

NTT DOCOMO Group

CSR Report 2009

— Full Edition —



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Editorial Policy

Editorial Policy for CSR Report 2009

DOCOMO issues an annual CSR Report to further dialogue with stakeholders. This report summarizes DOCOMO's philosophy and initiatives relating to corporate social responsibility (CSR). Effort is made every year to enhance the report's content.

The 2009 version contains a comprehensive listing of the DOCOMO Group's various initiatives related to CSR. In organizing the report's sections, importance was placed on relative priority to DOCOMO, the perspective of stakeholder interest and progress made on initiatives.

This report is organized on the basis of the CSR Message of NTT DOCOMO and contains sections entitled, "Customer service," "Consistent quality," "Safety and security," and "Environmental protection." Sections feature initiatives of particular importance, such as "Raku-Raku PHONE Development and Marketing," "Area Mail Disaster Information Service (Area Mail)," "Keeping Children Safe" and "Promoting Mobile Phone Recycling."

Period covered

The report generally covers fiscal 2008, which is from April 1, 2008 to March 31, 2009, although some information pertains to time periods before or after fiscal 2008.

Information provided is as of September 2009. See the respective pages for the latest information.

Scope of Report

The report generally applies to the DOCOMO Group, which consists of NTT DOCOMO Inc. and its 26 subsidiaries that handle the Group's various functions. 'DOCOMO' refers to the DOCOMO Group. 'Consolidated' refers to NTT DOCOMO Inc., 26 functional subsidiaries and other subsidiaries. In special cases, the names of applicable companies are listed.

26 Functional Subsidiaries (as of July 1, 2009)

DOCOMO Service Inc., DOCOMO Engineering Inc., DOCOMO Mobile Inc., DOCOMO Support Inc., DOCOMO Systems, Inc. DOCOMO Business Net Inc. DOCOMO Technology, Inc. DOCOMO Service Hokkaido Inc., DOCOMO Engineering Hokkaido Inc., DOCOMO Service Tohoku Inc., DOCOMO Engineering Tohoku Inc., DOCOMO Service Tokai, Inc., DOCOMO Engineering Tokai, Inc., DOCOMO Mobile Tokai, Inc., DOCOMO Service Hokuriku, Inc., DOCOMO Engineering Hokuriku Inc., DOCOMO Service Kansai Inc., DOCOMO Engineering Kansai Inc., DOCOMO Mobile Media Kansai Inc., DOCOMO Service Chugoku Inc., DOCOMO Engineering Chugoku, Inc., DOCOMO Service Shikoku Inc., DOCOMO Engineering Shikoku Inc., DOCOMO Service Kyushu Inc., DOCOMO Engineering Kyushu Inc., DOCOMO I Kyushu Inc.

Published

November 2009

(Reference: Previous report issued November 2008; Next issue planned for November 2010)

Reference guidelines

Sustainability Reporting Guidelines Version 3.0 (G3), Global Reporting Initiative (GRI)
Environmental Reporting Guidelines FY2007 Version, Japan Ministry of the Environment

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GRI Index

GRI Guidelines and Corresponding Report Sections

1. Strategy and Analysis

Indicator		Link
1.1	Statement from the most senior decisionmaker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	Top-Level Commitment
1.2	Description of key impacts, risks, and opportunities.	CSR Policy

2. Organizational Profile

Indicator		Link
2.1	Name of the organization.	Corporate Profile
2.2	Primary brands, products, and/or services.	Corporate Profile
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	
2.4	Location of organization's headquarters.	Corporate Profile
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Improving Our Coverage Area
2.6	Nature of ownership and legal form.	Corporate Profile
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Corporate Profile
2.8	Scale of the reporting organization, including: <ul style="list-style-type: none"> ▪ Number of employees; ▪ Net sales (for private sector organizations) or net revenues (for public sector organizations); ▪ Total capitalization broken down in terms of debt and equity (for private sector organizations); and ▪ Quantity of products or services provided. 	Corporate Profile

2.9	Significant changes during the reporting period regarding size, structure, or ownership including: <ul style="list-style-type: none"> ▪ The location of, or changes in operations, including facility openings, closings, and expansions; and ▪ Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations). 	▶ Corporate Profile
2.10	Awards received in the reporting period.	▶ R&D on Raising Customer Satisfaction ▶ Hearty Style Products and Services ▶ Feature: Keeping Children Safe ▶ Responsibility to Shareholders and Investors

3. Report Parameters

Indicator		Link
Report Profile		
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	▶ Editorial Policy
3.2	Date of most recent previous report (if any).	▶ Editorial Policy
3.3	Reporting cycle (annual, biennial, etc.).	▶ Editorial Policy
3.4	Contact point for questions regarding the report or its contents.	▶ Editorial Policy
Report Scope and Boundary		
3.5	Process for defining report content, including: <ul style="list-style-type: none"> ▪ Determining materiality; ▪ Prioritizing topics within the report; and ▪ Identifying stakeholders the organization expects to use the report. 	▶ Editorial Policy
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	▶ Editorial Policy
3.7	State any specific limitations on the scope or boundary of the report.	▶ Editorial Policy
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	

3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	Environmental Accounting Preventing Global Warming
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/ acquisitions, change of base years/periods, nature of business, measurement methods).	
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	
GRI content index		
3.12	Table identifying the location of the Standard Disclosures in the report.	GRI Index MOE Guidelines Index
Assurance		
3.13	Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s).	Third Party Comment

4. Governance, Commitments, and Engagement

Indicator		Link
Governance		
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	CSR Policy Corporate Governance System
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	Corporate Governance System
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Corporate Governance System
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Corporate Governance System
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Corporate Governance System

4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	▶ <u>CSR Message of NTT DOCOMO</u> ▶ <u>CSR Policy</u> ▶ <u>Basic Philosophy</u> ▶ <u>Compliance</u>
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	▶ <u>CSR Policy</u> ▶ <u>Environmental Management Systems</u> ▶ <u>Corporate Governance System</u> ▶ <u>Compliance</u>
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	▶ <u>CSR Policy</u> ▶ <u>Environmental Management</u> ▶ <u>CSR Goals and Achievements</u>
Commitments to External Initiatives		
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	▶ <u>CSR Policy</u> ▶ <u>Environmental Management Systems</u> ▶ <u>Corporate Governance System</u> ▶ <u>Compliance</u>
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	▶ <u>Editorial Policy</u>
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: <ul style="list-style-type: none"> ▪ Has positions in governance bodies; ▪ Participates in projects or committees; ▪ Provides substantive funding beyond routine membership dues; or ▪ Views membership as strategic. 	▶ <u>Stakeholder Relations</u> ▶ <u>Radio Wave Safety</u> ▶ <u>Addressing the Impact on Children</u> ▶ <u>Feature: Promoting Mobile Phone Recycling</u>
Stakeholder Engagement		
4.14	List of stakeholder groups engaged by the organization.	▶ <u>Stakeholder Relations</u>

4.15	Basis for identification and selection of stakeholders with whom to engage.	Stakeholder Relations
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Stakeholder Relations
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Feature: Raku-Raku PHONE Feature: Area Mail Disaster Information Service (Area Mail) Feature: Keeping Children Safe Feature: Promoting Mobile Phone Recycling

5. Management Approach and Performance Indicators

Economic










Indicator		Link
Management Approach		
	Disclosure on Management Approach, Goals and Performance, Policy and Additional Contextual Information.	Economic Relationships with Our Stakeholders Corporate Profile
Aspect: Economic Performance		
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Economic Relationships with Our Stakeholders Responsibility to Shareholders and Investors
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	
EC3	Coverage of the organization's defined benefit plan obligations.	
EC4	Significant financial assistance received from government.	
Aspect: Market Presence		
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Economic Relationships with Our Stakeholders Working with Other Businesses
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	

Aspect: Indirect Economic Impacts

EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Services for a Sustainable Society Research and Development for the Future Social Contribution Activities
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	

Environmental







Indicator		Link
Management Approach		
	Disclosure on Management Approach, Goals and Performance, Policy, Organizational Responsibility, Training and Awareness, Monitoring and Follow-Up, and Additional Contextual Information.	Environmental Protection Environmental Targets Basic Philosophy Environmental Management Systems Promoting Green Procurement
Aspect: Materials		
EN1	Materials used by weight or volume.	Environmental Impacts of Business Activities
EN2	Percentage of materials used that are recycled input materials.	Promoting Green Procurement
Aspect: Energy		
EN3	Direct energy consumption by primary energy source.	Environmental Impacts of Business Activities
EN4	Indirect energy consumption by primary energy source.	
EN5	Energy saved due to conservation and efficiency improvements.	Preventing Global Warming
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Preventing Global Warming
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	
Aspect: Water		
EN8	Total water withdrawal by source.	Environmental Impacts of Business Activities
EN9	Water sources significantly affected by withdrawal of water.	

EN10	Percentage and total volume of water recycled and reused.	 Environmental Impacts of Business Activities
Aspect: Biodiversity		
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	 Helping Protect the Environment
EN13	Habitats protected or restored.	 Helping Protect the Environment
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	
Aspect: Emissions, Effluents, and Waste		
EN16	Total direct and indirect greenhouse gas emissions by weight.	 Environmental Impacts of Business Activities  Preventing Global Warming
EN17	Other relevant indirect greenhouse gas emissions by weight.	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	 Preventing Global Warming
EN19	Emissions of ozone-depleting substances by weight.	
EN20	NO, SO, and other significant air emissions by type and weight.	
EN21	Total water discharge by quality and destination.	
EN22	Total weight of waste by type and disposal method.	 Environmental Impacts of Business Activities  Reducing Waste
EN23	Total number and volume of significant spills.	
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	
Aspect: Products and Services		
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	 Feature: Promoting Mobile Phone Recycling




		▶ Helping Prevent Global Warming ▶ Promoting Resource Efficiency ▶ Developing Eco-Friendly Mobile Phones
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	▶ Feature: Promoting Mobile Phone Recycling ▶ Promoting Resource Efficiency ▶ Environmental Impacts of Business Activities
Aspect: Compliance		
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	
Aspect: Transport		
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	▶ Environmental Impacts of Business Activities ▶ Preventing Global Warming
Aspect: Overall		
EN30	Total environmental protection expenditures and investments by type.	▶ Environmental Accounting

■ Labor Practices and Decent Work

Indicator		Link
Management Approach		
	Disclosure on Management Approach, Goals and Performance, Policy, Organizational Responsibility, Training and Awareness, Monitoring and Follow-Up, and Additional Contextual Information.	▶ Creating a Better Work Environment ▶ CSR Goals and Achievements ▶ Professional Skill Development ▶ Promoting Work-Life Balance ▶ Mental Health Support
Aspect: Employment		
LA1	Total workforce by employment type, employment contract, and region.	▶ Employment and Compensation
LA2	Total number and rate of employee turnover by age group, gender, and region.	▶ Employment and Compensation
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	▶ Employment and Compensation

Aspect: Labor/Management Relations		
LA4	Percentage of employees covered by collective bargaining agreements.	
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	
Aspect: Operational Health and Safety		
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	 Mental Health Support
LA9	Health and safety topics covered in formal agreements with trade unions.	 Communicating with Employees
Aspect: Training and Education		
LA10	Average hours of training per year per employee by employee category.	
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	 Professional Skill Development  Promoting Work-Life Balance
LA12	Percentage of employees receiving regular performance and career development reviews.	 Professional Skill Development
Aspect: Diversity and Equal Opportunity		
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	 Employment and Compensation
LA14	Ratio of basic salary of men to women by employee category.	

Human Rights

Indicator		Link
Management Approach		
	Disclosure on Management Approach, Goals and Performance, Policy, Organizational Responsibility, Training and Awareness, Monitoring and Follow-Up, and Additional Contextual Information.	 Compliance  Respecting Human Rights at the Workplace  Working with Other Businesses

Aspect: Investment and Procurement Practices		
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	
Aspect: Non-Discrimination		
HR4	Total number of incidents of discrimination and actions taken.	
Aspect: Freedom of Association and Collective Bargaining		
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	Communicating with Employees
Aspect: Child Labor		
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	Working with Other Businesses
Aspect: Forced and Compulsory Labor		
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	Working with Other Businesses
Aspect: Security Practices		
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Compliance
Aspect: Indigenous Rights		
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	




Society

Indicator		Link
Management Approach		
	Disclosure on Management Approach, Goals and Performance, Policy, Organizational Responsibility, Training and Awareness, Monitoring and Follow-Up, and Additional Contextual Information.	CSR Goals and Achievements Compliance
Aspect: Community		
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting.	Improving Our Coverage Area

Aspect: Corruption		
SO2	Percentage and total number of business units analyzed for risks related to corruption.	
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	▶ Compliance
SO4	Actions taken in response to incidents of corruption.	
Aspect: Public Policy		
SO5	Public policy positions and participation in public policy development and lobbying.	▶ Stakeholder Relations
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	
Compliance		
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	

■ Product Responsibility

Indicator		Link
Management Approach		
	Disclosure on Management Approach, Goals and Performance, Policy, Organizational Responsibility, Training and Awareness, Monitoring and Follow-Up, and Additional Contextual Information.	▶ CSR Goals and Achievements ▶ Compliance ▶ Product Quality Assurance ▶ Accurate and Clear Advertising ▶ Ensuring Information Security ▶ Working with docomo Shops ▶ Working with Other Businesses
Aspect: Customer Health and Safety		
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	▶ Product Quality Assurance ▶ Radio Wave Safety
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	▶ Product Quality Assurance

Aspect: Product and Service Labeling		
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	 Basic Approach to Universal Design
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcome.	
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	 Communicating with Customers
Aspect: Marketing Communications		
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	 Accurate and Clear Advertising
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	
Aspect: Customer Privacy		
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	
Aspect: Compliance		
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	

MOE Guidelines Index

MOE Guidelines and Corresponding Report Sections






Basic Information: BI

Indicator		Pages
BI-1: CEO's statement		
a.	Environmental management policy	▶ Top-Level Commitment
b.	The recognition of the status of the environment, the need for environmental initiatives within an organization, and the future prospect of the construction of a sustainable society.	▶ Top-Level Commitment
c.	The environmental policy and strategies of an organization corresponding to the industry, operational scale, character and overseas development; status of environmental impacts (significant environmental aspects) and a summary of environmental initiatives which reduce the negative environmental impacts, including targets and results.	▶ Top-Level Commitment ▶ Environmental Targets
d.	A commitment to society concerning the implementation of such environmental activities, the achieving of targets by any promised time limit and the disclosure of results to the public.	▶ Top-Level Commitment ▶ Environmental Targets
e.	The signature of the CEO	▶ Top-Level Commitment
BI-2: Fundamental requirements of reporting (organizations, periods and areas)		
a.	Organizations covered by the reporting (Note: If environmental reporting has been published in the past, and changes were made in the organizations when compared to the latest reporting, such changes and their background need to be included.)	▶ Editorial Policy
b.	Reporting time period, the date issued, and schedule for the next issue (Note: If environmental reporting has been published in the past, the issue date of the latest version needs to be included.)	▶ Editorial Policy
c.	Reporting areas (environmental, social and economic fields)	▶ Editorial Policy
d.	Standards or guidelines that are used in conformity to, or as a reference (including ones specific to the industry)	▶ Editorial Policy
e.	The division in charge of the publication and means of contact	▶ Editorial Policy
f.	URL of the organization's website	▶ Editorial Policy

BI-2-2: Boundary of the reporting organization and coverage of environmental impacts

- | | | |
|----|---|--|
| a. | Percentage of the impacts caused by the reporting organization compared to the total business environmental impacts (the entire group for consolidated accounts). (i.e., Status according to the coverage of the environmental impacts) | |
|----|---|--|

BI-3: Summary of the organization's business (including management indices)

- | | | |
|----|--|---|
| a. | Nature of the organization's business (kind of industry and type of operation) |  Corporate Profile |
| b. | Major products and services (field of business) |  Corporate Profile |
| c. | Amount of sales or production (consolidated or unconsolidated in the case of an entire group, or just the reporting organization). |  Corporate Profile |
| d. | Number of employees (consolidated or unconsolidated in the case of an entire group, or just the reporting organization) |  Corporate Profile |
| e. | Other information relating to management (e.g., total assets, total sales profits, operating profits, ordinary profits, net income and loss, and total value added) |  Corporate Profile |
| f. | Details of significant changes in organizational structure, composition of shareholders, or products/services that have occurred in the reporting period (if significant changes to the environmental impacts have occurred due to events such as, mergers, company break-up, sale of a subsidiary or operating division, new business opportunities, or construction of new plants) | |

BI-4: Outline of environmental reporting

BI-4-1: List of major indicators

a.	Summary of the organization's business, such as corporate name, sales figures, and total assets over the past five years or so (refer to BI-3)	▶ Corporate Profile
b.	Status of compliance with environmental regulations (refer to MP-2)	▶ Compliance with Environmental Laws and Regulations
c.	<p>Changes in major environmental performance over the past five years or so</p> <ul style="list-style-type: none"> ▪ Total amount of energy input (refer to OP-1) ▪ Total amount of material input (refer to OP-2) ▪ Amount of water impute (refer to OP-3) ▪ Total amount of products or sales (refer to OP-5) ▪ Amount of greenhouse gas emissions (refer to OP-6) ▪ Amount of release and transfer of chemical substances (refer to OP-8) ▪ Total amount of waste generation and final disposal (refer to OP-9) ▪ Total amount of water discharge (refer to OP-10) ▪ Eco-efficiency indicators (refer to EEI) 	▶ Environmental Impacts of Business Activities ▶ Preventing Global Warming

BI-4-2: Summary of objectives, plans and results regarding environmental initiatives

a.	Summary of targets, plans, results, and improvement measures regarding initiatives for environmental conservation	▶ Environmental Targets ▶ CSR Goals and Achievements
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BI-5: Material balance of organizational activities (inputs, internal recycling, and outputs)

a.	An overall picture of the environmental impacts caused by the organization's activities	▶ Environmental Impacts of Business Activities
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Management Performance Indicators: MPI

Indicator		Pages
MP-1: Status of environmental management		
MP-1-1: Environmental policy in organizational activities		
a.	Environmental policy in organizational activities	▶ Basic Philosophy
MP-1-2: Status of environmental management systems		
a.	Status of environmental management systems	▶ Environmental Management Systems

MP-2: Status of compliance with environmental regulations		
a.	Status of compliance with environmental regulations	▶ Compliance with Environmental Laws and Regulations
MP-3: Environmental accounting information		
a.	Costs of environmental conservation initiatives	▶ Environmental Accounting
b.	Environmental effects relating to environmental conservation initiatives	▶ Environmental Accounting
c.	Economical effects associated with environmental conservation initiatives	▶ Environmental Accounting
MP-4: Status of environmentally conscious investment or financing		
a.	Environmentally conscious policy, targets, plans, status of initiatives, and results related to investment and financing	
MP-5: Status of supply chain management for environmental conservation		
a.	Environmentally conscious policy, targets, plans, status of initiatives, and results related to the supply chain management	▶ Promoting Green Procurement
MP-6: Status of green purchasing or procurement		
a.	Fundamental policy, targets, plans, status of initiatives and results of green purchasing or procurement	▶ Promoting Green Procurement
MP-7: Status of research and development of new environmental technologies and DfE		
a.	Policy, targets, plans, status of initiatives and results of research and development related to environmental technologies, engineering methods, and DfE	▶ Environmental Targets ▶ Working with Customers for the Environment
MP-8: Status of environmentally friendly transportation		
a.	Policy, targets and plans for environmentally friendly transportation	
b.	Total volume of transportation and reduction measures: current status and results	▶ Preventing Global Warming
c.	Energy-induced CO ₂ emissions attributable to transportation, and reduction measures, the current status and results	▶ Environmental Impacts of Business Activities
MP-9: Status of biodiversity conservation and sustainable use of biological resources		
a.	Policies, targets, plans, status of initiatives, and results related to conservation of biodiversity	▶ Helping Protect the Environment
MP-10: Status of environmental communication		
a.	Policy, targets, plans, status of initiatives, and results related to environmental communication	▶ Communicating with Customers ▶ Cultivating Environmental Awareness

MP-11: Status of social contribution related to environment		
a.	Policy, targets, plans, status of initiatives, and results of social contribution related to the environment	▶ Contributing to the Environment
MP-12: Status of products and services that contribute to the reduction of negative environmental impacts		
a.	Policies, targets, plans, and the status of initiatives and results related to products and services that contribute to the reduction of negative environmental impacts	▶ Environmental Targets ▶ Helping Prevent Global Warming ▶ Developing Eco-Friendly Mobile Phones
b.	Status of re-merchandizing (converting used items into marketable products) as stipulated by the Containers and Packaging Law, the Home Appliances Recycling Law, and the Automobile Recycling Law	▶ Feature: Promoting Mobile Phone Recycling

Operational Performance Indicators: OPI



Indicator		Pages
OP-1: Total amount of energy input and reduction measures		
a.	Policy, targets, plans, status of initiatives, and results of reduction measures related to total energy input	▶ Environmental Targets ▶ Preventing Global Warming
b.	Total amount of energy input (unit: joule)	▶ Environmental Impacts of Business Activities
c.	Breakdown of total amount of energy input (the amount used by type) (unit: joule) <ul style="list-style-type: none"> ▪ Purchased electricity (excluding purchased new energy) ▪ Fossil fuel (e.g., oil, natural gas, LPG or coal) ▪ New energy (renewable energy, recyclable energy, new forms of using conventional energy) ▪ Others (e.g., purchased heat) 	▶ Environmental Impacts of Business Activities ▶ Preventing Global Warming
OP-2: Total amount of material input and reduction measures		
a.	Measures to reduce total material input (or the purchased amount of main raw materials, etc. including containers and packaging materials) and policy, targets, plans, initiatives, results, etc. related to the effective use of renewable and recyclable resources	▶ Environmental Impacts of Business Activities
b.	Total material input (or the purchased amount of main raw materials including containers and packaging materials) (unit: ton)	▶ Environmental Impacts of Business Activities
c.	Breakdown of total material input (unit: ton)	▶ Environmental Impacts of Business Activities

OP-3: Amount of water input and reduction measures		
a.	Policy, targets, plans, initiatives, results, etc. related to measures to reduce the amount of input water resources	
b.	Amount of input water resources (cubic meters, m ³)	▶ Environmental Impacts of Business Activities
c.	Breakdown of input water resources (m ³) <ul style="list-style-type: none"> ▪ Clean water ▪ Industrial water ▪ Groundwater ▪ Seawater ▪ River water ▪ Rainwater, etc. 	▶ Environmental Impacts of Business Activities
OP-4: Amount of materials recycled within an organization's operational area		
a.	Policy, targets, plans, initiatives, results, etc. related to the recycling-based use of materials (including water resources) in the facilities of an organization	▶ Promoting Resource Efficiency
b.	Amount of materials recycled in the facilities of an organization (unit: ton)	▶ Environmental Impacts of Business Activities
c.	Type and amount of each material recycled in the facilities of an organization (unit: ton)	
d.	Amount of water recycled in the facilities of an organization (unit: cubic meters) and measures to increase it	
e.	Breakdown of the amount of water recycled (unit: cubic meters) <ul style="list-style-type: none"> ▪ Amount of recycled water (in principle, cooling water is not included) ▪ Use of recycled wastewater 	▶ Environmental Impacts of Business Activities
OP-5: Total amount of manufactured products or sales		
a.	Total amount of manufactured products or that of sold commodities	
OP-6: Amount of greenhouse gas emissions and reduction measures		
a.	Policy, targets, plans, initiatives, results, etc. related to measures to reduce greenhouse gas emissions, etc.	▶ Environmental Targets ▶ Preventing Global Warming
b.	Total amount (converted to tons of CO ₂) of greenhouse gas emissions (six substances subject to the Kyoto Protocol) (The breakdown of the amount both in Japan and overseas is needed.)	▶ Environmental Impacts of Business Activities
c.	Breakdown by type of the amount (converted to tons of CO ₂) of greenhouse gas emissions (six substances subject to the Kyoto Protocol)	

OP-7: Air pollution, its environmental impacts on the living environment, and reduction measures

a.	Policy, targets, plans, initiatives, results, etc. related to measures to reduce the amount of released sulfur oxides (SOx), nitrogen oxides (NOx), and volatile organic compounds (VOC)	
b.	Each released amount (in tons) of sulfur oxides (SOx), nitrogen oxides (NOx), and volatile organic compounds (VOCs) according to the Air Pollution Control Law	
c.	Status of noise, etc. generated (in decibels) according to the Noise Regulation Law and reduction measures	
d.	Status of vibrations, etc. generated (in decibels) according to the Vibration Regulation Law and reduction measures	
e.	Status of offensive odors, etc. generated (specified offensive odor substance concentration or odor index) according to the Offensive Odor Control Law and reduction measures	

OP-8: Amount of release and transfer of chemical substances and reduction measures

a.	Chemical substance management policy and status of chemical substances being managed	 Compliance with Environmental Laws and Regulations  Promoting Green Procurement
b.	Policy, targets, plans, initiatives, results, etc. related to the released and transferred amount of chemical substances and reduction measures	
c.	Initiatives, results, etc. concerning replacement of current chemical substances with safer ones	
d.	Released and transferred amount of chemical substances subject to the PRTR system based on the Law Concerning Reporting etc., of Release of Specific Chemical Substances to the Environment and Promotion of the Improvement of Their Management (unit: ton)	
e.	Concentration of specified substances when released into the atmosphere (benzene, trichloroethylene, and tetrachloroethylene) among hazardous air pollutants controlled by the Air Pollution Control Law	
f.	Status of soil and groundwater pollution	
g.	Status of pollution by dioxins controlled by the Law concerning Special Measures against Dioxins	
h.	Concentration of hazardous substances, controlled by the Water Pollution Control Law, contained in wastewater and specified underground infiltrated water	

OP-9: Total amount of waste generation and final disposal and reduction measures

a.	Policy, targets, plans, initiatives, results, etc. related to measures to prevent further wastes from being generated and to reduce, and recycle them	▶ Environmental Targets ▶ Reducing Waste
b.	Total amount of discharged wastes (unit: ton)	▶ Environmental Impacts of Business Activities
c.	Amount of final disposal wastes (unit: ton)	▶ Environmental Impacts of Business Activities

OP-10: Total amount of water discharge and reduction measures

a.	Policy, targets, plans, initiatives, results, etc. related to measures to reduce the total amount of discharged wastewater	
b.	Total amount of discharged wastewater (unit: cubic meters)	
c.	Concentration (average and maximum values) of hazardous substances in wastewater (which are classified into health items, living environment items, and dioxins), the release of which is controlled by the Water Pollution Control Law and the Law Concerning Special Measures Against Dioxins; and the pollutant discharge load of the substances subject to the total volume control of the Water Pollution Control Law, etc., and reduction measures	
d.	Breakdown of the amount of wastewater by discharge destination (unit: cubic meters) <ul style="list-style-type: none"> ▪ Rivers ▪ Lakes and marshes ▪ Sea areas ▪ Sewage, etc. 	

Eco-Efficiency Indicator: EEI

Indicator		Pages
a.	The relationship of economic value created by economic activities, such as value added, with environmental impacts caused by the same activities	▶ Environmental Accounting

Social Performance Indicators: SPI

Indicator		Pages
Status of social initiatives		
1	Information and indicators concerning industrial safety and hygiene	▶ Mental Health Support
2	Information and indicators concerning employment	▶ Employment and Compensation

3	Information and indicators concerning human rights	▶ Respecting Human Rights at the Workplace
4	Information and indicators concerning contributions to local communities	▶ Social Contribution Activities
5	Information and indicators concerning corporate governance, corporate ethics, compliance, and fair trade	▶ Corporate Governance System ▶ Compliance
6	Information and indicators concerning personal information protection	▶ Ensuring Information Security
7	Information and indicators concerning a wide range of consumer protection and product safety	▶ Maintaining Product Safety
8	Economic information and indicators concerning organization's social aspects	▶ Economic Relationships with Our Stakeholders
9	Information and indicators concerning other social aspects	▶ CSR Goals and Achievements

CSR Message of NTT DOCOMO

Connecting people. Connecting society. Opening the doors to new worlds.

NTT DOCOMO helps to make life richer and more convenient through innovative solutions that connect people with other people, and individuals with society, anyplace and anytime. By listening both to individual customers and society as a whole, we strive to create mobile products and services that not only enrich society, but also make it more sustainable.

Customer service

Never stop striving to offer services that benefit customers and the society they live in.

Consistent quality

Provide reliable communication quality on an unbroken basis, even during natural disasters.

Enrichment.
Convenience.
Sustainability.

Safety and security

Work sincerely and proactively to address mobile-related social issues and ensure information security.

Environmental protection

In all facets of the company's business, reduce environmental impact and strengthen environmental protection.

Note: This CSR Message of NTT DOCOMO is based on the NTT Group's CSR Charter.

Top-Level Commitment

Senior managers with a focus on CSR for society

Building a more affluent society



Ryuji Yamada
President and Chief Executive Officer

The DOCOMO Group introduced the New DOCOMO Commitments in April 2008 in line with its a medium- and long-term management strategy named "DOCOMO's Change and Challenge for New Growth." DOCOMO places a special focus on raising customer satisfaction -a key element for the New DOCOMO Commitments- to help build a safe, secure society offering affluence and convenience, as well as to strengthen sustainability. This is reflected in DOCOMO's CSR Message "Connecting people. Connecting society. Opening the doors to new worlds."

CSR plays central role in the corporation's management, as evidenced again in fiscal 2008 when DOCOMO actively executed initiatives for environmental protection, universal design, creation of a safe, secure mobile phone society and emergency preparedness.

New DOCOMO Commitments

1. We will revamp our brand and strengthen ties with our customers.
2. We will actively seek out the voices and opinions of our customers so that we can continue to exceed their expectations.
3. We will continue to drive innovation so that we can earn the respect and admiration of people worldwide.
4. We will become an organization whose energetic staff is capable of overcoming all challenges in pursuit of our corporate vision.

Countering Global Warming with ICT

Environmental issues, particularly global warming, must be managed in all areas of society, including at DOCOMO, which has made global warming countermeasures a key priority.

The corporation's efforts focus on combating global warming society through services that utilize Information and Communication Technology (ICT), such as lowering greenhouse gases by reducing the movement of people and goods. In fiscal 2010, DOCOMO intends to help society reduce CO₂ emissions by a net 5.30 million tons, equivalent to the emissions saved with DOCOMO's energy-saving ICT services minus the amount generated to provide these services.

Although building new facilities for ICT services results in increased power consumption, DOCOMO has made such facilities more energy efficient. In addition, the corporation is studying how to make data centers highly energy efficient by combining state-of-the-art air conditioning facilities with cutting-edge power supply systems.

To use natural resources more effectively, DOCOMO manages a program to collect and recycle old mobile phones and battery packs at docomo Shops and other locations. With the cooperation of customers, 68.78 million used handsets had been collected as of the end of fiscal 2008.

