

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

NTT DOCOMO Group

Sustainability Report 2014

P.2 Contents and Editorial Policy**P.3 01 Top-level Commitment**

We aspire to become a "Smart Life Partner" that brings greater convenience and fulfillment to the lives of our customers.

P.4 02 Organizational Profile

- DOCOMO Overview
- Commitments to External Initiatives
- Evaluations by Outside Parties

P.8 03 DOCOMO's Business and Corporate Social Responsibility

- DOCOMO's Business
- DOCOMO's Strategy
- DOCOMO CSR

P.20 04 Management

- Corporate Governance
- Risk Management
- Compliance

P.31 05 Products and Services

- Basic Policies and Philosophy
- Provision of Network Services
- Radio Wave Safety
- Corporate Responsibility for Products and Services
- Strategies for Increasing Customer Satisfaction
- Marketing Activities and Promotional Efforts on Customers

P.45 06 Labor Practices

- Employment and Compensation
- Human Resource Development
- A Safe and Healthy Workplace
- Communicating with Employees

P.53 07 Human Rights

- Basic Philosophy
- Management System
- Initiatives on Human Rights Enlightenment

P.56 08 Relationship with Other Businesses

- DOCOMO's Supply Chain
- Relationship with Suppliers
- Relationship with Sales Representatives

P.61 09 Environment

- Environmental Vision and Action Plan
- Environmental Management
- Creation of a Low-Carbon Society
- Formation of a Sustainable Society
- Preservation of Biodiversity

P.75 10 Social Contribution

- Basic Concepts
- Management System
- Mobile Communication Fund Activities (MCF)

P.77 11 GRI Index**Editorial Policy****Editorial Points**

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).

Upon publishing the Sustainability Report 2014, we reviewed past content from the standpoint of information disclosure and revised it to enable readers to better understand DOCOMO's potential for value creation into the future. As a result, we compiled data based on boundaries related to our core communications business to provide a comprehensive report on our CSR philosophy and various initiatives in accordance with the GRI Sustainability Reporting Guidelines Version 4.0 (G4). We referred to these international reporting guidelines when considering the content of the report. Detailed information on the content and data of our initiatives that are not contained in this PDF can be found on our corporate website.

For customers, we issue the separate NTT DOCOMO Group CSR Communication Book 2014, a concise printed report on topics we are particularly keen on communicating, in a reader-friendly format.

The Annual Report provides detailed information on DOCOMO's business strategies and activities.

Period Covered

The report generally covers fiscal 2013, which is from April 1, 2013 to March 31, 2014, although some information pertains to time periods before or after fiscal 2013.

Published

July 2014 (previous report: November 2013; next report: July 2015 (tentative))

Contact Information

NTT DOCOMO, INC. Corporate Citizenship Department
Sanno Park Tower, 11-1, Nagata-cho 2-chome, Chiyoda-ku, Tokyo 100-6150, Japan

Tel: +81-3-5156-1111

csr@nttdocomo.com (Clicking the link will launch your email software.)

Company names, product names and service names included in the report are the trademarks or registered trademarks of NTT DOCOMO INC. or their respective organizations.

Report Scope of Organizations

The report applies to the DOCOMO Group, which consists of NTT DOCOMO, INC. and its 25 service subsidiaries.* Where there are exceptions to this rule, the names of applicable companies are clearly identified, and "DOCOMO" refers to NTT DOCOMO, INC.

25 Service Subsidiaries (as of March 31, 2014)

DOCOMO Service Inc., DOCOMO Engineering Inc., DOCOMO Mobile Inc., DOCOMO Support Inc., DOCOMO Systems, Inc., DOCOMO Technology, Inc., DOCOMO Business Net 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 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.

* The 25 service subsidiaries have been consolidated into the following 12 companies since July 1, 2014: DOCOMO CS, Inc., DOCOMO CS Hokkaido Inc., DOCOMO CS Tohoku, Inc., DOCOMO CS Tokai, Inc., DOCOMO CS Hokuriku, Inc., DOCOMO CS Kansai, Inc., DOCOMO CS Chugoku, Inc., DOCOMO CS Shikoku Inc., DOCOMO CS Kyushu, Inc., DOCOMO Support Inc., DOCOMO Systems, Inc., DOCOMO Technology, Inc.

Reference Guidelines

Sustainability Reporting Guidelines Version 4.0, Global Reporting Initiative (GRI)

Environmental Reporting Guidelines FY2012 Version, Japan Ministry of the Environment

ISO 26000: Guidance on Social Responsibility

● Top-level Commitment

01

Top-level Commitment

We aspire to become a “Smart Life Partner” that brings greater convenience and fulfillment to the lives of our customers.



Achievements in Fiscal 2013

In fiscal 2013, all DOCOMO employees continued to approach their work with the mindset of keeping our customers happy at every point of contact, from mobile phone handsets and other devices, to networks, services, billing and customer support. In line with the rapid uptake of smartphones, we strove toward our goal of becoming a “Smart Life Partner” that brings greater happiness to our customers, their families, and society as a whole.

We began providing iPhone services in response to strong customer demand, and smartphones now account for over 60% of our total handset sales, with the number of smartphone users growing by 30% from the end of the previous fiscal year to 24.35 million.

We have also been steadily creating an environment for providing greater comfort and convenience to smartphone users by significantly increasing the number of LTE base stations to expand area coverage and enhancing services such as “dmarket.”

Accomplishing the Goals of Our Growth Strategy

DOCOMO's growth strategy is to bolster its competitiveness in the mobile business domain and expand profitability in emerging fields by leveraging its client base of smartphone users.

In June of fiscal 2014, we began offering our new “Kake-hodai & Pake-aeru” billing plan as a priority initiative for setting a new growth trajectory for DOCOMO. Under the plan, a flat rate is applied to domestic voice calls, and users are able to divide among family members the volume of data transmitted over packet communication. We also offer discounts according to the length of subscription and new discounts for users aged 25 or younger. We will pursue renewed growth for our mobile business by promoting the use of voice calls and packets through this plan to increase the number of subscriptions and optimize cost of sales.

We also launched VoLTE on June 24 as the first LTE-based communication service in Japan with higher audio quality than voice call.

With respect to networks, we intend to further expand our LTE network to provide the widest area coverage by increasing the number of LTE base stations by 1.7 compared to the end of fiscal 2013 and achieving a tenfold increase in the number of base stations that can handle a high-speed communication volume of 100 Mbps and higher. We will also launch LTE-Advanced, a mobile communication system that is capable of handling even larger volumes of data, in fiscal 2014.

In terms of service, DOCOMO will further enhance its dmarket services and expand business opportunities in overseas markets. We will aggressively seek to quickly achieve 10 million contracts for our dmarket stores to increase profits in the emerging fields of media content, e-commerce, and financial and payment services.

The entire Group will work in concert to realize our dream of becoming a “Smart Life Partner” and set a steady path of growth for DOCOMO.

Fulfillment of Social Responsibilities as a Company Responsible for Social Infrastructure

The rapid evolution in mobile communication services has given rise to social issues such as “smartphone-distracted walking” and an increasing number of young smartphone users being involved in criminal activities through social networking services. In addition to offering functions to prevent smartphone use while walking, DOCOMO has been actively raising public awareness about the dangers of smartphone-distracted walking by creating a visual simulation of pedestrians using smartphones at the scramble intersection in Tokyo's Shibuya district, and has publicized it through a video service. In addition, we provide a filtering function for both DOCOMO networks and the Wi-Fi networks of other companies in an earnest effort to establish a safe, secure environment in which young people can use their smartphones.

While engaged in a Group-wide effort to address these and other social concerns, we also seek to generate maximum value for our customers. Naturally, this requires greater efficiency in our business operations and faster decision making. Advances in our CSR initiatives, which form the backbone of our corporate activities, are also essential. We will raise the standard of our CSR activities through dialog with our customers and other stakeholders and by carefully listening to their feedback.

DOCOMO remains committed to developing an environment where customers can comfortably and conveniently use our services, by ensuring reliable high-quality communication as we contribute to the resolution of pressing social issues.

President and Chief Executive Officer

02 Organizational Profile

DOCOMO Overview

NTT DOCOMO, INC. (Company with Audit & Supervisory Board Members) provides mobile phone services as its main business and aspires to address social issues as a “Smart Life Partner” by pursuing a broad range of other businesses in addition to its existing mobile communication services.

Corporate Profile

Company Name	NTT DOCOMO, INC.	Common Stock	949,679,500,000 yen (as of March 31, 2014)
Headquarters	Sanno Park Tower, 11-1, Nagata-cho 2-chome, Chiyoda-ku, Tokyo 100-6150, Japan	Employees (consolidated)	24,860 (as of March 31, 2014)
		Main Business Areas	DOCOMO's main business is mobile phone services (see table below for details).

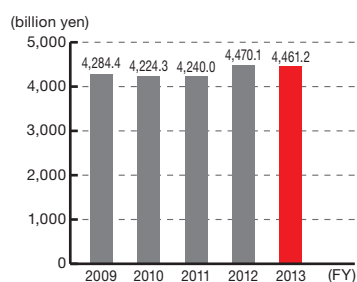
(As of March 31, 2014)

Business Segment	Main Business Areas
Mobile phone business	Cellular (Xi and FOMA) services, international services, satellite mobile communications services, sales of handsets and equipment for each service, etc.
All other businesses	Credit services, home shopping services, music software sales, Internet access service for hotel facilities, mobile advertisement business, etc.

Subsidiaries and Affiliates The 25 service subsidiaries were established independently as separate companies from the standpoint of efficiency and the specialized nature of their operations, and are responsible for undertaking some part of NTT DOCOMO INC.'s operations or supportive operations. The 169 other subsidiaries and 35 affiliates comprise corporate entities that engage in market research for overseas mobile communications markets or technological research, and companies established for the purpose of developing overseas businesses and emerging businesses.

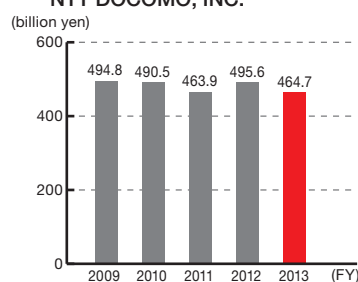
Data on Financial Results and CSR

Operating Revenues (Sales)

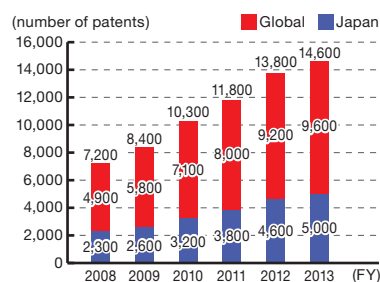


* DOCOMO's financial results are compiled based on U.S. accounting standards.

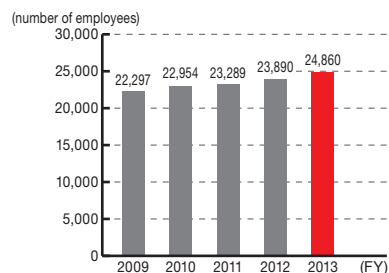
Net Income Attributable to NTT DOCOMO, INC.



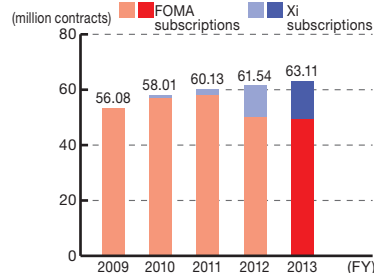
Number of Patent Registrations



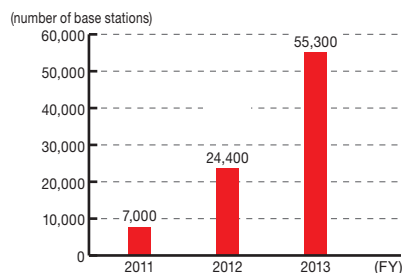
Consolidated employees



Mobile Phone Subscriptions



Number of Xi Base Stations



Employee Data (DOCOMO Group)

Average number of temporary employees (FY2013)	11,393
Number of employees working at overseas consolidated subsidiaries (as of March 31, 2014)	2,240

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

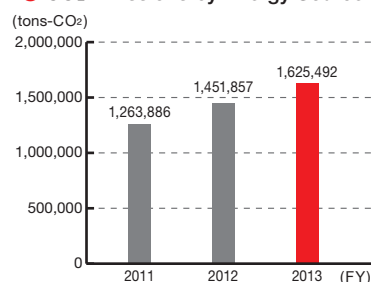
Social
Contribution

11

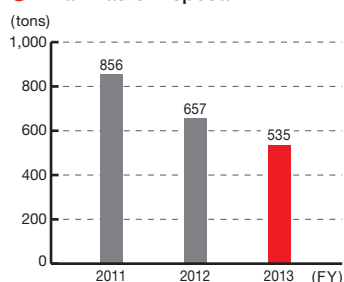
GRI Index

● DOCOMO Overview / ● Commitments to External Initiatives / ● Evaluations by Outside Parties

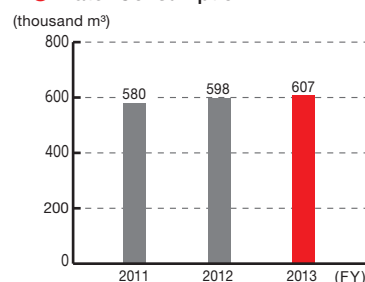
● CO₂ Emissions by Energy Source



● Final Waste Disposal



● Water Consumption



● Ratio of Organizations that Acquired ISO 14001 Certification (FY2013)

100% * Organizations covered by the scope of certification: 26 Group companies (NTT DOCOMO, INC., and 25 service subsidiaries), based on the number of employees.

Profit Distribution

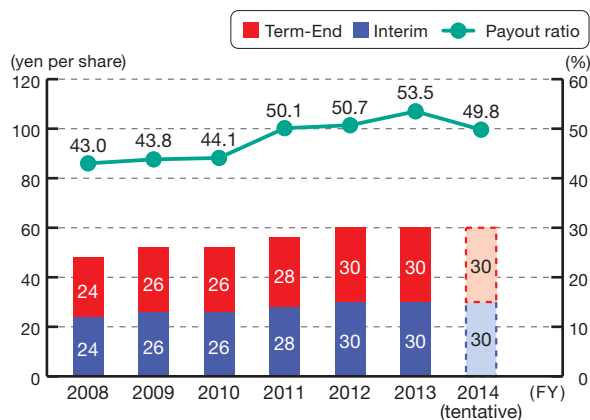
● Returning Profits to Shareholders by Stable Dividend Payments

NTT DOCOMO considers that providing adequate returns to shareholders is one of the most important issues in corporate management and plans to pay dividends in a stable manner by taking into account its consolidated results and consolidated dividend payout ratio, while striving to strengthen its financial position and secure internal reserves.

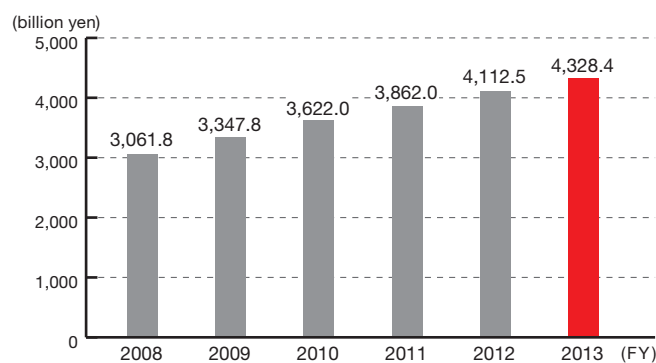
The Company also takes a flexible approach regarding share repurchases in order to return profits to shareholders. The basic approach regarding the level of treasury stocks resulting in repurchased shares is to limit the amount of such treasury stock to approximately 5% of total outstanding shares and to retire the excess at the end of the fiscal year.

As for the internal reserves, the Company will allocate those 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



● Internal Reserves



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

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

● DOCOMO Overview / ● Commitments to External Initiatives / ● Evaluations by Outside Parties

Commitments to External Initiatives

Commitments to External Initiatives

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

We specifically look to international guidelines that contain preventive strategies in formulating our own approach to CSR, the NTT DOCOMO Group Code of Ethics and the NTT DOCOMO Guidelines for CSR in Supply Chain.

● List of External Initiatives Used as References for CSR Activities

- ISO 26000
- ISO 14001
- Women's Empowerment Principles

Participation in External Organizations

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

● Membership in External Groups (Major Groups Only) (as of April 1, 2013)

- KEIDANREN (Japan Federation of Business, incorporated association) (Executive Member)
- Telecommunications Carriers Association (incorporated association) (Vice Chairman)
- Association of Radio Industries and Businesses (ARIB, incorporated association) (Vice Chairman)
- Tokyo Employers' Association (Chairman)
- Emergency Earthquake Alert Users Council (Member of the Board)
- Mobile Communication Fund (incorporated NPO) (Member of the Board)
- Japan Telework Association (incorporated association) (Member of the Board)

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

● DOCOMO Overview / ● Commitments to External Initiatives / ● Evaluations by Outside Parties

Evaluations by Outside Parties

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



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



FTSE4Good

DOCOMO is selected as a designated company for the FTSE4Good Index, a share index of socially responsible investments created by UK-based FTSE.



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



DOCOMO is constituent of the Ethibel Sustainability Index Excellence Global, an index created by the independent Belgium-based SRI advisory agency Forum ETHIBEL.



DOCOMO has been selected as a component of the Euronext Vigeo World 120, a sustainability index managed by NYSE Euronext and Vigeo.

● Overall No. 1 in TOYO KEIZAI, INC.'s CSR Company Ranking

NTT DOCOMO was rated the first overall in TOYO KEIZAI, INC.'s fiscal 2014 CSR company ranking. In preparing this ranking, Toyo Keizai evaluates companies from four perspectives – utilization of human resources, environmental performance, corporate governance, and social performance.

● Rated Overall Fourth in Nikkei Inc.'s NICES Ranking

In the 2013 edition of Nikkei Inc.'s NICES ranking of Japanese corporations, DOCOMO ranked overall fourth. In addition to business performance, the NICES rankings judge corporations according to a broad range of criteria, including items such as consumer awareness and employee work environments.

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

● DOCOMO's Business / ● DOCOMO's Strategy / ● DOCOMO CSR

03 DOCOMO's Business and Corporate Social Responsibility

The NTT DOCOMO Group is united in its efforts to solve social problems at home and overseas by listening to the diverse voices of stakeholders as a "Smart Life Partner."

DOCOMO's Business

Corporate Philosophy/Management Strategy

Under its philosophy of "creating a new world of communications culture," DOCOMO is expanding its core business centered on FOMA 3G and Xi LTE services and developing more diverse mobile multimedia services for both daily life and business. DOCOMO is also taking steps to maximize its corporate value to heighten the trust and value that shareholders and customers place in the Company.

● Creating a New Communications Culture

DOCOMO is working to deliver and strengthen these benefits by improving service quality, aggressively moving forward with the development of new services, and researching and developing more user-friendly communications interfaces. In addition, services and technologies are being provided in a diversifying range of business fields and platforms.

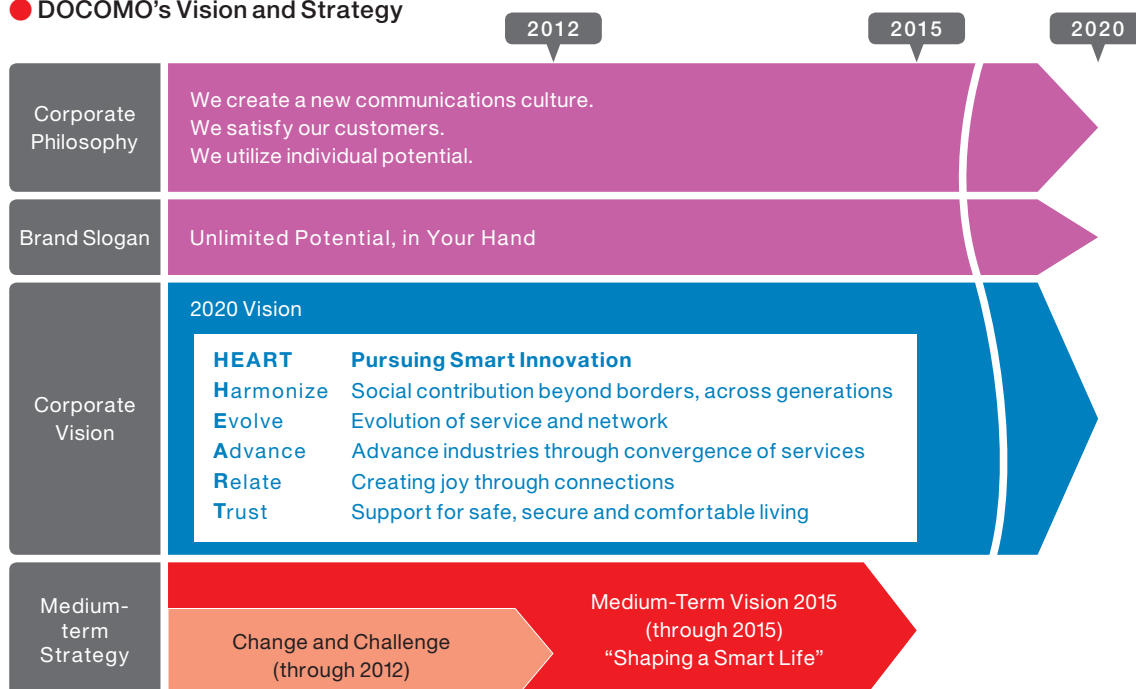
● Satisfying Customers

DOCOMO strives to fulfill the expectations of its customers through industry leadership in service quality, advanced networks, functionality and service area coverage. In addition, diversifying customer needs are being satisfied with an increasingly broad range of upgraded services at competitive rates.

● Utilizing Human Resources

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

● DOCOMO's Vision and Strategy



01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● DOCOMO's Business / ● DOCOMO's Strategy / ● DOCOMO CSR

Business Model

DOCOMO adopts the following business model to achieve the sustainable development of its business with due consideration of the business environment.

● Establishing Appropriate ICT Infrastructure

Having a high-quality, high-speed and high-volume traffic mobile network to provide our customers with stable network connections will become an important business issue. Providing solutions requires the establishment of appropriate telecommunications equipment, the development of applications that make maximum use of specifications, and operations that correlate with the constantly changing status of utilization. We are formulating plans that reflect the ever-changing social environment and are putting them into practice appropriately.

● Providing User-Friendly Handsets

We design and develop user-friendly handsets jointly with business partners.

● Providing Services that Help Realize a "Smart Life" for Customers

In the daily lives of our customers, handsets that make lifestyles highly convenient are more important than what customers can do with them. We are developing and providing various content to establish smooth collaboration with real world services and become a true "Smart Life Partner."

● Raising Efficiency by Incorporating ICT into the Industrial Base of Society

In today's society, ICT has become an inseparable base for all industries. We are therefore developing and providing integrated solutions for the next generation to raise the efficiency of business processes.

● Future-Oriented Solutions for Social Problems

To provide customers with values that do not yet exist, we must analyze social problems and provide solutions that take into account future needs. To that end, we are pursuing R&D across a broad spectrum of fields to provide technologies and solutions designed to help alleviate social problems.

● Building a Relationship of Trust with Customers

A strong relationship of trust with customers is important for promoting our business. While ensuring the security of our systems is essential in forging this relationship, we seek to establish a system through which the voices of our customers are promptly reflected in our docomo Shops and various consultation services, and to raise the awareness of all employees engaged in DOCOMO's business.

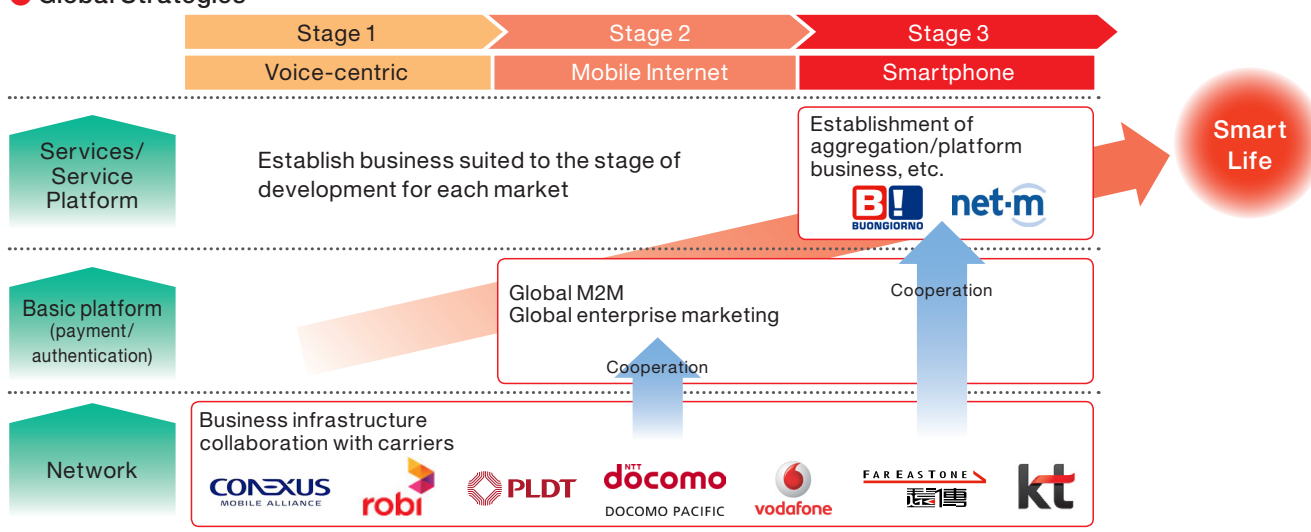
01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● DOCOMO's Business / ● DOCOMO's Strategy / ● DOCOMO CSR

Global Expansion

As a global enterprise, DOCOMO is expanding into countries around the world. We have cultivated partnerships with many overseas companies, which include investments in and alliances with overseas carriers. Moreover, we are making advances in our establishment of a global platform from which we can export superior services and content to overseas markets. At our overseas R&D bases, we are pursuing research in next-generation telecommunications and developing standardized technology in cooperation with manufacturers in Japan and overseas as well as domestic research institutions. Through these activities, DOCOMO demonstrates its Group-wide effort to develop its global telecommunications businesses and technologies.

● Global Strategies



DOCOMO's Strategy

Medium-Term Vision 2015

To promote the execution of our management strategy, DOCOMO developed the "Medium-Term Vision 2015 – Shaping a Smart Life" to set out clear steps and initiatives to be implemented in order to realize our Corporate Vision for 2020, "Pursuing Smart Innovation: HEART."

In future, we will accelerate our efforts for the evolution of mobile services and new value creation through convergence of industries/services with DOCOMO's clouds, and aim to offer enhanced safety and security while delivering more convenient and efficient solutions to our customers and their businesses in order to fulfill "Smart Lives."

● Initiatives for Mobile Service Evolution

DOCOMO offers customers greater enjoyment and convenience through flexible, scalable services and content in open environments, in addition to enhancing usability through an increasingly diverse lineup centered on smartphones. The Company is also providing customers with a highly stable data-communication environment by steadily expanding the capacity and coverage of its ultra-high-speed LTE service, Xi ("crossy").

● Value Creation through Industry/Service Convergence

As an integrated-services company with mobility at its core, DOCOMO is driving innovation by converging industries and services in collaboration with alliance partners, especially in fields that offer strong synergies with mobile businesses. This is DOCOMO's model for creating new value and developing new markets.

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

● DOCOMO's Business / ● DOCOMO's Strategy / ● DOCOMO CSR

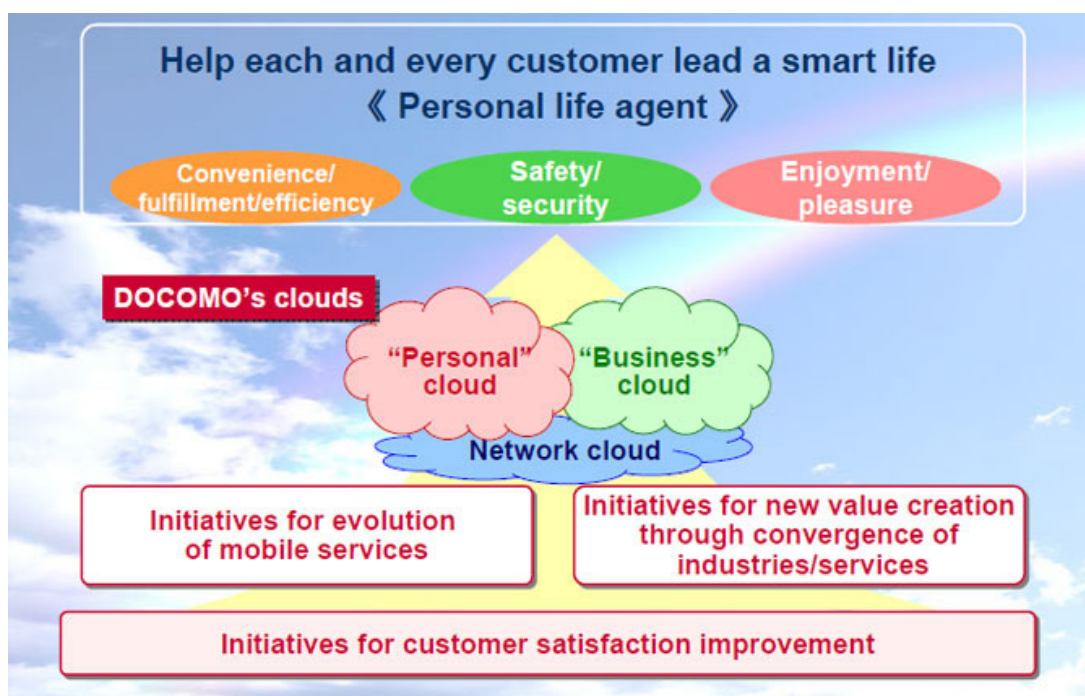
● Use of Cloud and Initiatives for Building Customer Trust and Delivering Peace of Mind

DOCOMO is propelling service innovation and industry/service integration by leveraging cloud services for personal and business customers and an advanced network. As a result, DOCOMO customers can have "Smarter Lives" characterized by enhanced convenience, fulfillment, efficiency, safety and security.

