



**Integrated  
Report  
2020**

# Integrated Report 2020

## Editorial Policy

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To communicate our sustainable value creation to shareholders, investors and all other stakeholders in a way that is easy to understand, DOCOMO has issued an integrated report since FY2018.

Before we prepared *Integrated Report 2020*, the third integrated report, we invited experts on integrated reporting to be lecturers and held several workshops for Directors, other members of the management and employees in the related departments. We worked to understand the background and the concept of integrated reporting and looked at DOCOMO from an integrated perspective to communicate our value creation more effectively in an easier-to-understand manner.

We prepared *Integrated Report 2020* with reference to the “International Integrated Reporting Framework” released by the International Integrated Reporting Council (IIRC) and the “Guidance for Collaborative Value Creation” formulated by the Ministry of Economy, Trade and Industry. We describe our growth, our long-term vision and our strategies and specific initiatives for sustainable growth, among other things, in the past, present and future.

We hope that this report will deepen the understanding of DOCOMO for more people.



## Presentation of Names of Companies and Products

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In principle, information in this report is accurate as of March 31, 2020. As used in this report, “DOCOMO,” “DOCOMO Group,” “the Company,” “the Group,” “we,” “our” and “us” refer to NTT DOCOMO, INC. and its consolidated subsidiaries. Names of companies or products presented in this report are the trademarks or registered trademarks of their respective organizations.

## Definition of Fiscal Year (FY)

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“FY2019” refers to the fiscal year ended March 31, 2020, and other fiscal years are referred to in a corresponding manner.

## Forward-Looking Statements

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All forward-looking statements that are not historical facts are based on management’s current plans, expectations, assumptions and estimates based on the information available as of the filing date of this report. Some of the projected numbers in this report were derived using certain assumptions that were indispensable for making such projections in addition to historical facts. These forward-looking statements are subject to various known and unknown risks, uncertainties and other factors that could cause our actual results to differ materially from those contained in or suggested by any forward-looking statement. With regard to various known and unknown risks, uncertainties and other factors, please see our latest Annual Securities Reports and Quarterly Securities Reports.

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*K. Yoshizama*

President & CEO

## Top Message

Pave the Way to a Brand New Future  
Fulfilling Our Mission as a  
Telecommunications Carrier

DOCOMO has always delivered services that can bring enjoyment and convenience to our customers adhering to our corporate philosophy of “creating a new world of communications culture” while faithfully fulfilling our “mission to never cause a disruption of telecommunications services.” Let me give you an in-depth explanation on the multifaceted values that we have accumulated in the history of our business and our approach toward sustained growth for the future.



Present

## What value does DOCOMO offer?

### Unwavering Mission as a Mobile Telecommunications Carrier with the No. 1 Market Share in Japan

DOCOMO commands 44.1% wireless subscriber share in Japan (as of March 31, 2020). Since our inception in 1992, we have continuously provided “smooth telecommunications services that can be used anywhere, anytime and with peace of mind,” constantly enjoying the No. 1 market share in the domestic market.

With mobile penetration surpassing the 100%-mark, the telecommunications network has become an indispensable infrastructure that sustains people’s livelihoods and industries. DOCOMO strives to deliver reliable and stable telecommunications



services that ensure connectivity “anytime”—not only in normal times but also during congested hours caused by irregular events or in disasters—through our 24/7 surveillance system, deployment of large-zone base stations and employment network virtualization, while reinforcing our coverage to make sure our services are accessible “anywhere,” for example, in urban centers, on subways or inside buildings, by increasing the number of base stations.

“Never cause a disruption of telecommunications services and thoroughly defend the reliability and stability of infrastructure”—this is the mission expected of us as the No. 1 mobile telecommunications carrier in Japan. We are proud of our long track record of providing customers with “peace of mind” through our robust network that ensures connectivity anytime and anywhere. The “sense of responsibility and diligence” among our workforce that underpin this achievement represents our corporate culture and DNA passed down over generations.

### For Our Sustained Growth in the 2020s and for a Richer Future

When we look at the market environment surrounding us, competition has intensified as a result of the revision of the Telecommunications Business Act, proliferation of low-cost smartphone services, market entry by a new player from a different industry and other factors. With all operators stepping up their efforts in non-telecommunications business, the competition in areas transcending the conventional boundaries of telecommunications is gaining momentum and the launch of commercial 5G has triggered a new phase of competition based on services.

After I assumed the position of CEO, in April 2017 we developed our medium-term strategy “Declaration beyond,” which was followed by the announcement in October 2018 of our medium-term management strategy laying down the concrete initiatives and quantitative targets. The “Declarations” embody our strong intention of running business with an unswerving resolve of making commitments to customers.

Several years ago, DOCOMO commenced the “+d” initiative aimed at “co-creation” of new value jointly with a wide range of partners, under which we have strived to expand our smart life business and other businesses to bring more affluence to people’s everyday lives. In formulating “Declaration beyond” and our medium-term management strategy, I redefined the concrete value we plan to offer and the initiatives to be executed. Although we are still on the way to our targets, I have been personally tackling these initiatives from the beginning with a fierce determination so we can prevail over the competition in the current market environment. As the head of the Company, I am determined to deliver on these targets.

In the medium-term management strategy for our sustained growth in the 2020s, we adopted a policy that is grounded in the two new directions of “transformation into a business foundation centered on our membership base” that is not tied to mobile subscriptions and “5G rollout and business creation,” and we are currently making favorable progress toward the attainment of our goals. Our “d POINT CLUB” has grown to one of the largest membership programs in Japan with its total membership base exceeding 75 million as of March 31, 2020, and the number of our enterprise partners grew to over 3,400. Because customer base is a very important source of competitiveness in pursuing strong business management, I hope to grow our membership base to over 100 million as quickly as possible. Digital marketing is another element that will become increasingly necessary as we move forward. We plan to create new revenue sources in our smart life business and enterprise business by multiplying our customer base with our partnerships and digital marketing. The total amount of transactions processed with our finance/payment services amounted to ¥5.3 trillion in FY2019, and the number of locations where our payment and point service can be used reached 1.71 million, both increasing at a much faster pace than what we had initially planned. As finance/payment services offer promising prospects for their large contribution to the revenue growth of our smart life business, we will strive to further expand the total transaction volume and revenues.

### Trust Garnered over the Years is DOCOMO's Strength

What I value most when we engage with customers and partners is “trust.” If something inconvenient happens during a project, we tackle the issue with the concerted effort of the entire company. At DOCOMO, there has been an unwavering attitude among our staff to try to gain the confidence of customers and partners by always being considerate of their feelings and persistently responding to their requirements.

In January 2020, one of our customers had an unpleasant experience at a docomo shop due to inappropriate actions taken by a staff member and this incident was extensively covered by the media. We must never let this kind of incident happen as it could potentially shake the “trust” that we have built with customers. At every customer touchpoint, we have implemented measures to enhance awareness on proper sales practices and compliance through the provision of regular training programs for knowledge acquisition and improvement of customer attendance skills. We will double down on our efforts and provide more thorough guidance to all nationwide shops to prevent recurrence. We should never forget to assume an attitude of humbleness when we interact with customers, partners or even between employees.

We have been highly evaluated by customers and partners for our stable communications, rich variety of content services and after-sales support, i.e., the non-price value that cannot be expressed in numbers, which has led to the successful expansion of our customer base. By maintaining our humbleness and constantly refining the value we offer, all of us at DOCOMO will brace ourselves and strive to build lasting and robust ties based on trust.

### Bringing a Breath of Fresh Air While Taking Our Corporate Philosophy That Hasn't Changed since Our Inception to Heart

We have a corporate philosophy—“creating a new world of communications culture”—that has not changed since the inception of the Company. This also represents our *raison d'être* as it profusely expresses our pioneer spirit of creating “new wind” on our own in uncharted territory. Even today, we are strongly motivated to

make contributions to the advancement and technical innovation of industries and society as a whole, and this ambition is crystalized in our co-creation activities that we promote together with customers and partners.

As a pioneer in the mobile industry, we have actively engaged ourselves in the standardization activities of technical specifications, playing a leading role in the international standardization efforts of 5G, which was launched on a fully commercialized basis in March 2020. As a result, we acquired the largest number of 5G essential patents among the telecommunications carriers in the world. While we have generated new wind by exerting global leadership in the telecommunications business, we also aspire to develop new wind in our non-telecommunications (i.e., smart life) domain in collaboration with partners going forward. As the representative of top management, I will properly steer the Company toward “creating a new world of communications culture.”



Past

## What value have we offered so far?

### Reinforced Our Customer Base Even Further by Proactively Responding to the Voices of Customers

At present, connectivity anytime and anywhere is taken for granted with DOCOMO's telecommunications network. However, in the early days after the Company's establishment in 1992, we often received complaints about the “difficulty of getting a connection” or “dropped calls,” thus, the enhancement of network quality and expansion of coverage was a key issue in our corporate agenda back then. We immediately responded by employing measures to reinforce our telecommunications infrastructure, expanding our coverage primarily in urban areas across the nation spending ¥50 billion in a time span of

approximately one year. From 1993, we embarked on the rollout and expansion of a digital network in the metropolitan area around Tokyo and started offering a wide array of high-quality services.

To ensure “connectivity anytime and anywhere” and “affordable rates for everyone,” we have also actively reviewed our rate structure from time to time. Following the abolishment of the ¥100,000 handset guarantee deposit in 1993, we lowered the new subscription fee in phases from 1994 before completely getting rid of the system in 1996. Thereafter, we have constantly revised our rate plans to meet the requirements of the time, including, among other things, the transition from usage-based billing plans to a flat-rate structure for data services in 2004 and the introduction of flat-rate plans for voice calling in 2014.

The price structure is one of the most important pillars for our strategy, and it is also a very important factor when customers choose a carrier. Before assuming the role of CEO, I had been directly involved in various rate revision projects and tackled them as an extremely important initiative for our corporate management. While rate reductions are sometimes perceived negatively by investors, we have voluntarily addressed this to fulfill our responsibility as a leading company and to respond to the requests of our customers. The rate revisions we executed in the past have sometimes resulted in a short-term deterioration of revenues. For the longer term, however, I believe rate reductions implemented at an appropriate timing is a necessary measure for “further reinforcement of customer base,” which serves as a foundation for our sustained growth toward the future.

### Transform the World of Communications with Brand New Services

DOCOMO has taken on the challenge of developing new services that never existed before, toward the “creation of a new world of communications culture.”

The monumental achievement of this endeavor was the launch of “i-mode” service in 1999. The service, which enabled Internet access via a single mobile handset, was a real breakthrough and received broad acceptance among general consumers, expanding the user base

of the Internet, which was previously confined to mainly business users who had made access via PCs. By 2001, i-mode became a smash hit with its total user count topping 30 million, drawing tremendous attention from society as a tool that can open up a new era of mobile multimedia.

The development of i-mode was triggered by the dialogue between the top management and employees in a forum for direct communication and our policy to utilize diverse talents. Our then-CEO had a view that the capabilities of an individual as opposed to an organization can cause a larger impact for “new value” creation and attached a strong importance on “to whom to assign the job.” As such, he appointed a person with no experience in consumer business as the leader for i-mode development. Recruitment of outside talent, including a former content creator and a former editor-in-chief of an information magazine, as members of the project was also another factor that led to success.

Human resource development initiatives are the driving force behind DOCOMO's new value creation. Following i-mode, we launched the world's first mobile NFC-based e-wallet service, dubbed “Osaifu-Keitai,” and the “iD” mobile credit platform that can be used to process “Osaifu-Keitai” transactions, making positive contributions to the expansion and proliferation of cashless payments in Japan. To further grow our smart life business and other businesses that offer services that can transform the world of communications, such as finance/payment and content/lifestyle services, we believe it is indispensable to hire talents with diverse backgrounds and make full use of their capabilities.

### Innovation Cannot Happen without an Open Organization

I also value direct communication with employees very much. Although it is currently difficult to hold these meetings due to the outbreak of the novel coronavirus (COVID-19), I used to actively travel across Japan for direct dialogue with employees and staff. I intend to visit as many regional offices, branches and docomo shops in Japan as possible to explain our mid- to long-term strategies and planned actions in person.

The voices of people in the field provide me with many enlightening inputs, and I would like to make DOCOMO an even more open organization by actively incorporating these learnings in our business management.

We are also putting efforts into the development of talent who can challenge themselves and tackle new value creation. We have enriched our human resource development programs for all levels with the introduction of an “in-house job posting system” designed to identify people with a challenging spirit; the “DOCOMO Degeiko cross-industry OJT project,” an external exchange program broadly open to general employees; the “Win-d program” aimed at women's career development; and other schemes targeting executive team members.

Furthermore, the open innovation initiatives pursued in cooperation with external organizations have resulted in joint development activities with a wide range of partners, solution proposals leveraging the “Top Gun” scheme\* and strategic recruitment activities.

Something new can be created if we break away from the practice of thinking and working within our own boundaries and foster friendly competition within our diverse workforce. In other words, innovation will never happen if the company is not open.

\* Top Gun: A project aimed at speedily solving customers' pain points through the collaboration of the three organizations of the client, DOCOMO's Corporate Sales and Marketing Department and R&D team



## What kind of value do we offer over the long term?

### Roles to Be Fulfilled by DOCOMO amid the Transition to a Remote-style Society

The outbreak of COVID-19 is expected to induce a new normal, where there will be a transition from the conventional lifestyle predicated upon face-to-face interactions to remote styles, and a shift from the concentration of activities in metropolitan areas to a more regionally distributed society. DOCOMO is requested to fulfill two key roles as we go through this major change.

The first is the provision of stable telecommunications services. Many enterprises now encourage telework and the demand for remote monitoring of networks is on the upswing. Building on to the proposals for telework and enrichment of online education we have made so far, we plan to establish a mechanism that will allow us to continue



providing stable telecommunications services to fulfill our mission as a telecommunications carrier while ensuring the safety of our employees amid the COVID-19 crisis.

The second is “new value creation” and the “solution of social issues” capturing the demands arising from the new normal. Through 5G and other ICT services, we will offer enterprise solutions that enable telemedicine and online diagnosis, remote education and workstyle reform to help solve the issues that will surface along with the changes in society. We also plan to reinforce our healthcare offerings centered on daily health management tools as well as live video and sport distribution services to deliver new styles of entertainment and experiences that can be enjoyed remotely.

Under the COVID-19 crisis, I believe the role DOCOMO fulfills through the provision of “connectivity” bears greater importance than before. Amid the growing demand for solutions that can prevent human contact and support remote operations/communications, we have been offering population dynamics analysis using our “Mobile Spatial Statistics” technology as well as the “Congestion Map” function of “docomo map navi” as a free-of-charge service that enables users to spot congested areas at a glance, while also implementing support measures for users of age 25 and under. Going forward, we will strongly promote new value creation and the solution of social issues through early rollout of 5G services and solutions.

Given the current circumstances, we must now also step up the initiatives for our human resources, an important capital for our business, more than ever. We will earmark the proper amount of investment for safety measures to protect our employees and staff of docomo shops as well as for workstyle reform, so we can take the lead in establishing a corporate structure that can cope with the new norms of society.

### Conception and Development Capabilities Formulate a Brand New Future

New technologies and services cannot be created in just one stride. Accordingly, it is vital for us to acquire the “power of imagination,”

i.e., the capability to thoroughly envisage the future society and anticipate what it would request to DOCOMO 10 years from now and further down the road. It is also indispensable that we accumulate the “development capability” to realize the ideas and visions created with “the power of imagination.”

Even with 5G, DOCOMO will continue to brush up our “power of imagination,” giving thought to how we can further please customers in various domains such as sports, music and tourism, or how we can deliver more efficient solutions for pressing social issues like the declining birth rate and aging population, regional vitalization and decrease in the working population.

We have also embarked on the development of 6G technology that lies ahead of 5G, publishing a white paper that describes its use cases, target performance and element technologies. I am convinced that we can shape a new future if we combine our “development capability” with which we spearheaded the mobile industry with an additional layer of “development capability” that we will accumulate through our co-creation activities with partners driven by open innovation.

### DOCOMO's ESG Management for the Realization of a Sustainable Society

I have constantly repeated on various occasions that our business activities are not independent from our corporate social responsibility (CSR). We must consider CSR an integral part of our business activities, and promote environmental, social and governance (ESG) management adhering to the fundamental philosophy that we will keep providing new value in order to make contributions to society.

In “Declaration beyond,” we adopted a declaration committing to “solution co-creation to solve social issues,” which is also positioned as one of the key pillars of our 5G initiatives. There are high expectations for the initiatives that DOCOMO can uniquely execute to make contributions to society through our telecommunications services. The development and widespread adoption of 5G technology that DOCOMO is currently working on will lead to the construction of a resilient infrastructure. As we are pursuing sustainable industrial development

and innovation that will benefit everyone, our undertakings also make positive contributions to the UN's Sustainable Development Goal No. 9, “Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.”

In June 2020, we changed our institutional setup and made a transition to a company with the Audit & Supervisory Committee, while at the same time increasing the number of independent Outside Directors to one third of the total in order to incorporate diverse insights in our discussions on our managerial strategy. Under the new governance structure, we will strive to fulfill our responsibilities as a telecommunications carrier and deliver new value through our businesses, thereby contributing to a society that is undergoing a major change.

### Toward the Future beyond 5G

Four years have elapsed since I was appointed as CEO. From early on, I have constantly communicated to employees that I would like to make DOCOMO an “open,” “fun” and “healthy” organization. The “fun” element will serve as a motivation for employees to take on the challenge of creating exciting new value that never existed before. In addition to our corporate DNA of being sincere and diligent, I would like to more than ever connect our strengths, i.e., our diverse talents, with “fun” and instill it into our corporate culture.

“Fun” that can conjure up excitement and the “power of imagination” unleashed from common sense will pave the way for 6G and unlock the unlimited potential of future mobile telecommunications beyond 6G, including the possible “expansion of communication coverage into the sky, ocean and space,” something that has been difficult to realize with conventional mobile telecommunications systems. Through the steadfast execution of “Declaration beyond” and our medium-term management strategy, we will aim to realize sustained growth of DOCOMO and society and explore the possibilities of communications with a long-term perspective. This is the role expected of us, and as the representative of top management of the Company it is my responsibility to properly discern which way the new wind is blowing.



Top Message

Special Feature 1

Special Feature 2

Special Feature

# DOCOMO's 5G Strategy

DOCOMO's View on the Significance of the 5G Rollout

DOCOMO's 5G started in March 2020.

DOCOMO has two major goals to achieve using 5G.

One is to create new value, launching new services in a variety of fields, including sports, music and tourism.

The other is to contribute to solving a number of social issues in Japan, including the declining birth rate and aging population, regional vitalization and the labor shortage.

DOCOMO is undertaking a variety of initiatives, aspiring to change the world through 5G.

Gaming



Sports



New value creation



VR tourism

Music



Automatic translation



### Features of 5G

High speed and large capacity

Low latency

Massive device connectivity

Regional vitalization

Declining birth rate and aging population



Solution of social issues

Shrinkage of workforce



Telemedicine

### Effects of 5G

Drastic UI/UX improvement

Creation of innovative services

Productivity enhancement

## DOCOMO's 5G Initiatives

Network

Device

Service

Solution

DOCOMO will create a new world that no one has experienced and make life more convenient and comfortable by taking full advantage of the features of 5G to develop innovative services and to encourage digital transformation.

# DOCOMO's 5G Initiatives

## Network

### Aggressive Deployment of High Speed, Large Capacity 5G Using New Frequency Bands

To create new value, we will deploy a high speed, large capacity nationwide 5G network, making full use of new frequency bands. In particular, our 5G network will cover 500 cities in FY2020, and we will build 20,000 or more base stations during FY2021. We will increase the 5G infrastructure development rate, an important indicator for expanding 5G areas rapidly and flexibly to match demand in society, to 97% during FY2023. We will develop infrastructure for the 5G network across the country, which will create new services and solve social issues.

### Aggressive Development of High Speed, Large Capacity 5G



## Device

### Providing 7 Models, 6 Smartphones and 1 Data Device

We are providing six smartphone models and one data device model that will connect customers to 5G. We will continue to enhance the product lineup to provide appealing products. In addition to smartphones, we will expand peripherals to promote the "MY NETWORK" concept to solve social issues and provide innovative entertainment experiences.



## Service

### Start Offering Services in the 4 Areas of "Music/Live," "Gaming," "Video" and "Sports"

As for services, we are focusing on enabling customers to create "experiences that are completely new." Primarily in the areas of "music/live," "gaming," "video" and "sports," where the features of 5G are likely to be directly reflected, we will provide distinct experiences, combining functions enabled by 5G, including 8KVR (virtual reality using 8K camera), multi-angle viewing and XR: VR (virtual reality), AR (augmented reality) and MR (mixed reality).



"Shintaikan Live Connect" enables viewing the live distribution of music events using smartphones, among other devices. The "multi-angle" live function enables the user to choose from videos shot from different angles. Using cutting-edge video technology, we connect artists and fans and link fans together and provide "new live experiences."

## Solution

### Expand Number of Partners to 5,000 and Promote Business Matching

DOCOMO considers co-creation with partners to be the most important. The number of partners in the "DOCOMO 5G Open Partner Program," which started in February 2018, was 3,400 in March 2020. We plan to increase the number to 5,000 by the end of FY2021. We will expand the number of solution partners, which provide services, and will provide optimal solutions to field partners, which use the services, to promote business matching between partners and expand a circle of partners for co-creation to solve social issues.

### Number of Partners



## Special Feature Our Response to COVID-19

DOCOMO has been proactively implementing measures to prevent the spread of COVID-19, placing the highest priority on the safety and security of all stakeholders, including customers, partners and employees. At the same time, toward a new post-COVID-19 society, we will step up our efforts to create new value and solve social issues while pursuing the boundless potential of information and communication technology (ICT), including the 5th generation mobile communications system (5G).

### Contributing to Society through Mobile Solutions and Data Utilization Business

We have provided related products and services free of charge to support companies and local governments encouraging work-from-home and telework and temporarily closed schools engaging in remote education. In addition, we have been providing map information and services, showing real-time population shifts in an area where a customer lives or is visiting, also free of charge.

### Other Responses and Initiatives

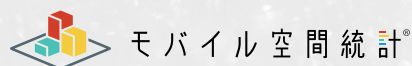
Given that students are now receiving education through remote classes and online learning programs, we have implemented support measures to ensure an appropriate communication environment for them. We have also undertaken a range of initiatives, including providing features to go through various procedures on our website and other online services, both of which are simple to use and convenient for customers.

#### Telework and remote education realization support

Free provision of products and services that help realize telework and remote education  
Applications from over 600 companies in a short period of time



#### "Mobile Spatial Statistics®" population map



Limited-time offer of real-time demographics data for free



#### docomo map navi "Congestion Map"



Limited-time offer of "Congestion Map" for free



Support measures for users under 25 years old	Free-of-charge provision of "Additional 1GB Option" and "Speed Mode" for up to 50GB to users under 25 years old during the period between April and August 2020
Encouragement of web procedures and shop visit reservation	Encouraging use of web channel for various procedures and shop visit reservation to avoid "3Cs" (Closed spaces, Crowded places, Close-contact settings)
Measures for preventing spread of infections upon customers' shop visit	Customer attendance with adequate distance between seats, obliging shop staff to wear face coverings, installation of virus protection shields on customer counters, provision of protective goggles for shop staff, etc.
Provision of "docomo Smartphone classes" online version	Online version of "docomo Smartphone classes" providing smartphone operations guidance and enjoyable usage tips in video
Provision of population dynamics analysis using "Mobile Spatial Statistics®"	Analysis of demographic changes in principal areas before and after the declaration of state of emergency using "Mobile Spatial Statistics" and provision of analysis results to national and local governments, media, etc.
Extension of payment due for mobile phone charges, etc.	Deferral of payment deadline of phone charges originally due on and after February 29 to July 31, 2020 for customers who filed an application for extension
Re-grant of expired "d POINTs"	Re-grant "d POINTs" expired in March, April and May 2020
Free online health consultation through "d healthcare" app	Limited-time provision (through June 30, 2020) to "d Account" users of a free 24-hour chat service with medical doctors for consultation of COVID19-related and other anxieties or health concerns

# Corporate Philosophy

To realize “the creation of a new world of communications culture,” DOCOMO will maximize the potential held by each individual to provide highly personalized communication solutions that truly satisfy customers.

The new of today, the norm of tomorrow



## We create a new communication culture.

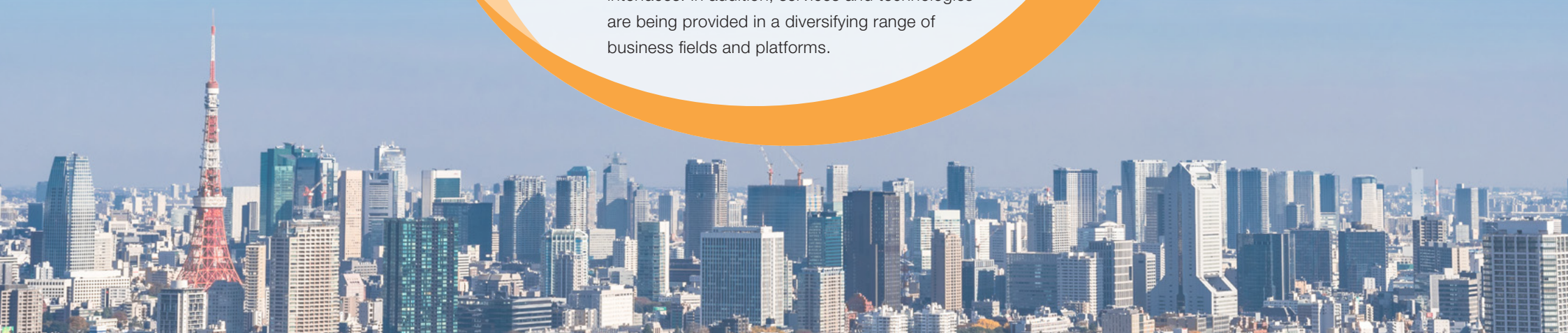
**We satisfy our customers.**

● **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.

● **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.

**We fully utilize individual potential.**

● **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.



# Overview of DOCOMO's Businesses

DOCOMO aims to "create a new world of communications culture" by providing telecommunications services that can be easily utilized anytime, anywhere and with peace of mind, and by developing diverse businesses in the smart life business and other businesses segment in support of affluent lifestyles.

## Telecommunications Business

DOCOMO is the largest cellular network operator in Japan with a total subscription of 80.33 million, which represents 44.1% of all subscriptions to mobile telecommunications services in Japan. In addition, the churn rate has improved from the previous fiscal year and is being maintained at a low level. In this business, we provide "smooth telecommunications services that can be used anywhere, anytime and with peace of mind."

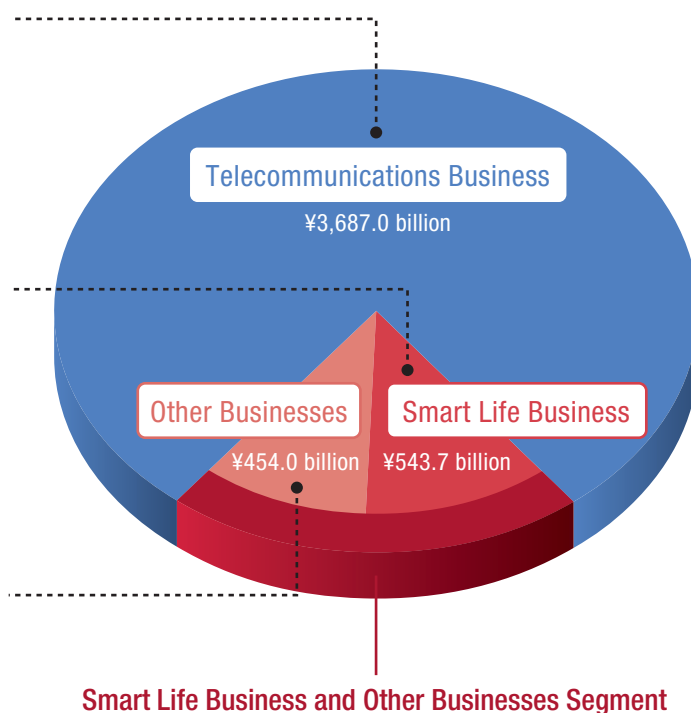
## Smart Life Business

DOCOMO supports the daily lives of people through a variety of services that include entertainment with content such as video, music and e-books; finance/payment services such as credit card, barcode payment, insurance and investment; shopping; and healthcare.

## Other Businesses

DOCOMO provides support to ensure that our products and services can be utilized easily and with peace of mind such as corporate solutions based on the Internet of Things (IoT) and other technology, Mobile Device Protection Service and Anshin Remote Support.

Operating Revenues by Segment (FY2019)



## Environment Surrounding the Company

In Japan's mobile phone market, data usage has been increasing due to the expansion of smartphones, the availability of various rate plans for packet access tailored to customers' diverse requirements and the proliferation of high-speed data services. New markets, such as the smartphone content market, have expanded. Competition among mobile telecommunications service providers has intensified due to the government's strengthening of pro-competition policies, the expanded uptake of low-cost smartphone services by sub-brands and MVNOs, new entrants from different industries to enter the market and other factors.

We and other MNOs in Japan receive the allocation of radio spectrum from government entities and are subject to regulations under the Japanese Telecommunications Business Act, Radio Act and other applicable laws. Japan's mobile telecommunications industry, in recent years, has seen significant progress in deregulation on many fronts, and an amendment to the Telecommunications Business Act was enforced in October 2019. The revised Telecommunications Business Act sets forth, among other things, complete unbundling of communications tariffs from handset costs, rectification of excessive retention measures such as time-binding contracts and correction of inadequate sales practices by introducing a registration system for agent resellers.

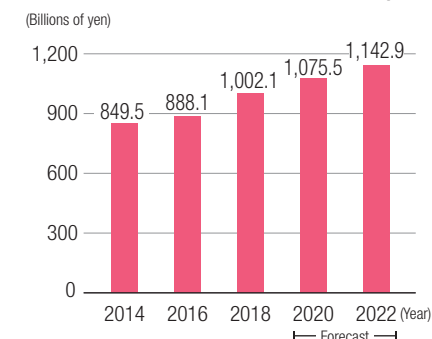
All of these companies are pursuing various initiatives aimed at future growth in non-telecommunications businesses as well, with a focus on providing loyalty point programs and enhancing finance/payment businesses. In accordance with such expansion of business domains, competition beyond the conventional boundaries of the telecommunications business is shifting into high gear with new competitors from different industries.

Number of Contracts for MVNO Services



Source: Ministry of Internal Affairs and Communications, Quarterly Data on the Number of Telecommunications Service Contracts and Market Share (FY2019 Q4 (End of March))

Results (Estimates) and Forecasts of Annual Minimum Points and Miles Issued in Japan

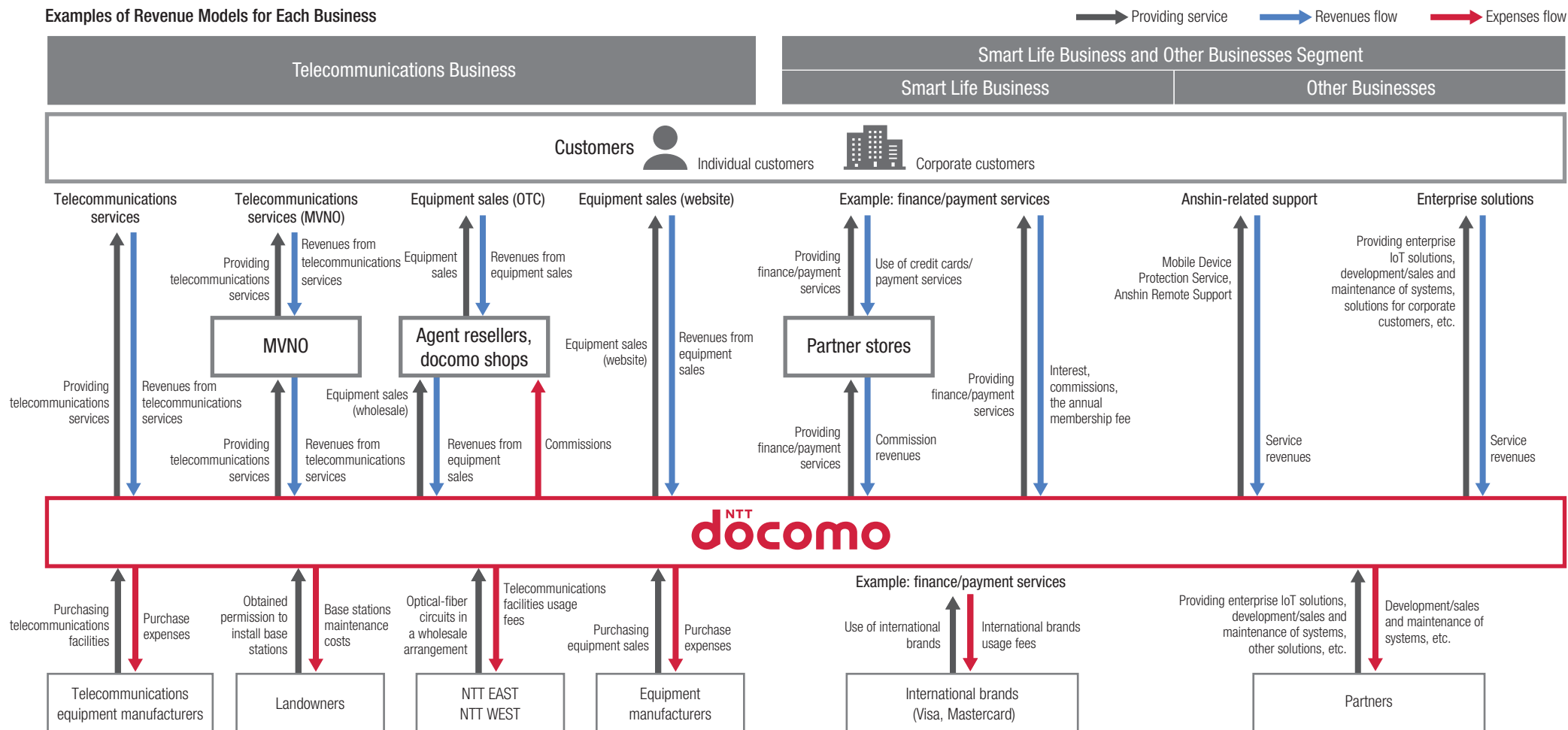


Source: Nomura Research Institute, Ltd. (2019)

# DOCOMO's Revenue Model

In the telecommunications business, we earn stable revenues by providing mobile telecommunications services and other telecommunications services and equipment sales. To expand revenues, we provide other services and solutions in the smart life business and other businesses. Below are flow charts showing revenue models by businesses segment.

