

# 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.

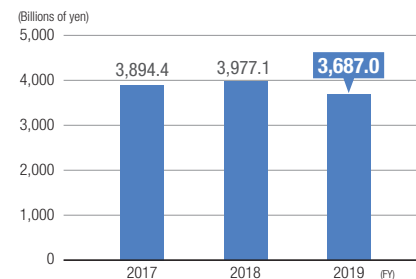
## Providing Value

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

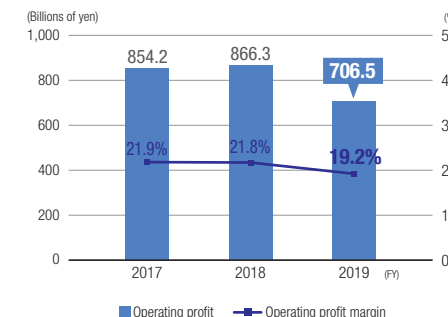
Based on our corporate philosophy of "creating a new world of communications culture," we contribute to achieving a vibrant and rich society through services useful to both business and our customers' lives, built around our core telecommunications business that consists of mobile telecommunications 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



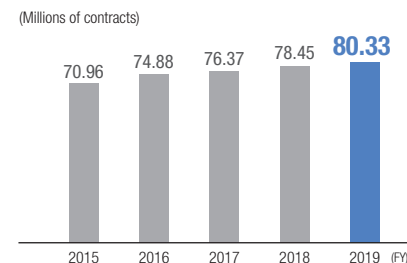
Operating revenues from the telecommunications business for FY2019 decreased by ¥290.1 billion, or 7.3%, to ¥3,687.0 billion from ¥3,977.1 billion for the previous fiscal year. This was mainly attributable to the decline in mobile telecommunications services revenues caused by the drop in equipment sales 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.

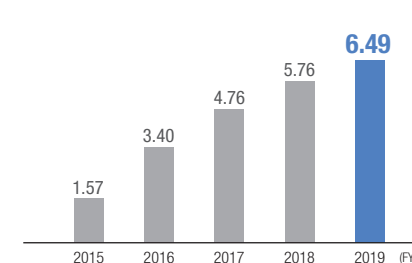
As a result, operating profit from the telecommunications business came in at ¥706.5 billion, posting a decrease of ¥159.8 billion, or 18.4%, from ¥866.3 billion for the previous fiscal year.

## 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

Declaration 1 Market leader  
Declaration 2 Style innovation  
Declaration 3 Peace of mind and comfort support

#### ▶ 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

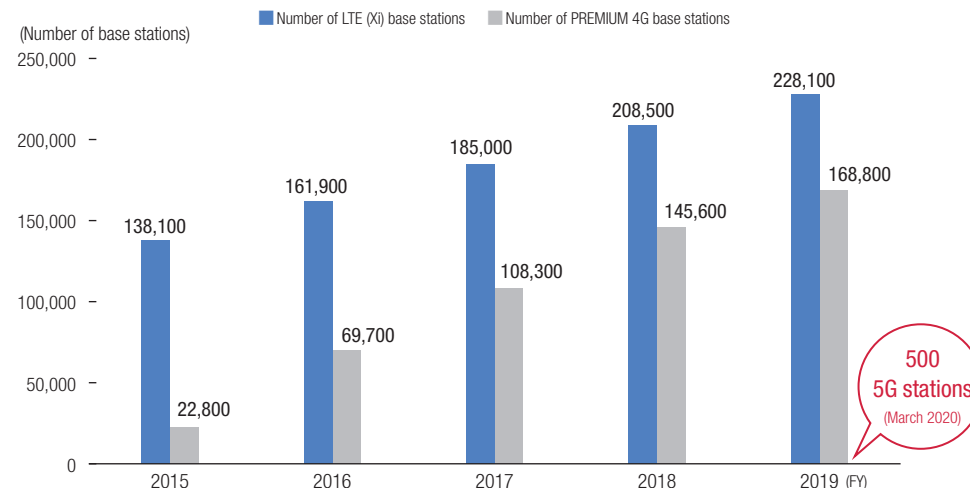
In the Seto Inland Sea and other sea areas crowded with ships, area planners monitor the connectivity and adjust the network settings.

