

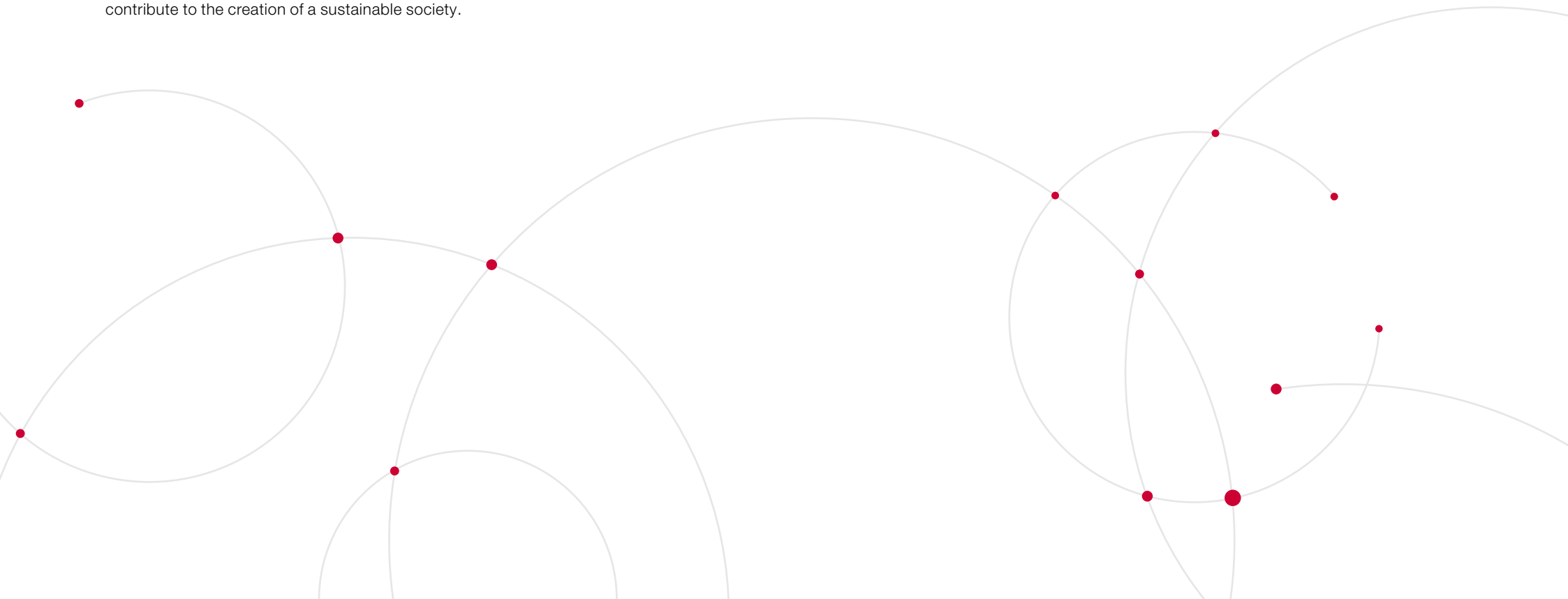


Sustainability of NTT DOCOMO

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



Message from the Chief Sustainability Officer

Passing on Our Hopes for a Fulfilling and Prosperous Society of the Future



Hiroyuki Takeda

Senior Executive Vice President
and Chief Sustainability Officer
NTT DOCOMO, Inc.

The NTT DOCOMO Group is addressing the materiality in each area of its Sustainability Policy from the perspectives of the environment, society, human resources, and fairness, and focusing on initiatives that contribute to a sustainable society while creating value through its business. In fiscal 2024, although we achieved most of our targets, we are stepping up our efforts in areas where we fell short, by thoroughly analyzing and implementing remedial measures. We closely monitor and incorporate social trends into our initiatives to promptly address environmental and social issues.

Creating a Society that Co-exists with Nature

Decarbonization efforts widely recognized worldwide as being essential for protecting the global environment. To achieve

carbon neutrality by 2030 and net zero emissions by 2040, the NTT DOCOMO Group is working to reduce its greenhouse gas emissions across the entire supply chain by promoting energy-saving networks, introducing green energy in docomo Shops and lowering emissions through its products and services. In addition, we will strive to contribute to Nature Positive by 2030 and “A world living in harmony with nature by 2050” through resource circulation initiatives, such as waste recycling, and biodiversity conservation efforts guided by a new medium-term roadmap. To this end, we will further promote our biodiversity initiatives by emphasizing stakeholder communications in areas where our base stations and communication infrastructure are located. Furthermore, we will collaborate with our partners to deliver solutions using ICT and procure products and services.