## Examples of Revenue Models for Each Business



For details of each business model, refer to pages 21 and 22 of the Annual Securities Report (The 29th Fiscal Year).  
[https://www.nttdocomo.co.jp/english/corporate/ir/binary/pdf/library/report/fy2019/annual\\_securities\\_fy2019\\_e\\_revised.pdf](https://www.nttdocomo.co.jp/english/corporate/ir/binary/pdf/library/report/fy2019/annual_securities_fy2019_e_revised.pdf)

# Looking at the Numbers at DOCOMO

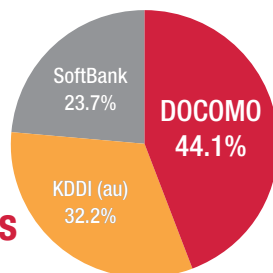


## Number of Subscriptions to Mobile Telecommunications Services and Market Share (As of March 31, 2020)

**No. 1 in domestic market share**

Number of subscriptions

**80.33 million subscriptions**



## Effective Network Speed <sup>\*1 \*2 \*3</sup> (As of March 31, 2020)

**Delivered Japan's fastest speed for both downloads and uploads**

	Download	Upload
<b>DOCOMO</b>	<b>229</b>	<b>33</b>
SoftBank	136	17
KDDI (au)	123	19

Mbps



## Handset Churn Rate <sup>\*4 \*5</sup> (FY2019 Results)

**Remaining at a low level**

**0.44%**

KDDI (au) 0.72%  
SoftBank 0.96%



## "d POINT CLUB" Members (FY2019 Results)

**Among the largest numbers in Japan**

**75.09 million**



## Number of Patents (As of March 31, 2020)

Japan: **Approx. 3,900**

Overseas: **Approx. 7,600**



## Enterprise Partners <sup>\*6</sup> (FY2019 Results)

**3,400**



## Transactions Handled by Finance/Payment Business (FY2019 Results)

**¥5.3 trillion**

FY2021 Target: ¥6 trillion



## Total Research and Development Costs (FY2019 Results)

**¥92.8 billion**

Up 2.0% year on year

\*1 Measurements were performed in accordance with the "Effective Speed Measurement Method of Internet Connection Services Provided by Mobile Telecommunications Carriers" set forth by the Ministry of Internal Affairs and Communications. Data of other carriers were derived from their respective corporate websites (as of March 31, 2020).

The values in the graphs represent the aggregated measurement results for Android and iOS devices.

\*2 For details concerning the measurement method, including the dates and locations of measurement, please see the materials published by each carrier.

\*3 The expression "Japan's fastest" is based on the comparison of median values.

\*4 Data from figures announced by each company

\*5 Handset churn rate indicates the combined churn rate for smartphones and feature phones.

\*6 Number of DOCOMO 5G Open Partner Program partners.

# DOCOMO's History

Established in 1992, DOCOMO has pursued the possibilities of mobile communications and responds to the needs of the times through innovations as a pioneering company and anticipates the next generation, thereby enhancing the future.

## 1992-1998

Establishing a foundation for a new communications culture as a pioneering mobile phone company

## 1999-2010

Launching "i-mode" service and creating new mobile frontiers

### Changes over Time



Photo: KyodoNews

The 1990s, the time when the bubble economy burst, is also the time when the dissemination of mobile phones started. While mobile phones were a status symbol, used by corporate executives and wealthy individuals, there were many issues, such as service areas and communication quality. The word *kogyaru* (referring to young women and schoolgirls who wore school uniforms in the form of short skirts and loose socks) became a buzzword, and the number of subscribers to pagers, which created a *berutomo* (friends with whom one communicates by pager) boom, peaked.



While television was at the center of the media, mobile phones became increasingly popular. Following the launch of SMS, "moji (characters) communication culture," which uses pictorial symbols, rapidly became popular. After the arrival of smartphones, the volume of information handled by individuals expanded rapidly. With the expansion of high-speed Internet lines, video posting sites emerged, and individuals became able to disseminate information freely.

### DOCOMO's History



mova series

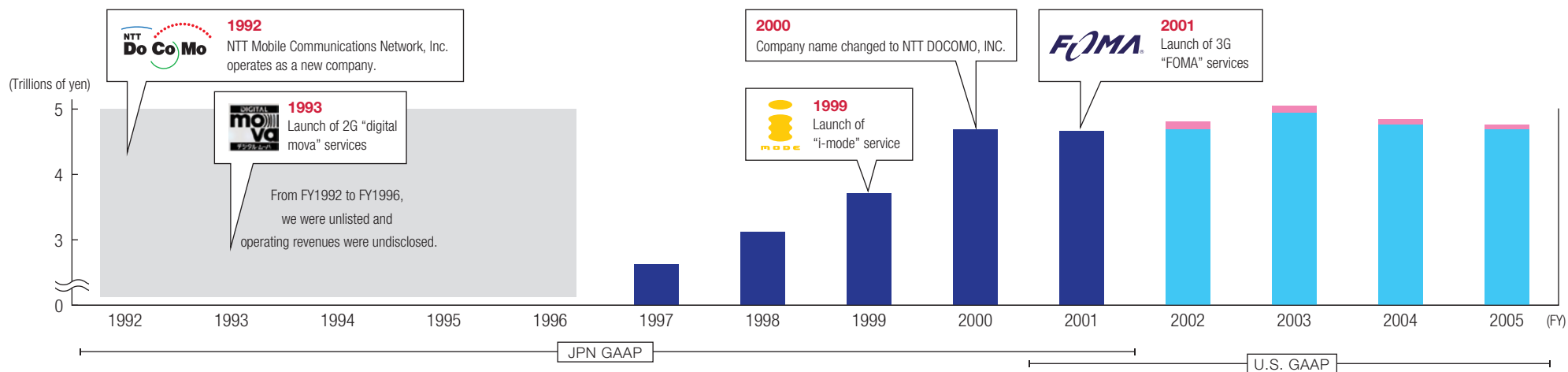
A small pocket-sized mobile phone appeared in 1991. It was called mova, which was a fruit of NTT's various technologies. Since then, DOCOMO has been expanding areas where users can communicate using mobile phones and promoting the digital system to allow many customers to use mobile phones more easily. DOCOMO contributes to expanding the market and making mobile phones popular.



"P506iC," Japan's first mobile phone with "Osai-fu-Keitai" (i-mode FeliCa) function

In 1999, the "i-mode" service started and attracted tremendous support as it enabled users to use and view content on the Internet via mobile phones. In 2001, DOCOMO launched "FOMA," the world's first 3G mobile communications service. Subsequently, DOCOMO provided mobile phones with a variety of functions, including a "camera," "Osai-fu-Keitai" (mobile wallet) and "One Seg" (one-segment broadcast). DOCOMO transformed the mobile phone into a device for customers' everyday lives and expanded the possibilities of mobile phones as part of the IT infrastructure.

### Changes in Operating Revenues



1997-2001: Total operating revenues  
2002-2013: Operating revenues from mobile phone business (blue), Operating revenues from all other businesses (pink)



## DOCOMO's History

### 2011-2016

Enhancing customers' smart life to achieve rapid growth

### 2017-2020

Anticipating the future in 2020 and beyond for a world enriched by 5G

#### Changes over Time



Photo: KyodoNews

The national women's soccer team, Nadeshiko Japan, and the national rugby team showed amazing performances in international events. The Internet society became more mature. With the rapid penetration of smartphones and tablets, lifestyles changed significantly. Demand for large-volume data communications, including the transmission of videos and music, increased sharply following the launch of 4G. A variety of content was developed for smartphones, and the content available for multiple devices increased.



Photo: KyodoNews

While terms such as "shopping spree" and "instagrammable" became buzzwords in Japan, in the mobile telecommunications market the competitive environment is changing dramatically, reflecting the rise of MVNOs and the emergence of sub-brands of major carriers. With the revision of the Telecommunications Business Act and the deregulation of prohibited acts, the possibilities of alliances have expanded, and the phase is shifting from competing to gain customers simply by lowering prices to making a difference in service.

#### DOCOMO's History



DOCOMO's platform that supports smart life

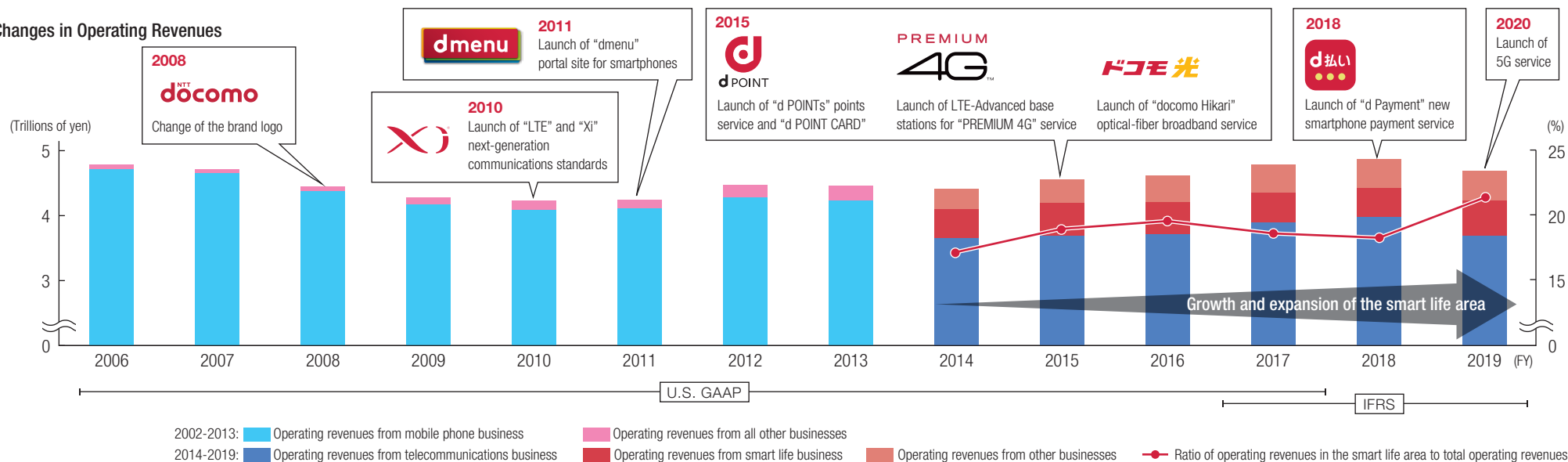
In 2011, we opened "dmarket," a market directly managed by DOCOMO for smartphones, and started to provide digital content. Subsequently, we expanded content to a variety of fields, including shopping, travel and education. While we pursued enhanced smart life for our customers, we also worked to create new value in cooperation with other industries and build a new business model.



5G services presentation

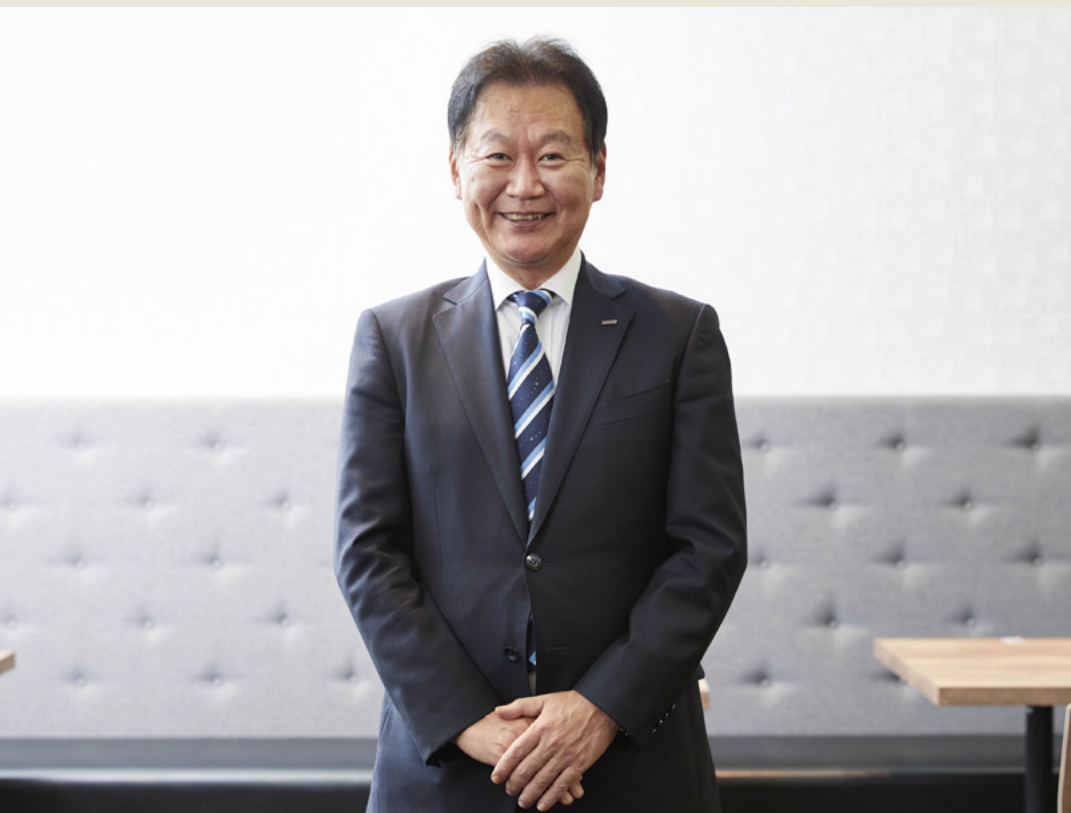
DOCOMO announced its medium-term strategy 2020, "Declaration beyond," in April 2017. We are aiming to become an "added value co-creation company" using "+d" to produce new industries through co-creation with a variety of partners. Since 2018, we have been endorsing a "transformation into a business foundation centered on our membership base." In March 2020, we launched 5G service. We imagine the future after 2020 and will provide wonder and excitement that will exceed customers' expectations.

#### Changes in Operating Revenues





## Growth and Prospects of the Smart Life Business



Interview with the Executive General Manager of the Smart-life Business Division

### Innovation in the Smart Life Business, Linking the “Present” and the “Future”

**Kenichi Mori** Executive Vice President and  
Executive General Manager of Smart-life Business Division

#### New Challenge toward Sustainable Growth

Advancements in communication networks and devices have changed customers' needs for mobile telecommunications and have also been driving a significant change in the value which DOCOMO can offer to society. Since our founding in 1992, we have always remained loyal to our philosophy of “creating a new world of communications culture.” Even when we were still in the era of “car phones and shoulder phones,” we were certain that mobile telecommunications will bring about a new world of communications culture.

The world of communications has since evolved in line with advancements in communications technology. With the introduction of our “i-mode” service, mobile phones have become integral to all aspects of customers' everyday lives, expanding the business domain of telecommunications carriers as well.

DOCOMO showed its clear intention to proactively engage in the “smart life business” in its 2020 Vision (HEART – Pursuing Smart Innovation), for which I myself was deeply involved in the formulation. In this vision, we declared that we will both promote the advancement of mobile services and accelerate our efforts to create new value through the fusion of industries and services in order to realize an enriching smart life.

The era of feature phones was characterized by a vertically integrated business model, in which DOCOMO worked jointly with manufacturers to plan, manufacture and sell devices. Under this business model, we could attach added appeal, such as the “Osaifu-Keitai” (mobile wallet) service and camera functions, to our devices and differentiate ourselves from other companies. Smartphones, on the other hand, mainly use a globally common model, and the device itself is difficult to differentiate. Thus, we thought proactive advancement into non-telecommunications businesses was essential in achieving sustainable growth. We regarded such a shift as a chance to transform our business model, have quickly entered into the smart life business and have been offering a variety of services and digital content to customers.

In our smart life business, we aim to handle every customer transaction, both digital and real, and provide our services to all customers regardless of having or not having a DOCOMO mobile subscription. In migrating the “i-mode” service and related content to smartphones, we encountered a number of difficulties in terms of technology and collaboration with our partners. However, we remained confident about the future potential of the smart life business and had made consistent efforts to create a required infrastructure.

## Growth and Prospects of the Smart Life Business

### Expanding a New Business Ecosystem Connecting Customers and Partners

As mentioned earlier, the business ecosystem in the era of feature phones was fully based on a vertically integrated model, with the “i-mode” service linking everything from devices to services. This has changed with the times, and what we have drawn up in promoting the smart life business was a strategy to expand a new business ecosystem centered on our membership base with a focus on points services.

From earlier on, we had provided original points and credit card services. In 2015, we launched a new points service, “d POINTs,” and issued a “d POINT CARD” specifically for accumulating and using d POINTs. At the same time, we converted our “DCMX credit card” into “d CARD,” to which we added the functionality of the d POINT CARD. In our d POINTs program, customers can earn

points at “d POINTs” partner stores in addition to points conventionally given to mobile phone charges and can use their earned points at these stores or for DOCOMO's various services. The program is available for both DOCOMO users and non-DOCOMO users. Our “d Payment,” a new smartphone payment service launched in 2018, also allows customers to use d POINTs in their payment. We now have in place a system for many more customers to earn and use points on a daily basis.

As a result, the number of d POINT CLUB members increased 7% from 70.15 million in FY2018 to 75.09 million in FY2019, and the total d POINTs used also increased 23% from 162.7 billion points in FY2018 to 199.8 billion points in FY2019. Our program has steadily grown into one of the largest shared points programs in Japan.

Yet, we need to do more than just increasing the number of members. What is important is utilizing Big Data obtained through our business ecosystem to understand individual customers more deeply and pursue the most convenient, best-deal services for each of them. Under this belief, I intend to combine the assets of our partners with innovative ideas and create new things and experiences unique to DOCOMO.

### Three Business Fields Fully Leveraging Our Strengths

In the smart life business, DOCOMO is currently focusing on the following three businesses.

#### ● Evolution of Content/Lifestyle Services through 5G

Our content services had mainly focused on video distribution through services such as “dTV” and “d hits.” The use of 5G will allow us to offer new services that have never existed before. In the fields of “music/live,” “gaming,” “video” and “sports,” we already provide services that offer new live and sensory experiences, such as “Shintaikan Live Connect,” by combining elements only enabled by 5G such as 8KVR, Multi-angle and XR in an integrated manner.

The “content/lifestyle business” is expected to grow further as it can utilize the new 5G communications technology to respond to the needs in a world with a new normal. As seen in the growing popularity of live events without audiences, we foresee that services more thoroughly fusing reality and digital data will be a mainstream in the future. Amid this environment, DOCOMO will further refine its assets, including 5G, and combine them with assets of its partners to become a major online service provider in the new world.

#### ● Finance/Payment Services as a Driver to Increase Revenue

Our finance/payment services include d CARD credit card, d Payment and Fintech services. On the back of the accelerated move toward cashless transactions, we expect revenue growth in line with an increase in the use of these services. Additionally, we will work to expand revenue further in the areas of Fintech, centered on “investment,” “financing” and “insurance,” by leveraging our membership base that aggregates various payment and usage data to provide services matched to the individual characteristics of each customer.

#### ● Marketing Solutions to Expand Business Transactions

Our marketing solutions business utilizes our membership base, one of the largest in Japan, and earns revenue from companies through “d POINTs,” advertisements and customer relationship management (CRM). As greater importance is recently being attached to one-to-one marketing that delivers convenience and the best deals tailored to each customer, we think our marketing solutions are much needed by companies and have great potential for growth, and accordingly, will step up our efforts in this field.



## Growth and Prospects of the Smart Life Business

### Seeking to Create New Value Jointly with Partners

Our strengths derive from our solid customer and membership bases and co-creation initiatives with our partners. As an effort to strengthen our membership base further and expand DOCOMO's business ecosystem, we have recently been promoting co-creation initiatives with partners having members of their own, such as Mercari, Inc. and the Recruit Group. In co-creating win-win services with our partners, we need to increase human resources who can act in an environment that requires the generation of many ideas and suggestions, like jazz musicians improvising together, and exercise their abilities based on flexible thinking to reach a higher degree of perfection for the "music" they are playing. In order to secure human resources having different skills than those required in the past, we will proactively carry out recruitment, including mid-career recruiting, and nurture them while introducing know-how from outside.

In July 2020, we established the "Marketing Platform Division," a new division to push ahead with the evolution of our marketing platform that links customers, partners and DOCOMO. We have also reorganized the "Smart-life Business Division" to make full use of this evolved marketing platform

in strengthening our existing businesses and creating new businesses in a way to match the era of 5G. We have thereby set up a structure to further expand the entire smart life business.

Under the new organizational structure, we will instill the willingness to constantly take on new challenges within DOCOMO and seek greater growth.

### World of "Seamless, Unconscious Comfort" Enabled by 5G

In 2020, we saw another "new world of communications culture" becoming a reality, driven

by a "remote" lifestyle, including telework and remote education, due to the spread of COVID-19. As digital transformation progresses in society, the need for a new, safer communications environment will grow. As such, we believe that our high-speed and stable communications infrastructure, robust security and services focused on individual customers, in which we take pride, will be increasingly needed by society.

Our ultimate goal is to create a world of "seamless, unconscious comfort." It is a world that delivers comfort customized for individual users, where their actions are assisted in a manner suited to each without their knowing it. At present, if we need information, we make a conscious

effort to open an app and look for it. In the future, information in society will be "transparent" and readily delivered to customers. They will receive needed information in a natural, unobtrusive way through their wearable and other devices and will be assisted before they are aware of it. That is the world we envision.

We do not yet know when such a world will be a reality. It might be 10 years from now or earlier. Either way, DOCOMO will work to ready ourselves to provide services unconsciously needed by users at the timing unconsciously wanted by them. In addition to the finance/payment and entertainment fields, we will also respond to digital transformation taking place in the healthcare, medical and various other industries, and help solve social issues such as a declining labor population and the increased need for remote education through co-creation with our partners, which is one of the strengths of DOCOMO.

Based on our stable telecommunication and robust security, we will embrace customers' daily lives with "seamless, unconscious comfort" and contribute to the solution of diverse social issues through value co-creation with partners. By doing so, we seek to remain the Company of first choice among our customers and partners, while bringing them joy for choosing DOCOMO.



# Value Creation Process

DOCOMO provides sustainable value to stakeholders through three businesses and sustainability activities that support them using its distinctive management resources.



Management Strategies P.24

CSR Strategies P.33

## Inputs (Sources of DOCOMO's Value Creation)

- Social and Relationship Capital**
  - One of Japan's largest customer base
  - Partners that accelerate the creation of new value and co-creation
- Intellectual Capital**
  - R&D capabilities that enable DOCOMO to lead the mobile industry globally
- Manufactured Capital**
  - Stable quality of Japan's fastest networks
  - Abundant customer contact points and an adequate support system
- Financial Capital**
  - Sound and solid financial foundation
- Human Capital**
  - Human resource development to achieve the targets of "Declaration beyond"
- Natural Capital**
  - Promotion of effective use of resources

## Business Activities and Outputs (Products and Services)

**Three Businesses P.10**

**Telecommunications Business**  
Mobile telecommunications services, optical-fiber broadband services, satellite mobile communications services, international services and the equipment sales related to those services, etc.

**Smart Life Business and Other Businesses Segment**

**Smart Life Business**  
Distribution services for video, music and electronic books, etc., finance/payment services, online shopping service and other life-related services, etc.

**Other Businesses**  
"Mobile device protection service," enterprise IoT solutions, commissioned development/sales and maintenance of systems, etc.

**Innovative docomo** Providing new value to customers and society

**Responsible docomo** Execution of social responsibility

## Outcomes (Value DOCOMO Provides)

- Social and Relationship Capital**
  - Further reinforcement of customer base and improvement in quality
  - Realize new sensory and physical experiences in the 5G era, and contribute to solving social issues
  - Protect customer information assets
  - Enhance customer satisfaction and protect children
- Intellectual Capital**
  - Future creation using open innovation and accumulated cutting-edge technology
- Manufactured Capital**
  - Enhancement of competitiveness through rollout of 5G early, and building of a system to provide stable telecommunications during disasters
  - Improvement in customer satisfaction through evolved customer touchpoints
- Financial Capital**
  - Medium- to long-term improvement of corporate value
- Human Capital**
  - Establish a corporate culture that society trusts
  - Employing and developing strategic human resources
  - Efforts for workstyle reform
- Natural Capital**
  - Steadily implement GreenAction Plan 2030 and pursue the most advanced environmental management

Sustainability Activities P.33

Corporate Philosophy

The creation of a new world of communications culture

P.9

# Management Resources Utilization of Management Resources and Value Creation

## Inputs (Investments in FY2017)

● Medium-term Operation Indicators/Financial Targets ● Sustainability Focuses

**Social and Relationship Capital**

**One of Japan's largest customer base**

- "d POINT CLUB" members 65.60 million
- d POINTs used amount 124.9 billion points
- Number of subscriptions to mobile telecommunications services 76.37 million
- Churn rate (handset churn rate) 0.51%

**Partners that accelerate the creation of new value and co-creation**

- Number of enterprise partners 684
- Locations where payment/point service can be used 840 thousand places

**Intellectual Capital**

**R&D capabilities that enable DOCOMO to lead the mobile industry globally**

- Number of R&D staff approx. 900
- Research and development costs ¥89.6 billion

**Manufactured Capital**

**Stable quality of Japan's fastest networks**

- Capital expenditures ¥577.0 billion
- Delivered Japan's fastest speed for both downloads and uploads
- Number of base stations LTE base stations 185,000
- Large-zone base stations coverage of prefectural capital cities 100%

**Abundant customer contact points and an adequate support system**

- Number of docomo shops 2,350 shops

**Financial Capital**

**Sound and solid financial foundation**

- Total assets ¥7,654.9 billion
- Equity ratio 75.8%
- Free cash flow (excluding increase/decrease due to asset management) ¥862.8 billion

**Human Capital**

**Human resource development to achieve the targets of "Declaration beyond"**

- Business skill development programs
  - Training program: 1,715 times in total
  - Training time per employee: approx. 37 hours
- Efforts for workstyle reform
  - Diversity management (nurture awareness, promoting women's careers, etc.)
  - Workstyle choices (promotion of compatibility with raising children or caring for family members, utilization of the system, etc.)
  - Health and productivity management (raise awareness of health)

**Natural Capital**

**Promotion of effective use of resources**

- Used mobile phone collection 5.88 million units

## Business Activities

## Outcomes (Value Provided in FY2019/Targets)

**Social and Relationship Capital**

**Further reinforcement of customer base and improvement in quality**

- "d POINT CLUB" members 75.09 million/FY2021 target: 78 million
- d POINTs used amount 199.8 billion points
- Number of subscriptions to mobile telecommunications services with the No. 1 in domestic market share 80.33 million
- Best-in-class low churn rate globally (handset churn rate) 0.44%

**Realize new sensory and physical experiences in the 5G era, and contribute to solving social issues**

- Number of enterprise partners 3,400/FY2021 target: 5,000
- Enterprise solution revenues ¥89.0 billion/FY2021 target: ¥120 billion
- Locations where payment/point service can be used 1.71 million places/FY2021 target: 2 million places
- Transactions handled by finance/payment business ¥5.3 trillion/FY2021 target: ¥6 trillion

**Protect customer information assets**

- Number of information security incidents 0 cases/FY2020 target: 0 cases

**Enhance customer satisfaction and protect children**

- Number of Smartphone and Mobile Phone Safety Classes attendees approx. 1.37 million attendees/FY2020 target: 1.3 million attendees
- DOCOMO Hearty Classes approx. 90 times

**Intellectual Capital**

**Future creation using open innovation and accumulated cutting-edge technology**

- Number of potential patents necessary for meeting 5G standards ranked first among mobile operators

**Manufactured Capital**

**Enhancement of competitiveness through rollout of 5G early, and building of a system to provide stable telecommunications during disasters**

- Capital expenditures ¥572.8 billion
- Investment for 5G infrastructure buildout, etc. ¥52.0 billion/FY2019-FY2023 cumulative total: ¥1 trillion
- Delivered Japan's fastest speed for both downloads and uploads
- Number of base stations "PREMIUM 4G" base stations 168,800 LTE base stations 228,100
- Stable service provision rate 100%/FY2020 target: 100%
- Number of major accidents 0 cases/FY2020 target: 0 cases
- Percentage of population covered by LTE 99.9% (99.8% in FY2018)/FY2020 target: higher than in the previous year
- Large-zone base stations coverage of prefectural capital cities 100%/FY2020 target: 100%

**Improvement in customer satisfaction through evolved customer touchpoints**

- Wait time + attendance time 65 minutes/FY2019 target: approx. half of FY2018 (more than 2 hours on average)
- Number of participants in the docomo Smartphone classes approx. 5 million

**Financial Capital**

**Medium- to long-term improvement of corporate value**

- Operating revenues ¥4,651.3 billion/FY2021 target: ¥5 trillion
- Operating profit ¥854.7 billion/FY2023 target: ¥990.0 billion (equivalent to the level of FY2017)
- Dividend per share: ¥120

**Human Capital**

**Establish a corporate culture that society trusts**

- Appoint two or more independent Outside Directors results one third (Five)/FY2020 target: ratio of independent Outside Directors: one third or more
- Level of employee satisfaction motivation 7.2 points/FY2020 target: 7.7 points
- Ratio of female managers 6.9%/FY2020 target: 7.5%

**Employing and developing strategic human resources**

- Senior Professional 6 (as of April 2020), Junior Professional approx. 100 (total)

**Efforts for workstyle reform**

- Promoting diversity management Receives Gold Rating in the PRIDE Index
- Promoting diverse workstyles and compatibility with raising children or caring for family members Platinum Kurumin certification
- Health and productivity management Efforts to maintain and improve physical and mental health Selected as a White 500 Organization

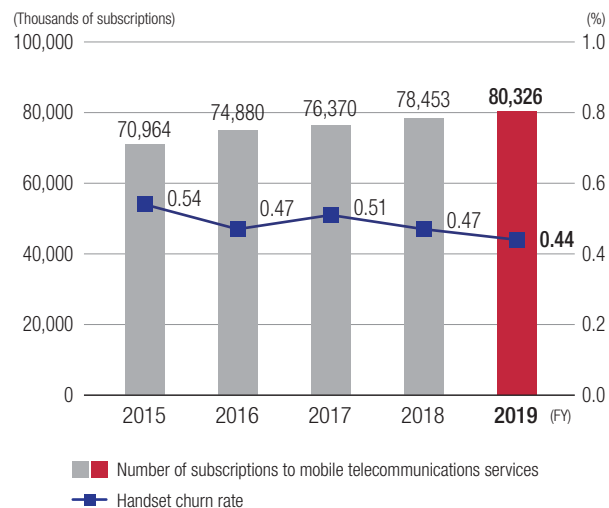
**Natural Capital**

**Steadily implement Green Action Plan 2030 and pursue the most advanced environmental management**

- Amount of contribution to the reduction of CO<sub>2</sub> emissions 40.1 million tons/FY2020 target: 40 million tons
- Electrical efficiency of telecommunications services 9.6 times/FY2020 target: sevenfold increase (compared with FY2013)
- Used mobile phone collection 14.44 million units (cumulative total for FY2017-FY2019) 16 million units (cumulative total target for FY2017-FY2020)

## Management Resources → Activities for Value Creation

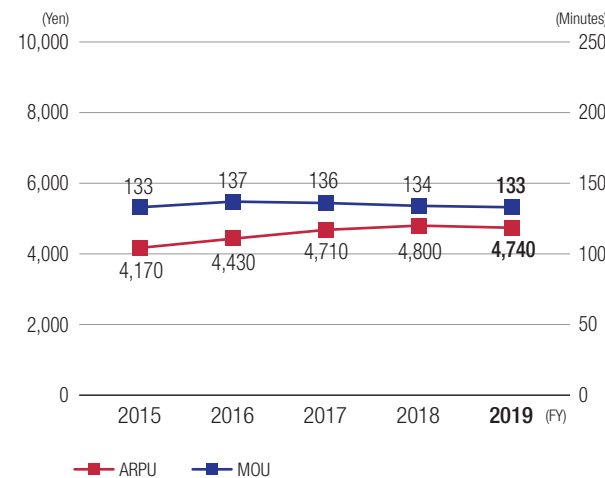
**Number of subscriptions to mobile telecommunications services\*1 /Handset churn rate\*2**



\*1 Including mobile line subscriptions of MVNOs and Communication Module subscriptions  
\*2 Calculated excluding the subscriptions and cancellations of subscriptions of MVNOs.  
Churn rate of billing plans that offer voice communication service (excluding 2in1 service)

The growth prospect of new subscriptions to voice-enabled devices is expected to be limited given the rise in the penetration rate and decrease in future population. However, DOCOMO strives to increase customer satisfaction, and the best-in-class low churn rate globally. Meanwhile, the recent increase in new subscriptions was driven mainly by an increase in subscriptions achieved through the stimulation of demand for secondary devices such as tablets and mobile Wi-Fi routers, the development of new markets such as embedded communication modules and an increase in corporate subscriptions. We expect over 81 million subscribers in FY2020.

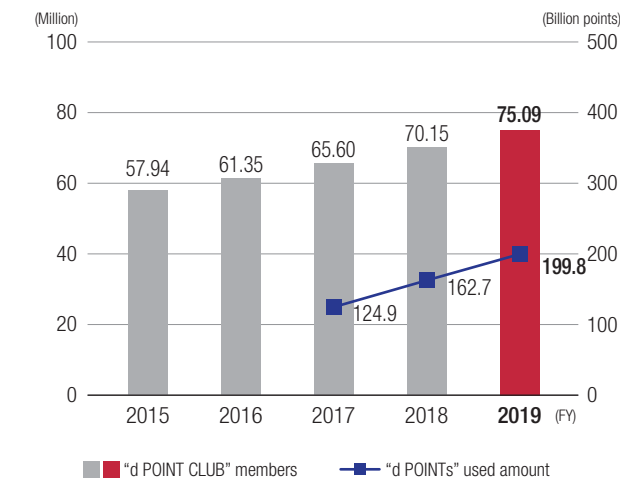
**ARPU\*3/MOU**



\*3 ARPU consists of the two components of Mobile ARPU and docomo Hikari ARPU.

DOCOMO uses the ARPU (average monthly revenue per unit) and MOU (minutes of use) as a performance indicator to measure average monthly revenues per subscription of each service. ARPU is calculated by dividing telecommunications services revenues (excluding certain revenues) by the number of active users of our wireless services in the relevant periods. We believe that our ARPU figures provide useful information to analyze the average usage per user and the impacts of changes in our billing arrangements. We forecast that ARPU will exceed ¥4,800 in FY2020.

**“d POINT CLUB” \*4 members/“d POINTS” used amount**

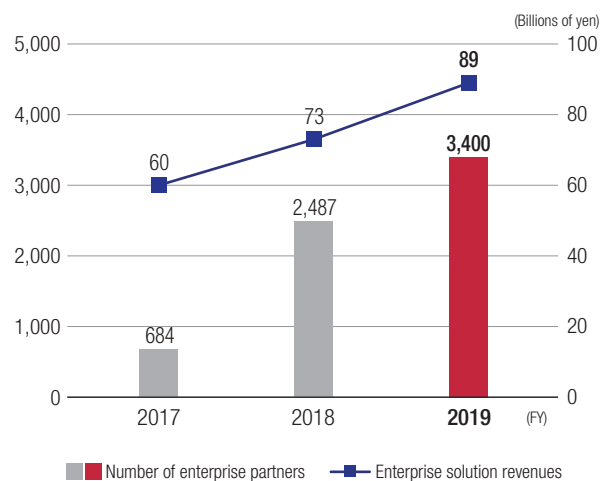


\*4 Since December 2015

DOCOMO aims to achieve 78 million “d POINT CLUB” members in FY2021 by refining customer experiences to enhance the attractiveness of membership programs and improve the “quality” of our membership base by expanding the number of “d POINTS” partner stores that are easier to use. In FY2019, we introduced a new membership return program and continued to expand partner stores. In addition, based on the fact that the use of “d POINTS” was difficult due to voluntary restraints on going out, we substantially extended the expiration date for redeeming “d POINTS.”

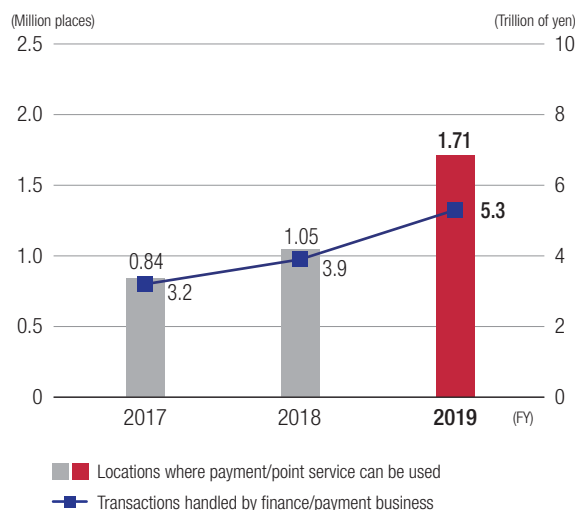
Management Resources Activities for Value Creation

Number of enterprise partners/Enterprise solution revenues



We will link our membership base and enterprise partners through DOCOMO's assets to provide new value and create revenue opportunities by customer base. In addition, our customers, the Corporate Sales and Marketing team and the R&D unit will work together as one in small "Top Gun" teams. Furthermore, we will conduct measures such as the "DOCOMO 5G Open Partner Program." Through these efforts, we aim to bring in 5,000 enterprise partners and ¥120 billion in enterprise solutions revenue in FY2021.

