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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 2017 marks the fourth 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.

For customers who use NTT DOCOMO Group products and services, we issue the separate NTT DOCOMO Group CSR Communication Book 2017 (<https://www.nttdocomo.co.jp/corporate/csr/about/pdf/index.html#p02>), a concise printed report in a reader-friendly format on topics we are particularly keen to communicate.

For the detailed information on DOCOMO's business strategies and activities, please see the Annual Report. (<https://www.nttdocomo.co.jp/english/corporate/ir/library/annual/>)

Period Covered

The report generally covers fiscal 2016, which is from April 1, 2016 to March 31, 2017, although some information pertains to time periods before or after fiscal 2016.

Published

November 2017 (previous report: January 2017; next report: November 2018)

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, 2017)

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 Standards

Environmental Reporting Guidelines FY2012 Version, Japan Ministry of the Environment
ISO 26000 (Guidance on Social Responsibility)

Contact Information

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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.

 Top-level Commitment

As always, DOCOMO strives together with its stakeholders to enhance customer service and achieve sustainable growth for the Company.



Kazuhiro Yoshizawa
President and Chief Executive Officer

CSR is not separate from our business activities; it is synonymous with them.

DOCOMO began its business operations in 1992 and 2017 marks its 25th anniversary. I would like to express our heartfelt gratitude to all our stakeholders who have supported us over the past quarter-century.

One of the pillars of DOCOMO's business is to continuously provide stable communications for customers. While this is our mission, another pillar is just as important, which is to continue providing new value for customers and for society as a whole. I believe that CSR does not exist separately from our business activities; they are in fact synonymous with them, and CSR has always formed the foundation of our business. We view society as a whole as our customer, and we provide new value by adding DOCOMO's strengths to those of local governments, universities and companies as well as our partners in various business fields, such as agriculture and medicine. We are pursuing these initiatives under the name of "+d" to serve each individual customer by delivering benefit and convenience, enjoyment and surprise as well as satisfaction and peace of mind while engaging with our partners to co-create new value.

I want DOCOMO to be a sound, open and enjoyable company, which means it must develop a trustworthy corporate structure. We

refer to "+d" initiatives for addressing social issues as "Innovative docomo," and initiatives for fulfilling our social responsibilities as "Responsible docomo." These dual CSR policy drivers constitute our efforts to contribute to the development of a sustainable society.

In 2017 we formulated a Mid-Term CSR Target as our new strategy for CSR activities toward 2020. With due consideration for SDGs and other new public requirements, we identified Eight Sustainability Focuses* and established concrete numerical targets. Having set these clear strategies and targets, DOCOMO will continue to take on the challenge of creating a more affluent society with an eye to the future beyond 2020.

* For more information, please see page 48.

Our mission is to continuously provide stable communications for customers.

We are responsible for sustaining the social infrastructure of mobile networks, and I believe that our mission is to continuously provide stable communications for customers. To protect communications for everyone, we have established a system for monitoring networks around the clock and throughout the year.

For example, we worked to swiftly recover telecommunications services immediately after the Kumamoto Earthquake struck in April

Top-level Commitment

2016 by deploying mobile satellite base station vehicles and medium-zone base stations to secure these services in areas where service had been interrupted, and by dispatching mobile power generation vehicles to supply power to wireless base stations. As a result, the services were fully restored to pre-earthquake levels in all our service areas, excluding restricted areas, by the fourth day after the main earthquake. We also supported the affected areas by offering free mobile phone charging and Wi-Fi access at evacuation shelters and by providing the use of mobile phones and other devices, free of charge, to public agencies. While we are naturally entrusted to secure communications in the affected areas as a social infrastructure, we believe that we have an additional obligation to do everything we can to support the reconstruction effort over many years to come.

We are co-creating a more affluent future based on 5G with our stakeholders.

In April 2017, DOCOMO announced its “Declaration beyond” Medium-Term Strategy to 2020. The declaration clarifies what DOCOMO should do in the years ahead and expresses our commitment to all our stakeholders. Looking to the year 2020 and beyond, we will work with our business partners to exceed customer expectations toward our goal of providing surprise and excitement to customers and co-creating new value with our partners. Over the next three years, DOCOMO will see the rollout of an extremely powerful asset in the form of 5G, and a major event, the Tokyo 2020 Olympic and Paralympic Games, will also take place at that time. DOCOMO has begun constructing 5G networks toward 2020 and is developing new businesses and services for the 5G era in collaboration with partners in various industries through the 5G

Trial Site launched in May 2017.

One initiative in DOCOMO’s Mid-Term CSR Target is: “Contribute to society and the environment through ICT,” which corresponds to Declaration 5 “solution co-creation to solve social issues” in our “Declaration beyond.” We will continue to actively disclose the progress of our CSR initiatives, which are linked with the “Declaration beyond,” as we seek to realize a more affluent future.

We will continue to be a trustworthy company.

To ensure that DOCOMO continues to be a trustworthy and sound company that can achieve sustainable development, we are forging a firm foothold by focusing on evolution in corporate governance and employees’ workstyle reform.

DOCOMO is fully compliant with each principle of the Corporate Governance Code. In addition, it is my belief that within governance, there is both an “offense” and a “defense.” The “offense” in governance is about establishing a mechanism for discussing the value DOCOMO should deliver over the mid to long term and envisioning the strategies for doing so. A lively discussion took place among members of the Board of Directors, including outside directors, as we formulated the latest Medium-Term Strategy.

The “defense” in governance is about executing a sound business. In particular, as a company possesses a vast amount of customer data reaching around 7.5 million items, DOCOMO places the highest priority on information security and data privacy, applying the utmost attention when handling customer information and implementing protective measures.

Meanwhile, DOCOMO’s workstyle reform is based on the three

Top-level Commitment

pillars of: (1) diversity management, (2) choice of workstyle and (3) health and productivity management, and we are pursuing bold reforms with the goal of encouraging each employee to be autonomous and challenge-seeking. In diversity management, we are pursuing the development of women's careers so that we become an organization where new value arises from the talents of diverse human resources regardless of gender or nationality. In workstyle reform, we will strive to provide a broad range of workstyle choices, including telework, sliding work hours and flextime. This will allow each individual to autonomously demonstrate their strongest abilities.

In health and productivity management, improving the mental and physical health of employees leads to enhancing productivity and corporate value, so we will work to ensure that all employees can work with vigor by raising employee awareness of health issues while carrying out initiatives aimed at improving their health.

We are working toward a secure, safe and comfortable society.

Mobile networks have become an integral part of the social infrastructure and an essential aspect of daily life. While providing significant value to society, however, these networks have also been accompanied by new risks unique to a networked society, such as false billings over the Internet, leakage of personal information caused by cyberattacks and the dangers of smartphone-distracted walking. When we turn our attention to the global environment, DOCOMO consumes a large amount of electricity so that it can maintain its networks and services, which places a significant obligation on us to conserve energy and reduce our CO₂ emissions.

DOCOMO has set targets for information security and data privacy, stable communication services and consideration for the environment as the Sustainability Focuses in its Mid-Term CSR Target. And it will continue to sincerely address issues that are unique to a networked society.

In concrete terms, we are pursuing measures addressing each risk, such as: (1) training all employees at least once a year to reduce the number of information security incidents to zero; (2) expanding smartphone and mobile phone safety classes, for which attendance exceeded an aggregate total of 10 million in July 2017; and (3) developing and installing electrically efficient base stations and network facilities.



We opened the "For ONEs" CSR website on our corporate website to communicate DOCOMO'S CSR initiatives in a manner that is easy to understand. "ONES" is the keyword that expresses our intent to serve each individual person. We believe that we must fully consider the issues and concerns of each individual person and provide new value by addressing them. Looking ahead, we hope you will take time to visit and review the content of this website in addition to this Sustainability Report and further deepen your understanding of DOCOMO's activities for realizing a sustainable society.



02

Organizational Profile

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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, 2017)
Start of Business	July 1, 1992
Stock Listing	Tokyo Stock Exchange, New York Stock Exchange
Employees (consolidated)	26,734 (as of March 31, 2017)
DOCOMO Group scope of consolidation	140 companies (as of March 31, 2017)

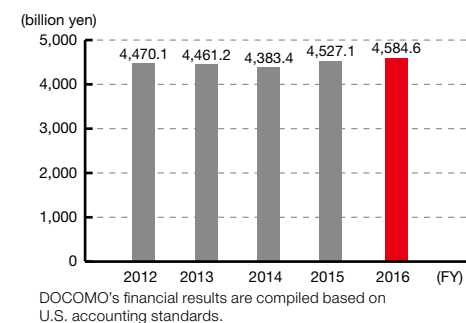
Business Segment	Description of Main Businesses
Telecommunications Business	Cellular (LTE (Xi) and FOMA) services, optical-fiber broadband services, satellite mobile communications services, international services, sales of equipment for each service, and more
Smart Life Business	dmarket services (video distribution, music distribution, 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

(As of March 31, 2017)

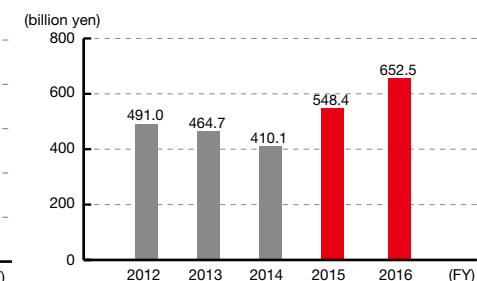
Major Data

Financial and Non-Financial Results

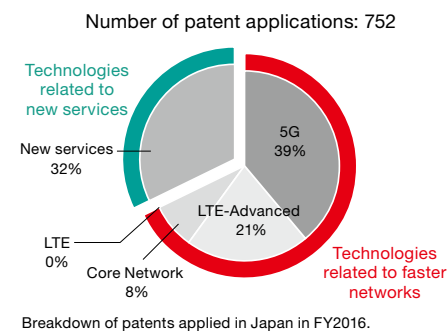
Operating Revenues (Sales)



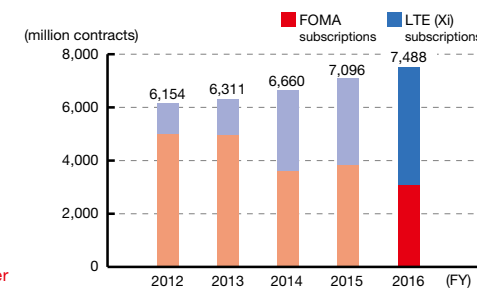
Net Income Attributable to NTT DOCOMO



Patent Applications



Mobile Phone Subscriptions



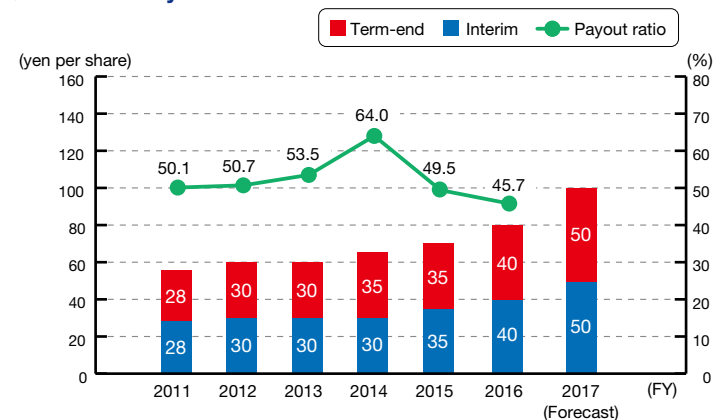
Profit Distribution

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. Also, the Company will 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.

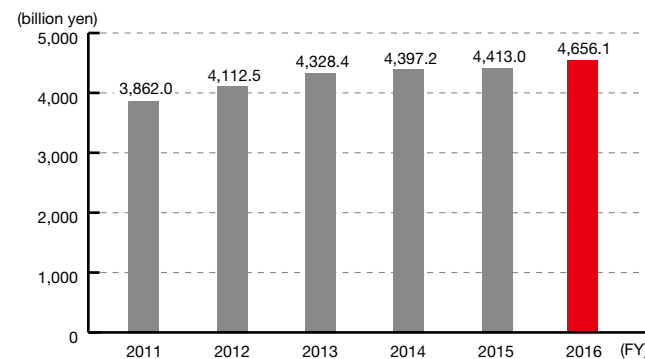
The Company will allocate its internal reserves to research and development, capital expenditures, strategic investments and other activities aimed at creating innovative technologies, providing attractive services and expanding its business domains.

Dividend Payout



The dividend above reflects the effects of a 1:100 stock split executed on October 1, 2013.

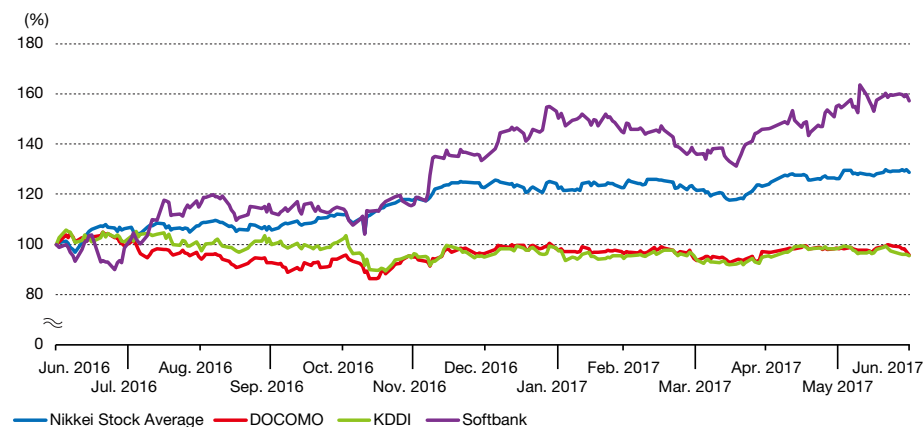
Internal Reserves (Consolidated)



Stock Price

Stock price between June 2016 and June 2017

(Volatility is shown on a scale where June 30, 2016 is 100%)



Source: Tokyo Stock Exchange

Evaluations by Outside Parties

DOCOMO's CSR initiatives have earned high marks from research organizations in Japan and overseas.



The Dow Jones Sustainability Indices are a leading global indicator for ESG investment, and in September 2017, DOCOMO was selected to the DJSI World index for the first time. DJSI was jointly developed by Dow Jones of the United States and RobecoSAM of Switzerland as an index for evaluating corporate sustainability from the economic, environmental and social aspects. A total of 319 companies, including 32 Japanese companies, constitutes the DJSI World index as of September 9, 2017.



DOCOMO is a constituent of the MSCI ESG Leaders Indexes (formerly MSCI Global Sustainability Indexes), a globally recognized index created by U.S.-based MSCI.



DOCOMO is rated as "Prime" by Germany-based oekom research AG as one of the leading telecommunications companies in the industry.



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 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.



DOCOMO is included in the Morningstar Socially Responsible Investment Index (MS-SRI), an SRI created by Morningstar Japan K.K. consisting of 150 listed Japanese companies with exceptional corporate social responsibility.



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 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 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 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 a constituent of the SNAM Sustainability Index selected by Sonpo Japan Nipponkoa Asset Management (SNAM) and used in its sustainable management.

● Overall No. 4 in TOYO KEIZAI, INC.'s CSR Company Ranking for Fiscal 2016

NTT DOCOMO was ranked fourth in TOYO KEIZAI, INC.'s fiscal 2016 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.

● Recognized as a New Diversity Management Selection Enterprise for Fiscal 2015

DOCOMO was recognized by the New Diversity Management Selection 100, a program sponsored by the Ministry of Economy, Trade and Industry aimed at awarding enterprises that have enhanced their corporate value by utilizing diverse human resources and generating innovation through diversity management.



● Received Award for Excellence in the Internet IR Award 2016 from Daiwa IR

DOCOMO received the Award for Excellence in the Internet IR Award 2016 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 “Kurumin (2 Stars)” Certification

DOCOMO obtained the “Kurumin (2 Stars)” certification from Japan’s Ministry of Health, Labour and Welfare for meeting standards as a company that has formulated an action plan in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children.

URL 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 2016

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 (in Japanese only)



● Received the PRIDE Index Gold Award for Fiscal 2016

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 2016

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 (in Japanese only)





03

DOCOMO's Vision

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Looking to the year 2020 and beyond, the DOCOMO Group will act on the six declarations it upholds in its “Declaration beyond” Medium-Term Strategy to 2020 to achieve new value and excitement for customers and new value co-creation with partners through 5G, working to create a richer future. 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

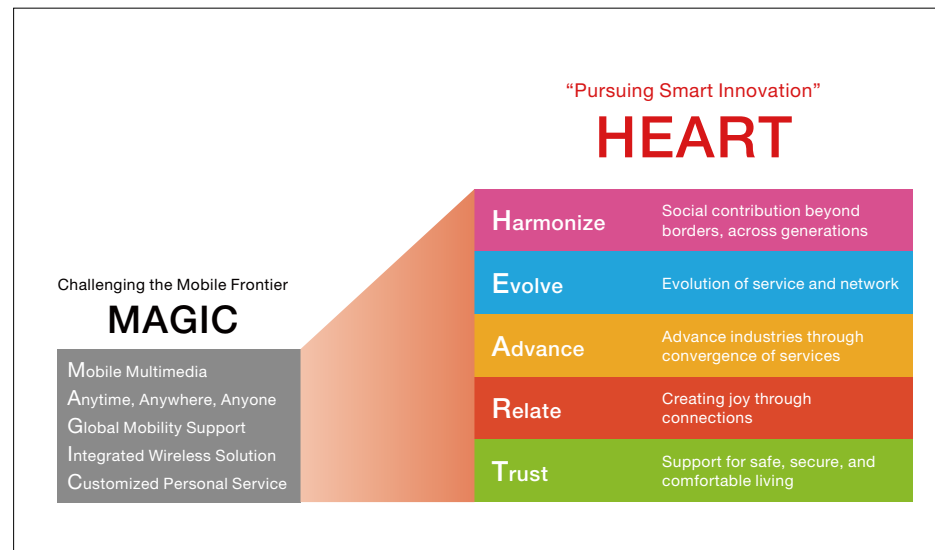
DOCOMO empowers individuals to achieve their utmost capabilities and thereby discover new potential. The Company motivates employees not only by providing a dynamic workplace, but also by offering enlightened labor conditions and enhanced health and welfare benefits.

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 global issues and changes, including in Japan, 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.

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

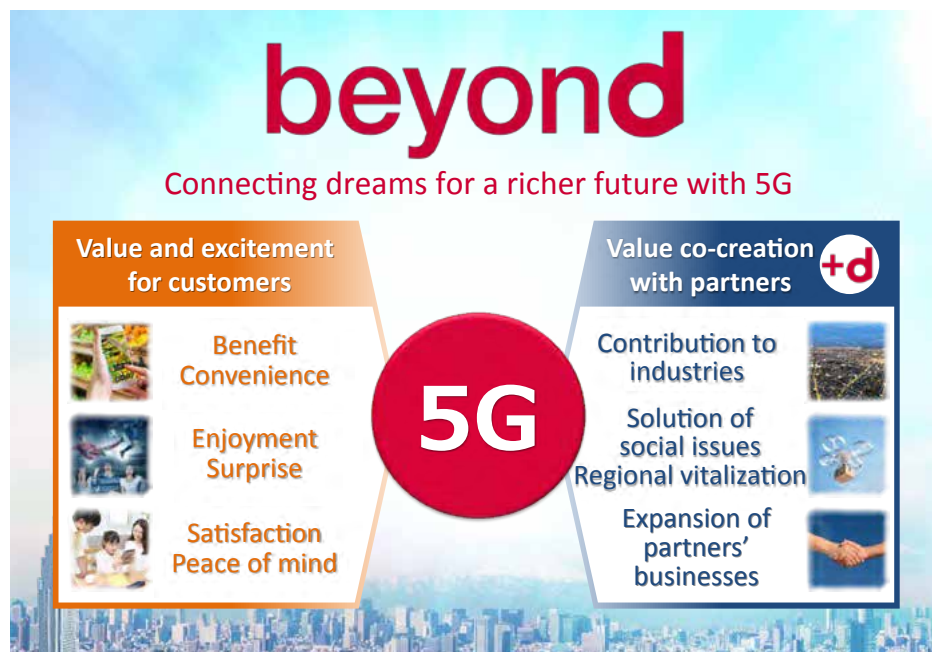
DOCOMO provides timely assistance and support for greater safety, security and comfort not only in daily life, but also special fields such as the environment, healthcare and education.

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.

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. Under this strategy, Declarations 1 to 3 are focused on our customers and Declarations 4 to 6 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.

■ 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 contribute 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 FY2017

DOCOMO has positioned the fiscal year ending March 31, 2018 as the year to “tackle evolution,” taking the first steps toward the delivery of its “Declaration beyond” Medium-Term Strategy to 2020. We will do so by moving forward with the creation and evolution of services, business evolution with “+d” and reinforcement and evolution of all foundations.

(1) Service creation/evolution

We will continue to provide exciting services that offer a new viewing experience and deliver value to customers according to their respective life stages while striving to enhance our customer touch points.

(2) Business evolution with “+d”

We will seek to accelerate and horizontally deploy our past “+d” initiatives in areas such as smart life and corporate services while also engaging in the co-creation of new businesses with partners centered on trials for 5G technology.

(3) Reinforcement and evolution of all foundations

To facilitate the evolution toward the coming era of 5G and IoT, we will focus on strengthening DOCOMO’s technological assets, reinforcing our financial structure and implementing workstyle reforms for cultivating a sense of autonomy and a spirit of challenge among employees.



04

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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

Guided by its corporate philosophy of “creating a new world of communications culture,” DOCOMO upholds its management policy of enhancing corporate value so as to earn a high degree of trust and recognition from shareholders and customers. To that end, while striving to expand our telecommunications business with an emphasis on mobile communications services, we will help to create a vibrant and enriched society by offering support to our customers so that they can have a safe and secure, comfortable and convenient life.

DOCOMO believes that maintaining effective corporate governance is crucial to continuously increasing corporate value. To ensure promptness, transparency and soundness in its management, DOCOMO has been working to establish a governance structure that allows it both to make management decisions without delay and to reinforce its audit and internal controls as well as to improve its communication with stakeholders. We will continue to strengthen our corporate governance based on the approach explained below. 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.

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

● **NTT DOCOMO Corporate Governance Report (in Japanese only)**

URL https://www.nttdocomo.co.jp/corporate/ir/binary/pdf/management/governance/governance_170627.pdf

Overview of the Corporate Governance Structure

Regarding our core telecommunications businesses, we recognize that as the market expands, 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 that it is desirable for directors to participate in important business execution matters. In addition, to ensure sound and effective management, we believe that it is desirable to have a governance system in which directors, serving concurrently as executive officers responsible for business execution, supervise each other's actions, while Audit & Supervisory Board members conduct management audits. 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 with the aim of further enhanced monitoring and audit functions.

In addition, we use an executive officer system (27 of them are men, two are women and eight serve concurrently as directors) to clarify the roles of business execution and monitoring and further reinforce our business execution functions. This system enables rapid responses to changes in the operating environment.

Through these types of initiatives, we are constantly striving to boost the speed of management in order to realize consistent and stable business operations as well as to develop a corporate governance structure that is capable of bolstering auditing and governance functions.

► Governance Structure

Category	Male	Female	Total
Directors*1	14 (including 1 outside director)	1 outside director	15
Executive officers*2	19	2	21
Audit & Supervisory Board members	4 (including 3 outside auditors)	1 outside auditor	5

*1 Includes 8 directors who concurrently serve as executive officers.

*2 Excludes 8 directors who concurrently serve as executive officers.

(As of June 30, 2017)

● Meetings of the Board of Directors (Fiscal 2016)

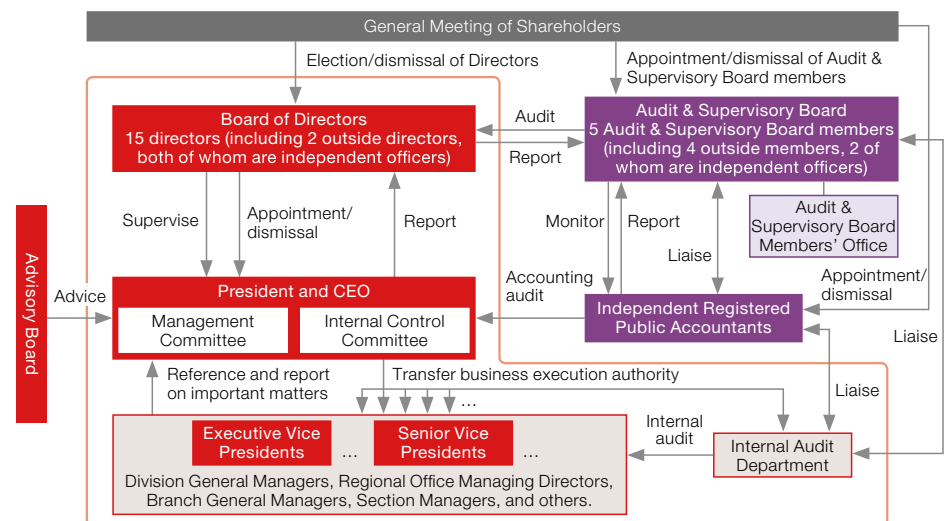
13 meetings were held.

Attendance

Directors: 97.9%; outside directors: 100%

Audit & Supervisory Board members: 98.5%; outside members: 98.1%

► NTT DOCOMO's Corporate Governance System



(As of June 30, 2017)

Business Execution and Audit System

The Board of Directors consists of 15 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, major worksites and major subsidiaries. In this way, Audit & Supervisory Board members effectively audit the execution of duties by directors and reports on the status of audit implementation to the Audit & Supervisory Board. The members 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 the 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.

We have verified the effectiveness of DOCOMO's Board of Directors based on the Directors' Self-Assessment Questionnaire completed by all directors and Audit & Supervisory Board members and on discussions held in May 2017 during a meeting of the Corporate Governance Council, which consists of all members of the Board of Directors and Audit & Supervisory Board. Also, we confirmed that discussions held by the Board of Directors have been both revitalized and enhanced in terms of diversity, taking into account the addition of two independent directors in June 2016. To further strengthen our corporate governance, we have decided that the Board of Directors will regularly verify the status of initiatives aimed at achieving major directives including corporate strategies agreed upon through discussions.

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.
Yutaka Kawataki (Independent Board Member)	We appointed him because we expect that he will use his vast experience and expert insight, accumulated during his extended career at the Board of Audit of Japan, when performing audits.
Hironobu Sagae	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.
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.

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.

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.

*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.

NTT DOCOMO has appointed outside directors Teruyasu Murakami and Noriko Endo as well as Outside Audit & Supervisory Board Members Yutaka Kawataki 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.

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.

The ratio between compensation per director in Japan, which constitutes an important base for the organization, and compensation per employee is 3.6 to 1 (the ratio between aggregate compensation paid to directors during fiscal 2016 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 to ensure a high degree of independence.

We do not employ compensation consultants, independent legal counsel or other

advisors 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)	506	407	99	16
Audit & Supervisory Board members (excluding outside directors)	30	30	—	1
Independent Officers	121	121	—	6
Total	658	559	99	23

Notes: 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. The above figures include compensation for four directors who retired at the conclusion of the 25th Ordinary General Meeting of Shareholders on June 16, 2016.

