

Foundation for Value Creation



► Message from the Executive Responsible for CSR



Strengthening our business foundation leads to solving various social issues and advancing society

Akira Terasaki

Senior Executive Vice President,
Responsible for CSR

► Contributing to sustainability under the themes of people, the environment and society

Sustainability is a perennial topic in corporate management and daily life. The issues involved in achieving sustainability can be divided into three basic categories. The first is people. Global population growth and other factors are causing such problems as food shortages, energy and resource depletion, water shortages, and employment mismatches. The second is the environment. Environmental issues include climate change. And the third is society. The increasing disparity among communities has become an issue. In my opinion, the efficient use of resources, streamlining of social activities, and the upgrade and universalization of access to information are the major topics in the pursuit of sustainability, and the use of ICT is the key to solving these issues. So far, the role of ICT has concentrated on phones and email to connect people with each other. However, I expect that ICT, working behind the scenes, will serve to assist every corner of society as it expands to provide new value that combines the application of IoT, AI, Big Data and other technologies.

► Using human resources to accomplish “Innovative docomo” and “Responsible docomo”

NTT DOCOMO is proud to be a prime mover in the field of mobile ICT. We are advancing along two fronts as we seek to put our strengths into play and thus contribute to society. The first is “Innovative docomo,” in which we are attempting to create new value through our “+d” initiatives, addressing education, health and medicine, regional revitalization, and other social issues. The second is “Responsible docomo,” in which we aim to create a trustworthy company that fulfills its social responsibilities. Incorporating these two aspects into all of our corporate activities will advance our mission to solve various social issues and contribute to the sustainability of a society in which people will be able to lead safer, more secure, more comfortable and richer lives.

Human resources are the bedrock of corporate activity. I believe that we can maximize our capabilities by supporting the personal growth of each and every individual. We cannot create added value with our “+d” initiatives using only our information and communications knowledge and experience. For example, we offer a program in which we send our employees to gain work experience at companies in other industries. We are also working to broaden our HR programs to cover more diverse approaches to how we conduct our work. We will continue making efforts to improve the workplace environment so that everyone can perform to their fullest.

► Addressing social issues head on as the industry’s leader

Moving forward, we will continue to lead technology innovation in telecommunications and mobile ICT and to promote the expansion of advanced infrastructure. In addition, we are creating state-of-the-art services through co-creation with our partners. For instance, we are actively carrying out verification testing and standardizing 5G **P47** capabilities for 2020. In addition, as ESG investment grows in Japan along with changes in the investment climate, we are looking at global ESG assessments and raising the level of our CSR activities. By doing so, it is my belief that we will be able to contribute to solving various social issues and advancing society in general, thereby increasing our corporate value.

For more in-depth information about non-financial areas such as management resources, labor practices, human rights, relationships with suppliers, the environment and social contribution, please refer to the *NTT DOCOMO Group Sustainability Report*.

▶▶ <https://www.nttdocomo.co.jp/english/corporate/csr/report/index.html>

■ Human Resources | Spreading “+d” further through individual growth

DOCOMO's Growth

By promoting diversity management and providing employees with a variety of opportunities to develop their skills, we maximize individual strengths.

Value We Provide

Creating new value through innovation, and producing human resources to lead future businesses

Percentage of female employment

Approx. **30%**

In addition to creating a workplace environment in which women can play an active role, we have actively sought to hire more women. As a result, the percentage of female employment is approximately 30%.

Hours of training per employee

Approx. **50** hours/year

We provide training in professional, business and other skills, offering our employees a variety of opportunities to develop skills tailored to the requirements at each level.

Employing people with disabilities

Employment rate **2.16%**

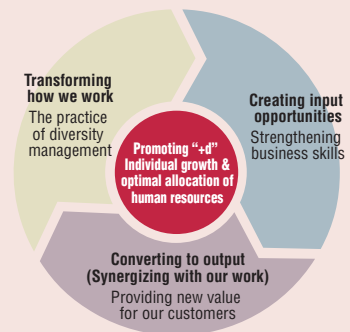
Our special subsidiary DOCOMO PlusHearty, Inc. actively recruits people with severe disabilities and undertakes measures to improve their skills. By offering support suited for each individual, we strive to create a workplace where people with disabilities can play an active role.

Human resources strategy

Working towards our 2020 vision of “pursuing smart innovation,” it is important to expand our telecommunications business in the midst of intense environmental changes, and to strengthen our smart life business and other businesses segment. In particular, we must create new value in cooperation with our partner companies through our “+d” initiative. In order to do this, we need to develop a work environment in which each of our diverse employees can grow and be active. Because we understand that individual growth leads to our growth as a company, NTT DOCOMO emphasizes three points to encourage employee growth — creating input opportunities, converting to output and transforming how we work.

In addition, in order to provide an environment in which every individual employee can play an active role, DOCOMO is focusing on creating workplaces where employees can work in safety and good health. The same applies to our suppliers as well, and we conduct procurement in compliance with laws and social norms, and in consideration of the environment and human rights.

Spreading “+d” further through individual growth



DOCOMO chosen for the New Diversity Management Selection 100

DOCOMO was chosen for inclusion in the fiscal 2015 New Diversity Management Selection 100, an initiative run by the Japanese Ministry of Economy, Trade and Industry (METI). This initiative recognizes companies that have made full use of diverse human resources and enhanced their corporate value through diversity management. DOCOMO launched its Diversity Development Office in 2006, and since then has pursued the creation of a corporate culture and organizational climate that views diversity as a shared value.

The fiscal 2015 award recognized our various diversity initiatives, including the promotion of women's careers, enhancement of the role of management and awareness-raising among men, and ongoing medium- and long-term support for flexible work styles and careers.

Through diversity management, DOCOMO will continue to pursue sustainable corporate growth by encouraging each employee to play a unique role in a diverse workplace.





DOCOMO's Growth

We make best use of our advanced technologies, leading the market with our extensive, fast and easy-to-use network, to earn the confidence of our customers.

Value We Provide

In our increasingly sophisticated ICT society, we will continue to provide stable infrastructure.

Communication speeds

Maximum speeds up to **375Mbps**

In order to achieve our goal of easy-to-use communications, we are working to enhance our communication speeds even further. Taking advantage of new technologies such as carrier aggregation, we have achieved communication services with maximum reception speeds of up to 375Mbps, the fastest in Japan.

Feedback from customers about connectivity

Approx. **30,000** cases

We gather a wide range of information about connectivity through a feedback page on our website. Based on this information, we continue to improve the quality of our communications.

