



DOCOMO's Vision

DOCOMO enhances the personal communication of its customers toward creating a new world of communication culture, which increases customer satisfaction, by maximizing the capabilities of individual employees.

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Message from the President and Chief Executive Officer

Towards Achieving a Sustainable Society

Motoyuki Ii

President and Chief Executive Officer
NTT DOCOMO, INC.



Under the brand slogan “Changing worlds with you.” we open up our technologies we have developed over the years to create new value through innovation together with our partners and contribute to the realization of a sustainable society. In view of the continuing uncertainty in the political and economic climate, we are sensitive to the changing needs of society and our customers, and are working to change and evolve in order to contribute to solving various social issues with a sense of mission and to be of service to society.

In 2021, the DOCOMO Group announced the “New DOCOMO Group Medium-Term Strategy,” and together with our partners, we have launched a challenge to innovate and make significant changes in society through “structural reform of society and industry” and “creation of new lifestyles”. Moreover, in order to promote business operations and sustainability initiatives in an integrated manner, and contribute to the creation of a sustainable society where no one is

left behind, we have formulated the Sustainability Policy for 2022 and are promoting initiatives for the environment, society, human resources, and fairness. The key issues are: contribute to environmental responsibility; solve social issues by promoting research, development and innovation; engage with customers and communities; realize a safe, secure, and resilient society; develop and leverage diverse human resources, and improve employee job satisfaction; and promote respect for human rights and fair business practices. Though our business, we are committed to solving social issues and providing new value.

In order to contribute to various areas of society and industry, the DOCOMO Group will accelerate innovation by meeting diverse customer needs and utilizing regional individuality, while expanding the synergies of the integration of DOCOMO Communications and COMWARE as a group. We will also further enhance the sense of trust that the network,

as social infrastructure for life, can be connected to anywhere, anytime, any day of the year.

In order to achieve net-zero greenhouse gas emissions in our operations by 2030, we are making steady progress in reducing power consumption and introducing renewable energy to our network. We are also expanding activities to include initiatives to create a circular society and to contribute to nature positive to halt and reverse biodiversity loss. Additionally, we will promote diverse working styles and human resource development initiatives to enhance the growth and job satisfaction of each and every employee.

DOCOMO will continue to take on the challenge of “Changing the world” by working together as a group and joining forces with customers, business partners, and all other stakeholders.

DOCOMO in Numbers (FY2022 Results)

The DOCOMO Group has positioned fiscal 2023 as the NEXT Stage of Transformation in which it will transform its business portfolio into becoming a comprehensive ICT company and will achieve sustainable growth. DOCOMO, NTT Communications, and NTT COMWARE will work in concert to create customer experiences that leverage the unique characteristics of each local region by closely heeding the needs of customers and society.

Enterprise Business

- ▶ Expand businesses targeting large enterprises through reinforcement of integrated solution proposal and development capabilities.
- ▶ Expand businesses targeting SMEs through provision of DX support solutions and cross-selling.

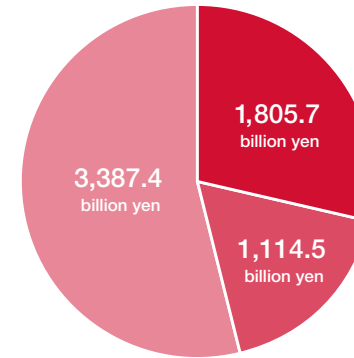
Smart Life Business

- ▶ Pursue inorganic growth through M&A in addition to achieving organic business expansion in focus areas such as finance/payment and marketing solutions.
- ▶ Balance business growth with initiatives for future growth in finance, video, XR, and other business opportunities.

Consumer Communications Business

- ▶ Achieve a net increase in number of subscriptions by leveraging eximo, ahamo, and irumo and expand the customer base for mid- and large-bucket plans by promoting migration.
- ▶ Promote upsell and cross use by providing a service mix of docomo Hikari and Smart Life merchandise, Baku Age Selection, and other offerings.
- ▶ Implement structural reforms, including the efficient use of DX and 5G deployment in sales networks and channels.

