

Diversity and Job Satisfaction

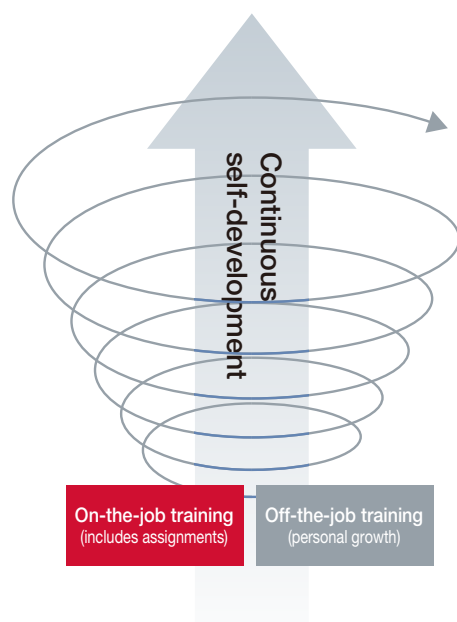
DOCOMO respects diversity in its myriad forms—gender, age, nationality, and values. We strive to create a corporate culture in which all employees feel comfortable and secure in their jobs and demonstrate their aptitude regardless of their diverse attributes.



Human Resources Strategy

Under the New DOCOMO Group Medium-term Strategy, we are working to change the world with all our stakeholders, through the structural reform of society and industry and creation of new lifestyles, and by driving innovation with our partners and bringing about major changes to society. To achieve this, we need to establish an environment in which every employee, representing diverse backgrounds, can grow and thrive. DOCOMO will enhance its human resource development programs and allocate human resources in a timely and appropriate manner to bring out the abilities of each individual employee.

[Changing the World with You through Individual Growth]



Employment and Compensation

Basic Philosophy

DOCOMO incorporates its human resource strategy into personnel systems and strives to maximize the abilities and motivation of every employee by assigning the right jobs to the right people, promoting skill development, and conducting appropriate performance assessments.

In regard to hiring, promotion, compensation, training, and other employment-related opportunities, we treat everyone fairly and altogether in a consistent manner, and this is based on other characteristics* compared to those deemed reasonable such as personal ability, aptitude, or one's accomplishments. Through our official site, we disseminate messages related to our philosophy on respecting employees and our recruitment practices. Furthermore, we are aware of the importance of complying with the legal minimum wage and of paying sufficient living wages so that employees and their families can afford a decent standard of living. Our current average salary is 453% of the minimum wage in the employees' respective regions.

Note: Characteristics that tend to form a basis for discrimination include race, ethnicity, nationality, regional origin, skin color, age, gender, sexual orientation, mental and physical disability, religion, political beliefs, labor union membership, and marital status. Medical examinations and pregnancy tests are also considered as aspects of discriminatory practices when used to hinder equal opportunity or fair treatment.

Respect for Employees (in Japanese only)

» Human Resource Management System Respecting Individual Capabilities and Promoting Employees of Diverse Nationalities

DOCOMO is committed to hiring people while respecting their individual capabilities, regardless of gender, nationality, or race. In fiscal 2021, we hired eight new foreign national graduates,

who are now pursuing careers at the Company, in Japan and overseas, including in the Global Business Division, Research and Development Division, and Corporate Sales and Marketing Division. In addition, we continued to maintain a greater than 30% ratio of female hires among new graduates.

► Ratio of female hires among new graduates for fiscal 2021 **39.2 %**

Appropriate Performance Assessments

The purpose of assessing employee performance is to develop skills and increase motivation to ultimately enhance corporate performance. All DOCOMO employees are evaluated on their performance and career development twice a year. To ensure fairness, assessments are conducted in three stages by several people, including primary and secondary evaluators and a coordinator. Organizational goals are broken down into more specific ones on which we base our assessments of each employee's performance. Assessments involve interviews on setting individual goals, progress reviews, discussions on achievements and the evaluations of results, as well as feedback to produce a comprehensive appraisal and examination of overall performance. Employees can submit an objection to the General Affairs and Human Resources Management Department through the consultation desk of each organization in the event that they disagree with their assessment.

Multidimensional Performance Appraisals Give Managers Insight

Once a year, managers of all areas, including departments, offices, branches, and other sections, engage in a 360-degree assessment for self-evaluations as well as reviews by supervisors, colleagues, and subordinates.

This multifaceted assessment particularly addresses management competencies, such as developing a vision, coaching, and demonstrating leadership. Evaluation results

are conveyed to the managers and their supervisors and serve to highlight any discrepancies between self-perceptions and the perceptions of others. This is done through qualitative evaluations, which must include advice from others on strengths and areas requiring attention, in addition to quantitative evaluations based on performance ratings. The program is intended to raise awareness and hone managerial skills by encouraging managers to develop a deeper insight into the attitudes and behavior expected of them and to continuously improve these individuals by setting clear goals. We will continue to cultivate an environment that encourages employees to be open and humble in respect to the evaluations and opinions of those around them.

» Strategic Recruiting and Development of Human Resources

DOCOMO established its Senior Professional System in April 2019. In order to create new business, we will hire human resources with prominent expertise in specific areas such as AI and digital marketing for the smart life business, a DOCOMO business domain that deals with content and lifestyle services, and R&D. We will also secure human resources capable of leading in the Company's growth areas, mainly from the external human resource market. These employees will be offered remuneration commensurate with their market value.

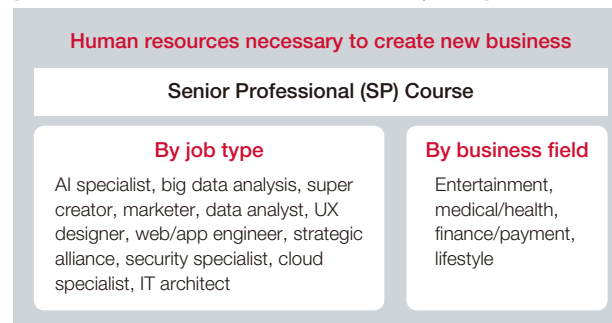
In addition, to develop human resources with high levels of expertise, we established the Junior Professional System in fiscal 2018 to certify human resources who demonstrate expertise in a specific field or type of job, from among the current rank-and-file employees. Employees certified as Junior Professionals will continue their career to become specialists in their fields, and those who demonstrate a higher level of expertise will be offered a different compensation and benefits plan and certified as a Senior Professional.

► Hiring and Certifying Specialists

Senior Professional
5 (as of April 2022)

Junior Professional
136 (as of April 2022)

[Establishment of the Senior Professional System]



» Employee Satisfaction

DOCOMO conducts an employee attitude survey every year to understand the state of the workplace as well as employee awareness and job satisfaction, and to identify current issues.

Since fiscal 2017, we have been improving details of the survey as necessary by reviewing the questions and answer scale on the survey form and by increasing the number of questions in such areas as job satisfaction and comfortable working environment to support attribution analysis.

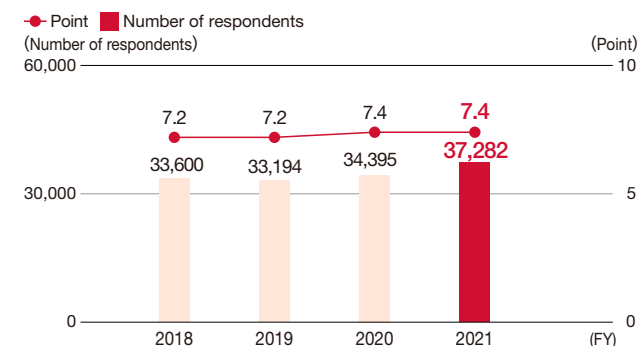
We consider a decline in the results for job satisfaction and comfortable working environment as a risk and strive to make improvements by visualizing each employee's relative satisfaction and dissatisfaction through the survey and performing attribution analysis on an organizational basis, such as at the level of Group, company, or company group. In addition to the "male" and "female" options for the gender question in the questionnaire, we have included "other/no answer" in consideration of LGBTQ employees.

The fiscal 2021 survey confirmed continued high levels of employee satisfaction with: systems allowing them to maintain a better balance between work and nursing care or childcare, internal training, self-development, welfare programs, and ease of taking leave. Survey results also showed increased employee satisfaction in regard to the availability of systems to improve work efficiency and the level of pleasantness in the office environment compared to the previous year, thanks to the promotion of remote work.