The docomo Woods nature conservation program has raised awareness of environmental protection and volunteering through forest maintenance activities by DOCOMO employees and their families. The program has been conducted in 43 locations by the fiscal 2008 yearend, and plans called for extension to all Japanese prefectures by fiscal 2009.

Offering peace of mind through secure, convenient mobiles phones

DOCOMO's core social responsibility is to provide products and services that are easy to use and offer peace of mind.

Under the docomo Hearty Style concept, universal design principles are being increasingly adopted for stores and mobile phones alike. In fiscal 2008, barrier-free entryways, wheelchair-friendly bathroom facilities and parking for people with disabilities were introduced at 149 existing docomo Shops.

DOCOMO continues to refine its lineup of mobile phones that can be used with peace of mind by a diverse array of customers. Cumulative sales of the Raku-Raku PHONE Series topped the 15 million mark in March 2009.

Increasing problems with inappropriate websites and mobile access to them require more aggressive countermeasures. For some time DOCOMO has offered its Access Restriction Service to block access to inappropriate sites and malicious content. In January 2009 the newly added Access Restriction Customizer function gave DOCOMO customers the ability to decide for themselves whether or not to allow access to certain sites. In connection with Japan's Act on Establishment of Enhanced Environment for Youth's Safe and Secure Internet Use, DOCOMO has strengthened its recommendation to customers to use this filtering service.

Mobile Phone Safety Program classes are conducted by DOCOMO to raise awareness of mobile phone etiquette and how to deal with mobile phone-related incidents. After conducting 4,600 classes in fiscal 2008, DOCOMO planned to hold 6,000 classes for elementary, middle and high school students, teachers, PTA members and others in fiscal 2009. Educational videos continue to be distributed to elementary and middle schools nationwide. A class to teach senior citizens how to protect themselves against billing fraud was initiated in April 2009.

Remaining reliable in times of disaster

In times of disaster, mobiles phones are a must for people involved in restoring damaged infrastructure, as well as people in harm's way. The Area Mail Disaster Information Service and the i-mode Disaster Message Board Service both provide alternative channels of communication when disasters occur.

Emergency services and response capabilities must be ready at all times. DOCOMO strives to design and operate highly disaster-tolerant networks to enhance system reliability, ensure essential communications and rapidly restore communications services. The effort is supported with the deployment of vehicles that function as mobile base stations and mobile power generators.

Plans call for five new mobile base-station vehicles equipped with satellite links within fiscal 2009, which would give DOCOMO nine such vehicles for deployment around the country.

Partnering with diverse stakeholders

Mobile phone contracts totaled 107.5 million in Japan as of March 31, 2009, illustrating how much of a force mobile phones have become in our society. As the industry's leading company, DOCOMO will continue to play a central, visionary role in tackling related societal issues. One of the newest challenges is identifying demographic trends such as population distribution and change based on the enormous, peta-scale (10^{15}) volume of data flowing through mobile phone infrastructure on a daily basis. With this knowledge, DOCOMO hopes to strengthen public programs in areas such as urban planning, disaster preparedness and transportation planning. The ultimate aim is to help realize a safe, secure and convenient society that is also friendly to the environment.

To realize its vision, DOCOMO will continue to seek and earn the trust of its stakeholders, including customers, business partners, other mobile companies, industry organizations, government authorities and employees. Going forward, the corporation will continue to collaborate with its many stakeholders to develop meaningful new initiatives for the benefit of mobile society.

September 2009

CSR Policy

CSR Message of NTT DOCOMO

Defining the direction of DOCOMO's CSR program



Katsuhiro Nakamura
Managing Director
Corporate Citizenship Department

NTT DOCOMO developed its current CSR program by identifying crucial societal needs and then devising corresponding CSR initiatives. The CSR Message was issued in April 2008, just a few months before DOCOMO merged with its eight regional companies.

The Message established the current direction of DOCOMO's CSR initiatives by spelling out what the company must do in its position as a provider of services linking individuals and society as a whole. It clarifies how DOCOMO employees must put the company's philosophies into action and fulfill the New DOCOMO Commitments, a series of pledges that embody the company's strong sense of corporate social responsibility. The Message also helps DOCOMO stakeholders to better understand the company's CSR program.

Mindful of its mission as a mobile operator to connect people with other people, and individuals with society, anyplace and anytime, and with an ear tuned carefully to its stakeholders, DOCOMO confronts social issues proactively and develops meaningful CSR solutions through its business.

Positioning the CSR Message

Corporate Philosophy

We will satisfy our customers.

We will create a new communication culture.

We will fully utilize individual potential.

New DOCOMO Commitments

1. We will revamp our brand and strengthen ties with our customers.
2. We will actively seek out the voices and opinions of our customers so that we can continue to exceed their expectations.
3. We will continue to drive innovation so that we can earn the respect and admiration of people worldwide.
4. We will become an organization whose energetic staff is capable of overcoming all challenges in pursuit of our corporate vision.

CSR Message of NTT DOCOMO

Connecting people. Connecting society.
Opening the doors to new worlds.

NTT DOCOMO helps to make life richer and more convenient through innovative solutions that connect people with other people, and individuals with society, anytime and anywhere. By listening both to individual customers and society as a whole, we strive to create mobile products and services that not only attract society, but also make it more sustainable.

Customer service
Lower registration barriers, personalized benefit customers, and the society they live in.

Consistent quality
Provide reliable communication quality on all services, including network services.

Environment, Governance, Social activity

Safety and security
Develop advanced services to enhance safety and security, and ensure information security.

Universal service
To effectively offer the company's business, services and products to all, and also offer environmental protection.

NTT Group CSR Charter



http://www.ntt.co.jp/csr_e/

Meeting CSR needs in six fields

DOCOMO established its CSR Promotion Committee in 2005 to inaugurate CSR initiatives in four key fields: environmental protection; universal design; safe, secure mobile phone societies; and emergency preparedness. In the ensuing three years, however, needs emerged in other fields due to changes in Japanese society and the NTT Group.

The CSR Message established DOCOMO's current six CSR categories for targeted, comprehensive initiatives: Customers, Society, Environment, Management, Employees and Business Partners. CSR initiatives for each of these stakeholder categories are carefully developed and managed under the four-step plan-do-check-act (PDCA) cycle.

Six CSR categories

Category 1: Customers Customer satisfaction Universal design Product and service quality	Category 2: Society Safety and security Contributions to society Emergency preparedness	Category 3: Environment Network facilities Customer channels Management
Category 4: Management Governance Compliance Information security	Category 5: Employees Diversity Personnel development	Category 6: Business partners Procurement

Putting CSR initiatives into action

The CSR Promotion Committee in fiscal 2008 strengthened the system for developing CSR initiatives by taking advantage of changes resulting from DOCOMO's merger with its eight former regional companies. New measures include Committee membership of all branch managers and a nationwide framework for the Committee that covers all DOCOMO regional offices and branches.

Chaired by DOCOMO's president and CEO, the Committee develops initiatives for high-priority areas and monitors the status of existing initiatives throughout the organization. In fiscal 2008, the Committee addressed issues of increasing public concern, such as socially responsible purchasing and mail filtering. Working groups and subcommittees ensure that issues of particular concern to stakeholders are addressed effectively on a company-wide basis.

DOCOMO will continue to focus on high-priority areas while enhancing its overall system for CSR initiatives.

Nationwide CSR promotion system

Priority Issues Working Group Task Force



Stakeholder Relations

Making Improvements with Stakeholder Feedback

DOCOMO's business operations are founded on relationships with a variety of stakeholders, including customers, sales agents (docomo Shops), shareholders, investors and business partners.

With business expanding and cellular subscribers increasing year on year, we have greater responsibilities to more diverse stakeholders. With society changing, the needs and concerns of stakeholders themselves have also grown more diverse.

In the light of this, DOCOMO is actively working to establish dialogue in order to meet and address stakeholders' expectations and concerns. Through dialogue we will improve our activities and forge strong relationships with stakeholders while contributing to society's sustained growth.

Stakeholders



Stakeholder Relations and Communication

Stakeholders	Stakeholder relations	Primary methods of communication
Customers	<p>DOCOMO mobile phones are used by about 55 million customers with increasingly diverse needs. Customers include all age groups and people with disabilities. We carefully consider views and requests from customers to provide safe, secure and high-quality products and services.</p>	<ul style="list-style-type: none"> • docomo Shops (staff service) • docomo Information Centers (customer service over the phone) • Web-based opinion surveys and customer questionnaire surveys

Sales Agents (docomo Shops)	<p>DOCOMO provides its products and services at docomo Shops (2,363 throughout Japan as of March 31, 2009) and other sales agents. docomo Shops serve as places to meet people of the local community. We support these shops in various ways, including by training staff to provide high-quality customer service.</p>	<ul style="list-style-type: none"> ▪ Staff training
Shareholders/Investors	<p>DOCOMO discloses information in a timely, appropriate and proactive manner to shareholders, investors and all other market participants. The feedback we receive is used to improve corporate management and services. It is our policy to continually provide a stable dividend as we recognize the importance of returning profits to shareholders. We had 320,511 shareholders as of March 31, 2009.</p>	<ul style="list-style-type: none"> ▪ "docomo Tsushin" (quarterly newsletter for shareholders) ▪ Annual reports ▪ Investor relations site ▪ Electronic mailings ▪ Earnings presentations ▪ Ordinary general meetings of shareholders
Business Partners	<p>We do business with a wide range of business partners, including handset manufacturers, contents providers, and telecommunications equipment manufacturers, just to name a few. We work to build strong relationships based on trust and mutual understanding with business partners in order to develop and provide quality products and services.</p>	<ul style="list-style-type: none"> ▪ Meetings to exchange opinions ▪ Meetings to improve operations
Employees	<p>As of March 31, 2009, there were 21,831 DOCOMO employees. Our workforce has diversity of gender, nationality and age, and we work to create workplace environments that instill pride and motivation in all employees and that facilitate open, dynamic communication.</p>	<ul style="list-style-type: none"> ▪ Meetings with executives to exchange opinions ▪ Intranet site ▪ Counseling ▪ Consultation desks ▪ Discussions with labor
Local Communities	<p>In order to further expand the FOMA service area, DOCOMO is adding base stations around the country while obtaining the understanding and cooperation of local residents. As of March 31, 2009, there were 48,500 outdoor</p>	<ul style="list-style-type: none"> ▪ DOCOMO Antenna Installation Request (pamphlet with explanations about base station installations) ▪ Mobile Phone Safety Classes

	base stations and 19,900 indoor systems across the country. In addition, we hold Mobile Phone Safety Classes at elementary schools, middle schools, high schools and local community centers. Instructors sent from DOCOMO raise awareness of mobile phone etiquette and means of avoiding problems.	
Government/Public Institutions	DOCOMO participates in roundtable discussions, research seminars and other events put on by the government in connection with telecommunications. We also actively engage in initiatives with a strong public component. For example, we have concluded an agreement with the Ground Self-Defense Forces on providing cooperation during disasters. We also promote mobile phone recycling in partnership with the Telecommunications Carriers Association.	<ul style="list-style-type: none"> ▪ Government roundtable discussions and research seminars ▪ Various events ▪ Telecommunications Carriers Association
Global Environment	DOCOMO is committed to contributing to society and is involved in a range of activities to protect the environment, including global warming prevention, effective resource use, and conservation of nature environment.	—

CSR Goals and Achievements

Level of achievement: ◎ Major progress ○ Some progress ✕ No progress

Initiatives		Fiscal 2008		Level	Fiscal 2009
		Goals	Major Achievements		Goals
Customer Service					
Customers					
Customer satisfaction	<ul style="list-style-type: none">▪ Enhancing service and support▪ Communicating with customers▪ Accurate and clear advertising▪ R&D on raising customer satisfaction▪ Hearty Style products and services▪ Hearty Style Support	<ul style="list-style-type: none">▪ Provide services that exceed customer expectations and deepen bonds with customers	<ul style="list-style-type: none">▪ Launched i-concier service▪ Established My DOCOMO Labs.▪ Strengthened systems for appropriately responding to customer feedback, and actively used customer feedback to improve or enhance products and services▪ Developed mechanism that enables certified in-house Customer Specialists to make internal announcements aimed at improving services▪ Launched a mobile phone data recovery service for the address book and other data from handsets that have been damaged by water	○	<ul style="list-style-type: none">▪ Promote initiatives to be No. 1 Ranking in customer satisfaction in FY2010▪ Further strengthen systems for collecting customer feedback and internal feedback systems▪ Promote research and development on improving services in order to raise customer satisfaction▪ Improve convenience for overseas travelers and Japanese customers living overseas
Universal design		<ul style="list-style-type: none">▪ Raise discount rates for Hearty Discount▪ Increase number of shops compliant with universal design principles▪ Make handsets easier to use by	<ul style="list-style-type: none">▪ Revised discount rates for Hearty Discount▪ Opened docomo Hearty Plaza Umeda▪ Promoted Hearty Style (Launched Raku-Raku	◎	<ul style="list-style-type: none">▪ Promote universal design functions in phones and work to unify product operations; clearly convey these initiatives to customers▪ Make all docomo Shops barrier-free to the extent possible by fiscal 2012▪ Improve products and services

		unifying operations, etc.	<p>PHONE PREMIUM, Raku-Raku PHONE IV S, Raku-Raku PHONE Basic S, Raku-Raku PHONE V and Raku-Raku PHONE Basic II, easy-to-understand user manuals, materials in Braille, etc.)</p> <ul style="list-style-type: none"> ▪ Barrier-free initiatives conducted at 149 docomo Shops nationwide ▪ Equipped all docomo Shops with communication boards 		for customers with hearing impairments and install more sign-language-support videophones at docomo Shops
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Consistent Quality

Customers

Product and service quality	<ul style="list-style-type: none"> ▪ Coverage area improvement and expansion ▪ Ensuring stable communications ▪ Product quality assurance ▪ Radio frequency radiation safety considerations 	<ul style="list-style-type: none"> ▪ Strengthen the convenience of our after-sales services for customers ▪ Respond quickly and conscientiously to feedback from customers about reception quality in specific locations ▪ Promote research on radio frequency radiation safety 	<ul style="list-style-type: none"> ▪ Repair and service centers for quality management and malfunctions increased to 2,399 ▪ Started initiative to survey FOMA reception quality within 48 hours of being contacted, in principle ▪ Achieved population coverage of 100% for FOMA High Speed ▪ Added new updating function that automatically updates software with the latest version without any operations by the customer ▪ Seminars held for employees by specialists on the regulations 	◎	<ul style="list-style-type: none"> ▪ Enhance response to customer feedback on coverage area (onsite survey within 48 hours, in principle) ▪ Continue to track research developments in Japan and overseas related to radio frequency radiation safety and actively participate in research activities
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			relating to protection from radio frequencies and the latest research in Japan and overseas		
Society					
Emergency preparedness	<ul style="list-style-type: none"> Disaster preparedness 	<ul style="list-style-type: none"> Enhance our emergency preparedness for large-scale disasters Make the Disaster Message Board Service a high priority Review our disaster response drill methods Expand the network of mobile base-station vehicles equipped with satellite links nationwide 	<ul style="list-style-type: none"> Made the i-mode Disaster Message Board Service available for trial use Deployed mobile base-station vehicles equipped with satellite links Focused on ensuring communications following The Iwate-Miyagi Inland Earthquake and Northern Iwate earthquake 	○	<ul style="list-style-type: none"> Deployed 9 mobile base-station vehicles equipped with satellite links nationwide Deployed 52 vehicles that function as mobile base stations nationwide Deployed 65 mobile power generators
Safety and Security					
Society					
Safety and security	<ul style="list-style-type: none"> Addressing impact on children Dealing with spam email and nuisance calls Phone etiquette Preventing fraud Ensuring information security Products and services for keeping children safe Research and development for the future 	<ul style="list-style-type: none"> Continue improving the Mobile Phone Safety Classes 	<ul style="list-style-type: none"> Held approximately 4,600 Mobile Phone Safety Classes nationwide Created some 6,100 videos materials based on Mobile Phone Safety Classes curriculum i-mode Filter automatically enabled on mobile phone for minors unless otherwise indicated Use explicitly confirmed for customers under 18 not yet contracted for the Access Restriction Service; service automatically applied to customers for 	◎	<ul style="list-style-type: none"> Plan to hold approximately 6,000 Mobile Phone Safety Classes Distribute (approx. 33,000) free video materials (DVD, etc.) with Mobile Phone Safety Classes content to elementary and middle schools nationwide Start Mobile Phone Safety Classes for seniors with information on preventing fraud and create instructional videos

		<ul style="list-style-type: none"> Strengthen juvenile protection measures Accelerate the diffusion of data security Strengthen countermeasures for spam email 	<p>whom intention cannot be confirmed</p> <ul style="list-style-type: none"> Began offering Access Restriction Customizer and Web Restriction services Strengthened measures for preventing billing fraud Developed products and services for keeping children safe (Lost Child Search Service and Child Monitor) Launched Kids' PHONE F-05A Conducted R&D and surveys on creating a safer, more secure society Improved layout of mail settings screen to help combat spam email 	⊙	<ul style="list-style-type: none"> Expand functions and further promote use of Access Restriction Service (mail filtering) to protect minors Improve and expand products and services for keeping children safe Further promote services, surveys and R&D to create a safer, more secure society Promote measures to eliminate spam email Accelerate the diffusion of data security
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Environmental Protection

Environment

Network facilities	<ul style="list-style-type: none"> Preventing global warming Saving resources and reducing waste Developing environmentally-friendly phones Communicating with customers Environmental management systems Complying with environmental laws and regulations Promoting green procurement Environmental contribution activities 	<ul style="list-style-type: none"> Conduct CO₂ emission simulations Continue installing environmentally-friendly telecommunications facilities 	<ul style="list-style-type: none"> Promoted installation of optical feeder stations, energy-saving devices, and high-efficiency electric power sources and air conditioning equipment Constructed testing data center (Tachikawa ICT Ecology Center) for promoting feasibility of cutting edge energy-saving technologies Began use of 	⊙	<ul style="list-style-type: none"> Continue installing environmentally-friendly telecommunications equipment Continue promoting feasibility of cutting edge energy-saving technologies at the Tachikawa ICT Ecology Center, a data center for testing Promote installation of facilities that use renewable energies like solar power systems
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		storage with CO ₂ emissions credits		
Customer channel	<ul style="list-style-type: none"> ▪ Increase awareness of used handset collection system ▪ Reduce waste volume from marketing tools ▪ Further promote e-billing 	<ul style="list-style-type: none"> ▪ Increased awareness at docomo Shops of mobile phone recycling ▪ Adjusted number of pages in general catalog and reduced waste volume ▪ Started Web Statement Service for DCMX ▪ Collected handsets at various events ▪ Exhibited at Eco-Products 2008 	○	<ul style="list-style-type: none"> ▪ Further promote initiatives to raise awareness of mobile phone recycling ▪ Adjust marketing tool pages and further reduce waste volume
Management	<ul style="list-style-type: none"> ▪ Implement measures to raise general environmental awareness ▪ Hold environmental seminars for employees to raise employee environmental awareness 	<ul style="list-style-type: none"> ▪ Conducted general environmental training for all employees ▪ Conducted environmental audits at 28 Group companies ▪ Promoted environmental and social contribution activities by employees via the eco-mode club ▪ Promoted "Family Environment Minister" activities at home 	○	<ul style="list-style-type: none"> ▪ Continue conducting environmental education for employees and further raise employees' environmental awareness ▪ Conduct strict, impartial environmental audits and continue improving EMS
Nature conservation	-	<ul style="list-style-type: none"> ▪ Created six new docomo Woods in Tottori Prefecture, Hokkaido, Oita Prefecture, Fukushima Prefecture, Hyogo Prefecture and Miyagi Prefecture; docomo Woods now at total of 43 locations nationwide ▪ Planted 168,404 	-	<ul style="list-style-type: none"> ▪ Plan to establish docomo Woods in all 47 prefectures ▪ Plan to plant approximately 300,000 trees in joint initiative with the PLDT Group in the Philippines

			trees in joint initiative with the PLDT Group in the Philippines		
Social Contribution Activities					
Society					
Social contributions	<ul style="list-style-type: none"> Activities in support of children Social welfare activities Mobile Communication Fund 	-	<ul style="list-style-type: none"> Held Youth Sports School Participated in Ecocap Movement (collected 577,078 bottle caps, equivalent to vaccines for approximately 721 people) Mobile Communication Fund carried out academic and welfare support programs 	-	<ul style="list-style-type: none"> Contribute to sound development of young people through Youth Sports School (soccer and baseball clinics, etc.) Promote Ecocap Movement (plan to collect 850,000 bottle caps) Continue conducting social contribution activities through the Mobile Communication Fund
For Our Employees and Business Partners					
Employees					
<ul style="list-style-type: none"> Diversity Work-life balance Human resources development 	<ul style="list-style-type: none"> Employment and compensation Human rights awareness Promoting work-life balance Professional skill development Mental health support Communicating with employees 	<ul style="list-style-type: none"> Continue to promote employee diversity at the workplace Encourage and fully support employee work-life balance Conduct e-learning programs 	<ul style="list-style-type: none"> Extended time period of childcare support programs Established program for re-hiring employees who quit working to focus on childcare Implemented telecommuting program on trial basis Conducted post-training follow-up using mobile phones Management visited workplaces to get feedback directly from employees 	○	<ul style="list-style-type: none"> Continue promoting diversity at the workplace Encourage and fully support employee work-life balance Enhance communication between organizations and between employees
Business partners					
Relations with suppliers, docomo Shops, etc.	Promoting free and fair transactions	<ul style="list-style-type: none"> Consider measures aimed at CSR procurement 	<ul style="list-style-type: none"> Conducted training for docomo Shop staff and managers to improve service and 	○	<ul style="list-style-type: none"> Integrate skill certification and training programs/curriculum for docomo Shop staff Put CSR procurement guidelines into effect

			product/service knowledge ▪ Began drawing up CSR procurement guidelines		
Management Structure					
Management					
<ul style="list-style-type: none"> ▪ Corporate governance system ▪ Compliance ▪ Information security 		<ul style="list-style-type: none"> ▪ Establish a flat organizational structure driven by accelerated decision-making ▪ Conduct surveys to determine employee compliance awareness ▪ Provide compliance training suited to each position level 	<ul style="list-style-type: none"> ▪ Integrated regional DOCOMO companies in July 2008 to create one company and flattened the organization by eliminating the headquarters system at the head office, etc. ▪ Conducted training for top management and Risk Compliance Leaders and ran e-learning programs for all Group employees (including temporary employees) ▪ Expanded access to the internal i-mode site Mobile i-card to all regional office employees ▪ Created single nationwide poster for human rights and compliance consultation desks ▪ Conducted survey of all Group employees (including temporary employees) on compliance and human rights awareness ▪ Conducted regular drills on confirming employee safety 	○	<ul style="list-style-type: none"> ▪ Conduct survey on compliance and human rights awareness ▪ Conduct compliance training suited to each position level ▪ Distribute the NTT DOCOMO Group Code of Ethics Guidebook to all Group employees

Feature: Raku-Raku PHONE

Easy for everyone to view and use.



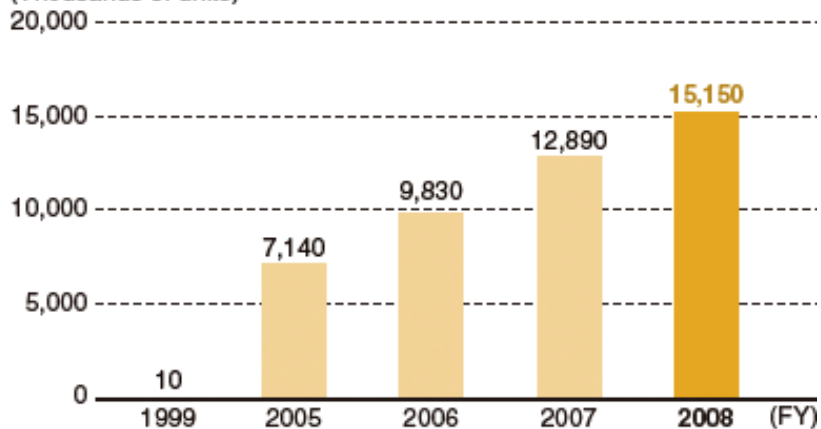
Over 15 Million Raku-Raku PHONES Sold

The Raku-Raku PHONE is designed to be incredibly easy to use. The series was first launched in 1999 and quickly became a hit with customers. We have gone on to put out 14 different models that have sold a total of 15 million units. Raku-Raku PHONE V, launched in August 2008, features voice-to-text conversion ^{* 1}, which allows you to compose text mail by just speaking into the phone, and Super HAKKIRI VOICE (Extra-clear voice) 2, which makes the caller's voice easier to hear and understand even when you are in a noisy location. It also has a large 2.8-inch screen and a number of other features developed to improve usability that were originally inspired by customer feedback.

^{*} 1 Use of the voice-to-text conversion feature service requires a separate contract.

Raku-Raku PHONE cumulative sales

(Thousands of units)



Using Your Phone to Stay Healthy

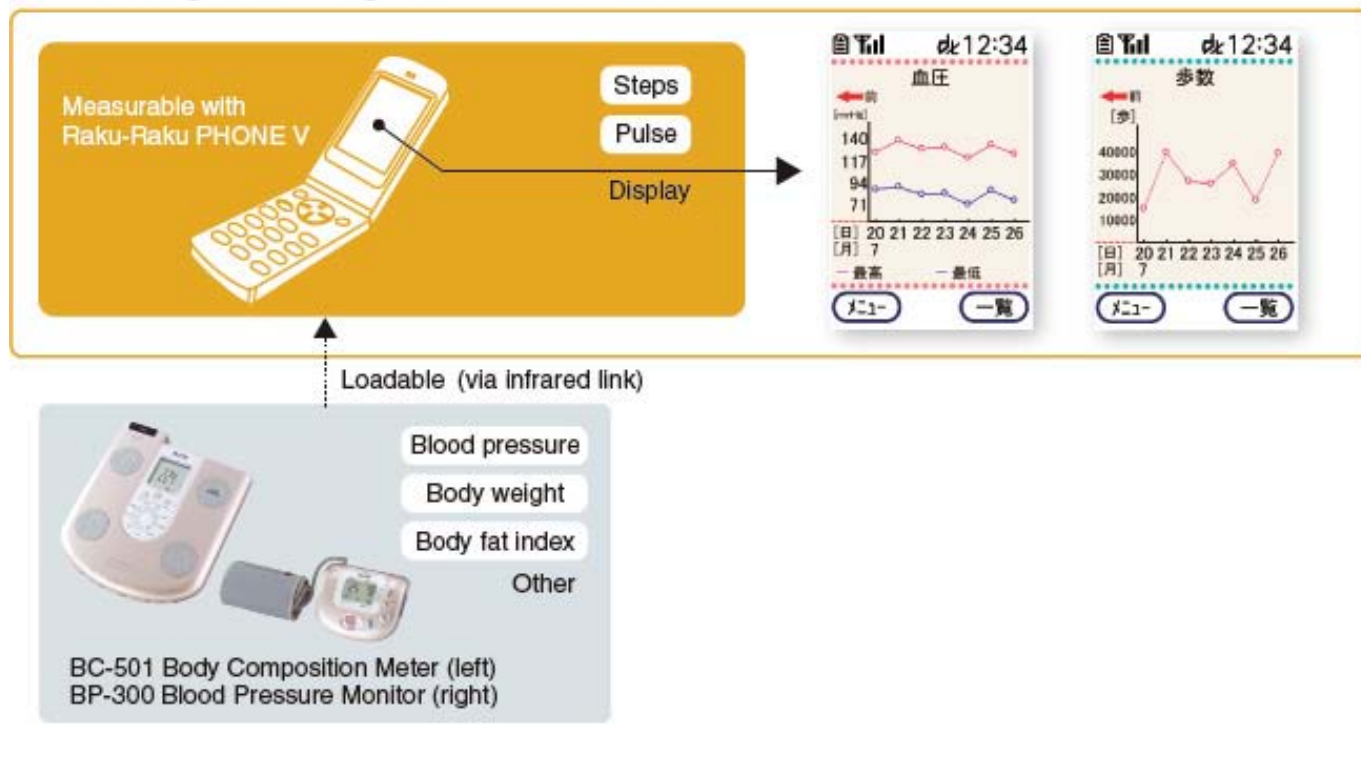
Raku-Raku PHONE V can help you keep tabs on your health. It has an internal pedometer that automatically monitors how far you walk. A technology called the triple-axis accelerometer ^{* 2} helps the device maintain an accurate step count even if the handset shifts around in your pocket or bag. The phone also has a pulse rate monitor that allows you to measure your heart rate by simply putting your finger on the phone's camera for 15 seconds.

Raku-Raku PHONE V helps with your health in another way as well. If you own a body composition meter or blood pressure monitor from Tanita Corporation ^{* 3}, you can upload data measured with those devices to display and manage it with your phone. The infrared link makes the process easy. The phone displays all your health data—from the internal and external devices—in easy-to-understand lists and graphs. This is done through the preinstalled software Kenko Seikatsu Nikki (Healthy Living Diary).

^{* 2} A sensor capable of measuring acceleration in three dimensions. It detects the angle at which the phone is positioned in order to help maintain precise step counts.

^{* 3} BC-501 and BP-300. Not compatible with other products (as of July, 2008).

Health Management Using Raku-Raku PHONE V



Easy-to-Understand User Manuals and Braille Editions



Braille Manual

We have taken various steps to make the user's guide for the Raku-Raku PHONE Series easy to read through and easy to comprehend. The Simple Operation Guide, for example, has been developed for use as an alternative user's manual. It features color key and screen illustrations and large fonts to make it easy to look up various operations. The guide won the Most Outstanding Manual (in Category) award in the information appliance category at the Japan Manual Awards 2007, which was organized by the Japan Technical Communicator Association.

In addition, we create Braille and audio versions of our user's guides for the sake of people with visual impairments. Text editions are available on our website so manuals can be read using text-to-speech output software. We also provide billing information in Braille free of charge. Some 30,000 billing statements were issued in Braille in fiscal 2008.

For our non-Japanese customers, we revised our existing English-language catalog in 2007 and created a general catalog in five languages, English, Korean, Chinese, Portuguese, and Spanish.

Outside Perspective

Senior-Friendly Phones Should Go Global



The best athletes in the world are also the hardest working athletes in the world. No one should ever rest on his laurels. DOCOMO doesn't, especially when it comes to the Raku-Raku PHONE series. DOCOMO's phones for seniors were already good, but the company never let up. It kept asking itself what more it could do, revisiting the market, assessing its needs and developing new models. The result was the wildly successful Raku-Raku PHONE series, which has gone on to sell some 15 million units. I think DOCOMO should go global with this success and stun the world.