● Enhancing Security and Reliance

DOCOMO leverages its expertise and know-how in customer relationships to provide enhanced support to mobile customers, including new businesses, and peace of mind.

Through expansion of its social responsibility initiatives and implementation of extensive disaster response measures for enhanced safety and security based on lessons learned from the Great East Japan Earthquake, DOCOMO is continuously building on the trust that existing and new customers place in the Company's ability to deliver reliable, high-quality mobile communications.



01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● DOCOMO's Business / ● DOCOMO's Strategy / ● DOCOMO CSR

DOCOMO CSR

Philosophy toward CSR

The DOCOMO Group bases its business activities on its corporate social responsibility (CSR) of “Solving various social problems as a ‘Smart Life’ partner.” We have summarized our philosophy toward CSR into three general categories that are central to our efforts, as shown in the diagram below, and share it across the DOCOMO Group. The first category is “reliably provide high-quality telecommunications services.” As a provider of telecommunications services – a form of infrastructure of immense importance to society – our number one mission is to provide reliable services that can be counted on even in times of disaster.

The second category is to help solve social problems through the “ongoing creation of new value in our business activities.” In light of the rapidly growing popularity of smartphones, our goal in this respect is to be a corporate group that can make especially meaningful contributions to society by developing and evolving mobile services for health and medicine, the environment and other areas related to daily life.

The third category is “fulfillment of social responsibilities as a company in charge of social infrastructure.” At DOCOMO, we believe the underlying premise of our pursuit of business activities is the absolute requirement that we fulfill our social responsibilities. That is why we pursue our business activities on a foundation comprised of values such as maintenance of proper organizational governance, respect for basic human rights, and conservation of the global environment.

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



01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

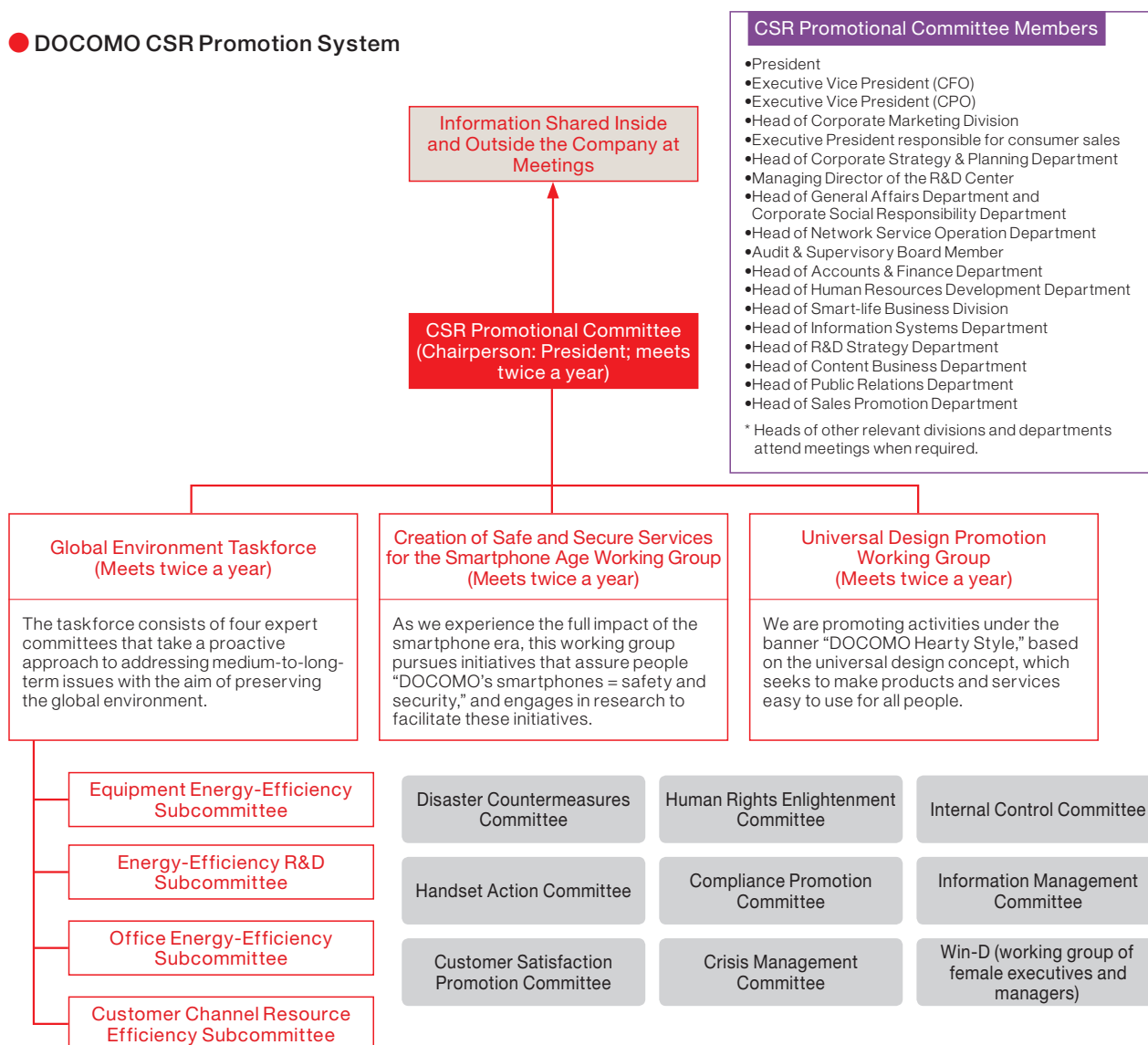
● DOCOMO's Business / ● DOCOMO's Strategy / ● DOCOMO CSR

CSR Management

DOCOMO convenes a meeting of the CSR Promotion Committee twice a year. At this forum, senior executives review the status of our efforts in the mid to long term and material CSR issues. The committee, chaired by the president, comprises senior executive vice presidents (CFOs and CPOs), audit and supervisory board members, and managers of relevant departments. The committee serves as the supervisory organ for the "Global Environment Taskforce, Creation of Safe and Secure Services for the Smartphone Age Working Group" and the "Universal Design Promotion Working Group," which hold their own meetings twice a year. These working groups deliberate on important CSR issues, and meeting results and activity proposals, together with guidelines for future activities planned in the meetings, are submitted to the CSR Promotion Committee for further discussion. Issues discussed at the committee meeting are shared throughout the Company as well as all Group companies during weekly meetings attended by senior executives, including those of Group companies, where the PDCA (Plan, Do, Check, Act) cycle is applied for the CSR activities of each department and reviewed and flexibly enforced and all employees clearly understand it.

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

● DOCOMO CSR Promotion System



(Expert Committees meet more than twice a year)

(As of March, 2014)

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● DOCOMO's Business / ● DOCOMO's Strategy / ● DOCOMO CSR

● PDCA Cycle Enforcement by Each Committee

Each committee formulates an annual action plan and presents a report detailing its progress and plans to the CSR Promotion Committee in May. The committees practice PDCA using the following approach.

Global Environment Taskforce

The following subcommittees have been set up to pursue initiatives in four general areas.

- Equipment Energy-Efficiency Subcommittee
Reduce environmental impacts while guaranteeing stable, reliable communication
- Energy-Efficiency R&D Subcommittee
Use new technologies to reduce environmental impacts of telecommunications facilities and handsets
- Office Energy-Efficiency Subcommittee
Save electricity and promote efficient use of paper at offices
- Customer Channel Resource Efficiency Subcommittee
Make efficient use of paper for promotional tools

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

We monitor progress related to the following objectives.

- Reduce risks for smartphone use by young people
(filtering services, etc., for situations including the use of Wi-Fi connections)
- From a service standpoint, prevent phone use while walking, a newly identified social problem

Universal Design Promotion Working Group

Members responsible for docomo Shops, handsets, applications and billing plans participate and share information to grasp the achievements and progress with respect to plans for the following general initiatives

- Barrier-free docomo Shops
- Develop handsets and consider services that are both easy and safe to use for the elderly and physically challenged people

Spreading CSR Awareness among Directors and Employees

As one element of CSR promotion at DOCOMO, we invite outside experts to hold seminars for management personnel. In fiscal 2013, a seminar titled "Let's become a Healthy Company – As Long as We are Healthy, Positive Results will Naturally Follow by Practicing CSR through Our Core Business" was held. In this seminar, around 150 participants, including the president, vice presidents, heads of organizational units, and leaders of Group companies, studied the significance of communication associated with CSR and compliance, as well as the importance of creating a corporate culture of openness in which staff are able to freely speak their minds.

Improving CSR activities requires a shared awareness of their importance. DOCOMO will therefore continue to pursue initiatives that aim to increase awareness of CSR activities among all employees, including management personnel.

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● DOCOMO's Business / ● DOCOMO's Strategy / ● DOCOMO CSR

Stakeholder Engagement

DOCOMO has forged solid relationships with stakeholders who are involved in its business operations. Engaging with each stakeholder in an appropriate manner that is in line with the nature of the relationship and relevant issues is essential for developing the sustainability of our business.

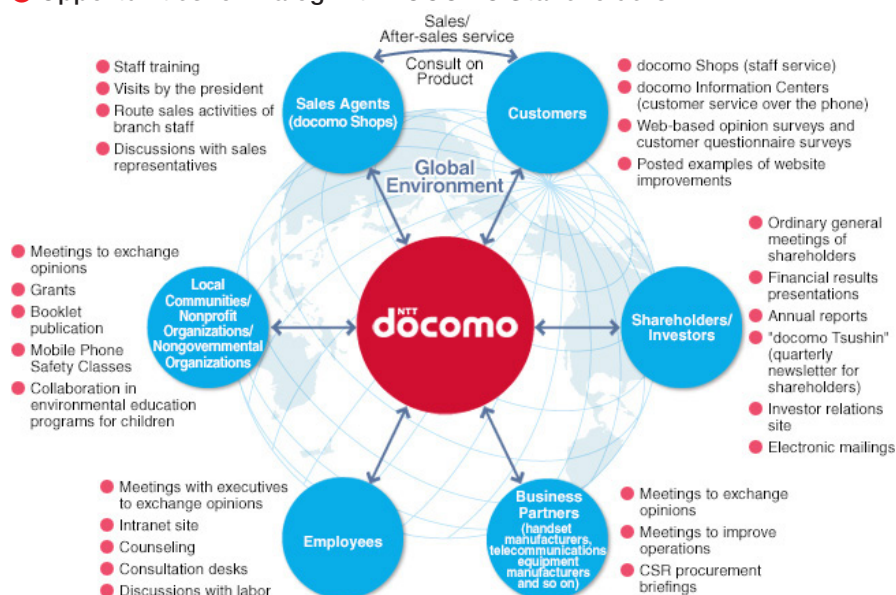
The following stakeholders are of particular importance to DOCOMO in light of our business environment.

Stakeholder	Definition/Standard	Engagement	Major Themes	Activity
Customers (including children and senior citizens)	Individual customers who subscribe to our services	Shops, Information Centers, customer consultation desks, questionnaire survey, marketing research, various awareness programs	Customer satisfaction, safe and secure communications environment	Provide information security, products, applications, and services
Corporate Customers	Corporate customers who subscribe to our services	Business solutions, special lines such as satellite and maritime telephone lines	Customer satisfaction, safe and secure communications environment	Information security, M2M services
Governments	Regulatory institutions and municipalities that are responsible for granting approval for telecommunications and other DOCOMO businesses	Consultation, exchange of opinions	Compliance with applicable regulations	Proposals on various regulations and easing of regulations
Shareholders, Investors	Shareholders and investment institutions that directly or indirectly own DOCOMO shares and investment institutions that influence their decisions	General meetings of shareholders, financial results presentations, IR website, annual reports, response by the IR Department	Providing appropriate growth and income and capital gains	Ensure transparency on dividend payout ratio
Financial Institutions	Financial institutions connected to business	Collaboration in account settlement	Fair transactions	Payment service for users and payment/settlement operation with suppliers
Business Partners (telecommunications-related manufacturers)	Manufacturers of telecommunications facilities, equipment, and handsets, etc., and business partners involved in construction work	Meetings to exchange opinions, meetings to improve operations, and CSR procurement briefings	Fair and transparent transactions	CSR procurement
Business Partners (content providers)	Business partners involved in systems and applications related to DOCOMO services	Meetings to exchange opinions and meetings to improve operations	Fair and transparent transactions	Production and improvement of contents
Business Partners (sales agents)	docomo Shops and other business partners responsible for sales and contracts	Staff training, visits by the president, route sales activities of branch staff, discussions with sales representatives	Fair and transparent transactions	Information exchange
Telecommunications Industry	Industry groups and competitors that consult on related regulations and fair competition	Councils and industry group meetings	Fair competition	Information exchange
Employees	Workers employed by the DOCOMO Group	Meetings with executives to exchange opinions, Intranet site, counseling, consultation desk, and labor management consultations	Securing and maintaining employment, appropriate and transparent evaluation, establishment of a working environment, labor-management consultations	Provide a safe and comfortable workplace
Nonprofit Organizations and Non-governmental Organizations	NPOs, NGOs, and citizens' groups involved in DOCOMO's social and environmental activities	Meetings to exchange opinions, grants, and brochures	Collaboration for building a sustainable society	Information exchange
Global Environment	The global environment for the survival of mankind	"SMART for GREEN 2020"	Minimize environmental impact	Effective use of energy
Local Communities	Local communities where DOCOMO services are present	Meetings to exchange opinions, grants, brochures, Mobile Phone Safety Classes, collaboration in environmental education programs for children	Safety for the local community and appropriate collaboration for social development	Communicate with local communities

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● DOCOMO's Business / ● DOCOMO's Strategy / ● DOCOMO CSR

● Opportunities for Dialog with DOCOMO Stakeholders



Materiality Analysis

With due consideration of DOCOMO's business environment, we conducted a materiality analysis on the environmental, social and corporate governance (ESG) aspects of our internal and related external environments. Since the telecommunications operations undertaken by NTT DOCOMO, INC. and 25 service subsidiaries comprise our core business, we designated NTT DOCOMO, INC. and these subsidiaries as the most significant boundary. Outside this organization is on a small business scale, so we have limited ourselves to making partial disclosure regarding these boundaries. DOCOMO's material aspects are as follows.

Category	Material Aspects	Significance of Material Aspects
Economic	Economic Performance	The need to ensure appropriateness for economic values created and distributed, and the manner in which they are allocated to each stakeholder, including payment of tax
	Procurement Practices	The need to collaborate with the local economy with due consideration for appropriateness of the platform for the service foundation and procurement of handsets
Environmental	Energy	The need to reduce electricity use in light of the environmental impact of electricity use at base stations, etc.
	Effluents and Waste	The need to reduce effluents and waste generated by the construction of base stations, etc., as well as to reduce waste associated with the disposal and recycling of mobile handsets
	Supplier Environmental Assessment	Significant environmental impact associated with the supply chain through which we provide products and services such as construction work for base stations and mobile handsets
Labor Practices and Decent Work	Employment	Creating and maintaining employment
	Training and Education	Strengthening the abilities of employees and related staff
	Supplier Assessment for Labor Practices	Impact on labor responsibility associated with the supply chain through which we provide products and services such as construction work for base stations and mobile handsets
Human Rights	Investments	Significance of the human rights aspect in undertaking acquisitions and investments in Japan and overseas
	Freedom of Association and Collective Bargaining	The need to guarantee workers' rights, and the revision and harmonization of regulations in different countries
	Suppliers Assessment on Human Rights	Impact on human rights responsibility associated with the supply chain through which we provide products and services such as construction work for base stations and mobile handsets
Society	Local Communities	Impact on local communities when building base stations and infrastructure
	Corruption Prevention	A risk that threatens the very foundation of the ethical standards of an organization and a risk associated with the purchasing power and size of an organization
	Public Policy	Relationship premised on ethical standards related to public policy as an enterprise that supports social infrastructure
	Anti-competitive Behavior	Importance of business activities based on the background and history of the NTT Law
	Suppliers Assessment on Social Impact	Impact on social responsibility associated with the supply chain through which we provide products and services such as construction work for base stations and mobile handsets
Product Responsibility	Customer Health and Safety	Social responsibility of an enterprise that provides products and services with consideration for the significant impact on customers and society caused by its business activities
	Product and Service Labeling	The need to respond to regulations, and a social responsibility for providing products and services as an enterprise
	Marketing Communications	Impact on customers and society resulting from the business activities and social responsibility of an enterprise that provides products and services
	Customer Privacy	Protection of the human rights of customers

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● DOCOMO's Business / ● DOCOMO's Strategy / ● DOCOMO CSR

As for boundaries outside the organization, the supply chain comprising manufacturers of telecommunications facilities and equipment, and the companies responsible for establishing, constructing and operating these companies, as well as manufacturers of handsets, is important in the execution of DOCOMO's telecommunications business. We formulated the NTT DOCOMO Guidelines for CSR in Supply Chain and share it with our suppliers, whose bases are located mainly in Japan, the U.S., South Korea and China, to deepen their understanding of our procurement policies and approaches to CSR.

CSR Goals and Achievements

Initiatives		FY2013		FY2014
		Goals	Major Achievements	Goals
Consumer Issues				
Customer satisfaction	<ul style="list-style-type: none"> Enhancing service and support Communicating with customers Easy-to-understand billing plans Accurate and clear advertising R&D on raising customer satisfaction 	<ul style="list-style-type: none"> Work to raise customer satisfaction among smartphone users, and receive the No. 1 ranking in overall customer satisfaction Develop social support services in the health/medical, environmental/ecological and other fields Develop solutions to social issues as a "Smart Life Partner" Offer an easier to use fee system 	<ul style="list-style-type: none"> Began offering "WM (Watashi Move)" personal health support service Offered discounts including "Arigato 10 years Smartphone Wari" and "Ouen Student Discount 2013" along with other campaigns 	<ul style="list-style-type: none"> Raise customer satisfaction among smartphone users, and receive the No.1 ranking in overall customer satisfaction Develop social support services in the health/medical, environmental/ecological and other fields Develop solutions to social issues as a "Smart Life Partner" Offer an easier to use fee system
Universal design	<ul style="list-style-type: none"> Hearty Style products and services Hearty Style products, services and customer support 	<ul style="list-style-type: none"> Develop smartphone with reference to universal design Hold 50 classes during the year that help make mobile phone use more convenient for people with disabilities 	<ul style="list-style-type: none"> Released Raku-Raku Smartphone Premium and Raku-Raku Smartphone 2 Held 70 classes for helping people with disabilities. 	<ul style="list-style-type: none"> Introduce products and services that reflect universal design principles for people with disabilities, as well as convenient uses and functions for the Raku-Raku phone series and smartphones
Product and service quality		<ul style="list-style-type: none"> Continue to respond to customer feedback on coverage area 	<ul style="list-style-type: none"> Provided approximately 48,000 on-site surveys and support in response to customer feedback on coverage area 	<ul style="list-style-type: none"> Continue to respond to customer feedback on coverage area
Disaster preparedness	<ul style="list-style-type: none"> Coverage area improvement and expansion Ensuring stable communications Product quality assurance Disaster preparedness 	<ul style="list-style-type: none"> Hold practical disaster prevention training to inspect and more firmly establish new disaster countermeasures Increase convenience and familiarity with the Disaster Message Board and Disaster-Time Voice Delivery Service Maintain and improve system stability and reliability 	<ul style="list-style-type: none"> Conducted general disaster prevention training Together with 6 mobile phone and PHS service providers, launched mutual access to the Disaster-Time Voice Delivery Service Let customers try the Disaster Message Board Service and Disaster-Time Voice Delivery Service on the 5th and 15th of every month 	<ul style="list-style-type: none"> Prepare for extremely severe disasters Strengthen capability for rapidly responding to localized natural disasters Further enhance disaster response capabilities by expanding the variety of disaster prevention training and repeat training Further strengthen collaboration with relevant government agencies, local governments and related organizations
Safety and security	<ul style="list-style-type: none"> Addressing the impact on children Assistance for seniors Dealing with spam email and nuisance calls Providing options for manner conscious customers Preventing fraud Ensuring information security Radio wave safety Products and services for keeping children safe Research and development for the future 	<ul style="list-style-type: none"> Hold Mobile Phone Safety Classes at 10% or more of all elementary, middle and high schools throughout the country (approx. 30,000 schools) Revise Mobile Phone Safety Class teaching materials in accordance with changes in the usage environment Take measures that protect smartphone users from malicious sites (phishing sites, sites spreading viruses, etc.) Implement measures to raise awareness of and eliminate smartphone-distracted walking Continue to monitor domestic and international research on radio wave safety and participate in research activities 	<ul style="list-style-type: none"> Held 6,900 Mobile Phone Safety Classes during the year Applied filtering service to Internet access using Wi-Fi networks of other companies Began offering function to prevent smartphone-distracted walking to protect children from accidents associated with this behavior Continued to monitor domestic and international research on radio wave safety and participate in research activities 	<ul style="list-style-type: none"> Hold Mobile Phone Safety Classes at 10% or more of all elementary, middle and high schools throughout the country (approx. 30,000 schools) Revise Mobile Phone Safety Class teaching materials in accordance with changes in the usage environment Take measures that protect smartphone users from malicious sites (phishing sites, sites spreading viruses, etc.) Implement measures to raise awareness of and eliminate smartphone-distracted walking Continue to monitor domestic and international research on radio wave safety and participate in research activities
Environment				
Network facilities	<ul style="list-style-type: none"> Preventing global warming Saving resources and reducing waste Developing environmentally-friendly phones 	<ul style="list-style-type: none"> Actively install energy-saving and high-efficiency devices Install cutting edge environmentally-friendly technologies 	<ul style="list-style-type: none"> Actively installed energy-saving and high-efficiency devices Promoted implementation of DC power supply systems, new air conditioning technology and energy-saving servers at communications facilities 	<ul style="list-style-type: none"> Actively install energy-saving and high-efficiency devices Install cutting edge environmentally-friendly technologies
Customer channel	<ul style="list-style-type: none"> Environmental management systems Communicating with customers 	<ul style="list-style-type: none"> Continue to collect used mobile phones 	<ul style="list-style-type: none"> Collected approx. 3.8 million used mobile phones 	<ul style="list-style-type: none"> Continue to collect used mobile phones
Management	<ul style="list-style-type: none"> Complying with environmental laws and regulations Promoting green procurement 	<ul style="list-style-type: none"> Promote introduction of LED lighting Boost waste recycling rates at offices 	<ul style="list-style-type: none"> Introduced LED lighting in docomo Shops Checked sorting of office waste, held studies for the improvement of thermal recycling, etc. 	<ul style="list-style-type: none"> Promote introduction of LED lighting Boost waste recycling rates at offices
Cooperation with outside groups	<ul style="list-style-type: none"> Promoting reforestation initiatives Environmental contribution activities 	<ul style="list-style-type: none"> Continue conducting forest maintenance activities at docomo Woods Continue joint reforestation initiative with the PLDT Group in the Philippines 	<ul style="list-style-type: none"> Conducted forest maintenance activities at docomo Woods Conducted joint a reforestation initiative with the PLDT Group in the Philippines 	<ul style="list-style-type: none"> Continue conducting forest maintenance activities at docomo Woods

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

● DOCOMO's Business / ● DOCOMO's Strategy / ● DOCOMO CSR

Initiatives		FY2013		FY2014
		Goals	Results	Goals
Community Participation and Development				
Social contribution	<ul style="list-style-type: none">•Activities in support of children•Social welfare activities•International contribution activities•Social contribution activities together with customers•Mobile Communication Fund	<ul style="list-style-type: none">•Promote the sound development of young people through Youth Sports School (soccer, baseball clinics and rugby, etc.)•Promote employee volunteer activities to support the recovery of areas affected by the Great East Japan Earthquake•Promote Ecocap Movement•Promote a disaster-relief fund in which customers can participate•Continue conducting social contribution activities through the Mobile Communication Fund	<ul style="list-style-type: none">•Held Youth Sports School events for soccer, baseball, rugby and other sports•Set up Disaster Relief Charity Websites – earthquake in Sichuan, China, tornado damage in Midwestern United States, flooding in India, typhoon damage in Izu Oshima and typhoon damage in the Philippines•Conducted employee volunteer activities in disaster-hit areas (340 employees participated)•Participated in Ecocap Movement to deliver vaccines to children in developing countries•Mobile Communication Fund carried out academic, welfare support, children's development and environmental preservation programs (support for 118 organizations; support for 48 international students from Asia; awarded four people the DOCOMO Mobile Science Prize)	<ul style="list-style-type: none">•Contribute to the sound development of young people through Youth Sports School (soccer and baseball clinics, etc.)•Conducted employee volunteer activities in the reconstruction of areas affected by the Great East Japan Earthquake•Promote Ecocap Movement•Promote fund-raising activities open to customer participation for disaster-affected areas•Continue conducting social contribution activities through the Mobile Communication Fund
Human Rights/ Labor Practices				
Human rights education activities	—	<ul style="list-style-type: none">•Pursue various types of policies based on human rights awareness survey results and other data	<ul style="list-style-type: none">•Conduct human rights awareness training	<ul style="list-style-type: none">•Pursue various types of policies based on human rights awareness survey results and other data
Diversity		<ul style="list-style-type: none">•Continue promoting diversity at the workplace	<ul style="list-style-type: none">•Continued the Working from Home program•Held forums for employees on childcare leave	<ul style="list-style-type: none">•Continue to provide career development opportunities for diverse human resources
Work-life balance		<ul style="list-style-type: none">•Encourage and fully support employee work-life balance	<ul style="list-style-type: none">•Conduct training for all employees (including e-learning)	<ul style="list-style-type: none">•Reinforce support of work-life balance
Human resource development		<ul style="list-style-type: none">•Enhance communication between organizations and between employees	<ul style="list-style-type: none">•Management visited approx. 110 workplaces to get feedback directly from employees•Held an employee attitude survey	<ul style="list-style-type: none">•Enhance communication between organizations and between employees
Fair Business Practices				
Relations with suppliers, docomo Shops, etc.	<ul style="list-style-type: none">•Supporting training to improve capabilities of staff•Improving communication with staff•Promoting free and fair business transactions	<ul style="list-style-type: none">•Further enhance skill certifications and training on products and services for docomo Shop staff•Revise the CSR Procurement Guidelines and perform CSR procurement based on them	<ul style="list-style-type: none">•Continued training for docomo Shop staff•Procurement carried out in accordance with CSR Procurement Guidelines	<ul style="list-style-type: none">•Further enhance skill certifications and training on products and services for docomo Shop staff•Carry out procurement in accordance with CSR Procurement Guidelines
Management Structure				
Corporate governance system Compliance Information security	—	<ul style="list-style-type: none">•Carry out initiatives based on the findings of a survey on compliance	<ul style="list-style-type: none">•Conducted a seminar for compliance top management and training for Compliance Leaders•Conducted e-learning based training to prevent insider trading•Regularly disseminated information on compliance and human rights•In connection with Human Rights Day and Human Rights Week, a vice-president delivered self development messages aimed at awareness of human rights	<ul style="list-style-type: none">•Carry out initiatives based on the findings of a survey on compliance•Conduct e-learning on information security for all employees toward a cumulative total participation of more than 45,000

04 Management

DOCOMO seeks to enhance corporate value through its priority on the customer's perspective; rigorous and efficient operational execution; and quick, transparent and sound management through effective corporate governance.

