4 [41.3Bln]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2015</td>
<td>4,527.1 [42.6Bln]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2016</td>
<td>4,584.6 [43.2Bln]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>4,769.4 [44.9Bln]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2018</td>
<td>4,790.0 [42.3Bln]</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**ARPU**

(Jul-Sep 2018)

- Aggregate ARPU: JPY4,820 (≒USD42.6)
- Mobile ARPU: JPY5,300 (≒USD46.8)
- “docomo Hikari” ARPU: JPY470 (≒USD4.1)
- Impacts of discount: JPY950 (≒USD8.4)

**Notes:**

- Aggregate ARPU = Mobile ARPU + docomo Hikari ARPU (incl. impact of discount)
- [Mobile ARPU]
  Mobile ARPU Related Revenues (Voice-Related Revenues (basic monthly charges, voice communication charges) + Packet-Related Revenues (basic monthly charges, packet communication charges) ) / No. of active users
- [Packet ARPU]
  Packet ARPU Related Revenues (basic monthly charges, packet communication charges) / No. of active users
- [“docomo Hikari” ARPU]
  “docomo Hikari”-related revenues (basic monthly charges, voice communication charges) / No. of active users

◆ Mobile ARPU and docomo Hikari ARPU exclude the impacts of discount
◆ The impacts of discount include those from “Monthly Support,” “docomo with” and “docomo Hikari set discount”
Operating income of “Smart Life Business and Other Businesses” grew substantially.

(Billions of yen)

- **Principal services**
  - Smart life business
  - Content/Commerce
  - Finance/Payment
  - Lifestyle

- **Other businesses**
  - Enterprise solutions
  - Support services for customers’ peace of mind, etc.
Diverse range of sophisticated smartphones and tablets, enhanced with value-added features and original, innovative services from DOCOMO

**docomo Smartphone / Google Pixel**
- Xperia™ XZ3 SO-01L
- GALAXY NOTE9 SC-01L
- GALAXY S9 SC-02K
- AQUOS sense2 SH-01L
- Google Pixel 3XL

**docomo Raku-Raku PHONE**
- Raku-Raku PHONE F-02J
- Raku-Raku SMART PHONE F-03K

**docomo Tablet**
- dtab Compact d-02K
- arrows Tab F-02K

**docomo Feature Phone**
- Card Keitai KY-01L
- AQUOS Keitai SH-02L
- P-smart Keitai P-01J

**Others**
- One Number Phone ON-01
- Wi-Fi STATION HW-01L
Total Subscriptions & Smartphone/Tablet Users

- Total subscriptions and smartphone/tablet users recorded a year-on-year increase.

**Mobile telecommunications service subscriptions**
(Million subs)

- FY17/1H: 75.36
- FY18/1H: 77.05 (Up 2%)

**Total smartphone/tablet users**
(Million subs)

- FY17/1H: 37.09
- FY18/1H: 39.21 (Up 6%)
“docomo Hikari”

Affordable, Easy and Convenient!

- Services combining mobile and fiber
- Service launch: Mar. 1, 2015
- “docomo Hikari” subs topped 5 million in 2018.

Combined services

DOCOMO’s mobile services

More affordable rates

One-stop service

“docomo Hikari” optical-fiber broadband subs (Million subs)

Topped 5 million

FY17/1H 4.18
Up 28%
FY18/1H 5.33
Promotion of +d

- Address social issues and invent new solutions for regional revitalization & 2020
- Create new added value in collaboration with a wide range of external partners

No. of +d partners growing steadily

<table>
<thead>
<tr>
<th>Quarter</th>
<th>FY17/2Q</th>
<th>3Q</th>
<th>4Q</th>
<th>FY18/1Q</th>
<th>2Q</th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
<td>321</td>
<td>644</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Expansion of “d POINT” participating stores
Announced September

Collaboration agreement for promotion of regional vitalization leveraging ICT
Announced July

Planning to establish DOCOMO 5G Open Lab OKINAWA in collaboration with Okinawa Prefecture, etc.
Announced July

◆ No. of “+d” partners: The number of partners that have jointly created new value by integrating DOCOMO’s business assets with their own assets.
Network Expansion
NW Coverage & Subscriber Migration

- Achieved 100% population coverage for 3G in 2008
- Commercialized LTE in 2010
- 2G services terminated on Mar. 31, 2012 after more than 99% of the total subscriber base migrated to 3G/LTE
- Launched “PREMIUM 4G” service in March 2015, using LTE-Advanced technology

■ Service Coverage

100% population coverage for 3G (incl. HSDPA)

■ Subscriber Segment by NW

- 3G: 77.1 Mil subscribers (end-Sep. 2018)
- LTE: 3G (31.9%) 77.1 Mil subscribers (end-Sep. 2018)

[Expanding Coverage in Mountainous Areas]

DOCOMO subscribers are able to enjoy 3G, LTE, and LTE-Advanced service even on Mt. Fuji. During the official climbing season, DOCOMO prepares for boosters to respond to higher traffic expected.