Hiroyuki Murata
President, Murata Associates, Inc.
Professor, Tohoku University
Smart Ageing International Research Center

Raku-Raku PHONE Inspires Hope



The Raku-Raku PHONE helps people with visual impairments more fully participate in the working world and society in general by allowing them to send and receive all kinds of information. Its vision assistance functions also open up a whole new world of possibilities. It is no exaggeration to say that Raku-Raku PHONE has inspired dreams and hope in people with disabilities and is making a significant contribution to Japanese society. At the same time, as technology advances new barriers arise that must be overcome. For example, I would like to see more i-appli and i-mode sites fully compatible with Text-to-speech output software. It is my hope that DOCOMO continues

to push the envelope with progressive initiatives as a leader in this field.

Sunao Shinjo
President, Knowledge Creation Co., Ltd

New Target for Raising Customer Satisfaction

New Target to Receive No. 1 Ranking in Customer Satisfaction by FY2010

"DOCOMO's Change and Challenge for New Growth," our management strategy announced on October 31, 2008, includes the goal of being No. 1 ranking in customer satisfaction by FY2010. We are currently working to further raise customer satisfaction in order to achieve this goal.

Enhancing Service and Support

Handset Development Tailored to Customer Values

The mobile phone market has matured, customer needs have grown more diverse and purchasing patterns have changed. DOCOMO has responded by reorganizing its handset lineup into categories defined by customer values. Our 9 Series and 7 Series have been replaced with the "docomo STYLE series," the "docomo PRIME series," the "docomo SMART series," and the "docomo PRO series." Handsets will now be developed on the basis of these four series plus the Raku-Raku PHONE series.

New Lineup Features

docomo STYLE series

Distinctive mobile phones, designed like accessories and offered in a wide variety of fashionable designs and colors for individuals who want to project the latest "look."

docomo PRIME series

Full-feature mobile phones for the maximum enjoyment of video, games and other entertainment by people who love to explore the latest multimedia.

docomo SMART series

Sophisticated mobile phones for busy people who want to live productively and enhance the management of their professional and private lives.

docomo PRO series

The most advanced high-spec mobile phones for those who love cutting-edge digital tools and can't get enough of the newest, hottest technology.

Feedback Basis of New Sales Plans

Two sales plans were introduced in November 2007: the Value Course and the Basic Course. The plans apply to handsets sold since the 905i Series. They are based on feedback from customer who said they wanted a plan that would be inexpensive from month to month and a plan that would keep upfront costs down.

Value Course and Basic Course

Value Course

The Value Course eliminates sales incentives [■] 1. In return for the customer paying the pre-discounted price for the handset, the basic monthly charge is set at a flat 1,680 yen, lower than before. The customer also has the option of reducing the initial cost by paying for the handset in installments. The price of the handset is higher under the Value Course, but the basic monthly charge remains the same even after the handset is paid for, whether in installments or upfront.

Basic Course

The Basic Course is similar to the sales incentive format that has been used in the past. Basic monthly charges remain the same, but a discount of 15,750 yen off the original sales price is provided with a two-year service agreement. This lowers the initial cost of the handset.

* 1 Money paid to the retailer to cover the cost of the discount.

"i-concier" Serves Up Customized Information

The i-concier service was launched in November 2008 to bring greater convenience to the everyday lives of our customers. It serves up information customized for each individual customer right when it is needed. For example, you can have train information, weather reports, game schedules and coupons for eating establishments sent right to your phone. Other up-to-date information is selected specifically for you based on your registration and downloading activity. Plans are in the works to further enhance local content that is tied directly to where you spend your days.

Enhancing the docomo Online Shop

We currently enhancing the services provided at the docomo Online Shop, which was established on i-mode and the Web for customers unable to visit a docomo Shop or other retailer for lack of time or other reason. The Online Shop has long sold accessories, but as of December 2008 the Web-based location now allows customers to switch from one FOMA handset to another. In addition, when the Online Shop sends you a delivery, you now have the option of having it delivered to your door or picking it up at a convenience store * 2. In the near future you will be able to use the Online Shop to purchase new plans or switch plans from mova to FOMA.

* 2 Convenience store pick-up is available when you switch handsets and purchase accessories. It is not available with accessory-only orders.

Augmenting iD to Better Serve Customers

iD is a credit payment service first made available by DOCOMO in 2005. The service is used at payment terminals located at retail outlets near where you live and work. There were approximately 410,000 terminals as of March 31, 2009, and iD members now total 11.2 million.

We are currently working to improve the convenience of iD credit payment service for members and promote its use. The service was initiated in Guam in July 2008 and China in August 2008. This represents the first time a Japanese contactless IC electronic money service has been provided overseas. DOCOMO intends to continue augmenting iD to better serve customers.

More Peace of Mind for Customers

DOCOMO wants to instill complete peace of mind in every customer it serves. To this end we are adding additional services for customers considering a DOCOMO phone as well as services for customers already with us.

In fiscal 2008 we started a mobile phone data recovery service for FOMA handsets that have been damaged by water. If your phone has been exposed to water and no longer turns on, we will retrieve the data to the extent possible, copy the data onto a CD and send you the CD.

Another new service serves the increasing number customers who are taking their phones with them while travelling abroad. If your handset breaks down while overseas, the new service provides you with a replacement handset and FOMA card. We are currently working to expand the service's coverage area and shorten delivery times.

Communicating with Customers

Multiple Channels for Customer Feedback

DOCOMO has a number of different channels for customers to voice their comments and concerns. These include docomo Shops, the docomo Information Center, which provides general customer service over the phone (toll-free from mobile phones at 151), and dedicated toll-free access numbers like 113 for technical issues and area network status. Customers may also opt to contact us by email.

Customer service is available in English, Portuguese, Chinese, Spanish and Korean when customers contact us by phone.

General orders and inquiries are taken from 9:00 a.m. to 8:00 p.m. year round. Support for urgent matters such as loss or theft is provided 24 hours a day, 365 days a year.

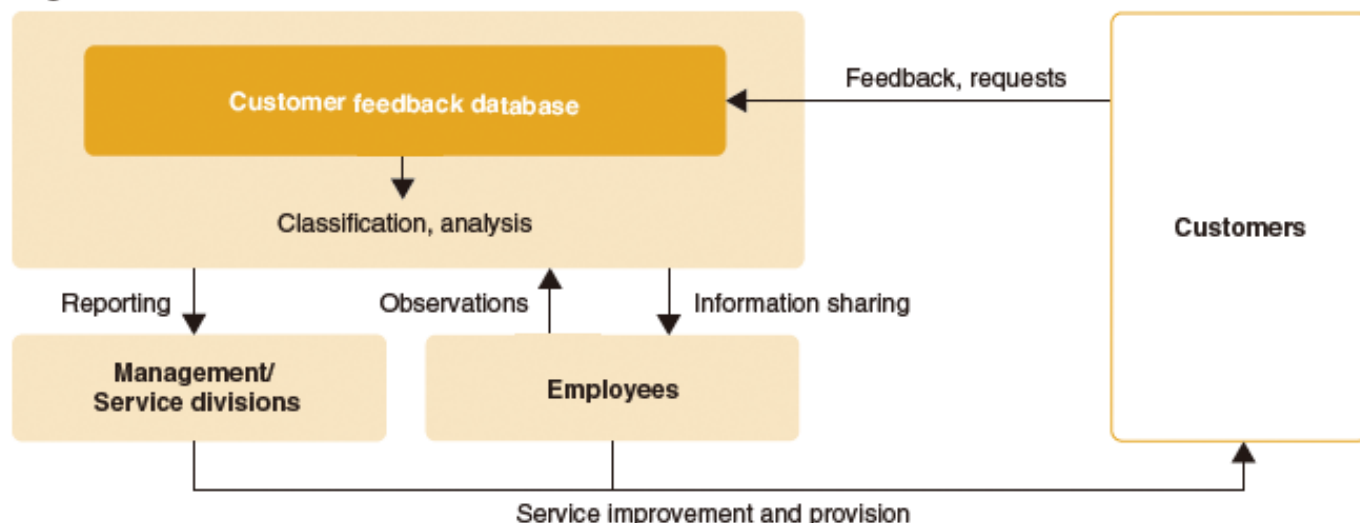
Calls to the docomo Information Center (FY 2008)

Total Calls	24.82 million calls
Monthly Average	2.07 million calls

Employee Observations Improve Products and Services

Employees who interact directly with customers on a daily basis are the first to recognize areas that need to be improved or changed. We compile these observations into an internal database that is shared widely throughout the company. Information in the database is used to make improvements to products and services.

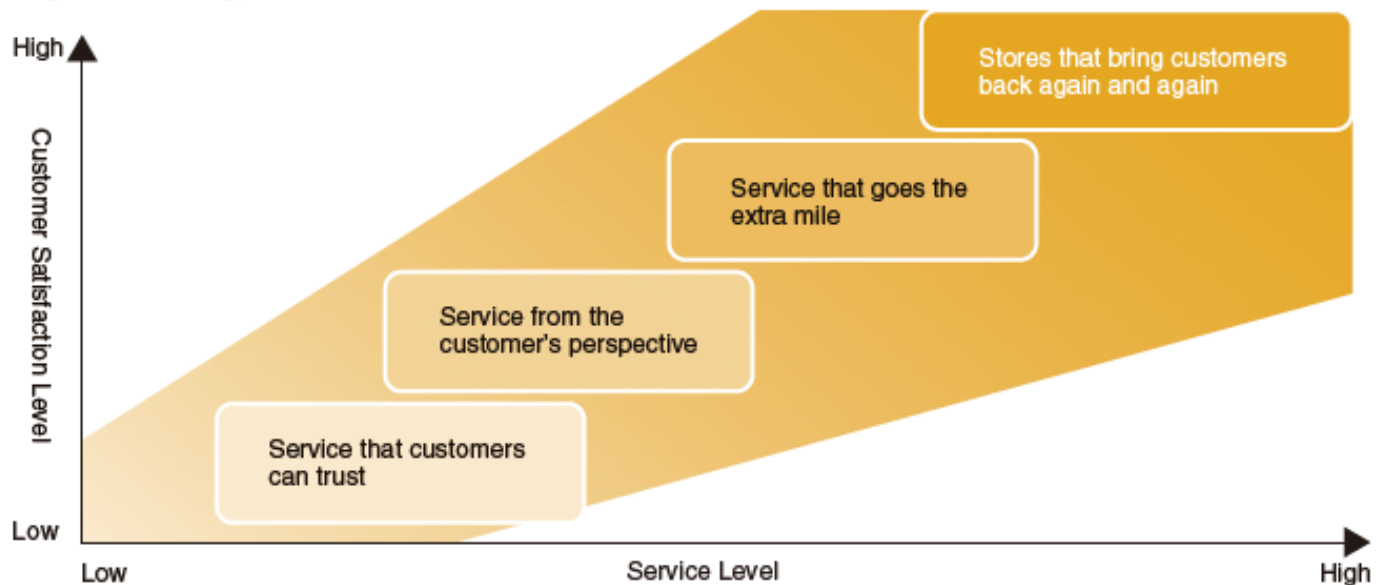
Organizational Structure to Promote Customer Satisfaction



Contest Improves Skills of docomo Shop Staff

The docomo Shop Staff Service Contest seeks to encourage friendly, effective customer service on the part of staff members. It is held by our regional offices on a recurring basis. The customer service techniques of contest participants are recorded and edited onto a DVD, which is then distributed to other shops to improve overall customer service skill levels. In fiscal 2008, thirteen employees survived the preliminary round at their respective branches to put their abilities to the test in the contest for the Kanto/Koshinetsu region, which was held in November.

Keys to Friendly, Effective Service



Customer Feedback Enhances Products and Services

We compile customer feedback collected from various sources every week and convey it back to management and on to all employees. The feedback comes from customer requests, opinions on products and services procured at docomo Shops, and surveys of customers that have called the docomo Information Center. When every employee is fully aware of what customers are thinking, it leads to better products and services.

Improvements in Fiscal 2008 Based on Customer Feedback

"I want the Family Discount to go into effect the same month that I apply for it."

We changed the Family Discount and Office Discount so that the 25% discount on the basic monthly charge goes into effect starting the month the application is made. Other Group discounts, such as free i-mode mail, start with the application. Before these changes were implemented, the Family Discount and Office Discount were applied to charges accrued starting in the month following the application month (it would appear on the customer's bill two months after the application month).

"I would like my phone delivered directly to my house after it is repaired."

When a customer sends in a FOMA handset for repair and chooses not to use a DOCOMO replacement (rental phone), the repaired phone is delivered free of charge to the customer's house (applies only to docomo Premier Club members). * [1](#)

* 1 Deliveries are only made to the address registered with DOCOMO.

Accurate and Clear Advertising

Strengthening the Review System for Advertising

In November 2007 DOCOMO was warned by the Japan Fair Trade Commission regarding its advertising for mobile phone discount services. In response, that same month we immediately launched a project team to consider measures to prevent similar problems in the future and strengthen our system for checking advertising claims.

Additionally, we now have certified Customer Specialists check advertising claims from the customer's perspective to prevent misleading statements and fully ensure the appropriateness of our advertising.

Topics: In-House Customer Specialists Add Customer Service Value

Customer Specialists are involved in making products and services more customer-centric. DOCOMO helps employees acquire this certification by providing training and other forms of assistance in order to promote changes from the customer's perspective and imbue the organization with professional knowledge in this area. There are currently 203 certified Customer Specialists in the DOCOMO Group as of July 1, 2009.

Employees certified as Customer Specialists visit government agencies like the Consumer Affairs Center and interview customers regarding mobile phone services. The information is used to improve services and create customer service reference materials. Customer Specialists also actively interact with professionals outside the company through participation in outside seminars and symposiums.

To more fully benefit from this program, in fiscal 2008 DOCOMO established a system for more actively utilizing the recommendations and insights of our Customer Specialists. This system complements our existing customer service improvement cycle. We believe these changes will help us be even more customer-centric going forward, which should further raise customer satisfaction.

R&D for Raising Customer Satisfaction

Developing Progressive Services Based on Customer Feedback



My DOCOMO Labs.

My DOCOMO Labs. is a website for docomo Premier Club members established in April 2008 that introduces our advanced technologies and makes services still under development available on a trial basis. Customers participate in experiments through the site and provide us with their impressions and opinions. This feedback helps us test and refine services with a view to their possible future release. The lab's activities have already led to a new service, the Otayori-photo service. Available since July 2009 this service makes it easy to share photos with friends and family.

New Technology for Better Broadcasting

A consortium of nine corporations and associations, including DOCOMO, have successfully developed technology for recording video and other media using half the normal amount of data. The technology offers higher resolution and greater efficiency when recording high definition video on Blu-ray. Cable, satellite and terrestrial broadcasting benefit in the same way. This significant advance has been duly recognized, receiving the Primetime Emmy Engineering Award in August 2008. The award is a U.S. Emmy Award that is given to an individual or group for noteworthy achievement in television-related technology.

The technology is expected to be used for Blu-ray discs and domestic One-Seg broadcasting as well as digital broadcasting in the U.S. and Europe.

Basic Approach to Universal Design

Hearty Style Takes the Customer to Heart

DOCOMO is committed to providing products and services that are easy for every customer to use. We are therefore equally committed to the principle of universal design. Our universal design initiatives are carried out under the banner of docomo Hearty Style and are led by the Universal Design Promotion Working Group, which is staffed with employees from across the company. DOCOMO is currently using customer feedback to enhance its products, services and support programs.

Hearty Style Initiatives

Products	Mobile phones that incorporate universal design principles (Raku-Raku PHONE, Dual-screen phones, Sound Leaf, etc.)
Support	More barrier-free shops, videophone-based customer support (sign language), Hearty Mind training program, promotion of Level 2 Service Helper certification, docomo Hearty Plaza (Marunouchi, Umeda)
Services	Hearty Discounts, Braille phone charge statements, Braille and audio user manuals, classes in phone use for seniors and persons with disabilities, dispatch of volunteers we call "Hearty Staff" to help at exhibitions and other events in Japan

Universal Design Seminar

It is our belief that universal design must be taken into account during design and development in order to make our products, services and facilities easy to use for all. We held the Universal Design Seminar in January 2009 to raise awareness of universal design among our employees. Thirty employees from various departments participated. The seminar featured a lecture by an outside expert and group discussions on a wide variety of topics, particularly the importance of universal design and how to promote it.

Hearty Style Products and Services

Following Universal Design Guidelines

Our focus is currently on developing products specifically tailored to the needs of seniors. In the summer of 2008 we began selling four models in the 706ie Series that feature easy-to-view displays and sound enhancements. Together with the Raku-Raku PHONE Series, these models help fill out our lineup of senior-friendly handsets.

Other models were the recipients of new features as well, like simplified and enlarged menus. Also, models launched in winter 2008 have a unified key layout for text entry. We will continue in our efforts to make products even easier to use on the basis of in-house Universal Design Guidelines. And, we will continue taking steps to eliminate operational differences in our phones to give as many customers as possible as many choices as possible.

Major Product Features	
Visual Considerations	<ul style="list-style-type: none">▪ Easy-to-view menus (enlarged menu, different color schemes)▪ Easy-to-read text (enlarged text, different color schemes)
Sound Considerations	<ul style="list-style-type: none">▪ Functions that make it easy to hear your own voice when speaking (noise cancellation function, etc.)▪ Functions that make it easy to understand the caller (automatic volume adjustment, etc.)
Operational Considerations	<ul style="list-style-type: none">▪ Functions that make it easy to make calls (one-touch dialing, etc.)▪ Functions that make it easy to receive calls (any key answering, etc.)▪ Easy input (voice recognition, etc.)▪ Easy opening and closing (one-push opening)
Comprehension and Memory Considerations	<ul style="list-style-type: none">▪ Easy-to-understand menus (simple menu)▪ Easy-to-understand operations (same keyboard layout for entering text, help functions, etc.)

Sound Leaf Plus Silences the Noise



Sound Leaf Plus
(when flipped open)

Sound Leaf Plus, launched in March 2008, was developed for customers who use their mobile phones in noisy places and older customers with difficulty hearing. This Bluetooth® ^{■ 1}-enabled receiver-microphone features a directional microphone and a bone conduction function that transmits sound waves to auditory nerves via bones around the ear. Sound Leaf Plus's sophisticated technology has been duly recognized, garnering an outstanding achievement award at the Japan Shop System Awards 2009 put on by the Shop System Study Society.

Sound Leaf Plus is available for trial use at all docomo Shops.

- 1 Bluetooth® is a wireless communications format. The receiver-microphone is connected wirelessly to the handset using this format.

Listen to Audio Books with Raku-Raku PHONE

The Japan Braille Library digitally distributes audio books over the Internet to people with visual impairments. In August 2008 we began providing access to this service ("Biblio-Net," the network talking books distribution service) on i-mode to allow customers to listen to books using their Raku-Raku PHONE V or Raku-Raku PHONE PREMIUM. DOCOMO received a certificate of appreciation from the Japan Braille Library for this initiative.

Better Hearty Discount Rates

The Hearty Discount is available to customers holding a government-issued identification booklet for the physically challenged or mentally challenged or a government-issued welfare booklet for mental illness. Discount rates for basic monthly charges and other fees provided by the Hearty Discount were revised in June 2008.

Hearty Discount Changes		
Item	Before Revisions	After Revisions
Basic monthly charge	50% discount	60% discount
Charges for optional services (i-mode, voice mail, etc.)	50% discount	60% discount
Videophone charges	1.8 times voice calling charges	Same as voice calling charges
Calling and service charges for directory assistance (104)	Fee	Free

Mobile Phone Classes for People with Disabilities

DOCOMO instructors travel around the country holding mobile phone classes for people with physical disabilities. The classes aim to promote understanding of mobile phones as a tool for enriching communications and to help people learn to use mobile phones in a stress-free way. We held 32 classes around the country in fiscal 2008, drawing 446 participants.

Hearty Style Support

Promoting Universal Design around Japan

We are currently working to make docomo Shops around the country barrier-free based on the docomo Hearty Style concept. This initiative includes eliminating steps at entrances, installing wheelchair-accessible counters and restroom facilities, ensuring adequate interior space, and designating dedicated parking spaces for people with disabilities. Already, around 80% of docomo Shops have barrier-free entrances, about 60% of our shops have wheelchair-accessible restroom facilities, and the same percentage have dedicated parking spaces. We plan to further increase these percentages over time.

We are also making progress in outfitting all docomo Shops with communication boards, Raku-Raku PHONE Series handsets and Sound Leaf Plus units for trial use, and sign-language-support videophones.

Making docomo Shops Barrier-Free

Item	Details
Accessible entrances	Entrances with a width of at least 80cm and no steps
Shop Interior Space	Passageways at least 80cm wide
Wheelchair accessible toilets	Ample space and accessible entrances with a width of at least 80cm
Wheelchair-Accessible Counters	Legroom of at least 40cm (roughly) and height of approximately 65-75cm
Parking space for persons with disabilities	Dedicated parking spaces at least 3m wide

Cultivating "Hearty Mind" through Training

"Hearty Mind" refers to the mindset we want all staff at docomo Shops to have. It is a mindset of giving consideration to customers in all of their diversity. This mindset helps ensure that each and every customer always feels completely comfortable dropping by a docomo Shop to purchase a product or use a service. To this end we encourage staff members to acquire Level 2 Service Helper certification ^{* 1}. We also hold training courses to provide staff with experiential insight into the effects of aging and teach them appropriate customer service techniques for people with disabilities.

^{* 1} Level 2 Service Helper certification is conferred by the Nippon Care-Fit Service Association to people formally recognized as possessing a spirit of hospitality and proper service helper skills.

Human Rights Training Deepens Understanding

Customer service training is a critical component of docomo Hearty Style. From September to November 2008 we held a very hands-on human rights training course to deepen understanding of people with disabilities. The course targeted employees who interact with customers on a regular basis. It featured a participatory sign language workshop as well as exercises to cultivate empathy, like getting around in a

wheelchair and accomplishing tasks while blindfolded. A total of 204 employees participated. A questionnaire filled out by participants after the course indicated that the training was successful in providing a glimpse into living with a disability and reinforced the importance of empathy in communicating with customers. We intend to continue this program in the coming years.

Topics: Second docomo Hearty Plaza Opens in Osaka



Opening ceremony

We recently opened a second docomo Hearty Plaza in the Umeda district of Osaka in February 2009. The original Hearty Plaza is located in Tokyo's Marunouchi area. The Umeda location features completely flat hallways, guidelines on the floors to guide customers, and highly accessible restroom facilities for people using wheelchairs. It also provides an ample lineup of services provided by staff members proficient in sign language and certified Service Helpers. Plaza staff members also give customers rides to and from the nearest train station.

Dialogue with Stakeholders: Group Seminars at Hearty Plaza Marunouchi



A group seminar in session

The year 2009 marks the fifth anniversary of docomo Hearty Plaza Marunouchi. To commemorate the event we held group seminars in February 2009 for customers with disabilities and senior customers. The seminars focused on further improving products, support and service from their respective perspectives. The first seminar introduced customers to existing Hearty Plaza initiatives and the plaza's future plans. This was followed by a question-and-answer session. In the second seminar, customers discussed Raku-Raku PHONE functions with Fujitsu, the product's manufacturer.

Feature: Area Mail Disaster Information Service (Area Mail)

Area Mail is a service that enables mobile phones to receive Earthquake Early Warnings issued by the Japan Meteorological Agency as well as disaster and evacuation information provided by local governments.



*Screens are simulated.

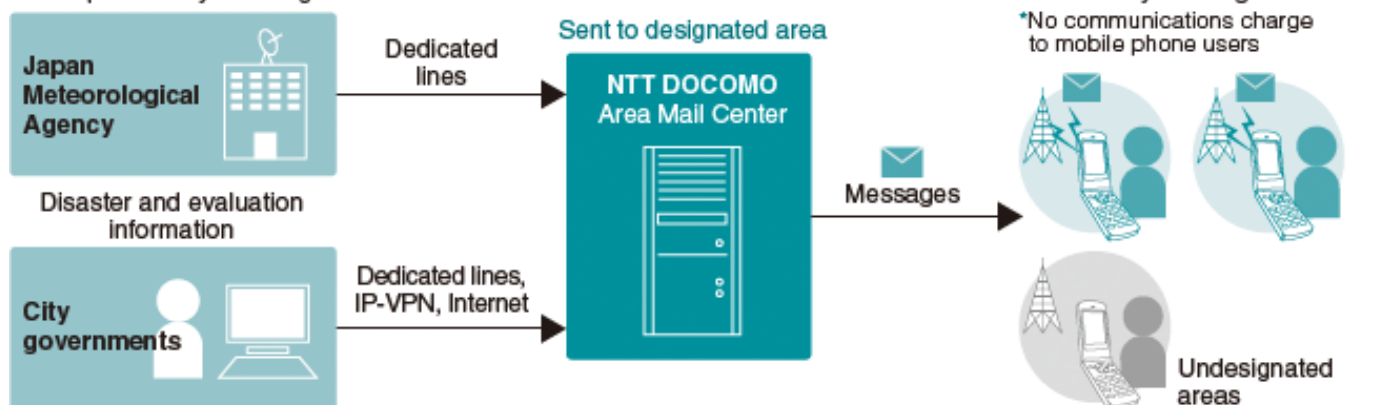


Call Broadcast Service Not Easily Affected by Network Traffic

Area Mail Disaster Information Service, a service provided by DOCOMO since December 2007, enables information to be distributed to mobile phones within a given geographic area. It is specifically used to send Earthquake Early Warnings issued by the Japan Meteorological Agency to phones located in areas where strong tremors are anticipated. The service utilizes a technology called Cell Broadcast Service that allows these important messages to bypass mail networks and cut through normal network traffic. In addition to Earthquake Early Warnings, local governments can use Area Mail to issue evacuation orders or other emergency information during times of disaster. All DOCOMO phones sold since fall 2008 are already set up to receive Area Mail. Some models sold prior to that require the appropriate settings to be enabled.

Area Mail System

Earthquake Early Warnings



Quick and Reliable Information in Emergencies

Eight local governments are now using Area Mail as of the end of March 2009. Hanno in Saitama Prefecture was the first city to sign on, adopting the service in 2008. Hanno had relied on a wireless disaster preparedness service and regular text messaging to send out emergency information. However, the wireless service suffered from spotty signal quality depending on weather conditions, and regular text messaging ran the risk of emergency information being held up by network congestion. Area Mail was introduced to solve these problems. It has earned high marks for being unaffected by network traffic, enabling quick electronic mailings, and being easy to operate. This has lightened the administrative burden on city officials considerably.

Promoting Area Mail and Enhancing Its Reliability



Exhibiting at the Security & Safety Trade Expo

DOCOMO wants to make sure as many customers as possible have access to valuable information during natural disasters and other emergencies. We therefore exhibit at CEATEC JAPAN, the Security & Safety Trade Expo, the EEWRK Exhibition and other trade shows to promote Area Mail and its benefits to local governments and municipalities around the country.

In fiscal 2008, we created a video that introduces Area Mail in an easy-to-understand manner, cooperated in disaster response drills that included test communications, and participated in regional disaster preparedness seminars held by local governments, volunteers and universities.

We also reconfirmed service quality by running test communications and redefined service areas to reflect recent municipal mergers. These steps helped further stabilize and improve the reliability of the systems that support Area Mail. Moreover, we are shortening the time required to send out Area Mail in order to further expedite emergency communications. This is being accomplished through various innovations, including speeding up message processing at the handset level.

Outside Perspective

Test Communications Confirm Effectiveness



The city of Hanno took part in a national disaster response drill simulating a landslide. As a part of this drill, which was held in June 2009, we used Area Mail to send out test communications consisting of voluntary evacuation information and recommendations. Messages were sent to the city as a whole, and specifically to the area subject to evacuation located 17 kilometers from disaster headquarters. Some seven seconds after being sent out a special ringtone sounded and the message was displayed as intended. Area Mail was again confirmed to function effectively in emergencies. I would like to see some further enhancements in the future, like more conspicuous text for the subject line and easier access to sites with pertinent disaster-related information.

Sadao Baba
Crisis Management Director and Crisis Management Office General Manager
Hanno City, Saitama Prefecture

Employee Perspective

Helping City Governments Keep Their Citizens Safe



I am constantly working to enhance my knowledge of disaster preparedness, going so far as to acquire relevant disaster preparedness certifications. When I introduce Area Mail to local governments, therefore, I am able to not only explain its features but also make specific proposals on how to utilize it based on local considerations. I also help run test communications as a part of local disaster response drills in which the service is actually utilized. Valuable feedback received from local officials is used to further improve service quality.

Takaaki Sugano
Solution Business Department
Corporate Marketing Division

Improving Our Coverage Area

Base Station Planned Based on Feedback

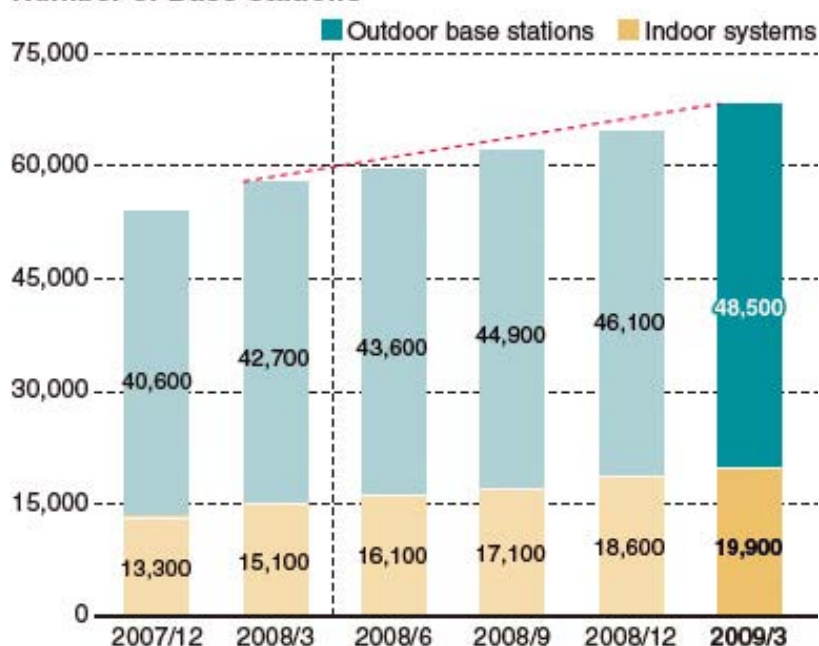
DOCOMO wants customers to be able to use our phones anytime, anywhere. We determine where to locate new base stations by conducting surveys that are based on feedback from customers on local reception quality.

Once the site is determined we go door-to-door before beginning construction to explain the process and schedule to property owners and neighbors. And, once the base station has been installed, we thoroughly check it for safety before putting it into operation.

Customers Provide Valuable Information on Reception Quality

DOCOMO has a service called Kikasete FOMA, asking our customers to report to us regarding FOMA reception quality in their area. Customers can contact us using a regular computer or with their mobile phones via i-mode. We received around 91,272 reports in fiscal 2008. Over 90% of the feedback involves poor indoor reception quality, so we are currently focused on improving this situation.

