Consumer Business Growth Strategy

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President & CEO

Yoshiaki Maeda

2000	Entered NTT DOCOMO, Inc.
2013	General Manager, Smart Communication Services Dept.
2017	Senior Vice President General Manager, Platform Business Dept.
2020	Executive Vice President Executive General Manager, Marketing Platform Division
2022	Senior Executive Vice President President, Smart Life Business Company
2024	President and Chief Executive Officer

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New DOCOMO Group Vision

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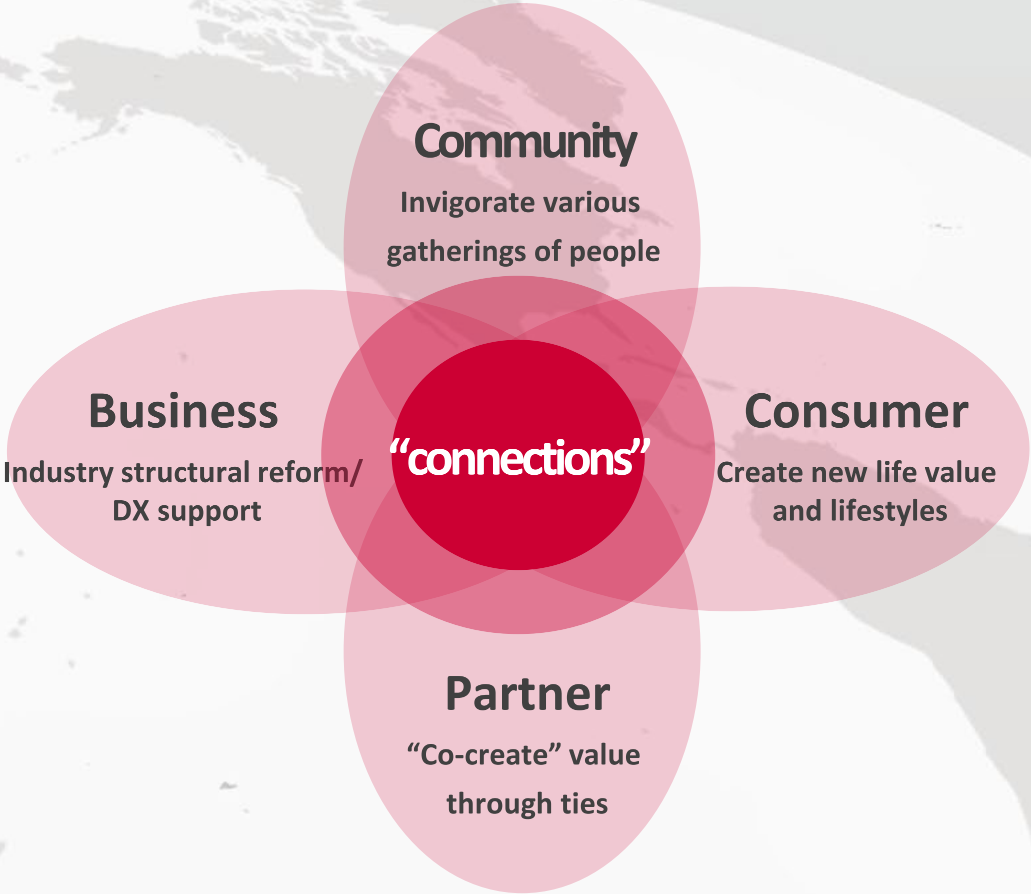
Foster new connections with technology and resourcefulness, and bring about affluence and happiness to the world through exciting value creation



1 Network

Initiatives aimed at enhancing the quality of "Connections"

■Improved customer experience quality

Aiming to be No. 1 in Opensignal*1, an index for evaluating mobile network experience

[By the end of fiscal year 2024]

*1: "Consistent Quality" Category

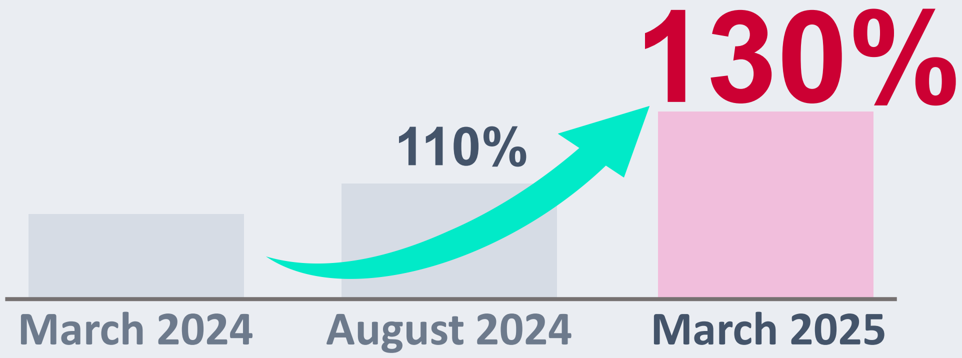
■ Network equipment: Performance and cost efficiency improvement

Replacement with and addition of latest model equipment

Enhancement of customer experience quality

Improve customer experience quality by expanding Sub6 base stations, etc.

Expanding Sub6 areas, mainly in urban areas



*Sub6 area coverage rate in the Kanto region
(Tokyo and three prefectures)

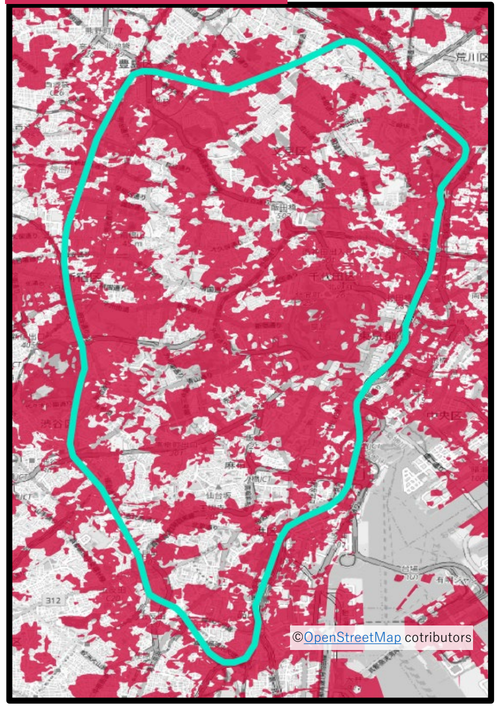
Strengthening measures for railway traffic flow
- Yamanote Line Measures Results

