

Changing worlds with you.



NTT DOCOMO Group
Sustainability Report
2023



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Editorial Policy

Editorial Points

The NTT DOCOMO Group publishes annual sustainability reports to deepen stakeholder understanding of the philosophy and initiatives regarding the Group's sustainability.

This report is aligned with DOCOMO's policy to pursue business and ESG practices as an integrated contribution to the creation of a sustainable society. It comprehensively covers the fiscal 2022 results of activities by introducing DOCOMO's vision in the first half and focusing on its sustainability policy in the second half.

Detailed information on initiatives and data not included in this report is available on our official website, with financial information provided on the IR Documents page.

[IR Documents](#)

[Sustainability site](#)

Company, product, and service names in the report are the trademarks or registered trademarks of NTT DOCOMO, INC. or their respective organizations.

▶ Period Covered

In general, the report covers fiscal 2022 (ended March 31, 2023), although some information pertains to time periods before or after fiscal 2022.

▶ Organizations Covered

DOCOMO Group, which consists of NTT DOCOMO, INC., NTT Communications Corporation, NTT COMWARE Corporation, and 11 functional subsidiaries.

Eleven Functional Subsidiaries (as of March 31, 2023)

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.

[Group Companies](#) (In Japanese only)

* In this report, "NTT DOCOMO" and "DOCOMO" refer to NTT DOCOMO, INC.; "NTT Communications" refers to "NTT Communications Corporation"; and "COMWARE" refers to NTT COMWARE Corporation.

▶ Reference Guidelines

- GRI Sustainability Reporting Standards 2016/2018/2019/2020/2021
- Environmental Reporting Guidelines 2018, Ministry of the Environment Government of Japan
- ISO 26000 (Guidance on Social Responsibility)
- Sustainability Accounting Standards, IFRS Foundation

▶ Published

September 2023 (previous report: November 2022; next report: September 2024)

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DOCOMO Overview

NTT DOCOMO, INC. (Company with Audit & Supervisory Committee) is a mobile telecommunications carrier of the NTT Group, for which NIPPON TELEGRAPH AND TELEPHONE CORPORATION (NTT) serves as the holding company.

Telecommunications Business

- Mobile telecommunication services (5G services, LTE(Xi) services and FOMA services)
- Optical-fiber broadband services
- Satellite mobile communications services
- International services
- Equipment sales related to these services




Smart Life Business

- "dmarket" services (e.g., video and music distribution, electronic books)
- Finance and payment services
- Online shopping services
- Various other services to support the daily lives of our customers

Other businesses

- Mobile Device Protection Service
- Corporate IoT
- Commissioned development, sales and maintenance of systems, etc.

[Company Information](#)

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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.

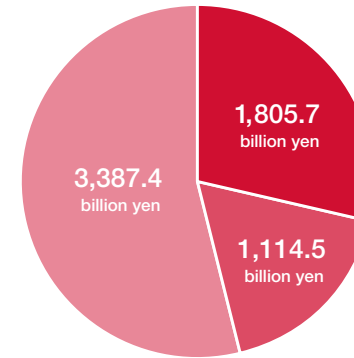
Smart Life Business

- ▶ 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).

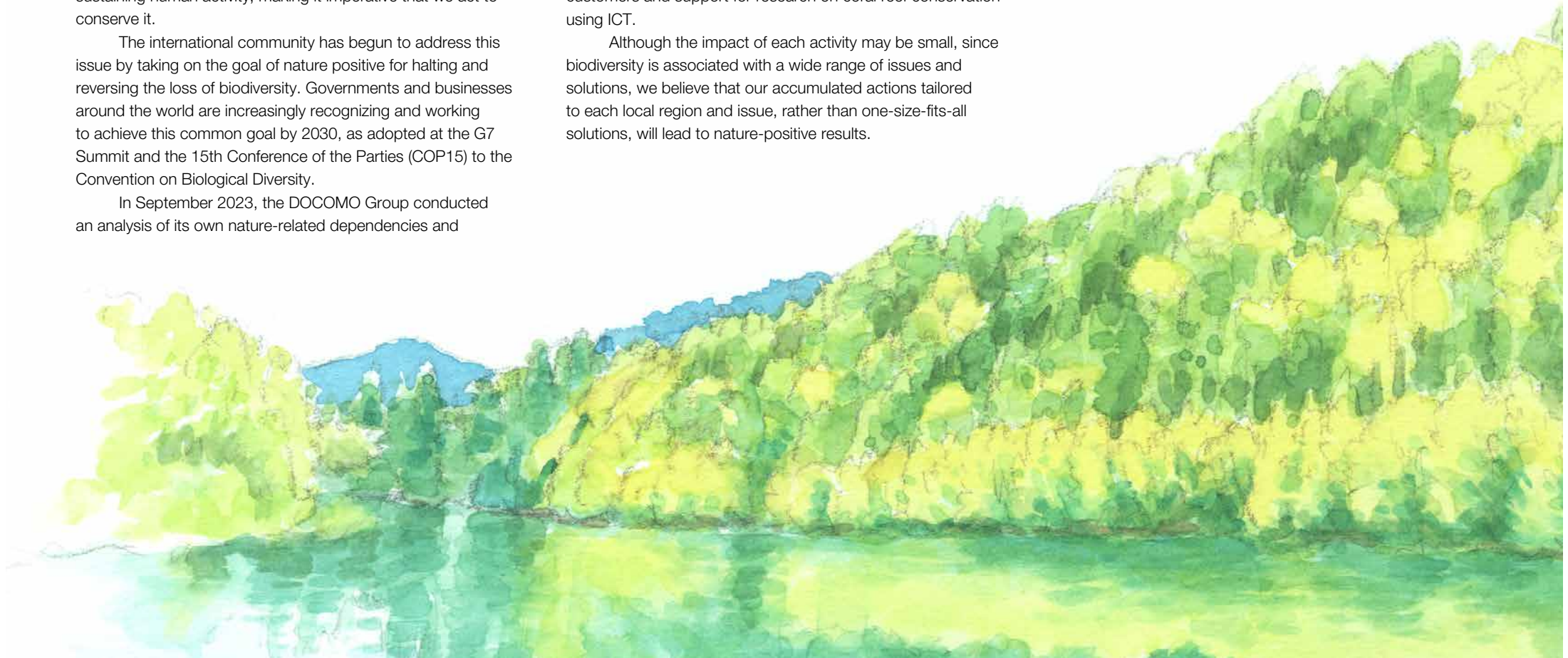
Considering the results of this analysis, the DOCOMO Group will minimize its own risks while promoting further initiatives for ecosystem conservation and restoration, such as docomo Woods forest maintenance with employees and local customers and support for research on coral reef conservation using ICT.

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



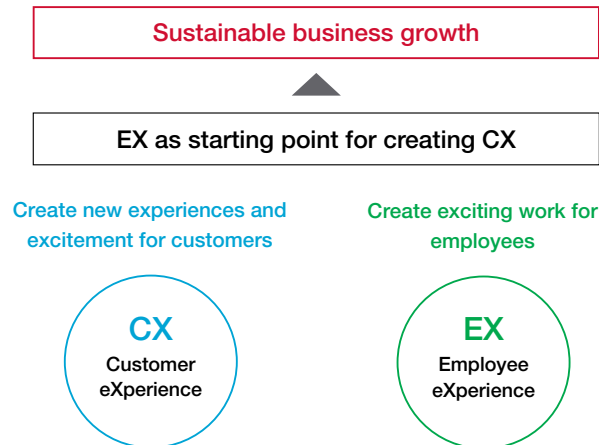
Feature

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

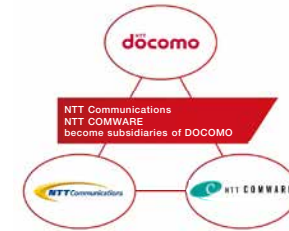


- One Step Ahead**
Not following; predict and move in advance
Keep challenging with positive thinking
- Openness**
Create innovations with customers and partners
- Trust**
Gain a trust from customers/partners by committing words to action, and fair interactions

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

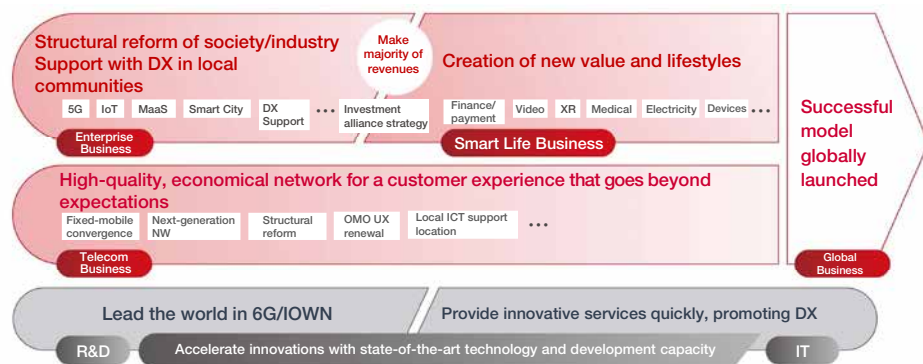
- Expansion of enterprise business**
Integrate all enterprise business under the New DOCOMO Group and support all corporate customers through one stop service—contribute toward DX of society and industry
- More competitive network**
Fixed-mobile convergence brings higher quality and economical network 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



Sustainability of DOCOMO

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

- 14** Sustainability Governance System
- 15** Risk Management
- 16** Strategy
- 21** Metrics and Targets

Sustainability Governance System

In the DOCOMO Group's governance system, the Sustainability Promotion Committee, chaired by the president and CEO and comprised of executives and other members, convenes to discuss the Group's sustainability issues. In fiscal 2022, 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 regularly reports and discusses the results of each KPI for the previous fiscal year, targets for the current year, and progress and activities during the term.

Date of Meeting	Discussion Topics
June 2022	<ul style="list-style-type: none"> •Sustainability Policy, materiality, and setting of KPIs •Formulation of the Green Action Plan (environment-related initiatives and targets) •Major initiatives for FY2022
January 2023	<ul style="list-style-type: none"> •Status of initiatives (Declaration for Carbon Neutrality, promoting female empowerment, improving employee engagement, community investments) •Status of progress for each KPI and challenges

Sustainability Management Committee

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. The committee, chaired by the president and CEO, comprises the senior executive vice president, a representative of the Audit & Supervisory Board, executive vice presidents, and managers of relevant departments. To strengthen the initiatives of the DOCOMO Group following the integration of NTT Communications and NTT COMWARE, the senior executive vice presidents of the two companies have joined the Sustainability Management Committee as members.

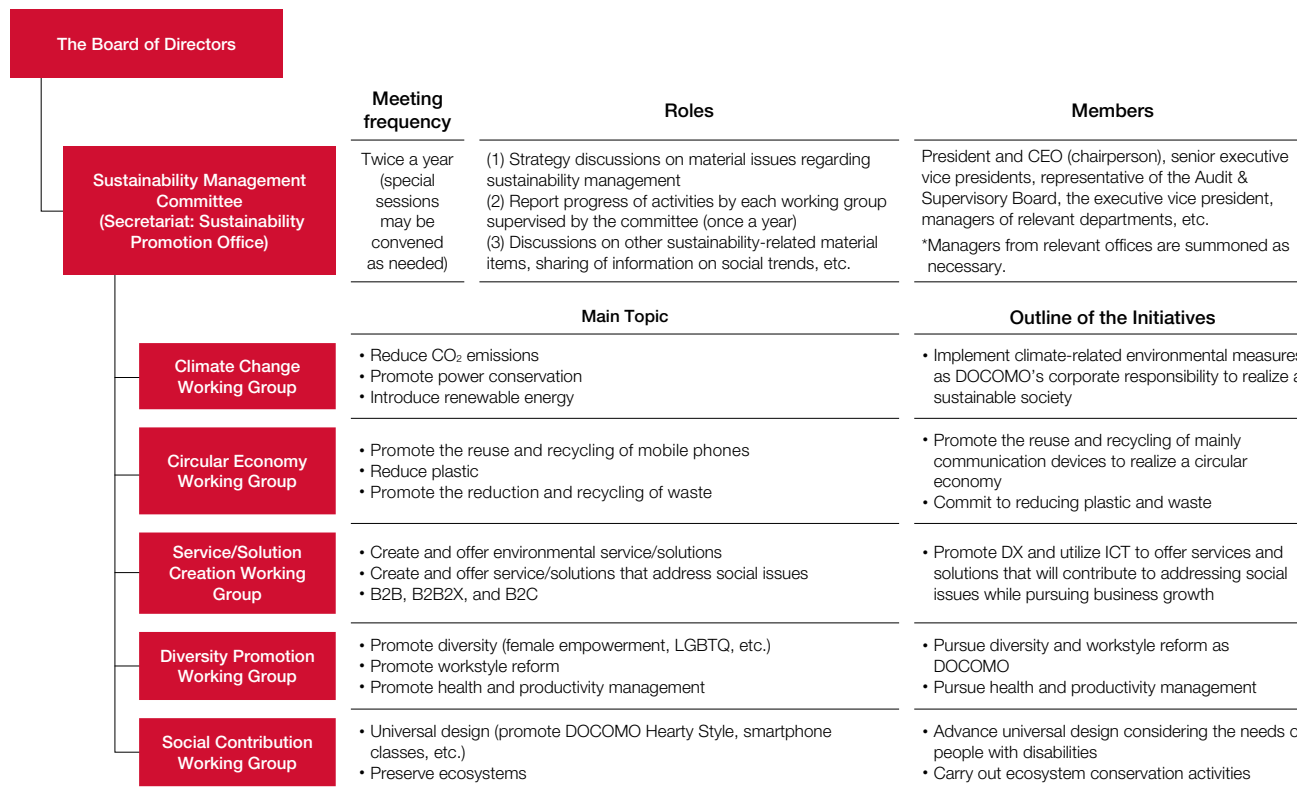
Under the committee, there are the Climate Change Working Group, Circular Economy Working Group, Service/Solution Creation Working Group, Diversity Promotion Working Group, and Social Contribution Working Group. These groups meet to deliberate on key issues, and the results of their measures and challenges as well as topics for future activities are submitted to the Sustainability Management Committee for further discussion. To facilitate prompt and flexible operations of our sustainability 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, to make them known to all employees.

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

The NTT Group CSR Committee, which had been meeting since fiscal 2015, was renamed as the NTT Group Sustainability Committee in November 2021. The new committee, chaired by the senior executive vice president

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

DOCOMO Sustainability Governance System



Risk Management

Risks and opportunities associated with important matters related to sustainability are discussed by the Sustainability Committee, and then reported to the Board of Directors.

P. 129 Risk Management System

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 Satisfaction Promotion Committee	Crisis Management Committee	Win-d (working group for female empowerment)

Strategy

The NTT Group established the NTT Group Sustainability Charter in November 2021.

The 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.

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

NTT Group Sustainability Charter

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

[NTT Group Sustainability Charter](#)

Sustainability Policy

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

Sustainability Policy

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

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



Environment

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



Society

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



Human Resources

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



Fairness

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

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 DOCOMO's business environment, we analyzed the environmental, social, and governance (ESG) aspects of our internal and related external environments and identified 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

- ▶ Environmental Responsibility
- ▶ Research, Development, and Innovation
- ▶ Customer and Community Engagement
- ▶ Building a Safe and Resilient Society
- ▶ Diversity and Job Satisfaction
- ▶ Fair Business Practices

Identification of Material Issues

1. Confirmation of coverage and selection of issues

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

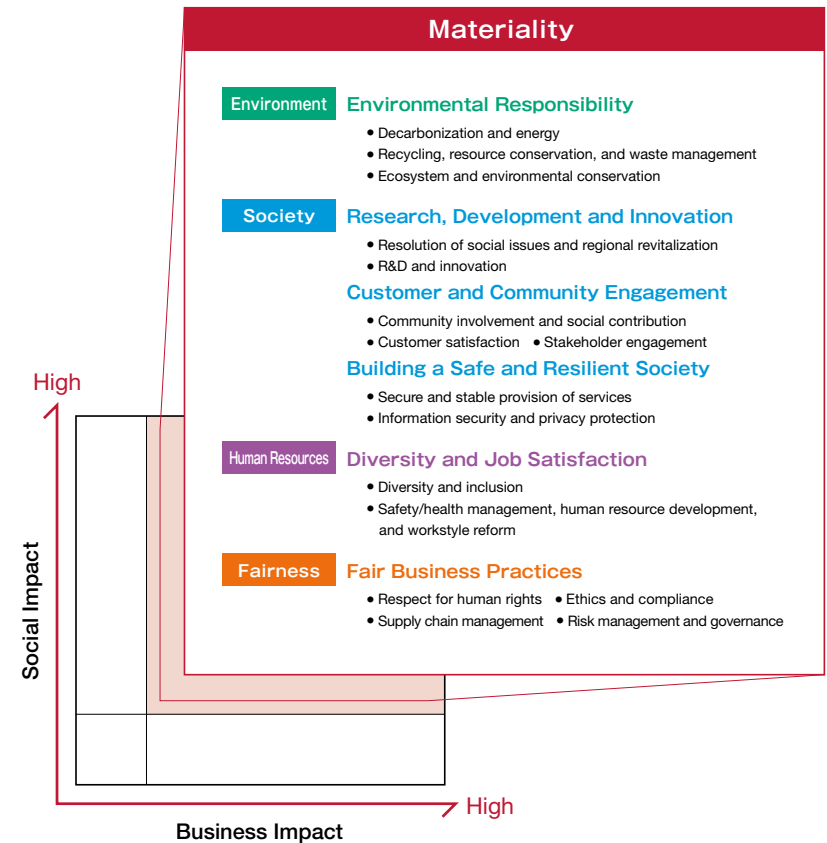
- External indicator: DJSI
- International guidelines: GRI Standards, SASB, ISO26000
- Domestic and overseas initiatives: SDGs

2. Priority assessment

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

3. Materiality assessment and validation of issues

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



Materiality and the Sustainable Development Goals (SDGs)

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

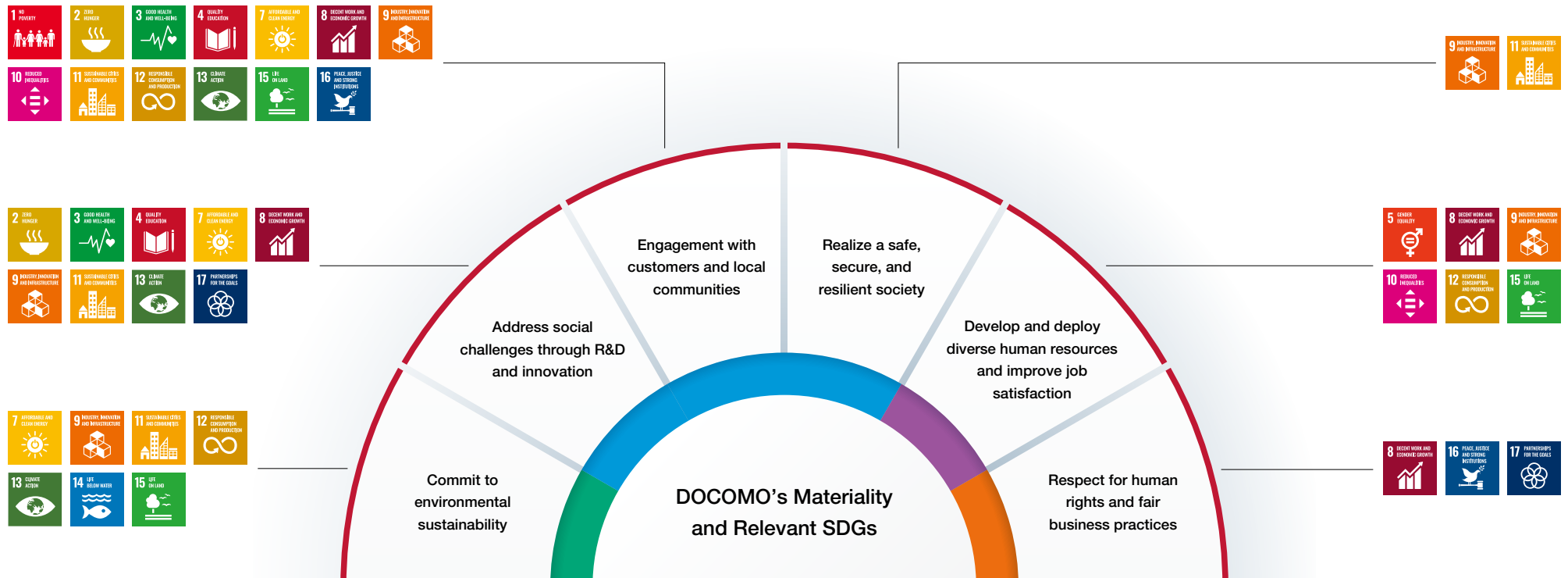
SDGs

GSMA #BetterFuture

Applicable Entities under Materiality

The most significant entities relevant to materiality are DOCOMO, NTT Communications, NTT COMWARE, and DOCOMO's 11 functional subsidiaries*, which are the main companies engaged in the 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

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

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

Initiatives for SDGs and Spreading Sustainability

DOCOMO undertakes various initiatives to disseminate the concept of sustainability to contribute to achieving SDGs through business activities. The initiatives for fiscal 2022 are shown below.

Initiatives for FY2022

Category	Activity
Training	<ul style="list-style-type: none"> • Held e-learning training for all employees (monthly) • Held online training for newly hired employees
Collaboration with other companies	Collaborative agreements to promote the use of 5G and ICT in achieving the SDGs
Service development	Declared the intended SDGs we seek to achieve when developing new services
Dissemination of information	<ul style="list-style-type: none"> • Disseminated information on initiatives via a Company newsletter and reports for external readers • Disseminated information on initiatives via the corporate website • Exhibited the information at the Family Day event

[📄](#) DOCOMO × SDGs (in Japanese only)

The NTT Group Sustainability Conference is held once a year to highlight outstanding sustainability initiatives across the NTT Group. For the tenth conference, in fiscal 2022, applications were sought from Group companies in Japan and overseas for outstanding initiatives, and DOCOMO, NTT Communications, NTT COMWARE were among those participants.

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

We published the NTT DOCOMO Group SDGs Action Book to broadly share DOCOMO's SDG efforts with the general public.



[📄](#) NTT DOCOMO Group SDGs Action Book (in Japanese only)

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

Metrics and Targets

Based on the Sustainability Policy, we have determined six material issues and set KPIs. The results of the initiatives are reported and discussed at the Sustainability Promotion Committee meetings attended by board directors, and are used to improve initiatives for the next fiscal year.

Assessment of the FY2022 Initiatives

Materiality	Sustainability Issues	Items	Targets	Target FY	FY2022 Results	Linked to Director Compensation
Commit to environmental sustainability	<ul style="list-style-type: none"> Decarbonization and energy Recycle, save resources, and manage waste Preserve ecosystems and the environment 	Amount of GHG emissions	Carbon neutrality	2030	1.246 million tonnes	●
		Power efficiency of communication services (compared to FY2013)	Tenfold or more	2030	<ul style="list-style-type: none"> DOCOMO: 14.2-fold NTT Communications: 4.3-fold 	
		Recycle rate	99% or higher	2030	97.5%	
		EV conversion rate of regular vehicles	50%	2025	26%	
		EV conversion rate of regular vehicles	100%	2030		
		Number of biodiversity preservation projects, related expenditures, and number of participants	Disclose results	Every year	<ul style="list-style-type: none"> DOCOMO—docomo Woods forest maintenance activities: 41, other ecosystem conservation activities: 90, communication of related information: 71 NTT Communications—Activities to contribute to biodiversity conservation using ICT COMWARE—Activities to contribute to biodiversity conservation through the use of the "Sasu Po" point system 	
Address social challenges through R&D and innovation	<ul style="list-style-type: none"> Address social challenges and revitalize local communities R&D and innovation 	Verify new value through field demonstrations focusing on DOCOMO technologies	At least 10 projects	Every year	18 projects	
Engagement with customers and local communities	<ul style="list-style-type: none"> Participate in community activities and serve society Customer satisfaction Stakeholder engagement 	Community investment	1% of profit	Every year	0.63% of profit	
Realize a safe, secure, and resilient society	<ul style="list-style-type: none"> Deliver safe and stable services Ensure information security and privacy 	5G population coverage rate	90%	2023	Undisclosed	
		Stable communication service provision rate	99.99% or more	Every year	99.99%	
		Number of major accidents	0	Every year	3	
		Number of telecommunication service interruptions caused by a cyber-attack	0	Every year	0	
		Leakage of critical personal information	0	Every year	9	



Materiality	Sustainability Issues	Items	Targets	Target FY	FY2022 Results	Linked to Director Compensation
Develop and deploy various human resources	<ul style="list-style-type: none"> Diversity and inclusion Safety, health and productivity management, human resources development, and workstyle reform 	Ratio of female managers	15%	2025	<ul style="list-style-type: none"> DOCOMO: 12.5% NTT Communications: 9.5% 	
		Ratio of newly promoted female managers	30%	Every year	<ul style="list-style-type: none"> DOCOMO: 30.5% NTT Communications: 30.2% 	●
		Ratio of female directors	25–30%	2025	<ul style="list-style-type: none"> DOCOMO: 17.1% NTT Communications: 7.1% 	
		Ratio of male employees taking leave for childcare purpose	100%	Every year	<ul style="list-style-type: none"> DOCOMO: 137% NTT Communications: 133% COMWARE: 110% 	
		Use of external human resources	30%	2023	37%	
		Number of serious industrial accidents during telecom construction	0	Every year	0	
		Employee engagement rate	Higher than the previous fiscal year (medium-term target: 65%)	Every year	61%	●
		<ul style="list-style-type: none"> Total training cost Per employee training cost 	Disclose results	Every year	<ul style="list-style-type: none"> Total training cost: 5,021 million yen Per employee training cost: 118,404 yen 	
		Remote work (work from anywhere) implementation rate	70%	Every year	<ul style="list-style-type: none"> DOCOMO: 70% NTT Communications: 78% COMWARE: 70% 	
		Paper use	Reduce to zero in principle	2025	Office forms and invoices: 1,622.2t	
Pursue respect for human rights and fair business practices	<ul style="list-style-type: none"> Respect for human rights Ethics and compliance Supply chain management Risk management and governance 	Number of confirmed human rights violations	0	Every year	12	
		Percentage of participation in human rights training	100%	Every year	<ul style="list-style-type: none"> DOCOMO: 100% NTT Communications: 96% COMWARE: 100% 	
		Participation (%) in ethical standard training	100%	Every year	<ul style="list-style-type: none"> DOCOMO: 100% NTT Communications: 99.1% COMWARE: 100% 	
		Number of anti-competitive illegal acts and bribery cases	0	Every year	0	
		Direct dialogue carried out with key suppliers (%)	100%	Every year	100%	



Environmental Responsibility



We recognize the realization of a decarbonized society and circular economy as well as preservation of biodiversity as key management concerns.

Moreover, we believe our mission as a corporate citizen is to acknowledge the environmental impact associated with our business activities and make the utmost effort to work alongside our customers toward reducing the impact on society as a whole.

- 24 Environmental Vision and Action Plan
- 25 Environmental Management
- 29 Environmental Data
- 32 Response to Climate Change
- 36 Response to TCFD Recommendations
- 40 Formation of a Sustainable Society
- 42 Preservation of Biodiversity
- 43 Response to TNFD Recommendations

Environmental Vision and Action Plan

Basic Policy

DOCOMO undertakes environmental preservation actions based on the NTT Group Environment and Energy Vision, formulated in May 2020. It also follows the Green Action Plan 2030, which the Group established to summarize its environmental targets through to 2030. We reviewed the targets in July 2022 and have identified, in our Green Action Plan, actions to contribute to the sustainable development of society as a whole and the global environment.

Looking ahead, the DOCOMO Group will uphold these guidelines and environmental targets as it continues to make a Group-wide effort to protect the environment.

NTT Group Environment and Energy Vision

In May 2020, the NTT Group formulated the Environment and Energy Vision. In September 2021, it developed NTT Green Innovation toward 2040, a new environment and energy vision aimed at realizing a society based on well-being by undertaking ESG initiatives. These initiatives will increase corporate value while simultaneously realizing zero environmental impact and economic growth through the reduction of environmental impact through business activities and creation of breakthrough innovation.

 NTT Green Innovation toward 2040

• NTT Green Innovation toward 2040 Targets

In order to realize zero environmental impact, the NTT Group set its goal to achieve Group-wide carbon neutrality by fiscal 2040. The first-phase target is set for fiscal 2030, when mobile (NTT DOCOMO) and data center businesses will become the first within the Group to achieve carbon neutrality, and the NTT Group will have reduced greenhouse gas

emissions by 80% compared to the fiscal 2013 level. These targets were approved to be in line with the 1.5°C science-based target (SBT) in December 2021.

NTT Group Environment and Energy Vision Basic Policy and Action Guidelines

Basic Policy

The NTT Group is committed to achieving a new level of prosperity where humanity can coexist and preserve nature for generations to come. To this end, we will work to balance solving ecological problems and improving economic development by reducing the environmental impact of our business activities and creating new technologies and innovations.

Action Guidelines

1. Reducing greenhouse gas emissions

The NTT Group is committed to initiatives that reduce greenhouse gas emissions throughout its business activities and society as a whole, by rolling out IOWN technology, increasing development and use of renewable energy sources, and providing services that contribute to carbon neutrality.

2. A commitment to resource recycling

We will shift from a one-time use consumption-oriented company to a recycling-oriented one.

We will promote the effective use of resources throughout the entire life cycle of products and systems, from procurement to use and disposal.

3. Conserving ecosystems

Through our business and employee activities, we will promote initiatives related to conserving ecosystems within nature.

4. Compliance with laws and regulations and fulfillment of social responsibilities

We comply with the laws and regulations related to environmental issues in each country and region, and act with high ethical standards.

5. Establishing and maintaining environmental management systems

We will establish the Green Innovation Committee chaired by the Representative Director and Senior Executive Vice President, and discuss basic strategies concerning environmental issues, the status of implementation of activities, and information disclosure, and implement relevant initiatives.

6. Stakeholder engagement

We will engage with stakeholders throughout our entire value chain to help resolve environmental issues.

Green Action Plan

In July 2022, the DOCOMO Group revised its environmental target, Green Action Plan 2030, and formulated the Green Action Plan. The Group in partnership with society as a whole will make its way into a future in which people co-exist in harmony with the natural environment by contributing to the sustainable development of all society and preservation of the global environment.

1. We will work to reduce greenhouse gas emissions by lowering power consumption in the communications network, expanding our use of renewable energy, and providing products and services that help achieve carbon neutrality.
2. We will promote initiatives to utilize resources efficiently throughout the entire lifecycle of products and services, from procurement to disposal.
3. Through our business and the activities of our employees, we will promote initiatives related to ecosystem conservation while working closely with nature.

Realizing a Decarbonized Society

Main Actions

- Develop and implement technologies that reduce CO₂ emissions and provide these services and solutions
- Drive the adoption of renewable energy, including the purchasing of non-fossil fuel certificates for designated renewable energy sources
- Convert regular vehicles to EVs and reduce the number of company cars (discontinue the use of gasoline-powered vehicles)
- Develop technologies to reduce communications network power consumption and introduce facilities that use them
- Take actions to pursue the declaration for carbon neutrality by 2030

Index	Target (FY2030)
Reduce greenhouse gas emissions	Carbon neutrality*
Transition to EVs	100%
Power efficiency per unit of communication	At least 10 fold (compared to the FY2013 level)

* Reduction of CO₂ emissions from DOCOMO's business activities (Scope 1 and 2 emissions under GHG protocol).

* Includes virtual renewable energy purchased with non-fossil fuel certificates for designated renewable energy sources.

Realizing a Sound Resource-Recycling Society

Main Actions

- Promoting 3R activities
- Promoting the collection and recycling of mobile terminals

Index	Target (FY2030)
Waste recycling rate	99%

Conservation of Biodiversity and Ecosystems

Main Actions

- Implement ecosystem conservation activities such as forest conservation
- Promote employee education

Index	Target (FY2030)
Advance activities to conserve ecosystems	Carry out ecosystem conservation activities

Declaration for Carbon Neutrality by 2030

In September 2021, NTT DOCOMO reinforced its efforts to tackle climate change by announcing its commitment to reduce the greenhouse gas emissions arising from its business activities effectively to zero by 2030. In order to help society as a whole achieve carbon neutrality, it has rolled out a new ecosystem called Caboneu™ ([P. 32](#)) in conjunction with its partners and customers and under the slogan, "Saving Our Planet with You."

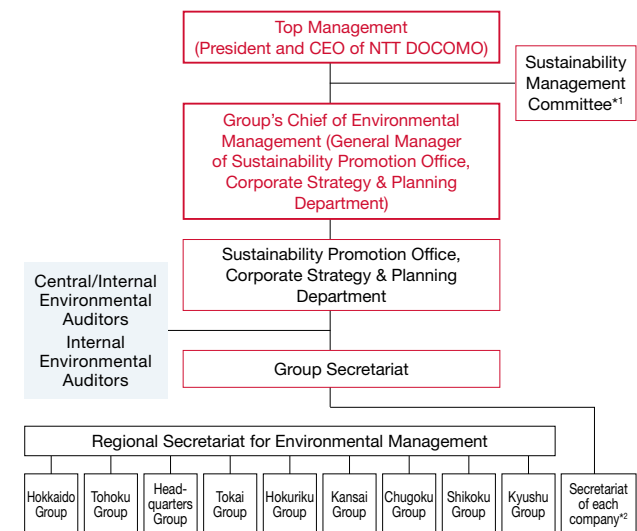
Environmental Management

Environmental Management Systems

The DOCOMO Group has established Environmental Management Systems (EMS), led by the president and CEO of NTT DOCOMO, to implement environmental protection efforts.

The EMS are administered by organizational units, including the Sustainability Management Committee, the highest decision-making body for the EMS, and also chaired by the president and CEO. Expert subcommittees of the Group plan, propose, and manage initiatives for achieving environmental targets. Progress toward environmental goals is reviewed, and deliberation is focused on resolving environmental issues.

Organizational Structure for Environmental Management



(As of the end of March 2023)

*1 Includes meetings attended by top management.

*2 DOCOMO CS, Inc., DOCOMO Support Inc., and DOCOMO Technology, Inc.

EMS Organizations

• Sustainability Management Committee

Committee responsible for reporting matters related to the EMS and composed of Sustainability Management Committee members (the president, who chairs the committee, and senior executive vice president, members of the Board of Directors, Audit & Supervisory Committee members, and managers of relevant departments). It includes meetings attended by the management team, including top management.

• Sustainability Promotion Office

Planning, proposal, and management of the EMS.

• Central and Internal Environmental Auditor

Oversees internal environment auditing assumed by the senior manager in charge of the Sustainability Promotion Office.

• Group Secretariat and Regional Secretariat for Environmental Management

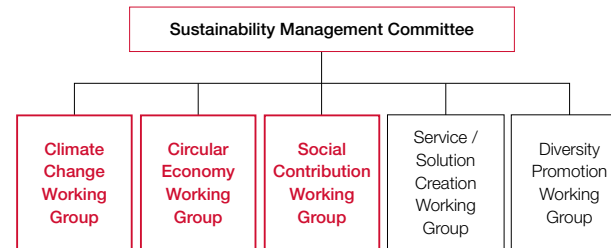
Secretariat responsible for the management and practical tasks involving each organization's EMS.

ISO 14001 Certification

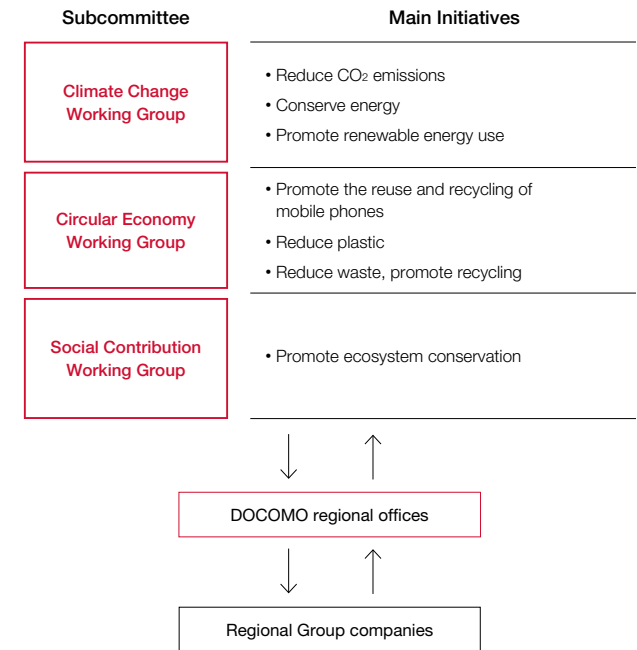
DOCOMO is operating its own EMS that it developed using ISO 14001 as a guide to implement an environmental management system that is more closely aligned with business and to promote Group-wide environmental activities, such as energy conservation for telecommunications facilities and the recycling of used mobile phones. Part of NTT Communications and NTT COMWARE has introduced ISO 14001 and have maintained certification.

Subcommittees on Environmental Matters

Specific yearly action targets and action plans are determined once a year on the basis of discussions by the Climate Change Working Group, Circular Economy Working Group, and Social Contribution Working Group. To accomplish the DOCOMO Group's environmental targets, each subcommittee chair appoints an action plan group leader from among the subcommittee's members to manage improvements. The appointed leader promotes the initiatives in collaboration with other group leaders from each region. Progress of yearly targets and action plans are reported to the Sustainability Management Committee once a year. The committee also puts forward other matters that require discussion and deliberation.



Subcommittee Structure



Action Plans and Results of Subcommittees (FY2022)

Expert Subcommittee	2030 Targets	FY2022 Targets	Main Action Plans for Targets	Results
Climate Change Working Group	Power efficiency of the telecommunications services: at least a ten-fold increase compared to fiscal 2013	Reduce power consumption of various facilities	Actively install high-efficiency, low-power consumption equipment and replace equipment during upgrades	●
		Reduce environmental impact by making use of commercial technology	Reduce power consumption by installing intelligent air conditioning systems	●
		Simulate electricity demand	Formulate mid-term projections for electricity demand	●
		Develop highly energy-efficient network equipment	<ul style="list-style-type: none"> Compliance with the NTT Group Energy Efficiency Guidelines Promote the development of highly energy-efficient equipment 	●
Circular Economy Working Group	Recycling rate: 99% or higher	Waste recycling rate: at least 98.2%	<ul style="list-style-type: none"> Monitor progress to improve the recycling rate of office waste to more than 96.2% Consider internally sharing cases promoting initiatives such as sorting waste Monitor progress to improve the recycling rate of construction waste to more than 97.0% Monitor progress to improve the recycling rate of decommissioned telecommunications equipment waste to more than 99.6% 	Recycling rate: 97.1%
	—	Weight of promotional tools: 3,982 tonnes max.	Monitor progress of weight and disposal rate of promotional tools and provide feedback to relevant departments	Weight of promotional tools: 2,578 tonnes
	Used mobile phones collected: 20.75 million units (cumulative total for FY2017–2021)	Used mobile phones collected: 20.75 million units (cumulative total for FY2017–2021)	Create and publicize opportunities for collection for reuse and recycling	Used mobile phones collected: 23.72 million units (cumulative total for FY2017–2022) 2.97 million units (FY2022)
Social Contribution Working Group	—	Conduct forest maintenance activities (more than once a year)	Monitor progress of maintenance activities	●
		Implement biodiversity activities, and deliberate on the expansion of these activities (once a year)		
		Gather and communicate information on biodiversity activities (once a quarter)	<ul style="list-style-type: none"> Communicate information on biodiversity Plan and implement events outside the Company 	●

●: Achieved plan and implemented as scheduled ▲: Did not achieve plan

Internal Environmental Audits

DOCOMO conducts internal environmental audits to ensure the effective implementation of the EMS. Internal auditing staff with expert knowledge at the head office will audit each business base (branch office and Group companies) with a focus on the activities of the secretariat and organizations under their supervision based on the following three aspects.

- 1. Compliance with auditing standards and effective implementation (system audit)**
- 2. Alignment with the DOCOMO Group's environmental targets, effective implementation, and continuous improvement (performance audit)**
- 3. Appropriate application of and compliance with environmental laws and regulations including ordinances (legal audit)**

Well-trained internal environmental auditors conduct strict, impartial audits to ensure the EMS is functioning appropriately. Audit findings are used to continually revise the system and make improvements.

Compliance with Environmental Laws and Regulations

Compliance with Environmental Laws and Regulations

DOCOMO is committed to full compliance under its current EMS framework, specifically the prevailing environmental laws and regulations, including the Act on the Rational Use of Energy (Energy Conservation Act), Act on the Promotion of Sorted Collection and Recycling of Containers and Packaging (Containers/Packaging Recycling Act), Waste Management and Public Cleansing Act (Waste Management Act), and Act for Rationalized Use and Proper Management of Fluorocarbons (Fluorocarbons Emission Control Law), as well as environment-

related municipal ordinances, such as the Tokyo Metropolitan Government's mandatory reduction scheme, and other municipal ordinances related to global warming.

In fiscal 2022, there were no violations of environmental laws or regulations.

Green Procurement

DOCOMO is committed to preserving the global environment through green procurement under the NTT DOCOMO Green Procurement Standards, formulated in April 2022, by prioritizing materials, parts, and products that are safe and less harmful to the environment. We select new suppliers and evaluate existing ones based on assessing their respective environmental protection activities and products to be procured.

1. Development of an Environmental Management System (Measures Taken by Suppliers)


DOCOMO has established a system to ensure compliance with environmental regulations across the entire supply chain and reduce environmental impact. At the start of every transaction, we use a survey sheet to assess the environmental management ability of each supplier by determining the status of establishment and operation of an environmental management system. We also consider their efforts to reduce environmental impact through their business establishments and products.

2. Reduced Environmental Impact Related to Products (Product Assessment)

To reduce the environmental impact of its products, DOCOMO conducts an assessment at the design stage to determine a product's impact on the environment at each phase of the manufacturing and distribution cycle from the viewpoint of the use of chemical substances, response to global warming, and other environmental considerations. We then modify the

design as necessary to reduce the product's environmental impact. With new procurements, we request that suppliers submit a response to the Identification of Chemical Substances Contained in Products to ensure they are adhering to the RoHS Directive* and other relevant agreements, laws, and regulations and in order to restrict the use of specified hazardous substances.

*EU rules restricting the use of hazardous substances in electrical and electronic equipment.

 NTT DOCOMO Green Procurement Standards

Environmental Data

Note: Consolidated subsidiaries within and outside Japan are included.

Note: Scopes 1 and 2 (heat): Applied the factors stipulated in the Act on Promotion of Global Warming Countermeasures (figures announced by the Ministry of the Environment and the Ministry of Economy, Trade and Industry).

Scope 2 (electricity): Applied the emission factor per power company (figures announced by the Ministry of the Environment).

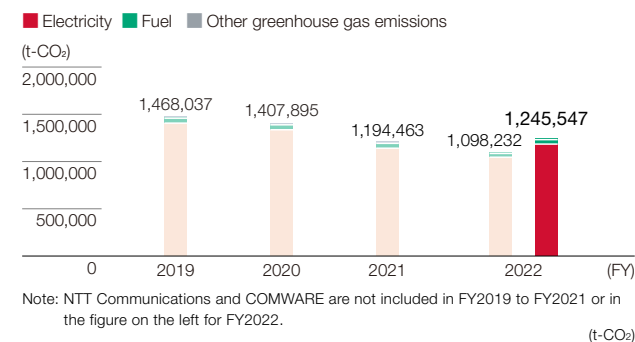
Scope 3: Applied the emissions unit value from the Database for Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain, announced by the Ministry of the Environment, and the emissions intensity announced by relevant companies.

Greenhouse Gas Emissions for the Entire Supply Chain (FY2022)

Scope	Category (Scope 3)	Method of Calculation	FY2022			
			Emissions (t-CO ₂)		Ratio (%)	
Scope 1	Direct emissions	Calculated for each type of fuel by multiplying the volume consumed by the respective emission factor	(46,408)	52,428	(1.1)	0.8
Scope 2	Indirect emissions	Electricity: calculated by multiplying the volume of electricity purchased by the emission factor of the respective power company Heat: calculated by multiplying the volume of each type of heat used by the respective emission factor	(1,051,824)	1,193,119	(24.9)	18.1
Scope 3	Other indirect emissions		(3,123,662)	5,332,749	(74.0)	81.1
	1. Purchased goods and services	Calculated by multiplying the purchased amount by suppliers by the emissions intensity of each supplier (calculated using figures disclosed by each company) or the emissions intensity applicable to purchases	(1,361,346)	2,103,811	(32.2)	32.0
	2. Capital goods	Calculated by multiplying the capital expenditures by suppliers by the emissions intensity of each supplier (calculated using figures disclosed by each company) or the emissions intensity for communication	(1,251,210)	1,688,526	(29.6)	25.7
	3. Fuel-and energy-related activities not included in Scopes 1 and 2	Calculated by multiplying the volume of fuel used and volume of electricity purchased by their respective emissions intensity	(241,588)	285,743	(5.7)	4.3
	4. Upstream transportation and distribution	Calculated by multiplying the shipping fee charged to the sales base by the emissions intensity of transportation	(10,252)	21,016	(0.2)	0.3
	5. Waste generated in operations	Calculated by multiplying the weight of waste by the emissions intensity for each type of waste and disposal method	(626)	896	(0.0)	0.0
	6. Business travel	Calculated by dividing the amount of travel expenses in proportion to the ratio of transportation method used, and multiplying the figures by the respective emissions intensity	(4,680)	11,209	(0.1)	0.2
	7. Employee commuting	Calculated by dividing the amount of commuting expenses in proportion to the ratio of transportation method used, and multiplying the figures by the respective emissions intensity	(872)	2,764	(0.0)	0.0
	8. Upstream leased assets	(Calculation not applicable)	(-)	-	(-)	-
	9. Downstream transportation and distribution	(Calculated by inclusion in upstream transport under Category 4)	(-)	-	(-)	-
	10. Processing of sold products	(Calculation not applicable)	(-)	-	(-)	-
	11. Use of sold products	Calculated by multiplying the number of mobile phones sold by the emissions intensity per line	(187,779)	858,043	(4.4)	13.0
	12. End-of-life treatment of sold products	Calculated by multiplying the weight of each part of mobile phones sold by the emissions intensity for each type of waste	(70)	2,582	(0.0)	0.0
	13. Downstream leased assets	(Calculation not applicable)	(0)	292,919	(0.0)	4.5
	14. Franchises	Calculated by multiplying the total floor area of docomo Shops by the emissions intensity per floor area	(65,241)	65,241	(1.5)	1.0
	15. Investments	(Calculation not applicable)	(-)	-	(-)	-
Total			(4,221,894)	6,578,296	(100)	100

Note: Figures in parentheses for FY2022 do not include NTT Communications or COMWARE.

Greenhouse Gas Emissions



	FY2019	FY2020	FY2021	FY2022
Electricity	1,406,483	1,348,761	1,141,197	(1,046,065) 1,184,706
Telecommunications facilities included above	1,345,220	1,291,127	1,083,161	(1,017,201) 1,088,160
Fuel	59,585	57,242	51,538	(48,306) 55,262
Other greenhouse gas emissions	1,969	1,892	1,728	(3,860) 5,579
Total	1,468,037	1,407,895	1,194,463	(1,098,232) 1,245,547

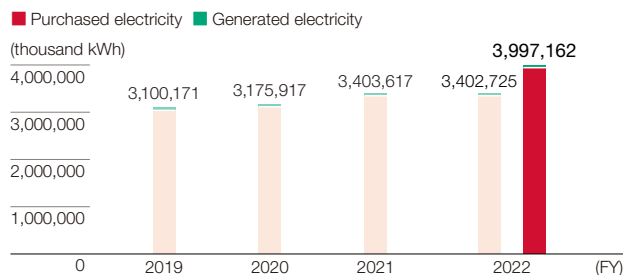
Note: NTT Communications and COMWARE are not included in FY2019 to FY2021 or in the figures in parenthesis for FY2022.

Fuel and Heat Use

	Unit	FY2019	FY2020	FY2021	FY2022
Gas	Thousand m ³	21,427	20,924	18,601	(17,446) 17,700
Heavy oil	kℓ	75	85	113	(43) 1,128
Diesel oil	kℓ	160	143	198	(109) 283
Gasoline (automobile)	kℓ	1,032	728	632	(483) 644
Heat	GJ	112,702	107,198	99,143	(101,030) 147,317

Note: NTT Communications and COMWARE are not included in the figures for FY2019 to FY2021 or in the figures on the left for FY2022.

Electricity Consumption



Note: NTT Communications and COMWARE are not included in the figures for FY2019 to FY2021 or in the figure on the left for FY2022.

