



## 5-Year Summary of Selected Financial and Non-Financial Data (FY2014-FY2018)

NTT DOCOMO, INC. and Consolidated subsidiaries  
(FY)

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

### Financial Data

(Billions of yen)

U.S. GAAP/IFRS	U.S. GAAP				IFRS	
	2014	2015	2016	2017	2017	2018
<b>Operating results:</b>						
Operating revenues	4,383.4	4,527.1	4,584.6	4,769.4	4,762.3	4,840.8
Telecommunications services	2,747.2	2,815.5	2,985.1	3,137.9	3,092.7	3,130.7
Equipment sales	904.1	860.5	719.2	755.1	789.8	844.4
Other operating revenues	732.2	851.1	880.3	876.4	879.7	865.8
Operating expenses	3,744.3	3,744.1	3,639.8	3,796.1	3,775.3	3,827.2
Operating income/Operating profit	639.1	783.0	944.7	973.3	987.0	1,013.6
Net income/Profit	398.0	561.2	650.6	746.6	792.5	664.9
<b>Per share information*1:</b>						
Earnings per share attributable to NTT DOCOMO, INC./Earnings per share attributable to shareholders of NTT DOCOMO, INC.	101.55 yen	141.30 yen	175.12 yen	201.73 yen	214.27 yen	187.79 yen
NTT DOCOMO, INC. shareholders' equity per share/Equity attributable to shareholders of NTT DOCOMO, INC. per share	1,386.09 yen	1,409.94 yen	1,492.91 yen	1,580.88 yen	1,576.63 yen	1,610.64 yen
Cash dividends per share*2	65 yen	70 yen	80 yen	100 yen	100 yen	110 yen
Total assets	7,146.3	7,214.1	7,453.1	7,748.3	7,654.9	7,340.5
Total NTT DOCOMO, INC. shareholders' equity/Total equity attributable to shareholders of NTT DOCOMO, INC.	5,380.1	5,302.2	5,530.6	5,680.4	5,665.1	5,371.9
Debt-to-equity ratio*3	0.041 times	0.042 times	0.040 times	0.028 times	0.028 times	0.009 times
NTT DOCOMO, INC. shareholders' equity ratio/Ratio of equity attributable to shareholders of NTT DOCOMO, INC. to total assets	75.3%	73.5%	74.2%	73.3%	74.0%	73.2%
Cash flows from operating activities	963.0	1,209.1	1,312.4	1,511.5	1,498.6	1,216.0
Cash flows from investing activities	(651.2)	(375.3)	(943.1)	(718.4)	(705.5)	(296.5)
Adjusted free cash flows excluding changes in investments for cash management purposes	295.6	598.7	664.5	862.5	862.8	619.4



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	U.S. GAAP				IFRS	
	2014	2015	2016	2017	2017	2018
Capital expenditures	661.8	595.2	597.1	576.4	577.0	593.7
Research and development costs	97.0	83.3	83.1	91.8	89.6	91.0
Depreciation and amortization	659.8	625.9	452.3	485.5	486.6	470.9
Total interest-bearing liabilities	222.7	222.2	221.9	161.6	161.2	50.0
Total number of issued shares (as of March 31, 2019)	4,085,772,000 shares	3,958,543,000 shares	3,899,563,000 shares	3,782,299,000 shares	3,782,299,000 shares	3,335,231,094 shares
<b>Indicators:</b>						
Operating income margin/Operating profit margin	14.6%	17.3%	20.6%	20.4%	20.7%	20.9%
EBITDA*4	1,369.1	1,463.2	1,463.4	1,509.9	1,525.1	1,559.0
EBITDA margin*4	31.2%	32.3%	31.9%	31.7%	32.0%	32.2%
ROE	7.4%	10.3%	12.0%	13.3%	14.2%	12.0%
Payout ratio	64.0%	49.5%	45.7%	49.6%	46.7%	58.6%

### Non-financial data

	2014	2015	2016	2017	2018
Number of directors (of which, independent outside directors)*5 (persons)	14 (1)	15 (2)	15 (2)	14 (2)	14 (2)
Number of consolidated employees (of which, NTT DOCOMO, INC.)*6 (persons)	25,680 (7,344)	26,129 (7,616)	26,734 (7,609)	27,464 (7,767)	26,564 (7,884)
Ratio of female officers and managers (NTT DOCOMO, INC.)*6 (%)	3.0	3.6	4.4	5.3	5.9
Greenhouse gas emissions (t-CO <sub>2</sub> )	1,694,763	1,598,434	1,593,638	1,585,502	1,552,568
Electricity usage (thousand kWh)	3,013,666	2,887,216	2,970,041	3,037,221	3,084,765
Paper usage (t)*7	15,601	10,498	11,859	11,280	13,905



