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Messages from Outside Directors



I have witnessed open-minded discussions during and outside of the Board of Directors meetings and contributed to the formulation of the new medium-term strategy.

Teruyasu Murakami

Director of Research Institute for Industrial Strategy

Ever since I became an independent outside director in 2013, I have offered extensive advice on how NTT DOCOMO can achieve sustainable growth and improve its corporate value, as well as endeavored to represent the interests of general shareholders and ensure that their viewpoints are reflected at the Board of Directors' meetings. I have made a point of commenting on virtually all proposals considered important from general shareholders' point of view in order to bring a fresh breeze into the Board of Directors' meetings and invigorate discussions so that corporate governance is strengthened. For example, since I took up my post, I have leveraged the insights I gained from my background in service-ology to push for spirited company-wide discussions on the smart life business. Both during and outside the Board of Directors meetings, not only the directors in charge of the smart life business but all the directors have engaged in discussions about the strategic outlook for the smart life business. As a result, it accounted for approximately 20% of total operating revenues (¥4,584.6 billion), which shows the way to the steady progress of the transformation of the NTT DOCOMO's business structure.

During the process of formulating Medium-Term Strategy 2020 "Declaration beyond," there were plenty of occasions when both inside and outside directors contributed their views and opinions. During discussions on how to evaluate the effectiveness of

the Board of Directors, the members spontaneously agreed to the idea of assessing the progress of "Declaration beyond" through a PDCA cycle of the Board that was initiated by President Kazuhiro Yoshizawa. I am favorably impressed by the willingness to earnestly engage in corporate governance.

We have seen thus far the rise of ubiquitous computing and then smart computing, and I believe that the next big wave of information technology will be autonomous computing.* The new medium term plan is ready for the next big wave and takes into account technological innovations in AI, deep learning, IoT, big data, autonomous driving, drones, and service robotics. Under this plan, I trust that NTT DOCOMO will continue to push the frontiers of technological progress as a deliberate extension of its business strategy, and continue to create new value together with its customers and partners. Looking ahead to the technological trends of tomorrow, it will be necessary not only to understand these new technologies but also to create new businesses and raise a large workforce of globally-minded entrepreneurs. I believe that human resources development will become increasingly important in the years ahead, and I firmly hope that NTT DOCOMO will smoothly facilitate human resources development in the same way as business reform.

* Autonomous computing: ICT systems that are designed to operate at a certain distance from the user and behave independently, as if they had a will of their own, for the purpose of providing advanced services to the environment and the user.



I look forward to seeing diverse talent utilized as we make breakthroughs in new service areas.

Noriko Endo

Project Professor, Graduate School of Media and Governance, Keio University

In formulating the Medium-Term Strategy 2020 “Declaration beyond,” we had much lively discussion and debate, involving both inside and outside directors, before reaching a consensus. This transparent process is praiseworthy from a corporate governance standpoint. In addition, by defining six declarations and clarifying strategic business fields, we have taken the first steps toward growing alongside our stakeholders.

Looking back on my years as an editor responsible for reporting and writing, as well as my time as a university professor and researcher, I have witnessed at close hand the way technological innovation prompts a transformation in industrial structures, causes upheaval in the competitive environment, and forces companies to overhaul their business models. As a result, I have gained deep insight into its impact from business and industrial standpoints, and have recognized that supporting the growth of NTT DOCOMO based on my experience is one of my roles as an independent director. Looking ahead, the members of the Board of Directors should consider implementing a specific PDCA cycle for putting business strategies into action.

Until now, the telecommunications business has required extensive network maintenance, and the barriers to market entry have been high. However, the strategic business fields we are now targeting in “Declaration beyond” feature diverse and global

service providers, making for a fiercely competitive environment. Amid these circumstances, for NTT DOCOMO to demonstrate its originality and continue meeting the expectations of customers, the Company must further refine its business processes and improve its mindset.

In some respects, “Declaration beyond” embodies open innovation. In FY2016, the Company increased the number of female executive officers to two. This and other efforts the Company is making to promote new talent will, I believe, bring a fresh breeze to management. Thus, it is necessary to transcend the company framework, and assemble and integrate diverse knowledge. I hope that NTT DOCOMO will do more to recognize the untapped potential not only of female employees but of employees from diverse backgrounds, and ensure that each and every employee has fair opportunities to develop their careers. I believe that such efforts will lead to sustainable growth of the Company.

Management Team

Members of the Board of Directors

President and Chief Executive Officer,
Member of the Board of Directors

1 Kazuhiro Yoshizawa

2011 25,000 shares

April 1979 Entered NTT Public Corporation
June 2014 Senior Executive Vice President, Chief Information Officer, Chief Information Security Officer and Chief Privacy Officer, Responsible for Technology, Devices and Information Strategy of the Company
June 2016 President and Chief Executive Officer, General Manager of Sales and Marketing Division of the Company
June 2016 President and Chief Executive Officer of the Company (To the present)

Senior Executive Vice President,
Member of the Board of Directors

3 Toshiki Nakayama

2014 8,100 shares

April 1981 Entered NTT Public Corporation
June 2015 Executive Vice President, Executive General Manager of Smart-life Business Division of the Company
June 2016 Senior Executive Vice President, Responsible for Global business and Corporate of the Company
June 2017 Senior Executive Vice President, Responsible for Global business, Corporate and CSR of the Company (to the present)

