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NTT DOCOMO Group
Sustainability Report

2015

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Editorial Policy

Editorial Points

DOCOMO has been issuing an annual CSR Report to further dialogue with stakeholders. This report summarizes DOCOMO's philosophy and initiatives relating to corporate social responsibility (CSR).

In fiscal 2014, we reviewed past content from the standpoint of information disclosure and revised it to enable readers to better understand DOCOMO's potential for value creation into the future, producing the Sustainability Report 2014. The publication of the Sustainability Report 2015 marks the second year of our efforts. For the reports, we compiled data based on boundaries related to our core communications business to provide a comprehensive report on our CSR philosophy and various initiatives in accordance with the GRI Sustainability Reporting Guidelines Version 4.0 (G4). 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 who use NTT DOCOMO Group products and services, we issue the separate NTT DOCOMO Group CSR Communication Book 2015, a concise printed report on topics we are particularly keen on communicating, in a reader-friendly format.

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

Period Covered

The report generally covers fiscal 2014, which is from April 1, 2014 to March 31, 2015, although some information pertains to time periods before or after fiscal 2014.

Published

June 2015 (previous report: July 2014; next report: June 2016 (tentative))

Report Scope of Organizations

The report applies to the DOCOMO Group, which consists of NTT DOCOMO, INC. and its 12 service subsidiaries.* Where there are exceptions to this rule, the names of applicable companies are clearly identified, and "DOCOMO" refers to NTT DOCOMO, INC.

12 Service Subsidiaries (as of March 31, 2015)

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, Global Reporting Initiative (GRI)

Environmental Reporting Guidelines FY2012 Version, Japan Ministry of the Environment

ISO 26000: Guidance on Social Responsibility

Contact Information

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 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.

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01

Top-level Commitment

From Competition to Co-Creation Taking on new challenges as we hold fast to our aspiration and mission



DOCOMO's Social Responsibilities -----○

The NTT DOCOMO Group has always stood at the backbone of Japan's communications infrastructure as the leading company in mobile communications services centered on mobile phones. Looking beyond growth to fulfill our responsibilities by addressing the ever-diversifying social problems around the world, I have always told employees that we have to strive to become a company that people love, and to ensure DOCOMO remains an enterprise of people with an aspiration and a mission. Our aspiration is to create a prosperous society that affords even greater convenience and satisfaction by providing a variety of handheld mobile devices, such as smartphones. Our mission is to fulfill our responsibility as a company that provides social infrastructure, to contribute to the realization of a safe, secure society by consistently delivering reliable telecommunications services that connect people. DOCOMO creates value for society by solving various social problems through the pursuit of two initiatives that embody DOCOMO's corporate social responsibility as a "Smart Life Partner."

Solving Social Problems through Co-Creation -----○

To become a company that people love, DOCOMO has been steadily accelerating the pace of its operations to attain its stated growth strategy of bolstering its competitiveness in the mobile business domain and profitability expanding into emerging fields. We set a new growth trajectory in fiscal 2014 by introducing our "Kake-hodai & Pake-aeru®" billing plan and docomo Hikari service, which led to significant improvements in our operational data, such as net subscriber additions, mobile number portability and churn rates. We also realized a steady expansion in revenues from the Smart Life business, which includes our "dmarket" service. In our LTE (Long Term Evolution) network, we sought to provide even higher speeds and wider coverage by launching the PREMIUM 4G service, while achieving greater efficiency in our capital expenditures. In 2015, we announced our new initiatives toward setting a trajectory for further growth and achieving our Medium-Term Targets. DOCOMO induced a phase change in the competitive landscape, breaking away from conventional competition focused on customer acquisition to offering value to customers according to the length of use of service. To accommodate the diversifying needs of customers in the years ahead, we will undertake initiatives for "co-creation," creating new added value in collaboration with a wide range of external partners. Through "co-creation," we intend to become a "Value Co-Creation Company" that brings greater prosperity to society and contributes to solving social problems by generating new services and businesses.

We will roll out our "+d" initiative to achieve co-creation by adding the strengths of DOCOMO to those of our partners, and offering "More benefits, More fun, More convenience" to our customers. We plan to familiarize customers who do not use DOCOMO lines with our services by creating an environment in which our partners can utilize DOCOMO's business assets in areas such as customer referral, platform and payment, and by aligning our service brands. In our initiative for co-creation of social values, we will focus on four major areas: co-creation of new businesses through the expanded adoption of IoT, solving social problems through service offerings, tackling regional revitalization through business, and creating business in view of 2020. By collaborating with various external partners, we will contribute to Japan's economic growth and the realization of a prosperous society.

Our Commitment to the Future -----○

DOCOMO envisions a society in which everyone shares in a prosperous life of safety and security, beyond borders and across generations. To that end, we should strive to turn new and complicated technologies and mechanisms into services that customers can easily use every day. This indeed is the goal of DOCOMO's "Smart Innovation." We will do our best to arrive at the day when these services, which can materialize "Smart Innovation" become the norm in our everyday life. DOCOMO will continue to challenge for such innovations and I am convinced that DOCOMO can realize such a society. This is the thought and hope that we put into our new brand slogan "setting the norms of the future" announced in April 2015. Today we are faced with multiple challenges that will shape our society in the coming years, such as responding to the low birth rate and an aging population, global warming, the achievement of a safe and secure society, and the advance of globalization. Realizing "Smart Innovation" means solving these problems with the ideas and inspirations drawn from open innovation by actively collaborating with diverse partners. I pledge that by co-creating social value with such partners in a way that only DOCOMO can, we will achieve sustainable growth for DOCOMO alongside society.

"Setting the norms of the future," towards the future that we would like to achieve, DOCOMO will hold fast to its aspiration and mission as it continues to take on the challenge of the further evolution.

President and Chief Executive Officer

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02 Organizational Profile

DOCOMO Overview

NTT DOCOMO, INC. (Company with Audit & Supervisory Board Members) is a mobile telecommunications carrier belonging to the NTT group, for which NIPPON TELEGRAPH AND TELEPHONE CORPORATION ("NTT") serves as the holding company.

Corporate Profile

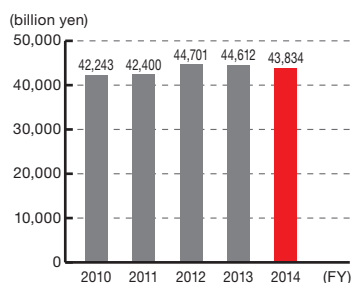
Company Name:	NTT DOCOMO, INC.	Start of Business:	July 1, 1992
Headquarters:	Sanno Park Tower, 11-1, Nagata-cho 2-chome, Chiyoda-ku, Tokyo 100-6150, Japan	Stock Listing:	Tokyo Stock Exchange, New York Stock Exchange
Common Stock:	949,679,500,000 yen (as of March 31, 2015)	Employees (consolidated):	25,680 (as of March 31, 2015)
		DOCOMO Group scope of consolidation:	204 companies http://www.ntt.co.jp/gnavi/group/06_docomo.html

(As of March 31, 2015)

Business Segment	Description of Main Businesses
Communications Business	Cellular (LTE (Xi) and FOMA) services, optical broadband services, satellite mobile communications services, international services, sales of handsets and equipment for each service, etc.
Smart Life Business	dmarket services (video streaming, music distribution, e-books, etc.), financial and settlement services, online shopping services, services related to daily needs
All other Businesses	Mobile phone protection service, development, sales and maintenance of systems under commission

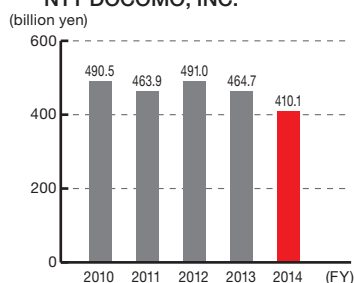
Data on Financial Results and CSR

Operating Revenues (Sales)

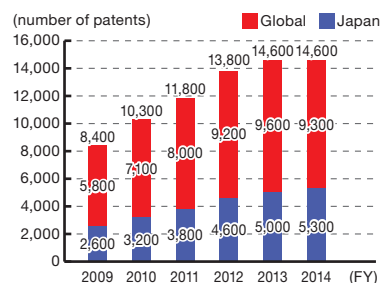


* DOCOMO's financial results are compiled based on U.S. accounting standards.

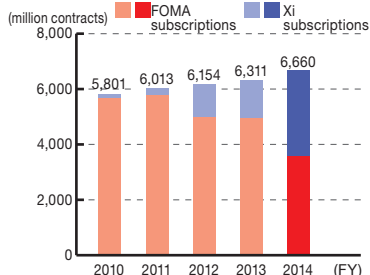
Net Income Attributable to NTT DOCOMO, INC.



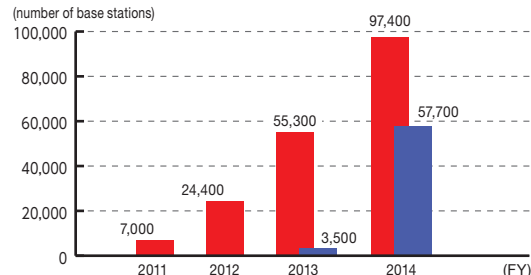
Number of Patent Registrations



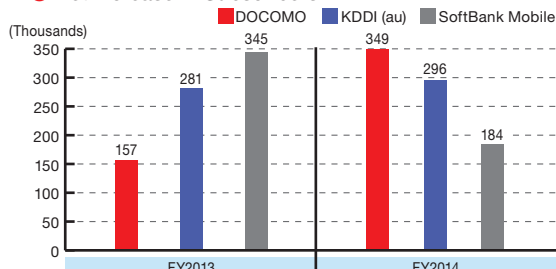
Mobile Phone Subscriptions



Number of LTE Base Stations



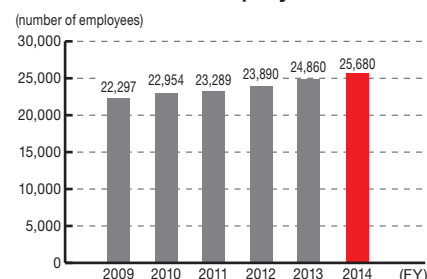
Net increase in Subscribers



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Employee Data

Consolidated employees

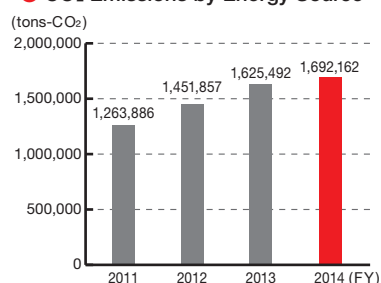


Employee Data (DOCOMO Group)

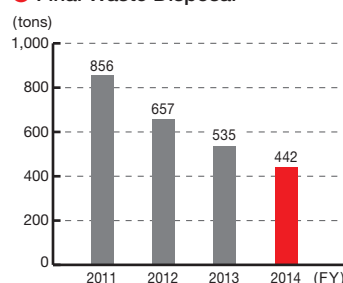
Average number of temporary employees (FY2014)	11,732
Number of employees working at overseas consolidated subsidiaries (as of March 31, 2015)	2,143

Environmental Data (DOCOMO Group)

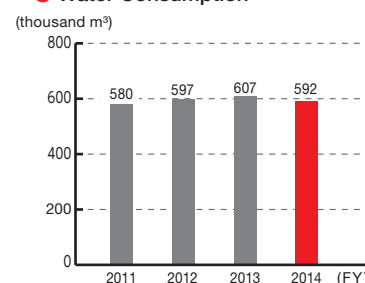
CO₂ Emissions by Energy Source



Final Waste Disposal



Water Consumption



Ratio of Organizations that Acquired ISO 14001 Certification (FY2014)

100% * Organizations covered by the scope of certification: 12 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

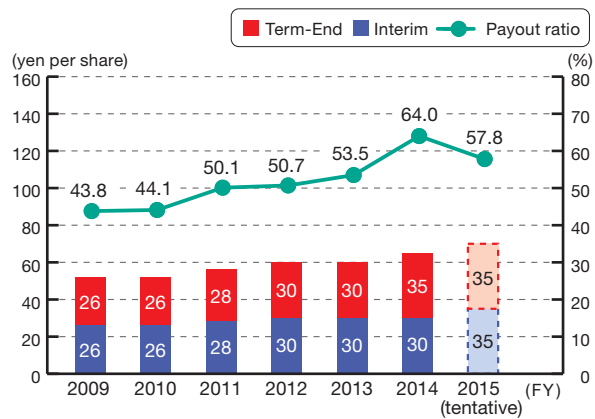
NTT DOCOMO believes that providing adequate returns to shareholders is one of the most important issues in corporate management as it strives to develop and expand its business to enhance corporate value. The Company plans to pay dividends in a stable and continuous manner by taking into account its consolidated results, financial condition and consolidated dividend payout.

The Company will continue to pursue a flexible approach regarding share repurchases in order to return profits to shareholders. With respect to the level of treasury stocks resulting from share repurchases, the Company will consider limiting the amount of such treasury stock to approximately 5% of the total outstanding shares and retiring the excess at the end of the fiscal year.

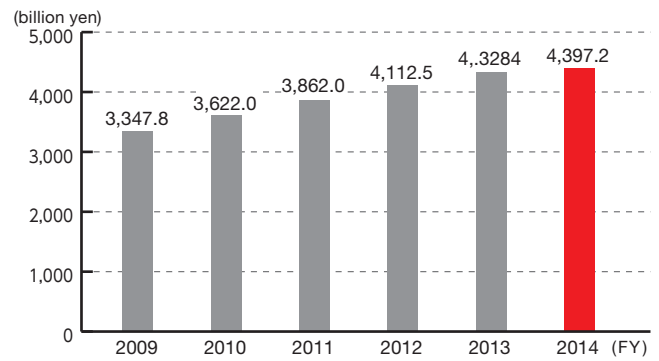
As for internal reserves, the Company will allocate those to research and development, capital expenditures, strategic investments and other activities aimed at creating innovative technologies, providing attractive services and expanding its business domains.

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● Dividend Payout

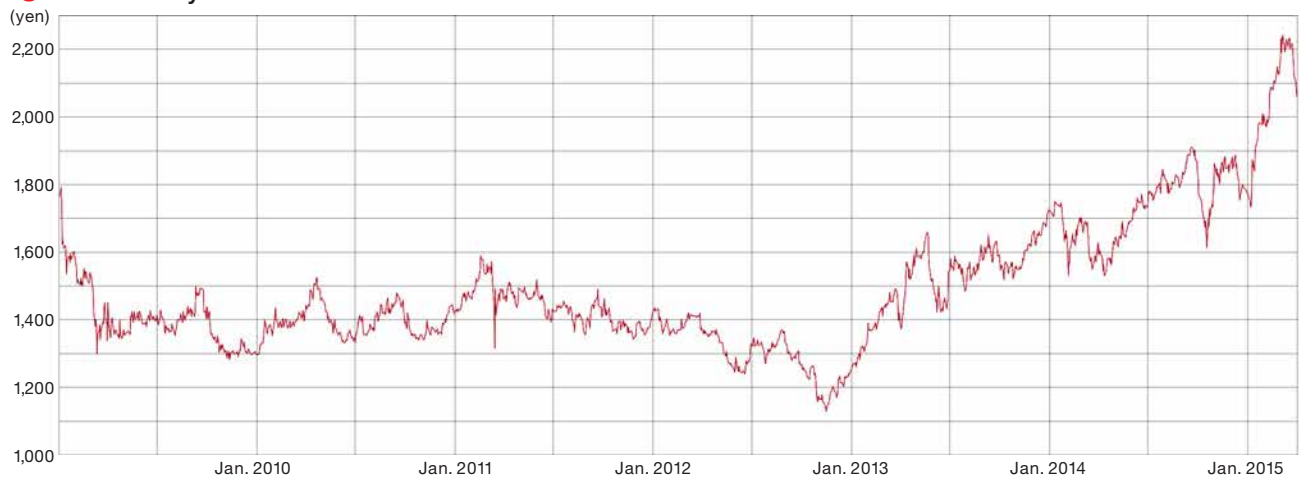


● Internal Reserves



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

● Dividend Payout



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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
- OECD Guidelines for Multinational Enterprises
- EICC Code of Conduct (U.S. Electronics Industry Citizenship Coalition)

Participation in External Organizations

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

● Membership in External Groups (Major Groups Only) (as of April 1, 2015)

- KEIDANREN (Japan Federation of Business, incorporated association) (executive member)
- Association of Radio Industries and Businesses (ARIB, incorporated association) (management advisor)
- Telecommunications Carriers Association (director)
- GSM Association (board member)

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.



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.

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● Overall No. 2 in TOYO KEIZAI, INC.'s CSR Company Ranking

Although it fell from the No. 1 spot it occupied in fiscal 2014, NTT DOCOMO was ranked second overall in TOYO KEIZAI, INC.'s fiscal 2015 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 – in addition to financial performance.

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

In the 2014 edition of Nikkei Inc.'s NICES ranking of Japanese corporations, DOCOMO ranked third overall, moving up from the fourth position in 2013. In addition to business performance, the NICES ranking judges corporations according to a broad range of criteria, including items such as consumer awareness and employee working environments.

● docomo Shops win first place in customer service at the Nikkei Research Awards – Japan Shop Awards 2014

DOCOMO was highly recognized for operating the Most Appealing Shops – The Nippon Shop Awards hosted by Nikkei Research Inc. for the quality of hospitality we provide at our docomo Shops.



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

DOCOMO received the Award for Excellence in the Internet IR Award 2014 presented by Daiwa Investor Relations Co., Ltd., which commend listed companies for effectively using IR websites for information disclosure and communication.



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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

DOCOMO enhances personal communication with its customers through the creation of a new communications culture, while achieving customer satisfaction by maximizing the capabilities of its human resources.

● 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.

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.

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● 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.

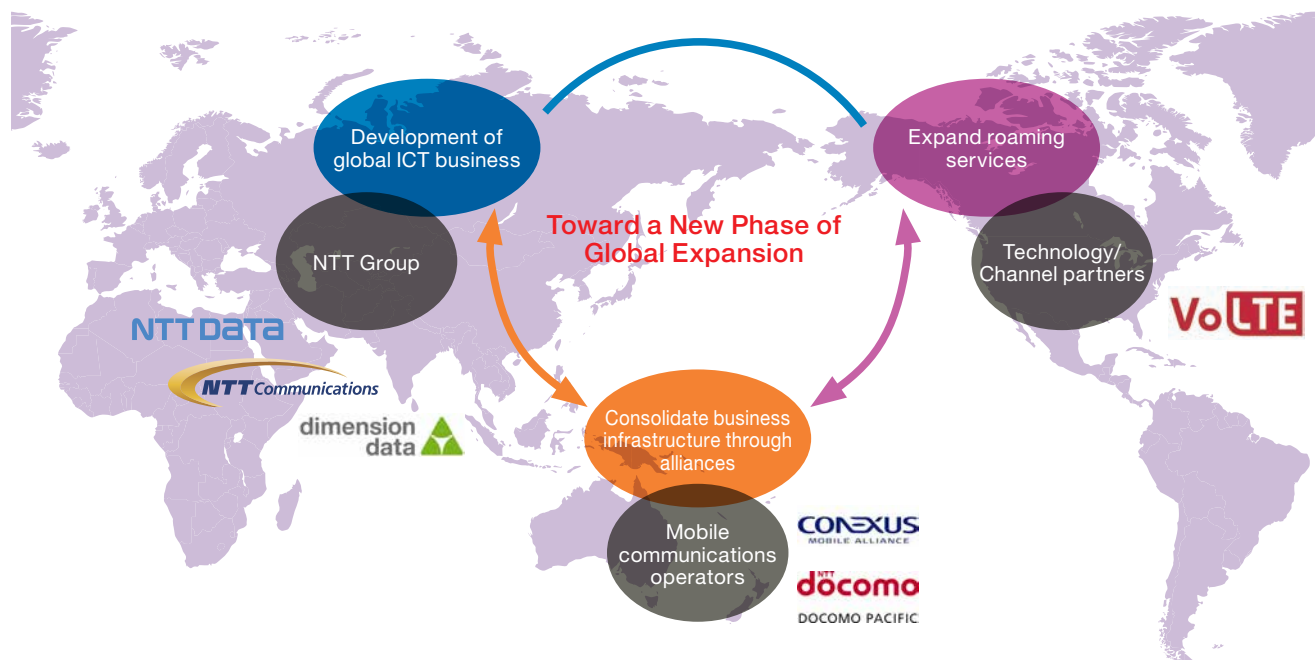
● Building a Relationship of Trust with Customers

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.

Global Expansion

Seeking growth opportunities abroad, DOCOMO has forged alliances with a number of foreign companies, including investments in and partnerships with overseas carriers. We are aiming to expand our global business by pursuing new initiatives, such as providing services for overseas companies in collaboration with other NTT Group companies with the objective of capturing the highly promising global ICT market, and by offering a billing plan for a roaming service that enables customers to safely use their smartphones abroad. To promote these initiatives, we will further strengthen our collaboration with our alliance partners. Meanwhile, 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. With each new day, DOCOMO is increasingly focusing its Group-wide effort on expanding its global business.

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DOCOMO's Strategy

Medium-Term Initiatives

DOCOMO is making a concerted effort to reinvigorate its telecommunications business as soon as possible through expanded sales activities and efficient cost-management for greater competitiveness. The company is also growing its Smart Life domains through "co-creation," an effort to create new added value in collaboration with a wide range of external partners, aiming to meet the ever-diversifying needs of customers.

● Initiatives for Delivery of Medium-Term Targets



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Through co-creation with partners, DOCOMO will jointly create added value to enrich people's lives with all-new services and businesses, and to contribute to revitalizing industries and solving various social problems in Japanese society.

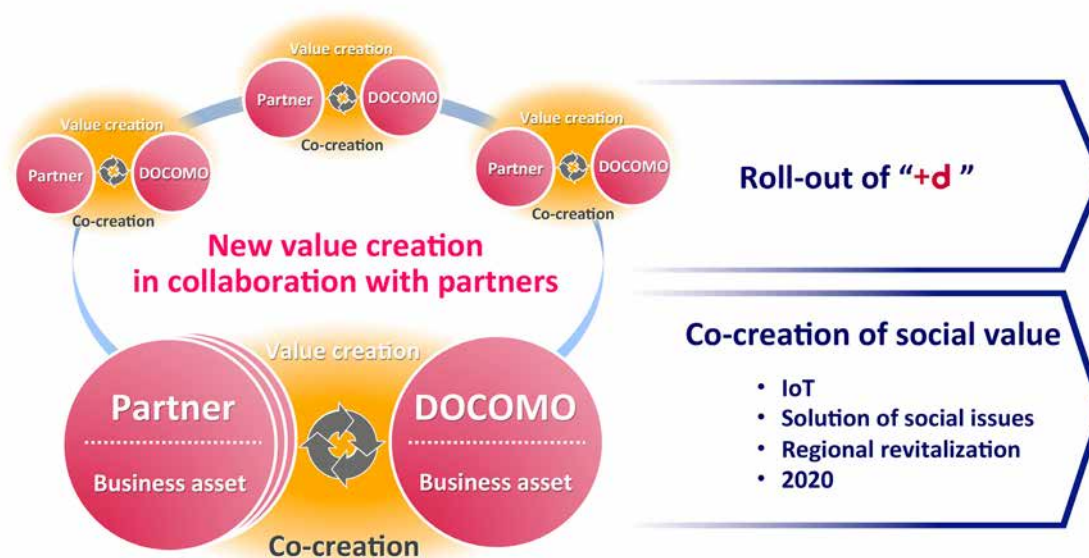
(1) Roll-out of "+d"

Under the +d (pronounced "plus d") initiative, DOCOMO is intensifying efforts to share its extensive business assets with partner companies for streamlined collaboration. Services co-created through such efforts will be branded with unified names that begin with the letter "d." DOCOMO will strive, together with its partners, to empower customers in ways that enable them to realize more affordable, enjoyable and convenient lives.

(2) Co-creation of social value

We will collaborate with a broad range of partners on themes such as IoT, regional revitalization and "2020" to contribute to Japan's growth and the realization of an affluent society.

● Generating Value through Co-Creation



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DOCOMO CSR

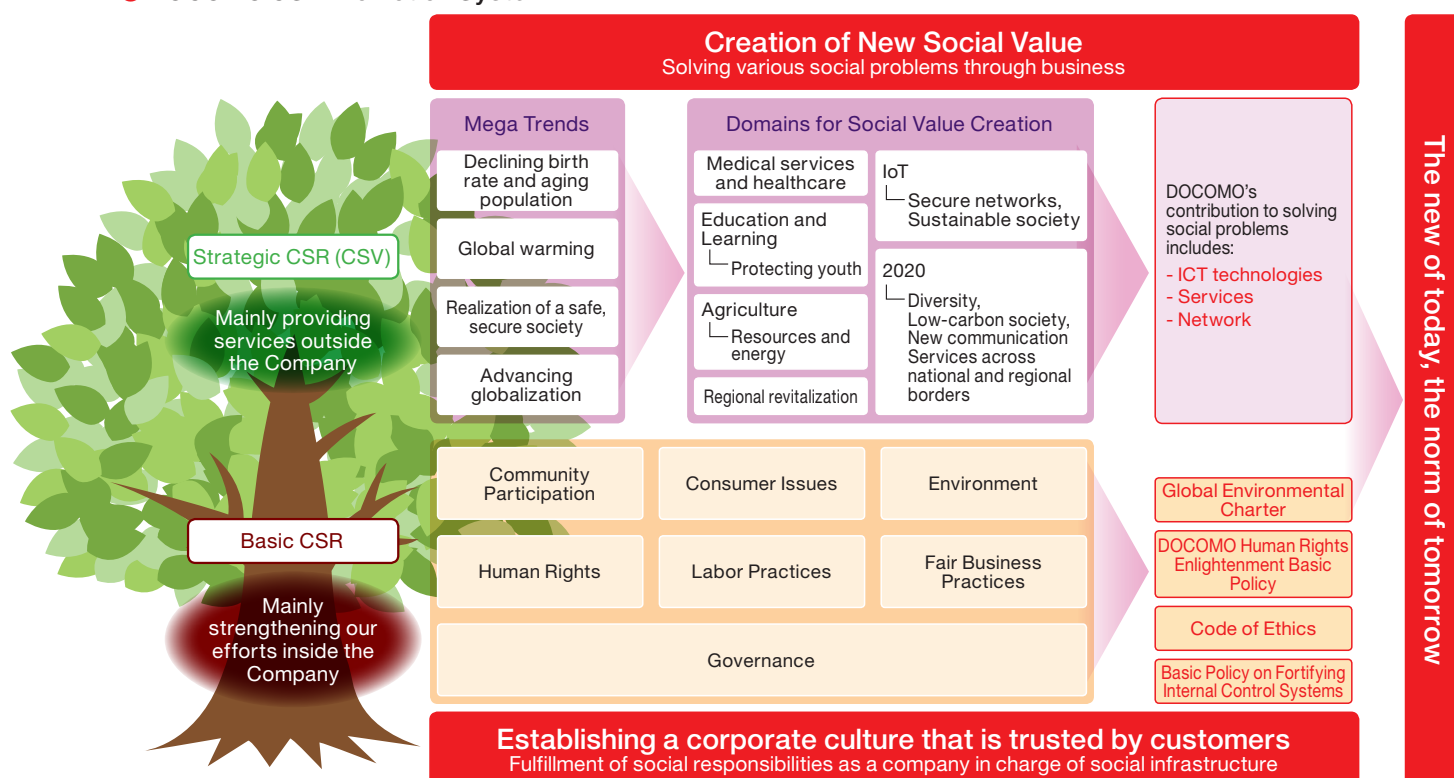
Philosophy toward CSR

The DOCOMO Group grounds its management in its corporate social responsibility (CSR) to solve various social problems through business toward contributing to the realization of a society in which people can live with greater security, safety, comfort and affluence across national and regional borders and across generations. We broadly divide our CSR into Strategic CSR (CSV) and Basic CSR as we strive to provide solutions for social problems. The purpose of our Strategic CSR is to solve social problems through our business under the theme of “Creating new social value.” In line with current social mega trends, we have defined the domain of our social value creation to include such fields as healthcare and medical care, education and learning, agriculture, and regional revitalization, and we hope to contribute to solving social problems by applying DOCOMO’s ICT technologies, services and networks.

The significance of our Basic CSR, however, lies in strengthening our internal efforts to maximize the effectiveness of our Strategic CSR. The purpose of our Basic CSR is to fulfill our social responsibilities as a company in charge of social infrastructure under the theme of “Establishing a corporate culture that customers trust.” At DOCOMO, we believe that fulfilling our social responsibilities is required as a foundational premise for conducting business. That is why we pursue business activities on the basis of the 7 core subjects of ISO 26000 and the charters and policies we have formulated in accordance with each subject.

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.

