

The new of today, the norm of tomorrow



**NTT DOCOMO GROUP**  
**SUSTAINABILITY REPORT**

**2018**

## The new of today, the norm of tomorrow



### 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.

### Brand Statement

DOCOMO has embarked on a new challenge: connecting the separate elements of daily life to achieve levels of convenience and enjoyment never seen before.

We call it “smart innovation.”

Security and peace of mind, health, education, and all the other pleasures that go to make up life—we are proposing optimum connections for each individual, taking the provision of information and enjoyment of life a giant step forward. To make this a reality, we are supporting innovation across a wide range of businesses.

And beyond this, we are also actively developing novel solutions to the challenges facing society.

This culture of challenge and innovation is deeply rooted at DOCOMO.

For us, however, it's not simply about creating products and services that are new; it's about creating things that, before you know it, become essential or even taken for granted in daily life.

We firmly believe the lifestyles that “smart innovation” makes possible will become the standard, so deeply ingrained they are hardly noticed.

We envisage a time when the new becomes everybody's taken-for-granted standard, and we are working towards that day with everything at our command.





# Rising to the New Challenge of Saving as Many Lives as Possible

After an acute myocardial infarction, life or death depends on how quickly treatment is provided. In partnership with the University of Tokyo Hospital and others, DOCOMO developed a cloud server-based mobile 12-lead electrocardiogram (ECG) system that enables emergency staff at hospitals and fire departments to share 12-lead ECG taken on-site with medical specialists, who can then make an accurate real-time diagnosis. Still and video images of accident sites can also be shared, making it possible to promptly treat patients when they arrive at the hospital. DOCOMO will continue to pursue its “Medical Care +d” initiative to ensure the health and wellbeing of people everywhere.

Medical Care **+d**





## Applying Educational ICT to Transform Schools from Places for Acquiring Knowledge to Places for Exercising the Intellect

International academic surveys show that Japanese children's abilities in reading comprehension, math and science are declining, which has prompted the government to embark on a reform of the educational system. As part of this drive, educational ICT is being introduced at public elementary schools and junior high schools. DOCOMO has been working with the Furukawa City Board of Education in Ibaraki Prefecture to create an environment where children can study "anytime, anywhere" using tablet devices.

A decline in educational standards leads directly to a decline in national strength. By harnessing its technology and communication networks, DOCOMO is striving to transform schools from places for acquiring knowledge to places for exercising the intellect and to create an environment for providing quality education equally to people around the world.

Education **+d**





## Producing Innovations that Sprout New Buds in the Agriculture Industry

Given the shrinking number of farmers and an aging population, Japanese agriculture faces dire circumstances that worsen each year. Even in Niigata City, which boasts the largest area of rice paddies among municipalities in Japan, the number of young, inexperienced farmers is rising. In wet-rice agriculture, the greatest care is given to managing water level, which requires millimeter adjustments in the first three weeks after planting. DCOMO worked with local farming startups to co-create a cloud server-based System for rice-paddy water management that saves labor by storing the intuition and experience of veteran farmers in a database. We are also seeking to improve production capacity and secure the food production system in the hope of encouraging new buds to blossom, thereby increasing agricultural sustainability and resilience.

Agriculture **+d**



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Top-level Commitment

**DOCOMO strives with its stakeholders to enhance customer service and achieve sustainable social development.**

Kazuhiro Yoshizawa  
President and Chief Executive Officer

**CSR is Synonymous with Our Business Activities**

DOCOMO pursues its mission as a telecommunications carrier by continuously providing stable communications for customers. We also strive to continue providing new value for customers and for society as a whole as an additional pillar of our operations. I believe these business activities are synonymous with CSR, and we have always placed CSR at the heart of our operations.

The “Declaration beyond” Medium-Term Strategy to 2020 announced in April 2017 looks to the year 2020 and beyond with the aim of providing new value to customers and society at large by working hand in hand with diverse partners and adding DOCOMO’s strengths into the mix. We will deliver benefits and convenience, enjoyment and surprise as well as satisfaction and peace of mind to individual customers while co-creating solutions for social issues with our partners.

Furthermore, we will uphold the key phrase “from

subscribers to members” in fiscal 2018 as we pursue business transformation focused on a customer base founded on a broader definition of “members.” We will provide secure, stress-free support for customers anytime, anywhere to deliver benefits, convenience and surprise that are one step ahead. Through these efforts we will seek to forge a stronger bond with customers.

We have two aspects in initiatives that drive our ESG management. One is “Innovative docomo,” through which we seek to resolve social issues by providing new value, and the other is “Responsible docomo,” with which we aim to create a trustworthy company that fulfills its social responsibilities. By integrating them, DOCOMO will also strive to achieve the Sustainable Development Goals (SDGs) adopted at a UN summit and contribute to sustainable social development in accordance with the Paris Agreement and other requirements.

We are also pursuing concrete initiatives for the eight Sustainable Focuses based on the CSR Mid-Term Target formulated in 2017 as our new guidelines for CSR activities,

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and we will report on our progress each year. (For more information, please see pages 24–26.)

## Solving Social Issues through “Innovative docomo”

### Co-creating with 5G

We offer the “docomo 5G Open Partnership Program” free of charge so that we can create new services for the 5G era in collaboration with a broad range of partners. As of July 2018, more than 1,600 companies and organizations are participating in the program. We will continue to focus on wide-ranging partnerships toward launching commercial 5G services in 2020.

We are also engaged in collaborations for realizing concrete 5G services through our “5G trial site.” DOCOMO is working with Komatsu Ltd. on a verification trial aimed at developing a 5G-based remote control system for construction and mining equipment. This could provide a solution to the labor shortage by reducing the number of workers required at construction sites.

Furthermore, we are conducting verification trials with Wakayama Prefecture and Wakayama Medical University to enable remote diagnosis based on high-definition diagnostic image transmission and real-time communication linking university hospitals capable of providing advanced medical treatment with clinics in outlying regions. Remote diagnosis will facilitate the delivery of specialized medical services to regions with populations that are rapidly declining and aging.

### Making Use of AI and IoT

In our AI-related initiatives, we began an “AI Taxi” service that uses demographic statistics to predict future taxi demand. An AI Taxi provides the driver with forecasts on potential passengers, resulting in greater convenience for customers

and higher sales for partner companies, while also contributing to reducing CO<sub>2</sub> emissions from society through more efficient operations.

Furthermore, we launched “docomo sky,” a total-support platform for drone operations, for companies that provide services using drones, and we are already contributing to improved productivity by offering support for services such as automated inspections of solar panels.

### Promoting Workstyle Reform

To realize workstyles that promote autonomy and a fighting spirit in each employee, DOCOMO is making an effort based on the three pillars of diversity management, workstyle choices, and health and productivity management. We also offer other companies workstyle reform recommendations, based on our own experiences.

Specifically, we have developed a workstyle solution that combines “telework ICT,” such as the cloud services necessary for teleworking, with “co-working space,” which supports working outside the office, to give workers the flexibility to choose where and when to work. DOCOMO began offering this “Workstyle innovation package” in June 2017 as a contribution to raising labor productivity for society as a whole.

## Becoming a Trustworthy Company through “Responsible docomo”

### Providing Security, Safety and Comfort in Daily Life

DOCOMO is responsible for sustaining the social infrastructure of mobile networks, and we believe our mission is to continuously provide stable and reliable telecommunication services for our customers.

Especially in times of an emergency, we strive to provide telecommunication services that connect people by swiftly

engaging in recovery work and responding in other necessary ways. During the heavy rains that hit northern Kyushu in July 2017 and heavy rainfall that affected vast areas across Japan in July 2018, we worked to swiftly recover telecommunications by dispatching mobile base station vehicles and setting up alternative routes for transmission. We also loaned satellite mobile phones to local governments, provided battery chargers at no cost to help those who were affected, and set up a charity site to donate money and d POINTs. While we naturally seek to secure communications as a social infrastructure, we also make the utmost effort to support reconstruction efforts for affected areas and people.

DOCOMO is aware that it has a major obligation to address the inherent risks of mobile networks. Mobile phones and smartphones are owned by people of all ages, which gives rise to various challenges. Given these, DOCOMO has sought to ensure safety and security for all users, from children to adults, by holding smartphone and mobile phone safety classes, with over 11 million participants as of May 2018. Additionally, we are progressively expanding the number of classes held jointly with police authorities to locations nationwide. DOCOMO will continue to actively engage in efforts that reflect social trends toward creating a secure and safe society.

### Strengthening Governance to Enhance Corporate Value

For DOCOMO to remain a trustworthy and sound company that can achieve sustainable development, I believe that we must strengthen our systems in line with the principles of the Corporate Governance Code to ensure the effective functioning of our corporate governance.

The Board of Directors follows a transparent process of decision making, as in the forming of “Declaration beyond,” in which lively discussions were held among internal and external directors to reach a consensus. Outside directors

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in particular have offered extremely valuable and appropriate advice for developing our business and have at times also offered frank and unsparing views. Looking ahead, the entire board will regularly verify the status of initiatives for realizing our “Declaration beyond” and promote business management pivoted on our membership base, with the aim of further enhancing our corporate value.

Thorough compliance is the foundation for executing sound business. DOCOMO shares compliance issues with employees during regular internal meetings and training, and it conducts employee awareness surveys twice a year to ascertain the current status and issues and prevent problems from arising. I have made it clear to all employees that if we had to choose between corporate profit and corporate ethics, we would choose corporate ethics. Meanwhile, as a company with a massive amount of information on over 75 million customers, DOCOMO places the highest priority on information security and data privacy. We pay the utmost care when handling customer information in the course of our operations, including at the docomo Shops, and implement stringent security measures to protect data privacy.

### Balancing Environmental Issues with Sustainable Development

Today, no one can avoid taking action for global environment issues. DOCOMO addresses climate change by striving to reduce CO<sub>2</sub> emissions. In addition, we have established expert subcommittees on issues such as conserving and reducing electricity consumption and the effective use of resources, and each sets its own action plan targets.

For example, we are reducing CO<sub>2</sub> emissions associated with the use of electricity at base stations by actively installing network equipment that consumes less electricity and adopting technologies that reduce environmental impact when building new base stations. In particular, through the promotion

of “green base stations” equipped with solar panels and high-capacity rechargeable batteries and the building of solar power generation systems in unused areas on the grounds of our wireless relay stations, we are encouraging and expanding the use of environmentally friendly and safe renewable energy as our contribution to reducing environmental impact.

### Conclusion

Through these CSR initiatives, DOCOMO will fully consider and resolve the issues and concerns of each individual person and society at large to deliver new value for society continuously while also striving to improve customer service and achieve sustainable social development.

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We communicate our CSR initiatives through our “For ONEs” website, which expresses our intent to serve each individual person. We hope that resource along with this Sustainability Report will aid your understanding of DOCOMO’s CSR.

# DOCOMO's Vision

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Looking to the year 2020 and beyond, the DOCOMO Group will strive to create a richer future by acting on the six declarations it upholds in its “Declaration beyond” Medium-Term Strategy to 2020, with the aim of achieving new value and excitement for customers and new value co-creation with partners through 5G. And through the transformation of our business structure, we will both improve customer service and achieve sustained corporate growth.

## DOCOMO's Corporate Philosophy and Corporate Vision

### 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 Communication 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 in a diversifying range of business fields and platforms.

### ● Satisfying Customers

DOCOMO strives to fulfill the expectations of its customers 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.

### ● Utilizing Human Resources

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.

### Corporate Vision “HEART: Pursuing Smart Innovation”

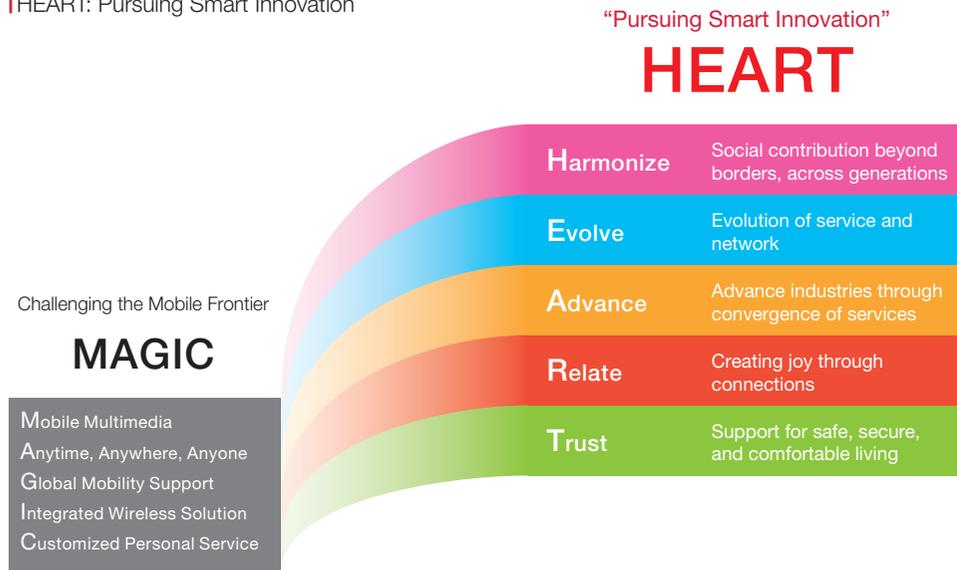
In 2010, DOCOMO established its corporate vision for 2020, called “HEART: Pursuing Smart Innovation.” In the years ahead, we expect to be faced with issues and changes in Japan and the rest of the world, such as advances in globalization, the escalation of environmental problems and the spread of broadband communications. And in a world where everyone owns a mobile phone and mobile technology is being applied to various areas, we have begun to relate to mobile phones in diverse ways, which in turn is expected to change the quality of communication. In response to such social changes, this vision is intended to broadly express DOCOMO's future direction to stakeholders both inside and outside the Company.

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Going forward, DOCOMO will strive to realize this corporate vision by expanding the possibilities of communication and seeking fun and surprise together with our customers, and by actively engaging in efforts to provide solutions to various social issues. Also, we intend to continue contributing to bring about a society where people lead prosperous lives by pursuing smart evolution in our daily lives and society at large.

HEART: Pursuing Smart Innovation



● **HEART**

— **Harmonize: Social contributions beyond borders and across generations**

Over the next decade, DOCOMO will continue to pursue further evolution of mobile technologies and seek to add even greater value to various industries and to individual lives. To help realize a modern society in which people interact more closely and experience the richness of life, DOCOMO will strive to contribute beyond borders and across generations.

— **Evolve: Evolution of services and networks**

Leveraging its vast mobile-centered technologies and knowhow, DOCOMO is helping to create ever-faster and higher-capacity broadband networks, easy-to-use services and truly seamless devices and connections.

— **Advance: Industrial advancement through convergence**

Diverse devices are being interconnected for ever-increasing convenience. By converging devices, networks, services and companies, DOCOMO facilitates smart innovation and the advancement of industries and mobile infrastructure.

— **Relate: Relationships created through connections**

DOCOMO enables users to connect with people, machines and information—free of time and space limits—in order to create and enjoy new value anywhere, anytime.

— **Trust: Customer trust based on safety, security and comfort**

DOCOMO provides timely assistance and support for greater safety, security and comfort not only in daily life, but also special fields such as the environment, healthcare and education.

— **Smart Innovation**

DOCOMO will strive to bring about continuous innovation to realize a society in which everyone can live in safety, security and prosperity beyond borders and across generations.

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## DOCOMO's Strategy

### “Declaration beyond” Medium-Term Strategy to 2020



DOCOMO had been conducting business based on its medium-term strategy and targets for the period from fiscal 2015 to fiscal 2017. Having attained our objectives a year ahead of schedule in fiscal 2016 and quickly seeking to respond to the changes underway in society, we decided not to wait until the end of fiscal 2017 to formulate our “Declaration beyond” Medium-Term Strategy to 2020, which covers the period through fiscal 2020.

With our eyes firmly fixed on the horizon beyond 2020, we will strive to exceed the expectations of our business partners and customers by harnessing the power of 5G, the high-speed communication network of the next generation, to provide surprise and excitement for our

customers while engaging in value co-creation with our business partners.

“Declaration beyond” has been set as our initiative for achieving these goals. It comprises Declarations 1 to 3, which are focused on our customers, and Declarations 4 to 6, which address our business partners, as outlined below.



#### ■ Declaration 1: Market Leader

DOCOMO will become a market leader offering tangible benefits and convenience through the further integration and evolution of its services, billing plans and loyalty point system. We will raise the total number of “d POINT” partners to more than 300 by fiscal 2020, with the aim of establishing “d POINT” as one of Japan’s largest point programs.

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**■ Declaration 2: Style innovation**

DOCOMO will offer all-new innovation for customer experiences, lifestyles and work styles by leveraging the strengths of 5G and creatively deploying virtual reality, artificial intelligence (AI) and IoT technologies. We will launch a wide range of exciting and unexpected services under a Company-wide project called “empower + d challenge” (empowered challenge) to create services that lead to style innovation. Specifically, these include: Experience innovation—New entertainment, Next-generation mobility and Sharing; Life style innovation—AI agent, FinTech and Total healthcare; and Work style innovation—Drone robotics, Work innovation and Work matching.

**■ Declaration 3: Peace of mind and comfort support**

DOCOMO will use AI to develop all-new customer touch points for the provision of secure, stress-free support for each customer. Specifically, a new system will enable customers to consult their smartphones about a wide range of issues in addition to conventional docomo Shops and call centers, along with the introduction of a new system of self-service kiosks. As we coordinate these customer touch points, we will be able to better understand each customer and provide support that more closely meets their needs.

**■ Declaration 4: Industry creation**

DOCOMO will lead the world in telecom infrastructure innovation and seek to expand business opportunities for our partners and contribute to the development and creation of industries by leveraging the unique properties of 5G technology. This includes super-high data rate communications, lower latency and simultaneous connection to a large number of terminals.

**■ Declaration 5: Solution co-creation**

DOCOMO will collaborate with partners in the key fields of primary industries, education, sports, healthcare, mobility and work style reform in an effort to resolve social issues and vitalize regional communities, thereby contributing to further growth and prosperity in Japan.

**■ Declaration 6: Partner business expansion**

DOCOMO will seek further enhancement and evolution in its business platforms for loyalty points, customer referrals, FinTech, AI agents, IoT, drones and other business areas to bolster initiatives aimed at supporting its partners' businesses and expand transaction flows.

Going forward, DOCOMO will steadily implement its “Declaration beyond” medium-term strategy to establish an increasingly innovative business structure. At the same time, the Company

will continue to strengthen its business platform while aiming to pass on value to customers and invest in further growth as well as leverage advanced 5G technologies for the ongoing evolution of its value propositions.

**Business Management Policy for Fiscal 2018**

We have positioned fiscal 2018 as a year to deliver the fruits of “Declaration beyond” to customers and to start the transformation of our business foundation. We will implement and promote “Declaration beyond” and build a new business foundation centered on our membership base.

**(1) Implementation and Promotion of “Declaration beyond”**

**Providing Customers with Greater Value and Excitement**

We will implement continuous returns to our customers and provide benefits and convenience that are tailored to individual customers by overhauling the “d POINT Club,” establishing the new “Basic Pack/Basic Share Pack” option, and other measures. We will also implement a business for style innovation using cutting-edge technologies, such as the full-fledged provision of AI agent services. Additionally, we will strive to evolve our customer touchpoints by launching AI-based inquiry support and introducing other measures.

**Co-creating Value with Partners**

We will further promote the “docomo 5G Open Partner Program,” creating new usage scenarios with a broad range of partners so that 5G services are available when the deployment of 5G network takes place. We will establish and develop fact cases of the co-creation of solutions aimed at addressing social issues and regional vitalization. Also, we will promote the business expansion of partners through our open business platform.

**(2) Business Innovation Centered on Our Membership Base**

We will promote business innovation centered on our membership base, regardless of the presence or absence of mobile phone subscriptions. We will use digital marketing and AI agents to better understand individual customers and deepen our connections with them, providing greater value to all customers under our membership base.

In fiscal 2018, we will continue to do our utmost to improve customer service and ensure corporate sustainable development by continuously implementing and promoting “Declaration

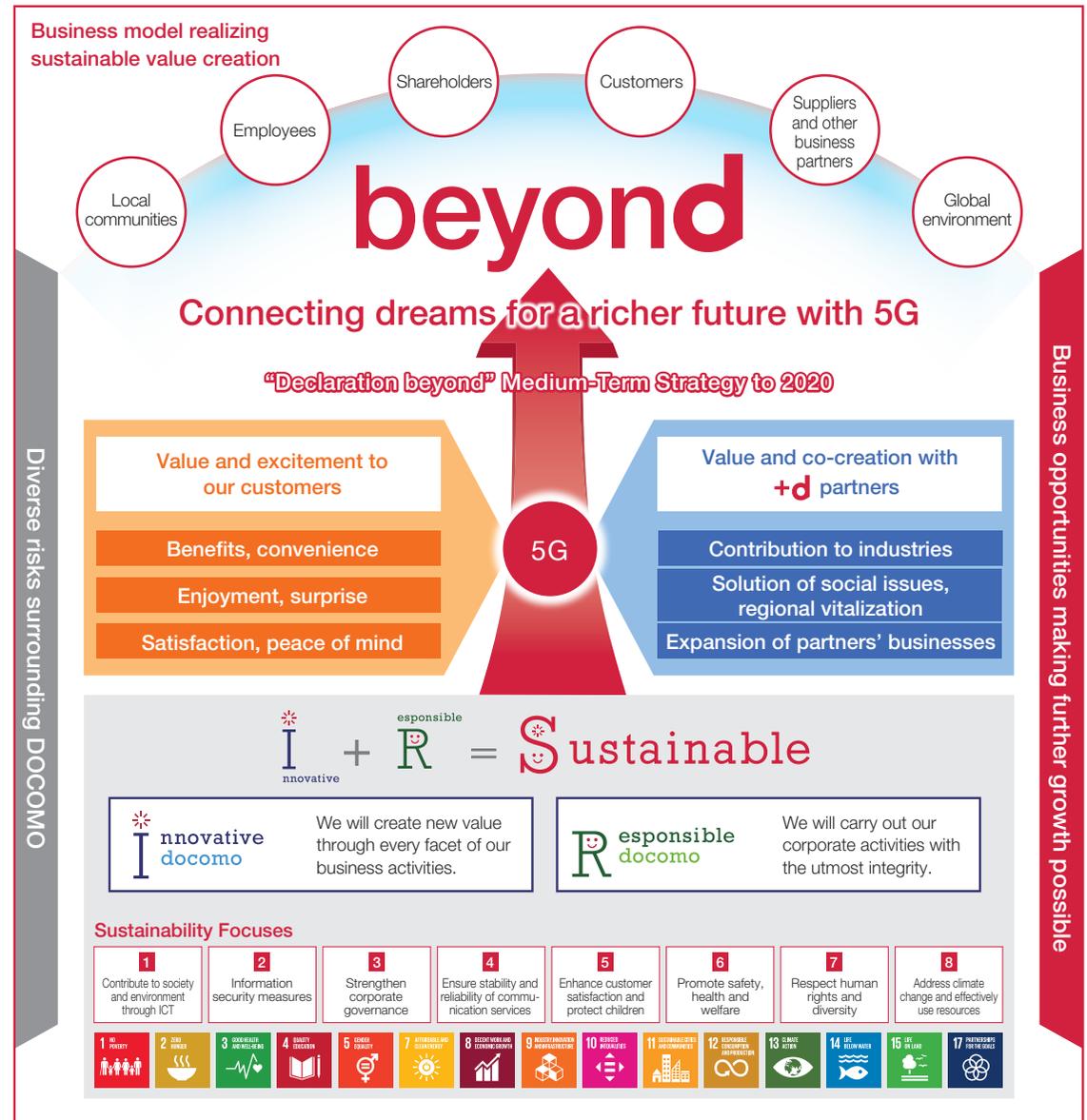
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beyond," and we will carry out business operations with a view to increasing operating free cash flow and improving shareholder returns.

### Business Model Realizing Sustainable Value Creation

We will create sustainable value for our stakeholders by implementing "Declaration beyond" toward 2020 and further into the future while taking into account the risks and opportunities surrounding DOCOMO based on our view that CSR forms the foundation of our business.



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## NTT Group CSR Charter

The NTT Group has been working to achieve sustained growth through the resolution of social issues by referring to the NTT Group CSR Charter as its basic principles. This charter consists of a statement of our commitment to corporate social responsibility and also the four CSR goals that outline specific priority aspects of our CSR activities, which we strive to promote in a united effort.



### NTT Group CSR Charter

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**Commitment Statement**

**The NTT Group delivers the highest quality ICT solutions as a “Value Partner” for customers and contributes to the creation of a prosperous and sustainable society with vibrant communication.**

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**Our CSR Goals**

- 1. Enrich Social Communication**  
Our innovative ICT expertise enhances societal connectivity and convenience while providing a communications environment for addressing local and international challenges to sustainable community development.
- 2. Protect the Global Environment**  
We reduce environmental impact throughout our business, apply ICT to alleviate the environmental load of society, and actively engage in resolving worldwide environmental issues.
- 3. Ensure Reliable Communications**  
We address social and ethical concerns as an infrastructures enterprise that supports society while protecting livelihoods by securing online information in a robust communications environment that can withstand natural disasters and cyber attacks.
- 4. Unite the Energies of Team NTT**  
Team NTT and its partners maintain the highest ethical standards and respect for human rights in business; value diversity and personal growth in the workplace; and contribute to building vibrant local communities.

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## Sustainability of DOCOMO

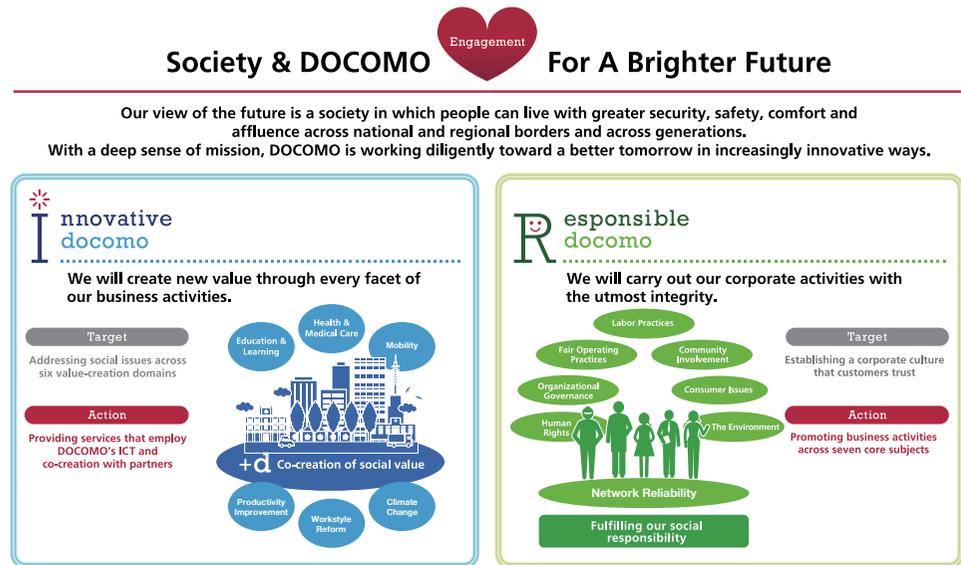
DOCOMO continues to build the foundations of mobile networks. Also, we strive to advance our “+d” initiatives and create “innovations” through 5G in order to pursue DOCOMO’s mission of connecting people to people, people to things, and things to other things, at all times. Additionally, we are contributing to the resolution of social issues and the development of both society and industry.

### NTT DOCOMO Group CSR Policy

Guided by the NTT Group CSR Charter, the DOCOMO Group seeks to create new services with social value and achieve sustainable growth and development alongside society by formulating the CSR Policy to promote our initiatives. Under the policy, we have defined both aspects of our initiatives: “Innovative docomo” and “Responsible docomo.” The diagram below explains DOCOMO’s CSR activities.

NTT DOCOMO Group CSR Policy

URL <https://www.nttdocomo.co.jp/english/corporate/csr/about/message/index.html>



## Approach to CSR Policy

CSR is inseparable from our business activities; it is synonymous with our business activities. The foundation of our business lies in serving society by providing new value. And we are pursuing our CSR Policy on two fronts: “Innovative docomo” and “Responsible docomo.”

### Innovative docomo

“Innovative docomo” represents our attempts at co-creating new value through our “+d” initiatives to address education, health and medicine, workstyle reform and other social issues. In accordance with our philosophy that we serve society at large as our customers, we provide new value through collaboration with our partners. We will deliver value and inspiration for our individual customers, such as benefit and convenience, enjoyment and surprise as well as satisfaction and peace of mind, while providing services and solutions for social issues for society at large.

### Responsible docomo

“Responsible docomo” represents our commitment to creating a trustworthy company that fulfills its social responsibilities. Throughout all of our business undertakings we will engage in activities with integrity and meet those responsibilities as a leading company in the mobile and IT industries.

DOCOMO’s CSR consists of creating a sustainable society by incorporating these two aspects. By linking them to the SDGs and engaging in dialogues with our stakeholders, we will actively pursue our initiatives to resolving various social issues and advancing society in general, thereby increasing our corporate value.

### Linking Our Initiatives to the SDGs

We will advance initiatives aimed at resolving social issues by linking our Sustainability Focuses to the SDGs, which are global issues defined by the UN. (For more information, please see page 27.)

### Dialogue with Stakeholders

As we go about our business, we actively create opportunities for dialogue with our diverse stakeholders, including customers, shareholders and other investors, sales representatives (docomo Shops), suppliers, employees and local communities. Through these dialogues, we communicate DOCOMO’s basic ideas and positions to stakeholders and carefully listen to stakeholders to improve our CSR initiatives.

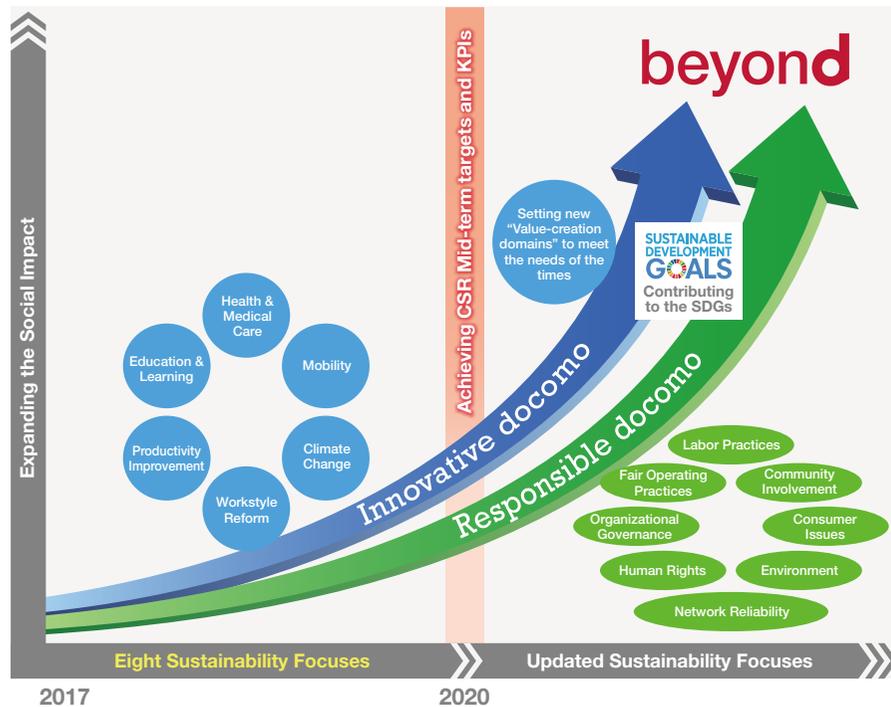
1	2	3	4	5	6	7	8	9	10	11	12	13	14
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## CSR Mid-Term Target

The CSR Mid-Term Target outlines the goals to be attained by 2020 toward realizing “a society in which people can live with security, safety, comfort and affluence,” a goal stated in the DOCOMO Group’s CSR Policy.

### Roadmap for the CSR Mid-Term Target



We determined our Mid-Term CSR Target by identifying the Eight Sustainability Focuses that DOCOMO must address to fulfill its social responsibility, and then we set specific mid-term targets and KPIs for each issue.

## Eight Sustainable Focuses

1. Contribute to society and environment through ICT
2. Information security measures
3. Strengthen corporate governance
4. Ensure stability and reliability of communication services
5. Enhance customer satisfaction and protect children
6. Promote safety, health and welfare
7. Respect human rights and diversity
8. Address climate change and effectively use resources

Note: We provide detailed information on the process of identifying the eight sustainable focuses, mid-term targets and KPIs on pages 20 to 26.

In fiscal 2020, the final year of the Mid-Term Target, we will verify the progress and results of our activities addressing the Eight Sustainable Focuses to derive our new Sustainable Focuses for 2021 and beyond. Under the CSR Policy, the value creation domains of the “Innovative docomo” initiative will be reviewed as required to meet the needs of the times while at the same time we reference global targets, which includes the SDGs for taking on the challenges of creating new value toward developing a sustainable society. As for the Seven Core Issues laid out to guide us in our “Responsible docomo” initiative, through which we aim to become a reliable company with our goal of achieving network reliability, we will continue our pursuit beyond 2020 to expand our social impact.

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### Materiality Analysis

In recent years, we have observed strong demand for global action to create a sustainable society, as evidenced by the adoption of the Sustainable Development Goals (SDGs) by the UN General Assembly and the Paris Agreement at COP21.

With due consideration of DOCOMO's business environment, we conducted a materiality analysis on the environmental, social and corporate governance (ESG) aspects of our internal and related external environments following the process based on the GRI Standards for sustainability reporting.



### Step 1: Identification of Sustainability Priorities

We identified 30 Sustainability Priorities based on extensive consideration of various guidelines, including the GRI Standards and ISO 26000 (social responsibility) guidelines, external ESG assessments, such as the Dow Jones Sustainability Index (DJSI), and industry benchmarks, as well as new issues related to sustainability, such as the SDGs.



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### 30 Sustainability Priorities Identified by the Analysis

Using the above process, we categorized the 30 Sustainability Priorities into “Economy (including governance),” “Environment” and “Society.”

No.	Category	Sustainability Priorities
1	Economy	Contribute to society and environment through ICT
2		Improve access to ICT
3		Generate innovation
4		Offer indirect contribution to regional economies
5		Brand management
6		Co-create with partners
7		Strengthen corporate governance
8		Stakeholder engagement
9		Identify materiality issues and firmly implement the PDCA cycle
10		Enhance reliability and disclose ESG data
11		Control negative incidents and disclose information
12		Pursue initiatives to promote long-term shareholding
13		Manage intellectual property
14		Participate in various initiatives
15		Systemize management and supervision to improve ESG performance
16	Environment	Address climate change and effectively use resources
17		Reduce environmental impact of business operations
18	Society	Promote safety, health and welfare
19		Ensure stability and reliability of communication services
20		Information security measures
21		Respect human rights and diversity
22		Enhance customer satisfaction and protect children
23		Create attractive working environments
24		Fair advertising and sponsorship
25		Apply quantitative assessment to human resource development
26		Promote Group-wide activities for community investment
27		Maintain favorable labor-management relationship
28		Media ethics
29		Maintain dialogue with regional communities on negative effects of EMF
30		Address conflict mineral issues

### ● Step 2: Prioritization

We prioritized the 30 Sustainability Issues identified in Step 1 from the standpoints of stakeholders and the NTT DOCOMO Group, and the results were mapped on the matrix to identify the NTT DOCOMO Group Sustainability Focuses.

In prioritizing these issues we also sought to reflect the results of the DOCOMO Group employee satisfaction survey and feedback from customers and other stakeholders.

### Prioritization from the Standpoint of Stakeholders

We determined the priorities from the standpoint of stakeholders after developing a broad understanding of their expectations toward the ICT industry, by referencing the DJSI, FTSE, ISO 26000, Global Compact (Advanced COP), RBA (Responsible Business Alliance)\*1, GSMA\*2, OECD Guidelines for Multinational Enterprises and analysis conducted by other companies in the ICT industry.

\*1: Formerly EICC (Electronics Industry Citizenship Coalition Code of Conduct); name changed in October 2017.

\*2: The GSM Association is a trade organization comprising around 800 mobile communications companies and 300 related firms. The GSMA spearheads various initiatives to address challenges facing the industry and promotes SDGs as a major initiative.

### Prioritization from the Standpoint of DOCOMO

DOCOMO reconfirmed its identification process for materiality related to CSR. For the risk aspects, we used the risk identification process we apply to risk management, and for the opportunity aspects we envisioned the following business scenarios, including the smart life business domains that reflect our medium-term targets, and assessed their impact on the 30 related themes. We identified the priorities for DOCOMO by considering both the risks and opportunities.

### Envisioned Business Scenarios

- Impact assessment for each aspect: economic, environmental and social
- Impact assessment for business management: networks, devices, charges and services
- Impact assessment for each business domain: media, commerce, finance, healthcare and the environment
- Impact assessment for Sustainability Issues: safety and security, education, IoT, climate change, declining birthrate and aging population, and disparities

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**● Step 3: Validation**

Once identified, the Sustainability Focuses were examined by the Sustainability Management Committee chaired by the president and comprised of senior executive vice presidents (CFOs and CPOs), Audit & Supervisory Board members, directors and the managers of relevant departments. The committee confirmed the validity of these priorities based on how well they reflected the expectations of stakeholders and whether they covered all issues of importance to the DOCOMO Group.

Based on the results of this materiality analysis, eight related themes deemed as high priority were designated as the Sustainability Focuses of the DOCOMO Group. In addition, we formulated the CSR Mid-Term Target along the lines of the Eight Sustainable Focuses that were identified, setting the concrete Mid-Term Goals and KPIs, which we intend to accomplish by 2020 in order to carry out effective CSR activities.

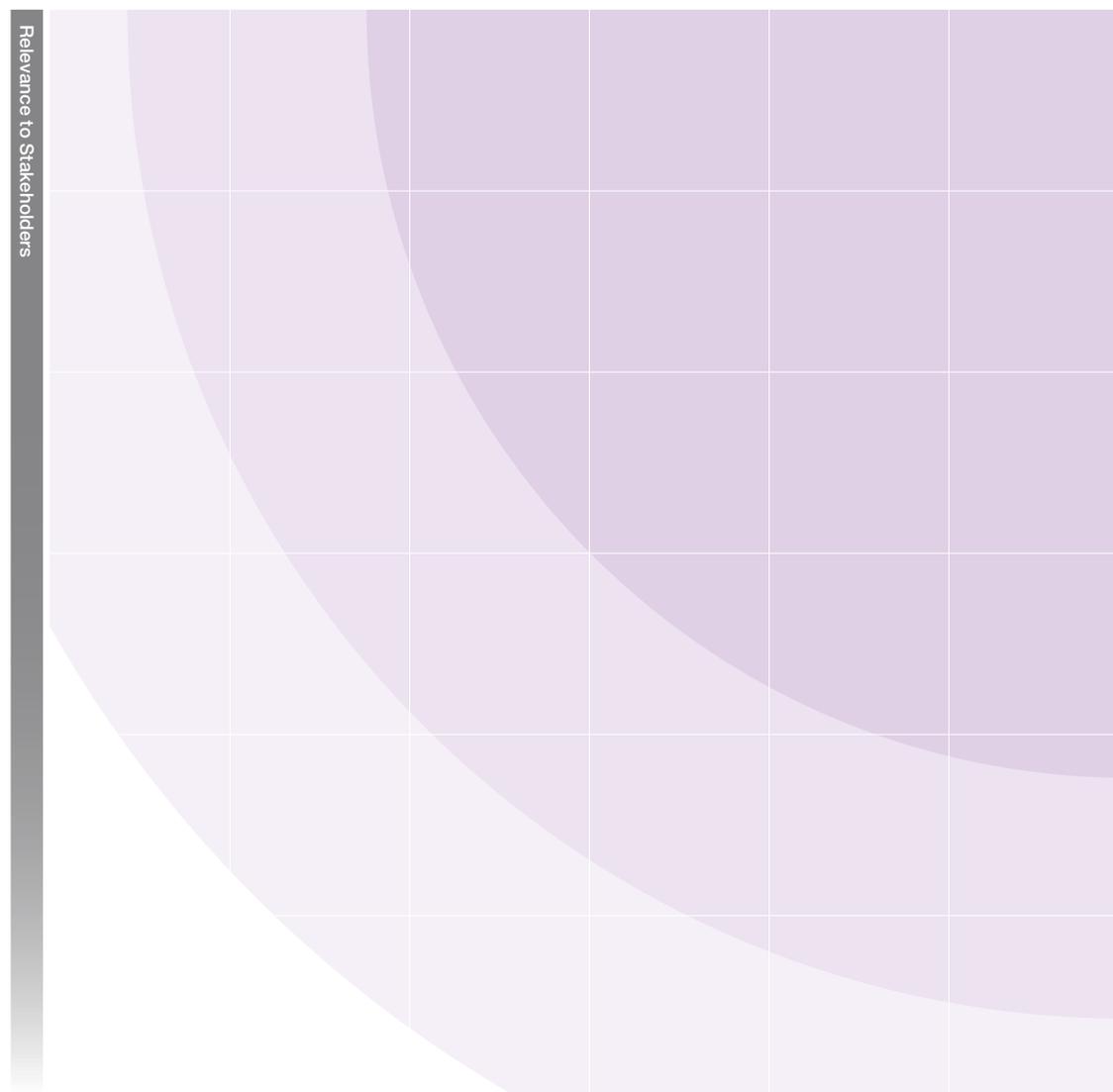
How to View the Materiality Map    Economy    Environment    Society

The relevant field will appear by using the mouse to position the pointer over each of the circles to the right section.

**● Step 4: Review**

The Sustainability Management Committee meets twice a year to deliberate on the status of progress of our Sustainability Focuses and KPIs through discussions with management. We conduct a review based on the results and revise the Mid-Term CSR Target for the next fiscal year. Furthermore, we create opportunities for receiving feedback from our stakeholders by publishing the information in our Sustainability Report and on our website.

DOCOMO Group's Sustainability Focuses (Materiality)



1	2	3	4	5	6	7	8	9	10	11	12	13	14
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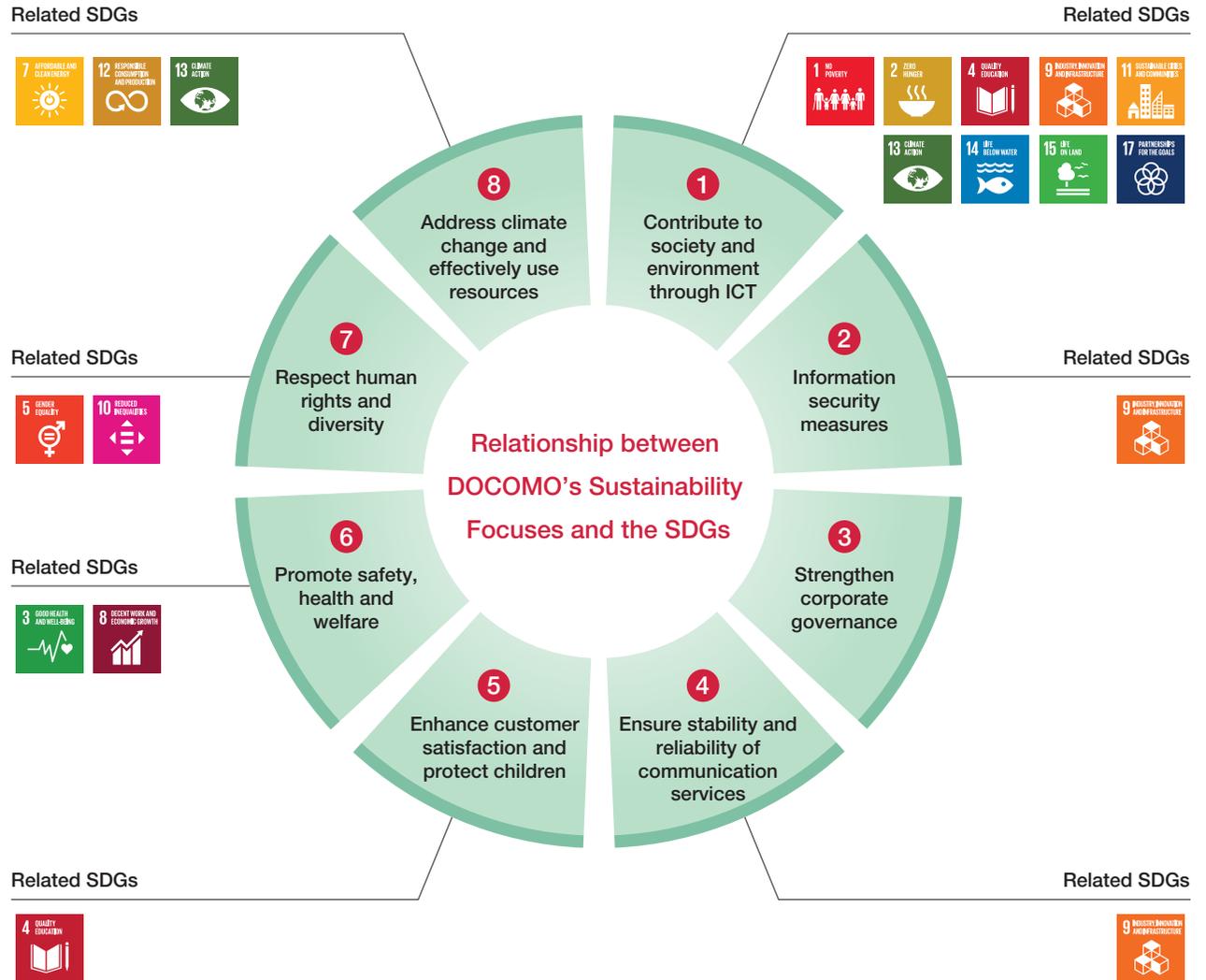
### Relationship between DOCOMO's Sustainability Focuses and the SDGs

DOCOMO identifies the Eight Sustainability Focuses through the process of determining its materiality and links them with the SDGs. The Company is also a member of the GSMA, which pursues various initiatives aimed at resolving issues related to the ICT industry and takes actions that recognize the importance of contributing to the promotion of SDGs.

### Scope of the Sustainability Focuses

Since the communications services undertaken by DOCOMO and its 12 functional subsidiaries constitute the Group's main business, the most important scope covers DOCOMO and its 12 functional subsidiaries, while disclosure related to organizations outside this scope is limited to a minimum due to the small size of their businesses.

The SDGs were adopted at the UN Sustainable Development Summit in September 2015 as part of the 2030 Agenda and comprise 17 goals and 169 targets that mankind should attain by 2030. The public (governments) and private (companies and citizens) sectors of all UN member countries are working to address the SDGs through a collaborative effort, from 2016 to 2030.



| Sustainable Development Goals (SDGs)

URL <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>

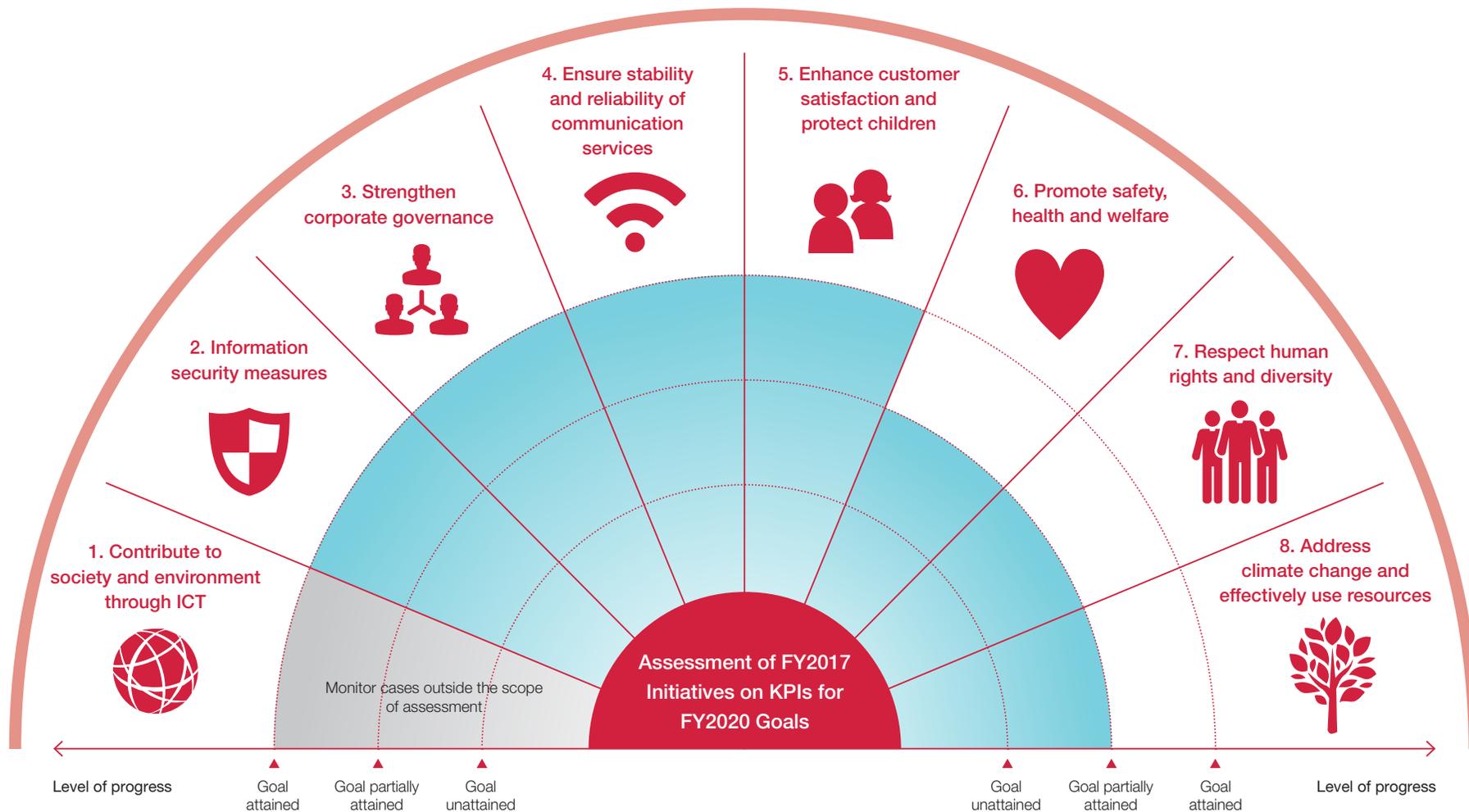
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### DOCOMO's Sustainability Focuses and Initiatives

#### Assessment of FY2017 Initiatives on KPIs for FY2020 Goals

To measure the results of CSR activities and later apply them in our efforts, we have designated mid-term goals and KPIs for fiscal 2020 that are based on the Eight Sustainability Focuses disclosed in the Mid-term CSR Target in fiscal 2017. In fiscal 2017, we began rating the results of our initiatives for the Eight Sustainability Focuses in three stages, as shown in the list. We will incorporate the results of this assessment in our revisions of initiatives for the next fiscal year.



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### List of KPIs and FY2017 Results

●: Goal attained, ●: Goal partially attained, ●: Goal unattained

Sustainability Focuses	Mid-term Goals	KPIs for FY2020 Goals		Initiatives and Results for FY2017	Assessment
1. Contribute to society and environment through ICT	Provide ICT services that contribute to resolving social issues	A: Cases in which ICT services contribute to resolving social issues	Monitor cases	Collected and submitted reports on cases of social solutions directly linked to "Innovative docomo" of the CSR Policy (See page 27)	—
2. Information security measures	Protect customer information assets by addressing increasingly sophisticated and serious security risks	A: Number of information security incidents	0 cases	0 cases	●
		B: Conduct information security training	At least once a year for all employees	Conducted training for all employees	
		C: Information security management carried out by subcontractors	Monitor the situation	Implemented stringent compliance by creating a manual that defines information management rules for subcontractors	
3. Strengthen corporate governance	Establish a corporate culture that society trust	A: Organize more stakeholder dialogues	More than in the previous year	Held around the same number of meetings between executives and shareholders and investors as in the previous fiscal year: 52 meetings in Japan and abroad. 54 meetings were held in FY2016 since small meetings, previously held separately after reporting earnings, were combined into one from the third quarter of FY2017 to raise efficiency	●
		B: Appoint two or more independent outside directors	Two or more	Two outside directors	
		C: Percentage of participation in compliance training	Monitor the situation	Conducted training for all employees, with 97.9% attendance	
		D: Number of compliance violations	Monitor the situation	57 cases of violations out of a total of 111 consultations on compliance	
4. Ensure stability and reliability of communication services	Provide stable communication services and promptly resume operations in the event of a disaster or other emergencies	A: Stable service provision rate	100%	100%	●
		B: Number of major accidents	0 cases	0 cases	
		C: Percentage of population covered by LTE than in the previous year	Higher than in the previous year	Same as in the previous year LTE service coverage ratio: 99.8% (FY2016: 99.8%)	
		D: Large-zone base station coverage of prefectural capital cities	100%	100%	
5. Enhance customer satisfaction and protect children	Enhance customer satisfaction and protect children from problems related to smartphone and mobile phone use	A: Customer satisfaction and quality of customer service Surveys	Monitor the results	- Customer Feedback: approx. 5.2 million cases - Improvements originating from employee feedback: approx. 440 cases Collected and analyzed customer feedback and incorporated suggestions into the development or improvement of products and services and to raise the quality of customer service	●
		B: Smartphone and mobile phone safety classes	1.3 million attendees per year	Approx. 1.35 million attendees	

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●: Goal attained, ●: Goal partially attained, ●: Goal unattained

Sustainability Focuses	Mid-term Goals	KPIs for FY2020 Goals		Initiatives and Results for FY2017	Assessment
6. Promote safety, health and welfare	Promote employee safety and wellness to maintain vigorous business operations	A: Level of employee satisfaction	Higher than in the previous year ⇒ Target: 7.7 points*1	Conducted surveys on employee awareness (job satisfaction), state of the workplace (working conditions) and other aspects for all employees. Job satisfaction: 7.2 points	●
		B: Total annual hours worked	In the range of 1,800 to 1,900 hours		
		C: Number of serious industrial accidents during construction work (involving heavy injuries)	0 cases	3 cases (involving heavy injuries)	
		D: Implementation rate of specific health guidance	60%	20.5%	
		E: Implementation rate of stress checks	95%	97.1%	
7. Respect human rights and diversity	Respect the human rights of all stakeholders across all aspects of business activities	A: Ratio of female managers	7.5%	5.3%	●
		B: Ratio of persons with disabilities	2.0% ⇒ 2.2%*2	2.22% (as of March 1, 2018)	
		C: Number of confirmed human rights violations	Monitor cases	17 cases	
		D: Percentage of participation in human rights training	Monitor the situation	93.7%	
8. Address climate change and effectively use resources	Steadily implement Green Action Plan 2030 and pursue the most advanced environmental management	A: Amount of contribution to the reduction of CO <sub>2</sub> emissions	38 million tons ⇒ 39 million tons*3	35.6 million tons	●
		B: Electrical efficiency of the communication services	Sevenfold increase	Fivefold increase	
		C: Final disposal ratio of waste	1.4% or below	1.5%	
		D: Used mobile phone collection	16 million units (cumulative total for fiscal 2017–2020)	5.88 million units	
Items common to all the Sustainability Focuses (for customers and local communities)	Develop DOCOMO's image as a company that actively engages in CSR activities	A: CSR-related corporate rankings in Japan	Maintain high position	- Number one in the overall category of the Toyo Keizai CSR Company Ranking - Obtained five stars in the Nikkei Smart Work Survey - Received the Innovation Capability Award in the Nikkei Smart Work Awards for 2018	●
		B: ESG-related indexes in Japan	Selection to indexes	- FTSE Blossom Japan Index - MSCI Japan ESG Select Leaders Index - MSCI Japan Empowering Women Index	
		C: Community investment	1% of profit	0.67% (approx. 6.49 billion yen) (FY2016: 0.69%, approx. 6.48 billion yen)	
		D: Number of employees participating in volunteer activities	More than in the previous year	Number of participants: 34,944 employees (FY2016: 38,619 employees)	
Items common to all the Sustainability Focuses (for shareholders and investors)	Earn high marks from investors and other stakeholders in Japan and abroad by meeting the growing needs of ESG investment	A: Major ESG investment indexes	Selection to indexes	Selected to the following indexes: •DJSI World Index •FTSE4Good Index •MSCI ESG Leaders Indexes	●

\*1: No comparison can be made with the previous fiscal year, since the survey design was changed in terms of scale from FY2016.

\*2: Due to raising the legally mandated employment rate.

\*3: Due to an upward revision in the projected number of LTE subscribers used as a basis for calculating the amount of contribution to the reduction of CO<sub>2</sub> emissions.

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● **Initiatives for Contributing to Society and the Environment through ICT**

Please click on the example to see the related article.

**Education and Learning**

**Mobility**

**Workstyle Reform**

**Health and Medical Care**

**Productivity Improvement**

**Climate Change**

**Others**

\*1: Also relevant to "Productivity Improvement"  
 \*2: Also relevant to "Climate Change"  
 \*3: Also relevant to "Workstyle Reform"

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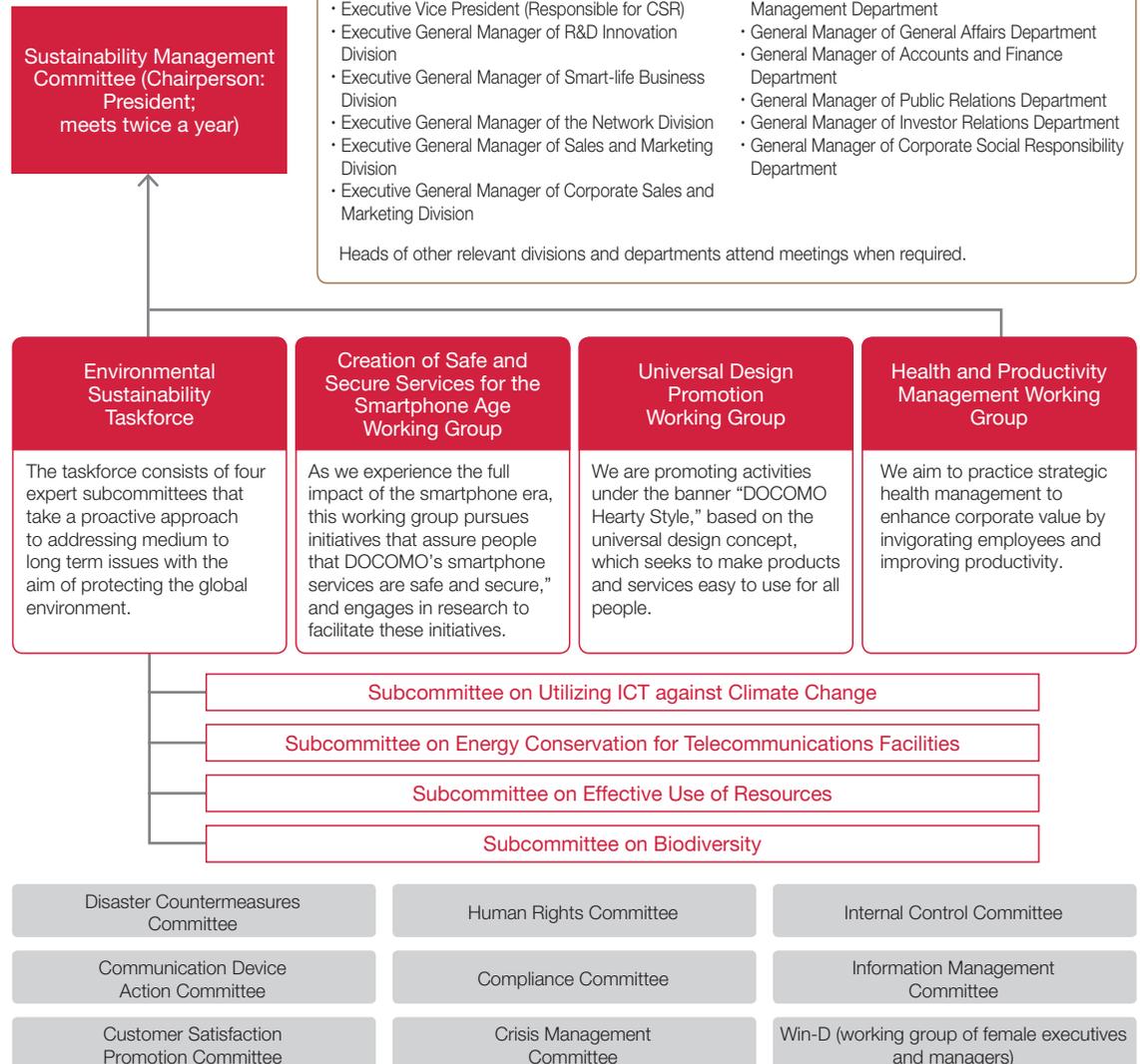
## Sustainability Management System

DOCOMO convenes a meeting of the Sustainability Management Committee twice a year to discuss integrating CSR with management, share national and international topics and review progress on material CSR issues. The committee, chaired by the president, comprises senior executive vice presidents, Audit & Supervisory Board members, and directors and managers of the relevant departments. The committee serves as the supervisory organ for the Environmental Sustainability Taskforce, Creation of Safe and Secure Services for the Smartphone Age Working Group, Universal Design Promotion Working Group and the Health and Productivity Management Working Group. These groups meet to deliberate on important CSR issues, and the results and challenges of their activities, together with themes for future activities, are submitted to the Sustainability Management Committee for further discussion. Issues discussed at the committee meeting are shared throughout the Company and with all Group companies during weekly meetings attended by senior executives, including those of Group companies, where they review the Plan, Do, Check, Act (PDCA) cycle at each department and ensure that all employees clearly understand it.

