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Editorial Policy

Editorial Points

The NTT DOCOMO Group 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 2016 marks the third 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 2016 (https://www.nttdocomo.co.jp/corporate/csr/about/pdf/index.html#p02), a concise printed report in a reader-friendly format on topics we are particularly keen to communicate.

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


Period Covered

The report generally covers fiscal 2015, which is from April 1, 2015 to March 31, 2016, although some information pertains to time periods before or after fiscal 2015.

Published

January 2017 (previous report: June 2015; next report: November 2017 (tentative))
We will strive to enhance customer service and achieve sustainable growth for the Company by continuously delivering ever-improving value to each and every customer and to society at large.

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

While the communications business is a major pillar of DOCOMO’s business activities, creating value for society and generating innovative services constitute a second pillar. I believe that CSR does not exist separately from our business activities; they are in fact synonymous with them. The concept of serving society by providing new value has always formed the foundation of our business.

We view society as a whole as our customer, and we strive to add DOCOMO’s strengths to those of local governments, universities and companies, as well as our partners in various fields, such as agriculture and medicine, to provide ever-improving value to society. We are pursuing these initiatives under the name of “+d” to serve each individual customer by delivering convenience, fun and reliability, while serving society by providing services and solutions that address social issues.

Concrete examples include our project in Higashi Matsushima City, Miyagi Prefecture, where we are collaborating with the Miyagi fisheries cooperative and local companies to install ICT buoys for monitoring water temperature in an effort to revitalize marine farming. We are also working with Kobe City on utilizing ICT and data to watch over children and the elderly and to cultivate human resources with proficiency in ICT. We have also joined Fukuoka City, Kyushu University and other partners to launch a joint project for developing autonomous driving technology in response to the lack of public transportation. These efforts reflect our commitment to providing solutions to various social issues.

“Innovative docomo” is our term for “+d” initiatives that address social challenges by co-creating social value through our business. Also, I want DOCOMO to be a sound, open and enjoyable company, which means it must be structurally trustworthy. We refer to initiatives for achieving this as “Responsible docomo.” Together, “Innovative docomo” and “Responsible docomo” constitute the dual drivers of our CSR, with the goal of achieving a sustainable society.

DOCOMO’s Initiatives for realizing a sustainable society

Our mission is to continuously provide stable communications for customers.

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

In a recent incident, we worked to swiftly recover telecommunications services when the Kumamoto Earthquake struck in April 2016 by deploying mobile satellite base station vehicles and medium-zone base stations to secure these services in areas where service had been interrupted, and by dispatching mobile power generation vehicles to supply power to wireless base stations. As a result, the services were fully restored to pre-earthquake levels in all our service areas, excluding restricted areas, by the fourth day after the main earthquake. We also supported the affected areas by offering
We will strengthen corporate governance as the foundation of sustainable development

The public expects initiatives on compliance, human rights, human resource development and risk management, which are in fact the fundamental constituents of corporate governance. I hope to enhance the company’s social and economic value and make this a sound company that provides returns for stakeholders by sincerely addressing these initiatives.

Today there is heightened demand for environmental, social and governance information, which is important for judging corporate sustainability for investors in Japan and abroad. I hope to ensure even greater transparency by disclosing necessary information in a timely manner.

In addition, strengthening data privacy and security is a key issue for a company that handles the personal information of customers. Especially in light of increasingly advanced and sophisticated cyber-terrorism, we must reinforce our response in a number of aspects.

So that DOCOMO can grow as a sound company that serves society, each individual employee must hone their own sensitivity. I will promote diversity management that generates ever-improving value by further strengthening our human resource development and creating an open-minded organization so that we can combine and convert the various ideas of our diverse employees into a fresh source of energy.

We will contribute to solving environmental issues by cooperating with the international community.

In regard to the global environment, no one can avoid the urgent need to address global warming caused by climate change, and this includes DOCOMO. The Paris Agreement was adopted last year at the COP21 conference, and Japan has set its target for 2030 of reducing greenhouse gas emissions by 26% compared to the 2013 level.

In October 2016, we formulated the DOCOMO Group’s Environmental Declaration, which expresses a vision of DOCOMO’s future in terms of its efforts to protect the global environment, and we also formulated the Green Action Plan 2030, which lays out the DOCOMO Group’s environmental goals for 2030. We will remain true to the declaration in seeking to be at the vanguard of environmental management for the future of humans, society and the Earth. Also, we will strive to achieve the five goals of the action plan, which includes contributing to reducing the world’s CO₂ emissions by 40 million tons and raising the power efficiency of our telecommunications businesses more than ten-fold over fiscal 2013.

In concrete terms, we will continue to pursue energy-saving measures for our network base stations across Japan, which consume a considerable amount of electricity. At the same time, we will develop and introduce highly efficient base stations that actively incorporate technologies that lower the environmental impact of power generation and air conditioning equipment. In this way, we will remain committed to reducing our corporate electricity consumption.

We are seeking to communicate our CSR initiatives through “For ONEs” as the keywords expressing our intent to serve each individual person. We believe that we must sincerely consider the issues and concerns of each individual person and provide ever-improving value by addressing them.

DOCOMO strives to enhance our customer service and achieve sustainable growth for the company by continuously delivering ever-improving value to each and every customer and to society at large.
Organizational Profile

DOCOMO Overview

Major Data

Profit Distribution

Evaluations by Outside Parties
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.

DOCOMO Overview

Business Segment | Description of Main Businesses
--- | ---
Telecommunications Business | Cellular (LTE (Xi) and FOMA) services, optical-fiber broadband services, satellite mobile communications services, international services, sales of equipment for each service, etc.
Smart Life Business | dmarket content services (video distribution, music distribution, electronic books, etc.), finance/payment services, online shopping services, various other services to support our customers’ daily lives
All other Businesses | Mobile device protection service, development, sales and maintenance of systems under commission

(As of March 31, 2016)
**Environmental Data (DOCOMO Group)**

- **CO₂ Emissions by Energy Source**
  - FY2014:
    - DOCOMO: 4,390
    - KDDI (au): 2,960
    - SoftBank: 1,840
  - FY2015:
    - DOCOMO: 4,739
    - KDDI (au): 2,430
    - SoftBank: 1,840

- **Final Waste Disposal and Final Disposal Ratio**
  - 2013:
    - Final Waste Disposal: 1,635,492
    - Final Disposal Ratio: 1.92%
  - 2014:
    - Final Waste Disposal: 1,692,162
    - Final Disposal Ratio: 1.92%
  - 2015:
    - Final Waste Disposal: 1,695,904
    - Final Disposal Ratio: 1.59%

- **Water Consumption**
  - 2013:
    - 607
  - 2014:
    - 592
  - 2015:
    - 671

- **ISO 14001 Employee Coverage**: 79%
Profit Distribution

● Returning Profits to Shareholders through Stable and Consistent Dividend Payments

NTT DOCOMO believes that providing adequate returns to shareholders is one of the most important issues in corporate management as it strives to develop and expand its business to enhance corporate value. The Company plans to pay dividends in a stable and continuous manner by taking into account its consolidated results, financial condition and consolidated dividend payout. 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 try limiting the amount of such treasury stock to approximately 5% of the total outstanding shares and retiring the excess at the end of the fiscal year.

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.

● Dividend Payout

The dividend above reflects the effects of a 1:100 stock split executed on October 1, 2013.
DOCOMO’s CSR initiatives have earned high marks from research organizations in Japan and overseas.

DOCOMO has been selected to the DJSI Asia Pacific index, representing the Asia-Pacific component of the Dow Jones Sustainability Indices, a leading global indicator for ESG investment. DJSI was jointly developed by Dow Jones of the United States and RobecoSAM of Switzerland as an index for evaluating corporate sustainability from the economic, environmental and social aspects. A total of 146 companies, including 68 Japanese companies, constitutes the DJSI Asia Pacific as of September 8, 2016.

DOCOMO is a constituent of the MSCI Global Sustainability Indexes, a globally recognized SRI (socially responsible investment) index.

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

DOCOMO is a constituent of the STOXX Global ESG Leaders Index created by STOXX, a Swiss-based subsidiary of the German stock exchange operator Deutsche Börse AG and one of the world’s leading developers and providers of indexes.
Overall No. 5 in TOYO KEIZAI, INC.’s CSR Company Ranking for Fiscal 2015
NTT DOCOMO was ranked fifth overall in TOYO KEIZAI, INC.’s fiscal 2015 CSR company ranking.
In preparing this ranking, Toyo Keizai evaluates companies from four perspectives of utilization of human resources, environmental performance, corporate governance, and social performance, in addition to financial performance.

Rated Overall Sixth in Nikkei Inc.’s NICES Ranking for Fiscal 2015
In the 2015 edition of Nikkei Inc.’s NICES ranking of Japanese corporations, DOCOMO ranked sixth overall. 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.

Recognized as a New Diversity Management Selection Enterprise for Fiscal 2015
DOCOMO was recognized by the New Diversity Management Selection 100, a program sponsored by the Ministry of Economy, Trade and Industry aimed at awarding enterprises that have enhanced their corporate value by utilizing diverse human resources and generating innovation through diversity management.

Received Award for Excellence in the Internet IR Award 2016 from Daiwa IR
DOCOMO received the Award for Excellence in the Internet IR Award 2016 presented by Daiwa Investor Relations Co., Ltd., which commend listed companies for effectively using IR websites for information disclosure and communication.

Obtained “Kurumin (2 Stars)” Certification
DOCOMO obtained the “Kurumin (“L Star” with “L” standing for Lady, Labour and Laudable)” Grade 2 certification from Japan’s Ministry of Health Labour and Welfare for an excellent company promoting women’s careers based on the Act for Promoting Women’s Participation and Advancement in the Workplace.

Named to List of “Top Hundred Telework Pioneers” for Fiscal 2016
DOCOMO was among the “Top Hundred Telework Pioneers” announced by Japan’s Ministry of Internal Affairs and Communication, which recognizes enterprises and organizations that are proactively introducing and utilizing telework in their operations.

Received the PRIDE Index Gold Award for Fiscal 2016
DOCOMO received the PRIDE Index Gold Award from nonprofit organization work with Pride, which recognizes companies and organizations pursuing initiatives on LGBT with the aim of creating working environments that are supportive for sexual minorities including LGBT.
DOCOMO’s Business and Corporate Social Responsibility

DOCOMO’s Corporate Philosophy and Corporate Vision

Corporate Vision
- Corporate Philosophy
- Corporate Vision “HEART: Pursuing Smart Innovation”

DOCOMO’s Strategy

Key Strategies are Creation and Evolution of Services, Promotion of “+d” and Reinforcement of All Foundations

Future Initiatives and the Development of the Telecommunications Business and the Strengthening of the Smart Life Business and Other Businesses Segment, with “+d” at the Core

Sustainability of DOCOMO

CSR Policy
Sustainability Management System
Spreading CSR Awareness among Directors and Employees
Stakeholder Engagement
Commitments to External Initiatives
Participation in External Organizations
Initiatives as a Gold Partner of the Olympic and Paralympic Games Tokyo 2020
Materiality Analysis
The NTT DOCOMO Group listens to the diverse voices of stakeholders as a “Smart Life Partner” to provide ever-improving value to society by adding the strengths of DOCOMO to those of our partners. We have rolled out the “+d” initiative with the aim of delivering convenience, fun and security to our customers as well as services and solutions for solving social problems for all of society. Consistently seeking to contribute to the sustainable development of society as the fundamental purpose of our business, we are united in our efforts to solve social problems at home and overseas.

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

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

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

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

Corporate Vision “HEART: Pursuing Smart Innovation”
DOCOMO revised its corporate vision, “Challenging the Mobile Frontier: MAGIC,” which it had upheld since 1999, and created a new corporate vision for 2020: “HEART: Pursuing Smart Innovation.”

In the years ahead, we expect to be faced with global issues and changes including Japan, such as advances in globalization, escalation in environmental problems and the spread of broadband communications. And in a world where everyone owns a mobile phone and mobile technology is being applied to various areas, we have begun to relate to mobile phones in diverse ways, which in turn is expected to change the quality of communication. We created our new corporate vision in 2010 in response to such social changes and with the aim of broadly expressing DOCOMO’s future direction to stakeholders both inside and outside the Company.
Going forward, DOCOMO will strive to realize this new corporate vision by expanding the possibilities of communication and seeking fun and surprise together with our customers, and by actively engaging in efforts to provide solutions to various social issues. Also, we intend to continue contributing to bring about a society where people lead prosperous lives by pursuing smart evolution in our daily lives and society at large.

● HEART: Pursuing Smart Innovation

HEART

Harmonize: Social contributions beyond borders and across generations
Over the next decade, DOCOMO will continue to pursue further evolution of mobile technologies and seek to add even greater value to various industries and to individual lives. To help realize a modern society in which people interact more closely and experience the richness of life, DOCOMO will strive to contribute beyond borders and across generations.

Evolve: Evolution of services and networks
Leveraging its vast mobile-centered technologies and knowhow, DOCOMO is helping to create ever-faster and higher-capacity broadband networks, easy-to-use services, and truly seamless devices and connections.

Advance: Industrial advancement through convergence
Diverse devices are being interconnected for ever-increasing convenience. By converging devices, networks, services and companies, DOCOMO facilities smart innovation and the advancement of industries and mobile infrastructure.

Relate: Relationships created through connections
DOCOMO enables users to connect with people, machines and information—free of time and space limits—to create and enjoy new value anywhere, anytime.

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

Smart Innovation
DOCOMO will strive to bring about continuous innovation to realize a society in which everyone can live in safety, security and prosperity beyond borders and across generations.
DOCOMO’s Strategy

Key Strategies are Creation and Evolution of Services, Promotion of “+d” and Reinforcement of All Foundations

DOCOMO’s medium-term target for fiscal 2017 is consolidated operating income of 820.0 billion yen or more. Of that total, we expect the smart life business and other businesses segment to account for 100.0 billion yen or more. We are continuing our recovery, to the point that we forecast operating income of 910.0 billion yen for fiscal 2016 and aim to achieve our medium-term targets a year ahead of schedule. The increase in sophistication of devices, networks, and software will continue in mobile ICT*1. Devices, for example, hold broad possibilities that include integration with AI*2, wearables, and sheet-type displays. Working towards our 2020 vision “HEART: Pursuing Smart Innovation,” DOCOMO will provide services that support more convenient, enjoyable, safe and secure lifestyles for customers and that provide solutions to various social issues. In order to continue providing value amid changes in a challenging operating environment, we will actively move forward with the following three key strategies.

*1 Information and Communication Technology
*2 Artificial Intelligence

● Creation and evolution of services
Leveraging DOCOMO’s research and development capabilities, an asset that we have built up through our business operations, we will create and evolve services that fit our customers’ lifestyles, that are convenient and fun, and that promote peace of mind. For example, we are working toward further convenience and security through advances in technology such as biometric identity confirmation, and in services like natural language dialogue and image recognition technologies that will evolve through research and development into AI. DOCOMO will continue with initiatives that let our creations deliver ever-improving value to customers and become a natural part of their lives.

● Promotion of “+d”
It is no longer easy for a single company to generate new value in the telecommunications market, particularly the mobile market. We refer to our collaboration with partners as “+d,” based on the “d” concept in our service brand. DOCOMO will engage in co-creation with partners through “+d,” bringing together our abundant assets to provide new value and services.

In collaboration with local governments, corporations and research institutions in a variety of fields such as agriculture, health and medicine, and education, we are working toward regional revitalization and the resolution of social issues. Amid the cutthroat competition among telecommunications carriers, DOCOMO has worked to expand the business by working together with customers on matters such as fusing mobile with systems. Through “+d,” we will make a shift toward becoming a value co-creation company, and will undertake innovative challenges.
Reinforcement of all foundations
Achieving services that are widely adopted by society requires that we strengthen the various foundations that are essential assets of DOCOMO. First, we will further advance our network foundation, in particular by conducting research and development to achieve high-speed, high capacity and low-latency 5G by 2020. Next, along with the improvement of customer satisfaction through high-value-added services, we will grow our customer base through membership-based businesses for customers who do not have NTT DOCOMO subscriptions. We will also continue our cost structure reforms and will aim for sustainable growth based on our sound management foundation.

Three key strategies: Creation and evolution of services, promotion of “+d” and reinforcement of all foundations

Future Initiatives and the Development of the Telecommunications Business and the Strengthening of the Smart Life Business and Other Businesses Segment, with “+d” at the Core

DOCOMO will pursue the following initiatives for the future. First, in the telecommunications business, an area in which we have successfully achieved recovery, we will aim for further progress. We will continue to advance billing plans that meet the diverse needs of customers such as “Kake-hodai & Pake-aeru,” and enhance customer service. In addition, we are promoting family unit-usage through “Share Pack” and “docomo Hikari” as we continue to lead the market in a shift from price-based competition to value-added competition through comprehensive offerings of mobile phones, optical-fiber broadband and other telecommunications services. At the same time, we are building sophisticated telecommunications networks that allow users to actually experience the comfort of high-speed communications.

Second, we are looking to grow our smart life business and other businesses segment to the same scale as our telecommunications business. In fiscal 2016, we are making efforts to sow seeds as well as grow our top line. Together with further expansion of our “d CARD,” “d POINT,” and “d ACCOUNT,” we will make efforts to create business models and develop partners for the promotion of “+d.” While profits in the telecommunications business are generated by subscribers, profits in the smart life business and other businesses segment come from the acquisition of members. In short, we are transforming our business from subscriber-based to member-based. For future growth, we are sowing seeds to create new services centered on “+d.” For example, we are considering new sports-related content and services in light of the Olympic and Paralympic Games Tokyo 2020. In addition, in the field of tourism, to meet the increased number of foreign tourists to Japan, we are further enhancing translation services and considering new services that will support visitors during their stay. In the field of health care, we have packaged our various services in a more comprehensive manner. Covering a wider range of health care services, we will continue to study the ways in which we can contribute to extending healthy life expectancy through disease detection and prevention.
Third, we will undertake initiatives that look to the future. DOCOMO is leading developments in AI, IoT* and 5G networks, as well as new services to accompany these technologies. Our research and development assets boast a long history and successful track record, a strength that is second to none among our competitors. Regarding AI, we are moving ahead with “the ears and mouth”—the development of natural-language technology (a natural language dialogue platform) that enables interaction with customers through natural word selection and machine translation technology that removes the barrier of language. We are also developing image recognition technology that becomes “the eyes,” and technology that anticipates the actions and predicts the demands of customers, i.e. “the heart” (comprehensive faculty). We believe that in the future these technologies can be applied in a variety of areas, including referral marketing that links the Internet and the real world, traffic and transportation, and living-at-home support. We are also working on medium- to long-term business development related to IoT, an area recently receiving much attention. We recognize that this field is one that calls for sophisticated research, and that simply connecting devices to the Internet is not enough. Advanced mechanisms such as systems tied to productivity improvements and greater cost efficiency, and the construction of platforms that integrate the whole—in other words, the fusion of devices, networks, and software—are necessary. We will strengthen initiatives to achieve IoT as only we can.

* Internet of Things is a concept describing a world in which everything is connected to the Internet, enabling remote control and management of devices, etc.
Sustainability of DOCOMO

CSR Policy

DOCOMO aspires to achieve sustainable growth and development alongside society by creating new services with social value. CSR is inseparable from our business activities; it is synonymous with our business activities. The foundation of our business lies in serving society by providing new value, and we are advancing along two fronts. The first is “Innovative docomo,” in which we are attempting to create new value through our “+d” initiatives, addressing education, health and medicine, regional revitalization, and other social issues. In accordance with our philosophy that we serve society at large as our customers, we provide ever-improving value through collaboration with our partners. We will deliver convenience, fun and reliability for our individual customers, while providing services and solutions for social issues for society at large. The second is “Responsible docomo,” in which we aim to create a trustworthy company that fulfills its social responsibilities. Throughout all of our business undertakings we will engage in activities with integrity and meet those responsibilities as a leading company in the mobile and IT industries. DOCOMO’s CSR consists of creating a sustainable society by incorporating these two aspects. We will actively engage in our initiatives to contribute to solving various social issues and advancing society in general, thereby increasing our corporate value.

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.

Advancing towards a Sustainable Growth of Society along Two Fronts

In 2015, we introduced the following diagram “Innovative+Responsible=Sustainable,” which illustrates the relationships between DOCOMO’s business strategies and CSR activities, to broadly improve understanding of DOCOMO’s CSR by society in general and our employees.
Sustainability Management System

DOCOMO convenes a meeting of the Sustainability Management Committee twice a year to discuss CSR policy and strategy, share national and international topics, and review progress on material CSR issues. The committee, chaired by the president, comprises senior executive vice presidents, Audit & Supervisory Board members, members of the Board of Directors, and managers of relevant departments. The committee serves as the supervisory organ for the Environmental Sustainability Taskforce, Creation of Safe and Secure Services for the Smartphone Age Working Group, Universal Design Promotion Working Group, and the Health and Productivity Management Working Group, which hold their own meetings twice a year. These working groups deliberate on important CSR issues, and meeting results and activity proposals, together with themes for future activities planned in the meetings, are submitted to the Sustainability Management Committee for further discussion. Issues discussed at the committee meeting are shared throughout the Company as well as all Group companies during weekly meetings attended by senior executives, including those of Group companies, where they review the Plan, Do, Check, Act (PDCA) cycle at each department and ensure that all employees clearly understand it.

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

In fiscal 2016, we set up the Health and Productivity Management Working Group with the aim of promoting health and productivity management to invigorate employees and improve productivity and of enhancing corporate value by expanding the area of healthcare businesses that utilize ICT.

- **DOCOMO Sustainability Management System**

  **Sustainability Management Committee Members**

  President
  Senior Executive Vice President
  Audit & Supervisory Board Member
  Executive General Manager of Sales and Marketing Division
  Executive General Manager of R&D Innovation Division
  General Manager of R&D Strategy Department
  Executive General Manager of Corporate Sales and Marketing Division
  General Manager of Network Department
  General Manager of Advertising & Promotion Department
  Executive General Manager of Corporate Sales and Marketing Division
  General Manager of Corporate Strategy & Planning Department
  General Manager of Human Resources Management Department
  General Manager of General Affairs Department
  General Manager of Accounts and Finance Department
  General Manager of Public Relations Department
  General Manager of Investor Relations
  General Manager of Corporate Social Responsibility Department

  Heads of other relevant divisions and departments attend meetings when required.

  **Environmental Sustainability Taskforce (Meets twice a year)**

  The taskforce consists of four expert subcommittees that take a proactive approach to addressing medium to long term issues with the aim of protecting the global environment.

  **Creation of Safe and Secure Services for the Smartphone Age Working Group (Meets twice a year)**

  As we experience the full impact of the smartphone era, this working group pursues initiatives that assure people that DOCOMO’s smartphone services are safe and secure, and engages in research to facilitate these initiatives.

  **Universal Design Promotion Working Group (Meets twice a year)**

  We are promoting 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.

  **Health and Productivity Management Working Group (Newly established in 2016, meets twice a year)**

  We aim to practice strategic health management to enhance corporate value by invigorating employees and improving productivity.
● PDCA Cycle Enforcement by Each Committee
(Underlined phrases are linked to related pages.)

Each committee formulates an annual action plan and presents a report detailing its progress and plans to the Sustainability Management Committee in the first half. The committees practice PDCA using the following approach.

Environmental Sustainability Taskforce
The following expert subcommittees have been set up to pursue initiatives in four areas.

Equipment Energy-Efficiency Subcommittee
Reduce environmental impacts while guaranteeing stable, reliable communication

Energy-Efficiency R&D Subcommittee
Use new technologies to reduce environmental impacts of telecommunications facilities and mobile phones

Office Energy-Efficiency Subcommittee
Save electricity and promote efficient use of paper at offices

Customer Channel Resource Efficiency Subcommittee
Efficiently use 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)
・ Address the issue of preventing phone use while walking, a newly identified social issue, from a service standpoint
・ Considering services to prevent the criminal use of smartphones and mobile phones

Health and Productivity Management Working Group
We monitor progress related to the following objectives.

・ Encourage employees to develop an even higher level of awareness on health issues
・ Grasp the current situation by publishing a “Health White Paper”
・ Set targets for promoting health and productivity management and monitor progress on target attainment

Universal Design Promotion Working Group
We monitor progress related to the following objectives.

Members responsible for docomo Shops, mobile phones, applications and billing plans participate and share information to pursue the following general initiatives.

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

・ Hold DOCOMO Hearty Lectures as a digital inclusion initiative to support persons with disabilities in learning how to use the Internet and smartphones

URL
https://www.nttdocomo.co.jp/utility/term/web_accessibility/index.html (in Japanese only)
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 fiscal 2015, the Company organized a CSR seminar in October exclusively targeting upper management, which was attended by about 160 people, including top management and heads of divisions at DOCOMO and the DOCOMO Group. We invited Nobuhiro Endo, former President and Representative Director of NEC Corporation, who spoke on the theme of integrating management strategy and CSR and introduced NEC’s CSR and its initiatives aimed at establishing a corporate culture of value creation. The seminar provided an opportunity for upper-level managers to make a comparison with the DOCOMO Group and to reconfirm the importance of conducting in-depth discussion on the DOCOMO Group’s social responsibilities, future challenges and approach to CSR among top management.

In an effort to disseminate our CSR philosophy among employees, the senior executive vice president responsible for CSR holds lectures at regional offices and branches nationwide to explain the DOCOMO Group’s initiatives on CSR. In fiscal 2015, 15 lectures were held and were attended by 1,365 employees. In addition, we carried out an employee awareness survey in May 2015 and received responses from 25,357 employees. The survey was composed of 13 points seeking answers on how employees see the relationship between DOCOMO’s businesses and their own work with CSR and whether management is providing sufficient feedback with respect to CSR.

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

A shared awareness of the importance of CSR is essential for making enhancements, and DOCOMO will continue to engage in wide-ranging initiatives aimed at spreading awareness among all employees, including upper management.
DOCOMO engages in appropriate business activities and makes decisions to minimize negative impacts and maximize positive impacts for its stakeholders. Engaging with each stakeholder in an appropriate manner that is in line with the nature of the relationship and relevant issues is essential for developing the sustainability of our business. As a member of the NTT Group, DOCOMO adheres to the guidelines on stakeholder engagement established by the NTT Group in fiscal 2015.

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Definition/Standard</th>
<th>Engagement</th>
<th>Major Themes</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers (including children and the elderly)</td>
<td>Individual customers who subscribe to our services</td>
<td>docomo Shops, Information Centers, website, questionnaire survey, customer consultation desks, marketing research</td>
<td>Customer satisfaction, safe and secure communications environment</td>
<td>Provide data security and privacy, products, applications, and services</td>
</tr>
<tr>
<td>Corporate Customers</td>
<td>Corporate customers who subscribe to our services</td>
<td>Business solutions, special lines such as satellite and maritime telephone lines</td>
<td>Customer satisfaction, safe and secure communications environment</td>
<td>Data security and privacy, M2M services</td>
</tr>
<tr>
<td>Governments</td>
<td>Regulatory institutions and municipalities that are responsible for granting approval for telecommunications and other DOCOMO businesses</td>
<td>Consultation, exchange of opinions</td>
<td>Compliance with applicable regulations</td>
<td>Proposals on various regulations and easing of regulations</td>
</tr>
<tr>
<td>Shareholders, Investors</td>
<td>Shareholders and investment institutions that directly or indirectly own DOCOMO shares and investment institutions that influence their decisions</td>
<td>General meetings of shareholders, financial results presentations, IR website, annual reports, DOCOMO Tsuchin (shareholders newsletter), e-mail newsletter, response by the IR Department</td>
<td>Achieve sustainable growth, enhance corporate value over the mid to long term and return profits to shareholders</td>
<td>Disclose information in a timely manner and appropriately and communicate with shareholders</td>
</tr>
<tr>
<td>Financial Institutions</td>
<td>Financial institutions connected to business</td>
<td>Collaboration in account settlement</td>
<td>Fair transactions</td>
<td>Payment service for users and payment/settlement operation with suppliers</td>
</tr>
<tr>
<td>Business Partners (telecommunications-related manufacturers)</td>
<td>Manufacturers of telecommunications facilities, equipment, and Communication devices, etc., and business partners involved in construction work</td>
<td>Meetings to exchange opinions, meetings to improve operations, and CSR procurement briefings</td>
<td>Fair and transparent transactions</td>
<td>CSR procurement</td>
</tr>
<tr>
<td>Business Partners (content providers)</td>
<td>Business partners involved in systems and applications related to DOCOMO services</td>
<td>Meetings to exchange opinions and meetings to improve operations</td>
<td>Fair and transparent transactions</td>
<td>Production and improvement of contents</td>
</tr>
<tr>
<td>Partner Companies</td>
<td>Companies and public institutions that collaborate with DOCOMO in +d and other initiatives</td>
<td>Consultation, exchange of opinions</td>
<td>Fair and transparent transactions</td>
<td>Information exchange</td>
</tr>
<tr>
<td>Business Partners (sales agents)</td>
<td>docomo Shops and other business partners responsible for sales and contracts</td>
<td>Staff training, visits by the president, route sales activities of branch staff, discussions with sales representatives</td>
<td>Fair and transparent transactions</td>
<td>Information exchange</td>
</tr>
<tr>
<td>Telecommunications Industry</td>
<td>Industry groups and competitors that consult on related regulations and fair competition</td>
<td>Councils and industry group meetings</td>
<td>Fair competition</td>
<td>Information exchange</td>
</tr>
<tr>
<td>Employees</td>
<td>Employees of the DOCOMO Group</td>
<td>Meetings with executives to exchange opinions, Intranet site, counseling, whistleblowing desk, and labor management consultations</td>
<td>Securing and maintaining employment, appropriate and transparent evaluation, establishment of a working environment, labor-management consultations</td>
<td>Provide a safe and comfortable workplace</td>
</tr>
<tr>
<td>Nonprofit Organizations and Non-governmental Organizations</td>
<td>NPOs, NGOs, and citizens’ groups involved in DOCOMO’s social and environmental activities</td>
<td>Meetings to exchange opinions, grants, and brochures</td>
<td>Collaboration for building a sustainable society</td>
<td>Information exchange</td>
</tr>
<tr>
<td>Local Communities</td>
<td>Local communities where DOCOMO services are present</td>
<td>Meetings to exchange opinions, grants, brochures, Mobile Phone Safety Classes, collaboration in environmental education programs for children</td>
<td>Safety for the local community and appropriate collaboration for social development</td>
<td>Communicate with local communities</td>
</tr>
</tbody>
</table>

● NTT Group’s Stakeholder Engagement
http://www.ntt.co.jp/csr_e/groupcsr/stakeholder.html
Commitments to External Initiatives

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

We specifically look to international guidelines that contain measures companies should take against potential social and environmental risks in formulating our own approach to CSR, the NTT DOCOMO Group Code of Ethics and the NTT DOCOMO Guidelines for CSR in Supply Chain.

- **External Initiatives Used as References for CSR Activities**
  - ISO26000
  - ISO14001
  - Women's Empowerment Principles
  - OECD Guidelines for Multinational Enterprises
  - EICC Code of Conduct (U.S. Electronics Industry Citizenship Coalition)
  - Sustainable Development Goals (SDGs)

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 transcend the corporate framework.

- **Membership in External Groups (Major Groups Only)**
  - KEIDANREN (Japan Federation of Business, incorporated association) (executive member)
  - Association of Radio Industries and Businesses (ARIB, incorporated association) (management advisor)
  - Telecommunications Carriers Association (director)
  - GSM Association (Board Member)
  - Next generation mobile networks (Board Member)

(As of November 30, 2016)

Initiatives as a Gold Partner of the Olympic and Paralympic Games Tokyo 2020

Preparations are underway for the Olympic and Paralympic Games Tokyo 2020, and excitement is building. In addition to convenience, the Tokyo 2020 Games will require greater security than past events due to rapid advances in ICT.

For the Olympic Games Tokyo 1964, Olympic Winter Games Sapporo 1972 and Olympic and Paralympic Winter Games Nagano 1988, NTT has offered its support through a broad range of cutting-edge telecommunications services. As for the Tokyo 2020 Games, NTT was the first to sign a Gold Partner agreement with the Tokyo Organizing Committee of the Olympic and Paralympic Games, under which NTT, NTT East, NTT West, NTT Communications and NTT DOCOMO will provide telecommunications services.

One of the three core concepts for Tokyo 2020 Games is “unity in diversity,” which aims to turn the event into an opportunity for nurturing a society of coexistence that embraces diversity in all its forms. Therefore, NTT will seek to connect people to people and connect Japan with the world by means of telecommunications services while contributing to the event’s management by ensuring security and comfort.

