



DOCOMO's Value Creation Action

Topics Over the Year P.18

Value and excitement to our customers

Special Feature 1

Expanding Our Membership Base and Businesses of Our Partners by Leveraging Digital Marketing P.22

Becoming the Market Leader Offering Visible Benefits and Convenience

Finance/Payment Businesses Based on d POINTs P.24

Co-Creation with Partners P.27

Style Innovation for a Richer Future for All

R&D and Innovation P.28

Lifestyle Innovation P.30

Innovation for Customer Experiences P.32

Peace of Mind and Comfort Support Always by Our Customers' Side

Provision of Network Service P.33

Enhancing Customer Satisfaction P.36

Customer Enlightenment and

Customer Protection P.38

Value and co-creation with +d partners

Special Feature 2

Regional Vitalization and New Business Creation Using Advanced Technologies P.41

Creation of Innovative Industry with 5G

Example of a Demonstration Test Leveraging 5G Characteristics P.45

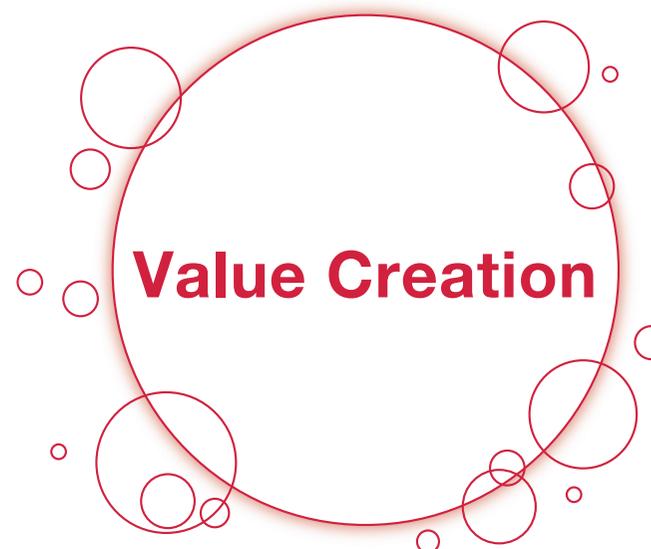
Discussion

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



Topics Over the Year

2018 → 2019

DOCOMO perceives ESG (Environment, Social, Governance)-related activities as integral to management and aims to drive the continuous development of society by realizing sustainable growth in the 2020s and achieving the goals of our Sustainability Focuses through implementation of such activities under “Declaration beyond.” Herein, we introduce major activities during the year for “Declaration beyond” and to achieve the goals of our Sustainability Focuses.

Major Activities in FY2018 to Realize the Goals of Our Medium-Term Strategy 2020 “Declaration beyond”

			1Q 2018 Apr.–Jun.	2Q Jul.–Sep.	3Q Oct.–Dec.	4Q 2019 Jan.–Mar.	
Declaration beyond	Value and excitement to our customers	Benefits and convenience	Declaration 1 Market leader offering visible benefits and convenience ● “Basic Pack”/ “Basic Share Pack”	● docomo Hikari Renewal Loyalty Points”	● “Welcome Sumaho Wari” discount	● Disney DELUXE ● Official launch of Packet Pack Kaigai Option: Limited Area plan P.34 → ● “DOCOMO Smartphone program for over 60”	
		Enjoyment and surprise	Declaration 2 Style innovation for a richer future for all ● “my daiz” ● “d Payment” P.24 →	● “Hikari TV for docomo”		● AI-operated bus (Started Apr. 1, 2019) P.44 → ● New live performance experience “Shintaikan Live” P.32 →	
		Satisfaction and peace of mind	Declaration 3 Peace of mind and comfort support always by our customers’ side	● Improved service offerings of online shop	● Full-scale introduction of shop visit reservation ● Lowered max. repair fee of Mobile Device Protection Service	● “Mieru Denwa” P.30 →	
	Value and co-creation with +d partners	Contributions to industries	Declaration 4 Industry creation jointly pursuing innovations with 5G ● DOCOMO 5G Open Lab YOTSUYA ● PLAY5G	● DOCOMO 5G Open Cloud P.42 →	● DOCOMO 5G Open Lab OSAKA P.42 → ● DOCOMO 5G Open Lab OKINAWA P.42 →	● DOCOMO 5G Open Lab OKINAWA P.42 → ● DOCOMO 5G Open Lab GUAM P.42 →	
		Solution of social issues and regional vitalization	Declaration 5 Solution co-creation to solve social issues		● LTE-M	● “Conversion of a window into a base station” P.34 → ● DOCOMO Open House P.29 →	● Establishment of empehal, Inc.
		Expansion of partners’ business	Declaration 6 Partner business expansion leveraging business platforms	● Globiot	● Ad Wi-Fi	● Establishment of LIVE BOARD, Inc.	

