



# Sustainability of DOCOMO

DOCOMO will comprehensively pursue business and ESG practices to contribute to the creation of a sustainable society.

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## Sustainability Policy

In November 2021, the NTT Group established the NTT Group Sustainability Charter.

In July 2022, the DOCOMO Group established the Sustainability Policy, setting forth DOCOMO's approach and policy for ESG management.

### NTT Group Sustainability Charter

In November 2021, the NTT Group established the NTT Group Sustainability Charter by restructuring its CSR Charter. The new charter will guide Group actions to achieve corporate growth and resolve social issues toward realizing a sustainable society. It lays out three themes, nine challenges, and 30 activities that the NTT deems necessary for a sustainable society. The Group works as one in implementing these activities.

NTT Group Sustainability Charter

### Sustainability Policy

In order to comprehensively pursue business and ESG practices to contribute to the creation of a sustainable society, the DOCOMO Group established its Sustainability Policy and specified a collective approach, along with separate strategies for addressing the environment, society, human resources, and fairness.

[ Sustainability Policy ]

DOCOMO is committed to fulfilling its  
social responsibility for changing the world for the better.

We will work with all stakeholders to address social issues and provide  
new value through our business as we contribute to the creation of a  
sustainable society in which no one is left behind.



#### Environment

We will reduce the environmental impact of our business activities, realize a decarbonized, resource-recycling society, play our part in preserving biodiversity and ecosystems, and contribute to environmental conservation along with our customers.



#### Society

We will provide new value and address social issues by conducting research and development and creating services while contributing to the realization of a more prosperous, safe, secure, and resilient society.



#### Human Resources

We will promote new working styles and advance diversity while actively cultivating and deploying individual abilities and implementing health and productivity management, thereby contributing to maximizing the well-being of all people in society as well as our employees.



#### Fairness

We will promote fair business activities while raising our own ethical standards, including respect for human rights, and share them with our business partners.

## Material Sustainability Issues

There is a strong demand for global action to create a sustainable society as evidenced by the adoption of the Sustainable Development Goals (SDGs) and the Paris Agreement. With due consideration of these international trends and DOCOMO's business environment, we analyzed the environmental, social and governance (ESG) aspects of our internal and related external environments and determined DOCOMO's material issues based on the processes stipulated in GRI Standards for sustainability reporting. We reviewed the material issues in July 2022.

### Identification of Material Issues

#### 1. Confirmation of coverage and selection of issues

We have selected 16 sustainability issues that DOCOMO should address by reviewing external evaluations, guidelines, the NTT Group Sustainability Charter, and other topics related to sustainability.