Executive Vice President,
Member of the Board of Directors

6 Hiroshi Tsujigami

2016 2,600 shares

April 1983 Entered NTT Public Corporation
June 2012 Senior Vice President of Corporate Strategy Planning, Member of the Board of Directors of NTT, Member of the Board of Directors of NTT EAST
June 2016 Executive Vice President, Executive General Manager of Sales and Marketing Division of the Company
June 2017 Executive Vice President, Executive General Manager of Sales and Marketing Division, Responsible for Broadband business of the Company (To the present)

Senior Executive Vice President (CIO, CISO, CPO),
Member of the Board of Directors

2 Hiroyasu Asami

2014 14,100 shares

April 1980 Entered NTT Public Corporation
June 2015 Executive Vice President, General Manager of Corporate Strategy and Planning Department, Responsible for Broadband Business of the Company
June 2016 Senior Executive Vice President (CIO, CISO, CPO), Responsible for Technology, Devices, Network, Information Strategy and Preparation for 2020 of the Company
June 2017 Senior Executive Vice President (CIO, CISO, CPO), Responsible for Technology, Devices, Information Strategy and Preparation for 2020 of the Company (To the present)

Executive Vice President (CFO),
Member of the Board of Directors

4 Hirotaka Sato

2012 16,400 shares

April 1982 Entered NTT Public Corporation
June 2011 Senior Vice President, General Manager of Corporate Sales and Marketing Department I of the Company
June 2012 Senior Vice President, General Manager of Accounts and Finance Department of the Company
June 2014 Executive Vice President, Chief Financial Officer, General Manager of Accounts and Finance Department, Responsible for Finance and Business alliance of the Company (To the present)

Executive Vice President,
Member of the Board of Directors

7 Kouji Furukawa

2016 5,500 shares

April 1984 Entered NTT Public Corporation
June 2012 General Manager of Corporate Sales and Marketing Department I of the Company
June 2013 Senior Vice President, General Manager of Corporate Sales and Marketing Department I of the Company
June 2016 Executive Vice President, Executive General Manager of Corporate Sales and Marketing Division, General Manager of TOHOKU Reconstruction Support Office of the Company (To the present)

Executive Vice President,
Member of the Board of Directors

5 Kiyohiro Omatsuzawa

2014 19,200 shares

April 1981 Entered NTT Public Corporation
July 2015 Executive Vice President, Responsible for Network and Preparation for 2020 of the Company
June 2016 Executive Vice President, General Manager of Corporate Strategy and Planning Department, Responsible for Broadband business of the Company
June 2017 Executive Vice President, General Manager of Corporate Strategy and Planning Department, Responsible for Mobile Society Research Institute of the Company (To the present)

Executive Vice President,
Member of the Board of Directors

8 Kyoji Murakami

2016 6,400 shares

April 1986 Entered NTT
June 2013 Senior Vice President of the Company, Senior Executive Vice President of docomo Healthcare, Inc., Responsible for Medical/Healthcare Business Promotion
June 2015 Senior Vice President, General Manager of Smart-life Solutions Department of the Company
June 2016 Executive Vice President, Executive General Manager of Smart-life Business Division of the Company (To the present)



Executive Vice President (CTO)
Member of the Board of Directors

9 Hiroshi Nakamura

2017 8,900 shares

April 1987 Entered NTT
June 2014 Senior Vice President, General Manager of Core Network Development Department of the Company
Oct. 2014 Senior Vice President, General Manager of R&D Strategy Department of the Company
June 2017 Executive Vice President (CTO), General Manager of R&D Innovation Division of the Company (To the present)

Member of the Board of Directors,
Corporate Advisor

12 Kaoru Kato

2008 39,400 shares

April 1977 Entered NTT Public Corporation
July 2009 Executive Vice President, General Manager of Corporate Strategy and Planning Department of the Company
June 2012 President and Chief Executive Officer of the Company
June 2016 Corporate Advisor of the Company (To the present)

Member of the Board of Directors

15 Shinichiro Ueno

2016 1,000 shares

April 1991 Entered NTT
July 2012 Senior Manager, Technology Planning Department of NTT
July 2015 Vice President of R&D Planning Research and Development Planning Department of NTT (To the present)
June 2016 Director of the Company (To the present)

Executive Vice President
Member of the Board of Directors

10 Hozumi Tamura

2017 6,600 shares

April 1987 Entered NTT
June 2014 Senior Vice President, General Manager of Smart-life Planning Department of the Company
June 2017 Executive Vice President, General Manager of Network Department, Responsible for Network of the Company
July 2017 Executive Vice President, Executive General Manager of Network Division and General Manager of Network Department of the Company (To the present)

Outside Member of the Board of Directors

13 Teruyasu Murakami^{1,2}

2013 6,700 shares

April 1968 Entered Nomura Research Institute, Ltd. ("NRI")
April 2002 Chief Corporate Counselor of NRI
June 2008 Independent Director of Benesse Holdings, Inc.
April 2012 Director of Research Institute for Industrial Strategy (To the present)
June 2013 Outside Director of the Company (To the present)

Senior Vice President,
Member of the Board of Directors

11 Seiji Maruyama

2016 7,500 shares

April 1985 Entered NTT
June 2010 General Manager of Product Department of the Company
June 2014 Senior Vice President, General Manager of Product Department of the Company
June 2016 Senior Vice President, General Manager of Human Resources Management Department of the Company (To the present)