We will strive to provide an unprecedented level of hospitality for staff, participating athletes and guests from Japan and abroad by utilizing the telecommunications and security technologies and service infrastructure we have accumulated over the years.
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.

We identified 30 Sustainability Priorities based on due consideration of GRI and other guidelines, external assessment of ESG aspects and new social requirements such as the SDGs.

Assign Priorities

We assigned priorities to the Sustainability Issues identified in Step 1 based on the two axes of relevance to stakeholders and relevance to the NTT DOCOMO Group to identify the Sustainability Focuses representing the materiality that drives our CSR efforts.

Confirm Validity

The validity of the Sustainability Focuses was confirmed by the Sustainability Management Committee.

Step 1: Identification of Sustainability Priorities

We identified 30 Sustainability Priorities based on extensive consideration of various guidelines, including the GRI G4 and ISO 26000 (social responsibility) guidelines, industry benchmarks and external ESG assessments, such as the Dow Jones Sustainability Index (DJSI), as well as new issues related to sustainability, such as the SDGs.

30 Sustainability Priorities Identified by the Analysis

Using the above process, we categorized the 30 Sustainability Priorities into “Economy (including governance),” “Environment” and “Society.”
### No Category Sustainability Priorities

1. Contribute to society and environment through ICT
2. Improve access to ICT
3. Generate innovation
4. Offer indirect contribution to regional economies
5. Brand management
6. Co-create with partners
7. Strengthen corporate governance
8. Stakeholder engagement
9. Identify materiality issues and firmly implement the PDCA cycle
10. Enhance reliability and disclose ESG data
11. Control negative incidents and disclose information
12. Pursue initiatives to promote long-term shareholding
13. Manage intellectual property
14. Participate in various initiatives
15. Systemize management and supervision to improve ESG performance
16. Address climate change and effectively use resources
17. Reduce environmental impact of business operations
18. Promote safety, health and welfare
19. Ensure stability and reliability of communication services
20. Reinforce protection of information security and data privacy
21. Respect human rights and diversity
22. Protect customers and youth
23. Create attractive working environments
24. Apply quantitative assessment to human resource development
25. Promote Group-wide activities for community investment
26. Maintain favorable labor-management relationship
27. Media ethics
28. Maintain dialog with regional communities on negative effects of EMF
29. Address conflict mineral issues
30. Address conflict mineral issues

### Step 2: Prioritization

We prioritized the 30 Sustainability Issues identified in Step 1 from the standpoints of stakeholders and the DOCOMO Group, and the results were mapped on the matrix to identify the NTT DOCOMO Group Sustainability Focuses.

In prioritizing the Sustainability Issues, we sought to reflect the results of the DOCOMO Group employee satisfaction survey and feedback from customers and other stakeholders.

#### Prioritization from the Standpoint of Stakeholders

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

#### Prioritization from the Standpoint of DOCOMO

DOCOMO reconfirmed its identification process for materiality related to CSR. For the risk aspects, we used the risk identification process we apply to risk management, and for the opportunity aspects, we envisioned the following business scenarios, including the smart life business domains that reflect our medium-term targets, and assessed their impact on the 30 related themes. We identified the priorities for DOCOMO by considering both the risks and opportunities.

### Envisioned Business Scenarios

- Impact assessment for each aspect: economic, environmental and social
- Impact assessment for business management: networks, devices, charges and services
- Impact assessment for each business domain: media, commerce, finance, healthcare and the environment
- Impact assessment for Sustainability Issues: safety and security, education, IoT, climate change, declining birthrate and aging population, and disparities
● Step 3: Validation

Once identified, the Sustainability Priorities were examined by the Sustainability Management Committee chaired by the president and comprised of senior executive vice presidents (CFOs and CPOs), Audit & Supervisory Board members, members of the Board of Directors and managers of relevant departments. The committee confirmed the validity of these priorities based on how well they reflected the expectations of stakeholders and whether they covered all issues of importance to the NTT DOCOMO Group.

Based on the results of this materiality analysis, eight related themes deemed as high priority were designated as the Sustainability Focuses of the DOCOMO Group.
DOCOMO’s Strategic Sustainability Focuses and Related Initiatives
DOCOMO’s eight Sustainability Focuses and related initiatives are listed below.

<table>
<thead>
<tr>
<th>Sustainability Focuses</th>
<th>Goals</th>
<th>Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Contribute to society and environment through ICT</td>
<td>Provide ICT services that contribute to resolving social issues</td>
<td>Use DOCOMO’s assets to resolve social issues in areas such as education, health and the wealth gap</td>
</tr>
</tbody>
</table>
| 2. Reinforce protection of information security and data privacy | Protect customers’ information assets by addressing increasingly sophisticated and serious security risks | 1. Educate information security experts  
2. Raise awareness of information security and data privacy among employees  
3. Bolster supply chain management |
| 3. Strengthen corporate governance | Establish a corporate culture that society trusts | 1. Carry out constructive dialog with stakeholders  
2. Ensure board diversity  
3. Establish thorough compliance |
| 4. Ensure stability and reliability of communication services | Provide stable communication services and promptly resume operations in the event of a disaster or other emergencies | 1. Construction and maintenance of resilient networks  
2. Speedy response to disaster recovery |
| 5. Protect customers and youth | Reduce problems related to smartphones and mobile phones and expand comfortable and convenient communication | 1. Increase customer satisfaction  
2. Enhance quality of services aimed at protecting young people  
3. Implement activities aimed at educating young people |
| 6. Promote safety, health and welfare | Promote employee safety and wellness to maintain vigorous business operations | 1. Maintain and enhance employee motivation  
2. Deploy measures aimed at promoting employee safety and wellness |
| 7. Respect human rights and diversity | Respect the human rights of all stakeholders across all aspects of business activities | 1. Seek higher standards for Hearty Style  
2. Promote diversity  
3. Establish an awareness of human rights  
4. Strengthen supply chain management |
| 8. Address climate change and effectively use resources | Steadily implement Green Action Plan 2030 and pursue the most advanced environmental management | 1. Develop and provide services and technologies that contribute to reducing CO₂ emissions  
2. Develop and install electrically efficient base stations and network facilities  
3. Restrain the final disposal ratio of waste and make effective use of resources  
4. Strengthen supply chain management |
Scope of the Sustainability Focuses

Since the communications services undertaken by DOCOMO and its 12 functional subsidiaries constitute the Group’s main business, the most important scope covers DOCOMO and its 12 functional subsidiaries, while disclosure related to organizations outside this scope is limited to a minimum due to the small size of their businesses.

As for the scope outside the organization, the supply chain plays an important role in executing communication services, and this includes communications facility and equipment manufacturers, construction, works and operation companies, and communication device manufacturers. The supply chain is primarily based in Japan, the U.S., South Korea and China. To promote understanding of the procurement policy and CSR approach of the supply chain outside the organization, we have formulated the Guidelines for CSR in Supply Chain to share issues related to CSR.

Relationship between DOCOMO’s Sustainability Focuses and Promotion of SDGs

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

Looking ahead, DOCOMO will seek to resolve international issues through the achievement of SDGs as a member of the international community.

The Sustainable Development Goals (SDGs) consist of 17 goals, shown below, and their 169 targets.

17 goals and details

### DOCOMO’s Sustainability Focuses and the Related SDGs

<table>
<thead>
<tr>
<th>Sustainability Focuses</th>
<th>Initiatives</th>
<th>Relevant Pages (click to jump to the page)</th>
<th>Related SDGs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Contribute to society and the environment through ICT</td>
<td>Use DOCOMO’s assets to resolve social issues in areas such as education,</td>
<td>Enabling Communications in Remote or Relatively Unpopulated Areas</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>health and the wealth gap</td>
<td>Considerations for Children, the Elderly and Persons with Disabilities</td>
<td>-</td>
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<tr>
<td></td>
<td></td>
<td>DOCOMO Hearty Classes</td>
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<td></td>
<td></td>
<td>Social Innovation</td>
<td>-</td>
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<td></td>
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<td>Environmental Innovation</td>
<td>-</td>
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<td></td>
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<td>Promoting Open Innovation</td>
<td>-</td>
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<td></td>
<td></td>
<td>Shinagawa Student City/Finance Park</td>
<td>-</td>
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<tr>
<td></td>
<td></td>
<td>Smartphone and Mobile Phone Safety Classes</td>
<td>-</td>
</tr>
<tr>
<td>2. Reinforce protection of information security and data privacy</td>
<td>1. Protect and appropriately manage information assets in possession</td>
<td>Ensuring Information Security</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>2. Develop information security experts</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3. Strengthen corporate governance</td>
<td>1. Carry out constructive dialog with stakeholders</td>
<td>Stakeholder Engagement</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>2. Steadily implement internal controls</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4. Ensure stability and reliability of communications services</td>
<td>1. Construction and maintenance of resilient networks</td>
<td>A Robust Lifeline that Ensures Reliability in Times of Disaster</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>2. Speedy response to disaster recovery</td>
<td>Disaster Relief Provided by DOCOMO</td>
<td>-</td>
</tr>
<tr>
<td>5. Protect customers and youth</td>
<td>1. Increase customer satisfaction</td>
<td>Customer Satisfaction</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>2. Enhance quality of services for protecting young people</td>
<td>Initiatives on Fair Competition</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>3. Implement activities for educating young people</td>
<td>Considerations for Children, the Elderly and Persons with Disabilities</td>
<td>-</td>
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<tr>
<td></td>
<td></td>
<td>Considerations for Children, the Elderly and Persons with Disabilities</td>
<td>-</td>
</tr>
<tr>
<td>6. Promote safety, health and welfare</td>
<td>1. Maintain and enhance employee motivation</td>
<td>Mental Healthcare</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>2. Deploy measures for promoting employee safety and wellness</td>
<td>Employee Satisfaction</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Support for docomo Shop Staff</td>
<td>-</td>
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<tr>
<td></td>
<td></td>
<td>Improving Employee Health</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Health and Safety Management</td>
<td>-</td>
</tr>
<tr>
<td>7. Respect human rights and diversity</td>
<td>1. Seek higher standards for Hearty Style</td>
<td>Promotion of DOCOMO Hearty Style</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>2. Promote diversity</td>
<td>Promoting Women’s Careers</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Focus on Expanding Employment Opportunities for People with Disabilities</td>
<td>-</td>
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<td></td>
<td></td>
<td>Initiatives for LGBT and Sexual Minorities</td>
<td>-</td>
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<tr>
<td></td>
<td></td>
<td>Human Rights Message from Top Management</td>
<td>-</td>
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<td></td>
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<td>Participation in the Industrial Federation for Human Rights, Tokyo</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human Rights Awareness Training</td>
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<td>Monitoring Human Rights Activities</td>
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<td>8. Address climate change and effectively use resources</td>
<td>1. Develop and provide services and technologies that contribute to reducing CO₂ emissions</td>
<td>Environmental Innovation</td>
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<td>2. Develop and install electricity efficient base stations and network facilities</td>
<td>Creation of a Low-Carbon Future</td>
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<td>Formation of a Sustainable Society</td>
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## Corporate Governance and Management Structure

### Corporate Governance

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### Brand Management

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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 Policies and Philosophy

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

DOCOMO believes that maintaining effective corporate governance is crucial to continuously increasing corporate value. To ensure promptness, transparency and soundness in its management, DOCOMO has been working to establish a governance structure that allows it both to make management decisions without delay and to reinforce its audit and internal controls, as well as to improve its communication with stakeholders. We will continue to strengthen our corporate governance based on the approach explained below. In line with the objective of each principle of the Corporate Governance Code, we established the NTT DOCOMO Basic Policy on Corporate Governance in October 2015 to ensure the sustainable growth of the DOCOMO Group and enhance mid- to long-term corporate value so as to earn a high degree of trust and recognition from shareholders, customers and other stakeholders.

Basic Approach to Corporate Governance

(NTT DOCOMO Basic Policy on Corporate Governance, Article 2)

DOCOMO strives to enhance its corporate governance based on the following approach.

1. We will respect the rights of shareholders and will create an environment that enables shareholders to exercise their rights appropriately while ensuring actual equality among shareholders.
2. We will pay due respect to various stakeholders including shareholders, customers, employees, business partners and local communities, and seek to collaborate in an appropriate manner while also nurturing a corporate culture that is beneficial to sound business activities.
3. We will ensure transparency by disclosing non-financial information as well as financial information in an appropriate manner.
4. The Board of Directors will adequately fulfill its responsibilities, which include making decisions concerning the execution of important business such as basic management policies, establishing a flexible system for business execution and enhancing management oversight functions.
5. We will engage in constructive dialogue with shareholders to achieve sustainable growth for the Group and enhance corporate value over the mid to long term.

● NTT DOCOMO Basic Policy on Corporate Governance (in Japanese only)

● NTT DOCOMO Corporate Governance Report (in Japanese only)

● Form 20-F, submitted to U.S. Securities and Exchange Commission (SEC) in June 2016(pp.105-108)
Overview of the Corporate Governance Structure

Regarding our core telecommunications businesses, DOCOMO recognizes that mobile phones have come to play a vital role as social infrastructure. To use management resources effectively and maintain consistent and stable business operations, we believe it is desirable for directors with high levels of expertise and knowledge in telecommunications businesses to participate in important business execution matters. In addition, from the standpoint of ensuring sound and effective management, we believe it is desirable to have a governance system in which directors who serve concurrently as executive officers supervise each other’s actions while making timely decisions, while Audit & Supervisory Board members shall conduct management audits. Accordingly, we have adopted a corporate governance structure that consists of a Board of Directors and an Audit & Supervisory Board. We have also appointed outside directors and outside Audit & Supervisory Board members to further enhance monitoring and audit functions.

In addition, we use an executive officer system to clarify the roles of business execution and monitoring, and to further reinforce our business execution functions. A portion of decision-making authority has been transferred from the Board of Directors to the representative directors and executive officers to enable agile business execution by the responsible officers. This system makes possible rapid responses to changes in the operating environment.

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

<table>
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<th>Governance structure</th>
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<tbody>
<tr>
<td>Category</td>
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<tr>
<td>Directors*1</td>
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<tr>
<td>Executive officers*2</td>
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<tr>
<td>Audit &amp; Supervisory Board members</td>
</tr>
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*1 Includes 7 directors who concurrently serve as executive officers.
*2 Excludes 7 directors who concurrently serve as executive officers.
(As of June, 2016)

15 meetings were held

Meetings of the Board of Directors (Fiscal 2015)

Attendance

Directors: 99.5%; outside directors: 96.7%  
Audit & Supervisory Board members: 97.3%; outside members: 96.6%

NTT DOCOMO’s Corporate Governance System

The Board of Directors consists of 15 members, including two outside directors who are independent officers appointed in accordance with the rules and regulations of the Tokyo Stock Exchange, Inc. In principle it meets once a month and renders decisions on important business matters. Extraordinary meetings are convened as necessary. The directors serve one two-year term. The Board of Directors also receives status reports as

Business Execution and Audit System

The Board of Directors consists of 15 members, including two outside directors who are independent officers appointed in accordance with the rules and regulations of the Tokyo Stock Exchange, Inc. In principle it meets once a month and renders decisions on important business matters. Extraordinary meetings are convened as necessary. The directors serve one two-year term. The Board of Directors also receives status reports as

...
needed from members of the Board of Directors who have been assigned responsibility for business execution, thereby conducting management supervision. For decision making on key issues related to business execution, the Company established the Management Committee, which includes the president and CEO as well as senior executive vice presidents, executive vice presidents, and full-time Audit & Supervisory Board members. The Management Committee meets in principle once a week and extraordinary meetings are convened as necessary to facilitate flexible, rapid decision making by the president and chief executive officer. In addition, we established the Internal Control Committee, which meets as needed and is chaired by the president, thus ensuring that the chief executive officer himself takes the initiative in supervising internal control.

The Audit & Supervisory Board consists of five members, including four outside members, of whom two are independent officers appointed in accordance with the rules and regulations of the Tokyo Stock Exchange, Inc. They serve one four-year term. The board meets in principle once a month to make decisions on audit policies, plans, methods and other important issues related to the audit of the Company. In accordance with audit policies and audit plans determined by the Audit & Supervisory Board, members attend key meetings, such as those of the Board of Directors, and receive reports from directors, examine important documents, and conduct on-site examinations of the head office, major worksites and major subsidiaries. In this way, Audit & Supervisory Board members effectively audit the execution of duties by directors and reports on the status of audit implementation to the Audit & Supervisory Board. The members also promote mutual understanding and information-sharing with the auditors of subsidiaries by holding the DOCOMO Group liaison meeting of auditors three times a year and the DOCOMO Group training for new auditors once a year. In addition, they remain in close contact with the Internal Audit Department by regularly sharing information on audit plans and results to ensure the effectiveness of audits.

We have verified the effectiveness of DOCOMO’s Board of Directors based on a Directors’ Self-Assessment Questionnaire completed by all directors and Audit & Supervisory Board members and discussions held in May 2016 during a meeting by the Corporate Governance Council, which consists of all members of the Board of Directors and the Audit & Supervisory Board.
Independence Criteria

DOCOMO appoints individuals who are free of any conflicts of interest with shareholders as independent outside directors or Audit & Supervisory Board members from the perspective of enhancing supervision and fairly conducting audits of the execution of duties of directors. In designating outside directors and Audit & Supervisory Board members as independent directors, DOCOMO complies with the independence criteria of the Tokyo Stock Exchange, Inc. (Guidelines on Listing Management, etc. III 5. (3)-2) as well as DOCOMO’s own criteria for ensuring independence.

A detailed explanation of the independence standards is provided on the left.

Board Diversity

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

We also ensure diversity in the selection of officers by reviewing their professional experience and accomplishments in order to ascertain whether they possess expert knowledge and experience related to economic, environmental and social issues.
Policy on Compensation for Directors

The maximum aggregate compensation amount for the Company’s directors and that of the Company’s Audit & Supervisory Board members and any change in the amount is decided based on a resolution at a general meeting of shareholders. Matters regarding director compensation are determined by the Board of Directors.

The ratio between compensation per director in Japan, which constitutes an important base for the organization, and compensation per employee is 4.3 to 1 (the ratio between aggregate compensation paid to directors during fiscal 2015 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 Audit & Supervisory Board Members

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Persons</th>
<th>Aggregate Compensation Amount (Million yen)</th>
<th>Monthly Compensation Amount (Million yen)</th>
<th>Bonus (Million yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directors</td>
<td>14</td>
<td>518</td>
<td>415</td>
<td>103</td>
</tr>
<tr>
<td>Audit &amp; Supervisory Board members</td>
<td>6</td>
<td>129</td>
<td>129</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>648</td>
<td>544</td>
<td>103</td>
</tr>
<tr>
<td>Independent Officers (repeated)</td>
<td>6</td>
<td>109</td>
<td>109</td>
<td>Not applicable</td>
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(From April 1, 2015 to March 31, 2016)

- 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 & Supervisory Board member.
- Figures include one director and one member of the Audit & Supervisory Board who retired at the conclusion of the 24th Ordinary General Meeting of Shareholders on June 18, 2015.
- Figures for outside directors include one member of the Audit & Supervisory board who retired at the conclusion of the 24th Ordinary General Meeting of Shareholders on June 18, 2015.

### 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 September 30, 2016, NTT owned 62.37% of the voting rights of the DOCOMO Group and was in a position to influence the Company’s management decision making through the exercise of majority shareholder rights. However, the Company retains its own management responsibility and conducts oversees operations in accordance with its own decision making authority. (As of September 30, 2016, the Japanese Finance Minister owns 32.39 % of NTT shares.)
Functions of Related Committees

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

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

Sharing Sustainability Issues among Management

The Sustainability Management Committee provides the venue for DOCOMO management, including the president, to corporately identify sustainability issues and discuss appropriate actions. In fiscal 2015, the discussion agenda included establishing our CSR Policy, results of ESG assessment by external institutions, the status of initiatives undertaken by each committee, the status of the implementation of charity websites, fundraising and donations, the status of voluntary support programs for the Tohoku region, and a review of the DOCOMO Group’s environmental vision.

The Sustainability Management Committee is chaired by the president and composed of senior executive vice presidents, members of the Audit & Supervisory Board, directors and the heads of relevant departments. The CSR department reports to the Management Committee attended by board members on issues discussed by the Sustainability Management Committee. As for suggestions and requests from stakeholders, information is identified and gathered by the department responsible for each stakeholder, and dialogues are set up as needed. The content of dialogues is shared by the Management Committee.

Advisory Board

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

DOCOMO established its 9th Advisory Board in October 2015 as a forum in which experts from 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 2015 to September 2017 (tentative)
Frequency: quarterly (tentative)

Members of the Advisory Board (as of June, 2016)
Chairperson: Mr. Taizo Nishimuro Honorary Advisor to the Board of Toshiba Corporation, Senior Advisor of Japan Post Holdings Co., Ltd.
Members:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>Dr. Motoshige Itoh</td>
<td>Professor Emeritus, The University of Tokyo, Professor, Faculty of International Social Sciences, Gakushuin University</td>
</tr>
<tr>
<td>Mr. Shin Kikuchi</td>
<td>Partner Lawyer, Mori Hamada &amp; Matsumoto</td>
</tr>
<tr>
<td>Ms. Main Kohda</td>
<td>Novelist</td>
</tr>
<tr>
<td>Mr. Masaaki Shintaku</td>
<td>Executive Vice President, Special Olympics Nippon</td>
</tr>
<tr>
<td>Mr. Jitsuro Terashima</td>
<td>CEO of Japan Research Institute, President of Tama University</td>
</tr>
<tr>
<td>Dr. Hideo Miyahara</td>
<td>Professor Emeritus, Osaka University</td>
</tr>
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Members (DOCOMO):
Kazuhiro Yoshizawa (President and CEO)
Hiroyasu Asami (Senior Executive Vice President)
Toshiki Nakayama (Senior Executive Vice President)
Akira Terasaki (Senior Executive Vice President)
Kiyohiro Omatsuzaawa (Executive Vice President)
Kyoji Murakami (Executive Vice President)
U.S. Advisory Board Set Up

DOCOMO established its 8th U.S. Advisory Board in November 2015 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 8th U.S. Advisory Board after inviting overseas experts to succeed the 7th board. The diverse information and comments we receive from these meetings are incorporated into our management decision making.

Overview

Term: from November 2015 to October 2017 (tentative)
Frequency: twice a year (tentative)

Members of the U.S. Advisory Board (as of June, 2016)

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

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

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

- Guest Speaker at the first meeting
  Ragu Gurumurthy
  Chief Innovation Officer, Deloitte LLP

- Guest Speaker at the second meeting
  Amy Walter
  National Editor of The Cook Political Report

- Guest Speaker at the third meeting
  Eric Bovim
  Managing Director, Signal Group Consulting, LLC

Members (DOCOMO):
Kazuhiro Yoshizawa (President and CEO)
Hiroyasu Asami (Senior Executive Vice President)
Toshiki Nakayama (Senior Executive Vice President)
Akira Terasaki (Senior Executive Vice President)
Kiyohiro Omatsuzawa (Executive Vice President)
Katsuhiko Yamagata (Managing Director, Global Business Division)
Michiya Shinagawa (President & CEO, NTT DOCOMO USA, Inc.)
David Jeppsen (Chief Representative, Washington D.C. Office, NTT DOCOMO USA, Inc.)
Basic Policies and Philosophy

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

Risk Management Mechanism

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

In addition, the Internal Audit Department conducts 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.

Risk Identification Process

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

In recent years we have expanded consideration of risks DOCOMO should address to encompass our response to policy changes in laws and regulations concerning issues such as the introduction of payment plans that meet diversified needs and adjustment to discounts on the purchase of smartphone, as well as issues arising from changes in our client base due to our “+d” initiatives and d POINT system.
Fostering and Expanding a Risk Management Culture

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

Each year we update our business risks to reflect social trends. This allows us to incorporate emerging risks as a preventive measure. While these risks are addressed appropriately through a company-wide response, risks related to individual operations are handled in an appropriate manner by each division.

Risks that have been identified are incorporated into operational rules and appropriately monitored as auditing targets. We have been working to foster and expand our risk management culture by including compliance-related risks in the criteria for employee performance assessment and disseminating information on responses to related risks through compliance education and training.

Status of Responding to Individual Risks

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

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

- **Ensuring the Safety of Employees and Securing Communications in Times of Disaster**
  In order to secure telecommunications services to customers in the event of a major disaster, we have been developing our communications networks (large- and medium-zone base stations) that are resilient against disasters and enhancing the safety and reliability of our networks. We also conduct general disaster drills to prepare against major disasters and carry out annual disaster prevention drills designed to meet specialized regional needs.

  Furthermore, as a designated public institution under the Basic Act on Disaster Control Measures, we participate in joint disaster prevention drills with the national government, local governments and the Self Defense Forces. Through these activities, we stand ready to provide prompt delivery of telecommunications services during a disaster.

  In addition, we regularly conduct drills using DOCOMO’s own employee safety confirmation system and earthquake response drill application to provide protection for our employees and their families, and to construct systems for promptly confirming safety and restoring communications networks.
Ensuring Information Security

DOCOMO recognizes that proper management of information is an important management issue, and to offer secure services to customers we have declared our Information Security Policy as guidelines for our initiatives on information security, and are committed to complying with the Information Security Policy and Privacy Policy. Our Information Security Policy applies to information assets that consist of any information we obtain or learn in the course of our corporate activities, and all information we possess for the purpose of our operations.

To manage such information, we set up the Information Management Committee chaired by a senior executive vice president who also serves as Chief Information Security Officer (CISO) and Chief Privacy Officer (CPO), and an employee responsible for information management has been assigned to each work site. By establishing a system for speedily implementing information security measures, we are protecting and appropriately managing all information assets in our possession.

At each important stage in the system life cycle from construction to operation, we address vulnerabilities in the in-house system by implementing major security measures as described below. In accordance with internal regulations, the division responsible for the system and the division supervising security each monitors progress on the implementation of measures required to address vulnerable information. By following this process, we seek to prevent the occurrence of incidents related to information assets, such as unauthorized access, destruction, leaks and falsification, and to minimize damage in the event of such incidents.

Main security measures to address vulnerabilities in the internal system
(1) Establishment of internal regulations on security measures and stringent adherence
(2) Measures for large-scale customer information management system
   a) Thorough implementation of update programs for patching vulnerabilities in software
   b) Establish system to constantly monitor daily usage and check for irregularities
   c) Encrypt critical information contained in the internal system
(3) Early detection and response to security holes based on regular vulnerability diagnosis

In addition, we provide continuous education and training to enhance information security literacy among all employees to implement appropriate management of information assets, and hold an “Information Security Awareness Month” in November each year to raise employee awareness.

During Information Security Awareness Month in fiscal 2016, we reviewed and disseminated details about information security through heads-up messages to employees from senior executive vice presidents and the managing director of the Information Security Department. Also, we set up a special page on the corporate intranet to introduce specific cases and then gave employees a set of questions to confirm that they understood the information.

Given that targeted email attacks on specific individuals and organizations became more sophisticated in fiscal 2016, we sought to avoid the risk of having confidential information stolen by conducting training for all NTT DOCOMO Group employees, which was based on a simulated targeted email attack, in October and November, 2016. Our goal was to keep employees alert against targeted attacks and to raise their level of literacy by providing knowledge for recognizing such attacks. We will also collect basic data necessary for issuing future alerts to reinforce information security across the DOCOMO Group.
NTT DOCOMO Group Sustainability Report 2016

● Protection of Data Privacy

DOCOMO believes that recognizing the importance of personal information and ensuring thorough protection represent its chief responsibility in its business. We strive to protect personal information by creating guidelines on providing security and reliability to customers, stipulating and disclosing our Privacy Policy, and applying these guidelines and policy to all Group companies, including subsidiaries.

Upon obtaining, using, or providing personal information, or handling anonymized information, we comply with the Personal Information Protection Act and other relevant laws and regulations and respond promptly to revisions under an established management system for protecting personal information. Also, we appropriately and carefully handle the information in accordance with internal rules. We inform our customers about the content of the personal information handled by DOCOMO, clauses requiring customer approval for the use of data, policy on disclosure to third parties, and other information by publishing them in our Privacy Policy.

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. We seek to ensure the accuracy and security of personal information by implementing these and other rational measures that address risks such as illegal access to personal information and leakage, loss, or damage of personal information.

Along with these measures, we provide training at least once a year for all employees and executives, including temporary staff, to ensure that security management measures are implemented and personal information is handled in an appropriate manner. 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. We select subcontractors after confirming that they handle personal information appropriately, and our outsourcing agreements include clauses on security management measures, confidentiality, conditions for recommissioning, and other issues related to the handling of personal information, and we provide the necessary and appropriate supervision.

In fiscal 2015, there were no complaints concerning personal information from either regulatory institutions or external sources, and there were no information leaks or other accidents.

● Privacy Policy

https://www.nttdocomo.co.jp/english/utility/privacy/

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

Basic Policies and Philosophy

The foundation of our compliance management is to promote strict observance of the NTT DOCOMO Group Code of Ethics and respect for human rights among all employees while continuing to meet the steadily increasing demands and expectations of society based on high ethical standards.

We have built a Compliance Management System, which is centered on the Compliance Committee. Specifically, we have implemented rules that require employees to make a report if they notice any illegal or fraudulent incidents. Under these rules we have sought to protect the privacy of individuals seeking consultation or making a report and to ensure that they are not treated unfairly as a result. We have thus created an environment that facilitates such reports, and have also established avenues within and outside the Company for consulting on related issues. In addition, all divisions have employees with responsibility for compliance promotion, and we implement training in ethics and legal compliance for all employees. In these ways, we are implementing a range of compliance-related initiatives. Moreover, we have conducted a compliance and human rights awareness survey of every employee, the results of which have been reflected in our various measures to ensure compliance. Through such efforts, we are working to further advance ethical views.

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.

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 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 CEO and comprises executive vice president, executive general manager of regional offices, general manager of each division and Audit & Supervisory Board member and other members appointed by the chairperson as needed.

Compliance Management System

[Diagram of Compliance Management System]
Employees responsible for compliance promotion create an implementation plan for legal and ethical compliance for their respective organizations, monitor the status of legal and ethical compliance within the organization, and report the results to the director responsible for corporate ethics (or the president of a regional office).

Measures for identifying compliance risks and developing a deeper sense of respect for human rights within each organization, as well as measures for improving on inappropriate aspects confirmed by organizational monitoring, are incorporated into the implementation plan, and a PDCA cycle is executed under 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 practice within their respective organizations. Each RCL conducts daily activities for this purpose and responds quickly and effectively when a compliance risk materializes.

The director responsible for corporate ethics analyzes the content of the plans and documents submitted by employees responsible for compliance management, and offers any necessary advice or guidance. In addition to promoting compliance and human rights awareness Group-wide, compliance staff and human rights 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 channel was set up at a legal office outside the Company for the purpose of ensuring anonymity in regard to whistleblowing reports received from not only Group employees but also suppliers by email, letter or fax. The email address of the whistleblowing desks are published on our corporate website, and we actively disseminate information by delivering email magazines and distributing posters. We have stipulated rules to protect the privacy (anonymity) of individuals seeking consultation, and to ensure that they are not 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 the director responsible for corporate ethics and other members of management, as well as members of the Audit & Supervisory Board. Necessary steps are then taken and measures put into place to prevent any future recurrence. We analyze the content of the consultations every year, and any trends discerned from the incidents are shared with employees nationwide at regular internal meetings while also incorporated into compliance training.

Our analysis revealed that about 60% of the consultations in fiscal 2015 were related to harassment.

There were no major compliance issues in fiscal 2015.

<table>
<thead>
<tr>
<th>Number of Consultations on Compliance over the Past Three Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2013</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>Consultations on compliance (cases)</td>
</tr>
<tr>
<td>Compliance violations</td>
</tr>
<tr>
<td>Unauthorized use of expenses, etc.</td>
</tr>
<tr>
<td>Harassment</td>
</tr>
<tr>
<td>Other compliance violations</td>
</tr>
<tr>
<td>Other cases</td>
</tr>
</tbody>
</table>
**Compliance Whistleblowing Desk System**

<table>
<thead>
<tr>
<th>Whistleblower (employees of the DOCOMO Group, suppliers, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultation</td>
</tr>
<tr>
<td><strong>Internal Whistleblowing Desk</strong> (Compliance Committee Office)</td>
</tr>
<tr>
<td>Report</td>
</tr>
<tr>
<td>Investigation request</td>
</tr>
<tr>
<td>Corporate officer responsible for corporate ethics</td>
</tr>
<tr>
<td>Investigation request</td>
</tr>
<tr>
<td>Investigation of facts (head of area in question)</td>
</tr>
<tr>
<td><strong>External Whistleblowing Desk</strong> (Lawyer’s office)</td>
</tr>
<tr>
<td>Compliance Committee Office</td>
</tr>
<tr>
<td>Corporate officer responsible for corporate ethics</td>
</tr>
<tr>
<td>Investigation request</td>
</tr>
</tbody>
</table>

**Status of Initiatives on Compliance**

**Ongoing Compliance Training**
Training is conducted every year to raise awareness of compliance among corporate officers and employees (including temporary staff). 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.