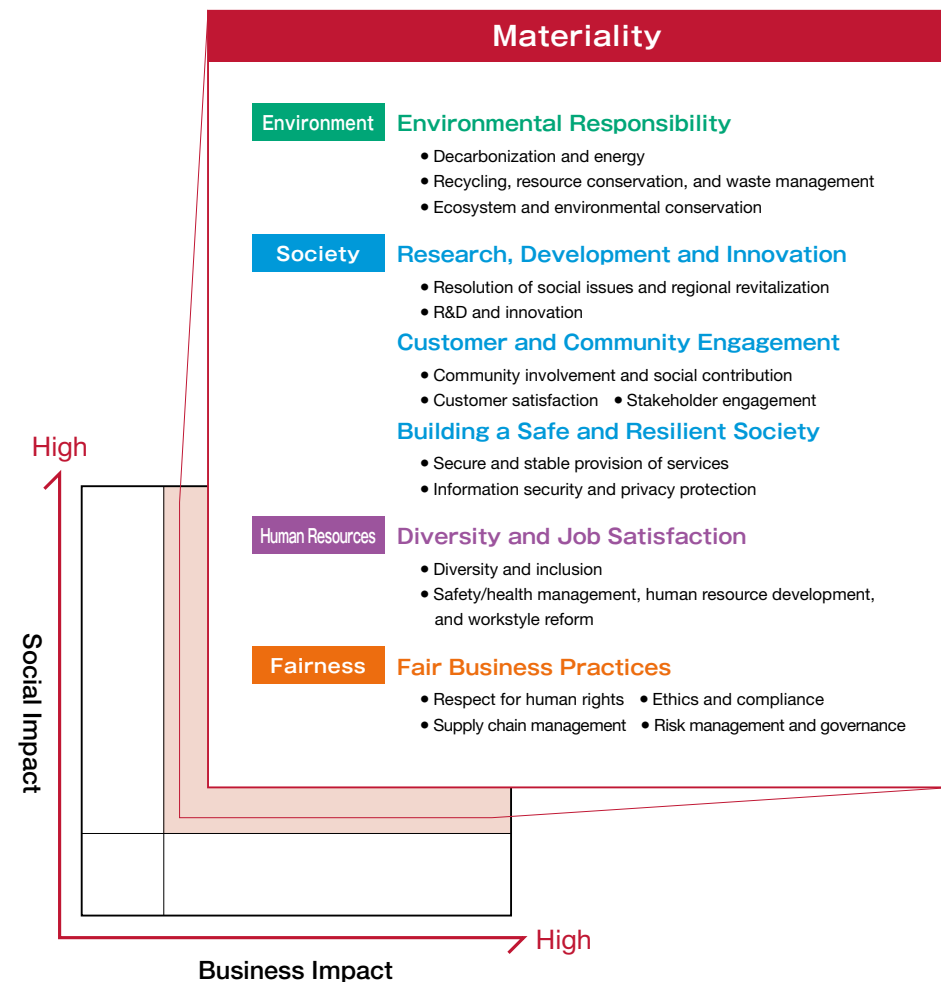
- External indicator: DJSI
- International guidelines: GRI Standards, SASB, ISO26000
- Domestic and overseas initiatives: SDGs

#### 2. Priority assessment

With regard to the sustainability issues selected in 1., we evaluated our priorities based on two perspectives: social impact (external impact, such as to stakeholders) and business impact (impact within DOCOMO), with input from outside experts, in order to identify sustainability issues that are considered to be of high priority to DOCOMO. All of the 16 issues were rated high priority.

#### 3. Materiality assessment and validation of issues

Regarding the 16 sustainability issues rated high priority in 2., we summarized the relevant issues, indicated the direction to be taken, assessed their materiality, and designated them as key issues. In addition, we validated a series of processes.





## Identified Materiality and KPIs

Materiality	Sustainability Issues	Items	Targets	Target FY
Commit to environmental sustainability	<ul style="list-style-type: none"> <li>Decarbonization and energy</li> <li>Recycle, save resources, and manage waste</li> <li>Preserve the ecosystem and environment</li> </ul>	Level of contribution to the reduction of GHG emissions in society	40.0 million tonnes or higher	2030
		Carbon neutrality	Carbon neutrality	2030
		Power efficiency of communications services (compared to FY2013)	Tenfold or more	2030
		EV conversion rate of regular vehicles	50%	2025
		Waste recycle rate	99% or higher	2030
		Number of biodiversity preservation projects, related expenditures, and number of participants	Disclose results	Every year
Address social challenges through R&D and innovation	<ul style="list-style-type: none"> <li>Address social challenges and revitalize local communities</li> <li>R&amp;D and innovation</li> </ul>	Verify new value through field demonstrations focusing on DOCOMO technologies	At least 10 projects	Every year
Engagement with customers and local communities	<ul style="list-style-type: none"> <li>Participate in community activities and serve society</li> <li>Customer satisfaction</li> <li>Stakeholder engagement</li> </ul>	Community investment	1% of profit	Every year
		Number of customer comments received Number of employee feedback-driven service improvements completed	Disclose results	Every year
Realize a safe, secure, and resilient society	<ul style="list-style-type: none"> <li>Deliver safe and stable services</li> <li>Ensure information security and privacy</li> </ul>	5G population coverage rate	90%	2023
		Stable communication service provision rate	99.99% or more	Every year
		Number of major accidents	0	Every year
		Number of telecommunication service interruptions caused by a cyber-attack	0	Every year
		Leakage of critical personal information	0	Every year