(thousand kWh)

	FY2019	FY2020	FY2021	FY2022	FY2022
Purchased	3,039,518	3,113,987	3,349,887	(3,351,724)	3,945,670
Telecommunications facilities included above	2,905,940	2,984,038	3,216,821	(3,219,268)	3,552,201
Generated	60,653	61,930	53,730	(51,001)	51,492
Solar and wind power included above	1,299	1,288	1,229	(1,194)	1,685
Total	3,100,171	3,175,917	3,403,617	(3,402,725)	3,997,162

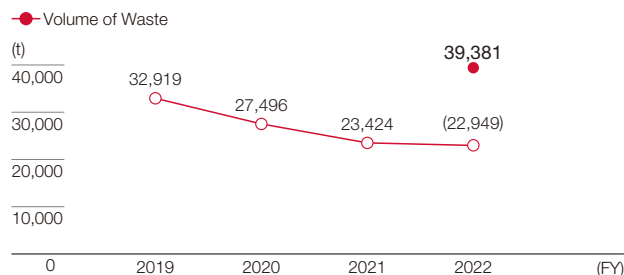
Note: NTT Communications and COMWARE are not included in FY2019 to FY2021 or in the figures in parenthesis for FY2022.

Renewable Energy Consumption

	Unit	FY2022	FY2022
Power consumed	Thousand kWh	(3,402,725)	3,997,162
Power sourced from renewable energy	Thousand kWh	(922,201)	1,207,510
Purchased	Thousand kWh	(921,007)	1,205,825
Generated (solar and wind power)	Thousand kWh	(1,194)	1,685
Renewable energy consumption (% of total power consumed)	%	(27.1)	30.2

Note: Figures in parenthesis for FY2022 do not include NTT Communications or COMWARE.

Volume of Waste



Note: NTT Communications and COMWARE are not included in FY2019 to FY2021 or in the figures in parenthesis for FY2022.

(tonnes)

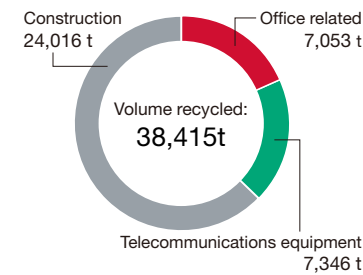
	FY2019	FY2020	FY2021	FY2022	FY2022
Volume of waste	32,919	27,496	23,424	(22,949)	39,381
Office related	5,584	5,061	4,084	(4,884)	7,151
Telecommunications equipment	17,381	13,430	8,926	(5,265)	7,350
Construction	9,954	9,005	10,415	(12,800)	24,881
Final waste disposal*	704	461	683	—	—
Office related	63	48	48	—	—
Telecommunications equipment	72	172	20	—	—
Construction	570	240	615	—	—
Final disposal rate* (%)	2.1	1.7	2.9	—	—
Volume recycled*	—	—	—	(22,292)	38,415
Office related	—	—	—	(4,824)	7,053
Telecommunications equipment	—	—	—	(5,263)	7,346
Construction	—	—	—	(12,205)	24,016
Recycling rate* (%)	—	—	—	(97.1)	97.5

*In FY2022, the indicator for waste was changed from the volume and rate of final waste disposal to the recycled volume and rate.

Main Types of Waste

- ▶ Fiber-optic cables ▶ Conversion devices ▶ Power generators
- ▶ Scrap metal ▶ Concrete poles

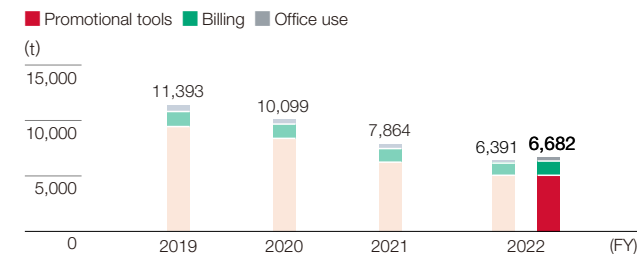
Volume of Waste Recycled (FY2022)



Recycled Containers and Packaging (Volume Reported in Fiscal 2022)

- ▶ Plastic containers 167 t
- ▶ Paper containers 759 t

Paper Usage



Note: NTT Communications and COMWARE are not included in the figures for FY2019 to FY2021 or in the figure on the left for FY2022.

(tonnes)

	FY2019	FY2020	FY2021	FY2022	FY2022
Office use	591	422	395	(175)	343
Billing	1,357	1,289	1,226	(1,156)	1,279
Promotional tools	9,446	8,388	6,243	(5,060)	5,060
Total	11,393	10,099	7,864	(6,391)	6,682

Note: NTT Communications and COMWARE are not included in FY2019 to FY2021 or in the figures in parenthesis for FY2022.

Water Consumption

(thousand m³)

	FY2019	FY2020	FY2021	FY2022	FY2022
Total consumption	1,474	1,149	963	(859)	1,243
Tap water	1,384	1,082	900	(803)	1,175
Recycled water	90	67	63	(56)	69

Note: NTT Communications and COMWARE are not included in FY2019 to FY2021 or in the figures in parenthesis for FY2022.

Environmental Accounting

DOCOMO uses environmental accounting to quantitatively track the costs and benefits of its environmental protection initiatives and guide its environmental management strategy.

Scope of Environmental Accounting

Period	Fiscal 2022 (April 1, 2022 to March 31, 2023)
Coverage	14 DOCOMO Group companies
Applicable Standards	Ministry of the Environment's Environmental Accounting Guidelines 2005 and NTT Group Environmental Accounting Guidelines

Environmental Protection Costs (million yen)

Category	Major Transactions	FY2021		FY2022	
		Investment	Expense	Investment	Expense
(1) Internal business area costs	—	54	5,142	94	4,363
(1)-1 Pollution prevention costs	Prevention of water contamination, proper PCB disposal	0	118	0	87
(1)-2 Global environmental protection costs	Development and operation of an e-billing service, etc.	40	3,273	91	2,539
(1)-3 Resource recycling costs	Reuse of dismantled telecommunications facilities, etc.	14	1,751	3	1,737
(2) Upstream/downstream costs	Recovery of used terminals, etc.	10	3,091	9	1,857
(3) Management costs	ISO certification/renewal, etc.	5	3,755	2	1,987
(4) R&D costs	Research on energy/resource efficient telecommunications facilities, etc.	338	664	339	652
(5) Community investments costs	docomo Woods and other tree planting initiatives, etc.	0	11	0	12
(6) Restitution for environmental damage costs	Not applicable	0	0	0	0
Total		407	12,663	444	8,869

Note: Totals may not be exact due to rounding.

Environmental Protection Benefits

Benefits	Major Benefit Indicators	FY2021		FY2022	
		Category (unit)		Category (unit)	
(1) Benefits derived from internal business area costs	1. Benefits related to resources invested in business activities	Electricity usage, including CGS power (MWh)	3,403,617	2,800,101	
		Paper usage (tonnes)	7,864	6,419	
	Paper reduced by e-billing (tonnes)	3,211	3,334		
	2. Benefits related to environmental impacts and waste from business activities	Greenhouse gas emissions (t-CO ₂)	1,194,463	1,163,730	
Industrial waste generated in relation to telecommunications facilities and buildings (tonnes)		19,902	19,315		
(2) Benefits derived from upstream/downstream costs	Benefits related to goods/services produced by business activities	The number of used mobile phones, etc., collected (unit: 10,000)	558	556	

Note: Combined volume of CO₂ emissions by energy source and other greenhouse gas emissions.

Note: Totals may not be exact due to rounding.

Economic and Practical Benefits of Environmental Protection Measures (million yen)

Major Benefits		FY2021	FY2022
Revenues	Sales revenues associated with dismantling telecommunications facilities and buildings	1,686	1,243
Cost reductions	Reduced fuel costs from low-emission vehicles	24,201	24,874
	Reduced purchasing costs from reuse of dismantled telecommunications facilities	15,257	5,664
Total		41,144	31,781

Note: Totals may not be exact due to rounding.

Response to Climate Change

Basic Policy

Reducing CO₂ and other greenhouse gas emissions, which are known causes of global warming, is a vital issue for society. Advances in ICT have been accompanied by a rise in electricity consumption, which has also led to increasing calls for energy conservation. Conversely, ICT also possesses the potential to help realize lower society-wide energy consumption and CO₂ emissions.

The DOCOMO Group will contribute to reducing the CO₂ emissions of society as a whole and adapting to climate change toward the creation of a decarbonized future by way of providing ICT services and advanced technologies as well as by actively using renewable energy.

Declaration for Carbon Neutrality by 2030

In September 2021, NTT DOCOMO announced its commitment to achieve carbon neutrality by 2030. In addition to effectively reducing the greenhouse gas emissions arising from its business activities to zero, it will cooperate with partners and customers to help society as a whole achieve carbon neutrality.

Internal Efforts for Carbon Neutrality

1. Improved network energy efficiency

We will promote the development and introduction of technologies and equipment to reduce power consumption in telecommunications networks by upgrading the sleep functions of base stations, actively installing air-conditioning control systems with self-learning functions and power-saving devices for 5G, deploying consolidated base station and

sourcing power directly from high-voltage DC equipment with small electrical power loss, and other suitable efforts.

For example, to upgrade the sleep function of base stations, we will track real-time traffic usage and use the information for putting them into sleep mode, thereby saving energy in telecommunications networks. This could save an average of up to 30%, or a maximum of 60%, of power depending on the time of day or specific base station. The sleep function is being gradually introduced since November 2022 and will be used at all base stations in Japan. This measure has already reduced total power use by 3%, a Group target for fiscal 2023 (excluding NTT Communications and NTT COMWARE).

2. Implementation of renewable energy

In cooperation with the NTT Group company, NTT Anode Energy Corporation, we will promote the use of renewable energy from solar power plants dedicated to supplying DOCOMO, as well as other sources. In addition, we will purchase non-fossil fuel certificates that are designated as renewable energy, effectively raising the percentage of energy used by DOCOMO classified as renewable to 100%. The percentage of renewable energy was effectively 27% for fiscal 2022 and 100% for the R&D Center.

3. IOWN and other innovative developments

The IOWN photoelectric fusion technology, which the entire NTT Group is researching and developing toward deployment by 2030, will transition from electrical to optical signal processing for telecommunications networks. In pursuit of a significant improvement to power efficiency, we will promote the further innovation of next-generation networks and information processing infrastructure to realize both high-speed communications and reduced electric power consumption.

Initiative 1 Setting up Off-Site PPA

Using off-site corporate PPA*¹ (off-site PPA), DOCOMO began in April 2022 to power its Okayama Building, which houses network facilities, with renewable energy purchased from NTT Anode Energy's recently constructed solar power plant in Tottori City, Tottori Prefecture. Combined with the purchase of non-fossil fuel certificates designated for renewable energy*², the percentage of renewable energy used by the DOCOMO Okayama Building will be virtually 100%. Purchasing stable renewable energy is vital for DOCOMO's sustainable business. In fiscal 2022, the NTT DOCOMO Okayama Building succeeded in reducing approximately 7,500 t-CO₂ greenhouse gas emissions (including the use of non-fossil fuel certificates).

*¹ Corporate PPA (power purchase agreement) is a long-term contract under which a buyer agrees to purchase renewable energy from the power producer. Under an off-site corporate PPA, power is sent from a distant power plant to a business (in this case, the NTT DOCOMO Okayama Building) through a power transmission and distribution network.

*² Non-fossil fuel certificates certify zero-emission value (a value representing that CO₂ emission factor under the Act on Promotion of Global Warming Countermeasures is 0 kg-CO₂/kWh) and environmental representations value (a right for an electricity retailer to represent and assert its added value to a buyer).

Initiative 2 Building Green Base Stations

About 70% of the electricity that DOCOMO consumes is used at base stations nationwide. Therefore, to reduce CO₂ emissions generated by electricity consumption at base stations, we are upgrading to green base stations by installing solar panels and high-capacity rechargeable batteries at existing base stations. As of March 2022, 280 green base stations were in operation. Electricity generated by solar panels is supplied to the base station, and lithium-ion batteries store surplus generated electricity as backup for possible long-term power disruptions during a disaster. We have also installed an energy management system platform, developed and operated by DOCOMO (DOCOMO EMS platform), to visualize the amount of power produced or CO₂ emissions reduced at each area or base station to help optimize operations. In fiscal 2022,

we installed a container-type green base station, at which solar panels are installed on top of or on the side of the walls of the container that houses base station facilities. This approach allows us to build green base stations in locations without sufficient space for solar panels on the ground.



Container-type green base station (Shizuoka Prefecture)

Initiative 3 Balancing Electricity Use through the Demand Response Initiative Program

Electricity supply and demand has attracted increasing attention due to the necessity of balancing electricity supply and consumption. In the summer of 2022, the Japanese government issued a power usage warning in response to a possible power shortage due to extreme heat. Under these circumstances, DOCOMO engaged in a demand response initiative (DRI) program to balance power consumption at the 22 wireless base stations located in the Kanto area. In the program, the DOCOMO EMS platform receives a signal from a power company requesting less power and selects the base stations and timing for saving power. The selected base stations use power from storage batteries at the time when power should be saved to reduce electricity use. Going forward, we will increase the number of green base stations while promoting responses for power shortages through DRI and other initiatives.

Initiative 4 100% EV Conversion of Company-Owned Vehicles

Following NTT's action to become a member of the EV100* initiative at the end of 2018, DOCOMO will be converting all of its vehicles to EVs by the end of fiscal 2030.

As of May 2022, we have set up 71 EV battery chargers throughout Japan. We will continue increasing the number of battery chargers and establish an environment that supports the use and expansion of EVs.

*A global initiative in which companies promote the use of electric vehicles and other environmental actions.

Value Chain Efforts for Carbon Neutrality

1. Promoting the use of green energy at docomo Shops

With the cooperation of our sales agents, we will promote the installation of solar panels at docomo Shops to reduce electricity loss by directly supplying electricity from solar panels to the shop. We also intend to convert electricity consumed at docomo Shops to be sourced from a 100% renewable energy by proactively using a renewable energy plan provided by electric power companies. In fiscal 2022, several DOCOMO Group operated shops shifted to green power sources through the procurement of effectively 100% renewable energy*.

*Includes the use of non-fossil fuel certificates designated as renewable energy.

2. Reducing supply chain greenhouse gas emissions

With the goal of achieving carbon neutrality across the entire value chain, we are partnering with suppliers to aggressively introduce environmentally sound network equipment and communication devices, among other efforts, to mitigate environmental impact and reduce CO₂ emissions resulting from supplier business operations. In addition, we adopted internal carbon pricing in our procurement practice (when selecting products, etc.) from September 2022. Decisions on the selection of telecommunications facilities and other equipment that has a large greenhouse gas footprint are made by taking into account the CO₂ emissions cost.

Collaborative Efforts with Customers and Partners

1. Offer services that utilize renewable energy

— Green 5G

5G will be designated as Green 5G, which in principle emits no greenhouse gas, when the ratio of their renewable energy sources to all DOCOMO power consumption exceeds the ratio of the number of 5G subscribers to all DOCOMO subscribers. In fiscal 2022, we achieved the target for green 5G, with a 5G subscriber ratio of 23.5% and a renewable energy ratio of 27.1%.



— docomo Denki Green

In collaboration with NTT Anode Energy Corporation, we entered the electric power business and started offering a service called docomo Denki™ in March 2022 as an agency. We will work toward carbon neutrality for all of society by offering docomo Denki Green, a service that offers electricity that produces net zero CO₂ emissions*.

*Achieved with non-fossil fuel certificates designated as renewable energy.



2. Offer environmentally sound services

— THEO+ docomo

THEO+ docomo (in Japanese only)



— about SUSTAINABLE FASHION

📄 about SUSTAINABLE FASHION (in Japanese only)

— Green Action by d-shopping

📄 Green Action by d-shopping (in Japanese only)

— docomo bike share

📄 docomo bike share (in Japanese only)

— d car share

📄 d car share (in Japanese only)

3. Launch Caboneu Community website

Since April 2022, we have been operating the Caboneu Community website, a public online resource for accessing many eco-friendly actions. At this website, we provide “caboneu-note,” a page that introduces articles with various topics including tips on living an eco-friendly lifestyle. Other content includes “caboneu-event,” where users can find information about events around Japan, and “caboneu-pass” under My Page, which alters the page appearance to a user-specific design based on user behavior.



Initiative 1 Launch “Caboneu record”

We launched “Caboneu record” in January 2023 to monitor the eco-friendliness of a user’s daily activities and to encourage participation in environmental actions while having fun. The service calculates the degree to which the user’s eco-friendly activities has reduced CO₂ emissions by applying a calculation formula defined by DOCOMO, and it visualizes the level of contribution to environmental protection using metrics such as CO₂ reduction and Reco, DOCOMO’s proprietary index.

Pilot Demonstration on Achieving Carbon Neutrality with Communities and Partner Companies

Case 1 Collaborating with Communities on Energy Management (Sendai City and Tohoku University)

Since 2019, DOCOMO has been collaborating with Sendai City in a pilot demonstration on regional energy management for visualizing and remotely controlling power consumption and generation as well as storage battery information. To enhance disaster preparedness, the DOCOMO EMS platform consolidates management of power from solar panels installed in designated emergency evacuation areas as well as storage battery charge and consumption. We hope to improve the effectiveness of operations by tracking the amount of power reserved in the storage battery during times of disaster. In ordinary times, the platform observes the peak power of each base station and discharge storage battery as an automatic power control option that could cut basic electricity rates.

Case 2 Develop a Next-Generation Energy Network Utilizing Mobile Phone Base Stations (Exergy Power Systems and Yamanashi Prefecture Corporate Affairs Bureau)

In 2023, we began a virtual power plant (VPP*) pilot demonstration using small distributed storage batteries as

a sustainable energy system that helps to maintain a stable power supply.

In this demonstration, we test remote monitoring and control of power generation and storage equipment by connecting the panels and batteries to the DOCOMO EMS platform after installing solar panels and storage batteries in docomo Shops, wireless base stations, and at the site of the Yamanashi Prefecture Yonekurayama Next-Generation Energy System Research and Development Village.

The DOCOMO EMS platform visualizes the status of power generated by installed solar panels and the remaining power in storage batteries while also enabling centralized remote control of storage battery charge and discharge. The system can be used in demand response during power shortages and facilitate a systematic charging and consumption of power taking into account possible emergencies. Power generated and charged during the demonstration is delivered to docomo Shops or stored as an emergency power supply. We also plan to develop new services to support the consumption of power in the region where it was produced. Going forward, we intend to recommend that this type of small storage battery system be installed in non-governmental commercial establishments and at manufacturing sites.

*Functions like a power plant by controlling the energy resources of consumers, in addition to having the owners of power generation equipment or storage battery equipment directly connected to the power grid or a third party control the energy resource.

Case 3 Spread Residential Solar Power Generation System and Storage Battery (NTT Anode Energy and NTT Smile Energy)

DOCOMO is collaborating with NTT Anode Energy and NTT Smile Energy, the two NTT Group companies that engage in smart energy, in the launch of a pilot demonstration in May 2023 for expanding the adoption of renewable energy using solar power generation and storage batteries. Smile Energy will provide energy services using solar power and storage batteries to households in target areas. Going

forward, we will draw upon findings and data obtained from this demonstration and apply the resources and expertise of the three companies to deliver consumer services in the energy field, implement new ways to use storage batteries during black outs, and engage in power balancing to realize a decarbonized society.

Case 4 Introduce Cloud Service that Visualizes Greenhouse Gas Emissions (Marubeni-Itochu Steel and NTT Communications)

Achieving carbon neutrality will require the steel industry and businesses that use steel products to collaborate with their business partners to obtain accurate information about the entire supply chain for reducing greenhouse gas emissions. In February 2023, Marubeni-Itochu Steel Inc. and NTT Communications launched a pilot cloud service demonstration that visualizes greenhouse gas emissions toward realizing carbon neutrality across the entire supply chain related to steel products.

Businesses that manufacture, sell, and/or purchase steel products cooperate by providing the actual greenhouse gas emissions data for each company. The pilot demonstration is carried out by combining these data with Marubeni-Itochu Steel's knowledge of the steel industry as one of its strengths with NTT Communications' ICT technology. We are also considering providing solutions for reduce company workload and contribute to the green transformation (GX) of society as a whole.

Case 5 Initiatives Involving Indoor Photovoltaic Systems (Lawson and Sharp)

DOCOMO partnered with Sharp Corporation, which possesses a dye-sensitized solar cell*1 technology, to create an indoor photovoltaic panel.

The panel can efficiently convert indoor light energy into electricity and store it in a mobile battery.

Lawson Inc. began installing indoor photovoltaic panels in its green Lawson*2 shops on June 30, 2023. In the joint pilot demonstration, electricity produced from shop lighting was used to operate electronic papers. The demonstration tested the number of devices that can be operated using the generated power, taking advantage of convenience stores being open 24 hours.

Going forward, we plan to propose installing these panels in other locations and offer devices that operate using power produced from indoor lighting alone.

*1 Solar cell that can convert feeble indoor light into electricity with higher efficiency than crystalline silicon solar cells used to capture sunlight and amorphous silicon solar cells in calculators.

*2 A forward-looking store opened in November 2022 that demonstrates the future of Lawson convenience shops. (Lawson Kita-Otsuka 1-Chome store at 1-13-4, Kita-Otsuka, Toshima-ku, Tokyo)

Initiatives for Disseminating Carbon Neutrality Throughout the Company

In order to promote understanding of carbon neutrality within the Company, we held e-learning trainings for all employees and disseminated information through the internal communications site and videos. In addition, we recruited Caboneu ambassadors to actively share information and encourage activities at each office. In fiscal 2022, approximately 350 Caboneu ambassadors nationwide worked to spread awareness and initiate activities throughout the Company.

1.5°C Target Validated by the SBTi

In February 2021, DOCOMO became the first Japanese mobile carrier to be validated by the Science Based Targets initiative (SBTi) for its greenhouse gas reduction target to be achieved by fiscal 2030.



Greenhouse Gas Emission Reduction Targets

Category	GHG Reduction Target
Scope 1 and Scope 2	50% reduction by fiscal 2030 from fiscal 2018 (1.5°C target)
Scope 3	14% reduction by fiscal 2030 from fiscal 2019

Environmental Solution Label

The NTT Group is implementing Environmental Solution Labels, a labeling system for environmental solutions for improving communication with customers by quantifying the effects of CO₂ reductions achieved through the use of ICT services. The criterion for obtaining certification is to demonstrate that the ICT service reduces CO₂ emissions by at least 15%. DOCOMO has obtained the Environmental Solution Label for its LTE service.

We will continue to provide customers with a convenient and comfortable communications environment as well as ICT-based solution services while helping reduce environmental impact for society as a whole.



Response to TCFD Recommendations

In June 2017, the TCFD* presented its final report, Recommendations of the Task Force on Climate-related Financial Disclosures, and DOCOMO expressed its support in June 2019. We will consequently disclose appropriate information on risks and opportunities associated with climate change.



*Established in 2015 by the Financial Stability Board in response to a request from the G20, the TCFD assesses and rates corporate risks and opportunities associated with climate change. Its final report recommended disclosing information in the four core elements of organizational management: governance, strategy, risk management, and metrics and targets.

Governance

The DOCOMO Group established the Sustainability Management Committee as an organ for top management to confirm and discuss issues and KPIs related to climate change in meetings held twice a year.

It is chaired by the president and CEO and consists of the main members of the Board of Directors. The board receives reports on the current status of climate change initiatives and future policies semiannually to supervise progress and provide instruction.

Discussions by the committee on issues, including the Group's response to climate change, are thereby reflected in any revisions made to business strategies and instructions issued by the Board of Directors.

Furthermore, climate change-related KPIs are reflected in the compensation for directors.

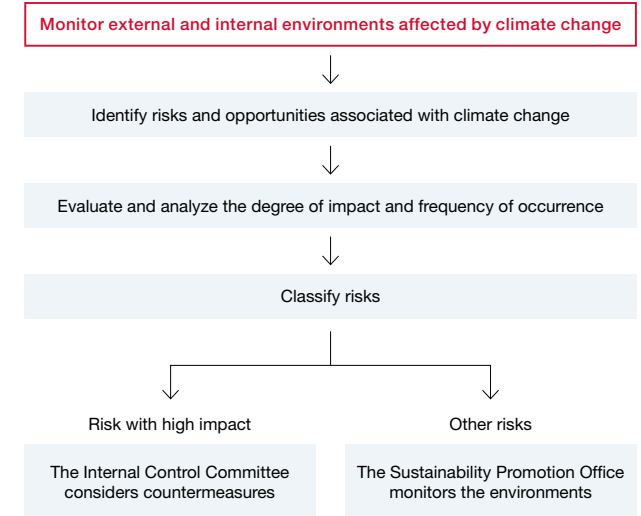
Risk Management

In accordance with our Risk Management Principles, we identify any risks that surround the Company, including climate change, periodically every fiscal year. The Internal Control Committee, headed by the president and CEO, then designates risks that require Company-wide management.

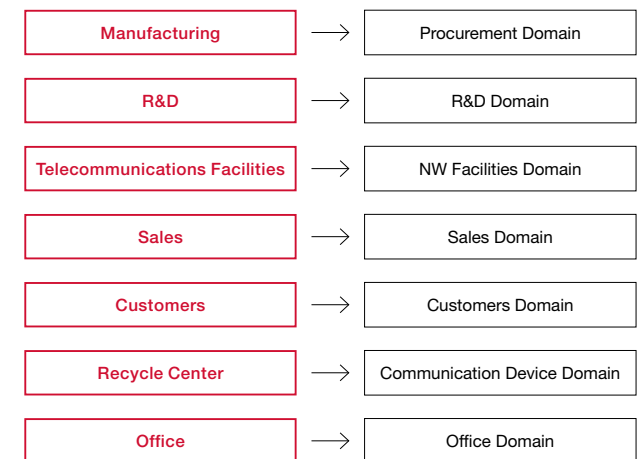
In designating the risks, the DOCOMO Group first identifies new risks based on assessment of the current status as well as internal and external circumstances, thereby reflecting social change in the process. The Internal Control Committee then designates Company-wide risks through an evaluation and analysis of the degree of their impact and frequency of occurrence.

The Sustainability Promotion Office examines those Company-wide risks as well as climate-related risks that had not been identified as Company risks by the committee, and it makes a list of the registered risks and opportunities to address after designating them. In addition, we have organized the DOCOMO Group's activities, products, and services into seven domains and identified issues that need to be addressed by determining whether or not they adversely impact the environment in these seven domains.

Risk Management Process Flow



Seven Domains



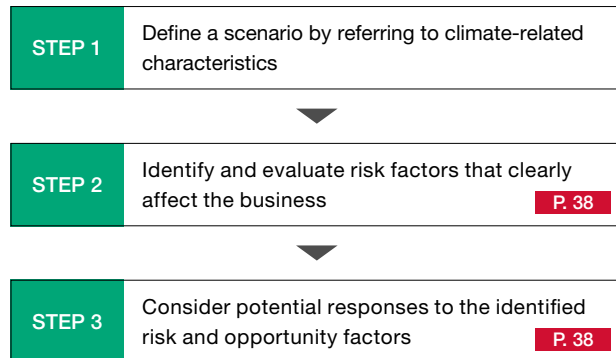
Strategy

Scenario Analysis

Under the corporate brand slogan, “Changing worlds with you.”, DOCOMO is undertaking a challenge to create a new world with everyone represented by the word “you.” As manifested in one of our four pillars designed to drive DOCOMO’s challenge, “pursuing business and ESG practices integrally to contribute to the creation of a sustainable society,” we defined sustainability as the foundation of our business. We will engage in business on this foundation and pay due consideration to the diverse risks and opportunities surrounding the DOCOMO Group as we push ahead to create a new world.

With respect to risks and opportunities of climate change, particularly we have assessed that it has a significant financial impact on all areas of our business, and have been addressing climate change under the DOCOMO Group’s Environmental Targets—Green Action Plan. Additionally, following the TCFD recommendations, we are examining the impact on our business and resilience of our strategies under various climate-related scenarios.

Scenario Analysis Process



STEP 1 Scenarios Defined

We will report on the results of scenario analysis for extreme cases of physical risks and transition risks.

1. Scenario in which a physical impact materializes

A future in which the average temperature has risen by 4°C

- Effective climate change measures cannot be taken
- Temperature rises, regional differences in precipitation will widen, sea levels rise, and Arctic sea ice melts
- Increase in abnormal weather events, etc.

2. Scenario in which the decarbonization of society is rapidly achieved

A future where the targets of below 2°C, including the 1.5°C target, have been attained

- Society as a whole will shift to carbon-free and will be making rapid progress in reducing CO₂
- Regulations on carbon pricing, etc., tighten across the world, etc.

Scope All operations of the DOCOMO Group

Time frame Set at years up to 2030 based on the pace of technological innovation and other environmental changes in the telecommunications industry

We referred to the following in constructing each scenario.

1. Scenario in which a physical impact materializes:

Intergovernmental Panel on Climate Change (IPCC), Fifth Assessment Report and IPCC Special Report on Global Warming of 1.5°C

2. Scenario in which decarbonization of society is rapidly achieved:

International Energy Agency (IEA) World Energy Outlook 2018 Sustainable Development Scenario (SDS), IEA Energy Technology Perspectives 2017 Beyond 2°C Scenario (B2DS)

Applying the above methodology, we identified the impact on DOCOMO by considering possible future events and future business development. Using the results as a premise, we categorized DOCOMO’s initiatives for responding to the assumed impact.

STEP 2 Results of Scenario Analysis

1. Scenario in which physical risks materialize (a future in which the average temperature has risen by 4°C)

Physical Aspects of the Scenario		DOCOMO's Risks	DOCOMO's Initiatives and Opportunities
Acute	Heavy rains, torrential downpours Increased flooding Increased typhoons	<ul style="list-style-type: none"> • Suspension of transmission at base stations • Unstable supply of telecommunications services • Decline in reliability • Decrease in demand for products and services, decrease in sales 	<ul style="list-style-type: none"> • Construction of disaster-resilient telecommunications networks <p>Specific examples:</p> <ul style="list-style-type: none"> - Area coverage using multiple base stations - Establishment of medium- and large-zone base stations - Elevation of base station facilities - Remote control of service areas - Reinforcement of emergency power sources, doubling of transmission paths and other measures <ul style="list-style-type: none"> • Formulation of the Disaster Preparedness Manuals
		<ul style="list-style-type: none"> • Damage to base stations 	<ul style="list-style-type: none"> • Installation of batteries at docomo Shops • Reinforcement of an emergency power source at base stations and other buildings
		<ul style="list-style-type: none"> • Suspended operations at sales representatives and decline in revenue • Cancellation of products and services due to supply chain interruptions 	<ul style="list-style-type: none"> • Diversified suppliers
Chronic	Increased days with temperatures above 30°C	Higher electricity costs due to increased consumption of power used for cooling facilities	Improved energy efficiency of air conditioning at telecommunications facilities and data centers (high-efficiency air conditioning equipment for improved air flow using outside air)

2. Scenario in which the decarbonization of society is rapidly achieved (a future where the targets of below 2°C, including the 1.5°C target, have been attained)

Transition Scenario		DOCOMO's Risks	DOCOMO's Initiatives and Opportunities
Government policies and regulations	Tighter regulations (improved energy efficiency, carbon pricing, etc.)	<ul style="list-style-type: none"> • Higher global warming taxes • New carbon pricing systems • Rise in electricity costs due to the introduction of regulations for improving energy efficiency 	<ul style="list-style-type: none"> • Promotion of higher energy efficiency in the telecommunications services (raising the energy efficiency of equipment, research on highly efficient devices, introduction of intelligent air conditioning, installation of green base stations) • Optimal contracts with electric power companies
	Recommendations by industry groups such as the GSMA	Obstacles to 5G transition, expansion of IoT and other aspects posed by recommendations proposing zero CO ₂ emissions by 2050, and other requirements	
Markets	Heightened demand for decarbonization from customers, including corporate customers (procurement requirements)	Fewer new subscriptions and more cancellations if corporate efforts are deemed insufficient	<ul style="list-style-type: none"> • Development and delivery of services and technologies that help reduce CO₂ emissions • Active advertisement of actual CO₂ emissions reductions achieved by using ICT services
Reputation	Rise in reputational risk concerning climate change actions	Loss of customers and impact on stock price, and decline in corporate image if corporate efforts are deemed passive	<ul style="list-style-type: none"> • Communication of information on energy-efficient initiatives by the telecommunications services

STEP 3 Response to Identified Risks and Opportunities

Response to Physical Risks

Type of Risk	Risk Factor	Risk Details
Physical risk*	Chronic	Higher electricity costs due to increased consumption of power used for cooling facilities

*Acute or chronic risk posed by climate change

Beyond the apparent physical risks due to climate change, such as frequent natural disasters, including flooding triggered by extreme weather events and rising sea levels caused by a prolonged increase in global temperatures, DOCOMO also recognizes a physical risk in any increase in electricity costs due to rising average temperatures that necessitate the consumption of more electricity to maintain optimum facility temperatures. Communication facilities and data center equipment responsible for DOCOMO's telecommunications services are installed and operated throughout Japan. These facilities and equipment are operated at all times under optimum temperatures between 10°C and 35°C. When the temperature rises above that range, operating system shutdowns and malfunctions may disrupt the provision of services and potentially affect our more than 87,490 thousand customers. With the inclusion of these risks, the Internal Control Committee of the DOCOMO Group designated "profit deterioration due to a delayed response to failures and malfunctions" as a Company-wide risk. The committee formulated a concrete management policy to undertake appropriate actions to manage such risks. These actions include establishing an optimal backup system and developing readily available equipment in addition to measures currently being undertaken by the Network Department. Any occurrence of risk will be handled by this department through various operations. Related measures include establishing technical support and emergency systems, early recovery measures for failures, disseminating information to frontline departments and customers, and reporting to executives. Physical risks must be

managed from a long-term perspective, and the committee will continue to implement the necessary monitoring to minimize those risks.

Response to Transition Risk

Types of Risk	Risk Factors	Risk Details
Transition risk	Policies and laws	Risk of being affected by the price pass-through to electricity prices, etc., due to an increase in the Tax for Climate Change Mitigation
Transition risk	Reputation (stakeholders)	Loss of customers and impact on stock price, and decline in corporate image if corporate efforts are deemed passive

*Risk posed by climate change-related regulations, technological development, and changes in the market environment

With regard to risks associated with the transition to a decarbonized society, such as those related to regulatory, technological, or market changes, the DOCOMO Group believes that a decrease in revenues due to lowered customer confidence and corporate image is a material risk, as it could have a substantive financial impact on our business.

From this standpoint, the Internal Control Committee designated “lowered reputation due to failing to achieve the targets of the Green Action Plan” as a Company-wide risk. Subsequently, the Sustainability Promotion Office formulated a risk management policy plan for managing the risk. The plan includes establishing expert subcommittees under the Environmental Management System, formulating action plans for each expert subcommittee, and reporting on progress, discussing, and making decisions related to the measures to be taken at the Sustainability Management Committee meetings, chaired by the president and CEO and attended by the main members of the Board of Directors. In response, and to determine the necessary actions for mitigating transition risks, the Internal Control Committee created a concrete management policy of achieving the 2030 targets without

fail. Based on this policy, the Sustainability Promotion Office promoted the implementation of action plans and reported on their progress to the Sustainability Management Committee. The committee will continue to monitor areas associated with transition risks to minimize any negative impact they may have on our businesses.

Response to Opportunities

Types of Opportunities	Opportunity Factors	Details of Opportunities
Products and services	Development and expansion of low-pollution products and services	Ratification of the Paris Agreement is expected to tighten regulations on GHG emissions. This may motivate consumers to choose environmentally sound means of transportation, leading to increased demand for the DOCOMO Group’s bicycle sharing business.
		Demand for an AI-powered mobility service is expected to increase due to the stricter environmental regulations requiring that companies reduce GHG emissions.
Resilience	Increased demand for new products and services related to ensuring resilience	Due to frequent damage caused by flooding, lightning strikes, power outages, and more frequent heavy rains and typhoons induced by climate change, demand will increase for our early recovery services for companies and mobile telecommunications services including satellite phones.

DOCOMO BIKESHARE, INC., a Group company, is expanding its bicycle sharing business to maximize opportunities associated with changes in consumer preferences, as all consumers will tend to choose environmentally sound means of transportation.

We are strengthening our ties with municipalities to maximize opportunities for boosting demand for bicycle sharing. We also plan to further expand the use of our bicycle

sharing services by increasing access and improving the environment for cycling, through co-creation with partners.

Future Initiatives

Potential future impacts of climate change on DOCOMO’s business as derived from our scenario analysis are generally being addressed through our ongoing initiatives and preparations for achieving the New DOCOMO Group Medium-Term Strategy and the Green Action Plan. Going forward, we will examine the financial impact on the Group’s business based on the results of the scenario analysis.

Metrics and Targets

The NTT Group intends to achieve net zero emissions in its business and supply chain by 2040. The medium-term target of the DOCOMO Group is to achieve carbon neutrality by 2030. Disclosures on our targets and results for managing climate-related risks and opportunities are as follows. Please refer to **P. 29** for actual data on greenhouse gas emissions.

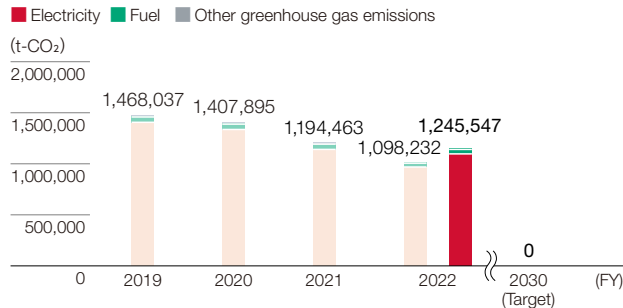
FY2030 Targets

- ▶ Reduce greenhouse gas emissions: **carbon neutrality***
- ▶ Transition to EVs: **100%**
- ▶ Power efficiency of telecommunications services: **At least 10 fold**
(compared to the FY2013 level)

*Reduce CO₂ emissions from DOCOMO’s business activities (Scope 1 and 2 emissions under the GHG protocol). Includes virtual renewable energy purchased with non-fossil fuel certificates for designated renewable energy sources.

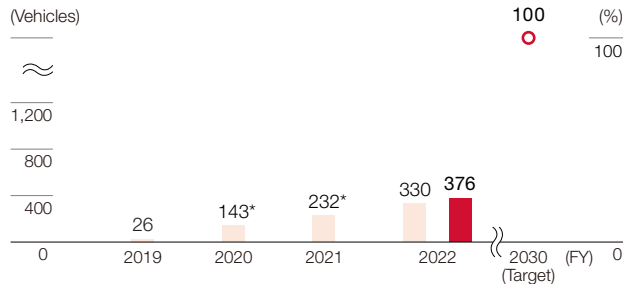
Note: Consolidated subsidiaries within and outside Japan are included.

Greenhouse Gas Emissions (Scope 1 and 2)



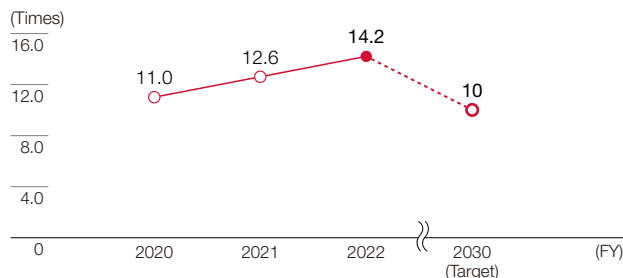
Note: NTT Communications and COMWARE are not included in the figures for FY2019 to FY2021 or in the figure on the left for FY2022.

Transition to EVs



Note: NTT COMWARE is not included in the scope of the chart, and NTT Communications is not included in the scopes for the figures from FY2019 to FY2021 or the figure on the left for FY2022. The figures have been retroactively revised for improved accuracy.

Power Efficiency of Telecommunications Services (Compared to FY2013)



Note: NTT Communications and NTT COMWARE are not included in this chart.

Formation of a Sustainable Society

Basic Policy

The DOCOMO Group will contribute to the responsible use of resources by promoting 3R initiatives for communications equipment and utilizing ICT to create a recycling society.

Working toward Waste Reduction (Business Activity)

DOCOMO uses substantial resources in developing and selling mobile phones, constructing and operating network facilities, managing shops, and conducting administrative work at offices. We are currently striving to reduce waste by accurately tracking and more efficiently using resources. When waste is generated despite these efforts, we do our best to reuse or recycle it with the goal of approaching a final disposal volume of zero. For example, optical fiber, scrap metal, concrete poles, and other waste produced when old facilities are dismantled are reused or recycled to the extent possible. Additionally, we adhere to the Green Design Guidelines for Buildings and actively use recycled materials or recyclable and reusable materials when constructing or upgrading telecommunications facilities and buildings.

With regard to providers of recycling services, we make every effort to ensure that they appropriately handle all waste, prevent illegal dumping, and carefully manage manifest slips.

Since fiscal 2022, we have been using the waste recycling rate as our metric and reducing waste with an increased focus on improving the recycling rate.

Reducing the Use of Paper Resources (Business Activity)

Group-Wide Approach

We are promoting a paperless office by setting our goal to reduce paper usage essentially zero by 2025. Initiatives implemented at offices for achieving this goal include digitizing internal meeting documents, considering the revision of manuals and rules which had been created under the premise of paper-based operation, and raising employee awareness by visualizing the volume of paper consumed.

We will continue our efforts to reduce paper use for the next and all subsequent fiscal years.

Environmental Approaches Taken at Offices and Shops

DOCOMO is working to reduce paper use at its offices and shops. In fiscal 2022, we visually communicated monthly paper use per person in each division and branch to instill greater employee awareness of the need to make a reduction. As a result, the monthly average amount of office paper used per employee declined by 45% compared to the previous fiscal year. Additional measures, such as encouraging paperless meetings by using the internal web conferencing system, personal computers, tablets, and other devices, will be pursued to further reduce paper use.

Moreover, to reduce paper consumption in individual shops, DOCOMO is making every effort to accurately determine the number of promotional tools to prepare and distribute to each shop using an analysis system specifically designed for this purpose. We also made the customer management system accessible from both conventional desktop computers and newly distributed tablets at the docomo Shops to meet customer needs by providing electronic forms, thereby reducing paper use. Additionally, docomo Shops nationwide are using digital signage for advertising to reduce overall paper use, including posters.

• Electronic Bills and Statements (e-billing)

In our e-billing service, which became the standard in February 2015 (for January’s fee), customers paying their monthly mobile phone usage charges via bank transfer or credit card can view their monthly bill on their smartphone or personal computer instead of receiving monthly bank transfers and account statements through a postal service.

As of the end of fiscal 2022, there were approximately 23.90 million subscriptions to the service. Our e-billing service has saved the equivalent of around 0.56 billion sheets of A4-size paper a year.

We are promoting digitalization of other services as well.

- Standardized the online credit card statement service for dCARD
- Digitalized user manuals for all Android smartphone and tablet device models marketed after fiscal 2011 and provided them as apps (e-manuals)

Reducing Water Consumption (Business Activities)

We monitor actual water consumption to keep it below the previous year’s level and take action as necessary. Initiatives to reduce water consumption at our offices include enforcing water conservation measures and raising employee awareness by visualizing the volume of water consumed.

• Reducing Water Consumption in Eco-Friendly Facilities

DOCOMO has been reducing the environmental impacts associated with water consumption in its facilities built in line with the NTT Group Green Design Guideline for Buildings. The guideline provides basic building design considerations for protecting the global environment in terms of construction and operation with the goal of reducing impact to the greatest extent possible over a building’s life cycle. Various efforts are underway at the NTT DOCOMO Yoyogi Building, which was

constructed under the guideline, to reduce environmental impact, such as controlling water consumption and recycling rainwater. Beginning with its own facilities, DOCOMO is striving to reduce water consumption to ensure the overall well-being of the environment.

Response to Plastics

DOCOMO recognizes the effective use of resources, including plastics, as a key environmental concern and is actively recycling waste to achieve its recycling target (fiscal 2030 target: waste recycling rate of 99%). We are also promoting the reduction of industrial wastes generated from business activities, such as plastics used in products, and recycling those resources. Industrial waste of plastic products used by DOCOMO in fiscal 2022 was 1,248 tonnes, and 99.0% of that was recycled. Moreover, we are recycling containers and packaging delivered to customers in accordance with the law and in collaboration with the Japan Containers and Packaging Recycling Association.

• Reducing Plastic Used in Smartphones

DOCOMO is striving to reduce the amount of plastic used in smartphones while also choosing materials with due consideration of environmental impact. It started using recycled plastic materials in models that were released in the summer of 2022, some of which include material from scrap fishing nets. In February 2023, we released a 5G-capable smartphone, arrows N F-51C, which is made of about 67%* recycled materials including recycled plastic. In addition to its environmentally sound body, its ingenious features include access to “Caboneu record” (**P. 34**) to support users in casually engaging in environmentally ethical actions.

*Represents percentage of the weight of total recycled materials used to the weight of total parts, calculated by deducting the weight of the battery, display, and other electric and electronic components from the weight of the body.

• Initiatives for Smartphone Accessories— docomo select

docomo select, a DOCOMO official shop, is offering a lineup of safe and secure smartphone accessories and is promoting the use of recycled materials. To further reduce plastic waste, we are replacing plastic packaging with paper and offering smartphone cases made of 100% recycled materials.

• Replacing Bags with Totally Plastic-Free Bags

The surfaces of paper bags used at docomo Shops were laminated with plastic. In fiscal 2020, these bags were replaced with those made of 100% paper. In addition, environmentally sound water-based ink is used to reduce environmental impact.



Renewed docomo paper bags

• Collecting and Recycling Communication Devices (Activity for Customers)

DOCOMO is selling used smartphones under the brand docomo Certified (smartphones certified by DOCOMO for reuse). Second-hand smartphones are marketed after DOCOMO confirms their basic functions and cleans the outer parts of those with a remaining battery level of at least 80%. Engaging in the reuse business in this way will contribute to a circular economy, and we also anticipate a CO₂ emissions reduction within the supply chain by improving the efficiency of manufacturing of new products and shipping.

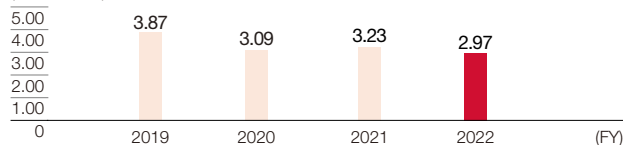
• **Mobile Phone Recycling for the Effective Use of Valuable Resources**

Mobile phones contain gold, silver, copper, palladium, and other materials, all of which are valuable recyclable materials, particularly in light of Japan's relative lack of mineral resources. DOCOMO has therefore been collecting and recycling used mobile phones since 1998.

In 2001, we partnered with the Telecommunications Carriers Association, a trade organization of telecommunications carriers, and established the Mobile Recycle Network, which collects and recycles mobile phones mainly at docomo Shops, regardless of the original provider. In fiscal 2022, we collected roughly 2.97 million phones and have now gathered a cumulative total of about 124.52 million.

In addition to circuit boards, which contain rare metals, we also recycle plastic body parts using a technology for reclaiming oil from plastic.

Used Mobile Phone Collection (by Fiscal Year and in Approximate Figures) (million units)



Collected Devices, Etc. (FY2022)

- ▶ Mobile phones 2.97 million units
- ▶ Batteries 1.97 million units
- ▶ Chargers 0.57 million units

Principal Resources Recycled (FY2022)

- ▶ Copper 27,013 kg
- ▶ Gold 24 kg
- ▶ Silver 89 kg
- ▶ Palladium 1 kg

Preservation of Biodiversity

Basic Policy

As a basic policy, DOCOMO will promote initiatives that contribute to restoring biodiversity and achieving nature positive by leveraging the Group's ICT, customer base, and other assets. We will continue with our actions to preserve biodiversity while striving to pursue initiatives in collaboration with stakeholders.

docomo Woods forest Maintenance

DOCOMO's docomo Woods program plants and improves forests throughout Japan. The project has been established on the basis of the Forestry Agency's corporate forest program*1, the National Land Afforestation Promotion Organization's Green Fund*2, and corporate forestry support programs*3. In fiscal 2022, we carried out 41 forest maintenance activities with 681 people participating.

docomo Woods forest maintenance activities	FY2019	FY2020	FY2021	FY2022
Activities held	43	11	39	41
Participants	1,314	57	308	681

Note: During the COVID-19 pandemic, fewer events were organized, with a limited number of participants per event.

Our nature conservation program, docomo Woods, focuses on raising awareness of environmental conservation and volunteerism. It provides opportunities for employees and family members to experience nature and participate in forest maintenance activities, such as clearing underbrush and pruning. As of the end of March 2023, docomo Woods have been established in 49 locations, representing all 47 prefectures and covering roughly 210 hectares, equivalent

to approximately 161 baseball fields (based on 1.3 hectares per field). In addition, land rich in nature can filter rainwater and produce clean groundwater. To pass on our beautiful nature to the next generation, we intend to continue the program to contribute to the protection of the natural environment and preservation of biodiversity.

*1 The corporate forest program is a system under which the Forestry Agency and private sector companies plant and manage forestland and share income earned from harvesting the trees.

*2 The Green Fund raises money for preserving green spaces, improving forests, promoting tree planting, and contributing to international afforestation projects.

*3 Programs established primarily by prefectural governments and prefectural tree planting promotion committees.