▶▶ (Japanese only)
<https://www.nttdocomo.co.jp/support/area/feedback/index.html>

Number of large-zone base stations

106 locations

In addition to our normal base stations (covering a radius of few hundred meters to 2 kilometers), we have a number of large-zone base stations dedicated for use during major disasters. Covering a radius of about 7 kilometers, these stations are used only when normal base stations suffer damage during a larger-than-expected disaster, and serve to secure continuity of the telecommunications lifeline.

Policy on providing network services

At NTT DOCOMO, to ensure consistent customer satisfaction, we consider it important to provide an “anywhere, anytime” network environment consisting of the wireless access networks, core networks, services platforms, main systems, and operating systems essential to the communication business. Aiming for an “anywhere” network connection, we are expanding our service area by maintaining and increasing the number of base stations to establish a network environment that is widely accessible—in urban areas, underground, sparsely populated areas and remote locations. Aiming to provide better “anytime” network services, our operations center monitors the network 24 hours a day, 7 days a week, and we also work to ensure network connectivity—for example, by deploying mobile base station vehicles during large-scale events.

NTT DOCOMO disaster response measures

At DOCOMO, we believe advance preparation during normal operations is essential for disaster response and recovery. Since our founding, when we formulated the Three Principles of Disaster Preparedness, we have been committed to securing communications whenever disaster strikes. These three principles are “enhance system reliability,” “ensure essential communications” and “rapidly restore communications services.” Based on these principles, we aim to build a strong, disaster-resistant communications network, and are working to improve its safety and reliability. As a designated public body since 1999, we also aim to cooperate with administrative agencies and local governments to engage in a broad range of efforts to ensure communications services in times of disaster.

The Kumamoto earthquake of April 2016 caused power outages and disrupted transmission routes, forcing us to interrupt our services. However, we promptly established a disaster response headquarters, backed up by a support system drawn from all over Japan. This support system included more than 1,000 people, all working to restore communications services as soon as possible. We also provided a disaster message board service, offered free charging services in temporary shelters, removed speed caps on data communications, provided free accessory products, and offered postponement of fee payment deadlines, which all helped to secure communications for our customers. We also worked in cooperation with administrative agencies on loans of mobile phones, etc.



Research and Development | Creating the new technology that the world needs

DOCOMO's Growth

We have R&D capabilities built up over many years that are centered on the development and evolution of communications technology. We are world leaders in mobile communications development.

Value We Provide

Achieving smart innovation highly relevant to the daily life of every single customer; offering ease and excitement like never before

Research and development expenditures

¥83.3 billion

NTT DOCOMO engages in continuous research and development aimed at generating innovation. In fiscal 2015, we moved ahead with development of our "OHaNAS" next-generation communication toy, along with development aimed at further increasing the speed of our PREMIUM 4G network.

Number of R&D employees

Approx. 900

Technology is one of DOCOMO's most powerful assets in creating original and unique innovations. Our R&D Innovation Division continues to lead the world in research and development efforts.

Number of foreign patent registrations

8,400

In order to connect DOCOMO's research and development results to the Company's growth, we are proactively working to acquire patents both in Japan and overseas. In fiscal 2015, we accelerated the filing of patents for 5G-related technologies.

Innovation policy

Development in the information and communications industry is moving ahead dramatically, and the potential for significant social impact from new technology and ideas is high. Not only in the field of mobile communications (such as devices and networks), which is our core business, but also in "software" (such as usability and production efficiency), we need innovation with a sense of speed.

To ensure that we keep our sights on social trends and respond to requests from our customers and society, NTT DOCOMO actively employs open innovation and agile development that make use of outside technologies. We develop technology through the various departments in our R&D Innovation Division. To respond to technological innovation overseas, we also have R&D bases in the United States, Germany and China. These bases work in cooperation with the R&D Innovation Division to evolve technology further.

Research and development of next-generation 5G technology

NTT DOCOMO is conducting research and development on the 5G next-generation mobile communications format. With the aim to facilitate a super-advanced information society from 2020 and beyond, further dramatic improvements in performance are expected from 5G, such as transmission rates 100 times faster than the current LTE format and a thousand-fold increase in capacity (based on values from 2010).

In fiscal 2015, NTT DOCOMO held the 5G Tokyo Bay Summit 2015 at which invited representatives of industry, academia, and government discussed and shared information on technology. In addition, with the cooperation of major global vendors, we achieved speeds of 2Gbps and higher in 5G milliwave communications experiments using commercial facilities and other usage environments, and formed a cooperative agreement on 5G experiments with MediaTek Inc. of Taiwan. We are also promoting cooperation with the world's major carriers and are steadily moving ahead with the realization of 5G through means including agreement on the launch of the 5G Open Trial Specification Alliance that will develop common specifications for verification trials.





DOCOMO's Growth

Realizing a sustainable, environmentally considerate society with the goal of comfortable living for all

Value We Provide

Contributing to environmental conservation by society overall, through mobile ICT services and the reduction of environmental impact from our own business activities

Power consumption per data communication unit

Reduction by 58%
(compared with fiscal 2012)

Efficient introduction of the LTE system has reduced the amount of power required by the network to carry our customers' data.

Paper used in promotional and sales materials

Reduction by 63%
(compared with fiscal 2012)

We are working to reduce the amount of paper used in promotional and sales materials through digitization. By providing these materials in PDF format on our website, we continue to reduce total paper usage without impact on actual sales.

Final waste disposal ratio

Final disposal ratio: 1.6%

DOCOMO actively promotes the three R's—Reduce, Reuse and Recycle—for all resources used in our business activities.

Environmental policy

As part of our efforts to contribute to a society in which people can lead full and rich lives, as per our 2020 vision, we have established the DOCOMO Global Environmental Charter to serve as guidelines for promoting environmental conservation activities. Based on this Charter, and in order to promote environmental conservation activities throughout the entire Group, we have established an environmental management system with the DOCOMO Group ECO Committee, chaired by the President, as its highest-level decision-making body.

We believe that our ICT services can help to reduce the environmental impact of our lifestyles and society. For example, the use of cloud services can reduce energy consumption by storing customer data servers in the cloud.

In addition, we assess our suppliers' products and efforts toward environmental conservation and ensure these are reflected in procurement, and proactively procure environmentally friendly products and materials based on our guidelines for green procurement.



Reduction of network power consumption

As an initiative to reduce network power consumption, we are working to construct environmentally considerate networks that feature energy-saving telecommunications equipment, active adoption of environmental impact-reducing technologies in electric power and air conditioning equipment, and the use of renewable energy.

Specifically, we are developing smaller installed devices and high-efficiency base stations that significantly reduce power consumption. We are also introducing "Smart DASH" intelligent air conditioning that simultaneously controls multiple air conditioning units, and are introducing green base stations that make effective use of renewable solar energy.