Materiality	Sustainability Issues	Items	Targets	Target FY
Develop and deploy diverse human resources and improve job satisfaction	<ul style="list-style-type: none"> <li>• Diversity and inclusion</li> <li>• Safety, health and productivity management, human resources development, and workstyle reform</li> </ul>	Ratio of female managers	15%	2025
		Ratio of newly promoted female managers	30%	Every year
		Ratio of female directors	25~30%	2025
		Ratio of male employees taking leave for childcare purpose	100%	Every year
		Use of external human resources	30%	2023
		Number of serious industrial accidents during telecom construction	0	Every year
		Employee satisfaction	Higher than Japan's average	Every year
		Total and per employee training cost	Disclose results	Every year
		Remote work implementation rate	70%	2022
		Paper use	0	2025
Respect for human rights and fair business practices	<ul style="list-style-type: none"> <li>• Respect for human rights</li> <li>• Ethics and compliance</li> <li>• Supply chain management</li> <li>• Risk management and governance</li> </ul>	Number of confirmed human rights violations	0	Every year
		Participation (%) in human rights training	100%	Every year
		Participation (%) in ethical standard training	100%	Every year
		Number of anti-competitive illegal acts and bribery cases	0	Every year
		Direct dialogues carried out with key suppliers (%)	100%	Every year

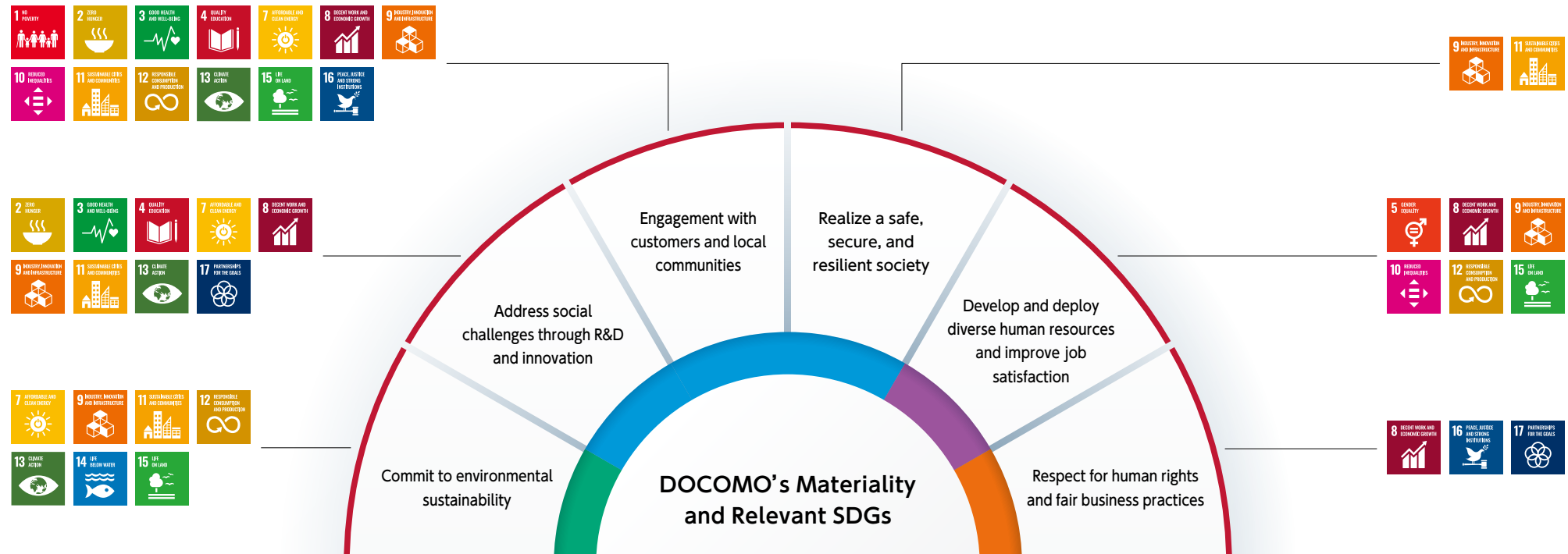


## Materiality and the Sustainability Development Goals (SDGs)

As shown in the following diagram, material issues are linked to the associated SDGs. GSMA, an association of mobile communications carriers and device makers, has been implementing a variety of initiatives for resolving social issues related to the mobile industry and takes actions that recognize the importance of contributing to the promotion of SDGs. DOCOMO is a member of the GSMA and participates and contributes to the efforts.