Corporate Governance

Basic Approach

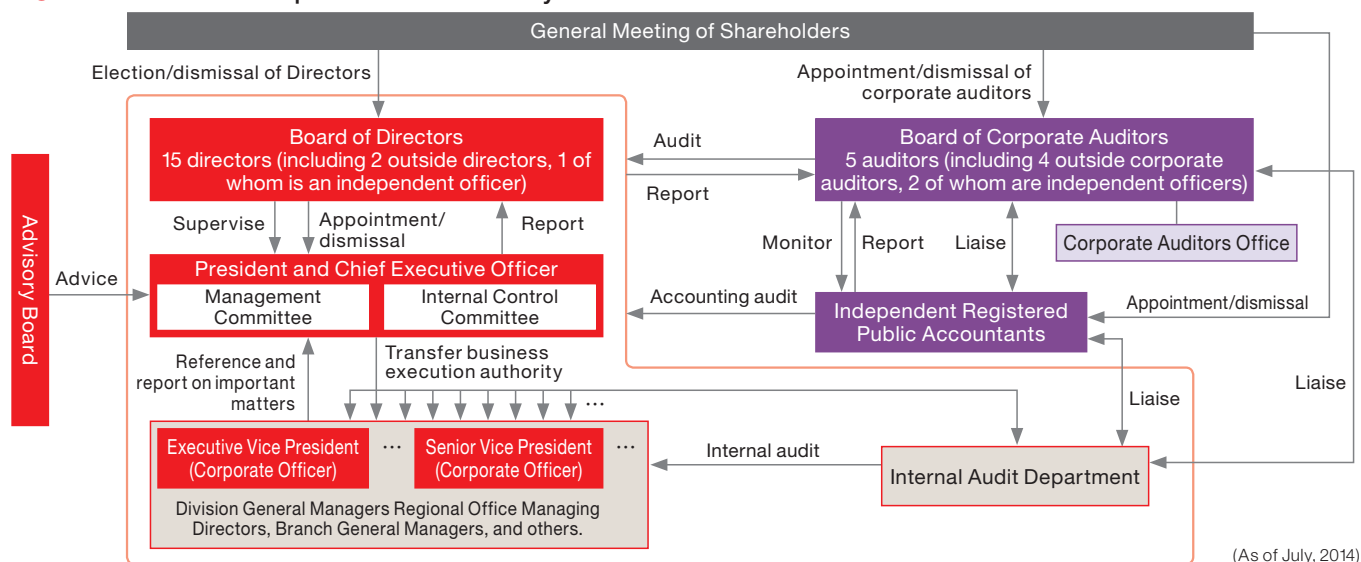
Guided by its corporate philosophy of “creating a new world of communications culture,” DOCOMO’s management policy is to contribute to the achievement of a vibrant and prosperous society, and then to maximize corporate value by providing useful services to customers’ everyday lives and businesses. DOCOMO believes that maintaining effective corporate governance is crucial to continuously increasing corporate value. To that end, we have established a global Group governance structure for improving management responsiveness while reinforcing audit and internal controls.

Overview of Structure

DOCOMO's corporate governance structure consists of a Board of Directors, corporate auditors and a Board of Corporate Auditors. This structure supports consistent and stable business operations by effectively utilizing management resources and strengthening auditing and control functions. In addition, outside directors and outside auditors are appointed to further bolster management supervision and auditing.

Recognizing the vital role played by mobile telecommunications as a social infrastructure, DOCOMO believes that directors have a key role in important business execution matters for timely and responsive business management. Accordingly, the Company introduced a corporate officer system under which a majority of the members of the Board of Directors, excluding representative directors, serve concurrently as corporate officers. In addition, part of the business execution authority of the Board of Directors has been transferred to the representative directors and corporate officers. To facilitate agile execution, authority has been transferred from the president and chief executive officer to the corporate officers and heads of each organization in accordance with internal regulations. Authority retained by the president and chief executive officer is transferred to the heads of each operational entity by the decision of the Management Committee. This authority is subsequently transferred to senior managers according to the internal regulations of each organization. In addition, committees chaired by the responsible officers consider issues and manage the details of activities. Committee regulations also contain rules on related authority.

● NTT DOCOMO's Corporate Governance System



(As of July, 2014)

These measures enhance the mutual supervision of the members of the Board of Directors and strengthen management supervision. At the same time, the measures facilitate agile business execution by the responsible corporate officers.

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	--------------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● Corporate Governance / ● Risk Management / ● Compliance

Management Supervision, Business Execution and Audit System

The Board of Directors consists of 15 members, including two outside directors, one of whom is an outside director appointed by the Company as an independent officer in accordance with the rules and regulations of the Tokyo Stock Exchange, Inc. The Board of Directors meets in principle once a month and renders decisions on important business matters. Extraordinary meetings are convened as necessary. The directors serve one two-year term. The Board of Directors also receives status reports as needed from members of the Board of Directors who have been assigned responsibility for business execution, thereby conducting management supervision. There is no provision in our Articles of Incorporation as to a director's power to vote on a proposal, arrangement or contract in which a director is materially interested; however, under the Companies Act, a director is required to refrain from voting on such matters at meetings of the Board of Directors. For decision making on key issues related to business execution, the Company established the Management Committee, which includes the president and chief executive director as well as senior vice presidents, executive vice presidents, and full-time Audit & Supervisory Board members. The Management Committee meets in principle once a week and extraordinary meetings are convened as necessary to facilitate flexible, rapid decision making by the president and chief executive officer. In addition, we established an internal control committee chaired by the president, which meets as needed. The highest ranking officers responsible for business execution take the initiative in supervising internal control in these meetings.

The Board of Corporate Auditors consists of five members, including four outside corporate auditors, two of whom are outside auditors appointed by the Company as independent officers in accordance with the rules and regulations of the Tokyo Stock Exchange, Inc. The Board of Corporate Auditors meets in principle once a month to make decisions on audit policies, plans, methods and other important issues related to the audit of the Company. In accordance with audit policies and audit plans determined by the Audit & Corporate Auditors, auditors attend key meetings, such as those of the Board of Directors, and receives reports from board members, examines important documents, and conducts on-site examinations of the Head Office, major work sites and major subsidiaries. In this way, the auditor effectively audits board member execution of duties and reports on the status of audit implementation to the Board of Corporate Auditors. The Board of Corporate Auditors promotes mutual understanding and information-sharing with the auditors of subsidiaries. In addition, they remain in close contact with the Internal Audit Department by properly sharing information such as audit plans and results to ensure the effectiveness of audits. The auditor serves one four-year term.

Diversity of Officers

A key DOCOMO management objective is to promote diversity in the workforce by creating a working environment in which individuals are exposed to enriching experiences and values and can effectively demonstrate their abilities. The membership of the Audit & Supervisory Board currently includes one woman.

We also ensure diversity in officer selection based on the following principles.

- We select officers by reviewing their past work experience and accomplishments to ascertain that they possess expert knowledge and experience in economic, environmental and social issues.
- Appointments to the Board of Directors are approved by the general meeting of shareholders.
- With respect to participation by stakeholders other than shareholders, we receive feedback and advice from the Advisory Board, comprising various experts from outside the Company, which sets the standards for the Board of Directors.

Policy on Compensation for Directors

The maximum aggregate compensation amount for the Company's directors and that of the Company's Audit & Supervisory Board members must be, and accordingly has been, approved at a general meeting of shareholders.

Matters regarding director compensation are determined by the Board of Directors.

Director compensation comprises monthly payments as well as bonuses, with monthly payment determined by the duties and responsibilities of each rank. Bonuses are paid in consideration of such factors as our business results for the term. To reflect results over the medium to long term, a portion

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	--------------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● Corporate Governance / ● Risk Management / ● Compliance

of monthly compensation is contributed to a director stock purchase plan through the Directors' Shareholders Association. Company shares purchased through the plan are held throughout the term of office. The ratio between compensation per director in Japan, which constitutes an important base for the organization, and compensation per employee is 4.3 to 1 (the ratio between aggregate compensation paid to directors during fiscal 2013 divided by the number of directors and the average salary of employees at NTT DOCOMO INC.)

With regard to auditors, it has been decided through discussion by auditors to pay them only monthly compensation to ensure a high degree of independence.

There are no procedural or disclosure requirements with respect to the use of compensation consultants, independent legal counsel or other advisors.

Relationship with Parent Company

The corporate group led by the parent company, NIPPON TELEGRAPH AND TELEPHONE CORPORATION (NTT), operates the following main businesses: regional communications, long-distance and international communications, mobile communications, and data communications.

As of March 31, 2014, NTT owned 66.65% of the voting rights of the DOCOMO Group and was in a position to influence the Company's management decision making through the exercise of majority shareholder rights. However, the Company retains its own management responsibility and conducts oversees operations in accordance with its own decision making authority. (The Japanese Finance Minister owns 32.59% of NTT shares.)

Functions of Related Committees

DOCOMO incorporates CSR activities into its management approach, while also following the demands and changes posed by management strategies and by society, regularly revising our CSR promotion system and striving to continuously improve CSR activities.

Management staff participates in regular national conferences to discuss implementation and details of CSR activities reported by various company entities. In addition, we also established a CSR Promotion Committee dedicated to ensuring the enforcement of PDCA (Plan, Do, Check, Act) cycles for CSR efforts.

Sharing Sustainability Issues among Management

The CSR Promotion Committee provides the venue for DOCOMO management, including the president, to corporately identify sustainability issues and discuss appropriate actions. The publication of the CSR Report is preceded by deliberations in the CSR Promotion Committee, chaired by the president, and final approval by the officer responsible for producing the CSR Report. The CSR Promotion Committee is composed of directors and corporate auditors entrusted with responsibility for environmental, social and corporate governance (ESG) areas as well as the heads of ESG-related departments. The CSR department reports to the Management Committee attended by board members on issues discussed by the CSR Promotion Committee. As for suggestions and requests from stakeholders, information is identified and gathered by the department responsible for each stakeholder, and dialogues are set up as needed. The content of dialogues is shared by the Management Committee.

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	--------------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● Corporate Governance / ● Risk Management / ● Compliance

Advisory Board

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

DOCOMO established its 8th Advisory Board in October 2013 as a forum in which experts from various fields can provide objective opinions and proposals related to the general aspects of our management. This undertaking has continued since February 1999. The objective comments and proposals we receive from these experts are incorporated into company management.

Overview

● **Term:** from October 2013 to September 2015 ● **Frequency:** quarterly

Members of the Advisory Board (as of July, 2014)

● **Chairperson:**

Mr. Taizo Nishimuro, President & CEO, Representative Executive Officer, Japan Post Holdings Co., Ltd., Adviser to the Board, Toshiba Corporation

● **Members:**

- Dr. Motoshige Itoh, Professor, Faculty of Economics, The University of Tokyo, President of National Institute for Research Advancement (NIRA)
- Mr. Shin Kikuchi, Partner Lawyer, Mori Hamada & Matsumoto
- Ms. Main Kohda, Novelist
- Mr. Masaaki Shintaku, Executive Vice President, Special Olympics Nippon
- Mr. Jitsuro Terashima, President of Japan Research Institute, President of Tama University
- Dr. Hideo Miyahara, Professor Emeritus, Osaka University

● **Members (DOCOMO):**

- Kaoru Kato, President and Chief Executive Officer
- Akira Terasaki, Senior Executive Vice President
- Kazuhiro Yoshizawa, Senior Executive Vice President
- Hiroyasu Asami, Executive Vice President
- Yoshiaki Sakai, Senior Executive Vice President

● U.S. Advisory Board Set Up

DOCOMO established its 7th U.S. Advisory Board in October 2013 as a forum for overseas experts from various fields to provide objective opinions and proposals on general aspects of our management. This undertaking has continued since December 2000.

The board will be chaired by Mr. David A. Gross, partner at Wiley Rein LLC. and former Coordinator for International Communications and Information Policy at the U.S. Department of State. We have also invited Mr. Matthew P. Goodman, William E. Simon Chair in Political Economy and Senior Adviser for Asian Economics at the Center for Strategic & International Studies, to join the board. These two members will participate in all meetings. We intend to stimulate productive discussion at each meeting by inviting experts to offer their professional views on specific topics.

Objectives

DOCOMO believes a broad, global perspective is essential for accomplishing our goals of enhancing customer convenience through services closely linked to daily life and business, fulfilling our social responsibility as a good corporate citizen, and achieving sustainable growth alongside society as we seek to create a new communication culture. For this reason, we have invited overseas experts to establish the 7th U.S. Advisory Board to succeed the 6th board. The diverse information and comments we receive from these meetings are incorporated into our management deliberations.

Overview

● **Term:** from October 2013 to September 2015 ● **Frequency:** twice a year (tentative)

Members of the U.S. Advisory Board

● **Members of the Board:**

- Mr. David A. Gross (Chairperson)
Partner, Wiley Rein LLC.
Former Coordinator for International Communications and Information Policy, U.S. State Department
- Mr. Matthew P. Goodman
William E. Simon Chair in Political Economy and Senior Adviser for Asian Economics at the Center for Strategic & International Studies

● **Guest Member:**

In addition to board members, we invite experts in specific fields to present their specialized knowledge. The guest member for the first meeting is Laurent Desmangles, Partner and Managing Director, Boston Consulting Group

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	--------------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● Corporate Governance / ● Risk Management / ● Compliance

Risk Management

Basic Approach to Risk Management

We strive to strengthen risk management under the basic policy of identifying and responding to business risk as quickly as possible. We define risks as situations that may adversely affect our credibility or corporate image or lead to a reduction of revenues and/or increase of costs, such as natural and human-caused disasters, including natural calamities and power shortages, inadequate handling of confidential business information, including personal information, changes in the market environment for the telecommunications industry and intensifying competition from other businesses. We are making our best efforts to prevent and mitigate such risks.

Risk Management Mechanism

In accordance with our Risk Management Principles, business risks are regularly identified, and the Internal Control Committee, headed by the president and chief executive officer, designates risks that require Companywide management. Management policies for those identified risks are formulated and appropriate efforts are made to prevent such risks from materializing and to prepare to quickly respond should they occur.

In addition, the Internal Audit Department conducts a Group-wide audit to monitor the status of our response to risk and follow-up surveys as necessary.

Environmental and social considerations, including regulatory compliance, have been incorporated into our operational regulations and are also subject to an internal audit for monitoring.

Furthermore, we implement sound risk management for aspects related to information management and compliance by establishing internal regulations and encouraging collaboration between relevant committees.

● Functions of the Internal Control Committee

The Board of Directors has established a Basic Policy on Fortifying Internal Control Systems. Under this policy, the Internal Control Committee takes the initiative in developing systems to ensure thorough legal compliance and effective, efficient business activities. The Committee also identifies risks that require Companywide management and formulates management policies for those risks. Based on these policies, appropriate efforts are made to prevent such risks from materializing and to prepare to quickly respond should they occur. Furthermore, the Company's Internal Audit Department conducts audits to minimize risks and increase corporate value for the entire DOCOMO Group. The department's work includes evaluating the effectiveness of the internal control system.

The Committee reviews the risk management process to ensure it is functioning properly and confirms the status of the ongoing PDCA cycle. It also reviews specific risks as necessary. These are the means through which we consistently manage risk under a comprehensive management system.

Risk Identification Process

The first step in identifying risk is to consider both internal and external circumstances in order to incorporate social change into an assessment of the current status and thereby extract new potential risks. We extract component risks for the entire Group through evaluation and analysis based on the level of impact and frequency of occurrence and identified by conducting a materiality assessment. Group-wide risks are reflected in the Risk Factors disclosed in Form 20-F and others in view of their impact on financial performance.

In fiscal 2013, we identified Group-wide risks by reassessing matters that either directly or indirectly affect our business, such as the proliferation of smartphones and the expansion of business areas that accompany our drive to realize the Smart Life.

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	--------------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● Corporate Governance / ● Risk Management / ● Compliance

Current Response to Risks

● Response to the Business Continuity Plan (BCP)

As a communications network operator, our key responsibility is to secure communications networks when disaster strikes. In order to ensure the continuity of operations or, in the event that service is lost, to quickly restore operations to working order, DOCOMO sets protocol for which operations must be maintained in the event of a disaster for each respective department in its Disaster Preparedness Manual.

The Disaster Preparedness Manual has been updated as needed, based on past experience, including lessons learned from the Great East Japan Earthquake, to reinforce our preparedness for ensuring business continuity.

● Focus on Providing for the Safety of Employees during Times of Disaster

The safety of employees involved in recovery activities must be protected during major disasters. DOCOMO has built a system for confirming the safety of employees in the event of disaster and deploys this system, as well as tools such as disaster prevention courses for mastering disaster prevention facilities and building functions, to provide for the safety of employees and enhance employee awareness of safety.

● Ensuring Information Security

Since DOCOMO handles customer information for more than 63 million individuals and corporations, we put high priority on security measures to protect against information leaks.

The Information Management Committee, which is chaired by senior executive vice presidents (chief privacy officer and chief information security officer), meets on a regular basis to consider and promote measures to protect personal information. It also regularly conducts surveys and investigates the handling and management of personal information.

The number of employees with access to systems that manage customer information is kept to the minimum, and information that can be handled by any one employee is restricted. Moreover, biometric authentication* is required to use the system and access logs are regularly reviewed. In addition, information is encrypted, rendering it useless even in the event of unauthorized removal.

In order to further raise employee awareness of the importance of protecting personal information under these measures, we provide training for all employees and executives, including temporary staff, at least once a year. Training is also conducted at least once a year for docomo Shops, and we conduct monthly reviews to ensure the proper execution of information management.

In addition, we undertake intensive efforts to reinforce the importance of ensuring information security during the month of November as Information Security Month throughout the Group. Due in part to these efforts, there were no verified complaints concerning violation of customer privacy or loss of customer data in fiscal 2013. DOCOMO will steadfastly ensure the safety and security of our services through effective information management.

* Biometric authentication is a mechanism for confirming an individual's identity using physical characteristics such as fingerprints, facial features or voice. It is generally more foolproof than conventional passwords.

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	--------------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● Corporate Governance / ● Risk Management / ● Compliance

Compliance

Basic Approach

DOCOMO recognizes compliance as the foundation of management. To ensure thorough compliance, every employee is instructed to follow the NTT DOCOMO Group Code of Ethics and to act with high ethical standards. To strengthen the effectiveness of our efforts, we developed a compliance promotion system centered on the Compliance Promotion Committee, which implements ethical and legal initiatives, stipulates employees obligation to report any illegal or fraudulent incidents, and establishes avenues within and outside the Company for consulting on related issues. In addition, all internal divisions have designated employees with responsibility for compliance promotion, and we implement education and training in ethics and legal compliance for all employees more than once a year. We carry out initiatives to cultivate awareness of compliance Companywide, including a compliance awareness survey involving every employee, the results of which were incorporated into our measures to ensure compliance.

NTT DOCOMO Group Code of Ethics

The DOCOMO Group seeks to develop a shared awareness and thorough understanding of the basics of compliance, which should serve as the foundation of management. To that end, we are developing our ethical standards through ten defining articles, including legal and ethical compliance; securing the transparency of business operations through information disclosure; fair, open and free competition and trading; and respect for employee human rights. An English language version of the Code of Ethics has also been developed as a standard to be observed globally.

● NTT DOCOMO Group Code of Ethics



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

Compliance Management Regulations

The Compliance Management Regulations define the standard issues for promoting activities aimed at establishing legal compliance and corporate ethics, which DOCOMO pursues from the standpoint of its corporate social responsibility. These regulations apply to corporate officers, employees (including all individuals under DOCOMO's employment) and temporary staff.

Compliance Management System

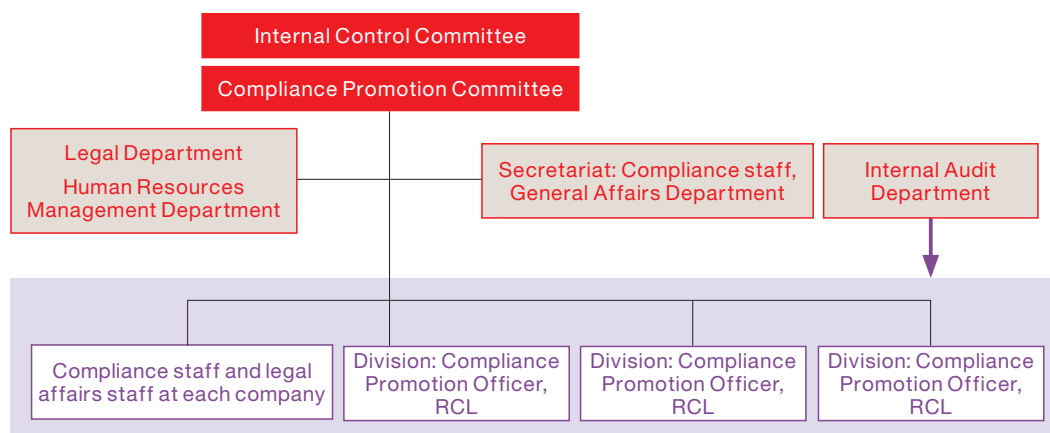
DOCOMO established the Compliance Promotion Committee to be responsible for ensuring that employees know and understand the NTT DOCOMO Group Code of Ethics. It decides policies related to legal and ethical compliance and identifies issues and areas in need of improvement in terms of compliance management. The committee also monitors the progress of activities and initiatives that promote compliance.

The Compliance Promotion Committee is chaired by the president and chief executive officer, and comprises representative directors, senior executive vice presidents of regional offices, managing directors of each division, one audit and supervisory board member and other members appointed by the chairperson as needed.

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	--------------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● Corporate Governance / ● Risk Management / ● Compliance

● Compliance Promotion System



Employees responsible for compliance promotion create an implementation plan for legal and ethical compliance for their respective organizations, monitor the status of legal and ethical compliance within the organization, and submit their reports to the director responsible for corporate ethics (or the president of a regional office).

Measures for identifying compliance risks and developing a deeper sense of respect for human rights within each organization, as well as measures for improving on inappropriate aspects confirmed by organizational monitoring, are incorporated into the implementation plan, and a PDCA cycle is executed under the plan. In addition, employees responsible for compliance promotion appoint Risk Compliance Leaders (RCL) to take the initiative in promoting risk management, compliance and human rights enlightenment within their respective organizations. Each RCL conducts daily activities for broadening and promoting compliance and human rights enlightenment within the organization, and responds quickly and effectively when a compliance risk materializes.

The director responsible for corporate ethics analyzes the content of the plans and documents submitted by employees responsible for compliance promotion, and offers any necessary advice and guidance. In addition to promoting compliance and human rights enlightenment Group-wide, compliance staff and human rights enlightenment staff collaborate with each RCL to address individual issues and exchange information. These actions represent the means by which we effectively execute PDCA cycles for compliance throughout the organization.

Consultation and Reporting Mechanism

DOCOMO has established reporting channels, both internal and external, to facilitate employee disclosure of potential incidents of non-compliance. The External Consultation Desk was set up to protect the anonymity of whistleblowers by employing a legal office that can be contacted by email, letter or fax, not only by Group employees but by business partners as well. The desk ensures no employees are treated unfairly for coming forward. The topic of the consultation or report is investigated as needed, in coordination with the relevant employees responsible for compliance promotion (heads of organizations). Any confirmed incidence of non-compliance is immediately reported to management, including the president. Necessary steps are then taken and measures put into place to prevent any future recurrence.

In fiscal 2013, there were no major compliance issues.

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

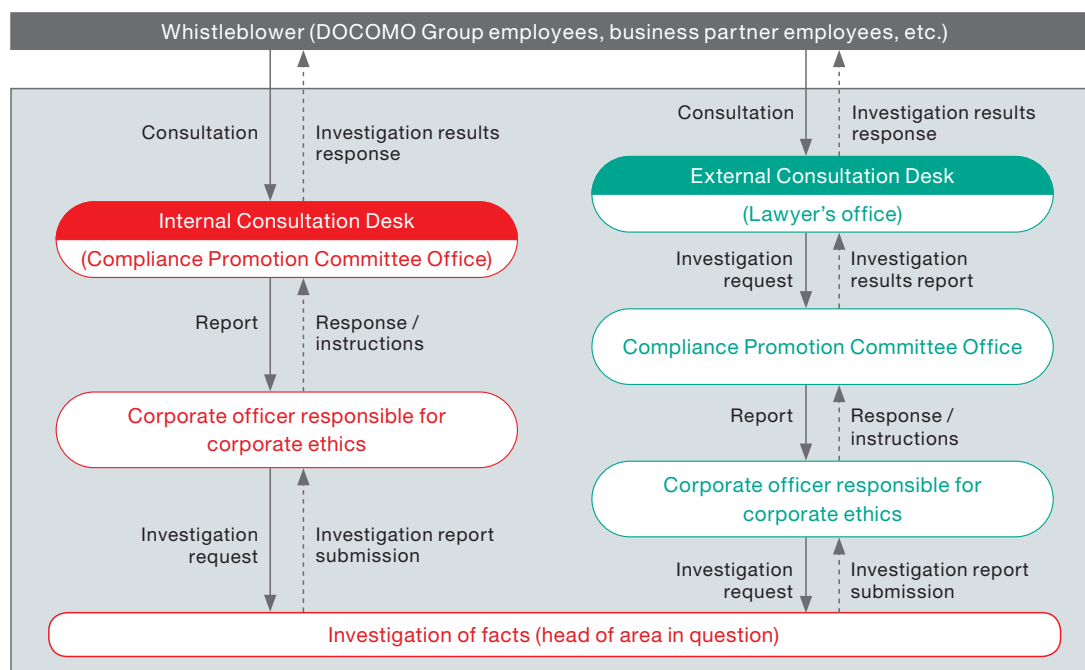
Social
Contribution

11

GRI Index

● Corporate Governance / ● Risk Management / ● Compliance

● Compliance Consultation Desk System



Status of Initiatives on Compliance

● Ongoing Compliance Training and Enlightenment

Training is conducted every year to raise awareness of compliance among corporate officers and employees (including temporary staff). Risk Compliance Leaders (RCL), who are tasked with promoting compliance activities in their respective departments, are trained to create a common awareness of the roles expected of leaders and to share information. A compliance seminar exclusively for DOCOMO executives, presidents of Group companies and other members of upper management is also held.

In addition, we regularly issue the Human Rights Mini-Knowledge Series on an internal website and conduct education and other activities based on the NTT DOCOMO Group Code of Ethics Handbook to enhance employee awareness of compliance and human rights.

● Survey on Compliance and Human Rights

A survey of all Group employees, including temporary staff, for a total of around 37,000 individuals, was conducted in October of fiscal 2013 to ascertain levels of awareness in relation to compliance and human rights.

Survey findings indicated a generally high level of compliance and human rights awareness. At the same time, however, additional areas for improvement came to light.

In fiscal 2014, we will apply these findings as the basis for initiatives aimed at promoting workplace communication and persistently communicating the importance of compliance and human rights, in an ongoing effort to emphasize the importance of every employee demonstrating the highest ethical standards in the workplace.

● Initiatives for Preventing Bribery

The DOCOMO Group, which operates business at an international level, is subject to the bribery and corruption laws of various countries, including Japan's own Unfair Competition Prevention Act, which prohibits activities such as the provision of unjust gains to foreign public officials, and the Foreign Corrupt Practices Act in the U.S.

To ensure compliance with these laws, DOCOMO established Guidelines on the Prevention of Bribery of Foreign Public Officials in October 2010, based on the NTT DOCOMO Group Code of Ethics, which seeks to unequivocally prevent bribery. These guidelines were revised in April 2012, following implementation of

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	-------------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● Corporate Governance / ● Risk Management / ● Compliance

the Bribery Act in the U.K. and the toughening of regulations in other countries.

To further strengthen its stance against bribery, DOCOMO encourages Group companies throughout the world to be fully aware of factors such as their specific business structure and the prevailing laws of the countries in which they operate, and to build a compliance scheme that reflects the ethical direction and guidelines mentioned above.

With respect to political donations, we make it absolutely clear that donations are to be extended through legitimate channels in accordance with the NTT DOCOMO Group Code of Ethics and NTT DOCOMO Guidelines on CSR in Supply Chain. In fiscal 2013, DOCOMO made a total of 7 million yen for political donations in Japan. No incidents resulting in legal action due to anticompetitive or monopolistic practices occurred in fiscal 2013.

● Refusing All Connections to Anti-Social Groups

DOCOMO long ago established its policy of refusing all connections to anti-social groups and has consistently upheld that policy over the years.

Following the October 2011 implementation of Organized Crime Exclusion Ordinances throughout Japan, we revised our policy on refusing all connections to anti-social groups, and took steps such as adding exclusionary provisions to outsourcing and all other standard business agreement forms to reinforce our stance against such organizations.

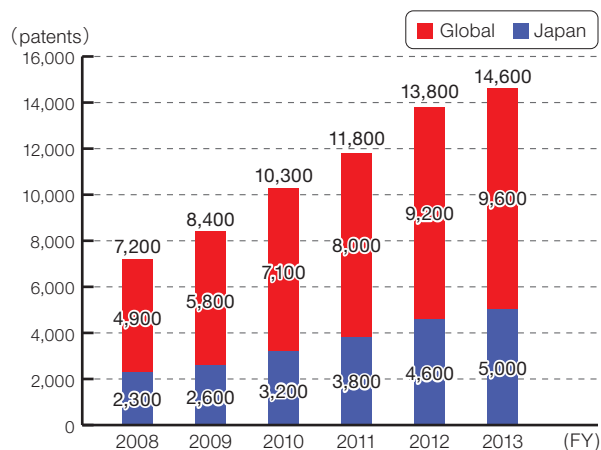
We held a seminar on the exclusion of anti-social groups in March 2014 with the cooperation of law enforcement agencies. The seminar, attended by approximately 200 participants including senior management and employees responsible for risk management at the DOCOMO Group, reinforced the importance of refusing all connections to anti-social organizations.