Locations where payment/point service can be used /Transactions handled by finance/payment business



For finance/payment business in the smart life business segment, we plan to expand the number of locations where "d POINTs," "d Payment" and "iD" can be used to two million locations in FY2021 with a view to improving customer convenience, and aim to reach ¥6 trillion in transactions. Despite the temporary decrease in operating profit caused by the upfront outlays to promote the use of cashless payment services, we will aim to boost both our revenues and profit over the medium term by garnering customers' continued usage after having them try our services through promotional measures, and by further evolving our offerings through functional upgrades.



## Risks and Opportunities Response to Risks and Opportunities Surrounding DOCOMO

To achieve sustainable growth, DOCOMO has identified five major risks, taking into consideration changes in the business environment in the medium to long term, the management strategy and risks' effects on the stakeholders and supply chain. We are taking various steps to provide new value as measures to address these risks.

### Major Risks in FY2020

Risks	Details of Risks	Measures to Reduce Risks and Create Opportunities
Risk associated with intensifying competition due to new market entrants	New market entrants and expanded uptake of low-cost smartphone services offered by MVNOs may cause significant changes in the market environment, which could limit the acquisition of new subscriptions and the retention of existing subscriptions by our Group, or could lead to ARPU diminishing at a greater than expected rate.	<ul style="list-style-type: none"> <li>• We will continue to actively promote the migration of customers to new rate plans that offer great value through measures including promoting the migration to smartphones to further solidify our customer base.</li> <li>• We will enhance rate plans tailored to customer usage needs.</li> <li>• We will work to roll out 5G early as a source of competition.</li> <li>• We will also continue to refine customer experiences by shortening attendance time and strengthening website leads.</li> <li>• We will enhance the attractiveness of membership programs and improve the "quality" of the membership base.</li> <li>• Through these measures utilizing a variety of our assets, we aim to be a company that is continuously chosen by customers based on our comprehensive strength.</li> </ul>
Risk associated with the smart life area and 5G business	As we seek to expand our smart life business and enterprise business through co-creation with our partners and new value creation for the 5G era, if services we provide or propose cannot be developed as planned, if higher-than-expected expenses are incurred or if competition with other service providers intensifies, our financial condition could be affected and our growth could be limited.	<ul style="list-style-type: none"> <li>• We will build strong customer contact points, such as apps and media that customers use on a daily basis, and achieve an optimal approach through digital marketing to lead to the use of the services offered by our Group and our partners and the expansion of the solutions business.</li> <li>• We will focus our resources on growth areas such as "finance/payment," "content/lifestyle" and "marketing solutions."</li> <li>• We will be marketing physical experiences in the 5G era and provide full-fledged solutions to solve business and social issues through expanded co-creation with our partners in order to achieve further growth in the smart life business and other businesses.</li> </ul>
Risk associated with the use of personal data and other information	In an effort to expand revenue opportunities through digital marketing using the membership base, the inadequate handling by our Group or our partners of confidential business information (including personal data) including personal information could adversely affect our credibility or corporate image.	<ul style="list-style-type: none"> <li>• We will continue to implement company-wide comprehensive security management that includes the thorough management of confidential business information including personal information, employee education, the thorough management and supervision of subcontractors and business partners and the strengthening of technical security.</li> <li>• We aim to clearly indicate the handling of personal data to our customers under the "NTT DOCOMO Personal Data Charter" established and announced in August 2019.</li> <li>• We have revised the structure and wording of our Privacy Policy to make it easier for customers to understand the purposes for which personal data is used. We have also started to offer a tool that allows customers to check the main items to which they have given their consent regarding the handling of their personal data and to make changes within a certain range. In the future, we will strive "to continuously provide new value to customers and society through the use of data" and "to achieve optimal privacy protection for customers."</li> </ul>

Risks and Opportunities **Response to Risks and Opportunities Surrounding DOCOMO**

Risks	Details of Risks	Measures to Reduce Risks and Create Opportunities
<p>Risk associated with natural or man-made disasters, events and or incidents may adversely affect the stable operation of our business</p>	<p>Failure in our networks or disruption to our sales networks necessary for the provision of our services caused by natural or man-made disasters, events or incidents (including infectious diseases and cyberattacks) may adversely affect the stable operation of our business, which could lead to a decline in our credibility and corporate image, or adversely affect our finances.</p>	<ul style="list-style-type: none"> <li>• In response to COVID-19, we are striving to provide stable telecommunications services to fulfill our social responsibility as a telecommunications carrier while taking measures to prevent infection after first ensuring the health and safety of our customers and employees as a top priority.</li> <li>• In preparation for a disaster, we have established the “Three Principles of Disaster Preparedness” as continuous efforts to secure telecommunications at the time of disaster.</li> <li>• Based on the lessons learned from the Great East Japan Earthquake and frequent torrential rains and typhoons, we have strengthened and enhanced our countermeasures, including uninterruptible base stations, installation of large-zone base stations, increased deployment of mobile power generation vehicles and the decentralization of critical facilities.</li> <li>• We are conducting comprehensive disaster drills for large-scale disasters and annual disaster drills tailored to local characteristics.</li> <li>• We have set up a specialized organization that can take the necessary security measures and prepare for any incidents that may occur.</li> <li>• We provide training and drills to raise the awareness of employees toward information security.</li> <li>• We can understand the trends of cyberattacks and check our own preparedness.</li> <li>• We continue to alert customers of unauthorized access.</li> </ul>
<p>Risk associated with laws, regulations and systems</p>	<p>The introduction or revision of various laws, regulations or systems inside and outside of Japan, or the application of such introduced or revised laws, regulations and systems to our Group, could restrict our business operations, which may adversely affect our financial condition and results of operations.</p>	<ul style="list-style-type: none"> <li>• We will collect information on changes in governmental and legislative policies and economic conditions that could affect our business operations.</li> <li>• We will present our opinions in response to public comments made by relevant ministries and agencies in order to promote an understanding of our opinions among stakeholders.</li> <li>• Based on the principles of the “Corporate Governance Code,” we will strive to achieve sustainable growth and further enhance our corporate value over the medium to long term in order to earn the trust and reputation of stakeholders including shareholders and customers.</li> </ul>



For more details about business risks, please refer to the Company’s Annual Securities Reports.  
<https://www.nttdocomo.co.jp/english/corporate/ir/library/report/index.html>

# Business Strategy Transition of Medium-Term Management Strategies

2012 2013 2014 2015 2016 2017

Looking Back on Past Medium-Term Management Strategies

**Medium-Term Vision 2015:** **Evolve into an Integrated Service Company with Mobile Services at Its Core (FY2013-2015)**

**2015-2017 Medium-Term Targets:** **To be a Value Co-creation Company through Collaboration with Partners (FY2015-2017)**

Strategies

**Evolving Core Businesses**

- Evolution of smartphone services and ecosystem
- Developing a diverse product lineup of devices
- Expanding smartphone and Xi service uptake
- Bolstering our network infrastructure

**Developing New Businesses**

- Convergence of industries and services
  - Initiatives to create new markets
  - Expansion of global businesses with overseas carriers
- Business Support via "docomo Cloud"**
- Providing a "Personal" Cloud
  - Providing a "Business" Cloud

**Reinforce Competitiveness in the Telecommunications Business**

- iPhone release
- Promote subscriptions to new rate plans and "docomo Hikari"
- Encourage migration to larger data plans
- Network speed enhancement
- Cost efficiency improvement and more efficient use of capital expenditures

**Co-creation with Partners in the Smart Life Area**

- Accelerate "dmarket" initiatives
- Expand service domains by adding home offerings
- Rollout of "+d"
- Co-creation of social value

**Achieve the Targets One Year Ahead of Schedule**

Targets and Results

Initiatives	Targets	Medium-Term Vision 2015 Targets	FY2014 Results
Increasing smartphone sales/Promoting LTE "Xi"	Number of smartphone subscriptions	40 million subscriptions	28.75 million subscriptions
	Number of LTE "Xi" subscriptions	30 million subscriptions	30.74 million subscriptions
Providing cloud-based services	Packet communications revenues	¥2.7 trillion	¥1.9 trillion
Evolving into an integrated service company with mobile services at its core	Revenues from new fields (smart life business and other businesses segment)	¥1 trillion	¥756.8 billion
Evolution of mobile network	LTE area coverage ratio	98% (end of FY2014)	99%

Targets	2015-2017 Medium-Term Targets	FY2016 Results
Operating income (excluding impact of change of depreciation method, etc.)	¥820 billion or higher (FY2013 level or higher)	¥944.7 billion (¥862.7 billion)
Smart life business and other businesses segment	¥100 billion or higher	¥111.9 billion
Cost efficiency improvement (compared to FY2013 level)	-¥400 billion or higher	-¥470.0 billion
Capital expenditures	¥650 billion or lower	¥597.1 billion
Shareholder returns	Dividend	Enhance shareholder returns through dividend hike and share repurchase
	Share repurchase	
		¥80 (+ ¥20) Approx. ¥930 billion (cumulative)

Achievements and the Challenges

**Achievements**

**Laying the "Foundation" for a Growth Track**

- Eliminating the gap between our product lineup and those of other companies through the introduction of the iPhone
- Securing family-unit subscriptions and working to stop the long-term decline in voice revenues through the introduction of the new rate plans
- Selling packages of mobile telecommunications services and optical-fiber broadband services and further advancing sales of family-unit subscriptions through the introduction of "docomo Hikari"

**Challenges**

**Establishing a Growth Track through a Recovery in Profits**

- Working to increase telecommunications services revenues through the retention of existing customers, acquisition of new customers and increases in packet communications revenues
- Realizing rigorous cost efficiencies through increased efficiency in capital expenditures and structural reforms
- Generating earnings from the utilization of DOCOMO's "hidden assets"

**Achievements**

**Recovery in the Telecommunications Business**

- Increase in subscriptions to new rate plans and "docomo Hikari"
- Migration to larger data plans, an increase in demand for secondary devices such as tablets
- Realization of network speed enhancement

**Profit Growth in the Smart Life Business and Other Businesses Segment**

- Enhancement of the "dmarket" lineup and increase in the number of "dmarket" subscriptions
- Expansion of "+d" through the expansion of the number of partners

**Thorough Cost Efficiency Improvement**

- Cost efficiencies in capital expenditures, marketing expenses

**Challenges**

**Create and Evolution of Services**

- Create and evolve services that fit our customers' lifestyles, that are convenient and fun and that promote peace of mind

**Promotion of "+d"**

- Engage in co-creation with partners through "+d," bringing together our abundant assets to provide new value and services

**Evolution of All Foundations**

- Further advance our network foundation including 5G
- Grow our customer base through membership-based businesses
- Cost structure reform

Business Strategy Transition of Medium-Term Management Strategies



Looking ahead to the year 2020 and beyond, we will aim to amaze and inspire our customers and create new values hand-in-hand with our partners by exceeding customers' expectations. The word "beyond" reflects our will to transform ourselves to realize a richer future with 5G network.

For our customers, we will offer enhanced benefits and convenience as well as value and inspiration, such as enjoyment, surprise, satisfaction and peace of mind. For our partners, we will realize the co-creation of new values through "+d" initiatives such as making contributions to industries, solving social issues and expanding our partners' businesses.

We formulated "Declaration beyond" as initiatives toward these goals. By delivering "Declaration beyond," we will aim to reform our business structure, strengthen our business foundation by improving returns to our customers and investing in growth, and fuse and evolve various types of added value using 5G technology.



We announced specific strategies and quantitative targets as our medium-term management strategy based on "Declaration beyond." In this medium-term management strategy, we set our new basic policy that takes a new direction focusing on "transformation into a business foundation centered on our membership base" and "5G rollout and business creation."

Under this basic policy, while we will reinforce our customer base through new efforts to return to customers through our new rate plans in FY2019, we will leverage our customer base to create new revenue opportunities in business areas such as smart life business, enterprise business and 5G business by promoting digital marketing. We will also continue to improve cost efficiency to achieve sustained growth in the 2020s.

**Basic Policy: "Transformation into a business foundation centered on our membership base," "5G rollout and business creation"**

- "Revenue opportunity creation centered on customer base"**
  - Expansion of customer base and promotion of "+d"
  - Growth of smart life business
  - Growth of enterprise business
- "Growth driven by 5G"**
  - Construction of 5G network
  - Creation of 5G services and solutions
- "Execution of customer returns and evolution of customer touchpoints"**
  - Simple and great-value new rate plans
  - Shortening of wait and attendance time

Targets and Results

Financial Targets

	FY2018 (at the time of announcement)	FY2019	Final target
Operating revenues	¥4,840.8 billion	¥4651.3 billion	FY2021: ¥5 trillion
Operating profit	¥1,013.6 billion	¥854.7 billion	FY2023: ¥990.0 billion

Shareholder return policy is to accelerate shareholder returns through "continuous dividend increases" and "our expeditious share purchase."

Medium-Term Operation Indicators

Initiatives	Target Indicators	FY2018 results	FY2019 results	Targets
Revenue opportunity creation centered on customer base (FY2021 targets)	"d POINT CLUB" members	70.15 million members	75.09 million members	FY2021: 78 million members
	Enterprise partners	2,487 partners	3,400 partners	FY2021: 5,000 partners
	Locations where payment/point service can be used	1.05 million places	1.71 million places	FY2021: 2 million places
	Transactions handled by finance/payment business	¥3.9 trillion	¥5.3 trillion	FY2021: ¥6 trillion
Growth driven by 5G	Enterprise solution revenues	¥73.0 billion	¥89.0 billion	FY2021: ¥120 billion
	Investment for 5G infrastructure buildout, etc.	—	¥52.0 billion	FY2019-2023 cumulative total: ¥1 trillion
Evolution of customer touchpoints	Wait time + attendance time	Average over 2 hours*	65 minutes	FY2019: Approx. half of FY2018

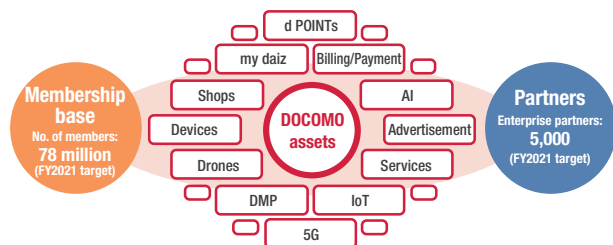
\* Wait time/attendance time represents the average time required for a customer to purchase a smartphone calculated based on DOCOMO's independent shop survey (conducted in 2018 with a sample size of approximately 850 shops).

# Business Strategy Report of Activities under the Medium-Term Management Strategy

## “Revenue opportunity creation centered on customer base”

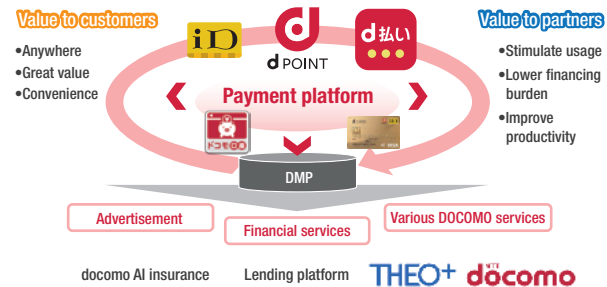
### ● Expansion of customer base and promotion of “+d”

By focusing on expanding the number of “d POINT CLUB” members and corporate partners, we aim to reach 78 million members and 5,000 corporate partners in FY2021. We will link our membership base and corporate partners through DOCOMO’s assets to provide new value and create revenue opportunities in business areas such as smart life business and enterprise business. In FY2019, the number of members was 75.09 million, and the number of corporate partners was 3,400.



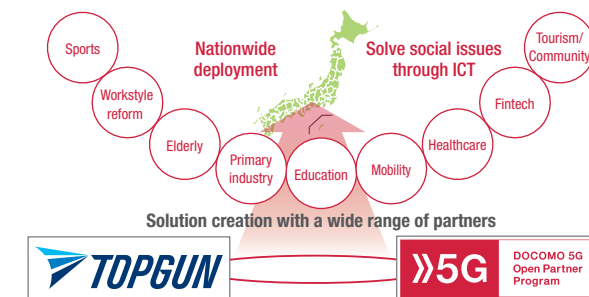
### ● Growth of smart life business

For finance/payment business in the smart life business segment, we plan to expand the number of locations where “d POINTs,” “d Payment” and “iD” can be used to two million locations in FY2021 with a view to improving customer convenience, and aim to reach ¥6 trillion in transactions. In FY2019, we expanded the number of locations where payment/point service can be used to 1.71 million. The transactions handled by finance/payment business stood at ¥5.3 trillion.



### ● Growth of enterprise business

In the enterprise business, our customers, the Corporate Sales and Marketing team and the R&D unit will work together as one in small “Top Gun” teams. Furthermore, we will conduct measures such as the “DOCOMO 5G Open Partner Program.” Through these efforts, we aim to bring in ¥120 billion in enterprise solutions revenue in FY2021. In FY2019, we recorded revenue of ¥89.0 billion.

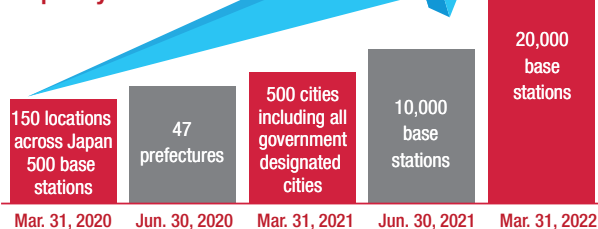


## “Growth driven by 5G”

### ● Construction of 5G network

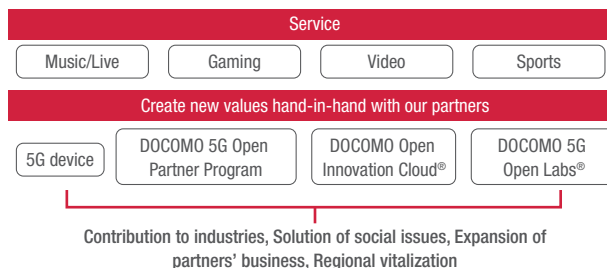
We will invest a total of ¥1 trillion in 5G network construction between FY2019 and FY2023, with a goal to install 20,000 5G base stations at the end of FY2021, aiming for an early rollout of the 5G network. In FY2019, we invested ¥52.0 billion.

### Aggressive Development of High Speed, Large Capacity 5G



### ● Creation of 5G services and solutions

We will actively work to create “experiences that are completely new” to customers. We will demonstrate our initiatives mainly in the areas in which it is easy to directly reflect the features of 5G, such as “music/live,” “gaming,” “video” and “sports.” In addition, we aim to solve social issues by collaborating with partners and integrating various technologies in addition to the features of 5G, such as high speed and large capacity transmission, low latency.



## “Execution of customer returns and evolution of customer touchpoints”

### ● Simple and great-value new rate plans

In response to feedback from customers, we will continue to improve customer returns by further enhancing our charge-related services to ensure long-lasting use of services with peace of mind. We offer the simple and great-value new rate plans “Gigaho” and “Gigalight” at rates up to 40% lower than previous plans from June 2019.

### ● Shortening of wait and attendance time

In addition to the drastic simplification of our billing plans, we carry out measures such as expanding use of our store visit reservations, reviewing and revising our methods of providing explanations, assigning specialists (initial settings, data migration) at docomo shops, improving our docomo Smartphone classes, enhancing our website, promoting micro-marketing and carrying out cross-channel integration. We aimed to reduce docomo shop wait and attendance time, which exceeds two hours on average in FY2018, to less than half that amount during FY2019. In FY2019, the wait and attendance time was 65 minutes. We almost achieved the target.

## Financial Strategy CFO Message

Spearheading Transformation Even Further for Our Sustained  
Growth in a Changing Society**Takashi Hiroi**Executive Vice President (CFO)  
Member of the Board of Directors  
General Manager of Accounts and Finance Department  
Responsible for Finance, Business Alliance and Strategic Alliance**FY2019 Results and Medium-Term Outlook**

For FY2019, we recorded a decrease in both operating revenues and operating profit due mainly to the returns provided to customers through our new rate plans and advance investments made for our finance/payment and video businesses. However, both operating revenues and operating profit came in higher than our forecast at ¥4,651.3 billion (down ¥189.6 billion year-on-year) and ¥854.7 billion (down ¥159.0 billion year-on-year), respectively. Toward the delivery of our medium-term target of generating ¥990 billion in operating profit in FY2023, we will aim for an operating profit of ¥880 billion in FY2020.

To recover our performance, we will accelerate the implementation of initiatives in various areas. While reinforcing our customer base by providing returns to customers through the new rate plans and boosting the usage of “d POINTs,” in our telecommunications business we will strive to increase “Gigaho” subscriptions and achieve upsells by facilitating the migration of 3G subscribers to 4G and 5G, expanding the 5G user base and proposing new usage styles of the 5G era. In our non-telecommunications business, i.e., smart life business and other businesses, we will drive growth through the expansion of our membership base by continuously growing our finance/payment offerings, enriching our marketing solutions leveraging member preferences and purchase behavior analytics, and creating new businesses suited for the 5G era such as XR, sports and enterprise solutions. We will flexibly and expeditiously make investments that are required to push forward these initiatives, and at the same time, address efficiency improvement to reduce our costs by ¥400 billion compared to the FY2017 level, so we can achieve the operating profit target for FY2023 at the earliest possible timing.

Financial Strategy **CFO Message****DOCOMO's Capital and Sustained Growth**

Because telecommunications business is highly dependent on the national economy, we cannot expect a high rate of growth in the future given the projected progress of Japan's aging population and declining birth rate. In light of this, we have attached a strong focus on our non-telecommunications business, including finance/payment services and enterprise solutions, and DOCOMO owns a rich set of tangible and intangible assets to underpin their expansion.

One of such assets is our solid customer base and plentiful customer touchpoints. Our mobile subscriber base of approximately 80 million, which represents a domestic market share of 44.1%, our "d POINT CLUB" program with a total membership of approximately 75 million and our nationwide docomo shop network comprising approximately 2,300 outlets are some of the major strengths of DOCOMO. In recent years, we made investments in and formed alliances with players who are active in various sectors outside telecommunications, such as transportation, advertisement and medical services, in a strategic move to deepen our ties with each customer in many different scenes of their everyday lives.

Furthermore, DOCOMO owns numerous intangible assets (non-financial capital) that are not necessarily represented in our financial statements, including our R&D capabilities and ties with external partners that we have built over the years, the excellent talents working in our Group and the trust and confidence we have earned from society through our business activities. By effectively combining these non-financial assets and injecting necessary funds into the business at the right timing, we will steadily foster the sprouts of new changes and achieve sustainable growth, thereby providing returns not only to shareholders but also to our employees and society.

Our society is currently going through a rapid change induced by the outbreak of COVID-19. Instead of perceiving this as a negative development, I look at this positively as an opportunity to

address the challenges facing our nations, such as the declining working population and productivity improvement, and to drastically accelerate the transformation of our social structure. We will endeavor to make contributions to solving these social issues, making full use of the wide array of assets we possess.

**Adequate Investment Activity for Our Next Phase of Growth**

For any business, investment is an indispensable element to advance to the next stage of growth. In March 2020, DOCOMO launched 5G service that will serve as the foundation for the social transformation for the future. The cumulative amount of 5G investments for the first five years from FY2019 is estimated to be ¥1 trillion. In FY2020, we plan to roll out 5G coverage in 500 cities across Japan including all government-designated cities, acquire 5G subscribers or upsell customers to 5G, push forward efficient network deployment and help accelerate the digital transformation of society and enterprises. Further, by building out 5G as an infrastructure, we intend to provide a platform that enables service and application development from a new perspective, and also plan to make active investments for our smart life business. Meanwhile, we will improve the efficiency of investments leveraging technical developments to control the total annual capital expenditures within a range that does not significantly exceed the current level. In particular, when we make investments for new businesses in the non-telecommunications domain, we will ensure proper management paying due attention to potential risks and returns.

**Continuation of Medium-Term Financial Strategy and Improved Capital Efficiency**

Adjusted free cash flows for FY2019 stood at ¥893.3 billion. The amount for FY2020 is projected to be approximately ¥730 billion, posting a decrease of some ¥160 billion, due mainly to the one-

time cash income of approximately ¥230 billion in the prior year as a result of a large-scale transfer of shares. As for our medium-term financial strategy, we will aim for early recovery of profit and stable cash flow generation by realizing an efficient balance sheet through improvement of working capital and liquidation of receivables.

In my previous capacity as Head of Finance and Accounting at NTT, I added ROIC to the company's management indicators in order to foster awareness of generating returns by efficiently utilizing the capital of the entire NTT Group. DOCOMO still has room for improving capital efficiency through receivables liquidation and other means. We will continue to be conscious of our capital costs and aim to generate a return that exceeds the cost of capital.



Financial Strategy CFO Message

Continuing Shareholder Returns and Maintaining a Healthy Balance Sheet

Well-balanced pursuit of financial soundness, improvement of capital efficiency and reinforcement of shareholder returns are the basic stance of DOCOMO's capital policy. In particular, for shareholder returns, in our medium-term management strategy announced in October 2018, we presented our basic policy to accelerate shareholder returns through continuous dividend increases and opportunistic share repurchases. Although there still remains a certain degree of uncertainties in our business outlook amid the COVID-19 crisis, we decided on a dividend increase for the seventh straight term; for FY2020, we plan to pay an annual dividend of ¥125 per share, up ¥5 from the previous fiscal year, taking into consideration the balance between bracing for uncertainties and shareholder returns.

In addition, we executed large-scale share repurchases exceeding ¥2 trillion on a cumulative basis over the past six years and at the same time steadily reduced our interest-bearing liabilities in a bid to maintain a healthy balance sheet. Consequently, we established a solid financial foundation that can sufficiently withstand the unprecedented crises caused by COVID-19 and respond to the requests of our valued investors through the expansion of shareholder returns. We will continue to strive to maintain a sound balance sheet and look into various financing means to sustain our growth, including receivables liquidation and other methods of cash generation through improved balance sheet efficiency.

Open, Fair and Mutually Inspiring Dialogue with Investors

I always try to be open and fair in communicating with investors, analysts and shareholders. While it is currently difficult to hold face-to-face meetings in the conventional setup due to the spread of COVID-19 infections, I will make active efforts to establish a new

style of communication with investors, taking this change as a positive development.

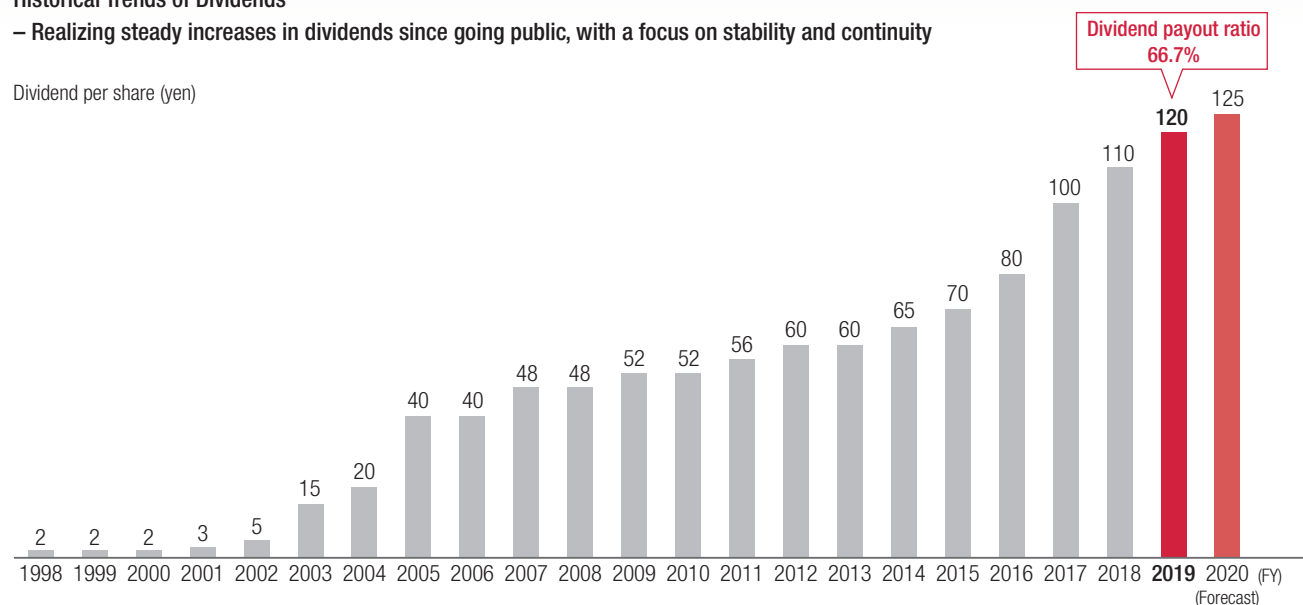
As CFO, I am also aware of the necessity of communicating my views on ESG and other non-financial values. I therefore plan to actively share opinions regarding our environmental initiatives and human resource development strategies, among others. The trend of making contributions for the sustainable growth of society and achieve corporate growth in parallel fully conforms with DOCOMO's DNA. However, investors are not calling for a superficial compliance with the Corporate Governance Code or a mere perfunctory endorsement of various initiatives. They try to discern the ability of a company

based on a more essential judgement on whether it is willing to take social challenges as their own revenue opportunity and tackle their solution through business activities. What is most important in interacting with investors is to establish a mutually inspiring relationship. The best part of having a dialogue with investors, I am convinced, is running the cycle of communicating with investors to enhance the level of managerial strategies and lead it to corporate growth.

Historical Trends of Dividends

– Realizing steady increases in dividends since going public, with a focus on stability and continuity

Dividend per share (yen)



\* Amounts of dividend are adjusted for the stock splits carried out in FY1999, FY2002 and FY2013.



## Financial Strategy FY2019 Financial Review

### Operating Performance

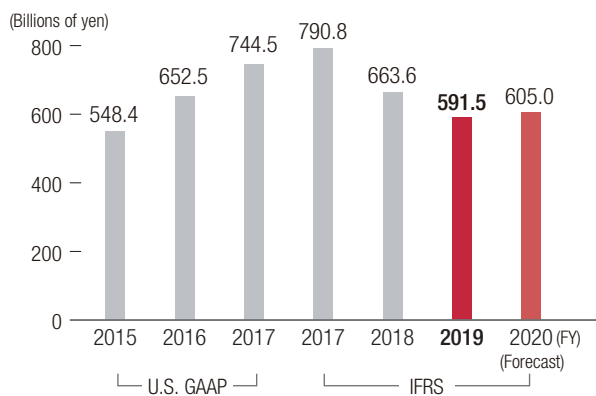
Operating revenues for FY2019 recorded a decrease of ¥189.6 billion yen, or 3.9%, from the previous fiscal year to ¥4,651.3 billion, due mainly to the decrease in equipment sales revenues and mobile telecommunications services revenues caused by the expanded returns provided to customers, which overwhelmed the increase in optical-fiber broadband revenues resulting from the increase of “docomo Hikari” subscriptions.

Operating expenses posted a year-on-year decrease of ¥30.6 billion, or 0.8%, to ¥3,796.6 billion and operating profit amounted to ¥854.7 billion, down ¥159.0 billion, or 15.7%, compared to the previous fiscal year.

Profit before taxes was ¥868.0 billion, a decrease of ¥134.7 billion, or 13.4%, year-on-year.

As a result of the foregoing, profit attributable to shareholders of NTT DOCOMO, INC. dropped by ¥72.1 billion, or 10.9%, from the previous fiscal year to ¥591.5 billion.

### Profit Attributable to Shareholders of NTT DOCOMO, INC.



### Cash Flows

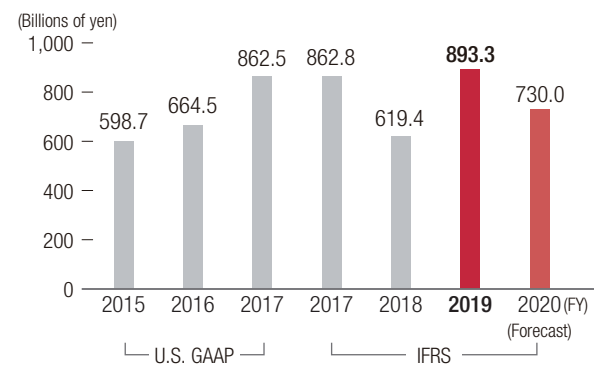
For FY2019, cash flows from operating activities was ¥1,317.8 billion, up ¥ 101.8 billion, or 8.4%, from the previous fiscal year, driven mainly by a decrease in inventory which exceeded the drop in cash inflows for net profit.

Net cash used in investing activities was ¥354.8 billion, an increase of ¥58.3 billion, or 19.7%, from the previous fiscal year. The key reason behind this increase was a decrease in cash inflows for proceeds from redemption of short-term investments, which exceeded the decrease in cash outflows for purchases of short-term investments, and an increase in cash inflows for proceeds from the sale of non-current investments including the transfer of shares of Sumitomo Mitsui Card Company, Limited.

Net cash used in financing activities was ¥783.9 billion, down ¥306.2 billion, or 28.1%, from the previous fiscal year. This was primarily attributable to a decrease in cash outflows for purchase of treasury stock, which more than offset the increase in cash outflows

### Free Cash Flows

(Excluding the effects of changes in investment)



\* Free cash flows are calculated excluding the effects of changes in investment derived from purchases, redemption at maturity and disposals of financial instruments held for cash management purposes with original maturities of longer than three months.

for payment of lease liabilities.

### Long-Term Debt

As of March 31, 2020, we had ¥50.0 billion in outstanding long-term interest-bearing liabilities including the current portion, which were in bonds due in the fiscal year ending March 31, 2024 with a weighted average coupon rate of 0.7% per annum. Our long-term debt obligations were rated AA- by Standard & Poor's and Aa3 by Moody's, indicating that our financial soundness has received the highest level of evaluation in the global telecommunications sector.

### DOCOMO's Ratings

Rating agencies	Type of rating	Rating	Outlook
Moody's	Long-term obligation rating	Aa3	Stable
Standard & Poor's	Long-term obligation rating	AA-	Stable
Japan Credit Rating Agency, Ltd.	Long-term obligation rating	AAA	Stable
Rating and Investment Information, Inc.	Issuer rating	AA+	Stable

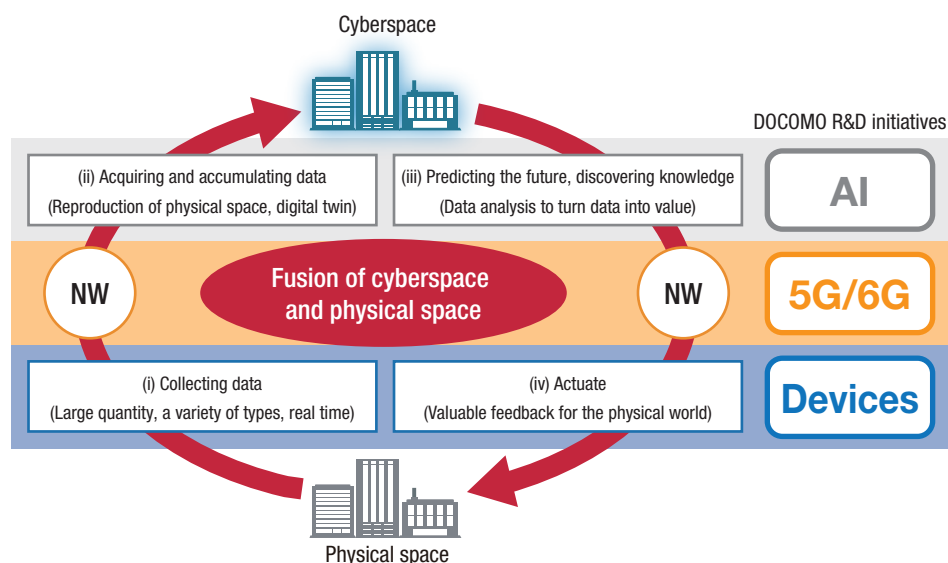
## R&D Strategy R&D and Innovation

### R&D Medium- to Long-Term Strategy

Innovation in industry and technology, known as the fourth industrial revolution, continues apace around the world, particularly in the realms of the Internet of Things (IoT), Big Data, artificial intelligence (AI) and robotics, leading to the generation of new economic value. Meanwhile, many social issues have emerged, including the declining birth rate and the aging population, as well as dealing with the new normal.