### ▶ 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

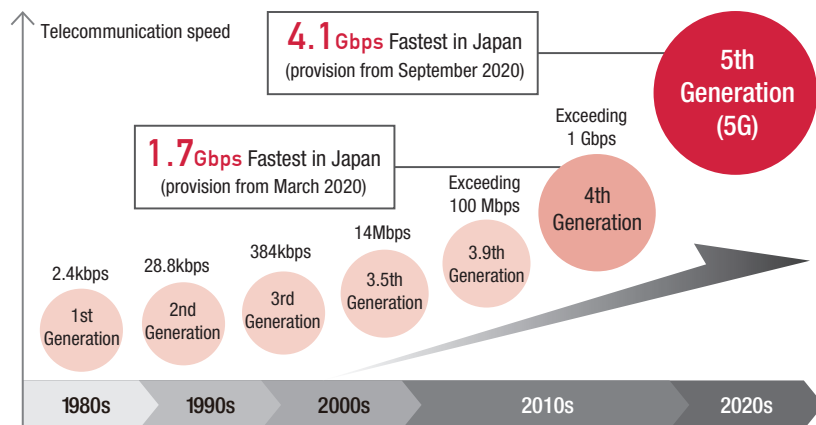
We solicit customer feedback on connectivity as part of our efforts to maintain telecommunications quality and expand our service area. At customers’ requests, we propose ways to optimize their connectivity (Number of door-to-door surveys in FY2019: Approximately 15,000).



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 "Shintaikan 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.

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

**docomo**  
**OnlineShop**

 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

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.

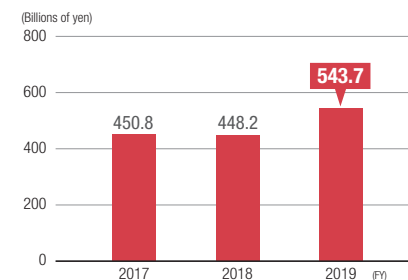
## Providing Value

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

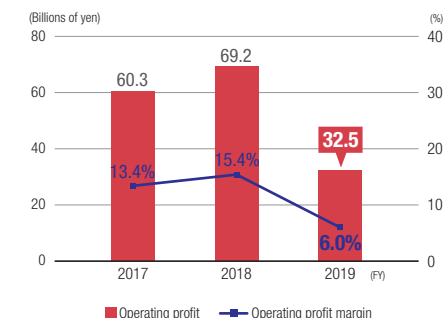
Under our brand slogan of "The new of today, the norm of tomorrow," we are working to "expand our telecommunications business" and "strengthen our smart life business and other businesses segment" as the dual foundations of our business operations. In the smart life business and other businesses segment, 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



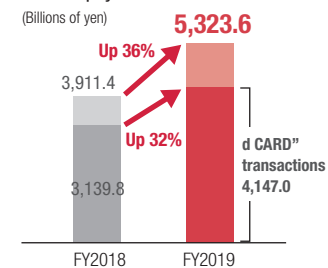
Operating revenues from the smart life business for FY2019 increased by ¥95.5 billion, or 21.3%, to ¥543.7 billion from ¥448.2 billion for the previous fiscal year, driven mainly by the growth of revenues associated with the consolidation of NTT Plala Inc. as a wholly-owned subsidiary in July 2019 and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

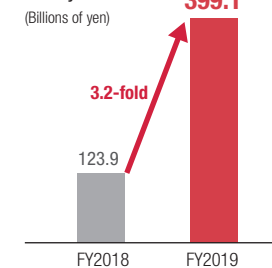
Consequently, operating profit from the smart life business recorded a drop of ¥36.7 billion, or 53.0%, from ¥69.2 billion for the previous fiscal year to ¥32.5 billion.