[Overview of Employee Attitude Survey (FY2021)]

Frequency	Annually (conducted in October of FY2021)
Target	Covers all employees of the DOCOMO Group and its 12 shared services subsidiaries
Method	Questionnaire via the Internet in general (10-point scale)

[Job Satisfaction Results (on Ten-Point Scale)]



Human Resource Development

Basic Philosophy

To further strengthen the development of human resources who will implement the New DOCOMO Group Medium-term Strategy, formulated in October 2021, DOCOMO has defined competencies and development plans required for employees in line with its business policies and the Medium-term Strategy.

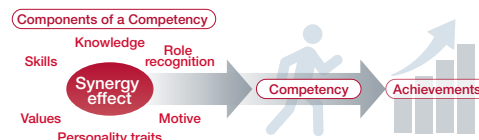
The DOCOMO Group depends on diverse human resources to strengthen its customer base and realize a transformation that delivers new value for customers. As our business domain expands, the required competencies will differ depending on the work and role. We will therefore develop each employee with an emphasis on their individuality and, to that end, are implementing the following four initiatives.

(1) Introducing Talent Management

Talent management is a process for implementing the strategic personnel measures and human capital development by organizing and using employee information, such as skills and experiences. We started using a talent management system in April 2020.

(2) Establishing a Competency-Centered Development System

Since fiscal 2017, DOCOMO has been annually defining competencies required for employees to realize its business policies and the Medium-term Strategy to strengthen the development of human resources who will implement the New DOCOMO Group Medium-term Strategy, formulated in October 2021. Competency refers to behaviors such as feeling, thinking, saying, and doing resulting from the interaction of components that include skills, knowledge, and role recognition. Competencies have levels, and a higher level of competency leads to better results. Demonstrating a high competency means that a superior level of behavior is consistently presented in the course of daily operations. Demonstrating higher competency requires developing the ability to approach the components of competency (skills, knowledge, role recognition, values, personality traits, and motives). DOCOMO is working to foster every employee by establishing and applying an individual competency framework.



(3) Effectively Developing Specialized Skills

Visualizing the specialized skills required in each workplace enables more efficient and effective development. We will define skills through this approach in each workplace and establish a relevant development system.

(4) Enhancing Manager Ability to Develop Employees

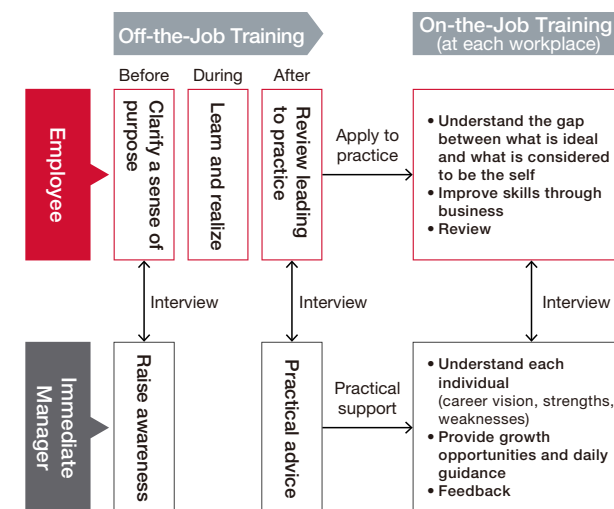
Being conscious of competency development during actual operations is essential for employees to grow. Therefore, a manager's support and feedback to a subordinate is the key to development. We will help develop our employees' competencies in each workplace.

» Human Resource Development Management

In employee education, we emphasize a PDCA cycle that begins with learning and understanding through training and continues through practice and review. We provide follow-up supports after all of our training programs to maximize the impact of the training and create an environment where employees can apply what they have learned at their respective worksites. At the same time, by reinforcing the link between Group-based training and on-the-job training, we will appropriately evaluate the attitudes and behavior of employees and encourage further personal development by supporting them in enhancing their performance as well as realizing their dreams.

With regard to the development of younger employees in particular, we carry out training programs based on length of service until the third year. We do this with the intention of increasing motivation and developing human resources capable of continuously providing new value.

[Link between Off-the-Job Training and On-the-Job Training]



Programs in Support of the Development of Various Abilities

We promote the medium- to long-term development of human resources through programs designed to support ability development that follow the career path of each employee while also paying due consideration to individual aptitudes. In order to respond to the increasingly diverse and sophisticated needs of customers, we designed training programs with specific focuses, such as for improving career level performance, developing special areas of expertise, and supporting elective competencies. We review and enhance these programs as necessary.

Main Review of Programs in Support of the Development of Various Abilities

Fiscal 2015: integrated the training framework to create an efficient system for organizing training
Fiscal 2017: reinforced our development programs and curriculums to accommodate the required employee competencies
Fiscal 2020: shifted or added remote training sessions to adapt to the new normal

» System for Supporting Self-Development

We have offered various programs to support personal development under a unified menu for the DOCOMO Group. To support all employees in strengthening their individual skills, we have established an environment that allows them to take on and go through each program at their own pace.

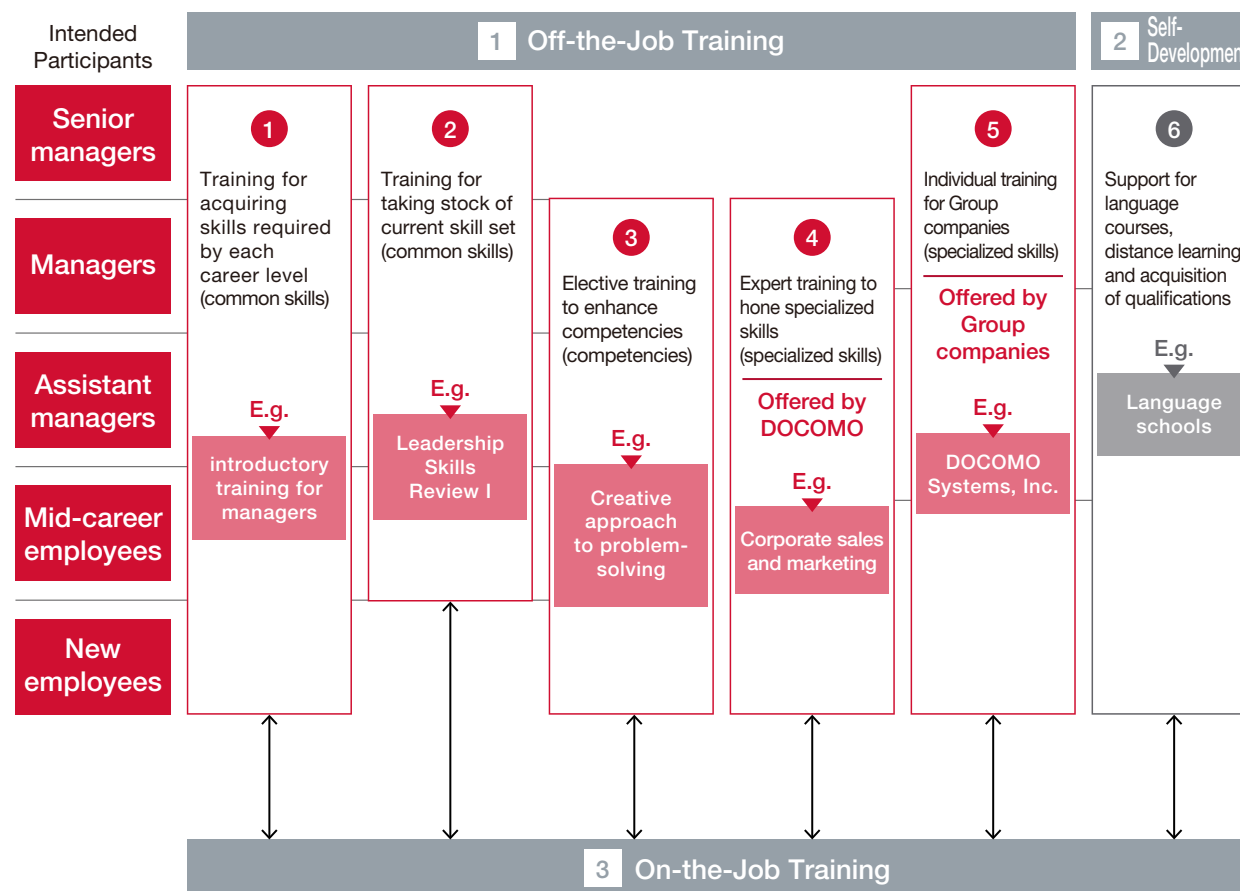
In fiscal 2021, 2,186 employees who had used the support program acquired private and public qualifications.