Operating revenues by segment



Operating revenues
6,059.0 billion yen

Operating profit
1,093.9 billion yen

Number of employees
47,151

DOCOMO Group Companies
(In Japanese only)

Greenhouse gas emissions
(Scope 1 and 2)

12.5 billion t-CO₂

Ratio of newly promoted female managers

30.5 %

Employee engagement ratio

61 %

d POINT CLUB members

94.8 million people

Financial and payment transactions handled*1

11.09 trillion yen

d Payment users*2

51.99 million people

Remote work (work from anywhere) implementation rate

70 %

Used mobile phones collected (cumulative total for FY2017–2022)

23.72 million units

Cumulative number of participants in DOCOMO smartphone classes*3

16 million people

Mobile phone service subscribers

87.5 million people

5G service subscribers

20.6 million people

DOCOMO 5G Open Partner Program participants

5,500+ companies

*1 Financial and payment transactions handled: Cumulative total amount (FY2022 results) of transactions using dCard, iD, d Payment, direct carrier billing, and other services.

*2 d Payment users: Number of downloads of d Payment app and number of d Payment (iD) subscribers combined (as of the end of FY2022).

*3 As of June 1, 2023

Feature

DOCOMO and Biodiversity

Over the four billion years since life first appeared on Earth, a rich ecosystem has been maintained through the biodiversity formed by the interconnection of diverse forms of life, from plants and animals to bacteria. Today, however, this biodiversity is being lost on a global scale. Even though human society is vitally dependent on biodiversity, species are going extinct at a rate that exceeds the range deemed safe for sustaining human activity, making it imperative that we act to conserve it.

The international community has begun to address this issue by taking on the goal of nature positive for halting and reversing the loss of biodiversity. Governments and businesses around the world are increasingly recognizing and working to achieve this common goal by 2030, as adopted at the G7 Summit and the 15th Conference of the Parties (COP15) to the Convention on Biological Diversity.

In September 2023, the DOCOMO Group conducted an analysis of its own nature-related dependencies and

impacts as well as risks and opportunities, based on the LEAP approach recommended by the Taskforce on Nature-related Financial Disclosures (TNFD).

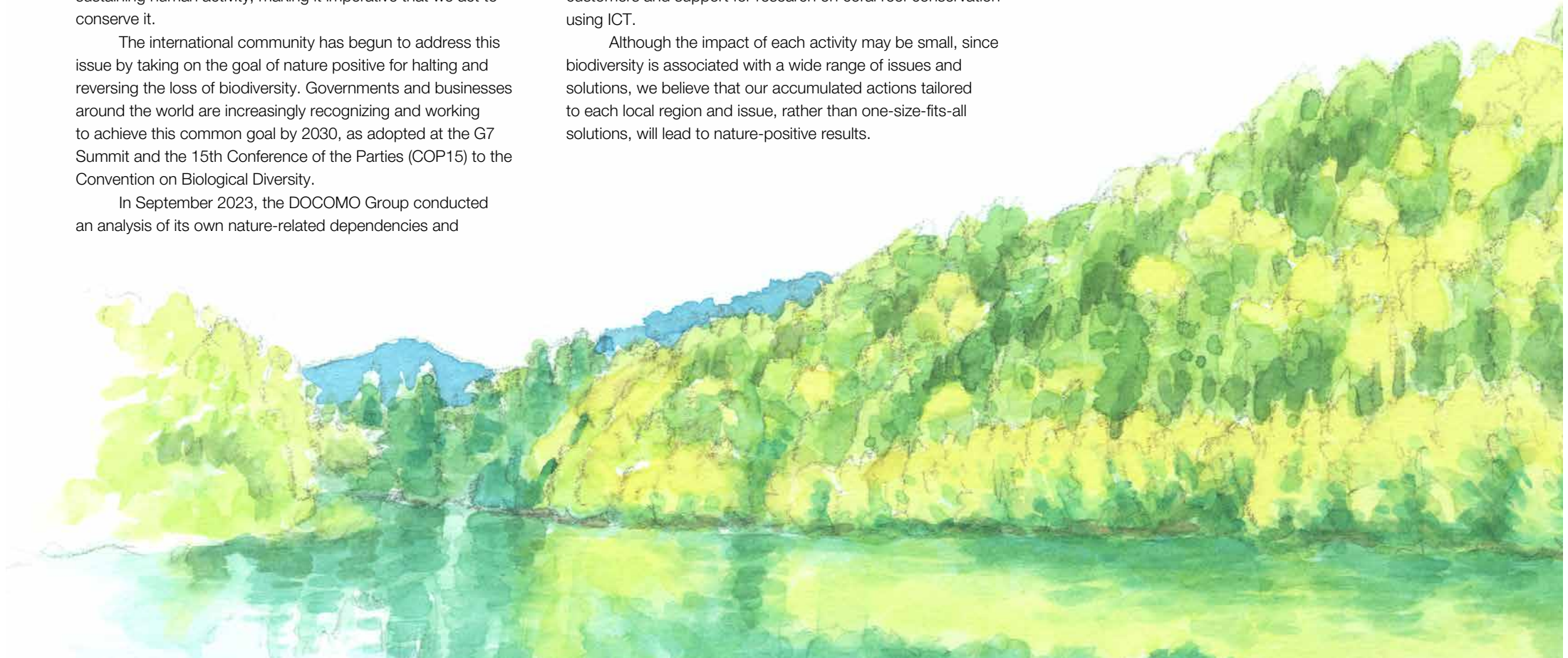
Considering the results of this analysis, the DOCOMO Group will minimize its own risks while promoting further initiatives for ecosystem conservation and restoration, such as docomo Woods forest maintenance with employees and local customers and support for research on coral reef conservation using ICT.