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, 2017, NTT owned 66.65% 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, 2017, the Japanese Finance Minister owns 33.74% 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 2016, the discussion agenda included integrating CSR and management, the Mid-Term CSR Target, results of ESG assessment by external institutions, the status of initiatives undertaken by each committee as well as the establishment and revision of committees, environmental topics and a review of the DOCOMO Group's environmental vision.

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.

Advisory Board

● Advisory Board Set Up to Reflect Expert Opinions and Proposals in Business Activities

DOCOMO established its 9th Advisory Board in October 2015 as a forum in which experts from a range of fields provide their objective opinions and proposals related to the general aspects of our management. The objective comments and proposals on management issues we receive from these experts are incorporated into our business management.

Overview

Term: from October 2015 to September 2017

Frequency: quarterly

Members of the Advisory Board (as of June 30, 2017)

Chairperson: Mr. Taizo Nishimuro Honorary Advisor to the Board of Toshiba Corporation

Members

Dr. Motoshige Itoh	Professor Emeritus, The University of Tokyo, Professor, Faculty of International Social Sciences, Gakushuin University
Mr. Shin Kikuchi	Partner Lawyer, Mori Hamada & Matsumoto
Ms. Main Kohda	Novelist
Mr. Masaaki Shintaku	Executive Vice President, Special Olympics Nippon
Mr. Jitsuro Terashima	CEO of Japan Research Institute, President of Tama University
Dr. Hideo Miyahara	Professor Emeritus, Osaka University

● U.S. Advisory Board

DOCOMO established its 8th U.S. Advisory Board in November 2015 as a forum for overseas experts from a range of fields to provide their objective opinions and proposals on general aspects of our management, which has been ongoing since December 2000.

The board will be chaired by David A. Gross, partner at Wiley Rein LLC, and former Coordinator for International Communications and Information Policy at the U.S. Department of State. We have also invited Matthew P. Goodman, William E. Simon Chair in Political Economy and Senior Adviser for Asian Economics at the Center for Strategic & International Studies, to join the board. These two members will participate in all meetings. We invite experts to offer their professional views on specific topics and reflect the diverse information and opinions we receive in our business management.

Overview

Term: from November 2015 to April 2017

Frequency: twice a year (tentative)

Members of the U.S. Advisory Board (as of April 2017)

Chairperson:

Mr. David A. Gross
Partner, Wiley Rein LLC.
Former Coordinator for International Communications and Information Policy, U.S. State Department

Member:

Mr. Matthew P. Goodman
William E. Simon Chair in Political Economy and Senior Adviser for Asian Economics at the Center for Strategic & International Studies

Guest Speakers:

In addition to board members, we invite experts in specific fields to present their specialized knowledge.

- Guest speaker at the first meeting
Ragu Gurumurthy
Chief Innovation Officer, Deloitte LLP
- Guest speaker at the second meeting
Amy Walter
National Editor of The Cook Political Report
- Guest speaker at the third meeting
Eric Bovim
Managing Director, Signal Group Consulting, LLC
- Guest speaker at the fourth meeting
Jan Dawson
Chief Analyst, Jackdaw Research

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.

In addition, 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.

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**

In today's society, where communications infrastructure is essential to industry and people's lives, the growing frequency and scope of 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.

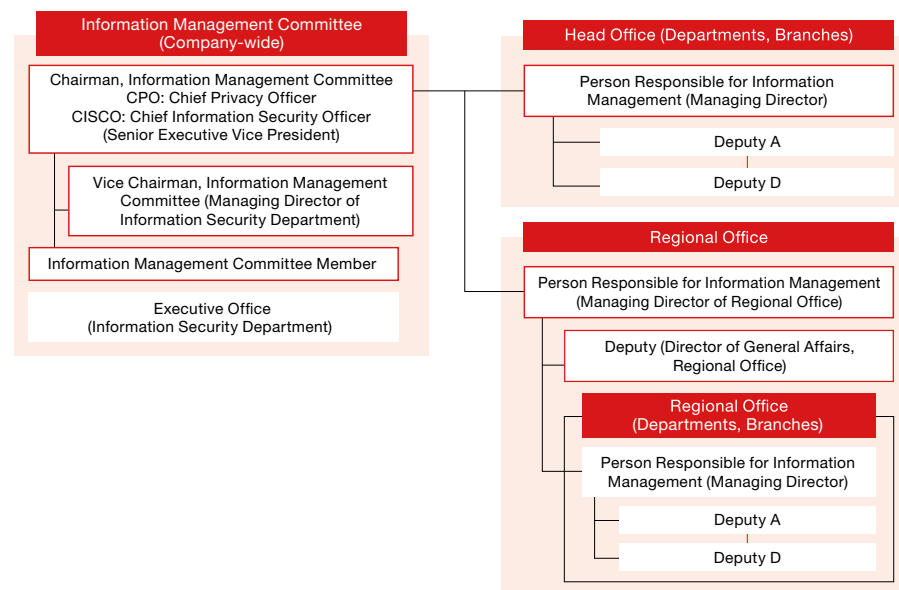
Ensuring Information Security

● **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.

▶ **Information Management System**



(As of July 1, 2016)

● **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 2016

The rapid spread of smartphones and social media over the past few years have opened the way to increasingly more complex and serious cyber attacks targeting confidential information held by companies. Risks related to information security may damage DOCOMO's reputation and brand as a carrier 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 2016, the senior executive vice president who also serves as chief information security officer and the managing director of the Information Security Department sent out heads-up messages to employees. 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, 2016. 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 reinforce information security across the DOCOMO Group.

We launched a public website in February 2017 for conducting drills to prepare against cyber attacks on systems providing services to customers with the aim of enhancing the response of system security staff and system engineers who will be responsible for handling actual incidents and also to reinforce the structure.

Furthermore, to comply with Japan's revised Personal Information Protection Act, which came into effect in May 2017, we established a new scheme for handling personal information in accordance with the revisions. It includes the creation of rules, bylaws and manuals, procedural decisions for providing information to third parties and meeting disclosure requirements in order to prevent 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.

There were no incidents warranting administrative guidance or legal violations related to information leakage incidents or complaints within the DOCOMO Group in fiscal 2016. However, there was one case of information leakage caused by unauthorized access at a subcontractor. We have subsequently analyzed the circumstances that led to the leakage and confirmed that appropriate measures have been taken in accordance with the law.

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.

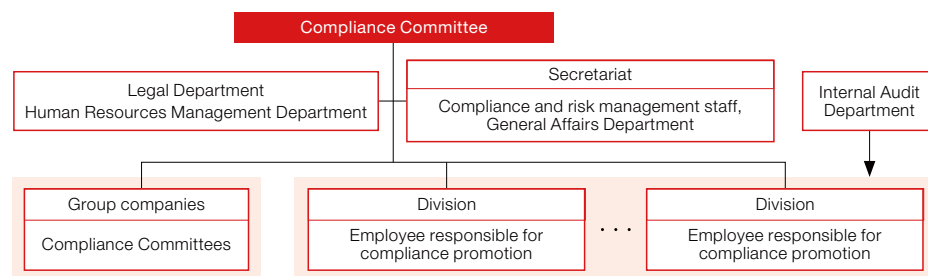
Compliance Management Regulations

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.

► Compliance Management System



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.

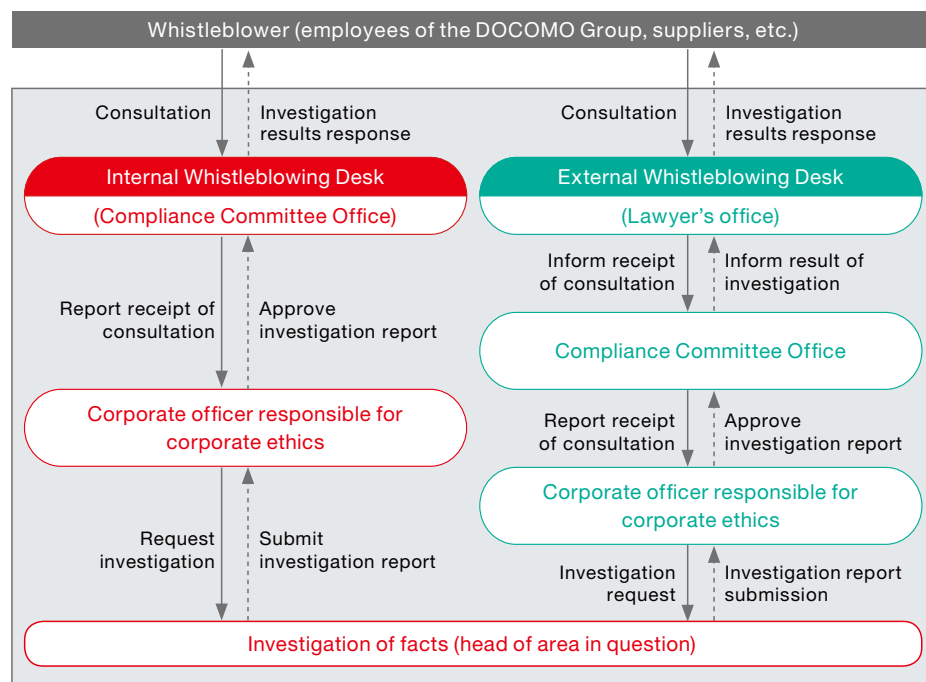
Consultation and Reporting Mechanism

DOCOMO has established reporting channels, both internal and external, for the prevention and early detection of compliance risks. 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 non-compliance 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.

▶ **Number of Consultations on Compliance over the Past Three Years**

	2014	2015	2016
Consultations on compliance (cases)	94	83	111
Compliance violations	55	39	50
Unauthorized use of expenses, etc.	7	2	9
Harassment	19	26	18
Other compliance violations	29	11	23
No violations	39	44	61

▶ **Compliance Whistleblowing Desk System**



We analyze the content of the consultations every year, and any trends discerned from the incidents are shared with employees nationwide at regular internal meetings and are also incorporated into compliance training.

The number of consultations have been on the rise as awareness of compliance grows among employees, and there were 111 cases in fiscal 2016. While the number of cases recognized as harassment declined, there was an increase in reports concerning unauthorized use of expenses such as violations of rules on commuting expenses.

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 launched a self-check program in fiscal 2015 in 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 2016, we introduced new 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 prevent 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 promoted after being 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.

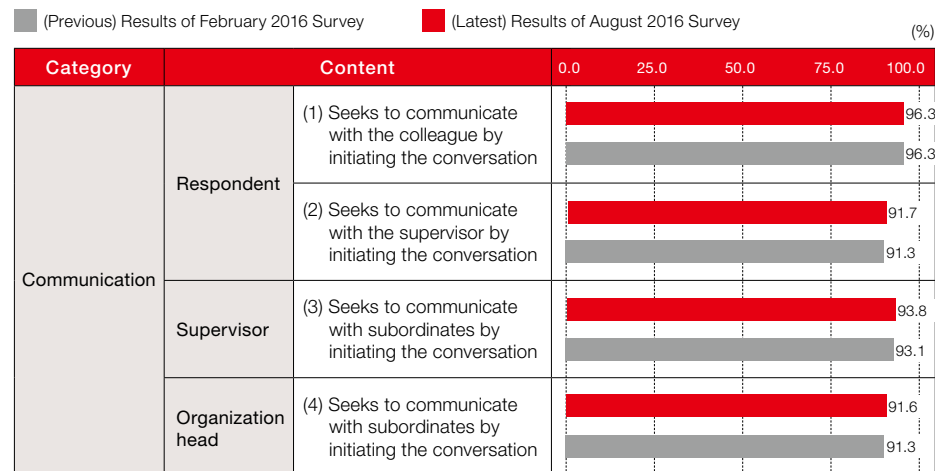
● **Survey on Compliance and Human Rights**

The DOCOMO Group conducts a unified employee survey on compliance and human rights twice a year. Every year around August we had been conducting a survey of all Group employees including temporary staff—a total of about 38,400 persons—to ascertain the level of their awareness with respect to compliance and human rights. In fiscal 2016, we added the Explanatory Survey for Identifying Issues with the aim of identifying any issues related to compliance and human rights that may arise in each organization in order to prevent them from becoming a problem. We plan to continue conducting this survey during the second half of the fiscal year.

Analysis of the survey held around August showed that positive results have been maintained at high levels for each surveyed item, including communication.

In the exploratory survey for identifying issues conducted in January 2017, we found that trends in the response differed according to the organization, making us aware of the need for measures that cater to the characteristics of each organization, instead of a common Group-wide response. We intend to utilize the results of this survey in making action plans in the future.

Using the results of these surveys, we will continue to make a focused effort in fiscal 2017 to nurture ethics among each individual employee by creating an environment that facilitates communication from the bottom up. Also, we will carry out initiatives aimed at boosting the capacity of supervisor to listen and persistently providing information on compliance and human rights.



● **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 in April 2012 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

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

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-BriberyHandbook.pdf

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, and information is submitted to the Internal Audit Department.

No incidents resulting in legal action due to bribery occurred in fiscal 2016. 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 2016, DOCOMO made political donations totaling 7.0 million yen in Japan.

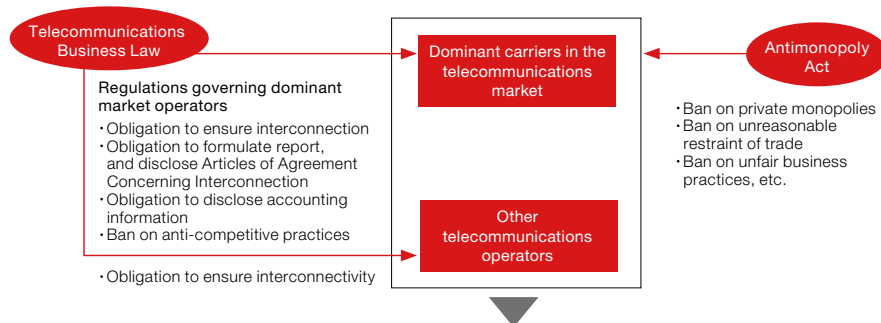
Political Donations	Benchmark	Results (Million Yen)			
		2013	2014	2015	2016
	Amount of political donations (telecommunications administration)	7	7	7	7

● 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. According to the latest data, 25,925 employees participated in the online fair competition 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 April 2016, guidelines on appropriate discounts of smartphone handsets were

introduced with the aim of alleviating the sense of unfairness among users by making appropriate changes to discounts offered on condition of communication device purchases.

In August 2016, the Fair Trade Commission presented its views on issues concerning competitive policy in the mobile phone market, such as the practice of selling communications services and mobile terminals in a single package and limiting the provision of communications services to specific companies through SIM lock, prompting the industry to review practices that may be problematic under the Antimonopoly Act.

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.

Following the October 2011 implementation of Organized Crime Exclusion Ordinances throughout Japan, 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.

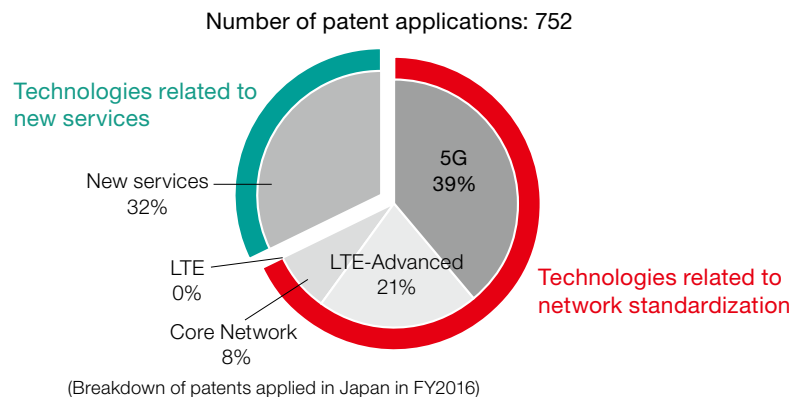
We held the Crisis Management Seminar in March 2017 with the cooperation of law enforcement agencies. The seminar was attended by approximately 200 participants including senior management and employees responsible for risk management at the DOCOMO Group.

● **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 9,100 patents overseas as of March 2017.

Going forward, DOCOMO intends to strengthen its global competitiveness by continuously maintaining proper protection and utilization of its intellectual property.

▶ **Patent Applications**



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.

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 2016 were 287,679 million yen, and the tax burden ratio to pretax income was 30.3%.

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.



The logo features the letters "NTT" in a small, red, sans-serif font positioned above the word "docomo" in a larger, red, lowercase, sans-serif font. The "d" in "docomo" is stylized with a vertical line extending downwards.

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 towards that day with everything at our command.

Brand System

NTT DOCOMO Corporate Brand (Carrier Brand)



Service Brands

Network Services

Premium 4G, VoLTE, LTE (Xi), FOMA, docomo Hikari, etc.

Communications Services

New service domains (provided by NTT DOCOMO, Inc.) including imadoco-search, Shabette Concierge, docomo Map Navi, Hanashite Hon'yaku and Anshin Remote Support; dmarket services including d shopping, d game, d book, d travel, d music, d fashion, d delivery, d apps & review, d kids, dTV, d hits, d magazines, d anime store, d living and d healthcare pack; Runtastic for docomo; docomo Insurance; d CARD; docomo Money Transfer; Osaiifu- Keitai, etc.

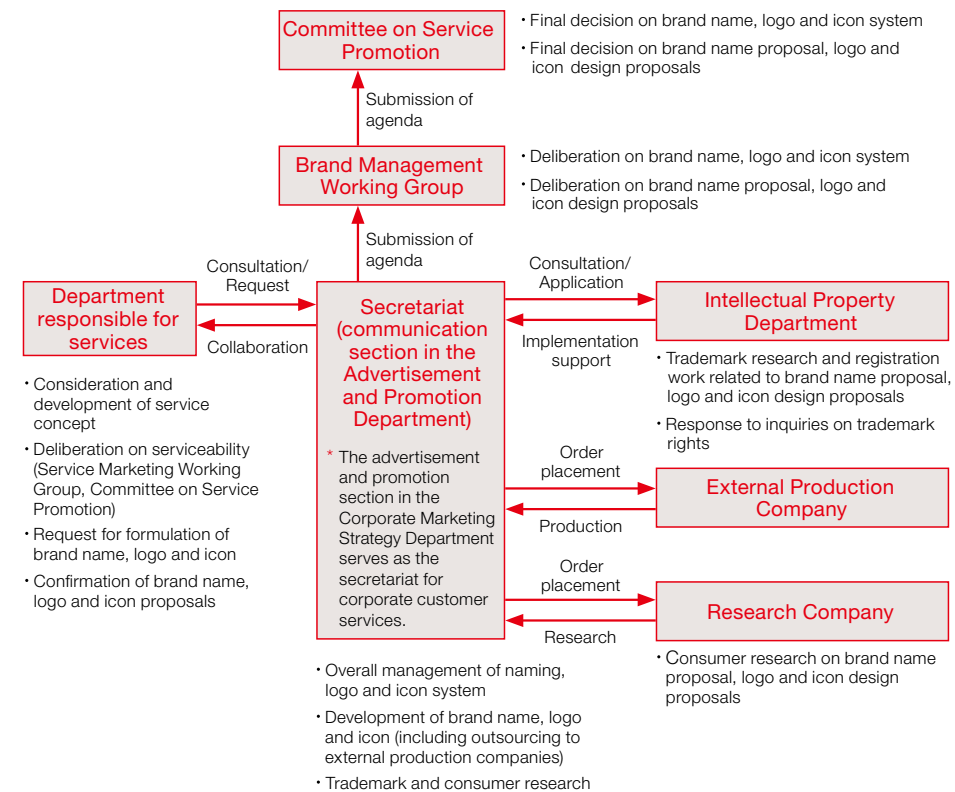
New Service Domains (Provided by Subsidiaries)

ABC Cooking, Radishbo-ya, Karada no Tokei WM, Karada no Kimochi, MAGASEEK, Shop Japan, Tower Records, 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





Brand Management Indicators

With regard to our corporate brand, we closely monitor indicators such as the TOYO KEIZAI, INC.'s CSR Company Ranking (ranked fourth in fiscal 2016), employee satisfaction survey results for the personnel-related issue 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

2017 Ranking	2016 Ranking	Brand Name	Sector	Brand Value (USD million)
1	1	NTT DOCOMO	Telecommunications	9,543
2	2	SoftBank	Telecommunications	6,397
3	3	au	Telecommunications	4,718
4	4	SMFG	Financial services	4,031
5	5	Recruit	Media	3,232

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.



05

Sustainability of DOCOMO

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Sustainability of DOCOMO

NTT DOCOMO Group CSR Policy

DOCOMO aspires to achieve sustainable growth and development alongside society by creating new services with social value. 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 the CSR Policy along two fronts. The first is “Innovative DOCOMO,” in which we are attempting to co-create new value through our “+d” initiatives, addressing 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. The second is “Responsible DOCOMO,” in which we aim to create 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. We will actively engage in our initiatives to contribute to solving various social issues and advancing society in general, thereby increasing our corporate value. Furthermore, we will advance initiatives aimed at resolving social issues by linking our self-designated Sustainability Focuses to the SDGs, which have been set by the United Nations for the entire globe.

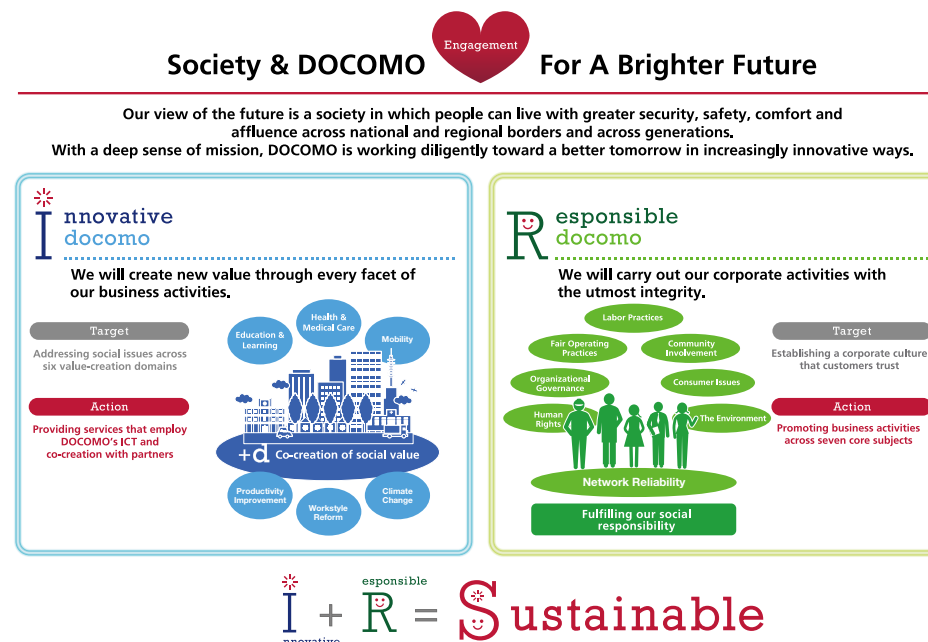
As we go about our business, we actively create opportunities for dialogue with the diversity of our stakeholders, including customers, shareholders and other investors, sales representatives (docomo Shops), suppliers, employees and local communities. Through these dialogues, we communicate DOCOMO’s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

● Advancing toward a Sustainable Growth of Society along Two Fronts

The following diagram, entitled “Innovative + Responsible = Sustainable,” illustrates the relationships between DOCOMO’s business strategies and CSR activities. It was introduced in 2015 and revised in 2017 to broadly improve understanding of DOCOMO’s CSR by society in general and our employees.

▶ NTT DOCOMO Group CSR Policy

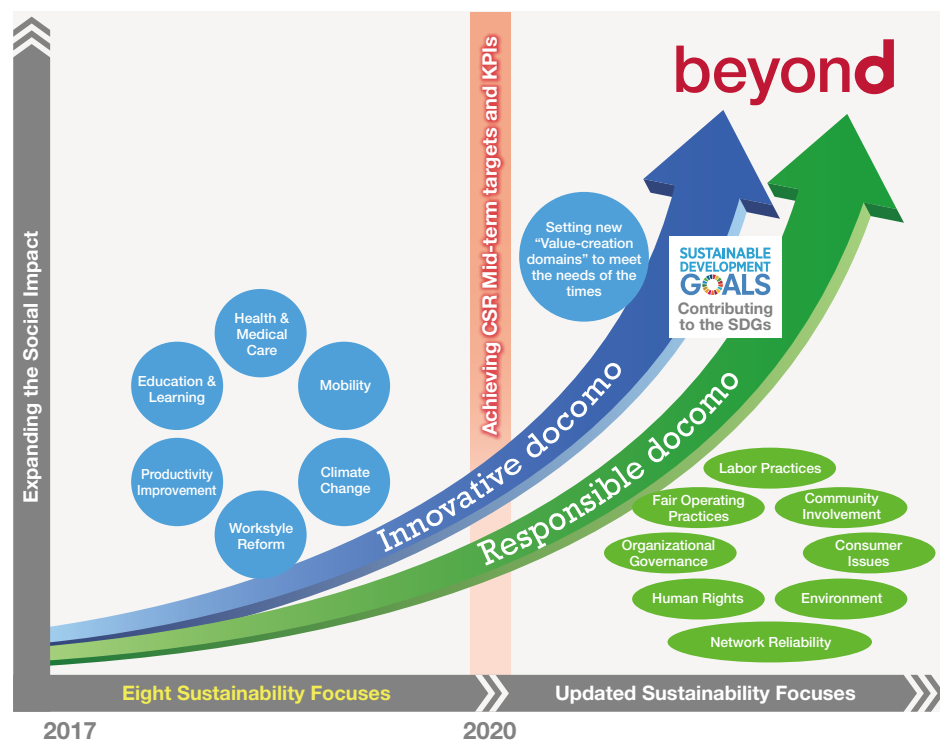
URL <https://www.nttdocomo.co.jp/english/corporate/csr/about/message/index.html>



CSR Mid-Term Target 2020

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



In setting the targets for the Mid-Term CSR Target, we began by identifying the eight Sustainability Focuses that DOCOMO must work on to fulfill its social responsibility, and then the specific mid-term targets and KPIs were set 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

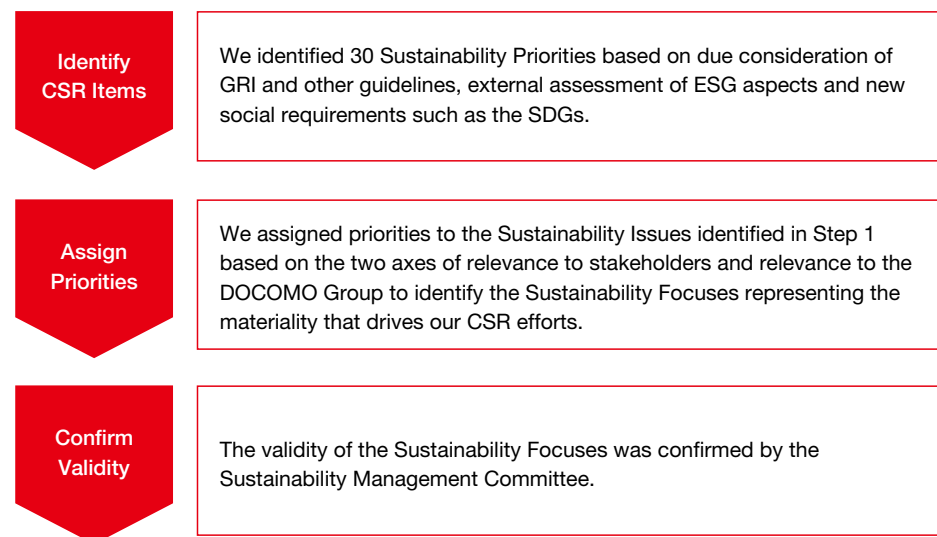
* We provide detailed information on the process of identifying the eight sustainable focuses, mid-term targets and KPIs on pages 48 and 49.

