Changing worlds with you.

NTT docomo

NTT DOCOMO GROUP SUSTAINABILITY REPORT 2021

NTT DOCOMO GROUP
SUSTAINABILITY REPORT
2021

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Editorial Policy

Editorial Points

The NTT DOCOMO Group publishes an annual sustainability report to deepen stakeholder understanding of its philosophy and initiatives regarding corporate social responsibility (CSR) and its potential for future value creation. We compile data mainly on our core telecommunications business to provide a comprehensive report on our CSR philosophy and various initiatives in accordance with the internationally recognized GRI Sustainability Reporting Guidelines. This 2021 report features the DOCOMO Group's approaches to decarbonization, diversity promotion and DX-based solution to social issues, in accordance with its policy of conducting business operations aligned with environmental, social and corporate governance (ESG) initiatives to contribute to the creation of a sustainable society. Additionally, the report includes a page describing how our business contributes to the SDGs.

Detailed information on initiatives and data not found in this report is available on our official website, while financial information is on the IR Documents page of that site.

Web IR Documents

Period Covered

The report generally covers fiscal 2020, from April 1, 2020 to March 31, 2021, although some information pertains to time periods before or after fiscal 2020.

Report Scope of Organizations

The report applies to the DOCOMO Group, which consists of NTT DOCOMO, INC. and its 12 functional subsidiaries.

Twelve Functional Subsidiaries (as of March 31, 2021):

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., DOCOMO Systems, Inc., DOCOMO Technology, Inc.

Reference Guidelines

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

Published

November 2021 (previous report: November 2020; next report: October 2022)

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DOCOMO Overview

NTT DOCOMO, INC. (Company with Audit & Supervisory Board members) 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 those services, etc.

Smart Life Business

- "dmarket" services (video and music distribution, electronic books, etc.)
- 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.

Web Corporate Profile

Navigation buttons:

≡	Web	P. 000
Back to the contents page	Link to an external website	Link to a related page in the report

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.

Changing worlds with you.

Message from the President and Chief Executive Officer

Transforming into a New DOCOMO

Motoyuki Ii
President and Chief Executive Officer
NTT DOCOMO, INC.

I would like to first express my sincere sympathy to those who have been or continue to be affected by COVID-19, and I wish to convey my deep respect and gratitude to healthcare professionals and others who have dedicated themselves to fighting the pandemic. Apart from preparation for another wave of infections, activities are underway to explore and establish a new normal to support the continuation of social and economic activities while avoiding the risk of infection.

Efforts to Tackle the Coronavirus Pandemic

Amid the pandemic, the DOCOMO Group has consistently provided customers with stable telecommunications services and trustworthy customer service, thereby fulfilling its responsibility as a telecom carrier. We are determined to help sustain society by offering effective solutions, such as telework for businesses and municipalities, telemedicine for medical institutions, and remote education for schools. We will also play our part in establishing a post-COVID society in Japan and across the globe by delivering high value-added services and solutions as our continuing contribution to addressing social issues.

DOCOMO has promoted telework across the board to ensure the health and safety of its employees, in addition to other preventive measures such as the Workplace Vaccination Program to protect both wellbeing of its employees and public safety. Such measures as practicing social distancing in the workplace, telework and staggered commuting will remain in place in light of the current situation.

Committed to Carbon Neutrality by 2030

In tackling climate change, DOCOMO has worked on reducing CO_2 emissions across all of society. It has also organized internal expert subcommittees to set specific related goals and implemented action plans to manage and reduce its own electricity consumption and effectively use resources.

In September 2021, the Company declared its commitment to carbon neutrality by pledging to decrease CO_2 emissions from business activities to essentially zero by 2030. It will also jointly work with customers and corporate partners to meet society's carbon goals. Toward achieving zero environmental impact, DOCOMO seeks ways to make its networks more power efficient with cutting-edge technologies and energy generated by an in-house photovoltaic power plant, as well as by reducing electricity consumption and CO_2 emissions throughout its supply chain.

DOCOMO helps customers contribute to the creation of a lower carbon society by offering new types of services such as Green 5G and docomo Denki Green and forms tie-ups with other organizations to promote eco-friendly products and services among DOCOMO customers. Under the slogan of "Changing worlds with you," DOCOMO is collaborating with customers and partners to contribute to carbon neutrality.

DOCOMO will continue to improve customer services and achieve sustainable growth by creating a society in which people can live with greater security, safety, comfort and affluence across national and regional borders and generations.

DOCOMO's New Group and its Quest

In December 2020, DOCOMO became a wholly owned subsidiary of NIPPON TELEGRAPH AND TELEPHONE CORPORATION (NTT), completing preparations to transform itself into an organization that can promptly respond to market competition and conditions and comprehensively meet the needs and desires of society. The DOCOMO Group, meanwhile, will be joined by new subsidiaries of its own, NTT Communications Corporation and NTT COMWARE CORPORATION, in January 2022. Unifying management policies and functions with those of DOCOMO and more clearly defining the roles to be played by each Group member will streamline the Group's decision-making process and enable the Group 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 change society. Specifically, the new DOCOMO Group will provide one-stop support services for all corporate customers and establish a high-quality yet affordable mobile and fixed-converged network. We will strengthen our software development capabilities to provide customers with innovative services ahead of the competition and also advance digital transformation across the Group. At the same time, we will pursue best ESG practices to contribute to the creation of a sustainable society. We will appoint female managers and officers and proactively hire personnel from outside the Company to promote workplace diversity and will implement workplace reform mainly by encouraging telework. The new DOCOMO Group's pursuit of these initiatives will serve as a catalyst to the structural transformation of society and industries as well as the creation of new life styles.

The DOCOMO Group's new brand slogan, "Changing worlds with you," introduced in July 2021, expresses a commitment to creating innovation that will bring society new value and styles for everyday living. The new DOCOMO Group will strive to realize new worlds with its corporate partners and everyone in all walks of life.

November 2021

DOCOMO's Milestones

Since its establishment in 1992, DOCOMO has served as a pioneer and innovator in the field of mobile telecommunications, satisfying the needs of the times and leading to a more prosperous future with an eye on the next era.

1991–1998

Built a foundation for a new communication culture as the pioneer of mobile phones

Business Milestones

1991 Founded as NTT Mobile Communications Planning, Inc. by Nippon Telegraph and Telephone Corporation (NTT)

1992 Changed name to NTT Mobile Communications Network, Inc. and started operations

1993 Launched the mova 2G digital cellular phone service

Lineup of mova phones

Sustainability Milestones

1996 Installed the Society and Environment Office

1999 Formulated the DOCOMO Environmental Charter

1999–2010

Created a Mobile Frontier world in Japan by introducing i-mode

1999 Launched i-mode

2000 Changed name to NTT DoCoMo, Inc.

2001 Launched the FOMA 3G cellular phone service

2008 Changed the corporate brand logo

2010 • Launched sp-mode

• Launched the Xi 4G LET service

mode
sp
mode

2000 Established the DOCOMO Eco Activity Committee

2002 Established the Mobile Communication Fund (MCF), an incorporated non-profit organization

2004 • Set up the CSR Committee

• Started Mobile Phone Safety Classes

2007 Formulated the DOCOMO Group Environmental Charter

2011–2016

Developed the business for enhancing the "smart life" of customers to take the Company to another level

2011 Launched the d market service

2013 Changed name to NTT DOCOMO, INC.

2015 • Implemented the +d joint initiative with corporate partners toward new value creation

• Started the d POINTs service

• Launched the docomo Hikari optical-fiber broadband service

d POINT CLUB

2015 Formulated the NTT DOCOMO Group CSR Policy

2016 Formulated the DOCOMO Group Environmental Declaration and Green Action Plan 2030

ドコモグループ環境宣言

人と社会と地球の未来のため
ドコモは環境経営の最先端をめざします。

2017–2020

Started and extended the 5G service toward a more affluent and convenient future beyond 2020

2018 Launched the d Payment smartphone payment service

2020 • Launched the 5G service

• Became a wholly owned subsidiary of NTT

»5G

Special website for DOCOMO's 5G service

2017 Announced the CSR Mid-Term Target

2019 Announced an agreement with TCFD Recommendations

2021

Broadening business domain to encompass mobile, services, and solutions as the New DOCOMO Group and thereby create a new world

あなたと
世界を
変えていく。
NTT docomo

New brand slogan: Changing worlds with you.

2021 February SBT-certified

September 2030 Carbon Neutrality Declaration

October Launched Green 5G

Symbol mark for Caboneu™

Word mark for Caboneu™

DOCOMO by the Numbers (FY2020 results)

Besides providing telecommunications services that can be used safely and reliably anytime and anywhere, DOCOMO is running a wide range of smart life businesses for making daily life more satisfying and creating a world with a new communication culture.

Telecommunications Business

Japan's largest telecom carrier, DOCOMO, supports around 82,630,000 subscribers, or 43.8% of all mobile phone subscribers in the country, through safe, reliable, telecommunications services that are available anytime, anywhere. Customer churn has been low; with this fiscal year's turnover continued to decline below the previous fiscal year.

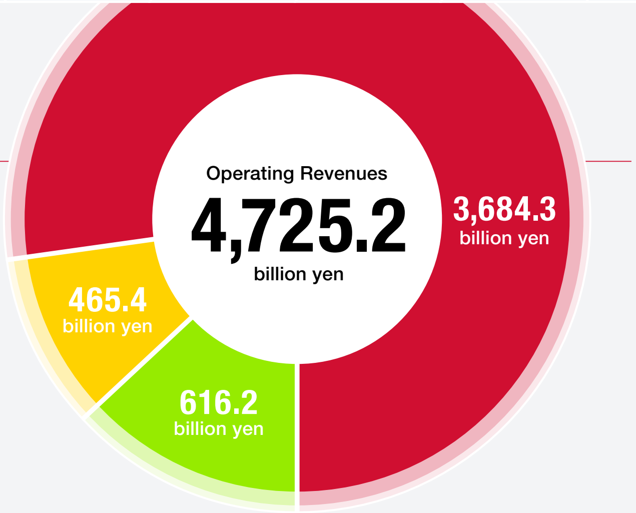
Smart Life Business and Other Business Segment

Smart Life Business

The Smart Life Business, which is intended to enhance customer lifestyles, extends into a variety of service areas, including entertainment, in the forms of videos, music and digital books; credit card and barcode payments; insurance and investment plans; retailing; and healthcare.

Other Businesses

DOCOMO's support services, including IoT solutions for corporate customers, mobile device protection, and remote help for smartphone operations, enable customers to confidently depend upon the convenience afforded by their mobile phones.



Operating profit 913.2 billion yen

Employees 28,113 people

Subsidiaries and Affiliates 107 companies

Greenhouse Gas Emissions Avoided
41.23 million t
FY2019 result 40.1 million t

Used Mobile Phones Collected (Cumulative Total for FY2017–FY2020)
17.52 million units
Cumulative total as of FY2019 14.44 million units

Attendees of Smartphone and Mobile Phone Safety Classes
610,000 people
FY2019 result 1.37 million people

d POINT CLUB Members
81.95 million people
FY2019 result 75.09 million people

Mobile Phone Subscribers
82.63 million people
FY2019 result 80.33 million people

5G Base Stations
7,100 stations
FY2019 result 500 stations

Ratio of Female Managers
8.0 %
FY2019 result 6.9 %

Ratio of Female Officers (as of Fiscal Year End)
11.6 %
FY2019 result 12.2 %

Rate of Childcare Leave Taken by Eligible Male Employees
32.9 %
FY2019 result 44.0 %

docomo Hikari Subscribers
7.04 million people
FY2019 result 6.49 million people

Financial and Payment Transactions Handled
6,980 billion yen
FY2019 result 5,320 billion yen

Payment and Point Service Locations
3.09 million locations
FY2019 result 1.73 million locations

Overview

This report provides an overview of DOCOMO's sustainability-related efforts by category.

Environment

P. 042

Contributing to Environmental Conservation and Reducing Environmental Impact for All of Society

With its Green Action Plan 2030 as an environmental goal, DOCOMO seeks to help society adapt to climate change by developing and delivering ICT services that reduce CO_2 emissions for society as a whole. We are also striving for energy efficiency in our communications networks, including the use of renewable energy, waste reduction, and conservation of ecosystems, to fulfill our responsibilities.

Network Reliability

P. 079

Fulfilling Our Mission as a Lifeline Provider

Placing top priority on enabling customers to use our networks anytime and anywhere, we provide safe and stable connectivity in normal times as well as during disasters by monitoring the networks around the clock, year round, and expanding coverage to remote, less populated areas. We will also secure connections during a disaster, which involves setting up large- and medium-zone base stations and deploying mobile base station vehicles.

Human Rights

P. 089

Respecting the Human Rights of Every Individual

DOCOMO creates workplaces that respect human rights by establishing its Basic Policies on Human Rights and raising human rights awareness. We set up a whistleblowing desk, conduct human rights awareness training, and regularly monitor our entire supply chain to ensure full compliance with the prohibition of child labor and forced labor.

Innovation and 5G

P. 064

Addressing Social Issues through DOCOMO Innovation

Guided by its R&D vision to "Keep creating new futures in pursuit of all 'connections,'" DOCOMO engages in R&D for providing 5G (5th generation) mobile communications and developing communications networks, devices, and services based on AI and IoT. We are also actively strengthening our collaboration with a number of corporate partners.

Supply Chain

P. 095

Due Consideration for CSR in Managing the Supply Chain

We develop our business activities with an emphasis on relationships with other businesses in their ongoing operations, such as communication device manufacturers and docomo Shops. We implement effective supply chain management throughout our business by establishing the NTT DOCOMO Guidelines for CSR in the Supply Chain and undertaking CSR procurement commensurate with our responsibilities to society.

Overview

Customer Services

P. 102

Providing Services that Satisfy All Our Customers

DOCOMO exercises particular care in providing its products and services, with stringent quality management and proper disclosure of information from design to after-sales service. We also make improvements based on customer feedback and are committed to enhancing customer satisfaction by providing products and services that can be used by anyone, regardless of age, nationality, or disability.

Community Investment

P. 115

Striving to Bring Comfort and Fulfillment to Local Communities

DOCOMO operates businesses with local roots and engages with local communities in the public and private domains as a good corporate citizen. We collaborate with a variety of stakeholders to pursue diverse initiatives for addressing issues faced by each community, such as by providing support for areas affected by disaster and nurturing the next generation.

Information Security

P. 143

Strong Management and Protection of Customer Information Assets

With progress in the digitalization of society and the economy and evolution of international affairs, security threats such as cyber-attacks are becoming increasingly sophisticated and severe. DOCOMO is committed to protecting the information assets by thoroughly implementing its information security measures.

Human Resources and Labor Practices

P. 123

Nurturing a Corporate Culture that Allows People to Fully Demonstrate their Abilities

DOCOMO nurtures a corporate culture in which all employees can fully demonstrate their aptitude regardless of their attributes. It does this by promoting diversity management that utilizes diverse human resources in terms of gender, age, and nationality for the Company's growth.

Governance

P. 150

Establishing a Management Structure to Maximize Corporate Value

DOCOMO seeks to enhance corporate value by placing priority on the customer's perspective, rigorous and efficient operational execution, and quick, transparent and sound management based on effective corporate governance.

Special Feature

Changing the Future with DOCOMO

Contributing to the Creation of a Sustainable Society

DOCOMO's Commitment to Carbon Neutrality by 2030

011

Contributing to the Creation of a Sustainable Society

Promoting Diversity Management to Promote the Active Roles of Diverse Human Resources

013

Delivering New Value that Exceeds Customer Expectations

New Rate Plan, ahamo, Delivers Smarter Mobile Communications

014

Delivering New Value that Exceeds Customer Expectations

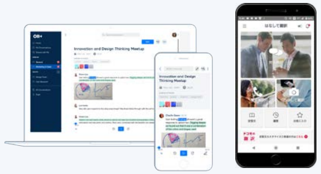
Offering a New Sports Experience Using Cutting-Edge Video Technologies

LIVE
docomo 5G プライム・ツイン
公式HP
Q & A

015

Delivering New Value that Exceeds Customer Expectations

International Communication Services to Support the Globalization of Businesses



016

Realization of Structural Reforms in Society and Industry

Promoting DX to Solve Corporate Challenges

017

Realization of Structural Reforms in Society and Industry

DOCOMO's ICT to Transform Primary Industries in Japan

018

Realization of Structural Reforms in Society and Industry

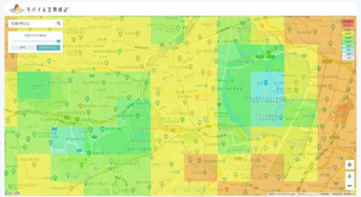
DX Promotion in the Healthcare and Medical Fields

3,800
523
11,888
おめでとうございます!
10P当選!

019

FOCUS

DOCOMO's Response to COVID-19



020

FOCUS

Bridging the Digital Divide

021

Contributing to the Creation of a Sustainable Society

DOCOMO's Commitment to Carbon Neutrality by 2030

In September 2021, DOCOMO announced its commitment to reduce the greenhouse gas emissions arising from its business activities effectively to zero by 2030. Under the slogan "Saving Our Planet With You, " we will work together with our customers and partners to create a sustainable future by helping society as a whole to achieve carbon neutrality.

Achieving a Carbon Neutral Society by 2030

DOCOMO's efforts to achieve carbon neutrality*

1. Internal efforts toward carbon neutrality
2. Value chain efforts toward carbon neutrality

+

Promoting initiatives to make our planet carbon neutral with our customers and partners

3. Working together with our customers and partners, we will expand the circle of efforts to achieve carbon neutrality, starting with DOCOMO services.

For details, see the next page.

*By reducing CO_2 emissions from our business activities (for Scopes 1 and 2 of the GHG Protocol), including 100% renewable energy sources through the use of non-fossil fuel certificates designated as renewable energy

1 Internal Efforts for Carbon Neutrality

Implementation
Improved network energy efficiency

We will promote the development and introduction of technologies and equipment to reduce power consumption in communication networks. These efforts will include upgrading the sleep functions of base stations, actively installing air-conditioning control systems with self-learning functions and power-saving devices for 5G, as well as deploying consolidated base station digital processing equipment and sourcing power directly from high-voltage DC equipment with reduced transmission loss.

Procurement
Renewable energy

In cooperation with the NTT Group company NTT Anode Energy Corporation, we will promote the use of renewable energy, such as energy provided by solar power plants dedicated to supplying DOCOMO, and by 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%.

Research and Development
IOWN

The IOWN photoelectric fusion technology, which the entire NTT Group is researching and developing toward its deployment by 2030, will significantly improve power efficiency in communication networks by shifting from electrical signal processing to optical signal processing. We will also promote further innovation of next-generation networks and information processing infrastructure to realize both high-speed communications and a reduction in electric power consumption.

2 Value Chain Efforts for Carbon Neutrality

docomo Shops

Promoting the use of green energy by installing solar panels and other measures

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 to them. We will also aim to achieve a 100% renewable energy ratio in terms of electricity consumed at docomo Shops by actively purchasing renewable energy provided by electric power companies.

Suppliers

Reducing CO_2 emissions by promoting the introduction of environmentally sound products

With the goal of achieving carbon neutrality across the entire value chain, we are partnering with suppliers of telecommunications equipment and mobile devices to reduce CO_2 emissions resulting from their business operations. As part of this effort, we are actively introducing environmentally sound products from our suppliers to further reduce environmental impact.

3 Collaborative Efforts with Customers and Partners

In addition to providing new services that contribute to decarbonization, we will promote carbon neutrality in society by delivering to customers both the environmentally sound products and services of our partners in combination with our own media and services.

Providing energy-efficient 5G with green electricity

グリーン5G Green 5G

5G will be designated as Green 5G, which in principle emits no greenhouse gas, when the ratio of their effective renewable energy* consumption to all of DOCOMO's power consumption exceeds the ratio of the number of 5G subscribers to all of DOCOMO's subscribers.

*Renewable energy sources, including the use of non-fossil fuel certificates designated as renewable energy

Supporting green companies by selecting ESG-related stocks

THEO GREEN

THEO GREEN is a new function that allows users to switch part of their portfolio to ESG-related stocks. It has been added to THEO+docomo, a robo-adviser investment management service, which allows users to easily contribute to solving social issues by supporting companies that are environmentally and socially sound.

Sustainable × d fashion

d fashion

We have launched d fashion, an e-commerce fashion website offering fashion proposals that incorporate sustainability into daily life. The website also features an extensive product line from apparel brands that focus on sustainable initiatives and goods made from recycled materials.

Environmentally sound electricity generated from effectively renewable energy sources

ドコモでんき Green docomo Denki Green

In collaboration with NTT Anode Energy Corporation, we will be entering the electric power business and start offering a service agency called docomo Denki™ in March 2022 as an agency. Moreover, we will work toward carbon neutrality for all of society by offering docomo Denki Green, a service offering electricity generated from renewable sources*, as part of the docomo Denki electricity service lineup.

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

Investing in the future of society with d POINTs

Investment service using d POINTs for the SDGs and ESG funds

ESG investment is possible with d POINTs. There are two courses offered, one called Random and the other Theme-specific. For Theme-specific, users can choose their preferred theme from among ten options. Selecting the SDGs and ESG theme will enable them to invest their d POINTs in companies that are actively addressing environmental and social issues.

Expanding the Caboneu platform to reduce CO_2 emissions in Japan

Caboneu™ is DOCOMO's initiative for contributing to achieving carbon neutrality for society with the cooperation of customers and partners. We created a logomark and a logotype for the initiative to make it easy to understand and relatable. We will contribute to achieving the carbon neutrality of society by building and providing a platform where anyone can enjoy participating in carbon neutral activities, such as visualizing how much customers contribute to the reduction of CO_2 emissions.

Caboneu™ logomark

カボニュー

Caboneu™ logotype

Contributing to the Creation of a Sustainable Society

Promoting Diversity Management to Encourage the Active Engagement of Diverse Human Resources

We believe that sustainable corporate growth can only be achieved when every employee is able to fully demonstrate their abilities. DOCOMO promotes diversity management by enhancing various types of support and systems so that diverse human resources can continue to take on challenges while balancing their work and personal lives.

5 GENDER EQUALITY

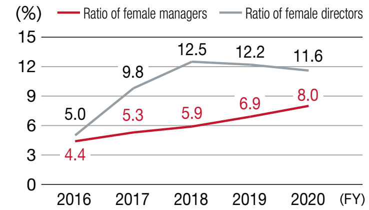
8 DECENT WORK AND ECONOMIC GROWTH

Supporting the Active Engagement of Diverse Human Resources

Promoting Women's Career Development

Acquired the Eruboshi Grade 3 Certification

In diversity management, we focus on promoting women's career development. We have long strived for awareness-raising among female employees about their career, and while developing the Win-d activities that we started in 2006 as a career development support system, we have also been conducting a series of training programs to raise awareness and promote women's career development. Since 2016, we have offered seminars for female employees in different age groups to provide health support. These efforts have been widely recognized and received the Grade 3, the top level of the Eruboshi Certification, in 2019.



Changes in the Ratio of Female Managers and Directors

Progress in Promoting Women's Career Development

- **2006** Established Win-d activities (mid-career employees)
- **2011** Declared support for the UN Women's Empowerment Principles
- **2015** Win-d Next (managers)
- **2016** Win-d First (new employees such as those in their fifth year of employment)
- **2019** Granted the Eruboshi Grade 3 Certification

Supporting Diverse Workstyles

Promoting a Healthy Balance Between Work and Childcare

Platinum Kurumin Certification

As part of our efforts to promote diverse workstyles, we support our employees in maintaining a healthy balance between work and childcare. In 2014, we focused more attention on the promotion of male participation in childcare, while the following year we established the docomo Smile Relay program to support the continued career development of employees who return to work after childcare leave. We have since been holding regular forums for employees on childcare leave and seminars for those who have returned to work. In 2018, upon partnering with Company-sponsored nurseries to support employees who return to work early from childcare leave, we received the Platinum Kurumin Certification.

Progress in promoting a healthy work-childcare balance

- **2014** Increased male participation in childcare
- **2015** Established the docomo Smile Relay program
- **2018** Partnered with Company-sponsored nurseries; Received the Platinum Kurumin Certification
- **2020** Held dialogues on balancing work and childcare and continually disseminated information through Company newsletters

Promoting Understanding of LGBTQ Inclusion

Received Gold Rating in the PRIDE Index for the Fifth Consecutive Year

work with Pride Gold 2020

Starting with the commencement of employee training on LGBTQ inclusion in 2015, we have been improving the related knowledge among our employees and our internal systems. In 2016, the NTT Group declared it would strengthen its acceptance of diversity, contributing to a deeper understanding of gender equality. From 2016 to 2020, we have received the Gold Rating in the PRIDE Index for five consecutive years.

Milestones in Promoting Understanding of LGBTQ Inclusion

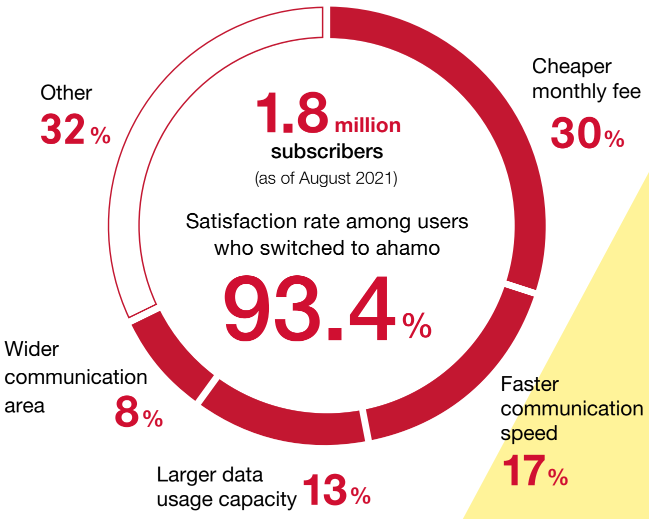
2015	·Commenced LGBTQ training (NTT Group)
2016	·Declared our promotion of understanding of LGBTQ inclusion ·Received the Gold Rating in the PRIDE Index
2017	·Selected as a Best Practice company by the PRIDE Index Administration Committee
2020	·Participated in Rainbow Crossing Tokyo 2020

Delivering New Value that Exceeds Customer Expectations

New Rate Plan, ahamo, Delivers Smarter Mobile Communications

Particularly among the digital native generation, accessing all sorts of information on social media with smartphones has become mainstream for making discoveries that satisfy desires and needs and lead to choices. As customer demand evolves with changing lifestyles, simple services optimized for smartphones are now essential. With this in mind, we developed a new rate plan, ahamo, based on our own concept that would match our customers' lifestyles, rather than simply increasing the variety of plan types available or revising those already on offer.

Advantages of Switching to ahamo



(Results of an in-house survey of ahamo subscribers)

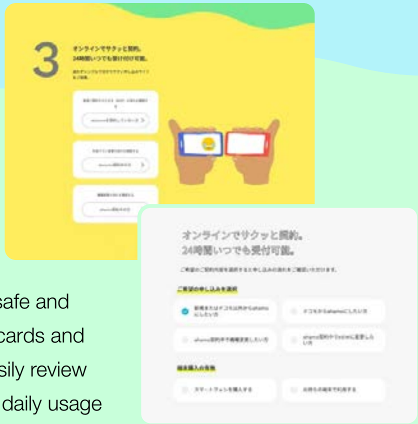
Online × Simple

Offering a Simple, Single Plan at a Low Price for Online Purchase

DOCOMO users have tended to represent a lower share of the younger generation compared to the middle-aged and older generations. As a result of in-depth research, we learned that the younger generation was seeking a simple service. Created in response to this demand, ahamo is a simple, low-cost plan realized by having all sign-up processes completed online, from application to subscription. The service also offers international roaming in 82 countries and regions at no extra charge, another unique feature.

1 Rate plan type

82 No additional charge for international roaming countries and regions



オンラインでサクッと契約。
24時間いつでも受付可能。

New normal

Application Process Suitable for the New Normal

We have designed a website and app that allow users to easily apply for the service, upgrade their phones, and complete various settings online. Our website was designed with illustrations to ensure that it is easy to understand at a glance. It has also adopted the safe and secure eKYC* personal identification system to quickly complete contracts and deliver SIM cards and mobile devices to subscribers in a few days. Subscribers can use the app to quickly and easily review account details, including the amount of money spent, data usage, available d POINTs, and daily usage status. The app also enables subscribers to update their contract registration information and request customer support in the event of malfunction or loss.

*Electronic Know Your Customer

Digital shift

Driving the Digital Shift to Meet the Needs of Society

The new plan ahamo is gaining popularity among young people, with more than 50% of its subscribers in their 30s or younger. While sign-up procedure can be completed online, we have started offering fee-based, in-store support for those who find difficult such online procedures. This is part of our efforts to support the digitization of subscribers. We are accelerating the use of DX in docomo Shops and call centers to promote a digital shift in response to society's needs. We will continue to evolve into a channel that brings together online and offline services to deliver a customer experience that exceeds customer expectations.

Delivering New Value that Exceeds Customer Expectations

Offering New Sports Experiences Using Cutting-Edge Video Technologies

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
10 REDUCED INEQUALITIES

With the implementation of 5G, which can deliver high-definition images with low latency, we can now offer our customers entirely new visual experiences. We will create new value in the field of sports using cutting-edge technologies, including new ways of watching and interacting with events for the next generation, and deliver richer entertainment experiences to our customers.

Cooperation with Professional Baseball Teams

We cooperate with professional baseball teams as part of our efforts to further develop professional sports. After reaching an agreement with the Hanshin Tigers on collaboration in the digital field in June 2020, we have been jointly developing digital services and conducting digital marketing. Moreover, under a contract with the Yomiuri Giants, signed in March 2021, DOCOMO as an official DX partner is creating digital content to improve the experience of watching games and also strengthening fan engagement while providing safety and convenience to people viewing the sports.

Realistic Video Content Using XR Technology

We offer highly realistic video content using XR technology, including virtual reality (VR), to explore and verify new ways of enjoying sports in the 5G era and the settings in which it's applied.

01 VR baseball to Simulate Professional-Level Players

At docomo Shops and the home stadium of the Chiba Lotte Marines, our sponsorship partner in Chiba Prefecture, we have introduced VR content that allows users to experience pitching and other game-related actions of players on the team through VR technology. For example, the user can take the role of catcher and experience simulated pitching while watching VR images.

02 Using VR to Experience the Visual and Tactile Sensations of Rugby

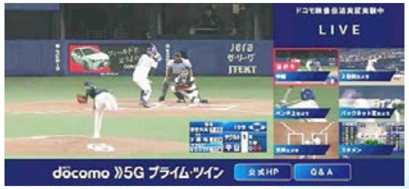
At an exhibition to introduce DOCOMO initiatives, we exhibited VR content that allows users to enter into a rugby game simulation. A combination of high-capacity VR videos from an actual player's perspective and tackles and other tactile sensations of players transmitted by electric signals, makes users feel as if they are really playing the game.

New Style of Watching Sports from Multiple Angles

By installing 5G devices on stadium seats, we will provide a new way to watch sports, including real-time streaming of multi-angle videos and constant updating of data on the game as it happens.

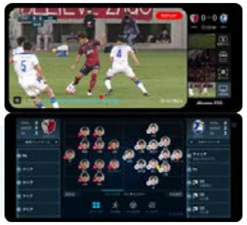
03 Vantelin Dome Nagoya with New Type of Seat for Experiencing Baseball

In March 2021, we started a prototype using real-time video technology by installing 5G terminals on the seats for couples at Vantelin Dome Nagoya. The service uses AI to deliver multi-angle, live-streamed videos to devices in the seats, and we hope to disseminate this as a new style of watching games.



04 Kashima Stadium with Special Seats for a 5G and Multi-Angle Video Experience

We offered the 5G and multi-angle video experience at a Meiji Yasuda Life Insurance (J1 League Section 19) match between the Kashima Antlers and Oita Trinita in September 2020. The 5G devices installed in the special seats delivered real-time game footage, replays, and game data from various angles, providing a new style of spectating that both long-time and new fans could enjoy.



©KASHIMA ANTLERS
©OITA F.C.
©J.LEAUE

Delivering New Value that Exceeds Customer Expectations

International Communication Services to Support the Globalization of Businesses

With the advance of globalization, opportunities for multi-language communication, which includes English, are increasing in business settings and our everyday lives. We will contribute to overcoming the communication challenges that businesses face by offering services in support of international operations.

8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES

SERVICE

01 Automatic Translation App Hanashite Honyaku

Hanashite Honyaku app allows users to translate spoken words into another person's native language through a smartphone. The app, using DOCOMO's proprietary translation technology based on deep learning and other technologies, supports 17 languages including English and Chinese and lets users engage in face-to-face conversations by alternately pressing buttons. It also supports translations of phone conversations and recorded images, helping users in business settings, on overseas trips, and when communicating with foreign visitors in Japan.

Enabling smooth conversation between people speaking different languages with a smartphone or tablet serving as a personal interpreter

Potential Solutions

- Improving customer services through highly accurate translation
- Enabling in-depth conversations with overseas business partners and customers on the phone, during negotiations and consultations, and in other business settings
- Broadcasting at events in indoor and outdoor facilities with accurate translations

SERVICE

02 English Transcription Service: Otter

In March 2021, we launched the sale of the business plan of Otter™, an AI-powered English transcription service offered by a U.S. corporation, Otter.ai. Converting spoken English recorded on a computer or smartphone into text in real time, Otter provides features that can help Japanese businesspeople engage more effectively in international settings and boost the productivity of companies in any location. For example, the app automatically adjusts sentences according to context, supports the insertion of images, editing and highlighting text, and accurately recognizes and labels and the transcribed sentences of multiple speakers.

Potential Solutions

Significant reduction in the time required to prepare minutes of and reports on meetings, lectures, interviews, and other events in English

Improving the efficiency of a growing number of online tasks, such as international negotiations and web conferences, with AI technology

Outlook

Strengthening Collaboration with Partners to Offer More Advanced Services

Capitalizing on the know-how of voice translation cultivated through the Hanashite Honyaku service, we intend to deliver more advanced services for businesspeople and companies in collaboration with Otter.ai, Inc., provider of a highly accurate transcription technology, and Mirai Translate, Inc., which offers a machine translation service with accuracy comparable to professionals with a TOEIC score of 960.

Using the agreement signed with Otter.ai, Inc. as a steppingstone, we will work with NTT DOCOMO Ventures, Inc., a Group company involved in this project, to explore new markets for transcription in Japan, develop services, and strengthen collaboration with a variety of partners.

Realization of Structural Reforms in Society and Industry

Promoting DX as a Solution to Corporate Challenges

Given the nation's low birthrate and aging population, many companies in Japan are facing the challenge of improving productivity and reforming work styles. DOCOMO is working to address these issues by utilizing its knowledge of IoT, AI and XR that has been cultivated over many years.

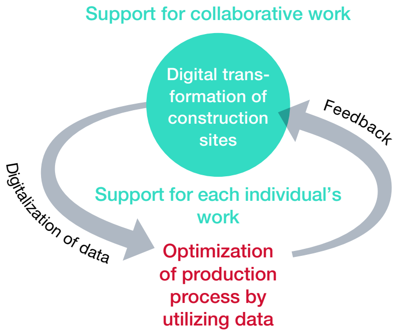
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Digital Transformation of Construction Sites

Takenaka Corporation

In the construction sector, the use of digital technology has been expanding, ranging from design and production to the operation phases of buildings. On the other hand, many onsite construction jobs, the front line of production, have relied on personal skills and analog communication, which urgently requires improved productivity and work style reform. To overcome this, DOCOMO teamed up with Takenaka Corporation and has been building a new standard model to support work reform at construction sites using digital technology since July 2020. Specifically, we have launched an initiative to use digital technology to support the activities of construction site workers and the smooth flow of communication in collaborative onsite work by combining our cutting-edge technologies, such as IoT, AI and XR, with the know-how of Takenaka Corporation in site operations. Going forward, we will continue to promote initiatives that contribute to improving the productivity, safety and attractiveness of the entire construction sector.

▶ Digital Transformation of Construction Sites


Support for collaborative work
Digital trans-formation of construction sites
Feedback
Digitalization of data
Support for each individual's work
Optimization of production process by utilizing data

Examples of Main Initiatives

CASE 1 Digital Morning Meeting

Enhancing work environments and productivity through more efficient time management under diverse workplace conditions by enabling morning meetings to be conducted at the optimal time and location for specific work settings and using smartphones and digital signage to document meeting content and foster a sense of safety among participants.

CASE 2 Digital KY (Hazard Prediction)

Conducting highly effective KY (hazard prediction) training while applying past examples of accidents, maintaining the risk assessment capability of each individual at a high level to realize a safer construction site.

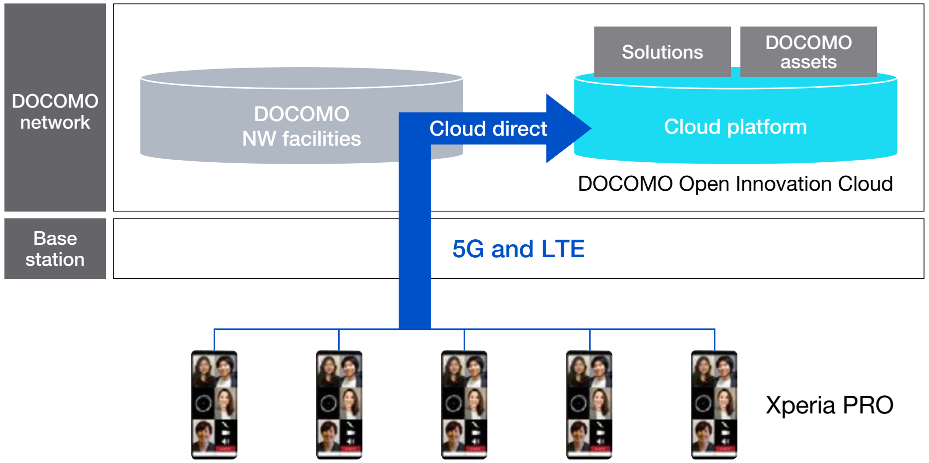
5G Office Solutions

Kokuyo Co., Ltd.

To create new ways of working in the age of the new normal, DOCOMO introduced a prototype office solution that supports the office culture using 5G in February 2021 in collaboration with Kokuyo Co., Ltd. The purpose of the prototype is to verify the usefulness of a service that combines DOCOMO Open Innovation Cloud®, a service using DOCOMO's 5G communication network, and the ANYBODY ANYWHERE* application, designed by Kokuyo. The service is expected to reinforce a sense of unity among staff members by making them feel as if they are actually working near one another, even when alone in a remote location. DOCOMO and Kokuyo will continue to explore the use of 5G to create new ways of working in an office environment and develop work-related solutions that apply mixed reality (MR) and virtual reality (VR).

*5G application for high-quality, low-latency communications

▶ DOCOMO Open Innovation Cloud



Realization of Structural Reforms in Society and Industry

DOCOMO's ICT to Change the Future of Japan's Primary Industries

DOCOMO is using ICT technology to address issues faced by primary industries such as fisheries, agriculture, and livestock farming. The fisheries industry must shift to data-based operations and aquaculture to address the impact of climate change on the marine environment. Here, we introduce DOCOMO's ICT solutions, which contribute to addressing those issues.

8 DECENT WORK AND ECONOMIC GROWTH
14 LIFE BELOW WATER

Agriculture

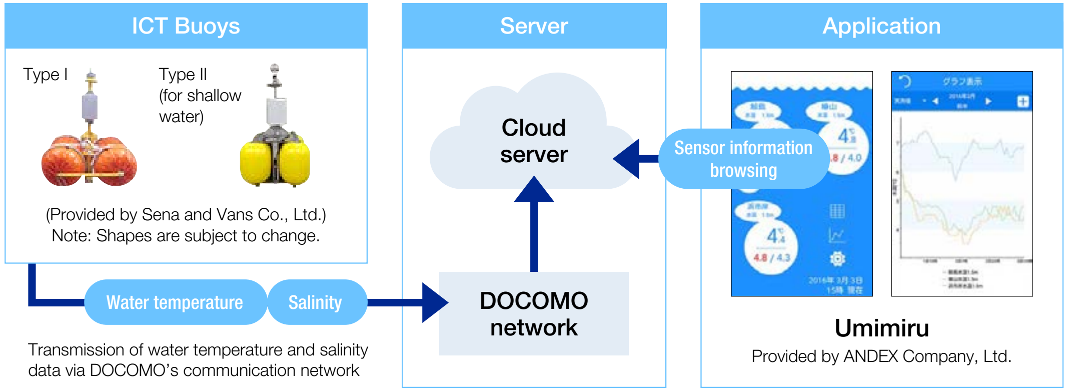
Smart Agriculture by Remote Control and Automatic Driving of Agricultural Machinery

DOCOMO conducts agricultural demonstration experiments using ICT, one of which is the Smart Agriculture Project on farmland in Iwamizawa City, Hokkaido. The project aims to achieve fully automated driving of agricultural machinery through remote monitoring and control using the latest robotic agriculture technology, 5G communication network, and network technology. It is drawing nationwide attention by those who envision a future of smart agriculture allowing for increased productivity and greater efficiency.

Fisheries Industry

Visualizing Marine Environments with Data from ICT Buoys

ICT buoys offer a solution for automatically collecting ocean data, such as seawater temperature and salinity, and monitoring it on smartphones and mobile phones via DOCOMO's network. This can facilitate the visualizing of current data as well as data trends from the past in tables and graphs for extensive applicability to fields such as aquaculture that are affected by the marine environment. This solution started out as a way to support the recovery of oyster farming in Higashi Matsushima City, Miyagi Prefecture, which was devastated by the Great East Japan Earthquake in 2011. Compiling marine environment data led to higher productivity, labor saving, and efficiency in oyster farming, which had been relying on experience and intuition.


ICT Buoys
Type I
Type II (for shallow water)
(Provided by Sena and Vans Co., Ltd.)
Note: Shapes are subject to change.
Water temperature
Salinity
Transmission of water temperature and salinity data via DOCOMO's communication network
Server
Cloud server
DOCOMO network
Sensor information browsing
Application
Umimiru
Provided by ANDEX Company, Ltd.

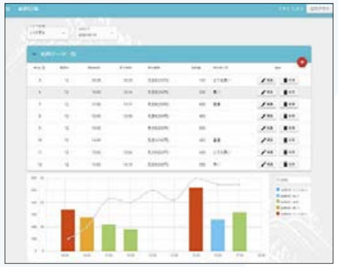
Exploring the Food Culture of the Future through Mackerel Farming with ICT

In May 2020, we formed a partnership with Fish Biotech Co., Ltd. to launch an ICT-based mackerel farming system based on the ICT buoy solution. By centrally managing in the cloud the data from ICT buoys and data related to fish farming, we hope to establish a data-based mackerel farming model by optimizing the amount of feed and improving work efficiency.

Outlook

Toward a Stable Supply of Delicious Farmed Mackerel

DOCOMO provides a cloud environment for monitoring aquaculture farms and managing aquaculture operations using the DOCOMO network. Also, we plan to develop new aquaculture technologies using DOCOMO's image recognition technology and other AI technologies.

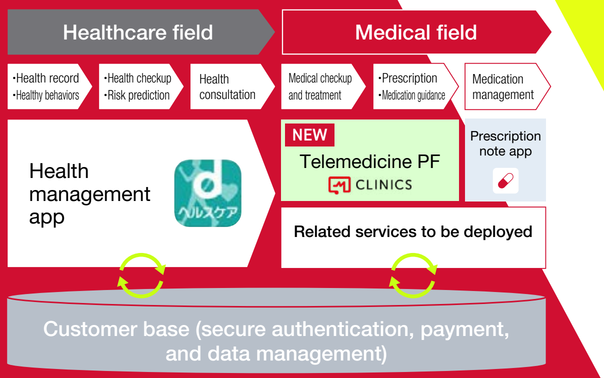


Screen image of the aquaculture management cloud system

Realization of Structural Reforms in Society and Industry

DX Promotion in the Healthcare and Medical Fields

DOCOMO is promoting DX in healthcare for good health and the medical field as a means of advancing beyond the early detection and treatment of diseases to realize a society where presymptomatic diseases can be cured. In April 2021, it formed a partnership with Medley, Inc., a leader in medical ICT, to contribute to popularization of telemedicine and the solutions to social challenges in the healthcare and medical fields.



SOLUTION
01

Realizing a Disease-Free Society Focused on Treatment of Presymptomatic Diseases with Online Health Consultations

Due to the COVID-19 pandemic, a growing number of people have tended to avoid visiting hospitals, which could increase the incidence of health problems from waiting too long before seeing a doctor. This has drawn attention to online services that people can more freely consult with doctors about health concerns.

d healthcare

d healthcare, an app provided by DOCOMO, allows users to record and manage a wide range of health-related information, including their number of steps, weight, blood pressure, and body temperature. Users earn d POINTs by measuring their steps and recording their weight—a great way to maintain their motivation to stay healthy. Another attractive feature is users with paid memberships can chat with a doctor or nutritionist at any time around the clock.

M3 Patient Support Program

This medical service program for corporate employees and their families offers an extensive range of medical support services, including the Best Doctor Selection, an employee benefit service for finding the best medical institutions and doctors, the Ask Doctors health consultation service, and the Multi-Opinion service for obtaining second opinions.

SOLUTION
02

DOCOMO Efforts to Disseminate Telemedicine

Telemedicine is a new way of receiving medical care and allows patients to receive checkups and prescriptions through video calls using a smartphone or another device without having to go to a hospital. Searching for medical institutions, making appointments, receiving consultations, and making payments can all be done through the application, and its popularity is steadily growing throughout Japan.

Telemedicine and Medication Guidance App

CLINICS is an application and complete online service, allowing for everything from hospital appointments to consultations, payments, and prescriptions. After a checkup, prescription data is uploaded, and users can also receive online medication guidance from a pharmacist.

System for Home Care Patients with COVID-19

In response to growing demand for home care due to the spread of COVID-19 and rising number of patients recuperating at home, we provide medical institutions a free-of-charge system that enables prompt telemedicine services to those recuperating at home, in a collaboration with Medley, DOCOMO, and NTT Communications.

Outlook

SOLUTION
03

Future of Advanced Medical Care Available to Everyone —Anytime and Everywhere

Healthcare and medical DX based on technological innovations afford a number of potential benefits. We will apply 5G and other DOCOMO technologies to open up new forms of medical care to realize a society where anyone can receive advanced medical treatment anywhere and at any time.