We have also established committees to deal with other major issues. These include the Customer Satisfaction Promotion Committee, Disaster Countermeasures Committee, Compliance Committee and Information Management Committee, which hold regular meetings to promote CSR in a systematic and comprehensive way.

Also, since fiscal 2015, we have sought to advance NTT Group CSR management by holding meetings of the Group CSR Committee, chaired by the chairperson of NTT's CSR Committee (representative director and senior executive vice president) and comprising chief CSR officers (senior executive vice presidents and the executive vice president) of major NTT Group companies in Japan. In addition, CSR promotion members at each company hold Group CSR Liaison Meetings on a regular basis to share common challenges and successful examples from each Group company and to monitor progress on the implementation of NTT Group CSR Priority Activities with respect to PDCA cycles and further promote a sense of unity across the Group.

### DOCOMO Sustainability Management System



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● **PDCA Cycle Enforcement by Each Committee**

Each committee formulates an annual action plan and presents a report detailing its progress and plans to the Sustainability Management Committee in the first half of the fiscal year. The committees practice PDCA using the following approach.

Committees	Major Initiatives
Environmental Sustainability Taskforce	<p>In fiscal 2017, we set up the following expert subcommittees to pursue initiatives in four areas.</p> <ul style="list-style-type: none"> <li>Subcommittee on Utilizing ICT against Climate Change</li> <li><u>Contribute to the reduction of CO<sub>2</sub> emissions across society</u></li> <li>Subcommittee on Energy Conservation for Telecommunications Facilities</li> <li><u>Reduce environmental impact in network construction</u></li> <li>Subcommittee on Effective Use of Resources</li> <li><u>Initiatives aimed at reducing the final disposal rate of waste and increasing the collection of used mobile phones</u></li> <li>Subcommittee on Biodiversity</li> <li><u>Strengthen the docomo Woods program and public relations activities</u></li> </ul>
Creation of Safe and Secure Services for the Smartphone Age Working Group	<ul style="list-style-type: none"> <li>• <u>Reduce risks for smartphone use by children</u> (filtering services, etc., for situations including the use of Wi-Fi connections)</li> <li>• <u>Address the issue of preventing phone use while walking, a newly identified social issue, from a service standpoint</u></li> <li>• <u>Considering services to prevent the criminal use of smartphones and mobile phones</u></li> </ul>
Universal Design Promotion Working Group	<p>We monitor progress related to the following objectives. Members responsible for providing support to docomo Shops, developing mobile phones and apps, as well as billing plans participate and share information to pursue the following general initiatives.</p> <ul style="list-style-type: none"> <li>• <u>Barrier-free docomo Shops</u></li> <li>• <u>Develop mobile phones and consider services that are both easy and safe to use for the elderly and persons with disabilities</u></li> <li>• <u>Enhance accessibility of products and services</u></li> </ul> <p><b>URL</b> <a href="https://www.nttdocomo.co.jp/utility/term/web_accessibility/index.html">https://www.nttdocomo.co.jp/utility/term/web_accessibility/index.html</a> (in Japanese only)</p> <ul style="list-style-type: none"> <li>• <u>Hold DOCOMO Hearty Classes as a digital inclusion initiative to support persons with disabilities in learning how to use the Internet and smartphones</u></li> </ul>
Health and Productivity Management Working Group	<p>We monitor progress related to the following objectives.</p> <ul style="list-style-type: none"> <li>• <u>Encourage employees to develop an even higher level of awareness on health issues</u></li> <li>• <u>Grasp the current situation by publishing a “Health White Paper”</u></li> <li>• <u>Set targets for promoting health and productivity management, implement measures and monitor progress on target attainment</u></li> </ul>

Note: Underlined phrases are linked to related pages.

**Spreading CSR Awareness among Directors and Employees**

As part of DOCOMO's efforts to promote CSR, it invites outside experts to speak at seminars designed for executives. In October 2017, we invited Professor Takashi Nawa of The Graduate School of International Corporate Strategy, Hitotsubashi University, for a lecture on management strategies based on creating shared value (CSV), which was attended by about 300 members such as executives and employees in management positions. Professor Nawa explained the concept of CSV by introducing examples of other companies and also spoke about how the DOCOMO Group should develop its “+d” initiative. The lecture was an opportunity for participants to hear valuable advice on DOCOMO's future business strategies and plans.

In an effort to disseminate our CSR Policy among employees, the general manager of the CSR Department and others hold lectures at regional offices and branches nationwide to explain the DOCOMO Group's initiatives on CSR. Ten lectures were held in fiscal 2017.

Apart from these activities, we also offered web-based training using CSR videos and SDGs Seminars presented by external lecturers in a workshop format to increase employee understanding of CSR.

DOCOMO also participates in the NTT Group CSR Conference, which has been held each year since fiscal 2013 to share superior CSR initiatives across the Group. In the 2017 Presentations on Social Contribution Ideas aimed at exploring social contribution activities that are unique to NTT, three employees from DOCOMO received awards for first place, first runner-up and honorable mention. In the area of superior CSR initiatives, NTT Group companies in Japan and abroad submitted their entries under the four CSR themes of People and Society; People and Earth; Safety and Security; and Team NTT. The Mieru Denwa initiative submitted by DOCOMO received the NTT Group CSR Award Grand Prize.

Given that developing a shared awareness on the importance of CSR is essential to further enhance our CSR, DOCOMO will continue to engage in diverse initiatives for disseminating CSR for all employees, including directors.



CSR top management seminar held in October 2017

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## Stakeholder Engagement

DOCOMO engages in appropriate business activities and makes decisions to minimize negative impacts and maximize positive impacts for its stakeholders.

Engaging with each stakeholder in an appropriate manner that is in line with the nature of the relationship and relevant issues is essential for developing the sustainability of our business.

And as a member of the NTT Group, NTT DOCOMO adheres to the guidelines on stakeholder engagement established by the NTT Group in fiscal 2015.

Stakeholder	Definition/Standard	Engagement	Major Themes	Activity
Customers (including children and the elderly)	Individual customers who subscribe to our services	docomo Shops, Information Centers, DOCOMO website, questionnaire survey, customer consultation desks, marketing research	Customer satisfaction, a safe and secure communications environment	Provide data security and privacy, products, apps and services
Corporate customers	Corporate customers who subscribe to our services	Business solutions, special lines such as satellites and maritime telephone lines	Customer satisfaction, a safe and secure communications environment	Data security and privacy, M2M Services
Governments	Regulatory institutions and municipalities that are responsible for granting approval for telecommunications and other DOCOMO businesses	Consultations and exchanges of opinions	Compliance with applicable regulations	Proposals on various regulations and easing of regulations
Shareholders and investors	Shareholders and investment institutions that directly or indirectly own DOCOMO shares and investment institutions that influence their decisions	General meetings of shareholders, financial results presentations, IR website, annual reports, DOCOMO Tsushin (shareholders newsletter), email newsletter, response by the IR Department	Achieve sustainable growth, enhance corporate value over the mid to long term and return profits to shareholders	Disclose information in a timely manner and appropriately communicate with shareholders
Financial institutions	Financial institutions that are connected to our businesses	Collaboration in account settlement	Fair transactions	Payment service for users and payment/settlement operation with suppliers
Business partners (telecommunications-related manufacturers)	Manufacturers of telecommunications facilities, equipment, communication devices, etc., as well as business partners involved in construction work	Meetings to exchange opinions, meetings to improve operations and CSR procurement briefings	Fair and transparent transactions	CSR Procurement
Business partners (content providers)	Business partners involved in systems and applications related to DOCOMO services	Meetings to exchange opinions and meetings to improve operations	Fair and transparent transactions	Production and improvement of contents
Partner companies	Companies and public institutions that collaborate with DOCOMO in +d and other initiatives	Consultation, exchange of opinions	Fair and transparent transactions	Information exchange
Business partners (sales agents)	docomo Shops and other business partners responsible for sales and contracts	Staff training, visits by the president, route sales activities of branch staff, discussions with sales representatives	Fair and transparent transactions	Information exchange
Telecommunications industry	Industry groups and competitors that consult on related regulations and fair competition	Councils and industry group meetings	Fair competition	Information exchange
Employees	Employees of the DOCOMO Group	Meetings with executives to exchange opinions, Intranet site, counseling, whistleblowing desk and labor management consultations	Securing and maintaining employment, appropriate and transparent evaluation, establishment of a working environment, labor-management consultations	Provide a safe and comfortable workplace
Nonprofit organizations and non-governmental organizations	NPOs, NGOs and citizens' groups involved in DOCOMO's social and environmental activities	Meetings to exchange opinions, grants and brochures	Collaboration for building a sustainable society	Information exchange
Global environment	The global environment for the survival of mankind	From 2016: "Green Action Plan 2030"	Minimize environmental impact	Effective use of energy
Local communities	Local communities where DOCOMO services are present	Meetings to exchange opinions, grants, brochures, Mobile Phone Safety Classes, collaboration in environmental education programs for children	Safety for the local community and appropriate collaboration for social development	Communicate with local communities

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● Example of Stakeholder Engagement

Connecting Social Issues and ICT through Down-to-Earth Relationships Rooted in the Community

“Agri-girls” is the name given to female employees of DOCOMO’s Agriculture ICT Promotion Project Team, who practice the quintessential form of stakeholder engagement through their volunteer work. They are driven by their desire to do whatever they can to help Japanese agriculture, which is faced with major obstacles including the declining number and aging of farmers as well as the expansion of imports of cheaper agricultural products. Their mission lies in applying that passion to action and finding solutions to support customers in the farming industry.

To date, the agri-girls have collaborated with partner companies to widen the use of ICT solutions such as the “Mobile Gyuonkei” cow thermometer. This was made possible not because of their extensive knowledge of or experience in the field of agriculture, but because of their warm-hearted relationships with people in the community and farmers at the frontlines of agriculture, as well as with partner companies developing the services. These women have been paying frequent visits to customers, following the growth of a particular calf and at times sharing in the joy of seeing it reach maturity. They were able to forge powerful bonds by building on their daily efforts. Moreover, they have won customers’ hearts by placing their needs first, blended in with the local community by demonstrating their passion and capacity for taking action. Also, they have acquired knowledge of the local community in a way that is not possible in a business-only relationship. These are all crucial elements for accurately understanding the challenges facing customers and presenting proposals that genuinely benefit them. Through their efforts, these women have raised productivity while lowering the need for labor by connecting the issues facing Japanese agriculture with DOCOMO’s ICT and with the partnerships required to execute a project.



The actions taken by the agri-girls are self-initiated. They sprang out of a workplace environment created at DOCOMO in which women can shine and pursue their careers with a great sense of satisfaction.



● Agreements with Local Governments

We have entered into collaborative agreements with local governments in which we seek to make use of DOCOMO’s ICT services and AI technology for regional revitalization. As of the end of March, 2018, we have signed collaborative agreements with seven local governments in Japan, including Kochi Prefecture and Yonaguni Town, with which we began collaborating in fiscal 2017.

DOCOMO has signed an agreement to collaborate with Yonaguni Town in Okinawa Prefecture to utilize ICT for regional revitalization and urban development. We will promote ICT-based solutions to address the challenges facing Yonaguni, such as its unique geographic characteristics as a remote island that places the region in a competitive disadvantage in terms of economic activities, its declining population and shortage of labor. With Kochi Prefecture, we signed a collaboration and cooperation agreement to promote regional revitalization. We are applying DOCOMO’s ICT services and AI technology to initiatives in seven areas: promoting industry and securing workers; addressing low birthrates; developing mountainous regions; preventing disasters; improving the health of citizens; and ensuring security and safety.

Looking ahead, we will collaborate with local governments nationwide to pursue business activities that contribute to resolving issues faced by a region and its citizens and to enhancing the quality of their lives.

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## Commitment to External Initiatives

DOCOMO refers to the following external initiatives when accounting for environmental, social and economic impacts in our businesses.

We specifically look to international guidelines that contain measures companies should take against potential social and environmental risks in formulating our own NTT DOCOMO Group CSR Policy, NTT DOCOMO Group Code of Ethics and NTT DOCOMO Guidelines for CSR in Supply Chain.

### External Initiatives Used as References for CSR Activities

- ISO 26000
- OECD Guidelines for Multinational Enterprises
- ISO 14001
- RBA (Responsible Business Alliance)
- SDGs

## Participation in External Organizations

DOCOMO actively participates in external groups and organizations to exchange information and thereby develop a common awareness of social issues that transcends the corporate framework.

### Membership in External Groups (Major Groups Only)

- KEIDANREN (Japan Federation of Business, incorporated association) (executive member)
  - Association of Radio Industries and Businesses (ARIB, incorporated association) (management advisor)
  - Telecommunications Carriers Association, general incorporated association (director)
  - GSM Association (Board Member)
  - Next generation mobile networks (Board Member)
  - Global Compact Network Japan (GCNJ) (associate member)
  - Japan Climate Initiative (JCI)
- (As of August 31, 2018)

## Social Impact Valuation

Since fiscal 2017, DOCOMO has been measuring the impact of its initiatives on material issues related to sustainability in an effort to add value. In fiscal 2017, we measured social impact and added value to two important services provided by DOCOMO (the smartphone and mobile phone safety classes and the “Aruiteotoku” health promoting app), and we published the results.

NTT DOCOMO Impact Valuation Report

URL [https://www.nttdocomo.co.jp/english/binary/pdf/corporate/csr/about/pdf/e\\_csr2016w\\_impactvaluationreport.pdf](https://www.nttdocomo.co.jp/english/binary/pdf/corporate/csr/about/pdf/e_csr2016w_impactvaluationreport.pdf)

# Environment

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• **Environment Vision and Action Plan** • Environmental Management • Results of Our Initiatives

We have identified global environmental issues as a key management task. We believe our mission as a corporate citizen is to acknowledge environmental impacts associated with our business activities and make the utmost effort to reduce this burden on society by working together with our customers.

## Environmental Vision and Action Plan

### Basic Policies and Philosophy

We established the DOCOMO Global Environment Charter as a set of guidelines for promoting environmental protection efforts. The charter clarifies our commitment to helping solve global environmental problems by providing ICT services.

ICT can help to control the generation of CO<sub>2</sub> by reducing the consumption of materials and energy for the production of books and music as well as visual media; reducing work processes through increased operational efficiency; reducing the movement of people through network utilization; and reducing the movement and storage of goods through information digitization. In these ways, ICT brings innovation to various areas while contributing to reducing environmental impacts in our daily lives and on society.

Moreover, at the COP21 in December 2015, the international community adopted the Paris Agreement as the new framework for addressing climate change beyond 2020. In response, the DOCOMO Group developed the DOCOMO Group Environmental Declaration, which presents its vision for the future, and the Green Action Plan 2030, which summarizes its environmental targets through to 2030.

Looking ahead, the DOCOMO Group will uphold these guidelines and environmental targets as it continues to make a Group-wide effort to carry out its activities to protect the environment.

### | Significance of the Environmental Charter and Environmental Targets



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● **DOCOMO Global Environmental Charter**

DOCOMO Group's basic philosophies and policies concerning the global environment

**DOCOMO Global Environmental Charter**  
(Enacted on June 1, 2007; revised on October 17, 2016)

**Basic Policy**

The NTT DOCOMO Group views global environmental problems as important issues to be addressed by management. By developing and providing services centered on the mobile ICT, we will stimulate innovation in diverse aspects of lifestyle and business, and work with customers to support society's efforts to protect the environment. We will also work to reduce the environmental impacts of our business activities.

**Basic Policy**

- ▶ **Conduct Business with the Environment in Mind**
  - Actively promote businesses contributing to reducing environmental impact through the provision of ICT services.
  - In all business activities, curb emissions of greenhouse gases, conduct proper management of hazardous materials, and encourage resource conservation by promoting the "three Rs" (reduce, reuse, and recycle).
- ▶ **Strengthen Environmental Management**
  - Comply with all environmental laws and regulations and through environmental management systems avoid risk and continuously improve performance.
- ▶ **Promote Environmental Communication**
  - Promote environmental activities in cooperation with business partners, throughout all processes: procurement, research and development, sales, and after-sales services.
  - Disclose accurate environmental information to help others understand the DOCOMO Group's environmental activities, and use feedback received to improve these activities.
  - Enhance environmental awareness through the environmental training of employees and communication among all corporate levels and departments.
- ▶ **Preserve Biodiversity**
  - Understand the relationship between biodiversity and our business activities and promote initiatives to preserve biodiversity for future generations.

● **DOCOMO Group's Environmental Declaration**

DOCOMO Group's vision for the global environment

**DOCOMO Group Environmental Declaration**

DOCOMO will lead successful environmental management systems for the future of people, society and the Earth.

- » We will create new value for environmental protection by providing mobile ICT services.
- » We will ensure that our businesses are conducted with honesty in harmony with the global environment.

**Themes of Our Initiatives and Actions**



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### ● Themes and Actions of the Initiatives Based on the Environmental Declaration

We will strive to achieve the environmental targets for 2030 with the following themes and actions set on the basis of the Environmental Declaration.

Themes	Actions
Realizing a low carbon future	We are contributing to the reduction of CO <sub>2</sub> emissions and facilitating adaptation to climate change.
Implementing closed-loop recycling	We are working toward more effective resource allocation.
Planning a future of natural harmony	We are contributing to the conservation of biodiversity.

### ● DOCOMO Group's Environmental Targets—Green Action Plan 2030

The Paris Agreement was adopted at the COP21 in Paris in 2015. Under the agreement, each country will work on initiatives to achieve the targets set for combating climate change for the year 2030 and even further into the future.

Taking into account such global trends, DOCOMO has developed the new DOCOMO Group Environmental Declaration, which presents its vision for global environmental protection, and Green Action Plan 2030, which summarizes the Group's environmental targets through to 2030.

The DOCOMO Group's Environmental Targets, the Green Action Plan 2030, which embodied the actions for the three initiative themes, were classified into two categories from the perspectives of "innovative docomo" and "Responsible docomo," which are the DOCOMO Group's CSR policy. One is Green Actions of Innovative docomo and the other is Green Actions of Responsible docomo. We will work to achieve the five targets set under these actions toward 2030.

Guided by the DOCOMO Group Environmental Declaration, "DOCOMO will lead successful environmental management systems for people, society and the Earth," and the environmental targets through to 2030 set out in the Green Action Plan 2030, we are striving to attain five goals that include contributing to society by reducing CO<sub>2</sub> emissions by at least 40 million tons and bringing about at least a ten-fold increase in power efficiency in the communications business compared to fiscal 2013.

DOCOMO will continue to improve customer services and achieve sustainable growth for the Company by creating a society in which people can live with greater security, safety, comfort and affluence across national and regional borders and across generations.

## Green Action Plan 2030

Targets to be achieved by 2030 are set on the basis of our CSR Policy of "Innovative docomo" and "Responsible docomo".



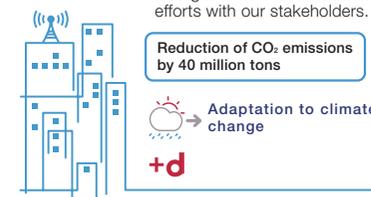
**We will contribute to create a low-carbon society and minimize climate change risks by providing DOCOMO's services to customers.**

#### Quantitative Target

» Amount of contribution to the reduction of CO<sub>2</sub> emissions across society: at least 40 million tons

#### Qualitative Target

» We will promote various initiatives to contribute to adaptation to climate change. We will also make collaborative efforts with our stakeholders.



#### Main Actions

- » Development and provision of the services and technologies contributing to the reduction of CO<sub>2</sub> emissions
- » Development and provision of the services and technologies contributing to the adaptation to climate change



**We will fulfill our responsibility to reduce environmental impact. We will also actively participate in environmental contribution activities as a corporate citizen.**

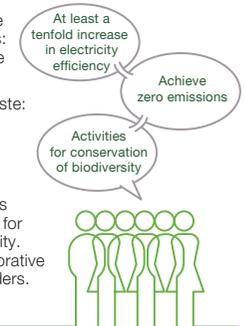
#### Quantitative Target

» Electrical efficiency of the communications services: at least a tenfold increase compared to fiscal 2013

» Final disposal ratio of waste: achieve zero emissions (under 1%)

#### Qualitative Target

» We will promote initiatives through various activities for conservation of biodiversity. We will also make collaborative efforts with our stakeholders.



#### Main Actions

- » Energy conservation for communications network facilities
- » Promoting 3R activities
- » Promoting activities for conservation of biodiversity such as tree planting, promoting employee training

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● Green Actions of Innovative docomo

We will contribute to creating a low-carbon society and minimizing climate change risks by providing DOCOMO's services to customers.

Themes	Actions
Realizing a low carbon future	Amount of contribution to the reduction of CO <sub>2</sub> emissions across society: at least 40 million tons
	We will promote various initiatives to contribute to the adaptation to climate change, and we will make collaborative efforts with our stakeholders.

● Green Actions of Responsible docomo

We will fulfill our responsibility to reduce environmental impact. We will also actively participate in environmental contribution activities as a corporate citizen.

Themes	Actions
Realizing a low carbon future	Electrical efficiency of the telecommunications services: at least a ten-fold increase compared to fiscal 2013
Implementing closed-loop recycling	Final disposal ratio of waste: achieve zero emissions (under 1%)
Planning a future of natural harmony	We will promote initiatives through various activities for conservation of biodiversity, and we will make collaborative efforts with our stakeholders.

● Proceeding with the Green Action Plan 2030

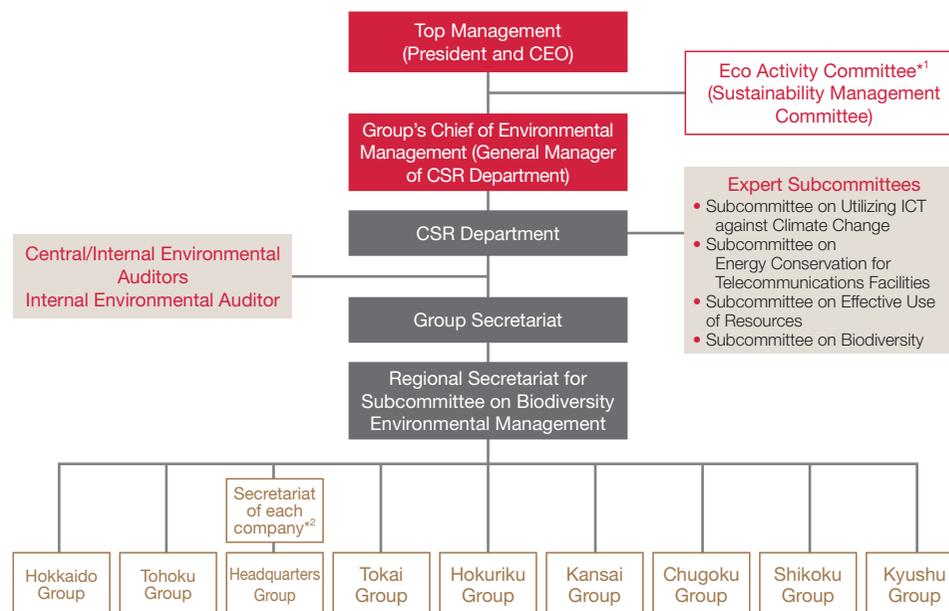
We will announce the results of the Green Action Plan 2030 for each fiscal year and consider taking measures such as improvements concerning the initiatives and target values of the plan based on the results every five years.

Environmental Management

Environmental Management System

Under the DOCOMO Global Environmental Charter, the DOCOMO Group established the Environmental Management Systems (EMS), which is led by the president and CEO of NTT DOCOMO to implement Group-wide environmental protection efforts. The EMS is administered by a number of organizational units. The Eco Activity Committee is the highest decision-making body related to the EMS and is chaired by the president and CEO. Expert subcommittees of the Group set common environmental targets for the Group as a whole, and the Environmental Managers' Council is involved in administration of the EMS. Progress toward environmental goals is reviewed and a debate is conducted on solving environmental issues.

Organizational Structure for Environmental Management



(As of April 2018)

\*1: Including meetings attended by top management.

\*2: DOCOMO CS, Inc., DOCOMO Support Inc., DOCOMO Systems, Inc., and DOCOMO Technology, Inc.

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● **EMS Organizations**

**ECO Activity Committee (Sustainability Management Committee)**

A committee responsible for reporting matters related to EMS and composed of Sustainability Management Committee members (with the president as chairperson, senior executive vice president, Audit & Supervisory Board members, members of the Board of Directors, and managers of relevant departments) and that includes the management team (and top management).

**Corporate Social Responsibility Department**

Planning, proposal and management of the EMS.

**Expert Subcommittees**

Planning, proposal and management of initiatives for achieving environmental targets.

**Environmental Manager's Council**

Approval and decision making on issues identified by the Corporate Social Responsibility Department, such as external and internal issues, needs and expectations of stakeholders and scope of EMS.

**Central/Internal Environmental Auditor**

Oversees internal environment auditing, senior manager of CSR Department.

**Group Secretariat and Regional Secretariat for Environmental Management**

Secretariat responsible for the management and practical tasks involving each organization's EMS.

● **ISO 14001 Certification**

DOCOMO acquired ISO 14001 certification for its EMS to more efficiently execute Group-wide environmental management, such as energy conservation for telecommunications facilities and the recycling of used mobile phones.

In fiscal 2017, it was once again confirmed based on the results of an external audit that the EMS is being operated effectively, and DOCOMO maintained its ISO 14001 certification.

● **Organizations that Acquired ISO 14001 Certification and Scope of Certification**

Body Lloyd's Register Quality Assurance Limited

**Date of Registration**

January 1, 2008

**Scope of Certification**

Telecommunications business and related services

**Organizations Covered by the Scope of Certification**

17 Group companies (NTT DOCOMO, 12 functional subsidiaries\*<sup>1</sup>, and another 4 subsidiaries\*<sup>2</sup>)

\*1: See page 168.

\*2: docomo Healthcare, Inc., DOCOMO BIKE SHARE, Inc., DoCoMo TAMETAN, Inc., and DYNASTEP Corporation

**Certification and Registration Number**

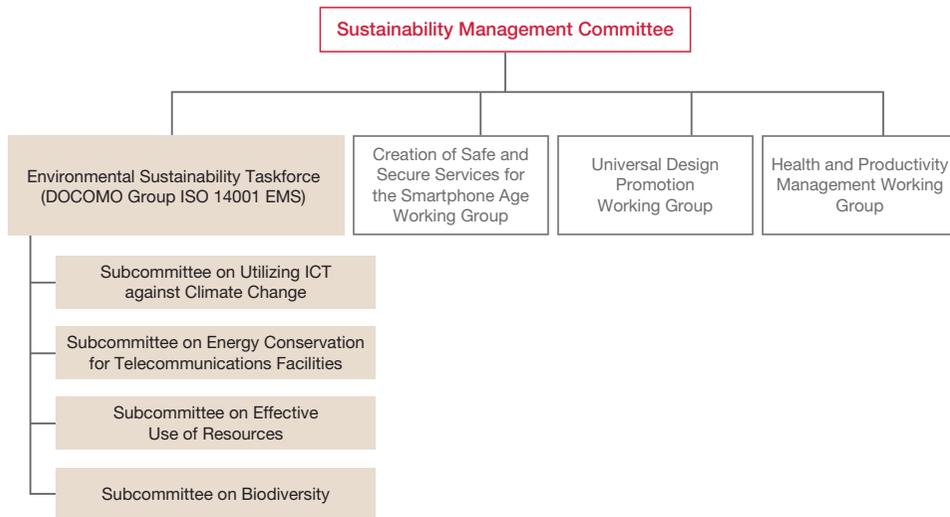
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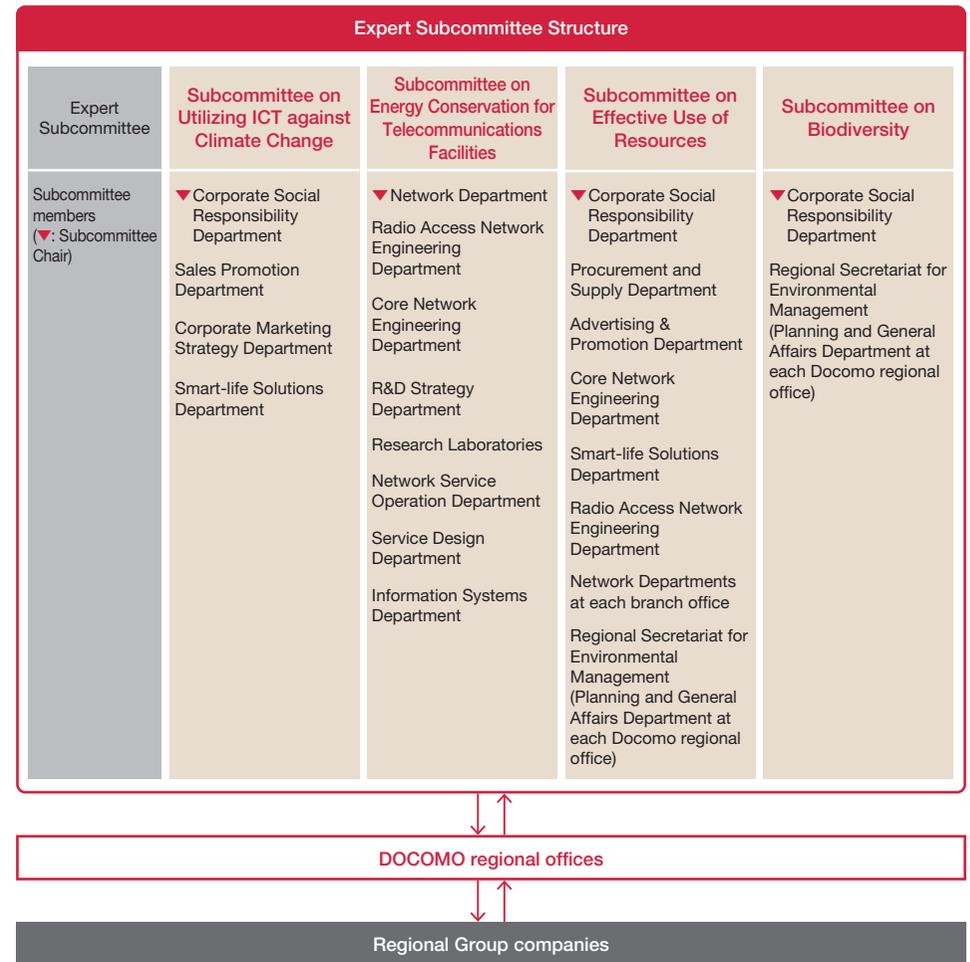
### Expert Subcommittees of the Group

Specific action targets are determined once a year on the basis of discussions by each expert subcommittee of the Environmental Sustainability Taskforce. We have four subcommittees: the Subcommittee on Utilizing ICT against Climate Change, Subcommittee on Energy Conservation for Telecommunications Facilities, Subcommittee on Effective Use of Resources, and Subcommittee on Biodiversity. To accomplish the DOCOMO Group's environmental purposes and targets, each subcommittee chair appoints an action plan group leader from among the subcommittee's members. The appointed group leader promotes the initiatives in collaboration with group leaders from each region.



### ● Expert Subcommittee Structure

| Expert Subcommittee Structure



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## Fiscal 2017 Results and Fiscal 2018 Targets and Action Plans for Expert Subcommittees

### Subcommittee on Utilizing ICT against Climate Change

Mid-term Targets (for 2020)	FY2017 Targets	Main Action Plans for Targets	Results	FY2018 Targets
Amount of contribution to the reduction of CO <sub>2</sub> emissions across society: at least 38.0 million tons	Amount of contribution to the reduction of CO <sub>2</sub> emissions across society: at least 37.0 million tons	-Monitor progress on contribution to CO <sub>2</sub> reduction (semiannual) -Communicate information on contribution to CO <sub>2</sub> reduction -Gather information on mitigation and adaptation cases, communicate information (official website, SNSs, external websites, exhibits at events, etc.)	Amount of contribution to the reduction of CO <sub>2</sub> emissions: 35.6 million tons	Amount of contribution to the reduction of CO <sub>2</sub> emissions across society: at least 37.5 million tons
		Contribute to CO <sub>2</sub> reduction by encouraging migration to smartphones	○	
		Contribute to CO <sub>2</sub> reduction by promoting the use of ubiquitous modules	○	
		Contribute to CO <sub>2</sub> reduction by promoting the use of bicycle sharing services	○	

### Subcommittee on Energy Conservation for Telecommunications Facilities

Mid-term Targets (for 2020)	FY2017 Targets	Main Action Plans for Targets	Results	FY2018 Targets
Electrical efficiency of the telecommunications services: at least a seven-fold increase compared to fiscal 2013	Reduce power consumption of various facilities	Actively install high-efficiency, low-power consumption equipment and replace equipment during upgrades	○	Reduce power consumption of various facilities
		Implement measures that reduce power consumption by reviewing the operations of network facilities	○	
	Reduce environmental impact by making use of commercial technology	Reduce power consumption by installing intelligent air conditioning systems	○	Reduce environmental impact by making use of commercial technology
	Use of energy sources with zero environmental impact	Reduce power consumption by constructing verification facility for green base stations	△	Use of energy sources with zero environmental impact
	Simulate electricity demand	Formulate mid-term projections for electricity demand	○	Simulate electricity demand
Develop highly energy-efficient equipment	-Compliance with the NTT Group Energy Efficiency Guidelines -Promote the development of highly energy-efficient equipment	○	Develop highly energy-efficient equipment	

### Subcommittee on Effective Use of Resources

Mid-term Targets (for 2020)	FY2017 Targets	Main Action Plans for Targets	Results	FY2018 Targets
Final disposal ratio of waste: achieve zero emissions (under 1.4%)	Final disposal ratio of waste: achieve zero emissions (under 1.5%)	-Monitor progress to lower the final disposal ratio of office waste to below 1.2% -Consider internally sharing cases promoting initiatives such as sorting waste -Monitor progress to lower the final disposal ratio of construction waste to below 3.1% -Monitor progress to lower the final disposal ratio of decommissioned telecommunications equipment to below 0.5%	Final disposal ratio achieved: 1.5%	Final disposal ratio of waste: achieve zero emissions (under 1.5%)
—	Weight of promotional tools: under 7,600 tons	Monitor progress of weight and disposal rate of promotional tools and provide feedback to relevant departments	Weight of promotional tools achieved: 7,468 tons	Weight of promotional tools: under 7,500 tons
Collect used mobile phones: 16 million units (2017–2020)	Collect 4.70 million units	Create and publicize opportunities for collection aimed at reuse and recycling	Number of used mobile phones collected: 5.88 million units	Collect used mobile phones: 10.4 million units (2017–2018)

### Subcommittee on Biodiversity

Mid-term Targets (for 2020)	FY2017 Targets	Main Action Plans for Targets	Results	FY2018 Targets
—	Conduct forest maintenance activities more than once a year (excluding the development stage after planting and periods when activities are difficult due to natural disaster, etc.)	Monitor progress of maintenance activities	○	Conduct forest maintenance activities (more than once a year)
—	Expansion of activities on biodiversity, gather and communicate information	-Communicate information on biodiversity -Plan and implement events outside the Company	○	Review the implementation and expansion of activities on biodiversity (more than once a year)  Gathering and communicating information on biodiversity activities (more than once a quarter)

○: Achieved and implemented as planned, △: Not yet achieved

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### Internal Environmental Audits

The DOCOMO Group conducts internal environmental audits to ensure the effective implementation of the EMS. We dispatch internal auditing staff with expert knowledge from the head office to each business base (branch office and Group companies) and conduct audits with a focus on the activities of the secretariat and organizations under their supervision based on the following three aspects.

- (1) Compliance with auditing standards and effective implementation (system audit)
- (2) Alignment with the DOCOMO Global Environmental Charter and the DOCOMO Group's environmental purposes and targets, effective implementation and continuous improvement (performance audit)
- (3) Appropriate application of and compliance with environmental laws and regulations including ordinances (legal audit)

Well-trained internal environmental auditors conduct strict, impartial audits to ensure the EMS is functioning appropriately. Audit findings are used to revise the system and make improvements on an ongoing basis.

In fiscal 2017, we reviewed priority items and checked the status of initiatives of each organization in preparation for the transition audit to ISO 14001: 2015. Specifically, we focused on checking the current status of initiatives taken by each organization in order to address their risks and on determining, from the life cycle perspective, whether or not business activities, particularly those focused on outsourcing businesses, are being carried out. We also checked conditions related to training attendance, legal and regulatory compliance, and implementation of environmental activities unique to each organization. As a result, the audits found that every company was in compliance with the requirements of ISO 14001 and that activities were generally being conducted appropriately in conformance with environmental procedure manuals and other guidelines.

### Managing Risks and Opportunities Associated with Climate Change

In accordance with our Risk Management Principles, business risks are regularly identified every fiscal year. The Internal Control Committee, headed by the president and CEO, then designates risks that require Company-wide management.

Specifically, the CSR Department, responsible for Company-wide environmental activities, monitors changes in the external and internal environments affected by climate change in order to identify the risks and opportunities that may have an impact on the business.

The Internal Control Committee then designates Company-wide risk through an evaluation and analysis of the degree of their impact and the frequency of occurrence.

The CSR Department will then examine those Company-wide risks as well as climate-related risks, which were not designated as Company-risks, to determine risks and opportunities that we must emphasize. The committee then makes a list of registered risks and opportunities.

In addition, we have organized the DOCOMO Group's activities, products and services into seven domains and identified issues that need to be addressed by determining whether or not they adversely impact on the environment in these seven domains. The results are sent to the relevant expert subcommittees and related measures are then implemented in their action plans.

#### Seven Domains



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In regard to our governance on climate change, the Board of Directors receives regular reports on the status of climate change-related measures and future policies. It also monitors progress toward providing the necessary instructions and guidance.

**I** Major Risks and Opportunities Associated with Climate Change

Risks

Types of Risks	Risk Factors	Details of Risk
Transition risks	Policies and laws	Our businesses can be affected by the price pass-through to electricity prices, etc., due to an increase in the Tax for Climate Change Mitigation.
Transition risks	Reputation (stakeholders)	If our stakeholders consider that our GHG emission-related efforts are too passive, a reputational risk can result in losing customers, falling stock prices and damage to the corporate image.
Physical risks	Rise in average temperature	Electricity costs can increase due to the rising average temperature and thus air conditioners at our facilities can cost more to operate.

Opportunities

Types of Opportunities	Opportunity Factors	Details of Opportunities
Products and services	Development and expansion of low-pollution products and services	It is expected that regulations of GHG emissions will become stricter due to the ratification of the Paris Agreement, which may encourage consumers to choose means of transportation that are environmentally friendly, thus increasing demand for the DOCOMO Group's bicycle sharing business.
Resilience	Increasing demand through new products and services related to ensuring resilience	Due to frequent damage caused by flooding, lightening, power outages, more frequent heavy rains and typhoons induced by climate change, demand for our early recovery services for companies and mobile telecommunications services including satellite phones will increase.
Products and services	Increasing demand through low-emission products and services	Due to the stricter environmental regulations requiring that companies reduce GHG emissions, demand for DOCOMO's AI Taxi <sup>®</sup> , which operates in accordance with taxi demand predictions, is expected to increase.

Note: "Transition risks" refers to risks affected by climate change-related regulations, technological development and changes in the market environment. "Physical risks" refers to acute and chronic risks arising from climate change.

● **Management Process of Risks**

**Reputational Risk (Transition Risks)**

With regard to risks associated with the transition to a low-carbon society, including regulatory, technological and market changes, the DOCOMO Group believes that a decrease in revenues due to lowered customer confidence and corporate image is a significant material risk, as it could have a substantive financial impact on our business.

From this standpoint, the Internal Control Committee designated "lowered reputation due to failing to achieve the targets of the Green Action Plan 2030" as a Company-wide risk.

Subsequently, the CSR Department formulated a risk management policy plan as a method for managing that type of risk. The plan includes the establishment of expert subcommittees under the Environmental Management System, formulation of action plans for each expert subcommittee, and reporting on the progress, discussing and making decisions related to the measures to be taken at the ECO Activity Committee (Sustainability Management Committee) meetings attended by all representative directors. In response, and to determine the necessary actions for mitigating transition risks, the Internal Control Committee set out a concrete management policy of "achieving the 2030 targets without fail." Moreover, the CSR Department promoted the implementation of action plans and reported on their progress to the ECO Activity Committee (Sustainability Management Committee). Looking ahead, the committee will continue to monitor areas associated with transition risks in order to minimize the negative impact they may have on our businesses.

● **Management Process of Risks**

**Global Average Temperature Increase Risk (Physical Risks)**

While there are apparent physical risks due to climate change, such as the frequent occurrence of natural disasters, including flooding triggered by extreme weather events and the rise in sea level caused by a prolonged rise in global temperature, DOCOMO deems any increase in electricity costs due to the rising average temperature, which requires us to consume more electricity to maintain the optimum temperatures of our facilities, as a physical risk.

Communication facilities and data center equipment responsible for DOCOMO's telecommunications services are installed and operated throughout Japan. These facilities and equipment are being operated at all times under optimum temperatures of between 10°C and 35°C. When the temperature rises above that range, operating system shutdowns and malfunctions may make service provision difficult, thereby leading to the risk of affecting approximately 76 million customers. Including these risks, the Internal Control Committee of the DOCOMO Group designated "profit deterioration due to the delayed response to failures/

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malfunctions” as a Company-wide risk.

As a method of managing such risk, the committee set out a concrete management policy to undertake appropriate measures. These include the establishment of an optimal backup system and development of equipment with high availability as well as the measures currently being implemented and undertaken by the Network Department. Any occurrence of risk will be handled by the Network Department through various operations. Related measures could include the establishment of technical support and emergency systems, early recovery measures for failures, dissemination of information to frontline departments and customers, and reporting to executives. Physical risks need to be managed from a long-term perspective, and the committee will continue to implement the monitoring necessary to minimize those risks.

● **Opportunities Arising from Climate Change**

**Bicycle Sharing Business**

DOCOMO BIKESHARE, INC., a Group company, is expanding its bicycle sharing business to maximize the opportunities associated with changes in consumer preferences for environmentally friendly means of transportation.

We are strengthening our ties with municipalities in order to maximize opportunities to increase demand for our bicycle sharing services. Furthermore, we have successfully expanded to 25 stores throughout Japan, with approximately 7,300 bicycles, 700 bicycle ports and approximately 4,700,000 times the annual bicycle usage compared to the end of fiscal year 2017. Expecting a further increase in demand due to the rising number of tourists visiting Japan, we are working to expand and enrich our bicycle sharing services.

● **Working Toward Achieving the Two-degree Target**

In formulating our new long-term strategies targeting beyond 2020, the DOCOMO Group Environmental Declaration, Green Action Plan 2030, we have taken into consideration the two-degree target outlined under the Paris Agreement, and we have set our own goals to contribute to the reduction of CO<sub>2</sub> emissions from society as a whole and adapt to climate change toward the creation of a low-carbon society by way of providing ICT services and advanced technologies.

From a risk perspective, we are making efforts under the policy of promoting energy conservation as a top priority by reducing CO<sub>2</sub> emissions and minimizing operational costs with measures aimed at improving efficiency in our electricity consumption, which accounts for the majority of the energy used by our businesses (95% of the cause of our CO<sub>2</sub> emissions).

Meanwhile, damage from natural disasters, such as heavy rains and more frequent typhoons, is becoming more common as the climate changes, and there is a growing risk of

water and lightning damage and power outages, which can also cause extensive damage. As a consequence, many companies need to take measures to ensure that if emergency situations such as disasters occur, the organizations are able to continue important operations and quickly restore order.

The DOCOMO Group has developed a solution business that leverages its reliable track record and expertise in business continuity planning over years of protecting and sustaining Japan’s telecommunications, which we cannot allow to be interrupted in the event of a disaster. We therefore believe that climate change may lead to an expansion in business opportunities.

Additionally, we anticipate opportunities from a further increase in social demand for decarbonization, the introduction of renewable energy sources, and the expansion of low-carbon related markets. Against this backdrop, analyzing the degree of strategic impact by climate change scenarios will become even more necessary for the DOCOMO Group, and we are thus considering scenario analysis and incorporating the results into our business plans.

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## Results of Our Initiatives

### Creation of a Low-Carbon Future

#### ● Basic Policy

Reducing CO<sub>2</sub> and other greenhouse gas emissions, which are known causes of global warming, is an important issue for society. Advances in ICT have been accompanied by a rise in electricity consumption, which has also led to increasing calls for energy conservation. Conversely, ICT also possesses the potential to help realize lower society-wide energy consumption and CO<sub>2</sub> emissions.

The DOCOMO Group will contribute to reducing the CO<sub>2</sub> emissions of society as a whole and adapting to climate change toward the creation of a future low-carbon society by way of providing ICT services and advanced technologies.

#### ● Five Green Projects

Looking ahead to the new era of 5G arriving in 2020, we formulated five green projects in fiscal 2017. We will be examining concrete measures toward 2020.

Purpose	Project
To reduce CO <sub>2</sub> emissions by improving electricity efficiency in the telecommunications business	1. Energy conservation for facilities 2. Introduction of technologies to reduce environmental impact 3. Improvement of storage capacity 4. Utilization of renewable energy
To reduce CO <sub>2</sub> emissions, etc., by developing networks that contribute to the realization of an efficient society	5. Development of a network that contributes to the reduction of CO <sub>2</sub> emissions in society

#### ● Initiatives for the Creation of a Low-Carbon Society

##### Next-generation Base Stations that Use Renewable Energy

Nearly three quarters of the electricity that DOCOMO consumes is used at base stations nationwide. Therefore, to reduce CO<sub>2</sub> emissions generated by electricity consumption at base stations, we are upgrading to next-generation green base stations by installing solar panels and high-capacity rechargeable batteries at our existing base stations. As of March 2018, we had 133 green base stations in operation. Electricity generated by solar panels is used to supply the equipment, and lithium-ion batteries store surplus generated electricity in preparation for a possible power disruption.

In March 2016, we confirmed that our weather forecast-linked green base stations equipped with solar panels and lithium-ion batteries can reduce commercial electricity used during normal operations by 10%, compared to conventional green base stations, and can also double their conventional operation time, which is approximately 63 hours during power outages following such events as natural disasters.

##### Solar Panel Installation in an Unused Area of a Base Station

In May 2018, we installed a solar power generation system at the Kamisugeta relay station in Yokohama City, Kanagawa Prefecture, as well as 400 solar panels in an unused area of the station. We have been supplying some of the expected power generated from the system, approximately 100 MWh per year (power output of 49.5 kW), to the adjacent base station, and we sell the remaining amount to an electric power company through the Feed-in Tariff Scheme for Renewable Energy.

DOCOMO is pursuing similar plans for Choshi City in Chiba and Kiryu City in Gunma and will contribute to reducing environmental impact by promoting the spread and expansion of the use of environmentally friendly and safe renewable energy with the aim of achieving a total power generation of 2,000 kW by 2020.

##### Energy-saving in Communication Devices

As for the smartphone and tablet models we launched in fiscal 2017, we were able to reduce electricity consumption and prolong the standby period of batteries by an average of approximately 20% in terms of battery capacity, compared to smartphones and tablets launched in fiscal 2016.

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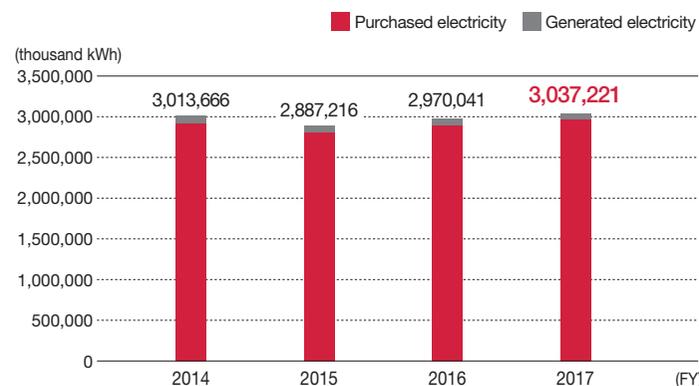
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## ● Identifying Environmental Impacts

### CO<sub>2</sub> Emissions for the Entire Supply Chain

Scope	Category (Scope 3)	Method of Calculation	Emissions (t-CO <sub>2</sub> )	Ratio (%)
Scope 1: Direct emissions			58,686	1.6
Scope 2: Indirect emissions			1,524,638	40.7
Scope 3: Other indirect emissions			2,164,436	57.8
	1. Purchased goods and services	Calculated by multiplying the number of units of mobile phones purchased (major purchased items) by the upstream emissions intensity	110,457	2.9
	2. Capital goods	Calculated by multiplying the amount of capital expenditures by the emissions intensity for information and communications equipment	1,567,808	41.8
	3. Fuel and energy-related activities not included in Scope 1 and 2	Calculated by multiplying the volume of fuel used and volume of electricity purchase by their respective emissions intensity	106,654	2.8
	4. Upstream transportation and Distribution	Calculated by multiplying the number of mobile phones sold by the emissions intensity of transportation per unit	9,675	0.3
	5. Waste generated in operations	Calculated by multiplying the weight of waste by the emissions intensity for each type of waste and disposal method	1,031	0.0
	6. Business travel	Calculated by dividing the amount of travel expenses in proportion to the ratio of transportation method used, and multiplying the figures by the respective emissions intensity	4,388	0.1
	7. Employee commuting	Calculated by dividing the amount of commuting expenses in proportion to the ratio of transportation method used, and multiplying the figures by the respective emissions intensity	2,559	0.1
	8. Upstream leased assets	(Calculation not applicable)	—	—
	9. Downstream transportation and distribution	(Calculated by inclusion in upstream transport under Category 4)	—	—
	10. Processing of sold products	(Calculation not applicable)	—	—
	11. Use of sold products	Calculated by multiplying the number of mobile phone subscriptions by the emissions intensity per line	259,658	6.9
	12. End-of-life treatment of sold products	Calculated by multiplying the number of mobile phones sold by the emissions intensity per unit for each type of disposal method	866	0.0
	13. Downstream leased assets	(Calculation not applicable)	—	—
	14. Franchises	Calculated by multiplying the total floor area of docomo Shops by the emissions intensity per floor area	101,341	2.7
	15. Investments	(Calculation not applicable)	—	—
<b>Total</b>			<b>3,747,760</b>	<b>100</b>

### Electricity Consumption



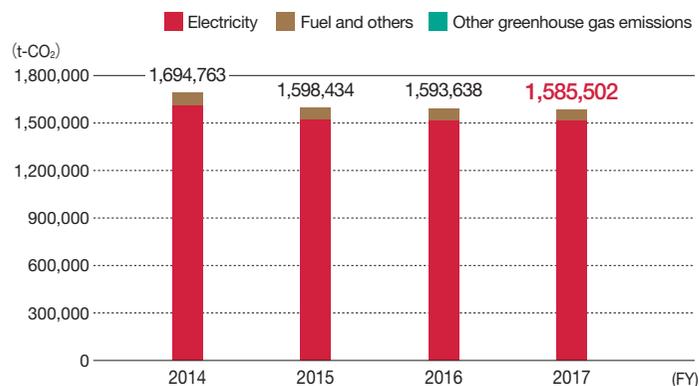
	FY2014	FY2015	FY2016	FY2017
Purchased	2,916,776	2,806,921	2,892,091	2,969,695
Communications facilities	2,784,260	2,674,757	2,757,076	2,833,699
Generated	96,890	80,295	77,950	67,526
Solar and wind power	540	524	668	779
<b>Total</b>	<b>3,013,666</b>	<b>2,887,216</b>	<b>2,970,041</b>	<b>3,037,221</b>

Note: Causes for the year-on-year reduction in electricity consumption for fiscal 2015 include the impact of reviewing the unit price when estimating electricity consumption from the electricity charge.

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Greenhouse Gas Emissions



(t-CO<sub>2</sub>)

	FY2014	FY2015	FY2016	FY2017
Electricity	1,608,771	1,522,292	1,519,231	1,518,377
Telecommunications facilities	1,542,812	1,456,315	1,454,863	1,455,415
Fuel and others	83,390	73,613	71,940	64,947
Other greenhouse gas emissions	2,601	2,530	2,466	2,178
<b>Total</b>	<b>1,694,763</b>	<b>1,598,434</b>	<b>1,593,638</b>	<b>1,585,502</b>

Note: Electricity figures are calculated with conversion coefficients provided by the power companies.

Fuel/Heat Use

		FY2014	FY2015	FY2016	FY2017
Gas	thousand m <sup>3</sup>	31,518	27,265	26,842	23,602
Heavy oil	kℓ	68	63	101	79
Diesel oil	kℓ	168	275	103	142
Gasoline (automobile)	kℓ	1,726	1,665	1,485	1,280
Heat	GJ	99,819	94,768	94,745	109,838

Formation of a Sustainable Society

● Basic Philosophy

While our high turnover “consume and dispose society” based on mass production, consumption and disposal has brought us a rich and convenient lifestyle, it has also raised serious issues, such as the creation of massive volumes of waste, illegal dumping and the depletion of natural resources. Addressing these issues requires a review of corporate management as well as social and economic systems in order to shift to a sustainable society capable of managing resources. The DOCOMO Group will contribute to the responsible use of resources by promoting 3R initiatives for communications equipment and utilizing ICT to create a recycling society.

● Reducing Waste and Promoting Recycling

Proactive Waste Reduction and Recycling

DOCOMO uses a substantial amount of resources in developing and selling mobile phones, constructing and operating network facilities, managing shops and conducting administrative work at offices. We are currently striving to reduce waste by accurately tracking resources and using them efficiently. When waste is generated despite these efforts, we do our best to reuse or recycle it, with the goal of drawing near to a final disposal volume of zero. For example, optical fiber, scrap metal, concrete poles and other waste produced when old facilities are dismantled is reused or recycled to the extent possible.

Additionally, our Green Design Guidelines for Buildings are put into practice when constructing or upgrading telecommunications facilities and buildings. We actively use recycled materials and materials capable of being recycled or reused.

With regard to providers of recycling services, we make every effort to ensure that they appropriately handle all waste, prevent illegal dumping of waste materials, and carefully manage manifest slips.

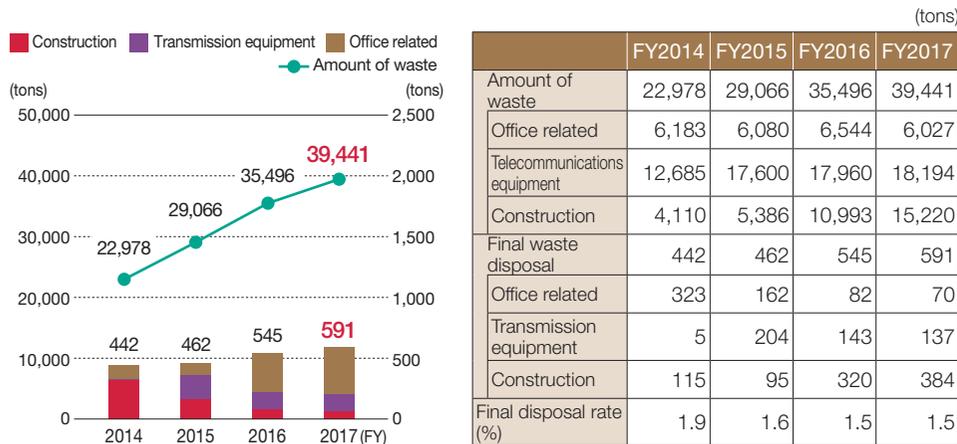
In fiscal 2017, waste from telecommunications facilities, such as optical cable, switching equipment, and power facilities, totaled 18,194 tons, 137 tons of the final disposal volume. Going forward, we plan to actively limit the amount of waste generated while also effectively utilizing the waste that is produced.

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**Amount of Waste Reduced and Recycled**

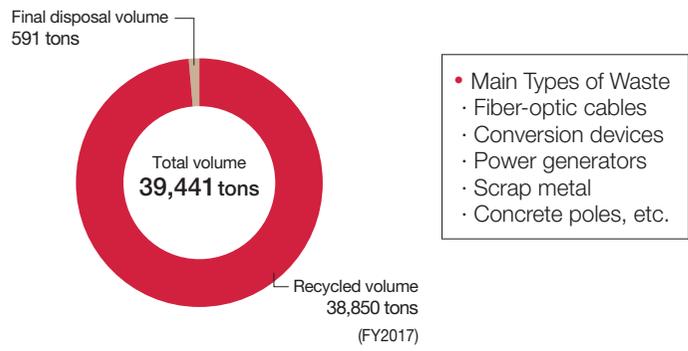
| Amount of Waste and Final Waste Disposal



	FY2014	FY2015	FY2016	FY2017
Amount of waste (tons)	22,978	29,066	35,496	39,441
Office related	6,183	6,080	6,544	6,027
Telecommunications equipment	12,685	17,600	17,960	18,194
Construction	4,110	5,386	10,993	15,220
Final waste disposal (tons)	442	462	545	591
Office related	323	162	82	70
Transmission equipment	5	204	143	137
Construction	115	95	320	384
Final disposal rate (%)	1.9	1.6	1.5	1.5

- Recycled Containers and Packaging (Results of Fiscal 2017 Submitted)
  - Plastic containers: 261 tons
  - Paper bags: 1,435 tons

| Total Recycled Volume of the DOCOMO Group



- Main Types of Waste
  - Fiber-optic cables
  - Conversion devices
  - Power generators
  - Scrap metal
  - Concrete poles, etc.

**Mobile Phone Recycling for Effective Utilization of Valuable Resources**

Mobile phones contain gold, silver, copper, palladium and other materials, all of which are valuable recyclable materials, particularly in light of Japan's relative lack of mineral resources. Therefore, DOCOMO has addressed collecting and recycling used mobile phones since 1998.

In 2001, we partnered with the Telecommunications Carriers Association, a trade organization of telecommunications carriers, and built the Mobile Recycle Network, which collects and recycles mobile phones mainly at docomo Shops regardless of the original provider. In fiscal 2017, we collected roughly 5.88 million phones and have now collected a cumulative total of about 106.68 million phones.

DOCOMO participates in the "Tokyo 2020 Medal Project: Towards an Innovative Future for All," and gold, silver and bronze recycled from mobile phones collected since April 2017 are donated to the Tokyo Organizing Committee of the Olympic and Paralympic Games. In addition to circuit boards in which rare metals are used, we also recycle plastic body parts using plastic liquefaction technology.

**Tokyo 2020 Medal Project: Towards an Innovative Future for All**

As a Gold Partner of the Tokyo 2020 Olympic and Paralympic Games, DOCOMO participates in the "Tokyo 2020 Medal Project: Towards an Innovative Future for All," an initiative that was launched across Japan in April 2017. In this project, the Tokyo Organizing Committee of the Olympic and Paralympic Games will produce nearly 5,000 gold, silver and bronze medals, which will be used in the Tokyo 2020 Games. Metals will be sourced from collected old mobile phones, computers and other small appliances. Moreover, this will be the first such experiment in all of history.

DOCOMO has started collecting used mobile devices including smartphones and tablets at approximately 2,400 docomo Shops throughout Japan. In this way, we are actively participating in the effective use of resources, presenting "Thank you" cards to customers who cooperate in the collection. From July 2017 we began seeking help for this project at elementary schools where we hold classes on recycling mobile phones. As of June 2018, DOCOMO collected approximately 4.12 million mobile phones, and nationwide municipalities participating in the project collected approximately 26,341 tons of small household appliances, including mobile phones.

DOCOMO has been actively promoting the recycling of mobile phones over the years. We have developed a system for collecting mobile phones, which is fully protected against information leakage and based on many years of experience. We have applied the system to a project in order to ensure that customers can part with their phones with a sense of security. Also, we provide a rigorous system of traceability after collection. In the hope of turning this into a national movement

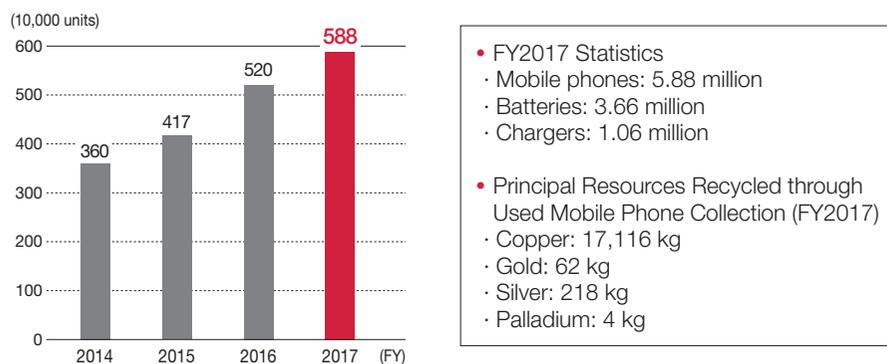
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in which everyone from children to adults can participate, we also created picture books that explain the system of recycling mobile phones so that children can understand.



Used Mobile Phone Collection (by Fiscal Year and Figures)



Note: Figures for fiscal 2014 and later include units collected for reuse.

## ● Reducing Paper Resources

### Reducing Paper Consumption with Electronics Bills and Statements

In our e-billing service, customers paying their monthly mobile phone usage charges via bank transfer or credit card can view their monthly bill on i-mode, sp-mode or a personal computer, instead of receiving monthly bank transfer and account statements through a postal service. We have made e-billing the standard mode of providing information on monthly usage charges to customers starting in February 2015, covering mobile phone use for January.

As of the end of fiscal 2017, subscriptions to the service were approximately 23 million. In terms of A4-size paper, our e-billing service has saved around 560 million sheets of paper in a year.

### Web Statement Service (dCARD Credit Service)

DOCOMO provides the Web Statement Service to let customers view their dCARD credit service usage statements via the Internet.