Green base station in Sapporo, Hokkaido

DOCOMO's Growth

As a good corporate citizen, we work to introduce diverse initiatives that lead to a stable and secure society

Value We Provide

We cross national, regional and generational boundaries to contribute to safe, secure and affluent local communities

Social contribution expenditures

Approx. **¥4.9 billion**

NTT DOCOMO conducts Mobile Phone Safety Classes as an awareness-raising activity for keeping users including children safe when using smartphones and mobile phones. We also contribute to local communities through initiatives such as donations for disaster relief, and classes for rugby, soccer and other sports.

Employees engaged in social contribution activities

35,600 employees

We engage in activities that include improving the 49 "docomo Woods" located around the nation, dispatching company volunteers to support post-disaster reconstruction in the Tohoku region, and activities to clean up the neighborhoods, rivers, beaches and other areas surrounding our workplaces.

Mobile Communication Fund

Approx. **¥116 million**

The Mobile Communication Fund encourages the growth of future generations and the creation of a sound social environment. Activities sponsored by the fund include the DOCOMO Mobile Science Award that supports young researchers, scholarships for international students from Asia, and donations to NPOs and other organizations that support children's welfare.

Social contribution activities and priority themes

Based on our social contribution policy and priority themes, we not only contribute to the resolution of social issues through our business activities but also go beyond national, regional and generational boundaries to contribute to the realization of a society where people can live safely, securely and comfortably in affluence.

Initiatives related to social contribution activities

We, the NTT DOCOMO Group, seek to engage with the local community in the public and private domains as a good corporate citizen, and we will actively strive to bring comfort and fulfillment to the local community through activities that contribute to society.

We will 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 five priority themes listed on the right.

Priority Themes

1. Safety and Security
2. The Next Generation
3. Disasters
4. The Environment
5. The Local Community

Safety and security for users including children

To help prevent the danger and trouble sometimes associated with the use of smartphones and mobile phones, we offer free Mobile Phone Safety Classes nationwide, teaching people the safest way to use their phones. These classes encourage awareness of common problems, with lecturers using animation and slides to explain that we need to observe rules and etiquette in the safe use of smartphones and mobile phones. Five courses of study are available, tailored to student age and level, starting from lower elementary school grades and ranging up to senior students. These classes commenced in July 2004, with about 55,300 classes provided to approximately 8.1 million students over an 11-year period (as of March 31, 2016).

In addition to the above, from 2006 we have conducted the DOCOMO Hearty Class aimed at persons with disabilities. This course teaches the use of mobile phones and smartphones, while introducing convenient features of these increasingly multi-functional devices. In fiscal 2015, we held the course 69 times primarily for persons with visual disabilities, with about 800 participants.



Management Team

Members of the Board of Directors



President and Chief Executive Officer,
Member of the Board of Directors

Kazuhiro Yoshizawa

2011 21,000 shares

April 1979 Entered NTT Public Corporation
July 2013 Executive Vice President, General Manager of Corporate Strategy and Planning Department, General Manager of Structural Reform Office, Responsible for Mobile Society Research Institute of the Company
June 2014 Senior Executive Vice President, Chief Information Officer, Chief Information Security Officer and Chief Privacy Officer, Responsible for Technology, Devices and Information Strategy of the Company
June 2016 President and Chief Executive Officer of the Company (To the present)



Senior Executive Vice President (CIO, CISO, CPO),
Member of the Board of Directors

Hiroyasu Asami

2014 12,700 shares

April 1980 Entered NTT Public Corporation
July 2013 Executive Vice President, Executive General Manager of Smart-life Business Division of the Company
June 2014 Executive Vice President, General Manager of Corporate Strategy and Planning Department of the Company
June 2015 Executive Vice President, General Manager of Corporate Strategy and Planning Department, Responsible for Broadband Business of the Company
June 2016 Senior Executive Vice President, Chief Information Officer, Chief Information Security Officer and Chief Privacy Officer, Responsible for Technology, Devices, Network, Information Strategy and Preparation for 2020 of the Company (To the present)



Senior Executive Vice President,
Member of the Board of Directors

Toshiki Nakayama

2014 6,800 shares

April 1981 Entered NTT Public Corporation
June 2014 Executive Vice President, Executive General Manager of Smart-life Business Division, General Manager of Smart-life Solutions Department of the Company
June 2015 Executive Vice President, Executive General Manager of Smart-life Business Division of the Company
June 2016 Senior Executive Vice President, Responsible for Global Business and Corporate of the Company (To the present)



Senior Executive Vice President,
Member of the Board of Directors

Akira Terasaki

2014 4,900 shares

April 1976 Entered Ministry of Posts and Telecommunications
July 2010 Special Advisor to Ministry of Internal Affairs and Communications
October 2010 Professor, Graduate School of Science and Engineering, Tokyo Institute of Technology
July 2011 Advisor, Nomura Research Institute, Ltd.
June 2014 Senior Executive Vice President, Responsible for Corporate Business, Improvement of Business Operations and CSR of the Company (To the present)



Executive Vice President (CTO),
Member of the Board of Directors

Seizo Onoe

2012 18,500 shares

April 1982 Entered NTT Public Corporation
June 2012 Executive Vice President, Chief Technology Officer, General Manager of R&D Center of the Company
July 2014 Executive Vice President, Chief Technology Officer, Executive General Manager of R&D Innovation Division of the Company (To the present)
June 2015 President of DOCOMO Technology, Inc. (To the present)



Executive Vice President (CFO),
Member of the Board of Directors

Hirotaka Sato

2012 15,000 shares

April 1982 Entered NTT Public Corporation
June 2011 Senior Vice President, General Manager of Corporate Sales and Marketing Department I of the Company
June 2012 Senior Vice President, General Manager of Accounts and Finance Department of the Company
June 2014 Executive Vice President, Chief Financial Officer, General Manager of Accounts and Finance Department, Responsible for Finance and Business Alliance of the Company (To the present)



Executive Vice President,
Member of the Board of Directors

Kiyohiro Omatsuzawa

2014 17,300 shares

April 1981 Entered NTT Public Corporation
June 2014 Executive Vice President, General Manager of Network Department, Responsible for Network and Preparation for 2020 of the Company
July 2015 Executive Vice President, Responsible for Network and Preparation for 2020 of the Company (To the present)
June 2016 Executive Vice President, General Manager of Corporate Strategy and Planning Department, Responsible for Broadband Business of the Company (To the present)



Executive Vice President,
Member of the Board of Directors

Hiroshi Tsujigami

2016 1,000 shares

April 1983 Entered NTT Public Corporation
July 2007 General Manager of Business Management Corporate Strategy Planning Department of NTT
June 2008 Outside Director of the Company
June 2012 Senior Vice President of Corporate Strategy Planning, Member of the Board of Directors of NTT
June 2012 Member of the Board of Directors of NIPPON TELEGRAPH AND TELEPHONE EAST CORPORATION ("NTT EAST")
June 2016 Executive Vice President, Executive General Manager of Sales and Marketing Division of the Company (To the present)