5G Telemedicine Support System

The social implementation of the 5G telemedicine support system, which transmits data from medical equipment and high-definition images from cameras to remotely located medical facilities using 5G and DOCOMO Open Innovation Cloud networks, is now underway. With this system, we hope to reduce travel time for both doctors and patients not living close to medical facilities and also eliminate regional disparities in medical services.

Remote Robotic Surgery

In an effort to realize remote robotic surgery using next-generation communication networks, DOCOMO is conducting demonstration tests at a facility set up in collaboration with industry, government and academia. Going forward, we plan to establish a system that enables high-quality surgeries to be performed remotely to realize a society where advanced medical care can be made available anywhere in Japan.

FOCUS

DOCOMO's Response to COVID-19

The health and safety of our customers and employees is our top priority, and we will take measures against the COVID-19 pandemic as well as to promote efforts to adapt to the structural change in society for people to work and use services on a remote basis. We will remain committed to provide an optimal mobile communications environment and develop systems suited to this new normal, while pursuing what DOCOMO can do now.

3 GOOD HEALTH AND WELL-BEING | 4 QUALITY EDUCATION | 8 DECENT WORK AND ECONOMIC GROWTH | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Customer Support

Free Addition of Translated Sentences Related to COVID-19 in the Automatic Translation Application Hanashite Honyaku

We have provided free translated sentences related to COVID-19 to the "template sentence function" of Hanashite Honyaku, an automatic translation application that supports 17 languages. About 90 sentences that frequently appear in the context of COVID-19 have been added for use in medical institutions and stores.

Free docomo Map Navi Congestion Map

To help people avoid crowded situations when going out during this pandemic, we are offering the docomo Map Navi Congestion Map, which shows the level of congestion in any given area at a glance, free of charge for a limited time. Based on the estimated number of people, which is statistically processed from the GPS location information obtained with permission from the users of the GPS function of the docomo Map Navi service, users can monitor changes in the level of congestion in the specified location from 1 to 24 hours ago.

Free Online Consultation Service via d healthcare

We offer an online health consultation service via d healthcare to help reduce the risk of infection, lessen the burden on medical institutions, and promptly alleviate customer health concerns. A live chat consultation service with doctors for health concerns including those related to COVID-19, which was previously available at no charge for limited periods*, can now be accessed as a paid service anytime, 24 hours a day, and many users have taken advantage of.

*Available during three periods: April to June 2020, and from January to March and in September of 2021

Governments and Companies

Mobile Spatial Statistics®

This mechanism keeps track of Japan's nationwide population on an hourly basis, 24 hours a day, 365 days a year, utilizing DOCOMO's mobile phone network system. Under the current situation in which the public is encouraged to avoid closed spaces, crowds and close-contact situations to prevent the spread of COVID-19, we offer the Mobile Spatial Statistics Population Map free of charge as a social contribution.

Office Solutions for the COVID-19 Era and After

Office Link

This is service can convert DOCOMO smartphones and mobile phones into extensions, allowing employees to make phone calls to each other as well as to landline phones in the office at a fixed rate. The service can effectively promote the use of telework, improve work efficiency, reduce communication costs, and facilitate communication among employees.

Access Premium

This solution enables remote access with high-speed and high-capacity data communication by directly connecting the company LAN to the 5G/LTE network. It also provides a secure environment for users to access data on company computers from their home computers, smartphones, and tablets.

Employees

COVID-19 Workplace Vaccinations

The DOCOMO Group vaccinated more than 40,000 employees and others who chose to be vaccinated against COVID-19 at their workplaces. The vaccinations were administered first to essential workers in customer service and communication network maintenance.

Remote Work Percentage

The DOCOMO Group has been offering remote work using ICT technology as part of its work style reforms. Since 2020, the percentage of remote work has increased significantly as a means for reducing the risk of contracting and spreading COVID-19. We will continue to increase the percentage of remote work through environmental improvements and operational innovations.

Supply Chain

Operating Status of docomo Shops

In addition to thoroughly implementing basic precautions, such as sanitization, we have actively been educating our docomo Shop customers on how to make reservations for in-store services, use online procedures, and join online smartphone classes. During the state of emergency, we shortened business hours, limited business activities, and reduced the number of staff on duty.

FOCUS

Bridging the Digital Divide

The digital divide refers to the information gap that occurs between those with access to ICT products and services, such as the Internet, smartphones and computers, and those without. By supporting the use of digital technology among the elderly and others who need support, we want to realize a society where everyone benefits from ICT.

DOCOMO Smartphone Classes at docomo Shops Nationwide and Online

We offer DOCOMO smartphone classes to help first-time smartphone users, and those still getting used to their smartphones, enjoy a convenient and pleasant smartphone life. The classes are part of courses that match the users' levels of proficiency, ranging from basic smartphone operations such as the camera and essential functions as well as ways to conveniently use applications that will make using their smartphones more enjoyable. In June 2021, we started offering the Ministry of Internal Affairs and Communications Digital Application Support Course at 642 docomo Shops nationwide. This course teaches how to apply for a My Number card using a smartphone and how to use the Myna Portal and telemedicine services. From the perspective of preventing the spread of COVID-19, DOCOMO smartphone classes and courses can also be found online, where we also cover some of the content of our regular classes.

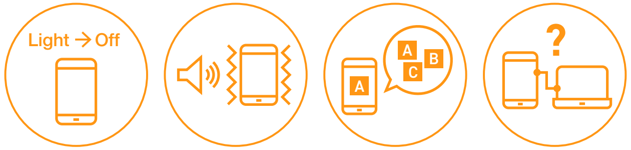
Support for Online Reservations for COVID-19 Vaccinations

At docomo Shops providing DOCOMO smartphone classes, we assist everyone, regardless of their service provider, free of charge, in making online reservations for COVID-19 vaccinations (e.g., by entering the necessary information on the online reservation form).

Anshin Remote Support for Fast Help with Smartphone Operations

The Anshin Remote Support service allows customers to make inquiries via a smartphone, LINE, or +Message and receive answers from an operator who will assist them on how to operate and set up their smartphone, how to use applications such as LINE, and how to connect their smartphone to their computer or other peripherals. Operators can also remotely operate and configure settings on behalf of a customer while viewing their screen.

(Application required (paid service))



How to extend the time until the screen turns off

How to change the setting to silent mode

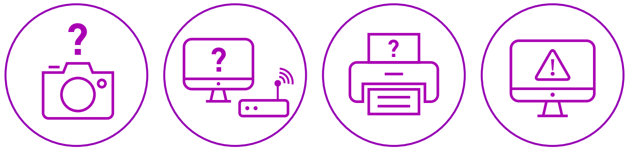
How to use the application more efficiently

How to connect to a PC

Total Network Support for Communication Devices

Total Network Support is a service provided by DOCOMO to help customers with any questions or concerns they may have about connecting their devices to DOCOMO Hikari. In addition to support provided over the phone, repairs, onsite support, data recovery, trade-ins, and online computer classes are also available. Furthermore, Total Network Support is available for a variety of products regardless of manufacturer or place of purchase.

(Application required (paid service))



Not sure how to use it

Not sure how to connect to the Internet

Suddenly not working, and not sure how to fix it

Not sure how to retrieve data from a broken device

TOPIC Opening a Temporary Shop in Ebino City, Miyazaki Prefecture

Ebino City, in a mountainous area of Miyazaki Prefecture, has no mobile phone carrier shops, so three telecommunications carriers (NTT DOCOMO, KDDI, and Softbank) as well as the local government joined forces to open a temporary store to ensure that locals could receive support for their mobile phone services. When the store was first opened on August 23 and 24, 2021 in the JR Ebino station building, many people stopped by, representing a milestone for community informatization to address depopulation and support the elderly. (KDDI opened the store on August 19 and 20, and Softbank on August 17 and 18.) We opened it again in October and plan to do it again in December, at which time we will provide smartphone classes as after-sales support at the location. DOCOMO will continue to promote initiatives aimed at bridging the digital divide and promoting DX across all regions of Japan.

DOCOMO’s Vision

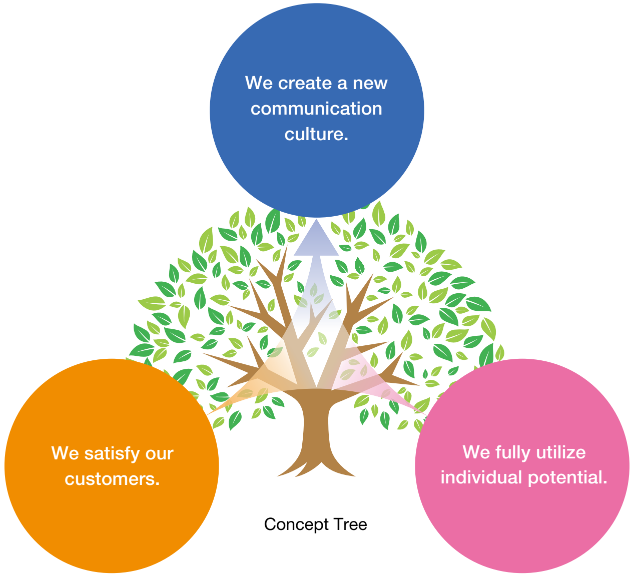
The DOCOMO Group has a new brand slogan: “Changing worlds with you.” Under the slogan and the Group’s corporate philosophy, DOCOMO will continue taking on the challenge of affecting significant change in society by delivering new value and inspiration to customers and driving innovation by co-creating new value with partners.

023 DOCOMO’s Corporate Philosophy
023 DOCOMO’s Strategy

DOCOMO's Corporate Philosophy

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.


We create a new communication culture.
We satisfy our customers.
We fully utilize individual potential.

Concept Tree

- **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.

DOCOMO's Strategy

DOCOMO endeavors to make customers' lives more comfortable and convenient. Under the new brand slogan, “Changing worlds with you,” the Company is moving forward to create new lifestyles and a sustainable society on the foundation it has built.

あなたと
世界を
変えていく。

Changing worlds with you.

Committed to this brand slogan, DOCOMO will continue to take on the challenge of effecting significant change in society by delivering new value and inspiration to customers and driving innovation by co-creating new value with partners. We pursue a customer first approach by providing them with new value beyond their expectations. To this end, we are digitalizing our operations and more effectively utilizing greater volumes of data, so we can improve the customer experience and promote reform of our business structure. By leveraging services, solutions, and technologies developed and nurtured in Japan, DOCOMO is rolling out its business globally. In addition to our commitment to all these goals, we have dedicated resources to conducting best ESG practices and contributing to the creation of a sustainable society.

Evolving the Telecommunications Business

• Meeting Diverse Customer Needs

New rate plans have been introduced to better accommodate the diverse lifestyles of customers and win their loyalty to DOCOMO's services, as evidenced by the following plans.

(1) Premier

The Premier plans include Gigaho Premier, a rate plan for large-volume data transfer, and the Hajimete Smaho Plan, designed for novice smartphone users. Premier Plan customers receive special access to complete services and support that are uniquely available at docomo Shops in regard to devices, charges, and settings. They can also attend free classes at docomo Shops to learn how to use smartphones.

(2) ahamo

The ahamo smartphone rate plan (service) is available exclusively online and designed specifically to meet the needs of digital natives.

(3) Economy

By partnering with MVNOs who handle d account and d POINTs, the Economy plan meets the needs of customers who prefer lower-priced services compared to the Premier small-volume plan.

• Creating a Customer Experience that Exceeds Expectations

We seek to reform our sales channel by shifting to digital sales and procedures and using DX at docomo Shops and call centers to streamline operations, bring down marketing costs, and improve the customer experience. We are also broadening the role of docomo Shops from a focus on sales of devices and service plans to also offering ICT support for customers and communities.

• Quickly Expanding 5G Coverage with Higher Investment Efficiency

We started a commercial 5G service in March 2020 and have since quickly expanded high speed, large-capacity 5G toward achieving a population coverage of 55%* by the end of fiscal 2021. To that end, we will concentrate network investments on 5G, improve the efficiency of 4G, and reduce total expenditures. We are also migrating our 3G service users to accelerate the replacement of 3G base stations with 5G and thereby constrain total network cost.

*Percentage of total population with access to the new 5G frequency band

Growing the Smart Life Business

• Strengthening Existing Domains

Finance and Payment

We seek further growth of our finance and payment segment by increasing the number of d Payment partner stores, upgrading the function of the app for greater customer convenience, and encouraging customers to use our payment services in their daily shopping. Our digital account service, under partnership with MUFG Bank, is scheduled to be launched in 2022 with the intention of increasing customer contacts through the financial service that originates in payment. Furthermore, we will enhance our revenue generating potential by adding a loan service to our insurance and bank account services.

Video and Entertainment

We will boost the amount of dTV content for videos and dramas to gain greater customer satisfaction and create a new customer experience.

• Exploring New Domains

Electricity

In March 2022, we are scheduled to launch docomo Denki, a service intended to increase customer convenience by providing electricity as a one-stop solution along with DOCOMO's other infrastructure services. The electricity plans, with a significant application of renewable energies, are eco-friendly, and sale of the service will contribute to achieving the SDGs.

Medicine

By seamlessly linking with our membership base, we seek to provide an integrated service from health management support to diagnosis and filling prescriptions through an effective application of ICT. We are also creating new value to customers by offering an online diagnosis service, enabled by the linkage of d account data, and contributing to realizing a society where preventive medicine is a norm and presymptomatic diseases can be cured.

XR

We endeavor to provide content, platforms, and handsets using VR, AR, and MR to create a new lifestyle by bringing together images and real objects.

Growing the Enterprise Business

• Providing 5G Services and Solutions

We provide corporate customers with advanced 5G services and solutions to meet diverse corporate needs and contribute to the development of society and industries by working together with a wide range of partners, including experts in remote medical care, disaster prevention and mitigation, and remote control of construction machinery.

- **Promoting and Supporting DX for SMEs**

In May 2021, we started the Business d account service for corporate customers, allowing them to use services provided by DOCOMO partners by simply entering the ID issued for their corporate accounts. We are reinforcing the deployment of sales teams for small and medium-sized enterprises across Japan to promote the use of the Business d account service and support their DX projects, which will contribute to the solution of challenges in local communities.

Strengthening Service Creation Capabilities and Bolstering Data Utilization

The DOCOMO Group will expand its organization for agile development 5,000 experts by fiscal 2025 to bring quick provision of the Smart Life and Enterprise services into reality.

The DOCOMO Group will also expand human resources for data utilization to 5,000 by fiscal 2025 to enhance our capability for exploiting data available to the Group, raise the sophistication of our digital marketing, and accelerate data-driven management.

Sustainability of DOCOMO

For DOCOMO, CSR is synonymous with its business activities. We contribute to the sustainable development of society through our business, guided by our two major goals of continuously providing new value for our customers and for society, and fulfilling our responsibility to society, which includes consistently ensuring stable communication for our customers.

027 CSR Policy
028 Sustainability Focuses
034 Sustainability Management System
036 Instilling Awareness of CSR and SDGs
036 Initiatives for SDGs
041 Stakeholder Engagement

CSR Policy

Making a Substantial Contribution to the SDGs on Two Fronts: I (Innovative) and R (Responsible)

Steadfastly focused on being both innovative and responsible, DOCOMO creates new value and fulfills its responsibility as a telecom operator, making sure that all its business activities contribute to the SDGs and creation of a sustainable society.

I nnovative
+
R esponsible
=
Sustainable

Society & DOCOMO Engagement For A Brighter Future

Our view of the future is a society in which people can live with greater security, safety, comfort and affluence across national and regional borders and across generations. With a deep sense of mission, DOCOMO is working diligently toward a better tomorrow in increasingly innovative ways.

Innovative docomo

We will create new value through every facet of our business activities. We will also provide new value through co-creation with our corporate partners in various fields of expertise while delivering services and solutions to customers with diverse value and inspiration, and to society for resolving its challenges.

Responsible docomo

We will carry out our corporate activities with the utmost integrity. Furthermore, we fulfill our corporate responsibility and establish a corporate culture that is trusted by customers and commit ourselves to thoroughly ethical and responsible business conduct that meets social expectations as a leading company in the mobile and IT industries.

Solving Social Issues through Co-creation with Partners

From the aspect of Innovative docomo, we work with a wide range of partners from industry, academia, government, and the public to solve social issues related to such areas as regional vitalization, education, health, and medical care. We will promote the creation of a wide area of innovations by combining the strength of partners and DOCOMO's proprietary technology for connectivity.

In addition, we believe that providing employees with training for instilling the importance of connecting the solution of social issues with business and fostering a corporate culture respecting these principles through daily operations will contribute to the Company's development.

DOCOMO engages in initiatives for achieving the SDGs with a commitment to a future in which people's everyday lives are enriched and convenient.

1 NO POVERTY
2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION
14 LIFE BELOW WATER
15 LIFE ON LAND
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS

Special Feature on SDGs

▸ DOCOMO's Solutions for Daily Living with a Greater Sense of Security	3 10	P. 037
▸ High-quality ICT Education for All Children and Their Future	4	P. 038
▸ Partnerships for Vitalizing Local Economies	9 17	P. 039
▸ DOCOMO's Vision of a Society Where No One Is Left Behind	3 4 8 9 10 11 12 14 17	P. 040

Sustainability Focuses

In recent years, we have observed strong demand for global action to create a sustainable society, as evidenced by the adoption of the Sustainable Development Goals (SDGs) by the UN General Assembly and the Paris Agreement at COP21. With due consideration of these international trends and DOCOMO's business environment, we conducted a materiality analysis on the environmental, social and corporate governance (ESG) aspects of our internal and related external environments following the process based on the GRI Standards for sustainability reporting and determined the materiality for DOCOMO's CSR activities.

Eight Sustainability Focuses

Sustainability Focus	Related CSR Policy Areas
1. Contribute to society and environment through ICT	All six areas
2. Information security measures	・Consumer issues ・Fair operating practices
3. Strengthen corporate governance	・Organizational governance ・Fair operating practices
4. Ensure stability and reliability of communication services	・Consumer reliability, network reliability
5. Enhance customer satisfaction and protect children	・Consumer issues ・Community investment
6. Promote safety, health and welfare	・Labor practices
7. Respect human rights and diversity	・Human rights, labor practices ・Fair operating practices
8. Address climate change and effectively use resources	・The environment

Note: Details about the KPIs can be found on P. 030-032

Relationship between Sustainability Focuses and the SDGs

The Eight Sustainability Focuses are linked to the SDGs, as shown in the chart below. DOCOMO is a member of the GSMA, an association of mobile communications carriers and device makers, which pursues various initiatives aimed at resolving issues related to the ICT industry and takes actions that recognize the importance of contributing to the promotion of SDGs. We actively participate and contribute to the GSMA as a significant initiative.

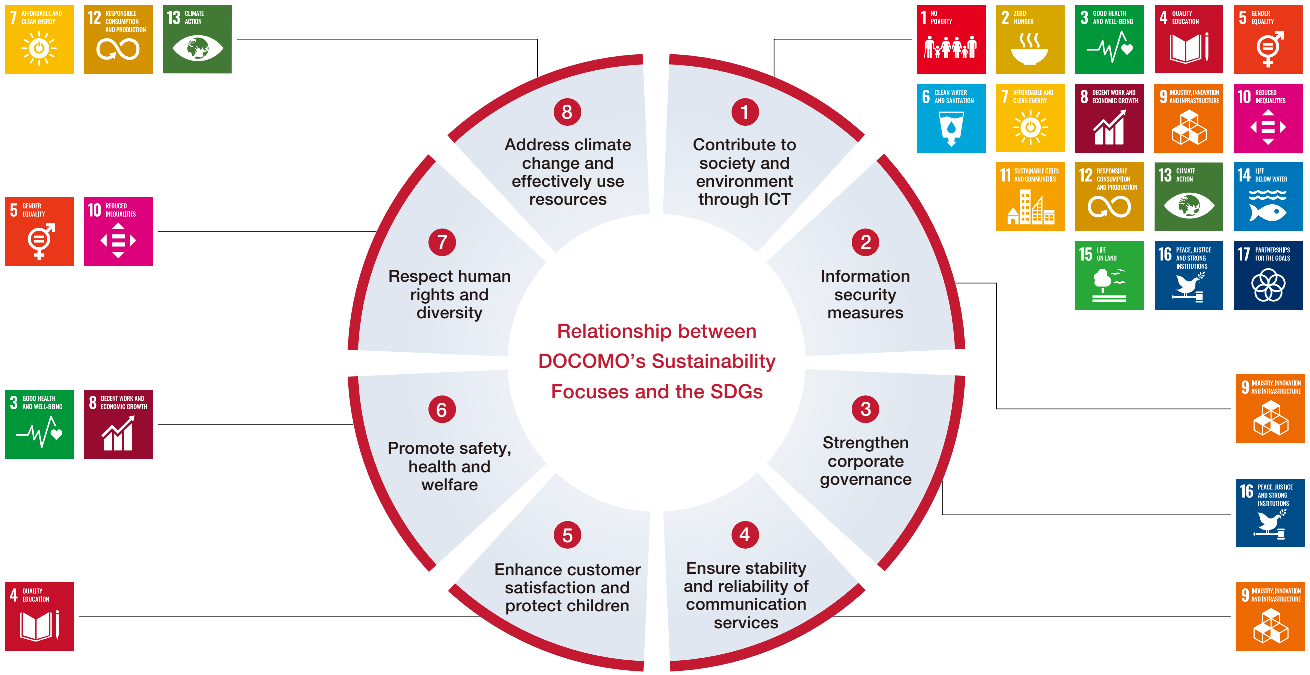
Web Sustainable Development Goals (SDGs)

Web GSMA #BetterFuture

Scope of the Sustainability Focuses

Since the communications services undertaken by DOCOMO and its 12 functional subsidiaries constitute the Group's main business, the most important scope covers DOCOMO and its 12 functional subsidiaries.

Related SDGs


7 AFFORDABLE AND CLEAN ENERGY
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION
5 GENDER EQUALITY
10 REDUCED INEQUALITIES
3 GOOD HEALTH AND WELL-BEING
8 DECENT WORK AND ECONOMIC GROWTH
4 QUALITY EDUCATION
8 Address climate change and effectively use resources
1 Contribute to society and environment through ICT
7 Respect human rights and diversity
2 Information security measures
Relationship between DOCOMO's Sustainability Focuses and the SDGs
6 Promote safety, health and welfare
3 Strengthen corporate governance
5 Enhance customer satisfaction and protect children
4 Ensure stability and reliability of communication services
1 NO POVERTY
2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
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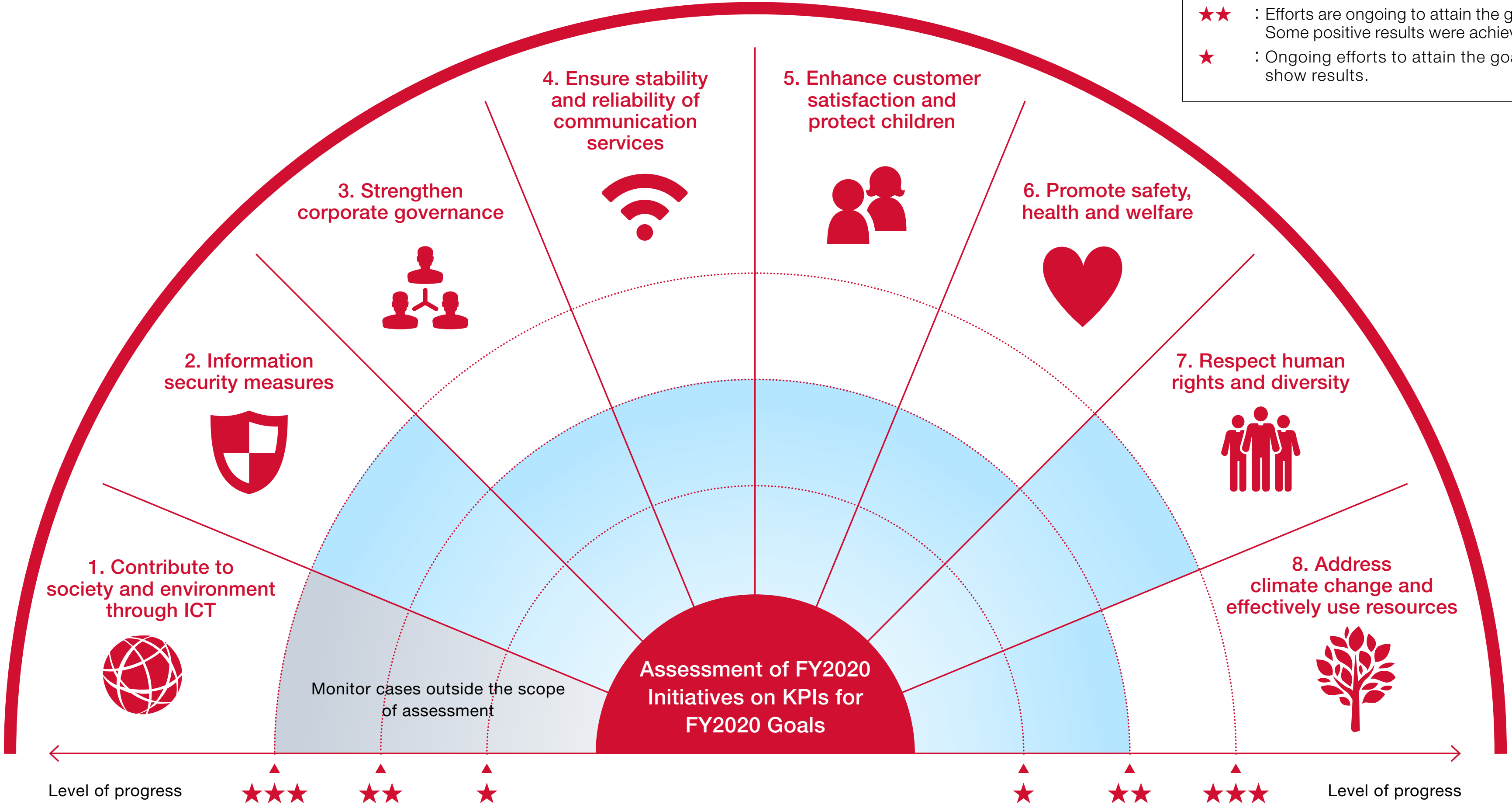
17 PARTNERSHIPS FOR THE GOALS
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

DOCOMO's Sustainability Focuses and Initiatives

Assessment of FY2020 Initiatives on the KPIs for the Year

To measure the results of CSR activities and later apply them in our efforts, we have designated mid-term goals and KPIs for fiscal 2020 that are based on the Eight Focuses disclosed in the Mid-term CSR Target in fiscal 2017. We rate the results of our initiatives for the Eight Focuses in three stages, as shown in the list. The assessment of fiscal 2020 results is reported for deliberation by the Sustainability Management Committee, attended by the Board of Directors, and will be used to improve our initiatives for the following fiscal year.

★★★ : Goal attained. Results achieved.
★★ : Efforts are ongoing to attain the goal. Some positive results were achieved.
★ : Ongoing efforts to attain the goal have yet to show results.


1. Contribute to society and environment through ICT
2. Information security measures
3. Strengthen corporate governance
4. Ensure stability and reliability of communication services
5. Enhance customer satisfaction and protect children
6. Promote safety, health and welfare
7. Respect human rights and diversity
8. Address climate change and effectively use resources
Assessment of FY2020 Initiatives on KPIs for FY2020 Goals
Monitor cases outside the scope of assessment
Level of progress
★★★
★★
★
★
★★
★★★
Level of progress

FY2020 KPIs and Results

Sustainability Focuses	Mid-term Goals	KPIs for FY2020		Major Results for FY2020	Assessment
1. Contribute to society and environment through ICT	Provide ICT services that contribute to resolving social issues	(1) Cases in which ICT services contribute to resolving social issues	Monitor cases	Collected and submitted reports on cases of social solutions directly linked to the Innovative Domains of the CSR Policy	—
2. Information security measures	Protect customer information assets by addressing increasingly sophisticated and serious security risks	(1) Number of information security incidents	0 cases	0 cases	★★★
		(2) Conduct information security training	At least once a year for all employees	Conducted training for all employees	
		(3) Information security management carried out by subcontractors	Monitor the situation	Implemented compliance by creating a manual that defines information management rules for subcontractors	
3. Strengthen corporate governance	Establish a corporate culture that society trust	(1) Organize more stakeholder dialogues	More than in the previous year	Held 15 meetings* with shareholders and investors led by executives (FY2019: 31 meetings)	★★
		(2) Appoint two or more independent outside directors	Ratio of independent outside directors: more than one-third of total directors	Ratio of independent outside directors: one-third of total directors (five outside directors)	
		(3) Percentage of participation in compliance training	Monitor the situation	95.3%	
		(4) Number of compliance violations	Monitor the situation	Consultations on compliance: 53 cases Compliance violations: 24 cases	

*Meetings decreased due to the COVID-19 pandemic and DOCOMO’s delisting.

★★★: Goal attained. Results achieved. ★★: Efforts are ongoing to attain the goal. Some positive results were achieved. ★: Ongoing efforts to attain the goal have yet to show results.

Sustainability Focuses	Mid-term Goals	KPIs for FY2020		Major Results for FY2020	Assessment
4. Ensure stability and reliability of communication services	Provide stable communication services and promptly resume operations in the event of a disaster or other emergencies	(1) Stable service provision rate	100%	99.9%	★★
		(2) Number of major accidents	0 cases	1 case	
		(3) Increase in percentage of population covered by LTE	Higher than in the previous year	99.9% (FY2019: 99.9%)	
		(4) Large-zone base station coverage of prefectural capital cities	100%	100%	
5. Enhance customer satisfaction and protect children	Enhance customer satisfaction and protect children from problems related to smartphone and mobile phone use	(1) Customer satisfaction and customer service surveys	Monitor the results*1	· Customer feedback: approx. 4.7 million cases · Improvements originating from employee feedback: 239 cases	★★
		(2) Smartphone and mobile phone safety classes	1.3 million attendees	Approx. 610,000 attendees*2	
6. Promote safety, health and welfare	Promote employee safety and wellness to maintain vigorous business operations	(1) Enhance level of employee satisfaction*3	Target: 7.7 points	Job satisfaction: 7.4 points	★★
		(2) Total annual hours worked	1,800–1,899 hours	1,886.4 hours	
		(3) Number of serious industrial accidents during construction work (involving heavy injuries)	0 cases	0 cases	
		(4) Implementation rate of specific health guidance	37%	27.3%	
		(5) Implementation rate of stress checks	95%	97.9%	

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*1 We collected and analyzed customer feedback and effectively used it in the development and improvement of our products and services, and the enhancement of the quality of our response.
*2 Number of participants was lower due to the COVID-19 pandemic.
*3 We conducted a survey on employee attitudes (job satisfaction), workplace environment (conduciveness to work), and other aspects.

★★★: Goal attained. Results achieved. ★★: Efforts are ongoing to attain the goal. Some positive results were achieved. ★: Ongoing efforts to attain the goal have yet to show results.

Sustainability Focuses	Mid-term Goals	KPIs for FY2020		Major Results for FY2020	Assessment
7. Respect human rights and diversity	Respect the human rights of all stakeholders across all aspects of business activities	(1) Ratio of female managers	7.5%	8.0%	★★★
		(2) Ratio of persons with disabilities	2.2%	2.57%[*1]	
		(3) Number of human rights violations	Grasp cases	11 cases	
		(4) Percentage of participation in human rights training	Grasp the situation	90.8%	
8. Address climate change and effectively use resources	Steadily implement Green Action Plan 2030 and pursue the most advanced environmental management	(1) Amount of contribution to the reduction of CO_2 emissions	40 million tons	41.23 million tons	★★
		(2) Electrical efficiency of the communication services	Sevenfold increase compared to fiscal 2013	Increased by 11 times compared to fiscal 2013	
		(3) Final disposal ratio of waste	1.4% or below	1.7%	
		(4) Used mobile phone collection	16 million units (cumulative total for fiscal 2017–2020)	17.52 million units (cumulative total for fiscal 2017–2020)	
1. to 8. Items common to all the Sustainability Focuses (for customers and local communities)	Develop DOCOMO's image as a company that actively engages in CSR activities	(1) CSR-related corporate rankings in Japan	Maintain high position	· Obtained five stars in the Nikkei Smart Work Survey · Ranked sixth in the overall category of the Toyo Keizai CSR Company Ranking	★★
		(2) Community investment	1% of profit	1.53% (approx. 13.97 billion yen)	
		(3) Number of employees participating in volunteer activities	More than in the previous year	7,218 employees[*2] (fiscal 2019: 25,374 employees)	
1. to 8. Items common to all the Sustainability Focuses (for shareholders and investors)	Earn high marks from investors and other stakeholders in Japan and abroad by meeting the growing needs of ESG investment	(1) Major ESG investment indexes[*3]	Selection to indexes	Selected to the following indexes: · DJSI Asia Pacific · FTSE4Good Index · FTSE Blossom Japan Index · MSCI ESG Leaders Indexes · MSCI Japan ESG Select Leaders Index · MSCI Japan Empowering Women (WIN) Select Index · S&P/JPX Carbon Efficient Index · CDP 2020 Climate Change A- · Euronext Vigeo Eiris World 120 Index · ETHIBEL PIONEER, ETHIBEL EXCELLENCE	★★★

[*1] As of June 30, 2021
[*2] Number of participants was lower due to the COVID-19 pandemic.
[*3] Status prior to DOCOMO's delisting.

★★★: Goal attained. Results achieved. ★★: Efforts are ongoing to attain the goal. Some positive results were achieved. ★: Ongoing efforts to attain the goal have yet to show results.

● Initiatives for Contributing to Society and the Environment through ICT

Web Click here for details about services.

Education and Learning

- Educational ICT
- Sensor programming PIoT

Mobility

- AI-operated bus
- d car share

Workstyle Reform

- Okudake Reception
- Face-recognition entrance and exit management solution EasyPass powered by SAFR
- docomo AI Agent API (FAQ Chatbot)

Health and Medical Care

- 5G telemedicine support system
- docomo AI Agent API (Dialogue robot)
- d healthcare

Productivity Improvement

- AceReal for docomo
- Manufacturing equipment simultaneous analysis solution FAAP
- Oshaberi Annaiban
- docomo AI Agent API (Agricultural remote guidance)

Climate Change

- docomo sky

Sustainability Management System

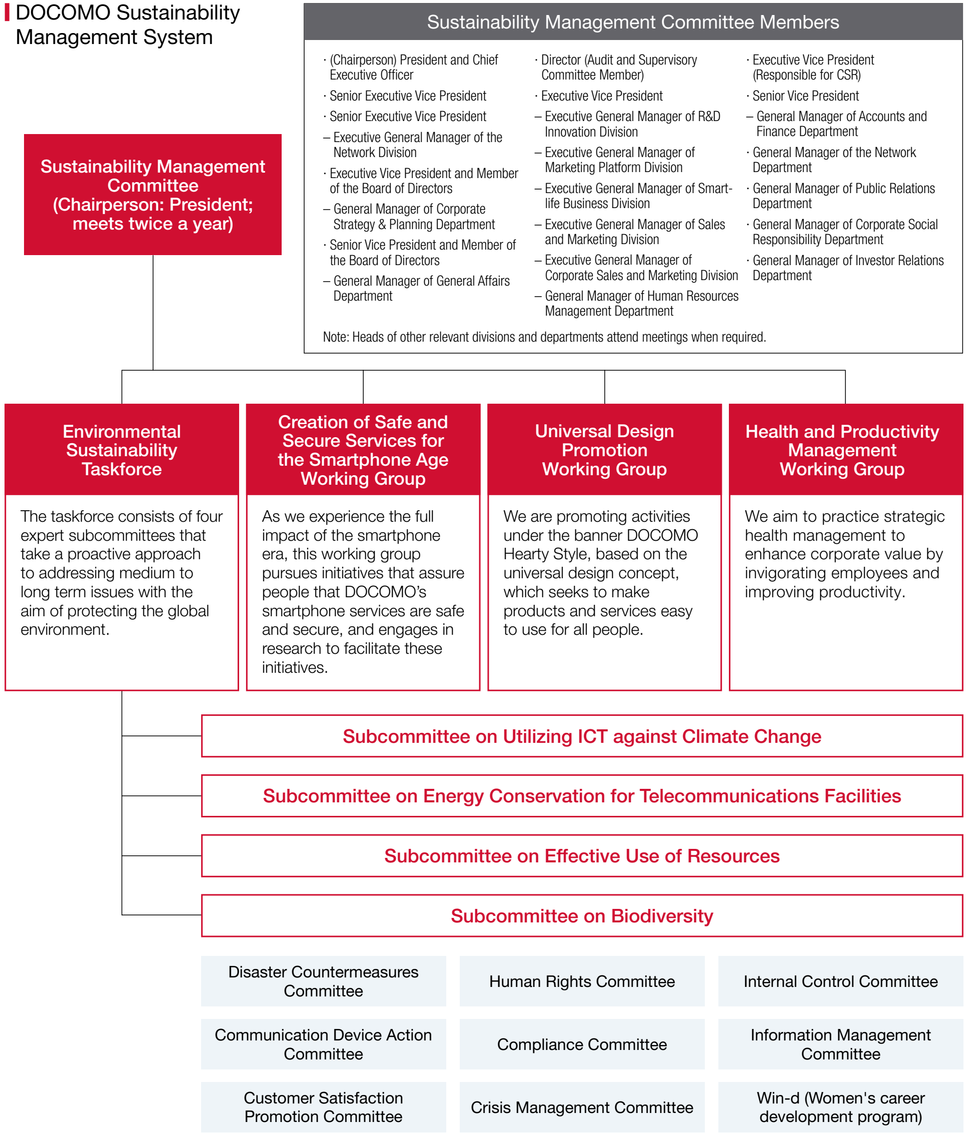
DOCOMO convenes a meeting of the Sustainability Management Committee twice a year to discuss integrating CSR with management, share national and international topics and review progress on the Sustainability Focuses. The committee, chaired by the president and CEO, comprises senior executive vice presidents, members of the Board of Directors, Audit & Supervisory Board members, and managers of the relevant departments. The committee serves as the supervisory organ for the Environmental Sustainability Taskforce, Creation of Safe and Secure Services for the Smartphone Age Working Group, Universal Design Promotion Working Group and the Health and Productivity Management Working Group. These groups meet to deliberate on important CSR issues, and the results and challenges of their activities, together with themes for future activities, are submitted to the Sustainability Management Committee for further discussion. 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, and ensure that all employees clearly understand those issues.

We have also established committees to deal with other major issues. These include the Customer Satisfaction Promotion Committee, Disaster Countermeasures Committee, Compliance Committee and Information Management Committee, which hold regular meetings to promote CSR in a systematic and comprehensive way.

Also, since fiscal 2015, we have sought to advance NTT Group CSR management by holding meetings of the Group CSR Committee, chaired by the chairperson of NTT's CSR Committee (senior executive vice president and other directors) and comprising chief CSR officers (senior executive vice presidents, executive vice presidents or other officers) of major seven NTT Group companies, including NTT DOCOMO, Inc. In addition, CSR promotion members at each company hold Group CSR Liaison Meetings on a regular basis to share common challenges and successful examples from each Group company and to monitor progress on the implementation of the new NTT Group CSR priority activities with respect to PDCA cycles and further promote a sense of unity across the Group.

Note: Major seven Group companies: NIPPON TELEGRAPH AND TELEPHONE EAST CORPORATION, NIPPON TELEGRAPH AND TELEPHONE WEST CORPORATION, NTT Communications Corporation, NTT DATA Corporation, NTT COMWARE CORPORATION, NTT FACILITIES, INC., and NTT DOCOMO, Inc.

DOCOMO Sustainability Management System



Sustainability Management Committee Members

- (Chairperson) President and Chief Executive Officer
- Senior Executive Vice President
- Senior Executive Vice President
  - Executive General Manager of the Network Division
- Executive Vice President and Member of the Board of Directors
  - General Manager of Corporate Strategy & Planning Department
- Senior Vice President and Member of the Board of Directors
  - General Manager of General Affairs Department
- Director (Audit and Supervisory Committee Member)
- Executive Vice President
  - Executive General Manager of R&D Innovation Division
  - Executive General Manager of Marketing Platform Division
  - Executive General Manager of Smart-life Business Division
  - Executive General Manager of Sales and Marketing Division
  - Executive General Manager of Corporate Sales and Marketing Division
  - General Manager of Human Resources Management Department
- Executive Vice President (Responsible for CSR)
- Senior Vice President
  - General Manager of Accounts and Finance Department
- General Manager of the Network Department
- General Manager of Public Relations Department
- General Manager of Corporate Social Responsibility Department
- General Manager of Investor Relations Department

Note: Heads of other relevant divisions and departments attend meetings when required.

Sustainability Management Committee (Chairperson: President; meets twice a year)

Environmental Sustainability Taskforce

The taskforce consists of four expert subcommittees that take a proactive approach to addressing medium to long term issues with the aim of protecting the global environment.

Creation of Safe and Secure Services for the Smartphone Age Working Group

As we experience the full impact of the smartphone era, this working group pursues initiatives that assure people that DOCOMO's smartphone services are safe and secure, and engages in research to facilitate these initiatives.

Universal Design Promotion Working Group

We are promoting activities under the banner DOCOMO Hearty Style, based on the universal design concept, which seeks to make products and services easy to use for all people.

Health and Productivity Management Working Group

We aim to practice strategic health management to enhance corporate value by invigorating employees and improving productivity.

Subcommittee on Utilizing ICT against Climate Change

Subcommittee on Energy Conservation for Telecommunications Facilities

Subcommittee on Effective Use of Resources

Subcommittee on Biodiversity

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 (Women's career development program)

(As of March 31, 2021)

● PDCA Cycle Enforcement by Each Committee

Each committee formulates an annual action plan and presents a report detailing its progress and plans to the Sustainability Management Committee in the first half of the fiscal year. The committees practice PDCA using the following approach.

Committees	Major Initiatives
Environmental Sustainability Taskforce	In fiscal 2020, we set up the following expert subcommittees to pursue initiatives in four areas. Subcommittee on Utilizing ICT against Climate Change Contribute to the reduction of CO_2 emissions across society Subcommittee on Energy Conservation for Telecommunications Facilities Reduce environmental impact in network construction Subcommittee on Effective Use of Resources Initiatives aimed at reducing the final disposal rate of waste and increasing the collection of used mobile phones Subcommittee on Biodiversity Strengthen the docomo Woods program and public relations activities
Creation of Safe and Secure Services for the Smartphone Age Working Group	Reduce risks for smartphone use by children (filtering services, etc., for situations including the use of Wi-Fi connections) Address a social issue of preventing phone use while walking, from a service standpoint Considering services to prevent the criminal use of smartphones and mobile phones
Universal Design Promotion Working Group	Personnel responsible for developing products and services such as apps, billing plans and discount services, and for providing support to frontline staff participate as members of the group in order to share information and initiatives related to universal design. Consider developing products and services that are both easy and safe to use for the elderly and persons with disabilities Promote barrier-free docomo Shops (shop equipment, support with sign language and other measures) Web Enhance accessibility (website, tools and other areas) Hold DOCOMO Hearty Classes to support persons with disabilities in learning how to use smartphones
Health and Productivity Management Working Group	Encourage employees to develop an even higher level of awareness on health issues Publish analytical findings about the effects of using d healthcare in the in-house Health White Paper Set targets for promoting health and productivity management, implement measures and monitor progress on target attainment

Note: Underlined phrases are linked to related pages.

Instilling Awareness of CSR and SDGs

DOCOMO organizes training and lectures for each career level to instill the principles of CSR. In fiscal 2020, we held the following programs.

Fiscal 2020 CSR and ESG Training Programs by Career Level

Target	Program	Content
President, directors and executives (Sustainability Management Committee members)	ESG Study Group	Lectures by experts and discussions on CSR trends were held in fiscal 2020 under the theme of "Climate Change Risks and Sustainability Management"
Employees in the Corporate Sales and Marketing Division	Business Seminar on SDGs and Resolving Social Issues	Employees responsible for corporate sale participated to develop their understanding of SDGs and acquire the critical thinking and other skills necessary for capturing the demand that lies behind social issues. Aimed at generating successful cases by gaining the ability to engage in proposal-based sales activities that offer solutions to social issues inspired by the SDGs.
All employees	CSR Training	This web-based program promotes understanding of the importance of contributing to CSR and SDGs as well as DOCOMO's ongoing CSR activities. It also aims to raise employee awareness towards seeking solutions to social issues.

Each year, the NTT Group CSR Conference is held to share superior CSR initiatives across the NTT Group. In the eighth conference, held in fiscal 2020, applications were sought from Group companies in Japan and abroad for outstanding initiatives under the categories of (1) CSV and (2) Social contribution. DOCOMO offered two presentations, one under the CSV category on the Mobile Spatial Statistics and Population Maps, an initiative for preventing the spread of the coronavirus, and the other under the Social Contribution category, on Reconstruction Support for the Tohoku Region, an initiative underway since the Great East Japan hit the region.

Furthermore, in our effort to contribute to the SDGs through our business, we begin our development projects by declaring the intended SDGs we seek to achieve through the new service.

Given that developing a shared awareness on the importance of CSR is essential to further enhance our CSR, DOCOMO will continue to engage in diverse initiatives for disseminating CSR for all employees, including directors.

In addition, we published SDGs Highlight 2021 with the objective of broadly disseminating DOCOMO's SDG efforts to the general public.