● DOCOMO CSR Promotion System



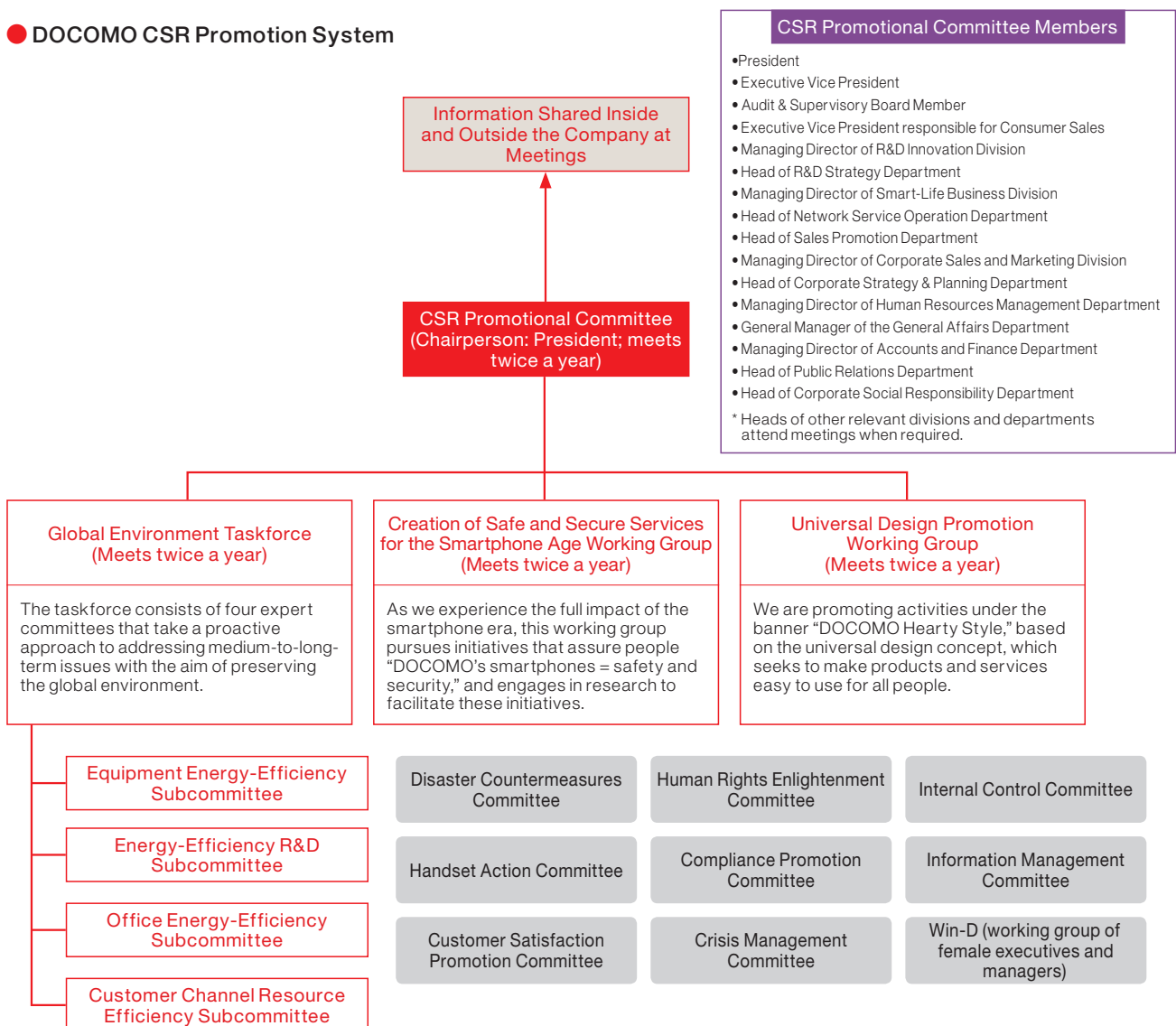
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CSR Management

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 promotion of each department, reviewed, and flexibly enforced so that all employees clearly understand it.

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

● DOCOMO CSR Promotion System



(Expert Committees meet more than twice a year)

(As of March, 2015)

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● 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
- Considering services to prevent the criminal use of smartphones and mobile phones

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 part of DOCOMO's efforts to promote CSR, it invites outside experts to speak at seminars designed for executives. In October 2014, the Company organized a seminar on CSR and compliance exclusively for upper management, which was attended by about 150 people, including top management and heads of divisions at DOCOMO and in the DOCOMO Group. We invited Hideto Kawakita, CEO of IIHOE International Institute for Human, Organization and the Earth, to speak on the theme of corporate initiatives and approach to business management with regard to social problems and to offer various examples. The seminar provided an opportunity for upper-level managers to consider the social responsibilities and future issues to be taken up by the DOCOMO Group. A shared awareness of the importance of CSR is essential for making improvements and enhancements, and DOCOMO will continue to engage in initiatives aimed at spreading CSR awareness among all employees, including upper management.



Seminar on CSR and compliance for upper management

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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

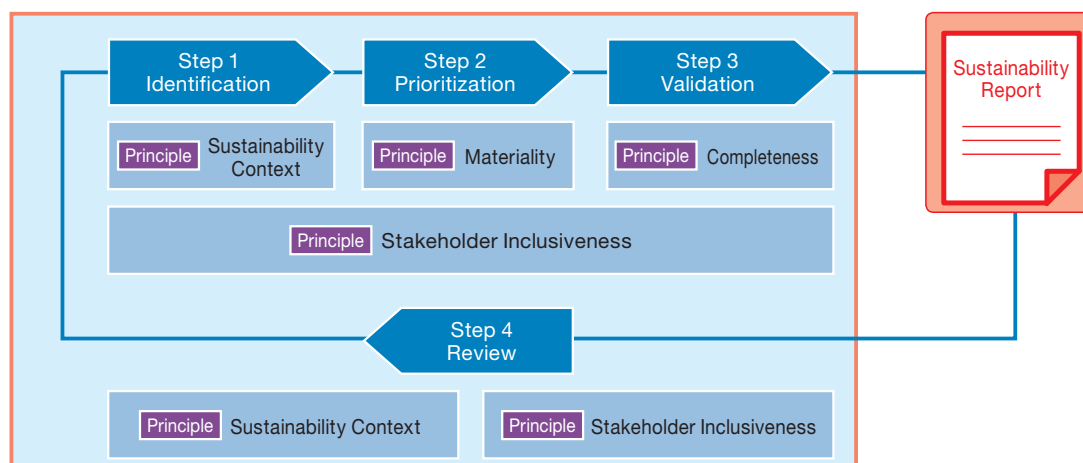
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● Opportunities for Dialog with DOCOMO Stakeholders



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 and identified the boundaries using the process described in GRI Version 4.1.



● Step 1: Identification

In accordance with the principles of "Sustainability context" and "Stakeholder inclusiveness" under GRI Version 4, we identified 46 related themes based on the 46 Aspects, with the addition of "Innovation" as an Aspect relevant to the ICT industry.

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● Step 2: Prioritization

We prioritized the 47 related themes from two standpoints.

Prioritization from the Standpoint of Stakeholders

We determined the priorities from the standpoint of stakeholders after developing a broad understanding of their expectations toward the ICT industry, by referencing the DJSI2014, ISO 26000, FTSE, Global Compact (Advanced COP), EICC (Electronics Industry Citizenship Coalition Code of Conduct), GSMA, OECD Guidelines for Multinational Enterprises, Global Risks 2015 report of the World Economic Forum, and analysis conducted by other companies in the ICT industry.

Prioritization from the Standpoint of DOCOMO

DOCOMO reconfirmed its identification process for materiality related to CSR. For the risk aspects, we used the risk identification process we apply to risk management, and for the opportunity aspects, we envisioned the following business scenarios, including new business domains that reflect our Medium-Term Vision, and assessed their impact on the 47 related themes. We identified the priorities for DOCOMO by considering both the risks and opportunities.

● Envisioned Business Scenarios

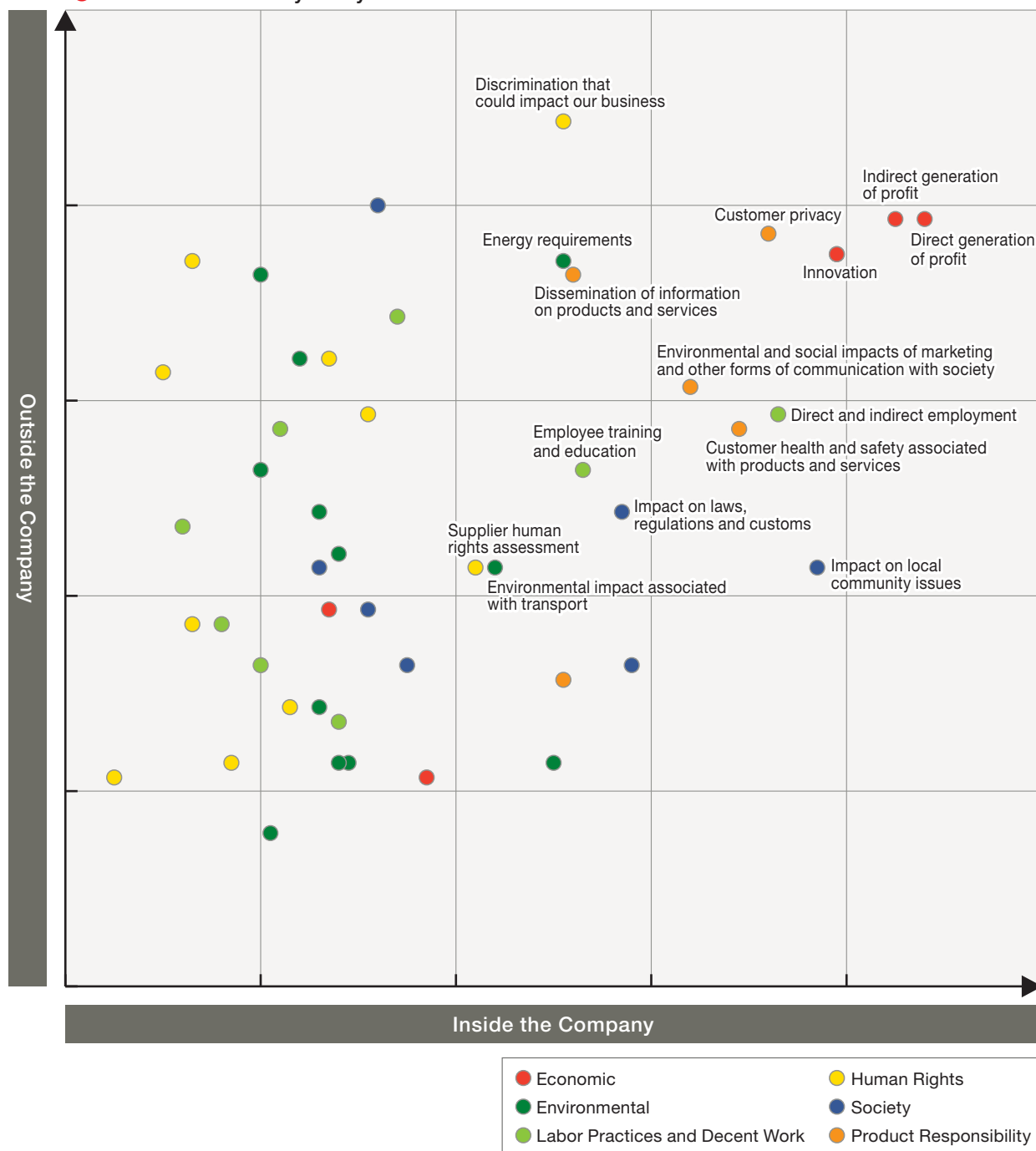
- Impact assessment for each aspect: economic, environmental and social
- Impact assessment for business management: networks, devices, charges and services
- Impact assessment for each business domain: media, commerce, finance, healthcare and the environment
- Impact assessment for CSR issues: safety and security, education, IoT, climate change, declining birthrate and aging population, and disparities

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● Step 3: Validation

Following confirmation of validity by third parties along with discussions by the president and executive officers at the CSR Promotional Committee, we plotted the 47 related themes as follows.

● DOCOMO Materiality Analysis



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From the results of this materiality analysis, we extracted 15 related themes that scored 4 or above in terms of material importance, combined similar themes, as shown below, and then identified 14 related themes as DOCOMO's "Material Aspects."

- "Economic Performance" and "Indirect Economic Impacts" were combined under "Economic Performance."
- Supplier assessments including those for human rights have been integrated with other items related to suppliers under "Suppliers."

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
	Suppliers	Value creation through the value chain and the need to address various supplier-related issues
	Innovation	The possibility of enhancing convenience and productivity and to address issues through ICT-based innovations
Environmental		
	Energy requirements	The need to reduce electricity use at base stations, etc., in light of its environmental impact
	Environmental impacts associated with transport	Impacts of movement including transport of products and transport of facilities for network construction
Labor Practices and Decent Work		
	Direct and indirect employment	Employees represent key stakeholders in the organization, and the Company bears significant social responsibility for protecting jobs
	Employee training and education	Enhancing the capabilities of employees, who are key stakeholders of an organization, constitutes a pillar for improving corporate quality and seeking growth
Human Rights		
	Discrimination that could affect our business	Recognizing human rights as an issue that affects all business-related activities
Society		
	Impact on local community issues	Considerable impact of building base stations and infrastructure and significance of community communication
	Impact on laws, regulations and customs	Need to emphasize legal compliance and reduce reputation risk
Product Responsibility		
	Customer health and safety regarding products and services	Social responsibility of an enterprise that provides products and services is being aware of the significant impact its business activities have on customers and society
	Dissemination of information on products and services	The need to respond to regulations, and a social responsibility for providing products and services as an enterprise
	Environmental and social impacts of marketing and other forms of communication with society	Social responsibility of an enterprise that provides products and services is being aware of the significant impact its business activities have on customers and society
	Customer privacy	Significance of handling big data and high risk of abuse in the network era

● Boundaries

Since the telecommunications operations undertaken by NTT DOCOMO, INC. and 12 service subsidiaries comprise our core business, we designated NTT DOCOMO, INC. and these subsidiaries as the most significant boundary. We have limited ourselves to making partial disclosure for companies outside the boundary due to their small business operations. 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.

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CSR Goals and Achievements

Initiatives		FY2014		FY2015
		Goals	Achievements	Goals
Consumer Issues				
Customer satisfaction	<ul style="list-style-type: none"> Enhancing services 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 for overall customer satisfaction Develop social support services in the health and medical, environmental and ecological, and other fields Develop solutions for social problems as a "Smart Life Partner" Offer an easy-to-use fee system 	<ul style="list-style-type: none"> Began offering "docomo Hikari" optical-fiber broadband service Began offering the new billing plan "Kake-hodai & Pake-aeru" Became the first carrier in Japan to offer the VoLTE voice call service that provides higher quality and stability than conventional voice calls 	<ul style="list-style-type: none"> Offer new added value through a combination of mobile and fixed communications Develop social support services in the health and medical, environmental and ecological, and other fields Develop solutions for social problems as a "Smart Life Partner" Offer an easy-to-use fee system
Universal design	<ul style="list-style-type: none"> Hearty Style products and services Hearty Style customer support 	<ul style="list-style-type: none"> Introduce products and services incorporating universal design and the useful functions of the Raku-Raku PHONE series and smartphones to people with disabilities 	<ul style="list-style-type: none"> Released "Raku-Raku PHONE 8" and "Raku-Raku PHONE BASIC 4" Held 65 classes for helping people with disabilities (Name changed to Hearty Class in FY2015) 	<ul style="list-style-type: none"> Introduce products and services incorporating universal design and the useful functions of the Raku-Raku PHONE series and smartphones to people with disabilities
Product and service quality	<ul style="list-style-type: none"> Coverage area improvement and expansion 	<ul style="list-style-type: none"> Continue to respond to customer feedback on coverage area 	<ul style="list-style-type: none"> Responded to customer feedback with on-site surveys and support related to coverage areas Began offering the "PREMIUM 4GTM" communication service with a maximum downlink transmission speed of 225 Mbps, based on LTE-Advanced technology compatible with "Carrier Aggregation" and "Advanced C-RAN" technologies that realize higher speeds and capacity for LTE services 	<ul style="list-style-type: none"> Continue to respond to customer feedback on coverage area
Disaster preparedness	<ul style="list-style-type: none"> Ensuring stable communications Product quality assurance Disaster preparedness 	<ul style="list-style-type: none"> Prepare against severe disasters Strengthen our speedy response to localized natural disasters Further enhance disaster responsiveness by expanding content for disaster training and through repeated implementation Further reinforce cooperation with relevant government agencies, local governments and related organizations 	<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 and Disaster-Time Voice Delivery Service on the 5th and 15th of every month 	<ul style="list-style-type: none"> Prepare against severe disasters Strengthen our speedy response to localized natural disasters Further enhance disaster responsiveness by expanding content for disaster training and through repeated implementation Further reinforce cooperation 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 elderly citizens Dealing with spam e-mail and nuisance calls Providing options for manner-conscious customers Preventing fraud Ensuring information security Radio wave safety Products and services for keeping children safe R&D for the future 	<ul style="list-style-type: none"> Hold Smartphone and Mobile Phone Safety Classes at 10% or more of all elementary, middle and high schools in the country (approx. 30,000 schools) Revise the Mobile Phone Safety Class teaching materials in accordance with changes in how phones are used Take measures to 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 approx. 7,000 Smartphone and Mobile Phone Safety Classes during the year Made available a filtering service for Internet access using the Wi-Fi networks of other companies Began offering a function to prevent smartphone-distracted walking, to protect children from accidents Continued to monitor domestic and international research on radio wave safety and participate in research activities 	<ul style="list-style-type: none"> Maintain number of Smartphone and Mobile Phone Safety Classes around the previous year's levels Revise Smartphone and Mobile Phone Safety Class teaching materials in accordance with changes in how phones are used Take measures to 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"> Working to curb global warming 	<ul style="list-style-type: none"> 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 Promote green base stations that run on low environmental impact solar power and off-peak electricity 	<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"> Saving resources and reducing waste Developing environmentally-friendly phones Environmental management systems Communicating with customers 	<ul style="list-style-type: none"> Reduce warehouse disposal rate for catalogs to 7.0% or lower Collect over 3.8 million used mobile phones (includes phones to be reused) 	<ul style="list-style-type: none"> Reduced warehouse disposal rate for catalogs to 5.8% Collected approx. 3.6 million used mobile phones (including units collected for reuse purposes) 	<ul style="list-style-type: none"> Reduce warehouse disposal rate for promotional tools for docomo Shops to 6.3% or lower on a Company-wide basis Collect more than 3.8 million used mobile phones (including units collected for reuse purposes)
Management	<ul style="list-style-type: none"> Complying with environmental laws and regulations Promoting green procurement Promoting reforestation initiatives 	<ul style="list-style-type: none"> Reduce paper consumption in offices by 6.0% compared to the previous year Promote the introduction of LED lighting Lower the final disposal ratio and total volume of office waste 	<ul style="list-style-type: none"> Reduced paper consumption in offices by 6.3% compared to the previous year Introduced LED lighting in Company-owned buildings and docomo Shops Improved the final disposal ratio of office waste by 1.1% compared to the previous year 	<ul style="list-style-type: none"> Reduce paper consumption in offices by 6.0% compared to the previous year Continue to introduce LED lighting Continue to lower the final disposal ratio and total volume of office waste
Cooperation with outside groups	<ul style="list-style-type: none"> Environmental contribution activities 	<ul style="list-style-type: none"> Continue forest maintenance activities at docomo Woods 	<ul style="list-style-type: none"> Conducted forest maintenance activities at docomo Woods 	<ul style="list-style-type: none"> Continue conducting forest maintenance activities at docomo Woods

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Initiatives		FY2014		FY2015
		Goals	Achievements	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 the Youth Sports School (soccer, baseball clinics, rugby, etc.)•Promote employee volunteer activities to support the recovery of areas affected by the Great East Japan Earthquake•Promote the Ecocap Movement•Promote a disaster-relief fund in which customers can participate•Continue social contribution activities through the Mobile Communication Fund	<ul style="list-style-type: none">•Held the Youth Sports School events for soccer, baseball, rugby and other sports•Set up Disaster Relief Charity Websites for the earthquake in Yunnan, China; torrential rains in the Chugoku region, Japan; Ebola hemorrhagic fever, and the cyclone in Vanuatu•Conducted employee volunteer activities in disaster-hit areas (128 employees participated in 9 activities)•Participated in the 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 42 international students from Asia; awarded 4 people the DOCOMO Mobile Science Award)	<ul style="list-style-type: none">•Promote the sound development of young people through the Youth Sports School (soccer, baseball clinics, rugby, etc.) and other activities•Maintain volunteer activities to support the recovery of areas affected by the Great East Japan Earthquake while seeking to upgrade these efforts by taking advantage of DOCOMO's unique Smart Life business•Continue to participate in the Ecocap Movement•Launch a disaster-relief fund (Charity Websites) through which customers can participate as soon after a disaster as possible•Continue social contribution activities through the Mobile Communication Fund
Human Rights and 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">•Conducted compliance and human rights awareness training.•Conducted NTT Group-wide human rights 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">•Implement training related to supporting women's career development•Deliver executive messages, etc. through the corporate website	<ul style="list-style-type: none">•Enhanced support for women's career development suited to each career level, conducted initiatives including dialogue with executives, training and diversity forums•Set and announced targets aimed at doubling the ratio of female managers from the end of FY2012 to 5.0% and appointing 10 or more female directors (including Group companies)•Delivered executive messages on diversity every month to strengthen the top commitment	<ul style="list-style-type: none">•Raise awareness of career development to promote women's careers (initiative for attaining target ratio of female managers)•Strengthen efforts to encourage participation in childcare by male employees
Work-life balance		<ul style="list-style-type: none">•Implement training (including e-learning) targeting all employees	<ul style="list-style-type: none">•Offered an e-learning course on diversity titled "Reviewing your career in earnest" and conducted an awareness survey on diversity to promote and establish diversity	<ul style="list-style-type: none">•Strengthen initiatives aimed at changing work styles
Human resource development		<ul style="list-style-type: none">•Enhance communication between organizations and between employees	<ul style="list-style-type: none">•Management visited workplaces to get feedback directly from employees	<ul style="list-style-type: none">•Implement human resource development that reflects business trends and employee circumstances in a unified Group effort
Fair Business Practices				
Relationships with suppliers, docomo Shops, etc.	<ul style="list-style-type: none">•Supporting training to improve staff capabilities•Improving communication with staff•Promoting free and fair business transactions	<ul style="list-style-type: none">•Enhance training to support docomo Shop staff toward strengthening skills and certification obtainment related to products and services•Perform CSR procurement based on the NTT DOCOMO Guidelines for CSR in Supply Chain	<ul style="list-style-type: none">•Continued training for docomo Shop staff•Performed CSR procurement based on the NTT DOCOMO Guidelines for CSR in Supply Chain	<ul style="list-style-type: none">•Enhance training to support docomo Shop staff toward strengthening skills and certification obtainment related to products and services•Perform CSR procurement based on the NTT DOCOMO Guidelines for CSR in Supply Chain
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•Conduct e-learning on information security targeting all employees and aim for a total attendance of more than 45,000 people	<ul style="list-style-type: none">•Conducted a seminar on compliance for 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 raising awareness of human rights•Held information security training attended by approx. 47,500 employees and issued monthly security news to increase alertness related to security issues	<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 and aim to achieve a total attendance of more than 45,000 people

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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 management policy is to maximize corporate value so as to earn a high degree of trust and recognition from shareholders and customers. To this end, while striving to enhance and bolster its core businesses with an emphasis on promoting wider adoption of FOMA and Xi services, we will help to create a vibrant and enriched society by promoting mobile multimedia through the provision of services useful to customers' lives and businesses.

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

Overview of Structure

DOCOMO recognizes that mobile phones, our core business, have come to play a vital role as social infrastructure in line with market expansion for these products. Accordingly, we have adopted a corporate governance structure consisting of the Board of Directors, Audit & Supervisory Board members and the Audit & Supervisory Board. This structure reflects a desire for directors to have a key role in important business execution matters, from the standpoint of realizing consistent and stable business operations through the effective utilization of management resources. From the position of ensuring sound and effective management, this configuration also reflects the desire for a structure in which directors, serving concurrently as corporate officers responsible for business execution, mutually supervise their respective actions, while Audit & Supervisory Board members perform audits of overall management. Similarly, we appoint outside directors and Audit & Supervisory Board members with a view to further enhancing monitoring and audit functions.

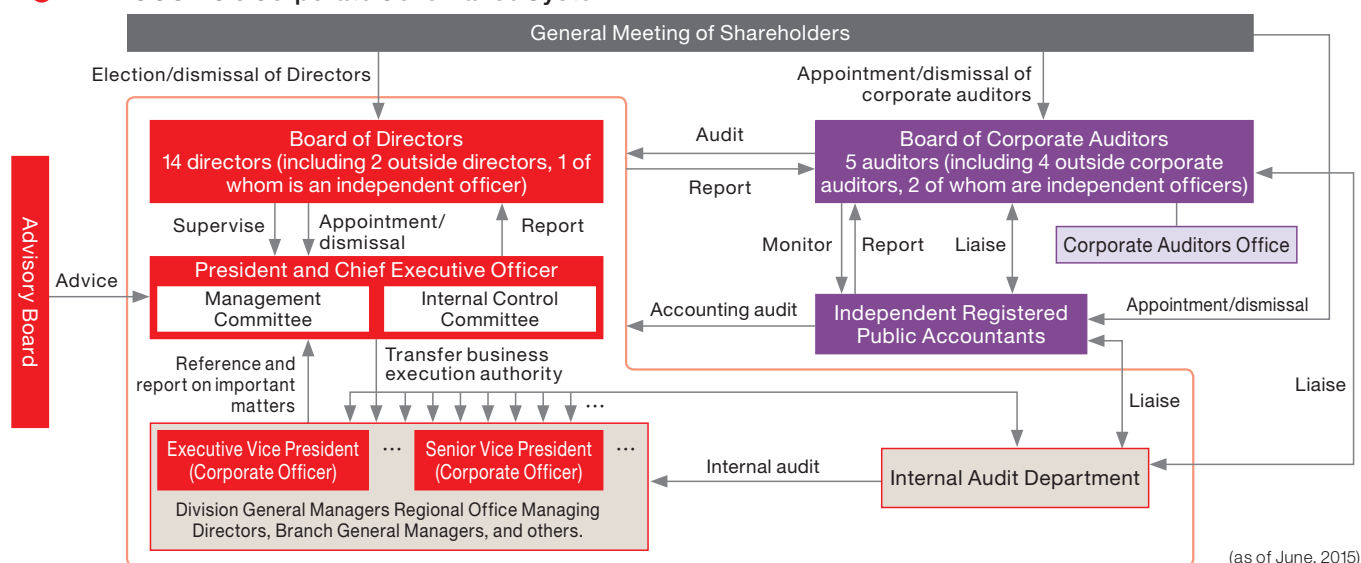
In addition, we have introduced the executive officer system to clearly delineate the roles of business execution and monitoring, and to better reinforce business execution functions. This system enables speedier responsiveness to changes in the operating environment. Through initiatives of this kind, we strive constantly to boost management speed in order to realize consistent and stable business operations, as well as develop a corporate governance structure capable of bolstering both auditing and governance functions.

Also, we have transferred a portion of decision-making authority from the Board of Directors to the representative directors and executive officers to enable agile business execution by the responsible corporate officers. Furthermore, more than half of the members of the Board of Directors are assigned the responsibility of serving concurrently as executive officers. This effectively enhances the mutual supervision of the members of the Board of Directors while simultaneously strengthening the management supervision function.

The governance structure consists of the Board of Directors, 14 members (14 males), the Audit & Supervisory Board, 5 members (one female and 4 males) and 27 executive officers (27 males and 8 executive officers concurrently hold the post of member of the Board of Directors) as of June 2015.

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● NTT DOCOMO's Corporate Governance System



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.

Business Execution and Audit System

The Board of Directors consists of 14 members, including two outside directors. In principle it meets once a month and renders decisions on important business matters. Extraordinary meetings are convened as necessary. The directors serve one two-year term. The Board of Directors also receives status reports as needed from members of the Board of Directors who have been assigned responsibility for business execution, thereby conducting management supervision. 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, of whom two 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 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 receive reports from board members, examine important documents, and conduct on-site examinations of the head office, major worksites 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, it remains 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.

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Outside Directors and Outside Auditors

The name and reason for the appointment for 2 Outside Directors and 4 Audit & Supervisory Board Members is as below.

Outside Director	Reason for Appointment
Teruyasu Murakami (Independent Officer)	We appointed him due to his long engagement and career in corporate management and information industries, and our expectations that he will reinforce our supervisory function for business execution and incorporating management insight from a broader perspective based on his extensive experience and knowledge.
Takashi Nakamura	We appointed him due to his long career and engagement in businesses pertaining to telecommunications, and our expectations that he will reinforce our supervisory function for business execution based on his extensive experience and knowledge.
Outside Audit & Supervisory Board Member	Reason for Appointment
Naoto Shiotsuka	We appointed him due to his experience in corporate management and his career in the Finance Department of NTT DATA Corp., and our expectations that he will perform an audit and supervisory function based on his extensive knowledge pertaining to finance and accounting.
Toshimune Okihara	We appointed him due to his long career and engagement in businesses pertaining to telecommunications and corporate management, and our expectations that he will perform an audit and supervisory function based on his extensive knowledge and experience.
Yutaka Kawataki (Independent Officer)	We appointed him due to our expectations that he will perform an independent audit of executive directors in his capacity as an outside auditor and with the vast experience and expert insight he has accumulated during his extended career at the Board of Audit of Japan.
Eiko Tsujiyama (Independent Officer)	We expect her to fully demonstrate auditing capability based on her extensive insights on finance and accounting, developed through years of experience as a university professor and outside director of private companies, and as a certified public accountant.