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,” 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.

Materiality Analysis

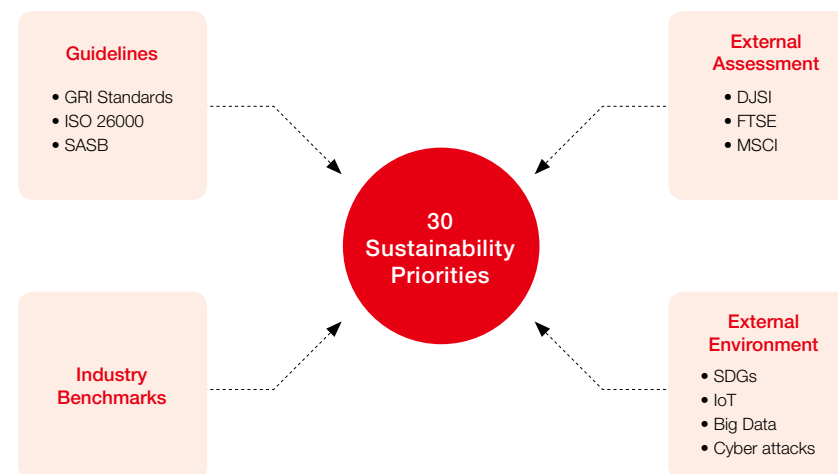
In recent years, we have observed strong demand for global action to create a sustainable society, as evidenced by the adoption of the Sustainable Development Goals (SDGs) by the UN General Assembly and the Paris Agreement at COP21.

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 using the process described in the guidelines for the GRI standards.



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, industry benchmarks and external ESG assessments, such as the Dow Jones Sustainability Index (DJSI), as well as new issues related to sustainability, such as the SDGs.



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 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), EICC (Electronics Industry Citizenship Coalition Code of Conduct), GSMA*, OECD Guidelines for Multinational Enterprises and analysis conducted by other companies in the ICT industry.

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

Prioritization from the Standpoint of DOCOMO

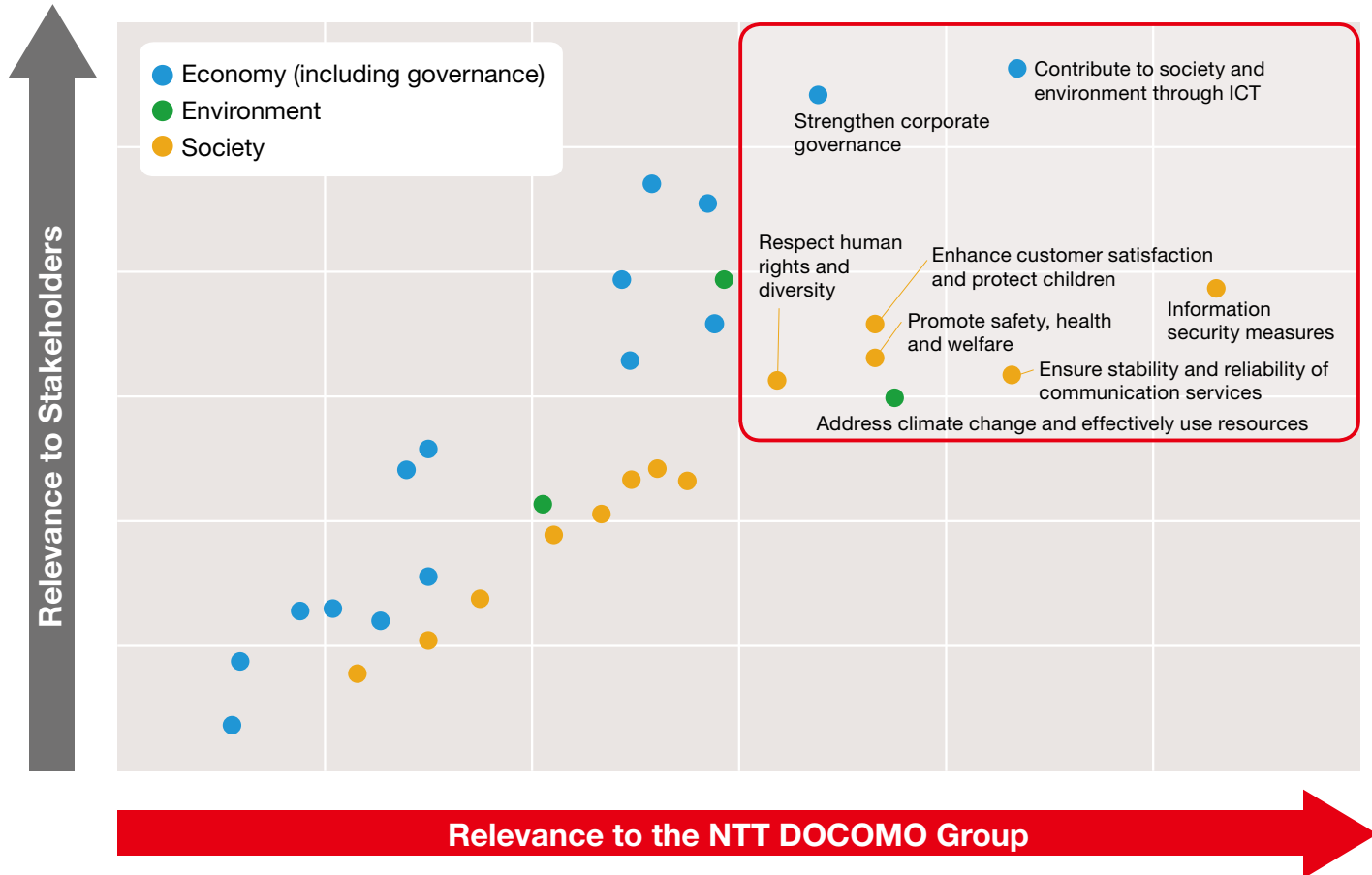
DOCOMO reconfirmed its identification process for materiality related to CSR. For the risk aspects, we used the risk identification process we apply to risk management, and for the opportunity aspects we envisioned the following business scenarios, including the smart life business domains that reflect 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

● Step 3: Validation

Once identified, the Sustainability Priorities 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, members of the Board of 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.



● **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.

● **Relationship between DOCOMO’s Sustainability Focuses and Contributing to the SDGs**

As a board member of the GSMA, a global network of mobile phone companies and operators, NTT DOCOMO is actively contributing to the SDGs adopted at the UN Summit in September 2015. In 2016, GSMA published the “2016 Mobile Industry Impact Report: Sustainable Development Goals,” which identifies areas where the mobile industry can have the greatest impact on the 17 global SDGs. The report is based on the GSMA’s unique impact assessment, and the results were disclosed to encourage the industry to play its part in promoting the SDGs. DOCOMO is promoting its initiatives for resolving social issues by linking the Sustainable Focuses with SDGs.

SUSTAINABLE DEVELOPMENT GOALS



● Objectives consist of the following 17 goals and 169 targets for achieving them.

● For more information on the 17 Goals, visit:










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

● **DOCOMO's Sustainability Focuses and Initiatives**

Applying the Eight Sustainability Focuses identified in the CSR Mid-Term Target, we have set our concrete Mid-Term Goals and KPIs while also showing the global goals of related SDGs.

Sustainability Focuses	Mid-Term Goals	KPIs		Initiatives	Related CSR Policies	Related SDGs*
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	Develop and provide services and solutions that address social issues in areas such as education, health and working styles through co-creation with partners		
2. Information security measures	Protect customer information assets by addressing increasingly sophisticated and serious security risks	A: Number of information security incidents	0 cases	(1) Educate information security experts (2) Raise awareness of information security and data privacy among employees (3) Bolster supply chain management		
		B: Conduct information security training	At least once a year for all employees			
		C: Information security management carried out by subcontractors	Monitor the situation			
3. Strengthen corporate governance	Establish a corporate culture that society trust	A: Organize more stakeholder dialogues	More than in the previous year	(1) Carry out constructive dialogue with stakeholders (2) Ensure board diversity (3) Establish thorough compliance		
		B: Appoint two or more independent outside directors	Two or more			
		C: Percentage of participation in compliance training	Monitor the situation			
		D: Number of compliance violations	Monitor the situation			
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%	(1) Construction and maintenance of reliable networks (2) Speedy response to disaster recovery		
		B: Number of major accidents	0 cases			
		C: Percentage of population covered by LTE than in the previous year	Higher than in the previous year			
		D: Large-zone base station coverage of prefectural capital cities	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	(1) Listen to customer feedback, provide feedback to the relevant departments and consider and implement improvements (2) Enhance the quality of services aimed at protecting children (3) Implement activities aimed at educating children		
		B: Smartphone and mobile phone safety classes	1.3 million attendees per year			

* SDG icons underlined in red are the goals we emphasize under the GSMA initiatives.

Sustainability Focuses	Mid-Term Goals	KPIs		Initiatives	Related CSR Policies	Related SDGs*
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	(1) Maintain and enhance employee motivation (2) Deploy measures aimed at promoting employee safety and wellness	Labor Practices	 
		B: Total annual hours worked	Approximately 1,800 hours			
		C: Number of serious industrial accidents during construction work	0 cases			
		D: Implementation rate of specific health guidance	60%			
		E: Implementation rate of stress checks	95%			
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%	(1) Promote diversity (2) Establish an awareness of human rights (3) Strengthen supply chain management	Human Rights	 
		B: Ratio of persons with disabilities	2.0%		Fair Operating Practices	
		C: Number of confirmed human rights violations	Monitor cases			
		D: Percentage of participation in human rights training	Monitor the situation			
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 ₂ emissions	38 million tons	(1) Develop and provide services and technologies that contribute to reducing CO ₂ emissions (2) Develop and install electrically efficient base stations and network facilities (3) Restrain the final disposal ratio of waste and make effective use of resources (4) Strengthen supply chain management	Environment	  
		B: Electrical efficiency of the communication services	Sevenfold increase			
		C: Final disposal ratio of waste	Under 1.4%			
		D: Used mobile phone collection	16 million units (cumulative total for fiscal 2016–2020)			
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	(1) Continue "ForONes" promotion campaign (2) Increase number of messages from senior managers (3) Continue and promote social contribution activities including support for disaster restoration		
		B: ESG-related indexes in Japan	Selection to indexes			
		C: Community investment	1% of profit			
		D: Number of employees participating in volunteer activities	More than in the previous year			
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	(1) Clarify and seek enhancements on ESG issues (2) Bolster transmission of ESG-related information by holding investor presentations and other means (3) Enhance the content of integrated reports and sustainability reports		

* SDG icons underlined in red are the goals we emphasize under the GSMA initiatives.

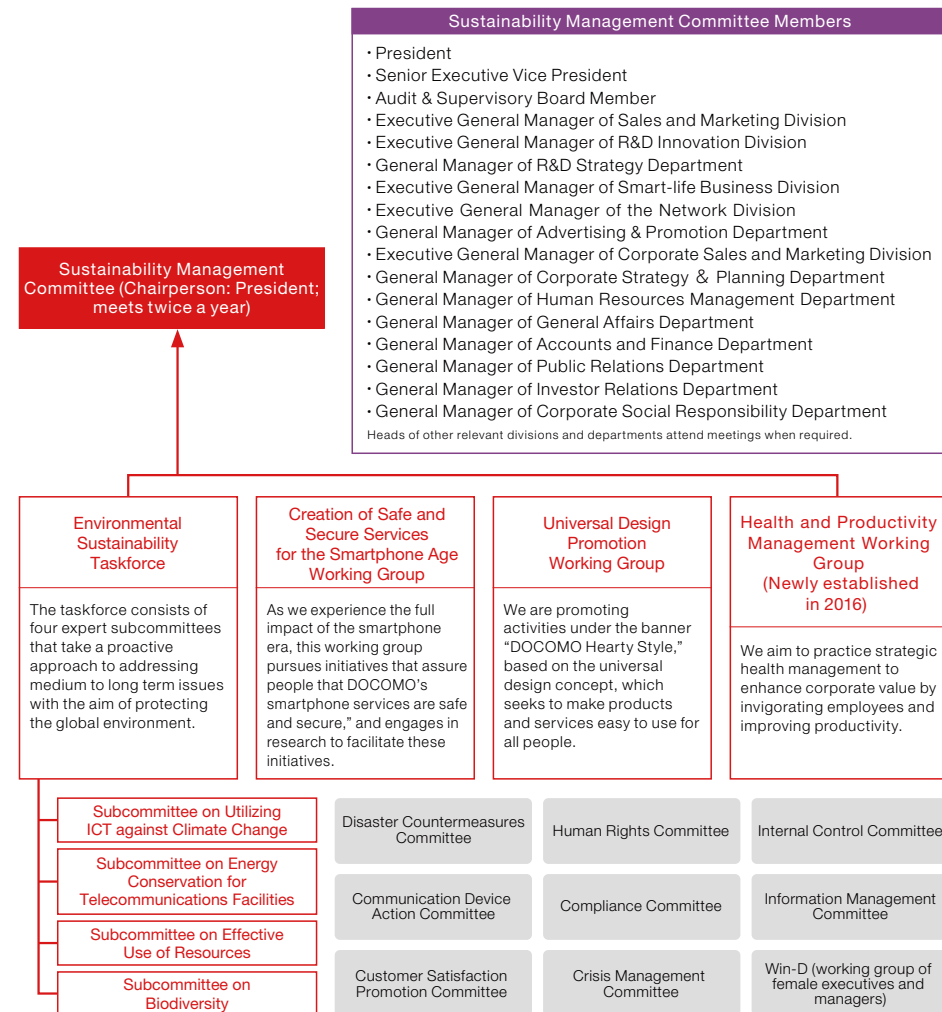
Sustainability Management System

DOCOMO convenes a meeting of the Sustainability Management Committee twice a year to discuss CSR policy and strategy, 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, members of the Board of 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, which hold their own meetings twice a year. These working groups deliberate on important CSR issues, and meeting results and activity proposals, together with themes for future activities planned in the meetings, are submitted to the Sustainability Management Committee for further discussion. Issues discussed at the committee meeting are shared throughout the Company as well as 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.

In fiscal 2016, we set up the Health and Productivity Management Working Group with the aim of promoting health and productivity management to invigorate employees and improve productivity and of enhancing corporate value by expanding the area of healthcare businesses that utilize ICT. In fiscal 2017 we reorganized the four expert subcommittees under the Environmental Sustainability Taskforce, which are in line with the Sustainability Focuses and Environmental Goals for 2030.

▶ DOCOMO Sustainability Management System



(Since fiscal 2017)

● PDCA Cycle Enforcement by Each Committee

(Underlined phrases are linked to related pages.)

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. The committees practice PDCA using the following approach.

Environmental Sustainability Taskforce

In fiscal 2016, we set up the following expert subcommittees to pursue initiatives in four areas.

Equipment Energy-Efficiency Subcommittee

[Reduce environmental impacts while guaranteeing stable, reliable communication](#)

Energy-Efficiency R&D Subcommittee

[Use new technologies to reduce environmental impacts of telecommunications facilities and mobile phones](#)

Office Energy-Efficiency Subcommittee

[Save electricity and promote efficient use of paper at offices](#)

Customer Channel Resource Efficiency Subcommittee

[Reduce environmental impacts from customer channels that include products and promotional tools](#)

In fiscal 2017, we sought to respond to our Sustainability Focuses, accomplish the DOCOMO Group Environmental Goals for 2030 (Green Action Plan 2030) and comply with revisions in the ISO 14001 standard by reorganizing the four expert subcommittees of our Environmental Sustainability Taskforce into 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.

Creation of Safe and Secure Services for the Smartphone Age Working Group

We monitor progress related to the following objectives.

- [Reduce risks for smartphone use by children](#) (filtering services, etc., for situations including the use of Wi-Fi connections)
- [Address the issue of preventing phone use while walking, a newly identified social issue, from a service standpoint](#)
- [Considering services to prevent the criminal use of smartphones and mobile phones](#)

Health and Productivity Management Working Group

We monitor progress related to the following objectives.

- [Encourage employees to develop an even higher level of awareness on health issues](#)
- Grasp the current situation by publishing a “Health White Paper”
- [Set targets for promoting health and productivity management, implement measures and monitor progress on target attainment](#)

Universal Design Promotion Working Group

We monitor progress related to the following objectives. Members responsible for docomo Shops, mobile phones, apps and billing plans participate and share information to pursue the following general initiatives.

- [Barrier-free docomo Shops](#)
- [Develop mobile phones and consider services that are both easy and safe to use for the elderly and persons with disabilities](#)
- [Enhance accessibility of products and services](#)

URL https://www.nttdocomo.co.jp/utility/term/web_accessibility/index.html (in Japanese only)

- [Hold DOCOMO Hearty Lectures as a digital inclusion initiative to support persons with disabilities in learning how to use the Internet and smartphones](#)

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 November 2016, we invited Mariko Kawaguchi of Daiwa Institute of Research Ltd. for a lecture on the latest trends in ESG investment, which was attended by 288 members of upper management and employees in management positions. The lecture was an opportunity for participants to understand the need for the DOCOMO Group to address the rise in ESG investment in Japan by incorporating CSR initiatives into business strategies and plans and expanding this move across the Group through organizational management and information distribution.

In an effort to disseminate our CSR Policy among employees, the senior executive vice president responsible for CSR and the general manager of the CSR Department hold lectures at regional offices and branches nationwide to explain the DOCOMO Group's initiatives on CSR. In fiscal 2016, 11 lectures were held as well as a seminar on CSR for upper management, which took place in November 2016.



CSR top management seminar held in November 2016

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, 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	2011 to 2016: "SMART for GREEN 2020" 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

● **NTT Group's Stakeholder Engagement**

URL http://www.ntt.co.jp/csr_e/groupcsr/stakeholder.html

Commitments 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
- ISO 14001
- Women's Empowerment Principles
- OECD Guidelines for Multinational Enterprises
- EICC Code of Conduct (U.S. Electronics Industry Citizenship Coalition)
- 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 (director)
- GSM Association (Board Member)
- Next generation mobile networks (Board Member)
- Global Compact Network Japan (GCNJ) (associate member)

(As of August 31, 2017)

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.

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 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.



Social Impact Assessment

Since fiscal 2016, DOCOMO has been measuring the impact of its initiatives on material issues related to sustainability in an effort to add value. In our first year, 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



06

Client 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

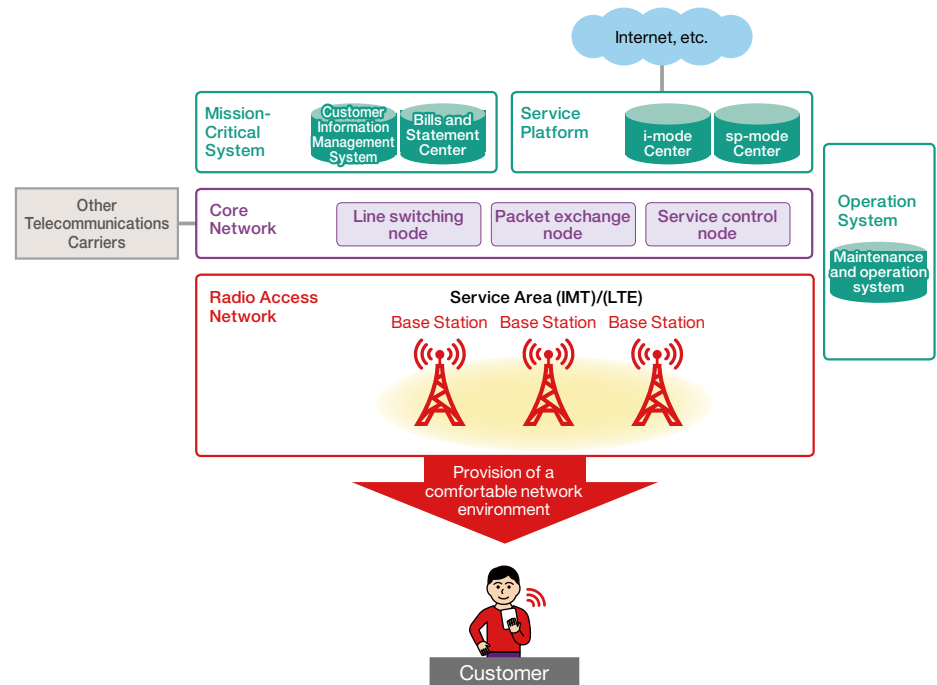
Basic Policies and Philosophy

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. In addition, we are improving connectivity during spikes in service demand and raising the reliability of 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

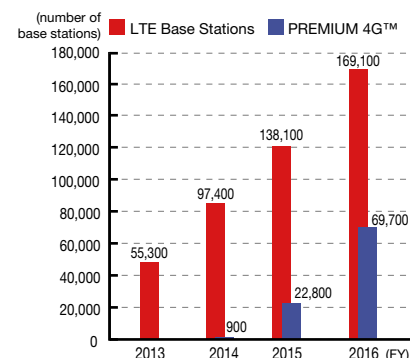


Expansion of the Service Area

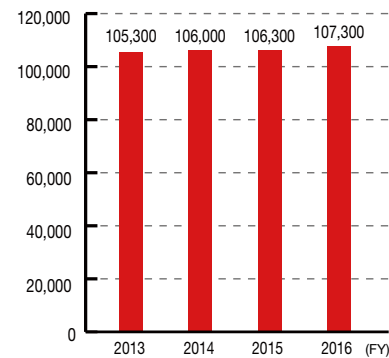
● Building Base Stations

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 107,300 FOMA base stations and 169,100 LTE base stations operating in fiscal 2016. 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 69,700 in 1,421 cities across Japan in fiscal 2016. 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.

▶ 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.

● 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 2016, we received about 67,000 customer inquiries on reception quality. DOCOMO will continue to conduct nationwide inspections and take measures to enhance reception quality while incorporating feedback from our customers.

● 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 temporary base stations 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 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 2017.

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.

● **Overseas Use of Mobile Phones**

DOCOMO is expanding its international roaming service so that customers can enjoy the convenience of their mobile phones overseas. The WORLD WING service 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 enhancing the quality of overseas communication further by expanding the number of countries and regions covered by LTE-based, high-speed communications, we have begun providing VoLTE international roaming services in a number of countries outside Japan. To offer a greater sense of security for customers, DOCOMO strives to expand its service area in and outside of Japan.

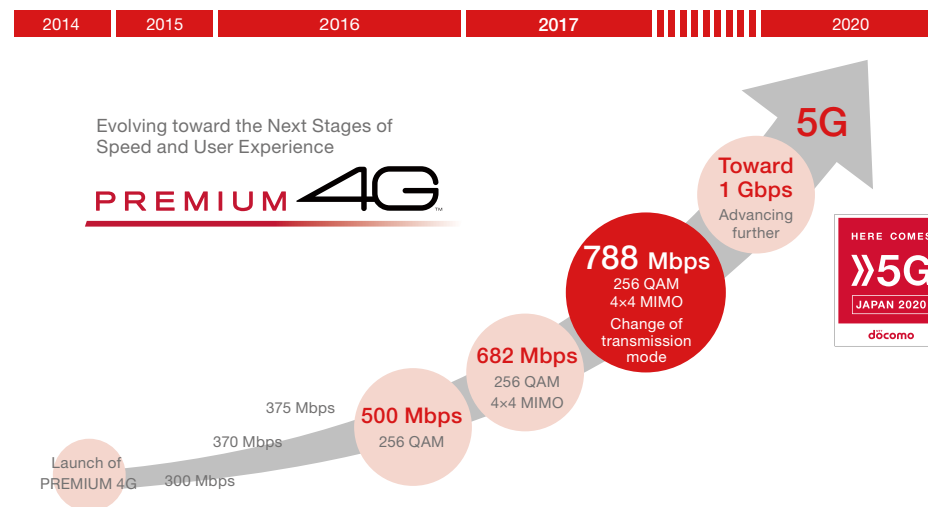
Seeking Even Faster Speeds

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 788 Mbps by September 2017, 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.



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 staff 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.

● Minimizing the Negative Impact of Network Facility Failures on Customers

Ensuring the Reliability of Network Facilities

To ensure continued service to customers 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 using 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 base stations can maintain connectivity without affecting users.

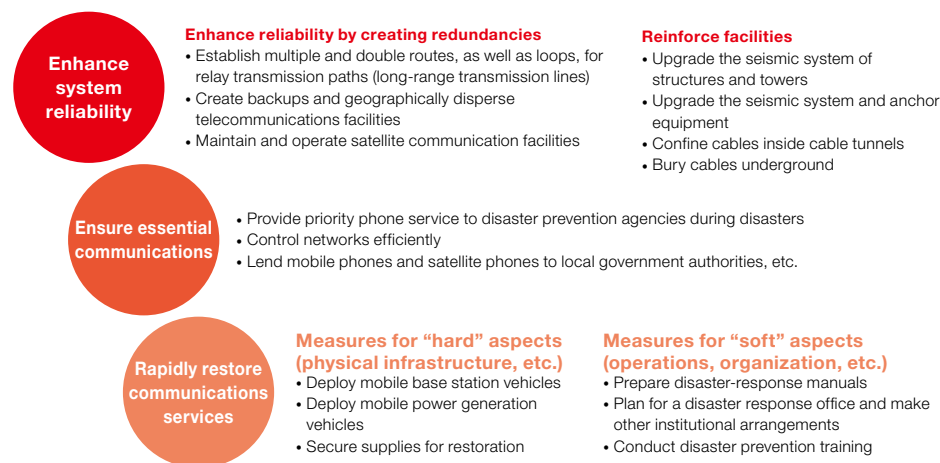
We conduct year-round surveillance of the service status across all of these networks and strive to guarantee service stability by steadily developing systems for eliminating the risk of facility failure before it can impact our service or systems for preventing any actual failure from affecting users. In fiscal 2016, there was one facility failure that met the criteria for serious accidents designated by Japan's Ministry of Internal Affairs and Communications.

A 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 also decided to upgrade mobile phone base stations that cover disaster base hospitals to medium-zone base stations and bolster our emergency power supply system. We will begin work on 712 locations nationwide toward our goal of maintaining telecommunications services for 72 hours during a power outage at some of the stations.

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. 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 on November 15, 2016, and is conducting drills under this license.

● 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. Moreover, 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.