いつか、あたりまえになることを。
NTT docomo
NTTドコモグループ
SDGsハイライト2021

Web SDGs Highlight 2021 (in Japanese only)

Initiatives for SDGs

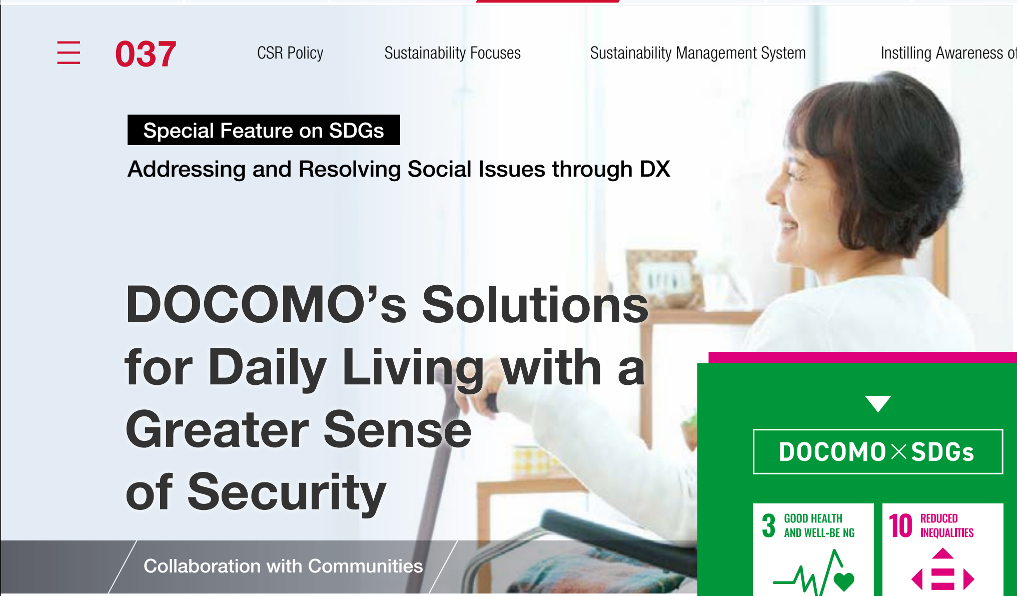
DOCOMO is committed to helping achieve the SDGs through its business activities.

In fiscal 2020, we engaged in our business activities while also pursuing the following major initiatives.

Initiatives for Fiscal 2020

Category	Activity
Training	Held seminars for top management
	Held training for all employees
	Held the Business Seminar on SDGs and Resolving Social Issues for the Corporate Sales and Marketing Division
Collaboration with other companies	IoT×5G×SDGs Partner Co-Creation Project
	Collaborative agreements to promote the use of 5G and ICT in achieving the SDGs
Service development	Declared the intended SDGs we seek to achieve when developing new services
	Conveyed contribution to specific SDGs for all services via docomo Open House P. 072
Dissemination of information	Disseminated information on initiatives via a company newsletter and reports for external readers

Web DOCOMO's SDG-related Initiatives: Activity Highlight



Special Feature on SDGs

Addressing and Resolving Social Issues through DX

DOCOMO's Solutions for Daily Living with a Greater Sense of Security

Collaboration with Communities

DOCOMO×SDGs

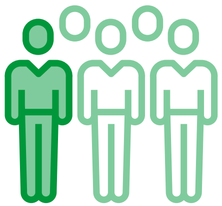
3 GOOD HEALTH AND WELL-BEING
10 REDUCED INEQUALITIES

We seek to create an inclusive society by removing the digital divide and everyday barriers that have deepened along with the aging and depopulation of rural communities.

DOCOMO's Solutions for Japan's Aging Society

According to the Cabinet Office of Japan, approximately 95% of the elderly in the country want to continue living in the town where they have been residing, and some 50% want to keep living in their own home for the rest of their lives. As the number of the elderly who live alone is expected to further increase, it is imperative to establish an environment in which they can live with peace of mind and create a mechanism that allows their family members living in a distant town or care providers located in another location to check on their health and safety at any time and from anywhere. DOCOMO seeks to remove barriers the elderly face every day, including the digital divide, a current social issue, to create a more senior-friendly society.

One in five people is aged 75 or older

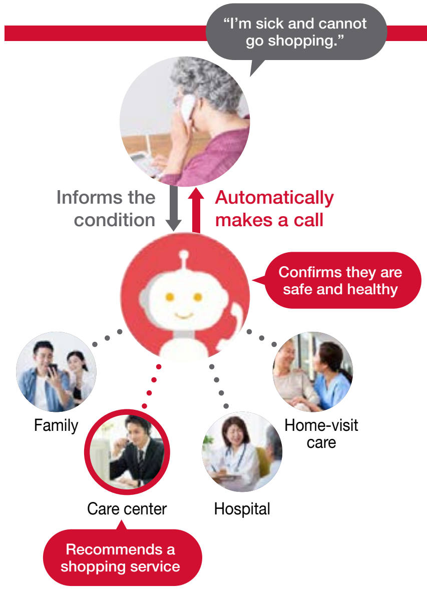


It is necessary to create a living environment that is more friendly to senior citizens.

Mimamori Denwa for Facilitating the Health Monitoring and Safety Confirmation of the Elderly

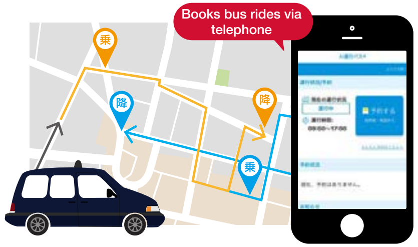
In June 2021, we added Mimamori Denwa to our lineup of AI-based automated telephone call handling services. The AI of the service regularly calls people who need to be watched over, such as the elderly, and confirms they are safe and healthy. Capable of summarizing and categorizing telephone conversation data, the AI conveys appropriate information to the call recipient's family or care provider. Automating the work reduces the burden on the elderly's families or care providers so they can focus on the personal support that only people can provide.

A community with 60,000 senior residents, for instance, can automate the work of 72,000 hours spent a year for calling them, confirming they are safe and healthy, and sharing information with their family or care providers.


"I'm sick and cannot go shopping."
Informs the condition
Automatically makes a call
Confirms they are safe and healthy
Family
Home-visit care
Care center
Hospital
Recommends a shopping service

AI-operated Bus as a Solution for Communities with Few Public Transport Options and for More Convenient Daily Lives

The AI-Operated Bus® is an on-demand transport service in which the AI chooses and arranges a bus and the most efficient route to meet random requests from multiple customers. The service will help address the challenge faced by communities with few public transport options for senior citizens.


Books bus rides via telephone
乗
降
降
乗

Case Example Tsuchiura MaaS Demonstration Experiments in Ibaraki Prefecture

We participated in the Tsuchiura MaaS Demonstration Experiments in March 2021 in the district of Niihari of Tsuchiura City, Ibaraki Prefecture to conduct a verification test on a community bus service using the AI-operated Bus. We operated the bus for 29 stops, including public and commercial facilities as well as those on neighboring routes, to verify its effectiveness and practicality.

Special Feature on SDGs

Addressing Social Issues by Utilizing DX

High-Quality ICT Education for All Children and Their Futures

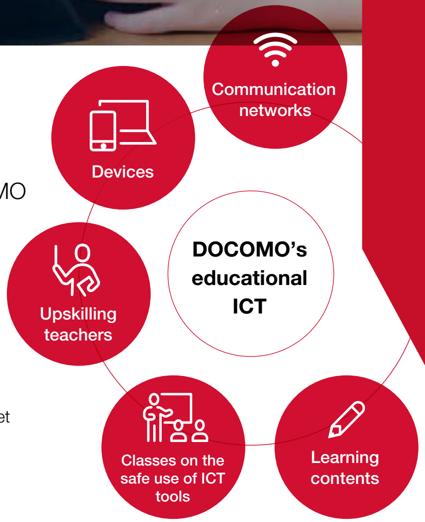
Collaboration with Schools and Educators

DOCOMO Solutions for Digitalizing Education

To realize the concept of the GIGA School Program* of the Ministry of Education, Culture, Sports, Science and Technology of Japan, DOCOMO has provided comprehensive support ranging from developing the vision to promoting and implementing the program. DOCOMO's Corporate Sales and Marketing team and its partner companies are working with task forces from schools to materialize the needs of education.

*The Global and Innovation Gateway for All School Program is a five-year project for providing every primary and junior high school student with a personal computer and high-speed Internet for use at school.

DOCOMO's educational ICT solutions adopted	Municipalities	Private (primary, junior high, and high) schools	
	Approx. 210	Approx. 230	(as of March 31, 2021)



DOCOMO×SDGs

4 QUALITY EDUCATION

We seek to deliver high-quality education to all children in an inclusive and equitable manner and develop next-generation leaders.

Kumamoto City × DOCOMO's Educational ICT Project

DOCOMO entered into the Partnership toward the Informatization of Education with the city government of Kumamoto, Kumamoto University, and the Prefectural University of Kumamoto in October 2018, a four-party agreement for industry-academia-government collaboration for raising the digitalization of education at schools in the city to the top level among ordinance-designated cities in Japan. DOCOMO has since supported the creation of an ICT-based educational environment through a total solution, which includes training programs for the introduction of ICT and for the administrators, the development of a model curriculum for ICT-based education at primary and secondary schools, and activities to promote and spread education in computer programming.

- Distributed about 65,000 tablets to 135 primary and secondary schools in Kumamoto City (as of March 31, 2021)
- Provides training for teachers to develop IT skills and supports computer ethics education for primary and secondary school students
- Developed the Model Curriculum for ICT-based Education
- Supports the dissemination of computer programming education
- Set up a contact for uniformly handling inquiries from the board of education and schools

Collaboration in Shimane Prefecture toward Japan's First Digitalization of Special Needs Education

DOCOMO entered into a partnership agreement with the Shimane prefectural board of education and University of Shimane in March 2021 with the goals of increasing awareness and understanding of physical and intellectual disabilities and exploring a new ICT-based communication model for special needs education. The partnership is the first of its kind in the field of special needs education in Japan.

- Provides knowhow about ICT tools specific to the type of disabilities and opportunities for testing out the tools
- Supports the use of communication networks for opportunities for testing out ICT tools
- Plans and organizes classes for students on the safe use of cellular and smartphones
- Conducts demonstration experiments using DOCOMO's cutting-edge devices such as avatar robots and lightweight display glasses under development
- Conducts on-site needs assessment surveys at schools
- Conducts interviews at schools for the deaf in the prefecture for the development of DOCOMO Mieru Denwa

Major Roles of Each Party of the Partnership

Shimane prefectural board of education	Enhances special needs education and provides ideas toward that end
The University of Shimane	Develops students into teachers with a sound understanding of special needs education
NTT DOCOMO ICT	Supports the introduction and use of NTT DOCOMO's ICT tools and promotes the trial of these tools

公立大学法人 島根県立大学
Special Needs Education Laboratory

NTT docomo
Shimane Branch, Chugoku Regional Office

島根県 Shimane Prefectural Government
Special Needs Education Dept., Prefectural Board of Education

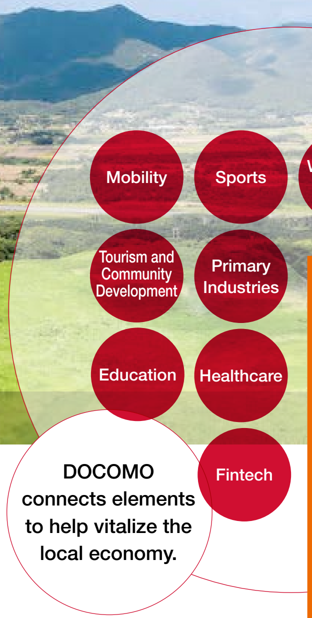
島根県教育委員会と島根県立大学とNTTドコモによる
ICTを活用した特別支援教育…に関する協定締結式

Special Feature on SDGs

Addressing Social Issues by Utilizing DX

Partnerships for Vitalizing Local Economies

Collaboration with Local Governments and Municipalities


Mobility
Sports
Workstyle Reform
Senior Citizens
Tourism and Community Development
Primary Industries
Education
Healthcare
Fintech
DOCOMO connects elements to help vitalize the local economy.

DOCOMO's Initiatives for Vitalizing Local Economies

Solving the many issues faced by local communities requires collaboration between the private and public sectors. DOCOMO is working to address social issues and realize sustainable local communities by utilizing DX through partnerships with local governments.

Current partnerships with local governments » **68** (as of October 31, 2021)

DOCOMO×SDGs

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

17 PARTNERSHIPS FOR THE GOALS

We collaborate with local governments around the country to realize a more sustainable and resilient society.

Collaboration in 18 Areas with the Saitama Government to Turn the Prefecture into the Best Place to Live in Japan

docomo
働き方改革
Work Style Innovation
ドコモ埼玉支店オフィスツアー
With コロナの時代へ
埼玉支店が実践する
働き方改革

Under the country's Super City Concept designed to encourage the development of sustainable local economies, the Saitama prefectural government is working to maintain the vitality of its communities as the population is aging and birth rates are dramatically declining. DOCOMO entered into an agreement in March 2021 with the prefectural government toward mutual cooperation and collaboration for improving the government's services for residents and revitalizing the local economy. It has since worked with Saitama Prefecture in 18 areas under three themes, including the utilization of digital technologies and bridging the digital divide, promoting DX as well as the development of industries, to support the prefectural government in realizing its vision of turning Saitama into the best place to live in Japan.

- Supports SMEs to introduce remote working to their workplaces and offers advice through a help desk
- Holds seminars on workstyle reform for the prefectural, city and town governments
- Supports the implementation of remote work by the prefectural government's employees
- Introduced Kobaton Kenko Mileage, a major data-based mileage system designed to encourage residents to keep up their heath efforts
- Makes use of data from DOCOMO's Mobile Spatial Statistics using the mobile phone network to analyze the flows of people

Using DOCOMO's Cutting-Edge Technologies for Goto City's Efforts to Invigorate the Economy and Attract Migrants to the Islands

Goto City, Nagasaki Prefecture, is on the southern-most island of the Goto Islands. With the Goto city government, DOCOMO entered into a partnership agreement in July 2020 for revitalizing the local economy and promoting the development of communities.
The city, which experienced significant decreases in its population during the period of economic growth from the 1960s to the early 1970s, is striving to attract migrants from urban areas and develop its communities into sustainably dynamic places. DOCOMO is applying its cutting-edge ICT and AI technologies to supports initiatives taken by the city government to tackle issues faced by isolated islands.

- Scheduled to hold an event using XR devices in which participants can simulate living on the Goto Islands and seek advice about relocating there
- Promotes the introduction of ICT-based remote working and healthcare
- Establish a drone-based network for distributing medical supplies

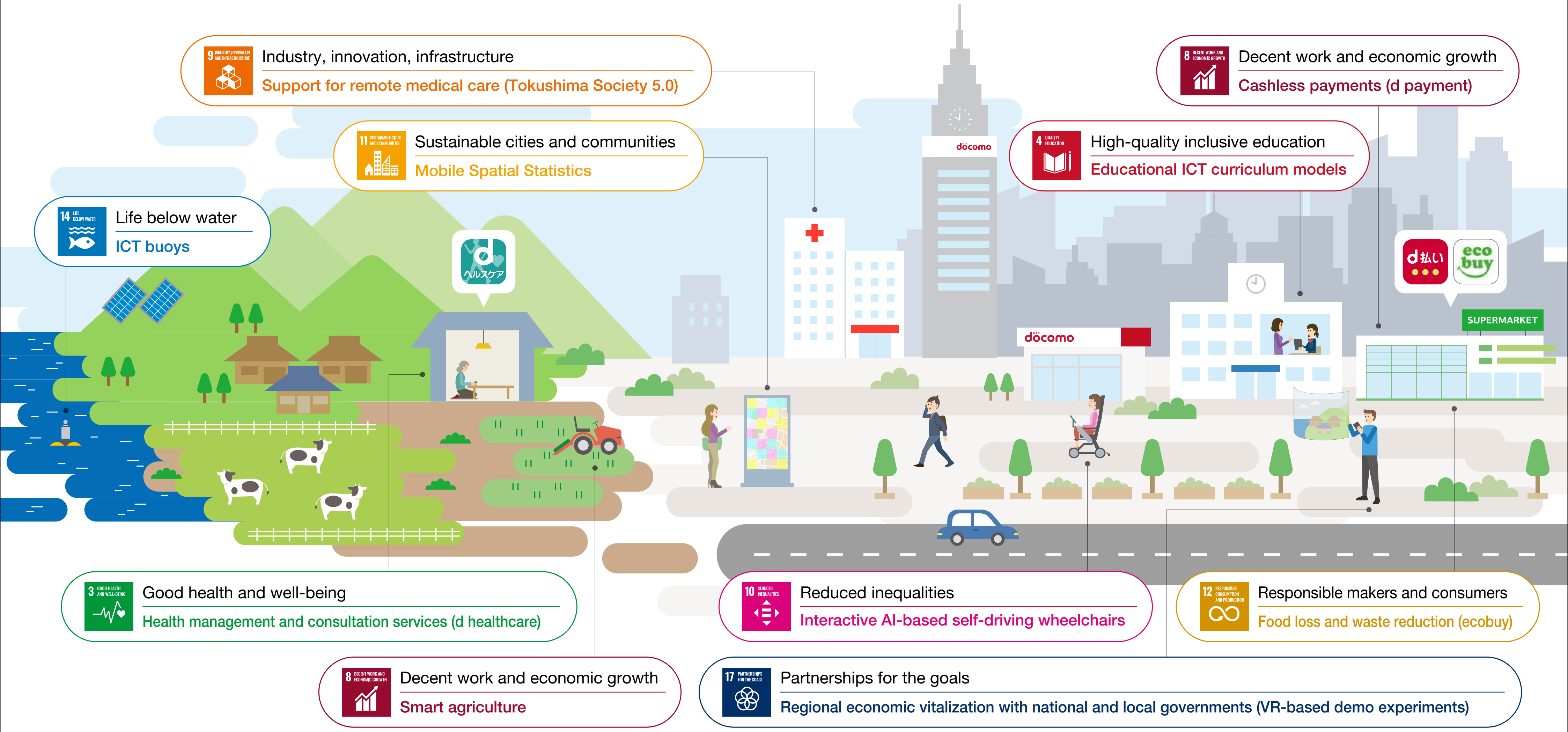
GOTO LIVE (live streaming 360-degree video)

- Regularly stream live images from island of Fukuejima using a 360-degree camera and DOCOMO smartphones
- Provide an interactive experience with local people while watching videos with other participants

Special Feature on SDGs Addressing Social Issues by Utilizing DX

DOCOMO's Vision of a Society Where No One Is Left Behind

DOCOMO strives to contribute to solving social issues and achieving the SDGs through its services and initiatives. The SDGs Highlight 2021 (in Japanese only) covers the services and initiatives introduced below and explains in detail their background and the value they bring to society.



Industry, innovation, infrastructure
Support for remote medical care (Tokushima Society 5.0)

Sustainable cities and communities
Mobile Spatial Statistics

Life below water
ICT buoys

Decent work and economic growth
Cashless payments (d payment)

High-quality inclusive education
Educational ICT curriculum models

Good health and well-being
Health management and consultation services (d healthcare)

Reduced inequalities
Interactive AI-based self-driving wheelchairs

Responsible makers and consumers
Food loss and waste reduction (ecobuy)

Decent work and economic growth
Smart agriculture

Partnerships for the goals
Regional economic vitalization with national and local governments (VR-based demo experiments)

Stakeholder Engagement

DOCOMO engages in appropriate business activities and makes decisions to minimize negative impacts and maximize positive impacts for its stakeholders. Engaging with each stakeholder in an appropriate manner that is in line with the nature of the relationship and relevant issues is essential for developing the sustainability of our business. And as a member of the NTT Group, NTT DOCOMO adheres to the guidelines on stakeholder engagement established by the NTT Group in fiscal 2015.

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 Services
Governments	Regulatory institutions and municipalities that are responsible for granting 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
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 CSR procurement briefings	Fair and transparent transactions	CSR 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
Partner companies	Companies and public institutions that collaborate with DOCOMO in +d and other initiatives	Consultation, exchange of opinions	Fair and transparent transactions	Information exchange
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
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	From 2016: Green Action Plan 2030	Minimize environmental impact	Effective use of energy
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	Safety for the local community and appropriate collaboration for social development	Communicate with local communities

Web NTT Group's Stakeholder Engagement

Environment

We recognize global environmental issues and climate change 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 of society as a whole.

043 Environmental Vision and Action Plan
046 Environmental Management
051 Response to Recommendations by the TCFD
055 Creation of a Decarbonized Future
059 Formation of a Sustainable Society
061 Reducing Water Consumption
062 Preservation of Biodiversity

Environmental Vision and Action Plan

Basic Policies and Philosophy

We established the DOCOMO Global Environment Charter as a set of guidelines for promoting environmental protection efforts. The charter clarifies our commitment to helping solve global environmental problems by providing ICT services.

ICT can help to control the generation of CO_2 by reducing the consumption of materials and energy for the production of books and music as well as visual media; reducing work processes through increased operational efficiency; reducing the movement of people through network utilization; and reducing the movement and storage of goods through information digitization. In these ways, ICT brings innovation to various areas while contributing to reducing environmental impacts in our daily lives and on society.

Moreover, at the COP21 in December 2015, the international community adopted the Paris Agreement as the new framework for addressing climate change beyond 2020. In response, the DOCOMO Group is pursuing activities in accordance with the DOCOMO Group Environmental Declaration, which presents its vision for the future, and the Green Action Plan 2030, which summarizes its environmental targets through to 2030.

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

• DOCOMO Group Environmental Charter

DOCOMO Group's basic philosophies and policies concerning global environmental protection

DOCOMO Group Environmental Charter

(Enacted on June 1, 2007; revised on October 17, 2016)

Basic Philosophy

The NTT DOCOMO Group views global environmental problems as important issues to be addressed by management. By developing and providing services centered on the mobile ICT, we will stimulate innovation in diverse aspects of lifestyle and business, and work with customers to support society's efforts to protect the environment. We will also work to reduce the environmental impacts of our business activities.

Basic Policy

Conduct Business with the Environment in Mind

- Actively promote businesses contributing to reducing environmental impact through the provision of ICT services.
- In all business activities, curb emissions of greenhouse gases, conduct proper management of hazardous materials, and encourage resource conservation by promoting the "three Rs" (reduce, reuse, and recycle).

Strengthen Environmental Management

- Comply with all environmental laws and regulations and through environmental management systems avoid risk and continuously improve performance.

Promote Environmental Communication

- Promote environmental activities in cooperation with business partners, throughout all processes: procurement, research and development, sales, and after-sales services.
- Disclose accurate environmental information to help others understand the DOCOMO Group's environmental activities, and use feedback received to improve these activities.
- Enhance environmental awareness through the environmental training of employees and communication among all corporate levels and departments.

Preserve Biodiversity

- Understand the relationship between biodiversity and our business activities and promote initiatives to preserve biodiversity for future generations.

• DOCOMO Group's Environmental Declaration

The following graphic summarizes the DOCOMO Group's vision for global environmental protection. We will strive to achieve the environmental targets for 2030 with three themes and actions set on the basis of the Environmental Declaration.

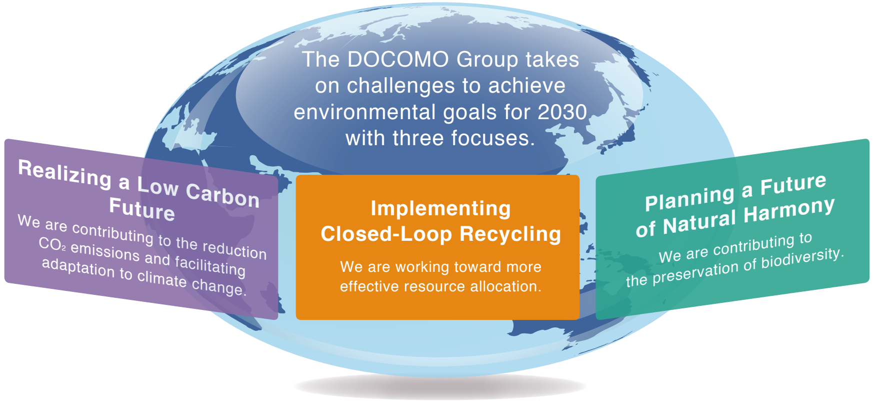
DOCOMO Group Environmental Declaration

DOCOMO will lead successful environmental management systems for the future of people, society and the Earth.

» We will create new value for environmental protection by providing mobile ICT services.

» We will ensure that our businesses are conducted with honesty in harmony with the global environment.

Themes of Our Initiatives and Actions


The DOCOMO Group takes on challenges to achieve environmental goals for 2030 with three focuses.
Realizing a Low Carbon Future
We are contributing to the reduction CO₂ emissions and facilitating adaptation to climate change.
Implementing Closed-Loop Recycling
We are working toward more effective resource allocation.
Planning a Future of Natural Harmony
We are contributing to the preservation of biodiversity.

• DOCOMO Group's Environmental Targets. Green Action Plan 2030

The Paris Agreement was adopted at the COP21 in Paris in 2015. Under the agreement, each country will work on initiatives to achieve the targets set for combating climate change for the year 2030 and even further into the future.

Taking into account such global trends, DOCOMO is pursuing activities in accordance with the DOCOMO Group Environmental Declaration, which presents its vision for global environmental protection, and Green Action Plan 2030, which summarizes the Group's environmental targets through to 2030.

The DOCOMO Group's Environmental Targets, the Green Action Plan 2030, which embodied the actions for the three initiative themes, were classified into two categories from the perspectives of "Innovative docomo" and "Responsible docomo," which are the DOCOMO Group's CSR policy. One is Green Actions of Innovative docomo and the other is Green Actions of Responsible docomo. We will work to achieve the five targets set under these actions toward 2030.

Guided by the DOCOMO Group Environmental Declaration, "DOCOMO will lead successful environmental management systems for people, society and the Earth," and the environmental targets through to 2030 set out in the Green Action Plan 2030, we are striving to attain five goals that include contributing to society by reducing CO_2 emissions by at least 40 million tonnes and bringing about at least a ten-fold increase in power efficiency in the communications business compared to fiscal 2013.

DOCOMO will continue to improve customer services and achieve sustainable growth for the Company by creating a society in which people can live with greater security, safety, comfort and affluence across national and regional borders and across generations.

• DOCOMO Declares Commitment to Carbon Neutrality by 2030

To further its efforts to tackle climate change, DOCOMO announced in September 2021 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, DOCOMO rolled out a new ecosystem called Caboneu™ in conjunction with its partners and customers, under the slogan "Saving Our Planet With You." (P. 011)

• Green Action Plan 2030

Targets to be achieved by 2030 are set on the basis of our CSR Policy of " Innovative docomo " and " Responsible docomo" .

Green Actions of Innovative docomo

We will contribute to create a low-carbon society and minimize climate change risks by providing DOCOMO's services to customers.

Quantitative Target

- Amount of contribution to the reduction of CO_2 emissions across society: at least 40 million tonnes

Qualitative Target

- We will promote various initiatives to contribute to adaptation to climate change. We will also make collaborative efforts with our stakeholders.

Themes	Main Actions
Realizing a low carbon future	Development and provision of the services and technologies contributing to the reduction of CO_2 emissions
	Development and provision of the services and technologies contributing to the adaptation to climate change

Green Actions of Responsible docomo

We will fulfill our responsibility to reduce environmental impact. We will also actively participate in environmental contribution activities as a corporate citizen.

Quantitative Target

- Electrical efficiency of the communications services: at least a tenfold increase compared to fiscal 2013
- Final disposal ratio of waste: achieve zero emissions (under 1%)

Qualitative Target

- We will promote initiatives through various activities for conservation of biodiversity. We will also make collaborative efforts with our stakeholders.

Themes	Main Actions
Realizing a low carbon future	Energy conservation for communications network facilities
Implementing closed-loop recycling	Promoting 3R activities
Planning a future of natural harmony	Promoting activities for conservation of biodiversity such as tree planting, promoting employee training

• Proceeding with the Green Action Plan 2030

We will announce the results of the Green Action Plan 2030 for each fiscal year and consider taking measures such as improvements concerning the initiatives and target values of the plan based on the results every five years. In addition, as an initiative for realizing decarbonized society, we are working to set reduction targets for greenhouse gas emissions based on science-based targets (SBT)*.

*Science-based targets to limiting global temperature rise to well-below 2°C above pre-industrial levels

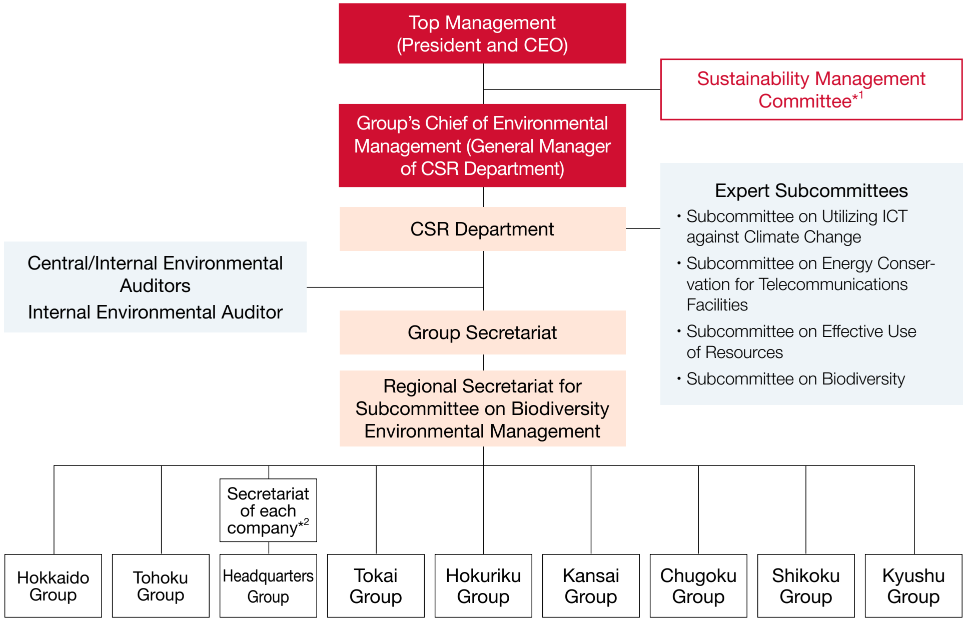
Environmental Management

Environmental Management System

Under the DOCOMO Global Environmental Charter, the DOCOMO Group established the Environmental Management Systems (EMS), which is led by the president and CEO of NTT DOCOMO to implement Group-wide environmental protection efforts.

The EMS is administered by a number of organizational units. The Sustainability Management Committee is the highest decision-making body related to the EMS and is 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 a debate is conducted on solving environmental issues.

Organizational Structure for Environmental Management


Top Management (President and CEO)
Sustainability Management Committee*1
Group's Chief of Environmental Management (General Manager of CSR Department)
CSR Department
Expert Subcommittees
・Subcommittee on Utilizing ICT against Climate Change
・Subcommittee on Energy Conservation for Telecommunications Facilities
・Subcommittee on Effective Use of Resources
・Subcommittee on Biodiversity
Central/Internal Environmental Auditors
Internal Environmental Auditor
Group Secretariat
Regional Secretariat for Subcommittee on Biodiversity Environmental Management
Secretariat of each company*2
Hokkaido Group
Tohoku Group
Headquarters Group
Tokai Group
Hokuriku Group
Kansai Group
Chugoku Group
Shikoku Group
Kyushu Group

(As of the end of March 2021)

*1 Including meetings attended by top management.
*2 DOCOMO CS, Inc., DOCOMO Support Inc., DOCOMO Systems, Inc., and DOCOMO Technology, Inc.

EMS Organizations

Sustainability Management Committee

A committee responsible for reporting matters related to EMS and composed of Sustainability Management Committee members (with the president as chairperson 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.

Corporate Social Responsibility Department

Planning, proposal and management of the EMS.

Expert Subcommittees

Planning, proposal and management of initiatives for achieving environmental targets.

Central and Internal Environmental Auditor

Oversees internal environment auditing assumed by the senior manager of the CSR Department.

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 acquired ISO 14001 certification for its EMS to more efficiently execute Group-wide environmental management such as energy conservation for telecommunications facilities and the recycling of used mobile phones.

In fiscal 2020, it was once again confirmed based on the results of an external audit that the EMS is being operated effectively, and DOCOMO maintained its ISO 14001 certification.

• Organizations with ISO 14001 and Scope of Certification

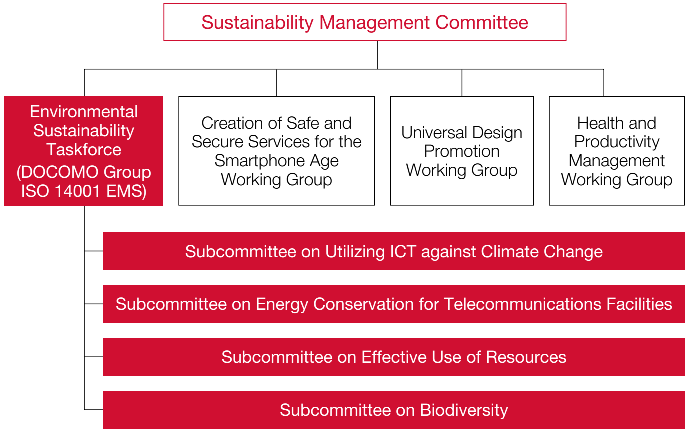
- Certification and Registration Body
  Lloyd's Register Quality Assurance Limited
- Date of Registration
  January 1, 2008
- Scope of Certification
  Telecommunications business and related services
- Organizations Covered by the Scope of Certification
  15 Group companies (NTT DOCOMO, 12 functional Subsidiaries*1, and another 2 subsidiaries*2)

*1 See P. 002
*2 DOCOMO BIKE SHARE, Inc. and DoCoMo TAMETAN, Inc.

- Certification and Registration Number
  ISO 14001-0067788

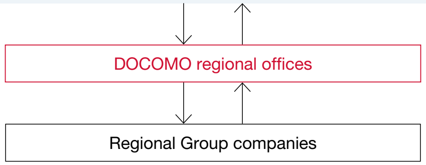
Expert Subcommittees of the Group

Specific action targets are determined once a year on the basis of discussions by each expert subcommittee of the Environmental Sustainability Taskforce. We have four subcommittees: the Subcommittee on Utilizing ICT against Climate Change, Subcommittee on Energy Conservation for Telecommunications Facilities, Subcommittee on Effective Use of Resources, and Subcommittee on Biodiversity. To accomplish the DOCOMO Group's environmental purposes and targets, each subcommittee chair appoints an action plan group leader from among the subcommittee's members. The appointed group leader promotes the initiatives in collaboration with group leaders from each region.


Sustainability Management Committee
Environmental Sustainability Taskforce (DOCOMO Group ISO 14001 EMS)
Creation of Safe and Secure Services for the Smartphone Age Working Group
Universal Design Promotion Working Group
Health and Productivity Management Working Group
Subcommittee on Utilizing ICT against Climate Change
Subcommittee on Energy Conservation for Telecommunications Facilities
Subcommittee on Effective Use of Resources
Subcommittee on Biodiversity

• Expert Subcommittee Structure

Expert Subcommittee	Subcommittee on Utilizing ICT against Climate Change	Subcommittee on Energy Conservation for Telecommunications Facilities	Subcommittee on Effective Use of Resources	Subcommittee on Biodiversity
Subcommittee members (●: Subcommittee Chair)	●Corporate Social Responsibility Department ・Sales Promotion Department ・Corporate Marketing Strategy Department ・Smart-life Planning Department	●Network Department ・Radio Access Network Engineering Department ・Core Network Engineering Department ・R&D Strategy Department ・Research Laboratories ・Network Service Operation Department ・Service Design Department ・Information Systems Department	●Corporate Social Responsibility Department ・Procurement and Supply Department ・Advertising & Promotion Department ・Core Network Engineering Department ・Radio Access Network Engineering Department ・Network Departments at each branch office ・Regional Secretariat for Environmental Management (Planning and General Affairs Department at each DOCOMO regional office)	●Corporate Social Responsibility Department ・Regional Secretariat for Environmental Management (Planning and General Affairs Department at each DOCOMO regional office)


DOCOMO regional offices
Regional Group companies

(As of the end of March 2021)

Fiscal 2020 Targets, Results and Action Plans for Expert Subcommittees

Expert Subcommittee	Mid-term Targets (for 2020)	FY2020 Targets	Main Action Plans for Targets	Results
Subcommittee on Utilizing ICT against Climate Change	Amount of contribution to the reduction of CO_2 emissions across society: at least 40.0 million tonnes	Amount of contribution to the reduction of CO_2 emissions across society: 40.0 million tonnes	· Monitor progress on contribution to CO_2 reduction (semiannual) · Communicate information on contribution to CO_2 reduction · Gather information on mitigation and adaptation cases, communicate information (official website, SNSs, etc.)	Amount of contribution to the reduction of CO_2 emissions across society: 41.23 million tonnes
			Contribute to CO_2 reduction by encouraging migration to smartphones	▲
			Contribute to CO_2 reduction by promoting the use of ubiquitous modules	●
			Contribute to CO_2 reduction by promoting the use of bicycle sharing services	▲
Subcommittee on Energy Conservation for Telecommunications Facilities	Power efficiency of the telecommunications services: at least a seven-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	· Compliance with the NTT Group Energy Efficiency Guidelines · Promote the development of highly energy-efficient equipment	●
Subcommittee on Effective Use of Resources*	Final disposal ratio of waste: achieve zero emissions (1.4% or lower)	Final disposal ratio of waste: achieve zero emissions (1.4% or lower)	· Monitor progress to lower the final disposal ratio of office waste to 1.1% or lower · Consider internally sharing cases promoting initiatives such as sorting waste · Monitor progress to lower the final disposal ratio of construction waste to 3.0% or lower · Monitor progress to lower the final disposal ratio of decommissioned telecommunications equipment to 0.5% or lower	Final disposal ratio achieved: 1.7%
	—	Weight of promotional tools: 7,300 tonnes or lower	Monitor progress of weight and disposal rate of promotional tools and provide feedback to relevant departments	Weight of promotional tools achieved: 5,670 tonnes
	Collect used mobile phones: 18.28 million units (FY2017–2020 total)	Collect 18.28 million units (cumulative total for FY2017–2020)	Create and publicize opportunities for collection aimed at reuse and recycling	Collect used mobile phones: 17.52 million units (cumulative total for FY2017–2020) 3.09 million units (FY2020)
Subcommittee on Biodiversity	—	Conduct forest maintenance activities (more than once a year) Review the implementation and expansion of activities on biodiversity (once a year)	Monitor progress of maintenance activities	●
		Gather and communicate information on biodiversity activities (once a quarter)	· Communicate information on biodiversity · Plan and implement events outside the Company	●

*The mid-term targets (for 2020) were revised based on action plan results.

●: Achieved the plan and implemented as planned ▲: Did not achieve the plan

Internal Environmental Audits

The DOCOMO Group conducts internal environmental audits to ensure the effective implementation of the EMS.

We dispatch internal auditing staff with expert knowledge from the head office to each business base (branch office and Group companies) and conduct audits 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 Global Environmental Charter and the DOCOMO Group's environmental purposes and 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 revise the system and make improvements on an ongoing basis. In fiscal 2020, we intended to achieve a higher level of effectiveness in auditing priority items in line with ISO 14001:2015. Specifically, we focused on checking the current status of monitoring the impact of operations on the environment conducted by each organization and their ongoing initiatives for addressing their respective risks. We also examined whether business activities are being carried out from the perspective of life-cycle management, particularly with respect to outsourced operations. As a result, the audits found that every organization was in compliance with the requirements of ISO 14001 and that activities were generally being conducted appropriately in conformance with environmental procedure manuals and other guidelines.

Compliance with Environmental Laws and Regulations

• Compliance with Various Environmental Laws and Regulations

DOCOMO is committed to complying with prevailing environmental laws and regulations under its current EMS framework. Specifically, it endeavors to comply with environmental laws and regulations, including the Act on the Rational Use of Energy (Energy Conservation Act), the Act on the Promotion of Sorted Collection and Recycling of Containers and Packaging (Containers/Packaging Recycling Act), the Waste Management and Public Cleansing Act (Waste Management Act) and the 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 2020, there were no violations of environmental laws and regulations.

• Proper Management of PCB Waste

DOCOMO has voluntarily established the PCB Item Management Procedure Manual based on the Act on Special Measures concerning Promotion of Proper Treatment of PCB Wastes (PCB Special Measures Act) to guide its management of PCB. The manual stipulates items subject to storage and management, storage and management methods, storage locations, disposal methods, and emergency response procedures. Under the PCB Special Measures Act, companies that store PCB waste are required to dispose of the material appropriately, either directly or through a subcontractor, and by the deadline designated for each region.

The NTT Group, including DOCOMO, is engaged in an ongoing effort to systematically remove and store equipment containing PCB by that deadline.

Green Procurement

DOCOMO is committed to preserving the global environment through its green procurement based on the NTT Group Guidelines for Green Procurement, revised in June 2021, by prioritizing materials, parts and products that are safe and less harmful to the environment. We select new suppliers and evaluate those with which we have already worked by reviewing their respective environmental protection activities and products to be procured through Company and product assessments.

(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 transaction, we use survey sheet and measure the environmental management ability of each supplier by determining whether an environmental management system is in place and its operating status. We also consider their efforts to reduce environmental impact by means of their business establishments and products.

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

To reduce the environmental impact of our products, DOCOMO conducts an assessment at the design stage to gauge the product's impact on the environment at each phase of the manufacturing and distribution cycle from the viewpoint of chemical substance use, global warming response and other environmental considerations. We then make design modifications as necessary in order to reduce the product's environmental impact. With new procurements, we request that our suppliers adhere to the RoHS Directive* and other relevant agreements, laws, and regulations. We also ask them to submit a response to the Identification of Chemical Substances Contained in Products in an effort to restrict the use of specified hazardous substances.

Web NTT DOCOMO Guidelines for Green Procurement

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*European Union regulation banning the inclusion of harmful substances in electrical and electronic devices

Environmental Accounting

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

Scope of Environmental Accounting

Period Fiscal 2020 (April 1, 2020 to March 31, 2021)

Coverage 15 companies in the DOCOMO Group

Standards Ministry of Environment's Environmental Accounting Guidelines 2005 and DOCOMO Environmental Accounting Guidelines

Environmental Protection Costs

(million yen)

Category	Major Transactions	FY2019		FY2020		YoY Change	
		Investment	Expense	Investment	Expense	Investment	Expense
(1) Internal business area costs		654	13,987	78	13,555	–577	–432
(1)-1 Pollution prevention costs	Prevention of water contamination, proper PCB disposal	0	125	0	132	0	7
(1)-2 Global environmental protection costs	Development and operation of an e-billing service, etc.	654	12,266	78	11,515	–577	–751
(1)-3 Resource recycling costs	Reuse of dismantled telecommunications facilities, etc.	0	1,597	0	1,909	0	312
(2) Upstream/ downstream costs	Recovery of used terminals, etc.	216	404	177	291	–39	–113
(3) Management costs	ISO certification/renewal, etc.	91	2,325	2	1,491	–89	–834
(4) R&D costs	Research on energy/ resource efficient telecommunications facilities, etc.	209	461	216	435	7	–25
(5) Community investments costs	docomo Woods and other tree planting initiatives, etc.	0	24	0	7	0	–17
(6) Restitution for environmental damage costs	Not applicable	0	0	0	0	0	0
Total		1,171	17,201	473	15,780	–698	–1,421

Note: Totals may not be exact due to rounding.

Environmental Protection Benefits

Benefits		Major Benefit Indicators			
		Category (unit)	FY2019	FY2020	YoY Change
(1) Benefits derived from internal business area costs	1. Benefits related to resources invested in business activities	Electricity usage (including CGS power) (MWh)	3,100,171	3,175,917	75,746
		Paper usage (tonnes)	11,393	10,099	–1,294
		Paper reduced by e-billing (tonnes)	6,438	6,197	–241
	2. Benefits related to environmental impacts and waste from business activities	Greenhouse gas emissions (t-CO_2)*	1,468,037	1,414,035	–54,002
		Industrial waste generated in relation to telecommunications facilities and buildings (tonnes)	28,032	22,491	–5,541
(2) Benefits derived from upstream/ downstream costs	Benefits related to goods/services produced by business activities	The number of used mobile phones, etc., collected (10,000 units)	757	572	–185

*Combined volume of CO_2 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		FY2019	FY2020	YoY Change
Revenues	Sales revenues associated with dismantling telecommunications facilities and building	788	993	205
Cost reductions	Reduced fuel costs from low-emission vehicles	10,076	9,812	–264
	Reduced purchasing costs from reuse of dismantled telecommunications facilities	16,448	6,964	–9,484
Total		27,312	17,768	–9,543

Note: Totals may not be exact due to rounding.

Response to Recommendations by the TCFD

In June 2017, the TCFD* presented its final report, Recommendations of the Task Force on Climate-related Financial Disclosures. Accordingly, DOCOMO expressed its support for the recommendations in June 2019. Following the recommendations, we will 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 has aimed to assess and rate appropriately the 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 regularly confirm and discuss issues related to climate change.

The committee 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 to supervise progress and provide instruction.

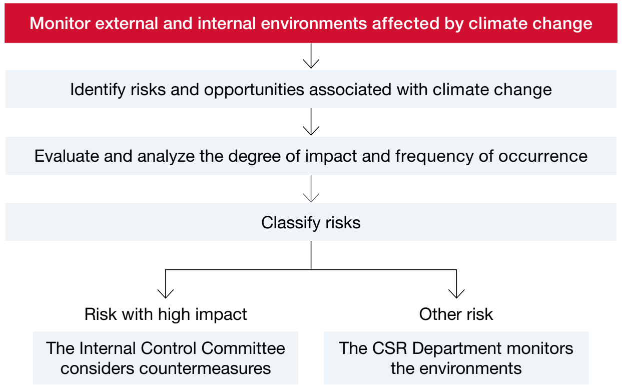
Deliberations by the committee on issues, including the Group's response to climate change, are thereby reflected in any revisions made to business strategies and instructions issued by the Board of Directors.

Risk Management

In accordance with our Risk Management Principles, business risks are regularly identified every fiscal year. The Internal Control Committee, headed by the president and CEO, then designates risks that require Companywide management.

Specifically, the CSR Department, responsible for Companywide environmental activities, monitors changes in the external and internal environments affected by climate change in order to identify the risks and opportunities that may have an impact on the business.

Risk Management Process Flow


Monitor external and internal environments affected by climate change

Identify risks and opportunities associated with climate change

Evaluate and analyze the degree of impact and frequency of occurrence

Classify risks

Risk with high impact: The Internal Control Committee considers countermeasures

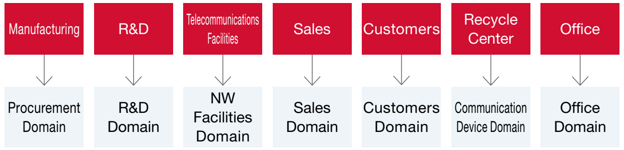
Other risk: The CSR Department monitors the environments

The Internal Control Committee then designates Companywide risks through an evaluation and analysis of the degree of their impact and the frequency of occurrence.