Executive Vice President,
Member of the Board of Directors
Kouji Furukawa

2016 4,200 shares

April 1984 Entered NTT Public Corporation
June 2012 General Manager of Corporate Sales and Marketing Department I of the Company
June 2013 Senior Vice President, General Manager of Corporate Sales and Marketing Department I of the Company
June 2016 Executive Vice President, Executive General Manager of Corporate Sales and Marketing Division, General Manager of TOHOKU Reconstruction Support Office of the Company (To the present)



Executive Vice President,
Member of the Board of Directors
Kyoji Murakami

2016 5,300 shares

April 1986 Entered NTT
June 2013 Senior Vice President of the Company, Senior Executive Vice President of docomo Healthcare, Inc., Responsible for Medical/Healthcare Business Promotion
June 2015 Senior Vice President, General Manager of Smart-life Solutions Department of the Company
June 2016 Executive Vice President, Executive General Manager of Smart-life Business Division of the Company (To the present)



Senior Vice President,
Member of the Board of Directors
Seiji Maruyama

2016 6,500 shares

April 1985 Entered NTT
June 2010 General Manager of Product Department of the Company
June 2014 Senior Vice President, General Manager of Product Department of the Company
June 2016 Senior Vice President, General Manager of Human Resources Management Department of the Company (To the present)



Member of the Board of Directors,
Corporate Advisor
Kaoru Kato

2008 37,700 shares

April 1977 Entered NTT Public Corporation
April 2009 Executive Vice President, General Manager of Corporate Strategy and Planning Department, General Manager of Mobile Society Research Institute of the Company
July 2009 Executive Vice President, General Manager of Corporate Strategy and Planning Department of the Company
June 2012 President and Chief Executive Officer of the Company
June 2016 Corporate Advisor of the Company (To the present)



Outside Member of the Board of Directors
Teruyasu Murakami^{1,3}

2013 6,400 shares

April 1968 Entered Nomura Research Institute, Ltd. ("NRI")
April 2002 Chief Corporate Counselor of NRI
June 2008 Independent Director of Benesse Holdings, Inc.
April 2012 Director of Research Institute for Industrial Strategy (To the present)
June 2013 Outside Director of the Company (To the present)



Outside Member of the Board of Directors
Noriko Endo^{1,3}

2016 1,000 shares

June 1994 Entered DIAMOND, Inc.
April 2006 Deputy Editor of Diamond Weekly, DIAMOND, Inc.
Sept. 2013 Visiting Researcher at Policy Alternatives Research Institute, University of Tokyo (To the present)
April 2015 Project Professor, Graduate School of Media and Governance, Keio University (To the present)
April 2015 Adjunct Researcher, Environmental Research Institute, Waseda University (To the present)
June 2016 Outside Director of the Company (To the present)



Member of the Board of Directors
Shinichiro Ueno

2016 1,000 shares

April 1991 Entered NTT
July 2012 Senior Manager, Technology Planning Department of NTT
July 2015 Vice President of R&D Planning Research and Development Planning Department of NTT (To the present)
June 2016 Director of the Company (To the present)

Profile

Position

Name

Appointment year / Number of shares held

Career summary

1. Outside director
2. Outside audit & supervisory board member
3. Independent officer

Audit & Supervisory Board Members



Full-time Audit & Supervisory Board Member

Tooru Kobayashi

2014 18,900 shares

April 1976 Entered NTT Public Corporation
 April 2012 Representative Director, Senior Executive Vice President, Member of the Board of Directors of Sumitomo Mitsui Card Co., Ltd.
 June 2013 President, Representative Director of DOCOMO Service, Inc.
 June 2014 Full-time Audit and Supervisory Board Member of the Company (To the present)



Full-time Outside Audit & Supervisory Board Member
Naoto Shiotsuka²

2013 6,400 shares

April 1977 Entered NTT Public Corporation
 June 2009 Director and Executive Vice President, Senior Executive Manager of Finance Department (CFO), Responsible for CSR of NTT DATA
 June 2011 President and Chief Executive Officer, NTT DATA MANAGEMENT SERVICE Corporation
 June 2013 Full-time Outside Audit & Supervisory Board Member of the Company (To the present)



Full-time Outside Audit & Supervisory Board Member
Toshimune Okihara²

2014 3,600 shares

April 1979 Entered NTT Public Corporation
 June 2006 Senior Vice President, General Manager of System Engineering Department, Member of the Board of Directors of NTT Communications Corporation ("NTT Com")
 June 2010 Executive Vice President, General Manager of System Engineering Department, Enterprise Sales Division, Director of NTT Com
 June 2011 President and Chief Executive Officer of NTT Com Technology Corporation (currently known as NTT Com Solutions Corporation)
 June 2014 Full-time Outside Audit & Supervisory Board Member of the Company (To the present)



Full-time Outside Audit & Supervisory Board Member
Yutaka Kawataki^{2,3}

2015 2,100 shares

April 1977 Entered The Board of Audit of Japan
 March 2013 Deputy Secretary General of The Board of Audit of Japan
 April 2014 Secretary General of The Board of Audit of Japan (Retired in March 2015)
 June 2015 Full-time Outside Audit & Supervisory Board Member of the Company (To the present)



Outside Audit & Supervisory Board Member
Eiko Tsujiyama^{2,3}

2011 3,300 shares

April 2003 Professor, School of Commerce and Graduate School of Commerce, Waseda University (To the present)
 June 2008 Outside Corporate Auditor of Mitsubishi Corporation (To the present)
 June 2010 Outside Director of ORIX Corporation (To the present)
 May 2011 Outside Corporate Auditor of Lawson, Inc. (To the present)
 June 2011 Outside Audit & Supervisory Board Member of the Company (To the present)
 June 2012 Outside Audit & Supervisory Board Member of Shiseido Company, Limited (To the present)

Profile

Position

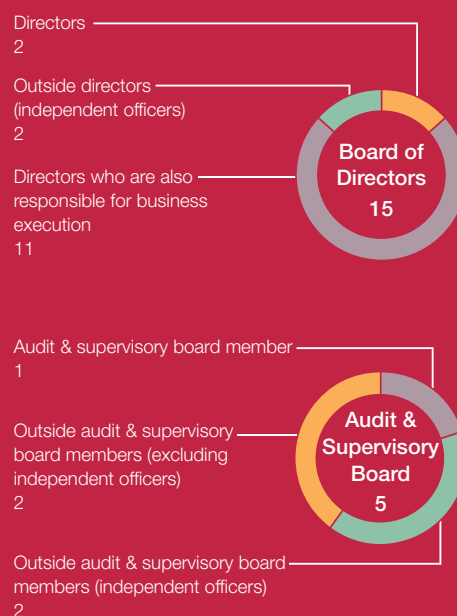
Name

Appointment year / Number of shares held

Career summary

1. Outside director
2. Outside audit & supervisory board member
3. Independent officer

Composition of Board of Directors and Audit & Supervisory Board



Messages from Outside Directors



Outside Director
Teruyasu Murakami
 Director of Research Institute
 for Industrial Strategy

As NTT DOCOMO's first independent outside director, it has been my mission since my appointment to represent the interests of general shareholders and contribute to the improvement of corporate value and the sustained growth of the Company. To do this, I have endeavored to understand the actual condition of the Company's management and deepen strategic thinking.

