

Integrated Report 2019

Editorial Policy

Integrated Report 2019 was prepared with reference to The International Integrated Reporting Framework released by the International Integrated Reporting Council (IIRC) and the Guidance for Collaborative Value Creation formulated by the Ministry of Economy, Trade and Industry in order to convey DOCOMO's sustainable corporate value, from both financial and non-financial perspectives, to shareholders, investors and other stakeholders in a manner that is easier to understand.

Specifically, we used the framework of the Guidance for Collaborative Value Creation to give a comprehensive picture of DOCOMO's business and to express management policy and strategy based on our medium- to long-term vision, in particular through the section "[Top Commitment](#)." In the "[Value Creation Story](#)" section, we lay out our framework for the value of DOCOMO seeks to create and our medium- to long-term roadmap to achieve this. In the "[Value Creation Action](#)" section, we introduce the various initiatives we are undertaking to provide new value under our Medium-Term Strategy 2020 "Declaration beyond" and CSR Policy, as well as indices and items related to the disclosure standards set forth by the Sustainability Accounting Standards Board (SASB).

We hope that through this report many more people gain a better understanding of DOCOMO.



Presentation of Names of Companies and Products

In principle, information in this report is accurate as of March 31, 2019. As used in this report, "DOCOMO," "DOCOMO Group," "the Company," "the Group," "we," "our" and "us" refer to NTT DOCOMO, INC. and its consolidated subsidiaries. Names of companies or products presented in this report are the trademarks or registered trademarks of their respective organizations.

Definition of Fiscal Year (FY)

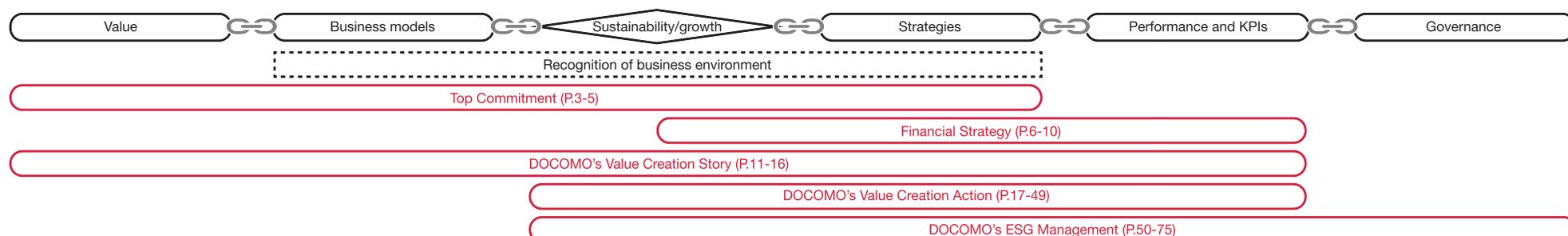
"FY2018" refers to the fiscal year ended March 31, 2019, and other fiscal years are referred to in a corresponding manner.

Forward-Looking Statements

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

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Outline of Guidance for Collaborative Value Creation in this Report



Integrated Report 2019

Contents

Corporate Philosophy	P.1	DOCOMO's Value Creation Action		DOCOMO's ESG Management	
Overview of DOCOMO's Businesses	P.2	Topics Over the Year	P.18	Message from Outside Director	P.51
Top Commitment	P.3	Value and excitement to our customers		Management Team	P.53
Financial Strategy		Special Feature 1		Reasons for Appointment and Insights of Outside Directors and Outside Audit & Supervisory Board Members	P.55
CFO Message	P.6	Expanding Our Membership Base and Businesses of Our Partners by Leveraging Digital Marketing	P.22	Corporate Governance	P.57
FY2018 Financial Review	P.9	Becoming the Market Leader Offering Visible Benefits and Convenience		Status of Board of Directors Meetings Held and Other Matters	P.59
		Finance/Payment Businesses Based on d POINTs	P.24	Dialogue with Shareholders and Investors	P.61
DOCOMO's Value Creation Story		Co-Creation with Partners	P.27	Supply Chain Management	P.62
DOCOMO's History	P.12	Style Innovation for a Richer Future for All		Status of Audits by the Audit & Supervisory Board and Internal Audits	P.63
Management Strategies toward Sustainable Growth	P.13	R&D and Innovation	P.28	Internal Control	P.64
Value Creation Process	P.14	Lifestyle Innovation	P.30	Risk Management	P.65
Roadmap for Value Creation	P.15	Innovation for Customer Experiences	P.32	Initiatives for Society	P.66
Response to Risks and Opportunities Surrounding DOCOMO	P.16	Peace of Mind and Comfort Support Always by Our Customers' Side		Initiatives for the Environment	P.74
		Provision of Network Service	P.33		
		Enhancing Customer Satisfaction	P.36	Data Section	
		Customer Enlightenment and Customer Protection	P.38	5-Year Summary of Selected Financial and Non-Financial Data	P.76
		Value and co-creation with +d partners		Subsidiaries	P.79
		Special Feature 2		Affiliates	P.80
		Regional Vitalization and New Business Creation Using Advanced Technologies	P.41	Organizational Structure	P.81
		Creation of Innovative Industry with 5G		Corporate Information/External Evaluations	P.82
		Example of a Demonstration Test Leveraging 5G Characteristics	P.45	Stock Information	P.84
		Discussion		Usage Guide	P.85
		Inside Story of a "Top Gun" Initiative	P.46		
		Partner Business Expansion Leveraging Business Platforms			
		Example of Resolving Social Issues	P.48		
		Expanding Partner Business	P.49		