The CSR Department will then examine those Companywide risks as well as climate-related risks, which were not designated as Company risks, to determine risks and opportunities that we must emphasize. The committee then makes a list of registered risks and opportunities.

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 on the environment in these seven domains.

Seven Domains


Manufacturing → Procurement Domain

R&D → R&D Domain

Telecommunications Facilities → NW Facilities Domain

Sales → Sales Domain

Customers → Customers Domain

Recycle Center → Communication Device Domain

Office → Office Domain

Strategy

• Scenario Analysis

DOCOMO has upheld the "Declaration beyond" Medium-Term Strategy to 2020 as well as its guiding slogan of "Connecting dreams for a richer future with 5G" while it pursued the provision of new value with a vision of the future beyond 2020. To generate value consistently, we have continued to put "Declaration beyond" into practice by placing CSR at the base of our business and paying due consideration to the diverse risks and opportunities surrounding the DOCOMO Group.

With respect to risks and opportunities, we had been addressing climate change in particular under the DOCOMO Group's Environmental Targets—Green Action Plan 2030. Following the TCFD recommendations, we decided to examine the impact on our business and resilience of our strategies under various climate-related scenarios.

Scenario Analysis Process

STEP 1 Set up a scenario by referring to climate-related scenarios ▶ **STEP 2** Identify and evaluate risk factors that clearly affect the business ▶ **STEP 3** Consider potential responses to identified risk and opportunity factors

» P. 053

» P. 053

STEP 1 Set Scenarios

This is DOCOMO's report on the results of a scenario analysis trial for extreme cases of physical risks and transition risks.

1. Scenario in which a physical impact materializes
(average temperature will rise by 4°C)

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

2. Scenario in which the decarbonization of society is rapidly achieved
(target temperature of below 2°C (e.g., 1.5°C) will be attained)

- Society as a whole will become carbon-free, and moves toward CO_2 reduction will progress rapidly
- Regulations on carbon pricing, etc., will tighten across the world, etc.

Boundary: All operations of the DOCOMO Group
Time frame: Set at years up to 2030 based on the pace of technological innovations 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), and 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 its 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	· Suspension of transmission at base stations · Unstable supply of telecommunication services · Decline in reliability · Decrease in demand for products and services, decrease in sales	· Construction of disaster-resilient telecommunication networks Specific Examples: - 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 · Formulation of the Disaster Preparedness Manuals
		· Damage to base stations	· Installation of batteries at docomo Shops · Reinforcement of emergency power source at base stations
		· Suspended operations at sales representatives and decline in revenue	
		· Cancellation of products and services due to interruptions in the supply chain	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 target of below 2°C (1.5°C, for example) has been attained)

Transition Scenario		DOCOMO's Risks	DOCOMO's Initiatives and Opportunities
Government Policies and Regulations	Tighter regulations (improvement in energy efficiency, carbon pricing and others)	· Higher global warming taxes · New carbon pricing systems · Rise in electricity costs due to the introduction of regulations for improving energy efficiency	· Promotion of higher energy efficiency in the telecommunications industry (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 transition to 5G, 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 and corporate customers (procurement requirements)	Fewer new subscriptions and more cancellations if corporate efforts are deemed insufficient	· Development and delivery of services and technologies that help reduce CO_2 emissions · Active advertisement of actual CO_2 emissions reductions achieved by using ICT services · Transmission of information on energy-efficient initiatives by the telecommunications service
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	

STEP 3 Response to Identified Risks and Opportunities

Response to Physical Risks

Type of Risk	Risk Factor	Risk Details
Physical risk*	Chronic	Increase in electricity costs due to a greater use of air conditioning for cooling equipment

*Acute or chronic risk posed by climate change

While there are apparent physical risks due to climate change, such as the frequent occurrence of natural disasters, including flooding triggered by extreme weather events and the rise in sea level caused by a prolonged rise in global temperature, DOCOMO deems any increase in electricity costs due to the rising average temperature, which requires us to consume more electricity to maintain the optimum temperatures of our facilities, as a physical risk. Communication facilities and data center equipment responsible for DOCOMO's telecommunications services are installed and operated throughout Japan. These facilities and equipment are being operated at all times under optimum temperatures of between 10°C and 35°C. When the temperature rises above that range, operating system shutdowns and malfunctions may make service provision difficult, thereby leading to the risk of affecting approximately 80 million customers. Including these risks, the Internal Control Committee of the DOCOMO Group designated "profit deterioration due to the delayed response to failures and malfunctions" as a Company-wide risk.

As a method of managing such risk, the committee set out a concrete management policy to undertake appropriate measures. These include the establishment of an optimal backup system and development of equipment with high availability as well as the measures currently being implemented and undertaken by the Network Department. Any occurrence of risk will be handled by the Network Department through various operations. Related measures could include the establishment of technical support and emergency systems, early recovery measures for failures, dissemination of information to frontline departments and customers, and reporting to executives. Physical risks need to be managed from a long-term perspective, and the committee will continue to implement the monitoring necessary 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)	If our stakeholders consider that our efforts are too passive, a reputational risk can result in losing customers, falling stock prices and damage to the corporate image

*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 low-carbon society, including regulatory, technological and market changes, the DOCOMO Group believes that a decrease in revenues due to lowered customer confidence and corporate image is a significant 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 2030" as a Company-wide risk. Subsequently, the CSR Department formulated a risk management policy plan as a method for managing that type of risk. The plan includes the establishment of expert subcommittees under the Environmental Management System, formulation of action plans for each expert subcommittee, and reporting on the 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 set out a concrete management policy of "achieving the 2030 targets without fail." Moreover, the CSR Department promoted the implementation of action plans and reported on their progress to the Sustainability Management Committee. Looking ahead, the committee will continue to monitor areas associated with transition risks in order to minimize the 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	It is expected that regulations of GHG emissions will become stricter due to the ratification of the Paris Agreement, which may encourage consumers to choose means of transportation that are environmentally friendly, thus increasing demand for the DOCOMO Group's bicycle sharing business. Due to the stricter environmental regulations requiring that companies reduce GHG emissions, demand for DOCOMO's AI Taxi®, which operates in accordance with taxi demand predictions, is expected to increase.
Resilience	Increasing demand through new products and services related to ensuring resilience	Due to frequent damage caused by flooding, lightening, power outages, more frequent heavy rains and typhoons induced by climate change, demand for our early recovery services for companies and mobile telecommunications services including satellite phones will increase.

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

We are strengthening our ties with municipalities in order to maximize opportunities to increase demand for bicycle sharing. As of the end of fiscal 2020, we have expanded the service, with approximately 13,755 bicycles and 1,575 bicycle ports in 34 locations throughout Japan. Bicycle usage in fiscal 2020 reached approximately 14.20 million rides, 1.2 times higher than in the previous fiscal year. Going forward, we plan to further expand the use of our bicycle sharing services by increasing access and improving the environment through co-creation with partners.

• Future Initiatives

With respect to the possible future impact of climate change on DOCOMO derived from our scenario analysis, we found that such impacts were generally being addressed through DOCOMO's ongoing initiatives and preparations for achieving the "Declaration beyond" Medium-Term Strategy to 2020 and the "DOCOMO Group's Environmental Targets—Green Action Plan 2030." Looking ahead, we will expand our analysis to incorporate the financial impact based on the results of the scenario analysis.

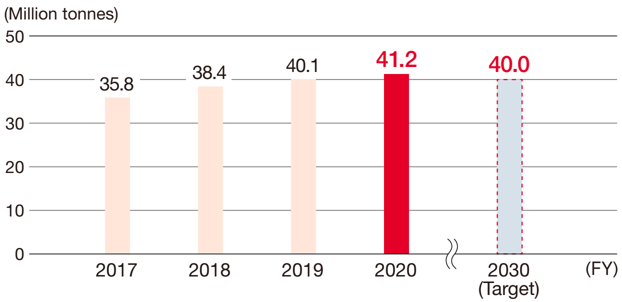
Metrics and Targets

Disclosures on our targets and results for managing climaterelated risks and opportunities are as follows. Please refer to page P. 058 for actual data on GHG emissions.

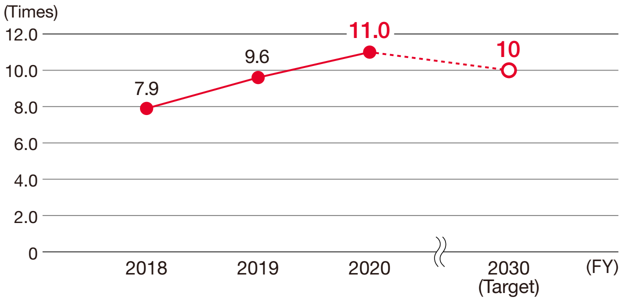
FY2030 Targets (Green Action Plan 2030)

- **Amount of contribution to the reduction of CO_2 emissions across society:**
  40 million tonnes or more
- **Electrical efficiency of telecommunications services**
  10 times or more (compared to FY2013 level)

Amount of Contribution to the Reduction of CO_2 Emissions across Society



Electrical Efficiency of Telecommunications Services (compared to FY2013)



NTT DOCOMO Group Greenhouse Gas Emission Reduction Targets

- **Scope 1*1 and Scope 2*2**
  50% reduction by FY2030 from FY2018 (1.5°C target*4)
- **Scope 3*3**
  14% reduction by FY2030 from FY2019

*1 Emissions from in-house fuel use
*2 Emissions associated with the generation of electricity purchased by the Company
*3 Indirect emissions other than Scopes 1 and 2 (emissions in the supply chain related to business activities)
*4 Science-based targets for reducing greenhouse gas emissions to limit pre-industrial temperature increases to 1.5°C

Creation of a Decarbonized Future

Basic Policy

Reducing CO_2 and other greenhouse gas emissions, which are known causes of global warming, is an important 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 CO_2 emissions.

The DOCOMO Group will contribute to reducing the CO_2 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.

Initiatives Toward Realizing a Decarbonized Future

• 100% EV Conversion of Company Owned Vehicles

Following NTT's decision 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 a company that aspires to create a sustainable society by integrating business operations and ESG promotion, we have already set up EV stations in 45 node buildings (facilities with the primary purpose of housing telecommunications equipment) as of May 2021. Going forward, we will create an environment that encourages and expands the use of EVs by deploying public charging stations in node buildings and docomo Shops throughout Japan.

*A global initiative promoting the use of electric vehicles by companies as well as other environmental actions.

• 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.

SCIENCE
BASED
TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

NTT DOCOMO Group 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)
Scope3	14% reduction by fiscal 2030 from fiscal 2019

To achieve the SBTi-validated target for reducing greenhouse gas emissions, DOCOMO will act to widely use renewable energy, reduce greenhouse gas emissions throughout its supply chain, and utilize ICT technology for decarbonization.

• Building Green Base Stations

About 70% of the electricity that DOCOMO consumes is used at base stations nationwide. Therefore, to reduce CO_2 emissions generated by electricity consumption at base stations, we are upgrading to next-generation green base stations by installing solar panels and high-capacity rechargeable batteries at our existing base stations. As of March 2020, we had 265 green base stations in operation. Electricity generated by solar panels is used to supply the equipment, and lithium-ion batteries store surplus generated electricity in preparation for a possible power disruption.

▶ Total electricity output as of the end of March, 2021

2,000 kW

• Installing Fuel Cells in Green Base Stations

In fiscal 2020, we installed fuel cells in base stations in Shikoku that had formerly operated solar panels only.

Fuel cells produce electricity through the chemical reaction of hydrogen and oxygen. This battery is environmentally sound because it emits very few pollutants as it produces electricity. This option enables base stations to operate continuously for up to 11 days, even when solar power generation is hindered by a lack of sunlight or a breakdown caused by a disaster. Moreover, combining solar power generation and fuel cells will facilitate the provision of environmentally sound and stable service.

Fuel cell installed at the Nomura Ohnogahara Green Base Station in Ehime Prefecture

• Environmental Solution Label

The NTT Group is implementing Environmental Solution Label that is a labeling system for environmental solutions toward developing better communication with customers by quantifying the effects of CO_2 reductions achieved through the use of ICT services. The criterion for obtaining certification is to demonstrate that the ICT service results in more than a 15% reduction of CO_2 emissions compared to when the service is not used. DOCOMO has obtained the Environmental Solution Label for its LTE service, docomo LoRa® solution, and docomo sky Cloud.

Certified Solutions	CO_2 Reduction Effect
▶ LTE service	98.9 % reduction
▶ LoRa® Solutions	35.6 % reduction
▶ docomo sky Cloud	37.1 % reduction

We will continue to provide customers with a convenient and comfortable communications environment and various ICT-based solution services while also seeking to help reduce environmental impact for all of society.

ECO

Case Environmental Solution Label: Reducing Environmental Impact with docomo sky Cloud

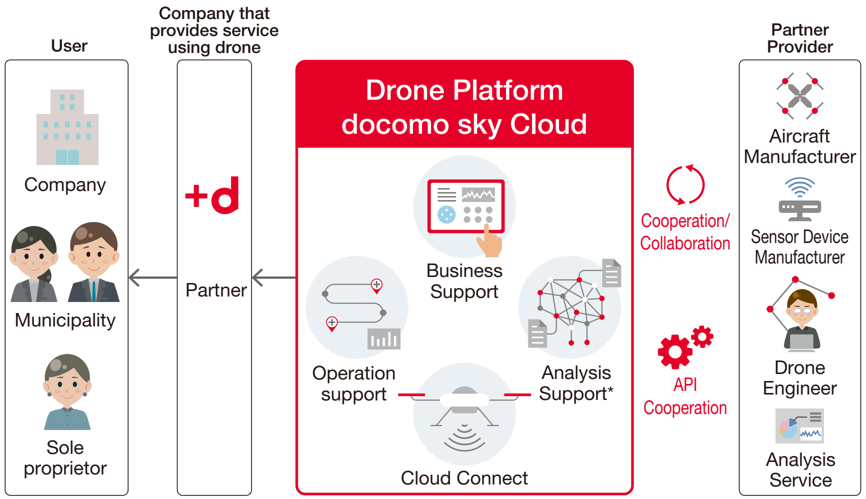
The web platform service docomo sky Cloud can centrally manage work related to drone operation by implementing four functions: cloud connect, operation support, business support, and analysis support (scheduled for implementation). How the platform works depends on what it is used for. For example, users enjoy the following advantages during steel tower inspections.

- Aerial photography with a drone eliminates the need for high altitude work (visual checks and photography), for safe inspections with lower workload.
- The use of a flight support app allows for easy drone operation (semi-automatic flight) and shooting without a specialized pilot.
- Uploading images to docomo sky Cloud via the Internet enables easy confirmation and sharing among workers.
- The application of AI analysis allows for easy and highly accurate inspections.

The above functions facilitate uniform inspection results no matter who carries out the inspection.

The evaluation results of 140 annual tower inspections revealed that the use of docomo sky Cloud decreases CO_2 emissions by 37% annually, compared to conventional methods, as a result of more efficient image shooting, a reduction in the annual number of trips made due to an increased number of towers that can be inspected each day, and reduced working hours required for image inspection.

Overview of the docomo sky Cloud Service


User
Company
Municipality
Sole proprietor
Company that provides service using drone
+d
Partner
Drone Platform docomo sky Cloud
Business Support
Operation support
Analysis Support*
Cloud Connect
Cooperation/ Collaboration
API Cooperation
Partner Provider
Aircraft Manufacturer
Sensor Device Manufacturer
Drone Engineer
Analysis Service

*To be implemented

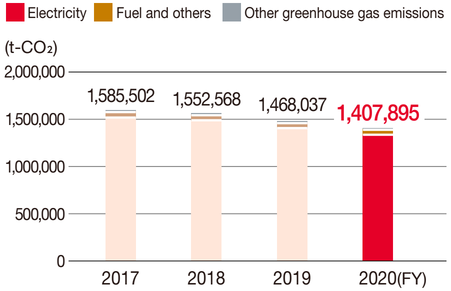
Identifying Environmental Impacts

Greenhouse Gas Emissions for the Entire Supply Chain (FY2020)

Scope	Category (Scope 3)	Method of Calculation	Emissions (t-CO₂)	Ratio (%)
Scope 1	Direct emissions		53,023	1.1
Scope 2	Indirect emissions		1,354,871	27.6
Scope 3	Other indirect emissions		3,495,128	71.3
	1. Purchased goods and services	Calculated by multiplying the purchase amount by suppliers by the emissions intensity of each supplier (calculated using figures disclosed by each company) or the emissions intensity applicable to purchases	1,539,641	31.4
	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	1,508,351	30.8
	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 purchase by their respective emissions intensity	182,364	3.7
	4. Upstream transportation and distribution	Calculated by multiplying the shipping fee charged to the sales base by the emissions intensity of transportation	12,533	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	781	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	2,194	0.0
	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	2,757	0.1
	8. Upstream leased assets	(Calculation not applicable)	–	0.0
	9. Downstream transportation and distribution	(Calculated by inclusion in upstream transport under Category 4)	–	0.0
	10. Processing of sold products	(Calculation not applicable)	–	0.0
	11. Use of sold products	Calculated by multiplying the number of mobile phones sold by the emissions intensity per line	166,175	3.4
	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	68	0.0
	13. Downstream leased assets	(Calculation not applicable)	–	0.0
	14. Franchises	Calculated by multiplying the total floor area of docomo Shops by the emissions intensity per floor area	80,264	1.6
	15. Investments	(Calculation not applicable)	–	0.0
Total			4,903,022	100

Change in Calculation Method for Categories 1 and 2
In fiscal 2019, Categories 1 and 2 were calculated using emissions intensity determined by the Ministry of Environment. In order to reflect supplier reduction efforts in fiscal 2020, we calculated emissions intensity for some suppliers using the figures they disclosed.

Greenhouse Gas Emissions



(t-CO₂)

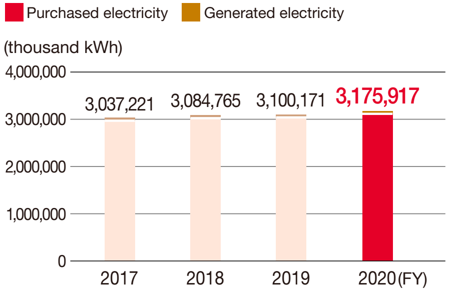
	FY2017	FY2018	FY2019	FY2020
Electricity	1,518,377	1,489,503	1,406,483	1,348,761
Telecommunications facilities	1,455,415	1,428,561	1,345,220	1,291,127
Fuel and others	64,947	61,052	59,585	57,242
Other greenhouse gas emissions	2,178	2,011	1,969	1,892
Total	1,585,502	1,552,568	1,468,037	1,407,895

Note: Electricity figures are calculated with conversion coefficients provided by the power companies.

Fuel and Heat Use

	Unit	FY2017	FY2018	FY2019	FY2020
Gas	thousand m^3	23,602	21,652	21,427	20,924
Heavy oil	kℓ	79	64	75	85
Diesel oil	kℓ	142	157	160	143
Gasoline (automobile)	kℓ	1,280	1,199	1,032	728
Heat	GJ	109,838	120,746	112,702	107,198

Electricity Consumption



(thousand kWh)

	FY2017	FY2018	FY2019	FY2020
Purchased	2,969,695	3,023,296	3,039,518	3,113,987
Telecommunications facilities	2,833,699	2,891,167	2,905,940	2,984,038
Generated	67,526	61,469	60,653	61,930
Solar and wind power	779	1,066	1,299	1,288
Total	3,037,221	3,084,765	3,100,171	3,175,917

Renewable Energy Consumption

	Unit	FY2020
Electricity consumption	thousand kWh	3,175,917
Power sourced from renewable energy	thousand kWh	71,126
Purchased	thousand kWh	69,838
Generated (solar and wind power)	thousand kWh	1,288
Renewable energy consumption (% of total energy consumption)	%	2.2

Formation of a Sustainable Society

Basic Philosophy

While our high turnover "consume and dispose society" based on mass production, consumption, and disposal has brought us a rich and convenient lifestyle, it has also raised serious issues, such as the creation of massive volumes of waste, illegal dumping, and the depletion of natural resources.

Addressing these issues requires a review of corporate management as well as social and economic systems in order to shift to a sustainable society capable of managing resources.

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.

Reducing Waste and Promoting Recycling

• Proactive Waste Reduction, Reuse, and Recycling

DOCOMO uses a substantial amount of 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 resources and using them efficiently. When waste is generated despite these efforts, we do our best to reuse or recycle it, with the goal of drawing near to 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.

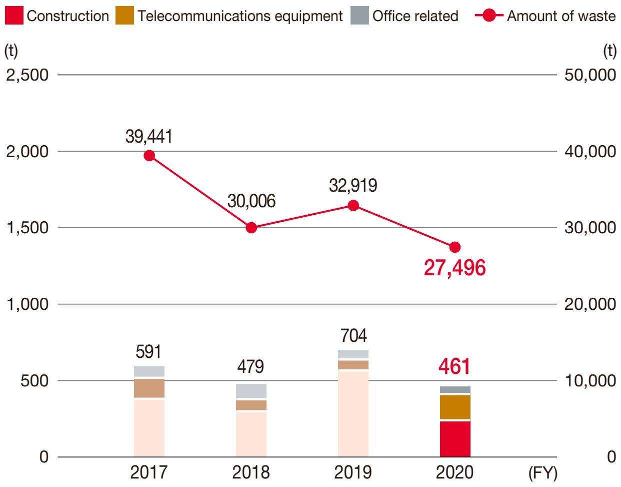
Additionally, our Green Design Guidelines for Buildings are put into practice when constructing or upgrading telecommunications facilities and buildings. We actively use recycled materials and materials capable of being recycled or reused.

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

In fiscal 2020, while the total volume of waste generated decreased from the year before, the level of final waste disposal increased for telecommunications equipment due to the abolition and reconstruction of base stations.

• Proactive Waste Reduction, and Reused or Recycled Volume

Amount of Waste and Final Waste Disposal

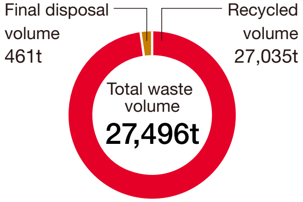


(tonnes)

	FY2017	FY2018	FY2019	FY2020
Amount of waste	39,441	30,006	32,919	27,496
Office related	6,027	6,523	5,584	5,061
Telecommunications equipment	18,194	15,917	17,381	13,430
Construction	15,220	7,565	9,954	9,005
Final waste disposal	591	479	704	461
Office related	70	101	63	48
Telecommunications equipment	137	79	72	172
Construction	384	299	570	240
Final disposal rate (%)	1.5	1.6	2.1	1.7

Recycled Containers and Packaging (Volume Reported in Fiscal 2020)
- Plastic containers: 316 t
- Paper bags: 1,162 t

Total Volume of Recycled Waste of the DOCOMO Group (FY2020)



Main Types of Waste
- Fiber-optic cables
- Conversion devices
- Power generators
- Scrap metal
- Concrete poles

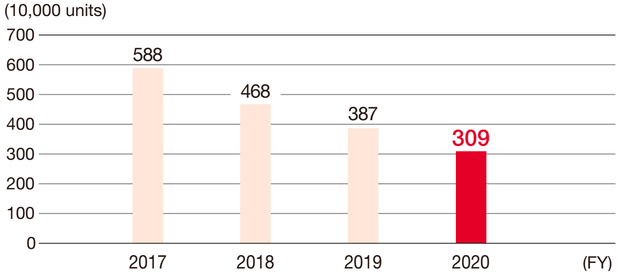
• Mobile Phone Recycling for the Effective Use of Valuable Resources

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 addressed collecting and recycling used mobile phones since 1998.

In 2001, we partnered with the Telecommunications Carriers Association, a trade organization of telecommunications carriers, and built the Mobile Recycle Network, which collects and recycles mobile phones mainly at docomo Shops, regardless of the original provider. In fiscal 2020, we collected roughly 3.09 million phones and have now collected a cumulative total of about 118.32 million phones.

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

Used Mobile Phone Collection (by Fiscal Year and Figures)



Statistics (FY2020)	Principal Resources Recycled (FY2020)
· Mobile phones: 3.09 million	· Copper: 23,873 kg
· Batteries: 1.98 million	· Gold: 32 kg
· Chargers: 0.65 million	· Silver: 112 kg
	· Palladium: 1 kg

• 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 reduction target for final waste disposal (fiscal 2030 target: final waste disposal ratio of 1% or below). We are working to recycle containers and packaging delivered to customers in accordance with the law and in collaboration with the Japan Containers and Packaging Recycling Association. The Telecommunications Carriers Association (TCA), which represents the industry in Japan, is also considering setting a target for plastics. Looking ahead, DOCOMO will continue to pursue its initiatives with an eye on such external developments.

• Replacing Paper Bag Material with "Plastic-free"

Over the past years, the bags used at docomo Shops had their surfaces laminated with a plastic material, but they have been renewed for the first time in 12 years and replaced with bags made of 100% recycled paper or, in other words, containing no plastic. In addition, environmentally friendly water-based ink is used to reduce environmental impact.

Renewed docomo paper bags

Reducing Paper Resources

• Reducing Paper Consumption with Electronic Bills and Statements

In our e-billing service, customers paying their monthly mobile phone usage charges via bank transfer or credit card can view their monthly bill on their smartphone or a personal computer instead of receiving monthly bank transfer and account statements through a postal service. We have made e-billing the standard mode of providing information on monthly usage charges to customers starting in February 2015, covering mobile phone use for January.

As of the end of fiscal 2020, subscriptions to the service were approximately 22 million. In terms of A4-size paper, our e-billing service has saved around 530 million sheets of paper in a year.

• Web Statement Service (dCARD Credit Service)

DOCOMO provides the Web Statement Service to let customers view their dCARD credit service usage statements via the Internet. Since the February 2015 billing statement, the service has been offered as the standard means for delivering monthly statements and has been widely used by almost all of our customers.

• Reducing Paper for User Manuals with Digitization and Thinner Copies

Beginning in fiscal 2011, user manuals for all new Android smartphone and tablet device models have been provided in digital form accessible as an application (e-manuals) on these products. We will continue to promote the use of digital media for user manuals and optimize the content of the paper-based manuals to reduce paper consumption further.

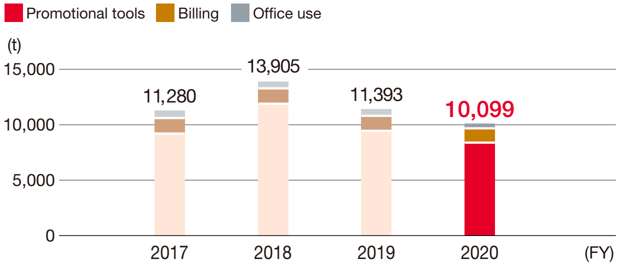
• Environmental Approaches Taken at Offices and Shops

DOCOMO is working to reduce paper usage and boost waste recycling rates at its offices and shops.

In fiscal 2020, we visually communicated monthly paper usage per person in each division and branch to promote greater employee awareness of the need to reduce paper usage. As a result, the monthly average amount of office paper used per employee declined by 28.5% compared to the previous fiscal year. Additional measures such as the promotion of paperless meetings by using the internal web conferencing system, personal computers, tablets, and other devices will be pursued to further reduce paper usage.

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 by 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 usage. In fiscal 2020, we made efforts to reduce our paper usage by reviewing promotional tools to reduce the number of pages and completed installing digital signage in docomo Shops throughout Japan.

Paper Usage



(tonnes)

	FY2017	FY2018	FY2019	FY2020
Office use	672	619	591	422
Billing	1,402	1,381	1,357	1,289
Promotional tools	9,206	11,905	9,446	8,388
Total	11,280	13,905	11,393	10,099

Reducing Water Consumption

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

Water Consumption

(thousand m^3)

	FY2017	FY2018	FY2019	FY2020
Total consumption	1,508	1,486	1,474	1,149
Tap water	1,408	1,398	1,384	1,082
Recycled wastewater	100	88	90	67

Reducing Water Consumption in Eco-Friendly Facilities

DOCOMO has been reducing the environmental impacts associated with water consumption in its facilities in line with the NTT Group Green Design Guideline for Buildings. The guideline provides basic building design considerations aimed at protecting the global environment in terms of construction and operation with the goal of reducing impacts 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 impacts, such as controlling water consumption and recycling rainwater. Beginning with its own facilities, DOOMO is striving to reduce water consumption to ensure the overall well-being of the environment.

• Rainwater Harvesting

By reducing the volume of water instantaneously discharged at times of heavy rain through rainwater collection and storage, we strive to relieve the environmental impact on local areas subject to seasonal downpours and also reduce the impact on sewerage systems.

• Recycled Water Facility

We collect wastewater from toilets and kitchens in an underground water tank, filter it for recycling, and reuse it for flushing toilets. In addition, we recycle some of the harvested rainwater, mentioned above, through our recycled water facility to further reduce environmental impact.

• Water Conservation Appliances

We use water conservation appliances for plumbing fixtures and toilet-noise maskers to reduce the frequency of flushing.

Preservation of Biodiversity

Basic Philosophy

As the basic policy toward preservation of biodiversity, DOCOMO will promote initiatives to preserve biodiversity for future generations by understanding how our business activities are related to biodiversity. Specifically, we will promote activities to preserve biodiversity while striving to pursue initiatives in collaboration with stakeholders.

Forest Maintenance Activities in All docomo Woods

DOCOMO is involved in the docomo Woods program to plant and improve forests throughout Japan. It 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, as well as corporate forestry support programs*3. In fiscal 2020, we carried out forest maintenance activities 11 times with 57 people participating; however, in July they were cancelled due to the COVID-19 pandemic.

Forest Maintenance Activities in docomo Woods	FY2017	FY2018	FY2019	FY2020
Activities held	38	47	43	11
Participants	1,470	1,720	1,314	57

The nature conservation program docomo Woods aims to raise awareness of environmental conservation and volunteerism. It provides opportunities for employees and their family members to experience nature and participate in various forest maintenance activities such as clearing underbrush and cutting limbs. As of the end of March 2021, docomo Woods have been established in 49 locations in all 47 prefectures and cover roughly 210 hectares, which corresponds to an area of approximately 161 baseball fields (each with an area of 1.3 hectares). In addition, land rich in nature can filter rainwater naturally and produces clean groundwater. To pass on this beautiful nature to the next generation, we intend to continue the program so as to contribute to the protection of the natural environment and biodiversity preservation.

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*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.

Experiential learning during tree planting activities at the docomo Kamuishiri Woods (in Hokkaido)

Tree planting in the DOCOMO Gunma Forest (in Gunma)

TOPICS

Initiatives for Biodiversity Preservation and Restoration

Initiatives in Amami and Okinawa

DOCOMO and other companies and organizations cooperatively founded the Consortium for the Promotion of World Natural Heritage in Okinawa in May 2019, followed by the foundation in Amami in August 2019. The purpose of the consortium is to preserve the environment and develop communities in World Natural Heritage candidate sites and other regions on the Amami Islands and in Okinawa Prefecture. Three companies including Japan Airlines Co., Ltd., Japan Air Commuter Co., Ltd., and NTT DOCOMO Inc., and four companies including Japan Transocean Air Co., Ltd., the Okinawa Regional Office of Japan Post Co., Ltd., NTT DOCOMO Inc., and NPO Dobutsutachi no Byoin Okinawa (Hospital for Animals Okinawa), engaged in the establishment in Amami and Okinawa, respectively.

The consortium seeks to build momentum for the World Natural Heritage campaign by engaging in promotional activities and addressing a variety of problems such as protecting rare species and the natural environment as well as poaching and smuggling. Participating companies also provide maximum support to research projects and local government efforts. In addition to local companies, municipalities and a university supported the activities. The consortium seeks to contribute to the region and develop communities through the effective preservation of rare species and the natural environment, toward selection as a World Natural Heritage site and the establishment of a circular model that facilitates environmental preservation and regional development.

In July 2021, the decision was made by UNESCO on the inscription of Amami-Oshima, Tokunoshima, Northern Okinawa Island, and Iriomote Island on the World Natural Heritage List. To share the announcement, an online event was held using DOCOMO’s 5G/LTE network and live distribution cloud service. Both the Kagoshima and Okinawa Prefectural offices connected to the heritage sites online, allowing people to overcome the barrier of physical distance as they celebrated the announcement. The show was also broadcasted live to the residents of the two prefectures.

Major Activities

Identifying rare species in Okinawa Prefecture using DOCOMO’s AI image recognition engine to assist in preventing poaching and smuggling

沖縄の海のまっ白な真実。
docomo

The Pure White Truth, DOCOMO’s newspaper advertisement showing coral bleaching in the Okinawa sea, to raise awareness of environmental preservation

Initiatives in Ichihara City

DOCOMO entered into a partnership agreement for forestry with Ichihara City in Chiba Prefecture in May 2021. Under the agreement, DOCOMO will deploy ICT to help realize active forestry and contribute to national resilience and prevent global warming through appropriate forest conservation and maintenance while also contributing to achieving the SDGs. Chiba Prefecture positions the collaboration with the Company as a deployment of ICT for facilitating forest management and increasing the efficiency of forestry and projects to investigate the volume of forest resources and confirm forest boundaries with the use of drone technology as one of the advanced initiatives.

Forests owned by Ichihara City, which account for approximately 35% of the city’s area, are an important resource in supporting the ecosystem service. Meanwhile, the aging of forest owners and shortage of workers in the industry as well as weak lumber prices are leading to forest degradation that must be addressed. DOCOMO will promote DX leveraging its 5G and IoT and contribute to increasing the efficiency of forestry as appropriate means for conserving and maintaining forests.

We will collaborate on:

1. **Matters regarding advancing and increasing the efficiency of forestry using ICT**
   Use of drones to investigate forest resources and confirm forest boundaries
2. **Matters regarding the development of forestry**
   Develop workers for smart forestry
3. **Matters regarding the promotion of forest maintenance**
   Conserve forests using technologies indicated in 1
4. **Other matters expected to contribute to sustainable forest management**

Innovation and 5G

DOCOMO's R&D has been leading the mobile scenes not only in Japan but the world over and has continuously created new technologies and new services. We strive each day in our R&D toward sustainable growth in the 2030s by providing new value for customers and solving serious social issues.

065 Promoting R&D and Innovation
069 Promoting Open Innovation
076 Promoting Process Innovation (Top Gun)
077 Awards for Innovation

Promoting R&D and Innovation

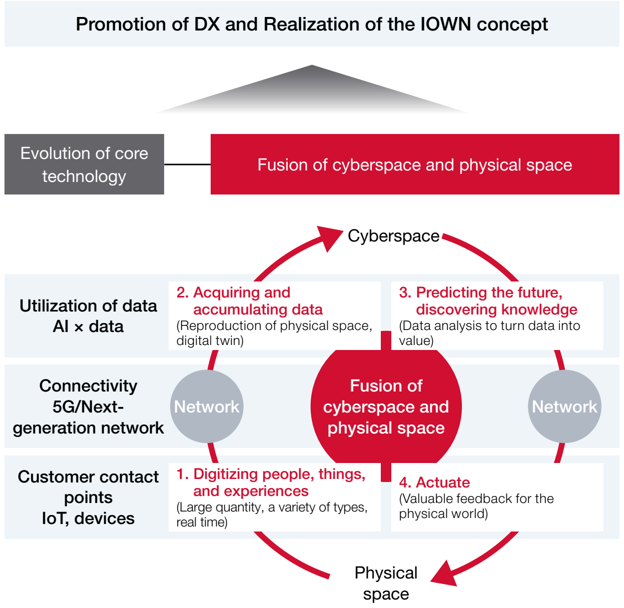
Basic Policies and Philosophy

Innovation in industry and technology, known as the fourth industrial revolution, continues apace around the world, particularly in the realms of the Internet of Things (IoT), Big Data, artificial intelligence (AI) and robotics, leading to the generation of new economic value. Meanwhile, many social issues have emerged, including the declining birth rate and the aging population, as well as dealing with the new normal. In this social environment, DOCOMO R&D is working to promote DX and realize the IOWN concept by fusing cyberspace and physical space, where humans, things, and experiences in the physical world are digitalized, the future is predicted and the real world is optimized. Through this approach, we are able to create value such as providing new experiences, higher efficiency, optimization, improved productivity, and safety and security. Specifically, DOCOMO is researching and developing as follows.

1. AI that connects a variety of data, predicts the future and discovers knowledge
2. 5G and 6G, which connects everyone and everything everywhere
3. IoT and devices that gather information and provide a 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 solving social issues and providing new value for customers and our partner companies.

NTT DOCOMO R&D's Approach


Promotion of DX and Realization of the IOWN concept
Evolution of core technology
Fusion of cyberspace and physical space
Cyberspace
Utilization of data
AI × data
2. Acquiring and accumulating data
(Reproduction of physical space, digital twin)
3. Predicting the future, discovering knowledge
(Data analysis to turn data into value)
Connectivity
5G/Next-generation network
Network
Fusion of cyberspace and physical space
Network
Customer contact points
IoT, devices
1. Digitizing people, things, and experiences
(Large quantity, a variety of types, real time)
4. Actuate
(Valuable feedback for the physical world)
Physical space

R&D System

DOCOMO conducts R&D on mobile communication systems and new products and services primarily at the Yokosuka Research Park. The R&D Division leads our efforts, while the R&D Strategy Department is responsible for overall supervision. As part of our ongoing R&D activities and to further enhance the Group's devices, networks and services, each R&D division collaborates with other divisions. We also jointly develop technologies for devices and networks with major manufacturers. As for 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 publicize the results of our R&D efforts, such as new technologies, by making strategic announcements to the media and in other ways.

In response to global technological innovations, 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. Along with DOCOMO Innovations, Inc. and the Silicon Valley branch of NTT DOCOMO Ventures, Inc., we also collaborate with and invest in startup ventures in North America, with the objective of investing in startups possessing advanced, innovative technologies that can be applied to mobile communications services.

R&D Innovation Division

- **R&D Strategy Department**
  - **Global Business Alliance Office**[*1]

  Common planning and management related to R&D and technological innovation, global technology alliances and technical publications
- **Innovation Management Department**

  Business creation, strategic investment and corporate collaboration related to technological innovation
- **X-Tech Development Department (formerly Research Laboratories)**

  R&D, installation support and technical support related to digital infrastructure
- **6G-IOWN Promotion Department**[*2] **(Former 6G Laboratories)**

  Method research, standardization and co-creation of use cases related to 5G evolution and 6G-IOWN wireless technology and network systems
- **Communication Device Development Department**

  Development, installation support and technical support for terminal devices and applications
- **Service Innovation Department**

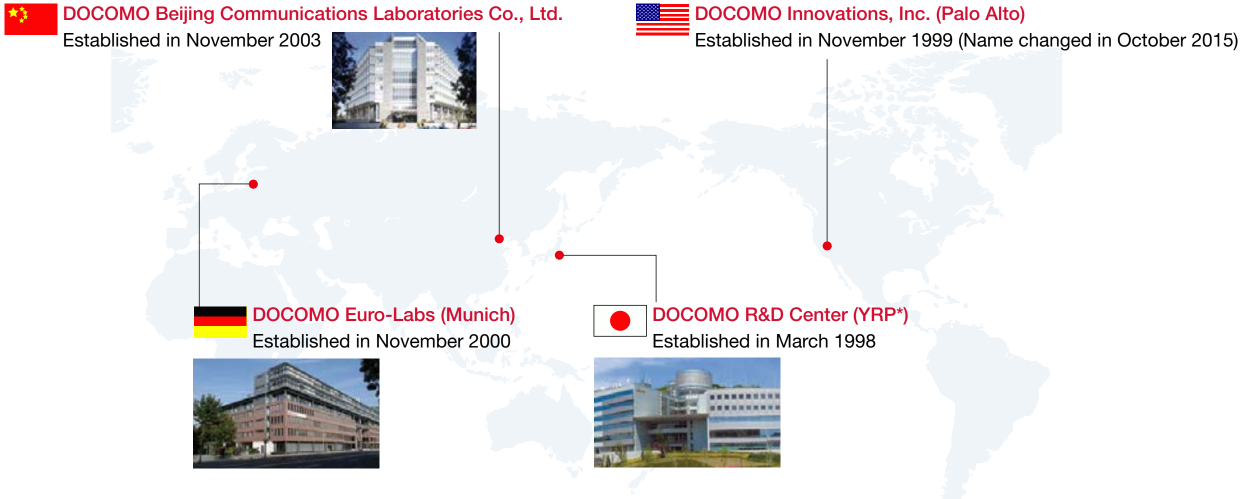
  Development, operation, maintenance and technical support for methods and cloud systems related to new services and solutions
- **Core Network Development Department**

  Development, installation support and technical support for core network systems
- **Radio Access Network Development Department**

  Development, installation support and technical support for wireless network systems
- **R&D General Affairs Department**

  General affairs, accounting, technology information management and technical publications for the R&D Division

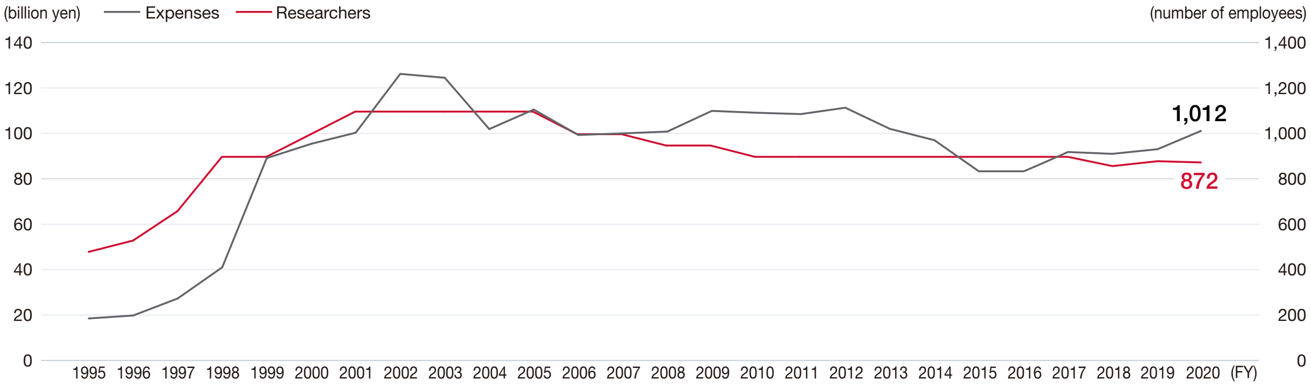
*1 Established in July 2021
*2 Reorganized in July 2021


DOCOMO Beijing Communications Laboratories Co., Ltd.
Established in November 2003
DOCOMO Innovations, Inc. (Palo Alto)
Established in November 1999 (Name changed in October 2015)
DOCOMO Euro-Labs (Munich)
Established in November 2000
DOCOMO R&D Center (YRP*)
Established in March 1998

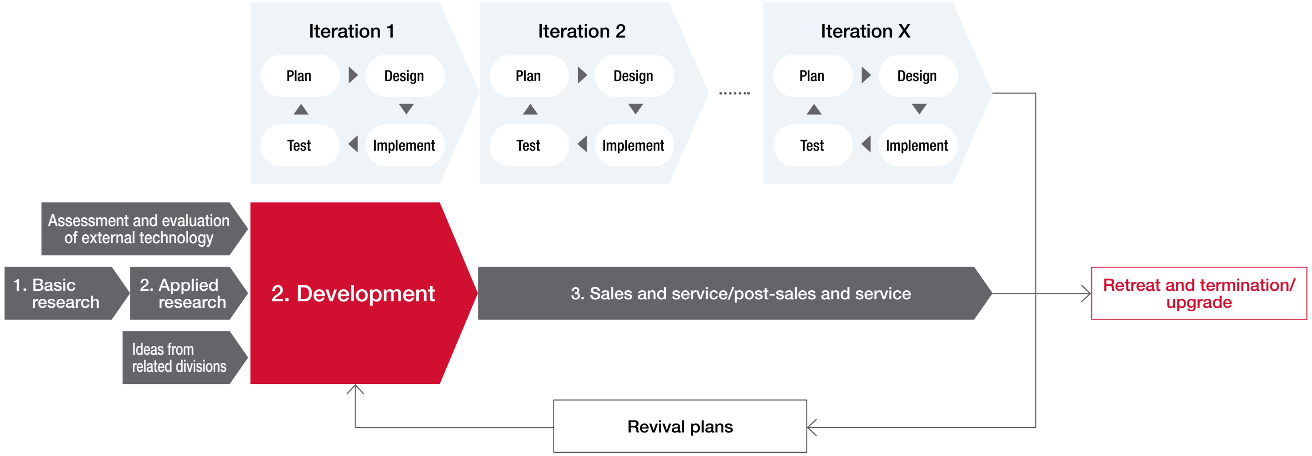
*Yokosuka Research Park

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 for research and development and have spent around 80 billion to 100 billion yen annually from the year 2000. We continue to lead in the global mobile communications business and provide innovations that serve as the backbone of sustainable development.



Innovation Chain



1. Basic Research

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 maintain close cooperation in their research to ensure that DOCOMO’s business activities benefit from technological achievements made through these efforts. As an example of how we have applied such technological achievements, 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. This has led to the creation of various new services in recent years.

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 therefore contributing to the establishment of global standards and leading the industry in ecosystem-related efforts by conducting PoC (Proof of Concept) experiments with major manufacturers. Even as we play a role in the advancement of this industry, we also ensure that we enjoy competitive advantages in developing our own businesses. Furthermore, the Core Network Development Department and the Radio Access Network Development Department are heading up our involvement in joint development with major manufacturers to provide equipment and systems with internationally recognized functions.

As for services, service ideas 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 innovations, extending strategic investments and bolstering collaboration with other companies.

The Service Innovation Department develops element technologies and systems related to the creation of new services and strives to create new offerings by establishing an agile development system to promptly respond to market needs. The X-Tech Development Department works closely with the business divisions to develop a technological platform that meets the business.

As we create services, we accelerate the pace of introducing them 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. Furthermore, we are striving to further expand into new markets for services based on DOCOMO technologies.

3. Sales and Service and Post-sales and Service

Relevant 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.

Following the launch of sales and services, each business promotion division regularly monitors the situation of services and formulates revival plans for services that appear unlikely to meet their initial targets.

Promoting the Creation of Innovation

To accelerate the development of services that help address social issues, we create innovation by starting small. As the challenges faced by society and customers become more diversified and complex and as business competition intensifies, it has also become increasingly important to discover underlying issues and needs by studying the frontline of our business, and quickly develop solutions and make a business profitable. Adopting 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 In-House Venture System of the DOCOMO Group 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 ideas that 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 provide synergies and impact for DOCOMO Group businesses.