Moving Forward with Local Communities

The NTT DOCOMO Group owns equipment and operating sites across Japan and operates as a good neighbor in communities along with its employees as local residents. Every region faces issues related to biodiversity conservation as well as their own challenges, and we want to address them through our business and initiatives. For example, in December 2024, we partnered with Odawara City, Kanagawa Prefecture and other entities to launch the Odawara Support Project. Our role is to conduct fundraising campaigns using d Payment and support local child development to help realize an attractive city and strengthen child social welfare services. In addition, we periodically update the programs at our DOCOMO

Sustaina School, an educational program for children, to reflect social changes and trends, and we hold classes in different locations on topics such as information utilization, the SDGs, and career development. One of these programs, Smartphone and Internet Safety Classes, which provides lectures on acknowledging and addressing risks associated with the use of information, has been recognized for increasing public awareness of human right violations on the Internet. It received the Human Rights Achievement Award (testimonial by the Minister of Justice) in December 2024.

The NTT DOCOMO Group will promote community-based initiatives across Japan to ensure a prosperous, sustainable future for children.

Connection and Respect across the NTT DOCOMO Group

NTT DOCOMO Group believes that Group companies have a key role in developing human resources and in research and development in order to respond to social change and realize a prosperous and sustainable society through advanced technology, and that connecting and enhancing their respective human resources and strengths create new value. Our growth as an enterprise entrusted by stakeholders depends upon every employee considering and sincerely striving to fulfill their responsibility for local communities and society as a whole.



Sustainability Governance

In the NTT DOCOMO Group's sustainability governance system, the Sustainability Management Committee was established in fiscal 2022, chaired by the president and CEO and comprised of executives and other members. The committee convenes to discuss the Group's sustainability issues. To further strengthen the Group's sustainability governance, we revised the system so that the committee reports to the Board of Directors twice a year on resolutions related to key sustainability matters and the status of activities.

Board of Directors

The Board of Directors decides on important matters related to sustainability and discusses the regular report, which includes the results of each KPI for the previous fiscal year, targets for the current year, and mid-term progress report.

Date of Meeting	Main Discussion Topics
June 2024	<p>FY2023 KPI result/FY2024 targets</p> <ul style="list-style-type: none"> Summary of sustainability KPIs and items linked to director compensation (1) Customer engagement rate (2) Net-zero (3) Employee engagement rate (4) Ratio of newly promoted female managers
December 2024	<ul style="list-style-type: none"> Sustainability Policy and materiality Progress of FY2024 sustainability KPIs, etc. To further promote sustainability—Instilling Group-wide engagement in sustainability

Sustainability Management Committee

In the NTT DOCOMO Group, the Sustainability Management Committee convenes twice a year to discuss the progress of sustainability management, share national and international topics, and review progress of addressing the material sustainability issues. Starting fiscal 2025, the meeting will be held four times a year to further promote sustainability. The committee, chaired by the president and CEO, comprises the senior executive vice president, the senior executive vice president of NTT DOCOMO BUSINESS, the senior executive vice president of NTT DOCOMO SOLUTIONS, a representative of the Audit & Supervisory Board, executive vice presidents, and managers of relevant departments. In fiscal 2024, we added five groups of regional offices as committee members, and we will add managing directors in the Head Office, all managing directors of regional offices, presidents of functional subsidiaries, branch office managers, and other members in fiscal 2025, thereby creating a system to drive sustainability Group-wide.