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### Notes

1. In the calculation of per share information, the number of treasury stocks are not included in the number of issued shares during or at the end of the year.
2. Cash dividends per share are presented in the fiscal year to which each record date for the dividends belongs.
3. Debt-to-equity ratio (IFRS) = Interest-bearing liabilities ÷ total equity attributable to shareholders of NTT DOCOMO, INC.  
Debt-to-equity ratio (U.S. GAAP) = Interest-bearing liabilities ÷ NTT DOCOMO, INC. shareholders' equity
4. EBITDA (IFRS) = Operating profit + Depreciation and amortization + Loss on sale or disposal of property, plant and equipment + impairment loss (property, plant and equipment; intangible assets; goodwill).  
EBITDA (U.S. GAAP) = Operating income + Depreciation and amortization + Loss on sale or disposal of property, plant and equipment + Impairment loss (property, plant and equipment; depreciable intangible assets; goodwill; unamortizable intangible assets)  
In previous consolidated statements of income, impairment loss associated with goodwill and unamortized intangible assets was included under the item "Selling, general and administrative," but as of FY2016, it is recorded as "Impairment loss." Thus, in the above statements, "Impairment loss" for FY2014 and FY2015 has been reclassified in accordance with the presentation method for FY2016.
5. The data on the numbers of directors are as of July 1 of the following fiscal year.
6. Includes employees on loan from other companies; does not include employees of NTT DOCOMO, INC. temporarily transferred to other companies.
7. In FY2016, we revised the calculation method for some of the items. The results from FY2014 and onward have been reclassified accordingly.



## Subsidiaries (As of March 31, 2019)

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

Company name	Voting rights ownership	Business activities
DOCOMO CS, Inc.	100.00%	Network construction; marketing support
DOCOMO Support, Inc.	100.00%	Marketing support
DOCOMO Systems, Inc.	100.00%	System development
DOCOMO Technology, Inc.	100.00%	Research and development
DOCOMO CS Hokkaido, Inc.	100.00%	Network construction; marketing support
DOCOMO CS Tohoku, Inc.	100.00%	Network construction; marketing support
DOCOMO CS Tokai, Inc.	100.00%	Network construction; marketing support
DOCOMO CS Hokuriku, Inc.	100.00%	Network construction; marketing support
DOCOMO CS Kansai, Inc.	100.00%	Network construction; marketing support
DOCOMO CS Chugoku, Inc.	100.00%	Network construction; marketing support
DOCOMO CS Shikoku, Inc.	100.00%	Network construction; marketing support
DOCOMO CS Kyushu, Inc.	100.00%	Network construction; marketing support
OAK LAWN MARKETING, INC.	55.75%	TV mail-order business
Tower Records Japan Inc.	50.61%	Sales of music, video software and music-related merchandise
D2C Inc.	51.00%	Production and operation of advertising through mobile contents websites
DOCOMO ANIME STORE, INC.	60.00%	Production of anime video distribution service
DOCOMO InsightMarketing, INC.	51.00%	Mobile research and marketing support
DOCOMO Datacom, Inc.	66.24%	System development
docomo Healthcare, Inc.	66.00%	Provision of platform for managing, using and sharing health-related data
Nihon Ultmarc INC.	100.00%	Construction and sales of doctor and medical facility database
MAGASseek Corporation	75.00%	Fashion e-commerce business
DCM Reinsurance Company, Inc. (Honolulu, U.S.)	100.00%	Reinsurance business
DOCOMO Digital Limited (London, U.K.)	100.00%	Management of overseas platforms related to mobile content distribution and billing
DOCOMO Innovations, Inc. (Palo Alto, U.S.)	100.00%	Investment in and information gathering on overseas start-ups that develop promising technology
DOCOMO PACIFIC, INC. (Guam, U.S.)	100.00%	Overseas mobile telecommunications, cable TV and Internet business