In this social environment, DOCOMO R&D is working “to fuse cyberspace and physical space,” where humans, objects and events in the physical world are digitalized, the future is predicted and the real world is optimized. Specifically, DOCOMO is researching and developing “AI” that connects a variety of data, predicts the future and discovers knowledge; “5G/6G,” which connects everyone and everything everywhere; and “devices” that gather information and provide a range of feedback. We are accelerating open innovation with external corporate partners. Through these activities, we will achieve social and industrial development through information and communication technology (ICT), while solving social issues and providing new value for customers and our partner companies.

### R&D Initiatives for Fusing Cyberspace and Physical Space



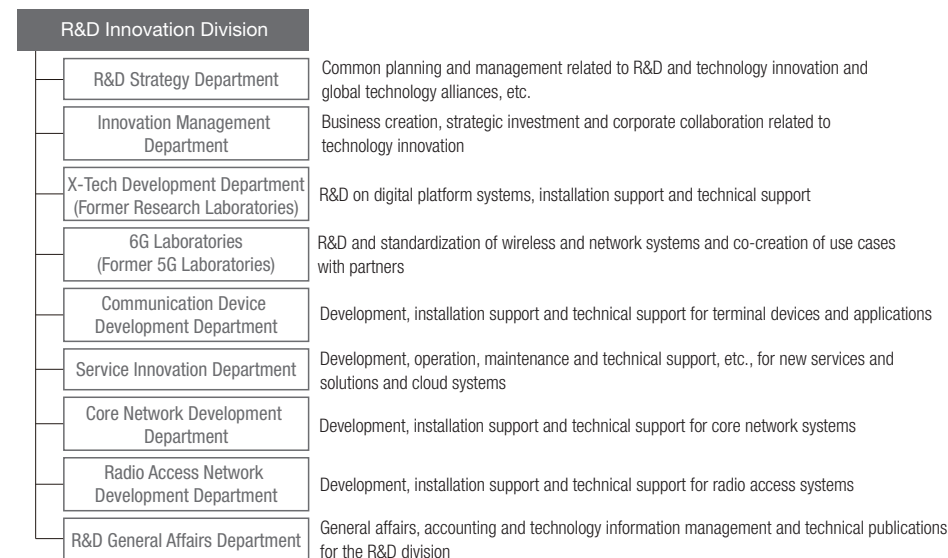
### Proactive Approach to R&D Worldwide

DOCOMO conducts R&D on mobile telecommunications systems and diverse products and services primarily at the Yokosuka Research Park (Yokosuka City, Kanagawa Prefecture). The R&D Strategy Department is in charge of overall oversight. As part of our ongoing R&D efforts, each R&D division collaborates with product development staff in other DOCOMO divisions with the aim of enhancing the Group’s devices, networks and services.

In response to global technological innovations, we established DOCOMO Innovations, Inc. in the United States, DOCOMO Communications Laboratories Europe GmbH in Germany and DOCOMO Beijing Communications Laboratories Co., Ltd. in China as our R&D bases around the world. These R&D bases promote programs that contribute to international standardization of 5G and virtual network technology in collaboration with the R&D division at the DOCOMO head office.

### R&D System (Japan)

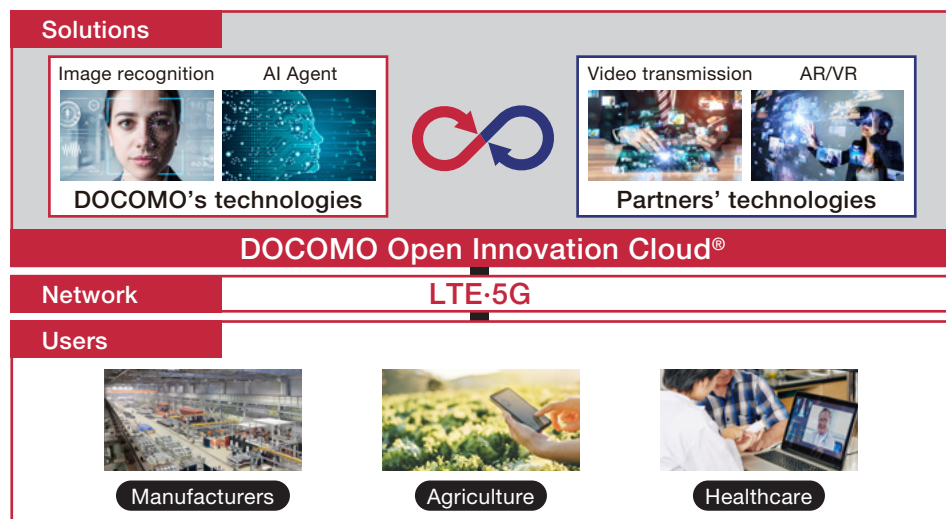
The “R&D Innovation Division” was reorganized in July 2020 to promote development related to the digital platform for expanding the smart life business and other businesses, research on next-generation wireless networking and network architecture, and standardization.



R&D Strategy R&D and Innovation

Commercialization and Enhancement of 5G

DOCOMO acquired the largest number of essential patents in the world as a telecommunications carrier and launched commercial 5G services in March 2020. Founding and taking the lead in the international O-RAN Alliance, which seeks to reduce network costs and enhance sustainability through the flexible combination of base station equipment from different manufacturers, we swiftly implemented a network compliant with O-RAN specifications. We are pioneers in international 5G standardization. In addition, we launched the "DOCOMO Open Innovation Cloud<sup>®</sup>" with our partners as a value-added cloud platform that achieves high security and low latency for service solutions. Going forward, we will accelerate co-creation with our partners by openly implementing image recognition services and other technologies that DOCOMO owns along with video transmission, VR/AR and other technologies provided by our partners.



In addition to pushing forward with the enhancement of 5G, we initiated research on the Sixth-Generation Mobile Communications System (6G), assuming service provision around 2030. In January 2020, we published a white paper that summarizes use cases, target performance, technical elements and other information.

DOCOMO will continue to create new value through 5G and 6G and contribute to solving social issues. We will strive to provide convenience to customers and enhance their lives.

"DOCOMO Open House 2020": Dawn of the 5G Era and the Future Beyond

In January 2020, "DOCOMO Open House 2020" was held at Tokyo Big Sight to showcase DOCOMO and the NTT Group's latest R&D results and promote "+d."

More than 260 services and solutions that DOCOMO jointly created with its partners were shown while lectures were given, including one by a partner. A remote-controlled robot was displayed to which tactile sensation can be transmitted. The "DOCOMO 202X CONCEPT" zone showed a day in 202X. A lecture in English was translated into Japanese in real time, demonstrating new value creation for the 5G era. Many people experienced content enabled by 5G in a new era and the enhanced future.

The number of visitors exceeded 23,000 (up approximately 70% year on year). We formed R&D initiatives to create social value widely known outside the Company. The event was also an important opportunity to strengthen collaboration with many partners. We will continue to create "new value" through open innovation.



Venue at Tokyo Big Sight



The remote-controlled robot, using "real haptics" technology and 5G, which enable tactile sensation information to be transmitted in real time, was displayed in the event. The feel of clay is fed back to the operator through the robot. The strengths of 5G, which include "low latency," provide a stable telecommunication speed and have helped create many different machines.

## CSR Strategy Value Creation in Business and CSR

For DOCOMO, CSR is synonymous with its business activities. To continue to contribute to the sustainable growth of society, DOCOMO has established basic principles of business: “continuously providing new value for our customers and for society” and “fulfilling our responsibility to society,” which includes consistently ensuring stable telecommunication for our customers.

### NTT DOCOMO Group CSR Policy

Guided by the “NTT Group CSR Charter,” the DOCOMO Group seeks to create new services with social value and achieve sustainable growth and development alongside society by formulating the CSR Policy. Under the policy, we have defined both aspects of our initiatives: “Innovative docomo” and “Responsible docomo.” The diagram explains DOCOMO’s CSR activities.

The first is “Innovative docomo,” in which we are attempting to co-create new value through our “+d” initiatives, addressing education, health and medicine, workstyle reform and other social issues. In accordance with our philosophy that we serve society at large as our customers, we provide “new value” through co-creation with our partners in a variety of fields. 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. By linking them to the Sustainable Development Goals (SDGs) and engaging in dialogues with our stakeholders, we will actively pursue our initiatives toward solving various social issues and advancing society in general, thereby increasing our corporate value.

## Society & DOCOMO For A Brighter Future

Our view of the future is a society in which people can live with greater security, safety, comfort and affluence across national and regional borders and across generations. With a deep sense of mission, DOCOMO is working diligently toward a better tomorrow in increasingly innovative ways.



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CSR Strategy Value Creation in Business and CSR

CSR Mid-Term Target

The CSR Mid-Term Target outlines the goals to be attained by 2020 toward realizing “a society in which people can live with security, safety, comfort and affluence,” a goal stated in the DOCOMO Group’s CSR Policy. We determined our Mid-Term CSR Target by identifying the Eight Sustainability Focuses that DOCOMO must address to fulfill our social responsibility, and then we set specific mid-term targets and KPIs for each issue.

We identified the focuses by considering strong international requests for global initiatives to create a sustainable society, such as the SDGs adopted by the UN General Assembly, the “Paris Agreement” adopted at COP21 and DOCOMO’s business environment. We conducted an analysis of the environmental, social and corporate governance (ESG) aspects of our internal and related external environments and followed the process stipulated by the GRI Standards for sustainability reporting.

Web CSR Mid-Term Target  
[https://www.nttdocomo.co.jp/english/corporate/csr/about/mid\\_termtargets/index.html](https://www.nttdocomo.co.jp/english/corporate/csr/about/mid_termtargets/index.html)

Eight Sustainability Focuses

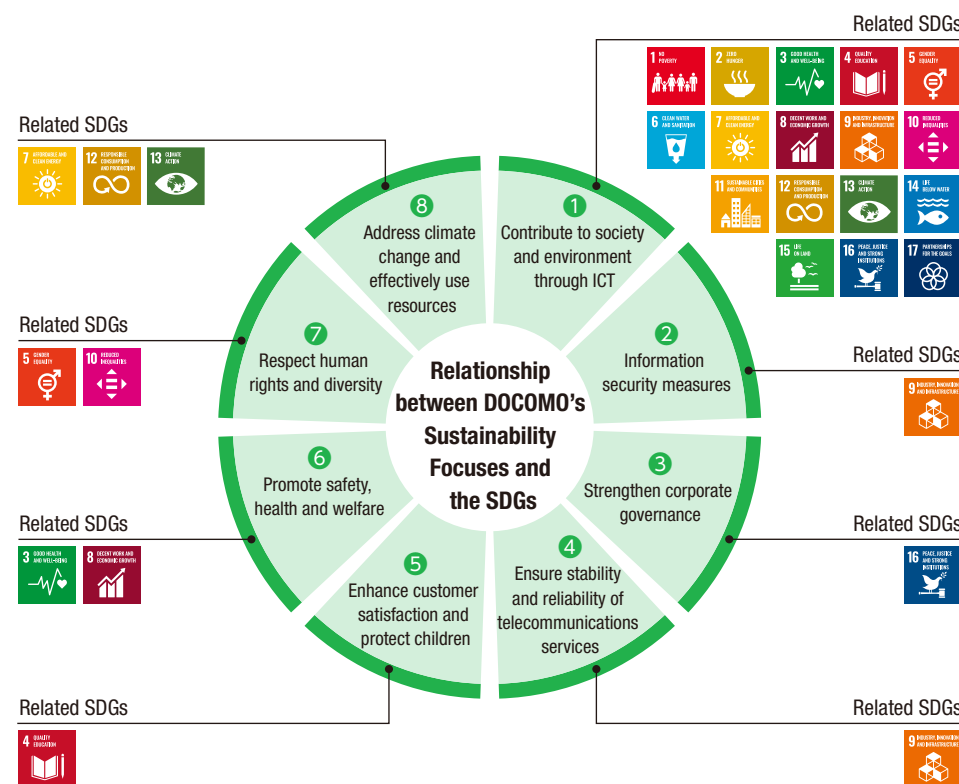
Sustainability Focus	Related CSR Policy Areas
1 Contribute to society and environment through ICT	Education & Learning, Health & Medical Care, Mobility, Climate Change, Workstyle Reform, Productivity Improvement
2 Information security measures	Consumer issues, fair operating practices
3 Strengthen corporate governance	Organizational governance, fair operating practices
4 Ensure stability and reliability of telecommunications services	Consumer issues, network reliability
5 Enhance customer satisfaction and protect children	Consumer issues, community involvement
6 Promote safety, health and welfare	Labor practices
7 Respect human rights and diversity	Human rights, labor practices, fair operating practices
8 Address climate change and effectively use resources	The environment

Details of the KPIs: P.72

Relationship between Sustainability Focuses and the SDGs

DOCOMO identifies the Eight Sustainability Focuses through the process of determining its materiality and links them with the SDGs. The Company is also a member of the GSMA\*, which pursues various initiatives aimed at resolving issues related to the ICT industry and takes actions that recognize the importance of contributing to the promotion of the SDGs. DOCOMO actively participates and contributes to the GSMA as a significant initiative.

\* The GSM Association is a trade organization comprising around 750 mobile telecommunications companies and more than 400 related firms. The GSMA spearheads various initiatives to address challenges facing the industry and promotes the SDGs as a major initiative.



\* In view of our recent business activities, we reviewed the relationship between our Sustainability Focuses and the SDGs in August 2019.

Human Resource Strategy

# Creating Value through Diverse Human Capital

DOCOMO promotes diversity management that leverages diverse human resources with different backgrounds, including gender, age and nationality, in achieving corporate growth. To this end, we are working to create a corporate culture that allows all employees to fully demonstrate their individual abilities regardless of their differences.

## Employment and Treatment

Our personnel systems reflect our human resource strategy, which encompasses assigning the right persons to the right positions, promoting skills development and conducting appropriate performance assessments. Under these systems, we strive to provide equal opportunities in terms of recruitment, promotion, remuneration and training and ensure fair treatment solely based on “reasonable” factors, such as individual abilities, aptitude and performance, while eliminating other “unreasonable” factors from our practices.

### [Human Resource Management System]

In recruiting human resources, we focus on individual abilities apart from nationality or gender.

As for personnel evaluations, we conduct performance assessments of all employees twice a year. To ensure fairness, an assessment is conducted three times by a primary evaluator, a secondary evaluator and a coordinator. Under this three-step system, we evaluate overall performance by having interviews with individual employees to review their goal setting and progress, discuss outcomes and shortcomings and provide feedback.

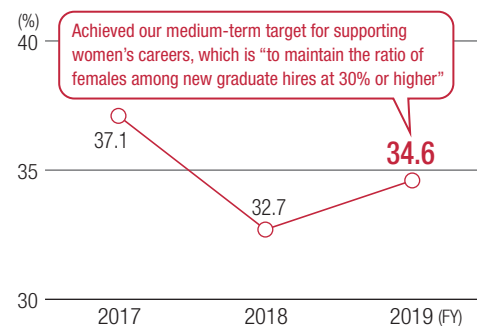
We also carry out “360-degree,” multifaceted assessments of managers once a year. These assessments are conducted by managers themselves as well as by their supervisors, colleagues and subordinates. Besides giving performance ratings, the assessments point out “strengths that should be developed further” and “weaknesses that should be improved” in order to encourage “self-recognition,” greater awareness and behavior improvement.

### [Strategic Recruitment and Development of Human Resources]

We established a “Senior Professional system” in April 2019 in order to acquire human resources having outstanding expertise or those capable of leading our growth areas from outside DOCOMO. From among employees certified under our “Junior Professional system”<sup>\*1</sup>, we also certify those with a particularly high level of expertise as Senior Professionals.

<sup>\*1</sup> A system established in FY2018 to nurture human resources having a high level of expertise. Among existing general employees, the system certifies those capable of demonstrating expertise in a specific field or job type.

### Ratio of Females among New Graduate Hires



### Specialized Human Resources Hired/Certified

Senior Professional **6** (as of April 2020)  
Junior Professional **About 100** (total)

### [Survey on Employee Satisfaction]

We conduct an employee attitude survey every year to monitor the conditions of the work environment and attitudes of employees. We visualize job and other satisfaction and dissatisfaction levels through the survey and analyze the survey results by organizational unit at department, company and Group levels for future improvement.

### Job Satisfaction: Survey Results and Target on a 10-Point Scale (Number of Respondents)

FY2018:	7.2 (33,600)
FY2019:	<b>7.2</b> (33,194)
FY2020 (target):	7.7

## Human Resource Development

An expansion of our business domains will require different abilities for different operations or roles. Our human resource development efforts thus focus on the individuality of each employee.

### [Management of Human Resource Development]

In training employees, we emphasize a plan-do-check-act (PDCA) cycle that consists of learning/recognizing, putting into practice and reviewing. We conduct support activities before and after every training so that employees can bring what they have learned and recognized back to their respective workplaces. Additionally, to respond to customers’ increasingly diverse needs, we offer meticulous training programs, including level-specific training, experts training and elective training, and have been enhancing these programs as necessary.

### [Development of Specialized Human Resources in AI, IoT and Other Fields]

Toward expanding our business domains and creating new businesses, we need to acquire human resources to work in the artificial intelligence (AI), Internet of Things (IoT), digital marketing and other leading-edge technology fields. Since launching AI-related research in 1999, DOCOMO has undertaken comprehensive initiatives, such as developing core human resources capable of conducting data analysis by using Business Intelligence (BI)<sup>\*2</sup> tools, establishing a personnel system to encourage career development in specialized fields and mutually utilizing big data with our partner companies, to nurture many human resources in these fields.

<sup>\*2</sup> A process of collecting, analyzing and processing a large quantity of data accumulated within a company and leveraging such data in making decisions related to management strategies

### [Development of Global Human Resources]

We are now engaging in increasingly globalized operations as we carry out joint development with overseas vendors and collaborate and negotiate with over-the-top (OTT) players. In response, we promote practical programs for the development of global human resources, including sending employees to overseas schools to obtain a Master of Business (MBA) or Master of Laws (LLM) degree or to overseas local affiliates and subsidiaries for global on-the-job training (OJT). We also hold exchange meetings for employees working in Japan to communicate with those who have participated in these programs and those working at our overseas sites.

Human Resource Strategy Creating Value through Diverse Human Capital

Workstyle Reform

To realize workstyles that foster a spirit of self-sufficiency and challenge of each employee, DOCOMO has been undertaking workstyle reform since FY2017 with a focus on three pillars: "diversity management," "workstyle choices" and "health and productivity management."

[Promoting Diversity Management]

We are promoting diversity management to maximize each person's abilities while accepting diversity in terms of race, nationality, gender, professional skills and sense of value as well as whether or not working under time constraints or having disabilities. We established the "Diversity Development Office" in 2006 and started increasing collaboration among diversity promotion managers of respective regional offices and Group companies across Japan in FY2017. Since FY2018, we have been implementing a range of related measures while further reinforcing collaboration under the theme of "diversity and inclusion."

[Initiatives to Facilitate an Understanding of Sexual Minorities]

In April 2016, the NTT Group declared that it "seeks to become an organization and realize a society, in which all people can live and work while being themselves regardless of their sexual orientation or gender identity, and will promote the creation of an environment that accepts diversity, provides greater motivation to maximize individual abilities and allows efficient workstyles." Accordingly, we started providing various programs, including a family allowance as well as childcare and nursing care leave, for employees having partners of the same sex, whose relationship is socially regarded as equivalent to that of married couples. While doing so, we have been working to facilitate an understanding of LGBT\*1 and other sexual minorities through training and other means.

In recognition of these efforts, DOCOMO received the highest "Gold" rating in the "PRIDE Index"\*2 in October 2019 for the fourth consecutive year.



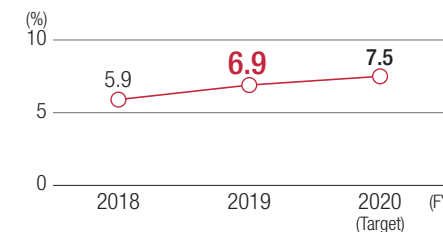
\*1 Lesbian, gay, bisexual and transgender: Including individuals with gender identity disorder

\*2 An index created by the voluntary organization "work with Pride," which is used to evaluate companies' efforts concerning sexual minorities

Promoting Women's Careers

Among its efforts related to diversity management, DOCOMO places particular emphasis on the "promotion of women's careers" and has defined a target to increase the ratio of female employees in managerial positions to 7.5% by the end of FY2020.

Female Employees in Managerial Positions



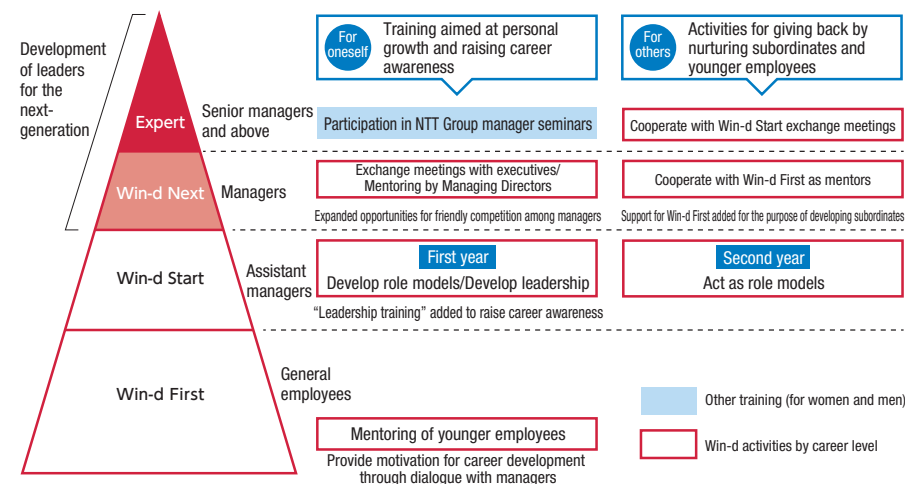
[Supporting Women's Career Development (Career Promotion)]

To accelerate the promotion of women's careers, we have been working to raise their awareness for career development and create an environment in which they can fully demonstrate their abilities. We launched Win-d\*\*3 activities in 2006 as a framework to support level-specific career development. We added "Win-d Next for female managers" in FY2015 and "Win-d First for younger employees," including those in the fifth year of service, in FY2016, both of which are designed to raise career awareness of female employees and strengthen a vertical tie among them.

As an additional effort to encourage the career development of female employees, we provide training for their supervising managers to learn and practice techniques to help them create a career design and skills for nurturing them. The program aims to cultivate an awareness among these managers to facilitate growth with a focus on an individual.

\*\*3 Women's innovative network in docomo, a career development program for female employees

Win-d Activities by Career Level



Human Resource Strategy Creating Value through Diverse Human Capital

Workstyle Choices

In seeking to enhance the productivity of each employee, DOCOMO has been increasing workstyle choices with an emphasis on balancing work with childcare and promoting diverse workstyles.

[Promoting Balance between Work and Family Care]

In order to become and remain a company in which employees can demonstrate maximum performance in the limited time available and continue to work with vitality, we have been creating systems to help them balance work with childcare or nursing care and encourage more active participation of male employees in child-rearing. At the same time, we have been working to change our perception about how we work and take time off from work.

[Systems to Support Diverse Workstyles]

In responding to diverse workstyles, we have added more workstyle choices by implementing a personalized shift system (sliding working hours) to move working hours forward or backward and a morning work system (augmented working hours) to encourage leaving work on time and doing any overtime work in the morning, as well as a flex-time system and a working from home system. In FY2017, we introduced a "Selective Course Personnel System" that allows employees to place a limit on the scope of job transfer and choose a workstyle on their own.

[Promoting a Work-Life Balance]

In 2008, DOCOMO received the "Kurumin" mark certification from the Japanese Minister of Health, Labour and Welfare as a company supporting child-rearing. In 2018, we received "Platinum Kurumin" certification, which recognizes Kurumin-certified companies, whose systems to support both work and childcare are used increasingly and broadly by their employees. In the future as well, we will continue to promote a work-life balance, and by doing so, enable employees to effectively utilize their limited available time.



Systems for Promoting a Work-Life Balance

Category	System
Childbirth	Lessening commuting burden during pregnancy
	Measures related to health examinations, etc., during and after pregnancy
	Special leave (maternity leave)
Childcare	Childcare break
	Life planning vacation (for childcare)
	Childcare leave
	Shorter working hours for childcare
	Sliding working hours for childcare
	Limits on overtime or overnight work
	Reengagement of former employees who left for childcare
Nursing care	Life planning vacation (for care for a family member)
	Nursing care vacation
	Nursing care leave
	Shorter working hours for nursing care
	Sliding working hours for nursing care
	Limits on overtime or overnight work
Working from home	

Health and Productivity Management

Recognizing the necessity for enhancing the working environment so that employees can work in good health and in a highly productive manner from when joining DOCOMO until retirement, we work to maintain and promote the health of employees through health and productivity management, while extending the scope from early detection and treatment to the prevention of illnesses. Our health and productivity management implements preventive measures, including the cultivation of health awareness, improvement of health literacy and adoption of measures related to mental health, in order to maintain and promote employees' physical and mental well-being.

[Mental Healthcare]

We provide prevention-focused mental healthcare based on the "Four Types of Cares defined in the guidelines\*" of the Ministry of Health, Labour and Welfare." In terms of key initiatives, our self-care includes "stress checks" of employees, while line-care provides "various related training for managers." As for care by in-house industrial health staff, we conduct workplace monitoring, follow up and interviews based on the results of physical examinations and conduct interviews with and provide instructions to long-hour workers. For "care by using external resources," we use an employee assistance program (EAP) service to provide an external counseling desk.

\* Guidelines for Maintaining and Improving Workers' Mental Health

Number of Employees on Leave for Mental Health Reasons (DOCOMO Group)

	FY2016	FY2017	FY2018	FY2019
Employees on leave	185	207	262	286

[Promoting Employee Health]

We conduct a regular physical examination for all employees once a year. For employees reaching a certain age, we provide a physical examination covering more check items than required by law as well as a brain medical checkup. If employees wish to undergo a more detailed checkup than our regular physical examination, we provide financial aid for a complete medical examination. Based on the examination results, we also provide health guidance by industrial health staff and specific health guidance in collaboration with our health insurance association.

Since FY2017, we have been publishing a "Health White Paper" every year as a means to visualize the status of our efforts related to physical examinations and the working environment and health conditions of employees.

[Selected as a "White 500 Organization"]

Under the Certified Health & Productivity Management Organization Recognition Program run by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi ("Japan Health Conference"), DOCOMO was selected as a "White 500 organization" in 2020 for the fourth consecutive year. The program recognizes organizations engaging in health and productivity management in a strategic manner for maintaining employee health from a management perspective.





**Human Resource Strategy** Creating Value through Diverse Human Capital

[Message from the General Manager of  
Human Resources Management Department]

## Growth of Individuals Underpinning DOCOMO's Future

### Taku Yamazaki

Senior Vice President  
General Manager of Human Resources  
Management Department



#### Sharing Corporate Culture to Enhance the Abilities of Individuals

In nurturing human resources with a focus on an individual, what I stress is to promote the “sharing of a corporate culture.” Even if we try to leverage individual abilities to drive growth of the entire company, this will not be possible without a shared corporate culture.

DOCOMO was spun off from NTT CORPORATION in 1992. After 25 years since the separation, at which time I was in the Radio Access Network Engineering Department, DOCOMO was showing more stable business performance. Probably because of that, I began to see a general lack of abilities among young employees to generate

ideas and devise ways to reach their goals. To counter the situation, I came up with an idea to do a “picture-story show” of my personal and actual experience. The aim was to tell everything, both in what I succeeded and in what I failed, and let young employees understand what our corporate culture of “creating a new world of communications culture” means in a practical manner. The “show” started out small as a monthly lunchtime event with an audience of about 50 members within the department. It eventually grew to attract nearly 300 participants, including those from other departments and Group companies.

At another time, I made a habit of always giving simple, five-minute advice to each subordinate consulting me. My approach was “do anything

if you think it will benefit customers,” and I sent each person off with the encouragement that if something goes wrong, I will share in apologizing, which I did. I take pride in that my practice of adding a “touch of spice” to the ideas of individual members increased their motivation and has consequently served to nurture human resources who are willing to find their own way and act proactively toward the creation of a new communications culture.

#### Seeking Sustainable Growth Based on Diversity as a Strength, While Looking 50 and 100 Years Ahead

The idea of diversity, which is to respect diverse values, is crucial in enhancing the abilities of individuals. I believe we should instill diversity in our corporate culture and turn it into one of our strengths in order to respond to diversifying market needs, adapt to the ever-changing competitive environment and provide attractive value to customers.

Selling a packaged product, for example, requires more than just selling it as is. We have to take a 5W1H approach, exploring when, where, why and how the product is needed for whom and for what services, and provide support services meticulously tailored to each customer. DOCOMO already has assets that enable us to take this

“360-degree” approach to view things from all directions.

While instilling diversity, we will proactively acquire new human resources through such means as mid-career recruitment and facilitate more active people-to-people exchange by temporarily assigning our employees to and accepting employees from other companies. In particular, I intend to foster exchange at an executive level with partners who are working jointly with DOCOMO to create new businesses.

Exchange among people is also essential in expanding our efforts related to regional vitalization and disaster preparedness across Japan. The Kyushu Regional Office, for example, has been providing training on skills to set up mobile base station vehicles as part of its disaster preparedness drill in each prefecture in the Kyushu region. Once, the regional office sent employees to help other regions affected by typhoons, and this has inspired us to hold a skills competition nationwide starting from this year.

With a view to proposing new value in a world with COVID-19 and in the post-COVID-19 era, and in order for DOCOMO to achieve sustainable growth into 50 and 100 years from now, we will continue to commit ourselves to creating a corporate culture that enables each and every employee to exercise their individual abilities to the fullest.

# Governance System Overview of a New Corporate Governance Structure — Transition to a Company with the Audit & Supervisory Committee

## Basic Policies and Philosophy

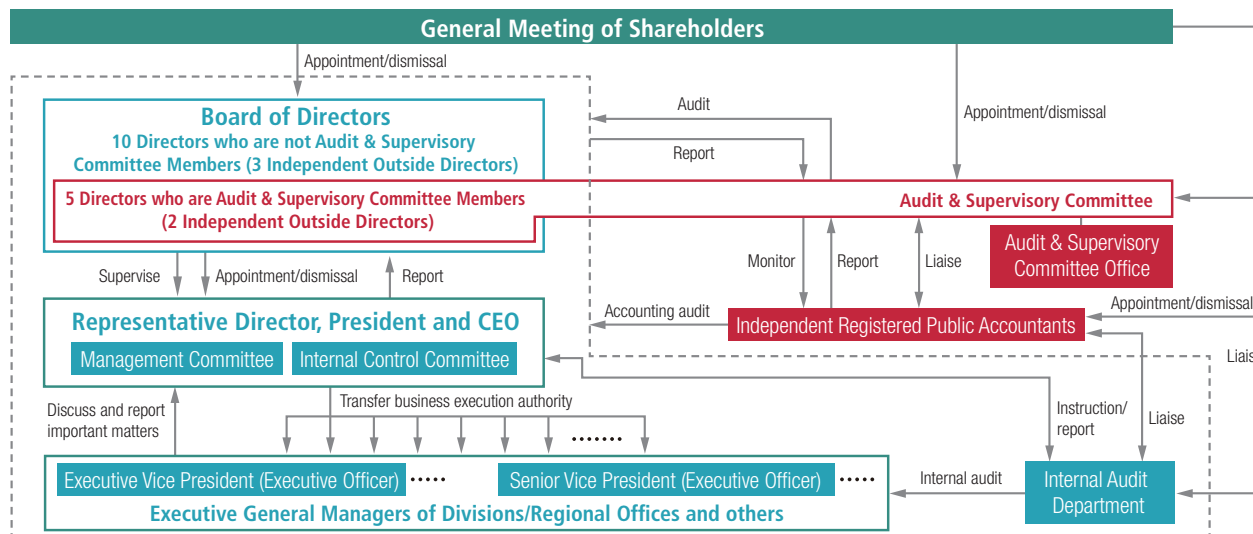
Guided by our corporate philosophy of “creating a new world of communications culture” and our Medium-Term Strategy 2020 “Declaration beyond,” we are aiming to contribute to the realization of a rich and vigorous society and to improve our corporate value in order to win greater trust and reputation from our shareholders and customers.

Under this management policy, we recognize that to maximize corporate value while meeting the expectations of our various stakeholders including our shareholders, customers, employees, partners and local communities, it is essential that we ensure the effective function of corporate governance through the reinforcement of the governance structure in line with the objectives of each principle of the “Corporate Governance Code.”

Based on this approach, we have established the “NTT DOCOMO Basic Policy on Corporate Governance” for the purpose of attaining the sustained growth of our corporate group and the medium- to long-term improvement of corporate value.

Following the transition to a company with the Audit & Supervisory Committee through a resolution at the 29th Ordinary General Meeting of Shareholders held on June 16, 2020, we also resolved to revise the Basic Policy at the meeting of Board of Directors held on the same day.

## The Company's Corporate Governance System

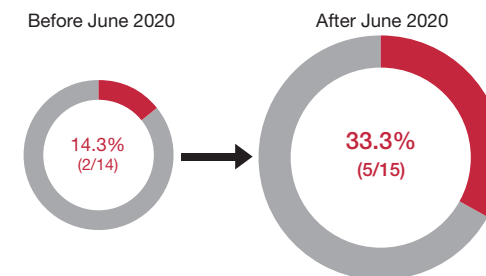


## Overview of the Corporate Governance Structure

In order to establish a system to further enhance business strategy discussions at the Board of Directors and also further improve the mobility of management as an operating company, the Company transitioned to a company with the Audit & Supervisory Committee through a resolution at the 29th Ordinary General Meeting of Shareholders held on June 16, 2020.

The monitoring function of the Board of Directors has been strengthened through a framework in which independent Outside Directors are appointed and encouraged to exercise their ability and insight, under the supportive arrangements such as in-depth prior briefings on the proposals to be discussed at the Board of Directors meetings and holding of periodical meetings with Representative Directors and internal officers. In order to further strengthen governance and incorporate diverse knowledge to stimulate business strategy discussions, it was resolved at the 29th Ordinary General Meeting of Shareholders to increase the ratio of independent Outside Directors in the Board of Directors to above one third. With respect to the auditing function, all audit & supervisory committee members (including full-time members) attend important meetings such as the Board of Directors meetings, while conducting effective audits over Directors' execution of duties in coordination with the independent auditor and internal audit staff, to ensure management soundness. In addition, we continue to maintain an executive officer system (28 men and 3 women serve as executive officers and 3 executive officers concurrently hold the post of Director) to respond quickly to changes in the business environment by clearly delineating the roles of business execution and monitoring, and to better reinforce business execution functions.