SDGs

GSMA #BetterFuture



## Entities Covered by the Scope of Materiality

The most important entities of which the materiality is subject of are DOCOMO and its 11 functional subsidiaries\* that engage in the Group's fundamental business, communication.

\*DOCOMO CS, Inc., DOCOMO CS Hokkaido, Inc., DOCOMO CS Tohoku, Inc., DOCOMO CS Tokai, Inc., DOCOMO CS Hokuriku, Inc., DOCOMO CS Kansai, Inc., DOCOMO CS Chugoku, Inc., DOCOMO CS Shikoku Inc., DOCOMO CS Kyushu, Inc., DOCOMO Support Inc., and DOCOMO Technology, Inc.  
(As of September 2022)



## DOCOMO's Materiality and Initiatives

### » Assessment of the FY2021 Initiatives

Fiscal 2021 results are reported for deliberation by the Sustainability Management Committee, attended by the Board of Directors, and will be used to improve our initiatives for the following fiscal year.

[ FY2021 Results ]

Materiality	Sustainability Issues	Items	FY2021 Results
Commit to environmental sustainability	<ul style="list-style-type: none"> <li>Decarbonization and energy</li> <li>Recycle, save resources, and manage waste</li> <li>Preserve ecosystems and the environment</li> </ul>	Amount of contribution to the reduction of GHG emissions in society	42.77 million tonnes
		Carbon neutrality	CO <sub>2</sub> emission: 1.194 million tonnes
		Power efficiency of communication services (compared to FY2013)	12.6-fold
		EV conversion rate of regular vehicles	Discontinued use of 244 gasoline-powered vehicles (115 converted to EVs, 129 scrapped)
		Waste recycle rate	Final disposal rate: 2.9% *Results up to and including FY2021 represent the final disposal rate instead of the recycle rate.
		Number of biodiversity preservation projects, relevant expenditures, and number of participants	Biodiversity preservation activities: 125 Information dissemination: 46
Address social challenges through R&D and innovation	<ul style="list-style-type: none"> <li>Address social challenges and revitalize local communities</li> <li>R&amp;D and innovation</li> </ul>	Verify new value through field demonstrations focusing on DOCOMO technologies	19 projects
Engagement with customers and local communities	<ul style="list-style-type: none"> <li>Participate in community activities and serve society</li> <li>Customer satisfaction</li> <li>Stakeholder engagement</li> </ul>	Community investment	0.62% of profit
		Number of customer comments received Number of employee feedback-driven service improvements completed	Number of customer comments received: 4.33 million Number of employee feedback-driven service improvements completed: 182
Realize a safe, secure, and resilient society	<ul style="list-style-type: none"> <li>Deliver safe and stable services</li> <li>Ensure information security and privacy</li> </ul>	5G population coverage rate	—
		Stable communication service provision rate	99.99%
		Number of major accidents	1
		Number of telecommunication service interruptions caused by a cyber-attack	0
		Leakage of critical personal information	1