Number of Base Stations



Reception Quality Surveyed When Requested



Surveying reception quality
at a customer site

When customers contact us with complaints about reception quality we go directly to the site and conduct a survey within 48 hours (to the extent possible). Customers have a number of ways to contact us. They can call customer support toll-free from their mobile phones at 113, use the Kikasete FOMA service, or contact us via channels for technical problems and area coverage. Once we survey reception quality at the site we may install an indoor auxiliary antenna or use a FOMA repeater to boost the reception quality. These measures generally improve indoor reception quality. If taking these steps does not result in a better reception quality, we contact the customer regarding a schedule for making improvements or with information on improvements that have been made. We continue to follow up with the customer until the situation is rectified. This program has been in place since October 2008, and we plan to more widely publicize it to customers to further enhance the FOMA service area.

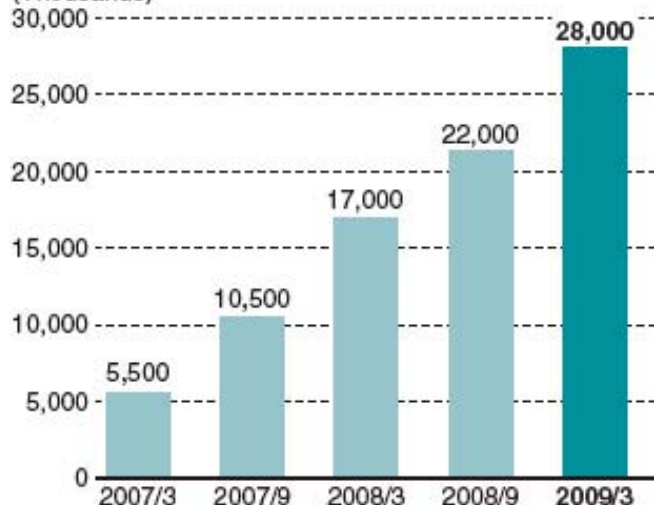
WORLD WING Provides Mobile Convenience Abroad

More and more people are taking their own mobile phones with them when travelling abroad instead of renting a phone at their destination. This is true of 95% of our customers, as of March 2009. We have therefore partnered with overseas providers to further enhance WORLD WING, a DOCOMO service that allows handsets used in Japan to be used overseas without the need for any modifications.

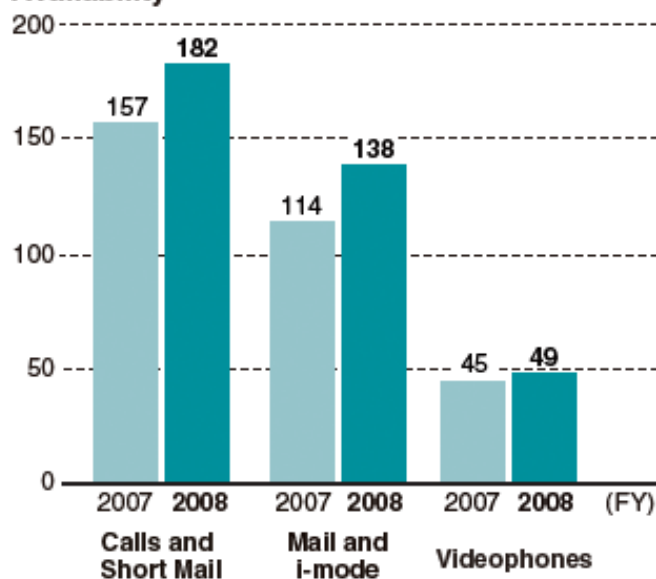
In fiscal 2008 we started providing free battery recharges and free 24-hour call center support. We intend to further expand the service area, promote WORLD WING-compatible handsets, enhance the free recharge service and beef up overseas customer support.

WORLD WING Cellular Subscribers

(Thousands)



Countries/Regions with DOCOMO Service Availability



Expanding Service Area in Mountainous Regions

DOCOMO is currently expanding the FOMA service area in mountainous regions. We have installed base stations and boosters to make FOMA available at Mt. Fuji, from the various trailheads all the way to the summit. We also set up a booster right on the summit during the climbing season. FOMA services are also provided via temporary base stations installed on the summits of Jonendake and Yurigatake in the southern portion of the Northern Alps, primarily during the climbing season.

FOMA High Speed Achieve Population Coverage of 100%

FOMA High Speed, our high-speed data service with download speeds up to 7.2 Mbps ^{※1}, achieved population coverage ^{※2} of 100% in December 2008.

The service was first launched in Tokyo's 23 wards in August 2006. Since then we have aggressively expanded the coverage area to meet customer needs. Full nationwide coverage has been achieved approximately two years and four months since that service was inaugurated. We intend to continue expanding the coverage area to better serve our customers.

- ※1 FOMA High Speed is provided on a best-effort basis. Maximum download speed is 7.2 Mbps, but transmission speeds may vary due to communication conditions and network congestion. The 7.2 Mbps figure represents the maximum speed based on the service's technical rating and does not reflect actual communication speeds.
- ※2 Population coverage refers to the percentage of the population covered by a service like mobile phones. It is calculated based on whether the service is available at the municipal offices of each city, town and village.

Ensuring Communications Stability

Maintaining i-mode Stability a Top Priority

i-mode has grown into one of the world's fastest mobile Internet services. DOCOMO is currently implementing a number of measures to ensure operational stability at i-mode Center, the heart of i-mode. In the area of system operations, we are introducing technologies for self-monitoring communications, dispersing system processes to multiple devices and switching to backup devices when problems occur.

A manned operations center also monitors i-mode Center 24 hours a day, 365 days a year. Resident maintenance staff are on hand to quickly respond when abnormalities arise. In the area of facilities operations, we are taking steps to improve the seismic performance of i-mode Center facilities and decentralize the device layout.

i-mode traffic is only expected to increase going forward, so we plan to continue in these efforts to update systems, strengthen facilities and augment devices.

Accommodating Major Events

Major events and exhibitions gather large numbers of customers in a single location. When these customers use their mobile phones at the same time, local base stations have difficulty processing it all, which can cause spotty phone service. We combat this problem by dispersing base station loads and augmenting facility capacity.

Base station loads are dispersed by using multiple base stations to process communications originating at the event venue. This is accomplished by installing temporary base stations at the event and adjusting the coverage area of neighboring base stations. Facility capacity is augmented by setting up base station facilities to cover the venue and modifying the software that controls the facilities to accommodate maximum use.

When these measures are appropriately implemented in line with the size of the event, geographic considerations and other factors, it make it possible to maintain stable, quality communications even when large numbers of people are concentrated in one place.

Disaster Preparedness

Three Principles of Disaster Preparedness

Mobile phones play a particularly important role during disasters and emergencies. They are critical tools for people directly in harm's way as well as workers involved in relief and recovery. DOCOMO has established the Three Principles of Disaster Preparedness to be ready in the event of an emergency. They are: enhancing system reliability, ensuring essential communications, and rapidly restoring communications services. We continuously work to improve network reliability on this basis.

Three Principles of Disaster Preparedness		
Three Principles of Disaster Preparedness	Guidelines	Initiatives
Principle 1 Enhance system reliability	<ul style="list-style-type: none">▪ Have backup facilities/equipment and circuits.▪ Reinforce facilities, including by seismic upgrades of structures and towers.	<ul style="list-style-type: none">▪ Design redundancy into transmission paths between base stations.▪ Conduct seismic upgrades of equipment, bury cables underground.
Principle 2 Ensure essential communications	<ul style="list-style-type: none">▪ Ensure essential communications.	<ul style="list-style-type: none">▪ Provide priority phone service to disaster response agencies during disasters.▪ Control networks efficiently.▪ Lend mobile phones to local government authorities, etc.
Principle 3 Rapidly restore communications services	<ul style="list-style-type: none">▪ Improve "hard" aspects (physical infrastructure, etc.).▪ Improve "soft" aspects (operations, organization, etc.).	<ul style="list-style-type: none">▪ Deploy vehicles that function as mobile base stations and mobile power generators.▪ Prepare disaster-response manuals. Plan for emergency preparedness headquarters and other institutional arrangements. Conduct disaster response drills.

Disaster Message Board Keeps People Connected

When a large-scale earthquake or other major natural disaster occurs, large numbers of people use their mobile phones to check on the safety and well-being of people in the affected region. This can clog up mobile networks and make it difficult to get through. DOCOMO's i-mode Disaster Message Board Service allows customers to confirm the safety and well-being of other customers located in the disaster area. This can be done from anywhere in the world with i-mode or a regular computer. Customers just need to first register their information using i-mode. We test the service several times a year to ensure it will operate smoothly when needed. Tests are conducted on the first of the each month, during Disaster Preparedness

Week from August 30 to September 5, during Disaster Preparedness and Volunteer Week from January 15-21, and on the first three days of each year.

Deploying Mobile Power Generators and Mobile Base-Station Vehicles

We deploy mobile power generators throughout the country to provide base stations with power during outages. This makes communications possible during emergency situations and helps expedite relief and recovery work. We have also deployed mobile base-station vehicles equipped with satellite links. They utilize a satellite network to maintain communications with switching equipment.

Joining with Self-Defense Forces When Disaster Strikes

In September 2008 DOCOMO signed an agreement with Japan's Ground Self-Defense Forces on cooperating with local units in emergency preparedness. DOCOMO will lend the Ground Self-Defense Forces mobile phones for use in disaster recovery and the Self-Defense Forces will rapidly transport our emergency preparedness equipment and other cargo to the affected areas.

Disaster Preparedness Plan Established

DOCOMO has established a disaster preparedness plan to facilitate the implementation of preparedness and response measures with specified public bodies in accordance with Japan's Disaster Measures Basic Law. We are working to promote disaster preparedness on the basis of this plan.

General Disaster Response Drill Held

Every year DOCOMO conducts a disaster response drill that simulates a major natural disaster. This fiscal year, on October 17, a special venue was set up at Kasamatsu Sports Park in Ibaraki Prefecture. The drill enjoyed the participation of 158 people from outside the company, including firefighters, police, disaster relief organizations, telecom companies and media members, along with 402 DOCOMO employees.

It simulated a magnitude 6.8 earthquake occurring offshore of Ibaraki Prefecture that shut off commercial power to wireless base stations, severed multiple NTT transmission lines and rendered it impossible to use mobile phone in parts of the prefecture. The drill also simulated restoration of the communications infrastructure. And emergency preparedness headquarters set up at the site coordinated the response. Six vehicles that function as mobile base stations, including some with satellite link, and four mobile power generators took over for base stations damaged by the earthquake, with the recovery team setting up antennas. Emergency provisions were transported by helicopter and mobile phones were lent out to local government bodies and other organizations. There was also an exercise involving effectively communicating with the headquarters. The exercise included establishing initial systems, communicating pertinent information and restoring transmission lines. All and all the response was rapid and effective, making the drill a success.

Security & Safety Trade Expo 2008



Exhibiting at Security & Safety Trade Expo 2008

Security & Safety Trade Expo is a major exhibition for crisis management products, technologies and services. Exhibitors include both domestic and overseas companies. The 2008 edition was held at Tokyo Big Sight in October 2008 and drew some 58,000 people. DOCOMO presented crisis management and emergency preparedness solutions together with other NTT Group companies. Our focus was on showing solutions and services for emergency preparedness and response. These included emergecast, a service for distributing information to mobile phones, DUPL STAR, a satellite/wireless LAN network system, our Area Mail Disaster Information Service, and the i-mode Disaster Message Board Service. The display included the NTT disaster message number (171) and broadband disaster message board (web 171).

Topics: Maintaining Communications After Iwate Earthquakes



Mobile power generators

DOCOMO was highly involved in maintaining communications following the earthquake that struck the Iwate/Miyagi region on June 14, 2008. Specifically, we worked to ensure essential communications would get through. We prevented voice calls from being held up by network congestion by separating voice networks from i-mode and other networks. We also took steps to accommodate heavy use of i-mode and other services. Further, mobile power generators and other equipment were utilized to quickly restore base stations hit with power outages.

Additionally, we loaned out mobile phones to support the disaster relief efforts of the local government and Ground Self-Defense Forces. Mobile phones and battery chargers were made available for use free of charge

at evacuation sites. We also provided the i-mode Disaster Message Board Service, which allowed friends and relatives to confirm the safety and well-being of people in the region.

Another earthquake occurred on the northern coastline of Iwate Prefecture on July 24. To do our part we lent mobile phones to the local government and Ground Self-Defense Forces. The i-mode Disaster Message Board Service was also made available.

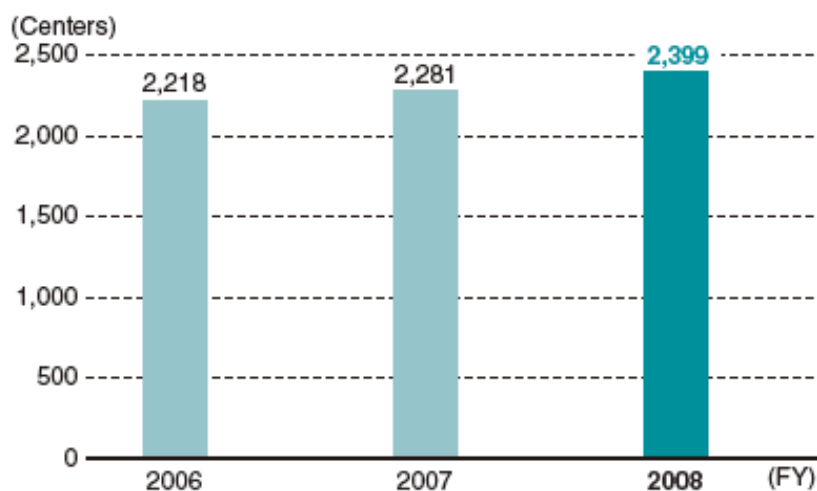
Product Quality Assurance

Product Safety at Every Stage-From Design to After-Sales

DOCOMO works together with handset manufacturers to develop products that incorporate safety considerations every step of the way. We do not simply rely on the manufacturer's design standards. Rather, we proactively provide the manufacturer with a list of our own safety standards, run safety tests during product development and check the product's safety up through its market launch.

In addition, we have repair and service centers throughout the country to respond to any problems with our products once they are on the market. We also lend out replacement handsets when phones go in for repair. In other words, we make every effort to avoid inconveniencing our customers. In the event of a major malfunction the Handset Action Committee, chaired by the vice president, is convened to identify the nature the problem, isolate its causes, and rapidly determine the appropriate action.

Repair and Service Centers



Flowchart of Standard Product Quality Flow (each model)

Process	Work Details	Responsible Group
Design (set guidelines)	<ul style="list-style-type: none"> • Development of mobile phone safety standards 	Communication Device Development Department, etc.
Quality testing of prototypes	<ul style="list-style-type: none"> • Confirmation that no harmful materials are used • Performance testing of handset's physical parts • Testing to ensure no overheating of handset • Safety testing of battery packs 	
Decision to manufacture	<ul style="list-style-type: none"> • Final confirmation of handset safety and performance at development stage 	Service Quality Management Department Sales-related departments, etc.
Quality testing of production models	<ul style="list-style-type: none"> • Testing of handset based on specifications 	Procurement and Supply Department
Market launch		
After-sales service	<ul style="list-style-type: none"> • Repair service, quality control 	Service Quality Department, etc.

Automatic Updating for Mobile Phone Software

When problems occur in the software used by our mobile phones, we ask customers to update their phones with additional software. This solves any problems without the customer having to take an extra trip to a docomo Shop. In addition, all our newer models—starting with the 905i Series released in 2007—come equipped with a function that automatically updates the phone's software with the latest version. There is no need for the customer to do anything, meaning no operations are required. The function ensures that your handset is always running on the most up-to-date software.

Raising Skill Levels of Repair Service Staff

docomo Shop staff are trained in helping customers who bring their phones in for repair. We make sure they know the repair process in and out—from how problems are identified to how functionality is restored—and possess adequate knowledge of after-sales service. Staff members who meet certain standards are certified by an in-house certification program. In addition, we train select staff members to be repair service leaders at the shop level through a training and certification program. These measures ensure repair request are handled appropriately and raise the skill levels of repair service staff.

Mobile Phone Models Discontinued

The docomo PRO series BlackBerry Bold, launched on February 20, 2009, docomo PRIME series N-06A and P-07A, launched May 19, and the docomo PRO series T-01A, launched June 20, have been discontinued

after defects in the software were discovered. We sincerely apologize for the inconvenience this has caused customers. We promptly and thoroughly investigated the causes of these defects and made improvements as soon as they were discovered. More stringent quality control will be implemented to prevent problems like this from occurring again.

Radio Wave Safety

Compliance with Radio-Radiation Protection Guidelines



Lecture on radio wave protection

The safety of radio waves is an issue that has garnered a fair amount of interest among the public. In particular, the health effects of radio waves from mobile devices has been researched for over 50 years. The Radio-Radiation Protection Guidelines and related legal regulations have been established based on careful considerations by the World Health Organization and Japan's Ministry of Internal Affairs and Communications. DOCOMO operates its base stations in compliance with these guidelines and legal regulations and checks to make sure radio waves emitted by mobile phones are below the limits indicated in the guidelines.

In addition, lectures by experts from inside and outside the company are held on a regular basis to keep employees abreast of legal developments related to radio waves and the latest domestic and overseas research. In fiscal 2008 a total of 18 such lectures were held on a diverse array of topics, including assessing the cancer causing potential of exposure to radio waves using epidemiological methods.

Collaborative Research on Radio Wave Safety

DOCOMO is involved in research on the health effects of radio waves that is being funded by the World Health Organization and Japan's Ministry of Internal Affairs and Communications. Since 2002 we have conducted experiments in collaboration with KDDI CORPORATION and SOFTBANK MOBILE Corp. regarding impacts at the cellular and genetic levels. Following an interim report issued in 2005, in 2007 we announced that research had identified no impacts. This was one example of scientific evidence that dismisses the argument that RF radiation has an impact on cell structure and function and can cause cancer. It once again shows that radio waves from mobile phones and base stations are safe.

Radio wave safety is an important social responsibility of mobile communications providers. We will continue to keep up with research developments at home and abroad and actively engage in survey and research activities conducted by the Association of Radio Industries and Businesses.

▶ Reference website: [Press Releases: Japanese Mobile Phone Operators Find No Adverse Health Effects from Base Station Radio Waves](#)

Feature: Keeping Children Safe

DOCOMO continues working to protect children from trouble connected with mobile phone use.



Mobile Phone Safety Classes

*Screens are simulated.



Enhancing the Access Restriction Service

We launched our first mail filtering for restricting access to inappropriate websites such as online dating sites in 2003.

We enhanced the service in January 2009. Web Restriction restricts access to sites 24 hours a day, and Access Restriction Customizer allows customers to make changes to certain access settings.

These new options complement existing services, Kids' i-mode Filter, i-mode Filter and Time Restriction. We continue to give customers the options they want while providing features that help make mobile phone use safe and secure.

Access Restriction Services

Services for Restricting Site Access

Kids' i-mode Filter	Allows access only to i-mode menu sites except for provocative sites and social networking sites
i-mode Filter	Allows access to general sites except for online dating sites, illegal sites and social networking sites

Services for Restricting Access Times

Web Restriction (24-hours)	Restricts access to sites 24 hours a day
Time Restriction (nighttime hours)	Restricts access to sites from 10 p.m. to 6 a.m. the following day

Additional Services

Access Restriction Customizer	Allows customers to change restriction settings for some sites and categories subject to access restriction
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Raising Awareness of Filtering Services

A survey conducted in 2005 by the Ministry of Internal Affairs and Communications indicated a low awareness (40%) * 1 of mail filtering. DOCOMO has worked to improve this state of affairs by publicizing our mail filtering in bill inserts, mobile phone catalogs and other marketing tools.

These efforts have largely proven successful. Approximately 90% * 2 of our customers knew about our mail filtering as of February 2008. And, we have continued to maintain this level.

We have recently adopted an opt-out format for mail filtering on phones for underage subscribers, in part based on a request from the Ministry of Internal Affairs and Communications. Since August 2008 i-mode Filter has been enabled on phones for new underage subscribers unless a parent or guardian requests otherwise. And, since January 2009 i-mode Filter has been automatically turned on for existing subscribers under the age of 18 on the same condition.

Furthermore, the Act on Establishment of Enhanced Environment for Youth's Safe and Secure Internet Use, which went into effect in April 2009, now requires that the Access Restriction Service be applied for when i-mode is to be used by a minor, in most cases. Given these changes we are taking extra care to thoroughly explain our mail filtering to customers and further encourage their use.

* 1 FY2005 Telecommunications Service Monitor 2nd Questionnaire

* 2 February 2008 docomo Premier Questionnaire result

Mobile Phone Safety Classes



DVD for teaching kids
about responsible mobile phone use

We have held Mobile Phone Safety Classes throughout the country since 2004 to educate children in mobile phone etiquette and means of avoiding trouble. As of the end of March 2009, we had held approximately 9,200 such classes nationwide, drawing a total participation of 1,490,000. The number of classes held has doubled with every passing year.

The program has garnered a great deal of positive recognition. We received certificates of appreciation in connection with the Mobile Phone Safety Classes from the chief of the Metropolitan Police Department's Seijo Police Station in November, the governor of Hokkaido in December and the Tokushima Prefectural Board of Education in March. In addition, animation used in fiscal 2008 classes for elementary school students earned a prize for excellence at the National Institute on Consumer Education's 6th Consumer Education Materials Awards.

Fiscal 2008 was a busy year in connection with the program. We conducted a Mobile Phone Safety Class in November for elementary school students at a Japanese school (Institut Culturel Franco-Japonais) in Paris to raise awareness and ensure that the students will be able to use mobile phones responsibly upon returning to Japan. We provided DVDs (or VHS tapes) based on the program curriculum to help teachers teach children how to use mobile phones responsibly. The DVDs were distributed free of charge to approximately 6,100 schools and local organizations.

In addition, a similar program with a curriculum designed specifically for seniors was started in April 2009. Classes focus on preventing billing fraud and other issues that affect seniors.

Mobile Phone Safety Class Curriculum

Target	Main Content and Features
Elementary School Students	How to use mobile phones, basic usage rules and etiquette. Presented using animation.
Middle School and High School Students	How to use mobile phones responsibly, usage rules and etiquette. Presented from the perspectives of victims and perpetrators while incorporating skits and specific examples.
Parents/Guardians and Teachers	Parents, guardians and teachers are given recommendations on how to teach children about mobile phone use from the perspective of keeping them safe.

Outside Perspective

Mobile Phones a Major Part of Student Life



Students have more opportunities to use mobile phones and the Internet than is generally imaged, and mobile phones are having an enormous effect on their friendships and lifestyles. Internet bullying has become a widespread problem and some students endure verbal abuse on a near daily basis. Our school has held Mobile Phone Safety Classes for first-year middle school students and high school students for the past five years. NTT DOCOMO's program has become a major pillar in the life counseling we provide during new student orientation. I hope the program continues supporting parents and guardians, improving teacher instruction and enhancing the public's awareness of information ethics.

Hitoshi Toukoku
President
Josai university Junior and Senior High School

Employee Perspective

Teaching Through Concrete, Everyday Examples



I am a member of the Shibuya Branch's Mobile Phone Safety Class Project. More and more students in our area are using mobile phones, even students in elementary school and middle school. Classes should not only provide the knowledge needed to stay away from trouble but also teach by presenting concrete, everyday examples and different ways of handling specific situations. I would like to get parents and local residents involved in the classes, too. We will continue to provide information that helps students use mobile phones responsibly.

Akiko Koba
Sales Department
Shibuya Branch

Addressing the Impact on Children

Protecting Children from Trouble Associated with Mobile Phone Use

Mobile phone subscriptions in Japan totaled approximately 107.5 million as of March 31, 2009, which is close to one per person. More and more children are also using mobile phones because they allow parents to communicate with their kids at anytime and vice versa. However, there has also been a rise in instances of children coming into contact with inappropriate information or encountering various kinds of trouble.

DOCOMO is addressing this situation by regularly conducting questionnaires directed at students and parents. The questionnaires shed light on people's view of the benefits and drawbacks of mobile phone use. Their findings also help guide educational activities aimed at safe mobile phone use and improve services for protecting children from related risks.

Questionnaire findings informed our activities in fiscal 2008. We held Mobile Phone Safety Classes, augmented the functions of our Access Restriction Service and strengthened cooperation with local governments and law enforcement agencies.

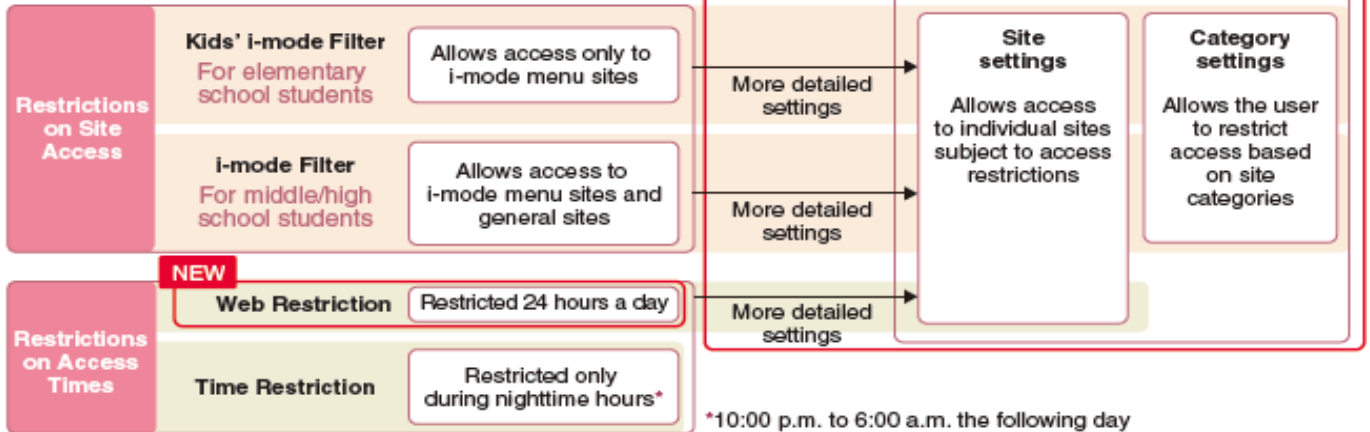
Hotline for Concerns regarding Mobile Phone Use by Children

The "docomo Anshin Hotline" (docomo Family Safety Hotline) responds to questions and concerns regarding mobile phone use by children, including questions about potential trouble, phone etiquette and appropriate billing plans. The hotline received some 60,000 inquiries in fiscal 2008 on matters such as our Access Restriction Service and imadoco search service.

Many of the questions we have received have been related to filtering. There have been both complaints about not being able to view certain sites when access restrictions are in place and questions about how to enable mail but disable site access. In response, we launched Access Restriction Customizer in January 2009. This new service allows customers to individually change filter settings for certain sites and categories subject to access restrictions. We also launched Web Restriction, which blocks access to sites 24 hours a day.

New Access Restriction Service Features

Services framed in red started January 9, 2009.



Children's Emergency Services Shops

Recent years have seen an increasing number of incidents involving children on their way to and from school. This has grown into a society-wide issue. DOCOMO is working to do its part by registering docomo Shops as "Children's emergency services shops." Our approximately 2,000 docomo Shops nationwide are available for children to seek protection when they feel endangered in any way. Children's emergency services shops work to protect children based on specific rules established in accordance with operational rules for children's emergency services created by local governments. The rules stipulate that the protection is to be temporary and that the police and school authorities must be notified.

Employees Serve as Instructors for e-Net Caravan Seminars

DOCOMO supports the aims of e-Net Caravan, an initiative being sponsored by the Ministry of Internal Affairs and Communications, Ministry Education, Culture, Sports, Science and Technology, telecommunications industry associations and other groups. We participate in the initiative along with other NTT Group companies.

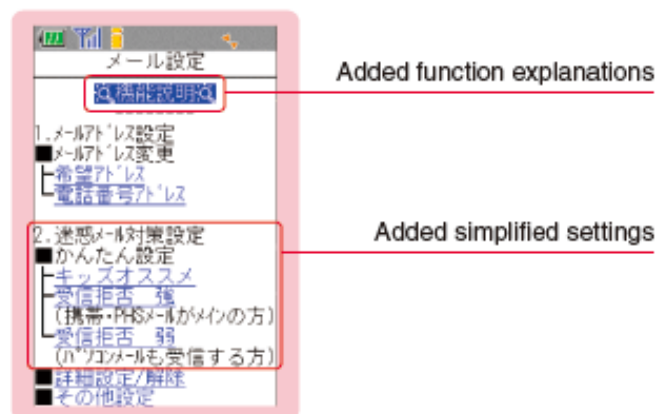
e-Net Caravan holds seminars and other events on safe Internet use. The seminars are primarily for parents, guardians and teachers and are aimed at helping protect children from trouble associated with the Internet, including computer viruses, spam email, personal information leaks and billing fraud. DOCOMO sends employees to serve as instructors for seminars specifically on using mobile phones responsibly.

Dealing with Spam Email and Nuisance Calls

Strengthen Anti-Spam Measures

Spam sent through i-mode Mail can be a problem for some customers, so we continue to strengthen measures for eliminating it. Our anti-spam efforts involve preventing spam from being sent, blocking address-unknown mail that is used to collect mail addresses, and providing settings for spam filtering. In fiscal 2008 we improved the layout of the screen used for mail settings to make the filters easier to use.

Improved Mail Settings Screen



Blocking Nuisance Calls

The Nuisance Call Blocking Service is provided as a countermeasure against nuisance calls and prank calls. The service automatically blocks calls from preregistered numbers and issues a message to the caller without affecting the phone's call history.

Providing Options for Good Phone Etiquette

Services Keep Customers Connected without Causing Disruptions

DOCOMO mobile phones include a function called Public Mode (Drive Mode). It is intended for use in public places where mobile phone use is discouraged and for safety purposes when driving. When a caller calls a phone in Public Mode (Drive Mode), a message is provided and the call is disconnected.

There is no indication on the customer's phone that a call has come in (no ringtone, vibration or lighting up, etc.). Another related function is Public Mode (Phone OFF), a network service for use in places where mobile phones must be turned off. Public Mode (Phone OFF) is commonly used on airplanes or at hospitals. When someone calls a phone in this mode, a message is provided indicating the situation and the call is disconnected.

docomo Mobile Plaza for Kids Teaches Rules and Etiquette

docomo Mobile Plaza for Kids is a website for children that teaches rules and etiquette for responsible mobile phone use. The site also introduces children to mobile communications systems and technologies, past, present and future.

Special programs are run on the website during summer and winter vacation. In fiscal 2008, Kadai Sheet was set up to encourage children to do their own research on mobile phones. The Keitei Mystery Detective Squad was added in January 2009, a digital comic book that teaches children phone etiquette with quizzes and games.