### Ratio of Independent Outside Directors to All Directors



Web NTT DOCOMO Basic Policy on Corporate Governance (in Japanese only)  
[https://www.nttdocomo.co.jp/corporate/ir/binary/pdf/management/governance/governance\\_rule\\_200616.pdf](https://www.nttdocomo.co.jp/corporate/ir/binary/pdf/management/governance/governance_rule_200616.pdf)

**Governance System** Overview of a New Corporate Governance Structure  
— Transition to a Company with the Audit & Supervisory Committee

**Support System That Ensures the Effectiveness of Outside Officers**

The Company has established the following framework so that Outside Directors 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
- Inspecting various sites (research centers, branches, docomo shops, wireless base stations, etc.)
- 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 Committee Office as a dedicated organizational unit to assist in the Audit & Supervisory Committee's execution of their duties and assigning full-time personnel to that office
- Having dialogue with current and potential institutional investors (when there are requests from investors or Directors/audit & supervisory committee members)
- Holding regular meetings between the independent Outside Directors who are not audit & supervisory committee members and the Audit & Supervisory Committee

**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	<b>Establishment of Advisory Board</b> From experts in various fields, we receive objective opinions and proposals in such areas as management issues and the role of telecommunications technology in society.	23	0	4	0
December 2000	<b>Establishment of U.S. Advisory Board</b> We receive opinions and proposals from a global viewpoint in regard to the role of telecommunications technology in society and information technology trends.	28	0	4	2
June 2002	<b>Appointment of Outside Director</b> The Company appointed one Outside Director from within the NTT Group.	27	1	4	2
June 2003	<b>Outside members account for a majority of audit &amp; supervisory board members</b> 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	<b>Introduction of the executive officer system</b> Reduced the number of members of the Board of Directors in the Articles of Incorporation by more than half in accordance with the introduction of the executive officer system.	13	1	5	3
June 2013	<b>Number of Outside Directors on Board of Directors increased by one</b> The Company appointed the first independent 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 2016	<b>System with two independent Outside Directors</b> 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)
June 2020	<b>Transition to a Company with the Audit &amp; Supervisory Committee</b> The number of Directors will be 15, including 5 audit & supervisory committee members. <b>The ratio of independent Outside Directors on the Board of Directors will be one third or more.</b> The number of independent Outside Directors will be 5, including 2 audit & supervisory committee members.	15	7 (Of which, 5 are independent Directors)	Number of Members (Audit & Supervisory Committee)	
				Total	Of which, Outside Directors
				5	4 (Of which, 2 are independent Directors)

## Governance Structure Reform to Sustain Our Growth



Message from Outside Director

### Expectations for NTT DOCOMO: Be a Company That can React Swiftly in Times of Accelerating Changes

**Eiko Tsujiyama**

Member of the Board of Directors (Audit & Supervisory Committee Member)  
Professor Emeritus, Waseda University

#### DOCOMO from the Viewpoint of Audit Use Intuition Based on Experience

I have been overseeing NTT DOCOMO's audit since 2011 as an outside member of the Audit & Supervisory Committee. Although the main job of the audit is often perceived to be the detection of fraud or other wrongdoings, it is impossible for a corporate auditor to spread a net across the whole company to detect fraud in a giant organization like DOCOMO. To ensure a solid and reliable audit, it is necessary to perform an evaluation on internal control with vigilance in areas of potential risks, and employ necessary actions in cooperation with the internal audit team and the financial auditor (audit firms).

With many financial auditors adopting artificial intelligence (AI) in recent years, there is now a mechanism in place to scientifically detect inappropriate accounting treatments. However, no matter how precise the detection feature may be, it is still difficult to completely rule out the possibility of gross misconduct such as window-dressing if "internal control is invalidated." Historically, there have been cases where window-dressing was performed easily as a result of behind-the-scenes involvement by top management. As a member of the Audit & Supervisory Committee, I pay particular attention to the attitudes of top management and corporate culture, using my intuition to discern people mindful of the risk of internal control being invalidated. When I look at DOCOMO from this perspective, I feel reassured as the members of top management have always demonstrated discipline in various situations.

#### In the Capacity of Representing the Interests of General Shareholders

#### Case-by-Case Judgment Based on Merits

As an expert of financial accounting, I have been engaged in research and education at universities for many years, as well as the development of international and domestic accounting standards. In developing the impairment accounting standards for Japan, I steered the deliberations of the Business Accounting Council as chairperson of the Fixed Assets Working Group. Through this experience, I came to realize the importance of accumulating experience in the field where the accounting standards are properly functioning. Hence, I started accepting the roles of outside corporate auditor and outside board member of several companies since 2008. The exposure to real-world corporate governance in the field illuminated me on many fronts, including the importance for outside corporate auditors and board members to speak out their own opinions without hesitation in their capacity representing the interests of general shareholders.

I take the same approach for the Board discussions at DOCOMO as well, and make case-by-case judgments based on merits without any hesitation. I have endeavored to actively express my opinions not only on compliance-related issues but also from the perspective of rationality and efficiency of business management.

I sometimes make statements pertaining to managerial decisions deviating from the framework of a corporate auditor. Upon the introduction

## Governance System Governance Structure Reform to Sustain Our Growth

of the new rate plans in 2014, although a few members expressed concerns about the negative revenue impact, I stated that we “need to show an attitude one step more aggressive, including a rate reduction, in a preemptive move to secure the Company’s future competitiveness.” The executive side found my words reassuring and accepted them with sincerity, though they said “it was unexpected to hear such an opinion from an outside auditor.”

I have also expressed a lot of opinions about investment deals from the standpoint of a specialist in finance and accounting in light of the fact that successful cases account for less than one third of the total global M&A deals as well as the lessons learned from DOCOMO’s past failed investments. While there is no need to take a negative view on M&A per se, one of the factors that sometimes results in an unexpected outcome is the excessive impairment risk caused by the too expensively calculated investment amount by blending potential synergies into future profits. Being aware of this point, I have always sought a review on the necessity of investment when the Company deliberated on a business alliance as well as a meticulous examination on the investment amount, and sometimes advised the Company to explore the possibility of business alliances that do not require capital injection. In that regard, I highly evaluate DOCOMO’s transition to the “co-creation” strategy with external partners laid out in the Medium-Term Strategy pursued since FY2015. Also, in cases where investment or a merger was executed, I have closely observed how the Company prepared the environment for and carried out the examination of post-investment synergy creation.

DOCOMO has introduced what is called the “After-School” system, a session held after Board of Directors meetings to discuss specific themes by the relevant members in order to enhance the Board’s effectiveness. I believe these “after-school” meetings have been very useful because members can hold multi-faceted discussions on important topics for the Company’s management strategy, including matters relating to its mid- to long-term vision without being confined to the agenda of the Board meeting. Going forward, it may become important to deepen our discussions on more comprehensive themes that involve not only DOCOMO but the entire Group.

### Transition to a Company with the Audit & Supervisory Committee Putting a Sound Soul into a New Organizational Body

With the approval obtained at the annual general meeting of shareholders in June 2020, DOCOMO made a transition to a company with the Audit & Supervisory Committee. I have kept a close eye on this issue from the beginning of discussions as it directly relates to the activities of the former Audit & Supervisory Board of the Company. This, I believe, turned out to be a good decision because greater authority is now transferred to the executive team under the new structure, enabling the Company to make swift and more flexible responses to future changes in the business environment. The enhanced monitoring capability in the new structure, combined with the transfer of authority, is expected to lead to proper functioning

of organizational design. As DOCOMO has a rich availability of staff and functional resources in the Audit & Supervisory Board Member’s Office, it has a good affinity with a company with the Audit & Supervisory Committee structure, which in my view enabled the smooth transition this time around. However, what is more important than the design of the organization is putting a sound soul into the new organizational body. Members of the Audit & Supervisory Committee and all other relevant personnel must work in unison for its proper operation and avoid the organizational change ending up in mere formality. I will also commit myself to fulfilling my own responsibilities with a renewed determination.

### Toward Sustainable Growth DOCOMO’s Dynamic and Vibrant Future

DOCOMO’s has a generally excellent employee base and many of them appear to have an outstanding personality as well. The Company is blessed with a treasure trove of “human assets” comprising competent and well-behaved people but somewhat lacking in impulsiveness. This may be the DNA of the Company that has been passed down from the age when it was a public corporation, but I cannot help finding a bit of insufficiency when I think about the current managerial challenges facing the Company, particularly the aggressive management style of the competition.

With the changes in the environment surrounding telecommunications business taking place faster than ever, for DOCOMO to achieve sustained



growth, it is indispensable to foster a young and flexible mindset that is not bound by tradition. For any business to survive in the years ahead, they will be required to build a flexible structure that can respond to non-continuous setups and undertake business model reengineering that accompanies drastic structural reform. To this end, taking the opportunity that manifested itself with the spread of COVID-19, we must now embark on a bold review of our HR system, including workstyle reform, so we can bring out the maximum potential of our excellent human assets.

Furthermore, DOCOMO also has accumulated an overwhelming number of “intellectual properties” and is backed by the strengths of the NTT Group, a unique advantage that our rivals cannot tap into. I hope DOCOMO will continue to be a company that can flexibly adapt to the ever-changing environment by integrating its inherent steadiness with newly acquired boldness and become a game changer in various fields.

Toward “the creation of a new world of communications culture,” I have high expectations for DOCOMO’s potential to contribute not only to mobile telecommunications but to all spheres of communications in society, and for the Company’s dynamic and vibrant future.

# Telecommunications Business



## Main Services

### Mobile telecommunications services

- 5G services
- LTE (Xi) services
- FOMA services (3G)
- International services
- Sales of handset/equipment for each service etc.

### Optical-fiber broadband service and other telecommunications services

- Optical-fiber broadband service
- Satellite communications services etc.

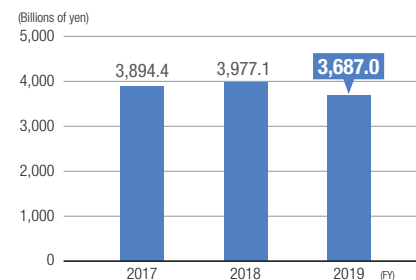
## Providing Value

### Creating a New World of Communications Culture on One of Japan's Largest Telecommunications Networks

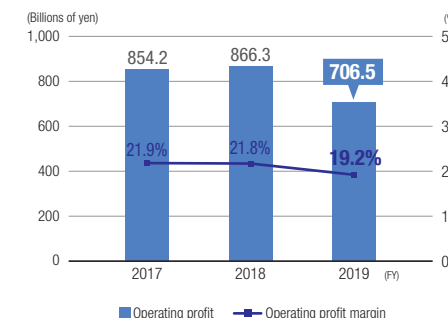
Based on our corporate philosophy of "creating a new world of communications culture," we contribute to achieving a vibrant and rich society through services useful to both business and our customers' lives, built around our core telecommunications business that consists of mobile telecommunications services and optical-fiber broadband and other telecommunications services. Above all, we utilize our advantage of operating one of Japan's largest telecommunications networks, on which customers can experience "breadth," "speed" and "comfort," to contribute to the creation of a world of communications culture.

## Results

### Operating revenues



### Operating profit



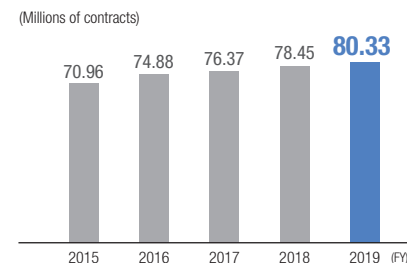
Operating revenues from the telecommunications business for FY2019 decreased by ¥290.1 billion, or 7.3%, to ¥3,687.0 billion from ¥3,977.1 billion for the previous fiscal year. This was mainly attributable to the decline in mobile telecommunications services revenues caused by the drop in equipment sales revenues and the expanded impact from the customer return measures, which outweighed the growth of optical-fiber broadband services revenues achieved through the expansion of "docomo Hikari" subscriptions.

Operating expenses from the telecommunications business, on the other hand, recorded a decrease of ¥130.3 billion, or 4.2%, to ¥2,980.5 billion from ¥3,110.8 billion for the previous fiscal year. This was due primarily to the cost of equipment sold that decreased in tandem with the drop in equipment sales revenues, which more than offset the growth of expenses associated with the expansion of "docomo Hikari" revenues.

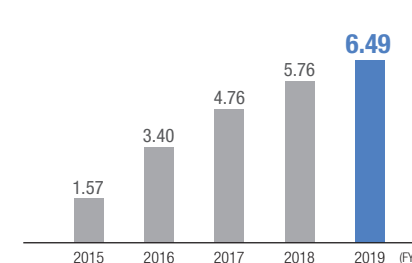
As a result, operating profit from the telecommunications business came in at ¥706.5 billion, posting a decrease of ¥159.8 billion, or 18.4%, from ¥866.3 billion for the previous fiscal year.

## Major Operating Data

### Number of subscriptions to mobile telecommunications services



### Number of "docomo Hikari" subscriptions



## Initiatives under the Medium-Term Management Strategy

### Providing a Network Trusted by Customers



#### ► A Telecommunications Environment That Can Be Easily Utilized Anytime, Anywhere and with Peace of Mind

DOCOMO is constantly striving to offer a better network, which in turn will bring about a telecommunications environment that can be easily utilized anytime, anywhere and with peace of mind. We maintain our network 24 hours a day, seven days a week, and with the provision of large-zone base stations and the introduction of virtual technology, we achieve reliability and stability that allow customers to connect “anytime,” not only under normal conditions, but also when special events or disasters lead to heavy mobile phone usage. By setting up more base stations, we also seek to expand our service area so that customers can truly connect “anywhere,” in cities, on subway trains and inside buildings. Through such a strong network that gives customers the ability to connect anytime, anywhere, we continuously offer “peace of mind.” We also rolled out a process to enhance area quality through area planners\* in April 2018. Across Japan, area planners are conducting detailed network investigations and improvements based on customers’ mobile phone usage patterns in an effort to provide a stress-free network environment both on land and at sea.



A network operation center monitoring facilities 24 hours a day, 365 days a year



A mobile base station vehicle supporting an area affected by Typhoon No. 10 in 2020 (Kagoshima)

#### Activity Examples of Area Planners



An “area planner” refers to an expert who is tasked with designing an area (town or district) that he or she has been assigned and is very familiar with in order to maintain a comfortable telecommunications environment at all times. This includes responding quickly to changes in the townscape and to customers’ mobile phone usage patterns. The expert employs a diverse array of techniques to improve and refine the area.

##### On land

In densely populated railway service areas in the Greater Tokyo Area, such as the area covered by JR East’s busy Yamanote Line, area planners adjust the network settings based on the frequent and routine mobile phone usage locations and time periods.

##### At sea

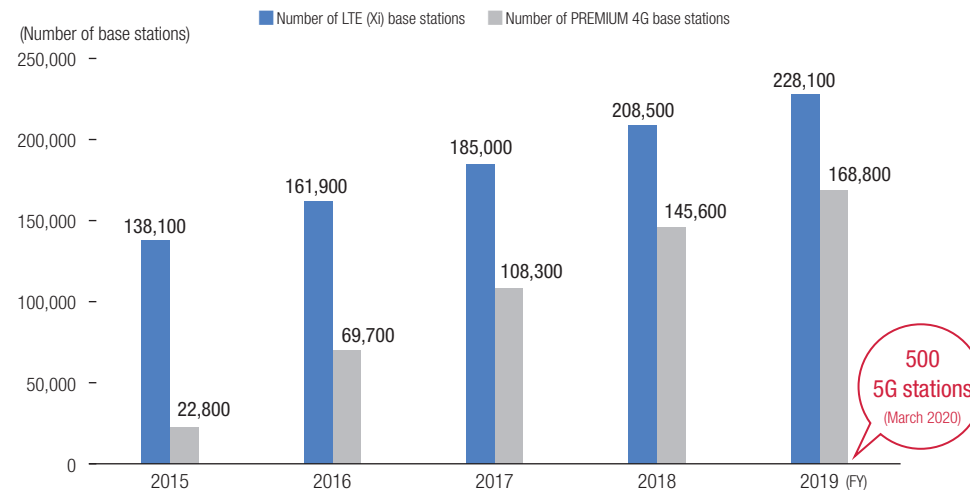
In the Seto Inland Sea and other sea areas crowded with ships, area planners monitor the connectivity and adjust the network settings.

### ► Expansion of Service Area and Higher Speed Connections

We are proactively 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 168,800 “PREMIUM 4G” base stations and 228,100 LTE base stations in operation at the end of FY2019. We launched 5G commercial service in March 2020 in 150 areas nationwide, using about 500 base stations.

Further, we are undertaking efforts to accelerate communication speed. Introducing faster technologies, including carrier aggregation, we increased the maximum receiving rate of “PREMIUM 4G” to 1.7 Gbps in March 2020.

#### Number of Base Stations



### ► Network Investigations and Improvement

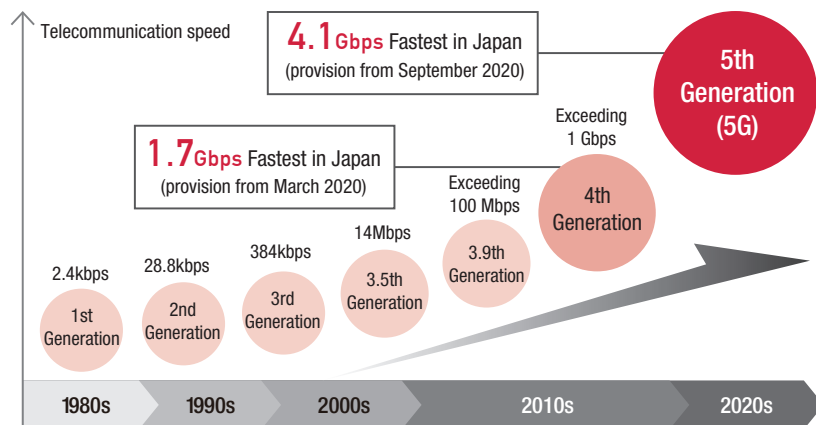
We solicit customer feedback on connectivity as part of our efforts to maintain telecommunications quality and expand our service area. At customers’ requests, we propose ways to optimize their connectivity (Number of door-to-door surveys in FY2019: Approximately 15,000).



Inquiry desk for connectivity problems (in Japanese only)  
<https://www.nttdocomo.co.jp/support/area/feedback/>

### ► Introduction of 5G for Higher Speed Connections

DOCOMO launched 5G commercial service on March 25, 2020. The maximum receiving rate was 3.4 Gbps, the maximum sending rate was 182 Mbps, and the maximum receiving rate increased to 4.1 Gbps in September 2020. DOCOMO started research on 5G around 2010 and has been producing results steadily, playing a leading role in international standardization organizations and conducting demonstration experiments with major vendors in the world. DOCOMO will continue to lead global innovation toward realizing ever higher speeds by leveraging its network operations know-how and leading-edge technical development capabilities cultivated for more than 20 years.



"8KVR Live," added to the "Shintalkan Live Connect" menu from March 2020, facilitates overwhelming visual beauty using the latest processing technology in the age of 5G and provides a realistic view of the world and a new way to enjoy music.



We launched "AceReal® for docomo," a 5G remote work support solution, in July 2020 for enterprise customers. AceReal® for docomo enables remote work support using AR smart glasses from the office.

### Evolution of Customer Touchpoints

Aiming for thorough responses that satisfy customers, we work to acquire further knowledge, enhance response skills and foster compliance awareness through regular training. In addition, we sequentially opened "d garden" from April 2019 as a proof-of-concept shop for providing "new customer experience value" that meets the diverse needs of regions and customers. The shop provides a space to experience various services and contents, even for customers who do not have docomo subscriptions.

In order to enhance customer support at docomo shops, we work to provide free "initial settings and data transfer" support for customers who purchased devices in shops, and increase shops with expanded store visit reservations so that we are able to accept many customers without having them wait. Moreover, at our "docomo Smartphone classes," which have 5 million participants annually, we developed programming classes toward the 2020 mandating of programming education at elementary schools.

Further, working to raise customer satisfaction, we enhanced convenience and support at every customer contact point, launching "simple procedures" on the docomo online shop so that devices can be purchased smoothly and expanding a chatbot service that enables customers to ask questions about DOCOMO Online Procedures and solves problems promptly.

We will also continue to refine customer experiences by shortening attendance time and strengthening website leads as described above, as well as to enhance the attractiveness of membership programs and improve the "quality" of our membership base by expanding the number of "d POINTs" partner stores that are easier to use. Through these measures utilizing a variety of our assets, we aim to be a company that is continuously chosen by customers based on our comprehensive strength.

Declaration 1  
Market leader

Declaration 3  
Peace of mind and comfort support



An area where d kids applications are displayed in "d garden shop in LaLaport Toyosu." Three large touch displays are installed, providing hands-on experience with "d kids," an intellectual education service for smartphones and tablets.

Web docomo Online Shop (in Japanese only)  
<https://onlineshop.smt.docomo.ne.jp/>

docomo  
**OnlineShop**

Web My docomo (in Japanese only)  
<https://www.nttdocomo.co.jp/mydocomo/>

My docomo



## Return to Customers by Introducing "Gigaho" and "Gigalight"

Declaration 1  
Market leader

As the market environment changes drastically, in order to be competitive as a market leader, in June 2019 the Company launched the new rate plans "Gigaho" and "Gigalight," which feature a simple structure and great value.

With the easy-to-understand "two options" of basic plans, you can enjoy discounts under "Minna DOCOMO Wari" and "docomo Hikari bundle discount" systems if docomo service is used by family members.

The number of subscriptions to new rate plans (Gigaho, 5G Gigaho, Gigalight, 5G Gigalight, Keitai Plan, Kids Keitai Plan, Data Plus and 5G Data Plus) exceeded 17 million in April 2020.



## Communication with Companies

### Functional Enhancement of "+Message" Service

Declaration 1  
Market leader

We enhanced the functionality of "+Message," a messaging application that enables the customer to exchange messages using only a mobile phone number, in October 2019. The enhanced application allows the customer to exchange messages including images, videos and other rich content with companies' official accounts. The number of users exceeded 15 million in February 2020. We will continue to take steps for "+Message" to be used safely, securely and conveniently as an open platform that connects a variety of companies and customers and as a messaging service that supports solutions and services in the 5G era.



#### What you can do using +Message

- Start easily
- Send files, including photos
- Have fun conversations with friends, using stamps
- Communicate with a group at the same time
- Communicate with companies
- Use the service only by paying packet communication fee

## Sumaho Okaeshi Program

Declaration 3  
Peace of mind and comfort support

We launched the "Sumaho Okaeshi Program" as a new way to sell devices in June 2019. If a member of the d POINT CLUB or docomo Business Premier Club joins this program and purchases one of certain models in 36 installments and returns the device, they do not have to pay installments from two months after the month when they return the device (12 installments maximum). We have reduced monthly payments to encourage customers to purchase highly functional devices.



## Gigaho Zouryou Campaign

Declaration 1  
Market leader

From January to April 2020, we ran the "Gigaho Zouryou Campaign," which enabled the customers who had joined the new rate plan "Gigaho" to increase the monthly available data amount by 30 GB to 60 GB. From May 2020, we executed "Gigaho Zouryou Campaign 2," which increased the monthly available data amount to 60 GB the same as the "Gigaho Zouryou Campaign." The increase in the available data amount automatically applies to customers subscribed to "Gigaho 2" since October 2019 or following months. DOCOMO will continue to develop rate plans that suit each customer's lifestyle and will get them to use DOCOMO services with a sense of security for a long time.

**ギガホなら 60GB/月まで使える キャンペーン実施中!**

【ギガホならとってもおトク!】

ギガホで 30GB/月が

30GB/月 半が増量!

合計 60GB/月

30GB/月 増えて 合計 60GB/月 使える!

# Smart Life Business



## Main Services

### Content/Lifestyle services

- "dTV" • "d hits" • "d magazine" • "d shopping" • "d healthcare" • "NTT Plala Inc."
- "Oak Lawn Marketing, Inc." • "Tower Records Japan Inc." etc.

### Finance/Payment services

- "d CARD" • "d CARD GOLD" • "iD" • "d Payment" • Fintech etc.

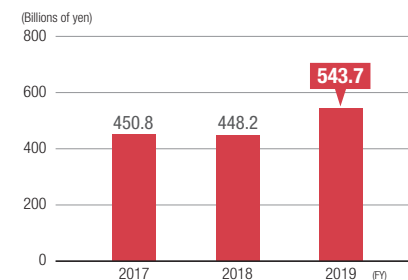
## Providing Value

### By Creating New Value, We Contribute to Realizing a Rich Society

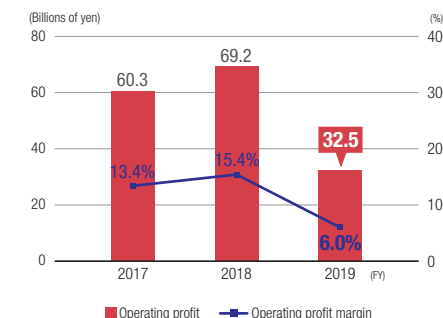
Under our brand slogan of "The new of today, the norm of tomorrow," we are working to "expand our telecommunications business" and "strengthen our smart life business and other businesses segment" as the dual foundations of our business operations. In the smart life business and other businesses segment, in order to continue to meet the needs of our customers, we are driving the evolution of open collaboration with various partners and promoting "+d" initiatives that provide new added value to our customers. By utilizing our business assets, which include payment infrastructure, "d POINTs" and "d CARD," we provide "value, convenience and enjoyment" to customers.

## Results

### Operating revenues



### Operating profit



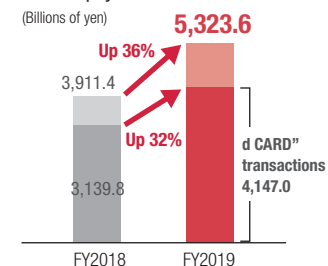
Operating revenues from the smart life business for FY2019 increased by ¥95.5 billion, or 21.3%, to ¥543.7 billion from ¥448.2 billion for the previous fiscal year, driven mainly by the growth of revenues associated with the consolidation of NTT Plala Inc. as a wholly-owned subsidiary in July 2019 and the increase of finance/payment services revenues.

Operating expenses from the smart life business grew by ¥132.2 billion, or 34.9%, from ¥379.0 billion for the previous fiscal year to ¥511.2 billion. This was mainly due to an increase in expenses incurred at NTT Plala Inc. that was integrated as a subsidiary in July 2019 as well as the rise in expenses linked with the revenues from finance/payment services.

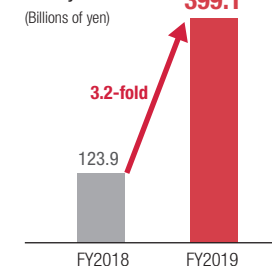
Consequently, operating profit from the smart life business recorded a drop of ¥36.7 billion, or 53.0%, from ¥69.2 billion for the previous fiscal year to ¥32.5 billion.

## Major Operating Data

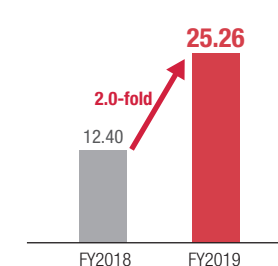
### Transactions handled by finance/payment business



### Transactions processed with "d Payment"



### "d Payment" users



## Initiatives under the Medium-Term Management Strategy

### Expansion of the Functionality and Use of “d Payment”

Declaration 1  
Market leader



For “d Payment,” together with adding wallet functions and launching “Kazasu (scanning)” payment via the “d Payment mini app” and “iD” electric money service, which is used through certain models of devices, we performed various reward point campaigns for “d POINTs” throughout the fiscal year in order to increase the number of users. In addition, we worked to make “d Payment” available at more locations and, as a result, it became available for use at “7-Eleven” convenience stores, operated by SEVEN-ELEVEN JAPAN CO., LTD., and “Gyu-Kaku,” “Shabu-Shabu ONYASAI,” “Kappa-Sushi” and other restaurants, operated by group companies of COLOWIDE CO., LTD.

In October 2019, the “d Payment” application was updated to be compatible with Android 10 and “JPQR,” the unified QR Code\*1 for payment created by the Payments Japan Association, the use of which the Ministry of Internal Affairs and Communications is encouraging in cooperation with the Ministry of Economy, Trade and Industry.

\*1 QR Code is a registered trademark of DENSO WAVE INCORPORATED in Japan and in other countries.

### Alliance with Mercari and Merpay

Declaration 4  
Industry creation

Declaration 5  
Solution co-creation

Declaration 6  
Partner business expansion



Aiming to further improve customer convenience and services, promote cashless payments, and consider new businesses, we agreed on a business partnership with Mercari, Inc. and Merpay, Inc.

The three companies, Mercari, Merpay and DOCOMO, formed an alliance as one of Japan’s largest customer bases and are now able to provide a range of services, using one of Japan’s largest marketplaces and d POINT CLUB members, one of Japan’s largest membership bases.

The three companies use each other’s assets, sharing partner stores in the field of smartphone payment, to provide payment service that enables customers to use their balance and points seamlessly and to increase customer convenience. The number of shared member accounts exceeded 2 million in July 2020. We will continue to develop a variety of operations to expand cashless payments in Japan.

### Initiatives for Marketing Solution Business - Improved Convenience of “d POINTs”

Declaration 4  
Industry creation

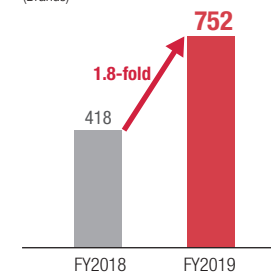
Declaration 5  
Solution co-creation

We worked to promote the use of and enhance the convenience of “d POINTs,” which became available for use at “FamilyMart” stores, operated by FamilyMart Co., Ltd., and at restaurants under the umbrella of Zensho Holdings Co., Ltd., including “Sukiya,” “Hamazushi” and “Coco’s,” and encouraged expansion of our marketing solution business\*2 by leveraging the “d POINTs” membership base.

As a result of these initiatives, as of March 31, 2020 the total number of partners participating in the “d POINTs” program was 752, an increase of 334 from March 31, 2019.

\*2 Marketing solution business consists of “d POINTs” business, advertising business and CRM business.

“d POINTs” partners  
(Brands)



#### Fraudulent Use of docomo kouza

We sincerely apologize to our customers and other stakeholders for the fraudulent use of docomo kouza at certain banks.

A third party illegally obtained bank account numbers and cash card personal identification numbers and opened docomo kouza linked to the bank accounts. We express our sympathies to those who have incurred losses. We are proceeding with compensation procedures for all losses in cooperation with the banks.

We will strengthen security measures, including making sure to verify identification using systems such as an online identity verification system (eKYC\*) for docomo kouza to be used more safely and securely.

DOCOMO will continue to work to improve its service. We appreciate your understanding.

\* eKYC is an abbreviation of “electronic Know Your Customer,” which means online identity verification. The customer takes photos of himself/herself and an identification document with a photo, such as a driver’s license, using the d Payment app and uploads the photos. The customer’s identity is confirmed by comparing the photo of the customer taken by himself/herself and the photo on the identification document.



For further details, visit DOCOMO’s official website. (in Japanese only)  
<https://www.nttdocomo.co.jp/>

## Other Businesses

### Main Services

#### Enterprises solutions

- Enterprise IoT solutions
- System development/sales/maintenance services etc.

#### Support services for customers' peace of mind

- "Mobile Device Protection Service"
- "Anshin Remote Support" etc.

### Providing Value

#### Supporting Enterprise Customers and Providing Services That Many Customers Use Safely and Securely

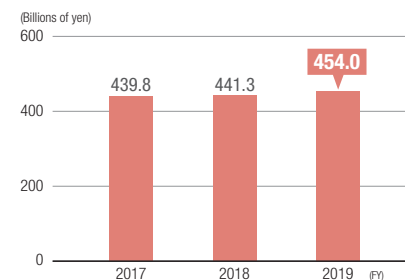
The other businesses include the enterprise business such as the IoT business and system development, sales and maintenance services, troubleshooting services such as for water damage to handsets and loss of handsets and services for safe and secure use of smartphones and other mobile devices.

In the enterprise business, we support customers by expanding services through co-creation with partners and providing solutions that contribute to solving social issues, and aim to create new value.

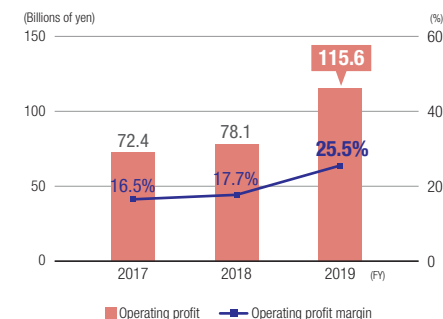
We are creating an environment where customers can use our service conveniently and comfortably through services such as "Anshin Pack," a service package which supports smartphones and other mobile devices as well as digital devices used at home, and the "Mobile Device Protection Service."

## Results

### Operating revenues



### Operating profit



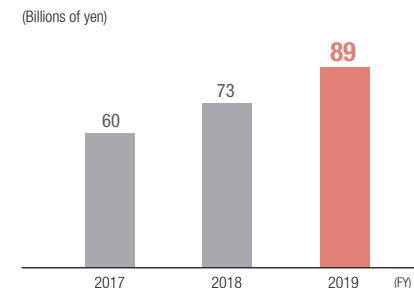
Operating revenues from the other businesses for FY2019 amounted to ¥454.0 billion, an increase of ¥12.7 billion, or 2.9%, from ¥441.3 billion for the previous fiscal year, driven mainly by an increase in revenues relating to enterprise IoT services.

Operating expenses from the other businesses were ¥338.4 billion, a decrease of ¥24.9 billion, or 6.8%, from ¥363.2 billion for the previous fiscal year, mainly due to a decrease in expenses as a result of pursuing further cost efficiency.

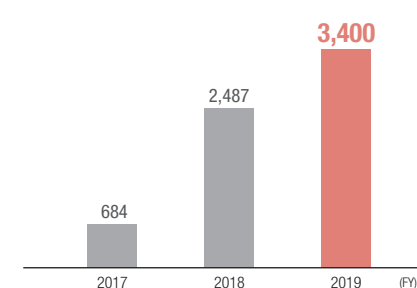
Consequently, operating profit from the other businesses was ¥115.6 billion, an increase of ¥37.5 billion, or 48.0%, from ¥78.1 billion for the previous fiscal year.

## Major Operating Data

### Enterprise solution revenues



### Enterprise partners



## Initiatives under the Medium-Term Management Strategy

### Providing 22 Solutions Related to “5G” Service

Declaration 4  
Industry creation

DOCOMO decided that with the launch of “5G” service, it will first provide 22 solutions in collaboration with partners, primarily solutions that will help solve social issues, including the sophistication of the industry, urban development and workstyle reform, and started to deliver them one by one. DOCOMO offers the six solutions below, combining its products and partners’ products\*1 and providing one-stop services from service application to billing. DOCOMO will expand the number of partners from 3,400\*2 currently to 5,000 by the end of FY2021, promote co-creation with partners and expand solutions in many different fields.

\*1 High-definition video transmission solution “Live EX 8KVR™” is provided by DOCOMO.