New Business Creation Programs

To promote innovation within the Company, DOCOMO takes on challenges to create new businesses such as the launch and provision of new services through the implementation of the 39works program, which is centered on R&D employees, and the docomo LAUNCH CHALLENGE program, a new business proposal program to which all DOCOMO Group employees can apply.

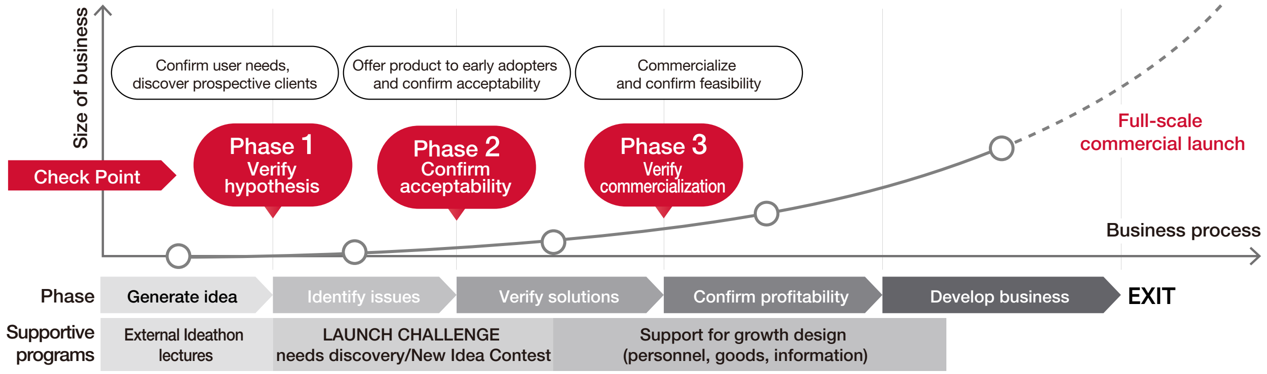
• 39works

Based on an open innovation strategy that leverages diverse relationships with external entities, the 39works program organizes joint projects with external partners and together implements the entire process from planning and development to operations and maintenance. The program aims for a quick start of small businesses and nurturing them by repeating improvements of their service quality in accordance with market and social response through a high-speed PDCA approach. We developed three new services and started to provide two in fiscal 2020.

• docomo LAUNCH CHALLENGE

docomo LAUNCH CHALLENGE is an initiative for commercializing new business ideas with advice from a diverse group of mentors, each representing specialized areas of strength, such as entrepreneurs and designers, based on the insight gained from 39works. All employees of the DOCOMO Group can apply. Each idea goes through a stage of considering which issues could be resolved by the business, verifying the real need, and determining the optimal solution while also reconfirming against feedback from the markets at every step. The ultimate goal is to encourage every employee to rise to the challenge of creating businesses that will have an impact on society and generate new revenue flow for DOCOMO. In fiscal 2020, there were 161 applications, and verification is underway toward commercializing some of these projects.

Process of 39works


Size of business
Confirm user needs, discover prospective clients
Offer product to early adopters and confirm acceptability
Commercialize and confirm feasibility
Check Point
Phase 1 Verify hypothesis
Phase 2 Confirm acceptability
Phase 3 Verify commercialization
Full-scale commercial launch
Business process
Phase
Generate idea
Identify issues
Verify solutions
Confirm profitability
Develop business
EXIT
Supportive programs
External Ideathon lectures
LAUNCH CHALLENGE needs discovery/New Idea Contest
Support for growth design (personnel, goods, information)

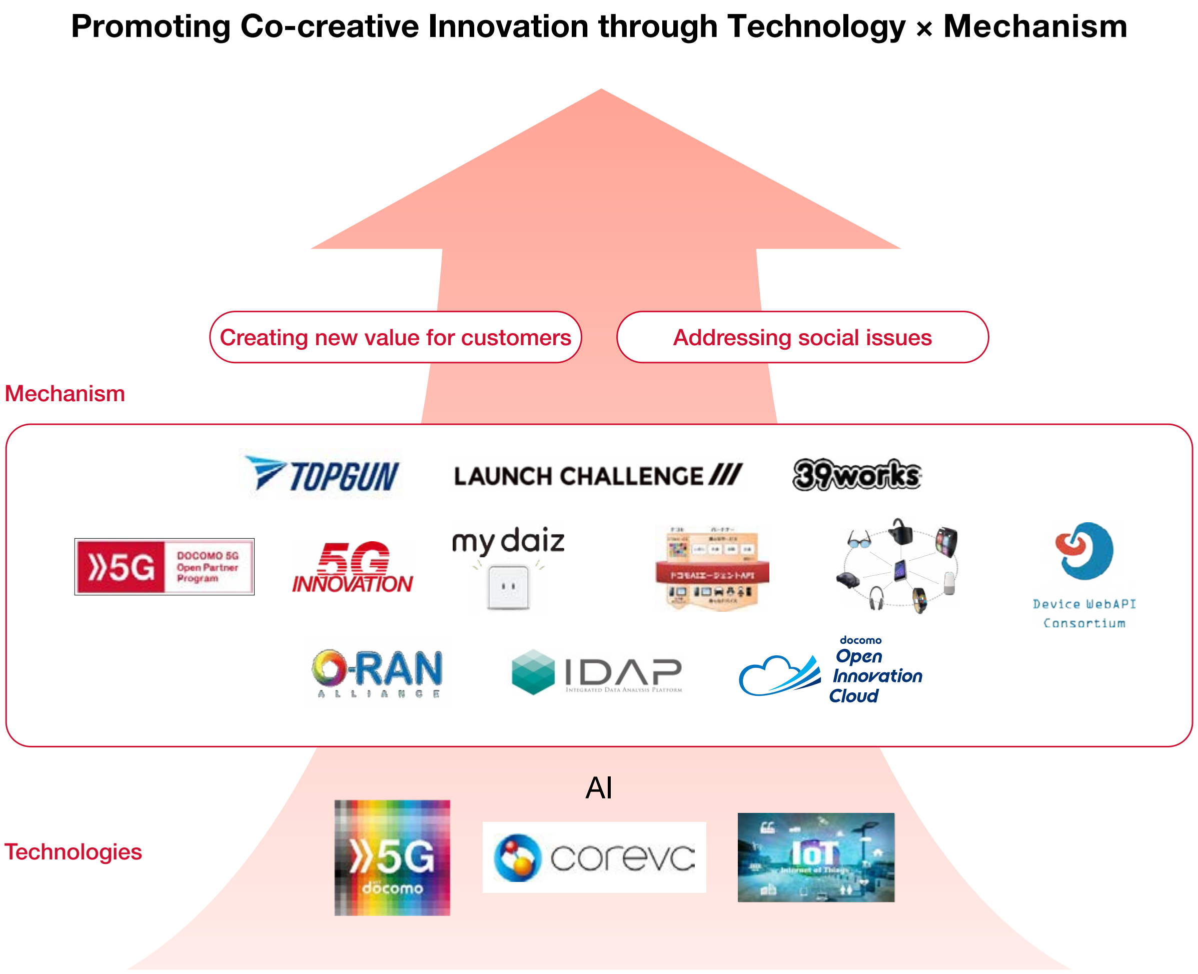
Promoting Open Innovation

DOCOMO is seeking to make the transition from a conventional mobile communications company to a Value Co-Creation Company. DOCOMO 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 co-creation of new social values.

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 through the +d process 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. 068, in which we nurture an idea from zero by conducting verification and commercialization with our business partners, and Top Gun P. 076, 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, will drive the development of new applications with a broad range of partners so that customers will be able to enjoy 5G services from the start of the 5G era.

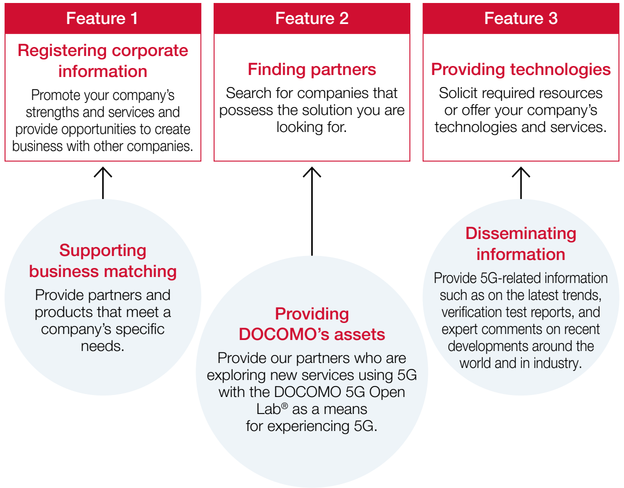
Mechanism for Promoting Co-creative Innovation


Promoting Co-creative Innovation through Technology × Mechanism
Creating new value for customers
Addressing social issues
Mechanism
TOPGUN
LAUNCH CHALLENGE ///
39works
5G DOCOMO 5G Open Partner Program
5G INNOVATION
my daiz
docomo Open Innovation Cloud
Device WebAPI Consortium
O-RAN ALLIANCE
IDAP
AI
Technologies
5G docomo
corevc
IoT

DOCOMO 5G Open Partner Program

As of September 2021, more than 4,500 partners have joined this program, which provides opportunities for co-creation through 5G. Furthermore, for those 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 also constructed the DOCOMO Open Innovation Cloud® 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.

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



Feature 1

Registering corporate information

Promote your company's strengths and services and provide opportunities to create business with other companies.

Feature 2

Finding partners

Search for companies that possess the solution you are looking for.

Feature 3

Providing technologies

Solicit required resources or offer your company's technologies and services.

Supporting business matching

Provide partners and products that meet a company's specific needs.

Providing DOCOMO's assets

Provide our partners who are exploring new services using 5G with the DOCOMO 5G Open Lab® as a means for experiencing 5G.

Disseminating information

Provide 5G-related information such as on the latest trends, verification test reports, and expert comments on recent developments around the world and in industry.

Under the DOCOMO 5G Open Partner Program®, we conduct online seminars to introduce 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.

• docomo 5G DX AWARDS

We have been holding docomo 5G DX AWARDS® since fiscal 2020. The competition invites companies to apply for technologies, products, and services that they possess under the themes of industry upgrading, workstyle reform, community development, education, and healthcare, and review the value of using 5G with awards given to winners.

In fiscal 2021, we selected 36 themes, 3 social issues for each of the 12 industries, and invited applications representing unique assets possessed by each company. Furthermore, we reviewed and awarded applications that offer valuable 5G services.

Co-creation with Ventures

Considering future social environments and industry trends, DOCOMO is supporting the growth of venture companies and promoting co-creation with them through investments via DOCOMO Ventures, Inc., a DOCOMO subsidiary, and incubation activities.

As for investment activities, we focus on the business domains stated in our "Declaration beyond" Medium-Term Strategy 2020 and are making strategic investments in anticipation of generating synergies with our business.

In terms of incubation activities, for the purpose of strengthening contact points with an entrepreneur, we have provided a coworking space and a close-following support such as incubation program. We have selected and supported 20 seed, or early-stage, startups. Moreover, we hold regular business seminars for startups and match our businesses with those of ventures, promote exchanges between our employees and entrepreneurs, and support young entrepreneurs.

One of these co-creative efforts is the expansion of a video viewing experience in the 5G era. The growing demand for the remote and casual sharing of highly realistic videos requires the development of an optimal system by integrating various aspects, such as content and devices. Therefore, it is vitally dependent on co-creating with business partners. We hope to forge a partnership that enables us to effectively solve customer problems by combining venture assets with our infrastructure.

For example, we launched a new video distribution solution for corporate customers in collaboration with a U.S. venture company possessing AVATOUR, a technology for creating three-dimensional images taken with a commercially available 360-degree camera, and we distribute them in real time via mobile terminals. A tour host can distribute live video with a 360-degree camera and smartphone app over a 5G line. Visitors are able to watch the distributed video from any viewing perspective using different devices. As the tour guide explains sightseeing spots while walking, customers freely watch a VR video and enjoy local scenes as if they are physically right there with the guide. We have enhanced solutions to expand viewing experiences by combining these new imaging technologies of the 5G era.

Co-Creation with External Partners

Through collaboration with partners in various areas, including local governments, companies, and research institutions, we will offer greater convenience for the daily lives of our customers and engage in initiatives aimed at revitalizing regional communities and resolving social issues. Specifically, we are pursuing +d initiatives in the areas of 5G, AI, and IoT.

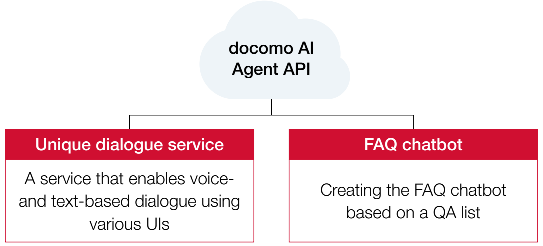
Initiatives Undertaken with Diverse Partners in Principal R&D Projects in Fiscal 2019 and Fiscal 2020 (Following Links Are Only Available in Japanese)

Technology	Project	Alliance Partner	Initiative
5G	Established a new company that plans and develops services utilizing XR technology	・Fukugo-Genjitsu-Seisakujo, INC.	Resolving the issues of the iron industry by commercializing XR technology through the planning, development, and provision of XR services that utilize XR technology and next-generation devices such as MR devices. Web **Established the new company Fukugo-Genjitsu-Seisakujo, INC., which plans and develops XR services**
	5G office solution (KOKUYO, docomo open innovation cloud)	・KOKUYO Co., Ltd.	DOCOMO Open Innovation Cloud® (Cloud Direct™) and ANYBODY ANYWHERE (tentative name), which was planned by KOKUYO and developed by Sony Business Solutions Corporation, are applications for strengthening team capabilities by offering the feeling of working next to your colleagues even when they are far away, through the use of 5G, and thereby reinforcing a sense of unity. Web **Launched a verification test for a 5G office solution to create a new working style for a new normal**
	Launch of AceReal® for docomo (support for remote operations)	・SUNCORPORATION	A service that remotely supports work on-site in real time, using 5G x AR smart glasses. Share the operator's view by displaying video transmitted from the camera mounted on AR smart glasses on a computer monitor in the office or at home. Web **Launched a remote work support solution "Ace Real Assist"**
	Creation of smart city and smart campus	・Kindai University	Promote an advanced ICT-based initiative for realizing a smart campus ahead of other Japanese universities, including such functions as receiving admission application via the Internet, issuance of student ID cards with VISA prepaid service, sales of textbooks on Amazon, issuance of various certificates at convenience stores, and going cashless on campus. Web **Kindai University, NTT, NTT docomo, NTT West, and NTT DATA concluded a comprehensive partnership agreement on the promotion of 5G (5th generation mobile communication system) and the creation of the Smart City and Smart Campus**
5G/XR/IoT/Drone	Creation of a socially connected campus	・The Ritsumeikan Trust	We intend to further invigorate Japanese education and regional co-creation by creating a learning environment that fuses cyberspace and physical space, utilizing expertise on technologies and digital marketing and creating the Socially Connected Campus desired by Ritsumeikan. Web **Ritsumeikan and DOCOMO concluded a partnership agreement on the creation of an ICT-based campus and development of academic research, education, and local community.**

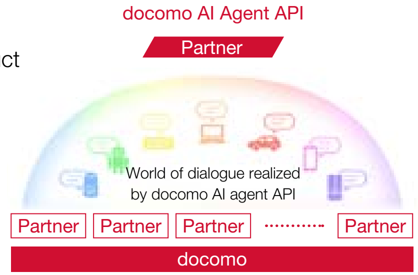
Commercial Provision of the docomo AI Agent API

DOCOMO has been providing the interactive AI service docomo AI Agent API for corporate customers, 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 the user. In addition, the interactive original agent created through this service incorporates voice recognition, natural language processing, and voice synthesis functions, enabling voice dialogue with the user.

Mechanism of the docomo AI Agent API


docomo AI Agent API
Unique dialogue service
A service that enables voice- and text-based dialogue using various UIs
FAQ chatbot
Creating the FAQ chatbot based on a QA list

Through this service, we provide the docomo AI Agent API Partner Program to promote new dialogue-based solutions in collaboration with partner companies and work to create dialogue services that provide new experiences for end users and forge win-win business relationships with partners. For example, the robot service for watching the elderly is a product specialized for the domain, including its purpose, which was only possible through collaboration.


docomo AI Agent API
Partner
World of dialogue realized by docomo AI agent API
Partner
Partner
Partner
Partner
docomo

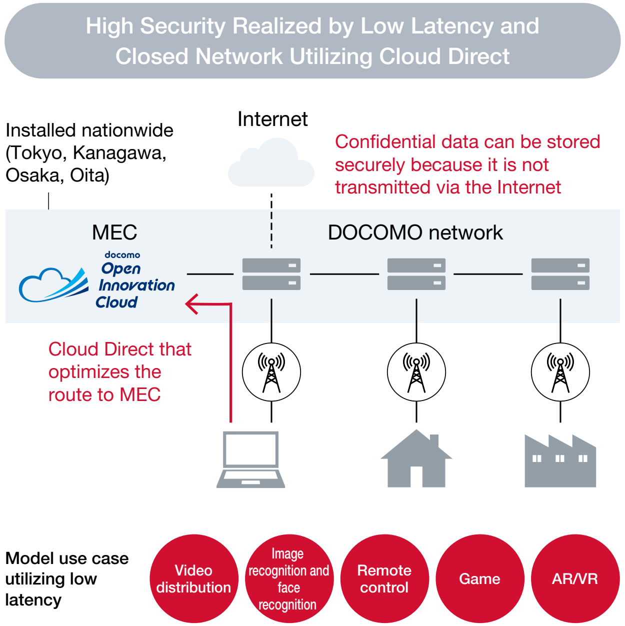
We will realize AI agents to familiarize users with the diverse services offered by partners through natural communication supported by AI to deliver benefits, satisfaction, and security for every customer.

Commercial Provision of docomo Open Innovation Cloud

We are providing docomo Open Innovation Cloud® (dOIC), a service using cloud computing facilities (cloud infrastructure) connected to DOCOMO's network that realizes low latency. Previously provided as docomo cloud infrastructure, it has been sequentially equipped with technologies such as the image recognition API* developed by DOCOMO and 11 solutions such as video transmission, VR and AR, provided by DOCOMO and its partners.

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

*Part of the image recognition technology constitutes AI corevo® of the NTT Group.


High Security Realized by Low Latency and Closed Network Utilizing Cloud Direct
Installed nationwide (Tokyo, Kanagawa, Osaka, Oita)
Internet
Confidential data can be stored securely because it is not transmitted via the Internet
MEC
DOCOMO network
docomo Open Innovation Cloud
Cloud Direct that optimizes the route to MEC
Model use case utilizing low latency
Video distribution
Image recognition and face recognition
Remote control
Game
AR/VR

DOCOMO R&D Open House

We hold a DOCOMO Open House every year to showcase the Company and the NTT Group's latest R&D efforts and promote our +d initiatives.

The event was held online in fiscal 2020 under the title DOCOMO Open House 2021 with a variety of programs, including web-based exhibits of 233 items in various fields such as 5G/6G, AI, IoT, and XR and 24-hour video streaming of the information and knowledge necessary for addressing issues in a future society using videos around the clock. Additionally, we indicated the specific SDGs linked to all the services we presented there, to convey how our services are contributing to the achievement of the SDGs.

In fiscal 2020, 99,967 people participated.

This event represents an important opportunity to strengthen our collaboration with various partners because of its broad appeal to stakeholders who have some relation to our efforts to improve added value for customers and create social value through our mid- to long-term R&D initiatives.

TOPICS

Real-time, remote, automated monitoring system that enables the efficient maintenance of railway infrastructure

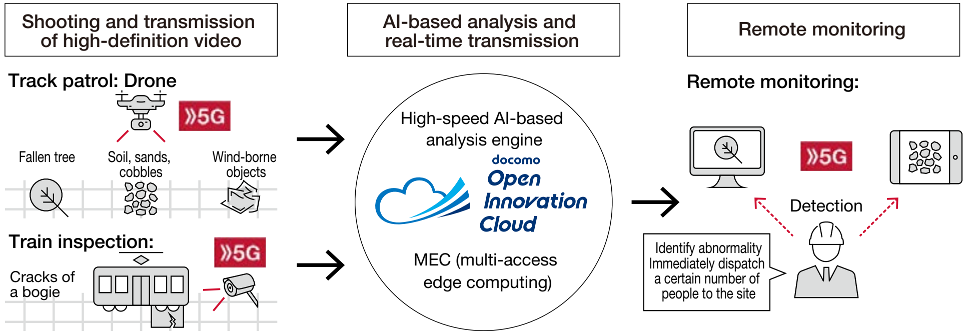
Project Overview and Concept

• Conducting a verification test for a real-time, remote, automated monitoring system for railway infrastructure

We conducted a verification test for a real-time, remote, automated monitoring system for railway infrastructure, utilizing 5G and high-speed AI deep learning in collaboration with Chuo Fukken Consultants Co., Ltd., Keikyu Corporation, and Yokosuka City government from December 2020 to February 2021 in the Keikyu Kurihama Factory. The test is one of the projects promoted by the Ministry of Internal Affairs and Communications and targets vehicle monitoring during normal operations and track inspection in the event of a disaster. The ultimate goal is to improve efficiency in the maintenance of railways as well as a wide range of other social infrastructure. Chuo Fukken Consultants and DOCOMO are in charge of the building of a 5G/MEC* cloud environment, distribution of 4K video, and development of an AI-based analysis system. The companies conducted the test with the goal of creating a more efficient infrastructure maintenance system and the application of this technology for diverse industries through a public-private partnership. Railway operator Keikyu Corporation and the Yokosuka City government supported the test and verified the applicability of the system in terms of safety and improved operating efficiency. We are also exploring the sophistication of the system and full-scale operation in the railway industry and other fields through such efforts as convening a conference attended by representatives from industry, academia, local governments, and experts.

*Multi-access edge computing is a technology for optimizing and speeding up 5G communications by deploying computers that process edge (close to the user terminal) data.

Concept of a Real-Time, Remote, Automated Monitoring System


Shooting and transmission of high-definition video
AI-based analysis and real-time transmission
Remote monitoring
Track patrol: Drone
5G
Fallen tree
Soil, sands, cobbles
Wind-borne objects
Train inspection:
5G
Cracks of a bogie
High-speed AI-based analysis engine
docomo Open Innovation Cloud
MEC (multi-access edge computing)
Remote monitoring:
5G
Detection
Identify abnormality
Immediately dispatch a certain number of people to the site

Verification Test Overview and Prospect

• Verifying the effectiveness of the system using Japan's leading technology

In this verification test, we transmitted 4K video over 5G, analyzed it by high-speed AI deep learning in the MEC cloud environment, and then distributed the results of the analysis in real time to remote locations.

In monitoring railway vehicles under normal operations, we shot the underfloor equipment of a vehicle with fixed 4K cameras and detected bogie cracks and brake pad wear that had been artificially generated for the test. We then successfully realized real-time distribution with just a 0.94-second time lag and detected abnormalities of the target objects including 1 mm wide artificial cracks by AI analysis.

In inspecting tracks during an assumed disaster, we attempted to detect obstacles of various sizes and shapes, which were assumed to have been windborne, using a 4K camera mounted on a drone, and then realized real-time distribution with just a 1.26- to 1.33-second time lag and successfully detected abnormalities of the target objects ranging from a 10 cm-square wooden tip to a 170 cm high human by AI analysis.

Equipment for using airspace for 5G

28 GHz test station
Drone with a terminal to use airspace for 5G

• Applying the system for maintaining various types of social infrastructure

The current use of airspace for 5G communications is limited by such issues as the development of equipment and adjustment of radio interference. However, for video transmission and flights beyond a visual line of sight over uninhabited areas, the system has the potential to create new businesses for such needs as confirming the state of a disaster, healthcare, and construction management.

While pursuing full-scale operation of the system, we will work to address issues related to its application to other types of social infrastructure and laterally apply it to other business operators.

TOPICS

Co-creating 5G Open RAN Ecosystem that provides optimal open RAN for overseas telecommunications carriers

Project Overview and Concept

- **Reached an agreement with 12 domestic and overseas companies for developing Open RAN worldwide**

In February 2021, we reached an agreement with 12 domestic and overseas companies* on the co-creation of a 5G Open RAN Ecosystem toward the overseas deployment of an open radio access network (Open RAN) that meets the diverse needs of telecommunications carriers and other companies.

Until recently, the base station equipment of different vendors was not compatible. We have therefore been required to verify interconnection and solve problems in the verification process in order to ensure optimal performance when combining the products of different vendors. To address this situation, DOCOMO has been studying O-RAN specifications that freely combine the base station equipment of various vendors to meet different needs and disseminating products compliant with the specifications under the guidelines of O-RAN ALLIANCE (O-RAN), an industry association consisting of telecommunications carriers and equipment vendors, in which we have played a leading role since its establishment in February 2018.

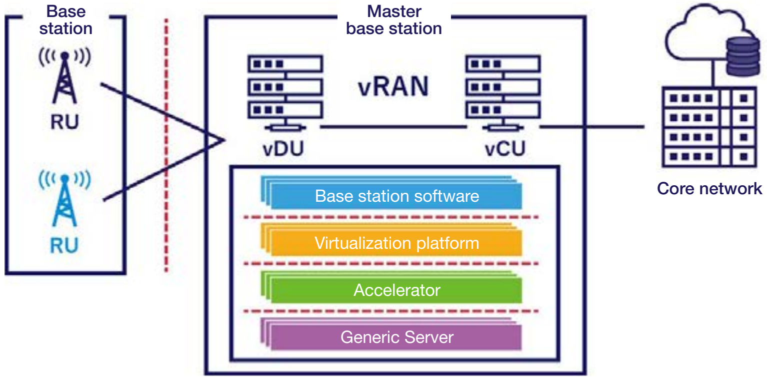
We reached an agreement with 12 companies under which all members will package the optimal radio access networks according to requests from overseas telecommunications carriers considering the introduction of Open RAN and will work to introduce, operate, and maintain the networks. Under the agreement, DOCOMO will provide a more flexible and highly scalable network by integrating the expertise we have amassed so that each partner company can fully exert its strength.

* NVIDIA, Qualcomm Technologies, Inc., Wind River, Xilinx, Intel Corporation, VMware, Inc., NTT DATA Corporation, Dell Technologies Japan Inc., NEC Corporation, Fujitsu Limited, Mavenir Systems, Inc, Red Hat K.K.

Accelerating vRAN development to popularize Open RAN

To further promote Open RAN, we are developing a vRAN base station to provide a highly flexible and scalable network, targeting a commercial launch in fiscal 2022. The application of vRAN that can use general-purpose servers would facilitate the construction of a more flexible, cost-efficient network without requiring any dedicated equipment. Going forward, we will conduct various verifications such as vRAN performance and establish an environment for verifying vRAN that overseas telecommunications carriers considering the introduction of Open RAN would be able to use remotely. These efforts will contribute to establishing technologies and expertise for meeting diversifying needs.

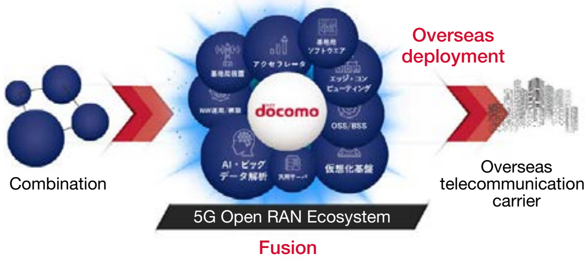
Concept of a highly expandable virtual base station (vRAN)



What Is Open RAN?

Open RAN is a radio access network (RAN) technology based on an open common standard. Devices based on the common standard for O-RAN do not require the unification of vendors for wireless devices and baseband devices. We can therefore build a communications network that flexibly combines devices provided by diverse vendors. DOCOMO, which has taken a leading role in O-RAN, is the world's first company to realize Open RAN for commercial 5G services.

Concept of a 5G Open RAN Ecosystem



TOPICS

Launching a verification test for next-generation homes using AI and IoT

Project Overview and Concept

• Resident-friendly next-generation homes

In May 2021, we launched a verification test to create next-generation homes that offer greater convenience for residents and supports them using AI and IoT in collaboration with Group companies, NTT Urban Solutions, Inc., and NTT Urban Development Corporation.

There has recently been growing demand for homes that better support residents in a time of diversifying expectations due to changing lifestyles and an increase in elderly and single-person households. In this test, we plan to collect data from existing and prospective residents of Wellith URBAN NakanoSakaue, an urban-style rental condominium complex, and also conduct interviews, over a long period.

The test is part of the NTT Group's digital platform DTC™* for Town Creation to realize what we refer to as the Creation of a Town of the Future. The test in intended to contribute to the smart life of residents and revitalization of a future town concept by identifying the new, diverse requirements for homes and creating homes that support residents in leading comfortable, healthy lives.

*A technology for realizing a new, optimal user experience for an entire town by grasping the environment, objects, and people in the town's respective service area and realizing DT (Digital Twin) and DTC (Digital Twin Computing), which is a function for cross-linking those services

What Is the Future Home Project?

This project was launched as part of the initiatives of I-TOP Yokohama* in June 2017 under the theme of "creating homes that support resident's life just by living there" by the Yokohama City government, DOCOMO, and "and factory Co., Ltd." More than 50 people experimentally lived as monitors at IoT Smart Homes™ that feature IoT devices for one week.
We accumulated sensing data from automatic control of home appliances and IoT devices and provided feedback on the analysis. This process verified that these services would improve the comfort of living in Smart Homes and raise resident awareness of good health.

*A project launched by the Yokohama City government in April 2017 to promote interaction, collaboration, and human resource development for the creation of business using IoT while leveraging the concentration of manufacturing and IT industries in a city

Services provided to residents in the verification test

Home life as if there were a concierge

- Remote control of lighting and air conditioning and checking to see if residents have turned off lighting and devices when leaving
- Gradually expand functions such as security checks such as confirming doors have been locked and "forget-to-turn-off" alerts have been issued

Health-conscious home life

- Collectively display various health information such as diet, weight, and body temperature measured by multiple devices in Smart Mirrors or using smartphone web apps
- Gradually add functions such as suggestions for exercise, menus and recipes

Creating a space to the user's taste

- Create a space that corresponds with different needs, such as time to relax or working from home, by altering the atmosphere of a room using lighting and projected images
- Provide additional devices such as speakers and gradually expand functions including the automated operation of home appliances according to resident behavior patterns and the recommendation of room environments

Gradually expanding the range of services and functions under the above three themes and supporting the connection between residents and the community will also contribute to cooperation between home and community and to the development of the entire town.

Living and dining room with IoT devices such as lighting that can be dimmed and a toning function

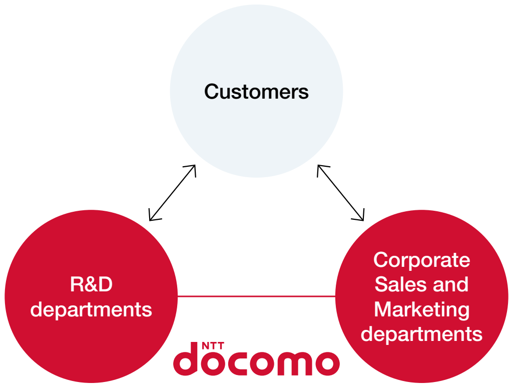
Smart Mirror displays various information such as health status and air quality

Projector creates a desired ambience based on a resident's favorite setting (prototype)

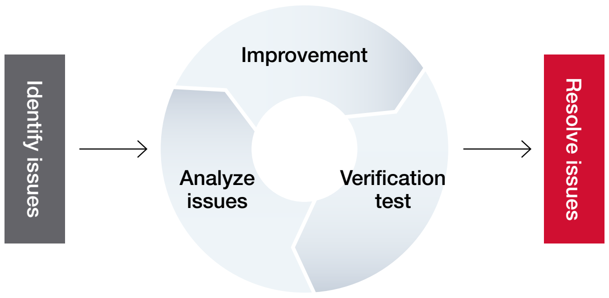
Promoting Process Innovation (Top Gun)

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 solve 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 departments and corporate sales departments at our regional offices and branches nationwide. We will create solutions at a much faster pace by having R&D members responsible for developing the technology visit customers to make on-the-spot decisions as to whether or not it will be useful for resolving a particular issue and to present even better solutions. Having R&D staff visit customers together with Corporate Sales and Marketing staff allows for the connection of needs with potential solutions, and it has such effects as promoting process innovation by verifying and resolving issues simultaneously and with speed, turning technological possibilities into value for customers, and leading to solutions for customer challenges by making full use of cutting-edge technologies. We will pursue this initiative to accelerate the pace of +d co-creation. As of July 2021, we had engaged in 32 projects, of which 14 have been commercialized and 8 are ongoing.

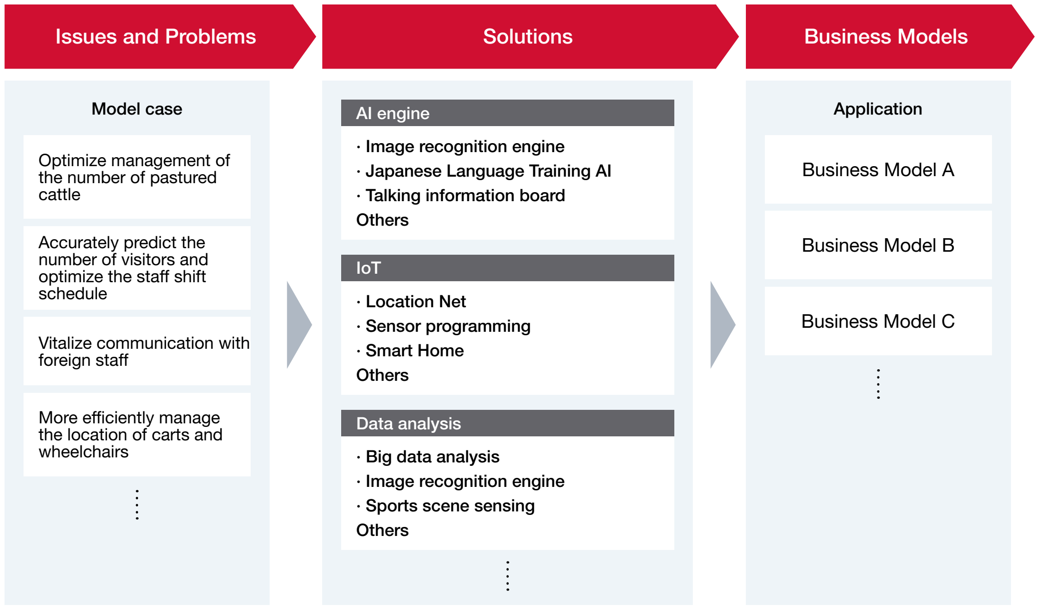
1. Trinity development system to connect issues to technology


Customers
R&D departments
Corporate Sales and Marketing departments
NTT docomo

2. Simultaneously verifying and resolving issues


Identify issues
Improvement
Analyze issues
Verification test
Resolve issues

3. Turning technological possibilities into value for customers


Issues and Problems
Solutions
Business Models
Model case
Optimize management of the number of pastured cattle
Accurately predict the number of visitors and optimize the staff shift schedule
Vitalize communication with foreign staff
More efficiently manage the location of carts and wheelchairs
⋮
AI engine
· Image recognition engine
· Japanese Language Training AI
· Talking information board
Others
IoT
· Location Net
· Sensor programming
· Smart Home
Others
Data analysis
· Big data analysis
· Image recognition engine
· Sports scene sensing
Others
⋮
Application
Business Model A
Business Model B
Business Model C
⋮

Awards for Innovation

NTT DOCOMO received the following awards for innovation in fiscal 2020.

Host	Award		Award-Winning Project and Rationale (Affiliation as of Winning Award)	Date
Institute of Electronic, Information and Communication Engineers (IEICE)	Achievement Award		**Commercialization of 5G mobile communication system** • Takehiro Nakamura (5G Laboratories) • Yukihiko Okumura (5G Laboratories) • Tetsuro Imai (formerly 5G Laboratories, currently Tokyo Denki University) Recognized for the early start of studying new technologies and methods since 2010 toward commercializing 5G, which has features such as high speed, large capacity, low latency, and connection to multiple terminals, and for promoting commercialization through a wide range of efforts, from research and development to service application, for nine years.	June 4, 2020
	Yasuharu Suematsu Award		**Standardization of a wireless interface physical layer design for 4th and 5th generation mobile communication systems** • Hiroki Harada (5G Laboratories) Recognized for his substantial contribution to the 4G that became an indispensable social infrastructure and the 5G that will greatly benefit industries going forward, by formulating the standard specifications for the physical layer designs for 4G and 5G wireless interfaces in 3GPP.	
Ministry of Education, Culture, Sports, Science and Technology	The Commendation for Science and Technology by the Minister of Education, Culture, Sports, Science and Technology	Prize for Science and Technology (Development Category)	**Development of advanced C-RAN and FDD-TDD-CA** • Sadayuki Abeta (Radio Access Network Development Department) • Toshiro Kawahara (formerly Radio Access Network Development Department, currently DKK Co., Ltd.) • Hiroyuki Atarashi (Radio Access Network Development Department) • Yoshitsugu Shimazu (Radio Access Network Development Department) Recognized for their substantial contributions to the acceleration of 4G by developing advanced C-RAN and FDD-TDD-CA, technologies for carrier aggregation through the combination of small and macro cells.	April 7, 2020
		Prize for Science and Technology (Science and Technology Promotion Category)	**Promotion of population flow statistics generated from mobile phone base station data** • Daizo Ikeda (Research Laboratories)* Recognized for the use of population flow statistics, based on the operation data of mobile phone networks, in a wide range of fields such as town development, transportation and disaster prevention plans, regional revitalization, and marketing as the largest transportation big data in Japan.	
Tsushinbunka Association	Hisoka Maejima Award		**Development of 5th-generation mobile communication system (5G) and commercialization of large-capacity radio access** • Hiroshi Nakamura (formerly R&D Innovation Division, currently Docomo Technology, Inc.) • Takehiro Nakamura (Network Innovation Center) • Sadayuki Abeta (Radio Access Network Development Department) • Hiroyuki Oto (Core Network Development Department) • Takeshi Higuchi (Communication Device Development Department) Recognized for their significant contribution to the effective use of radio waves by realizing 5G service. In order to develop and commercialize 5G systems, they worked on the feasibility verification and evaluation of 5G-related technologies from an early stage, conducted demonstration experiments with partners to solve social issues and used them for regional revitalization, and promoted international standardization activities.	February 25, 2021
ITU Association of Japan	Celebration of World Telecommunication and Information Society Day	ITU-AJ Accomplishment Award	• Hiroshi Aono (Service Innovation Department) Recognized for his long-term contributions to the standardization of mobile networks in the 3GPP TSG WG SA3 to improve security and address the latest trends in security standardization activities in order to bolster the telecommunications industry in Japan through participation in the Association of Radio Industries and Businesses (ARIB).	September 7, 2020

*Jointly with related parties, including the Ministry of Land, Infrastructure, Transport and Tourism

Host	Award		Award-Winning Project and Rationale (Affiliation as of Winning Award)	Date
ITU Association of Japan	Celebration of World Telecommunication and Information Society Day	ITU-AJ Encouragement Award	• Hiroshi Ishikawa (Core Network Development Department) Recognized as an expert in service requirements and architecture for mobile communication systems for significantly contributing to ETSI TISPAN by enabling the use of IMS for purposes other than mobile access, and to 3GPP by introducing DSAC, enhancing IMS, and specifying the 5G protocol. He has also contributed to GSMA to the profile specification for 5G roaming.	September 7, 2020
			• Suguru Okuyama (R&D Strategy Department) Recognized for contributions to the formulation of various wireless specifications related to base station equipment in an LTE-Advanced upgrade and NR standardization in 3GPP. Also recognized for contributions to the formulation of standard specifications that enable multi-vendor connections by standardizing fronthaul interface for base stations in the xRAN Forum and O-RAN Alliance.	
			• Teruaki Toeda (Radio Access Network Development Department) Recognized for contributions, as a rapporteur on 5G NR work items in 3GPP, to formulating standard specifications for wireless network architecture suitable for base station equipment configurations in 5G. He also contributed to formulating interface specifications for radio access networks, which enable multi-vendor connections in the O-RAN Alliance.	
			• Yoshihiro Nakajima (Core Network Development Department) Recognized for leading the discussions among equipment vendors and telecom operators, as a vice chair of ETSI ISG NFV, in building consensus on NFV's future as well as promoting standardization such as the formulation of Release-4. He has also contributed to improving the MANO function group interface specifications and quality of the test specifications (based on development feedback)	
Association of Radio Industries and Businesses (ARIB)	The Meritorious Award on Radio	The Award of the Minister of Internal Affairs and Communications	**Development and practical application of a 5th generation mobile communication system** • Kazuhiro Yoshizawa* Recognized for his significant contribution to the effective use of radio waves by realizing 5G service. In order to develop and commercialize 5G systems, he worked on the feasibility verification and evaluation of 5G-related technologies from an early stage, conducted demonstration experiments with partners to solve social issues and used them for regional revitalization, and promoted international standardization activities.	June 24, 2020
Telecommunication Technology Committee	Telecommunication Technology Award	TTC Chairperson's Award	**Achievements related to the sophistication of operating systems and standardization of core network virtualization in mobile communication systems** • Kozo Sakae (R&D Strategy Department) Recognized for his great contribution to the creation and dissemination of standards in the sophistication of operating systems and the standardization of core network virtualization.	May 28, 2020
Information Processing Society of Japan	IPSJ Industrial Achievement Award		**Development and practical application of so-called real-time demographics, which contribute to addressing social concerns such as disaster prevention and traffic congestion** • Masayuki Terada (Research Laboratories) • Hiroto Akatsuka (Research Laboratories) • Yusuke Fukazawa (Service Innovation Department) • Shin Ishiguro (Service Innovation Department) Recognized for showing the possibility of real-time demographics that can become a new data infrastructure for solving various social issues. Real-time demographics provide an estimation of the changes in the population distribution throughout Japan based on mobile phone network operation data, and their usefulness has been confirmed across a wide range of industries such as AI congestion prediction and AI taxi.	June 3, 2020

*Jointly with KDDI and Softbank

Network Reliability

As a provider of telecommunications services, DOCOMO pursues its mission of providing a communication 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 as well as to secure communications during a disaster and guarantee the safety of radio waves used by mobile phones.

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087 Radio Wave Safety

Provision of Network Services

Basic Policies and Philosophy

DOCOMO seeks to provide constantly improving network services that consistently satisfy customers. Building base stations to expand our service areas offers connectivity to our customers wherever they are, in the city, on the subway or in a remote location or relatively unpopulated area. We also work to maintain a system that ensures connectivity around the clock, all year round, regardless of any specific circumstances that may arise in the course of a normal day or special event.

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. We have been setting up new base stations every year for both LTE and FOMA. As for LTE, we are increasing the number of base stations capable of handling higher 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 have spent around 80 billion yen to 100 billion yen annually since the year 2000. We continue to provide innovations that serve as the backbone of sustainable development as the leader in the global mobile communications business. Furthermore, we have built base stations for 5th generation (5G) mobile communications and began providing commercial service on March 25, 2020. We built 7,100 stations by the end of fiscal 2020 and 10,000 by the end of June 2021. Going forward, we will continue to construct base stations.

• DOCOMO's Approach to Installing Base Stations

Before building a new base station, we provide detailed explanations to local residents in accordance with the rules stipulated by relevant laws and regulations as well as to those living in areas designated by DOCOMO's internal rules where such laws and regulations do not apply. Some residents are concerned about the effects of electromagnetic waves, while others are ambivalent about the construction of antenna towers. We make an earnest effort to explain and place top priority on the security and safety of local residents when conducting construction work.

• Activities for Inspecting and Improving Reception Quality

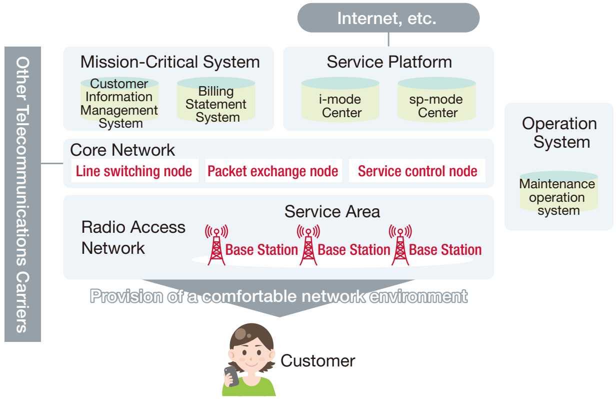
In order to ensure coverage quality and expand our coverage area, DOCOMO widely solicits information from customers on reception quality.

We will continue to improve 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.

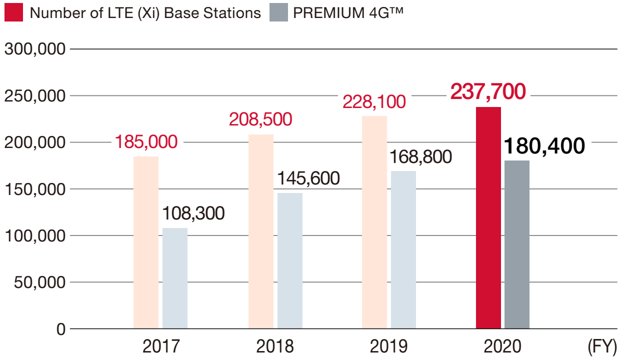
In fiscal 2020, we received 72,782 customer inquiries, which we responded to sincerely, and we are striving to make improvements by conducting reception quality tests on vehicles and on foot throughout Japan.

For customers who request better indoor reception quality, we offer them solutions by installing DOCOMO repeaters that amplify signals or compact femtocell base stations that transmit signals.

DOCOMO's Network Layout


Internet, etc.
Other Telecommunications Carriers
Mission-Critical System
Customer Information Management System
Billing Statement System
Service Platform
i-mode Center
sp-mode Center
Operation System
Maintenance operation system
Core Network
Line switching node
Packet exchange node
Service control node
Radio Access Network
Service Area
Base Station
Base Station
Base Station
Provision of a comfortable network environment
Customer

Number of LTE (Xi) Base Stations



• 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 the usage status of our customers.