We will continue to consider new content as the need arises.

Preventing Fraud

Strengthening Measures to Prevent Billing Fraud

Incidence of billing fraud is on the rise, and it has become a major social issue. We took the following steps in fiscal 2008 to strengthen measures to prevent billing fraud, which often takes place with mobile phones and PHS phones contracted on a fraudulent basis. Measures were conducted in partnership with the government and other mobile communications providers.

Fiscal 2008 Measures to Prevent Billing Fraud

Tougher Screening

- Payment methods for usage charges for individual subscriptions limited to a credit card or direct account withdrawal, in most cases. Credit card or ATM card confirmed at a docomo Shop or other outlet.
- Provision stipulating that service will be discontinued if identification is not provided when requested by the police now included in service contracts by all mobile providers and utilized in screening procedures.

Information Provided to 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.

Ensuring the Security of Osaifu-Keitai

Security measures are indispensable to "Osaifu-Keitai" (Mobile Wallet), a service that turns your phone's IC card into a cash debit and credit card. DOCOMO is able to block all mobile phone functions remotely, including Osaifu, when contacted by customers whose phones have been lost, damaged and stolen. In addition, locking the IC card as the default and only unlocking it when needed is also an effective security measure. Please see the user's manual for specific instructions on enabling the appropriate settings.

Ensuring Information Security

Safeguarding Personal Information with Reinforced Security

DOCOMO handles customer information for 55 million individuals and corporations, so we put special emphasis on security measures that protect against information leaks. Employees given access to systems that manage customer information are kept to a minimum. And even employees with access are only authorized to handle information required for their specific job duties.

Moreover, employee identify is confirmed with biometric authentication * 1 every time systems are used, usage logs are checked on a regular basis, and information is encrypted so it cannot be accessed if removed from the system. We also formally check every month to ensure information is being managed appropriately at docomo Shops.

Training is another important component of information security. We conduct training at least once a year for the board of directors and all employees, including temporary employees. Fiscal 2008 was no exception, as training conducted this year further raised employee awareness regarding the critical importance of safeguarding personal information.

* 1 Biometric authentication is a mechanism for confirming a person's identity using physical characteristics such as fingerprints, facial features, color and voice. It is generally more foolproof than regular passwords.

Keeping Children Safe

Lost Child Search Service Provided at Major Shopping Center



Login screen
for Lost Child Search Service

The Lost Child Search Service was initiated in February 2009 at Aeon Lake Town in Koshigaya, Saitama Prefecture, one of Japan's largest shopping malls. It helps parents and guardians find their children if they become separated from them.

The service uses a positioning device called the Lost Child Search Kit that you rent when you first arrive at the mall from the In-Building Mobile Communication System * 1. Your child is fitted with the kit, which allows you to locate him or her by connecting to the Internet via i-mode or other Internet portal. Moreover, if a mall employee happens to discover a child who has gotten lost, they are able to determine the guardian's identity via an ID that is registered when the kit is rented out. The guardian is then called directly.

The service is compatible with Flash® * 2-enabled mobile phones with Internet access. We hope that it will provide a little extra peace of mind to guardian bringing their children with them to the mall.

* 1 The In-Building Mobile Communication System uses small base stations installed inside high-rise buildings and underground malls to provide stable wireless communications.

* 2 Flash® is a type of software used primarily to create video and audio content. The word is also used as shorthand for content made with Flash software.

Child Monitor Developed for Schools



Simulated screen for Child Monitor

Child Monitor is an ASP * 3 service developed for schools and private preparatory schools. It was launched in April 2009 to help keep children safe on their way to and from school.

The service has a variety of functions. You can opt to have email sent to you when your children use their phones after arriving at school or leaving school. You can also choose to be notified of the whereabouts of your children when they use their phones from a random location. Another function emails information issued by schools to both students and parents or guardians. The service is designed to provide peace of mind to parents/guardians and school teachers, the people responsible for keeping children safe.

* 3 ASP stands for application service provider, which is a company that provides application software over the Internet as a service.

Kids' PHONE F-05A Provides Peace of Mind to Both Parents and Children

Kids' PHONE was developed to help keep children safe. We continue to improve its functionality. For example, Kids' PHONE F-05A, available since February 2009, limits initial functions to the crime prevention buzzer, calling and GPS. Settings can then be changed as your child gets older and can use the camera, mail, i-mode and other features responsibly.

Another setting restricts who can be called, making it impossible for your child to make calls or send mail to people not in the phone book. Kids' Mode allows guardians to create a PIN number that keeps children from changing the phone's settings. The Anshin Setting menu allows you to enable settings that turn on the crime prevention buzzer, restrict calls, mail, i-mode and i-appli, and prevent use of the camera simply by following onscreen instructions. All of these functions have been designed to keep children safe and give guardians peace of mind.

Services for a Sustainable Society

Building New Medical, Environmental and Financial Systems

There are numerous challenges involved in sustainable development. The challenges cut across many fields including health and medical care, the environment and ecology, and security and safety. DOCOMO is doing its part to help society overcome these challenges through a series of mobile phone initiatives called social support services.

Our activities are specifically focused on five fields where mobile communications has a major contribution to make and there is substantial business potential. The fields are health and medical care, the environment and ecology, finance and settlement systems, security and safety, and education. We are working to establish social platforms in these areas that enhance the efficiency of information distribution.

We have the following initiatives planned for fiscal 2009. For health and medical care, we will move ahead on infrastructure for using mobile communications to deliver personal medical information. In the environment and ecology field, we will establish infrastructure for collecting information by combining sensing technologies with mobile communications. And, in the finance and settlement systems field, we will further diversify our services.

Research and Development for the Future

R&D for Enhanced Mobile Communications

Mobile phones and information appliances powered by state-of-the-art mobile technologies have contributed to the development of society in no small measure. They currently play innumerable roles in modern society. DOCOMO is actively engaged in research and development to further enhance mobile communications. We already have a number of major accomplishments to our credit. For example, we developed W-CDMA, the 3G communications protocol used by FOMA, and built a packet network to develop the i-mode service.

In fiscal 2008, at Wireless Japan 2008 in July, we introduced technology for LTE, the next-generation high-speed communications standard, along with the Intelligent Battery Pack * 1 and other technologies for making batteries safer. At CEATEC Japan 2008, held in September and October, our booth featured not only LTE but also Projector Phone * 2 and other promising technologies.

* 1 The Intelligent Battery Pack contains diagnostic tools for battery malfunction and decay, a system for measuring battery life, and a function for managing a range of information, including the manufacturing date.

* 2 Projector Phone is a mobile phone with a built-in video projector.

Research into the Benefits and Drawbacks of Mobile

The Mobile Society Research Institute, administered by DOCOMO, conducts research on the social and cultural implications of mobile communications. Its goal is to elucidate the benefits and drawbacks of widespread mobile phone use from an independent perspective. Its findings are publicized both in Japan and overseas.

Institute Research Activities in Fiscal 2008

■ Five Country Study on Children and Mobile Phones

The institute conducted a questionnaire of over 6,000 children between nine and 18 years old, and their parents, in Japan, South Korea, China, India and Mexico. The questionnaire looked at how mobile phones are used and the factors behind their relative popularity.

■ Survey on Mobile Phone Recycling

This initiative involved designing a recycling scheme and partnering with Chinese researchers to consider various issues connected with building cross-border reuse systems. Its objective was to promote recycling of used mobile phones.

■ Survey on Mobile Phone Patterns Following Sichuan Earthquake

The institute conducted an onsite survey of how mobile phones were used in the aftermath of the major earthquake in Sichuan, China. The survey covered use of mobile phone services, use of mobile phones during rescue operations and to convey information, and the nature of damage suffered by the communications infrastructure. In addition, China and Japan were compared in terms of their social systems, relative development of communications technology, and rescue and relief operations.

■ Research on Effective Collaboration

For this initiative, the institute conducted research on communication styles that tend to facilitate more effective collaboration among employees. Case studies were made of companies well known for their active utilization of Information and Communication Technology (ICT).

Reference website: [Research 2008](#)

Dialogue with Stakeholders: Mobile Society Symposium 2009



Panel discussion with specialists

The Mobile Society Research Institute holds a symposium every year to announce its research findings. At the Mobile Society Symposium 2009, held in March, the institute presented its findings and held a panel discussion with specialists on how children interact with the media. The panel discussion gave rise to spirited conversation on designing media to solve problems for the younger generation. Diverse opinions were shared on a range of issues, including how to bring children into the fold as media evolves. Around 150 people attended the symposium.

Feature: Promoting Mobile Phone Recycling

DOCOMO strives to utilize valuable resources and reduce environmental impact through mobile phone recycling.

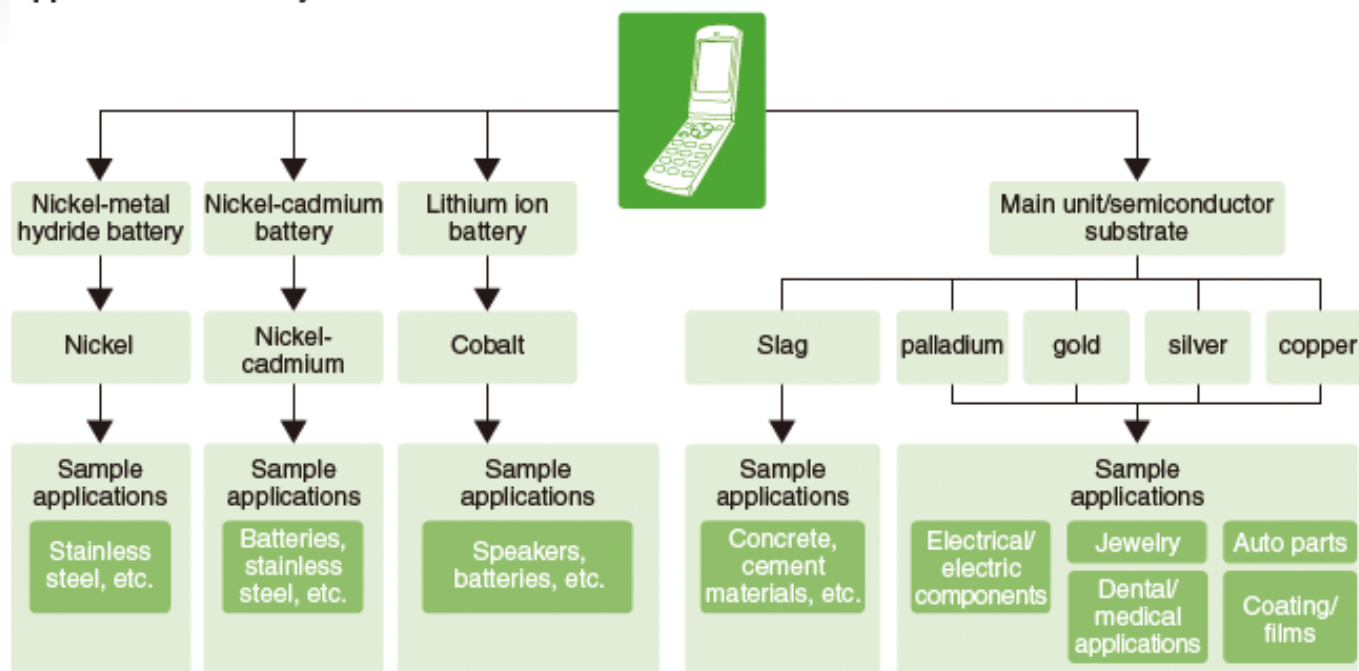


Effectively Utilizing Valuable Resources

We started to collect used handsets in 1998, and in 2001 we worked with the Telecommunications Carriers Association to create the Mobile Recycle Network for collecting all handsets irrespective of carrier. Thanks to the understanding and cooperation of our customers, we collected over 3.44 million handsets in fiscal 2008, bringing the total number of handsets collected to 68.78 million.

Collected handsets are processed for recycling and valuable resources like gold, silver, copper and palladium are retrieved. Remaining materials are used as a cement ingredient while plastics are used as supplemental fuel or regenerated plastic. Moreover, a portion of the money made from phone recycling helps fund overseas environmental protection activities like tree planting programs.

Applications for Recycled Mobile Phones



Easing Customer Concerns about Recycling



Phones destroyed using a special tool

We make every effort to protect personal information in order to ease the concerns of customers recycling their phones. This is done at docomo Shops by using a special tool to destroy the phone right in front of the customer.

To save their important data, customers can choose whether to use the Data Security Service, docomo Keitai Datalink, or DOCOPY, a dedicated backup device.

Publicizing the Collection Program



Promotional sticker

DOCOMO has been focused on widely publicizing its collection program in order to encourage more extensive participation. In fiscal 2008, we posted promotional stickers at docomo Shops and created a handout describing the program to customers.

We have used video tools at docomo Shops and events in certain locations to promote the necessity of mobile phone recycling to customers. We also distribute a training DVD to docomo Shop staff to further raise awareness. In addition, training for new staff includes information on mobile phone recycling.



Recycling handout

In order to ascertain how well it is working and make additional improvements, DOCOMO regularly conducts the Premier Questionnaire ^{※ 1} survey to determine customer awareness of our used handset collection program. In our 2008 survey, 74.9% of respondents answered that they know of our handset collection program. We intend to continue actively promoting mobile phone recycling with the help of our customers.

※ 1 The Premier Questionnaire is a survey of customer opinions and suggestions conducted to help improve and enhance DOCOMO products and services.

Staff Perspective

Helping the Environment through Mobile Phone Recycling



Customer awareness of environmental activities has been increasing. At docomo Shops we ask customers daily to participate in the recycling program. Recycling collected handsets helps to combat environmental problems, which is especially fulfilling.

In my daily life I personally try to use resources efficiently and limit waste as much as possible. I hope to continue raising customer awareness of the Mobile phone recycling to further help protect the environment.

Yoko Shimamura
docomo Shop Yaesu

Employee Perspective

Raising Customer Awareness at docomo Shops



Mobile phone recycling depends entirely on the participation of customers, so in fiscal 2008 we focused on initiatives to encourage participation. Given the particular importance of explanations given at docomo Shops, a key point of contact with customers, we provided shops with special tools such as promotional stickers and videos.

With mobile phone recycling garnering more and more attention, we will continue aggressively working to encourage participation by as many customers as possible.

Satomi Okura
Corporate Citizenship Department

Basic Philosophy

Activities Based on DOCOMO Global Environmental Charter

DOCOMO carries out initiatives for protecting the global environment based on the DOCOMO Global Environmental Charter. The charter covers three main areas: conducting business with the environment in mind, strengthening environmental management and promoting environmental communication.

DOCOMO Global Environmental Charter (Basic Philosophy/Basic Policies)

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

■ Conduct Business with the Environment in Mind

- Promote business activities that actively incorporate environmental consideration through the provision of mobile multimedia.
- 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—from procurement, research and development, and sales, through 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 education of employees and communication among all corporate levels and departments.

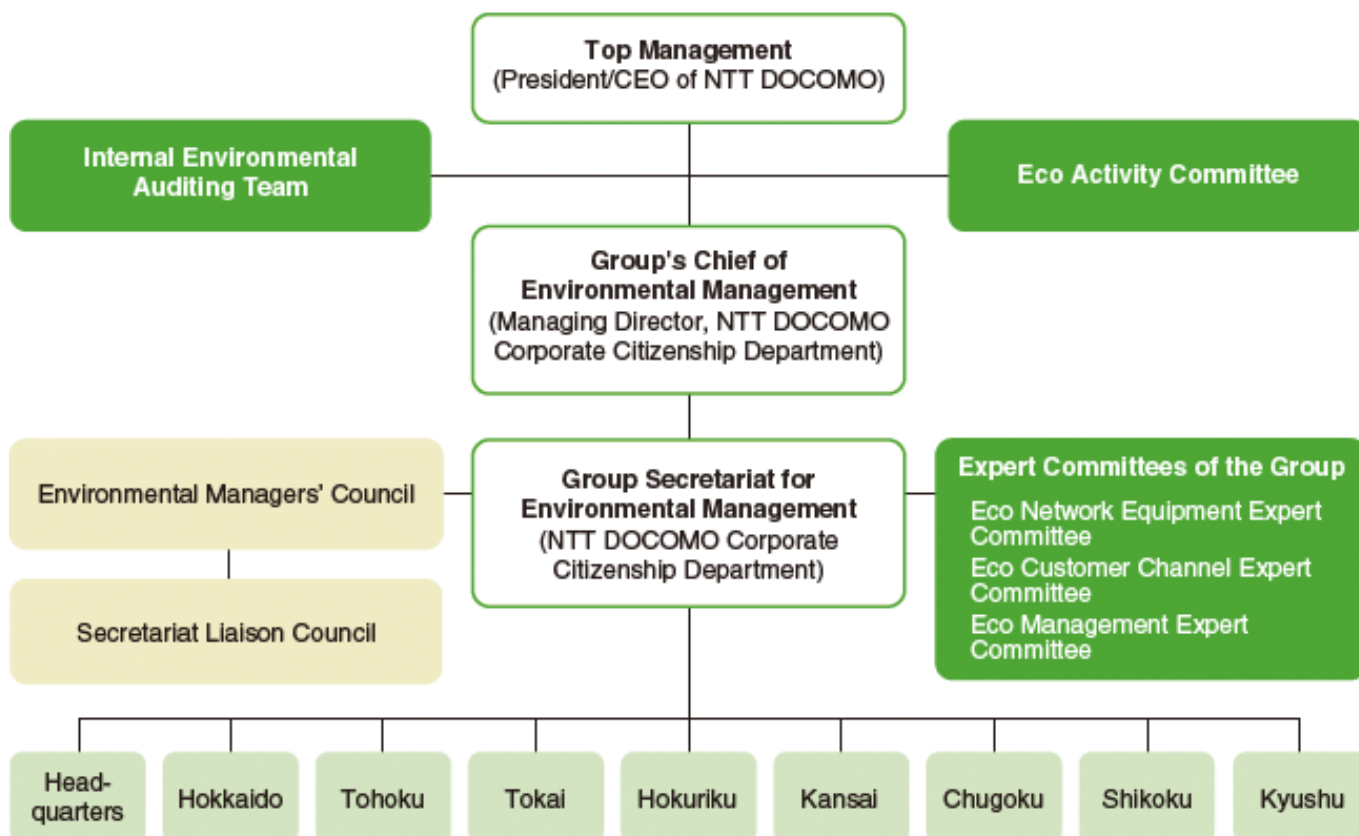
Environmental Management Systems

Integrating EMS for Greater Efficiency

Environmental management systems (EMS) originally developed by Group companies were integrated in 2007 and Group targets were unified. These changes were made to more efficiently promote environmental protection activities throughout the Group. Such activities include energy conservation for telecommunications equipment and collection of used handsets. The new system acquired ISO14001 certification, the international standard for environmental management systems, in January 2008.

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 Chief Executive Officer. Expert committees of the Group set environmental targets for the Group as a whole and the Environmental Managers' Council is involved in administration of the EMS.

Organizational Structure for Environmental Management



EMS Organization

- Eco Activity Committee: Group's highest EMS decision-making body
- Expert Committees of the Group: Advisory bodies to Eco Activity Committee
- Environmental Managers' Council: Advisory body for Eco Activity Committee and comprised of regional Environmental Managers
- Internal Environmental Auditing Team: Internal environmental auditing team that conducts audits in accordance with the auditing program and is comprised primarily of administrative secretariats at Group companies

Guidelines Aimed at Reducing Environmental Impacts

DOCOMO conducts its business in accordance with its own detailed guidelines. It is based on the following three sets of guidelines established by the NTT Group.

Environmental Guidelines

Guidelines for Green Procurement

For procurement of products and materials that take environmental consideration into account

Green R&D Guidelines

For concrete actions to reduce environmental impacts in research and development of services, systems and products

Green Design Guidelines for Buildings

For curbing energy consumption and waste generation in building construction and management

Strict, Impartial Audits Improve EMS

Well trained 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. Audits were conducted at 28 Group companies in fiscal 2008 from October to November.

In-Depth, Targeted Training and Education

DOCOMO conducts targeted environmental education based on position and type of work. We encourage employees to voluntarily engage in environmental activities and utilize them in business activities. We have a number of specialized training programs in place to increase employee knowledge and awareness, and we plan to make further improvements going forward.

Training Program Attendance (Fiscal 2008)

Training Program	Attendance
General environmental training	44,120
Eco Manager and Eco Staff training	2,189
Environmental laws and regulations compliance assessment training	677
EMS Internal Auditors practical training	278
EMS Internal Auditors training	242

Compliance with Environmental Laws and Regulations

Prompt Compliance with Regulatory Changes

Japan's regulatory framework for the environment includes the Law Concerning the Rational Use of Energy (Energy Conservation Law), Air Pollution Control Law, and Waste Disposal and Public Cleaning Law. DOCOMO structures its audits in line with relevant laws and ordinances and makes assessments on a regular basis in order to ensure compliance with these and other environmental regulations.

The Law Concerning the Promotion of the Measures to Cope with Global Warming and Energy Conservation Law was amended in April 2009. Prior to these revisions, companies were required to manage energy usage at the factory and office level. Starting in April 2010, however, they will be required to track usage by the organization as a whole. The NTT Group set up a working group in June 2009 to address these changes and DOCOMO actively participates. Information that comes of the working group's discussions is communicated throughout the company.

Proper Management of PCB Waste

DOCOMO has voluntarily established the PCB Item Management Procedure Manual in accordance with the Law Concerning Special Measures Against PCB Waste 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.

Promoting Green Procurement

Partnering with Suppliers for Green Procurement

DOCOMO promotes green procurement with the understanding and cooperation of suppliers. We strive to actively purchase safe, environmentally-friendly products. Environmental impact assessments are run on items not previously purchased, and suppliers are asked to adhere to the RoHS Directive ^{※ 1}.

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

▶ Reference website: [Procurement Activity](#)

Environmentally-Friendly Printing

Catalogs and other materials use environmentally friendly paper in line with the Green Procurement Network's ^{※ 2} Purchasing Guidelines for Printing and Copying Papers. Depending on the application, we use recycled paper with high recycled content, FSC-certified paper ^{※ 3} or other paper made with environmentally-friendly virgin pulp. We also use paper from our offices that we have recycled ourselves.

※ 2 The Green Procurement Network was established in 1996 to promote green purchasing initiatives. It is made up of private-sector companies, government agencies and consumers, and attracts the participation of many corporations and associations.

※ 3 FSC-certified paper is made from forests certified by the Forest Stewardship Council (an international non-governmental organization) for being properly managed.

Environmental Accounting

Environmental Accounting Data for Fiscal 2008

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: Fiscal 2008 (April 1, 2008 to March 31, 2009)

Coverage: 28 companies in DOCOMO Group

Standards: Ministry of Environment's Environmental Accounting Guidelines 2005 and DOCOMO Environmental Accounting Guidelines

Environmental Protection Costs (unit: million yen)

Category	Major Transactions	FY2008		FY2007	
		Investment	Expense	Investment	Expense
(1) Internal business area costs		243	12,005	809	11,658
(1) -1 Pollution prevention costs	Prevention of water contamination, proper PCB disposal	0	9	0	8
(1) -2 Global environmental protection costs	Installation of solar and wind power systems, etc.	243	9,711	809	9,099
(1) -3 Resources recycling costs	Installation of water treatment systems, etc.	0	2,285	0	2,551
(2) Upstream/downstream costs	Compliance with Containers/Packaging Recycling Act, etc.	68	359	8	321
(3) Management costs	ISO certification/renewal, etc.	23	2,550	88	2,945
(4) R&D costs	Research on energy/resource efficient communications facilities, etc.	710	3,595	716	3,604
(5) Social contribution costs	docomo Woods and other tree-planting initiatives, etc.	0	67	0	122
(6) Restitution for environmental damage	Not applicable	0	0	0	0
Total		1,044	18,576	1,621	18,650

* Depreciation is calculated on facilities completed since fiscal 2000. Composite costs are generally calculated by deducting environmental protection costs. When the environmental protection portion cannot be clearly identified, the cost is stated in full.

Environmental Protection Benefits					
Benefits		Major benefit indicators			
		Category (unit)	FY2008	FY2007	YoY Change
(1) Benefits derived from internal business area costs	1.Benefits related to resources invested in business activities	Electricity usage (including CGS power) (MWh)	2,766,979	2,762,238	4,741
		Paper usage (tons)	35,143	37,484	-2,341
		Paper reduced by e-billing (tons)	713	641	72
	2.Benefits related to environmental impacts and waste from business activities	Greenhouse gas reduction (tons-CO ₂)	1,164,682	1,045,117	119,565
		Industrial waste reduction related to communications facilities and buildings (tons)	70,101	26,362	43,739
(2) Benefits derived from upstream/downstream costs	Benefits related to goods/services produced by business activities	The number of used handsets collected, etc. (10,000 units)	1,232	1,045	187

Economic/Practical Benefits of Environmental Protection Measures (unit: million yen)				
Major Benefits		FY2008	FY2007	YoY Change
Revenues	Sales revenues associated with dismantling communications facilities and buildings	461	456	5
Cost reductions	Reduced fuel costs from low-emission vehicles	4,137	4,801	-664
	Reduced purchasing costs from reuse of dismantled communications facilities	7,072	11,665	-4,593
Total		11,670	16,922	-5,252

Environmental Targets

Expert Committees Set Group Targets and Action Plans

DOCOMO has three Expert Committees dedicated to different areas, the Eco Network Equipment Expert Committee, Eco Customer Channel Expert Committee and Eco Management Expert Committee. The Expert Committees identify environmental issues and then set and manage interim and annual targets and action plans. These set goals for the Group, which form the basis for cross-organizational efforts to reduce environmental impact.

Eco Network Equipment Expert Committee

Medium-term FY2010 targets	FY2009 targets	Major action plans
Reduce greenhouse gas emissions to less than 1.17 million t-CO ₂ by FY2010	Continue implementing specific environmental measures	Systematically incorporate optical feeder stations to improve the environmental efficiency of our network facilities and reduce CO ₂ emissions
		Introduce high efficiency electric power sources and air conditioner units to lower conversion loss and reduce CO ₂ emissions
		Introduce new highly environmentally efficient technology to reduce CO ₂ emissions
		Install solar power systems
Implement various measures to reduce waste emissions with the aim of lowering total NTT Group emissions by more than 15% from the fiscal 1990 level by fiscal 2010	Continue implementing specific environmental measures	Continue recycling programs for industrial waste from our network facilities and increase our construction waste recycling efficiency by contracting with construction firms with high recycling rates

Eco Customer Channel Expert Committee

Medium-term FY2010 targets	FY2009 targets	Major action plans
Develop environmentally-friendly mobile phone products	Develop and offer environmentally-friendly products (mobile phones and accessories)	Commercialize environmentally-friendly mobile phones and accessories and reduce environmental impact of user manuals
Increase awareness of our used handset collection activities	Increase awareness of our used handsets collection activities above 80%	Adequately explain disposal methods for unwanted mobile phones to customers
		Include information in general catalogs, billing inserts and websites, etc.
		Use the biannual Premier Questionnaire to determine the customer awareness level of our collection activities

Enhance our collection activities for used handsets, batteries, and other items	Increase the number of handset collection points	Identify the number of used handsets collected
		Increase collection points at docomo Shops and other sites
		Increase collection points at sites other than docomo Shops
Apply our environmentally-efficient total mobile solutions to system contract orders	Unify DOCOMO corporate marketing departments nationwide and propose systems that consider environmental preservation activities to contribute to reducing CO ₂ emissions	Reduce CO ₂ by installing FOMA ubiquitous modules
<ul style="list-style-type: none"> ▪ Reduce the volume of waste generated by our marketing tools ▪ Incorporate environmentally-friendly marketing tools ▪ Establish a closed-loop recycling system for our marketing tools 	<ul style="list-style-type: none"> ▪ Reduce the number of general catalogs that become waste ▪ Ascertain the actual number of catalogs and pamphlets ▪ Promote establishment of closed-loop recycling systems 	Reduce general catalog waste by 10% from previous fiscal year
		Reduce waste from marketing tools used at shops by 10% from previous fiscal year
		Coordinate with relevant departments on establishment of closed-loop recycling systems
Promote e-billing to reduce paper waste	Achieve a net increase of 400,000 e-billing subscribers	Raise awareness by including PR material in mailed (billing) envelopes
Conduct aggressive environmental PR and information disclosure to enhance the environmental image of the DOCOMO brand	Effectively utilize all types of media and enhance accountability for our environmental activities	Develop our environmental communications
		Communicate our environmental information (CSR Reports) outside the company
		Use the handset collection and recycling system to implement social contribution activities

Eco Management Expert Committee

Medium-term FY2010 targets	FY2009 targets	Major action plans
Reduce greenhouse gas emissions to less than 1.17 million t-CO ₂ by FY2010	Monitor and control emissions at each office	Initiate various measures as part of Group-wide Office Energy Conservation Action Plans
	Introducing clean energy equipment	Promote installation of solar power systems by utilizing NTT Green LLP
Employ environmental communications to promote correct understanding of the DOCOMO Group environmental activities	Use environmental communications to increase the DOCOMO group's awareness and understanding of environmental issues	Conduct awareness-raising initiatives with eco-mode club
		Aim to reduce total annual plastic bag usage by 120,000 bags

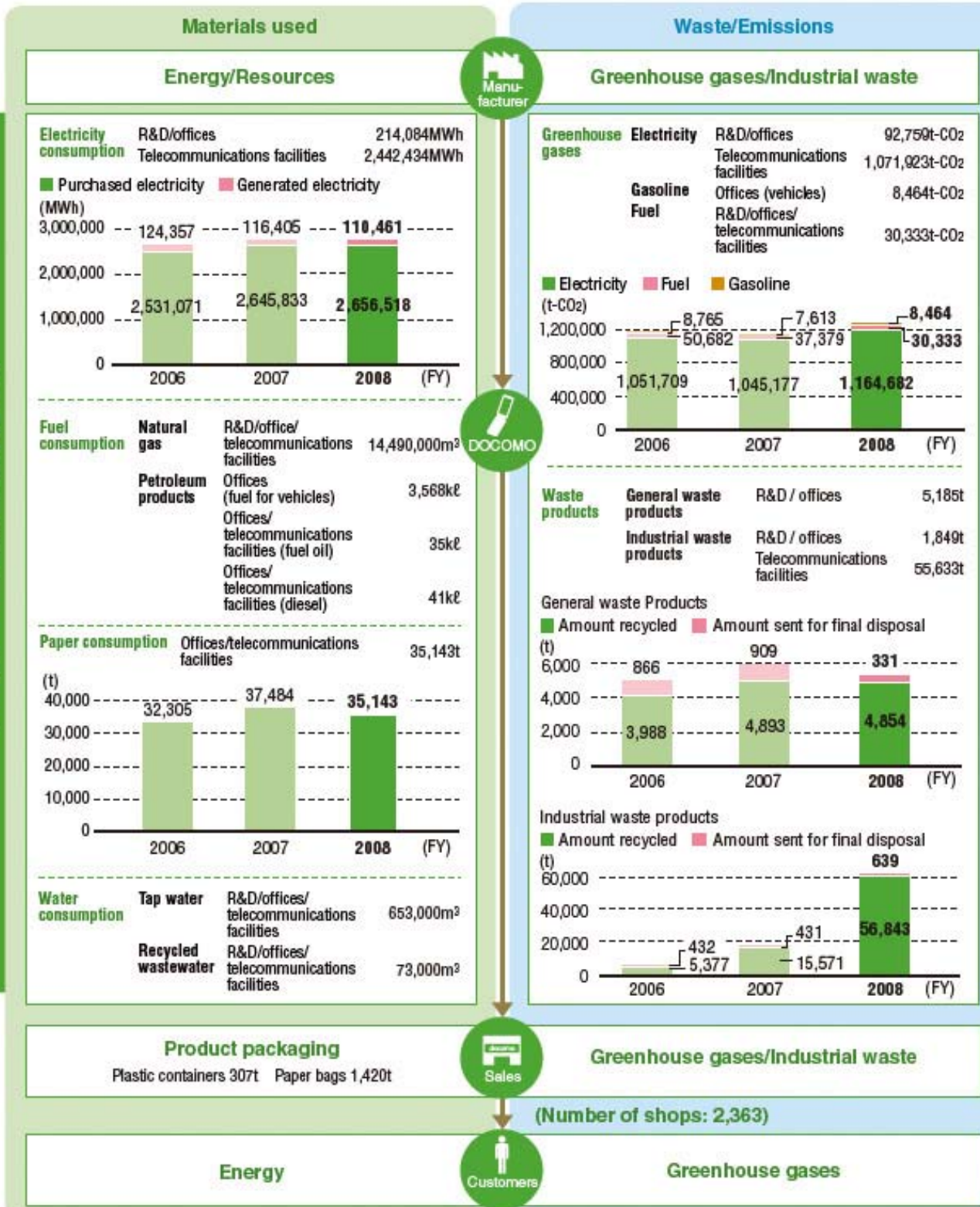
		Promote Family Environment Minister activities at home
		Conduct educational activities through distribution of the CSR Report (printed and Web-based)
		Increase general training participation by 1% from the previous fiscal year
Establish docomo Woods in all 47 prefectures by 2012 to promote environmental protection activities	Establish docomo Woods in all 47 prefectures during fiscal 2009	Establish in Wakayama Prefecture, Toyama Prefecture, Shimane Prefecture, Gifu Prefecture, Shizuoka Prefecture, and Okinawa Prefecture
Increase the provision of Information and Communication Technology (ICT) services to attain a net increase of 5.30 million t-CO ₂ in the amount of environmental contribution (amount of CO ₂ emissions reduced by using ICT services minus amount of CO ₂ emissions produced by ICT services) and an environmental contribution multiple of 2.9 (amount of CO ₂ reduction divided by amount of CO ₂ produced by ICT services), for the entire Group, by FY2010.	Conduct R&D to enhance the ICT effect and create a system to improve the accuracy of effectiveness measurements	Promote measurement of ICT effect
		Consider environmental assessment in research, services and system development

Environmental Impacts of Business Activities

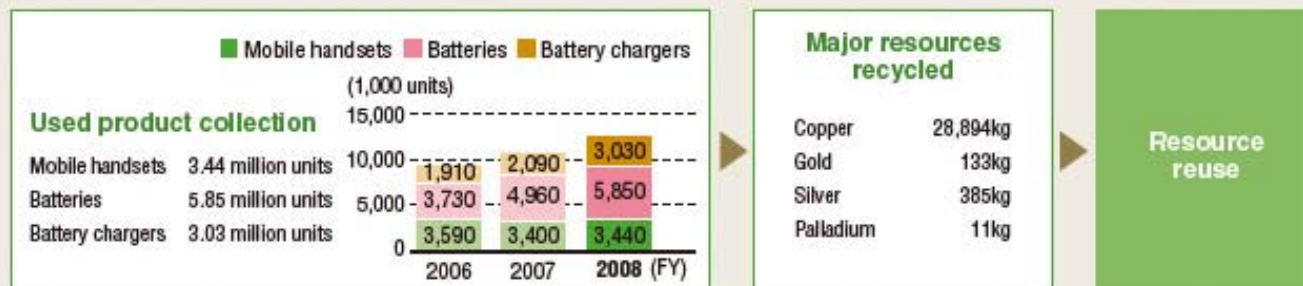
Identifying and Reducing Environmental Impacts

DOCOMO is working to identify and reduce environmental impacts at each stage of its business activities. Along with other initiatives, we are taking part in reducing the environmental impacts of our activities and are involved in recycling used handsets.

