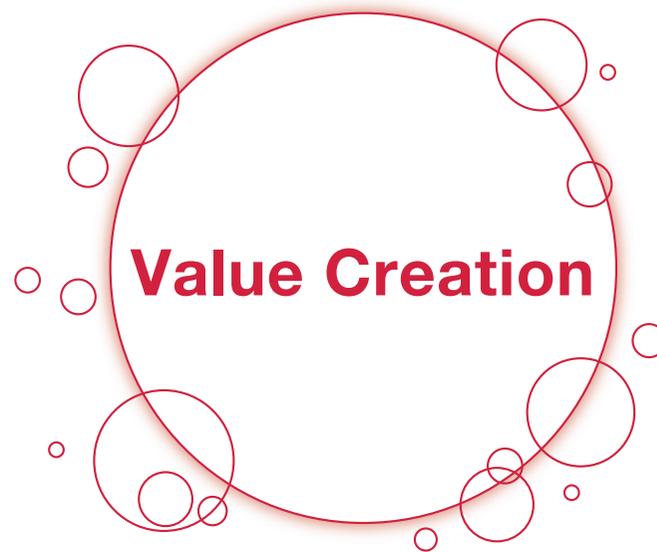




# DOCOMO's Value Creation Story

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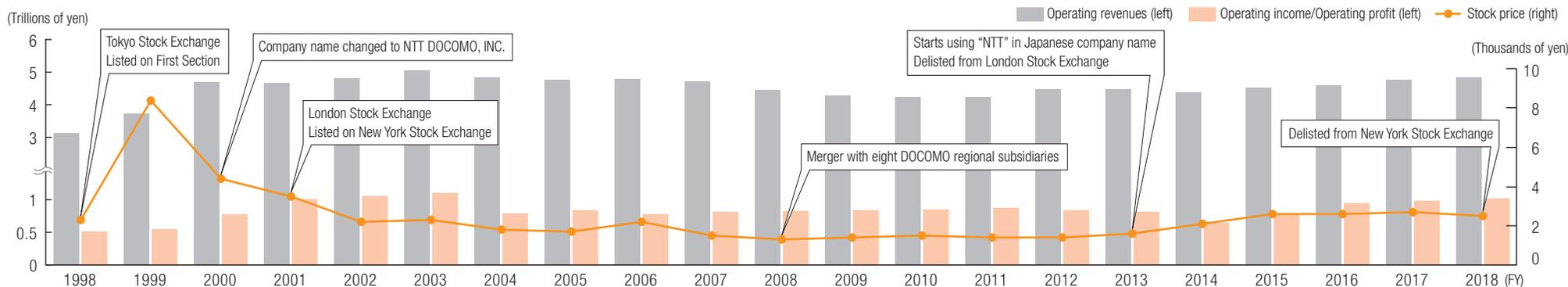
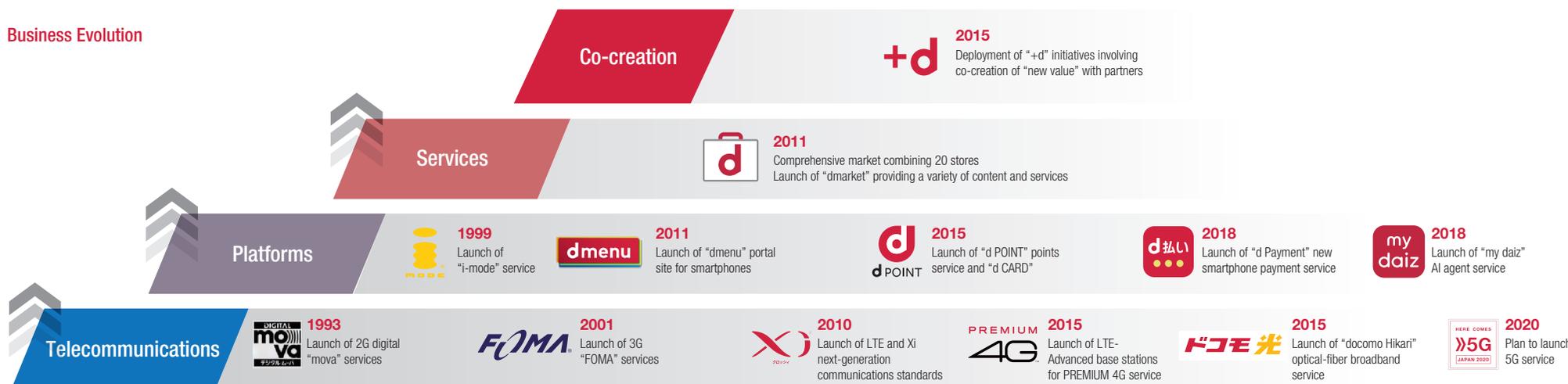
# DOCOMO's History

1991 ▶ 2019

## Value Delivered by DOCOMO



## Business Evolution



\* Stock price takes into consideration the stock splits conducted in FY1999, FY2002 and FY2013.