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/>

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

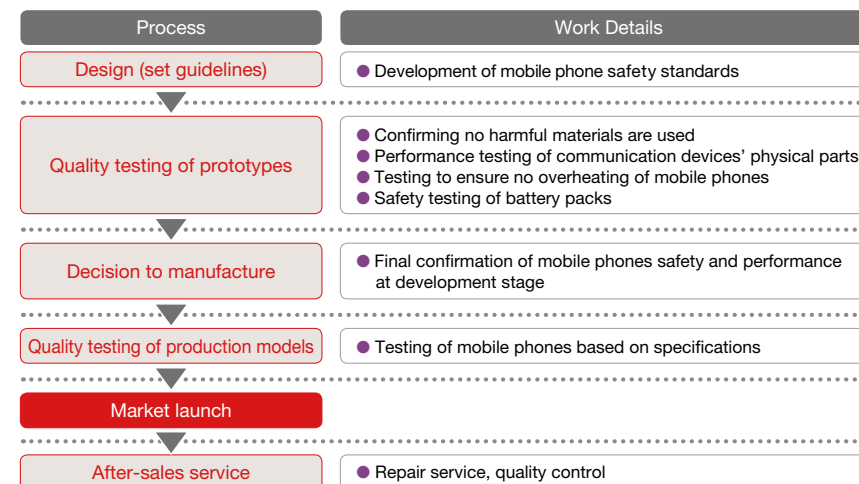
DOCOMO works with communication device manufacturers to develop products that are safe at every step of the way. We do not simply rely on the manufacturer's design standards, but rather proactively provide it with a list of our own safety standards for impact and compression, temperature increases during 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

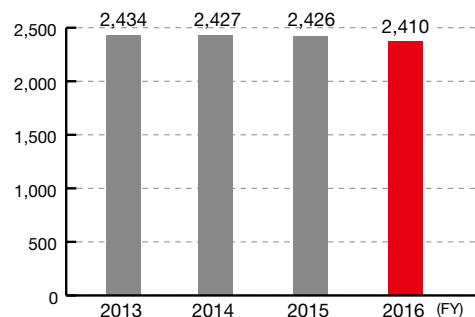
supply, and sales and maintenance. Once a product has been confirmed to be free of any quality concerns, a meeting is convened to determine whether it is ready to be launched. These thorough and strict quality processes ensure that our products can be used safely, reliably and conveniently by customers 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.

▶ Flowchart of Standard Product Quality Flow



▶ 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/

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, such as those for online shopping and video distribution, as well as our latest smartphone and tablet models at docomo Shops across Japan. Some docomo Shops offer support in various languages, have staff who can use sign language and writing boards available for the hearing impaired so that those requiring these services can easily obtain information on DOCOMO's products and services.

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 a website. 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 touch 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.

● Support through Videophone

URL <https://www.nttdocomo.co.jp/english/support/shop/service/>

● Online Shop (in Japanese only)

URL <https://www.mydocomo.com/onlineshop/home/>

● DOCOMO Online Procedures (in Japanese only)

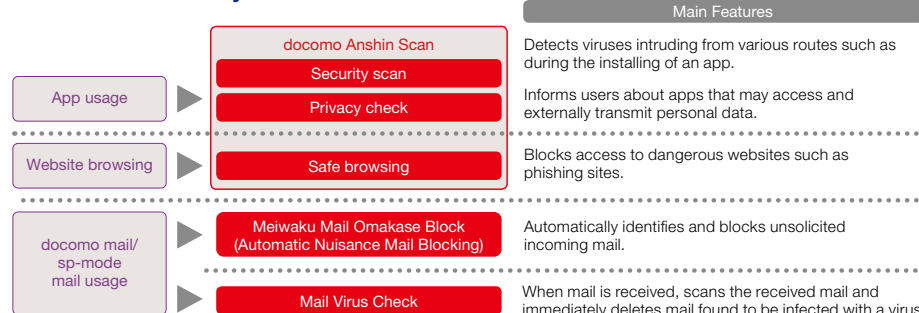
URL <https://www.nttdocomo.co.jp/mydocomo/apply/>

Services that Ensure Security

● Providing Greater Security by Adding the Anshin Number Check to the Anshin Net Security Package

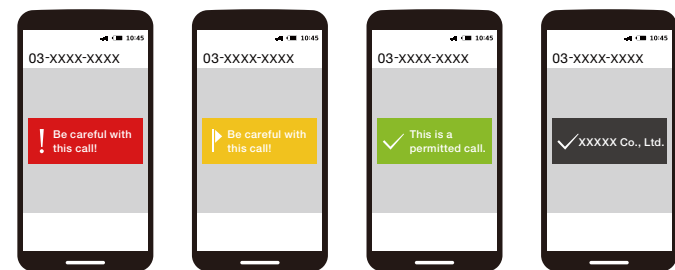
DOCOMO has been providing the Anshin Net Security service since October 2012 in response to the growing threat to the Internet caused by the spread of computer viruses, malware and harmful websites. More recently, we have seen in Japan a surge in the number of scam operations that take advantage of new policies and regulations as well as current social developments, such as 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. We began providing the Anshin Number Check service in July 2015 as a countermeasure against nuisance calls, including fraudulent calls and persistent sales calls. And in December 2016 we added Anshin Number Check to our Anshin Net Security service to offer users countermeasures against two major social issues.

▶ Anshin Net Security



* "Anshin Number Check" was added on December 1, 2016.

▶ Anshin Number Check



Calls that are highly likely to be a scam or billing fraud
 Calls that are highly likely to be annoying, persistent sales calls
 Calls from callers on the pre-registered list
 Calls that do not fit any of the patterns are shown at left when the caller's number is automatically displayed.

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 155.

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.

We have tried to make the Filtering Service easier to understand and promote its widespread use by adopting a common name and app icon for the service^{*3} with KDDI Corporation, Okinawa Cellular Telephone Company and Softbank Corp., effective March 1,

2017. Looking ahead, DOCOMO will continue seeking ways to make the Filtering Service more user-friendly and promote its use at docomo Shops and through pamphlets.

▶ Change in the Name of the Service and App Icon

Name of service: Anshin Filter for (carrier name)

App icon



^{*1} The formal name of the law is “Act on Establishment of Enhanced Environment for Youth’s Safe and Secure Internet Use.”

^{*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.

^{*3} Changed from “Anshin (Secure) Mode” and “Family Browser for docomo” to “Anshin Filter for docomo.”

● Filtering Service (in Japanese only)

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

Looking after Children from a Distance with imadoco-search

To provide protection against crimes targeting children, we have been providing the imadoco-search service since 2006, enabling parents to locate their children and remotely monitor their activities. Parents can 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 of the family who may become lost or who suffer from health conditions.

We will continue to safeguard the safety and security of daily life through services such as imadoco-search.

● **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.

▶ **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 (2) Offer Hearty Discounts and other discount services on subscriptions (3) Issue Braille phone charge statements (4) Provide apps designed for persons with disabilities such as Move&Flick and Mierudenwa
Enhance Customer Support (see page 115)	Establish customer service desks that are easy to use for all users and enhance response to customers (1) Make docomo Shops barrier-free (2) Operate docomo Hearty Plaza (Marunouchi) (3) Install videophones supporting sign language (4) Conduct training for docomo Shop staff
Disseminate Safe and Secure Use	Organize classes on using smartphones and tablets for persons with disabilities (1) Participate in exhibitions for people with disabilities (2) Organize free, nationwide Hearty Class lectures for organizations serving persons with disabilities (3) Organize free Smartphone and Mobile Phone Safety Classes for special-needs schools

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. We plan to continue providing opportunities to raise employee awareness of universal design.

In fiscal 2016, we conducted a universal design training at Dialog in the Dark. Participants enter a completely darkened room in small groups attended by visually impaired staff and take part in various group activities, guided only by a white cane as they make their way. Twenty-one employees, involved in the development of mobile phones and apps as well as in CSR, participated in the training. 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 2016, 33,000 Braille billing statements were issued, providing billing amounts, statement details and other information in Braille 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.

Move&Flick Facilitates Smartphone Input for Visually Impaired Users

Smartphone penetration remains low among visually impaired people despite the many useful smartphone apps that have been developed for them. 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 users to

input text without worrying about the location of the text keys as long as the 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.

Mierudenwa

To enable hearing impaired customers to communicate over the phone, we began offering Mierudenwa on October 19, 2016 as a free trial service ahead of commercialization. Mierudenwa 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.

● Press Release (in Japanese only)

URL https://www.nttdocomo.co.jp/info/news_release/2016/10/19_04.html

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 2016 but actually conducted 114, with 1,281 participants. Our target for fiscal 2017 is again 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 2016, we exhibited at nine events.

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.

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.

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 five million feedback comments from customers every year through its docomo Shops, Customer Help Desk and corporate website. Also, we receive about 80,000 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.

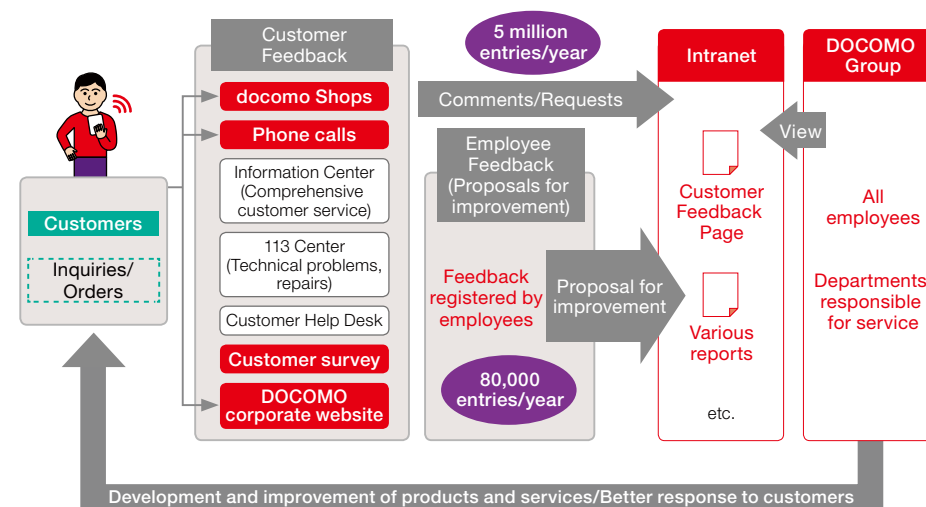
Strategies for Increasing Customer Satisfaction

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.

▶ Turning Customer Feedback into Customer Satisfaction



▶ DOCOMO Group System for Collecting Feedback from Customers and Employees



● Increasing Customer Satisfaction through Customer Feedback

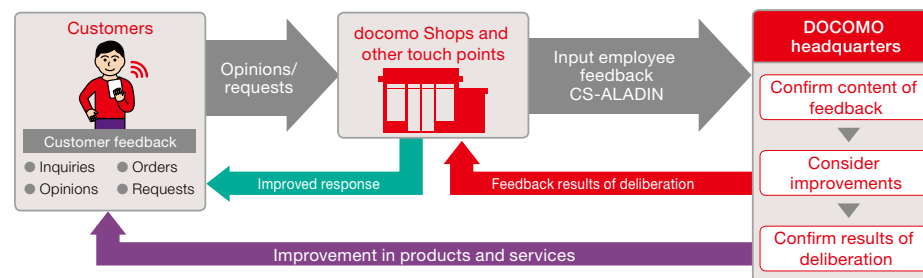
We collect customer feedback at docomo Shops, through phone calls to the Information Center and Customer Help Desk and through Customer Support on our website. The information is immediately shared through our in-house system, and the Customer Satisfaction Department compiles a report for internal circulation. 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 touch 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.

▶ 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 2016.

Offering d POINT for Purchases of “docomo select” and Optional Products

Customers have been requesting d POINT for purchases of smartphone accessories and attachments at docomo Shops and docomo online Shops. Starting on June 8, 2016, we began offering customers with DOCOMO mobile phone subscriptions one d POINT, worth one yen, for every 100 yen spent on “docomo select” products, such as smartphone accessories and optional products, including battery packs and rear covers, at docomo Shops and docomo online Shops.

New Keyword Search Function for d magazine

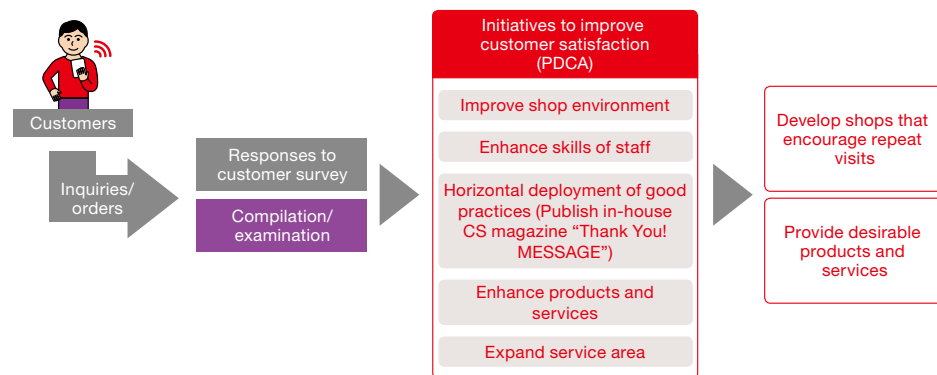
In response to customer requests for a way of searching magazine and article titles on the d magazine app, we added a keyword search to the d magazine app (Android™ version: December 1, 2016; iOS version: December 14, 2016). Users can now search for the titles of magazines and articles distributed on the app based on the keywords of their choice.

● **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 2016, we received around 4.22 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/>

● **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 2017, 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 of advertisements and pamphlets 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.

● **Awards for Companies and Individuals of Merit in Commemoration of the 35th anniversary of the Advisory Specialist for Consumer Affairs Certification System (in Japanese only)**

URL <http://www.nissankyo.or.jp/adviser/about/tokusyu/201601-1.html>

● **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 (62.32 million as of June 2017). 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 2,300 participants were registered as of August 2017, 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.

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.

Danger ahead! Smartphone-distracted walking

● 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.

▶ Video



Be careful when using a smartphone.

▶ Logo



Do Not Charge Phone When It Is Wet!

Measures Against Fraud

DOCOMO is addressing fraud by promoting preventive measures in collaboration with the government and other mobile providers.

▶ 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"	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.). * "Network use restriction" 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.

07 Innovation

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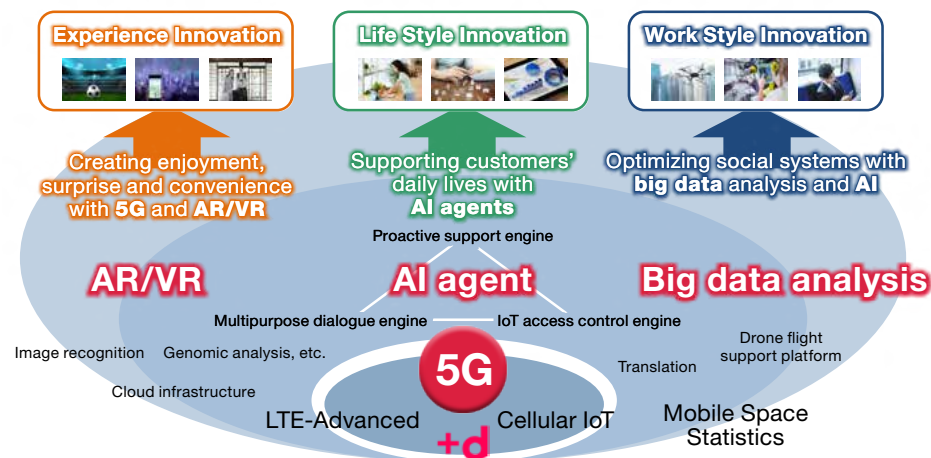
DOCOMO's R&D has been leading the mobile scenes, not only in Japan, but the world over. It has continuously created new technologies and new services by exercising its creativity and innovativeness. We strive each day in our R&D to overcome any stress factors that may strain communication or act as walls 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 to quickly deliver services that enhance customer convenience and industrial efficiency.

DOCOMO has been delivering innovation to society ever since it began offering services. To realize our "Declaration beyond," we are pursuing R&D on 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.

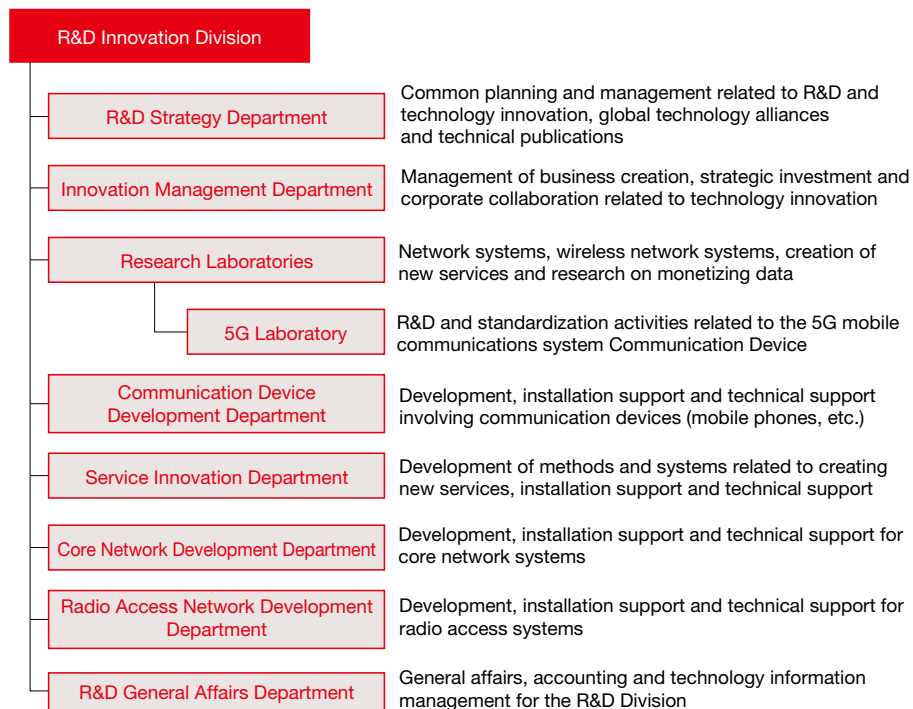


R&D System

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 ongoing R&D activities and to further enhance the Group's devices, networks and services, each R&D division collaborates with product development staff at DOCOMO's other 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 overseas 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

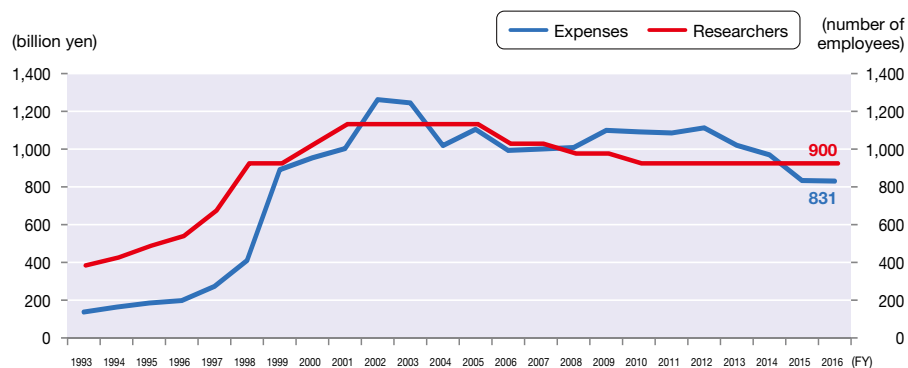
and invest in startup ventures in North America with the objective of investing in startups with advanced, innovative technologies that can be applied to mobile communications services. In the NTT Group, R&D systems are maintained by the holding company and major operating companies (NTT East Japan, 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.



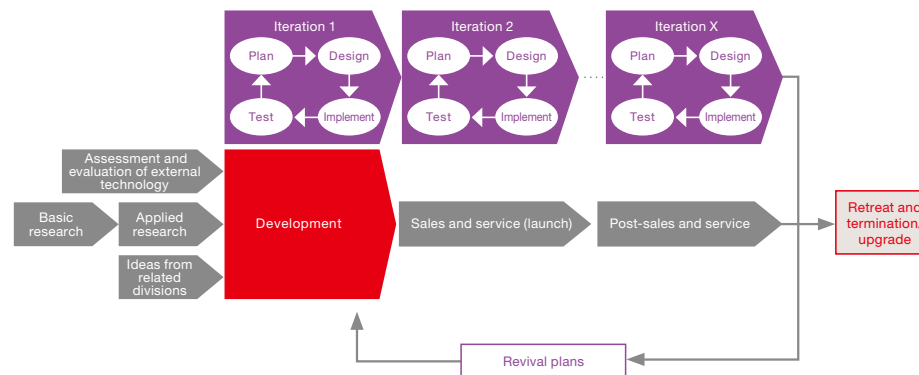
* YRP: Yokosuka Research Park

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.



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 research and development 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 research and development 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 new 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.

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, IoT and drones. 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 2016 and Fiscal 2017

Technology	Project	Alliance Partner	Objectives	URL
5G	5G trial sites	TOBU RAILWAY CO., LTD. and others	Development of advanced technologies including the construction of 5G networks and the creation of new services	https://www.nttdocomo.co.jp/info/news_release/2017/05/22_00.html (in Japanese only)
	5G-based remote control system for construction and mining equipment	Komatsu Ltd.	Verification test for the development of a 5G-based remote control system for construction and mining equipment	https://www.nttdocomo.co.jp/info/news_release/2017/05/23_00.html (in Japanese only)
AI	AI Taxi	Tokyo Radio Cooperative, Fujitsu Ltd., Fujitsu Ten Ltd. (FY2016: Tokyo's 23 wards, Musashino City and Mitaka City) Tsubame Taxi Group (FY2017: Nagoya City)	To address social issues such as the shortage in the number of drivers due to the falling birthrate and aging society, we began verification tests for an "AI Taxi" based on the newly developed "Technology to Forecast Travel Demand" that forecasts real-time demand for taxis	Tokyo's 23 wards, Musashino City and Mitaka City https://www.nttdocomo.co.jp/info/news_release/2016/05/31_00.html (in Japanese only) Nagoya City https://www.nttdocomo.co.jp/info/notice/tokai/page/161201_00.html (in Japanese only)
	Autonomous bus	Kyushu University National University Corporation, DeNA Co., Ltd., Fukuoka City	The Smart Mobility Promotion Consortium began verification tests for the autonomous bus project at Kyushu University's Ito Campus	https://www.nttdocomo.co.jp/info/news_release/2016/12/13_00.html (in Japanese only)
IoT	Communication partner "Kokokuma"	Iwaya Corporation, VITEC Global Electronics Co., Ltd., Mooredoll Inc.	Introduction of "Kokokuma" at a nursing home to support families that live apart	https://www.39works.net/news_20170428/ (in Japanese only)
	Expansion of agricultural IoT business	vegetalia Inc.	Capital alliance with vegetalia to expand the agricultural IoT business	https://www.nttdocomo.co.jp/info/news_release/notice/2016/06/29_00.html (in Japanese only)
	docomo Smart Parking System	Prestige International Inc., Premier Mobile Solution Inc., Coin Park Co., Ltd., Sharing Service, Inc.	Verification test, based on IoT and ICT technologies, to provide a solution for parking lot operators toward easing the chronic shortage of parking spaces in urban and residential areas by using small lots and other underutilized land for parking	https://www.nttdocomo.co.jp/info/news_release/2016/06/06_00.html (in Japanese only)
Drones	Utilizing drones for town development	Sendai City	Consideration of visual solutions using drones for surveying the extent of damage and inspecting basic infrastructure in the event of a disaster	https://www.nttdocomo.co.jp/info/news_release/2016/08/29_00.html (in Japanese only)
	Use of drones to increase work efficiency in agriculture and forestry	Niigata City, vegetalia Inc., Autonomous Control Systems Laboratory Ltd., Aerosense Inc.	Concluded a collaboration agreement for a drone verification project in Niigata City	https://www.nttdocomo.co.jp/info/news_release/2016/09/21_00.html (in Japanese only)
	Proxy shopping service using cellular drones	MIKAWAYA21 Co., Ltd. and ENROUTE Co., Ltd.	Verification test for a proxy shopping service using cellular drones to support senior citizens and families on isolated islands	https://www.nttdocomo.co.jp/info/news_release/2016/10/19_05.html (in Japanese only)
	Drone delivery system for urban areas	Rakuten, Inc., Autonomous Control Systems Laboratory Ltd.	Verification tests for a drone delivery system for urban areas based on LTE	https://www.nttdocomo.co.jp/info/news_release/2016/11/22_00.html (in Japanese only)

● **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. 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 self-contained manner, thus reducing the time spent on designing the service or considering how to develop it and on efficiently undertaking operations. It also 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 such apps.



Creation of New Businesses

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

<p>1. Program for Joint Business Development docomo Innovator support</p>	<p>2. Support Program for Adding Value to Corporate Assets docomo Open Innovation support</p>
<p>Designed for developers (“innovators”) aiming to create new businesses based on API, docomo Innovator support is a program for joint business development. It enables developers to provide unique services by bolstering SLA and using customized API.</p>	<p>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.</p>

▶ **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 2016 we launched six new businesses and are now considering the launch of two more in fiscal 2017.

● Collaboration with External Partners

Joint Development of the “Kokokuma” Teddy Bear Communication Robot

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. This robot is designed to support communication at nursing homes and incorporates functions such as recording, voice messaging linked with smartphone apps, conversation mode and a human sensor that ensures user safety.

A six-month verification test was conducted from October 2016 to March 2017 prior to full-scale introduction of “Kokokuma” at a nursing home. There we verified correlations between use of the robot and improvements in the quality of life for the elderly users as well as the necessary functions and services for full-scale introduction. To verify the results, we conducted pre- and post-test questionnaires. The test equipment received high marks, scoring an average of 4.4 on a scale of 5.0 for agreement with the statement: “I was glad to have Kokokuma,” and an average of 4.0 for “I enjoyed talking with Kokokuma.”



Environmental Innovation

We give top priority to environmental considerations with regard to our products and services, and we adhere to a number of guidelines in managing the design and development process.

In pursuing environmental innovation we strive to minimize the environmental impact of our business as a whole, including the supply chain, in accordance with our three “Green” guidelines—Guidelines for Green Procurement, Green R&D Guidelines and Green Design Guidelines.

By upholding our environmental consideration principles from the design stage, we ensure transparency in product assessments conducted in cooperation with our suppliers.

● Energy-saving in Communication Devices

We are working to reduce energy consumption based on our performance requirements. As for the smartphone and tablet models we launched in fiscal 2016, 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 2015.

● Promoting the Introduction of Green Base Stations

We are working to make our base stations more eco-friendly as a way to both minimize our environmental impact and deliver a stable communication environment even under emergency situations. Green base stations can maintain electricity over extended periods with the use of solar panels and can therefore be installed where electricity is not commercially available. Moreover, they are expected to provide a communications infrastructure in regions without electricity. In March 2015, DOCOMO successfully concluded its verification experiment for its dual power-source control technology*, which uses solar power generation and large-capacity batteries. The technology enables us to operate our base stations on reduced-impact (solar and off-peak) electricity for more than 95% of their energy needs.

In addition to the 10 field trial stations set up in the Kanto Koshinetsu region, DOCOMO has installed 33 commercial green base stations in fiscal 2015 and 93 in fiscal 2016. We will continue to actively introduce commercial green base stations with higher energy efficiency throughout Japan to reach our target of achieving a roughly tenfold increase in our total power

generation to 2,000 kW by 2020.

Furthermore, in March 2016 we successfully conducted a verification trial aimed at reducing commercial electricity usage by 10% during normal operations and more than doubling the operational capacity of green base stations during power outages to around 63 hours compared to conventional green base stations. These targets were achieved by linking the operations of green base station equipped with solar panels and lithium-ion batteries to weather and disaster forecasts such as heavy rain warnings.

* A technology that makes use of two reduced-impact sources of energy: excess solar electricity generated during the day and off-peak electricity at night. The technology stores the energy in lithium-ion batteries so that it can be used as the primary energy source between dusk, after solar-electricity generation becomes unavailable, and 11 P.M., when off-peak electricity becomes available.