● Intellectual Property Initiatives

● Expanding the Scope

DOCOMO respects the intellectual property rights of other companies from the standpoint of corporate compliance, even as we expand the scope of our own intellectual property to protect and promote our own business. For example, DOCOMO actively applies for patents for technologies such as W-CDMA, LTE, LTE-Advanced and FRA (Future Radio Access) that the Company developed to upgrade its networks and launch new services, with the ultimate goal of enhancing mobile experiences for customers. DOCOMO has obtained numerous patents in Japan as well as in other countries and held a total of around 5,000 patents in Japan and 9,600 patents overseas as of March 2014. Going forward, DOCOMO intends to strengthen its global competitiveness by steadily expanding the scope of its intellectual property.

● Number of Patent Registrations



01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	--------------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● Corporate Governance / ● Risk Management / ● Compliance

●Intellectual Property Training for Employees

In view of the growing importance of intellectual property, DOCOMO has been encouraging employees to gain a deeper understanding of their relationship with intellectual property and its impact on daily operations through ongoing Web-based training and annual group seminars. We have also developed an intellectual property handbook that is distributed to DOCOMO employees. The handbook is a useful tool for enhancing awareness. It covers themes relevant to actual operations and guides employees in handling intellectual property through a Q&A format.

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

- Basic Policies and Philosophy / ● Provision of Network Services / ● Radio Wave Safety / ● Corporate Responsibility for Products and Services /
- Strategies for Increasing Customer Satisfaction / ● Marketing Activities and Promotional Efforts on Customers

05 Products and Services

Our mission as a provider of telecommunications services is to provide all DOCOMO users with a reliable communication environment in which they can use their mobile phones anytime, anywhere in Japan. We are also committed to the safety of our handsets from the design stage of development. The diligent performance of these functions is at the heart of our steadfast efforts to deliver better mobile communication experiences in terms of reliability and convenience to all our users.

Basic Policies and Philosophy

Basic Policies and Philosophy Towards Products and Services

As a company that contributes to social infrastructures, DOCOMO seeks to secure a stable communication environment and provide quality services by building base stations and preparing disaster-response measures. We also collaborate with mobile phone manufacturers under a stringent quality control system to develop handsets with full consideration for safety. We intend to achieve enhanced customer satisfaction through our products and services by establishing a system for monitoring customer feedback and requests in order to ensure that everyone can use their mobile phones reliably, safely and conveniently, for a long time after customers obtain them.

Provision of Network Services

Policies and Philosophy

DOCOMO works to provide ever-improving network services that consistently satisfy customers. Building base stations to expand our service areas offers connectivity to our customers wherever they are – in the city, on the subway, or in a rural or relatively unpopulated area. We also work to maintain a system that ensures connectivity around the clock, all year round, regardless of any specific circumstances in the course of a normal day or special event. In addition, we have been enhancing communication speeds through such efforts as introducing the Xi LTE and constructing a robust lifeline we can rely on at times of disaster, based on DOCOMO's Three Principles of Disaster Preparedness.

Overall Layout of DOCOMO's Network

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

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

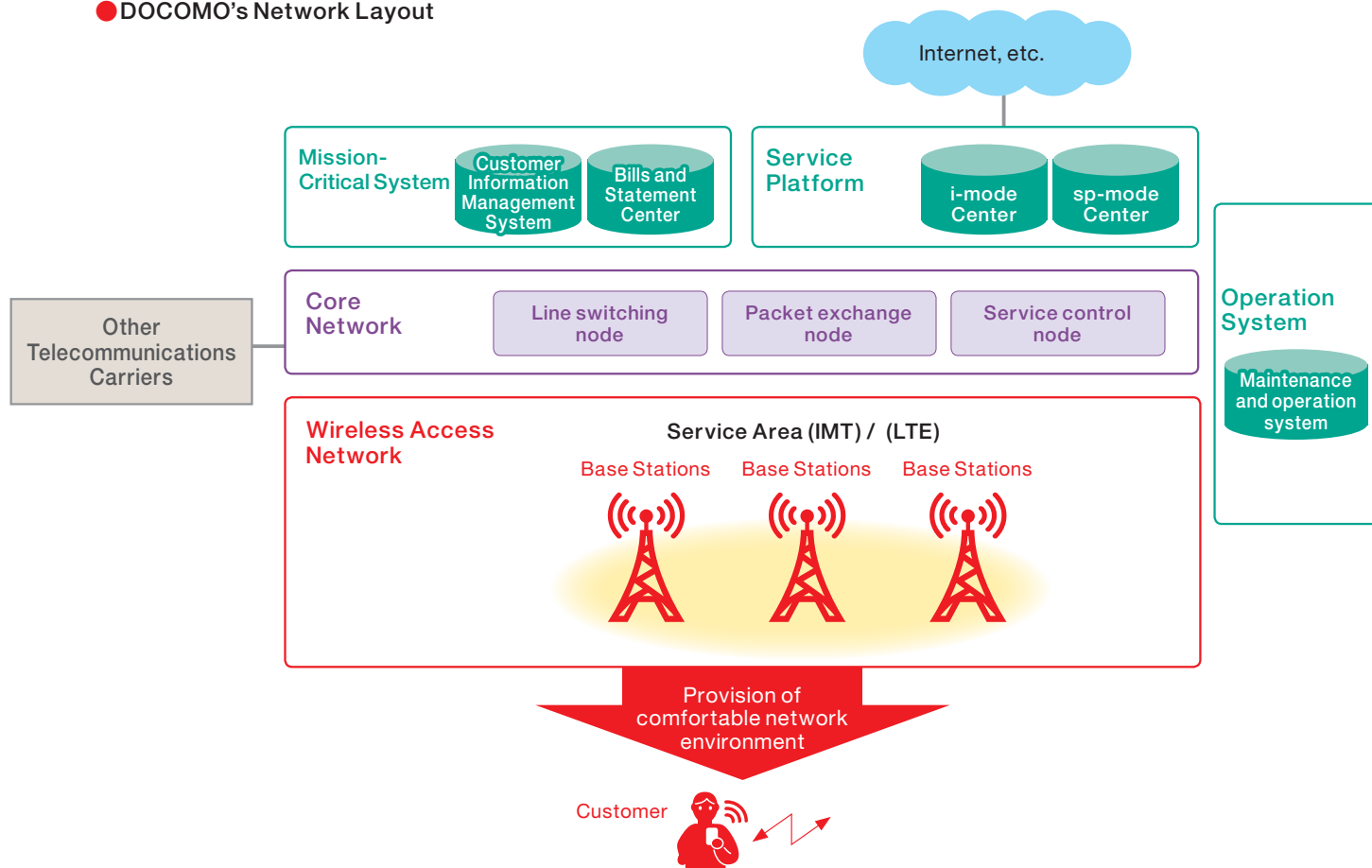
Social
Contribution

11

GRI Index

- Basic Policies and Philosophy / ● Provision of Network Services / ● Radio Wave Safety / ● Corporate Responsibility for Products and Services /
- Strategies for Increasing Customer Satisfaction / ● Marketing Activities and Promotional Efforts on Customers

● DOCOMO's Network Layout

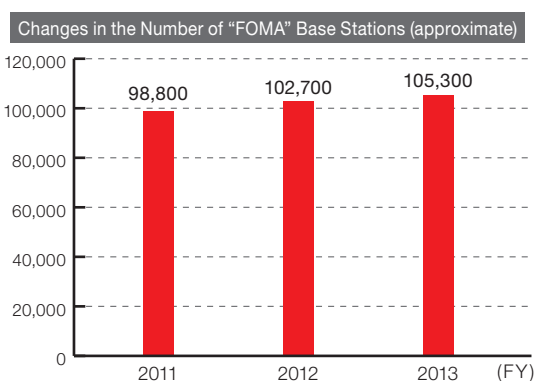
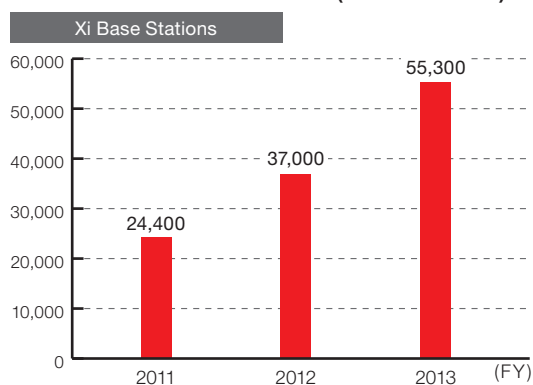


Expansion of the Service Area

● Building Base Stations

We are actively building base stations to further enhance voice communication and data transmission as well as to expand our service area. The number of base stations has been increasing every year, with a total of 105,300 FOMA base stations and 55,300 Xi base stations in fiscal 2013. As for Xi, we are increasing the number of base stations that provide LTE services with faster communication speeds of 100 Mbps and higher, with a planned increase of more than tenfold, from 3,500 stations in fiscal 2013 to 40,000 stations in fiscal 2014.

● Number of Base Stations (Xi and FOMA)



01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	---	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

- Basic Policies and Philosophy / ● Provision of Network Services / ● Radio Wave Safety / ● Corporate Responsibility for Products and Services /
 ● Strategies for Increasing Customer Satisfaction / ● Marketing Activities and Promotional Efforts on Customers

Before building any new facility, including base stations and offices, we provide notification to landowners and local residents as well as our construction schedule and other details, and only begin operations at the new facility after thoroughly confirming safety. As described here, DOCOMO base stations are safely installed with the informed consent of local residents.

● Activities for Inspecting and Improving Reception Quality

In order to ensure coverage quality and expand our coverage area, DOCOMO widely solicits information from customers on reception quality, which customers can send through a website service for PCs, or through i-mode or sp-mode, called "Kikasete DOCOMO." We received approximately 56,000 reports from customers in fiscal 2013. We will continue to improve reception quality based on this feedback. In an effort to ensure a more stable environment for our mobile phone users, we have also been building more base stations.

At the request of the customer, we dispatch technical staff to homes to inspect reception quality and offer suggestions for enhancing quality. To improve reception, we use indoor auxiliary antennas, DOCOMO repeaters, which boost indoor reception quality, and compact femtocell base stations. Even when immediate improvement may be difficult, we follow up to resolve issues to the satisfaction of the customer by informing them about planned improvements, such as the installation of a base station, and the results of such improvements. In fiscal 2013, we visited approximately 48,000 customer homes. DOCOMO has been steadfastly conducting nationwide inspections and improvement measures to enhance reception quality while incorporating feedback from our customers.

● Ensuring the Quality of Communications Services during Large Events

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

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

The New Year holiday is another period when service demand spikes, due to New Year greeting calls and mail. So that we can ensure the stability of our telecommunications services during this time, we carefully plan for the holiday service demand in advance, while enhancing our telecommunications equipment monitoring system and limiting traffic when it rises to certain levels.

● Enabling Communications from Remote or Relatively Unpopulated Areas

In remote or relatively unpopulated areas, DOCOMO is strategically developing base stations in accordance with the status of mobile phone use and requests from residents and local governments.

● Using a Mobile Phone Overseas

DOCOMO is expanding its international roaming service so that customers can enjoy the convenience of their mobile phones while traveling overseas. The WORLD WING service allows customers to continue using the DOCOMO mobile phones they use in Japan within the service areas of overseas carriers that partner with DOCOMO while retaining the same phone number and e-mail address. We have further enhanced the quality of overseas communication by providing LTE-based, high-speed communications. In this way, DOCOMO is striving to expand its service area inside and outside of Japan.

ドコモのケータイを海外でつかう
WORLD WING

海外でも高速通信が可能に！
LTE国際ローミングサービス



01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

- Basic Policies and Philosophy / ● Provision of Network Services / ● Radio Wave Safety / ● Corporate Responsibility for Products and Services /
 ● Strategies for Increasing Customer Satisfaction / ● Marketing Activities and Promotional Efforts on Customers

Seeking Even Faster Speeds

DOCOMO is further evolving transmission speeds to realize comfortable communication. We began providing LTE service in December 2010, becoming one of the first mobile communications operators in the world to do this. The maximum downlink transmission speed, which was 75 Mbps when the service was launched, soared to 150 Mbps by the end of fiscal 2013, and we plan to start offering a high-speed service with maximum downlink speed of 225 Mbps based on LTE-Advanced during fiscal 2014.

We are also advancing research on 5th generation (5G) mobile communications to achieve transmission speeds exceeding 10 Gbps, approximately 1,000 times the capacity of LTE, in response to the increasing number of handsets and varied services that accompany the spread of M2M communication toward the planned launch of services in 2020. Since 2013, 5G discussions have picked up steam at international research organizations and conferences. As an enterprise that has engaged in 5G research since 2010, DOCOMO is playing a leading role in global research efforts. A joint experiment on 5G was launched in 2014 in collaboration with six major global vendors.

DOCOMO is leading global innovation toward realizing ever higher speeds by leveraging our network operations know-how and leading-edge technical development capabilities, which we have cultivated over more than 20 years.

A Robust Lifeline that Ensures Reliability in Times of Disaster

● Focusing on Improving Network Reliability Based on the 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: enhance system reliability, ensure essential communications, and rapidly restore communications services. We continuously work to improve network reliability on this basis.

● Three Principles of Disaster Preparedness

Principle	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"> Establish multiple routes and loops for relay transmission paths Create backups and geographically disperse telecommunications facilities 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 prevention 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 mobile base station vehicles and mobile power generations Prepare disaster-response manuals, plan for disaster response office and other institutional arrangements, conduct disaster prevention training

● Installed Large-Zone Base Stations to Cover Large Areas

In 2011, DOCOMO began installing Large-Zone Base Stations to ensure communications in densely populated areas at the time of a large-area disaster and blackouts. Compared with a standard base station, which normally covers a radius of between 100 meters and a few kilometers, a Large-Zone Base Station for use in times of disaster is capable of covering a 7 kilometer radius.

We continued installing Large-Zone Base Stations, and 105 of them had been installed nationwide as of the end of March 2014.

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

- Basic Policies and Philosophy / ● Provision of Network Services / ● Radio Wave Safety / ● Corporate Responsibility for Products and Services /
- Strategies for Increasing Customer Satisfaction / ● Marketing Activities and Promotional Efforts on Customers

● Efforts to Build a Reliable Communications Infrastructure

Applying learnings from the Great East Japan Earthquake, DOCOMO has been promoting the use of uninterruptable power supply systems in base stations as countermeasures to potentially long-term blackouts at the base stations that can occur in times of disaster, and we completed installing upgraded batteries capable of 24 hours of uninterrupted operation at base stations in critical areas, such as near prefectural and municipal governmental offices. In March 2013, we also began to equip our base stations with emergency power supplies that use fuel cells capable of providing power for at least 40 hours. In addition, we have developed a system that will allow us to remotely control base station power supplies in the event of a disaster and manage electricity consumption to extend the length of time a base station remains powered up. Moreover, we are preparing against potential disconnections by establishing multiple routes for transmission paths and constructing a packet communications backup center for our i-mode and sp-mode services.

● Working with the National and Local Governments

The NTT Group Disaster Preparedness Plan was established 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. Moreover, as a disaster prevention measure, DOCOMO has signed an agreement with Japan's Ministry of Defense and Ground Self-Defense Forces on cooperating with local units in disaster preparedness.

Under this agreement, DOCOMO will lend the Ground Self-Defense Forces mobile phones for use in disaster recovery and the Ground Self-Defense Forces will rapidly transport our disaster preparedness equipment and other cargo to the affected areas. When the Great East Japan Earthquake occurred on March 11, 2011, we cooperated with local units under this agreement.

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

- Basic Policies and Philosophy / ● Provision of Network Services / ● Radio Wave Safety / ● Corporate Responsibility for Products and Services /
- Strategies for Increasing Customer Satisfaction / ● Marketing Activities and Promotional Efforts on Customers

Radio Wave Safety

Policies and Philosophies

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

Radio Wave Safety

● Compliance with Radio-Radiation Protection Guidelines

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

In addition, employees receive ongoing training to ensure compliance with the Radio-Radiation Protection Guidelines and related regulations.

● Collaborative Research on Radio Wave Safety

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

Currently, the Electromagnetic Environment Committee of the Association of Radio Industries and Businesses (ARIB) is engaged in surveys and research concerning the safety of mobile phone radio waves, to enhance public welfare associated with the use of radio waves. In support of the ARIB, DOCOMO is actively involved in these initiatives as a regular member. We will continue to pay close attention to updates on radio wave safety studies at home and abroad, which we recognize as an important social responsibility for mobile phone operators.

Corporate Responsibility for Products and Services

Policies and Philosophy

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

We stand by the quality of our products even after they are purchased by providing after-sales services. In addition, we offer products and services that incorporate universal design principles so they can be used by anyone, regardless of age, gender, disability or nationality. With regard to current social concerns related to mobile phone usage, such as criminal behavior, addiction and other unethical issues, we are partnering with Japan's Ministry of Internal Affairs and Communications as well as other relevant organizations to sincerely address these concerns as an important corporate social responsibility.

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

- Basic Policies and Philosophy / ● Provision of Network Services / ● Radio Wave Safety / ● Corporate Responsibility for Products and Services /
 ● Strategies for Increasing Customer Satisfaction / ● Marketing Activities and Promotional Efforts on Customers

Product Control

DOCOMO works with handset manufacturers to develop products that are safe at 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 on electrical properties, durability and other areas during product development, and check the product's safety up through its market launch.

The departments in charge of each stage of the production flow carry out their tasks responsibly. From prototype testing to product launch, strict evaluation standards are applied at each stage, and quality tests are performed in accordance with a checklist. Prior to market launch, prototypes undergo a series of rigorous quality control processes, including examinations of packages and manuals, led by 300 staff members mainly from the Communication Device Support Department. Once a product has been confirmed to be free of any quality concerns, a meeting is convened to determine whether the product is ready to be launched. These thorough and strict quality processes ensure our products can be used safely, reliably and conveniently by customers at all times.

In terms of shipping and delivery, all our products are labeled in accordance with relevant regulations. We use environmentally sound packaging materials that meet Green Procurement Standards. Products are therefore delivered to customers with an assurance of proven safety only after fully satisfying all of these required standards.

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 Senior Executive Vice President, is convened to identify the nature of the problem, isolate its causes and determine the policies for addressing it, thereby ensuring that the entire organization immediately responds to customers' inquiries, and customers are informed on a continuous basis.

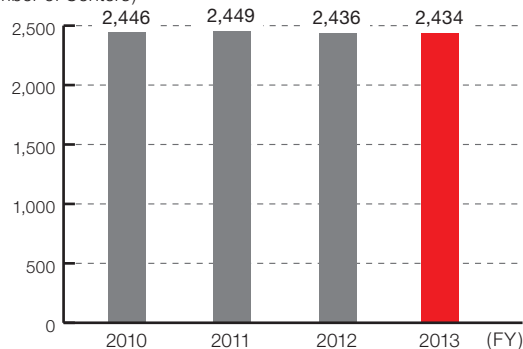
DOCOMO is fully committed to complying with all relevant laws and regulations from the design stage of a product. We have not received any report of legal or regulatory violations related to our products released in fiscal 2013 or services provided and used in fiscal 2013.

● Flowchart of Standard Product Quality Flow

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.

● Repair and Service Centers

(Number of Centers)



01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

- Basic Policies and Philosophy / ● Provision of Network Services / ● Radio Wave Safety / ● Corporate Responsibility for Products and Services /
 ● Strategies for Increasing Customer Satisfaction / ● Marketing Activities and Promotional Efforts on Customers

Ensuring Product Safety through the Use of Software

All our newer models-starting with the 905i Series released in 2007-are configured to automatically update the phone's software to the latest version*¹. No action by the customer is necessary; the software is automatically downloaded and updated, ensuring uninterrupted operation and service*². This software allows us to efficiently ensure product safety.

*1 Some models are not equipped for automatic updates.

*2 Information on software upgrades for fixing problems is available to the public on the DOCOMO website.

Releasing Product and Service Details

Our customers can freely view the latest product and service details on our website. They can compare specifications of multiple products at once by simply clicking on the products they wish to compare. This makes product and service details readily available and easily accessible.

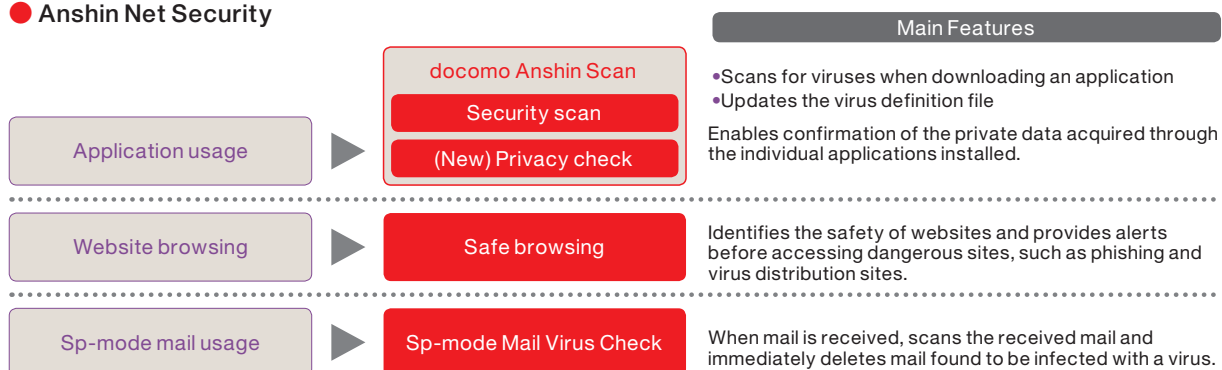
Security Protection of Mobile Phones

● Start of "Anshin Net Security" Antivirus Service for Smartphones

Due to the increasing prevalence of smartphones, computer viruses targeted at smartphone OSs, such as Android have emerged. The use of applications and the Internet is at the customer's discretion. To prepare for any virus that could attack a customer's mobile phone, DOCOMO began offering the "docomo Anshin Scan" antivirus service for smartphones with Android in July 2011. This service uses products of McAfee, Inc., a globally renowned security vendor, which are capable of automatically or manually searching for viruses that may have infected smartphone memory or files through downloaded applications and alert the smartphone user to any virus detected. In addition, the virus definition file can be set to update automatically. As a new security measure, we added a personal information checking function (Privacy Check) to the "docomo Anshin Scan" service in October 2012, and also made it possible to apply for both the "docomo Anshin Scan" and "sp-mode Mail Virus Check" together as "Anshin Net Security." Going forward, DOCOMO will continue to provide customers with the best services and the ability to use them safely and securely.

* This feature was renamed "Mail Virus Check" on October 24, 2013, and now works for docomo mail, as well as sp-mode mail.

● Anshin Net Security



01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	---	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

- Basic Policies and Philosophy / ● Provision of Network Services / ● Radio Wave Safety / ● Corporate Responsibility for Products and Services /
 ● Strategies for Increasing Customer Satisfaction / ● Marketing Activities and Promotional Efforts on Customers

Considerations for Children, Seniors and Persons with Disabilities

● Addressing Impact on Children

● Blocking Access to Child Pornography Sites to Protect Children from Sex Crimes

The blocking of child pornography is a matter of significant concern for protecting the rights of children and providing an Internet usage environment that is safe and secure. The Internet Content Safety Association (ICSA) was established in March 2011 to maintain a list of child pornography website addresses. In April of the same year, it began to provide its members – Internet service providers – with the lists of these addresses. In May 2012, DOCOMO began using the information in lists provided by the ICSA to block access to child pornography websites through its i-mode, sp-mode, mopera U, and docomo Wi-Fi Internet connection services. Furthermore, in fiscal 2011, we, together with other ISPs, participated in a child pornography blocking experiment sponsored by Japan's Ministry of Internal Affairs and Communications. In this experiment, participants considered the effectiveness of multiple blocking methods, the issues associated with each, and examined technical issues in increasing precision so as not to block legitimate content. The results of this work were organized into content for the preparation of a blocking implementation guidebook for ISPs. The guidebook based on this content was published in fiscal 2013 and distributed to the ISPs that participated in the experiment and to others as well. DOCOMO will continue working with the ICSA to advance measures for stopping the Internet-based distribution of child pornography and ending this grievous violation of children's rights.

● Improving Functionality for Access Restriction Service (Mail Filtering)

DOCOMO provides an Access Restriction Service (mail filtering) to block access to online dating sites and other inappropriate websites before any problems occur. There are mail filtering services intended for younger elementary school students, older elementary school students, junior high school students and high school students. We also offer the Access Restriction Customizer function to enable the customer to set their own access restrictions for certain sites or categories of sites. Specifically, it includes a time settings feature, which allows access to be restricted at one-hour intervals for each day of the week depending on the child's usage patterns, and a function to enable or disable use of i-mode mail during certain time periods. Given the recent increasing popularity of smartphones, the Access Restriction Service and the Access Restriction Customizer function have also been made available on sp-mode. To encourage use of these features, introductory information is included in invoices and mobile phone catalogs. Underage customers subscribing to i-mode for the first time are enrolled in mail filtering, in principle, under the Youth Internet Environment Development Act* enacted in April 2009.

* The formal name of the law is the "Act on Establishment of Enhanced Environment for Youth's Safe and Secure Internet Use."

● Access Restriction Service



https://www.nttdocomo.co.jp/english/service/safety/access_limit/index.html

● DOCOMO Began Expanding the Secure Mode Service Application to Ensure the Security of Smartphone Use by Kids

To ensure that parents can be confident about their children's use of smartphones, DOCOMO began offering the Secure Mode service application in October 2011. This service places restrictions on the installation of new applications, the activation of applications not preselected, Internet access via Wi-Fi, and sending and receiving calls to and from unregistered parties. Using this service, parents can prevent their children from obtaining and using undesirable game applications or accessing inappropriate websites via Wi-Fi, and can select the parties their children may call. Furthermore in March 2013, we made it possible to automatically prevent the use of applications judged inappropriate for certain ages, and to permit or block the placing and receiving of calls for numbers recorded in a handset's phonebook. DOCOMO will continue to encourage use of the Secure Mode application, together with the sp-mode Filter (mail filtering) service, through various brochures, including the Access Restriction Services Brochure.

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

- Basic Policies and Philosophy / ● Provision of Network Services / ● Radio Wave Safety / ● Corporate Responsibility for Products and Services /
 ● Strategies for Increasing Customer Satisfaction / ● Marketing Activities and Promotional Efforts on Customers

Considerations for Seniors and Persons with Disabilities

● DOCOMO Hearty Style Products with Universal Design Features

•DOCOMO Hearty Style Takes the Customer to Heart

DOCOMO carries out activities under the banner “docomo Hearty Style” based on the universal design concept, which seeks to make products and services easy to use for all people. The activities promote universal design from the three standpoints of products, support and services.

● DOCOMO Hearty Style Initiatives

原則	方針
Products	Expansion of offered mobile phones that incorporate universal design principles
Support	More barrier-free shops, videophone-based customer support (sign language), Hearty Style improvement training, docomo Hearty Plaza (Marunouchi, Umeda)
Services	Hearty Discounts, Braille phone charge statements, Braille and audio user manuals (Raku-Raku PHONE series), classes in phone use for seniors and persons with disabilities, participation in exhibitions for seniors and people with disabilities

•Raising Employee Awareness of Universal Design

In promoting docomo Hearty Style, it is important that each and every employee involved in product design and development or in customer service is fully aware of universal design principles. We therefore hold universal design training to further raise the awareness of employees in relevant departments.

In order to facilitate understanding of conditions faced by senior citizens and people with disabilities, training was conducted to raise awareness of the inconveniences in their lives and the understanding of communication methods such as sign language, including a program in which participants engaged in daily activities and experienced the operation of wheelchairs. We plan to continue providing opportunities to raise employee awareness of universal design.

•Developing Universal Design Products

DOCOMO is focused on developing products and services that are easy for everyone to view and use, with an awareness of universal design.

For example, in light of Japan's aging population, we continue to develop products that respond to customers' diversifying intentions, including the Raku-Raku PHONE series and functions on other models, such as simplified menus, which give consideration to the ease of understanding the menus, and enlarged text menus to make them easier to see. In addition, we have adopted easy-to-read universal design fonts for the Raku-Raku PHONE. Going forward, we will continue to incorporate universal design elements into a wide array of models to provide mobile phones that are easy to use for a broad range of customers.

•Braille Billing Services

Some 30,000 Braille billing statements are issued every year, providing billing amounts, statement details, and other information in Braille for people with visual impairments. Going forward, we will work to provide even better Braille billing services by taking into account customer feedback and other advice.