Average throughput 20% UP

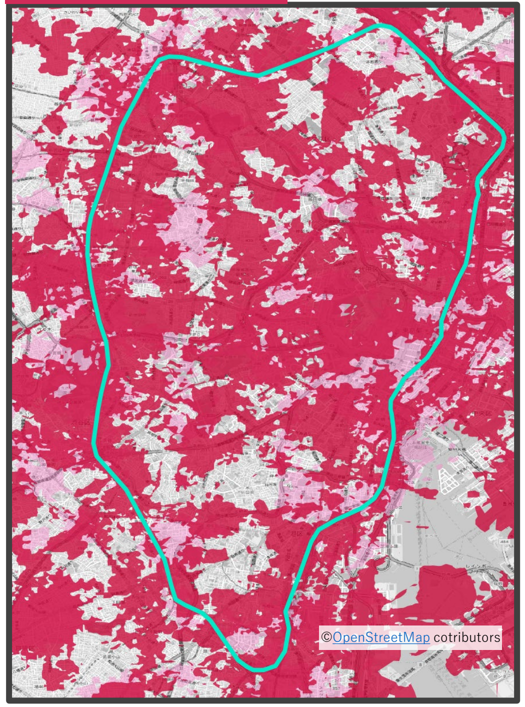
As of August 2024 (compared to March 2024)
*Figures are based on in-house research on the Yamanote Line during peak hours (DL/UL)

Expansion of Sub6 coverage
(Service areas inside Yamanote Line)

Mar.31, 2024



Aug.31, 2024

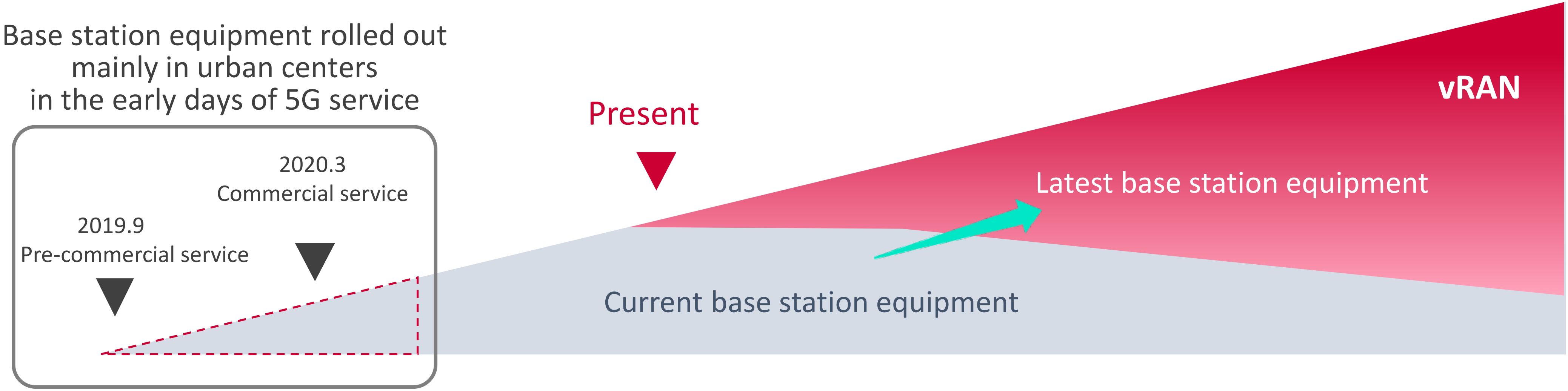


*Pink: Areas scheduled for expansion by the end of March 2025

Network equipment: Performance & cost efficiency improvement

Plan to broadly procure latest equipment offering high performance and efficiency from base station vendors in Japan and abroad. Recently received the supply of base station equipment from overseas vendor as a replacement for some of our existing equipment or for new expansion.

Migration of 5G base station equipment



Realize quality improvement, cost reduction and lower power consumption, etc., through functional enhancement of equipment

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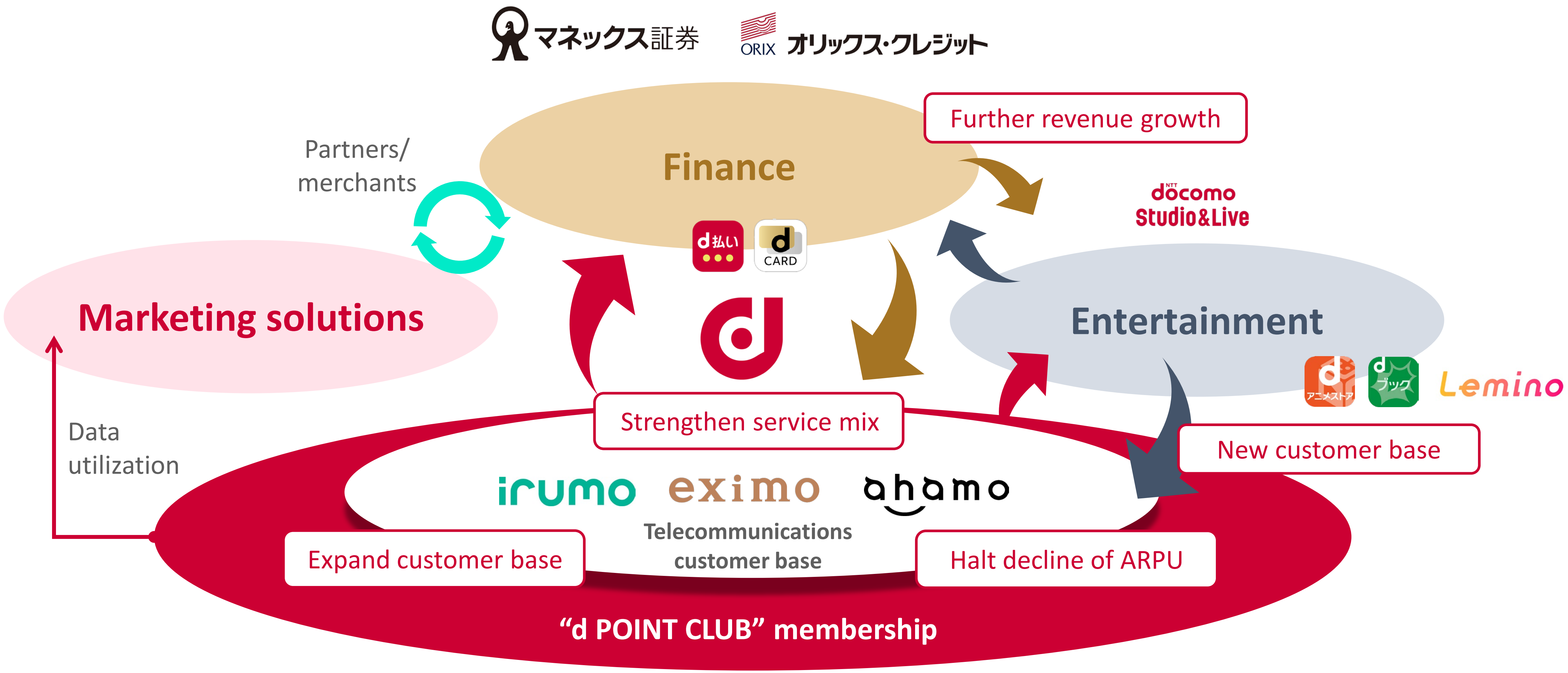
Consumer business