- **Guidelines for Green Procurement**

URL https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/csr_procurement/green.pdf

- **Green R&D Guidelines (in Japanese only)**

URL https://www.nttdocomo.co.jp/corporate/csr/ecology/environ_management/guideline/

- **Green Design Guidelines (in Japanese only)**

URL https://www.nttdocomo.co.jp/binary/pdf/corporate/csr/ecology/environ_management/guideline/guideline.pdf

Social 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”**

DOCOMO constructed a “5G trial site” ahead of the scheduled launch of commercial 5G services in 2020. The site will serve as a means for collaborating with corporate partners across a broad range of industries in creating advanced demonstrations of new services and content based on 5G’s unique properties, including super high data rate communications, lower latency and simultaneous connection to a large number of terminals. The project also provides an opportunity for users to experience some of these promising services. 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. While an 8K video can only be transmitted under ideal conditions over an LTE network, a 5G network can handle the transmission under ordinary conditions. 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. Another space we created, inside the Tokyo Solamachi, includes large LCD vision displays installed on all three of its walls. There visitors can experience super high data rate communications made possible through a 5G network while viewing dynamic 180-degree images transmitted live from four cameras set up on the Tokyo Sky Tree’s observation deck.

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

The Japanese construction industry is undergoing a period of rapid 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”). Together we seek to verify real-time, two-way transmission of onsite video taken by several cameras mounted on construction equipment and control signals to the construction equipment through a high-speed communication link with lower latency. 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 location from a remote office. It is also expected to reduce the number of workers required at the site.

● Capital Alliance with vegitalia for Expanding the Agricultural IoT Business

In June 2016, DOCOMO entered into a capital alliance with vegitalia, Inc., which operates agricultural IoT businesses. The purpose of the alliance is to jointly plan and explore new agricultural IoT ventures and promote and strengthen agricultural businesses.

Since May 2015, DOCOMO and vegitalia have been conducting demonstrations using rice paddy sensors linked to a cloud-based rice paddy control system with farmers in Niigata City, an Agricultural Special Zone, as well as demonstrations in collaboration with agriculture promotion organizations throughout Japan to obtain verification ahead of commercialization. In April 2016, we began nationwide sales of the PaddyWatch* water management system for wet-rice agriculture.

vegitalia’s strengths lie in its track record, knowledge and human network in the areas of agricultural IoT, AI and big data, as well as botany and clinical plant science, while DOCOMO offers mobile communications technology, sales networks and IoT-related communications technology. In the future, we will seek to create and promote new services by mutually leveraging these strengths through a capital and business alliance.

* PaddyWatch is a registered trademark of vegitalia, Inc.

● 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.

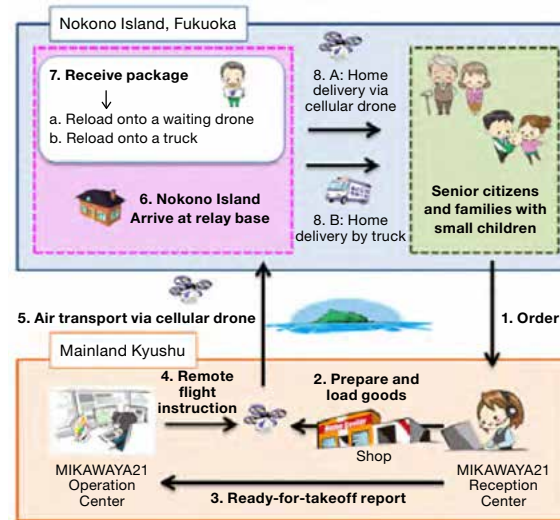
We conduct field demonstrations toward providing a variety of solutions using drones while also seeking to create an environment for flying drones without creating problems by verifying the drone’s connection quality in flight as well as its impact on above-ground mobile phone networks.

▶ Drone Projects in Fiscal 2016

Use of drones for town development	Sendai City	Consideration of visual solutions using drones for surveying the extent of damage and inspecting basic infrastructure in the event of a disaster
Use of drones to raise the labor efficiency of agriculture and forestry	Niigata City, vegitalia Inc., Autonomous Control Systems Laboratory Ltd., Aerosense Inc.	Concluded a collaboration agreement for a drone verification project in Niigata City
Proxy shopping service using cellular drones	MIKAWAYA21 Co., Ltd., ENROUTE Co., Ltd.	Verification trials for a proxy shopping service using cellular drones to support senior citizens and families with small children on remote islands
Drone delivery system for urban areas	Rakuten, Inc., Autonomous Control Systems Laboratory Ltd.	Verification trials for a drone delivery system in urban areas based on LTE

● Proxy Shopping Service Using Cellular Drones

With the cooperation of Fukuoka City, DOCOMO conducted verification trials in November and December 2016 for a drone-based delivery system using our mobile phone network. During the trials, we flew cellular drones between Nokono Island, a remote island that belongs to Fukuoka City, and mainland Kyushu, to examine the potential for a proxy shopping service. This could help the elderly with shopping, which is a growing social issue as the population ages. We also tested the drone's connection quality in flight and its impact on above-ground mobile phone networks. The trial was conducted with MIKAWAYA21 Co., Ltd. and ENROUTE CO., LTD.



● Drone Delivery System in Urban Areas

In November 2016, DOCOMO worked with Rakuten, Inc. and Autonomous Control Systems Laboratory Ltd. to conduct verification trials for a delivery system using LTE-based drones in the Inage Seaside Park and over the sea close to Chiba City, a National Strategic Special Zone. Anticipating long-distance delivery by drones in the future, we sought to confirm if orders from smartphones are correctly reflected in the drone-based delivery system and if remote control can be confidently carried out through the LTE network. Among DOCOMO's responsibilities during the trial was flight route planning toward ensuring reliable communication.

● Verification Trial for AI Taxi Based on Technology for Forecasting Real-time Travel Demand

In fiscal 2016, DOCOMO collaborated with the Tokyo Radio Cooperative, Fujitsu Ltd. and Fujitsu Ten Ltd. to develop technology for forecasting real-time travel demand for taxis to address social issues such as the shortage in the number of drivers due to the falling birthrate and aging society. We conducted verification trials for the "AI Taxi" in Tokyo's 23 wards, Musashino City and Mitaka City, and in fiscal 2017 we are conducting tests in Nagoya City in collaboration with the Tsubame Taxi Group.

We track the movements of people using mobile phone networks to create demographic statistics while protecting privacy. After adding historic passenger data, weather conditions and other information, the big data is analyzed to forecast future taxi demand. Predicting areas with potential passengers has benefits such as reducing the time taxis run without a passenger and finding an available taxi, thereby shortening waiting times for passengers. During the trial we achieved an accuracy rating of over 92.9% on forecasts based on the technology for forecasting real-time travel demand.

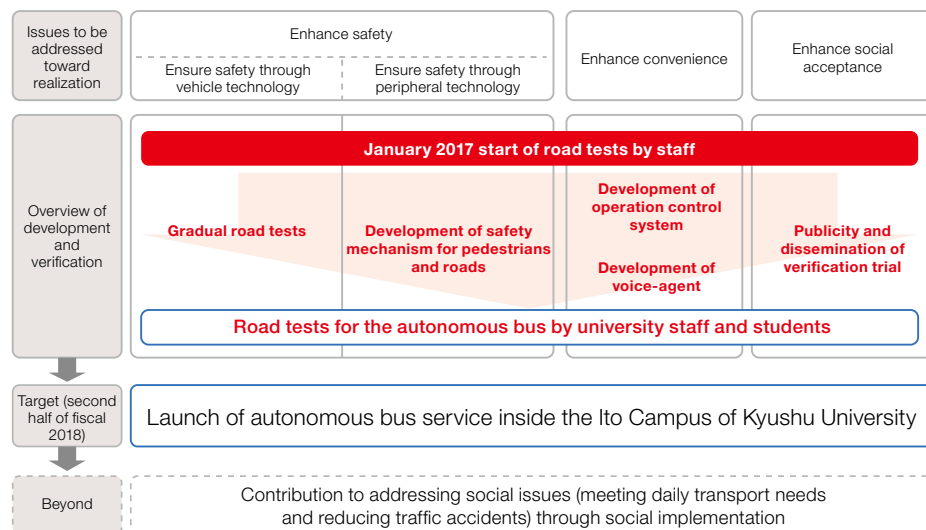


● Verification Trial Aimed at Launching an Autonomous Bus Service

DOCOMO established the Smart Mobility Promotion Consortium in collaboration with Kyushu University, DeNA Co., Ltd. and Fukuoka City in September 2016 toward operating an autonomous bus service at Kyushu University's Ito Campus.

In January 2017 we began verification trials toward the planned launch of the autonomous bus service in the second half of fiscal 2018. We have repeatedly conducted autonomous driving trials under various traffic conditions, gradually bringing conditions closer to those of actual public roads in order to raise the social acceptance and verify the safety of autonomous buses. In the first stage of the trials, we are developing and verifying the new concept of "P2X® (Pedestrian to Everything)*" toward ensuring the safety and security of pedestrians by sharing pedestrian and vehicle information, and the "on-demand bus control system" for optimizing service routes under the system.

The consortium members will continue to work toward the actual start of the autonomous bus service inside the Ito Campus of Kyushu University and contribute to establishing the technology and know-how for addressing social issues such as the shortage of drivers due to the falling birthrate and aging society and insufficient public transport.



* P2X® is a concept based on the idea that in order to reduce traffic accidents, pedestrians will be required to carry safety mechanisms while measures are taken to make vehicles safer.

● Expanding Bicycle Sharing Services

Since 2011 we have been working to realize a sustainable society by integrating bicycles and mobile phones to develop environmentally-sound bicycle sharing services. Users of these services borrow and return bicycles as needed from cycle ports in a service area, and the service is rapidly expanding as a new urban transit option in Japan and many other countries. DOCOMO BIKESHARE, INC. was established in February 2015, and we currently operate this business in 19 areas around Japan, including services being offered based on our system. A wide-area experiment across local administrative districts was launched in Tokyo in February 2016, and we are striving to further enhance service content with greater convenience. With the addition of Shinjuku Ward, which began offering the service in October 2016, more than 5,000 bicycles are available at over 450 cycle ports nationwide.

Looking ahead, we hope to contribute to reducing greenhouse gas emissions, vitalizing regional communities and tourism, and encouraging healthier lifestyles by creating services for sharing various means of transport, such as bicycles, and new services that generate added value, so that a broad range of customers can benefit from community-based transportation options.

● docomo Smart Parking System

Urban and residential areas have suffered a chronic shortage of parking spaces, but at the same time land suitable for metered parking has been under-utilized, as the costs of building and operating metered parking spaces has been considered unworthy of investment. The "docomo Smart Parking System" developed by DOCOMO makes it possible to build and operate metered parking spaces in previously unprofitable locations. Spaces can be constructed in a short period at a reasonable cost, thereby promoting the temporary use of vacant lots as metered parking areas. The system consists of the "smart parking sensor" equipped with an IoT device that detects entering and exiting vehicles, a gateway mounted with a communications module and a cloud-based parking space management server. A special smartphone app enables drivers to check for vacant spots and reserve one in advance, thus saving the trouble of finding a place to park after arriving at the destination. Also, the automatic online settlement function eliminates cash payments.

We have been conducting verification tests across Tokyo's 23 wards since June 2016, and in November of that year launched an experimental service in collaboration with the "tomereta" service provided by Sharing Service, Inc. In July 2017 we began providing this solution in Tokyo's 23 wards and the Kawasaki-Yokohama area. Five business operators signed on at the time of launch.

DOCOMO R&D Open House 2017

The NTT DOCOMO R&D Center (Yokosuka, Kanagawa Prefecture) holds a DOCOMO R&D Open House every year to showcase the latest research and development results of the DOCOMO Group. 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 benefit through our mid- to long-term R&D initiatives. We also seek to promote our +d initiatives by strengthening collaboration with our corporate clients.

In fiscal 2016, we exhibited a total of 93 technologies, categorized into distinct zones under the themes of 5G, Mobile Networks, AI Platforms (agent, healthcare, and big data), Cloud Infrastructure; IoT; Device and Interaction; and Innovation Challenge. We received about 2,700 visitors, about twice the number we welcomed in fiscal 2015. The Open House is a key opportunity for informing a broad audience about DOCOMO's initiatives on creating social value through R&D and to forge closer relationships with corporate clients.

Awards for Innovation

NTT DOCOMO has received the following awards for innovation in fiscal 2016 and 2017.

Organization	Awards	Recipient Projects and Persons (affiliations are as of the time of the awards)	Date
Ministry of Economy, Trade and Industry		Commendation for distinguished service in promoting international standardization (Industrial Science and Technology Policy and Environment Bureau Director-General Award) (1)	Oct. 6, 2016
Japan Institute of Design Promotion	Industrial Standardization Award	Hon'yaku" (handwritten translation) (2)	Sept. 29, 2016
	FY2016 Good Design Award	Shin Oguri (Communication Device Development Department) Masayoshi Shiota (Communication Device Development Department) Yoshinori Ikehata (Communication Device Development Department) Misa Tanaka (Communication Device Development Department)	
The Telecommunications Association of Japan	ICT Special Technology Development Award	"Achievement in commercializing boosters for PDC devices and introducing a log collection function to smartphones" (3) Manabu Nakada (DOCOMO Technology, Inc.) "Achievement in leading MPEG-4 standardization and commercializing i-motion" (4) Sanae Hotani (Communication Device Development Department)	Nov. 22, 2016
Institute of Electronic, Information and Communication Engineers (IEICE)	Distinguished Achievement and Contributions Award (5)	Seizou Onoe (R&D Innovation Division)	June 1, 2017
	Achievement Award	"Commercial deployment of 3.5 GHz band TD-LTE service" (6) Toshiro Kawahara (Radio Access Network Development Department) Yasuyuki Watanabe (Radio Access Network Development Department) Toshiyuki Futakata (Communication Device Development Department)	
Tsushinbunka Association	Hisoka Maejima Award	"Commercialization of Advanced C-RAN for the effective rollout of LTE-Advanced" (7) 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)	Apr. 11, 2017

ITU Association of Japan	Celebration of World Telecommunication and Information Society Day (8)	ITU-AJ Award	Sadayuki Abeta (Radio Access Network Development Department)	May 17, 2017
		Accomplishment Awards	Masaomi Sumita (R&D Strategy Department)	
		ITU-AJ Award	Anil Umesh (Radio Access Network Development Department)	
		Encouragement Awards	Kazuaki Takeda (5G Laboratory, Research Laboratories) Memiko Otsuki (Carrier & Regulatory Affairs Office, Corporate Strategy and Planning Department)	
Ecology Guideline Council	ICT Ecology Guideline Council	ECO ICT Awards 2016 Award of Excellence	"Development of green base stations with reduced use of commercial power through solar power generation and an optimal power control system" (9) Environmental Technology Research Group, Research Laboratories (10 researchers)	Mar. 14, 2017

(1) Commendation for distinguished service in promoting international standardization (Industrial Science and Technology Policy and Environment Bureau Director-General Award)

Recognized for contribution to international standardization activities related to standards for semiconductor devices used in high-frequency and microwave communications.

(2) Development of "Tegaki Hon'yaku" (handwritten translation)

Handwritten input makes the app easier to use, while using dialects opens the way to heartfelt communication with foreign visitors. These features raise expectations that the service will expand ahead of the Olympic and Paralympic Games Tokyo 2020.

(3) Achievement in commercializing boosters for PDC devices and introducing a log collection function to smartphones

Recognized for significantly contributing to the smooth rollout of 2G and 3G services by commercializing boosters for PDC devices at base stations as well as planning and developing PDC and FOMA devices. Also won recognition for incorporating a log collection function as a basic smartphone application, which led to the early detection and analysis of commercial defects in mobile phones.

(4) Achievement in leading MPEG-4 standardization and commercializing i-motion

Recognized for pursuing R&D related to MPEG-4 audio quality and significantly contributing to standardizing MPEG-4 audio code error resistance technology. Also recognized for leading

the commercialization of the i-motion video distribution service for FOMA devices toward its successful launch in November 2001.

(5) Distinguished Achievement and Contributions Award

Recognized for devoting many years to R&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 mobile communication service.

(6) Commercial deployment of 3.5 GHz band TD-LTE service

Recognized for devising a new method for efficiently and effectively deploying the higher frequency TD-LTE method in mobile communications.

(7) Commercialization of Advanced C-RAN for the effective rollout of LTE-Advanced

Recognized for commercializing the advanced C-RAN that led to the effective deployment of LTE-Advanced, thereby promoting the use of rich content through the mobile network and contributing to the expansion of a new market.

(8) Celebration of World Telecommunication and Information Society Day

Recognized for contributing to LTE/LTE-Advanced, establishing standards for ATM transmission of highly compressed voice, and pursuing activities for standardizing HSUPA and other protocols within 3GPP and ARIB.

(9) Development of green base stations with reduced use of commercial power through solar power generation and an optimal power control system

Recognized for developing the technology and seeking nationwide deployment for green base stations equipped with solar panels, lithium-ion batteries and a green power controller for controlling electricity use.



08

Human Resources

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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.

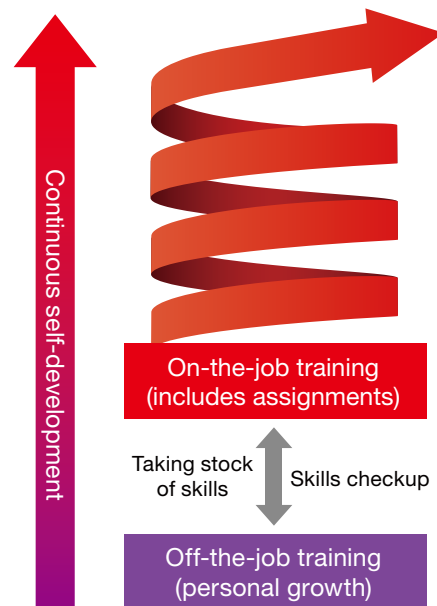
Human Resources Strategy

As we strive to achieve our “Declaration beyond” Medium-Term Strategy to 2020 by pursuing new service creation/evolution, business evolution with “+d” and the reinforcement and evolution of all foundations, it is important to co-create further value with our partner companies. In order to do this, we need to develop a work 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.

In addition, in order to provide an environment in which every employee can play an active role, DOCOMO is focusing on creating workplaces where employees can work in safety and good health.

▶ Individual Growth Leads to Further Expansion of “+d”



Human Resource Development

Basic Policies and Philosophy

Our ideal employee is someone with high aspirations who seeks continuous growth, builds relationships with enthusiasm and modesty, and boldly takes on challenges to steadily attain our medium-term targets and to realize stronger collaboration with our partners. With this in mind, we encourage each employee to strive for personal growth and develop their skills.

▶ DOCOMO's Ideal Employee

An individual with high aspirations who thinks deeply and takes action independently

Personal growth is a prerequisite for organizational growth. It is therefore important that each individual pursues self-improvement toward achieving their goals while also viewing corporate challenges as personal issues.

An individual who is both curious and modest, and is capable of working with others to create new value

To create new value for society through collaboration with “+d” partner companies, it is important to relate to others with interest and modesty.

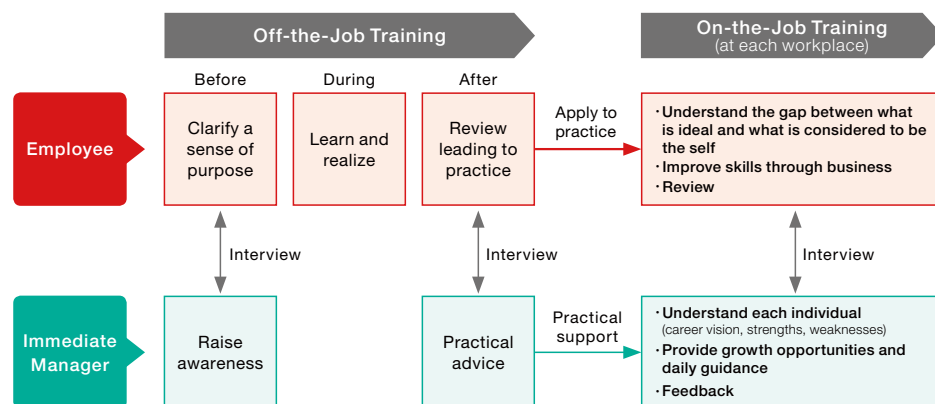
An individual who strives for change and boldly takes on challenges without fear of failure

Since the Company's growth currently depends on bolstering its communications business and further expanding its smart life businesses, we now need personnel who can bring change and take on new challenges more than ever before.

Centered on these qualities of an ideal employee, we offer educational programs designed to strengthen the capabilities required by the “Mobile,” “Smart Life” and “Global” areas of our business.

● 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 for Supporting 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. We particularly seek to respond to customers’ increasingly diverse and sophisticated needs by providing training programs for specific purposes, including programs 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 employees and career track employees at DOCOMO Group companies to create an efficient system for organizing the training.

In fiscal 2016, we sought to further bolster the development of “+d” human resources by implementing “+d” training within the framework of elective training programs organized by the Human Resources Management Department. We also expanded training opportunities for all Group employees to achieve corporate growth based on the successful careers of diverse human resources. In fiscal 2017, we revised our training programs by identifying the competencies required for our employees to perform in line with our business policies and the Medium-term Strategy, which were expressed in terms of 14 items for each career level. We came up with the necessary educational policy and devised a framework for human resource development that closely follows the 14 items of competency. Looking ahead, we will conduct training under a common Group policy.

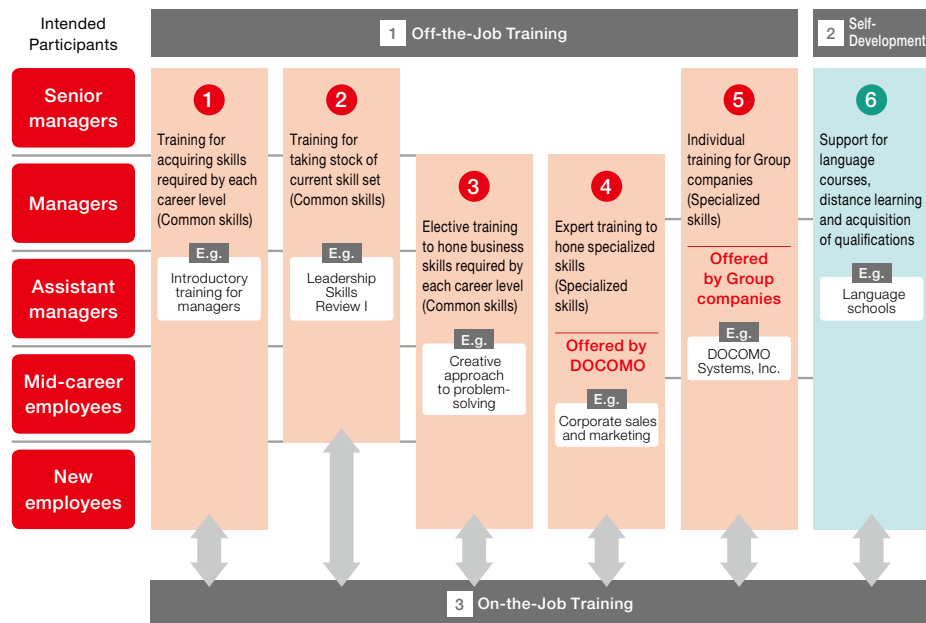
● System for Supporting Self-Development

We offer various programs to support the self-development of each employee under a unified menu for the DOCOMO Group. Also, we provide support for the acquisition of about 130 qualifications, and approximately 2,200 DOCOMO Group employees acquired private and public qualifications in fiscal 2016.

We offer 625 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.

● Business Skill Development Programs

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 aimed at acquiring necessary skills.	2,400
2. Training for taking stock of current skill set	Training aimed at gauging the current level of acquired skills.	1,800
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.	3,500
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	Support for language courses, acquisition of qualifications, distance learning and other programs aimed at supporting self-initiated ability development.	3,300

▶ Implementation of Employee Training

Category	FY2014	FY2015	FY2016
Number of training programs provided	940	1,040	1,095
Cost of training per person (yen/person)	96,500	74,200	71,200
Hours of training per person (approx. hours/person)	51 hours	50 hours	30 hours

Figures for FY2016 were calculated based on figures for 13 companies including service subsidiaries.

● Providing Opportunities to Support Employee Motivation

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 1,596 employees had applied by the end of fiscal 2016, and of this total, around 274 are currently working in their department of choice.

● Dispatch of Employees to Companies in Different Industries and Participation in Joint Training

In April 2016, we launched the “DOCOMO Degeiko Project” (OJT 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, seven employees were dispatched 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.

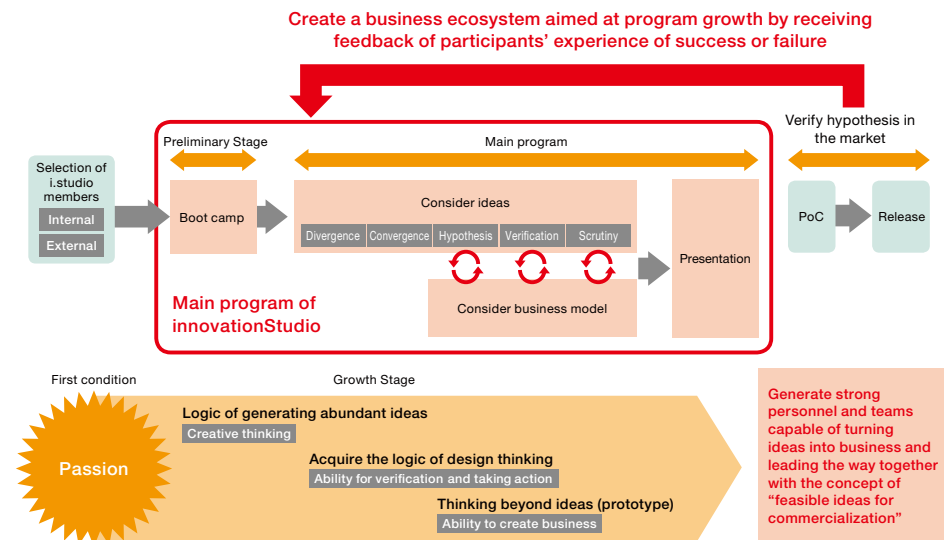
DOCOMO also participates in joint training among several companies from difference industries. These companies offer valuable opportunities for employees to engage in friendly rivalry while realizing the distinct culture and thinking of each company and simultaneously exchanging information. In fiscal 2016, we organized eight types of joint training with 62 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 structure of this program, 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.



● **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 mastery of conversational skills in areas such as listening and speaking
	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	Language proficiency check (career level training)	Raise awareness of the importance of language skills by taking exams in conjunction with the new training stage
	Global Fielders	Introduce carriers of employees on the frontlines of global business using the in-house system
	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 2016, we dispatched nine 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 On-the-Job Training**

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 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 2016, we dispatched nine 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. 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.

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 fighting spirit 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.

▶ Three Frameworks of DOCOMO Workstyle Reform



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 are pursuing initiatives for raising the vitality and productivity of our organization by ensuring the mental and physical soundness of our employees by holding competitions for the most steps walked, publishing the “Health White Paper” and improving the workplace environment to reflect the Group analysis results of stress checks.

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 2016, 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.