I have made it a point to comment on all proposals considered important from the viewpoint of general shareholders at Board of Directors meetings. As a result, the total number of statements made by all members at Board of Directors meetings has increased by about 70% since my appointment. Although this in and of itself does not lead to improved corporate governance, a fundamental precondition for improving corporate governance is free and candid discussions stimulated by a variety of external opinions at Board of Directors meeting. I can say that NTT DOCOMO is satisfactorily meeting this precondition.

NTT DOCOMO is a pioneer in service innovation among global telecommunications carriers. The Company has dedicated itself to strengthening its technology and upgrading the systems and organization of its service businesses. These efforts are starting to show results, and we can now see the road to further growth after surviving a period of competition and achieving a V-shaped recovery. However, the domestic and global business environment will continue to change drastically and rapidly. I will continue my efforts to promote corporate governance through a strong Board of Directors with free and candid discussions.



Outside Director
Noriko Endo
 Project Professor, Graduate
 School of Media and
 Governance, Keio University

I was appointed as an independent outside director in June 2016. While maintaining a neutral perspective toward management oversight, I will work with the Company's management team to achieve a medium- to long-term increase in corporate value.

Looking back on 18 years of reporting and writing for an economic magazine, I have spent over two-thirds of that time focusing on the electronics and IT industries. I have watched digital technology, the Internet, and other technological innovations shake industrial structures on a global scale, and have seen how companies have had to transform their business models. Technology has developed at an exponential pace during that time, and a major socioeconomic revolution centered on AI and the IoT is now about to take place. Competition among companies is extending across industry sectors and national borders, and is sure to become more complex.

In this age of constant change, it is important that growth strategies be created through the integration of knowledge from many domains. The "value co-creation company" in NTT DOCOMO's "new initiatives toward delivery of medium-term targets" embodies open innovation, and I have expectations that the Company's diversity management, which actively appoints women to management positions, will bring a fresh breeze to management. I intend to eagerly take part in discussions at Board of Directors meetings and elsewhere, while offering knowledge in public policy and risk governance, my current areas of research.

Executive Officers

Name	Position	Responsibility
Hajime Kii	Executive Vice President	Executive General Manager of Kansai Regional Office
Kazuhiro Takagi	Executive Vice President	Executive General Manager of Kyushu Regional Office
Syohei Sakaguchi	Senior Vice President	Executive General Manager of Hokkaido Regional Office
Michio Fujiwara	Senior Vice President	Executive General Manager of Tohoku Regional Office
Makoto Tani	Senior Vice President	Executive General Manager of Tokai Regional Office
Ichiro Nishino	Senior Vice President	Executive General Manager of Hokuriku Regional Office
Yohji Maruyama	Senior Vice President	Executive General Manager of Chugoku Regional Office
Osamu Hirokado	Senior Vice President	Executive General Manager of Shikoku Regional Office
Tomohisa Ueno	Senior Vice President	General Manager of Tokyo Branch
Hikaru Kawachiyama	Senior Vice President	General Manager of Kanagawa Branch
Hiroshi Nakamura	Senior Vice President	General Manager of R&D Strategy Department

Name	Position	Responsibility
Minoru Etoh	Senior Vice President	General Manager of Innovation Management Department
Koichi Takahara	Senior Vice President	General Manager of Smart-life Solutions Department
Ken Yoshizaki	Senior Vice President	General Manager of Financial Business Department
Hozumi Tamura	Senior Vice President	General Manager of Smart-life Planning Department
Kenichi Mori	Senior Vice President	General Manager of Product Department
Taku Yamazaki	Senior Vice President	General Manager of Radio Access Network Engineering Department
Shigeto Torizuka	Senior Vice President	General Manager of Sales Promotion Department
Kouji Tsubouchi	Senior Vice President	General Manager of Public Relations Department Deputy General Manager of Mobile Society Research Institute
Mayumi Tateishi	Senior Vice President	Senior Executive Vice President of OAK LAWN MARKETING, INC. Engages in: Commerce Business Promotion

Note: Directors who concurrently serve as an executive officer are not included in the above list.