In fiscal 2015, we sought to establish compliance by launching a self-check program in which the previous year’s trainees received a questionnaire by email from the outside lecturer encouraging them to review the results of the training. In addition, we endeavored to further strengthen our compliance promotion system by revising the Compliance Management Regulations in May and laying down the Operational Bylaws for Compliance Management to stipulate a mechanism for checking on organizations where compliance violations or harassment had occurred to determine whether preventive measures were functioning effectively after a certain period. We also improved documentation such as hearing sheets used in the workplace when responding to consultation related to compliance.

**Survey on Compliance and Human Rights**
A survey of all Group employees, including temporary staff, for a total of around 38,400 individuals, was conducted in October of fiscal 2015 to ascertain levels of awareness in relation to compliance and human rights.

An analysis of the responses showed a significant improvement in the affirmative response rate for “awareness of whistleblowing desks and RCL,” an area where we made a focused effort in fiscal 2015. The response rate on understanding of laws and regulations, effects of training, organizational culture and communication also improved; however, we found space to make further efforts in some areas. For example, while we saw a general improvement in the area of workplace harassment, the level of improvement was insufficient among certain management positions, and communication initiated by subordinates toward their supervisors showed a declining trend.

Using these results, we will make a focused effort to nurture ethics among each individual employee in fiscal 2016 by creating an environment that facilitates communication from the bottom up. Also, we will carry out initiatives aimed at boosting the capacity of supervisor to listen and persistently providing information on compliance and human rights.
● Initiatives for Preventing Bribery
The DOCOMO Group, which operates business at an international level, is subject to the bribery and corruption laws of 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.
In fiscal 2014, the NTT Group created the “Anti-Bribery Handbook” as a tool for training employees. The handbook contains basic knowledge and examples of bribery and facilitation payments. It also covers even broader themes than the Guidelines on the Prevention of Bribery of Foreign Public Officials. The DOCOMO Group has sought to encourage understanding by distributing the Japanese and English language versions of the handbook to Group companies in and outside Japan. We have sought to bolster our efforts against bribery among Group companies by encouraging them to construct a system of compliance in accordance with the Code of Ethics, guidelines and the handbook while paying due consideration to the business models of each company and to the laws of the countries in which they are located. In addition, we hold training and organize study groups to fully educate our employees.

● NTT Group Anti-Bribery Handbook


Reports on bribery in Japan and overseas are submitted by divisions with management responsibilities in each operating company. As for joint ventures, a reporting line has been established between DOCOMO’s head office and the holding company of the joint venture to monitor and manage information concerning bribery. Since fiscal 2015, bribery has become a subject of internal auditing throughout the NTT Group, and information is submitted to the Internal Audit Department.

No incidents resulting in legal action due to bribery occurred in fiscal 2015.

With respect to political donations, we make it absolutely clear that donations are to be extended through legitimate channels in accordance with the NTT DOCOMO Group Code of Ethics and NTT DOCOMO Guidelines for CSR in Supply Chain, and in compliance with the Political Funds Control Law in Japan.

In fiscal 2015, DOCOMO made political donations totaling 7.0 million yen in Japan.

● Initiatives on Fair Competition

In addition to the Antimonopoly Act, which constitutes the common rules of competition, NTT DOCOMO is also governed by articles of the Telecommunications Business Law, which are intended to promote fair competition in accordance with the special nature of the telecommunications business. To develop a fair and unrestricted competitive environment, the Fair Trade Commission and the Ministry of Internal Affairs and Communication formulated the “Guidelines for Promotion of Competition in the Telecommunications Business Field,” which reflects their declared policy on the manner in which the Antimonopoly Act and the Telecommunications Business Law are respectively applied.

● Regulations Governing the Telecommunications Business

Specific problems are shown below.

- Ban on private monopolies
- Ban on unreasonable restraint of trade
- Ban on unfair business practices, etc.

To ensure compliance with these laws and regulations, the NTT DOCOMO Group conducts training on fair competition online and by other means for all employees at its headquarters as well as employees at functional subsidiaries that bear some responsibility...
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 February 2016 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

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 5G that the Company developed to upgrade its networks and launch new services, with the ultimate goal of enhancing mobile experiences for customers. DOCOMO has obtained numerous patents in Japan as well as in other countries and held a total of around 5,300 patents in Japan and 8,400 patents overseas as of March 2016. Going forward, DOCOMO intends to strengthen its global competitiveness by steadily expanding the scope of its intellectual property.
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.

Number of patent applications: 583

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Number of patent applications: 583

Patent Applications

- Technologies related to new services: 35%
- Technologies related to faster networks: 40%
- LTE: 18%
- 5G: 10%
- Core Network: 6%

(Breakdown of patents applied in Japan in FY2015)

Tax Planning Strategy

Tax Planning Principles

All executives and employees of the NTT DOCOMO Group, regardless of the country in which they operate, will not only comply with laws, social norms, and internal rules but will also adhere to the highest ethical standards in both their public and private actions. With this fundamental principle, we handle practical tax matters by establishing internal rules and strive to maintain and enhance compliance through measures such as employee training.

In concrete terms, we have established the “DOCOMO Group Tax Guidelines.” Under these guidelines, subsidiaries of the NTT DOCOMO Group strive to maintain and improve their tax compliance by providing employee education and supervision and by improving operational efficiencies in order to comply with regulations and fulfill their tax obligations.

With respect to the application of preferential tax treatment, we will not interpret, apply, or seek tax savings in a manner that is unlawful or not presumed by the laws and regulations. We strive to optimize the tax burden for the DOCOMO Group as a whole through the appropriate and effective use of tax incentives for research and development and other preferential tax treatment. In addition, with respect to transactions that carry potentially high taxation risks, we will strive to reduce the taxation risks by considering the application of an Advance Pricing Agreement with tax authorities.

In view of the increasingly multinational nature of the NTT DOCOMO Group companies and rise in international transactions in and outside of the Group, as well as a strengthening of taxation by the tax authorities of countries, the importance of risk management has increased for transfer pricing taxation, tax haven countermeasures, and other important tax systems related to international taxation, for which we will take the measures described below.

(1) Transfer Pricing Taxation

- Transaction prices that are applied in the NTT DOCOMO Group’s international transactions will be calculated in accordance with the laws and regulations of each country and the Transfer Pricing Guidelines published by the Organization for Economic Cooperation and Development (OECD), and in accordance with the arm’s length principle.
- In cases where the laws and regulations of countries and regions require documentation of the method of price calculation, or where such documentation is required due to factors such as the size of the transaction or possible taxation risks, we will prepare relevant documentation in an appropriate manner.
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 2015 were 211,719 million yen, and the tax burden ratio to pretax income was 27.2%.

(2) Anti-Tax Haven Rules

When investing in a low-tax country, or when a country or region in which we operate is newly categorized as a low-tax country due to the lowering of the effective tax rate, we will determine whether or not anti-tax haven rules apply to the investment or operation based on the laws and regulations of the country or region. Where the rules do apply, we will make our tax payments by self-assessment in an appropriate manner by adding the income of the target company to the income of the parent company. Where we are exempted from anti-tax haven rules, we clarify the process that led to such a decision.

These guidelines are being observed by all consolidated subsidiaries of the NTT DOCOMO Group.

Furthermore, in order to reduce the long-term tax burden ratio, we are working with the Japanese business community to request a tax reform contributing to the sustainable growth and strengthening of international competitiveness of Japanese companies.

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.
DOCOMO has embarked on a new challenge: connecting the separate elements of daily life to achieve levels of convenience and enjoyment never seen before. We call it “smart innovation.”

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

To make this a reality, we are supporting innovation across a wide range of businesses.

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

This culture of challenge and innovation is deeply rooted at DOCOMO. For us, however, it’s not simply about creating products and services that are new; it’s about creating things that, before you know it, become essential or even taken for granted in daily life.

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

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

Brand 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 System

NTT DOCOMO Corporate Brand (Carrier Brand)

Service Brands
Network services: Premium 4G, VoLTE, LTE (Xi), FOMA, docomo Hikari, etc.

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

New service domains (provided by subsidiaries): ABC Cooking; Radishbo-ya; Karada no Tokei WM; Karada no Kimochi; MAGASEEK; Shop Japan; Tower Records, etc.

Management of Names, Logos and Icons

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

- Final decision on brand name, logo and icon system
- Final decision on brand name proposal, logo and icon design proposals
- Deliberation on brand name, logo and icon system
- Deliberation on brand name proposal, logo and icon design proposals
- Consideration and development of service concept
- Deliberation on serviceability (Service Marketing Working Group, Committee on Service Promotion)
- Request for formulation of brand name, logo and icon
- Confirmation of brand name, logo and icon proposals
- Business promotion staff in the Corporate Marketing Strategy Department serve as the secretariat for corporate customer services
- Overall management of naming, logo and icon system
- Development of brand name, logo and icon (including outsourcing to external production companies)
- Trademark and consumer research
Brand Management Indicators

With regard to our corporate brand, we closely monitor indicators such as the TOYO KEIZAI, INC.'s CSR Company Ranking (ranked fifth in fiscal 2015), 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

<table>
<thead>
<tr>
<th>Ranking</th>
<th>2016 Ranking</th>
<th>2015 Ranking</th>
<th>Brand Name</th>
<th>Sector</th>
<th>Brand Value (USD million)</th>
<th>Year-on-Year Change</th>
<th>Consolidated Overseas Sales Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>1</td>
<td>NTT DOCOMO</td>
<td>Telecommunications</td>
<td>9,198</td>
<td>-4%</td>
<td>Less than 10%</td>
</tr>
<tr>
<td>2</td>
<td>3</td>
<td>2</td>
<td>SoftBank</td>
<td>Telecommunications</td>
<td>6,092</td>
<td>-14%</td>
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<tr>
<td>3</td>
<td>5</td>
<td>3</td>
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<td>4,514</td>
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<tr>
<td>4</td>
<td>4</td>
<td>4</td>
<td>SMFG</td>
<td>Financial Services</td>
<td>4,444</td>
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<td>5</td>
<td>6</td>
<td>5</td>
<td>Recruit</td>
<td>Media</td>
<td>3,403</td>
<td>3%</td>
<td>25.7%</td>
</tr>
</tbody>
</table>

Source: Interbrand Japan, "Japan’s Best Global Brands 2016"

Use of Social Media

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

NTT DOCOMO Group’s Social Media Policy

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

1. Purposes of this policy

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

2. Definition of social media

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

3. Basic rules to follow when using social media

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

4. Information for customers

Information posted on a social media site by an administrator who operates an account approved by DOCOMO is not always posted after it has been verified, due to the characteristics of social media. In that regard, such information should not be regarded as official announcements and statements from DOCOMO. Please note that such information may be corrected later. Official announcements and statements from DOCOMO are posted on DOCOMO’s website.

Specific operations (support hours and whether or not or how to respond to inquiries) vary depending on the account.
We engage in activities that promote the awareness of human rights to create workplaces that respect the rights of every employee, free of discrimination or harassment due to race, ethnicity, nationality, religion, physical or mental disability, pregnancy and birth, or childcare and nursing care leaves.

**NTT Group Human Rights Charter**

In accordance with the Universal Declaration of Human Rights and other references, the NTT Group has long endeavored to address the Dowa Issue (discrimination based on ancestry in Japan) and other human rights issues, and to create a corporate culture opposed to any form of discrimination. In recent years, businesses have become more global, and the international community is strongly urging companies to implement measures aimed at ensuring that human rights are respected. 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.

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

**NTT Group’s Human Rights Charter**

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

*1 "We" means the NTT Group and its officers and employees.
*2 "Internationally recognized human rights" refers to the declarations and rules considered to be the minimum standards that warrant international protection, and specifically include the following.

- United Nations
  - The Universal Declaration of Human Rights and the Two Covenants on Human Rights
    - Universal Declaration of Human Rights (Adopted by the U.N. General Assembly in 1948)
    - "International Covenant on Economic, Social and Cultural Rights" and "International Covenant on Civil and Political Rights" (Adopted by the U.N. General Assembly in 1966, came into effect in 1976)
- 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 Policies and Philosophy

Under the NTT Group’s Human Rights Charter, DOCOMO has established basic policies on human rights. Upholding the Universal Declaration of Human Rights’ principle that “All human beings are born free and equal in dignity and rights,” DOCOMO strives to create workplaces that are free of discrimination and harassment and to respect human rights. We conduct activities that raise awareness about human rights based on the NTT DOCOMO Group Code of Ethics, the NTT DOCOMO Group’s basic policies on human rights and CSR policies.

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.”

DOCOMO also gives careful consideration to protecting the freedom of expression and privacy rights of people communicating via the Internet, social media and digital communication devices, which are ICT industry-specific issues that have been gaining more recognition by most telecommunications carriers in Europe and the U.S. With reference to the Principles of Freedom of Expression and Privacy established in 2013 by the Global Network Initiative, a global network of telecommunications companies, we take a stance to fulfill our own responsibility to respect and protect the freedom of expression and privacy of our users. This includes protecting the globally recognized rights of our users even in situations where we need to provide customer information under special circumstances, such as a matter of national security requested by the government.

Principles of Freedom of Expression and Privacy

Management System

We established the Human Rights Committee for the management of our human rights initiatives, which is chaired by the senior executive vice president.

Establishment of the Corporate Human Rights Committee

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

Monitoring Human Rights Activities

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

According to findings in its fiscal 2015 survey, in recent years there has been increased demand, mainly in Western countries, for companies to promote initiatives aimed at mainstreaming human rights throughout their supply chains. This has been reflected in various laws, including the UK Modern Slavery Act 2015, which came into force in 2015, and the California Transparency in Supply Chains Act, enacted in 2012. In consideration of this trend, we distributed an English version of the NTT Group’s Human Rights Charter and DOCOMO Group’s Basic Policies on Human Rights and also conducted human rights management surveys at our overseas subsidiaries in March 2016.

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.

Whistleblowing Desk 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 whistleblowing desks protect the privacy of the employees who consult with them and provide protection for whistleblowers, while taking appropriate steps to resolve problems and concerns. 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 have complete peace of mind knowing they will not receive any disadvantageous treatment as a result of engaging in consultation or whistleblowing.

● Compliance Whistleblowing Desk System

<table>
<thead>
<tr>
<th>Whistleblower (DOCOMO Group employees, business partner employees, etc.)</th>
<th>Consultation</th>
<th>Investigation results response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Whistleblowing Desk (Compliance Committee Office)</td>
<td>Investigation request</td>
<td>Response/instructions</td>
</tr>
<tr>
<td>Corporate officer responsible for corporate ethics</td>
<td>Investigation report submission</td>
<td>Investigation results response</td>
</tr>
<tr>
<td>Investigation of facts (head of area in question)</td>
<td>Consultation</td>
<td>Investigation results report</td>
</tr>
<tr>
<td>External Whistleblowing Desk (Lawyer’s office)</td>
<td>Investigation request</td>
<td>Response/instructions</td>
</tr>
<tr>
<td>Compliance Committee Office</td>
<td>Investigation request</td>
<td>Investigation report submission</td>
</tr>
<tr>
<td>Corporate officer responsible for corporate ethics</td>
<td>Investigation report submission</td>
<td>Investigation of facts (head of area in question)</td>
</tr>
</tbody>
</table>
Human Rights Violations

Human rights violations are rigorously dealt with through disciplinary action. From the standpoint of preventing recurrence, we alert employees of DOCOMO and its functional subsidiaries whenever disciplinary action is taken.

Initiatives on Human Rights Practice

Human Rights Message from Top Management

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

Human Rights Awareness Training

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

Starting with the basic question of “Why are companies addressing human rights issues now?” the training courses teach participants about a broad range of subjects, including discrimination, harassment and language sensitivity. We also implement a post-training survey to monitor improvements in awareness and the effectiveness of training.

Continuing on from last year, we conducted Web-learning sessions and held workplace discussions on human rights for all employees in fiscal 2015, implementing initiatives to raise human rights awareness among our employees.

- Human Rights Awareness Activities

We solicit human rights slogans and poster ideas from employees and give awards to exceptional entries in conjunction with Human Rights Week every year. In fiscal 2015 and fiscal 2016, we respectively received 29,334 and 28,622 entries for the slogans and 122 and 129 entries for the posters. In addition, we utilize an internal Company website on human rights awareness to regularly publish an email magazine on human rights, which includes important facts about human rights, as a tool for raising the awareness of all employees.

Participation in the Industrial Federation for Human Rights, Tokyo

DOCOMO participates in the Industrial Federation for Human Rights, Tokyo, a voluntary organization comprising Tokyo-based corporations, and assumed the position of chair of the federation in 2016, and it 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.
### Labor Practices

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DOCOMO respects diversity in its myriad forms—diversity of gender, age, nationality and values. We strive to create a corporate culture in which all employees can feel comfortable and secure in their jobs and demonstrate their aptitude regardless of their diverse attributes.

Human Resources Strategy

Working toward our 2020 vision of “Pursuing Smart Innovation,” it is important to expand our telecommunications business in the midst of intense environmental changes, and to strengthen our smart life business and other businesses segment. In particular, we must create new value in cooperation with our partner companies through our “+d” initiative. In order to do this, we need to develop a work environment in which each of our diverse employees can grow and be active. DOCOMO will strive to enhance its human resource development programs to bring out the abilities of each individual by promoting its personnel system and employee development system as an integrated whole.

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

Employment and Compensation

Basic Policies and Philosophy

DOCOMO incorporates its human resource strategy into personnel systems and works to maximize the abilities and motivation of every employee by assigning the right jobs to the right people, promoting skill development and conducting appropriate performance assessments.

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

DOCOMO also works to prohibit child labor and forced labor and ensures that minimum wages are in accordance with the law.
# Employee Data (DOCOMO)

<table>
<thead>
<tr>
<th></th>
<th>FY2013</th>
<th>FY2014</th>
<th>FY2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of Employees</strong> (excluding loaned employees)</td>
<td>Male 8,874  Female 2,099  Total 10,973</td>
<td>Male 5,897  Female 1,447  Total 7,344</td>
<td>Male 6,046  Female 1,570  Total 7,616</td>
</tr>
<tr>
<td><strong>Number of Foreign Nationals</strong></td>
<td>57 Male 30 Female 87  Total 154</td>
<td>59 Male 36 Female 95  Total 190</td>
<td>65 Male 44 Female 109  Total 213</td>
</tr>
<tr>
<td><strong>Number of Persons with Disabilities</strong></td>
<td>— — 201 — — 210 — — 283</td>
<td>— — 2.10% — — 2.10% — — 2.16%</td>
<td>— — — — — — — — — —</td>
</tr>
<tr>
<td><strong>Employees Average Age</strong></td>
<td>40.9 Male 36.7 Female 40.1  Total 39.4</td>
<td>40.2 Male 36.1 Female 39.4  Total 39.4</td>
<td>40.5 Male 36.6 Female 39.7  Total 39.7</td>
</tr>
<tr>
<td><strong>Average Years of Continued Service (excluding persons seconded out/in)</strong></td>
<td>18.0 Male 14.0 Female 17.2  Total 16.6</td>
<td>17.3 Male 13.7 Female 16.6  Total 17.5</td>
<td>17.5 Male 14.0 Female 16.8  Total 16.8</td>
</tr>
<tr>
<td><strong>Average salary (yen)</strong></td>
<td>— — 8,289,000 — — 8,479,000 — — 8,648,000</td>
<td>— — 8,289,000 — — 8,479,000 — — 8,648,000</td>
<td>— — 8,289,000 — — 8,479,000 — — 8,648,000</td>
</tr>
<tr>
<td><strong>Average Total Annual Hours Worked</strong></td>
<td>— — 1,830 Male 1,856 Female 1,792  Total 1,832</td>
<td>— — 1,856 Male 1,792 Female 1,832  Total 1,832</td>
<td>— — 1,856 Male 1,792 Female 1,832  Total 1,832</td>
</tr>
<tr>
<td><strong>Average Overtime Hours Worked</strong></td>
<td>— — 182.3 Male 190 Female 174.5  Total 183.2</td>
<td>— — 190 Male 174.5 Female 183.2  Total 183.2</td>
<td>— — 190 Male 174.5 Female 183.2  Total 183.2</td>
</tr>
</tbody>
</table>

## Employment

| **Number of People Hired** | 210 Male 77 Female 287  Total 397 | 179 Male 90 Female 269  Total 438 | 161 Male 76 Female 237  Total 474 |
| **Recent College Graduates** | 185 Male 72 Female 257  Total 442 | 159 Male 84 Female 243  Total 486 | 156 Male 76 Female 232  Total 464 |
| **Number of Foreign Nationals** | 10 Male 7 Female 17  Total 24 | 9 Male 7 Female 16  Total 26 | 9 Male 7 Female 16  Total 26 |
| **Number of Mid-Career Hires** | 25 Male 5 Female 30  Total 50 | 20 Male 6 Female 26  Total 32 | 5 Male 0 Female 5  Total 5 |
| **Number of People Reengaged** | — — — — — — — — — — | — — — — — — — — — — | — — — — — — — — — — |

## Turnover

| **Number of Job Leavers (only for voluntary termination)** | 81 Male 30 Female 111  Total 177 | 139 Male 37 Female 176  Total 314 | 117 Male 31 Female 148  Total 250 |
| **Turnover rate (only for voluntary termination)** | — — 0.78% — — 1.2% — — 1.05% | — — 1.2% — — 1.2% — — 1.05% | — — 1.2% — — 1.2% — — 1.05% |

---

1 End of fiscal year
2 End of fiscal year and includes loaned employees. Figures for fiscal 2015 include data for DOCOMO CS, Inc. and DOCOMO PlusHearty, Inc.
3 Ratio of persons with disabilities is based on the calculation method designated by the Ministry of Health, Labour and Welfare.

## Starting Salaries (DOCOMO)

<table>
<thead>
<tr>
<th></th>
<th>Monthly Salary</th>
<th>Comparison to Minimum Wage*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior University</td>
<td>180,710</td>
<td>123.1%</td>
</tr>
<tr>
<td>Technical College Graduate</td>
<td>183,260</td>
<td>124.8%</td>
</tr>
<tr>
<td>University Graduate</td>
<td>209,480</td>
<td>142.7%</td>
</tr>
<tr>
<td>Graduate with an M.A.</td>
<td>234,490</td>
<td>159.7%</td>
</tr>
<tr>
<td>Graduate with a Ph.D.</td>
<td>283,450</td>
<td>193.0%</td>
</tr>
</tbody>
</table>

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

## Number of Mid-Career Hires

![Number of Mid-Career Hires](image)

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

![Number of Employees Who Are Citizens of Countries Other than Japan](image)
Employee Satisfaction

DOCOMO conducts an employee attitude survey every year to gauge employee awareness and vitalize the workplace toward its goal of creating an open, dynamic working environment Group-wide. In general, the survey is conducted via the Internet in the form of a questionnaire and covers all employees (including limited-term employees and other temporary staff) at DOCOMO, its 12 shared services subsidiaries and six other Group companies. In fiscal 2015, a total of 33,973 respondents participated in the survey. It is composed of 59 items encompassing the four elements of “job satisfaction,” “individual values and work styles,” “the individual’s relationship with the surrounding organization” and “relationship between the organization and society,” and improvements are made each year to reflect the survey results.

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

Human Resource Management System

Respecting Individual Capabilities and Promoting Employees of Diverse Nationalities

DOCOMO is committed to hiring people for their skills and abilities, not their nationality. In fiscal 2015, we hired 18 new non-Japanese employees, who are now pursuing careers at the Company, in Japan and overseas, including in the Global Business Division, the Research and Development Division and the Corporate Sales and Marketing Division. The ratio of women among new hires currently exceeds 30%.

Appropriate Performance Assessments

The purpose of assessing employee performance is to develop skills and increase motivation to ultimately enhance corporate performance. All DOCOMO employees are evaluated on their performance and career development twice a year. To ensure fairness, assessments are conducted in three stages by several people, including primary and secondary evaluators and a coordinator. Organizational objectives are broken down into individual goals, on which we base our assessments of each employee’s performance. Assessments involve interviews on setting goals, progress reviews, feedback, discussions about achievements, and evaluations of results to produce a comprehensive appraisal and examination of overall performance. Additionally, any employee who disagrees with their assessment can submit an objection to the Human Resources Management Department through the consultation desk of each organization.

Multidimensional Performance Appraisals Give Managers Insight

Once a year, managers of all areas—departments, offices, branches, and sections—engage in self-evaluations as well as reviews by supervisors, colleagues and subordinates by way of 360-degree assessment.

Multifaceted assessments particularly address management competencies such as developing a vision, coaching and demonstrating leadership. Evaluation results are conveyed to the managers and their supervisors and serve to highlight any discrepancies between self-perceptions and the perceptions of others through qualitative evaluations in the form of advice from others on strengths and areas requiring attention and quantitative...
Labor Relations

● Labor Relations in the DOCOMO Group (Japan)
Labor and management cooperate to continually improve the workplace in accordance with the Basic Policy on Labor Relations and the Basic Policy on Collective Bargaining.

A good relationship between labor and management is reliant on good communication. In light of this, we have established a number of committees, which regularly meet to discuss a range of issues and exchange views and opinions.

The Safety & Health Committee discusses the promotion of employee health and safety, including areas such as overwork, mental healthcare and health management. The Negotiation Committee discusses working conditions and other matters; the Management Council discusses management policies and related issues; and the Work-Life Balance Committee discusses the reduction of working hours and overtime as well as the promotion of diversity.

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

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

● All NTT Workers Union of Japan, Docomo Headquarters (in Japanese only)
http://www.docomohonbu.org/
**Human Resource Development**

**Basic Policies and Philosophy**

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

**DOCOMO’s Ideal Employee**

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

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

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

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

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

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

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

**Human Resource Development Management**

In employee education, we emphasize a PDCA cycle that begins with learning and understanding through training and is followed by practice and review. In all our training programs, supervisors seek to raise employee awareness of their roles and then follow up with post-training interviews in which practical advice is offered. By linking off-the-job training and self-improvement with on-the-job training, we have created an environment where the effects of training are enhanced and employees can apply at their respective worksites what they have learned.

We are further developing training programs in which employees take stock of their current skill set required by their position and identify gaps between their current status and what they consider to be 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.
Programs for Supporting the Development of Various Abilities

We implement a medium- to long-term development system through programs designed to support ability development that follow the career path of each employee, while paying due consideration to individual aptitudes. We particularly seek to respond to customers’ increasingly diverse and sophisticated needs by providing training programs for specific purposes, including programs suited to each career level, training to develop specific areas of expertise and elective training programs. We work to enhance these programs as necessary. In fiscal 2015, we began conducting Group-wide employee training by integrating the training framework for DOCOMO employees and career track employees at DOCOMO Group companies to create an efficient system for organizing the training.

In fiscal 2016, we sought to further bolster the development of “+d” human resources by creating a brand new lineup under “+d” training within the framework of elective training programs organized by the Human Resources Management Department. We also expanded training opportunities for all Group employees to achieve corporate growth based on the successful careers of diverse human resources.

In addition, as part of our efforts to help employees with their own development, we provide various programs to respect individuals’ willingness to learn. We make available a menu of around 690 correspondence courses and also provide support for acquisition of some form of private or public certification. In fiscal 2015, about 480 DOCOMO employees acquired some form of private or public certification.

- 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.

- Skills and Capabilities Required for +d Human Resources

We defined the following skills that will be particularly necessary along the three phases of business creation to nurture “+d” human resources capable of creating new businesses and new services in collaboration with external partners.

**Phase 1: Investigate / Draw a Response**
- Ability to analyze industry
  - Ability to conduct objective investigation and analysis of the market size, stakeholders, and their power relationship, and future trends in the target industry.
  - Ability to inquire and observe
    - Ability to draw out and uncover real intentions and needs that are not expressed in words through relaxed conversation with customers and counterparts.

**Phase 2: Think / Conceive**
- Creative faculty
  - Ability to generate ideas through unfiltered, flexible thinking that also incorporates diverse views, or the ability to recognize new value in conventional ideas.
- Strategic thinking
  - Ability to come up with a strategic course of action based on an analysis of internal/external environments and customer needs (including the ability to formulate business models and balance budgets).

**Phase 3: Involve / Execute**
- Presentation and negotiation skills
  - Ability to express one’s personal or corporate vision in an appealing manner, interact with counterparts who hold conflicting interests, and reach a mutually agreed-upon conclusion.
- Project management skills
  - Ability to execute a project according to schedule while overcoming challenges within the given resources to achieve a goal.

**Common Qualities**
- Stance and mindset
  - Passion and aspirations
    - Strong resolve and conviction to accomplish tasks, regardless of the difficulties.
  - Independence
    - Attitude and stance of acting on one’s own initiative and judgment with a sense of ownership.
  - Spirit of cooperation
    - The capacity to engage with colleagues on one’s own initiative and work together by offering mutual support, and the ability to demonstrate sympathy as well as sometimes engaging in earnest debate toward achieving team goals.

We should begin by thoroughly understanding and identifying with our partners and their environment and draw out their real intentions (Phase 1). We should then exercise creativity to develop a hypothesis and determine what we would do to address challenges that lie in the way of co-creating new value (Phase 2) and also act on our own initiative (Phase 3). This process should be repeated. We consider the stance and mindset of persevering with passion and a sense of ownership as vital elements for sustaining this process.
● Business Skill Development Programs
We offer six categories of training and self-development programs based on career position and level of participant.

<table>
<thead>
<tr>
<th>Intended Participants</th>
<th>Level</th>
<th>Description of Training</th>
<th>Outline and Purpose</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior managers</td>
<td></td>
<td>1. Off-the-Job Training</td>
<td>Training for acquiring skills required by each career level (Common skills)</td>
<td>Training intended for new employees, newly-appointed senior managers, managers and assistant managers aimed at acquiring necessary skills</td>
</tr>
<tr>
<td>Managers</td>
<td></td>
<td>2. On-the-Job Training</td>
<td>Training for taking stock of current skill set (Common skills)</td>
<td>Training aimed at gauging the current level of acquired skills</td>
</tr>
<tr>
<td>Assistant managers</td>
<td>Advanced</td>
<td>3. Elective training to hone business skills required by each career level (Common skills)</td>
<td>Elective training to hone business skills required by each career level (Common skills)</td>
<td>Varied training courses that cater to individual skill needs and skills required by each career level. Participants attend the courses of their choice.</td>
</tr>
<tr>
<td>Mid-career employees</td>
<td>Intermediates</td>
<td>4. Expert training to hone specialized skills (Specialized skills)</td>
<td>Expert training to hone specialized skills (Specialized skills)</td>
<td>Training aimed at acquiring specialized skills required by each area of operations</td>
</tr>
<tr>
<td>New employees</td>
<td>Beginner</td>
<td>5. Individualized training for Group companies</td>
<td>Individual training for Group companies (Specialized skills)</td>
<td>Training aimed at acquiring specialized skills required by each Group company</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6. Support for language courses, distance learning and acquisition of qualifications</td>
<td>Support for language courses, distance learning and acquisition of qualifications</td>
<td>Programs aimed at motivating employees to achieve self-growth and supporting self-initiated ability development</td>
</tr>
</tbody>
</table>

● Employee Training Expenses (DOCOMO)

<table>
<thead>
<tr>
<th></th>
<th>FY2013</th>
<th>FY2014</th>
<th>FY2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of training programs provided</td>
<td>—</td>
<td>940</td>
<td>1,040</td>
</tr>
<tr>
<td>Cost of training per person (yen/person)*</td>
<td>Approx. 123,000</td>
<td>Approx. 96,500</td>
<td>Approx. 74,200</td>
</tr>
<tr>
<td>Hours of training per person (hours/person)*</td>
<td>Approx. 58 hours</td>
<td>Approx. 51 hours</td>
<td>Approx. 50 hours</td>
</tr>
</tbody>
</table>

* Includes employees on loan
● Providing Opportunities to Support Employee Motivation

DOCOMO posts jobs internally to provide opportunities for ambitious employees. Employees are free to apply for openings on their own initiative. The jobs that come up tend to require specific skills or are associated with new business activities. A total of 1,531 employees had applied by the end of fiscal 2015, and of this total, around 260 are currently working in their department of choice.