## Major Operating Data

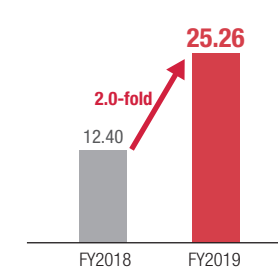
### Transactions handled by finance/payment business



### 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

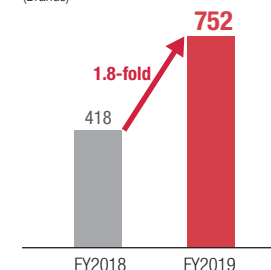
Declaration 5  
Solution co-creation

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

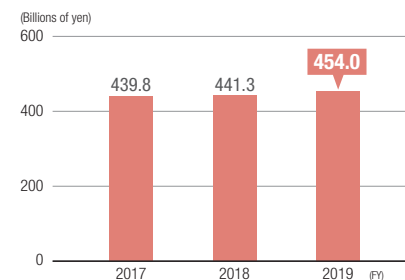
The other businesses include the enterprise business such as the IoT business and system development, sales and maintenance services, troubleshooting services such as for water damage to handsets and loss of handsets and services for safe and secure use of smartphones and other mobile devices.

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.

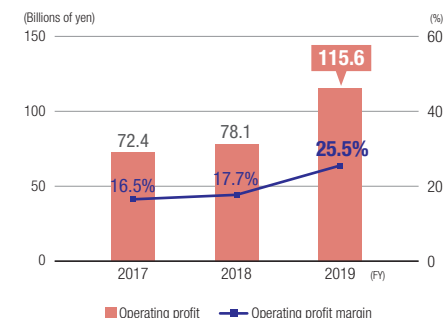
We are creating an environment where customers can use our service conveniently and comfortably through services such as "Anshin Pack," a service package which supports smartphones and other mobile devices as well as digital devices used at home, and the "Mobile Device Protection Service."

## Results

### Operating revenues



### Operating profit



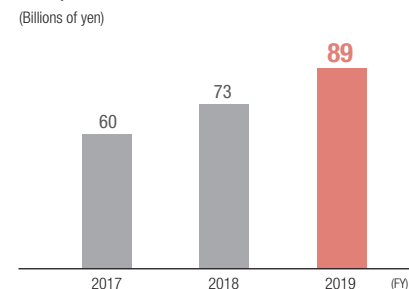
Operating revenues from the other businesses for FY2019 amounted to ¥454.0 billion, an increase of ¥12.7 billion, or 2.9%, from ¥441.3 billion for the previous fiscal year, driven mainly by an increase in revenues relating to enterprise IoT services.

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.

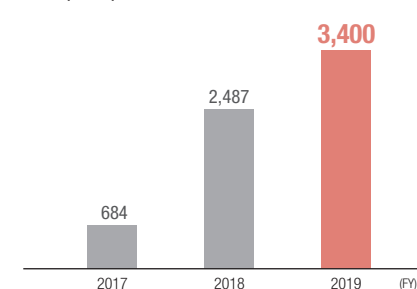
Consequently, operating profit from the other businesses was ¥115.6 billion, an increase of ¥37.5 billion, or 48.0%, from ¥78.1 billion for the previous fiscal year.