► 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"> Communicating the top commitment (dispatch of message) docomo EVERYDAY (intranet with messages from the head of the Diversity Promotion Office and introductions of employees from different departments) Diversity awareness survey and web-based training for all employees Activities of the Diversity Promotion Working Group Diversity Seminar for Upper Management Diversity training for each career level (for second-year employees and assistant managers, managers and senior managers upon appointment) Promoting hiring of persons with disabilities Understanding diversity and supporting persons with disabilities and LGBT, non-Japanese and other employees
	Promote women's careers	Raise awareness of career development	<ul style="list-style-type: none"> Set and disclose numerical targets for female management, monitor progress Win-d activities (women's innovative network at DOCOMO) <ol style="list-style-type: none"> Win-d First (new employees) Win-d Start (mid-career employees) Win-d Next (managers) Diversity Forum (for managers, new employees, and students) Support for maintaining contact with the workplace during childcare leave (docomo Smile Relay) <ol style="list-style-type: none"> Information device rental, SNS, dispatch of in-house magazine, additional interview prior to maternity leave and reinstatement Forum for employees on childcare leave Seminars to support employees balancing work with parenthood (immediate manager and employee following reinstatement) Career development training for female employees
Workstyle Choices	Promote the work-life balance	Eliminate concerns and encourage male and female participation	<ul style="list-style-type: none"> Family Day (workplace visits by family members) Seminars to support employees balancing work with nursing care and to reform conventional male supervisors awareness Tools for supporting employees in balancing work with nursing care Promotion of male participation in childcare (childcare seminars for fathers and mothers, dPapa Project, etc.)
	Utilize systems	Effective operation	<ul style="list-style-type: none"> Consideration for versatile workstyles that enhance productivity and efficiency Telework: promote the Working from Home Program Shortened working hours Sliding working hours (for childcare and nursing care) Life planning vacation (for childcare) Reengagement of former employees who left for childcare or spouse's transfer
Health and Productivity Management	Ensure occupational health and safety Manage employee health	Raise awareness of health	<ul style="list-style-type: none"> Promote occupational health and safety Mental healthcare Internal competition for the most steps walked (DOCOMO Let's Walk Campaign) Health promotion seminars

Nurturing Diversity Awareness

To encourage a greater understanding of diversity, DOCOMO has been pursuing various efforts such as disseminating commitment messages from top management, endorsing the Women's Empowerment Principles (WEPs), obtaining the Kurumin certification mark, creating initiatives for LGBT and sexual minorities and 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.

● 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 marriage leave, bereavement leave, congratulatory/condolence money and the sending of congratulatory/condolence telegrams, to same-sex partnerships.

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. Recognizing that human rights issues are a top management priority, we sought to renew awareness of human rights among members of top management, including executives, the Executive General Manager of Regional Office and the heads of organizations. We also promote human rights-related educational activities such as by taking up LGBT as a theme during the human rights seminar for upper management in December 2016 with the aim of establishing a corporate culture rooted in human rights.



LGBT stands for "lesbian," "gay," "bisexual" and "transgender."

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 the "Gold" rating in October 2016 in recognition of the following initiatives.



Reason for the Rating:

DOCOMO carries out educational activities through training targeting all employees and communicates its message on sexual minorities through advertisements.

Index 3: Inspiration

Since fiscal 2015, we have carried out LGBT training for staff responsible for human resources, human resource development and hiring across the NTT Group, which were attended by employees of 25 companies. In addition, NTT DOCOMO organized group-based training for employees in managerial positions. We also publish reference materials on LGBT on DOCOMO's internal system, consisting of basic knowledge, customer service and questions and answers related to handling transgender issues in the workplace. Furthermore, we provide training aimed at promoting an understanding of LGBT through web-based training for all DOCOMO Group companies.

Index 5: Engagement/Empowerment

We show our CSR advertisement "For ONEs," which contains references to sexual minorities, on our website and as a televised commercial (as of November 2016).

● 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, 2017, there were 430 employees with disabilities* engaged in various operations at DOCOMO, representing 2.17%* of our total workforce.

* Includes employees at special purpose subsidiaries 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 PlusHearty, Inc., DOCOMO Support Inc., DOCOMO Systems, Inc., DOCOMO Technology, Inc. and MAGASEEK, 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 managers to 7.5% by the end of fiscal 2020 and appointing more than ten women to the post of director (including Group companies) by fiscal 2018.

▶ Female Employees in Managerial Positions

	FY2013		FY2014		FY2015		FY2016	
Male	3,816	97.3%	4,017	97.0%	3,939	96.4%	3,873	95.6%
Female	105	2.7%	125	3.0%	149	3.6%	178	4.4%

▶ Annual Number of New Managerial Appointments and Female Managers

	FY2013		FY2014		FY2015		FY2016	
Male	249	92.2%	226	91.9%	242	90.0%	237	88.4%
Female	21	7.8%	20	8.1%	27	10.0%	31	11.6%

● Empowering Female Employees

DOCOMO is working to realize a corporate culture and working environment under which female employees can achieve a balance between life events such as having and raising children and their professional responsibilities.

As part of such efforts, in November 2011, DOCOMO signed on to express its support of the Women's Empowerment Principles—Equality Means Business, which are advocated by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), an organization that addresses the extension of women's participation in economic activities. These principles were jointly formulated in 2010 with the United Nations Global Compact as a guide for helping corporations streamline existing policies or establish new policies and businesses so that women could participate in every level or field of economic activities. The UN Women and the United Nations Global Compact appeal to corporations and organizations around the world to sign onto these principles. And with its signing of the principles, DOCOMO is now striving to promote even greater diversity throughout the Group.

Women's Empowerment Principles

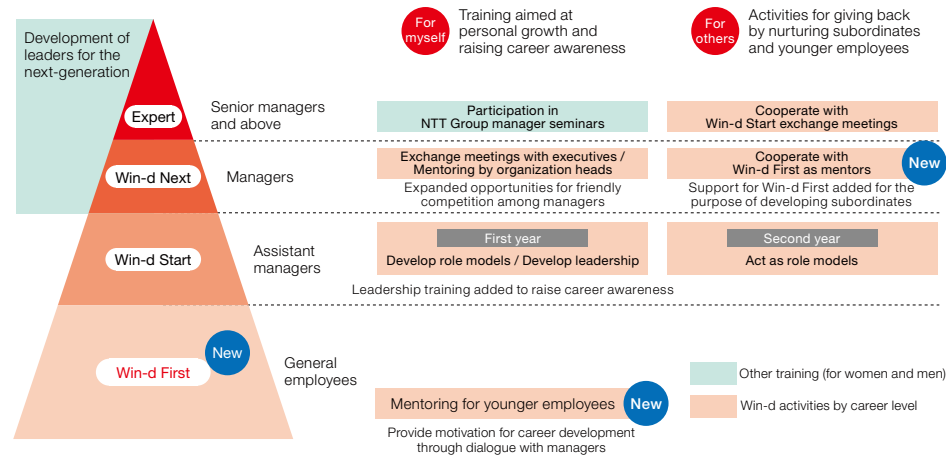
1. Establish high-level corporate leadership for gender equality.
2. Treat all women and men fairly at work—respect and support human rights and nondiscrimination.
3. Ensure the health, safety and well-being of all women and men workers.
4. Promote education, training and professional development for women.
5. Implement enterprise development, supply chain and marketing practices that empower women.
6. Promote equality through community initiatives and advocacy.
7. Measure and publicly report on progress to achieve gender equality.

● 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.

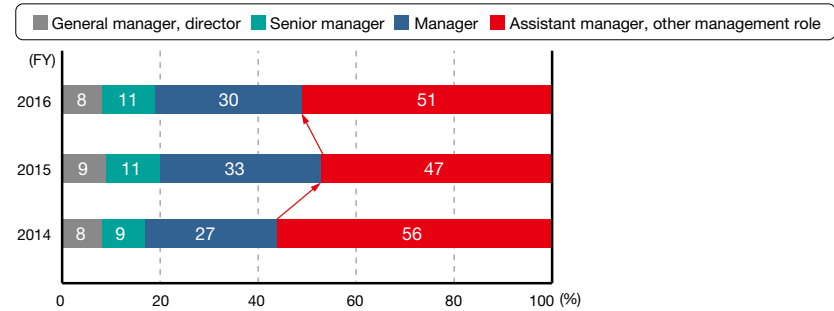
* Women's innovation network at DOCOMO (programs for promoting the careers of female managers)

▶ Win-d Activities by Career Level



▶ Excerpt from the "Response to Employee Awareness Survey" for Fiscal 2016

Q. Which post do you aspire to attain? (Responses from female employees compared to those from the previous year)



▶ Activities by Win-d Members



Career development



Diversity Forum



Mid-term report on the mentoring program for fifth-year female employees



Meeting with directors

DOCOMO Chosen for the New Diversity Management Selection 100

DOCOMO launched its Diversity Development Office in 2006 and has since pursued the creation of a corporate culture and organizational climate that views diversity as a shared value. Subsequently it 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).

**Initiatives DOCOMO Has Won Recognition for:**

- Promotion of women's careers (programs for upgrading the careers of female managers, etc.)
- Enhancement of the role of management and awareness-raising among men (promotion of male participation in childcare, etc.)
- Ongoing medium- and long-term support for flexible work styles and careers (sliding work hours, etc.)

Incentive Award from the Japan Women Engineers Forum for a DOCOMO Employee

The Japan Women Engineers Forum (JWEF), sponsored by METI, recognizes young female engineers each year to encourage women's contribution in social development. In October 2016, a DOCOMO employee received the JWEF Incentive Award for Young Female Engineer for her achievements, which included being the only Japanese panelist at the IEEE Women In Engineering international conference.

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 contact with the workplace by renting mobile devices, utilizing the in-house community (SNS) and holding related forums that enable the employee to share in-house information and remain in contact with her immediate manager. 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.

● **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 the relationship between them and workplaces 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 2016, 3,741 people, representing 1,279 families participated across Japan, and participation 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 30% for the ratio of men taking childcare leave and a life planning vacation (for childcare), and 80% for the ratio of men taking days off to care for children. As a result, we were able to achieve our targets, as the ratio of men taking childcare leave and a life planning vacation rose to 37% and the ratio of those taking days off to care for children exceeded 90%.

We also engage in such activities as holding diversity training for younger employees soon after they join the Company to nurture an awareness of their life plans, which include marriage, family planning and careers. We also offer ABC Cooking Lessons for learning about housework and parenting, primarily for male employees, and arrange 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. We also distribute information on nursing care through our intranet site and publish pamphlets with the aim of supporting nursing care. Offering the information

on a regular basis allows 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 2016, we introduced a childcare support service to the benefit program to subsidize the cost of hiring babysitters. We also run seminars and training courses to help employees map out their life plans.

	Content	FY2016 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 421 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 163 participants
Life Design Office	This office provides information and advice to employees on drawing up life plans.	Used by 234 people

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. Also, we began applying the flextime system to more organizations in fiscal 2017, which increased the scope of employees from about 400 in fiscal 2016 to roughly 5,000.

● 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 April 2017, the criteria for obtaining the certification was revised, and DOCOMO is currently working to obtain the Platinum Kurumin certification, which is only granted to enterprises that pursue measures based on even higher standards.

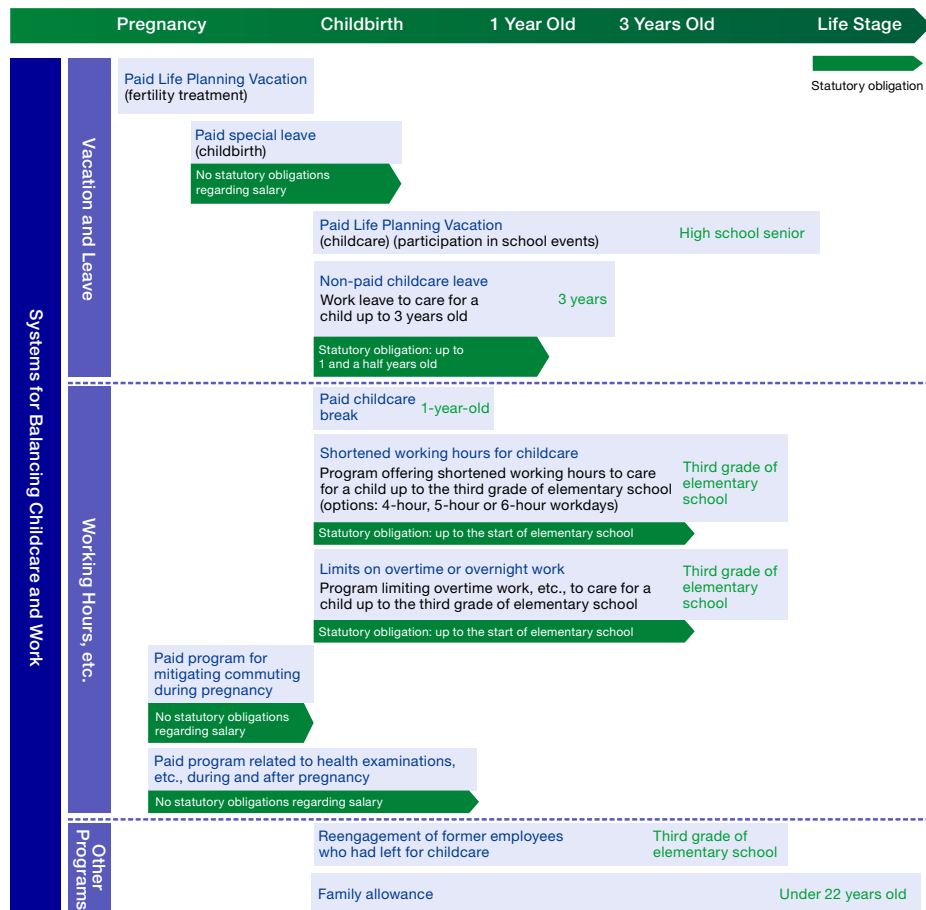
In future, we intend to further promote the work-life balance by seeking further enhancements to our system in order to allow employees to choose their workstyles from a wider range of options so that they can make full use of the limited time available to each of them.

● Reducing Overtime

DOCOMO aims to enhance the work-life balance by increasing hours spent on activities unrelated to work, such as spending quality time with family or interacting with the local community and people outside the workplace. To that end, since fiscal 2015 we have adhered to our rule of leaving work on time but allow employees to make use of mornings when they need to work extra hours. By reviewing our lifestyles, we seek to prevent overwork and avoid the associated risks of illnesses. In addition, we have set regular "no-overtime" days to reduce extra working hours to appropriate levels.

▶ 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



▶ Usage of Leaves and Programs (DOCOMO Group, Fiscal 2016)

	Male Employees	Female Employees	Total
Paid vacation days			
Average number of paid vacation days taken	19.2	19.3	19.2
Average percentage of paid vacation days taken	95.8%	96.7%	96.0%
Maternity and childcare leave			
Maternity leave	—	318	318
Childcare leave	22	562	584
Shortened working hours for childcare	3	777	780
Sliding working hours for childcare	20	251	271
Nursing care			
Nursing care leave	5	5	10
Short-term leave for nursing care	15	11	26
Shortened working hours for nursing care	3	7	10
Sliding working hours for nursing care	5	7	12
Life Planning Vacation			
Childcare	504	233	737
Nursing care	537	109	646
Volunteering activities	299	42	341
Rehiring program			
Rehired after childcare leave	0	0	0
Rehired after transferring	0	3	3
Rehired after nursing care leave	0	0	0

▶ Employees Utilizing Versatile Systems (DOCOMO)

	Number of Employees
Sliding working hours	163
Flextime	387
Shortened working hours for childcare	289
Working from Home Program	1,054

● Transition from Fixed-Term to Indefinite-Term 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 indefinite-term employment. About 3,500 employees have become indefinite-term employees under the system in the four years since fiscal 2014.

● Rehiring Program for Former Employees

At times 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. Three former employees were rehired under the program in fiscal 2016.

● 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 37 of the 42 employees who retired in fiscal 2016.



09

Labor Practices

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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 never discriminate in our hiring or employment practices and always strive for equal opportunity and fair compensation. Discrimination is defined as creating differences in opportunity and treatment with respect to hiring, promotion, compensation and training that are not based on reasonable elements such as a personal ability, aptitude or accomplishment. Characteristics that tend to form the basis for discrimination include race, ethnicity, nationality, regional origin, skin color, age, gender, sexual orientation, mental or physical disability, religion, political beliefs, labor union membership and marital status. Medical examinations and pregnancy tests are also considered as aspects of discriminatory practices when used to hinder equal opportunity or fair treatment.

In addition, DOCOMO works to prohibit child labor and forced labor and ensures that minimum wages are in accordance with the law.

▶ Employee Data (DOCOMO)

	FY2014			FY2015			FY2016		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees (excluding loaned employees)*	5,897	1,447	7,344	6,046	1,570	7,616	5,988	1,621	7,609
Number of foreign nationals*	59	36	95	65	44	109	50	36	86
Employees									
Average age*	40.2	36.1	39.4	40.5	36.6	39.7	40.8	37.1	40.0
Average years of continued service (excluding persons seconded out/in)*	17.3	13.7	16.6	17.5	14.0	16.8	17.8	14.4	17.1
Average salary (yen)	—	—	8,479,000	—	—	8,648,000	—	—	8,739,000
Average total annual hours worked	1946.7	1858.3	1925.1	1920.1	1829.1	1898.1	1927.2	1831.5	1905.3
Average overtime hours worked	294.5	196.3	273.6	278.2	193.4	257.8	285.8	191.5	264.3
Employment									
Number of people hired	179	90	269	161	76	237	147	64	211
Recent college graduates	159	84	243	156	76	232	143	58	201
Number of foreign nationals	9	7	16	9	9	18	9	6	15
Number of mid-career hires	20	6	26	5	0	5	4	6	10
Number of people reengaged	0	1	1	0	0	0	0	3	3
Turnover									
Number of job leavers (only for voluntary termination)	139	37	176	117	31	148	120	35	155
Turnover rate (only for voluntary termination)	—	—	1.20%	—	—	1.05%	—	—	1.16%

* As of the end of the fiscal year

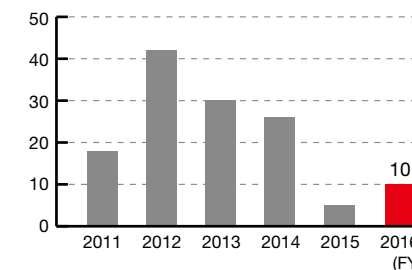
▶ Starting Salaries (DOCOMO)

	Monthly Salary	Difference with Minimum Wage*
Junior University	180,710	123.1%
Technical College Graduate	183,260	124.8%
University Graduate	209,480	142.7%
Graduate with an M.A.	234,490	159.7%
Graduate with a Ph.D.	283,450	193.0%

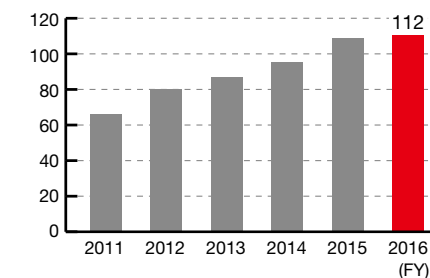
(As of April 1, 2017)

* Calculated as 146,790 yen based on the minimum wage in Tokyo (932 yen/hour) (21 days × 932 yen × 7.5 hours). DOCOMO provides salaries and bonuses that differ by qualification and rank; however, men and women with the same qualifications and rank receive equal pay.

▶ Number of Mid-Career Hires (DOCOMO)



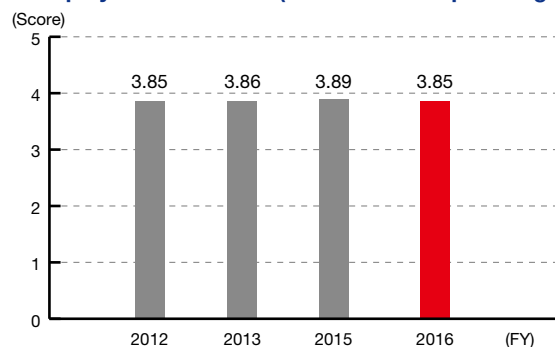
▶ Number of Employees Who Are Citizens of Countries Other than Japan (DOCOMO)



● **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 (including limited-term employees and other temporary staff) at DOCOMO, its 12 shared services subsidiaries and eight other Group companies. In fiscal 2016, a total of 34,897 respondents participated in the survey. Improvements are made each year to reflect the survey results.

▶ **Employee Satisfaction (DOCOMO Group Average)**



The survey was not conducted in fiscal 2014.
The scores were arrived at by quantifying the survey results on a scale where the maximum score is 5.

● **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 2016, we hired 15 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. The ratio of women among new hires currently exceeds 30%.

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 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.

Labor Relations

● Labor Relations in the DOCOMO Group (Japan)

Labor and management cooperate to continually improve the workplace in accordance with the Basic Policy on Labor Relations and the Basic Policy on Collective Bargaining. A good relationship between them is reliant on good communication. In light of this, we have established a number of committees, which regularly meet to discuss a range of issues and exchange views and opinions.

The Safety & Health Committee discusses the promotion of employee health and safety, including areas such as overwork, mental healthcare and health 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 the reduction of working hours and overtime as well as the promotion of diversity.

According to the terms of the Basic Agreement with the NTT Labor Union, if DOCOMO encounters the need to reduce its staff due to circumstances such as a business reorganization, an agreement must be reached with the labor union before any such action can be taken. DOCOMO is committed to upholding the terms of the basic agreement, which requires that matters subject to agreement be approached with an emphasis on discussion and that efforts be made to resolve matters with mutual understanding and consent. Furthermore, under the Agreement on Employee Relocation, DOCOMO abides by a collective agreement that designates a minimum notice period of 10 days before an official announcement. Union membership is roughly 100%.

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

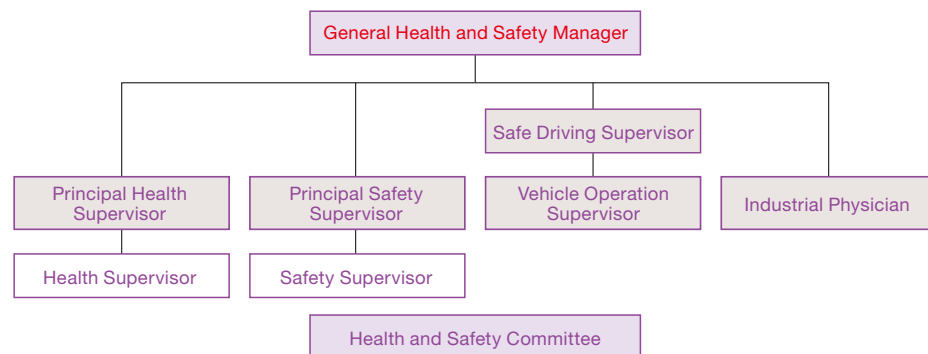
URL <http://www.docomohonbu.org/>

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. We monitor situations through audits using check sheets, sometimes without prior notice.

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 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 during Maintenance Work for Base Stations

As we expand our communication areas, we have also 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 stations, we pay the utmost attention in order to avoid the risks 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 onsite 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 that includes dangerous processes, such as aerial work, to telecom construction firms, 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 2016, there were four serious industrial accidents, an increase of two from the previous fiscal year. In response, we investigated and analyzed the circumstances of the accidents, and optimal measures for preventing the recurrence of each accident have been formulated and implemented.

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

	FY2013	FY2014	FY2015	FY2016
Serious industrial accidents	1	2	2	4

● 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 2016, 65 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 http://www2.mhlw.go.jp/kisya/kijun/20000809_02_k/20000809_02_k.html

▶ Number of Employees on Leave for Mental Health Reasons

	FY2013	FY2014	FY2015	FY2016
Employees on leave	71	59	71	65

● 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 provide healthcare guidance with specific details in collaboration with the health insurance society. Furthermore, DOCOMO published the fiscal 2016 edition of the Health White Paper 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.

In addition, 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 in the program, thereby boosting communication about health management in the workplace while at the same time offering incentives. About 7,000 employees joined the campaign in fiscal 2016, and the top place award went to the team that walked an average of

30,335 steps every day.

● Initiatives for Health, Safety and Wellbeing

Initiatives for Health, Safety and Wellbeing		Description of Initiatives
Stress Management Information		We conduct stress checks for each employee and provide 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 limits, 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 limits, we investigate the cause and make improvements. Example of initiative: In case 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 also make improvements by resetting the air conditioning, adjusting the output from the vent and 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 limits, we investigate the causes and make improvements. Example of initiative: In case the level of indoor humidity declines, we make adjustments such as changing the humidity settings to the 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 for 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. <ul style="list-style-type: none"> • DOCOMO manages employee health from a business management standpoint and was selected as a "White 500" large enterprise recognized for excellence in health and productivity management. • We support the IT pedometer as a health promotion measure in collaboration with the health insurance society. At office cafeterias where healthy recipes are being introduced in collaboration with the health insurance society, we offer lunch menus prepared by a nutritionist.
Flextime Program		We have 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 daily 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.



10

Human Rights

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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 race, ethnicity, nationality, religion, physical or mental disability, pregnancy and birth, or childcare and nursing care leaves.

NTT Group 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, an 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*¹ respect internationally recognized human rights*², 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)

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.

NTT DOCOMO Group's Basic Policies on Human Rights

Basic Policies and Philosophy

DOCOMO upholds the NTT Group Human Rights Charter established by the NTT Group and 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.

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.

* 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 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.

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 plan to conduct 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 identify the actual and potential human rights issues of concern. As for our suppliers, each year we conduct an assessment of primary 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. In fiscal 2016, we found no high risk CSR issues at any of our suppliers, using the Supply Chain CSR Promotion Check Sheet.

With respect to joint ventures (equity method affiliates) that are 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.

● Principles of Freedom of Expression and Privacy

URL http://www.telecomindustrydialogue.org/wp-content/uploads/Telecoms_Industry_Dialogue_Principles_Version_1_-_ENGLISH.pdf

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

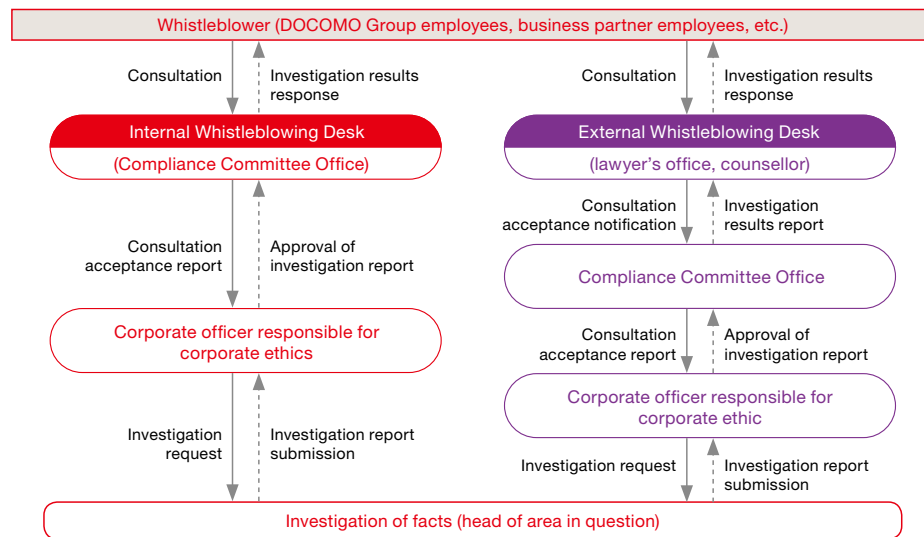
DOCOMO conducts an annual human rights survey based on the NTT DOCOMO Group Code of Ethics. According to its findings in the fiscal 2015 survey, in recent years there has been increased demand, mainly in Western countries, for companies to promote initiatives aimed at mainstreaming human rights throughout 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 also conducted human rights management surveys at our overseas subsidiaries in August.