Starting with billing statements for February 2015, we strived to further reduce paper use to protect the natural environment by designating Web-based statements as the default option. As a result, almost all of our customers have signed up for the Web-based Service as of the end of fiscal 2017, which has led to an approximately 98% reduction in paper use.

### Reducing Paper for User Manuals with Digitization and Thinner Copies

Beginning in fiscal 2011, user manuals for all newly introduced Android smartphones and tablet devices as well as DOCOMO mobile phones (sp-mode) have been provided in digital form accessible as an application (e-manuals) on these products. DOCOMO's i-mode mobile phones also continue to carry a user manual app since 2009. Through these initiatives, we were able to slim down our user manuals and thereby reduce the CO<sub>2</sub> emissions associated with paper use and transport of the 2015 winter model products by at least 50% compared to before. We will continue to promote the use of digital media for user manuals and optimize the content of the paper-based manuals to reduce paper consumption further.

### Environmental Approaches Taken at Offices and Shops

DOCOMO is working to reduce paper usage and boost waste recycling rates at its offices and shops. In fiscal 2017, we visually communicated monthly paper usage per person in each division and branch to promote greater employee awareness of the need to reduce paper usage. As a result, the average amount of office paper used per employee declined by 7.7% compared to the previous fiscal year.

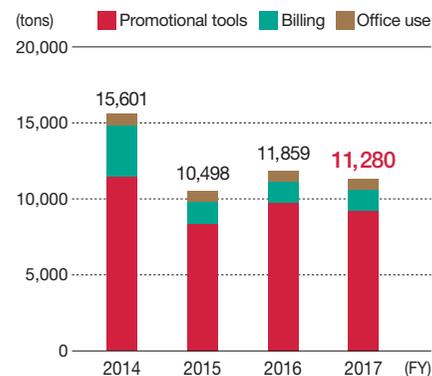
Additional measures such as the promotion of paper-less meetings by using the internal web conferencing system, personal computers, tablets and other devices will be pursued to further reduce paper usage.

Moreover, to reduce paper consumption in individual shops, DOCOMO is making every effort to accurately determine the number of promotional tools to prepare and distribute to each shop by utilizing an analysis system specifically designed for this purpose. In fiscal 2017, we sought to further digitize documents at the docomo Shops by making the customer management system accessible from both conventional desktop computers and tablets that have been newly added, allowing for the use of both paper-based and electronic forms.

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### Paper Use



	FY2014	FY2015	FY2016	FY2017
Promotional tools	742	699	704	672
Billing	3,378	1,439	1,399	1,402
Office use	11,481	8,360	9,756	9,206
<b>Total</b>	<b>15,601</b>	<b>10,498</b>	<b>11,859</b>	<b>11,280</b>

### Reducing Water Consumption

We take initiatives to reduce water consumption at our offices. We will strive to increase employee awareness of water conservation by establishing new water conservation measures and visualizing their efforts.

#### Water Consumption

	FY2014	FY2015	FY2016	FY2017
Total consumption	1,477	1,491	1,567	1,508
Tap water	1,387	1,400	1,472	1,408
Recycled wastewater	90	91	95	100

Note: Figures for fiscal 2014 and fiscal 2015 have been readjusted due to the expansion in the scope of calculations.

#### Reducing Water Consumption in Eco-Friendly Facilities

DOCOMO has been reducing the environmental impacts associated with water consumption in its facilities in line with the NTT Group Green Design Guideline for Buildings. The guideline provides basic building design considerations aimed at protecting the global environment in terms of construction and operation with the goal of reducing impacts to the greatest extent possible over a building's life cycle. Various efforts are underway at the NTT DOCOMO Yoyogi Building, which was constructed under the guideline, to reduce environmental impacts, such as controlling water consumption and recycling rain water. Beginning with its own facilities, DOOMO is striving to reduce water consumption to ensure the overall well-being of the environment.

#### Rainwater Harvesting

By reducing the volume of water instantaneously discharged at times of heavy rain, we strive to relieve the environmental impact on local areas subject to seasonal downpours and also reduce the impact on sewerage systems.

#### Recycled Water Facility

We collect wastewater from toilets and kitchens in an underground water tank, filter it for recycling, and reuse it for flushing toilets. In addition, we recycle some of the harvested rainwater, mentioned above, through our recycled water facility to further reduce environmental impact.

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**Water Conservation Appliances**

We use water conservation appliances for plumbing fixtures and toilet-noise maskers (Otohime) in women's toilets to reduce the frequency of flushing.

**Preservation of Biodiversity**

● **Basic Philosophy**

As the basic policy toward preservation of biodiversity, DOCOMO will promote initiatives to preserve biodiversity for future generations by understanding how our business activities are related to biodiversity. Specifically, we will promote activities to preserve biodiversity while striving to pursue initiatives in collaboration with stakeholders.

● **Forest Maintenance Activities in All docomo Woods**

DOCOMO is involved in the docomo Woods program to plant and improve forests throughout Japan. It has been established on the basis of the Forestry Agency's corporate forest program\*<sup>1</sup>, the National Land Afforestation Promotion Organization's Green Fund\*<sup>2</sup>, as well as corporate forestry support programs\*<sup>3</sup>. In fiscal 2017, these activities were held 38 times and about 1,470 people participated in them.

Forest Maintenance Activities in docomo Woods	FY2013	FY2014	FY2015	FY2016	FY2017
Activities held	50	48	47	45	38
Participants (approximate)	2,600	2,400	2,200	1,880	1,470

The nature conservation program docomo Woods aims to raise awareness of environmental conservation and volunteerism. It provides opportunities for employees and their family members to experience nature and participate in various forest maintenance activities such as clearing underbrush and cutting limbs. As of the end of March 2018, docomo Woods have been established in 49 locations in all 47 prefectures and cover roughly 190 hectares, which corresponds to an area of approximately 146 baseball fields (each with an area of 1.3 hectares). In addition, land blessed with rich nature can filter rainwater naturally and produces clean groundwater. To pass on the beautiful nature to the next generation, we intend to continue the program so as to contribute to the protection of the natural environment and biodiversity preservation.

\*1: The corporate forest program is a system under which the Forestry Agency and private-sector companies plant and manage forestland and share income earned from harvesting the trees.

\*2: The Green Fund raises money for preserving green spaces, improving forests, promoting tree planting and contributing to international afforestation projects.

\*3: Programs established primarily by prefectural governments and prefectural tree planting promotion committees.



Planting trees in Hokkaido's prefectural forest, docomo Kamuishiri Woods

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● **Cleaning and Loggerhead Turtle Protection Activities at the Nakatajima Sand Dunes (Tokai Regional Office)**

As part of natural environment conservation activities, employees of the DOCOMO Tokai Regional Office as well as their families take part in cleaning and loggerhead turtle protection at the Nakatajima Sand Dunes (Minami-ku, Hamamatsu-shi, Shizuoka) with the cooperation of an NPO, Sanctuary NPO.

The Nakatajima Sand Dunes are one of the three largest sand dunes in Japan and loggerhead turtles and their spawning area of Hamamatsu beach\*, including the Nakatajima Sand Dunes, are designated as a natural monument of Hamamatsu City. Through these cleaning and conservation activities, our Tokai Regional Office contributes to maintaining and cleaning the beach while also protecting the habitat of loggerhead turtles.

These activities also include lectures by the Sanctuary NPO on the life cycle and protection activities of loggerhead turtles. Participants can experience protection activities, such as releasing loggerhead turtles into the ocean, to deepen their understanding of the importance of protecting the natural environment.

\*Hamamatsu beach extends from Matsushima-cho in Minami-ku to Maisaka-cho in Nishi-ku.



Cleaning at the Nakajima Sand Dunes



Releasing loggerhead turtles



Releasing loggerhead turtles

**Environmental Communication**

● **EcoPro 2017 Exhibition on the Future of the Environment and Energy**

DOCOMO exhibited at the EcoPro 2017 Exhibition on the Future of the Environment and Energy, one of Japan's largest exhibitions on the environment, to present its ongoing initiatives of the "Tokyo 2020 Medal Project: Towards an Innovative Future for All," promoted by the Tokyo Organizing Committee of the Olympic and Paralympic Games. At our booth, we also presented our environmental initiatives under the themes of "Low Carbon Future," "Closed-Loop Recycling" and "Natural Harmony" (please see below).

- Exhibit:
- (1) Bicycle Sharing (contribution to reducing CO<sub>2</sub> emissions in society)
  - (2) AI Taxi, ICT in Agriculture and ICT in Fisheries (contribution to adapting to climate change risks)
  - (3) Green Base Stations (power efficiency in the telecommunications business)
  - (4) Mobile Phone Recycling (collection and recycling of used mobile phones)
  - (5) docomo Woods (contribution to preserving biodiversity)

Dates: December 7 to 9, 2017  
10 a.m. to 5 p.m.

Site: Toyo Big Sight (East Exhibition Hall)

Entrance: Free (advance registration)



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## Compliance with Environmental Laws and Regulations

### ● Compliance with Various Environmental Laws and Regulations

DOCOMO is committed to complying with prevailing environmental laws and regulations under its current EMS framework. Specifically, it endeavors to comply with environmental laws and regulations, including the Act on the Rational Use of Energy (Energy Conservation Act), the Act on the Promotion of Sorted Collection and Recycling of Containers and Packaging (Containers/Packaging Recycling Act), the Waste Management and Public Cleansing Act (Waste Management Act) and the Act for Rationalized Use and Proper Management of Fluorocarbons (Fluorocarbons Emission Control Law), as well as environment-related municipal ordinances, such as the Tokyo Metropolitan Government's mandatory reduction scheme, and other municipal ordinances related to global warming.

In fiscal 2017, there were no violations of environmental regulations.

### ● Proper Management of PCB Waste

DOCOMO has voluntarily established the PCB Item Management Procedure Manual based on the Act on Special Measures concerning Promotion of Proper Treatment of PCB Wastes (PCB Special Measures Act) to guide its management of PCB. The manual stipulates items subject to storage and management, storage and management methods, storage locations, disposal methods, and emergency response procedures. Under the PCB Special Measures Act, companies that store PCB waste must dispose of it appropriately or contract or its disposal by March 2027.\* The NTT Group, including DOCOMO, continues to review its disposal methods by that deadline.

\*The original July 2016 deadline was extended due to a revision of cabinet order in December 2012.

## Green Procurement

Under the NTT Group Guidelines for Green Procurement, revised in January 2018, DOCOMO conducts green procurement to enhance sustainability in our procurement activities by selecting materials, parts and products that are safe and less harmful to the environment. In green procurement, we focus on the following two assessments and classify matters into those that must be complied with and those that are required, which are reflected in the selection of new suppliers and the evaluation of existing ones.

### (1) Development of an Environmental Management System (Measures Taken by Suppliers)

DOCOMO has established a system to ensure compliance with environmental regulations across the entire supply chain. We require suppliers to obtain third-party certification, such as ISO 14001, EMAS, KES, Eco-Action 21 and Eco Stage, and assess the effectiveness of their environmental management when they start a business by examining the establishment's status as well as the operation of their environmental management system, including the formulation of environmental policies by the suppliers themselves.

### (2) Reduced Environmental Impact Related to Products (Product Assessment)

To reduce the environmental impact of our products, DOCOMO conducts an assessment at the design stage to gauge the product's impact on the environment at each stage from manufacturing to the logistics cycle, covering issues such as compliance with agreements, laws and regulations when using chemical substances and measures for preventing global warming. We then make modifications to the design as necessary to reduce the environmental impact of the product. Particularly with new procurements, we request that our suppliers adhere to the RoHS Directive\* and other relevant agreements, laws and regulations, asking them to submit an Environmental Activity Survey Sheet and a response to the Identification of Chemical Substances Contained in Products in an effort to restrict the use of specified hazardous substances.

\*The RoHS Directive is a European Union regulation banning the inclusion of harmful substances in electrical and electronic devices.

NTT DOCOMO Guidelines for Green Procurement

URL [https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/csr\\_procurement/green.pdf](https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/csr_procurement/green.pdf)

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## Environmental Accounting

DOCOMO uses environmental accounting to track the costs and benefits of its environmental protection initiatives and guide environmental management strategy.

### Scope of Environmental Accounting

- Period: April 1, 2017 to March 31, 2018
- Coverage: 17 companies in the DOCOMO Group
- Standards: Ministry of Environment's Environmental Accounting Guidelines 2005 and DOCOMO Environmental Accounting Guidelines

### Environmental Protection Costs

(million yen)

Category	Major Transactions	FY2016		FY2017		YoY Change	
		Investment	Expense	Investment	Expense	Investment	Expense
(1) Internal business area costs		243	15,239	466	14,341	222	-898
(1)-1 Pollution prevention costs	Prevention of water contamination, proper PCB disposal	34	4	0	2	-34	-2
(1)-2 Global environmental protection costs	Development and operation of an e-billing service, etc.	206	13,409	466	13,010	260	-399
(1)-3 Resource recycling costs	Reuse of dismantled telecommunications facilities, etc.	4	1,826	0	1,329	-4	-497
(2) Upstream/downstream costs	Recovery of used terminals, etc.	325	473	438	557	113	84
(3) Management costs	ISO certification/renewal, etc.	14	1,848	14	1,840	0	-8
(4) R&D costs	Research on energy/resource efficient telecommunications facilities, etc.	241	1,532	359	1,397	118	-134
(5) Community investments costs	docomo Woods and other tree planting initiatives, etc.	0	44	0	20	0	-24
(6) Restitution for environmental damage costs	Not applicable	0	0				
<b>Total</b>		<b>824</b>	<b>19,135</b>	<b>1,278</b>	<b>18,156</b>	<b>454</b>	<b>-979</b>

Note: Totals may not be exact due to rounding.

### Environmental Protection Benefits

Benefits	Major Benefit Indicators				
	Category (unit)	FY2016	FY2017	FY2018	
(1) Benefits derived from internal business area costs	1. Benefits related to resources invested in business activities	Electricity usage (including CGS power) (MWh)	2,970,041	3,037,221	67,180
		Paper usage (tons)	11,859	11,280	-579
	Paper reduced by e-billing (tons)	7,029	6,759	-270	
(1) Benefits derived from internal business area costs	2. Benefits related to environmental impacts and waste from business activities	Greenhouse gas reduction (tons-CO <sub>2</sub> )*	1,593,638	1,585,502	-8,136
		Industrial waste reduction related to telecommunications facilities and buildings (tons)	28,952	33,413	4,461
(2) Benefits derived from upstream/downstream costs	Benefits related to goods/services produced by business activities	The number of used mobile phones, etc., collected (10,000 units)	1,129	1,061	-68

\*Combined volume of CO<sub>2</sub> emissions by energy source and other greenhouse gas emissions.

Note: Totals may not be exact due to rounding.

### Economic and Practical Benefits of Environmental Protection Measures

(million yen)

Major Benefits		FY2015	FY2016	YoY Change
Revenues	Sales revenues associated with dismantling telecommunications facilities and building	974	1,088	115
Cost reductions	Reduced fuel costs from low-emission vehicles	11,285	10,673	-612
	Reduced purchasing costs from reuse of dismantled telecommunications facilities	13,984	28,050	14,065
<b>Total</b>		<b>26,244</b>	<b>39,811</b>	<b>13,568</b>

Note: Totals may not be exact due to rounding.



1	2	3	4	5	6	7	8	9	10	11	12	13	14
Top-level Commitment	DOCOMO's Vision	Sustainability of DOCOMO	Environment	Innovation	Customer Services	Human Resources	Labor Practices	Human Rights	Supply Chain	Community Investment	Corporate Governance	Editorial Policy and Organizational Profile	Appendix

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- Smart Innovation
- DOCOMO R&D Open House
- Examples of Innovation
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DOCOMO's R&D has been leading the mobile scenes not only in Japan but the world over. It has continuously created new technologies and new services by exercising its creativity and innovativeness. We strive each day in our R&D to overcome any stress factors that could strain communication or act as walls that hamper a smart life so as to achieve DOCOMO's goals for the 2020s of providing new value to customers and bringing structural change to the industry.

## Promoting R&D and Innovation

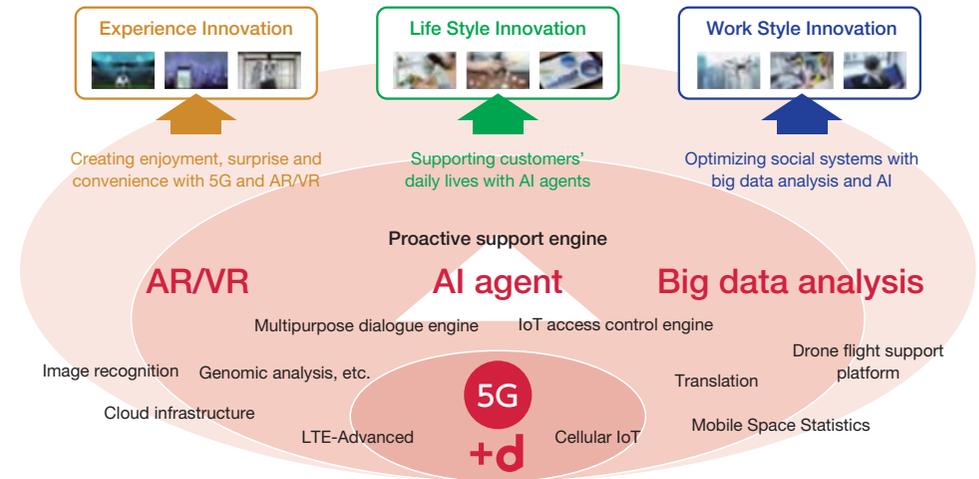
### Basic Policies and Philosophy

Advances in the information and communications industry are being made rapidly with the potential of having a major social impact through new technologies and ideas. DOCOMO believes that in addition to the area of mobile communications central to our business, such as devices and networks, there is a need to nurture the ability to bring about innovation toward quickly delivering services that enhance customer convenience and industrial efficiency. DOCOMO has been bringing innovation to society ever since it began offering services. To realize our "Declaration beyond," we are pursuing R&D of telecommunications networks, devices and services to provide 5th generation (5G) mobile communications and to develop businesses based on AI, IoT and drones. Also, we are deeply engaged in open innovation toward creating new value in collaboration with external corporate partners. We will seek further growth and solutions for social issues through services based on an open-ended pursuit of innovation.

### R&D System

DOCOMO conducts R&D on mobile communications systems and new products and services primarily at the Yokosuka Research Park. The R&D Division leads our efforts, while the R&D Strategy Department is responsible for overall supervision. As part of our ongoing R&D activities and to further enhance the Group's devices, networks and services, each R&D division collaborates with product development staff in other DOCOMO divisions. We also conduct joint development with major manufacturers toward realizing ideas for new services conceived by business divisions and promote an open innovation strategy that maximizes our diverse relationships with external entities. We publicize the results of our R&D efforts, such as new technologies, by making strategic announcements to the media and in other ways.

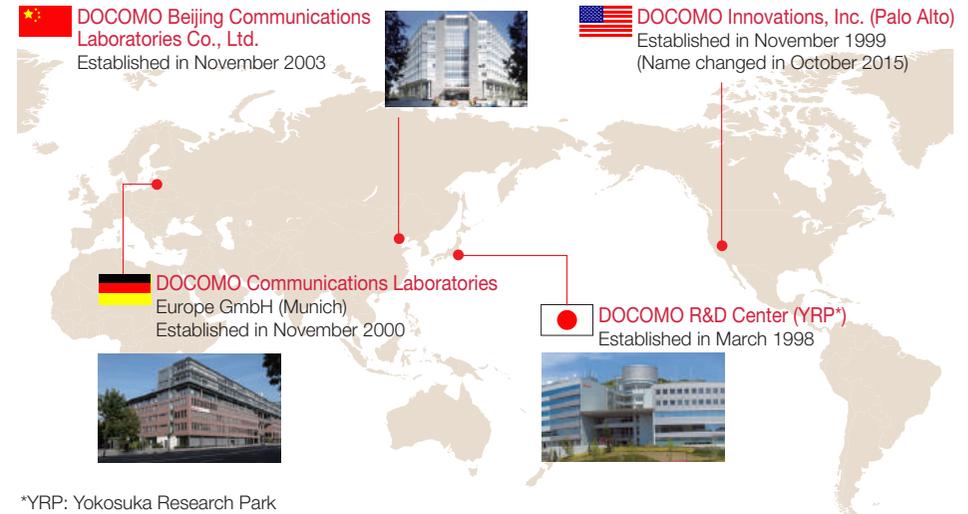
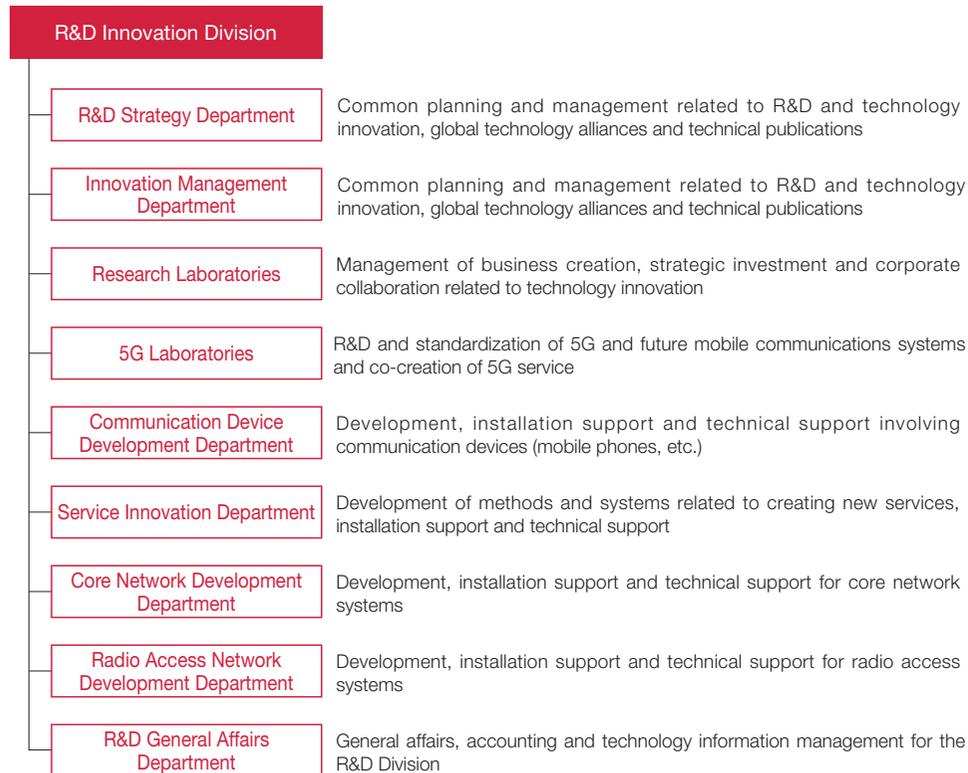
In response to technological innovations overseas, we established DOCOMO Innovations, Inc. in the U.S., DOCOMO Communications Laboratories Europe GmbH in Germany, and DOCOMO



Beijing Communications Laboratories Co., Ltd. in China. These R&D bases particularly contribute to international standardization activities for 5th generation (5G) mobile communications and virtual network technology in collaboration with the R&D Division at the DOCOMO head office. Along with DOCOMO Innovations, Inc., we also collaborate with and invest in startup ventures in North America, with the objective of investing in startups possessing advanced, innovative technologies that can be applied to mobile communications services. In the NTT Group, R&D systems are maintained by the holding company and major operating companies (NTT East Japan, NTT West Japan, NTT Communications, NTT Data and NTT DOCOMO). The holding company is responsible for R&D on basic technologies commonly used by the operating companies, while each operating company undertakes R&D on applied technologies closely related to their respective services and business operations.

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### Changes in R&D Expenses and Number of R&D Employees

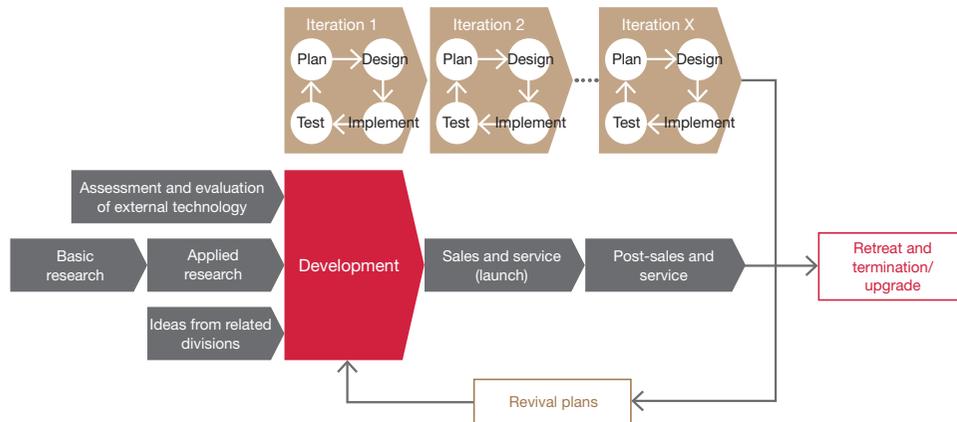
Since the late 1990s, we have maintained a workforce of between 900 and 1,100 researchers for research and development and have spent around 80 billion yen to 100 billion yen annually from the year 2000. We continue to lead in the global mobile communications business and provide innovations that serve as the backbone of sustainable development.



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## Innovation Chain



### ● Basic Research

We established our R&D system by comprehensively taking into account social conditions, trends in technological development, interaction with external research entities including universities, and the results of customer marketing. The Research Laboratories play a central role in undertaking basic research in collaboration with external institutions. As a major operating company of the NTT Group, DOCOMO supports NTT's R&D system for basic technologies. The R&D divisions of NTT and DOCOMO maintain close cooperation in their research to ensure that DOCOMO's business activities benefit from technological achievements made through these efforts. As an example of how we have applied such technological achievements, the laboratories of the holding company conducted basic research on voice recognition and intention interpretation technologies, which were then moved to the applied R&D phase at DOCOMO. This has led to the creation of various new services in recent years.

### ● Applied Research and Development

In the area of infrastructure, we engage in technological exchanges with major overseas operators and formulate strategies in response to external trends. We are therefore contributing to the establishment of global standards and leading the industry in ecosystem-related efforts by conducting PoC (Proof of Concept) experiments with major manufacturers.

Even as we play a role in the advancement of this industry, we also ensure that we enjoy competitive advantages in developing our own businesses. Furthermore, the Core Network

Development Department and the Radio Access Network Development Department are heading up our involvement in joint development with major manufacturers to provide equipment and systems with internationally recognized functions.

As for services, we are striving to create new offerings by establishing an agile development system to promptly respond to market needs. Service ideas created by the business divisions are taken up by the Service Design Department to develop system infrastructure, while the Communication Device Development Department develops applications installed on the device. The Innovation Management Department is responsible for creating businesses related to technological innovations, extending strategic investments and bolstering collaboration with other companies. The Service Innovation Department develops element technologies and systems related to the creation of new services. As we create services, we accelerate the pace of introducing them and their value to markets by incorporating element technologies developed by the holding company and the latest technologies developed elsewhere, in addition to DOCOMO's own technologies. We are also striving to further expand into new markets for services based on DOCOMO technologies.

### ● Sales and Service

Relevant divisions at DOCOMO actively present proposals that reflect social conditions, trends in technological development and circumstances at shops as well as ideas for improvement from shops and the results of exchanges with external companies and customer marketing activities.

We convene screening meetings as part of our deliberations to launch new services. This cross-sectional meeting structure and an ongoing, comprehensive assessment process allow us to make decisions quickly.

### ● Post-sales and Post-service

Each business promotion division regularly monitors the situation to inform decisions, including those related to the formulation of revival plans for services that appear unlikely to meet their initial targets.

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## Promoting Open Innovation

DOCOMO is seeking to make the transition from a conventional mobile communications company to a "Value Co-Creation Company." Through collaboration with partners in various areas, including local governments, companies and research institutions, we will offer greater convenience for the daily lives of our customers and engage in initiatives aimed at revitalizing regional communities

and resolving social issues. Specifically, we are pursuing "+d" initiatives in the areas of 5G, AI and IoT. DOCOMO possesses diverse business assets such as its mobile networks and customer base, secure settlement systems and customer referrals. We believe that we can create new businesses by making these assets available to partners with expertise and knowledge, and this in turn will lead to the co-creation of new social values.

### Initiatives Undertaken with Diverse Partners in Principal R&D Projects in Fiscal 2017 and Fiscal 2018

Technology	Project	Alliance Partner	Objective	URL (in Japanese only)
5G	5G-based remote control system for construction and mining equipment	Komatsu Ltd.	Conduct a verification test for the development of a 5G-based remote control system for construction and mining equipment	<a href="https://www.nttdocomo.co.jp/info/news_release/2017/05/23_00.html">https://www.nttdocomo.co.jp/info/news_release/2017/05/23_00.html</a>
	5G-based remote medical service	Wakayama Prefecture, Wakayama Medical University	Conduct verification trials for eliminating regional differences in medical services through remote diagnosis using high-resolution diagnostic images	<a href="https://www.nttdocomo.co.jp/binary/pdf/info/news_release/topics_180326_03.pdf">https://www.nttdocomo.co.jp/binary/pdf/info/news_release/topics_180326_03.pdf</a>
AI	AI traffic jam prediction	East Nippon Expressway Company Limited	Start field trials on traffic jam prediction through "AI traffic jam prediction" based on demographic statistics using our mobile phone network system and historic congestion records held by East Nippon Expressway	<a href="https://www.nttdocomo.co.jp/info/news_release/2017/11/30_01.html">https://www.nttdocomo.co.jp/info/news_release/2017/11/30_01.html</a>
	Autonomous bus	National University Corporation Kyushu University, DeNA Co., Ltd., Fukuoka City	Start verification tests by the Smart Mobility Promotion Consortium for the autonomous bus project at the Kyushu University's Ito Campus	<a href="https://www.nttdocomo.co.jp/info/news_release/2016/12/13_00.html">https://www.nttdocomo.co.jp/info/news_release/2016/12/13_00.html</a>
IoT	Mirainoie Project	Yokohama City, and factory, inc.	Start the "Mirainoie Project" to visualize and thereby raise public awareness of the living conditions of residents and to consider and promote the creation of comfortable indoor environments	<a href="https://www.nttdocomo.co.jp/info/news_release/2017/06/22_00.html">https://www.nttdocomo.co.jp/info/news_release/2017/06/22_00.html</a>
	docomo Smart Parking System	Prestige International Inc., Premier Mobile Solution Inc.	<ul style="list-style-type: none"> <li>•Provide a solution for parking lot operators utilizing IoT and ICT technologies to ease the chronic shortage of parking spaces in urban areas by using small lots and other land not facing main streets</li> <li>•Continue providing the commercial service started in the second half of fiscal 2017 following verification tests</li> </ul>	<a href="https://www.nttdocomo.co.jp/info/news_release/2017/07/21_00.html">https://www.nttdocomo.co.jp/info/news_release/2017/07/21_00.html</a>

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### ● Co-creation with Ventures

Considering future social environments and industry trends, DOCOMO is supporting the growth of venture companies and promoting co-creation with them through investments via DOCOMO Ventures, Inc., a DOCOMO subsidiary, and DOCOMO Innovation Village activities.

As for investment activities, we focus on the business domains stated in our “Declaration beyond” Medium-Term Strategy 2020 and are making strategic investments in anticipation of generating synergies with our business.

In terms of DOCOMO Innovation Village activities, we support ventures mainly through three programs (Village Alliance, Village Community, and Village Social Entrepreneurs). Specifically, we match our businesses with those of ventures, promote exchanges between our employees and entrepreneurs, and support entrepreneurs who take on social issues.

### ● Example of Co-creation with VR Business Partners

DOCOMO is promoting the use of virtual reality (VR) as a new service.

The VR business requires the development of an optimal system by integrating various aspects, such as content and devices. Therefore, the creation of a better VR service is vitally dependent on co-creating with business partners. We hope to forge a partnership that enables us to effectively disseminate venture assets through our infrastructure.

We have worked with a local municipality as well as a venture company proficient with VR. Moreover, we have successfully drawn out the potential of VR by, for example, providing opportunities for attendees at tourism events to try out a head-mounted display to watch a VR clip on sightseeing spots and also distributing a VR video to the world online.

### ● docomo Developer Support—Collaboration Based on Technology Licensing

docomo Developer support is a collaborative platform that provides various assets, owned by DOCOMO and its partner companies, in the form of generalized APIs (Application Programming Interfaces). These resources can be used by developers of new services with the aim of supporting the creation of unprecedented businesses. Our Web-based, open architecture enables users to pursue commercialization in a way that is self-contained, thus reducing the time spent on designing the service or considering how to develop it and on efficiently undertaking operations. Also, it facilitates access to a broad range of resources, including human and technological. Our platform not only makes creating businesses easier; it also helps add significant value to the new business by offering the opportunity to increase the number of registered users and collaborative projects. Moreover, since there are apps that have been developed using thousands of APIs, dramatically cutting business costs is possible by combining them.



#### Creation of New Businesses

In addition, docomo Developer support offers the following programs designed respectively for developers and partner companies.

#### 1. Program for Joint Business Development docomo Innovator Support

docomo Innovator support is a joint business development program designed for the creation of new businesses and unique service by combining and bolstering ideas of developers (“innovators”), service and data assets, and DOCOMO’s API.

#### 2. Support Program for Adding Value to Corporate Assets docomo Open Innovation Support

Designed for partner companies, docomo Open Innovation support is a program aimed at assisting companies seeking to add value to their assets. Corporate data and element technology are made public in the form of API and used freely to create new businesses in collaboration with innovators.

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API Partner Companies



● Collaborating with Startup Companies—39works

In addition to the conventional methods of joint research and licensing, DOCOMO is quickly seeking to provide new services closely linked to social issues by promoting an open innovation strategy. Based on this strategy, the 39works program for “co-creative business development” organizes joint projects with external partners and together engages in BizDevOps, which encompasses the entire process, from planning and development to operations and maintenance. The program aims for a quick start of small businesses and nurturing them by repeating improvements of their service quality in accordance with market response through a high-speed PDCA approach.

The program is inclusive and creates products and services that are better and more useful for people by continuously determining whether they fit the needs of markets and society.

In fiscal 2017, we launched five new businesses, and we are now considering the launch of eight more in fiscal 2018.

● Mirai Translate

Going forward, machine translation technology is expected to mature, more tourists will visit Japan, and a larger number of Japanese companies will expand their business overseas. Given these trends, we established Mirai Translate, Inc. in October 2014, and we are currently providing machine translation solutions, leveraging ongoing tuning by professional engineers, and our mobile terminal development capabilities and sales network, as well as a large volume of translation corpus in which NTT DOCOMO, SYSTRAN INTERNATIONAL Co., Ltd., Panasonic Corporation, Honyaku Center Inc. and NTT Communications Corporation all maintain strengths.

We developed a neural machine translation (NMT) engine that is capable of writing a level of English higher than a TOEIC score of 900, in June 2017. Then, in December 2017, we launched Mirai Translator™ as a cloud machine translation service equipped with the NMT engine. We

provide other services as well, including Hanashite Hon'yaku (Jspeak) (in 11 languages), Hanashite Hon'yaku for BiZ (in 10 languages), “Taimen-hoonyaku,” a multilingual voice translation service (Panasonic), Hikari Cloud cototoba (NTT East), and Cotoha Translator (NTT Communications). Through sales of Mirai Translator™, our machine translation engine, and speech translation solutions, as well as the provision of machine translation platform services and their related consulting services, we expect to achieve 1 billion yen in operating revenues in fiscal 2019.

Mirai Translator™, a web browser-based cloud machine translation service translates text data as well as Microsoft Office format files (Power Point, Word, Excel), or PDF format, while keeping the layout unchanged, by a simple drag-and-drop operation.

To realize stress-free communication between different languages in various business settings, including daily conversations and documents with many technical terms, such as agreements and internal documents, we are promoting our machine translation platform service, which is safe and scalable and can be customized for the business domains of our customers. With this service, we are helping to globalize Japan.

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### ● Collaboration with External Partners

Evolved the conversation mode of the “Kokokuma” Teddy Bear Communication Robot, following an addition from partners

As part of the 39works program for co-creative business development, DOCOMO collaborated with Iwaya Corporation, VITEC Global Electronics Co., Ltd. and Mooredoll Inc. to develop “Kokokuma,” a communication robot in the form of a stuffed animal. The robot is designed to support communication between families living at some distance from their elderly members and incorporates functions such as recording, voice messaging linked with smartphone apps, conversation mode and a human sensor that ensures safety.

Since their release on January 25, 2017, talk conversation scenarios have been added every day through a built-in LTE module. In October 10, 2017, five companies—Cocolomi, Techfirm, BCC, FueTrek, HOYA—joined us in helping deliver smoother dialogues to elderly users, thereby making them feel more closely connected to the dialogues. In November 28, 2017, we won the AI & Robotics Committee Special Award in the Service & Solution category of the “MCPC award 2017” hosted by the MCPC (Mobile Computing Promotion Consortium).



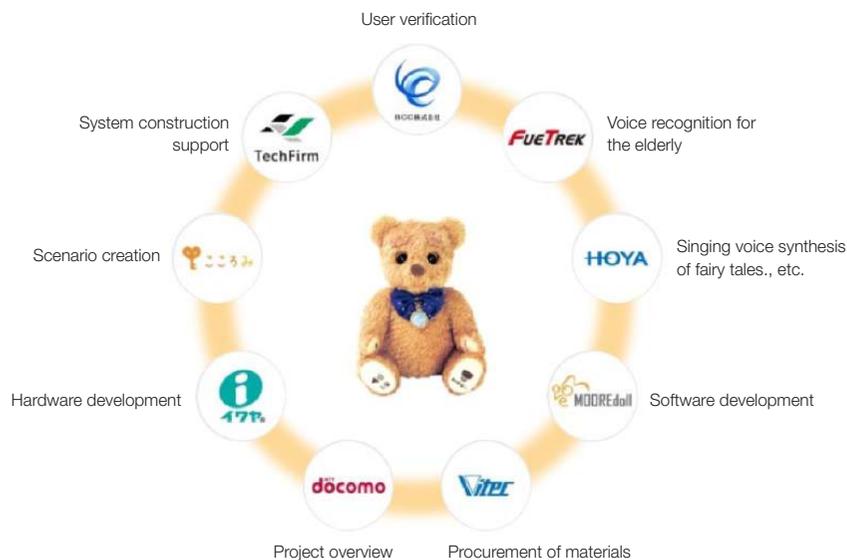
### Promoting Process Innovation

In October 2017, DOCOMO began its “Top Gun” initiative, in which the R&D and Corporate Sales and Marketing departments have formed an elite team and work as one with customers to address challenges. This involves a swift process that encompasses identifying issues and needs, creating solutions, developing business projects and monetizing them. We also established a maintenance and operation system for our solutions, which are sold nationwide as a packaged product for corporate customers. Ten months after the initiative’s launch, we are pursuing ten projects, as of July 2018.

“Top Gun” collaborations between R&D and Corporate Sales and Marketing are not limited to the departments at the head office. Corporate Sales and Marketing staff at DOCOMO’s regional offices and branches in Japan can voluntarily join the initiative to solve issues faced by companies and governments, and the number of participants is rising. We set up a system so that the head office can share information about “Top Gun” with the regional offices and branches, and at the head office we provide space where staff working at that location can meet for discussions with colleagues from regional offices and branches. The “Top Gun” initiative has encouraged greater interaction and collaboration between the R&D departments and corporate sales departments at our regional offices and branches nationwide.

We will create solutions at a much faster pace by having R&D members responsible for developing the technology visit customers to make on-the-spot decisions as to whether or not it will be useful for resolving a particular issue and to present even better solutions. In fiscal 2017, we began work on eight projects, and we plan to start ten more in fiscal 2018.

Moreover, R&D and Corporate Sales and Marketing staff together visit customer worksites in order to connect needs with potential solutions. This allows us to verify and resolve issues simultaneously and with speed, and to turn technological possibilities into value for customers while making full use of the cutting-edge technologies we provide them with solutions. We will pursue this initiative to accelerate the pace of “+d” co-creation toward achieving Declaration 4: Industry creation and Declaration 5: Solution co-creation under our “Declaration beyond” Medium-Term Strategy to 2020.



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## Smart Innovation

Since ICT services have a major impact on consumers, we believe that we must always consider their effects on society in general as we pursue our business. DOCOMO is actively promoting businesses that provide new value and enjoyment to society and contribute to providing solutions to social issues by further enhancing its products and services and continuously taking on the challenge of “smart innovation” to provide ever-improving value.

### Creation of New Services Using the “5G Trial Site”

The “5G trial site” was constructed by DOCOMO ahead of the scheduled launch of commercial 5G services in 2020. The site serves as a means for collaborating with corporate partners across a broad range of industries in creating new services and content based on 5G’s unique properties, including super high-speed, large-capacity communications, lower latency and connection to a super large number of terminals. The site is located in the Tokyo Waterfront City (Odaiba and Aomi district) and Tokyo Sky Tree Town.

In May 2017, DOCOMO worked with the Tobu Railway Group on transmitting the world’s first 8K live video using experimental 5G signals, successfully reproducing a video transmitted from the observation deck of the Tokyo Sky Tree. Combined with AR/VR technologies, 8K video transmission can meet the needs of customers seeking a greater sense of reality and enjoyment from live videos of sports and music and has the potential to change the way we enjoy them.

In December 2017, we successfully implemented a long-distance transmission of over 1 km from the observation deck of the Tokyo Sky Tree to Asakusa, and thus demonstrated super high-speed communication achieving up to 4.52 Gbps downlink and 1.55 Gbps uplink when receiving. This established that our technology can utilize high-frequency radio waves, which are difficult to transmit at a distance due to strong attenuation, in more diverse environments, including urban settings as well as rural, suburban and mountainous areas. In addition, we field-tested a new communication service using MR (mixed reality) technology between the Sky Tree and Asakusa Station, successfully facilitating a realistic, real-time conversation. Furthermore, we demonstrated a VR (virtual reality) entertainment system using 5G transmission of images taken by a 4K, 360-degree high-definition livestream camera, and the demonstration was well received.

In March 2018, we conducted various 5G field trials initiated by the Ministry of Internal Affairs and Communications. In a 5G wireless transmission test conducted in the area around the 5G trial site, we observed a maximum 10.2 Gbps throughput when two users connected simultaneously in an outdoor environment, confirming that super-high speed, high-capacity communications

can be achieved in the field. Moreover, we verified that quality can be kept stable during the transmission of 8K/4K high-resolution images via 5G. Therefore, 5G is expected to be applied to public viewing, digital signage and similar applications.

### Development of the 5G-based Remote Control System for Construction and Mining Equipment

The Japanese construction industry is undergoing a period of technological change, as construction projects are increasingly reliant on electronic data using ICT construction equipment, which gathers information on machinery and vehicles as well as on soil and personnel at the site. Companies are seeking to enhance productivity by shifting to ICT-based construction and production processes, which include surveying, construction work and inspections. Wireless access to ICT construction machinery has become a key factor for optimizing centralized control of the entire construction and production process.

In May 2017, DOCOMO began collaborating with Komatsu Ltd. on a verification trial aimed at developing a 5G-based remote control system for construction and mining equipment (hereafter “construction equipment”). We have conducted verification trials in which we remotely controlled construction equipment by sending onsite videos taken by several cameras mounted on the equipment and control signals to the equipment through 5G. We will continue to conduct verifications for the actual environments of users. The use of 5G networks will enable us to provide site construction and management services that facilitate accurate, efficient construction using real-time information about the onsite status from a remote office. This is expected to address the issue of labor shortage at construction sites.

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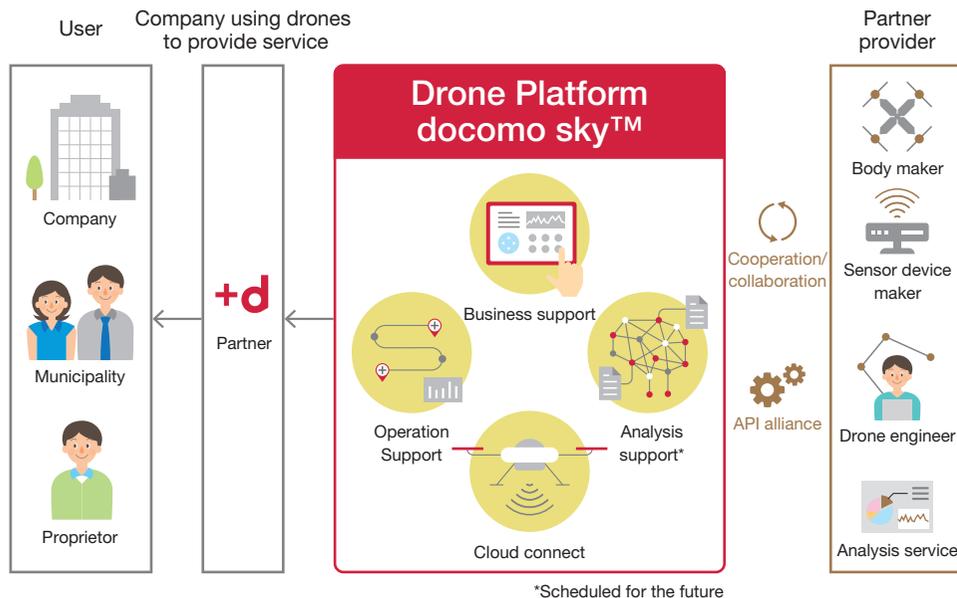
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## Expanding into the Drone Business

DOCOMO has developed the “docomo sky™” drone operation platform for corporate partners that provide drone services. The platform consists of four components: cloud connect, operation support base, business support base, and analysis support base. DOCOMO specifically focuses on the business support base and analysis support base, and it will further seek ways to utilize the data obtained in real time while increasing its base of knowledge by engaging with a variety of companies.

In May 2018, we began “Drone Starter Support TM” to provide comprehensive support for companies and municipalities in their initial introduction of drones, including sales and rental of drone units and cameras, offering communication terminals, and measuring relay images, as well as support for flight applications to the Ministry of Land, Infrastructure, Transport and Tourism, dispatch of pilots, and safety sessions. We expect the use of drones will enhance future social infrastructures.

### Overview of the docomo sky Concept™



## Field Demonstrations of Drone Services in Japan

In September 2016, DOCOMO obtained a license to operate experimental commercial stations for mobile phone use in combination with unmanned aerial vehicles in designated regions in Kanagawa, Chiba and Fukuoka prefectures. In October of that year, we launched the “docomo Drone Project” in various locations across Japan to verify the commercialization of services based on cellular drones using our mobile phone network.

We conduct field demonstrations toward providing a variety of solutions using drones while also seeking to create an environment for flying drones without creating problems by verifying the drone’s connection quality in flight as well as its impact on above-ground mobile phone networks.

### Drone Projects in Fiscal 2017

Project	Alliance Partner	Description
Transport of packages using a drone port system for distribution	Blue innovation Co., Ltd., The University of Tokyo, JAPAN POST Co., Ltd., Autonomous Control Systems Laboratory Ltd., Ina City in Nagano Prefecture	Comprehensive verification test on the distribution of unmanned aircraft using a drone port system for distribution
Prevention inspection of railroad infrastructure using cellular drones	TOBU RAILWAY CO., LTD.	Verification of an inspection method for railroad-related equipment using safer, more efficient cellular drones instead of the current visual inspection
Development of the world's first* floating spherical drone display (*as of April 16, 2017)	DOCOMO	Developed a floating spherical drone display capable displaying images in all directions while in flight, as a solution for event venues such as stadiums and concert halls (theater production, advertising, guidance, etc.)
Covering mobile phone communications service areas through a drone relay station	DOCOMO	Considered introducing a drone relay station to restore communications services for mobile phones in areas where disasters have interrupted service; conducted a field trial in Gunma Prefecture, which successfully provided service for these areas

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### Proxy Shopping Service Using Cellular Drones

In November 2016, DOCOMO conducted verification trials using cellular drones to test a product delivery service requested by phone to homes on a remote island of Fukuoka City, which has been designated as a national strategic special zone. The project tested the feasibility of the service through the long-distance BVLOS (Beyond Visual Line of Sight) operations of cellular drones using our mobile phone network. It also tested the connection quality of the drone and its impact on above-ground mobile phone networks. The service is intended to solve community-based social issues toward realizing a society in which all citizens, from children to the elderly, can lead safe and prosperous lives.

### DOCOMO R&D Open House

We hold a DOCOMO R&D Open House every year to showcase the DOCOMO Group's latest R&D efforts and promote our +d initiatives. The event's main purpose lies in its broad appeal to stakeholders related to DOCOMO's efforts to deliver added value to customers and create social value through our mid- to long-term R&D initiatives in order to co-create value with our corporate clients.

In fiscal 2017, we exhibited 110 technologies, categorized into the distinct zones of Living, Traveling, Learning, Exciting, 5G Experience, AI Platforms, IoT Platforms, Device and Interaction, Networks, Innovation Challenge, and Solutions, under the overall theme of "docomo R&D Open House 2017, Starting to See the Near Future." We received about 8,406 visitors, about three times the number we welcomed in fiscal 2016. The Open House is a key opportunity to inform a broad audience about DOCOMO's initiatives on creating social value through R&D and to strengthen our collaboration with diverse partners.

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## Examples of Innovation

DOCOMO has leveraged the unlimited potential of ICT to develop innovative solutions that address issues facing society.

### Education & Learning × ICT



#### Promoting Agricultural IoT through a Water Management Support System for Wet-rice Agriculture: PaddyWatch and Agri-note

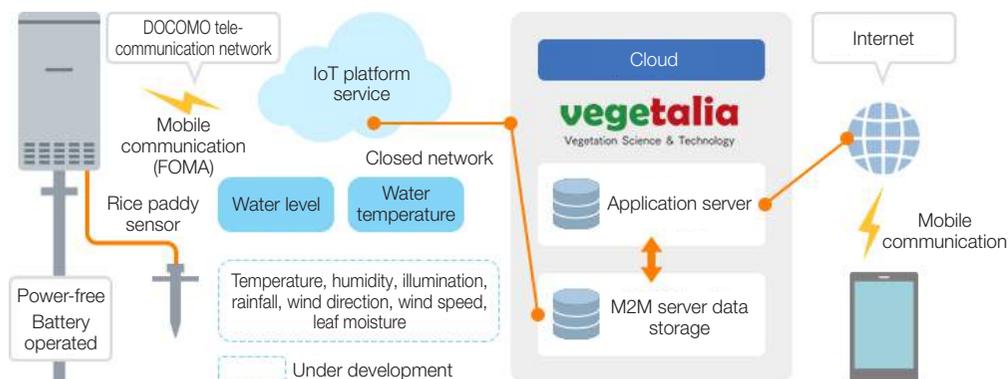
DOCOMO sells PaddyWatch, a water management support system for wet-rice agriculture, to rice farmers across Japan. This product of vegetalia, inc. contains our communication module.

The system gathers four data points representing water level, water temperature, air temperature and humidity every ten minutes from a device equipped with a sensor and communication functions installed in the rice paddy. It then transmits the information every hour to the cloud via our network. Centrally managing the status of these communication functions on the IoT platform service enables us to provide stable service for agricultural IoT.

In addition, DOCOMO's "Business Plus" business services include "agri-note," an application provided by Water Cell inc., which uses aerial photos of farmers' fields, enabling them to record their daily field work on a smartphone or another device.

Going forward, we plan to connect PaddyWatch and agri-note as elements of an agricultural IoT. Specifically, we will enable the automatic recording of information obtained from the sensor into agri-note toward increasing the efficiency of farm management.

Furthermore, in Niigata City we are providing food education to elementary school children by using the educational Kyoikuden rice paddies with the support of farmers. The schools are working with local farmers to educate children about food while receiving their support. The use of PaddyWatch and agri-note have helped to visualize field work and specific indexes, enabling farmers to review their work on a daily basis.



Approx. 75%  
reduction

Labor cost for rice paddy management



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## Health & Medical Care x ICT



### Mother and Child Health Handbook App

The Mother and Child Health Handbook has been issued for over half a century to pregnant women in Japan. This has helped reduce the child mortality rate and improve the health of pregnant and prenatal women. The utility of this unique system has been globally recognized and introduced in more than 30 countries. DOCOMO further advanced the potential of this handbook by partnering\* in the development of the web application “Mother and Child Health Handbook App” as a way to contribute to good health.

The Mother and Child Health Handbook App can digitize information about the health status of a mother and child entered on a smartphone. Moreover, it can receive information about the system and procedures of the mother’s municipality at the right time according to the development of her child. The app user can also choose her own doctor from approximately 300 medical institutions in partnership with DOCOMO (as of the end of fiscal 2017), allowing the user to receive highly reliable medical information.

In February 2018, the app launched a service for low-weight babies of less than 2,500 g at birth. It includes a modified chart of age by month to show the expected growth and development status of the baby counting back from the expected date of birth, not from the actual date, and thereby helps the mother raise her baby with peace of mind.

Going forward, we will increase our partner municipalities to 500 by the end of fiscal 2018, work to enhance app functions and promote the distribution of the app to realize a sustainable society that leaves no one behind.

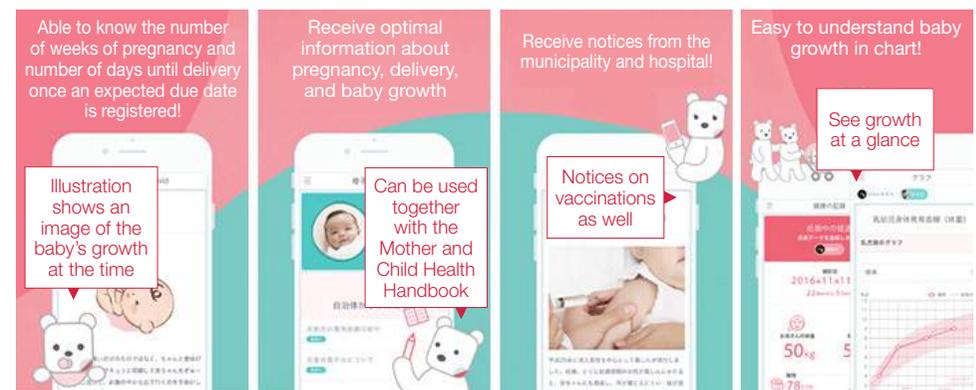
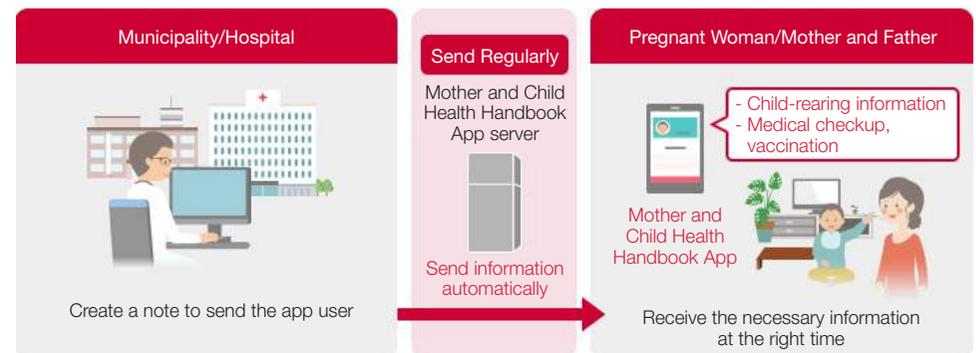
# 500

Target partner municipalities



\*DOCOMO and Hakuodo DY Media Partners Inc. jointly plan, develop and operate the app, sponsored by the specified non-profit corporation Himawari-no-kai.

#### Flow Diagram of Mother and Child Health Handbook App



App screens

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## Productivity Improvement × ICT



### Mobile Gyuonkei

In collaboration\* with the National Federation of Agricultural Cooperative Associations (ZEN-NOH) and REMOTE, Inc., DOCOMO developed “Mobile Gyuonkei,” which emails the birth of a calf in advance to prevent delivery accidents.

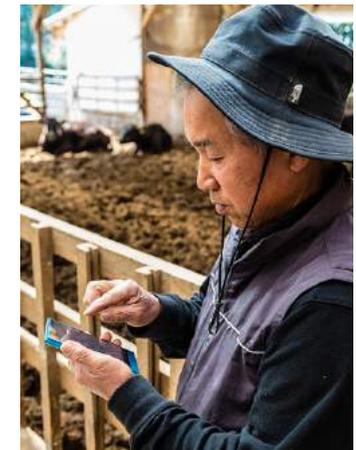
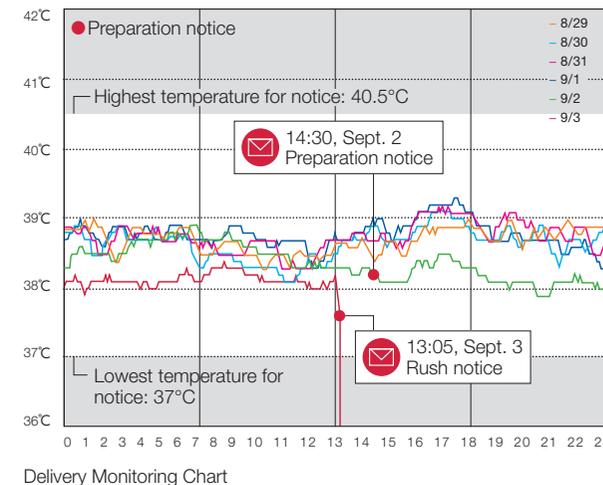
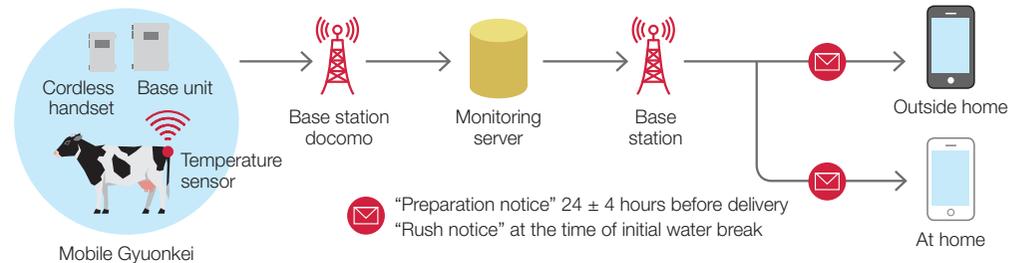
Due mainly to the epidemic of foot-and-mouth disease in 2010, the bankruptcy of major ranches, and farm retirement associated with the aging of cattle farmers, the numbers of farmers and cows have been declining, which is an issue that cannot be overlooked. Under these circumstances, approximately 30,000 calves die annually during delivery, which inflicts immeasurable damage on cattle farmers.

Mobile Gyuonkei uses its temperature sensor to monitor the body temperature of the cow and transmits an email when the time for delivery is approaching, thus increasing the probability of assisted delivery being available. ZEN-NOH estimates that the use of this technology can reduce the rate of delivery accidents from around 5% to 0.4%. In addition, although cattle farmers used to sleep in the cowshed during the prebirth period, they can now sleep without worry at home, thereby improving working conditions. Farmers used to have difficulty making other commitments, even for important family events, but Mobile Gyuonkei has improved their personal lives as well.

DOCOMO pays attention to the safety and price of the product so that cattle farmers can adopt it easily. We will work on broadening the use of Mobile Gyuonkei to help the cattle industry leap to a new level toward becoming a sustainable growth industry.

\*The call center is operated by DOCOMO and REMOTE, while product communications are handled by DOCOMO and sales are handled by DOCOMO and ZEN-NOH.

#### System Overview



Monitoring via mobile device



# 99%

Delivery accident prevention rate

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## Climate Change × ICT



### Providing Sharing Mobility Services (DOCOMO BIKESHARE, docomo Smart Parking System, d car sharing)

In 2011, DOCOMO started the community cycle (bicycle sharing) service “baybike” in Yokohama City. Since 2011 we have been working to realize a circulating society by integrating bicycles and mobile phones to develop environmentally sound bicycle sharing services. Bicycle sharing is a service in which the user can rent and return a bicycle from/to any of the cycle ports within a service area, and this service is expanding as a new urban transit option in Japan and many other countries.

In February 2015, DOCOMO BIKESHARE, INC. was established, and in February 2016, a wide-area experiment of bicycling across administrative districts was launched in Tokyo, and we are striving to enhance service content with greater convenience. As of the end of June 2018, more than 7,700 bicycles are available at about 760 cycle ports nationwide.

Moreover, in July 2017 we began providing a docomo Smart Parking System solution to parking lot operators. Urban and residential areas have suffered a chronic shortage of parking spaces, but at the same time lands suitable for metered parking have been under-utilized, mainly because investments in building and operating metered parking spaces would not pay for themselves.

The “docomo Smart Parking System,” developed by DOCOMO, makes it possible to build and operate metered parking spaces in even previously unprofitable small locations, in a short construction period and at a reasonable cost, thereby enabling the temporary use of vacant lots as metered parking areas. The system consists of a “smart parking sensor,” an IoT device equipped with a function that detects entering and exiting vehicles, a gateway mounted with a communications module and a cloud-based parking space management server.

The special smartphone app enables drivers to check for vacant spots and reserve one in advance, thus saving the trouble of finding a space to park after arriving at the destination.

Also, the automatic online settlement function eliminates cash payments. Since June 2016 we have been conducting verification tests across Tokyo’s 23 wards and in November of that year launched an experimental service in collaboration with the “tomereeta” service operated by Sharing

Service, Inc. In July 2017, we began providing this “docomo Smart Parking System” solution in Tokyo’s 23 wards and the Kawasaki-Yokohama area. Five business operators signed on at the time of launch.