## 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

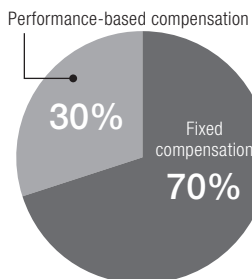
The upper limit on total compensation for Directors who are not audit & supervisory committee members of the Company (ten (10) Directors who are not audit & supervisory committee members that were elected at the Meeting) was set at ¥600 million annually (¥100 million annually for Outside Directors who 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.  
 2. Directors include three Directors who retired at the conclusion of the 28th Ordinary General Meeting of Shareholders held on June 18, 2019.  
 3. 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.  
 4. 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.  
 5. 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)

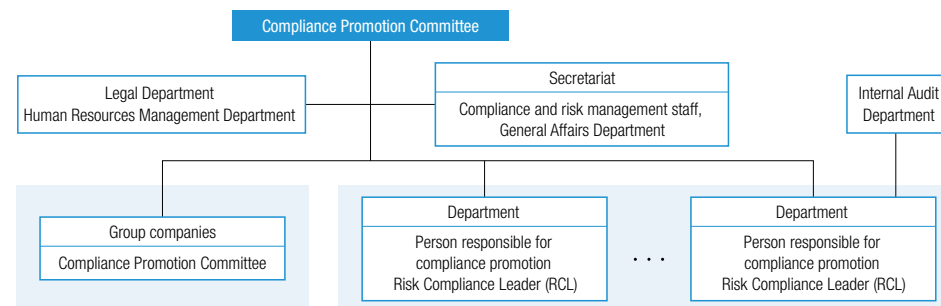
The foundation of our compliance management is to promote strict observance of the “NTT DOCOMO Group Code of Ethics” among all employees while continuing to meet the steadily increasing demands and expectations of society based on high ethical standards, including respect for human rights. Accordingly,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



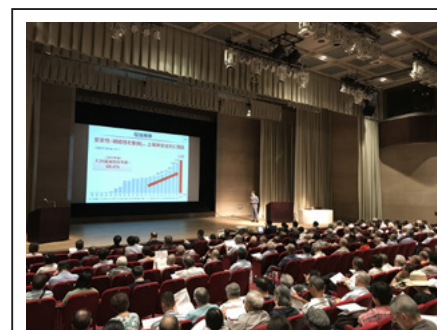
Grand Prize in the "Internet IR Award 2019" presented by Daiwa Investor Relations Co., Ltd.



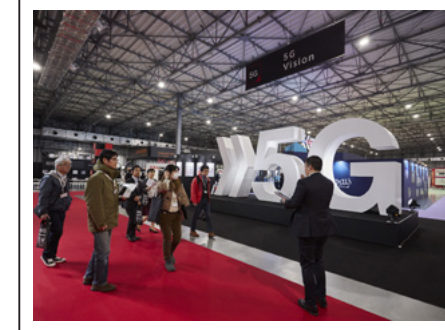
Gold Prize in Gomez IR Site Ranking 2019 for companies with outstanding IR sites

### 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.

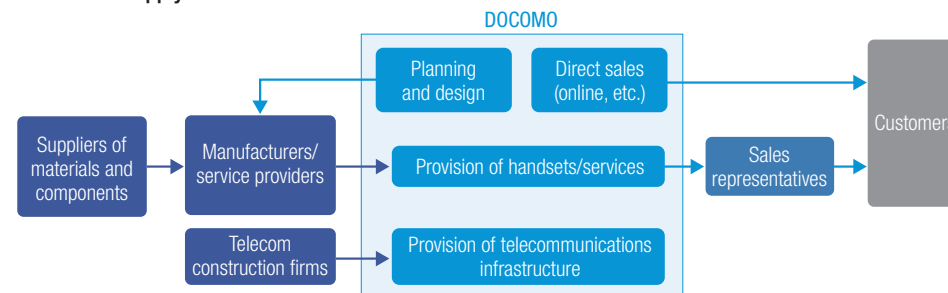
 [NTT DOCOMO Guidelines for CSR in Supply Chain](https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/supply_chain.pdf)  
[https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/supply\\_chain.pdf](https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/supply_chain.pdf)

 [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.