Coverage survey of mountainous area (Bandai Asahi National Park)
Japan’s fastest
To be offered progressively starting with 2018-2019 Winter/Spring models

Download: 1,288Mbps
Upload: 131Mbps

Both download and upload max rates supported

Upload max rate supported

LTE Network: Planned Advancements

Total no. of LTE base stations: 193,800

PREMIUM 4G-enabled: 123,000

FY17/1H
170,900

FY18/1H
86,300

◆ The transmission speed described herein is the theoretical maximum downlink rate specified in the technical standard and the actual rate may vary depending on the propagation conditions, etc. The description “Japan’s fastest” is as of September 30, 2018.
◆ Four frequency bands of 3.5GHz, 2GHz, 1.7GHz and 800MHz are used for the provision of 1,288Mbps service.
◆ Two frequency bands of 1.7GHz and 800MHz are used for the provision of 131Mbps service.
The World Envisaged by 5G

- **High speed/large capacity**
  - Peak rate: Over 20 Gbps
  - System capacity: 100 times*

- **Low latency**
  - Transmission latency in Radio Access Network (RAN): 1ms or less

- **Connection with numerous devices**
  - No. of simultaneously connected devices: 1,000,000/km²

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- **5G**
  - AR/VR
  - 4K/8K video streaming
  - Stadium solution
  - Autonomous driving
  - Smart city, smart home
  - Remote medical services
  - Agricultural ICT

*: Compared to the Premium 4G (LTE-Advanced), launched in 2015.
5G Network Rollout

Steadily build coverage in areas where 5G is considered necessary

FY2018
FY2019
FY2020
FY202x

▲ Rugby World Cup 2019™

▲ The Olympic and Paralympic Games Tokyo 2020

Network rollout/development toward pre-commercial service
Pre-commercial service (from September 2019)
Commercial service (from Spring 2020)

¥1 trillion investment for 5G infrastructure buildout, etc.
(FY2019-2023 cumulative)

◆ NTT DOCOMO is a Gold Partner of the Tokyo 2020 Olympic and Paralympic Games (in the telecommunications services category).
5G Services & Solutions

Creation underway in cooperation with a wide range of partners toward full-scale launch of 5G

New sensory experience services
- New sensory live events
- Remote medicine
- VR/AR/MR

Solutions for social issues/Regional vitalization
- Stadium solutions
- Remote operation of construction equipment, etc.
- Anomaly detection through video analysis (Disaster prevention/mitigation)
- Interactive
- High presence
Full-Scale Development of Low Power Consumption IoT

LPWA network/solutions for various IoT devices rolled out from spring 2017

Cellular IoT

- Cat.M / NB-IoT
- eDRX
- Cat.1 (currently in service)

Low speed/ low data volume
Low power consumption (10 years operation on a single battery)
Low price

◆ Cat.M, eDRX and LoRa services are currently provided on a trial basis for verification.

Agriculture
Vending machines
Industrial machines
Security
Public infrastructure
Initiatives Toward Delivery of Medium-Term Targets
Business Creation through “+d”

Accelerate solution co-creation with partners

- Further advance co-creation with local communities to solve social issues
- Creation of 5G use cases with wide range of partners
- Promote three-party collaboration among customers, Corporate Sales & Marketing and R&D
- Establishment of ICT for Regional revitalization promotion office (April 1, 2018)
- DOCOCMO 5G Open Partner Program Participated in by over 1,772 entities (As of Sep. 30, 2018)
- DOCOCMO 5G Open Lab Yotsuya (Opened Apr. 22, 2018)
- DOCOCMO 5G Open Lab Osaka (Due to open Sep. 2018)
- Reinforcement of solution co-creation team (technical sales)
Business Strategy Centered on Membership Base

Deliver ever-improving value to all “d POINT CLUB” members

“Benefit & Convenience” to members

Member base

Mobile subscribers

“d POINT CLUB” members

DMP: Abbreviation for Data Management Platform.
ESG Practices

Realize long-term growth of corporate value and contribute to building a society in which everyone can live with safety, security, comfort and affluence.

