



DOCOMO's Vision

DOCOMO enhances the personal communication of its customers toward creating a new world of communication culture, which increases customer satisfaction, by maximizing the capabilities of individual employees.

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**What have we done,
and where are we going?
We've built a foundation to change the world.
It's a place where everything comes together
— towns, people, things —
through an unparalleled network.
We take pride in this place
and that so many use our products
and believe in them.**

**Now we create new lifestyles
and societies on our invisible foundation.
However, we can't do it alone.**

**We do it with you.
Together, we imagine,
plan, and build.
We develop entertainment
to change the world,
and education and medical care for all.
We rely on one another in a world
where no one is left behind and
everyone of every age can find joy.**

**Open technology,
and together, we will change the world.
This is the DOCOMO way.**

Changing worlds with you.

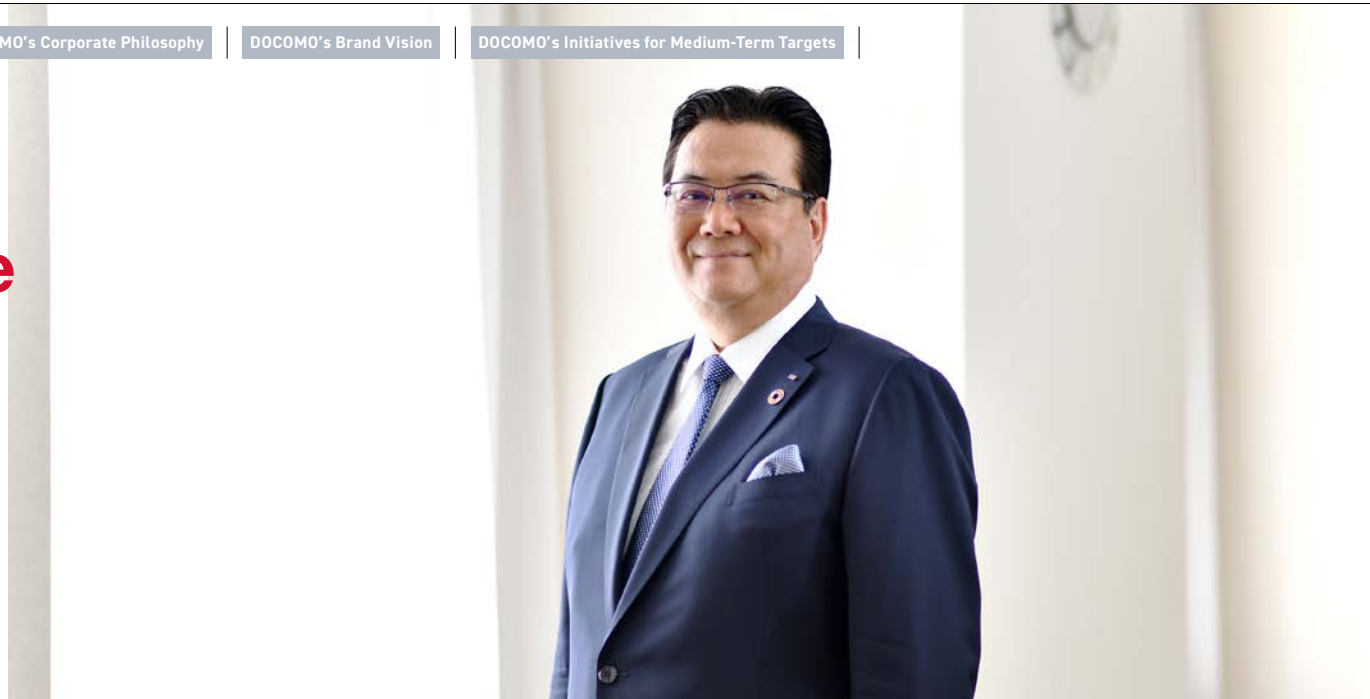


Message from the President and Chief Executive Officer

Challenge to Change

Motoyuki Ii

President and Chief Executive Officer
NTT DOCOMO, INC.



Today, we are expected to address not only the lingering COVID-19 crisis but also the many other challenges facing society. DOCOMO is particularly aware of the urgency of tackling global warming and other increasingly severe environmental issues. In this context, it has advanced its reform to become an organization with the mission to address a variety of social issues in service to society.

As the New DOCOMO Group, we have established our structure to strengthen our “customer first” approach and promote digital transformation, and revised the former CSR and environmental policies to formulate a complete sustainability policy. We will continue to take on challenges to make the world a better place by working together with customers and business partners, under the slogan “Changing worlds with you.”

The New DOCOMO Group

In October 2021, DOCOMO announced its plan to make NTT Communications and NTT COMWARE and their group companies into subsidiaries in a Group reorganization.

The two companies subsequently became DOCOMO subsidiaries in January 2022, and we began to operate under the new structure in July following the reorganization and personnel transfer. As the New DOCOMO Group, we will leverage the synergies of the three companies to expand our business domain from mobile to services and solutions and accelerate innovation to contribute to the digital transformation of society and industry.