■ Corporate Governance

Highlights

Number of Directors

15

Outside directors (independent officers): 2

Number of Audit & Supervisory Board Members

5

Outside audit & supervisory board members (independent officers): 2

Meetings of the Board of Directors

Once per month

Number of Shareholders

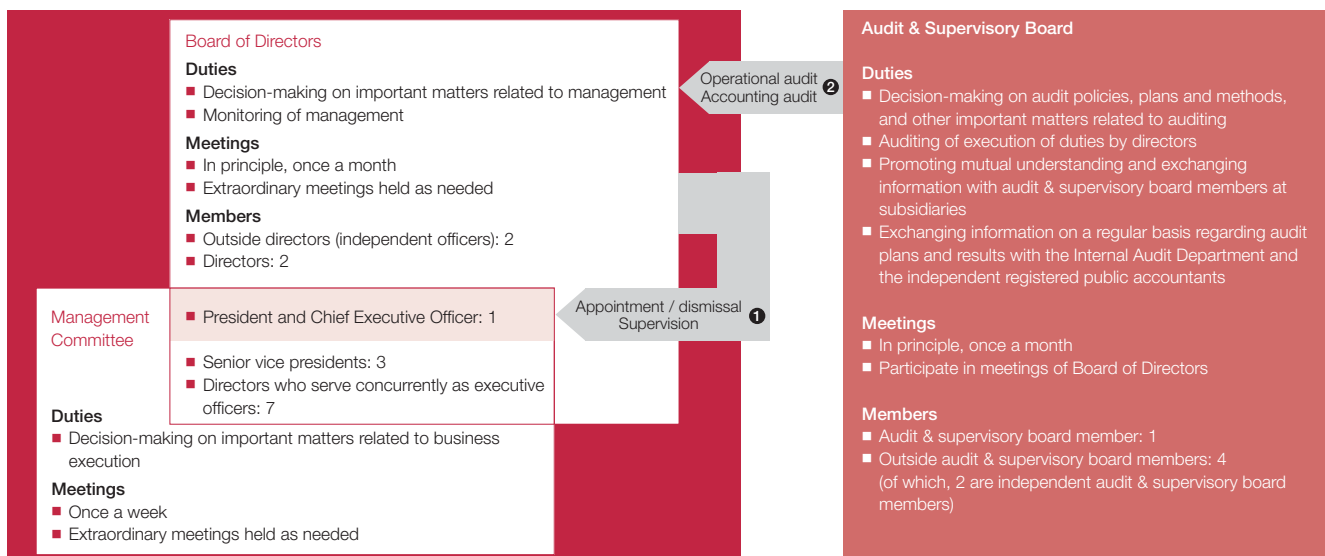
Approx. 255 thousand

■ Initiatives during the fiscal year

- Verified the status of implementation of each principle of our Corporate Governance Code
- Continued deliberations on increasing the number of independent outside directors
(Two independent outside directors were elected at the 25th Ordinary General Meeting of Shareholders held on June 16, 2016)
- Verified the effectiveness of the Company's Board of Directors through a Directors' Self-Assessment Questionnaire completed by all directors and audit & supervisory board members and a meeting by the Corporate Governance Council, which consists of all members of the Board of Directors and the Audit & Supervisory Board.

■ Two-level governance system based on the Board of Directors and the Audit & Supervisory Board

The management supervision function is enhanced and flexible business execution is secured with ① supervision, appointment, and dismissal of the president and chief executive officer by the Board of Directors and ② auditing of the execution of duties by members of the Board of Directors through the audit & supervisory board members / Audit & Supervisory Board.



In accordance with relevant internal regulations, a portion of the Board of Directors' business execution authority has been transferred to the representative directors and executive officers. The Management Committee, which is composed of inside directors, makes decisions on matters that do not require a resolution of the Board of Directors.

NTT DOCOMO's Corporate Governance System

Basic approach to corporate governance

Guided by our corporate philosophy of “creating a new world of communications culture,” we are striving to develop our telecommunications business while also supporting our customers so that they may have a safe and secure, comfortable, and convenient life. In our endeavors to build a rich and vigorous society, the foundation of our management policy is the attainment of a high degree of trust and recognition from shareholders and customers through the improvement of corporate value. Maintaining effective corporate governance is crucial to the continuous improvement of corporate value, and we continue to take steps in strengthening corporate governance.

Overview of the corporate governance structure

Regarding our core telecommunications businesses, we recognize that mobile phones have come to play a vital role as social infrastructure. To use management resources effectively and maintain consistent and stable business operations, we believe it is desirable for directors with high levels of expertise and knowledge in telecommunications businesses to participate in important business execution matters. In addition, to ensure sound and effective management, we believe it is desirable to have a governance system in which directors serve concurrently as executive officers responsible for business execution, while audit & supervisory board members shall conduct management audits. Directors shall be highly knowledgeable in the trends and developments in telecommunications technologies, the regulatory environment, and the wide range of services offered by both our Company and other companies, both in Japan and overseas, and supervise each other's actions while making timely decisions. Accordingly, we have adopted a corporate governance structure that consists of a Board of Directors and an Audit & Supervisory Board. We have also appointed outside directors and outside audit & supervisory board members to further enhance monitoring and audit functions.

In addition, we use an executive officer system to clarify the roles of business execution and monitoring, and to further reinforce our business execution functions. A portion of decision-making authority has been transferred from the Board of Directors to the representative directors and executive

officers to enable agile business execution by the responsible officers. This system makes possible rapid responses to changes in the operating environment.

Through these initiatives, we have thus established a corporate governance structure capable of both i) realizing consistent and stable business operations while increasing management speed and ii) strengthening auditing and governance functions.

Compliance with the Corporate Governance Code

Based on the spirit of each of the governing rules of Japan's Corporate Governance Code of Tokyo Stock Exchange, Inc., NTT DOCOMO established the NTT DOCOMO Basic Approach to Corporate Governance on October 30, 2015, and is working on further enhancement of corporate governance. As for implementation of each of the governing rules of the Corporate Governance Code, by newly electing independent outside directors at the 25th Ordinary General Meeting of Shareholders held on June 16, 2016, we are in compliance with each of the applicable governing rules.

Support system that ensures the effectiveness of outside officers

The Company has established the following framework so that outside directors and outside audit & supervisory board members can perform their duties by drawing on their management skills and insight as they participate in constructive discussions.

- Providing explanations and materials prior to meetings by the Board of Directors
- Establishing the Audit & Supervisory Board Members' Office as a dedicated organizational unit to assist in audits by audit & supervisory board members, and assigning full-time personnel to that office
- Having conversations with current and potential institutional investors (when there are requests from investors or directors/audit & supervisory board members)
- Holding regular meetings between the outside directors and the audit & supervisory board members

Relationship with parent company

The corporate group led by our 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, 2016, NTT owned 65.66% 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 operations in accordance with its own decision-making authority.

The share repurchase program executed from February to March 2016 was conducted through a tender offer to protect minority shareholders, giving them the opportunity to tender shares in accordance with movements in our stock price. Also, from the standpoint of respecting the interests of those who would remain shareholders and not tender shares at the price offered during this program, we made these repurchases at a discount to the market price. In addition, because one of our directors at the time, Takashi Nakamura, was also an employee of NTT, he did not participate in the Board of Directors' deliberations or decision-making process with respect to this tender offer so as to avoid any conflicts of interest and he has not participated in negotiations or consultations with NTT on our behalf. We therefore are of the opinion that the Board of Directors employed fair and proper procedures in coming to its decisions regarding the content and terms of this repurchase program and that the Company's interests were not contravened.

Major proposals discussed by the Board of Directors in fiscal 2015

- Introduction of the "Kake-hodai Light Plan"
- Addition of new billing plans*
(Introduction of "Share Pack 5" and the expansion of data packages available with the "Kake-hodai Light Plan" to include "Share Pack 5" and "Share Pack 10")
- Exit from the multimedia broadcast services business
- Establishment of a framework for share repurchases, implementation of share repurchases through a tender offer, etc.

* "Kake-hodai & Pake-aeru"

Compensation of directors and Audit & Supervisory Board Members

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.

- (i) 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.
- (ii) 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.
- (iii) 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.

In consultation with audit & supervisory board members, it has been decided to pay only monthly compensation, not linked to our performance, to audit & supervisory board members in order to ensure a high degree of independence.