► Support Program Examples

Support for acquisition of qualifications (approx. 170 qualifications), distance learning programs (approx. 1,400 courses), language skill assessment support, and semi-annual subsidies for language school tuitions

» Business Skill Development Programs

From the DOCOMO Group's unified menu, we offer six categories of training and personal development programs based on career position and level of participant.





[Implementation of Major Business Skill Development Programs in FY2021]
(FY2021)

Description of Program	Outline and Purpose	Participants (Approximate)
1. Training for acquiring skills required by each career level	Training intended for new employees, newly appointed senior managers, managers, and assistant managers as well as for newly enrolled area-limited employees, for acquiring necessary skills	2,000
2. Training for taking stock of current skill set	Training for gauging the current level of acquired skills	1,900
3. Elective training to hone business skills required by each career level	Individual skill needs and skills required by each career level; participants attend the courses of their choice	1,600
4. Expert training to hone specialized skills	Training for acquiring specialized skills required by each area of operations	1,400
5. Support for personal development (support for language courses, distance learning, and acquisition of qualifications)	Support for language schools, distance learning, acquisition of qualifications, and other programs aimed at supporting self-initiated ability development	3,800

[Status of Training Programs]

Category	FY2018	FY2019	FY2020	FY2021
Number of training programs	1,240	1,175	988	1,192
Cost of training per person (ten thousand yen/person)	12.2	12.7	9.9	6.9
Hours of training per person (approximate)	37	40	29	34

Note: Figures represent data for 13 companies, including service subsidiaries.

» Providing Opportunities to Support Employee Motivation through a Job Posting System

DOCOMO posts jobs internally to provide opportunities for ambitious employees. Employees are free to apply for openings on their own initiative. The jobs that come up tend to require specific skills or are associated with new business activities. Starting in fiscal 2022, we will extend the screening

period and expand the number of available positions to further strengthen the program.

» Motivating Employees to Take on New Challenges through the NTT Group Job Challenge

NTT Group has been implementing the NTT Group Job Challenge to promote the exchange of human resources within the Group and provide opportunities for motivated employees to pursue their career ambitions.

In fiscal 2021, a total of 18 employees applied and were successfully transferred to NTT DOCOMO.

» Dispatching Employees to Companies in Different Industries and Participation in Joint Training

In April 2016, we launched the DOCOMO Degeiko Project (on-the-job training at companies in different industries). Under the main theme of generating new value through co-creation with partner companies, employees are, in principle, dispatched to companies in different industries for a year and given opportunities to acquire forward-looking, cutting-edge skills such as utilizing big data and IoT.

So far, 37 employees have been dispatched and are sharing their new perspectives and skills through the inhouse system and at meetings for reporting on their activities. We will expand these opportunities to further strengthen our human resource development.

» Employee Development Program for Generating Innovation

Since fiscal 2014, DOCOMO has been offering an ongoing, practical development program to bolster the generation of fresh ideas that serve as the basis of new products and services. In fiscal 2017, we began offering the program Company-wide instead of only within the R&D Innovation Division. We have also been fostering in-house entrepreneurs since fiscal 2020. DOCOMO will continue seeking ways to provide new value for society with a sense of speed by continuing to focus on the development of human resources capable of consistently generating innovation.

Main Structure of the Program

- Seek applications from employees who wish to take part in generating new services
- Organize teams
- Learn from an external lecturer about the mindsets, basic knowledge, and methods that are necessary for creating services
- Mentoring by external entrepreneurs to create new businesses
- Conduct interviews with target users

Note: DOCOMO supports development by each team according to their respective level of progress.

» Developing Specialized Human Resources in Areas Such as AI, IoT, and Drones

Since launching AI research in 1999, DOCOMO has continued to develop many human resources in this area. Securing human resources in fields such as AI, data analysis, and digital marketing is a corporate concern that needs to be addressed to expand business domains and create businesses. Relevant initiatives under way are summarized below.

Main Structure of the Program

- Increase the number of new graduate hires and quickly train them, strengthen mid-career hires
- Strengthen in-house human resource development through training programs and on-the job training at each department
 - Training programs for mindset development using data by organization and rank, such as new employees and younger employees
 - docomo DATA X Camp, a human resource development program that strengthens the practical skills of data utilization in each organization
 - docomoxTableau Ambassador Academy develops core human resources capable of conducting data analysis using BI* tools and of fostering human resources
 - ▶ Establish a personnel system to secure highly specialized human resources and encourage career development in each employee's area of expertise **P.77**
 - ▶ Mutually exploit DOCOMO's big data and that of partner companies to gain experience on resolving actual issues in practice

Note: Business Intelligence is a process for collecting and gathering actionable information in the Company to improve management decisions.

**» Development of Global Human Resources**

We are conducting more practical programs to respond to the globalized needs of our domestic operations, such as product development with overseas vendors and cooperation and negotiation with OTT (“over-the-top”) players. Moreover, we are convening exchange gatherings for employees to boost their motivation.

[Overseas Study]

DOCOMO seeks to develop human resources suitable for global careers by providing an overseas study program in which employees with over four years of experience are enrolled in coursework offered by international MBA/LLM programs for one to two years. We plan to continue offering this opportunity while closely observing the business environment and social circumstances.

[Global OJT]

We provide the Global OJT program, in which employees with over four years of experience are dispatched to overseas local affiliates, subsidiaries, investee companies, and corporate partners to improve negotiating skills with international vendors, who have become increasingly important.

In addition to developing foreign language skills, the program is intended to nurture business competencies such as international sensitivity and business practices. The program is provided across a wide area that includes sales, service planning, and development, depending on the background of each employee, and it offers an opportunity to gain valuable experience that cannot be obtained in Japan.

[Number of Employees Dispatched Overseas in FY2021]

Overseas study	2
Global OJT	1*

Note: The Global OJT program is currently unavailable due to COVID-19.

[Language Education]

We provide language education programs to develop global human resources, and support employees who attend language schools, to help them acquire business English communication skills, as well as distance language learning to provide self-learning opportunities for listening skills, business English, preparation for TOEIC, and skill checks to encourage assessment of listening, writing, speaking, and reading skills to support basic to practical English proficiency. In addition, we support the acquisition of qualifications by awarding financial incentives based on TOEIC scores. Through these programs, we are helping employees improve their practical English language skills.

DOCOMO Workstyle Reform

DOCOMO seeks to resolve workplace issues by promoting the DOCOMO Workstyle Reform based on three frameworks since fiscal 2017 to ensure that everyone can work with a high level of energy at DOCOMO.

Basic Philosophy

To realize workstyles that promote autonomy and a passion in each employee with an eye toward enhancing productivity and providing new value, DOCOMO is focusing on an effort based on the three pillars of diversity management, workstyle choices, and health and productivity management.

Efforts for DOCOMO Workstyle Reform

DOCOMO strives to implement reform based on three frameworks to support workstyles that promote autonomy and passion.