Example 1 **Events such as fireworks and concerts**

- Disperse communication loads by installing mobile base stations and Wi-Fi Spots
- Secure communication capacity by setting up base station facilities to cover the venue and modifying the software that controls the facilities

Example 2 **Response to the Tokyo 2020 Olympic and Paralympic Games**

- Implement measures such as upgrading equipment at athletic venues and other Games-related facilities (47 facilities and access routes)
- Set a period (61 days) during which construction and other work are restricted to ensure the provision of stable services
- Organize a team of approximately 1,000 DOCOMO employees, specifically for the Games, to establish a network maintenance system with around-the-clock operation

• 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 increases in demand from visitors. These measures have helped climbers make rescue calls when they are hurt or lost and have increased the number of lives saved.

Example 1 **During the Mt. Fuji climbing season**

- Provide stable telecommunications services by installing a temporary base station at the summit

Example 2 **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

Example 3 **Using mobile phones in shinkansen tunnels**

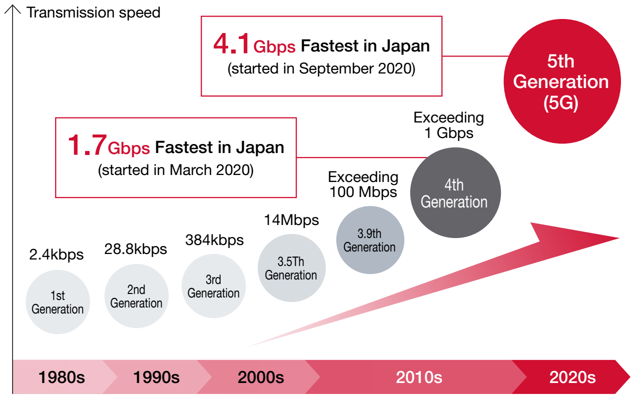
- Started providing mobile phone service in all shinkansen tunnels in Yamagata, Akita, Tohoku, Joetsu, and Kyushu (sequentially, starting in April 2020)

• 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 April 30, 2021.

Seeking High-Speed, Large-Capacity Communications

Starting with the first generation (1G), based on analog transmission in the 1980s, each decade has brought a new generation of mobile communication systems. Over the years, we have worked to increase transmission speeds and network capacity exponentially 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 communication speeds may vary depending on the communications environment or network congestion.

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 4×4 MIMO.

Additionally, we are monitoring customer traffic volume and expanding our service areas in major cities in Japan where traffic is concentrated. DOCOMO will aim to provide networks that can be used to enjoy various types of content, such as video, music and SNS, by meeting the needs of each individual customer.

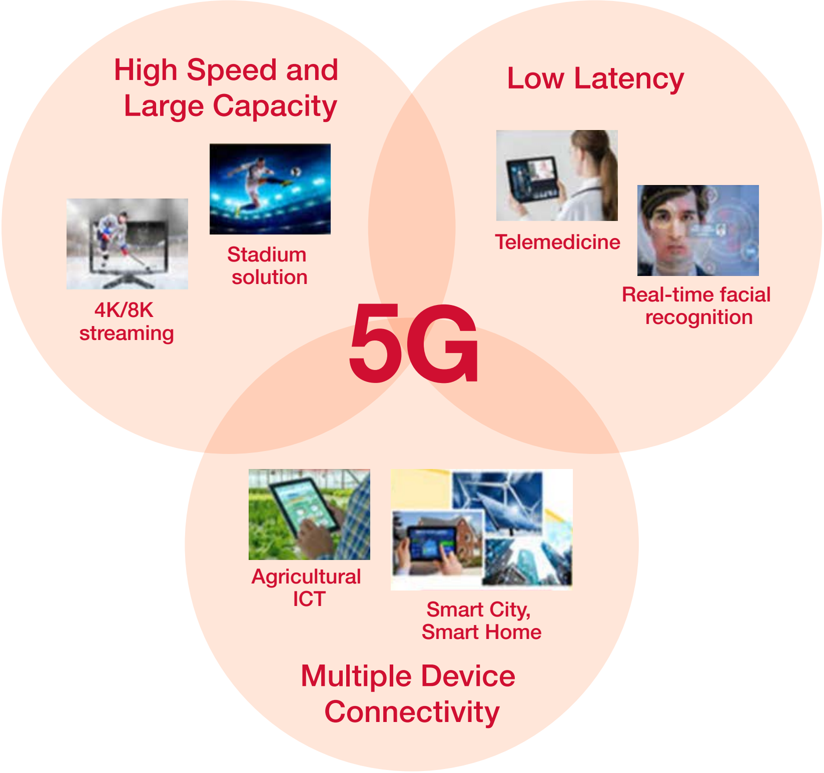
▶ **Download speed (median speed)**	229 Mbps
▶ **Upload speed (median speed)**	33 Mbps

Note: These are median speeds of Android and iOS as of the end of March 2020, measured by NTT DOCOMO in accordance with the guidelines on effective speeds by the Ministry of Internal Affairs and Communications.

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

DOCOMO started 5G commercial service on March 25, 2020. 5G strengths include high speed, large capacity, low latency, and massive device connectivity. DOCOMO will continue to lead global innovation toward realizing ever higher speeds by leveraging its network operations know-how and leading-edge technical development capabilities cultivated for more than 20 years while fully utilizing these strengths of 5G.

DOCOMO is focused on providing the Instantaneous 5G communication service that enables the use of 5G's high speed and large capacity at full scale. The service provides high-speed, large-capacity communications with a maximum download speed of 4.2 Gbps and maximum upload speed of 480 Mbps by using three new frequency bands (3.7 GHz, 4.5 GHz, and 28 GHz) as segments of the broadband spectrum dedicated to 5G.



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. 5G Evolution and 6G are expected to require the standardization of improved performance such as even higher speeds and larger capacity; expanded service areas including sea and sky; lower power consumption, cost, and latency; higher reliability; multiple connection of a large number of terminals to the network; and various types of network-based sensing. Anticipating these developments for 5G, we develop use cases that apply these advances and conduct technical studies.

Ensuring a Stable Network

• Network Surveillance and Response to Network Failures

DOCOMO strives to construct mechanisms for minimizing the impact on its service when a problem arises in order to provide a reliable network that customers can use 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 on a 24-hour, 365-day basis. 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 replace and repair the network equipment quickly.

• Preventing Service Interruptions Caused by Network Facility Failures

DOCOMO seeks to maintain mechanisms for taking preemptive action against potential failures in network facility that could cause interruptions in our service to customers.

For example, we have been operating commercial network communications that use network functions virtualization technology since March 2016. Through it we are making improvements in terms of connectivity during network congestion caused by disasters and are better ensuring continued connectivity during facility failures.

Every day, we collect data on network facilities under normal operating conditions and constantly analyze the data. When an anomaly is detected, we can conduct an analysis to determine whether or not it is a warning sign of an impending failure, and we respond through measures such as replacing faulty equipment in advance. In March 2019, we began deploying a remote-controlled surveillance system equipped with AI with the aim of identifying failures that had been difficult to detect and creating new value.

Incidents of Serious Facility Failures

FY2017	FY2018	FY2019	FY2020
0	0	0	1

DOCOMO's Disaster Preparedness

Striving to Secure Communications in Times of Disaster Based on the Three Principles of Disaster Preparedness

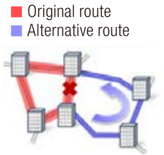
Mobile phones play a critical role in rescue operations, reconstruction and confirmation of personal safety during disasters and emergencies. Since its founding, DOCOMO has been continuously working to secure communications during disasters in accordance with its Three Principles of Disaster Preparedness: 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 a two-year project for additional measures amounting to 20 billion yen in fiscal 2018 to bolster preparedness against frequent natural disasters and implemented it. We are working to strengthen our disaster preparedness so as to be better able to respond to the more diverse natural disasters anticipated in the future.

Three Principles of Disaster Preparedness

Three Principles of Disaster Preparedness	
Enhance system reliability	• Reinforce equipment structures · Seismic measures (design that withstands an earthquake measuring a magnitude of 7 on the Japanese seismic scale, etc.) · Measures against storms and floods (installation of waterproof doors, tide plates, etc.) · Measures for fire prevention (installation of fire-proof shutters, doors, etc.) Base station Relay station
Ensure essential communications	• 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	• Area restoration using emergency response equipment · Mobile base stations · Satellite-linked base stations · Mobile power generation vehicles, portable generators, etc.

Initiatives for Disaster Preparedness

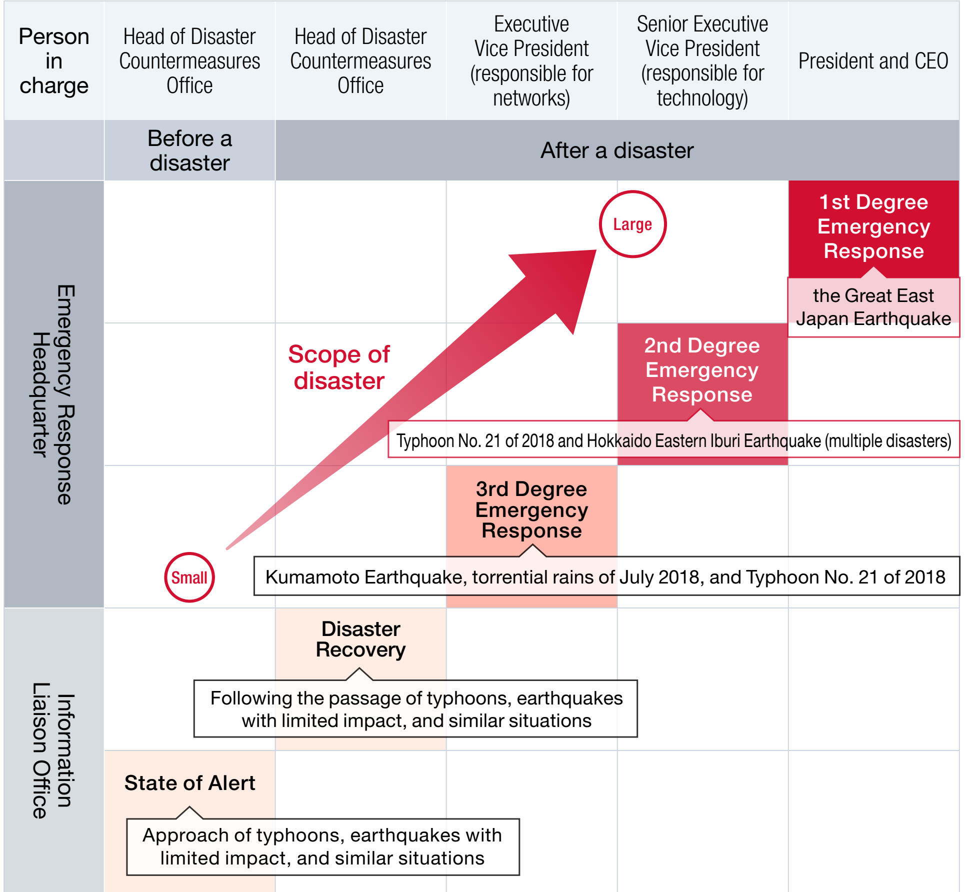
Disaster-Related and Other Events	Initiatives for Disaster Preparedness
Disruption of essential communications due to interrupted services	**Large-zone base stations (emergency base station to prepare for major disasters)** 106 locations nationwide (prefectural government offices, etc.) · Preventing a power outage (engine) · Redundancy of transmission lines First operation in the Hokkaido Eastern Iburi Earthquake
	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
Batteries run out during prolonged power outage	**Reinforce emergency power sources** 14,000 locations nationwide (major public bodies, emergency shelters, etc.) · Able to use 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
Interruption of transmission lines due to earthquake or torrential rains (fiber optic, etc.)	**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 that enables us to efficiently conduct initial operations in accordance with the scope of the disaster and recovery efforts. Our system is organized across departments to facilitate response to disasters even in times of uncertainty.

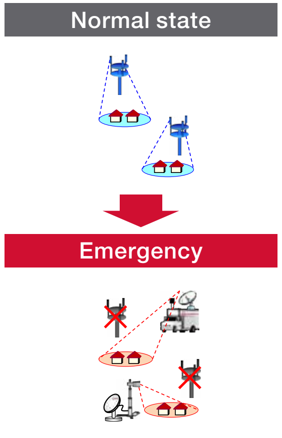
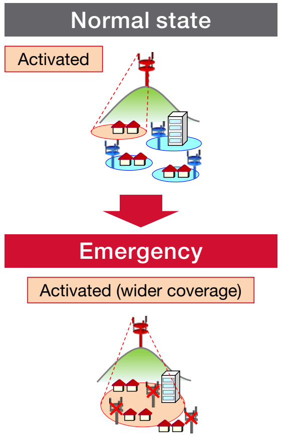
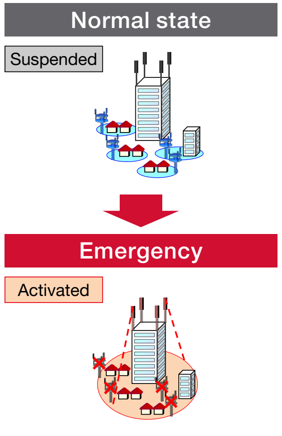
Internal System at the Time of a Disaster


Person in charge
Head of Disaster Countermeasures Office
Head of Disaster Countermeasures Office
Executive Vice President (responsible for networks)
Senior Executive Vice President (responsible for technology)
President and CEO
Before a disaster
After a disaster
Emergency Response Headquarter
Information Liaison Office
Large
Small
Scope of disaster
1st Degree Emergency Response
the Great East Japan Earthquake
2nd Degree Emergency Response
Typhoon No. 21 of 2018 and Hokkaido Eastern Iburi Earthquake (multiple disasters)
3rd Degree Emergency Response
Kumamoto Earthquake, torrential rains of July 2018, and Typhoon No. 21 of 2018
Disaster Recovery
Following the passage of typhoons, earthquakes with limited impact, and similar situations
State of Alert
Approach of typhoons, earthquakes with limited impact, and similar situations

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 incurred, 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

	Mobile base station vehicles and portable base station devices	Medium-zone base stations	Large-zone base stations
Key feature	**Respond to diverse natural disasters** Mobile base stations (vehicles and portable devices) that provide pinpoint relief for specific areas	**Respond to diverse natural disasters** Base stations that boost the capacity of existing stations to provide coverage for surrounding areas during a disaster	**Dedicated to major disasters** Provides wide-area coverage only when operations at most other base stations in the vicinity have been disrupted
Operation Overview	 Normal state Emergency	 Normal state Activated Emergency Activated (wider coverage)	 Normal state Suspended Emergency Activated
Area size (radius)	**Small** (up to about 1 km)	**Small** (about 1 km) **Medium** (between 3 km to 5 km)	**Large** (about 7 km)
Emergency operation	Requires time to transport and install	Instantly activated by remote control	Instantly activated by remote control

• Large-Zone Base Stations

Large-zone base stations are specialized for use in times of disaster to secure communications in heavily populated areas during widespread disasters and power outages. It provides 360-degree coverage across a seven kilometer radius, which is wider than a standard base station. Since 2011, DOCOMO has installed large-zone base stations at 106 locations around Japan. All are compatible with LTE, which boosts capacity by about three times. 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 communication 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 compared to those of standard base stations and used as standard base stations under normal circumstances. They are able to cover neighboring areas by remotely expanding its service area in the event that a disaster interrupts service at neighboring base stations. To cover areas expected to suffer damage based on hazard maps, we installed more than 2,000 medium-zone base stations in Japan by March 2021. We also promote nationwide deployment of medium-zone base stations to secure a means of communications in the suburbs of medium-size cities, disaster base hospitals, and coastal and mountainous regions. We activated 62 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 to enable prompt service recovery and support victims at times of disaster. This was the first attempt in Japan to operate a shipboard base station on 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 system for emergency recovery activities.

Drone relay station

Overview of DOCOMO's Response to Disasters

During the torrential rains of July 2020, which were designated as a specified disaster, transmission lines and power sources were interrupted due to river flooding and landslides, ultimately interrupting services at 124 stations. The DOCOMO Group, with a strong sense of unity, worked in concert to maintain and restore communication services. As for emergency recovery activities, we secured vital communications by operating 62 middle-zone base stations and deployed our mobile radio vehicles as well as satellite equipment. Telecommunications equipment was restored two weeks after the disaster except in areas difficult to access.

Our response during the disaster

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 at emergency shelters.

Furthermore, we offered the Unlimited Data During Disaster service for applicable customers so they could collect information at emergency shelters without having to worry about how much data they were using.

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

Principal Support	Details of Concrete Support
Customers	・Activate unlimited data with disaster service ・Free provision of mobile phone accessories ・Provide a special discount for purchasing mobile phones ・Free of charge in place of some fees ・Partial reduction in repair charge, etc. ・Apply the mobile phone guarantee service ・Free mobile data recovery service ・Free compensation for loss of a replacement phone ・Relaxing 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 ・Extend the fee payment deadline ・Reissue of expired d POINTs
Local governments, etc.	・Lend mobile phones and satellite phones ・Install multi-charger and Wi-Fi 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 has signed agreements with Japan's Ministry of Defense, the Ground Self-Defense Forces and the Japan Coast Guard to allow for quick recovery and relief activities during natural disasters.

Under these agreements, DOCOMO lends satellite phones and mobile phones used 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 communication equipment necessary 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 response capabilities in the event of a disaster through these 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 connecting to mobile phones is difficult due to the concentration of calls. So that customers will be able to use the message board efficiently if and when an emergency occurs, we offer them the opportunity to try this service on the 1st and 15th of every month.

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

Features of the Disaster Message Board Service

Someone in an affected area can easily communicate their safety status by posting it on the board. Their status can 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 http://dengon.docomo.ne.jp/

Features of the All Areas Disaster and Evacuation Information Service

- You will receive an SMS notification in the case that a message is transmitted to persons in a specific area in regions that you have registered in advance.
- Disaster and evacuation information, etc. from across Japan that has been transmitted in the previous three days can be checked on the webpage.

All Areas Disaster and Evacuation Information service (in Japanese only)
https://www.nttdocomo.co.jp/info/disaster/dokodemo-saigaihinan-joho/

Radio Wave Safety

Basic Policies and 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.

Consideration for Radio Wave Safety

● Radio-Radiation Protection Guidelines

The health effects of radio waves from mobile devices have been researched for over 60 years in Japan and abroad. As a safety standard for the effect of radio waves on the human body, the World Health Organization has published its recommended guidelines, while the Radio-Radiation Protection Guidelines serve as their equivalent 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 has ensured that the level of radio waves emitted by its base stations and mobile phones meets the requirements indicated in the guidelines.

Furthermore, DOCOMO 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, and it strives to make mobile phones safe for customers to use.

Web Compatibility with mobile phone radio wave protection

• 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. This provided scientific evidence against the argument that radio frequency radiation has an impact on cell structure and function, which may cause cancer, and reconfirmed the safety of radio waves from mobile phones. The Ministry of Internal Affairs and Communications also continuously engages in research on radio wave safety conducted by the Study Group on Bio-electromagnetic Environment, which has been active since 2008.

Currently, the Electromagnetic Environment Committee of the Association of Radio Industries and Businesses (ARIB) is conducting surveys and research concerning the safety of mobile phone radio waves in an effort to enhance public welfare associated with the use of radio waves. In support of the ARIB, DOCOMO is actively involved in these initiatives as a regular member.

Web Radio Wave Safety (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 movement 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.

• 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 information on international guidelines that set radio wave safety standards for human bodies, including 5G band, based on the evaluations and views of related organizations at home and abroad regarding radio wave safety and scientific grounds. We disclose information including DOCOMO's view on radio wave safety and answers to frequently asked questions so users can feel secure using 5G.

Web Frequently asked questions on radio wave safety (in Japanese only)

Human Rights

We engage in activities that promote awareness of human rights in order to create workplaces that respect the rights of every employee in terms of freedom from discrimination and harassment due to social status, family status, race, ethnicity, nationality, religion, physical or mental disability, sex, sexual minority, pregnancy and birth, and childcare or nursing care leaves.

090 NTT Group's Human Rights Charter
091 NTT DOCOMO Group's Basic Policies on Human Rights
092 Management System
094 Initiatives on Human Rights Practice

NTT Group's Human Rights Charter

As a corporate group expanding its business globally, the NTT Group believes 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. The charter defines the human rights to be respected as those that are "internationally recognized" and states that the minimum standards for compliance are stipulated by the Universal Declaration of Human Rights, the International Bill of Human Rights, and the International Labor Organization's (ILO's) eight Core Conventions of the ILO Declaration on Fundamental Principles and Rights at Work. In addition, we have incorporated the ideals from the United Nations Guiding Principles on Business and Human Rights and ISO 26000 as the means for managing respect for human rights.

NTT Group's Human Rights Charter

We recognize that respect for human rights is a corporate responsibility and aim to create a safe, secure and rich social environment by fulfilling that responsibility.

1. We[*1] respect internationally recognized human rights[*2], including the Universal Declaration of Human Rights in all company activities.
2. We responsibly respect human rights by efforts to reduce any negative impacts on human rights holders. We respond appropriately when negative impacts on human rights occur.
3. We aim not to be complicit in infringing human rights, including being involved in discrimination, directly or indirectly.
4. When negative impacts on human rights are done by a business partner and are linked to a product or service of the NTT Group, we will expect them to respect human rights and not to infringe on them.

*1 "We" means the NTT Group and its officers and employees.

*2 "Internationally recognized human rights" refers to the declarations and rules considered to be the minimum standards that warrant international protection, and specifically include the following.

United Nations:
The Universal Declaration of Human Rights and the Two Covenants on Human Rights
- Universal Declaration of Human Rights (adopted by the U.N. General Assembly in 1948)
- "International Covenant on Economic, Social and Cultural Rights" and "International Covenant on Civil and Political Rights" (adopted by the U.N. General Assembly in 1966; came into effect in 1976)

International Labor Organization (ILO):
Fundamental principles laid out in the eight Core Conventions of the ILO Declaration
- The eight Core Conventions (adopted at the 86th Session of the International Labour Conference in 1998) are: Forced Labour Convention, Freedom of Association and Protection of the Rights to Organise Convention, Right to Organise and Collective Bargaining Convention, Equal Remuneration Convention, Abolition of Forced Labour Convention, Discrimination (Employment and Occupation) Convention, Minimum Age Convention, and Worst Forms of Child Labour Convention.

NTT DOCOMO Group's Basic Policies on Human Rights

Basic Policies and Philosophy

DOCOMO upholds the NTT Group Human Rights Charter, which was established by the NTT Group and is based on the Universal Declaration of Human Rights and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work. The charter also incorporates ideas from the United Nations Guiding Principles on Business and Human Rights. Moreover, the NTT DOCOMO Group formulated its Basic Policies on Human Rights (revised in 2016) to define a more concrete policy for its initiatives and raise human rights awareness.

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 employee-focused human rights practices, including the establishment of the Human Rights Committee.

Human Rights Due Diligence

In accordance with the NTT Group Human Rights Charter, the NTT Group established its due diligence process for human rights, which it has been steadily implementing. In fiscal 2020, we identified the priority issues in cooperation with outside experts to nurture understanding across all NTT Group companies including those overseas. We also conducted surveys on the content of our human rights management as required for a corporation and on the status of competitors to analyze gaps.

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
- Numerical scores applied 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

Web Human Rights Due Diligence Processes (NTT Group)

Web NTT Group's Policies on Human Rights (as of the end of October 2021)

In fiscal 2015, the NTT Group sought to understand the social circumstances faced by its global business operations and determine the current human rights issues by conducting a pre-assessment. The results were used to create a human rights management check sheet which was in turn applied to conduct a human rights management survey to the 52 Group companies under NTT DOCOMO Group's control. From the survey, we identified priority human rights issues in the corporate activities of all the Group companies and confirmed that 96.2% of them were providing employee education on human rights, including items identified as priority issues.

In addition, using the results of past internal surveys, the NTT Group has been conducting risk assessments through a specialized external institution.

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	・Reviewed the priority issues in cooperation with outside experts to nurture understanding across all NTT Group companies including those overseas ・Conducted surveys on what is needed to manage 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.

As for our tier 1 suppliers, each year we assess them in regard to their sustainability risks, including human rights based on the NTT Group's Supply Chain CSR Promotion Check Sheet. The check sheet 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 Check Sheet, 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 NTT Group CSR Promotion Check Sheet, no high risk related to human rights was found among any of our suppliers in fiscal 2020.

With respect to 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 check if corrective measures for such risks are being properly implemented.

Management System

We established the Human Rights Committee for the management of 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 Human Resources Management Department, general manager of the Legal Department, general manager of Public Relations Department, 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 Corporate Human Rights Committee

The Corporate Human Rights Committee is a Companywide organization that promotes human rights awareness and handles the formulation and management of human rights training 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 respective workplaces.

Monitoring Human Rights Activities

DOCOMO conducts an annual human rights survey based on the NTT DOCOMO Group Code of Ethics.

In recent years, there has been increased demand, mainly in Western countries, for companies to promote initiatives aimed at mainstreaming human rights throughout their supply chains. This has been reflected in various laws, including the UK Modern Slavery Act 2015, which came into force in 2015, and the California Transparency in Supply Chains Act, enacted in 2012. In consideration of this trend, we distributed an English version of the NTT Group's Human Rights Charter and NTT DOCOMO Group's Basic Policies on Human Rights in March 2016, and we also conducted human rights management surveys at our overseas subsidiaries in August 2016.

Results of the surveys are summarized by DOCOMO and reported to NTT. Feedback of the analysis results from NTT is then reflected in our activity plans.

In terms of domestic and overseas investments, we consider regulatory restrictions on human rights from the above-mentioned perspectives and assess risks during the decision-making phase using a checklist that includes criteria such as the working environment, terms of employment and the relationship between labor and management. Final investment decisions are made after hearing expert opinions.

Freedom of Expression and Protection of Privacy

DOCOMO gives careful 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 more 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 take a 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 a matter 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. At DOCOMO, we provide the Kid's Keitai (mobile phone) and filtering service (P. 105) as well as the "Smartphones and Mobile Phones Safety Class" (P. 105) to ensure that children are safe when using them. Regarding marketing or expressions used in advertisements, we consult with in-house consumer affairs advisors to avoid any expressions that may result in harm to children (P. 112).

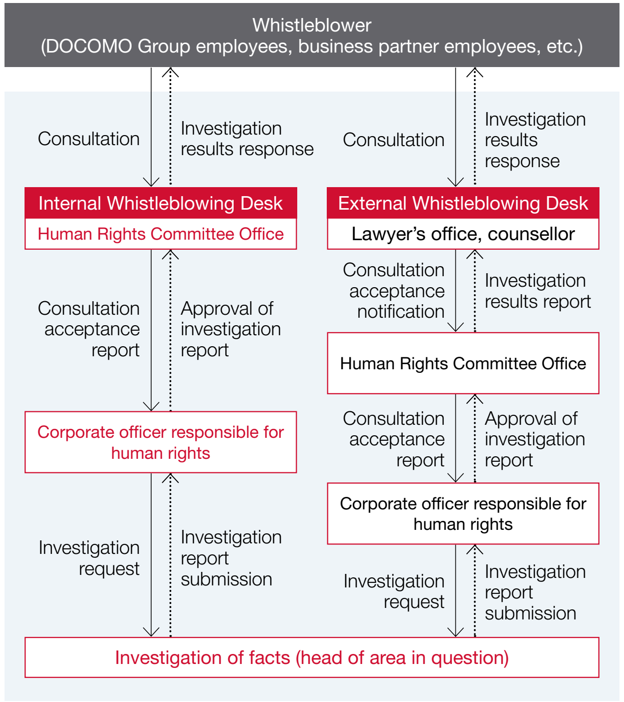
Furthermore, in 2018 we developed the Personal Data Charter, which represents our principles for the use of personal data in continuously providing new value to customers, and published it the following year. Initiatives associated with information security and privacy protection are included as part of our risk management (P. 146).

Web Principles on Freedom of Expression and Privacy

Whistleblowing Desk for Human Rights and Harassment

DOCOMO has established points of contact inside and outside Company channels for all employees, including temporary employees and employees of suppliers to consult with when they have 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. Employees can also consult the point of contact outside Company channels, which is manned by counselors affiliated with an outside, specialized organization so as to ensure an environment where employees can have complete peace of mind and know that they will not receive any disadvantageous treatment as a result of engaging in consultation or whistleblowing. There were 11 violations in fiscal 2020, of which 10 were associated with harassment and 1 with other human rights violations.

Whistleblowing Desk System for Human Rights and Harassment


Whistleblower
(DOCOMO Group employees, business partner employees, etc.)
Consultation
Investigation results response
Consultation
Investigation results response
Internal Whistleblowing Desk
Human Rights Committee Office
External Whistleblowing Desk
Lawyer's office, counsellor
Consultation acceptance report
Approval of investigation report
Consultation acceptance notification
Investigation results report
Human Rights Committee Office
Corporate officer responsible for human rights
Consultation acceptance report
Approval of investigation report
Corporate officer responsible for human rights
Investigation request
Investigation report submission
Investigation request
Investigation report submission
Investigation of facts (head of area in question)

Human Rights Violations

Human rights violations are rigorously dealt with and subject to disciplinary action. From the standpoint of preventing recurrence, we alert employees of the DOCOMO Group on a quarterly basis of any human rights violations. In the event of such a violation, the restoration process includes 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 an understanding as regards the spirit and purport 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 actively conduct training at each organization for all employees every year, including temporary workers, using web-based training, video materials, and through discussions. We also hold training suited to each career level (including executives) and training for risk compliance leaders.

Starting with the basic question of "Why are companies addressing human rights issues now?" the training courses teach participants about a broad range of subjects, including discrimination, harassment and language sensitivity. We also implement a post-training survey to monitor improvements in awareness and the effectiveness of training.

Human Rights Awareness with Suppliers

We apply the NTT DOCOMO Guidelines for CSR in Supply Chain and encourage suppliers to actively engage in CSR.

The guidelines include a policy on human rights to promote human rights awareness for everyone involved in DOCOMO's business including its supply chain.

Web NTT DOCOMO Guidelines for CSR in Supply Chain

Human Rights Awareness Activities

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 2020, we received 21,934 entries for the slogans and 107 entries for the posters. In addition, we utilize an internal Company website to regularly publish an e-mail magazine on human rights, as a tool for raising the awareness of all employees.

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 attend training sessions, such as human rights awareness training for top management, presentations for group study, and training for employees in charge of human rights awareness. At the same time, we engage in activities to enlighten the public and expand human rights networks. 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 and also exchanges information.

As part of our initiative to cooperate with external organizations and groups, 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 also participate in training provided by various other groups.

Supply Chain

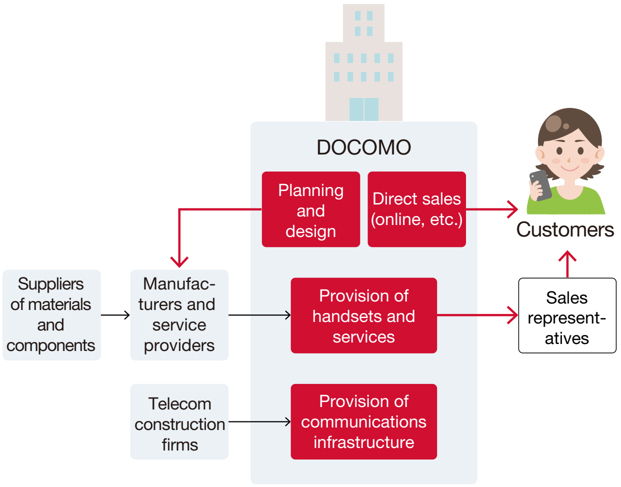
We value our relationship with other businesses that are important partners in our operations, and we strive to maintain fair transactions and undertake CSR procurement in view of our responsibilities to society.

096 DOCOMO's Supply Chain
096 Relationship with Suppliers
098 Relationship with Telecom Construction Firms
098 Relationship with Sales Representatives

DOCOMO's Supply Chain

Relationships with other businesses are important for our ongoing operations.

DOCOMO's business model is sustained 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 manages our supply chain throughout our business, including suppliers.


DOCOMO
Planning and design
Direct sales (online, etc.)
Customers
Suppliers of materials and components
Manufac-turers and service providers
Provision of handsets and services
Sales represent-atives
Telecom construction firms
Provision of communications infrastructure

Relationship with Suppliers

Basic Policies and Philosophy

DOCOMO conducts procurement under the following policies.

NTT DOCOMO's Basic Procurement Policies

1. DOCOMO will strive to provide competitive opportunities with fairness to both domestic and foreign suppliers, and to build mutual trust and understanding.
2. 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. DOCOMO will conduct procurement in a manner that follows laws and regulations as well as social norms, and takes the environment, human rights and other issues into account, to contribute to society.

CSR Procurement

DOCOMO has a basic policy of providing domestic and overseas suppliers with opportunities to compete in a fair and open manner and procuring competitive products and services in line with business needs on the basis of sound economic principles. We believe that it is important to fulfill social responsibilities during the whole production process of products procured from suppliers, i.e., respecting human rights, upholding labor practices in production processes, and ensuring occupational health and safety. We therefore formulated the NTT DOCOMO Guidelines for CSR in Supply Chain and use it effectively. The first version, established in 2009, was updated and renamed in December 2013 under the aforementioned title.

In the guidelines, which apply to suppliers of telecommunications equipment and communication devices, we itemized rules that require compliance in the seven CSR-related areas. These are human rights and labor, occupational health and safety, the environment, fair trade and ethics, product quality and safety, information security, and contribution to society.

Additionally, in June 2021, we revised the NTT DOCOMO Guidelines for Green Procurement, which we apply for CSR procurement. We request that our suppliers commit to reducing environmental impact, particularly in the development and operation of an environmental management system, reduction of greenhouse gas emissions, resource recycling, and preservation of biodiversity.

Web NTT DOCOMO Guidelines for CSR in Supply Chain
Web NTT DOCOMO Guidelines for Green Procurement

• Implementation of the Guidelines and Monitoring System

Within its wide supply chain, DOCOMO regards the network facilities and mobile phone companies that supply a sizable quantity of products or mission-critical products as tier-one suppliers, and it views them as particularly important to its sustainable supply chain management. We request that these suppliers submit an NTT Group CSR Promotion Check Sheet (a self-assessment questionnaire) to confirm the status of their compliance with the guidelines. In fiscal 2020, we received responses from 48 companies, accounting for 100% of all tier-one suppliers. The checklist contains up to 140 items in the seven areas related to CSR: human rights and labor, occupational health and safety, the environment, fair trade and ethics, product quality and safety, information security, and contribution to society.

Following the revision of the NTT DOCOMO Guidelines for Green Procurement, and as an initiative particularly for reducing environmental impact, we request that our suppliers complete the Environmental Activity Survey Sheet, for which new questions are added related to the conservation of water resources and consideration for biodiversity , the Response to the Identification of Chemical Substances Contained in Products, and Substances Subject to RoHS, Non-use Certificate .

Under the leadership of the senior executive vice president responsible for procurement, DOCOMO adheres to its basic stance of working together with suppliers in sustainable supply chain management. We have set our key performance indicators to manage our progress. Also, we regularly provide education for our procurement staff as a means of ensuring that these initiatives are implemented.

Web NTT DOCOMO Guidelines for Green Procurement

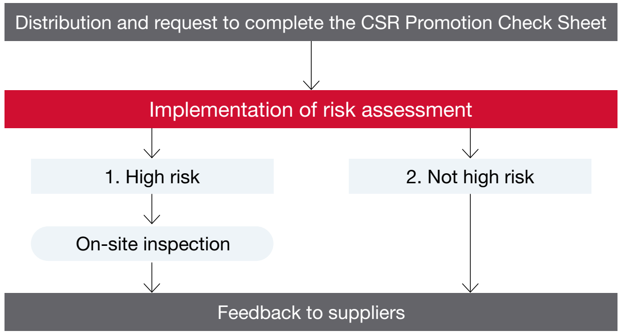
• Supply Chain Risk Assessment

Risk assessment of our suppliers is performed in two steps. First, we request that each supplier complete and submit an NTT Group CSR Promotion Check Sheet. If any supplier reports a high-risk factor based on the contents of the survey, we dispatch staff to the supplier to assess the situation and take the necessary measures, such as formulating a corrective action plan together with them. In fiscal 2020, the results of the CSR Promotion Check Sheet indicated that no suppliers were at the level of high risk in terms of CSR. Also, we provide feedback to each supplier on the content of the check sheet without revealing the company name and conduct regular training for procurement staff toward ensuring that CSR actions are being taken.

From the standpoint of sustainability, we believe that understanding the risks associated with tier-two suppliers are important. Accordingly, we regularly monitor the sustainability risks of manufacturers that supply sizable quantities of general-purpose products used in network construction and customer systems, of manufacturers responsible for a high proportion of parts of the main communication control section, and of companies supplying major components in mobile phones.

▶ Number of high-risk suppliers in relation to CSR in fiscal 2020 **0**

Supplier Risk Assessment Process


Distribution and request to complete the CSR Promotion Check Sheet
Implementation of risk assessment
1. High risk
2. Not high risk
On-site inspection
Feedback to suppliers

• 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 also took part in the Supply Chain Subcommittee in both years to discuss and exchange opinions on solving supply chain issues with other participating companies.

Conflict Minerals

Some of the minerals produced in the Democratic Republic of the Congo and other areas subject to ongoing conflict are believed to be funding inhuman activities by armed groups and thereby extending conflict or are thought to be otherwise implicated in human rights violations. 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 advances initiatives aimed at preventing the use of conflict minerals that would fund the activities of armed groups.

As in the previous year, in fiscal 2020 we responded to suppliers' requests 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%.

Web NTT DOCOMO Group's Approaches to Conflict Minerals

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*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.

Enhancing Procurement Skills

When negotiating with suppliers to procure goods, procurement operations are required to achieve continuous, stable procurement by equal, fair, and transparent transactions. The Procurement and Supply Department therefore conducts online learning programs so that employees in the department can gain extensive knowledge about the basics of procurement management, improvement methods, procurement strategies, and related topics. We strive to strengthen internal procurement skills through the ongoing participation of approximately 25 employees every year.

Communication with Suppliers

DOCOMO endeavors to establish better partnerships with suppliers through exchanges of requests and proposals. When we make on-site visits to verify a supplier's response to the NTT Group CSR Promotion Check Sheet or to select new suppliers, we conduct an assessment in accordance with a factory checklist while also checking the status of their BCP. Although an annual Business Partner Kickoff gathering was called off in 2020 due to the COVID-19 pandemic, procurement briefings and briefings on the NTT DOCOMO Guidelines for Green Procurement revised in June 2021 were held online through a web conferencing system. In these briefings, we explain the business environment surrounding DOCOMO and exchange views with the participants to ensure the continuing stable supply of competitive high-quality products.

Relationship with Telecom Construction Firms

Basic Policies and Philosophy

DOCOMO offers its services through telecommunications facilities built by telecom construction firms. Furthermore, it maintains a communications infrastructure to respond in detail to customer needs based on proper contracts with the telecom construction firms we work with as partners.

Specifically, we sign contracts covering the entire process from design to construction undertaken by the telecom construction firms in accordance with the Construction Business Act. In addition, DOCOMO designates its own standards and assigns supervisors to secure its management system for preventing accidents involving personal injury or death and for ensuring the quality of the communications we require. Since telecom construction often involves aerial work, we conduct rigorous assessments, particularly of safety, and visit construction sites for safety inspections. 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 regular opportunities for mutual communication, including briefing sessions on our policies, kickoff meetings, and presentations for improvement activities. Also, we 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 2020, 78 of the 143 proposals presented were adopted.

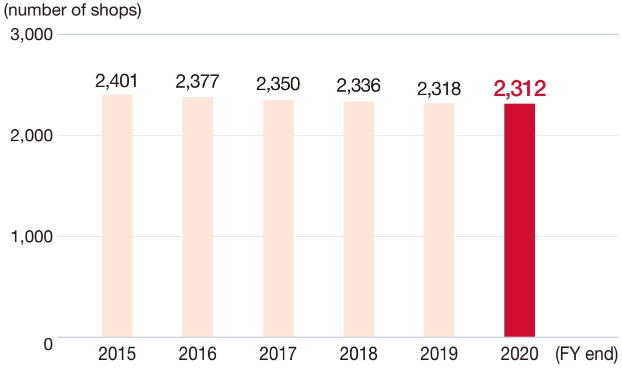
Relationship with Sales Representatives

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 2021, there were 2,312 docomo Shops nationwide, while other shops, including large-scale retailers dealing with products and services of multiple carriers, and also dealerships for our DOCOMO products, totaled approximately 3,000. DOCOMO signs appropriate contracts, which include articles related to CSR, with its partner dealerships in order to provide shops that represent important points of contact between DOCOMO and its customers.

Number of docomo Shops



Support for docomo Shop Staff

• Strengthening the Support System

docomo Shops undertook initiatives such as promoting a new style of service provision using tablets installed with a new reception system, expanding the shop visit reservation system, and assigning dedicated staff to initial settings and data transfers. As a result, we reduced customer waiting and attendance time to 57 minutes in fiscal 2020. We are also strengthening the support system for staff at docomo Shops and other retail outlets to assist with paperwork and respond to customers about defects as well as the provision of services related to devices and network services that have become increasingly sophisticated. These have been made possible by improving the functions of customer service support tools, the content of confirmation and learning video, and the capability of the call center, which is dedicated to shop staff. We will continue with these efforts in order to increase customer satisfaction further.

▶ Customer Waiting and Attendance Time

Fiscal 2019 65 minutes → Fiscal 2020 57 minutes Reduced by 8 minutes

• 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 provides the necessary education and training as well as incentives.

We conduct employee satisfaction surveys on a regular basis to gauge the level of satisfaction among docomo Shop staff. Moreover, we strive to maintain favorable workplace environments by seeking solutions to the problems faced by DOCOMO and its sales representatives.

With regard to our major sales networks, regular inspection tours are carried out by specialized divisions at the headquarters and by staff at the branch offices of DOCOMO to exchange views and provide guidance on creating favorable working environments.

We offer various 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 and organize training trips for competent sales staff as a means of promoting 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 scrupulous explanations to customers in order to encourage the continued use of DOCOMO services

• Continuous Education and Training and Qualification System

In conjunction with the change in the market environment of the telecommunications industry, docomo Shops are seeking to become a “total life support base that will make our customers’ lives more convenient, fun, and affluent.” Under this concept, 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 the product and service-related skills of those staff.

The basic philosophy of our staff training program is: acquire skills to deliver new value to customers that supports comfortable lifestyles. Adhering to this principle, we will not only review our program to accommodate new products and services but will also constantly upgrade the content to reflect requests from customers and staff 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	Presents optimal proposals that meet customer needs
Pre-Meister	Offers a friendly first response
Technical Advisor	Has an abundance of technical knowledge and is capable of offering prompt analysis and responses to a wide range of queries, including those related to malfunctions

Under the leadership of these qualified staff, we will strive to offer new value to customers in an effort to become the total life support base that wins their trust and affection. Over 94% of our staff are qualified in this way, with about 10% holding the top-level qualification.

Attending seminars and obtaining qualifications provide our staff with opportunities to realize personal growth. DOCOMO 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 National Competition "docomo Shop Staff Customer Service Contest-Meister of the Year" is held annually for docomo Shop staff from across Japan to get together and demonstrate their customer service skills. The contest, held 11 times up to fiscal 2019, offers an opportunity for staff to demonstrate customer service skills required in their daily operations, such as recommending the products and services that best fit the needs of each customer, in addition to an accurate knowledge of mobile phones and services. Although it was cancelled in fiscal 2020 due to the COVID-19 pandemic, we will seek to continue holding it as a means of further bolstering their skills.

docomo
ドコモショップスタッフ応対コンテスト
マイスター・オブ・ザ・イヤー 2019 全国大会

docomo Shop Staff Customer Service Contest-Meister of the Year 2019 National Competition

Promoting Workstyle Reform at docomo Shops

We are also promoting workstyle reform at docomo Shops and is creating a comfortable working environment for staff while also taking into account the trends of customers visiting each location.

• Changing the Business Hours of docomo Shops

docomo Shops nationwide are taking the following measures for workstyle reform (except those unable to implement them due to tenancy conditions; the numbers indicate the percentage of shops where the measures have been implemented).

- Shorter business hours (shop closes by 7:00 PM): 99%
- docomo Shops setting one non-business day for each month: 99%
- Two-consecutive non-business days that include New Year's Day: 99%
- Taking summer vacation: 99%

• Contributing to the Opening of Daycare Facilities to Support docomo Shops

As of the end of March 2021, female staff members accounted for approximately 56% of all staff at docomo Shops, and balancing child care and work is a serious issue for them. We regard providing daycare facilities as an important means for establishing an environment where experienced and highly skilled female employees can continue working for a long time. To create an environment in which they can continue working regardless of changes in their life circumstances such as child birth and child rearing, we support the opening of new daycare facilities by paying part of the initial cost (up to ten million yen per facility). Since the system started in April 2018, we have supported the opening of ten facilities and prepared ten daycare facilities nationwide.

The percentage of female staff able to readily return to work after child birth and work full-time is increasing, thanks to setting up daycare facilities in convenient locations, which can be used by female staff working on weekends, holidays, and at night as well. We will continue to create a favorable working environment for female staff.

Universal Design at docomo Shops (DOCOMO Hearty Style "Enhance Customer Support")

Following the concept of DOCOMO Hearty Style (P. 107), we are making docomo Shops barrier free. Specifically, we are eliminating steps at shop entrances, securing clear floor space for wheelchairs, installing wheelchair-accessible counters and restrooms, designating dedicated parking spaces for people with disabilities, and taking other steps. As of the end of March 2021, over 90% of all docomo Shops in Japan were equipped with barrier-free entrances and indoor spaces, and over 80% with barrier-free restrooms and dedicated parking spaces for people with disabilities.

- 2,235 shops with a barrier-free entrance
- 2,231 shops with clear floor space for wheelchairs
- 1,891 shops with dedicated parking spaces for people with disabilities
- 2,050 shops with wheelchair-accessible restrooms

For people with hearing impairments, we installed sign-language support videophones at 652 docomo Shops (as of the end of March 2021) to assist with communication between shop staff and customers by remote video interpreting. Many shops also have communication boards.