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

- Basic Policies and Philosophy / ● Provision of Network Services / ● Radio Wave Safety / ● Corporate Responsibility for Products and Services /
- Strategies for Increasing Customer Satisfaction / ● Marketing Activities and Promotional Efforts on Customers

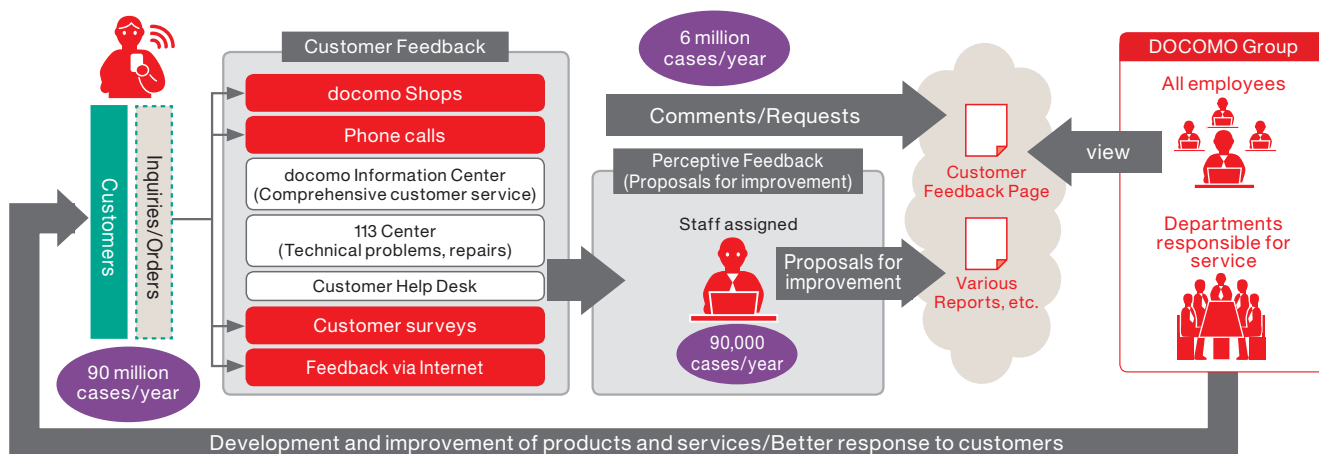
Strategies for Increasing Customer Satisfaction

Policies and Philosophy

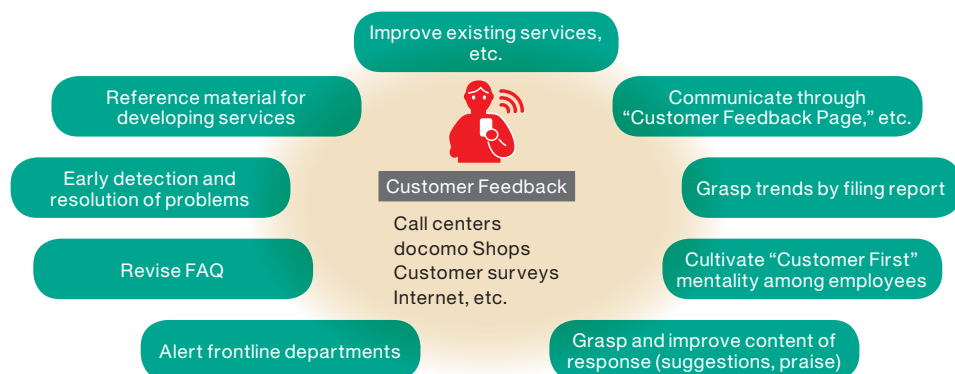
Through its interaction with customers, DOCOMO receives approximately 6 million comments from customers and 90,000 from employees every year. All customer feedback is handled in a way that ensures it can be viewed by DOCOMO employees at any time and disseminated throughout the DOCOMO Group almost instantly on receipt. Believing that providing customer-oriented services is a key feature for success as a “Smart Life” partner, we deeply value customer feedback and seek to continuously develop and improve our products and services, and enhance our response capabilities.

In addition, we cultivate our assignments for both quantitative and qualitative research by using direct feedback gained through interaction with customers and customer surveys. These efforts enable us to take steps to achieve total satisfaction for our customers.

● DOCOMO Group System for Collecting Customer Feedback



DOCOMO utilizes customer feedback for such purposes as improving products and services and enhancing customer response capabilities. We always keep in mind that customers are the major contributors to the success of our products and services.



Strategies for Increasing Customer Satisfaction

● Increasing Customer Satisfaction through Employee Feedback

To further increase the level of customer satisfaction, DOCOMO has been pursuing improvement strategies that incorporate employee feedback. Requests or suggestions related to product or service improvement and gathered through daily interactions with customers are collectively referred to as employee feedback. This feedback comes from staffs or individual employees working in docomo Shops, information centers or other related offices and is sent directly to the relevant department of the headquarters through an internal system and utilized for improving products, services and administrative processes.

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

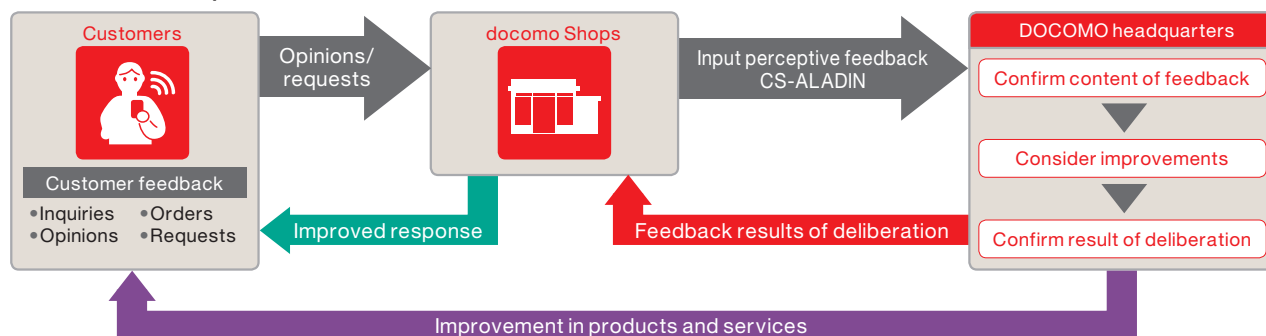
11

GRI Index

- Basic Policies and Philosophy / ● Provision of Network Services / ● Radio Wave Safety / ● Corporate Responsibility for Products and Services /
 ● Strategies for Increasing Customer Satisfaction / ● Marketing Activities and Promotional Efforts on Customers

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

● Flow of “Perceptive Feedback”



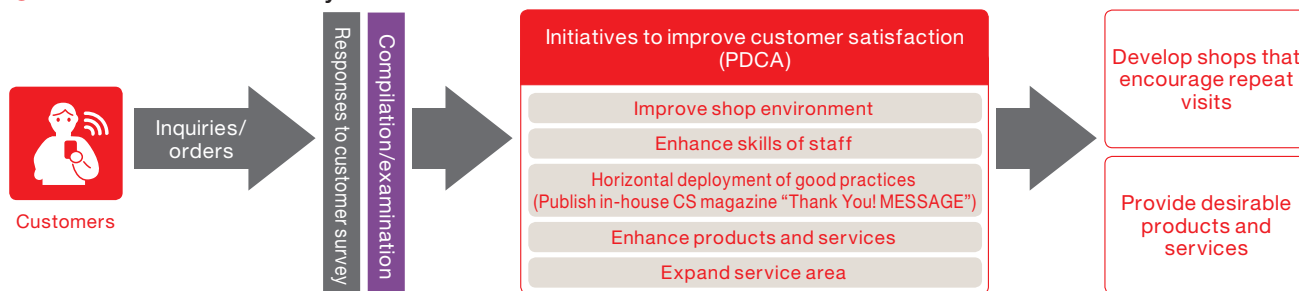
● Improving docomo Shops through Customer Feedback

Customer feedback serves as an indicator of how well docomo Shops, retailers and information centers respond to customers. It is used to improve the customer response skills of individual staff members and the stores as a whole based on honest evaluations of the feedback.

From across the nation, we receive approximately 4 million comments from customers every year, and all comments and evaluations are sent back to docomo Shops and information centers.

docomo Shops and information centers seriously consider every evaluation or comment from a customer and continually work on improving their customer response capability from the customer's viewpoint.

● Flow of Customer Survey



● Seeking Improvement through the Results of Customer Satisfaction Surveys

DOCOMO was ranked second among mobile operators in the Japan Mobile Phone Service StudySM*1 released in October 2013 by J.D. Power Asia Pacific, an internationally recognized survey company. Despite high marks in network quality and after-sales services, DOCOMO remained in second place for the second consecutive year.

Meanwhile, the survey of Network Usage Satisfaction of Smartphone Users, conducted by Nikkei BP Consulting, Inc., ranked DOCOMO at the top nationwide in all three categories: area coverage, voice quality and communication quality.

We are constantly improving our products and services based on these surveys by external organizations, our ongoing monitoring of customer satisfaction and direct feedback from customers. With regard to the satisfaction of our corporate customers, we were ranked highest in Japan in the Business Customer Satisfaction with Mobile Phone and PHS Services Study*2 conducted by J.D. Power Asia Pacific for five consecutive years. We intend to continue endeavoring to earn the trust of a wide range of customers by further developing our strengths in customer response capability and providing devices equipped with the most useful business-oriented functions.

*1 J.D. Power Asia Pacific Japan 2012 – 2013 Japan Mobile Phone Service StudySM based on a total of 31,200 responses from mobile phone users residing in Japan. (japan.jdpower.com)

*2 J.D. Power Asia Pacific Japan 2009 – 2013 Japan Business Mobile Phone/PHS Service Satisfaction StudySM based on the 2013 survey results of 3,129 responses from 2,465 companies, having at least 100 employees, that provide mobile phone/PHS services (each respondent evaluated up to two mobile phone/PHS providers).

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

- Basic Policies and Philosophy / ● Provision of Network Services / ● Radio Wave Safety / ● Corporate Responsibility for Products and Services /
 ● Strategies for Increasing Customer Satisfaction / ● Marketing Activities and Promotional Efforts on Customers

Marketing Activities and Promotional Efforts on Customers

Policies and Philosophy

As a “Smart Life Partner,” DOCOMO is pursuing several initiatives to address a wide range of issues impacting customers and the general public. Our marketing activities associated with these initiatives are intended to promote the brand image of our products as being “safer and more reliable” and “more convenient (Smart Life)” for customers and to strengthen DOCOMO’s overall brand image to cultivate long-term relationships with customers.

All DOCOMO marketing activities are executed only after we conduct broad and thorough research and analysis of the needs of customers who are currently using our products or services as well as potential customers. To ensure customers are satisfied with our products and services, we actively enhance our product lines and deliver marketing communication initiatives in line with their needs to ensure the best fit for each customer. In addition, we introduced a new message in 2014 based on the concept, “taking on a full-scale challenge,” and are steadfastly fostering the brand image we have established. In order to transition into the next stage, and centered on an advanced brand image, we will strengthen our capabilities in four areas – billing and channel, service, device, and network – while maintaining the sense of progress and excitement that has driven us to take on full-scale challenges.

We distribute our “Fair Competition Manual” to employees to raise their awareness of fair competition and ensure that the conduct of all our marketing activities is in line with fair competition principles. With regard to tools for marketing and other business activities, we have established a system for systematic review by the headquarters during production to avoid any violation of prevailing laws or regulations, or infringement of intellectual property rights and thereby manage any risk of non-compliance.

Billing Structure

● Creating Innovative Billing Plans

On June 1, 2013, DOCOMO introduced a new billing plan that was completely different from the previous one. The new billing plan includes four main pillars for enabling: 1) customers to share monthly data quotas with their family members or among several mobile devices; 2) customers to make nationwide voice calls at a flat monthly rate; 3) long-term customers to receive preferential services; 4) customers under the age of 25 or younger to receive a discounted rate.

Our new billing plan is easier to understand and more reliable than ever before. It accommodates changes in the way customers use their mobile devices, such as carrying multiple devices, due to the increased use of data communications in the wake of the market’s shift toward smartphones and tablets and intensified demand for cheaper voice calls resulting from the spread of VoIP services.

Moreover, the Perfect Billing Plan Analysis service is offered on our mobile (i-mode and smartphone versions) and PC websites to assist individual customers in choosing the billing plan and discount services that are right for them. The service determines the billing plan that best matches a specific customer based on billing amounts, packet communications charges and other information the customer provides. The analysis can be done for families on a combined basis. For customers requesting a more detailed analysis of their charges, we offer one-on-one consultations at docomo Shops and make proposals based on usage patterns. To make it easier for customers to understand their charges, we clearly display in their billing statements the basic service fee, call and data usage charges, optional service charges, and charges related to Internet use and consumption tax.

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

- Basic Policies and Philosophy / ● Provision of Network Services / ● Radio Wave Safety / ● Corporate Responsibility for Products and Services /
 ● Strategies for Increasing Customer Satisfaction / ● Marketing Activities and Promotional Efforts on Customers

Promoting Good Manners for Mobile Phone Users

● Services for Keeping Customers Connected without Causing Disruptions

DOCOMO mobile phones include a function called Public Mode (Drive Mode)¹ and Public Mode (Phone OFF). It is intended for use in public places, where mobile phone use is discouraged, to ensure safety by discouraging activities such as talking on the phone while driving, and where mobile phone use is prohibited. Public Mode (Drive Mode) displays a message to the caller and terminates the call during times when a customer does not wish to use their mobile phone. There is no indication on the customer's phone that a call has come in (no ringtone, vibration or lighting up). Another related function is Public Mode (Phone OFF), a network service for use in places where mobile phones must be turned off. Public Mode (Phone OFF) is commonly used on airplanes or in hospitals. When someone calls a phone in this mode, a message is displayed indicating the situation, and the call is disconnected.

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

● Smartphone-Distracted Walking

Since fiscal 2004, DOCOMO has been dispatching instructors to schools, lifelong learning centers and other facilities to explain the rules and acceptable behaviors for safely using mobile phones. More recently, in response to the growing use of smartphones, we have also added teaching materials for the safe use of these products. Accidents and other problems associated with smartphone-distracted walking, however, remain a growing public concern. Therefore, in fiscal 2012, DOCOMO embarked on an initiative in which we have established a "smartphone manner mark" and developed a design manual to promote safe, more considerate use of smartphones. We are using the "smartphone manner mark" and design manual to create advertising materials and store promotional tools for raising customer awareness. We are also displaying posters within the company to promote awareness among our own employees.

Looking at and manipulating a smartphone screen while walking is extremely dangerous, not only for the person using the smartphone but for others as well. DOCOMO will therefore continue to press the idea, through newspapers, train stations, docomo Shops and other channels, that using smartphones while walking can be dangerous.

Measures Against Fraud

● Promoting Measures to Prevent Remittance Soliciting Fraud with the Government and Other Mobile Providers

The number of victims of remittance soliciting fraud is on the rise, and it has become a major social issue. DOCOMO is addressing this problem through the following measures in collaboration with the government and other mobile providers in order to strengthen prevention of remittance soliciting fraud perpetrated with mobile phones obtained with fraudulent subscriptions.

● Main Measures to Prevent Remittance Soliciting Fraud

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

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	-----------------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● Employment and Compensation / ● Human Resource Development / ● A Safe and Healthy Workplace / ● Communicating with Employees

06 Labor Practices

DOCOMO seeks to develop its workplace environment and encourage communication among employees to create a corporate culture that thrives on diversity in gender, nationality, age and other attributes of our human resources, allowing everyone to work hard with pride and confidence.

Employment and Compensation

Basic Approach

DOCOMO respects diversity in its myriad forms-diversity of gender, age, nationality and values. We strive to create a corporate culture in which all employees can feel comfortable and secure in their jobs and demonstrate their aptitude regardless of their diverse attributes. Moreover, DOCOMO incorporates these ideas and initiatives into personnel systems and works to maximize the abilities and motivation of each and every employee by assigning the right jobs to the right people, promoting skill development and conducting appropriate performance assessments.

We seek to eliminate discrimination in our hiring and employment practices and strive for equal opportunity and fair compensation. Discrimination is defined as creating differences in opportunity and treatment with respect to hiring, promotion, compensation and training that are not based on reasonable elements such as a personal ability, aptitude or accomplishment. Characteristics that tend to form the basis for discrimination include race, ethnicity, nationality, regional origin, skin color, age, gender, sexual orientation, mental or physical disability, religion, political beliefs, labor union membership and marital status. Medical examinations and pregnancy tests are also considered as aspects of discriminatory practices when used to hinder equal opportunity or fair treatment.

● Employee Data (NTT DOCOMO Inc.)

	Male	Female	Total
Number of Employees*1	8,874	2,099	10,973
Number of People Hired*2	209	76	285
Recent College Graduates*2	185	72	257
Number of People Reengaged*2	1	1	2
Number of Foreign Nationals*1	57	30	87
Ratio of Persons with Disabilities*1	—	—	2.1%
Number of Job Leavers (only for voluntary termination)*2	81	30	111
Job Separation Ratio (only for voluntary termination)*2	—	—	0.78%
Average Age*1	40.9	36.7	40.1
Average Years of Continued Service (excluding persons seconded out/in)*1	18.0	14.0	17.2
Average Salary*2	—	—	8,289,000yen
Average Total Annual Hours Worked*2	—	—	1,830
Average Overtime Hours Worked*2	—	—	247.9

*1 As of March 31, 2014

*2 Fiscal 2013

● Starting Salaries (DOCOMO)

	Monthly Salary	Comparison to Minimum Wage*
Junior University/Vocational College Graduate	180,570yen	132%
Technical College Graduate	183,080yen	134%
University Graduate	208,920yen	152%
Graduate with an M.A.	233,620yen	171%
Graduate with a Ph.D.	282,130yen	206%

* Calculated as 137,000 yen based on the minimum wage in Tokyo (869 yen/hour) (22 days × 869 yen × 7.5 hours). While DOCOMO applies a system that provides salaries and bonuses that differ by qualification and rank, men and women with the same qualifications and rank receive equal pay.

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

● Employment and Compensation / ● Human Resource Development / ● A Safe and Healthy Workplace / ● Communicating with Employees

Human Resource Management System

● Appropriate Performance Assessments

All employees are periodically evaluated on their performance and career development. Our performance assessment cycle is based on challenge sheets for each individual employee and includes interviews for setting goals, reviewing progress, receiving feedback, discussing achievements and evaluating results as a comprehensive assessment as well as performance review.

● Evaluations Give Managers Insight

Managers at all levels—department, office, branch, section—engage in annual self-evaluations and reviews by their supervisors, colleagues and subordinates, utilizing a “360-degree assessment.”

Multifaceted assessments specifically address management competencies such as developing a vision, coaching and demonstrating leadership. The results of the evaluations are conveyed to the managers and their supervisors and serve to highlight any discrepancies between self-perceptions and the perceptions of others through qualitative evaluations in the form of advice from others on strengths and areas requiring attention and quantitative evaluations based on performance ratings. The program is intended to raise awareness and hone managerial skills by encouraging deeper insights among managers into the attitudes and behaviors expected of them.

Promoting Diversity

● Individual Skills and Abilities are All Important

DOCOMO is committed to hiring people for their skills and abilities, not their nationality. In fiscal 2013, we hired 17 new non-Japanese employees. Consequently, as of March 31, 2014, 87 foreign personnel were employed throughout the company, in Japan and overseas, including in the Global Business Division, the Research and Development Division and the Corporate Marketing Division.

● Empowering Female Employees

DOCOMO is working to realize a corporate culture and working environment under which female employees can fulfill aspects of home life, which may include having and raising children, while also meeting work responsibilities.

As part of such efforts, in November 2011, DOCOMO signed on to express its support of the WOMEN'S EMPOWERMENT PRINCIPLES—EQUALITY MEANS BUSINESS, which are advocated by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), a UN organization that addresses the extension of women's participation in economic activities. These principles were jointly formulated in 2010 with the United Nations Global Compact as a guide to help corporations streamline existing policies or establish new policies and businesses so that women can participate in every level or field of economic activities. The UN Women and the United Nations Global Compact appeal to corporations and organizations around the world to sign onto these principles.

With its signing of the principles, DOCOMO is now striving to promote even greater diversity throughout the Group.

● Woman's Empowerment Principles

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

● Focus on Expanding Employment Opportunities for People with Disabilities

DOCOMO believes that helping people with disabilities lead their own lives is one of our responsibilities to society. We therefore proactively hire people with disabilities. There were 210 employees with disabilities working at DOCOMO as of the end of March 2014. That number, which represents 2.1% of our total workforce, exceeds the legal requirement.

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● Employment and Compensation / ● Human Resource Development / ● A Safe and Healthy Workplace / ● Communicating with Employees

● Transition from Fixed-Term to Indefinite-Term Employment

To expand the career opportunities for some of our personnel, we began changing contract terms from fixed-term to indefinite-term employment for about 800 employees starting in April 2014. Accordingly, we are implementing measures such as establishing key positions in each area. We plan to continuously revise this system.

● New Rehiring Program for Former Employees Wanting to Restart Their Careers

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

The program is open to former employees who had worked at least three years and left the company after March 31, 2010, because their spouse was transferred or accepted a new position elsewhere, they relocated after getting married, or they wanted to concentrate on caring for children. Two former employees were rehired under this program in fiscal 2013.

● Opportunities Provided for Post-Retirement Age Workers

DOCOMO's continued employment scheme is to rehire employees over 60 years old who have reached the mandatory retirement age. The scheme enables older employees to continue using their extensive experience and polished skills for the benefit of the company and society. Employees who declare their intent to be reemployed at their mandatory retirement age will be able to work until age 65. Under this program 156 retired employees were reemployed under this program in fiscal 2013.

Pension Plan

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

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

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

Labor-Management Relationship

Labor and management cooperate to continually improve the workplace in accordance with the Basic Policy on Labor-Management Relations and the Basic Policy on Collective Bargaining.

Good relations between labor and management depend on good communications, so we have established a number of committees that meet regularly to discuss a range of issues and exchange views and opinions. Promotion of employee safety and health, including areas such as overwork, mental healthcare and health management, are discussed by the Safety & Health Committee; working conditions and other subjects are discussed by the Negotiation Committee; management policies and related issues are discussed by the Management Council; and reduction of working hours and overtime as well as promotion of diversity are discussed by the Work-Life Balance Committee.

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

Human Resource Development

Basic Approach

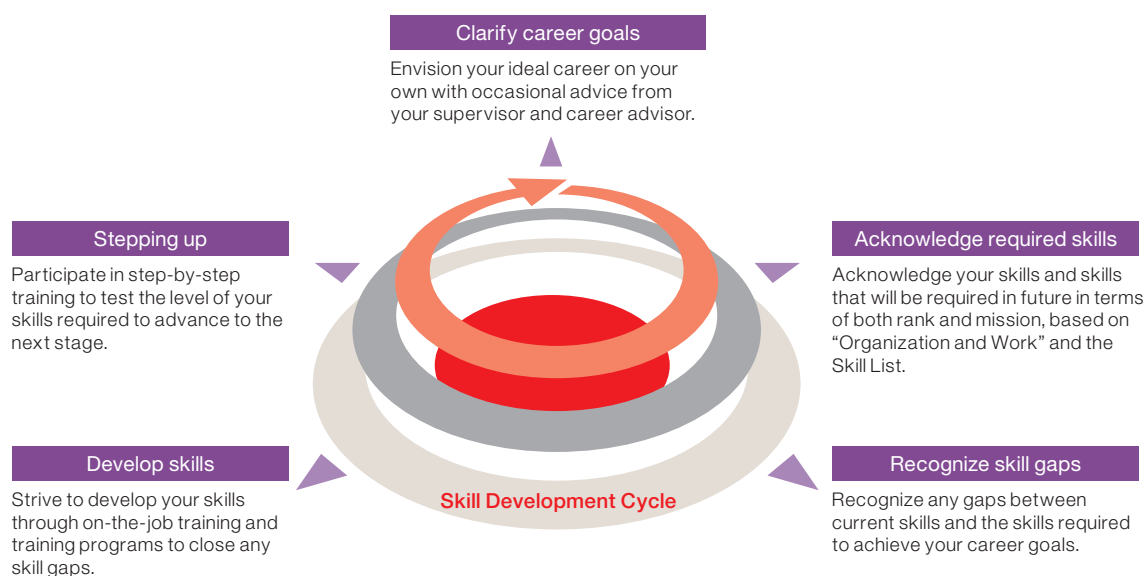
DOCOMO has established the following four basic policies on employee training so that each and every employee can continue to develop and improve their skills, and ultimately help to provide products and services that more fully satisfy customers.

● Basic Employee Development Policies

1. Employees should possess the flexibility to accept other people's opinions while thinking and acting for themselves.
2. Employees should always take on challenges, set high goals in their own jobs and work toward those goals.
3. Employees should be tolerant, accept diverse sets of values and exhibit communication skills.
4. Employees should be highly skilled and possess specific strengths and expertise.

Skill Development Cycle

We apply a cyclic approach to skill development and practice a PDCA system to assist employees in enhancing their careers by identifying required skills and current gaps, as well as opportunities to strengthen skills through formal training and other means.



Human Resource Development Management

We rely mainly on on-the-job training to help employees acquire the knowledge and skills necessary to carry out business, but also promote employee growth through the effective support of self-development, providing an average of seven days of training per employee.

As part of our employee training system, special interviews are generally held between employees and their superiors seven times throughout the year. These interviews identify the company duties and goals for each employee, confirm achievements and newly acquired skills and knowledge, and set the next stage of challenges for each employee. In addition to providing an opportunity for appropriately evaluating an employee's attitude and behavior, these interviews are integral to employee development, helping to improve the quality of work and supporting employees in realizing their dreams.

● Helping Employees Develop Specialized Skills

We conduct a medium- to long-term development system through educational and personal growth programs that follow the career path of each employee while paying due consideration to individual aptitudes. In addition, we support self-development by offering programs that respect personal awareness. We particularly seek to respond to customers' increasingly diverse and sophisticated needs

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● Employment and Compensation / ● Human Resource Development / ● A Safe and Healthy Workplace / ● Communicating with Employees

by providing training programs for specific purposes, including programs suited to each career level, training to develop specific areas of expertise and elective training programs. We work to enhance these programs as necessary.

In fiscal 2013, we implemented a variety of priority programs based on our focus on strengthening the mobile business, new business and international business. Our aim is to develop human resources capable of supporting enhanced productivity in our mobile business and further accelerating our drive to take on challenges in new business fields.

As part of efforts to help employees with their own development, we make available a menu of around 500 correspondence courses and also provide support for acquisition of 93 types of certification. In fiscal 2013, 710 employees acquired some form of private or public certification. In addition, managers help motivate employees before training starts and follow up with interviews afterward. We also formulate skill development plans for different areas of specialization to reinforce professional capability at each organization.

● Business Skills Development Programs

Business Skills	<ul style="list-style-type: none"> • Training for career level • Elective-type training (communication, management, etc.)
Specialist Skills	<ul style="list-style-type: none"> • Global OJT • Overseas study • Expert training (sales-related/engineering-related, etc.)
Personal Growth	<ul style="list-style-type: none"> • Distance education • Support for obtaining certifications • Language school support • TOEIC

● Providing Opportunities to Support Employee Motivation

DOCOMO posts jobs internally to provide opportunities for ambitious employees. Employees are free to apply for openings on their own initiative. The jobs that come up tend to require specific skills or are associated with new business activities. Around 1,440 employees had applied by the end of fiscal 2013, and of this total, approximately 240 are currently working in their department of choice.

Development of Global Human Resources

DOCOMO conducts the Global OJT program, which dispatches employees with at least three years of continued service for one-year assignments to overseas affiliated companies, subsidiaries, investee companies, partner companies and similar opportunities, for the purpose of developing human resources capable of actively participating in global business fields. The goals of this program is to improve language skills through the performance of business activities and foster international sensibilities, understanding of business practices, and other professional competencies. In fiscal 2013, we sent four employees to the U.S. and Germany for one-year programs. Tailored to the personal background of the respective employees, these training programs cover a wide variety of areas, such as marketing, service planning and development, and provide employees with the opportunity to gain valuable experiences. Going forward, we will continue this program in light of prevailing business climates and trends, and carefully review the companies to which we send employees.

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

● Employment and Compensation / ● Human Resource Development / ● A Safe and Healthy Workplace / ● Communicating with Employees

A Safe and Healthy Workplace

Ensuring Safety in the Workplace

DOCOMO implements construction tasks and working at hazardous heights when we operate network facility maintenance. Consequently, we conduct operations in compliance with prevailing laws and safety regulations, and we implement safety measures in accordance with the DOCOMO Safety Manual for Construction Work, which are also extended to our business partners. We instruct workers to remain fully alert during assembly and disassembly of scaffolding when installing panzer masts, for disaster prevention broadcasts, to telephone poles, and when working on steel towers and rooftops. We also discuss Hiyari-Hatto (close call) incidents, consider countermeasures and record data to alert employees of workplace hazards and dangerous actions. We monitor situations through audits using check sheets, sometimes without prior notice.