Materiality	Sustainability Issues	Items	FY2021 Results
Develop and deploy various human resources	<ul style="list-style-type: none"> <li>Diversity and inclusion</li> <li>Safety, health and productivity management, human resources development, and workstyle reform</li> </ul>	Ratio of newly promoted female managers	30.7%
		Ratio of female managers	10.7%
		Ratio of female directors	11.1%
		Ratio of male employees taking leave for childcare purpose	115% *Denominator: Number of male employees whose partner gave birth during the year Numerator: Number of male employees with a preschool child or children, who took childcare leave, etc. (including a Company-specific leave system for child care purposes) during the year
		Use of external human resources	39%
		Number of serious industrial accidents during telecom construction	1
		Employee satisfaction	7.4 points *Previous survey was conducted on a 10-point scale.
		Total and per employee training cost	Total training cost: 2,566 million yen Per employee training cost: 69,479 yen
		Remote work (work from anywhere) implementation rate	75.5%
		Paper use	Office paper: 395 tonnes
Pursue respect for human rights and fair business practices	<ul style="list-style-type: none"> <li>Respect for human rights</li> <li>Ethics and compliance</li> <li>Supply chain management</li> <li>Risk management and governance</li> </ul>	Number of confirmed human rights violations	5
		Percentage of participation in human rights training	100%
		Participation (%) in ethical standard training	100%
		Number of anti-competitive illegal acts and bribery cases	0
		Direct dialogue carried out with key suppliers (%)	100%