Conservation project at docomo Woods in Yamanashi



Conservation project at docomo Woods in Mita, Hyogo

Collaborating with Local Communities in Ecosystem Conservation Activities

Initiative 1 Collaboration with a Local Government

In March 2023, the city of Hachioji and DOCOMO entered into an agreement on actions to preserve Kamikawa no Sato. We are promoting initiatives such as conducting research on smart forestry while leveraging IoT in the fields of Kamikawa no Sato and restoring the environment of satoyama, a rural area where nature and people exist in harmony.



Project at Kamikawa no Sato

Initiative 2 Environmental Education

In March 2023, DOCOMO conducted environmental training for Group employees at Komine Park in Hachioji City.

The use of smartphone-based biological surveys at satoyama followed by explanations from specialists offered an opportunity for every employee to understand biodiversity and reflect on how each of their businesses can participate in preservation activities.

Going forward, we will promote understanding of biodiversity conservation and advance initiatives together with our employees and local community residents.



Environmental training in Komine Park

Response to TNFD Recommendations

To address the frameworks developed by the Taskforce on Nature-related Financial Disclosures (TNFD), the DOCOMO Group has analyzed nature-related dependencies and impacts as well as the risks and opportunities of the Group based on the LEAP approach* recommended by the TNFD. The status of the Group's initiatives and analysis results were organized in line with the four pillars of governance, strategy, risk and impact management, and metrics and targets.

The content in this section is based on the recommendations under the TNFD beta framework (v0.4), released in March 2023, and each item is indicated with the corresponding label from A to D. We will be updating the content going forward to be consistent with v1.0, publicized in September 2023.

*A method for prioritizing impact on natural capital and measures by focusing on four factors: Locating the Group's interface with nature, Evaluating its dependencies and impacts, Assessing its risks and opportunities, and Preparing to respond to nature-related risks and opportunities and report to investors.

Governance

The DOCOMO Group established the Sustainability Management Committee as an organ for top management to regularly confirm and discuss nature-related KPIs and issues such as climate change and biodiversity. The committee, which meets twice a year, is chaired by the president and CEO and consists of the main members of the Board of Directors. The board receives reports on the current status of climate change and biodiversity initiatives as well as future policies semiannually and supervises progress and provides instruction. Discussions by the committee on issues, including the Group's response to those related to nature, are thereby reflected in any revisions made to business strategies and instructions issued by the Board of Directors.

For details regarding our management system for climate change, biodiversity, and other nature-related matters, please see Sustainability Management System (**P. 14**).

Risk and Impact Management

Process for Identifying and Assessing Nature-Related Dependencies and Impacts, and Risks and Opportunities (A)

The DOCOMO Group has analyzed nature-related dependencies and impacts as well as risks and opportunities of the Group based on the LEAP approach recommended by the TNFD.

First, in order to clarify the nature-related themes for analysis, we researched assessment standards and guidelines to discover the demands of a broad range of external stakeholders, and used ENCORE, a tool for assessing nature risk, to understand their importance within our sector.

Next, we looked into business risks and opportunities for each theme subject to analysis and then analyzed their local characteristics while taking into consideration the Group's value chain to designate material issues of our business.

STEP 1 Identify topics for determining materiality

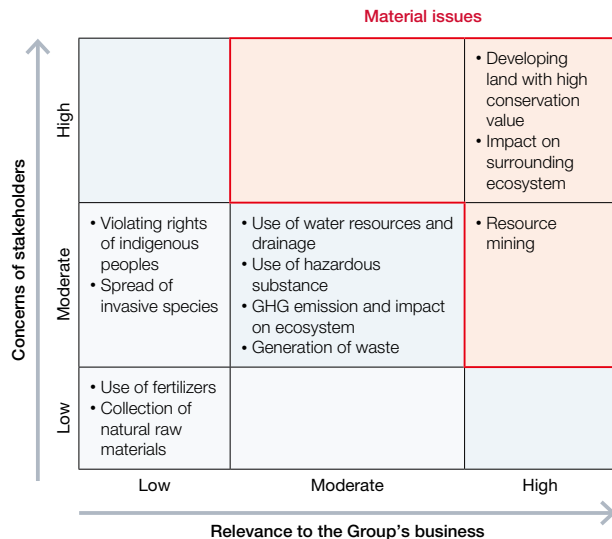
- ▶ Carry out screening with ENCORE
- ▶ Assess business risks by examining incidents of risk occurrence
- ▶ Select potential topics for the Group's material issues

STEP 2 Analyze local characteristics of the value chain

- ▶ Understand the relationship between potential topics and the value chain, and narrow down topics for analysis
- ▶ Assess hotspots, or potential high-risk areas along the value chain, using IBAT and other tools

Next, through external trend research, we collected incidents in which risks have been realized. Based on the scale of business risks and opportunities identified, we assessed their relation to the DOCOMO Group's business. As criteria for assessment, we determined that significance is high for situations that involved criticism of the company, consumer boycotts, or legal actions, while being relatively low at the present moment for situations in which the issue has not yet been recognized, or the recognition is limited to an alert by a delimited group of people involved in the matter.

Using the results obtained from ENCORE analysis and the assessment on how they relate to our business based on external trend research, we identified topics that could be designated as a material issue of the Group. Then, from the results of local characteristics analysis mentioned below, we selected and identified the following three items as material issues: developing land with high conservation value, impact on surrounding ecosystems, and resource mining.



Potential Impact on Business (B)

We examined the potential impacts of these risks and opportunities on our business by referring to the nature-related risks and opportunities categorized by the TNFD. Although no items were found that pose immediate negative impact to the organization's business, strategy, or financial plan in relation to our nature-related risks, the three topics, developing land with high conservation value, impact on surrounding ecosystem, and resource mining were confirmed as key value chain risks that may give rise to increased cost or destabilize the provision of communication equipment, thereby affecting the financial plan. Meanwhile, there could be many nature-related opportunities, including smart farming, in which ICT technologies could be leveraged to conserve biodiversity.

Risks that May Impact the Business

Risk category by TNFD	Business risk for organization	Potential impact on the organization's business	Time frame	
Transition risks	Policy and legal	Introduction and reinforcement of regulations	<ul style="list-style-type: none"> Higher procurement prices and development costs due to reinforcement of existing regulations or introduction of new ones 	Medium term
	Market	Rise in prices for telecommunications devices	<ul style="list-style-type: none"> Higher purchase cost of metals and telecommunications devices due to rise in cost for preserving biodiversity in metal mining 	Long term
		Change in consumer behavior	<ul style="list-style-type: none"> Fewer new subscriptions and more cancellations if corporate efforts are deemed insufficient Higher costs due to change in suppliers reflecting biodiversity considerations 	Medium term
	Technology	Development and spread of low-environmental burden technologies	<ul style="list-style-type: none"> Higher development and introduction costs of low environmental burden technologies for telecommunications devices and facilities 	Medium term
Reputation	Criticism from consumers and society	<ul style="list-style-type: none"> Loss of customers and decline in corporate image and ESG reputation if corporate efforts are deemed passive 	Medium term	
	Investor reputation			
Physical risks	Acute	Increase frequency and intensity of natural disasters	<ul style="list-style-type: none"> Damage to telecommunications facilities due to natural disasters caused by disruption of surrounding ecosystem 	Medium term

Opportunities that May Impact the Business

Opportunity category by TNFD	Business opportunity for organization	Potential impact on the organization's business	Time frame
Resource efficiency	Spread of efficiency solutions	<ul style="list-style-type: none"> Reduced cost due to improved resource efficiency in the production and recycling of telecommunications devices Reduced burden on ecosystem due to contribution of reducing fertilizer use, for example, by the spread of ICT technology-driven smart farming 	Medium term
Markets	Entry into nature-related business	<ul style="list-style-type: none"> Creation of new business by developing and providing ICT technology-driven service solutions that preserve biodiversity 	Medium term
Financing	Obtain funding for R&D	<ul style="list-style-type: none"> Possible funding through sustainable financing for the development of new ICT technologies that preserve biodiversity preservation 	Long term
Resilience	Achieve differentiation through increased resilience	<ul style="list-style-type: none"> Increased business resilience and corporate value by responding to biodiversity risks and contributing to being nature positive 	Long term
Reputation	Consumer and social reputation	<ul style="list-style-type: none"> Improved corporate image and ESG reputation by developing and providing ICT technology-driven service solutions that preserve biodiversity 	Medium term
	Investor reputation		

Local Characteristics Analysis of Value Chain (D)

STEP 2 Analyze local characteristics of the value chain

STEP 3 Designate material issues

To understand the kinds of risks faced by businesses related to the identified material issues within the value chain, we analyzed the local characteristics of the value chain. First, potential topics identified as those that may be designated as the Group's material issues were organized in line with each stage of the value chain, upstream, direct operations, and downstream. Then, using tools such as IBAT, we assessed our business locations at each stage of the value chain and identified hotspots, potential high-risk areas along the value chain. Based on the results of the local characteristics analysis, we determined the Group's material issues.

Risk	Upstream	Direct operations	Downstream
Focus	Resource mining	Land development Surrounding ecosystem Use of water and drainage	Waste
Analysis	<p>Resource mining</p> <p>Subject of analysis: Telecommunication facilities and telecommunication devices</p> <p>Methods used: 1. For each mineral subject to analysis, identify the exporting country</p> <p>2. Identify conflict cases related to resource mining of the exporting country from the Environmental Justice Atlas</p> <p>3. Identify key biodiversity areas using IBAT</p>	<p>Land development and surrounding ecosystem</p> <p>Subject of analysis: Telecommunication facilities</p> <p>Methods used: Identify hotspots based on biodiversity risk assessment of the area surrounding the sites by using IBAT</p> <p>Water consumption</p> <p>Subject of analysis: Data centers</p> <p>Method of analysis: Identify hotspots based on water stress assessment of the area surrounding the sites by using Aqueduct</p>	<p>Not subject to local characteristics analysis (reason: the impact is small because valuable resources are collected and recycled from more than 95% of the total waste)</p> <p>Business opportunities will be taken into considerations when discussing relevant measures.</p>

• Upstream activities (procurement of raw materials) × resource mining

Impacts on biodiversity in upstream activities (mining minerals to be used in the Group-owned facilities and equipment): key biodiversity areas were identified using IBAT after confirming conflict cases relating to mineral mining in the countries of export to Japan in the Environmental Justice Atlas.

We identified hotspots for all metals, and both the number of hotspots and their ratios were high, especially for copper.

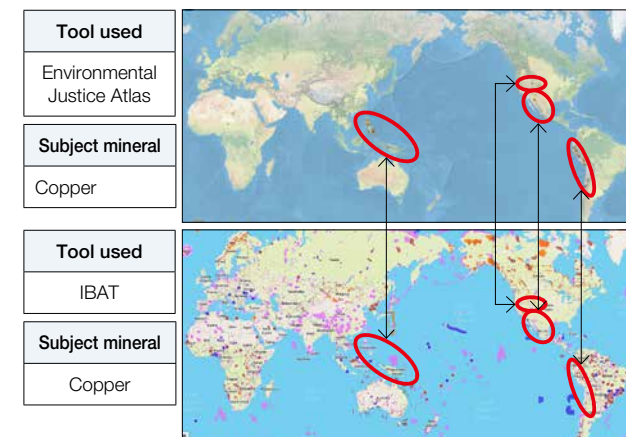
Environmental Justice Atlas and IBAT Analysis Results of Metal Resource Mining Areas

Metal	Facilities and equipment owned by the Group	Number of mines and production sites where cases of conflict were identified*1	Number of sites exposed to high biodiversity risk (hotspots)*2
Iron	Steel towers and antennas	22	10
Aluminum	Steel towers and antennas	3	3
Copper	Telecommunications facilities and electric wires	28	26
Gold	Telecommunications facilities	36	15
Rare earths	Telecommunications facilities and data centers Optical fibers	4	1
Total	–	93	55

*1, 2 Results of the analysis on the status of major sources of exports of each metal to all areas of Japan

Local characteristics analysis of upstream activities, as in procurement of raw materials

Hotspots for copper mines and copper production sites were identified in Peru, Chile, the Philippines, and other countries (similarly, hotspots were identified for iron, aluminum, gold, and rare earth elements).



○ : Indicates this is specified as a biodiversity conservation area and contains mines and production sites where actions such as litigation or protest campaigns are taking place.

• Direct operations (data centers*) × use of water

Impacts on use of water resources from direct operations (data centers): findings from the assessment of water stress in the areas surrounding the sites using Aqueduct, a water risk assessment tool, confirmed that none of our data centers are in high stress areas.

*Only a few data centers use water cooling systems.

• Direct operations (base stations) x land development and surrounding ecosystem

Using IBAT, a biodiversity risk measurement tool, we performed biodiversity risk assessment by referring to location information of the facilities we own and geographical information of key biodiversity areas, and identified hotspots. We found that about 3.3% of the steel tower base stations in Japan are set up in key biodiversity areas and identified these as hotspots.

Key Biodiversity Areas (from IBAT)



STEP 4 Consider our measures

For issues designated as material, we performed gap analysis to select the items to prioritize and considered actions by applying the SBTN AR³T framework.

In the gap analysis, we first defined the demand level of each value chain based on external trend research, compared to the current status of initiatives, to identify priority items. Then we defined the relevant actions for our priority items by applying the SBTN AR³T framework and referencing past best practices, and examined our measures for material issues.

Gap analysis (external demand x current status of our initiatives)	Upstream	• Organize expected business risks and expected actions and demanded level based on external trend research including risk cases and various guidance
	Direct operations	• Perform gap analysis on the organized demand level and expected actions against the current status of initiatives
	Downstream	• Define priority items identified through gap analysis

Examine representative actions by applying the AR ³ T framework (excerpt)	Avoid	Upstream	• Preferential selection of suppliers who respect biodiversity
		Direct operations	• Perform voluntary environmental assessments prior to building base stations
	Reduce	Direct operations	• Prevent impact caused by base stations on surrounding ecosystem
		Downstream	• Utilize ICT technologies to mitigate burden on ecosystem
	Restore and regenerate	Direct operations	• Promote activities of the docomo Woods program • Contribute to 30by30 Alliance by supporting larger protected areas
		Downstream	• Provide technology to monitor ecosystem recovery
Transform	Downstream	• Select the areas for which we prioritize the provision of ICT technology-based solutions for ecosystem conservation	

DOCOMO's Actions in Response to Nature-Related Risks and Opportunities

DOCOMO strives to generate nature-related opportunities based on analyzing its dependency and impact on nature as well as risks and opportunities. To that end, it has undertaken initiatives in collaboration with other organizations as part of its commitment to the sustainability of society as a whole and preservation of the global environment.

• Participating in initiatives

Since January 2023, DOCOMO has been taking part in the 30by30 Alliance of Biodiversity, a program that brings together companies and local governments to achieve the target of preserving healthy ecosystems in more than 30% of land and oceans by 2030.



• Partnership agreement with local government and biodiversity preservation actions


DOCOMO concluded a trilateral cooperation agreement with Tokorozawa City, Saitama Prefecture, and The Nature Conservation Society of Japan to support local government actions to restore biodiversity. Under this cooperation, we have been taking on our challenge to visualize how much the companies' participation has contributed to being nature positive, a method yet to be established.

• Supporting the research of biology of corals using underwater drones

As a special partner of the OIST Coral Project*, DOCOMO is committed to preserving biodiversity by cooperating in the study of coral biology.

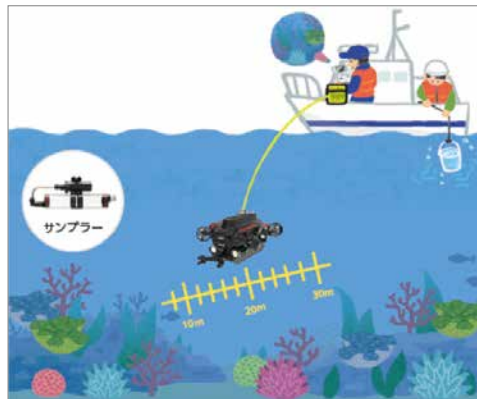
We support the OIST research group's research on coral reef ecosystems by providing DOCOMO's underwater drones to explore depths of between 30 and 80 meters, a zone that has been difficult to clarify. Our underwater drones help the research by capturing videos and pictures and collecting seawater.

*A coral reef conservation project of the Okinawa Institute of Science and Technology (OIST).

 OIST Coral Project, Okinawa Institute of Science and Technology (OIST)



OIST Coral Project logo



Research image



Planting corals (photo courtesy of OIST)

• **Conduct demonstration project to promote smart forestry**

In the field of forestry, where the industry faces such challenges as an aging workforce and a lack of workers, DOCOMO, as a representative of a consortium created by DOCOMO, the Minami Saku Chubu Forestry Association, and Chikusui Canycom, Inc., carried out a verification test for Japan's Forestry Agency's demonstration project, Leveraging Telecommunication System to Remotely Operate Weeding Machine.



Smart forestry verification test

Metrics and Targets

Greenhouse gas emissions reduction, waste recycling rate, and the promotion of activities to conserve ecosystems are used as metrics in the targets set for managing nature-related risks and opportunities based on the Green Action Plan, the DOCOMO Group's Environmental Target for 2030. Other nature-related metrics include monitoring the use of water to check that the amount remains less than that of the previous year, as well as disclosing the number of used mobile phones collected and recycled and the major mineral resources regenerated through recycling.

Metrics and targets not disclosed will be examined based on the core indicators set out in TNFD v0.4 as well as guidance on target setting under TNFD v1.0, released in September 2023, and SBTs for Nature.

The DOCOMO Group will make its way into a future in which people co-exist in harmony with the natural environment by contributing to the sustainable development of all society and preservation of the global environment.

Related Links

- [P. 25](#) Green Action Plan
- [P. 29](#) Environmental Data
- [P. 42](#) Collecting and Recycling Used Mobile Phones



Research and Development, and Innovation



DOCOMO's R&D has been leading mobile scenes not only in Japan but across the world and has consistently created new technologies and services. Our R&D focuses every day on achieving sustainable growth in the 2030s by delivering new value for customers and resolving serious social issues.

- 50 Promoting R&D and Innovation
- 54 Promoting Open Innovation
- 59 Promoting Process Innovation (Top Gun)
- 60 Social Issues and Innovation

Promoting R&D and Innovation

Basic Policy

Innovation in industry and technology, known as the fourth industrial revolution, is steadily advancing across the world and generating new economic value, particularly in regard to the Internet of Things (IoT), Big Data, artificial intelligence (AI), and robotics. Meanwhile, while recognizing the need to address social issues, including a declining birth rate, aging population, and adaptation to the new normal, DOCOMO R&D is promoting DX and realizing the IOWN concept by fusing cyberspace and physical space, where humans, things, and experiences in the physical world are digitalized to better predict the future and optimize the real world. Through this approach, we are able to create value such as providing new experiences, higher efficiency, optimization, improved productivity, as well as safety and security. DOCOMO is conducting research and development specifically in the following fields.

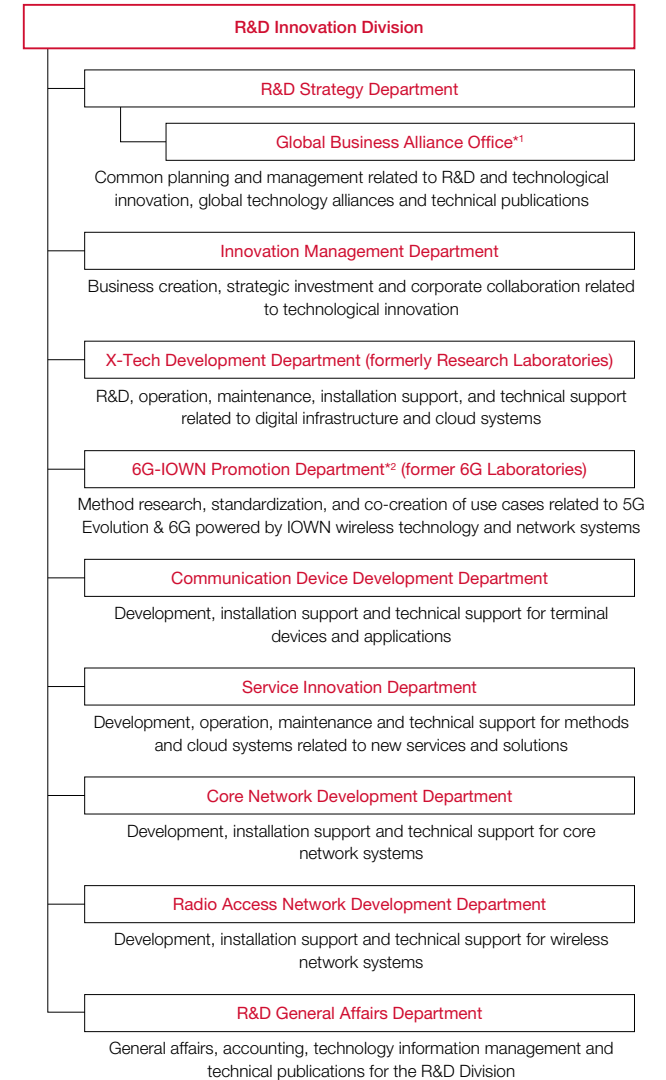
1. AI connecting a variety of data, predicting the future, and gaining knowledge
2. 5G and 6G connecting everyone and everything everywhere
3. IoT and devices gathering information and providing an extensive range of feedback

In addition, we are accelerating open innovation with external corporate partners. Through these activities, we will achieve social and industrial development through information and communication technology (ICT) while resolving social issues and providing new value for customers and our partner companies.

R&D System

DOCOMO's R&D on mobile communication systems and new products and services is primarily carried out at the Yokosuka Research Park. The R&D Division leads our efforts, while the R&D Strategy Department is responsible for overall supervision. Every R&D division collaborates with other related divisions as part of our ongoing R&D activities and to further enhance the Group's devices, networks, and services. We also jointly develop technologies for devices and networks with major manufacturers. In regard to R&D for services, we focus on realizing new services conceived by business divisions while promoting an open innovation strategy that maximizes our diverse relationships with external entities. We actively and strategically communicate the results of our R&D efforts, such as new technologies, through multiple channels, including press releases.

In response to global technological innovation, we have established R&D bases in the U.S., Germany, and China. These bases particularly contribute to international standardization activities for 5G and virtual network technology in collaboration with the R&D Division at the DOCOMO head office. In addition, DOCOMO, DOCOMO Innovations, Inc., and the Silicon Valley branch of NTT DOCOMO Ventures, Inc. collaborate with and invest in startup ventures in North America in order to invest in startups possessing advanced, innovative technologies that are applicable to mobile communications services.



As of March 31, 2023

*1 Established in July 2021

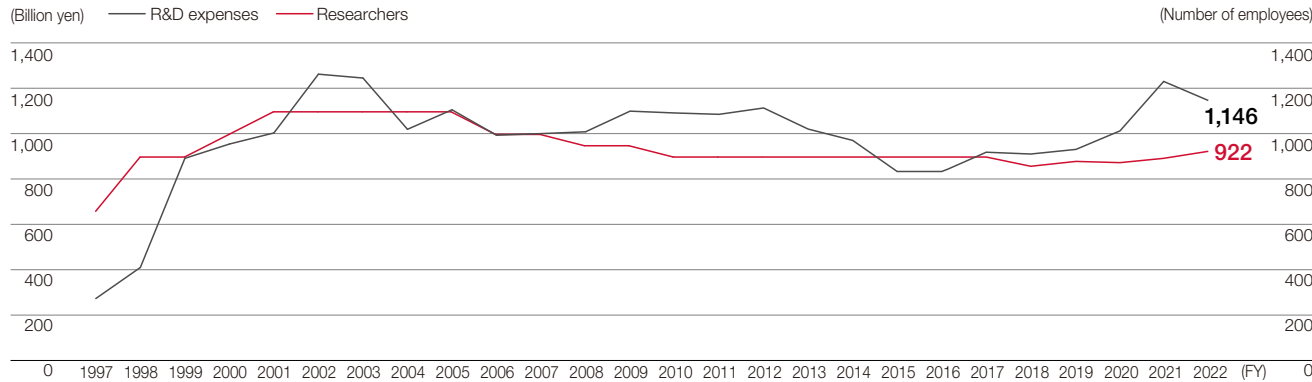
*2 Reorganized in July 2021

Promoting R&D and Innovation Promoting Open Innovation Promoting Process Innovation (Top Gun) Social Issues and Innovation

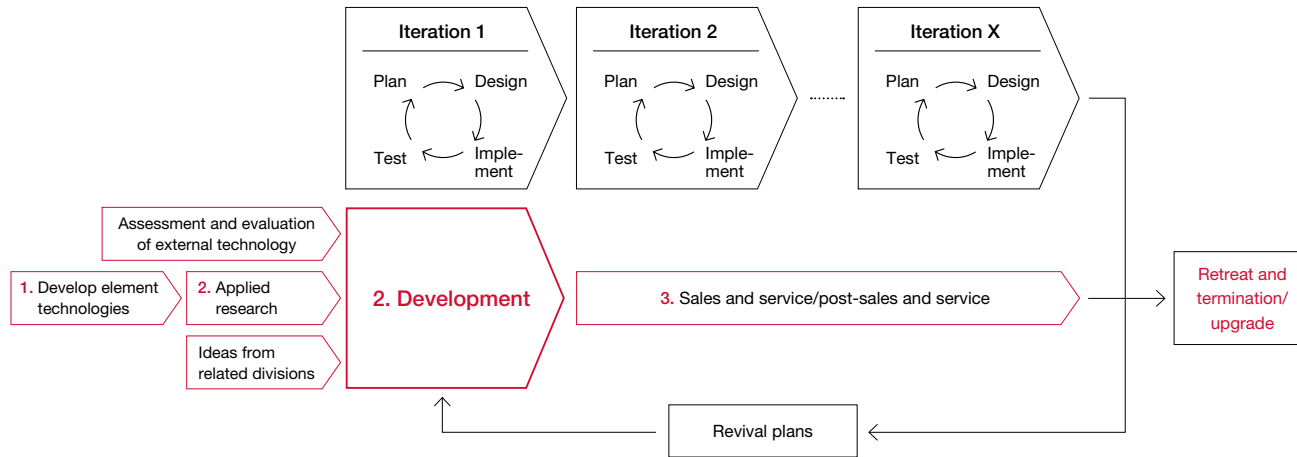


Changes in R&D Expenses and Number of R&D Employees

Since the late 1990s, we have maintained a workforce of between 900 and 1,100 researchers in R&D and spent between 80 billion yen and 100 billion yen annually since the year 2000. We continue to lead in the global mobile communications business and provide innovations that represent the backbone of sustainable development.



Innovation Chain



1. Develop Element Technologies

DOCOMO, as a major operating company of the NTT Group, supports NTT's R&D system for basic technologies. The R&D divisions of NTT and DOCOMO closely cooperate in research to ensure that DOCOMO's business activities benefit from technological achievements made through these efforts. As an example, the laboratories of the holding company conducted basic research on voice recognition and intention interpretation technologies, which were then moved to the applied R&D phase at DOCOMO, leading to the recent creation of new services.

2. Applied Research and Development

In the area of infrastructure, we engage in technological exchanges with major overseas operators, centered on the 6G-IOWN Promotion Department, and formulate strategies in response to external trends. We are consequently contributing to the establishment of global standards and leading the industry in ecosystem-related efforts by conducting proof of concept (PoC) experiments with major manufacturers. Even

as we play a role in advancing this industry, we also ensure that we maintain competitive advantages in developing our own businesses. Furthermore, the Core Network Development Department and the Radio Access Network Development Department are heading up our joint development with major manufacturers to provide equipment and systems with internationally competitive functions.

As for services, concepts created by the business divisions are taken up by the Service Design Department to develop system infrastructure, while the Communication Device Development Department develops applications installed on the device. The Innovation Management Department is responsible for creating businesses related to technological innovation, extending strategic investments, and bolstering collaboration with other companies.

The Service Innovation Department develops element technologies and operates cloud systems related to new services and solutions utilizing AI and big data. It also establishes infrastructure and provides technical support to promote Group-wide data utilization. The X-Tech Development

Department works closely with the business divisions to develop a technological platform that meets business needs.

As we create services, we accelerate the pace of their introduction to markets and increase their value by incorporating element technologies developed by NTT and the latest technologies developed elsewhere, in addition to DOCOMO's own technologies. We are also striving to further expand into new markets for services based on DOCOMO technologies.

3. Sales and Service and Post-Sales and Service

Related divisions at DOCOMO actively present proposals that reflect social conditions, trends in technological development, and circumstances at shops as well as ideas for improvement from shops and the results of exchanges with external companies and customer marketing activities. We convene screening meetings as part of our deliberations to launch new services. This cross-sectional meeting structure allows for our quick holistic decision-making.

After sales and services are launched, each business promotion division closely monitors their status and formulates revival plans for those that appear unlikely to meet their initial targets.

Promoting the Creation of Innovation

To accelerate the development of services that address social issues, we generate innovation by starting small. As the challenges faced by society and customers become increasingly diverse and complex and business competition intensifies, it has also become more important to identify underlying issues and needs by studying the frontline of our business, quickly develop solutions, and make business profitable. Applying this small start method allows us to reach the commercial trial stage more quickly than by using a standard development process and more rapidly develop businesses that address social issues.

In-House Venture System

The DOCOMO Group's In-House Venture System serves as a means for encouraging the creation of new businesses by supporting employees who aspire to set up and manage an enterprise based on their own business concepts or technology. Business ideas submitted by employees are screened, and DOCOMO invests in those that have passed the screening by establishing a company led by the employee who came up with the idea. During the screening process, the business idea is honed with the support of external mentors by conducting market analysis and verifying potential issues. Once a venture is set up, it continues to receive support from relevant departments of the DOCOMO Group as it seeks to grow. This system is intended to create businesses that stimulate synergies and impact DOCOMO Group businesses.

Topic

Launch of docomo STARTUP

In fiscal 2023, we launched a new business creation program "docomo STARTUP" by integrating all existing business creation programs at docomo Group companies to commercialize new business ideas of DOCOMO Group employees.

We will create new businesses by helping our employees develop their entrepreneurial mindset and skills, holding contests to discover new business ideas with a high potential for profitability, accelerating business verification and growth, and supporting the development of spin-off and spin-out companies.

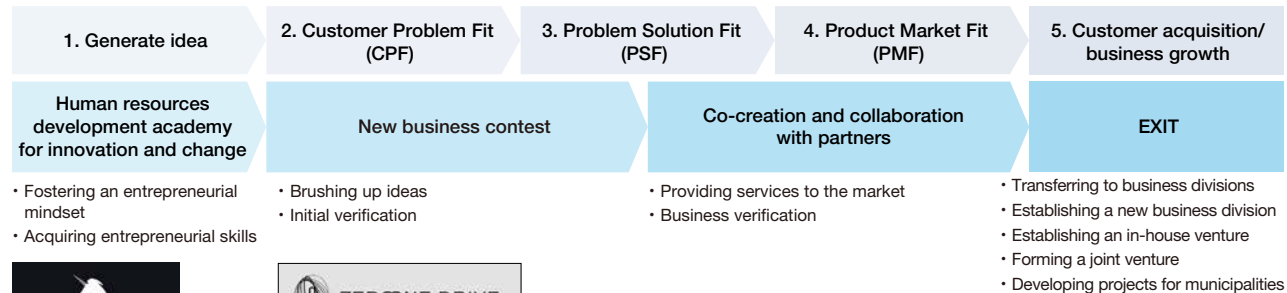
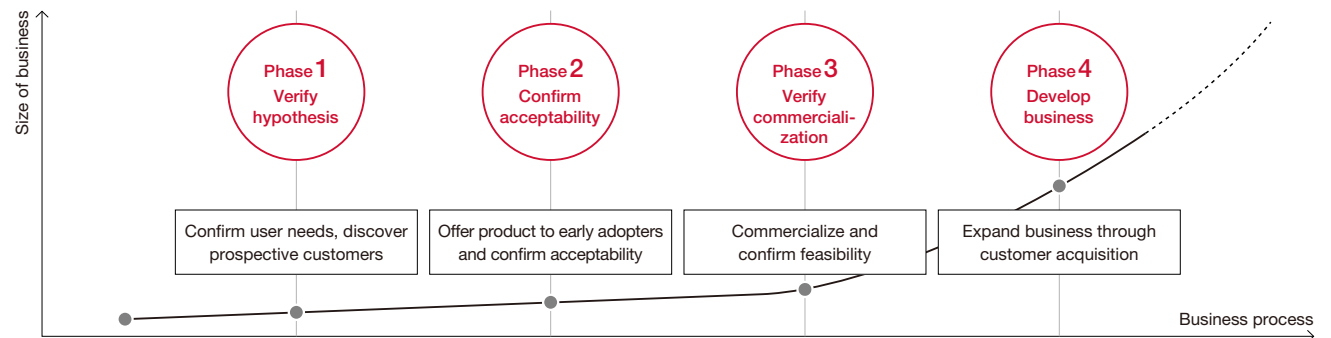
New Business Creation Programs

To promote innovation within the Company, DOCOMO takes on challenges to create new businesses such as launching and providing new services through the implementation of the 39works program, which is centered on R&D employees, and the ZERO ONE DRIVE program, a new business proposal program that welcomes applications from all DOCOMO Group employees. We also offer a human resource development program called the docomo academy to help employees learn the skills and mindsets required for developing their business concepts.

39works

Based on an open innovation strategy that leverages diverse relationships with external entities, the 39works program organizes joint projects with external partners and collaboratively implements the entire process from planning and development to operations and maintenance. The program is intended to support the quick start of small businesses and nurture them through continuously improving service quality in accordance with the market and public response through a high-speed PDCA approach. We launched seven new businesses and started providing eight new services in fiscal 2022.

Steps to Creating a New Business



- Fostering an entrepreneurial mindset
- Acquiring entrepreneurial skills

- Brushing up ideas
- Initial verification

- Providing services to the market
- Business verification

- Transferring to business divisions
- Establishing a new business division
- Establishing an in-house venture
- Forming a joint venture
- Developing projects for municipalities



ZERO ONE DRIVE

The ZERO ONE DRIVE is a contest designed to commercialize employee ideas for new businesses. In fiscal 2022, the DOCOMO Group integrated DOCOMO's LAUNCH CHALLENGE and NTT Communications' Digicom that had been held until 2021 into the ZERO ONE DRIVE, which is open to all employees of the DOCOMO Group. The program helps employees develop their business ideas with advice from a diverse group of mentors, each representing specialized areas of strength, such as entrepreneurs and designers. Each idea is turned into a business by considering which issues could be resolved by the business, verifying the hypothesis of the real need and optimal solution by carefully reviewing customer feedback. Through the program, we will encourage each and every employee to rise to the challenge of creating businesses that will have an impact on society and generate new revenue for DOCOMO. In fiscal 2022, there were 427 applications, and verification is underway toward commercializing some of them.

docomo academy

The docomo academy is an in-house university open to all employees of the DOCOMO Group and is intended to ignite the motivation and passion within each and every employee for cultivating a spirit of challenge in those who will lead in transforming the society for the better. The academy brings together people from all walks of life, regardless of age or professional status, under the motto "Let's do something big," where they can discover their own spark, forge new relationships, and start working together. Our experienced and passionate management staff, mentors, and famous lecturers on innovation are committed to working with all participants through one-on-one consultations to give shape to their ideas and visions. The program offers participants the opportunity to learn the mindsets and skills they need to transform society and become future innovators with outstanding learning experiences. In fiscal 2022, 270 participants were enrolled in this program.

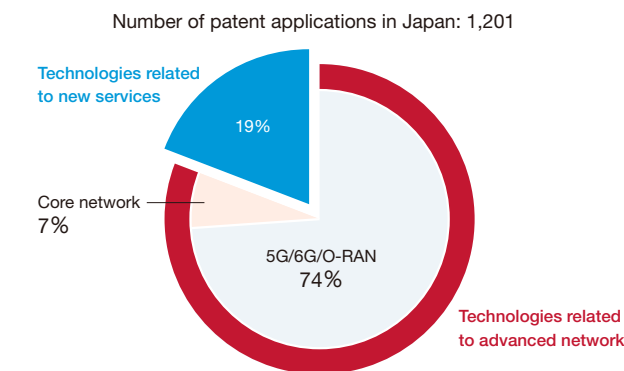
Intellectual Property Initiatives

We are continuing to expand our intellectual property assets to increase the domestic and international competitiveness of our business.

For example, DOCOMO has promoted the research and development of technologies for upgrading its networks such as W-CDMA, LTE, LTE-Advanced, 5G, and 6G, as well as technologies related to new services such as AI and IoT, with the ultimate goal of enhancing mobile experiences for customers.

As a result of encouraging patent applications for these technologies, as of March 31, 2023, DOCOMO holds around 4,400 patents in Japan and 10,100 overseas.

Breakdown of Patents Filed in Japan in FY2022



DOCOMO's intellectual property

Promoting Open Innovation

DOCOMO is seeking to transition from a conventional mobile communications company into a Value Co-Creation Company. It possesses diverse business assets such as its mobile networks and customer base, secure settlement systems, and customer referrals. We believe that we can create new businesses by making these assets available to partners with expertise and knowledge, and this in turn will lead to the cocreation of new social value.

We will particularly focus on 5G, AI, and IoT, promoting co-creative innovation by applying various mechanisms to the technologies of DOCOMO and its partners to create new value for customers while also seeking to address social issues. In the process of creating new businesses, we identify challenges facing customers, including social issues, and conduct trials with customers before commercializing the business and seeking growth. We offer diverse mechanisms for co-creative innovation, such as 39works (P. 53), in which we nurture an idea from the ground up by conducting verification and commercialization with our business partners, and Top Gun (P. 59), in which we proceed with verification and product development with our corporate customers.

As part of this initiative, the DOCOMO 5G Open Partner Program®, launched in February 2018, has been driving the development of new applications with a broad range of partners since the start of the 5G era, so that customers can keep enjoying innovative 5G services.

DOCOMO 5G Open Partner Program®

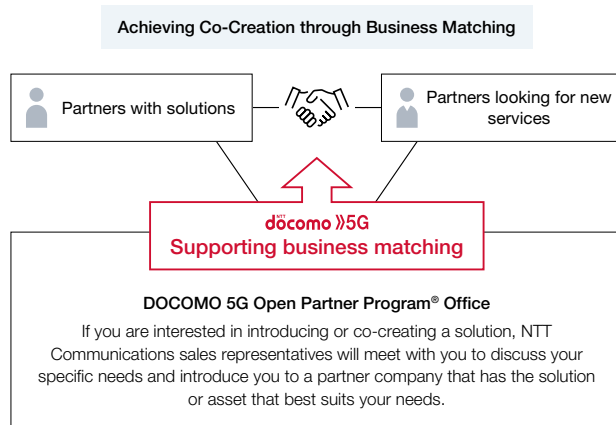
As of March 2023, more than 5,500 partners have joined this program, which provides opportunities for co-creation through 5G. Furthermore, for participating companies and organizations, we established DOCOMO 5G Open Lab®, a permanent testing environment for 5G technology with 10 locations in and outside Japan. We have also been operating

DOCOMO 5G DX Square as a space for experiencing solutions with advanced technologies such as 5G, video AI, XR, and robotics, to drive DX and innovation through co-creation with businesses that support local industries. As of July 2023, there are over 50 locations nationwide, and some are promoting collaboration with partner business sites. Furthermore, we constructed Beyond MEC as a testing environment connected to a cloud infrastructure. We are forging ahead with initiatives for creating new 5G applications in collaboration with a wide range of partners.

Under the DOCOMO 5G Open Partner Program®, we conduct online seminars to introduce the 5G solutions we have launched. The seminars introduce specific examples of business matching and the creation of solutions for participants to grasp the key points for co-creating business.

We also hold the docomo 5G DX AWARDS® to promote the creation of new co-creative 5G solutions.

What you can do with the DOCOMO 5G Open Partner Program®



docomo 5G DX AWARDS®

As part of the DOCOMO 5G Open Partner Program®, we have been holding docomo 5G DX AWARDS® since fiscal 2020. The competition invites companies to apply their technologies, product devices, and services to co-create new business by working together.

In fiscal 2022, we selected the SDGs of eight industries as the theme, and invited applications representing unique assets possessed by each company. Furthermore, we reviewed and awarded applications that offer valuable 5G services. The prize winner, IoTube, was commercialized as a 5G solution. We will continue to uncover assets held by companies and use 5G mobile communication to accelerate creation of solutions for contributing to achieving the SDGs in various industries.

Co-Creation with Ventures

Considering future social environments and industry trends, DOCOMO is assisting with the growth of startups through investments and supporting co-creation via the Group subsidiary DOCOMO Ventures, Inc.

In April 2022, we established DOCOMO Innovation Fund III, L.P. of 15 billion yen to make strategic investments in anticipation of generating synergies with our business. In May 2022, we also held the NTT DOCOMO Ventures Day to promote co-creation between venture companies and the DOCOMO Group. Toward the New DOCOMO Group Medium-term Strategy and beyond, we are building relationships with promising startups inside and outside Japan that have the potential to create a new world.

Co-Creation with External Partners

Lifestyle Co-Creation Lab

In September 2021, we launched the Lifestyle Co-Creation Lab to realize a well-being society where everyone can shine, engage in mutual support, and have ample opportunities to explore their abilities.

The lab utilizes the multiple technologies that DOCOMO has researched and developed, combines them with the technologies and assets held by DOCOMO and its business partners, verifies the value of the technologies, and hones them to create new lifestyles to enrich and add convenience to daily life. Together with our partners, we will specifically leverage the Innovation Co-Creation Platform, which will make the technologies of DOCOMO and NTT Laboratories accessible to various industries, accelerate development, and create new value across industries.

Examples of Initiatives

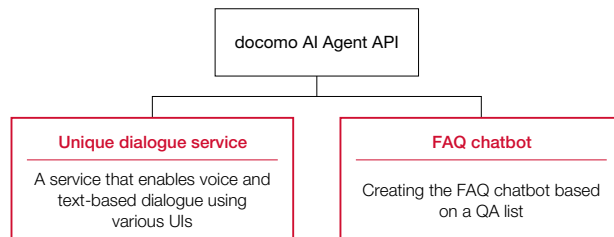
- New fashion experience using virtual technology for Generation Z
- Improving peoples' lives through the use of regional apps (Kaihin Makuhari area, Chiba City)
- Smart city initiative with Kobe City
- Demonstration test using AI for preventive healthcare services for the elderly in Toyota City
- Open Innovation Office
- Communicating information to residents of the UR Housings to enrich their quality of life
- A new business management model for road operation, Digital Twin Road Management
- Virtual urban space, Virtual Centrair

Promoting R&D and Innovation Promoting Open Innovation Promoting Process Innovation (Top Gun) Social Issues and Innovation

Commercial Provision of the docomo AI Agent API

DOCOMO has been providing corporate customers with the interactive AI service, docomo AI Agent API®, which is also used for DOCOMO's "my daiz." Creating a scenario for each purpose enables contextual Q&A services and a natural dialogue with users. In addition, the interactive original agent created through this service incorporates voice recognition, natural language processing, and voice synthesis, enabling voice dialogue for users.

How the docomo AI Agent API Works



Through this service, we provide the docomo AI Agent API Partner Program to promote new dialogue-based solutions in collaboration with partner companies, creating dialogue services that provide new experiences for end users, and forge win-win business relationships with partners. In the case of multi-language translation, DOCOMO's service to automatically translate a Japanese scenario into foreign languages is enabled through collaboration with an outside partner that offers this service. We will utilize docomo AI Agent API to familiarize users with the diverse services offered by partners through natural communication supported by AI to deliver benefits, satisfaction, and security for every customer.



Commercial Provision of docomo MEC*1

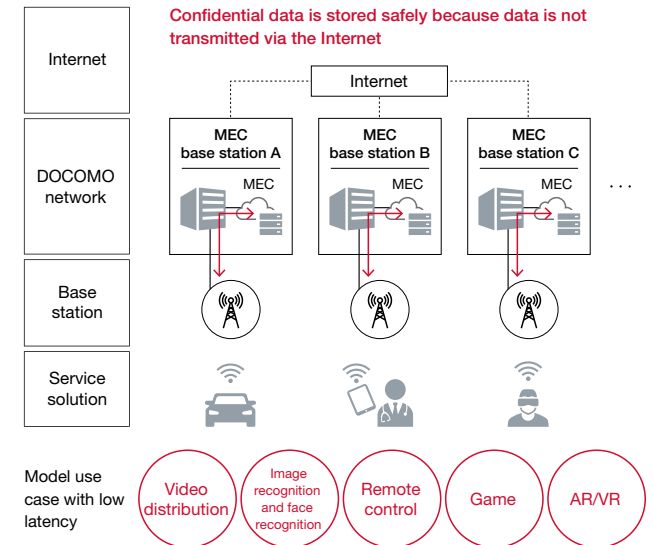
We are providing docomo MEC™ as a service using computing facilities as the MEC platform connected to DOCOMO's low latency network. In addition to compatibility with 5G SA and realizing low latency access using MEC Direct™, it is equipped with technologies such as the image recognition API*2 developed by DOCOMO and also various solutions, including video transmission, VR, and AR, provided by DOCOMO and its partners.

MEC platforms were set up in one additional location by July 2023 for a total of 10 bases that offer low latency DOCOMO network service. This has enabled access to low-latency, high-security networks to places as needed in a way that addresses regional challenges.

Going forward, we will gradually expand the solutions installed in the MEC platform to contribute to the creation of new value and resolution of social issues.

Note: docomo MEC and MEC Direct are registered trademarks of NTT DOCOMO.
 *1 The service was offered under the name docomo Open Innovation Cloud® until the end of June 2022.
 *2 Part of the image recognition technology constitutes AI corevo® of the NTT Group.

High Security Realized by Low Latency and Closed Network with Cloud Direct



*MEC Direct is available at the following 10 MEC base stations: Tokyo, Kanagawa, Osaka, Oita, Okinawa, Tohoku, Tokai, Hokuriku, Chugoku, and Shikoku.

docomo R&D Open House

We hold docomo Open House every year to showcase the Company and the NTT Group's latest technologies and solutions.

In fiscal 2022, "docomo Open House '23" was held in a hybrid style with about 65,000 page views and 1,272 in-person participants.

The event featured a variety of initiatives from various areas, such as 5G/6G, AI, and XR technologies and solutions, presenting 20 initiatives online and 21 initiatives at the venue. We also indicated the specific SDGs linked to all exhibits, to convey how each contribute to the achievement of the SDGs.

This event represents a key opportunity to strengthen our collaboration with various partners because of its broad appeal to stakeholders associated with our efforts to improve added value for customers and create social value through DOCOMO and the NTT Group's initiatives.

Topic

Digital Twin Road Management Conception

While repairs and other measures for addressing road deterioration across Japan are considered to be very important, it is becoming increasingly difficult for local governments and other road administrators to handle maintenance due to a shortage of engineers and financial resources. DOCOMO is therefore jointly promoting the Digital Twin Road Management concept project with NTT COMWARE and Infroneer Holdings, Inc.

The project supports data-driven, rational management decisions by analyzing, forecasting, and visualizing a wide range of data acquired on-site. Under this concept, AI performs a series of management processes, including daily road inspections, that require considerable labor and cost. The digital twin automatically formulates and simulates repair plans against future deterioration. This will help optimize road operation and maintenance and drastically reduce labor and costs.

Looking ahead, we will implement and expand this concept toward creating towns in which people can enjoy a safe and comfortable lifestyle well into the future and achieving a sustainable society.



Digital Twin Road Management Concept

Topic

Cross-Company Statistical Data Usage Private Cross-Aggregation Technology*1

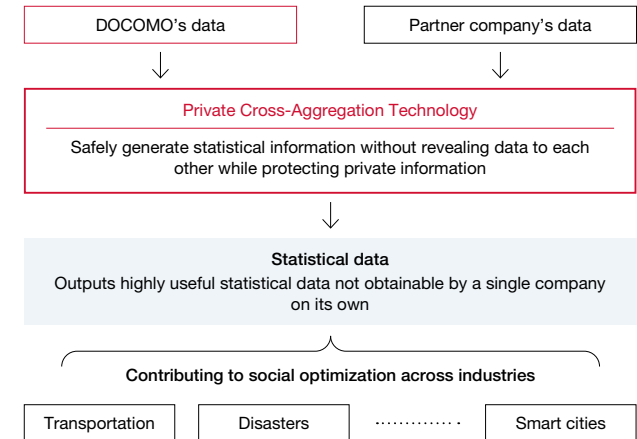
Using and cross-correlating data held by multiple companies is expected to facilitate data analysis from multiple, comprehensive perspectives that would be otherwise be difficult for any one company on its own. Sharing data with other companies, however, always involves risks such as data leaks and privacy violations, which often hinder them from actively sharing data. To address this, DOCOMO has developed a private cross-aggregation technology with the cooperation of NTT. The technology makes possible the safe generation of statistical information from data held by separate companies while not revealing*2 the source data to each other.

Practical applications for the technology are already emerging, including a five-month joint verification test with Japan Airlines and JALCARD, starting in November 2022, to improve the value of customer experiences and resolve social issues. In the test, we analyzed the trend in the movement of passengers before boarding based on the demographic information, which was prepared by using data from DOCOMO's cell phone network operations and JAL's

domestic flight ticket reservations. The results of the verification will be used in considering and implementing measures to improve on-time departure rates for smoother air travel.