The shops are also ready to help customers try out the latest models of the RakuRaku PHONE series. In addition to making shops barrier free and providing tools, we are working to ensure that personnel understand the concept thoroughly. One way we do this is by having all new docomo Shop staff participate in the New Shop Staff Training, which about 6,000 employees nationwide took part in during fiscal 2020.

Environmental Efforts at docomo Shops

In cooperation with our sales representatives, DOCOMO promotes environmental efforts at docomo Shops. As part of these efforts, we implement electricity conservation measures such as replacing indoor lighting with LEDs as well as the reduction and bulk recovery of paper materials used for sales promotion or presentation tools.

Reinforcing Disaster Preparedness at docomo Shops

After the blackout that spread across Hokkaido following the Hokkaido Eastern Iburi Earthquake in September 2018, DOCOMO opened its office building and docomo Shops to the public in the disaster-stricken area to offer free mobile phone charging service.

As a measure against disasters, we installed photovoltaic power generation systems in 316 shops as of the end of March 2021 to strengthen our system for providing free charging services in case of a power outage. (DOCOMO'S disaster countermeasures: P. 086).

Free charging station

docomo Shops and Local Communities

Valuing the relationships developed by docomo Shops and local communities as well as customers, we are working to strengthen our engagement with customers across all age groups.

• Facilitating Communication with Local Residents through docomo Smartphone Classes

To bring docomo Shops closer to local residents, we are committed to providing docomo Smartphone classes with the aim of making the daily lives of people, particularly senior citizens, more enjoyable and comfortable. We offer classes at all levels of the curriculum, from introductory to advanced classes. In fiscal 2020, over 3.34 million customers participated despite a four-month interruption caused by the COVID-19 pandemic (cumulative total participants from January 2018 to March 2021: 10,223,932). As the classes can create an opportunity for participants to talk to each other, we will continue to facilitate communication with local residents through docomo Smartphone classes at docomo Shops.

docomo Smartphone classes

• Holding a Job Experience Event for Elementary School Children

As an initiative to provide children with opportunities to learn about what it is like to be a member of society through job experience and to familiarize them further with docomo Shops, we annually hold the Oshigoto (Job) Challenge! event for elementary school children at docomo Shops across Japan during summer vacation (cancelled in fiscal 2020 due to the COVID-19 pandemic). We also provide programming classes for children as part of docomo Smartphone classes, with 4,230 children participating in fiscal 2020.

Customer Services

DOCOMO is committed to the safety of mobile devices and user-friendly design, from the design stage to actual use, and it steadfastly strives to deliver safe, reliable and comfortable communication to our customers. Moreover, we continue to improve customer satisfaction by incorporating feedback from docomo Shops, an Information Center, and other sources to improve our products and services.

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105 Considerations for Children, the Elderly and Persons with Disabilities
110 Customer Satisfaction
113 Services for Safety and Consumer Education

Responsible for Products and Services

Basic Policies and Philosophy

DOCOMO is dedicated to maintaining the quality of products with due consideration for safety at every stage, from design to after-sales service. We formulate our own standards concerning the safety of mobile phones at the design stage, examine the safety of the products by testing prototypes, and make a final decision on the launch of a product only after safety is confirmed. 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 anyone, children or senior citizens, regardless of disability or nationality. As for current social issues related to mobile phone use, such as criminal behavior, addiction and other unethical 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 an important 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. We work with communication device manufacturers to develop products that are safe and thoroughly monitor product safety based on strict evaluation standards at every step of the way up to market launch. In addition, we fully comply with all regulatory requirements for labeling 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 aim to respond to any problems with our products once they are on the market by setting up repair and service centers throughout the country and an online system for accepting customer requests for repairs. Also, we promptly respond to customer feedback on quality by investigating causes and probing various ways of making 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 the policies for addressing it. This ensures that the entire organization will immediately respond to customer inquiries and that customers are continually informed of any issues that arise.

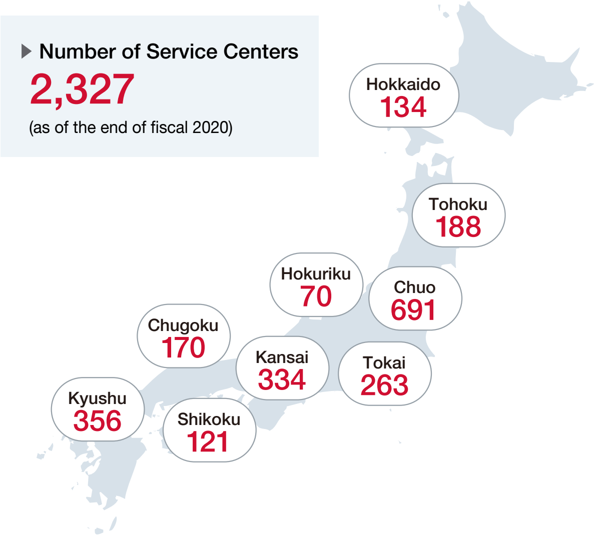
DOCOMO's Corporate Sales and Marketing Division and two of its functional subsidiaries* have acquired ISO 9001 certification and have built a quality management system based on ISO 9001.

*DOCOMO Datacom, Inc. and DOCOMO Technology, Inc.

Flowchart of Standard Product Quality Flow

Process	Work Details
Design (draw up specifications and present them to manufacturers)	·Development of mobile phone safety standards
▼	
Quality testing of prototypes	·Confirming that no harmful materials are being used ·Performance testing of components of communication devices ·Confirmation that no mobile phones are overheating ·Safety testing of battery packs
▼	
Decision for introduction of the products	·Final confirmation of mobile phones safety and performance at development stage
▼	
Quality testing of production models	·Testing of mobile phones based on specifications
▼	
Market launch	
▼	
After-sales service	·Repair service, quality control

Number of Service Centers



▶ Number of Service Centers
2,327
(as of the end of fiscal 2020)

Note: Includes the number of Service Desks

Ensuring Product Safety through Software

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. Since updates are implemented through data transmission, customers can update their devices in a timely manner and such updates can be applied to products still in the factory or in shop inventories, which enables customers to receive products improvements promptly. Models equipped with a software update function are always updated with the latest version. Software updates that follow OS upgrades will apply to the latest OS version.

Web Software Update 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. Some docomo Shops have videophones that support different languages, including sign language for foreign people and the hearing impaired so that those 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 on 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 submit various applications, request repairs and file a report when their mobile phone has been lost or stolen. Apart from the website, we also provide contact points for submitting various 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.

For customers living in areas where there are no docomo Shops or who cannot get to one for some reason, the docomo Online Shop provides quality content at all times, and customers can purchase smartphones and chargers through the website.

Web Inquiries in Foreign Languages

Web Support through Videophone

Web DOCOMO Online Procedures (in Japanese only)

Web Online Shop (in Japanese only)

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

Services that Ensure Device Security

• Security Countermeasure Services

We have recently been seeing growing threats to Internet and telephone communications, such as spread of spam mails, computer viruses, redirection to harmful apps and websites, and increases in other scam operations that take advantage of new policies and regulations as well as current social developments. More people are suffering from problems caused by such nuisances using mobile phones and smartphones, and DOCOMO is proactively working to provide countermeasure services to deal with them.

Anshin Security is a security service package that includes detecting viruses, blocking harmful websites, anti-spam mail, notifying about suspicious incoming calls, displaying screen alerts when the Wi-Fi connection is unsecured, and other services to safeguard smartphones from various threats.

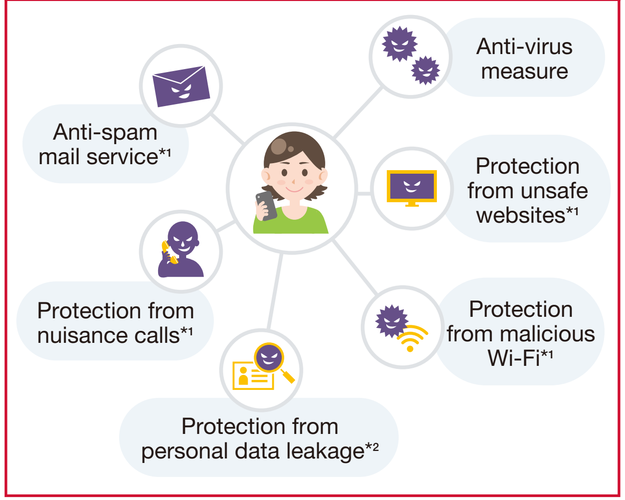
DOCOMO offers several free services to reject e-mails sent from malicious senders such as phishing scams and those containing harmful URLs, to remove viruses attached to e-mails (setting of scam and rejecting infected e-mails) as well as to display official e-mail account marks on "docomo mails" sent from companies and other organizations that have subscribed to the service. These services can be used together with Anshin Security to provide a safer communication environment for mobile phone and smartphone users.

Anshin Security (Privacy), launched in May 2021, is a service that enables customers to monitor unintended leakages of their personal data on the Internet. If a leakage is detected, the service notifies the customer and provides advice on how to deal with it so that the risk of the leaked data being misused for malicious purposes is reduced.

There has recently been an increase in illegal access to DOCOMO's services with d account IDs and passwords stolen from customers through DOCOMO-spoofed e-mails or SMS messages. As a countermeasure, DOCOMO makes available a setting called "d account password-less authentication," allowing customers to disable their password and use biometric authentication or unlock phone screen function instead, thereby providing a greater sense of security and convenience.

In November 2021, we also started introducing a countermeasure for the Raku-Raku Smartphone and other smartphones not equipped with a biometric authentication app.

Anshin Security and Anshin Security (Privacy)


Anti-virus measure
Anti-spam mail service*1
Protection from unsafe websites*1
Protection from nuisance calls*1
Protection from malicious Wi-Fi*1
Protection from personal data leakage*2

Setting of Rejecting Fraudulent and Infected Emails

Send/Receive

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

Considerations for Children, the Elderly and Persons with Disabilities

Considerations for Children

• Smartphone and Mobile Phone Safety Classes for Ensuring Safe and Secure Use by Children

To protect users against the dangers and other problems associated with smartphone and mobile phone use, DOCOMO holds free Smartphone and Mobile Phone Safety Classes to teach users how to handle such matters. Launched in 2004, the classes have been attended by many people across Japan, including elementary, junior high and high school students, students with special needs, parents, teachers and the elderly.

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

While using the Internet, a child could 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 victims to crimes through social media in 2018. About 90 percent of these children did not use filtering. DOCOMO offers a Filtering Service to prevent these negative encounters and in principle requires that subscribers who are under 20 and users under 18 using smartphones or mobile phones are registered with the Filtering Service*2.

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

Web Filtering Service (in Japanese only)

• Released Video Content on the Theme "Children × Information Morality"

Use of smartphones has spread among children, and now 98.0% of high school students and 79.3% of junior high school students use them*. While they function as a tool to oversee children's daily safety, many problems and incidents are occurring from their use as a result of a lack of proper knowledge of information morality among children.

DOCOMO considers this as a social issue and has released a video content based on the theme "children and information morality" in order to prompt discussion between children and guardians about smartphone use. The video clip is based on a real incident and shows the problems that lie behind the casual day-to-day communication, giving viewers the sense that they are the ones suffering from them. We are engaged in these activities to propel people toward dealing with social issues related to children and information morality, thereby creating a society where people can lead a safe, peaceful, comfortable and affluent life.

Note: Data based on the Cabinet Office's 2020 survey on the Internet use by youth

*1 Based on "2020 Many dangers lie behind Internet—it can happen to you" issued by the National Police Agency and Ministry of Education, Culture, Sports, Science and Technology
*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 depending on the OS.

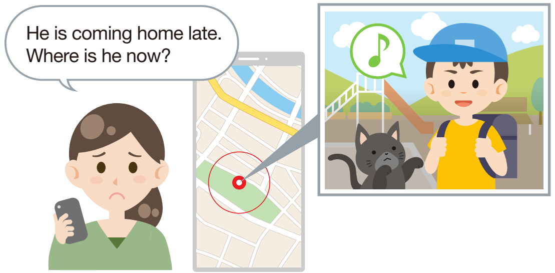
• Looking after Children from a Distance with imadoco-search

To protect children from being targeting by criminal activity, which remains rife, we have been 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 interrupted. The service can be also used to track elderly adults who live away from their families.

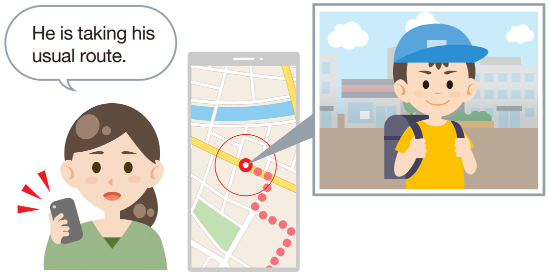
Web Imadoco-search (in Japanese only)

Features of Imadoco-search

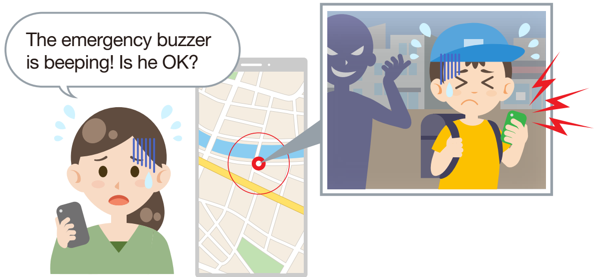
·Indicates a child's location on a map as necessary


He is coming home late. Where is he now?

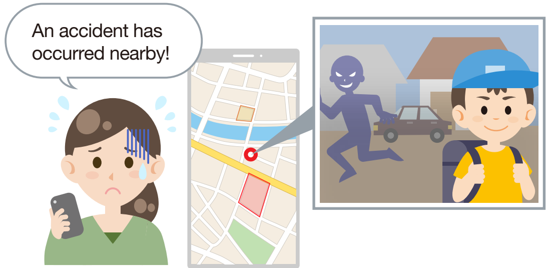
·Indicates a child's migration route on a map


He is taking his usual route.

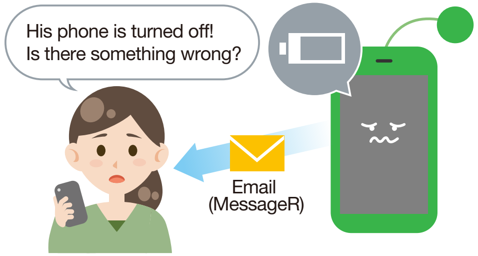
·Sends a notification to a family member about the user's location when the user presses an emergency buzzer or when power is switched off


The emergency buzzer is beeping! Is he OK?

·Provides information about nearby incidents (service is limited to 41 prefectures as of March 2020)


An accident has occurred nearby!

·Sends a notification about the user's location when the battery is low


His phone is turned off! Is there something wrong?
Email (MessageR)

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

• Promoting DOCOMO Hearty Style Products and Services Based on Customer Feedback

DOCOMO Hearty Style is an activity for promoting products and services that are easy for anyone to use, so that every customer is satisfied. It is based on the universal design concept, with which we seek to make products and services 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	Develop and provide products and services that are easy to use for all types of customers (1) Develop the Raku-Raku PHONE series (2) Provide smartphone apps and services designed for persons with disabilities such as Mieru Denwa P. 108 (3) Offer Hearty Discounts P. 108 (4) Provide Braille phone charge service P. 109
Enhance Customer Support	Improve the environments of customer service desks that are easy to use for all users and enhance response to customers (1) Make docomo Shops barrier-free P. 100 (2) Operate docomo Hearty Plaza (Marunouchi) (3) Install videophones supporting sign language P. 100 (4) Conduct training for docomo Shop staff P. 099 Note: For details, see the Supply Chain chapter.
Disseminate Safe and Secure Use	Provide opportunities for all customers to use smartphones and other devices safely, securely and conveniently (1) Organize DOCOMO Hearty Class lectures for organizations serving persons with disabilities P. 109 (2) Organize Smartphone and Mobile Phone Safety Classes for special-needs schools nationwide P. 105 (3) Participate in events and exhibitions for persons with disabilities

Developing Universal Design Products (Raku-Raku PHONE Series)

We are focusing on developing products with clearly recognizable functions and features, including the Raku-Raku Phone series, so that the elderly and people with disabilities can easily use them.

docomo
4G
10/10 土曜日
12:34
電話/電話帳
メール
インターネット
1
2
3
4
5
Play ストア
Google
カメラ・ビデオ
dメニュー/検索

Raku-Raku Smartphone F-42A

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

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

Usage support at a Raku-Raku Phone Center

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

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.

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

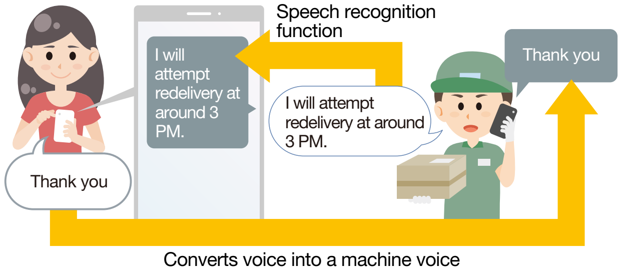
Note: These are a few of the F-42A compatible functions. Please see the DOCOMO official website for details.

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.


Speech recognition function
I will attempt redelivery at around 3 PM.
I will attempt redelivery at around 3 PM.
Thank you
Thank you
Converts voice into a machine voice

Web Mieru Denwa (in Japanese only)

• Simple Flick (for persons with an upper limb disability)

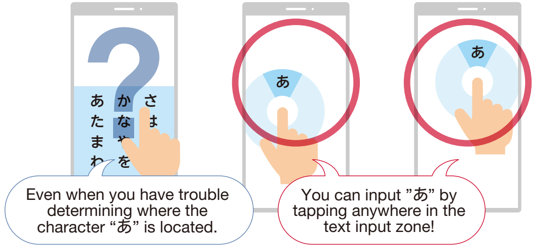
Simple Flick is a free smartphone app (iOS and Android) that was developed in response to feedback from customers who were having difficulty tapping the correct icons on the screen.

The app allows users to implement frequently used e-mail addresses and other items with two flicks to any part of the operation screen by first assigning screen positions at the top, bottom, left, or right of the phone, for designated e-mail, app, or bookmark functions. It is also screen reader compatible. In May 2019, we added a function to some iOS devices that supports smartphone operation through eye movements.

Web Simple Flick (in Japanese only)

• Move&Flick (service for those with visual impairments)

Move&Flick is a free app for iOS smartphones that supports typing when it is difficult to accurately use the onscreen keyboard. The user can flick characters from anywhere inside the designated zone, and the input text can be read aloud.

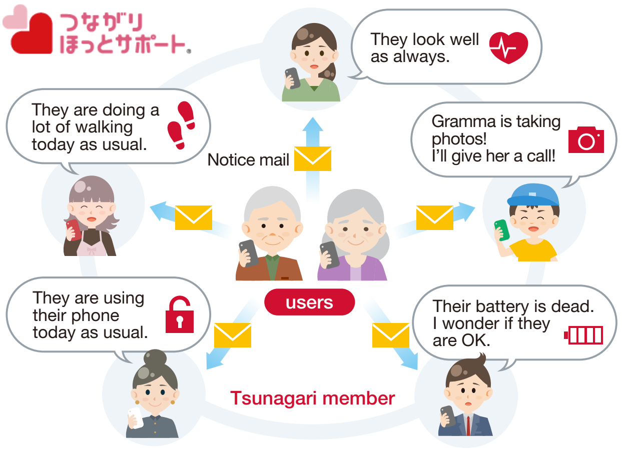

あ か さ
た な は
ま や
わ を
あ
あ
Even when you have trouble determining where the character "あ" is located.
You can input "あ" by tapping anywhere in the text input zone!

Web Move&Flick (in Japanese only)

• Tsunagari Hotto Support

Tsunagari Hotto Support is a service that enables Raku-Raku PHONE and Raku-Raku SMART PHONE users to inform registered members about their well-being based on mobile phone usage (number of steps, activation or deactivation of the screen lock function and remaining battery power).

For example, the service will help family members who live far away know how the others are doing and encourage conversations. Information indicating that a mobile phone or smartphone has not been on for a long period allows family members to become promptly aware of potential emergencies such as deteriorating health. It has been used as a tool for looking after the elderly.


つながり ほっとサポート
They look well as always.
They are doing a lot of walking today as usual.
Notice mail
Gramma is taking photos! I'll give her a call!
users
They are using their phone today as usual.
Their battery is dead. I wonder if they are OK.
Tsunagari member

Web Tsunagari Hotto Support (in Japanese only)

• Hearty Discounts

Hearty Discounts is a service that waives charges such as monthly fees for various services as well as administrative fees for some procedures for customers who have been issued a physically disabled certificate, nursing certificate, medical certificate for a specific disease, or another such document.

(1) Discount on monthly charges
(2) 60% discount on monthly charges for services such as answer phone
(3) No administrative fees for new contract, name change, model change, or contract change
(4) Free "initial setting support" for smartphones, etc.
(5) Free call and assistance charges for "104" directory assistance

Web Hearty Discounts

- **Braille Billing Statement Services**

We issue braille billing statements for people with visual impairments free of charge. The statements display monthly billing amounts, statement details and other information in braille. In fiscal 2020, just as in fiscal 2019, approximately 32,000 braille billing statements were issued.

- **DOCOMO Hearty Classes**

DOCOMO Hearty Classes teach about the basic operation and use of smartphones and tablets to people with disabilities on a business trip basis (free of charge).

We hold classes upon request of organizations that serve those with special needs and implement programs for each type of disability according to customer needs. In some classes, DOCOMO employees with disabilities serve as lecturers. 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 950 classes took place in fiscal 2020, with some 12,000 participants in total. We have also participated in events and exhibitions for people with disabilities.

Web 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 user smartphone or other screens. In addition to advising on operations as well as DOCOMO device and app settings, we offer support on using apps provided by operators other than DOCOMO (such as LINE, Facebook, Twitter, and Instagram) and on connecting peripheral equipment such as routers and headphones.

The service, with the operator handling the operation on behalf of the customer just as if they were guiding them in person, was well received by customers, with 22.2 million people signing up for the service as of March 2021.

Web Anshin Remote Support (in Japanese only)

- **In-house Training**

We conducted web training on DOCOMO Hearty Style in February and March 2020 for all DOCOMO Group employees. More than 32,000 individuals participated, representing a significant impact on Groupwide awareness.

In addition, we hold group training and lectures every year for employees in charge of product and service development as well as customer contact support, all of which are areas where having a deeper understanding of universal design is especially important. Participants learned about daily movements, wheelchair operation and communication methods such as sign language, and they were given examples of how ICT is being used.

DOCOMO will continue to develop these activities to raise employee awareness of universal design.

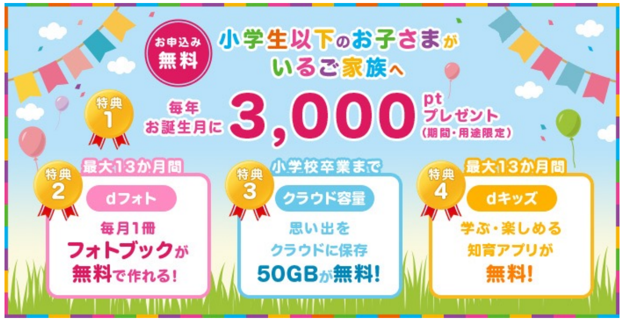
- **Child Raising Support Discount and Child Raising Support Program**

We have provided the docomo Child Raising Support Program to strengthen our engagement with families with children since 2016.

Under the program, we gift d POINTs (3,000 points) once a year to families with a child of primary school age or younger, and they can use these points to procure hygiene supplies, toys, or other goods, as well as an educational app of their choice for up to 13 months free of charge. The program also offers access to a data storage cloud service and photobook app.

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 can make no-charge calls and receive monthly bill discounts until the first March 31 after the registered child turns 18.

We continue to stand by single-parent family customers and provide the services they need.


お申込み
無料
小学生以下のお子さまが
いるご家族へ
特典 1
毎年
お誕生月に
3,000
pt
プレゼント
（期間・用途限定）
特典 2
最大13か月間
dフォト
毎月1冊
フォトブックが
無料で作れる！
特典 3
小学校卒業まで
クラウド容量
思い出を
クラウドに保存
50GBが無料！
特典 4
最大13か月間
dキッズ
学ぶ・楽しめる
知育アプリが
無料！

Customer Satisfaction

Basic Policies and Philosophy

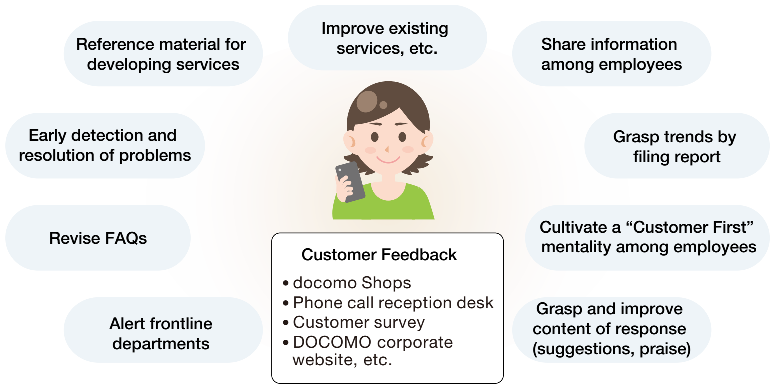
New technologies and services are constantly being generated in the telecommunications and ICT industries, and with equipment such as smartphones and mobile phones evolving almost daily, new services for mobile phones are constantly under development. Advances in technology and services have been accompanied 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 4.7 million feedback comments from customers every year through its docomo Shops, Customer Help Desk, corporate website and others. Also, we annually receive about 44,000 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 that will even exceed customer expectations. We strive to reflect customer feedback in our R&D and service improvements in order to both enhance customer convenience and raise the level of their satisfaction with our products and services.

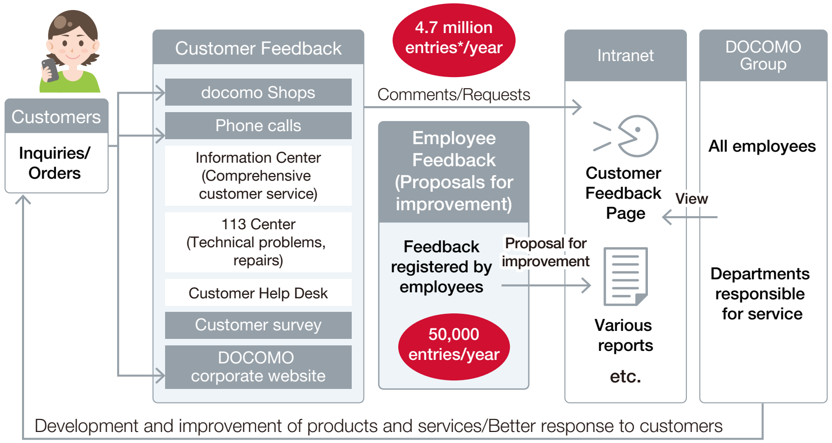
Strategies for Increasing Customer Satisfaction

DOCOMO utilizes customer feedback for such purposes as improving products and services and enhancing customer response capabilities at docomo Shops. This feedback, as well as perceptive feedback submitted by our staff, are communicated via our in-house system on a near real-time basis to be shared with all DOCOMO Group employees and can be viewed at any time. Moreover, we strive every day to improve customer satisfaction, always mindful that customers are at the center of our products and services.

Capitalizing on Customer Feedback to Achieve Customer Satisfactions


Reference material for developing services
Improve existing services, etc.
Share information among employees
Early detection and resolution of problems
Grasp trends by filing report
Revise FAQs
Cultivate a "Customer First" mentality among employees
Alert frontline departments
Grasp and improve content of response (suggestions, praise)
Customer Feedback
• docomo Shops
• Phone call reception desk
• Customer survey
• DOCOMO corporate website, etc.

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


Customers
Inquiries/ Orders
Customer Feedback
docomo Shops
Phone calls
Information Center (Comprehensive customer service)
113 Center (Technical problems, repairs)
Customer Help Desk
Customer survey
DOCOMO corporate website
4.7 million entries*/year
Comments/Requests
Employee Feedback (Proposals for improvement)
Feedback registered by employees
50,000 entries/year
Proposal for improvement
Intranet
Customer Feedback Page
Various reports
etc.
View
DOCOMO Group
All employees
Departments responsible for service
Development and improvement of products and services/Better response to customers

Note: Fiscal 2020 actual

• 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 inhouse system, and the Customer Satisfaction Department compiles a report for internal circulation. DOCOMO takes seriously the opinions and requests of customers regarding its products and services, and it strives to develop and enhance its products and services while improving the ways it responds to customers. In addition to feedback received through customer contact points, we also conduct quantitative and qualitative research to explore relevant issues in order to enhance overall customer satisfaction.

We introduce initiatives that have incorporated customer feedback on our corporate website.

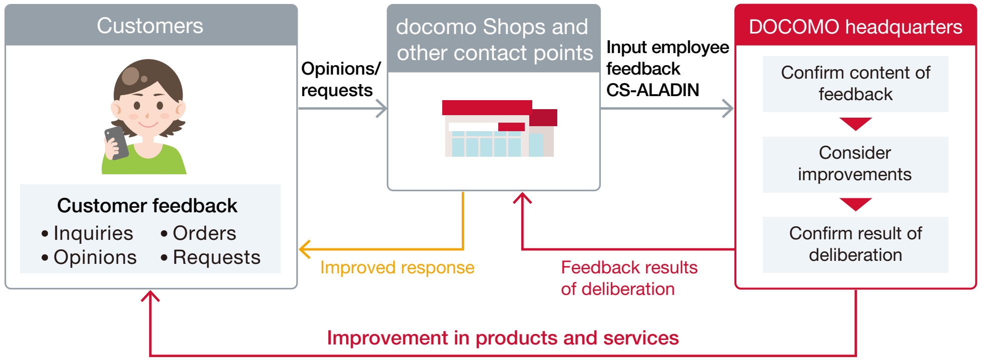
Web Initiatives incorporating customer feedback (in Japanese)

• 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 product or service improvement and gathered through daily interaction 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


Customers
Customer feedback
• Inquiries
• Orders
• Opinions
• Requests
Opinions/ requests
docomo Shops and other contact points
Input employee feedback CS-ALADIN
DOCOMO headquarters
Confirm content of feedback
Consider improvements
Confirm result of deliberation
Improved response
Feedback results of deliberation
Improvement in products and services

CASE

The following are major examples of improvements resulting from interaction between customers and DOCOMO employees in fiscal 2020.

· Offered an Online Version of the docomo Smartphone Class

We started providing an online version of the docomo Smartphone Class on April 22, 2020 to allow customers to take the class at home.

· Facilitated a call from Kids Keitai (SH-03M) to the Disaster Emergency Message Dial

We launched an improvement to the Kids Keitai cellular phone on November 30, 2020, allowing users to call the Disaster Emergency Message Dial 171 service by just tapping on the phone screen.

· Launched Giga Plan Upper Limit Setting Option

We started providing the Giga Plan Upper Setting Option on March 1, 2021, which allows customers to fix the monthly charge as one set for Step 1 of the 5G Gigalight or Gigalight plan.

• Improvements through Customer Feedback

DOCOMO conducts a survey of customers who have subscribed for any of a variety of services at docomo Shops and retailers or made inquiries at our Information Center. In fiscal 2020, we received around 3.22 million comments from customers from across the nation, and all comments and evaluations are sent back to docomo Shops, call centers and retailers.

Customer feedback serves as an indicator of our customer response capability, and we seek to make good use of such information to raise the level of our customer response by further enhancing the positive aspects while improving aspects that have been pointed out to us by customers.

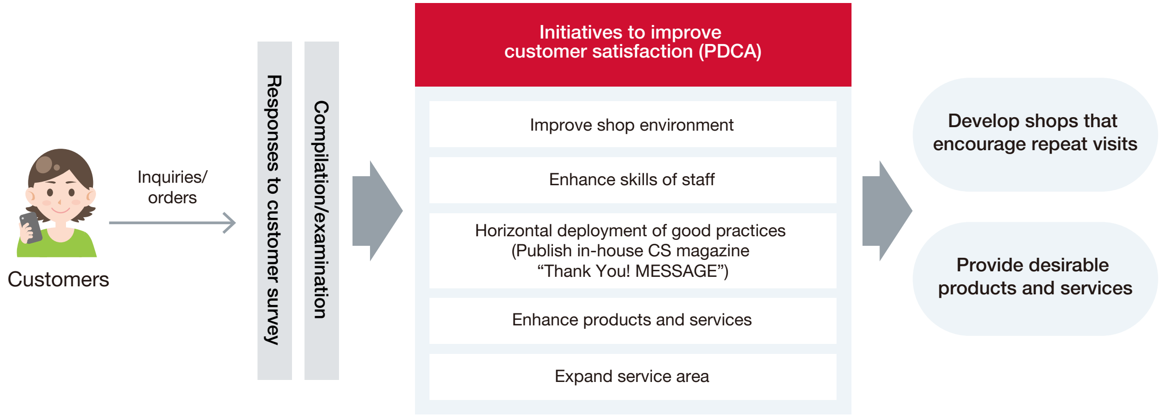
• Initiatives for Better Reception Quality

We carry out regular customer surveys on the status of network communication and strive to improve quality. We also collect customer feedback such as about weak signals that cause poor communication quality and places where data speeds are slow. This is handled via the "Support Desks for Reception" page on our corporate website, which is currently being improved.

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

Web Support Desks for Reception (in Japanese only)

Flow of Customer Survey


Customers
Inquiries/
orders
Responses to customer survey
Compilation/examination
Initiatives to improve customer satisfaction (PDCA)
Improve shop environment
Enhance skills of staff
Horizontal deployment of good practices (Publish in-house CS magazine "Thank You! MESSAGE")
Enhance products and services
Expand service area
Develop shops that encourage repeat visits
Provide desirable products and services

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

To promote customer-first management, DOCOMO has carried out initiatives led by employees qualified as Advisory Specialists for Consumer Affairs* since 2006. They are primarily operators at customer help desks and staff involved in creating promotional tools. As of the end of March 2021, the DOCOMO Group has about 200 advisors, who apply their knowledge to enhance their response 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

Since fiscal 2015, we have been analyzing customer satisfaction levels by surveying d POINT Club members (83.73 million as of the end of June 2021).

In addition to customer feedback on perceptions and customer surveys, the d POINT Club survey facilitates analysis by segment based on subscription status of lines and services, usage status and other data. It also helps us to understand the impact of customer satisfaction levels by survey item on their overall level of satisfaction with DOCOMO.

We plan to continue using the d POINT Club surveys for point-in-time snapshots of customer satisfaction and seek to provide greater satisfaction to customers by analyzing the importance they place on each aspect of our products and services when deciding whether or not to maintain their subscription. Also, we examine correlations between customer satisfaction level and their intent to continue using DOCOMO.

- **Understanding Customer Needs through "Minna de Tsukuru DOCOMO Iinkai"**

"Minna de Tsukuru DOCOMO Iinkai" (Committee on Creating DOCOMO by Everyone) is a community that has been created to allow customers and DOCOMO employees to directly exchange views on an Internet bulletin board. Customers who wish to have their views reflected in the creation of better DOCOMO services are asked to register. The committee is used to improve products and services by identifying needs, evaluating concepts and gathering impressions of the website and collecting ideas from customers. In contrast to conventional d POINT Club surveys, the initiative allows us to engage in two-way discussion to better reflect customer needs and preferences in DOCOMO products and services.

▶ **Surveys conducted in "Minna de Tsukuru DOCOMO Iinkai" in fiscal 2020** 28

Services for Safety and Consumer Education

Promoting Good Manners for Mobile Phone Users and Safe Charging

- **Functions and Services Relating to Mobile Phone Etiquette**

DOCOMO mobile phones include functions called Public Mode (Drive Mode)* and Public Mode (Phone OFF).

Public Mode (Drive Mode)

Plays a message to the caller and terminates the call when a customer does not wish to use their mobile phone. There is no indication on the phone that a call has come in (no ringtone, vibration or lighting up).

Public Mode (Phone OFF)

A network service provided at locations where mobile phones must be turned off, such as on airplanes or in hospitals. When someone calls a phone in this mode, a message is played to inform the caller about the situation, and the call is then disconnected.

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

- **Preventing Smartphone-Distracted Walking**

Smartphone-distracted walking has recently emerged as a social concern. In addition to being inconsiderate, it is extremely dangerous and can lead to serious accidents involving not only the person doing it but others nearby as well. DOCOMO regards the issue as a matter it should address as a company and has engaged in various activities to raise awareness about it. We will continue to warn the public that using smartphones while walking can be unsafe while also carrying out initiatives to make smartphone use safer.

Main Measures to Prevent Smartphone-Distracted Walking

Measures to prevent smartphone distracted walking	Details	Year launched
Established smartphone manner mark and developed a design manual	Use the smartphone manner mark on advertising materials and store promotional tools for raising customer awareness.	Fiscal 2012
Sticker for raising awareness	Posted stickers in the Company to promote employee awareness.	Fiscal 2012
Offer a function that prevents smartphone-distracted walking	Provide Anshin Filter for docomo and Secure Mode apps free of charge. Smartphone with the apps installed and set up will detect when a user is walking while looking at their smartphone and display a screen alert. Users are prevented from operating the smartphone while the alert screen is displayed.	Fiscal 2013
Alert users through TV commercials, posters, and an official website	Renew efforts to alert users about various smartphone-distracted walking incidents, including falling accidents caused by playing smartphone games while walking.	2016

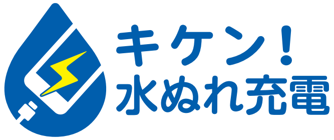
危険です、歩きスマホ。

Using a smartphone while walking is dangerous

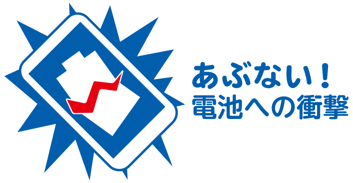
• Promoting Safe Charging

A terminal may generate an abnormal amount of heat when the connector on the phone being charged is wet or coated 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. Additionally, a video and the caution marks below have been created to alert customers to the issue.



Do Not Charge Phone When It Is Wet!


あぶない！
電池への衝撃

Physical Damage to a Battery is Dangerous!

Measures Against Fraud

The reported number of specific types of fraud such as remittance-soliciting fraud has decreased for the past two years, but that number remains high*.

Due to the fact that cell phones are used in many unique scams as a communication device, DOCOMO cooperates with the government and other mobile providers to promote preventative measures against this form of fraud.

*Data on a special type of 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 charges for individual subscriptions are limited to credit card or direct account withdrawal in principle. Applicable credit cards and ATM cards can be confirmed at a docomo Shop or other outlets.
	･Authentication of new subscribers' identity at docomo Shops or other outlets is conducted only through original identity documents. ･The online identity authentication system of eKYC is introduced for new subscribers' identity authentication at docomo Shops and on the ahamo or other websites.
	Information on customers who fail to confirm their identity when requested by the police, and to whom services are discontinued, is commonly shared among all mobile providers and utilized in screening procedures.
	In order to prevent large volumes of fraudulent subscriptions under the same name, individual subscriber lines under the same name have 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.
Cooperation with the Police	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.
	At the request of the police, we cancel the subscription of, or reject for a certain period, any additional subscription requested by a rental operator who is found to have violated the Act for the Prevention of Illegal Mobile Phone Use.
Implementation of Network Use Restriction	We use the network use restriction system* as a means 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 behavior; 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 Investment

NTT DOCOMO believes that building a sound relationship with society is essential for developing a sustainable business. As a good corporate citizen, DOCOMO contributes to realizing a prosperous and peaceful society by collaborating with diverse stakeholders to effectively address regional and social concerns.

116 Initiatives on Community Investments
119 Disaster Relief Provided by DOCOMO
121 NPO Mobile Communication Fund (MCF)

Initiatives on Community Investments

Basic Policies and Philosophy

Policies for Community Investments

The DOCOMO Group seeks to engage with the local community in the public and private domains and actively strive to bring comfort and fulfillment to the local community. We also strive to eliminate the negative aspects associated with smartphones and mobile phones amid the rapid development of ICT, with the aim of being a company that contributes to the sound development of society.

We will specifically center our efforts on the following five priorities areas.

DOCOMO Group's Priority Areas

1. Safety and Security
2. Nurturing the Next Generation
3. Disaster Prevention and Response
4. The Environment
5. The Local Community

• Management System

We have established a system for promoting CSR, by which DOCOMO's head office sets out the basic policies and overall direction of activities and a CSR officer, assigned by each Group company, independently develops activities tailored specifically to the business operation and regional characteristics of each company.

To further enhance the effectiveness of community investment initiatives, each CSR officer develops activities to address the challenges and needs facing the region, and they meet with other officers periodically 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* that proposes a voluntarily contribution of at least 1% of the organization's ordinary profit or after-tax income to community investments.

In fiscal 2020, we spent about 13.97 billion yen for community investment. This includes a special measure for schools to address their burgeoning communications costs resulting from increased online classes due to school closures to prevent the spread of COVID-19, as well as donations and other support. 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 by the DOCOMO Group in Fiscal 2020

Major Areas of Our Community	Number of Activities*	Number of Participants	Expenditures (million yen)
Environmental conservation	89	5,758	Approx. 1,115
Social welfare	247	121	Approx. 507
Support for disaster-stricken areas	64	78	Approx. 108
Education and cultural promotion	106	227	Approx. 8,845
Local community development and dialogue	112	947	Approx. 876
Sports promotion International exchange activities and others	94	87	Approx. 2,504
International exchange activities and others	1	—	Approx. 12
Total	713	7,218	Approx. 13,967

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

The DOCOMO Group is engaged in business activities rooted in local communities. We believe that facilitating dialogue with these communities through our community investments will eventually benefit us in the form of business opportunities and risk avoidance. We therefore engage and invest in the following areas proactively.

Social Investment Projects

Category		Ratio*	Major Projects
Investment in local communities	Medium and long-term community investments that address social issues concerning both the DOCOMO Group and local Communities	31.0%	•Holding smartphone and mobile phone safety classes to teach users about safe and secure use, support for sports, etc. •Implementation of the Tohoku Relief Fund for DOCOMO Group employees •Initiatives through the Mobile Communication Fund P. 121
Charities	Donations or community investments conducted on a one-time basis or short-term basis	53.0%	•Implementation of the Online Fundraising Site (donation site) P. 119 •Support measures for U25 associated with the outbreak of COVID-19
Commercial initiatives	Community investments that generate profit	16.0%	•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 Volunteering 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 in their steadfast participation in community investments.

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

Fiscal Year	Award Recipients	Initiatives
2018	2 initiatives	•Supporting youth through Little League Baseball activities •Promoting winter sports in local prefecture
2019	1 initiative	•Volunteering in areas affected by the Great East Japan Earthquake and other disasters
2020	1 initiative	•Holding local disaster prevention activities (Nihonbashi, Tokyo)

In addition to annual paid holidays, DOCOMO has introduced "life planning vacations" and encourages employees to engage in these volunteer activities. In fiscal 2020, 40 employees took these "vacations."

We also provide employees with information about volunteer activities, which we support through the NTT Group Volunteer Portal Site, set up in April 2017. The site was established to promote Group-wide strategic community investments. As of the end of March 2021, the number of employees registered on the portal site Group-wide is approximately 9,500, consisting of about 1,100 DOCOMO Group employees.

For the areas affected by the Great East Japan Earthquake that require long-term assistance, we established the TOHOKU Reconstruction Support Office in 2011 to provide help that goes beyond short-term volunteer projects and donations (P.119).

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

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

KPIs for Community Investments

Priority Themes of Community Investments	Purpose	KPI	FY2020 Results	Relevant SDGs	Sustainability Focuses
1. Safety and Security	To avoid danger and other problems associated with mobile phone use	Number of smartphone and mobile phone safety classes provided Number of classes: 7,000 or more per year Number of attendees: 1 million or more per year	Approx. 4,900 classes, 610,000 attendees	4 質の高い教育をみんなに	Sustainability Focus 5
2. Nurturing the Next Generation	To promote ICT literacy education for the next generation	Supporting 40 exchange students from Asian countries every year as a human resources development program for the next generation, which will lead future telecommunications businesses in Asia	17 students	4 質の高い教育をみんなに 10 人や国の不平等をなくそう	Sustainability Focus 1
		Achieving the goal of holding classes 100 times or more to teach Focus 1 about smartphone and mobile phone use for people with disabilities (DOCOMO Hearty class)	18 times, 185 participants		
3. Disaster Prevention and Response	To respond in a disaster	Implementing practice-based disaster training, including activities required in all the stages from restoring communications to supporting shelters at least once a year	Once	9 産業と技術革新の基盤をつくろう 13 気候変動に具体的な対策を	Sustainability Focus 4
4. The Environment	Conservation of biodiversity Reduction of CO$_2$ emissions	Number of docomo Woods programs held (49 areas and at least once a year) (except for the cultivation period after planting and periods during which activities cannot be held due to natural disaster, etc.)	11 times	13 気候変動に具体的な対策を 15 陸の豊かさも守ろう	Sustainability Focus 8
5. The Local Community	Community investments that employees participate in	Achieving a higher number of people compared to the previous fiscal year, who participate in cleaning around the company building and along a nearby riverside and in local events	7,218 participants		Items common to all Sustainability Focuses

*Decreased due to the impact of the COVID-19 pandemic

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. In these classes, users are instructed on how to manage the risks and problems related to the use of smartphones and mobile phones in order to prevent their occurrence. The classes are arranged into levels by various segments 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 measure to support ICT implementation in schools and to prevent the spread of COVID-19. In fiscal 2020, we held about 4,900 classes, attended by about 610,000 people.

▶ Smartphone and Mobile Phone Safety Classes

Cumulative number in the 17 years since 2004 (as of the end of March 2021)

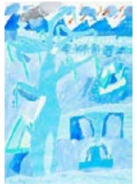
Approx. **91,000** classes / **1,411** million participants

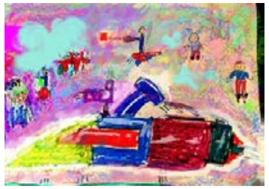
Art, Culture and Sports

• 19th 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 the junior high school student age to support the dreams of young people, who are the future of our society.

In fiscal 2020, the 19th year of the contest, 81,453 entries were submitted in the painting and digital painting categories, bringing the grand total of artworks entered to over 1.75 million. Some of the prize-winning works included "The World of Ice," depicting a world that is as clear as ice, and "Jet Car for Clean Air," depicting an ideal vehicle that flies in the sky to clean the world's air around us. DOCOMO will continue to encourage children, the leaders of the next generation, to envision a bright future with grand dreams.