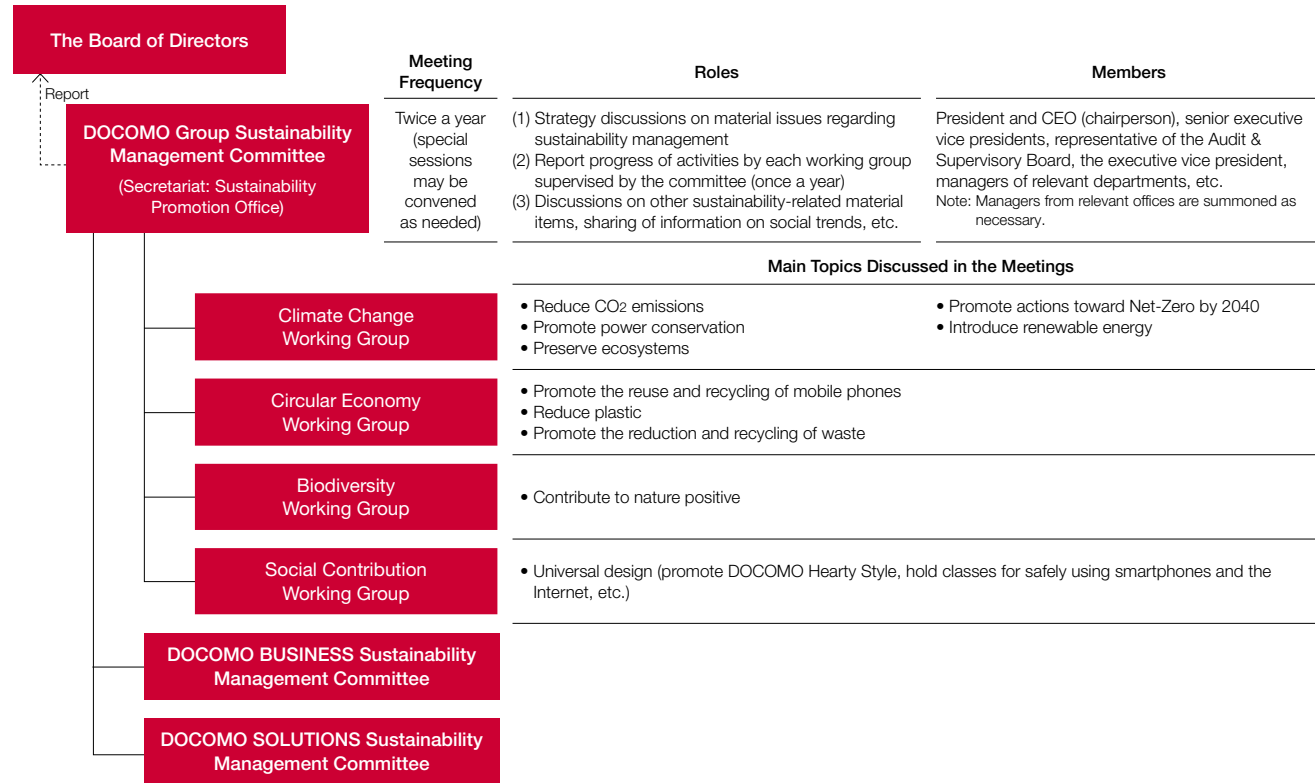
Under the committee, there are the Climate Change Working Group, Circular Economy Working Group, Biodiversity Working Group, and Social Contribution Working Group. These groups meet to deliberate on key issues, and the results of their measures and challenges as well as topics for future activities are submitted to the Sustainability Management Committee for further discussion. To facilitate prompt and flexible operations of our sustainability governance 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. Each committee discusses key issues and collaborates with the Sustainability Management Committee.

With regard to the entire NTT Group, the NTT Group Sustainability Committee, chaired by the senior executive vice president, and otherwise consisting of chief sustainability officers (senior executive vice presidents and executive

vice presidents) of major NTT Group companies, including NTT DOCOMO, Inc., leads the advancement of the Group's sustainability management. Sustainability promotion members at each company also periodically hold NTT Group Sustainability Liaison Meetings to share common challenges and successful examples from each company and monitor the PDCA of activities for material sustainability issues that have been determined recently. These efforts ensure the unified implementation of sustainability initiatives across the Group.



► Sustainability Governance System



Initiatives for Spreading Sustainability

NTT DOCOMO undertakes various initiatives to disseminate the concept of sustainability with the aim of enhancing the sustainability of its business and society. Fiscal 2024 initiatives are shown below.