(as of June, 2015)

Although we have not at this point established uniform standards for independence from us in appointing outside directors and outside Audit & Supervisory Board members, based on the rule 436-2 of the Securities Listing Regulation of the Tokyo Stock Exchange, we do ensure the appointment of at least one independent director/Audit & Supervisory Board member. We also abide by the standards for independence set forth by the Tokyo Stock Exchange ("Guidelines Concerning Listed Company Compliance, etc." III5. (3)-2) in appointing outside directors/Audit & Supervisory Board members to be named as "independent" directors/Audit & Supervisory Board members. We have named outside director Teruyasu Murakami and outside Audit & Supervisory Board members Yutaka Kawataki and Eiko Tsujiyama as "independent" directors/Audit & Supervisory Board members under the stipulations of the Tokyo Stock Exchange.

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 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

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term of office. The ratio between compensation per director in Japan, which constitutes an important base for the organization, and compensation per employee is 3.5 to 1 (the ratio between aggregate compensation paid to directors during fiscal 2014 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.

● Aggregate Amount of Compensation for Directors and Auditors

Category	Number of Persons	Aggregate Compensation Amount (Million yen)
Directors	21	524
Auditors	7	129
Total	28	654

*1 A decision was made to place an upper limit on the amount of compensation paid to directors and auditors, which was adopted at the 15th Ordinary General Meeting of Shareholders on June 20, 2006. Accordingly, the maximum annual compensation is 600 million yen for a director and 150 million yen for an audit and supervisory board member.

*2 Figures include seven directors and two members of the audit and supervisory board who retired at the conclusion of the 23rd Ordinary General Meeting of Shareholders on June 19, 2014.

*3 Total compensation for directors includes 98 million yen in bonuses paid during the fiscal year under review.

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, 2015, 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 overseas 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.

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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 (tentative)

•**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
- Kazuhiro Yoshizawa, Senior Executive Vice President
- Yoshiaki Sakai, Senior Executive Vice President
- Akira Terasaki, Senior Executive Vice President
- Hiroyasu Asami, 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 David A. Gross, partner at Wiley Rein LLC. and former Coordinator for International Communications and Information Policy at the U.S. Department of State. We have also invited Matthew P. Goodman, William E. Simon Chair in Political Economy and Senior Adviser for Asian Economics at the Center for Strategic & International Studies, to join the board. These two members will participate in all meetings. We 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 communications culture. For this reason, we established the 7th U.S. Advisory Board after inviting overseas experts to succeed the 6th board. The diverse information and comments we receive from these meetings are incorporated into our management decision making.

Overview

•**Term:** from October 2013 to September 2015 (tentative)

•**Frequency:** twice a year (tentative)

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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

•Guests:

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

Guest at the first meeting

- Laurent Desmangles, Partner and Managing Director, Boston Consulting Group

Guest at the second meeting

- Evan Smith, Affiliate of Schaffer Consulting

Guest at the third meeting

- Mark Lowenstein, Managing Director of Mobile Ecosystem

Risk Management

Basic Approach to Risk Management

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

Risk Management Mechanism

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

In addition, the Internal Audit Department conducts 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 Company-wide management and formulates management policies for those risks. Based on these policies, appropriate efforts are made to prevent such risks from materializing and to prepare to quickly respond should they occur. Furthermore, the Company's Internal Audit Department conducts audits to minimize risks and increase corporate value for the entire DOCOMO Group. The department's work includes evaluating the effectiveness of the internal control system.

The committee reviews the risk management process to ensure it is functioning properly and confirms the status of the ongoing PDCA cycle. It also reviews specific risks as necessary. We consistently manage risk under this comprehensive management system.

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Risk Identification Process

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

In regard to the changing circumstances faced by handset manufacturers, we have started considering factors such as changes in the MVNO market structure resulting from the entry of over-the-top* players and intensified price competition, including for mobile and fix-line phone set discounts, along with social problems including “smartphone-distracted walking,” as risks DOCOMO will address.

* Over the top: delivery of website, video, audio, and other media over the Internet

Fostering and Expanding a Risk Management Culture

In accordance with our Risk Management Principles, risks are identified and designated by the Internal Control Committee headed by the president. The Board of Directors makes the final decision on management by paying due consideration to these risks.

With respect to business risks, each year we update about 10% of the roughly 100 items of risks that we consider to reflect social trends. This allows us to incorporate newly emerging risks as a preventive measure. These emerging risks differ according to each operation and are dealt with appropriately by each division.

Risks that have been identified are incorporated into operational rules and appropriately monitored as auditing targets. DOCOMO regularly conducts management training for directors including outside directors (directors' training camp) and implements risk management seminars as part of this training course. We have been working to foster and expand our risk management culture by including compliance-related risks in the criteria for employee performance assessment and disseminating information on responses to related risks through compliance education and training.

Status of Responding to Individual Risks

● Response to the Business Continuity Plan (BCP)

As a communications network operator, our key responsibility is to secure communications networks when disaster strikes. In order to ensure the continuity of operations or, in the event that service is lost, to quickly restore operations to working order, DOCOMO has protocols for each department, outlined in its Disaster Preparedness Manual, for maintaining operations should a disaster occur.

The manual is updated as needed to incorporate past experiences, including lessons learned from the Great East Japan Earthquake, and thereby strengthen our preparedness for ensuring business continuity.

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

During a major disaster, protecting the safety of employees involved in recovery activities is imperative. DOCOMO has therefore built and operates a system that can confirm the safety of employees in the event of a disaster, and has introduced initiatives such as disaster prevention courses for employees to learn about disaster prevention equipment in the buildings where they work, and to protect the safety of employees and enhance employee awareness of safety.

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● Ensuring Information Security

Since DOCOMO handles customer information for more than 66.6 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 the information accessible to each employee is limited. Biometric authentication* is required to use the system and access logs are regularly reviewed. Moreover, information is encrypted, rendering it useless 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 at least once a year for all employees and executives, including temporary staff. Training is conducted at least once a year for docomo Shops as well, and we perform monthly reviews to ensure the proper execution of information management.

In addition, we undertake intensive efforts throughout the Group to reinforce the importance of ensuring information security during Information Security Month in November.

Despite these efforts, however, a suspected leak was discovered in September 2014, involving corporate customer information related to the provision of maintenance and operational services. In response to this incident, and to prevent it from happening again, DOCOMO has reviewed and improved its operations so that individuals searching and accessing such information for illicit purposes are identified. We are also raising the security level of our systems. Fully aware of the gravity of the incident, we are doing our utmost to determine the cause and implement measures Companywide to prevent a recurrence in our ongoing effort to steadfastly ensure the safety and security of our services through effective information management.

* Biometric authentication confirms the identity of an individual by identifying physical characteristics such as fingerprints and facial features as well as voice.

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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 our 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 Company-wide, 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.

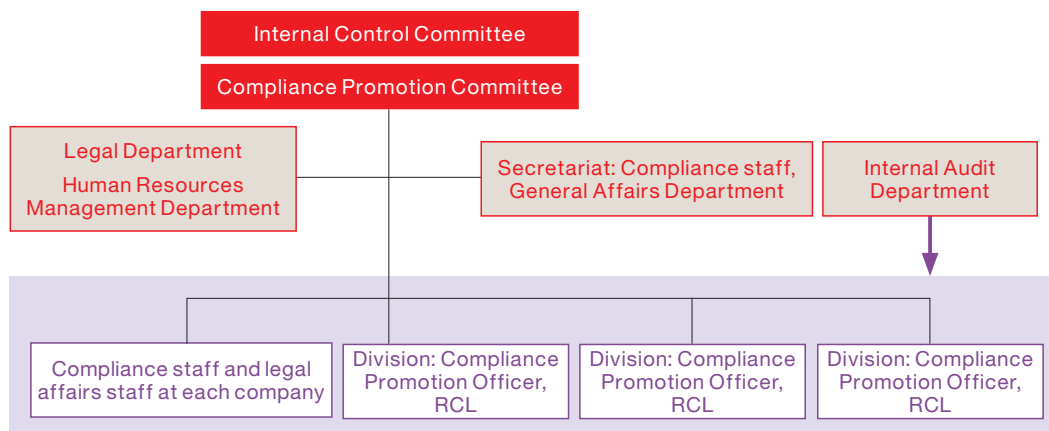
Compliance Management System

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

The 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, auditor and supervisory board member and other members appointed by the chairperson as needed.

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● 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 (RCLs) 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 or 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.

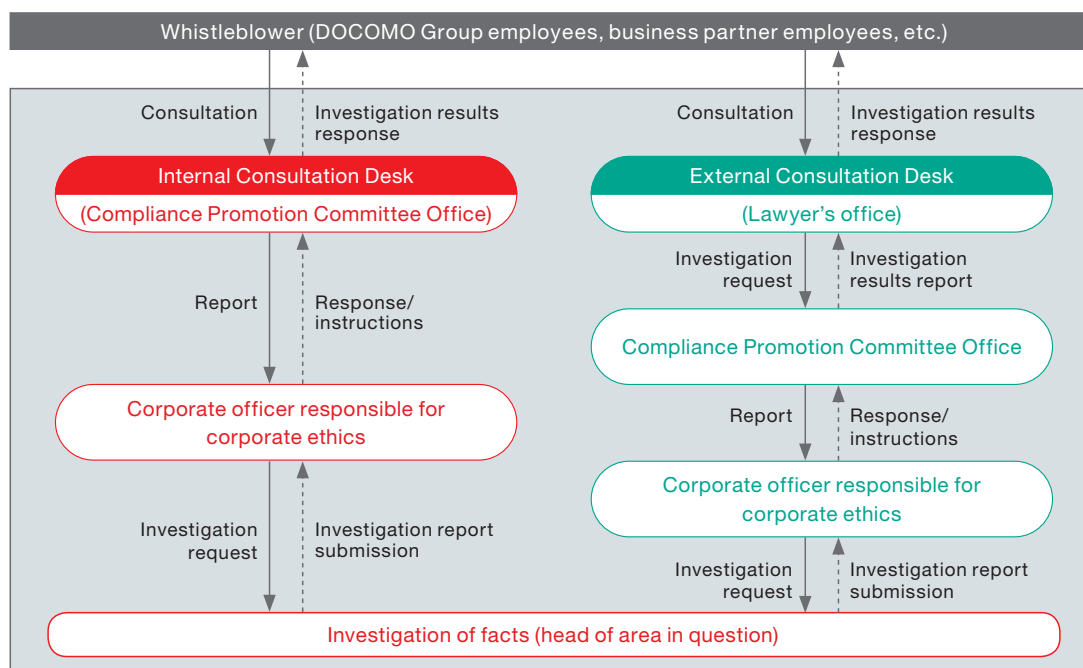
Consultation and Reporting Mechanism

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 e-mail, letter or fax, not only by Group employees but by business partners as well. The desk ensures that 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 2014, there were no major compliance issues.

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● 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 (RCLs), 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 38,000 individuals, was conducted in October of fiscal 2014 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 2015, 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 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

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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, and in compliance with the Political Funds Control Law in Japan. In fiscal 2014, DOCOMO made a total of 6.20 million yen for political donations in Japan. No incidents resulting in legal action due to anticompetitive or monopolistic practices occurred in fiscal 2014.

● 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.

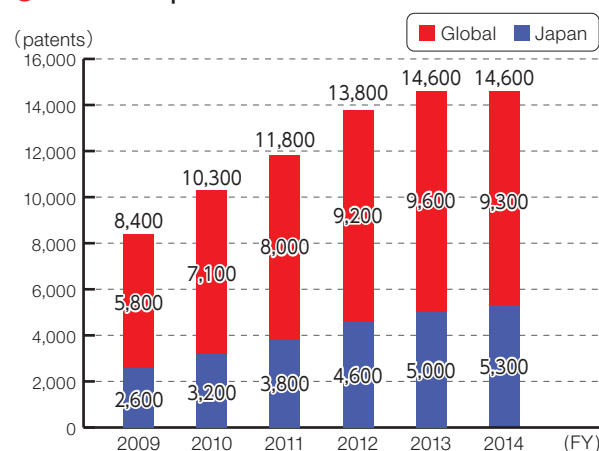
We held a seminar on the exclusion of anti-social groups in March 2015 with the cooperation of law enforcement agencies. The seminar, attended by approximately 200 participants including senior management and employees responsible for risk management at the DOCOMO Group, reinforced the importance of 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 5,300 patents in Japan and 9,300 patents overseas as of March 2015. Going forward, DOCOMO intends to strengthen its global competitiveness by steadily expanding the scope of its intellectual property.

● Number of patents held



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•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 available on the corporate intranet site. 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.

Tax Planning Strategy

Tax Planning Principles

The DOCOMO Group has become increasingly multinational and its international transactions are on the rise, creating a significant need to appropriately address tax risks from a global perspective. In this context, the principles are intended to ensure compliance with international rules on consolidated tax return filing and tax haven countermeasures, as well as with the tax-related laws and regulations in each country or region. They are also intended to facilitate administrative procedures for maintaining and enhancing tax compliance.

Tax Payment Track Record

DOCOMO pays the various taxes associated with its business management in an appropriate manner by complying with related laws and regulations. Income taxes after adjustments for fiscal 2014 were 238,067 million yen, and the tax burden ratio to pretax income was 37.0%.

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Innovation

Policy

Advances in the information and communications industry are rapidly being made with the potential of having a major social impact through new technologies and ideas. DOCOMO believes that in addition to the area of mobile communications that is central to our business, such as devices and networks, there is a need to nurture the ability to bring about innovation to quickly deliver services that enhance customer convenience and industrial efficiency.

With our attention firmly focused on the direction of current social trends, we promote comprehensive management that not only provides prompt responses to requests from customers and society, but also includes building and maintaining sound relationships with external entities as well as operating an agile system of development through an innovation chain that encompasses the entire process, from basic research to the ultimate provision of specific services.

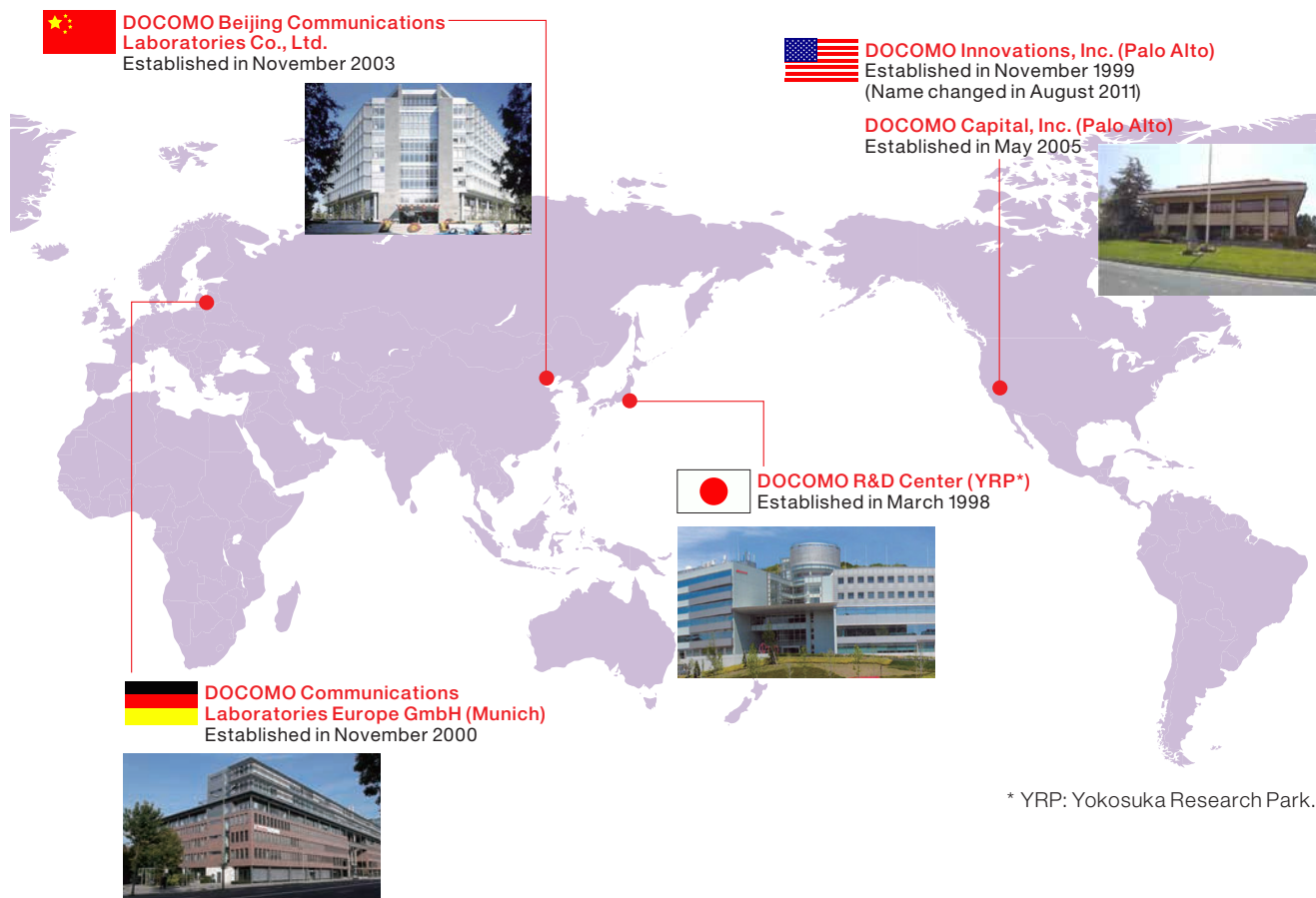
R&D System

DOCOMO conducts R&D on mobile communications systems and new products and services primarily at the Yokosuka Research Park. The Research and Development Division leads our efforts, while the R&D Strategy Department is responsible for overall supervision. As part of ongoing R&D activities and to further enhance the Group's devices, networks and services, each R&D division collaborates with product development staff at DOCOMO's other divisions. We also conduct joint development with major manufacturers toward realizing ideas for new services conceived by business divisions and promote an open innovation strategy that maximizes our diverse relationships with external entities. We publicize the results of our R&D efforts, such as new technologies, by making strategic announcements to the media and in other ways.

In response to technological innovations overseas, we established DOCOMO Innovations, Inc. in the U.S., DOCOMO Communications Laboratories Europe GmbH in Germany and DOCOMO Beijing Communications Laboratories Co., Ltd. in China. These R&D bases particularly contribute to international standardization activities for 5th generation (5G) mobile communications and virtual network technology in collaboration with the Research and Development Division at the head office. Along with DOCOMO Capital, Inc. and DOCOMO Innovations, Inc., we also collaborate with and invest in startup ventures in North America with the objective of investing in startups with advanced, innovative technologies that can be applied to mobile communications services.

In the NTT Group, R&D systems are maintained by the holding company and major operating companies (NTT East Japan, NTT West Japan, NTT Communications, NTT Data and NTT DOCOMO). The holding company is responsible for R&D on basic technologies commonly used by the operating companies, while each operating company undertakes R&D on applied technologies closely related to their respective services and business operations.

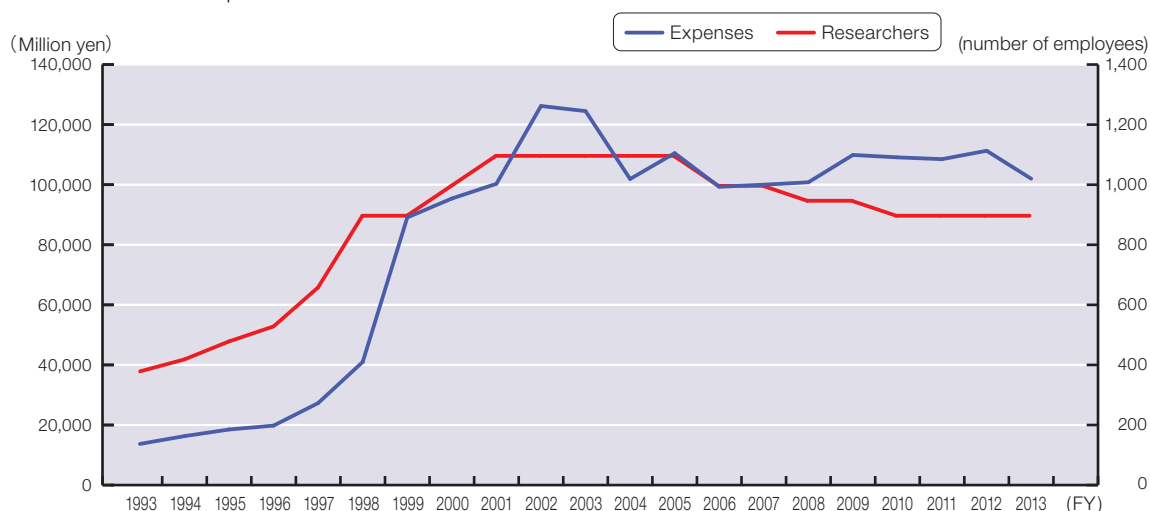
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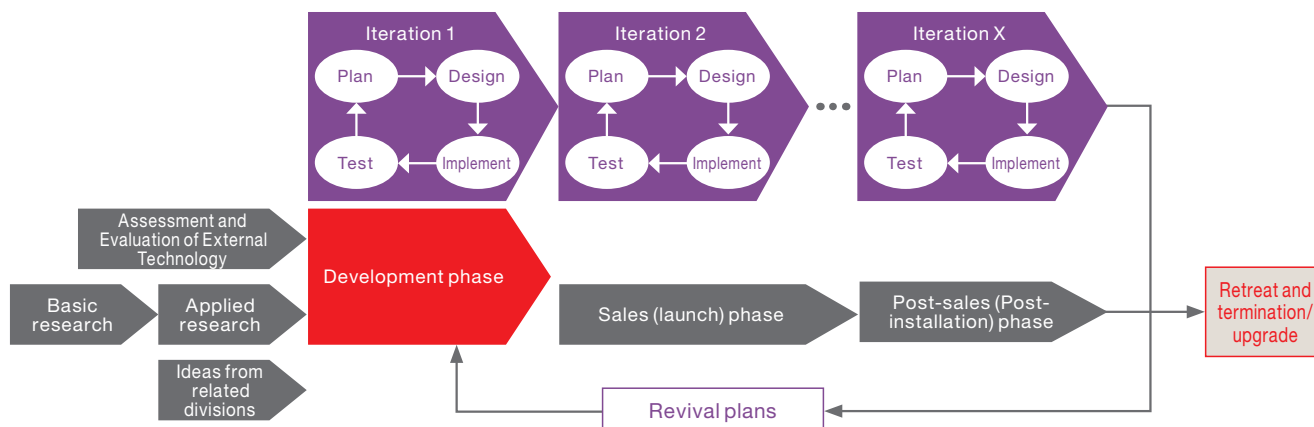
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Changes in R&D Expenses and Number of R&D Employees

Since the late 1990s, we have maintained a workforce of between 900 and 1,000 researchers with annual research and development expenses of around 100 billion yen. We intend to continue to lead in the global mobile communications business and provide innovations that serve as the backbone of sustainable development.



Innovation Chain



Basic Research Phase

We established our R&D system by comprehensively taking into account social conditions, trends in technological development, interactions with external entities, and the results of customer marketing. The Research Laboratories play a central role in undertaking basic research in collaboration with external institutions. A notable example is the world's first joint research to establish methods for the prevention and early detection of disease, which involves information analysis combining DOCOMO's mobile healthcare technology with a proprietary human genome analysis technology of Tohoku University.

As a major operating company of the NTT Group, DOCOMO supports NTT's R&D system for basic technologies. The research and development divisions of NTT and DOCOMO maintain close cooperation in their research to ensure that DOCOMO's business activities benefit from technological achievements made through these efforts. As an example of how we have applied such technological achievements, the laboratories of the holding company conducted basic research on voice recognition and intention interpretation technologies, which were then moved to the applied research and development phase at DOCOMO. This has led to the creation of various new services in recent years.

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● Applied Research and Development Phase

In the area of infrastructure, we engage in technological exchanges with major overseas operators and formulate strategies in response to external trends. We are therefore contributing to the establishment of global standards and leading the industry in ecosystem-related efforts by conducting PoC (Proof of Concept) experiments with major manufacturers. Even as we play a role in the advancement of this industry, we also ensure that we enjoy competitive advantages in developing our own businesses. Recently we have earned international recognition for leading in the standardization and dissemination of LTE. We are currently focusing on research themes for the near future that include 5th generation (5G) mobile communications led by the 5G Laboratory, and virtual network technology led by the Research Laboratories and Core Network Development Department. Furthermore, the Core Network Development Department and the Radio Access Network Development Department are heading up our involvement in joint development with major manufacturers to provide equipment and systems with internationally recognized functions.

As for services, we are striving to create new offerings by establishing an agile development system to promptly respond to market needs. Service ideas created by the business divisions are taken up by the Service Design Department to develop system infrastructure, while the Communication Device Development Department develops applications installed on the device. The Innovation Management Department is responsible for creating businesses related to technological innovations, extending strategic investments and bolstering collaboration with other companies. The Service Innovation Department develops methods and systems related to the creation of new services.

As we create new services, we accelerate the pace of introducing them and their value to markets by incorporating element technologies developed by the holding company and the latest technologies developed elsewhere, in addition to DOCOMO's own technologies. We are also striving to further expand into new markets for services based on DOCOMO technologies, such as the development of a translation service that utilizes external assets in combination with DOCOMO's translation technology.

● Sales and Service Phase

We actively consider proposals while drawing upon ideas from related divisions that reflect social conditions, trends in technological development, and circumstances at shops as well as ideas for improvement from shops and the results of exchanges with external companies and customer marketing activities.

We convene screening meetings as part of our deliberations to launch new services. This unified meeting structure and an ongoing, comprehensive assessment process allow us to make decisions quickly.

● Post-sales and Post-service

We monitor the prevailing situation regularly through marketing conferences and other gatherings to consider improvements based on results and assessments of the need to formulate revival plans.

● Open Innovation Businesses

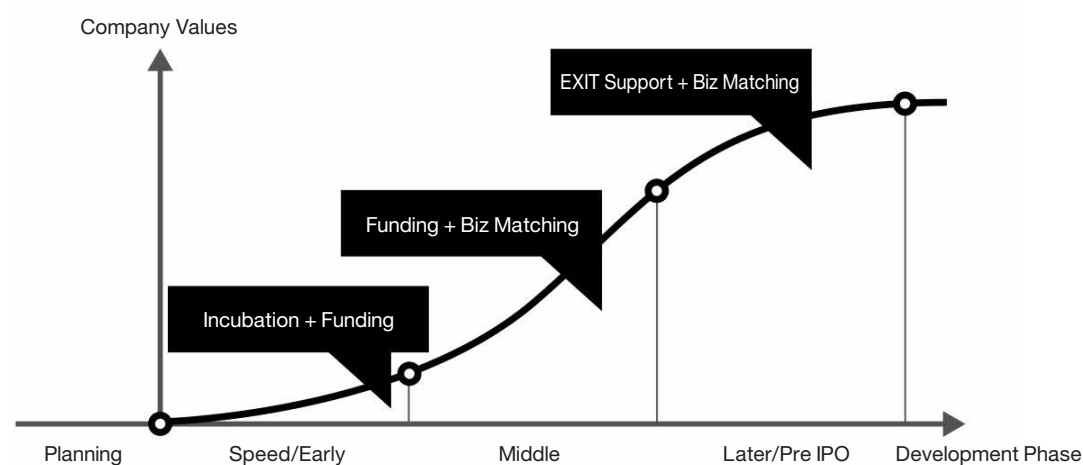
In addition to the conventional methods of joint research and licensing, DOCOMO is quickly seeking to provide new services closely linked to social problems by promoting an open innovation strategy. This will fully leverage its diverse relationships with external entities through NTT DOCOMO Ventures, Inc., which acts on behalf of the NTT Group as a primary channel for startup companies and venture communities.

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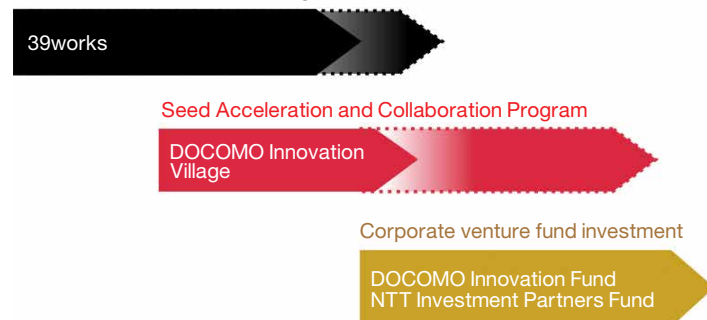
39works

39works is a system of “co-creative business development” between entrepreneurs and NTT DOCOMO. To maximize the likelihood of people realizing their highest ambitions, we incorporate their aspirations into our own at NTT DOCOMO Ventures, while respecting the specific visions of startups, to create new businesses by using assets, held by established companies, such as human resources, goods, money, technology and information. Our mission is to work together with startups to generate services that could change society by pouring all our management resources, including collaboration with major infrastructure companies as necessary.

In fiscal 2014, we launched five new businesses.



New Business Co-Creation Program



Environmental Innovation

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

In pursuing environmental innovation we strive to minimize the environmental impact of our business as a whole, in accordance with our three “Green” guidelines – Guidelines for Green Procurement, Green R&D Guidelines and Green Design Guidelines. By upholding our environmental consideration principles from the design stage, we ensure transparency in product assessments conducted in cooperation with our suppliers.