\*2 As of March 2020

#### One-Stop Solutions That DOCOMO Provides, Combining Its Products with Those of Partners

Solution	Description	Partner
Manufacturing equipment simultaneous analysis solution “FAAPT™”	Collects, conducts AI analysis of and provides feedback in real time for on-site data obtained from equipment at a plant stored on the cloud and improves productivity through failure prediction and automated image inspection.	Brains Technology, Inc., Synapse Innovation Inc.
Remote work support solution “AceReal® for docomo”	Provides one-stop services such as AR smart glasses, business support application, support service and “Cloud Direct™” and work support remotely	Sun Corporation
Remote co-production solution “Virtual Design Atelier™”	Enables the sharing of 3D designs and co-production between remote locations using head mount displays and controllers	Wacom Co., Ltd.
Face authentication entrance/exit management solution “EasyPass™ powered by SAFR™”	Facilitates entrance/exit management, using high-speed, high-precision face authentication technology, which uses the DOCOMO Open Innovation Cloud® and AI.	Net One Systems Co., Ltd., RealNetworks, Inc.
Point cloud data use solution “Field Simulator™”	Transfers large volumes of point cloud data obtained by scanning areas at high speeds and creates 3D models. Runs a variety of simulations, such as equipment layouts, consideration of carry-in and carry-out routes and comparisons between planning models and work results.	Elysium Co. Ltd.
High-definition video transmission solution “Live EX 8KVR”	DOCOMO provides one-stop service from shooting to delivery and supports customers’ 8KVR live distribution.	—

### Commenced Commercial Operation of “DOCOMO Open Innovation Cloud®”

Declaration 4  
Industry creation

Declaration 5  
Solution co-creation

We launched the “DOCOMO Open Innovation Cloud®,” a cloud service that features Multi-access Edge Computing (MEC)\*3, including low latency and high security, which are required in the 5G era, in March 2020. We enabled this service by building a cloud infrastructure in DOCOMO’s network and providing virtual machine instances and virtual networks.

When we started to provide this cloud service, we opened a base in Tokyo in March 2020. In May, we opened bases in Osaka, Kanagawa and Oita. In June, we launched “Cloud Direct™,” an optional service that provides a low latency and high security connection to the cloud service.

P.32

\*3 A system where servers and storage equipment are installed at places nearer to customers on a mobile telecommunications network



Declaration 3  
Peace of mind and comfort support

### Enhanced Support Services

We renewed the “Anshin Pack,” which has been provided to enable customers to use smartphones and other mobile devices safely and securely, to a service pack that also supports other digital devices used in the home, and began its provision in July 2019.

In addition, regarding the “Mobile Device Protection Service,” we expanded the contents of the service. We started to offer same-day delivery\*4 of a replacement phone in June 2019, whereas previously the delivery was on the next day at the earliest.

As an optional service, we started to provide “Express delivery\*5” in which a replacement phone is delivered within four hours of application.

\*4 The delivery areas are Tokyo and Osaka prefectures.

\*5 The delivery area is a customer specified address within the 23 wards of Tokyo / Osaka City, Osaka Prefecture (as of March 2020).

# Management Team (As of July 1, 2020)



## Management Team (As of July 1, 2020)



## Executive Officers

### Executive Vice President

Hozumi Tamura	Executive General Manager of Network Division
Shigeto Torizuka	Executive General Manager of Sales and Marketing Division
Kenichi Mori	Executive General Manager of Smart-life Business Division
Kouji Tsubouchi	Executive General Manager of Corporate Sales and Marketing Division and General Manager of TOHOKU Reconstruction Support Office
Naoki Tani	(CTO) Executive General Manager of R&D Innovation Division
Yoshiaki Maeda	Executive General Manager of Marketing Platform Division
Toshiyuki Minami	Responsible for CSR

## Members of the Board of Directors

<b>1</b> Kazuhiro Yoshizawa President and Chief Executive Officer (CEO) Representative Member of the Board of Directors	<b>5</b> Takashi Hiroi* Executive Vice President (CFO) Member of the Board of Directors General Manager of Accounts and Finance Department Responsible for Finance, Business Alliance and Strategic Alliance	<b>11</b> Shoji Suto Member of the Board of Directors (Full-time Audit & Supervisory Committee Member)
<b>2</b> Motoyuki Ii Senior Executive Vice President (CCO, CLO, CRO) Representative Member of the Board of Directors Responsible for Global Business and Corporate	<b>6</b> Mayumi Tateishi Senior Vice President Member of the Board of Directors General Manager of General Affairs Department and General Manager of Improvement Action Office	<b>12</b> Hironobu Sagae Outside Member of the Board of Directors (Full-time Audit & Supervisory Committee Member)
<b>3</b> Seiji Maruyama Senior Executive Vice President (CDO, CIO, CISO, CPO) Representative Member of the Board of Directors Responsible for Technology, Devices, Information Strategy and Data Utilization Strategy	<b>7</b> Masaaki Shintaku Independent Outside Member of the Board of Directors	<b>13</b> Katsumi Nakata Outside Member of the Board of Directors (Full-time Audit & Supervisory Committee Member)
<b>4</b> Michio Fujiwara Executive Vice President Member of the Board of Directors General Manager of Corporate Strategy & Planning Department Responsible for Mobile Society Research Institute and Preparation for 2020	<b>8</b> Noriko Endo Independent Outside Member of the Board of Directors	<b>14</b> Mikio Kajikawa Independent Outside Member of the Board of Directors (Full-time Audit & Supervisory Committee Member)
	<b>9</b> Shin Kikuchi Independent Outside Member of the Board of Directors	<b>15</b> Eiko Tsujiyama Independent Outside Member of the Board of Directors (Audit & Supervisory Committee Member)
	<b>10</b> Katsumi Kuroda Member of the Board of Directors	

\* Responsible for Investor Relations

### Senior Vice Presidents

Toshiaki Sakurai	Executive General Manager of Hokkaido Regional Office
Takanori Ashikawa	Executive General Manager of Tohoku Regional Office
Katsuyuki Takagi	Executive General Manager of Tokai Regional Office
Takaaki Sato	Executive General Manager of Hokuriku Regional Office
Kan Takamoto	Executive General Manager of Kansai Regional Office
Kikuko Shirakawa	Executive General Manager of Chugoku Regional Office
Tetsuya Mikajiri	Executive General Manager of Shikoku Regional Office
Takeshi Saito	Executive General Manager of Kyushu Regional Office
Hikaru Kawachiyama	General Manager of Tokyo Branch
Tomoyoshi Oono	General Manager of Innovation Management Department
Takehiro Nakamura	General Manager of Network Innovation Laboratories
Tooru Atarashi	General Manager of Financial Business Department
Hiroshi Kobayashi	Deputy Executive General Manager of Network Division
Hiroko Kawasaki	General Manager of Strategic Marketing Department
Hirohito Noda	General Manager of Sales Promotion Department
Shinji Kume	General Manager of Corporate Sales and Marketing Department II
Seiichi Oka	General Manager of Corporate Sales and Marketing Department III
Hisakazu Tsuboya	General Manager of 5G & IoT Business Department
Taku Hasegawa	General Manager of Information Systems Department
Taku Yamazaki	General Manager of Human Resources Management Department
Keita Kobayashi	Deputy General Manager of Accounts and Finance Department

# Reasons for Appointment and Insights of Outside Directors

The reasons for appointment and insights of the seven Outside Directors are as follows.

## Outside Directors



**Masaaki Shintaku** (Independent Director)

Mr. Shintaku has rich experience and insights gained through his many years of experience in corporate management as the president of a global company and as an outside corporate officer. He has been elected as an outside director who is not audit & supervisory committee member due to the Company's expectations that, in view of his excellent character and wealth of knowledge, he will contribute to strengthening the supervisory function over business execution and provide advice from a broad managerial perspective.



**Noriko Endo** (Independent Director)

Dr. Endo has rich experience and insights accumulated through her news gathering activities as an editor of an economic magazine, research on public policies and experience as an outside corporate officer. She has been elected as an outside director who is not audit & supervisory committee member due to the Company's expectations that, in view of her excellent character and wealth of knowledge, she will contribute to strengthening the supervisory function over business execution and provide advice from a broad managerial perspective.



**Shin Kikuchi** (Independent Director)

Mr. Kikuchi has many years of experience in corporate and other legal roles, and has a wealth of professional experience and insights gained throughout his career. He has been elected as an outside director who is not audit & supervisory committee member due to the Company's expectations that, in view of his excellent character and wealth of knowledge, he will contribute to strengthening the supervisory function over business execution and provide advice from a broad managerial perspective.



**Hironobu Sagae** (Audit & Supervisory Committee Member)

Mr. Sagae has been elected as an outside director who is an audit & supervisory committee member for his performance in auditing as an audit & supervisory board member of the Company and the Company's expectation that he will perform an audit and supervisory function based on his experience and extensive insights pertaining to finance and accounting accumulated through his career in accounts and finance at NTT DATA Corporation, and that, as he has experience of corporate management through his service as the president of an NTT group company and many years of duty pertaining to the telecommunications business, he will contribute to strengthening the supervisory function over business execution based on his experience and insights.



**Katsumi Nakata** (Audit & Supervisory Committee Member)

Mr. Nakata has been elected as an outside director who is an audit & supervisory committee member for his performance in auditing as an audit & supervisory board member of the Company and the Company's expectation that he will perform an audit and supervisory function based on his experience and insights, and that, as he has experience of corporate management through his service as CEO of an NTT group company and many years of duty pertaining to the telecommunications business, he will contribute to strengthening the supervisory function over business execution based on his experience and insights.



**Mikio Kajikawa** (Independent Director) (Audit & Supervisory Committee Member)

Mr. Kajikawa has been elected as an outside director who is an audit & supervisory committee member for his performance in auditing as an audit & supervisory board member of the Company and the Company's expectation that he will perform an audit and supervisory function based on his experience and insights, and that he will contribute to strengthening the supervisory function over business execution based on his rich experiences and insights as an expert, accumulated through his long career in the Ministry of Finance.



**Eiko Tsujiyama** (Independent Director) (Audit & Supervisory Committee Member)

Ms. Tsujiyama has been elected as an outside director who is an audit & supervisory committee member for her performance in auditing as an audit & supervisory board member of the Company and the Company's expectation that she will perform an audit and supervisory function based on her extensive insights pertaining to finance and accounting accumulated through her capacity as a Certified Public Accountant, long career experience as a university professor and an outside officer of private companies, and that she will contribute to strengthening the supervisory function over business execution based on her experience and insights.



## Reasons for Appointment and Insights of Outside Directors (As of June 17, 2020)

### Outside Directors

Name	Age	Independent Director	Audit & Supervisory Committee Member	History, Positions, Responsibilities and Principal Concurrent Positions	Board of Directors Meetings	Years Served as Director	Number of Company Shares Owned
					Attendance Rate and Number of Meetings Attended (FY2019)		
Masaaki Shintaku	65	○		Apr. 1978 Joined IBM Japan, Ltd. (Retired on November 30, 1991) Dec. 1991 Joined Oracle Corporation Japan Aug. 2000 President & CEO of Oracle Corporation Japan Jan. 2001 Senior Vice President of Oracle Corporation (Resigned on August 23, 2008) Apr. 2008 Vice Chairman of Special Olympics Nippon (currently Special Olympics Nippon Foundation) (Resigned on March 4, 2019) Jun. 2008 Chairman of Oracle Corporation Japan (Resigned on August 23, 2008) Aug. 2008 Executive Advisor of Oracle Corporation Japan (Resigned on December 31, 2008) Nov. 2009 External Director of FAST RETAILING CO., LTD. (To the present) Jul. 2011 External Director of COOKPAD Inc. (Resigned on March 23, 2017) Dec. 2015 External Director of Works Applications CO., LTD. (Resigned on September 27, 2019) Mar. 2019 Counselor of Special Olympics Nippon Foundation (To the present) Jun. 2020 Outside Member of the Board of Directors of the Company (To the present)	—	—	0
Noriko Endo	52	○		Jun. 1994 Joined DIAMOND, Inc. Apr. 2004 Concurrently serve as Director of Kyushu University Tokyo Office (Resigned on March 31, 2006) Apr. 2006 Deputy Editor of Diamond Weekly, DIAMOND, Inc. (Retired on December 31, 2013) Sep. 2013 Visiting Researcher at Policy Alternatives Research Institute, University of Tokyo (Resigned on August 31, 2018) Apr. 2015 Project Professor, Graduate School of Media and Governance, Keio University (Resigned on March 31, 2020) Jun. 2016 Outside Member of the Board of Directors of the Company (To the present) Jul. 2018 Outside Director of AIN HOLDINGS INC. (To the present) Jun. 2019 Outside Director of Hankyu Hanshin Holdings, Inc. (To the present) Jun. 2019 Outside Director of VLC HOLDINGS CO., LTD. (To the present) Apr. 2020 Project Professor, Keio University Global Research Institute (To the present)	100% (16/16)	4 years	2,700
Shin Kikuchi	60	○		Apr. 1982 Joined the Ministry of Home Affairs (currently the Ministry of Internal Affairs and Communications) (Retired on March 31, 1987) Apr. 1989 Admitted to the bar in Japan (41st class), Registered with Daini Tokyo Bar Association (To the present) Apr. 1989 Joined Mori Sogo (currently Mori, Hamada & Matsumoto) Sep. 1997 Admitted to the bar in New York (To the present) Apr. 1998 Founding Partner of Hibiya Park Law Offices (Retired on September 30, 2003) Oct. 2004 Partner of Mori Hamada & Matsumoto (Retired on March 31, 2020) Apr. 2005 Expert Adviser of Economy Law Committee of the Japan Chamber of Commerce and Industry (To the present) Jun. 2005 Outside Auditor of Jafco Co. Ltd. (Resigned on June 18, 2013) Apr. 2010 Visiting Professor, University of Tokyo Graduate Schools of Law and Politics (Retired on March 31, 2013) Apr. 2020 Partner of Gaien Partners (To the present) Jun. 2020 Outside Member of the Board of Directors of the Company (To the present)	—	—	0

## Reasons for Appointment and Insights of Outside Directors (As of June 17, 2020)

Name	Age	Independent Director	Audit & Supervisory Committee Member	History, Positions, Responsibilities and Principal Concurrent Positions	Board of Directors Meetings	Audit & Supervisory Board Meetings	Years Served as Director	Number of Company Shares Owned
					Attendance Rate and Number of Meetings Attended (FY2019)	Attendance Rate and Number of Meetings Attended (FY2019)		
Hironobu Sagae	61		○	Apr. 1981 Joined NTT Public Corporation Jun. 2011 Senior Vice President, General Manager of Accounts and Finance Department, General Manager of Human Resources Management Department, Member of the Board of Directors of NTT DATA Corporation ("NTT DATA") Jun. 2012 Senior Vice President, General Manager of Accounts and Finance Department, Member of the Board of Directors of NTT DATA Jun. 2014 Executive Vice President, General Manager of Accounts and Finance Department, Member of the Board of Directors of NTT DATA Jun. 2016 President, Member of the Board of Directors of NTT DATA MANAGEMENT SERVICE Corporation Jun. 2017 Full-time Outside Audit & Supervisory Board Member of the Company Jun. 2020 Outside Member of the Board of Directors of the Company (Full-time Audit & Supervisory Committee Member) (To the present)	100% (16/16)	100% (15/15)	—	3,200
Katsumi Nakata	63		○	Apr. 1980 Joined NTT Public Corporation Jun. 2010 Senior Vice President, Deputy General Manager of Global Business Division, and Executive Manager of Global Strategy Department, Member of the Board of Directors of NTT Communications Corporation ("NTT Com") Aug. 2011 Senior Vice President, Head of Global Business, Member of the Board of Directors of NTT Com Jun. 2014 Executive Vice President, Head of Global Business, Member of the Board of Directors of NTT Com Jun. 2015 Senior Executive Vice President, Head of Global Business, Member of the Board of Directors of NTT Com Jun. 2016 Senior Executive Vice President, Member of the Board of Directors NTT Com Jun. 2018 CEO of NTT Security Corporation Jun. 2019 Full-time Outside Audit & Supervisory Board Member of the Company Jun. 2020 Outside Member of the Board of Directors of the Company (Full-time Audit & Supervisory Committee Member) (To the present)	100% (13/13)	100% (10/10)	—	1,900
Mikio Kajikawa	61	○	○	Apr. 1982 Joined the Ministry of Finance Jun. 2013 Senior Deputy Director-General of the International Bureau of the Ministry of Finance Jul. 2014 Executive Director of the International Monetary Fund (IMF) (Resigned on June 12, 2016) Jun. 2016 Director-General of the Customs and Tariff Bureau of the Ministry of Finance (Retired on July 11, 2017) Dec. 2017 Advisor of Tokio Marine & Nichido Fire Insurance Co., Ltd. (Resigned on June 18, 2018) Jun. 2018 Full-time Outside Audit & Supervisory Board Member of the Company (To the present) Jun. 2020 Outside Member of the Board of Directors of the Company (Full-time Audit & Supervisory Committee Member) (To the present)	100% (16/16)	100% (15/15)	—	1,800
Eiko Tsujiyama	72	○	○	Aug. 1980 Assistant Professor, Humanities Department, Ibaraki University Apr. 1985 Assistant Professor, Faculty of Economics, Musashi University of the Nezu Foundation ("Musashi University") Apr. 1991 Professor, Faculty of Economics, Musashi University Apr. 2003 Professor, Graduate School of Commerce (currently Faculty of Commerce), Waseda University (Resigned on March 31, 2018) Jun. 2008 Outside Audit & Supervisory Board Member of Mitsubishi Corporation (Resigned on June 24, 2016) Jun. 2010 Outside Director of ORIX Corporation (Expected to resign on June 26, 2020) May 2011 Outside Corporate Auditor of Lawson, Inc. (To the present) Jun. 2011 Outside Audit & Supervisory Board Member of the Company Jun. 2012 Outside Audit & Supervisory Board Member of Shiseido Company, Limited (Resigned on March 25, 2020) Apr. 2018 Professor Emeritus, Waseda University (To the present) Apr. 2020 Auditor of Waseda University (To the present) Jun. 2020 Outside Member of the Board of Directors of the Company (Audit & Supervisory Committee Member) (To the present)	100% (16/16)	100% (15/15)	—	5,100

# Status of Board of Directors Meetings Held and Other Matters

## Status of Meetings of the Board of Directors Held

The Board of Directors, in principle, meets once a month and renders decisions on important management matters. Extraordinary meetings are convened as necessary. The Board of Directors also receives status reports as needed from directors, serving concurrently as executive officers responsible for business execution, thereby monitoring management.

For decision-making on important matters related to business execution, the Company has established the Management Committee, which consists of the Representative Director, President and Chief Executive Officer, Executive Vice Presidents and Directors who are audit & supervisory committee members, among others. The Management Committee meets, in principle, once a week, with extraordinary meetings convened as necessary, to facilitate flexible, swift decision making by the Representative Director, President and Chief Executive Officer.

### Meetings of the Board of Directors (FY2019)

16 meetings were held.

Attendance rate

Directors: 100%; Outside Directors: 100%

Audit & Supervisory Board Members: 100%; Outside Audit & Supervisory Board Members: 100%

## Discussion by the Board of Directors and Other Structures

The Board of Directors is charged with making decisions on such agenda items as basic management policy and medium-term management plans. The Board of Directors also endeavors to reflect these policies and plans in its decision making when conducting important business execution matters. The transition to a company with the Audit & Supervisory Committee carried out in 2020 was debated in detail by the Board of Directors and in other situations that included input from independent Outside Directors, with decisions made in light of the opinions made.

### Main agenda items discussed by the Board of Directors in FY2019

- Termination of FOMA (3G) and i-mode service
- Acquisition of Treasury Stock
- Absorption-type merger of docomo Healthcare, Inc.
- Transition to a company with the Audit & Supervisory Committee
- Launch of 5G commercial service

## Analysis and evaluation of the effectiveness of the Board of Directors

With the aim of achieving sustainable enhancement of its corporate value, the Company conducts an analysis and evaluation of the effectiveness of the Board of Directors in an ongoing effort to make improvements by identifying issues or points to be improved with respect to the responsibilities, operation, composition, etc., of the Board of Directors.

### <Evaluation method>

- "Directors' Self-Assessment Questionnaire" completed by all Directors and audit & supervisory board members (conducted from December 2019 to January 2020)
- Discussions based on the results of Directors' Self-Assessment Questionnaire during a meeting by the "Corporate Governance Council," which consists of all members of the Board of Directors and the Audit & Supervisory Board (held in March 2020)

### <Evaluation results and future operation policy>

We verified the effectiveness of the Board of Directors and the appropriateness of its responsibilities, operation, composition, etc. Furthermore, it was confirmed that the effectiveness of the Board of Directors was improved as a result of regular verification of the status of efforts to realize the medium-term management strategy, allocation of management resources and response to changes in the business environment, which had been identified as issues requiring improvement during the previous effectiveness evaluation.

In order to establish a system to further enhance business strategy discussions at the Board of Directors and also further improve the mobility of management as an operating company in the future, the Company has transitioned to a company with the Audit & Supervisory Committee, following approval of the relevant item of business at the 29th Ordinary General Meeting of Shareholders held on June 16, 2020. In addition, in order to incorporate a diverse range of knowledge toward further reinforcing governance and energizing business strategy discussions, the Company has a ratio of independent Outside Directors in the Board of Directors above one third, following approval of the items of business relevant to the election of Directors at the 29th Ordinary General Meeting of Shareholders.

In addition to the transition to a company with the Audit & Supervisory Committee, the Board of Directors will continue to periodically review the status of efforts to realize the medium-term management strategy, allocation of management resources and response to changes in the business environment, with the aim of further enhancing corporate value.

## Initiative to Improve the Effectiveness of the Board

To improve the effectiveness of the Board of Directors, DOCOMO established the "After-School" system, in which all members of the Board participate in free and open-minded discussions on important managerial issues without being constrained by their respective positions.

### Main Topics Discussed in the After-School System

- Governance system
- Micro-marketing
- R&D
- Cyber security measures

# Compensation for Directors

## Compensation for Directors

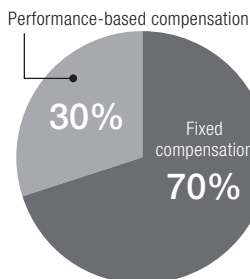
The upper limit on total compensation for Directors who are not audit & supervisory committee members of the Company (ten (10) Directors who are not audit & supervisory committee members that were elected at the Meeting) was set at ¥600 million annually (¥100 million annually for Outside Directors who are not audit & supervisory committee members) at the 29th Ordinary General Meeting of Shareholders held on June 16, 2020. The Board of Directors determines compensation for Directors for each fiscal year by comprehensively taking into account factors such as the scope of roles and responsibilities of each Director and the Company's achievement based on performance indicators such as consolidated operating profit for the current fiscal year. In addition, the Company explains the details of compensation to the parent company, independent Outside Directors who are not audit & supervisory committee members and Directors who are audit & supervisory committee members to receive appropriate advice prior to the meeting of the Board of Directors.

The determination of the amount of individual compensation for each Director is entrusted to the President and Representative Director by the Board of Directors. The President and Representative Director makes determinations in accordance with the following policies, as well as the rules concerning compensation for Directors determined by a resolution of the Board of Directors.

- i. Compensation for Directors who are not audit & supervisory committee members (excluding independent Outside Directors) consists of a monthly salary and bonuses. The Company pays monthly salaries based on the scope of roles and responsibilities of each Director. It pays bonuses by taking into account the Company's achievement based on performance indicators such as consolidated operating profit for the current fiscal year. For functioning the incentives for the medium-term management strategy, operating profit for the primary financial target, ROIC, capex to sales (ratio of capital expenditures to operating revenues), capital expenditures and the number of B2B2X projects for the other financial targets are evaluated. In addition, from the perspective of reflecting medium- to long-term business results, Directors with executive authority over operations make monthly contributions of at least a certain amount, out of their monthly salaries and bonuses, for the purchase of the Company's shares through the Director Shareholding Association, and all purchased shares are held by the Directors during their terms in office. In the case of standard business performance, compensation is composed of "approximately 70% fixed compensation and 30% performance-based compensation."

The Company will also consider expanding the percentage of performance-based compensation for the purpose of fostering stronger awareness with regard to achieving the medium-term management strategy and sustained growth, as well as enhancing medium- to long-term corporate value.

### Percentage of Fixed Compensation and Performance-Based Compensation



- ii. In order to ensure a high level of independence, the Company pays only monthly salaries as compensation for independent Outside Directors who are not audit & supervisory committee members with no links to business results.

In order to ensure a high level of independence, the Company pays only monthly salaries as compensation for Directors who are audit & supervisory committee members with no links to business results. The upper limit on total compensation for Directors who are audit & supervisory committee members of the Company (five (5) Directors who are audit & supervisory committee members that were elected at the Meeting) was set at ¥200 million annually at the 29th Ordinary General Meeting of Shareholders held on June 16, 2020.

## Total compensation by position, breakdown of compensation and number of recipients

(Millions of yen, unless otherwise stated)

Position	Total compensation	Total compensation by type			Number of recipients (Persons)
		Base salary	Performance-based compensation	Retirement benefits	
Directors (excluding Outside Directors)	439	327	112	—	14
Audit & supervisory board members (excluding outside audit & supervisory board members)	30	30	—	—	1
Outside Directors and outside audit & supervisory board members	126	126	—	—	7
Total	595	483	112	—	22

- Notes: 1. As there is no Director with consolidated compensation of ¥100 million or more in total, the information is not provided.
- Directors include three Directors who retired at the conclusion of the 28th Ordinary General Meeting of Shareholders held on June 18, 2019.
  - Outside Directors and outside audit & supervisory board members include one outside audit & supervisory board member who retired at the conclusion of the 28th Ordinary General Meeting of Shareholders held on June 18, 2019.
  - The Company transitioned to a company with the Audit & Supervisory Committee, through a resolution at the 29th Ordinary General Meeting of Shareholders held on June 16, 2020. The upper limit on total compensation for Directors and the upper limit on total compensation for audit & supervisory board members before the transition to a company with the Audit & Supervisory Committee were set at ¥600 million annually and at ¥150 million annually, respectively, through a resolution at the 15th Ordinary General Meeting of Shareholders held on June 20, 2006.
  - In terms of performance-based compensation (bonuses), targets for operating profit, which is the main performance indicator for the fiscal year ended March 31, 2020, were set based on the financial result forecast and the actual result for the previous fiscal year. The financial result forecast of ¥830 billion was achieved and the previous year's result of ¥1,013.6 billion was not achieved.

# Audits by the Audit & Supervisory Committee and Internal Audits

DOCOMO transitioned to a company with the Audit & Supervisory Committee through a resolution at the 29th Ordinary General Meeting of Shareholders held on June 16, 2020.

## Status of Meetings of the Audit & Supervisory Board Held (FY2019 Review)

In FY2019, we held 15 Audit & Supervisory Board meetings.

The main items to be considered by the Audit & Supervisory Board include the appropriate establishment of highly effective and efficient audit policies, plans, methods and assignments of each audit & supervisory board member based on comprehensive consideration of the environment surrounding the Company's business, the state of risk and changes in the environment surrounding the Company's audits, verification of the status of activities in accordance with these policies and a resolution on the audit report as a result. In addition, the Audit & Supervisory Board appropriately reviewed the matters to be resolved in accordance with laws and regulations and the Articles of Incorporation, such as the selection of the chairman of the Audit & Supervisory Board and full-time audit & supervisory board members, consent to the agenda for the election of audit & supervisory board members, decisions on the reappointment of the independent auditor and consent to compensation.

## Audit & Supervisory Committee

The Audit & Supervisory Committee consists of five Directors (of which four Directors are Outside Directors), and four full-time audit & supervisory committee members are selected. The Audit & Supervisory Committee Office is established as an organization dedicated to assisting the Audit & Supervisory Committee with the performance of its duties, and specialist staff, who follow the instructions of the Audit & Supervisory Committee, are assigned.

The Audit & Supervisory Committee makes decisions on audit policies, plans and methods and other important matters related to audits. Based on those decisions, the members of the Committee attend the meetings of the Board of Directors and other important meetings and audit the Directors' performance of their duties by listening to reports from the Directors and others, examining important documents and performing on-site audits at the head office, major offices and subsidiaries. In those audit activities, the Committee members monitor and examine the status and operation of the internal control system. The Committee members closely cooperate with the Internal Audit Department and the auditors at the subsidiaries, receiving reports about internal audits at regular meetings with the internal audit staff, which are held monthly, in principle, and communicating and exchanging information with auditors at subsidiaries. In that way, the Audit & Supervisory Committee ensures the effectiveness of audits.

## Status of Internal Audit

The Internal Audit Department conducts internal audits from a position independent of other business execution. Audits are conducted over the status of business operations at the departments of head office, regional offices, etc., to ensure compliance with laws and regulations, the effectiveness and efficiency of operations and the reliability of financial reporting. The department also evaluates the effectiveness of the internal control systems based on the Companies Act and of internal control related to financial reporting based on the Financial Instruments and Exchange Act of Japan, and works to strengthen internal control. The Internal Audit Department directly audits the Group companies or reviews the audits implemented by the internal audit departments of the Group companies.

## Cooperation to Strengthen Internal Control

The Audit & Supervisory Committee, the independent auditor and the Internal Audit Department cooperate in three-way auditing meetings. The audit & supervisory committee members strive to strengthen collaboration with the independent auditor through timely exchanges of opinions by receiving a report on the auditing plan, holding preliminary discussions regarding any significant changes in accounting policies for each quarterly fiscal period, receiving reports on the quarterly audit results and attending audits by the independent auditor.

They also receive explanations and make confirmation regarding the independent auditor's audit quality system. In addition, the audit & supervisory committee members receive reports from the Internal Audit Department regarding the plan and results of internal audits and hold regular meetings in principle once a month to strengthen mutual collaboration by exchanging opinions on the status of implementation of internal audits.

The independent auditor receives reports on internal auditing plans and on the results of internal audits as needed from the Internal Audit Department. The independent auditor and the Internal Audit Department exchange opinions and cooperate as needed.


# Internal Control

## Basic Policies and Philosophy

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.

## Compliance (Ethics and Legal Compliance)

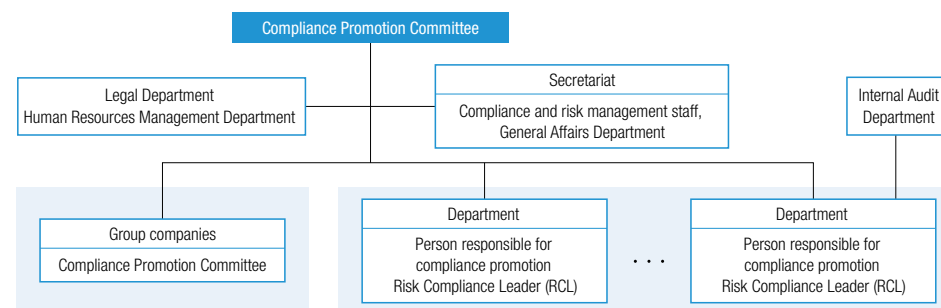
The foundation of our compliance management is to promote strict observance of the “NTT DOCOMO Group Code of Ethics” among all employees while continuing to meet the steadily increasing demands and expectations of society based on high ethical standards, including respect for human rights. Accordingly, we have built a compliance promotion system, which is centered on the “Compliance Promotion 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 channels within and outside the Company for consulting on related issues. In addition, all departments have persons responsible 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\\_etic/index.html](https://www.nttdocomo.co.jp/english/corporate/about/group_etic/index.html)

## Compliance Promotion System

DOCOMO has established the “Compliance Promotion Committee” at its head office and each branch and Group company to ensure 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 that promote compliance.

The committee at DOCOMO’s head office is chaired by the President and CEO and comprises the executive vice presidents, executive general managers of regional offices, general managers of each department, Directors who are audit & supervisory committee members and others appointed by the chairperson as needed.



## Ensuring Reliability of Financial Reporting

To meet the requirements of the Financial Instruments and Exchange Act of Japan, DOCOMO uses as our standard for the design, operation and evaluation of our internal control system related to financial reporting the basic framework set forth in “On the Setting of the Standards and Practice Standards for Management Assessment and Audit concerning Internal Control Over Financial Reporting (Council Options)” published by the Business Accounting Council. In FY2019, we evaluated the Company and 13 major consolidated subsidiaries and concluded that “internal control over financial reporting” was effective.

# Risk Management

## Basic Policies and Philosophy

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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 System

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We have established a system in which executive directors responsible for risk management periodically summarize information relating to risks in their organizations in accordance with rules concerning risk management, and the Internal Control Committee made up of Directors, senior vice presidents and others identifies risks as necessary for company-wide risk management, and decides management policy for identified risks to prevent risks from occurring and to take rapid countermeasures in the event that risks do occur.

In addition, the Internal Audit Department conducts an 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.

## Risk Identification Process

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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 identify risks for the entire Group through evaluation and analysis based on the level of impact and frequency of occurrence, and a materiality assessment.

In recent years, we have expanded consideration of the risks DOCOMO should address to encompass our response to issues associated with the realization of our Medium-Term Strategy 2020 and efforts to provide 5G, intensifying competition due to new entrants to the market, policy changes and demands in laws and regulations, infectious diseases, natural disasters and cyber security risks.

Group-wide risks are reflected in the Risk Factors disclosed in the Annual Securities Report and other documents in view of their impact on financial performance.

## Dialogue with Shareholders and Investors

DOCOMO is proactively expanding our investor relations (IR) activities by appointing an executive responsible for IR overall and establishing a designated IR department as well as engaging in information disclosure and dialogue with shareholders and investors as part of our efforts to realize sustainable growth and increase our corporate value over the medium and long term. DOCOMO also releases explanatory materials and minutes of financial results presentations and small meetings in English on our website while financial results presentations with simultaneous English interpretation are streamed live on our website to promote fair disclosure that

includes expanding and enhancing the information disseminated to overseas investors. In addition, we provide the views expressed by our shareholders and investors as feedback to top management every quarter and share them not only among the management team but across the Company, as these views help us to improve our services and business performance. Due to the COVID-19 pandemic, face-to-face communication as we had before is now difficult. We will work to establish a new communication style and enhance the quality of communication.

### Status of Activities in FY2019

Event	Number of times
Individual meetings for securities analysts and institutional investors	376
Results presentations for securities analysts and institutional investors	4
Small meetings following financial results for securities analysts and institutional investors	4
Small meetings based on different themes for securities analysts and institutional investors	7
Conferences for securities analysts and institutional investors (Japan, overseas)	9
Roadshows for securities analysts and institutional investors (Japan, overseas)	10
Presentations for individual investors	8
Shareholder events (tours of network operation centers, etc.)	13

### IR Site Awards History

DOCOMO's IR site has received high praise from third-party organizations.



Grand Prize in the "Internet IR Award 2019" presented by Daiwa Investor Relations Co., Ltd.



Gold Prize in Gomez IR Site Ranking 2019 for companies with outstanding IR sites

### Presentation for individual investors

(Presentation by Kazuhiro Yoshizawa, President and Chief Executive Officer)



### Shareholder events






# Supply Chain Management and Initiatives on Fair Competition


## Promoting CSR Procurement in View of Responsibilities to Society

DOCOMO values our relationship with suppliers and other business partners and strives to undertake CSR procurement in view of our responsibilities to society. We conduct procurement activities in accordance with our “Basic Procurement Policies” and have formulated items to be addressed in seven domains related to CSR based on the “NTT DOCOMO Guidelines for CSR in Supply Chain” (revised in December 2013). We revised our “guidelines for Green Procurement” in January 2018 and are urging consideration of the environment.

In particular, we request that all tier-one suppliers submit an “NTT Group CSR Promotion Check Sheet.” In the event of possible high risk, DOCOMO will dispatch an employee to the supplier to check the status and formulate corrective actions together. Every year we provide feedback to each supplier on the content of the check sheet without revealing the company name and regularly provide education for our procurement staff.

In addition, through social gatherings with suppliers we can listen to each other’s requests and recommendations, which helps create a better partnership.

