Corporate Philosophy

To realize “the creation of a new world of communications culture,” DOCOMO will maximize the potential held by each individual to provide highly personalized communication solutions that truly satisfy customers.
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For more detailed IR-related information:
Investor Relations website
https://www.nttdocomo.co.jp/english/corporate/ir/
- Earnings releases
- Timely disclosure materials
- Management policy
- Message from the CEO
- Information for individual investors
- Stock-related information, etc.

For more detailed CSR-related information:
CSR website
https://www.nttdocomo.co.jp/english/corporate/csr/
- Sustainability Report
- DOCOMO’s CSR
- CSR evaluations by third parties
- CSR procurement, etc.
Progress in DOCOMO’s Value Creation

Value Delivered by DOCOMO

1992
Anytime, anywhere, anyone  From volume to value  Mobile phones that are useful in life and business
Becoming a smart life partner

Changes at DOCOMO

Mobile Communications Operator

Company Vision

Challenging the Mobile Frontier

Pursuing Smart Innovation —HEART—
With a history of innovation and safety, DOCOMO has one of the largest customer bases in Japan, strong brand power, and research and development capabilities that continue to lead the world. DOCOMO has outstanding human resources to support its own unique strengths.

DOCOMO has developed seven strengths over the course of its history:

1. Human resources
2. Customer base
3. Financial capital
4. Brand and social reputation
5. Partnership
6. R&D capabilities
7. Network

- AI
- IoT
- Solution of social issues
- Regional vitalization
- 2020
- Loyalty point/ID linkage
- Point distribution
- Point card
- LTE-Advanced
- DOCOMO Hikari
- 5G
- 2020
- Loyalty point/ID linkage
DOCOMO’s Aspirations and Business Model

Through activities designed to contribute value from our customers’ point of view, DOCOMO has built a solid foundation for growth and a unique business model. DOCOMO aims to create new value toward 2020 and beyond.
DOCOMO’s Aspirations

5G

beyond

→ page 6

NTT DOCOMO, INC. Annual Report 2017
Overview of DOCOMO’s Aspirations

We envision a richer future with 5G. By creating new value hand-in-hand with our partners through “+d,” we aim to amuse and inspire our customers beyond expectations.

Value and excitement to our customers

Benefit and Convenience

By combining and developing services, billing plans, and points, we will aim to be the market leader in benefit and convenience.

In every aspect of our customers’ lives, d POINT aims to create a world that has greater benefit and is easier to use.

Enjoyment and Surprise

We will provide new and exciting experiences through new entertainment that has “Experience innovation,” including next-generation mobility and sharing.

In “Lifestyle innovation,” we will provide a new lifestyle free from frustration by using AI agents, FinTech, and total healthcare.

In “Workstyle innovation,” we will stimulate innovation to provide active and vibrant ways of working that are full of fun and wonder through the use of drone robotics, work innovation, and work matching.

Satisfaction and Peace of Mind

Toward the goal of realizing services that ensure the peace of mind and convenience of customers, we will continue to evolve our customer touchpoints through the adoption of AI.

We will coordinate the activities of every customer touchpoint in order to provide our customers with the best possible solutions.
Value and co-creation with partners

Contributions to industries
Through the use of 5G, we will expand the possibilities of our partners’ businesses with the goal of contributing to the development of industries throughout Japan.

Solution of social issues and Regional vitalization
We will contribute to the growth of the Japanese economy with the aim of creating a richer society, and will promote “+d” initiatives toward the resolution of social issues and regional vitalization.

Expansion of partners’ business
We will further grow and develop business platforms by fully utilizing our assets.
We will support our partners’ businesses and expand commercial transactions by using open business platforms.
DOCOMO’s Seven Strengths Supporting Value Creation

We will improve DOCOMO’s seven strengths, which we have developed over time, and accelerate activities toward the creation of value.

2 Customer base

Number of mobile phone subscriptions 74.88 million

With a 46.0% share of all mobile phone subscriptions, DOCOMO is the leading carrier in Japan. We provide our customers with peace of mind and security as part of the social foundation for people’s lives. We have one of the largest customer bases in Japan.

3 Financial capital

Shareholders’ equity ¥5.5 trillion

A strong financial foundation makes it possible for DOCOMO to pursue an expeditious investment strategy. At the same time, we have earned the strong trust of our diverse stakeholders.