# Management Strategies toward Sustainable Growth

2019 ▶ 2020s

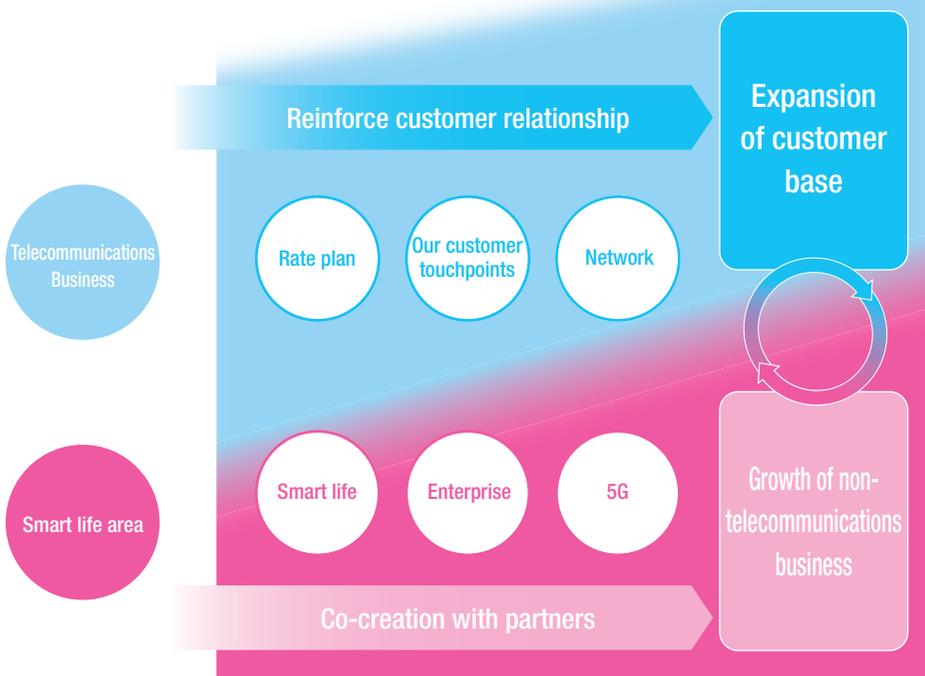
DOCOMO aims to drive change and therefore sustainable growth by realizing new value for customers and partners through efforts to commercialize advanced technologies such as 5G and to create new business models and expand business fields.

## Future Business Model Due to Revenue Structure

DOCOMO aims to expand our customer base by reinforcing connections with customers and will provide new value by creating new revenue opportunities and expanding the smart life area through co-creation with members and partners.

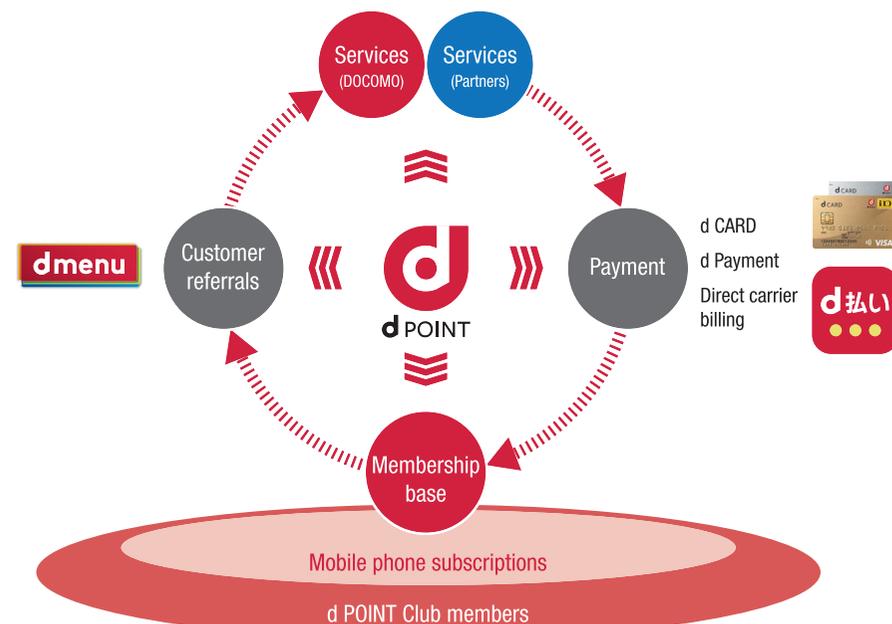
## Initiatives toward Expansion of Business Fields