Although the impact of each activity may be small, since biodiversity is associated with a wide range of issues and solutions, we believe that our accumulated actions tailored to each local region and issue, rather than one-size-fits-all solutions, will lead to nature-positive results.

DOCOMO will continue to contribute to the restoration of ecosystems by planning and implementing conservation and restoration initiatives in cooperation with customers and partners.

P. 42 Preservation of Biodiversity

P. 43 Response to TNFD Recommendations



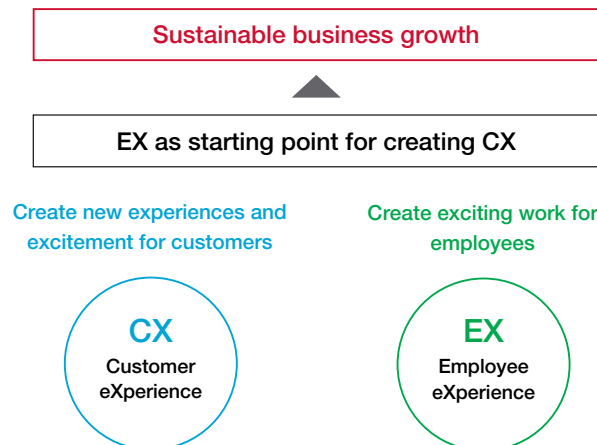
Feature

Improving EX to Enhance Human Capital

DOCOMO believes that high-quality employee experiences (EX: Employee eXperience) will drive employee engagement, and it therefore focuses on improving EX. EX represents the value gained by employees from everything they experience while working for a company or organization, from pre-employment interviews to onboarding, daily operations, communication with supervisors and other colleagues, training, transfers, and all other interactions.

In the midst of major trends such as the declining working-age population caused by falling birthrates and an aging society, and increased job mobility, EX initiatives is expected to provide major benefits for business growth. For example, enhanced EX will not only improve productivity by maximizing individual and organizational performance but also strengthen employee retention. In addition, improvement in employee engagement will raise the value of products and services, which means we can also expect customer value (CX: Customer eXperience) to rise as well.

DOCOMO will use EX as a starting point to create CX and achieve sustainable business growth.



Six Elements of EX and Main Initiatives

EX is divided into the following six elements with comprehensive initiatives for each category.