● Sending Employees to Companies in Different Industries to Develop Human Resources Who Are Able to Create New Value

In April 2016, we launched the “DOCOMO Degeiko Project (OJT at companies in different industries)” with the objective of developing human resources who will drive our “+d” initiatives toward our goal of creating new value through co-creation with partner companies. This is a human resource development project in which employees are dispatched to companies in different industries, in principle for a one-year period, during which they are given an opportunity to work on a challenging new business to gain fresh perspectives and skills that are unavailable at DOCOMO. In the first term, seven employees were selected from over 100 who applied from across Japan. They are currently sharing their latest endeavors and new discoveries through the corporate intranet and at meetings for reporting on their activities. We plan to expand these opportunities to further enhance our human resource development efforts.

● Employee Development Program for Generating Innovation

Since 2015, DOCOMO has been continuously offering a practical development program within R&D Innovation Division to bolster the generation of fresh ideas that serve as the basis of new products and services.

Under the structure of this program, we begin by seeking applications from employees who wish to take part in generating new services. Also, we build a team that includes outside staff as well as students and hold a Boot Camp to provide an overview of the program. We then invite an external lecturer to provide a more practical program through which participants learn about the methods and basic knowledge that are necessary for creating services and conduct interviews with target users. Under the program, we act as advisors to support development by each team according to their respective status of progress.

DOCOMO will seek to remain an enterprise that provides new value for society with a sense of speed by continuing to focus its efforts on developing human resources that can consistently generate innovation.
● Development of Global Human Resources

To respond to the globalized needs of our domestic operations, such as product development with overseas vendors and cooperation and negotiation with “over-the-top” players, we 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.

● Global Human Resource Programs

The following is a list of our global human resource programs.

<table>
<thead>
<tr>
<th>Programs</th>
<th>Overview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overseas study</td>
<td>Enrollment in MBA/LLM courses at top schools (1 to 2 years)</td>
</tr>
<tr>
<td>Global OJT</td>
<td>Work experience at overseas subsidiaries and local affiliates (6 months to 1 year)</td>
</tr>
<tr>
<td>Skill check (TOEIC SW, Versant, TOEFL)</td>
<td>Encourage assessment of speaking and writing skills that cannot be measured by TOEIC, to attain more advanced and practical English proficiency</td>
</tr>
<tr>
<td>Support for attending language schools</td>
<td>Support mastery of conversational skills in areas such as listening and speaking</td>
</tr>
<tr>
<td>Skill check (TOEIC)</td>
<td>Encourage mastery of basic skills by measuring listening and reading skills</td>
</tr>
<tr>
<td>Distance language learning</td>
<td>Provide self-learning opportunities for listening skills, business English, preparation for TOEIC</td>
</tr>
<tr>
<td>Financial incentives for acquiring qualifications</td>
<td>Provide financial incentives according to TOEIC score</td>
</tr>
<tr>
<td>Guidance on study methods</td>
<td>Provide information on recommended study methods, textbooks and apps via the internet to encourage a sustained effort</td>
</tr>
<tr>
<td>Language proficiency check (career level training)</td>
<td>Raise awareness of the importance of language skills by taking exams in conjunction with the new training stage</td>
</tr>
<tr>
<td>Global Fielders</td>
<td>Introduce carriers of employees on the frontlines of global business using the intranet site</td>
</tr>
<tr>
<td>Exchange meetings</td>
<td>Raise the motivation of employees seeking international careers by providing opportunities to meet employees through overseas study or Global OJT experience and those working at overseas sites</td>
</tr>
</tbody>
</table>
● Overseas Study
DOCOMO seeks to develop human resources suitable for global careers by providing an overseas study program in which employees with over four years of experience are enrolled in coursework offered by overseas graduate schools of business (MBA) for one to two years. In fiscal 2015, we dispatched nine employees to attend one- to two-year courses at universities. We plan to continue offering the program while closely observing business environment and trends.

Global On-the-Job Training
DOCOMO seeks to develop human resources suitable for global careers by providing the Global OJT program in which employees with over four years of experience are dispatched to overseas local affiliates, subsidiaries, investee companies and corporate partners. In addition to foreign language skills, the program is intended to nurture business skills, such as international sensitivity and business practices by engaging in actual business operations. In fiscal 2015, we dispatched 12 employees to several overseas companies for an assignment. The program is provided across a wide area that includes sales, service planning and development, depending on the background of each employee, and offers an opportunity to gain valuable experience that cannot be obtained in Japan. We plan to continue offering the program by reviewing the companies to which employees are dispatched with close attention to the prevailing business environment and trends.

Promoting Diversity

Basic Policies and Philosophy
DOCOMO emphasizes the promotion of diversity management to combine and harness the various abilities and ideas of its diverse employees as a new organizational driver toward generating further value. We seek sustainable development as a company by allowing employees to demonstrate their wisdom and talents by freely pursuing diverse thinking and styles and by embracing differences in opinion to achieve positive outcomes.

Promoting 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.

Diversity Management System
In July 2006, we established the Diversity Development Office as a dedicated organization and have been working on establishing diversity, women’s empowerment, and enhancing systems that promote the work-life balance. In fiscal 2016, we will aim to further cultivate our corporate culture by focusing on the four priority areas of nurturing an awareness of diversity and transforming working styles, promoting women’s careers, promoting the work-life balance, and developing versatile systems.

Furthermore, 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)

<table>
<thead>
<tr>
<th>Pillars of the Initiatives</th>
<th>Keywords for Action</th>
<th>Description of Activities</th>
</tr>
</thead>
</table>
| Nurturing Awareness       | Mutual understanding and creative thinking | • Communicating the top commitment (dispatch of messages)  
• docomo EVERYDAY (intranet with messages from the head of the Diversity Promotion Office and introductions of employees from different departments)  
• Diversity awareness survey and e-learning for all employees  
• National conference of Diversity Promotion Managers  
• Activities of the Diversity Promotion Working Group at the head office and regional offices  
• Diversity Seminar for Upper Management  
• Diversity training for each career level (for second-year employees and assistant managers, managers and senior managers upon appointment) |
| Promoting Women’s Careers | Raise awareness of career development | • Set and disclose numerical targets for female management, monitor progress  
• Win-d activities, women’s innovative network at DOCOMO)  
(1) Win-d First (new employees)  
(2) Win-d Start (mid-career employees)  
(3) Win-d Next (managers)  
• Diversity Forum (for managers, new employees, and students)  
• Support for maintaining contact with the workplace during childcare leave (docomo Smile Relay)  
(1) Information device rental, SNS, dispatch of in-house magazine, additional interview prior to maternity leave and reinstatement  
(2) Forum for employees on childcare leave  
• Seminars to support employees balancing work with parenthood (immediate manager and employee following reinstatement)  
• Career development training: EX2, EX3 |
| Promoting the Work-Life Balance | Eliminate concerns and encourage male and female participation | • Family Day  
• Seminars to support employees balancing work with nursing care  
• Online distribution of knowledge on nursing care  
• Promotion of male participation in childcare (childcare seminars for fathers and mothers, dPapa Project, etc.) |
| Versatile Systems          | Effective operation | • Consideration for flexible working styles (Multi-work)  
• Telework: promote the Working from Home Program  
• Promote the hiring of persons with disabilities  
• Promote the acceptance of LGBT, non-Japanese employees, etc.  
• Promote understanding of optimal personnel allocation |

#### 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.
Nurturing Diversity Awareness and Transforming Working Styles

To encourage a greater understanding of diversity, DOCOMO has been pursuing various efforts such as disseminating commitment messages from top management, endorsing the Women’s Empowerment Principles (WEPs), obtaining the Kurumin certification mark, creating initiatives for LGBT and sexual minorities and reducing overtime. In future, we will seek to strengthen our organizational activities to ensure that a corporate culture that recognizes diversity as our “Shared Value” will firmly take root. Using the keywords “deeper understanding of diversity” and “high quality working styles,” we will promote activities aimed at increasing our understanding of diversity across the Group and seek the further evolution of activities that are positively reflected in our corporate performance.

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

<table>
<thead>
<tr>
<th></th>
<th>FY2013</th>
<th>FY2014</th>
<th>FY2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>3,816</td>
<td>4,017</td>
<td>3,939</td>
</tr>
<tr>
<td>Female</td>
<td>105</td>
<td>125</td>
<td>149</td>
</tr>
</tbody>
</table>

- Annual Number of New Managerial Appointments and Female Managers

<table>
<thead>
<tr>
<th></th>
<th>FY2013</th>
<th>FY2014</th>
<th>FY2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>249</td>
<td>226</td>
<td>242</td>
</tr>
<tr>
<td>Female</td>
<td>21</td>
<td>20</td>
<td>27</td>
</tr>
</tbody>
</table>

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

At DOCOMO we are accelerating our drive to promote successful careers for women, raise their awareness of career development, and develop an environment in which they can fully demonstrate their abilities. Specific activities designed for these purposes include the launch in 2006 of Win-d*, a network of programs through which support for women’s careers is offered for professional development at each career level. Under Win-d, we have promoted initiatives such as medium-term career development training, exchange meetings with other industries and Diversity Forums. In fiscal 2015, we set up Win-d Next for female senior managers to provide mentoring by organization heads and exchanges with executives. And in fiscal 2016, we created Win-d First for younger employees, primarily to bolster our awareness-raising initiatives. Additionally, we seek to build a stronger vertical pipeline through efforts such as offering mentoring by female managers who serve as role models.

Win-d Activities by Career Level

- Senior managers and above
  - Development of leaders for the next generation
  - Export
  - Win-d Next
- Win-d Start
  - First year
  - New
  - Leadership training added to raise career awareness
  - Act as role models
- Win-d First
  - New
  - Monitor for younger employees
- Win-d activities by career level
  - Provide motivation for career development through dialogue with managers
  - Other training (for women and men)
Excerpt from the Response to Employee Awareness Survey for Fiscal 2015

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

<table>
<thead>
<tr>
<th>Post</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior manager</td>
<td>9%</td>
</tr>
<tr>
<td>General manager, director</td>
<td>11%</td>
</tr>
<tr>
<td>General manager, director</td>
<td>33%</td>
</tr>
<tr>
<td>Manager</td>
<td>47%</td>
</tr>
<tr>
<td>Assistant manager, responsible staff</td>
<td>8%</td>
</tr>
</tbody>
</table>

Activities by Win-d Members

- Career development
- Diversity Forum
- Mid-term report on the mentoring program for fifth-year female employees
- Meeting with directors

DOCOMO Chosen for the New Diversity Management Selection 100

DOCOMO launched its Diversity Development Office in 2006 and has since pursued the creation of a corporate culture and organizational climate that views diversity as a shared value. Subsequently, it was chosen for inclusion in the fiscal 2015 New Diversity Management Selection 100, an initiative run by the Japanese Ministry of Economy, Trade and Industry (METI).

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

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

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

● Balancing Work with Childcare
So that employees can continue pursuing successful careers, we must transform how we work and take vacations, and reform our systems and corporate culture to enable them to continue working by achieving a balance. As one of our efforts to promote diversity, we are developing measures to support employees who want 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.

● Family Day
DOCOMO has been holding Family Day, on which family members visit the Company, since 2010 as part of its efforts to support employees in balancing work and parenting, so each employee can demonstrate their full abilities. Every year, during summer vacation, family members of DOCOMO Group employees are invited to Family Day, which includes visits to the workplace and an area offering firsthand experience of DOCOMO products and projects, smartphones and mobile phone safety classes, and tours of showrooms, mobile base stations, R&D facilities and other areas of interest. The event has not only instilled a deeper understanding among family members of the work being done at DOCOMO; it has also promoted the balancing of work with parenting. Moreover, it has significantly benefited efforts to create a comfortable workplace environment through direct communication between employee supervisors, colleagues and family members. In fiscal 2016, 3,741 people, representing 1,279 families participated across Japan, and participation has been rising every year.

● Encouraging Male Participation in Childcare
To dispel preconceived ideas of gender roles and accelerate initiatives for male participation in childcare and the promotion of the work-life balance, we strive to attain our targets of 30% for the ratio of men taking childcare leave and a life planning vacation (for childcare), and 80% for the ratio of men taking days off to care for children.

We also engage in such activities as holding diversity training for younger employees soon after they join the Company to nurture an awareness of their life plans, which include marriage, family planning and careers. We also offer ABC Cooking Lessons for learning about housework and parenting, particularly for male employees, and arrange lunch meetings and lectures.

● Balancing Work with Nursing Care
We regularly hold seminars on nursing care as part of our initiatives to promote the balance of work and nursing care. We also distribute information on nursing care through our intranet site. Offering the information on a regular basis allows employees to develop their knowledge in this area and creates a deeper understanding in the workplace, thereby helping to alleviate the burdens of employees who provide care for family members.

● Enhancing the Benefit Programs and Supporting Employee Life Plans
DOCOMO is currently bolstering its benefit programs that cover health and well-being, housing, recreation and other areas. Under DOCOMO’s benefit system, employees select the programs they need or that best fit their lifestyles from an assortment of benefits. In fiscal 2016, we introduced a childcare support service to the benefit program to subsidize the cost of hiring babysitters. We also run seminars and training courses to help employees map out their life plans.

● Achievements in Fiscal 2015

<table>
<thead>
<tr>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life Planning Seminar</td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>4 seminars held</td>
</tr>
<tr>
<td>431 people participated</td>
</tr>
<tr>
<td>Life Design Training</td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>4 seminars held</td>
</tr>
<tr>
<td>184 people participated</td>
</tr>
<tr>
<td>Life Design Office</td>
</tr>
<tr>
<td>This office provides information and advice to employees on drawing up life plans.</td>
</tr>
<tr>
<td>Used by 250 people</td>
</tr>
</tbody>
</table>
Developing Versatile Systems

As a major aspect of our diversity management, we are seeking to offer more options in working styles in response to the shift to increasingly diverse lifestyles. By introducing programs such as personalized shifts (sliding working hours), early-morning shifts (priority work) and working from home, we have created a working environment where employees can choose from a broad range of options.

Promoting the 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 Ministry of Health, Labour and Welfare to enterprises that support measures for the upbringing of the next generation, in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children. We also promote the work-life balance through measures that enable employees to make full use of limited time by reviewing the way they work.

Reducing Overwork

DOCOMO aims to enable employees to pursue priorities both inside and outside of work by increasing hours spent on activities for securing more quality time with family or for interacting with the local community and others outside the Company. To that end, we have been practicing “priority work” since fiscal 2015, which is based on regular working hours but allows employees to make use of mornings when they need to work extra hours. By changing our lifestyles so that there is ample time for rest, we seek to prevent overwork and imbalances in the workload in order to avoid the risks of illnesses. To develop a greater awareness of prioritizing immediate tasks and thinking of ways to complete them within a limited amount of time, and by acting accordingly, we are making an effort to promote a working style based on pursuing higher productivity as well as efficiency in our daily operations. In addition, we have set regular “no-overwork” days to reduce extra working hours to appropriate levels. As a result of these efforts, we saw a considerable decline in overwork in fiscal 2015.

### Representative Programs

<table>
<thead>
<tr>
<th>Category</th>
<th>System</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Childbirth</td>
<td>Mitigation of commuting during pregnancy</td>
<td>Paid program that exempts pregnant employees from working at the start or end of the workday for up to 60 minutes per day.</td>
</tr>
<tr>
<td></td>
<td>Measure related to health examinations, etc., during and after pregnancy</td>
<td>Paid program that exempts employees from working to attend health guidance or a health examination during pregnancy or within a year after pregnancy.</td>
</tr>
<tr>
<td></td>
<td>Special leave (maternity leave)</td>
<td>Six-week paid leave before childbirth (14 weeks for multiple pregnancies) and eight-week paid leave after childbirth.</td>
</tr>
<tr>
<td></td>
<td>Childcare break</td>
<td>Paid program that provides a break of up to 45 minutes from work twice per day for female employees who need to care for a child under one year old.</td>
</tr>
<tr>
<td></td>
<td>Life planning vacation for childcare</td>
<td>Paid program that enables employees with children up to high school senior age to take more than one week off for childcare.</td>
</tr>
<tr>
<td></td>
<td>Childcare leave</td>
<td>Program that enables employees with a child under three years old to take non-paid leave for childcare.</td>
</tr>
<tr>
<td></td>
<td>Shortened working hours for childcare</td>
<td>Program that offers shortened working hours for employees with a child below the third grade of elementary school (options: four-hour, five-hour and six-hour workdays)</td>
</tr>
<tr>
<td></td>
<td>Sliding working hours for childcare</td>
<td>Program that offers individualized shifts (moving up or moving down the starting/ending hours of the workday) to secure time for dropping off and picking up children from daycare centers up to the end of elementary school.</td>
</tr>
<tr>
<td></td>
<td>Limits on overtime or overnight work</td>
<td>Program that limits overtime, etc., for employees who need to care for a child below the third grade of elementary school.</td>
</tr>
<tr>
<td></td>
<td>Reengagement of former employees who left for childcare</td>
<td>Program for rehiring former employees who left to care for a child, within a certain period of time since leaving the Company.</td>
</tr>
<tr>
<td>Nursing care</td>
<td>Life planning vacation for nursing a family member</td>
<td>Paid program that enables employees to take more than one week off for nursing care.</td>
</tr>
<tr>
<td></td>
<td>Nursing care vacation</td>
<td>Program that provides non-paid leave of up to five days per year to care for a family member (ick child, spouse giving birth, etc..)</td>
</tr>
<tr>
<td></td>
<td>Nursing care leave</td>
<td>Program that enables employees to take non-paid leave to look after a family member in need of nursing care.</td>
</tr>
<tr>
<td></td>
<td>Shortened working hours for nursing care</td>
<td>Program that offers shortened working hours for employees with a family member in need of nursing care (options: four-hour, five-hour and six-hour workdays).</td>
</tr>
<tr>
<td></td>
<td>Sliding working hours for nursing care</td>
<td>Program that offers individualized shifts (moving up or moving down the starting/ending hours of the workday) to secure time for nursing family members.</td>
</tr>
<tr>
<td></td>
<td>Limits on overtime or overnight work</td>
<td>Program that limits overtime, etc., for employees who need to care for a family member.</td>
</tr>
<tr>
<td>Working from home</td>
<td>Life planning vacation for nursing a family member</td>
<td>Paid program that enables employees to take more than one week off for nursing care.</td>
</tr>
<tr>
<td></td>
<td>Nursing care vacation</td>
<td>Program that provides non-paid leave of up to five days per year to care for a family member (ick child, spouse giving birth, etc..)</td>
</tr>
<tr>
<td></td>
<td>Nursing care leave</td>
<td>Program that enables employees to take non-paid leave to look after a family member in need of nursing care.</td>
</tr>
<tr>
<td></td>
<td>Shortened working hours for nursing care</td>
<td>Program that offers shortened working hours for employees with a family member in need of nursing care (options: four-hour, five-hour and six-hour workdays).</td>
</tr>
<tr>
<td></td>
<td>Sliding working hours for nursing care</td>
<td>Program that offers individualized shifts (moving up or moving down the starting/ending hours of the workday) to secure time for nursing family members.</td>
</tr>
<tr>
<td></td>
<td>Limits on overtime or overnight work</td>
<td>Program that limits overtime, etc., for employees who need to care for a family member.</td>
</tr>
</tbody>
</table>
### Usage of Leaves and Programs (DOCOMO Group, Fiscal 2015)

<table>
<thead>
<tr>
<th></th>
<th>Male Employees</th>
<th>Female Employees</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Paid vacation days</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average number of paid vacation days taken</td>
<td>18.7</td>
<td>17.0</td>
<td>18.0</td>
</tr>
<tr>
<td>Average percentage of paid vacation days taken</td>
<td>93.3%</td>
<td>84.9%</td>
<td>90.1%</td>
</tr>
<tr>
<td><strong>Maternity and childcare leave</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maternity leave</td>
<td>285</td>
<td>285</td>
<td>570</td>
</tr>
<tr>
<td>Childcare leave</td>
<td>18</td>
<td>542</td>
<td>560</td>
</tr>
<tr>
<td>Shortened working hours for childcare</td>
<td>1</td>
<td>709</td>
<td>710</td>
</tr>
<tr>
<td><strong>Nursing care</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nursing care leave</td>
<td>5</td>
<td>8</td>
<td>13</td>
</tr>
<tr>
<td>Short-term leave for nursing care</td>
<td>9</td>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>Shortened working hours for nursing care</td>
<td>2</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td><strong>Life Planning Vacation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Childcare</td>
<td>160</td>
<td>79</td>
<td>239</td>
</tr>
<tr>
<td><strong>Volunteering activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>322</td>
<td>51</td>
<td>373</td>
</tr>
<tr>
<td><strong>Rehiring program</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rehired after childcare leave</td>
<td>0</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Rehired after transferring</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Rehired after nursing care leave</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td><strong>Working from Home Program</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working from Home Program</td>
<td>5,542</td>
<td>1,358</td>
<td>6,898</td>
</tr>
</tbody>
</table>

### Employees Utilizing Versatile Systems (DOCOMO)

<table>
<thead>
<tr>
<th></th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sliding working hours</td>
<td>90</td>
</tr>
<tr>
<td>Flextime</td>
<td>412</td>
</tr>
<tr>
<td>Shortened working hours for childcare</td>
<td>278</td>
</tr>
<tr>
<td>Working from Home Program</td>
<td>171</td>
</tr>
</tbody>
</table>
Transition from Fixed-Term to Indefinite-Term Employment

In April 2014 we introduced to our functional subsidiaries throughout Japan a system of transferring the status of their area-limited employees, who work in areas where they live, from fixed-term employment to indefinite-term employment. About 2,700 employees have become indefinite-term employees under the system in the three years since fiscal 2014.

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 rehiring program for former employees was created to accommodate this desire and effectively utilize the skills and experience previously gained on the job.

The program is open to former employees who 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 the program, we reemployed 40 of the 44 employees who retired in fiscal 2015.

Initiatives for LGBT and Sexual Minorities

With regard to diversity management, the NTT Group has been working to promote women’s careers and the hiring of persons with special needs by setting up dedicated organizations, such as the diversity promotion offices at major NTT Group companies, since 2007. We have begun to pursue initiatives related to LGBT and other gender minorities in view of expanding social awareness. In April 2016, we clearly expressed our stance of developing our organization and realizing a society in which everyone can live and work based on who they are, regardless of their sexual orientation or gender identity. We strive to motivate our employees to appreciate diversity and maximize their abilities as well as to create a working environment that allows for efficient work styles. We have been making progress in applying programs related to important life events, such as marriage leave, bereavement leave, congratulatory/condolence money and the sending of congratulatory/condolence telegrams, to same-sex partnerships.

At DOCOMO, we have been participating in the NTT Group’s LGBT study groups and have sought to promote accurate knowledge and understanding of LGBT issues, not just for our workplaces but also for dealing with customers. In addition, we have organized training for managers and e-learning for all employees toward establishing a working environment in which LGBT employees can be themselves and work with vigor. Recognizing that human rights issues are a top management priority, we have sought to renew awareness of human rights among members of top management, including executives, the Executive General Manager of Regional Office and the heads of organizations. We held a human rights seminar for upper management on the theme of LGBT in December 2016 with the aim of promoting human rights-related educational activities and establishing a corporate culture rooted in human rights.

LGBT stands for “lesbian,” “gay,” “bisexual” and “transgender.”
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. In fiscal 2015, there were 283 employees with disabilities engaged in various operations at DOCOMO, representing 2.16% of our total workforce (includes employees at DOCOMO CS, Inc. and DOCOMO PlusHearty, Inc. as well as employees on loan). We also provide seminars and training to assist in the life planning of employees with diverse needs.

Establishment of DOCOMO PlusHearty to Boost the Hiring of Persons with Disabilities

On October 1, 2015, we established DOCOMO PlusHearty, Inc. with the aim of promoting the employment of persons with disabilities. The company obtained certification as a special purpose subsidiary of NTT DOCOMO in February 2016. It actively employs persons with serious disabilities and engages in businesses such as cleaning services, primarily for buildings owned by DOCOMO. DOCOMO PlusHearty places emphasis on long-term employment. To that end, it seeks not only to employ such individuals but also to ensure that persons with disabilities can, throughout the DOCOMO Group, thoroughly demonstrate their abilities and continue working over the long term. It also provides support for hiring and retaining persons with disabilities as another pillar of its business and applies the Kumon method of learning as part of its initiative to develop their skills and enhance social capabilities. As of September 2016, 45 persons with disabilities were employed at DOCOMO PlusHearty, and we intend to expand hiring into the future.
Basic Policies and Philosophy

DOCOMO seeks to ensure the safety of employees and others and to facilitate implementation of its operations in accordance with its Safety Management Rules. These rules stipulate that we establish a working environment where industrial accidents are prevented, provide instructions so that employees can safely engage in operations, and rigorously carry out inspections and maintenance.

Health and Safety Management System

We have also appointed a general health and safety manager who oversees the safety supervisors and health supervisors (health and safety officers at small-scale worksites). Safety Committees 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.

Initiatives for a Healthy and Safe Workplace

Promoting Health and Safety in the Workplace

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

DOCOMO Group is involved in construction work related to network facility maintenance that is done in high places. Consequently, we conduct operations in compliance with prevailing laws and safety regulations, and we implement safety measures in accordance with the DOCOMO Safety Manual for Construction Work, which are also extended to our business partners. We instruct workers to remain fully alert during assembly and disassembly of scaffolding, and when working on steel pillars, steel towers and rooftops. We also discuss Hiyari-Hatto (close call) incidents, consider countermeasures and record data to alert employees of workplace hazards and dangerous actions. We monitor situations through audits using check sheets, sometimes without prior notice.

Our health and safety management system is led by the head of the organization that supervises matters related to safety and serves as the general health and safety manager. Our centralized industrial accident control system enables us to manage and track labor accident data for the entire Group.

For DOCOMO, safety is always the top priority. Our system for preventing work-related
● Number of Serious Accidents during Construction Work over the Past 3 Fiscal Years

<table>
<thead>
<tr>
<th></th>
<th>FY2013</th>
<th>FY2014</th>
<th>FY2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Serious industrial accidents</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

● Mental Healthcare

We provide preventive care based on the “Four Cares” guideline proposed by the Ministry of Health, Labour and Welfare. Principal mental healthcare approaches include self-care, in which employees perform stress checks; “line care,” which consists of various training programs for managers; and care by in-house industrial healthcare staff and related staff. For this final type of care, workplace monitoring and physical exams form a foundation after which follow-ups and interviews, and interviews and guidance sessions are conducted for those working long hours. Also, we have set up an external counseling desk as care provided through services of external Employee Assistance Programs (EAPs). In April 2013, we designated a single EAP service 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 conducting stress checks to promote self-care by employees, we analyze the results to determine the status of stress in each organization and its causes. The information is relayed to each organization as feedback to be used for improvements in the workplace by implementing necessary training and measures. The content and results of the stress checks are handled on a strictly confidential basis to protect employee privacy.

We also monitor changes in the number of employees taking leave to deal with mental health issues.

Guidelines for Promoting Mental Healthcare in Enterprises
http://www2.mhlw.go.jp/kisya/kijun/20000809_02_k/20000809_02_k_shishin.html

● Number of Employees on Leave for Mental Health Reasons

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<thead>
<tr>
<th></th>
<th>FY2013</th>
<th>FY2014</th>
<th>FY2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees on leave</td>
<td>71</td>
<td>59</td>
<td>71</td>
</tr>
</tbody>
</table>
● Improving Employee Health

DOCOMO provides annual physical examinations for all employees in compliance with Japan’s Industrial Safety and Health Act. For employees who have reached a certain age, we provide physical examinations that cover additional checkpoints beyond those legally mandated commensurate with their respective stage in life as well as brain scans. Employees who want a more detailed examination can undergo a complete medical examination partially subsidized by the Company. In response to the results of the regular and complete physical examinations, industrial healthcare staff provide healthcare guidance with specific details in collaboration with the health insurance society.

In addition, we implement the “Let’s Walk & Run Campaign” to promote the wellbeing of DOCOMO Group employees and docomo Shop staff. The campaign utilizes the healthcare services offered by DOCOMO, and employees can deepen their understanding of these services while enjoying participation in the competition in a number of steps. High scorers in the campaign are presented with d POINTs, and both individuals and teams are welcome to compete in the program, thereby boosting communication about health management in the workplace while at the same time offering incentives.
## Consumer Issues

### Provision of Network Services
- Basic Policies and Philosophy
- Overall Layout of DOCOMO’s Network
- Expansion of the Service Area
- Seeking Even Faster Speeds
- A Robust Lifeline that Ensures Reliability in Times of Disaster

### Radio Wave Safety
- Basic Policies and Philosophy
- Compliance with Radio-Radiation Protection Guidelines

### Corporate Responsibility for Products and Services
- Basic Policies and Philosophy
- Product Control
- Ensuring Product Safety through the Use of Software
- Disclosing Information on Products and Services and Providing Contact Points
- Services that Ensure Security
- Considerations for Children, the Elderly and Persons with Disabilities

### Customer Satisfaction
- Basic Policies and Philosophy
- Strategies for Increasing Customer Satisfaction

### Services for Safety and Consumer Education
- Promoting Good Manners for Mobile Phone Users and Safe Charging
- Measures Against Fraud
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 communication devices from the design stage of development. The diligent performance of these functions is at the heart of our steadfast efforts to deliver better mobile communication experiences in terms of reliability and convenience to all our users.

Provision of Network Services

Basic 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 remote area 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. Moreover, we are striving to improve connectivity for times when there is a spike in service demand and raise the reliability of telecommunications services during network failures by implementing Network Functions Virtualization technology. In addition to our efforts to increase communication speeds, we are constructing a robust lifeline based on DOCOMO’s Three Principles of Disaster Preparedness, which we can rely on in times of disaster.

Overall Layout of DOCOMO’s Network

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

● DOCOMO’s Network Layout
Expansion of the Service Area

● Building Base Stations
We are building base stations to further enhance voice communication and data transmission as well as to expand our service area. The number of base stations has been increasing every year, with a total of 106,300 FOMA base stations and 138,100 LTE base stations operating in fiscal 2015. As for LTE, we are increasing the number of base stations capable of communication speeds of 300 Mbps or higher (PREMIUM 4G), and the number of stations has increased by more than 20 times, from 900 stations in fiscal 2014 to 22,800 stations in 644 cities across Japan in fiscal 2015.

![Number of LTE (Xi) Base Stations and Number of FOMA Base Stations](chart)

● Number of LTE (Xi) Base Stations
![chart]

- **2012**: 24,400
- **2013**: 24,400
- **2014**: 26,600
- **2015**: 28,800

- **LTE Base Stations**: 24,400
- **PREMIUM 4G Stations**: 5,590
- **Total**: 30,990

● Number of FOMA Base Stations
![chart]

- **2012**: 102,700
- **2013**: 105,300
- **2014**: 106,000
- **2015**: 106,300

● Activities for Inspecting and Improving Reception Quality
In order to ensure coverage quality and expand our coverage area, DOCOMO widely solicits information from customers on reception quality. We will continue to improve reception quality by using this feedback while building more base stations in an effort to ensure a more stable environment for our mobile phone users. At the request of a customer, DOCOMO will also offer suggestions for improving reception quality. To do this, we use DOCOMOrepeaters, which boost indoor reception quality, and compact femtocell base stations. In fiscal 2015, we offered about 75,000 suggestions for improving reception quality. DOCOMO will continue to conduct nationwide inspections and take measures to enhance reception quality while incorporating feedback from our customers.

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

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

The New Year holiday is another period when service demand spikes, due to New Year greeting calls and mail. To ensure even smoother use 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 controlling traffic. In addition, we are systematically expanding the facility capacity of our networks in response to the usage status of our customers.

● DOCOMO’s Approach to Installing Base Stations
Before building a new base station, we provide explanations to local residents in accordance with the rules stipulated by relevant laws and regulations or to those in areas designated by DOCOMO’s internal rules where such laws and regulations do not apply. We also address the concerns of some residents in regard to the effects of electromagnetic waves or ambivalence about the construction of antenna towers by exercising due care and offering complete information.
● Enabling Communications in Remote or Relatively Unpopulated Areas

DOCOMO has drawn up its Basic Policy on Area Expansion to strategically develop base stations in remote or relatively unpopulated areas. Our service coverage ratio in Japan for 3G FOMA has reached nearly 100%. The coverage ratio for 4G LTE has also expanded to 99%, and we plan to raise coverage to 100% by the end of fiscal 2017.

Apart from these measures for remote areas, we also respond to temporary spikes at locations such as tourist spots that experience seasonal increases in demand from visitors. For example, we provide stable telecommunications services on the top of Mt. Fuji by installing a temporary base station at the summit during the climbing season.