Outside Member of the Board of Directors

14 Noriko Endo^{1,2}

2016 1,400 shares

June 1994 Entered DIAMOND, Inc.
April 2006 Deputy Editor of Diamond Weekly, DIAMOND, Inc.
Sept. 2013 Visiting Researcher at Policy Alternatives Research Institute, University of Tokyo (To the present)
April 2015 Project Professor, Graduate School of Media and Governance, Keio University (To the present)
April 2015 Adjunct Researcher, Environmental Research Institute, Waseda University (To the present)
June 2016 Outside Director of the Company (To the present)

Profile

Position

Name

Appointment year / Number of shares held

Career summary

1. Outside director
2. Independent officer



1

3

13

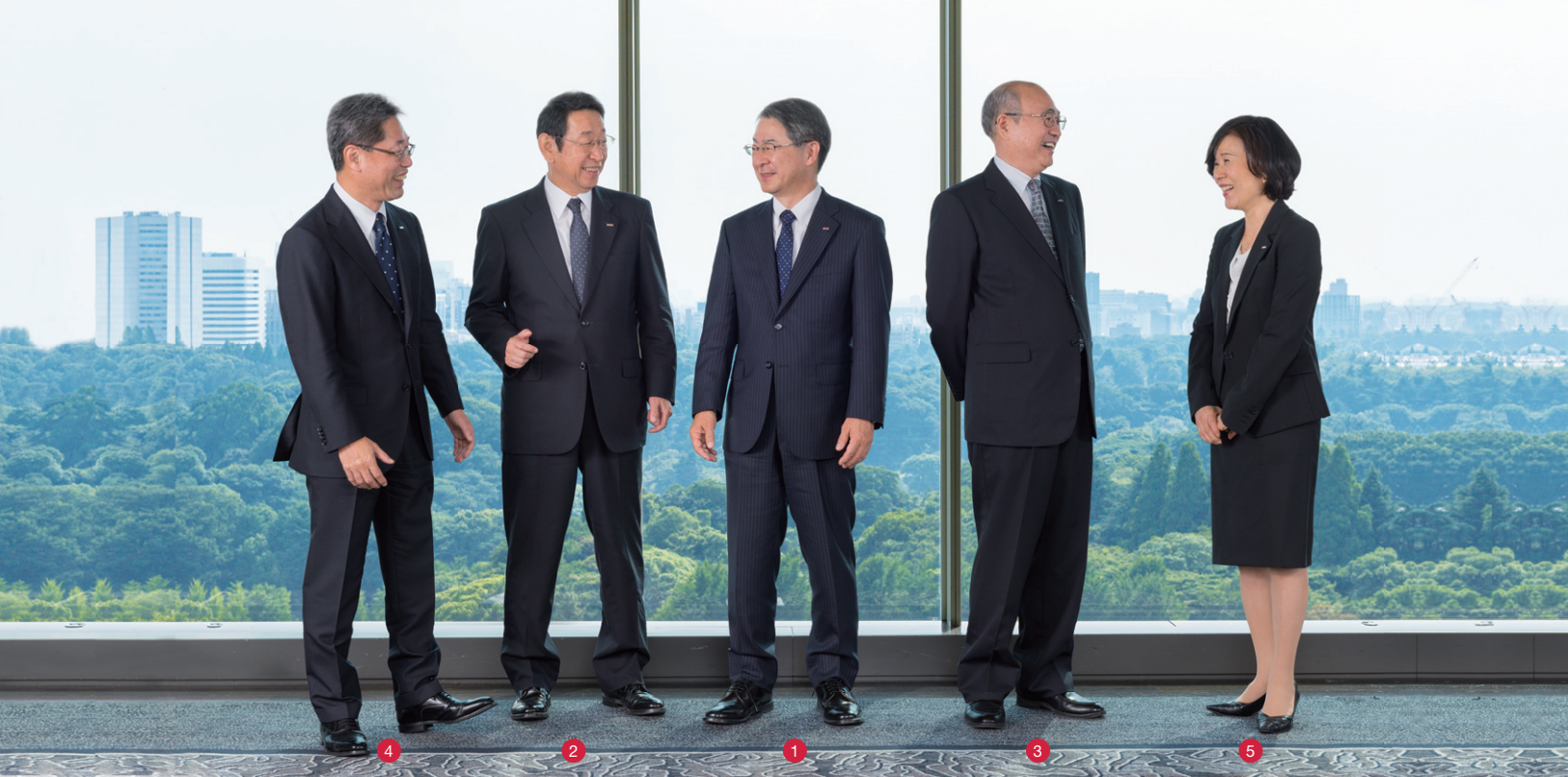
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6

8

11

15



Audit & Supervisory Board Members

Full-time Audit & Supervisory Board Member

1 Shoji Suto

2017 12,900 shares

April 1980 Entered NTT Public Corporation
 July 2014 Executive Vice President, Responsible for Consumer Sales, Member of the Board of Directors of the Company
 June 2015 Senior Executive Vice President, Member of the Board of Directors of DOCOMO CS, Inc.
 June 2017 Audit & Supervisory Board Member of the Company (To the present)

Full-time Audit & Supervisory Board Member

3 Yutaka Kawataki^{1,2}

2015 3,200 shares

April 1977 Entered The Board of Audit of Japan
 March 2013 Deputy Secretary General of The Board of Audit of Japan
 April 2014 Secretary General of The Board of Audit of Japan
 June 2015 Outside Audit & Supervisory Board Member of the Company (To the present)