*1 Private Cross-aggregation Technology is a registered trademark of NTT DOCOMO, INC.
*2 "Not revealing" in the sense that the technology ensures that a series of processes is performed without revealing data to human observation.

Operational Image of Private Cross-Aggregation Technology



Topic

Using Smartphones and AI to Maintain and Improve Brain Health

The increasing aging of Japan's population raises the risk of dementia. And interest in brain health has grown along with the awareness that cognitive functions can deteriorate without any subjective symptoms. Anticipating an era of 100-year lifespans, DOCOMO and Tohoku University have jointly developed an AI-powered Brain Health Assessment to visualize brain health status using smartphones and AI along with an AI-powered Brain Health Training application to help maintain and improve brain and oral health.

The AI-powered Brain Health Assessment converts user data, such as smartphone usage trends, step count, and location, into a score that indicates the relative health of the user's brain. With this tool, users can monitor their brain health by simply using their smartphones as usual. They can then determine if they may need brain training or should seek information on specialized tests for dementia, for example, as a guide for acting at an early stage to preventing cognitive decline. The AI-powered Brain Health Training application provides fun, game-like exercises to help users maintain and improve their brain and oral health. Users are asked to record the movements of their cheeks, tongue, and other parts of the mouth using their smartphone or tablet camera for automatic assessment by the AI while simultaneously engaging in four types of brain training exercises, such as calculation tasks. It has been reported that poor oral function is correlated with poor cognitive function, so we are therefore developing this medically supported, effective training app by incorporating the insights of experts in order to market it as early as possible.



Using smartphones and AI to maintain and improve brain health

Topic

MetaMe: Metacommunication for New Communities

In February 2023, we started offering a beta version of MetaMe through Relic, a co-innovation company. MetaMe is a communication service based on a new Metaverse technology we developed, including extreme massive connectivity technology, which enables up to 10,000 people to be connected simultaneously. This service offers a new communication platform in which people with common interests can connect through technologies such as value matching by projecting themselves into a virtual world through avatars. For example, Kotohira Community World is a virtual space created in collaboration with Kotohira Town in Kagawa Prefecture, famous for its association with one of the old gods of the sea known as the Sanuki no Kompira-san. Visitors can experience the town's tourism and culture and interact with local residents. The project is also expected to drive the expansion of tourism, increase the population connected to the local area, and contribute to regional development.

We are also developing an online school service called the J CLASS ACADEMY using the MetaMe virtual space in collaboration with Takarajima Wonder Net Co., Ltd. to contribute to the education field and expand the application of MetaMe. We will continue striving to increase the applications of MetaMe as a next-generation communication tool that offers new experiences and value by integrating the real and digital worlds.

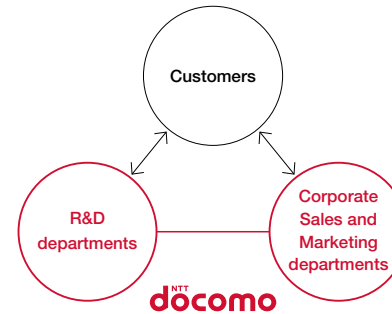


Reproductions of Kompira-gu Shrine and other famous tourist spots in Kotohira

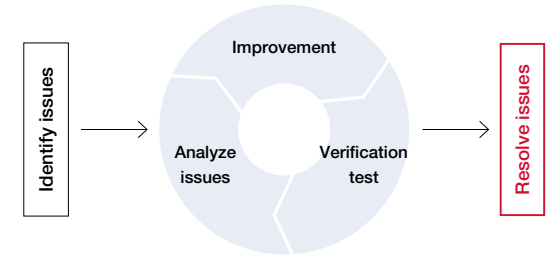
Promoting Process Innovation (Top Gun)

We promote the Top Gun initiative, in which our customers, the R&D, and corporate sales and marketing departments work in concert to address customer challenges by turning DOCOMO's technologies into value for customers. Top Gun collaborations between R&D and corporate sales and marketing are not limited to the departments at the head office. Corporate sales and marketing staff at DOCOMO's regional offices and branches in Japan voluntarily join the initiative to resolve issues faced by local companies and governments. We also set up a system for sharing information about Top Gun nationwide to encourage greater interaction and collaboration between the R&D and corporate sales departments at our regional offices and branches nationwide. We will accelerate the creation of solutions by having R&D members responsible for developing the technology visit customers to make on-the-spot decisions on the relative effectiveness for resolving a particular issue and to present even better solutions. Having R&D staff visit customers together with corporate sales and marketing staff facilitates the connection of needs with potential solutions, with collateral benefits such as promoting process innovation, by quickly and simultaneously verifying and resolving issues, turning technological possibilities into value for customers, and opening the way to solutions for customer challenges by fully applying cutting-edge technologies. We will pursue this initiative to accelerate the pace of co-creation. Although the initiative was discontinued at the end of June 2022, we were able to implement a total of 56 collaborations, of which 16 have been commercialized and 3 are ongoing.

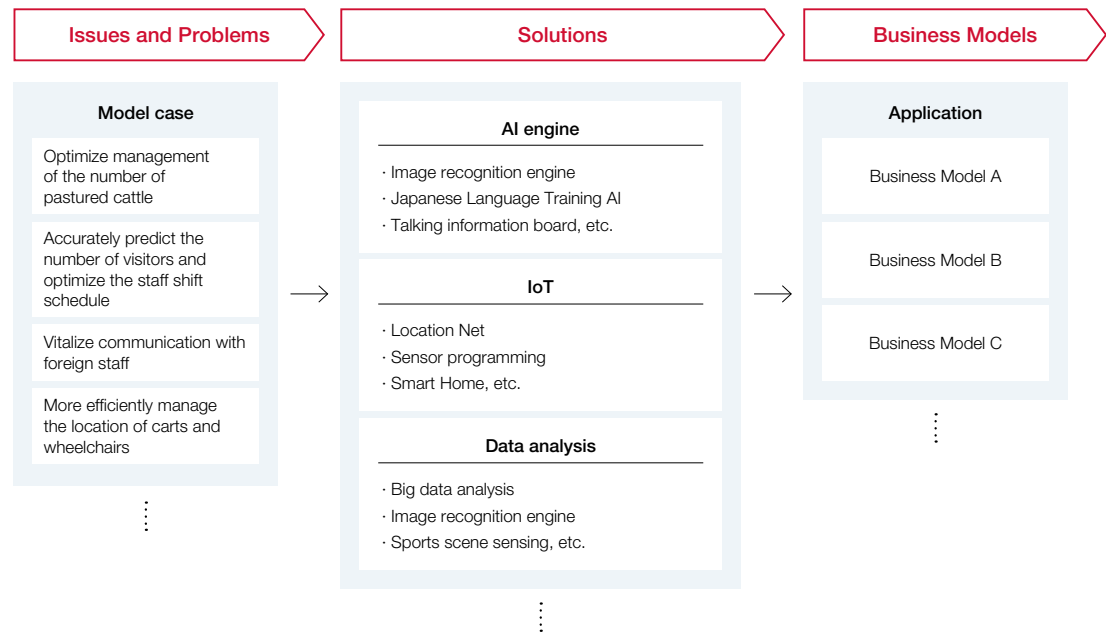
1. Trinity development system to connect issues to technology



2. Simultaneously verifying and resolving issues



3. Turning technological possibilities into value for customers



Social Issues and Innovation

The creation of new innovations that apply and promote digital content, AI, and ICT is essential for contributing to the realization of a sustainable society. We will continue to work together with our co-creation partners and local governments to accelerate efforts to resolve social issues.



Childcare Support Services Using Digital Educational Resources

While programming and financial education have received a lot of attention recently, a lack of adequate learning environments and opportunities has been a challenge. Under the new brand, comotto, we are co-creating and offering digital content with partners from a variety of industries to support children's learning. (P. 68)

Solutions

1. Provide learning opportunities suited to each student
2. Expand future options for children
3. Develop future IT professionals

Solutions 1, 2, and 3

A Game-Based Programming Kit **embot**

Developed through DOCOMO's New Business Creation Programs, embot is an education service for learning programming. With embot, children learn the basics of manufacturing and programming by a robot assembled from cardboard and electric parts using a visual programming* app and controlling its movement. This experience nurtures their ability to think freely. We are expanding the use of our service for applications such as training in programming, which has been required in elementary schools since 2020.

*Visual programming provides a programming environment that combines images and shapes.

From Assembly to Programming

Kids Constructing Things



Children can freely color, cut, and paste parts to make their own robot.

Programming



Children can choose the programming level that best suits their skills.

Solutions 2 and 3

Financial and Economic Education for Children in the Digital Age **Money Lessons**

In July 2023, we started offering a financial and economic education service on our comotto website in collaboration with Nomura Holdings to help parents and children learn how society works and the role of money. The service focuses on four key points in learning about money, and includes games, quizzes, columns, and other educational content tailored to different skill levels. In August, we organized an in-person, hands-on financial and economic education event for children. We will continue to take advantage of the know-how and technology of both companies to provide opportunities for students to learn how society works through financial and economic education.

Four Key Points in Money Lessons

1. Spending and Saving

Children will learn the basic roles and how to responsibly creatively spend money on what they want to do.

2. Work and Earn

Children will learn about the significance of earning money and different types of jobs and working style, so they can develop a foundation for envisioning their own careers.

3. Circulation and Economic Cycles

Children will learn how money circulates in society and understand how the world works to be able to actively participate.

4. Daily Life and Lifestyles

Children will imagine the person they want to become and learn to plan, set goals, and develop the discipline to realize their dreams.



Money Lessons for Children



Improving Health in the Community with Community-Based Monitoring

With the continuing decline in birthrates and depopulation, there is an increasing need to support the daily lives of senior citizens, which is becoming more difficult due to a shortage of related staff. By providing innovative AI-based support, we intend to help local residents feel safe and comfortable living in their communities.

Solutions

1. Eliminate the shortage of labor to support the local community
2. Make the community a better place to live by improving the health of local residents
3. Establish a community-based support system for the elderly who live alone

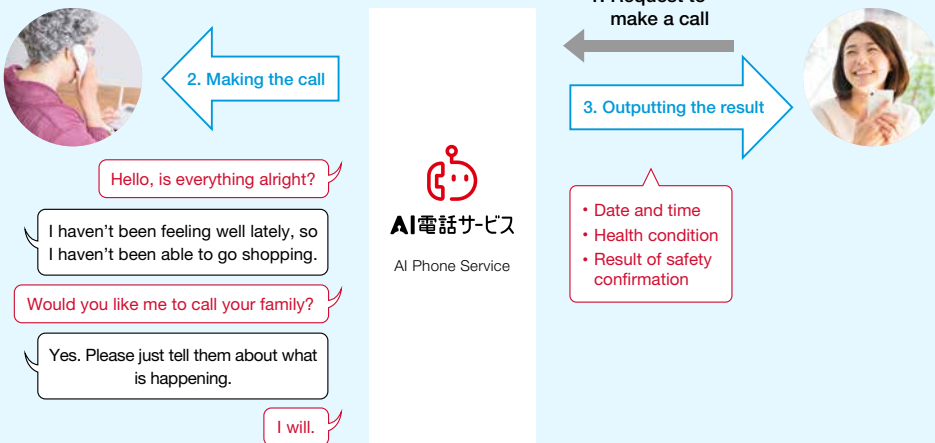
Solutions 1 and 3

Supporting the Senior Citizens with AI

AI Phone Service (Mimamori Phone)

DOCOMO's Mimamori Phone for monitoring senior citizens utilizes its AI Phone Service, which reduces the workload of operators by having AI handle calls on their behalf. The Mimamori Phone service periodically calls an elderly person on their landline phone to check on their safety and health based on their interactions, and then contacts family members or care staff as appropriate. In 2020, we signed a partnership agreement with Nara Prefecture to conduct a demonstration test for an elderly support system using this service, which is being adopted by an increasing number of local governments as a community-based system for looking after senior citizens.

Example of how the Mimamori Phone service is used



Solutions 2 and 3

Helping Local Residents Improve Their Health

Kenko Mileage

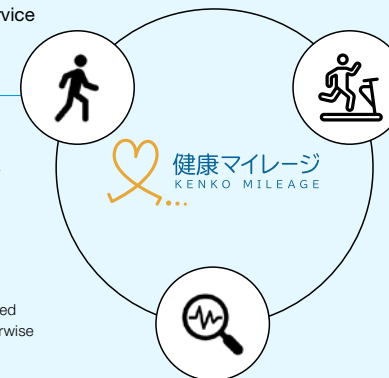
The Kenko Mileage service is intended to help people improve their health by monitoring their walks using a smartphone app or pedometer and is being adopted by local governments and companies that make it available for local residents and employees. In September 2022, we added a new function to check the physical and cognitive functions of the elderly using frail* estimation AI. Based on the usage history stored in the smartphone of elderly users, location information, and lifestyle data such as step count and sleeping habits, AI predicts the risk of frailty and notifies users of the result on their Kenko Mileage app, which alerts them to their own risk of frailty at an early stage. The service also features other functions to support residents such as monitoring residents during normal times using location-based services and checking the evacuation status of residents in the event of a disaster.

*A stage prior to requiring nursing care in which physical and mental functions become weakened with age.

Kenko Mileage Monitoring Service

Staying healthy

- Walking point project
- Verification of effectiveness
- API linkage with Mynportal*



Future health

- Physical health
- Mental health
- Eating healthy

Monitoring of current health status

- Delayed evacuation during a disaster
- Falls and unstable heartbeat
- Detection of unusual conditions

*Health checkup information is obtained by using the Individual Number, otherwise known as My Number.



ICT Solutions to Create a New Form of Primary Industry

The Japanese primary industry is facing a serious labor shortage due to the aging workforce and lack of successors. We are taking on the challenge of addressing these issues by leveraging ICT technology, which will lead to the revitalization of local communities.

Solutions

1. Revitalize primary industry with ICT technology
2. Manage and operate work sites more efficiently
3. Secure stable production volume and revenues

Solutions 1 and 2 Reducing Pesticide Use and Enhancing Management Efficiency Demonstration Experiment for Smart Agriculture

Since April 2022, we have been conducting a demonstration experiment for creating a smart agricultural production area in Sado City, Niigata Prefecture, a site designated as a Globally Important Agricultural Heritage System. The experiment is focused on promoting rice farming in terraces with reduced pesticides (project operator: National Agriculture and Food Research Organization (NARO)). Sado City has been promoting eco-friendly agriculture for some time to expand farming with reduced pesticides. However, a shortage of workers to manage such a large number of terraced rice paddies is presenting an obstacle to making that a reality. The demonstration experiment uses smart agricultural machinery and ICT-based advanced water management systems to verify the feasibility of bringing down costs and labor while increasing profits when reducing the use of pesticides in terraced rice paddies. Using the results of the demonstration, we will further promote the use of reduced pesticides by introducing smart agriculture, reducing the labor of farmers, and increase the added value of rice.

Demonstration Experiment 1 AI-equipped paddy weeding robot



The robot detects rice plants by image recognition using AI and removes weeds without stepping on the rice plants.

Demonstration Experiment 2 Optimal mowing on steep foothpaths between rice fields



Mowing is performed more efficiently by analyzing the 3D data of slopes calculated by aerial photography with a drone and selecting the most efficient method of mowing.

Demonstration Experiment 3 Water management using automatic hydrants with IoT sensors



The frequency of monitoring water levels can be reduced by automating the opening and closing of water gates and installing IoT sensors to detect water levels.

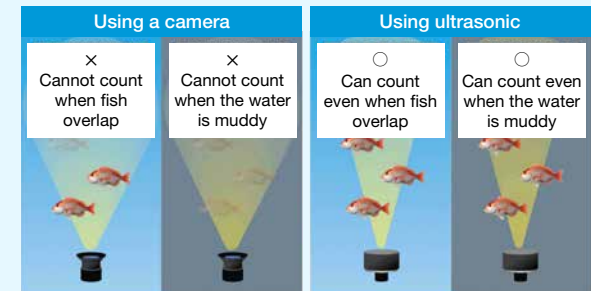
Solutions 1, 2, and 3 Drastically Reducing the Workload of Farming Fish Promoting DX in the Fisheries Industry

As part of its support for reconstruction efforts after the Great East Japan Earthquake, the DOCOMO Group began providing a service using an ICT buoy to visualize the sea environment and has since been working to resolve the issues faced by the fisheries industry. In December 2022, NTT Communications, in collaboration with Aqua Fusion, introduced a system that automatically counts and reports the number of fish in a fish tank to a sea bream farm in Ehime Prefecture. As the number of companies and organizations operating aquaculture farms continues to decline, efficient management has been required in the sea bream aquaculture industry. The current system, which uses ultrasonic underwater visualization technology, has an average measurement error of approximately 10% or less. It automatically counts the number of farmed fish in real time using ultrasonic waves, which reduces the labor burden of maintaining the density of fish in a tank at a level suitable for their growth. We will expand the application of this system to other kinds of fish farming to further promote DX in the fisheries industry.

Example of ultrasonic underwater visualization technology



Monitoring and counting fish moving through the passage frame





Provision of Educational Platform for Diversified Learning Environments

The GIGA School Concept*, which aims to provide ICT environments at educational institutions, has raised the issue of making information terminals available in educational settings as well as how they should be used. NTT Communications offers an ICT environment that is easily accessible to anyone via a cloud-based education platform.

*Initiative by the Ministry of Education, Culture, Sports, Science and Technology (MEXT) for providing one computer and a high-speed network to each student nationwide.

Solutions

1. Provide learning opportunities that are not affected by the learning environment
2. Provide individualized support for optimal learning based on the characteristics of each child and student
3. Reduce the burden on teachers and staff by digitizing communication between schools and parents

Solutions 1, 2, and 3

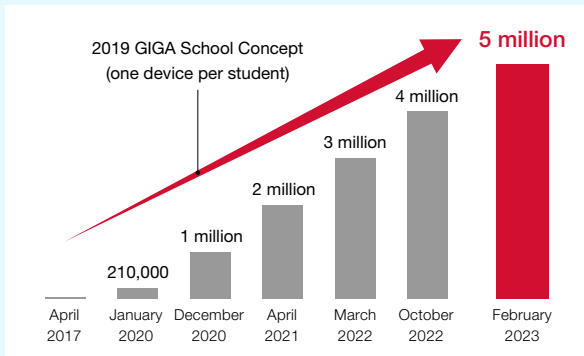
Learning Platform Available Anytime and Anywhere

Manabi Pocket

Manabi Pocket is a cloud-based educational platform provided mainly to public elementary and junior high schools. It is accessible both from school and home with a computer and Internet access and has been proved to be helpful for providing online classes during the COVID-19 pandemic. Another convenient feature allows each student, faculty member, and teaching staff a single account and single sign-on to a variety of learning content, such as AI drills and collaborative learning tools. It also features a communication function. Digitizing communication between the school and parents or guardians, such as student absence notifications and newsletters, as well as messaging between teachers and students helps reduce the workload of teachers and other staff with hectic schedules.

Going forward, we will continue to analyze and visualize types of student data, such as learning status, attendance, and health records, to contribute to achieving optimal individualized learning.

Changes in the Number of Manabi Pocket Subscription IDs

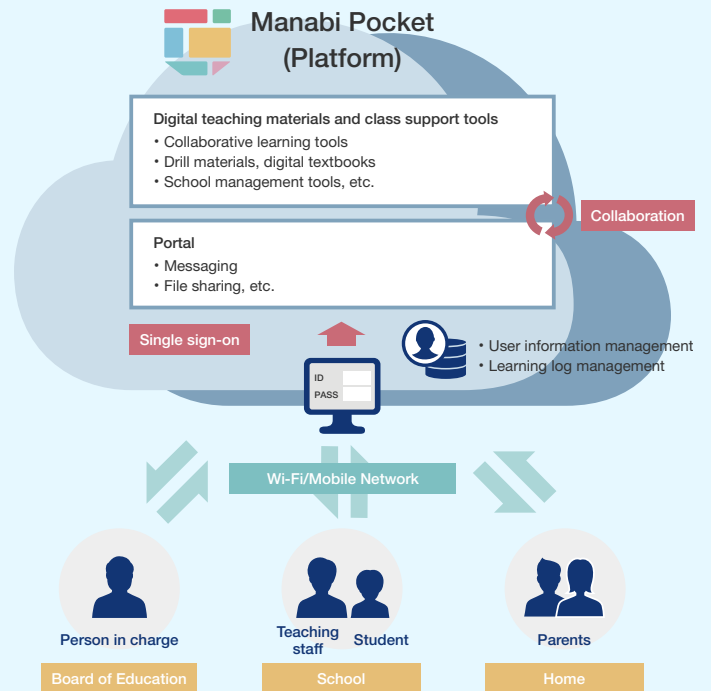


Many local governments have selected the platform as a Learning e-Portal^{*2} that serves as a gateway to the MEXCBT^{*1}, a CBT system developed by the MEXT. It has been introduced to more than 12,000 schools across the country, with the number of subscription IDs now exceeding 5 million.

^{*1} MEXCBT is a computer based testing system developed by MEXT that allows students to study and assess their performance online while at school or at home, using questions created by the national government, local governments, and other public institutions. CBT is used in the place of paper-based questionnaires and multiple-choice sheets.

^{*2} The Learning e-Portal is a digital learning environment concept for primary and secondary education in Japan. It was designed to make better use of educational data as well as to improve user experience by providing software interoperability, taking advantage of the ICT environment of one device per student with a high-speed network established under the GIGA School concept.

Overview of Manabi Pocket





Contributing to the Development of Livable Communities for All through the Use of Unique Data

The collection and analysis of population data from diverse perspectives, such as population distribution and behavior, is considered essential for making communities more livable, vibrant places. Various data obtained from mobile phone networks and their usage is useful for addressing issues in community development.

Solutions

1. Provide information that corresponds with the needs from big data
2. Support resilient community development
3. Promote regional development by providing information that meets the preferences and objectives of each visitor

Solutions 1 and 2

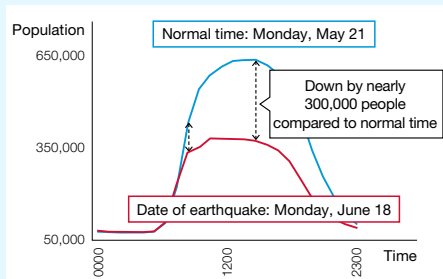
Contributing to Creating Livable Communities with Demographic Data

Mobile Spatial Statistics

Mobile Spatial Statistics uses DOCOMO's mobile phone network to provide hour-by-hour population data throughout Japan 24 hours a day, 365 days a year. The data can be analyzed by gender, age, area of residence, country, region, and other factors and is being used across a wide range of fields in both the public and private sectors. For example, predicting human behavior has been a challenge when formulating natural disaster prevention plans to minimize damage and achieve early recovery in the event of such a disaster. By using data to understand population dynamics, however, we can estimate the number of people who are unable to return home during a disaster or optimize stockpiling decisions based on actual human movements, which allows for more accurate damage forecasting and response planning.

Example of Mobile Spatial Statistics Data in the Event of a Disaster

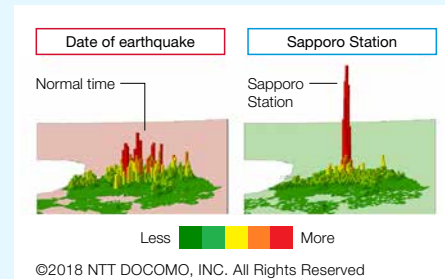
Northern Osaka Earthquake: Comparison of population during the disaster and normal times



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By comparing the population during a disaster and normal times, it is possible to assess how many were affected by the disaster.

Hokkaido Eastern Iburi Earthquake: Population distribution during the disaster and normal times



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By comparing the population distribution during a disaster and normal times, it is possible to identify areas likely to become crowded during a disaster and use this information when formulating a supply stockpile plan and examining a disaster-resistant transportation networks.

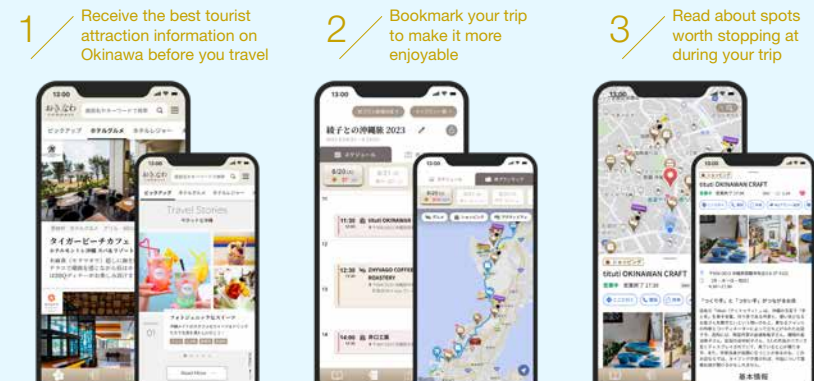
Solutions 1 and 3

Offering Visitors Personalized Information on Local Attractions

FUN COMPASS

Local governments and private businesses that strive to make their communities more attractive to visitors are facing new challenges in the wake of COVID-19, such as a growing trend of a shift to independent travel and new travel styles, including micro-tourism. The mobile sightseeing navigation system FUN COMPASS provides users with information that matches not only their preferences and attributes but also the time, place, weather, and other conditions. The result is that users are given a complete range of local attractions, both the most famous tourist spots that are usually crowded as well as the hidden gems. FUN COMPASS also helps visitors discover new local attractions each time they visit, encouraging longer stays and more spending, and ultimately leading to the revitalization of the region as a whole.

Examples of FUN COMPASS Applications (Okinawa: Okinawa Compass)





Customer and Community Engagement



DOCOMO is committed to building a society in which people can live with greater security, safety, comfort, and affluence across geographic boundaries and generations.

To achieve this, we will continue to deepen our engagement with different types of stakeholders, improve our products and services, and carry out our community investments.

- 66 Responsibility for Products and Services
- 68 Considerations for Children, the Elderly, and People with Disabilities
- 71 Customer Satisfaction
- 73 Services for Safety and Consumer Education
- 74 Community Investments
- 77 Disaster Relief Provided by DOCOMO
- 79 NPO Mobile Communication Fund (MCF)

Responsibility for Products and Services

Basic Philosophy

DOCOMO is dedicated to maintaining product quality with due consideration for safety at every stage, from design to after-sales service. We define our own safety standards for mobile phones at the design stage, examine product safety by testing prototypes, and ultimately determine the launch of a product only after safety is assured. Our products are thoroughly examined at every stage to ensure they meet our standards. We stand by the quality of our products even after they are purchased by providing after-sales services.

In addition, we offer products and services that incorporate universal design principles so they can be used by everyone, including children and senior citizens, people with disabilities, and foreign nationals. As for current social concerns related to mobile phone use, such as criminal behavior, addiction, and ethical issues, we are partnering with Japan's Ministry of Internal Affairs and Communications as well as other relevant organizations to sincerely address these concerns as a vital corporate social responsibility.

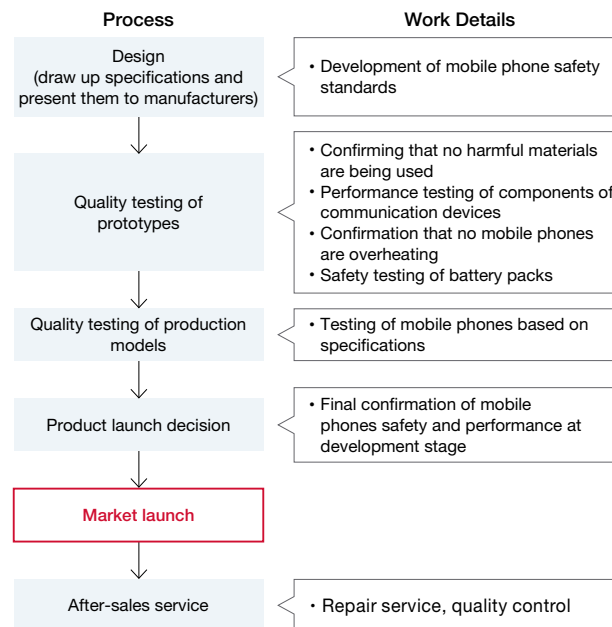
Product and Quality Control

DOCOMO conducts thorough and strict quality processes to ensure that our products can be used safely, reliably, and conveniently by customers at all times. For mobile phones, we work with manufacturers to develop products that are safe from the design phase. We thoroughly monitor product safety at every step of the way from product design to market launch under strict evaluation standards. In addition, we fully comply with all regulatory requirements for labelling during shipping and delivery and use packaging materials based on

our green procurement standards. Our products are delivered to customers only after fully meeting these rigorous standards for product safety.

We have established repair and service centers throughout Japan as well as an online repair request system to handle any problems that may arise after products have been put on the market. Also, we promptly respond to customer concerns over quality by investigating causes and exploring improvements to enhance product quality. In the event of a major malfunction, the Communication Devices Action Committee, chaired by the senior executive vice president, is convened to identify the nature of the problem, isolate its causes, and determine policies for addressing it. This ensures that customer inquiries are immediately responded to and that customers are always informed of any issues that arise.

Standard Product Quality Flow for Mobile Phones



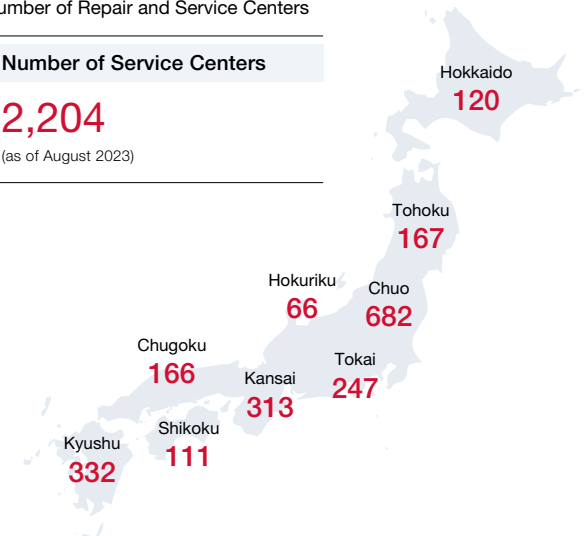
NTT Communications and NTT COMWARE, the two subsidiaries responsible for our corporate business, have obtained ISO 9001 for organizations that deem it necessary for their operations, and they have established quality management systems that comply with the standard.

Number of Repair and Service Centers

Number of Service Centers

2,204

(as of August 2023)



Upgrading Software to Ensure Product Safety

DOCOMO updates its software as necessary to increase product safety and user friendliness, fix software-related defects, improve usability, apply current security patches, and for other purposes. Software updates can be done online, allowing customers to check for and apply updates on their own as soon as they are available.

Software updates related to fixes or security patches are automatically downloaded and installed while the device is charging at night, without requiring any action by the customer.

[Software Upgrade Information List](#) (in Japanese only)

Disclosing Information on Products and Services

To ensure the safe and convenient use of our products and services, DOCOMO strives to provide timely and relevant information to customers at docomo Shops across Japan and through our website. At docomo Shops, we assist foreign nationals with language support over the phone, and some have videophone systems in place to communicate in sign language with the hearing impaired, so those customers requiring these services can obtain information on DOCOMO's products and services.

A customer support page on DOCOMO's official website provides product support information such as device use, default settings and after-sales services, billing and discounts, and service areas. The docomo Online Procedure service on the website allows customers to select billing plans and apply for services, request repairs, and report lost or stolen phones. Apart from the website, we also provide contact points for submitting applications and queries by phone and e-mail. Moreover, customers can use our Otasuke Robot, a fault diagnostic chatbot that responds 24 hours a day to inquiries about smartphone failures and other mobile phone problems through automated chats. We also offer an online smartphone diagnostic app that allows customers to easily run diagnostic tests on their smartphones without having to visit a docomo Shop, and it provides information on suggested improvements and procedures based on the results of these tests.

Moreover, the docomo Online Shop is useful for customers living in areas where there are no docomo Shops and for those who are unable to leave their homes to purchase a smartphone or charger.

📄 Inquiries in Foreign Languages

📄 Support through Videophone

📄 DOCOMO Online Procedures (in Japanese only)

📄 Online Shop (in Japanese only)

📄 Fault Diagnostic Chatbot (Otasuke Robot) (in Japanese only)

Services that Ensure Device Security

Security Countermeasure Services

We have recently observed a rising number of threats to Internet and telephone communications, such as spam mails, computer viruses, redirects to harmful apps and websites, remittance-soliciting frauds and other scam operations that take advantage of new policies, regulations, and the current social circumstances. As an increasing number of people fall victim to such threats and scams, DOCOMO is proactively working to provide countermeasures.

Anshin Security is a security service package that protects smartphones from a variety of threats. It includes virus detection, blocks harmful websites, provides anti-spam mail functions, as well as notifications for suspicious incoming calls, displays screen alerts for unsecured Wi-Fi connections, and has other functions as well.

A free service is offered for docomo mail that allows users to refuse to accept or open e-mails sent from malicious senders, such as phishing scams, as well as e-mail messages containing harmful URLs and or viruses (set to reject fraudulent or infected e-mails). We also offer another free service, official accounts for docomo mail, that displays a verified e-mail account on docomo mail sent from companies and other organizations that have subscribed to the service. Since August 2022, we have been using DMARC and DKIM as standard domain authentication technologies in docomo mail to more accurately detect spoof messages and provide stronger protection against phishing scams.

Anshin Security (Privacy), launched in May 2021, is a service that enables customers to monitor unintended leakages of personal data on the Internet. If a breach is detected, it notifies the customer and offers advice on how to

deal with it to reduce the risk of leaked data being misused for malicious purposes.

There has recently been an increase in unauthorized access by malicious persons who send DOCOMO-spoofed e-mails or SMS messages and steal d accounts, which are the IDs for customers to access DOCOMO services. In response, DOCOMO makes available a setting called "d account password-less authentication" ("passkey authentication" as of September 2023) allowing customers to disable their password and use biometric authentication or lock screen authentication instead, thereby providing a greater sense of security and convenience.

Furthermore, in October 2022, we introduced Anshin Security (Anti-spam SMS), an SMS filter that automatically assesses and sorts SMS messages into normal or junk message folders. Its database of suspicious SMS messages is updated daily to handle increasingly sophisticated spam.

Anshin Security and Anshin Security (Privacy)



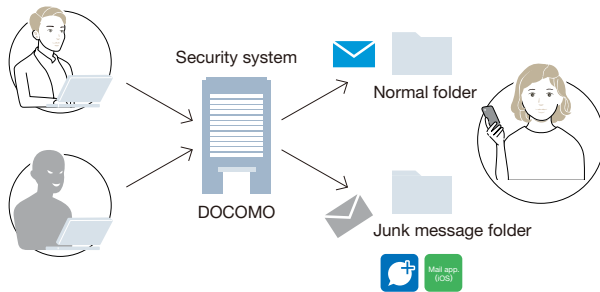
*1 Available only for customers under the Anshin Security plan

*2 Available only for customers under the Anshin Security (Privacy) plan

Setting of Rejecting Fraudulent and Infected E-mails



Anshin Security (Anti-spam SMS)*



*Available only for customers under the Anshin Security (Anti-spam SMS) plan

Considerations for Children, the Elderly, and People with Disabilities

Considerations for Children

Filtering Service to Prevent Access to Illegal or Inappropriate Websites and Use of Harmful Apps

While using the Internet, children can be exposed to illegal or inappropriate information that may be harmful to their development. The viewing of illegal or inappropriate websites

and use of harmful apps also raise the risk of involvement in criminal activity. According to a survey conducted by the National Police Agency and Ministry of Education, Culture, Sports, Science and Technology*1, a record-breaking number of children became crime victims through social media in 2019. About 90 percent of these children did not use filtering. DOCOMO offers the Filtering Service to prevent this, and in principle requires that subscribers or users under the age of 18 to subscribe to this filtering service when using smartphones or mobile phones*2.

Anshin Filter for docomo can permit or restrict access to individual websites and apps based on each child's school age and needs and also can limit when apps can be used depending on the time of the day*3.

*1 Based on "Juvenile Delinquency, Child Abuse, and Child Sexual Abuse in 2022" by the National Police Agency

*2 Stipulated in the Act on Establishment of Enhanced Environment for Youth's Safe and Secure Internet Use (revised on February 1, 2018)

*3 Content of the Filtering Service differs according to the requirements of each model. Functions offered by the "Anshin Filter for docomo" differ by operating system.

Filtering Service (in Japanese only)

Remotely Monitoring Children with imadoco-search

As crimes that target children remain rife, we seek to protect them by providing parents and guardians with the imadoco-search service, enabling them to locate children and remotely monitor their activities. The GPS on their Kid's Keitai (mobile phone) or smartphone allows parents to find out where their children are on a map. In addition, it incorporates an emergency buzzer that a child can press when they are in danger and a function to automatically transmit a child's whereabouts when the power is switched off. The service can be also used to track elderly adults who live away from their families.

Features of Imadoco-search

- Displays child's location on a map as necessary
- Displays child's travel route on a map
- Notifies the family about the child's location when the emergency buzzer is pressed or when the power is switched off
- Notifies the family about crimes in the neighborhood (service is available in 41 prefectures as of July 2023)
- Notifies the family about the child's location when the battery is low



imadoco-search (in Japanese only)

Child-Raising Support Program and Discount

In March 2023, DOCOMO launched a new brand "comotto" to nurture children's development together with their families. Consequently, the docomo Child Raising Support Program, which we have been offering since 2016, has been rebranded as the comotto Child Raising Support Program. Under the new program, we collaborate and co-create with a range of industry partners to provide fun learning experiences for children and their families. Furthermore, in 2021, given the recent social and economic environment, we also launched the Child Raising Support Discount, a service plan designed to financially assist single parent family customers, such as single fathers or mothers. Eligible customers receive discounts on monthly rates for their billing plan and voice options until the first March 31 after the registered child turns 18.

We will continue to stand by customers who are raising children and provide the services they need.



I can create my own answer.
I can create my own future.
Our goal is for children to learn to live and think flexibly.
I can do this.
Our goal is to offer more opportunities for them to feel confident.
Our goal is to expand the potential of children.
Our goal is to expand their vision of the future.

☑ comotto (in Japanese only)

Consideration for the Elderly and People with Disabilities (DOCOMO Hearty Style)

Promoting DOCOMO Hearty Style Products and Services Based on Customer Feedback

DOCOMO Hearty Style is an initiative that promotes products and services that are easy for anyone to use so that every customer is satisfied. It is based on the universal design concept, under which we pursue products and services that are easy to use for all people, regardless of culture, language, nationality, age, gender, ability, or disability. We are working on various initiatives under the three pillars in the following table.

Three Pillars of DOCOMO Hearty Style

Pillar of Activity	Initiatives
Promote Product and Service Development	<p>Develop and provide products and services that are easy for all types of customers to use</p> <ol style="list-style-type: none"> 1. Design products for the elderly 2. Provide smartphone apps and services such as Mieru Denwa designed for people with disabilities P. 70 3. Offer Hearty Discounts P. 70 4. Provide braille billing statement service P. 70
Enhance Customer Support	<p>Improve the environments of customer service desks to make it easy for anyone to use and enhance response to customers</p> <ol style="list-style-type: none"> 1. Make docomo Shops barrier-free P. 126 2. Operate docomo Hearty Plaza (Marunouchi) 3. Install videophones with sign language support P. 126 4. Conduct training for docomo Shop staff P. 125 5. Provide the Telephone Relay Service P. 70 <p>Note: For details, see the Supply Chain section.</p>
Disseminate Safe and Secure Use	<p>Provide opportunities for all customers to use smartphones and other devices safely, securely, and conveniently</p> <ol style="list-style-type: none"> 1. Organize DOCOMO Hearty Class lectures for organizations serving people with disabilities P. 70 2. Organize Smartphone and Mobile Phone Safety Classes for special-needs schools nationwide P. 75 3. Participate in events and exhibitions for people with disabilities

Developing Universal Design Products

We offer products designed to be easy to read and use, including the Raku-Raku Phone series, for the elderly and people with disabilities.

Easy-to-read screen with large characters
In addition to basic phone and Internet functions, the characters of downloaded apps can also be enlarged.

Universal design font
A universal design are OK. font is used for readability.

Usage support at a Raku-Raku Phone Center

Instruction manual in braille, Raku-Raku Smartphone voice, and text

Easy touch panel
A touch panel that can distinguish between a simple touch and a press allows for activating a command as if pushing a button.

Voice output function
Tap the screen with three fingers to have the display screen read aloud. In addition, tracing the screen with two fingers allows you to recognize the position of the screen by changes in sound.

Raku-Raku Smartphone F-52B

Note: These are a few of the F-52B compatible functions. Please see the DOCOMO official website for details.

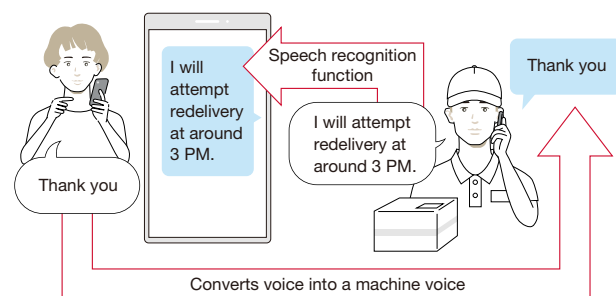
☑ docomo Raku-Raku PHONE & Anshin Smartphone

We will continue to create products that meet the diversifying needs of our customers, such as equipping models other than the Raku-Raku Phone series with a character size enlargement function and simple menu.

— Mieru Denwa (for People with Hearing Impairments)

Mieru Denwa is a free smartphone app (iOS and Android) that converts spoken words received on a telephone into text, which is then displayed on the screen in real time. It can also deliver a user's message as a machine voice by converting the entered text.

It is useful for those who have difficulty listening or speaking as well as those with impaired hearing and the elderly. In March 2020, we added a function to save text history for improved convenience.



📄 Mieru Denwa (in Japanese only)

— Hearty Discounts

Hearty Discounts is a service that discounts basic monthly charges and various service fees and waives a part of the administrative fees for some procedures for customers who have been issued a physically disabled certificate, nursing certificate, medical certificate for a specific disease, or similar documentation.

Details of Discounts*1

1. Discount on basic monthly charges for mobile phones
2. 60% discount on monthly charges for services such as answer phone
3. No administrative fees for new contract*2, name change*2, model change, or contract change
4. Free "initial setting support" for smartphones, etc., provided by docomo Shop staff
5. Free call and assistance charges for "104" directory assistance

*1 Discounts are not available for all plans.

*2 Applicable only if these procedures are performed at the time of applying for the Hearty Discounts service.

📄 Hearty Discounts (in Japanese only)

— Braille Billing Statement Services

We issue braille billing statements for people with visual impairments free of charge. The statements present monthly billing amounts, statement details and other information in braille. In fiscal 2022, approximately 30,400 braille billing statements were issued.

— Accepting Applications via the Telephone Relay Service

In July 2021, information centers and other telephone reception departments started accepting applications via the Telephone Relay Service* provided by the Nippon Foundation Telecommunication Relay Service.

*The service enables people with hearing or speech difficulties to communicate over the phone with others (not only with individuals but also with companies, local governments, medical institutions, emergency call centers, etc.) through interpreter operators, who translate conversations in sign language and text using their voice, and it is available 24 hours a day, 365 days a year. The service is provided by the Nippon Foundation Telecommunication Relay Service, which has been designated as a telephone relay service provider under the Act on Facilitating the Use of Telephones by the Hearing Impaired, etc. (Act No. 53 of 2020).

— DOCOMO Hearty Classes

DOCOMO Hearty Classes are held at the user's site to provide instructions on the basic operation and use of smartphones and tablets for those with disabilities.

We hold classes at the request of organizations that serve those with special needs and implement programs for each type of disability according to customer needs. The programs cover basic operations, such as receiving and making calls, introducing useful apps, and using mobile phones during a disaster.

The first class was held in 2006, and nearly 1,010 classes had been held by fiscal 2022, with about 12,800 participants in total. We have also participated in events and exhibitions for people with disabilities.

📄 DOCOMO Hearty Classes (in Japanese only)

— Anshin Remote Support

This service supports customers who are not familiar with the operations and settings of smartphones or other devices by having a technical operator provide usage instructions through the remote sharing of the user's smartphone or other screens. In addition to the operation and settings of DOCOMO devices and apps, the service also supports the use of third-party apps (such as LINE, Facebook, X, and Instagram) and on connecting smartphones to peripheral equipment such as routers and headphones.

The service, in which the operator handles operation on behalf of the customer as if they were guiding them in person, has been well received by customers, with 21.55 million people signing up for the service as of March 2023.

📄 Anshin Remote Support (in Japanese only)

Initiatives to Eliminate the Digital Divide

We have positioned docomo Shops as local ICT support centers and offer DOCOMO smartphone classes, starting from the initial setup to their many uses for enriching daily life. Our goal is to eliminate the digital divide in the community, and we offer these classes free of charge, with a few exceptions, and participation is open to non-DOCOMO users as well.

Number of Classes and Participants for DOCOMO Smartphone Classes

Category	Details
Number of docomo Shops offering the classes	2,143 across Japan
Number of classes	41 in total
Cumulative number of participants	More than 16 million participants, and 97% of them expressed satisfaction (as of June 2023)

In addition, for the third year in a row, we have been selected as an organization that implements projects for the Ministry of Internal Affairs and Communications' initiative, Digital Utilization Support for Users, and we offer smartphone classes on administrative procedures and other topics at our docomo Shops nationwide. As of fiscal 2022, we had held approximately 140,000 classes on seven different topics under this project, including how to apply for a My Number Card and how to use online medical services, with the participation of approximately 250,000 people. In fiscal 2023 and at 2,121 docomo Shops, we are holding free classes on eight different topics, including a new one: "How to use the nationwide emergency consultation app, Q-suke."

We are also partnering with local municipalities to narrow the digital divide. In January 2023, we signed an agreement with Saitama City in Saitama Prefecture on Cooperation in the Efforts to Narrow the Digital Divide. Under the agreement, we are holding city-approved smartphone classes at 14 docomo Shops in Saitama City to promote the use of digital devices and improve information literacy.

Internal Training

To increase employee awareness about providing reasonable accommodations for people with disabilities, we have conducted training for people involved in product and service development and for those who deal with customers. DOCOMO will continue to develop these activities to raise employee awareness of DOCOMO Hearty Style.

Customer Satisfaction

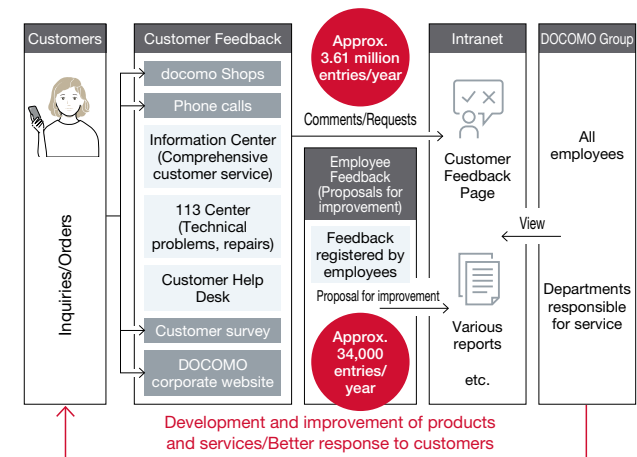
Basic Philosophy

New technologies and services are constantly being generated in the telecommunications and ICT industries, and with equipment, such as smartphones and mobile phones evolving almost daily, new services for mobile phones are constantly under development. Advances in technology and services have been accompanied by an increase in customers contacting us to confirm or inquire about various aspects of our services, such as equipment malfunctions, billing plans and service menus, as well as to share opinions and requests. As a result, DOCOMO receives approximately 3.61 million feedback comments from customers every year through its docomo Shops, Customer Help Desk, corporate website, and other means. Also, we annually receive about 34,000 entries of employee feedback from those who are in daily contact with customers. We will continue to pursue our Customer First policy and seek to create new value to exceed customer expectations. We strive to reflect customer feedback in our R&D and service improvements to both enhance customer convenience and raise the level of their satisfaction with our products and services.

Strategies for Increasing Customer Satisfaction

DOCOMO utilizes customer feedback for many different purposes, such as improving products and services and enhancing customer response capabilities at docomo Shops. Feedback from both customers and employees is shared with all DOCOMO Group employees via our in-house system on a near real-time basis and is always available. We strive every day to improve customer satisfaction, always mindful that customers are at the center of our products and services.

Improvement of Service and Response to Customers by Incorporating Customer and Employee Feedback



Increasing Customer Satisfaction through Customer Feedback

We collect customer feedback at docomo Shops, through phone calls to the Information Center and Customer Help Desk and through Customer Support on our website. The information is immediately shared through our in-house system, and the Customer Satisfaction Department compiles a report for internal circulation. DOCOMO takes customer opinions and requests related to products and services seriously, and it strives to

develop and enhance its products and services while improving the ways it responds to customers. In addition to receiving direct feedback from customers, we also conduct quantitative and qualitative research to explore relevant issues in order to enhance overall customer satisfaction.