4 Brand and social reputation

Brand value of $9,543 million*

We will continue to build a brand that is closely linked to the lives of each and every one of our customers, a brand that provides fun, peace of mind, benefit, and convenience. We will continue to be the brand that customers choose.

*Brand value is a monetary value given to and ranking of domestic Japanese brands by Interbrand Japan using its unique methodology to evaluate brand value based on the brand’s financial performance, role and strengths. (Best Japan Brands 2017 released on February 16, 2017.)
1 Human resources

Number of employees 26,734
By putting the right employees in the right places and promoting the development of individual talents and capabilities, DOCOMO will maximize the abilities and ambitions of each and every one of our employees. In this way, DOCOMO will be able to meet the diverse and sophisticated needs of customers.

5 Partnership

Number of “+d” partners 236
We are working to resolve social issues through collaborations with partners to create new services and businesses in a wide variety of fields.

6 R&D capabilities

Number of foreign patents owned 9,100
DOCOMO acts swiftly and boldly to create innovation. We constantly monitor emerging social trends with a view to developing business opportunities in cutting-edge areas beyond the mobile domain, such as AI, IoT, and drones.

7 Network

Number of LTE base stations 161,900
We have built reliable telecommunications networks by maintaining and continuously upgrading the telecommunications environment, and by making it faster so our customers can communicate anytime, anywhere. We provide our customers with a telecommunications environment that is extremely convenient and stress-free.

Note: As of March 31, 2017
DOCOMO believes that it is important to continuously improve cash generation capability, which we demonstrate by using operating FCF as an indicator (EBITDA minus capital expenditures). Over the medium-term, DOCOMO will manage its businesses to maintain efficient control over EBITDA growth and our capital expenditures as we advance into the 5G era.
### Seven Strengths

#### Number of employees

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016 (FY)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>23,890</td>
<td>24,860</td>
<td>25,680</td>
<td>26,129</td>
<td>26,734</td>
</tr>
</tbody>
</table>

Note: Number of employees includes employees on loan from other companies; does not include employees of DOCOMO temporarily transferred to other companies.

#### Number of mobile phone subscriptions

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016 (FY)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>61,536</td>
<td>63,105</td>
<td>66,595</td>
<td>70,964</td>
<td>74,880</td>
</tr>
</tbody>
</table>

#### Ratio of female officers and managers (%)

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016 (FY)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.4</td>
<td>2.7</td>
<td>3.0</td>
<td>3.6</td>
<td>4.4</td>
</tr>
</tbody>
</table>

#### Shareholders' equity / Shareholders' equity ratio (Billions of yen/%)

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016 (FY)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5,302.2</td>
<td>5,380.1</td>
<td>5,302.2</td>
<td>5,530.6</td>
<td>74.2</td>
</tr>
</tbody>
</table>

#### Brand and social reputation

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand value</td>
<td>No.1</td>
<td>No.1</td>
<td>No.1</td>
</tr>
<tr>
<td>Interbrand Japan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DJSI (Dow Jones Sustainability Indices)</td>
<td>—</td>
<td>—</td>
<td>Selected as a Component Stock for the “DJSI Asia Pacific”</td>
</tr>
<tr>
<td>CSR ranking</td>
<td>No.2 (9th)</td>
<td>No.5 (10th)</td>
<td>No.4 (11th)</td>
</tr>
<tr>
<td>Toyo Keizai Japan CSR Ranking</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Number of “+d” partners

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2015/2Q</th>
<th>2015/4Q</th>
<th>2016/2Q</th>
<th>2016/4Q</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>33</td>
<td>106</td>
<td>164</td>
<td>236</td>
</tr>
</tbody>
</table>
Highlights

Seven Strengths

R&D expenditures
(Billions of yen)

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016 (FY)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>111.3</td>
<td>102.0</td>
<td>97.0</td>
<td>83.3</td>
<td>83.1</td>
</tr>
</tbody>
</table>

Number of LTE/ PREMIUM 4G base stations
(Stations)

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016 (FY)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>24,400</td>
<td>55,300</td>
<td>97,400</td>
<td>138,100</td>
<td>161,900</td>
</tr>
</tbody>
</table>

Environmental / Community Investment Data

Total electricity consumption
(Thousand MWh)