Audit & Supervisory Board Member

5 Eiko Tsujiyama^{1,2}

2011 3,800 shares

April 2003 Professor, School of Commerce and Graduate School of Commerce, Waseda University (To the present)
 June 2010 Outside Director of ORIX Corporation (To the present)
 May 2011 Outside Corporate Auditor of Lawson, Inc. (To the present)
 June 2011 Outside Audit & Supervisory Board Member of the Company (To the present)
 June 2012 Outside Audit & Supervisory Board Member of Shiseido Company, Limited (To the present)

Full-time Outside Audit & Supervisory Board Member

2 Toshimune Okihara¹

2014 4,700 shares

April 1979 Entered NTT Public Corporation
 June 2010 Executive Vice President, General Manager of System Engineering Department, Enterprise Sales Division, Director of NTT Com
 June 2011 President and Chief Executive Officer of NTT Com Technology Corporation (currently known as NTT Com Solutions Corporation)
 June 2014 Outside Audit & Supervisory Board Member of the Company (To the present)

Full-time Audit & Supervisory Board Member

4 Hironobu Sagae¹

2017 0 shares

April 1981 Entered NTT Public Corporation
 June 2014 Executive Vice President, General Manager of Accounts and Finance Department, Member of the Board of Directors of NTT DATA Corporation
 June 2016 President, Member of the Board of Directors of NTT DATA MANAGEMENT SERVICE Corporation
 June 2017 Outside Audit and Supervisory Board Member of the Company (To the present)

Profile

Position

Name

Appointment year / Number of shares held

Career summary

1. Outside audit & supervisory board member
2. Independent officer

Executive Officers

Executive Vice Presidents

Executive General Manager of Kansai Regional Office

Hajime Kii

Executive General Manager of Kyushu Regional Office

Kazuhiro Takagi

Senior Vice Presidents

Executive General Manager of Hokkaido Regional Office

Kouji Tsubouchi

Executive General Manager of Tohoku Regional Office

Michio Fujiwara

Executive General Manager of Tokai Regional Office

Makoto Tani

Executive General Manager of Hokuriku Regional Office

Hiroko Kawasaki

Executive General Manager of Chugoku Regional Office

Tomohisa Ueno

Executive General Manager of Shikoku Regional Office

Mayumi Tateishi

General Manager of Tokyo Branch

Shigeto Torizuka

General Manager of Kanagawa Branch

Hikaru Kawachiyama

General Manager of R&D Strategy Department, General Manager of Innovation Management Department

Tomoyoshi Oono

General Manager of Platform Business Department

Yoshiaki Maeda

General Manager of Smart-life Solutions Department

Koichi Takahara

General Manager of Financial Business Department

Ken Yoshizaki

General Manager of Product Department

Kenichi Mori

General Manager of Radio Access Network Engineering Department

Taku Yamazaki

General Manager of Sales Promotion Department

Kan Takamoto

General Manager of Frontline Support Department

Osamu Hirokado

General Manager of Corporate Sales and Marketing Department II

Toshiaki Sakurai

General Manager of IoT Business Department and General Manager of Connected Car Business Office