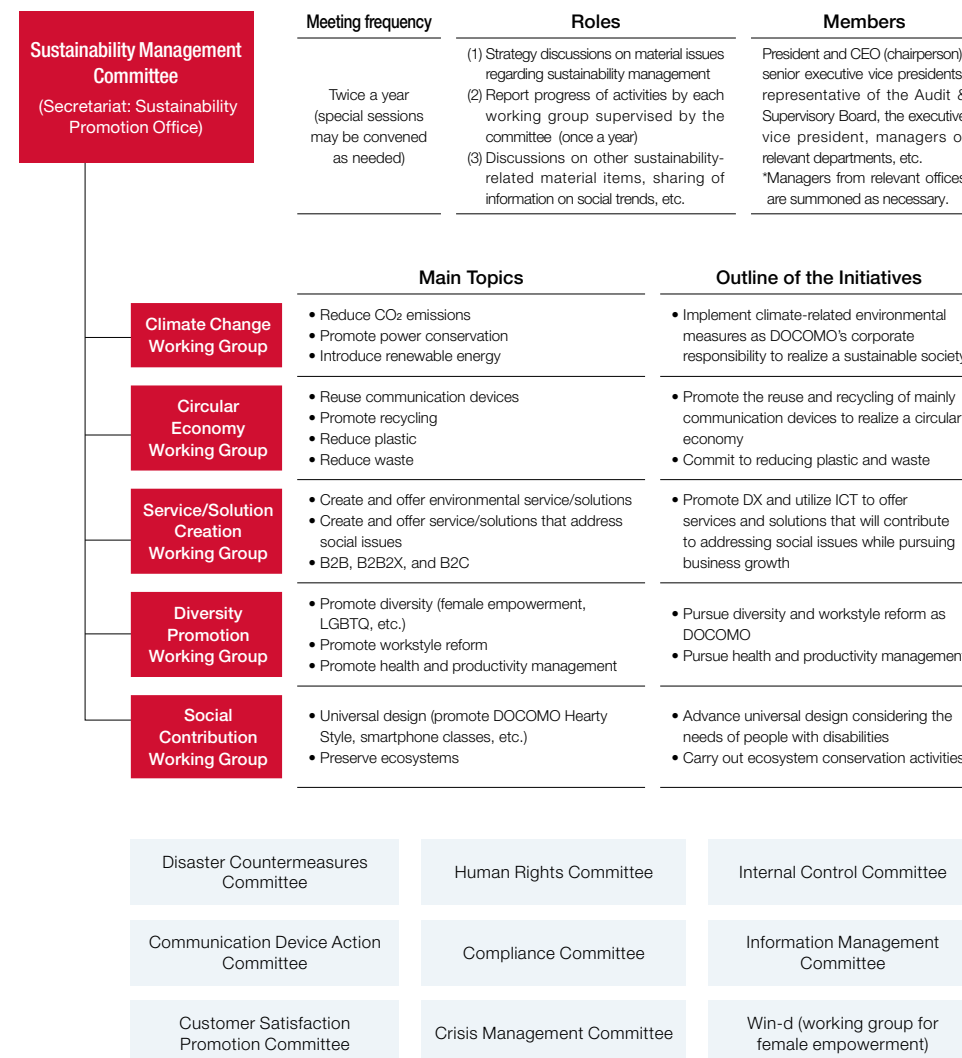
## Sustainability Management System

DOCOMO convenes the Sustainability Management Committee twice a year to discuss the progress of sustainability management, share national and international topics, and review progress of addressing the material sustainability issues. The committee, chaired by the president and CEO, comprises senior executive vice presidents, a representative of the Audit & Supervisory Board, the executive vice president, and managers of relevant departments. Under the committee, there are the Climate Change Working Group, Circular Economy Working Group, Service/Solution Creation Working Group, Diversity Promotion Working Group, and Social Contribution Working Group. These groups meet to deliberate on key issues, and the results of their measures and challenges as well as topics for future activities are submitted to the Sustainability Management Committee for further discussion. To facilitate prompt and flexible operations of our sustainability management system, issues discussed at the committee meeting are shared throughout the Company and with all Group companies during weekly meetings attended by senior executives, including those of Group companies, to make them known to all employees.

We have also established committees to deal with other major issues. These include the Disaster Countermeasures Committee, Compliance Committee, and Information Management Committee, which hold regular meetings to promote sustainability systematically and comprehensively.

The NTT Group CSR Committee, which had been meeting since 2015, was renamed as the NTT Group Sustainability Committee in November 2021. The new committee, chaired by senior executive vice president and having chief sustainability officers (senior executive vice presidents and executive vice presidents) of major NTT Group companies, including NTT DOCOMO, Inc., as members, seeks to advance the sustainability management of the entire NTT Group. In addition, sustainability promotion members at each company periodically hold NTT Group Sustainability Liaison Meetings to share common challenges and successful examples from each company and to monitor the PDCA of activities for material sustainability issues, which have been determined recently. This ensures that sustainability initiatives are implemented with a sense of unity across the Group.

### [ DOCOMO Sustainability Management System ]



(As of March 31, 2022)

## Initiatives for SDGs and Spreading Sustainability

DOCOMO undertakes various initiatives to disseminate the concept of sustainability to contribute to achieving SDGs through business activities. Initiatives for fiscal 2021 are shown below.

[ Initiatives for FY2021 ]

Category	Activity
Training	<ul style="list-style-type: none"> <li>Held e-learning training for all employees</li> <li>Held online lectures for all employees and exchange meetings with the officer in charge of sustainability</li> <li>Held online training for newly hired employees</li> </ul>
Collaboration with other companies	IoT×5G×SDGs Partner Co-Creation Project  Collaborative agreements to promote the use of 5G and ICT in achieving the SDGs
Service development	Declared the intended SDGs we seek to achieve when developing new services  Conveyed contribution to specific SDGs for all services via docomo Open House <b>P.45</b>
Dissemination of information	Disseminated information on initiatives via a Company newsletter and reports for external readers

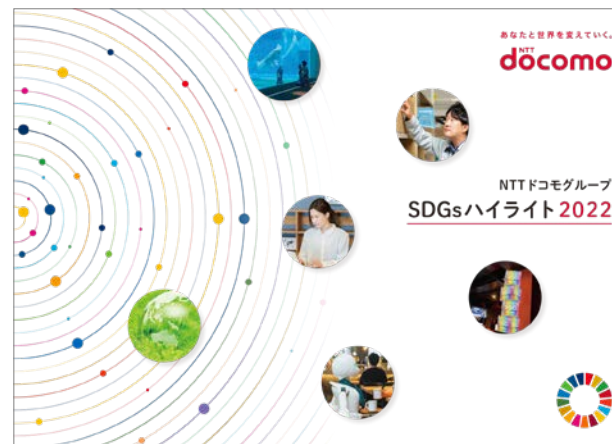
DOCOMO x SDGs (in Japanese only)

The NTT Group Sustainability Conference is held once a year to highlight outstanding sustainability initiatives across the NTT Group. For the ninth conference, held in fiscal 2021, applications were sought from Group companies in Japan and abroad for outstanding initiatives under the categories of CSV and social contribution. Four of the presentations from DOCOMO passed the initial screening and were nominated, one under the social contribution category of Buy a Smartphone to Make a Donation and three under the CSV

category, Smart Fisheries, AI-operated Bus, and Remote Medical Support Using LiveU. AI-operated Bus received the highest award, and Smart Fisheries received the award for excellence.