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016 (FY)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>2,867</td>
<td>2,874</td>
<td>3,014</td>
<td>2,887</td>
<td>2,970</td>
</tr>
</tbody>
</table>

Greenhouse gas emissions
(Thousand t-CO₂)

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016 (FY)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>1,455</td>
<td>1,628</td>
<td>1,695</td>
<td>1,598</td>
<td>1,594</td>
</tr>
</tbody>
</table>

Community investment expenditures
(Billions of yen)

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016 (FY)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>8.17</td>
<td>5.30</td>
<td>5.29</td>
<td>4.99</td>
<td>6.48</td>
</tr>
</tbody>
</table>

Attendees of Smartphone and Mobile Phone Safety Classes / Number of classes held (Cumulative)
(Thousands of attendees / Hundreds of times)

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016 (FY)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>5,029</td>
<td>344</td>
<td>414</td>
<td>483</td>
<td>552</td>
</tr>
</tbody>
</table>

Note: Community investment expenditures refers to sums appropriated for expenses associated with social contribution activities, including environmental conservation, social welfare, and support for disaster-stricken areas.
Stock and Financial Data

Stock price performance from June 2016 to June 2017
(Changes compared with the prices on June 30, 2016 as 100%)

![Graph showing stock price performance from June 2016 to June 2017.]

Total cash dividends for the year
(Millions of yen)

<table>
<thead>
<tr>
<th>Year</th>
<th>DOCOMO 2016/9/30</th>
<th>KDDI 2016/9/30</th>
<th>SoftBank 2016/9/30</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>248,806</td>
<td>68,795</td>
<td>45,934</td>
</tr>
<tr>
<td>2013</td>
<td>248,806</td>
<td>108,033</td>
<td>47,608</td>
</tr>
<tr>
<td>2014</td>
<td>254,809</td>
<td>141,946</td>
<td>47,562</td>
</tr>
<tr>
<td>2015</td>
<td>267,474</td>
<td>174,843</td>
<td>47,562</td>
</tr>
<tr>
<td>2016</td>
<td>296,994</td>
<td>208,917</td>
<td>47,921</td>
</tr>
</tbody>
</table>

Payout ratio
(%) (FY2016)

<table>
<thead>
<tr>
<th>Year</th>
<th>DOCOMO 2016/9/30</th>
<th>KDDI 2016/9/30</th>
<th>SoftBank 2016/9/30</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>12.0</td>
<td>15.9</td>
<td>46.0</td>
</tr>
<tr>
<td>2013</td>
<td>14.2</td>
<td>11.5</td>
<td>16.0</td>
</tr>
<tr>
<td>2014</td>
<td>13.5</td>
<td>78.2</td>
<td>39.3</td>
</tr>
<tr>
<td>2015</td>
<td>17.4</td>
<td>78.2</td>
<td>39.3</td>
</tr>
<tr>
<td>2016</td>
<td>15.5</td>
<td>177.0</td>
<td>731.3</td>
</tr>
</tbody>
</table>

Components of ROE
(FY2016)

<table>
<thead>
<tr>
<th>Components of ROE (FY2016)</th>
<th>DOCOMO</th>
<th>KDDI</th>
<th>SoftBank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income margin (%)</td>
<td>12.0</td>
<td>15.9</td>
<td>46.0</td>
</tr>
<tr>
<td>Asset turnover (%)</td>
<td>14.2</td>
<td>11.5</td>
<td>16.0</td>
</tr>
<tr>
<td>Leverage ratio %</td>
<td>62.5</td>
<td>78.2</td>
<td>39.3</td>
</tr>
</tbody>
</table>

ROE (%)

<table>
<thead>
<tr>
<th>Year</th>
<th>DOCOMO 2016/9/30</th>
<th>KDDI 2016/9/30</th>
<th>SoftBank 2016/9/30</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>29.7</td>
<td>13.0</td>
<td>9.4</td>
</tr>
<tr>
<td>2013</td>
<td>29.5</td>
<td>13.5</td>
<td>8.4</td>
</tr>
<tr>
<td>2014</td>
<td>28.0</td>
<td>13.5</td>
<td>7.4</td>
</tr>
<tr>
<td>2015</td>
<td>17.4</td>
<td>10.3</td>
<td>10.3</td>
</tr>
<tr>
<td>2016</td>
<td>15.5</td>
<td>15.9</td>
<td>12.0</td>
</tr>
</tbody>
</table>

Source: Figures announced by each company.