● Energy-saving in Handsets

Toward reducing energy consumption, we set criteria based on our Guidelines for Green Procurement and performance requirements. As for the 18 smartphone models we launched in fiscal 2014, we were able to reduce electricity consumption and prolong standby periods (LTE continuous, 3G continuous, and GSM continuous) by an average of approximately 20% in terms of battery capacity, compared to fiscal 2013.

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● Promoting the Introduction of Green Base Stations

We are working to make our base stations more eco-friendly as a way to both minimize our environmental impact and deliver a stable communication environment even under emergency situations. Green base stations can maintain electricity over extended periods with the use of solar panels and can therefore be installed where electricity is not commercially available. Moreover, they are expected to provide a communications infrastructure in regions without electricity. In March 2015, DOCOMO successfully concluded its verification experiment for its dual power-source control technology, which uses solar power generation and large-capacity batteries. The technology enables us to operate our base stations on reduced-impact (solar and off-peak) electricity for more than 95% of their energy needs. (For more information, please refer to P.96: Dual Power-Source Control Technology for Energy Conservation and Advanced Power Management of Base Stations.)

Social Innovation

Since ICT services have a major impact on consumers, we believe that we must always consider their effects on society in general as we pursue our business. DOCOMO is continually improving its products and services in response to social problems, while at the same time promoting businesses that contribute to addressing these issues as a “Smart Life” partner.

● Anshin Remote Support Service

Beyond their role as a communication channel for youth, mobile phones are also being used to secure the safety of children, look after the elderly and prevent individuals from becoming socially disconnected. Smartphones equipped with wide-ranging functions can be difficult to navigate for children and elderly people who are not “digital natives.” In light of this, DOCOMO now offers the Anshin Remote Support service, which provides assistance for using smartphones after the user calls an operator. Callers can ask about basic operations such as changing the setting to “manner mode” (silent mode) and receive step-by-step instructions or even ask the operator to change the settings after permission is given to view the user’s smartphone screen. In addition to helping with operations and settings, we also provide support on using applications such as LINE and connecting the smartphone with peripheral devices including PCs.

● Anshin Remote Support (in Japanese only)



<https://www.nttdocomo.co.jp/support/benefit/premier/service/remote/>

● “Docotch” Looks after Children’s Safety and Health

As relationships with neighbors become more distant and the number of single-parent homes increases, the social fabric for looking after children continues to weaken. DOCOMO’s Docotch is a communication device in the form of a wristwatch, equipped with a GPS function that enables parents to check on the location of a child. An internal sensor indicates the child’s level of physical activity or rest as well as the surrounding temperature and humidity, which can be monitored by a smartphone. Pressing the “SOS” button transmits an alert to as many as six smartphones or a personal computer in case of a sudden rainfall or emergency. Furthermore, should the child stray outside the monitoring range in places such as shopping malls and parks, pressing the “Mimamori Alert” (guardian alert) function sends a message to both the child’s Docotch and the parent’s smartphone through a Bluetooth connection.

● “Docotch”(in Japanese only)



<http://docotch.idc.nttdocomo.co.jp/merit/05.html>

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● Providing Sales Services through Mobile Devices

To serve individuals with limited mobility, such as elderly people and residents of mountainous regions or other locations that are within the wireless coverage area but far from any docomo Shop, we are continually improving our sales operations to provide connections through our communications services.

DOCOMO has developed a website where customers can apply for a services using their mobile phone. In addition, users can purchase mobile phones and accessories via the online shop. We also accept requests for product returns, repair and replacement both online and over the phone.

Brand Management

Corporate Identity

● Origin of the Company Name

The Company name is an abbreviation for “Do Communications Over The Mobile Network” and reflects the aspiration and commitment of all our employees to seek customer satisfaction wherever they are and in whatever situation.

● Corporate Logo

The logo is written in small letters, in the custom color of “docomo red.”

It expresses DOCOMO's new brand image of “Human Touch,” “Glimpse into the Future” and “Security and Reliability,” as well as our desire to encourage people to feel an even greater affinity with the brand and a sense of expectation for the changes that DOCOMO will undergo.

We chose red for its dynamic, uplifting impression as a vigorous statement of our corporate stance on innovation.



Responsibility for Brand Management

Yoshikiyo Sakai, Senior Executive Vice President responsible for marketing, is in charge of overseeing the formulation and implementation of our brand strategy. Since the corporate brand has an impact on the entire Group, its impact is regularly deliberated on by the Management Committee and by working groups related to our services.

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Brand Slogan and Statement

Along with our “New Initiatives Toward Delivery of Medium-Term Targets,” DOCOMO announced its new brand slogan and statement that expresses our aspiration to provide “Smart Innovation” that enables customers to fully utilize the most advanced technologies as if it were second nature to them.

● New Brand Slogan

The new of today, the norm of tomorrow

● Brand Slogan and Statement

DOCOMO's brand slogan “The new of today, the norm of tomorrow,” expresses our strong commitment to leverage innovation in revolutionary ways that will enable all customers to realize more convenient and enjoyable lives.

DOCOMO has embarked on a new challenge:
connecting the separate elements of daily life
to achieve levels of convenience and enjoyment never seen before.

We call it “smart innovation”.

Security and peace of mind, health, education,
and all the other pleasures that go to make up life —
we are proposing optimum connections for each individual,
taking the provision of information and enjoyment of life a giant step forward.
To make this a reality, we are supporting innovation across a wide range of businesses.

And beyond this, we are also actively developing novel solutions
to the challenges facing society.

This culture of challenge and innovation is deeply rooted at DOCOMO.

For us, however, it's not simply about creating products and
services that are new; it's about creating things that, before you know it,
become essential or even taken for granted in daily life.

We firmly believe the lifestyles that “smart innovation”
makes possible will become the standard, so deeply ingrained they are hardly noticed.

We envisage a time when the new becomes everybody's taken-for-granted standard,
and we are working towards that day with everything at our command.

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Brand System

NTT DOCOMO Corporate Brand (Carrier Brand)



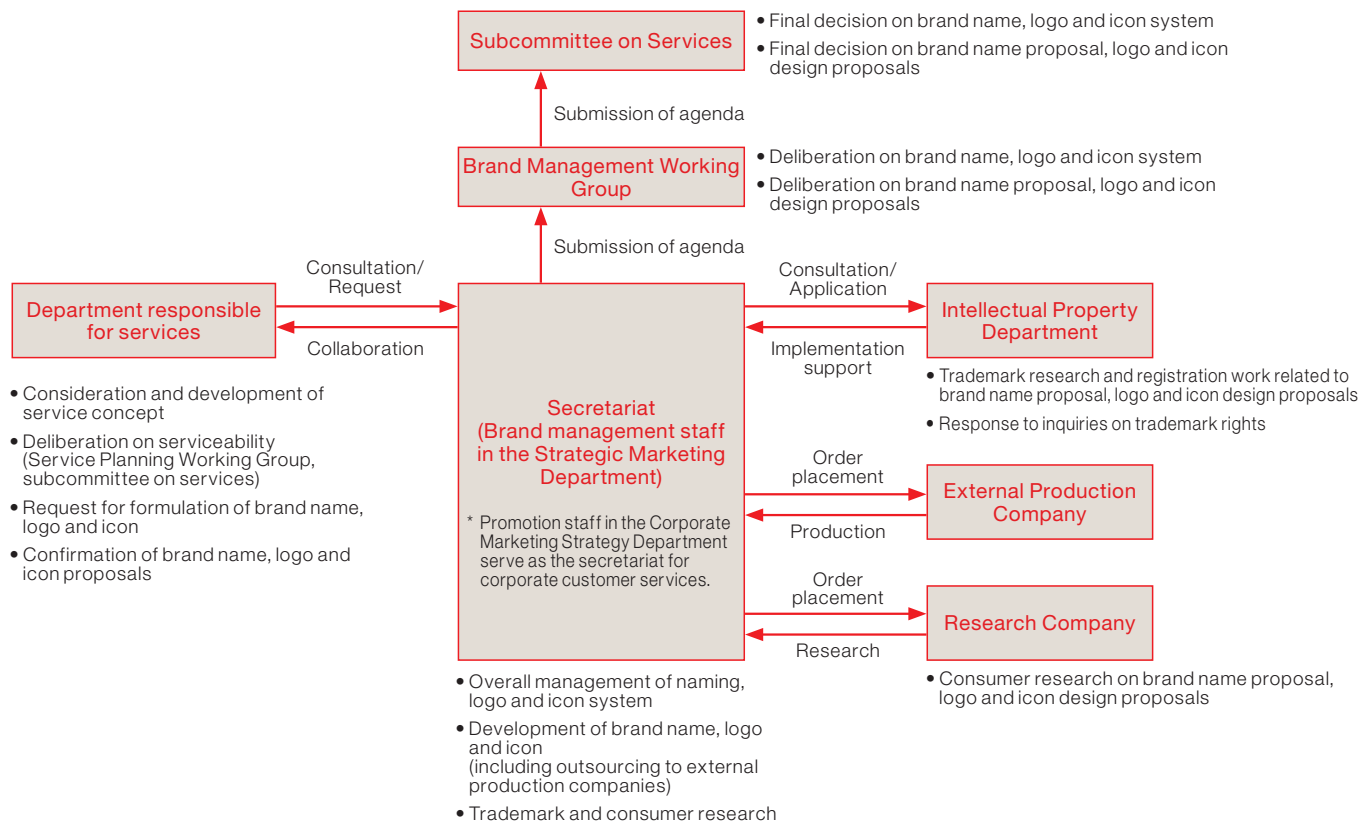
Service Brands

- Network services: Premium 4G, VoLTE, Xi, FOMA, docomo Hikari, etc.
- Communications services: new service domains (provided by NTT DOCOMO, Inc.) including imadoco-search, Shabette Concierge, Map Navi, Hanashite Hon'yaku and Anshin Remote Support; dmarket services including d shopping, d game, d book, d travel, d music, d fashion, d delivery, d creators, d apps & review, d kids, dTV, d hits, d magazines and, d anime store; docomo Insurance; Petfit; DCMX; docomo Money Transfer; Osaifu-Keitai, etc.
- New service domains (provided by subsidiaries): NOTTV; ABC Cooking; Radishbo-ya; Karada no Tokei WM; Karada no Kimochi; Runtastic for docomo; MAGASEEK; Oak Lawn Marketing; Tower Records, etc.

Management of Names Logos and Icons

We formulated the Guidelines on Naming, Logos and Icons to systematically manage these aspects of various services provided by DOCOMO, with implementation confirmed by the Brand Management Working Group and the secretariat.

● Management of Names Logos and Icons



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Brand Management Indicators

With regard to our corporate brand, we closely monitor indicators such as the NICES overall company rankings (ranked third in fiscal 2014), employee satisfaction survey results for the personnel-related issue and SRI indices such as the Dow Jones Sustainability Index (DJSI) for investor relations and corporate social responsibility.

Brand Recognition and External Assessment

The DOCOMO brand is highly regarded in Japan.

● Top 5 Japanese Brands Recognized in Japan

2014 Ranking	2013 Ranking	Brand Name	Sector	Brand Value (USD million)
1	1	NTT DOCOMO	Telecommunications	10,582
2	2	Mitsubishi UFJ Financial Group	Finance	6,528
3	3	Softbank	Telecommunications	6,352
4	6	UNIQLO	Retail	4,160
5	4	Sumitomo Mitsui Financial Group	Finance	4,112

Source: Interbrand Japan, "Japan's Best Global Brands 2014"

Brand value was calculated for Japanese brands with overseas sales ratios of less than 30% (actual consolidated results for FY2012)

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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 and anywhere. 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 Toward 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

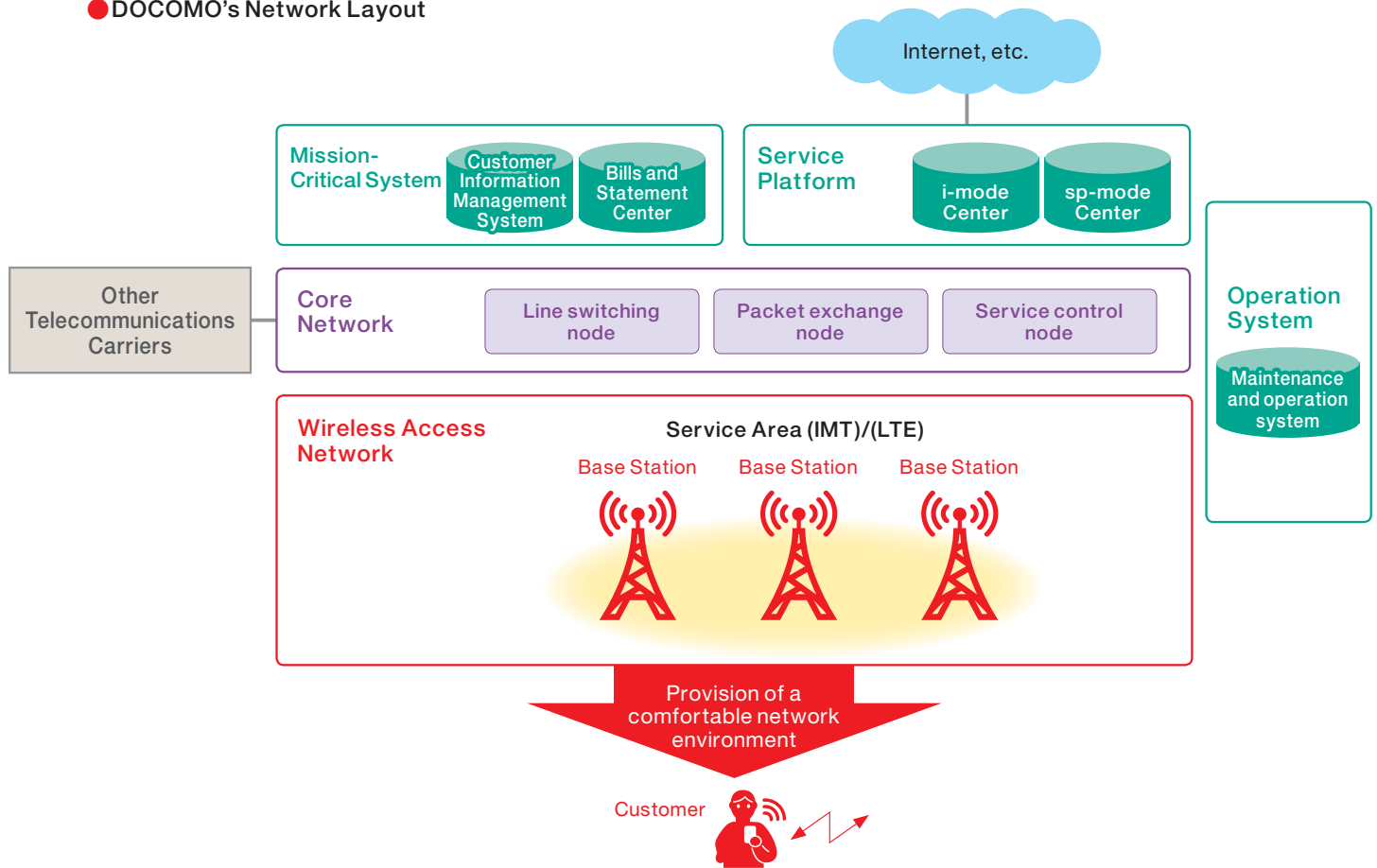
DOCOMO works to provide ever-improving network services that consistently satisfy customers. Building base stations to expand our service areas offers connectivity to our customers wherever they are – in the city, on the subway, or in a rural or relatively unpopulated area. We also work to maintain a 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 LTE and constructing a robust lifeline based on DOCOMO's Three Principles of Disaster Preparedness, which we can rely on in times of disaster.

Overall Layout of DOCOMO's Network

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

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● DOCOMO's Network Layout

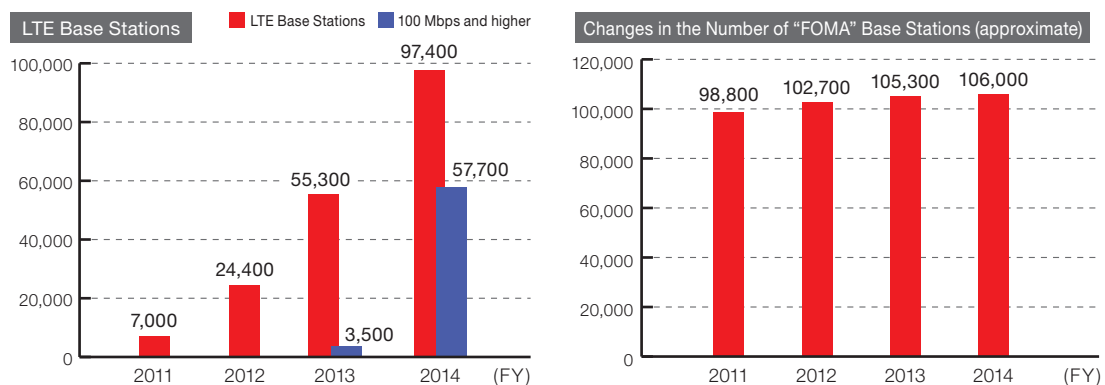


Expansion of the Service Area

● Building Base Stations

We are building base stations to further enhance voice communication and data transmission as well as to expand our service area. The number of base stations has been increasing every year, with a total of 106,000 FOMA base stations and 97,400 LTE base stations operating in fiscal 2014. As for LTE, we are increasing the number of base stations capable of communication speeds of 100 Mbps or higher, and the number of stations has increased by more than tenfold, from 3,500 stations in fiscal 2013 to 57,700 stations in fiscal 2014.

● Number of Base Stations (LTE and FOMA)



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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's 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 (tell us about) DOCOMO Reception Quality. We received approximately 30,000 reports from customers in fiscal 2014. We will continue to improve reception quality by using 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 a customer, we will dispatch technical staff to their home 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 improvements made through the installation of a base station. In fiscal 2014, we visited approximately 30,000 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 in 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 local residents and governments.

● Using a Mobile Phone Overseas

DOCOMO is expanding its international roaming service so that customers can enjoy the convenience of their mobile phones overseas. The WORLD WING service allows customers to continue using the DOCOMO mobile phones they use in Japan within the service areas of overseas carriers that partner with DOCOMO while retaining the same phone number and e-mail address. 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



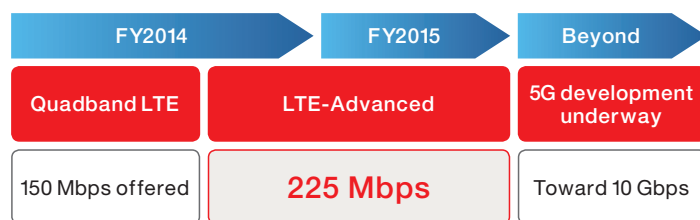
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Seeking Even Faster Speeds

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 in September 2013, and in March 2015 we reached 225 Mbps with LTE-Advanced.

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, discussions on 5G have been picking 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 for over more than 20 years.



Note: These are the theoretical maximum download speeds and may change with the communications environment, etc.

A Robust Lifeline that Ensures Reliability in Times of Disaster

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 in harm's way as well as workers involved in relief and recovery. DOCOMO has established the Three Principles of Disaster Preparedness so that it will be ready in the event of an emergency. These 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 generation vehicles Prepare disaster-response manuals, plan for a disaster response office and other institutional arrangements, conduct disaster prevention training

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● 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 have continued to install Large-Zone Base Stations, and 106 of these facilities had been installed nationwide as of the end of March 2014.

● Efforts to Build a Reliable Communications Infrastructure

Applying learnings from the Great East Japan Earthquake, DOCOMO has been promoting the use of uninterruptible power supply systems in base stations as countermeasures to potentially long-term blackouts at the stations, which 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 government 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 National and Local Governments

The NTT Group Disaster Preparedness Plan was established to facilitate the implementation of preparedness and response measures as a designated public body under Japan's Disaster Measures Basic Law. We are working to promote disaster preparedness under this plan. Moreover, as a disaster prevention measure, DOCOMO has signed an agreement with Japan's Ministry of Defense and Ground Self-Defense Forces on cooperating with local units in disaster preparedness.

Under 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.

Radio Wave Safety

Policies and Philosophies

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

Compliance with Radio-Radiation Protection Guidelines

● Committed to Ensuring Radio Wave Safety Compliance with Radio-Radiation Protection Guidelines and other Regulations

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.

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● Collaborative Research on Radio Wave Safety

Since 2002, DOCOMO has conducted experiments in collaboration with KDDI Corporation and SoftBank Mobile Corp. related to the possible impacts of radio waves on the human body at the cellular and genetic levels. Following an interim report issued in 2005, we released a final report in 2007 stating that the research had identified no impact. This report provided scientific evidence against the argument that radio frequency radiation has an impact on cell structure and function, which may cause cancer, and reconfirmed the safety of radio waves from mobile phones 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 in an effort to enhance public welfare associated with the use of radio waves. In support of the ARIB, DOCOMO is actively involved in these initiatives as a regular member. We will continue to 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.

● For more information about “Radio Wave Safety,” please refer to our website.



<https://www.nttdocomo.co.jp/english/corporate/csr/safety/#top>

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. As for current social concerns related to mobile phone use, such as criminal behavior, addiction and other unethical issues, we are partnering with Japan's Ministry of Internal Affairs and Communications as well as other relevant organizations to sincerely address these concerns as an important corporate social responsibility.

Product Control

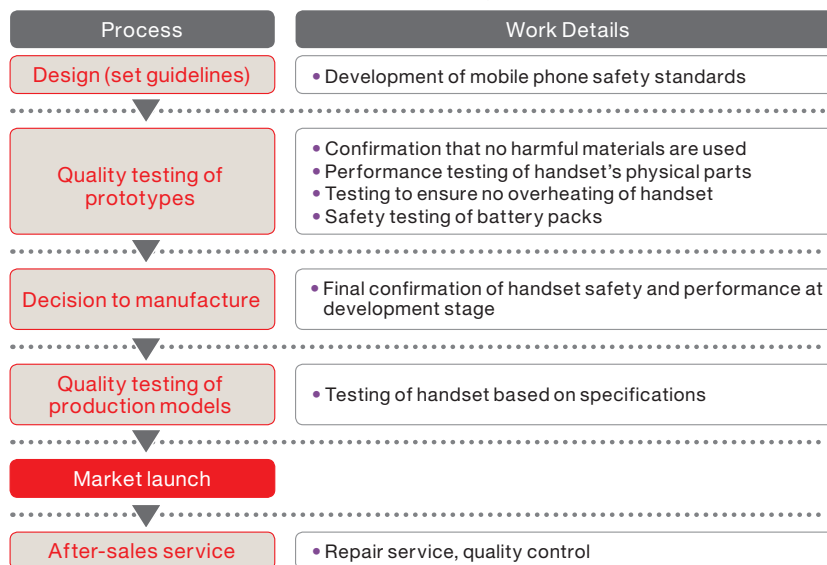
DOCOMO works with handset manufacturers to develop products that are safe at every step of the way. We do not simply rely on the manufacturer's design standards, but rather proactively provide it with a list of our own safety standards, run safety tests on electrical properties, durability and other areas during product development, and check the product's safety through to its market launch. The departments in charge of each stage of the production flow carry out quality control 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 checks against product launch criteria such as quality control and maintenance support systems, including examinations of packages and manuals, by divisions responsible for planning and development, quality control, procurement and supply, and sales and maintenance. Once a product has been confirmed to be free of any quality concerns, a meeting is convened to determine whether it is ready to be launched. These thorough and strict quality processes ensure that our products can be used safely, reliably and conveniently by customers at all times.

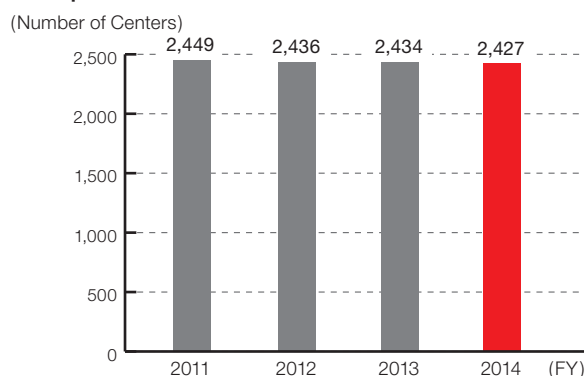
In addition, we have repair and service centers throughout the country to respond to any problems with our products once they are on the market. We also lend out replacement handsets when phones go in for repair. Through efforts such as these we are doing everything we can to avoid inconveniencing our 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 that customers are informed on a continuous basis.

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● Flowchart of Standard Product Quality Flow



● Repair and Service Centers



Ensuring Product Safety through the Use of Software

DOCOMO listens to customer feedback to improve the quality of mobile phones. In response to the valuable input DOCOMO receives from customers on a daily basis, we promptly investigate whether the cause of a problem is related to hardware or software and study ways to improve quality while considering a variety of aspects. Through these efforts, DOCOMO is working to make improvements so that high-quality products can be shipped from the factory as soon as possible.

DOCOMO also provides information on the service for updating software for products with a software update function so that customers can easily update software without visiting a DOCOMO service counter. For example, information on software updates, instructions for setting and using the music functions, and user manuals are available on our customer support site for each type of mobile phone product currently in use. Specifications and other information related to product models that are no longer in production are also provided online, as well as the corresponding software updates that follow an OS version upgrade.

● Software update



https://www.nttdocomo.co.jp/smt/support/utilization/product_update/software_update/index.html

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Disclosures of Information Related to Products and Services

DOCOMO strives to provide customers with easy access to the latest product information. In 2014, we opened a “docomo LOUNGE” in Tokyo and Fukuoka as bases from which we deliver information and provide customers with opportunities to experience our services, such as those for online shopping and video distribution, as well as our latest smartphone and tablet models.

We also provide a full range of constantly updated content on our website, including the docomo My Shop. To review product information, users can select multiple products and compare specifications at a glance. Some docomo Shops offer support in various languages, have staff who can use sign language, and have writing boards available for the hearing impaired, making it easier for people who require these services to obtain information on DOCOMO's products and services. We will remain committed to delivering information in ways that are convenient, easy to understand and more appealing to our customers.

● docomo LOUNGE



<http://www.docomo-lounge.com/>

● Support through video phone



https://www.nttdocomo.co.jp/support/shop/service/sign_language/

Security Protection of Mobile Phones

● Start of “Anshin Net Security” and “Anshin Number Check” 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 the globally renowned security vendor McAfee, Inc., 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.”

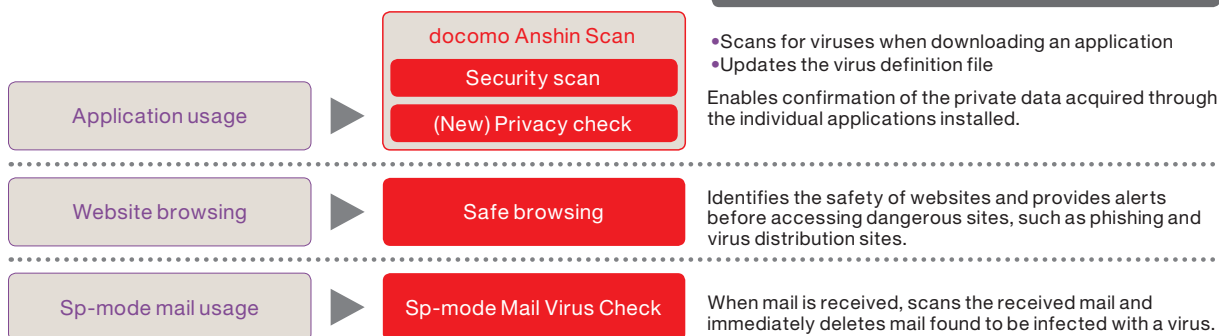
DOCOMO also provides the “Anshin Number Check” service, allowing worry-free use of a phone through advance notification of an incoming call from numbers thought to be used for persistent sales calls and other nuisance calls as well as scam calls and other dangerous calls. The system automatically identifies calls from suspicious phone numbers and displays a warning so that the receiver can refuse to take the call. The receiver can also see the history of calls that were refused.

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.

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● Anshin Net Security



Use of Social Media

When using social media with customers as a communication tool, the NTT DOCOMO Group conducts operations in accordance with the following social media policy.

About the NTT DOCOMO Group's Social Media Policy

The NTT DOCOMO Group will abide by the code of conduct and basic rules defined below as the social media policy when using official social media.

1. Purposes of this policy

- (1) To promote communication by appropriate means
- (2) To always have self-awareness and responsibility as a DOCOMO Group member when using social media

2. Definition of social media

Social media is defined as media that allows the general public to communicate with each other through information posted by individuals using the Internet and web technologies.

3. Basic rules to follow when using social media

- (1) Always respect and listen carefully to those you communicate with
- (2) Clarify the purpose of communication and provide valuable information
- (3) Use easy to understand language
- (4) Understand the characteristics of digital tools, such as instant transmission and inability to cancel it
- (5) Fully respect privacy
- (6) Fully respect copyrights

4. Information for customers

Information posted on a social media site by an administrator who operates an account approved by DOCOMO is not always posted after it has been verified, due to the characteristics of social media. In that regard, such information should not be regarded as official announcements and statements from DOCOMO. Please note that such information may be corrected later. Official announcements and statements from DOCOMO are posted on DOCOMO's website. Specific operations (support hours and whether or not or how to respond to inquiries) vary depending on the account.