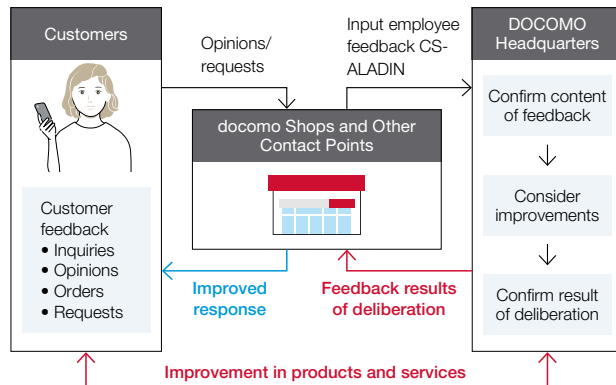
We publish initiatives that incorporate customer feedback on our corporate website.

📄 Initiatives incorporating customer feedback (in Japanese only)

Increasing Customer Satisfaction through Employee Feedback

To further increase the level of customer satisfaction, DOCOMO has been implementing improvement strategies that incorporate employee feedback. Requests and suggestions related to our products, services, and business operations that are identified as the result of interactions with customers are collectively referred to as employee feedback. This information comes from staffs or individual employees working at docomo Shops, phone call reception departments such as information centers, or other related offices and is sent directly to the relevant department of the headquarters through an internal system and then used to improve products, services, and administrative processes.

Flow of Employee Feedback



Case Studies

The following are major examples of improvements resulting from interaction between customers and DOCOMO employees in fiscal 2022.

• **It is now possible to display bar codes for both d Payment and the d POINT card on the payment screen of the d Payment app**

On 27 July 2022, the d Payment app was enhanced to display bar codes for both d Payment and the d POINT card when making payments.

• **Made imadoco-search a free service**

On February 1, 2023, the imadoco-search service fee (5.5 yen per search) was became free in response to many requests from customers and to further promote the safety and security of children.

• **Launched the Caboneu record**

On January 10, 2023, we launched the Caboneu record, an app that makes ecological actions more fun and enjoyable for users ([P. 34](#)).

Improvements through Customer Surveys

DOCOMO conducts surveys with customers who have visited docomo Shops and retailers to subscribe to various services or who have made inquiries at our Information Center. In fiscal 2022, around 2.41 million customers from across the nation responded to the survey, and all comments and evaluations were promptly sent back to docomo Shops, retailers, and information centers.

We use customer surveys as a tool for assessing our customer service capabilities. With the responses, we take action to enhance our customer service capabilities by, for example, further enhancing the positive aspects while improving aspects that customers have pointed out to us.

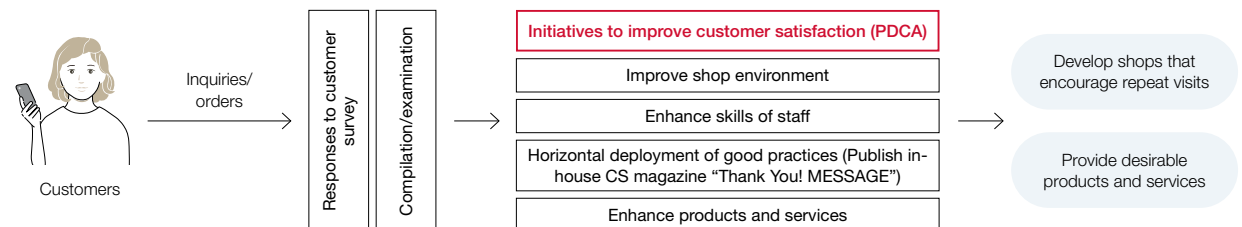
Initiatives for Better Reception Quality

We regularly conduct tests of our network communication quality and strive to improve it. Customer feedback on such issues as experiencing poor connections due to weak signals and locations where network speed is slow is also collected via the Support Desk for Reception Issues page on our corporate website, and this feedback is used to make improvements.

In addition, we provide information on rental equipment for improving indoor reception, scheduled coverage areas, and available service areas.

📄 Support Desks for Reception Issues (in Japanese only)

Flow of Customer Survey



Advisory Specialists for Consumer Affairs Ensure Customer Perspectives are Reflected in Advertisements and Services

To promote customer-first management, DOCOMO has been working on initiatives led by employees qualified as Advisory Specialists for Consumer Affairs* since 2006. As of the end of March 2023, the DOCOMO Group has about 200 of these specialists, and they are applying their knowledge to enhance their responses at customer help desks and create tools for communicating with customers. Their knowledge is also being used to review the content and expressions in advertisements and pamphlets as well as products and services from the customer perspective.

Note: Advisory Specialists for Consumer Affairs contribute to society in wide-ranging areas by serving as a bridge that connects consumers with companies and government agencies. To that end, they ensure that consumer suggestions and opinions are effectively reflected in corporate management and in proposals presented to government institutions. Moreover, they offer timely, appropriate responses to customer complaints and consultation.

Enhancing Customer Satisfaction Based on d POINT Club Surveys

In addition to Employee Feedback and Customer Surveys, we analyze the NPS by surveying d POINT Club members (96 million as of the end of June 2023).

The d POINT Club survey facilitates analysis by segment based on subscription status of lines and services, usage status, and other data. This helps us to understand how the satisfaction level of each survey item impacts the NPS of various DOCOMO services.

We plan to continue using the d POINT Club surveys for point-in-time snapshots of the NPS and seek to improve it by analyzing the relative importance customers place on each aspect of our products and services when deciding whether to maintain their subscription. We also examine correlations between customer satisfaction level and their intent to continue using DOCOMO.

Services for Safety and Consumer Education

Promoting Mobile Phone Etiquette and Safe Charging

Functions and Services Relating to Mobile Phone Etiquette

DOCOMO mobile phones include the following functions designed to help customers in certain situations where the use of phones is restricted. For example, when customers are driving, they can set the Public Mode (Drive Mode)* to have all incoming calls go straight to voice guidance, notifying the callers that they are unable to answer and then hang up. Also, when customers are asked to turn off their mobile phones on an airplane or in a hospital, the Public Mode (Phone OFF) informs the callers of such a situation and then hangs up.

*Smartphones (except for certain models) cannot be set to Public Mode (Drive Mode).

Preventing Smartphone-Distracted Walking

Smartphone-distracted walking has become a social problem. In addition to being inconsiderate, it is extremely dangerous and can lead to serious accidents involving not only the individual but others nearby as well. DOCOMO regards this as an issue it should address as a company and has engaged in various activities to raise awareness. These include displaying the smartphone manner mark on advertising materials and store promotional tools, providing Anshin Filter for docomo and Secure Mode apps that prevent users from using their smartphones while walking, and alerting users of the danger through TV commercials, posters, and DOCOMO's official website. We will continue to improve the safety of smartphone use.



危険です、歩きスマホ。

Using a smartphone while walking is dangerous.

Promoting Safe Charging

A terminal may generate excessive heat when the connector on the phone being charged is wet or covered with foreign particles. We are therefore issuing special precautions in the manuals, on the website, and on labels displayed on mobile phones, warning users to charge their phones properly and safely.

An industry-wide effort led by the Mobile Computing Promotion Consortium is underway to promote proper charging. In addition, a video and the caution marks below have been created to alert customers to the issue.



Do not charge phone when it is wet!



Physical damage to a battery is dangerous

Anti-Fraud Measures

While the number of reported incidents of specialized fraud, such as remittance-soliciting schemes, has decreased over the past five years, it still remains high*.

As mobile phones and other means of communication are often used for specialized fraud, DOCOMO cooperates with the government and other mobile providers to promote preventative measures against this form of fraud.

*According to data on specialized fraud from the Metropolitan Police Department's website.

Main Measures to Prevent Remittance Soliciting Fraud

Overview	Details
Tougher Screening upon Subscription	Payment methods for usage fees for individual subscribers are in principle limited to credit card or direct account withdrawal. Applicable credit cards and ATM cards can be confirmed at a docomo Shop or other outlets.
	<ul style="list-style-type: none"> • Authentication of new subscribers' identity at docomo Shops or other outlets is conducted using original identity documents. At docomo Shops, equipment is also used to authenticate user identity. • The online identity authentication, eKYC, is introduced for new subscribers' identity authentication at the docomo Online Shop and other websites such as ahamo and irumo.
	Information on customers who have had their service suspended for failing to confirm their identity when requested by the police is shared among all mobile providers and utilized in screening procedures.
Cooperation with the Police	In order to prevent large volumes of fraudulent subscriptions under the same name, the number of individual subscriber lines under the same name has been limited. In addition, tougher screening measures are being applied to corporate subscribers. Failure to meet the standards results in restricting the maximum number of lines they can use.
	Information is provided to the police when there is suspicion of fraudulent identification, such as a fake driver's license, after informing the customer in advance.
Implementation of Network Use Restriction	At the request of the police, we cancel the subscription of, or reject for a certain period, any additional subscription requested by rental operators found to have violated the Act for the Prevention of Illegal Mobile Phone Use.
	We use the network use restriction system* for preventing the criminal use of mobile phones that have been stolen from docomo Shops or other retail outlets or obtained through fraud or other criminal means, or by forging identification or submitting applications with false information (name, address, birthdate, etc.). Note: The system enables customers to restrict the use of a mobile phone, including both incoming and outgoing calls and network usage, by registering its phone number (serial number) with DOCOMO.

Community Investments

Basic Philosophy

According to the NTT Group Sustainability Charter, which declares our commitment to realizing a sustainable society, we specifically focus community investments in six major fields: environmental conservation, social welfare, education and cultural promotion, local community development and dialogue, international exchange activities, and sports promotion. We proactively engage with local communities in both public and private sectors to eliminate the negative aspects associated with the rapid development of ICT and to bring comfort and prosperity.

Management System

We have established a system for promoting CSR, in which DOCOMO's head office sets out the overall direction and sustainability officers, assigned by each Group company, independently develop activities tailored specifically to the business operation and regional characteristics of the respective company. To further enhance the effectiveness of community investment initiatives, every sustainability officer develops activities to address the challenges and needs facing the region, and they periodically meet with other officers to obtain the results of DOCOMO Group activities as well as the annual action plan for the fiscal year.

Our community investments guideline encourages advocacy by the One-Percent Club*, which proposes a voluntarily contribution of at least 1% of the organization's ordinary profit or after-tax income to community investments.

In fiscal 2022, we spent about 6.8 billion yen on community investment. This includes providing humanitarian aid to Ukraine, donating to earthquake relief in Türkiye, holding smartphone and mobile phone safety classes, and providing

sports sponsorships. We annually review the content of our community investment to ensure that it is closely aligned with the needs of the local communities in a broad range of areas.

*The One-Percent Club was established by Nippon Keidanren (Japan Business Federation), and its members are companies and individuals including DOCOMO who contribute to social activities.

Social Investment Activities in FY2022

Six Major Fields of Community Investments	Amount (million yen)	Number of Activities
Environmental conservation	1,249	184
Social welfare	56	163
Education and cultural promotion	1,576	147
Local community development and dialogue	839	400
International exchange activities	392	49
Sports promotion	2,690	26
Total	6,802	929

Scope: DOCOMO and its 11 functional subsidiaries

*1 Each monetary donation, donation of goods, and free use of facilities is counted as one activity.

*2 Aid for disaster-stricken areas in Japan is counted under the category of Local Community Development and Dialogue.

The DOCOMO Group is engaged in business activities rooted in local communities. We believe that engaging in dialogue through these community investments will eventually provide business opportunities and risk avoidance. We therefore proactively engage and invest in the following fields.

Social Investment Projects

Category	Ratio*	Major Projects
Investment in local communities	70.6%	Holding smartphone and mobile phone safety classes to teach users about safe and secure use, support for sports, implementation of the Disaster Recovery Fund By DOCOMO Group employees, initiatives through the Mobile Communication Fund, etc. P. 75 P. 76
Charities	6.3%	Implementation of the Online Fundraising Site (donation site) P. 77
Commercial initiatives	23.1%	Holding DOCOMO smartphone classes, environmental management activities, donations from device sales, etc.

*Based on expenditure amount for the community investments

Encouraging Employees to Participate in Volunteer Activities

DOCOMO encourages its employees to take part in volunteer activities. Every year on October 1, which is DOCOMO Day, the President's Award for Community Investments is given to employees who have become outstanding role models by steadfastly participating in community investments.

President's Award for Community Investments over the Past Four Years

Fiscal Year	Initiatives
2019	· Volunteering in areas affected by the Great East Japan Earthquake and other disasters
2020	· Holding local disaster prevention activities (Nihonbashi, Tokyo)
2021	· Conducting safety awareness and youth development activities, mainly through anti-crime patrols
2022	· Contribution to social welfare through youth support activities via telephone counseling and other means

In addition to annual paid holidays, DOCOMO has introduced "life plan vacations" for volunteers and encourages employees to engage in these activities. In fiscal 2022, 53 employees in NTT DOCOMO, INC. and its 11 functional subsidiaries took the holidays.

In the same year, 15 employees provided pro bono assistance to three organizations for three months as part of our volunteer effort to address social issues by leveraging the Company's strengths, our expertise in ICT technology, and our diverse human resources toward realizing a sustainable society.

Since February 2021, we have been providing information on remote volunteer opportunities to our employees, in which they can participate even during the COVID-19 pandemic. To date, we have provided information on about 230 opportunities, with a total of more than 300 employees applying and taking part in these activities.

We established the TOHOKU Reconstruction Support Office in 2011 to provide help that goes beyond short-term volunteer projects and donations for areas affected by the Great East Japan Earthquake that require long-term assistance (**P. 77**).

We continue to support the reconstruction of the affected areas through the TOHOKU Reconstruction Support Office, which listens to and works with local citizens to help local communities solve problems and develop a model for local revitalization.

 Connecting Smiles—Rainbow Project for the Recovery and Rebirth of Tohoku (in Japanese only)

Smartphone and Mobile Phone Safety Classes

Free smartphone and mobile phone safety classes provided throughout Japan represent one of our efforts to provide safe and secure services. These classes instruct users on how to deal with and prevent problems related to the use of smartphones and mobile phones. The classes are arranged by level for specific types of users: an introductory class for elementary school students, advanced class for junior high and high school students as well as classes for parents and teachers, for special-needs schools and for the elderly. Many people have attended the classes since their launch in July 2004. Since fiscal 2020, we have been promoting online classes as a way to support ICT implementation in the schools and to prevent the spread of COVID-19. In fiscal 2022, we held about 4,700 classes, attended by about 810,000 people.

Smartphone and Mobile Phone Safety Classes

Cumulative number in the 19 years since 2004 (as of the end of March 2023)

Approx. **100,000** classes

Approx. **15.68** million participants

Collaboration with the Local Communities at docomo Shops

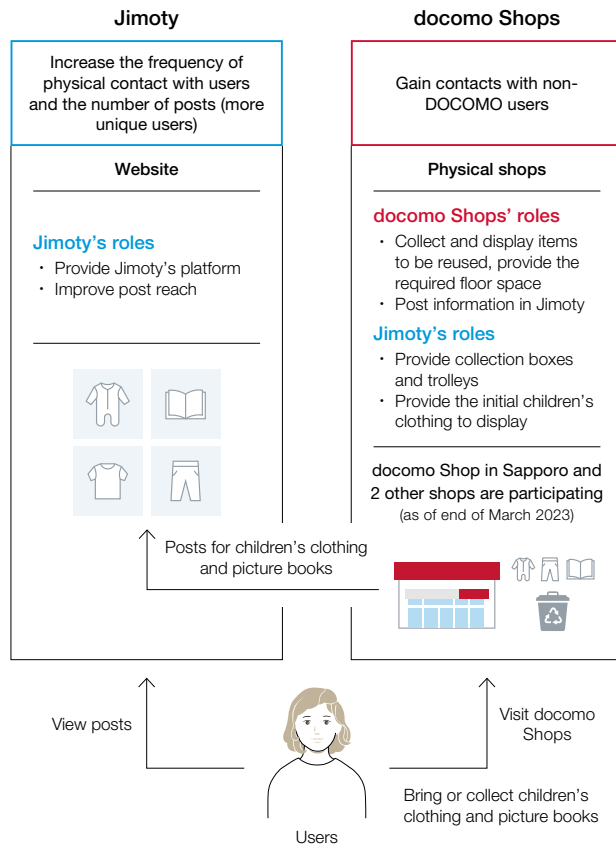
Jimoty Sukesuku Baton Initiative

Under the concept "Tsunagaru, Tsuzukeru" (Get Connected, and Keep it Going), we are collaborating in Hokkaido with the local information site Jimoty on an initiative called Jimoty Sukesuku Baton, which supports parents and their small children by promoting the reuse of goods within the local community. Unwanted children's clothing, picture books, and other items are brought to collection boxes at participating docomo Shops in Hokkaido and then distributed to those in need through

Jimoty. Some children's clothing is also donated to child welfare providers. This initiative promotes the reuse of resources and reduces waste. Furthermore, having items to be reused dropped off and collected at docomo Shops reduces the amount of packaging required and thereby reduces CO₂ emissions.

Looking ahead, we plan to expand the number of participating docomo Shops to further strengthen local communities.

Sukusuku Baton Initiative by Jimoty and docomo Shops



Art, Culture, and Sports

21st DOCOMO Mirai Museum, a Creative Art Contest

Since 2002, DOCOMO has been holding the DOCOMO Mirai Museum, a creative art contest for children aged three through to junior high school age to support the dreams of young people, who represent the future of our society.

In fiscal 2022, the 21st year of the contest, 115,793 entries were submitted in the painting and digital painting categories, bringing the grand total of artworks entered to over two million. DOCOMO will continue to encourage children to envision a bright futures.



Conflict
A winning entry in the 21st Minister of Education, Culture, Sports, Science and Technology Award and DOCOMO Mirai Gold Award in the junior high school student's category



Moon train in the night sky
A winning entry in the 21st DOCOMO Mirai Gold Award in the digital painting category in the preschool children's category

Supporting the Activities of Omiya Ardija, Omiya Ardija VENTUS and Red Hurricanes Osaka

DOCOMO supports the activities of Omiya Ardija in the Meiji Yasuda J2 League and Omiya Ardija VENTUS in the Yogyo WE League organized by the Japan Women's Empowerment Professional Football League. Our support extends across a wide range of activities, such as the management of events and operating booths at matches. At DOCOMO Presents Matches, held once each for Omiya Ardija and Omiya Ardija VENTUS, we enlivened the venues by distributing giveaways to spectators, managing a booth, and greeting spectators to the

match. In addition, the NTT DOCOMO Soccer School, our joint initiative with Omiya Ardija, launched in fiscal 2000 as a social contribution to local communities and to foster the development of young people, has been held more than 300 times to date, with a total of more than 61,000 children participating. We are also dedicated to spreading and promoting sports for people with disabilities and have been sponsoring the Omiya Ardija ORANGE! HAPPY!! SMILE CUP!!! since 2015 (the event's eighth year), which is Saitama Prefecture's soccer tournament for people with intellectual disabilities, held by Omiya Ardija.

Furthermore, we are involved in the management of Red Hurricanes Osaka in the NTT Japan Rugby League One as the owner company, and we are focusing on community investment through its activities, including our participation in the TEAMMATES project run by the NPO organization Being ALIVE Japan (BAJ). Through the project, in which children undergoing long-term treatment are invited to join teams and participate in practices, games, and other activities, we support their self-reliance and the creation of a community around them. We also regularly donate to BAJ, using the d POINTs donation system, in which DOCOMO users donate their d POINTs for which we contribute a cash equivalent of one yen per point. We were recognized for these efforts and received the Community Investments Award in the NTT Japan Rugby League One 2022–2023 Awards. We will continue to contribute to the revitalization of local communities by supporting sporting activities.



Soccer school

Disaster Relief Provided by DOCOMO

Disaster Relief Fundraising

DOCOMO has been raising funds to support peoples' lives and to reconstruct communities of disaster-stricken areas by setting up a charity site and encouraging users to donate through the Company. Our online fundraising site also accepts donations using d POINTs and d Payment to encourage more people to give. In fiscal 2022, we raised funds for humanitarian aid in Ukraine and for earthquake relief in Southeast Türkiye, with donations going to international NGOs and other organizations providing humanitarian assistance to those two nations and neighboring countries.

As part of our humanitarian aid to Ukraine, we provided telecommunications free of charge. Furthermore, as part of earthquake relief for Southeast Türkiye in February 2023, we offered free-of-charge international calls and SMS to Türkiye and for customers travelling to Türkiye for approximately four months, from February 6 to May 31, to enable users to confirm the safety of families and friends without having to worry about the cost.

We also made corporate donations to support humanitarian aid in Ukraine and earthquake relief efforts in Türkiye. We were awarded the Medal with Dark Blue Ribbon in July 2023 for the humanitarian aid donation to Ukraine.

Disaster Relief Fundraising for Fiscal 2022

Fundraising Campaign	Amount Raised (Yen)	Number of Donations
Relief fund for humanitarian aid in Ukraine	203,643,318	214,111
Relief fund for victims of 2023 Southeast Türkiye earthquake	178,572,357	215,442
Total funds in fiscal 2022	382,215,675	429,553

Supporting Tohoku's Recovery

Contribution to the Local Economy and Reconstruction of Industry through Business Operations

The Great East Japan Earthquake struck in March 2011, and in December of that year DOCOMO set up the TOHOKU Reconstruction Support Office (Team RAINBOW) to construct a system for business management that would enable us to contribute more promptly to the reconstruction of affected regions. This office has continued to primarily support the recovery and rebirth of the Iwate, Miyagi, and Fukushima regions. Team RAINBOW is characterized by the way it harnesses DOCOMO's business assets as an ICT company, while its members make frequent visits to these areas to think about the true needs of the region, and by how it maintains its activities by exploring solutions together with the local residents.

Rather than focusing on only solving immediate problems, we try to think long-term as we support the recovery and rebirth of the region—for example, by ensuring the continuity and sustainability of these support activities through our business operations.

In fiscal 2021, we shifted the management structure to the Tohoku Branch to better promote local activities closely related to regional issues, including reconstruction, and continue our efforts to contribute to the local community.

Vision of the TOHOKU Reconstruction Support Office

Connecting People and Society for Tohoku Smile

Mission

- We will stay close to the local community as we connect them through mobile and ICT to create services for Tohoku smile.
- We will use the know-how acquired in Tohoku to provide solutions to the problems that Japanese society faces.

Three Action Themes for Creating a Future Homeland

Action Theme	Main Initiatives in Fiscal 2022
Agriculture that moves people, work, and nature into the future	<p>Promoting ICT-based agriculture</p> <ul style="list-style-type: none"> • Promote the spread of natural farming by adopting ICT-based smart agriculture through projects such as the Project for the Stable Supply of Organic Agricultural Products in 2020, Ministry of Agriculture, Forestry and Fisheries (demonstration project to address production technology issues) (third year)
Solutions that move the Tohoku region into the future	<p>Measures against crop damage by wild animals</p> <ul style="list-style-type: none"> • Work on wildlife damage prevention initiatives using Kagatta, a GPS trap monitoring device • Demonstrate the effectiveness of wildlife damage prevention initiatives using AI image identification technology
Stay close to the local community and think about the future together	<p>Reviving the community</p> <ul style="list-style-type: none"> • Offer a hometown community system using tablets in one municipality of Fukushima Prefecture, hold community gatherings 32 times a year for maintaining and reviving the community and to serve as a place where users can informally interact <p>Increasing interaction as well as the number of people who maintain some connection to the region without residing there</p> <ul style="list-style-type: none"> • Conduct employee training in Narahamachi in Fukushima Prefecture on the themes of addressing social issues and thinking about local revitalization (since 2018, fifth year). Since fiscal 2020, this has been a joint public-private training program. <p>Urban development</p> <ul style="list-style-type: none"> • Having concluded partnership agreements with Nishiaizu Town and Futaba Town, respectively, support urban development using 5G and advanced technologies <p>Shop to boost the local economy</p> <ul style="list-style-type: none"> • Hold Tohoku Marches in Tokyo and Miyagi to support reconstruction by bringing together local producers in Tohoku and DOCOMO employees across the country

Case Studies **Learning from Disaster-Stricken Areas in Tohoku: A Joint Public-Private, Field-Oriented Training Program to Develop Problem-Solving Skills**

In 2015, we started an employee training program at a reconstruction site in Minamisanriku-cho, Miyagi Prefecture. Since 2018, we have been conducting the program in Narahamachi, Fukushima Prefecture.

During this training, participants actually visit the site, discuss local issues with residents, and come up with and present solutions to the town as proposals.

Similar to the previous year, we adopted the same mixed format of online and onsite visits for training. However, as restrictions to prevent the spread of COVID-19 were lifted in fiscal 2022, we increased the number of site visits. DOCOMO Group employees engaged in extensive discussions with town officials and made the final presentation to the town mayor and other officials at the site.

The training gives employees the opportunity to learn the importance of thinking from a real-world perspective. In addition, it has been highly regarded by the town in which it takes place as an opportunity to gain new insights by experiencing corporate thinking and processes that are different from what they are used to. Several proposals made by the trainees in fiscal 2019 were adopted by the town. In 2021, we also introduced a mentor system to support the career development of junior high school students.



Yukihide Matsumoto, Mayor of Narahamachi, listening attentively to the final presentation



Final presentation



Creating a Purpose to Live and Contributing to Reviving Local Communities

To contribute to the revival and revitalization of local communities as well as the psychological and emotional well-being of the people affected by the Great East Japan Earthquake, the DOCOMO Group has been providing opportunities for social interaction among them, such as offering free cooking classes in restoration housing and community centers near temporary housing.

Since fiscal 2020, as it became difficult to hold these cooking classes due to the spread of COVID-19, we have been supporting the Tohoku region by purchasing local products from there through Tohoku Recovery Michinoku Marche.

Case Studies **Tohoku Recovery Michinoku Marche for Promoting Tohoku Region Producers and Establishing a New Consumer Base**

Since 2012, the DOCOMO Group has held Tohoku Recovery Michinoku Marche as part of its support for the Tohoku region. In fiscal 2022, we held the event in a face-to-face format for the first time in four years, with approximately 700 people visiting the DOCOMO Tohoku Building over two days. A total of 14 shops took part in the event, displaying more than 100 different products, including Tohoku specialties such as sweets and wine, which were well received by visitors. We will continue to support the recovery of the Tohoku region.



Tohoku Recovery "Michinoku Marche"

Working Together with Employees to Support Disaster Recovery Efforts

Employee Programs to Support Tohoku and Other Areas Affected by Natural Disasters

In fiscal 2012, we established the Disaster Recovery Fund program for employees of the DOCOMO Group to support the reconstruction of areas affected by the Great East Japan Earthquake. The program collects monthly donations of 311 yen from each participating employee, and DOCOMO matches the total amount donated by them. In fiscal 2021, the program was expanded to support other areas in Japan that had been affected by natural disasters. By fiscal 2022, about 13,000 DOCOMO Group employees had participated in the initiative and approximately 690 million yen has been donated (as of the end of March 2023).

In fiscal 2022, donations were made to seven municipalities affected by the Great East Japan Earthquake and 11 other municipalities across Japan that had suffered extensive damage from earthquakes and heavy rains. Donations were also made to five medical institutions and other organizations involved in preventing the spread of COVID-19.

Looking ahead, we will continue to contribute to the recovery of areas affected by natural disasters.



NPO Mobile Communication Fund (MCF)

Supporting Activities in Academia, Welfare, and Other Civic Fields

DOCOMO established an NPO, the Mobile Communication Fund (MCF), in July 2002, as a means to commemorate its tenth anniversary and contribute to society by supporting projects across a wide range of fields, including academia and social welfare. As a member of the NTT DOCOMO Group, MCF contributes to the advancement of information and mobile communication technologies and the realization of thriving and healthy communities in the information society of the 21st century through its nationwide projects, including the DOCOMO Mobile Science Awards, DOCOMO Scholarship Program (for Asian students and those from orphanages or foster homes), and DOCOMO Civic Action Group Grant Program.

To commemorate its 20th anniversary in fiscal 2022, MCF invited students from orphanages or foster homes to participate in a tour of DOCOMO facilities and a social event.

DOCOMO Mobile Science Awards

The DOCOMO Mobile Science Awards was established to encourage young researchers and promote further technological development of mobile and other information communications. The awards are presented to researchers who have contributed to the development of industry, society, and culture through the publication of outstanding research outcomes, papers, and books and have made achievements that may lead to solving social problems.

The awards are presented under the categories of advanced technology, basic science, and social science.

In fiscal 2022, the 21st year of the awards, we presented one Excellence Award in each of the three categories (with a 6 million yen prize, 18 million yen in total). To date, MCF has given a total of 71 awards from 2002 to 2022 (52 Excellence Awards and 19 Honorable Mention Awards).

DOCOMO Scholarship Programs

Scholarships for Asian Students

To deepen understanding of Japan and help maintain sound relations with other Asian countries, the MCF grants scholarships to international students from Asia who are studying in master's degree programs in Japan at their own expense and engaged in research related to information and communications technology. The scholarship program provides 1.44 million yen a year per person for two years. In fiscal 2022, it was awarded to 15 international students, amounting to 22.03 million yen, and the total number of students that the MCF has supported from 2002 to 2022 is 361.

Scholarships for Students from Orphanages and Foster Homes

To help students from orphanages or foster homes realize their future dreams and gain self-reliance, the MCF has been providing financial support through scholarships and counseling by case workers since fiscal 2018. The scholarship provides 600,000 yen per year for the minimum length of study at universities, junior colleges, or vocational schools (one to four years).

In fiscal 2022, 35 students received the scholarship, which amounted to 20.38 million yen.

DOCOMO Civic Action Group Grant Program

The MCF provides grants to community groups that support the healthy development of children, who are the future leaders of society, including support for those who need financial

assistance, and with a particular focus on initiatives to prevent child abuse, which is a pressing social concern in Japan.

The grant per organization is up to one million yen for one year. In fiscal 2022, the MCF provided a total of 36.04 million yen to 41 organizations for a cumulative total of 1,063 organizations between 2003 and 2022 and approximately 600 million yen in grants.

[NPO Mobile Communication Fund \(MCF\)](#) (in Japanese only)



Building a Safe and Resilient Society



As a provider of telecommunications services, DOCOMO pursues its mission of providing a communications environment that enables customers to use their mobile phones anytime and anywhere, and it strives to enhance customer security, safety, and comfort. We set up the Network Division to spearhead our initiatives to ensure a consistently reliable network for customers by constructing and operating a total network service that includes communication devices and applications, securing communications during a disaster and guaranteeing the safety of radio waves used by mobile phones, and handling cyber security threats, which are becoming increasingly sophisticated and serious.

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Provision of Network Services

Basic Philosophy

DOCOMO is constantly improving its network services to consistently satisfy customers. Building base stations to expand our service areas offers connectivity to customers wherever they are, in the city, on the subway or in remote locations, or in relatively unpopulated areas. We also work to maintain a system that ensures connectivity around the clock, all year round, regardless of circumstances that may arise in the course of daily life or at special events.

We are improving connectivity during spikes in service demand and raising the reliability of our telecommunications services during network failures by implementing the network functions virtualization technology.

Overall Layout of DOCOMO's Network

The DOCOMO network comprises the radio access network, core network, service platform, various mission-critical systems, and the operation system.

Expansion of the Service Area

Building Base Stations

We are building base stations to enhance voice communication and data transmission as well as to expand our service area. As for LTE, we are increasing the number of base stations capable of handling the faster communication speeds offered by PREMIUM 4G.

In research and development, we have maintained a workforce of between 900 and 1,100 researchers since the late 1990s and spent around 80 billion yen to 100 billion

yen annually since the year 2000. We continue to provide innovations as the backbone of sustainable development in our role as the leader in global mobile communications. Furthermore, we have built base stations for 5th generation (5G) mobile communications and began providing commercial service on March 25, 2020. We had built approximately 20,000 stations by the end of March 2022 and will continue to construct base stations to extend 5G coverage to 90% of the Japanese population by the end of fiscal 2023.

DOCOMO's Approach to Installing Base Stations

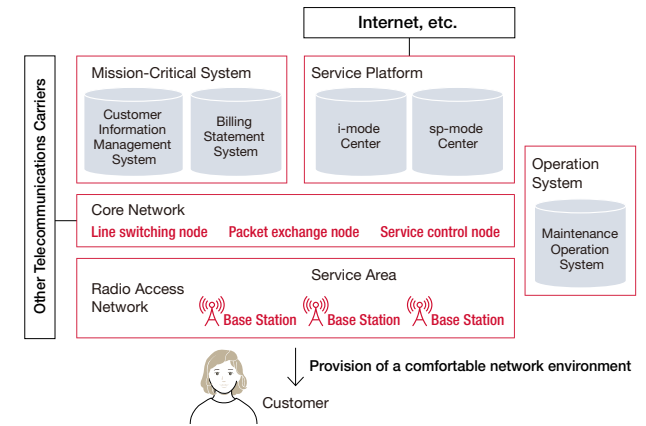
Before building a new base station, we provide detailed information to local residents in accordance with prevailing laws and regulations as well as to those living in areas designated by DOCOMO's internal rules where such formal mandates do not apply. Some residents are concerned about the effects of electromagnetic waves, while others are ambivalent about the construction of antenna towers. We offer a thorough explanation for why the construction work is being carried out and place top priority on the security and safety of residents in the area.

Inspecting and Improving Reception Quality

We broadly solicit customer information on reception quality to ensure our coverage quality and expand coverage area. We are improving reception quality by using this feedback while building more base stations in an effort to ensure a more stable environment for our mobile phone users.

In fiscal 2022, we received 97,480 customer inquiries and opinions. We are striving to respond to them through the ongoing improvement of reception quality by conducting reception quality tests on vehicles and on foot throughout Japan. For customers who request better indoor reception quality, we offer them solutions, including an installment of DOCOMO repeaters that amplify signals or compact femtocell base stations that transmit them.

DOCOMO's Network Layout



Ensuring the Quality of Communications Services during Large Events

Major events and exhibitions gather large numbers of customers in a single location. Local base stations may experience intermittent overloads causing spotty phone service when these customers use their mobile phones at the same time. We prepare for such potential problems by proactively implementing special measures. In addition, we are systematically expanding the facility capacity of our networks in response to customer usage status.

Examples	Details
Events such as fireworks and concerts	<ul style="list-style-type: none"> Disperse communication load by installing mobile base stations and Wi-Fi access points Secure communication capacity by setting up base station facilities to cover the venue and modifying the software that controls the facilities

Enabling Communications in Remote or Relatively Unpopulated Areas

DOCOMO has drawn up its Basic Policy on Area Expansion to strategically develop base stations in remote or relatively unpopulated areas. Our service coverage ratio in Japan for both 3G FOMA and 4G LTE has reached nearly 100%.

We also respond to temporary spikes at locations such as tourist spots that experience intermittent surges in visitor demand. These measures have helped climbers make rescue calls when they are hurt or lost and have increased the number of lives saved.

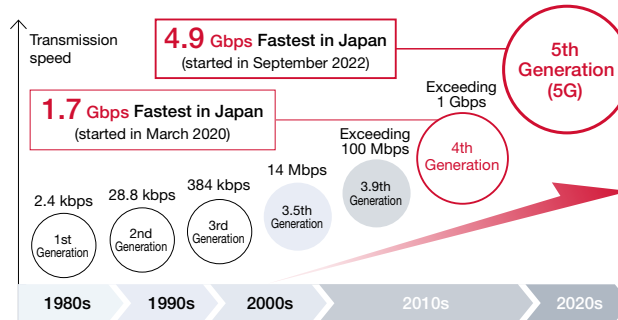
Examples	Details
During the Mt. Fuji climbing season	• Provide stable telecommunications services by installing a temporary base station at the summit
Mountain trails where radio waves are blocked by the surrounding terrain or foliage	• Install special antennas along mountain trails or compact base stations on the roofs of mountain huts
Using mobile phones in shinkansen tunnels	• Provide mobile phone service in all shinkansen tunnels in Japan

Overseas Use of Mobile Phones

DOCOMO is enhancing its international roaming service so that customers can enjoy the convenience of using their mobile phones overseas. Our WORLD WING service allows customers to continue using the DOCOMO mobile phones they use in Japan within the areas covered by our overseas carrier partners while retaining the same phone number and e-mail address. We have been expanding the number of countries and regions covered by our LTE-based, high-speed communication, LTE international roaming services, and our VoLTE international roaming services that offer high audio quality. As a result, DOCOMO's mobile phones can be used in over 230 countries and regions as of the end of April 2023.

Seeking High-Speed, Large-Capacity Communications

Starting with the first generation (1G) based on analog transmission in the 1980s, a new generation of mobile communication systems has emerged each decade. Over the years, we have dramatically increased transmission speeds and network capacity and are promoting initiatives to realize even faster speeds.



Note: Only available in some areas. Communication speeds represent maximum technical specifications for sending and receiving and do not indicate communication speeds under actual conditions. Communications are provided on a best effort basis and actual speeds may vary depending on the communications environment or network congestion.

4G

	Download Speed	Upload Speed
Android™	102 Mbps–258 Mbps	9 Mbps–29 Mbps
iOS	92 Mbps–245 Mbps	12 Mbps–35 Mbps

5G

	Download Speed	Upload Speed
Android™	170 Mbps–484 Mbps	12 Mbps–37 Mbps
iOS	169 Mbps–532 Mbps	15 Mbps–42 Mbps

*The effective speed of 5G and effective speed (reference value) of 4G were measured in ten cities nationwide from February to March 2023 based on the guidelines established by the Ministry of Internal Affairs and Communications. For 5G, the results during 5G or 4G communication, and for 4G, the results during 4G communication, show that half of the results close to the median were within the above ranges. The effective speeds vary depending on customer location, time, and communication environment. Please see DOCOMO's official website for details, including specific figures.

📶 5G (in Japanese only)

PREMIUM 4G

We continue to increase transmission speeds to realize the most convenient communication possible for customers. The maximum downlink transmission speed of PREMIUM 4G, a communication service using LTE-Advanced that began in December 2015, reached 1.7 Gbps as of March 2020, following the introduction of high-speed technologies such as carrier aggregation, 256 QAM, and 4x4 MIMO.

We are also monitoring customer traffic volume and expanding our service areas in major cities in Japan where traffic is concentrated. DOCOMO will strive to provide networks for enjoying various content such as video, music, and SNS by meeting the needs of each individual customer.

Higher-Speed, Larger-Capacity Communications after Launch of 5G Services

DOCOMO started 5G commercial service on March 25, 2020. While fully leveraging the strengths of 5G, including high speed, large capacity, low latency, and massive device connectivity, DOCOMO will continue to be a leading global innovator in realizing ever higher speeds, with its know-how in network operations and leading-edge technical development capabilities cultivated for more than 20 years.

DOCOMO is focused on providing Instantaneous 5G communication service that delivers the full benefits of 5G's high speed and large capacity by using three new frequency broad bands (3.7 GHz, 4.5 GHz, and 28 GHz) dedicated to 5G.

Offering 5G Services Using SA (Standalone) Architecture

DOCOMO has been offering 5G SA (Standalone) services to corporate customers since December 2021, with the introduction of 5GC (5G-Core), a core network device dedicated to 5G. 5G SA service enables even faster and larger capacity communications than standard 5G and is aimed at industrial development through the creation of solutions for a variety of industries and business categories.

In August 2022, DOCOMO also started offering 5G SA as an optional service for customers who subscribe to DOCOMO's 5G rate plans. The service locations were expanded mainly to major train stations and commercial facilities in fiscal 2022 and will be broadened to include stadiums, universities, and airports in fiscal 2023. The 5G SA service is available on smartphones and delivers up to 4.9 Gbps download and 1.1 Gbps upload speeds*1. In fiscal 2023, we plan to conduct demonstration tests of single-terminal multi-slice control and wireless section control to further increase the speed of 5G SA and realize network slicing*2 as a feature of 5G SA. In fiscal 2024, we plan to support network slicing to provide a flexible network tailored to the intended purposes and services that are unique to 5G.

*1 Indicate the fastest possible values based on technical standards and do not necessarily represent actual usage speeds. This is a best-effort service, and the actual speeds may vary depending on such factors as the communications environment and network congestion. For details, please refer to the DOCOMO website.

*2 Technology to divide and optimize the core network by service units such as use cases and business models in operating 5G networks.

Seeking Even Faster Speeds

Since the launch of 5G services we have engaged in technical planning and R&D for the sophistication of 5G (5G Evolution) and introduction of 6G in the 2030s to seek even higher communication speeds. In 5G Evolution & 6G, we are taking on challenges in new areas such as the extension of ultra coverage to land, air, sea, and space and the realization of ultra-low power consumption to achieve carbon neutrality, in addition to further evolving services to achieve ultra-high speed, larger capacity, ultra-high reliability, lower latency, and ultra-multiple connection.

Ensuring a Stable Network

Network Surveillance and Response to Network Failures

DOCOMO strives to construct mechanisms for minimizing impact on its service when a problem arises in order to provide a reliable network that customers can depend upon anytime, anywhere.

• Providing Year-Round Surveillance and Response for Network Facilities

DOCOMO maintains network operation centers in Tokyo and Osaka that ensure connectivity by conducting surveillance of our network facilities and equipment, such as base stations, as well as monitoring the status of our service to customers nationwide, around the clock throughout the year. When informed of an abnormality, operators promptly respond by remotely controlling network facility and traffic routes to prevent any disruption in service. They also investigate the cause of the problem, and when the facility requires repairs due to physical or other damage, maintenance staff is dispatched to the site to quickly replace and repair the network equipment.

Preventing Service Interruptions Caused by Network Facility Failures

DOCOMO maintains mechanisms for preemptively addressing potential failures in network facilities that could interrupt its service to customers.

For example, we have been operating commercial network communications, which adapt the network function virtualization technology, since March 2016. This has led to improved connectivity during network congestion caused by disasters and ensuring continued connectivity during facility failures.

Every day, we collect data on network facilities under normal operating conditions and are constantly analyzing the data. We analyze any anomalies as they arise to determine

whether they may be warning signs of an impending failure, and we respond through such action as replacing faulty equipment in advance. In March 2019, we began deploying a remote-controlled, AI-supported surveillance system for identifying failures that had been difficult to detect by conventional methods. We are continuously exploring new technologies and fine-tuning our systems to further improve customer satisfaction.

Incidents of Serious Facility Failures

FY2019	FY2020	FY2021	FY2022
0	1	1	3



DOCOMO's Disaster Preparedness

Applying the Three Principles of Disaster Preparedness to Secure Communications in Times of Disaster

Mobile phones play a critical role in rescue operations, reconstruction, and confirmation of personal safety during disasters and emergencies. Since its founding, DOCOMO has been continuously working to secure communications during disasters in accordance with its Three Principles of Disaster Preparedness: enhance system reliability, ensure essential communications, and rapidly restore communications services.

Applying lessons learned from the Great East Japan Earthquake, we formulated new measures for disaster preparedness and implemented them by the end of February 2012. In fiscal 2018, we announced and subsequently implemented a two-year project for additional measures amounting to 20 billion yen to bolster preparedness against frequent natural disasters. Moreover, we are strengthening our disaster preparedness to be better able to respond to the increasingly diverse natural disasters anticipated in the future.

Three Principles of Disaster Preparedness

Three Principles of Disaster Preparedness	Enhance system reliability	<ul style="list-style-type: none"> Reinforce equipment structures <ul style="list-style-type: none"> Seismic measures (e.g., design that withstands an earthquake measuring a magnitude of 7 on the Japanese seismic scale) Measures against storms and floods (e.g., installation of waterproof doors, tide plates) Measures for fire prevention (e.g., installation of fire-proof shutters, doors) 	  <p>Base station Relay station</p>
	Ensure essential communications	<ul style="list-style-type: none"> 110, 119, 118 emergency calls Provide priority phone service to agencies dealing with essential communications during a disaster Control that separates voice calls and packet communication 	
	Rapidly restore communications services	<ul style="list-style-type: none"> Area restoration using emergency response equipment <ul style="list-style-type: none"> Mobile base stations Satellite-linked base stations Mobile power generation vehicles, portable generators, etc. 	 

Initiatives for Disaster Preparedness

Disaster-Related and Other Events

Disruption of essential communications due to interrupted services

Batteries run out during prolonged power outage

Interruption of transmission lines due to earthquake or torrential rains (fiber optic, etc.)


Initiatives for Disaster Preparedness

Large-zone base stations
(emergency base station to prepare for major disasters)

106 locations nationwide
(prefectural government offices, etc.)

- Preventing power outages (engine)
- Redundant transmission lines

First operation in the Hokkaido Eastern Iburi Earthquake in 2018




Medium-zone base stations
(base stations prepared for natural disasters)

2,000 locations nationwide
(disaster base hospitals, town halls, etc.)

- Operate for 24 hours or more during a power outage
- Redundant transmission lines

Operated 62 stations during the torrential rains of July 2020




Reinforce emergency power sources

14,000 locations nationwide
(major public bodies, emergency shelters, etc.)

- Can be used for at least 6 hours during a power outage

Used batteries at 1,000 locations in Typhoon No.10 in 2020

*Including stations other than those that can use batteries for at least 6 hours

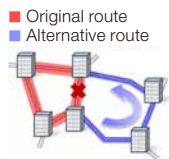


Use of multiple transmission routes

1,200 buildings nationwide

- Securing multiple routes for transmission
- Automatically switch to an alternative transmission line

Automatically switched to an alternative transmission line during the torrential rains of July 2020



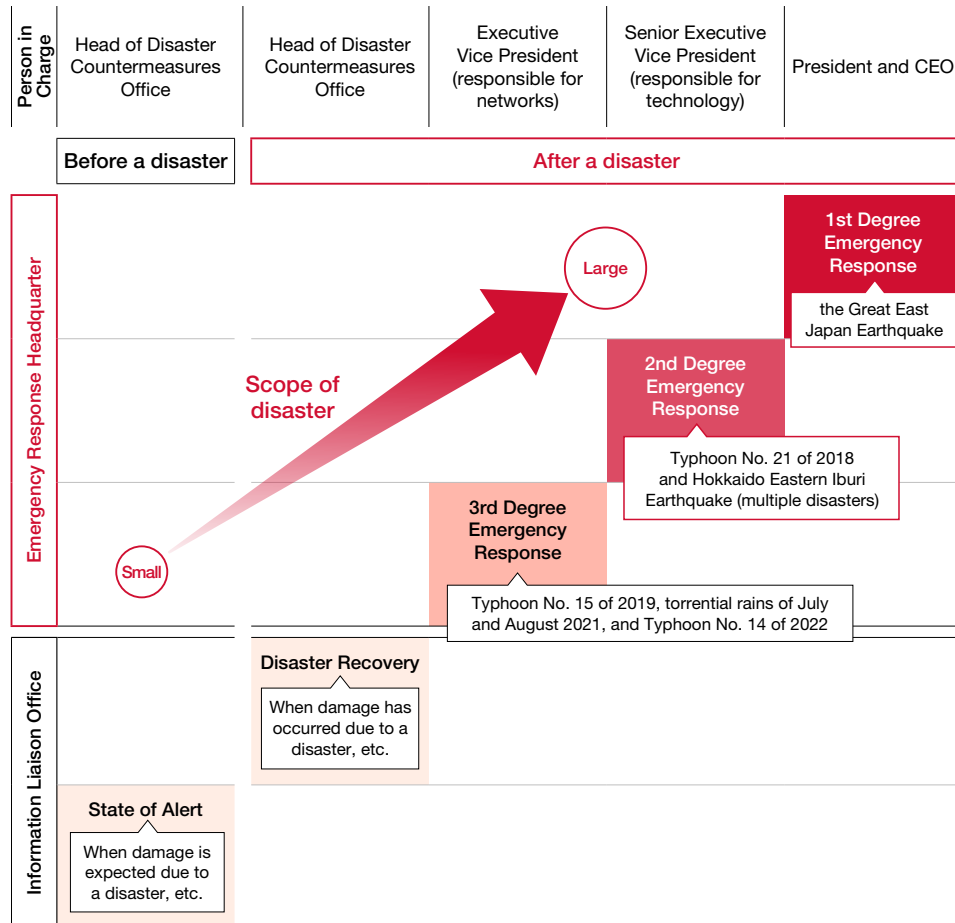
► Investment for disaster preparedness after the Great East Japan Earthquake

Cumulative total: over **100** billion yen

Disaster Management System

Under the NTT Group Disaster Preparedness Plan, we stand ready with a system for efficiently conducting initial operations in accordance with the scope of disaster and recovery efforts. Our system is organized across departments so that it always facilitates an efficient response to disasters.