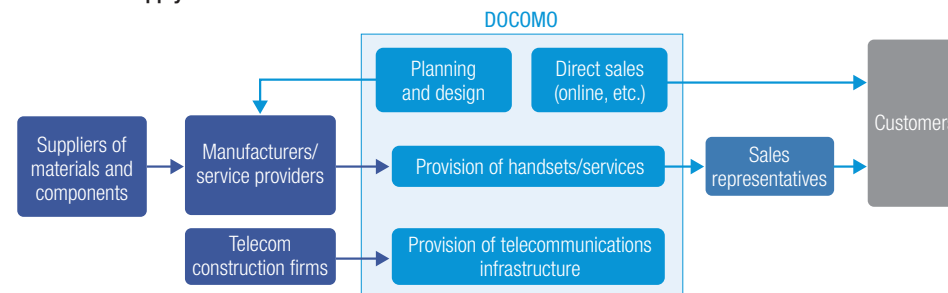
 [NTT DOCOMO Guidelines for CSR in Supply Chain](https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/supply_chain.pdf)  
[https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/supply\\_chain.pdf](https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/supply_chain.pdf)

 [NTT DOCOMO Guidelines for Green Procurement](https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/csr_procurement/green.pdf)  
[https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/csr\\_procurement/green.pdf](https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/csr_procurement/green.pdf)

### Basic Procurement 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.

## DOCOMO's Supply Chain



## 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 Communications 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.

To ensure compliance with these laws and regulations, the DOCOMO Group has consistently conducted training on fair competition online and by other means for all employees at our head office as well as employees at functional subsidiaries that bear some responsibility for corporate marketing and marketing through sales representatives. Moreover, when internally considering launching a new service, we seek to rigorously comply with laws and regulations by having the Corporate Strategy and Planning Department confirm that we are not in violation of the Telecommunications Business Law.

In June 2018, the Fair Trade Commission pointed out practices that may create antimonopoly issues, such as the practice of selling telecommunications services and mobile terminals in a single package, a contract that states the contract period restrictions and automatic renewal, plans based on a presupposition that the subscriber will trade in an old mobile phone or continue their subscription in the same program, a SIM lock and the distribution of used devices.

The revised Telecommunications Business Act and related ministerial ordinances were enforced in October 2019, which mandate the complete unbundling of communications tariffs from handset costs and the promotion of fair competition through the rectification of excessive retention measures.

In view of these developments, the DOCOMO Group will continue to provide pricing and services that comply with laws, regulations and guidelines as it strives to maintain and promote free and fair competition.

# Information Security Measures / Privacy Protection

## Dealing with Increasingly Sophisticated and Serious Security Threats

Amid the growing need for information security measures, DOCOMO complies with its "Information Security Policy" in order to ensure that customers can use its services with peace of mind. In addition, the "NTT DOCOMO Privacy Policy" has been adopted by all Group companies in an effort to protect personal information.

DOCOMO implements vulnerability countermeasures for its internal systems based on these information management systems to prevent the incidence of unauthorized access, destruction, leak and falsification of information assets and endeavors to minimize damage in the event of such incident.

If an information-related incident does occur, it is reported to the Information Security Department or the General Affairs Department upon identification of the details and degree of impact. Depending on the severity of the incident, DOCOMO will establish a committee chaired by the President and CEO, which will deal with the incident.

DOCOMO also conducts training that simulates a cyberattack to combat the growing threat of increasingly complex and serious attacks on a company's confidential information. "Organizational," "personal," "physical" and "technical" countermeasures are also being taken, including the establishment of a dedicated department which enables Internet monitoring and detection, as well as multilayer protection to shore up the protection system.

Strenuous efforts are being made to strengthen information security throughout the DOCOMO Group, including the introduction of thorough security measures at docomo shops and our contractors.

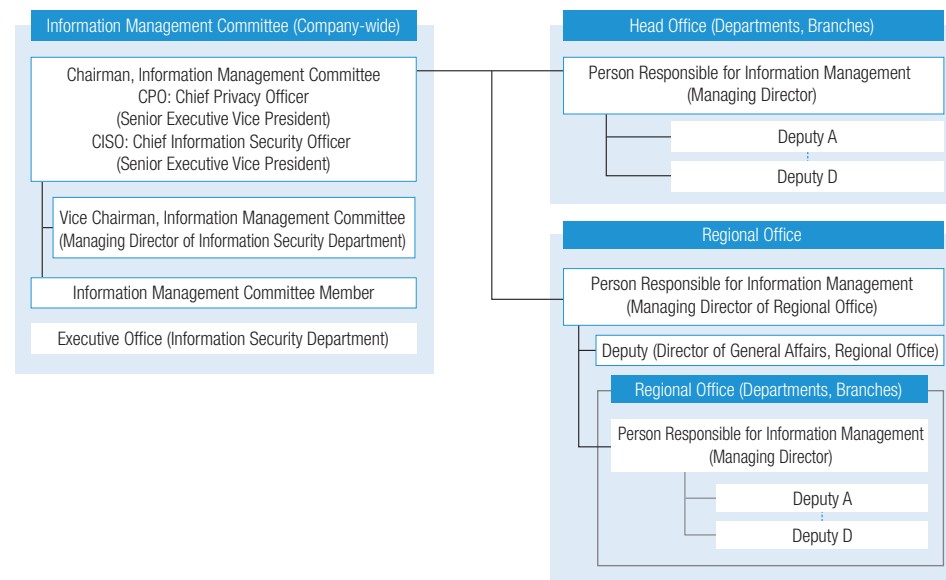
 Information Security Policy  
[https://www.nttdocomo.co.jp/english/utility/personal\\_data/security/](https://www.nttdocomo.co.jp/english/utility/personal_data/security/)

## Information Security Education

DOCOMO strives to improve the information security literacy of all employees and provides continuous education on information security to ensure the suitable management of information assets.

As part of a program aimed at enhancing awareness of information security and cyber security, e-learning and group training is provided, with lectures for executives, managers and employees set as mandatory. In FY2019, the training and awareness-raising activities centered on trends related to the increasing risk associated with changes in the environment, ways to handle pertinent laws and regulations, and information security, with a focus on "targeted attacks" and "information management rules."

## Information Management System



(As of July 1, 2020)

## Announcement of Personal Data Charter and Revision to Privacy Policy

To achieve optimum privacy protection and have customers use DOCOMO's services with peace of mind, DOCOMO announced the "NTT DOCOMO Personal Data Charter" in August 2019. In December 2019, DOCOMO revised the "NTT DOCOMO Privacy Policy" based on the behavioral principles included in the Personal Data Charter. DOCOMO has not changed the scope of personal data handled; it changed the structure of the text and expressions to make them simple and easy to understand. To explain the initiatives above, DOCOMO published "Understand by Knowing! DOCOMO's Use of Personal Data (in Japanese only)," which explains personal data concretely, using illustrations.

DOCOMO's website has the "Personal Data Dashboard," where customers can confirm the items to which they have consented and can set and change\* items. DOCOMO will work to protect data privacy and personal information and will properly handle personal data. It will continue to provide services that are valuable for customers and society using personal data.

\* Customers cannot set or change items to which they are required to consent for the provision of services.

# Customer Enlightenment and Customer Protection

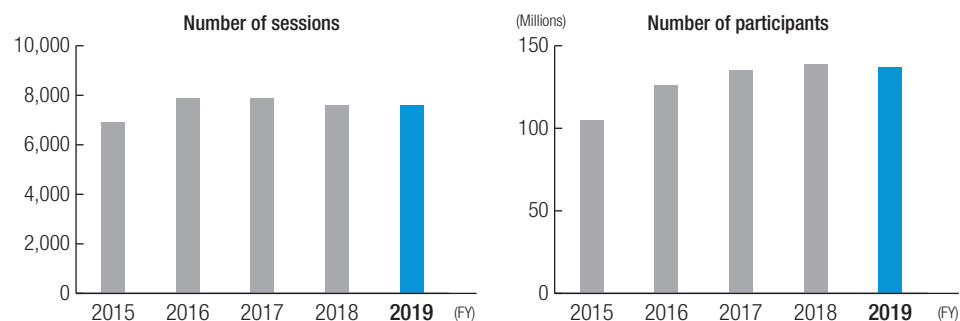
## Protecting Customers from Accidents and Other Problems

Research has found that over half of young people use their smartphone to connect to the Internet\*1. In a pioneering move, DOCOMO has been dispatching instructors to schools and learning centers nationwide since FY2004 to provide “Smartphone and Mobile Phone Safety Classes” free of charge to ensure safe use of the devices.

Approximately 13.49 million persons had taken the classes on roughly 86,500 occasions as of March 31, 2020. In FY2019, around 1.37 million people took the classes on around 7,600 occasions.

\*1 Source: “Survey on Internet Use Environment among Adolescents in FY2019” issued by the Cabinet Office

### Organizing Smartphone and Mobile Phone Safety Classes



“Smartphone-distracted walking” has been a growing public concern in recent years. In FY2012, 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 stress this point in advertising materials and shop promotional tools as well as in posters aimed at raising the awareness of customers and employees. In 2013, we began offering a function that prevents smartphone-distracted walking\*2.

\*2 “Anshin Filter for docomo” function provided to youth



**Using a smartphone while walking is dangerous.**

“smartphone manner mark”

## 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.



Do Not Charge Phone When It Is Wet!

## Measures against Fraud

DOCOMO is taking steps to prevent bank transfer scams, which are becoming increasingly sophisticated every year, in conjunction with relevant authorities and other mobile phone operators to combat a spate of such illegal activities committed using mobile phones.

### Main Measures to Prevent Remittance Soliciting Fraud

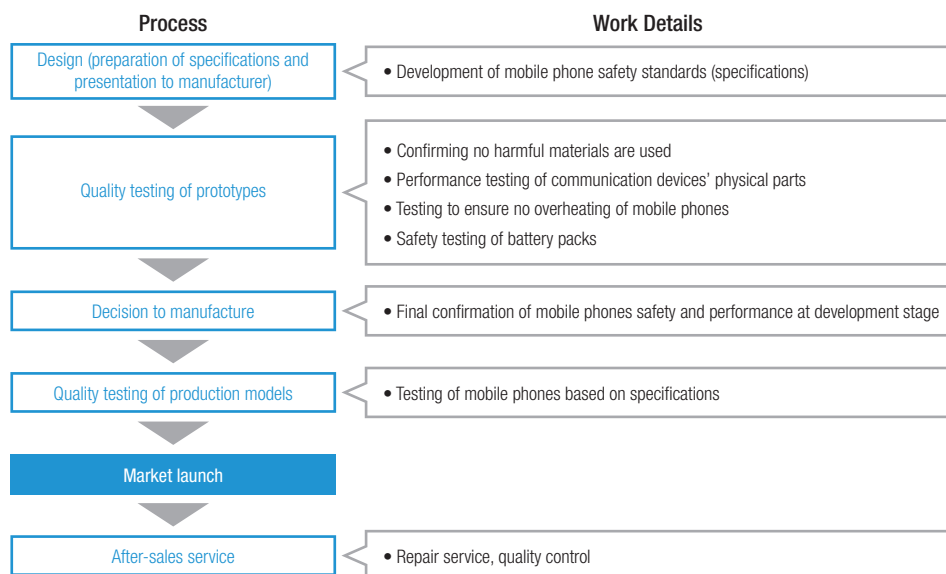
Overview	Details
Tougher screening upon subscription	Payment methods for usage charges for individual subscriptions are limited to credit card or direct account withdrawal in principle. Applicable credit cards and ATM cards can be confirmed at a docomo shop or other outlets.
	Information on customers 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.
Cooperation with the police	Information is provided to the police when there is suspicion of fraudulent identification, such as a fake driver's license, after informing the customer in advance.
	At the request of the police, we cancel the subscription of, or reject for a certain period, any additional subscription requested by a rental operator who is found to have violated the Act for the Prevention of Illegal Mobile Phone Use.
Implementation of “network use restriction”	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.)

## Customer Enlightenment and Customer Protection

### Corporate Responsibility for Products and Services

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 from 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. We stand by the quality of our products even after they are purchased by providing after-sales services.

#### Standard Product Quality Flow



Moreover, docomo shops have videophones supporting sign language and different languages\* as well as writing boards available for the hearing impaired in an effort to improve service to customers. We carry out activities under the banner “DOCOMO Hearty Style” based on the universal design concept so that all people, including elderly persons and persons with disabilities, can use our services with peace of mind.

\* Service available in English, Portuguese, Chinese and Spanish

### “DOCOMO Hearty Style” Products and Services Based on Customer Feedback

“DOCOMO Hearty Style” comprises activities to advance user-friendly products and services based on the universal design concept. The main activities are classified into three types: “promoting product and service development,” “enhancing customer support” and “disseminating safe and secure use.”

In “promoting product and service development,” for example, DOCOMO focuses on developing easy-to-read, simple products that the elderly and persons with disabilities can use, particularly the Raku-Raku PHONE series. We create products that respond to customers’ diversifying interests, such as installing a function to enlarge font sizes and a “simplified menu.”

We will continue to promote “DOCOMO Hearty Style.”

### “DOCOMO Hearty Style” Three Initiatives

Principles	Initiatives
Promote product and service development	Develop and provide products and services that are easy to use for all customers (1) Develop the Raku-Raku PHONE series (2) Provide smartphone apps and services, such as “Mieru Denwa,” for persons with disabilities (3) Offer “Hearty Discounts” (4) Provide “Braille billing service”
Enhance customer support	Establish customer service desks that are easy to use for all users and enhance response to customers (1) Make docomo shops barrier-free (2) Operate docomo Hearty Plaza (Marunouchi) (3) Install sign-language support videophones (4) Conduct training for docomo shop staff
Disseminate safe and secure use	Provide opportunities for all customers to use smartphones and other products with peace of mind and safety (1) Hold “DOCOMO Hearty Classes” lectures for organizations serving persons with disabilities (2) Organize “Smartphone and Mobile Phone Safety Classes” for special needs schools nationwide (3) Participate in events and exhibitions for persons with disabilities

## Customer Enlightenment and Customer Protection

### Security Countermeasure Services

There have been problems occurring in recent years associated with such things as the spread of spam mails, computer viruses, malware and harmful websites. Also, there are countless other scam operations that take advantage of new policies and regulations as well as current social developments, including those that surface after a major natural disaster and request donations or other financial contributions, or those that claim to be about the “My Number (social security number) system,” “benefits or grants related to COVID-19” or “electronic money service.” In this way, we have been seeing growing threats to Internet and telephone communications. Since more people are suffering from problems caused by such nuisances, DOCOMO is proactively working to provide countermeasure services to deal with them. These security services include detecting viruses, blocking harmful websites, anti-spam mail, distinguishing suspicious incoming calls and “Anshin Security” to safeguard smartphones from various threats. In addition, use of the function to reject emails sent from a suspicious address, such as an address for phishing and emails that include suspicious URLs, as well as the function to delete emails with viruses attached (a setting to reject scams/emails with viruses), helps provide a safe communication environment for our customers.

### Anshin Security



\*1 iPhone and iPad not covered

### Continuing with Efforts Related to Radio Wave Safety

The health effects of radio waves from mobile devices have been researched for over 60 years in Japan and abroad. As a safety standard, the World Health Organization has published its recommended guidelines, while the “Radio-Radiation Protection Guidelines” serve as their equivalent in Japan. 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.

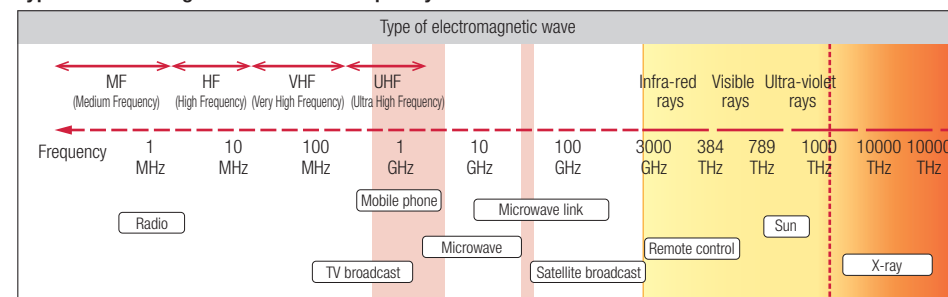
Furthermore, DOCOMO discloses the Specific Absorption Rate, the rate at which energy emitted by radio waves is absorbed by the human body, and the incident power density for each mobile phone on its corporate website, and it strives to make mobile phones safe for customers to use.

In addition, DOCOMO has conducted experiments in collaboration with KDDI CORPORATION and SoftBank Corp. related to the possible impacts of radio waves on the human body at cellular and genetic levels and released a final report in 2007 stating that the research had “identified no impact.” DOCOMO supports the surveys and research concerning the safety of mobile phone radio waves being conducted by the Electromagnetic Environment Committee of the Association of Radio Industries and Businesses (ARIB) and is actively involved in these initiatives as a regular member.

On radio wave safety (in Japanese only)  
<https://www.nttdocomo.co.jp/corporate/csr/network/radio/index.html>

On conformity to the radio-radiation protection for mobile phones (in Japanese only)  
<https://www.nttdocomo.co.jp/product/sar/index.html>

### Type of Electromagnetic Wave and Frequency of Mobile Phone



\*2 Electromagnetic waves with low frequency that do not have ionizing effects

\*3 Electromagnetic waves with extremely high frequency such as X-ray and gamma ray

# Disaster Preparedness

## Initiatives for Disaster Preparedness

Since its founding, DOCOMO has been striving to provide telecommunications services that are resilient even in a disaster in accordance with its “Three Principles of Disaster Preparedness”: “enhance system reliability,” “ensure essential communications” and “rapidly restore telecommunications services.”

With the Great East Japan Earthquake, however, telecommunications facilities were impacted in unprecedented ways, including destruction and submersion of telecommunications facilities, the failure of communications equipment resulting from power outages and the depletion of emergency power resources (batteries) from widespread and long-term scheduled power outages. In light of these lessons, DOCOMO formulated 10 “new disaster preparedness” items as its basic policy based on the “Three Principles of Disaster Preparedness” and completed their implementation by the end of FY2012.

In addition, DOCOMO started to take “additional disaster preparedness” measures on a scale of ¥20 billion for two years, starting in October 2018, to shore up measures for Japan’s frequent natural disasters, considering the sophistication of DOCOMO’s network following initiatives in 2011 and the internal and external environment, including changes in customers’ mobile phone usage patterns.

## New Disaster Preparedness in Light of the Great East Japan Earthquake

<p><b>Securing communication for key areas</b></p> <p>Securing communication for densely populated areas and administrative centers</p>	<ol style="list-style-type: none"> <li>(1) Install <b>large-zone base stations</b> throughout the nation in a total of 106 locations, covering 35% of the national population to secure communication in the event of a disaster.</li> <li>(2) Provide base stations with <b>uninterruptible power supply (UPS)</b> or <b>24 hours of battery power</b>, covering 65% of the national population (about total 1,900 stations) to secure communication in prefectural and local town/city ward offices and other locations.</li> </ol>
<p><b>Swift response to disaster-stricken areas</b></p>	<ol style="list-style-type: none"> <li>(3) Quickly build mobile phone service using satellite systems. Increase number of <b>satellite entrance base stations</b>. (car-mounted type: 55 units and portable type: 50 units*1).</li> <li>(4) Broaden service recovery using <b>emergency microwave entrance systems</b> (150 areas).</li> <li>(5) <b>Immediate distribution of satellite mobile phones</b> to secure communication in evacuation centers, etc. (about 3,000 units).</li> </ol>
<p><b>Further improvement of customer convenience during disasters</b></p>	<ol style="list-style-type: none"> <li>(6) Provide “Disaster Voice Messaging services” using packet communications resilient in a disaster.</li> <li>(7) Upgrade Restoration Area Map.</li> <li>(8) Enable voice interface for Disaster Message Board to enhance operability.</li> <li>(9) Expand Early Warning Area Mail service features (expand to tsunami warnings, etc.).</li> <li>(10) Increase use of ICT through SNS and other platforms for emergency communication.</li> </ol>

\*1 As of March 31, 2020

## Response to Large-Scale Disasters

Regarding large-scale disasters due to typhoons and others that occurred during FY2019, we enacted support activities for customers in the areas specified under the Disaster Relief Act, such as providing free battery chargers and reducing repair charges to support victims. In addition, we first provided the “Disaster Data Unlimited Mode” in which we unlocked speed limits to enable customers to use mobile phones, etc., with high speed communication even when they reached the maximum amount of usable data.

In disaster areas, we strived to minimize the impact on telecommunications services by dispatching satellite mobile base station vehicles and mobile power generation vehicles. In addition, we utilized storage batteries deployed to all docomo shops in June 2019 to provide mobile phone charging services in disaster areas. We also lent mobile phones to the Self-Defense Forces and local governments and performed the early restoration of telecommunications services with up to about 2,000 staff per day.

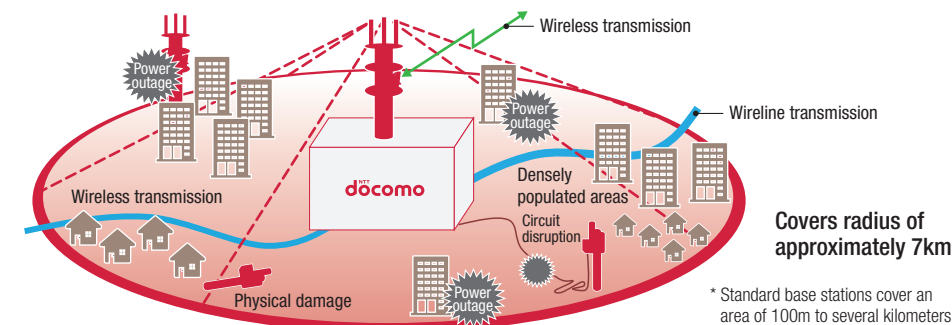
When large-scale disasters occur, DOCOMO dispatches liaison officers (on-site liaison officers in case of disasters) to the national government and local governments and shares the status of communication restoration. Through such means, DOCOMO responds to disasters efficiently with related organizations.

## Wide Area Relief through Large-zone Base Stations

Following the Hokkaido Eastern Iburi Earthquake in September 2018, DOCOMO activated large-zone base stations\*2 for the first time to restore communications over a wide area in Kushiro City due to the interruption of base station service over a wide area caused by prolonged power outages in the center of the city.

\*2 Base stations solely for use in an emergency that cover a wider area (radius of approximately 7km) than standard base stations

## Activation Image of Large-zone Base Station



\* Standard base stations cover an area of 100m to several kilometers.

# Respect for Human Rights

## Respecting the Human Rights of All Stakeholders

The NTT DOCOMO Group formulated its Basic Policies on Human Rights (revised in 2016) based on the "NTT Group's Human Rights Charter," which was inspired by the Universal Declaration of Human Rights and the International Labor Organization (ILO) Declaration of Fundamental Principles and Rights at Work, and incorporates ideas from the "Guiding Principles on Business and Human Rights" of the United Nations. In the Basic Policies, the Group defines a more concrete policy for its initiatives and raises human rights awareness.

In conjunction with "Human Rights Day" and "Human Rights Week," 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. We also conduct training to raise human rights awareness for all employees, including temporary workers.

### NTT DOCOMO Group's Basic Policies on Human Rights (revised in 2016)

**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 Human Rights Charter and NTT DOCOMO Group CSR Policy 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, from the standpoint of respect for human rights, review our operations as needed and adapt and improve 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 practices, including the establishment of the Human Rights Committee.

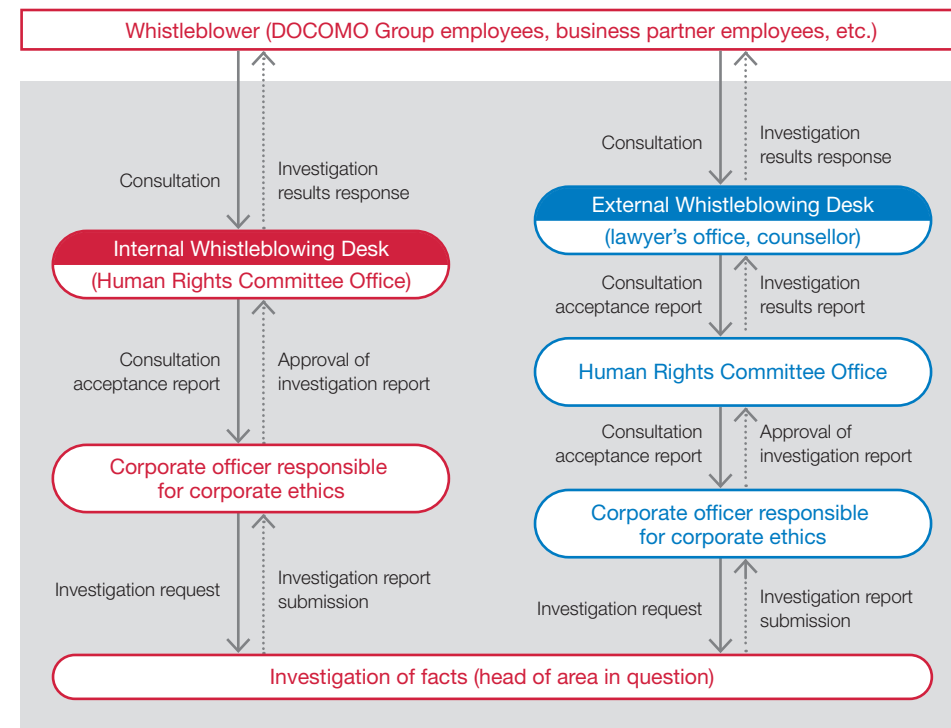
\* Owing to discrimination which had been formed based on the structure of social status in the course of the historical development of Japanese society, some Japanese people have been forced to accept a lower status economically, socially and culturally, and they are subject to various kinds of discrimination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

## Whistleblowing Desks for Human Rights and Harassment

DOCOMO has established points of contact inside and outside Company channels for all employees, including temporary employees and employees of business partners, 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. Employees can also consult the point of contact outside Company channels, which is manned by counselors affiliated with an outside, specialized organization so as to ensure an environment where employees can have complete peace of mind and know that they will not receive any disadvantageous treatment as a result of engaging in consultation or whistleblowing.

Of the 22 cases of violations of human rights and harassment in FY2019, 20 cases were violations associated with harassment, and 2 cases were violations of other human rights.

### Process of the Handling of Problems of "Whistleblowing Desks for Human Rights and Harassment"



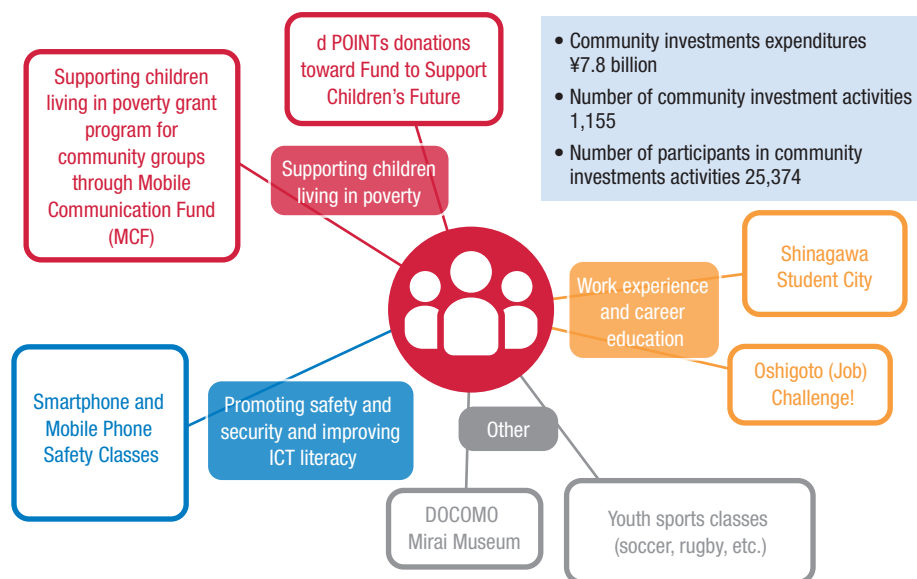
# Community Involvement and Development

## Community Investments

As a good corporate citizen, the DOCOMO Group actively undertakes community investment initiatives toward the realization of a comfortable, prosperous society by cooperating and collaborating with diverse stakeholders. We have established a system for promoting CSR that is unique to the DOCOMO Group, in which DOCOMO's head office sets out basic policies and the overall direction of activities and a CSR officer at each Group company develops activities tailored specifically to the business operation and regional characteristics of each company and regularly exchanges information.

We believe that facilitating dialogue with local communities through our community investments will eventually benefit us in terms of business opportunities and risk avoidance. With this in mind, we are undertaking a variety of initiatives that include promoting the safe and secure use of smartphones and mobile phones, providing work experience and career education to the next generation, supporting children living in poverty, supporting the lives of people living in disaster zones and helping with reconstruction, and assisting with industrial development and regional revitalization.

### Community Investments in FY2019




## Disaster Relief Provided by DOCOMO

DOCOMO has been raising funds to support the people and communities of disaster-stricken areas by setting up a charity site and encouraging people to donate through DOCOMO. Our online fundraising site also accepts donations through "d POINTs," "d Payment," "docomo kouza," etc., to raise additional funds. In FY2019, we ran two disaster fundraising campaigns for Typhoon No. 15 and Typhoon No. 19, raising a total of around ¥47 million. DOCOMO provided part of the donations to interim support groups that dispatch volunteers and provide disaster relief and gave the other donations directly to people affected by the disasters.

## Contribution to the Local Economy and Reconstruction of Industry through Business

In December 2011, nine months after the Great East Japan Earthquake struck, DOCOMO set up the "TOHOKU Reconstruction Support Office (Team Rainbow)" to construct a system for business management that would enable us to contribute more promptly to the reconstruction of affected regions, taking actions aimed at the recovery and rebirth of mainly the Iwate, Miyagi and Fukushima regions. Team Rainbow is characteristic in the way it harnesses DOCOMO's business assets as an ICT company. Its members make frequent visits to the disaster-stricken area so they can think about the true needs of the region, and it maintains its activities by exploring solutions together with local people. DOCOMO aspires to provide support aimed at recovery and rebirth of the entire region with an eye on the long-term future and seeks to ensure the continuity and sustainability of its activities by offering support through its business.

 "Rainbow" Project for the Recovery and Rebirth of Tohoku (in Japanese only)  
<http://rainbow.nttdocomo.co.jp/>



Supporting Sasanishiki brand rice through paddy sensors without the use of any fertilizer or pesticide



DOCOMO held a fair supporting the rehabilitation of the Tohoku region.



# Initiatives for the Environment

## Initiatives to Resolve Environmental Issues through the Provision of ICT Services

The DOCOMO Group believes that 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. We formulated the “DOCOMO Group Environmental Charter” as a guideline to achieve this goal and are striving to resolve global environmental issues by providing information and communication (ICT) services. ICT can help to curb the generation of CO<sub>2</sub> 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. All of these factors contribute to a reduction in environmental burden.

We also formulated the “DOCOMO Group Environmental Declaration,” which presents its vision for global environmental protection, and “Green Action Plan 2030,” which summarizes our environmental targets through to 2030.

## 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.**

<p><b>Realizing a Future</b></p> <p>We are contributing to the reduction of CO<sub>2</sub> emissions and facilitating adaptation to climate change.</p>	<p><b>Implementing Closed-Loop Recycling</b></p> <p>We are working toward more effective resource allocation.</p>	<p><b>Planning a Future of Natural Harmony</b></p> <p>We are contributing to the conservation of biodiversity.</p>
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## DOCOMO Group's Environmental Targets—“Green Action Plan 2030”

DOCOMO formulated the “Green Action Plan 2030,” which summarizes the Group's environmental targets through to 2030, and is challenging five targets from the perspectives of “Innovative docomo” and “Responsible docomo,” which are the DOCOMO Group's CSR Policy. These targets include contributing to society by reducing CO<sub>2</sub> emissions by at least 40 million tons and bringing about at least a tenfold increase in power efficiency in the telecommunications business compared with FY2013. We will announce the results of the Green Action Plan 2030 for each fiscal year and consider taking measures such as improvements concerning the initiatives and target values of the plan based on the results every five years.

To achieve a carbon-free society, we intend to set a greenhouse gas emissions reduction target based on the science-based targets (greenhouse gas emissions reduction targets to limit global warming to less than 2 degrees Celsius compared to preindustrial temperatures).

## 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.”

**Green Actions of Innovative docomo**

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

**Quantitative Target**

- Amount of contribution to the reduction of CO<sub>2</sub> emissions across society: at least 40 million tons

**Qualitative Target**

- We will promote various initiatives to contribute to adaptation to climate change. We will also make collaborative efforts with our stakeholders.

**Main Actions**

- Development and provision of the services and technologies contributing to the reduction of CO<sub>2</sub> emissions
- Development and provision of the services and technologies contributing to the adaptation to climate change

**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.**

**Quantitative Target**

- Electrical efficiency of telecommunications services: at least a tenfold increase compared with FY2013
- Final disposal ratio of waste: achieve zero emissions (under 1%)

**Qualitative Target**

- We will promote initiatives through various activities for conservation of biodiversity. We will also make collaborative efforts with our stakeholders.

**Main Actions**

- Energy conservation for telecommunications network facilities
- Promoting 3R activities
- Promoting activities for conservation of biodiversity such as tree planting, promoting employee training

## Initiatives for the Environment

### Environmental Management System

The DOCOMO Group has created an environmental management system (EMS) to promote environmental preservation activities throughout the Group and conducts internal environmental audits to ensure the effective implementation of the EMS. In FY2019, we sought to implement more practical auditing for key audit items in line with ISO 14001 (FY2015 edition). 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.

### Endorsement of TCFD and Initiatives to Mitigate Climate Change Risks

In June 2019, DOCOMO endorsed the Final Report: "Recommendations of the Task Force on Climate-related Financial Disclosures" that the TCFD\* reported in June 2017. Based on the endorsement, we conducted a trial analysis for the period from November 2019 to March 2020 under two scenarios: a physical scenario (a future where the average temperature increases by 4 degrees Celsius) and a transition scenario (a future where global temperature rises are limited to less than 2 degrees Celsius, such as 1.5 degrees Celsius). We then specified the phenomena that impact our operations.

Based on the recommendations of the TCFD, DOCOMO will disclose information on climate change risks and opportunities appropriately.



\* Established in 2015 by the Financial Stability Board in response to a request from the G20, the TCFD has aimed to assess and rate appropriately the corporate risks and opportunities associated with climate change. Its final report recommended disclosing information in the four core elements of organizational management, governance, strategy, risk management and metrics and targets.

For details of DOCOMO's trial scenario analysis, refer to "NTT DOCOMO Group Sustainability Report."



<https://www.nttdocomo.co.jp/english/corporate/csr/about/pdf/index.html>

### Management Process for Risks and Opportunities Associated with Climate Change

DOCOMO regularly identifies business risk each year in accordance with our "Risk Management Principles," and the Internal Control Committee chaired by the Representative Director, President and Chief Executive Officer designates risks that require company-wide management.

The CSR Department, which is exclusively responsible for promoting environmental measures throughout the Group, monitors changes in the external and internal environments caused by climate change and identifies risks and opportunities associated with climate change that may impact business. The Internal Control Committee then specifies those risks and opportunities with a high degree of impact and frequency of occurrence as company-wide risk.

### Metrics and Targets

Disclosures on our targets and results for managing climate-related risks and opportunities are as follows.