Furthermore, in November 2017 we launched a new service “d car sharing,” which allows the customer to choose their favorite car from those owned by a car sharing operator, rental car operator, or individual, based on purpose, location and date of use. “d car sharing®” offers three kinds of services on its platform: “Car Share,” provided by car sharing operators, “My Car Share,” car sharing between individual drivers, and “Rental Car,” provided by major rental car operators in Japan. The customer enters details about their trip, such as location and date of use, and can then browse all vehicles from these three services, and make a booking and even payment (excluding “Rental Car”) on their smartphone or another mobile device.

These services are offered to any mobile phone user regardless of their carrier. The widespread use of these Sharing Mobility services will help improve customer convenience and also reduce the greenhouse gas emissions of society at large while vitalizing regional communities and tourism and encouraging healthier lifestyles.

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## Mobility × ICT



### Started Operation of AI Taxi that Forecasts Taxi User Demand

In February 2018, DOCOMO launched “AI Taxi,” a service that uses AI to predict demand for taxi rides. Demand for taxis has been increasing as more tourists visit Japan. However, the country has been facing such social issues as a driver shortage and lower driver productivity owing to a declining population and super-aging society. To solve these issues, DOCOMO has conducted a number of field trials in Tokyo and Nagoya City since fiscal 2016.

AI Taxi uses various types of data including taxi operation, weather, surrounding facilities (Point of Interest, or POI), as well as a real-time version of DOCOMO’s mobile spatial statistics® (“demographic data”) to analyze all of the data required for AI, understanding demographic changes by attributes such as gender and age group associated with the shifts in population distribution across Japan. Based on this analysis, AI Taxi forecasts taxi demand every 10 minutes for up to 30 minutes. This is the world’s first taxi demand forecasting service that leverages AI and demographic data that can provide real-time changes made by the movements of population distribution across a wide area.

The service is expected to help improve convenience by shortening the waiting time of taxi riders, enhance the productivity of taxi drivers through more efficient operations, and also mitigate traffic congestion caused by unnecessary waits for customers. In addition, the service’s core transportation demand forecasting technology can be used to optimize other means of transportation, thereby improving the efficiency of the entire traffic system.

## Work Style Reform × ICT



### Launching the Work Style Innovation Package

As part of work style promotion included in its medium-term strategy 2020 “Declaration beyond,” DOCOMO started providing the “Work Style Innovation Package” as a solution for realizing a work style that offers flexible choices of time and location by combining the “Share Office” co-working space, which allows employees to work outside the office, with a telework ICT that supports telework, such as the FMC cloud phonebook service “Office Link +,” cloud web conference service “sMeeting,” and virtual desktop service “s-WorkSquare” in June 2017.

“Share Office” provides “WORKSTYLING” of Mitsui Fudosan Co., Ltd. and “Business-Airport” of TOKYU LAND CORPORATION as the options of DOCOMO’s business service lineup “Business Plus.” It allows sales employees out on business to use the nearest “Share Office” to work, which can reduce travel time and overtime work hours.

DOCOMO has been incorporating a telework, work-from-home system since April 2010. Before offering this service, we implemented telework targeting our Corporate Sales and Marketing Division using the “Work Style Innovation Package.” As a result, overtime work hours decreased by about 15%\*. Through the service, we will propose better work styles of various types with a range of conditions for different industries to our customers by realizing a telework environment using ICT and the practical know-how we have acquired through our Work Style Reform.

\*As a result of a year-on-year comparison between April and October 2017 and April and October 2016

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## Education & Learning × ICT



### Providing the Tuition-free College Course “gacco” Service

DOCOMO provides “gacco,” a web service that allows anyone to take or view lectures by college professors without tuition fees. We have been offering learning opportunities to a wide range of generations by creating new learning models, including online lectures, attending classes via smartphone or tablet during spare time while away from home, scoring other students’ work, face-to-face learning, and meet-ups. As of August 2018, this service has attracted over 450,000 members.

## Health & Medical Care × ICT



### Estimating Stress with Smartphones

To address the annual rise in the number of mental health patients, DOCOMO jointly developed a technology for estimating one’s own stress level with The University of Tokyo (UT) and Keio University (KU) in March 2018. DOCOMO’s big data analysis and AI technology is combined with UT’s data processing technology for behavior recognition and KU’s expertise in the area of psychiatric medicine and psychology, including behavior under stress, to classify distinctive stress behaviors into 130 types and quantify the results based on data for daily smartphone use, such as power on-off, location information and number of calls, as well as the smartphone owner’s heart rate data.

AI learns these figures and behavior characteristics and provides periodic feedback on stress level to the smartphone user. This raises their awareness of stress management, enabling them to maintain their physical and mental health in ways suitable for anyone. With the technology, DOCOMO is striving to accelerate the practical use of an application that helps users better understand their personal mental self-care status.

## Productivity Improvement × ICT



### ICT Buoy

The fisheries industry has recently been facing social issues such as the declining number and aging of workers and changes in the marine environment due to global warming and earthquakes.

ICT Buoy is a solution that implements various sensors for water temperature, salinity and so forth in order to obtain marine data via DOCOMO’s network through smartphones or mobile phones. Smartphones are capable of displaying current marine data as well as data trends from the past in tables and graphs. This enables users to monitor in-depth data remotely transmitted from a place closer to the fishing grounds so that they can more effectively manage current needs. ICT Buoy offers the following four benefits.

Stabilized yield: Reduce risk by making up for inconsistent experience, guesswork and unstable marine environments with hard data.

Improved quality: Realize data-backed planned production.

Reduced costs: Reduce fuel costs and onsite work needed to review the status of fishing grounds.

Handing on to the next generations: Provide a new communication style by utilizing message boards and diary features.

This solution for resolving fishery issues has been introduced and verified at 16 locations across Japan as of June 2018.

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## Smart City × ICT



### Providing an Environment for Realizing “SDGs Future Cities” and “Smart Satoyama Cities”

DOCOMO is working on a service to create a new life style in “Satoyama Cities (rural cities)<sup>\*1</sup>” through the use of IoT, big data, AI and other technologies. As a means to collect data for the service, DOCOMO is building an environment for verification trials using an LPWA network that enables multiple connections with low power consumption.

DOCOMO has been building this environment in collaboration with the Kanazawa Institute of Technology (KIT) as one of the initiatives of “Hakusan City IoT Acceleration Lab<sup>\*2</sup>”—a joint effort by industry, public/private sectors, and academia to create new rural cities through the use of IoT and other technologies. We are providing a LoRa<sup>®</sup>-based environment to consortium members who are working to realize a new IoT service using the environment. The LoRa<sup>®</sup> service allows for the connection of multiple devices to one gateway, enabling communications with devices located in mountainous areas with poor reception. The service is also suitable for communications through one gateway in places such as plastic greenhouses and factories where devices are concentrated in wide premises.

The service is expected to achieve higher efficiency through monitoring of the status of farm and other equipment use shared by residents, with sensors mounted on the equipment, and to mitigate damage by detecting signs of potential river flooding or a landslide with environmental sensors. To address the population decline in Satoyama (rural areas), we will work to help residents lead more efficient and convenient lives by making predictions using AI functions based on the analysis of data gathered and accumulated through sensors mounted on devices and equipment in the verification environment. We will also promote the development of applications and services that help attract tourists.

Hakusan City was selected for the “Sustainable Development Goals (SDGs) Future Cities” in June 2018. DOCOMO will work with KIT and others on this city’s efforts to promote “SDGs Future Cities.”

\*1: Concept of the Kanazawa Institute of Technology for creating a city for a new era in Satoyama, including foundations for livelihoods using IoT and AI, in collaboration with industry, public/private sectors, and academia.

\*2: Hakusan City, Kanazawa Institute of Technology, NTT DOCOMO, I-O DATA DEVICE, INC., Kanazawa Research Institute, goowa inc., and MULTISOUP CO., LTD. jointly applied for the “Local IoT Acceleration Labs” project promoted by the Ministry of Economy, Trade and Industry, and obtained certification in March 2017.

## Inbound Tourism × ICT



### Started Providing a Japanese Cultural Experience Program on “WOW! JAPAN,” a Portal Site for Foreign Visitors in Japan

The goal of welcoming 40 million foreign tourists in Japan annually by 2020 will required arranging community-based tours, such as those led by individuals and others by communities, as well as tours sponsored by major travel agencies encompassing urban areas and tourist sites.

DOCOMO began providing “WOW! JAPAN<sup>®</sup>,” a portal site that provides Japanese sightseeing information to foreign tourists, and in August 2017 “WOW! JAPAN Experience+,” a program providing Japanese cultural experiences.

DOCOMO offers the service in collaboration with Gaiax Co., Ltd. and municipalities to involve communities with the goal of deepening the experience of foreign tourists about life in Japan through interaction with local people. The program offers participants five categories of first-hand experience: nature, farming, culture and crafts, cooking, and town walks. In line with the start of the service, DOCOMO recruited hosts for these categories of the program and further expanded it. We will also help municipalities promote local tourism.

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## Awards for Innovation

NTT DOCOMO has received the following awards for innovation in fiscal 2017 and 2018.

Host	Award	Award-winning Project and Reason (affiliations are as of the time of winning the awards)	Date	
Cabinet Office	Medal with Purple Ribbon	<p>"Development of radio access control technology for the 3rd and 4th generation mobile phone system"</p> <p>Seizou Onoe (R&amp;D Innovation Division)</p> <p>Recognized for developing radio access control technology for the 3rd and 4th generation mobile phone system, thereby helping to realize and spread of 3G and 4G in and outside of Japan and achieving more comfortable communication using smartphones, which helped improve the convenience of daily life.</p>	April 28, 2018	
Institute of Electronic, Information and Communication Engineers (IEICE)	Distinguished Achievement and Contributions Award	<p>Seizou Onoe (R&amp;D Innovation Division)</p> <p>Recognized for devoting many years to R&amp;D in ICT and bringing innovations to mobile communication services by developing a number of novel schemes and technologies and by promoting their use, thereby helping to create a productive ICT society.</p>	June 1, 2017	
	Achievement Award	<p>"Commercial deployment of 3.5 GHz band TD-LTE service"</p> <p>Toshiro Kawahara (Radio Access Network Development Department)</p> <p>Yasuyuki Watanabe (Radio Access Network Development Department)</p> <p>Toshiyuki Futakata (Communication Device Development Department)</p> <p>Recognized for devising a new method for efficiently and effectively deploying the higher frequency TD-LTE method in mobile communications.</p>		
			<p>"Commercialization of network virtualization technology capable of running the EPC software of multiple vendors"</p> <p>Hiroyuki Oto (R&amp;D Strategy Department)</p> <p>Yasuyuki Uchiyama (Core Network Development Department)</p> <p>Kazuaki Obana (NTT Network Innovation Laboratories)</p> <p>Recognized for their extraordinary contribution to the mobile communication industry through this commercialization, the world's leading example in network virtualization, and for their distinguished achievement.</p>	June 7, 2018
Ministry of Education, Culture, Sports, Science and Technology	The Commendation for Science and Technology by the Minister of Education, Culture, Sports, Science and Technology	Prize for Science and Technology (Development Category)	<p>"Development and commercialization of world-leading VoLTE with high-quality sound and high efficiency"</p> <p>Kazuo Sugiyama (Core Network Development Department)</p> <p>Akihiro Maebara (Radio Access Network Development Department)</p> <p>Toshiyuki Futakata (Communication Device Development Department)</p> <p>Recognized for their outstanding achievements in their project in terms of R&amp;D and understanding the enhancement of science and technology.</p>	April 17, 2018
International Electrotechnical Commission	Industrial Standardization Awards	IEC1906 Award	<p>Teruo Onishi (Research Laboratories)</p> <p>Recognized for his outstanding achievement in the standardization of electric and electronic technologies and related activities.</p>	October 23, 2017

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Host	Award	Award-winning Project and Reason (affiliations are as of the time of winning the awards)	Date
Tsushinbunka Association	Hisoka Maejima Award	"Commercialization of Advanced C-RAN for the effective rollout of LTE-Advanced" Sadayuki Abeta (Radio Access Network Development Department) Yasuyuki Watanabe (Radio Access Network Development Department) Yoshitsugu Shimazu (Radio Access Network Development Department) Norihito Tokuhito (Communication Device Development Department) Recognized for commercializing the advanced C-RAN that led to the effective deployment of LTE-Advanced, thereby contributing to the expansion of a new market, including the promotion of the use of rich content through the mobile network.	April 11, 2017
		"Contribution to the international standardization of a ground-based radio communication system through ITU-R" Akira Hashimoto (Network Department) Recognized for being active on the front lines of international standardization in the radio communication field by participating in ITU radio communication department meetings as a Japanese representative as well as for significantly contributing to the improvement of Japan's global competitiveness.	
		"Commercialization of 3.5 GHz-band TD-LTE service realizing carrier aggregation with FDD" Toshiro Kawahara (Radio Access Network Development Department) Kenji Furukawa (Network Department) Kenji Hashimoto (Communication Device Development Department) Recognized for standardizing TDD-FDD CA, commercializing a Japan-invented service through carrier aggregation of the 3.5 GHz TDD and FDD methods and also for developing a technology that enables quicker, higher capacity and smoother communications, leading to expansion into a new market, including promoting the use of rich content (using videos and sound) in the mobile network.	April 10, 2018
ITU Association of Japan	Celebration of World Telecommunication and Information Society Day	ITU-AJ Accomplishment Award Sadayuki Abeta (Radio Access Network Development Department) Masaomi Sumita (R&D Strategy Department) Recognized for contributing to activities to standardize LTE/LTE-Advanced, ATM transmission of highly compressed voice, etc., within 3GPP and ARIB.	May 17, 2017
		ITU-AJ Encouragement Award Anil Umesh (Radio Access Network Development Department) Kazuaki Takeda (5G Laboratory, Research Laboratories) Memiko Otsuki (Carrier & Regulatory Affairs Office, Corporate Strategy and Planning Department) Recognized for their contributions to standardizing HSUPA, LTE/LTE-Advanced, 5G, etc., within 3GPP and ITU.	
		ITU-AJ Accomplishment Award Kozo Sakae (Core Network Development Department) Lan Chen (R&D Strategy Department, Beijing Labs) Recognized for their contributions to more efficient management of virtualized networks, higher functionalization, and standardization of 5G etc., within 3GPP and ETSI.	
		ITU-AJ Encouragement Award Hiroki Harada (Communication Device Development Department) Toru Uchino (Radio Access Network Development Department) Motohiro Abe (Core Network Development Department) Recognized for their contributions to standardizing LTE/LTE-Advanced, IoT, 5G VOLTE roaming, etc., within 3GPP and ITU.	May 17, 2018

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Host	Award	Award-winning Project and Reason (affiliations are as of the time of winning the awards)		Date
Association of Radio Industries and Businesses (ARIB)	The Meritorious Award on Radio	The Award of the Minister of Internal Affairs and Communications	"Commercialization of a super high-speed, high-capacity LTE-Advanced system using FDD/TDD carrier aggregation technology" Toshiro Kawahara (3.5 G HzLTE Development Group) Recognized for his effort to realize higher speed and capacity using carrier aggregation technology.	June 15, 2017
		The Award of the Representative of the Board of ARIB	"The world-first commercialization of VoLTE roaming through the establishment of a new method" Kazuo Sugiyama (VoLTE Roaming Development Team) Recognized for reducing the time required for development and testing compared to the previous method and developing a new method that can reduce service fees, as well as pursuing international standardization.	
		The Award of the Minister of Internal Affairs and Communications	"Commercialization of the power-saving technology eDRX for IoT communication equipment" Toshiyuki Futakata (Power-saving Technology eDRX Commercialization Team) Recognized for providing eDRX technology in LTE areas throughout Japan by promoting the commercialization and standardization of technology that can significantly extend the intervals of intermittent sending and receiving by connecting a core network to a wireless network and also for extending battery life by about 10 times by developing a low power consumption UIM in combination with the above.	June 27, 2018
		The Award of the Chairman of the Board of ARIB	"Commercialization of Network Functions Virtualization (NFV), which enables the running of multiple vendor software" Kazuo Sugiyama (Network Virtualization Base Development Team) Recognized for the world's first commercialization in March 2016 of network virtualization technology that improves usability through the integrated and flexible control of various vendor products as well as for his active contribution to international standardization.	
Red Hat K.K.	Red Hat Innovation Awards APAC 2017	IT optimization	Takaaki Sato (Service Design Department) Recognized for his effort to build a system for reducing work processes by automating its realization as a new cloud platform.	October 20, 2017
Japan Institute of Design Promotion	FY2017 Good Design Award	Good Design Best 100 Good Design Special Award (Design for the Future)	"docomo Smart Parking System" Innovation Management Department (7 members) Highly regarded for bold innovation of the solution's idea, its level of achievement in product design, and economic efficiency by realizing the prior reservation of empty space in parking lots and cashless settlement using mobile ICT and IoT technologies.	October 4, November 2, 2017

# Customer Services

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Our mission as a provider of telecommunications services is to offer all DOCOMO users a reliable communication environment in which they can use their mobile phones anytime and anywhere. We are also committed to the safety of our communication devices from the design stage of development. The diligent performance of these functions is at the heart of our steadfast efforts to deliver better mobile communication experiences in terms of reliability and convenience to all our users. Having set up our Network Division in July 2017, we will continue to pursue rapid, comprehensive construction and operation of a total network service infrastructure encompassing mobile terminals and applications to bolster company management that places even greater emphasis on customer satisfaction.

## Provision of Network Services

### Basic Policies and Philosophy

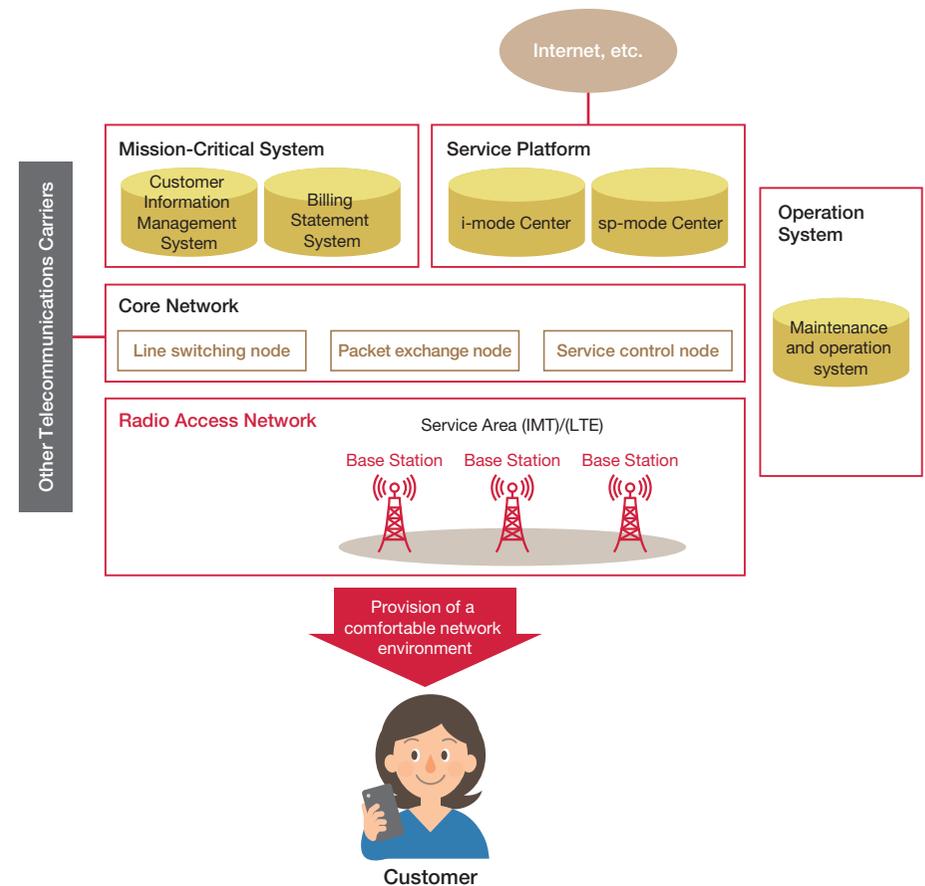
DOCOMO seeks to provide constantly improving network services that consistently satisfy customers. Building base stations to expand our service areas offers connectivity to our customers wherever they are, in the city, on the subway or in a remote location or relatively unpopulated area. We also work to maintain a system that ensures connectivity around the clock, all year round, regardless of any specific circumstances that may arise in the course of a normal day or special event.

We are improving connectivity during spikes in service demand and raising the reliability of our telecommunications services during network failures by implementing the network functions virtualization technology. In addition to increasing communication speeds, we are constructing a robust lifeline based on DOCOMO's Three Principles of Disaster Preparedness, which we can rely on in times of disaster

### Overall Layout of DOCOMO's Network

The DOCOMO network comprises the radio access network, core network, service platform, various mission-critical systems and the operation system.

DOCOMO's Network Layout



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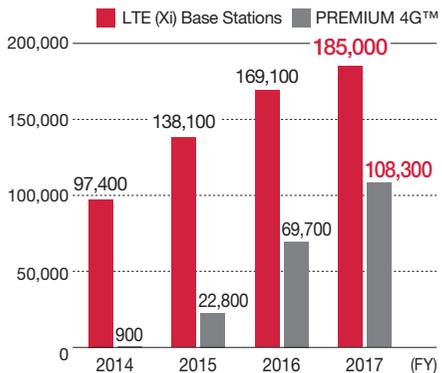
## Expansion of the Service Area

### ● Building Base Stations

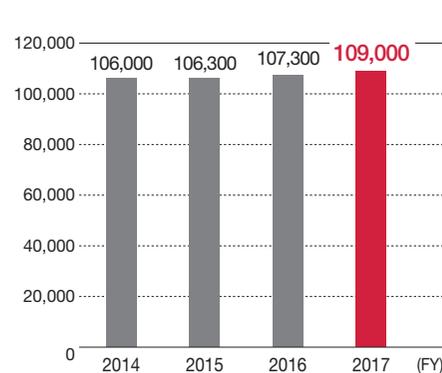
We are building base stations to further enhance voice communication and data transmission as well as to expand our service area. The number of base stations has been increasing every year, with a total of 185,000 LTE base stations and 109,000 FOMA base stations operating in fiscal 2017. As for LTE, we are increasing the number of base stations capable of handling higher communication speeds offered by PREMIUM 4G, and the number of stations has increased from 22,800 stations in fiscal 2015 to 108,300 in 1,637 cities across Japan in fiscal 2017.

Since the late 1990s, we have maintained a workforce of between 900 and 1,100 researchers for research and development and have spent around 80 billion yen to 100 billion yen annually since the year 2000. We continue to lead in the global mobile communications business and provide innovations that serve as the backbone of sustainable development. Also, we will focus on base station maintenance with an eye toward the coming commercialization of 5th generation (5G) mobile communications.

Number of LTE (Xi) Base Stations



Number of FOMA Base Stations



### ● DOCOMO's Approach to Installing Base Stations

Before building a new base station, we provide explanations to local residents in accordance with the rules stipulated by relevant laws and regulations or to those in areas designated by DOCOMO's internal rules where such laws and regulations do not apply. We also address the concerns of some residents in regard to the effects of electromagnetic waves or ambivalence about the construction of antenna towers by exercising due care and offering complete information. When building base stations, our first priority is the safety of the local residents.

### ● Activities for Inspecting and Improving Reception Quality

In order to ensure coverage quality and expand our coverage area, DOCOMO widely solicits information from customers on reception quality. We will continue to improve reception quality by using this feedback while building more base stations in an effort to ensure a more stable environment for our mobile phone users.

At the request of a customer, DOCOMO offers suggestions for improving reception quality. To do this, we use DOCOMO repeaters, which boost indoor reception quality, and compact femtocell base stations.

In fiscal 2017, we received about 60,000 customer inquiries related to reception quality. Our action to respond to these inquiries sincerely represents the base of our efforts to improve reception quality. In addition, to further enhance our improvement activities, we will conduct reception quality tests throughout Japan while in motion in vehicles or on foot.

### ● Ensuring the Quality of Communications Services during Large Events

Major events and exhibitions gather large numbers of customers in a single location. Local base stations may experience intermittent overloads causing spotty phone service when these customers use their mobile phones at the same time. We prepare for such potential problems by proactively implementing special measures.

For example, to deal with fireworks, concerts and other large events, held throughout the country, base station loads are dispersed by installing mobile base stations and docomo Wi-Fi Spots at the event and adjusting the coverage area of neighboring base stations. In addition, facility capacity is augmented by setting up base station facilities to cover the venue and modifying the software that controls the facilities to accommodate peak use.

The New Year holiday is another time when service demand spikes, due to New Year greeting calls and mail. To ensure even smoother use of our telecommunications services at that time, we carefully plan for the holiday service demand in advance while enhancing our telecommunications equipment monitoring system and controlling traffic. In addition, we are

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systematically expanding the facility capacity of our networks in response to the usage status of our customers.

● **Enabling Communications in Remote or Relatively Unpopulated Areas**

DOCOMO has drawn up its Basic Policy on Area Expansion to strategically develop base stations in remote or relatively unpopulated areas. Our service coverage ratio in Japan for 3G FOMA has reached nearly 100%. The coverage ratio for 4G LTE has also expanded to 99%, and we plan to raise coverage to 100% by the end of fiscal 2018.

Apart from these measures for remote areas, we also respond to temporary spikes at locations such as tourist spots that experience seasonal increases in demand from visitors. For example, we provide stable telecommunications services on the top of Mt. Fuji by installing a temporary base station at the summit during the climbing season. We also install special antennas along mountain trails or compact base stations on the roofs of mountain huts in order to expand the coverage on trails where radio waves are blocked by the surrounding trees or by neighboring mountains. This has helped climbers make rescue calls when they are hurt or lost and has increased the number lives saved.

● **Overseas Use of Mobile Phones**

DOCOMO is expanding its international roaming service so that customers can enjoy the convenience of their mobile phones overseas. Specifically, we offer the WORLD WING service, which allows customers to continue using the DOCOMO mobile phones they use in Japan within the service areas of overseas carriers that partner with DOCOMO, while retaining the same phone number and e-mail address. In addition, to enhance quality of overseas communication, we are expanding the number of countries and regions covered by our LTE-based, high-speed communication, LTE international roaming services, or VoLTE international roaming services that offer high audio quality. As a result, the WORLD WING service is now available in over 220 countries and regions.

Furthermore, to offer a greater sense of security for customers, in March 2018 we started Packet Pack Kaigai Option that offers packet communication at a flat rate in 205 countries and regions. This is the largest coverage among Japanese telecommunications service providers. Another service we offer customers while they are traveling overseas, the Overseas Packet Suspension Service, to prevent communication charges from becoming too expensive, automatically cuts off the packet communication once the volume of communication not covered by the flat-rate packet plan exceeds the maximum limit. In addition, we have support desks at airports within Japan and overseas (in Hawaii) called the DOCOMO World Counter. This provides

a complimentary phone charging service, explains applicable communication charges of mobile phones, and also demonstrates their operations.

We will continue expanding our services so that customers can use them safely and with convenience both in Japan and overseas.

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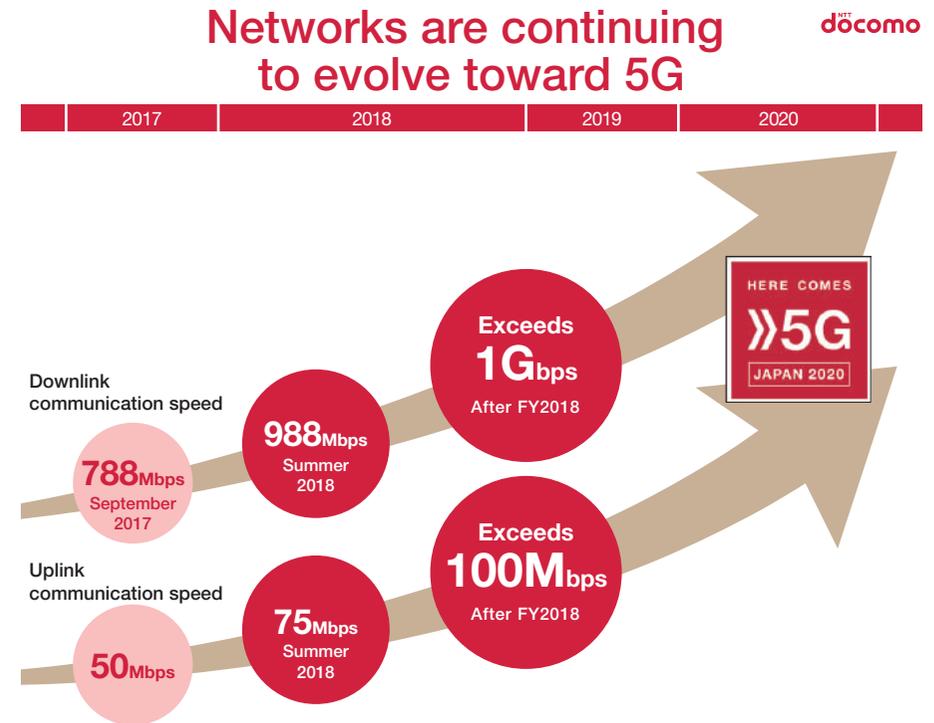
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### Seeking Even Faster Speeds

DOCOMO continues to increase transmission speeds to realize comfortable communication for its customers. The maximum downlink transmission speed, which was 75 Mbps when we began providing LTE service in December 2010, soared to 988 Mbps by May 2018, following the introduction of high-speed technologies such as carrier aggregation, 256 QAM and 4x4 MIMO.

DOCOMO considers faster speeds to be a means for making communication even more comfortable. We will start by expanding our service areas in major cities in Japan where traffic is concentrated while also monitoring customer traffic volume. Looking ahead, DOCOMO will aim to provide networks that can be used to enjoy various types of content such as video, music and SNS, by closely following the needs of each individual customer.

We are also advancing research on 5th generation (5G) mobile communications to achieve transmission speeds exceeding 10 Gbps, about 1,000 times the capacity of LTE, in response to increasing the number of communication devices and varied services that accompany the spread of M2M communication toward the planned launch of services in 2020. Since 2013, discussions on 5G have been picking up steam at international research organizations and conferences. As an enterprise engaged in 5G research since 2010, DOCOMO is playing a leading role in global research efforts. A joint experiment on G5 was launched in 2014 in collaboration with 13 major global vendors, which has steadily yielded results in verification tests. DOCOMO is leading global innovation toward realizing ever higher speeds by leveraging its network operations know-how and leading-edge technical development capabilities, which we have cultivated for more than 20 years.



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## Ensuring a Stable Network

### ● Network Surveillance and Response to Network Failures

DOCOMO strives to construct mechanisms for minimizing any disruptions to its service to provide a reliable network that customers can use anytime, anywhere.

### Providing Year-round Surveillance and Response for Network Facilities

DOCOMO maintains network operation centers in Tokyo and Osaka that ensure connectivity by conducting surveillance of our network facilities and equipment, such as base stations, as well as monitoring the status of our service to customers nationwide on a 24-hour, 365-day basis.

Operators who monitor our network around the clock promptly respond when informed of an abnormality by remotely controlling network facility and traffic routes to prevent any disruption in service. They also investigate the cause of the problem, and when the facility requires repairs due to physical or other damage, maintenance staffs are dispatched to the site to replace and repair the network equipment.

### ● Preventing Service Interruptions Caused by Network Facility Failures

DOCOMO seeks to maintain mechanisms for taking preemptive action against potential failures in network facility that could cause interruptions in our service to customers.

We daily collect and analyze data on network equipment as it functions normally to maintain service, so that when an abnormal tendency is detected we can conduct an analysis to determine if it is a warning sign of an impending failure and respond through measures such as replacing equipment before a failure can occur. In addition, we have been operating commercial network communication that uses network functions virtualization technology since March 2016. Through it we are making improvements in terms of connectivity during network congestion caused by disasters and are better ensuring continued connectivity during facility failures. Going forward, we will gradually expand the area covered by the said technology and work toward virtualization of the entire network.

### ● Minimizing the Negative Impact of Network Facility Failures on Customers Ensuring the Reliability of Network Facilities

To ensure continued service in the event of a failure in our network facility, DOCOMO is developing a mechanism that combines several network facilities so that even if one unit of equipment fails, service can be continued with backup equipment.

For example, we seek to ensure high reliability for our customers by positioning the base stations and adjusting the coverage area so that in case one base station fails, radio waves from other stations can maintain connectivity without affecting users.

We will provide our customers a stable network by steadily carrying out these measures. No facility failure that meets the criteria for serious accidents designated by Japan's Ministry of Internal Affairs and Communications occurred during fiscal 2017.

#### Occurrence of Serious Facility Failures

	FY2014	FY2015	FY2016	FY2017
Number of failures	1	0	1	0

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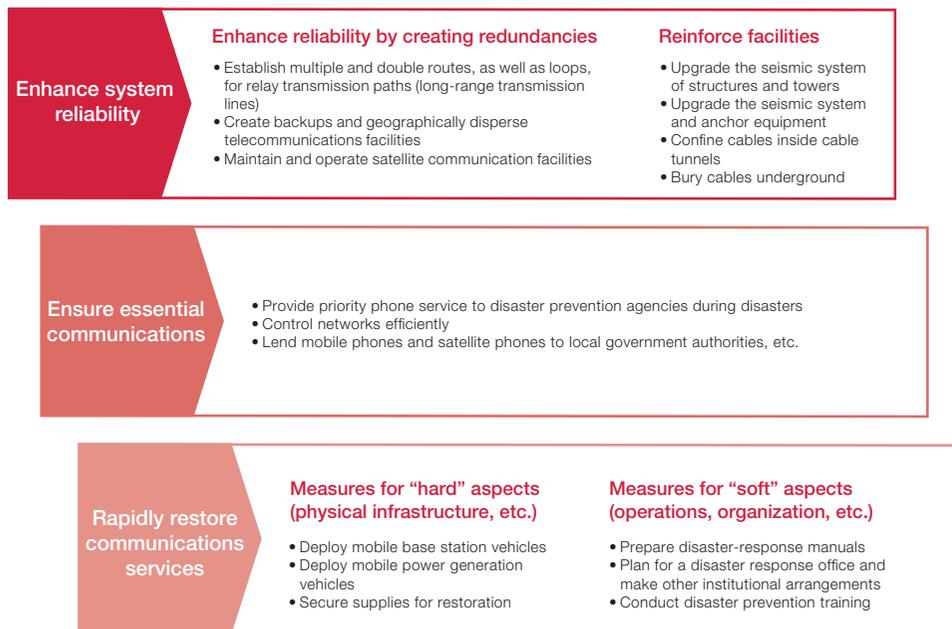
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## Robust Lifeline that Ensures Reliability in Times of Disaster

### ● Striving to Secure Communications in Times of Disaster Based on the Three Principles of Disaster Preparedness

Mobile phones play a critical role in rescue operations, reconstruction and confirmation of personal safety during disasters and emergencies. Since its founding, DOCOMO has been continuously working to secure communications during disasters in accordance with its Three Principles of Disaster Preparedness: enhance system reliability, ensure essential communications, and rapidly restore communications services.

#### Three Principles of Disaster Preparedness



### ● Large-Zone Base Stations

Large-zone base stations are specialized for use in times of disaster to secure communications in heavily populated areas during widespread disasters and power outages. Unlike standard base stations, it provides 360-degree coverage across a seven kilometer radius. Since 2011, DOCOMO has installed large-zone base stations at 106 locations around Japan, with the aim of further

expanding communication capacity in heavily populated areas. We plan to switch all of them to LTE, which would boost capacity by about three times.

### ● Medium-Zone Base Stations

To address the increasingly diverse types of natural disasters that have been occurring in recent years, we will seek to deploy medium-zone base stations (LTE) to secure means of communication in coastal and mountainous regions.

Medium-zone base stations are built with foundations that are more robust compared to those of standard base stations. While they can be used as standard base stations under normal circumstances, in the event that a disaster interrupts service at neighboring base stations, a medium-zone base station can switch to covering a wider area by changing the angle of its antenna. To prepare against diverse natural disasters, we plan to install more than 2,000 of these stations throughout Japan by March 2020 with the aim of securing communications in coastal and mountainous regions that are not covered by large-zone base stations and of providing support for medical assistance activities carried out by the 712 disaster base hospitals designated throughout Japan.

We are upgrading our emergency power supply system as part of our effort to achieving the target of maintaining telecommunications services for 72 hours during a power outage at medium-zone base stations that cover disaster base hospitals. Looking ahead, we will work on the 712 locations throughout Japan by March 2020 and support the medical assistance activities of the disaster base hospitals.

#### Definition of a Medium-Zone Base Station

- Equipped against power outages to continue operating for over 24 hours after losing the power source.
- Transmission paths are doubled to ensure communication even in the event that one path is interrupted.
- Angle of the antenna can be changed by remote control to expand the service area.

#### Target Areas for Installing Medium-Zone Base Stations

- Standard base stations capable of covering areas expected to incur damage based on hazard maps.

The Kumamoto Earthquake that struck in 2016 was followed by power outages and interrupted transmissions, causing suspension of service at a maximum of 84 wireless base stations.

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• **Provision of Network Services** • Radio Wave Safety • Corporate Responsibility for Products and Services • Customer Satisfaction • Services for Safety and Consumer Education

However, we were able to continue providing service to all government buildings at municipalities throughout Kumamoto and Oita prefectures.

DOCOMO responded promptly by setting up an emergency response headquarters and establishing a nationwide system of support comprising over 1,000 staff and did its utmost to secure and restore telecommunications services. We minimized the impact by dispatching mobile base station vehicles for satellite communications to eight locations and deploying 41 medium-zone base stations to cover areas where service had been interrupted. We also dispatched 31 mobile power generation vehicles to provide electricity to wireless base stations.

We sought to secure means of communication for customers and offered support through measures such as providing Disaster Message Board and Disaster Voice Message services, installing a free mobile phone charging service (343 multi-chargers) and free Wi-Fi spots (452 units) at evacuation centers, lifting restrictions on data communication speeds, providing chargers and other accessories free of charge, and postponing due dates for payments. We also collaborated with government institutions through measures such as lending 1,652 mobile phones.

DOCOMO will continue to fulfill its mission as a telecommunications service provider by working with government institutions to support the affected areas.

### ● Shipboard Base Stations

To diversify emergency recovery options in times of a disaster, DOCOMO is developing the use of shipboard base stations. This involves installing temporary base stations on vessels anchored offshore to enable the construction of a temporary service area on land. As for training for operating shipboard base stations, DOCOMO was the first carrier in Japan to obtain a license for mobile communication base stations from the Ministry of Internal Affairs and Communications' Kyushu Bureau of Communications in November 2016 and is conducting drills under this license.

In April 2018, we launched a new initiative that became the first attempt in Japan to operate a shipboard base station on a passenger ship. We concluded a Mutual Cooperation Agreement Regarding Disaster Prevention and Disaster Response Activities with Shinnihonkai Ferry Co., Ltd. to enable prompt service recovery and to support victims at times of disaster.

By undertaking mutual cooperation with Shinnihonkai Ferry Co., Ltd. that operates a regular line between major ports in Hokkaido, Tohoku, Hokuriku and Kansai, we will further strengthen the framework of cooperation for disaster response activities.

DOCOMO will utilize shipboard base stations to recover the lifeline quickly and provide support to the victims.

### ● Working with National and Local Governments

The NTT Group Disaster Preparedness Plan was established to facilitate the implementation of preparedness and response measures as a designated public body under Japan's Disaster Measures Basic Law. We are working to promote disaster preparedness under this plan.

As a disaster prevention measure, DOCOMO has signed an agreement with Japan's Ministry of Defense and Ground Self-Defense Forces on cooperating with local units in disaster preparedness.

Under the agreement, DOCOMO will lend the Ground Self-Defense Forces mobile phones for use in disaster recovery, and the Ground Self-Defense Forces will rapidly transport our disaster preparedness equipment and other cargo to the affected areas.

Apart from offering cooperation based on these agreements, DOCOMO also supports local governments and national government institutions by lending mobile phones and satellite phones in times of disaster.



Disaster response activity

1	2	3	4	5	6	7	8	9	10	11	12	13	14
Top-level Commitment	DOCOMO's Vision	Sustainability of DOCOMO	Environment	Innovation	<b>Customer Services</b>	Human Resources	Labor Practices	Human Rights	Supply Chain	Community Investment	Corporate Governance	Editorial Policy and Organizational Profile	Appendix

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## Radio Wave Safety

### Basic Policies and Philosophy

DOCOMO complies with related laws and regulations and ensures that the level of radio wave emissions from base stations and mobile phones remains below the limits specified in the Radio-Radiation Protection Guidelines. Emissions below these levels are recognized around the world as having no adverse effect on human health. Therefore, DOCOMO users can be assured of safety when using DOCOMO mobile phones.

### Compliance with Radio-Radiation Protection Guidelines

#### ● Radio-Radiation Protection Guidelines

The health effects of radio waves from mobile devices have been researched for over 50 years in Japan and abroad. As a safety standard for the effect of radio waves on the human body, the World Health Organization has published its recommended guidelines, while the Radio-Radiation Protection Guidelines serves as their equivalent in Japan. DOCOMO is fully committed to complying with the relevant laws and regulations and has ensured that the level of radio waves emitted by its base stations and mobile phones meets the requirements indicated in the guidelines. Furthermore, DOCOMO discloses the Specific Absorption Rate (the rate at which energy emitted by radio waves is absorbed by the human body) for each mobile phone on its corporate website, and it strives to make mobile phones safe for customers to use.

| Specific Absorption Rate (SAR) of Mobile Phones

**URL** <https://www.nttdocomo.co.jp/english/product/sar/>

#### ● Collaborative Research on Radio Wave Safety

Since 2002, DOCOMO has conducted experiments in collaboration with KDDI Corporation and SoftBank Corp. related to the possible impacts of radio waves on the human body at the cellular and genetic levels. Following an interim report issued in 2005, we released a final report in 2007 stating that the research had identified no impact. This report provided scientific evidence against the argument that radio frequency radiation has an impact on cell structure and function, which may cause cancer, and reconfirmed the safety of radio waves from mobile phones.

Currently, the Electromagnetic Environment Committee of the Association of Radio Industries and Businesses (ARIB) is engaged in surveys and research concerning the safety of mobile phone radio waves in an effort to enhance public welfare associated with the use of radio waves. In support of the ARIB, DOCOMO is actively involved in these initiatives as a regular member. We

will continue to pursue initiatives related to radio wave safety, which we recognize as an important social responsibility for mobile phone operators.

| Radio Wave Safety (in Japanese only)

**URL** <https://www.nttdocomo.co.jp/corporate/csr/network/radio/index.html>

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## Corporate Responsibility for Products and Services

### Basic Policies and Philosophy

DOCOMO is dedicated to maintaining the quality of products with due consideration for safety at every stage, from design to after-sales service. We formulate our own standards concerning the safety of mobile phones at the design stage, examine the safety of the products by testing prototypes, and make a final decision on the launch of a product only after safety is confirmed. Our products are thoroughly examined at every stage to ensure they meet our standards. We stand by the quality of our products even after they are purchased by providing after-sales services.

In addition, we offer products and services that incorporate universal design principles so they can be used by anyone, regardless of age, gender, disability or nationality. As for current social issues related to mobile phone use, such as criminal behavior, addiction and other unethical issues, we are partnering with Japan's Ministry of Internal Affairs and Communications as well as other relevant organizations to sincerely address these concerns as an important corporate social responsibility.

### Product Control

DOCOMO works with communication device manufacturers to develop products that are safe at every step of the way. We do not simply rely on the manufacturer's design standards, but rather proactively provide it with a list of our own safety standards for impact and compression, temperature increases during use and other items; run safety tests on electrical properties, durability and other areas during product development; and check the product's safety through to its market launch. The departments in charge of each stage of production flow carry out quality control.

From prototype testing to product launch, strict evaluation standards are applied at each stage, and quality tests are performed in accordance with a checklist. Prior to market launch, prototypes undergo a series of rigorous checks against product launch criteria such as quality control and maintenance support systems, including examinations of packages and manuals, by divisions responsible for planning and development, quality control, procurement and supply, and sales and maintenance. Once a product has been confirmed to be free of any quality concerns, a meeting is convened to determine whether it is ready to be launched. These thorough and strict quality processes ensure that our products can be used safely, reliably and conveniently by customers at all times. During shipping and delivery, we fully comply with all regulatory requirements for labeling.

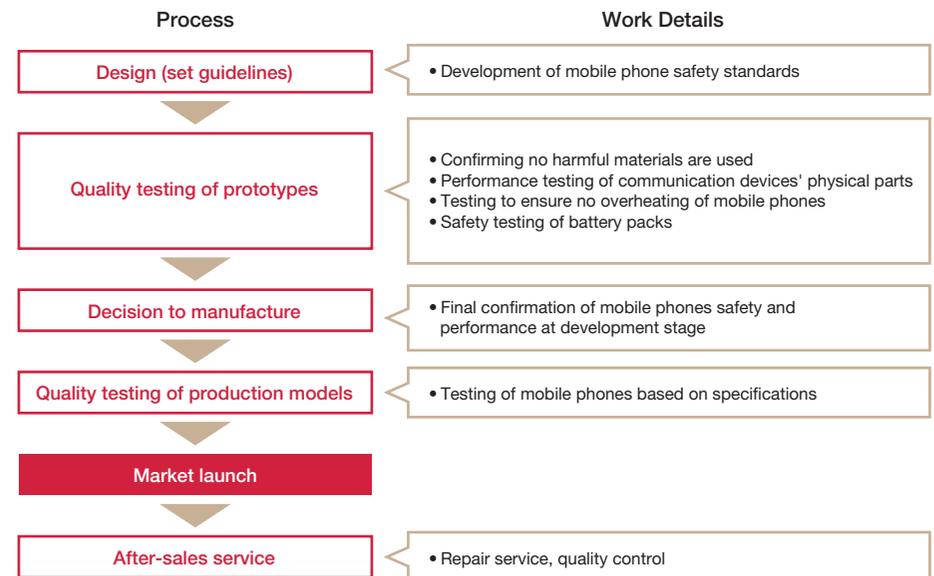
We also pay due consideration for the environment with regard to packaging materials, based on our green procurement standards. Our products are delivered to customers only after meeting these rigorous standards for product safety.

We aim to respond to any problems with our products once they are on the market by setting up repair and service centers throughout the country and an online system for accepting customer requests for repairs. We also lend out replacement mobile phones when phones go in for repair. Through such efforts we are doing everything we can to avoid inconveniencing our customers. Furthermore, in the event of a major malfunction, the Communication Devices Action Committee, chaired by the senior executive vice president, is convened to identify the nature of the problem, isolate its causes and determine the policies for addressing it. This ensures that the entire organization will immediately respond to customer inquiries and that customers are continually informed of any issues that arise.

Two of the DOCOMO's functional subsidiaries\* have acquired ISO 9001 certification and have built a quality management system based on ISO 9001.

\*DOCOMO Datacom, Inc. and DOCOMO Technology, Inc.

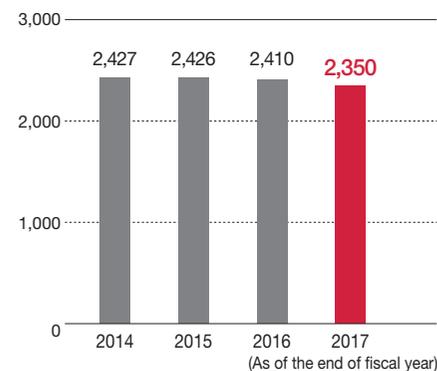
Flowchart of Standard Product Quality Flow



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Number of Repair and Service Centers



### Ensuring Product Safety through Software

DOCOMO listens to customer feedback to improve the quality of mobile phones. It receives valuable input from customers daily and responds by promptly investigating whether the cause of a problem is related to hardware or software. Moreover, it investigates ways of improving quality while considering a wide variety of aspects. Through these efforts, DOCOMO is working to make improvements so that even higher quality products can be shipped from the factory as soon as possible.

DOCOMO provides information on services for updating product software through a software update function so that customers can easily update software without having to visit a DOCOMO service counter. Moreover, information on software updates, instructions for settings and user manuals are available on our customer support website for each mobile phone model in use. Specifications and other information related to product models that are no longer in production are also provided online as well as the corresponding software updates that follow OS upgrades.

#### Software Update

**URL** [https://www.nttdocomo.co.jp/english/support/utilization/product\\_update/about01/](https://www.nttdocomo.co.jp/english/support/utilization/product_update/about01/)

### Disclosing Information on Products and Services and Providing Touch Points

DOCOMO strives to provide customers with easy access to the latest product information. We deliver information and provide customers with opportunities to experience our services. These include online shopping and video distribution as well as our latest smartphone and tablet models at docomo Shops across Japan. Moreover, docomo Shops have videophones that support sign language and different languages as well as writing boards available for the hearing impaired and foreign people so that those requiring these services can easily obtain information on DOCOMO's products and services and in an effort to improve service to customers.

For customers living in areas where there are no docomo Shops or who cannot get to one for some reason, the docomo Online Shop provides quality content at all times, and customers can purchase mobile phones and smartphones through the website. For example, choosing products such as mobile phones and smartphones online has been made easy by allowing customers to compare the specifications of several products at the same time. We also sought to make online purchasing easier by introducing chat support for customers who feel uncomfortable making purchases on the Online Shop. Accessories including chargers and smartphone casings are also available for purchase via the docomo Online Shop under the "docomo select" brand.

Customers who meet certain criteria can also enjoy benefits such as free registration and delivery and can use d POINTs. In addition, the docomo Online Procedure service on the website allows customers to select billing plans and submit various applications, request repairs and file a report when their mobile phone has been lost or stolen. Apart from the website, we also provide contact points for submitting various applications and queries by phone and e-mail.

We will continue to find creative ways to provide information that is more appealing to customers in a manner that is convenient and easy to understand while also seeking to enhance our customer contact points.

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| Support through Videophone

[URL https://www.nttdocomo.co.jp/english/support/shop/service/](https://www.nttdocomo.co.jp/english/support/shop/service/)

| Online Shop (in Japanese only)

[URL https://www.mydocomo.com/onlineshop/home/](https://www.mydocomo.com/onlineshop/home/)

| DOCOMO Online Procedures (in Japanese only)

[URL https://www.nttdocomo.co.jp/mydocomo/apply/index.html](https://www.nttdocomo.co.jp/mydocomo/apply/index.html)

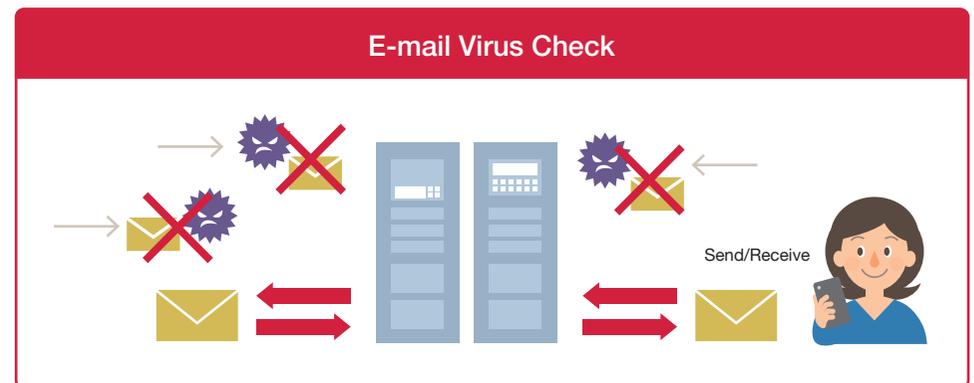
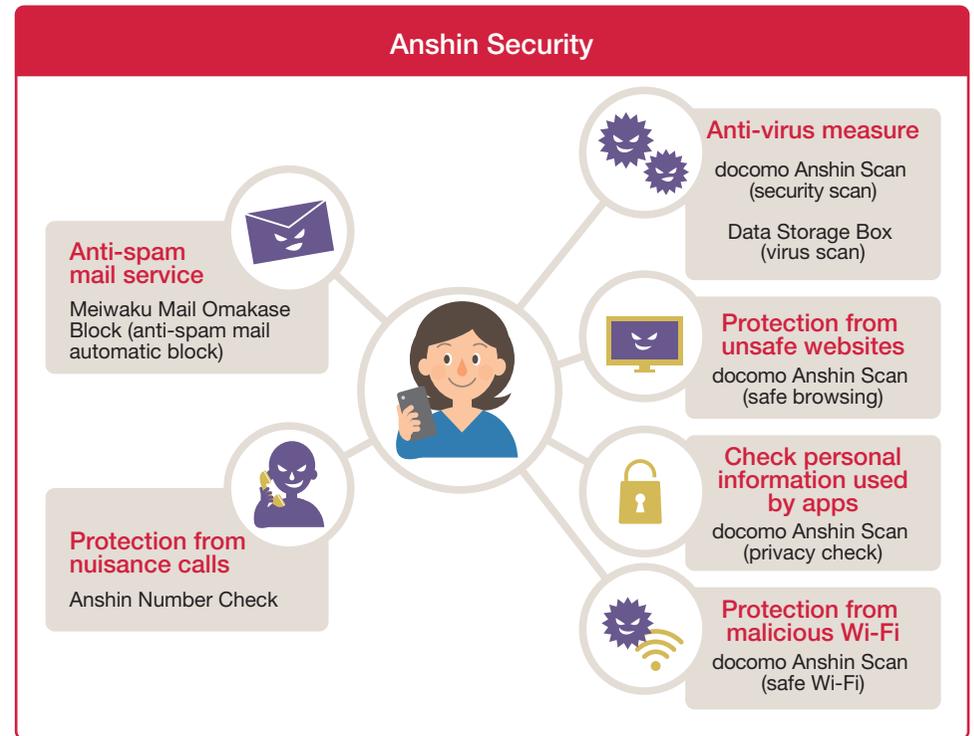
## Services that Ensure Security

### ● Security Countermeasure Services

We have recently been seeing growing threats to Internet and telephone communications, such as spread of spam mails, computer viruses, malware and harmful websites, and increases in other scam operations that take advantage of new policies and regulations as well as current social developments, including those that surface after a major natural disaster and request donations or other financial contributions, or those that claim to be about the My Number (social security number) system, the upcoming Tokyo Olympic Games or electronic money. More people are suffering from problems caused by such nuisances, and DOCOMO is proactively working to provide countermeasure services to deal with them.

These security services include detecting viruses, blocking harmful websites, monitoring personal data transmission, anti-spam mail, distinguishing suspicious incoming calls, Anshin Security to safeguard smartphones from various threats, and an e-mail virus check that detects viruses when sending/receiving docomo mail or sp-mode mail. These services help provide a safe communication environment for our customers.

Additionally, in December 2017, we launched a Safe Wi-Fi service as a measure against a malicious Wi-Fi network. As the number of public wireless LAN services increase, moving toward the year 2020, the risk of connecting to fake Wi-Fi hotspots and having strangers view your texts is also increasing. This safe Wi-Fi service protects information leakage when customers are connected to malicious Wi-Fi spots. And customers subscribed to DOCOMO's Anshin Security service can use it at no extra charge.



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## Considerations for Children, the Elderly and Persons with Disabilities

### ● Considerations for Children

#### Smartphone and Mobile Phone Safety Classes for Ensuring Safe and Secure Use by Children

To protect users against the dangers and other problems associated with smartphone and mobile phone use, DOCOMO holds free Smartphone and Mobile Phone Safety Classes to teach users how to handle such matters. Launched in 2004, the classes have been attended by many people across Japan, including elementary, junior high and high school students, students with special needs, parents, teachers and the elderly. For more information on these classes, please see page 136.

#### Filtering Service to Prevent Access to Illegal or Inappropriate Websites and Use of Harmful Apps

While using the Internet, a child could be exposed to illegal or inappropriate information that may be harmful to their development. The viewing of illegal or inappropriate websites and use of harmful apps also raise the risk of involvement in criminal activity. DOCOMO offers the Filtering Service to prevent these negative encounters and ensure the safe use of smartphones and mobile phones. Minors using smartphones or mobile phones are in principle registered with the Filtering Service under the Japanese law for ensuring safe and secure Internet use by young people\*1.

“Anshin Filter for docomo” restricts access to online dating sites and other inappropriate websites as well as the use of such apps on smartphones\*2, including communications via Wi-Fi connections. Selecting the child’s school age (elementary school, junior high school, high school or high school-plus) automatically sets the appropriate limits. Also, parents and guardians can manually customize the settings to fit the needs of each child, permitting or restricting access to individual websites and apps, or placing limits to when apps can be used depending on the time of the day.

\*1: The formal name of the law is “Act on Establishment of Enhanced Environment for Youth’s Safe and Secure Internet Use.” It was revised under the Cabinet Order on the Partial Revision of the Order for Enforcement of the Act on Establishment of Enhanced Environment for Youth’s Safe and Secure Internet Use (Cabinet Order No. 14 of 2018) on February 1, 2018.

\*2: Content of the Filtering Service differs according to the requirements of each model. Functions offered by the “Anshin Filter for docomo” differ depending on the OS.

| Filtering Service (in Japanese only)

URL <https://www.nttdocomo.co.jp/service/filtering/>

#### Released Video Content Entitled “Children × Information Morality”

Use of smartphones has spread among children, and while they function as a tool to oversee children’s daily safety, many problems and incidents are occurring from their use as a result of a lack of proper knowledge of information morality among children. DOCOMO considers this as a social issue and has released special video content based on the theme “children and information morality” in order to prompt discussion between children and parents about smartphone use.

Now over 90% of high school students and over 50% of junior high school students use smartphones. Survey result shows that one in every three children has suffered from Internet-related communication problems\*. The video clip is based on a real incident and shows the problems that lie behind the casual day-to-day communication, giving viewers the sense that they are the ones suffering from them. We are engaged in these activities to propel people toward dealing with social issues related to children and information morality, thereby creating a society where people can lead a safe, peaceful, comfortable and affluent life.

\*Data based on the Cabinet Office’s 2017 survey on the Internet use by youth.

#### Looking after Children from a Distance with imadoco-search

To provide protection against crimes targeting children, we have been providing the imadoco-search service, enabling parents to locate their children and remotely monitor their activities. The GPS on their Kid’s Keitai (mobile phone) or smartphone allows parents to find out where their children are on a map as needed, and a child’s location is automatically transmitted when the child presses an emergency buzzer or when the power is interrupted. The service supports the registration of up to five people and can be used to track children who are increasingly out on their own as well as senior members who live away from their families.

As part of the imadoco-search service, DOCOMO has been providing a trial service since August 2017 that enables users to confirm information about incidents that occurred near spots where users’ children spend time, which is limited to the Tokyo metropolitan area (excluding islands). The service has won favorable recognition, and we will continue to safeguard the safety and security of daily life through this and other such services.

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● **Consideration for the Elderly and Persons with Disabilities**

**DOCOMO Hearty Style Products and Services with Universal Design Features**

DOCOMO carries out activities under the banner DOCOMO Hearty Style based on the universal design concept, with which we seek to make products and services easy to use for all people. The activities aim for universal design from the three standpoints of promoting product and service development, enhancing customer support and disseminating safe and secure use.

I DOCOMO Hearty Style Initiatives

Principles	Initiatives
Promote Product and Service Development	Develop and provide products and apps that incorporate universal design principles (1) Provide mobile phones incorporating universal design, such as the Raku-Raku (page 88) (2) Offer Hearty Discounts and other discount services on subscriptions (page 88) (3) Issue Braille phone charge statements (page 88) (4) Provide apps designed for persons with disabilities such as Move&Flick, Mieru Denwa and Simple Flick. (page 89)
Enhance Customer Support	Establish customer service desks that are easy to use for all users and enhance response to customers (1) Make docomo Shops barrier-free (page 131) (2) Operate docomo Hearty Plaza (Marunouchi) (3) Install videophones supporting sign language (page 131) (4) Conduct training for docomo Shop staff (page 131)
Disseminate Safe and Secure Use	Organize classes on using smartphones and tablets for persons with disabilities (1) Participate in exhibitions for persons with disabilities (2) Organize free, nationwide DOCOMO Hearty Class lectures for organizations serving persons with disabilities (page 90) (3) Organize free Smartphone and Mobile Phone Safety Classes for special-needs schools (page 136)

**Raising Employee Awareness of Universal Design**

In promoting docomo Hearty Style, it is important that every employee involved in product design and development or in customer service is fully aware of universal design principles. We therefore hold universal design training to further raise the awareness of employees in relevant departments. To facilitate understanding of conditions faced by the elderly and people with disabilities, training was conducted to raise awareness of the inconveniences in their lives and the understanding of communication methods such as sign language, including a program in which participants engaged in daily activities and experienced using a wheelchair.

In May 2018, 50 employees from the universal design-related department and those involved in CSR attended a seminar by Ms. Makino of hanabana Co., Ltd., a company that offers services to people with hearing loss, to provide information on how to communicate with people who are deaf or hard of hearing, as well as for learning about examples of ICT utilization.

Through such programs, DOCOMO will continue to actively organize activities aimed at raising employee awareness of universal design.

**Developing Universal Design Products**

DOCOMO, with a firm awareness of universal design, is focused on developing products and services that are easy for everyone to use. For example, in light of Japan's aging population, we continue to develop products that respond to customers' diversifying interests, including the Raku-Raku PHONE series and functions on other models, such as easy-to-read enlarged text menus. In addition, we have adopted universal design fonts for the Raku-Raku PHONE series. Going forward, we will continue to incorporate universal design elements into a wide array of models to provide mobile phones that are easy to use for a broad range of customers.

**Braille Billing Services**

In fiscal 2017, 33,000 Braille billing statements were issued, providing billing amounts, statement details and other information for people with visual impairments. Going forward, we will work to provide even better Braille billing services by taking into account customer feedback and other advice.