► Initiatives for FY2024

Category	Activities
Training	<ul style="list-style-type: none"> Held e-learning training for all employees (11 times) Held executive training Developed human resources for sustainability activities
Internal and external dissemination of information	<ul style="list-style-type: none"> Disseminated information on initiatives via a Company newsletter and our intranet Disseminated information on initiatives via the corporate website and published reports Exhibited at the NTT Group Sustainability Conference Exhibited the information at the Family Day event
Promotion of in-house activities	<ul style="list-style-type: none"> Caboneu ambassadors P. 39 Employee donations, blood bank P. 86 Initiatives for promoting diversity P. 120
Promotion of service development	<ul style="list-style-type: none"> Declared the intended SDGs we seek to achieve when developing new services
Promotion of collaboration with partners	<ul style="list-style-type: none"> Agreements and collaborations for promoting sustainability while utilizing ICT Field work in each region P. 85

Issue-Oriented Committees Working in Collaboration with the Sustainability Management Committee

Disaster Countermeasures Committee	Human Rights Committee	Internal Control Committee
Communication Device Action Committee	Compliance Committee	Information Management Committee
Customer Experience Improvement Committee	Crisis Management Committee	Unauthorized Access Countermeasures Committee
Personal Data Charter Operation Committee	Comprehensive Network and Service Management Committee	Business Risk Management Committee
Financial Risk Control Committee	Human Capital Committee	

(As of March 31, 2025)

Note: The Biodiversity Working Group was established in FY2024

The Customer Experience Improvement Committee was established in FY2024.

The governance system has been pursuing initiatives under a framework that includes the five groups of regional offices since FY2024.



Developing Human Resources for Sustainability Activities

In addition to instilling the concept of sustainability among employees, the NTT DOCOMO Group is also working to develop human resources who can drive specific initiatives. In May 2024, we launched the Skill Development Program for the Environmental Field to develop human resources with specialized environmental skills who can spearhead DOCOMO Group initiatives. We began by providing a practical program targeting corporate sales staff to nurture GX experts who can propose suitable customer solutions for creating a decarbonized society through ICT. Looking ahead, we intend to expand this course to other jobs and set up specialized courses for business creation. We will also boost our efforts toward achieving Net-Zero by 2040 in an integrated manner through our business operations.

Additionally, we recruit NTT DOCOMO Group employees from across Japan as Caboneu ambassadors to foster collaboration among environmentally conscious staff and advance our environmental activities. In fiscal 2024, around 1,000 Caboneu ambassadors actively shared information and promoted voluntary actions at various locations within the Group.

Internal and External Dissemination of Information

We are actively communicating NTT DOCOMO's sustainability initiatives to advance toward a sustainable society in collaboration with our customers and partners.

- [NTT DOCOMO x SDGs \(in Japanese only\)](#)
- [MIRAI Questions \(in Japanese only\)](#)
- [You and docomo \(in Japanese only\)](#)

Exhibited at the NTT Group Sustainability Conference

The annual NTT Group Sustainability Conference highlights outstanding sustainability initiatives across the NTT Group. For

the 12th conference, in fiscal 2024, applications were sought from Group companies in Japan and overseas for outstanding initiatives, and NTT DOCOMO, NTT DOCOMO BUSINESS, and NTT DOCOMO SOLUTIONS were among those participants.

Sustainability Award

NTT DOCOMO established the Best Sustainability Award in FY2024 to encourage employee participation in sustainability management. The award identifies and recognizes exemplary internal efforts that address social issues and create new value through business activities. These initiatives increase the internal and external visibility of employee sustainability efforts. Going forward, we will further strengthen the value we provide through our business toward realizing a more sustainable society.

Engaging in Dialogue with Stakeholders

To promote sustainability management, the NTT DOCOMO Group creates opportunities for the Board of Directors and management team to engage in dialogue with external experts on the latest sustainability trends and topics.

From fiscal 2024 to fiscal 2025, we deepened our understanding of selected environmental and social themes to further integrate our business and sustainability and held multiple discussions. In fiscal 2024, we invited Mr. Shu Yamaguchi, an independent researcher and author, to give a lecture followed by a discussion on the theme "Improving corporate value and social sustainability by resolving social issues."

We will continue raising management and employee awareness to understand and respond to social needs and instill Group-wide engagement in sustainability, thereby strengthening our problem-solving abilities and providing new value.

Risk Management

The Business Risk Management Committee discusses sustainability-related risks as those requiring Company-wide management in accordance with our Risk Management Principles. Specifically regarding environmental and social risks, the Sustainability Management Committee ensures adherence to the PDCA cycle and reports to the Board of Directors.

[P. 151 Addressing Sustainability](#)

[P. 151 Risk Management Mechanism](#)



Strategy

The NTT Group established the NTT Group Sustainability Charter in November 2021. The NTT DOCOMO Group established its Sustainability Policy in July 2022. Under the New DOCOMO Group Medium-term Strategy, announced in October 2021, we are comprehensively promoting initiatives for business management and sustainability issues by redoubling our efforts to realize the Declaration for Carbon Neutrality by 2030 and to advance diversity and workstyle reform. In 2023, the Group also announced Net-Zero by 2040.