● Overseas Use of Mobile Phones

DOCOMO is expanding its international roaming service so that customers can enjoy the convenience of their mobile phones overseas. The WORLD WING service allows customers to continue using the DOCOMO mobile phones they use in Japan within the service areas of overseas carriers that partner with DOCOMO, while retaining the same phone number and e-mail address. In addition to enhancing the quality of overseas communication further by expanding the number of countries and regions covered by LTE-based, high-speed communications, we have begun providing VoLTE international roaming services in a number of countries outside Japan. To offer a greater sense of security for customers, we are gradually expanding the number of countries and areas covered by our fixed-price overseas packet service. In this way, DOCOMO is striving to expand its service area inside and outside of Japan.

Seeking Even Faster Speeds

DOCOMO continues to increase transmission speeds to realize comfortable communication for its customers. The maximum downlink transmission speed, which was 75 Mbps when we began providing LTE service in December 2010, soared to 375 Mbps by June 2016, following the introduction of LTE Advanced. We are planning to realize even faster speeds of 682 Mbps by introducing two new technologies, "256QAM" and “4×4MIMO,” in the spring of 2017.

DOCOMO considers faster speeds to be a means for making communication even more comfortable. We will start by expanding our service areas in major cities in Japan where traffic is concentrated while also monitoring customer traffic volume. Looking ahead, DOCOMO will aim to provide networks that can be used to enjoy various types of content such as video, music and SNS, by closely following the needs of each individual customer.

We are also advancing research on 5th generation (5G) mobile communications to achieve transmission speeds exceeding 10 Gbps, about 1,000 times the capacity of LTE, in response to the increasing number of communication devices and varied services that accompany the spread of M2M communication toward the planned launch of services in 2020. Since 2013, discussions on 5G have been picking up steam at international research organizations and conferences. As an enterprise that has engaged in 5G research since 2010, DOCOMO is playing a leading role in global research efforts. A joint experiment on G5 was launched in 2014 in collaboration with 13 major global vendors, which has steadily yielded results in verification tests. DOCOMO is leading global innovation toward realizing even higher speeds by leveraging our network operations know-how and leading-edge technical development capabilities, which we have cultivated for more than 20 years.
A Robust Lifeline that Ensures Reliability in Times of Disaster

Striving to Secure Communications in Times of Disaster Based on the Three Principles of Disaster Preparedness

Mobile phones play a critical role in rescue operations, reconstruction and confirmation of personal safety during disasters and emergencies. Since its founding, DOCOMO has been continuously working to secure communications during disasters in accordance with its Three Principles of Disaster Preparedness: enhance system reliability, ensure essential communications, and rapidly restore communications services.

Three Principles of Disaster Preparedness

- **Enhance system reliability**
  - Establish multiple and double routes, as well as loops, for relay transmission paths (long-range transmission lines)
  - Create backups and geographically disperse telecommunications facilities
  - Maintain and operate satellite communication facilities

- **Ensure essential communications**
  - Provide priority phone service to disaster prevention agencies during disasters
  - Control networks efficiently
  - Lend mobile phones and satellite phones to local government authorities, etc.

- **Rapidly restore communications services**
  - Deploy mobile base station vehicles
  - Deploy mobile power generation vehicles
  - Secure supplies for restoration

Reinforce facilities

- Upgrade the seismic system of structures and towers
- Upgrade the seismic system and anchor equipment
- Confine cables inside cable tunnels
- Bury cables underground

Measures for “hard” aspects (physical infrastructure, etc.)

- Deploy mobile base station vehicles
- Deploy mobile power generation vehicles

Measures for “soft” aspects (operations, organization, etc.)

- Prepare disaster-response manuals
- Plan for a disaster response office and make other institutional arrangements
- Conduct disaster prevention training

Large-Zone Base Stations

Large-zone base stations are specialized for use in times of disaster to secure communications in heavily populated areas during widespread disasters and power outages. Unlike standard base stations, it provides 360-degree coverage across a seven kilometer radius. Since 2011, DOCOMO has installed large-zone base stations at 106 locations around Japan, with the aim of further expanding communication capacity in heavily populated areas. We plan to switch all of them to LTE by the end of fiscal 2016, which would boost capacity by about three times.

Medium-Zone Base Stations

To address the increasingly diverse types of natural disasters that have been occurring in recent years, we will seek to deploy medium-zone base stations (LTE) to secure means of communication in coastal and mountainous regions.

Medium-zone base stations are built with foundations that are more robust compared to those of standard base stations. While they can be used as standard base stations under normal circumstances, in the event that a disaster interrupts service at neighboring base stations, a medium-zone base station can switch to covering a wider area by changing the angle of its antenna. To prepare against diverse natural disasters, we plan to install more than 2,000 of these stations throughout Japan by March 2020 with the aim of securing communications in coastal and mountainous regions that are not covered by large-zone base stations and of providing support for medical assistance activities carried out by the 712 disaster base hospitals designated throughout Japan.

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

Definition of a Medium-Zone Base Station

- Equipped against power outages to continue operating for over 24 hours after losing the power source.
- Transmission paths are doubled to ensure communication even in the event that one path...
is interrupted.

• Angle of the antenna can be changed by remote control to expand the service area.

Target Areas for Installing Medium-Zone Base Stations

• Standard base stations capable of covering areas expected to incur damage based on hazard maps.

The Kumamoto Earthquake that struck in 2016 was followed by power outages and interrupted transmissions, causing suspension of service at a maximum of 84 wireless base stations. However, we were able to continue providing service to all government buildings at municipalities throughout Kumamoto and Oita prefectures.

DOCOMO responded promptly by setting up an emergency response headquarters and establishing a nationwide system of support comprising over 1,000 staff and did its utmost to secure and restore telecommunications services. We minimized the impact by dispatching mobile base station vehicles for satellite communications to eight locations and deploying 41 medium-zone base stations to cover areas where service had been interrupted. We also dispatched 31 mobile power generation vehicles to provide electricity to wireless base stations.

We sought to secure means of communication for customers and offered support through measures such as providing Disaster Message Board and Disaster Voice Message services, installing a free mobile phone charging service (343 multi-chargers) and free Wi-Fi spots (452 units) at evacuation centers, lifting restrictions on data communication speeds, providing chargers and other accessories free of charge, and postponing due dates for payments. We also collaborated with government institutions through measures such as lending 1,652 mobile phones.

DOCOMO will continue to fulfill its mission as a telecommunications service provider by working with government institutions to support the affected areas.

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. Apart from offering cooperation based on these agreements, DOCOMO also supports local governments and national government institutions by lending mobile phones and satellite phones in times of disaster.

Radio Wave Safety

Basic Policies and Philosophy

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

Compliance with Radio-Radiation Protection Guidelines

• Radio-Radiation Protection Guidelines

The health effects of radio waves from mobile devices have been researched for over 50 years in Japan and abroad. As a safety standard for the effect of radio waves on the human body, the World Health Organization has published its recommended guidelines, while the Radio-Radiation Protection Guidelines serves as their equivalent in Japan. DOCOMO is fully committed to complying with the relevant laws and regulations and has ensured that the level of radio waves emitted by its base stations and mobile phones is below the limits indicated in the
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.

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.

Specific Absorption Rate (SAR) of Mobile Phones
https://www.nttdocomo.co.jp/english/product/sar/

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Radio Wave Safety
https://www.nttdocomo.co.jp/english/corporate/csr/safety/#p03

Corporate Responsibility for Products and Services

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

In addition, we offer products and services that incorporate universal design principles so they can be used by anyone, regardless of age, gender, disability or nationality. As for current social 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 communication device manufacturers to develop products that are safe at every step of the way. We do not simply rely on the manufacturer's design standards, but rather proactively provide it with a list of our own safety standards for impact and compression, temperature increases during use, and other items, run safety tests on electrical properties, durability and other areas during product development, and check the product’s safety through to its market launch. The departments in charge of each stage of 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. During shipping and delivery, we fully comply with all regulatory requirements for labeling. We also pay due consideration for the environment with regard to packaging materials, based on our green procurement standards. Our products are delivered to customers only after meeting these rigorous standards for product safety.

We aim to respond to any problems with our products once they are on the market by setting up repair and service centers throughout the country and an online system for accepting customer requests for repairs. We also lend out replacement mobile phones when phones go in for repair. Through efforts such as these we are doing everything we can to avoid inconveniencing our customers. In the event of a major malfunction, the Communication Devices Action Committee, chaired by the senior executive vice president, is convened to identify the nature of the problem, isolate its causes and determine the policies for addressing it, thereby ensuring that the entire organization immediately responds to customers’ inquiries and that customers are informed on a continuous basis.
DOCOMO strives to provide customers with easy access to the latest product information. We deliver information and provide customers with opportunities to experience our services, such as those for online shopping and video distribution, as well as our latest smartphone and tablet models at docomo Shops across Japan. Some docomo Shops offer support in various languages, have staff who can use sign language, and 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.

For customers who cannot go to shops for various reasons, the docomo Online Shop provides quality content at all times, and customers can purchase mobile phones and smartphones through the site. For example, choosing products such as mobile phones and smartphones online has been made easy by allowing customers to compare the specifications of several products at the same time. Accessories including chargers and smartphone casings are also available for purchase via the docomo Online Shop under the “docomo select” brand.

Customers who meet certain criteria will also enjoy benefits such as free registration and delivery and will also be able to use d POINTs. In addition, the docomo Online Procedure service on the website allows customers to select billing plans and submit various applications, request repairs and file a report when their mobile phone has been lost or stolen. Apart from the website, we also provide contact points for submitting various applications and queries by phone and e-mail.

We will continue to find creative ways to provide information that is more appealing to customers in a manner that is convenient and easy to understand while also seeking to enhance our customer contact points.

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**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 settings and user manuals are available on our customer support site for each mobile phone model 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/english/support/utilization/product_update/about01/](https://www.nttdocomo.co.jp/english/support/utilization/product_update/about01/)

**Disclosing Information on Products and Services and Providing Contact Points**

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We deliver information and provide customers with opportunities to experience our services, such as those for online shopping and video distribution, as well as our latest smartphone and tablet models at docomo Shops across Japan. Some docomo Shops offer support in various languages, have staff who can use sign language, and 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.

For customers who live in an area where there are no local docomo Shops or who cannot go to shops for various reasons, the docomo Online Shop provides quality content all times, and customers can purchase mobile phones and smartphones through the site. For example, choosing products such as mobile phones and smartphones online has been made easy by allowing customers to compare the specifications of several products at the same time. Accessories including chargers and smartphone casings are also available for purchase via the docomo Online Shop under the “docomo select” brand.

Customers who meet certain criteria will also enjoy benefits such as free registration and delivery and will also be able to use d POINTs. In addition, the docomo Online Procedure service on the website allows customers to select billing plans and submit various applications, request repairs and file a report when their mobile phone has been lost or stolen. Apart from the website, we also provide contact points for submitting various applications and queries by phone and e-mail.

We will continue to find creative ways to provide information that is more appealing to customers in a manner that is convenient and easy to understand while also seeking to enhance our customer contact points.

- **Support through Videophone**
  - [https://www.nttdocomo.co.jp/english/support/shop/service/](https://www.nttdocomo.co.jp/english/support/shop/service/)

- **Online Shop (in Japanese only)**
  - [https://www.mydocomo.com/onlineshop/home/](https://www.mydocomo.com/onlineshop/home/)

- **DOCOMO Online Procedures (in Japanese only)**
  - [https://www.nttdocomo.co.jp/mydocomo/apply/index.html](https://www.nttdocomo.co.jp/mydocomo/apply/index.html)
Services that Ensure Security

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

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. The 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 alerts 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 and other dangerous calls. “Anshin Number Check” has been included in the “Anshin Net Security” service since December 2016. 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 it now works for docomo mail and sp-mode mail.
Considerations for Children, the Elderly and Persons with Disabilities

● Addressing Impact on Children

Smartphone and Mobile Phone Safety Classes for Ensuring Safe and Secure Use by Children

To protect users against the dangers and other problems associated with smartphone and mobile phone use, DOCOMO holds free Smartphone and Mobile Phone Safety Classes to teach users how to handle such matters. Launched in 2004, the classes have been attended by many people across Japan, including elementary, junior high and high school students, students with special needs, parents, teachers and the elderly. For more information on these classes, please see page 144.

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 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, ISPs, with these lists. 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, the Youth Internet Environment Development Act. We also offer the Access Restriction Customizer function to enable guardians to decide on access restrictions for certain sites or site categories. The Access Restriction Service and Access Restriction Customizer functions are also available on i-mode. For smartphones, we offer the Family Browser for docomo application that filters certain content via Wi-Fi connections, which automatically sets the access level according to the user’s school grade, while allowing customers to register individual sites they want to access.

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. By choosing settings that match children’s school grade and usage, they are protected against problems and can safely use their smartphone or mobile phone.

The sp-mode filter is a service that restricts access to sites under specific categories such as illegal or adult sites via DOCOMO’s network communication, and underage customers subscribing to sp-mode for the first time are enrolled in mail filtering, in principle, under the Youth Internet Environment Development Act. We also offer the Access Restriction Customizer function to enable guardians to decide on access restrictions for certain sites or site categories. The Access Restriction Service and Access Restriction Customizer functions are also available on i-mode. For smartphones, we offer the Family Browser for docomo application that filters certain content via Wi-Fi connections, which automatically sets the access level according to the user’s school grade, while allowing customers to register individual sites they want to access.

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

● Filtering Service (in Japanese only)

https://www.nttdocomo.co.jp/service/filtering/index.html
Secure Mode for Limiting the Use of Applications that are Unsuitable to Children
So that parents can be confident about their children's smartphone use, DOCOMO began offering the Secure Mode service application. This service places restrictions on the activation of certain applications according to school grade and hour of the day, installation of new applications, activation of applications not preselected, Internet access via Wi-Fi, and sending and receiving calls to and from unregistered parties. Parents using the service can prevent their children from obtaining and using undesirable game applications or accessing inappropriate websites via Wi-Fi, and they can select the individuals their children may call.

DOCOMO will continue to encourage use of the Secure Mode application, together with the Access Restriction (mail filtering) service, at its shops and through various brochures, including the filtering services brochure.

Looking after Children from a Distance with imadoco-search
To provide protection against crimes targeting children, we have been providing the imadoco-search service since 2006, enabling parents to locate their children and remotely monitor their activities. Parents can find out where their children are on a map as needed, and a child’s location is automatically transmitted when the child presses a buzzer or when the power is interrupted. The service supports the registration of up to five people and can be used to track children who are increasingly out on their own as well as senior members of the family who may become lost or who suffer from health conditions.

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

Getting Teenagers to Focus on their Studies with a Concentration Mode App
We provide a concentration mode app to support the effective use of smartphones by junior high and high school students who have a hard time putting down their smartphones even when they have assignments to complete. The service, which can be downloaded free of charge, alerts the user at pre-designated times set aside for study or reading and then enters concentration mode. During this period, alerts sent by SNS apps and access to other apps are blocked to prevent distractions, and button operation is disabled to prevent the user from easily opening other apps. Moreover, once an assignment is completed, the results of each day’s efforts are displayed on a calendar to help the user maintain motivation.

● Consideration for the Elderly and Persons with Disabilities

DOCOMO Hearty Style Products and Services with Universal Design Features
DOCOMO carries out activities under the banner DOCOMO Hearty Style based on the universal design concept, with which we seek to make products and services easy to use for all people. The activities promote universal design from the three standpoints of products, support and services.

● DOCOMO Hearty Style Initiatives

<table>
<thead>
<tr>
<th>Principles</th>
<th>Initiatives</th>
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<tr>
<td>Promote Product and Service</td>
<td>Develop and provide products and applications that incorporate universal</td>
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<tr>
<td>Development</td>
<td>design principles</td>
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<tr>
<td></td>
<td>(1) Provide mobile phones incorporating universal design, such as the Raku-Raku</td>
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<td></td>
<td>(2) Offer Hearty Discounts and other discount services on subscriptions</td>
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<td></td>
<td>(3) Issue Braille phone charge statements</td>
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<td></td>
<td>(4) Provide applications designed for persons with disabilities such as Move&amp;Flick and Mierudenwa</td>
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<tr>
<td>Enhance Customer Support</td>
<td>Establish customer service desks that are easy to use for all users and enhan</td>
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<tr>
<td>(link to P. 118)</td>
<td>ce response to customers</td>
</tr>
<tr>
<td></td>
<td>(1) Make docomo Shops barrier-free</td>
</tr>
<tr>
<td></td>
<td>(2) Operate docomo Hearty Plaza [Marunouchi]</td>
</tr>
<tr>
<td></td>
<td>(3) Install videophones supporting sign language</td>
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<td></td>
<td>(4) Conduct training for docomo Shop staff</td>
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<tr>
<td>Disseminate Safe and Secure</td>
<td>Organize classes on using smartphones and tablets for persons with disabilities</td>
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<tr>
<td>Use</td>
<td>(1) Participate in exhibitions for people with disabilities</td>
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<tr>
<td></td>
<td>(2) Organize free, nationwide Hearty Class lectures for organizations serving</td>
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<tr>
<td></td>
<td>persons with disabilities</td>
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<td></td>
<td>(3) Organize free Smartphone and Mobile Phone Safety Classes for special-needs</td>
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<td>schools</td>
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Raising Employee Awareness of Universal Design

In promoting docomo Hearty Style, it is important that every employee involved in product design and development or in customer service is fully aware of universal design principles. We therefore hold universal design training to further raise the awareness of employees in relevant departments. To facilitate understanding of conditions faced by the elderly and people with disabilities, training was conducted to raise awareness of the inconveniences in their lives and the understanding of communication methods such as sign language, including a program in which participants engaged in daily activities and experienced using a wheelchair. We plan to continue providing opportunities to raise employee awareness of universal design.

In fiscal 2015, we conducted a universal design training at Dialog in the Dark. Participants enter a completely darkened room in small groups attended by visually impaired staff and take part in various group activities, guided only by a white cane as they make their way. 27 employees involved in the development of mobile phones and applications as well as in CSR participated in the training. Through such programs, DOCOMO will continue to actively organize activities aimed at raising employee awareness of universal design.

Developing Universal Design Products

DOCOMO, with a firm awareness of universal design, is focused on developing products and services that are easy for everyone to use. For example, in light of Japan’s aging population, we continue to develop products that respond to customers’ diversifying interests, including the Raku-Raku PHONE series and functions on other models, such as 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 2015, 32,000 Braille billing statements were issued, providing billing amounts, statement details and other information in Braille for people with visual impairments. Going forward, we will work to provide even better Braille billing services by taking into account customer feedback and other advice.

Move&Flick Facilitates Smartphone Input for Visually Impaired Users

Smartphone penetration remains low among visually impaired people despite the many useful smartphone apps that have been developed for them. Smartphone screens, however, are difficult to use because they are flat with no surface indentations, and text input poses a particularly challenging obstacle that leads many visually impaired people to give up on using them. In August 2015, DOCOMO began offering Move&Flick to address this issue as a free text input app for iOS. Move&Flick differs from conventional apps in that it enables users to input text without worrying about the location of the text keys as long as the fingers are inside the designated text input zone.

Since its launch, we have been actively introducing the application to visually impaired customers by publishing audio manuals and allowing visitors at DOCOMO Hearty Class and other venues to handle a mock-up version of Move&Flick so that they can understand the screen format.

We will continue our efforts to offer visually impaired customers opportunities to use smartphones with Move&Flick for making their daily lives more comfortable and convenient.

Mierudenwa

To enable hearing impaired customers to communicate over the phone, we began offering Mierudenwa on October 19, 2016 as a free trial service ahead of commercialization. Mierudenwa is a real-time service that displays words spoken over a phone as text on a smartphone screen.

The service is useful for people with a hearing impairment or those who have difficulty catching what others say, particularly in urgent situations such as reporting a problem with electricity, water or gas, the loss of a wallet, preventing the unauthorized use of a credit card, or whenever they are unable to ask someone else to make a phone call on their
We will seek to enhance voice recognition and other functions during the trial service period and conduct customer surveys and interviews in preparation for the launch of full-scale commercial service in fiscal 2017.

**Press Release (in Japanese only)**

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

**DOCOMO Hearty Classes**

We hold DOCOMO Hearty Classes for organizations that serve persons with special needs to offer instruction on the use of mobile phones and smartphones. Applications are accepted via the Internet or phone, and DOCOMO employees with disabilities serve as lecturers. We strive to achieve solid results by implementing programs that meet the special needs of customers. Our curriculum covers a broad range of topics, including basic operations and useful functions, sending and receiving e-mail and using mobile phones during a disaster. We held 69 workshops in fiscal 2015 for 777 participants and planned to hold 100 workshops in fiscal 2016. At events for people with a visual or hearing impairment we set up an exhibit and introduce ways to utilize mobile phones and smartphones. In fiscal 2015, we exhibited at five events.

**Tsunagari-hotto-support**

Since 2011 we have been providing the Tsunagari-hotto-service for i-mode mobile phones to enable users to inform pre-registered members about their well-being based on daily health data recorded by the user and data based on mobile phone usage (number of steps on the pedometer, activation or deactivation of the screen lock function and remaining battery power) that are automatically transferred. In 2014, we began offering the service on smartphones for the elderly. Aged parents can register children who live far away to let them know how they are doing. The service also encourages conversation between family members. Information indicating that a mobile phone or smartphone has not been on for a long period can alert distant family members to potential emergencies such as deteriorating health. This has led to a growing need for the service as a tool for looking after society's elderly.

Through these services, DOCOMO will continue to support the warm bonds of family and reinforce a sense of security.

**Anshin Remote Support**

Since 2012 we have been providing the Anshin Remote Support to enhance the digital literacy and ICT access of the elderly who require more time to master ICT skills. Users can receive usage instructions over the phone from a technical operator through the remote sharing of users' smartphone or tablets screens. In addition to advising on operation and settings, we also offer support on how to use applications provided by operators other than DOCOMO (such as Facebook, Twitter and Instagram) and on connecting peripheral equipment. The operator can provide detailed support by remotely displaying the next button on the customer's screen or handle the operation on behalf of the customer, just as if offering face-to-face guidance.
DOCOMO utilizes customer feedback for such purposes as improving products and services and enhancing customer response capabilities. We always keep in mind that customers are the major contributors to the success of our products and services.

### Strategies for Increasing Customer Satisfaction

**Increasing Customer Satisfaction through Employee Feedback**

To further increase the level of customer satisfaction, DOCOMO has been implementing improvement strategies that incorporate employee feedback. Requests or suggestions related to product or service improvement and gathered through daily interaction 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 used for improving products, services and administrative processes.

Once employee feedback is registered, the Customer Satisfaction Department...
Improvements through Customer Feedback

From across the nation, we receive around 3.3 million comments from customers every year, and all comments and evaluations are sent back to docomo Shops, call centers and retailers.

Customer feedback serves as an indicator of our customer response capability, and we seek to make good use of such feedback to raise the level of our customer response by further enhancing the positive aspects while improving aspects that have been pointed out to us by customers.

We also carry out regular customer surveys on the status of network communication and strive to improve quality by setting specific targets. For example, with respect to locations within our service area that receive weak radio signals causing poor communication quality, such as faulty connections and slow transmission speeds, we collect customer feedback through the following website and continue to improve our coverage area.

Flow of “Perceptive Feedback”

The following are examples of major services that were improved as a result of interaction between customers and DOCOMO employees in fiscal 2016.

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

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

**Accepting Online Applications for Billing Statement Service**

In response to requests for online application procedures for our billing statement service, we began accepting online applications, in addition to conventional application methods, at docomo Shops starting on August 10, 2016. This offers greater convenience when applying for the billing statement service.

Flow of Customer Survey

Kikasete (tell us about) DOCOMO Reception Quality (in Japanese only)

https://www.nttdocomo.co.jp/support/area/feedback/index.html
Advisory Specialists for Consumer Affairs Ensure Customer Perspectives Are Reflected in Advertisements and Services

To promote customer-first management, NTT DOCOMO has been educating employees as Advisory Specialists for Consumer Affairs* since 2006. As of September 2016, the DOCOMO Group has about 200 advisors, who actively apply their knowledge to various areas of our operations. They adopt the customer perspective in reviewing the content of the “DOCOMO Tsushin” shareholder report and “KEITAI (mobile phone) Q&A” as well as advertisements and pamphlets based on requests from the responsible departments. Also, they participate in mobile phone trials prior to launch and provide feedback on their functions and operability from the consumer standpoint. Employees seeking to obtain qualification for Advisory Specialists for Consumer Affairs are eligible for subsidies provided by the Company. This effort was one reason that the Japan Industrial Association recognized DOCOMO on December 7, 2015, with the Minister of Economy, Trade and Industry Award as a company that utilizes the capabilities of Advisory Specialists for Consumer Affairs.

* Advisory Specialists for Consumer Affairs are certified personnel who contribute to society in wide-ranging areas by serving as a bridge that connects consumers with companies and government agencies. To that end, they ensure that consumer suggestions and opinions are effectively reflected in corporate management and in proposals presented to government institutions. Moreover, they offer timely, appropriate responses to customer complaints and consultation.

Enhancing Customer Satisfaction Based on d POINT Club Surveys

Since fiscal 2015, we have been analyzing customer satisfaction levels by surveying d POINT Club members (59 million as of September 2016). In addition to feedback on perceptions and customer surveys that provide a clear understanding of customer dissatisfaction and requests for improvement, the d POINT Club survey facilitates analysis by segment based on subscription status, such as churn rates and usage status. It also helps us to understand the impact of customer satisfaction levels by survey item on their overall level of satisfaction with DOCOMO.

We plan to continue using the d POINT Club surveys for point-in-time snapshots of customer satisfaction and seek to provide greater satisfaction to customers by analyzing the importance they place on each aspect of our products and services when deciding whether or not to maintain their subscription. We also examine correlations between customer satisfaction level and their intent to continue using DOCOMO.

Understanding Customer Needs through the “Minna de Tsukuru DOCOMO Iinkai”

“Minna de Tsukuru DOCOMO Iinkai” (Everyone’s Committee on Creating DOCOMO) is a community that has been hosted by the Strategic Marketing Department since December 2014 and allows customers and DOCOMO employees to directly exchange views on an Internet bulletin board. Customers who wish to have their views reflected in the creation of better DOCOMO services are asked to register after agreeing to the terms of use for the community, including a confidentiality clause. Discussion topics are decided by each headquarters department and posted on the site by research staff in the Strategic Marketing Department. These staff also participate in dialogue between customers and the departments responsible for related topics. About 6,000 participants were registered as of September 2016, and the committee is growing accustomed to developing products and services by identifying needs, evaluating concepts, and gathering impressions of the website as well as evaluations and ideas from customers. In contrast to conventional d POINT Club surveys, this initiative allows us to engage in two-way discussion to better reflect customer needs and preferences in DOCOMO products and services.
Promoting Good Manners for Mobile Phone Users and Safe Charging

Services for Keeping Customers Connected without Causing Disruptions

DOCOMO mobile phones include functions called Public Mode (Drive Mode)* and Public Mode (Phone OFF). Public Mode (Drive Mode) plays a message to the caller and terminates the call during times when a customer does not wish to use their mobile phone. There is no indication on the customer’s phone that a call has come in (no ringtone, vibration or lighting up). Another related function is Public Mode (Phone OFF), a network service for use where mobile phones must be turned off. Public Mode (Phone OFF) is commonly used on airplanes or in hospitals. When someone calls a phone in this mode, a message is played to inform the caller about the situation, and the call is disconnected.

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

Smartphone-Distracted Walking

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

Accidents and other problems associated with smartphone-distracted walking, however, remain a growing public concern. Therefore, in fiscal 2012, DOCOMO embarked on an initiative through which we established the “smartphone manner mark” and developed a design manual to promote safe, more considerate use of smartphones. We are using the smartphone manner mark and design manual to create advertising materials and store promotional tools for raising customer awareness. Also, we are displaying posters within the Company to promote awareness among our own employees.

In fiscal 2013, we began offering a function that prevents smartphone-distracted walking to prevent accidents and improve manners. The function can be used free of charge by anyone who has installed the Secure Mode. It detects when a user is walking while looking at their smartphone and displays a warning screen. Users are disabled from operating the smartphone while the screen is displayed.

In 2016, a GPS-linked smartphone game led to many players falling due to smartphone-distracted walking and other problems as well as the nature of the game. DOCOMO renewed its efforts to alert users through TV commercials, posters and websites. In addition to being inconsiderate, walking while viewing or operating a smartphone can be extremely dangerous, not only for the person using it but also for others, and lead to a serious accident. DOCOMO will therefore continue to press the idea that using smartphones while walking can be unsafe while also carrying out initiatives to make their use safer.

Danger ahead! Smartphone-distracted walking
Promoting Safe Charging

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

An industry-wide effort led by the Mobile Computing Promotion Consortium is underway to raise consumer awareness and promote proper charging. Additionally, a video and logo have been created to alert customers to the issue.

● Video

Be careful when using a smartphone.

● Logo

Do Not Charge Phone When It Is Wet!

Measures Against Fraud

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

● Main Measures to Prevent Remittance Soliciting Fraud

<table>
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<tr>
<th>Overview</th>
<th>Details</th>
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<tr>
<td>Tougher Screening Upon Subscription</td>
<td>Payment methods for usage charges for individual subscriptions are limited to credit card or direct account withdrawal in principle. Applicable credit cards and ATM cards can be confirmed at a docomo Shop or other outlets. Information on customers who fail to confirm their identity when requested by the police, and to whom services are discontinued, is commonly shared among all mobile providers and utilized in screening procedures. In order to prevent large volumes of fraudulent subscriptions under the same name, individual subscriber lines under the same name have been limited. In addition, tougher screening measures are being applied to corporate subscribers. Failure to meet the standards results in restricting the maximum number of lines they can use.</td>
</tr>
<tr>
<td>Collaboration with the Police</td>
<td>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.</td>
</tr>
<tr>
<td>Implementation of the “Network Use Restriction” System</td>
<td>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.).</td>
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* “Network use restriction” is a system that enables 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.
Promoting R&D and Innovation

Basic Policies and Philosophy
R&D System
Changes in R&D Expenses and Number of R&D Employees
Innovation Chain
Promoting Open Innovation
Environmental Innovation
Social Innovation
DOCOMO R&D Open House 2016
Awards for Innovation
DOCOMO's R&D has been leading the mobile scenes, not only in Japan, but the world over. It has continuously created new technologies and new services by exercising its creativity and innovativeness. We strive each day in our R&D to overcome any stress factors that may strain communication or act as walls that hamper a smart life so as to achieve DOCOMO's goals for the 2020s of providing new value to customers and bringing structural change to the industry.

Promoting R&D and Innovation

Basic Policies and Philosophy

Advances in the information and communications industry are being made rapidly with the potential of having a major social impact through new technologies and ideas. DOCOMO believes that in addition to the area of mobile communications central to our business, such as devices and networks, there is a need to nurture the ability to bring about innovation to quickly deliver services that enhance customer convenience and industrial efficiency. DOCOMO has been delivering innovation to society ever since it began offering services. To create even greater value for society by seizing on the changes and needs of the future, we have formulated a new corporate vision for 2020, “HEART: Pursuing Smart Innovation.”

With our attention firmly focused on the direction of current social trends, we strive to respond promptly to requests from customers and society by actively engaging in open innovation to harness external technologies and by pursuing agile development. We will seek further growth and solutions for social problems through services based on an open-ended pursuit of innovation.

The world in 2020 envisaged by DOCOMO

R&D System

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

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

In the NTT Group, R&D systems are maintained by the holding company and major operating companies (NTT East Japan, NTT West Japan, NTT Communications, NTT Data and 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.
Changes in R&D Expenses and Number of R&D Employees

Since the late 1990s, we have maintained a workforce of between 900 and 1,100 researchers for research and development and have spent around 80 billion yen to 100 billion yen annually from the year 2000. We continue to lead in the global mobile communications business and provide innovations that serve as the backbone of sustainable development.

Innovation Chain

Basic Research 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. 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 applies such technological achievements, the laboratories of the holding company conducted basic research on voice recognition and intention interpretation technologies, which were then moved to the applied research and development phase at DOCOMO. This has led to the creation of various new services in recent years.
 ● Applied Research Phase 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. Furthermore, the Core Network Development Department and the Radio Access Network Development Department are heading up our involvement in joint development with major manufacturers to provide equipment and systems with internationally recognized functions.