Human Resources Strategy

Employment and Compensation

Human Resource Development

DOCOMO Workstyle Reform

Promoting Diversity Management

Workstyle Choices

Health and Productivity Management

Health and Safety in Workplace

Labor Relations

Human Resources Data

[Specific Initiatives for Workstyle Reform (Priority Issues)]

Pillars of the Initiatives		Keywords for Action	Description of Activities
Diversity Management	Nurture awareness of diversity	Mutual understanding and creative thinking	<ul style="list-style-type: none"> Communicating the top commitment (dispatch of message) docomo EVERYDAY (intranet with messages from the head of the Diversity Promotion Office and introductions of employees from different departments) Distribute an awareness survey to all employees Activities of the Diversity Promotion Working Group Support the actions of a diverse workforce and career development and encourage more effective use of remote communication Diversity training for specific career levels (managers upon appointment) Promoting the hiring of persons with disabilities Understanding and promoting diversity for persons with disabilities as well as LGBTQ, foreign nationals, and other employees (web-based training) Hold seminars and training related to unconscious bias
	Promote women's careers	Raise awareness of career development	<ul style="list-style-type: none"> Set and disclose numerical targets for female management, monitor progress Win-d activities (for setting a role model for female employees) (women's innovative network at DOCOMO) <ol style="list-style-type: none"> Win-d First (new employees) Win-d Start (mid-career employees) Win-d Next (managers) Career development training for female employees Diversity Forum (for managers and new employees) Reinforce training of managers already in positions
Workstyle Choices	Promote the work-life balance	Eliminate concerns and encourage male and female participation	<ul style="list-style-type: none"> Support for maintaining contact with the workplace during childcare leave (docomo Smile Relay) <ol style="list-style-type: none"> Meetings, prior to maternity and childcare leaves, on the use of the childcare leave program, and meetings prior to and after reinstatement Forum for employees on childcare leave Online seminars to support employees balancing work with parenthood (immediate manager and employee following reinstatement) Seminars to support employees balancing work with nursing care Tools for supporting employees in balancing work with nursing care Promotion of male participation in childcare (encouraging male employees to take childcare leave)
	Utilize systems	Effective operation	<ul style="list-style-type: none"> Consideration for versatile workstyles that enhance productivity and efficiency <ol style="list-style-type: none"> Promote remote work Apply the flextime systems at more organizations Implement sliding working hours (shifting the start and end times of working hours of employees with childcare and/or nursing care responsibilities) Encouraging employees to take a life planning vacation (for childcare and nursing care) Reengagement of former employees who left for childcare or spouse's/partner's transfer
Health and Productivity Management	Maintain and promote health	Raise awareness of health	<ul style="list-style-type: none"> Promote occupational health and safety Mental healthcare <ol style="list-style-type: none"> Line care training for all managers Self-care training for all employees Conduct stress checks for improvements in the workplace environment Physical healthcare <ol style="list-style-type: none"> In-app workout events using fitness apps Specific health guidance using ICT Create and publish a white paper on health Measures to improve sleep Countermeasures against infectious diseases <ol style="list-style-type: none"> Workplace COVID-19 vaccination PCR testing for staff at docomo Shops, call centers, etc. Women's health seminars

Promoting Diversity Management

Basic Philosophy

DOCOMO welcomes differences in race, nationality, gender (including gender identity and sexual orientation), time constraints, physical and mental disability, diverse professional abilities, and values, and promotes diversity management to maximize the abilities of each individual employee. We aspire to achieve sustainable corporate growth by paying respect to positive heterogeneity and use that growth to provide new value.

Promoting Diversity Management

Seeking to continue providing attractive value for customers by meeting diversified market needs and keeping ahead of the curve in a fast-changing competitive environment, DOCOMO will consistently pursue diversity management that respects the diverse values and positive heterogeneity of our workforce and ensures that they will firmly take root as our corporate culture and source of corporate strength.

Diversity Management System

We established the Diversity Development Office in fiscal 2006 as a dedicated organization and have been working on establishing diversity, empowering women, helping employees balance work with childcare and nursing care, and raising awareness of diversity.

In our commitment to become a driving force for innovation and social change by promoting an organizational culture that embraces diverse values and individuality as a norm, we continued to promote diversity and inclusion through integrated efforts at our branch offices and Group companies nationwide.

Nurturing Diversity Awareness

To deepen understanding of diversity, DOCOMO has been pursuing efforts such as creating initiatives for promoting women's careers. Using the key phrases "deeper understanding of diversity" and "high quality working styles," we will work toward our goal of becoming a company that harnesses the power of its diverse workforce to continuously deliver new value to society.

» Initiatives for LGBT and Sexual Minorities

In April 2016, the NTT Group clearly expressed the following.

The Group intends to develop its organization and realize a society in which everyone can live and work based on who they are, regardless of their orientation or gender identity, by promoting the creation of an environment that embraces diversity, strengthens motivation to maximize each employee's ability, and facilitates effective workstyles.

In addition, we have been advancing life-event related programs, such as providing benefits as a family allowance and childcare and nursing care leave to employees with same-sex partners and whose relationships are regarded by society in general to be essentially the same as married couples or accepting the use of bynames within the Company by transgender individuals.

At DOCOMO, we have been organizing training for managers and web-based training for all employees toward establishing a working environment in which LGBT employees can be themselves and work with vigor.

In terms of services for our customers, we apply family discounts to same-sex partners and intend to continue promoting the understanding of sexual minorities.



DOCOMO Receives Gold Rating in the PRIDE Index

The PRIDE Index is a framework for evaluating corporate initiatives related to LGBTQ* and sexual minorities. DOCOMO received Gold, the highest rating, in November 2021 for the sixth consecutive year.

In 2017, we were also selected as the Best Practice company in the Index E (Engagement/Empowerment: Social Contributions and Public Relations Activities) category in recognition of our activities that were highly commended or considered unique by the PRIDE Index Administration Committee.



Note: LGBTQ stands for lesbian, gay, bisexual, transgender, and questioning and is generally used to refer to sexual minorities.

DIVERSITY CAREER FORUM 2021

We participated in DIVERSITY CAREER FORUM 2021, an event for facilitating discussion on the importance of respecting individual differences in terms of gender, sexual orientation, gender identity, gender expression, nationality, culture, disability, and other characteristics, as well as being oneself in the workplace. During the discussion session, we introduced our efforts to promote understanding of LGBTQ and our programs to support diverse workstyles.



» Focus on Expanding Employment Opportunities for People with Disabilities

DOCOMO proactively hires persons with disabilities with the intention of diversifying its human resources to create new value.

DOCOMO PlusHearty, Inc., a special purpose company that cleans office buildings, maintains a high retention rate by providing not just support but also guidance to improve the physical functions of employees.

► Employment ratio of people with disabilities (as of June 1, 2022)

2.63 %

Note: Includes employees at special purpose subsidiaries 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 PlusHearty, Inc., DOCOMO Support, Inc., DOCOMO Systems, Inc., DOCOMO Technology, Inc., MAGASEEK, Business Expert, Inc., eEngineering, Inc., and DearOne, Inc., as well as employees on loan.

Promoting Women's Careers

Among all of our diversity-related efforts, we have been making a particularly forceful drive to promote women's careers toward achieving our goal of increasing the ratio of female employees in managerial positions to 15% by the end of fiscal 2025.

[Female Employees in Managerial Positions]

	FY2018		FY2019		FY2020		FY2021	
Male	3,926	94.1%	3,851	93.1%	3,819	92.0%	3,715	89.3%
Female	247	5.9%	287	6.9%	332	8.0%	443	10.7%

[Number of New Managerial Appointments per Year by Gender]

	FY2018		FY2019		FY2020		FY2021	
Male	249	89.2%	256	84.8%	290	85.0%	259	69.3%
Female	30	10.8%	46	15.2%	51	15.0%	115	30.7%

» Support for Women's Career Development (Promoting Women's Careers)

At DOCOMO we are accelerating our drive to promote successful careers for women, raise their awareness of career development, and develop an environment in which they can fully demonstrate their abilities. Relevant activities include the Win-d* framework, created in 2006 to provide support for the professional development of women at each stage of their careers.

We set up Win-d Next for female senior managers in fiscal 2015 and Win-d First for younger employees in fiscal 2016 as an ongoing effort to bolster career awareness and build a stronger vertical pipeline.

Moreover, we took the initiative to raise the awareness of supervisors overseeing female staff members in order to focus on each individual when developing employee careers. This involved implementing a training program for supervisors

through which they could learn and practice how to support career designing and skill building for career development support.

Since fiscal 2020, the training program has been held online due to the ongoing COVID-19 pandemic and from the perspective of promoting remote work.