- Customer base
- Mobile communication ARPU
- Evolution of growth areas

Consumer business strategy

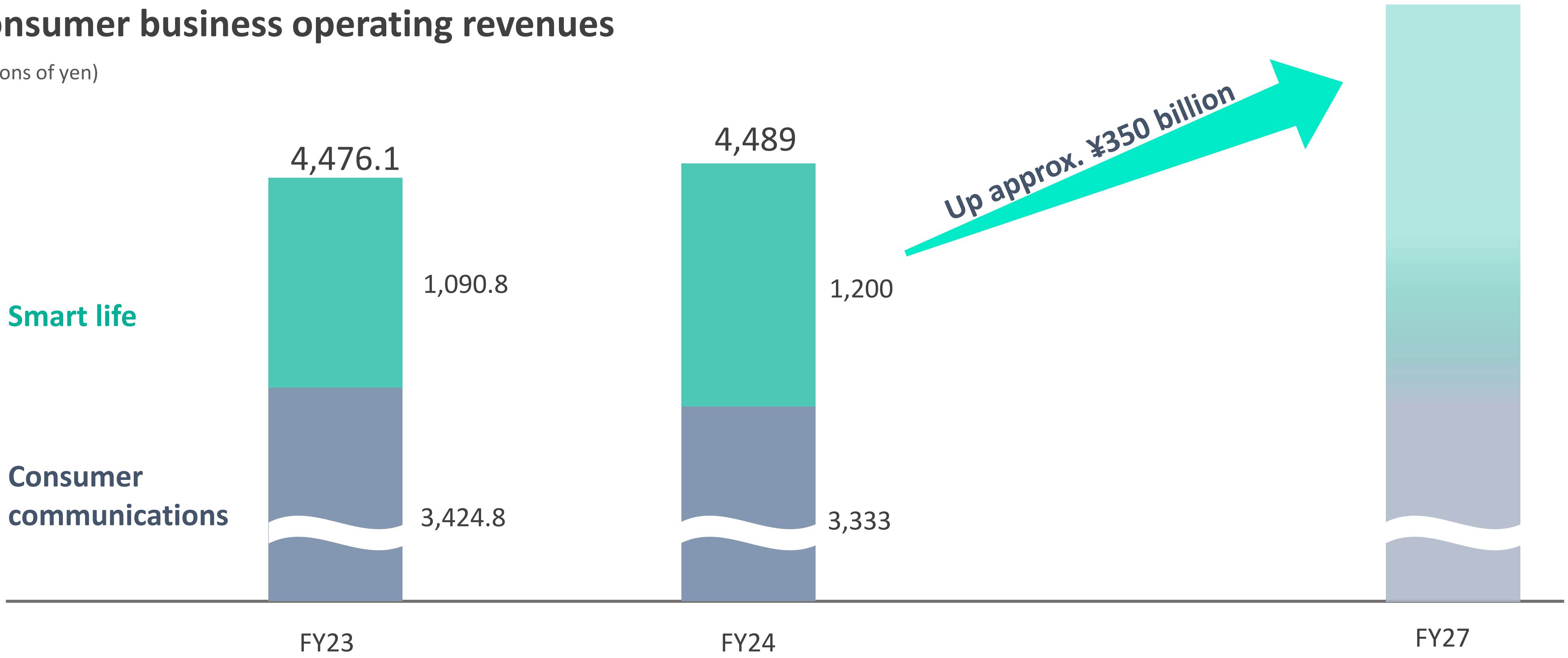


Consumer business: Revenue aspiration

Aim to grow revenues by over ¥350 billion (compared to FY2024 level) by FY2027

Consumer business operating revenues

(Billions of yen)

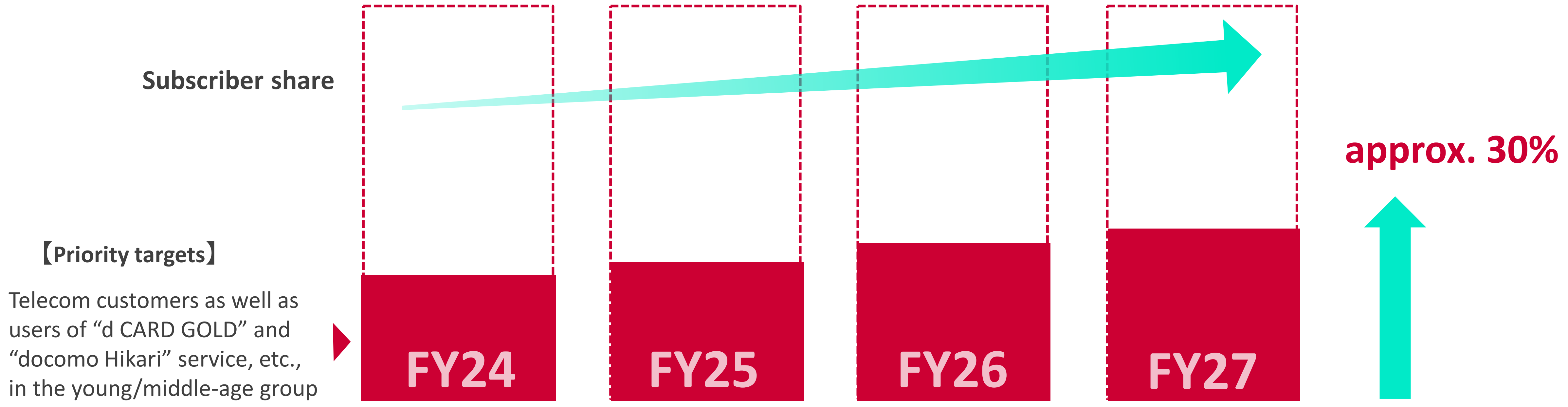


* The breakdown data represent the amount before elimination of inter-segment transactions.

Customer base

Customer base: Future vision

Focus on customer acquisition to expand market share in anticipation of population decliner. Increase loyal users in the young/middle-age group leveraging our service mix.