Material balance



Collecting and Recycling Used Products from Customers (Approximate Number of Subscribers: 55 million)



Preventing Global Warming

Efficient Power Sources to Reduce CO₂ Emissions

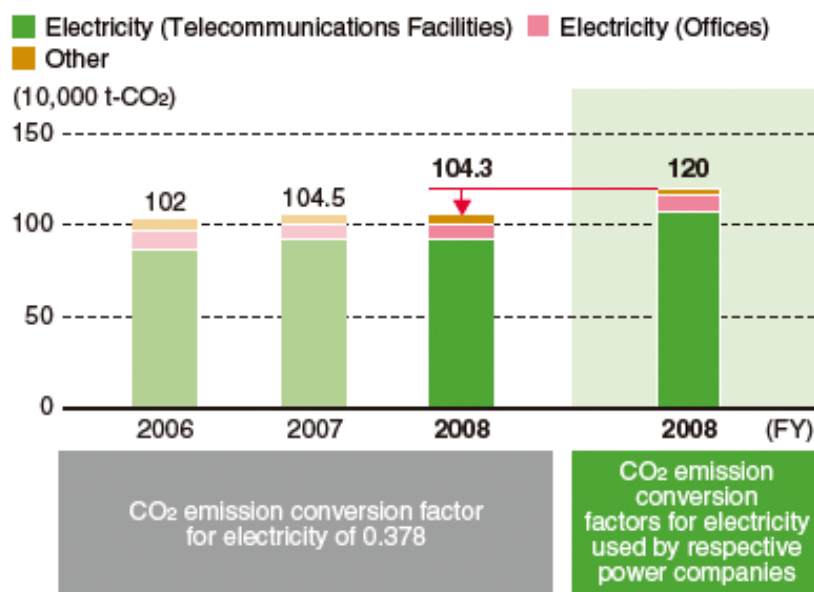
DOCOMO has implemented various measures to reduce emissions of greenhouse gases. We are also in the process of augmenting communication facilities in order to accommodate increases in FOMA subscribers and improve service quality. Our energy consumption has increased from year to year for this very reason. If we were to continue only implementing our current global warming countermeasures, however, CO₂ emissions in fiscal 2010 would amount to an unsatisfying 1.37 million t-CO₂. As such, we have committed to additional environmental impact reduction measures, setting a target of 1.17 million t-CO₂ for fiscal 2010. This is 15% less than the previous estimate. Reduction measures include actively installing energy-saving devices and high-efficiency power sources.

In fiscal 2008, we installed compact optical feeder stations * 1 with low power consumption, as well as high-efficiency rectifiers that reduce power loss when converting from alternating to direct current. As a result, our CO₂ emissions in fiscal 2008 came to 1.20 million t-CO₂.

Greenhouse gas emissions are calculated using the government-approved CO₂ conversion factor for electric companies.

* 1 Optical feeder stations are base stations with devices connected exclusively with fiber-optics. They are located apart from major equipment (parent stations).

CO₂ Emissions



TOPICS: Data Center for Testing Advanced Energy-Saving Technologies



Tachikawa ICT Ecology Center

The NTT Group Ecology Program 21 is the NTT Group's basic policy for environmental preservation activities into the 21st century. One initiative based on the program is the Information and Communication Technology (ICT) Ecology Project started in February 2009 in partnership with NTT Facilities, Inc.

A major part of the project involved constructing the Tachikawa ICT Ecology Center, a data center for testing new energy-saving technologies. These include DC-compatible ICT devices, technologies for upping energy efficiency via coordinated control of ICT devices and air conditioning facilities, and technologies for controlling power consumption by ICT devices.

The goal is to use testing results to reduce CO₂ emissions by telecommunications facilities and data centers by 50% compared to those built with conventional methods.

We will continue to actively reduce our environmental impact by continuing feasibility testing and applying successful configurations to telecommunications facilities.

Installing Solar Power Systems



Solar power system

In order to strengthen initiatives aimed at preventing global warming, in May 2008 the NTT Group unveiled "Green NTT," an initiative to promote the use of clean energy, particularly from solar power systems. The NTT Group currently has solar power systems installed at 112 locations that generate 1.8 MW of power in total. The Green NTT initiative targets an increase in system installations and total power generation of 5 MW by 2012. NTT Green LLP has been established with investment from NTT Group companies to promote greater use of renewable energies by the NTT Group. As a member of the NTT Group, NTT DOCOMO is actively promoting use of renewable energies and plans to increase its solar power generation to 900 kW by 2012.

Using Storage with CO₂ Emissions Credits

In February 2009 we began using storage * 2 with CO₂ emissions credits leased from EMC Japan K.K. Under this system, the storage lessor allocates emissions credits acquired from other countries to DOCOMO and, using this, we will be able to effectively eliminate CO₂ emissions for the next three years. This marks the first time we have used emissions credits, so the initiative will be evaluated for its effectiveness. Its scope may be expanded in the future depending on its success.

* 2 Storage refers to devices that save programs and data.

Converting to Low-Pollution Vehicles

DOCOMO continues to make good progress in converting its fleet of vehicles used for sales activities over to low-emission alternatives. Another 377 new low-emission vehicles were added in fiscal 2008, bringing the total to 2,203 (87.8% of our fleet).

Unifying Procedures for Reducing Office Impact

In April 2008 we established the NTT DOCOMO Group Office Eco Procedures to promote initiatives aimed at reducing the Group's environmental impact. The new manual provides specific ways for offices to reduce electricity and paper use and general waste. It is intended for all offices affiliated with NTT DOCOMO Group companies.

Seasonal Dress Codes for "Team Minus 6%"

As a participant in Team Minus 6% * 3, DOCOMO actively promotes energy-saving initiatives that include seasonal dress codes and turning off the lights during breaks. We also take part in the CO₂ Reduction/Light-Down Campaign * 4, which for us entails turning out the lights on outdoor logo signs, advertisements and billboards at 39 locations throughout the country.

* 3 Team Minus 6% is a national campaign led by the Ministry of the Environment aimed at reducing greenhouse emissions.

* 4 The Ministry of the Environment's CO₂ Reduction/Light-Down Campaign calls on companies to turn off lighted facilities in order to help prevent global warming.

Reducing Waste

Proactive Waste Reduction and Recycling

DOCOMO uses a substantial amount of resources in developing and selling mobile phones, constructing and operating network facilities, managing stores and conducting administrative work at offices. We are currently striving to reduce waste to near zero by accurately tracking resources and using them efficiently. When waste is generated despite these efforts, we do our best to reuse or recycle it.

For example, optical fiber, scrap metal, concrete poles and other waste that is 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 illegally dumping waste materials and carefully manage manifest slips.

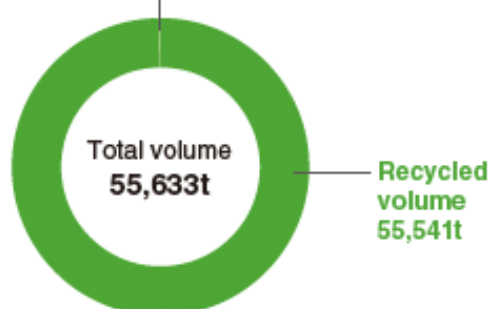
We will continue to work to achieve the NTT Group's overall target of lowering the industrial waste disposal volume to at least 85% of the 1990 level by 2010.

Recycling of Waste Materials from Telecommunications Facilities (FY2008)

Final disposal volume
92t

Main Types of Waste from Telecommunications Facilities

- Fiber-optic cables
- Conversion devices
- Power generators
- Scrap metal
- Concrete poles, etc.



Telecommunications facilities connected with the PHS service were dismantled in fiscal 2008, so there was an increase in related waste compared to the previous fiscal year.

Reducing and Recycling at Offices and Shops

DOCOMO is working to reduce paper use and boost waste recycling rates at its offices and shops. Paper use is being reduced by using both sides in regular administrative work and through the use of projectors and other media at meetings. Efforts to raise the recycling rate entail closely following the waste sorting rules that are in place at each building.

Helping Prevent Global Warming

Leveraging ICT for the Environment

Information and Communication Technology (ICT) can help lower CO₂ emissions by reducing the need for goods, and by facilitating more efficient use of resources and energy. For example, users of the FOMA service i-channel, which provides news, weather and other information, reduce CO₂ emissions by around 2.0 kg-CO₂ a year when compared to conventional media because of its smaller load. This is also the case when making the comparison based on a life cycle assessment (LCA) ^{* 1}.

Considering the total number of i-channel users in this survey, this level of reduction is equivalent to some 2.36 million cedar trees ^{* 2} and amounts to approximately 0.6% of DOCOMO's target environmental contribution ^{* 3} for fiscal 2010 (5.3 million t-CO₂).

* 1 Life cycle assessment (LCA) is a method for quantitatively evaluating environmental impacts at every stage of a product's life cycle, from manufacture to waste.

* 2 Calculation based on Ministry of the Environment and Forestry Agency's Policy on Green Absorption Source Measures for Prevention of Global Warming (CO₂ absorption of 14 kg per cedar tree per year)

* 3 Environmental contribution amount is the amount of CO₂ emissions reduced by using ICT services minus the amount of CO₂ emissions produced by ICT services

Information on i-channel



The assessment used the eight "i-channel" services shown in the diagram.
Data was collected on use over the one-year period from November 2007 to October 2008.

Promoting Resource Efficiency

Reducing Paper with Electronic Bills and Statements

e-billing

Our e-billing service allows customers who pay their mobile phone charges by automatic bank withdrawal or credit card to view their monthly bills on i-mode or the Web. Subscribers to the service increased by 430,000 in fiscal 2008, compared to the previous year, bringing the total to approximately 4.08 million. This translates into a reduction in A4-sized paper of approximately 178.24 million sheets, increased saving of around 9.0 million sheets from the previous year.

Web Statement Service

The Web Statement Service was started in February 2009 to let customers view statements from the DCMX credit service over the Internet. Over 50% of new DCMX members have signed up for the service.

User Manuals Slim Down

DOCOMO has been working to reduce the number of pages in its mobile phone user manuals. The manual, which has tended to run around 500 pages, was reduced to 128 pages for the docomo SMART series P-04A and P-05A, launched in February 2009. Liberal use of illustrations makes the manual easy to read and comprehend. Supplemental information and detailed instructions are available on DOCOMO's website in the PDF format.

Closed-Loop Recycling to Reduce Waste

DOCOMO is promoting use of paper that it has recycled itself in a closed loop. The initiative started on a trial basis in fiscal 2007. In fiscal 2008 we used internally recycled paper for the CSR Report, desktop calendars and DOCOMO Environment Book.

Efforts are also being made to appropriately adjust the numbers of catalogs and pamphlets that are printed in order to reduce waste. The number of general catalogs going to waste was cut by 38% in fiscal 2008 compared to the previous year.

Developing Eco-Friendly Mobile Phones

Using Eco Materials in Phone Accessories

DOCOMO uses eco-friendly materials like recycled ABS resin ^{※ 1} and plant-derived plastics in its mobile phone accessories. We are currently considering expanding use of these materials in order to further reduce environmental impact.

※ 1 ABS resin is a synthetic resin made from acrylonitrile, butadiene and styrene.

Developing Phones with Reduced Power Consumption

DOCOMO is working to reduce the power consumption of its mobile phones. Certain models starting with the 905i Series launched in November 2007 feature cutting-edge integrated circuits that help reduce power consumption. We also have plans to launch the docomo STYLE series SH-08A in September 2009, a phone which will be able to recharge with solar cells.

Communicating with Customers

Publicizing Environmental Activities at Eco-Products 2008



DOCOMO's booth
at Eco-Products 2008

Eco-Products is Japan's largest environmental convention. DOCOMO has been exhibiting at the convention since 2005. At Eco-Products 2008, held in December 2008, our booth displayed panels with descriptions of our recycling initiative for used handsets, how Information and Communication Technology (ICT) reduce environmental impact, and our efforts to reduce the power consumption of base stations. In addition, a special stage was set up at the booth for instructional presentations on mobile phone recycling, ways of using FOMA to reduce CO₂ emissions, and saving paper with "Osaifu-Keitai" (Mobile Wallet) and e-billing.

A total of 173,917 people attended the convention, and DOCOMO's booth was sought out by many more visitors than the previous year. The exhibit helped further understanding of DOCOMO's environmental activities.



Fielding questions
from student reporters

DOCOMO employees also fielded questions from a host of elementary students acting as reporters for a school project conducted during the convention. Teams of students visited the booths of various companies and collected information on their activities.

Dialogue with Stakeholders: Discussions with NACS Environmental Committee



Discussion session

DOCOMO held a discussion session in November 2008 with the Environmental Committee of the Nippon Association of Consumer Specialists, an organization dedicated to addressing consumer issues. Ten DOCOMO representatives participated in the session, which featured lively discussion on sustainable product development and other topics.

Helping Protect the Environment

docomo Woods Helps Raise Awareness



Participating in the docomo Woods program

We have been involved in the docomo Woods program since 1999. The program involves planting and improving 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-Raising Campaign ^{*}2, as well as local community forest projects.

docomo Woods is a nature conservation program that seeks 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 management activities. The program also involves the community, with one example being environmental classes provided to elementary school students.

docomo Woods were established in six new locations in fiscal 2008, Tottori Prefecture, Hokkaido, Oita Prefecture, Fukushima Prefecture, Hyogo Prefecture and Miyazaki Prefecture. As of March 31, 2009 woodland cared for under the program covered approximately 183 hectares in 43 locations around the country.

We plan to establish docomo Woods in all 47 Japanese prefectures by the end of fiscal 2009.

- ^{*} 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-Raising Campaign raises money for preserving green spaces, improving forests, promoting tree planting and contributing to international afforestation projects.

Reforestation Program with PLDT Group in the Philippines



Reforestation in the Philippines

DOCOMO has conducted a Reforestation program in the Philippines since 2008 together with the Philippine Long Distance Telephone Company (PLDT) in which we have an investment stake. Tree planting such as this helps reduce CO₂ emissions and preserve biodiversity. This particular program is funded by a portion of the sales of recycled handsets collected at docomo Shops. This means that when customers provide their phones for collection they not only help save valuable resources, but also help protect the environment.

In fiscal 2008, we planted 168,404 trees, bringing the area covered by the initiative to approximately 138 hectares. We will plant another 300,000 saplings in the Philippines in fiscal 2009 as well.

Cultivating Environmental Awareness

"UNESCO Kids" Makes Environmental Learning Fun

DOCOMO co-sponsors the Promoting World Heritage Education in Japan with UNESCO. This program teaches elementary school students about the importance of environmental protection and the significance of the world's natural heritage. We run the world's only UNESCO-approved mobile site, UNESCO Kids.

The UNESCO Kids site teaches students about the environment with over 700 videos, photos and audio clips, including video depicting the beauty of nature and audio of animal calls. The site makes learning about the world's natural heritage fun and engaging. We hope the site encourages parents and their children to talk about environmental issues and conveys to children the importance of the environment.

Employees and Family Members Join the Recycling Effort

In March 2009 we started collecting used handsets from Group employees and family members. Group companies around the country collected a total of 4,680 handsets, 5,020 batteries and 3,126 battery chargers.

These handsets and accessories will be recycled just like handsets collected from customers and turned into valuable resources. We will continue this initiative in fiscal 2009 as we continue to actively encourage employees to participate in environmental activities.

Mountain Cleanup on the Mt. Fuji Eco Tour

DOCOMO has been involved in cleanup activities on Mt. Fuji since 2001. The initiative was started by DOCOMO Group company DOCOMO Systems, Inc. together with Fujisan Club, an environmental NPO. The purpose of this initiative is to raise employee environmental awareness by preserving the beauty of Japan's iconic Mt. Fuji.

Participation was originally on a volunteer basis, but since 2004 the cleanup has been a part of new employee training.

We also began recruiting DOCOMO Group employees and family members in 2004 to participate in a biannual Mt. Fuji Eco Tour. The tour, which involves cleanup activities on the mountain, was held twice in fiscal 2008, in July and October. This means it has now been held 19 times, with a total of 1,730 participants. On aggregate, 12,710 kilograms of trash has been picked up.

We intend to continue these initiatives in fiscal 2009.

Employees Earn Points for Eco and Social Contributions

Eco-mode club, launched in September 2007, is a point system structured to promote environmental protection and social contribution activities by employees. Points are earned when employees and family members take part in environmental or social contribution activities and report them on "eco-mode club", a special intranet site. Eco activities may include using reusable chopsticks or refraining from using plastic bags, while social contribution activities may include making donations, giving blood or volunteering.

To promote employee participation, raffles are held every month for eco-friendly goods and free trade products depending on the number of points earned. Employees with large point totals are recognized twice a year. Points earned during the fiscal year are totaled and donations are made to environmental NPOs and other organizations corresponding to the number of points won by all employees. In fiscal 2008, we donated 2,175,438 yen to Fujisan Club, an environmental NPO, and the Japan Philanthropic Association.

Eco-mode club membership stood at 15,749 employees as of the end of fiscal 2008.

Major Initiatives of DOCOMO Regional Offices

Tohoku Regional Office

Branches in the Tohoku Regional Offices jurisdiction called on employees, family members and community members to participate in environmental initiatives in October and November 2008. Activities included building walking paths in docomo Woods and creating helicopter-like bamboo toys.

Through these initiatives, the Tohoku Regional Office actively provides employees and community members the chance to get in touch with nature and think about the importance of environmental protection.

Tokai Regional Office

In September 2008 the Tokai Regional Office conducted a cleanup of Nakatajima Sand Dunes in Shizuoka Prefecture and released baby loggerhead turtles. In February 2009 the regional office was involved in a cleanup of Yanagase Street and nearby Kogane Park in the city of Gifu.

Then, in March 2009, the regional office picked up trash and cleaned up the Nishinohama beach in Atsumi Peninsula, Aichi Prefecture.

Chugoku Regional Office

The Chugoku Regional Office conducts annual environmental classes at docomo Woods. The fiscal 2008 version of this program, which began in 2004, was held in August. The program drew 64 participants—24 sets of elementary school students and their parents or guardians—from the city of Kure in Hiroshima Prefecture. Officials from the Hiroshima District Forest Office talked to the participants about the role of forests in the ecosystem and the importance of forest management.

Shikoku Regional Office



Tree-planting on Naoshima Island

In 2004 a forest fire broke out on Naoshima Island in the Seto Inland Sea, and burned down approximately 122 hectares of forest, approximately one-eighth of the island. The town of Naoshima, Kagawa Prefecture launched an initiative to plant 5,000 trees a year to restore the forest to its original state as quickly as possible. The Shikoku Regional Office and Group companies in the Shikoku region support this initiative, and employees volunteer their time to help plant trees on the island.

Kyushu Regional Office

The Kyushu Regional Office conducted environmental education events in Kumamoto Prefecture in September 2008 and Nagasaki Prefecture in November. For both events, elementary school students and their parents or guardians went on day trips that centered on docomo Woods. The Kyushu Regional Office holds similar events two or three times a year and actively introduces DOCOMO's environmental activities.

Working on Behalf of Children

Youth Sports Schools Make Healthy Development Fun for Kids

DOCOMO holds a series of sports schools around the country that help young people develop in a healthy, positive way, while also having fun. Volunteers from our sports clubs teach the kids the basics of baseball, soccer, tennis, rugby and a number of other popular sports. Some 6,000 children nationwide participated in the clinics in fiscal 2008.

Students Hone Communication Skills with Role Models



Participating in "Creative Kids"

DOCOMO sponsors special classes at elementary and middle schools throughout Japan to help students improve their communication skills. What is particularly special about these classes are the instructors. Prominent figures in their respective fields—namely, violinist Taro Hakase, calligrapher Soun Takeda and planetarium program creator Takayuki Ohira—directly share their real-life wisdom and experience with the students. The students in turn are not only encouraged to absorb this wisdom, but also to work on their communication skills by directly engaging with the instructors.

DOCOMO Future Museum Lets Imaginations Run Wild



Commemorative photo taken at the awards ceremony

DOCOMO runs an art contest for children called DOCOMO Future Museum. Children are asked to imagine life in the future and draw a picture to express their ideas. The aim is to get kids thinking about the future and all its possibilities. Entries are accepted from children up to middle school age. We received 59,311 wonderfully imaginative works of art in fiscal 2008, the seventh year the contest has been held.

A new awards category has been created in fiscal 2009 for entries composed with computer graphics, so we look forward to even greater participation this year. A grand prize winner will be chosen and honored at an awards ceremony along with the other award recipients.

Rent a Phone with KidZos at KidZania



Our mobile phone shop at KidZania Tokyo

KidZania is an educational theme park that teaches children about the jobs and services that make up the adult world. DOCOMO is an official sponsor of both the Tokyo location and the new KidZania Koshien, which opened in March. Just like a real city, the replica city that is KidZania has a mobile phone shop where kids can pay their hard-earned KidZos, the local currency, to rent a real mobile phone. The phones can be used free of charge within KidZania. Our shop at KidZania Tokyo was revamped in July of this year to make renting and using a mobile phone even more fun for the kids who visit.

Unneeded Calendars Donated for Much Needed Education

Every year DOCOMO receives scores of calendars, day planners and other items from business partners that end up going unused. The calendars and other items are rounded up and donated to organizations that help people in need. In 2008 we provided a total of 3,326 calendars and 1,229 day planners. Items sent to the Japan National Council of Social Welfare are put to good use at various welfare facilities, while those that go to non-profit and non-governmental organizations are sold to raise money that is used to fund education for less fortunate children in the developing world.

Social Welfare Activities

Employees Deepen Understanding of Hearing Difficulties

Normalization refers to the principle of making ways of life available to all, without distinguishing between people with disabilities and people without disabilities. We held a sign language workshop in March 2009 to promote this principle at DOCOMO. The workshop covered basic conversation in sign language as well as techniques for providing appropriate customer service for people with hearing difficulties. The 20 employees from our headquarters who participated in the workshop came away with greater understandings of the issue and deeper appreciations for customers who converse in sign language.

Recording for "Koe-no-hanataba" (Bouquet of Voices)

"Koe-no-hanataba" (Bouquet of Voices) is a campaign run by the Japan Philanthropic Association involved in creating and distributing audio recordings of information otherwise only available in text. The recordings are used by people who have difficulty acquiring information through visual media due to visual impairment, age or disability. Volunteer employees from DOCOMO make audio recordings of the textbooks used in our Mobile Phone Safety Classes, and the recordings are made available on the campaign's website.

Blood Drives Draw Employee Participation

We work with our employee association to encourage all employees—full-time, part-time and temporary—to participate in blood drives. An aggregate total of 737 employees gave blood this fiscal year in July and August 2008 and January 2009.

Vaccines for Children in Developing Countries

The Ecocap Movement donates vaccines to children in developing countries with income earned from collecting and recycling bottle caps. Vaccines for a single child can be provided by recycling just 800 bottle caps. DOCOMO, which has been involved in the movement since June 2008, collected 577,078 bottle caps in fiscal 2008, enough to provide vaccinations for some 721 children.

Baked Goods for a Taste of the Working World

Every year in February and March a center for people with disabilities opens up shop at our headquarters building and sells delicious baked goods for Valentine's Day and White Day * [1](#). People associated with the center are directly involved in selling the products, which gives them a taste of the working world. Fair trade coffee and chocolate are also sold to benefit people on the other side of the world as well.

* 1 White Day is an informal holiday in Japan equivalent to Valentine's Day.

DOCOMO Concerts at Roppongi Hills

DOCOMO holds a number of public concerts every year at Roppongi Hills in central Tokyo. Eight concerts were held in fiscal 2008, and they continue to be quite popular, drawing anywhere from 200 to 600 people. The concert series was initially organized to provide performance opportunities for younger musicians and high quality entertainment for our employees. They were held at our headquarters until 2003, when they moved to their present location and were opened to the public.

In fiscal 2009 we have joined up with the FM station J-WAVE to hold four environmentally sensitive concerts that will be powered by renewable energy. Concertgoers will be provided information on our mobile phone recycling program and have the opportunity to drop off their old phones for recycling right at the venue.

Money Raised for Relief Efforts in Myanmar and China

DOCOMO ran a fundraiser from May 28 to June 30, 2008 that provided 1,125,200 yen for relief efforts in the wake of the cyclone that devastated Myanmar on May 2 and the major earthquake that afflicted China's Sichuan Province on May 12. The money was distributed through the Japanese Red Cross Society.

Mobile Communication Fund Activities

Assistance Provided Across a Range of Fields

The DOCOMO Group established the Mobile Communication Fund (MCF) in 2002, which marked our 10th anniversary. The fund is tasked with serving the public interest by providing support for academia, social welfare and other fields. The MCF's main activities are as follows.

Grants to Community Groups Involved in Child Development



An event put on by a grant recipient

The MCF is involved in efforts to help children grow up healthy and happy and ready to take on the responsibilities of society for the next generation. More specifically, grants are provided to community groups fighting against child abuse, delinquency, poverty and crime to help children who may be vulnerable in their homes or communities. In fiscal 2008, we provided 24.5 million yen in grant money to 51 organizations.

Support for Local Social Welfare Organizations



Presentation ceremony for social welfare organizations

The MCF makes donations to organizations carrying out social welfare initiatives at the local level. The initiatives range from help for local seniors to efforts to address income inequalities to programs for bridging the digital divide. Finding solutions to these issues is essential to sustaining a healthy society. We distributed a total of 24.5 million yen to 47 organizations in fiscal 2008, one organization for each of Japan's 47 prefectures.

Scholarships for International Students from Asia



A get-together for international students from around the country

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 studying in Japan at their own expense and are affiliated with a master's degree program (or first-term doctoral degree program) at a Japanese graduate school. They must also be engaged in research related to information and communication technology. The scholarship lasts for two years and provides an annual stipend of 1.44 million yen.

Scholarships were awarded to 20 international students in both fiscal 2008 and fiscal 2009. The MCF has provided support for 156 students to date.

Mobile Science Prize



Awards ceremony for the 7th DOCOMO Mobile Science Prize

The DOCOMO Mobile Science Prize has been 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, with recipients selected from among researchers affiliated with a Japanese university or research institute.

In fiscal 2008 awards for excellence were given to two researchers, one in advanced technology and one in basic science. In addition, two honorable mention awards were given out for research in the social sciences. The awards were presented at an awards ceremony held in Tokyo in October.