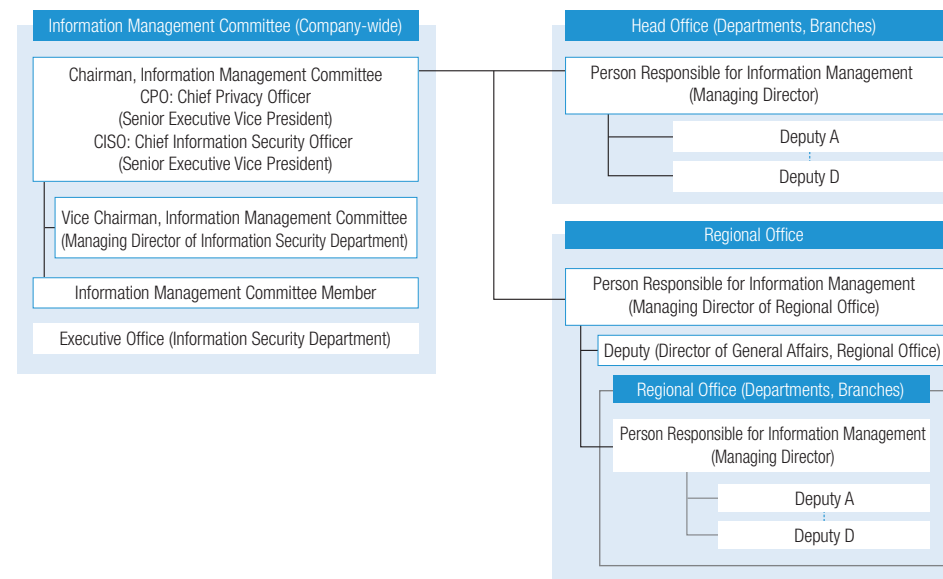
 Information Security Policy  
[https://www.nttdocomo.co.jp/english/utility/personal\\_data/security/](https://www.nttdocomo.co.jp/english/utility/personal_data/security/)

## 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

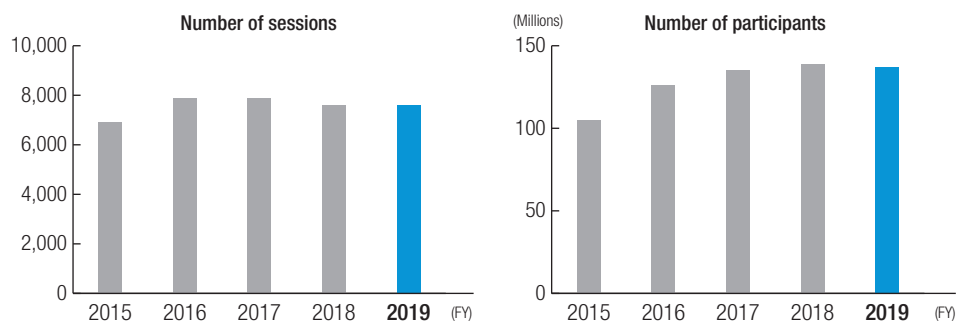
## Protecting Customers from Accidents and Other Problems