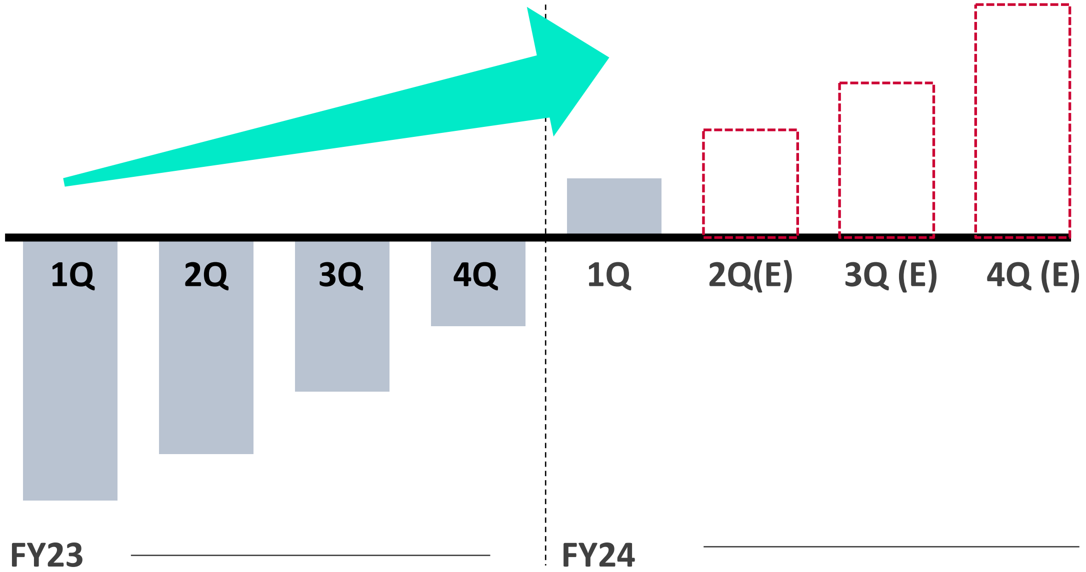


Customer base reinforcement: Current status

Net additions performance turning positive and churn rate showing improvement as a result of customer base reinforcement measures

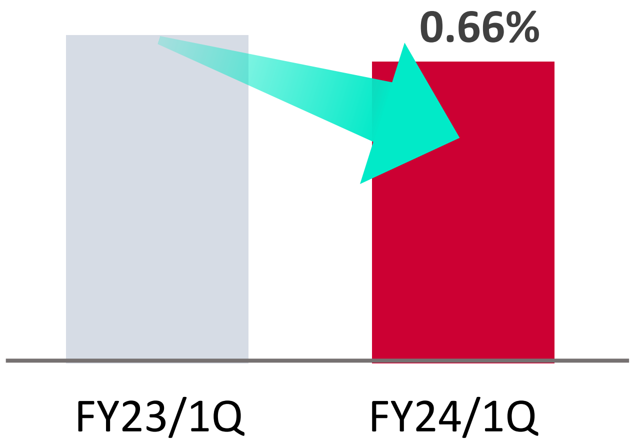
YOY changes of handset net additions (retail user)

YOY improvement of +30,000 subs in FY24/1Q, of which young and middle-age segments accounted for 80%



Handset churn rate (retail user)

Recorded a low level of 0.66% in FY24/1Q, showing YOY improvement



Evaluation and future actions

Subscriber acquisitions trending favorably, but issues remain in curbing outflows

Subscriber acquisition (port-ins, new sub)

Measures	Evaluation
• Handset price review • Stepped up initiatives for new customer acquisition leveraging "irumo" plan	

Subscriber acquisition faring better than plan

During April-August 2024,

- New subs and port-ins achieved progress better than plan
- Successfully acquired 100,000 subs as a result of measures implemented
- In the month of August, port-ins increased by 50% (compared to April) at stores where sales staffs were reinforced

Outflow prevention (port-outs, cancellation)

Measures	Evaluation
• Promotion of cross-use through service mix proposals	

Issues remain with port-outs

- Cancellation of "ahamo" users
- Relative decline in proposal capabilities at customer contact points

Review of rate plan

Increased “ahamo” data allowance to 30GB with no price changes

Background of review

- With the growth of mobile data usage primarily among the digital native generation, increasing number of customers find 20GB monthly allowance insufficient
- Churn rate of “ahamo” trending higher than other plans

Improve the attractiveness of “ahamo” plan so that customers can use data communication services more comfortably, thereby strengthening our customer base

Plan details after review

From October 2024

Rate plan	ahamo
Data capacity	30GB Applied to all, including existing subscribers
Monthly rate	¥2,700 （Tax not included）
Voice communication	Voice calls under 5 minutes FREE
Subscription acceptance	Online *Handled at shops in case of replacement
Extra benefits	+5GB For “d CARD GOLD” holders

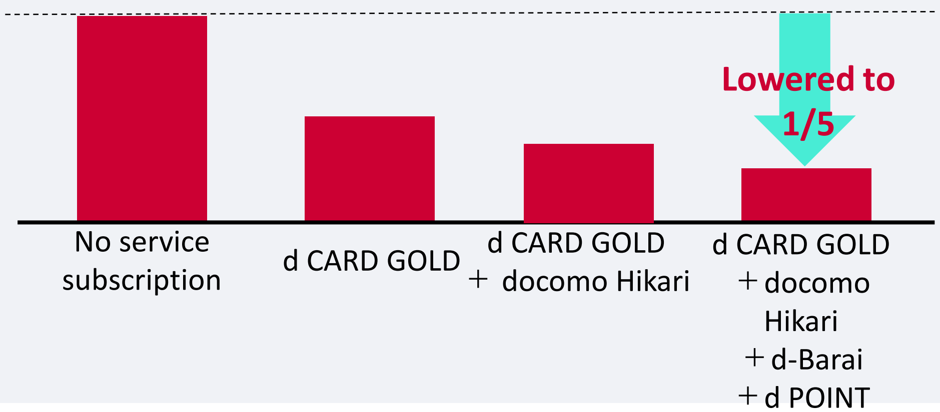
Channel reinforcement

Expand customer contact points and strengthen proposal capabilities by leveraging channel characteristics

Direction of channel reinforcement

- Strengthening sales promotion at mass retailers and commercial complexes
- In addition, strengthen service mix proposals by utilizing non-face-to-face channels