By following these approaches, the NTT DOCOMO Group will promote its initiatives on sustainability and contribute to the creation of a sustainable society in which no one is left behind.

NTT Group's Global Sustainability Charter

Guided by the NTT Group's Global Sustainability Charter, the Group promotes actions to achieve corporate growth and address social issues toward realizing a sustainable society. The charter lays out three themes, nine challenges, and 18 activities that NTT deems necessary for a sustainable society. Moreover, the Group works as one in implementing these activities.

[NTT Group's Global Sustainability Charter](#)

Sustainability Policy

In order to comprehensively pursue business and sustainable practices to contribute to the creation of a sustainable society, the NTT 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.



Materiality

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 the NTT DOCOMO Group's business environment, we analyzed the environmental, social, and governance (ESG) aspects of our internal and related external environments and identified NTT DOCOMO's material issues based on the processes stipulated in GRI Standards for sustainability reporting. We reviewed the material issues in July 2022 and determined the six areas of materiality.

Six Areas of Materiality

- Commit to Environmental Sustainability
- Address Social Challenges through R&D and Innovation
- Customer and Community Engagement
- Realize a Safe, Secure, and Resilient Society
- Develop and Deploy Diverse Human Resources and Improve Job Satisfaction
- Pursue Respect for Human Rights and Fair Business Practices

Identification of Material Issues

1 Confirmation of coverage and selection of issues

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

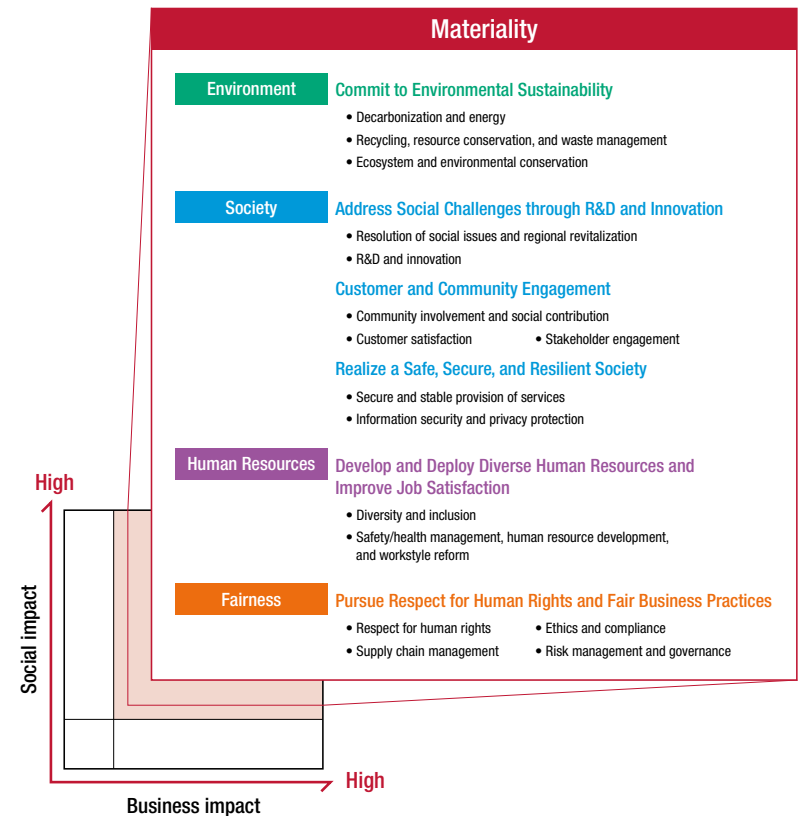
- External indicator: DJSI
- International guidelines: GRI Standards, SASB Standards, ISO 26000
- Domestic and overseas initiatives: SDGs

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 NTT DOCOMO), with input from outside experts, in order to identify sustainability issues that are considered to be of high priority to NTT 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, and designated them as materiality. In addition, we validated a series of processes.





Materiality and the Sustainable Development Goals (SDGs)

Under its Sustainability Policy, the NTT DOCOMO Group takes action to contribute to the SDGs through its business. The identified materiality is associated with related SDGs as shown in the diagram below.