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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 lists 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 was published in fiscal 2013 and distributed to the ISPs that participated in the experiment and other organizations. 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 the 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 problem occurs. 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 customers to set their own access restrictions for certain sites or site categories. 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 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

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•DOCOMO Began Expanding the Secure Mode Service Application to Ensure the Security of Smartphone Use by Children

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 deemed 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.

● Considerations for Seniors and Persons with Disabilities

•DOCOMO Hearty Style Products with Universal Design Features

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

Principle	Policies
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)
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 every employee involved in product design and development or in customer service is fully aware of universal design principles. We therefore hold universal design training to further raise the awareness of employees in relevant departments. To facilitate understanding of conditions faced by 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 using a wheelchair. We plan to continue providing opportunities to raise employee awareness of universal design.

•Developing Universal Design Products

DOCOMO, with a firm awareness of universal design, is focused on developing products and services that are easy for everyone to use. For example, in light of Japan's aging population, we continue to develop products that respond to customers' diversifying interests, including the Raku-Raku PHONE series and functions on other models, such as simple menus, and enlarged text menus. In addition, we have adopted easy-to-read universal design fonts for the Raku-Raku PHONE series. Going forward, we will continue to incorporate universal design elements into a wide array of models to provide mobile phones that are easy to use for a broad range of customers.

•Braille Billing Services

In fiscal 2014, 31,702 Braille billing statements were issued, providing billing amounts, statement details and other information in Braille for people with visual impairments. Going forward, we will work to provide even better Braille billing services by taking into account customer feedback and other advice.

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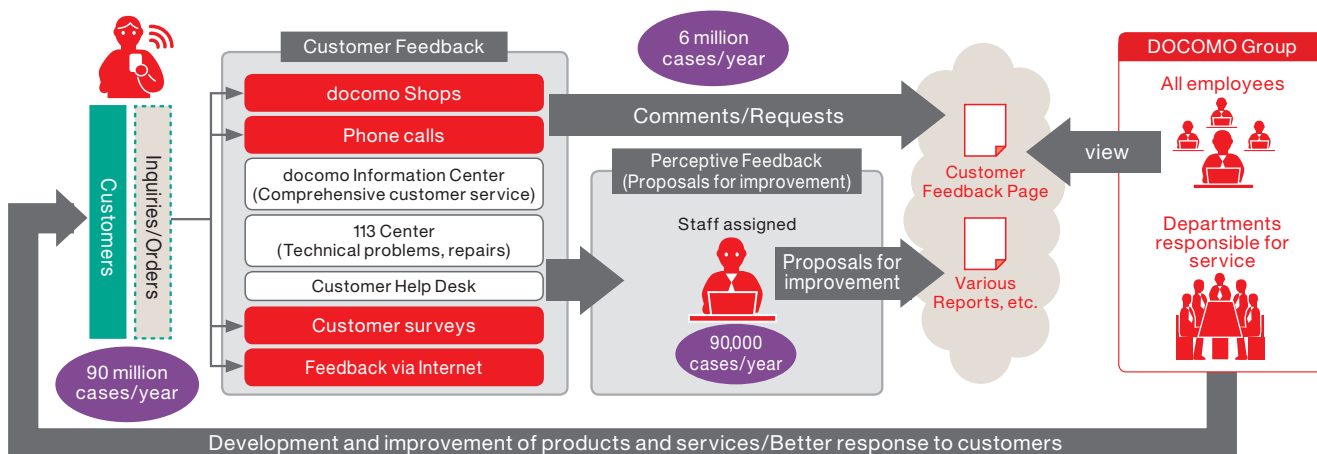
Strategies for Increasing Customer Satisfaction

Policies and Philosophy

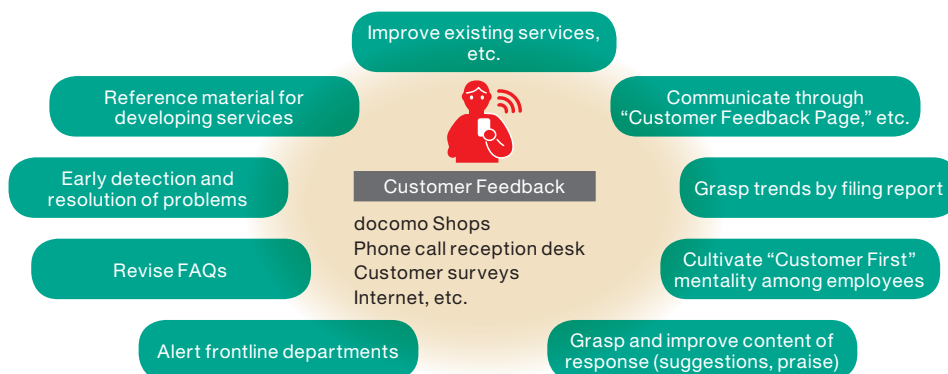
Through its interaction with customers, DOCOMO receives approximately 6 million comments from customers and 90,000 from employees per year. All customer feedback is handled in a way that ensures it can be viewed by DOCOMO employees at any time and disseminated throughout the DOCOMO Group almost instantly 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 toward achieving 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.



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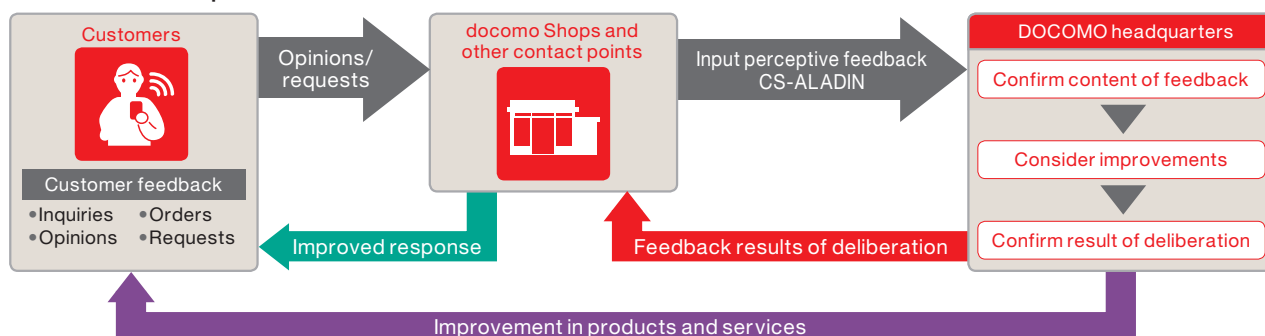
Strategies for Increasing Customer Satisfaction

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, phone call reception departments such as information centers, or other related offices and is sent directly to the relevant department of the headquarters through an internal system and then utilized for improving products, services and administrative processes.

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

Flow of "Perceptive Feedback"



Improvements through Customer Feedback

Customer feedback serves as an indicator of the customer response capability of docomo Shops, retailers and call-taking channels such as the information centers. 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 3.8 million comments from customers every year, and all comments and evaluations are sent back to docomo Shops and information centers. These sites thoroughly 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



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Marketing Activities and Promotional Efforts for Customers

Policies and Philosophy

As a "Smart Life Partner," DOCOMO aspires to become a "Value Co-Creation Company" that contributes to bringing greater affluence to society, revitalizes industry and provides solutions for social problems through collaboration with various stakeholders. By pursuing marketing activities related to these initiatives, we intend to create a brand image that customers associate with "more benefits, more fun and more convenience," and thereby establish DOCOMO as a brand that enjoys the enduring loyalty of its customers.

We seek to offer completely new dimensions of comfort and excitement by connecting everything that is tangible and intangible in our lives, which we call "Smart Innovation." Starting in 2015, we will deliver our "Smart Innovation" message while unifying our service brand so that the message is instantly recognizable by virtue of its association with more benefits, more fun and more convenience. By doing so, we will steadily nurture DOCOMO's brand image of a company that consistently takes on new challenges.

In order to move onto a new stage anchored by a brand image at a higher level, DOCOMO will pursue its initiatives for co-creating social values in the four areas of: co-creation of new businesses through the expanded adoption of IoT, solving social problems through service offerings, tackling regional revitalization through business, and creating business in view of 2020, all with an awareness that DOCOMO is in the midst of new challenges, and by strengthening our awareness we will aspire to transform DOCOMO's challenges into "The new of today, the norm of tomorrow."

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 and 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.

We have made our "Fair Competition Manual" available to employees via our website to deepen their understanding of fair competition and ensure that the conduct of all our marketing activities agrees 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.

Marketing Strategy for Each Selling Opportunity

We plan our marketing strategies after identifying internal and external trends including the regulatory environment, trends at other companies, the economic outlook, etc., and based on our understanding of voice/packet usage and the types of handsets being used by the target customer group. We anticipate the strategies and tactics rival companies will use for a particular selling opportunity and include them in the 4P* standpoints to confirm our strategy and decide on additional measures as required.

* Marketing method for achieving the maximum effect by combining four strategies for product, price, place and promotion.

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Billing Structure

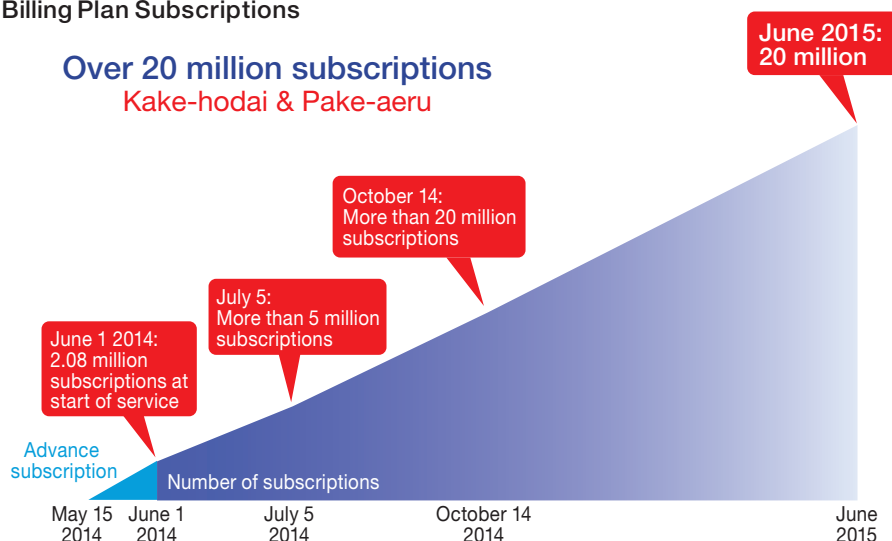
● Creating Innovative Billing Plans

On June 1, 2014, DOCOMO introduced the new “Kake-hodai & Pake-aeru” billing plan, which reflected a fundamental revision of its existing billing system, and the number of subscriptions exceeded 20 million in June 2015.

The new billing plan is based on four main pillars: offering preferential services for long-term customers; offering a discounted rate for customers under the age of 25; enabling customers to make nationwide voice calls at a flat monthly rate; and enabling customers to share monthly data quotas with their family members or among several mobile devices.

The 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.

● New Billing Plan Subscriptions



Promoting Good Manners for Mobile Phone Users and Safe Charging

● Services for Keeping Customers Connected without Causing Disruptions

DOCOMO mobile phones include functions called Public Mode (Drive Mode)* and Public Mode (Phone OFF). Public Mode (Drive Mode) plays a message to the caller and terminates the call during times when a customer does not wish to use their mobile phone. There is no indication on the customer's phone that a call has come in (no ringtone, vibration or lighting up). Another related function is Public Mode (Phone OFF), a network service for use 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 played to inform the caller about the situation and the call is disconnected.

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

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● Smartphone-Distracted Walking

Since fiscal 2004, DOCOMO has been dispatching instructors to local schools and learning centers for adults to explain the rules and acceptable behavior for safely using mobile phones. More recently, in response to various new issues arising from the growing use of smartphones, we revised the teaching materials to include a focus on smartphones and added content related to the safe use of these products.

Accidents and other problems associated with smartphone-distracted walking, however, remain a growing public concern. Therefore, in fiscal 2012, DOCOMO embarked on an initiative 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 can be extremely dangerous, not only for the person using the smartphone but for others as well. DOCOMO will therefore continue to press the idea that using smartphones while walking can be unsafe.

● Promoting Safe Charging

A terminal may generate an abnormal amount of heat when the connector on the phone being charged is wet or coated with foreign particles. We are therefore issuing special precautions in the manuals, on the DOCOMO website, and on labels displayed on mobile phones, warning users to charge their phones properly and safely.

An industry-wide effort led by the Mobile Computing Promotion Consortium is underway to further raise consumer awareness and promote safe charging. To alert customers to this issue, the logo shown at right is being displayed in manuals and catalogs.



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 problem. 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	Details
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 outlets, or obtained through fraud or other criminal behavior; or by forging identification or submitting applications with false information (name, address, birthdate, etc.). * “Network use restriction” 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.

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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 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.)

	FY2013			FY2014		
	Male	Female	Total	Male	Female	Total
Number of Employees*1 (excluding loaned employees)	8,874	2,099	10,973	5,897	1,447	7,344
Number of Foreign Nationals	57	30	87	59	36	95
Ratio of Persons with Disabilities*2	—	—	2.10	—	—	2.15
Employees						
Average Age*1	40.9	36.7	40.1	40.2	36.1	39.4
Average Years of Continued Service (excluding persons seconded out/in)*1	18.0	14.0	17.2	17.3	13.7	16.6
Average Salary	—	—	8,289,000	—	—	8,479,000
Average Total Annual Hours Worked	—	—	1,830	1,856.6	1,792.5	1,832.7
Average Overtime Hours Worked	—	—	182.3	206.0	127.8	176.5
Employment						
Number of People Hired	210	77	287	179	90	269
Recent College Graduates	185	72	257	159	84	243
Number of Foreign Nationals	8	5	13	6	7	13
Number of Mid-Career Hires	25	5	30	20	6	26
Number of People Reengaged	1	1	2	0	1	1
Turnover						
Number of Job Leavers (only for voluntary termination)	81	30	111	139	37	176
Job Separation Ratio (only for voluntary termination)	—	—	0.78	—	—	1.2

*1 End of FY

*2 Includes loaned employees

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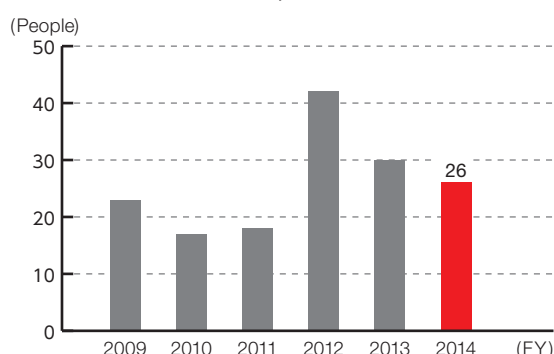
● Starting Salaries (DOCOMO)

(as of April 1, 2015)

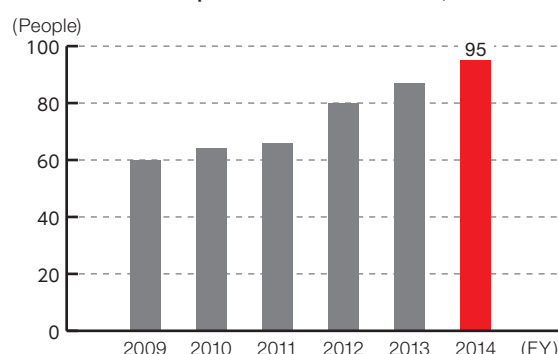
	Monthly Salary	Comparison to Minimum Wage*
Junior University/Vocational College Graduate	180,710yen	132%
Technical College Graduate	183,260yen	134%
University Graduate	209,480yen	153%
Graduate with an M.A.	234,490yen	171%
Graduate with a Ph.D.	283,450yen	207%

*Calculated as 139,860 yen based on the minimum wage in Tokyo (888 yen/hour) (21 days × 888 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.

● Number of Mid-Career Hires NTT DOCOMO INC., unconsolidated



● Number of Employees Who Are Citizens of Countries Other than Japan NTT DOCOMO INC., unconsolidated



Human Resource Management System

● Respecting Individual Capabilities and Promoting Employees of Diverse Nationalities

DOCOMO is committed to hiring people for their skills and abilities, not their nationality. In fiscal 2014, we hired 13 new non-Japanese employees. Consequently, as of March 31, 2015, 95 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. The ratio of women among new-hires exceeds 30%.

● 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 self-evaluations and reviews by their supervisors, colleagues and subordinates once a year, utilizing the “360-degree assessment” approach.

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 behavior expected of them.

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Pension Plan

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

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

We adopted the defined contribution pension plan in April 2014 in view of changes in the public pension program that serves as the pillar of post-retirement income, including raising the age at which pension payments begin. In addition, the increasingly diverse lifestyles of employees require a pension plan that can flexibly respond to their 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-Management Relationship in the DOCOMO Group (Japan)

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 communication, 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 every employee can continue to develop and improve their skills, and ultimately help to provide products and services that more fully satisfy customers.

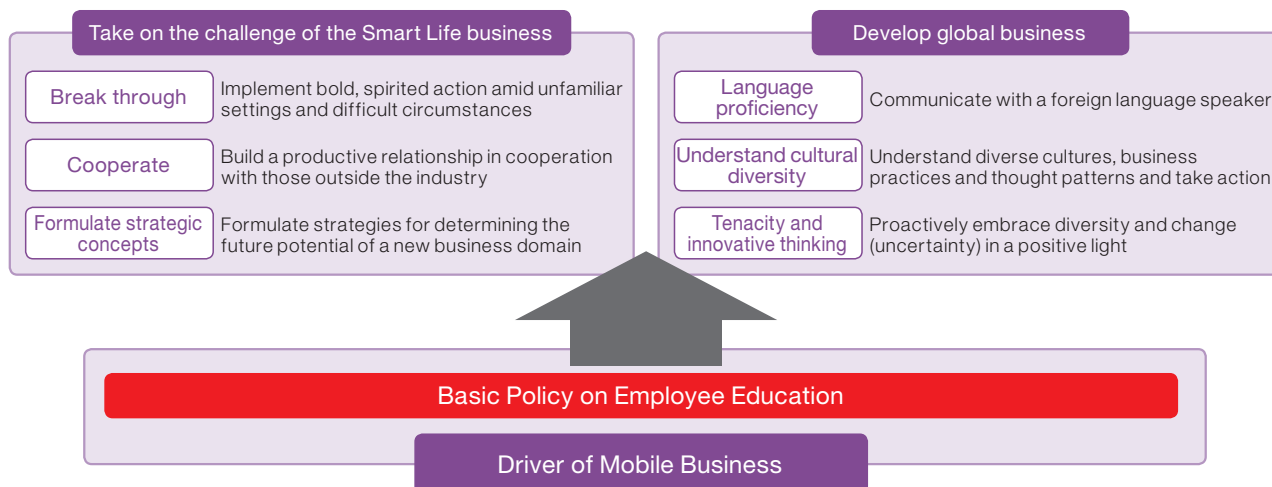
● Basic Employee Development Policies

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.

We are bolstering the capabilities required by the "Mobile," "Smart Life domains" and "Global" areas of our business to develop human resources for realizing the Smart Life, centered on these four basic policies.

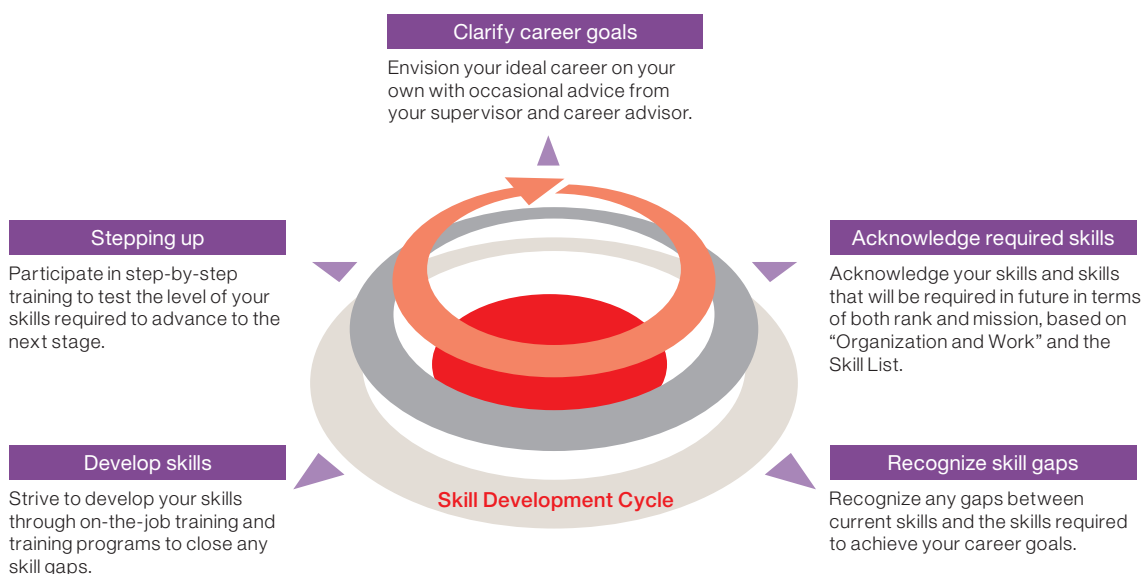
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● Skills and Capabilities Required for Realizing the Smart Life



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.



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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 annual 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 fiscal 2015, we will conduct assessment training in which employees identified gaps between their current status and what they consider ideal in order to analyze their strengths and weaknesses. Employees subsequently use their feedback report to review their work in consultation with their supervisors. In this way, we are reinforcing on-the-job training at each workplace to provide opportunities for appropriately evaluating the attitudes and behavior of employees, encouraging individual development by helping to improve the quality of work, and supporting employees in realizing their dreams.

● Helping Employees Develop Specialized Skills

We implement 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 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 light of our business reform and restructuring efforts, along with the introduction of a new employment system, we conducted Group-wide employee training in fiscal 2014. We integrated the training framework for DOCOMO employees and career track employees at Group companies to create an efficient system for organizing the training. We also offer training opportunities for Regionally limited permanent employee to ensure ongoing skill development based on the premise of open-ended employment contracts. Also in fiscal 2015 we continued to implement a variety of priority programs to strengthen the mobile business, new business and international business toward realizing the Smart Life and developing human resources capable of supporting enhanced productivity in our mobile business and further accelerating our drive to take on challenges in the Smart Life business.

As part of our efforts to help employees with their own development, we make available a menu of around 560 correspondence courses and also provide support for acquisition of 119 types of certification. In fiscal 2014, 1,170 employees acquired some form of private or public certification. In addition, managers help motivate employees before training starts and later follow up with interviews. We also formulate skill development plans for different areas of specialization to reinforce professional capability at each organization.

● Business Skills Development Programs

Business Skills	• Training for career level
	• Elective-type training (communication, management, etc.)
Specialist Skills	• Global on-the-job training
	• Overseas study
Personal Growth	• Expert training (sales-related/engineering-related, etc.)
	• Distance education • Support for obtaining certifications • Language school support • TOEIC and other examinations

● Employee Training Expenses (NTT DOCOMO, INC.)

	FY2013	FY2014
Training expenses (Million yen)	1,351	1,262
Cost of training per person (Million yen/person)	12.3	17.2

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● Implementation of Major Business Skills Development Programs

Description of Training	Outline and Purpose	Number of Participants
Introductory training for new employees	Develop the mentality, manners and business skills necessary for making the change from student to adult member of society	362
Training for section managers	Provide the basic knowledge required for a manager, and bolster management capabilities with an emphasis on harnessing organizational strength	255
Leadership training	Develop skills related to teamwork and human resource development aimed at maximizing the motivation and abilities of subordinates and younger employees	555
Training for female executives and managers	Strengthen the pipeline from younger employees to management with the aim of promoting women's careers (appointment to leadership positions)	50
Global training	Program with an emphasis on improving practical skills to develop human resources for global business areas	451

● 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 1,460 employees had applied by the end of fiscal 2014, and of this total, approximately 240 are currently working in their department of choice.

● Common Self-Development Support System for the DOCOMO Group

In July 2014, DOCOMO Group companies adopted a set of common criteria for supporting self-development and a menu of courses to create a unified system of operation. With this revision, we expanded the menu of courses for distance education and support for obtaining certifications to enhance the mobile business of Group companies. Together the DOCOMO Group seeks to strengthen the capabilities of each employee by eliminating disparities within the Group and establishing an environment that encourages employees to actively engage in self-development activities.

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 are to improve language skills through the performance of business activities and foster international sensibilities, understanding of business practices, and other professional competencies. In fiscal 2014, we sent four employees to the U.S., U.K., Germany and Thailand for one-year programs. Tailored to the personal background of the respective employees, these training programs cover a wide area, including 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.

● Strengthening of Global Human Resource Programs

We have strengthened our global human resource program from its earlier focus on a self-driven acquisition of language skills based on TOEIC to placing more emphasis on practical skills. We now support group studies through which employees seek to enhance each other's language skills, and we have also added new programs, such as overseas study and exchange gatherings with past Global OJT participants as well as employees with overseas bases to boost employee motivation. We are seeking to further strengthen our program by placing more emphasis on practical skills to respond to the globalized needs of our domestic operations, such as product development with overseas vendors and cooperation and negotiation with "over-the-top" players.

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A Safe and Healthy Workplace

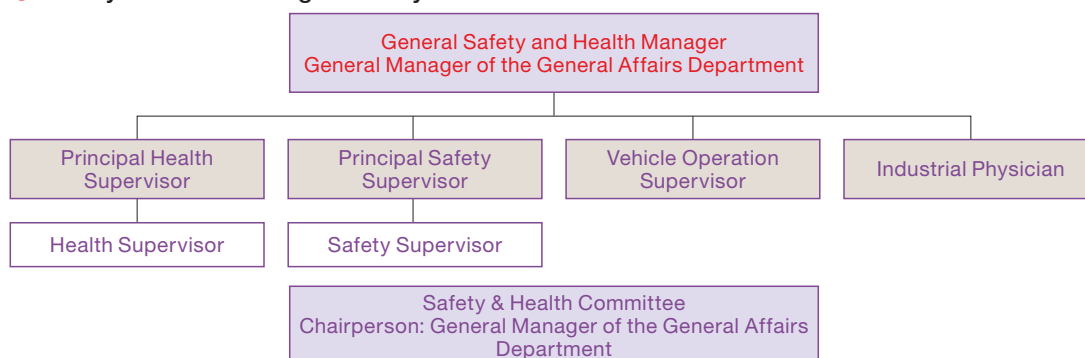
Ensuring Safety in the Workplace

DOCOMO is involved in construction work related to network facility maintenance that is done in high places. Consequently, we conduct operations in compliance with prevailing laws and safety regulations, and we implement safety measures in accordance with the DOCOMO Safety Manual for Construction Work, which are also extended to our business partners. We instruct workers to remain fully alert during assembly and disassembly of scaffolding when installing panzer masts, for disaster prevention broadcasts, to telephone poles, and when working on steel towers and rooftops. We also discuss Hiyar i-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



Safety and Health Management

The NTT Group manages labor safety and health on a Group-wide basis in compliance with Japan's Labor Standards Act and Industrial Safety and Health Law, with the aim of securing the safety and health of staff in the workplace and promoting the development of a pleasant working environment.

DOCOMO has established a safety and health management system at each worksite to fulfill our obligation to secure the safety and health of workers in their workplace. We have also appointed a general safety and health manager who oversees the safety supervisors and health supervisors (safety and health officers at small-scale worksites). Safety Committees set up at worksites that employ more than 100 staff and worksite Health Committees with more than 50 employees. Industrial physicians are appointed for worksites with more than 50 staff.

With respect to specific aspects of operations undertaken at each individual worksite, we ensure that all needs are properly met in accordance with the Ministry of Health, Labour and Welfare regulations, and that we fulfill our obligation to provide physical examinations for all DOCOMO Group employees. We also implement measures for monitoring, managing and reducing long working hours.

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Status of Accidents during Construction Work

As we have expanded our communication areas, we have been making a strong effort to maintain our base stations in order to offer connectivity to our customers wherever they are – in the city, on the subway, or in a rural or relatively unpopulated area.

As a company that outsources construction work to telecom construction firms, DOCOMO seeks to enhance safety management skills by holding the DOCOMO Safety Training program for all DOCOMO Group employees across Japan. The training provides knowledge through sessions on hazard prediction exercises, relevant laws and regulations, aerial work exercises, and vehicle features. In light of past accidents involving special vehicles and aerial work, we also strive to raise the level of response at the worksite by conducting special vehicle hazard training and aerial work skills development sessions jointly with partner companies.

We have intensified safety patrols by DOCOMO Group companies to boost frontline worker safety awareness and ensure thorough implementation of on-site hazard prediction and other safety measures. Specifically, we hold full safety inspections using checklists for reviewing such aspects as safety measures, accident prevention, work procedures and basic actions of every work team in all sites. We also conduct safety awareness surveys on an ongoing basis to question frontline workers at each site on topics such as their awareness of past accidents while also rechecking aspects including safety measures.

● Number of serious accidents in fiscal 2014: 4

Mental Healthcare

The DOCOMO Group emphasizes preventive care based on the “Four Cares” guideline proposed by the Ministry of Health, Labour and Welfare. Principal mental healthcare approaches include self care, for which employees complete questionnaires and perform stress checks; “line care,” which consists of various training programs for managers; and care by in-house industrial healthcare staff. For this final type of care, 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 (EAP Service) that had formerly been used by each branch office and Group company. We did this so that all Group employees could utilize the same service nationwide, regardless of specific circumstances such as personnel transfers. In addition to strengthening primary prevention measures against developing illnesses, focused on self care, we are promoting the horizontal deployment of line care measures by implementing unified national stress surveys, supporting employees’ return to work and strengthening measures to prevent recurrence.