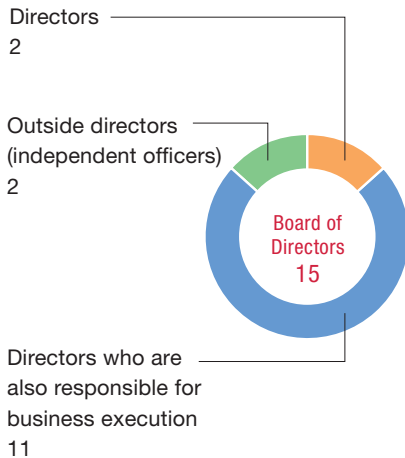
Naoki Tani

Executive General Manager of Global Business Division

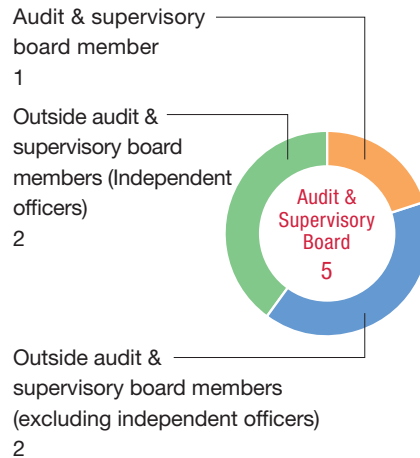
Katsuyuki Takagi

► Highlights

Composition of the Board of Directors



Composition of the Audit & Supervisory Board



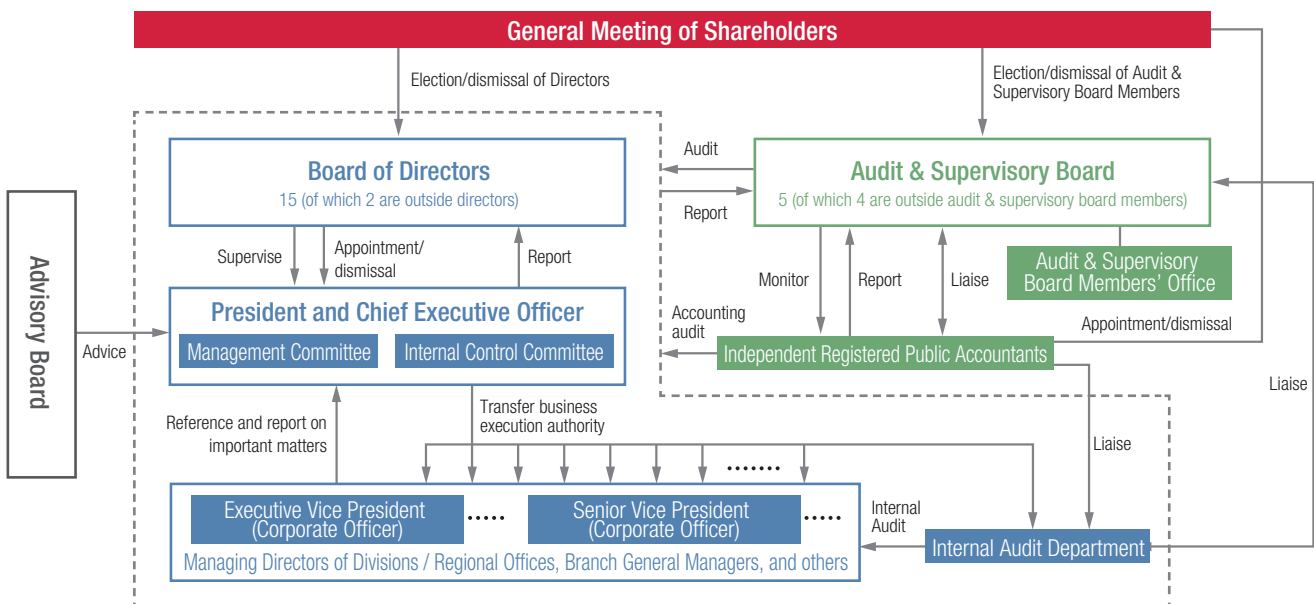
Meetings of the Board of Directors

13 times (FY2016)

► Initiatives during the Fiscal Year

- Verified the effectiveness of the Company's Board of Directors through a Directors' Self-Assessment Questionnaire completed by all directors and audit & supervisory board members and a meeting by the Corporate Governance Council, which consists of all members of the Board of Directors and the Audit & Supervisory Board.

► Corporate Governance System



NTT DOCOMO's Corporate Governance System

▶ Basic Approach to Corporate Governance

Guided by our corporate philosophy of “creating a new world of communications culture,” we are striving to develop our telecommunications business while also supporting our customers so that they may have a safe and secure, comfortable, and convenient life. In our endeavors to build a rich and vigorous society, the foundation of our management policy is the attainment of a high degree of trust and recognition from shareholders and customers through the improvement of corporate value. Maintaining effective corporate governance is crucial to the continuous improvement of corporate value, and we continue to take steps in strengthening corporate governance.

📄 NTT DOCOMO Basic Policy on Corporate Governance (in Japanese only): https://www.nttdocomo.co.jp/corporate/ir/binary/pdf/management/governance/governance_rule_151030.pdf

▶ Overview of the Corporate Governance Structure

Regarding our core telecommunications businesses, we recognize that as the market expands, mobile phones have come to play a vital role as social infrastructure. To use management resources effectively and to maintain consistent and stable business operations, we believe it is desirable for directors to participate in important business execution matters. In addition, to ensure sound and effective management, we believe it is desirable to have a governance system in which directors, serving concurrently as executive officers responsible for business execution, supervise each other's actions, while audit & supervisory board members 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 with the aim of further enhanced monitoring and audit functions.

In addition, we use an executive officer system (27 of them are men, two are women, and eight serve concurrently as directors) to clarify the roles of business execution and monitoring, and to further reinforce our business execution functions. This system enables rapid responses to changes in the operating environment.

Through these initiatives, we have thus established a corporate governance structure capable of both i) realizing consistent and stable business operations while increasing management speed and ii) strengthening auditing and governance functions.

▶ Support System That Ensures the Effectiveness of Outside Officers

The Company has established the following framework so that outside directors and outside audit & supervisory board members can perform their duties, drawing on their management skills and insight as they participate in constructive discussions.

- Providing explanations and materials prior to meetings by the Board of Directors
- Building a system of support in which independent outside directors advise directors and other members of the management team with the opinions of general shareholders and other stakeholders in mind.
- Allowing independent outside directors to participate in management training and various company activities.
- Providing opportunities for independent outside directors, directors, and executive officers, to exchange opinions on the direction of our corporate strategies, etc.
- Establishing the Audit & Supervisory Board Members' Office as a dedicated organizational unit to assist in audits by audit & supervisory board members, and assigning full-time personnel to that office
- Having conversations with current and potential institutional investors (when there are requests from investors or directors/audit & supervisory board members)
- Holding regular meetings between the outside directors and the audit & supervisory board members

▶ Assessment of Board of Directors

We verified the effectiveness of the Company's Board of Directors through a Directors' Self-Assessment Questionnaire completed by all directors and audit & supervisory board members and a review conducted in May 2017 by the Corporate Governance Council, which consists of all members of the Board of Directors and the Audit & Supervisory Board.

We also verified that there have been improvements to the vigorousness of the Board of Directors' discussions and the diversity of its membership. For example, in June 2016, the number of outside independent directors was increased to two.

With a view to further strengthening corporate governance, we have decided that members of the Board of Directors should periodically evaluate the efforts being taken to achieve the direction of our corporate strategies, which have been determined through discussions.