【Ref】 Next-month churn rate of subscribers of different services



Approaches in each channel

Face-to-face

Mass retailer

Increase sales staff and shops implementing initiatives

docomo Shop

Strengthen service mix proposals and execute field events

Non face-to-face

Contact center

Strengthen proposals leveraging follow-up calls

Digital

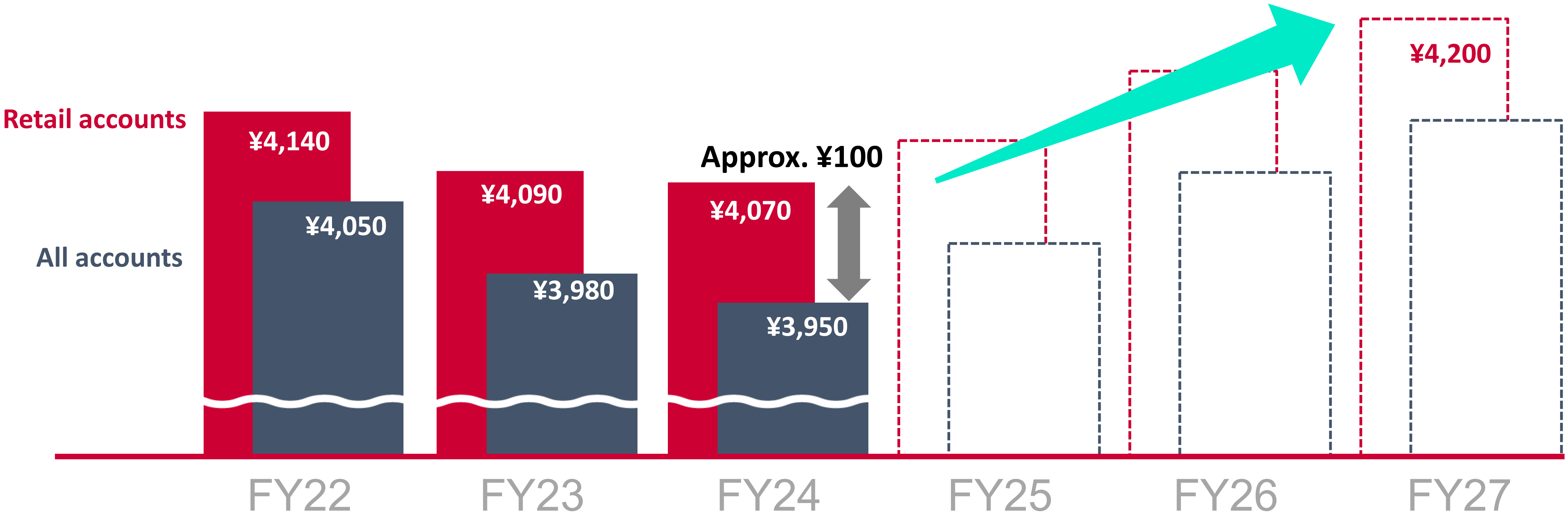
d POINT d払い CARD My docomo ahamo irumo

Boost usage and make service proposals using owned app, etc.

Mobile Communication ARPU

ARPU outlook

Aim to reverse the ARPU trend after hitting the bottom during fiscal year



Utilization of three-tier price plan

Promote migration to “eximo” by acquiring new customers using “ahamo” and “irumo” and proposing cross-selling of services

New Customers

Existing customers in the old price plan

Upsell

eximo	For customers who wish to enjoy stress-free unlimited data usage with generous support
ahamo	For customers looking for a simple middle-capacity plan who are open to online subscription procedures
irumo	For customers who wish to have access to only the necessary amount of data and support at a reasonable monthly fee.

Cross sell

Services

eximo ポイ活

d払い

＼eximo・ahamoならおトクが続く！／
爆アゲ セレクション

ドコモ光

あんしんセキュリティ

ドコモでんき

etc…

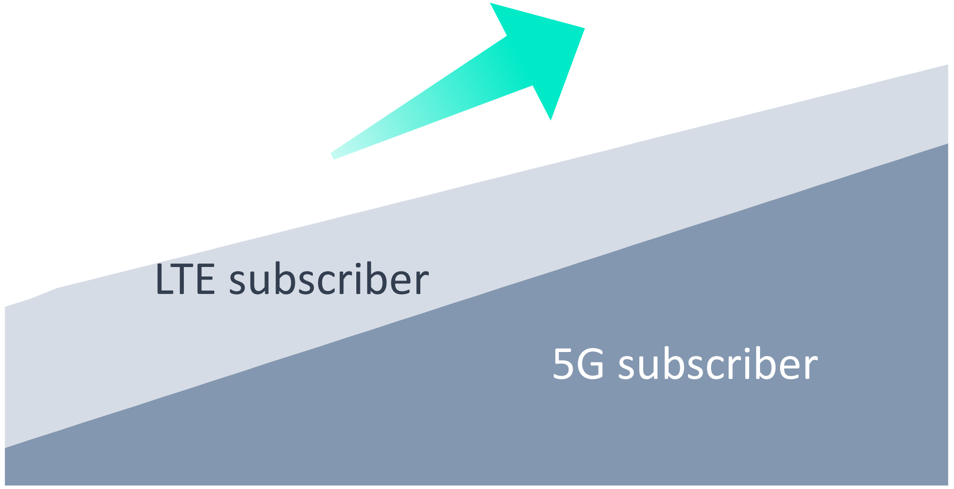
ARPU: Base trend

Average revenue per user has been rising even when user stay on the same rate plan due to increased data usage

Changes in data usage

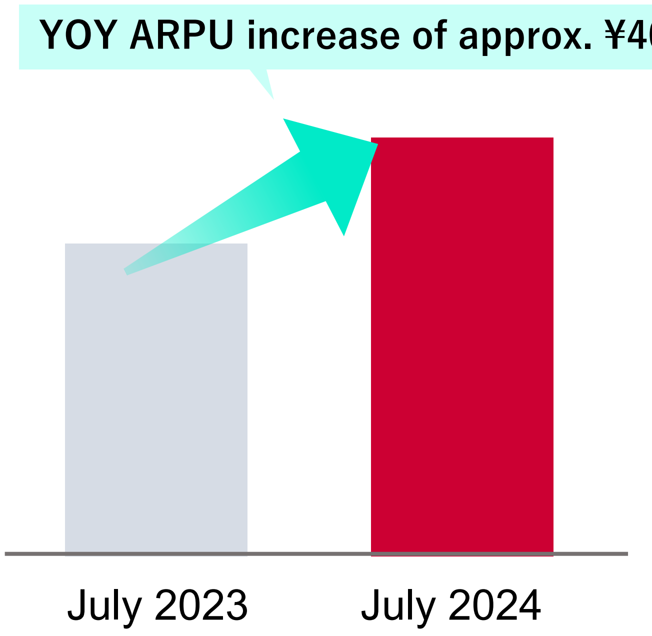
■ Data usage increasing every year driven by consumption of video content

Video Lemino | Book | Music



ARPU of irumo/eximo subscribers

■ Percentage of large data-volume users has been increasing among “irumo” plan and “eximo” step users



Initiatives for ARPU growth

Accelerate ARPU increase leveraging video services and “Poikatsu” program

【Entertainment x Telecom】 **Video offerings**

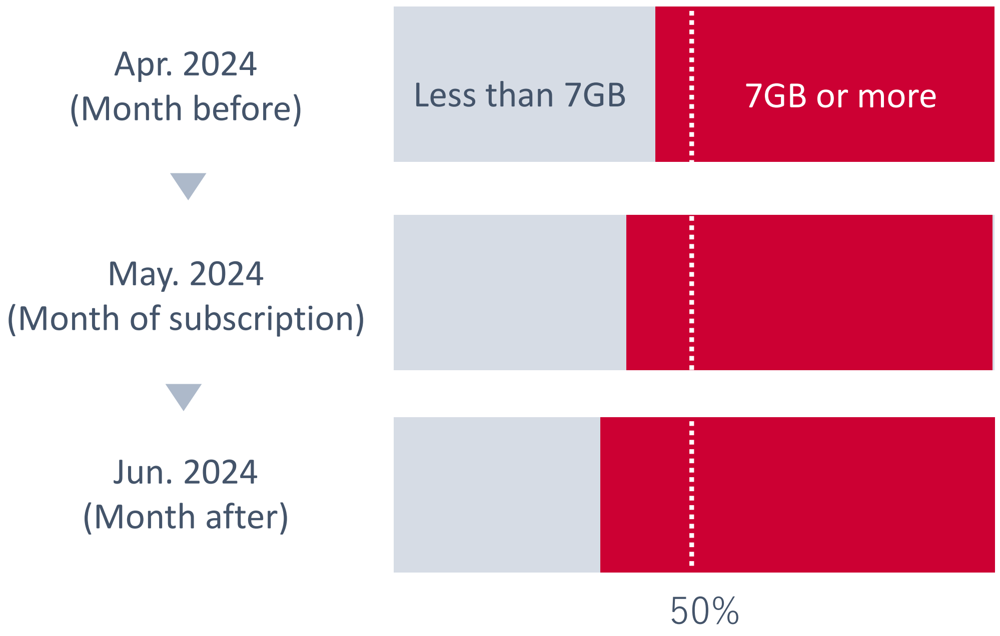
【Finance x Telecom】 **“Poikatsu”**

Entertainment x Telecom: Video services

"Bakuage" subscriptions topped 2.5 million. Promote upsell by driving increased data usage.