Promoting Diversity

Pursuing Diversity Management

Services and modes of use are becoming increasingly diversified in the mobile phone market. To keep ahead of the curve and continue providing attractive value for customers, DOCOMO has consistently pursued diversity management, deriving our corporate strength from a diverse workforce that represents different attributes including gender, age and nationality.

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Organizational Structure for Promoting Diversity

We established the Diversity Development Office within the Human Resources Management Department in July 2006 and have been working on establishing diversity, supporting women's career development, and enhancing systems that promote the work-life balance. From fiscal 2015, we will aim to further cultivate our corporate culture by focusing on the four priority areas of promoting women's careers, nurturing an awareness of diversity and reforming working styles, supporting the work-life balance, and developing versatile systems.

Through structural reforms undertaken in July 2014, we have reorganized our systems so that the Group can unite in an effort to promote diversity. We appointed diversity promotion managers in the General Affairs Department and Human Resources Management Department at each regional office and Group company, and are actively pursuing initiatives that address issues specific to each company or region.

● Initiatives for Promoting Diversity (Priority Areas – Four Pillars)

	Pillars of the Initiatives	Keywords for Action	Description of Activities
Promoting Women's Careers	Promote women's careers	Raise awareness of career development	<ul style="list-style-type: none"> Set and disclose numerical targets for female management, monitor progress Win-d activities (women's innovative network in docomo) <ul style="list-style-type: none"> Win-d Start (mid-career employees): improve leadership skills, develop role models Win-d Next (managers): meetings with directors, mentoring by organizational heads Diversity Forum (for managers, younger employees, and students) Support for maintaining contact with the workplace during childcare leave (docomo Smile Relay) <ul style="list-style-type: none"> Information device rental, SNS, dispatch of in-house magazine, additional interview prior to reinstatement Forum for employees on childcare leave Three-party meeting after reinstatement (employee, immediate manager, Diversity Development Office) Seminars to support employees balancing work with parenthood (after reinstatement)
Nurturing Awareness	Nurture awareness of diversity and reform working styles	Mutual understanding and creative thinking	<ul style="list-style-type: none"> Communicating the top commitment (monthly dispatch of message) Diversity awareness survey for all employees National conference of Diversity Promotion Managers Activities of the Diversity Promotion Working Group at the head office and regional offices Diversity e-learning for all employees Diversity training for each career level (for younger employees and for managers upon appointment) Diversity training (second-year training)
Supporting the Work-Life Balance	Support the work-life balance	Eliminate concerns and encourage male and female participation	<ul style="list-style-type: none"> Family Day Seminars to support employees balancing work with nursing care Online distribution of knowledge on nursing care, questionnaires on nursing care Corporate support for attending ABC Cooking Lessons for learning about housework and parenting Childcare classes for Fathers and Mothers
Systems	Developing versatile systems	Effective operation	<ul style="list-style-type: none"> Personalized shifts (sliding working hours) Early morning work shift (priority work)

Nurturing Diversity Awareness and Reforming Working Styles

To fully embrace diversity, DOCOMO has been pursuing various efforts such as disseminating commitment messages from top management, endorsing the Women's Empowerment Principles (WEPs) and obtaining the Kurumin certification mark. In future, we will seek to strengthen our organizational activities to ensure that a corporate culture that recognizes diversity as our "common value" will firmly take root. Focused on the keywords of mutual understanding and demonstration of creativity, we will reinforce and continue to disseminate top commitment messages and actively implement diversity training suited to each career level as well as activities to promote diversity.

Developing Versatile Systems

Our pursuit of diversity management requires reform in the way we work and in the development of versatile systems. We will offer a flexible response to the changing environment by introducing programs such as personalized shifts (sliding working hours) and early-morning shifts (priority work).

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Promoting Women's Careers

Among all of our diversity-related efforts, we have been making a particularly forceful drive to support women's careers toward achieving our goal of doubling the ratio of female managers to 5.0% compared to fiscal 2012 and appointing more than ten women to the post of director (including Group companies) by fiscal 2018.

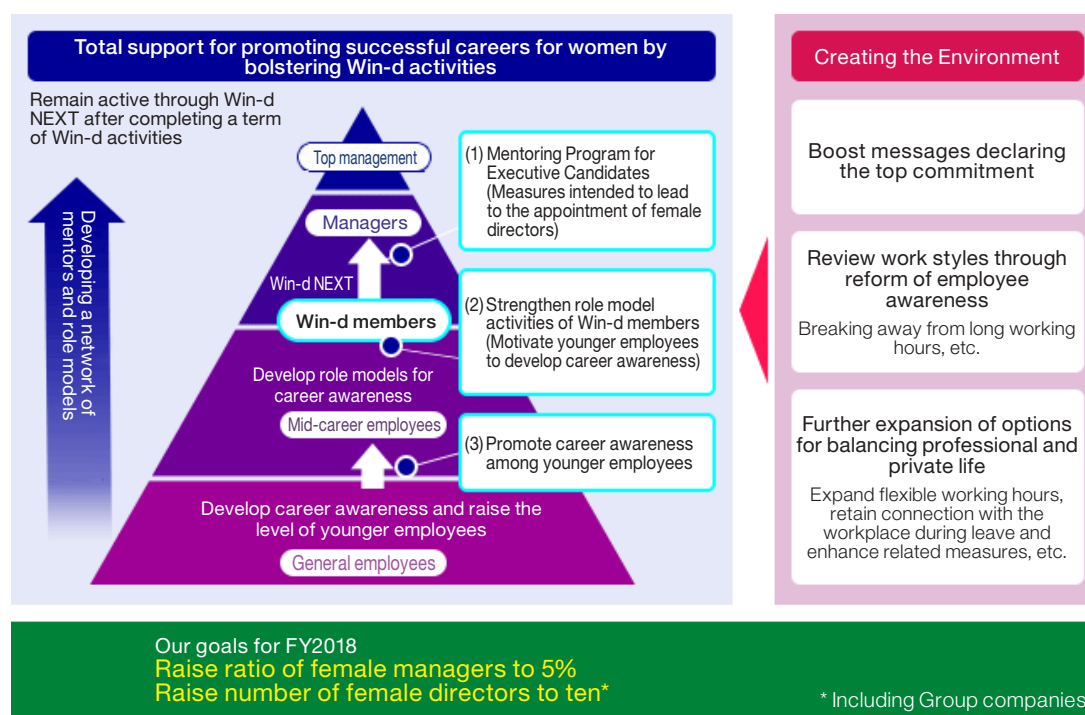
Female employees in managerial positions

	FY2012		FY2013		FY2014	
Male	3,735	97.6%	3,816	97.3%	4,017	97.0%
Female	90	2.4%	105	2.7%	125	3.0%

Support for Women's Career Development (Promoting Women's Careers)

We are accelerating our drive to promote successful careers for women, raise their awareness of career development, and develop an environment in which they can fully demonstrate their abilities. Specific activities designed for these purposes include enhancing Win-d* activities that offer overall support for women's careers to provide appropriate support for career development for each career level, and organizing meetings between executives and female employees, training, and Diversity Forums.

* Win-d: Women's innovation network in docomo (programs for promoting the careers of female managers)
Our goal is to raise the ratio of female managers to 5% and the number of female directors to ten by fiscal 2018.



Activities by Win-d members



Self-analysis and communication skills seminar



Exchange meetings with female managers in different industries

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● 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 for helping corporations streamline existing policies or establish new policies and businesses so that women could participate in every level or field of economic activities. The UN Women and the United Nations Global Compact appeal to corporations and organizations around the world to sign onto these principles.

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

● The Seven Women's Empowerment Principles

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

Promoting a Work-Life Balance

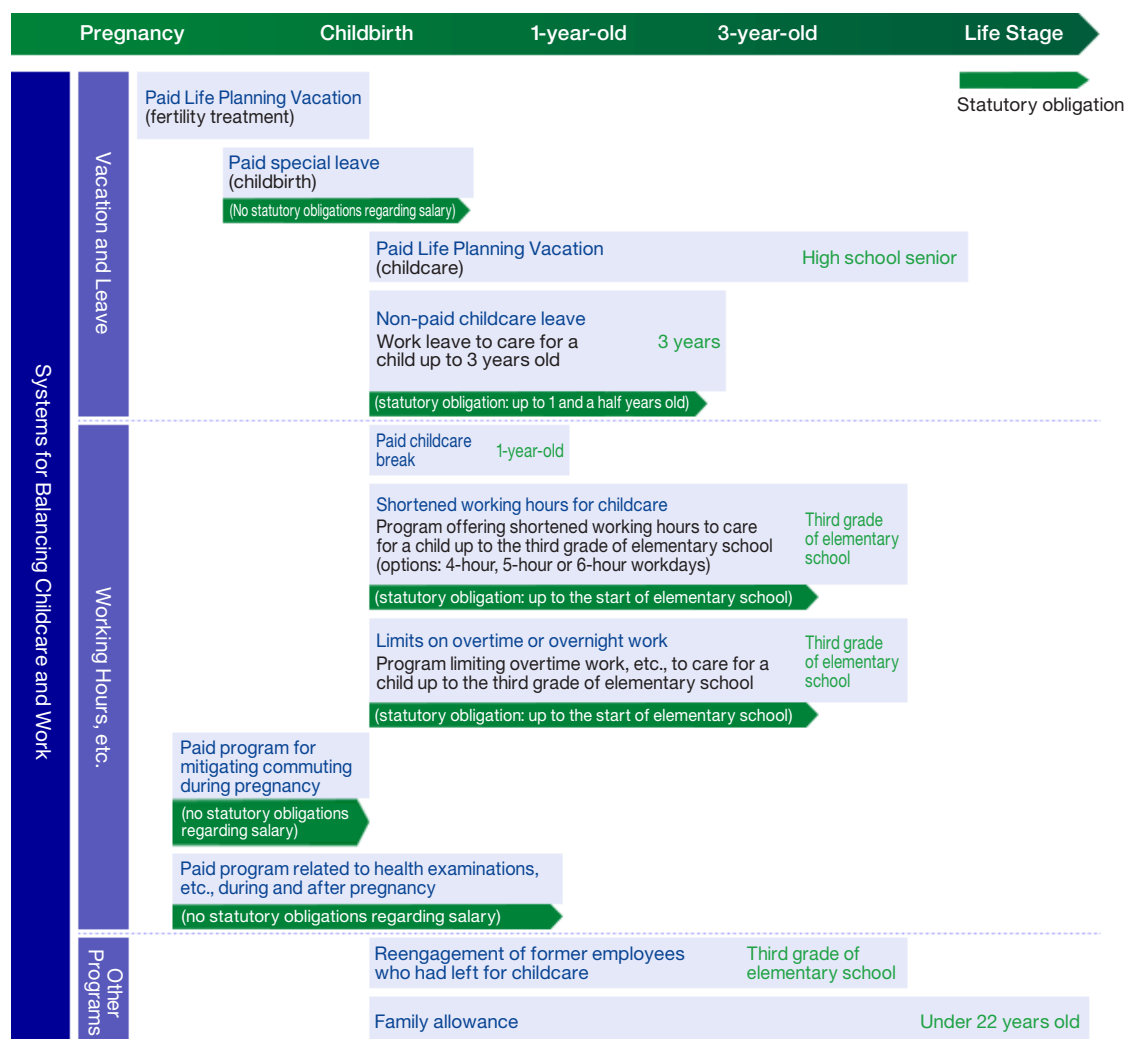
We place priority on the work-life balance so that employees can adopt diverse working styles that meet the needs of the times.

In 2008, DOCOMO obtained the Kurumin certification mark, provided by the Minister of Health, Labour and Welfare to enterprises that support measures to support 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.

● Representative Programs (from the website)

Category	System	Description
Childbirth	Mitigation of commuting during pregnancy	Paid program that exempts pregnant employees from working at the start or end of the workday for up to 60 minutes per day
	Measure related to health examinations, etc., during and after pregnancy	Paid program that exempts employees from working to attend health guidance or a health examination during pregnancy or within a year after pregnancy
	Special leave (maternity leave)	Six-week paid leave before childbirth (14 weeks for multiple pregnancies) and eight-week paid leave after childbirth
Childcare	Childcare break	Paid program that provides a break from work of up to 45 minutes twice per day for female employees who need to care for a child under one year old
	Life planning vacation (for childcare)	Paid program that enables employees with children up to high school senior age to take more than one week off for childcare
	Childcare leave	Program that enables employees with a child under three years old to take non-paid leave for childcare
	Shortened working hours for childcare	Program that offers shortened working hours for employees with a child below the third grade of elementary school (options: four-hour, five-hour or six-hour workdays)
	Limits on overtime or overnight work	Program that limits overtime work, etc., for employees who need to care for a child below the third grade of elementary school
	Reengagement of former employees who left for childcare	Program for rehiring former employees who left to care for a child, within a certain period of time since leaving the Company
Nursing care	Life planning vacation (for nursing a family member)	Paid program that enables employees to take more than one week off for nursing care
	Nursing care vacation	Program that provides non-paid leave of up to five days per year to care for a family member (sick child, spouse giving birth, etc.)
	Nursing care leave	Program that enables employees to take non-paid leave to look after a family member in need of nursing care
	Shortened working hours for nursing care	Program that offers shortened working hours for employees with a family member in need of nursing care (options: four-hour, five-hour or six-hour workdays)
	Limits on overtime or overnight work	Program that limits overtime work, etc., for employees who need to care for a family member

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● Utilization of Various Leave Schemes (NTT DOCOMO Group FY2014)

	FY2014		
	Male	Female	Total
Paid vacation days			
Average number of paid vacation days taken	—	—	18.2
Average percentage of paid vacation days taken	—	—	90.90
Maternity and childcare leave			
Maternity leave	—	552	552
Childcare leave	12	832	844
Shortened working hours for childcare	3	902	905
Nursing care			
Nursing care leave	12	34	46
Short-term leave for nursing care	24	36	60
Shortened working hours for nursing care	3	9	12
Life Planning Vacation			
Childcare	139	80	219
Nursing care	311	63	374
Volunteer	518	83	601
Rehiring program			
Rehired after childcare leave	0	0	0
Rehired after transferring	0	1	1
Rehired after nursing care leave	0	1	1
Working from Home program			
Number of employees who utilized the program	5,270	1,213	6,483

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● Balancing Work with Childcare

So that women can continue pursuing successful careers, we must reform the way we work and take vacations, and reform our systems and corporate culture to enable women to continue working by achieving a balance with childcare and nursing care. As one of our efforts to promote diversity, we are developing measures to support employees who are seeking to balance their work and childcare.

To enable women returning from childcare leave to develop successful careers, we offer a program called the docomo Smile Relay, which helps them maintain contact with the workplace while on childcare leave and then continue with their careers. One example is the three-party meeting between the employee, her immediate manager and the Diversity Development Office, held to discuss the systems in place before the employee applies for maternity leave and working styles after returning to work. During childcare leave, we provide support for maintaining contact with the workplace by renting mobile devices, utilizing the in-house community (SNS) and holding related forums that enable the employee to share in-house information and remain in contact with her immediate manager. We conduct another three-party meeting after the employee returns to work, with the aims of eliminating concerns about balancing work and childcare and motivating the employee to develop her career.

Highlight

DOCOMO Receives the Himawari Award for 2014 in the Corporate Category

The Himawari (Sunflower) Awards are sponsored by the Himawarinokai, a specified non-profit corporation. Aiming to support childbirth and childcare and to encourage working mothers, the awards recognize individuals who work in the fields of maternal and child health, government policies, and initiatives by companies and organizations. The program is now in its sixth year, and DOCOMO was presented with the award in the corporate category for the following reasons.

- Its goal of becoming a company that thrives on the diversity of its human resources, including gender, nationality and age, and in which everyone can work with pride in a lively atmosphere, as well as its active efforts to create a corporate environment and to revitalize in-house communication.
- Its active engagement in CSR.

The award ceremony took place on October 15, 2014 at the Parliamentary Museum next to the Houses of Parliament, and the award certificate was presented to the head of the Diversity Development Office by the Himawarinokai chairperson.

● Encouraging Male Participation in Childcare

To dispel preconceived ideas of gender roles, we will continue to engage in activities such as holding diversity training for younger employees soon after they join the Company to nurture an awareness of a "life plan" that includes marriage, family planning and career, and offering ABC Cooking Lessons for learning about housework and parenting, particularly for male employees.

● Balancing Work with Nursing Care

We regularly hold seminars for employees to help them balance work with nursing care. We also distribute information on nursing care to all employees through our intranet site. Providing this information on a regular basis provides employees with knowledge in this area and creates a deeper understanding in the workplace, which helps to alleviate the burden on employees who provide care for family members.

● Enhancing the Benefit Programs and Supporting Employees' Life Plans

DOCOMO is currently enhancing its benefit programs that cover health and well-being, housing, recreation and other areas. Under DOCOMO's benefit system, employees select the programs that they need or that best fit their lifestyle from an assortment of benefits. We also run seminars and training courses to help employees map out their life plans.

● Achievements in Fiscal 2014

	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.	11 seminars were held 365 people participated
Life Design Training	This training program seeks to motivate employees in their late 20s to start thinking about their life plan. It specifically teaches them about investing, pension plans and other aspects of financial planning.	9 seminars were held 239 people participated
Life Design Office	This office provides information and advice to employees on drawing up life plans.	Used by 115 people

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Focus on Expanding Employment Opportunities for People with Disabilities

DOCOMO believes that helping people with disabilities lead their own lives is one of its 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 2015. That number, which represents 2.15% of our total workforce, exceeds the legal requirement.

Transition from Fixed-Term to Indefinite-Term Employment

In April 2014, we introduced a limited area full-time employee system for employees working in areas where they live at service subsidiaries throughout Japan. We hired about 800 limited area full-time employees in fiscal 2014, and about 1,100 were employed under the system as of April 1, 2015.

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 the skills and experience previously gained on the job.

The program is open to former employees who had worked for at least three years and left the Company after March 31, 2010 because their spouse was transferred or accepted a new position elsewhere, they relocated after getting married, or they wanted to concentrate on caring for children. Two former employees were rehired under this program in fiscal 2013, and one was rehired in fiscal 2014.

Opportunities Provided for Post-Retirement Age Workers

DOCOMO's continued employment scheme is to rehire employees who are over 60 years old and 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, we reemployed 151 of the 170 employees who retired in fiscal 2014.

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 2014, the president and senior executive vice presidents made visits to 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 issues that might have been neglected. Other executives responsible for regional offices also dropped by offices and held discussions to get a better handle on issues facing staff as well as current feedback from customers.

Furthermore, we conduct an employee attitude survey once every two years for all employees of the DOCOMO Group (including retirees and temporary employees) to gauge their views on a variety of issues concerning the creation of rewarding working conditions. On matters pertaining to the creation of rewarding working conditions, results for fiscal 2013 were very similar to the results obtained for fiscal 2012, and were 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.

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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.

NTT Group Human Rights Charter

In accordance with the Universal Declaration of Human Rights and other references, the NTT Group has long endeavored to address the Dowa Issue (discrimination based on ancestry in Japan) and other human rights issues, and to create a corporate culture opposed to any form of discrimination. In recent years, businesses have become more global, and the international community is strongly urging companies to implement measures aimed at ensuring that human rights are respected. Amidst this rising emphasis on human rights, the NTT Group unveiled its NTT Group Human Rights Charter in June 2014. This charter embodies our commitment toward fulfilling our social responsibilities as a company that is actively growing on the global stage.

NTT supports the ideals within ISO 26000, an international standard for social responsibility published in 2010, as well as the Guiding Principles on Business and Human Rights endorsed by the United Nations Human Rights Council in 2011. These ideals were incorporated into the NTT Group Human Rights Charter.

NTT Group's Human Rights Charter

We recognize that the respect for human rights is a corporate responsibility and aim to create a safe, secure and rich social environment by fulfilling its responsibility.

1. We^{*1} respect internationally recognized human rights^{*2}, including the Universal Declaration of Human Rights in all company activities.
2. We responsibly respect human rights through efforts to reduce any negative impacts on human rights holders. We respond appropriately when negative impacts on human rights occur.
3. We aim not to be complicit in infringing human rights, including being involved in discrimination, directly or indirectly.
4. When negative impacts on human rights are done by a business partner and are linked to a product or service of the NTT Group, we will expect them to respect human rights and not to infringe on them.

*1 "We" means the NTT Group and its officers and employees.

*2 "Internationally recognized human rights" refers to the declarations and rules considered to be the minimum standards that warrant international protection, and specifically include the following.

United Nations

The Universal Declaration of Human Rights and the Two Covenants on Human Rights

- Universal Declaration of Human Rights (Adopted by the U.N. General Assembly in 1948)
- "International Covenant on Economic, Social and Cultural Rights" and "International Covenant on Civil and Political Rights" (Adopted by the U.N. General Assembly in 1966, came into effect in 1977)

International Labor Organization (ILO)

Fundamental principles laid out in the eight Core Conventions of the ILO Declaration

- ILO Declaration on Fundamental Principles and Rights at Work (Adopted by the 86th International Labor Conference in 1998)

As a member of the NTT Group, NTT DOCOMO will work to ensure that the background and purpose of establishing the NTT Group Human Rights Charter are understood, embraced and practiced by all employees in Japan and abroad.

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.

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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.

Establishment of the Corporate Human Rights Enlightenment Committee

The Corporate Human Rights Enlightenment Committee is a Company-wide 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 in fiscal 2014 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.

In fiscal 2015, we will use these findings 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.

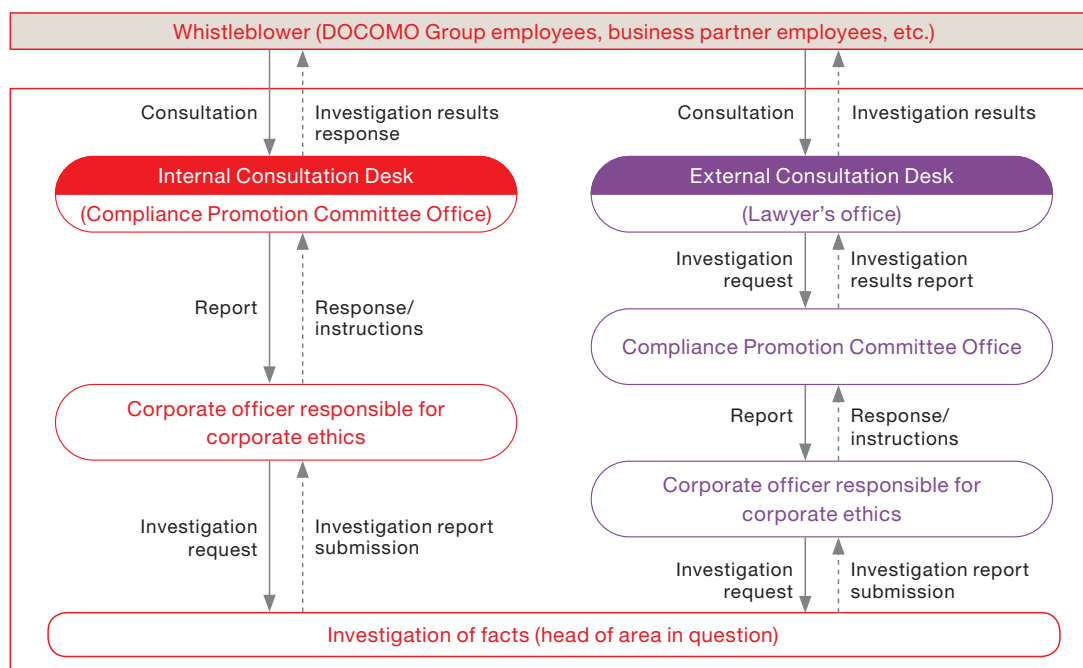
In terms of domestic and overseas investments, and in addition to considering regulatory restrictions on human rights from the above-mentioned perspectives, we assess risks during the decision making phase using a checklist that includes criteria such as the working environment, terms of employment,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

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● 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.

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 of "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 2014, 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.

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● 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 email magazine, which includes important facts about human rights, as a tool for raising the awareness of all employees.

Participation in the Industrial Federation for Human Rights, Tokyo

DOCOMO participates in the Industrial Federation for Human Rights, Tokyo, a voluntary organization comprising Tokyo-based corporations, and 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.

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08 Relationship with Other Businesses

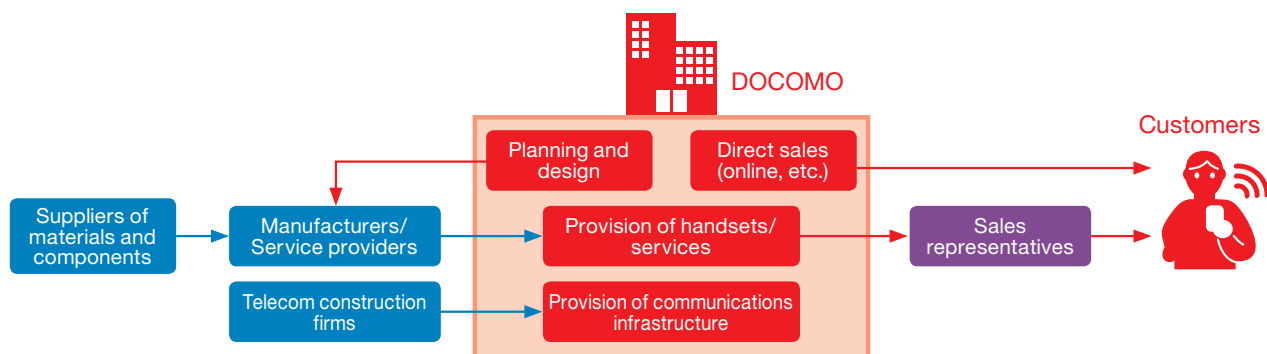
We value our relationship with other businesses that are important partners in our operations, and we strive to maintain fair transactions and undertake CSR procurement in view of our responsibilities to society.

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 have 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 on suppliers based on quality, price, delivery times and stable supply in a comprehensive manner.
3. DOCOMO will conduct procurement in a manner that follows laws and regulations as well as social norms, and takes the environment, human rights and other issues into account, to contribute to society.

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 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 social needs.

We itemized rules for seven CSR-related areas: human rights and labor, occupational health and safety, the environment, fair trading, product quality and safety, information security, and contribution

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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 with both DOCOMO and its suppliers. To further 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, and will ask suppliers to make improvements, if necessary.

In fiscal 2014, we received responses from 57 companies, accounting for 100% 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, the 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 the company name, and in some cases we offer support for improvements based on our stance of working together with suppliers for mutual benefit.

In fiscal 2014, we conducted on-site inspections of one handset manufacturer and one network facility manufacturer in accordance with the checklist in the NTT DOCOMO Guidelines on CSR in Supply Chain. 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, 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.

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Conflict Minerals

Some of the minerals produced in the Democratic Republic of the Congo and other areas subject to ongoing conflict are believed to be funding inhuman activities by armed groups and thereby extending conflict or are thought to be otherwise implicated in human rights violations. The Dodd-Frank Act passed in the U.S. in July 2010 requires companies publicly listed in the U.S. to make disclosures regarding their usage of conflict minerals* produced in the Democratic Republic of the Congo or neighboring countries.

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.

In fiscal 2014, we surveyed primary suppliers regarding the country of origin for minerals contained in their products. We used the EICC/GeSI template, and the rate of response was over 90%. From the results of the survey, we were unable to determine the likelihood of the involvement of armed groups or whether they are a source of funding for some products containing minerals. We intend to continue conducting the survey.

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

● U.S. SEC Filings



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

- Form SD (Filed in May 29, 2015)
- Conflict Minerals Report (Filed in May 29, 2015)

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 2014, 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 Telecom Construction Firms

DOCOMO offers its services through communication facilities that are mostly built by telecom construction firms. DOCOMO maintains communication infrastructure to respond closely to customer needs based on proper contracts with telecom construction firms with whom we work as partners.

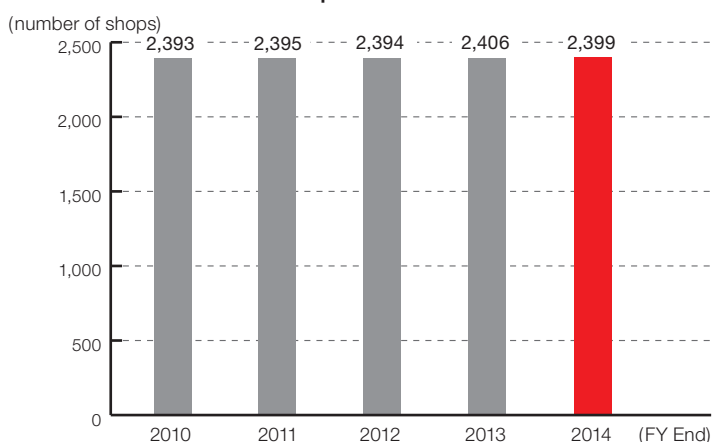
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Relationship with Sales Representatives

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 about 2,400 docomo Shops, specialized stores dealing with the Company's products and services, nationwide as of the end of March 2015. 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.

● 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 to answer questions regarding products, services and procedures.

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.

We maintain a four-tiered qualification system for docomo Shop staff, and we seek to enhance the skills and raise motivation of each individual by conducting tests using the results of training for practically applying these skills. Over 90% of our staff are qualified in this way, with 8% holding the top-level qualification.