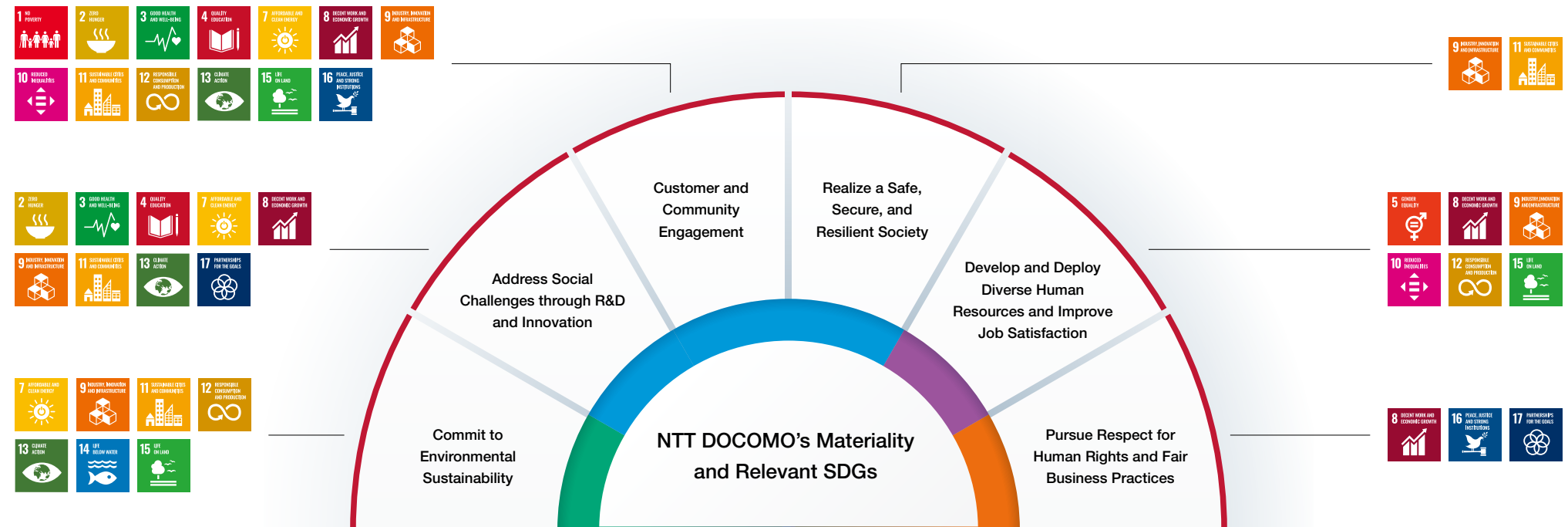
GSMA, an association of mobile communications carriers and device makers, has been implementing a variety of initiatives for resolving social issues related to the mobile industry and takes actions that recognize the importance of contributing to the promotion of SDGs. NTT DOCOMO is a member of the GSMA and participates in and contributes to the efforts. We also strive to expand SDG-related patents as intellectual property initiatives.

- [P. 70 NTT DOCOMO Group's solutions for addressing social issues](#)
- [P. 64 Initiatives for intellectual properties](#)
- [NTT DOCOMO x SDGs \(in Japanese only\)](#)
- [GSMA #BetterFuture](#)

Applicable Entities under Materiality

The most significant entities relevant to materiality are NTT DOCOMO, NTT DOCOMO BUSINESS, NTT DOCOMO SOLUTIONS, and DOCOMO's 11 functional subsidiaries*, which are the main companies engaged in the NTT DOCOMO Group's Enterprise Business, Smart Life Business, and Consumer Communications Business segments.

*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.





Stakeholder Engagement

NTT DOCOMO engages in appropriate business activities and determines ways to minimize negative impacts and maximize positive impacts for its stakeholders. To develop the sustainability of our business, we effectively engage with each stakeholder, with due consideration for the nature of the relationship and relevant issues, by adhering to the NTT Group guidelines on stakeholder engagement.