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**Move&Flick**

Smartphone penetration remains low among visually impaired people despite the many useful smartphone apps that have been developed for these individuals. Smartphone screens, however, are difficult to use because they are flat with no surface indentations, and text input poses a particularly challenging obstacle that leads many visually impaired people to give up on using them. In August 2015, DOCOMO began offering Move&Flick to address this issue as a free text input app for iOS. Move&Flick differs from conventional apps in that it enables the user to input text without having to worry about the location of the text keys, as long as their fingers are inside the designated text input zone.

Since its launch, we have been actively introducing the app to visually impaired customers by publishing audio manuals and allowing visitors at DOCOMO Hearty Class and other venues to handle a mock-up version of Move&Flick so that they can understand the screen format.

We will continue our efforts to offer visually impaired customers opportunities to use smartphones with Move&Flick for making their daily lives more comfortable and convenient.

**Mieru Denwa**

To enable hearing impaired customers to communicate over the phone, we began offering Mieru Denwa in October 2016 as a free trial service ahead of commercialization. Mieru Denwa is a service that displays words spoken over a phone in real time as text on a smartphone screen. It is useful for people with a hearing impairment or those who have difficulty catching what others say, particularly in urgent situations such as reporting a problem with electricity, water or gas, the loss of a wallet, preventing the unauthorized use of a credit card or whenever they are unable to ask someone else to make a phone call on their behalf. We will seek to enhance voice recognition and other functions during the trial service period and conduct customer surveys and interviews in preparation for the launch of full-scale commercial service in or after fiscal 2018.

**Simple Flick**

DOCOMO launched Simple Flick for iOS in June 2018 at no additional charge. The service caters to the voices of customers who have upper limb disability and have commented on the difficulty they have tapping the exact icons on a smartphone screen. With Simple Flick, users can start the frequently used menus simply by flicking any part of the operation screen. This allows them to start the frequently used items, including e-mail addresses, with two flicks to any part of the operation screen by first assigning each of those at one of among the top, bottom, left, or right of the screen of each of the phone, mail, individual app, or bookmark functions. Moreover, the service has a voice output function that supports customers who are visually impaired. Looking ahead, we will continue to enhance our services to offer a more convenient and comfortable life to our customers.

**Tsunagari Hotto Support**

Since 2011 we have been providing the Tsunagari Hotto Support for i-mode mobile phones to enable users to inform pre-registered members about their well-being based on daily health data recorded by the user and data based on mobile phone usage (number of steps on the pedometer, activation or deactivation of the screen lock function and remaining battery power) that are automatically transferred. In 2014 we began offering the service on smartphones for the elderly. Aged parents can register children who live far away to let them know how they are doing. Also, the service encourages conversation between family members. Information indicating that a mobile phone or smartphone has not been on for a long period can alert distant family members to potential emergencies such as deteriorating health. This has led to a growing need for the service as a tool for looking after society's the elderly.

Through these services, DOCOMO will continue to support the warm bonds of family and reinforce a sense of security.

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### Anshin Remote Support

Since 2012 we have been providing the Anshin Remote Support to enhance the digital literacy and ICT access of the elderly who require more time to master ICT skills. Users can receive usage instructions over the phone from a technical operator through the remote sharing of user smartphone or tablets screens. In addition to advising on operations and settings, we offer support on using apps provided by operators other than DOCOMO (such as Facebook, Twitter and Instagram) and on connecting peripheral equipment. The operator can provide detailed support by remotely displaying the next button on the customer's screen or handle the operation on behalf of the customer, just as if they were guiding them in person.

### DOCOMO Hearty Classes

We hold DOCOMO Hearty Classes for organizations that serve those with special needs to offer instruction on the use of mobile phones and smartphones. Applications are accepted via the Internet or phone, and DOCOMO employees with disabilities serve as lecturers. We strive to achieve solid results by implementing programs that meet the special needs of customers. Our curriculum covers a broad range of topics, including basic operations and useful functions, sending and receiving e-mail and using mobile phones during a disaster. We planned to hold 100 workshops in fiscal 2017 but actually conducted 99, with 1,028 participants. Our target for fiscal 2018 is again over 100 workshops. In addition, at events for people with a visual or hearing impairment we set up an exhibit and introduce ways to utilize mobile phones and smartphones. In fiscal 2017, we exhibited at 11 events.

## Customer Satisfaction

### Basic Policies and Philosophy

New technologies and services are constantly being generated in the communications and ICT industries, and with equipment such as smartphones and mobile phones evolving almost daily, new services for mobile phones are constantly under development. Advances in technology and services have been accompanied by an increase in customers contacting us to confirm or inquire about various aspects of our services, such as equipment malfunctions, billing plans and service menus, as well as to share opinions and requests. As a result, DOCOMO receives approximately 5.2 million feedback comments from customers every year through its docomo Shops, Customer Help Desk and corporate website. Also, we receive about 70,000 entries of employee feedback from those who are in daily contact with customers.

Under its "Declaration beyond" Medium-Term Strategy to 2020, DOCOMO pledges to remain "always by our customers' side" to help them attain "peace of mind and comfort." And with a renewed awareness of the importance of adopting a customer-oriented stance, we are striving to reflect the voice of our customers in our R&D and service improvements in order to both enhance customer convenience and raise the level of their satisfaction with our products and services.

### Strategies for Increasing Customer Satisfaction

DOCOMO utilizes customer feedback for such purposes as improving products and services and enhancing customer response capabilities at docomo Shops. This feedback, as well as perceptive feedback submitted by our staff, is communicated via our in-house system on a near real-time basis to be shared with all DOCOMO Group employees and can be viewed at any time. Moreover, we strive every day to improve customer satisfaction, always mindful that customers are at the center of our products and services.

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Turning Customer Feedback into Customer Satisfaction



Increasing Customer Satisfaction through Customer Feedback

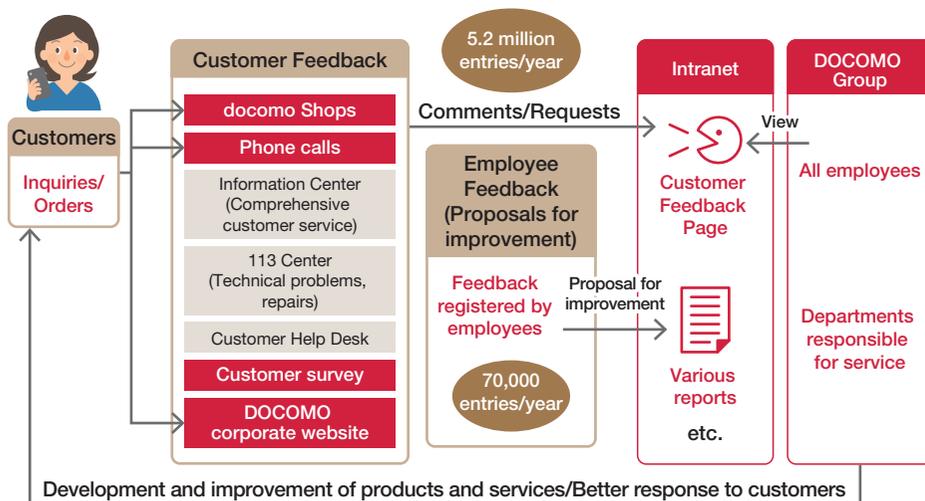
We collect customer feedback at docomo Shops, through phone calls to the Information Center and Customer Help Desk and through Customer Support on our website. The information is immediately shared through our in-house system, and the Customer Satisfaction Department compiles a report for internal circulation. DOCOMO takes seriously the opinions and requests of customers regarding its products and services and strives to develop and improve its products and services and enhance its response to customers. In addition to feedback received through customer contact points, we also conduct quantitative and qualitative research to explore relevant issues in order to enhance overall customer satisfaction.

Increasing Customer Satisfaction through Employee Feedback

To further increase the level of customer satisfaction, DOCOMO has been implementing improvement strategies that incorporate employee feedback. Requests and suggestions related to product or service improvement and gathered through daily interaction with customers are collectively referred to as "employee feedback." This information comes from staffs or individual employees working at docomo Shops, phone call reception departments such as information centers, or other related offices and is sent directly to the relevant department of the headquarters through an internal system and then used to improve products, services and administrative processes.

Once employee feedback is registered, the Customer Satisfaction Department reviews the content and issues a request, as required, to the department in charge of the relevant product or service review. The department then identifies any potential improvements, implements any appropriate actions and reports on the results to the staff that or employee who initially posted the feedback via the internal system.

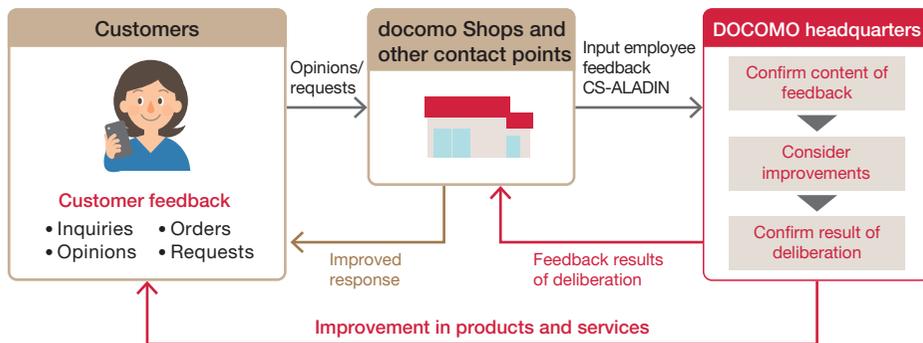
DOCOMO Group System for Collecting Feedback from Customers and Employees



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Flow of Employee Feedback



The following are examples of major services that were improved as a result of interaction between customers and DOCOMO employees in fiscal 2017.

**Renewing docomo's Smartphone Classes Curriculums**

In response to requests from customers who want to attend docomo Smartphone classes before or after purchasing a smartphone and to requests from junior high and high school students, as well as elderly users, for an increase in the number of classes offered, we renewed the curriculums of our classes to offer our customers peace of mind while they use smartphones. Specifically, we are providing more opportunities for them to learn how to use and enjoy our services and thereby eliminating any associated anxieties. From January 2018, we have also increased the number of classes for the convenience of our customers.

**Expanded the Function of Our Mobile Phone Data Recovery Service**

In response to requests from customers who used our data recovery service to recover photos and other data from damaged mobile phones, we enhanced the service in June 2017. Customers can now receive their recovered data anywhere with a special app on their new phone and without having to go to a docomo Shop.

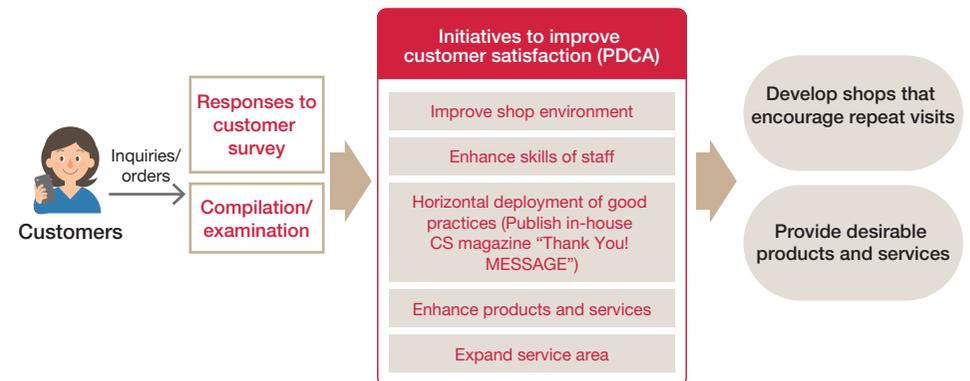
**Improvements through Customer Feedback**

DOCOMO conducts a survey of customers who have subscribed for any of a variety of services at docomo Shops and retailers or made inquiries at our Information Center. In fiscal 2017, we received around 4.63 million comments from customers from across the nation, and all comments and evaluations are sent back to docomo Shops, call centers and retailers.

Customer feedback serves as an indicator of our customer response capability, and we seek to make good use of such information to raise the level of our customer response by further enhancing the positive aspects while improving aspects that have been pointed out to us by customers.

Moreover, we carry out regular customer surveys on the status of network communication and strive to improve quality by setting specific targets. For example, with respect to locations within our service area that receive weak radio signals causing poor communication quality, such as faulty connections and slow transmission speeds, we collect customer feedback through the Kikasete (tell us about) DOCOMO Reception Quality on our website and continue to improve our coverage area.

Flow of Customer Survey



| Kikasete (tell us about) DOCOMO Reception Quality (in Japanese only)

URL <https://www.nttdocomo.co.jp/support/area/feedback/>

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● **Advisory Specialists for Consumer Affairs Ensure Customer Perspectives are Reflected in Advertisements and Services**

To promote customer-first management, NTT DOCOMO has been educating employees as Advisory Specialists for Consumer Affairs\* since 2006. These employees are primarily shop staff who serve as advisors in classes for explaining how to use mobile phones, operators at customer help desks and staff involved in creating promotional tools. As of March 31, 2018, the DOCOMO Group has about 200 advisors, who actively apply their knowledge to enhance their response at customer help desks and create tools for communicating with customers, such as the “DOCOMO Tsushin” shareholder report and “KEITAI (mobile phone) Q&A.” Their knowledge is also being used to review the content and expressions in advertisements and pamphlets as well as products and services from the customer perspective.

The advisors also participate in mobile phone trials prior to launch and provide feedback on functions and operability from the consumer standpoint. Employees seeking to obtain qualification for Advisory Specialists for Consumer Affairs are eligible for subsidies provided by the Company. This effort was one reason that the Japan Industrial Association recognized DOCOMO in December 2015 with the Minister of Economy, Trade and Industry Award as a company that utilizes the capabilities of Advisory Specialists for Consumer Affairs.

\*Advisory Specialists for Consumer Affairs are certified personnel who contribute to society in wide-ranging areas by serving as a bridge that connects consumers with companies and government agencies. To that end, they ensure that consumer suggestions and opinions are effectively reflected in corporate management and in proposals presented to government institutions. Moreover, they offer timely, appropriate responses to customer complaints and consultation.

● **Enhancing Customer Satisfaction Based on d POINT Club Surveys**

Since fiscal 2015, we have been analyzing customer satisfaction levels by surveying d POINT Club members (66.50 million as of June 2018). In addition to employee feedback on perceptions and customer surveys that provide a clear understanding of customer dissatisfaction and requests for improvement, the d POINT Club survey facilitates analysis by segment based on subscription status, such as churn rates and usage status. It also helps us to understand the impact of customer satisfaction levels by survey item on their overall level of satisfaction with DOCOMO.

We plan to continue using the d POINT Club surveys for point-in-time snapshots of customer satisfaction and seek to provide greater satisfaction to customers by analyzing the importance they place on each aspect of our products and services when deciding whether or not to maintain their subscription. Also, we examine correlations between customer satisfaction level and their intent to continue using DOCOMO.

● **Understanding Customer Needs through “Minna de Tsukuru DOCOMO linkai”**

“Minna de Tsukuru DOCOMO linkai” (Committee on Creating DOCOMO by Everyone) is a community that has been hosted by the Strategic Marketing Department since December 2014 and allows customers and DOCOMO employees to directly exchange views on an Internet bulletin board. Customers who wish to have their views reflected in the creation of better DOCOMO services are asked to register. About 1,600 participants were registered as of June 2018, and the committee is growing accustomed to developing products and services by identifying needs, evaluating concepts and gathering impressions of the website as well as evaluations and collecting ideas from customers. In contrast to conventional d POINT Club surveys, the initiative allows us to engage in two-way discussion to better reflect customer needs and preferences in DOCOMO products and services.

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## Services for Safety and Consumer Education

### Promoting Good Manners for Mobile Phone Users and Safe Charging

#### ● Services for Keeping Customers Connected without Causing Disruptions

DOCOMO mobile phones include functions called Public Mode (Drive Mode)\* and Public Mode (Phone OFF).

Public Mode (Drive Mode) plays a message to the caller and terminates the call during times when a customer does not wish to use their mobile phone. There is no indication on the customer's phone that a call has come in (no ringtone, vibration or lighting up). Another related function is Public Mode (Phone OFF), a network service for use where mobile phones must be turned off. Public Mode (Phone OFF) is commonly used on airplanes or in hospitals. When someone calls a phone in this mode, a message is played to inform the caller about the situation, and the call is disconnected.

\*Smartphones (except for certain models) cannot be set to Public Mode (Drive Mode).

#### ● Smartphone-Distracted Walking

Since fiscal 2004, DOCOMO has been dispatching instructors to local schools and learning centers for adults to explain the rules and acceptable behavior for safe mobile phone use. More recently, in response to various new issues arising from the growing use of smartphones, we revised the teaching materials to include a focus on smartphones and added content related to the safe use of these products.

Accidents and other problems associated with smartphone-distracted walking, however, remain a growing public concern. Therefore, in fiscal 2012, DOCOMO embarked on an initiative through which we established the "smartphone manner mark" and developed a design manual to promote safe, more considerate use of smartphones. We are using the smartphone manner mark and design manual to create advertising materials and store promotional tools for raising customer awareness. Also, we are displaying posters within the Company to promote awareness among our own employees.

In fiscal 2013, we began offering a function that prevents smartphone-distracted walking to prevent accidents and improve manners. The function can be used free of charge by anyone who has installed the Anshin Filter for docomo and Secure Mode apps. It detects when a user is walking while looking at their smartphone and displays a warning screen. Users are disabled from operating the smartphone while the screen is displayed.

In 2016 a GPS-linked smartphone game led to many players falling due to smartphone-distracted walking and other problems as well as the nature of the game. DOCOMO renewed its

efforts to alert users through TV commercials, posters and websites.

In addition to being inconsiderate, walking while viewing or operating a smartphone can be extremely dangerous, not only for the person using it but also for others, and lead to a serious accident. DOCOMO will therefore continue to warn the public that using smartphones while walking can be unsafe while also carrying out initiatives to make their use safer.



### Using a smartphone while walking is dangerous

#### ● Promoting Safe Charging

A terminal may generate an abnormal amount of heat when the connector on the phone being charged is wet or coated with foreign particles. We are therefore issuing special precautions in the manuals, on the DOCOMO website, and on labels displayed on mobile phones, warning users to charge their phones properly and safely.

An industry-wide effort led by the Mobile Computing Promotion Consortium is underway to raise consumer awareness and promote proper charging. Additionally, a video and logo have been created to alert customers to the issue.



Do Not Charge Phone When It Is Wet!

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## Measures Against Fraud

The number of victims and amount of fraud of remittance-soliciting fraud is increasing as fraudsters are becoming more sophisticated year after year. In fiscal 2017, the reported number increased by about 30% year on year\*. Due to the fact that cell phones are used in many remittance-soliciting fraud cases as a communication device, DOCOMO cooperates with the government and other mobile providers to promote preventative measures against this form of fraud.

\*Data on a special type of fraud issued by the Metropolitan Police Department

### Main Measures to Prevent Remittance Soliciting Fraud

Overview	Details
Tougher Screening upon Subscription	Payment methods for usage charges for individual subscriptions are limited to credit card or direct account withdrawal in principle. Applicable credit cards and ATM cards can be confirmed at a docomo Shop or other outlets.
	Information on customers who fail to confirm their identity when requested by the police, and to whom services are discontinued, is commonly shared among all mobile providers and utilized in screening procedures.
	In order to prevent large volumes of fraudulent subscriptions under the same name, individual subscriber lines under the same name have been limited. In addition, tougher screening measures are being applied to corporate subscribers. Failure to meet the standards results in restricting the maximum number of lines they can use.
Collaboration with the Police	Information is provided to the police when there is suspicion of fraudulent identification, such as a fake driver's license, after informing the customer in advance.
	At the request of the police, we cancel the subscription of, or reject for a certain period, any additional subscription requested by a rental operator who is found to have violated the Act for the Prevention of Illegal Mobile Phone Use.
Implementation of Network Use Restriction	<p>We use the network use restriction system* as a means for preventing the criminal use of mobile phones that have been stolen from docomo Shops or other retail outlets or obtained through fraud or other criminal behavior; or by forging identification or submitting applications with false information (name, address, birthdate, etc.).</p> <p>*The system enables customers to restrict the use of a mobile phone, including both incoming and outgoing calls and network usage, by registering its phone number (serial number) with DOCOMO.</p>

# Human Resources

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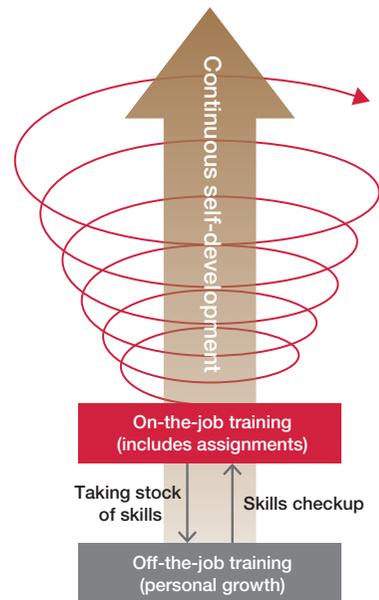
•Human Resources Strategy •Human Resource Development •DOCOMO Workstyle Reform •Promoting Diversity Management •Workstyle Choices

DOCOMO respects diversity in its myriad forms—diversity of gender, age, nationality and values. We strive to create a corporate culture in which all employees can feel comfortable and secure in their jobs and demonstrate their aptitude regardless of their diverse attributes.

## Human Resources Strategy

Under our “Declaration beyond” Medium-term Strategy to 2020, we will look to the year 2020 and beyond, and work with our business partners to exceed customer expectations toward our goal of providing surprise and excitement to customers and co-create new value with our partners. In order to ensure the achievement of the declaration, we must develop a working environment in which each of our diverse employees can grow and be active. DOCOMO will strive to enhance its human resource development programs to bring out the abilities of each individual by promoting its personnel system and employee development system as an integrated whole.

Individual Growth Promotes “Declaration beyond”



## Human Resource Development

### Basic Policies and Philosophy

To further strengthen the development of human resources who will implement “Declaration beyond” in fiscal 2017, DOCOMO has once again identified competencies required for employees to perform in line with our business policies and the Medium-term Strategy.

Competencies Required for DOCOMO Employees

The word “competency” refers to the effective application of knowledge and skills.



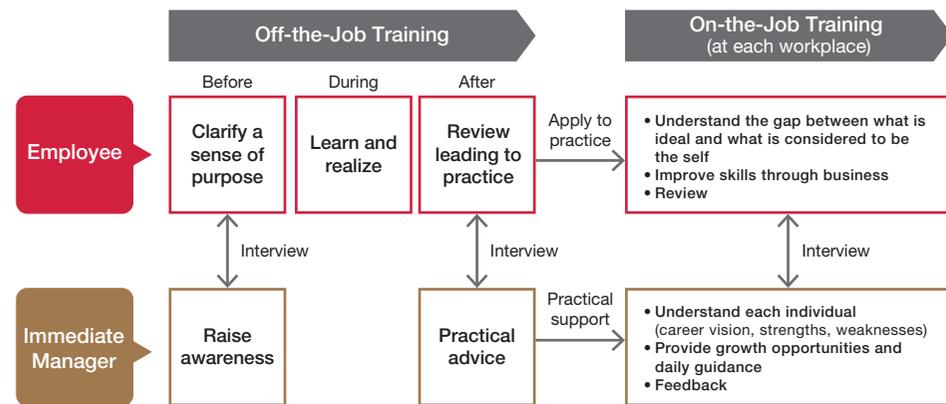
By establishing a human resource development framework and a set of curriculums for a development program that conforms to competency, we aim to realize a coherent and consistent development system while encouraging each employee to strive for personal growth and develop their skills.

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### ● Human Resource Development Management

In employee education, we emphasize a PDCA cycle that begins with learning and understanding through training and is followed by practice and review. In all our training programs, supervisors seek to raise employee awareness of their roles and then follow up with post-training interviews in which practical advice is offered. By linking off-the-job training and self-improvement with on-the-job training, we have created an environment where the effects of training are enhanced and employees can apply at their respective worksites what they have learned.



In fiscal 2016, we introduced “active learning,” which boosts learning and understanding during seminars. To maximize the effects of Group-based training, participants prepare for the topic in advance and engage in a discussion on that topic or take part in a demonstration on the day of the seminar.

By reinforcing Group-based training and on-the-job training at each workplace to provide opportunities for appropriately evaluating the attitudes and behavior of employees, encouraging individual development by helping to improve the quality of work, and supporting employees in realizing their dreams

### Programs in Support of the Development of Various Abilities

We implement a medium- to long-term development system through programs designed to support ability development that follow the career path of each employee, while paying due consideration to individual aptitudes. In particular, we seek to respond to the increasingly diverse and sophisticated needs of customers by providing training programs for specific purposes. This includes programs that are suited to each career level, training to develop specific areas of expertise and elective training programs. We work to enhance these programs as necessary. In fiscal 2015, we began conducting Group-wide employee training by integrating the training framework for DOCOMO Group companies to create an efficient system for organizing the training.

In fiscal 2017, we reinforced our development programs and curriculums to accommodate the newly identified competencies (behavior required from employees).

### ● System for Supporting Self-Development

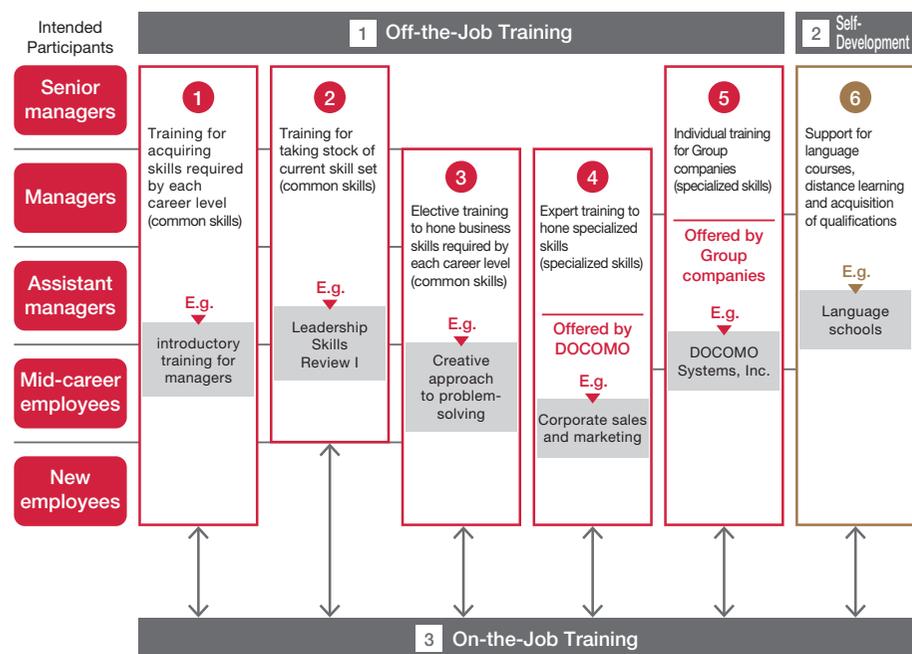
We offer various programs to support the self-development of each employee under a unified menu for the DOCOMO Group. We also provide support for the acquisition of about 150 qualifications, and approximately 1,400 DOCOMO Group employees acquired private and public qualifications in fiscal 2017. We offer about 600 distance learning programs, support skill check programs aimed at enhancing language proficiency and provide semi-annual subsidies for language school tuitions as part of our effort to establish an environment that encourages employees to actively engage in self-development activities.

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### ● Business Skill Development Programs

From the DOCOMO Group's unified menu, we offer six categories of training and self-development programs based on career position and level of participant.



### Implementation of Major Business Skill Development Programs

Description of Program	Outline and Purpose	Participants (Approximate)
1. Training for acquiring skills required by each career level	Training intended for new employees, newly appointed senior managers, managers and assistant managers as well as for newly enrolled area-limited employees, aimed at acquiring necessary skills.	2,700
2. Training for taking stock of current skill set	Training aimed at gauging the current level of acquired skills.	1,700
3. Elective training to hone business skills required by each career level	Varied training courses that cater to individual skill needs and skills required by each career level. Participants attend the courses of their choice.	1,700
4. Expert training to hone specialized skills	Training aimed at acquiring specialized skills required by each area of operations.	2,000
5. Support for self-development (support for language courses, distance learning acquisition of qualifications)	Support for language courses, acquisition of qualifications aimed at supporting self-initiated ability development.	2,400

### Implementation of Employee Training

Category	FY2014	FY2015	FY2016	FY2017
Number of training programs	940	1,040	1,095	1,715
Cost of training per person (ten thousand yen/person)	9.65	7.42	7.12	10.33
Hours of training per person (approximate)	51	50	30	37

Note: For FY2016 and FY2017, figures shown are for 13 companies, including service subsidiaries.

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### ● Providing Opportunities to Support Employee Motivation through a Job Posting System

DOCOMO posts jobs internally to provide opportunities for ambitious employees. Employees are free to apply for openings on their own initiative. The jobs that come up tend to require specific skills or are associated with new business activities. A total of 1,665 employees had applied by the end of fiscal 2017, and of this total, around 290 are currently working in their department of choice.

### ● Dispatching Employees to Companies in Different Industries and Participation in Joint Training

In April 2016, we launched the “DOCOMO Degeiko Project” (on-the-job training at companies in different industries) with the objective of co-creating new value through co-creation with partner companies. This is a human resource development project in which employees are dispatched to companies in different industries, in principle for a one-year period, during which they are given an opportunity to work on a challenging new business to gain fresh perspectives and skills that are unavailable at DOCOMO.

We provide employees with the opportunity to develop forward-looking skills by dispatching employees to more companies where they can experience skills that they may one day need, such as applying the big data owned by DOCOMO for marketing at those companies. As a result of the screening, 17 employees have been dispatched so far and are currently sharing their latest endeavors and new discoveries through the in-house system and at meetings for reporting on their activities. We plan to expand these opportunities to further enhance our human resource development efforts. DOCOMO also participates in joint training among several companies from different industries. These companies offer valuable opportunities for employees to engage in friendly rivalry while realizing the distinct culture and thinking of each company and simultaneously exchanging information. In fiscal 2017, we organized eight types of joint training with 58 participants.

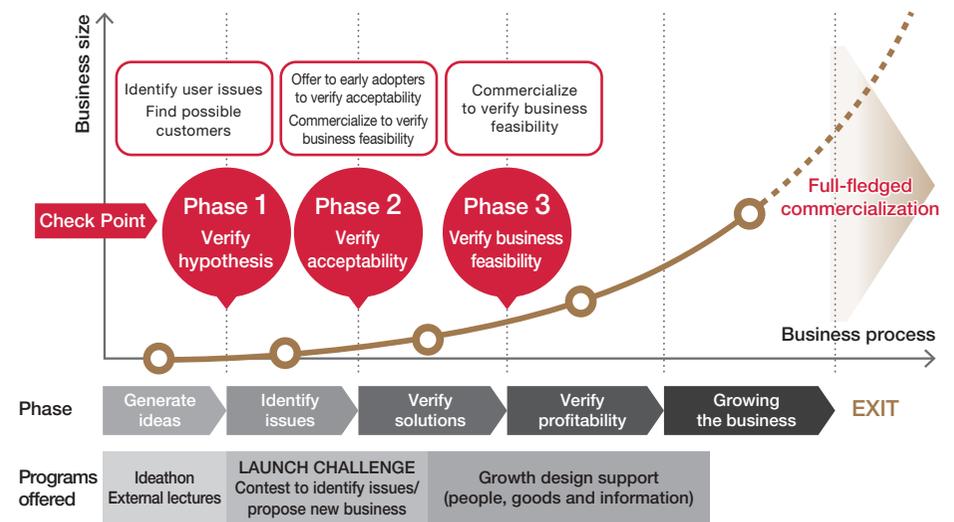
### ● Employee Development Program for Generating Innovation

Since 2015, DOCOMO has been continuously offering a practical development program within R&D Innovation Division to bolster the generation of fresh ideas that serve as the basis of new products and services.

Under the program's structure, we begin by seeking applications from employees who wish to take part in generating new services. Also, we build a team that includes outside staff as well as students and hold a boot camp to provide an overview of the program. We then invite an external

lecturer to provide a more practical program through which participants learn about the methods and basic knowledge that are necessary for creating services and conduct interviews with target users. Under the program, we act as advisors to support development by each team according to their respective status of progress.

DOCOMO will seek to remain an enterprise that provides new value for society with a sense of speed by continuing to focus its efforts on developing human resources that can consistently generate innovation.



Furthermore, we will set up the Digital & Marketing Department in July 2018 and also develop human resources who are capable of exploiting data, AI, IoT and drones. Moreover, we will carry out employee development measures related to data analysis and IoT through on-the-job training (OJT) in each department as our initiative to develop specialized human resources in areas such as big data, AI, IoT and drones. These measures are: (1) provide training courses related to data analysis and (2) dispatch employees on an OJT basis to businesses in different industries associated with data analysis, IoT, etc.

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### ● Development of Global Human Resources

To respond to the globalized needs of our domestic operations, such as product development with overseas vendors and cooperation and negotiation with “over-the-top” players, we are strengthening our global human resource program from its earlier focus on a self-driven acquisition of language skills based on TOEIC to placing more emphasis on practical skills. We are supporting group studies through which employees seek to enhance each other’s language skills, and we have also added new programs, such as overseas study and exchange gatherings with past Global OJT participants as well as employees with overseas bases to boost employee motivation.

	Programs	Overview
Enhance practical skills	Overseas study	Enrollment in MBA/LLM courses at top schools (1 to 2 years)
	Global OJT	Work experience at overseas subsidiaries and local affiliates (6 months to 1 year)
	Skill check (TOEIC SW, Versant, TOEFL)	Encourage assessment of speaking and writing skills that cannot be measured by TOEIC, to attain more advanced and practical English proficiency
Enhance language skills	Support for attending language schools	Support the mastery of skills needed for day-to-day conversation and business conversation
	Skill check (TOEIC LR)	Encourage mastery of basic skills by measuring listening and reading skills
	Distance language learning	Provide self-learning opportunities for listening skills, business English, preparation for TOEIC
	Financial incentives for acquiring qualifications	Provide financial incentives according to TOEIC score
	Guidance on study methods	Provide information on recommended study methods, textbooks and apps via the in-house system to encourage a sustained effort
Enhance mindset	Exchange meetings	Raise the motivation of employees seeking international careers by providing opportunities to meet employees through overseas study or Global OJT experience and those working at overseas sites

### ● Overseas Study

DOCOMO seeks to develop human resources suitable for global careers by providing an overseas study program in which employees with over four years of experience are enrolled in coursework offered by overseas graduate schools of business (MBA) for one to two years. In fiscal 2017, we dispatched eight employees to attend one- to two-year courses at universities. We plan to continue offering the program while closely observing the business environment and social circumstances.

### ● Global OJT

DOCOMO seeks to raise its negotiation skills amid an increase in its business with overseas vendors by providing a Global OJT program in which employees with over four years of experience are dispatched to overseas local affiliates, subsidiaries, investee companies and corporate partners. In addition to developing foreign language skills, the program is intended to nurture business skills, such as international sensitivity and business practices by engaging in actual business operations. In fiscal 2017, we dispatched six employees to several overseas companies for an assignment. The program is provided across a wide area that includes sales, service planning and development, depending on the background of each employee, and offers an opportunity to gain valuable experience that cannot be obtained in Japan.

Looking ahead, we plan to continue offering the program by reviewing the companies to which employees are dispatched with close attention to the prevailing business environment and trends.

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DOCOMO seeks to resolve various issues concerning its employees, and has been promoting the DOCOMO Workstyle Reform based on three frameworks since fiscal 2017 to ensure that everyone can work energetically at DOCOMO.

## DOCOMO Workstyle Reform

### Basic Policies and Philosophy

To realize workstyles that promote autonomy and a passion in each employee and move toward enhancing productivity and providing new value, DOCOMO is making an effort based on the three pillars of diversity management, workstyle choices, and health and productivity management.

I Three Frameworks of DOCOMO Workstyle Reform

#### Realizing Workstyles that Promote Autonomy and a Passion for Taking on New Challenges

<div style="background-color: #c00000; color: white; padding: 10px; margin-bottom: 10px;">1 <b>Diversity Management</b></div>  <p>Platinum Kurumin certification</p>  <p>Gold rating and Best Practice Company in the PRIDE Index (LGBT)</p>	<div style="background-color: #c00000; color: white; padding: 10px; margin-bottom: 10px;">2 <b>Workstyle Choices</b></div>  <p>Top Hundred Telework Pioneers and Minister for Internal Affairs and Communications' Award</p>  <p>Five-star rating in the NIKKEI Smart Work Survey</p>  <p>NIKKEI Smart Work Grand Prize 2018 (Innovation Division)</p>	<div style="background-color: #c00000; color: white; padding: 10px; margin-bottom: 10px;">3 <b>Health and Productivity Management</b></div>  <p>White 500 Recognition for Excellence in Health and Productivity Management 2018</p>
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### Efforts for DOCOMO Workstyle Reform

#### ● Diversity Management

DOCOMO not only accepts differences in race, nationality, gender (including gender identity and sexual orientation), time constraints, and physical or mental disability, diverse professional abilities and values but also seeks to create a corporate culture in which each individual can fully demonstrate their respective abilities and contribute to management.

#### ● Workstyle Choices

We are gradually expanding our workstyle options to raise productivity by incorporating sliding work schedules (allowing employees to move up or down the times they start and end work to meet their parenting or nursing needs) and promoting telework (working from home or at satellite offices). Moreover, we are seeking to expand the scope of eligible employees and increase the use of these options while also applying flex-time systems to more organizations.

#### ● Health and Productivity Management

We pursue initiatives aimed at raising the vitality and productivity of our organization by ensuring the mental and physical soundness of our employees. For example, we hold competitions for the most steps walked, publish the “Health White Paper” and improve the workplace environment while reflecting the Group analysis results of stress checks.

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Specific Initiatives for Workstyle Reform (Priority Issues)

	Pillars of the Initiatives	Keywords for Action	Description of Activities
Diversity Management	Nurture awareness of diversity	Mutual understanding and creative thinking	<ul style="list-style-type: none"> <li>Communicating the top commitment (dispatch of message)</li> <li>docomo EVERYDAY (intranet with messages from the head of the Diversity Promotion Office and introductions of employees from different departments)</li> <li>Distribute awareness survey to all employees</li> <li>Activities of the Diversity Promotion Working Group</li> <li>Support the activities of a diverse workforce (persons with disabilities, LGBT allies, foreign citizens and collaboration with various mom and dad communities)</li> <li>Diversity training for each career level (for second-year employees and assistant managers, managers and senior managers upon appointment)</li> <li>Promoting hiring of persons with disabilities</li> <li>Understanding and promoting diversity for persons with disabilities and LGBT, non-Japanese and other employees (web-based training)</li> </ul>
	Promote women's careers	Raise awareness of career development	<ul style="list-style-type: none"> <li>Set and disclose numerical targets for female management, monitor progress</li> <li>Win-d activities (for setting a role model for female employees) (women's innovative network at DOCOMO)                             <ol style="list-style-type: none"> <li>Win-d First (new employees)</li> <li>Win-d Start (mid-career employees)</li> <li>Win-d Next (managers)</li> </ol> </li> <li>Career development training for female employees</li> <li>Diversity Forum (for managers, new employees and students)</li> </ul>
Workstyle Choices	Promote the work-life balance	Eliminate concerns and encourage male and female participation	<ul style="list-style-type: none"> <li>Support for maintaining contact with the workplace during childcare leave (docomo Smile Relay)                             <ol style="list-style-type: none"> <li>Interviews prior to maternity leave and reinstatement</li> <li>Forum for employees on childcare leave</li> <li>Seminars to support employees balancing work with parenthood (immediate manager and employee following reinstatement)</li> </ol> </li> <li>Family Day (workplace visits by family members)</li> <li>Seminars to support employees balancing work with nursing care</li> <li>Tools for supporting employees in balancing work with nursing care</li> <li>Promotion of male participation in childcare (encouraging male employees to take childcare leave)</li> </ul>
	Utilize systems	Effective operation	<ul style="list-style-type: none"> <li>Consideration for versatile workstyles that enhance productivity and efficiency                             <ol style="list-style-type: none"> <li>Promote Telework and the Work from Home Program</li> <li>Apply the flex-time systems at more organizations</li> <li>Implement sliding working hours (shifting the start and end times of working hours of employees with childcare and/or nursing care responsibilities)</li> <li>Encouraging employees to take a life planning vacation (for childcare and nursing care)</li> </ol> </li> <li>Reengagement of former employees who left for childcare or spouse's transfer</li> </ul>
Health and Productivity Management	Ensure occupational health and safety Manage employee health	Raise awareness of health	<ul style="list-style-type: none"> <li>Promote occupational health and safety</li> <li>Mental healthcare</li> <li>Internal competition for the most steps walked (DOCOMO Let's Walk Campaign)</li> <li>Health promotion seminars</li> </ul>

## Promoting Diversity Management

### Basic Policies and Philosophy

DOCOMO promotes diversity management to maximize the power of its diverse human resources, generate innovations and create new value. We aspire to achieve sustainable corporate growth by paying respect to positive heterogeneity and use that growth to provide new value.

### Promoting Diversity Management

Seeking to continue providing attractive value for customers by meeting diversified market needs and keeping ahead of the curve in a fast-changing competitive environment, DOCOMO has consistently pursued diversity management, deriving our corporate strength from a diverse workforce that represents different attributes including gender, age and nationality.

### Diversity Management System

In July 2006, we established the Diversity Development Office as a dedicated organization and have been working on establishing diversity, empowering women, helping employees balance work with childcare and nursing care and raising awareness of diversity. In fiscal 2017, we continued to cultivate a corporate culture that respects diversity, collaborating with diversity promotion managers at each regional office and Group company to pursue common Group initiatives while also addressing the issues that are specific to each company or region. In doing so, we placed particular emphasis on promoting women's careers, encouraging male participation in childcare, reforming workstyles through telework and other measures and developing a deeper understanding of diversity.

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## Nurturing Diversity Awareness

To encourage a greater understanding of diversity, DOCOMO has been pursuing various efforts such as disseminating commitment messages from top management and creating initiatives for promoting women’s careers, the work-life balance, understanding of LGBT and sexual minorities as well as reducing overtime. In future, we will continue to strengthen our organizational activities to ensure that a corporate culture that recognizes diversity as our “Shared Value” will firmly take root. Using the keywords “deeper understanding of diversity” and “high quality working styles,” we will promote activities aimed at increasing our understanding of diversity across the Group toward our goal of becoming a company that harnesses the power of its diverse workforce to continuously provide new value to society.

\*LGBT stands for “lesbian,” “gay,” “bisexual” and “transgender.”

### ● Initiatives for LGBT and Sexual Minorities

In April 2016, the NTT Group clearly expressed its stance of developing its organization and realizing a society in which everyone can live and work based on who they are, regardless of their sexual orientation or gender identity. We have been making progress in applying programs related to important life events, such as by providing such benefits as a family allowance and childcare and nursing care leave to employees with same-sex partners and whose relationship is socially regarded as the same as that of a married couple.

At DOCOMO, we have been organizing training for managers and web-based training for all employees toward establishing a working environment in which LGBT employees can be themselves and work with vigor.



In terms of services for our customers, we apply family discounts to same-sex partners and intend to continue promoting understanding of sexual minorities.

### DOCOMO Receives Gold Rating in the PRIDE Index

The PRIDE Index is a framework for evaluating corporate initiatives related to LGBT and sexual minorities. DOCOMO received “Gold,” the highest rating, in October 2017 for the second consecutive year.

We were also selected as the “Best Practice” company in the Index E (Engagement/Empowerment: Social Contributions and Public Relations Activities) category for the first time this year. This was due to our activities that were highly commended or considered unique by the PRIDE Index Administration Committee.



### Index E: Engagement/Empowerment

In fiscal 2016, DOCOMO broadcasted a television commercial entitled “For ONES” in which it claimed that 1 in every 13 people in Japan is a sexual minority. We also showed it on our website, so the impact of having it there and on television produced a knock-on effect allowing for the message to be widely recognized, and this is what led to our receiving the honor of Best Practice Company.

In addition to our e-learning and LGBT ally community\* activities offered to all employees, expansion of our activities to communities such as cosponsoring and participating in LGBT events in Tokyo and the Kansai area also received recognition.

\*A voluntary community within DOCOMO that is organized to support sexual minorities such as LGBTs and extend the circle of support both within the Company and externally.

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● Focus on Expanding Employment Opportunities for People with Disabilities

DOCOMO proactively hires persons with disabilities in line with its effort to ensure diversity in its human resources to create new value. As of June 1, 2018, the employment ratio of people with disabilities at DOCOMO is 2.32%.\*

DOCOMO PlusHearty, Inc., a special purpose company that cleans office buildings, maintains a high retention rate by providing learning support and guidance to improve the physical functions of employees.

\*Includes employees at special purpose subsidiaries DOCOMO CS, Inc., DOCOMO CS Hokkaido Inc., DOCOMO CS Tohoku, Inc., DOCOMO CS Tokai, Inc., DOCOMO CS Hokuuriku, Inc., DOCOMO CS Kansai, Inc., DOCOMO CS Chugoku, Inc., DOCOMO CS Shikoku Inc., DOCOMO CS Kyushu, Inc., DOCOMO PlusHearty, Inc., DOCOMO Support Inc., DOCOMO Systems, Inc., DOCOMO Technology, Inc., MAGASEEK, Business Expert Inc. and eEngineering Inc., as well as employees on loan.

Promoting Women's Careers

Among all of our diversity-related efforts, we have been making a particularly forceful drive to promote women's careers toward achieving our goal of increasing the ratio of female employees in managerial positions to 7.5% by the end of fiscal 2020.

I Female Employees in Managerial Positions

	FY2014		FY2015		FY2016		FY2017	
Male	4,017	97.0%	3,939	96.4%	3,873	95.6%	4,013	94.7%
Female	125	3.0%	149	3.6%	178	4.4%	224	5.3%

I Annual Number of New Managerial Appointments and Female Managers

	FY2014		FY2015		FY2016		FY2017	
Male	226	91.9%	242	90.0%	237	88.4%	210	81.1%
Female	20	8.1%	27	10.0%	31	11.6%	49	18.9%

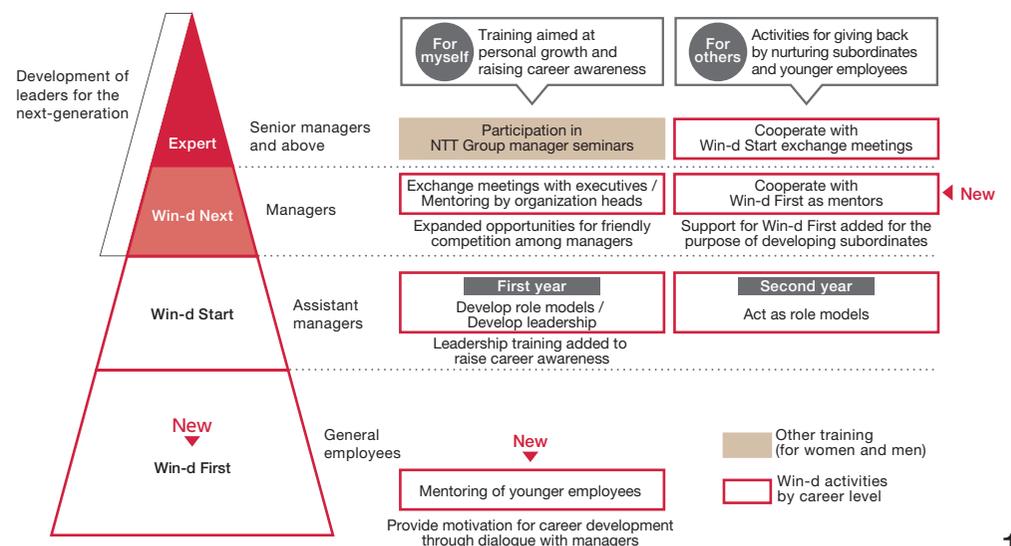
● Support for Women's Career Development (Promoting Women's Careers)

At DOCOMO we are accelerating our drive to promote successful careers for women, raise their awareness of career development, and develop an environment in which they can fully demonstrate their abilities. Specifically we organize activities based on the Win-d\* framework created in 2006 to provide optimal support for the professional development of women at each stage of their career, along with career development training, exchange meetings with other industries and the Diversity Forums. Additionally, we set up Win-d Next for female senior managers in fiscal 2015 to offer mentoring by organization heads and exchanges with executives, and Win-d First for younger employees in fiscal 2016 to offer mentoring by female managers who serve as role models in an ongoing effort to bolster career awareness and build a stronger vertical pipeline.

Moreover, we took the initiative to raise the awareness of supervisors overseeing female staff members in order to focus on each individual when developing employee careers. We did this by implementing a training program for supervisors through which they could learn and practice how to support career designing and skill building for career development support.

\*Women's innovation network at DOCOMO (programs for promoting the careers of female managers)

I Win-d Activities by Career Level



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Activities by Win-d Members



Discussions taking place at Win-d First



Completion of Win-d Start



Meeting with directors during Win-d Next



Manager training on the development of female employees' careers

## Workstyle Choices

### Basic Policies and Philosophy

DOCOMO is seeking to enhance productivity by taking gradual steps to expand the workstyle choices that it offers its employees. These are centered on initiatives for balancing work and parenting as well as on promoting diverse workstyles.

### Promoting the Work-Life Balance

#### ● Balancing Work with Childcare

DOCOMO aspires to be a company and workplace where employees with children can demonstrate their maximum performance within a limited period of time and continue working with vigor. To that end, we are creating programs and frameworks that allow employees to pursue versatile workstyles while also seeking to change the perception of how we work and take vacations, which is the most important part of the reforms.

One of these programs is the docomo Smile Relay, which aims to enable women returning from childcare leave to develop successful careers by helping them maintain contact with the workplace while on childcare leave and then continue with their careers. One example is the three-party meeting between the employee, her immediate manager and the Diversity Development Office, held to discuss the systems in place before the employee applies for maternity leave and develop a common idea about her workstyle and career after returning to work. During childcare leave, we provide support for maintaining a connection with the workplace by advising the employee to keep close contact with her immediate manager and make use of the forums provided to share in-house information. We conduct another three-party meeting after the employee returns to work, with the aims of eliminating concerns about balancing work and childcare and motivating the employee to develop her career.



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**● Family Day**

Since 2010, DOCOMO has been holding Family Day, when family members of employees visit the Company as part of an effort to strengthen their relationship with the workplace by reconfirming a sense of mutual gratitude felt among the employees, their relatives and coworkers. Every year during summer vacation, the family members of DOCOMO Group employees are invited to Family Day. This includes visits to workplaces as well as an area that offers firsthand experiences of DOCOMO products and projects, smartphones and mobile phone safety classes, and tours of showrooms, mobile base stations, R&D facilities and other areas of interest. The event has not only instilled a deeper understanding among family members of the work being done at DOCOMO; it has also promoted the balancing of work with parenting. Moreover, it has significantly benefited efforts to create a comfortable workplace environment through direct communication between employee supervisors, colleagues and family members. In fiscal 2017, 5,426 people, representing 1,769 families participated across Japan, and the number has been rising every year.

**● Encouraging Male Participation in Childcare**

To dispel preconceived ideas of gender roles and accelerate initiatives for male participation in childcare and the promotion of the work-life balance, we sought to attain our targets of 50% for the ratio of men taking childcare leave and a life planning vacation (for childcare). The result for fiscal 2017 was 44.5%.

Activities we offer to encourage male participation in childcare include holding diversity training for younger employees soon after they join the Company in order to nurture an awareness of their life plans including marriage, family planning and careers, and holding lunch meetings and lectures.

**● Balancing Work with Nursing Care**

We regularly hold seminars on nursing care as part of our initiatives to promote the balance of work and nursing care. In fiscal 2017, the DOCOMO head office and Shikoku Regional Office (including DOCOMO CS Shikoku, Inc.) both held a seminar on nursing care. At the Shikoku Regional Office, we invited a social worker who works in the region to the seminar, which led to building a relationship with a consultation desk. Also, we held nursing care seminars at the Chugoku and Kansai Regional Offices using “Kokokuma,” DOCOMO’s communication robot, to discuss preparations for providing nursing care.

We distribute information on nursing care by posting related contents on our intranet site and publish pamphlets with the aim of supporting nursing care, allowing employees to develop their knowledge in this area while encouraging a deeper understanding across the entire workplace and

thereby helping to enhance the workstyles of employees who provide care for family members.

**● Enhancing the Benefit Programs and Supporting Employee Life Plans**

We seek to enhance our benefit programs to make them useful for balancing work and family. Under DOCOMO’s benefit system, employees select the programs they need or that best fit their lifestyles from an assortment of benefits. In fiscal 2018, we introduced the NTT Benefit Package to attain the following objectives for employees and their families: (1) support efforts to maintain and promote health, (2) subsidize the cost for using various support services related to childcare and nursing care, and (3) enrich the support for refreshing the mental and physical health of employees as well as opportunities for recurrent education.

Other seminars and training courses we run are designed to help employees map out their life plans. In April 2018, we established Company-sponsored nurseries in Tameike-Sanno (where DOCOMO head office is located), Akasaka and Ichigaya to support employees who return to work earlier from maternity and nursing care leave and to provide a rewarding workplace where they can continue working without missing opportunities to grow.

	Content	FY2017 Results
Life Planning Seminar	Life planning seminars are held for new hires and employees nearing retirement. They provide information on the various benefits we offer and help employees plan for life after retirement.	4 seminars with 442 participants
Life Design Training	This training program seeks to motivate employees in their late 20s to start thinking about their life plan. It specifically teaches them about investing, pension plans and other aspects of financial planning.	4 seminars with 154 participants
Life Design Office	This office provides information and advice to employees on drawing up life plans.	Used by 181 people

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## Systems that Support Versatile Workstyles

As a major aspect of our diversity management, we are seeking to offer more options in working styles in response to the shift to increasingly diverse lifestyles. By introducing programs such as personalized shifts (sliding working hours), regular work hours augmented by early morning shifts (priority work) and working from home (telework), we have created a working environment where employees can choose from a broad range of options.

Furthermore, we began applying the flex-time system to more organizations in fiscal 2017, which increased the scope of employees eligible for the system from about 400 in fiscal 2016 to roughly 7,800.

In fiscal 2017, we implemented the “Selective Course Personnel System,” which allows employees to choose their own workstyles, such as limiting the regions to which they can be transferred. The working environment at DOCOMO has been improved so that diverse human resources can demonstrate their individuality and abilities to grow and play an active part in their line of work.

### ● Promoting the Work-Life Balance

In 2008, DOCOMO received the Kurumin certification mark from the Minister of Health, Labour and Welfare as an enterprise that implements measures in accordance with Japan’s Act on Advancement of Measures to Support Raising Next-Generation Children. In May 2018, we received Platinum Kurumin certification, which recognizes Kurumin-certified enterprises that are making high-level efforts in their work-life balance support systems and whose employees are actively using them.

In future, we intend to further promote the work-life balance by seeking further enhancements to our system in order to allow employees to choose their workstyles from a wider range of options so that they can make full use of the limited time available to each of them.

### ● Normalizing Working Hours

DOCOMO has adopted practices such as working from home, setting up satellite offices and applying a flex-time system at more organizations in order to increase work productivity and realize more flexible workstyles that meet the lifestyle of each employee.

In addition, by reviewing the cross-organizational operation system and work processes in fiscal 2017, all DOCOMO Group companies attained the labor-management target set in 2003, which aimed to achieve total annual working hours in the range of 1,800 to 1,900 hours.

In an attempt to make employee working conditions transparent, information regarding total annual working hours and overtime are put on the table for an opinion exchange between labor and management on a regular basis and to be shared at a meeting attended by directors and others in top management. We will continue these approaches so that we can push forward with

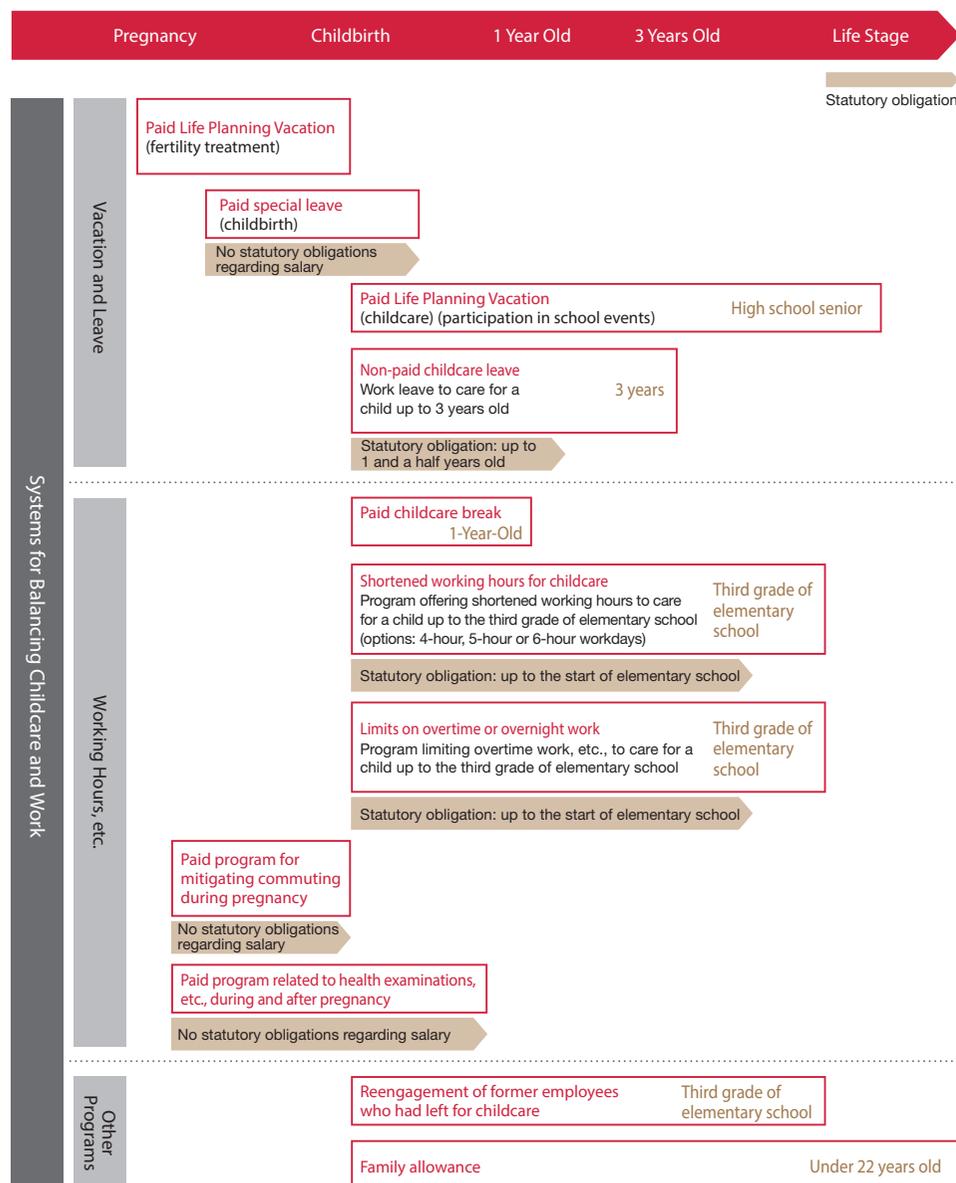
actions to normalize working hours.

### | Representative Programs

Category	System	Description
Childbirth	Mitigation of commuting during pregnancy	Paid program that exempts pregnant employees from working at the start or end of the workday for up to 60 minutes per day
	Measure related to health examinations, etc., during and after pregnancy	Paid program that exempts employees from working to attend health guidance or a health examination during pregnancy or within a year after pregnancy
	Special leave (maternity leave)	Six-week paid leave before childbirth (14 weeks for multiple pregnancies) and eight-week paid leave after childbirth
Childcare	Childcare break	Paid program that provides a break of up to 45 minutes from work twice per day for female employees who need to care for a child under one year old
	Life planning vacation (for childcare)	Paid program that enables employees with children up to high school senior age to take more than one week off for childcare
	Childcare leave	Program that enables employees with a child under three years old to take non-paid leave for childcare
	Shortened working hours for childcare	Program that offers shortened working hours for employees with a child below the third grade of elementary school (options: four-hour, five-hour and six-hour workdays)
	Sliding working hours for childcare	Program that offers individualized shifts (moving up or moving down the starting/ending hours of the workday) to secure time for dropping off and picking up children from daycare centers up to the end of elementary school
	Limits on overtime or overnight work	Program that limits overtime, etc., for employees who need to care for a child below the third grade of elementary school
	Reengagement of former employees who left for childcare	Program for rehiring former employees who left to care for a child, within a certain period of time since leaving the Company
Nursing care	Reengagement of former employees who left for childcare	Program for rehiring former employees who left to care for a child, within a certain period of time since leaving the Company
	Nursing care vacation	Program that provides non-paid leave of up to five days per year to care for a family member (sick child, spouse giving birth, etc.)
	Nursing care leave	Program that enables employees to take non-paid leave to look after a family member in need of nursing care
	Shortened working hours for nursing care	Program that offers shortened working hours for employees with a family member in need of nursing care (options: four-hour, five-hour and six-hour workdays)
	Sliding working hours for nursing care	Program that offers individualized shifts (moving up or moving down the starting/ending hours of the workday) to secure time for nursing family members
	Limits on overtime or overnight work	Program that limits overtime, etc., for employees who need to care for a family member
Working from home		Program that allows an employee to temporarily work at a location other than their regular worksite as a means of supporting the work-life balance, encouraging independence and creativity, or increasing productivity

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Usage of Leaves and Programs (DOCOMO Group, Fiscal 2017)

	Male Employees	Female Employees	Total
Paid vacation days			
Average number of paid vacation days taken	18.4	15.8	17.4
Average percentage of paid vacation days taken*	91.8%	78.9%	87.0%
Maternity and childcare leave			
Maternity leave	—	446	446
Childcare leave	37	588	625
Shortened working hours for childcare	7	854	861
Sliding working hours for childcare	29	228	257
Nursing care			
Nursing care leave	10	11	21
Short-term leave for nursing care	21	17	38
Shortened working hours for nursing care	2	8	10
Sliding working hours for nursing care	5	6	11
Life Planning Vacation			
Childcare	782	319	1,101
Nursing care	834	262	1,096
Volunteering activities	258	58	316
Rehiring program			
Rehired after childcare leave	0	0	0
Rehired after transferring	0	7	7
Rehired after nursing care leave	1	0	1

\*The percentage is almost 100% when including employees who used a program to allocate their paid vacation days up to three days a year to their Life Planning Vacation.