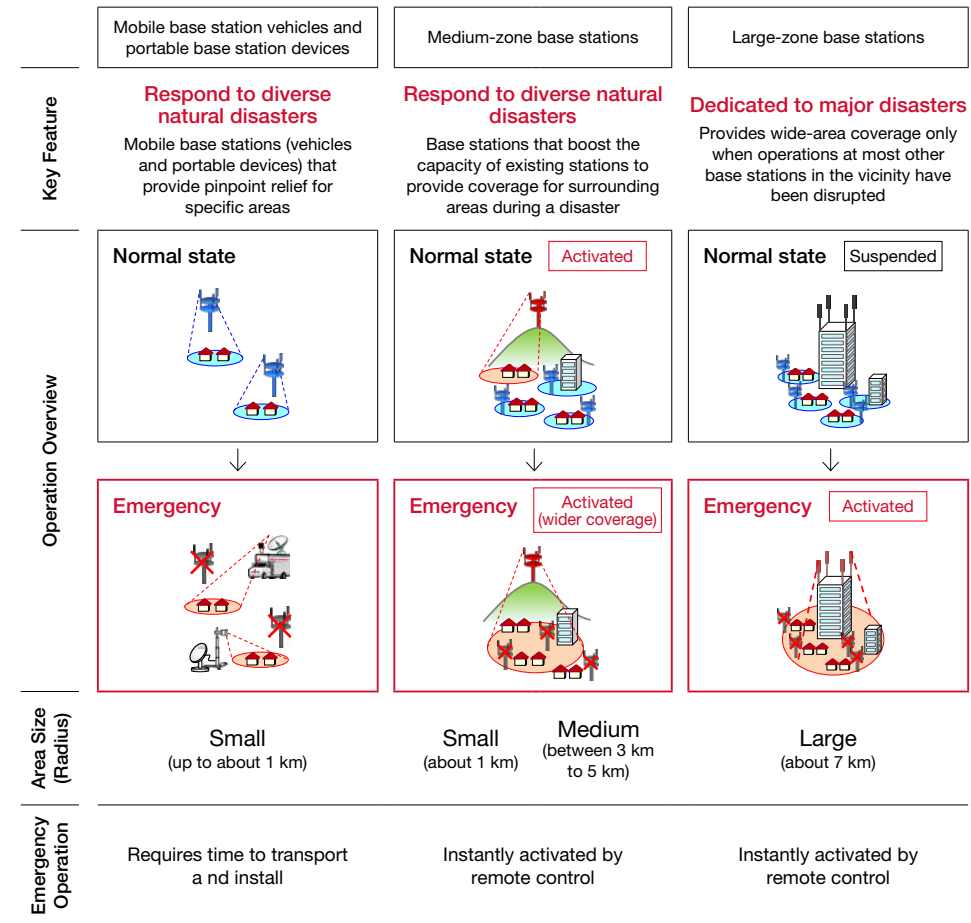
Internal System at the Time of a Disaster



Use of Emergency Base Stations in Response to the Magnitude of a Disaster

DOCOMO maintains emergency base stations to secure its networks in the event of a disaster. Depending on the level of damage, we implement measures such as setting up temporary base stations and remotely adjusting the transmission angle of radio waves from base stations.

DOCOMO's Emergency Base Stations



Large-Zone Base Stations

Large-zone base stations are specialized for emergencies to secure communications in heavily populated areas during widespread disasters and power outages. They provide 360-degree coverage across a seven kilometer radius, which is wider than that of a standard base station. Since 2011, DOCOMO has installed large-zone base stations at 106 locations around Japan, and all are compatible with LTE, which boosts capacity by about three-fold. During the Hokkaido Eastern Iburi Earthquake, which struck in September 2018, we activated a large-zone base station for the first time, helping to restore communications to a wide area of Kushiro City.



Large-zone base station that secures communications in densely populated areas in times of disaster

Medium-Zone Base Station

Medium-zone base stations are built with foundations that are more robust than those of standard base stations and used as standard base stations under normal circumstances. They are able to cover adjacent areas by remotely expanding their service areas in the event of a disaster-related service interruption at neighboring base stations. To cover areas expected to suffer damage based on hazard maps, we had installed more than 2,000 medium-zone base stations in Japan. We also promote the nationwide deployment of medium-zone base stations to secure a means of communication in the suburbs of medium-size cities, disaster base hospitals, and coastal and mountainous regions. We activated 62 base stations during the torrential rains of July 2020.

Covering Areas Difficult to Access Rapidly

To diversify emergency recovery options in times of disaster, we are building shipboard base stations and fixed-line drone base stations to rescue people living in areas such as those difficult to access rapidly from maintenance sites.

As for shipboard base stations, we concluded the Mutual Cooperation Agreement Regarding Disaster Prevention and Disaster Response Activities with Shinnihonkai Ferry Co., Ltd. in April 2018 for prompt service recovery and to support victims in times of disaster. This was the first attempt in Japan to operate a base station aboard a passenger ship. The Shinnihonkai Ferry operates regular routes between major ports in Hokkaido, Tohoku, Hokuriku, and Kansai. Under our agreement, we will further strengthen the framework of cooperation for disaster response activities.

Drone relay stations allow us to secure communication areas by amplifying radio waves in airspace and to strengthen our emergency recovery system.



Drone relay station

Overview of DOCOMO's Response to Disasters

During Typhoon 14 in September 2022, transmission lines and power sources were interrupted due to river flooding and landslides, ultimately interrupting services at up to 540 stations. As for emergency recovery activities, personnel and equipment were dispatched to the affected areas through wide-area support, and mobile base station vehicles, portable satellite base stations, and mobile power supply vehicles were used to restore communications facilities.

Moreover, under an agreement on mutual cooperation in times of disaster with AEON Co., Ltd., we placed wide-area support vehicles at its parking lots in Kyushu. In areas subject to the Disaster Relief Act, we support communications services for customers. We also lend mobile phones to local governments, provide free battery charging services, and install Wi-Fi access points at emergency shelters. In addition, we offer the Unlimited Data During Disaster service to allow eligible customers to collect information at emergency shelters without their having to worry about how much data they are using.

DOCOMO's Principal Support for Areas Subject to the Disaster Relief Act

Principal Support	Details of Concrete Support
Customers	<ul style="list-style-type: none"> · Activate unlimited data with disaster service · Free provision of mobile phone accessories · Special discount for purchasing mobile phones · Free of charge in place of some fees · Partial reduction in repair charges · Apply the mobile phone compensation service · Free mobile data recovery service · Free replacement of a phone · Relaxed subscription procedures · Free basic charge for DOCOMO Hikari, etc. · Free provision of some devices related to DOCOMO Hikari, etc. · Refund of basic charge for Hikari TV for DOCOMO · Extended fee payment deadline · Reissue of expired d POINTs
Local governments, etc.	<ul style="list-style-type: none"> · Lend mobile phones and satellite phones · Install multi-charger and Wi-Fi access points at emergency shelters

Working with National and Local Governments

The NTT Group Disaster Preparedness Plan was established to facilitate the appropriate implementation of preparedness and response measures as a designated public body under Japan's Disaster Measures Basic Law. Under the plan, we prepare for disasters during normal circumstances and offer emergency response in the event of a disaster. During a disaster, we cooperate with government institutions through measures such as lending mobile phones to local governments to maintain essential communications. In addition, DOCOMO signed agreements with Japan's Ministry of Defense, the Ground Self-Defense Forces, and the Japan Coast Guard to allow for rapid recovery and relief activities during natural disasters.

Under these agreements, DOCOMO lends satellite phones and mobile phones to use in disaster recovery activities, and its emergency response equipment and personnel are quickly transported to affected areas by the Ground Self-Defense Forces and other public institutions.

In July 2019, the Cabinet Office and DOCOMO signed the Collaborative Agreement on Disaster Response, under which we mainly provide the necessary communication equipment for disaster response activities by dispatching staff from the Cabinet Office and sharing map information for the early restoration of communications services in disrupted areas. We will continue to enhance our disaster response capabilities through such efforts.

Useful Services Available in Times of Disaster

In the event of a large-scale disaster, we provide a Disaster Message Board Service for people to confirm the safety of those in affected areas where a high volume of calls may disrupt mobile phone service. To enable customers to use the message board efficiently in the event of an emergency, we offer opportunities to try the service on the 1st and 15th of every month.

We also provide an All Areas Disaster and Evacuation Information service for customers to receive area mail in remote locations via SMS.

Features of the Disaster Message Board Service

Someone in an affected area can easily post a message on the board to communicate their status, which can then be confirmed via the Internet from anywhere in the world. Two input options:

(1) Select from the following four message templates

I am safe. There is damage. I am home. I am at an emergency shelter.

(2) Enter comments (up to 100 double-byte characters or 200 one-byte characters)

[☞ Disaster Message Board](#)

Features of the All Areas Disaster and Evacuation Information Service

- SMS notifications are transmitted to pre-registered users in specific areas or regions.
- Disaster and evacuation information from across Japan that has been transmitted in the previous three days can be reviewed on the webpage.

[☞ All Areas Disaster and Evacuation Information Service \(in Japanese only\)](#)

Radio Wave Safety

Basic Philosophy

DOCOMO complies with related laws and regulations and ensures that the level of radio wave emissions from base stations and mobile phones remains below the limits specified in the Radio-Radiation Protection Guidelines. Emissions below these levels are recognized around the world as having no adverse effect on human health, so users need not be concerned about the safety of DOCOMO's mobile phones.

Consideration for Radio Wave Safety

Radio-Radiation Protection Guidelines

The health effects of radio waves have been researched for over 60 years in Japan and abroad. The World Health Organization has published its recommended guidelines as a safety standard for the effect of radio waves on the human body, with the Radio-Radiation Protection Guidelines providing equivalent information in Japan. The guidelines are reviewed and amended as necessary to reflect the latest findings. The guidelines were amended in September 2018 to ensure the safe use of radio waves for 5G, and the relevant laws and regulations were also amended accordingly. DOCOMO is fully committed to complying with the relevant laws and regulations and satisfies the condition that the strength of radio waves emitted by its mobile phone base stations and mobile phones is within a standard value. Furthermore, it discloses the Specific Absorption Rate (SAR), the rate at which energy emitted by radio waves is absorbed by the human body, and incident power density for each mobile phone on its corporate website in its ongoing effort to ensure the safety of mobile phone use for customers.

[☞ Compliance Information on Radio Radiation Protection from Mobile Handsets](#)

Collaborative Research on Radio Wave Safety

Since 2002, DOCOMO has conducted experiments in collaboration with KDDI Corporation and SoftBank Corp. related to the possible impacts of radio waves on the human body at the cellular and genetic levels, and in 2007 we released a final report stating that the research had identified no impact. The report provided scientific evidence against the belief that radio frequency radiation could harm cell structure and function and possibly cause cancer, and it reconfirmed the safety of radio waves from mobile phones. The Ministry of Internal Affairs and Communications also engages in ongoing research on radio wave safety conducted by the Study Group on Bio-electromagnetic Environment, which has been active since 2008.

The Electromagnetic Environment Committee of the Association of Radio Industries and Businesses (ARIB) is currently conducting surveys and research on the safety of mobile phone radio waves to enhance public welfare associated with the use of radio waves. DOCOMO actively participates in these initiatives as a regular member in support of the ARIB.

[☞ Radio Wave Safety \(in Japanese only\)](#)

Explanation of Radio Wave Safety in 5G

We recognize the importance of again explaining the safety of radio waves to our stakeholders following the launch of 5G service in March 2020 in Japan. The DOCOMO website offers evaluations and views of relevant domestic and international organizations on the safety of radio waves, as well as information on international guidelines that set radio wave safety standards, including those of the 5G band, on the human body. We disclose information including DOCOMO's view on radio wave safety and answers to frequently asked questions so users can confidently use 5G.

[☞ Effects of Radio Waves on the Human Body and Standards and Systems for Safe Use \(in Japanese only\)](#)

[☞ Opinions of DOCOMO and Major Organizations on the Safety of Radio Waves \(in Japanese only\)](#)

Effect on Medical Electronic Devices and Ongoing Measures

Japan's Ministry of Internal Affairs and Communications and the Electromagnetic Compatibility Conference have confirmed the effects of mobile phones and other wireless devices on the functioning of medical electronic devices, including heart pacemakers, and have widely published their safety guidelines. Accordingly, the DOCOMO Group seeks to develop user awareness of the required care by providing information in the mobile phone users' manual and via the DOCOMO website.

Information Security and Privacy Protection

Ensuring Information Security

Information Security Policy Management

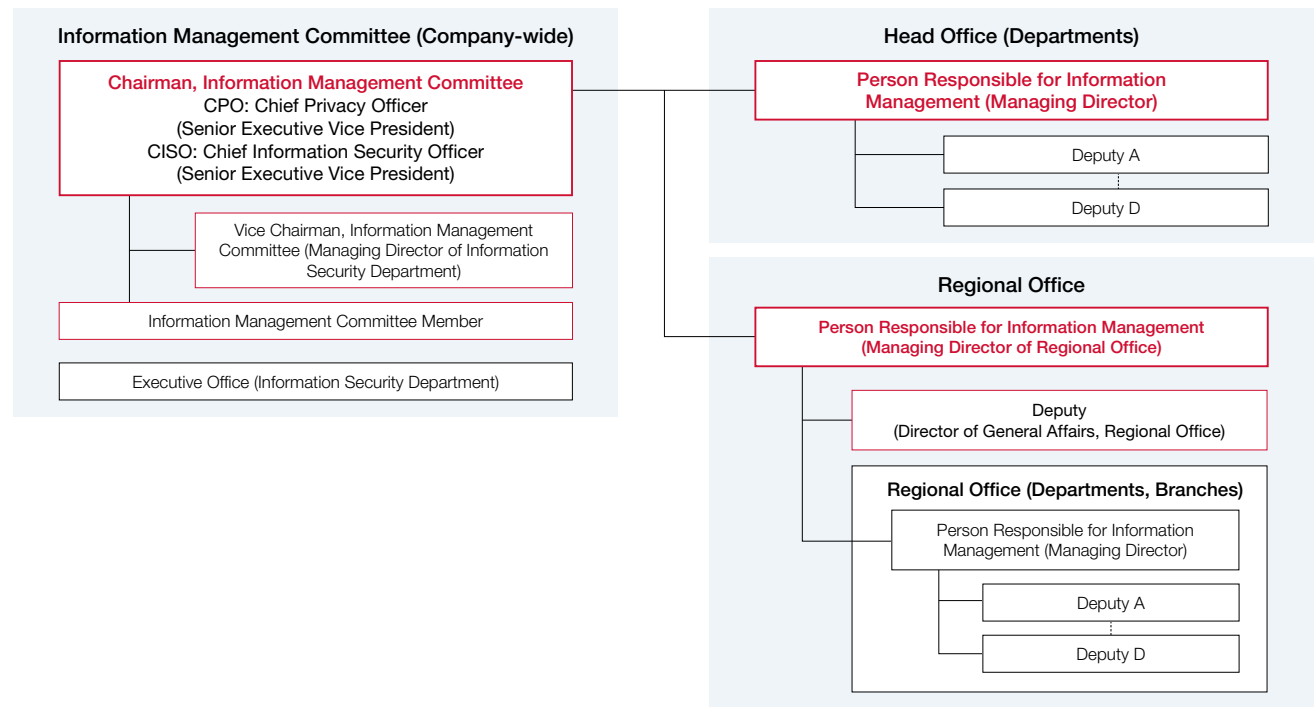
DOCOMO recognizes that proper management of information is a vital management concern. To offer secure services to customers, we have declared our Information Security Policy as a guideline for the DOCOMO Group's initiatives on information security, and we are committed to thorough compliance with this policy and the Privacy Policy. The Information Security Policy applies to information assets that consist of any information we obtain in the course of our corporate activities and all information we possess for the purpose of our operations.

In this context, we set up the Information Management Committee, chaired by the senior executive vice president, who also serves as chief information security officer (CISO) and chief privacy officer (CPO), and an employee responsible for information management has been assigned to each worksite. By establishing a system for rapidly implementing information security measures, we are able to protect and appropriately manage all of the information assets we possess.

In the event of an information security incident, we obtain all relevant details including about its impact and inform the Information Security Department as well as the General Affairs and Human Resources Management Department of the head office. Moreover, a designated committee chaired by the president is set up to respond to the incident depending on the degree of impact.

The use without justifiable reason of secrecy of correspondence or confidential and/or personal information that has come to any employee's attention in the course of their duties, or the leaking or attempted leaking of the aforementioned, will be subject to disciplinary action in accordance with Company regulations.

Information Management System



(As of March 31, 2023)



Specific Security Measures

• Vulnerability Analysis

At each key stage in the system life cycle, from construction to operation, we address vulnerabilities in the in-house system by implementing major security measures in accordance with internal regulations. The division responsible for the system and the division supervising security monitor progress on the implementation of measures required to address vulnerable information. Through this process, we seek to prevent unauthorized access, destruction, leaks, and falsification related to our information assets and to minimize damage in the event of such incidents.

• Information Security Training and Fostering Awareness

We provide ongoing education and training to enhance information security literacy among all employees to appropriately manage information assets. These efforts include an e-learning course for raising awareness of information security and cyber security. Education and training are provided in accordance with the learning program framework under the DOCOMO Information Management Training Guidelines. Executives, and Group and partner employees, including temporary staff, are all required to participate in the program. In fiscal 2022, we conducted training and educational activities for the application of information management rules, response to relevant laws and regulations, and trends and measures related to information security risks.

• Security Measures by Category

(1) Organizational Security

1. Establishment of the Information Security Policy
2. Enhancement of a system for information security
3. Formulation of basic guidelines for information security and establishment and application of regulations and manuals
4. Tracking and management of information assets
5. Implementation and application of audits and security checks

6. Implementation of measures to deal with accidents and violations

(2) Human Security

1. Mandatory written pledges regarding confidentiality
2. Mandatory information management compliance for outside contractors
3. Implementation of training and education for employees, contractors, and sales agents

(3) Physical Security

1. Restrictions on the number of information management terminals and continuous optimization of installed locations and authorized people
2. Rigorous control of the lending and checking out of portable equipment
3. Consolidation and special monitoring of terminals used to extract large amounts of customer information
4. Transition to paperless handling of documents such as customer applications
5. Entrance and exit control in locations handling information

(4) Technical Security

1. Access control, access-log retention, and periodic checks
2. Introduction of biometric identity confirmation for use of systems
3. Stricter customer information search parameters
4. Installation of encryption software for information system terminals and communication channels
5. Strict monitoring to prevent unauthorized removal of information from the office
6. Cyber-attack countermeasures and system surveillance

 Information Security Policy

Major Initiatives for Fiscal 2022

Information including personal data is rigorously managed in accordance with the Information Management Rules, detailed regulations, manuals established in line with the Act on the Protection of Personal Information, and other guidelines as

stipulated by the relevant authorities. Such rules, regulations, and manuals also apply to DOCOMO's outside contractors and partner companies.

In addition, we are pushing ahead with initiatives to address changes in the environment surrounding information security, such as the revised Act on the Protection of Personal Information.

As for cyber-attack countermeasures, we set up an organization dedicated to implementing the necessary security measures to monitor attacks, make internal and external contacts, and carry out other actions at the time that an incident occurs. In fiscal 2022, we continued our efforts to prepare for possible cyber-attacks by conducting drills, reinforcing our internal and external systems for preventing these attacks, and establishing a liaison system to strengthen cooperation with internal and external security-related organizations.

As part of employee awareness building, the chief information security officer (CISO) and managing director of the Information Security Department continuously sent messages to all employees, alerting them to specific incidents and preventing their recurrence. We regularly reported to senior management on the status of our response to cyber-attacks and held a seminar for executives on the latest trends in cyber security. We also held e-learning courses on information security by job title and employee classification, covering such topics as rules of information management and standard practice. Additionally, we conducted annual drills simulating targeted e-mail attacks, during which we sent multiple simulation e-mails and took steps to maintain vigilance.

We seek to reinforce information security across the DOCOMO Group through these initiatives that promote maintaining and increasing each employee's understanding of information security throughout the year while also attempting to foster an awareness of adhering to rules.

Protection of Data Privacy

Establishing the Guidelines and Structure for Protecting Personal Information

DOCOMO believes that recognizing the importance of personal information and ensuring thorough protection represent a vital business responsibility. We disclose our Private Policy, which clearly states our commitment to ensuring security and reliability for customers. In December 2019, we reformulated the policy based on the principles of action (**P. 91**) set forth in the Personal Data Charter (**P. 91**), revising its structure and wording to make it simpler and easier to understand, without changing the scope of personal data processing. In fiscal 2022, we also revised the policy as needed in response to the revised Act on the Protection of Personal Information, etc. The policy applies to all Group companies to protect the personal information of our customers.

In the course of obtaining, using, or providing personal information or handling anonymized information, we comply with the Act on the Protection of Personal Information and other relevant laws and regulations and respond promptly to revisions under an established management system for protecting personal information. In addition, we appropriately and carefully handle the information in accordance with internal rules. Through our Privacy Policy, we inform our customers about the content of the personal information handled, statements requiring customer approval for the use of data, and policy on disclosure to third parties and other information. docomo Shops only collect and retain customer information required for signing telecommunications business contracts and information within the scope approved by customers after clearly stating the intended use of such information. Any information we provide to a third party is strictly limited to the scope approved by the customer.

We formulated the GDPR Compliance Manual in compliance with the EU General Data Protection Regulation (GDPR), which came into effect in May 2018 as a new

framework for personal information in the E.U., setting out rules pertaining to personal data. In April 2019, we also formulated the Information Management Regulations (Handling of EU Personal Data) as an internal regulation that stipulates the handling of personal information in the E.U. In fiscal 2022, there were no incidents warranting regulatory guidance or legal violations related to information leakage or complaints.

We report on the occurrence of such incidents as personal information leakage and data theft or loss through its corporate website. The number of such incidents is shown in the table below.

Number of Cases Involving the Leakage, Theft, or NTT DOCOMO Personal Data Charter Misplacement of Personal Information (cases)

FY2019	FY2020	FY2021	FY2022
0	0	0	1

[NTT DOCOMO Privacy Policy](#)

Personal Information Management and Employee Education

The number of employees with access to systems that manage customer information is kept to the minimum, and the information accessible to each employee is specified and limited. Biometric authentication* is required to use the system, and access logs are regularly reviewed. Moreover, information is encrypted, rendering it useless in the event of unauthorized removal. We seek to ensure the accuracy and security of personal information by implementing these and other rational measures that address risks such as illegal access to personal information, and leakage, loss of, or damage to personal information.

Along with these measures, we provide training at least once a year for all employees and executives, including temporary staff, and an e-learning course suited to each career level to ensure that security management measures are being implemented and personal information appropriately handled.

Note: Biometric authentication confirms the identity of an individual by identifying physical characteristics such as fingerprints and facial as well as voice features.*

Use of Personal Data

Progress related to AI and IoT has led to the creation of diverse products and services that utilize big data. Initiatives in place to create new value are gaining momentum throughout society. Guided by its corporate philosophy of “creating a new world of communications culture,” DOCOMO takes on the challenge of constantly innovating to realize an affluent future. We will leverage our customers’ personal data and data on various products and experiences as well as technologies such as AI that produce diverse insights from the collected data. We will then generate and deliver new value to our customers and society as a whole.

Meanwhile, we believe our mission is to protect and pay due consideration to customer privacy as well as to comply with prevailing laws and regulations when using personal data that is particularly important to the customer. DOCOMO will continue to live up to the trust of its customers by handling personal data with a sense of responsibility.

In August 2019, we published the Personal Data Charter as a company policy on the use of data to ensure the continued provision of new value to customers and society by leveraging data while maintaining the optimal privacy protection for customers. We set out the six principles of action in the charter and use data in accordance with these principles. We also released Understand by Knowing!

DOCOMO's Use of Personal Data, which clearly and simply explains how personal data is used through illustrations. Moreover, we provide the Personal Data Dashboard on our website, allowing customers to confirm the main items of their consent to the handling of personal data and to set and change their own settings to a certain extent.

We will continue our efforts to protect data privacy by pursuing the protection and appropriate handling of personal data.

[NTT DOCOMO Personal Data Charter](#)



NTT DOCOMO Personal Data Charter

NTT DOCOMO Personal Data Charter

Behavioral Principles for Innovation Creation

Guided by our corporate philosophy of "creating a new world of communications culture," NTT DOCOMO is pursuing innovation toward the goal of realizing a richer future we have never seen before. Innovation, as we perceive it, is about connecting various goods and services that are relevant to people's everyday lives to deliver comfort and excitement that exceed customers' expectations. We also seek solutions to various societal issues to create a future where everyone can enjoy affluence beyond borders and across generations. From safety and security to health tips, education and all sorts of entertainment in everyday life, we will provide the optimal information catered to the needs of each and every customer as we take steps toward the future. We will also promote various business innovations that are consistent with these goals and other initiatives aimed at solving various social challenges.

We will work to create the future described above together with customers in harmony with society without being complacent with the status quo. We will aim to create new value and provide returns to customers and society by utilizing customers' personal data as well as data derived from various goods and services,

adopting artificial intelligence and other new technologies that generates various insight and wisdom from such data.

When we utilize the valuable personal data of customers, we believe it's our mission to protect customers' privacy and ensure due attention to customers, as well as to abide by all relevant laws and regulations. Some customers may have anxiety or concerns about our utilization of their personal data. As we have always done, we will continue to handle personal data with responsibility going forward with a strong resolve to gain the trust and confidence of customers. We will value our "ties" with customers more than ever and listen to their voices with sincerity. What is most important for us is to constantly consider and communicate the new value that we can deliver to customers and society through the utilize of data and the optimal way to protect the privacy of each customer.

To realize "continual new value delivery to customers and society through the utilization of data" and "optimal privacy protection for customers," we will make decisions adhering to our behavioral principles set forth below when we handle customers' personal data in various scenes of our corporate activity.

Six Principles of Action of the NTT DOCOMO Personal Data Charter

Principle of Action

Value Communication with Customers and Ensure Transparency

- We will ensure transparency to promote customer understanding of how we collect and use personal data.
- We will use plain language, information summaries and videos to simply explain how we collect and use personal data to promote customer understanding.
- We will offer sufficient communication to eliminate customer's anxiety or concerns and ease their minds.

Consider Customer Benefits and Serving Society

- We will offer new value to customers and society by leveraging personal data.
- Before using personal data, we will consider whether such use will benefit customers or contribute to society and will not use it in any way that may damage the trust of our customers.
- We will pay due consideration to customer feelings when collecting and using personal data and will properly and legally conduct such activities.

Respect Each Customer's Desire

- In view of the fact that each customer feels differently about the use of personal data, we will take into account the nature of personal data and the way it is used and then offer options such as an opt-out that allows customers to personally decide on the use of personal data.
- We will strive to provide options that are simple and easy to understand.

Pay Due Consideration to Customer Privacy in the Same Way as Collaborating with Partners

- In our effort to deliver new value to customers and society through cooperation with partners, such as open innovation, we will not only comply with laws but also pay due consideration to customer privacy when providing personal data, de-identified, or statistical data to partners.
- We will provide information to our partners in an appropriate manner while conforming to the nature of the information that is to be provided, for example, by confirming the reliability of the partner or limiting the use of or provision of information by each partner.

Implement Appropriate Security Measures to Protect the Personal Data of Customers

- We will protect customer information from leakage, theft, alteration, or other incident by adopting appropriate organizational, personal, physical, and/or technical approaches.
- We will regularly assess information security and implement measures to mitigate security risks.

Maintain and Operate a System to Promote Customer Privacy Protection

- We will abide by the principle of Privacy by Design and pay due consideration to the privacy of our customers when developing new products or services.
- We will rigorously pay consideration to privacy matters by continuing to conduct internal training, including education and information-sharing for those who handle the personal data of our customers.
- We will maintain and operate a system for assessing the impacts on customer privacy that accompany the use of personal data by establishing an advisory body within the Company to conduct a privacy impact assessment.

The content and application of the Principles of Action is subject to continuous review and revision in order to maintain the trust of our customers.

Privacy Impact Assessment System

We have established and are operating a Privacy Impact Assessment (PIA) system under the behavioral principles in the NTT DOCOMO Personal Data Charter, as well as frameworks and systems for legal compliance and safety management governing the use of key personal data of customers. Under the system, we evaluate whether customer privacy is taken into consideration from the planning stage of projects and services that use personal data, and we are committed to protecting the privacy of our customers.

Specifically, when implementing such projects and services that use personal data, the department handling them evaluates the items from a privacy perspective. When certain criteria are met, such as the nature and usage of personal data, an assessment is conducted by the PIA Council, a specialized advisory body established within the company.

Evaluation is focused on whether there are violations of the principles of action of the NTT DOCOMO Personal Data Charter and whether they will be accepted by customers and society. The PIA Council has so far evaluated more than 450 projects and services that use personal data, and then reviewed and improved them as necessary based on the evaluation results. In fiscal 2022, we conducted a total of 113 evaluations, including the following cases.

Case 1

When providing Caboneu record, a service that uses customer location information and service usage data to quantify their eco-action, evaluation was based on whether the explanation of data use was easy for customers to understand and whether the customer's intention could be reflected.

Case 2

To acquire and use new data such as smartphone usage data when enhancing the existing Health Mileage functions, evaluation was based on whether the explanation of data use

was easy to understand and on the benefits it would bring to customers and society.

What privacy measures are in place? (in Japanese only)

Number of PIA Meeting Agenda Items for Past Four Years (cases)

FY2019	FY2020	FY2021	FY2022
93	63	124	113

With the transfer of DOCOMO's corporate business to NTT Communications in July 2022, the company has also publicly declared its compliance with the Personal Data Charter and introduced PIA initiatives.

Information Security Support for Partner Companies

Threats against information security have been increasing every year, including targeted malware attacks against organizations and unauthorized access made through the Internet. As one pillar for expanding its smart life business, DOCOMO is promoting collaborations with other industries to address social issues. With the increased sharing of information with partner companies, cyber-attacks targeting our partners may emerge as an information security risk for DOCOMO. We are further reinforcing information security by building an advanced information security system, conducting cyber-attack drills, and carrying out information security education to address information threats that have become more sophisticated and severe.

Security Management at docomo Shops and Subcontractors

We provide training on information security at least once a year for docomo Shop staff and provide additional education resources through Security News, a compilation of security

issues the shops are likely to experience. Also, since the risk of information leakage is highest at the point of sales, we conduct rigorous audits once every three months in addition to monthly self-inspections to ensure that information is being managed appropriately. We select subcontractors after confirming that they can responsibly handle personal information, and our outsourcing agreements include clauses on security management, confidentiality, conditions for recommissioning, and other issues related to the handling of personal information, for which we provide the necessary and appropriate supervision.

Security Management at Partners

DOCOMO manages the efforts of partner companies by requesting that they comply with the Act on the Protection of Personal Information and follow guidelines issued by ministries and agencies as well as public organizations. Other measures taken to protect personal information include obtaining customer consent prior to sharing their personal information with partner companies.



Diversity and Job Satisfaction



DOCOMO respects diversity in its myriad forms—gender, age, nationality, and values.

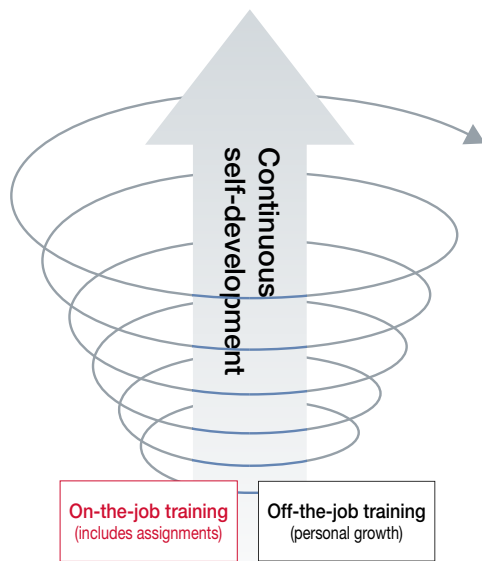
We strive to create a corporate culture in which all employees feel comfortable and secure in their jobs and demonstrate their aptitude regardless of their diverse attributes.

- 94 Human Resources Strategy
- 94 Employment and Compensation
- 97 Human Resource Development
- 101 DOCOMO Workstyle Reform
- 102 Promoting Diversity Management
- 104 Workstyle Choices
- 108 Health and Productivity Management
- 109 Health and Safety in the Workplace
- 111 Labor Relations
- 112 Human Resources Data

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, it is essential that we 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, without differentiating based on characteristics other than reasonable factors* such as personal ability, aptitude, or one's accomplishments. Through our website, 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 436% 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 2022, 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 2022 **35.3%**

• 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 once a year. To ensure fairness, assessments are conducted in three stages by a primary evaluator, a secondary evaluator, 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. These personnel will be hired mainly from the external human resource market, and they will be offered remuneration commensurate with their market value. Those who demonstrate a higher level of expertise, including employees internally certified as a Senior Professional, will be offered a different compensation and benefits plan. We also created the WILL Course with a guaranteed post as a position available to new graduates who wish to work in a specific post or field.

In addition, we will establish a Specialist Grade program in fiscal 2023 to certify employees with advanced expertise that is valued both internally and externally. Certified employees will

be encouraged to develop their careers as specialists and will be appropriately compensated for their skills and performance with high market value.

Hiring and Certifying Specialists

- ▶ Senior Professional **5** (as of April 2023)
- ▶ Junior Professional **117** (as of March 31, 2023*)

*Replaced by the Specialist Grade program in April 2023.

Senior Professional System

Human Resources Necessary to Create New Business

Senior Professional (SP) Course

By job type

AI specialist, big data analysis, super creator, marketer, data analyst, UX designer, web/app engineer, strategic alliance, security specialist, cloud specialist, IT architect

By business field

Entertainment, medical/health, finance/payment, lifestyle

Employee Engagement Survey

While until now DOCOMO has sought to ascertain job satisfaction and ease of work through employee satisfaction surveys, we began conducting a new employee engagement survey in fiscal 2022.

The change was made in response to the growing momentum for individuals to design their own careers with the advent of the era of 100-year life spans, as well as an ongoing revision of the relationship between employees and a company driven by the establishment of remote work.

Strengthening the connection between employees and the company and maximizing employee engagement will lead to business growth and provide value to society.

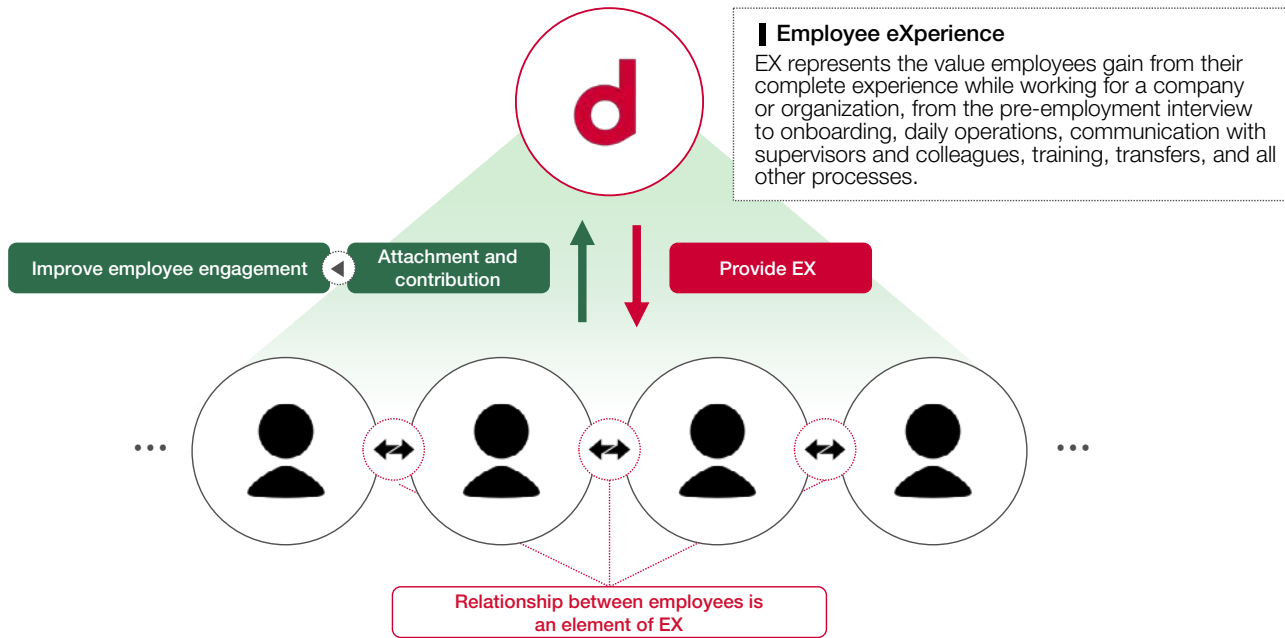
As for the survey framework, we use the ratio of positive responses to four engagement-related questions as KPIs and seek feedback on questions related to Employee eXperience (EX) that affect the KPIs to better understand the issues and make improvements.

Four Questions Related to Engagement

- At this company, I am motivated to do more than is required to get the job done.
- I am proud to be working for the company.
- I would recommend our company to those I know as a great place to work.
- My work gives me a sense of personal accomplishment.

• Relationship between Employee eXperience (EX) and Employee Engagement

We are working to improve EX based on our belief that stronger employee engagement is the result of better Employee eXperience.



• Survey Results

The results of the fiscal 2022 survey show that for questions related to ease of work, such as safety, communication, system of cooperation, and acceptance of diversity, the response has remained highly positive since we began conducting the survey.

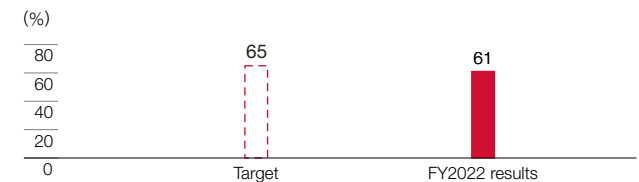
On the other hand, there is still room for improvement with regard to job satisfaction, such as sense of accomplishment.

Starting in fiscal 2023, the results of the employee engagement survey will be newly positioned in corporate management by using it as KPIs linked to directors' compensation, and we will promote efforts such as setting organizational targets to drive improvements in each organization.

Overview of Employee Engagement Survey (FY2022)

Frequency	Annually (quarterly surveys administered separately)
Target company	DOCOMO and its 11 functional subsidiaries, NTT Communications and its 3 Group companies, and NTT COMWARE Note: Other Group companies obtained responses on a voluntary basis.
Method	Web-based questionnaire in principle (5-point scale)

Average Result of Positive Responses to the Four KPIs (Willingness to Contribute, Pride, Recommendation to Acquaintances, Sense of Accomplishment)



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.

Diverse human resources are essential for the DOCOMO Group 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.

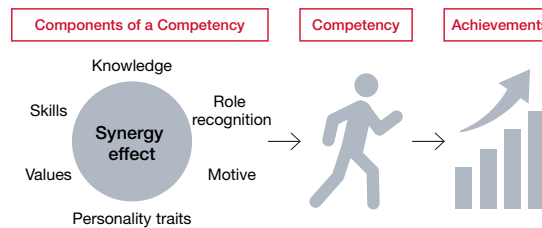
(1) Introducing Talent Management

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

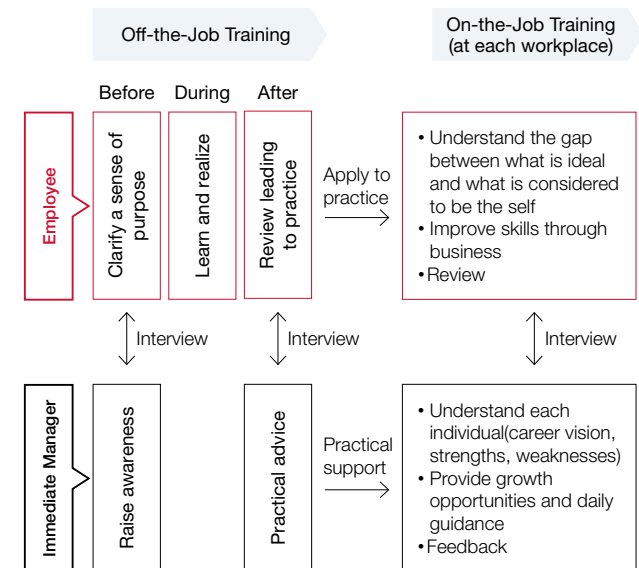
Being conscious of competency development during actual operations is essential for employees to grow. Therefore, a manager's support and feedback to a subordinate is the key to development. We will help develop our employees' competencies in each workplace.

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 aim to raise motivation and promote the development of 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.
- ▶ Fiscal 2021: Introduced a new program for younger employees that is balanced against OJT.

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 2022, around 2,000 employees who had used the support program acquired private and public qualifications.

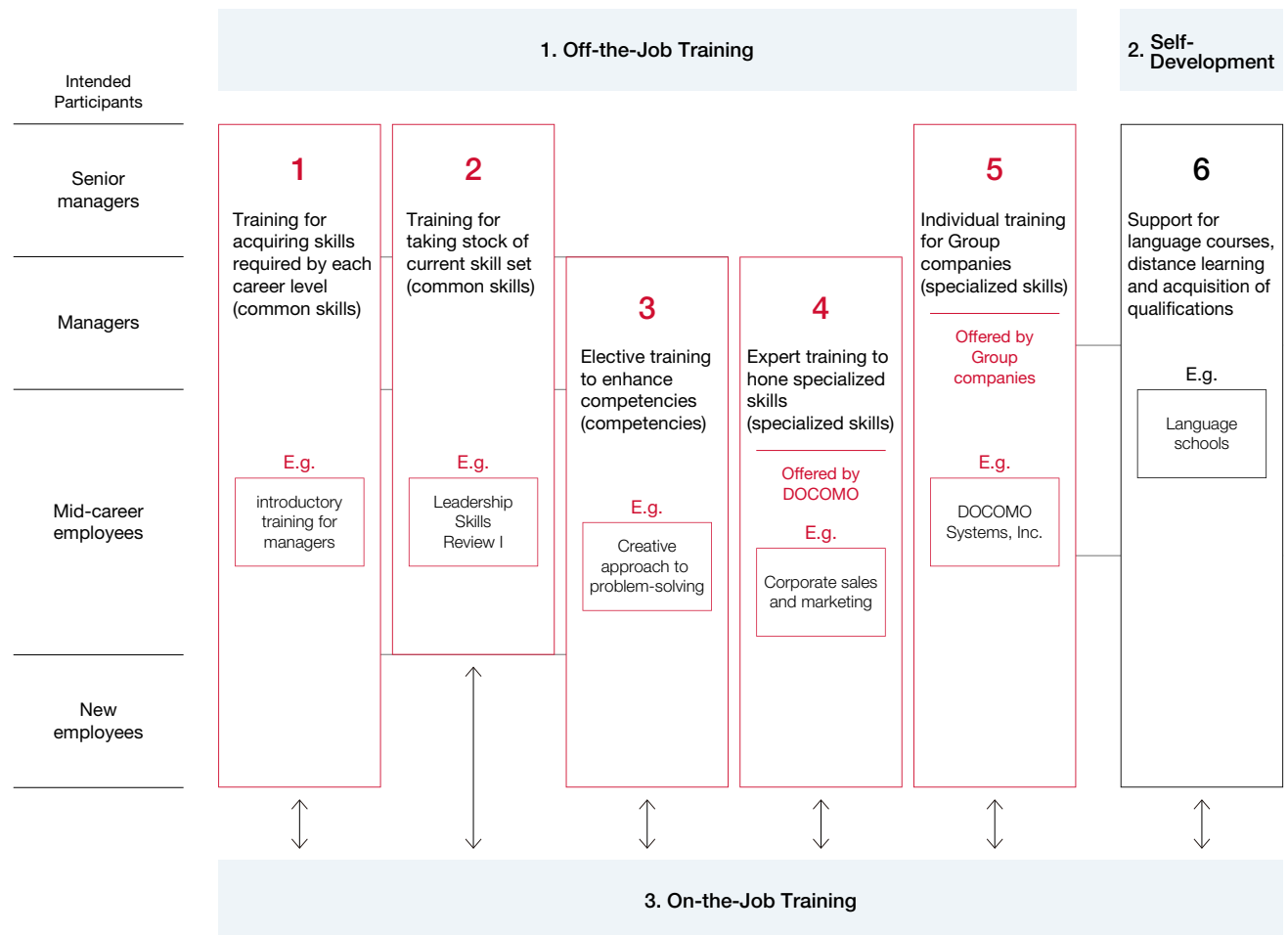
In October 2022, we also launched a support program for qualification challenges, which significantly expanded the scope of eligible qualifications.

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, support for qualification challenges (approx. 630 qualifications)

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 FY2022

Description of Program	Outline and Purpose	Participants (Approximate)
1. Training for acquiring skills required by each career level	Training for acquiring the necessary skills intended for new employees, newly appointed managers, managers in their third year, as well as for newly enrolled area-limited employees	2,800
2. Training for taking stock of current skill set	Training for gauging the current level of acquired skills	1,600
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	1,200
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	3,400

Scope: DOCOMO

Status of Training Programs

Category	FY2019	FY2020	FY2021	FY2022
Number of training programs	1175	988	1192	1797
Cost of training per person (ten thousand yen/person)	12.7	9.9	6.9	7.8
Hours of training per person (approximate)	40	29	34	45

Scope: DOCOMO

Providing Opportunities to Support Employee Motivation through a Job Posting System

DOCOMO posts jobs internally to find ambitious employees and offer them new positions. 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. To further strengthen the program, efforts are being made to extend the screening period and expand the number of available positions, with 166 positions made available in fiscal 2022.

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 2022, a total of 13 employees qualified and subsequently transferred to DOCOMO.

Internal Double Work Program

We have introduced an “internal double work” program, which allows employees to devote up to 20% of their paid time to working for other organizations over a six-month period. In fiscal 2022, 89 employees took advantage of the program as an opportunity to apply their individual skills and hone new ones.

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, 45 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, younger employees, and managers
 - docomo DATA X Camp, a human resource development program that strengthens the practical skills of data utilization in each organization; produced a cumulative total of more than 1,000 graduates by fiscal 2022
 - docomo × Tableau 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. 95**)
- ▶ Mutually exploit DOCOMO's big data and that of partner companies to gain experience on resolving actual issues in practice

*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. 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 FY2022

Category	Total
Overseas study	4
Global OJT	0*

*The Global OJT program was canceled in fiscal 2022 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.

Support for Career Development

The DOCOMO Group is strengthening measures to promote independent career development by employees, both from the perspective of enabling them to work with vigor by leveraging their individual talents and from the perspective of achieving corporate growth. We encourage employees to take action to realize their aspirations by providing career design training for learning to independently envision their careers, gain opportunities to obtain information on career development, and additional opportunities to consult with others on career development.

Platinum Career Award

In June 2023, DOCOMO received the Award of Excellence for “Strengthening Self-Development and Employee Bonding” at the 5th Platinum Career Awards, sponsored by Mitsubishi Research Institute, Inc. A Platinum Career is envisioned as a career from a long-term perspective with the independent desire to learn, and the



skills to resolve societal issues. DOCOMO was recognized as a company that has been working on advanced measures for developing Platinum Careers.

Major Career Support Measures Implemented in FY2022

Description of Program	Outline and Purpose
(1) Career interviews	Since fiscal 2021, all employees (excluding those in managerial positions) have taken part in career interviews, in which supervisors and subordinates engage in a dialogue once a year. We promote career development by encouraging employees to think about what they want to achieve and how to develop their abilities and to convey their thoughts to their supervisors.
(2) Career design training	Training about the concept of career design while deepening self-understanding of one's values and aspirations by reflecting on one's career to create a career plan. We also offer age-specific courses and courses for managers to improve their skills in supporting the careers of their subordinates.
(3) Career consultation	Internal and external career consultants (nationally licensed) are available for career consultation.
(4) Career roundtable	Employees from various fields talk about their own work in online roundtable discussions. Participants are motivated to develop their careers by learning how employees in various fields have honed their skills and approach their work, while the speakers are given an opportunity to reflect on their own careers.

DOCOMO Workstyle Reform

DOCOMO seeks to resolve workplace issues by promoting the DOCOMO Workstyle Reform based on three pillars 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 pillars to support workstyles that promote autonomy and passion.

Specific Initiatives for Workstyle Reform (Priority Issues)

Pillars of the Initiatives	Themes	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) Conduct an awareness survey targeting all employees Activities of the Diversity Promotion Working Group Effective use of remote communication, promote childcare leave for male employees, boost competitiveness in the global market 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) (1) Win-d First (new employees) (2) Win-d Start (mid-career employees) (3) 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) (1) Meetings, prior to maternity and childcare leaves, on the use of the childcare leave program, and meetings prior to and after reinstatement (2) Forum for employees on childcare leave (3) 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 (1) Promote remote work by adopting it as a standard workstyle (2) Apply the flextime systems at more organizations (3) Implement sliding working hours (shifting the start and end times of working hours of employees with childcare and/or nursing care responsibilities) (4) 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 (1) Line care training for all managers (2) Self-care training for all employees (3) Conduct stress checks for improvements in the workplace environment Physical healthcare (1) In-app workout events using fitness apps (2) Specific health guidance using ICT (3) Create and publish a white paper on health (4) Measures to improve sleep Countermeasures against infectious diseases (1) Workplace COVID-19 vaccination (2) 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.

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 Understanding LGBTQ* 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 LGBTQ 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.



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

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

• **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 2022 for the seventh 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.



DIVERSITY CAREER FORUM 2022

We participated in DIVERSITY CAREER FORUM 2022, 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 2023) **2.49%**

Scope: Employees and employees on loan at parent company NTT DOCOMO Inc., special purpose subsidiary DOCOMO PlusHearty, Inc., NTT Communications, NTT COMWARE, DOCOMO CS, Inc., DOCOMO CS Hokkaido, DOCOMO CS Tohoku, DOCOMO CS Tokai, DOCOMO CS Hokuriku, DOCOMO CS Kansai, DOCOMO CS Chugoku, DOCOMO CS Shikoku, DOCOMO CS Kyushu, DOCOMO CS Support, DOCOMO Technology, MAGASEEK, DearOne, DOCOMO Business Solutions, NTT PC Communications, NTTCom Online Marketing Solutions, DOCOMO Datacom, and minacolor

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.