We constantly upgrade our education and training programs in response to new products and services as well as to reflect requests from customers and staff in an effort to enhance the skills of our staff.

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● Customer Service Contest for docomo Shop Staff

docomo Shop staff from across Japan gathered on November 11, 2014 to demonstrate their customer service skills in the “docomo Shop Staff Customer Service Contest – Meister of the Year 2014 National Competition.” Now in its seventh year, the contest was launched nationwide in fiscal 2009 as an opportunity for staff to demonstrate customer service skills required in their daily operations in addition to an accurate knowledge of mobile phones and services. In 2014, the grand prize went to Mr. Yoshinori Tanifuji, who works at the Iwaki Chuo Shop (docomo Shop) and represented the Tohoku region.

● 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 this effort, we are working to convert approximately 2,400 docomo Shops throughout Japan to indoor LED lighting.

LED lighting is said to consume only one tenth of the electricity used by incandescent bulbs, and only half that of fluorescent fixtures. Therefore, they significantly contribute to energy savings and, with a useful life four times longer than that of a fluorescent fixture, help to lower operating costs.

DOCOMO embarked on this effort in earnest in fiscal 2011 and had them installed in 2,016 shops by the end of fiscal 2014, reducing electricity consumption by about 15,840,000 kWh, representing a reduction in CO₂ emissions of about 8,714 tonnes. We are also installing solar panels. In fiscal 2014, we focused on standalone shops in regions faced with possible power shortages and completed installation in an aggregate total of 66 shops, reducing electricity consumption by about 1,200,000 kWh. This is equivalent to cutting CO₂ emissions by about 662 tonnes.

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 learnings 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 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 2014, 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 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 2014.

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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 by having all new docomo Shop staff participate in Hearty Mind training, and more than 7,000 of our employees did this in fiscal 2014.

* Not installed at all shops

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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 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 a HEART goal.

In addition, the charter clarifies our commitment to helping solve global environmental problems by providing ICT services

ICT can help to control the generation of CO₂ by reducing the consumption of materials and energy for the production of books and music as well as visual media; reducing work processes through increased operational efficiency; reducing the movement of people through network utilization; and reducing the movement and storage of goods through information digitization.

In recent years, DOCOMO has been making use of cloud services to concentrate data servers owned by customers in the cloud, thereby achieving reductions in the consumption of energy related to servers, work processes related to maintenance and operations, and the storage of goods due to the need for less equipment. In addition, our video and image distribution service “dTV” uses online distribution of content to reduce the materials and energy required to manufacture products and avoid energy consumption that accompanies the subsequent distribution of physical goods to shops.

In these ways, ICT brings innovation to various areas while contributing to reducing environmental impacts in our daily lives and on society.

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.

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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.

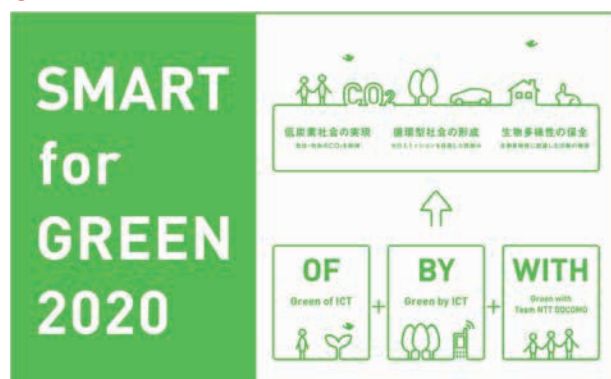
President and Chief Executive Officer

Kaoru Kato

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 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

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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



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



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

Status of Initiatives for Achieving Targets

We are reducing energy consumption for data communications by actively introducing energy saving systems and raising the operational efficiency of our network facilities.

In an effort to reduce the volume of promotional materials, we sought to digitalize promotional tools used at stores and control the wastage rate by using an inventory management system. As a result, we reduced the weight of paper-based catalogues, paper bags, and manuals by roughly 50% compared to fiscal 2012.

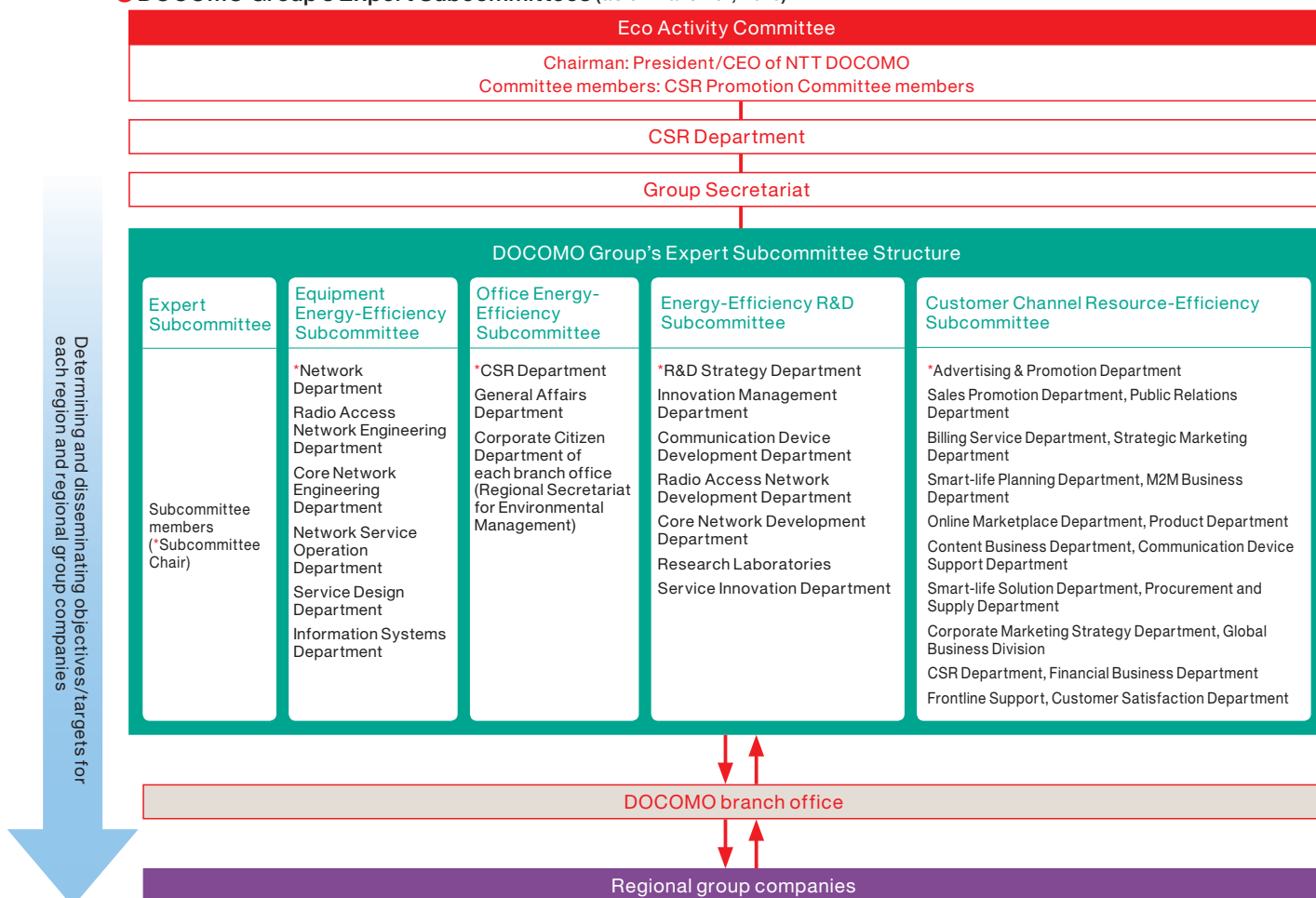
Environmental Targets and Action Plans

● 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. 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.

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● DOCOMO Group's Expert Subcommittees (as of March 31, 2015)



Targets and Action Plans for Fiscal 2015

● Equipment Energy-Efficiency Subcommittee

FY2015 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

● Office Energy-Efficiency Subcommittee

FY2015 Targets	Main Action Plans for Targets
Reduce power consumption in offices	Cultivate awareness toward saving energy by visualizing power consumption in offices Compilation and analysis of actual energy consumption data, disseminate information 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 forest maintenance activities more than once a year
Reduce paper consumption in offices by 6.0% compared to the previous year	Cultivate awareness toward reducing paper use by visualizing paper consumption in offices Horizontal deployment of effective energy-saving methods Promote paper-less meetings through the use of tablets and other devices
Lower the final disposal ratio and total volume of office waste	Analyze emission volume and final disposal ratio for each building and implement measures based on the results

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● Energy-Efficiency R&D Subcommittee

FY2015 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 Development of Network Functions Virtualization: vEPC
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

● Customer Channel Resource-Efficiency Subcommittee

FY2015 Targets	Main Action Plans for Targets
Plan and provide products that encourage ecoconsciousness in customers	Improve actual battery life
	Reduce paper materials used for packaging
Collect at least 3.8 million used mobile phones	Create reuse and 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 ubiquitous modules used for purposes like machine communication
Establish uniform Company-wide quantitative targets for warehouse disposal rates of promotional tools used at shops and manage progress toward achieving them on a monthly basis	Monitor the volume of promotional tools disposed at warehouses and docomo Shops on a monthly basis and prevent excess waste by appropriately adjusting the production of promotional tools.
Effectively utilize various media and strengthen accountability for environmental initiatives	Provide information on environmental initiatives by making use of the DOCOMO corporate website and official SNS account

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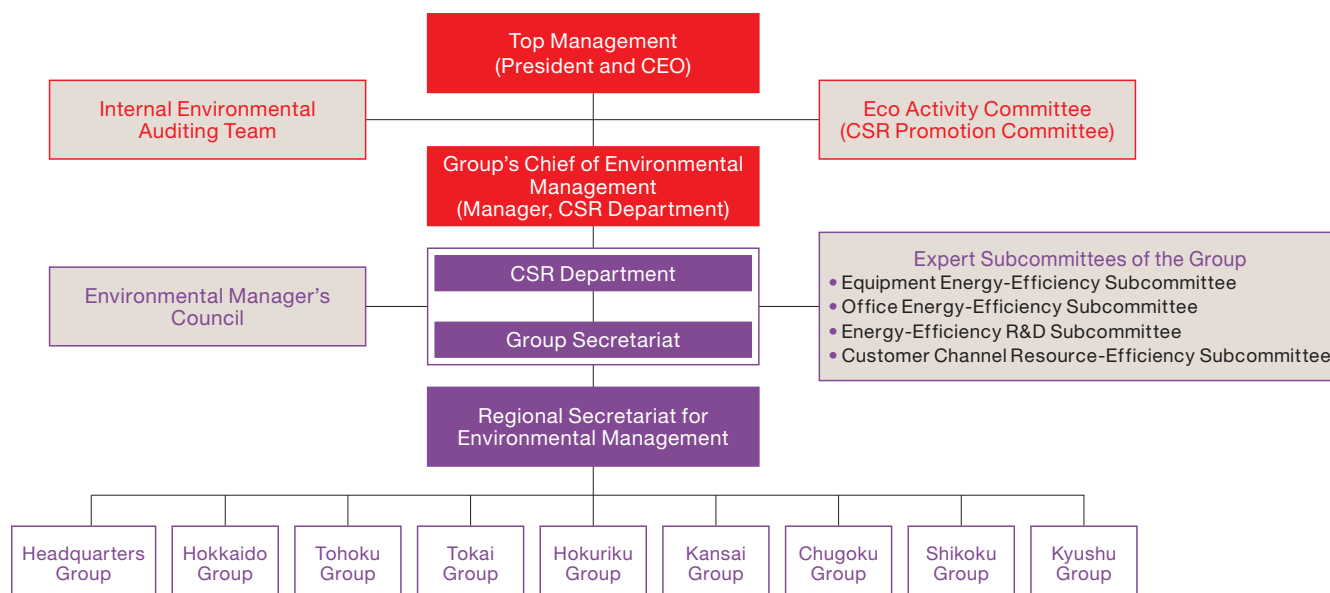
Environmental Management

Environmental Management Systems

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

The EMS is administered by a number of organizational units. The Eco Activity Committee is the highest decision-making body related to the EMS and is chaired by the president and CEO. Expert 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, 2015)



EMS Organization

- **Eco Activity Committee (CSR Promotion Committee)**
Group's highest EMS decision-making body. The president and 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 the Eco Activity Committee
- **Environmental Managers' Council**
Advisory body for the Eco Activity Committee is comprised of regional environmental managers.
- **Internal Environmental Auditing Team**
Internal environmental auditing team is comprised primarily of administrative secretariats at Group companies and conducts audits in accordance with the auditing program.

DOCOMO acquired ISO 14001 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 2014, it was once again confirmed, based on the results of an external audit, that the EMS is being operated effectively, and ISO 14001 certification was maintained.

Organizations that Acquired ISO14001 Certification and the Scope of Certification

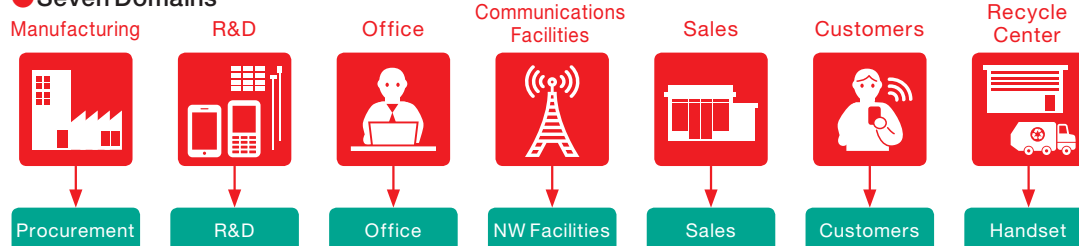
- **Certification body:** Lloyd's Register Quality Assurance Limited
- **Date of registration:** January 1, 2008
- **Scope of certification:** DOCOMO's telecommunications business and related services
- **Organizations covered by the scope of certification:** 13 Group companies (NTT DOCOMO, INC., and 12 service subsidiaries)
- **Certification and registration number:** YKA 4004084

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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 or not 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 the 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 2014, we reviewed our auditing methods in response to business-related environmental impact and in pursuit of more highly effective audits. Specifically, audits focused on whether or not consumption of paper and electricity in offices, which are management items for all organizations, was being properly controlled, in addition to conditions with regard to training attendance, legal and regulatory compliance, and implementation of environmental activities unique to each organization. As a result, the audits found that every company was in compliance with the requirements of ISO 14001 and that activities were generally being conducted appropriately in conformance with environmental procedure manuals and other guidelines.

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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, it endeavors to comply with environmental laws and regulations, including the Act on the Rational Use of Energy (Energy Conservation Act), the Act on the Promotion of Sorted Collection and Recycling of Containers and Packaging (Containers/Packaging Recycling Act), and the Waste Management and Public Cleansing Act (Waste Management Act), as well as environment-related municipal ordinances, such as the Tokyo Metropolitan Government's mandatory reduction scheme, and other municipal ordinances related to global warming.

In fiscal 2014, there were no violations of environmental regulations.

● Proper Management of PCB Waste

We are furthering proper waste management in accordance with regulations such as the Waste Management and Public Cleansing Act.

DOCOMO has voluntarily established the PCB Item Management Procedure Manual based on the Act on Special Measures concerning Promotion of Proper Treatment of PCB Wastes (PCB Special Measures Act) to guide its management of PCB. The manual stipulates items subject to storage and management, storage and management methods, storage locations, disposal methods, and emergency response procedures. Under the PCB Special Measures Act, companies that store PCB waste must dispose of it appropriately or contract for its disposal by March 2027.* At present, the NTT Group, including DOCOMO, is reviewing its 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.

Scope of Environmental Accounting

- **Period:** April 1, 2013 to March 31, 2014
- **Coverage:** 13 companies in the DOCOMO Group
- **Standards:** Ministry of Environment's Environmental Accounting Guidelines 2005 and DOCOMO Environmental Accounting Guidelines

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● Environmental Protection Costs

(Million Yen)

Category	Major Transactions	FY2013		FY2014		YoY Change	
		Investment	Expense	Investment	Expense	Investment	Expense
(1) Internal business area costs		171	11,764	134	12,792	-37	1,028
(1) -1 Pollution prevention costs	Prevention of water contamination, proper PCB disposal	69	42	7	35	-62	-8
(1) -2 Global environmental protection costs	Installation of solar and wind power systems, etc.	96	9,781	127	10,909	31	1,127
(1) -3 Resources recycling costs	Installation of water treatment systems, etc.	6	1,940	0	1,849	-6	-92
(2) Upstream/downstream costs	Compliance with Containers/Packaging Recycling Act, etc.	535	538	664	500	130	-37
(3) Management costs	ISO certification/renewal, etc.	23	2,652	14	2,066	-9	-586
(4) R&D costs	Research on energy/resource efficient communications facilities, etc.	315	2,122	163	1,407	-152	-715
(5) Social contribution costs	docomo Woods and other tree planting initiatives, etc.	0	45	0	46	0	1
(6) Restitution for environmental damage costs	Not applicable	0	0	0	0	0	0
Total		1,044	17,121	975	16,812	-69	-309

● Environmental Protection Benefits

Benefits		Major benefit indicators			
		Category (unit)	FY2013	FY2014	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	3,013,666	139,885
		Paper usage (tons)	21,314	15,650	-5,664
		Paper reduced by e-billing (tons)	3,586	4,674	1,088
	2. Benefits related to environmental impacts and waste from business activities	Greenhouse gas reduction (tons-CO ₂)*	1,628,381	1,694,763	66,382
		Industrial waste reduction related to communications facilities and buildings (tons)	31,266	16,795	-14,471
(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	1,198	-183

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

● Economic and Practical Benefits of Environmental Protection Measures

(Million Yen)

Major Benefits		FY2013	FY2014	YoY Change
Revenues	Sales revenues associated with dismantling communications facilities and buildings	950	828	-122
Cost Reductions	Reduced fuel costs from low-emission vehicles	14,270	13,897	-374
	Reduced purchasing costs from reuse of dismantled communications facilities	3,665	6,455	2,790
Total		18,886	21,180	2,295

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

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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 with a focus 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.

CO₂ Emissions by Scope

Scope	Category (Scope 3)	Method of Calculation	Emissions (ton-CO ₂)	Ratio (%)
Scope 1: Direct emissions			77,701	0.9
Scope 2: Indirect Emissions			1,614,461	18.4
Scope 3: Other indirect emissions			7,082,078	80.7
	1: Purchased goods and services	Calculated by multiplying the number of units of mobile phones purchased (major purchased items) by the upstream emissions intensity	118,596	1.4
	2: Capital goods	Calculated by multiplying the amount of tangible fixed assets by the emissions intensity for information and communications equipment	6,531,941	74.4
	3: Fuel- and energy-related activities not included in Scope 1 and 2	Calculated by multiplying the volume of fuel used and volume of electricity purchased by their respective emissions intensity	119,178	1.4
	4: Upstream transportation and distribution	Calculated by multiplying the number of mobile phones sold by the emissions intensity of transportation per unit	9,025	0.1
	5: Waste generated in operations	Calculated by multiplying the weight of waste by the emissions intensity for each type of waste and disposal method	2,513	0.0
	6: Business travel	Calculated by dividing the amount of travel expenses in proportion to the ratio of transportation method used, and multiplying the figures by the respective emissions intensity	3,702	0.0
	7: Employee commuting	Calculated by dividing the amount of commuting expenses in proportion to the ratio of transportation method used, and multiplying the figures by the respective emissions intensity	3,303	0.0
	8: Upstream leased assets ¹	(Calculation not applicable)		
	9: Downstream transportation and distribution ²	(Calculated by inclusion in upstream transport under Category 4)		
	10: Processing of sold products ³	(Calculation not applicable)		
	11: Use of sold products	Calculated by multiplying the number of mobile phone subscriptions by the emissions intensity per line	226,423	2.6
	12: End-of-life treatment of sold products	Calculated by multiplying the number of mobile phones sold by the emissions intensity per unit for each type of disposal method	808	0.0
	13: Downstream leased assets	(Calculation not applicable)		
	14: Franchises	Calculated by multiplying the total floor area of docomo Shops by the emissions intensity per floor area	66,588	0.8
	15: Investments	(Calculation not applicable)		
Total Greenhouse Gas Reduction			8,774,240	100

Third-Party Independent Verification Report

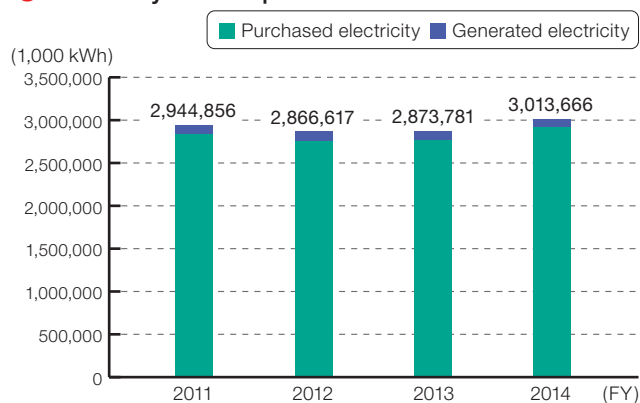
NTT DOCOMO has received third-party assurance from Sustainability Accounting Co., Ltd. with regard to CO₂ emissions for fiscal 2014 (Scopes 1, 2 and 3).

	<p align="center">Independent Assurance Statement</p> <p align="right">June 26, 2015</p>
<p>Mr. Kaoru Kato President and Chief Executive Officer NTT DOCOMO, INC.</p>	
<p>1. Purpose We, Sustainability Accounting Co., Ltd., have been engaged by NTT DOCOMO, INC., ("the Company") to provide limited assurance on the Company's domestic CO₂ emissions during the fiscal year 2014, that were 78 thousand tons-CO₂ (Scope 1), 1,614 thousand tons-CO₂ (Scope 2), and 7,082 thousand tons-CO₂ (Scope 3) collectively, "the CO₂ emissions". The purpose of this process is to express our conclusion on whether the CO₂ emissions were calculated in accordance with the Company's standards. The Company's management is responsible for calculating the CO₂ emissions. Our responsibility is to independently carry out a limited assurance engagement and to express our assurance conclusion.</p>	
<p>2. Procedures Performed We conducted our assurance engagement in accordance with International Standard on Assurance Engagement 3000 (ISAE 3000) and International Standard on Assurance Engagement 3410 (ISAE 3410). The key procedures we carried out included:</p> <ul style="list-style-type: none"> Interviewing the Company's responsible personnel to understand the Company's standards and reviewing the Company's standards Visiting to one of the Company's sites Performing cross-checks on a sample basis and performing a recalculation to determine whether the CO₂ emissions were calculated in accordance with the Company's standards. 	
<p>3. Conclusion Based on the procedures performed, nothing has come to our attention that causes us to believe that the CO₂ emissions have not been calculated in all material respects in accordance with the Company's standards.</p> <p>We have no conflict of interest relationships with the Company.</p> <p> Takashi Fukushima Representative Director Sustainability Accounting Co., Ltd.</p>	

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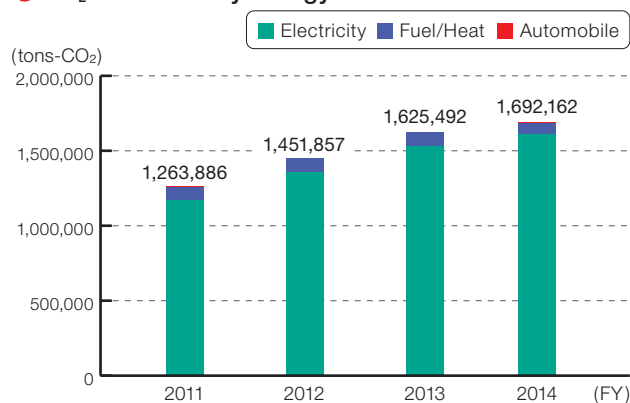
Identifying Environmental Impacts

● Electricity consumption



FY	2011	2012	2013	2014
Purchased	2,831,977	2,748,596	2,763,587	2,916,776
(communications facilities)	2,689,189	2,603,160	2,622,398	2,784,260
Generated	112,879	118,021	110,194	96,890
Total	2,944,856	2,866,617	2,873,781	3,013,666

● CO₂ Emissions by Energy Source



FY	2011	2012	2013	2014
Electricity	1,168,154	1,358,444	1,531,711	1,608,771
(communications facilities)	1,110,563	1,291,877	1,461,622	1,542,812
Fuel and heat	87,519	87,128	87,498	78,755
Vehicles	8,213	6,285	6,284	4,635
Total	1,263,886	1,451,857	1,625,492	1,692,162

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

● Fuel/Heat Use

	Unit	FY2013	FY2014
Gas	Thousand m ³	35,252	31,518
Heavy Oil	kl	58	68
Diesel Oil	kl	139	168
Gasoline (automobile)	kl	2,501	1,726
Heat	GJ	104,364	99,819

● Other Greenhouse Gas Emissions

	FY2013	FY2014
Other Greenhouse Gas Emissions	2,889	2,601

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

Initiatives for the Creation of a Low-Carbon Society

● Next-generation base stations that use renewable energy

About 60% of the electricity that DOCOMO consumes is used at base stations nationwide. To reduce CO₂ emissions generated by electricity consumption at base stations, we are upgrading to next-generation green base stations by installing solar panels and high-capacity rechargeable batteries at our existing base stations. Electricity generated by solar panels is used to supply the equipment, and lithium-ion batteries store surplus generated electricity in preparation for a possible power disruption. By March 2014, we installed 10 base stations, conducted field tests for verification and determined the potential for commercialization. Subsequently, we installed 11 commercial base stations from Hokkaido to Kyushu by the end of March 2015 and began operations at all 21 stations in April 2015.

● Dual Power-Source Control Technology for Energy Conservation and Advanced Power Management of Base Stations

In March 2015, DOCOMO became the first Japanese communications company to successfully conduct a verification test for a dual power-source control technology for electricity used at base stations. Dual power-source control technology makes use of two reduced-impact sources of energy – excess solar electricity generated during the daytime and off-peak electricity during the nighttime, and stores the energy in lithium-ion batteries to be used as the primary source between dusk, once solar-electricity generation becomes unavailable, and 11 P.M., when off-peak electricity becomes available. By increasing the use of reduced-impact electricity, monthly electricity consumption can be reduced by about 30% on average compared to conventional green base stations, making it possible to rely on reduced-impact sources for more than 95% of their electricity needs. At present, dual power-source control is installed at three base stations and we plan to gradually introduce the technology to more stations.

● DOCOMO has successfully tested its dual power-source control technology in a verification test.



https://www.nttdocomo.co.jp/info/news_release/2015/03/06_01.html

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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:

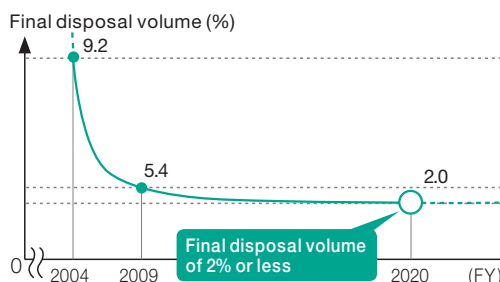
We will reduce the final disposal volume to 2% or less of total waste and continue zero emissions* for waste from dismantled communications facilities.

•Reduce paper usage:

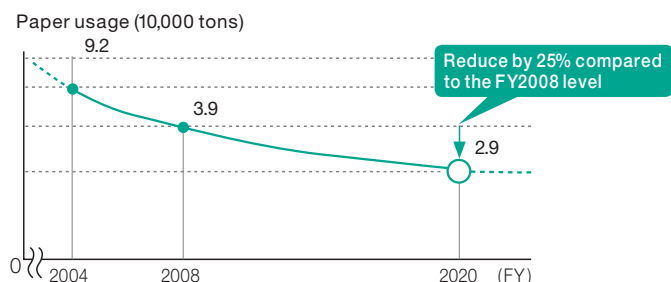
We will reduce the amount of paper used for promotional tools by at least 25% (total volume of 9,500 tons) compared to the fiscal 2008 level.

* 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.

