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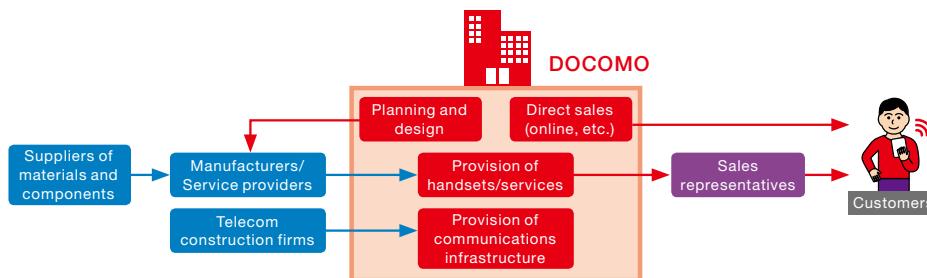
We value our relationship with other businesses that are important partners in our operations, and we strive to maintain fair transactions and undertake CSR procurement in view of our responsibilities to society.

DOCOMO's Supply Chain

Relationships with other businesses are important for our ongoing operations.

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

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



Relationship with Suppliers

Basic Policies and Philosophy

DOCOMO conducts procurement under the following policies:

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

CSR Procurement

DOCOMO has a basic policy of providing domestic and overseas suppliers with opportunities to compete in a fair and open manner and procuring competitive products and services in line with business needs on the basis of sound economic principles. In 2009, we formulated the NTT DOCOMO CSR Procurement Guidelines with the belief that it is important to fulfill social responsibilities during the whole production process of products procured from suppliers, i.e., respecting human rights, upholding labor practices in production processes, and ensuring occupational health and safety. The 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 trade and ethics, product quality and safety, information security, and contribution to society. The guidelines apply to suppliers of



telecommunications equipment and communication device.

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

● NTT DOCOMO Guidelines for CSR in Supply Chain

 https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/supply_chain.pdf

● 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 work with suppliers on CSR procurement in accordance with the guidelines. The company promotes CSR in collaboration with 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 communication device 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 2015, we received responses from 66 companies, accounting for 100% of all suppliers. The checklist contains up to 140 items in the seven areas related to CSR: human rights and labor, occupational health and safety, the environment, fair trade and ethics, product quality and safety, information security, and contribution to society. In the area of human rights, for example, we monitor violations of workers' freedom of association and right to collective bargaining, as well as child labor and forced labor.

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 the check sheets for fiscal 2015, there was one response that required closer scrutiny. However, after visiting the relevant supplier and conducting a detailed hearing, we were able to confirm that there was no problem.

Apart from paying visits to suppliers in relation to their responses in the check sheet

above, we also seek to deepen our dialogue and cooperative relationship by conducting on-site inspections of one communication device manufacturer and one network facility manufacturer each year, in accordance with the checklist in the NTT DOCOMO Guidelines for CSR in Supply Chain. No negative impacts were identified and no cases required our follow-up or support for improvement in fiscal 2015.

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 2015, we surveyed primary suppliers regarding the country of origin for minerals contained in their products. We used the Conflict Minerals Reporting Template (CMRT) and obtained a response rate of 100%, whereas in fiscal 2014 the rate was over 90%. From the survey results, 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.

To reduce the risk of using conflict minerals that may be used to fund militants, the DOCOMO Group will bolster due diligence in fiscal 2016 through measures that include:

- Identifying smelting and refining companies included in our suppliers with a higher rate of certainty;
- Conducting a comparative verification of DOCOMO's country of origin survey by using verification programs such as the Conflict-Free Smelter Program advocated by the Conflict-Free Sourcing Initiative (CFSI); and

- Negotiating with smelting and refining companies identified by the country of origin survey and demand that they obtain conflict-free certification through the CFSI's Conflict-Free Smelter Program and other programs.

* 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 27, 2016)
- Conflict Minerals Report (Filed in May 27, 2016)

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 (CPP), and we provide candidates with training aimed at obtaining certification. In fiscal 2015, the number of employees with CPP-B qualifications rose by 28 percentage points to 57% of all staff involved in procurement. Additionally, we strive to develop our employees' procurement skills daily through such measures as providing relevant information in a weekly email magazine. Our wide-ranging efforts also include inviting outside lecturers to speak onsite.

Communication with Suppliers

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

As in the previous year, we held a "Business Partner Kickoff" gathering in fiscal 2015 with the participation of 59 companies involved in DOCOMO's businesses, including 36

major suppliers, 12 telecom construction firms and 11 NTT Group companies. At the 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 communications facilities mostly built by telecom construction firms. DOCOMO maintains a communications infrastructure to respond closely to customer needs based on proper contracts with the telecom construction firms we work with as partners.

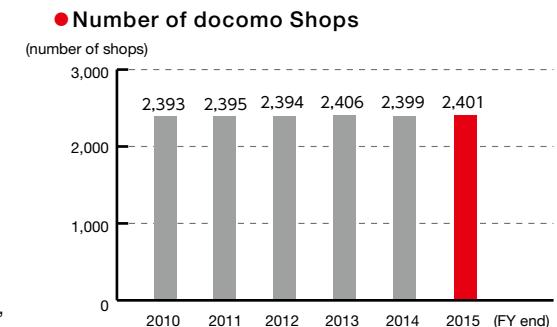
Specifically, we sign contracts covering the entire process from design to construction undertaken by the telecom construction firms in accordance with the Construction Business Act. In addition, DOCOMO designates its own standards and assigns supervisors to secure its system for managing safety and quality.

Relationship with Sales Representatives

Fair and Appropriate Agency Agreements

DOCOMO provides products and services to customers through docomo Shops, which are specialized stores that deal with the Company's products and services, and other sales representatives such as large-scale retailers.