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.

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

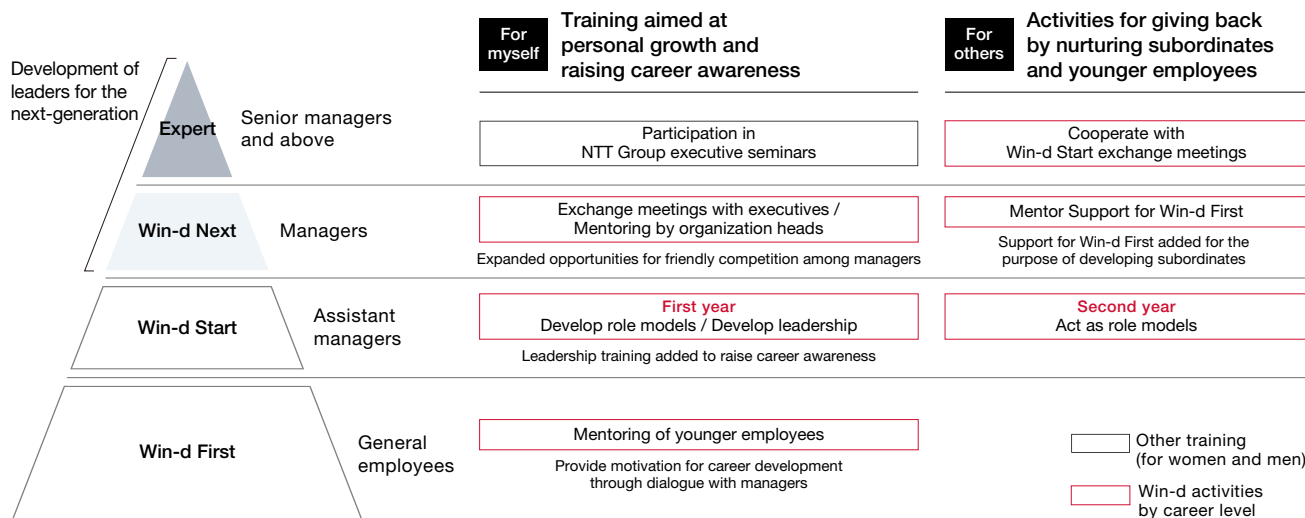
Appointments to Managerial Positions by Gender (DOCOMO)

		FY2019	FY2020	FY2021	FY2022
Male	(persons)	3,851	3,819	3,715	3,650
	(%)	93.1	92.0	89.3	87.5
Female	(persons)	287	332	443	523
	(%)	6.9	8.0	10.7	12.5

Number of New Managerial Appointments per Year by Gender (DOCOMO)

		FY2019	FY2020	FY2021	FY2022
Male	(persons)	256	290	259	305
	(%)	84.8	85.0	69.3	69.5
Female	(persons)	46	51	115	93
	(%)	15.2	15.0	30.7	30.5

Win-d Activities by Career Level



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.



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

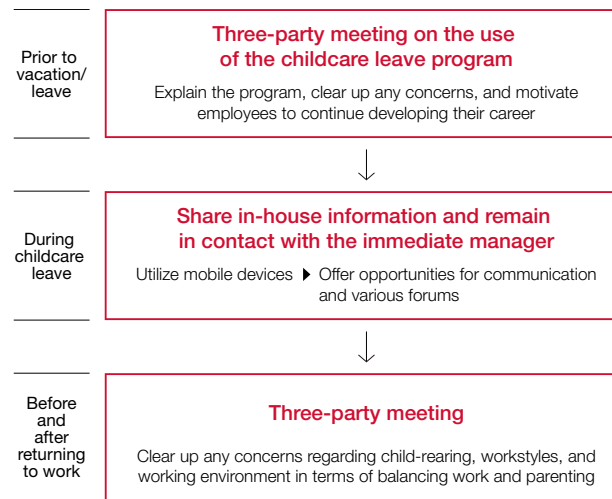
Balancing Work with Childcare

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 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 2022 was a rate of 137%.

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.

Benefit System

	Content	FY2022 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.	556 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 2022 we were rated Five Stars, the highest accolade, in the Nikkei Smart Work Survey.



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

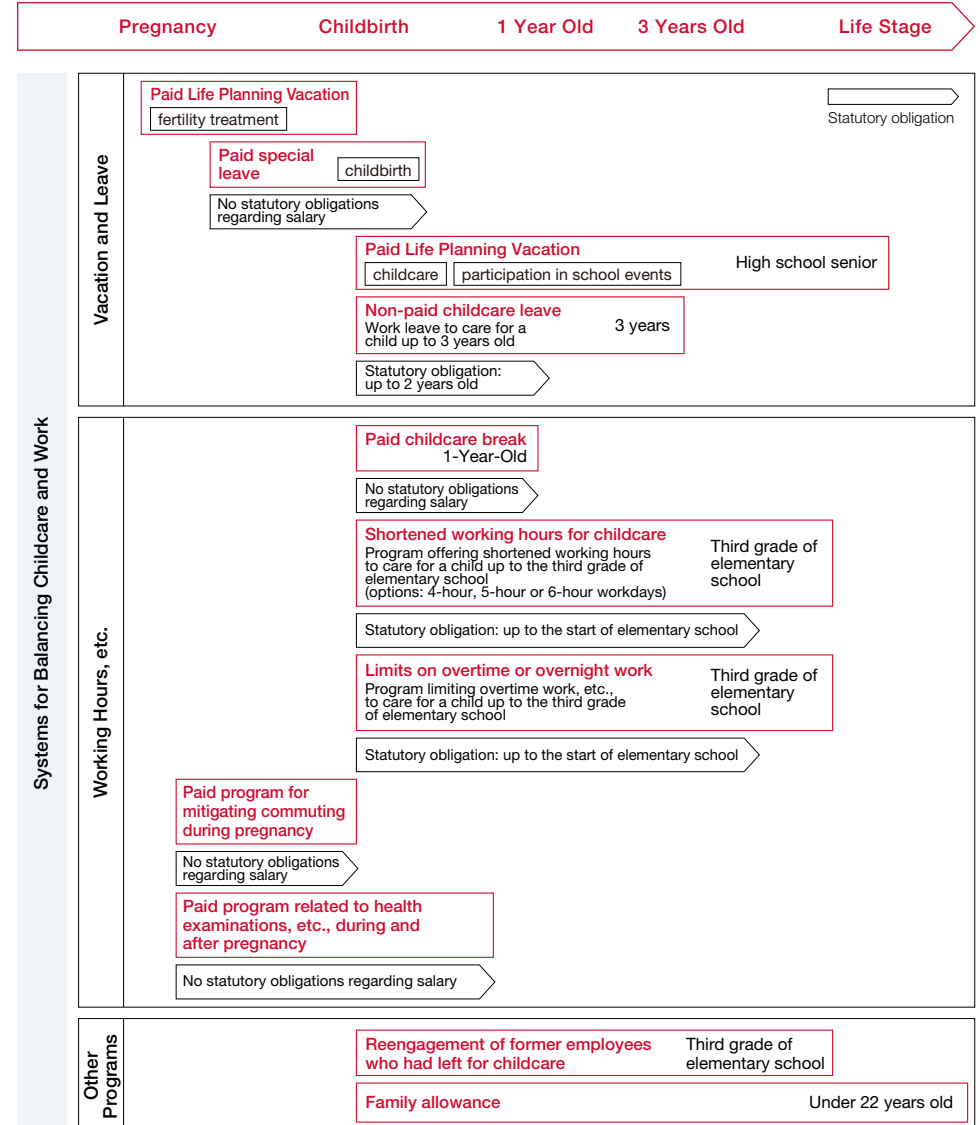
As a major aspect of our diversity management, we seek to offer more options in workstyles in response to the shift to increasingly diverse lifestyles. Specifically, we have introduced programs such as a flextime system, remote work, and personalized shifts (sliding working hours) to offer a working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

We are promoting Work in Life (health management) by allowing people to freely choose and design their own workstyles, while further improving the remote work options and expanding the number of satellite offices and shared offices, to offer a more flexible workstyle for each employee regardless of location, which in turn will lead to increased productivity and efficiency while encouraging innovation.



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
Nursing care	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
	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
Remote work	Limits on overtime or overnight work	Program that limits overtime, etc., for employees who need to care for a family member
		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 in FY2022 (Unit: persons)

	Male Employees	Female Employees	Total
Maternity and childcare leave			
Maternity leave	—	269	269
Childcare leave	218	566	784
Shortened working hours for childcare	13	724	737
Sliding working hours for childcare	4	31	35
Nursing care			
Nursing care leave	7	7	14
Short-term leave for nursing care	7	5	12
Shortened working hours for nursing care	4	3	7
Sliding working hours for nursing care	3	2	5
Life planning vacation			
Childcare	847	413	1,260
Nursing care	361	98	459
Volunteering activities	42	11	53
Rehiring			
Rehired after childcare leave	0	0	0
Rehired after transferring	0	2	2
Rehired after nursing care leave	0	0	0

Scope: DOCOMO and its 11 functional subsidiaries

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

	Number of Users
Flextime system	Approx. 17,000
Shortened working hours for childcare	Approx. 700
Remote work	Approx. 22,000

Scope: DOCOMO and its 11 functional subsidiaries.
As of March 31, 2023

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 2022, 450 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.

We also have a comeback reemployment program for employees who had left the Company for reasons other than those that are unavoidable, such as a partner's transfer or childcare.

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. In fiscal 2022, a total of 1,037 out of the 1,262 employees who had retired were reemployed under this program.

Scope: DOCOMO, NTT Communications, NTT COMWARE, functional subsidiaries, and consolidated subsidiaries

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 as well as preventative measures such as mental healthcare.

Health and Productivity Management Promotion System

A cross-organizational system is essential for examining and implementing more effective measures dealing with health issues.

DOCOMO has established the Diversity Promotion Working Group, which undertakes health and productivity management and diversity initiatives, under the Sustainability Promotion Committee. Under the Working Group, a health and productivity management promotion system (Health and Productivity Management Promotion PT) was set up to

promote measures that enable employees to 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.

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

*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 2022, a total of 379 employees took leaves at DOCOMO and its 11 functional subsidiaries.

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 2022, 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 to help them understand their own stress level and care for themselves, 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. 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.

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.

DOCOMO Group's Health Promotion Measures

Under current circumstances, in which remote work has become well-established, employees are at risk of not getting enough exercise, losing opportunities for relaxation, and having daily rhythms disrupted. To address these physical imbalances, we have continuously encouraged employees to exercise, using an app that highlights both indoor and outdoor exercise opportunities. We also hold Group-wide online exercise events to promote health and wellness among our employees.

We will continue to collaborate with in-house athletes and projects undertaken by the entire organization to improve personal health while also stimulating internal communication.

Examples of our exercise events



2023 Health and Productivity Management Outstanding Organization

In recognition of our efforts to improve employee health, we were certified as a White 500 top-rated company in the large enterprise category of the 2023 Health and Productivity Management Outstanding Organization program.



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.

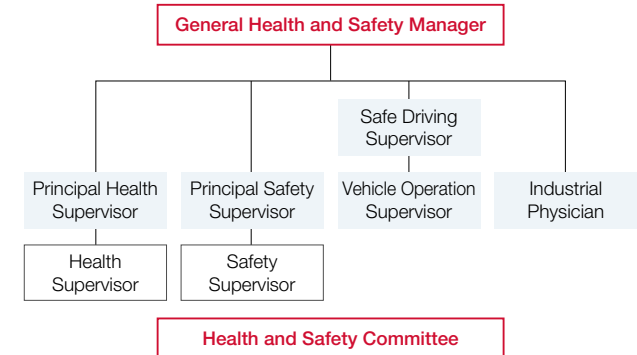
Health and Safety Management

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 with 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 Hiyari-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 and 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

Status of Occupational Accidents

	FY2022
Occupational accidents*1	3 cases
Commuting accidents*1	26 cases
Lost workday ratio*2	0.03

*1 Scope: DOCOMO, NTT Communications, NTT COMWARE, and DOCOMO's 11 functional subsidiaries

*2 Scope: DOCOMO and its 11 functional subsidiaries

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 2022, there were six 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

	FY2019	FY2020	FY2021	FY2022
Serious industrial accidents	4	0	7	(3) 6

Notes:
 · Figure in parenthesis for FY2022 is for DOCOMO and its 11 functional subsidiaries.
 · All figures include subcontractors.

Labor Relations

Labor Relations in DOCOMO

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 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)

	FY2020			FY2021			FY2022		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees (excluding loaned employees)*1	6,386	2,047	8,433	6,597	2,250	8,847	5,740	2,163	7,903
Of the above, number of foreign nationals*1	55	40	95	48	39	87	37	40	77
Employees									
Average age*1	40.7	37.5	39.9	40.5	37.4	39.7	40.2	37.6	39.5
Average years of continued service (excluding persons seconded to DOCOMO)*1	17.1	14.2	16.4	16.7	14.0	16.0	15.1	13.3	14.6
Average salary (yen)*2	—	—	8,743,000	—	—	8,915,000	9,295,000	7,208,000	8,828,000
Average total annual hours worked	1,920.5	1,833.5	1,886.0	1,925.4	1,845.4	1,900.5	1,944.6	1,905.9	1,934.0
Average overtime hours worked	267.7	217.4	250.0	294.0	247.0	277.4	304.9	263.0	293.4
Employment									
Number of people hired	444	185	629	456	231	687	583	254	837
Recent college graduates	275	134	409	257	166	423	310	168	478
Of the above, number of foreign nationals	3	2	5	2	6	8	5	3	8
Number of mid-career hires	169	51	220	199	65	264	273	86	359
Of the above, number of people reengaged	0	5	5	0	3	3	1	0	1
Turnover									
Number of job leavers (only for voluntary termination)	156	37	193	191	44	235	229	57	286
Turnover rate (only for voluntary termination)	—	—	1.39%	—	—	1.76%	—	—	2.14%

*1 As of the end of each fiscal year

*2 Ratio of average salary to regional minimum wage (October 2022) is 4.36:1. The regional minimum wage (October 2022) is calculated as follows: 1,072 yen/hour (minimum wage for Tokyo) × 7.5 hours × 21 days × 12 months = 2,026,080 yen. DOCOMO applies the same salary structure to both men and women. The method of calculating the average salary has been changed since fiscal 2022.

Starting Salaries (DOCOMO)

	Monthly Salary (Yen)	Difference from Minimum Wage*2
Junior University Graduate	235,040	139.2%
Technical College Graduate	235,040	139.2%
University Graduate	253,040	149.9%
Graduate with an M.A.	265,040	157.0%
Graduate with a Ph.D.	340,130	201.5%

(As of April 1, 2023)



Employee Data (DOCOMO Group)

	FY2022		
	Male	Female	Total
Number of employees (excluding loaned employees)*1, 2	33,530	13,036	47,151
Of the above, number of foreign nationals*2	533	325	858
Employees			
Average age*2	43.7	39.5	42.5
Average years of continued service (excluding persons seconded to DOCOMO)*2	16.1	10.9	14.6
Average total annual hours worked	1956.7	1986.4	1958.4
Average overtime hours worked	289.2	319.0	290.9
Employment			
Number of people hired	1,260	544	1,804
Recent college graduates	789	419	1,208
Of the above, number of foreign nationals	10	8	18
Number of mid-career hires	471	125	596
Of the above, number of people reengaged	4	1	5
Turnover			
Number of job leavers (only for voluntary termination)	1,075	401	1,476
Turnover rate (only for voluntary termination)	—	—	3.17%

*1 Because overseas companies do not count male and female employees separately, their total number of employees was added to the total number. The figure therefore does not match the combined total of male and female employees.

*2 As of the end of each fiscal year

Age Composition of Employees (DOCOMO Group)

	FY2022		
	Male	Female	Total
0s	4,463	2,641	7,104
30s	6,741	3,539	10,280
40s	10,941	4,780	15,721
50s	11,284	2,090	13,374
60s	84	3	87
Total			47,151

(As of April 1, 2023)



Fair Business Practices



DOCOMO seeks to enhance corporate value by ensuring quick, transparent, and sound management based on effective corporate governance.

- 115 Human Rights
- 118 Compliance
- 122 Supply Chain
- 127 Corporate Governance
- 129 Risk Management
- 130 Response to the Business Continuity Plan (BCP)

Human Rights

We promote awareness of human rights to create workplaces that respect the rights of every employee in terms of freedom from discrimination and harassment due to social status, family origin, race, ethnicity, nationality, religion, disability, gender, sexual minority, pregnancy, and birth, and childcare or nursing care leaves.

Basic Philosophy

Recognizing that respect for human rights is a key corporate social responsibility, the DOCOMO Group regards the NTT Group Human Rights Policy as the foundation for respecting human rights and practices the ideas expressed in the NTT DOCOMO Group's Basic Policies on Human Rights.

NTT Group Human Rights Policy

As a corporate group operating business globally, the NTT Group recognizes that respect for human rights is a key corporate social responsibility. We therefore believe that due consideration must be given to human rights and that human rights management must be strengthened for everyone involved in the NTT Group value chain. In 2014, we established the NTT Group Human Rights Charter to confirm those principles. In November 2021, we incorporated the charter as part of the new NTT Group Global Sustainability Charter and established the NTT Group Human Rights Policy to achieve a sustainable society that provides greater security, safety, and prosperity. The NTT Group Human Rights Policy reflects the Universal Declaration of Human Rights and other international conventions and treaties and applies them to all NTT Group employees and officers. We also expect all of our suppliers and business partners to support this policy and to respect human rights.

NTT Group Human Rights Policy (Outline)

(1) Addressing to International Norms

The NTT Group discloses its global human rights policies both internally and externally, in addition to meeting the requirements* of international laws and evaluation organizations.

*International conventions and treaties adopted from a global perspective including Universal Declaration of Human Rights

(2) Addressing Critically Important Human Rights Issues

The NTT Group will identify critically important human rights issues and take action on these priority themes through the following:

1. Promotion of Diversity & Inclusion
(Prohibition of discrimination, respect for freedom and rights, fairness in the workplace, economic disparities, and poverty)
2. Promotion of Technology based on high ethical standards (technology, data bias, privacy, personal data protection, and security)
3. Promotion of Healthy Work in Daily Life (Health Management)
(diverse work styles, prohibition of forced labor and child labor, workplace safety, freedom of association and the right to organize, living wage, enhanced benefits)
4. Promotion of appropriate expressions, speech, and other presentations with consideration for human rights (Freedom of expression and respect for human rights in advertising and other presentations)

(3) Scope of Application

This policy applies to all employees and officers of the NTT Group. We also ask our suppliers and business partners to support this policy and strive to respect human rights.

(4) Due Diligence

Based on the UN Guiding Principles of Business and Human Rights, we will use the human rights due diligence process to identify, prevent, mitigate, and correct human rights issues globally. And we will strive to improve human rights awareness and human rights management throughout the NTT Group.

In addition, due diligence will be conducted among the stakeholders in the entire business value chain, and a direct dialogue will be the basis of our efforts, especially with major suppliers. The status will be disclosed on our website, in our Sustainability Report, and in our Human Rights Report to evaluate and improve the process continuously.

(5) Accusation and Remedy

The NTT Group has established internal and external contact points for whistle-blowing at each Group company to prevent human rights violations. We promise to protect whistle-blowers from unfair personnel actions (e.g., dismissal, demotion) or other disadvantages resulting from their reporting. In addition, consultations and reports received at the contact points will be reported to the Board of Directors appropriately to ensure transparency. We will take sincere measures to resolve problems.



NTT DOCOMO Group's Basic Policies on Human Rights

The DOCOMO Group has established its Basic Policies on Human Rights (revised in 2016) to provide a more concrete policy for its initiatives and raise awareness of human rights.

NTT DOCOMO Group's Basic Policies on Human Rights

Recognizing the importance of human rights, all NTT DOCOMO Group officers and employees are committed to taking the lead in creating a corporate culture that respects the human rights of all stakeholders while adhering to the NTT DOCOMO Group Code of Ethics, NTT Group Human Rights Charter and our CSR Policy with the aim of building a safer, more secure and richer society.

1. We will, through our business activities, strive for a solution on the Dowa issue and other human rights issues.
2. We will respect diversity and strive to create a healthy working environment that is free of harassment issues by deepening communication and fostering a sense of mutual gratitude.
3. We will, from the standpoint of respect to human rights, review our operations as needed and adapt and improve our business activities.
4. We will cooperate with other NTT DOCOMO Group companies in constructing a proper structure to initiate and execute human rights practices, including the establishment of the Human Rights Committee.

Human Rights Due Diligence

The NTT Group established and has been implementing in stages its human rights due diligence process. In fiscal 2022, we have started strengthening supplier engagement through external evaluations such as Eco Vadis.

2011

United Nations' Guiding Principles on Business and Human Rights

2014

NTT Group Human Rights Charter
· Formulation of global policy

2015

Pre-assessment
· Global information gathering

2016

Human Rights Management Survey (Group companies in Japan and overseas)
· Grasped the management situation regarding human rights at each Group company

2017

Risk assessment (human rights impact assessments)
Potential human rights impact assessment
· Applied numerical scores to risk areas and risk indicators
· Identified human rights indicators for the NTT Group

2018

Risk assessment (human rights impact assessments)
Manifest human rights impact assessment
· Gained an understanding of human rights issues in India

2019

Human Rights Management Survey (Group companies in Japan and overseas, the second survey)
· Identified Group human rights issues to prioritize

2020

Human Rights Dialogue (Group companies in Japan and overseas)
· Nurtured a shared understanding of human rights issues across Group companies

2021

Established the NTT Group Human Rights Policy

2022

Strengthen Supplier Engagement
· Strengthen risk assessment through direct dialogue with suppliers

NTT Group Human Rights Policy

Risk Assessments through Specialized External Institutions

Fiscal Year	Main Initiatives
2017	Conducted a potential human rights impact assessment and identified key human rights issues
2018	Conducted a manifest human rights impact assessment in the Asia region as a test case
2019	Conducted a management survey to reconfirm that the priority issues were closely aligned with impact assessment results
2020	<ul style="list-style-type: none"> Reviewed the priority issues with the help of external experts to nurture understanding across all NTT Group companies including those overseas Conducted surveys on requirements for managing human rights as a corporation and the status of competitors to analyze gaps

Going forward, we will continue to strengthen our management system to enhance due diligence across the NTT Group.

We annually assess our tier-one suppliers in regard to their sustainability risks, including human rights based on the Self-Assessment Questionnaire (SAQ). The SAQ enables us to monitor violations of workers' freedom of association and right to collective bargaining as well as child labor and forced labor. If an area of high risk is identified by the SAQ, DOCOMO dispatches staff to the supplier to confirm the situation on-site and responds with actions that include working together with the supplier on corrective measures. As a result of assessment by the SAQ, no high risk related to human rights was found among any of our suppliers in fiscal 2022.

In addition, for joint ventures (equity method affiliates) not under our control, DOCOMO has created another check sheet as a simplified version of the NTT Group's human rights management check list to identify human rights risks and confirm that corrective measures for such risks are being properly implemented.

Management System

We established the Human Rights Committee to manage our human rights initiatives. Chaired by the senior executive vice president, it consists of executive vice presidents, branch general managers, the general manager of the General Affairs and Human Resources Management Department, the general manager of the Legal Department, the general manager of the Brand Communication Department, the general manager of the Sustainability Promotion Office, and Audit and Supervisory Committee members. The chairperson presides over the committee and is responsible for formulating and revising basic policies for promoting human rights awareness and taking action.

Establishment of the Human Rights Committee


The Human Rights Committee is a Company-wide organization that promotes human rights awareness and handles the formulation and management of human rights education as well as training measures and plans. Compliance promotion managers and risk compliance leaders, who are in charge of human rights management in the workplace, are also designated at the unit level for activities rooted in their respective workplaces.

Freedom of Expression and Protection of Privacy

DOCOMO gives due consideration to protecting the freedom of expression and privacy rights of people communicating via the Internet, social media, and digital communication devices, which are ICT, industry-specific issues that have been gaining recognition by most telecommunications carriers in Europe and the U.S. With reference to the Principles of Freedom of Expression and Privacy established in 2013 by the Global Network Initiative, a global network of telecommunications companies, we have taken the stance to fulfill our own responsibility to respect and protect the freedom of expression

and privacy of our users. This includes protecting the globally recognized rights of our users, even in situations where we need to provide customer information under special circumstances, such as matters of national security requested by the government. In particular, the Children's Rights and Business Principles calls for protecting children's rights in the areas of developing and offering products and services or in marketing or advertising activities. To ensure the safety of children in our products and services, DOCOMO provides the Kid's Keitai (mobile phone) and Filtering Services (**P. 68**). We also offer Smartphone and Mobile Phone Safety Classes (**P. 75**) as awareness-raising activities to encourage safe use. In addition, our in-house Advisory Specialists for Consumer Affairs review marketing and advertising expressions to avoid expressions that may be harmful to children (**P. 73**).

Furthermore, in 2018 we developed the Personal Data Charter, which represents our principles for using personal data to continuously provide new value to customers and society while ensuring optimum privacy protection and published it in 2019. Initiatives associated with information security and privacy protection are included as part of our risk management (**P. 89**).

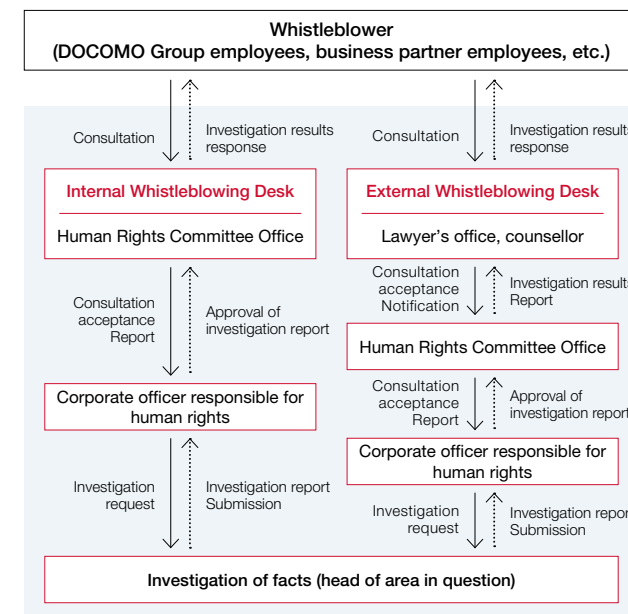
 Principles of Freedom of Expression and Privacy

Whistleblowing Desk for Human Rights and Harassment

DOCOMO has established internal and external reporting channels for all employees, including temporary employees and employees of suppliers to consult with on problems or concerns related to human rights or harassment. These whistleblowing desks protect the privacy of the employees who consult with them and provide protection for whistleblowers while taking appropriate steps to resolve problems and concerns. For instance, the external channel provides an environment in which employees can have

complete peace of mind, such as by staffing it with counsellors from external specialist organizations to provide support, and it ensures that employees will not receive any disadvantageous treatment engaging in consultation or providing reports. In fiscal 2022, there were 12 reports related to human rights, and none involved serious violations of these rights.

Whistleblowing Desk System for Human Rights and Harassment



Human Rights Violations

Human rights violations are rigorously dealt with and subject to disciplinary action. From the standpoint of preventing recurrence, we notify DOCOMO Group employees every quarter of any human rights violations. In the event of any violation, we will help the victim by taking measures that include separation from the violator and prohibition of retaliation.

Initiatives on Human Rights Practice

Human Rights Message from Top Management

In conjunction with Human Rights Day (December 10) and Human Rights Week (December 4–10), which commemorate the UN's adoption of the Universal Declaration of Human Rights, the senior executive vice president and chair of the Human Rights Committee sends a message of respect for human rights to all employees every year.

The message is intended to raise awareness of the subject by promoting understanding of the spirit and purpose of the United Nations' Universal Declaration of Human Rights and to ensure that all employees are familiar with human rights issues.

Human Rights Awareness Training

To further raise human rights awareness, we annually conduct training at each organization for all employees, including temporary workers, using web-based resources, video materials, and discussions. We also hold training suited to each career level (including executives) and training for risk compliance leaders.

The training is designed to cover a broad range of subjects, from the basics, such as why companies should address human rights, to discrimination, sexual harassment, power harassment and language sensitivity. We also implement a post-training survey to monitor improvements in awareness and the effectiveness of training.

Human Rights Awareness Activities

At the DOCOMO Group, we solicit human rights slogans and poster ideas from employees and give awards to exceptional entries in conjunction with Human Rights Week every year. In fiscal 2022, 19,903 entries for the slogans and 95 entries for the posters were received. In addition, we use an internal Company website to regularly publish an email magazine on human rights as a tool for raising employee awareness.

Participation in the Industrial Federation for Human Rights, Tokyo

DOCOMO participates in the Industrial Federation for Human Rights, Tokyo, a voluntary organization comprising Tokyo-based corporations. We also take part in activities that lead to social enlightenment and expand human rights networks, such as human rights awareness training for top management, presentations for group study, and seminars for employees in charge of human rights awareness. The federation promotes human rights awareness activities in other regions as well, and it convenes national conferences of the nationwide federation of corporations to battle discrimination against groups that have traditionally been targeted in Japan, where we actively participate and exchange information.

We also place high priority on cooperating with external organizations. We engage in a wide range of initiatives through interaction and collaboration with government agencies, business organizations, and civil rights movements involved in a broad spectrum of human rights issues, and we also participate in training provided by other groups.

Compliance

Basic Philosophy

The foundation of our compliance management is to promote strict observance of the Group's Code of Ethics and respect for human rights among all employees, and to continue to meet the ever-increasing demands and expectations of society based on high ethical standards.

We have established the Compliance Management System, centered on the Compliance Committee, and are implementing a range of compliance-related initiatives. For example, we have created a system to support employees seeking consultation or filing reports on the illegal or fraudulent

incidents they have observed, appointed compliance promotion managers in each organization, and implemented training in ethics and legal compliance for all employees.

Moreover, we conduct compliance and human rights awareness surveys for all employees and incorporate the results into various initiatives to further strengthen our ethical standards.

We also send out messages via our intranet and through the president's speeches on strengthening "defensive governance" to achieve thorough compliance and enhance corporate value. When an apparent conflict arises between ethics and the pursuit of profit, we place top priority on corporate ethics while balancing improving customer service and enhancing corporate sustainability.

NTT DOCOMO Group Code of Ethics

The DOCOMO Group seeks to develop a shared awareness and thorough understanding of the basics of compliance as the foundation of management. To that end, we are developing our ethical standards through ten defining principles, including legal and ethical compliance; securing the transparency of business operations through information disclosure; fair, open, and free competition and trading; and respect for employee human rights. An English language version of this Code of Ethics has also been published for sharing across the Group internationally.

[NTT DOCOMO Group Code of Ethics](#)

Compliance Management Regulations

The Compliance Management Regulations define the standards for promoting activities for ensuring legal compliance and corporate ethics, which are addressed as part of the Company's corporate social responsibility. The regulations apply to all individuals DOCOMO employs, including officers and outside directors, full-time employees, and temporary staff.

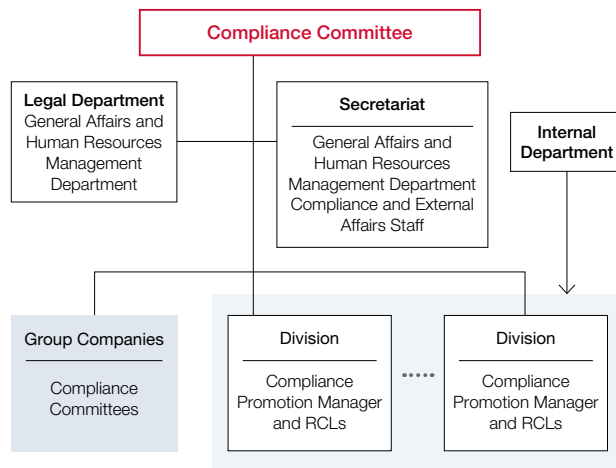
Compliance Management System

DOCOMO established compliance committees at its head office, each branch office and Group company to ensure that employees know and understand the NTT DOCOMO Group Code of Ethics. Each committee decides on matters related to legal and ethical compliance and identifies issues and areas in need of improvement in terms of compliance management. They also monitor the progress of activities that promote compliance.

The committee at DOCOMO's head office is chaired by the president and CEO, and its members consist of the senior executive vice president, executive vice president, executive general manager of regional offices, general managers of each division, directors who are Audit & Supervisory Committee members, and others appointed by the chairperson as needed.

The committee deliberates on the results of the previous fiscal year's initiatives, details of the current fiscal year's initiatives, and analysis of the status and trend of the previous year's whistleblowing reports. The significant matters are then reported to the Board of Directors.

Compliance Management System



Compliance Promotion Managers

Assigned in all divisions to create an implementation plan for legal and ethical compliance for their respective organizations to identify compliance risks, deepen understanding of respect for human rights, and create improvement measures for any aspects deemed inadequate. Monitor the status of compliance within the assigned organization and report the results to the director responsible for corporate ethics (or the president of a regional office).

Risk Compliance Leaders (RCLs)

Leaders appointed by compliance promotion managers, who promote risk management, compliance, and human rights awareness within their respective organizations. Conduct daily activities to promote compliance as well as human rights practice within their respective organizations and respond quickly and effectively when a compliance risk materializes.

Compliance Committee Office and Human Rights Committee Office

Promote compliance and human rights awareness across the Group. Collaborate with each RCL to address individual issues and exchange information.

Consultation and Reporting Mechanism

DOCOMO has established reporting channels, available to business partners and suppliers as well as DOCOMO Group employees and docomo Shop staff, for the prevention and early detection of compliance issues or risks related to human rights. Whistleblowing desks for compliance and human rights have been set up, including a channel at an external legal firm, to safeguard the anonymity of those seeking consultation. We maintain an environment that encourages employees to file reports by accepting them by email, letter, or fax in addition to stipulating rules to protect the privacy (anonymity)

of individuals seeking consultation and ensure that they are not treated unfairly for coming forward. The email addresses of the whistleblowing desks are published on our corporate website, and we actively disseminate information through email magazines and the distribution of posters.

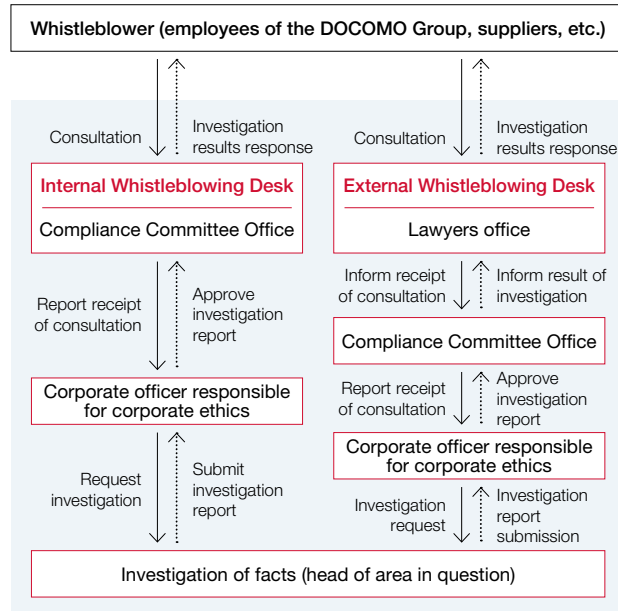
Cases that are the subject of consultations of reports are investigated as needed by the Compliance Committee Office and the Human Rights Committee Office in coordination with relevant compliance promotion managers (heads of organizations) and RCLs. Confirmed violations or misconduct are reported to the director responsible for corporate ethics and other members of management, as well as members of the Audit & Supervisory Committee. Necessary steps are then taken and measures put into place to prevent any future recurrence. Incidents are analyzed and trends are reported to employees across Japan at regular internal meetings and used as topics in compliance training.

A total of 39 cases were brought to consultation and reported in fiscal 2022. All confirmed compliance violations are subject to disciplinary action in accordance with Company regulations.

Number of Consultations on Compliance over the Past Four Years

	FY2019	FY2020	FY2021	FY2022
Consultations on compliance	103	53	47	39
Compliance violations	47	24	17	27
Unauthorized use of expenses, etc.	3	2	2	2
Harassment	22	11	7	12
Other compliance violations	22	11	8	13
No violations	56	29	30	12

Compliance Whistleblowing Desk System



Status of Initiatives on Compliance

Ongoing Compliance Training

Training is conducted every year to raise awareness of compliance among corporate officers and employees (including temporary staff).

Web-based training is open to all Group employees, including those at branch offices and Group companies (19 out of all consolidated subsidiaries). After the training, employees participate in follow-up discussions to share their thoughts on compliance and human rights in an ongoing effort to raise overall awareness of compliance. We also have training for RCLs, who are tasked with promoting compliance activities in their respective departments, to establish a common awareness of the roles expected of leaders and

share information. Furthermore, we hold a compliance seminar exclusively for members of upper management.

In fiscal 2022, we continued to conduct anti-harassment training for newly appointed managers to guide them away from behaviors that could potentially lead to power harassment, and mitigate workplace harassment risks.

Dissemination of Compliance Violations and Educational Activities

We regularly issue the Human Rights Mini-Knowledge Series on the Company website, and conduct education and other activities based on the NTT DOCOMO Group Code of Ethics Handbook to enhance employee awareness of compliance and human rights.

Once a quarter, we summarize the status of compliance and human rights awareness-raising efforts across the Group into a Compliance Report, and report the number and details of actual compliance violations at regular meetings to request that each organization to take actions to prevent the occurrence and recurrence of such incidents. We also share information with all Group employees to raise awareness of compliance and human rights.

In addition, twice a year, directors remind all Group employees to review and comply with laws, regulations, rules, morals, and manners in both work and their private lives. This includes strictly avoiding any conduct that may lead to mistrust when interacting with external parties, by reviewing and complying with the regulations of their counterparts and never engaging in any inappropriate conduct involving alcohol.

Initiatives for Preventing Bribery

The DOCOMO Group, which operates business in Japan and overseas, is subject to the anti-bribery and anti-corruption laws of a number of countries, including Japan's own Unfair Competition Prevention Act, which prohibits activities such as providing unjust gains to foreign public officials, and the Foreign Corrupt Practices Act in the U.S.

To ensure thorough legal compliance, DOCOMO established the Guidelines on the Prevention of Bribery of Foreign Public Officials in October 2010, based on the NTT DOCOMO Group Code of Ethics, which seeks to unequivocally prevent illegal behavior. Since then, the guidelines have been revised as needed when the Bribery Act was implemented in the U.K., and when regulations were tightened in other countries.

In fiscal 2014, the NTT Group created the Anti-Bribery Handbook as a tool for raising employee awareness. It contains basic knowledge and examples of bribery and facilitation payments. It also covers broader themes than the Guidelines on the Prevention of Bribery of Foreign Public Officials. In fiscal 2015, the DOCOMO Group also distributed the Japanese and English language versions of this handbook to its Group companies in Japan and overseas to raise awareness. We intend to further strengthen our anti-bribery efforts among Group companies by encouraging them to construct compliance systems based on the Code of Ethics, guidelines, and the handbook while taking into account the each company's business and the legislation of the country in which they are located, and by holding training and organizing study groups to educate employees.

[NTT Group Anti-Bribery Handbook](#)

Guidelines on the Prevention of Bribery of Foreign Public Officials (Established October 2010) Foreign Public Officials

Introduction: Prohibition Against Acts of Bribery of Foreign Public Officials

1. Foreign Public Officials to Whom the Guidelines Apply

- (1) Officials of central and local governments of foreign countries
- (2) Staff engaged in administrative work at institutions related to a foreign government
- (3) Staff engaged in administrative work at public corporations of foreign countries
- (4) Staff with official responsibilities at international organizations
- (5) Persons working under consignment from foreign governments and other entities
- (6) Political parties of foreign countries and their staff members, or candidates for public office
- (7) Agents or family members of persons defined under 1. to 6., or persons with equivalent status

2. Prohibited Acts and Criteria for Judgment

- (1) Prohibited acts
- (2) Timing
- (3) Substance, monetary amount, and other aspects
- (4) Frequency
- (5) Transparency
- (6) Compliance with local laws

3. Examples

- (1) Dinners and parties
- (2) Gifts
- (3) Golf excursions
- (4) Trips
- (5) Others

4. Selection of Consultants, Consignees and Other Persons Entrusted with Contacting and Negotiating with Foreign Public Officials

5. Individual Cases of Entertaining and Presenting Gifts

6. FAQ

Reports on bribery in Japan and overseas are submitted by divisions with management responsibilities in each operating company. As for our overseas joint ventures, a reporting line has been established between DOCOMO's head office and the holding company of the joint venture to manage and share information concerning bribery.

In fiscal 2022, no legislative measures have been taken against us on bribery or facilitation payments and no charges were indicted.

Furthermore, prior to the season for sending summer gifts (ochugen) and winter gifts (oseibo), all Group employees are reminded to maintain ethical standards and to ensure legal and regulatory compliance when sending such gifts, and never to make any inappropriate payments to government officials or other public employees. They also must be especially careful not to violate laws such as the National Public Service Ethics Code, Unfair Competition Prevention Act, and Foreign Corrupt Practices Act when making payments to government officials.

With respect to political contributions, we make it absolutely clear that they must be given through legitimate channels in accordance with the Group Code of Ethics and Guidelines for Sustainability in Supply Chain, and in compliance with the Political Funds Control Law in Japan. In fiscal 2022, DOCOMO made political contributions totaling ten million yen in Japan.

Number of Legislative Measures and Exposures to Bribery and Facilitation Payments (Japan and Overseas)

	FY2019	FY2020	FY2021	FY2022
Number of legislative measures/exposures	0	0	0	0

DOCOMO's Political Contributions (million yen)

	FY2019	FY2020	FY2021	FY2022
Political Contributions (telecommunications administration)	12	12	10	10

Initiatives on Fair Competition

In addition to the Antimonopoly Act, which constitutes the common rules of competition, DOCOMO is governed by articles of the Telecommunications Business Law, intended to promote fair competition in accordance with the special nature of the telecommunications business. To encourage new

entries and develop a fair and unrestricted competitive environment, the Fair Trade Commission and Ministry of Internal Affairs and Communication formulated the Guidelines for Promotion of Competition in the Telecommunications Business Field, which reflects their declared policies on the manner in which the Antimonopoly Act and Telecommunications Business Law are respectively applied.

Since the revised Telecommunications Business Law and related ministerial ordinances came into effect in October 2019, we are now required to promote fair competition in the mobile phone market through a complete separation of communication charges from terminal prices and the correction of excessive lock-in practices.

Regulations Governing the Telecommunications Business

To ensure compliance with these laws and regulations, we continue to conduct annual web-based training and other learning opportunities for fair competition. We have also summarized practical considerations on fair competition into a manual that is made available for employees via the corporate intranet.

Moreover, when internally considering launching a new service, we seek to rigorously comply with laws and regulations by having the Corporate Strategy and Planning Department confirm that we are not in violation of the Telecommunications Business Law.

In August 2016, the Fair Trade Commission presented its views on issues concerning competitive policy in the mobile phone market, prompting the industry to review practices that may be problematic under the Antimonopoly Act. In June 2021, it published another report, which pointed out the following new competition policy issues: promoting competition through the entry of new MNOs; ensuring a competitive environment for MVNOs; issues related to sales agents (evaluation system, pricing of mobile phone devices, handling of original products). Furthermore, in response to emerging concerns over the extreme discount sales of mobile phone handsets (smartphones), the Fair Trade Commission

published a report in February 2023 on an “emergency fact-finding investigation on the low-priced sales of mobile phone handsets.” This report points out that selling mobile phone handsets (smartphones) at a price that would result in a loss may raise concerns under the Antimonopoly Law, setting too high a target for MNP acquisition for sales agents that may drive them to unjustifiably low price sales, and also setting sales targets without adequate consultation with sales agents, which could constitute an abuse of a supervisory position.

In October 2020, the Ministry of Internal Affairs and Communications announced the Action Plan for Creating a Fair Competitive Environment for the Mobile Market, in which it clarifies the way forward for the ministry to make the country’s mobile market fairer and more competitive. For instance, under the plan, the ministry will call on telecom carriers to redesign service plans so they are more closely aligned with the amendatory Telecommunications Business Act, adopt embedded SIM (eSIM) cards* and remove SIM locks from all cellular phones, in addition to fulfilling its own responsibility for formulating and implementing rules on mobile number portability (MNP).

Keeping in line with these new developments, the DOCOMO Group will steadfastly comply with laws, regulations, and guidelines and will strive to provide pricing and services based on user needs.

*A SIM card embedded in a mobile device whose profile can be activated online for accessing mobile network.

— Avoiding Conflicts of Interest

Conflicts of interest are regulated by law in many countries from the standpoint of ensuring fairness. DOCOMO has established internal rules for avoiding such conflicts in accordance with Japan’s Companies Act and other relevant regulations.

For example, when a member of senior management seeks to engage in a business transaction that could result in a conflict of interest, the rules require prior approval by the Board of Directors if the member is a director or by the director responsible for corporate ethics if the member is not a

director. The director in question is not permitted to take part in decisions made by the Board of Directors.

By operating under this mechanism, we seek to ensure the fairness of business transactions and avoid conflicts of interest.

— Refusing All Connections to Anti-Social Groups

DOCOMO long ago established its policy of refusing all connections to anti-social groups and has consistently upheld that policy over the years.

The Organized Crime Exclusion Ordinances was enforced throughout Japan (in all 47 prefectures) by October 2011. Following its full enforcement, we revised our policy on refusing all connections to anti-social groups and took steps such as adding exclusionary provisions to outsourcing and all other standard business agreement forms to reinforce our stance against such organizations.

— Intellectual Property Training for Employees

Intellectual property has become increasingly important in recent years, and we are working on improving our competitiveness both in Japan and overseas by protecting and promoting our own businesses while respecting the rights of other companies. To help employees gain a deeper understanding of the significance and purpose of intellectual property, we provide ongoing training programs on intellectual property every year. Moreover, we have developed an intellectual property handbook, which is available on the corporate intranet and is a useful tool for enhancing awareness. It covers themes relevant to actual operations and guides employees in handling intellectual property through a Q&A format.

Supply Chain

We value our relationship with other businesses that are important partners in our operations, and we strive to maintain

fair transactions and undertake sustainable procurement in view of our responsibilities to society.

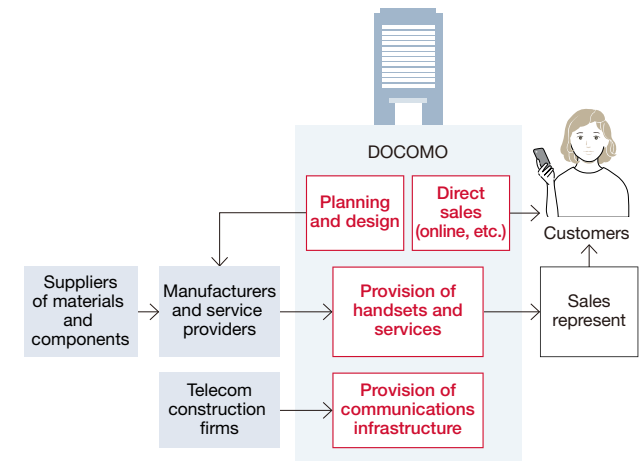
Basic Philosophy

Effectively responding to global concerns associated with human rights, ethics, the environment, disasters and pandemics, and security has become a key issue due to the increasing globalization and complexity of supply chains. Consequently, DOCOMO conducts sustainable procurement activities based on its Basic Procurement Policies.

DOCOMO’s Supply Chain

Relationships with other businesses are important for our ongoing operations.

DOCOMO’s business model is supported by business partners, including suppliers and construction firms related to telecommunications facilities and equipment, communication device manufacturers, and sales representatives such as docomo Shops. We effectively manage our supply chain throughout our business, including suppliers.



NTT DOCOMO's Basic Procurement Policies

The NTT Group has established the NTT Group Global Sustainability Charter and promotes initiatives to realize a sustainable society by pursuing both corporate growth and solutions to social issues.

With the increasing globalization and complexity of today's supply chains, responding appropriately to global issues, such as human rights, ethics, the environment, disasters and pandemics, and security, has become a key challenge for us.

Consequently, the NTT Group is committed to deepening mutual understanding and building relationships of trust with all suppliers in the supply chain, and it will continue to work with them to build and maintain safe and secure supply chains under high ethical standards, including the protection of human rights and the global environment. This is how we will independently and proactively contribute to the realization of a sustainable society. Accordingly, DOCOMO conducts procurement based on the following Basic Procurement Policies.

NTT DOCOMO's Basic Procurement Policies

1. NTT DOCOMO will strive to provide competitive opportunities with fairness to both domestic and foreign suppliers, and to build mutual trust and understanding.
2. NTT DOCOMO will conduct economically rational procurement of competitive goods and services that meet its business needs, deciding on suppliers based on quality, price, delivery times, and stable supply in a comprehensive manner
3. NTT DOCOMO will contribute to realizing a sustainable society by doing procurement with an emphasis on human rights, the environment, safety, and other issues to contribute to the realization of a sustainable society.