other 77 subsidiaries

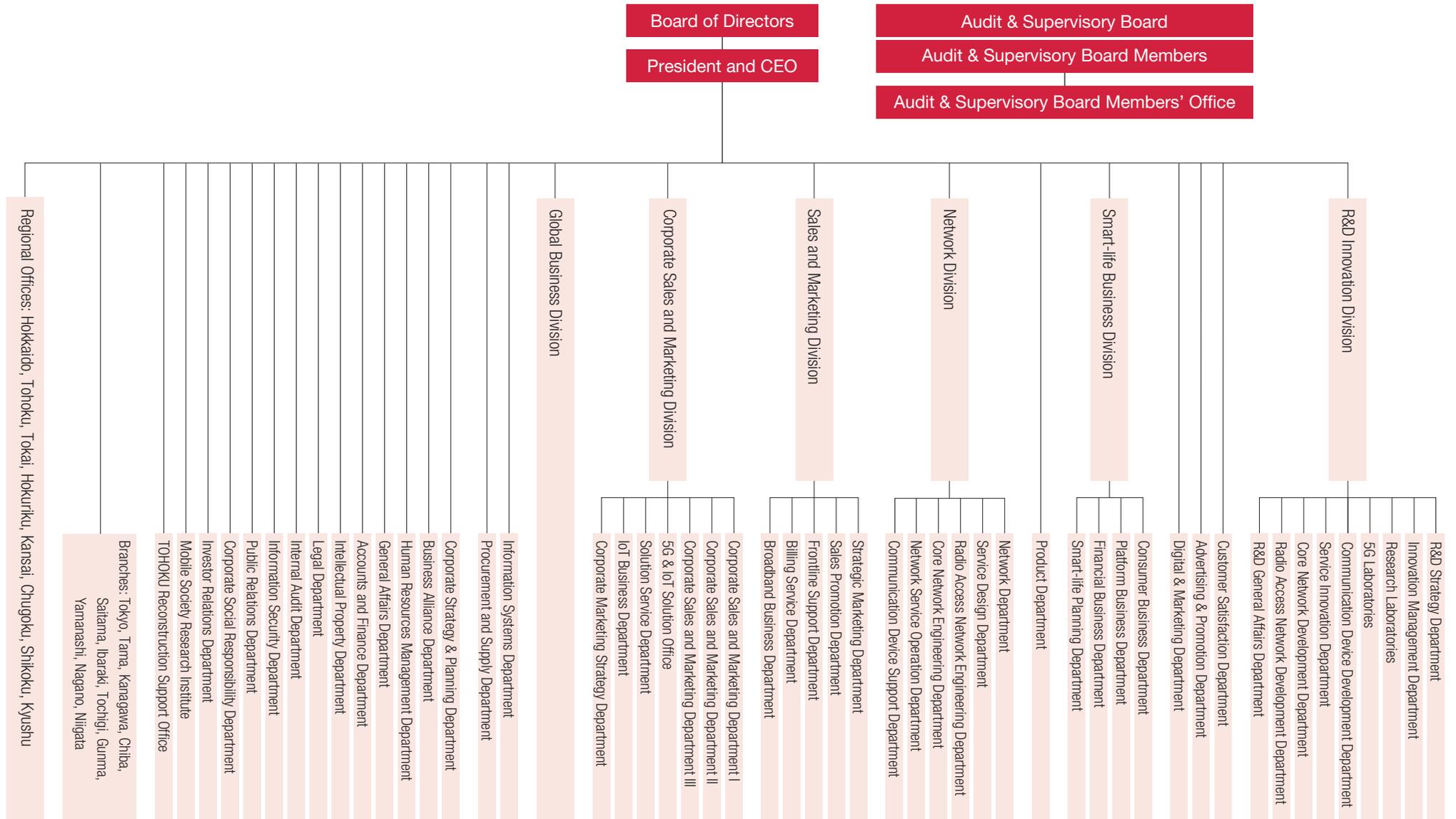


## Affiliates (As of March 31, 2019)

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

Company name	Voting rights ownership	Business activities
Avex Broadcasting & Communications Inc.	30.00%	Mobile video distribution business
NTT Plala Inc.	33.33%	Video distribution service; Internet connection service business
NTT Broadband Platform, Inc.	22.00%	Wi-Fi network business
NTT Resonant Incorporated	33.33%	Communications business; portal business
ZENRIN DataCom CO., LTD.	18.09%	Map and net navigation businesses for mobile phones
Nippon Telecommunications Network Co., Ltd.	37.43%	Network services business
FeliCa Networks, Inc.	34.00%	Development and licensing of Mobile FeliCa IC chip
RecoChoku Co., Ltd.	34.17%	Music distribution business
PLDT Inc. (Manila, Philippines)	8.56%	Fixed and mobile telecommunications business in the Philippines
other 14 affiliates		

# Organizational Structure (As of July 1, 2019)



## Corporate Information (As of March 31, 2019)

Company Name	NTT DOCOMO, INC.
Address	Head Office: Sanno Park Tower 11-1, Nagata-cho 2-chome, Chiyoda-ku, Tokyo 100-6150, Japan Tel: +81-3-5156-1111
Date of sales start	July 1, 1992
Capital	¥949,679,500,000
Fiscal Year-End	March 31
Number of Employees (Consolidated)	26,564
Corporate Website	<a href="https://www.nttdocomo.co.jp/english/">https://www.nttdocomo.co.jp/english/</a>
IR Information	<a href="https://www.nttdocomo.co.jp/english/corporate/ir/">https://www.nttdocomo.co.jp/english/corporate/ir/</a>
Independent Public Accounting Firm	KPMG AZSA LLC (the Japan member firm of KPMG International)

## External Evaluations

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

[Domestic]

■ **DOCOMO ranked first in the Toyo Keizai CSR Corporate Ranking 2019**

The CSR Corporate Ranking published by Toyo Keizai, Inc. identifies reliable companies in terms of adequacy of CSR initiatives and financial performance. DOCOMO ranked first FY2018 for the second straight year in recognition of the way we utilize our human resources and care for the environment in addition to our corporate governance/social contribution and financial performance.