Employees Utilizing Versatile Systems (DOCOMO)

System	Number of Employees
Sliding working hours	72
Flex-time system	7,767
Shortened working hours for childcare	296
Working from Home Program	3,403

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**● Transition from Fixed-Term to Permanent Employment**

In April 2014, we introduced to our functional subsidiaries throughout Japan a system of transferring the status of their area-limited employees, who work in areas where they live, from fixed-term employment to permanent employment. About 4,000 employees became area-limited permanent employee in the five years since fiscal 2014.

**● Rehiring Program for Former Employees**

Employees have left the Company as a result of a spouse's transfer to another location or their own desire to focus on caring for children. Many of these former employees would like to return to DOCOMO. A rehiring program for former employees was created to accommodate this desire and effectively utilize the skills and experience previously gained on the job.

The program is open to former employees who have worked for at least three years and left the Company after March 31, 2010 because their spouse was transferred or accepted a new position elsewhere, they relocated after getting married, or they wanted to concentrate on caring for children. Five former employees were rehired under the program in fiscal 2017.

**● Reemployment Program for Post-Retirement Age Workers**

DOCOMO's continued employment scheme is to rehire employees over 60 years old and who have reached the mandatory retirement age. The scheme enables these older employees to continue using their extensive experience and polished skills for the benefit of the Company and society.

Employees who declare their intent to be reemployed at their mandatory retirement age can work until age 65. Under the program, we reemployed 38 of the 42 employees who retired in fiscal 2017.

# Labor Practices

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• **Employment and Compensation** • Health and Productivity Management (Occupational Health and Safety)

## Employment and Compensation

### Basic Policies and Philosophy

DOCOMO incorporates its human resource strategy into personnel systems and works to maximize the abilities and motivation of every employee by assigning the right jobs to the right people, promoting skill development and conducting appropriate performance assessments.

We strive to treat our employees fairly through the provision of equal opportunities and equal compensation while engaging in employment practices that involve assessing only the characteristics we deem reasonable, such as personal ability, aptitude or accomplishments.\* We do not treat one employee different from another in regard to promotions, compensation, training and the like. We do, however, disseminate through our official site messages related to our philosophy on respecting both employees and our recruitment practices.

\*Characteristics that tend to form the basis for discrimination: race, ethnicity, nationality, regional origin, skin color, age, gender, sexual orientation, mental or physical disability, religion, political beliefs, labor union membership, marital status, etc. Medical examinations and pregnancy tests are also considered as aspects of discriminatory practices when used to hinder equal opportunity or fair treatment.

| Respecting Employees (in Japanese only)

URL <https://www.nttdocomo.co.jp/corporate/csr/about/management/employee/index.html#p01>

### ● Human Resource Management System

#### Respecting Individual Capabilities and Promoting Employees of Diverse Nationalities

DOCOMO is committed to hiring people for their skills and abilities, not their nationality. In fiscal 2017 we hired 11 new non-Japanese employees, who are now pursuing careers at the Company, in Japan and overseas, including in the Global Business Division, the Research and Development Division and the Corporate Sales and Marketing Division. Our medium-term target for supporting women's careers is to retain the ratio of female hires among new graduates at 30% or more, and we are currently meeting that goal.

#### Appropriate Performance Assessments

The purpose of assessing employee performance is to develop skills and increase motivation to ultimately enhance corporate performance. All DOCOMO employees are evaluated on their performance and career development twice a year. To ensure fairness, assessments are conducted in three stages by several people, including primary and secondary evaluators and a coordinator. Organizational objectives are broken down into individual goals, on which we base our assessments of each employee's performance. Assessments involve interviews on setting

goals, progress reviews, discussions on achievements and the evaluations of results as well as feedback to produce a comprehensive appraisal and examination of overall performance. Additionally, any employee who disagrees with their assessment can submit an objection to the Human Resources Management Department through the consultation desk of each organization.

#### Multidimensional Performance Appraisals Give Managers Insight

Once a year managers of all areas, including departments, offices, branches and other sections, engage in self-evaluations as well as reviews by supervisors, colleagues and subordinates by way of 360-degree assessment.

Multifaceted assessments particularly address management competencies such as developing a vision, coaching and demonstrating leadership. Evaluation results are conveyed to the managers and their supervisors and serve to highlight any discrepancies between self-perceptions and the perceptions of others. This is done through qualitative evaluations in the form of advice from others on strengths and areas requiring attention and quantitative evaluations based on performance ratings. The program is intended to raise awareness and hone managerial skills by encouraging managers to develop a deeper insight into the attitudes and behavior expected of them and make continuous improvements with clear goals. We will continue to cultivate an environment that encourages employees to be open and humble in respect to the evaluations and opinions of those around them.

### ● Pension Plan

DOCOMO maintains two corporate pension plans: the NTT Employee Pension Fund and a defined contribution corporate pension plan.

The NTT Employee Pension Fund is a defined benefit plan and a life annuity resourced by a premium contributed by labor and management.

We adopted the defined contribution pension plan in April 2014 in view of changes in the public pension program that serves as the pillar of post-retirement income, including raising the age at which pension payments begin. In addition, the increasingly diverse lifestyles of employees require a pension plan that can flexibly respond to their postretirement income needs. We have also sought to minimize the impact of fund management performance on pension financing to ensure a stable, long-term corporate pension program. Following the introduction of the defined contribution pension plan, funds for April 2014 and after, under the former defined benefit type, contract-based corporate pension plan, were transferred to the defined contribution plan.

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• **Employment and Compensation** • Health and Productivity Management (Occupational Health and Safety)

Employee Data (DOCOMO)

	FY2015			FY2016			FY2017		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees (excluding loaned employees)*1	6,046	1,570	7,616	5,988	1,621	7,609	6,065	1,702	7,767
Number of foreign nationals*1	65	44	109	50	36	86	49	46	95
Employees									
Average age*1	40.5	36.6	39.7	40.8	37.1	40.0	41.1	37.3	40.2
Average years of continued service (excluding persons seconded to DOCOMO)*1	17.5	14.0	16.8	17.8	14.4	17.1	18.1	14.6	17.3
Average salary (yen)*2	—	—	8,648,000	—	—	8,739,000	—	—	8,737,000
Average total annual hours worked	1,920.1	1,829.1	1,898.1	1,927.2	1,831.5	1,905.3	1,874.4	1,766.7	1,849.3
Average overtime hours worked	278.2	193.4	257.8	285.8	191.5	264.3	237.6	153.1	217.8
Employment									
Number of people hired	161	76	237	147	64	211	192	109	301
Recent college graduates	156	76	232	143	58	201	154	91	245
Number of foreign nationals	9	9	18	9	6	15	7	4	11
Number of mid-career hires	5	0	5	4	6	10	38	18	56
Of the above, number of people reengaged	0	0	0	0	3	3	1	4	5
Turnover									
Number of job leavers (only for voluntary termination)	117	31	148	120	35	155	150	36	186
Turnover rate (only for voluntary termination)	—	—	1.05%	—	—	1.16%	—	—	1.37%

\*1: As of the end of each fiscal year.

\*2: Ratio of DOCOMO's average salary to regional minimum wage is 4.8:1. (The regional minimum wage is calculated as follows: 958 yen/hour (minimum wage for Tokyo) × 7.5 hours × 21 days × 12 months = 1,810,620 yen.)

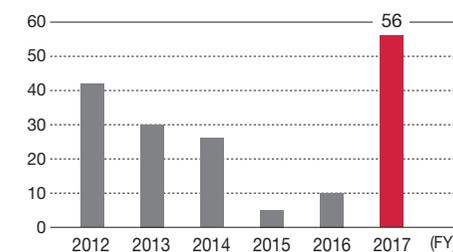
Since DOCOMO bases its compensation on employee qualifications and rank, amounts of salaries and bonuses do not differ between males and females or by region, among employees of the same level of qualifications and rank.

Starting Salaries (DOCOMO)

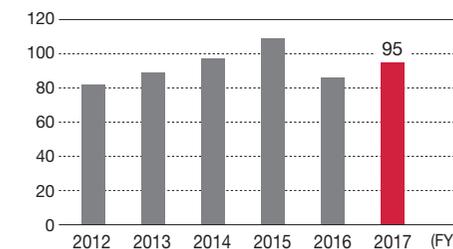
	Monthly Salary (Yen)	Difference from Minimum Wage*2
Junior University	189,440	125.6%
Technical College Graduate	191,990	127.2%
University Graduate	215,930	143.1%
Graduate with an M.A.	237,990	157.7%
Graduate with a Ph.D.	288,320	191.1%

(As of April 1, 2018)

Number of Mid-Career Hires (DOCOMO)



Number of Employees Who Are Citizens of Countries Other than Japan (DOCOMO)



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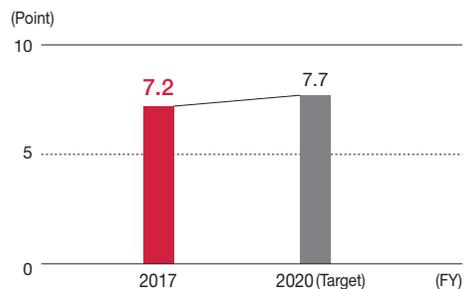
### ● Employee Satisfaction

DOCOMO conducts an employee attitude survey every year to clarify current issues and understand the state of the workplace as well as employee awareness, or job satisfaction, toward its goal of becoming a company at which employees can vigorously take on challenges to create further value as a group. In general, the survey is conducted via the Internet in the form of a questionnaire and covers all employees at DOCOMO Group and its 12 shared services subsidiaries. In an attempt to attain zero non-respondents, we accept responses by paper as well. We respect LGBT respondents by including an “other/no answer” option to the gender question in the questionnaire in addition to the “male” and “female” options.

In fiscal 2017, we reviewed the design of the survey form and changed the questions as well as the answer choices from a 5-point to a 10-point scale. A major review was made to increase the number of questions regarding job satisfaction and comfortable working environment, and we redesigned it to allow for attribution analysis. In fiscal 2017, the survey was carried out between October and November with 33,319 respondents. Improvements are made each year to reflect the survey results.

At DOCOMO, employee satisfaction/dissatisfaction is measured through the element of job satisfaction and comfortable working environment in order to grasp the current situation on an organizational basis, such as at the level of Group, company or company group, and also to conduct attribution analysis. We consider a decline in the results for job satisfaction and/or comfortable working environment as a risk, and we strive to make improvements based on analysis and on an organizational basis.

#### Job Satisfaction Results for FY2017 and Target for FY2020 (on a 10-Point Scale)



### Labor Relations

#### ● Labor Relations in the DOCOMO Group (Japan)

DOCOMO ensures workers’ freedom of association and right to collective bargaining. Labor and management cooperate to continually improve the workplace in accordance with the Basic Agreement on Labor Relations and the Basic Agreement on Collective Bargaining, and have established different committees to discuss various issues to enhance communication between labor and management.

The Negotiation Committee discusses working conditions and other matters, the Management Council discusses management policies and related issues, and the Work-Life Balance Committee discusses normalizing overtime, the promotion of diversity, etc. Dialogues between management and labor are held several times a year through discussions at these committees.

In terms of the labor-management relationship, we believe that (1) labor and management should have equal footing, in principle, and their relationship should be based on the principle of self-governance in order for it to be built independently and responsibly, and be founded upon trust, and (2) focus on discussion and strive to resolve matters by gaining a mutual understanding and consent. Any conclusion achieved by labor and management on a particular matter should be respected by both groups.

In addition, union membership of the 13 DOCOMO companies in Japan is roughly 100%.

Reference: All NTT Workers Union of Japan, Docomo Headquarters (in Japanese only)

URL <http://www.docomohonbu.org/>

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•Employment and Compensation    •Health and Productivity Management (Occupational Health and Safety)

## Health and Productivity Management (Occupational Health and Safety)

### Basic Policies and Philosophy

DOCOMO seeks to ensure the safety of employees and others and to facilitate implementation of its operations in accordance with its Safety Management Rules. These rules stipulate that we establish a working environment where industrial accidents are prevented, provide instructions so that employees can safely engage in operations and rigorously carry out inspections and maintenance. We also pay due consideration to managing the health of our employees and have established the Health Management Rules to implement appropriate health management and thereby facilitate our business operations.

#### Health and Safety Management System



### ● Health and Safety Management

The NTT Group manages labor health and safety on a Group-wide basis by establishing Health Management Rules in compliance with Japan's Labor Standards Act and Industrial Safety and Health Law, with the aim of securing the health and safety of staff in the workplace and promoting the development of a pleasant working environment.

DOCOMO has established a health and safety management system at each worksite to fulfill our obligation to secure the health and safety of workers in their workplace. We have also appointed a general health and safety manager, who oversees the safety supervisors and health supervisors (health and safety officers at small-scale worksites). Safety Committees are set up at

worksites having more than 100 staff, and Worksite Health Committees are in place where there are more than 50 employees. Also, industrial physicians are appointed for worksites with more than 50 staff.

With respect to specific aspects of operations undertaken at each individual worksite, we ensure that all needs are properly met in accordance with the Ministry of Health, Labour and Welfare regulations, and that we fulfill our obligation to provide physical examinations for all DOCOMO Group employees. We also implement measures for monitoring, managing and reducing long working hours.

### Initiatives for a Healthy and Safe Workplace

#### ● Promoting Health and Safety in the Workplace

In order to provide an environment in which every individual employee can play an active role, DOCOMO Group is focusing on creating workplaces where employees can work in safety and good health. Also, it is carrying out activities toward its goal of achieving zero serious industrial accidents.

The DOCOMO Group is involved in construction work related to network facility maintenance that is done in high places. Consequently, we conduct operations in compliance with prevailing laws and safety regulations, and we implement safety measures in accordance with the DOCOMO Safety Manual for Construction Work, which are also extended to our business partners. We instruct workers to remain fully alert during assembly and disassembly of scaffolding, and when working on steel pillars, steel towers and rooftops. We also discuss Hiyari-Hatto (close call) incidents, consider countermeasures and record data to alert employees of workplace hazards and dangerous actions.

Our health and safety management system is led by the head of the organization that supervises matters related to safety and serves as the general health and safety manager. Our centralized industrial accident control system enables us to manage and track labor accident data for the entire Group.

For DOCOMO safety is always the top priority. Our system for preventing work-related accidents and injuries includes the Health and Safety Committees at each business office as well as the DOCOMO Safety Council and DOCOMO Safety Committee at the headquarters.

The Health and Safety Committees, consisting of members from both management and labor, examine and deliberate on basic measures to prevent DOCOMO employees from being exposed to various dangers and health problems. The committees also promote improvements in the health and safety of the employees and meet once a month to analyze the results of health and safety management, consider measures and record data. Information is provided to employees

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•Employment and Compensation    •**Health and Productivity Management (Occupational Health and Safety)**

for the benefit of their own health and safety. The DOCOMO Safety Council and DOCOMO Safety Committee each consist of members from both management and labor, including those from telecom construction firms, and they share information to prevent work accidents.

● **Safety Management in Maintenance Work for Base Stations**

As we expand our communication areas, we have been making a strong effort to maintain our base stations in order to offer connectivity to our customers wherever they are, in the city, on the subway, or in a rural or relatively unpopulated area. When doing construction or maintenance work at a base station, we pay the utmost attention to avoid the risk of falling during aerial work and electrocution. As a company that outsources construction work to telecom construction firms, the DOCOMO Group will strive to fulfill its responsibility of ensuring on-site safety.

Since there are cases where construction and maintenance of base stations are done by Group companies, DOCOMO seeks to enhance safety management skills by holding the DOCOMO Safety Training program for all DOCOMO Group employees across Japan. The training provides knowledge through sessions on hazard prediction exercises, relevant laws and regulations, aerial work exercises, and vehicle features. In light of past accidents involving special vehicles and aerial work, we also strive to raise the level of response at the worksite through skill development training with telecom construction firms.

When we consign work to telecom construction firms that involves dangerous processes, such as aerial work, we also implement measures such as safety patrols by DOCOMO Group companies to boost frontline worker safety awareness and ensure thorough implementation of on-site hazard prediction and other safety measures. Specifically, we hold full safety inspections using checklists for reviewing such aspects as safety measures, accident prevention, work procedures and basic actions of every work team in all sites. Moreover, we seek to establish common applications and rules for safety equipment. We conduct safety awareness surveys on an ongoing basis to question frontline workers at each site on topics such as their awareness of past accidents while also rechecking aspects including safety measures.

In fiscal 2017, there were three serious industrial accidents, one fewer than in the previous fiscal year. In response to the occurrence of such accidents, we investigated and analyzed each set of circumstances, and optimal measures for preventing the recurrence have been formulated and implemented. As a new initiative, we implemented our original drone technologies, with which inspections must be carried out at a certain height so as to ensure the safety of the staff. Looking ahead, we plan to focus on research and development in this area to expand the initiative's implementation.

| Number of Serious Accidents during Construction Work over the Past Four Fiscal Years

	FY2014	FY2015	FY2016	FY2017
Serious industrial accidents	2	2	4	3

● **Mental Healthcare**

We provide preventive care based on the "Four Cares" guidelines\* proposed by the Ministry of Health, Labour and Welfare. Principal mental healthcare approaches include self-care, in which employees perform stress checks; "line care," which consists of various training programs for managers; and care by in-house industrial healthcare staff and related staff. For this final type of care, workplace monitoring and physical exams form a foundation after which follow-ups and interviews, and interviews and guidance sessions are conducted for those working long hours. Also, we have set up an external counseling desk as care provided through services of external Employee Assistance Programs (EAPs). In 2013 we unified our EAP Service to provide the same service to all employees in Japan.

In addition to conducting stress checks to promote self-care by employees, we conduct a group analysis of the results to determine the status of stress in each organization and its causes. The information is relayed to each organization as feedback to be used for improvements in the workplace by implementing necessary training and measures. The content and results of the stress checks are handled on a strictly confidential basis to protect employee privacy.

Also, we monitor changes in the number of employees taking leave to deal with mental health issues. In fiscal 2017, 199 employees took leave.

\*Guidelines for Promoting Mental Healthcare in Enterprises

| Guidelines for Promoting Mental Healthcare in Enterprises by the Ministry of Health, Labour and Welfare (in Japanese only)

URL [https://www.mhlw.go.jp/www2/kisya/kijun/20000809\\_02\\_k/20000809\\_02\\_k.html](https://www.mhlw.go.jp/www2/kisya/kijun/20000809_02_k/20000809_02_k.html)

| Number of Employees on Leave for Mental Health Reasons (DOCOMO Group)

	FY2014	FY2015	FY2016	FY2017
Employees on leave	150	155	188	199

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•Employment and Compensation    •Health and Productivity Management (Occupational Health and Safety)

● Improving Employee Health

DOCOMO provides annual physical examinations for all employees in compliance with Japan's Industrial Safety and Health Act. For employees who have reached a certain age, we provide physical examinations that cover additional checkpoints beyond those legally mandated commensurate with their respective stage in life as well as brain scans. Employees who want a more detailed examination can undergo a complete medical examination partially subsidized by the Company. In response to the results of the regular and complete physical examinations, industrial healthcare staff provides healthcare guidance with specific details in collaboration with the health insurance society. Furthermore, DOCOMO has been publishing Health White Paper annually since fiscal 2017 with the aim of visualizing the status of its initiatives on health management and the working conditions and health of employees toward considering various measures for improvement.

We implement the Let's Walk Campaign to promote the wellbeing of DOCOMO Group employees and docomo Shop staff. The campaign utilizes the healthcare services offered by DOCOMO, and employees can deepen their understanding of these services while enjoying participation in the competition in a number of steps. High scorers in the campaign are presented with d POINTs, and both individuals and teams are welcome to compete, thereby boosting communication about health management in the workplace while at the same time offering incentives. About 18,000 employees joined the campaign in fiscal 2017, and the top place award went to the team that walked an average of 20,000 steps every day.



Poster for the Let's Walk Campaign

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•Employment and Compensation    •**Health and Productivity Management (Occupational Health and Safety)**

● **Initiatives for Health, Safety and Wellbeing**

**Stress Management Information**

We conduct stress checks to each employee and give feedback on the results to the relevant organization and to the employee. Organizational analysis and individual analysis are conducted on the results and used for improving management. We share information on overtime with the organization and employees and also hold interviews with employees who work long hours where necessary. We also share information on the current use of flextime and work-from-home programs so that diverse human resources can maintain and improve their mental and physical wellbeing. From the standpoint of creating a working environment in which employees can raise their motivation and vigor and continuously develop their careers, we are reviewing our work regulations to offer greater options that meet diverse workstyles and lifestyles.

**Stress Management Seminars**

We provide mental health seminars for all employees, "line care" seminars for newly assigned managers and seminars on physical and mental aspects for new employees. Also, we disseminate information and conduct seminars on internal systems related to health, including EAP-based counseling service, consultations on health issues with industrial physicians and public health nurses, Life Planning Vacations and individualized work shifts.

**Healthy Workplace Environment**

▶ **Ergonomic working environment**

Sections of our offices are barrier-free. We measure indoor air quality and conduct workplace inspections by industrial physicians. Also, we have established the Health Management Rules and bylaws that comply with Japan's Industrial Safety and Health Law.

▶ **Lighting**

With cooperation from the building management company, we measure the intensity of illumination when also measuring the air environment. The air environment is measured once every two months, both in the morning and in the afternoon. When the results exceed the limit, we investigate the cause and make improvements.

▶ **Noise**

With respect to noise caused by construction, any work involving noise levels that exceed the 80 decibel limit, as stipulated by regulations on designated construction work, are conducted on holidays or at night.

▶ **Indoor air quality**

With cooperation from the building management company, we measure airflow, carbon dioxide, carbon monoxide and airborne dust when also measuring the air environment. The air environment is measured once every two months, both in the morning and in the afternoon. When the results exceed the limit, we investigate the cause and make improvements.

Example of an initiative

If the measured amount of carbon dioxide exceeds 1,000 ppm, we collaborate with the building management company to take measures such as resetting the air conditioning to increase ventilation. In addition, when the amount of airborne dust, carbon monoxide or airflow exceeds the limit, we make improvements by resetting the air conditioning, adjusting the output from the vent and taking other actions.

▶ **Temperature and humidity**

We collaborate with the building management company to measure the temperature and relative humidity when we measure the air environment (air environment measured once every two months, once each in the morning and afternoon). In case the results exceed the limit, we investigate the causes and make improvements.

Example of an initiative

If the level of indoor humidity declines, we make adjustments such as changing the humidity settings to appropriate levels.

**Allowances for Use of Fitness Facilities or External Facilities**

We provide a menu of benefit programs for all employees, including a service that enables employees to use fitness gyms outside the Company at low cost.

**Health and Nutrition**

We offer periodic health checkups to all employees and a comprehensive health checkup if requested by an employee. Comprehensive health checkups are also offered to employees when they turn 40 years old as a countermeasure for lifestyle diseases.

- DOCOMO manages employee health from business management standpoint and was certified "White 500" Recognition for Excellence in Health and Productivity Management 2018 for two consecutive years.
- We support the IT pedometer as a health promotion measure in collaboration with the health insurance society. At office cafeterias where healthy recipes are offered in collaboration with the health insurance society, we offer lunch menus prepared by a nutritionist.

**Flextime Program**

We introduced a flextime program to promote flexible workstyles in which employees can choose their daily work hours.

**Working from Home Program**

We promote flexible and varied workstyles that are not restricted by location or time.

**Childcare Facilities and Allowances**

We provide programs for supporting the lives of employees, such as family allowances and subsidies for hiring babysitters.

**Women's Paid Leave for Childbirth and Childcare (above the Stipulated Limit)**

We provide a program in which employees can reserve their unused paid leave as Life Planning Vacations that can be taken for childcare and school events or when a spouse gives birth. We also offer special maternity leave for six weeks prior to and eight weeks after childbirth.

**Men's Paid Leave for Childbirth and Childcare (above the Stipulated Limit)**

We provide a program in which employees can reserve their unused paid leave as Life Planning Vacations that can be taken for childcare, school events or when a spouse gives birth.

# Human Rights

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•NTT Group's Human Rights Charter •NTT DOCOMO Group's Basic Policies on Human Rights •Management System •Initiatives on Human Rights Practice

We engage in activities that promote the awareness of human rights to create workplaces that respect the rights of every employee, free of discrimination or harassment due to social status, family status, race, ethnicity, nationality, religion, physical or mental disability, sex, sexual minority, pregnancy and birth, or childcare and nursing care leaves.

### NTT Group's Human Rights Charter

In accordance with the Universal Declaration of Human Rights and other references, the NTT Group has long endeavored to address the Dowa issue (discrimination based on ancestry in Japan) and other human rights issues and to create a corporate culture opposed to any form of discrimination. In recent years, businesses have become more global, and the international community is strongly urging companies to implement measures aimed at ensuring that human rights are respected. Amid this rising emphasis on human rights, the NTT Group unveiled its NTT Group Human Rights Charter in June 2014. This charter embodies our commitment toward fulfilling our social responsibilities as a company that is growing on the global stage.

The NTT Group supports the ideals within ISO 26000, the international standard for social responsibility published in 2010, as well as the Guiding Principles on Business and Human Rights endorsed by the United Nations Human Rights Council in 2011. These ideals were incorporated into the NTT Group Human Rights Charter.

### NTT Group's Human Rights Charter

**We recognize that respect for human rights is a corporate responsibility and aim to create a safe, secure and rich social environment by fulfilling that responsibility.**

1. We\*<sup>1</sup> respect internationally recognized human rights\*<sup>2</sup>, including the Universal Declaration of Human Rights in all company activities.
2. We responsibly respect human rights by efforts to reduce any negative impacts on human rights holders. We respond appropriately when negative impacts on human rights occur.
3. We aim not to be complicit in infringing human rights, including being involved in discrimination, directly or indirectly.
4. When negative impacts on human rights are done by a business partner and are linked to a product or service of the NTT Group, we will expect them to respect human rights and not to infringe on them.

\*1: "We" means the NTT Group and its officers and employees.

\*2: "Internationally recognized human rights" refers to the declarations and rules considered to be the minimum standards that warrant international protection, and specifically include the following.

- United Nations
  - The Universal Declaration of Human Rights and the Two Covenants on Human Rights
  - Universal Declaration of Human Rights (adopted by the U.N. General Assembly in 1948)
  - "International Covenant on Economic, Social and Cultural Rights" and "International Covenant on Civil and Political Rights" (adopted by the U.N. General Assembly in 1966; came into effect in 1977)
- International Labor Organization (ILO)
  - Fundamental principles laid out in the eight Core Conventions of the ILO Declaration
  - ILO Declaration on Fundamental Principles and Rights at Work (adopted by the 86th International Labor Conference in 1998)
  - The eight Core Conventions are: Forced Labour Convention, Freedom of Association and Protection of the Rights to Organise Convention, Right to Organise and Collective Bargaining Convention, Equal Remuneration Convention, Abolition of Forced Labour Convention, Discrimination (Employment and Occupation) Convention, Minimum Age Convention, Worst Forms of Child Labour Convention

As a member of the NTT Group, NTT DOCOMO will work to ensure that the background and purpose of establishing the NTT Group Human Rights Charter are understood, embraced and practiced by all employees in Japan and abroad.

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•NTT Group's Human Rights Charter    •**NTT DOCOMO Group's Basic Policies on Human Rights**    •Management System    •Initiatives on Human Rights Practice

## NTT DOCOMO Group's Basic Policies on Human Rights

### Basic Policies and Philosophy

DOCOMO upholds the NTT Group Human Rights Charter, which was established by the NTT Group and is based on the Universal Declaration of Human Rights and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work. The charter also incorporates ideas from the United Nations Guiding Principles on Business and Human Rights. Moreover, the NTT DOCOMO Group formulated its Basic Policies on Human Rights (revised in 2016) to define a more concrete policy for its initiatives and raise human rights awareness.

We request that our suppliers respect human rights through the NTT DOCOMO Guidelines for CSR in Supply Chain, NTT DOCOMO Group Basic Procurement Policies, and CSR Procurement Guidelines (on conflict minerals), which are based on the ideas of the NTT Group Human Rights Charter.

\*Owing to discrimination, which had been formed based on the structure of social status in the course of the historical development of Japanese society, some Japanese people have been forced to accept a lower status economically, socially and culturally, and they are subject to various kinds of discrimination in their daily lives even today. This is the Dowa issue, a human rights problem in Japan.

As part of our actions and procedures for fulfilling our commitments, DOCOMO has created a Web-based training tool and email magazines to promote understanding of the NTT Group Human Rights Charter in an effort to ensure that our employees are fully aware of the NTT Group's policy of respecting human rights. In addition, DOCOMO is developing initiatives on human rights due diligence as a framework for incorporating the ideas of the charter into all of the Group's business activities.

### NTT DOCOMO Group's Basic Policies on Human Rights

**Recognizing the importance of human rights, all NTT DOCOMO Group officers and employees are committed to taking the lead in creating a corporate culture that respects the human rights of all stakeholders while adhering to the NTT DOCOMO Group Code of Ethics, NTT Group Human Rights Charter and our CSR Policy with the aim of building a safer, more secure and richer society.**

1. We will, through our business activities, strive for a solution on the Dowa issue\* and other human rights issues.
2. We will respect diversity and strive to create a healthy working environment that is free of harassment issues by deepening communication and fostering a sense of mutual gratitude.
3. We will, from the standpoint of respect to human rights, review our operations as needed and adapt and improve our business activities.
4. We will cooperate with other NTT DOCOMO Group companies in constructing a proper structure to initiate and execute employee-focused human rights practices, including the establishment of the Human Rights Committee.

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- NTT Group's Human Rights Charter
- NTT DOCOMO Group's Basic Policies on Human Rights**
- Management System
- Initiatives on Human Rights Practice

## Human Rights Due Diligence

In accordance with the NTT Group Human Rights Charter, the NTT Group has developed its due diligence process for human rights, which it has been gradually introducing and implementing. In 2015, the NTT Group sought to understand the current social circumstances faced by its global business operations and determine the human rights issues that require its attention by conducting an assessment of human rights risks associated with Group companies' businesses overseas. The results of this assessment were used to create a human rights management check sheet in an effort to develop a mechanism for preventing human rights abuses.

Using the check sheet, the NTT DOCOMO Group conducted a human rights management survey of the 52 Group companies under its control in 2016. Its objective was to identify priority human rights issues at Group companies (by business, country or region), determine if they had a human rights policy and ascertain the status of their human rights management system. As a result, we identified priority human rights issues at all the Group companies and confirmed that 96.2% of them were providing employee education on human rights.

In 2017, we additionally conducted a human rights impact assessment by a specialized external institution to understand and analyze the human rights issues faced by each company in greater detail, and we confirmed the actual and potential human rights issues of concern.

As for our suppliers, each year we conduct an assessment of tier-1 suppliers concerning their sustainability risks including human rights based on the NTT Group's Supply Chain CSR Promotion Check Sheet.

The Check Sheet (Self-Assessment Questionnaire, SAQ) consists of 140 assessment items that cover the seven areas of human rights and labor, occupational health and safety, the environment, fair trade and ethics, product quality and safety, information security, and contribution to society. In the area of human rights, we monitor violations of workers' freedom of association and right to collective bargaining as well as child labor and forced labor. If an area of high risk is identified by the Check Sheet, DOCOMO dispatches staff to the supplier to confirm the situation on-site and responds with actions that include working together with the supplier on corrective measures. As a result of assessment and confirmation of facts, no high risk CSR issues were found with any of our suppliers in fiscal 2017.

With respect to joint ventures (equity method affiliates) not under our control, DOCOMO has created another check sheet as a simplified version of the NTT Group's human rights management check list to identify human rights risks and check if corrective measures for such risks are being properly implemented.

DOCOMO gives careful consideration to protecting the freedom of expression and privacy rights of people communicating via the Internet, social media and digital communication

devices, which are ICT industry-specific issues that have been gaining more recognition by most telecommunications carriers in Europe and the U.S. With reference to the Principles of Freedom of Expression and Privacy established in 2013 by the Global Network Initiative, a global network of telecommunications companies, we take a stance to fulfill our own responsibility to respect and protect the freedom of expression and privacy of our users. This includes protecting the globally recognized rights of our users, even in situations where we need to provide customer information under special circumstances, such as a matter of national security requested by the government.

In particular, the Children's Rights and Business Principles calls for protecting children's rights in the areas of developing and offering products and services or in marketing or advertising activities. At DOCOMO, with regard to products and services, we provide Kids' phones and offer safety educations to ensure the security of children and promote the appropriate use of mobile phones. Regarding marketing or expressions used in advertisements, we consult with consumer affairs advisors to avoid any expressions that may result in harm to children.

### Principles of Freedom of Expression and Privacy

URL [https://globalnetworkinitiative.org/gin\\_tnetnoc/uploads/2018/04/GNI-Principles-on-Freedom-of-Expression-and-Privacy.pdf](https://globalnetworkinitiative.org/gin_tnetnoc/uploads/2018/04/GNI-Principles-on-Freedom-of-Expression-and-Privacy.pdf)

1	2	3	4	5	6	7	8	9	10	11	12	13	14
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- NTT DOCOMO Group's Basic Policies on Human Rights
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## Management System

We established the Human Rights Committee for the management of our human rights initiatives, which is chaired by the senior executive vice president.

### Establishment of the Corporate Human Rights Committee

The Corporate Human Rights Committee is a Company-wide organization that promotes human rights awareness and handles the formulation and management of human rights training as well as training measures and plans. Compliance promotion managers and risk compliance leaders, who are in charge of human rights management in the workplace, are also designated at the unit level for activities rooted in respective workplaces.

### Monitoring Human Rights Activities

DOCOMO conducts an annual human rights survey based on the NTT DOCOMO Group Code of Ethics.

In recent years there has been increased demand, mainly in Western countries, for companies to promote initiatives aimed at mainstreaming human rights throughout their supply chains. This has been reflected in various laws, including the UK Modern Slavery Act 2015, which came into force in 2015, and the California Transparency in Supply Chains Act, enacted in 2012. In consideration of this trend, we distributed an English version of the NTT Group's Human Rights Charter and NTT DOCOMO Group's Basic Policies on Human Rights in March 2016, and we also conducted human rights management surveys at our overseas subsidiaries in August.

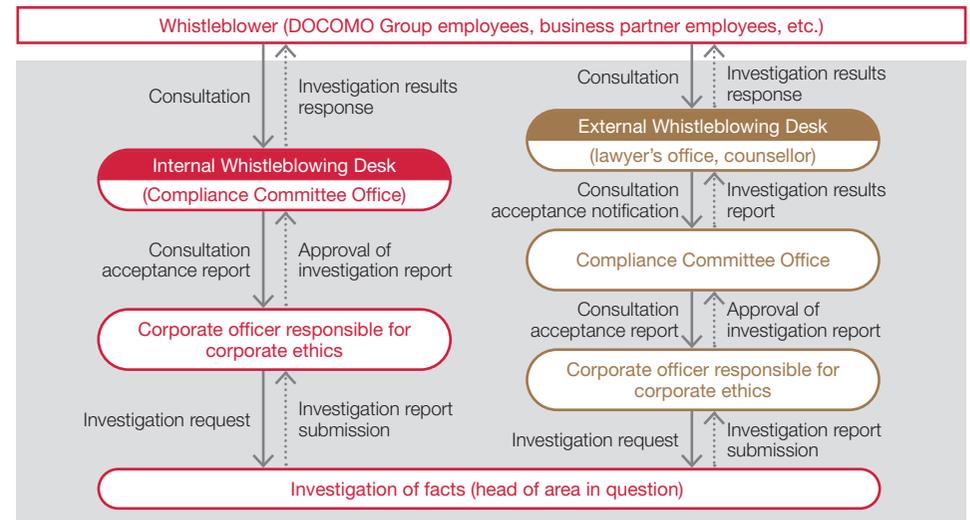
Results of the survey are summarized by DOCOMO and reported to NTT Holdings. Feedback of the analysis results from NTT Holdings is then reflected in our activity plans. In terms of domestic and overseas investments, we consider regulatory restrictions on human rights from the above-mentioned perspectives and assess risks during the decision-making phase using a checklist that includes criteria such as the working environment, terms of employment and the relationship between labor and management. Final investment decisions are made after hearing expert opinions.

## Whistleblowing Desk for Human Rights and Harassment

DOCOMO has established points of contact inside and outside Company channels for all employees, including temporary employees and employees of business partners to consult with when they have problems or concerns related to human rights or harassment. These whistleblowing desks protect the privacy of the employees who consult with them and provide protection for whistleblowers while taking appropriate steps to resolve problems and concerns. Employees can also consult the point of contact outside Company channels, which is manned by counselors affiliated with an outside, specialized organization so as to ensure an environment where employees can have complete peace of mind and know that they will not receive any disadvantageous treatment as a result of engaging in consultation or whistleblowing.

In fiscal 2017, there were 17 cases of violations of human rights and harassment. All 17 cases were associated with harassment and none with the violation of any other human rights.

### Compliance Whistleblowing Desk System



## Human Rights Violations

Human rights violations are rigorously dealt with through disciplinary action. From the standpoint of preventing recurrence, we alert employees of DOCOMO and its functional subsidiaries on a quarterly basis of any disciplinary actions taken.

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## Initiatives on Human Rights Practice

### Human Rights Message from Top Management

In conjunction with Human Rights Day (December 10) and Human Rights Week (December 4–10), which commemorate the UN's adoption of the Universal Declaration of Human Rights, the senior executive vice president and chair of the Human Rights Committee sends a message of respect for human rights to all employees every year. The message is intended to raise awareness of the subject by promoting an understanding as regards the spirit and purport of the United Nations' Universal Declaration of Human Rights and to ensure that all employees are familiar with human rights issues.

### Human Rights Awareness Training

To further raise human rights awareness, we actively conduct training at each organization for all employees, including temporary workers, using Web-based training and video materials, training suited to each career level (including executives), and training for risk compliance leaders.

Starting with the basic question of "Why are companies addressing human rights issues now?" the training courses teach participants about a broad range of subjects, including discrimination, harassment and language sensitivity. We also implement a post-training survey to monitor improvements in awareness and the effectiveness of training. Continuing on from last year, we conducted Web-based training sessions and held workplace discussions on human rights for all employees in fiscal 2017 while also implementing initiatives to raise human rights awareness among our employees.

### Human Rights Awareness Activities

We solicit human rights slogans and poster ideas from employees and give awards to exceptional entries in conjunction with Human Rights Week every year. In fiscal 2017, we received 28,257 entries for the slogans and 143 entries for the posters. In addition, we utilize an internal Company website to regularly publish an e-mail magazine on human rights, as a tool for raising the awareness of all employees.

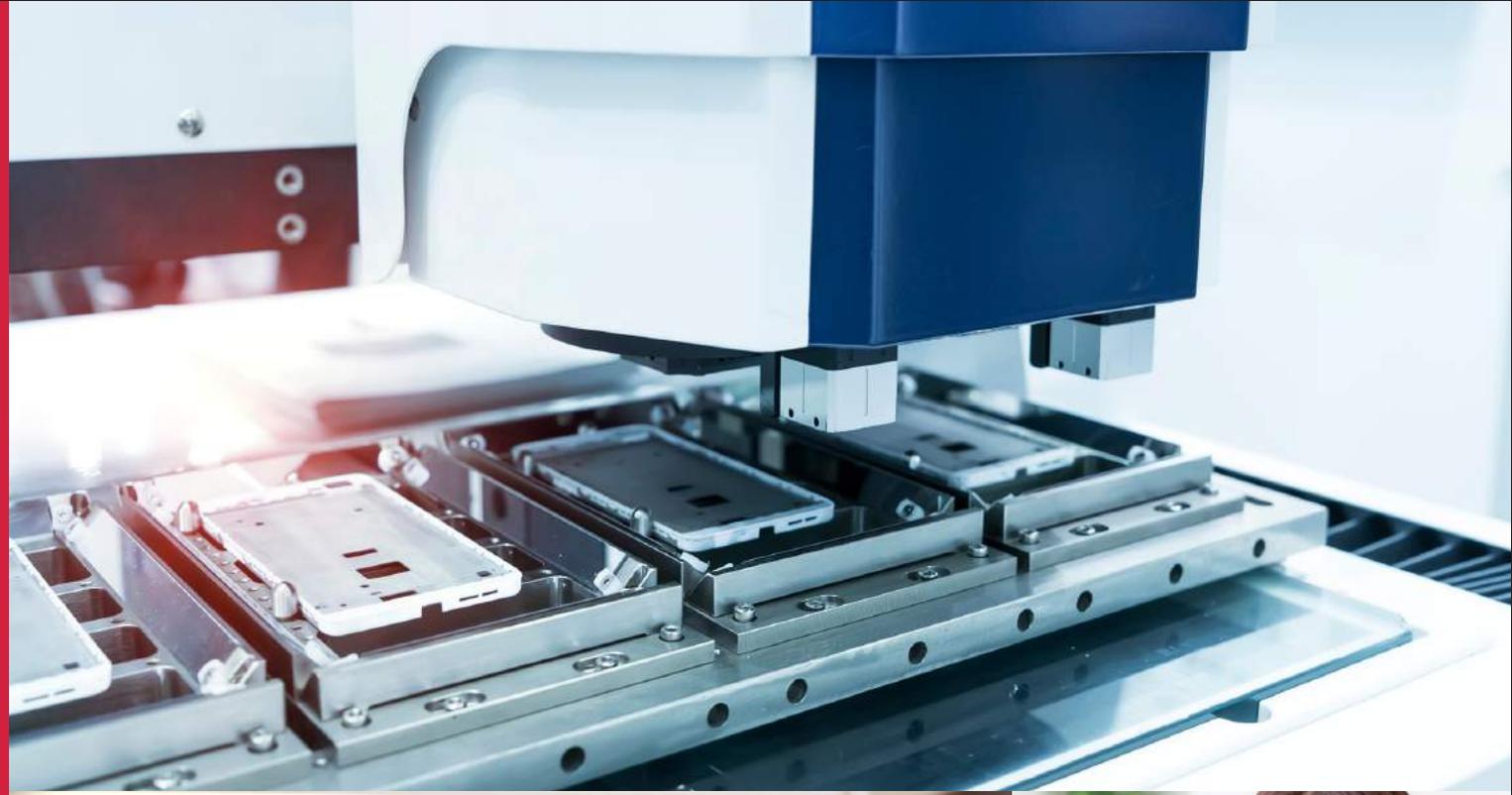
### Participation in the Industrial Federation for Human Rights, Tokyo

DOCOMO participates in the Industrial Federation for Human Rights, Tokyo, a voluntary organization comprising Tokyo-based corporations. We attend training sessions, such as human rights awareness training for top management, presentations for group study, and training for employees in charge of human rights awareness. At the same time, we engage in activities to enlighten the public and expand human rights networks. Furthermore, we established a nationwide federation of corporations to battle discrimination against groups who have traditionally been targeted in Japan. This partnership, which includes regional industrial federations, convenes national conferences and exchanges information.

As part of our initiative to cooperate with external organizations and groups, we engage in a wide range of initiatives through interaction and collaboration with government agencies, business organizations and civil rights movements involved in a broad spectrum of human rights issues and also participate in training provided by various other groups.

# Supply Chain

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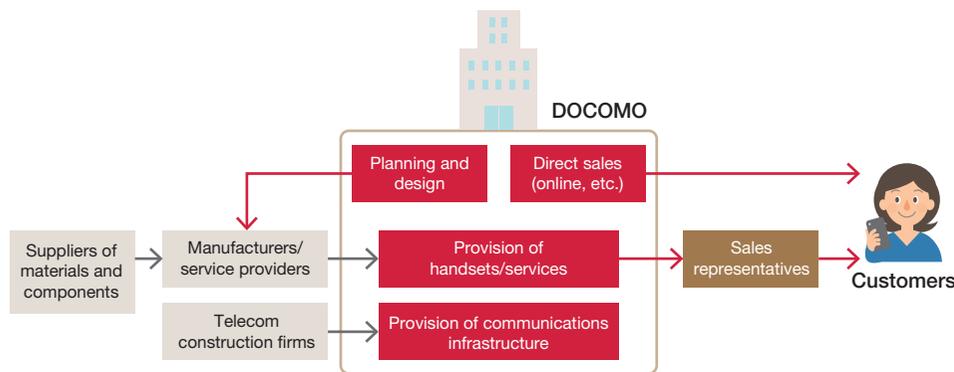
• **DOCOMO's Supply Chain** • Relationship with Suppliers • Relationship with Telecom Construction Firms • Relationship with Sales Representatives

We value our relationship with other businesses that are important partners in our operations, and we strive to maintain fair transactions and undertake CSR procurement in view of our responsibilities to society.

## DOCOMO's Supply Chain

Relationships with other businesses are important for our ongoing operations. DOCOMO's business model is sustained by business partners, including suppliers and construction firms related to telecommunications facilities and equipment, communication device manufacturers and sales representatives such as docomo Shops.

We procure materials and services from suppliers under our basic procurement policies and have formulated the NTT DOCOMO Guidelines for CSR in Supply Chain, which we have published on our corporate website. Supply chain management is effectively conducted by the responsible departments.



## Relationship with Suppliers

### Basic Policies and Philosophy

DOCOMO conducts procurement under the following policies.

1. DOCOMO will strive to provide competitive opportunities with fairness to both domestic and foreign suppliers, and to build mutual trust and understanding.
2. DOCOMO will conduct economically rational procurement of competitive goods and services that meet its business needs, deciding on suppliers based on quality, price, delivery times and stable supply in a comprehensive manner.
3. DOCOMO will conduct procurement in a manner that follows laws and regulations as well as social norms, and takes the environment, human rights and other issues into account, to contribute to society.

### CSR Procurement

DOCOMO has a basic policy of providing domestic and overseas suppliers with opportunities to compete in a fair and open manner and procuring competitive products and services in line with business needs on the basis of sound economic principles. In 2009 we formulated the NTT DOCOMO CSR Procurement Guidelines with the belief that it is important to fulfill social responsibilities during the whole production process of products procured from suppliers, i.e., respecting human rights, upholding labor practices in production processes and ensuring occupational health and safety. In December 2013, we changed the name to “NTT DOCOMO Guidelines for CSR in Supply Chain” and updated the content so that it corresponds with current social needs in order to enhance our efforts.

We itemized rules that require compliance in the seven CSR-related areas: human rights and labor, occupational health and safety, the environment, fair trade and ethics, product quality and safety, information security, and contribution to society. The guidelines apply to suppliers of telecommunications equipment and communication devices. Moreover, we conduct CSR procurement by formulating guidelines, requesting the cooperation of other businesses, monitoring progress and providing support for improvements.

In January 2018, we revised NTT DOCOMO Guidelines for Green Procurement, which we use as guidelines for CSR procurement, and they now include new provisions concerning the

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reduction of environmental impact and approaches to the upstream supply chain in terms of integrating environmental considerations into business activities.

| NTT DOCOMO Guidelines for CSR in Supply Chain

[URL https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/supply\\_chain.pdf](https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/supply_chain.pdf)

| NTT DOCOMO Guidelines for Green Procurement

[URL https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/csr\\_procurement/green.pdf](https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/csr_procurement/green.pdf)

### ● Implementation of the Guidelines and Monitoring System

Within its wide supply chain, DOCOMO regards the network facilities and mobile phone companies that supply a sizable quantity of products or mission-critical products as tier-one suppliers, and it views them as particularly important to its sustainable supply chain management. We request that these suppliers submit an NTT Group CSR Promotion Check Sheet to confirm the status of their compliance with the guidelines. In fiscal 2017, we received responses from 62 companies, accounting for 100% of all tier-one suppliers. The checklist contains up to 140 items in the seven areas related to CSR: human rights and labor, occupational health and safety, the environment, fair trade and ethics, product quality and safety, information security, and contribution to society. In the area of human rights, for example, we monitor violations of workers' freedom of association and right to collective bargaining as well as child labor and forced labor.

Following the revision of the Guidelines for Green Procurement, and as an initiative particularly for reducing environmental impact, we request that our suppliers complete the Environmental Activity Survey Sheet. New questions added to the survey are related to the conservation of water resources and consideration for biodiversity, Response to Identification of Chemical Substances Contained in Products, and Substances Subject to RoHS, Non-use Certificate.

| Green Procurement Surveys Sheets

[URL https://www.nttdocomo.co.jp/english/corporate/procure/policy/csr\\_procurement/index.html](https://www.nttdocomo.co.jp/english/corporate/procure/policy/csr_procurement/index.html)

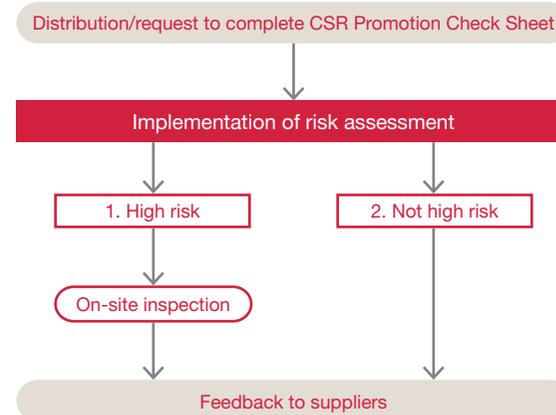
### ● Supply Chain Risk Assessment

Risk assessment of our suppliers is performed in two steps. First, we request that each supplier complete and submit an NTT Group CSR Promotion Check Sheet. If any supplier reports a high-risk factor based on the contents of the survey, we dispatch staff to the supplier to assess the situation and take the necessary measures, such as formulating a corrective action plan together with the supplier. In fiscal 2017, the results of the CSR Promotion Check Sheet indicated that no suppliers were at the level of high risk in terms of CSR. Also, we provide feedback to each supplier on the content of the check sheet without revealing the company name and conduct regular training for procurement staff toward ensuring that CSR actions are being taken.

From the standpoint of sustainability, we believe that understanding the risks associated with tier-two suppliers is important. Accordingly, we regularly monitor the sustainability risks of manufacturers that supply sizable quantities of general-purpose products used in network construction and customer systems, of manufacturers responsible for a high proportion of parts of the main communication control section and of companies supplying major components in mobile phones.

Under the leadership of the senior executive vice president responsible for procurement, DOCOMO adheres to its basic stance of working together with suppliers in sustainable supply chain management. We have set our key performance indicators (KPIs) to manage our progress. Also, we regularly provide education for our procurement staff as a means of ensuring that these initiatives are implemented.

| Supplier Risk Assessment Process



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### ● Participation in External Organizations

DOCOMO has participated in the activities of the Global Compact Network Japan as a partner company since fiscal 2017. In fiscal 2017, we also took part in the Supply Chain Subcommittee to discuss and exchange opinions on solving supply chain issues with other participating companies.

### Conflict Minerals

Some of the minerals produced in the Democratic Republic of the Congo and other areas subject to ongoing conflict are believed to be funding inhuman activities by armed groups and thereby extending conflict or are thought to be otherwise implicated in human rights violations. The Dodd-Frank Act passed in the U.S. in July 2010 requires companies publicly listed in the U.S.\*<sup>1</sup> to make disclosures regarding their usage of conflict minerals\*<sup>2</sup> produced in the Democratic Republic of the Congo or neighboring countries.

In order to meet its procurement-related social responsibilities, the DOCOMO Group works with its suppliers to ensure supply chain transparency and, in view of the provisions of the Dodd-Frank Act, advances initiatives aimed at preventing the use of conflict minerals that would fund the activities of armed groups.

In fiscal 2017, we surveyed tier-one suppliers regarding the country of origin for minerals contained in their products. Additionally, we used the Conflict Minerals Reporting Template and obtained a response rate of 100%.

\*1: NTT DOCOMO, INC. delisted itself from the New York Stock Exchange in April 2018.

\*2: Under the Dodd-Frank Act, conflict minerals include tantalum, zinc, gold, tungsten and other minerals specified by the U.S. Secretary of State.

NTT DOCOMO Group's Approaches to Conflict Minerals

**URL** [https://www.nttdocomo.co.jp/english/corporate/procure/policy/csr\\_procurement/index.html](https://www.nttdocomo.co.jp/english/corporate/procure/policy/csr_procurement/index.html)

### Enhancing Procurement Skills

Our procurement operations entail ongoing negotiations with various suppliers and are required to achieve sustainable, stable procurement by equal, fair and transparent transactions. We therefore conduct Web-based training on seven areas related to CSR (human rights, the environment, fair trade and ethics, information security, etc.) for all employees. Moreover, we encourage employees to become Certified Procurement Professionals (CPP)\* as a means of enhancing their procurement and purchasing skills. As of the end of fiscal 2017, the ratio of employees with CPP-B qualifications remained high at 72% of all staff involved in procurement.

\*CPP: Qualification for gauging the level of knowledge required in materials procurement operations.

### Communication with Suppliers

DOCOMO endeavors to establish better partnerships through exchanges of requests and proposals.

When we make on-site visits to verify a supplier's response to the CSR Promotion Check Sheet or to select new suppliers, we conduct an assessment in accordance with a factory checklist while also checking the status of their BCP.

As in the previous year, we held a Business Partner Kickoff gathering in fiscal 2017 with 167 participants from 57 companies involved in DOCOMO's businesses, including 35 major suppliers, 12 telecom construction firms and 10 NTT Group companies. At these meetings, we explain the business environment surrounding DOCOMO and exchange views with the participants to ensure the continuing stable supply of competitive high-quality products.

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## Relationship with Telecom Construction Firms

### Basic Policies and Philosophy

DOCOMO offers its services through telecommunications facilities mostly built by telecom construction firms. DOCOMO maintains a communications infrastructure to respond closely to customer needs based on proper contracts with the 12 telecom construction firms we work with as partners.

Specifically, we sign contracts covering the entire process from design to construction undertaken by the telecom construction firms in accordance with the Construction Business Act. In addition, DOCOMO designates its own standards and assigns supervisors to secure its management system for preventing accidents involving personal injury or death and for ensuring the quality of the communications we require. Since telecom construction often involves aerial work, we conduct rigorous assessments, particularly of safety, and visit construction sites for safety inspections. Furthermore, we present certificates of gratitude to telecom construction firms that have operated without accidents throughout the year.

DOCOMO maintains good relationships with partner companies by creating regular opportunities for mutual communication, including briefing sessions on our policies, kickoff meetings and presentations for improvement activities. Also, we seek Value Engineering Proposals on a quarterly basis and ask telecom construction firms to submit new technical proposals. Excellent proposals are presented with an award from the president.

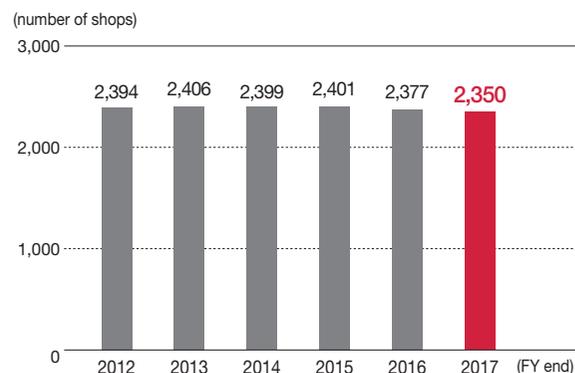
## Relationship with Sales Representatives

### Fair and Appropriate Agency Agreements

DOCOMO provides products and services to customers through docomo Shops, which are specialized stores that deal with the Company's products and services, and other sales representatives such as large-scale retailers.

As of the end of March 2018, there were 2,350 docomo Shops nationwide, while other shops, including large-scale retailers dealing with products and services of multiple carriers, and also dealerships for our DOCOMO products, totaled approximately 3,000. DOCOMO signs appropriate contracts, which include articles related to CSR, with its partner dealerships in order to provide shops that represent important points of contact between DOCOMO and its customers.

Number of docomo Shops



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## Support for docomo Shop Staff

### ● Strengthening the Support System

DOCOMO is currently strengthening its support system for staff at docomo Shops and other retail outlets to provide the best possible service to customers. We are enhancing training programs and developing an information system that will make it possible for all staff members to serve customers in an optimal and unified manner. Also, feedback is being collected from customer service staff every day and used to make improvements at docomo Shops and other outlets on an ongoing basis.

We have established a call center dedicated to sales staff in order to support them in the handling of paperwork and responding to customer inquiries pertaining to malfunctions and devices such as smartphones and network services, which are becoming increasingly sophisticated. The center promptly provides staff with the most appropriate and informative responses to customer inquiries with the ultimate aim of improving customer satisfaction and the level of customer service from our sales staff.

### ● Continuous Education and Training

As price competition intensifies in the telecommunications industry, DOCOMO has sought to shift its competitive strategy and stake its survival on serving its valued long-term customers by presenting new value that brings greater convenience and comfort to their lives. Accordingly, we revamped our skills qualification system for docomo Shop staff from October 2015, aiming not only to develop the skills related to products and services but also to raise the quality of customer service to an even higher level.

Our training programs are designed to hone the ability to present value in line with the following four objectives: (1) Strengthening the sales mindset to augment the sense of hospitality with proposal capabilities; (2) Acquiring skills instead of knowledge through intensive role playing and practical work; (3) Developing proposal capabilities based on listening to acquire the ability to present proposals that cater to the individual needs of customers; and (4) Retaining staff aimed at quickly educating and retaining employees by nurturing leaders.

We reorganized our system of qualifications into the following categories: the Front Specialist, who will serve as an expert in store management; the Grand Meister, who is not only capable of presenting optimal proposals that meet customer needs but also an expert in advising staff; and the Technical Advisor, who has a lot of technical knowledge and is capable of offering prompt analysis and responses to a wide range of queries, including those related to malfunctions. Under the leadership of highly qualified staff, we will strive to propose new value for our customers in an effort to win their trust and affection for our shops.

Meanwhile, attending seminars and obtaining qualifications provide our staff with opportunities to realize personal growth. DOCOMO pays allowances linked to each qualification so that staff can increase both their skills and their salaries and thus remain highly motivated.

Over 90% of our staff are qualified in this way, with 9% holding the top-level qualification. We constantly upgrade our education and training programs in response to new products and services as well as to reflect requests from customers and staff in an effort to enhance the on-site support that our employees need.

### ● Customer Service Contest for docomo Shop Staff

docomo Shop staff from across Japan got together in November 2017 to demonstrate their customer service skills in the “docomo Shop Staff Customer Service Contest-Meister of the Year 2017 National Competition.” Fiscal 2018 is the tenth year of the contest, which was launched nationwide in fiscal 2009 as an opportunity for staff to demonstrate customer service skills required in their daily operations, such as recommending the products and services that best fit the needs of each customer, in addition to an accurate knowledge of mobile phones and services.

### ● Raising Staff Motivation and Providing Incentives

docomo Shop staff represent the frontline of our relationship with customers. While they are employed by the respective sales representatives, DOCOMO provides the necessary training as well as incentives.

We conduct employee satisfaction surveys on a regular basis to gauge the level of satisfaction among these employees. Moreover, we strive to maintain favorable workplace environments by seeking solutions to the problems faced by DOCOMO and its sales representatives.

With regard to our major sales networks, regular inspection tours are carried out by specialized divisions at the headquarters and by staff at the branch offices of DOCOMO. During the inspections, we check up on store management and provide guidance on creating favorable working environments.

We provide incentives for major sales networks such as docomo Shops through various supportive measures aimed at bolstering operational systems to ensure stable operation of sales representatives, securing stable long-term employment of sales staff and enhancing their response to customers, promoting acquisition of skill qualifications by sales staff, raising the quality of sales activities and response to malfunctions and an LTV incentive intended to encourage the continued use of DOCOMO services.

As for non-financial incentives, we offer awards for long-term employment to ensure stable long-term employment of sales staff. Also, we organize training trips for competent sales staff as a

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means of maintaining their motivation.

### Environmental Efforts at docomo Shops

Responding to the expectations of our customers and society, we partner with docomo Shops to advance eco-friendly measures for their retail locations and promote greater infrastructure-related electricity conservation. As part of these efforts, we are working to convert approximately 2,350 docomo Shops throughout Japan to indoor LED lighting. This type of lighting is said to consume only one-tenth of the electricity used by incandescent bulbs and only half that of fluorescent fixtures. It therefore significantly contributes to energy savings and, with a useful life that is four times longer compared to a fluorescent fixture, helps to lower operating costs.

Going forward, we plan to continue implementing energy-saving measures at docomo Shops across Japan.

### Reinforcing Disaster Preparedness at docomo Shops

docomo Shops have strengthened their disaster preparedness by conducting a drill once a year in accordance with the Disaster Preparedness Manual (docomo Shops version) we created in fiscal 2011, which incorporates our learnings from the Great East Japan Earthquake. The purpose of the manual is to ensure the safety of customers and docomo Shop staff while we consistently provide services to customers, and it has been reviewed and updated once a year.

During the Kumamoto Earthquake that struck in April 2016, each division of the DOCOMO Group pitched in to support docomo Shops that sustained damages and were unable to continue normal operations. We sought to offer continuous response to customers by using mobile customer system terminals.