Element	Desired Response	Main Initiatives
Mission	<ul style="list-style-type: none"> Share ideas about the corporate philosophy, management policies Self-motivation and awareness of one's role in business 	<ul style="list-style-type: none"> Disseminate the message from top management Formulate the DOCOMO Principles
Harmony	<ul style="list-style-type: none"> Promotion of DE&I Greater networking diversity 	<ul style="list-style-type: none"> Promote women's careers Double work program
Growth	<ul style="list-style-type: none"> Provision of means for career development Support for skill development Sense of growth 	<ul style="list-style-type: none"> Job matching Career consultations
Reward	<ul style="list-style-type: none"> Appropriate evaluation and remuneration Exchange of praise and gratitude 	<ul style="list-style-type: none"> DOCOMO Group Challenge Award Circle of Thanks
Workstyle	<ul style="list-style-type: none"> Greater flexibility in workstyles Improved transparency in human resource management 	<ul style="list-style-type: none"> Remote work standards Super-flextime system
Lifestyle	<ul style="list-style-type: none"> Realization of Work in Life Ensure psychological and physical security 	<ul style="list-style-type: none"> Comeback reemployment Pulse survey

Employee Engagement Surveys

We conduct employee engagement surveys on a quarterly basis. Amidst the rapidly changing environment surrounding DOCOMO and its employees, such as business structure reforms and a shift to remote workstyles, we measure and index employee willingness to contribute and their sense of growth. These results also inform KPIs linked to director compensation, and each organization receives feedback to promote both applications of results by the human resource department to address Company-wide issues as well as organization improvement initiatives.

P. 95 Employee Engagement Surveys

▶ FY2022 employee engagement ratio **61** %

DOCOMO's Corporate Philosophy

DOCOMO enhances personal communication with its customers through the creation of a new world of communication culture while achieving customer satisfaction by maximizing the capabilities of its human resources.

— Creating a New Communications Culture

DOCOMO is working to deliver and strengthen these benefits by improving service quality, aggressively moving forward with the development of new services, and researching and developing more user-friendly communications interfaces. In addition, services and technologies are being provided in a diversifying range of business fields and platforms.

— Satisfying Customers

DOCOMO strives to fulfill the expectations of its customers through industry leadership in service quality, advanced networks, functionality and service area coverage. In addition, diversifying customer needs are being satisfied with an increasingly broad range of upgraded services at competitive rates.

— Utilizing Human Resources

DOCOMO empowers individuals to achieve their utmost capabilities and thereby discover new potential. The Company motivates employees not only by providing a dynamic workplace, but also by offering enlightened labor conditions and enhanced health and welfare benefits.



Concept Tree

DOCOMO's Brand Vision

At DOCOMO, we strive to build a new life and society upon the foundation we have already created, providing greater convenience and comfort to all our customers.

We are not doing this alone. Our new slogan "Changing worlds with you." expresses our desire to work together with all of you to open up our technologies and take on new challenges.

[🔗 docomo Brand Site: what we aspire for \(in Japanese only\)](#)

Changing worlds with you.

What have we done,
and where are we going?
We've built a foundation to change the world.
It's a place where everything comes together
—towns, people, things —
through an unparalleled network.
We take pride in this place
and that so many use our products
and believe in them.
Now we create new lifestyles
and societies on our invisible foundation.
However, we can't do it alone.

We do it with you.
Together, we imagine,
plan, and build.
We develop entertainment
to change the world,
and education and medical care for all.
We rely on one another in a world
where no one is left behind
and everyone of every age can find joy.
Open technology,
and together, we will change the world.
This is the DOCOMO way.





DOCOMO Principles

The DOCOMO Group formulated the DOCOMO Principles as a set of values that should be highly regarded by everyone involved in our business. By keeping these three principles in mind when taking action, we will rise to the challenge of realizing our brand slogan, "Changing worlds with you."

1. Ask why.

— To improve our customers' and society's future. —



What's important to us in the DOCOMO Group? We value our customers' future and the society that lies ahead. However, it's not enough to only respond to customer requests or society's demands. We must ask ourselves if we're honestly working for the benefit of our customers, and for a future society. These questions are important, so we should rethink our approach to work. Rather than investing our time on internal adjustments, we will endeavor to understand our customers' challenges.