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

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



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

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



■ **DOCOMO selected for the first time as a "Nadeshiko Brand" for promoting the advancement of females**

DOCOMO selected for the first time as a "Nadeshiko Brand," a program jointly instituted by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange that recognizes companies that are outstanding in terms of encouraging the empowerment of women in the workplace. In addition to efforts aimed at enhancing women's working environment, DOCOMO was recognized for supporting work-family balance and promoting a better understanding of diverse work styles, as well as for promoting childcare leave as a company-wide initiative for both female and male employees.



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

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



## External Evaluations

### [Global]

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



DOCOMO received Silver Class distinction in RobecoSAM Sustainability Award 2019, which presents awards to companies by industry sector for their excellence in sustainable initiatives from the three aspects of economy, environment and society.



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



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



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



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

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



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



DOCOMO is a constituent of the STOXX Global ESG Leaders Index created by STOXX, a Swiss-based subsidiary of the German stock exchange operator Deutsche Borse AG and one of the world's leading developers and providers of indexes.



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



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



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



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



DOCOMO has been included in the Euronext Vigeo World 120 Index, a leading stock investment index focused on environmental, social and governance (ESG) factors. The index was jointly developed by U.S.-based NYSE Euronext, Inc., an organization operating multiple security exchanges in the United States and Europe, and France- and U.K.-based Vigeo Eiris, a research company for ESG factors, and selects companies exhibiting excellence in ESG areas.



# Stock Information (As of March 31, 2019)

## Stock Listings

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

## Transfer Agent

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

## Depository for American Depository Receipts (“ADRs”)

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

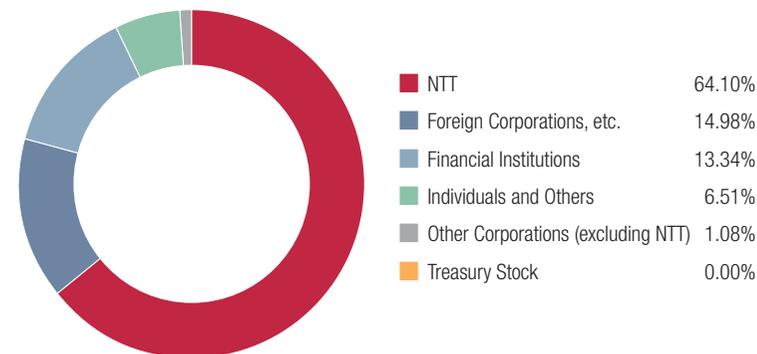
## Number of Shares

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

## Number of Shareholders

286,836

## Distribution of Ownership among Shareholders



\* The figures are based on the list of shareholders as of March 31, 2019.

## Principal Shareholders

Shareholders	Number of Shares Held (Shares)	Percentage of Total Issued Shares (Excluding Treasury Stock) (%)
NIPPON TELEGRAPH AND TELEPHONE CORPORATION	2,137,733,200	64.10
THE MASTER TRUST BANK OF JAPAN, LTD. (TRUST ACCOUNT)	90,191,400	2.70
JAPAN TRUSTEE SERVICES BANK, LTD. (TRUST ACCOUNT)	71,257,400	2.14
STATE STREET BANK WEST CLIENT – TREATY 505234 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Department)	28,598,152	0.86
JP MORGAN CHASE BANK 380055 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Department)	25,000,196	0.75
JAPAN TRUSTEE SERVICES BANK, LTD. (TRUST ACCOUNT 7)	24,911,700	0.75
JAPAN TRUSTEE SERVICES BANK, LTD. (TRUST ACCOUNT 5)	24,380,600	0.73
JPMorgan Securities Japan Co., Ltd.	22,617,446	0.68
JAPAN TRUSTEE SERVICES BANK, LTD. (TRUST ACCOUNT 9)	21,357,300	0.64
JAPAN TRUSTEE SERVICES BANK, LTD. (TRUST ACCOUNT 1)	18,153,000	0.54
<b>Total</b>	<b>2,464,200,394</b>	<b>73.88</b>