As of the end of March 2015, there were about 2,400 docomo Shops nationwide, while other shops, including large-scale retailers dealing



with products and services of multiple carriers, and also dealerships for our DOCOMO products, totaled approximately 4,300. DOCOMO signs appropriate contracts, which include articles related to CSR, with its partner dealerships in order to provide shops that represent important points of contact between DOCOMO and its customers.

Support for docomo Shop Staff

● Strengthening the Support System

DOCOMO is currently strengthening its support system for staff at docomo Shops and other retail outlets to provide the best possible service to customers. We are enhancing training programs and developing an information system that will make it possible for all staff members to serve customers in an optimal and unified manner. Also, 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 and expansion of smartphones in recent years. In response, DOCOMO has bolstered its Sales Representatives Help Desk to maintain the quality customer support that sales representatives offer by promptly answering questions on matters such as handset operation and services, as well as less common questions such as what particular apps do what and how to use them.

● Continuous Education and Training

As price competition intensifies in the telecommunications industry, DOCOMO has sought to shift its competitive strategy and stake its survival on serving its valued long-term customers by presenting new values that bring greater convenience and comfort to their lives. Accordingly, we revamped our skills qualification system for docomo Shop staff from October 2015, aiming not only to develop the skills related to products and services but also to raise the quality of customer service to an even higher level.

Our new training programs are designed to hone the ability to present value in line with

the following four objectives: (1) Strengthening the sales mindset to augment the sense of hospitality with proposal capabilities; (2) Acquiring skills instead of knowledge through intensive role playing and practical work; (3) Developing proposal capabilities based on listening to acquire the ability to present proposals that cater to the individual needs of customers; and (4) Retaining staff aimed at quickly educating and retaining employees by nurturing leaders.

We also reorganized our system of qualifications into the following categories: the Front Specialist, who will serve as an expert in store management; the Grand Meister, who is not only capable of presenting optimal proposals that meet customer needs but is also an expert in advising staff; and the Technical Advisor, who has a lot of technical knowledge and is capable of offering prompt analysis and responses to a wide range of queries, including those related to malfunctions. Under the leadership of highly qualified staff, we will strive to propose new value for our customers in an effort to win their trust and affection for our shops.

Meanwhile, attending seminars and obtaining qualifications provide our staff with opportunities to realize personal growth. DOCOMO pays allowances linked to each qualification so that staff can increase both their skills and their salaries and thus remain highly motivated. Over 90% of our staff are qualified in this way, with 8% holding the top-level qualification.

We constantly upgrade our education and training programs in response to new products and services as well as to reflect requests from customers and staff in an effort to enhance the on-site our employees need.

● Customer Service Contest for docomo Shop Staff

docomo Shop staff from across Japan got together on December 2, 2015 to demonstrate their customer service skills in the “docomo Shop Staff Customer Service Contest – Meister of the Year 2015 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.

● Raising Staff Motivation and Providing Incentives

docomo Shop staff represent the frontline of our relationship with customers. While they are employed by the respective sales representatives, DOCOMO provides the necessary training as well as incentives.

We conduct employee satisfaction surveys on a regular basis to gauge the level of satisfaction among docomo Shop staff. Moreover, we strive to maintain favorable workplace environments by seeking solutions to the problems faced by DOCOMO and its sales representatives.

With regard to our major sales networks, regular inspection tours are carried out by specialized divisions at the headquarters and by staff at the branch offices of DOCOMO. During the inspections, we check up on store management and provide guidance on creating favorable working environments.

We provide incentives for major sales networks such as docomo Shops through various supportive measures aimed at bolstering operational systems to ensure stable operation of sales representatives, securing stable long-term employment of sales staff and enhancing their response to customers, promoting acquisition of skill qualifications by sales staff, and raising the quality of sales activities and response to malfunctions. As for non-financial incentives, we offer awards for long-term employment to ensure stable long-term employment of sales staff. Also, we organize training trips for competent sales staff as a means of maintaining their motivation.

Environmental Efforts at docomo Shops

Responding to the expectations of our customers and society, we partner with docomo Shops to advance eco-friendly measures for their retail locations and promote greater infrastructure-related electricity conservation. As part of 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.

Going forward, we plan to continue implementing energy-saving measures at docomo Shops across Japan.

Reinforcing Disaster Preparedness at docomo Shops

docomo Shops have strengthened their disaster preparedness by conducting a drill once a year in accordance with the Disaster Preparedness Manual (docomo Shops version) we created in fiscal 2011, which incorporates our learnings from the Great East Japan Earthquake. The purpose of the manual is to ensure the safety of customers and docomo Shop staff while we consistently provide services to customers, and it has been reviewed and updated once a year.

During the Kumamoto Earthquake that struck in April 2016, each division of the DOCOMO Group pitched in to support docomo Shops that sustained damages and were unable to continue normal operations. We sought to offer continuous response to customers by using mobile customer system terminals.



Universal Design at docomo Shops

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

As of the end of fiscal 2015, over 90% of all docomo Shops in Japan were equipped with barrier-free entrances, over 80% with barrier-free restroom facilities, over 80% with dedicated parking spaces for people with disabilities, and over 90% with barrier-free counters.

Overall, about 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. As of November 2016, 648 docomo Shops had these systems.

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

Going beyond the implementation in our facilities of barrier-free design based on the Hearty Style concept, we are working to ensure that personnel understand the concept thoroughly. One way we do this is by having all new docomo Shop staff participate in the New Shop Staff Training.

In fiscal 2015, more than 8,000 employees nationwide took part in this training.

* Not installed at all shops