Stakeholder	Definition/Standard	Objective	Method of Engagement (FY2024 Results)	
Customers	Individual customers who subscribe to our services	Customer satisfaction, and a safe and secure communications environment	<ul style="list-style-type: none"> Customer contact points (docomo Shops, Information Centers, DOCOMO website) (number of inquiries received: approx. 3.76 million) P. 81 Customer questionnaires (number of responses: approx. 2.6 million) P. 82 	<ul style="list-style-type: none"> Initiatives incorporating customer feedback P. 81 Provision of products and services that are easy to use for all people P. 79 Appropriate management of personal information P. 102 Appropriate management of corporate customer information
Employees (and their families, former employees)	DOCOMO Group employees, their families, and former employees	Creation of a favorable workplace environment for diverse personnel, promotion of health and safety in the workplace, and continued operation of the alumni network for former employees	<ul style="list-style-type: none"> Employee engagement survey (more than once a year) P. 110 Meetings with executives to exchange opinions P. 111 Labor-management consultations P. 130 Training and consultation desks (career development, systems, evaluation, support for balancing work and life, diversity, human rights) P. 115 Initiatives for mental healthcare P. 127 	<ul style="list-style-type: none"> Interviews and one-on-one consultations Pulse survey (monthly) Use of the corporate intranet, Company newsletter, and in-house chat tools Benefit programs P. 124 Family Day (once a year) Creation of an alumni network P. 114
Business partners (telecommunications-related manufacturers)	Manufacturers of telecommunications facilities, equipment, communication devices, etc., as well as business partners involved in construction work	Equal, fair, and transparent transactions, promotion of sustainability procurement, promotion of health and safety in the workplace	<ul style="list-style-type: none"> Briefings on policies and procurement Meetings with major suppliers to exchange opinions P. 146 Direct dialogue P. 145 	<ul style="list-style-type: none"> Questionnaires P. 145 Certificates of gratitude and awards Appropriate management of information security P. 97
Business partners (sales agents)	docomo Shops and other business partners responsible for sales and contracts	Equal, fair, and transparent transactions, and creation of a favorable workplace environment for diverse personnel	<ul style="list-style-type: none"> Fair and appropriate agency agreements Training program, allowances linked to qualifications, and Customer Service Contest for shop staff P. 147 	<ul style="list-style-type: none"> Regular inspections by staff from the specialized divisions and branch offices, and exchange of opinions P. 147 Appropriate management of information security P. 100 Support, incentives, and awards for sales representatives P. 147
Business partners	Business partners involved in providing DOCOMO services, as well as companies, local governments, and others that collaborate with DOCOMO	Equal, fair, and transparent transactions	<ul style="list-style-type: none"> Appropriate contracts with business partners 	<ul style="list-style-type: none"> Appropriate management of information security P. 97
Governments	Regulatory institutions and municipalities that grant approval for telecommunications and other DOCOMO businesses	Compliance with laws and regulations, and promotion of solutions for social issues	<ul style="list-style-type: none"> Various applications and reports Measures, consultations, and exchange of opinions regarding laws, regulations, and systems 	<ul style="list-style-type: none"> Visits to Consumer Affairs Centers (154 times)
Telecommunications industry	Industry groups and organizations that aim to develop the telecommunications market and address issues such as industry-wide legal compliance	Development of the telecommunications market, and compliance with laws and regulations	<ul style="list-style-type: none"> Participation in events and seminars hosted by industry groups 	<ul style="list-style-type: none"> Participation in liaison meetings for supporting telecommunications consumers (22 times)
Local communities	Local communities where DOCOMO Group services are present	Safety and the sound development of local communities	<ul style="list-style-type: none"> Contribution to local communities through business Briefings and public hearings for local residents P. 90 	<ul style="list-style-type: none"> Contribution to society through donations, volunteer work, education, and cultural and other social contribution activities, as well as sponsorships of sports, culture, art, and academic activities P. 84
Nonprofit organizations and non-governmental organizations	NPOs, NGOs, and citizens' groups involved in social and environmental activities	Realization of a sustainable society	<ul style="list-style-type: none"> Support for promoting the sound development of children P. 87 	<ul style="list-style-type: none"> Collaborations for promoting the conservation of biodiversity P. 48
Global environment	The global environment for the survival of mankind	Reduction in environmental impact	<ul style="list-style-type: none"> Response to climate change P. 35 Creation of a circular economy P. 45 	<ul style="list-style-type: none"> Conservation of biodiversity P. 48



Metrics and Targets

Based on the Sustainability Policy, we have determined materiality and set KPIs. The results of the initiatives are reported and discussed at the Sustainability Management Committee meetings attended by board directors, and are used to improve initiatives for the next fiscal year. We reviewed the KPIs in fiscal 2023 and updated some of them in fiscal 2024.