Our safety and health management system is led by General Manager of the General Affairs Department, who serves as the general safety and health manager. Our centralized industrial accident control system enables us to manage and track labor accident data for the entire Group. For DOCOMO, safety is always the top priority. Our system for preventing work-related accidents and injuries includes Safety & Health Committees at each business office as well as the DOCOMO Safety Council and DOCOMO Safety Committee at the headquarters.

The Safety & Health Committees, consisting of members from both management and labor, examine and deliberate on basic measures to prevent DOCOMO employees from being exposed to various dangers and health problems. The committees also promote improvements in the health and safety of the employees and meet once a month to analyze the results of safety and health management, consider measures and record data. Information is provided to employees for the benefit of their own safety and health. The DOCOMO Safety Council and DOCOMO Safety Committee each consist of members from both management and labor, including those from telecom construction firms, and they share information to prevent accidents during work.

● Safety & Health Management System



Mental Health Care

The DOCOMO Group emphasizes preventive care based on the "Four Cares" guideline proposed by the Ministry of Health, Labour and Welfare. Principal mental health care approaches include "self care," in which employees complete questionnaires and perform stress checks; "line care," which consists of various training programs for managers; and care by in-house industrial health staff. For the latter, workplace monitoring and physical exams form a foundation after which follow-ups and interviews, and, for those working long hours, interviews and guidance sessions are conducted. Employees also have access to outside counselors for care by expert counseling institutions external to the company.

In April 2013, we designated a single external counseling resource as an employee support program to unify the different contact points that had formerly been used by each branch office and Group company. We did this so that all Group employees can utilize the same service nationwide, regardless of specific circumstances such as personnel transfers. Furthermore, under a new initiative launched in fiscal 2013, we appointed a psychiatric specialist at the headquarters to strengthen tertiary prevention to support

● Employment and Compensation / ● Human Resource Development / ● A Safe and Healthy Workplace / ● Communicating with Employees

returning to work and preventing recurrence as well as strengthening primary prevention measures against developing illnesses.

Work-Life Balance

We place priority on the work-life balance so that employees can adopt diverse working styles that meet the needs of the times. In 2008, DOCOMO obtained the Kurumin certification mark, which is provided by the Minister of Health, Labour and Welfare to enterprises that support measures to enhance the upbringing of the next generation, in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children. We also promote a work-life balance through measures that enable employees to make full use of limited time by reviewing the way they work. In addition, DOCOMO provides corporate pension plans, retirement benefits and employee shareholding programs.

● Utilization of Various Leave Schemes (NTT DOCOMO Group FY2013)

	Male	Female	Total
Maternity leave	—	472	472
Childcare leave	7	765	772
Shortened working hours for childcare	5	871	876
Nursing care leave	9	17	26
Shortened working hours for nursing care	1	3	4
Volunteer leave	481	69	550
Number of average paid holidays taken	—	—	18.1%
Percentage of average paid holidays taken	—	—	90.5

Interviews and Forums Help Employees Combine Work with Parenthood

We conduct interviews and forums for employees who are about to have children or are in the process of raising them to ensure they are able to use childcare support programs with total peace of mind. For example, before an employee goes on leave before or after childbirth, the immediate manager specifically explains the childcare support programs. In addition, a three-party meeting is held with the employee, their immediate manager and the Diversity Development Office to eliminate any concern about balancing work and childcare upon their return, and to raise awareness of career development.

Regular Seminars to Support Employees Balancing Work with Nursing Care

We regularly hold seminars targeting employees to help them balance work with nursing care. In fiscal 2013, a seminar in the Nagano Branch was attended by 36 employees who learned about the public nursing care insurance system and received tips for balancing work with nursing care.

Employees Choose from a Buffet of Benefits

DOCOMO is currently enhancing benefit programs covering health and well-being, housing, recreation and other areas. Under DOCOMO's benefit system, employees select the programs that they personally need or that best fit their lifestyles from an assortment of benefits. We also run seminars and training courses to help employees with financial planning and in generally mapping out their life plans.

● Achievements in Fiscal 2013

	Content	Results
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.	Ten seminars were held 745 people participated
Life Design Training	This training program seeks to motivate employees in their late 20s to start thinking about a life plan. It specifically teaches them about investing, pension plans and other aspects of financial planning.	12 seminars were held 270 people participated
Life Design Office	This office provides information and advice to employees on drawing up life plans.	Utilized by 244 people

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

● Employment and Compensation / ● Human Resource Development / ● A Safe and Healthy Workplace / ● Communicating with Employees

Communicating with Employees

DOCOMO communicates with employees and docomo Shop staff in order to create an open, dynamic working environment. We understand that the key to raising customer satisfaction lies in respecting the views and opinions of frontline sales and service employees, who interact directly with the customer, and in creating healthy, vibrant workplaces characterized by free-flowing communication. DOCOMO management therefore makes a concerted effort to acquire direct feedback from employees by dropping in on offices and shops around the country.

In fiscal 2013, the president and senior executive vice presidents made visits to over 110 regional offices, group companies, call centers and docomo Shops all over Japan, with the goal of getting to know the situation on the ground better and of uncovering any neglected issues. Other executives responsible for regional offices also dropped by offices and held discussions to get a better handle on issues facing staff and current feedback from customers.

Furthermore, we conduct an employee attitude survey among all of the approximate 37,000 employees (including retirees and temporary employees) of the DOCOMO Group each year to gauge their views on a variety of issues concerning the creation of rewarding working conditions. On matters regarding the creation of rewarding working conditions, results for fiscal 2013 were very similar to the results obtained for fiscal 2012 and again better than the average performance of other companies.

No complaints were received concerning labor practice that resulted in a claim requiring response or resolution through formal claim processing institutions.

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

● Basic Philosophy / ● Management System / ● Initiatives on Human Rights Enlightenment

07 Human Rights

We engage in activities that promote the awareness of human rights to create workplaces that respect the rights of every employee, free of discrimination or harassment due to race, ethnicity, nationality, religion, or physical or mental disability.

Basic Philosophy

DOCOMO upholds the principle of the Universal Declaration of Human Rights that “All human beings are born free and equal in dignity and rights” and strives to create workplaces that respect human rights, free of discrimination and harassment. We conduct activities that raise awareness about human rights under the NTT DOCOMO Group Code of Ethics and the DOCOMO Human Rights Enlightenment Basic Policy.

Management System

We established the Corporate Human Rights Enlightenment Committee for the management of our human rights initiatives, which is chaired by the Senior Executive Vice President.

Similar management systems have also been established at our regional offices and Group companies.

Establishment of the Corporate Human Rights Enlightenment Committee

The Corporate Human Rights Enlightenment Committee is a Companywide organization that promotes human rights awareness and handles the formulation and management of human rights educational activities, as well as training measures and plans. Compliance Promotion Managers and Risk Compliance Leaders, who are in charge of human rights promotion in the workplace, are also designated at the unit level for activities rooted in respective workplaces.

Monitoring Human Rights Activities

DOCOMO conducts an annual human rights survey based on the DOCOMO Group Code of Ethics.

The survey findings indicated an overall high level of human rights awareness. It also came to light, however, that there are some areas in which efforts to achieve even greater awareness are needed.

We will use these findings in fiscal 2014 as the basis for initiatives aimed at promoting workplace communication and persistently communicating the importance of human rights, in our ongoing effort to emphasize to each individual employee the importance of respecting human rights.

In terms of domestic and overseas investments, and in addition to considering regulatory restrictions on human rights from the above-mentioned perspectives, we assess risks during the decision making phase using a checklist that includes criteria such as working environment, terms of employment, and relationship between labor and management. The final investment decision is made after hearing expert opinions.

Consulting Service for Human Rights and Harassment

DOCOMO has established points of contact inside and outside of company channels for all employees, including temporary employees, to consult with when they have problems or concerns related to human rights and harassment. These consultation desks protect the privacy of the employees who consult with them and provide protection for whistleblowers, while taking appropriate steps to resolve the problems and concerns. In particular, the point of contact outside of company channels is manned by counselors affiliated with an outside, specialized organization so as to ensure an environment which employees can avail of with total peace of mind.

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

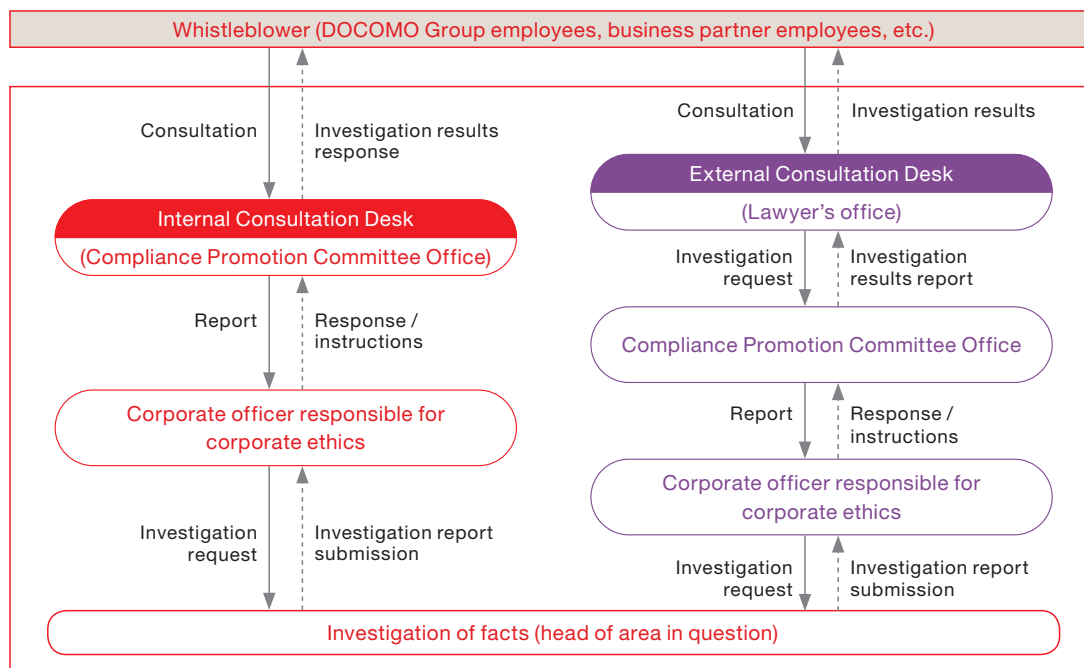
Social
Contribution

11

GRI Index

● Basic Philosophy / ● Management System / ● Initiatives on Human Rights Enlightenment

● Compliance Consultation Desk System



Human Rights Violations

Human rights violations are rigorously dealt with through disciplinary action. From the standpoint of preventing recurrence, we alert employees of DOCOMO and its service subsidiaries whenever disciplinary action is taken. No human rights claims were received in fiscal 2013 that required any response or resolution through a formal claim processing institution.

Initiatives on Human Rights Enlightenment

Human Rights Message from Top Management

In conjunction with Human Rights Day (December 10) and Human Rights Week (December 4–10), which commemorate the UN's adoption of the Universal Declaration of Human Rights, the vice president and chair of the Corporate Human Rights Enlightenment Committee sends a message of respect for Human Rights to all employees every year. The message is intended to raise awareness of the subject by promoting understanding regarding the spirit and purport of the United Nations' Universal Declaration of Human Rights, and to ensure that all employees are familiar with human rights issues.

Human Rights Awareness Training

To further raise human rights awareness, we actively conduct training at each organization for all employees, including temporary workers, using e-learning and video materials, training suited to each career level (including executives), and training for Risk Compliance Leaders.

Starting with the basic question, "Why are corporations addressing human rights issues now?" the training courses teach participants about a broad range of subjects, including discrimination, sexual harassment, power harassment and language sensitivity. We also implement a post-training survey to monitor improvements in awareness and the effectiveness of training. In fiscal 2013, we conducted online seminars for all employees and held discussions on harassment and discrimination at each workplace to go over the basics and strengthen human rights awareness among our employees.

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● Basic Philosophy / ● Management System / ● Initiatives on Human Rights Enlightenment

● Development of Human Rights Enlightenment Measures

We solicit human rights slogans and poster ideas from employees and give awards to exceptional entries in conjunction with Human Rights Week every year. In addition, we utilize an internal company website on human rights awareness to regularly publish the Human Rights Mini Knowledge Series, with important facts about human rights, as a tool for raising the awareness of all employees.

In fiscal 2013, we created a human-rights-themed calendar and upgraded our intranet site for human rights.

Participation in the Industrial Federation for Human Rights, Tokyo

DOCOMO participates in the Industrial Federation for Human Rights, Tokyo, a voluntary organization comprising Tokyo-based corporations, and conducts activities to enlighten the public and expand the human rights network.

In concrete terms, we established a nationwide federation of corporations to battle discrimination against groups who have traditionally been targeted in Japan. This partnership, which includes regional industrial federations, convenes national conferences and exchanges information. We are pursuing a wide range of initiatives through interaction and collaboration with government agencies, business organizations and civil rights movements involved in a broad spectrum of human rights issues.

08 Relationship with Other Businesses

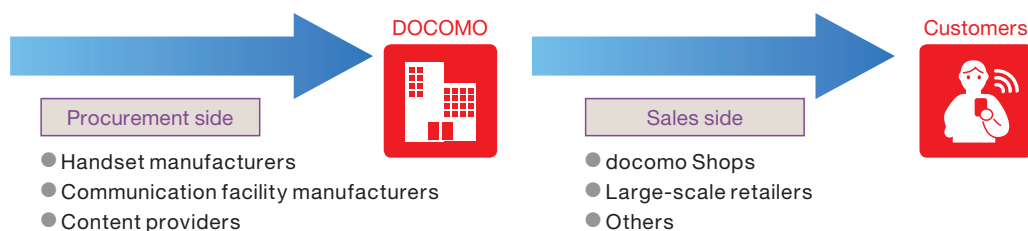
We value our relationship with other businesses that are important partners in our operations, and we strive to maintain fair transactions and undertake CSR procurement in view of our responsibilities to society.

DOCOMO's Supply Chain

Relationships with other businesses are important for our ongoing operations.

DOCOMO's business model is sustained by business partners, including suppliers and construction companies related to communication facilities and equipment, handset manufacturers and sales representatives such as docomo Shops.

We procure materials and services from suppliers under our basic procurement policies and formulated the "NTT DOCOMO Guidelines for CSR in Supply Chain." Supply chain management is effectively conducted by the responsible departments.



Relationship with Suppliers

Basic Approach

DOCOMO conducts procurement under the following Policies:

1. DOCOMO will strive to provide competitive opportunities with fairness to both domestic and foreign suppliers, and to build mutual trust and understanding.
2. DOCOMO will conduct economically rational procurement of competitive goods and services that meet its business needs, deciding suppliers based on quality, price, delivery times and stable supply in a comprehensive manner.
3. DOCOMO will conduct procurement in a manner that follows laws and regulations as well as social norms, and takes the environment, human rights and other issues into account to contribute to society.

Promoting CSR Procurement

DOCOMO has a basic policy of providing domestic and overseas suppliers with opportunities to compete in a fair and open manner and procuring competitive products and services in line with business needs on the basis of sound economic principles. In 2009, we formulated the NTT DOCOMO CSR Procurement Guidelines with the belief that it is important to fulfill social responsibilities during the whole production process of the products procured from suppliers, i.e., respecting human rights, upholding labor practices in production processes and ensuring occupational health and safety. The NTT Group adopted CSR procurement in December 2013, and we strengthened our efforts on that occasion by changing the title of the guidelines to "NTT DOCOMO Guidelines for CSR in Supply Chain" and updating its content to correspond with current societal needs.

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● NTT DOCOMO's Supply Chain / ● Relationship with Suppliers / ● Relationship with Sales Representatives

We itemized rules for seven CSR-related areas: Human Rights and Labor, Occupational Health and Safety, Environment, Fair Trading, Product Quality and Safety, Information Security, and Contribution to Society. The Guidelines apply to suppliers of telecommunications equipment and handsets.

We conduct CSR procurement by formulating guidelines, requesting the cooperation of other businesses, monitoring progress and providing support for improvements.

● Implementation of the Guidelines and Monitoring System

Under the leadership of the Senior Executive Vice President, who has overall responsibility for procurement, DOCOMO's basic stance is to address CSR procurement pursued with suppliers in accordance with guidelines while promoting CSR activities with both DOCOMO and its suppliers. To further an understanding of our engagement in CSR procurement, we disclose the guidelines on our website and hold briefing sessions with our suppliers. In addition, we request that manufacturers and suppliers of handsets and equipment submit the "CSR Procurement Check Sheet" once a year, in principle, to help us understand the status of their CSR activities, and will ask suppliers to make improvements, if necessary.

In fiscal 2013, we received responses from 65 companies, accounting for over 90% of all suppliers. The checklist contains up to 161 items in the seven areas related to CSR: Human Rights and Labor, Occupational Health and Safety, Environment, Fair Trading, Product Quality and Safety, Information Security, and Contribution to Society. In the area of human rights, for example, we monitor violations of workers' freedom of association and right to collective bargaining, as well as child labor and forced labor.

We provide feedback to each supplier on the content of the Check Sheet without revealing company names, and in some cases we offer support for improvements based on our stance of working together with suppliers for mutual benefit.

In fiscal 2013, no negative impacts were identified and no cases required our follow-up or support for improvement.

Green Procurement

Under the "NTT Group Guidelines for Green Procurement," as revised in January 2014, DOCOMO conducts green procurement to enhance sustainability in our procurement activities by selecting materials, parts and products that are safe and less harmful to the environment.

The following two assessments are reflected in the selection of new suppliers and evaluation of existing ones.

(1) Development of an Environmental Management System (measures taken by suppliers)

Potential suppliers are assessed on whether they have an environmental policy as well as the structure and operation of their environmental management system.

(2) Reduced Environmental Impact Related to Products (product assessment)

We determine the chemical content of products and assess each product for feasibility in terms of required and requested items.

Conflict Minerals

Some of the minerals produced in the Democratic Republic of the Congo and other areas subject to ongoing conflicts are believed to be funding inhumane activities by armed groups and thereby extending conflict or thought to be otherwise implicated in human rights violations. The Dodd-Frank Act passed in the U.S. in July 2010 requires companies publicly listed in the U.S. to make disclosures regarding their usage of conflict minerals* produced in the Democratic Republic of the Congo or neighboring countries. The DOCOMO Group, in order to meet its procurement-related social responsibilities, works with its suppliers to ensure supply chain transparency and, in view of the provisions of the Dodd-Frank Act, advances initiatives aimed at preventing the usage of conflict minerals that would fund the activities of armed groups. It should be noted that there are also minerals that do not fund the activities of armed groups, even in areas with ongoing conflicts, and that the actions we are taking do not prevent their usage.

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

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● NTT DOCOMO's Supply Chain / ● Relationship with Suppliers / ● Relationship with Sales Representatives

Enhancing Procurement Skills

Our procurement operations entail ongoing negotiations with various suppliers and are required to achieve sustainable, stable procurement by equal, fair and transparent transactions. We therefore conduct a variety of training courses to enhance employee procurement and purchasing skills and change their perceptions. We encourage employees to become a Certified Procurement Professional (CCP) and provide related information through a weekly magazine. Our wide-ranging efforts include inviting outside lecturers.

Communication with Suppliers

DOCOMO endeavors to establish better partnerships through vigorous exchanges of mutual demands and proposals.

In fiscal 2013, we held a "Business Partner Kickoff" gathering with the participation of major suppliers involved in DOCOMO's businesses. At this meeting, we explained the business environment surrounding DOCOMO and exchanged views with the participants to ensure the continuing stable supply of competitive high-quality products.

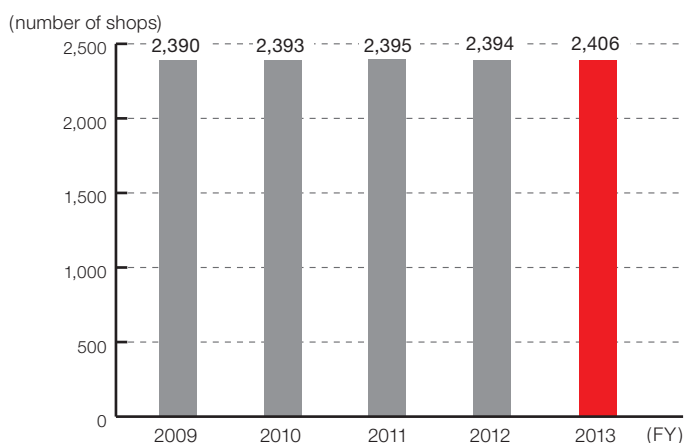
Relationship with Sales Representatives

Fair and Appropriate Agency Agreements

DOCOMO provides products and services to customers through docomo Shops and other sales representatives such as large-scale retailers. There were 2,406 docomo Shops, specialized stores dealing with the company's products and services, nationwide as of the end of March, 2014. The total number of other shops, including large-scale retailers, dealing with products and services of multiple carriers, and dealerships for our DOCOMO products, is approximately 4,300, representing important points of contact between DOCOMO and its customers.

We therefore make certain that all agency agreements with partner shops are fair and appropriate to establish a business structure that offers services that closely address the needs of customers.

● Number of docomo Shops



Support for docomo Shop Staff

● Strengthening the Support System

DOCOMO is currently strengthening the support system for staff at docomo Shops and other retail outlets to provide the best possible service to customers.

We are enhancing training programs and are developing an information system that will make it possible for all staff members to serve customers in an optimal and unified manner. Also, staff support has been made available year round for answering questions regarding products, services and procedures.

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● NTT DOCOMO's Supply Chain / ● Relationship with Suppliers / ● Relationship with Sales Representatives

Meanwhile, feedback is being collected from customer service staff every day and being used to make improvements at docomo Shops and other outlets on an ongoing basis. Telephone inquiries from sales staff have risen sharply with the rapid adoption of smartphones in recent years, and DOCOMO has bolstered its Sales Representatives Help Desk to promptly answer questions on matters such as handset operation and services, what particular apps do, and how to use apps.

● Continuous Education and Training

We conduct regular education and training programs for shop staff and managers to hone their customer service capabilities and improve their knowledge of products and services, with the goal of providing even greater peace of mind to customers who use docomo Shops and other retail outlets. Going forward, we will continue to strengthen education and training programs to ensure high-quality customer service at all shops around the country.

● Raising Staff Motivation

docomo Shop staff represent the frontline of our relationship with customers. While they are employed by their respective sales representatives, DOCOMO provides the necessary education and training. In fiscal 2013, we sought to boost staff motivation across every position by introducing a rewards program that offers benefits in the form of DOCOMO products and services.

Consideration for the Environment

Responding to the expectations of our customers and society, we are partnering with docomo Shops to advance eco-friendly measures for their retail locations, and promote greater infrastructure-related electricity conservation. As part of that effort, we are working to convert 2,406 docomo Shops throughout Japan to indoor LED lighting.

LED lighting is said to consume only one tenth the electricity used by incandescent bulbs, and only half that of fluorescent fixtures. They, therefore, contribute greatly to energy savings and, with useful lives four times that of fluorescent fixtures, help to lower operating costs.

DOCOMO embarked on this effort in earnest in fiscal 2011 and plans to have all docomo Shops converted to LEDs by fiscal 2014. As of the end of fiscal 2013, work has been completed at 1,535 shops, reducing electricity consumption by about 12,060,000 kWh and cutting CO2 emissions by around 6,635 tons.

We are also planning to install solar panels. In fiscal 2013, we continued test installations centered on stand-alone shops in areas thought to be vulnerable to power shortages, and completed installations at a cumulative total of 48 shops. As a result, we reduced electricity consumption by about 870,000 kWh and CO2 emissions by around 480 tons. Going forward, we plan to continue implementing energy-saving measures at docomo Shops throughout Japan.

Reinforcing Disaster Preparedness

docomo Shops have strengthened their disaster preparedness in accordance with the Disaster Preparedness Manual (docomo Shops version) we created in fiscal 2011, which incorporates our learning from the Great East Japan Earthquake.

Universal Design at docomo Shops

The docomo Hearty Style concept is based on the pursuit of products and services that can be easily used by anyone – the goal of universal design – and aims to bring customers and DOCOMO even closer together. Under the docomo Hearty Style concept, which we are implementing at all docomo Shops throughout Japan, we are eliminating steps at entrances, installing wheelchair-accessible counters and restroom facilities, ensuring adequate interior space, designating dedicated parking spaces for people with disabilities, and taking other steps as well to make docomo Shops barrier free.

As of the end of fiscal 2013, over 90% of all docomo Shops in Japan had been equipped with barrier-free entrances, over 80% with barrier-free restroom facilities, over 70% with dedicated parking spaces for

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

● NTT DOCOMO's Supply Chain / ● Relationship with Suppliers / ● Relationship with Sales Representatives

people with disabilities, and over 90% with barrier-free counters.

Overall, approximately 99% of docomo Shops around the country have implemented at least one of these barrier-free measures. Furthermore, for people with hearing impairments, we have equipped docomo Shops* with communication boards and are moving forward with the installation of sign-language-support videophones. Over 20% of docomo Shops had these systems as of the end of fiscal 2013.

docomo Shops are also ready to help customers try out the latest models of the Raku-Raku PHONE series.

Going beyond the implementation of barrier-free design in our facilities, we are also working to ensure that our personnel thoroughly understand the Hearty Style concept. One way in which we do this is having all new docomo Shop staff participate in Hearty Mind training, and over 9,000 of our employees did so in fiscal 2013.

* Not installed at all shops

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

- Environmental Vision and Action Plan / ● Environmental Management / ● Creation of a Low-Carbon Society /
● Formation of a Sustainable Society / ● Preservation of Biodiversity

09 Environment

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

Environmental Vision and Action Plan

Environmental Policy

One of our corporate vision statements, "Pursuing Smart Innovation: HEART," is intended to generate business growth and new social value in light of ongoing social change. We established the DOCOMO Global Environment Charter as a set of guidelines for promoting environmental protection efforts under our initiative to "contribute to the development of a fulfilling society for all," which is one HEART goal.

Given the international consensus on the importance of preserving biodiversity, one of the basic policies of the Global Environmental Charter is understanding the impact of our business activities on biodiversity and leaving future generations an environment rich in biodiversity. In addition, the charter clarifies our commitment to helping solve global environmental problems by providing ICT services. Necessary revisions to the DOCOMO Global Environmental Charter are reviewed by the DOCOMO Group ECO Committee once a year to ensure the vitality of the charter as the umbrella under which we carry out our group-wide environmental protection activities.

ドコモ地球環境憲章

ドコモグループ2007年6月1日制定 (2010年12月13日改定)

DOCOMO Global Environmental Charter (Revised on December 13, 2010 by the DOCOMO Group)

Basic Philosophy

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.

Basic Policy

Conduct Business with the Environment in Mind

- Actively promote environmentally sensitive business activities through provision of ICT services.
- In all business activities, curb emissions of greenhouse gases, conduct proper management of hazardous materials, and encourage resource conservation by promoting the "three Rs" (Reduce, Reuse, and Recycle).

Strengthen Environmental Management

- Comply with all environmental laws and regulations, and through environmental management systems avoid risk and continuously improve performance.

Promote Environmental Communication

- Promote environmental activities in cooperation with business partners, throughout all processes: procurement, research and development, sales, and after-sales services.
- Disclose accurate environmental information to help others understand the DOCOMO Group's environmental activities, and use feedback received to improve these activities.
- Enhance environmental awareness through the environmental education of employees and communication among all corporate levels and departments.

Preserve Biodiversity

- Understand the relationship between biodiversity and our business activities and promote initiatives to preserve biodiversity for future generations.

President and Chief Executive Officer



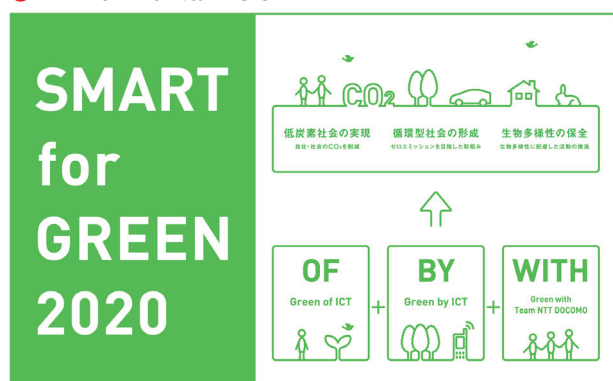
01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	---------------------------	------------------------------	-----------------

- Environmental Vision and Action Plan / ● Environmental Management / ● Creation of a Low-Carbon Society /
- Formation of a Sustainable Society / ● Preservation of Biodiversity

Environmental Vision toward Fiscal 2020 “SMART for GREEN 2020”

In January 2011, DOCOMO formulated “SMART for GREEN 2020” as the NTT DOCOMO Group’s environmental vision for fiscal 2020 to pursue a sustainable society and substantially reduce CO₂ emissions in ICT services. Under the three key environmental protection themes of “creation of a low-carbon society,” “formation of a sustainable society” and “preservation of biodiversity,” we will consistently contribute to improving daily life and the sustainable development of society as a whole through three action areas: Green of ICT, Green by ICT, and Green with Team NTT DOCOMO.