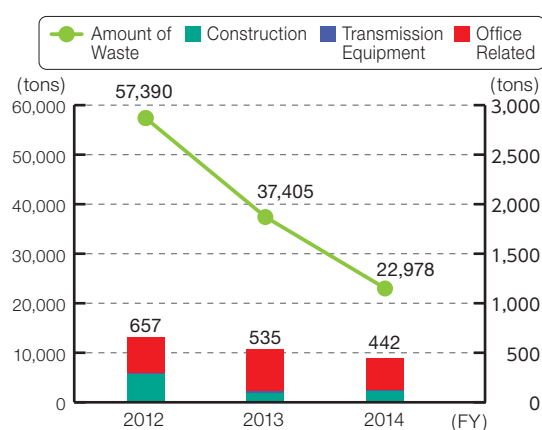
● Reduction in Final Disposal Volume by FY2020



● Reduction in Paper Used for Promotional Tools by FY2020



● Amount of Waste and Final Waste Disposal

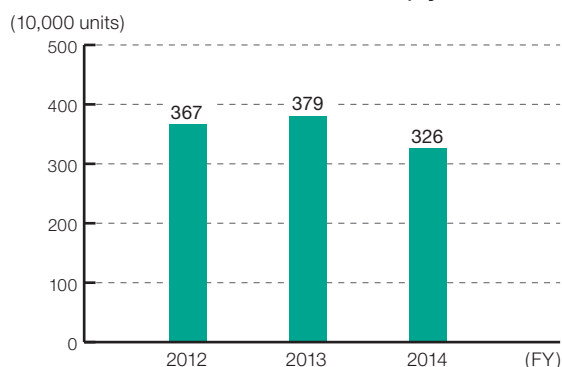


FY	2012	2013	2014
Amount of Waste	57,390	37,405	22,978
Final Waste Disposal	657	535	442
Office Related	358	424	323
Transmission Equipment	13	20	5
Construction	286	91	115

•Recycled Containers and Packaging (FY2014)

- Plastic containers: 272 tons
- Paper bags: 2,291 tons

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



FY	2012	2013	2014
Mobile phones	367	379	326

•FY2014 Statistics

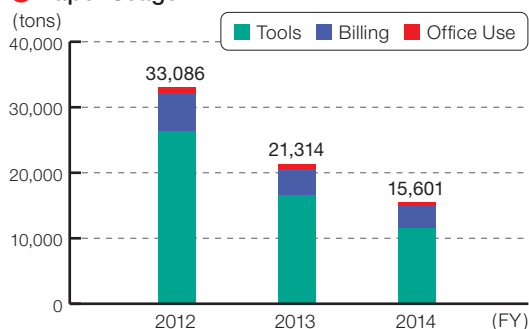
- Mobile phones: 3.26 million
- Batteries: 6.86 million
- Chargers: 1.85 million

•Principal Resources Recycled through Used Mobile Phone Collection

- Copper: 28,247 kg
- Gold: 87 kg
- Silver: 302 kg
- Palladium: 5 kg

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Paper Usage



	(tons)		
FY	2012	2013	2014
Office Use	889	791	742
Billing	5,898	3,921	3,378
Sales Tools	26,299	16,602	11,481
Total	33,086	21,314	15,601

Reducing Waste and Promoting Recycling

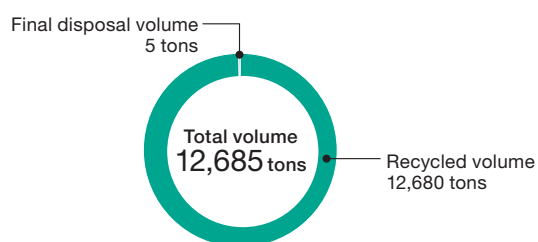
Proactive Waste Reduction and Recycling

DOCOMO uses a substantial amount of resources in developing and selling mobile phones, constructing and operating network facilities, managing shops and conducting administrative work at offices. We are currently striving to reduce waste by accurately tracking resources and using them efficiently. When waste is generated despite these efforts, we do our best to reuse or recycle it, with the goal of drawing near to a final disposal volume of zero. For example, optical fiber, scrap metal, concrete poles and other waste produced when old facilities are dismantled is reused or recycled to the extent possible. Additionally, our Green Design Guidelines for Buildings are put into practice when constructing or upgrading telecommunications facilities and buildings. We actively use recycled materials and materials capable of being recycled or reused.

With regard to providers of recycling services, we make every effort to ensure that they appropriately handle all waste, prevent illegal dumping of waste materials, and carefully manage manifest slips.

In fiscal 2014, waste from communications facilities, such as optical cable, switching equipment, and power facilities, totaled 12,685 tonnes, 5 tonnes of the final disposal volume. Going forward, we plan to actively limit the amount of waste generated while also effectively utilizing the waste that is produced.

Recycling of Waste Materials from Telecommunications Facilities (FY2014)



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, particularly in light of Japan's relative lack of mineral resources. Therefore, DOCOMO has addressed collecting and recycling used mobile phones since 1998. In 2001, we partnered with the Telecommunications Carriers Association, a trade organization of telecommunications carriers, and built the Mobile Recycle Network, which collects and recycles mobile phones mainly at docomo Shops regardless of the original provider. In fiscal 2014, we collected roughly 3.60 million phones* and have now collected a cumulative total of about 91.43 million phones. An unwanted mobile phone that a customer brings to our shop for recycling is destroyed in their presence as a means of safeguarding personal information.

* Figures for fiscal 2014 include units collected for reuse purposes

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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 through a postal service.

We advanced our efforts to reduce paper use by switching from conventional paper-based billing to e-billing as the standard mode of providing information on monthly usage charges to customers starting in February 2015, covering mobile phone use for January.

By the end of fiscal 2014, subscriptions to the service were approximately 26.00 million, an increase of 13.40 million from the previous fiscal year. In terms of A4-size paper, our e-billing service has saved around 630 million sheets of paper, 320 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.

In fiscal 2014, subscriptions for this service increased by about 140,000, bringing the total to around 4.37 million. Usage of the Web Statement Service has therefore saved the equivalent of 158.96 million sheets of A4-size paper, an increase of 6.32 million sheets from the previous fiscal year.

In addition, starting with billing statements for February 2015, we strived to further reduce paper use to protect the natural environment by designating Web-based statements as the default option. This is now done by about 99% of DCMX credit service members and is expected to result in a further reduction in paper use.

● Promoting Digital and Slimmer User Manuals and Reduction of Paper Use

Beginning in fiscal 2011, user manuals for all newly introduced Android smartphones and tablet devices as well as two summer models of DOCOMO mobile phones (sp-mode phones) have been provided in digital form accessible as an application (e-manuals) on these products. DOCOMO's i-mode mobile phones also continue to carry a "User Manual" as an application since 2009. These initiatives 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 Communication Book. 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 2014, the number of general catalogs stored and then thrown away without being used was reduced, with the disposal ratio lowered to 5.8%, even lower than the 7% target.

● 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 2014, we visually communicate monthly paper usage per person in each division and branch to promote greater employee awareness of the need to reduce paper usage. As a result, the amount of office paper used declined by 6.4%, or an equivalent of 185,238,000 sheets of A4-size paper, compared to the previous fiscal year. Additional measures such as the promotion of paperless meetings by using tablet devices will be pursued to further reduce paper usage.

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

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Reducing Water Consumption

● Water Consumption

(Thousand m³)

	2011 (13 companies)	2012 (13 companies)	2013 (13 companies)	2014 (13 companies)
Total Consumption	580	597	607	592
Tap water	488	501	497	473
Recycled wastewater	92	97	110	119

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

● 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 relationship to our business.

In Japan there are 32 national parks, 56 quasi-national parks, 313 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.

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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 aims to raise awareness of environmental conservation and volunteerism. It provides opportunities for employees and their family members to experience nature and participate in various forest maintenance activities such as clearing underbrush and cutting limbs. As of March 31, 2015, docomo Woods have been established in 50 locations in all 47 prefectures and cover a total of roughly 199 hectares, which corresponds to an area of approximately 153 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

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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.

Initiatives on Social Contribution Activities and Priority Themes

DOCOMO established the following initiatives since the DOCOMO Group grounds its management in its CSR to solve various social problems through business toward contributing to the realization of a society in which people can live with greater security, safety, comfort and affluence across national and regional borders and across generations.

Initiatives related to Social Contribution Activities:

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

We will also strive to eliminate the negative aspects associated with smartphones and mobile phones amid the rapid development of ICT, with the aim of being a company that contributes to the sound development of society.

We will specifically center our efforts on the following five priorities:

NTT DOCOMO Group's Priority Areas:

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

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, these officers regularly exchange information to understand the challenges and needs facing each region and to share the results of DOCOMO Group activities and the annual action plan for the fiscal year 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 2014, we set aside about 5.3 billion yen for social contribution expenses.

In addition, we constantly review our donations to ensure they are closely aligned with the needs of the local communities in a broad range of areas.

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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 2014, 601 employees took a "life planning vacation," which was provided for volunteer activities apart from their annual paid vacation.

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>

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 tenth 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 13th awards ceremony was held in Tokyo in October of fiscal 2014. Two individuals received the Excellence Awards, one for advanced technology and the other for basic science (with a 6 million yen prize) and two received 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 master degree programs in Japan and overseas at their own expense and engaged in research related to information and communications technology. The scholarship program provides 1.44 million yen and covers two years of study.

Scholarships were awarded to 42 international students in fiscal 2014. The MCF has supported 245 students to date.

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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 2014, 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.

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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.	P9,11-13,28-30
Organizational Profile				
		G4-3	Report the name of the organization.	P4
		G4-4	Report the primary brands, products, and services.	P4,46-61
		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.	P4,26
		G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	P4,9-11
		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	P4,47
		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).	P4,62-63
		G4-11	Report the percentage of total employees covered by collective bargaining agreements.	P64
		G4-12	Describe the organization's supply chain.	P80
		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.	P7,50-51
		G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	P7
		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	P7
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.	P20
		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	P17-20
		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	P21
		G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	P2,93-94
		G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	P2,21
Stakeholder Engagement				
		G4-24	Provide a list of stakeholder groups engaged by the organization.	P16-17
		G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	P16
		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.	P16-17
		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.	P16-17

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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 P105-110
		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.	P14-15,P23-28
		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.	P14-15,23-26
		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.	P14-15,26
		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.	P26-27
		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 representatio	P23-28
		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).	P23
		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	P24-28
		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	P25-26
		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.	P14-15
		G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	P15,26-27
		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.	P14-15,25,27-28
		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.	P14-15,27-28
		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.	P14,28
		G4-47	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	P14,28-29
		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.	P26
		G4-49	Report the process for communicating critical concerns to the highest governance body.	P27
		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.	P25-26

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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.		P26
	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.		P25-26
	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.		P9,13,31
	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.		P32-33
	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.		P32-33
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		P13-22
Economic				
●	Economic Performance			
	G4-EC1	Direct economic value generated and distributed		P4-5,62,64, 103-104
	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		P64
	G4-EC4	Financial assistance received from government		P26
Market Presence				
	G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation		P63
	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		P103-104
	G4-EC8	Significant indirect economic impacts, including the extent of impacts		P9-10
●	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		P98
	G4-EN2	Percentage of materials used that are recycled input materials		P99
●	Energy			
	G4-EN3	Energy consumption within the organization		P95
	G4-EN4	Energy consumption outside of the organization		—
	G4-EN5	Energy intensity		P88
	G4-EN6	Reduction of energy consumption		P96
	G4-EN7	Reductions in energy requirements of products and services		P40
Water				
	G4-EN8	Total water withdrawal by source		P100
	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		P100
	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		P100
	G4-EN13	Habitats protected or restored		P101
	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

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SPECIFIC STANDARD DISCLOSURES				Relevant Pages in Report
	Emissions			
	G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)		P95
	G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)		P95
	G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)		P95
	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		P98
	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 convention2 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		P98-100
	G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category		P98-99
	Compliance			
	G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations		P93
●	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		Under aggregation
	Overall			
	G4-EN31	Total environmental protection expenditures and investments by type		P93-94
●	Supplier Environmental Assessment			
	G4-EN32	Percentage of new suppliers that were screened using environmental criteria		P81
	G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken		P81
	Environmental Grievance Mechanisms			
	G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms		P32-33
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		P62
	G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation		P72-73
	G4-LA3	Return to work and retention rates after parental leave, by gender		P72
	Labor/Management Relations			
	G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements		P64
	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		P64
	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		P69
	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		P68-69
●	Training and Education			
	G4-LA9	Average hours of training per year per employee by gender, and by employee category		P64-67
	G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings		P66
	G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category		P65-66
	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		P25,64
	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		P64

● Identified Material Aspects

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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	P81
		G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	P81
		Labor Practices Grievance Mechanisms		
		G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	P75
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	P77
		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	P78-79
	●	Non-discrimination		
		G4-HR3	Total number of incidents of discrimination and corrective actions taken	—
		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	P80-81
		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	P77,80-81
		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	P77,80-81
		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	P77
	●	Supplier Human Rights Assessment		
		G4-HR10	Percentage of new suppliers that were screened using human rights criteria	P80-81
		G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	P80-81
		Human Rights Grievance Mechanisms		
		G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	P77-78
		Society		
	●	Local Communities		
		G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	P101-104
		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	P81
		G4-SO4	Communication and training on anti-corruption policies and procedures	P33-34
		G4-SO5	Confirmed incidents of corruption and actions taken	P33-34
	●	Public Policy		
		G4-SO6	Total value of political contributions by country and recipient/beneficiary	P33-34
	●	Anti-competitive Behavior		
		G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	P33-34
		Compliance		
		G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	P32
	●	Supplier Assessment for Impacts on Society		
		G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	P81
		G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken	P81
		Grievance Mechanisms for Impacts on Society		
		G4-SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	P32
		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	P51
		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	—

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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	P51
		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	—
		G4-PR5	Results of surveys measuring customer satisfaction	P58
	●	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	P30
		Compliance		
		G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	P51
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.	P68-69
		IO4	Compliance with ICNIRP (International Commission on Non-Ionising Radiation Protection) standards on exposure to RF emissions from handsets.	P50-51
		IO5	Compliance with ICNIRP guidelines on exposure to RF emissions from base stations.	P50-51
		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.	P48,96
		IO8	Number and percentage of stand-alone sites, shared sites and sites on existing structures.	P47
		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.	P48
		PA2	Policies and practices to overcome barriers for access and use of telecommunication products and services.	P55-56
		PA3	Policies and practices to ensure availability and reliability of telecommunications products and services.	P46-50
		PA4	Quantify the level of availability of telecommunications products and services in areas where the organisation operates.	P4,47
		PA5	Number and types of telecommunication products and services provided to and used by low and no-income sectors of the population.	P56
		PA6	Programmes to provide and maintain telecommunication products and services in emergency situations and for disaster relief.	P49-50
		Access to Content		
		PA7	Policies and practices to manage human rights issues relating to access and use of telecommunications products and services.	P50,55-56
		Customer Relations		
		PA8	Policies and practices to publicly communicate on EMF related issues.	P50-51
		PA9	Total amount invested in programmes and activities in electromagnetic field research.	—
		PA10	Initiatives to ensure clarity of charges and tariffs.	P60
		PA11	Initiatives to inform customers about product features and applications that will promote responsible, efficient, cost effective and environmentally preferable use.	P60-61
		Technology Applications		
		TA1	Examples of the resource efficiency of telecommunication products and services delivered.	P3,47
		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.	P34-35

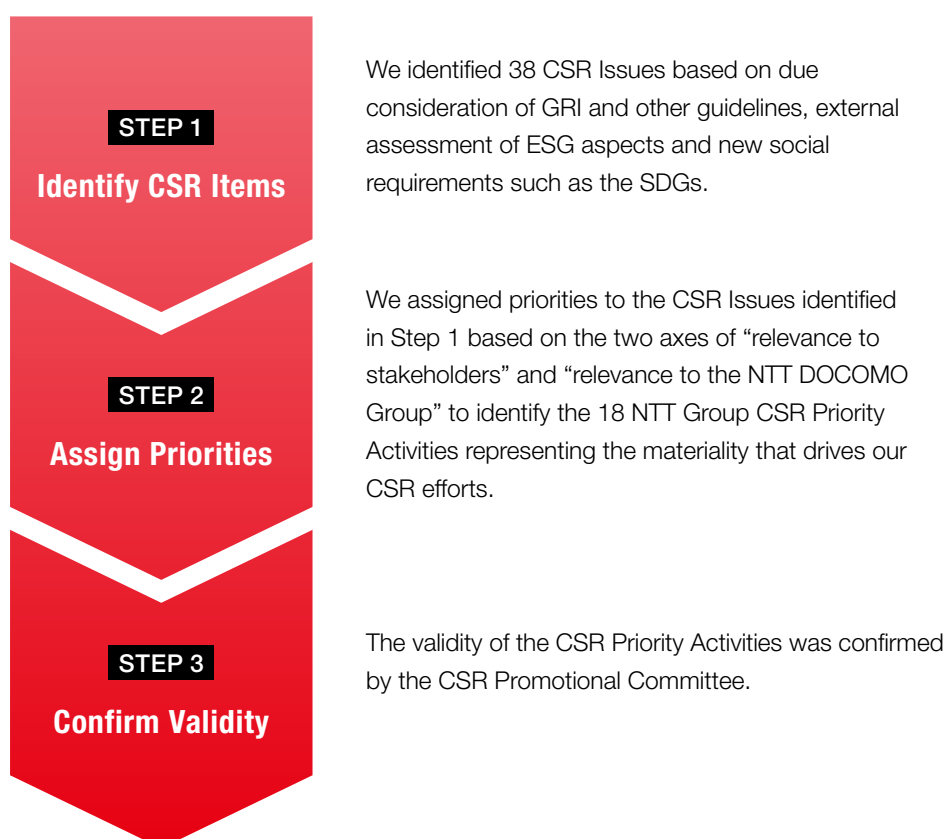
● Identified Material Aspects

NTT DOCOMO Group Materiality Analysis

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

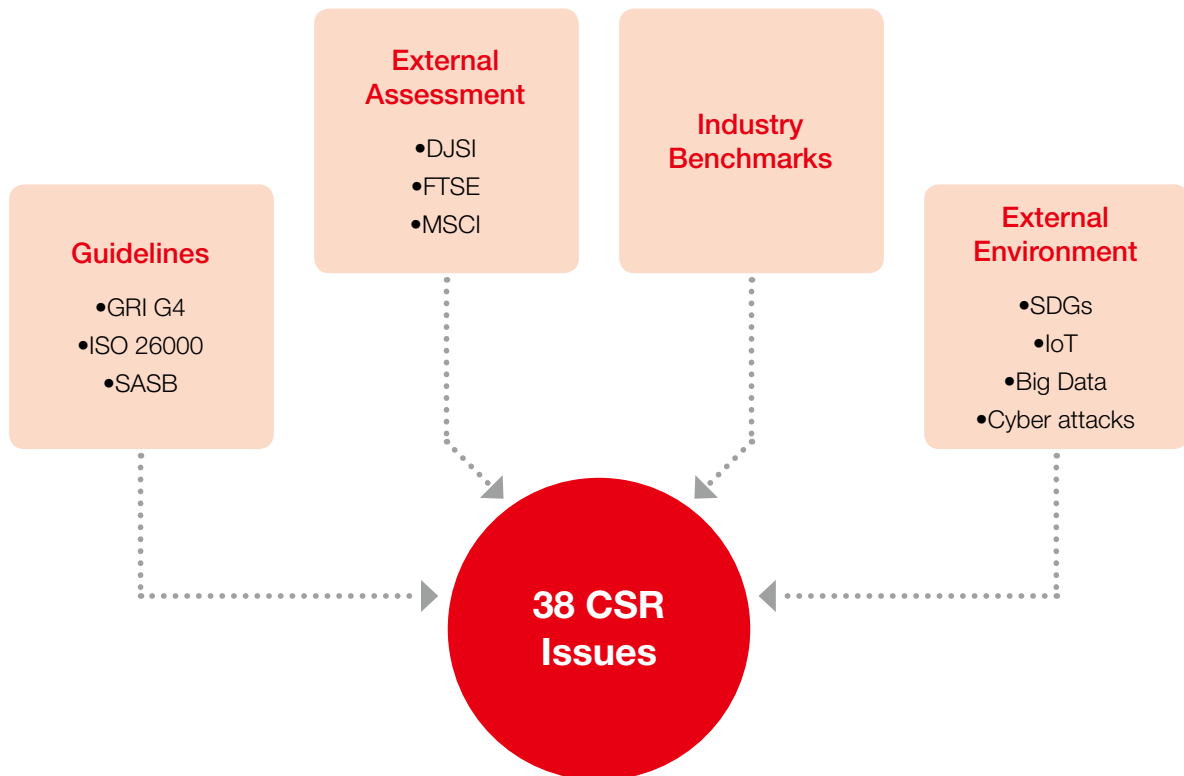
With due consideration of DOCOMO's business environment, we conducted a materiality analysis on the environmental, social and corporate governance (ESG) aspects of our internal and related external environments using the process described in GRI Version 4.

► Formulation of CSR Priority Activities



STEP 1 Identification of CSR Issues

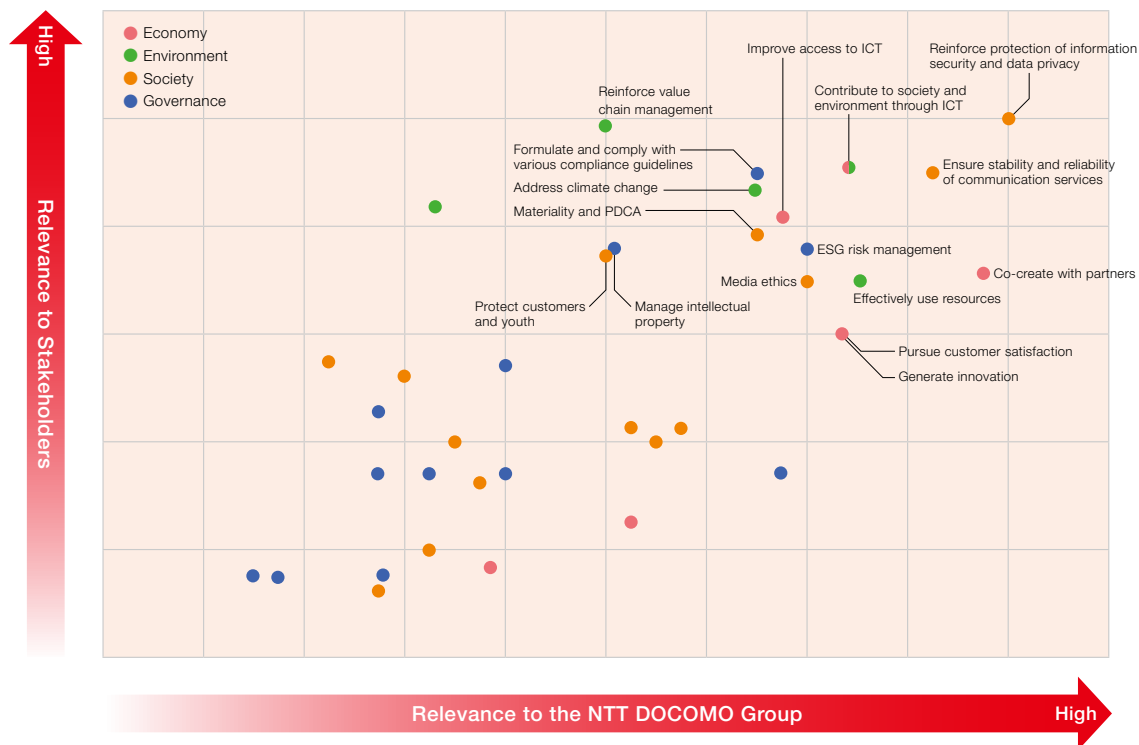
We identified 38 CSR Issues based on extensive consideration of various guidelines, including the GRI G4 and ISO 26000 (social responsibility) guidelines, external ESG assessments, such as the Dow Jones Sustainability Index (DJSI), as well as new issues related to sustainability, such as the SDGs.



STEP 2 Prioritization

The 38 CSR Issues identified in Step 1 were categorized under the four CSR Goals of Economy, Environment, Society and Governance. The four CSR Goals were evaluated along the two axes of “relevance to stakeholders” and “relevance to the NTT DOCOMO Group,” and the results were mapped on the matrix to identify the NTT DOCOMO Group CSR Priority Activities.

In assessing priorities, we sought to reflect the expectations of a broad range of stakeholders by also taking into account the results of the NTT DOCOMO Group employee satisfaction survey and feedback from customers.



STEP 3 Validation

Once identified, the CSR Priority Activities were examined by the CSR Promotion Committee chaired by the president and comprised of the heads of each department and office. The committee confirmed the validity of the CSR Priority Activities based on how well they reflected the expectations of stakeholders and whether they covered all issues of importance to the NTT DOCOMO Group.

CSR Priority Activities Identified by the Process

CSR Goals	CSR Priority Activities
Economy	<ul style="list-style-type: none"> Contribute to society and environment through ICT Improve access to ICT Co-create with partners Pursue customer satisfaction Generate innovation
Environment	<ul style="list-style-type: none"> Address climate change Effectively use resources Contribute to society and environment through ICT Reinforce value chain management
Society	<ul style="list-style-type: none"> Reinforce protection of information security and data privacy Ensure stability and reliability of communication services Media ethics Protect customers and youth
Governance	<ul style="list-style-type: none"> Formulate and comply with various compliance guidelines Materiality and PDCA ESG risk management Manage intellectual property

We set the KPIs and targets associated with the environmental as well as social materiality issues.

Environmental KPI

Priority Activities	KPIs and targets
Address Climate Change	We set the the power efficiency of telecommunications business as our KPI and we aim at being ten times more efficient compared to FY2013 as our target.
Effectively use resources	We set the volume of final waste disposal as our KPI and we try to achieve 0 emission (less than 1%) by FY2030 as our target.
Contribute to environment through ICT	We set the amount of our contribution to the reduction of CO ₂ emission across society as our KPI and as our target, we aim at reducing 40 million tons by FY2030.

Social KPI

Priority Activities	KPIs and targets
Reinforce information security and data privacy	We set the number of information security experts as our KPI and we set a target of nurturing 10,000 information experts by FY2020 NTT group-wide.
Ensure stability and reliability of communication services	We set the rate of stable communication services provision as our KPI and 99.99% rate of stable service or higher as our target.
Contribute to society through ICT	We hold the number of companies adopted the products and services co-created in partnership with our business partners as a target.

Social and Environmental Reporting

Social Reporting

Human Resource Development

Human Resource Development Management

•Employee Training Expenses (NTT DOCOMO, INC.)

	FY2013	FY2014	FY2015
Hours of training per person (Hours/person)	–	51	50
Cost of training per person (Million yen/person)	12.3	9.65	7.42

* Includes loaned employees

Promoting Diversity

Promoting Women's Careers

•Female employees in managerial positions (NTT DOCOMO, INC.)

	FY2012		FY2013		FY2014		FY2015	
Male	3,735	97.6%	3,816	97.3%	4,017	97.0%	3,917	96.3%
Female	90	2.4%	105	2.7%	125	3.0%	149	3.7%

* Includes loaned employees

Focus on Expanding Employment Opportunities for People with Disabilities

DOCOMO believes that helping people with disabilities lead their own lives is one of its responsibilities to society. We therefore proactively hire people with disabilities. There were 212 employees with disabilities working at DOCOMO as of the end of March 2016. That number, which represents 2.24% of our total workforce, exceeds the legal requirement.

Environmental Reporting

Formation of a Sustainable Society

Reducing Waste and Promoting Recycling

•Amount of Waste (tons)

	FY2012	FY2013	FY2014	FY2015
Amount of Waste	57,390	37,405	22,978	38,787

Reducing Water Consumption

•Water Consumption (Thousand m³)

	FY2011	FY2012	FY2013	FY2014	FY2015
Total Consumption	580	597	607	592	608
Tap water	488	501	497	473	516
Recycled wastewater	92	97	110	119	93

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



Independent Assurance Statement

July 4, 2016

Mr. Kazuhiro Yoshizawa
President and Chief Executive Officer
NTT DOCOMO, INC.

1. Purpose

We, Sustainability Accounting Co., Ltd., have been engaged by NTT DOCOMO, INC., ("the Company") to provide limited assurance on the Company's Social and Environmental Indicators during the fiscal year 2015, that were Hours and costs of training per person, Percentage of female employees in managerial positions, Employment ratio of persons with disabilities, Amount of waste and Water consumption (collectively, "the Indicators"). The purpose of this process is to express our conclusion on whether the Indicators were calculated in accordance with the Company's standards. The Company's management is responsible for calculating the Indicators. Our responsibility is to independently carry out a limited assurance engagement and to express our assurance conclusion.

2. Procedures Performed

We conducted our assurance engagement in accordance with International Standard on Assurance Engagement 3000 (ISAE 3000). The key procedures we carried out included:

- Interviewing the Company's responsible personnel to understand the Company's standards and reviewing the Company's standards
- Visiting to one of the Company's sites
- Performing cross-checks on a sample basis and performing a recalculation to determine whether the Indicators were calculated in accordance with the Company's standards.

3. Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the Indicators have not been calculated in all material respects in accordance with the Company's standards.

We have no conflict of interest relationships with the Company.

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

Takashi Fukushima
Representative Director
Sustainability Accounting Co., Ltd.

NTT DOCOMO Group's Basic Policies on Human Rights

NTT DOCOMO Group's Basic Policies on Human Rights

Recognizing the importance of human rights, all NTT DOCOMO Group officers and employees are committed to taking the lead in creating a corporate culture that respects the human rights of all stakeholders while adhering to the “NTT DOCOMO Group Code of Ethics,” “NTT Group’s Human Rights Charter” and our “Policy toward CSR,” with the aim of building a safer, more secure and richer society.

1. We will, through our business activities, strive for a solution on the Dowa issue* and other human rights issues.
2. We will respect diversity and strive to create a healthy working environment that is free of harassment issues by deepening communication and fostering a sense of mutual gratitude.
3. We will, and from the standpoint of respect to human rights, review our operation, as appropriate, and will adapt and improve these to our business activities.
4. We will cooperate with other NTT DOCOMO Group companies in constructing a proper structure to initiate and execute employee-focused human rights practice, including the establishment of “Human Rights Committee.”

* Owing to discrimination which had been formed based on the structure of social status in the course of the historical development of Japanese society, some Japanese people have been forced to accept a lower status economically, socially and culturally, and they are subject to various kind of discrimination in their daily lives even today. This is the Dowa issue, which is a unique Japanese human rights problem.