Corporate Philosophy

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

The new of today, the norm of tomorrow



● Satisfying Customers

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



Concept Tree

● Creating a New Communication Culture

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

● Utilizing Human Resources

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

Overview of DOCOMO's Businesses

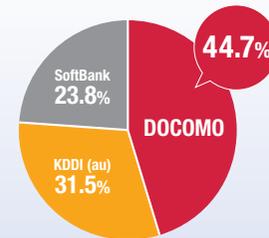
DOCOMO aims to create a new world of communications culture by providing telecommunications services that can be easily utilized anytime, anywhere and with peace of mind, and by developing diverse businesses in the smart life business and other businesses segment in support of affluent lifestyles.



Telecommunications Business

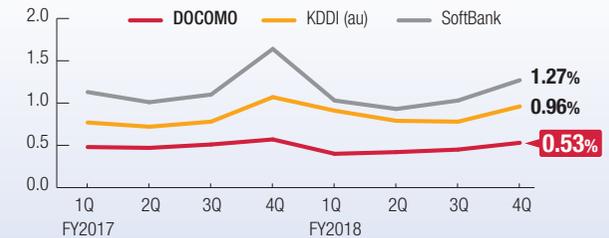
DOCOMO is the largest cellular network operator in Japan with a total subscription of 78.45 million, which represents 44.7% of all cellular subscriptions in Japan. In addition, the churn rate has improved from the previous fiscal year and is being maintained at a low level. In this business, we provide smooth telecommunications services that can be used anywhere, anytime and with peace of mind.

No. 1 in Domestic Market Share Number of mobile phone subscriptions

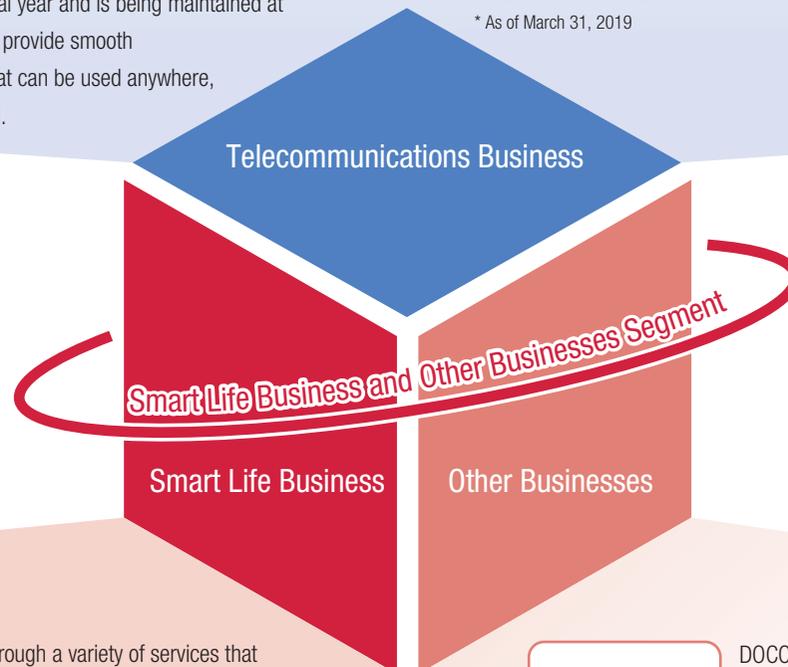


* Source: Telecommunications Carriers Association
* As of March 31, 2019

Best-in-Class Low Churn Rate Globally Handset churn rate



* Data from figures announced by each company
* Churn rate for DOCOMO in Basic Plans (excluding Data Plans and Device Plus 500), Xi/FOMA Billing Plans and Type Limit Value/Type Limit for smartphones and feature phones, etc.



Smart Life Business

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



Other Businesses

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