● Environmental Vision



●Green of ICT

Initiatives to reduce our own CO₂ emission in mobile phone operations and other business activities

●Green by ICT

Initiatives to reduce the CO₂ emissions of society as a whole by developing and providing products and services that utilized the latest information and communications technologies

●Green with Team NTT DOCOMO

Initiatives that promote activities by individual employees at the workplace, at home and in the community that help protect the environment, in addition to initiatives in business activities

Establishing the NTT DOCOMO Group’s Global Environmental Targets for Fiscal 2016

DOCOMO established the new “NTT DOCOMO Group’s Global Environmental Targets for FY2016” as a result of identifying the “reduction of energy consumption in communications facilities” and “reduction in the weight of promotional tools prepared” as two priority issues that DOCOMO feels it is particularly responsible for in its business activities.

NTT DOCOMO Group’s Global Environmental Targets for Fiscal 2016

Seeking to provide wider, faster and more reliable connectivity, we will deliver an LTE network using our proprietary technologies with less energy consumption, which will help us to create telecommunications network services that are in harmony with the environment.

Moreover, we will increase conveniences for our customers and reduce energy consumption by further advancing our mobile communications through the use of digitalized promotional tools.

1. Creating a Telecommunications Network in Harmony with the Environment

Target for
Fiscal 2016

A 25% reduction in energy consumption for data communications*¹

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

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

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

Target for
Fiscal 2016

At least a 40% reduction in promotional materials

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

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

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

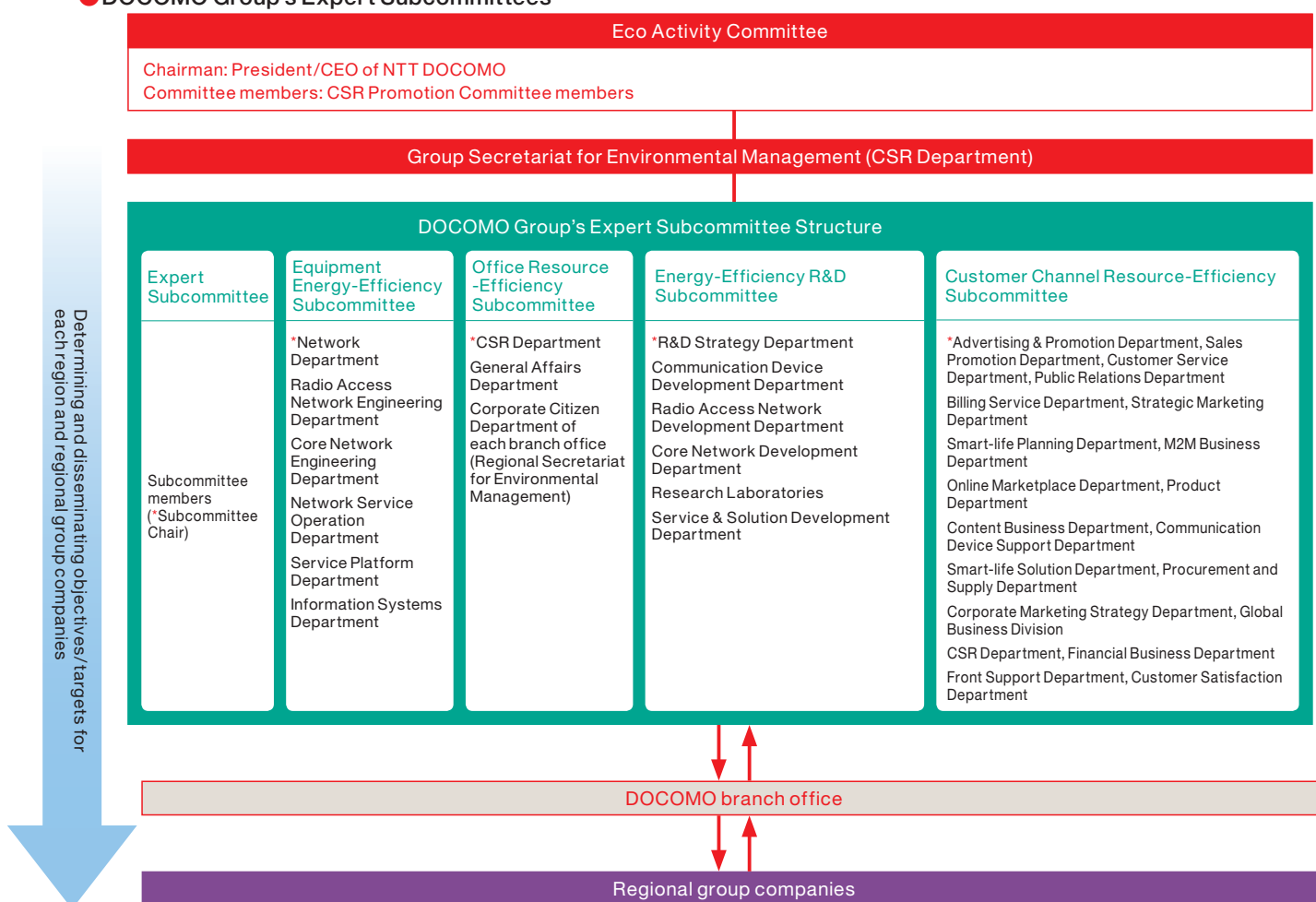
- Environmental Vision and Action Plan
- Environmental Management
- Creation of a Low-Carbon Society
- Formation of a Sustainable Society
- Preservation of Biodiversity

Environmental Targets and Action Plans

● Establishing Environmental Targets and Action Plans

The DOCOMO Group sets its environmental targets during annual reviews conducted by Expert Committees overseeing different areas – the Equipment Energy-Efficiency Subcommittee, the Office Resource-Efficiency Subcommittee, the Energy-Efficiency R&D Subcommittee, and the Customer Channel Resource-Efficiency Subcommittee. The targets set by each subcommittee are then reviewed for approval by a higher-level committee, the ECO Activity Committee. In order to accomplish the DOCOMO Group's environmental purposes and targets, the Subcommittee Chair appoints an action plan group leader from the subcommittee's membership once a year. The appointed group leader manages improvement items and drafts action plans in collaboration with group leaders from each region.

● DOCOMO Group's Expert Subcommittees



Targets and Action Plans for Fiscal 2014

● Equipment Energy-Efficiency Subcommittee

FY2014 Targets	Main Action Plans for Targets
Continue promoting individual environmental initiatives to reduce power consumption	Actively install high-efficiency, low-power consumption equipment to make network facilities more environmentally sensitive
	Reduce power consumption by improving power conversion efficiency by installing high-efficiency power supplies and air conditioning systems
	Promote further reduction of power consumption by installing next-generation green base stations in which battery charge control technology is adopted
Continue promoting individual environmental initiatives to reduce the final disposal ratio for waste	Continue recycling programs for industrial waste from our network facilities and increase our construction waste recycling efficiency by contracting with companies with high recycling rates for construction waste

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

- Environmental Vision and Action Plan / ● Environmental Management / ● Creation of a Low-Carbon Society /
 ● Formation of a Sustainable Society / ● Preservation of Biodiversity

● Energy-Efficiency R&D Subcommittee

FY2014 Targets	Main Action Plans for Targets
Promote development of highly energy-efficient equipment	Perform development activities aimed at implementing use of the highly energy-efficient equipment described below. (1) Development of compact base station equipment: Compact all-in-one 3G and LTE external equipment (2) Development of high-density BDE: High-density version of BDE (LTE) equipment
Comply with NTT Group Energy-Efficiency Performance Guidelines	For ICT equipment that is procured by NTT DOCOMO and covered by the NTT Group Energy-Efficiency Performance Guidelines, conduct energy efficiency performance evaluations and ascertain numbers of devices, by category, owned by NTT DOCOMO.

● Office Resource-Efficiency Subcommittee

FY2014 Targets	Main Action Plans for Targets
Reduce power consumption in offices	Visualize power consumption in offices In addition to energy-saving measures applied throughout the year, implement seasonal energy saving actions for winter and summer months, when electricity demand is higher. Promote LED lighting
Implement maintenance activities of docomo Woods	Implement maintenance activities, in principle, at least once a year
Reduce paper consumption in offices by 6.0% compared to the previous year	Visualize paper consumption in offices Organization-wide sharing of effective energy-saving methods
Lower the final disposal ratio and total volume of office waste	Revise the eco-friendly office manual Analyze the current status of office waste (analyze emission volume and final disposal ratio for each building)

● Customer Channel Resource-Efficiency Subcommittee

FY2014 Targets	Main Action Plans for Targets
Plan and provide products that encourage ecoconsciousness in customers	Improve actual battery life Require device manufacturers to promote energy efficiency
Increase awareness of used mobile phone recycling to at least 83%	Adequately explain disposal methods for unwanted mobile phones to customers Participate in events and create promotional tools to raise awareness
Collect at least 3.8 million used mobile phones	Create recycling opportunities
Actively develop mobile solutions to increase customer business efficiency and reduce environmental impact	Determine the extent to which CO ₂ emissions were reduced through the use of FOMA ubiquitous modules used for purposes like machine communication
For the warehouse disposal rates applying to each category of promotional tool, establish uniform nationwide (Japan) quantitative targets and manage progress toward achieving them on a quarterly basis	•Catalogs, leaflets, fliers, posters, POP, banners, etc.→7% or less •User manuals, paper bags, product boxes, bags→9% or less •Tools for store staff→1% or less •Forms, applications, envelopes→15% or less
Promote the implementation of FSC-certified paper ^{*1}	Study further extension of the tools used for FSC-certified paper
Effectively utilize various media and strengthen accountability for environmental initiatives	Develop our environmental communications Communicate our environmental information (CSR Reports) outside the company Contribute to the preservation of biodiversity by collecting unwanted mobile phones for recycling

^{*1} FSC-certified paper is made of materials from forests certified by the Forest Stewardship Council (an international non-governmental organization) for proper management.

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	--------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

- Environmental Vision and Action Plan / ● Environmental Management / ● Creation of a Low-Carbon Society /
- Formation of a Sustainable Society / ● Preservation of Biodiversity

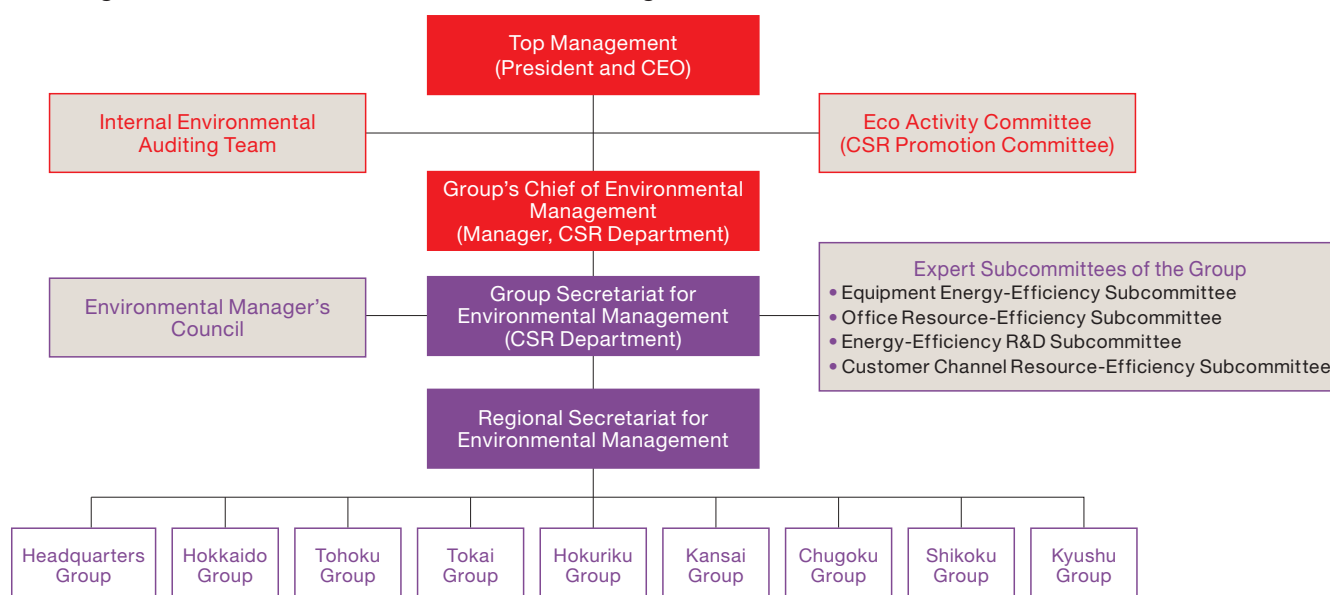
Environmental Management

Environmental Management Systems

Under the DOCOMO Global Environmental Charter, the DOCOMO Group established the Environmental Management Systems (EMS), which is led by the president/CEO of NTT DOCOMO to implement group-wide environmental protection efforts.

The EMS is administered by a number of organizational units. The Eco Activity Committee is the highest decision-making body related to the EMS and is chaired by the President and Chief Executive Officer. Expert committees of the Group set common environmental targets for the Group as a whole, and the Environmental Managers' Council is involved in administration of the EMS. Progress toward environmental goals is reviewed and a debate is conducted on solving environmental issues.

● Organizational Structure for Environmental Management (As of March 31, 2014)



EMS Organization

●Eco Activity Committee (CSR Promotion Committee):

Group's highest EMS decision-making body. The president/CEO of NTT DOCOMO serves as the Chair of the Committee and committee meetings are held biannually.

●Expert Subcommittees of the Group: Advisory bodies to Eco Activity Committee

●Environmental Managers' Council:

Advisory body for Eco Activity Committee is comprised of regional Environmental Managers. The Group's Chief of Environmental Management serves as the Chair of the Council and council meetings are held at least once a year.

●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.

DOCOMO acquired ISO14001 certification for Environment Management System (EMS) to more efficiently execute group-wide environmental protection activities, such as energy conservation for telecommunications facilities and the collection of used mobile phones.

In fiscal 2013, it was once again confirmed, based on the results of an external audit, that the EMS is being operated effectively, and ISO14001 certification was maintained.

Organizations that Acquired ISO14001 Certification and the Scope of Certification

- Certification body:** Lloyd's Register Quality Assurance Limited
- Date of registration:** January 1, 2008
- Scope of certification:** DOCOMO's telecommunications business and related services
- Organizations covered by the scope of certification:** 26 Group companies (NTT DOCOMO, INC., and 25 service subsidiaries)
- Certification and Registration No.:** YKA 4004084

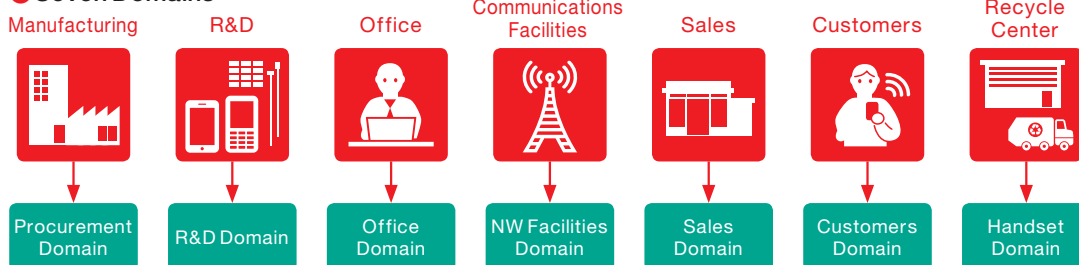
01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

- Environmental Vision and Action Plan / ● Environmental Management / ● Creation of a Low-Carbon Society /
- Formation of a Sustainable Society / ● Preservation of Biodiversity

Environmental Evaluation

The Group Secretariat for Environmental Management and the Expert Committees of the Group within the Environmental Management Structure have organized the DOCOMO Group's activities, products and services into seven domains and identified issues that need to be addressed by determining whether they adversely impact the environment in these seven domains. The results are taken into consideration when establishing environmental targets, and identified issues are reviewed for approval by the Eco Activity Committee.

● Seven Domains



Internal Environmental Audits

The DOCOMO Group conducts internal environmental audits to ensure the effective implementation of EMS. The audits focus on the following three aspects:

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

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

In fiscal 2013, we reviewed our auditing methods in response to business-related environmental impact, and in pursuit of more highly effective audits. Specifically, audits focused on whether consumption of paper and electricity in offices, which are management items for all organizations, was being properly controlled, in addition to conditions with regard to training attendance, legal and regulatory compliance, and implementation of environmental activities unique to each organization. As a result, the audits found that every company was in compliance with the requirements of ISO14001 and that activities were generally being conducted appropriately in conformance with environmental procedures manuals and other guidelines.

We also conducted internal auditor training for environmental auditors in order to continue to improve the EMS, which is now in its seventh year. In total, 167 environmental auditors from throughout Japan attended this training.

Compliance with Environmental Laws and Regulations

● Compliance with Environmental Laws and Regulations

DOCOMO is committed to complying with prevailing environmental laws and regulations under its current EMS framework. Specifically, DOCOMO endeavors to comply with environmental laws and regulations, including the Act on the Rational Use of Energy (Energy Conservation Act), the Act on the Promotion of Sorted Collection and Recycling of Containers and Packaging (Containers/Packaging Recycling Act), and the Waste Management and Public Cleansing Act (Waste Management Act), as well as environment-related municipal ordinances, including the Tokyo Metropolitan Government's mandatory reduction scheme, and other municipal ordinances related to global warming. In fiscal 2013, there were no violations of environmental regulations.

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

- Environmental Vision and Action Plan / ● Environmental Management / ● Creation of a Low-Carbon Society /
● Formation of a Sustainable Society / ● Preservation of Biodiversity

● Proper Management of PCB Waste

We are furthering proper waste management based on regulations such as the Waste Management and Public Cleansing Act. DOCOMO has voluntarily established the PCB Item Management Procedure Manual in accordance with the Act on Special Measures concerning Promotion of Proper Treatment of PCB Wastes (PCB Special Measures Act) to guide its management of PCB. The manual stipulates items subject to storage and management, storage and management methods, storage locations, disposal methods, and emergency response procedures.

Under the PCB Special Measures Act, companies that store PCB waste must appropriately dispose of it or contract for its disposal by March 2027.* At present, the NTT Group, including DOCOMO, is reviewing disposal methods.

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

Promoting Green Procurement

DOCOMO promotes green product procurement with consideration for environmental impact (green procurement). In order to achieve environmental protection in material procurement, we believe it is necessary to reduce the environmental impacts identified in the entire product lifecycle: from product manufacturing and distribution to use, waste and recycling.

DOCOMO promotes green procurement and green purchasing 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*.

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

Environmental Accounting

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

- **Period:** April 1, 2013 to March 31, 2014
- **Coverage:** 26 companies in the DOCOMO Group
- **Standards:** Ministry of Environment's Environmental Accounting Guidelines 2005 and DOCOMO Environmental Accounting Guidelines

● Environmental Protection Costs

(Million Yen)

Category	Major Transactions	FY2013		FY2012		YoY Change	
		Investment	Expense	Investment	Expense	Investment	Expense
(1) Internal business area costs		171	11,764	449	12,439	-277	-674
(1) -1 Pollution prevention costs	Prevention of water contamination, proper PCB disposal	69	42	262	15	-193	27
(1) -2 Global environmental protection costs	Installation of solar and wind power systems, etc.	96	9,781	187	10,406	-91	-625
(1) -3 Resources recycling costs	Installation of water treatment systems, etc.	6	1,940	0	2,018	6	-77
(2) Upstream/downstream costs	Compliance with Containers/Packaging Recycling Act, etc.	535	538	553	580	-18	-43
(3) Management costs	ISO certification/renewal, etc.	23	2,652	20	3,217	3	-565
(4) R&D costs	Research on energy/resource efficient communications facilities, etc.	315	2,122	321	2,396	-6	-274
(5) Social contribution costs	docomo Woods and other tree planting initiatives, etc.	0	45	0	71	0	-26
(6) Restitution for environmental damage costs	Not applicable	0	0	0	0	0	0
Total		1,044	17,121	1,342	18,703	-298	-1,582

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

- Environmental Vision and Action Plan / ● Environmental Management / ● Creation of a Low-Carbon Society /
 ● Formation of a Sustainable Society / ● Preservation of Biodiversity

● Environmental Protection Benefits

Benefits		Major benefit indicators			
		Category (unit)	FY2013	FY2012	YoY Change
(1) Benefits derived from internal business area costs	1. Benefits related to resources invested in business activities	Electricity usage (including CGS power) (1,000 kWh)	2,873,781	2,866,617	7,164
		Paper usage (tons)	21,314	33,086	-11,772
		Paper reduced by e-billing (tons)	3,586	1,573	2,013
	2. Benefits related to environmental impacts and waste from business activities	Greenhouse gas reduction (tons-CO ₂)*	1,628,381	1,454,815	173,566
		Industrial waste reduction related to communications facilities and buildings (tons)	31,266	51,207	-19,941
(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)	1,381	1,207	174

* Combined volume of CO₂ emissions by energy source and other greenhouse gas emissions

● Economic/Practical Benefits of Environmental Protection Measures

(Million Yen)

Major Benefits		FY2013	FY2012	YoY Change
Revenues	Sales revenues associated with dismantling communications facilities and buildings	950	956	-6
Cost Reductions	Reduced fuel costs from low-emission vehicles	14,270	7,488	6,783
	Reduced purchasing costs from reuse of dismantled communications facilities	3,665	11,363	-7,697
Total		18,886	19,806	-920

* Columns may not sum to the given totals due to rounding.

* Combined volume of CO₂ emissions by energy source and other greenhouse gas emissions

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

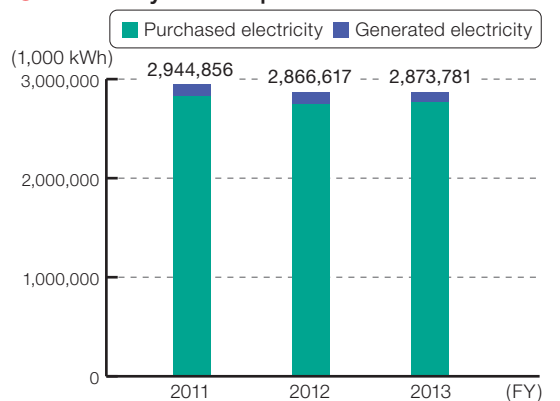
- Environmental Vision and Action Plan / ● Environmental Management / ● Creation of a Low-Carbon Society /
● Formation of a Sustainable Society / ● Preservation of Biodiversity

Creation of a Low-Carbon Society

We strive through the united efforts of our employees and their family members to expand our services and solutions focused on mobile phones by promoting energy saving features and the use of renewable energy sources as a means of contributing to the creation of a low-carbon society.

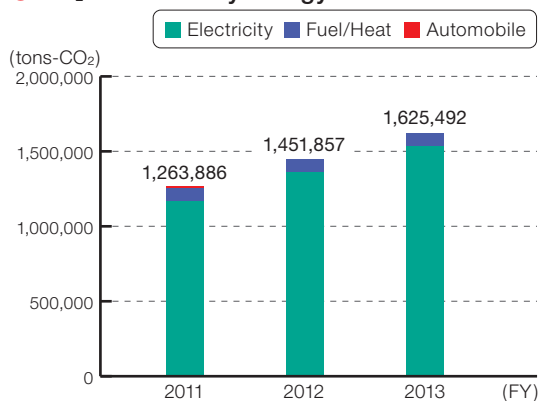
Identifying Environmental Impacts

● Electricity consumption



FY	2011	2012	2013
Purchased	2,831,977	2,748,596	2,763,587
(communications facilities)	2,689,189	2,603,160	2,622,398
Generated	112,879	118,021	110,194
Total	2,944,856	2,866,617	2,873,781

● CO₂ Emissions by Energy Source



FY	2011	2012	2013
Electricity	1,168,154	1,358,444	1,531,711
(communications facilities)	1,110,563	1,291,877	1,461,622
Fuel and heat	87,519	87,128	87,498
Vehicles	8,213	6,285	6,284
Total	1,263,886	1,451,857	1,625,492

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

● Fuel/Heat Use

	FY2013
Gas	35,252 Thousand m ³
Heavy Oil	58kl
Diesel Oil	139kl
Gasoline (automobile)	2,501kl
Heat	104,364GJ

● Other Greenhouse Gas Emissions

	FY2013
Other Greenhouse Gas Emissions	2,889

* CH₄, N₂O and other emissions (resulting) from the use of fuel are converted into CO₂ equivalents.

● GHG Protocol Scope 3

	FY2013
Category 11 Use of sold products	77,035

* Results for fiscal 2012 have been partially revised to reflect the change in the scope of calculations.

Initiatives for the Creation of a Low-Carbon Society

● Development and installation of compact base station equipment with lower energy consumption

About 60% of the electricity consumed by DOCOMO is used at base stations nationwide. To reduce electricity consumption while maintaining the quality of our services, DOCOMO has been promoting energy conservation at our base stations. In fiscal 2013 we developed and installed compact base station equipment that can save energy by 25% compared to conventional equipment.

● Next-generation base stations that use renewable energy

We are also making a focused effort to upgrade to "next-generation green base stations" by installing solar panels, wind power generation facilities and fuel cells at existing base stations. Our green base stations are also equipped with lithium-ion batteries, which serve to store surplus generated electricity, to prepare for possible power disruptions. In fiscal 2013, we conducted field trials at three stations and confirmed they were effective at conserving energy and capable of remaining operational during power disruptions. We also initiated trials at seven new bases to verify their effectiveness under diverse weather conditions.

In fiscal 2014, we will conduct trials at ten bases and seek early implementation in areas around the country.

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

- Environmental Vision and Action Plan
- Environmental Management
- Creation of a Low-Carbon Society
- Formation of a Sustainable Society
- Preservation of Biodiversity

Formation of a Sustainable Society

Formation of a Sustainable Society toward Fiscal 2020

DOCOMO will contribute to the formation of a sustainable society by promoting the recycling and reuse of equipment associated with our business activities and reducing the consumption of paper materials through expanded ICT services.

●Reduce Waste:

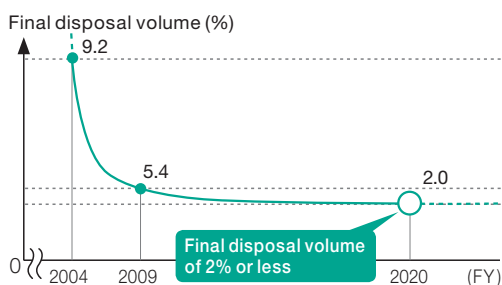
We will reduce the final disposal volume to 2% or less of total waste and continue zero emissions* for waste from dismantled communications facilities.

●Reduce Paper Usage:

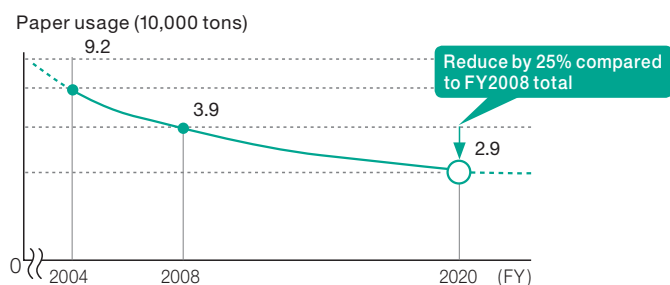
We will reduce total paper volume used for promotional tools by at least 25% (total volume of 9,500 tons).

* A concept proposed by the United Nations University for completely eliminating waste by recycling all waste and by-products generated from one industry as resources for other industries. The NTT DOCOMO Group has defined the zero-emission initiative as limiting the final disposal volume to 1% or less of total waste.