Going forward, we will exert a concerted effort across the Group to create new value and lifestyles and to structurally reform society and industry, based on our communications business.

New Sustainability Policy

Since the formulation of our former CSR Policy, public concern over environmental issues has increased, particularly in areas associated with decarbonization. The scope and degree of other ESG issues, which companies are expected to address, are changing almost daily as well.

In order to address these trends and clarify DOCOMO's

approach to responding to a broad range of issues, we revised our former policy and formulated the Sustainability Policy in July 2022. In addition to our corporate social responsibility, the policy expresses the Group's determination to contribute to the creation of a society that leaves no one behind and its approach to addressing the four areas of the environment, society, human resources, and fairness.

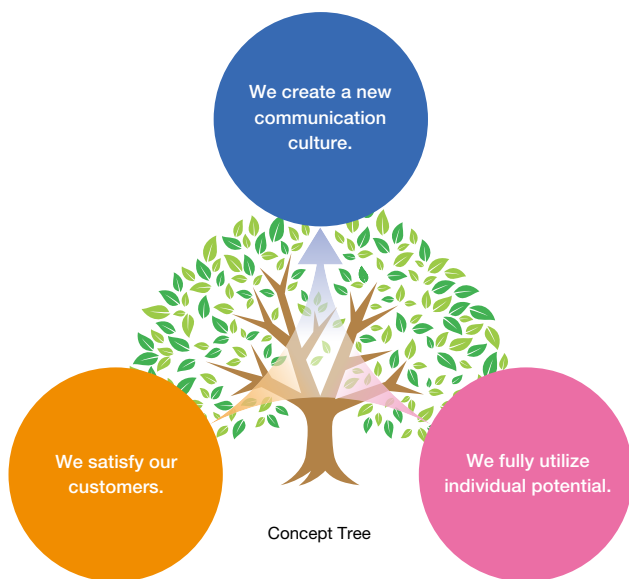
We also reorganized the Environmental Charter and other policies in July 2022 and integrated them into our Green Action Plan. Together with our commitment to carbon neutrality by 2030, announced last year, we will push ahead with our initiatives toward decarbonization, creating a sound material-cycle society and preserving biodiversity.

DOCOMO will strengthen its efforts to change the world with you, which includes DOCOMO employees and their family members, customers, and business partners.

September 2022

DOCOMO's 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 a 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 across a diversifying range of business fields and platforms.

» Satisfying Customers

DOCOMO strives to fulfill customer expectations 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.

» Maximizing the Capabilities of Individual Employees

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.

DOCOMO's Brand Vision

At DOCOMO, we strive to build a new life and society upon the foundation we have already created, providing greater convenience and comfort to all our customers.

We are not doing this alone. Our new slogan "Changing worlds with you." expresses our desire to work together with all of you to open up our technologies and take on new challenges.

Changing worlds with you.

*What have we done,
and where are we going?
We've built a foundation to change the world.
It's a place where everything comes together
— towns, people, things —
through an unparalleled network.
We take pride in this place
and that so many use our products
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[🔗 docomo Brand Site](#) : what we aspire for (in Japanese only)

DOCOMO's Initiatives for Medium-Term Targets

Challenge of the New DOCOMO Group

DOCOMO announced its new brand slogan, "Changing worlds with you." to express our aspiration to realize new worlds with ALL you's.

Now that we have welcomed NTT Communications and NTT COMWARE into the Group, we will continue to take on the challenge of bringing a new world into reality as the New DOCOMO Group.

» How We Will Take on the Challenge and Realize Our Goals

The challenge of the New DOCOMO Group comprises four pillars and three values for attaining our goals.

Challenge of the New DOCOMO group

Pursue **Customer First**,
Provide new values beyond customer expectations

Accelerate pace of **DX** and
leveraging Data in operations,
realize better CX and business reform

Leveraging service/solution/technology
developed and nurtured in Japan,
roll out our businesses **globally**

Pursue business and ESG as one,
contribute to creating a **sustainable** society



One Step Ahead

Not following; predict and move in advance
Keep challenging with positive thinking

Openness

Create innovations with customers and
partners

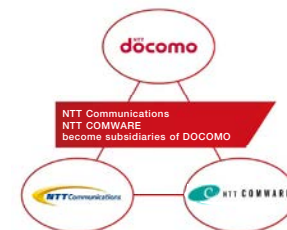
Trust

Gain a trust from customers/partners by
committing words to action, and fair
interactions

» The New DOCOMO Group

To expand our business domain to encompass mobile, services, and solutions and create a new world as the New DOCOMO Group, we converted NTT Communications and NTT COMWARE into subsidiaries. Unifying management policies and functions of the three companies and more clearly defining their respective roles will streamline the Group's decision-making process and enable the organization to operate with greater agility and flexibility. We seek to grow the Enterprise Business and Smart Life Business and drive forward the structural reform of the Telecommunications Business to release innovation that will transform society.