In addition, in terms of contributing to the SDGs through our business, we begin development of new services by declaring the intended SDGs we seek to achieve through them.

We published SDGs Highlight 2022 to broadly share DOCOMO's SDG efforts with the general public.



SDGs Highlight 2022 (in Japanese only)

Given the vital role of developing a shared awareness on the importance of sustainability to further enhance our activities, DOCOMO will continue to engage in diverse initiatives for disseminating sustainability to reach all employees and thereby contribute to achieving the SDGs.



## Stakeholder Engagement

DOCOMO engages in appropriate business activities and determines ways to minimize negative impacts and maximize positive impacts for its stakeholders. Effectively engaging with each stakeholder, with due consideration for the nature of the relationship and relevant issues, is essential for developing the sustainability of our business. Additionally, as a member of the NTT Group, NTT DOCOMO adheres to the NTT Group guidelines on stakeholder engagement.

Stakeholder	Definition/Standard	Engagement	Major Themes	Activity
Customers (including children and the elderly)	Individual customers who subscribe to our services	docomo Shops, Information Centers, DOCOMO website, questionnaire survey, customer consultation desks, marketing research	Customer satisfaction, a safe and secure communications environment	Provide data security and privacy, products, apps, and services
Corporate customers	Corporate customers who subscribe to our services	Business solutions, special lines such as satellites and maritime telephone lines	Customer satisfaction, a safe and secure communications environment	Data security and privacy, M2M Service
Governments	Regulatory institutions and municipalities that grant approval for telecommunications and other DOCOMO businesses	Consultations and exchanges of opinions	Compliance with applicable regulations	Proposals on various regulations and easing of regulations
Financial institutions	Financial institutions that are connected to our businesses	Collaboration in payment and settlement	Fair transactions	Payment service for users and payment/settlement operation with suppliers
Partner companies	Companies and public institutions that collaborate with DOCOMO	Consultations and exchanges of opinions	Fair and transparent transactions	Information exchange
Business partners (telecommunications-related manufacturers)	Manufacturers of telecommunications facilities, equipment, communication devices, etc., as well as business partners involved in construction work	Meetings to exchange opinions, meetings to improve operations, and sustainable procurement briefings	Fair and transparent transactions	Sustainable procurement
Business partners (content providers)	Business partners involved in systems and applications related to DOCOMO services	Meetings to exchange opinions and meetings to improve operations	Fair and transparent transactions	Production and improvement of contents
Business partners (sales agents)	docomo Shops and other business partners responsible for sales and contracts	Staff training, visits by the president, route sales activities of branch staff, discussions with sales representatives	Fair and transparent transactions	Information exchange
Telecommunications industry	Industry groups and competitors that consult on related regulations and fair competition	Councils and industry group meetings	Fair competition	Information exchange
Employees	Employees of the DOCOMO Group	Meetings with executives to exchange opinions, Intranet site, counseling, whistleblowing desk and labor management consultations	Securing and maintaining employment, appropriate and transparent evaluation, establishment of a working environment, labor-management consultations	Provide a safe and comfortable workplace
Local communities	Local communities where DOCOMO services are present	Meetings to exchange opinions, grants, brochures, Mobile Phone Safety Classes, collaboration in environmental education programs for children	Collaboration for the safety and sound development of local communities	Communicate with local communities
Nonprofit organizations and non-governmental organizations	NPOs, NGOs and citizens' groups involved in DOCOMO's social and environmental activities	Meetings to exchange opinions, grants and brochures	Collaboration for building a sustainable society	Information exchange
Global environment	The global environment for the survival of mankind	Green Action Plan	Minimize environmental impact	Effective use of energy