Major Initiatives at DOCOMO Regional Offices

Hokkaido Regional Office

The Hokkaido Regional Office, along with Group companies in the Hokkaido region, raised money for local children's homes by selling recycled products at a bazaar held in January 2008. The items were donated by employees, both past and present, and the money raised was pooled with matching donations from the regional office and used to buy the children LCD televisions, ski packages and other great gifts.

Tokai Regional Office

The Tokai Regional Office invited students from local elementary schools to its office in October 2008 and gave them a tour of the facilities that included a look at the regional office's various communications systems and the building's anti-earthquake outfitting and power systems. The students were also introduced to DOCOMO's various initiatives for maintaining the reliability of communications services.

Hokuriku Regional Office

Every Friday since February 2009 the Hokuriku Regional Office has opened up a corner of its office to provide space for selling sweets and other goodies. The sale is run with the help of the Wakakusa Welfare Office, a center located in Kanazawa, Ishikawa Prefecture that employs people with disabilities. The regional office is proud of its community involvement and intends to continue these types of initiatives for the foreseeable future.

Kansai Regional Office

The Kansai Regional Office sponsors concerts at welfare facilities in Osaka with the Orchestra Osaka Symphoniker. The February 2009 concert featured vocal performances of everyone's favorite children's songs and other popular numbers, including classical music. The resident seniors called the concert "quite moving" and "a lot of fun." The regional office hopes to continue spreading the joy of classical music by holding more of these concerts for seniors at care centers.

Chugoku Regional Office

In October 2008 the Shimane Branch, an affiliate of the Chugoku Regional Office, provided training to technical students from the Philippines in Japan to learn about information and communication technologies. The training consisted of tours and lectures on topics ranging from DOCOMO's business operations and technologies to our sales methods and emergency preparedness programs.

The Chugoku Regional Office also holds the Hearty Christmas Concert every year in December, a tradition started in 1995. The money raised by the concerts is donated to Art Renaissance, an art exhibit featuring works by people with disabilities, and to other non-profit and student organizations to help fund their activities. In 2008 concerts were held in Okayama and Hiroshima.

Kyushu Regional Office

Members of the Kyushu Regional Office's Volunteer Club join together with the teachers and students of Umi Elementary School in Umi, Fukuoka Prefecture to maintain a biotope on the school grounds. Club members also regularly participate in Japanese conversation practice for non-Japanese students sponsored by Fukuoka Foreign Student Support Association, an organization that helps foreign students in Fukuoka. The students get to enjoy friendly interaction with their conversation partners while honing their language skills through discussion of their home countries and life in Kyushu.

Employment and Compensation

A Diverse, Dynamic Workplace

DOCOMO respects diversity in its myriad forms—diversity of race, gender, age, nationality and values. We want all employees to feel comfortable and secure in their jobs. We also respect our employees' lives outside the office. We are therefore committed to having a culture that values diversity and allows for a healthy balance between work and private life. The Diversity Development Office spearheads DOCOMO's efforts to fully realize this ideal, which specifically include providing career support for women, encouraging work-life balance and promoting diversity.

Our personnel programs and systems also reflect this thinking. We try to bring out the best in our employees—in terms of their abilities and their motivation—by putting the right people in the right positions, helping employees develop their professional skills and ensuring that performance is evaluated appropriately.

Number of Employees * 1 (As of March 31, 2009)

	Male	Female	Total
Employee count	9,476	1,987	11,463

Number of People Hired * 1 (FY2008)

	Male	Female	Total
Recent college graduates	184	55	239
Mid-career hires	5	0	5

Percentage of Male/Female Managers * 1 (assistant manager and above) (As of March 31, 2009) (%)

	Male	Female
Percentage of Male/Female Managers (assistant manager and above)	96.1	3.9

Key Employee Data * 1

Average age (as of March 31, 2009)	38.1
Average years of continued service (as of March 31, 2009)	16.0 (excluding persons seconded out/in)
Average annual salary (FY2008)	8,072,000 yen
Average total annual hours worked (FY2008)	1,861h

* 1 Applies to NTT DOCOMO, INC.

Always Improving for Our Employees

DOCOMO remains committed to making sure all employees are comfortable and secure in their jobs. We therefore continue to work to improve employment conditions and compensation despite the difficult economic climate. In fiscal 2008 for example, a new program was put in place at functional subsidiaries that enables non-regular employees to move up the ladder in line with their skill levels.

Diversity Training through e-Learning

What is required of a corporate culture for diversity to truly take hold? What is required of a workplace for differing ways of working and thinking to be truly respected? These questions formed the basis of an e-learning training program that was held for employees in January 2009. It featured a number of courses that taught the basics of diversity and how to improve communication, the foundation of respect. The ultimate goal of the program was to promote lasting, meaningful diversity at DOCOMO.

Temporary Employee Training and Work Scheduling

Temporary employees receive training every year in May and November on maintaining confidentiality, properly managing sensitive information and other important facets of business. The training is provided directly by their placement agencies. We require the agencies to submit training reports in order to ensure training is being conducted as required.

DOCOMO is also involved in ensuring that temporary employees work appropriate hours. We have a system for this purpose that tracks their working hours in real time. Circumstances sometimes require a temporary employee to work overtime or on holidays. However, this kind of non-regular work is only approved after we check the employee's contract for restrictions on working days and hours.

* Applies to NTT DOCOMO, INC.

Individual Skills and Abilities are All Important

DOCOMO is committed to hiring people for their skills and abilities, not their nationality. Employees of non-Japanese nationalities work throughout the company, including in the Global Business Division, Research and Development Division and Corporate Marketing Division. Non-Japanese employees numbered 74 as of the end of fiscal 2008. DOCOMO also ensures that labor practices at its overseas offices accord with Japanese standards and regulations.

* Applies to NTT DOCOMO, INC.

Employing People with Disabilities

DOCOMO believes that helping people with disabilities lead their own lives is one of our responsibilities to society. We therefore make a concerted effort to hire people with disabilities. There were approximately 190 ^{※ 2} employees with disabilities working at DOCOMO as of the end of fiscal 2008, which represents 1.99% of our total workforce. The legal requirement is 1.80%.

Employees with Disabilities (as a percentage of total workforce) ^{※ 2}

	March 31, 2008	March 31, 2009
Employees with Disabilities	1.91%	1.99%

※ 2 Applies to NTT DOCOMO, INC.

Opportunities Provided Post-Retirement Age

Career Staff System is a program for rehiring employees who have reached the mandatory retirement age. The program enables older employees to continue using their extensive experience and polished skills for the benefit of the company and society. There were 84 employees utilizing this program as of the end of fiscal 2008.

Greater Dynamism Goal of Employee Survey

Employee feedback is highly valued at DOCOMO. We understand that in order to create an open, dynamic working environment the thoughts and opinions of employees must be incorporated into our corporate processes and programs. Every year, therefore, we conduct a survey of all employees to gauge their views on a variety of issues.

A separate questionnaire on the topic of diversity was also administered in fiscal 2007 to all employees. Its findings were used to develop an e-learning program aimed at furthering understanding of diversity.

Professional Skill Development

Helping Employees Acquire Valuable Specialized Skills

We are committed to developing the skills of our employees, who represent the foundation of our business, in order to respond to customers' increasingly diverse and sophisticated needs. We provide training programs for specific purposes, including training programs suited to each career level and training to develop specific areas of expertise.

In fiscal 2008, approximately 120 Expert Training programs were offered to help develop expertise in specific areas that are critical for DOCOMO Group's business operations. These training programs were attended by roughly 4,300 employees (NTT DOCOMO Group). We also offer some 400 correspondence courses to help employees acquire certifications of various kinds. In fiscal 2008 approximately 1,200 employees registered public certifications they had acquired.

In addition, managers help prep employees before training starts and follow up with interviews afterward. Employees are also encouraged to study on their own after training programs end. We help by sending out review assignments based on the training curriculum to their mobile phones.

We are involved in other ways as well. We help employees formulate skill development plans for different areas of specialization. Dialogue between managers and employees is also encouraged in order to further open up communication across the organization.

Business Skills Development Programs

	Managers	General employees
Training for career level	Manager-level training (4 types)	<ul style="list-style-type: none"> ● Mid-level/leader training (3 types) ● Third year training/second year training ● New employee training
Common business skills training	Elective-type training	
	Global OJT	
Work-specific specialist skills training	Expert training (sales-related/engineering-related, etc.)	Beginner-level engineering training
Personal growth	Distance education/support for obtaining certification/language school support/TOEIC Group Testing	

Career Planning for Mid-Career Professionals

DOCOMO provides career counseling for employees who have been with us for around ten years. The counseling is designed to help employees develop career plans. Outside experts come in and give talks on career development and based on this advice the employees create their own career plans. Afterward the employees discuss the plans with their managers so that they are well understood by those involved.

In fiscal 2008 two career counseling courses were held from November 2008 to January 2009. The courses were publicized on our intranet and drew 40 participants.

Evaluations Give Managers Insight

Managers at various levels—department, office, branch, section, etc.—are formally evaluated every year by everyone around them, their superiors, colleagues and subordinates. They also do a self-evaluation. This "360 degree multi-sided" evaluation looks at what is required of a manager from these multiple perspectives.

It specifically assesses the managers' ability to articulate a vision, their ability to implement it and their ability to effectively make use of human resources. The results of the evaluations are conveyed to the managers and their superiors.

The program is intended to improve awareness and hone managerial skills. It serves to make managers aware of any discrepancies between how they perceive themselves and how they are perceived by others. It also provides them insight into the attitudes and behaviors expected of them.

The fiscal 2008 evaluations were held from December 2008 to March 2009. The results showed that managers earning a higher evaluation from others than themselves increased by 5% over the previous year. Through this program we hope to continue to developing a culture in which all employees take a professional interest in how others view and assess them.

Providing Opportunities to Ambitious Employees

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 be associated with new business activities. Some 1,300 employees applied to jobs through the program through fiscal 2008 and around 180 are now working in their departments of choice. This program is mirrored by an NTT Group program that allows employees to apply for openings at companies within the larger NTT Group. It is intended to promote greater interaction among personnel within the NTT family.

Honoring Employees Motivates Everyone

Recognizing employees for major accomplishments helps motivate everyone and make business run that much more smoothly. The DOCOMO Business Awards honors employees who have made significant

contributions in one of four areas. Marketing Awards are given out for helping substantially raise the company's market value. Process Awards go to employees who help raise the value of business processes. Global Awards are for employees making significant contributions to global business development. And, Image Awards are awarded for helping enhance the company's brand and image.

* Applies to NTT DOCOMO, INC.

Cultivating Entrepreneurialism from Within

DOCOMO has a special program called the In-House Venture System in which business ventures are commercialized based on employee ideas. The program's goals are to cultivate an entrepreneurial spirit among employees and help us move into new business areas. Plans submitted by employees are evaluated for their originality, marketability and feasibility. The final decision on whether to establish a start-up company for the venture is made following a three-stage screening process.

The employees who originally submitted the plan are put in charge of managing the start-up. They must demonstrate business acumen, networking prowess and executive ability. They must also have the stamina and mental toughness needed to see the venture through.

Double Square Corporation was established through this program. The company plans and produces communication handbooks that assist in work-life balance. It also provides services for promoting autonomous working practices and accommodating increasingly diverse human resource challenges.

Respecting Human Rights at the Workplace

Preventing Discrimination and Harassment

DOCOMO has a set of guidelines for preventing discrimination and harassment at the workplace. The guidelines follow our basic policy on respecting human rights and make it clear that discrimination will not be tolerated in any form. Under the guidelines, human rights awareness is promoted at the headquarters by the Corporate Human Rights Enlightenment Committee, chaired by the senior executive vice president, and at our regional offices by Regional Office Human Rights Enlightenment Committees, which are chaired by regional office managing directors. Special human rights managers and staff members are also designated at the unit level.

In fiscal 2008, we carried out awareness-raising initiatives and training programs spearheaded by the Human Rights Enlightenment Committees and made further progress in raising awareness of human rights among all employees.

Slogan and Poster Contest Raises Human Rights Awareness

A slogan and poster contest is held every year to promote human rights awareness. All employees regardless of employment format are eligible along with their family members. We received over 20,221 slogan entries and 71 poster entries in fiscal 2008.

Award recipients are selected by the Corporate Human Rights Enlightenment Committee, and grand prize, runner-up and honorable mention winners are honored during Human Rights Week in December. The winning entries are publicized within the company via an internal news site called DOCOMO Everyday, our company intranet, electronic mail magazine (in Japanese) and other avenues. They are also shared with the public through initiatives conducted by corporate organizations connected with human rights.

Two Award-Winning Slogans in Fiscal 2008

- Your non-discriminating heart wins the gold!
- "Respect Human Rights" belongs in your heart even more than on the wall

Addressing Human Rights Related Problems and Concerns

DOCOMO has established a point of contact outside company channels for all employees to consult with when they have problems or concerns related to human rights.

This consultation desk can be reached by email or phone (toll-free) and it is manned by counselors affiliated with an outside specialist organization, which means employees can use it with total peace of mind. The counselors who man the desk put top priority on respecting the will and protecting the privacy of the people who consult with them. If the employee would like action to be taken, the desk contacts DOCOMO and steps are taken at the discretion of the chair of the Human Rights Enlightenment Committee.

Promoting Work-Life Balance

Making Work and Children More Compatible

DOCOMO is working to enhance its programs for helping employees balance their work responsibilities with raising children at home. We started a program in fiscal 2008 to rehire people who have left the company to focus on their children. We also lengthened the amount of time employees are eligible to take advantage of childcare leave.

These programs have now been officially recognized. In June 2008 we received the "Kurumin" childcare support certification from the Minister of Health, Labour and Welfare in accordance with the Act for Measures to Support the Development of the Next Generation.

New Programs and Changes in Fiscal 2008

- Approval given for using short-term leave for childcare multiple times
- Expanded the scope of restrictions on overtime and late night work for employees with children (age limit changed from age six to third-grade student)
- Added childcare and fertility treatment to acceptable reasons for taking life-planning leave
- Established program for rehiring employees who left the company to focus on raising their children (both male and female employees with at least three years tenure are eligible)

Leave Program Utilization (FY2008)

	Male	Female	Total
Maternity leave	-	276	276
Childcare leave	3	439	442
Shortened working hours for childcare	4	367	371
Nursing care leave	4	3	7
Shortened working hours for nursing care	2	1	3
Volunteer leave	179	47	226
Percentage of paid holiday taken	-	-	87%

Keeping Employees on Leave in the Loop



At the Win-D Forum

DOCOMO strives to ensure that employees, co-workers and managers all have an adequate understanding of our childcare support programs. We communicate with employees who have become parents, or who are about to become parents, to help put them at ease, get them thinking about work-life balance, and encourage use of our childcare support programs. We also try to alleviate anxiety about balancing work with raising children and ensure awareness of available career options when an employee comes back. One specific example is the interviews that take place before and after maternity leave. The employee taking leave gets together with her immediate manager and the Diversity Development Office to discuss the matter and any concerns anyone may have.

Another is the forum that was held in November 2008 for employees currently on childcare leave. The forum was sponsored by Women's Innovative Network in DOCOMO (Win-D), a working group made up of female managers, and was held to help ease the transition back to work and eliminate anxiety about balancing work life and home life. Around 70 employees participated, thanks in part to a daycare service that was made available. The forum itself featured a presentation on recent trends as well as an enlightening group discussion with employees already back at work after taking leave.

Working from Home Put to the Test

DOCOMO started a telecommuting program in fiscal 2008 at select offices. The program, which has been put in place on a trial basis, is intended to promote greater self-initiative and provide support for work-life balance. The decision on whether to make the program official will be made in fiscal 2009 after its positives and negatives are thoroughly analyzed.

Employees Choose from a Buffet of Benefits

DOCOMO is in the process of enhancing benefit programs covering health and well-being, housing, recreation and other areas. Employees select the programs that they personally need or that best fit their lifestyles from this buffet of benefits. We also run seminars and training courses to help employees with financial planning and mapping out their lives in general.

Benefits and Life Planning: Major Initiatives and Achievements in Fiscal 2008

■ Life Planning Seminar

Life planning seminars are held for new hires and employees nearing retirement. The seminars provide information on the various benefits we offer and help employees plan for life after retirement. Thirty-nine seminars were held in fiscal 2008. They drew 888 participants.

■ Life Design Training

This training program seeks to motivate employees in their late twenties to start thinking about a life plan. It specifically teaches them about investing, pension plans and other aspects of financial planning. The program was held 23 times in fiscal 2008 and attracted 546 participants.

■ Life Design Office

This office provides information and advice to employees on drawing up life plans. It was utilized by 350 people in fiscal 2008.

Mental Health Support

Multifaceted Approach to Mental Health

DOCOMO provides multifaceted support for the mental health of its employees in line with the Health Ministry's Guidelines for the Promotion of Mental Health in the Workplace * 1. Mental health support takes place at four levels: employee, manager, in-house health staff and outside healthcare professional. Employees are encouraged to keep tabs on themselves through mental health questionnaires and stress checks. Managers are charged with looking after their employees, and various training programs are held for this purpose. In-house health staff monitor the workplace, follow up on check-ups, meet with employees, and talk with and instruct employees who are working long hours. Finally, outside healthcare professionals are made available for consultation and counseling.

* 1 The Guidelines for the Promotion of Mental Health in the Workplace were established by the Ministry of Health, Labour and Welfare in August 2000 to promote mental healthcare initiatives for workers.

Number of Counseling Sessions Held (FY2008)

In-person counseling	559
Direct telephone counseling	60
Reservation-based telephone counseling	217
Counseling via email, etc.	571

Information and Safety Measures Prevent Accidents

Safety is always the most important priority. DOCOMO's system for preventing work related accidents and injuries includes Safety & Health Committees at each business office as well as the DOCOMO Safety Council and DOCOMO Safety Committee.

Communicating with Employees

Management Always Learning from Rank and File



Management members speaking directly with employees

We understand that the key to raising customer satisfaction lies in respecting, everyday, the views and opinions of the people who interact directly with customer—the rank and file employees on the frontlines of sales and service. DOCOMO management therefore makes a concerted effort to acquire direct feedback from employees by dropping in on offices and shops around the country.

Managements made 23 such visits over nine months in fiscal 2008. Starting in July the president and other members of upper management visited branches, group companies, call centers and docomo Shops all over Japan, 105 locations in all, with the goal of getting to know the situation on the ground better and uncovering any neglected issues.

These first-hand experiences gave management a taste of the energy present on the frontlines and gave employees a peek into management's passion for their people and their business. The visits helped the entire company get on the same page going forward. We plan to continue this initiative in the years ahead.

Good Relations Depend on Good Communication

Good relations between labor and management depend on good communication, so we have established a number of committees that meet regularly to discuss a range of issues. Working conditions are taken up by the Negotiation Committee, management policies by the Management Council, reducing working hours and overtime by the Life Improvement Committee, and promoting the safety and health of employees by the Safety & Health Committee.

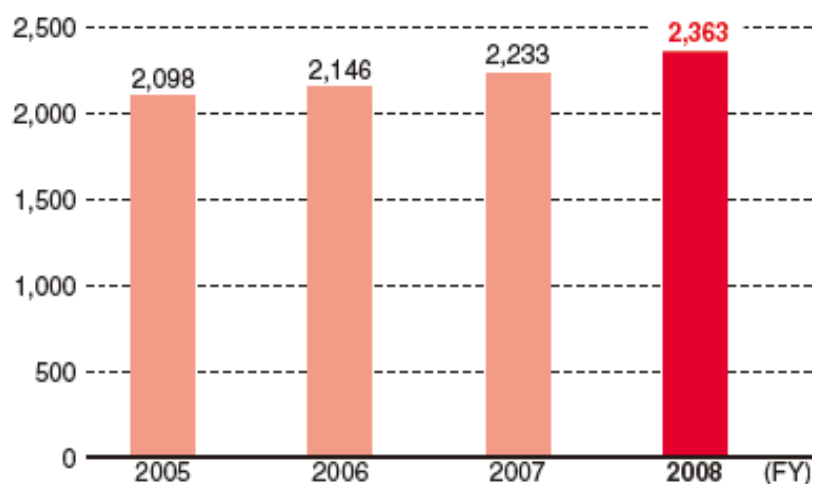
Working with docomo Shops

docomo Shops Provide Convenient, Conscientious Service

DOCOMO provides products and services to customers through docomo Shops and other branded retail outlets as well as through large retailers. There were 2,363 docomo Shops nationwide as of the end of March 2009, and each and every one of them is important. They represent the frontlines of our business and play a critical role in connecting us with our customers.

We therefore make sure that all franchise agreements with partner shops are fair and appropriate. Franchising in this way allows us to provide repair and other services that are highly tailored to local needs.

Number of docomo Shops



Making Quality Customer Service Easier



Support staff for docomo Shops

DOCOMO is currently making it easier for staff at docomo Shops and other retail outlets to provide the best possible service to customers. We are enhancing training programs and are developing an information system that will make it possible for newer staff members to serve customers like true veterans. Also, staff support has been made available year round for answering questions regarding products, services and procedures. Finally, feedback is being collected from customer service staff everyday and being used to make improvements at docomo Shops and other outlets on an ongoing basis.

Training Shop Staff for Better Quality Service



Training for retail staff

DOCOMO is constantly striving to raise the quality and reliability of its services. To this end we run a number of regular education and training programs to improve customer service at retail outlets and provide our retail professionals with more extensive knowledge of our products and services. The training programs include courses specifically for new staff members and shop managers as well as courses for improving customer service skills.

In fiscal 2009 we will unify skill certifications and major training programs and curriculums at docomo Shops nationwide. Customers will be able to count on the same high level of customer service no matter where they live or work.

Working with Other Businesses

Suppliers Brought into CSR Fold

DOCOMO has a basic policy of providing domestic and overseas suppliers with opportunities to compete in a fair and open manner. Our procurement activities abide by this policy. We also maintain lines of communication with our suppliers to ensure relations remain fair and impartial. During these conversations DOCOMO and suppliers are free to make requests and proposals to one another, which serves to solidify existing relationships.

In fiscal 2008, we embarked on drawing up formal CSR procurement guidelines in order to put CSR-centric procurement into practice starting in fiscal 2009. We will work with our suppliers on the basis of these guidelines, which will cover human rights, good labor practices, safety and health, environmental conservation, fair trade, product quality and safety, information security and community involvement.

▶ Reference website: [Procurement Activity](#)

Safety at Base Station Installation Sites

Base station installation, which is contracted out to telecom construction firms, oftentimes involves work in high places. DOCOMO therefore strives to prevent falls and other accidents. In order to keep safety on the minds of every worker and raise awareness of safety issues, we hold classes and briefings, conduct safety patrols together with the labor union and post safety reminders. These activities on behalf of construction workers are regarded as an essential part of our occupational health and safety efforts.

In fiscal 2008 two training programs were held to improve skills related to working in high places. Thirty-eight people from 14 companies participated. We also made revisions to the safety manual that is distributed to workers.

New Software Streamlines Handset Development

In April 2008 we began work on developing common software for mobile handsets called an operator pack for FOMA. Operator pack combines application software for original DOCOMO services like i-mode with a common software platform used globally.

Using operator pack will enable handset manufacturers to reduce development costs considerably because they will no longer have to independently develop application software. It will also make it easier for manufacturers to participate in FOMA development. Moreover, the common global software platform will make it easier to develop phones that can be sold overseas. The change is expected to help Japanese handset manufacturers move into overseas markets.

We are recommending that handset manufacturers adopt operator pack so that the software will be included on handsets starting in the second half of 2009.

Safe, Reliable Content from Content Providers

The cooperation of mobile content providers is critical to providing safe and reliable content to customers. DOCOMO selects content providers based on fair and appropriate criteria. We also have policies and ethical guidelines that must be followed for content included on i-menu, the portal site used by i-mode. And, we make technical requirements for i-mode sites available on a special site for providers.

Corporate Governance System

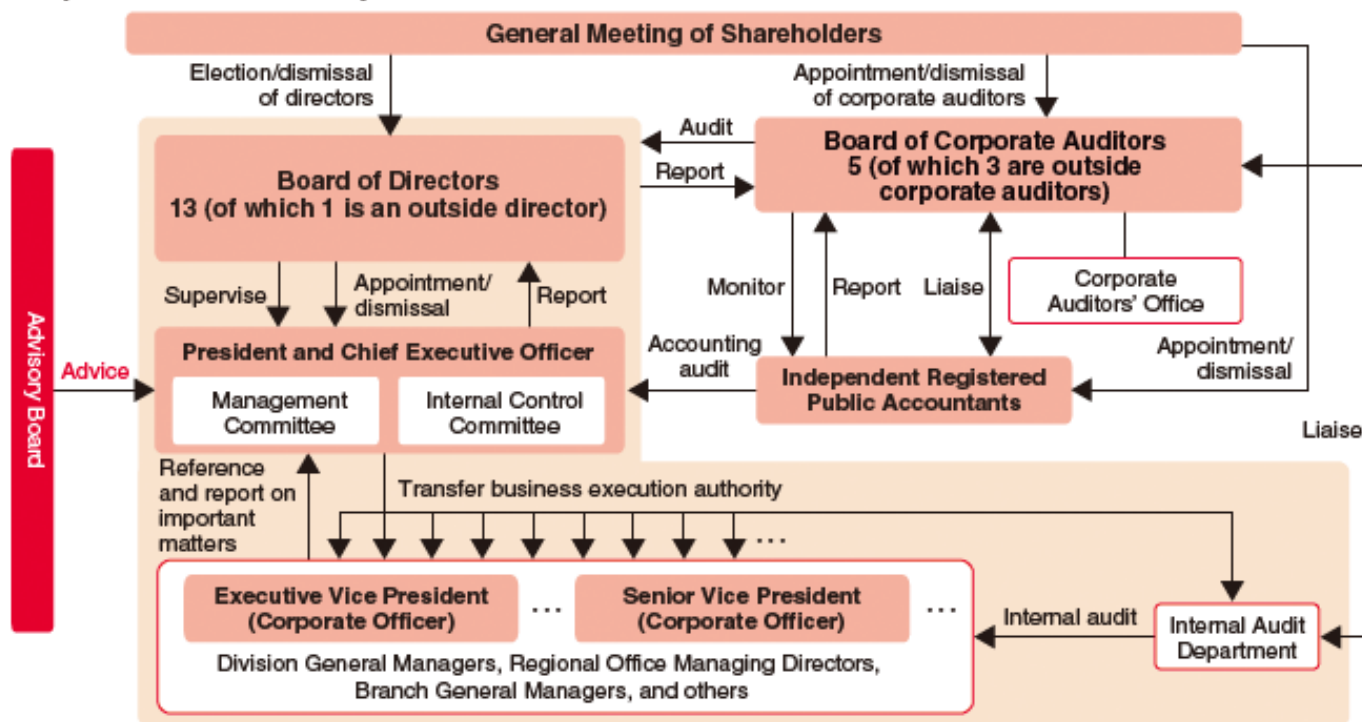
Prompt, Transparent, and Sound Business Management

DOCOMO is building a governance system that increases the speed of management decision-making and is bolstering its audit and control functions. We will continue working to improve communications with stakeholders and to ensure that our corporate management style remains prompt, transparent, and sound.

Specifically, we employ a corporate governance system comprised of directors and corporate auditors. Directors are responsible for making decisions on important matters and serve as corporate auditors in order to provide mutual oversight. Both internal and external corporate auditors audit the execution of business. Corporate officers have also been appointed to strengthen the execution of business and enhance auditing. Some of the authority for execution of business previously held by the Board of Directors has been delegated to representative directors and corporate officers, which provides executive flexibility.

Moreover, we have enhanced mutual oversight of business execution by having more than half of our directors concurrently serve as corporate officers.

Corporate Governance System



Advisory Boards Provide Input on Business Activities

We have an Advisory Board made up of prominent industry figures as well as an advisory board in the United States comprised of overseas experts who offer advice from a more global perspective. Objective input and suggestions from board members on issues facing DOCOMO management are directly incorporated into operations.

Board members have backgrounds in a variety of fields, such as finance, academia, consulting and journalism, in order to ensure sufficient diversity in the input we receive.

Improving Internal Control

The Board of Directors has established a Basic Policy on Fortifying Internal Control Systems. Guided by the policy, we develop systems for maintaining legal compliance, facilitating effective, efficient business activities and ensuring the reliability of financial reporting. These initiatives are led by the Internal Control Committee. The effectiveness of internal control is assessed on a regular basis and improvements are carried out as necessary.

In addition, the Internal Audit Department objectively assesses and verifies how business is being carried out by each organizational unit from an independent perspective and conducts monitoring aimed at improving internal controls.

Compliance

Compliance Follows Code of Ethics

We regard compliance as a core element of management and have established the NTT DOCOMO Group Code of Ethics as a reflection of this. The code's ten articles cover such areas as legal and ethical compliance, information disclosure and transparency in management, fair, open and free competition and trading, and respect for employee human rights and individuality.

In addition, the Compliance Administration Regulations have been stipulated on the basis of the code to provide concrete standards for Group employees to follow when conducting business activities. The regulations are posted on the Group intranet and publicized in other ways as well to facilitate in-depth awareness among corporate officers and employees and ensure that corporate practices are fully compliant.

NTT DOCOMO Group Code of Ethics (Established April 2005)

We, NTT DOCOMO Group, have set the following ten policies to further enhance our ethical standards. These policies convey the basis for compliance with laws or ethics, and the very essence of management, and are shared, promoted, and thoroughly implemented throughout the Group.

1. Legal and ethical compliance

We comply with the spirit and letter of all laws, regulations and rules, and our conduct is based on the highest ethical standards.

2. Customer-focused products and services

We, as a business, undertake an important role in the mobile communications industry and we adhere to a "customer-first" standpoint to provide valuable products and services to our customers.

3. Respect for customer human rights and protection of personal information

We respect the human rights of our customers and spare no effort to manage and safeguard their personal information appropriately.

4. Management and safeguarding of corporate confidential information

We acknowledge the importance of corporate proprietary and confidential information and take thorough precautions for sound management and protection of such information.

5. Information disclosure and transparency

We disclose our company information in a timely and precise manner to a wide range of stakeholders in Japan and overseas to enhance the transparency of our business activities.

6. Fair, open and free competition and trading

We always trade and compete fairly, openly and freely in the Japanese and overseas markets.

7. Corporate citizen and social activities

We are always mindful that we are a member of international society and actively participate in social activities as a good corporate citizen while contributing to creating a safe and secure society.

8. Tackling of environmental issues

We maintain compatibility between our business activities and environmental preservation by creating a world that is easier for people to live in. In addition, we help preserve the environment and contribute to building a sustainable society that supports human activities into the future.

9. Respect for employee human rights and individuality

We respect the rights and individuality of each one of our employees and aim to realize a working environment that allows them to develop their respective abilities and personalities.