As the New DOCOMO Group, we are expanding our business domain to encompass mobile, services, and solutions and create a new world



Integration of the three companies

Clear business responsibilities

Structural reform of the Telecommunications Business and expansion of the Enterprise/Smart Life Businesses

» Synergy Through Integration

The New DOCOMO Group will generate three significant synergies by integrating the functions of the three companies.

Synergy Through Integration

Expansion of enterprise business

Integrate all enterprise business under the New DOCOMO Group and support all corporate customers through one stop service—contribute toward DX of society and industry

More competitive network

Fixed-mobile convergence brings higher quality and economical network to provide inexpensive, easy-to-use services and accelerate evolution toward 5G/IOWN

Strengthening the power of service creation and development while promoting DX

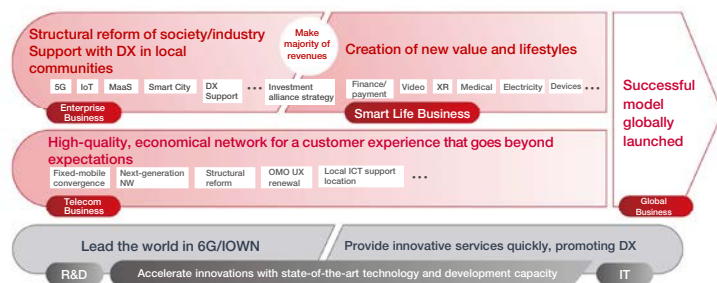
Integrate the R&D of DOCOMO, services of NTT Communications and software capability of NTT COMWARE, leading to quick response through the creation of innovative services, and accelerating DX of the New DOCOMO Group

Medium-Term Strategy

The New DOCOMO Group will change the world with you through structural reforming of society and industry and creating new value and new lifestyles.

With Structural Reform and Creation of New Lifestyles we are...

Changing worlds with you.



» Enterprise Business

By integrating the Enterprise Business with NTT Communications at its core, the New DOCOMO Group will establish a sales organization and enhance fixed mobile convergence (FMC) services and solutions. Our target is to expand revenue from the Enterprise Business to exceed 2 trillion yen by fiscal 2025 and become the leading company in social and industrial DX.

» Smart Life Business

We will co-create new value and lifestyles with partners by seamlessly linking membership bases, data usage, and services with a variety of handsets. To this end, we will boost existing businesses such as finance/payment and video/

entertainment while boldly expanding into new domains, including electricity, medical, and XR. Our target is to generate more than half of the revenues of the New DOCOMO Group through the Smart Life Business and Enterprise Business by fiscal 2025.

» Telecommunications Business

Early expansion of 5G and integration of the networks of DOCOMO and NTT Communications realizes a higher quality and economical network, enabling us to provide inexpensive, easy-to-use mobile and fixed services. Coupled with rates and services that meet diverse needs, as well as sales channel reform that will be achieved with the cooperation of partners, we will deliver a customer experience that exceeds

their expectations. Through these initiatives, we will complete the structural reform of expanding the customer base and optimizing sales/network cost to maintain mid-term profit in the Telecommunications Business and shift into a growth trajectory.

» Take Successful Model to Global Market

We will take the successful model utilizing services and solutions, or the new technologies we have fostered, to the global market by integrating the capabilities of DOCOMO and NTT Communications and linking with NTT Data and NTT Ltd.

» Strengthen Service Creation and Development Capabilities

We will strengthen our software development capabilities to provide customers with innovative services ahead of the competition while also accelerating digital transformation across the Group.

» Using Cutting-Edge Technologies to Accelerate Innovation

We will lead in open innovation and change the world with partners. We intend to quickly realize practical applications of 6G-IOWN by working hand in hand with NTT laboratories, in addition to realizing a non-terrestrial network using satellites and HAPS (high-altitude platform stations).

» Contribute to the Creation of a Sustainable Society

We will comprehensively pursue business and ESG practices to contribute to the creation of a sustainable society. DOCOMO's declaration for carbon neutrality by 2030, as announced in September 2021, will be realized by the New DOCOMO Group. The New DOCOMO Group will also strive to advance diversity and workstyle reform.

► Sustainability of DOCOMO ([P.9](#))

New DOCOMO Group Medium-Term Strategy

[FY2021 Results*1]

Categories	Results
Telecommunications Business*2	3,660.8 billion yen
Smart Life domain*2	1,096.4 billion yen
Smart Life Business*2	619.0 billion yen
Other businesses*2	477.4 billion yen
d POINT CLUB members	89.08 million people (FY2020 result: 81.95million people)
Mobile phone subscribers	84.75 million people (FY2020 result: 82.63 million people)
Financial and payment transactions handled	8,860.0 billion yen (FY2020 result: 6,980.0 billion yen)
Payment and point service locations	4.10 million places (FY2020 result: 3.09 million places)

*1 Results prior to Group reorganization, including the integration of NTT Communications and NTT COMWARE with DOCOMO.

*2 Operating revenues