### Universal Design at docomo Shops

The DOCOMO Hearty Style concept is based on the pursuit of products and services that can be easily used by anyone—the goal of universal design—and aims to bring customers and DOCOMO even closer together. Under the DOCOMO Hearty Style concept, which we are implementing at docomo Shops throughout Japan, we are eliminating steps at entrances, installing wheelchair-accessible counters and restroom facilities, ensuring adequate interior space, designating dedicated parking spaces for people with disabilities, and taking other steps as well to make docomo Shops barrier-free.

As of the end of March, 2018, over 90% of all docomo Shops in Japan were equipped with barrier-free entrances, and over 80% with barrier-free restroom facilities and dedicated parking spaces for people with disabilities.

Furthermore, for people with hearing impairments, we have equipped docomo Shops\* with communication boards and are moving forward with the installation of sign-language support videophones. As of June 30, 2018, 655 docomo Shops had these systems.

docomo Shops are also ready to help customers try out the latest models of the RakuRaku PHONE series.

Going beyond the implementation in our facilities of barrier-free design based on the Hearty Style concept, we are working to ensure that personnel understand the concept thoroughly. One way we do this is by having all new docomo Shop staff participate in the New Shop Staff Training. In fiscal 2017, about 10,000 employees nationwide took part in this training.

\*Not installed at all shops.

### Promoting Workstyle Reform at docomo Shops

To promote its workstyle reform at docomo Shops, DOCOMO is seeking to create a comfortable working environment for staff by allowing 2,350 docomo Shops nationwide to close their shops for at least one day during the New Year holiday (December 31 to January 3) in addition to allowing them to set a monthly holiday and change business hours according to the number of customers at each shop.

### ● Contributing to the Opening of Daycare Facilities to Support docomo Shops

To create an environment wherein female staff at our docomo Shops can continue working regardless of changes in their life, such as those related to child birth and child rearing, we have since April 2018 supported our docomo Shops by paying part of the initial cost to open daycare facilities.

As of the end of March, 2018, female staff members accounted for approximately 55% of all staff at docomo Shops, and balancing child care and work is a serious issue for them. Opening daycare facilities is one measure we are taking to provide an environment where experienced and highly skilled female staff can continue working for a long time. Looking ahead, we will continue to support docomo Shops by helping to open daycare facilities in convenient locations and that can be used by female staff working on the weekends, holidays and at night as well, so they can smoothly return to work after child birth and work full-time.

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- DOCOMO's Supply Chain
- Relationship with Suppliers
- Relationship with Telecom Construction Firms
- Relationship with Sales Representatives

## docomo Shops and Local Communities

Valuing the relationships developed by docomo Shops and local communities as well as customers, we are working to strengthen our engagement with customers across all age groups.

### ● Holding a Job Experience Event for Elementary School Children

As an initiative to provide children with opportunities to learn about what it is like to be a member of society through job experience, we held a job experience event, the Oshigoto (Job) Challenge! for elementary school children at 318 docomo Shops in the Kanto-Koshinetsu region during their 2018 summer vacation. The event was attended by 2,995 children, and all of them could experience working at a docomo Shop.

### ● Facilitating Communication with Local Residents through Smartphone Lessons

To bring docomo Shops closer to local residents, we are committed to providing Smartphone classes with the aim to make the daily life of people, particularly senior citizens, more enjoyable and comfortable. We offer classes at all levels of the curriculum, from introductory to advanced classes, and approximately 200,000 customers participate in our classes every month, which is far beyond our annual goal of one million customers. According to the results of our survey, 97% of the customers who attended the classes indicated that they were satisfied with them, and 96% indicated that they would like to participate again. The classes additionally create an opportunity for participants to talk to each other. We will continue to facilitate communication with local residents through Smartphone classes at docomo Shops.



Smartphone class

# Community Investment

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• **Initiatives on Community Investments** • NPO Mobile Communication Fund (MCF) • Disaster Relief Provided by DOCOMO

NTT DOCOMO believes that building a sound relationship with society is essential for developing a sustainable business. As a good corporate citizen, DOCOMO contributes to realizing a prosperous and peaceful society by collaborating with diverse stakeholders to effectively address regional and social concerns.

## Initiatives on Community Investments

### Basic Policies and Philosophy

#### ● Policies for Community Investments

The DOCOMO Group seeks to engage with the local community in the public and private domains as a good corporate citizen, and we actively strive to bring comfort and fulfillment to the local community.

We also strive to eliminate the negative aspects associated with smartphones and mobile phones amid the rapid development of ICT, with the aim of being a company that contributes to the sound development of society.

We will specifically center our efforts on the following five priorities areas.

#### DOCOMO Group's Priority Areas

1. Safety and Security
2. Nurturing the Next Generation
3. Disaster Prevention and Response
4. The Environment
5. The Local Community

### Management System

We have established a system for promoting CSR that is unique to the DOCOMO Group, in which DOCOMO's head office sets out the basic policies and overall direction of activities and a CSR officer, assigned by each Group company, independently develops activities tailored specifically to the business operation and regional characteristics of each company.

To further enhance the effectiveness of our community investment initiatives, these officers regularly exchange information to understand the challenges and needs facing each region and to share the results of DOCOMO Group activities and the annual action plan for the fiscal year among Group companies.

As a member of the One-Percent Club of the Nippon Keidanren (Japan Business Federation), we have fully adopted its commitment to voluntarily contribute at least 1% of our ordinary profit to community investments as a major guideline of our community investment activities. In fiscal 2017, we set aside about 6.49 billion yen for community investment expenses. In addition, we annually review our donations to ensure that they are closely aligned with the needs of the local communities in a broad range of areas.

Major Areas of Our Community Investments	Number of Activities*	Number of Participants	Expenditures (million yen)
Environmental conservation	249	27,959	1,032
Social welfare	125	1,788	973
Support for disaster-stricken areas	59	513	108
Education and cultural promotion	168	544	1,573
Local community development and dialogue	507	2,250	815
Sports promotion	92	1,890	1,967
International exchange activities and others	11	0	17
<b>Total</b>	<b>1,211</b>	<b>34,944</b>	<b>6,486</b>

\*Each monetary donation, donation of goods, and free use of facilities is counted as one activity.

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Top-level Commitment	DOCOMO's Vision	Sustainability of DOCOMO	Environment	Innovation	Customer Services	Human Resources	Labor Practices	Human Rights	Supply Chain	<b>Community Investment</b>	Corporate Governance	Editorial Policy and Organizational Profile	Appendix

• **Initiatives on Community Investments** • NPO Mobile Communication Fund (MCF) • Disaster Relief Provided by DOCOMO

The DOCOMO Group is engaged in business activities rooted in local communities. We believe that facilitating dialogue with these communities through our community investments will eventually benefit us in terms of business opportunities and risk avoidance. Therefore, we are proactively engaged and investing in activities in the following areas.

Category	Ratio*	Major Projects
Investment in local communities	62.4%	Cooking classes, etc., provided to support the mental health of victims of the Great East Japan Earthquake (p. 140), implementation of the Tohoku Relief Fund for DOCOMO Group employees (p. 140), initiatives through the Mobile Communication Fund (p. 137)
Charities	4.8%	Implementation of the Online Fundraising Site (charity site) (p. 138)
Commercial initiatives	32.8%	Installation of product PR booths at our sponsored regional events

\*Based on expenditure amount for the community investments

### Encouraging Employees to Participate in Volunteering Activities

DOCOMO encourages its employees to take part in volunteer activities. Every year on the anniversary of the Company's founding, the President's Award for Community Investments is given to employees who have become outstanding role models in their steadfast participation in community investments.

Fiscal Year	Award Recipients	Initiative Types
2015	2 initiatives	<ul style="list-style-type: none"> <li>Activities to help realize the dreams of children with intractable diseases</li> <li>Guiding adolescents through baseball lessons</li> </ul>
2016	2 initiatives	<ul style="list-style-type: none"> <li>Contributing to the community by taking part in the preservation of the Aomori Nebuta music festival</li> <li>Providing musical entertainment performances at care facilities for the elderly and people with disabilities</li> </ul>
2017	1 initiative	<ul style="list-style-type: none"> <li>Educating youth through baseball and providing overseas support</li> </ul>

In addition to annual paid holidays, employees can take a "life planning vacation" when they want to participate in a volunteer activity. In fiscal 2017, 455 employees took this type of vacation.

Particularly for the areas affected by the Great East Japan Earthquake that require long-term

assistance, we established the TOHOKU Reconstruction Support Office in 2011 to provide help that goes beyond short-term volunteer projects and donations.

We continue to provide support for reconstruction of the affected areas through the TOHOKU Reconstruction Support Office, which seeks to listen to local citizens and work with them to help local communities solve problems and develop businesses that can revitalize the places they live. For more details about our support activities, please see [page 138](#) and visit our website.

| Rainbow Project for the Recovery and Rebirth of Tohoku (in Japanese only)

URL <http://rainbow.nttdocomo.co.jp/>

### KPIs for Community Investments

Priority Themes of Community Investments	Purpose	KPI	FY2017 Results	Relevant SDGs	Sustainability Focuses
1. Safety and Security	To avoid danger and other problems associated with mobile phone use	Number of smartphone and mobile phone safety classes provided Number of classes: 7,000 or more per year Number of attendees: 1 million or more per year	Approximately 7,900 classes, 1.36 million attendees		Sustainability Focus 5
2. Nurturing the Next Generation	To promote ICT literacy education for the next generation	Accepting 40 exchange students from Asian countries every year as a human resources development program for the next generation, which will lead future telecommunications businesses in Asia	40 students	 	Sustainability Focus 1
		Achieving the goal of holding classes 100 times or more to teach about smartphone and mobile phone use for people with disabilities (DOCOMO Hearty class)	99 times, 1,028 participants		
3. Disaster Prevention and Response	To respond in a disaster	Implementing practice-based disaster training, including activities required in all the stages from restoring communications to supporting evaluations at least once a year	Once a year	 	Sustainability Focus 4
4. The Environment	To reduce CO <sub>2</sub> emissions	Number of people participating in the docomo Woods program (49 areas and at least once a year) (except for the cultivation period after planting and periods during which activities cannot be held due to natural disaster, etc.)	38 times		Sustainability Focus 8
5. The Local Community	Community investments that employees participate in	Achieving a higher number of people compared to the previous fiscal year, who participate in cleaning around the company building and along a nearby riverside and in local events	34,940 participants		Items common to all Sustainability Focuses

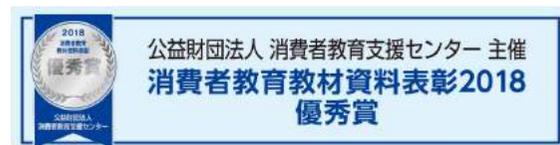
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• **Initiatives on Community Investments** • NPO Mobile Communication Fund (MCF) • Disaster Relief Provided by DOCOMO

### Smartphone and Mobile Phone Safety Classes

Free smartphone and mobile phone safety classes provided throughout Japan represent one of our efforts to provide safe and secure services. In these classes, users are instructed on how to manage the risks and problems related to the use of smartphones and mobile phones in order to prevent their occurrence. The classes are arranged into levels by various segments of users: an introductory class for elementary school students, advanced class for junior high and high school students as well as parents and teachers, special-needs schools and classes for the elderly. In the 14 years since they were launched in July 2004, about 71,000 classes have been provided to around 10.72 million people (as of March 31 2018). The cumulative number of participants exceeded the 10 million mark in July 2017. In fiscal 2017, about 7,900 classes were provided to approximately 1.35 million people.

Our video (documentary drama) was awarded the Excellence Award for consumer education instructional materials. This commendation is given for excellent instructional materials that contribute to the enrichment and development of consumer education in schools.



Smartphone and Mobile Phone Safety Classes	2013	2014	2015	2016	2017
Number of Classes Provided (Approximate)	6,900	7,000	6,900	7,900	7,900
Number of Attendees (Approximate)	0.98 million	1.03 million	1.05 million	1.26 million	1.35 million

### Shinagawa Student City

We participate in Shinagawa Student City, an initiative supporting the next generation of leaders, in which fifth-grade elementary school students living in Tokyo's Shinagawa Ward learn through social interaction. The curriculum that Student City provides enables students to acquire the skills to be socially independent by learning about their relationship with society, economic systems, money, jobs and more. The DOCOMO booth provides students and their guardians opportunities to learn about our initiatives for communications networks, the environment and safe and secure services through our business operations.

In fiscal 2017, Student City was held 24 times and engaged about 2,400 participants along with 40 DOCOMO employees who volunteered.

### Participating in the Quest Education Program

As part of its support for career development, DOCOMO began participating in the Quest Education program in fiscal 2017. This next-generation educational program seeks to nurture a "zest for life" among junior high and high school students. Under the program, DOCOMO dispatched employees to schools to participate in workshops aimed at proposing solutions for corporate issues, offered a range of advice and providing follow-up.

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## NPO Mobile Communication Fund (MCF)

### Supporting Activities in Academia, Welfare and Other Civic Fields

DOCOMO established an NPO, the Mobile Communication Fund (MCF), as a means to commemorate its tenth anniversary in 2002 and contribute to society by supporting academia, social welfare and other civic fields.

The MCF awards the DOCOMO Mobile Science Awards for outstanding research achievements and research papers on mobile communications technologies, gives scholarships to international students from Asian countries and provides grants to community groups engaged in activities for the sound development of children.

### DOCOMO Mobile Science Awards

The DOCOMO Mobile Science Awards was established to encourage young researchers and promote further development of mobile communications technologies in Japan. The prize recognizes research excellence in advanced technology, basic science and the social sciences, and recipients are selected from among researchers affiliated with a Japanese university or research institute.

The 16th awards ceremony was held in Tokyo in October of fiscal 2017. We presented three Excellence Awards (with a six-million-yen prize each) to a recipient in each category of advanced technology, basic science and social sciences.

### DOCOMO Scholarships

The MCF grants scholarships to international students from Asia to facilitate greater understanding of Japan and help maintain good relations with Japan's neighbors. The scholarships go to international students from Asia who are studying in master degree programs in Japan and overseas at their own expense and engaged in research related to information and communications technology. The scholarship program provides 1.44 million yen and covers two years of study. Scholarships were awarded to 20 international students in fiscal 2017, and the MCF has supported 325 students to date.

In fiscal 2018, we began offering DOCOMO Scholarships without a repayment requirement to provide both financial and emotional support for children living in child care facilities and foster homes so that they can study at university or other schools with peace of mind. The scholarships are available for ten children, and we will continue to provide support to create a society where these children can dream and hope for the future.

### Supporting Community Groups

The MCF supports various community groups engaged in the healthy development of children, who will be the world's future leaders. In fiscal 2017, it donated a total of 35 million yen to 59 community groups.

| NPO Mobile Communication Fund (MCF) (in Japanese only)

URL <http://www.mcfund.or.jp/>

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## Disaster Relief Provided by DOCOMO

### Disaster Relief Fundraising

DOCOMO has been raising funds to support the people and communities of disaster-stricken areas by setting up a charity site and encouraging customers to donate through DOCOMO. Our online fundraising site also accepts d POINTs to raise additional funds from more people. The breakdown of our fundraising activities for fiscal 2017 is summarized below.

Fundraising Campaign	Raised (Yen)	Total Funds		Number of Donations	Fundraising Period
		(Reshown, in d POINTs)	Average Amount (Amount/Number of Donations)		
Heavy rainfall disaster in Northern Kyushu in July 2017	22,370,317	19,394,000	843	26,542	July 7-31
Total funds in fiscal 2017	22,370,317	19,394,000	843	26,542	

### Supporting Tohoku's Recovery

#### ● Contribution to the Local Economy and Reconstruction of Industry through Business

In December 2011, the year the Great East Japan Earthquake struck, DOCOMO set up the TOHOKU Reconstruction Support Office (Team RAINBOW) to construct a system for business management that would enable us to contribute more promptly to the reconstruction of affected regions. We have continued to take actions aimed at the recovery and rebirth of mainly the Iwate, Miyagi and Fukushima regions.

Team RAINBOW is characteristic in the way it harnesses DOCOMO's business assets as an ICT company while serving as a bridge to the affected regions. Its members make frequent visits to these areas so they can think about the true needs of the region, and it maintains its activities by exploring solutions together with the locals. We aspire to provide support aimed at recovery and rebirth of the entire region with an eye on the long-term future and without having to focus on resolving only the issues at hand. Moreover, we seek to ensure the continuity and sustainability of our activities by offering support through our business.

### Vision of the TOHOKU Reconstruction Support Office

Connecting People and Society for Tohoku Smile

#### Mission

- We will stay close to the local community as we connect them through mobile and ICT to create services for Tohoku smile.
- We will use the know-how acquired in Tohoku to provide solutions to the problems that Japanese society faces.

#### Case 1: Hometown Community System Using Tablets

In Fukushima Prefecture, the Great East Japan Earthquake and nuclear accident displaced many people from their homes, forcing them to live in evacuation shelters over a prolonged period of time. Several municipal governments in Fukushima Prefecture have distributed tablets to each household with the aim of maintaining and reviving the community. The tablets are being used to transmit timely government information and maintain two-way communication between friends from the hometown and family members who now live apart. We also hold regular seminars for elderly citizens who are not used to operating tablets. As of the end of fiscal 2017, the system is being used by about 8,000 households from four municipalities.

#### Message from a Tablet User

Mrs. A from Futaba Town, Fukushima Prefecture

The tablet arrived today. I will borrow it with gratitude. My son happened to be visiting, and I was able to see the images. I couldn't stop my tears from flowing, but I forced myself to look at my beloved town of Futaba and all the faces of my friends. I will try hard to learn how to use it on my own and take good care of it. Thank you so very much.

May 27



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### Case 2: Supporting the Fisheries Industry with ICT

(For details, please see [page 70](#).)

In an effort to revive the Tohoku region's fisheries industry, which was severely damaged by the Great East Japan Earthquake, we have been conducting verification tests using ICT at marine farms in Miyagi and Iwate Prefectures. ICT buoys fitted with telecommunications and sensor functions were installed in the cultivation area so that changes in marine data such as water temperature and salinity could be monitored on land using a special smartphone app. The data obtained from monitoring is used to determine the adequate timing of cultivating aquaculture such as oysters and seaweed as well as in research involving ocean monitoring by research institutes.

The marine data obtained from our telecommunication technologies, combined with the experience and intuition of fishermen, enables us to contribute to achieving cultivation and harvesting of marine products with greater stability and a higher quality.

#### Message from an ICT Buoy User

Mr. Futoshi Aizawa, Yamoto Branch, Miyagi Fisheries Cooperative

Now that we can find out what the water temperature and water salinity ratio are on an hourly basis, I can sort of figure out what the state of the seaweed is, even when I'm not out at sea. This has greatly reduced the cost of fuel for getting to sites and has made it easier on me physically as well. I hope that it will spread to seaweed production sites around the country as an essential infrastructure for cultivation.

### Case 3: Supporting Agriculture with ICT

(For details, please see [page 65](#).)

We work with farmers who belong to the council for promoting paddy field agriculture in Minami Sanriku Town, Miyagi Prefecture, on the cultivation of Sasanishiki brand rice without the use of any fertilizer or pesticide. Also, we use paddy sensors that control the water level in order to conduct verification tests of a cultivation method, which controls weeds without the use of herbicides.

We seek to support economic reconstruction and revitalization of the region's town and farming villages by producing safe and high-quality rice through natural farming. Moreover, we support producers in regions other than Tohoku in terms of reducing the burden of weeding by controlling these plants naturally.

### Other Support Activities

Type of Support	Purpose and Method	Project	Outline
Industrial development	Branding	Participation in the Study Group for the Northernmost Yuzu Citrus	Supporting activities aimed at developing yuzu citron grown along the northern limit into a local brand of Rikuzen Takada
		Seeds of a Future Project—The Story of Minami Sanriku Town's Forest, Villages and Sea	Publicizing and promoting naturally grown rice and medicinal herbs
	Forest preservation	Smart Action for Forest	Promoting activities for selling goods made of wood from Tohoku and allocating part of the revenues to preserve forests there
Regional revitalization	Shopping support	Operation of unattended shops using tablets	Operating unattended shops installed with tablet-based self-checkouts to sell necessities and food in collaboration with local companies
	Tourism promotion	Promoting tourism by using AI	Creating a business model for attracting tourists by using conversational AI (ChatBot) and image recognition AI
	Revitalization of local communities	Learning in the disaster affected areas in Tohoku through NTT DOCOMO Mid-career Employee Training	During a three-month stay in the disaster affected area, employees deepen communication with local residents and propose solutions for problems in the community, while assisting formulation of measures for regional revitalization, including a rising number of those who maintain some connection to the region without residing there.
Others	Mental care	Socializing through a drum circle	Operating a drum circle with the aim of revitalizing local communities and supporting socialization between residents
	Donations	Donation support programs	Collaborating with cloud funding sites to help organizations acquire know-how for seeking donations and developing infrastructure

DOCOMO'S TOHOKU Reconstruction Support Office RAINBOW Project—A Bridge Leading to Smiles (in Japanese only)

URL <http://rainbow.nttdocomo.co.jp/>

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•Initiatives on Community Investments    •NPO Mobile Communication Fund (MCF)    •Disaster Relief Provided by DOCOMO

● **Creating a Purpose to Live and Contributing to Reviving Local Communities**

Seven years have passed since the Great East Japan Earthquake and the extended period of being uprooted is causing concern for the psychological and emotional wellbeing of the evacuees, who are losing the motivation to go out or the sense of belonging to a local community. To solve this problem, we have sought to provide evacuees a place for social interaction and encourage communication through DOCOMO's services by offering free cooking classes in community centers near temporary housing. This was made possible by the Reconstruction Agency's project for supporting victims through coordinated efforts, in which the needs of local organizations are matched with the CSR activities of NTT DOCOMO. Five classes were held in fiscal 2017, during which 116 participants cooked local produce from the Tohoku region to make healthy dishes so they could all enjoy a meal together.

Moreover, we held a trial presentation of dTV, a streaming video service provided by DOCOMO. At the presentation, our employees showed the participants how to use the tablet and played a video through a monitor installed at the community center. The event contributed to facilitating communication between people by allowing them to share time together while enjoying a video.

In addition, we established the Tohoku Relief Fund in fiscal 2012 for employees of Group companies. We collect a monthly donation of 311 yen from employees who want to help, and we donate the total collected with an additional donation from DOCOMO. In fiscal 2017, about 9,000 DOCOMO Group employees supported the fund, and we donated a total of 65.55 million yen.

# Corporate Governance

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•Corporate Governance •Risk Management •Compliance •Tax Planning Strategy •Strategic Shareholding •Brand Management

DOCOMO seeks to enhance corporate value by placing priority on the customer's perspective; rigorous and efficient operational execution; and quick, transparent and sound management based on effective corporate governance.

## Corporate Governance

### Basic Policies and Philosophy

In accordance with our corporate philosophy of “the creation of a new world of communications culture” and our Medium-Term Strategy 2020 “Declaration beyond,” DOCOMO is aiming to contribute to the realization of a vibrant and enriched society and attain a high degree of trust and recognition from shareholders and customers through the improvement of corporate value.

Under this management policy, we recognize that to maximize corporate value while meeting the expectations of our various stakeholders, including our shareholders, customers, employees, partners and local communities, it is essential that we ensure the effective function of corporate governance through the reinforcement of the governance structure in line with the objectives of each principle of the Corporate Governance Code. In line with the objective of each principle of the Corporate Governance Code, we established the NTT DOCOMO Basic Policy on Corporate Governance in October 2015 to ensure the sustainable growth of the DOCOMO Group and enhance mid- to long-term corporate value so as to earn a high degree of trust and recognition from shareholders, customers and other stakeholders.

Following the revision to the Corporate Governance Code in June 2018, we will examine the specific implementation of each principle in order, and once preparations are complete, we will disclose our policy and the status of implementation.

### Basic Approach to Corporate Governance

(NTT DOCOMO Basic Policy on Corporate Governance, Article 2)

**DOCOMO strives to enhance its corporate governance based on the following approach.**

1. We will respect the rights of shareholders and create an environment that enables shareholders to exercise their rights appropriately while ensuring actual equality among shareholders.
2. We will pay due respect to stakeholders including shareholders, customers, employees, business partners and local communities and seek to collaborate in an appropriate manner while also nurturing a corporate culture that is beneficial to sound business activities.
3. We will ensure transparency by disclosing non-financial information as well as financial information in an appropriate manner.
4. The Board of Directors will adequately fulfill its responsibilities, which include making decisions concerning the execution of important business such as basic management policies, establishing a flexible system for business execution and enhancing management oversight functions.
5. We will engage in constructive dialogue with shareholders to achieve sustainable growth for the Group and enhance corporate value over the mid to long term.

| NTT DOCOMO Basic Policy on Corporate Governance (in Japanese only)

**URL** [https://www.nttdocomo.co.jp/corporate/ir/binary/pdf/management/governance/governance\\_rule\\_151030.pdf](https://www.nttdocomo.co.jp/corporate/ir/binary/pdf/management/governance/governance_rule_151030.pdf)

| NTT DOCOMO Corporate Governance Report (in Japanese only)

**URL** [https://www.nttdocomo.co.jp/corporate/ir/binary/pdf/management/governance/governance\\_180629.pdf](https://www.nttdocomo.co.jp/corporate/ir/binary/pdf/management/governance/governance_180629.pdf)

| NTT DOCOMO Corporate Governance

**URL** <https://www.nttdocomo.co.jp/english/corporate/ir/management/governance/>

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- Corporate Governance
- Risk Management
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### Overview of the Corporate Governance Structure

We have adopted a corporate governance structure consisting of the Board of Directors, Audit & Supervisory Board members and the Audit & Supervisory Board, aiming both to realize consistent and stable business operations and to bolster auditing and governance functions, while striving to boost management speed. In regard to our core telecommunications businesses, we recognize that mobile phones have come to play a vital role as social infrastructure in line with market expansion for these products. Accordingly, this structure reflects a desire for directors to play a key role in important business execution matters from the standpoint of realizing consistent and stable business operations through the effective utilization of management resources. From the perspective of ensuring sound and efficient management, this configuration also reflects a desire for a structure in which directors who concurrently serve as executive officers supervise each other for their respective actions, while Audit & Supervisory Board members perform audits of overall management.

Similarly, we appoint independent outside directors and independent outside Audit & Supervisory Board members with a view to further enhancing monitoring and audit functions. In addition, we have introduced the executive officer system (26 of whom are men, 3 of whom are women and 8 who serve concurrently as directors) to clearly delineate the roles of business execution and monitoring and to better reinforce business execution functions. This system enables speedier responsiveness to changes in the operating environment.

#### Governance Structure (as of June 30, 2018)

Category	Male	Female	Total
Directors*1	13 (including 1 outside director)	1 outside director	14
Executive Officers*2	18	3	21
Audit & Supervisory Board Members	4 (including 3 outside members)	1 outside member	5

\*1: Includes 8 directors who concurrently serve as executive officers.  
 \*2: Excludes 8 executive officers who concurrently serve as directors.

#### Meetings of the Board of Directors (Fiscal 2017)

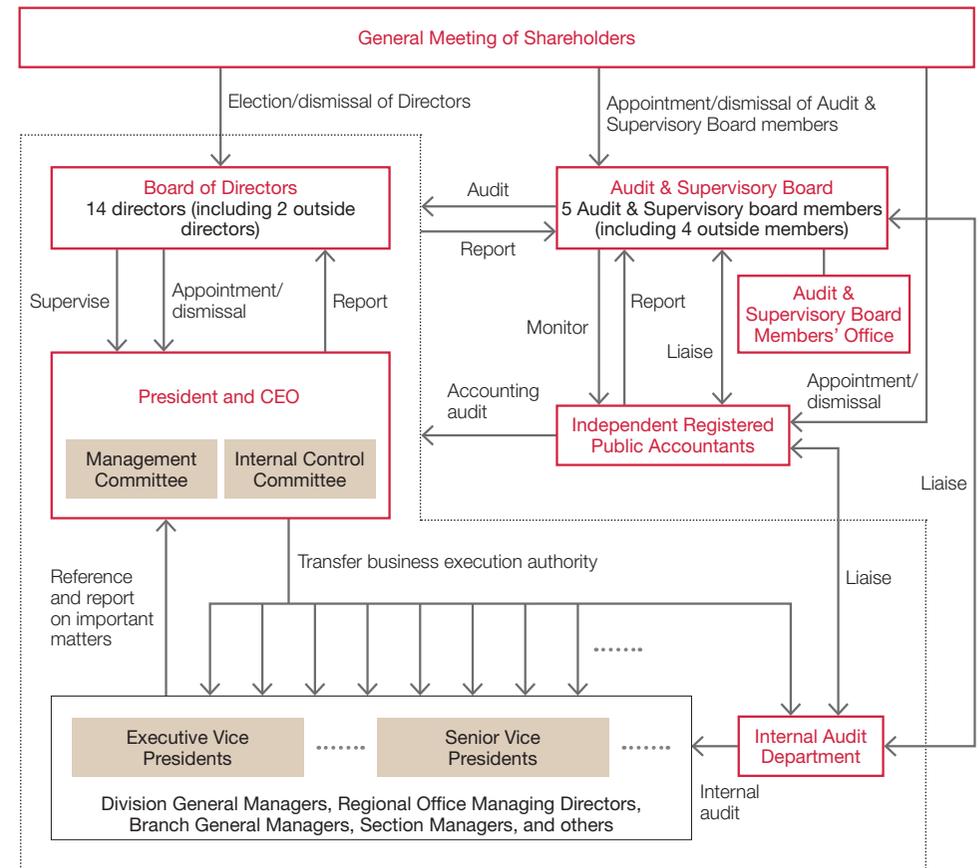
14 meetings were held.

#### Attendance

Directors: 98.6%; outside directors: 100%

Audit & Supervisory Board members: 95.7%; outside members: 94.6%

#### Corporate Governance System



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## Directors and Audit & Supervisory Board Members (as of June 30, 2018)

### Directors

Name	Title/Position	Attendance Rate of Board of Directors Meetings (Number of Meetings Attended)	Number of Principal Concurrent Positions
Kazuhiro Yoshizawa	President and Chief Executive Officer, Member of the Board of Directors	100% (14/14)	0
Hiroyasu Asami	Senior Executive Vice President, Member of the Board of Directors	100% (14/14)	0
Hiroshi Tsujigami	Senior Executive Vice President, Member of the Board of Directors	100% (14/14)	0
Kouji Furukawa	Executive Vice President Member of the Board of Directors	100% (14/14)	0
Hiroshi Nakamura	Executive Vice President, Member of the Board of Directors	100% (12/12)	0
Hozumi Tamura	Executive Vice President, Member of the Board of Directors	100% (12/12)	0
Seiji Maruyama	Executive Vice President, Member of the Board of Directors	100% (14/14)	0
Osamu Hirokado	Executive Vice President, Member of the Board of Directors	—	0
Shigeto Torizuka	Executive Vice President, Member of the Board of Directors	—	0
Kenichi Mori	Executive Vice President, Member of the Board of Directors	—	0
Tooru Atarashi	Senior Vice President, Member of the Board of Directors	—	1
Teruyasu Murakami	Outside Member of the Board of Directors (Independent Director)	100% (14/14)	1
Noriko Endo	Outside Member of the Board of Directors (Independent Director)	100% (14/14)	2
Shinichiro Ueno	Member of the Board of Directors	92.9% (13/14)	1

### Audit & Supervisory Board

Name	Title/Position	Attendance Rate of Board of Directors Meetings for FY2017 (Number of Meetings Attended)	Attendance Rate of Audit & Supervisory Board Meeting for FY2017 (Number of Meetings Attended)	Number of Principal Concurrent Positions
Shoji Suto	Full-time Audit & Supervisory Board Member	100% (12/12)	100% (9/9)	0
Toshimune Okihara	Full-time Outside Audit & Supervisory Board Member	100% (14/14)	100% (14/14)	0
Hironobu Sagae	Full-time Outside Audit & Supervisory Board Member	100% (12/12)	100% (9/9)	0
Mikio Kajikawa	Full-time Outside Audit & Supervisory Board Member (Independent Board Member)	—	—	0
Eiko Tsujiyama	Outside Audit & Supervisory Board Member (Independent Board Member)	85.7% (12/14)	92.9% (13/14)	4

## Business Execution and Audit System

The Board of Directors consists of 14 members, including two outside directors who are independent officers appointed in accordance with the rules and regulations of the Tokyo Stock Exchange, Inc. In principle it meets once a month and renders decisions on important business matters. Extraordinary meetings are convened as necessary. The directors serve one two-year term. The Board of Directors also receives status reports as needed from members of the Board of Directors who have been assigned responsibility for business execution, thereby conducting management supervision. For decision making on key issues related to business execution, the Company established the Management Committee, which includes the president and CEO as well as senior executive vice presidents, executive vice presidents and full-time Audit & Supervisory Board members. The Management Committee meets in principle once a week and extraordinary meetings are convened as necessary to facilitate flexible, rapid decision making by the president and chief executive officer. In addition, we established the Internal Control Committee, which meets as needed and is chaired by the president, thus ensuring that the chief executive officer himself takes the initiative in supervising internal control.

The Audit & Supervisory Board consists of five members, including four outside members, of whom two are independent officers appointed in accordance with the rules and regulations of the Tokyo Stock Exchange, Inc. They serve one four-year term. The board meets in principle once a month to make decisions on audit policies, plans, methods and other important issues related to the audit of the Company. In accordance with audit policies and audit plans determined by the Audit & Supervisory Board, members attend key meetings, such as those of the Board of Directors, and receive reports from directors, examine important documents and conduct on-site examinations of the head office, regional office and major subsidiaries. In this way, the Audit & Supervisory Board members effectively audit the execution of duties by directors and report on the status of audit implementation to the Audit & Supervisory Board.

They also promote mutual understanding and information-sharing with the auditors of subsidiaries by holding the DOCOMO Group liaison meeting of auditors three times a year and DOCOMO Group training for new auditors once a year. In addition, they remain in close contact with the Internal Audit Department by regularly sharing information on audit plans and results to ensure the effectiveness of audits.

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### Evaluation of the Effectiveness of the Board of Directors

With the aim of achieving sustainable enhancement of its corporate value, the Company conducts an analysis and evaluation of the effectiveness of the Board of Directors in an ongoing effort to make improvements by identifying issues or points to be improved with respect to the responsibilities, operation, composition, etc., of the Board of Directors.

#### Assessment Method

- All directors and Audit & Supervisory Board members completed the Directors' Self-Assessment Questionnaire Survey in February and March 2018.
- Based on the results of the above survey, a discussion took place in May 2018 during a meeting of the Corporate Governance Council, which consists of all members of the Board of Directors and Audit & Supervisory Board.

#### Results and Future Operating Policy

We confirmed that the duties, operation and composition of DOCOMO's Board of Directors are appropriate and that the board is effective.

We also confirmed that for a matter acknowledged in the prior assessment as requiring further improvement, in terms of the necessity of regularly verifying the status of initiatives aimed at achieving major directives, progress is steadily being made. Also, in view of revisions made to the Corporate Governance Code, we have decided to create a more practical governance function that reflects DOCOMO's characteristics.

In order to further enhance corporate value, members of the Board of Directors will regularly verify the status of initiatives aimed at promoting the "Declaration beyond" Medium-Term Strategy to 2020, announced in April 2017, as well as our business management policy, announced in April 2018, which puts the focus on our membership base.

### Appointing Directors and Developing Successors

With regard to appointing directors, we provide details to the parent company and independent outside directors prior to the meeting of the Board of Directors in order to gather appropriate advice. Nominees are then presented to the board meeting for approval followed by deliberation at the shareholders meeting.

Future managerial candidates are given opportunities to deepen their knowledge of and experience in DOCOMO management by participating in the meeting of the board or the management meeting and engaging in decision making of material management matters through their responsibilities as directors with executive authority or executive officer. They also develop

the skills required for Company management through various training programs for officers.

### Outside Directors and Outside Auditors

The name and reason for the appointment for two outside directors and four Audit & Supervisory Board members is as below.

Outside Director	Reason for Appointment
Teruyasu Murakami (Independent Director)	We appointed him due to his long engagement and career in corporate management and information industries. Excellent both in character and judgment, we also expect that he will reinforce our supervisory function for business execution by incorporating management insight from a broader perspective based on his extensive experience and knowledge.
Noriko Endo (Independent Director)	We appointed her due to her wealth of experience and insight gained through her career as an editor of an economic magazine and her academic studies in public policy. Excellent both in character and judgment, we expect that she will reinforce our supervisory function for business execution and provide us with diverse and broad-based advice from a woman's standpoint, and we trust that she is capable of adequately fulfilling the responsibilities of an outside director.

Outside Audit & Supervisory Board Member	Reason for Appointment
Toshimune Okihara	We appointed him due to his experience in corporate management and long career in the telecommunications business, and we expect that he will use his experience and extensive knowledge when performing audits.
Hironobu Sabae	We appointed him due to his experience in corporate management and extensive knowledge on finance and accounting that he gained from his position in the Finance Department at NTT DATA Corporation, and we expect that he will use his experience and extensive knowledge when performing audits.
Mikio Kajikawa (Independent Board Member)	We appointed him due to his long career in the Ministry of Finance and the Company's expectation that he will perform an audit and supervisory function based on his rich experience and insights as a specialist, accumulated throughout his career. We also trust that he is capable of properly carrying out auditing duties as an outside Audit & Supervisory board member.
Eiko Tsujiyama (Independent Board Member)	We appointed her because we expect that she will use her extensive insights on finance and accounting, developed through years of experience as a university professor and outside director of private companies as well as a certified public accountant, when performing audits.

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## Independence Criteria

DOCOMO appoints individuals who are free of any conflicts of interest with shareholders as independent outside directors or Audit & Supervisory Board members from the perspective of enhancing supervision and fairly conducting audits of the execution of duties of directors. In designating outside directors and Audit & Supervisory Board members as independent directors, DOCOMO complies with the independence criteria of the Tokyo Stock Exchange, Inc. (Guidelines on Listing Management, etc. III 5 (.3)-2) as well as DOCOMO's own criteria for ensuring independence. A detailed explanation of the independence standards is provided below.

\*3: The major subsidiaries are DOCOMO CS, Inc., DOCOMO Support Inc., DOCOMO Systems, Inc., DOCOMO Technology, Inc., DOCOMO CS Hokkaido Inc., DOCOMO CS Tohoku, Inc., DOCOMO CS Tokai, Inc., DOCOMO CS Hokuriku, Inc., DOCOMO CS Kansai, Inc., DOCOMO CS Chugoku, Inc., DOCOMO CS Shikoku Inc., and DOCOMO CS Kyushu, Inc.  
 \*4: An "organization that received donations exceeding NTT DOCOMO's standards" is defined as an organization that received donations from NTT DOCOMO and its major subsidiaries\*3 in any of the last three fiscal years exceeding 10 million yen or 2% of the total income of the organization, whichever is larger, during the respective fiscal year.

### Independence Standards Stipulated by NTT DOCOMO

**In order to meet the independence standards, a person may not fall under any of the categories below in the last three fiscal years.**

1. A person who executes business in a partner company that exceeds NTT DOCOMO's standards\*1
2. A person who executes business in a lending company that exceeds NTT DOCOMO's standards\*2
3. A consultant, accountant, lawyer, or any other person providing professional services, who received monetary payments or any other gain in assets equal to or more than 10 million yen, excluding the Board members' or Audit & Supervisory Board members' compensation, from NTT DOCOMO or its major subsidiaries\*3 in any of the last three fiscal years
4. A person who executes business in an organization that received donations exceeding NTT DOCOMO's standards\*4 Even if any of (1) through (4) applies to a person, where it has been decided that a person meets the independence standards, the reasons shall be explained and disclosed at the time of that person's appointment as the independent member of the Board or Audit & Supervisory Board member.

\*1: "A company that exceeds NTT DOCOMO's standards" is defined as a company that has had any business dealing with NTT DOCOMO and its major subsidiaries\*3 in any of the last three fiscal years equal to or more than 2% of the total operating revenues of NTT DOCOMO and its major subsidiaries for the respective fiscal year.

\*2: "A lending company that exceeds NTT DOCOMO's borrowing standards" is defined as a company in which the total amount of borrowings on a consolidated basis in any of the last three fiscal years equals to or is more than 2% of the total operating revenues of NTT DOCOMO's consolidated total assets for the respective fiscal year.

NTT DOCOMO has appointed outside directors Teruyasu Murakami and Noriko Endo as well as Outside Audit & Supervisory Board Members Mikio Kajikawa and Eiko Tsujiyama as independent officers in accordance with the rules stipulated by the Tokyo Stock Exchange, Inc.

## Board Diversity

A key DOCOMO management objective is to promote diversity in the workforce by creating a working environment in which individuals are exposed to enriching experiences and values and can effectively demonstrate their abilities. The membership of the Board of Directors and the Audit & Supervisory Board currently includes one woman each.

Members of the Board of Directors are appointed with due consideration for ensuring balance and diversity in terms of their areas of expertise, and they are chosen from candidates with broad perspectives and experiences that contribute to the development of the DOCOMO Group with excellent management capabilities and leadership skills as well as good business sense and enthusiasm.

With respect to members of the Audit & Supervisory Board, we appoint individuals who can be expected to perform proper audits based on their professional expertise and knowledge on finance and accounting.

## Policy on Compensation for Directors

The maximum aggregate compensation amount for the Company's directors and that of the Company's Audit & Supervisory Board members and any change in the amount is decided based on a resolution at a general meeting of shareholders. Matters regarding director compensation are determined by the Board of Directors.

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### Basic Policy on Corporate Governance (Article 15)

Established on October 30, 2015

**In consideration of the Company's business performance over the medium to long term, we have determined the following policy with respect to directors' compensation.**

1. The Company has determined that directors' compensation will consist of monthly compensation and bonuses. Monthly compensation is based on each director's roles and responsibilities, and bonuses reflect factors such as the Company's performance for the current fiscal year.
2. To reflect the Company's medium- to long-term business performance, directors with executive authority must contribute any monthly compensation above a certain amount to a director stock purchase plan through the Directors' Shareholders Association. The shares of the Company that are purchased through the plan are held throughout the term of office.
3. To maintain a high degree of independence among our independent outside directors, we do not link the compensation of these directors to our performance, and thus they receive only monthly compensation.
4. We explain the details of compensation to the parent company and independent outside directors to receive appropriate advice prior to the meeting of the Board of Directors, where a decision is made on the amount within the limit approved at the general meeting of shareholders.

We partly revised the system for directors' bonuses in fiscal 2017 to further increase the link between directors' compensation and the Company's business results and the share value. This was to provide incentives to boost Company performance and increase corporate value with a medium- to long-term perspective and to promote a management style that considers share value.

Specifically, performance-based compensation was expanded, and a new stock-based compensation plan was introduced. Under this plan, when the Company's business performance exceeds a certain level, directors are paid an amount equivalent to the purchase of the Company's shares as part of their bonuses and required to contribute the amount to the Director Shareholding Association.

The ratio between compensation per director in Japan, which constitutes an important base for the organization, and compensation per employee, is 4.2 to 1 (the ratio between the aggregate compensation paid to directors during fiscal 2017 divided by the number of directors and the average salary of employees at NTT DOCOMO, INC.)

With regard to auditors, it has been decided through discussion by auditors to pay them only monthly compensation, and no performance-linked compensation, to ensure a high degree of independence.

We do not employ compensation consultants, independent legal counsel when making decisions on compensation for either members of the Board of Directors or of the Audit & Supervisory Board.

#### Aggregate Amount of Compensation for Directors and Audit & Supervisory Board Members

Category	Aggregate Compensation Amount (Million Yen)	Aggregate Compensation Amount by Category (Million Yen)		Number of Eligible Persons
		Basic Compensation	Bonus	
Directors (excluding outside directors)	508	405	103	14
Audit & Supervisory Board members (excluding outside directors)	30	30	—	2
Independent Officers	126	126	—	7
<b>Total</b>	<b>664</b>	<b>561</b>	<b>103</b>	<b>23</b>

\*1: The maximum annual compensation of 600 million yen for a director and 150 million yen for an Audit & Supervisory Board member were approved at the 15th Ordinary General Meeting of Shareholders on June 20, 2006.

\*2: The above figures include compensation for two directors who retired at the conclusion of the 26th Ordinary General Meeting of Shareholders on June 20, 2017.

\*3: The above figures include compensation for an auditor who retired at the conclusion of the 26th Ordinary General Meeting of Shareholders on June 20, 2017.

\*4: The above figures include compensation for an independent officer who retired at the conclusion of the 26th Ordinary General Meeting of Shareholders on June 20, 2017.

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### Corporate Advisor and Senior Advisor System

DOCOMO has a Corporate Advisor and Senior Advisor System in place, as we believe that, in terms of increasing DOCOMO's presence in the market, we can benefit from the activities of individuals with a wealth of experience and insights who take on external activities under DOCOMO's name, and we therefore acknowledge that the Corporate Advisor and Senior Advisor System is advantageous to corporate management.

Matters to be entrusted to corporate advisors and consultants are defined in Article 25 of the Company's Articles of Incorporation. Corporate advisors take on the role of answering questions from the president regarding overall management, and Senior Advisor answer questions regarding certain business operations. Also, they mainly undertake external activities requested by the president and do not wield influence over the current management, beyond what is expected from them, nor engage themselves in managerial judgements.

### Relationship with Parent Company

The corporate group led by the parent company, NIPPON TELEGRAPH AND TELEPHONE CORPORATION (NTT), operates the following main businesses: regional communications, long-distance and international communications, mobile communications and data communications.

As of March 31, 2018, NTT owned 66.64% of the voting rights of the DOCOMO Group and was in a position to influence the Company's management decision making through the exercise of majority shareholder rights. However, the Company retains its own management responsibility and conducts oversees operations in accordance with its own decision making authority. (As of March 31, 2018, the Japanese Finance Minister owns 32.39% of NTT shares.)

### Functions of Related Committees

DOCOMO incorporates CSR activities into its management approach, while also following the demands and changes posed by management strategies and by society, regularly revising our Sustainability Management System and striving to continuously improve CSR activities.

Management staff participates in regular national conferences to discuss implementation and details of CSR activities reported by Company entities. In addition, we also established a Sustainability Management Committee dedicated to ensuring the enforcement of Plan, Do, Check, Act (PDCA) cycles for CSR efforts.

### Sharing Sustainability Issues among Management

The Sustainability Management Committee provides the venue for DOCOMO management,

including the president, to corporately identify sustainability issues and discuss appropriate actions.

In fiscal 2017, the discussion agenda included the CSR Medium-term strategy, a new initiative to address child poverty, trends about ESG investment and topics related to the surrounding environment as well as the status of initiatives of each working group. The Sustainability Management Committee is chaired by the president and composed of senior executive vice presidents, members of the Audit & Supervisory Board, directors and the heads of relevant departments. The CSR department reports to the Management Committee attended by board members on issues discussed by the Sustainability Management Committee. As for suggestions and requests from stakeholders, information is identified and gathered by the department responsible for each stakeholder, and dialogues are set up as needed. The content of dialogues is shared by the Management Committee.

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## Risk Management

### Basic Policies and Philosophy

DOCOMO strives to strengthen risk management under the basic policy of identifying and responding to business risk as quickly as possible. We define risks as situations that may adversely affect our credibility or corporate image or lead to a reduction of revenues and/or increase of costs, such as natural and human-caused disasters, including natural calamities and power shortages, inadequate handling of confidential business information, including personal information, changes in the market environment for the telecommunications industry and intensifying competition from other businesses. We are making our best efforts to prevent and mitigate such risks.

### Risk Management Mechanism

In accordance with our Risk Management Principles, business risks are regularly identified, and the Internal Control Committee, headed by the president and CEO, designates risks that require Company-wide management. Management policies for the identified risks are formulated and appropriate efforts are made to prevent such risks from materializing and to prepare to quickly respond should they occur.

The Internal Audit Department conducts an audit to monitor the status of our response to risk and follow-up surveys as necessary. Environmental and social considerations, including regulatory compliance, have been incorporated into our operational regulations and are also subject to an internal audit for monitoring.

Furthermore, we implement sound risk management for aspects related to information management and compliance by establishing internal regulations and encouraging collaboration between relevant committees.

### ● Functions of the Internal Control Committee

The Board of Directors has established the Basic Policy on Fortifying Internal Control Systems. Under the policy, the Internal Control Committee takes the initiative in developing systems to ensure thorough legal compliance and effective, efficient business activities. The committee also identifies risks that require Company-wide management and formulates management policies for those risks. Based on these policies, appropriate efforts are made to prevent such risks from materializing and to prepare to quickly respond should they occur. Furthermore, the Company's Internal Audit Department conducts audits to minimize risks and increase corporate value for the entire DOCOMO Group. The department's work includes evaluating the effectiveness of the internal control system. The committee reviews the risk management process to ensure it is functioning properly and confirms the status of the ongoing PDCA cycle. It also reviews specific risks as necessary.

We consistently manage risk under this comprehensive management system.

### Risk Identification Process

DOCOMO reviews the potential risks and its methods for managing such risks on an annual basis to keep abreast of changes in the social environment. The first step in identifying risks is considering both internal and external circumstances in order to incorporate social change into an assessment of the current status and thereby extract new potential risks. We extract component risks for the entire Group through evaluation and analysis based on the level of impact and frequency of occurrence, which are identified by conducting a materiality assessment. Group-wide risks are reflected in the Risk Factors disclosed in Form 20-F and other documents in view of their impact on financial performance.

In recent years, we have expanded consideration of the risks DOCOMO should address to encompass our response to policy changes in laws and regulations concerning issues such as the introduction of payment plans and discount services that meet diversified needs and revisions in the Civil Code and Consumer Contract Act as well as issues arising from our entry into other industry sectors.

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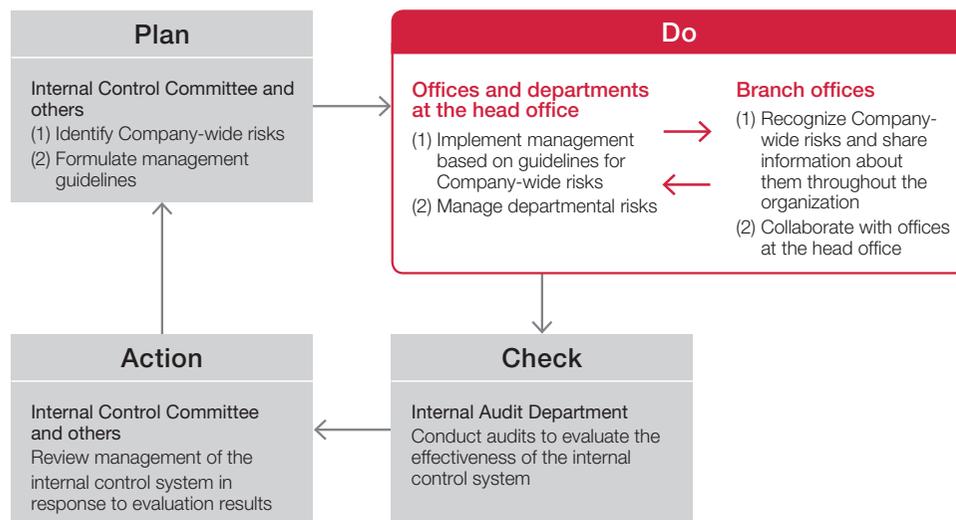
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## Fostering and Expanding a Risk Management Culture

In accordance with our Risk Management Principles, risks are identified and designated by the Internal Control Committee headed by the president. The Board of Directors makes the final decision on management by paying due consideration to these risks. Each year we update our business risks to reflect social trends, and this allows us to incorporate emerging risks as a preventive measure. While these risks are addressed appropriately through a Company-wide response, risks related to individual operations are handled in an appropriate manner by each division.

Risks that have been identified are appropriately monitored as auditing targets. We have been working to foster and expand our risk management culture by including compliance-related risks in the criteria for employee performance assessment and disseminating information on responses to related risks through compliance education and training.

### Risk Management Cycle



## Status of Responding to Individual Risks

### ● Response to the Business Continuity Plan (BCP)

As a communications network operator, our key responsibility is to secure communications networks when disaster strikes. In order to ensure the continuity of operations or, in the event that service is lost, to quickly restore operations to working order, DOCOMO has protocols for each department, outlined in its Disaster Preparedness Manual, for maintaining operations should a disaster occur.

The manual is updated as needed to incorporate past experiences, including lessons learned from the Great East Japan Earthquake, and thereby strengthen our preparedness for ensuring business continuity.

### ● Ensuring the Safety of Employees and Securing Communications in Times of Disaster

In order to secure telecommunications services to customers in the event of a major disaster, we have been developing our communications networks (deploying large- and medium zone base stations and implementing other measures) that are resilient against disasters and enhancing the safety and reliability of our networks. We also conduct general disaster drills to prepare against major disasters and carry out annual disaster prevention drills designed to meet specialized regional needs. Furthermore, as a designated public institution under the Basic Act on Disaster Control Measures, we participate in joint disaster prevention drills with the national government, local governments and the Self Defense Forces. Through these activities, we stand ready to provide prompt delivery of telecommunications services during a disaster.

In addition, we regularly conduct drills using DOCOMO's own employee safety confirmation system and earthquake response drill application to provide protection for our employees and their families, and to construct systems for promptly confirming safety and restoring communications networks.

### ● Emerging Risks Due to Mid- to Long-Term Changes in Society Impact on Stability and Reliability in our Telecommunication Services due to the Growing Frequency and Scope of Natural Disasters Caused by Climate Change

The stability and reliability of communication services is affected by the growing frequency and scope of natural disasters caused by climate change. In today's society, where communications infrastructure is essential to industry and people's lives, the growing frequency and scope of

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natural disasters caused by climate change may result in communication service interruptions. Meanwhile, interruptions and other instabilities in our service may cause significant damage to our customers, consequently lowering our reputation and damaging our brand while leading customers to choose other carriers. DOCOMO has sought to respond to such risks by making appropriate investments in facilities and developing technologies that can meet such needs as high-speed transmission, stable service and reasonable pricing. In addition, we are promoting the construction and maintenance of networks that are more resilient to natural disasters or less vulnerable to their impact. And we are implementing measures aimed at prompt recovery in the event of a disaster. We have established basic rules related to our response to major disasters and conduct regular drills while formulating procedures for BCPs with regard to important platforms and internal systems.

**Further Reinforcement of Information Security and Data Privacy Protection to Address the Increasingly Sophisticated and Serious Threats to Security**

Threats against information security is increasing year after year as can be seen in malware that initiates targeted attacks by accessing company systems or illegal access made through Internet. DOCOMO is further reinforcing information security by building an advanced information security system, holding cyber attack drills, and carrying out information security education to address information threats that have become more sophisticated and serious.

In addition, treatment of personal data, or data privacy, has become more complex over time. Upon the enactment of the General Data Protection Regulation (GDPR) in the E.U. in May 2018, we formulated response manuals, held training, implemented a privacy impact assessment and initiated other measures. We will continue our efforts to protect data privacy by pursuing the protection and reinforcing the handling of personal data.

**● Risk against Subsidiaries**

Risks inherent to the DOCOMO Group are managed in accordance with the risk management regulation. Risk management is carried out by each subsidiary in a way that matches their scale or business type.

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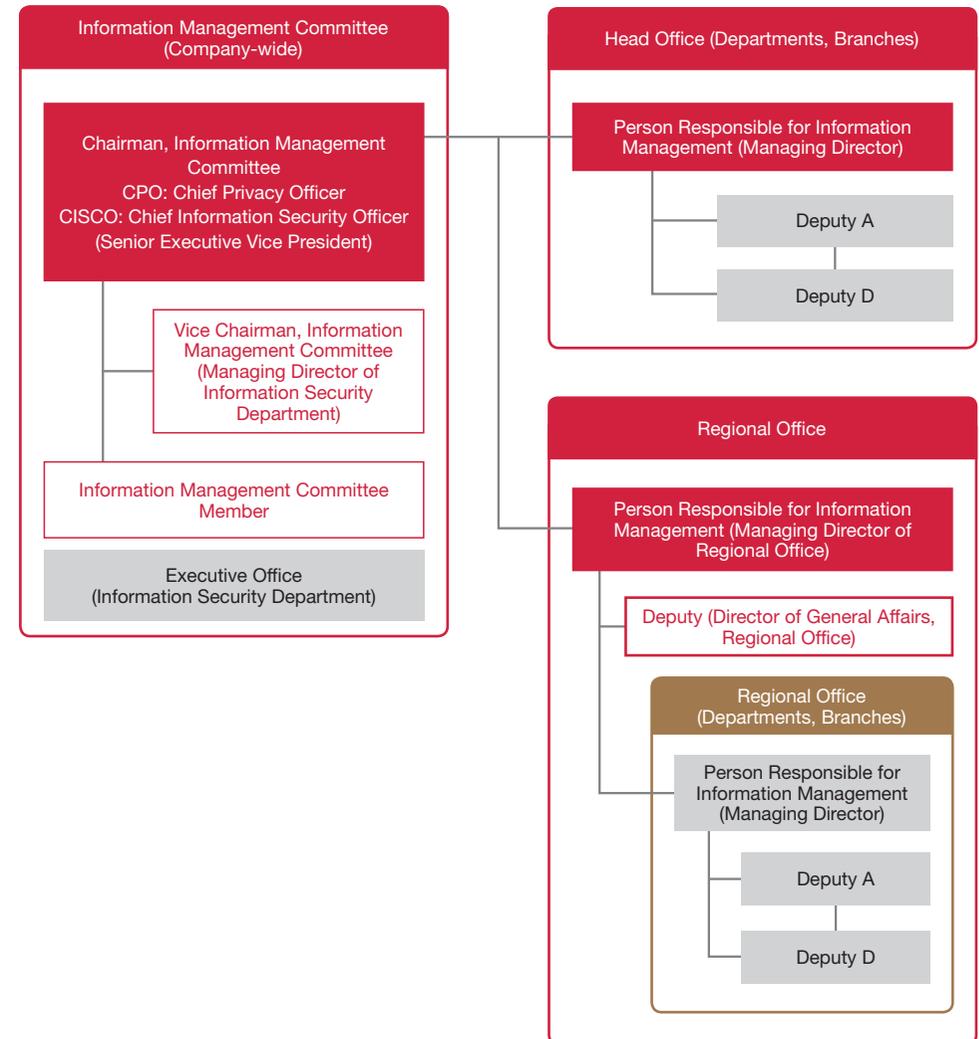
## Ensuring Information Security

### ● Establishing an Information Security Structure

DOCOMO recognizes that proper management of information is an important management issue, and to offer secure services to customers we have declared our Information Security Policy as guidelines for the DOCOMO Group's initiatives on information security, and we are committed to thoroughly complying with the Information Security Policy and Privacy Policy. Our Information Security Policy applies to information assets that consist of any information we obtain or learn in the course of our corporate activities, and all information we possess for the purpose of our operations. To manage such information, we set up the Information Management Committee chaired by the senior executive vice president who also serves as chief information security officer (CISO) and chief privacy officer (CPO), and an employee responsible for information management has been assigned to each worksite. By establishing a system for speedily implementing information security measures, we are protecting and appropriately managing all information assets in our possession.

We are also putting up a poster that illustrates our CEO's commitment to pursue information security in all of the sections within the Company and at all docomo Shops in order to raise individual awareness toward information security.

### I Information Management System



(As of July 1, 2018)

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## ● Specific Security Measures

At each important stage in the system life cycle from construction to operation, we address vulnerabilities in the in-house system by implementing major security measures in accordance with internal regulations. The division responsible for the system and the division supervising security each monitors progress on the implementation of measures required to address vulnerable information. By following this process we seek to prevent the occurrence of unauthorized access, destruction, leaks and falsification related to our information assets and to minimize damage in the event of such incidents.

In addition, we provide continuous education and training to enhance information security literacy among all employees to implement appropriate management of information assets.

We carry out a number of measures, such as designating November each year as "Information Security Awareness Month" to raise employee awareness.

### (1) Organizational Security

1. Establishment of the Information Security Policy
2. Enhancement of a system for information security
3. Formulation of basic guidelines for information security and establishment and application of regulations and manuals
4. Tracking and management of information assets
5. Implementation and application of audits and security checks
6. Implementation of measures to deal with accidents and violations

### (2) Human Security

1. Mandatory written pledges regarding confidentiality
2. Mandatory information management compliance for outside contractors
3. Implementation of training and education for employees, contractors and sales agents
4. Formulation and distribution of training tools, such as handbooks and DVDs

### (3) Physical Security

1. Restrictions on the number of information management terminals and continuous optimization of installed locations and authorized people
2. Rigorous control of the lending and checking out of portable equipment
3. Consolidation and special monitoring of terminals used to extract large amounts of customer information

4. Transition to paperless handling of documents, such as customer applications
5. Entrance and exit control in locations handling information

### (4) Technical Security

1. Access control, access-log retention and periodic checks
2. Introduction of biometric identity confirmation for use of systems
3. Stricter customer information search parameters
4. Introduction of encryption software for information system terminals and communication channels
5. Strict monitoring to prevent unauthorized removal of information from the office
6. Cyber attack countermeasures and system surveillance

Information Security Policy

URL <https://www.nttdocomo.co.jp/english/utility/security>

## ● Major Initiatives for Fiscal 2017

In recent years, cyber attacks targeting confidential information held by companies have become increasingly more complex and serious. Risks related to information security may damage DOCOMO's reputation and brand and affect the backbone of its business, so once an incident occurs it can have a significant impact on our financial performance.

For this reason we implement information security strategies across the NTT Group, developing experts in the field and raising employee awareness on information security. During Information Security Awareness Month in fiscal 2017, the senior executive vice president who also serves as chief information security officer (CISO) and the managing director of the Information Security Department sent out heads-up messages to employees, and we also set up special pages on the corporate intranet to introduce specific cases and then gave employees a set of questions to confirm that they understood the information.