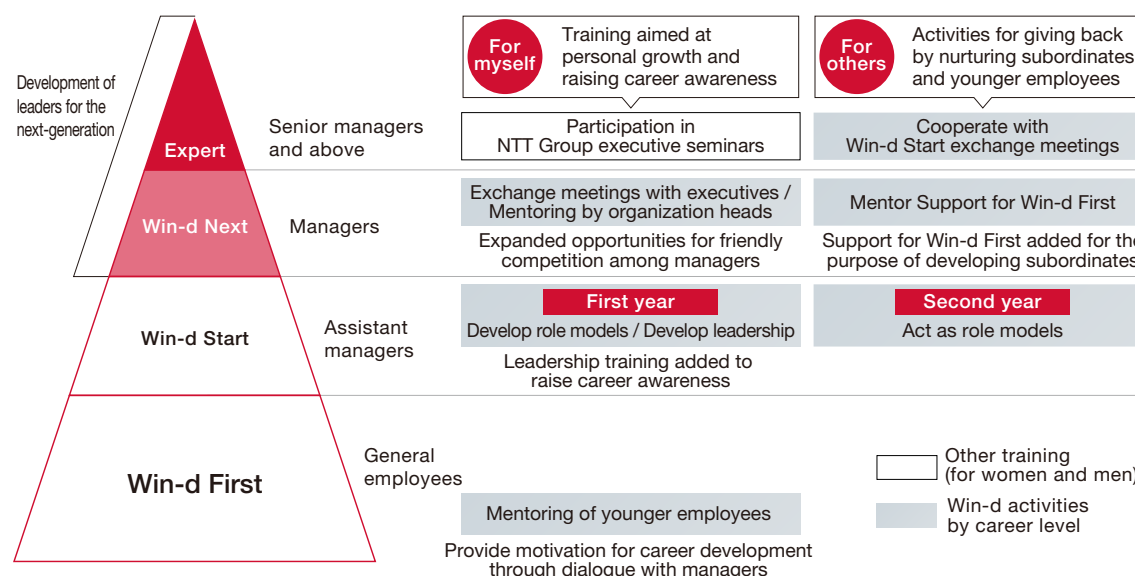
Note: Women's innovation network at DOCOMO (programs for promoting the careers of female managers)

» Obtained Eruboshi Certification

In February 2019, we were granted Eruboshi Certification Grade 3 in recognition of our efforts under the Eruboshi Certification program, which evaluates activities to promote women's success based on certain criteria.



[Win-d Activities by Career Level]



Workstyle Choices

Basic Philosophy

DOCOMO is seeking to enhance productivity by gradually expanding the workstyle choices offered to employees with a focus on initiatives for balancing work and parenting as well as promoting diverse workstyles.

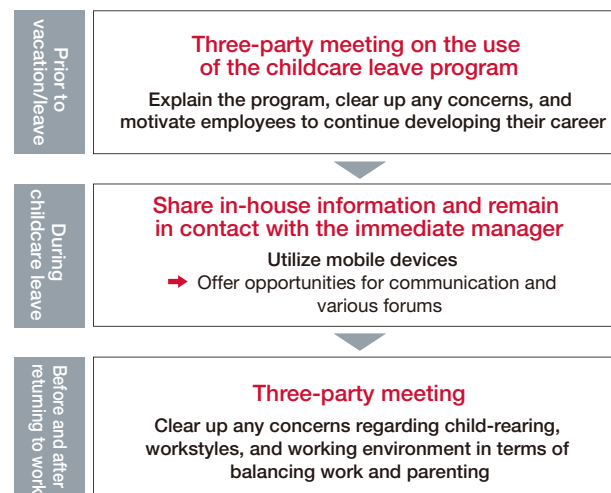
Promoting the Work-Life Balance

» Balancing Work with Childcare

DOCOMO aspires to be a company and workplace where employees with children can demonstrate maximum performance within the given time constraints and continue working with vigor. To that end, we are creating programs and frameworks that allow employees to pursue versatile workstyles while also changing the perception of how we work and take vacations, which is the most important part of the reforms.

One of these programs is the docomo Smile Relay, which helps women maintain contact with the workplace during their childcare leave so that they can be ready to continue to develop successful careers upon their return. It also supports them in continuing their careers after they return. In addition to holding a three-party meeting between the employee, her immediate supervisor, and the general manager of her department on the use of the childcare leave program, we help participants maintain a connection with the workplace by sharing in-house information during childcare leave. Our support for workstyles and career development for employees after they return to work begins from the point before maternity leave and is offered at every step of the way, throughout the leave and immediately before and after returning to work.

[Docomo Smile Relay]



Encouraging Male Participation in Childcare

To dispel preconceived ideas of gender roles, accelerate initiatives for male participation in childcare, and promote the work-life balance, we sought to attain our target of 100% for the ratio of men taking childcare leave (including our unique leave system for childcare purposes). The result for fiscal 2021 was a rate of 115%.

Activities we offer to encourage male participation in childcare include online roundtable discussions and lectures.

» Enhancing the Benefit Programs and Supporting Employee Life Plans

We seek to enhance our benefit programs to make them useful for balancing work and family. Under DOCOMO's benefit system, employees select the programs they need or that best fit their lifestyles from an assortment of benefits.

In addition, we hold seminars and training programs for employees to support their life plans.

Since April 2018, we have been in a partnership with

company-sponsored nurseries to support employees who return to work early from maternity and childcare leave and providing a rewarding workplace where they can continue working without missing opportunities to grow.

[DOCOMO's Benefit System]

	Content	FY2021 results
Life Planning Seminars	Life planning seminars are held for new hires and employees nearing retirement. They provide information on the various benefits we offer and help employees plan for life after retirement.	3 seminars
Life Design WEB Learning	This learning program provides basic knowledge about life planning to employees through video and other sources and seeks to motivate employees to think about their life plans and career vision.	Target: all employees
Life Design Office	This office provides information and advice to employees on drawing up life plans.	554 cases (includes consultation services and individual inquiries)

» Obtained Platinum Kurumin Certification

In 2008, DOCOMO received the Kurumin certification mark from the Minister of Health, Labour and Welfare as an enterprise that implements measures in accordance with Japan's Act on Advancement of Measures to Support Raising Next-Generation Children. In May 2018, we received Platinum Kurumin certification, which recognizes enterprises making exemplary efforts in their work-life balance support systems and whose employees are actively using them.





» External Recognition

Our initiatives for promoting diverse workstyles and systems as part of workstyle reforms have been well received by external parties. In November 2017, we were among the Top Hundred Telework Pioneers, announced by MIC, and in November 2021 we were rated Five Stars, the highest accolade, in the Nikkei Smart Work Survey for fiscal 2021.



» Balancing Work with Nursing Care

We regularly hold seminars on nursing care at DOCOMO's regional offices and Group companies as part of our initiatives to improve the balance between work and nursing care. We distribute useful information on nursing care by posting related content on our intranet and publish pamphlets for supporting nursing care, allowing employees to gain knowledge in this area while encouraging a deeper understanding across the entire workplace and thereby helping to enhance the workstyles of employees who provide care for family members.

» Systems that Support Diverse Workstyles

As a major aspect of our diversity management, we seek to offer more options in workstyles in response to the shift to increasingly diverse lifestyles. Specifically, we have introduced programs such as a flextime system, remote work, and personalized shifts (sliding working hours) to offer a working environment in which employees can choose from a broad range of options. In fiscal 2020, we introduced a super-flextime system without core hours and also removed the restriction on the number of days for remote work to further promote flexible workstyles.

In addition, we are promoting a remote workstyle while reviewing our existing workstyles and operations through DX to effectively adapt to social changes in the wake of the COVID-19 pandemic. By further improving the remote work options and expanding the number of satellite offices and shared offices, we will offer a more flexible workstyle for each employee regardless of location, which in turn will lead to increased productivity and efficiency while encouraging innovation.

» Trial Implementation of a Career Development Support Program

To help employees take the initiative for their own career development and proactively take on challenges, we recruited participants for an “internal double work” program, which allows employees to devote up to 20% of their paid time to working for other organizations within the head office. There were 61 applicants for the 112 jobs in 46 departments, and they participated in the program for about three months.

According to the results of the questionnaire, more than 90% of the participants and host organizations reported being satisfied with the program, which strongly encourages us to further promote employee career development.