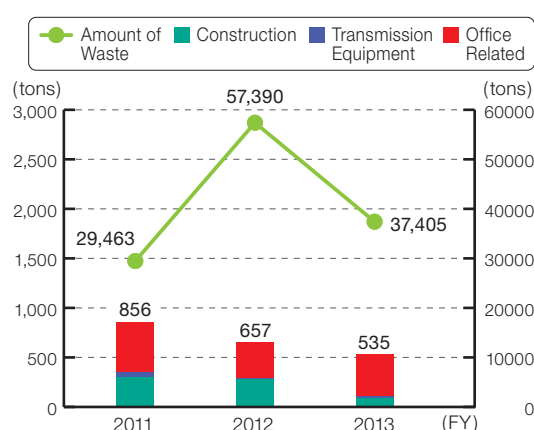
● Reduction in Final Disposal Volume by FY2020



● Reduction in Paper Used for Promotional Tools by FY2020



● Amount of Waste and Final Waste Disposal

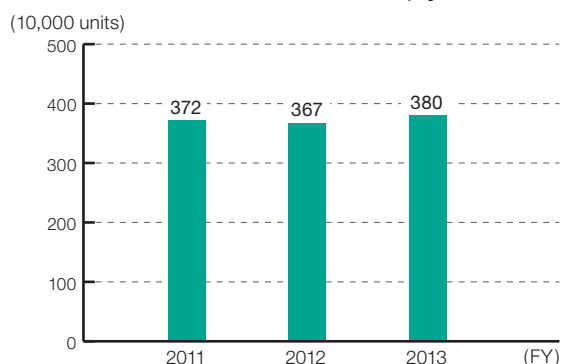


(tons)			
FY	2011	2012	2013
Amount of Waste	29,463	57,390	37,405
Final Waste Disposal	856	657	535
Office Related	502	358	424
Transmission Equipment	43	13	20
Construction	311	286	91

●Recycled Containers and Packaging (FY2013)

- Plastic containers: 125 tons
- Paper bags: 1,616 tons

● Used Mobile Phone Collection (by Fiscal Year and Figures)



(10,000 units)			
FY	2011	2012	2013
Mobile phones	372	367	380

●FY2013 Statistics

- Mobile phones: 3.80 million
- Batteries: 7.65 million
- Chargers: 2.37 million

●Principal Resources Recycled through Used Mobile Phone Collection

- Copper: 44,734 kg
- Gold: 111 kg
- Silver: 364 kg
- Palladium: 6 kg

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

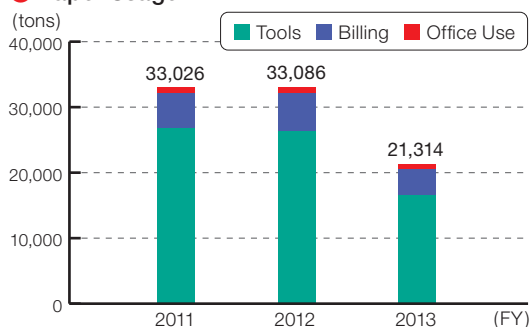
Social
Contribution

11

GRI Index

- Environmental Vision and Action Plan / ● Environmental Management / ● Creation of a Low-Carbon Society /
- Formation of a Sustainable Society / ● Preservation of Biodiversity

● Paper Usage



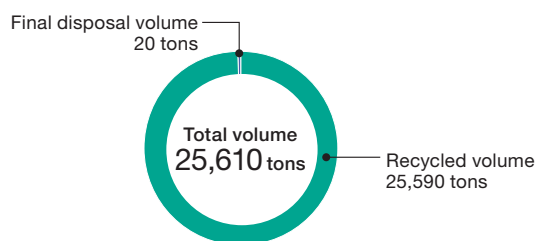
FY	2011	2012	2013
Office Use	946	889	791
Billing	5,250	5,898	3,921
Sales Tools	26,830	26,299	16,602
Total	33,026	33,086	21,314

Reducing Waste and Promoting Recycling

● Proactive Waste Reduction and Recycling

DOCOMO uses a substantial amount of resources in developing and selling mobile phones, constructing and operating network facilities, managing shops and conducting administrative work at offices. We are currently striving to reduce waste by accurately tracking resources and using them efficiently. When waste is generated despite these efforts, we do our best to reuse or recycle it, with the goal of drawing near to a final disposal volume of zero. For example, optical fiber, scrap metal, concrete poles and other waste 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. In fiscal 2012, waste out of communications facilities, such as optical cable, switching equipment, and power facilities, totaled 25,610 tons, 20 tons of the final disposal volume. Going forward, we plan to actively limit the amount of waste generated while also effectively utilizing waste that is produced.

● Recycling of Waste Materials from Telecommunications Facilities (FY2013)



● Main Types of Waste from Telecommunications Facilities

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

● Mobile Phone Recycling for Effective Utilization of Valuable Resources

Mobile phones contain gold, silver, copper, palladium and other metals, all of which are valuable recyclable materials in light of Japan's relative lack of mineral resources. Therefore, DOCOMO has addressed collecting and recycling used mobile phones since 1998. In 2001, we partnered with the Telecommunications Carriers Association, a trade organization of telecommunications carriers, and built the Mobile Recycle Network, which collects and recycles mobile phones mainly at docomo Shops regardless of the original provider. In fiscal 2013, we collected roughly 3.79 million phones and have now collected a cumulative total of some 87.83 million. Privacy is strictly protected by destroying the mobile phone received right in front of the customer.

We also focus on activities to stress the importance of recycling to customers. To this end, stickers publicizing our phone recycling program are posted at docomo Shops, and we conduct various events and publicity activities to further raise awareness of mobile phone recycling. Furthermore, DOCOMO participates in the Mobile Phone Recycling Promotion Association, which was established in July 2011 and for which the Ministry of Economy, Trade and Industry, the Ministry of Internal Affairs and Communications, and the Ministry of the Environment serve as coordinators, with the aim of promoting the collection and recycling of mobile phones. We are working to publicize "Keitai-Connected Recycling," which is the association's campaign to encourage the collection of used mobile phones, jointly with other participating companies.

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

- Environmental Vision and Action Plan / ● Environmental Management / ● Creation of a Low-Carbon Society /
- Formation of a Sustainable Society / ● Preservation of Biodiversity

Reducing Paper Resources

● Reducing Paper Consumption with Electronic Bills and Statements

In our e-billing service, customers paying their monthly mobile phone usage charges via bank transfer or credit card can view their monthly bill on i-mode, sp-mode, or a personal computer, instead of receiving monthly bank transfer and account statements by postal service. All customers paying their monthly mobile phone usage charges via credit card were switched to our e-billing service as of February 2013.

By the end of fiscal 2013, subscriptions to the service totaled approximately 23 million, an increase of 740,000 from the previous fiscal year. In terms of A4-size paper, therefore, our e-billing service saved around 896 million sheets of paper, 503 million more than in the previous fiscal year.

● Web Statement Service (DCMX Credit Service)

DOCOMO provides the Web Statement Service to let customers view their DCMX credit service usage statements via the Internet. Over 60% of DCMX members have signed up for this service.

In fiscal 2013, subscriptions for this service increased by about 170,000, bringing the total to around 4.24 million. Usage of the Web Statement Service, therefore, saved the equivalent of 145.264 million sheets of A4-size paper in fiscal 2012, an increase of 6.12 million sheets from the previous fiscal year.

● Promoting Digital and Slimmer User Manuals with Less Bundled Goods

Beginning in fiscal 2011, user manuals for all newly introduced smartphones and tablet devices are being provided only in electronic form accessible as an application on these products. For basic mobile phones, the use of B6-size user manuals continues, but with versions slimmed by 30% in terms of both volume and weight. Through these initiatives, we have reduced our paper usage and CO₂ emissions associated with the transport of products.

● Closed-Loop Recycling to Reduce Waste

DOCOMO is advancing the use of its own wastepaper recycled in a closed loop. We use this recycled paper for the CSR Report. Efforts are also being made to appropriately adjust the numbers of catalogs and pamphlets that are needed in order to reduce the number printed and the number that go to disposal. In fiscal 2013, the number of general catalogs stored and then thrown away without being used was reduced, with the disposal ratio lowered to 2.9%, lower than the targeted 3%.

● Environmental Approaches Taken at Offices and Shops

DOCOMO is working to reduce paper usage and boost waste recycling rates at its offices and shops. In fiscal 2013, the amount of office paper used declined by 11.1%, or an equivalent of 197,768,000 sheets of A4-size paper, compared to the previous fiscal year. Going forward, steps will be taken to determine and visually communicate monthly paper usage per person in each division and branch to promote greater employee awareness of the need to reduce paper usage.

Moreover, to reduce paper consumption in individual shops, DOCOMO is making every effort to accurately determine the number of promotional tools to prepare and distribute to each shop by utilizing an analysis system specifically designed for this purpose.

01 Top-level Commitment	02 Organizational Profile	03 DOCOMO's Business and Corporate Social Responsibility	04 Management	05 Products and Services	06 Labor Practices	07 Human Rights	08 Relationship with Other Businesses	09 Environment	10 Social Contribution	11 GRI Index
-------------------------------	---------------------------------	--	------------------	-----------------------------------	--------------------------	-----------------------	--	-------------------	------------------------------	-----------------

- Environmental Vision and Action Plan / ● Environmental Management / ● Creation of a Low-Carbon Society /
 ● Formation of a Sustainable Society / ● Preservation of Biodiversity

Reducing Water Consumption

● Water Consumption

(Thousand m³)

	2010 (27 companies)	2011 (26 companies)	2012 (26 companies)	2013 (26 companies)
Total Consumption	622	581	598	607
Tap water	551	488	501	497
Recycled wastewater	71	92	97	110

● Reducing Water Consumption in Eco-Friendly Facilities

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

Rainwater Harvesting

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

Recycled Water Facility

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

Water Conservation Appliances

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

Preservation of Biodiversity

Basic Policies and Approaches

As the basic policy toward preservation of biodiversity, DOCOMO will promote initiatives to preserve biodiversity for future generations by understanding how our business activities are related to biodiversity. Specifically, we will focus on the following two approaches.

(1) Through Business Activities

All activities on the earth are interconnected and are deeply related to biodiversity, so we will monitor the scope of our impact on biodiversity inside and outside Japan and continue to conduct preservation initiatives that are recognized as effective.

(2) Through Social Contributions

We will promote initiatives aimed at biodiversity preservation with stakeholders and disclose accomplishments regardless of their relation to our business.

DOCOMO has also installed mobile phone base stations in nearly all of Japan's 31 national parks, 26 quasi-national parks, 315 prefectural national parks and their neighboring areas, including adjacent portions of 37 designated sites of the Ramsar Convention on Wetlands. When installing or removing base stations in areas other than nature reserves and other protected areas in Japan, we carefully observe environmental laws and regulations to ensure our actions do not significantly impact biodiversity.

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

- Environmental Vision and Action Plan / ● Environmental Management / ● Creation of a Low-Carbon Society /
- Formation of a Sustainable Society / ● Preservation of Biodiversity

Forest Maintenance Activities in All docomo Woods

DOCOMO has been involved in the docomo Woods program involving 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*², as well as corporate forestry support programs*³. 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 maintenance activities such as clearing underbrush and cutting limbs. As of March 31, 2014, docomo Woods have been established in 50 locations in all 47 prefectures and cover a total of roughly 198 hectares, which corresponds to an area of approximately 152 baseball fields (each with an area of 1.3 hectares). We intend to continue the program, so as to contribute to the protection of the natural environment and biodiversity preservation.

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

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

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



DOCOMO Tenryu-no-Mori Forest

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

● Basic Concepts / ● Management System / ● Mobile Communication Fund Activities (MCF)

10 Social Contribution

NTT DOCOMO believes that building a sound relationship with society is essential for developing a sustainable business. As a good corporate citizen, DOCOMO contributes to realizing a prosperous and peaceful society by collaborating with diverse stakeholders to effectively address regional and social concerns.

Basic Concepts

DOCOMO engages in the following three major activities under the purview of CSR to address social issues as a “Smart Life Partner.”

1. Contributing to the realization of a safer, more secure society (mission)

2. Realizing a more prosperous society (dream)

3. Providing support to disaster-stricken regions (responsibility)

Management System

Every DOCOMO Group company has established a system for promoting CSR by appointing a CSR Officer. In an effort to further enhance the effectiveness of our CSR initiatives, CSR Officers regularly exchange information to understand the challenges and needs facing each region and to share the results of DOCOMO Group activities and the annual action plan for the fiscal year with employees of their respective companies. As a member of the One-Percent Club of the Nippon Keidanren (Japan Business Federation), we have fully adopted its commitment to “voluntarily contribute at least 1% of our ordinary profit to social contribution activities.” In fiscal 2013, we set aside about 7.1 billion yen for social contribution expenses.

In addition, we constantly review our donations to ensure they are closely aligned with Nippon Keidanren policies.

Employee Volunteer Support System

DOCOMO encourages employee volunteer activities.

Every year on the anniversary of the company's founding, the “President's Award for Social Contribution Activities” is given to employees who have become outstanding role models in their steadfast participation in social contribution efforts. In fiscal 2013, two employees were recognized for their outstanding achievements. Moreover, our employees are provided with a “volunteer vacation” and “life planning vacation” apart from annual paid vacation, which can also be taken for volunteer work. In fiscal 2013, 550 employees took these vacation days.

For more details on our social contribution activities, please visit our website.



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

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

● Basic Concepts / ● Management System / ● Mobile Communication Fund Activities (MCF)

Mobile Communication Fund Activities (MCF)

Supporting Activities in Academic, Welfare and Other Civic Fields through the Mobile Communication Fund (MCF)

DOCOMO established an NPO, the Mobile Communication Fund (MCF), as a means to commemorate its 10th anniversary in 2002 and contribute to society by supporting academia, social welfare and other civic fields. The MCF provides grants to community groups that support childhood education and organizations that promote grassroots social welfare activities, gives scholarships to international students from Asian countries, and awards the DOCOMO Mobile Science Awards for outstanding research achievements and research papers on mobile communications technologies.

DOCOMO Mobile Science Awards

The DOCOMO Mobile Science Awards was established to encourage young researchers and promote further development of mobile communications technologies in Japan. The prize recognizes research excellence in advanced technology, basic science and the social sciences, with recipients selected from among researchers affiliated with a Japanese university or research institute. The 11th awards ceremony was held in Tokyo in October of fiscal 2012, with one recipient of the Excellence Award in advanced technology and basic science (with a 6 million yen prize) and two recipients of an Honorable Mention in the social science division (with a 2 million yen prize).

Scholarships for International Students from Asia

The MCF grants scholarships to international students from Asia to facilitate greater understanding of Japan and to help maintain good relations with Japan's neighbors.

The scholarships go to international students from Asia who are studying in Japan at their own expense and engaged in research related to information and communication technology. In fiscal 2011, we began providing scholarships to international students who are currently studying in a Japanese master's program (or first-term doctoral program), and for those who are scheduled to come to Japan from India, Bangladesh and the Philippines to study in a designated Japanese master's program (or first-term doctoral program). The scholarship program provides 1.44 million yen and covers two years of study.

Scholarships were awarded to 48 international students in fiscal 2013. The MCF has supported 245 students to date.

Supporting Local Social Welfare Organizations and Community Groups

The healthy growth of society requires overcoming social issues such as the extension of welfare programs to seniors and persons with disabilities as well as the elimination of disproportionate disparities in income and information. In this regard, the MCF makes donations to organizations engaged in grassroots social welfare initiatives.

In fiscal 2013, the MCF donated 23.5 million yen to 47 organizations. Moreover, it donated 34.5 million yen to 71 community groups involved in early childhood development to strengthen coming generations and protection of the global environment.

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

● GRI Index

11

GRI Version 4.1 Content Index

GENERAL STANDARD DISCLOSURES				Relevant Pages in Report
Strategy and Analysis				
		G4-1	Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.	P3
		G4-2	Provide a description of key impacts, risks, and opportunities.	P8,10-12,23-24
Organizational Profile				
		G4-3	Report the name of the organization.	P4
		G4-4	Report the primary brands, products, and services.	P4,30-43
		G4-5	Report the location of the organization's headquarters.	P4
		G4-6	Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	Japan (The majority of revenue)
		G4-7	Report the nature of ownership and legal form.	P4,21
		G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	P4,8-10
		G4-9	Report the scale of the organization, including: •Total number of employees •Total number of operations •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) •Quantity of products or services provided	P4,31
		G4-10	a. Report the total number of employees by employment contract and gender. b. Report the total number of permanent employees by employment type and gender. c. Report the total workforce by employees and supervised workers and by gender. d. Report the total workforce by region and gender. e. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	P4,44
		G4-11	Report the percentage of total employees covered by collective bargaining agreements.	P46
		G4-12	Describe the organization's supply chain.	P55
		G4-13	Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including: •Changes in the location of, or changes in, operations, including facility openings, closings, and expansions •Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations) •Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination	Not applicable
		G4-14	Report whether and how the precautionary approach or principle is addressed by the organization.	P6,35
		G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	P6
		G4-16	List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization: •Holds a position on the governance body •Participates in projects or committees •Provides substantive funding beyond routine membership dues •Views membership as strategic	P6
Identified Material Aspects and Boundaries				
		G4-17	a. List all entities included in the organization's consolidated financial statements or equivalent documents. b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	P2
		G4-18	a. Explain the process for defining the report content and the Aspect Boundaries. b. Explain how the organization has implemented the Reporting Principles for Defining Report Content.	P2
		G4-19	List all the material Aspects identified in the process for defining report content.	P16
		G4-20	For each material Aspect, report the Aspect Boundary within the organization, as follows: •Report whether the Aspect is material within the organization •If the Aspect is not material for all entities within the organization (as described in G4-17), select one of the following two approaches and report either: —The list of entities or groups of entities included in G4-17 for which the Aspect is not material or —The list of entities or groups of entities included in G4-17 for which the Aspects is material •Report any specific limitation regarding the Aspect Boundary within the organization	P16
		G4-21	For each material Aspect, report the Aspect Boundary outside the organization, as follows: •Report whether the Aspect is material outside of the organization •If the Aspect is material outside of the organization, identify the entities, groups of entities or elements for which the Aspect is material. In addition, describe the geographical location where the Aspect is material for the entities identified •Report any specific limitation regarding the Aspect Boundary outside the organization	P17
		G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	P2,66-67
		G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	P2,16-17
Stakeholder Engagement				
		G4-24	Provide a list of stakeholder groups engaged by the organization.	P15-16
		G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	P15
		G4-26	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	P15
		G4-27	Report 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. Report the stakeholder groups that raised each of the key topics and concerns.	P15-16

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

● GRI Index

GENERAL STANDARD DISCLOSURES				Relevant Pages in Report
Report Profile				
		G4-28	Reporting period (such as fiscal or calendar year) for information provided.	P2
		G4-29	Date of most recent previous report (if any).	P2
		G4-30	Reporting cycle (such as annual, biennial).	P2
		G4-31	Provide the contact point for questions regarding the report or its contents.	P2
		G4-32	a. Report the 'in accordance' option the organization has chosen. b. Report the GRI Content Index for the chosen option (see tables below). c. Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be 'in accordance' with the Guidelines.	In accordance - Core
		G4-33	a. Report the organization's policy and current practice with regard to seeking external assurance for the report. b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. c. Report the relationship between the organization and the assurance providers. d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.	Part of GHG Scope 1 & 2 has been externally assured
Governance				
		G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	P13-14, P19-22
		G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	P13-14, P19-21
		G4-36	Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	P13-14, P21
		G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	P21-22
		G4-38	Report the composition of the highest governance body and its committees by: •Executive or non-executive •Independence •Tenure on the governance body •Number of each individual's other significant positions and commitments, and the nature of the commitments •Gender •Membership of under-represented social groups •Competences relating to economic, environmental and social impacts •Stakeholder representation	P19-22
		G4-39	Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).	P19
		G4-40	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including: •Whether and how diversity is considered •Whether and how independence is considered •Whether and how expertise and experience relating to economic, environmental and social topics are considered •Whether and how stakeholders (including shareholders) are involved	P20-22
		G4-41	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum: •Cross-board membership •Cross-shareholding with suppliers and other stakeholders •Existence of controlling shareholder •Related party disclosures	P20
		G4-42	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	P13-14
		G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	P14, P21-22
		G4-44	a. Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment. b. Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organizational practice.	P13-14, P20, P22
		G4-45	a. Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes. b. Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.	P13-14, P22
		G4-46	Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	P13, P23
		G4-47	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	P13, P23
		G4-48	Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	P21
		G4-49	Report the process for communicating critical concerns to the highest governance body.	P22
		G4-50	Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	—
		G4-51	a. Report the remuneration policies for the highest governance body and senior executives for the below types of remuneration: •Fixed pay and variable pay: —Performance-based pay —Equity-based pay —Bonuses —Deferred or vested shares •Sign-on bonuses or recruitment incentive payments •Termination payments •Clawbacks •Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees b. Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.	P20

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

● GRI Index

GENERAL STANDARD DISCLOSURES				Relevant Pages in Report
		G4-52	Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.	P21
		G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	—
		G4-54	Report the ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	P20
		G4-55	Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	—
Ethics and Integrity				
		G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	P8,12,25
		G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	P26 - 27
		G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	P26 - 27
SPECIFIC STANDARD DISCLOSURE				
Disclosures on Management Approach				
		G4-DMA	a. Report why the Aspect is material. Report the impacts that make this Aspect material. b. Report how the organization manages the material Aspect or its impacts. c. Report the evaluation of the management approach, including: •The mechanisms for evaluating the effectiveness of the management approach •The results of the evaluation of the management approach •Any related adjustments to the management approach	P12-18
Economic				
●	Economic Performance			
		G4-EC1	Direct economic value generated and distributed	P5,44,46,75
		G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	—
		G4-EC3	Coverage of the organization's defined benefit plan obligations	P46
		G4-EC4	Financial assistance received from government	P21
Market Presence				
		G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	P44
		G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	—
Indirect Economic Impacts				
		G4-EC7	Development and impact of infrastructure investments and services supported	P75
		G4-EC8	Significant indirect economic impacts, including the extent of impacts	P9
●	Procurement Practices			
		G4-EC9	Proportion of spending on local suppliers at significant locations of operation	Under aggregation
Environmental				
Materials				
		G4-EN1	Materials used by weight or volume	P70
		G4-EN2	Percentage of materials used that are recycled input materials	P71
●	Energy			
		G4-EN3	Energy consumption within the organization	P68
		G4-EN4	Energy consumption outside of the organization	—
		G4-EN5	Energy intensity	—
		G4-EN6	Reduction of energy consumption	—
		G4-EN7	Reductions in energy requirements of products and services	—
Water				
		G4-EN8	Total water withdrawal by source	P72
		G4-EN9	Water sources significantly affected by withdrawal of water	—
		G4-EN10	Percentage and total volume of water recycled and reused	—
Biodiversity				
		G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	P72
		G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	P72
		G4-EN13	Habitats protected or restored	P73
		G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	—

● Identified Material Aspects

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

● GRI Index

SPECIFIC STANDARD DISCLOSURES				Relevant Pages in Report
Emissions				
	G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)		P68
	G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)		P68
	G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)		P68
	G4-EN18	Greenhouse gas (GHG) emissions intensity		—
	G4-EN19	Reduction of greenhouse gas (GHG) emissions		—
	G4-EN20	Emissions of ozone-depleting substances (ODS)		Not applicable
	G4-EN21	NOx, SOx, and other significant air emissions		Not applicable
●	Effluents and Waste			
	G4-EN22	Total water discharge by quality and destination		—
	G4-EN23	Total weight of waste by type and disposal method		P69
	G4-EN24	Total number and volume of significant spills		Not applicable
	G4-EN25	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		Not applicable
	G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff		Not applicable
Products and Services				
	G4-EN27	Extent of impact mitigation of environmental impacts of products and services		P70 - 72
	G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category		P70 - 71
Compliance				
	G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations		P65
Transport				
	G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce		—
Overall				
	G4-EN31	Total environmental protection expenditures and investments by type		P66 - 67
●	Supplier Environmental Assessment			
	G4-EN32	Percentage of new suppliers that were screened using environmental criteria		P56
	G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken		P56
Environmental Grievance Mechanisms				
	G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms		P26 - 27
Social				
Labor Practices and Decent Work				
●	Employment			
	G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region		P44
	G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation		P50
	G4-LA3	Return to work and retention rates after parental leave, by gender		P50
Labor/Management Relations				
	G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements		P46
Occupational Health and Safety				
	G4-LA5	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		P46
	G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender		—
	G4-LA7	Workers with high incidence or high risk of diseases related to their occupation		—
	G4-LA8	Health and safety topics covered in formal agreements with trade unions		P48 - 49
●	Training and Education			
	G4-LA9	Average hours of training per year per employee by gender, and by employee category		P47 - 48
	G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings		P48
	G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category		P47
Diversity and Equal Opportunity				
	G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity		P20, 44
Equal Remuneration for Women and Men				
	G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation		P44

● Identified Material Aspects

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

● GRI Index

SPECIFIC STANDARD DISCLOSURES				Relevant Pages in Report
	●	Supplier Assessment for Labor Practices		
		G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	P56
		G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	P56
		Labor Practices Grievance Mechanisms		
		G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	P51
Social				
		Human Rights		
	●	Investment		
		G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	P52
		G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	P53
		Non-discrimination		
		G4-HR3	Total number of incidents of discrimination and corrective actions taken	P53
	●	Freedom of Association and Collective Bargaining		
		G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	P55 - 56
		Child Labor		
		G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	P52,55 - 56
		Forced or Compulsory Labor		
		G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	P52,55 - 56
		Security Practices		
		G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	—
		Indigenous Rights		
		G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken	—
		Assessment		
		G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	P52
	●	Supplier Human Rights Assessment		
		G4-HR10	Percentage of new suppliers that were screened using human rights criteria	P56
		G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	P56
		Human Rights Grievance Mechanisms		
		G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	P52-53
		Society		
	●	Local Communities		
		G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	P73-75
		G4-SO2	Operations with significant actual and potential negative impacts on local communities	Not applicable
	●	Anti-corruption		
		G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	P56
		G4-SO4	Communication and training on anti-corruption policies and procedures	P27-28
		G4-SO5	Confirmed incidents of corruption and actions taken	P27-28
	●	Public Policy		
		G4-SO6	Total value of political contributions by country and recipient/beneficiary	P27-28
	●	Anti-competitive Behavior		
		G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	P27-28
		Compliance		
		G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	P26
	●	Supplier Assessment for Impacts on Society		
		G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	P56
		G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken	P56
		Grievance Mechanisms for Impacts on Society		
		G4-SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	P26
		Product Responsibility		
	●	Customer Health and Safety		
		G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	P36
		G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	P36

● Identified Material Aspects

01

Top-level
Commitment

02

Organizational
Profile

03

DOCOMO's
Business and
Corporate Social
Responsibility

04

Management

05

Products
and
Services

06

Labor
Practices

07

Human
Rights

08

Relationship
with Other
Businesses

09

Environment

10

Social
Contribution

11

GRI Index

● GRI Index

SPECIFIC STANDARD DISCLOSURES				Relevant Pages in Report
	●	Product and Service Labeling		
		G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements	P36
		G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	P36
		G4-PR5	Results of surveys measuring customer satisfaction	P41
	●	Marketing Communications		
		G4-PR6	Sale of banned or disputed products	Not applicable
		G4-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	Not applicable
	●	Customer Privacy		
		G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	P24
		Compliance		
		G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	P36
Telecommunications sector specific indicators				
		Investment		
		IO1	Capital investment in telecommunication network infrastructure broken down by country/region.	Japan
		IO2	Net costs in the UK under the Universal Service Obligation when extending service to geographic locations and low-income groups, which are not profitable.	—
		Health and Safety		
		IO3	Practices to ensure Health and safety of field personnel involved in the installation, operation and maintenance of masts, base stations, laying cables and other outside plant.	P48 - 49
		IO4	Compliance with ICNIRP (International Commission on Non-Ionising Radiation Protection) standards on exposure to RF emissions from handsets.	P35
		IO5	Compliance with ICNIRP guidelines on exposure to RF emissions from base stations.	P35
		IO6	Policies and practices with respect to Specific Absorption Rate (SAR) of handsets.	Web
		Infrastructure		
		IO7	Policies and practices on the siting of masts and transmission sites including stakeholder consultation, site sharing and initiatives to reduce visual impacts.	P32,68
		IO8	Number and percentage of stand-alone sites, shared sites and sites on existing structures.	P31
		Providing Access		
		PA1	Policies and practices to enable the deployment of telecommunications infrastructure and access to telecommunications products and services in remote and low population density areas.	P32
		PA2	Policies and practices to overcome barriers for access and use of telecommunication products and services.	P38 - 39
		PA3	Policies and practices to ensure availability and reliability of telecommunications products and services.	P30 - 34
		PA4	Quantify the level of availability of telecommunications products and services in areas where the organisation operates.	P4,31
		PA5	Number and types of telecommunication products and services provided to and used by low and no-income sectors of the population.	P39
		PA6	Programmes to provide and maintain telecommunication products and services in emergency situations and for disaster relief.	P33 - 34
		Access to Content		
		PA7	Policies and practices to manage human rights issues relating to access and use of telecommunications products and services.	P35,38 - 39
		Customer Relations		
		PA8	Policies and practices to publicly communicate on EMF related issues.	P35
		PA9	Total amount invested in programmes and activities in electromagnetic field research.	—
		PA10	Initiatives to ensure clarity of charges and tariffs.	P42
		PA11	Initiatives to inform customers about product features and applications that will promote responsible, efficient, cost effective and environmentally preferable use.	P43
		Technology Applications		
		TA1	Examples of the resource efficiency of telecommunication products and services delivered.	P3,31
		TA2	Examples of telecommunication products, services and applications that have the potential to replace physical objects. (eg, travel by videoconferencing).	—
		TA3	Disclose any measures of transport and/ or resource changes of customer use of the telecommunication products and services.	—
		TA4	Disclose any estimates of the rebound effect (indirect consequences) of customer use of products and services.	—
		TA5	Description of practices relating to intellectual property rights and open-source technologies.	P28 - 29

● Identified Material Aspects