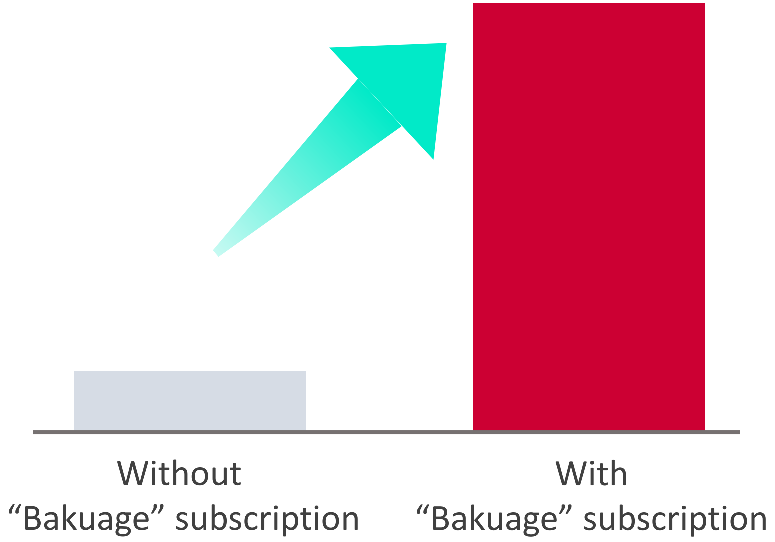
The percentage of "Bakuage" subscribers who use 7GB or more

■ Increase of users using 7GB or more after signing up



Upsell ratio for "Bakuage" subscribers

■ Upsell ratio for "Bakuage" subscribers is 7 times higher



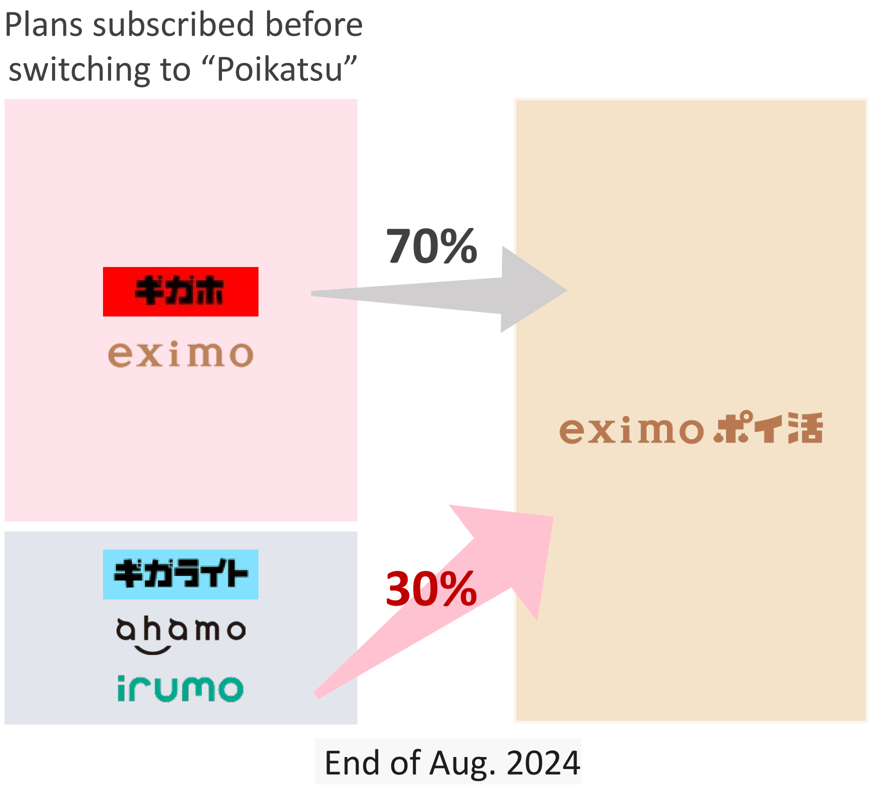
*No. of upsells recorded by May 2024 subscribers within three months

Finance x Telecom: “Poikatsu”

Total “Poikatsu” subscriptions topped 200 thousand. Aim to acquire over 1 million subs by March 31, 2025.

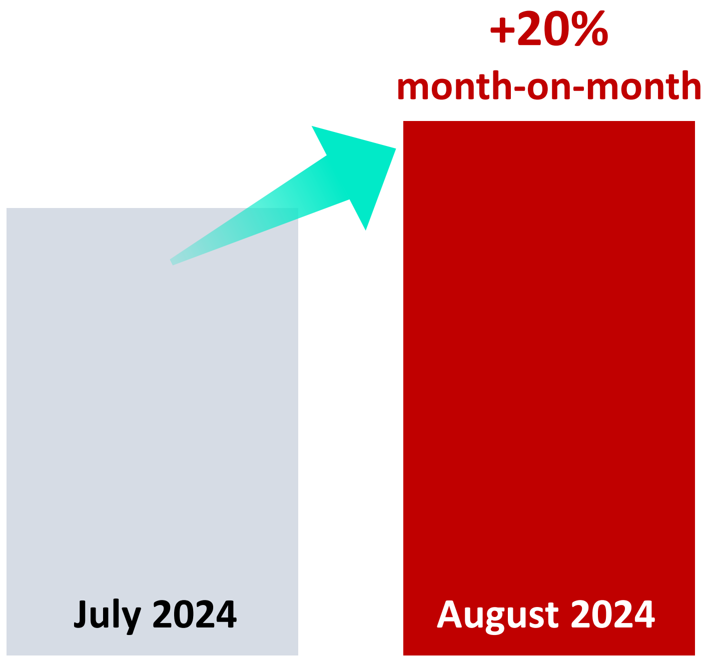
Subscriber breakdown by plan before joining “eximo Poikatsu”