As for services, we are striving to create new offerings by establishing an agile development system to promptly respond to market needs. Service ideas created by the business divisions are taken up by the Service Design Department to develop system infrastructure, while the Communication Device Development Department develops applications installed on the device. The Innovation Management Department is responsible for creating businesses related to technological innovations, extending strategic investments and bolstering collaboration with other companies. The Service Innovation Department develops element technologies and systems related to the creation of new services. As we create new services, we accelerate the pace of introducing them and their value to markets by incorporating element technologies developed by the holding company and the latest technologies developed elsewhere, in addition to DOCOMO's own technologies. We are also striving to further expand into new markets for services based on DOCOMO technologies.

 ● Sales and Service Phase
Relevant divisions at DOCOMO actively present proposals that reflect social conditions, trends in technological development and circumstances at shops as well as ideas for improvement from shops and the results of exchanges with external companies and customer marketing activities.

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

 ● Post-sales and Post-service
Each business promotion division regularly monitors the situation to inform decisions, including those related to the formulation of revival plans for services that appear unlikely to meet their initial targets.

Promoting Open Innovation

DOCOMO is seeking to make the transition from a conventional mobile communications company to a “Value Co-Creation Company.” Through collaboration with partners in various areas, including local governments, companies and research institutions, we will offer greater convenience for the daily lives of our customers and engage in initiatives aimed at revitalizing regional communities and resolving social issues. Specifically, we are pursuing “+d” initiatives in the areas of agriculture, education and learning, health and medical care, and IoT. DOCOMO possesses diverse business assets such as its mobile networks and customer base, secure settlement systems and customer referrals. We believe that we can create new businesses by making these assets available to partners with expertise and knowledge, and this in turn will lead to the co-creation of new social values.

● “+d” Wins Grand Prize in the MM Research Institute Awards 2016
The “+d” initiative is aimed at creating new value through collaboration with diverse partners, including local governments, companies and research institutions. In addition to receiving the prize for collaboration, “+d” was selected for the Grand Prize in the MM Research Institute Awards 2016, winning the highest recognition out of the 15 entries.

The MM Research Awards were established in 2004 to recognize companies in an effort to bolster the development of ICT markets and industries.
● Initiatives undertaken with diverse partners in principal R&D projects in fiscal 2015

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<td>Iwaya Corporation, VITEC Global Electronics Co., Ltd., Mooredoll Inc.</td>
<td>Development of “Communication Partner Kokokuma” for connecting families that live apart</td>
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● docomo Developer support—Collaboration Based on Technology Licensing

docomo Developer support is a collaborative platform that provides various assets, owned by DOCOMO and its partner companies, in the form of generalized APIs. These resources can be used by developers of new services with the aim of supporting the creation of unprecedented businesses. Our Web-based, open architecture enables users to pursue commercialization in a self-contained manner, thus reducing the time spent on designing the service or considering how to develop it and on efficiently undertaking operations. It also facilitates access to a broad range of resources, including human and technological. Our platform not only makes creating businesses easier; it also helps add significant value to the new business by offering the opportunity to increase the number of registered users and collaborative projects. Moreover, since there are applications that have been developed using thousands of APIs, dramatically cutting business costs is possible by combining such applications.

Creation of New Businesses

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

1. Program for Joint Business Development
docomo Innovator support

Designed for developers (“Innovators”) aiming to create new businesses based on API, docomo Innovator support is a program for joint business development. It enables developers to provide unique services by bolstering SLA and using customized API.

2. Support Program for Adding Value to Corporate Assets
docomo Open Innovation support

Designed for partner companies, docomo Open Innovation support is a program aimed at assisting companies seeking to add value to their assets. Corporate data and element technology are made public in the form of API and used freely to create new businesses in collaboration with innovators.
Collaborating with Startup Companies—39works
In addition to the conventional methods of joint research and licensing, DOCOMO is quickly seeking to provide new services closely linked to social problems by promoting an open innovation strategy. Based on this strategy, the 39works program for “co-creative business development” organizes joint projects with external partners and together engages in BizDevOps, which encompasses the entire process from planning and development to operations and maintenance. The program aims for a quick start of small businesses and nurturing them by repeating improvements of their service quality in accordance with market response through a high-speed PDCA approach.

The program is inclusive and creates products and services that are better and more useful for people by continuously determining whether they fit the needs of markets and society.

In fiscal 2015 we launched three new businesses and are now considering the launch of six more in fiscal 2016.

Collaboration with Yokosuka City on the “Verification Test for Inbound Travel to the Downtown Area”
In collaboration with Yokosuka City, DOCOMO completed a verification test of a new translation service that aims to provide communication assistance for inbound travelers to downtown Yokosuka. The Word Translation App and Interview Translation App were developed to include a machine translation engine that operates on Mirai Translate Inc.’s platform.

The Word Translation App extracts keywords from a conversation and displays them on a smartphone along with the translated content. It also allows users to delete words that were incorrectly recognized due to background noise or some other reason, and then add necessary words for more efficient communication.

The Interview Translation App displays the translated content of a conversation on a smartphone by using a special microphone with a button that allows the user to switch between the languages to be translated. The act of holding out a microphone provides a useful cue for starting a conversation, and since switching languages does not require onscreen operation, the conversation can be smoothly translated.

DOCOMO will continue striving to realize natural communication between multiple languages while anticipating increased demand for such platforms in Japan in the years leading up to 2020.
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 Communication Devices
We are working to reduce energy consumption based on our Guidelines for Green Procurement and performance requirements. As for the smartphone and tablet models we launched in fiscal 2015, we were able to reduce electricity consumption and prolong the standby period of batteries by an average of approximately 9% in terms of battery capacity, compared to smartphones and tablets launched in fiscal 2014.

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

In addition to the 10 field trial stations set up in the Kanto Koshinetsu region, DOCOMO has installed 11 commercial green base stations in fiscal 2014 and 33 in fiscal 2015. We will continue to actively introduce commercial green base stations with higher energy efficiency throughout Japan to reach our target of achieving a roughly tenfold increase in our total power generation to 2,000 kW by 2020.

Furthermore, in fiscal 2015 we successfully conducted a verification trial aimed at reducing commercial electricity usage by 10% during normal operations and more than doubling the operational capacity of green base stations during power outages to around 63 hours compared to conventional green base stations. These targets were achieved by linking the operations of green base station equipped with solar panels and lithium-ion batteries to weather and disaster forecasts such as heavy rain warnings.

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

● Guidelines for Green Procurement

● Green R&D Guidelines (in Japanese only)

● Green Design Guidelines (in Japanese only)
Social Innovation

Since ICT services have a major impact on consumers, we believe that we must always consider their effects on society in general as we pursue our business. DOCOMO is actively promoting businesses that contribute to providing solutions to social issues by further enhancing its products and services and continuously taking on the challenge of “smart innovation” to provide ever-improving value.

Karada no Kimochi Healthcare Application Wins Nihon Service Award Prize of Excellence

Karada no Kimochi (How my body feels), an application provided by docomo Healthcare, Inc., which supports women’s mental and physical well-being by offering advice in the context of their menstrual cycle, was chosen from among 853 applicants to receive the Prize of Excellence (SPRING Award) in the Nihon Service Award 2015, sponsored by the Japan Productivity Center’s Service Productivity & Innovation for Growth (SPRING). This is Japan’s first award framework for evaluating a diverse array of services using a common yardstick. Karada no Kimochi uses a unique algorithm to detect symptoms of diseases that specifically afflict women, such as anovular menstruation or luteal insufficiency, by monitoring changes in the user’s physical condition, and recommends when a gynecologist should be consulted. The service includes cash benefits that are paid when the user acts on the recommendations. Karada no Kimochi encourages women to overcome their hesitation and visit a gynecologist and thereby contributes to the early detection of women’s diseases. The service also prompts users to conduct self-exams for breast cancer at appropriate periods each month and provides correct knowledge of the female body under supervision of an obstetrician-gynecologist. Users of Karada no Kimochi tend to be highly health-conscious. The service can be used by those who are trying to have children and raises user awareness of early detection of women’s diseases such as breast cancer.

Results Achieved by Karada no Kimochi

- Number of cash benefit payments for users who consulted an obstetrician: approximately 1,200 (FY2015)
- Ratio of users implementing breast self-exams: approximately 75% (about twice the ratio of women in general)

* Comparison of the results of a survey of 3,075 service users, conducted in September 2015, and the results of a survey on breast cancer screening conducted by the Japan Society of Breast Health in 2013

Collaboration Agreement with Sendai City on Utilizing ICT for Town Development

Sendai City and DOCOMO entered into a collaboration agreement in August 2016 for the purpose of promoting the development of a sustainably vibrant town through three initiatives: disaster prevention and mitigation, regional revitalization, and a feasibility test of near-future technology. Specifically, we are engaged in developing ICT-based services and solutions and conducting verification tests. Our initiatives include formulating disaster prevention plans using Mobile Space Statistics\(^1\) statistical information based on a mechanism for mobile phone networks, applying Bluetooth Low Energy\(^2\) to enable communication between smartphones in close proximity during times of disaster, when mobile phone network services could be interrupted. We also take advantage of Sendai City’s designation as a national strategic special zone to introduce a drone-based video solution for confirming the extent of damage caused by a disaster and for inspecting basic infrastructure.

DOCOMO will work with Sendai City through these initiatives to create a city that is resilient in the event of disaster, safe, secure and full of vitality.

\(^1\): NTT DOCOMO discloses and complies with guidelines on basic requirements for formulating and providing mobile space statistics.

\(^2\): Standard for short-range wireless communication, as designated by Bluetooth SIG, Inc., an organization that sets the specifications for Bluetooth.
● Collaboration Agreement with Niigata City on a Drone Verification Project

DOCOMO entered into a collaboration agreement with Niigata City, vegitalia, Inc., Autonomous Control Systems Laboratory Ltd., and Aerosense Inc. in September 2016 to develop methodologies for rice paddy monitoring by drone and cultivation management. The agreement also involves pine tree withering prevention and maintenance management of forest reserves planted along the coast in Niigata City, a designated national strategic special zone. Furthermore, we will carry out the initiatives of a Rice Paddy Project to monitor crops for the presence of pests and predict the timing of the harvest and of a Coastal Forest Reserves Project to develop methodologies for withering prevention and maintenance management of pine trees planted as forest reserves on coastlines. By further improving operational efficiency through the use of drones, we will seek to enhance the quality and productivity of agriculture and forestry.

The verification test involves combining video data acquired by drones with that collected by land-based sensors and human observation, collectively analyzed as big data to extract information with greater accuracy. DOCOMO will contribute by providing high-precision image analysis technology.

● PaddyWatch Water Management System for Rice Farming

Japanese agriculture faces a declining number and overall aging of farmers with insufficient successors. To address this problem, we began selling PaddyWatch in April 2016, which is a water management system provided by vegitalia Inc. for wet-rice agriculture and equipped with DOCOMO’s communications module. We also offer Agri-note, a monitoring application for agricultural tasks provided by Water Cell Inc., as a service geared to our corporate clients. Prior to the system’s launch, DOCOMO collaborated with Niigata City, vegitalia, Inc., and Water Cell Inc. on a verification test project that started in May 2015 and then commercialized the product by incorporating the test results.

The PaddyWatch service measures water temperature, humidity and millimeter changes in water level. It then transmits the data to the cloud via a mobile network so that users can review rice paddy conditions using their smartphone or tablet. The Agri-note application uses aerial photos of rice fields taken for farmers that facilitate the tracking of daily farming activity on a smartphone screen. These applications have led to a rise in the efficiency of rice paddy management, cost reductions, and enhanced quality.

● Expanding Bicycle Sharing Services

Since 2011 we have been working to realize a sustainable society by integrating bicycles and mobile phones to develop environmentally-sound bicycle sharing services. Users of these services borrow and return bicycles as needed from cycle ports in a service area, and the service is rapidly expanding as a new urban transit option in Japan and many other countries. DOCOMO BIKESHARE, INC. was established in February 2015, and we currently operate this business in 15 areas around Japan, including services being offered based on our system. A wide-area experiment across local administrative districts was launched in Tokyo in February 2016, and we are striving to further enhance service content with greater convenience. With the addition of Shinjuku Ward, which began offering the service in October 2016, more than 3,000 bicycles are available at over 300 cycle ports nationwide.

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

● docomo Smart Parking System

Urban and residential areas have suffered a chronic shortage of parking spaces, but at the same time land suitable for metered parking has been under-utilized, as the costs of building and operating metered parking spaces has been considered unworthy of investment. The “docomo Smart Parking System” developed by DOCOMO makes it possible to build and operate metered parking spaces in previously unprofitable locations. Spaces can be constructed in a short period at a reasonable cost, thereby promoting the temporary use of vacant lots as metered parking areas. The system consists of the “smart parking sensor” equipped with an IoT device that detects entering and exiting vehicles, a gateway mounted with a communications module and a cloud-based parking space management server. A special smartphone application enables drivers to check for vacant
The NTT DOCOMO R&D Center (Yokosuka, Kanagawa Prefecture) holds a DOCOMO R&D Open House every year to showcase the latest research and development results of the DOCOMO Group. The event's main purpose lies in its broad appeal to stakeholders related to DOCOMO’s efforts to deliver added value to customers and create social benefit through our mid- to long-term R&D initiatives. We also seek to promote our +d initiatives by strengthening collaboration with our corporate clients. In fiscal 2015, we exhibited 65 technologies in six zones: AI & Big Data, Cloud & External Collaborations, Translation, Device & Interaction, Sensor & Navigation, and Mobile Networks. About 1,300 people attended the event, or 1.2 times the number of visitors in fiscal 2014. The Open House is a key opportunity for informing a broad audience about DOCOMO’s initiatives on creating social value through R&D and to forge closer relationships with corporate clients.

In fiscal 2016, we exhibited a total of 93 technologies, categorized into distinct zones under the themes of 5G, Mobile Networks, AI Platforms (agent, healthcare, and big data), Cloud Infrastructure; IoT; Device and Interaction; and Innovation Challenge. We received about 2,700 visitors, about twice the number we welcomed in fiscal 2015.
NTT DOCOMO has received the following awards for innovation in fiscal 2015 and 2016.

### Awards for Innovation

**NTT DOCOMO Group Sustainability Report 2016**

#### Award: Commendation for Science and Technology (Research Category)
- **Recipient**: Ministry of Education, Culture, Sports, Science and Technology
- **Date**: Apr. 15, 2015

#### Award: ITU-AJ Award: Accomplishment in the Field of International Cooperation
- **Recipient**: ITU (International Telecommunication Union) Association of Japan
- **Date**: May 15, 2015

#### Award: IPSJ Kiyasu Special Industrial Achievement Award
- **Recipient**: Information Processing Society of Japan (IPSJ)
- **Date**: Jun. 20, 2015

#### Award: IEICE Distinguished Contribution Award
- **Recipient**: Institute of Electronics, Information and Communication Engineers (IEICE)
- **Date**: Jun. 2, 2016

#### Award: Meritorious Award on Radio
- **Recipient**: Association of Radio Industries and Businesses (ARIB)
- **Date**: Jun. 27, 2016

#### Award: National Commendation for Invention in Implementing Invention
- **Recipient**: Japan Institute of Invention and Innovation
- **Date**: Jun. 17, 2015

#### Award: Tomy Co., Ltd. Special Award
- **Recipient**: Tomy Co., Ltd.
- **Date**: Apr. 18, 2016
(2) 2015 awards in commemoration of World Telecommunication and Information Society Day
Recognized for engaging in various international activities, such as the revision of international wireless communication regulations, formulation of standard specifications for LTE/LTE Advanced and the formulation of standard coding specifications that can be simultaneously applied to both ultra-wide band speech and music with the aim of expanding voice services for LTE.

(3) Development and commercialization of VoLTE
Recognized for our leadership role in standardizing and developing LTE, which is the basis of VoLTE, and in establishing VoLTE as a global standard, and for launching the first commercial service in Japan.

(4) Commercial development of mobile spatial statistics as new demographic data that supports social and industrial development
Recognized for providing groundbreaking statistical data that supplements the national census and contributes to society and industry as new demographic data for making policy decisions in areas such as urban development and disaster prevention planning.

(5) Contribution to establishing a global standard for terrestrial wireless communication systems
Recognized for our significant contribution over the years to establishing global standards for ground-based wireless communication systems, including the mobile phone system.

(6) Development and commercialization of a multi-band ROF system
Recognized for developing and commercializing a multi-band ROF system that can be applied to 1.5 GHz, 1.7 GHz and 2 GHz bands and is capable of simultaneously transmitting stable, high-quality signals using a single system, thereby expanding the area of indoor use for LTE services.

(7) Development of high-speed cell search technology for LTE
Recognized for developing the technology for shortening the processing time required by mobile phones based on the LTE system for identifying and accessing the optimal base station from among several candidates and attaining a transmission-ready state.

(8) Development of the voice agent service
Development of the voice agent service involved commercializing the technology behind Shabette Concier, which has been applied in the joint development of OHaNAS with TOMY Company, Ltd. and other services. We will continue to hone our voice-based communications technology and advance technological development so that anyone can easily and conveniently use DOCOMO services.

(9) 2016 World Telecommunication and Information Society Day Awards
DOCOMO was recognized for its contribution to standardizing wireless and network technology. Looking ahead, we will continue to provide leadership in the drive for standardization toward upgrading LTE-Advanced, realizing 5G and advancing NFV.

(10) Development of a low-delay speech and audio coding system and standardization of 3GPP EVS
DOCOMO received accolades for devising the component technologies for enhanced voice services (EVS), which will serve as a speech coding method for next-generation mobile phones as well as for setting the 3GPP standards that integrate these technologies through international cooperation. We will continue to engage in R&D to open the way to new mobile voice communications.

(11) Commercialization of advanced C-RAN
DOCOMO was recognized for devising the wireless access network architecture that made the effective introduction and deployment of LTE-Advanced possible, thus realizing the commercialization of maximum downlink speeds of 300 Mbps while also contributing to standardization. We will continue to develop technology to advance LTE-Advanced.
NTT DOCOMO Group Sustainability Report 2016

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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


● 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 understand 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
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
10 Environment

Environmental Vision and Action Plan
- Basic Policies and Philosophy
- DOCOMO Group's Environmental Declaration and Green Action Plan 2030

Environmental Management
- Environmental Management System
- Expert Subcommittees of the Group
- Targets and Action Plans for Fiscal 2016
- Internal Environmental Audits
- Risks and Opportunities Related to Climate Change

Results of Our Initiatives
- NTT DOCOMO Group's Global Environmental Targets for Fiscal 2016 and Results
- Looking Back on SMART for GREEN 2020
- Creation of a Low-Carbon Future
- Formation of a Sustainable Society
- Preservation of Biodiversity
- Compliance with Environmental Laws and Regulations
- Green Procurement
- Environmental Accounting
We have identified global environmental issues as a key management task. We believe our mission as a corporate citizen is to acknowledge environmental impacts associated with our business activities and make the utmost effort to reduce this burden on society by working together with our customers.

Environmental Vision and Action Plan

Basic Policies and Philosophy

We established the DOCOMO Global Environment Charter as a set of guidelines for promoting environmental protection efforts.

The charter clarifies our commitment to helping solve global environmental problems by providing ICT services.

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

In addition, our video 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.

Under the charter, we carry out our Group-wide environmental protection activities.

Positioning of the Environmental Charter and Environmental Targets

- **DOCOMO Global Environmental Charter**: DOCOMO Group’s basic philosophies and policies concerning global environmental protection

- **DOCOMO Group’s Environmental Vision, SMART for Green 2020**: DOCOMO Group’s environmental targets for fiscal 2020

- **NTT DOCOMO Group’s Global Environmental Targets for Fiscal 2016**: Environmental targets for the two major issues that must be addressed preferentially by fiscal 2016

- **DOCOMO Group Environmental Declaration**: DOCOMO Group’s vision for global environmental protection

- **Green Action Plan 2030**: DOCOMO Group’s environmental targets through to 2030

- **NTT DOCOMO Group’s Global Environmental Targets for Fiscal 2016**: Environmental targets for the two major issues that must be addressed preferentially by fiscal 2016
DOCOMO Group’s Environmental Declaration and Green Action Plan 2030

The Paris Agreement was adopted at the COP21 Climate Conference (COP21) in Paris in 2015. Under the agreement, each country will work on initiatives to achieve the targets set for combating climate change for the year 2030 and even further into the future. Among the initiatives, a high expectation is also set on the contribution of information and communications technologies.

Taking into account such global trends, DOCOMO has developed the new DOCOMO Group Environmental Declaration, which presents its vision for global environmental protection, and Green Action Plan 2030, which summarizes the Group’s environmental targets through to 2030.

Until now, the Group has been focusing on achieving its environmental targets through to 2020, namely SMART for GREEN 2020, based on the DOCOMO Global Environment Charter. However, in the course of envisioning the forthcoming global environmental trends in Japan and other countries, the Group has decided to expand its targets set through to 2020 in order to reach further into the future.

Under the new DOCOMO Group Environmental Declaration, “DOCOMO will lead successful environmental management systems for people, society and the Earth,” and it will strive to achieve the five goals set in the Group’s environmental targets through to 2030 under Green Action Plan 2030. These five goals include contributing to society by reducing CO2 emissions by at least 40 million tons and bringing about at least a tenfold increase in power efficiency in the communications business compared to fiscal 2013.

DOCOMO will continue to improve customer services and achieve sustainable corporate growth by creating a society where all people, across borders, cultures and generations, can live safely and comfortably.

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## DOCOMO Global Environmental Charter

(Enacted on June 1, 2007; Revised on October 17, 2016)

### Basic Philosophy

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

### Basic Policy

- **Conduct Business with the Environment in Mind**
  - Actively promote businesses contributing to reducing environmental impact through the provision of ICT services.
  - In all business activities, curb emissions of greenhouse gases, conduct proper management of hazardous materials, and encourage resource conservation by promoting the “three Rs” (Reduce, Reuse, and Recycle).

- **Strengthen Environmental Management**
  - Comply with all environmental laws and regulations and through environmental management systems avoid risk and continuously improve performance.

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

- **Preserve Biodiversity**
  - Understand the relationship between biodiversity and our business activities and promote initiatives to preserve biodiversity for future generations.
● DOCOMO Group Environmental Declaration

DOCOMO Group Environmental Declaration

DOCOMO will lead successful environmental management systems for the future of people, society and the Earth.

» We will create new value for environmental protection by providing mobile ICT services.
» We will ensure that our businesses are conducted with honesty in harmony with the global environment.

Themes of Our Initiatives and Actions

The DOCOMO Group takes on challenges to achieve environmental goals for 2030 with three focuses.

Themes and Actions of the Initiatives Based on the Environmental Declaration

We will strive to achieve the environmental targets for 2030 with the following themes and actions set on the basis of the Environmental Declaration.

<table>
<thead>
<tr>
<th>Themes</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realizing a Low Carbon Future</td>
<td>We are contributing to the reduction of CO₂ emissions and facilitating adaptation to climate change.</td>
</tr>
<tr>
<td>Implementing Closed-Loop Recycling</td>
<td>We are working toward more effective resource allocation.</td>
</tr>
<tr>
<td>Planning a Future of Natural Harmony</td>
<td>We are contributing to the preservation of ecosystems.</td>
</tr>
</tbody>
</table>

● DOCOMO Group’s Environmental Targets — Green Action Plan 2030

The DOCOMO Group’s Environmental Targets, the Green Action Plan 2030, which embodied the actions for the three initiative themes, were classified into two categories from the perspectives of “innovative docomo” and “responsible docomo,” which are the DOCOMO Group’s CSR policy. One is Green Actions of Innovative docomo and the other is Green Actions of Responsible docomo. We will work to achieve the five targets set under these actions toward 2030.
DOCOMO Group’s Environmental Targets, Green Action Plan 2030

Green Action Plan 2030

Targets to be achieved by 2030 are set on the basis of our CSR Policy of “Innovative docomo” and “Responsible docomo”.

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

- We will fulfill our responsibility to reduce environmental impact. We will also actively participate in environmental contribution activities as a corporate citizen.

**Green Actions of Innovative docomo**

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

<table>
<thead>
<tr>
<th>Themes</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realizing a Low Carbon Future</td>
<td>Amount of contribution to the reduction of CO₂ emissions across society: at least 40 million tons</td>
</tr>
<tr>
<td></td>
<td>We will promote various initiatives to contribute to the adaptation to climate change. Also, we will make collaborative efforts with our stakeholders.</td>
</tr>
</tbody>
</table>

**Green Actions of Responsible docomo**

We will fulfill our responsibility to reduce environmental impact. We will also actively participate in environmental contribution activities as a corporate citizen.

<table>
<thead>
<tr>
<th>Themes</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realizing a Low Carbon Future</td>
<td>Electrical efficiency of the telecommunications services: at least a tenfold increase compared to fiscal 2013</td>
</tr>
<tr>
<td></td>
<td>Final disposal ratio of waste: achieve zero emissions (under 1%)</td>
</tr>
<tr>
<td>Planning a Future of Natural Harmony</td>
<td>We will promote initiatives through various activities to preserve ecosystems. Also, we will make collaborative efforts with our stakeholders.</td>
</tr>
</tbody>
</table>

**Proceeding with the Green Action Plan 2030**

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

Environment Management System

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

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

- **Organizational Structure for Environmental Management**

  - **Top Management (President and CEO)**
  - **Group’s Chief of Environmental Management (General Manager of CSR Department)**
  - **CSR Department**
  - **Group Secretariat**
  - **Central/Internal Environmental Auditors**
    - **Internal Environmental Auditor**
  - **Eco Activity Committee* (Sustainability Management Committee)**
    - **Expert Subcommittees**
      - Equipment Energy-Efficiency Subcommittee
      - Office Energy-Efficiency Subcommittee
      - Energy-Efficiency R&D Subcommittee
      - Customer Channel Resource-Efficiency Subcommittee
  - **Regional Secretariat for Environmental Management**

- **EMS Organization**

  **ECO Activity Committee (Sustainability Management Committee)**

  A committee responsible for reporting matters related to EMS and composed of Sustainability Management Committee members (with the president as chairperson, senior executive vice president, Audit & Supervisory Board members, members of the Board of Directors, and managers of relevant departments) and that includes the management team (as well as top management).

- **Group Secretariat**

  Management and practical tasks involving each organization's EMS

- **Expert Subcommittees**

  Planning, proposal and management of initiatives for achieving environmental targets

- **Central/Internal Environmental Auditor**

  Oversees internal environment auditing, senior manager of CSR Department

  DOCOMO acquired ISO 14001 certification for Environmental 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 2015, 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.

* Including conferences attended by the management team (including top management; as of March 31, 2016)
● Organizations that Acquired ISO 14001 Certification and the Scope of Certification

Certification body:
Lloyd’s Register Quality Assurance Limited

Date of registration:
January 1, 2008

Scope of certification:
NTT DOCOMO Group’s telecommunications business and related services

Organizations covered by the scope of certification:
17 Group companies (NTT DOCOMO, 12 functional subsidiaries*1, and another 4 subsidiaries*2)

*1 See 1 on page 003.
*2 docomo Healthcare, Inc., DOCOMO BIKE SHARE, Inc., DoCoMo TAMETAN, Inc., DYNASTEP Corporation

Certification and registration number:
YKA 4004084

Expert Subcommittees of the Group

The DOCOMO Group sets its environmental targets during annual reviews conducted by Expert Committees overseeing different areas: the Equipment Energy-Efficiency Subcommittee, the Office Energy-Efficiency Subcommittee, the Energy-Efficiency R&D Subcommittee, and the Customer Channel Resource-Efficiency Subcommittee. To accomplish the DOCOMO Group’s environmental purposes and targets, the subcommittee chair appoints an action plan group leader from the subcommittee’s members once a year. The appointed group leader drafts action plans in collaboration with group leaders from each region.
### Targets and Action Plans for Fiscal 2016

#### Equipment Energy-Efficiency Subcommittee

<table>
<thead>
<tr>
<th>FY2016 Targets</th>
<th>Main Action Plans for Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue promoting individual environmental initiatives to reduce power consumption</td>
<td>Actively install high-efficiency, low-power consumption equipment to make network facilities more environmentally sensitive</td>
</tr>
<tr>
<td></td>
<td>Reduce power consumption by improving power conversion efficiency by installing high-efficiency power supplies and air conditioning systems</td>
</tr>
<tr>
<td></td>
<td>Promote further reduction of power consumption by installing next-generation green base stations in which battery charge control technology is adopted</td>
</tr>
<tr>
<td>Continue promoting individual environmental initiatives to reduce the final disposal ratio for waste</td>
<td>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</td>
</tr>
</tbody>
</table>

#### Office Energy-Efficiency Subcommittee

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

#### Customer Channel Resource-Efficiency Subcommittee

<table>
<thead>
<tr>
<th>FY2016 Targets</th>
<th>Main Action Plans for Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan and provide products that encourage ecoconsciousness in customers</td>
<td>Improve actual battery life</td>
</tr>
<tr>
<td></td>
<td>Reduce paper materials used for packaging</td>
</tr>
<tr>
<td>Collect at least 4.0 million used mobile phones</td>
<td>Create reuse and recycling opportunities</td>
</tr>
<tr>
<td></td>
<td>Actively develop mobile solutions to increase customer business efficiency and reduce environmental impact</td>
</tr>
<tr>
<td></td>
<td>Determine the extent to which CO₂ emissions were reduced through the use of ubiquitous modules used for purposes like machine communication</td>
</tr>
<tr>
<td>Reduce the weight of promotional tools prepared for shops to 7,000 tons or less</td>
<td>Adjust the weight of tools prepared by setting the upper capability limit for the preparation of new tools (systemize it from the second half)</td>
</tr>
<tr>
<td>Effectively utilize various media and strengthen accountability for environmental initiatives</td>
<td>Provide information on environmental initiatives by making use of the DOCOMO corporate website and official social media account</td>
</tr>
</tbody>
</table>

#### Energy-Efficiency R&D Subcommittee

<table>
<thead>
<tr>
<th>FY2016 Targets</th>
<th>Main Action Plans for Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote development of highly energy-efficient equipment</td>
<td>Perform development activities aimed at implementing use of the highly energy-efficient equipment described below</td>
</tr>
<tr>
<td>Comply with NTT Group Energy-Efficiency Performance Guidelines</td>
<td>For ICT equipment that is procured by NTT DOCOMO and covered by the NTT Group Energy-Efficiency Performance Guidelines, conduct energy efficiency performance evaluations and ascertain number of devices, by category, owned by NTT DOCOMO</td>
</tr>
</tbody>
</table>
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 2015, we reviewed our auditing methods in response to business-related environmental impact and in pursuit of more highly effective audits. Specifically, audits focused on whether or not consumption of paper and electricity in offices, which are management items for all organizations, was being properly controlled, in addition to conditions with regard to training attendance, legal and regulatory compliance, and implementation of environmental activities unique to each organization. As a result, the audits found that every company was in compliance with the requirements of ISO 14001 and that activities were generally being conducted appropriately in conformance with environmental procedure manuals and other guidelines.

Risks and Opportunities Related to Climate Change

The Group secretariat for environmental management and the Expert Committees of the Group within the Environmental Management Structure have organized the DOCOMO Group’s activities, products and services into seven domains and identified issues that need to be addressed by determining whether or not they adversely impact on the environment in these seven domains. The results are taken into consideration when establishing environmental targets, and identified issues are reviewed for approval by the Eco Activity Committee.

● Seven Domains

We identify business risks associated with the environment as environmental issues that are particularly important to the DOCOMO Group’s business activities. Also, we examine the business opportunities presented by the environment while taking into account our commitment to take action through every conceivable means for resolving the most critical environmental issues facing society at large. We place high priority on these risks and opportunities and present those that are deemed to be significantly impacting our business to the Board of Directors.

Recognizing the risks and opportunities offered by climate change as vital environmental issues for society, we are working to strengthen the integration between our management strategies and environment management by conducting assessments and taking action in accordance with our management strategies.
● Risks Driven by Changes in Regulations
Description and Management of the Risks
Higher electricity prices caused by the feed-in tariff (FIT) system poses the risk of raising our operating costs.

The Act on Special Measures concerning the Procurement of Renewable Electric Energy by Operators of Electric Utilities, which came into force on July 1, 2012, stipulates that costs due to FIT will be recovered from users (through a surcharge on electricity charges). This risk has already materialized as some electricity companies have begun to raise their prices.

Since the DOCOMO Group uses more than 2,887,000 MWh of electricity each year to operate its telecommunications facilities in Japan, there is now a real risk that we will suffer a severe financial impact.

In addition, the Carbon Tax (Tax for Climate Change Mitigation), which took effect in stages beginning on October 1, 2012 and was then raised to the final tax rate on April 1, 2016, covers the use of all fossil fuels. This creates the risk of fuel suppliers, including electricity and heat suppliers, which are the major sources of DOCOMO’s CO₂ emissions and decided to load the tax increase on their prices.