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

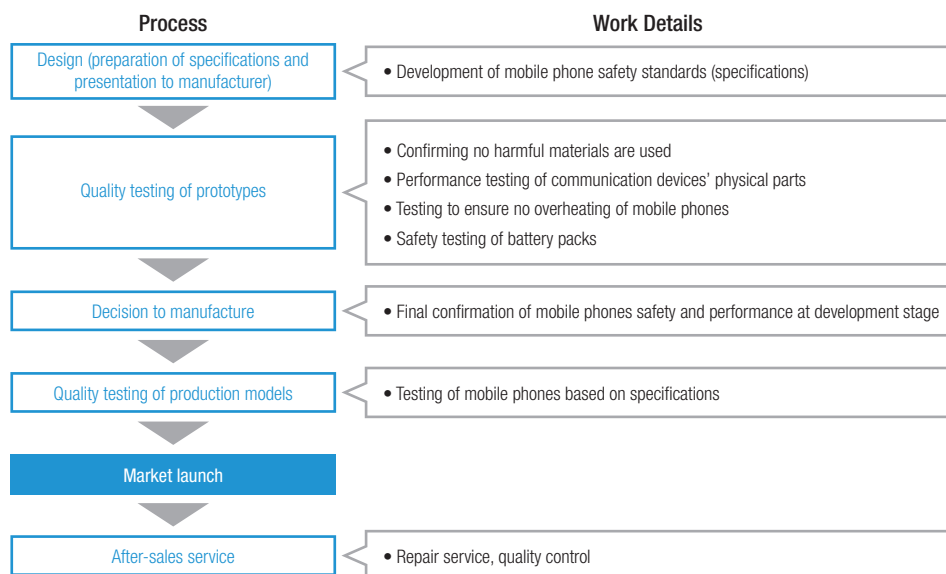
Overview	Details
Tougher screening upon subscription	Payment methods for usage charges for individual subscriptions are limited to credit card or direct account withdrawal in principle. Applicable credit cards and ATM cards can be confirmed at a docomo shop or other outlets.
	Information on customers 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.

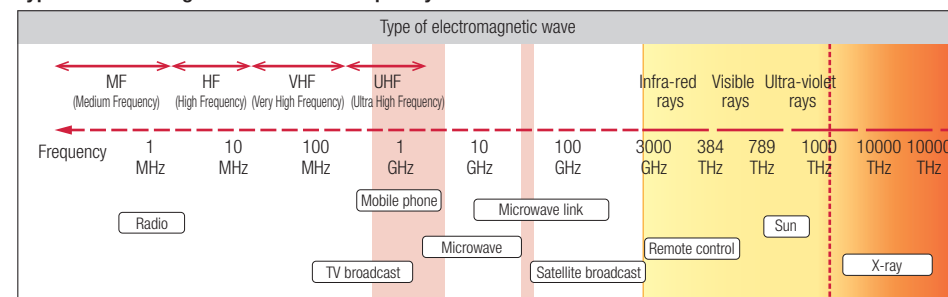
Furthermore, DOCOMO discloses the Specific Absorption Rate, the rate at which energy emitted by radio waves is absorbed by the human body, and the incident power density for each mobile phone on its corporate website, and it strives to make mobile phones safe for customers to use.

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.

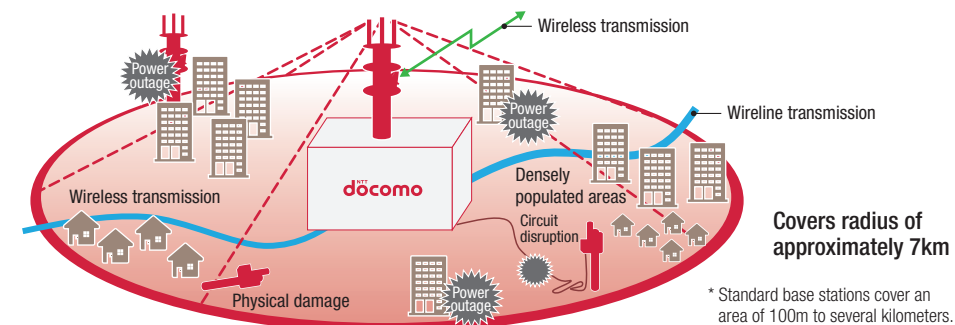
When large-scale disasters occur, DOCOMO dispatches liaison officers (on-site liaison officers in case of disasters) to the national government and local governments and shares the status of communication restoration. Through such means, DOCOMO responds to disasters efficiently with related organizations.