DOCOMO is working to expand business fields from various perspectives in order to boost our customer base centered on members and strengthen the value we provide to them.



## Business Promotion Centered on Our Membership Base

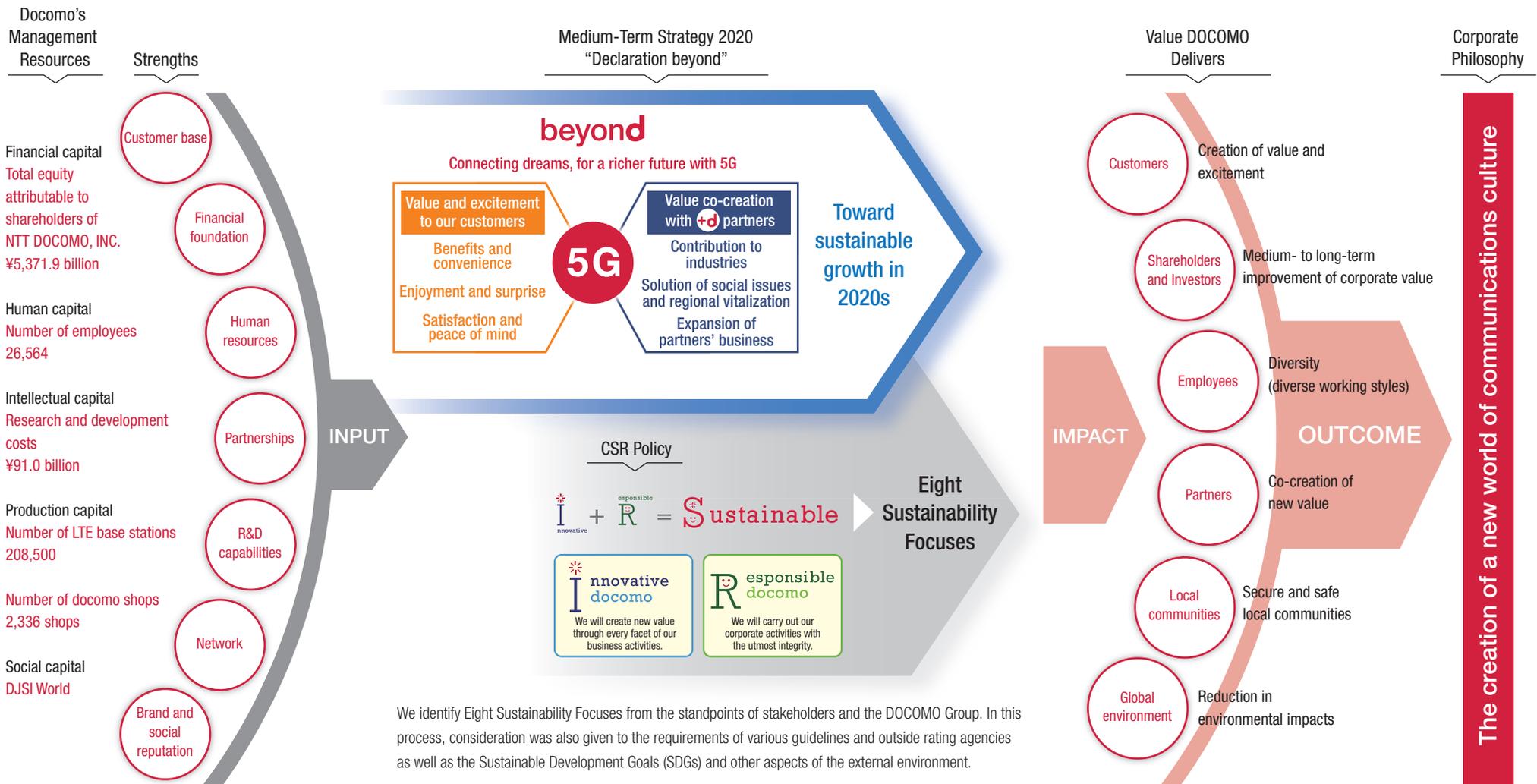
DOCOMO seeks to expand business with our partners by delivering “benefits, convenience and amazement” at an even greater level to customers who are members of the d POINT CLUB through the business foundation centered on our membership who are not affected by the presence or absence of mobile phone subscriptions.