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

If the total tax burden resulting from the FIT system and the Carbon Tax is passed on in electricity charges, DOCOMO Group will incur an additional financial burden of 57.38 billion yen a year (this estimate is based on the actual electricity usage in fiscal 2015 of 2,807,000 MWh).

Moreover, we have invested approximately 110 million yen as global environmental conservation costs in fiscal 2015.

● Risks Driven by Change in Physical Climate Parameters or Other Climate Change-Related Developments
Description and Management of the Risks
Increases in electricity consumption by air conditioning equipment in response to rising temperatures may pose the risk of higher operating costs. Damage to telecommunications equipment due to disasters can also increase the recovery and maintenance costs.

If the average temperature continues to rise due to climate change, it is likely that our consumption of electricity for air conditioners at telecommunications facilities will increase. However, this increase can be controlled to a certain extent by using energy-saving and highly efficient air conditioners that will minimize impact on the cost.

As the frequency of heavy rains and rainstorms increases, they will cause landslides and other geological catastrophes in mountainous areas, damaging our telecommunications facilities such as base stations. The degree of damage will be largely dependent on the scale of the disaster as well as the installation conditions of the facilities. However, since most of our facilities are installed in areas that are not vulnerable to the impacts of disasters associated with climate change, we believe that the impact on the cost will be insignificant, similar to the impact of electricity consumption for air conditioners.

● Opportunities Arising from Climate Change
Damage from such natural disasters as heavy rains and more frequent typhoons is becoming more common as the climate changes, and there is a growing risk of water and lightning damage and power outages, which also cause extensive damage when they occur. As a consequence, many companies need to take measures to ensure that if emergency situations such as disasters occur in the future, the organizations are able to continue important operations and restore order quickly.

The DOCOMO Group has developed a solution business that leverages its reliable track record and expertise in business continuity planning over years of protecting and sustaining Japan’s telecommunications, which cannot be allowed to be interrupted in the event of a disaster.

For example, we provide our Disaster Prevention Telemetry Service to local governments and businesses. This service supplements weather data observed from our base stations with an observation function of the data that are important when dealing with disasters such as river level and remote images and other monitoring and analysis functions for data administrators.

The service is also capable of forecasting heavy rains such as localized downpours and river floods that seem to be occurring more frequently in recent years with climate change as well as tsunami, supporting the development of a new information infrastructure that can improve conventional disaster prevention functions.

In Japan, the scale of the business continuity planning and disaster prevention solutions market has been growing at an annual pace of 3.9% and is projected to reach 900 billion yen by fiscal 2020. Capturing 5% of this market share would increase our revenues by 45 billion yen.
Results of Our Initiatives

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

In June 2014, DOCOMO established the new “NTT DOCOMO Group’s Global Environmental Targets for Fiscal 2016” as a result of identifying the reduction of energy consumption in 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 communications) by 25% by fiscal 2016 (compared to fiscal 2012).

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

2. Creating “Zero” Waste in the Consumption of Paper for 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

1. Reduction of Energy Consumption in Communications Facilities

   We reduced the amount of energy consumed for data communications by 58%, compared to the level observed in fiscal 2012. We will continue to reduce energy consumption for data communications by adopting more efficient communications facilities.

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

   We reduced the weight of promotional tools by 63%, compared to the level observed in fiscal 2012, through initiatives such as the digitalization of DOCOMO’s general catalogue and reducing wastes associated with the promotional tools we give to our customers.
Looking Back on SMART for GREEN 2020

In THE GREEN VISION 2020, we upheld five numerical targets for 2020. Celebrating the five-year milestone since setting these goals in fiscal 2011, we have reviewed the current status of THE GREEN VISION 2020.

<table>
<thead>
<tr>
<th>Theme</th>
<th>SMART for GREEN 2020, Established in January 2011</th>
<th>Results for Fiscal 2015</th>
<th>Status of Attainment in Fiscal 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realizing a Low Carbon Future</td>
<td>Reduce the CO₂ emissions of society as a whole by at least 10 million tons through the use of ICT services</td>
<td>Reduced by 30.18 million tons*1</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td>Reduce NTT Group CO₂ emissions by at least 120,000 tons compared to fiscal 2008 (reduce to 1.08 million tons or less)</td>
<td>Increased by 396,000 tons compared to fiscal 2008 (1.596 million tons)</td>
<td>×</td>
</tr>
<tr>
<td>Implementing Closed-Loop Recycling</td>
<td>Reduce the final disposal rate for the total amount of waste by 2% or less</td>
<td>Final disposal rate of 1.59%</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td>Achieve zero emissions*2 for decommissioned telecommunications equipment</td>
<td>Final disposal rate of 1.16%</td>
<td>×</td>
</tr>
<tr>
<td></td>
<td>Reduce paper consumption in offices by 25% or more compared to fiscal 2008</td>
<td>Reduced by 82% compared to fiscal 2008</td>
<td>○</td>
</tr>
</tbody>
</table>

*1 Estimated value based on the calculation method for the amount of contribution to reduce CO₂ emissions across society used for the Green Action Plan 2030.
*2 Zero emissions: 1% or less of the final disposal rate.

Looking Back on SMART for GREEN 2020: Realizing a Low-Carbon Future

Under our initiative in our government’s project called “Green by ICT” which aims to reduce the CO₂ emissions of society as a whole by developing and providing products and services utilizing the latest information and communication technologies, we have set a target of reducing 10 million tons CO₂ emissions by way of providing DOCOMO’s ICT services. With increasing public recognition of global environmental conservation as a common concern, customers of our services, including smartphones, are more interested in using environmentally sound products and services. With the dissemination of smartphones and the realization of high-speed, high-volume networks, new services such as video distribution have become available, offering more opportunities for customers to use these services. The impact of reducing CO₂ emissions across society has also been growing every year with the expansion of ICT services usage. As a result, CO₂ emissions were reduced by 30.18 million tons in fiscal 2015, which is an estimated value based on the calculation method for the amount of contribution to reduce CO₂ emissions across society used for the Green Action Plan 2030, and we exceeded our target by a wide margin.

In our Green of ICT, our voluntary initiative for reducing CO₂ emissions in our business activities, we have set a target of reducing CO₂ emissions by 120,000 tons compared to fiscal 2008. The electric power consumption of communications equipment accounts for a large portion of the DOCOMO Group’s business activities, and we are therefore pursuing energy-saving solutions for our communications equipment and promoting the utilization of natural energy.

Meanwhile, the amount of CO₂ emissions from the generation of purchased electricity has significantly increased compared to the level indicated in the plan of fiscal 2011, increasing the electricity emission factor (CO₂ emissions per 1 kWh of electricity generation) as of fiscal 2015 about 20% greater than the benchmark fiscal year of fiscal 2008. As a result, CO₂ emissions from electricity consumed by the DOCOMO Group increased by 396,000 tons in fiscal 2015 compared to fiscal 2008, even after we had undertaken various energy conservation efforts to reduce CO₂ emissions.
Looking Back on SMART for GREEN 2020: Conserving Biodiversity

The entire DOCOMO Group strives to conserve biodiversity through efforts such as disseminating information on conserving biodiversity and participating in forest maintenance activities in all docomo Woods throughout Japan.

Looking Back on SMART for GREEN 2020: Implementing Closed-Loop Recycling

In terms of reducing waste, we set targets of reducing the final disposal rate of the total waste volume to no more than 2% and achieving zero emissions* for decommissioned telecommunications equipment. By ascertaining the necessary resources and promoting the principle of reusing and recycling resources, the final disposal rate for total waste volume in fiscal 2015 was 1.59%, achieving the target ahead of schedule. Moreover, the final disposal rate of the decommissioned telecommunications equipment was 1.16%. To achieve the target, we will strengthen our efforts to further constrain the volume of waste generated and more effectively reuse waste.

In terms of reducing paper consumption, we set a target of reducing the total weight of paper used for office tools by at least 25% compared to fiscal 2008. By establishing a uniform set of rules and promoting the aggregation and digitalization of office equipment, we were able to reduce our paper consumption in fiscal 2015 by 82%, dramatically exceeding the target.

* Zero emissions: defined by DOCOMO Group as a final disposal rate of 1% or less.

Final Disposal Rate of Waste

<table>
<thead>
<tr>
<th>Year</th>
<th>All Waste</th>
<th>Decommissioned Communications Equipment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>1.43</td>
<td>0.04</td>
</tr>
<tr>
<td>2014</td>
<td>1.92</td>
<td>0.08</td>
</tr>
<tr>
<td>2015</td>
<td>1.59</td>
<td>1.16</td>
</tr>
</tbody>
</table>

Reduction of Paper Used in Office Tools

<table>
<thead>
<tr>
<th>Year</th>
<th>(FY)2008</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weight</td>
<td>30,000</td>
<td>11,938</td>
<td>8,832</td>
<td>7,934</td>
</tr>
<tr>
<td>82% reduction</td>
<td>0.50</td>
<td>0.40</td>
<td>0.20</td>
<td>0.15</td>
</tr>
</tbody>
</table>

Creation of a Low-Carbon Future

Basic Philosophy

Reducing CO₂ and other greenhouse gas emissions, which are known causes of global warming, is an important issue for society. Advances in ICT have been accompanied by a rise in electricity consumption, which has also led to increasing calls for energy conservation. Conversely, ICT also possesses the potential to help realize lower society-wide energy consumption and CO₂ emissions.

The DOCOMO Group will contribute to reducing the CO₂ emissions of society as a whole and adapting to climate change toward the creation of a future low-carbon society by way of providing ICT services and advanced technologies.

Initiatives for the Creation of a Low-Carbon Society

Next-generation Base Stations that Use Renewable Energy

Nearly three quarters of the electricity that DOCOMO consumes is used at base stations nationwide. 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 44 commercial base stations from Hokkaido to Kyushu by the end of March 2016 and began operations at all 54 stations in April 2016.
Successful Testing of Weather Forecast-Linked Lithium-Ion Battery Control Technology

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

 Until now, lithium-ion batteries at green base stations have been used to maintain communications as backup capacity during power outages and charging/discharging (with suitable charge/discharge cycling capacity) by solar power generation during normal times. This required establishing the backup capacity ratio at 80% to ensure about 24 hours of coverage during a power outage. However, our new technology no longer requires pre-setting either backup capacity or the charge/discharge cycling capacity ratios since it automatically changes the ratio of backup capacity of lithium-ion batteries based on the weather forecast.

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

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

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

- Purchased electricity
- Generated electricity

<table>
<thead>
<tr>
<th>Year</th>
<th>Purchased</th>
<th>Generated</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>2,763,587</td>
<td>110,194</td>
<td>2,873,781</td>
</tr>
<tr>
<td>2014</td>
<td>2,916,776</td>
<td>96,890</td>
<td>3,013,666</td>
</tr>
<tr>
<td>2015</td>
<td>2,806,921</td>
<td>80,925</td>
<td>2,887,216</td>
</tr>
</tbody>
</table>

Causes for the reduction in electricity consumption compared to the previous year include the impact of reviewing the unit price when estimating electricity consumption from the electricity charge.

CO₂ Emissions by Energy Source

<table>
<thead>
<tr>
<th>Year</th>
<th>Electricity</th>
<th>Fuel/Heat</th>
<th>Automobile</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>1,531,711</td>
<td>1,461,622</td>
<td>6,284</td>
</tr>
<tr>
<td>2014</td>
<td>1,608,771</td>
<td>1,542,812</td>
<td>4,635</td>
</tr>
<tr>
<td>2015</td>
<td>1,522,292</td>
<td>1,456,315</td>
<td>4,583</td>
</tr>
</tbody>
</table>

Electricity figures are calculated with conversion coefficients provided by the power companies. Totals may not be exact due to rounding.
### Fuel/Heat Use

<table>
<thead>
<tr>
<th>Unit</th>
<th>FY2013</th>
<th>FY2014</th>
<th>FY2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gas</td>
<td>35,252</td>
<td>31,518</td>
<td>27,265</td>
</tr>
<tr>
<td>Heavy Oil</td>
<td>58</td>
<td>68</td>
<td>63</td>
</tr>
<tr>
<td>Diesel Oil</td>
<td>139</td>
<td>168</td>
<td>275</td>
</tr>
<tr>
<td>Gasoline (automobile)</td>
<td>2,501</td>
<td>1,726</td>
<td>1,665</td>
</tr>
<tr>
<td>Heat</td>
<td>104,364</td>
<td>99,819</td>
<td>94,768</td>
</tr>
</tbody>
</table>

### Other Greenhouse Gas Emissions

<table>
<thead>
<tr>
<th></th>
<th>FY2013</th>
<th>FY2014</th>
<th>FY2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Greenhouse Gas Emissions</td>
<td>2,889</td>
<td>2,601</td>
<td>2,530</td>
</tr>
</tbody>
</table>

### Formation of a Sustainable Society

#### Basic Philosophy

While our high turnover “consume and dispose society” based on mass production, consumption and disposal has brought us a rich and convenient lifestyle, it has also raised serious issues, such as the creation of massive volumes of waste, illegal dumping and the depletion of natural resources.

Addressing these issues requires a review of corporate management as well as social and economic systems in order to shift to a sustainable society capable of managing resources.

The DOCOMO Group will contribute to the responsible use of resources by promoting 3R initiatives for communications equipment and utilizing ICT to create a recycling society.

#### Reducing Waste and Promoting Recycling

**Proactive Waste Reduction and Recycling**

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

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

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

In fiscal 2015, waste from communications facilities, such as optical cable, switching equipment, and power facilities, totaled 17,600 tons, 204 tons of the final disposal volume. Going forward, we plan to actively limit the amount of waste generated while also effectively utilizing the waste that is produced.
Mobile Phone Recycling for Effective Utilization of Valuable Resources

Mobile phones contain gold, silver, copper, palladium and other materials, all of which are valuable recyclable materials, particularly in light of Japan’s relative lack of mineral resources. Therefore, DOCOMO has addressed collecting and recycling used mobile phones since 1998.

In 2001, we partnered with the Telecommunications Carriers Association, a trade organization of telecommunications carriers, and built the Mobile Recycle Network, which collects and recycles mobile phones mainly at docomo Shops regardless of the original provider. In fiscal 2015, we collected roughly 4.17 million phones* and have now collected a cumulative total of about 95.60 million phones.

DOCOMO is the only company in Japan’s telecommunications industry that obtained the general and industrial waste permit issued by the Ministry of the Environment, striving to build a safe and reliable waste collection process. Moreover, as a means of safeguarding personal information, we will in the customer’s presence destroy any unwanted mobile phone that is brought to our shops for recycling.

* Figures for fiscal 2014 and later include units collected for reuse.

Main Types of Waste
- Fiber-optic cables
- Conversion devices
- Power generators
- Scrap metal
- Concrete poles, etc.

Principal Resources Recycled through Used Mobile Phone Collection (FY2015)
- Copper: 34,068 kg
- Gold: 97 kg
- Silver: 326 kg
- Palladium: 3 kg

* Figures for fiscal 2014 and later include units collected for reuse.
● Reducing Paper Resources

Reducing Paper Consumption with Electronics Bills and Statements

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

We 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 2015, subscriptions to the service were approximately 25.00 million. In terms of A4-size paper, our e-billing service has saved around 280 million sheets of paper in a year.

Web Statement Service (dCARD Credit Service)

DOCOMO provides the Web Statement Service to let customers view their dCARD credit service usage statements via the Internet. Starting with billing statements for February 2015, we strived to further reduce paper use to protect the natural environment by designating Web-based statements as the default option. As a result, the number of dCARD credit service members who use the paper-based statements decreased to about 140,000.

Currently, 98% of about 8.4 million dCARD credit service members use Web-based statements, which has led to a significant 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 DOCOMO mobile phones (sp-mode) have been provided in digital form accessible as an application (e-manuals) on these products. DOCOMO’s i-mode mobile phones also continue to carry a user manual app since 2009. Through these initiatives, we were able to slim down our user manuals and thereby reduce the CO2 emissions associated with paper use and transport of the 2015 winter model products by at least 50% compared to before. We will continue to promote the use of digital media for user manuals and optimize the content of the paper-based manuals to reduce paper consumption further.

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 catalogues and pamphlets that are needed in order to reduce the number of printed and the number that go to disposal. In fiscal 2015, the number of general catalogues stored and then thrown away without being used was reduced, with the disposal ratio lowered to 4.9%, even lower than the 5% 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 2015, we visually communicated monthly paper usage per person in each division and branch to promote greater employee awareness of the need to reduce paper usage. As a result, the amount of office paper used declined by 6.1%, or an equivalent of 174,638,000 sheets of A4-size paper, compared to the previous fiscal year.

Additional measures such as the promotion of paper-less meetings by using the internal web conferencing system, personal computers, tablets and other devices will be pursued to further reduce paper usage.

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

Paper Usage

<table>
<thead>
<tr>
<th></th>
<th>FY2013</th>
<th>FY2014</th>
<th>FY2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Use</td>
<td>791</td>
<td>742</td>
<td>699</td>
</tr>
<tr>
<td>Billing</td>
<td>3,921</td>
<td>3,378</td>
<td>1,439</td>
</tr>
<tr>
<td>Sales Tools</td>
<td>16,602</td>
<td>11,481</td>
<td>8,360</td>
</tr>
<tr>
<td>Total</td>
<td>21,314</td>
<td>15,601</td>
<td>10,498</td>
</tr>
</tbody>
</table>
Reducing Water Consumption
In fiscal 2016, we have launched initiatives to reduce water consumption at our offices. We will strive to increase employee awareness of water conservation by establishing new water conservation measures and visualizing their efforts.

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 kitchen 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 Philosophy
As the basic policy toward preservation of biodiversity, DOCOMO will promote initiatives to preserve biodiversity for future generations by understanding how our business activities are related to biodiversity. Specifically, we will 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 investments
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, 57 quasi-national parks, 311 prefectural national parks and their neighboring areas, including adjacent portions of 37 designated sites of the Ramsar Conservation 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.
docomo Woods is a nature conservation program that aims to raise awareness of environmental conservation and volunteerism. It provides opportunities for employees and their family members to experience nature and participate in various forest maintenance activities such as clearing underbrush and cutting limbs. As of the end of March 2016, docomo Woods have been established in 49 locations in all 47 prefectures and cover roughly 190 hectares, which corresponds to an area of approximately 146 baseball fields (each with an area of 1.3 hectares). In addition, land blessed with rich nature can filter rainwater naturally and produces clean groundwater. To pass on the beautiful nature to the next generation, we intend to continue the program so as to contribute to the protection of the natural environment and biodiversity preservation.

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

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

*3 Programs established primarily by prefectural governments and prefectural tree planting promotion committees.
Compliance with Environmental Laws and Regulations

● Compliance with Various Environmental Laws and Regulations
DOCOMO is committed to complying with prevailing environmental laws and regulations under its current EMS framework. Specifically, it endeavors to comply with environmental laws and regulations, including the Act on the Rational Use of Energy (Energy Conservation Act), the Act on the Promotion of Sorted Collection and Recycling of Containers and Packaging (Containers/Packaging Recycling Act), the Waste Management and Public Cleansing Act (Waste Management Act) and the Act for Rationalized Use and Proper Management of Fluorocarbons (Fluorocarbons Emission Control Law), as well as environment-related municipal ordinances, such as the Tokyo Metropolitan Government’s mandatory reduction scheme, and other municipal ordinances related to global warming.

In fiscal 2015, 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 or its disposal by March 2027.* In fiscal 2015, we disposed of some of the PCB that we had been storing and managing. 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.

Green Procurement

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

In green procurement, we focus on the following two assessments and classify matters into those that must be complied with and those that are required, which are reflected in the selection of new suppliers and the evaluation of existing ones.

(1) Development of an Environmental Management System (measures taken by suppliers)
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 assess products to determine if the use of chemical substances complies with the treaties, laws, ordinances and other relevant regulations. During the product design stage, we also perform a product assessment to evaluate the environmental impact caused by the product in each stage of the product cycle, such as parts and material procurement, manufacturing, distribution, consumer use, recycle and disposal. We then make modifications to the design as necessary to reduce the environmental impact of the product. Particularly with new procurements, we request that our suppliers adhere to the RoHS Directive*, in addition to the above, and restrict the use of specified hazardous substances.

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

● Guidelines for Green Procurement

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, 2015 to March 31, 2016
- **Coverage:** 13 companies in the DOCOMO Group
- **Standards:** Ministry of Environment’s Environmental Accounting Guidelines 2005 and DOCOMO Environmental Accounting Guidelines

### Environmental Protection Costs

<table>
<thead>
<tr>
<th>Category (Million Yen)</th>
<th>Major Transactions</th>
<th>FY2014 (Investment)</th>
<th>FY2015 (Investment)</th>
<th>YoY Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Internal business area costs</td>
<td>Prevention of water contamination, proper PCB disposal</td>
<td>134</td>
<td>12,782</td>
<td>115</td>
</tr>
<tr>
<td>(1)-1 Pollution prevention costs</td>
<td>Development and operation of an e-billing service, etc.</td>
<td>7</td>
<td>35</td>
<td>5</td>
</tr>
<tr>
<td>(1)-2 Global environmental protection costs</td>
<td>Reuse of dismantled communications facilities, etc.</td>
<td>127</td>
<td>10,909</td>
<td>110</td>
</tr>
<tr>
<td>(1)-3 Resource recycling costs</td>
<td>Recovery of used terminals, etc.</td>
<td>0</td>
<td>1,849</td>
<td>0</td>
</tr>
<tr>
<td>(2) Upstream/ downstream costs</td>
<td>ISO certification/ renewal, etc.</td>
<td>14</td>
<td>2,066</td>
<td>9</td>
</tr>
<tr>
<td>(3) Management costs</td>
<td>Research on energy/ resource efficient communications facilities, etc.</td>
<td>163</td>
<td>1,407</td>
<td>175</td>
</tr>
<tr>
<td>(4) R&amp;D costs</td>
<td>DOCOMO Woods and other tree planting initiatives, etc.</td>
<td>0</td>
<td>46</td>
<td>0</td>
</tr>
<tr>
<td>(5) Community Investments costs</td>
<td>Not applicable</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>975</td>
<td>16,812</td>
<td>1,726</td>
</tr>
</tbody>
</table>

### Environmental Protection Benefits

- **Benefits derived from internal business area costs**
  - 1. Benefits related to resources invested in business activities
    - Electricity usage (including CGS power) (1,000 kWh)
      - FY2014: 3,013,666
      - FY2015: 2,887,216
      - YoY Change: −126,450
    - Paper usage (tons)
      - FY2014: 15,601
      - FY2015: 10,498
      - YoY Change: −5,103
    - Paper reduced by e-billing (tons)
      - FY2014: 4,674
      - FY2015: 7,347
      - YoY Change: 2,673
  - 2. Benefits related to environmental impacts and waste from business activities
    - Greenhouse gas reduction (tons-CO₂)*
      - FY2014: 1,694,763
      - FY2015: 1,598,434
      - YoY Change: −96,329
    - Industrial waste reduction related to communications facilities and buildings (tons)
      - FY2014: 16,795
      - FY2015: 22,987
      - YoY Change: 6,192

- **Benefits derived from upstream/ downstream costs**
  - Benefits related to goods/services produced by business activities
    - The number of used mobile phones, etc., collected (10,000 units)
      - FY2014: 1,198
      - FY2015: 1,088
      - YoY Change: −110

* Combined volume of CO₂ emissions by energy source and other greenhouse gas emissions. Totals may not be exact due to rounding.

### Economic and Practical Benefits of Environmental Protection Measures

<table>
<thead>
<tr>
<th>Major Benefits</th>
<th>FY2014</th>
<th>FY2015</th>
<th>YoY Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales revenues associated with dismantling communications facilities and buildings</td>
<td>826</td>
<td>950</td>
<td>122</td>
</tr>
<tr>
<td>Reduced fuel costs from low-emission vehicles</td>
<td>13,897</td>
<td>11,779</td>
<td>−2,117</td>
</tr>
<tr>
<td>Reduced purchasing costs from reuse of dismantled communications facilities</td>
<td>6,455</td>
<td>4,986</td>
<td>−1,469</td>
</tr>
<tr>
<td>Total</td>
<td>21,180</td>
<td>17,716</td>
<td>−3,465</td>
</tr>
</tbody>
</table>

Totals may not be exact due to rounding.
Community Investment

Initiatives on Community Investments
- Basic Policies and Philosophy
- Management System
- Employee Volunteer Support System
- KPIs for Community Investments
- Smartphone and Mobile Phone Safety Classes
- Shinagawa Student City/Finance Park
- Supporting Social Entrepreneurs
- National Movement to Support Children’s Futures

NPO Mobile Communication Fund (MCF)
- Supporting Activities in Academia, Welfare and Other Civic Fields
- DOCOMO Mobile Science Awards
- Scholarships for International Students from Asia
- Supporting Community Groups

Disaster Relief Provided by DOCOMO
- Disaster Relief Fundraising
- Supporting Tohoku’s Recovery
- Supporting Kumamoto’s Recovery
NTT DOCOMO believes that building a sound relationship with society is essential for developing a sustainable business. As a good corporate citizen, DOCOMO contributes to realizing a prosperous and peaceful society by collaborating with diverse stakeholders to effectively address regional and social concerns.

**Initiatives on Community Investments**

**Basic Policies and Philosophy**

**Policies for Community Investments**

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 priority areas:

1. Safety and Security
2. Nurturing the Next Generation
3. Disaster Prevention and Response
4. The Environment
5. The Local Community

**Management System**

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 community investments. In fiscal 2015, we set aside about 4.99 billion yen for community investment expenses.

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

**NTT DOCOMO Group’s Priority Areas**

<table>
<thead>
<tr>
<th>Major Areas of Community Investments</th>
<th>Number of Activities*</th>
<th>Number of Participants</th>
<th>Expenditures (million yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental conservation</td>
<td>103</td>
<td>3,350</td>
<td>Approx. 560</td>
</tr>
<tr>
<td>Social welfare</td>
<td>70</td>
<td>1,126</td>
<td>Approx. 270</td>
</tr>
<tr>
<td>Support for disaster-stricken areas</td>
<td>56</td>
<td>2,028</td>
<td>Approx. 150</td>
</tr>
<tr>
<td>Education and cultural promotion</td>
<td>195</td>
<td>920</td>
<td>Approx. 1,600</td>
</tr>
<tr>
<td>Local community development and dialogue</td>
<td>527</td>
<td>26,215</td>
<td>Approx. 700</td>
</tr>
<tr>
<td>Sports promotion</td>
<td>47</td>
<td>1,430</td>
<td>Approx. 1,640</td>
</tr>
<tr>
<td>International exchange activities and others</td>
<td>93</td>
<td>534</td>
<td>Approx. 70</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,091</strong></td>
<td><strong>35,603</strong></td>
<td><strong>Approx. 4,990</strong></td>
</tr>
</tbody>
</table>

* Each monetary donation, donation of goods, and free use of facilities is counted as one activity.
Particularly for the affected areas of the Great East Japan Earthquake that require long-term assistance, we established the TOHOKU Reconstruction Support Office in 2011 to provide help that goes beyond short-term volunteer projects and donations.

Through the Rainbow Project, launched by the TOHOKU Reconstruction Support Office in collaboration with people in Tohoku, we continue to provide support for reconstruction of the affected areas. We do this by building a bridge between the people living there and the rest of society and by helping local communities to solve problems and develop businesses that can revitalize the places they live. For more details about our support activities, please visit our website.

In addition to annual paid holidays, employees can take a "life planning vacation" when they want to participate in a volunteer activity. In fiscal 2015, 373 employees took this type of vacation.

Category Ratio* Major Projects

Investment in local communities Medium and long-term community investments that address social issues concerning both the DOCOMO Group and local communities 83.20% Cooking classes, etc., provided to support the mental health of victims of the Great East Japan Earthquake (p. 147), implementation of the Tohoku Relief Fund for DOCOMO Group employees (p. 147), initiatives through the Mobile Communication Fund (p. 146)

Charities Community investments conducted on a one-time basis or short-term basis 16.58% Implementation of the Online Fundraising Site (charity site) (p. 147), efforts for the National Movement to Support Children’s Futures (p. 145), efforts for the recovery of Kumamoto (p. 148)

Commercial initiatives Community investments that generate profit 0.22% Installation of product PR booths at our sponsored regional events

Employee Volunteer Support System

DOCOMO encourages its employees to take part in volunteer activities. Every year on the anniversary of the Company’s founding, the President’s Award for Community Investments is given to employees who have become outstanding role models in their steadfast participation in community investments.

In addition to annual paid holidays, employees can take a “life planning vacation” when they want to participate in a volunteer activity. In fiscal 2015, 373 employees took this type of vacation.

KPIs for Community Investments

<table>
<thead>
<tr>
<th>Priority Themes of Community Investments</th>
<th>Purpose</th>
<th>KPI</th>
<th>Related SDGs</th>
<th>Sustainability Focuses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Safety and Security</td>
<td>To avoid danger and other problems associated with mobile phone use</td>
<td>Number of smartphone and mobile phone safety classes provided</td>
<td>SDG16</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Number of classes: 7,000 or more per year</td>
<td>Number of attendees: 1 million or more per year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Nurturing the Next Generation</td>
<td>To promote ICT literacy education for the next generation</td>
<td>Accepting 40 exchange students from Asian countries every year as a human resources development program for the next generation, who will lead future telecommunications businesses in Asia</td>
<td>SDG4</td>
<td>1</td>
</tr>
<tr>
<td>3. Disaster Prevention and Response</td>
<td>To respond in a disaster</td>
<td>Achieving the goal of 1,400 participants in classes teaching about the Internet and smartphone use for people with disabilities (DOCOMO Hearty class)</td>
<td>SDG10</td>
<td>7</td>
</tr>
<tr>
<td>4. The Environment</td>
<td>To reduce CO2 emissions</td>
<td>Number of people participating in the docomo Woods program</td>
<td>SDG13</td>
<td>8</td>
</tr>
<tr>
<td>5. The Local Community</td>
<td>Community investments that employees participate in</td>
<td>Achieving a higher number of people compared to the previous fiscal year, who participate in cleaning around the company building and along a nearby riverside and in local events</td>
<td>SDG9</td>
<td>1</td>
</tr>
</tbody>
</table>

* Based on expenditure amount for the community investments.

See page 27.
Smartphone and Mobile Phone Safety Classes

Free smartphone and mobile phone safety classes provided throughout Japan are one of our efforts to provide safe and secure services. In these classes, users are instructed on how to manage the risks and problems related to the use of smartphones and mobile phones in order to prevent their occurrence. The classes are arranged into levels by various segments of users: introductory, advanced, parent/teacher, special-needs schools and classes for the elderly. In the 12 years since they were launched in July 2004, about 55,300 classes have been provided to about 8.1 million people (as of the end of March 2016). In fiscal 2015, about 6,900 classes were provided to about 1.05 million people.

Our Point Book, published in fiscal 2015 for introductory, advanced, parent/teacher classes, was awarded the Excellence Award for consumer education instructional materials. This commendation is given for excellent instructional materials that contribute to the enrichment and development of consumer education in schools.

Shinagawa Student City/Finance Park

Since May 14, 2016, DOCOMO has been a part of Shinagawa Student City, an initiative supporting the next generation of leaders, in which fifth-grade elementary school students living in Tokyo’s Shinagawa Ward learn through social interaction. The curriculum that Student City provides enables students to acquire the skills to be socially independent by learning about their relationship with society, economic systems, money, jobs and more.

The Shinagawa Student City consists of ten booths set up by a bank, a convenience store, a life insurance company, a sporting goods store, a security company, a pharmacy, a newspaper company, an international cargo airline and a ward office.

The DOCOMO booth provides students and their guardians opportunities to learn about our initiatives for communications networks, the environment and safe and secure services through our business operations.

In fiscal 2016, the Student City was held 23 times and engaged about 2,200 participants along with about 14 employees of DOCOMO who participated as volunteers. Since June 4, 2016, we have also been a part of the Finance Park, the main theme for which is to help junior high school students to develop good decision-making skills and choose their career paths through practice making household budgets.