Human Resources Strategy

Employment and Compensation

Human Resource Development

DOCOMO Workstyle Reform

Promoting Diversity Management

Workstyle Choices

Health and Productivity Management

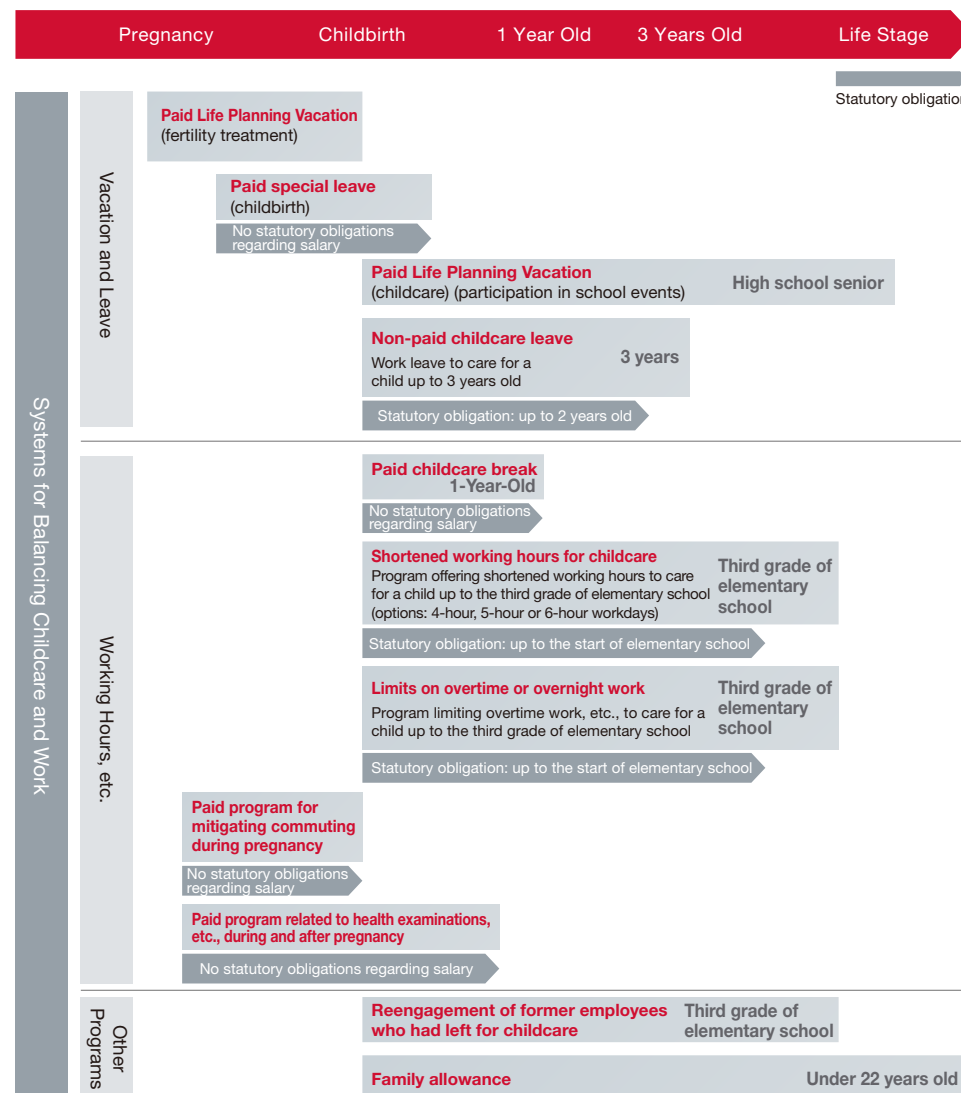
Health and Safety in Workplace

Labor Relations

Human Resources Data

[Representative Programs]

Category	System	Description
Childbirth	Mitigation of commuting during pregnancy	Paid leave program that exempts pregnant employees from working at the start or end of the workday for up to 60 minutes per day
	Measure related to health examinations, etc., during and after pregnancy	Paid leave program that exempts employees from working to attend health guidance or a health examination during pregnancy or within a year after pregnancy
	Special leave (maternity leave)	Six-week paid leave before childbirth (14 weeks for a multiple pregnancy) and eight-week paid leave after childbirth
Childcare	Childcare break	Paid leave program that allows a break of up to 45 minutes from work twice per day for female employees who need to care for a child under one year old
	Life planning vacation (for childcare)	Paid leave program that enables employees with children up to high school senior age to take leave for childcare
	Childcare leave	Program that enables employees with a child under three years old to take non-paid leave for childcare
	Shortened working hours for childcare	Program with shortened working hours for employees with a child below the third grade of elementary school (options: four-hour, five-hour or six-hour workdays)
	Sliding working hours for childcare	Program that allows individualized shifts (moving up or down the starting/ending hours of the workday) to secure time for dropping off and picking up children from daycare centers up to the end of elementary school
	Limits on overtime or overnight work	Program that limits overtime, etc., for employees who need to care for a child below the third grade of elementary school
	Rehiring of former employees who left for childcare	Program for rehiring former employees who left to care for a child, within a certain period of time after leaving the Company
Nursing care	Life planning vacation (care for a family member)	Paid leave program that enables employees to take leave to care for a family member
	Nursing care vacation	Program that provides non-paid leave of up to five days per year to care for a family member (sick child, spouse giving birth, etc.)
	Nursing care leave	Program that enables employees to take non-paid leave to look after a family member in need of nursing care
	Shortened working hours for nursing care	Program that offers shortened working hours for employees with a family member in need of nursing care (options: four-hour, five-hour or six-hour workdays)
	Sliding working hours for nursing care	Program that offers individualized shifts (moving up or moving down the starting/ending hours of the workday) to secure time for nursing family members
	Limits on overtime or overnight work	Program that limits overtime, etc., for employees who need to care for a family member
Remote work		Program that allows an employee to temporarily work at a location other than their regular worksite as a means of supporting the work-life balance, encouraging independence and creativity, or increasing productivity





[Usage of Leaves and Programs (DOCOMO Group, FY2021)]

	Male Employees	Female Employees	Total
Maternity and childcare leave			
Maternity leave	—	317	317
Childcare leave	116	574	690
Shortened working hours for childcare	8	662	670
Sliding working hours for childcare	17	35	52
Nursing care			
Nursing care leave	9	9	18
Short-term leave for nursing care	13	9	22
Shortened working hours for nursing care	2	11	13
Sliding working hours for nursing care	1	1	2
Life planning vacation			
Childcare	767	387	1,154
Nursing care	453	109	562
Volunteering activities	41	14	55
Rehiring			
Rehired after childcare leave	0	0	0
Rehired after transferring	0	2	2
Rehired after nursing care leave	0	1	1

Note: The percentage is almost 100% when including employees who used a program to allocate their paid vacation days up to three days a year to their Life Planning Vacation.

[Employees Utilizing Versatile Systems (DOCOMO)]

	Number of users
Flextime system	Approx. 9,500
Shortened working hours for childcare	Approx. 200
Remote work	Approx. 9,400

(As of March 31, 2022)

» Transition from Fixed-Term to Permanent Employment

In April 2014, we introduced to our functional subsidiaries throughout Japan a system of transferring the status of their area-limited employees, who work in areas where they live, from fixed-term to permanent employment. In fiscal 2021, 477 employees became area-limited permanent employees.

» Rehiring Program for Former Employees

Employees have left the Company as a result of a partner's transfer to another location or their own desire to focus on caring for children. Many of these former employees would like to return to DOCOMO. A rehiring program for former employees was created to accommodate them and effectively utilize the skills and experience previously gained on the job. The program is open to former employees who have worked for at least three years and left the Company after March 31, 2010 because their partner was transferred or accepted a new position elsewhere, they relocated after getting married, or they wanted to concentrate on caring for children. Three former employees were rehired under the program in fiscal 2021.

» Reemployment Program for Post-Retirement Age Workers

DOCOMO's continued employment scheme rehires employees over 60 years old who have reached the mandatory retirement age. The scheme enables these employees to continue applying their extensive experience and polished skills for the benefit of the Company and society. Employees who declare their intent to be reemployed at their mandatory retirement age can work until age 65. Under this program in fiscal 2021, we reemployed 159 of the 175 employees who had retired.

» Pension Plan

DOCOMO maintains two corporate pension plans: the NTT Employee Pension Fund and a defined contribution corporate pension plan. The NTT Employee Pension Fund is a defined benefit plan and a life annuity resourced by a premium contributed by labor and management. We adopted the defined contribution pension plan in April 2014 because it

can flexibly correspond to the needs related to post-retirement income level as employee lifestyles become increasingly diverse. Following the introduction of the defined contribution pension plan, funds for April 2014 and after, under the former defined benefit-type, contract-based corporate pension plan, were transferred to the defined contribution plan.