Topics Over the Year

2020

Major Activities in FY2018 to Realize the Goals of Our Sustainability Focuses

Sustainability Focuses	Mid-Term Goals	KPI toward FY2020		Key Achievements of FY2018	Evaluations	Related SDGs
① Contribute to society and environment through ICT	Provide ICT services that contribute to resolving social issues	A: Cases in which ICT services contribute to resolving social issues	Monitor cases	Gather and report examples of solutions to social issues that are directly linked to “Innovative docomo” under our CSR Policy.	—*1	
② Information security measures	Protect customer information assets by addressing increasingly sophisticated and serious security risks	A: Number of information security incidents	0 cases	0 cases	★★★★	
		B: Conduct information security training	At least once a year for all employees	Conducted for all employees		
		C: Information security management carried out by subcontractors	Monitor the situation	Prescribed a manual on information security for outsourcing and thoroughly implemented management		
③ Strengthen corporate governance	Establish a corporate culture that society trusts	A: Organize more stakeholder dialogues	More than in the previous year	Number of meetings with shareholders and investors through executive management: 42 times (39 times*3 in FY2017)	★★★★	
		B: Appoint two or more independent outside directors	Two or more	Two		
		C: Percentage of participation in compliance training	Monitor the situation	Percentage of participation: 92.2% Conducted for all employees		
		D: Number of compliance violations	Monitor the situation	Number of compliance violations: 114 Number of consultations on compliance: 56		
④ Ensure stability and reliability of telecommunications services	Provide stable telecommunications services and promptly resume operations in the event of a disaster or other emergencies	A: Stable service provision rate	100%	100%	★★★★	
		B: Number of major accidents	0 cases	0 cases		
		C: Percentage of population covered by LTE than in the previous year	Higher than in the previous year	99.8% (99.8% in FY2017)		
		D: Large-zone base stations coverage of prefectural capital cities	100%	100%		

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

*2 Related to all 17 goals

*3 The figure for FY2017 has been revised due to a change in calculation method.

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

Topics Over the Year

2020

Sustainability Focuses	Mid-Term Goals	KPI toward FY2020		Key Achievements of FY2018	Evaluations	Related SDGs
⑤ Enhance customer satisfaction and protect children	Enhance customer satisfaction and protect children from problems related to smartphone and mobile phone use	A: Customer satisfaction and quality of customer service surveys	Monitor the results*1	Number of “customer’s voice” comments collected: Approximately 5.1 million Number of service improvements made based on “Perceptive Feedback”: Approximately 300	★★★	
		B: Number of Smartphone and Mobile Phone Safety Classes attendees	1.3 million attendees	Approximately 1.39 million attendees		
⑥ Promote safety, health and welfare	Promote employee safety and wellness to maintain vigorous business operations	A: Level of employee satisfaction*2	Target 7.7 points	Motivation 7.2 points	★★	
		B: Total annual hours worked	1,800 hours	1,827.9 hours		
		C: Number of serious industrial accidents during construction work	0 cases	3 cases		
		D: Implementation rate of specific health guidance	60% ⇒ 37%*3	28.4%		
		E: Implementation rate of stress checks	95%	97.0%		
⑦ Respect human rights and diversity	Respect the human rights of all stakeholders across all aspects of business activities	A: Ratio of female managers	7.5%	5.9%	★★	
		B: Ratio of persons with disabilities	2.2%	2.38%*4		
		C: Number of confirmed human rights violations	Monitor cases	15 cases		
		D: Percentage of participation in human rights training	Monitor cases	88.7%		
⑧ Address climate change and effectively use resources	Steadily implement Green Action Plan 2030 and pursue the most advanced environmental management	A: Amount of contribution to the reduction of CO2 emissions	39 million tons	38.40 million tons	★★	
		B: Electrical efficiency of telecommunications services	Sevenfold increase	7.9 times		
		C: Final disposal ratio of waste	Under 1.4%	1.6%		
		D: Used mobile phone collection	16 million units (cumulative total for FY2017–FY2020)	10.56 million units (cumulative total for FY2017–FY2018)		

*1 Collect and analyze “customer’s voice” and use the information to develop and enhance products and services, and improve the quality of response.

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

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

*4 As of June 1, 2019

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Topics Over the Year

▶▶▶ 2020

Sustainability Focuses	Mid-Term Goals	KPI toward FY2020		Key Achievements of FY2018	Evaluations	Related SDGs
①~⑧ Items common to all the Sustainability Focuses (for customers and local communities)	Develop DOCOMO's image as a company that actively engages in CSR activities	A: CSR-related corporate rankings in Japan	Maintain high position	<ul style="list-style-type: none"> No. 1 overall in Toyo Keizai CSR Company Ranking Received 5-star rating in the NIKKEI Smart Work Survey 	★★	
		B: Community investment	1% of profit	0.87% (Approximately ¥8.83 billion)		
		C: Number of employees participating in volunteer activities	More than in the previous year	Number of participants: 31,493 (FY2017: 34,944)		
①~⑧ Items common to all the Sustainability Focuses (for shareholders and investors)	Earn high marks from investors and other stakeholders in Japan and abroad by meeting the growing needs of ESG investment	A: Major ESG investment indexes*	Selection to indexes	<ul style="list-style-type: none"> DJSI World FTSE4Good Index Series MSCI ESG Leaders Indexes FTSE Blossom Japan Index MSCI Japan ESG Select Leaders Index MSCI Japan Empowering Women Index S&P/JPX Carbon Efficient Index 	★★★	

* Integrates indices from Japan and overseas in light of recent ESG investment trends.

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