Given that targeted email attacks on specific individuals and organizations are becoming more sophisticated in recent years, we sought to avoid the risk of having confidential information stolen by conducting training for all NTT DOCOMO Group employees, which was based on a simulated targeted email attack, in October and November, 2017. Through these initiatives, we aim to keep employees alert against targeted attacks and to raise their level of literacy by providing knowledge for recognizing such attacks. We will also collect basic data necessary for issuing future alerts to

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reinforce information security across the DOCOMO Group.

As a measure to address cyber attacks, we conducted drills in July 2017 to prepare against them in relation to our web services with the aim of enhancing the response of system security staff and system engineers and also to reinforce the structure.

Furthermore, following Japan's revised Personal Information Protection Act, which came into effect in May 2017, we held e-learning sessions for all employees in January 2018 to inform them of details related to the revisions and to lecture on the handling of information at DOCOMO toward preventing any leakage of personal information.

## Protection of Data Privacy

### ● Establishing the Guidelines and Structure for Protecting Personal Information

DOCOMO believes that recognizing the importance of personal information and ensuring thorough protection represent its chief responsibility in its business. We strive to protect personal information by creating guidelines on providing security and reliability to customers, stipulating and disclosing our Privacy Policy, and applying these guidelines and policy to all Group companies, including subsidiaries. Also, we have responded thoroughly to revisions in the Personal Information Protection Act, which came into effect in May 2017, and are fully compliant with all of its provisions.

When obtaining, using or providing personal information or handling anonymized information, we comply with the Personal Information Protection Act and other relevant laws and regulations and respond promptly to revisions under an established management system for protecting personal information. Also, we appropriately and carefully handle the information in accordance with internal rules. We inform our customers about the content of the personal information handled by the DOCOMO Group, clauses requiring customer approval for the use of data, policy on disclosure to third parties and other information by publishing them in the Privacy Policy.

At docomo Shops, we only collect and retain customer information required for signing telecommunications business contracts and information within the scope approved by customers after clearly stating the intended use of such information. Also, any information we provide to a third party is strictly limited to the scope approved by the customer.

In compliance with the EU General Data Protection Regulation (GDPR), a new framework for personal information in the E.U. that sets out rules pertaining to personal data, which came into effect in May 2018, we identified the services that fell under the scope of the regulation and took proper actions. Going forward, we will hold various GDPR-related training sessions to establish a

firm awareness among all employees and formulate a GDPR Compliance Manual to reinforce the internal system.

There were no incidents warranting administrative guidance or legal violations related to information leakage incidents or complaints within the DOCOMO Group in fiscal 2017.

The number of cases involving leakage of personal information and theft or misplacement of data are shown in the following chart. DOCOMO reports on the occurrence of such incidents through its corporate website.

Protection of Data Privacy	Indicator	Results			
		2014	2015	2016	2017
	Leakage of personal information, theft or misplacement of data	1	0	1	0

Privacy Policy

URL <https://www.nttdocomo.co.jp/english/utility/privacy/>

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● **Use of Personal Data**

Progress related to artificial intelligence (AI) and IoT has brought forth diverse products and services that utilize big data. We are seeing that initiatives which work toward creating new value are gaining speed throughout our society. Guided by its corporate philosophy of “creating a new world of communications culture, DOCOMO is continuing its challenge to create innovation in order to realize a rich future. We will leverage our customers’ personal data and data on various things and experiences as well as technologies such as AI that create various types of wisdom through the gathered data. Then we will give or return the data to our customers and society by generating new value.

Meanwhile, we consider it our mission to protect and pay due consideration to our customers’ privacy as well as to comply with laws and regulations when using the customers’ particularly important personal data. DOCOMO has and will act upon a strong faith to continue living up to the trust of its customers by handling personal data with responsibility.

We have been organizing an internal corporate system to offer optimum privacy protection for customers and continuously offer new value to customers and society by leveraging data.

● **Personal Information Management and Employee Education**

The number of employees with access to systems that manage customer information is kept to the minimum, and the information accessible to each employee is limited. Biometric authentication\* is required to use the system and access logs are regularly reviewed. Moreover, information is encrypted, rendering it useless in the event of unauthorized removal. We seek to ensure the accuracy and security of personal information by implementing these and other rational measures that address risks such as illegal access to personal information and leakage, loss and damage of personal information.

Along with these measures, we provide training at least once a year for all employees and executives, including temporary staff, and web-based training suited to each career level to ensure that security management measures are implemented and personal information is being handled in an appropriate manner.

\*Biometric authentication confirms the identity of an individual by identifying physical characteristics such as fingerprints and facial features as well as voice.

● **Security Measures at docomo Shops and Subcontractors**

We provide training focused on information security at least once a year for docomo Shop staff and also support educational activities by issuing “Security News,” a compilation of security issues the shops are likely to experience. Also, since the risk of information leakage is highest at the point of sales, we conduct rigorous audits to check whether information is being managed appropriately, including quarterly branch audits and monthly self-inspections.

We select subcontractors after confirming that they handle personal information appropriately, and our outsourcing agreements include clauses on security management measures, confidentiality, conditions for recommissioning and other issues related to the handling of personal information, and we provide the necessary and appropriate supervision.

● **Security Measures at +d Partners**

DOCOMO carries out appropriate management against +d partner companies by requesting that they comply with the Personal Information Protection Law and follow guidelines issued by ministries and agencies as well as public organizations. Other measures taken to protect personal information include obtaining a customer’s consent prior to sharing their personal information with partner companies.

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## Compliance

### Basic Policies and Philosophy

The foundation of our compliance management is to promote strict observance of the NTT DOCOMO Group Code of Ethics and respect for human rights among all employees while continuing to meet the steadily increasing demands and expectations of society based on high ethical standards. We have built a Compliance Management System, which is centered on the Compliance Committee. Specifically, we have implemented rules that require employees to make a report if they notice any illegal or fraudulent incidents. Under these rules we have sought to protect the privacy of individuals seeking consultation or making a report and to ensure that they are not treated unfairly as a result. We have thus created an environment that facilitates such reports, and have also established avenues within and outside the Company for consulting on related issues. In addition, all divisions have employees with responsibility for compliance promotion, and we implement training in ethics and legal compliance for all employees. In these ways, we are implementing a range of compliance-related initiatives. Moreover, we have conducted a compliance and human rights awareness survey of every employee, the results of which have been reflected in our measures to ensure compliance. Through such efforts, we are working to further advance ethical views.

In October 2017, the president and CEO notified employees again about thoroughly enforcing compliance while specifying that corporate ethics should precede in principle when there is a conflict between ethics and the pursuit of profit. We delivered messages through our intranet and the president's speech on the thorough enforcement of compliance aimed at achieving the "Declaration beyond" as well as reinforcing defensive governance measure to enhance corporate value. We believe that these initiatives will find a balance between customer service improvement and corporate sustainable development.

### NTT DOCOMO Group Code of Ethics

The DOCOMO Group seeks to develop a shared awareness and thorough understanding of the basics of compliance, which should serve as the foundation of management. To that end, we are developing our ethical standards through ten defining articles, including legal and ethical compliance; securing the transparency of business operations through information disclosure; fair, open and free competition and trading; and respect for employee human rights. An English language version of this Code of Ethics has also been developed as a standard to be observed globally.

### Compliance Management Regulations

The Compliance Management Regulations define the standard issues for promoting activities aimed at establishing legal compliance and corporate ethics, which DOCOMO pursues from the standpoint of its corporate social responsibility. These regulations apply to all individuals employed by DOCOMO, including officers and outside directors, full-time employees and temporary staff.

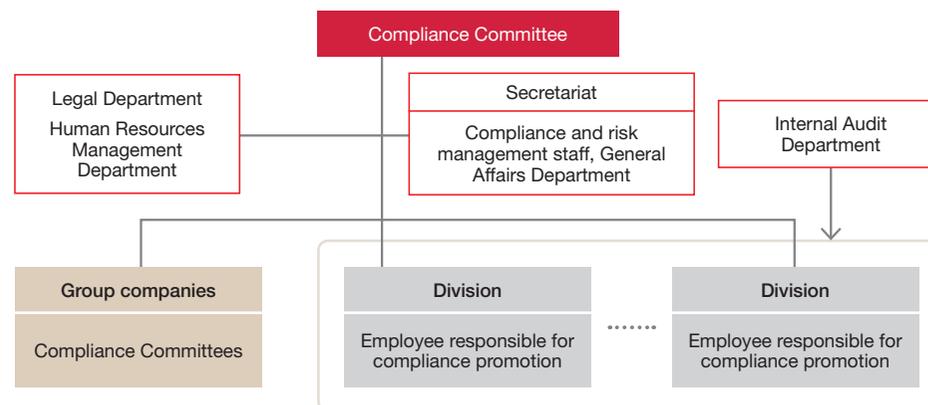
### Compliance Management System

DOCOMO has established the Compliance Committee at its head office and each branch and Group company to ensure that employees know and understand the NTT DOCOMO Group Code of Ethics. The committee decides on policies related to legal and ethical compliance and identifies issues and areas in need of improvement in terms of compliance management.

It also monitors the progress of activities that promote compliance. The committee at DOCOMO's head office is chaired by the president and CEO and comprises the executive vice president, executive general manager of regional offices, general manager of each division and Audit & Supervisory Board members and others appointed by the chairperson as needed.

The Compliance Committee deliberates on matters such as the details of initiatives for the current fiscal year while reflecting the results of the previous year's initiatives as well as the situation or trend analysis based on whistleblowing reports made during the prior year. Important matters, including the foregoing, are reported at the meeting of the Board of Directors.

#### Compliance Management System



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Employees responsible for compliance promotion create an implementation plan for legal and ethical compliance for their respective organizations, monitor the status of legal and ethical compliance within the organization and report the results to the director responsible for corporate ethics (or the president of a regional office).

Measures for identifying compliance risks and developing a deeper sense of respect for human rights within each organization, as well as measures for improving on inappropriate aspects confirmed by organizational monitoring, are incorporated into the implementation plan, and a PDCA cycle is executed under this plan. In addition, employees responsible for compliance promotion appoint risk compliance leaders (RCLs) to take the initiative in promoting risk management, compliance and human rights practice within their respective organizations. Each RCL conducts daily activities for this purpose and responds quickly and effectively when a compliance risk materializes.

The director responsible for corporate ethics analyzes the content of the plans and documents submitted by employees responsible for compliance management and offers any necessary advice or guidance. In addition to promoting compliance and human rights awareness across the Group, the Compliance Committee Office and Human Rights Committee Office collaborate with each RCL to address individual issues and exchange information. These actions represent the means by which we effectively execute PDCA cycles for compliance and human rights throughout the organization.

### Consultation and Reporting Mechanism

DOCOMO has established reporting channels, both internal and external, for the prevention and early detection of compliance or risks related to human rights. The external channel was set up at a legal office outside the Company for the purpose of ensuring the anonymity of those seeking consultation. These channels are available not only to DOCOMO Group employees and docomo Shop staff but also to suppliers, by email, letter or fax. The email address of the whistleblowing desks are published on our corporate website, and we actively disseminate information by delivering email magazines and distributing posters. We have stipulated rules to protect the privacy (anonymity) of individuals seeking consultation and ensure that they are not treated unfairly for coming forward. The topic of the consultation or report is investigated as needed by the Compliance Committee Office and Human Rights Committee Office in coordination with relevant employees responsible for compliance promotion (heads of organizations) and RCLs. Any confirmed incidence of noncompliance is immediately reported to the director responsible for corporate ethics and other members of management, as well as members of the Audit & Supervisory Board. Necessary steps are then taken and measures put into place to prevent any

future recurrence.

A total of 111 cases were brought to consultation in fiscal 2017, the same number as in the prior year. As a result of our effort to ensure that the Sales and Marketing Division overseeing docomo Shops is well informed, examples are provided related to unauthorized processes, and the number of reports on misbehavior related to administrative work increased in conjunction with the greater recognition at docomo Shops of specific clerical tasks that constitute a violation. Meanwhile, the number of cases recognized as harassment and reports concerning unauthorized use of expenses such as violations of rules on commuting expenses declined.

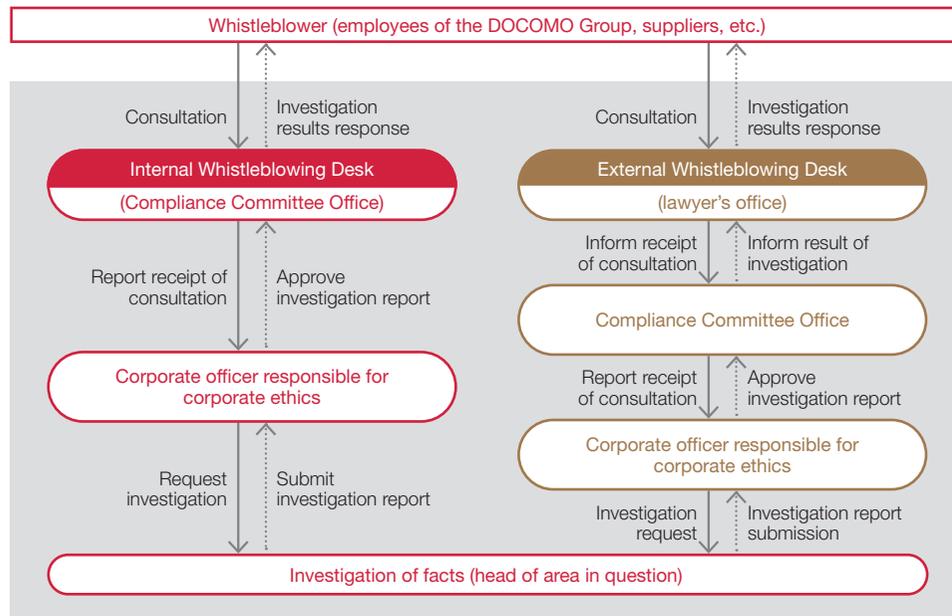
#### Number of Consultations on Compliance over the Past Four Years

	FY2014	FY2015	FY2016	FY2017
Consultations on compliance (cases)	94	83	111	111
Compliance violations	55	39	50	57
Unauthorized use of expenses, etc.	7	2	9	5
Harassment	19	26	18	17
Other compliance violations	29	11	23	35
No violations	39	44	61	54

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Compliance Whistleblowing Desk System



Status of Initiatives on Compliance

● Ongoing Compliance Training

Training is conducted every year to raise awareness of compliance among corporate officers and employees (including temporary staff). RCLs, tasked with promoting compliance activities in their respective departments, are trained to create a common awareness of the roles expected of leaders and share information. A compliance seminar exclusively for DOCOMO executives, Group company presidents and other members of upper management is also held. In web-based training for all employees of branches and Group companies (20 out of all consolidated subsidiaries), employees take part in discussions afterward to share their thoughts on compliance and human rights in an effort to raise awareness of compliance among all employees.

To gauge the level of awareness on compliance and human rights, we implemented a self-review system through which managers who attended group-based training received a

questionnaire via email a year later from an outside lecturer who encourages them to review the training results.

In fiscal 2017, we held training programs including training for newly appointed managers on preventing workplace harassment, training for assistant managers to facilitate communication in the workplace and compliance training for employees on loan to subsidiaries and Group companies. The aim of the programs is to reduce risks that can easily lead to harassment by learning about scandals and legal violations that often occur when a person becomes a manager or is dispatched to another company, or about the differences in common sense and gaps in thinking within and outside the Company.

● Dissemination of Compliance Violations and Educational Activities

We regularly issue the Human Rights Mini-Knowledge Series on an internal website and conduct education and other activities based on the NTT DOCOMO Group Code of Ethics Handbook to enhance employee awareness of compliance and human rights.

Also, we review the status of our Group-wide initiatives on compliance and human rights education in the quarterly “Compliance Report” and report on the number and details of actual compliance violations at regular meetings to request that each organization implement measures that may prevent the occurrence and recurrence of such incidents. And we seek to spread awareness of both compliance and human rights by sharing that information with all Group employees.

In addition, directors twice a year call for special attention to all Group employees, from whom compliance with laws, regulations, rules, morals and manners are expected. This initiative includes not only engaging in inappropriate conduct that accompanies alcohol and no smartphone-distracted walking, both for DOCOMO Group employees.

● Survey on Compliance and Human Rights

The DOCOMO Group conducts a unified employee survey on compliance and human rights twice a year. First, every year around August, we conduct a survey of all Group employees including temporary staff—a total of about 39,500 persons—to ascertain the level of their awareness with respect to compliance and human rights. Analysis of the survey showed that positive results have been maintained at high levels for each surveyed item, including communication.

The second survey performed in fiscal 2016 and fiscal 2017 was the Explanatory Survey for Identifying Issues aimed at identifying issues related to compliance and human rights that may arise at each organization and prevent them from becoming a problem. In the survey conducted

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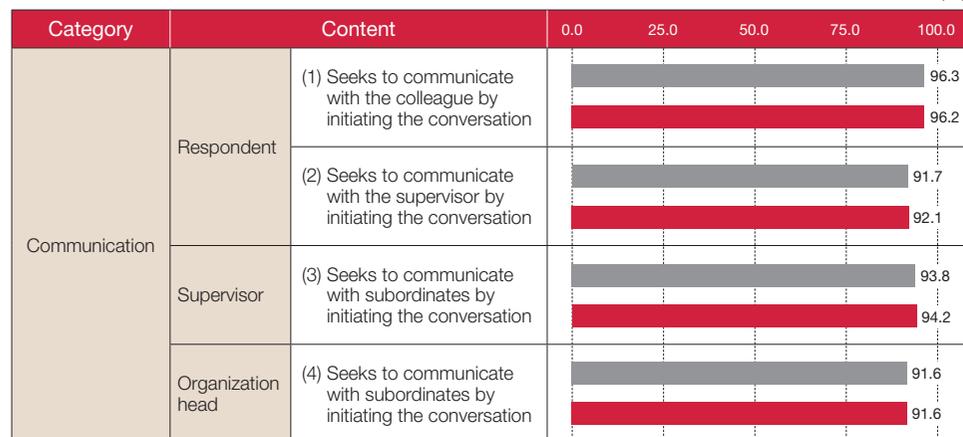
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in November 2017, we found that trends in the responses not only differ according to each organization but also are affected by the position of each respondent.

In fiscal 2018, we will consolidate the surveys into one and also change the timing in order to allow for an overall more effective employee survey. Additionally, we will continue to make a focused effort to nurture ethics among each individual employee by creating an environment that facilitates communication from the bottom up. And we will carry out initiatives aimed at boosting the capacity of supervisor to listen and persistently providing information on compliance and human rights.

### Results of Employee Survey

■ (Previous) Results of August 2016 Survey ■ (Latest) Results of August 2017 Survey (%)



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**● Initiatives for Preventing Bribery**

The DOCOMO Group, which operates business at an international level, is subject to the bribery and corruption laws of a number of countries, including Japan’s own Unfair Competition Prevention Act, which prohibits activities such as the provision of unjust gains to foreign public officials, and the Foreign Corrupt Practices Act in the U.S. To ensure thorough compliance with these laws, DOCOMO established its Guidelines on the Prevention of Bribery of Foreign Public Officials in October 2010, based on the NTT DOCOMO Group Code of Ethics, which seeks to unequivocally prevent bribery. These guidelines were revised after the Bribery Act was implemented in the U.K. and regulations were tightened in some other countries.

In fiscal 2014, the NTT Group created the “Anti-Bribery Handbook” as a tool for raising employee awareness. The handbook contains basic knowledge and examples of bribery and facilitation payments. It also covers even broader themes than the Guidelines on the Prevention of Bribery of Foreign Public Officials. The DOCOMO Group has sought to encourage understanding by distributing the Japanese and English language versions of the handbook to Group companies in and outside Japan. We have sought to bolster our efforts against bribery among Group companies by encouraging them to construct a system of compliance in accordance with the Code of Ethics, guidelines and the handbook while paying due consideration to the business models of each company and to the laws of the countries in which they are located. We will further bolster our efforts against bribery by holding training and organizing study groups to fully educate our employees.

| NTT Group Anti-Bribery Handbook

**URL** [http://www.ntt.co.jp/csr\\_e/governance/pdf/anti\\_bribery\\_handbook.pdf](http://www.ntt.co.jp/csr_e/governance/pdf/anti_bribery_handbook.pdf)

**Guidelines on the Prevention of Bribery of Foreign Public Officials**  
(Established October 2010)

**Table of Contents**

**Introduction: Prohibition Against Acts of Bribery of Foreign Public Officials**

**1. Foreign Public Officials to Whom the Guidelines Apply**

- (1) Officials of central and local governments of foreign countries
- (2) Staff engaged in administrative work at institutions related to a foreign government
- (3) Staff engaged in administrative work at public corporations of foreign countries
- (4) Staff with official responsibilities at international organizations
- (5) Persons working under consignment from foreign governments and other entities
- (6) Political parties of foreign countries and their staff members, or candidates for public office
- (7) Agents or family members of persons defined under 1. to 6., or persons with equivalent status

**2. Prohibited Acts and Criteria for Judgment**

- (1) Prohibited acts
- (2) Timing
- (3) Substance, monetary amount and other aspects
- (4) Frequency
- (5) Transparency
- (6) Compliance with local laws

**3. Examples**

- (1) Dinners and parties
- (2) Gifts
- (3) Golf excursions
- (4) Trips
- (5) Others

**4. Selection of Consultants, Consignees and Other Persons Entrusted with Contacting and Negotiating with Foreign Public Officials**

**5. Individual Cases of Entertaining and Presenting Gifts**

**6. FAQ**

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Reports on bribery in Japan and overseas are submitted by divisions with management responsibilities in each operating company. As for our overseas joint ventures, a reporting line has been established between DOCOMO's head office and the holding company of the joint venture to manage and share information concerning bribery. Since fiscal 2015, bribery has become a subject of internal auditing throughout the NTT Group.

No legislative measures were taken against us, nor were we exposed to bribery or facilitation payments in fiscal 2017.

Furthermore, prior to the season for sending summer gifts (*ochugen*) and winter gifts (*oseibo*), directors warn all Group employees to refrain from making any inappropriate payments to government officials or other public employees. This is to make them aware of compliance with regulations and to uphold ethics regarding gifts such as *ochugen*. They also must be especially careful not to violate laws such as the National Public Service Ethics Code, Unfair Competition Prevention Act and Foreign Corrupt Practices Act when making payments to government officials.

With respect to political donations, we make it absolutely clear that donations are to be extended through legitimate channels in accordance with the NTT DOCOMO Group Code of Ethics and NTT DOCOMO Guidelines for CSR in Supply Chain, and in compliance with the Political Funds Control Law in Japan. In fiscal 2017, DOCOMO made political donations totaling 7.0 million yen in Japan.

**Number of Legislative Measures and Exposures to Bribery and Facilitation Payments (Japan and Overseas)**

	FY2014	FY2015	FY2016	FY2017
Number of legislative measures/ exposures	0	0	0	0

**Political Donations**

(million yen)

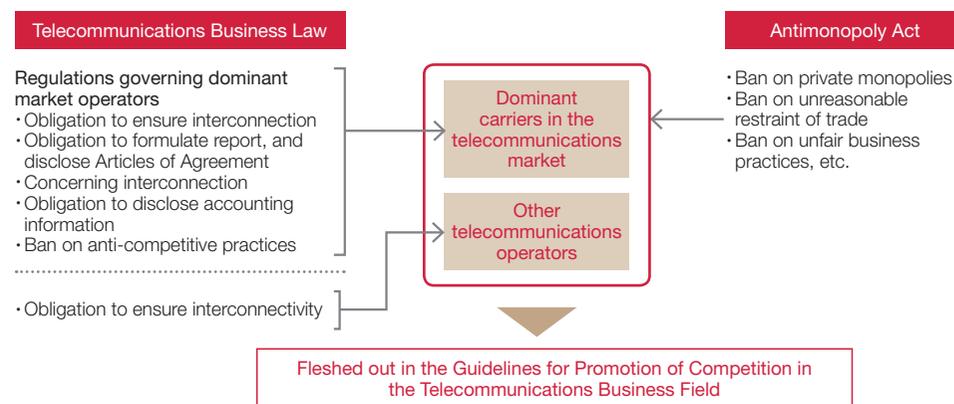
Political Donations (telecommunications administration)	FY2013	FY2014	FY2015	FY2016	FY2017
	7	7	7	7	7

**● Initiatives on Fair Competition**

In addition to the Antimonopoly Act, which constitutes the common rules of competition, NTT DOCOMO is also governed by articles of the Telecommunications Business Law, which are intended to promote fair competition in accordance with the special nature of the telecommunications business. To develop a fair and unrestricted competitive environment, the Fair Trade Commission and the Ministry of Internal Affairs and Communication formulated the "Guidelines for Promotion of Competition in the Telecommunications Business Field," which reflects their declared policy on the manner in which the Antimonopoly Act and the Telecommunications Business Law are respectively applied.

**Regulations Governing the Telecommunications Business**

Specific problems are shown below.



To ensure compliance with these laws and regulations, the NTT DOCOMO Group has consistently conducted training on fair competition online and by other means for all employees at its headquarters as well as employees at functional subsidiaries that bear some responsibility for corporate marketing and marketing through sales representatives. About 27,000 participants took part in the most recent training.

Moreover, when internal divisions are considering launching a new service, we seek to rigorously comply with laws and regulations by having the Corporate Strategy and Planning Department confirm that we are not in violation of the Telecommunications Business Law.

In December 2017, the Ministry of Internal Affairs and Communications held an "Investigative

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Commission on Promoting Fair Competition in Mobile Market.” The commission requests the promotion of fair competition in the mobile phone market, including MVNO, through approaches such as revising the renewal method of a two-year subscription to a more reasonable contract.

In August 2016, the Fair Trade Commission presented its views on issues concerning competitive policy in the mobile phone market, prompting the industry to review practices that may be problematic under the Antimonopoly Act. In June 2018, it again issued a report that pointed out practices that may create anti-monopoly issues, such as the practice of selling communications services and mobile terminals in a single package, a contract that states a contract period restriction and automatic renewal, plans based on a presupposition that the subscriber will trade in an old mobile phone or continue their subscription in the same program, a SIM lock, and the distribution of used devices.

In view of these developments, the DOCOMO Group will continue to provide pricing and services that comply with laws, regulations and guidelines as it strives to maintain and promote free and fair competition in the telecommunications market.

### Avoiding Conflicts of Interest

Conflicts of interest are regulated under national laws from the standpoint of ensuring fairness. DOCOMO has established internal rules for avoiding such conflicts in accordance with Japan’s Companies Act and other relevant regulations.

A specific case may be when a member of senior management seeks to engage in a business transaction that may result in a conflict of interest. This requires prior approval by the Board of Directors if the member is a director or by the director responsible for corporate ethics. The director in question is not permitted to take part in the decision made by the Board of Directors. By operating under this mechanism, we seek to ensure the fairness of business transactions to avoid conflicts of interest.

### ● Refusing All Connections to Anti-Social Groups

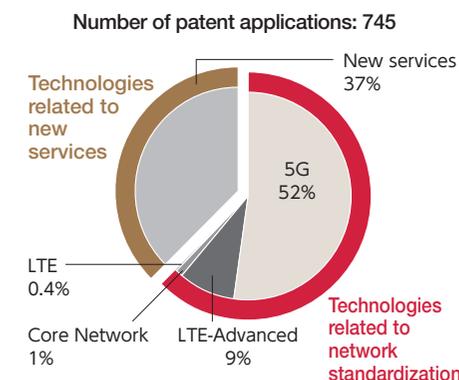
DOCOMO long ago established its policy of refusing all connections to anti-social groups and has consistently upheld that policy over the years.

The Organized Crime Exclusion Ordinances was enforced throughout Japan (in all 47 prefectures) by October 2011. Following its full enforcement, we revised our policy on refusing all connections to anti-social groups and took steps such as adding exclusionary provisions to outsourcing and all other standard business agreement forms to reinforce our stance against such organizations.

### ● Intellectual Property Initiatives

DOCOMO respects the intellectual property rights of other companies from the standpoint of corporate compliance, even as we expand the scope of our own intellectual property management to protect and promote our own business. For example, DOCOMO actively applies for patents for technologies such as W-CDMA, LTE, LTE-Advanced and 5G that the Company developed to upgrade its networks and launch new services, with the ultimate goal of enhancing mobile experiences for customers. DOCOMO has obtained numerous patents in Japan as well as in other countries and held around 5,500 patents in Japan and 9,300 patents overseas as of March 31 2018. Going forward, DOCOMO intends to strengthen its global competitiveness by continuously maintaining proper protection and utilization of its intellectual property.

### Patent Applications



(Breakdown of patents applied for Japan in FY2017)

### Intellectual Property Training for Employees

In view of the growing importance of intellectual property, DOCOMO has been encouraging employees to gain a deeper understanding of their relationship with intellectual property and its impact on daily operations through ongoing web-based training and annual group seminars. Moreover, we have developed an intellectual property handbook, which is available on the corporate intranet site and is a useful tool for enhancing awareness. It covers themes relevant to actual operations and guides employees in handling intellectual property through a Q&A format.

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•Corporate Governance •Risk Management •Compliance •Tax Planning Strategy •Strategic Shareholding •Brand Management

## Tax Planning Strategy

### Tax Planning Principles

All executives and employees of the NTT DOCOMO Group, regardless of the country in which they operate, will not only comply with laws, social norms and internal rules but will also adhere to the highest ethical standards in both their public and private activities. With this fundamental principle we handle practical tax matters by establishing internal rules and strive to maintain and enhance compliance through measures such as employee training. In concrete terms, we have established the “DOCOMO Group Tax Guidelines.” Under these guidelines all NTT DOCOMO Group consolidated subsidiaries strive to maintain and improve their tax compliance by providing employee education and supervision and improving operational efficiencies to comply with regulations and fulfill their tax obligations. With respect to the application of preferential tax treatment, we will not interpret, apply or seek tax savings in a manner that is unlawful or not presumed by the laws and regulations. We strive to optimize the tax burden for the DOCOMO Group as a whole through the appropriate and effective use of tax incentives for research and development and other preferential tax treatment. In addition, with respect to transactions that carry potentially high taxation risks, we strive to reduce taxation risks by considering the application of an Advance Pricing Agreement with tax authorities.

In view of the increasingly multinational nature of the NTT DOCOMO Group companies and rise in international transactions in and outside of the Group, as well as a strengthening of taxation by the tax authorities of countries, the importance of risk management has increased for transfer pricing taxation, tax haven countermeasures and other important tax systems related to international taxation, for which we will take the measures described below.

#### (1) Transfer Pricing Taxation

- Transaction prices applied in the NTT DOCOMO Group's international transactions will be calculated in accordance with the laws and regulations of each country and the Transfer Pricing Guidelines published by the Organization for Economic Cooperation and Development as well as in accordance with the arm's length principle.
- When the laws and regulations of countries and regions require documentation of the method of price calculation or where such documentation is required due to factors such as the size of the transaction or possible taxation risks, we will prepare the relevant documentation in an appropriate manner.

#### (2) Anti-Tax Haven Rules

- When investing in a low-tax country or when a country or region in which we operate is newly categorized as a low-tax country due to the lowering of the effective tax rate, we will determine whether or not the anti-tax haven rules apply to the investment or operation based on the laws and regulations of the country or region. Where the rules do apply, we will make our tax payments by self-assessment in an appropriate manner by adding the income of the target company to that of the parent company. Where we are exempted from anti-tax haven rules, we clarify the process that has led to such a decision. These guidelines are being observed by all consolidated subsidiaries of the NTT DOCOMO Group. Furthermore, in order to reduce the long-term tax burden ratio, we are working with the Japanese business community to request tax reform that contributes to the sustainable growth and strengthening of international competitiveness of Japanese companies.

#### Relationship with Tax Authorities

The DOCOMO Group strives to communicate with the tax authorities and maintain good relations with them while also providing them with explanations based on facts and responding in good faith and with sincerity.

We will respond to any issue indicated by the authorities by promptly identifying the cause and then implementing appropriate measures for correction and improvement to prevent a recurrence except in the events that we are filing a formal objection or seeking litigation against measures and opinions taken by the tax authorities.

#### Tax Payment Track Record and Reporting

The DOCOMO Group pays the taxes associated with its business management in an appropriate manner by complying with the related laws and regulations. Income taxes after adjustments for fiscal 2017 were 337,775 million yen, and the tax burden ratio to pretax income was 30.8%.

## Strategic Shareholding

As DOCOMO works together with partner companies to create new value and to achieve the “Declaration beyond” Medium Term Strategy to 2020, we are acquiring the shares of these partners if we consider those shares necessary from the perspective of corporate value enhancement.

Information on major shares held for strategic purposes are reported to the meeting of the Board of Directors regularly and together with other information, such as the earnings performance of investee companies, the purpose of investment and the status of achievement. Decisions on whether or not to continue holding or to dispose of the shares are also made at the meeting.

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- Corporate Governance
- Risk Management
- Compliance
- Tax Planning Strategy
- Strategic Shareholding
- Brand Management

## Brand Management

### Corporate Identity

#### ● Origin of the Company Name

The Company name is an abbreviation for “Do Communications Over The Mobile Network” and reflects the aspiration and commitment of all our employees to seek customer satisfaction wherever they are and in whatever situation.

#### ● Corporate Logo

The logo is written in small letters and in the custom color of “DOCOMO red.” It expresses DOCOMO’s new brand image of “Human Touch,” “Glimpse into the Future” and “Security and Reliability” as well as our desire to encourage people to feel an even greater affinity with the brand and a sense of expectation for the changes that DOCOMO will undergo. We chose red for its dynamic, uplifting impression as a vigorous statement of our corporate stance on innovation.



### Brand Slogan and Statement

DOCOMO upholds “the new of today, the norm of tomorrow” as its brand vision. Our slogan reflects the spirit of challenge with which we pursue innovations to provide greater convenience and comfort to the daily lives of our customers.

#### ● New Brand Slogan

**The new of today, the norm of tomorrow**

#### ● Brand Statement

DOCOMO has embarked on a new challenge: connecting the separate elements of daily life to achieve levels of convenience and enjoyment never seen before. We call it “smart innovation.”

Security and peace of mind, health, education, and all the other pleasures that go to make up life—we are proposing optimum connections for each individual, taking the provision of information and enjoyment of life a giant step forward. To make this a reality, we are supporting innovation across a wide range of businesses. And beyond this, we are also actively developing novel solutions to the challenges facing society. This culture of challenge and innovation is deeply rooted at DOCOMO. For us, however, it’s not simply about creating products and services that are new; it’s about creating things that, before you know it, become essential or even taken for granted in daily life.

We firmly believe the lifestyles that “smart innovation” makes possible will become the standard, so deeply ingrained they are hardly noticed. We envisage a time when the new becomes everybody’s taken-for-granted standard, and we are working toward that day with everything at our command.

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## Brand System

### NTT DOCOMO Corporate Brand (Carrier Brand)



### Service Brands

#### Network Services

Premium 4G, Xi, FOMA, docomo Hikari, etc.

#### Communications Services/New Service Domains (Provided by DOCOMO, Inc.)

Anshin Remote Support, imadoco-search, Osaifu- Keitai, DAZN for docomo, THEO+docomo, d anime store, d apps & review, d enjoy pass, d car sharing, d CARD, d kids, d gourmet, d game, d shopping, d job, dTV, dTV channel, d delivery, d travel, d fashion, d Payment, d hits, d photo, d book, d healthcare, d magazines, d music, d living, docomo Map Navi, Hanashite Hon'yaku, +Message, my daiz, etc.

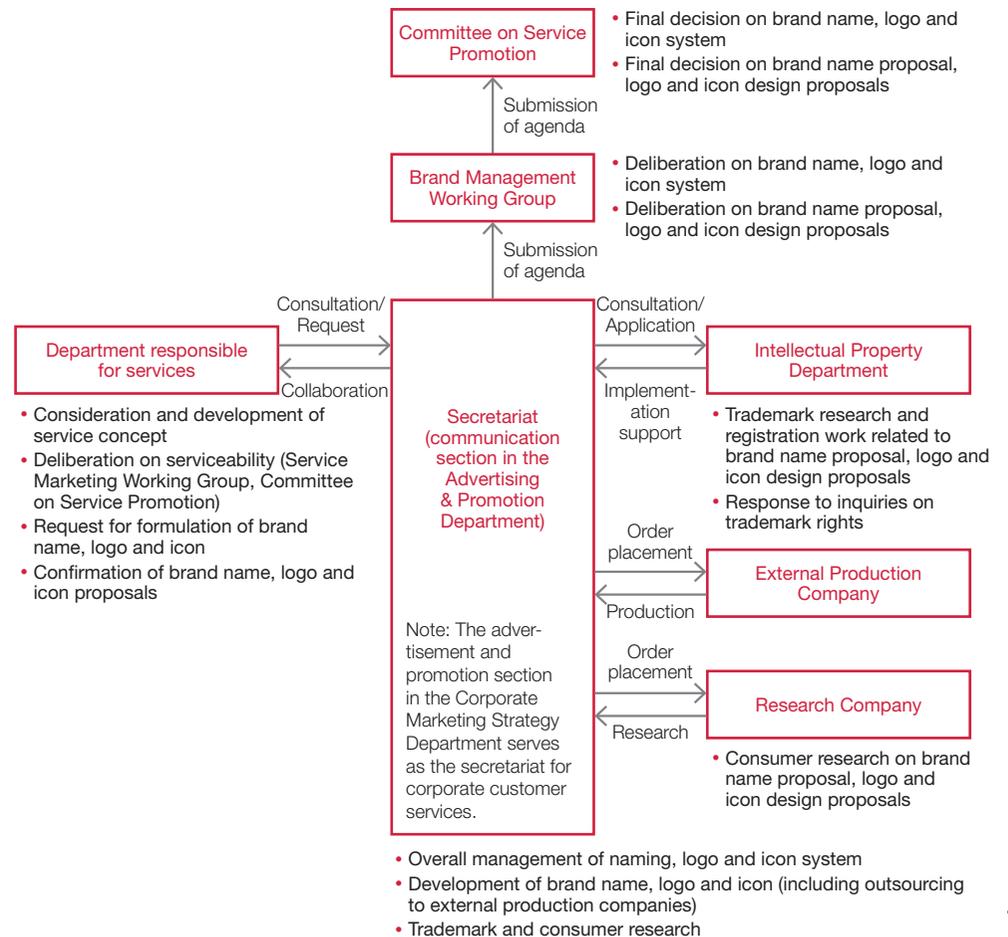
#### New Service Domains (Provided by Subsidiaries)

ABC Cooking, Karada no Tokei WM, Karada no Kimochi, Shop Japan, Tower Records, MAGASEEK, ModuleApps, etc.

## Management of Names, Logos and Icons

We formulated the Guidelines on Naming, Logos and Icons to systematically manage these aspects of services provided by DOCOMO, with implementation confirmed by the Brand Management Working Group and secretariat.

### Management of Names, Logos and Icons



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## Brand Management Indicators

With regard to our corporate brand, we closely monitor indicators such as the TOYO KEIZAI, INC.'s CSR Company Ranking (ranked first in fiscal 2017), Health and Productivity Management (White 500) recognition for personnel-related issues, and SRI indices such as the Dow Jones Sustainability Index for investor relations and corporate social responsibility.

## Brand Recognition and External Assessment

The DOCOMO brand is highly regarded in Japan.

### Top Five Japanese Brands Recognized in Japan

2018 Ranking	2017 Ranking	Brand Name	Sector	Brand Value (USD million)
1	1	NTT DOCOMO	Telecommunication	9,823
2	2	SoftBank	Telecommunication	5,901
3	3	au	Telecommunication	4,575
4	5	Recruit	Media	3,398
5	6	Rakuten	Internet Service	2,848

Source: Interbrand Japan, "Japan's Best Global Brands 2017"

## Use of Social Media

When using social media with customers as a communication tool, the NTT DOCOMO Group conducts operations in accordance with the following social media policy.

### NTT DOCOMO Group's Social Media Policy

The NTT DOCOMO Group will abide by the code of conduct and basic rules defined below as the social media policy when using official social media.

#### 1. Purposes of this policy

- (1) To promote communication by appropriate means
- (2) To always have self-awareness and responsibility as a DOCOMO Group member when using social media

#### 2. Definition of social media

Social media is defined as media that allows the general public to communicate with each other through information posted by individuals using the Internet and web technologies.

#### 3. Basic rules to follow when using social media

- (1) Always respect and listen carefully to those you communicate with
- (2) Clarify the purpose of communication and provide valuable information
- (3) Use easy to understand language
- (4) Understand the characteristics of digital tools, such as instant transmission and inability to cancel it
- (5) Fully respect privacy
- (6) Fully respect copyrights

#### 4. Information for customers

Information posted on a social media site by an administrator who operates an account approved by DOCOMO is not always posted after it has been verified, due to the characteristics of social media. In that regard, such information should not be regarded as official announcements and statements from DOCOMO. Please note that such information may be corrected later. Official announcements and statements from DOCOMO are posted on DOCOMO's website. Specific operations (support hours and whether or not or how to respond to inquiries) vary depending on the account.

# Editorial Policy and Organizational Profile

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## Editorial Policy

### ■ Editorial Points

The NTT DOCOMO Group has been issuing an annual CSR Report to further dialogue with stakeholders. It summarizes DOCOMO's philosophy and initiatives relating to corporate social responsibility (CSR). In fiscal 2014, we reviewed past content from the standpoint of information disclosure and revised it so that readers could better understand DOCOMO's potential for value creation into the future, and we produced the Sustainability Report 2014. The publication of the Sustainability Report 2018 marks the fifth year of our efforts. For the reports, we compiled data based on boundaries related to our core communications business to provide a comprehensive report on our CSR philosophy and various initiatives in accordance with the GRI Sustainability Reporting Guidelines.

Detailed information on our initiatives and data that are not contained in this PDF can be found on our corporate website. We have also created a CSR website named For ONEs to facilitate a better understanding of our CSR initiatives.

For customers who use NTT DOCOMO Group products and services, we also issued the NTT DOCOMO Group CSR Communication Book, a concise printed report in a reader-friendly format on topics we are particularly keen to communicate.

For detailed information on DOCOMO's business strategies and activities, please see the Integrated Report.

| Integrated Report

**URL** <https://www.nttdocomo.co.jp/english/corporate/ir/library/annual/index.html>

### ■ Period Covered

The report generally covers fiscal 2017, from April 1, 2017 to March 31, 2018, although some information pertains to time periods before or after fiscal 2017.

### ■ Report Scope of Organizations

The report applies to the DOCOMO Group, which consists of NTT DOCOMO, INC. and its 12 functional subsidiaries.\* Where there are exceptions to this rule, the names of applicable companies are clearly identified, and "DOCOMO" refers to NTT DOCOMO, INC.

\*12 functional subsidiaries (as of March 31, 2018): DOCOMO CS, Inc., DOCOMO CS Hokkaido Inc., DOCOMO CS Tohoku, Inc., DOCOMO CS Tokai, Inc., DOCOMO CS Hokuriku, Inc., DOCOMO CS Kansai, Inc., DOCOMO CS Chugoku, Inc., DOCOMO CS Shikoku Inc., DOCOMO CS Kyushu, Inc., DOCOMO Support Inc., DOCOMO Systems, Inc., DOCOMO Technology, Inc.

### ■ Reference Guidelines

GRI Sustainability Reporting Standards 2016

Environmental Reporting Guidelines FY2012 Version, Japan Ministry of the Environment  
ISO 26000 (Guidance on Social Responsibility)

### ■ Published

November 2018 (previous report: November 2017; next report: November 2019)

### ■ Contact Information

NTT DOCOMO, Corporate Social Responsibility Department

Sanno Park Tower, 11-1, Nagata-cho 2-chome, Chiyoda-ku, Tokyo 100-6150, Japan

Tel: +81-3-5156-1111

csr@nttdocomo.com

(Clicking the link will launch your email software.)

Company names, product names and service names included in the report are the trademarks or registered trademarks of NTT DOCOMO, INC. or their respective organizations.

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NTT DOCOMO, INC. (Company with Audit & Supervisory Board members) is a mobile telecommunications carrier of the NTT Group, for which NIPPON TELEGRAPH AND TELEPHONE CORPORATION (NTT) serves as the holding company.

## DOCOMO Overview

### ■ Corporate Profile

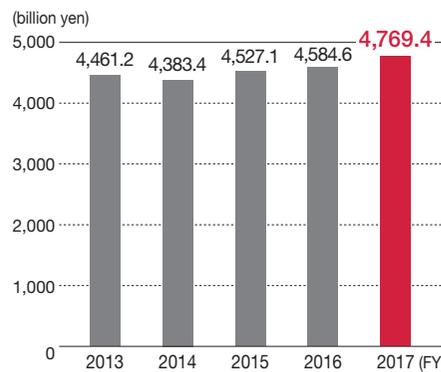
Company Name	NTT DOCOMO, INC.
Headquarters	Sanno Park Tower, 11-1, Nagata-cho 2-chome, Chiyoda-ku, Tokyo 100-6150, Japan
Common Stock	949,679,500,000 yen (as of March 31, 2018)
Start of Business	July 1, 1992
Stock Listing	Tokyo Stock Exchange* *The Company delisted itself from the New York Stock Exchange in April 2018.
Employees (Consolidated)	27,464 (as of March 31, 2018)
Subsidiaries and Affiliates	130 companies (as of March 31, 2018)

Business Segment	Description of Main Businesses
Telecommunications Business	Cellular (LTE (Xi) and FOMA) services, optical-fiber broadband services, satellite mobile communications services, international services, sales of equipment for each service, and more
Smart Life Business	Distribution services (video, music, electronic books, etc.), finance and payment services, online shopping services, and various other services to support the daily lives of our customers
All other businesses	Mobile device protection service, development, and sales and maintenance of systems under commission

## Major Data

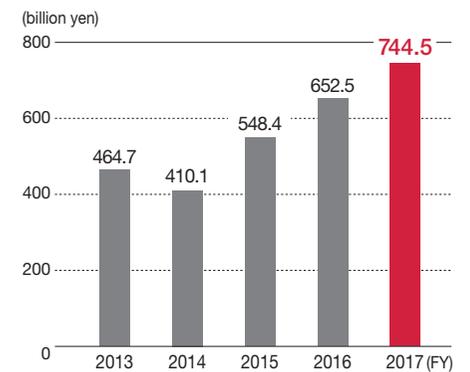
### ■ Financial and Non-Financial Results

Operating Revenues (Sales)\*

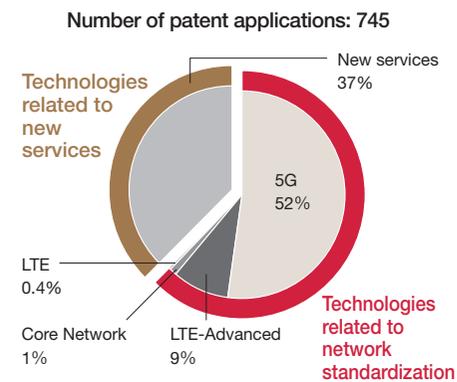


\*DOCOMO's financial results are compiled based on U.S. accounting standards.

Net Income Attributable to NTT DOCOMO

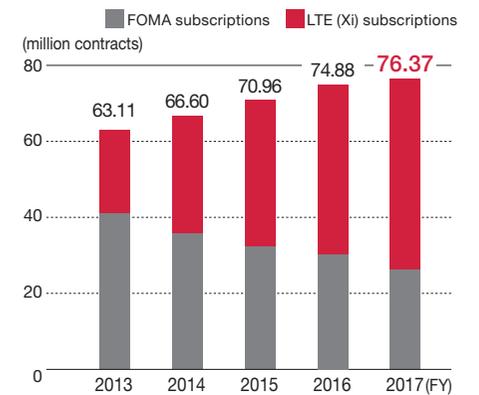


Patent Applications



(Breakdown of patents applied for Japan in FY2017)

Mobile Phone Subscriptions



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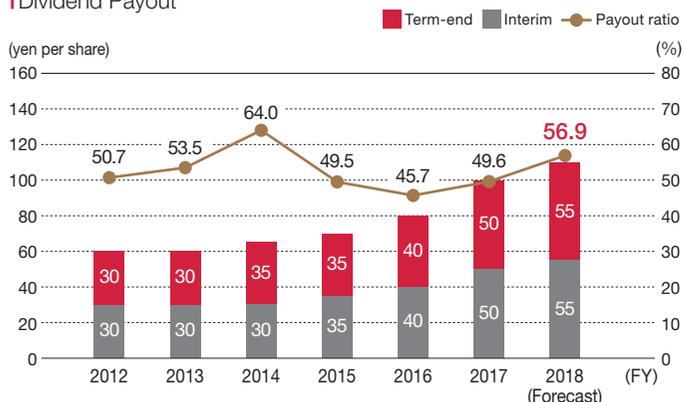
## Profit Distribution

### ● Returning Profits to Shareholders through Stable and Consistent Dividend Payments

NTT DOCOMO believes that providing adequate returns to shareholders is one of the most important issues in corporate management as it strives to develop and expand its business to enhance corporate value. The Company plans to pay dividends in a stable and continuous manner by taking into account its consolidated results, financial condition and consolidated dividend payout. The Company will also continue to pursue a flexible approach regarding share repurchases in order to return profits to shareholders. With respect to the level of treasury stocks resulting from share repurchases, it will try limiting the amount of such treasury stock to approximately 5% of the total outstanding shares and retiring the excess at the end of the fiscal year.

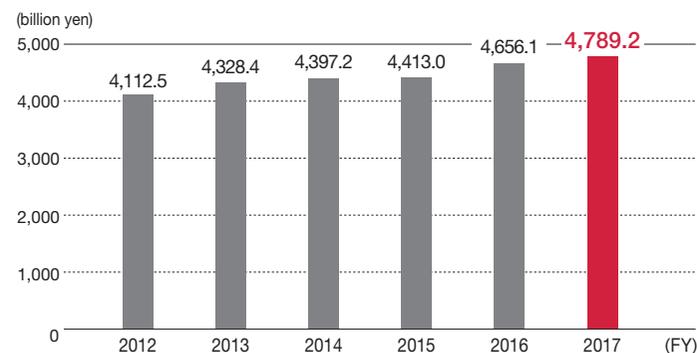
The Company will allocate its internal reserves to research and development, capital expenditures, strategic investments and other activities aimed at creating innovative technologies, providing attractive services and expanding its business domains.

#### Dividend Payout

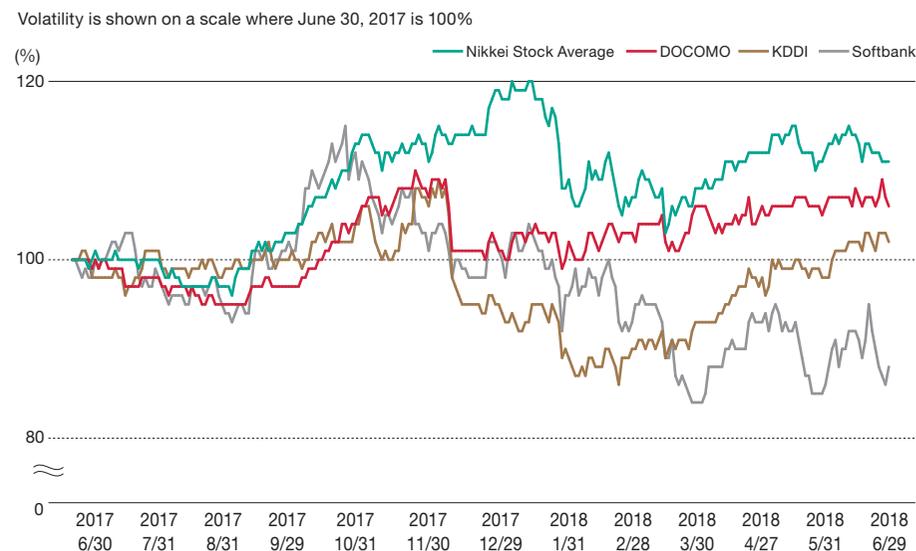


Note: The dividend above reflects the effects of a 1:100 stock split executed on October 1, 2013.

#### Internal Reserves (Consolidated)



#### Stock Price (between June 2017 and June 2018)



Source: Tokyo Stock Exchange

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## Evaluations by Outside Parties

DOCOMO's CSR and ESG initiatives have earned high marks from research organizations in Japan and overseas.



The Dow Jones Sustainability Indices were jointly developed by S&P Dow Jones of the United States and RobecoSAM of Switzerland as an index for evaluating corporate sustainability from the economic, environmental and social aspects. DOCOMO was selected to the DJSI World index for two consecutive years.



DOCOMO received Silver Class distinction in RobecoSAM Sustainability Award 2018, which presents awards to companies by industry sector for their excellence in sustainable initiatives.



DOCOMO is a constituent of the MSCI ESG Leaders Indexes, a globally recognized index created by U.S.-based MSCI.



DOCOMO is a constituent of the MSCI Japan ESG Select Leaders Index of companies selected by U.S.-based MSCI for excellence in ESG performance from each industry.



DOCOMO is included in the MSCI Japan Empowering Women Index selected by U.S.-based MSCI, representing Japanese companies that are leading their respective industries in seeking participation and promotion of women as well as diversity, and promoting gender diversity in the workforce.

DOCOMO is selected as a designated company for the FTSE4Good Index, a share index of socially responsible investments created by U.K.-based FTSE Russell.



DOCOMO has been included in the FTSE Blossom Japan Index of companies that excel in their response to ESG selected by U.K.-based FTSE Russell.



DOCOMO is rated as "Prime" by Germany-based ISS oekom as one of the leading telecommunications companies in the industry.



DOCOMO is a constituent of the STOXX Global ESG Leaders Index created by STOXX, a Swiss-based subsidiary of the German stock exchange operator Deutsche Borse AG and one of the world's leading developers and providers of indexes.



DOCOMO is a constituent of the SNAM Sustainability Index selected by Sonpo Japan Nipponkoa Asset Management (SNAM) and used in its sustainable management.



In FY2017, DOCOMO received a score of A- from CDP (headquarter: London, U.K.) which is a nonprofit organization carrying out environmental assessment of major companies and cities worldwide.



DOCOMO was selected as a constituent for the Bloomberg Gender-Equality Index, which evaluates excellent companies based on their efforts to build environments of gender-equality for their employees, encompassing areas such as information disclosure, policies and achievements.



DOCOMO is a constituent of the ETHIBEL PIONEER and ETHIBEL EXCELLENCE indices for socially responsible investment created by the Belgium-based SRI advisory agency Forum ETHIBEL.



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● Overall Number One in TOYO KEIZAI, INC.'s CSR Company Ranking for Fiscal 2017

NTT DOCOMO was ranked first in TOYO KEIZAI, INC.'s fiscal 2017 CSR company ranking. In preparing this ranking, Toyo Keizai evaluates companies from four perspectives of utilization of human resources, environmental performance, corporate governance and social performance, in addition to financial performance.

● Rated as Five Stars in the Nikkei Smart Work Survey for Fiscal 2017 and Honored with the Nikkei Smart Work Grand Prize 2018 (Innovation Division)

DOCOMO ranked among the top group with a five-star rating in the Nikkei Smart Work Survey, which ranks companies based on their capability to utilize human resources, achieve innovation and develop new markets, as well as their management foundation.



DOCOMO also won the Nikkei Smart Work Grand Prize 2018 (Innovation Division), which gives recognition to pioneering companies that are pursuing the challenge of bringing about the productivity revolution through workstyle reforms.



● Received the Grand Prize in the Internet IR Award 2017 from Daiwa IR

DOCOMO received the Grand Prize in the Internet IR Award 2017, presented by Daiwa Investor Relations Co., Ltd., which commends listed companies for effectively using IR websites for information disclosure and communication.



● Obtained "Eruboshi (Grade 2)" Certification

DOCOMO obtained the "Eruboshi ("L Star" with "L" standing for Lady, Labour and Laudable)" Grade 2 certification from Japan's Ministry of Health, Labour and Welfare as an excellent company promoting women's careers based on the Act for Promoting Women's Participation and Advancement in the Workplace.



URL <http://www.mhlw.go.jp/stf/houdou/0000123991.html> (in Japanese only)

● Obtained "Platinum Kurumin" Certification

DOCOMO received Platinum Kurumin certification from Japan's Ministry of Health, Labour and Welfare as a Kurumin-certified enterprise that is making high-level efforts with an adequate level of work-life balance support in the form of a system that employees actively use.



URL [http://www.mhlw.go.jp/stf/seisakunitsuite/bunya/kodomo/shokuba\\_kosodate/kurumin/](http://www.mhlw.go.jp/stf/seisakunitsuite/bunya/kodomo/shokuba_kosodate/kurumin/) (in Japanese only)

● Named to the List of "Top Hundred Telework Pioneers" for Fiscal 2017

DOCOMO was among the "Top Hundred Telework Pioneers" announced by Japan's Ministry of Internal Affairs and Communication, which recognizes enterprises and organizations that are proactively introducing and utilizing telework in their operations.



URL [http://www.soumu.go.jp/menu\\_news/s-news/01ryutsu02\\_02000151.html](http://www.soumu.go.jp/menu_news/s-news/01ryutsu02_02000151.html) (in Japanese only)

● Received the PRIDE Index Gold Award for Fiscal 2017

DOCOMO received the PRIDE Index Gold Award from the nonprofit organization, Work with Pride, which recognizes companies and organizations pursuing initiatives that aim to create working environments supportive of sexual minorities including LGBT.



URL <http://www.workwithpride.jp/pride.html> (in Japanese only)

● Received "White 500" Recognition for Excellence in Health and Productivity Management in Fiscal 2018

DOCOMO was selected as one of the "White 500" large enterprises recognized for excellence in health and productivity management in a certification system jointly managed by Japan's Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi (Japan Health Conference).



URL [http://www.meti.go.jp/policy/mono\\_info\\_service/healthcare/kenkoukeiei\\_yuryouhouzin.html](http://www.meti.go.jp/policy/mono_info_service/healthcare/kenkoukeiei_yuryouhouzin.html) (in Japanese only)

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• **ESG-Related Policies at DOCOMO** • Independent Assurance Statement • GRI Content Index

## ESG-Related Policies at DOCOMO

■ CSR/ESG ■ Environment (E) ■ Society (S) ■ Governance (G)

Element	Category	Policy/Philosophy/Guideline	Page Number in this Report and Link
CSR/ESG	CSR, ESG	NTT DOCOMO Group CSR Policy	18
Environment	Environment (overall)	DOCOMO Group Environmental Charter	34, 35
		DOCOMO Group's Environmental Declaration	34, 35
		Green Action Plan 2030	34, 36, 37
	Low-Carbon Society	Creation of a Low-Carbon Future—Basic Philosophy	44
		NTT Group Energy-Efficiency Performance Guidelines	<a href="http://www.ntt.co.jp/kankyo/management/img/energy/guidelinever8_e.pdf">http://www.ntt.co.jp/kankyo/management/img/energy/guidelinever8_e.pdf</a>
		Formation of a Sustainable Society—Basic Philosophy	46
		Green Design Guidelines (NTT DOCOMO Interpretation)	<a href="https://www.nttdocomo.co.jp/binary/pdf/corporate/csr/ecology/environ_management/guideline/guideline.pdf">https://www.nttdocomo.co.jp/binary/pdf/corporate/csr/ecology/environ_management/guideline/guideline.pdf</a> (in Japanese only)
Biodiversity	Preservation of Biodiversity—Basic Philosophy	50	
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		Privacy Policy	<a href="https://www.nttdocomo.co.jp/english/utility/privacy/">https://www.nttdocomo.co.jp/english/utility/privacy/</a>
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## Independent Assurance Statement

September 25, 2018

Mr. Kazuhiro Yoshizawa  
President and Chief Executive Officer, NTT DOCOMO, INC.

### 1. Purpose

We, Sustainability Accounting Co., Ltd., have been engaged by NTT DOCOMO, INC., (“the Company”) to provide limited assurance on the Company's performance indicators during the fiscal year 2017 reported in NTT DOCOMO Group Sustainability Report 2018, which indicate 103 thousand yen and 37 hours for the cost and hours of training per person, 5.3% for the ratio of female employees in managerial positions, 2.32% for the employment ratio of people with disabilities (as of June 1, 2018), 3,748 thousand tons for the amount of CO<sub>2</sub> emissions (scope 1, 2 and 3), 779 thousand kWh for the solar and wind power generated by the Company, 39 thousand tons for the amount of waste and 1,508 thousand m<sup>3</sup> for the water consumption (collectively, “the Performance Indicators”). The purpose of this process is to express our conclusion on whether the Performance Indicators were calculated in accordance with the Company's standards. The Company's management is responsible for calculating the Performance Indicators. Our responsibility is to independently carry out a limited assurance engagement and to express our assurance conclusion.

### 2. Procedures Performed

We conducted our assurance engagement in accordance with International Standard on Assurance Engagement 3000 (ISAE 3000) and International Standard on Assurance Engagement 3410 (ISAE 3410). The key procedures we carried out included:

- Interviewing the Company's responsible personnel to understand the Company's standards and reviewing the Company's standards
- Visiting to one of the Company's sites
- Performing cross-checks on a sample basis and performing a recalculation to determine whether the Indicators were calculated in accordance with the Company's standards.

### 3. Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the Indicators have not been calculated in all material respects in accordance with the Company's standards.

We have no conflict of interest relationships with the Company.

Takashi Fukushima  
Representative Director, Sustainability Accounting Co., Ltd.

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## GRI Content Index

NTT DOCOMO Group Sustainability Report 2018 is prepared in accordance with the core section of the GRI Sustainability Reporting Standards 2016/2018.

Click the page numbers in the below list to see the related information available in this report.

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