Health and Productivity Management

Basic Philosophy

Under the corporate philosophy of “fully utilizing individual potential,” DOCOMO promotes health and productivity management based on the belief that maintaining and improving the health of employees and their family members will motivate all employees, thereby maximizing productivity and enhancing corporate value. In light of changes in the environment such as the extension of employment until age 65, DOCOMO recognizes the necessity of improving the working environment to maintain a workplace in which employees can work in good health and demonstrate high productivity from the moment they join the Company until they retire. The scope of our health and productivity management—that is, management to maintain and promote health—includes disease prevention in addition to early detection and treatment. Our initiatives focus on nurturing health awareness and improving health literacy to maintain and promote mental and physical well-being as well as preventative measures such as mental healthcare.

Health and Productivity Management Promotion System

We have established a health and productivity management promotion system (Health and Productivity Management Promotion PT) within the Diversity Promotion Working Group, which

undertakes health and productivity management and diversity initiatives, under the Sustainability Promotion Committee. Through this cross-organizational system to examine and realize the following health-related measures, we are helping employees maintain and improve their physical and mental health.

We will ensure employee mental and physical health and work to increase their enthusiasm and productivity by encouraging them to further raise their awareness of health issues, publishing a “Health White Paper,” setting targets for promoting health and productivity management such as KPIs, and monitoring progress on target attainment.

[Action Plan for the Health and Productivity Management Group]

	FY2021 Initiatives	FY2022 Action Plan
Physical Healthcare	Conduct remote specified healthcare guidance using ICT at the full scale nationwide	Continue to conduct remote specified healthcare guidance using ICT
	•Provide specified healthcare guidance •Strict management of employee medical examinations	•Provide specified healthcare guidance •Strict management of employee medical examinations
	Hold a quit smoking seminar	Designate a no smoking day
	Designate a no smoking day	
	Hold the Lifestyle Improvement Seminar	Hold the Lifestyle Improvement Seminar
	Hold the Women's Health Seminar	Hold the Women's Health Seminar
		Implement measures to improve sleep
Mental Healthcare	Conduct a stress check for all employees	Conduct a stress check for all employees
	•Mental health self-care e-learning training for all employees •Mental health line care e-learning training for all managers	•Mental health self-care e-learning training for all employees •Mental health line care e-learning training for all managers
	Distribute EAP referral cards for transferred personnel	Distribute EAP referral cards for transferred personnel
	Mental health seminars for new general managers	Mental health seminars for new general managers
	Conduct a pulse survey	Conduct a pulse survey
Other Initiatives	Receive Recognition for Excellence in Health and Productivity Management 2022	Receive Recognition for Excellence in Health and Productivity Management 2023
	Create and publish a Health White Paper on our website	Create and publish a Health White Paper on our website
	•Incorporate genomic screening (genetic testing, health recommendation) into a core medical checkup •Implement workplace COVID-19 vaccinations •Conduct PCR testing for staff at docomo Shops, call centers, etc.	•Continue to conduct genomic screening •Implement workplace COVID-19 vaccination •Conduct PCR testing for staff at docomo Shops, call centers, etc.

Mental Healthcare

We provide preventive care based on the “Four Cares” for Guidelines Promoting Mental Healthcare in Enterprises proposed by the Ministry of Health, Labour and Welfare.

[Four Cares provided by DOCOMO]

Details of Each Care	Main Measures
Self-care	Stress checks
Line care	Various training programs for manager
Care by in-house industrial healthcare staff and related staff	<ul style="list-style-type: none"> Workplace monitoring Follow-ups and interviews based on the results of physical exams Interviews and guidance sessions are conducted for those working long hours
Care by services from external Employee Assistance Programs (EAPs)*	External counseling desk operations

Note: Since unifying the content of our EAP Service in 2013, all DOCOMO Group employees in Japan have received the same service.

In addition, we monitor changes in the number of employees taking leave to deal with mental health issues. In fiscal 2021, the total number of employees in the DOCOMO Group who took leave was 323.

» Mental Health Seminars

We continue to provide mental health seminars for all employees through web-based training, and we have also introduced web-based mental health line care seminars for all managers. In fiscal 2021, we conducted training sessions focusing on mental healthcare related to the remote work environment.

Additionally, we provide other seminars suited to each career level, such as line care seminars for newly assigned managers and seminars on physical and mental aspects for new employees.

» Mental Healthcare

We conduct stress checks on all employees, and the results of analysis are used for self-care and to improve the workplace environment by providing feedback to each organization on the stress levels and causes based on group analysis results. Stress check responses and results are securely handled to protect privacy.

Moreover, we share information on actual overtime with the organization and employees and also hold interviews with employees who work long hours where necessary. Other follow-up services include health counseling by industrial physicians and public health nurses and counseling services by EAP. In addition, as part of our efforts to promote remote workstyles since fiscal 2020, we conduct pulse surveys as a mechanism for monitoring and managing changes in employees (self-care) and encouraging communication with supervisors (line care) by periodically conducting simple questionnaires.

Initiatives for Health, Safety, and Well-Being

» Improving Employee Health

DOCOMO provides annual physical examinations for all employees in compliance with Japan's Industrial Safety and Health Act. For employees who have reached a certain age, the physical examinations cover additional checkpoints that exceed legal mandates commensurate with their respective stage in life as well as brain scans. Employees who want a more detailed examination can undergo a complete medical examination partially subsidized by the Company. Industrial healthcare staff provides healthcare guidance with specific detail based on the results of physical examinations, in collaboration with the health insurance association.

Furthermore, DOCOMO has been annually publishing a Health White Paper since fiscal 2017 for visualizing the status of its health management initiatives and the working conditions and health of employees toward considering various measures for improvement.

Since 2019, we have been using d-healthcare and AI to support healthy behavior tailored to employee health conditions, and we have also designated a No Smoking Day every month to reduce the smoking rate.

» Health Promotion Measures in the New Normal

Under current circumstances in which remote work has become a leading option, employees are at risk of not getting enough exercise, losing opportunities for relaxation, and having daily rhythms disrupted. To address these physical imbalances, we made the Beatfit app available to employees to motivate them to exercise while working from home. We also held Company-wide online exercise events to promote health and wellness among our employees.

[Examples of our exercise events]



» 2022 Health and Productivity Management Outstanding Organization

In recognition of our efforts to improve employee health, we were selected as a 2022 Health and Productivity Management Outstanding Organization in the large enterprise category.



Health and Safety in the Workplace

Basic Philosophy

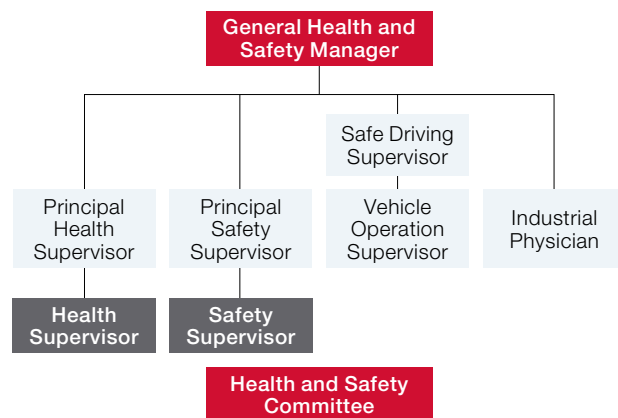
DOCOMO seeks to ensure the safety of employees and others and to facilitate implementation of its operations in accordance with its Safety Management Rules. These rules stipulate that we establish a working environment where industrial accidents are prevented, provide instructions so that employees can safely engage in operations, and rigorously carry out inspections and maintenance. We also pay due consideration to managing the health of our employees and have established the Health Management Rules to effectively manage health concerns and thereby safeguard our business operations.

» Health and Safety Management

DOCOMO has established a health and safety management system at each worksite and appointed a general health and safety manager to oversee the safety supervisors and health supervisors (health and safety officers at small scale worksites). Safety Committees are set up at worksites having more than 100 staff members. Worksite Health Committees, with industrial physicians, are also in place where there are more than 50 employees.