The aggregate compensation paid to directors and audit & supervisory board members during fiscal 2015 was as follows:

Position	Number	Total compensation
Directors	14 ¹	¥518 million
Audit & supervisory board members	6 ²	¥129 million
Total	20	¥648 million

1. This figure includes one director who retired at the conclusion of the 24th Ordinary General Meeting of Shareholders held on June 18, 2015.

2. This figure includes one audit & supervisory board member who retired at the conclusion of the 24th Ordinary General Meeting of Shareholders held on June 18, 2015.

The total includes the following compensation paid to outside directors.

Position	Number	Total compensation
Total amount of compensation paid to outside directors	6 ³	¥109 million

3. This figure includes one outside audit & supervisory board member who retired at the conclusion of the 24th Ordinary General Meeting of Shareholders held on June 18, 2015.

Initiatives to Strengthen the Governance System

Changes in the corporate governance system

		Number of Members (Board of Directors)		Number of Members (Audit & Supervisory Board)	
		Total	Of which, outside directors	Total	Of which, outside audit & supervisory board members
February 1999	Establishment of Advisory Board From experts in various fields, we receive objective opinions and proposals in such areas as management issues and the role of communications technology in society.	23	0	4	0
December 2000	Establishment of U.S. Advisory Board We receive opinions and proposals from a global viewpoint in regard to the role of communications technology in society and information technology trends.	28	0	4	2
June 2002	Appointment of outside director The Company appointed one outside director from within the NTT Group.	27	1	4	2
June 2003	Outside members account for majority of audit & supervisory board members. The Company exceeded the stipulations of the Companies Act, which calls for outside members to account for half or more of audit & supervisory board members, when outside members became a majority of audit & supervisory board members.	27	1	5	4
June 2005	Introduction of the executive officer system In conjunction with the introduction of this system, the number of members of the board of directors was reduced from 27 to 13.	13	1	5	3
June 2013	Number of outside directors on Board of Directors increased by one Designated as an independent director The Company appointed the first outside director from outside the NTT Group.	14	2 (Of which, 1 is an independent director)	5	3 (Of which, 2 are independent audit & supervisory board members)
June 2015	Reelection of outside audit & supervisory board members One independent outside audit & supervisory board member retired, and one independent outside audit & supervisory board member was newly appointed.	14	2 (Of which, 1 is an independent director)	5	4 (Of which, 2 are independent audit & supervisory board members)
June 2016	System with two independent outside directors One outside director retired, and one independent outside director was newly appointed. The number of independent outside directors increased to two.	15	2 (Of which, 2 are independent directors)	5	4 (Of which, 2 are independent audit & supervisory board members)

Advice from objective experts

Advisory Board

Our Advisory Board is composed of experts in various fields, including prominent business leaders, university professors, commentators and journalists. We expect these experts to provide objective opinions and proposals in such areas as management issues and the role of communications technology in society. DOCOMO receives and reflects these opinions and proposals in its business operations. In fiscal 2015, we held two meetings of the Advisory Board.

The 9th Advisory Board

Board members	
Motoshige Itoh	Professor, Faculty of International Social Sciences, Gakushuin University
Shin Kikuchi	Partner, Mori Hamada & Matsumoto
Main Kohda	Author
Masaaki Shintaku	Special Olympics Nippon Executive Vice President
Jitsuro Terashima	Japan Research Institute CEO Tama University President
Taizo Nishimuro	Honorary advisor of the Board, Toshiba Corporation Senior advisor of Japan Post Holdings Co., Ltd.
Hideo Miyahara	Osaka University Professor Emeritus

U.S. Advisory Board

To receive advice from a global viewpoint in regard to management issues and the role of communications technology in society, the Company has established the U.S. Advisory Board, composed of a chairman and a board member, as well as a different guest speaker for each meeting. The 8th U.S. Advisory Board (November 2015 to October 2017) has already held two board meetings, and plans a total of four meetings.

The 8th U.S. Advisory Board

Board members	
Ambassador David A. Gross	Partner, Wiley Rein LLP Former Ambassador, U.S. Coordinator for International Communications and Information Policy
Matthew P. Goodman	William E. Simon Chair in Political Economy, Center for Strategic & International Studies (CSIS)
Guest speaker (November 2015)	
Ragu Gurusurthy	Chief Innovation Officer, Deloitte LLP
Guest speaker (April 2016)	
Amy Walter	National Editor of <i>The Cook Political Report</i>

Dialogue with Shareholders and Investors

Policy

We proactively engage in information disclosure and dialogue with shareholders and investors as a part of our efforts to maintain our growth and increase our corporate value over the long term. We are actively expanding our IR activities by appointing an executive responsible for IR overall and

establishing a designated IR department. In addition, we share the views expressed by our shareholders and investors not only among the management team but across the Company, as these views help us to improve our services and business performance.

Status of IR-related activities

	Supplementary explanation	Briefing by representative in person
Regular presentations held for individual investors	We hold presentations for individual investors, in which the president explains recent results, future initiatives, and the return of profits to shareholders, among other topics. In fiscal 2015, we held presentations in Tokyo and Osaka in October 2015 (more than 300 and 240 attendees, respectively); in Osaka in February 2016 (more than 260 attendees); and in Fukuoka and Sendai in March 2016 (more than 140 and 130 attendees, respectively). In addition, the person in charge of IR held presentations for individual investors at seminars sponsored by securities companies, and held online presentations.	Yes
Regular presentations held for securities analysts and institutional investors	We hold presentations of quarterly results. The results are explained by either the president or one of the senior executive vice presidents, as well as by the corporate officers in charge of corporate finance, corporate planning, sales and other areas. We also hold presentations about new products and services to provide detailed product or service explanations, and to explain sales forecasts, among other matters. We held two such presentations in fiscal 2015. Moreover, we brief investors on the status of our businesses at conferences sponsored by securities companies.	Yes
Live streaming of financial results presentations for overseas investors made available and individual presentations held	We provide a live streaming broadcast of the aforementioned presentations for securities analysts and institutional investors that take place in Japan with simultaneous interpretation in English on our website. We also hold individual meetings as necessary, mainly in Western countries and Asia, to explain recent results, future initiatives, and the return of profits to shareholders, among other matters.	Yes
IR materials posted on the Company's website	We post a variety of information on our website, including quarterly operational and financial data, video (for PCs and smartphones), and presentation documents for results presentations, and we have a special website for individual investors. We also post earnings information, securities reports, and briefing documents. In addition, the president's comments on the 2Q and fiscal year results are provided through video streaming.	
IR-related department assigned (person in charge)	The department involved with IR is the Investor Relations Department. The corporate officer responsible for IR is a senior executive vice president. The liaison officer is the head of investor relations.	

