



Matters Currently under Consideration to Strengthen Collaboration after Making NTT DOCOMO a Wholly Owned Subsidiary

December 25, 2020

These materials include a discussion of matters which are currently under consideration as of the date hereof and which are all subject to change in the future.

- NTT DOCOMO will utilize the capabilities of NTT Communications and NTT Comware and promote new services/solutions and the development of 6G-focused communications infrastructure that integrates mobile and fixed-line services, to evolve into a comprehensive ICT company that also provides upper-layer services
- Advancing the initiatives below will contribute to enhancing the international competitiveness of Japanese industry, resolving social issues, maintaining a reliable and secure communication infrastructure and achieving the development of the telecommunications industry and services that provide high levels of customer satisfaction

① Strengthening Corporate Sales Capabilities

- ✓ Creating services that integrate mobile and fixed-line services
- ✓ Creating integrated solutions through the combination of clouds and data

② Strengthening Service Creation Capabilities

- ✓ Strengthening the smart life business and creating new businesses by collaborating with partners
- ✓ Strengthening software development capabilities and improving user experience

③ Strengthening Cost Competitiveness

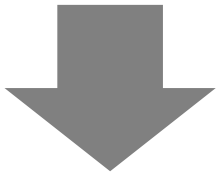
- ✓ Optimizing resources and assets related to networks, buildings, IT infrastructure, etc.

④ Strengthening R&D Capabilities

- ✓ 6G-generation core network that spans mobile and fixed-line services
- ✓ Realization of the IOWN concept
- ✓ Research and development related to O-RAN + v RAN

- Transformation into a new DOCOMO Group is planned to be implemented through the following two steps

STEP 1



STEP 2

(Proposed for Summer 2021)

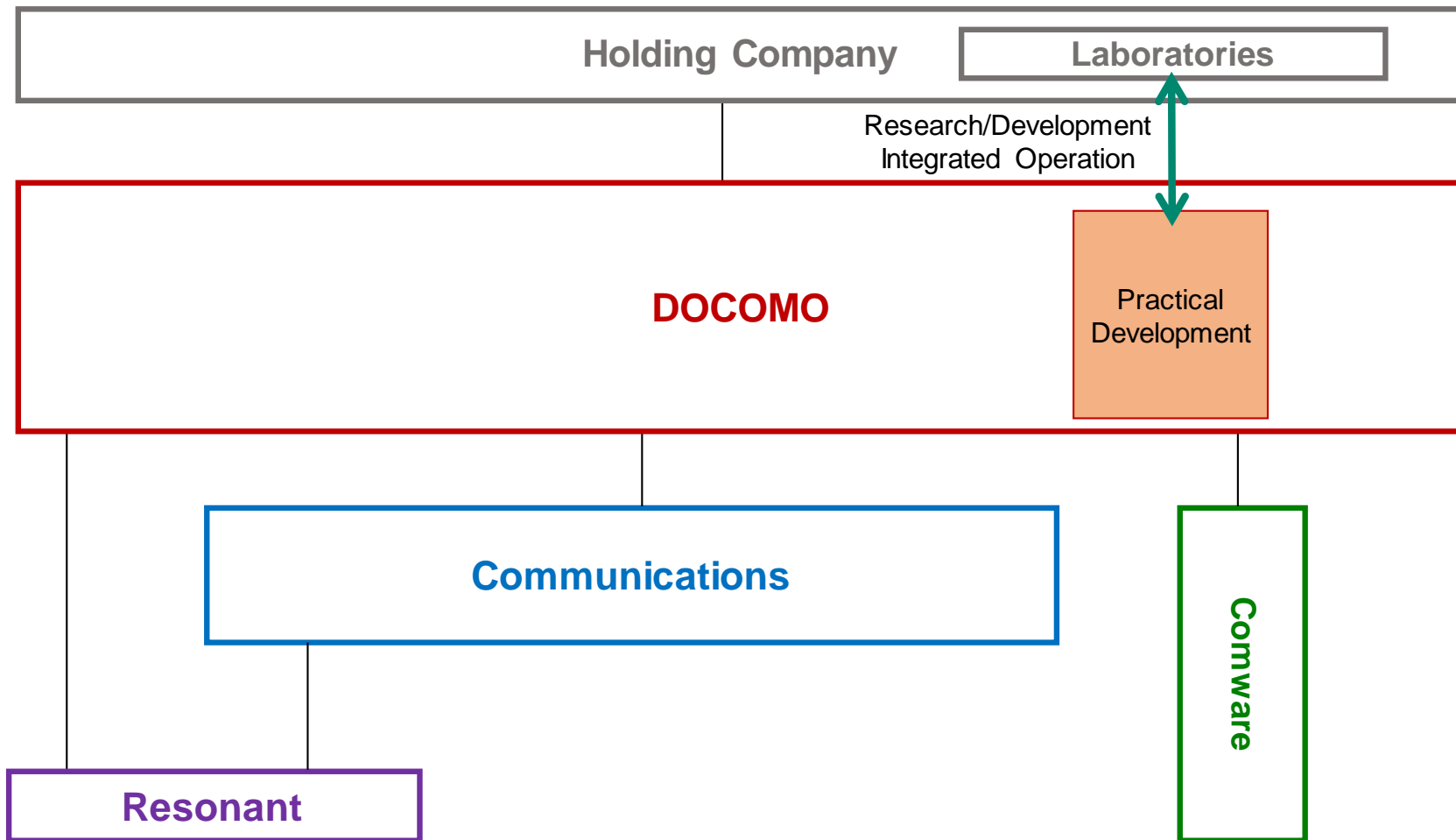
- Making Communications and Comware into subsidiaries of DOCOMO
- Strengthening collaboration in the research and development capabilities of the NTT holding company and DOCOMO

(Proposed for Spring/Summer 2022)

- Allocating functions between DOCOMO, Communications and others

Matters Currently under Consideration <STEP 1>

- Making Communications and Comware subsidiaries of DOCOMO
- Research and development functions will be operated in an integrated manner to strengthen 6G and IOWN development capabilities



■ Allocation of Functions between DOCOMO, Communications, Comware and Others

- ✓ Sales for individual customers will be primarily conducted by DOCOMO. For the MVNO and ISP businesses, VNE business will primarily be the responsibility of Communications, and business for individuals will be conducted by Resonant
- ✓ For corporate business, Communications will implement centralized customer services and strengthen its capabilities in developing and proposing new services that integrate fixed and mobile communications
- ✓ For Smart Life business, DOCOMO will collaborate with Communications, partner companies and others to achieve business expansion and the development of new types of business
- ✓ DOCOMO will collaborate with Communications to promote the optimization of facilities and the development of networks that integrate mobile and fixed-line services
- ✓ Comware will support software development for the new DOCOMO group and strengthen service creation capabilities

■ Allocation of Functions between DOCOMO, Communications, Comware and Others