It's time for a stronger link to customer value beyond satisfaction.

This means that if there's any doubt, we proactively review all operations, regardless of success. It's your dedication that makes the world better.

2. Take the first step.

— Be the change. —



Once you've formed a concept to benefit customers and society, move promptly.

Today's markets change at speeds never before seen, so step up and don't overthink. Be the first to try and the first to learn. This attitude leads to unprecedented progress.

Keep in mind that you are the author of change. Rather than waiting for directions or for others to act, take initiative and do it. Neither experience nor position should hold you back.

You can make a difference now. Even the smallest step can make a big difference tomorrow.

3. Mix it up.

— Your individuality is everyone's strength. —



One person can only do so much, but when people band together, magic happens. What one person or one company can't achieve can be realized by combining strengths of people and organizations. Understand the diversity and expertise of those around you.

Concerning oneself with organizational structure only leads to tactics to gain approval. Go beyond the hierarchy and openly exchange opinions. It's time to transcend organizational boundaries and bring new innovations to life. Work together and co-create with partners beyond the DOCOMO Group.

When someone is trying to change things, think together, and move forward together. Your actions generate a wave that changes worlds.

DOCOMO's Initiatives for Medium-Term Targets

In October 2021, DOCOMO announced the challenges, medium-term strategies, and management targets of the New DOCOMO Group under the New DOCOMO Group Medium-Term Strategy.

Challenge of the New DOCOMO Group

Having welcomed NTT Communications and NTT COMWARE into the Group, we will continue to take on the challenge of bringing a new world into reality as the New DOCOMO Group.

How We Will Take on the Challenge and Realize Our Goals

The challenge of the New DOCOMO Group comprises four pillars and three values for attaining our goals.

Challenge of the New DOCOMO Group

- Pursue **Customer First**, Provide new values beyond customer expectations
- Accelerate pace of **DX** and **leveraging Data** in operations, realize better CX and business reform
- Leveraging service/solution/technology developed and nurtured in Japan, roll out our businesses **globally**
- Pursue business and ESG as one, contribute to creating a **sustainable** society

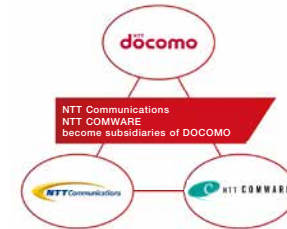


- One Step Ahead**
Not following; predict and move in advance
Keep challenging with positive thinking
- Openness**
Create innovations with customers and partners
- Trust**
Gain a trust from customers/partners by committing words to action, and fair interactions

New DOCOMO Group

To expand our business domain to encompass mobile, services, and solutions and create a new world as the New DOCOMO Group, we converted NTT Communications and NTT COMWARE into subsidiaries. Unifying management policies and functions of the three companies and more clearly defining their respective roles will streamline the Group's decision-making process and enable the organization to operate with greater agility and flexibility. We seek to grow the Enterprise Business and Smart Life Business and drive forward the structural reform of the Telecommunications Business to release innovation that will transform society.

As the New DOCOMO Group, we are expanding our business domain to encompass mobile, services, and solutions and create a new world



- Integration of the three companies
- Clear business responsibilities
- Structural reform of the Telecommunications Business and expansion of the Enterprise/Smart Life Businesses

Synergy through Integration

The New DOCOMO Group will generate three significant synergies by integrating the functions of the three companies.