In terms of domestic and overseas investments, and in addition to considering regulatory restrictions on human rights from the above-mentioned perspectives, we assess risks during the decision-making phase using a checklist that includes criteria such as the working environment, terms of employment and 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.

► 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 whenever disciplinary action is taken.

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 2016, 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 2015 and fiscal 2016, we respectively received 29,334 and 28,622 entries for the slogans and 122 and 129 entries for the posters. In addition, we utilize an internal Company website on human rights awareness to regularly publish an e-mail magazine on human rights, which includes important facts about 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, and assumed the position of chair of the federation in 2016. Also, it conducts activities to enlighten the public and expand its human rights networks.

In the federation, 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. We are engaged 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.

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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 CO₂ 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 in Fiscal 2016



● **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's 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



● 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 ₂ 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 CO₂ emissions by at least 40 million tons and bringing about at least a tenfold 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".



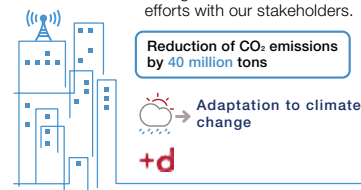
We will contribute to create a low-carbon society and minimize climate change risks by providing DOCOMO's services to customers.

Quantitative Target

» Amount of contribution to the reduction of CO₂ 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 CO₂ 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.

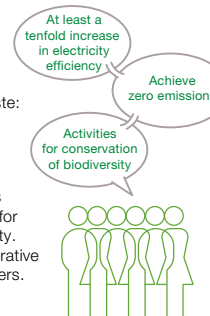
Quantitative Target

» 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

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 ₂ emissions across society: at least 40 million tons
	We will promote various initiatives to contribute to the adaptation to climate change. Also, 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 tenfold 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. Also, we will make collaborative efforts with our stakeholders.

Proceeding with the Green Action Plan 2030

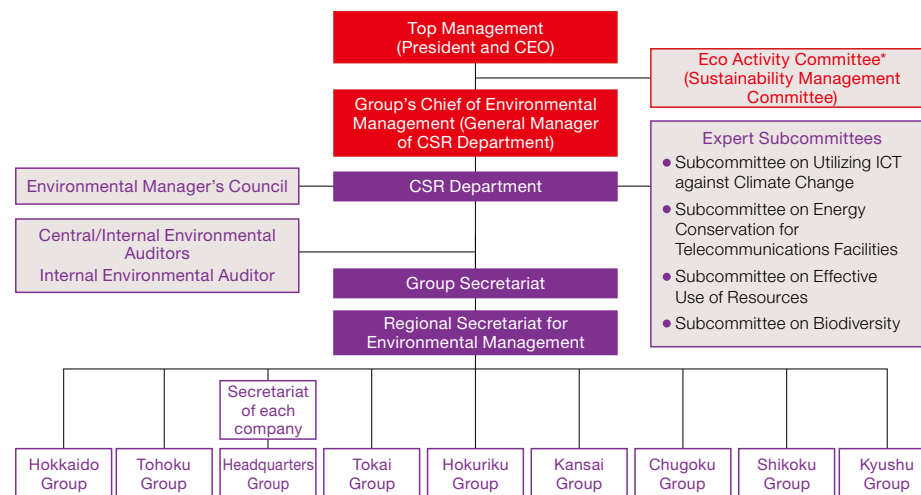
We will announce the results of the Green Action Plan 2030 for each fiscal year and consider taking measures such as improvements concerning the initiatives and target values of the plan based on the results every five years.

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



* Including meetings attended by top management

(Effective from fiscal 2017)

● 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 2016, 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 the Scope of Certification

Certification Body

Lloyd's Register Quality Assurance Limited

Date of Registration

January 1, 2008

Scope of Certification

NTT DOCOMO Group's telecommunications business and related services

Organizations Covered by the Scope of Certification

17 Group companies (NTT DOCOMO, 12 functional subsidiaries^{*1}, and another 4 subsidiaries^{*2})

^{*1} See page 003.

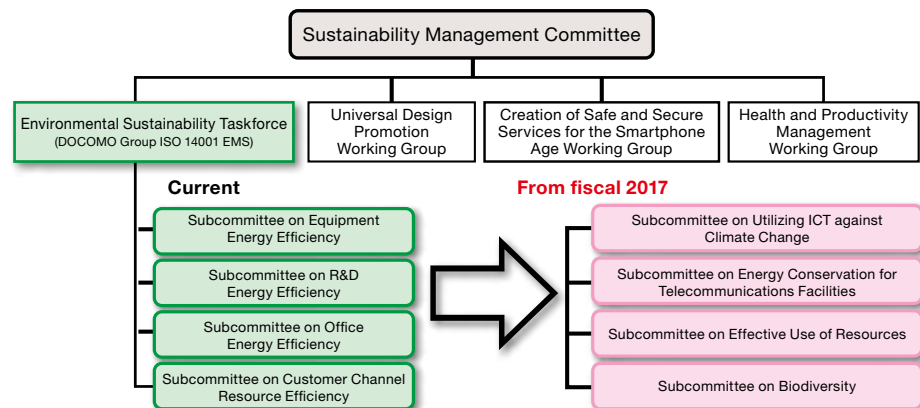
^{*2} docomo Healthcare, Inc., DOCOMO BIKE SHARE, Inc., DoCoMo TAMETAN, Inc., DYNASTEP Corporation

Certification and Registration Number

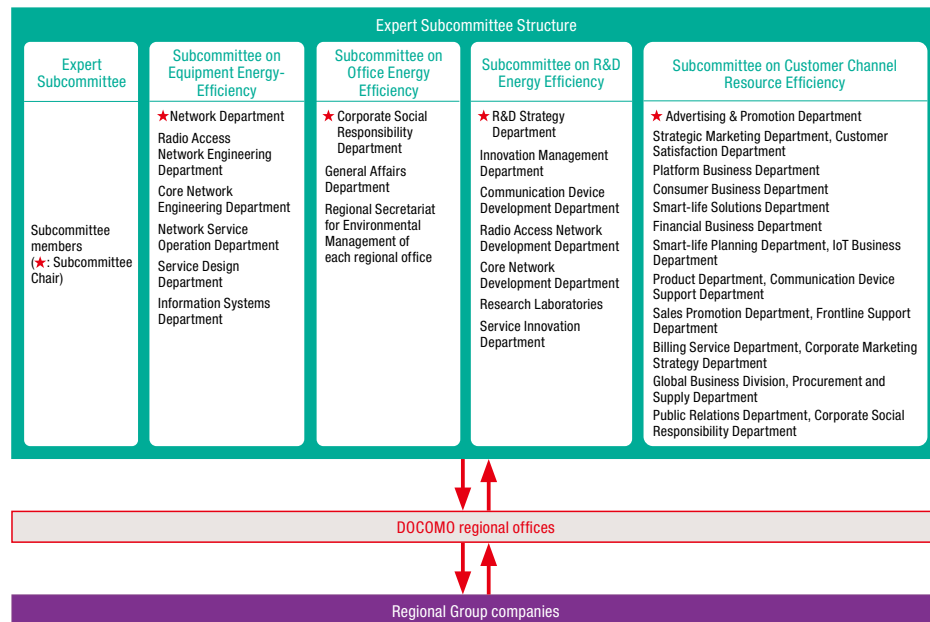
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Expert Subcommittees of the Group

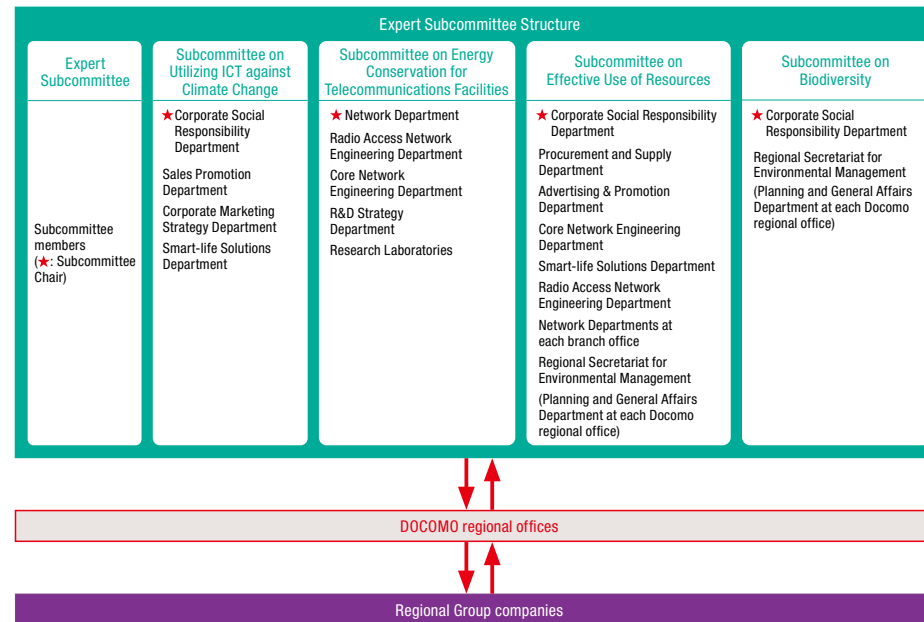
Specific action targets are determined once a year on the basis of discussions by each expert subcommittee of the Environmental Sustainability Taskforce. We reviewed the expert committees in fiscal 2017 and reorganized the four expert subcommittees that we had up to fiscal 2016 (Subcommittee on Equipment Energy Efficiency, Subcommittee on R&D Energy Efficiency, Subcommittee on Office Energy Efficiency and Subcommittee on Customer Channel Resource Efficiency) into 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, the subcommittee chair appoints an action plan group leader from the subcommittee's members. The appointed group leader promotes the initiatives in collaboration with group leaders from each region.



▶ Expert Subcommittee Structure (until Fiscal 2016)



▶ Expert Subcommittee Structure (from Fiscal 2017)



Fiscal 2016 Targets and Results for Expert Subcommittees

▶ Subcommittee on Equipment Energy Efficiency

FY2016 Targets	Main Action Plans for Targets	Results
Continue promoting individual environmental initiatives to reduce power consumption	Actively install high-efficiency, low-power consumption equipment to make network facilities more environmentally sensitive	○
	Reduce power consumption by improving power conversion efficiency by installing high-efficiency power supplies and air conditioning systems	
	Promote further reduction of power consumption by installing next-generation green base stations in which battery charge control technology is adopted	
Continue promoting individual environmental initiatives to reduce the final disposal ratio for waste	Continue recycling programs for industrial waste from our network facilities and increase our construction waste recycling efficiency by contracting with companies with high recycling rates for construction waste	○

▶ Subcommittee on Office Energy Efficiency

FY2016 Targets	Main Action Plans for Targets	Results
Implement maintenance activities of docomo Woods	Implement forest maintenance activities more than once a year	More than once a year
Reduce paper consumption per person in offices by 5.0% compared to the previous year	Further cultivate awareness toward reducing paper use by setting targets for each region and visualizing paper consumption in offices	Reduced by 4.1%
	Collect and roll out good examples of effective energy-saving methods used by each regional company	
	Promote paper-less meetings through the use of personal computers, tablets and other devices	
Lower the final disposal ratio of office waste to below 2.5%	Review and examine the measurement method for the final disposal of general waste	1.3%
	Start visualizing office waste	

▶ Subcommittee on R&D Energy Efficiency

FY2016 Targets	Main Action Plans for Targets	Results
Promote development of highly energy-efficient equipment	Perform development activities aimed at implementing use of the highly energy-efficient equipment described below Development of Network Functions Virtualization: vASN, vSCN	○
Comply with NTT Group Energy-Efficiency Performance Guidelines	For ICT equipment that is procured by NTT DOCOMO and covered by the NTT Group Energy-Efficiency Performance Guidelines, conduct energy efficiency performance evaluations and ascertain number of devices, by category, owned by NTT DOCOMO	○

▶ Subcommittee on Customer Channel Resource Efficiency

FY2016 Targets	Main Action Plans for Targets	Results
Plan and provide products that encourage environmental awareness among customers	Improve actual battery life	○
	Reduce paper materials used for packaging	
Collect at least four million used mobile phones	Create reuse and recycling opportunities	Collected 5.2 million units
Actively develop mobile solutions to increase customer business efficiency and reduce environmental impact	Determine the extent to which CO ₂ emissions were reduced through the use of ubiquitous modules used for purposes like machine communication	○
Reduce the weight of promotional tools prepared for shops to 7,000 tons or less	Adjust the weight of tools prepared by setting the upper capability limit for the preparation of new tools (systemize it from the second half)	7,752 t
Effectively utilize various media and strengthen accountability for environmental initiatives	Provide information on environmental initiatives by making use of the DOCOMO corporate website and official social media account	○

Fiscal 2017 Targets and Action Plans for Expert Subcommittees

Green Action Plan 2030	Mid-term Targets (Targets for 2020)	Fiscal 2017 Targets	Main Action Plans for Targets
Subcommittee on Utilizing ICT against Climate Change			
Amount of contribution to the reduction of CO ₂ emissions across society: at least 40 million tons We will promote various initiatives to contribute to the adaptation to climate change. Also, we will make collaborative efforts with our stakeholders.	Amount of contribution to the reduction of CO ₂ emissions across society: at least 38 million tons	Amount of contribution to the reduction of CO ₂ emissions across society: at least 37 million tons	<ul style="list-style-type: none"> Monitor progress on contribution to CO₂ reduction (semiannual) Communicate information on contribution to CO₂ reduction Gather information on mitigation and adaptation cases, communicate information (official website, SNS, external websites, exhibits at events, etc.)
			Contribute to CO ₂ reduction by encouraging migration to smartphones
			Contribute to CO ₂ reduction by promoting the use of ubiquitous modules
			Contribute to CO ₂ reduction by promoting the use of bicycle sharing services
Subcommittee on Energy Conservation for Telecommunications Facilities			
Electrical efficiency of the telecommunications services: at least a tenfold increase compared to fiscal 2013	Electrical efficiency of the telecommunications services: at least a sevenfold increase compared to fiscal 2013	Reduce power consumption of various facilities	<ul style="list-style-type: none"> Actively install high-efficiency, low-power consumption equipment and replace equipment during upgrades 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
		Use of energy sources with zero environmental impact	Reduce power consumption by constructing verification facility for green base stations
		Simulate electricity demand	Formulate mid-term projections for electricity demand
		Develop highly energy-efficient equipment	<ul style="list-style-type: none"> Compliance with the NTT Group Energy Efficiency Guidelines Promote development of highly energy-efficient equipment
Subcommittee on Effective Use of Resources			
Final disposal ratio of waste: achieve zero emissions (under 1%)	Final disposal ratio of waste: achieve zero emissions (under 1.4%)	Final disposal ratio of waste: achieve zero emissions (under 1.5%)	<ul style="list-style-type: none"> 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%
Minimize environmental impact	—	Weight of promotional tools: under 7,600 tons	Monitor progress of weight and disposal rate of promotional tools and provide feedback to relevant departments
Effectively use resources	Collect used mobile phones: 16 million units (2017–2020)	Collect 4.7 million units	Create and publicize opportunities for collection aimed at reuse and recycling
Subcommittee on Biodiversity			
We will promote biodiversity initiatives through various activities. Also, we will make collaborative efforts with our stakeholders.	—	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
		Expansion of activities on biodiversity, gather and communicate information	<ul style="list-style-type: none"> Communicate information on biodiversity Plan and implement events outside the Company

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)

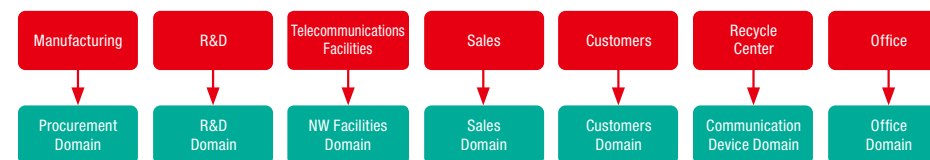
Well-trained internal environmental auditors conduct strict, impartial audits to ensure the EMS is functioning appropriately. Audit findings are used to revise the system and make improvements on an ongoing basis.

In fiscal 2016, we reviewed our auditing methods in response to business-related environmental impact and in pursuit of more highly effective audits. Specifically, audits focused on whether or not consumption of paper and electricity in offices, which are management items for all organizations, was being properly controlled, in addition to conditions with regard 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.

Risks and Opportunities Related to the Environment

The Group secretariat for environmental management and the Expert Committees of the Group within the Environmental Management Structure 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 taken into consideration when establishing environmental targets, and identified issues are reviewed for approval by the Eco Activity Committee.

► Seven Domains



The Corporate Strategy and Planning Department first identifies Company-wide risks and picks out environmental risks that are considered important. Apart from Company-wide risks, we have separately designated the Green Action Plan 2030 targets as a KPI and are using the current status of achieving the targets as a benchmark. Moreover, the Corporate Social responsibility Department identifies the risks and opportunities specifically with respect to the environment in greater detail. We examine the business opportunities presented by the environment while taking into account our commitment to take action through every conceivable means for resolving the most critical environmental issues facing society at large. These risks and opportunities are examined by the Environmental Sustainability Taskforce before being discussed by the Eco Activity Committee to determine their priorities for each year. Those deemed to have a significant impact on our business are presented to the Board of Directors.

Recognizing the risks and opportunities offered by climate change as vital environmental issues for society, we are working to strengthen the integration between our management strategies and environment management.

● Risks Driven by Changes in Regulations

Description and Management of the Risks

The Tax for Climate Change Mitigation, which is imposed on fossil fuels such as oil and coal, took effect in Japan in October 2012, and the tax rate was raised in April 2016. DOCOMO is not directly affected since it does not procure fossil fuel. However, we operate nearly 160,000 base stations nationwide, using approximately 2.89 billion kWh of electricity each year and are already faced with the risk of being affected by any increase in taxes passed on to the price of electricity.

The Corporate Social Responsibility Department, which is responsible for promoting environmental measures for the DOCOMO Group, seeks to minimize such risks by quantifying them based on the “NTT DOCOMO Group environmental impact assessment standards.” They are then monitored and measured by the Equipment Energy-Efficiency Subcommittee and Office Energy-Efficiency Subcommittee. The results of these measurements are presented to the Group Eco Activity Committee, which reviews the relevant policies and initiatives.

Specifically, we have been pursuing measures for reducing electricity usage and CO₂ emissions. We have reduced electricity usage by focusing on telecommunications facilities, which account for most of our electricity usage, and streamlining our operations by consolidating facilities and upgrading to equipment with higher levels of energy efficiency (or bringing upgrades forward) and enhancing air conditioning and power supply equipment by introducing air conditioner optimal control systems and direct current power feeding systems.

To reduce CO₂ 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 2017, we had 93 green base stations in operation. DOCOMO also became the first communications network operator in Japan to successfully conduct a verification test of weather forecast-linked lithium-ion battery control technology, which automatically controls the electricity used at our green base stations in line with weather forecasts. The technology was introduced at green base stations nationwide and has been confirmed to reduce power consumption by 10% compared to a previous level.

● Risks Driven by Change in Physical Climate Parameters or Other Climate Change-Related Developments

Description and Management of the Risks

Telecommunications facilities and data servers owned by DOCOMO operate under optimum temperatures of between 10°C and 35°C. When the temperature rises above that, operating system shutdowns and malfunctions may make provision of the service difficult, leading to the risk of affecting approximately 70 million customers. We must therefore maintain the temperature of our telecommunications facilities and data servers within a certain range using air conditioners. However, the energy efficiency of air conditioners are greatly affected by outdoor temperatures. Energy efficiency falls when it is hot outside, causing an increase in power consumption and raising the risk of higher electricity costs.

As we have explained above, any rise in electricity costs are quantified based on the “NTT DOCOMO Group environmental impact assessment standards,” monitored and measured by the Equipment Energy-Efficiency Subcommittee and presented to the Group Eco Activity Committee, which reviews the relevant policies and initiatives. Specifically, we have installed panels for releasing hot air and raised floor systems to eliminate hot spots inside the rooms in order to increase the energy efficiency of air conditioning. Also, we have been installing high-efficiency air conditioners that use outside air for cooling. We conduct operational tests on the energy efficiency of ICT, air conditioning and power facilities using verification data centers. By seeking the optimum combination of the latest technologies in energy-efficient servers, air conditioning facilities and direct current power feeding systems, we aim to prevent rises of the average temperature from turning into a business risk.

● Opportunities Arising from Climate Change

Once society at large begins to choose environmentally friendly means of transportation, it may expand new business opportunities for the DOCOMO Group's environmentally businesses such as bicycle sharing. 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 cannot be allowed to be interrupted in the event of a disaster. We therefore believe that climate change may lead to an expansion in business opportunities.

Results of Our Initiatives

NTT DOCOMO Group's Global Environmental Targets for Fiscal 2016 and Results

In June 2014, DOCOMO established the new "NTT DOCOMO Group's Global Environmental Targets for Fiscal 2016" as a result of identifying the reduction of energy consumption in telecommunications facilities and reduction in the weight of promotional tools prepared as two priority issues that DOCOMO feels it is particularly responsible for in its business activities.

NTT DOCOMO Group's Global Environmental Targets for Fiscal 2016

Seeking to provide wider, faster and more reliable connectivity, we will deliver an LTE network using our proprietary technologies with less energy consumption, which will help us to create telecommunications network services that are in harmony with the environment. Moreover, we will increase conveniences for our customers and reduce energy consumption by further advancing our mobile communications through the use of digitalized promotional tools.

1. Creating a Telecommunications Network in Harmony with the Environment

Target for Fiscal 2016
A 25% reduction in energy consumption for data communications*

With the efficient introduction of an LTE system, we will reduce the amount of energy consumed in the network for delivering data (energy consumed per volume of data communications) by 25% by fiscal 2016 (compared to fiscal 2012).

*1 Volume of data communications: Volume of data used for sending and receiving email; browsing the Web; downloading music, videos and games; etc.

2. Creating "Zero" Waste in the Consumption of Paper by Using Digitalized Promotional Tools*2

Target for Fiscal 2016
At least a 40% reduction in promotional materials

By converting our promotional tools into digital formats such as a Web version of the DOCOMO Catalogue, we will strive to increase customer convenience as well as generate "zero" waste in the consumption of paper. We will reduce the weight of promotional materials prepared in paper format by 40% by fiscal 2016 (compared to fiscal 2012).

*2 Promotional materials: Paper-based catalogues, paper bags, and manuals



1. Reduction of Energy Consumption in Telecommunications Facilities

We reduced the amount of energy consumed for data communications by 63%, compared to the level observed in fiscal 2012, against the target of reducing energy consumption by 75%. As for LTE facilities, we reduced the amount of energy consumed for data communications to less than one-quarter.

Looking ahead, we will accelerate the pace of raising energy efficiency of our telecommunications facilities through the expansion of LTE facilities and introduction of 5G, to achieve our target of raising power efficiency more than sevenfold by 2020 compared to actual results in fiscal 2013.

2. Creating "Zero" Waste in the Consumption of Paper for Promotional Tools

We achieved the target for fiscal 2016 by reducing the weight of promotional tools by 59%, compared to the level observed in fiscal 2012, through initiatives such as the digitalization of DOCOMO's general catalogue and reducing wastes associated with the promotional tools we give to our customers. We will continue striving to enhance customer convenience and achieve zero waste in paper consumption.

Creation of a Low-Carbon Future

● Basic Policy

Reducing CO₂ 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 CO₂ emissions.

The DOCOMO Group will contribute to reducing the CO₂ 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.

● 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 CO₂ 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 2017, we had 93 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.

Successful Testing of Weather Forecast-Linked Lithium-Ion Battery Control Technology

For the first time as a communications network operator in Japan, DOCOMO has successfully conducted a verification test of weather forecast-linked lithium-ion battery control technology, which automatically controls the electricity used at our green base stations based on weather forecasts.

Until now, lithium-ion batteries at green base stations have been used to maintain communications as backup capacity during power outages and charging/discharging (with suitable charge/discharge cycling capacity) by solar power generation during normal times. This required establishing the backup capacity ratio at 80% to ensure about 24 hours of

coverage during a power outage. However, our new technology no longer requires pre-setting either backup capacity or the charge/discharge cycling capacity ratios since it automatically changes the ratio of backup capacity of lithium-ion batteries based on the weather forecast.

With this technology, we successfully reduced commercial electricity used during normal operation by 10% compared to the level observed at conventional green base stations. Also confirmed was that the technology will allow approximately 63 hours of operation during power failure caused by a disaster or other emergency, which is twice as much as in the past.

● Successfully Controlling the Electricity Used at Green Base Stations Based on Weather Forecasts (in Japanese only)

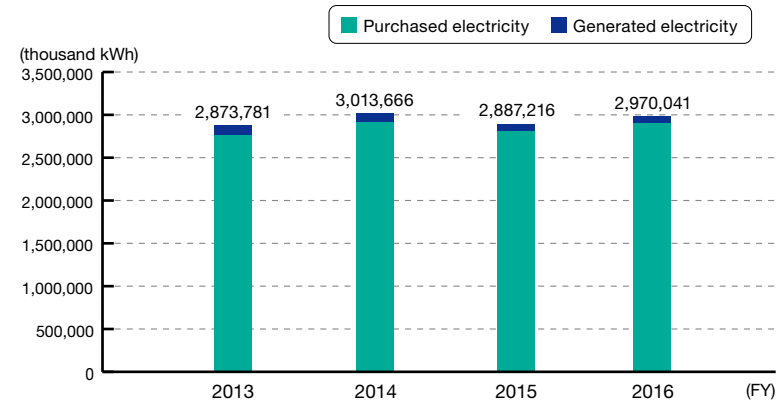
URL https://www.nttdocomo.co.jp/info/news_release/2016/03/28_00.html

● Identifying Environmental Impacts

▶ CO₂ Emissions for the Entire Supply Chain

Scope	Category (Scope 3)	Method of Calculation	Emissions (ton-CO ₂)	Ratio (%)
Scope 1: Direct emissions			66,540	1.8
Scope 2: Indirect emissions			1,524,632	40.3
Scope 3: Other indirect emissions			2,191,986	57.9
	1. Purchased goods and services	Calculated by multiplying the number of units of mobile phones purchased (major purchased items) by the upstream emissions intensity	108,966	2.9
	2. Capital goods	Calculated by multiplying the amount of capital expenditures by the emissions intensity for information and communications equipment	1,623,840	42.9
	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	103,697	2.7
	4. Upstream transportation and Distribution	Calculated by multiplying the number of mobile phones sold by the emissions intensity of transportation per unit	10,443	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	1,435	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	3,894	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	2,577	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	254,592	6.7
	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	934	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	81,607	2.2
	15. Investments	(Calculation not applicable)	—	—
Total			3,783,158	100

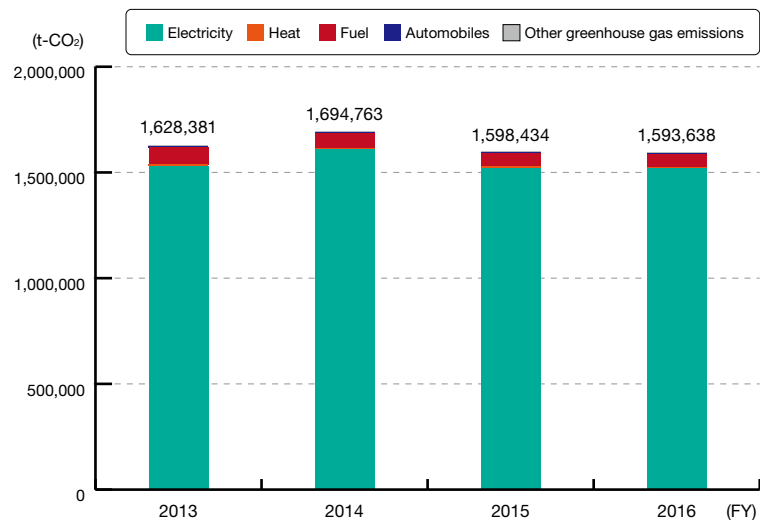
▶ Electricity Consumption



	FY2013	FY2014	FY2015	FY2016
Purchased	2,763,587	2,916,776	2,806,921	2,892,091
Communications facilities	2,622,398	2,784,260	2,674,757	2,757,076
Generated	110,194	96,890	80,295	77,950
Solar and wind power	552	540	524	668
Total	2,873,781	3,013,666	2,887,216	2,970,041

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.

