
Toward Further Reinforcement of NTT DOCOMO



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Dynamic Change in Market Environment

- Intensified competition in telecommunication business, accelerated competition with players in other industries
- Transformation to “remote-style society,” acceleration of “digital transformation”
- Customer needs becoming more diversified, sophisticated and complicated

Reforms in 5G Era

In the 5G era, with customer needs becoming more diversified, sophisticated and complicated, expectations for mobile and domains supported by mobile are increasing

As 5G is expanding and society is drastically transitioning to a remote style, NTT DOCOMO, INC. needs to expand its business domains beyond mobile centric to innovate itself into an existence that can accommodate customer needs in a comprehensive manner

Goals to Pursue Through Reforms ^{NTT}docomo

➤ Expedite creation of more convenient and user-friendly services and offer them to customers

➤ Contribute to the solution of social issues through the digitization and “smartification” of society and industry

➤ Accelerate efforts toward the realization of next-generation network (6G and IOWN) and contribute to the further development of the ICT industry and the improvement of international competitiveness

Things to Be Achieved as a Wholly-Owned Subsidiary

DOCOMO will accommodate the diversifying needs of customers as a "front for all customers"

Enhance capabilities to create and provide services

Enhance competitiveness of telecommunications networks

As part of the core in NTT Group, expedite achievement of these through further strengthening alliance with each company, such as utilization of the capabilities of NTT Communications or NTT Comware

Specific Initiatives

- (a) Strengthen Competitiveness in the Telecommunications Business Through Utilization of the Group's Business Resources**

- (b) Strengthen Corporate Business and Smart Life Business Through Coordination Among the Group**

- (c) Strengthen R&D Organization by Utilizing the Resources of the Entire Group**

Achieve sophistication of network and enhanced cost competitiveness

- Enhance cost competitiveness through utilization and optimization of telecommunications infrastructure, improve credibility and sophisticate network through optimization of nationwide backbone network
- Achieve integrated mobile, fixed-line and Wi-Fi networks and services by enhancing coordination with the networks
- Further improve efficiency by enhancing coordination of engineering resources and shifting resources to businesses with higher added value
- Offer new communication services that meet diversified customer needs as well as low-cost and accessible prices

Expansion of business domains by enhancing capabilities to create services and solutions and to support customers

- **Create new services integrating mobile, fixed and upper layer and expand areas of offered solutions**
- **Enhance capabilities to support customers by strengthening coordination with sales resources and customer base of each company**
- **Deepen customer understanding and expand the ecosystem using the membership base by strengthening coordination with solutions and marketing platforms held by the group**
- **Expand the creation of new businesses in growth areas, such as video streaming and healthcare, by utilizing the group's assets**
- **Enhance capabilities to create services by making effective use of the group's development resources**

Innovate telecommunication technologies, realize 6G and IOWN next-generation network

- Establish agile R&D organization by strengthening coordination among R&D divisions
- Expedite creation of high-quality services by prompt employment of achievements in basic research and focus on development of technologies for practical application
- Further enhance R&D capabilities toward innovation in telecommunication technologies and realization of next-generation network including 6G and IOWN

In this 5G era, DOCOMO will expand its business domains beyond mobile centric to innovate itself into an existence that can accommodate diversified needs in a comprehensive manner as a “front for all customers”

- Expedite creation of more convenient and user-friendly services
- Contribute to the solution of social issues through digitization and “smartification”
- Contribute to the further development of ICT industry and the improvement of international competitiveness by accelerating efforts toward 6G and IOWN

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Special Note Regarding Forward-Looking Statements

All forward-looking statements that are not historical facts are based on management's current plans, expectations, assumptions and estimates based on the information available as of the filing date of this document. Some of the projected numbers in this report were derived using certain assumptions that were 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. With regard to various known and unknown risks, uncertainties and other factors, please see our latest Annual Securities Report and Quarterly Securities Reports.

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