■ “eximo Poikatsu” contributing to upsell



“d CARD” shopping basket size of “Poikatsu” subscribers

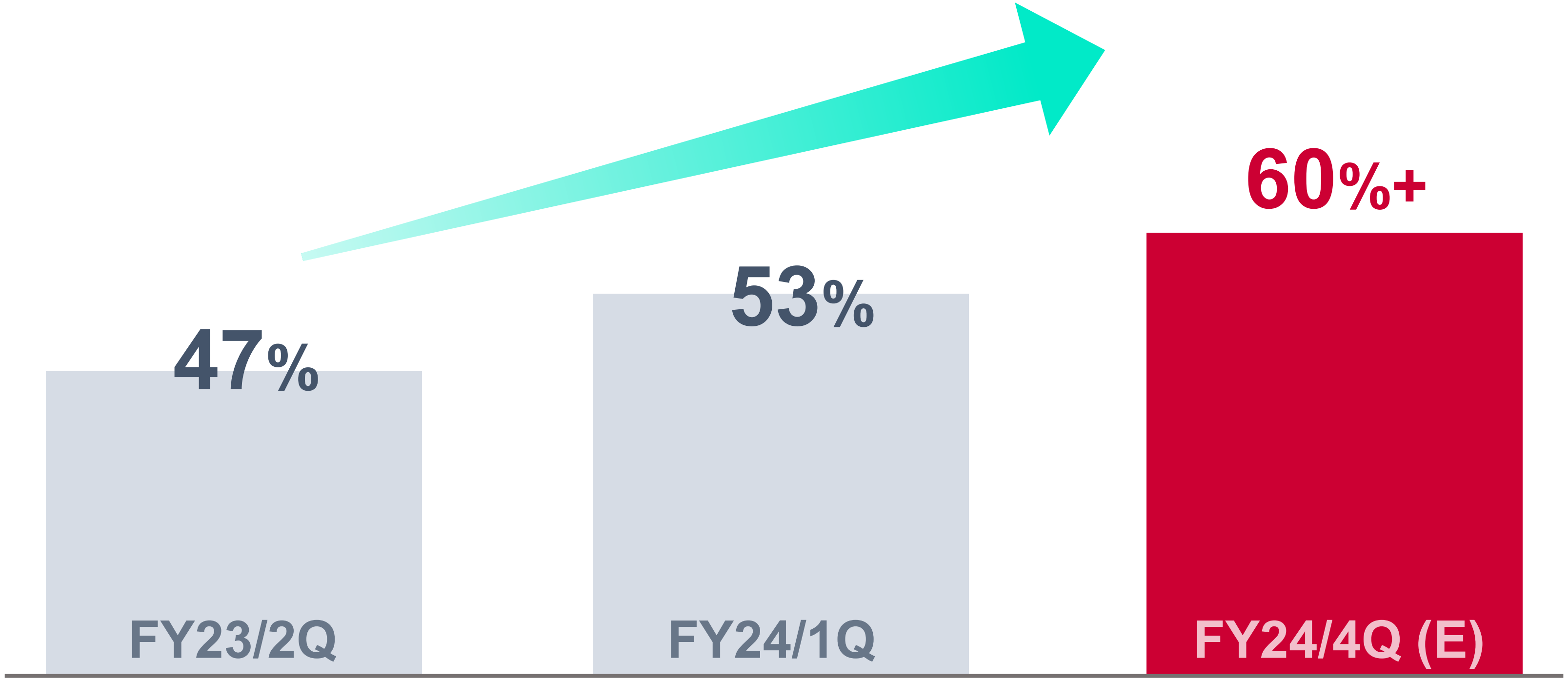
■ Also contributing to expanding finance/payment transactions



*Regular credit payments excluded from calculation

“eximo” migration rate

Aim to increase “eximo” migration rate by expanding data usage and leveraging “Poikatsu” program



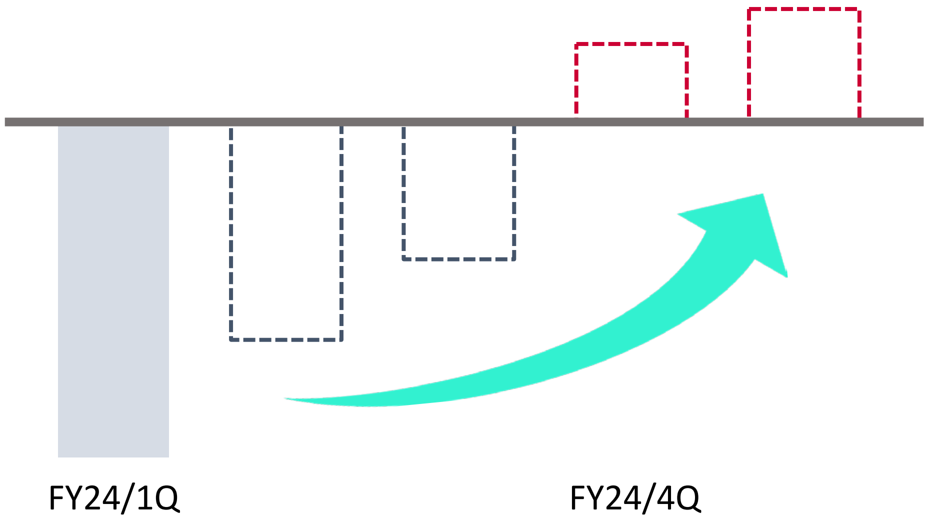
(Started offering “eximo” plan in July 2023)

* % of users who have switched to “eximo” plan among existing subscribers

“irumo” downsell effect

Due to the increase in “eximo” migration rate, the upsell effect of switching to “eximo” is expected to outweigh the “irumo” downsell effect in FY2024/4Q

Revenue impact from “eximo”/ “irumo” migration



* The revenue impact from downsell caused by migration to “irumo” and upsell caused by migration to “eximo”

ARPU before and after switch from old to new plan

No decline in ARPU caused by migration from old to new plan

	2023.2Q-4Q	2024/1Q
“Giga light”	Down	Up
“Kakeaeru”, “Pakehodai”, Other old plans	Down	±0

Evolution of growth areas

Evolution of entertainment business

Become a rights holder in the content field, which is upstream of the value chain, and monetize downstream through distribution/show. Aim for entertainment revenue to reach 310 billion yen in FY2027, a 30% increase from FY2024.