▶ Greenhouse Gas Emissions



Fiscal Year	2013	2014	2015	2016
Electricity	1,531,711	1,608,771	1,522,292	1,519,231
Telecommunications Facilities	1,461,622	1,542,812	1,456,315	1,454,863
Heat	5,949	5,690	5,402	5,400
Fuel	81,549	73,065	63,628	62,338
Automobiles	6,284	4,635	4,583	4,202
Other Greenhouse Gas Emissions	2,889	2,601	2,530	2,466
Total	1,628,381	1,694,763	1,598,434	1,593,638

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

▶ Fuel/Heat Use

	Unit	FY2013	FY2014	FY2015	FY2016
Gas	Thousand m ³	35,252	31,518	27,265	26,842
Heavy Oil	kl	58	68	63	101
Diesel Oil	kl	139	168	275	103
Gasoline (automobile)	kl	2,501	1,726	1,665	1,485
Heat	GJ	104,364	99,819	94,768	94,745

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.

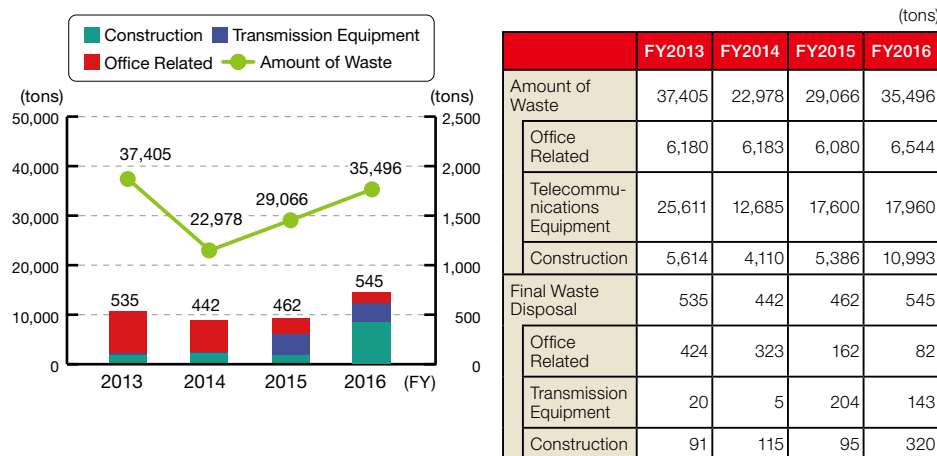
Additionally, our Green Design Guidelines for Buildings are put into practice when constructing or upgrading telecommunications facilities and buildings. We actively use recycled materials and materials capable of being recycled or reused.

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 2016, waste from telecommunications facilities, such as optical cable, switching equipment, and power facilities, totaled 17,960 tons, 143 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.

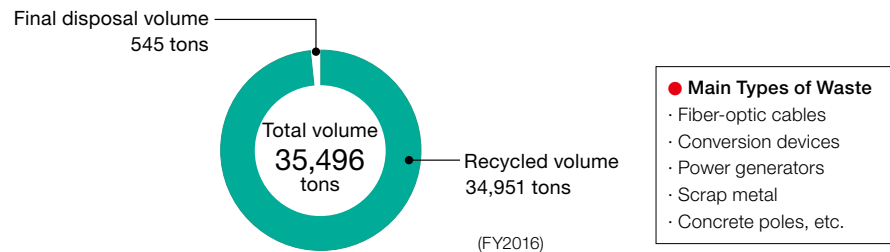
Amount of Waste Reduced and Recycled

▶ Amount of Waste and Final Waste Disposal



● **Recycled Containers and Packaging (results of fiscal 2016 submitted)**
 · Plastic containers: 433 tons
 · Paper bags: 2,377 tons

▶ Total Recycled Volume of the DOCOMO Group



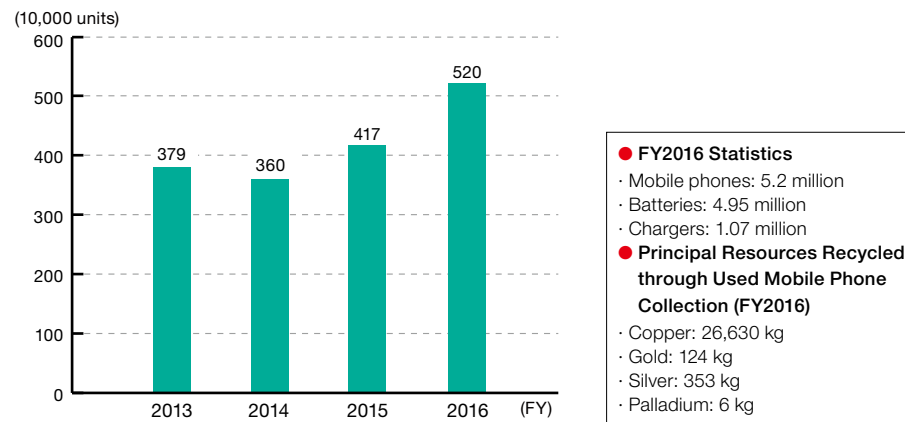
Mobile Phone Recycling for Effective Utilization of Valuable Resources

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 2016, we collected roughly 5.2 million phones and have now collected a cumulative total of about 100.8 million phones.

DOCOMO participates in the “Tokyo 2020 Medal Project: Towards an Innovative Future for All” (See page 054), 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.

▶ **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 2016, subscriptions to the service were approximately 24 million. In terms of A4-size paper, our e-billing service has saved around 580 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, about 98% of our customers have signed up for Web-based statements, which has led to a significant 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 CO₂ 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.

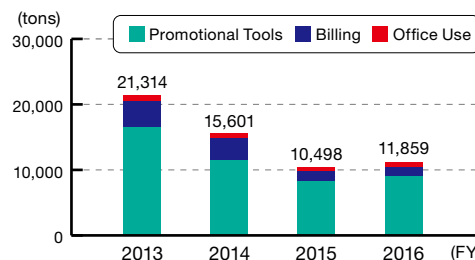
Environmental Approaches Taken at Offices and Shops

DOCOMO is working to reduce paper usage and boost waste recycling rates at its offices and shops. In fiscal 2016, 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 4.1% 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 2016, we sought to further digitize documents at the docomo Shops by transferring the customer management system from desktop computers to tablets while also replacing paper-based forms with electronic forms.

▶ Paper Usage



	FY2013	FY2014	FY2015	FY2016
Office Use	791	742	699	704
Billing	3,921	3,378	1,439	1,399
Sales Tools	16,602	11,481	8,360	9,756
Total	21,314	15,601	10,498	11,859

Reducing Water Consumption

In fiscal 2016, we launched 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

(Thousand m³)

	FY2013	FY2014	FY2015	FY2016
Total Consumption	1,509	1,477	1,491	1,567
Tap Water	1,417	1,387	1,400	1,472
Recycled Wastewater	92	90	91	95

Note: Figures for fiscal 2013 to 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, DOCOMO 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.

Water Conservation Appliances

We use water conservation appliances for plumbing fixtures and toilet-noise maskers (Otohome) 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.

● Environmental Initiatives at docomo Shops

docomo Shop Providing Mokuiku* Project

A docomo Shop in Ritto City, Shiga Prefecture, has incorporated the Mokuiku concept for its kids play area so that families can touch and feel a pleasant wooden texture while they are in the shop.

Shiga Prefecture is known for being half forest. Toys made by craftsmen in Shiga from local cypress are placed in the shop's kids play area for children to play with. The most popular toy is a circular pool filled with egg-shaped toys made of cypress that children can grasp. Also, a workshop is held once a month so that children can become familiar with nature and to create an opportunity for them to experience nature's abundance. The Mokuiku project has led to a lively exchange with parents and other people involved in local activities, thereby contributing to the community's revitalization.



* Mokuiku: An effort to enable everyone to "touch wood, learn from wood and live with wood."

● 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*1, the National Land Afforestation Promotion Organization's Green Fund*2, as well as corporate forestry support programs*3. In fiscal 2016, these activities were held 45 times and about 1,880 people participated in them.

Forest Maintenance Activities in docomo Woods	FY2012	FY2013	FY2014	FY2015	FY2016
Activities Held	54	50	48	47	45
Participants (Approximate)	2,800	2,600	2,400	2,200	1,880

docomo Woods is a nature conservation program that 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 2017, 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.



docomo Woods

Environmental Communication

● Food and Nature Conservation Project: The Secret Relationship between the Oorurishijimi and Aka-ushi—Eating to Protect Biodiversity

On February 24, 2017, we held an event on food and nature conservation entitled, “The Secret Relationship between the Oorurishijimi and Aka-ushi—Eating to Protect Biodiversity,” which took place at the Marunouchi Grounds of ABC Cooking Studio. A total of 70 people, including members of the Nature Conservation Society of Japan and the ABC Cooking Studio as well as NTT Group employees, supported and participated in the event.

Oorurishijimi (*Shijimiaeoides divinus*) is a rare butterfly that inhabits the Aso region of Kumamoto Prefecture and is intimately connected to the Aka-ushi cow, which is part of Aso’s grassland scenery. The event presented a new attempt at protecting biodiversity, in which we introduced recipes using Aka-ushi meat and encouraged people to consume this red beef to revitalize the industry so that the grasslands are maintained by grazing cows and in turn protects the butterfly.

In the first event, Mr. Takahiro Okano from the Ministry of the Environment gave a lecture explaining how the grasslands of Aso were produced through the coexistence between nature and people. Also, Professor Keiko Koda from the Teikyo University of Science lectured on the relationship between the Oorurishijimi and the pasture. After learning about the grassland environment of the Aso region and protection of Oorurishijimi, the participants were treated to meals using Aka-ushi beef that are easy to prepare.



● EcoPro 2016 Exhibition on the Future of the Environment and Energy

DOCOMO exhibited at the “EcoPro 2016 Exhibition on the Future of the Environment and Energy,” one of Japan’s largest exhibitions on the environment, to present its ongoing initiatives for attaining the environmental targets for 2030. Also, DOCOMO announced the DOCOMO Group Environmental Declaration, which presents its vision for the future, and the Green Action Plan 2030, which summarizes the Group’s environmental targets through to 2030. At our booth, we presented our environmental initiatives under the themes of “Low Carbon Future,” “Closed-Loop Recycling” and “Natural Harmony” (please see below). In addition to the exhibits, we provided 3D videos viewed with head-mounted displays and presented visitors with Dokomodake magnets produced by recycling DOCOMO products.

- Exhibit:**
- (1) Bicycle Sharing (contribution to reducing CO₂ emissions in society)
 - (2) ICT in Agriculture (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)

Date: December 8 to 10, 2016
10 a.m. to 6 p.m. (to 5 p.m. on the final day)

Site: Tokyo Big Sight (East Exhibition Hall)

Entrance: Free (advance registration)

Handouts: DOCOMO Environment Book (PDF: 3,651 KB)



DOCOMO's booth design renderings (different from the actual booth)

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 2016, 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 its disposal by March 2027.*

The NTT Group, including DOCOMO, continues to review its disposal methods.

* 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 2014, 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.

● Guidelines for Green Procurement

URL https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/csr_procurement/green.pdf

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, 2016 to March 31, 2017
- **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	FY2014		FY2015		YoY Change	
		Investment	Expense	Investment	Expense	Investment	Expense
(1) Internal business area costs		115	15,579	243	15,239	128	-339
(1)-1 Pollution prevention costs	Prevention of water contamination, proper PCB disposal	5	43	34	4	29	-39
(1)-2 Global environmental protection costs	Development and operation of an e-billing service, etc.	110	14,115	206	13,409	95	-705
(1)-3 Resource recycling costs	Reuse of dismantled telecommunications facilities, etc.	0	1,421	4	1,826	4	405
(2) Upstream/downstream costs	Recovery of used terminals, etc.	1,428	431	325	473	-1,103	42
(3) Management costs	ISO certification/renewal, etc.	9	2,091	14	1,848	6	-244
(4) R&D costs	Research on energy/ resource efficient telecommunications facilities, etc.	175	1,439	241	1,532	67	93
(5) Community Investments costs	docomo Woods and other tree planting initiatives, etc.	0	24	0	44	0	20
(6) Restitution for environmental damage costs	Not applicable	0	0	0	0	0	0
Total		1,726	19,564	824	19,135	-903	-429

Note: Totals may not be exact due to rounding.

Environmental Protection Benefits

Benefits	Major Benefit Indicators	Major Benefit Indicators			
		Category (unit)	FY2014	FY2015	YoY Change
(1) Benefits derived from internal business area costs	1. Benefits related to resources invested in business activities	Electricity usage (including CGS power) (1,000 kWh)	2,887,216	2,979,179	91,963
		Paper usage (tons)	10,498	11,859	1,361
		Paper reduced by e-billing (tons)	7,347	7,029	-318
	2. Benefits related to environmental impacts and waste from business activities	Greenhouse gas reduction (tons-CO ₂)*	1,598,434	1,593,638	-4,796
Industrial waste reduction related to telecommunications facilities and buildings (tons)		22,987	28,952	5,965	
(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)	1,088	1,129	41

* Combined volume of CO₂ 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		FY2014	FY2015	YoY Change
Revenues	Sales revenues associated with dismantling telecommunications facilities and building	950	974	24
Cost Reductions	Reduced fuel costs from low-emission vehicles	11,779	11,285	-494
	Reduced purchasing costs from reuse of dismantled telecommunications facilities	4,986	13,984	8,998
Total		17,716	26,244	8,528

Note: Totals may not be exact due to rounding.



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Supply Chain

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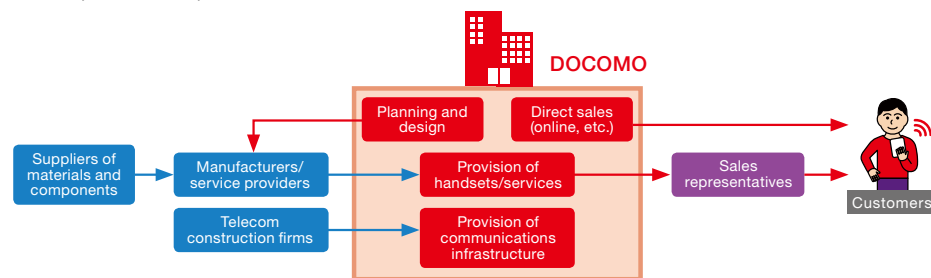
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We value our relationship with other businesses that are important partners in our operations, and we strive to maintain fair transactions and undertake CSR procurement in view of our responsibilities to society.

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. The guidelines have formed the basis of DOCOMO's CSR procurement, together with the Guidelines for Green Procurement. 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.

● NTT DOCOMO Guidelines for CSR in Supply Chain

URL https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/supply_chain.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 2016, we received responses from 63 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.

Every year we provide feedback to each supplier on the content of the check sheet without revealing the company name, and if the check sheet confirms that there is a high risk, DOCOMO will dispatch its employee to the supplier for direct confirmation and then respond with measures such as working with the supplier to formulate corrective actions. Also, to ensure that these actions will be taken, we provide education for our procurement staff on a regular basis. In fiscal 2016, the results of the CSR Promotion Check Sheet indicated that no suppliers were at the level of high risk in terms of CSR.

From the standpoint of sustainability, we also 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.

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. to make disclosures regarding their usage of conflict minerals* 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 2016, 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%.

* Under the Dodd-Frank Act, conflict minerals include tantalum, zinc, gold, tungsten and other minerals specified by the U.S. Secretary of State.

● U.S. SEC Filings

URL <https://www.nttdocomo.co.jp/english/corporate/ir/library/sec/index.html>

- Form SD (Filed on May 26, 2017)
- Conflict Minerals Report (Filed on May 26, 2017)

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 2016, the ratio of employees with CPP-B qualifications remained high at 81% 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 onsite 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 2016 with 169 participants from 58 companies involved in DOCOMO's businesses, including 36 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.

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.

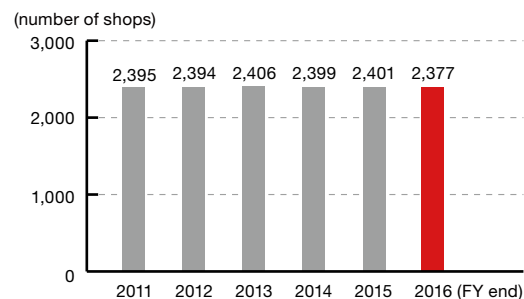
Relationship with Sales Representatives

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 2017, there were about 2,377 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 3,500. 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



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.

Telephone inquiries from sales staff have risen sharply with the rapid adoption and expansion of smartphones in recent years. In response, DOCOMO has bolstered its Sales Representatives Help Desk to maintain the quality customer support that sales representatives offer by promptly answering questions on matters such as handset operation and services as well as less common questions, such as on what particular apps do and how they can be used.

● 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 8% 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 on December 1, 2016 to demonstrate their customer service skills in the “docomo Shop Staff Customer Service Contest – Meister of the Year 2016 National Competition.” Now in its eighth year, the contest was launched nationwide in fiscal 2009 as an opportunity for staff to demonstrate customer service skills required in their daily operations 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, and raising the quality of sales activities and response to malfunctions. 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 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 2,400 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 March 31, 2017, over 90% of all docomo Shops in Japan were equipped with barrier-free entrances, over 80% with barrier-free restroom facilities and 80% with 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 March 31, 2017, 647 docomo Shops had these systems.

docomo Shops are also ready to help customers try out the latest models of the Raku-Raku 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 2016, 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 them to set a monthly holiday and change business hours according to the number of customers at each shop.

docomo Shops and Local Communities

We value the relationships developed by docomo Shops and local communities as well as customers. To give children the opportunity to connect with society through job experiences and acquaint them with the docomo Shops, we held the Oshigoto (Job) Challenge! event for children at around 240 docomo Shops in the Kanto-Koshinetsu area during their 2017 summer vacation. During the event, we let elementary school students experience what it is like to work at a docomo Shop as part of an effort to strengthen our engagement.



Cleaning a mock-up display at the Musashi Urawa shop in Saitama prefecture



13

Community Investment

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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 2016, we set aside about 6.48 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	91	5,846	690
Social welfare	66	857	590
Support for disaster-stricken areas	101	2,096	370
Education and cultural promotion	147	624	1,500
Local community development and dialogue	555	26,324	750
Sports promotion	53	1,570	1,530
International exchange activities and others	105	1,302	1,050
Total	1,118	38,619	6,480

* Each monetary donation, donation of goods, and free use of facilities is counted as one activity.

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	60.7%	Cooking classes, etc., provided to support the mental health of victims of the Great East Japan Earthquake (p. 159), implementation of the Tohoku Relief Fund for DOCOMO Group employees (p. 159), initiatives through the Mobile Communication Fund (p. 156)
Charities	5.3%	Implementation of the Online Fundraising Site (charity site) (p. 157), efforts for the recovery of Kumamoto (p. 159)
Commercial initiatives	33.9%	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"> Activities to help realize the dreams of children with intractable diseases Guiding adolescents through baseball lessons
2016	2 initiatives	<ul style="list-style-type: none"> Contributing to the community by taking part in the preservation of the Aomori Nebuta festival music Providing musical entertainment performances at care facilities for the elderly and people with disabilities

In addition to annual paid holidays, employees can take a "life planning vacation" when they want to participate in a volunteer activity. In fiscal 2016, 101 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 157 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	FY2016 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, 1.26 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 1,400 participants in classes teaching about the Internet and smartphone use for people with disabilities (DOCOMO Hearty class)	1,281 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 CO2 emissions	Number of people participating in the docomo Woods program	1,882 participants		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	34,970		Items common to all Sustainability Focuses

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 13 years since they were launched in July 2004, about 63,200 classes have been provided to about 9.36 million people (as of the end of March 2017). The cumulative number of participants exceeded the 10 million mark in July 2017. In fiscal 2016, about 7,900 classes were provided to about 1.26 million people.

Our animation text for the introductory class 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	2012	2013	2014	2015	2016
Number of Classes Provided (Approximate)	6,700	6,900	7,000	6,900	7,900
Number of Attendees (Approximate)	0.93 million	0.98 million	1.03 million	1.05 million	1.26 million

Donating Tablets for Children

In 2017 the Cabinet Office of Japan and organizations operating nationwide networks collaborated to establish an association for promoting the Matching Network to Support Children's Futures with the aim of matching the needs of NPOs and other organizations with

the supportive resources of companies engaged in CSR activities. In support of this project, DOCOMO donated a total of 500 tablets to 26 organizations that belong to the National Council of Support Organizations for Children's Poverty and Education. These tablets will be used by each member organization in children's studies and extracurricular activities.

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 2016, the Student City was held 22 times and engaged about 2,120 participants along with 14 DOCOMO employees who participated as volunteers.

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 dispatches employees to schools to participate in workshops aimed at proposing solutions for corporate issues, offering a range of advice and providing follow-up.

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 15th awards ceremony was held in Tokyo in October of fiscal 2016. We presented three Excellence Awards (with a 6-million-yen prize each) to a recipient in each category of advanced technology, basic science and social sciences.

Scholarships for International Students from Asia

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 39 international

students in fiscal 2016, and the MCF has supported 305 students to date.

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 2016, it donated a total of 25 million yen to 47 community groups.

● NPO Mobile Communication Fund (MCF) (in Japanese only)

URL <http://www.mcfund.or.jp/>

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 2016 is summarized below.

Fundraising Campaign	Raised (yen)	Total Funds		Number of Donations	Fundraising Period
		(Reshown, in d POINTs)	Average Amount (Amount/ Number of Donations)		
2016 Kumamoto earthquakes	92,988,216	73,579,800	1231	75,552	Apr. 16–May 31
2016 Ecuador earthquake	5,466,886	4,122,500	732	7,469	Apr. 22–May 31
2016 Typhoon No. 10	5,744,003	4,396,700	651	8,817	Sept. 6–Oct. 17
Hurricane Matthew	1,028,679	643,900	512	2,010	Oct. 12–Oct. 31
Total funds in fiscal 2016	105,227,784	82,742,900	1,121	93,848	

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 2016, the system is being used by about 8,000 households from five municipalities.

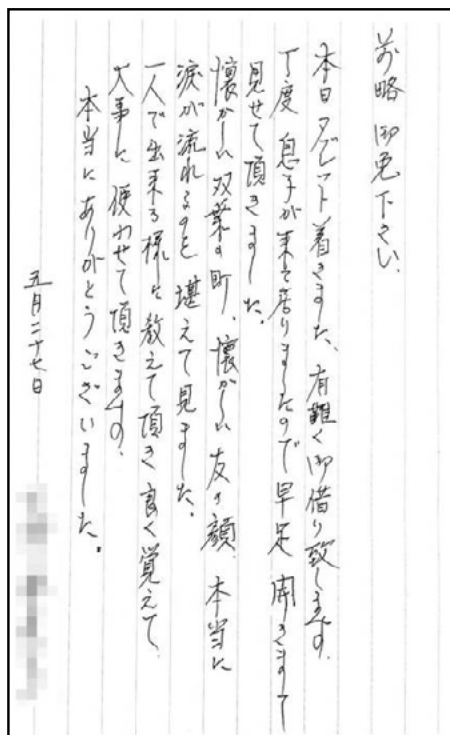
Message from a Tablet User

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



Case 2 Supporting the Fisheries Industry with ICT

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 cultivating oysters and seaweed in Higashi Matsushima, Miyagi Prefecture. ICT buoys fitted with telecommunications and sensor functions were installed in the cultivation area so that changes in water temperature and salinity could be monitored on land using a special smartphone app. This provides greater stability for cultivation and harvesting compared to sole dependence on experience and intuition.

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

We work with farmers in Minami Sanriku Town, Miyagi Prefecture, on the cultivation of Sasanishiki brand rice without fertilizer or pesticide. Moreover, we are conducting verification tests using paddy sensors that control the water level to ensure stable harvests without the use of fertilizer or pesticide. We seek to support economic reconstruction of the town and farming villages in the region by producing high-quality rice through natural farming.

▶ 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	Digital signage for taxis	Providing tourism information and government notices on digital signage based on tablets
Others	Donations	Donation support programs	Collaborating with cloud funding sites to help organizations acquire know-how for seeking donations and developing infrastructure

● docomo TOHOKU Reconstruction Support Office RAINBOW Project—A bridge leading to smiles (in Japanese only)

URL <http://rainbow.nttdocomo.co.jp/>

● Creating a Purpose to Live and Contributing to Reviving Local Communities

Six 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. Eight classes were held in fiscal 2016, during which 163 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 2016, about 9,900 DOCOMO Group employees supported the fund, and we donated a total of 76.8 million yen.

Supporting Kumamoto's Recovery

DOCOMO has been working to support the victims of the 2016 Kumamoto earthquakes through various means such as fundraising. Since those affected by the prolonged period of evacuation still require assistance, we have also provided support through the Mobile Communication Fund (MCF).

We donated 10 million yen to the grant for supporting the victims of the 2016 Kumamoto earthquakes, implemented by the MCF, in which 21 civic groups are provided with subsidies to engage in activities that support the victims.

● Mobile Communication Fund (MCF) (in Japanese only)

URL <http://www.mcfund.or.jp/>



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Independent Assurance Statement



Sustainability Accounting Co., Ltd.

Independent Assurance Statement

September 14, 2017

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 performance indicators during the fiscal year 2016 reported in NTT DOCOMO Group Sustainability Report 2017, which indicate 71 thousand yen and 30 hours for the cost and hours of training per person, 4.4% for the percentage of female employees in managerial positions, 2.17% for the employment ratio of people with disabilities, 3,783 thousand tons for the amount of CO₂ emissions (scope 1, 2 and 3), 668 thousand kWh for the solar and wind power generated by the Company, 35 thousand tons for the amount of waste and 1,567 thousand m³ for the water consumption. The purpose of this process is to express our conclusion on whether the indicators were calculated in accordance with the Company's standards. The Company's management is responsible for calculating the 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.

A handwritten signature in black ink, appearing to read "Takashi Fukushima", is written over a horizontal line.

Takashi Fukushima
Representative Director, Sustainability Accounting Co., Ltd.

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* Click the page numbers in the list of GRI Standard Disclosures below to see the related information available in this report.

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