Environment (E)

- Contribute to reducing CO₂ emissions through new service/technology development
  - FY18 target: 37 million tons
  - FY20 target: 39 million tons

- Promote resource recycling through collection of used mobile phones
  - FY18-20 target (cumulative): 10 million units (including reused devices)

Social (S)

- Contribute to protection of children through Smartphone/Mobile Phone Safety Classes
  - FY18 target: 1.1 million attendees
  - FY20 target: 1.3 million attendees

- Creation of ICT solutions that contribute to resolving social issues
  - FY18-20 target (cumulative): 100 solutions

Governance (G)

- Strengthen corporate governance

- Organize more constructive dialogue with stakeholders
- Initiatives for further governance reinforcement

◆ The numerical targets for CO₂ emission reduction indicate the "amount of contribution to reduction of CO₂ emissions by society".

◆ "Amount of contribution to reduction of CO₂ emissions by society" is calculated by converting the energy conservation benefits of the supplied ICT services into CO₂ emission per one mobile subscription. In comparing the energy conservation benefits of the supplied ICT service with the environmental burden of conventional solutions, the Company referenced the calculation methods included in the Telecommunication Technology Committee’s Methodology for the Assessment of the Environmental Impact of Information and Communication Technology Goods, Networks and Services (JT-L1410).
NIKKEI Smart Work Survey

Received highest “5-star” rating
Rates companies based on the four elements of utilization of human resources, innovation, market development and management foundation

Awarded NIKKEI Smart Work Grand Prize 2018 (Innovation Division)
Recognizes advanced companies that tackle productivity revolution through workstyle reform

Toyo Keizai Corporate CSR Ranking

FY2018
Toyo Keizai Corporate CSR Ranking

Ranked No. 1 in overall evaluation
Evaluates “reliable companies” based on adequacy of CSR initiatives and financial performance

ESG Evaluations
Toward Sustainable Growth

Execution of “Declaration beyond” and business growth driven primarily by “members”

- **Strengthen customer base centered on “members”**
  ~ Further evolve billing plans, point program and service offerings to address the needs of each customer ~

- **Step up growth investments**
  ~ Infrastructure investment to create new businesses for the 5G era and further promotion of +d activities ~

- **Drastic cost efficiency improvement**
  ~ Further improvement of network cost efficiency and operational reform leveraging AI and other new technologies ~
Connecting dreams, for a richer future with 5G

Value and excitement to customers

Benefit
Convenience

Enjoyment
Surprise

Satisfaction
Peace of mind

Value co-creation with partners

Contribution to industries

Solution of social issues
Regional vitalization

Expansion of partners’ business

Declaration 1
Market leader

Declaration 2
Style innovation

Declaration 3
Peace of mind and comfort support

Declaration 4
Industry creation

Declaration 5
Solution co-creation

Declaration 6
Partner business expansion

Promote ESG management and strive to realize sustainable development of society by addressing the two aspects of “Innovative docomo” and “Responsible docomo”
Global Business
# Global Presence

## Americas/ Europe

<table>
<thead>
<tr>
<th>Country</th>
<th>City</th>
<th>Company Name</th>
<th>Percentage of Voting Shares</th>
<th>Business Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brazil</td>
<td>São Paulo</td>
<td>NTT DOCOMO Brasil Serviços de Telecomunicação Ltda.</td>
<td>100.0%</td>
<td>Enterprise solutions &amp; information gathering</td>
</tr>
<tr>
<td>Guam</td>
<td>Tamuning</td>
<td>DOCOMO PACIFIC, INC.</td>
<td>100.0%</td>
<td>Mobile/fixed line operator</td>
</tr>
<tr>
<td>United States of America</td>
<td>New York</td>
<td>NTT DOCOMO USA, Inc.</td>
<td>100.0%</td>
<td>Enterprise solutions &amp; information gathering</td>
</tr>
<tr>
<td></td>
<td>Palo Alto</td>
<td>DOCOMO Innovations, Inc.</td>
<td>100.0%</td>
<td>R&amp;D</td>
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<tr>
<td></td>
<td>Honolulu</td>
<td>DCM Reinsurance Company, Inc.</td>
<td>100.0%</td>
<td>Reinsurance business</td>
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<tr>
<td></td>
<td>Redwood City</td>
<td>Evernote Corporation</td>
<td>-</td>
<td>Information storage service</td>
</tr>
<tr>
<td>Germany</td>
<td>Munich</td>
<td>DOCOMO Communications Laboratories Europe GmbH</td>
<td>100.0%</td>
<td>R&amp;D</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>London</td>
<td>DOCOMO Digital Limited</td>
<td>100.0%</td>
<td>Platform business</td>
</tr>
<tr>
<td></td>
<td></td>
<td>DOCOMO Europe Ltd.</td>
<td>100.0%</td>
<td>Enterprise solutions &amp; information gathering</td>
</tr>
</tbody>
</table>