10. In-house ethical system and commitment

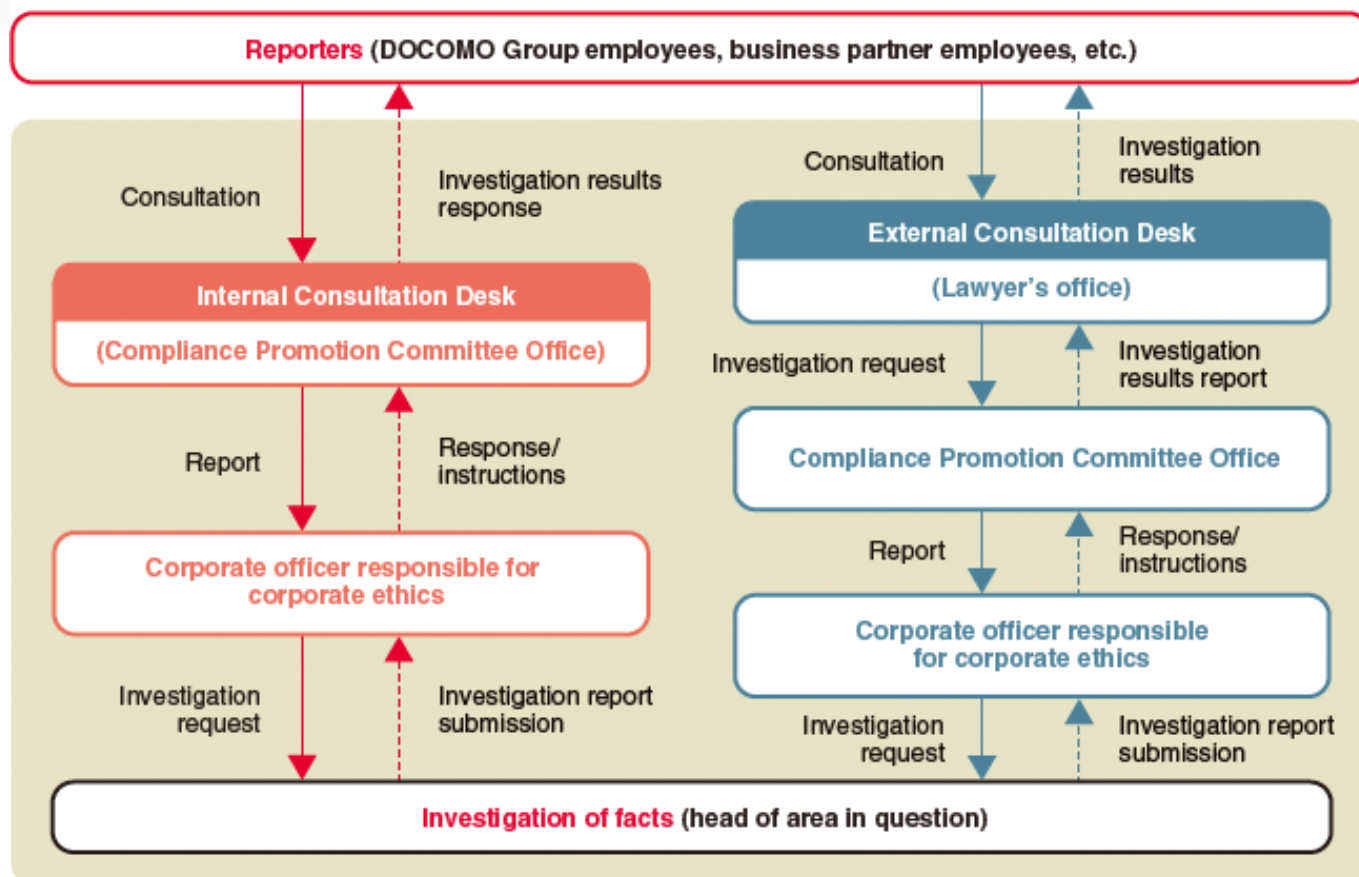
We properly recognize our role in implementing the NTT DOCOMO Group Code of Ethics. The Senior Management dedicates themselves to maintaining the Group's ethics system and fostering an awareness of the ethical standards and principles among all employees throughout the Group.

Compliance Starts with Top Management

Compliance at DOCOMO starts with the President and Chief Executive Officer, who chairs the company's Compliance Promotion Committee. The committee is responsible for making sure employees know and understand the Code of Ethics. It makes decisions on policies related to legal and ethical compliance and identifies issues and areas in need of improvement connected with compliance management. The committee also monitors progress on activities and initiatives that promote compliance.

In addition, DOCOMO has established reporting channels, both internal and external, for employees to disclose potential incidents of non-compliance. These Compliance Consultation Desks maintain the anonymity of whistleblowers and investigate potential incidents in a way that ensures no employees are treated unfairly for coming forward. If non-compliance is discovered and confirmed, the matter is immediately reported to management. The necessary steps are then taken and measures are put in place to prevent similar incidents in the future.

Compliance Consultation Desk System



Ongoing Training and i-mode Site Help Further Compliance

Compliance training suited to each position level is held every year to raise the level of awareness of corporate officers and employees.

In fiscal 2008, a seminar for top management (including DOCOMO corporate officers and the presidents of Group companies) was held in November, and training for Risk Compliance Leaders (employees tasked with promoting compliance activities at each organization) was held in December. The latter was held to improve the leaders' ability to handle compliance risks when they materialize. Also, in March 2009, an e-learning-based training program was conducted for all employees, including temporary staff. It was designed to help keep conduct in compliance with the NTT DOCOMO Group Code of Ethics throughout the Group.

In addition to these initiatives, starting in November we opened up access to an internal company i-mode site, Mobile i-cards, to all regional office employees. The site, which had been accessible only by headquarters employees, contains the NTT DOCOMO Group Code of Ethics and contact information for the Compliance Consultation Desk. We are working in this way to make our ethics policies and related contact information available at all times in an effort to more fully ensure compliance.

Employee Survey on Compliance and Human Rights

A survey of all Group employees, including temporary staff, was conducted in October 2009 to ascertain levels of awareness in relation to compliance and human rights.

The survey findings indicated an overall high level of compliance and human rights awareness, but they also pointed to discrepancies in awareness among managers, general employees and temporary staff with regard to sexual harassment, abuse of power and organizational openness.

In fiscal 2009 we therefore plan to distribute a manual to managers on dealing with harassment incidents and a guidebook for all employees, including temporary staff. The guidebook will include a summary of the NTT DOCOMO Group Code of Ethics. Plans also call for practical workplace training led by Risk Compliance Leaders and employees responsible for promoting human rights awareness.

Risk Management

Risks Addressed Based on Risk Management Principles

We constantly strive to strengthen risk management under a basic policy of identifying and responding to business risks as early as possible.

Business risks are regularly identified on the basis of the Risk Management Principles. The Internal Control Committee designates risks that require company-wide management, and then corresponding management policies are formulated. In line with these policies, we put measures in place to appropriately prevent the risks from occurring and to be ready if they do occur.

Thorough Information Security Beginning with Privacy Protection

DOCOMO has been entrusted with personal information (customer information) for 55 million people, and accordingly ensuring information security is an important management issue.

As a telecommunications company with public-oriented operations, the rigorous management and protection of customer information is our most important duty. Our Privacy Policy has been established to put customers at ease and engender their trust.

The Information Management Committee, which is chaired by the Senior Executive Vice President (Chief Privacy Officer), meets on a regular basis and considers and promotes measures to protect personal information. We also maintain systematic internal rules, create educational tools related to the handling and management of personal information, and conduct ongoing, repetitive training for corporate officers, employees, temporary staff and staff at docomo Shops, our business partners. In addition, we survey and inspect how personal information is being managed and used on a regular basis.

We will continue to protect personal information through these initiatives so that customers may use our mobile phones and variety of services with constant and complete peace of mind.

➤ Reference website: [Privacy Policy regarding Personal Information of our Customers](#)

Business Continuity and Expedited Recovery Following Disasters

Maintaining communication networks in times of emergency or disaster is an essential responsibility of a telecommunications provider. DOCOMO has established a Business Continuity Plan (BCP) Operations Manual and BCP Guidelines for the company as a whole to ensure the continuity of business operations in such times, or if continuity is severed, to facilitate an expedited recovery.

The manual and guidelines put top priority on ensuring the safety of employees, who support business operations. Simulation-based training exercises and safety confirmation drills are held regularly. Employees are also called on to practice disaster preparedness at home. In each organization, specific action plans are formulated in accordance with the manual and guidelines. They are aimed at ensuring company-wide business continuity and expedited recovery.

Stable Information System Operations Year Round

Information systems are critical infrastructure that support day-to-day business operations—customer information management, service processing (requests, launch, discontinuation and termination), charge handling (calculation, billing, payment processing), and management control. These information systems, both hardware and software, are monitored 24 hours a day, 365 days a year to prevent them from being adversely affected or disrupted by external threats such as computer viruses. When monitoring foresees or detects a threat, there are mechanisms in place by which the situation is immediately checked out, recovery measures taken and relevant staff promptly contacted. The equipment used for information systems is set strongly in place using predetermined methods designed to prevent equipment from being dislodged during earthquakes. Floors housing information facilities are also equipped with extinguisher systems that automatically douse any fires that are detected. Critical facilities are concentrated in buildings equipped with vibration damping and seismic mitigation to ensure continuity during earthquakes and other disasters. Other steps such as redundancy of power supply and communication networks have also been taken.

Further, we have data back-up centers for each location in case a fire occurs in a building with critical facilities. Procedures are also in place for safeguarding important information, such as customer data and charges, and maintaining customer services. Emergency preparedness drills are run every year so that our emergency response measures will be effectively implemented when needed. We have acquired ISO 27001 (Information Security Management System) certification for information security management systems on a continuous basis since March 2003. This helps protect against the potential impact of information security risks like major system failure or information leaks or loss, ensure necessary measures are carried out quickly and smoothly, and minimize the impact on customers.

Stable Operations at i-mode Center

The stability of mobile multimedia systems like i-mode's video and audio services is maintained with a 24-hour monitoring system and backup centers.

Regular Business Continuity Drills For Employee Safety

We hold regular business continuity drills for confirming the safety of employees in the event of a disaster. In fiscal 2008, along with a drill conducted in August, a safety drill was held as a part of general disaster response drills for the DOCOMO Group that took place at Kasamatsu Sports Park in Ibaraki Prefecture in October. A Group-wide drill was also held in February 2009. The safety of 99.2% of employees was successfully confirmed by 5:00 p.m. on the day of the drill.

Maintaining Communication Networks During Flu Outbreaks

To prepare for a potential flu outbreak, particularly the new strain H5N1, DOCOMO has developed an action plan for maintaining communication networks and customer services and for minimizing the impact on employees. We have readied preventive measures, including masks and mouthwash, and distributed a booklet to employees that includes information on preventing infection.

When an outbreak of the new flu strain H1N1 occurred in April 2009, we took a variety of steps to maintain communication networks. An emergency response headquarters was established and preventive precautions were imposed on employees that included hand-washing, gargling, masks as well as restricting trips in Japan and abroad and limiting meetings and group training.

Responsibility to Shareholders and Investors

Returning Profits to Shareholders

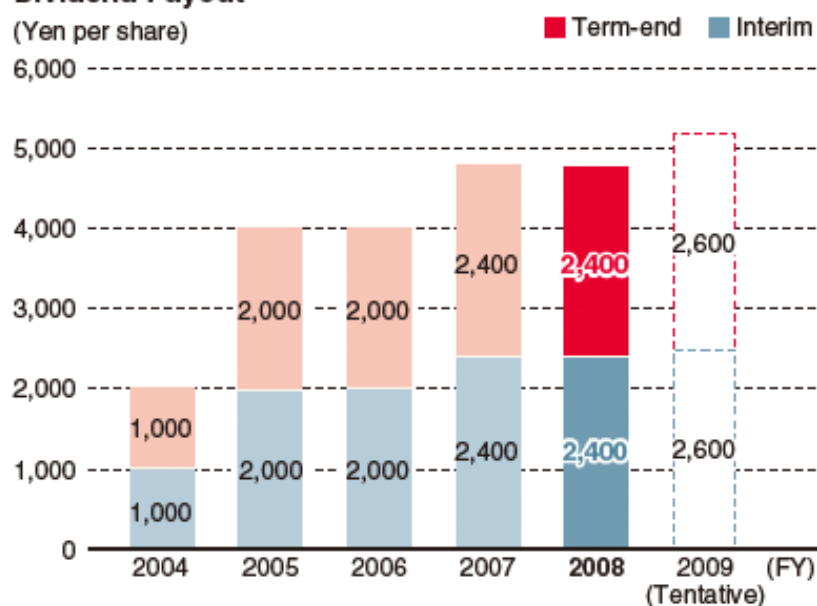
Believing that providing adequate returns to shareholders is one of the most important issues in corporate management, the Company plans to pay dividends by taking into account its consolidated results and consolidated dividend payout ratio based on the principle of stable dividend payments, while striving to strengthen its financial position and secure internal reserves.

The Company will also continue to take a flexible approach regarding share repurchases in order to return profits to shareholders. The Company intends to keep the repurchased shares as treasury stock and in principle to limit the amount of such treasury stock to approximately 5%. Holdings in excess of this level are retired at the end of the fiscal year.

In addition, the Company will allocate internal reserves to active research and development efforts, capital expenditures and other investments in response to the rapidly changing market environment. The Company will endeavor to boost its corporate value by introducing new technologies, offering new services and expanding its business domains through alliances with new partners.

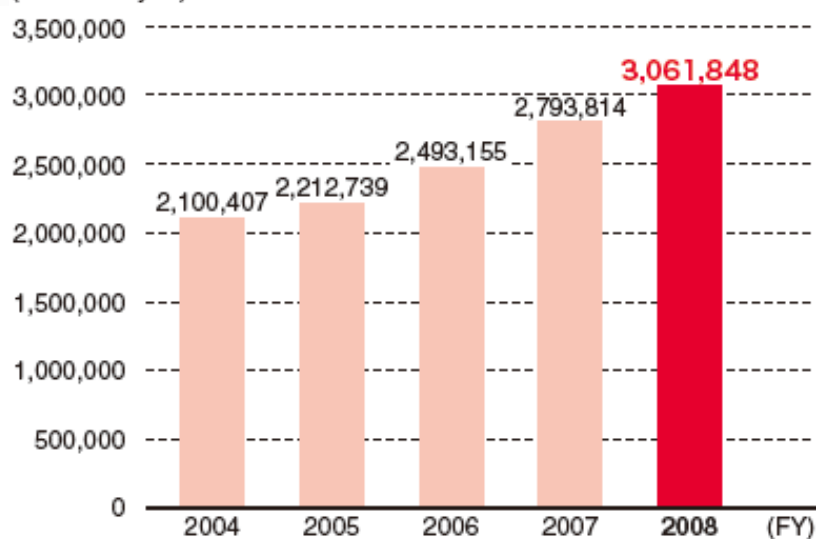
Dividend Payout

(Yen per share)



Internal Reserves

(Millions of yen)



Timely and Fair Disclosure

We strive to ensure transparency in management, which includes the timely and fair disclosure of management information. This is accomplished by developing disclosure controls and procedures.

In addition, we conduct investor relations activities with an emphasis on fairness. For example, we simultaneously disseminate IR information via the Internet and stream earnings presentations in real time.

We also actively create opportunities for direct communication between top management and investors. Presentations are held for domestic and overseas institutional investors and IR seminars for individual investors. Feedback received from investors is referenced in our management activities and shared throughout the company, which serves to improve our services and operating results.

Award-Winning Investor Relations Web Site

The Investor Relations section of our website received the following awards in fiscal 2008 for its easy-to-understand information, comprehensiveness and consideration of individual investors.

IR Web Site Awards in Fiscal 2008

- Runner-up in Nikko Investor Relations Co., Ltd.'s ranking of listed company websites (October 2008)
- Named as one of the ten best companies by Daiwa Investor Relations Co., Ltd. in its 2008 Internet IR Best Company Awards (November 2008)
- Earned first place in Gomez Investor Relations Site Ranking 2009 by Gomez Consulting Co., Ltd. (April 2009)

Corporate Profile

Corporate Data

Company Name	NTT DOCOMO, Inc.
Head Office	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, 2009)
Employees (consolidated)	21,831 (as of March 31, 2009)
Main business areas	DOCOMO's main business is mobile phone services (see table below for details).

Business Segment	Description
Mobile Phones	Cellular (FOMA) services, cellular (movi) services, packet communications services, international services, satellite mobile communication services, and sales of handsets and equipment for each service, etc.
Other	Credit business, wireless LAN services, IP telephone services, etc.

(as of March 31, 2009)

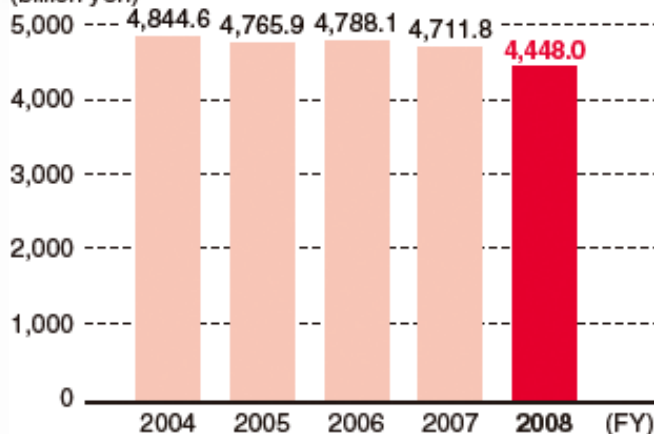
Fiscal 2008 Operating Performance

In fiscal 2008 we refined our brand in conjunction with the New DOCOMO Commitments and sought greater operational efficiency by merging and integrating the eight regional DOCOMO companies. We also announced our future business direction based on a new action plan "DOCOMO's Change and Challenge for New Growth," and continued our efforts to enhance customer satisfaction by revisiting every aspect of our business from the customer's perspective. In addition, we strived for further penetration of our new discount programs and new handset purchase methods, which we believe are appropriate for the current market conditions. These activities included new discount services started the previous fiscal year and a new sales model. These efforts led to a significant decrease of churn rate from the prior fiscal year.

Operating revenues were 4,448.0 billion yen, a decrease of 263.8 billion yen from the prior fiscal year, reflecting the penetration of new discount programs. Operating income was 831.0 billion yen, an increase of 22.6 billion yen from the prior fiscal year, due to a decrease in cost of equipment resulting from the decreased number of handsets sold. Net income was 471.9 billion yen.

Operating Revenues (Sales)

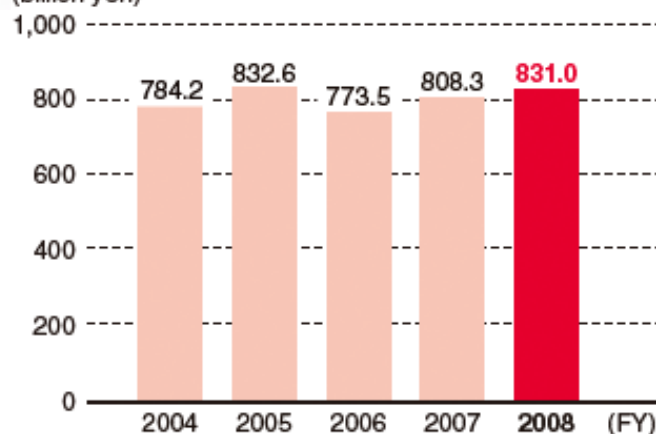
(billion yen)



Fiscal 2008 operating revenues were ¥4,448 billion, down 5.6% from the prior fiscal year.

Operating Income

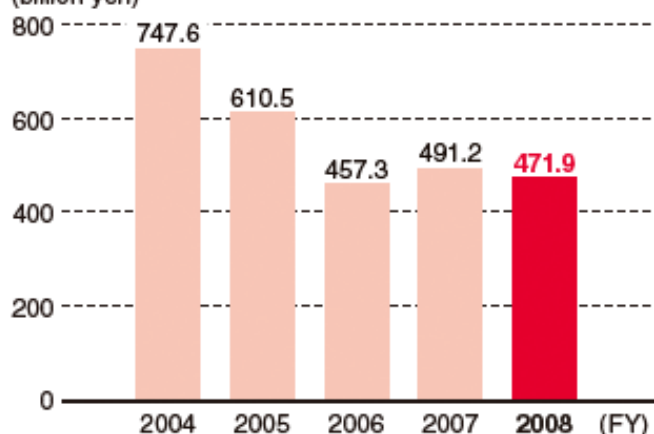
(billion yen)



Fiscal 2008 operating income was ¥831 billion, up 2.8% from the prior fiscal year.

Net Income

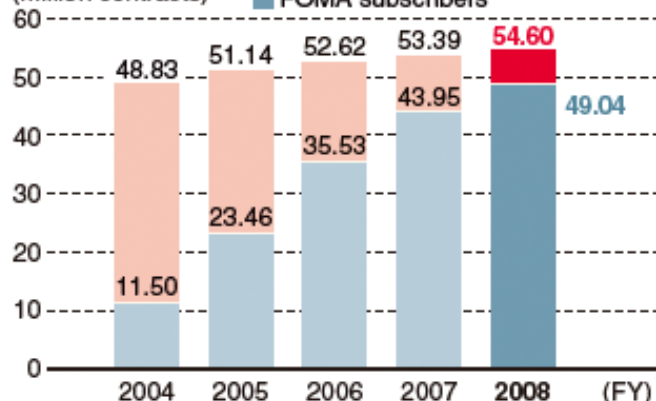
(billion yen)



Fiscal 2008 net income was ¥471.9 billion, up 3.9% from the prior fiscal year.

Cellular subscribers (FOMA + mova)

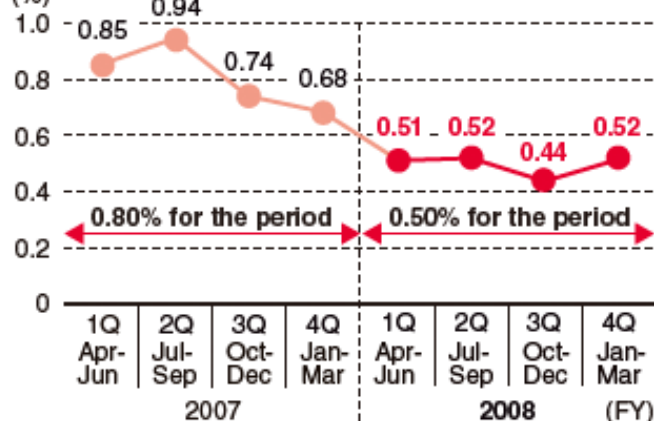
(million contracts)



At the end of fiscal 2008, the number of cellular subscribers was 54.60 million, up 2.3% over the prior year. There were 49.04 million FOMA subscribers, up 11.6% over the prior year.

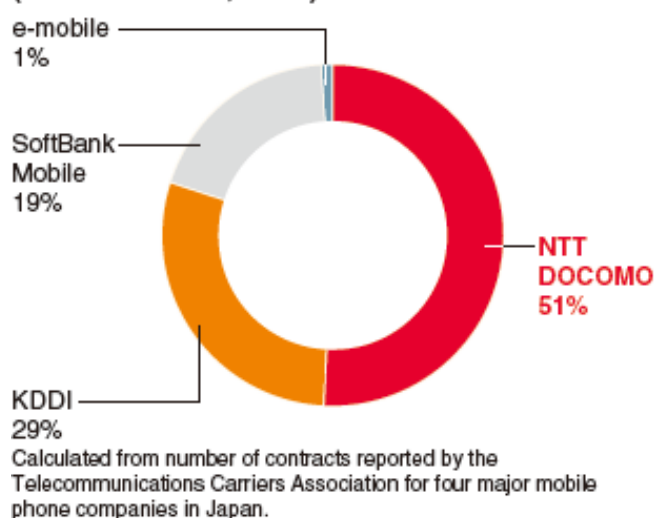
Mobile Phone Churn Rate

(%)



In the fourth quarter of fiscal 2008 the contract churn rate was 0.52%, down 0.16 percentage points from the prior year.

Mobile Phone Market Share (as of March 31, 2009)



Calculated from number of contracts reported by the Telecommunications Carriers Association for four major mobile phone companies in Japan.

Note: DOCOMO's consolidated results are prepared on the basis of U.S. accounting standards.

Economic Relationships with Our Stakeholders

Expenses by Stakeholders

DOCOMO is engaged in business activities that involve a variety of stakeholders. The economic relationships between DOCOMO business activities and stakeholders is shown in the table below.

Expenses by Stakeholders (one hundred million yen)		Calculation Method
Government	3,471	"Taxes and public dues" and "income tax" in operating expenses
Employees	2,541	"Personnel expenses" in operating expenses
Shareholders	2,038	"Dividends paid"
Business partners (suppliers)	24,503	"Non-personnel expenses" and "communications equipment use expense" in operating expenses

Note: To ensure objectivity, these figures are based on the consolidated financial statements. Dividends in fiscal 2008 were 4,800 yen per share for the year. This is based on figures reported in financial statements. Actual amounts paid may differ slightly in some cases.

Income statement (Major Items)

Consolidated Statements of Income		(one hundred million yen)
Operating revenues		44,480
Operating expenses	Personnel expenses	2,541
	Non-personnel expenses	21,336
	Communications equipment use expense	3,167
	Tax and public dues	387
	Other	8,739
Total		36,170
Operating income		8,310
Other income (expense)		-505
Income before income taxes		7,805
Income taxes		3,084
Equity in net income (losses) of affiliates		-7
Minority interests		5
Net income		4,719
Dividends paid		2,038

* Totals may not equal their component items due to rounding.

Third Party Comment

Third Party Comment on CSR report



Mariko Kawaguchi

General Manager
Management Strategy Research Department
Daiwa Institute of Research Ltd.

Masters degree from Hitotsubashi University Graduate School in 1986. Entered Daiwa Securities same year. Transferred to Daiwa Institute of Research to conduct corporate research, etc. in 1994. Research themes include socially responsible investment and corporate social responsibility. Member of Environmental Council of Tokyo Metropolitan Government and part-time instructor at Aoyama Gakuin University.

This year marks the second time I have been asked to comment on this report. And, like last year, I am left with the impression that it is a very serious report by a very serious company. Unlike last year, though, this year's report strikes me as being closer to a business report than a CSR report.

This approach is reflected in the fact that the Message from the CEO cites promoting CSR as a key pillar of the "Change and Challenge" medium- and long-term management plan, established in October 2008, and positions CSR at the heart of management. Over the past ten years or so, mobile phones have grown to become one of the most important forms of infrastructure in today's society and they continue to constantly evolve. The increased use of mobile phones throughout society is leading to various new trends, in some cases even problems. In view of the mobile phone's impact on society, I commend the company for implementing its CSR initiatives in partnership with relevant stakeholders in the four primary fields of global environmental issues; universal design; safe, secure mobile society; and emergency preparedness. In particular, in-depth activities connected with security, safety and disasters are initiatives befitting the industry's top company.

With the recent extreme and abnormal weather, the urgent nature of the global warming problem has really started to hit home. President Yamada has pledged to reduce net CO₂ emissions (difference between emissions reduced via ICT services and those caused by providing such services) by 5.3 million tons in 2010. I evaluate this as a positive step for one of Japan's leading companies. However, I regret that the pages describing specific environmental activities do not provide many specific data or explanations of calculation methods. Also, with regard to CO₂ emissions, a numeric target for fiscal 2010 has been established, but the current consensus among international companies is reduction in developed countries of 80-90% by 2050, and, as a post-Kyoto Protocol target, medium-term goals for fiscal 2020 are currently being debated. I would like to see DOCOMO establish its own medium-term targets as soon as possible and make clear its intention to play a leading role in Japan's efforts to combat global warming.

This year's comments apply to the Web edition, so something that concerned me was that it was difficult to know exactly how DOCOMO approaches CSR and what the company wants to convey about CSR due in part to the enormous amount of information provided. Also, and this applies to the print edition as well, what the public expects from DOCOMO is to convey the social significance of mobile phones, which have greatly transformed society, an overall picture of the various problems caused by them, and how the company as an industry leader will create social change in the future; in other words, a long-term vision. I

should add that promoting this vision to society and contributing to a better society while communicating in various ways with stakeholders is the ultimate form of CSR.

Response from DOCOMO



Hiroshi Matsui
Senior Executive
Vice President
and Member of
Board of Directors

The structure of the 2009 report follows the four divisions in the CSR Message of NTT DOCOMO, which are "Customer service," "Consistent quality," "Safety and security" and "Environmental protection." This structure and the features that were included were intended to make the report leave a lasting impression on readers. The goal was a report that readily conveyed DOCOMO's thoughts and intentions.

Ms. Kawaguchi suggests the need for a long-term vision for how DOCOMO as an industry leader will create social change in the future. We have included promoting CSR in our longer-term strategy "DOCOMO's Change and Challenge for New Growth" and have carried out initiatives on this basis. By looking at the social significance of mobile phones and the problems they cause from a long-term perspective, we intend to help transform society into a better place together with our customers and other stakeholders.

CSR Evaluations by Third Parties

CSR Evaluations by Third Parties (Posted on June 5, 2009)

DJSI Asia Pacific (Dow Jones Sustainability Asia Pacific)



NTT DOCOMO is selected as a component of the DJSI Asia Pacific, the Asia-Pacific version of the Dow Jones Sustainability Index (DJSI). DJSI is the global index for socially responsible investments. The DJSI, established in 1999 by Dow Jones & Company, Inc., of the United States and Sustainable Asset Management AG (SAM) of Switzerland which are known as the world's original index for socially responsible investments evaluates companies from the aspect of sustainability across the areas of economics, environment, and society. DJSI Asia Pacific was newly established in March 2009 to target companies in the Asia-Pacific region.

MS-SRI



NTT DOCOMO is selected for one of the 150 components of the MS-SRI, Japan's first stock price index of socially responsible investments that Morningstar Japan K.K. evaluates, among companies listed on Japanese stock exchanges, by assessing their superior sense of social responsibility.

FTSE4Good Index



NTT DOCOMO is selected for a component of the FTSE4Good Index, a share index of socially responsible investments, which is selected among superior companies around the world by FTSE, which is a subsidiary of the Financial Times Ltd. and London Stock Exchange.

oekom research AG



NTT DOCOMO is rated as "Prime" by oekom research AG, a Germany-based independent CSR assessment company, as one of the industry leaders among 26 companies around the world in the telecommunications industry. oekom research conducts Corporate Responsibility Rating from environmental, social and cultural aspects.

Global 100 Most Sustainable Corporations in the World



NTT DOCOMO is selected as the "Global 100 Most Sustainable Corporations in the World (Global 100)" for 5 consecutive years since Global 100 has started in 2005. Companies selected for "Global 100" are the top 100 companies jointly selected by Corporate Knights Inc., a Canadian publisher, and Innovest Strategic Value Advisors Inc., a U.S. socially responsible investment research company through the assessment of approximately 1,800 leading companies in various industries around the world for their governance, environmental and social activities.