Promotion of Sustainability Procurement

The NTT Group published the NTT Group Guidelines for Sustainability in Supply Chain and the NTT Group Green Procurement Standards to promote efforts to realize a sustainable society. In addition, under our procurement policies, DOCOMO restructured our existing NTT DOCOMO Guidelines for CSR in Supply Chain as the NTT DOCOMO Guidelines for Sustainability in Supply Chain in April 2022 to define the attitude and responsibilities we expect from our supply chain. By requesting suppliers to adhere to these guidelines, we hope to realize a sustainable supply chain and ultimately a sustainable society.

Our guidelines set forth requirements for suppliers (code of conduct) and items that require compliance in the seven sustainability-related areas: human rights and labor, health and safety, the environment, fair trade and ethics, quality and safety, information security, and business continuity planning. These apply to all suppliers with whom we deal directly. We also require our direct suppliers to communicate the content of these guidelines to their upstream supply chain members and promote their compliance with the guidelines through contracts.

In April 2022, we also established the NTT DOCOMO Green Procurement Standards, which require suppliers to commit to reducing environmental impact, particularly in the development and operation of an environmental management system, reduction of greenhouse gas emissions, promotion of resource recycling, and preservation of biodiversity.

- ✔ NTT Group Guidelines for Sustainability in Supply Chain
- ✔ NTT Group Green Procurement Standards
- ✔ NTT DOCOMO Guidelines for Sustainability in Supply Chain
- ✔ NTT DOCOMO Green Procurement Standards

Implementation of the Guidelines and Monitoring System

Within the wide-ranging suppliers in our supply chain, DOCOMO defines those network facilities or mobile phone companies that supply a sizable quantity of products as tier-one suppliers who are particularly important for sustainable supply chain management. We request these suppliers to submit a self-assessment questionnaire (SAQ) via the EcoVadis* platform to confirm the status of their compliance with the guidelines. In fiscal 2022, we received responses from 14 companies subject to the SAQ. The checklist covers a wide range of non-financial items, including the four areas related to sustainability: the environment, labor and human rights, ethics, and sustainable procurement.

As part of our initiatives to reduce environmental impact, we also request suppliers to complete the Environmental Activity Survey Sheet, the Response to the Identification of Chemical Substances Contained in Products, and the Substances Subject to RoHS, Non-use Certificate.

In line with the establishment of the NTT DOCOMO Guidelines for Sustainability in Supply Chain in April 2022, we have been conducting audits of our suppliers and requiring them to disclose necessary information to verify the status of their compliance with the guidelines. Any supplier deemed insufficient under the guidelines' requirements will be asked to make improvements and, depending on the status of their efforts, will be subject to further action, including a review of the business relationship.

DOCOMO's basic stance on sustainable supply chain management is to work together with its suppliers. Under the leadership of the senior executive vice president responsible for procurement, we work with our suppliers by setting and monitoring the progress of key performance indicators (KPIs). In addition, we periodically provide training for our procurement staff to ensure that these initiatives are implemented.

*EcoVadis is an organization that evaluates a company's sustainability performance across its supply chains to facilitate improvement. To date, it has assessed more than 100,000 companies in 175 countries.

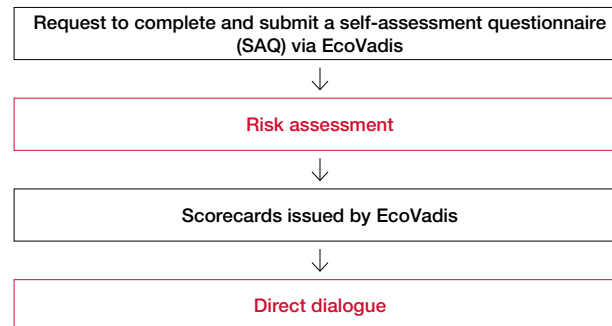
Supply Chain Risk Assessment

Risk assessment of our suppliers is performed in two steps. Previously, we had distributed self-assessment questionnaires (SAQs) to our suppliers and required their response. In fiscal 2022, we switched our method to use the EcoVadis platform to distribute SAQs to our suppliers and receive their responses. If any high risk factors are found on the scorecard issued by EcoVadis, we conduct a direct dialogue to review the situation and take the necessary steps such as jointly preparing a corrective action plan. In fiscal 2022, no suppliers were found to have high sustainability risks as the result of the risk assessment.

With regard to the tier-two suppliers, as we believe it is also important to understand the risks associated with them, we regularly monitor the sustainability risks of manufacturers that supply sizable quantities and are responsible for a high proportion of general-purpose products used in network construction and customer systems, as well as manufacturers responsible for a high proportion of parts of the main communication control section, and companies supplying major components in mobile phones.

▶ Number of high-risk suppliers in relation to sustainability in fiscal 2021 **0**

Supplier Risk Assessment Process



Participation in External Organizations

DOCOMO participated in the activities of the Global Compact Network Japan as a partner company in fiscal 2017 and 2018. We took part in the Supply Chain Subcommittee in both years to discuss and exchange opinions on resolving supply chain issues with other participating companies

Conflict Minerals

Some of the minerals produced in the Democratic Republic of the Congo and other conflict areas are believed to be funding armed groups involved in crimes against humanity, thereby contributing to conflicts or abusing human rights. The U.S. government requires companies publicly listed in the U.S.*1 to make disclosures regarding their usage of conflict minerals*2 produced in the Democratic Republic of the Congo or neighboring countries.

In order to meet its procurement-related social responsibilities, the DOCOMO Group works with its suppliers to ensure supply chain transparency and promote initiatives to eliminate the use of conflict minerals that would fund the activities of armed groups.

In fiscal 2022, as in the previous year, we responded to requests from suppliers and business partners and surveyed tier-one suppliers regarding the country of origin for minerals

contained in their products. We used the Conflict Minerals Reporting Template and obtained a response rate of 100%, both on supplier basis and on product basis.

*1 NTT DOCOMO, INC. delisted itself from the New York Stock Exchange in April 2018.
*2 Under the Dodd-Frank Act, conflict minerals include tantalum, zinc, gold, tungsten, and other minerals specified by the U.S. Secretary of State.

✔ NTT DOCOMO Group's Approach to Conflict Minerals

Enhancing Procurement Skills

When negotiating with suppliers to procure goods, we are required to achieve continuous, stable procurement through equal, fair, and transparent transactions. Therefore, we annually conduct training for all employees on internal procurement regulations and procurement processes to improve internal procurement skills.

Communication with Suppliers

DOCOMO endeavors to establish better partnerships with suppliers by mutually exchanging requests and suggestions. During direct dialogues with suppliers to verify their answers to the distributed self-assessment questionnaires (SAQs) or during on-site visits for selecting new suppliers, we conduct assessments based on factory survey sheets and also check the status of their BCP. Although the annual Business Partner Kickoff gathering was called off in 2021 and 2022 due to the COVID-19 pandemic, procurement briefings and briefings on the NTT DOCOMO Guidelines for Sustainability in Supply Chain and NTT DOCOMO Green Procurement Standards, established in April 2021, were held online through a web conferencing system. In these briefings, we explain the business environment surrounding DOCOMO and exchange views with the other participants to ensure the continuing stable supply of competitive high-quality products.



Relationship with Telecom Construction Firms

DOCOMO offers its services through telecommunications facilities built by telecom construction firms. We thus have appropriate contracts with those that we work with as partners to ensure we have established a telecommunications environment that meets the needs of our customers.

Specifically, as a framework for preventing personal injuries and maintaining the required quality of telecommunications, we sign contracts in accordance with the Construction Business Act for all construction processes undertaken by the telecom construction firms, including design and construction work, and we establish our own standards and assign construction supervisors. Since telecom construction often involves working in high locations, we conduct rigorous assessments with a strong focus on safety, visit construction sites to check safety, and remotely monitor safety by installing more IP cameras. Furthermore, we present certificates of gratitude to telecom construction firms that have operated without accidents throughout the year.

DOCOMO maintains good relationships with partner companies by creating periodic opportunities for mutual communication, including policy briefing sessions, kickoff meetings, and presentations for improvement activities. We also seek Value Engineering Proposals on a quarterly basis and ask telecom construction firms to submit new technical proposals. Excellent proposals are presented with an award from the president. In fiscal 2022, 77 of the 113 proposals presented were adopted.

Fair and Appropriate Agency Agreements

DOCOMO provides products and services to customers through docomo Shops and other sales representatives such as large-scale retailers.

As of the end of March 2023, there were 2,160 docomo Shops nationwide and about 3,000 other shops, including

large-scale retailers dealing with products and services of multiple carriers, and dealerships for our DOCOMO products. DOCOMO signs appropriate contracts, which include articles related to sustainability, with its partner dealerships so that we can provide services through them that meet the needs of our customers.

Support for docomo Shop Staff

Diversified Customer Services

In fiscal 2022, we worked to reduce in-store operations by completing orders over the phone and by accepting customer service online using a video conferencing system. In fiscal 2023, after COVID-19 was downgraded to a Class 5 disease, the volume of customer activities increased, and in response, we now accept customers without reservations at docomo Shops to meet a wider range of needs. We will promote and improve existing initiatives and continue to work on reducing in-store operations.

Creating a Favorable Workplace and Providing Incentives

docomo Shop staff represent the frontline of our relationship with customers. While they are employed by the respective sales representatives, DOCOMO also provides the necessary education and training as well as incentives.

For our major sales networks, staff from the specialized divisions at the headquarters and branch offices regularly conduct inspections to exchange ideas and provide guidance on establishing a sound working environment.

We offer financial incentives for major sales networks such as docomo Shops. As for non-financial incentives, we offer awards for long-term employment to secure the stable employment of sales staff as a means of maintaining their motivation.

Incentives for Major Sales Networks

Support	Incentive
Support for operational systems	Ensure the stable operation of sales representatives
Support for the acquisition of skill qualifications	Promote the acquisition of skill qualifications by sales staff
Incentive for sales activities	Raise the quality of sales activities
Incentive for after-sales support	Improve the quality of response to malfunctions
LTV incentive	Promote thoughtful and thorough explanations to customers to encourage the continued use of DOCOMO services

Continuous Training and Qualification System

Keeping in line with the changes in the market environment of the telecommunications industry, we seek to make docomo Shops the total life support bases that make our customers' lives more convenient, fun and affluent. To achieve this, we revamped the skills qualification system in April 2019 for docomo Shop staff with the intention of improving the level of customer response, in addition to developing their product and service-related skills.

The basic philosophy of our staff training program is to acquire skills to deliver new value to customers that supports comfortable lifestyles. Under this principle, we will not only review our program to accommodate new products and services but constantly upgrade the content to reflect customer and staff requests for improvements connected to on-site service skills.

Qualifications and Skills of Shop Staff

Qualification	Skill
Front Specialist	Responsible for on-site operations
Grand Meister	Assesses customer needs and presents optimal proposals
Meister	Presents optimal proposals
Pre-Meister	Offers a friendly first response
Technical Advisor	Has an abundance of technical knowledge and is capable of promptly analyzing and responding to a wide range of queries, including those related to malfunctions

Under the leadership of these qualified staff, we will strive to make docomo Shops total life support bases by offering new value to customers and winning their trust and admiration. Over 94% of our staff are qualified in this way, with about 13% holding top-level qualifications.

By attending trainings and obtaining qualifications, our staff gain opportunities to realize personal growth. DOCOMO also pays allowances linked to each qualification so that staff can both develop their skills and increase their salaries and thus remain highly motivated.

Customer Service Contest for docomo Shop Staff

The docomo Shop Staff Customer Service Contest Meister of the Year National Competition, annually gathers docomo Shop staff from across Japan. The contest offers an opportunity for staff to demonstrate the customer service skills required in their daily operations, such as recommending products and services that best fit the needs of each customer and presenting an accurate knowledge of mobile phones and services. It was held 11 times up until fiscal 2019 and then

suspended since fiscal 2020 due to the COVID-19 pandemic. Future events are under consideration.



docomo Shop Staff Customer Service Contest—Meister of the Year 2019 National Competition

Universal Design at docomo Shops (DOCOMO Hearty Style “Enhance Customer Support”)

Following the concept of DOCOMO Hearty Style (P. 69), we are creating barrier-free docomo Shops. Specifically, we are removing stairs at shop entrances, securing clear floor space to accommodate wheelchairs, installing wheelchair-accessible counters and restrooms, designating dedicated parking spaces for people with disabilities, and working on other improvements. As of the end of March 2023, over 90% of all docomo Shops in Japan were equipped with barrier-free entrances and ample indoor space, with over 80% offering barrier-free restrooms and dedicated parking spaces for people with disabilities.

- ▶ Barrier-free entrances 2,096 shops
- ▶ Clear floor space for wheelchairs 2,087 shops
- ▶ Dedicated parking spaces for people with disabilities 1,782 shops
- ▶ Wheelchair-accessible restrooms 1,937 shops

For people with impaired hearing, we installed sign-language support videophones at 621 docomo Shops (as of the end of March 2023) to facilitate communication between shop staff and customers by remote video interpreting. Many shops also have communication boards.

We also allow customers to experience the Raku-Raku PHONE series at our shops. In addition to making shops barrier-free and providing tools, we are working to ensure that personnel thoroughly understand the associated concepts. For example, all new docomo Shop staff attend the New Shop Staff Training, with about 3,500 employees nationwide participating during fiscal 2022.

Reinforcing Disaster Preparedness at docomo Shops

Following the Hokkaido Eastern Iburu Earthquake in September 2018, which caused power outages across Hokkaido, DOCOMO opened its office building and docomo Shops to public in the disaster-stricken area to offer free mobile phone charging services.

We had installed solar power generation systems as a disaster preparedness measure in 323 docomo Shops as of the end of March 2023 to strengthen our ability to provide free charging services during power outages. (DOCOMO'S disaster countermeasures: P. 84).



Free charging station

Corporate Governance

Basic Philosophy

In accordance with our corporate philosophy of “creating a new world of communications culture,” DOCOMO intends to contribute to the realization of a rich and vigorous society and to improve our corporate value to earn greater trust and recognition from, shareholders, and customers.

To maximize corporate value while meeting the expectations of our various stakeholders, including shareholders, customers, employees, partners, and local communities, we recognize that it is essential to ensure effective corporate governance by strengthening our governance structure.

Overview of the Corporate Governance Structure

We are a company with an audit and supervisory committee for the purpose of enriching management strategy discussions at the Board of Directors’ meeting and strengthening the driving force of our management as a business corporation.

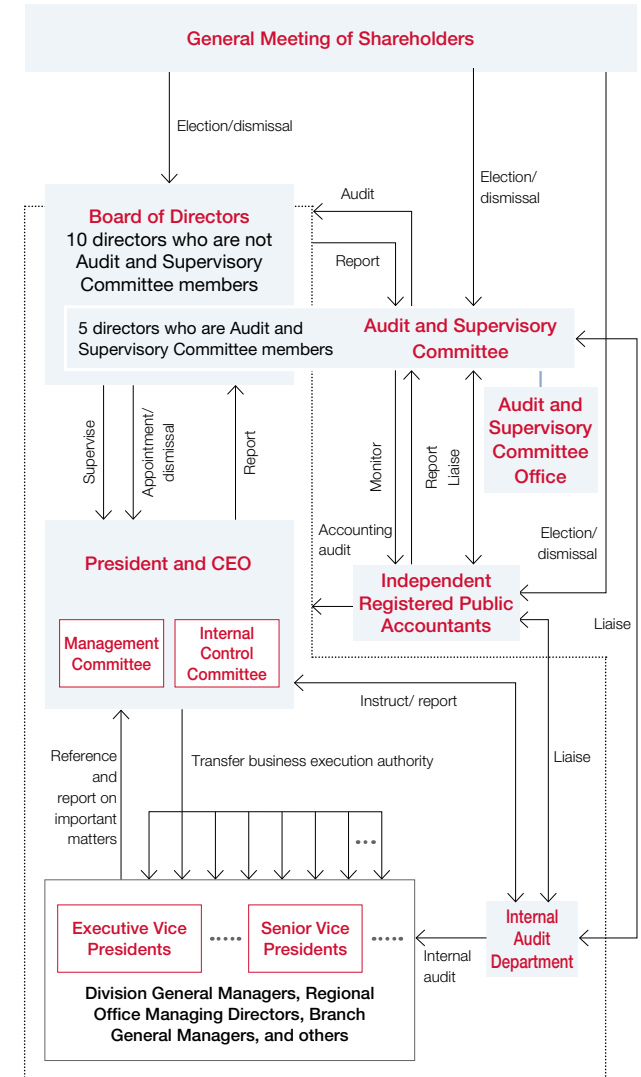
The monitoring function of the Board of Directors is strengthened by appointing and encouraging independent outside directors to share their abilities and insights and offer support through prior, in-depth briefings on proposals to be discussed at the Board of Directors meetings and by periodically meeting with representative directors and internal officers. With respect to the auditing function, Audit and Supervisory Committee members (including full-time members) attend key meetings such as the Board of Directors, while the Audit and Supervisory Committee conducts effective audits over directors’ execution of duties in coordination with independent registered public accountants and the Internal Audit Department, to consistently ensure sound management.

In addition, we continued to maintain the executive officer system (of which 22 are men, and 3 are women) to clearly delineate the roles of business execution and monitoring and to better reinforce business execution functions. This system supports a nimble responsiveness to changes in the operating environment. The ratio of female directors as of the end of June 2023 is 17.5%.

Composition of Board of Directors (as of June 30, 2023)

Category	Male	Female	Total
Directors who are not Audit and Supervisory Committee members	8 (including 2 independent outside directors)	2 (including 1 independent outside director)	10
Directors who are Audit and Supervisory Committee members	3 (including 2 independent outside directors)	2 (including 1 independent outside director)	5
(Reference) Executive officers	22	3	25

Corporate Governance System



(as of June 30, 2023)

Directors

Directors Who Are Not Audit and Supervisory Committee Members (as of June 30, 2023)

Name	Title/Position
Motoyuki Ii	President and Chief Executive Officer, Representative Member of the Board of Directors
Hozumi Tamura	Senior Executive Vice President, Representative Member of the Board of Directors
Hiroki Kuriyama	Senior Executive Vice President, Representative Member of the Board of Directors
Yoshiaki Maeda	Senior Executive Vice President, Representative Member of the Board of Directors
Masaaki Shintaku	Outside Member of the Board of Directors
Shin Kikuchi	Outside Member of the Board of Directors
Akemi Ishiwata	Outside Member of the Board of Directors
Toru Maruoka	Member of the Board of Directors
Masato Kuroiwa	Member of the Board of Directors
Natsuko Fujishiro	Member of the Board of Directors

Directors Who Are Audit and Supervisory Committee Members (as of June 30, 2023)

Name	Title/Position
Kikuko Shirakawa	Member of the Board of Directors (Full-time Audit & Supervisory Committee Member)
Kenjiro Saito	Member of the Board of Directors (Full-time Audit & Supervisory Committee Member)
Hironobu Sagae	Outside Member of the Board of Directors (Full-time Audit & Supervisory Committee Member)
Yoshitaka Ikeda	Outside Member of the Board of Directors (Full-time Audit & Supervisory Committee Member)
Michiko Chiba	Outside Member of the Board of Directors (Audit & Supervisory Committee Member)

Business Execution and Audit System

The Board of Directors consists of 15 members, including 6 independent outside directors. Directors who are not members of the Audit and Supervisory Committee serve a single, one-year term. The board members meet monthly and as necessary to make decisions on key business matters.

Members also receive status reports as needed from directors with executive authority and executive officers to supervise management. The Management Committee was established to make decisions on key issues related to business execution and consists of the president and CEO, senior executive vice presidents, and executive vice presidents. The Management Committee meets in principle once a week and as necessary to facilitate flexible, rapid decision-making by the president and chief executive officer. In addition, we established the Internal Control Committee, which meets as needed and is chaired by the president, thus ensuring that the chief executive officer directly takes the initiative in supervising internal control.

The Audit and Supervisory Committee consists of five directors who serve one term of two years, and the committee also selects four full-time Audit and Supervisory Committee members. The Audit and Supervisory Committee Office is set up as a dedicated organization to assist with the execution of the committee's duties, with full-time employees assigned to implement the committee's instructions and orders.

The Audit and Supervisory Committee makes decisions on audit policies, plans, methods, and other important issues related to the audit of the Company. Following these decisions, members attend key meetings such as the Board of Directors, receive reports from directors, examine important documents, and conduct on-site examinations of the head office and major business offices and subsidiaries, thereby auditing the execution of duties by directors. Through these activities, they monitor and verify the maintenance and operational status of the Company's internal control system.

The Audit and Supervisory Committee reports on the results of internal audits by regularly meeting with the Internal Audit Department in principle once a month. They also promote mutual understanding and information-sharing with the auditors of subsidiaries. In addition, they maintain close contact with the Internal Audit Department and Independent Registered Public Accountants by regularly sharing information on audit plans and results to ensure the effectiveness of audits.

Evaluation of the Effectiveness of the Board of Directors

With the goal of sustainably enhancing corporate value, the Company analyzes and evaluates the effectiveness of the Board of Directors to make continuous improvement, by identifying key issues or points to address related to the responsibilities, operation, composition, and other aspects of the Board of Directors.

Results and Future Operating Policy

We confirmed that the duties, operation, and composition of DOCOMO's Board of Directors are appropriate and that the board is functioning effectively.

To increase corporate value, the Board of Directors will continue to regularly verify the progress of implementing the medium-term management strategies, the allocation of management resources, and our responses to changes in the business environment.

Appointment and Dismissal of Directors and Developing Successors

With regard to the appointment and dismissal of directors, we provide details to the parent company and independent outside directors prior to the Board of Directors' meeting to gather appropriate advice. Nominees are then presented to the board meeting for approval, followed by deliberation at the shareholders meeting.

The Audit and Supervisor Committee verifies that candidates for directors who are not members of the Audit and Supervisory Committee are selected in accordance with the appropriate process, and it properly exercises its right to express its opinion on appointments, compensation, and other matters.

Future managerial candidates are given opportunities to deepen their knowledge of and experience in DOCOMO management by participating in the Board of Directors' meetings or Management Committee meetings and engaging in decision-making of material management matters through their



responsibilities as directors with executive authority or executive officer. They also develop the skills required for Company management through various training programs for officers.

Board Diversity

A key DOCOMO management objective is to promote diversity in the workforce by establishing a working environment that allows individuals from diverse backgrounds and values to effectively demonstrate their abilities. Therefore, our Board of Directors consists of members that take into account the overall balance of expertise and diversity including gender and internationality. As of June 30, 2023, the membership of the Board of Directors includes four women.

Members of the Board of Directors are appointed while taking into account the balance and diversity in terms of their areas of expertise, and they are chosen from candidates with broad perspectives and experiences that contribute to the development of the DOCOMO Group with excellent management capabilities and leadership skills as well as sound business sense and enthusiasm.

With respect to members of the Audit and Supervisory Committee who are directors, individuals are appointed who can be expected to perform proper audits based on their professional expertise and knowledge of finance and accounting as well as paying due consideration to the same management capabilities.

Corporate Advisor and Senior Advisor System

DOCOMO has a Corporate Advisor and Senior Advisor System in place, recognizing that it is advantageous to corporate management to have individuals with a wealth of experience and insights to take on external activities under DOCOMO's name, as this contributes to strengthening DOCOMO's presence in the market.

Matters to be entrusted to corporate advisors and consultants are defined in Article 19 of the Company's

Articles of Incorporation. Corporate advisors take on the role of answering questions from the president regarding overall management, and senior advisors answer questions regarding certain business operations. In addition, they mainly undertake external activities requested by the president and do not wield influence over the current management team beyond what is expected from them, nor do they engage in managerial judgements.

Addressing Sustainability

DOCOMO incorporates sustainability into its management approach while also considering management strategies and the demands and changes posed by society. It strives to continuously strengthen its sustainability and contribute to the creation of a sustainable society in accordance with its policy of conducting business operations aligned with ESG initiatives.

Key risks such as those impacting sustainability are comprehensively managed by the Internal Control Committee and reported to the Board of Directors' meetings. Social and environmental risks are dealt with by the Sustainability Management Committee to ensure the implementation of plan, do, check, act (PDCA) cycles for sustainability efforts. In addition, organization heads participate in regular national conferences to report and discuss implementation of sustainability activities and challenges.

The Sustainability Management Committee is chaired by the president and CEO and composed of senior executive vice presidents, members of the Audit and Supervisory Committee who are directors, executive vice presidents, and the heads of relevant departments. Significant matters discussed by the Sustainability Management Committee are reported to the Board of Directors and/or Management Committee.

As for suggestions and requests from stakeholders, information is identified and gathered by the department responsible for each type of stakeholder, and dialogues are set up as needed.

Risk Management

Basic Philosophy

DOCOMO strives to strengthen risk management under the basic policy of identifying and responding to business risks as quickly as possible. We define risks as situations that may adversely affect our credibility or corporate image or lead to a reduction of revenues and/or increase of costs, such as natural and human-caused disasters, including natural calamities and power shortages, inadequate handling of confidential business information, including personal information, changes in the market environment surrounding the telecommunications industry, and intensifying competition from other businesses. We are making our best efforts to prevent and mitigate such risks.

Risk Management Mechanism

In accordance with our Risk Management Principles, business risks are regularly identified, and the Internal Control Committee, headed by the president and CEO, designates risks that require Company-wide management. Management policies for the identified risks are formulated and appropriate efforts are made to prevent such risks from materializing and to prepare to quickly respond should they occur.

The Internal Audit Department conducts an audit to monitor the status of our response to risk and follow-up investigations as necessary. Environmental and social aspects, including compliance with laws and regulations, have been incorporated into our operational regulations and are also subject to an internal audit for monitoring. Furthermore, we implement sound risk management for aspects related to information management and compliance by establishing internal regulations and encouraging collaboration between relevant committees.

Functions of the Internal Control Committee

The Board of Directors has established the Basic Policy on Fortifying Internal Control Systems. Under the policy, the Internal Control Committee takes the initiative in developing systems to ensure thorough legal compliance and effective, efficient business activities. The committee also identifies risks that require Company-wide management and formulates management policies for those risks. Based on these policies, appropriate efforts are made to prevent such risks from materializing and to prepare to quickly respond should they occur. In addition, the Company's Internal Audit Department supports the committee by liaising with the internal audit teams in each Group company to audit the effectiveness of the internal control system, minimize risks, and increase corporate value for the entire DOCOMO Group.

The committee reviews the risk management process to ensure it is functioning properly and confirms the status of the ongoing PDCA cycle. It also reviews specific risks as necessary. We consistently manage risk under this comprehensive management system.

Risk Identification Process

DOCOMO annually reviews potential risks and methods for managing them to keep abreast of changes in the social environment. The first step in identifying risks is considering both internal and external circumstances in order to incorporate social change into an assessment of the current status and thereby extract new potential risks. After evaluation and analysis based on the level of impact and frequency of occurrence, we determine company-wide risks through a materiality assessment.

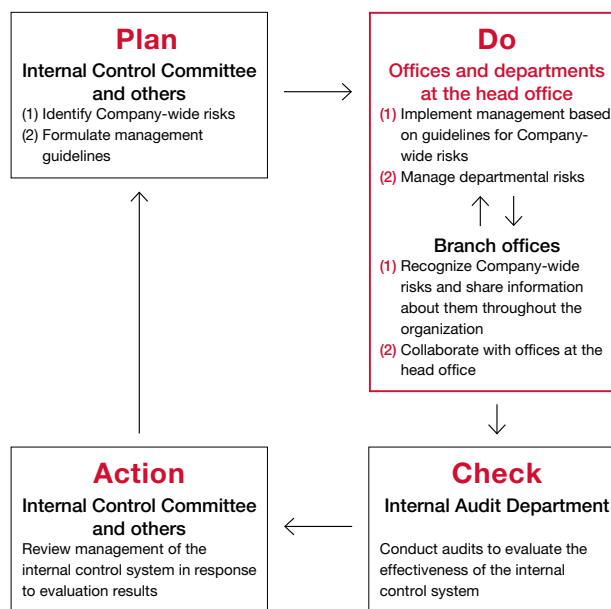
Fostering and Expanding a Risk Management Culture

In accordance with our Risk Management Principles, risks are identified and designated by the Internal Control Committee headed by the president. The Board of Directors makes the final decision on management by paying due consideration to these risks.

Each year, we update our business risks to reflect social trends, which allows us to deal with emerging risks as a preventive measure. While these risks are appropriately addressed through Company-wide efforts, risks related to individual operations are appropriately handled by each division.

Measures taken to prevent or mitigate identified risks are regularly monitored by the Internal Audit Department to ensure that those controls have been properly implemented across the Company in accordance with management policies for those risks.

Risk Management Cycle



Risks Relating to Subsidiaries

Risks relating to subsidiaries are handled in accordance with risk management principles. Risks inherent to the DOCOMO Group are managed accordingly, and subsidiaries conduct risk management based on their respective size and business.

Response to the Business Continuity Plan (BCP)

Our key responsibility as a communications network operator is to secure communications networks when a disaster strikes. In order to ensure the continuity of operations or, in the event that services are lost during a disaster, to quickly restore operations to working order, DOCOMO has protocols for each department as outlined in its Disaster Preparedness Manual for maintaining operations.

The manual is updated as needed to incorporate past experiences, including lessons learned from the Great East Japan Earthquake, and thereby strengthen our preparedness for ensuring business continuity.

Ensuring Employee Safety and Securing Communications in Times of Disaster

DOCOMO has been taking a number of steps to secure telecommunications services in the event of a major disaster. In addition to developing disaster-resistant communications networks (deploying large- and medium-zone base stations and implementing other measures), we conduct annual general disaster drills as well as drills designed to meet specialized regional needs. Furthermore, as a designated public institution under the Basic Act on Disaster Control Measures, we participate in joint disaster prevention drills with the national government, local governments, and the Self Defense Forces. We are enhancing the safety and reliability of our networks through these activities ([P. 84](#)).

In addition, we regularly conduct drills using DOCOMO's own employee safety confirmation system and earthquake response drill application to provide protection for our employees and their families and to construct systems for promptly confirming safety and restoring communications networks.



Appendix

- 132** ESG-Related Policies
- 134** Disclosure in Line with TCFD Recommendations
- 135** GRI Content Index
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- 139** Independent Assurance Statement

ESG-Related Policies

Category	Policy/Philosophy/Guideline	Page Number in this Report	Link
ESG	NTT DOCOMO Group Sustainability Policy	16	https://www.docomo.ne.jp/english/corporate/csr/about/message/index.html
	Stakeholder Engagement	19	

Environment

Category	Policy/Philosophy/Guideline	Page Number in this Report	Link
Environment (overall)	Green Action Plan	24, 25	https://www.docomo.ne.jp/english/corporate/csr/about/message/index.html
	Commitment to Carbon Neutrality by 2030	25, 32–35	https://www.nttdocomo.co.jp/english/info/media_center/pr/2021/0928_00.html
Decarbonized Society	Realizing a Decarbonized Society—Basic Policy	25	
	NTT Group Energy Efficiency Guidelines	27	https://group.ntt/en/environment/management/guideline/pdf/energy/guidelinever9_e.pdf
	DOCOMO Environmental Accounting Guidelines	31	
	Formation of a Sustainable Society—Basic Philosophy	40–42	
	Green Design Guidelines (NTT DOCOMO Interpretation)	41	https://www.docomo.ne.jp/binary/pdf/corporate/csr/ecology/envirion_management/guideline/guideline.pdf (in Japanese only)
Biodiversity	Preservation of Biodiversity—Basic Philosophy	42	
	NTT DOCOMO Guidelines for Sustainability in Supply Chain	44	https://www.docomo.ne.jp/english/binary/pdf/corporate/procure/policy/csr_procurement/supply_chain.pdf
Green Procurement	NTT DOCOMO Guidelines for Green Procurement Standards	28	https://www.docomo.ne.jp/english/binary/pdf/corporate/procure/policy/csr_procurement/green.pdf

Society

Category	Policy/Philosophy/Guideline	Page Number in this Report	Link
Innovation	Promoting R&D and Innovation—Basic Philosophy	50	https://www.docomo.ne.jp/english/corporate/technology/rd/index.html
Network	Provision of Network Services—Basic Philosophy	81	https://www.docomo.ne.jp/area/effort.html (in Japanese only)
	Basic Policy on Area Expansion	82	
	DOCOMO's Disaster Preparedness	84	https://www.docomo.ne.jp/corporate/csr/disaster/ (in Japanese only)
	NTT Group Disaster Preparedness Plan	85–87	https://group.ntt/jp/disaster/plan/pdf/NTTbousai.pdf (in Japanese only)
	Radio Wave Safety—Basic Philosophy	87	https://www.docomo.ne.jp/english/product/sar/index.html
Customer	Corporate Responsibility for Products and Services—Basic Philosophy	66	
	Customer Satisfaction—Basic Philosophy	71	https://www.docomo.ne.jp/support/cs_promotion/ (in Japanese only)

Society

Category	Policy/Philosophy/Guideline	Page Number in this Report	Link
Human Resources/ Labor Practice	Employment and Compensation—Basic Philosophy	94	https://www.docomo.ne.jp/corporate/csr/about/management/employee/index.html#p01 (in Japanese only)
	Human Resource Development—Basic Philosophy	97	
	DOCOMO Workstyle Reform—Basic Philosophy	101	
	Promoting Diversity Management—Basic Philosophy	102	https://www.docomo.ne.jp/english/corporate/csr/about/diversity/?icid=CRP_en_CORP_csr_to_CRP_en_CORP_csr_about_diversity
	Workstyle Choices—Basic Philosophy	104	
	Health and Productivity Management—Basic Philosophy	108	
	Health and Safety in the Workplace—Basic Philosophy	109	
Human Rights	NTT Group Human Rights Policy	115	https://group.ntt/en/newsrelease/2021/11/10/pdf/211110ca.pdf
	NTT DOCOMO Group's Basic Policies on Human Rights	116	https://www.docomo.ne.jp/corporate/csr/management/humanrights/ (in Japanese only)
Supply Chain	NTT DOCOMO's Basic Procurement Policies	123	https://www.docomo.ne.jp/english/corporate/procure/
	NTT Group Guidelines for Sustainability in Supply Chain	123	https://group.ntt/en/procurement/supplier/pdf/NTT_Group_Guidelines_for_Sustainability_in_Supply_Chain.pdf
	NTT Group Green Procurement Standards	123	
	NTT DOCOMO Guidelines for Sustainability in Supply Chain	123	https://www.docomo.ne.jp/english/binary/pdf/corporate/procure/policy/csr_procurement/supply_chain.pdf
	NTT DOCOMO Green Procurement Standards	123	https://www.docomo.ne.jp/english/binary/pdf/corporate/procure/policy/csr_procurement/green.pdf
	Relationship with Telecom Construction Firms—Basic Policies and Philosophy	125	
Community	Community Investments—Basic Philosophy	74	

Governance

Category	Policy/Philosophy/Guideline	Page Number in this Report	Link
Corporate Governance	Corporate Governance—Basic Philosophy	127	
Risk Management	Risk Management—Basic Philosophy	129	
	Basic Policy on Fortifying Internal Control Systems	129	
Information Security/ Privacy	Information Security Policy	88–89	https://www.docomo.ne.jp/english/utility/personal_data/security/
	Privacy Policy	88, 90–92	https://www.docomo.ne.jp/english/utility/privacy/
	NTT DOCOMO Personal Data Charter	90–91	https://www.docomo.ne.jp/english/utility/personal_data/charter/
Compliance	NTT DOCOMO Group Code of Ethics	118, 121	https://www.docomo.ne.jp/english/corporate/about/group_ethic/index.html
	Compliance—Basic Philosophy	118	
	Policy on Refusing All Connections to Anti-Social Groups	122	
	NTT DOCOMO Guidelines for Sustainability in Supply Chain	121	https://www.docomo.ne.jp/english/binary/pdf/corporate/procure/policy/csr_procurement/supply_chain.pdf
	Guidelines on the Prevention of Bribery of Foreign Public Officials	120–121	
Brand Management	NTT DOCOMO Group's Social Media Policy	—	https://www.docomo.ne.jp/english/utility/personal_data/social_media/

Disclosure in Line with TCFD Recommendations

Overview of the TCFD Recommendations		Contents Disclosed	Page Number
Governance	Disclose the organization's governance around climate-related risks and opportunities.		
a	Describe the board's oversight of climate-related risks and opportunities.	· Governance	36
b	Describe management's role in assessing and managing climate-related risks and opportunities.	· Governance	36
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.		
a	Climate-related risks and opportunities the organization has identified over the short, medium, and long term.	· Risk Management · Strategy — Scenario Analysis	36–39
b	Impact of climate-related risks and opportunities on the organization's business, strategy and financial planning.	· Strategy — Scenario Analysis	32–39
c	Resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	· Commitment to Carbon Neutrality by 2030 · Strategy — Scenario Analysis	32–35, 37–39
Risk Management	Disclose how the organization identifies, assesses, and manages climate-related risks.		
a	Organization's processes for identifying and assessing climate-related risks.	· Risk Management	36
b	Organization's processes for managing climate-related risks.	· Risk Management	36
c	How processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	· Risk Management	36, 129–130
Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.		
a	Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	· Commitment to Carbon Neutrality by 2030 · Metrics and Targets	32–35, 39–40
b	Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	· Environmental Data	29
c	Targets used by the organization to manage climate-related risks and opportunities and performance against target.	· DOCOMO Group's Environmental Targets — Green Action Plan · Action Plans and Results for Subcommittees (FY2022) · Environmental Data · Commitment to Carbon Neutrality by 2030 · Metrics and Targets	25, 27, 29, 32–35, 39–40

GRI Content Index

NTT DOCOMO Group has reported the information cited in this GRI content index for the period from April 2022 to March 2023 with reference to the GRI Standards.

GRI 1: Foundation 2021

GRI 2: General Disclosures 2021

Disclosure		Location
1. The organization and its reporting practices		
2-1	Organizational details	2 Web: Branches (in Japanese only)
2-2	Entities included in the organization's sustainability reporting	2
2-3	Reporting period, frequency and contact point	2
2-4	Restatements of information	31, 40
2-5	External assurance	139
2. Activities and workers		
2-6	Activities, value chain and other business relationships	2, 122–126 Web: Overview Web: Press Releases (In Japanese only)
2-7	Employees	112–113 Web: Overview
2-8	Workers who are not employees	—
3. Governance		
2-9	Governance structure and composition	14–15, 25–26, 117, 127–129
2-10	Nomination and selection of the highest governance body	128–129
2-11	Chair of the highest governance body	127–129
2-12	Role of the highest governance body in overseeing the management of impacts	7, 14–15, 19, 116–118, 127–130
2-13	Delegation of responsibility for managing impacts	14–15, 25–26, 88, 117, 129–130
2-14	Role of the highest governance body in sustainability reporting	14–15, 127, 129
2-15	Conflicts of interest	122
2-16	Communication of critical concerns	14–15, 88, 116–117, 119–120, 123

Disclosure		Location
2-17	Collective knowledge of the highest governance body	—
2-18	Evaluation of the performance of the highest governance body	128
2-19	Remuneration policies	—
2-20	Process to determine remuneration	—
2-21	Annual total compensation ratio	—
4. Strategy, policies and practices		
2-22	Statement on sustainable development strategy	4
2-23	Policy commitments	16, 115–116, 118–121
2-24	Embedding policy commitments	115–118
2-25	Processes to remediate negative impacts	115–117, 119–120, 129–130
2-26	Mechanisms for seeking advice and raising concerns	118–120
2-27	Compliance with laws and regulations	28, 90, 117
2-28	Membership associations	—
5. Stakeholder engagement		
2-29	Approach to stakeholder engagement	17, 19, 74–76
2-30	Collective bargaining agreements	111

GRI 3: Material Topics 2021

Disclosure		Location
2. Disclosures on material topics		
3-1	Process to determine material topics	17–18
3-2	List of material topics	17
3-3	Management of material topics	17, 21–22, 25–27, 43–44, 50, 66, 74–75, 81, 84–85, 88, 94–95, 97, 102, 109–110, 115–126, 128–130

GRI 200: Economic topics

Disclosure		Location
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	5, 12, 74, 112–113
201-2	Financial implications and other risks and opportunities due to climate change	36–39
201-3	Defined benefit plan obligations and other retirement plans	107
201-4	Financial assistance received from government	—
GRI 202: Market Presence 2016		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	112–113
202-2	Proportion of senior management hired from the local community	—
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	74–76
203-2	Significant indirect economic impacts	57–58
GRI 204: Procurement Practices 2016		
204-1	Proportion of spending on local suppliers	—
GRI 205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	121
205-2	Communication and training about anti-corruption policies and procedures	22, 101
205-3	Confirmed incidents of corruption and actions taken	22, 101
GRI 206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	12, 121–122
GRI 207: Tax 2019		
207-1	Approach to tax	—
207-2	Tax governance, control, and risk management	—
207-3	Stakeholder engagement and management of concerns related to tax	—
207-4	Country-by-country reporting	—

GRI 300: Environmental topics

Disclosure		Location
GRI 301: Materials 2016		
301-1	Materials used by weight or volume	—
301-2	Recycled input materials used	40–42
301-3	Reclaimed products and their packaging materials	21, 27, 40–42

Disclosure		Location
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	29–30
302-2	Energy consumption outside of the organization	21, 27
302-3	Energy intensity	—
302-4	Reduction of energy consumption	29
302-5	Reductions in energy requirements of products and services	21, 27
GRI 303: Water and Effluents 2018		
303-1	Interactions with water as a shared resource	—
303-2	Management of water discharge-related impacts	—
303-3	Water withdrawal	30
303-4	Water discharge	—
303-5	Water consumption	30
GRI 304: Biodiversity 2016		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	46–47
304-2	Significant impacts of activities, products, and services on biodiversity	44–45, 46–47
304-3	Habitats protected or restored	47–48
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	—
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	29, 40
305-2	Energy indirect (Scope 2) GHG emissions	29, 40
305-3	Other indirect (Scope 3) GHG emissions	29
305-4	GHG emissions intensity	—
305-5	Reduction of GHG emissions	21, 29, 40
305-6	Emissions of ozone-depleting substances (ODS)	—
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	—
GRI 306: Effluents and Waste 2016		
306-1	Waste generation and significant waste-related impacts	40–42
306-2	Management of significant waste-related impacts	27, 40–42
306-3	Waste generated	30
306-4	Waste diverted from disposal	27, 40–42
306-5	Waste directed to disposal	30



ESG-Related Policies

Disclosure in Line with TCFD Recommendations

GRI Content Index

SASB Sustainability Disclosure Topics and Accounting Metrics

Independent Assurance Statement

Disclosure		Location
GRI 308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	—
308-2	Negative environmental impacts in the supply chain and actions taken	122, 124–125

GRI 400: Social topics

Disclosure		Location
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	112–113
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	106–107
401-3	Parental leave	104, 106–107
GRI 402: Labor/Management Relations 2016		
402-1	Minimum notice periods regarding operational changes	—
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	108, 109–110
403-2	Hazard identification, risk assessment, and incident investigation	108–110
403-3	Occupational health services	108–110
403-4	Worker participation, consultation, and communication on occupational health and safety	81–82, 108–110
403-5	Worker training on occupational health and safety	108–110
403-6	Promotion of worker health	108–110
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	109–110
403-8	Workers covered by an occupational health and safety management system	109–110
403-9	Work-related injuries	110
403-10	Work-related ill health	110
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	99
404-2	Programs for upgrading employee skills and transition assistance programs	97–101
404-3	Percentage of employees receiving regular performance and career development reviews	94–96
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	22, 94, 102–103, 112–113, 127–129
405-2	Ratio of basic salary and remuneration of women to men	112–113

Disclosure		Location
GRI 406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	22, 115–118
GRI 407: Freedom of Association and Collective Bargaining 2016		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	111, 115–118, 122–124
GRI 408: Child Labor 2016		
408-1	GRI 408: Child Labor 2016	Not applicable
GRI 409: Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Not applicable
GRI 410: Security Practices 2016		
410-1	Security personnel trained in human rights policies or procedures	Not applicable
GRI 411: Rights of Indigenous Peoples 2016		
411-1	Incidents of violations involving rights of indigenous peoples	Not applicable
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	21–22, 19, 74–76
413-2	Operations with significant actual and potential negative impacts on local communities	Not applicable
GRI 414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	122–124
414-2	Negative social impacts in the supply chain and actions taken	—
GRI 415: Public Policy 2016		
415-1	GRI 416: Customer Health and Safety 2016	121
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	66–68
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Not applicable
GRI 417: Marketing and Labeling 2016		
417-1	Requirements for product and service information and labeling	66–68, 73–74
417-2	Incidents of non-compliance concerning product and service information and labeling	Not applicable
417-3	Incidents of non-compliance concerning marketing communications	Not applicable
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	21, 89–90

SASB Sustainability Disclosure Topics and Accounting Metrics

The NTT DOCOMO Group refers to the Sustainability Accounting Standard of Technology and Communications Sector prepared by Sustainable Accounting Standards Board (SASB).

Sustainability Disclosure Topics & Metrics

Topic	Accounting Metric	Category	Unit of Measure	Code	Page Number
Environmental Footprint of Operations	(1)Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	TC-TL-130a.1	29
Data Privacy	Description of policies and practices relating to behavioral advertising and customer privacy	Discussion and Analysis	n/a	TC-TL-220a.1	89–92
	Number of customers whose information is used for secondary purposes	Quantitative	Number	TC-TL-220a.2	—
	Total amount of monetary losses as a result of legal proceedings associated with customer privacy	Quantitative	Reporting currency	TC-TL-220a.3	—
	(1)Number of law enforcement requests for customer information, (2) number of customers whose information was requested (3) percentage resulting in disclosure	Quantitative	Number, Percentage (%)	TC-TL-220a.4	—
Data Security	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of customers affected	Quantitative	Number, Percentage (%)	TC-TL-230a.1	90
	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Discussion and Analysis	n/a	TC-TL-230a.2	88–89
Product End-of-life Management	(1) Materials recovered through take back programs, percentage of recovered materials that were (2) reused, (3) recycled, and (4) landfilled	Quantitative	Metric tons (t), Percentage (%)	TC-TL-440a.1	40–42
Competitive Behavior & Open Internet	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Quantitative	Reporting currency	TC-TL-520a.1	—
	Average actual sustained download speed of (1) owned and commercially associated content and (2) non-associated content	Quantitative	Megabits per second (Mbps)	TC-TL-520a.2	82–83, 85–86
	Description of risks and opportunities associated with net neutrality, paid peering, zero rating, and related practices	Discussion and Analysis	n/a	TC-TL-520a.3	—
Managing Systemic Risks from Technology Disruption	(1) System average interruption frequency and (2) customer average interruption duration	Quantitative	Disruptions per customer, hours per customer	TC-TL-550a.1	—
	Discussion of systems to provide unimpeded service during service interruptions	Discussion and Analysis	n/a	TC-TL-550a.2	84



Independent Assurance Statement



Independent Assurance Statement

September 19, 2023

Mr. Motoyuki Ii
President and Chief Executive Officer, NTT DOCOMO, INC.

1. Purpose

We, Sustainability Accounting Co., Ltd., have been engaged by NTT DOCOMO, INC., ("the Company") to provide limited assurance on the Company's performance indicators for the fiscal year 2022 reported in NTT DOCOMO Group Sustainability Report 2023, which indicate 12.5% for the ratio of female managers (as of March 31, 2023), 17.5% for the ratio of female directors (as of June 30, 2023), 137% for the ratio of male employees taking leave for childcare purpose, 2.49% for the employment ratio of people with disabilities (as of June 2023), 118 thousand yen per employee training cost, greenhouse gas emissions: 52.4 kt-CO₂ for Scope1, 1.19 Mt-CO₂ for Scope2 and 5.33 Mt-CO₂ for Scope3 (Category 1,2,3,4,5,6,7,11,12,13,14), 1.21 TWh for the renewable energy consumption and 30.2% for the ratio of renewable energy consumption, 23.5% for the ratio of Green 5G subscribers, 39.4 kt for the volume of waste and 1.24 million m³ for the water consumption (collectively, "the Performance Indicators"). The purpose of this process is to express our conclusion on whether the Performance Indicators were calculated in accordance with the Company's standards. The Company's management is responsible for calculating the Performance Indicators. Our responsibility is to independently carry out a limited assurance engagement and to express our assurance conclusion.

2. Procedures Performed

We conducted our assurance engagement in accordance with International Standard on Assurance Engagement 3000 (ISAE 3000) and International Standard on Assurance Engagement 3410 (ISAE 3410). The key procedures we carried out included:

- Interviewing the Company's responsible personnel to understand the Company's standards
- Reviewing the Company's standards
- Performing cross-checks on a sample basis and performing a recalculation to determine whether the Performance Indicators were calculated in accordance with the Company's standards.

3. Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the Performance Indicators have not been calculated in all material respects in accordance with the Company's standards.

We have no conflict of interest relationships with the Company.


Takashi Fukushima
Representative Director, Sustainability Accounting Co., Ltd.