- |          |  |
|----------|--|
| Target 1 | Amount of contribution to the reduction of CO <sub>2</sub> emissions across society<br>FY2030 target: 40 million tons or more / FY2019 result: 40.1 million tons |
| Target 2 | Electrical efficiency of telecommunications services (compared to FY2013)<br>FY2030 target: 10 times more / FY2019 result: 9.6 times more                        |

### Future Initiatives

With respect to the "possible future impact of climate change on DOCOMO" derived from our scenario analysis, we found that such impacts were generally being addressed through DOCOMO's ongoing initiatives and preparations for achieving the "Declaration beyond" Medium-Term Strategy to 2020 and DOCOMO Group's Environmental Targets—"Green Action Plan 2030." Looking ahead, we will expand our analysis to incorporate the financial impact based on the results of the scenario analysis.

# Financial and Non-Financial Data

## Medium-Term Operation Indicators

### (Quantitative Targets Defined in the Medium-Term Management Strategy)

	FY2019 results	Targets
"d POINT CLUB" members	75.09 million members	FY2021: 78 million members
Enterprise partners*1	3,400 partners	FY2021: 5,000 partners
Locations where payment/point service can be used	1.71 million places*2	FY2021: 2 million places
Transactions handled by finance/payment business	¥5.3 trillion	FY2021: ¥6 trillion
Enterprise solution revenues	¥89.0 billion	FY2021: ¥120 billion
Investment for 5G infrastructure buildout, etc.	¥52.0 billion	FY2019-FY2023 cumulative total: ¥1 trillion
Wait time + attendance time	65 minutes	FY2019: Approx. half of FY2018 (more than 2 hours on average)

\*1 Number of DOCOMO 5G Open Partner Program partners

\*2 Locations where payment/point service can be used are the total of places where "d POINTs," iD and d Payment (code and online payment) can be used. In the FY2019 result of the number of locations where payment/points can be used, only places where iD can be used are as of the end of February 2020

## Financial Targets

We plan to achieve ¥5 trillion in operating revenues in FY2021, and ¥990 billion in operating profit in FY2023, equivalent to the level of FY2017. Our shareholder return policy in the medium-term management strategy is to accelerate shareholder returns through "continuous dividend increases" and "our expeditious share purchase."

### Management Targets (Operating Revenues and Operating Profit) in the Medium-Term Management Strategy

	FY2018 (at the time of announcement)	FY2019	Final target
Operating revenues	¥4,840.8 billion	¥4651.3 billion	FY2021: ¥5 trillion
Operating profit	¥1,013.6 billion	¥854.7 billion	FY2023: ¥990.0 billion

## KPI Results in FY2019 to Realize the Goals of Our Sustainability Focuses

Sustainability Focuses	Mid-Term Goals	KPI toward FY2020		Key Achievements of FY2019	Evaluations
① Contribute to society and environment through ICT	Provide ICT services that contribute to solving social issues	A: Cases in which ICT services contribute to solving social issues	Monitor cases	Collected and submitted reports on cases of social solutions directly linked to the "Innovative domains" of the CSR Policy	—*
		A: Number of information security incidents	0 cases	0 cases	★★★★
② Information security measures	Protect customer information assets by addressing increasingly sophisticated and serious security risks	B: Conduct information security training	At least once a year for all employees	Conducted for all employees	
		C: Information security management carried out by subcontractors	Monitor the situation	Prescribed a manual on information security for outsourcing and thoroughly implemented management	

\* Outside the scope of evaluation since the situation is still being monitored

★★★★ : Goal attained/Producing results. ★★★ : Working toward goal/Some results achieved. ★ : Working toward goals/No results achieved yet.

## Financial and Non-Financial Data

Sustainability Focuses	Mid-Term Goals	KPI toward FY2020		Key Achievements of FY2019	Evaluations
③ Strengthen corporate governance	Establish a corporate culture that society trusts	A: Organize more stakeholder dialogues	More than in the previous year	Number of meetings with shareholders and investors through executive management: 31 times (42 times in FY2018) * Decreased due to the COVID-19 outbreak	★★★
		B: Appoint two or more independent Outside Directors	Ratio of independent Outside Directors: one third or more*1	Results one third (Five)	
		C: Percentage of participation in compliance training	Monitor the situation	93.0%	
		D: Number of compliance violations	Monitor the situation	Number of compliance violations: 103 Number of consultations on compliance: 47	
④ Ensure stability and reliability of telecommunications services	Provide stable telecommunications services and promptly resume operations in the event of a disaster or other emergencies	A: Stable service provision rate	100%	100%	★★★★
		B: Number of major accidents	0	0	
		C: Percentage of population covered by LTE than in the previous year	Higher than in the previous year	99.9% (99.8% in FY2018)	
		D: Large-zone base stations coverage of prefectural capital cities	100%	100%	
⑤ Enhance customer satisfaction and protect children	Enhance customer satisfaction and protect children from problems related to smartphone and mobile phone use	A: Customer satisfaction and quality of customer service surveys	Monitor the results*2	Number of "customer's voice" comments collected: Approximately 4.7 million Number of service improvements made based on "employee feedback": Approximately 219	★★★★
		B: Number of Smartphone and Mobile Phone Safety Classes attendees	1.3 million attendees	Approximately 1.37 million attendees	
⑥ Promote safety, health and welfare	Promote employee safety and wellness to maintain vigorous business operations	A: Level of employee satisfaction*3	Target 7.7 points	Motivation 7.2 points	★★★
		B: Total annual hours worked	1,800 hours	1,812.2 hours	
		C: Number of serious industrial accidents during construction work	0 cases	4 cases (serious injury 4 cases)	
		D: Implementation rate of specific health guidance	60% ⇒ 37%*4	43.6%	
		E: Implementation rate of stress checks	95%	97.5%	

\*1 Change KPI (FY2020) in FY2020

\*2 Collect and analyze "customer's voice" and use the information to develop and enhance products and services, and improve the quality of response.

\*3 Survey all employees on such areas as awareness (motivation) and work environment (pleasantness).

\*4 Change KPI (FY2020) in FY2019 in line with a change to target values issued by the Ministry of Health, Labour and Welfare

★★★★ : Goal attained/Producing results. ★★★ : Working toward goal/Some results achieved. ★ : Working toward goals/No results achieved yet.

## Financial and Non-Financial Data

Sustainability Focuses	Mid-Term Goals	KPI toward FY2020		Key Achievements of FY2019	Evaluations
⑦ Respect human rights and diversity	Respect the human rights of all stakeholders across all aspects of business activities	A: Ratio of female managers	7.5%	6.9%	★★★
		B: Ratio of persons with disabilities	2.2%	2.48%	
		C: Number of confirmed human rights violations	Monitor cases	22 cases	
		D: Percentage of participation in human rights training	Monitor cases	93.0%	
⑧ Address climate change and effectively use resources	Steadily implement Green Action Plan 2030 and pursue the most advanced environmental management	A: Amount of contribution to the reduction of CO <sub>2</sub> emissions	40 million tons*	40.1 million tons	★★★
		B: Electrical efficiency of telecommunications services	Sevenfold increase (compared with FY2013)	9.6 times (compared with FY2013)	
		C: Final disposal ratio of waste	Under 1.4%	2.1%	
		D: Used mobile phone collection	16 million units (cumulative total for FY2017–FY2020)	14.44 million units (cumulative total for FY2017–FY2019)	
①~⑧ Items common to all the Sustainability Focuses (for customers and local communities)	Develop DOCOMO's image as a company that actively engages in CSR activities	A: CSR-related corporate rankings in Japan	Maintain high position	<ul style="list-style-type: none"> <li>Received 5-star rating in the NIKKEI Smart Work Survey</li> <li>No. 2 overall in Toyo Keizai CSR Company Ranking</li> </ul>	★★★
		B: Community investment	1% of profit	0.91% (Approximately ¥7.80 billion)	
		C: Number of employees participating in volunteer activities	More than in the previous year	Number of participants: 25,374 (FY2018 31,493)	
①~⑧ Items common to all the Sustainability Focuses (for shareholders and investors)	Earn high marks from investors and other stakeholders in Japan and abroad by meeting the growing needs of ESG investment	A: Major ESG investment indexes	Selection to indexes	<ul style="list-style-type: none"> <li>DJSI World</li> <li>FTSE4Good Index</li> <li>MSCI ESG Leaders Indexes</li> <li>FTSE Blossom Japan Index</li> <li>MSCI Japan ESG Select Leaders Index</li> <li>MSCI Japan Empowering Women Index</li> <li>S&amp;P/JPX Carbon Efficient Index</li> </ul>	★★★★

\* Change KPI (FY2020) in FY2020

★★★★ : Goal attained/Producing results. ★★★ : Working toward goal/Some results achieved. ★ : Working toward goals/No results achieved yet.

## Financial and Non-Financial Data

NTT DOCOMO, INC. and Consolidated subsidiaries  
(FY)

\* With the goal of improving the international comparability of financial information in the capital markets, among other reasons, we have adopted International Financial Reporting Standards (IFRS) in place of U.S. Generally Accepted Accounting Principles (U.S. GAAP) beginning with the fiscal year ended March 31, 2019 (FY2018). The results for FY2017 are also presented based on IFRS.

### Financial Data

(Billions of yen)

U.S. GAAP/IFRS	U.S. GAAP			IFRS		
	2015	2016	2017	2017	2018	2019
<b>Operating results:</b>						
Operating revenues	4,527.1	4,584.6	4,769.4	4,762.3	4,840.8	4,651.3
Telecommunications services	2,815.5	2,985.1	3,137.9	3,092.7	3,130.7	3,094.3
Equipment sales	860.5	719.2	755.1	789.8	844.4	608.2
Other operating revenues	851.1	880.3	876.4	879.7	865.8	948.8
Operating expenses	3,744.1	3,639.8	3,796.1	3,775.3	3,827.2	3,796.6
Operating profit	783.0	944.7	973.3	987.0	1,013.6	854.7
Income before income taxes and equity in net income (losses) of affiliates/Profit before taxes	778.0	949.6	1,096.6	1,141.7	1,002.6	868.0
Net income/Profit	561.2	650.6	746.6	792.5	664.9	594.8
<b>Per share information (Yen)*1:</b>						
Earnings per share attributable to NTT DOCOMO, INC./Earnings per share attributable to shareholders of NTT DOCOMO, INC.	141.30	175.12	201.73	214.27	187.79	179.92
NTT DOCOMO, INC. shareholders' equity per share/Equity attributable to shareholders of NTT DOCOMO, INC. per share	1,409.94	1,492.91	1,580.88	1,576.63	1,610.64	1,626.05
Cash dividends per share*2	70	80	100	100	110	120
<b>Financial position:</b>						
Total assets	7,214.1	7,453.1	7,748.3	7,654.9	7,340.5	7,535.9
Total NTT DOCOMO, INC. shareholders' equity/Total equity attributable to shareholders of NTT DOCOMO, INC.	5,302.2	5,530.6	5,680.4	5,665.1	5,371.9	5,249.9
NTT DOCOMO, INC. shareholders' equity ratio/Ratio of equity attributable to shareholders of NTT DOCOMO, INC. to total assets	73.5%	74.2%	73.3%	74.0%	73.2%	69.7%

## Financial and Non-Financial Data

NTT DOCOMO, INC. and Consolidated subsidiaries  
(FY)

### Financial Data

(Billions of yen)

	U.S. GAAP			IFRS		
	2015	2016	2017	2017	2018	2019
Cash flows from operating activities	1,209.1	1,312.4	1,511.5	1,498.6	1,216.0	1,317.8
Cash flows from investing activities	(375.3)	(943.1)	(718.4)	(705.5)	(296.5)	(354.8)
Adjusted free cash flows excluding changes in investments for cash management purposes	598.7	664.5	862.5	862.8	619.4	893.3
Capital expenditures	595.2	597.1	576.4	577.0	593.7	572.8
Research and development costs	83.3	83.1	91.8	89.6	91.0	92.8
Depreciation and amortization	625.9	452.3	485.5	486.6	470.9	580.8
Total interest-bearing liabilities	222.2	221.9	161.6	161.2	50.0	50.0
Total number of issued shares (as of March 31, 2020)	3,958,543,000 shares	3,899,563,000 shares	3,782,299,000 shares	3,782,299,000 shares	3,335,231,094 shares	3,335,231,094 shares
<b>Indicators:</b>						
Operating income margin/Operating profit margin	17.3%	20.6%	20.4%	20.7%	20.9%	18.4%
EBITDA* <sup>3</sup>	14,632	14,634	15,099	15,251	15,590	14,738
ROE* <sup>4</sup>	10.3%	12.0%	13.3%	14.2%	12.0%	11.1%
Payout ratio	49.5%	45.7%	49.6%	46.7%	58.6%	66.7%
<b>Shares:</b>						
PER	18.1 times	14.8 times	13.5 times	12.7 times	13.1 times	18.8 times

## Financial and Non-Financial Data

NTT DOCOMO, INC. and Consolidated subsidiaries  
(FY)

### Non-Financial data

	2015	2016	2017	2018	2019
Number of subscriptions to mobile telecommunications services (thousands of subscriptions)	70,964	74,880	76,370	78,453	80,326
Churn rate (%) <sup>*5</sup>	0.62	0.59	0.65	0.57	0.54
APPU (yen/month, users)	4,170	4,430	4,710	4,800	4,740
MOU (minutes)	133	137	136	134	133
"d POINT CLUB" members (million)	57.94	61.35	65.60	70.15	75.09
"d POINTs" used amount (billion points)			124.9	162.7	199.8
<b>Executives and employees:</b>					
Number of Directors (of which, independent Outside Directors) <sup>*6</sup> (persons)	15 (2)	15 (2)	14 (2)	14 (2)	15 (5)
Number of consolidated employees (of which, NTT DOCOMO, INC.) <sup>*7</sup> (persons)	26,129 (7,616)	26,734 (7,609)	27,464 (7,767)	26,564 (7,884)	27,558 (8,100)
Ratio of female officers and managers (NTT DOCOMO, INC.) <sup>*7</sup> (%)	3.6	4.4	5.3	5.9	6.9
<b>Environment:</b>					
Greenhouse gas emissions (t-CO <sub>2</sub> )	1,598,434	1,593,638	1,585,502	1,552,568	1,468,037
Electricity usage (thousand kWh)	2,887,216	2,970,041	3,037,221	3,084,765	3,100,171
Amount of waste (tons)	29,066	35,496	39,441	30,006	32,919

### Notes

- In the calculation of per share information, the number of treasury stocks is not included in the number of issued shares during or at the end of the year.
- Cash dividends per share are presented in the fiscal year to which each record date for the dividends belongs.
- EBITDA (IFRS) = Operating profit + Depreciation and amortization + Loss on sale or disposal of property, plant and equipment + Impairment loss (property, plant and equipment; intangible assets; goodwill).  
EBITDA (U.S. GAAP) = Operating income + Depreciation and amortization + Loss on sale or disposal of property, plant and equipment + Impairment loss (property, plant and equipment; depreciable intangible assets; goodwill; unamortizable intangible assets)  
In previous consolidated statements of income, impairment loss associated with goodwill and unamortized

- intangible assets was included under the item "Selling, general and administrative," but as of FY2016, it is recorded as "Impairment loss." Thus, in the above statements, "Impairment loss" for FY2015 has been reclassified in accordance with the presentation method for FY2016.
- ROE = Profit attributable to shareholders of NTT DOCOMO, INC. / Total equity attributable to shareholders of NTT DOCOMO, INC. (average for the period)
- "Churn rate" is calculated excluding the subscriptions and cancellations of subscriptions of MVNOs.
- The data on the numbers of Directors are as of July 1 of the following fiscal year.
- Includes employees on loan from other companies; does not include employees of NTT DOCOMO, INC. temporarily transferred to other companies.



## Subsidiaries (As of March 31, 2020)

**96 companies** \* The company names followed by ( ) are overseas locations.

Company name	Voting rights ownership	Business activities
DOCOMO CS, Inc.	100.00%	Network construction; marketing support
DOCOMO Support, Inc.	100.00%	Marketing support
DOCOMO Systems, Inc.	100.00%	System development
DOCOMO Technology, Inc.	100.00%	Research and development
DOCOMO CS Hokkaido, Inc.	100.00%	Network construction; marketing support
DOCOMO CS Tohoku, Inc.	100.00%	Network construction; marketing support
DOCOMO CS Tokai, Inc.	100.00%	Network construction; marketing support
DOCOMO CS Hokuriku, Inc.	100.00%	Network construction; marketing support
DOCOMO CS Kansai, Inc.	100.00%	Network construction; marketing support
DOCOMO CS Chugoku, Inc.	100.00%	Network construction; marketing support
DOCOMO CS Shikoku, Inc.	100.00%	Network construction; marketing support
DOCOMO CS Kyushu, Inc.	100.00%	Network construction; marketing support
I-Cast, Inc.	100.00%	Broadcasting business
NTT Plala Inc.	100.00%	Video distribution business
OAK LAWN MARKETING, INC.	55.75%	TV mail-order business
Tower Records Japan Inc.	50.61%	Sales of music, video software and music-related merchandise
D2C Inc.	51.00%	Production and operation of advertising through mobile contents websites
DOCOMO ANIME STORE, INC.	60.00%	Production of anime video distribution service
DOCOMO InsightMarketing, INC.	51.00%	Mobile research and marketing support
DOCOMO Datacom, Inc.	66.24%	System development
docomo Healthcare, Inc.	100.00%	Provision of platform for managing, using and sharing health-related data
MAGASseek Corporation	75.00%	Fashion e-commerce business
DCM Reinsurance Company, Inc. (Honolulu, U.S.)	100.00%	Reinsurance business
DOCOMO Digital Limited (London, U.K.)	100.00%	Management of overseas platforms related to mobile content distribution and billing
DOCOMO Innovations, Inc. (Palo Alto, U.S.)	100.00%	Investment in and information gathering on overseas start-ups that develop promising technology
DOCOMO PACIFIC, INC. (Guam, U.S.)	100.00%	Overseas mobile telecommunications, fixed-line, cable TV and Internet business
Other 70 subsidiaries		



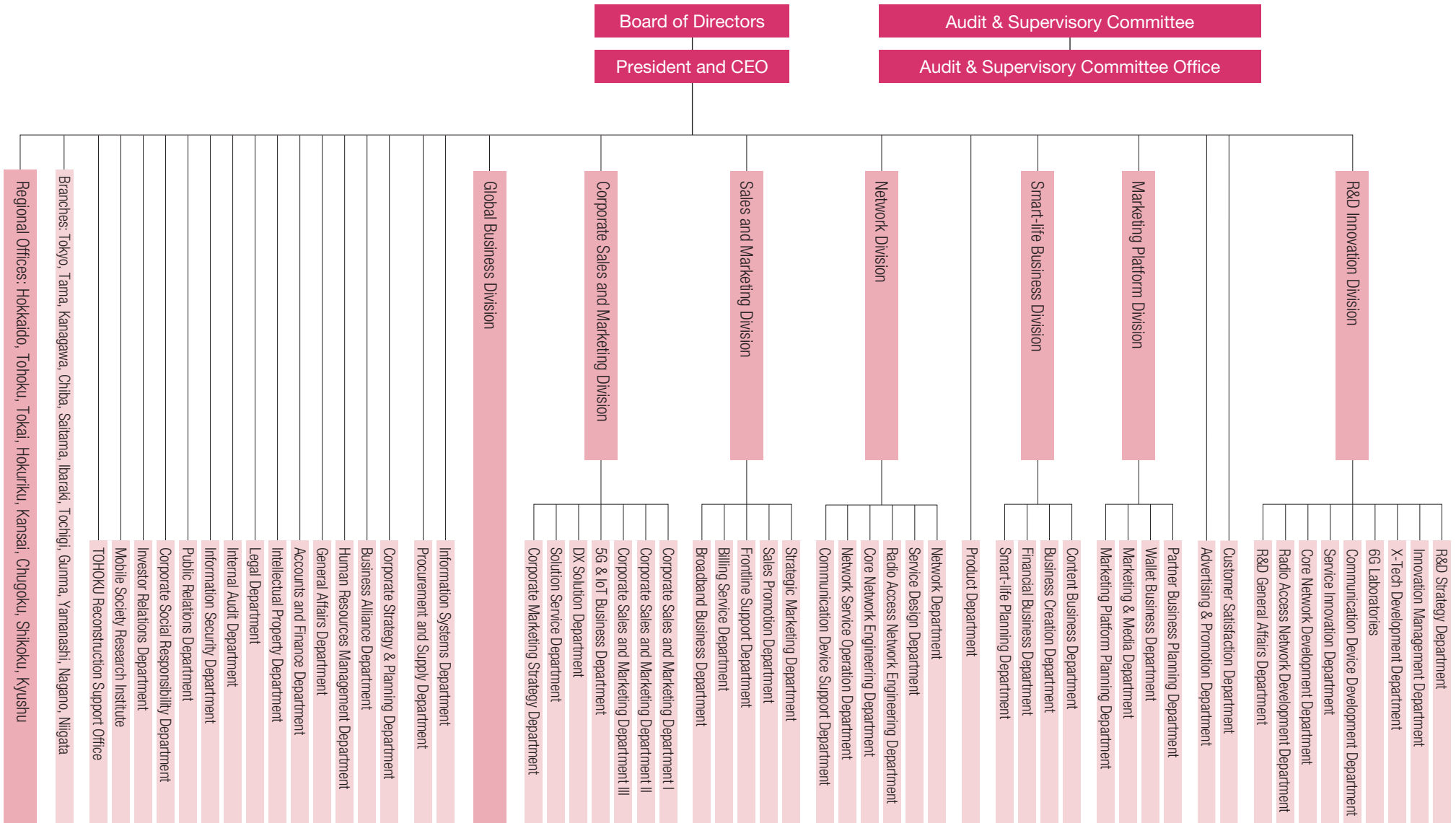
## Affiliates

(As of March 31, 2020)

**27 companies** \* The company names followed by ( ) are overseas locations.

Company name	Voting rights ownership	Business activities
Avex Broadcasting & Communications Inc.	30.00%	Mobile video distribution business
NTT Broadband Platform, Inc.	22.00%	Wi-Fi network business
NTT Resonant Incorporated	33.33%	Communications business; portal business
ZENRIN DataCom CO., LTD.	18.09%	Map and net navigation businesses for mobile phones
NIPPON TELECOMMUNICATIONS NETWORK, INC.	40.02%	Network services business
FeliCa Networks, Inc.	34.00%	Development and licensing of Mobile FeliCa IC chip
RecoChoku Co., Ltd.	34.17%	Music distribution business
PLDT Inc. (Manila, Philippines)	8.56%	Fixed and mobile telecommunications business in the Philippines
Other 19 affiliates		

# Organizational Structure (As of July 1, 2020)



## Corporate Information (As of March 31, 2020)

Company Name	NTT DOCOMO, INC.
Address	Head Office: Sanno Park Tower 11-1, Nagata-cho 2-chome, Chiyoda-ku, Tokyo 100-6150, Japan Tel: +81-3-5156-1111
Date of sales start	July 1, 1992
Capital	¥949,679,500,000
Fiscal Year-End	March 31
Number of Employees (Consolidated)	27,558
Corporate Website	<a href="https://www.nttdocomo.co.jp/english/">https://www.nttdocomo.co.jp/english/</a>
IR Information	<a href="https://www.nttdocomo.co.jp/english/corporate/ir/">https://www.nttdocomo.co.jp/english/corporate/ir/</a>
Independent Public Accounting Firm	KPMG AZSA LLC (the Japan member firm of KPMG International)

## External Evaluations (As of September 28, 2020)

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

[Domestic]

■ **DOCOMO ranked second in the Toyo Keizai "CSR Corporate Ranking 2020"**

The "CSR Corporate Ranking" published by Toyo Keizai, Inc. identifies reliable companies in terms of adequacy of CSR initiatives and financial performance. DOCOMO ranked second in recognition of the way we utilize our human resources and care for the environment in addition to our corporate governance/social contribution and financial performance.

■ **DOCOMO received a 5-star rating in the third NIKKEI "Smart Work" Survey**

DOCOMO was certified with a 5-star rating, the highest rating, in the "third NIKKEI Smart Work Survey," which selects leading companies actively promoting productivity revolutions through workstyle reforms for the third consecutive year. The NIKKEI "Smart Work" Survey has been conducted since 2017 by Nikkei Inc., which comprehensively evaluates the four areas of utilization of human resources, innovations, market development and management foundation in a 5-star rating system. DOCOMO's innovations and market development were particularly highly acclaimed.



■ **Winning The Nikkei Smart Work Grand Prize 2020 (Use of Technology Division)**

In the "Nikkei Smart Work Grand Prize 2020," which gives awards to leading companies that increase productivity by reforming workstyles and expanding sustainably, DOCOMO received the award for the use of the technology division, in particular the utilization of AI to increase operational efficiency and reduce work hours.



■ **DOCOMO selected as a constituent for the SOMPO Sustainability Index**

DOCOMO was selected as a constituent for the "SOMPO Sustainability Index," an index which Sampo Asset Management Co., Ltd. sets independently. This index consists of about 300 brands excelling in ESG (Environment, Society, Governance) and is utilized by Sampo Asset Management in its "SOMPO Sustainable Investment Fund."



■ **Received highest evaluation rank of Level 3 "Eruboshi" certification**

In accordance with the Act on Promotion of Women's Participation and Advancement in the Workplace, DOCOMO was certified in February 2019 as an "Eruboshi" company with the highest evaluation rank of Three Stars. The fact that DOCOMO satisfies all five certified items of employment, continuation of employment, ways of working (such as working hours), ratio of managers and a variety of career courses led to its certification.



## External Evaluations

[Global]

Having been acclaimed highly for its reliability of networks, operational eco-efficiency and human resource development, DOCOMO has been selected for the third consecutive year as a constituent for the "DJSI World" of "Dow Jones Sustainability Indices (DJSI)," the world's leading ESG investment index.



DOCOMO received Bronze Class distinction in RobecoSAM "Sustainability Award 2020," which presents awards to companies by industry sector for their excellence in sustainable initiatives from the three aspects of economy, environment and society.



DOCOMO is a constituent of the "MSCI ESG Leaders Indexes," globally recognized indexes created by U.S.-based MSCI.\*



DOCOMO is a constituent of the "MSCI Japan ESG Select Leaders Index" of companies selected by U.S.-based MSCI for excellence in ESG performance from each industry.\*



DOCOMO is included in the "MSCI Japan Empowering Women Index" selected by U.S.-based MSCI, representing Japanese companies that are leading their respective industries in seeking participation and promotion of women as well as diversity, and promoting gender diversity in the workforce.\*



\* The inclusion of NTT DOCOMO, INC. in any MSCI Index, and the use of MSCI Logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement or promotion of NTT DOCOMO, INC. by MSCI or any of its affiliates. The MSCI Indexes are the exclusive property of MSCI. MSCI and the MSCI Index names and Logos are trademarks or service marks of MSCI or its affiliates.

DOCOMO is selected as a designated company for the "FTSE4Good Index Series," a share index of socially responsible investments created by U.K.-based FTSE Russell. Having excellent response for ESG, DOCOMO is also selected for the "FTSE Blossom Japan Index" among Japanese corporations.



DOCOMO is rated as "Prime" in the "ESG Corporate Rating" by ISS ESG (Responsible Investment Department of Institutional Shareholder Services).



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 Borse AG and one of the world's leading developers and providers of indexes.



DOCOMO has been selected for the "S&P/JPX Carbon Efficient Index," an index which S&P DOW Jones Indices Co., Ltd. constitutes, based on carbon emission data provided by Trucost Co., Ltd., which carries out environmental assessment.



DOCOMO received a score of "B" in climate change in CDP 2019 Climate Change from CDP (headquarters: London, U.K.), which is a nonprofit organization carrying out environmental assessment of major companies and cities worldwide.



DOCOMO was selected as a constituent for the "Bloomberg Gender-Equality Index," which evaluates excellent companies based on their efforts to build working environments of gender equality for their employees, encompassing areas such as information disclosure, policies and achievements.



DOCOMO is a constituent of the "ETHIBEL PIONEER" and "ETHIBEL EXCELLENCE" indices for socially responsible investment created by the Belgium-based SRI advisory agency forum ETHIBEL.



# Stock Information (As of March 31, 2020)

## Stock Listings

Tokyo Stock Exchange, First Section listed October 1998  
(Securities code: 9437)  
\* DOCOMO delisting from the NYSE was completed on April 13, 2018.

## Transfer Agent

Mitsubishi UFJ Trust and Banking Corporation,  
Corporate Agency Department  
4-5, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8212, Japan  
Inquiries about stock procedures: +81-120-232-711

## Depository for American Depository Receipts ("ADRs")

The Bank of New York Mellon  
240 Greenwich Street  
New York, NY 10286, U.S.A.

## Number of Shares

Total Number of Authorized Shares: 17,460,000,000  
Total Number of Issued Shares: 3,335,231,094

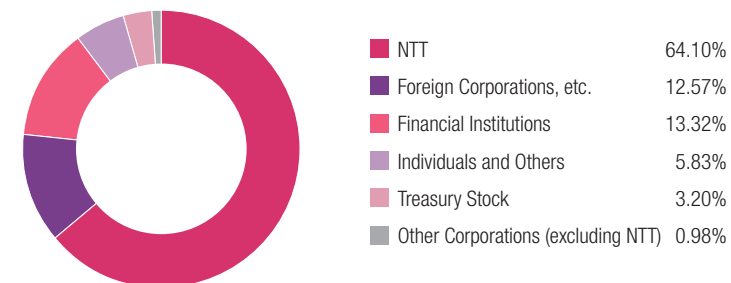
## Number of Shareholders

269,181

## Principal Shareholders

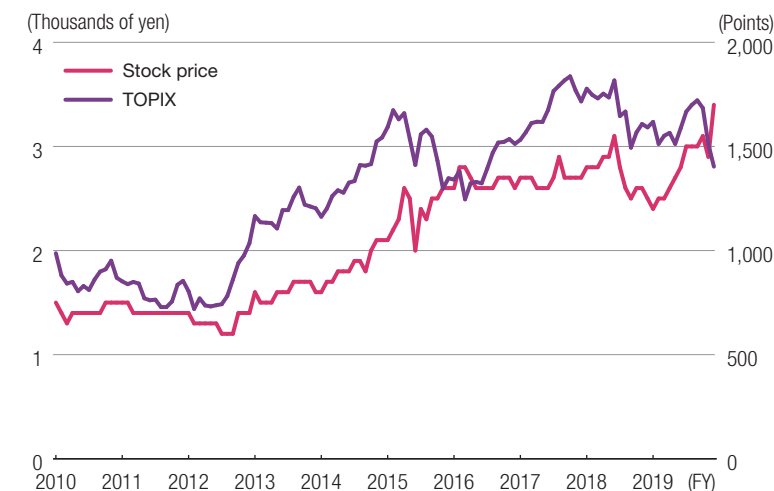
Shareholders	Number of Shares Held (Shares)	Percentage of Total Issued Shares (Excluding Treasury Stock) (%)
NIPPON TELEGRAPH AND TELEPHONE CORPORATION	2,137,733,200	66.21
THE MASTER TRUST BANK OF JAPAN, LTD. (TRUST ACCOUNT)	102,642,300	3.18
JAPAN TRUSTEE SERVICES BANK, LTD. (TRUST ACCOUNT)	73,635,000	2.28
JAPAN TRUSTEE SERVICES BANK, LTD. (TRUST ACCOUNT 7)	35,719,300	1.11
JAPAN TRUSTEE SERVICES BANK, LTD. (TRUST ACCOUNT 5)	29,520,900	0.91
STATE STREET BANK WEST CLIENT - TREATY 505234 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Department)	27,645,552	0.86
STATE STREET BANK AND TRUST COMPANY 505103 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Department)	21,081,905	0.65
JAPAN TRUSTEE SERVICES BANK, LTD. (TRUST ACCOUNT 9)	20,481,200	0.63
JP MORGAN CHASE BANK 385151 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Department)	20,094,977	0.62
JAPAN TRUSTEE SERVICES BANK, LTD. (TRUST ACCOUNT 1)	15,143,200	0.47
<b>Total</b>	<b>2,483,697,534</b>	<b>76.93</b>

## Distribution of Ownership among Shareholders



\* The figures are based on the list of shareholders as of March 31, 2020.

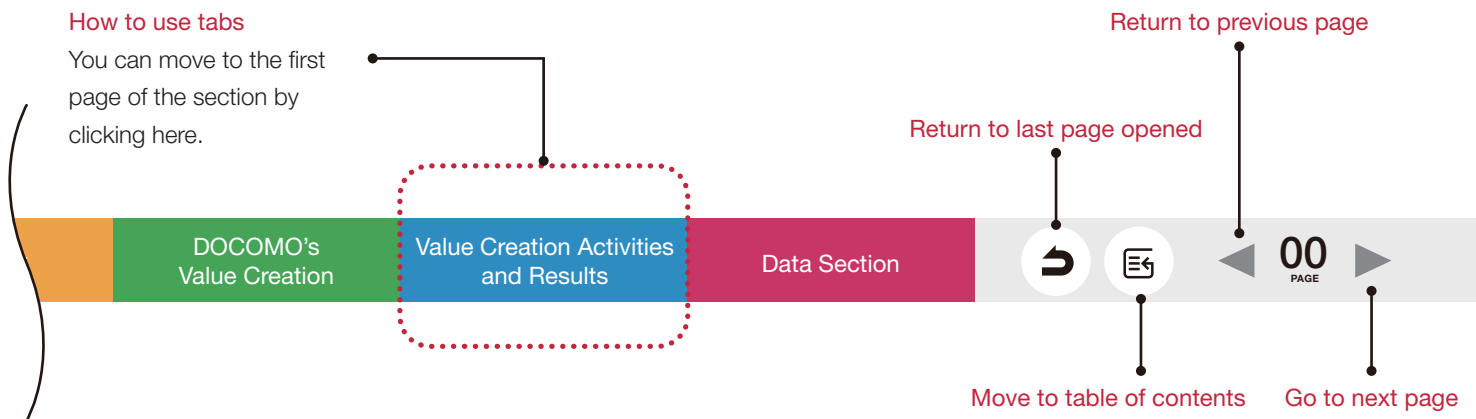
## Stock Prices and TOPIX



\* Stock price takes into consideration the stock splits conducted in FY2013.

\* Stock price and TOPIX Index are the closing price on the last trading day of each month.

Usage  
Guide



## Organization of Information Tool

This Integrated Report summarizes primarily high-priority information directly related to enhancing corporate value, taken from the financial and non-financial content of the DOCOMO Group. The information has been put in a form that is easy to understand and relate to for shareholders, investors and other stakeholders.



Integrated Report


- DOCOMO Tsushin (in Japanese only)**  
This refers to the magazine delivered to our shareholders and individual investors. It mainly covers the latest topics and performance trends.  
 <https://www.nttdocomo.co.jp/corporate/ir/library/docotsu/index.html>
- Management Policy and Strategy**  
Presentation materials outlining NTT DOCOMO's aspirations, plans and initiatives  
 <https://www.nttdocomo.co.jp/english/corporate/ir/management/strategy/>
- Sustainability Report**  
We compiled data based on boundaries related to our core telecommunications business to provide a comprehensive report on our CSR Policy and various initiatives in accordance with the "GRI Sustainability Reporting Guidelines."  
 <https://www.nttdocomo.co.jp/english/corporate/csr/about/pdf/index.html>
- CSR Communication Book (in Japanese only)**  
This book compiles key information related to DOCOMO's philosophy on and initiatives for CSR in an easy-to-understand way.  
 [https://www.nttdocomo.co.jp/special\\_contents/forones/](https://www.nttdocomo.co.jp/special_contents/forones/)

For more detailed IR-related information:  
Investor Relations website

 <https://www.nttdocomo.co.jp/english/corporate/ir/>

- Earnings releases
- Message from the CEO
- IR news and update
- Information for individual investors
- Management policy, etc.

For more detailed CSR-related information:  
CSR website

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

- Statement from the CEO
- DOCOMO's vision realizing sustainable value creation
- DOCOMO's initiatives and evaluations
- Activity highlight, etc.