With respect to specific operations at each individual worksite, we ensure that all needs are properly met in accordance with the Ministry of Health, Labour and Welfare regulations, and that we fulfill our obligation to provide physical examinations for all DOCOMO Group employees. We also take steps to manage and reduce long working hours.

[Health and Safety Management System (Example of Head Office)]



Initiatives for a Healthy and Safe Workplace

» Promoting Health and Safety in the Workplace

In order to provide an environment in which every individual employee can play an active role, the DOCOMO Group is focusing on creating workplaces where employees can work safely and in good health. It is also carrying out activities toward its goal of achieving zero serious industrial accidents.

The DOCOMO Group is involved in construction work related to network facility maintenance that is performed in high places. Consequently, we conduct operations in compliance with the prevailing laws and safety regulations, and we implement safety measures in accordance with the DOCOMO Safety Manual for Construction Work, which are also extended to our business partners.

We instruct workers to remain fully alert during assembly and disassembly of scaffolding and when working on steel pillars, steel towers and rooftops. We also discuss Hi-yari-Hatto (close call) incidents, consider countermeasures and record data to alert employees of workplace hazards and dangerous actions.

Our health and safety management system is led by the head of the organization that supervises matters related to safety and serves as the general manager of health and safety. Our centralized industrial accident control system enables us to manage and track labor accident data for the entire Group.

With safety as our top priority, DOCOMO's system for preventing work-related accidents and injuries includes the Health and Safety Committees at each business office as well as the DOCOMO Safety Council and DOCOMO Safety Committee at the headquarters.

Overview of the Health and Safety Committees

- Consists of members from both management and labor, meets once a month
- Examine and deliberate on basic measures to prevent DOCOMO employees from being exposed to various dangers and health problems
- Analyze the results of health and safety management, consider measures, record data, and provide information to employees

Overview of the DOCOMO Safety Council and DOCOMO Safety Committee

- Include members from both management and labor, including telecom construction firms
- Share information to prevent work accidents

» Normalizing Working Hours

DOCOMO has set a labor-management goal of reducing total annual working hours to 1,800 and is striving to achieve this objective by improving work efficiency through DX, reviewing cross-organizational work management systems and work processes, and providing opportunities for periodic labor-

management discussions. In addition, we have introduced a system (labor management dashboard) that provides timely visualization of the status of individual working hours, not only in numerical values but also through graphs and charts so that each manager can easily understand the current situation. Through these efforts, we are continuously striving to raise awareness to achieve the goal of reducing total annual working hours to 1,800.

» Consideration for Employee Health Risk upon Starting New Businesses

Whenever a new business is launched, labor and management discuss job details and determine the appropriate number of personnel to be assigned so as to avoid any health risk to employees.

Furthermore, overworked employees must meet with industrial physicians for counseling to determine their physical and mental condition. Feedback on the results of the counseling is provided to the employee's workplace.

» Safety Management in Maintenance Work for Base Stations

Construction or maintenance work at a base station is associated with the risk of falling during aerial work and electrocution. As a company that outsources construction work to telecom construction firms, the DOCOMO Group strives to fulfill its responsibility to ensure onsite safety.

In fiscal 2021, there were seven serious industrial accidents. Despite our safety initiatives, we found that many accidents were caused by false assumptions and overconfidence of onsite workers regarding safety. We are therefore improving the safety of our operations by reviewing our existing safety measures and working on additional safety measures that do not rely on the mindsets of the workers.

**Safety Management within the Group**

- Conducting simulated work using VR and training to virtually replicate the experience of past accidents to improve safety awareness and safety management skills for operations with which employees have limited experience
 - Build knowledge base of hazard prediction exercises, relevant laws and regulations, aerial work exercises, and vehicle features
 - Simulated experience of past accidents (e.g., falling from heights, accidents involving vehicles)
- Conduct skill development training with telecom construction firms
 - Strive to raise the level of response at the worksite in view of past accidents involving special vehicles and aerial work

Safety Management of External Telecom Construction Firms

- Safety patrols by DOCOMO Group companies are carried out for dangerous processes such as aerial work
- Ensure the thorough implementation of onsite hazard prediction, full safety checkups, and other safety measures
- Establish standard applications and rules for safety equipment
- Conduct safety awareness surveys for frontline workers at each site on topics such as recognition of past accidents

[Number of Serious Accidents during Construction Work over the Past Four Fiscal Years]

	FY2018	FY2019	FY2020	FY2021
Serious industrial accidents	3	4	0	7

Labor Relations**Labor Relations in DOCOMO and Its Shared Services Companies**

DOCOMO ensures workers' freedom of association and the right to collective bargaining. Labor and management cooperate to continually improve the workplace and have established different committees that meet several times a year to discuss issues raised by labor and management. In terms of the labor-management relationship, we believe that (1) labor and management should have equal footing, in principle, and their relationship should be based on the principle of self-governance to maintain independence and responsibility, and be founded upon trust, and (2) we should focus on discussion and strive to resolve matters by gaining mutual understanding and consent. Any conclusion achieved by labor and management on a particular matter should be respected by both groups. Union membership of DOCOMO and its shared services companies is roughly 100%.

Types of Committees and Topics Discussed

- Negotiation Committee (working conditions, etc.)
- Management Council (management policies, etc.)
- Work-Life Balance Committee (normalizing overtime, promotion of diversity, etc.)



Human Resources Data

[Employee Data (DOCOMO)]

	FY2019			FY2020			FY2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees (excluding loaned employees)* ¹	6,206	1,894	8,100	6,386	2,047	8,433	6,597	2,250	8,847
Of the above, number of foreign nationals* ¹	49	39	88	55	40	95	48	39	87
Employees									
Average age* ¹	40.9	37.5	40.1	40.7	37.5	39.9	40.5	37.4	39.7
Average years of continued service (excluding persons seconded to DOCOMO)* ¹	17.6	14.5	16.9	17.1	14.2	16.4	16.7	14.0	16.0
Average salary (yen)* ²	—	—	8,704,000	—	—	8,743,000	—	—	8,915,000
Average total annual hours worked	1,848.3	1,722.4	1,812.6	1,920.5	1,833.5	1,886.0	1,925.4	1,845.4	1,900.5
Average overtime hours worked	240.2	172.5	220.4	267.7	217.4	250.0	294.0	247.0	277.4
Employment									
Number of people hired	398	169	567	444	185	629	456	231	687
Recent college graduates	275	146	421	275	134	409	257	166	423
Of the above, number of foreign nationals	2	3	5	3	2	5	2	6	8
Number of mid-career hires	123	23	146	169	51	220	199	65	264
Of the above, number of people reengaged	0	2	2	0	5	5	0	3	3
Turnover									
Number of job leavers (only for voluntary termination)	158	36	194	156	37	193	191	44	235
Turnover rate (only for voluntary termination)	—	—	1.42%	—	—	1.39%	—	—	1.76%

*1 As of the end of each fiscal year

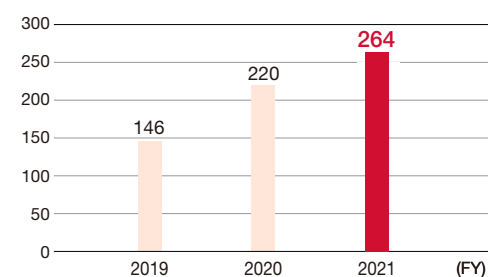
*2 Ratio of average salary to regional minimum wage (October 2021) is 4.53:1. The regional minimum wage (October 2021) is calculated as follows: 1,041 yen/hour (minimum wage for Tokyo) × 7.5 hours × 21 days × 12 months = 1,967,490 yen. Since DOCOMO bases its compensation on employee qualifications and rank, amounts of salaries and bonuses do not differ between males and females or by region if employees are at the same level of qualifications or rank.

[Starting Salaries (DOCOMO)]

	Monthly Salary (Yen)	Difference from Minimum Wage* ²
Junior University Graduate	195,780	119.4%
Technical College Graduate	198,330	121.0%
University Graduate	222,270	135.6%
Graduate with an M.A.	244,330	149.0%
Graduate with a Ph.D.	294,000	179.3%

(as of April 1, 2022)

[Number of Mid-Career Hires (DOCOMO)]



[Number of Employees Who Are Citizens of Countries Other than Japan (DOCOMO)]