▶ Relationship with Parent Company

The corporate group led by our parent company, NIPPON TELEGRAPH AND TELEPHONE CORPORATION (NTT), operates the following main businesses: regional communications, long-distance and international communications, mobile communications, and data communications. As of March 31, 2017, NTT owned 66.65% of the voting rights of the DOCOMO Group and was in a position to influence the Company's management decision making through the exercise of majority shareholder rights. However, the Company retains its own management responsibility and conducts operations in accordance with its own decision-making authority.

▶ Major Subjects Discussed by the Board of Directors in FY2016

- Increased customer returns
- Introduction of "Free Course" and "Zutto DOCOMO Discount Course," further expansion of "Zutto DOCOMO Discount," providing "reward points"
- Service creation / evolution
- Business evolution with "+d"
- Reinforcement / evolution of all foundations

▶ Compensation of Directors and Audit & Supervisory Board Members

In consideration of the Company's business performance over the medium to long term, we have determined the following policy with respect to directors' compensation.

- (i) The Company has determined that directors' compensation will consist of monthly compensation and bonuses. Monthly compensation is based on each director's roles and responsibilities, and bonuses reflect factors such as the Company's performance for the current fiscal year.
- (ii) To reflect the Company's medium- to long-term business performance, directors with executive authority must contribute any monthly compensation above a certain amount to a director stock purchase plan through the Directors' Shareholders Association. The shares of the Company that are purchased through the plan are held throughout the term of office.
- (iii) To maintain a high degree of independence among our independent outside directors, we do not link the compensation of these directors to our performance, and thus they receive only monthly compensation.

In consultation with audit & supervisory board members, it has been decided to pay only monthly compensation, not linked to our performance, to audit & supervisory board members in order to ensure a high degree of independence.

The total of compensation paid to directors and audit & supervisory board members during fiscal 2016 was as follows:

Position	Number	Total compensation
Directors	18 ¹	¥526 million ²
Audit & supervisory board members	5	¥131 million
Total	23	¥658 million

1. This figure includes the compensation paid to four directors who retired at the conclusion of the 25th Ordinary General Meeting of Shareholders held on June 16, 2016

2. The total of compensation paid to directors and audit & supervisory board members includes ¥99 million in bonuses in FY2016.

The total of compensation includes the following compensation paid to outside directors.

Position	Number	Total compensation
Total amount of compensation paid to outside directors	6	¥121 million

Initiatives to Strengthen the Governance System

► Changes in the Corporate Governance System

		Number of Members (Board of Directors)		Number of Members (Audit & Supervisory Board)	
		Total	Of which, outside directors	Total	Of which, outside audit & supervisory board members
February 1999	Establishment of Advisory Board From experts in various fields, we receive objective opinions and proposals in such areas as management issues and the role of communications technology in society.	23	0	4	0
December 2000	Establishment of U.S. Advisory Board We receive opinions and proposals from a global viewpoint in regard to the role of communications technology in society and information technology trends.	28	0	4	2
June 2002	Appointment of outside director The Company appointed one outside director from within the NTT Group.	27	1	4	2
June 2003	Outside members account for majority of audit & supervisory board members. The Company exceeded the stipulations of the Companies Act, which calls for outside members to account for half or more of audit & supervisory board members, when outside members became a majority of audit & supervisory board members.	27	1	5	4
June 2005	Introduction of the executive officer system Reduced the number of members of the Board of Directors by more than half in accordance with the introduction of the executive officer system.	13	1	5	3
June 2013	Number of outside directors on Board of Directors increased by one Designated as an independent director The Company appointed the first outside director from outside the NTT Group.	14	2 (Of which, 1 is an independent director)	5	3 (Of which, 2 are independent audit & supervisory board members)
June 2015	Reelection of outside audit & supervisory board members One independent outside audit & supervisory board member retired, and one independent outside audit & supervisory board member was newly appointed.	14	2 (Of which, 1 is an independent director)	5	4 (Of which, 2 are independent audit & supervisory board members)
June 2016	System with two independent outside directors One outside director retired, and one independent outside director was newly appointed. The number of independent outside directors increased to two.	15	2 (Of which, 2 are independent directors)	5	4 (Of which, 2 are independent audit & supervisory board members)

► Advice from Objective Experts

Advisory Board

Our Advisory Board is composed of experts in various fields, including prominent business leaders, university professors, commentators and journalists. We expect these experts to provide objective opinions and proposals in such areas as management issues and the role of communications technology in society. DOCOMO receives and reflects these opinions and proposals in its business operations. In fiscal 2016, we held five meetings of the Advisory Board.

U.S. Advisory Board

To receive advice from a global viewpoint in regard to management issues and the role of communications technology in society, the Company has established the U.S. Advisory Board, composed of a chairman and a board member, as well as a different guest speaker for each meeting. The 8th U.S. Advisory Board has held four board meetings.