Initiatives to invigorate the General Meeting of Shareholders and promote efficient voting

	Supplementary explanation
Early mailing of convocation notices for the general meeting of shareholders	In 2016, we mailed convocation notices six days before the statutory cut-off date (22 days before the general meeting date). In addition, we disclosed the convocation notice (Japanese and English versions) to the Tokyo Stock Exchange five days prior to mailing it, and made it available on our website.
Scheduled the general meeting of shareholders so as to avoid days on which shareholder meetings are concentrated	In 2016, we held the Ordinary General Meeting of Shareholders on Thursday, June 16.
Electronic voting	We enabled voting from Internet-enabled mobile phones, smartphones and PCs.
Initiatives to facilitate a better voting environment for institutional investors, including participation in the electronic proxy voting platform	We enabled voting via the electronic proxy voting platform for institutional investors operated by Investor Communications Japan (ICJ).
Providing an English translation of the Notices of Convocation for the General Meeting of Shareholders	We made convocation notices available in both Japanese and English on our website.
Others	<ul style="list-style-type: none"> On the day of the shareholders meeting, a PR room was set up in a separate meeting hall to introduce the Company's initiatives, services, etc. Disclosure of the situation at the General Meeting of Shareholders over the Internet

Information Management

Enhancement of information management system

The DOCOMO Group has been entrusted with the personal information (customer information) of approximately 70 million people, and accordingly, ensuring information security is an important management issue.

As a telecommunications company with public-oriented operations, the rigorous management and protection of customer information and administrative information is our most important duty. In recognition of this, we have assigned the position of Chief Privacy Officer (CPO) and Chief Information Security Officer (CISO) to the senior executive vice president level. The CPO heads the Information Management Committee, which meets on a regular basis. The committee considers and promotes personal information protection measures. To advance integrated information management, we have established the Information Security Department and each work site has an employee who is responsible for information management. Outside contractors who perform work for the Company are required to designate a person responsible for the handling of that work for each organization and policy. We have established and are advancing a system that assigns responsibility for information management.

Formulation of management and administration rules

To fulfill our obligations above, in regard to the handling of information of customers, shareholders, employees, etc., we have systematically formulated internal regulations in accordance with the Personal Information Protection Act and the guidelines of related government ministries and agencies,

clarified internal rules regarding information management, and formulated and announced a privacy policy that clarifies detailed handling policies in accordance with basic principles regarding customer information protection.

▶▶▶ Privacy Policy

<https://www.nttdocomo.co.jp/english/utility/privacy/>

Specific initiatives

In working to strengthen information management, we are advancing and developing the following safety management measures:

(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

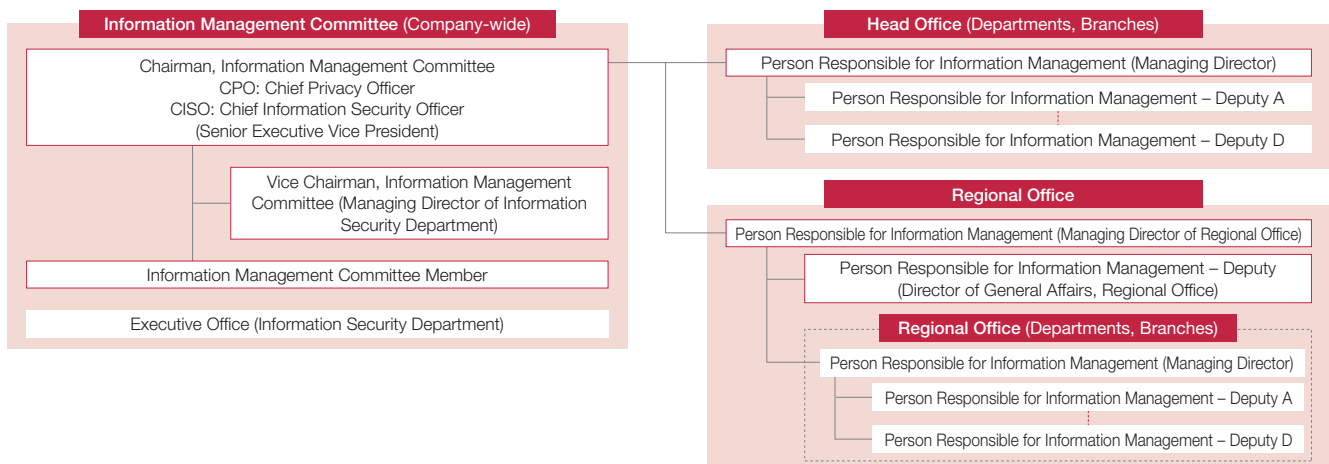
(3) Physical Security

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 management system (As of July 1, 2016)



Internal Control

Basic policy for internal control

In accordance with the Basic Policy on Fortifying Internal Control Systems, as approved by the Board of Directors, we maintain a system for the purpose of securing rigorous compliance with laws and regulations, business effectiveness and efficiency, and financial reporting reliability. These initiatives are carried out primarily by the Internal Control Committee. Furthermore, the Company's Internal Audit Department implements audits with the objective of contributing to the minimization of risks and the maximization of corporate value for the entire DOCOMO Group (Head Office, branches, and Group companies worldwide). The department's work includes evaluating the effectiveness of the internal control system.

Risk management

We strive to strengthen risk management with the basic policy of identifying and responding to business risk as early as possible.

Specifically, in accordance with our Risk Management Principles, business risks are regularly identified, and the Internal Control Committee designates risks that require Company-wide management. Management policies for those identified risks are formulated, and appropriate efforts are made to prevent such risks from materializing and to prepare for a quick response should they occur. **P24-25**

Compliance (ethics and legal compliance)

The foundation of our compliance management is to promote strict observance of the NTT DOCOMO Group Code of Ethics

among all employees while continuing to meet the steadily increasing demands and expectations of society based on high ethical standards, including respect for human rights. Accordingly, we have built a compliance promotion system, which is centered on the Compliance Promotion Committee. Specifically, we have implemented rules that require employees to make a report if they notice any illegal or fraudulent incidents, and we have 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 education and 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 various measures to ensure compliance. Through such efforts, we are working to further advance ethical views.

▶▶▶ NTT DOCOMO Group Code of Ethics

https://www.nttdocomo.co.jp/english/corporate/about/group_ethic/index.html

Ensuring reliability of financial reporting

To meet the requirements of the Sarbanes-Oxley Act and the Financial Instruments and Exchange Act of Japan, we employ the COSO (the Committee of Sponsoring Organizations of the Treadway Commission) 2013 framework for the design, operation, and evaluation of our internal control system related to financial reporting. In fiscal 2015, we evaluated the Company and 19 major consolidated subsidiaries and concluded that internal control over financial reporting was effective.

Sarbanes-Oxley Act, Section 404 organization chart