## 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.

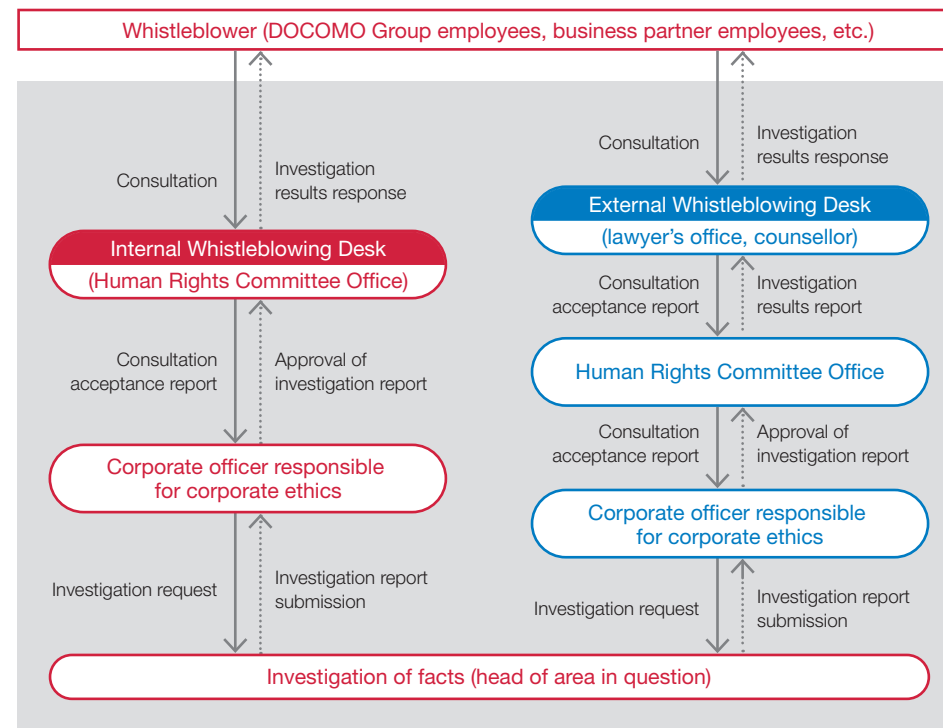
\* Owing to discrimination which had been formed based on the structure of social status in the course of the historical development of Japanese society, some Japanese people have been forced to accept a lower status economically, socially and culturally, and they are subject to various kinds of discrimination 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"



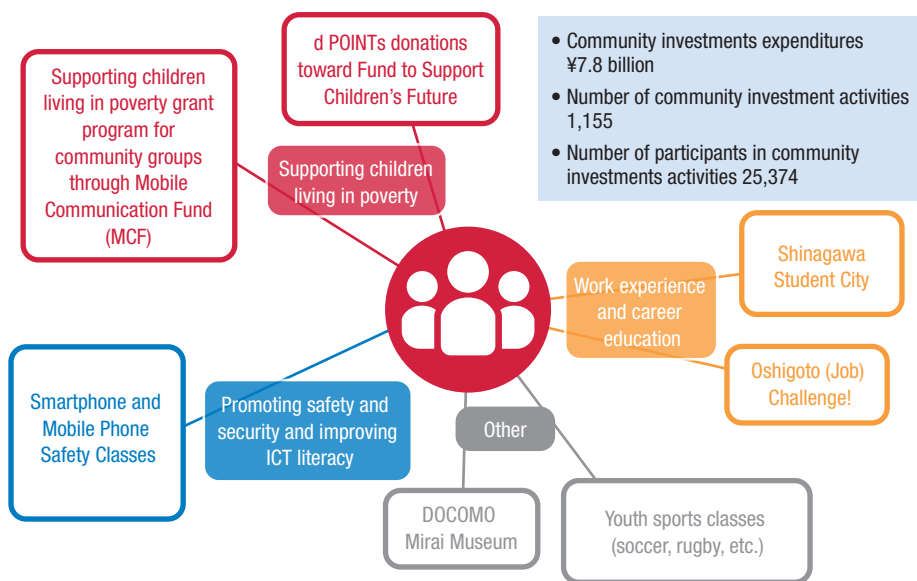
# Community Involvement and Development

## 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.

**Web** "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.