The 9th Advisory Board (October 2015 to September 2017)

Board members	
Motoshige Itoh	Professor Emeritus, The University of Tokyo, Professor, Faculty of International Social Sciences, Gakushuin University
Shin Kikuchi	Partner, Mori Hamada & Matsumoto
Main Kohda	Author
Masaaki Shintaku	Special Olympics Nippon Executive Vice President
Jitsuro Terashima	Japan Research Institute CEO Tama University President
Taizo Nishimuro	Honorary advisor of the Board, TOSHIBA CORPORATION
Hideo Miyahara	Professor Emeritus, Osaka University

The 8th U.S. Advisory Board (November 2015 to April 2017)

Board members	
Chair	David A. Gross Partner, Wiley Rein LLP Former Ambassador, U.S. Coordinator for International Communications and Information Policy
Member	Matthew P. Goodman Chair in Political Economy, Center for Strategic & International Studies (CSIS)
Guest speaker (November 2015)	
	Ragu Gurumurthy Chief Innovation Officer, Deloitte LLP
Guest speaker (April 2016)	
	Amy Walter National Editor of <i>The Cook Political Report</i>
Guest speaker (November 2016)	
	Eric Bovim Managing Director SIGNAL Group
Guest speaker (April 2017)	
	Jan Dawson Chief Adviser Jackdaw Research

► Policy

We proactively engage in information disclosure and dialogue with shareholders and investors as part of our efforts to maintain our growth and increase our corporate value over the long term. We are actively expanding our IR activities by appointing an executive responsible for IR overall and establishing a designated

IR department. In addition, we share the views expressed by our shareholders and investors not only among the management team but across the Company, as these views help us to improve our services and business performance.

Status of IR-Related Activities

	Supplementary explanation	Briefing by representative in person
Regular presentations held for individual investors	We hold presentations for individual investors, in which the president or the senior executive vice presidents, as well as the executive corporate officer in charge of corporate finance, explain recent results, future initiatives, and the return of profits to shareholders, among other topics. In fiscal 2016, we held presentations in Tokyo and Osaka in August 2016 (more than 510 and 370 attendees, respectively); in Fukuoka in November 2016 (more than 130 attendees); in Kanazawa in February 2017 (more than 100 attendees); and in Nagoya in March 2017 (more than 270 attendees). In addition, the person in charge of IR held presentations for individual investors at seminars sponsored by securities companies, and held online presentations.	Yes
Regular presentations held for securities analysts and institutional investors	We hold presentations of quarterly results. The results are explained by either the president or one of the senior executive vice presidents, as well as by the corporate officers in charge of corporate finance, corporate planning, sales and other areas. We also hold presentations about new products and services to provide detailed product or service explanations, and to explain sales forecasts, among other matters. We held two such presentations in FY2016. Moreover, we brief investors on the status of our businesses at conferences sponsored by securities companies.	Yes
Live streaming of financial results presentations for overseas investors made available and individual presentations held	We provide a live streaming broadcast of the aforementioned presentations for securities analysts and institutional investors that take place in Japan with simultaneous interpretation in English on our website. We also hold individual meetings as necessary, mainly in Western countries and Asia, to explain recent results, future initiatives, and the return of profits to shareholders, among other matters.	Yes
IR materials posted on the Company's website	We post a variety of information on our website, including quarterly operational and financial data, video (for PCs and smartphones), and presentation documents for results presentations, and we have a special website for individual investors. We also post earnings information, securities reports, and briefing documents. In addition, the president's comments on the 2Q and fiscal year results are provided through video streaming. Furthermore, we post videos about the medium-term strategy together with the president's comments.	None
IR-related department assigned (person in charge)	The department involved with IR is the Investor Relations Department. The corporate officer responsible for IR is an executive vice president. The liaison officer is the head of investor relations.	None

YouTube

YouTube broadcast of President's explanation of Medium-Term Strategy 2020 "Declaration beyond"
<https://www.youtube.com/watch?v=qb5pXjVS9Vk>



Initiatives to Invigorate the General Meeting of Shareholders and Promote Efficient Voting

	Supplementary explanation
Early mailing of convocation notices for the general meeting of shareholders	We mailed convocation notices six days before the statutory cut-off date (22 days before the general meeting date). In addition, we disclosed the convocation notice (Japanese and English versions) to the Tokyo Stock Exchange four days prior to mailing it, and made it available on our website.
Scheduled the general meeting of shareholders so as to avoid days on which shareholder meetings are concentrated	We held the Ordinary General Meeting of Shareholders on June 20, 2017.
Electronic voting	We enabled voting from Internet enabled mobile phones, smartphones and PCs.
Initiatives to facilitate a better voting environment for institutional investors, including participation in the electronic proxy voting platform	We enabled voting via the electronic proxy voting platform for institutional investors operated by Investor Communications Japan (ICJ).
Other	<ul style="list-style-type: none"> On the day of the shareholders meeting, we held a smartphone and tablet class in a separate meeting hall. Disclosure of the situation at the General Meeting of Shareholders over the Internet

Information Management

► Enhancement of Information Management System

The DOCOMO Group has been entrusted with the personal information (customer information) of approximately 75 million people, and accordingly, ensuring information security is an important management issue.

As a telecommunications company with public-oriented operations, the rigorous management and protection of customer information and administrative information is our most important duty. In recognition of this, we have assigned the position of Chief Privacy Officer (CPO) and Chief Information Security Officer (CISO) to the senior executive vice president level. The CPO heads the Information Management Committee, which meets on a regular basis. The committee considers and promotes information security measures. To advance integrated information management, we have established the Information Security Department and each work site has an employee who is responsible for information management. Outside contractors who perform work for the Company are required to designate a person responsible for the handling of that work for each organization and policy. We have established and are advancing a system that assigns responsibility for information management.

► Formulation of Management and Administration Rules

To fulfill our obligations above, in regard to the handling of information of customers, shareholders, employees, etc., we have systematically formulated internal regulations in accordance with the Personal Information Protection Act and the guidelines of related government ministries and agencies, clarified internal rules regarding information management, and

formulated and announced a policy for data privacy that clarifies detailed handling policies in accordance with basic principles regarding customer information protection.