Materiality	KPI	Targets	Target FY	FY2024 Results	Subject	Linked to Director Compensation
Commit to environmental sustainability	Amount of GHG emissions (Scope 1, 2)	Carbon neutrality	2030	1.014 million t-CO ₂ e	A	●
	○ Net zero across the supply chain	Net zero	2040	6.004 million t-CO ₂ e	A	
	Power efficiency of communication services	Tenfold compared to FY2013	2030	15.6-fold	E	
	○ Green 5G	Renewable energy rate higher than the 5G subscriber rate	Every	41.8%	E	
	○ Green conversion rate of data centers	100%	2030	48%	F	
	EV conversion rate of regular vehicles	50%	2025	51.8%	C	
		100%	2030			
	docomo Denki Green CO ₂ emission reduction	Disclose actual value	Every year	795.0 kt-CO ₂	E	
	Waste recycling rate	99% or higher	2030	96.6%	A	
○ Number of waste treatment (PCB) violations	0	Every year	1	C		
Materiality	KPI	Targets	Target FY	2024 result	Subject	Linked to Director Compensation
Address social challenges through R&D and innovation	Verify new value through field demonstrations focusing on DOCOMO technologies	At least 10 projects	Every year	14	E	
Customer and community engagement	Total transaction value of cashless payment in support of a cashless society	Disclose actual value	Every year	14 trillion 980 billion yen	E	
	Customer engagement rate (CX)	NPI (higher than the previous fiscal year)	Every year	NPI: 65.8%	D	
		NPS (higher than the previous fiscal year)	Every year	NPS: -28.6		
Realize a safe, secure, and resilient society	Number of major accidents	0	Every year	1	A	
	○ Number of accidents in life infrastructure systems	0	Every year	0	D	●
	Number of serious cyber-attack incidents	0	Every year	0	A	
	○ Number of serious information leaks	0	Every year	0	A	

○: Metrics newly added in fiscal 2024

Scope: A: DOCOMO Group, B: DOCOMO Group's three main companies, C: DOCOMO Group's three main companies and functional subsidiaries, DOCOMO and DOCOMO BUSINESS, E: DOCOMO, F: DOCOMO BUSINESS and DOCOMO SOLUTIONS



Message from the Chief Sustainability Officer

Sustainability Governance

Risk Management

Strategy

Metrics and Targets

Materiality	KPI	Targets	Target FY	FY2024 Results	Subject	Linked to Director Compensation	
Develop and deploy diverse human resources and improve job satisfaction	Employee engagement rate (EX)	Higher than the reference fiscal year (FY2022)	Every year	65%	C	●	
	Ratio of newly promoted female managers	30%	Every year	31.6%	D	●	
	Ratio of female managers	15%	2025	DOCOMO: 14.9% DOCOMO BUSINESS: 12.4%	D		
	Ratio of female directors	25-30%	2025	DOCOMO: 22.7% DOCOMO BUSINESS: 16.7%	D		
	○ Maintaining the PRIDE index (LGBTQ+ inclusion indicator)	Gold rating	Every year	Gold rating	B		
	Ratio of male employees taking childcare leave	100%	Every year	DOCOMO: 133% DOCOMO BUSINESS: 127% DOCOMO SOLUTIONS: 137%	B		
	○ Percentage of male employees taking leave for childcare	100%	Every year	100%	B		
	Number of occupational accidents	Occupational accidents	0	Every year	0	B	
		Serious industrial accidents during telecom construction	0	Every year	0	D	
	○ Presenteeism loss rate	6% or below	Every year	4.3%	B		
	Ratio of mid-career recruitment	30%		49%	B		
Paper use	Reduce to zero in principle	2025	Office forms 11 t Per customer request 237 t Invoices 1,085 t	A			

Materiality	KPI	Targets	Target FY	FY2024 Results	Subject	Linked to Director Compensation
Pursue respect for human rights and fair business practices	Number of confirmed human rights violations	0	Every year	24	A	
	Number of anti-competitive illegal acts and bribery cases	0	Every year	0	A	
	○ Rate of direct dialogue with suppliers that require improvement	100%	Every year	100%	B	

○: Metrics newly added in fiscal 2024

Scope: A: DOCOMO Group, B: DOCOMO Group's three main companies, C: DOCOMO Group's three main companies and functional subsidiaries, DOCOMO and DOCOMO BUSINESS, E: DOCOMO, F: DOCOMO BUSINESS and DOCOMO SOLUTIONS