Note: For KDDI, FY2012-2013 are JGAAP and FY2014-2016 are IFRS. For SoftBank, all years are IFRS.
1. Definition of ARPU

ARPU (Average monthly Revenue Per Unit) is used to measure average monthly operating revenues attributable to designated services on a per user basis. ARPU is calculated by dividing telecommunications services revenues (excluding certain revenues) by the number of active users to our wireless services in the relevant periods, as shown below under “ARPU Calculation Method.” We believe that our ARPU figures provide useful information to analyze the average usage per user and the impacts of changes in our billing arrangements. The revenue items included in the numerators of our ARPU figures are based on our U.S. GAAP results of operations.

2. ARPU Calculation Methods

 Aggregate ARPU = Voice ARPU + Packet ARPU + “docomo Hikari” ARPU
 - Voice ARPU: Voice ARPU Related Revenues (basic monthly charges, voice communication charges) ÷ Number of active users
 - Packet ARPU: Packet ARPU Related Revenues (basic monthly charges, packet communication charges) ÷ Number of active users
 - “docomo Hikari” ARPU: “docomo Hikari” ARPU Related Revenues (basic monthly charges, voice communication charges) ÷ Number of active users

In addition, the sum of Packet ARPU and “docomo Hikari” ARPU is referred to as Data ARPU.
Main operational indicators
(FY2015▶FY2016)

<table>
<thead>
<tr>
<th>Service Type</th>
<th>FY2015</th>
<th>FY2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile phone subscriptions</td>
<td>70.96 mn</td>
<td>74.88 mn</td>
</tr>
<tr>
<td>ARPU</td>
<td>¥4,170</td>
<td>¥4,430</td>
</tr>
<tr>
<td>“docomo Hikari” subscriptions</td>
<td>1.57 mn</td>
<td>3.40 mn</td>
</tr>
<tr>
<td>“dmarket” subscriptions</td>
<td>15.54 mn</td>
<td>16.08 mn</td>
</tr>
<tr>
<td>“d CARD” subscriptions</td>
<td>16.43 mn</td>
<td>17.67 mn</td>
</tr>
<tr>
<td>“Anshin Pack” subscriptions</td>
<td>14.51 mn</td>
<td>17.52 mn</td>
</tr>
</tbody>
</table>

Main initiatives

- Reinforcing returns to our customers with billing plans “Kake-hodai & Pake-aeru”
- Promoting smartphone use by providing “Smartphone Debut Discount” and starting sales of our first original smartphone, “MONO MO-01J.”
- Expanding and promoting “docomo Hikari” services by providing “docomo Hikari Denwa,” “docomo Hikari TV option,” and “docomo Hikari Type C” (a model jointly provided with cable TV operators.)
- Offering “d healthcare pack,” an integrated package that combines four health-related services, including the “Aruiteotoku” application that allows users to earn “dPOINTs” from the number of steps recorded on their smartphones.
- Promoting the use of the “d CARD” through the “d CARD” credit card service and the initialization of Apple Pay for our contactless payment service “iD.”
- Expanding “Anshin Pack” subscriptions in association with the shift from feature phones to smartphones.

3. Active Users Calculation Method

- Sum of number of active users for each month (number of users at the end of previous month + number of users at the end of current month –2) during the relevant period

Notes: 1. The number of “users” used to calculate ARPU and MOU is the total number of subscriptions, excluding the subscriptions listed below:
   a. Subscriptions of communication module services, “Phone Number Storage,” “Mail Address Storage,” “docomo Business Transceiver” and wholesale telecommunications services and interconnecting telecommunications facilities that are provided to MVNOs; and
   b. Data plan subscriptions in the case where the customer contracting for such subscription in his/her name also has a subscription for “Xi” or “FOMA” services in his/her name
2. Revenues from communication module services, “Phone Number Storage,” “Mail Address Storage,” “docomo Business Transceiver” and wholesale telecommunications services and interconnecting telecommunications facilities that are provided to MVNOs are not included in the ARPU calculation.

*The ratios of operating earnings in our telecommunications businesses and in the smart life business and other businesses segment are calculated using amounts after eliminating inter-segment transactions.