Privacy Policy: <https://www.nttdocomo.co.jp/english/utility/privacy/>

► Specific Initiatives

In working to strengthen information management, we are advancing and developing the following safety management measures:

(1) Organizational Security

1. Establishment of the Information Security Policy
2. Enhancement of a system for information security
3. Formulation of basic guidelines for information security and establishment and application of regulations and manuals
4. Tracking and management of information assets
5. Implementation and application of audits and security checks
6. Implementation of measures to deal with accidents and violations

(2) Human Security

1. Mandatory written pledges regarding confidentiality
2. Mandatory information management compliance for outside contractors
3. Implementation of training and education for employees, contractors and sales agents
4. Formulation and distribution of training tools, such as handbooks and DVDs

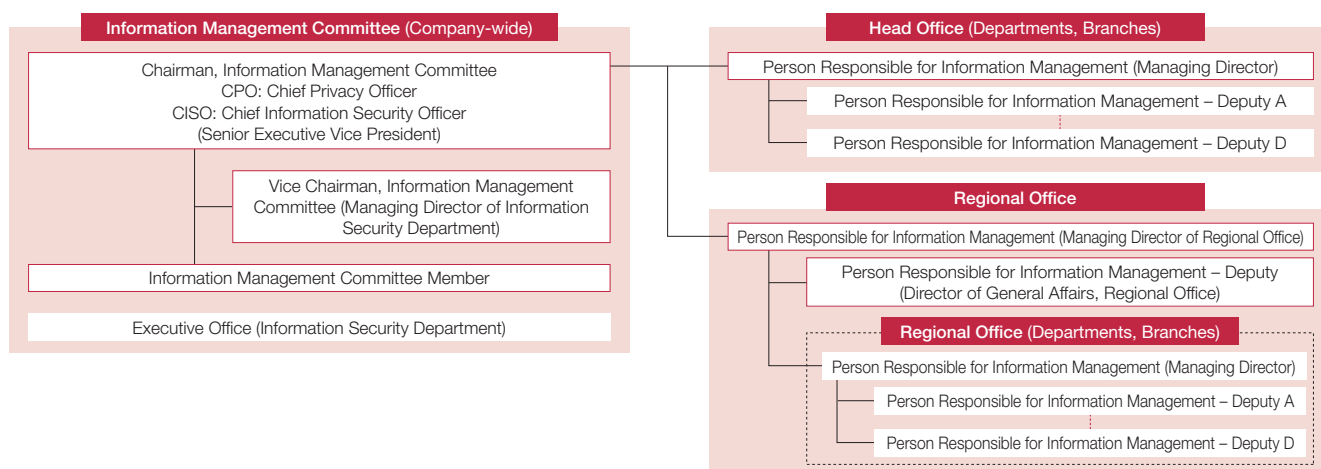
(3) Physical Security

1. Restrictions on the number of information management terminals and continuous optimization of installed locations and authorized people
2. Rigorous control of the lending and checking-out of portable equipment
3. Consolidation and special monitoring of terminals used to extract large amounts of customer information
4. Introduction of paperless handling of documents, such as customer applications
5. Entrance and exit control in locations handling information

(4) Technical Security

1. Access control, access-log retention and periodic checks
2. Introduction of biometric identity confirmation for use of systems
3. Stricter customer information search parameters
4. Introduction of encryption software for information system terminals and communication channels
5. Strict monitoring to prevent unauthorized removal of information from the office
6. Cyber attack countermeasures and system surveillance

Information Management System (As of July 1, 2017)



▶ Basic Policy for Internal Control

In accordance with the Basic Policy on Fortifying Internal Control Systems, as approved by the Board of Directors, we maintain a system for the purpose of securing rigorous compliance with laws and regulations, business effectiveness and efficiency, and financial reporting reliability. These initiatives are carried out primarily by the Internal Control Committee. Furthermore, the Company's Internal Audit Department implements audits with the objective of contributing to the minimization of risks and the maximization of corporate value for the entire DOCOMO Group (Head Office, branches, and Group companies worldwide). The department's work includes evaluating the effectiveness of the internal control system.

▶ Risk Management

We strive to strengthen risk management with the basic policy of identifying and responding to business risk as early as possible.

Specifically, in accordance with our Risk Management Principles, business risks are regularly identified, and the Internal Control Committee designates risks that require Company-wide management. Management policies for those identified risks are formulated, and appropriate efforts are made to prevent such risks from materializing and to prepare for a quick response should they occur.

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▶ Compliance (Ethics and Legal Compliance)

The foundation of our compliance management is to promote strict observance of the NTT DOCOMO Group Code of Ethics

among all employees while continuing to meet the steadily increasing demands and expectations of society based on high ethical standards, including respect for human rights. Accordingly, we have built a compliance promotion 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, and we have 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 education and 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:
https://www.nttdocomo.co.jp/english/corporate/about/group_ethic/index.html

▶ Ensuring Reliability of Financial Reporting

To meet the requirements of the Sarbanes-Oxley Act and the Financial Instruments and Exchange Act of Japan, we employ the COSO (the Committee of Sponsoring Organizations of the Treadway Commission) 2013 framework for the design, operation, and evaluation of our internal control system related to financial reporting. In fiscal 2016, we evaluated the Company and 19 major consolidated subsidiaries and concluded that internal control over financial reporting was effective.

Sarbanes-Oxley Act, Section 404 Organization Chart