IP development

Casting, IP development/nurturing/producing

NTT docomo Studio&Live

Joint venture with
YOSHIMOTO KOGYO HOLDINGS CO., LTD.
(Started business in May 2023)

Independent production and sale of distribution right for overseas format work

Live shows, events

Artist development

Catching Wave

etc

Monetize

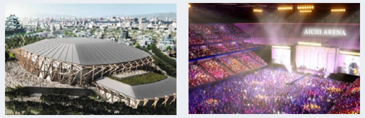
Promotion/platform

Video distribution

Own distribution platform: Lemino, dアニメストア …

Third-party distribution platform: FANY Channel, Company A, Company B …

Live performance



Venue
(Ariake, Aichi, Kobe, National Stadium)

Fan engagement

- Fan club
- Community
- Ticketing

d POINT, d払い, d CARD

Member data

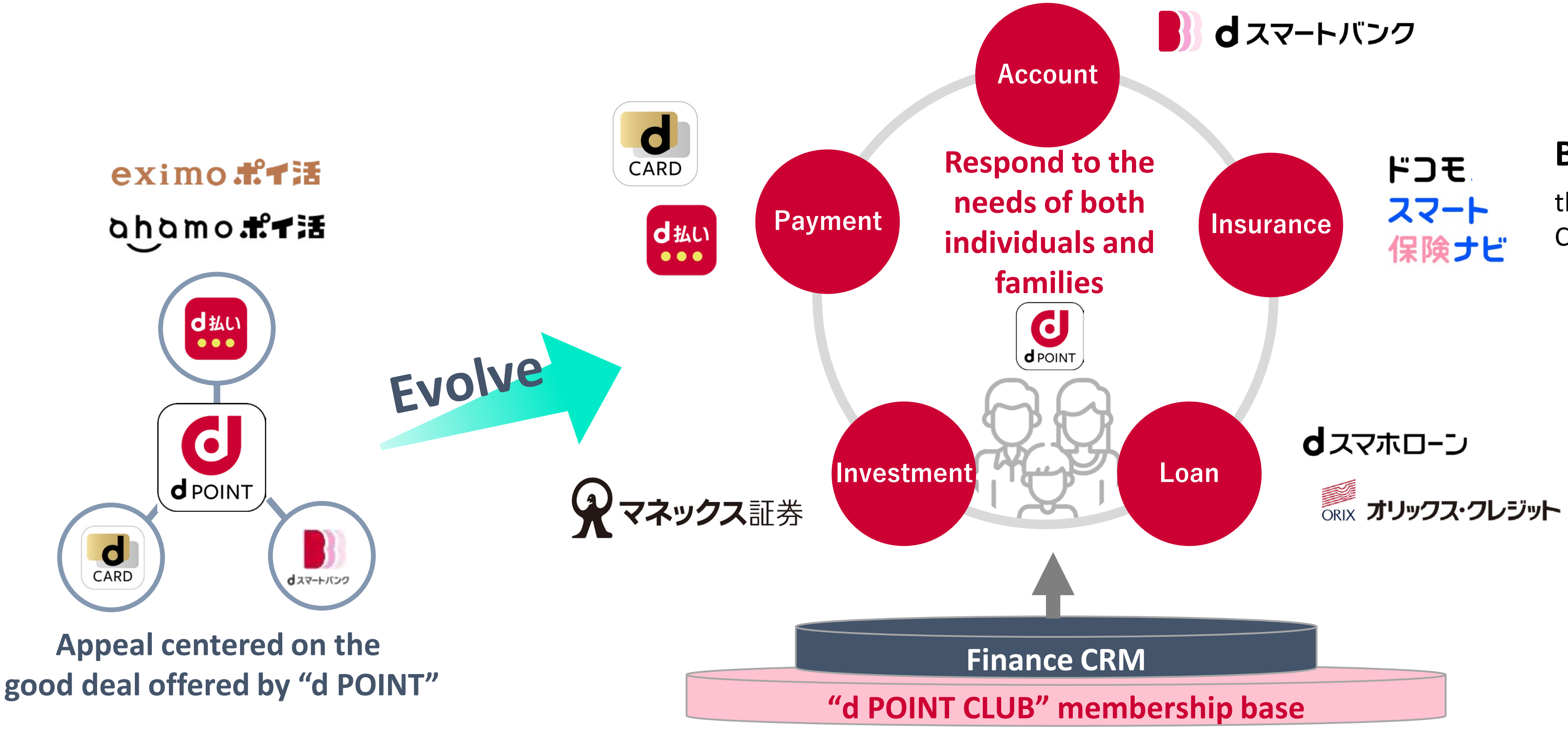
Data utilization

Marketing leveraging entertainment

Expand telecommunications and finance/payment revenues through strong engagements that are unique to entertainment

Evolution of finance business

Aim to grow revenue size to ¥630 billion by FY2027, a 40% increase from FY2024 through the provision of a wide array of finance services



Become customer’s money life partner

through our collaboration with Monex, Inc. and ORIX Credit Corporation

Convenience	Good deal
Simple & easy	Peace of mind

Proposals suited to the life stage, life event and asset size

Expansion of marketing solutions business

Grow at a faster pace than market, aiming for revenue size of ¥270 billion in FY2027, a 50% increase from FY2024

Expand use of payment/point services

Expand and activate "d POINT CLUB" membership

d POINT

d払い

CARD

Expand merchant network

Brick & motor stores

Online

Increase usage of payment/point services

Point sales revenues

Increase partners/ merchants

Accumulate data

Utilization of marketing solutions

Enterprises

(Wide range of sectors, e.g., manufacturers, distribution, retail, etc.)

Market survey/ product development

・Procurement
・Production
・Logistics

・Sales
・Service

Promotion/ CRM

1 Research/data analysis

2 Ad/promotion, CRM

Marketing DX revenues

Advertisement revenues

Marketing support

Virtual customer base for each partner

Data platform of "d POINT CLUB" members (100 million)

Joint initiatives with Intage for marketing solutions

End-to-end support covering the entire value chain leveraging DOCOMO's 100 million membership base and Intage's industry-leading data collection capability

Market survey/ product development

- Procurement
- Production
- Logistics

- Sales
- Service

Promotion/ CRM

intage

Strong relationship with manufacturers/data analysis capability

CX marketing platform concept that serves as a data-driven execution partner

docomo

Total support covering the entire value chain using single ID x complete member data

Advertisement/promotion support leveraging one of Japan's largest membership database

docomo

Membership/customer base (Approximately 100 million)

3 Summary

Targets for each indicator toward FY2027

	FY23	FY24	FY27
Consumer business revenues	¥4,476.1 billion	¥4,489 billion	Up ¥350 billion or more
Customer base (Retail user market share*)	34.7%	34.7%	35% or higher
Retail user mobile ARPU	¥4,090	¥4,070	¥4,200
Incl.) Entertainment revenues	¥221.5billion	¥230 billion	¥310 billion
Incl.) Finance/payment revenues	¥367.5 billion	¥450 billion	¥630 billion
Incl.) Marketing solutions revenues	¥134 billion	¥180 billion	¥270 billion

*No. of handset subscribers in total population, excluding the impact of 3G service termination

Foster new connections with technology and resourcefulness, and

bring about affluence and happiness to the world through exciting value creation

Special Note Regarding Forward-Looking Statements

All forward-looking statements and projected figures concerning our future performance contained or referred to in this document or during the presentation session are based on a series of assumptions, projections, estimates, judgments and beliefs of the management that have been made in light of the information currently available to it. 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 projections and estimates may be affected by our future business operations, the state of the economy in Japan and abroad, possible fluctuations in the securities markets or other changes in circumstances that could cause the actual results to differ materially from the forecasts contained or referred to herein or during the presentation session.

* Numbers marked with “E” in this document represent planned or forecast numbers.