# Value Creation Process

2019 ➔ 2020s

To realize “the creation of a new world of communications culture,” DOCOMO promotes a business model aimed at driving sustainable growth in the 2020s and in the process provides a variety of value to stakeholders. This business model is based on the strengths that we have built up throughout our history and on our CSR Policy, the bedrock of all of our corporate activities.

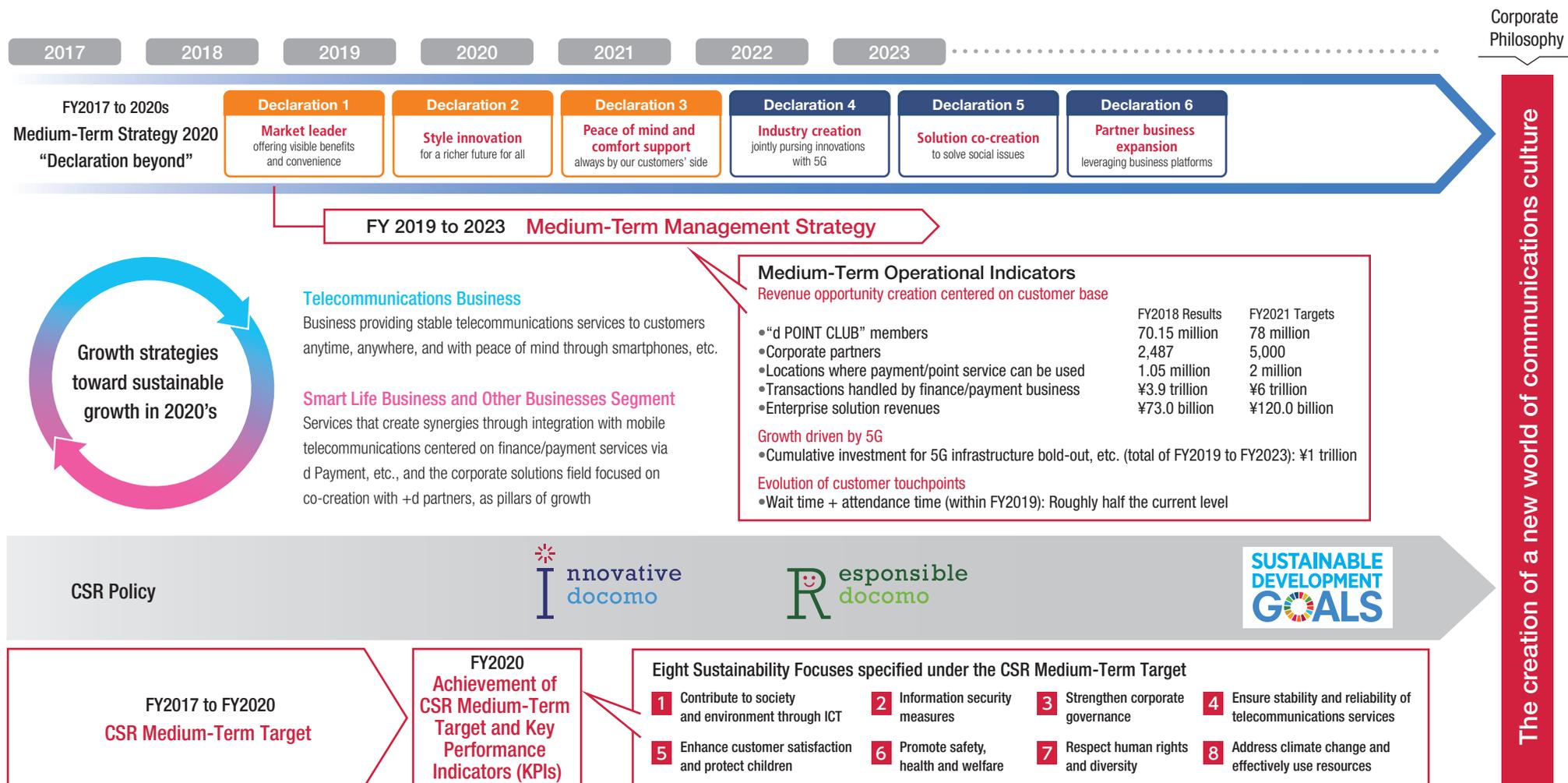


We identify Eight Sustainability Focuses from the standpoints of stakeholders and the DOCOMO Group. In this process, consideration was also given to the requirements of various guidelines and outside rating agencies as well as the Sustainable Development Goals (SDGs) and other aspects of the external environment.