Synergy Through Integration

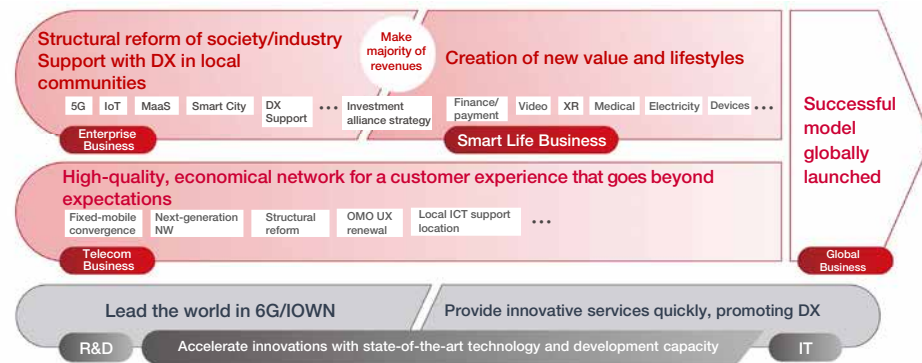
- Expansion of enterprise business**
Integrate all enterprise business under the New DOCOMO Group and support all corporate customers through one stop service—contribute toward DX of society and industry
- More competitive network**
Fixed-mobile convergence brings higher quality and economical network to provide inexpensive, easy-to-use services and accelerate evolution toward 6G/IOWN
- Strengthening the power of service creation and development while promoting DX**
Integrate the R&D of DOCOMO, services of NTT Communications and software capability of NTT COMWARE, leading to quick response through the creation of innovative services, and accelerating DX of the New DOCOMO Group

Medium-Term Strategy

The New DOCOMO Group will change the world with you through structural reforming of society and industry and creating new value and new lifestyles.

With Structural Reform and Creation of New Lifestyles we are...

Changing worlds with you.



Enterprise Business

By integrating the Enterprise Business with NTT Communications at its core, the New DOCOMO Group will establish a sales organization and enhance fixed mobile convergence (FMC) services and solutions. Our target is to expand revenue from the Enterprise Business to exceed 2 trillion yen by fiscal 2025 and become the leading company in social and industrial DX.

Smart Life Business

We will co-create new value and lifestyles with partners by seamlessly linking

membership bases, data usage, and services with a variety of handsets. To this end, we will boost existing businesses such as finance/payment and video/entertainment while boldly expanding into new domains, including electricity, medical, and XR. Our target is to generate more than half of the revenues of the New DOCOMO Group through the Smart Life Business and Enterprise Business by fiscal 2025.

Telecommunications Business

Early expansion of 5G and integration of the networks of DOCOMO and NTT

Communications realizes a higher quality and economical network, enabling us to provide inexpensive, easy-to-use mobile and fixed services. Coupled with rates and services that meet diverse needs, as well as sales channel reform that will be achieved with the cooperation of partners, we will deliver a customer experience that exceeds their expectations. Through these initiatives, we will complete the structural reform of expanding the customer base and optimizing sales/network cost to maintain mid-term profit in the Telecommunications Business and shift into a growth trajectory.

Take Successful Model to Global Market

We will take the successful model utilizing services and solutions, or the new technologies we have fostered, to the global market by integrating the capabilities of DOCOMO and NTT Communications and linking with NTT Data and NTT Ltd.

Strengthen Service Creation and Development Capabilities

We will strengthen our software development capabilities to provide customers with innovative services ahead of the competition while also accelerating digital transformation across the Group.

Using Cutting-Edge Technologies to Accelerate Innovation

We will lead in open innovation and change the world with partners. We intend to quickly realize practical applications of 6G-IOWN by

working hand in hand with NTT laboratories, in addition to realizing a non-terrestrial network using satellites and HAPS (high-altitude platform stations).

Contribute to the Creation of a Sustainable Society

We will comprehensively pursue business and ESG practices to contribute to the creation of a sustainable society. DOCOMO's declaration for carbon neutrality by 2030, as announced in September 2021, will be realized by the New DOCOMO Group. The New DOCOMO Group will also strive to advance diversity and workstyle reform.

P. 13 Sustainability of DOCOMO

[New DOCOMO Group Medium-Term Strategy](#)

FY2022 Results

Categories	Results
Enterprise Business*	1,805.7 billion yen
Smart Life Business*	1,114.5 billion yen
Consumer Communications Business *	3,387.4 billion yen
d POINT CLUB members	94.8 million people
Mobile phone subscribers	87.50 million people
Financial and payment transactions handled	11.09 trillion yen
Payment and point service locations	4.79 million places

*Operating revenues