<table>
<thead>
<tr>
<th>Smartphone and Mobile Phone Safety Classes</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Classes Provided</td>
<td>Approx. 7,100</td>
<td>Approx. 6,700</td>
<td>Approx. 6,900</td>
<td>Approx. 7,000</td>
<td>Approx. 6,900</td>
</tr>
<tr>
<td>Number of Attendees</td>
<td>Approx. 950,000</td>
<td>Approx. 930,000</td>
<td>Approx. 980,000</td>
<td>Approx. 1.03 million</td>
<td>Approx. 1.05 million</td>
</tr>
</tbody>
</table>

Excellence Award for Instructional Materials for Consumer Education presented by the National Institute on Consumer Education
Supporting Social Entrepreneurs

To create a sustainable society for future generations, we support young social entrepreneurs who strive to address social problems, such as the inconveniences and gaps in daily living associated with aging, disability, poverty and other circumstances, through the use of mobile devices and Internet-based resources. We support these entrepreneurs with initiatives that assist them in effectively launching and then rapidly expanding their businesses through our Village Social Entrepreneur program. It provides the basic knowledge necessary for starting a new business, practical support for improving business models and opportunities to gain advice from experts and experienced entrepreneurs. Starting on September 25, 2016, two ventures will be supported through the program.

Two Social Entrepreneurs and their Businesses Supported by the Village Social Entrepreneur Program

1. Naho Morigaki (Representative of Nobinobito)
   - Focus: Supporting children with developmental disabilities and conditions
   - Outline of activities: Implement activities for creating an online space and community spaces in different regions, where people can freely seek advice on how to interact with children with developmental disabilities and conditions at home so that they can grow up freely and happily.

2. Keiko Senda (Executive Director of the End-of-Life Care Association of Japan)
   - Focus: Developing people, organizations and communities that can provide end-of-life care in familiar living conditions
   - Outline of Activities: Striving to create a society in which end-of-life care can be provided in familiar living conditions, work to develop medical and care personnel, organizations and communities that can provide assistance to those who need it, helping them to appreciate their remaining time.

National Movement to Support Children’s Futures

In January 2016, DOCOMO started operating a system that allows its customers to make donations to the Fund to Support Children’s Futures by using their d POINTs. Over the past nine months since then, we have accepted requests from about 135,000 customers for the donation. Moreover, we donated approximately 11 million yen, received from our customers, to the Fund to Support Children’s Futures on three occasions. The fund uses the donations to address child poverty in Japan.

The fund was established in October 2015 by the Cabinet Office and other agencies as part of the National Movement to Support Children’s Futures. Its purpose is to make improvements in children’s environments and provide equal opportunities for education toward realizing a society where all children can grow up with their hopes and dreams. It also endeavors to ensure that children’s futures will not be affected by the environments in which they grow up and that poverty will not be passed from one generation to the next.

On Tuesday, November 8, 2016, DOCOMO received a letter of appreciation from the Cabinet Office for its participation in and continuous efforts for the National Movement to Support Children’s Futures.
Supporting Activities in Academia, Welfare and Other Civic Fields

DOCOMO established an NPO, the Mobile Communication Fund (MCF), as a means to commemorate its tenth anniversary in 2002 and contribute to society by supporting academia, social welfare and other civic fields.

The MCF provides grants to community groups that are engaged in activities for the sound development of children and environmental protection, 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 14th awards ceremony was held in Tokyo in October of fiscal 2015. Two individuals received Excellence Awards, one for advanced technology and the other for basic science (with a 6-million-yen prize) and one 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 40 international students in fiscal 2015. The MCF has supported 285 students to date.

Supporting Community Groups

The MCF supports various community groups engaged in the healthy development of children, who will be the world’s future leaders, and those who are working to protect the environment. In fiscal 2015, the MCF donated a total of 20 million yen to 41 community groups.

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

http://www.mcfund.or.jp/
Disaster Relief Provided by DOCOMO

Disaster Relief Fundraising

DOCOMO is raising funds to support the people and communities of disaster-stricken areas. Our online fundraising site also accepts d POINTs to raise additional funds from more people. The breakdown of our fundraising activities for fiscal 2015 and 2016 is summarized below.

### Fiscal 2015

<table>
<thead>
<tr>
<th>Fundraising Campaign</th>
<th>Total Funds Raised (yen)</th>
<th>Average Amount (yen/Number of Donations)</th>
<th>Number of Donations</th>
<th>Fundraising Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016 Taiwan earthquake</td>
<td>8,078,201</td>
<td>5,933,500</td>
<td>10,211</td>
<td>Feb. 12–Feb. 29</td>
</tr>
<tr>
<td>Afghanistan-Pakistan earthquake</td>
<td>2,504,393</td>
<td>2,121,900</td>
<td>4,516</td>
<td>Nov. 6–Nov. 20</td>
</tr>
<tr>
<td>Typhoon No. 18 heavy rain disaster</td>
<td>11,661,039</td>
<td>9,948,400</td>
<td>13,743</td>
<td>Sept. 16–Sept. 30</td>
</tr>
<tr>
<td>Nepal earthquake of 2015</td>
<td>33,159,316</td>
<td>30,277,700</td>
<td>32,698</td>
<td>Apr. 30–Jun. 1</td>
</tr>
<tr>
<td>Vanuatu Cyclone Pam disaster</td>
<td>5,714,837</td>
<td>5,221,700</td>
<td>7,835</td>
<td>Mar. 20–Apr. 3</td>
</tr>
<tr>
<td>Total funds in fiscal 2015</td>
<td>61,117,784</td>
<td>53,503,200</td>
<td>69,003</td>
<td></td>
</tr>
</tbody>
</table>

### Fiscal 2016 (as of November)

<table>
<thead>
<tr>
<th>Fundraising Campaign</th>
<th>Total Funds Raised (yen)</th>
<th>Average Amount (yen/Number of Donations)</th>
<th>Number of Donations</th>
<th>Fundraising Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016 Typhoon No. 10</td>
<td>5,744,003</td>
<td>4,396,700</td>
<td>8,817</td>
<td>Sept. 6–Oct. 17</td>
</tr>
<tr>
<td>2016 Ecuador earthquake</td>
<td>5,466,886</td>
<td>4,122,500</td>
<td>7,469</td>
<td>Apr. 22–May 31</td>
</tr>
<tr>
<td>2016 Kumamoto earthquakes</td>
<td>92,988,216</td>
<td>73,579,800</td>
<td>75,552</td>
<td>Apr. 16–May 31</td>
</tr>
<tr>
<td>Total funds in fiscal 2016</td>
<td>105,227,784</td>
<td>82,742,900</td>
<td>93,848</td>
<td></td>
</tr>
</tbody>
</table>

Supporting Tohoku’s Recovery

According to data compiled by the Reconstruction Agency in 2016, many victims of the Great East Japan Earthquake continue to take shelter in temporary housing and the homes of their relatives, a total that reportedly represents about 178,000 people. This extended period of being uprooted affects the psychological and emotional wellbeing of the evacuees, who began to lose the motivation to go out or lack the sense of belonging to a local community. This emerging issue must be addressed, and in an effort to do that, we have been providing evacuees a place for social interaction through the services of the DOCOMO Group since 2015. To facilitate communication, we offered free cooking classes organized by ABC Cooking Studio in community centers near temporary housing. This was made possible by the Reconstruction Agency’s project for supporting victims through coordinated efforts, in which the needs of local organizations are matched with CSR activities of NTT DOCOMO.

Seven cooking classes were held from August 28, 2015 to January 19, 2016, attracting a total of 103 local participants (about 15 people per class). Our employees also volunteered to participate in the events, starting with the third class and ultimately engaging 20 employees (4 employees per class). All participants enjoyed cooking and eating the healthy meals they had prepared together, primarily using the local produce of Tohoku.

We also held a trial presentation of dTV, a streaming video service provided by NTT DOCOMO. At the presentation, our employees showed the participants how to use the tablet and played a video through a monitor installed at the community center. The event contributed to facilitating communication between people by allowing them to share time together while enjoying a video.

In addition, we established the Tohoku Relief Fund in fiscal 2012 for employees of Group companies. The Tohoku Relief Fund collects a monthly donation of 311 yen from any individual who wants to help and donates the total amount collected by adding those provided by individuals as well as companies. In fiscal 2015, about 9,400 employees of DOCOMO Group companies donated to the fund.

The fund donated 64.5 million yen, consisting of employee donations collected between April 2015 and March 2016 and the Group’s matching donation, to six local...
governments (Sendai City, Yamamotocho, and Minami-sanriku-cho in Miyagi Prefecture; Naraha-machi and Futaba-machi in Fukushima Prefecture; Rikuzentakata City in Iwate Prefecture) as well as to intermediate support organizations (the NPO Japan Platform, the Central Community Chest of Japan, and the National Federation of UNESCO Associations in Japan).

Supporting Kumamoto's Recovery

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

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

October 11, 2016

Mr. Kazuhito 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 reported in NTT DOCOMO Group Sustainability Report 2016, which are Hours and costs of training per person, Percentage of female employees in managerial positions, Employment ratio of persons with disabilities, Amount of CO₂ emissions (scope 1, 2, 3), 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) and International Standard on Assurance Engagement 3410 (ISAE 3410). The key procedures we carried out included:
- Interviewing the Company's responsible personnel to understand the Company's standards and reviewing the Company's standards
- Visiting 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.

Takashi Fukuizumi
Representative Director, Sustainability Accounting Co., Ltd.
### GRI Index

Reference pages indicated below are linked to related pages.

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<th>Relevant Pages in Report</th>
</tr>
</thead>
<tbody>
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<td></td>
</tr>
<tr>
<td>G4-1 Provide a statement from</td>
<td>PP. 4–5</td>
</tr>
<tr>
<td>the most senior decision-maker</td>
<td></td>
</tr>
<tr>
<td>of the organization (such as</td>
<td></td>
</tr>
<tr>
<td>CEO, chair, or equivalent</td>
<td></td>
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<tr>
<td>senior position) about the</td>
<td></td>
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<tr>
<td>relevance of sustainability</td>
<td></td>
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<tr>
<td>to the organization and the</td>
<td></td>
</tr>
<tr>
<td>organization’s strategy for</td>
<td></td>
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<tr>
<td>addressing sustainability.</td>
<td></td>
</tr>
<tr>
<td>G4-2 Provide a description</td>
<td>PP. 13–17, PP. 38–39</td>
</tr>
<tr>
<td>of key impacts, risks, and</td>
<td></td>
</tr>
<tr>
<td>opportunities.</td>
<td></td>
</tr>
<tr>
<td><strong>Organizational Profile</strong></td>
<td></td>
</tr>
<tr>
<td>G4-3 Report the name of the</td>
<td>P. 7</td>
</tr>
<tr>
<td>organization.</td>
<td></td>
</tr>
<tr>
<td>G4-4 Report the primary</td>
<td>P. 7, PP. 81–97</td>
</tr>
<tr>
<td>brands, products, and</td>
<td></td>
</tr>
<tr>
<td>services.</td>
<td></td>
</tr>
<tr>
<td>G4-5 Report the location of</td>
<td>P. 7</td>
</tr>
<tr>
<td>the organization’s</td>
<td></td>
</tr>
<tr>
<td>headquarters.</td>
<td></td>
</tr>
<tr>
<td>G4-6 Report the number of</td>
<td>Japan</td>
</tr>
<tr>
<td>countries where the</td>
<td>(The majority of</td>
</tr>
<tr>
<td>organization operates,</td>
<td>revenue)</td>
</tr>
<tr>
<td>and names of countries where</td>
<td></td>
</tr>
<tr>
<td>either the organization has</td>
<td></td>
</tr>
<tr>
<td>significant operations or</td>
<td></td>
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<tr>
<td>that are specifically</td>
<td></td>
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<tr>
<td>relevant to the sustainability</td>
<td></td>
</tr>
<tr>
<td>topics covered in the report.</td>
<td></td>
</tr>
<tr>
<td>G4-7 Report the nature of</td>
<td>P. 7, P. 35</td>
</tr>
<tr>
<td>ownership and legal form.</td>
<td></td>
</tr>
<tr>
<td>G4-8 Report the markets</td>
<td>P. 7, PP. 13–14</td>
</tr>
<tr>
<td>served (including geographic</td>
<td></td>
</tr>
<tr>
<td>breakdown, sectors served,</td>
<td></td>
</tr>
<tr>
<td>and types of customers and</td>
<td></td>
</tr>
<tr>
<td>beneficiaries).</td>
<td></td>
</tr>
<tr>
<td>G4-9 Report the scale of the</td>
<td>PP. 7–8, P. 82</td>
</tr>
<tr>
<td>organization, including:</td>
<td></td>
</tr>
<tr>
<td>- Total number of employees</td>
<td></td>
</tr>
<tr>
<td>- Total number of operations</td>
<td></td>
</tr>
<tr>
<td>- Net sales (for private</td>
<td></td>
</tr>
<tr>
<td>sector organizations) or net</td>
<td></td>
</tr>
<tr>
<td>revenues (for public sector</td>
<td></td>
</tr>
<tr>
<td>organizations).</td>
<td></td>
</tr>
<tr>
<td>- Total capitalization</td>
<td></td>
</tr>
<tr>
<td>- Total capitalization broken</td>
<td></td>
</tr>
<tr>
<td>down in terms of debt and</td>
<td></td>
</tr>
<tr>
<td>equity (for private sector</td>
<td></td>
</tr>
<tr>
<td>organizations).</td>
<td></td>
</tr>
<tr>
<td>- Quantity of products or</td>
<td></td>
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<tr>
<td>services provided</td>
<td></td>
</tr>
<tr>
<td><strong>G4-10</strong></td>
<td></td>
</tr>
<tr>
<td>a. Report the total number of</td>
<td></td>
</tr>
<tr>
<td>employees by employment</td>
<td></td>
</tr>
<tr>
<td>contract and gender.</td>
<td></td>
</tr>
<tr>
<td>b. Report the total number of</td>
<td></td>
</tr>
<tr>
<td>permanent employees by</td>
<td></td>
</tr>
<tr>
<td>employment type and gender.</td>
<td></td>
</tr>
<tr>
<td>c. Report the total workforce</td>
<td></td>
</tr>
<tr>
<td>by employees and supervised</td>
<td></td>
</tr>
<tr>
<td>workers and by gender.</td>
<td></td>
</tr>
<tr>
<td>d. Report the total</td>
<td></td>
</tr>
<tr>
<td>workforce by region and</td>
<td></td>
</tr>
<tr>
<td>gender.</td>
<td></td>
</tr>
<tr>
<td>e. Report whether a</td>
<td></td>
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<tr>
<td>substantial portion of the</td>
<td></td>
</tr>
<tr>
<td>organization’s work is</td>
<td></td>
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<tr>
<td>performed by workers who are</td>
<td></td>
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<tr>
<td>legally recognized as self-</td>
<td></td>
</tr>
<tr>
<td>employed, or by individuals</td>
<td></td>
</tr>
<tr>
<td>other than employees or</td>
<td></td>
</tr>
<tr>
<td>supervised workers, including</td>
<td></td>
</tr>
<tr>
<td>employees and supervised</td>
<td></td>
</tr>
<tr>
<td>employees of contractors.</td>
<td></td>
</tr>
<tr>
<td>f. Report any significant</td>
<td></td>
</tr>
<tr>
<td>variations in employment</td>
<td></td>
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<tr>
<td>numbers (such as seasonal</td>
<td></td>
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<tr>
<td>variations in employment in</td>
<td></td>
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<tr>
<td>the tourism or agricultural</td>
<td></td>
</tr>
<tr>
<td>industries).</td>
<td></td>
</tr>
<tr>
<td>G4-11 Report the percentage</td>
<td>P. 62</td>
</tr>
<tr>
<td>of total employees covered</td>
<td></td>
</tr>
<tr>
<td>by collective bargaining</td>
<td></td>
</tr>
<tr>
<td>agreements.</td>
<td></td>
</tr>
</tbody>
</table>

### Identified Material Aspects and Boundaries

| G4-12 Describe the organization’s supply chain. | PP. 113–115 |
| G4-13 Report any significant changes during the reporting period regarding the organization’s size, structure, ownership, or its supply chain, including: | Not applicable |
| • 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 | |
| G4-14 Report whether and how the precautionary approach or principle is addressed by the organization. | P. 23, PP. 39–41, PP. 85–86 |
| G4-15 List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses. | P. 23 |
| G4-16 List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization: | P. 23 |
| • Holds a position on the governance body | |
| • Participates in projects or committees | |
| • Provides substantive funding beyond routine membership dues | |
| • Views membership as strategic | |
| G4-17 a. List all entities included in the organization’s consolidated financial statements or equivalent documents. | P. 3 |
| b. Report whether any entity included in the organization’s consolidated financial statements or equivalent documents is not covered by the report. | |
| G4-18 a. Explain the process for defining the report content and the Aspect Boundaries. | P. 3 |
| b. Explain how the organization has implemented the Reporting Principles for Defining Report Content. | |
| G4-19 List all the material Aspects identified in the process for defining report content. | P. 27 |
| G4-20 For each material Aspect, report the Aspect Boundary within the organization, as follows: | PP. 24–27 |
| • 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 Aspect is material | |
| • Report any specific limitation regarding the Aspect Boundary within the organization | |
| G4-21 For each material Aspect, report the Aspect Boundary outside the organization, as follows: | P. 28 |
| • 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 | |
GENERAL STANDARD DISCLOSURES

<table>
<thead>
<tr>
<th>Identified Material Aspects and Boundaries</th>
<th>Relevant Pages in Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-22 Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.</td>
<td>Not applicable</td>
</tr>
<tr>
<td>G4-23 Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Stakeholder Engagement</td>
<td></td>
</tr>
<tr>
<td>G4-24 Provide a list of stakeholder groups engaged by the organization.</td>
<td>P. 22</td>
</tr>
<tr>
<td>G4-25 Report the basis for identification and selection of stakeholders with whom to engage.</td>
<td>P. 22</td>
</tr>
<tr>
<td>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.</td>
<td>P. 22</td>
</tr>
<tr>
<td>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.</td>
<td>P. 22</td>
</tr>
</tbody>
</table>

Report Profile

| G4-28 Reporting period (such as fiscal or calendar year) for information provided. | P. 3 |
| G4-29 Date of most recent previous report (if any). | P. 3 |
| G4-30 Reporting cycle (such as annual, biennial). | P. 3 |
| G4-31 Provide the contact point for questions regarding the report or its contents. | P. 3 |

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.

<table>
<thead>
<tr>
<th>Identified Material Aspects</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-32 a. Report the organization’s policy and current practice with regard to seeking external assurance for the report.</td>
</tr>
<tr>
<td>b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided:</td>
</tr>
<tr>
<td>c. Report the relationship between the organization and the assurance provider.</td>
</tr>
<tr>
<td>d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization’s sustainability report.</td>
</tr>
</tbody>
</table>

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. | PP. 19–20, PP. 31–37 |

PP. 150 Independent Assurance Statement

P. 151 GRI Index

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. PP. 19–20, PP. 31–36

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. PP. 19–20, PP. 36–37

G4-37 Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. In consultation is delegated, describe to whom and any feedback processes to the highest governance body. PP. 36–37

G4-38 Report the composition of the highest governance body and its committees by: - Executive or non-executive - Independence - Tenure on the governance body - Number of each individual’s other significant positions and commitments, and the nature of the commitments - Gender - Membership of under-represented social groups - Competences relating to economic, environmental and social impacts - Stakeholder representation PP. 31–37

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). P. 32

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 PP. 33–37

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 PP. 33–36

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. PP. 19–20

G4-43 Report the measures taken to develop and enhance the highest governance body’s collective knowledge of economic, environmental and social topics. P. 21, PP. 36–37
### GENERAL STANDARD DISCLOSURES

<table>
<thead>
<tr>
<th>Governance</th>
<th>Relevant Pages in Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>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. 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.</td>
<td>PP. 19–20, PP. 33–34, PP. 36–37</td>
</tr>
<tr>
<td>b. Report how performance criteria in the remuneration policy relate to the highest governance body’s and senior executives’ economic, environmental and social objectives.</td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td>PP. 19–20, PP. 36–37</td>
</tr>
<tr>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td>P. 20, P. 38</td>
</tr>
<tr>
<td>G4-47 Report the frequency of the highest governance body’s review of economic, environmental and social impacts, risks, and opportunities.</td>
<td>P. 20, PP. 38–39</td>
</tr>
<tr>
<td>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.</td>
<td>P. 36</td>
</tr>
<tr>
<td>G4-49 Report the process for communicating critical concerns to the highest governance body.</td>
<td>PP. 36–37</td>
</tr>
<tr>
<td>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.</td>
<td>P. 36</td>
</tr>
<tr>
<td>G4-51 a. Report the remuneration policies for the highest governance body and senior executives for the below types of remuneration:</td>
<td></td>
</tr>
<tr>
<td>• Fixed pay and variable pay:</td>
<td></td>
</tr>
<tr>
<td>• Performance-based pay</td>
<td></td>
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<tr>
<td>• Equity-based pay</td>
<td></td>
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<tr>
<td>• Bonuses</td>
<td></td>
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<tr>
<td>• Deferred or vested shares</td>
<td></td>
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<tr>
<td>• Sign-on bonuses or recruitment incentive payments</td>
<td></td>
</tr>
<tr>
<td>• Termination payments</td>
<td></td>
</tr>
<tr>
<td>• Retirement benefits, including the difference between benefit schemes, contribution rates for the highest governance body, senior executives, and all other employees</td>
<td></td>
</tr>
<tr>
<td>b. Report how performance criteria in the remuneration policy relate to the highest governance body’s and senior executives’ economic, environmental and social objectives.</td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td>P. 35</td>
</tr>
</tbody>
</table>

### Ethics and Integrity

<table>
<thead>
<tr>
<th>Ethics and Integrity</th>
<th>Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-43</td>
<td>Describe the organization’s values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.</td>
</tr>
<tr>
<td>G4-54</td>
<td>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.</td>
</tr>
<tr>
<td>G4-55</td>
<td>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.</td>
</tr>
</tbody>
</table>

### SPECIFIC STANDARD DISCLOSURE

### Disclosures on Management Approach

| G4-OMA | 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 |

### Economic Performance

- **G4-EC1** Direct economic value generated and distributed
  - PP. 7–9, P. 60, P. 62, PP. 145–148

- **G4-EC2** Financial implications and other risks and opportunities for the organization’s activities due to climate change
  - PP. 127–128

- **G4-EC3** Coverage of the organization’s defined benefit plan obligations
  - P. 62

- **G4-EC4** Financial assistance received from government
  - P. 35

### Market Presence

- **G4-EC5** Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation
  - P. 60

- **G4-EC6** Proportion of senior management hired from the local community at significant locations of operation
  - P. 35
### SPECIFIC STANDARD DISCLOSURE

<table>
<thead>
<tr>
<th>Economic</th>
<th>Relevant Pages in Report</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Indirect Economic Impacts</strong></td>
<td></td>
</tr>
<tr>
<td>G4-EC7 Development and impact of infrastructure investments and services supported</td>
<td>PP. 145–146</td>
</tr>
<tr>
<td>G4-EC8 Significant indirect economic impacts, including the extent of impacts</td>
<td>PP. 13–14</td>
</tr>
<tr>
<td><strong>Procurement Practices</strong></td>
<td></td>
</tr>
<tr>
<td>G4-EC9 Proportion of spending on local suppliers at significant locations of operation</td>
<td>Under aggregation</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Environmental</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Materials</strong></td>
<td></td>
</tr>
<tr>
<td>G4-EN1 Materials used by weight or volume</td>
<td>P. 98</td>
</tr>
<tr>
<td>G4-EN2 Percentage of materials used that are recycled input materials</td>
<td>P. 98</td>
</tr>
<tr>
<td><strong>Energy</strong></td>
<td></td>
</tr>
<tr>
<td>G4-EN3 Energy consumption within the organization</td>
<td>P. 132</td>
</tr>
<tr>
<td>G4-EN4 Energy consumption outside of the organization</td>
<td>—</td>
</tr>
<tr>
<td>G4-EN5 Energy intensity</td>
<td>P. 129</td>
</tr>
<tr>
<td>G4-EN6 Reduction of energy consumption</td>
<td>P. 133</td>
</tr>
<tr>
<td>G4-EN7 Reductions in energy requirements of products and services</td>
<td>P. 106</td>
</tr>
<tr>
<td><strong>Water</strong></td>
<td></td>
</tr>
<tr>
<td>G4-EN8 Total water withdrawal by source</td>
<td>P. 137</td>
</tr>
<tr>
<td>G4-EN9 Water sources significantly affected by withdrawal of water</td>
<td>—</td>
</tr>
<tr>
<td>G4-EN10 Percentage and total volume of water recycled and reused</td>
<td>—</td>
</tr>
<tr>
<td><strong>Biodiversity</strong></td>
<td></td>
</tr>
<tr>
<td>G4-EN11 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas</td>
<td>PP. 137–138</td>
</tr>
<tr>
<td>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</td>
<td>PP. 137–138</td>
</tr>
<tr>
<td>G4-EN13 Habitats protected or restored</td>
<td>P. 138</td>
</tr>
<tr>
<td>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</td>
<td>—</td>
</tr>
<tr>
<td><strong>Emissions</strong></td>
<td></td>
</tr>
<tr>
<td>G4-EN15 Direct greenhouse gas (GHG) emissions (Scope 1)</td>
<td>P. 132</td>
</tr>
<tr>
<td>G4-EN16 Energy indirect greenhouse gas (GHG) emissions (Scope 2)</td>
<td>P. 132</td>
</tr>
<tr>
<td><strong>Effluents and Waste</strong></td>
<td></td>
</tr>
<tr>
<td>G4-EN22 Total water discharge by quality and destination</td>
<td>—</td>
</tr>
<tr>
<td>G4-EN23 Total weight of waste by type and disposal method</td>
<td>P. 135</td>
</tr>
<tr>
<td>G4-EN24 Total number and volume of significant spills</td>
<td>Not applicable</td>
</tr>
<tr>
<td>G4-EN25 Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally</td>
<td>Not applicable</td>
</tr>
<tr>
<td>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</td>
<td>Not applicable</td>
</tr>
<tr>
<td><strong>Products and Services</strong></td>
<td></td>
</tr>
<tr>
<td>G4-EN27 Extent of impact mitigation of environmental impacts of products and services</td>
<td>PP. 135–137</td>
</tr>
<tr>
<td>G4-EN28 Percentage of products sold and their packaging materials that are reclaimed by category</td>
<td>PP. 135–136</td>
</tr>
<tr>
<td><strong>Compliance</strong></td>
<td></td>
</tr>
<tr>
<td>G4-EN29 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations</td>
<td>P. 139</td>
</tr>
<tr>
<td><strong>Transport</strong></td>
<td></td>
</tr>
<tr>
<td>G4-EN30 Significant environmental impacts of transporting products and other goods and materials for the organization’s operations, and transporting members of the workforce</td>
<td>Under aggregation</td>
</tr>
<tr>
<td><strong>Overall</strong></td>
<td></td>
</tr>
<tr>
<td>G4-EN31 Total environmental protection expenditures and investments by type</td>
<td>P. 140</td>
</tr>
<tr>
<td><strong>Supplier Environmental Assessment</strong></td>
<td></td>
</tr>
<tr>
<td>G4-EN32 Percentage of new suppliers that were screened using environmental criteria</td>
<td>PP. 106–162</td>
</tr>
<tr>
<td>G4-EN33 Significant actual and potential negative environmental impacts in the supply chain and actions taken</td>
<td>PP. 106–107</td>
</tr>
<tr>
<td><strong>Environmental Grievance Mechanisms</strong></td>
<td></td>
</tr>
<tr>
<td>G4-EN34 Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms</td>
<td>PP. 106–107</td>
</tr>
</tbody>
</table>

| Identified Material Aspects |
| G4-EN17 Other indirect greenhouse gas (GHG) emissions (Scope 3) | P. 132 |
| 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 |
| G4-EN22 Total water discharge by quality and destination | — |
| G4-EN23 Total weight of waste by type and disposal method | P. 135 |
| G4-EN24 Total number and volume of significant spills | Not applicable |
| G4-EN25 Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally | Not applicable |
| G4-EN26 Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization’s discharges of water and runoff | Not applicable |
| G4-EN27 Extent of impact mitigation of environmental impacts of products and services | PP. 135–137 |
| G4-EN28 Percentage of products sold and their packaging materials that are reclaimed by category | PP. 135–136 |
| G4-EN29 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations | P. 139 |
| 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 |
| G4-EN31 Total environmental protection expenditures and investments by type | P. 140 |
| G4-EN32 Percentage of new suppliers that were screened using environmental criteria | PP. 106–162 |
| G4-EN33 Significant actual and potential negative environmental impacts in the supply chain and actions taken | PP. 106–107 |
| G4-EN34 Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms | PP. 106–107 |
**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 (P. 60)
  - G4-LA2: Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation (PP. 72–74)
  - G4-LA3: Return to work and retention rates after parental leave, by gender (P. 73)

- **Labor/Management Relations**
  - G4-LA4: Minimum notice periods regarding operational changes, including whether these are specified in collective agreements (P. 62)

- **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 (P. 62)
  - 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 (P. 78)
  - 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 (PP. 77–78)

- **Training and Education**
  - G4-LA9: Average hours of training per year per employee by gender, and by employee category (P. 65)
  - G4-LA10: Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings (P. 64, P. 72)
  - G4-LA11: Percentage of employees receiving regular performance and career development reviews, by gender and by employee category (P. 61)

- **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 (P. 34, P. 60)
  - G4-LA13: Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation (P. 60)

- **Supplier Assessment for Labor Practices**
  - G4-LA14: Percentage of new suppliers that were screened using labor practices criteria (P. 114)

**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 (P. 56)
  - 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 (P. 57)

- **Freedom of Association and Collective Bargaining**
  - G4-HR3: Total number of incidents of discrimination and corrective actions taken

- **Child Labor**
  - G4-HR4: 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 (P. 56, PP. 113–114)

- **Forced or Compulsory Labor**
  - G4-HR5: Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of all forms of forced or compulsory labor (P. 56, PP. 113–114)

- **Security Practices**
  - G4-HR6: Percentage of security personnel trained in the organization’s human rights policies or procedures that are relevant to operations

- **Indigenous Rights**
  - G4-HR7: Total number of incidents of violations involving rights of indigenous peoples and actions taken

**Supplier Human Rights Assessment**

- G4-HR10: Percentage of new suppliers that were screened using human rights criteria (PP. 113–114)
  - G4-HR11: Significant actual and potential negative human rights impacts in the supply chain and actions taken (PP. 113–114)

**Identified Material Aspects**
### SPECIFIC STANDARD DISCLOSURES

#### Relevant Pages in Report

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<td>Local Communities</td>
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<td>Percentage of operations with implemented local community engagement,</td>
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<td>Total value of political contributions by country and recipient/beneficiary</td>
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#### Telecommunications sector specific indicators

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<td>Capital investment in telecommunication network infrastructure broken down</td>
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<td>Net costs in the UK under the Universal Service Obligation when extending</td>
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<td>service to geographic locations and low-income groups, which are not</td>
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<td>cables and other outside plant.</td>
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<td>Policies and practices on the siting of masts and transmission sites</td>
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<td>including stakeholder consultation, site sharing and initiatives to reduce</td>
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#### Identified Material Aspects
### Telecommunications sector specific indicators

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<td>IO8</td>
<td>Number and percentage of stand-alone sites, shared sites and sites on existing structures.</td>
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**Providing Access**

| PA1            | Policies and practices to enable the deployment of telecommunications infrastructure and access to telecommunications products and services. | P. 83 |
| PA2            | Policies and practices to overcome barriers for access and use of telecommunication products and services. | P. 86, PP. 90–93, PP. 105–106 |
| PA3            | Policies and practices to ensure availability and reliability of telecommunications products and services. | PP. 81–87 |
| PA4            | Quantify the level of availability of telecommunications products and services in areas where the organisation operates. | PP. 7–8, P. 82 |
| PA5            | Number and types of telecommunication products and services provided to and used by low and no-income sectors of the population. | PP. 91–93 |
| PA6            | Programmes to provide and maintain telecommunication products and services in emergency situations and for disaster relief. | PP. 84–85, P. 106 |

**Access to Content**

| PA7            | Policies and practices to manage human rights issues relating to access and use of telecommunications products and services. | PP. 85–86, P. 89–92 |

**Customer Relations**

| PA8            | Policies and practices to publicly communicate on EMF related issues. | PP. 85–86 |
| PA9            | Total amount invested in programmes and activities in electromagnetic field research. | — |
| PA10           | Initiatives to ensure clarity of charges and tariffs. | — |
| PA11           | Initiatives to inform customers about product features and applications that will promote responsible, efficient, cost effective and environmentally preferable use. | P. 88 |

**Technology Applications**

| TA1            | Examples of the resource efficiency of telecommunication products and services delivered. | P. 5, PP. 106–107 |
| TA2            | Examples of telecommunication products, services and applications that have the potential to replace physical objects. (e.g., travel by videoconferencing). | P. 95, P. 106 |
| 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. | PP. 47–48, PP. 103–106 |