* as of Oct. 31, 2018
## Global Presence

### Asia

<table>
<thead>
<tr>
<th>Country</th>
<th>City</th>
<th>Company Name</th>
<th>Percentage of Voting Shares</th>
<th>Business Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bangladesh</td>
<td>Dhaka</td>
<td>Robi Axiata Limited</td>
<td>6.3%</td>
<td>Mobile operator</td>
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<tr>
<td>China</td>
<td>Shanghai</td>
<td>NTT DOCOMO China Co., Ltd.</td>
<td>100.0%</td>
<td>Enterprise solutions &amp; information gathering</td>
</tr>
<tr>
<td></td>
<td>Beijing</td>
<td>DOCOMO Beijing Communications Laboratories Co., Ltd.</td>
<td>100.0%</td>
<td>R&amp;D</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>-</td>
<td>Hutchison Telephone Company Ltd.</td>
<td>24.1%</td>
<td>Mobile operator</td>
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<tr>
<td>Philippines</td>
<td>Manila</td>
<td>PLDT Inc.</td>
<td>8.6%</td>
<td>Mobile/fixed line operator</td>
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<td></td>
<td></td>
<td>Philippines Branch</td>
<td>-</td>
<td>Advisory business</td>
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* as of Oct. 31, 2018
## Global Presence

### Asia

<table>
<thead>
<tr>
<th>Country</th>
<th>City</th>
<th>Company Name</th>
<th>Percentage of Voting Shares</th>
<th>Business Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Singapore</td>
<td>-</td>
<td>NTT DOCOMO ASIA Pte. Ltd.</td>
<td>100.0%</td>
<td>Enterprise solutions &amp; information gathering</td>
</tr>
<tr>
<td>South Korea</td>
<td>Seoul</td>
<td>KT Corporation</td>
<td>5.8%</td>
<td>Mobile/fixed line operator</td>
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<td>RSUPPORT Co., Ltd.</td>
<td>15.7%</td>
<td>Remote solution business</td>
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<td>Taiwan</td>
<td>Taipei</td>
<td>Far EasTone Telecommunications Co., Ltd.</td>
<td>4.7%</td>
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<td>Thailand</td>
<td>Bangkok</td>
<td>Mobile Innovation Co., Ltd.</td>
<td>72.6%</td>
<td>Platform business</td>
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<tr>
<td>Vietnam</td>
<td>Hanoi</td>
<td>VMG Media Joint Stock Company</td>
<td>24.5%</td>
<td>Platform business</td>
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</tbody>
</table>

* as of Oct. 31, 2018
Mobile Alliance Partners

SCFA*  
- Business cooperation committee with China Mobile (China) and KT (South Korea)  
- Cooperation in the areas of international roaming, network technologies, etc.

Conexus  
- One of the largest carrier alliances in Asia with 9 participating companies  
- Business collaboration primarily in the fields of international roaming and enterprise services

*Strategic Cooperation Framework Agreement
International Roaming Services

Outbound Roaming

- Expansion of int’l roaming areas incl. LTE / VoLTE roaming

<table>
<thead>
<tr>
<th>No. of countries/regions</th>
<th>Voice / SMS</th>
<th>Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of countries/regions</td>
<td>230</td>
<td>221</td>
</tr>
<tr>
<td>3G</td>
<td>175</td>
<td>176</td>
</tr>
<tr>
<td>LTE</td>
<td>11 (VoLTE)</td>
<td>91</td>
</tr>
</tbody>
</table>

Inbound Roaming

- Provision of a new service to foreign travelers in Japan in collaboration with overseas carriers and partner shops in Japan

Providing coupons to travelers in Japan

Send coupons when attached to DOCOMO NW

Shopping with coupons

Laox (tax free shop)
shopping malls
drug stores

* as of Sep. 30, 2018
The new of today, the norm of tomorrow