# Roadmap for Value Creation

2019 ▶ 2023 and...

DOCOMO is making steady progress along our roadmap toward “the creation of a new world of communications culture” by setting specific strategies and quantitative medium-term targets based on our Medium-Term Strategy 2020 “Declaration beyond” and further solidifying corporate foundations through initiatives relating to Sustainability Focuses.





# Response to Risks and Opportunities Surrounding DOCOMO

2019

To realize our medium-term management strategy for sustainable growth in the 2020s, DOCOMO has selected five major risks from a comprehensive list created based on an analysis of the business environment. We are taking various steps to provide new value as measures to address these risks.

## Major Risks in FY2019

### 1. Risk associated with intensifying competition due to new market entrants

The market environment is changing dramatically due to such factors as new market entrants and an increase in users choosing low-cost services provided by Mobile Virtual Network Operators (MVNOs). This could limit the acquisition of new subscriptions and the retention of existing subscriptions by the Group, or it may lead to average revenue per user (ARPU) diminishing at a greater than expected rate.

### 2. Risk associated with the smart life area and 5G business

If current and new services and usage patterns proposed and introduced by the Group cannot be developed as planned, or if higher than expected expenses arise, the ensuing intensifying competition with other operators could affect the financial condition of our corporate group and limit our growth.

### 3. Risk associated with the use of personal data and other information

Inadequate handling of confidential business information including personal information by the Group, partners and otherwise may adversely affect our credibility or corporate image.

### 4. Risk associated with the provision of stable network and other factors

Natural and manmade disasters and other events and incidents could cause failure in our networks, distribution channels and other business necessary for the provision of service, which may adversely affect our credibility or corporate image or lead to a reduction of revenues or an increase of costs.

### 5. Risk associated with laws, regulations and systems

The introduction or revision of various laws, regulations or systems inside and outside of Japan, or the application of such laws and regulations to the Group, could restrict our business operations, which may adversely affect our financial condition and results of operations.



For more details about business risks, please refer to the Company's Annual Securities Reports.  
<https://www.nttdocomo.co.jp/english/corporate/ir/library/report/index.html>

## Measures to Reduce Risks and Create Opportunities

- We will aim to be a company continually chosen by customers through new rate plans started in June 2019; the quality of our networks and services, including after-sales services; and our comprehensive capability to utilize various assets such as our membership base.
- We will maintain and reinforce our customer base by further bolstering our competitiveness through new rate plans and swiftly offering great value to DOCOMO customers.

- We will steadily grow the smart life business by creating new markets in line with the introduction of 5G and becoming a market leader in addition to focusing on fields with remarkable growth in recent years, particularly finance/payment services and enterprise solutions services.
- We will accelerate commercial transactions, strengthen relationships with customers, provide solutions to other companies in collaboration with partners and create a new revenue model by promoting digital marketing based on our membership base.

- We will conduct comprehensive company-wide security management that includes the thorough management of confidential information such as personal information, employee education and the supervision of subcontractors and business partners.
- We will formulate and publicize the NTT DOCOMO Personal Data Charter with the aim of clarifying the appropriate handling of personal data to our customers and enabling them to use our services with peace of mind. We will also make our privacy policy easier to follow in terms of composition and expressions used, and provide tools enabling our customers to design to a certain degree their own policy regarding the internal use and third-party provision of personal information.

- We will endeavor to achieve reliability and stability, expand service area, inspect and improve reception quality, and enhance telecommunications speed. We will also make preparations for wide-area protracted power outages, ensure essential telecommunications and improve reliability, rapidly restore telecommunications services and reinforce our support of disaster-stricken areas.
- We will refine quality in 5G services we will start to provide in 2020 in the same manner as always.
- We will identify trends in cyberattacks, examine our preparations to counter such attacks, strengthen measures against unauthorized access and notify our customers of such problems so they can use our services safely and with peace of mind.

- We will present public comment gathered by the relevant authorities and work to build understanding of the Groups' opinions among stakeholders with regard to changes in administrative and legislative policies and other matters, and the economic climate affecting our business operations.