"The World of Ice," a winning entry of the Minister of Education, Culture, Sports, Science and Technology Award in the painting category


"Jet Car for Clean Air," a winning entry in the DOCOMO Mirai Gold Award in the digital painting category

• Supporting the Activities of Omiya Ardija and Omiya Ardija VENTUS

DOCOMO supports the activities of Omiya Ardija, a J2 soccer team, and Omiya Ardija VENTUS, a women's professional soccer league team. Our support extends across a wide range of activities such as supporting the management of events and operating booths at matches. In September, we held DOCOMO Presents Matches for Omiya Ardija and Omiya Ardija VENTUS. Even under the strict COVID-19 protocols, we were able to liven up the events by decorating the venue with cardboard panels printed with the photos of supporters and team mascots while taking all possible precautions. We also distributed trading cards for visitors only and held an online lottery for original goods for the first time in three seasons in response to requests from many supporters. In addition, the NTT DOCOMO Soccer School, our joint initiative with Omiya Ardija that was launched in fiscal 2000 as a social contribution to local communities and to foster the development of young people, has been held about 300 times to date, with a total of more than 60,000 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!!!, which is Saitama Prefecture's soccer tournament for people with intellectual disabilities, held by the Omiya Ardija. We will continue to help revitalize the Omiya area through soccer.

Soccer Class

Examples of Nurturing the Next Generation

• Partnership Agreement on the Use of ICT in Special Needs Education

In March 2021, DOCOMO signed a partnership agreement with the Shimane Prefectural Board of Education and University of Shimane on improving special needs education through the use of ICT, which is the first partnership of its kind for DOCOMO. In fiscal 2020, there were around 140,000 students enrolled in special needs schools across Japan.

Under this agreement, we will be utilizing advanced ICT devices under 4G and 5G networks to support children with various disabilities. Those with hearing disabilities often understand speech by lip reading, so wearing a mask during this pandemic presents a major impediment to their ability to engage in communication. However, we will be able to help these students learn by using our technology to display the words spoken in class as text on lightweight display glasses*, which are currently under development.

Students who cannot easily leave their homes due to physical disabilities can virtually visit places through the use of avatar robots. In addition, we will conduct various trials using ICT, such as helping teachers and staff improve their ability to use tablet devices and remotely visiting schools.

DOCOMO will strive to improve the learning environment in special needs schools as well as the living environment for students with special needs.

*Wearable device in the form of glasses that can project smartphone content on a large screen

ICT training conducted for 800 teachers at all 12 special needs schools in Shimane Prefecture

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 DOCOMO. Our online fundraising site also accepts d POINTs to raise additional funds from more people. Details of our fundraising activities for fiscal 2020 are as follows.

Disaster Relief Fundraising for Fiscal 2020

Fundraising Campaign	Raised (Yen)		Number of Donation	Average Amount (Amount/Number of Donations)	Fundraising Period
		By d POINTS			
July 2020 Kumamoto Heavy Rain Relief Fund in 2020	42,300,383	35,662,309	44,230	956	July 7–31
Total funds in fiscal 2020	42,300,383	35,662,309	44,230	956	

Supporting Tohoku's Recovery

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

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. We have continued to take actions aimed at the recovery and rebirth of mainly the Iwate, Miyagi and Fukushima regions. Characteristics of the Team RAINBOW are 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 how it maintains its activities by exploring solutions together with the locals.

We aspire to provide support aimed at recovery and rebirth of the entire region with an eye on the long-term future and without having to focus on resolving only the issues at hand. Moreover, we seek to ensure the continuity and sustainability of our activities by offering support through our business.

In fiscal 2020, we further accelerated this initiative and pushed forward with various activities to create social value from the aspect of reconstruction and local revitalization.

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.

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

Three Action Themes for Creating a Future Homeland

Action Theme	Main Initiatives in Fiscal 2020
Agriculture that moves people, work and nature into the future	**Promoting ICT-based agriculture** • Demonstrate cultivation of rice without any fertilizer or pesticide, mainly in Miyagi and Fukushima Prefectures (fourth year) • 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)
Solutions that move the Tohoku region into the future	**Measures against crop damage by wild animals** • Develop a prototype of a trap vibration detection sensor • Conduct a joint verification experiment with the hunter's association in various areas of Tohoku **Managing Forestry Safety** • Develop a prototype communication system that transmits an alert when workers are in danger **Support disaster prevention learning** • Exhibit the Mechanism of Tsunami Learning System that applies DOCOMO's R&D technology in Inochi wo Tsunagu Miraikan (earthquake and tsunami memorial museum) in Kamaishi City
Stay close to the local community and think about the future together	**Reviving the community** • Offer a hometown community system using tablets in one municipality of Fukushima Prefecture, hold community gatherings 200 times a year with the aim of maintaining and reviving the community and to serve as a place where users can informally interact with each other **Increasing interaction as well as the number of people who maintain some connection to the region without residing there** • Conduct employee training in Naraha Town in Fukushima Prefecture on the themes of solving social issues and thinking about local revitalization, as in the previous fiscal year. In fiscal 2020, the training will be expanded to a joint public-private training program and conducted completely online **Shop to boost the local economy** • Hold a reconstruction support march to bring together local producers in Tohoku and DOCOMO employees across the country

CASE Supporting Agriculture with ICT

We use paddy sensors that control water level to conduct verification tests of a cultivation method which controls weeds without the use of herbicides. We are encouraging the dissemination of this method as well and are seeking to provide the seeds of economic reconstruction and revitalization of the region's town and farming villages by producing safe and high value-added rice through natural farming.

We have been working with producers in the towns of Minamisanriku, Kami, Shikama, and Sendai City in Miyagi Prefecture. Recently, interaction has expanded to include interested producers in and outside of Tohoku.

We hold seminars for them and have seen an increase in the number of farmers as well as rice paddy acreage.

Paddy sensor

CASE 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 in Minamisanriku-cho, Miyagi Prefecture at a reconstruction site. Since 2018, we have been conducting the program in Naraha-machi, Fukushima Prefecture.

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

During the fiscal 2020 training, held completely online in response to the COVID-19 pandemic, a joint public-private team of DOCOMO employees and town hall officials engaged in extensive discussions over a four-month period and ultimately made a presentation to town officials.

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 from the trainees were subsequently adopted by the town.

Mayor Yukihide Matsumoto (left) and Deputy Mayor Kenji Owada of Naraha Machi giving all their attention to the final presentation

Online training session

CASE Hometown Community System Using Tablets

In Fukushima Prefecture, the Great East Japan Earthquake and nuclear accident displaced many people from their homes, forcing them to live in evacuation shelters over a prolonged period of time. Several municipal governments in Fukushima Prefecture have distributed tablets to each household with the aim of maintaining and reviving the community. The tablets are being used to transmit timely government information and maintain two-way communication between friends from the hometown and family members who now live apart. We also hold regular seminars for elderly citizens who are not used to operating tablets.

▶ Number of tablet users under the Hometown Community System
(as of the end of March 2021)

Approx. **1,950** households in **1** municipality

Tablet seminar

• 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 wellbeing of the evacuees of the Great East Japan Earthquake, the DOCOMO Group has been providing opportunities for social interaction among the evacuees, such as offering free cooking classes in community centers and reconstructed housing near temporary housing. Between fiscal 2015 and 2019, we organized such opportunities 29 times, during which 620 participants enjoyed their meals.

In fiscal 2020, we were unable to hold these events due to the impact of COVID-19, so we made donations to the Collaborative Reconstruction Centers in the disaster-stricken areas to be used for revitalizing local communities in disaster recovery public housing and other facilities.

In addition, we have been calling for donations for the Tohoku Relief Fund since fiscal 2012 from employees of Group companies. We collect a monthly donation of 311 yen from per employee who want to help, and we donate it with an additional donation from DOCOMO. In fiscal 2020, about 6,900 DOCOMO Group employees participated in the program, and the amount of donations totaled 49.20 million yen.

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 continuing to promote CSR and supporting academia, social welfare and other civic fields. 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), and DOCOMO Civic Action Group Grant Program.

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 2020, the nineteenth 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 received a total of 65 awards from 2002 to 2020 (46 Excellence Awards and 19 Honorable Mention Awards).

DOCOMO Scholarship Programs

• Scholarships for Asian Students

To facilitate greater understanding of Japan and help maintain good relations with Japan's neighbors, 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 in a year per person for two years. It was awarded to 17 international students in fiscal 2020, and the total number of students that the MCF has supported from 2002 to 2020 is 345.

• Scholarships for Students from Orphanages

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 2020, a total of 28 students received the scholarship, which amounted to 21 million yen.

DOCOMO Civic Action Group Grant Program

The MCF provides grants to community groups engaged in activities for the healthy development of children—the world's future leaders—including those for the healthy development of children and for supporting kids who need financial assistance. It is particularly focused on supporting initiatives to prevent child abuse, a pressing social issue in Japan.

The grant per organization is up to one million yen for one year's activities. In fiscal 2020, the MCF provided a total of 32.72 million yen to 43 organizations. The total number of grant organizations to which the MCF has provided grants between 2003 and 2020 was 974, for a total of 527.96 million yen.

Web NPO Mobile Communication Fund (MCF) (in Japanese only)

Human Resources and Labor Practices

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

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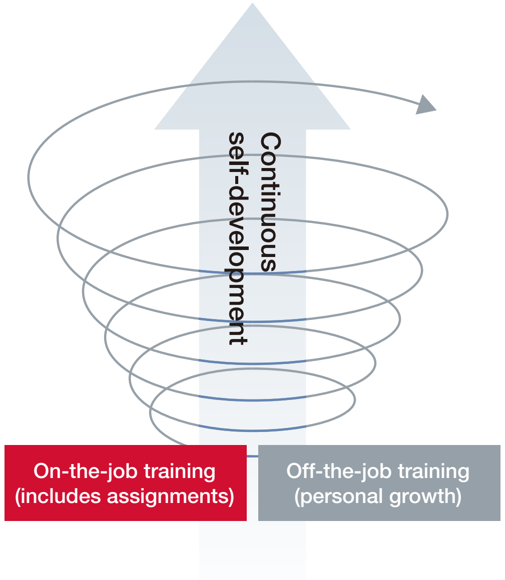
Human Resources Strategy

Under our “Declaration beyond” Medium-term Strategy to 2020, we are working with business partners to exceed customer expectations toward our goal of providing surprise and excitement to customers and co-creating new value with them. In order to ensure the achievement of the declaration, we must develop a working environment in which each of our diverse employees can grow and be active. DOCOMO will strive to enhance its human resource development programs to bring out the abilities of each individual by promoting its personnel system and employee development system as an integrated whole.

Individual Growth Promotes “Declaration beyond”


Continuous self-development
On-the-job training (includes assignments)
Off-the-job training (personal growth)

Employment and Compensation

Basic Policies and Philosophy

DOCOMO incorporates its human resource strategy into personnel systems and works 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.

We strive to treat our employees fairly through the provision of equal opportunities and equal compensation while engaging in employment practices that involve assessing only the characteristics that we deem reasonable, such as personal ability, aptitude or accomplishments*. We do not treat one employee different from another in regard to promotions, compensation, training and the like. We do, however, disseminate through our official site messages related to our philosophy on respecting both employees and our recruitment practices. Furthermore, we are aware not only of the importance of complying with the legal minimum wage but also that of paying sufficient living wages so that employees and their families can afford a decent standard of living. Our current average salary is 457% of the minimum wage in their respective regions.

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

Web Respecting Employees (in Japanese only)

● Human Resource Management System

· Respecting Individual Capabilities and Promoting Employees of Diverse Nationalities

DOCOMO is committed to hiring people for their skills and abilities, regardless of nationality. Through a process based on the principles of “Declaration beyond” in fiscal 2020 we hired five new foreign national graduates, who are now pursuing careers at the Company, in Japan and overseas, including in the Global Business Division, the Research and Development Division and the Corporate Sales and Marketing Division. Our medium-term target for supporting women’s careers is to retain the ratio of female hires among new graduates at 30% or more, and we are currently meeting that goal.

▶ **Ratio of female hires among new graduates for fiscal 2020** 32.8%

· Appropriate Performance Assessments

The purpose of assessing employee performance is to develop skills and increase motivation to ultimately enhance corporate performance. All DOCOMO employees are evaluated on their performance and career development twice a year. To ensure fairness, assessments are conducted in three stages by several people, including primary and secondary evaluators and a coordinator. Organizational objectives are broken down into individual goals, on which we base our assessments of each employee’s performance. Assessments involve interviews on setting 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 who can submit an objection to the Human Resources Management Department through the consultation desk of each organization if 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 self-evaluations as well as reviews by supervisors, colleagues and subordinates by way of 360-degree assessment.

Multifaceted assessments particularly address 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 in the form of advice from others on strengths and areas requiring attention and 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 make continuous improvements with clear goals. We will continue to cultivate an environment that encourages employees to be open and humble in respect to the evaluations and opinions of those around them.

• Strategic Recruiting and Development of Human Resources

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

In addition, to develop human resources with high levels of expertise, we established the Junior Professional system in fiscal 2018 to certify human resources who demonstrate expertise in a specific field or type of job, from among the current rank-and-file employees. Employees certified as a Junior Professional will continue their career to become specialists in their fields, and those who demonstrate a higher level of expertise will be offered a different compensation plan and certified as a Senior Professional. This program is intended to foster internal Senior Professionals, and fields that will implement it will be selected in accordance with our medium-term strategy and will be reviewed side by side with future management policies.

Looking ahead, we will increase the number of personnel working under the program.

▶ Hiring and Certifying Specialized Personnel

Senior Professional	Junior Professional
5 (as of November 2021)	108 (as of November 2021)

Establishment of the Senior Professional System

Human resources necessary to create new business

Senior Professional (SP) Course

By job type

AI specialist	Web/app engineer
Big data analyst	Strategic alliance
Super creator	Security specialist
Marketer	Cloud specialist
Data analyst	IT architect
UX designer	

By business field

Entertainment
Medical/health
Finance/payment
Lifestyle

• Employee Satisfaction

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

Since 2017, we have been improving details of the survey as necessary by reviewing the questions and answer scale on the survey form, increasing the number of questions regarding job satisfaction and comfortable working environment and others to allow for attribution analysis.

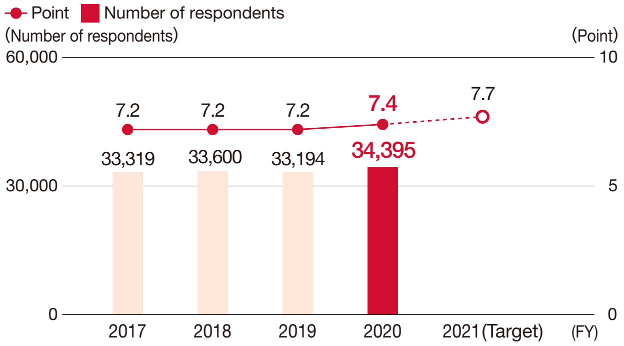
We consider a decline in the results for job satisfaction and comfortable working environment as a risk and strive to make improvements by visualizing each employee's relative satisfaction and dissatisfaction through the survey and performing attribution analysis on an organizational basis, such as at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

The fiscal 2020 survey revealed high levels of employee satisfaction with systems allowing them to maintain a better balance between work and nursing care or childcare as well as with internal training, self-development, and welfare programs. The survey also showed increased employee satisfaction in regard to the availability of flexible working hours compared to last year, thanks to the introduction of the super-flex system.

Overview of Employee Attitude Survey

Frequency	Annually (conducted in October of FY2020)
Target	Covers all employees at DOCOMO Group and its 12 shared services subsidiaries
Method	Questionnaire via the Internet in general (10-point scale)

Job Satisfaction Results and Target for FY2021 (on a 10-Point Scale)



Human Resource Development

Basic Policies and Philosophy

To further strengthen the development of human resources who will implement "Declaration beyond" Medium-term Strategy to 2020, DOCOMO has defined competencies and development plans required for employees in line with our business policies and the Medium-term Strategy.

The DOCOMO Group depends on diverse human resources to strengthen its customer base and realize a transformation that creates 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.

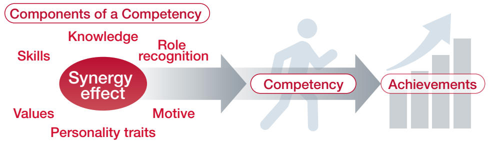
(1) Introducing Talent Management

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

(2) Establishing a Competency-Centered Development System

To strengthen the development of human resources who will implement "Declaration beyond" Medium-term Strategy to 2020, in fiscal 2017 DOCOMO has defined competencies required for employees to realize its business policies and the Medium-term Strategy.

Competency refers to behaviors such as feeling, thinking, saying and doing resulting from the interaction of components including skills, knowledge and role recognition. Competencies have levels, and a higher level of competency leads to higher results. Demonstrating high competency means that a high level of behavior is consistently presented during 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 their individual competency framework.


Components of a Competency
Knowledge
Skills
Role recognition
Synergy effect
Values
Motive
Personality traits
Competency
Achievements

(3) Effectively Developing Specialized Skills

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

(4) Enhancing Manager Ability to Develop Employees

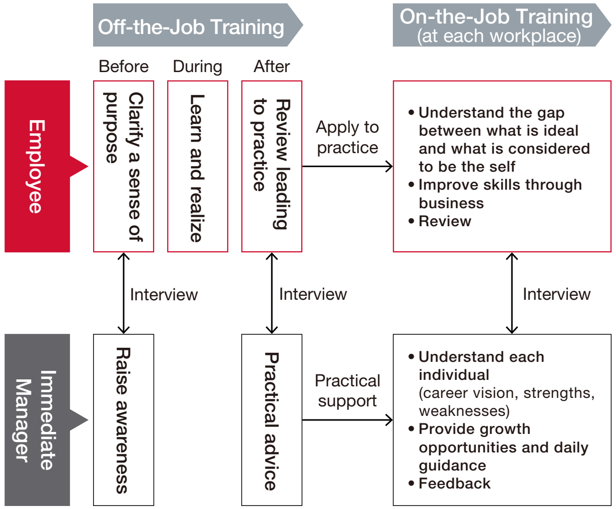
Being conscious of competency development during actual operations is essential for employees to grow. Therefore, a manager's support and feedback to subordinate is the key to development. We will help develop our employees' competencies in each workplace.

Human Resource Development Management

In employee education, we emphasize a PDCA cycle that begins with learning and understanding through training and is followed by 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 development of individuals by supporting them in enhancing their performance as well as realizing their dreams.

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

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


Off-the-Job Training
On-the-Job Training
(at each workplace)
Before
During
After
Employee
Clarify a sense of purpose
Learn and realize
Review leading to practice
Apply to practice
• Understand the gap between what is ideal and what is considered to be the self
• Improve skills through business
• Review
Interview
Interview
Interview
Immediate Manager
Raise awareness
Practical advice
Practical support
• Understand each individual (career vision, strengths, weaknesses)
• Provide growth opportunities and daily guidance
• Feedback

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 for specific purposes, such as training that are suited to each career level, training to develop specific areas of expertise, and elective training programs. We review these programs and work to enhance them 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 the training

Fiscal 2017: reinforced our development programs and curriculums to accommodate the required employee competencies

Fiscal 2020: shifted or added remote training sessions to adapt to the new normal

• System for Supporting Self-Development

We have offered various programs to support the self-development of each employee under a unified menu for the DOCOMO Group. To support each employee in building their skills, we have established an environment that allows them to challenge each program at their own pace.

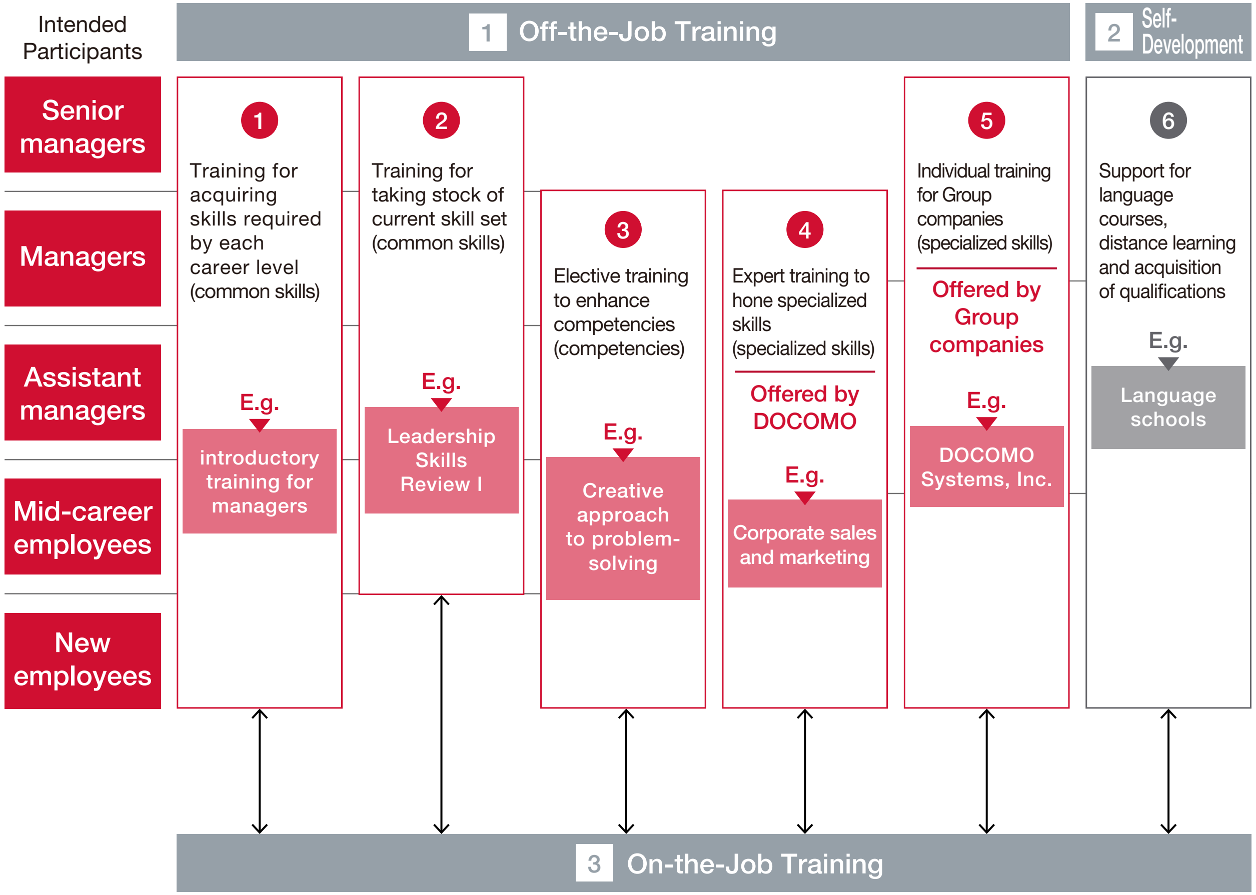
In fiscal 2020, approximately 787 employees who used the support program acquired private and public qualifications.

▶ Support Program Examples

Support for acquisition of qualifications (approx. 140 qualifications), distance learning programs (approx. 700 courses), language skill check support, and semi-annual subsidies for language school tuitions

• Business Skill Development Programs

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


Intended Participants
1 Off-the-Job Training
2 Self-Development
Senior managers
Managers
Assistant managers
Mid-career employees
New employees
① Training for acquiring skills required by each career level (common skills)
E.g.
introductory training for managers
② Training for taking stock of current skill set (common skills)
E.g.
Leadership Skills Review I
③ Elective training to enhance competencies (competencies)
E.g.
Creative approach to problem-solving
④ Expert training to hone specialized skills (specialized skills)
Offered by DOCOMO
E.g.
Corporate sales and marketing
⑤ Individual training for Group companies (specialized skills)
Offered by Group companies
E.g.
DOCOMO Systems, Inc.
⑥ Support for language courses, distance learning and acquisition of qualifications
E.g.
Language schools
3 On-the-Job Training

Implementation of Major Business Skill Development Programs

(FY2020)

Description of Program	Outline and Purpose	Participants (Approximate)
1. Training for acquiring skills required by each career level	Training intended for new employees, newly appointed senior managers, managers and assistant managers as well as for newly enrolled area-limited employees, aimed at acquiring necessary skills.	1,500
2. Training for taking stock of current skill set	Training aimed at gauging the current level of acquired skills.	2,000
3. Elective training to hone business skills required by each career level	Varied training courses that cater to 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 aimed at acquiring specialized skills required by each area of operations.	900
5. Support for self-development (support for language courses, distance learning acquisition of qualifications)	Support for language courses, acquisition of qualifications, distance learning and other programs aimed at supporting self-initiated ability development.	2,200

Category	FY2017	FY2018	FY2019	FY2020
Number of training programs	1,715	1,240	1,175	988
Cost of training per person (ten thousand yen/person)	10.3	12.2	12.7	9.9
Hours of training per person (approximate)	37	37	40	29

Note: Figures are shown for 13 companies, including service subsidiaries.

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

DOCOMO posts jobs internally to provide opportunities for ambitious employees. Employees are free to apply for openings on their own initiative. The jobs that come up tend to require specific skills or are associated with new business activities. In fiscal 2020, we recruited for 42 posts, and 16 employees are currently working in their department of choice.

• 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 co-creating new value through cocreation with partner companies, employees are dispatched to companies in different industries for a year in principle and are given an opportunity to acquire forward-looking, cutting-edge skills such as the utilizing of big data and IoT.

Thirty-seven employees have been dispatched so far 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 strengthen our human resource development.

• Employee Development Program for Generating Innovation

DOCOMO has been continuously offering a practical development program within R&D Innovation Division since 2015 to bolster the generation of fresh ideas that serve as the basis of new products and services.

Main Structure of the Program

- Seek applications from employees who wish to take part in generating new services
- Organize teams
- Hold a boot camp to provide an overview of the program
- Invite an external lecturer to learn about the methods and basic knowledge that are necessary for creating services
- Conduct interviews with target users

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

DOCOMO will continue to seek to provide new value for society with a sense of speed by continuing to focus its efforts on developing human resources that can consistently generate innovation.

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

After 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 business concern that needs to be addressed in order to expand business domains and create businesses. Relevant initiatives under way are summarized as follows.

Main Structure of the Program

- Increase the number of new graduate hires and quickly train them, strengthen mid-career hires
- Strengthen in-house human resource development through training programs and on-the job training at each department
  - Training programs for mindset development using data by organization and rank, such as new employees and younger employees
  - docomo DATA X Camp, a human resource development program that strengthens the practical skills of data utilization in each organization
  - 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 resource and encourage career development in each employee's area of expertise (P. 125)
- Mutually exploit DOCOMO's big data and that of partner companies to gain experience on resolving actual issues in practice

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

• Development of Global Human Resources

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

Programs	Overview
Overseas study	Enrollment in MBA/LLM courses at top schools (1 to 2 years)
Global OJT	Work experience at overseas subsidiaries and local affiliates (6 months to 1 year)
Skill check (TOEIC LR, TOEIC SW, Versant, TOEFL)	Encourage assessment of listening, writing, speaking, and reading skills to support basic to practical English proficiency
Support for attending language schools	Support the mastery of skills needed for day-to-day conversation and business conversation
Distance language learning	Provide self-learning opportunities for listening skills, business English, preparation for TOEIC
Financial incentives for acquiring qualifications	Provide financial incentives according to TOEIC score
Guidance on study methods	Provide information on recommended study methods, textbooks and apps via the inhouse system to encourage a sustained effort

· 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 overseas MBA/LLM for one to two years. We plan to continue offering the program while closely observing the business environment and social circumstances.

· Global OJT

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

In addition to developing foreign language skills, the program is intended to nurture business skills, 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 offers an opportunity to gain valuable experience that cannot be obtained in Japan.

Number of Employees Dispatched Overseas in FY2020

Overseas study	4
Global OJT	0*

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

DOCOMO Workstyle Reform

DOCOMO seeks to resolve various issues at workplaces by promoting the DOCOMO Workstyle Reform based on three frameworks since fiscal 2017 to ensure that everyone can work energetically at DOCOMO.

Basic Policies and 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 making an effort based on the three pillars of diversity management, workstyle choices, and health and productivity management.

Efforts for DOCOMO Workstyle Reform

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

Specific Initiatives for Workstyle Reform (Priority Issues)

	Pillars of the Initiatives	Keywords for Action	Description of Activities
Diversity Management	Nurture awareness of diversity	Mutual understanding and creative thinking	· Communicating the top commitment (dispatch of message) · docomo EVERYDAY (intranet with messages from the head of the Diversity Promotion Office and introductions of employees from different departments) · Distribute awareness survey to all employees · Activities of the Diversity Promotion Working Group Support the activities of a diverse workforce and career development and encourage more effective use of remote communication · Diversity training for specific career level (managers upon appointment) · Promoting hiring of persons with disabilities · Understanding and promoting diversity for persons with disabilities and LGBT, foreign nationals and other employees (web-based training) · Hold seminars and training based on the theme “unconscious bias”
	Promote women's careers	Raise awareness of career development	· 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	· Support for maintaining contact with the workplace during childcare leave (docomo Smile Relay) (1) Interviews prior to maternity and childcare leaves and interviews 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	· Consideration for versatile workstyles that enhance productivity and efficiency (1) Promote remote work (2) Apply the flex-time 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	· 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 · Health literacy video training · Workout video streaming and live online lessons · Women's health seminars

Promoting Diversity Management

Basic Policies and Philosophy

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

Promoting Diversity Management

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

Diversity Management System

We established the Diversity Development Office in 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 encourage a greater understanding of diversity, DOCOMO has been pursuing various 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 provide new value to society.

• Initiatives for LGBT and Sexual Minorities

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

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

In addition, we have been making progress in maintaining and applying programs related to important life events, such as providing benefits as a family allowance and childcare and nursing care leave to employees with same-sex partners and whose relationship is socially regarded as the same as that of a married couple or accepting the use of byname within the Company by transgender individuals.

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

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

· DOCOMO Receives Gold Rating in the PRIDE Index

The PRIDE Index is a framework for evaluating corporate initiatives related to LGBTQ* and sexual minorities. DOCOMO received Gold, the highest rating, in November 2020 for the fifth 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. This was due to our activities that were highly commended or considered unique by the PRIDE Index Administration Committee.

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

· RAINBOW CROSSING TOKYO 2020

We participated in RAINBOW CROSSING TOKYO 2020, 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.

docomo
RAINBOW CROSSING TOKYO 2020

NTT

ＮＴＴグループのダイバーシティへの取り組み

2020年11月15日
ＮＴＴ　ダイバーシティ推進室

• 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 learning support and guidance to improve the physical functions of employees.

▶ Employment ratio of people with disabilities (as of June 1, 2021) **2.57** %*

Note: Includes employees at special purpose subsidiaries DOCOMO CS, Inc., DOCOMO CS Hokkaido Inc., DOCOMO CS Tohoku, Inc., DOCOMO CS Tokai, Inc., DOCOMO CS Hokuriku, Inc., DOCOMO CS Kansai, Inc., DOCOMO CS Chugoku, Inc., DOCOMO CS Shikoku Inc., DOCOMO CS Kyushu, Inc., DOCOMO PlusHearty, Inc., DOCOMO Support Inc., DOCOMO Systems, Inc., DOCOMO Technology, Inc., MAGASEEK, Business Expert Inc. and eEngineering Inc., as well as employees on loan.

Promoting Women's Careers

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

Female Employees in Managerial Positions

	FY2017		FY2018		FY2019		FY2020	
Male	4,013	94.7%	3,926	94.1%	3,851	93.1%	3,819	92.0%
Female	224	5.3%	247	5.9%	287	6.9%	332	8.0%

Female Employees in Managerial Positions

	FY2017		FY2018		FY2019		FY2020	
Male	210	81.1%	249	89.2%	256	84.8%	290	85.0%
Female	49	18.9%	30	10.8%	46	15.2%	51	15.0%

• 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 career.

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.

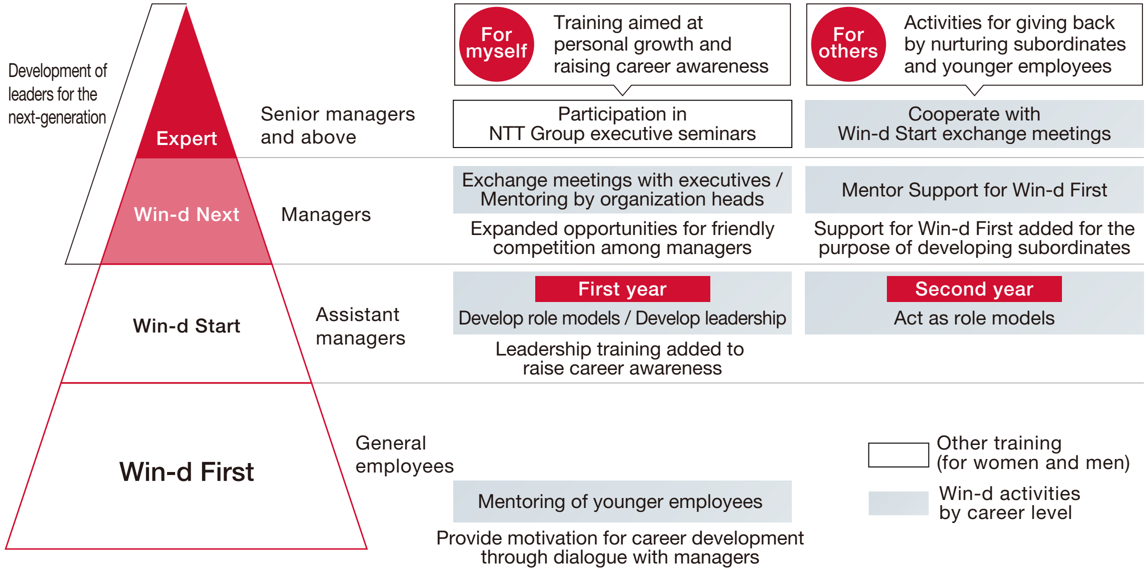
Moreover, we took the initiative to raise the awareness of supervisors overseeing female staff members in order to focus on each individual when developing employee careers. We did this by implementing a training program for supervisors through which they could learn and practice how to support career designing and skill building for career development support. In fiscal 2020, the training program will be held online and will continue to be available in the future.

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

• Obtained Eruboshi Certification

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

Win-d Activities by Career Level


Development of leaders for the next-generation
Expert
Win-d Next
Win-d Start
Win-d First
For myself
Training aimed at personal growth and raising career awareness
For others
Activities for giving back by nurturing subordinates and younger employees
Senior managers and above
Participation in NTT Group executive seminars
Cooperate with Win-d Start exchange meetings
Managers
Exchange meetings with executives / Mentoring by organization heads
Expanded opportunities for friendly competition among managers
Mentor Support for Win-d First
Support for Win-d First added for the purpose of developing subordinates
Assistant managers
First year
Develop role models / Develop leadership
Leadership training added to raise career awareness
Second year
Act as role models
General employees
Mentoring of younger employees
Provide motivation for career development through dialogue with managers
Other training (for women and men)
Win-d activities by career level

Workstyle Choices

Basic Policies and Philosophy

DOCOMO is seeking to enhance productivity by taking gradual steps to expand the workstyle choices that it offers its employees. These are centered on initiatives for balancing work and parenting as well as on promoting diverse workstyles.

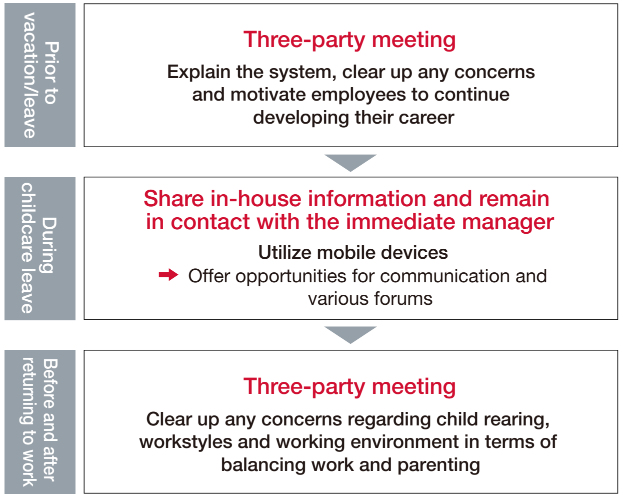
Promoting the Work-Life Balance

• Balancing Work with Childcare

DOCOMO aspires to be a company and workplace where employees with children can demonstrate their maximum performance within a limited period of time and continue working with vigor. To that end, we are creating programs and frameworks that allow employees to pursue versatile workstyles while also seeking to change 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 aims to enable women returning from childcare leave to develop successful careers by helping them maintain contact with the workplace while on childcare leave. It also supports them in continuing their careers after they return. In addition to holding three-party meetings between the employee, her immediate manager, and the Diversity Development Office, we help her 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



Prior to vacation/leave

Three-party meeting

Explain the system, clear up any concerns and motivate employees to continue developing their career

During childcare leave

Share in-house information and remain in contact with the immediate manager

Utilize mobile devices

➡ Offer opportunities for communication and various forums

Before and after returning to work

Three-party meeting

Clear up any concerns regarding child rearing, workstyles and working environment in terms of balancing work and parenting

Encouraging Male Participation in Childcare

To dispel preconceived ideas of gender roles and accelerate initiatives for male participation in childcare and the promotion of the work-life balance, we sought to attain our target of 50% for the ratio of men taking childcare leave (including our unique leave system for childcare purposes). The result for fiscal 2020 was 32.9%.

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.

In April 2018, we partnered with company-sponsored nurseries to support employees who return to work early from maternity and childcare leave and to provide a rewarding workplace where they can continue working without missing opportunities to grow.

DOCOMO's Benefit System

	Content	FY2020 results
Life Planning Seminar	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.	Target: all employees

• 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 Kurumin-certified enterprises that are making high-level 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 2020 we were rated as Five Stars, the highest accolade, in the Nikkei Smart Work Survey for fiscal 2020.

TW100
Telework Pioneer

NIKKEI
Smart Work
★★★★★ 2021 Best 22

- **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 contents on our intranet site and publish pamphlets with the aim of supporting nursing care, allowing employees to develop their 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 Versatile Workstyles

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

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

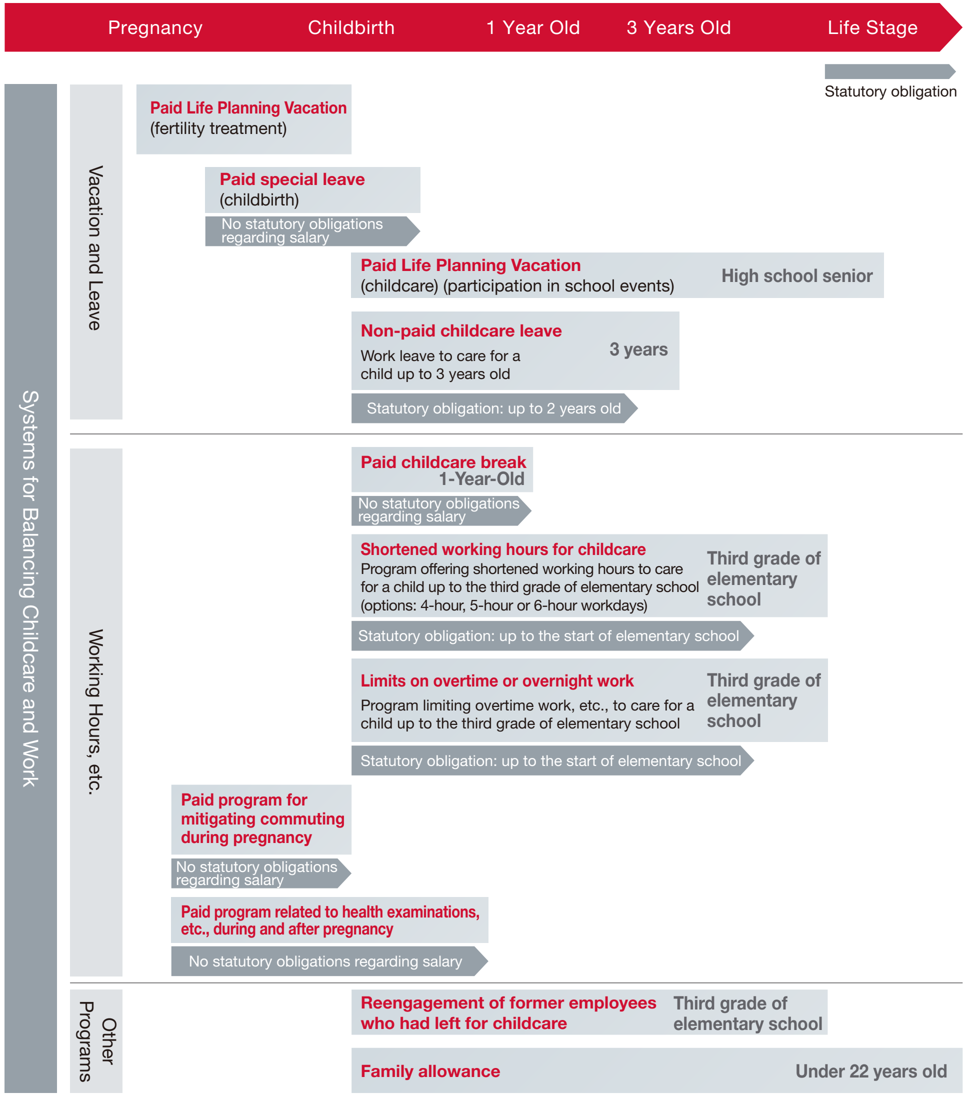
- **Trial Implementation of a Career Development Support Program**

To help employees take the initiative for their own career development and proactively take on challenges, we recruited participants for an "internal double work" program, which allows employees to devote up to 20% of their paid time to working for other organizations within the head office. There were 27 applicants for the 24 jobs in 11 organizations that we recruited, and they participated in the program for two months.

According to the results of the questionnaire, 100% of the participants were satisfied with the program and 90% of the host organizations achieved their goals, which greatly encourages us to further promote employee career development.

Representative Programs

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


Pregnancy
Childbirth
1 Year Old
3 Years Old
Life Stage
Statutory obligation
Systems for Balancing Childcare and Work
Vacation and Leave
Paid Life Planning Vacation
(fertility treatment)
Paid special leave
(childbirth)
No statutory obligations regarding salary
Paid Life Planning Vacation
(childcare) (participation in school events)
High school senior
Non-paid childcare leave
Work leave to care for a child up to 3 years old
3 years
Statutory obligation: up to 2 years old
Working Hours, etc.
Paid childcare break
1-Year-Old
No statutory obligations regarding salary
Shortened working hours for childcare
Program offering shortened working hours to care for a child up to the third grade of elementary school (options: 4-hour, 5-hour or 6-hour workdays)
Third grade of elementary school
Statutory obligation: up to the start of elementary school
Limits on overtime or overnight work
Program limiting overtime work, etc., to care for a child up to the third grade of elementary school
Third grade of elementary school
Statutory obligation: up to the start of elementary school
Paid program for mitigating commuting during pregnancy
No statutory obligations regarding salary
Paid program related to health examinations, etc., during and after pregnancy
No statutory obligations regarding salary
Other Programs
Reengagement of former employees who had left for childcare
Third grade of elementary school
Family allowance
Under 22 years old

Usage of Leaves and Programs (DOCOMO Group, FY2020)

	Male Employees	Female Employees	Total
Maternity and childcare leave			
Maternity leave	0	295	295
Childcare leave	90	615	705
Shortened working hours for childcare	8	838	846
Sliding working hours for childcare	65	147	212
Nursing care			
Nursing care leave	4	6	10
Short-term leave for nursing care	12	6	18
Shortened working hours for nursing care	4	8	12
Sliding working hours for nursing care	3	1	4
Life planning vacation			
Childcare	880	399	1,279
Nursing care	473	106	579
Volunteering activities	33	7	40
Rehiring			
Rehired after childcare leave	0	2	2
Rehired after transferring	0	6	6
Rehired after nursing care leave	0	0	0

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

Employees Utilizing Versatile Systems (DOCOMO)

	Number of users
Flex-time system	Approx. 9,000
Shortened working hours for childcare	Approx. 300
Remote work	Approx. 7,900

• 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 employment to permanent employment. In fiscal 2020, 433 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 this desire 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. Five former employees were rehired under the program in fiscal 2020.

• Reemployment Program for Post-Retirement Age Workers

DOCOMO's continued employment scheme is to rehire employees over 60 years old and who have reached the mandatory retirement age. The scheme enables these older employees to continue using their extensive experience and polished skills for the benefit of the Company and society.

Employees who declare their intent to be reemployed at their mandatory retirement age can work until age 65. Under the program, we reemployed 150 of the 169 employees who had retired in fiscal 2020.

• 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 in view of changes in the public pension program that serves as the pillar of post-retirement income, including raising the age at which pension payments begin. In addition, the increasingly diverse lifestyles of employees require a pension plan that can flexibly respond to their postretirement income needs. We have also sought to minimize the impact of fund management performance on pension financing to ensure a stable, long-term corporate pension program. 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

Philosophy and Basic Policies

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 when 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 early treatment of disease.

Our initiatives focus on nurturing health awareness and improving health literacy to maintain and promote mental and physical wellbeing as well as preventative measures such as mental healthcare.

Health and Productivity Management Promotion System

We operate the Health and Productivity Management Work Group, a cross-organizational system to examine and realize the following health-related measures.

Roles of Health and Productivity Management Working Group

- Work as a company to enhance employee health and vigor to increase productivity (Increasing Company profit)
- Address the social issue of increasing healthcare expenditures as a company (Promotion of collaborative health management by insurer and company)
- Widely present and provide advanced examples of ICT-based medical treatment and insurance (Expanding the healthcare business domain)

We will ensure employee mental and physical health and work to increase their enthusiasm and productivity by encouraging employees to develop an even higher level of awareness on health issues, publishing a "Health White Paper," setting targets for promoting health and productivity management such as KPIs, and monitoring progress on target attainment.

Action Plan for the Health and Productivity Management Group

		FY2020 Initiatives	FY2021 Action Plan
Physical Healthcare	(1) Specified healthcare guidance	Conduct remote specified healthcare guidance using ICT at the full scale	Conduct remote specified healthcare guidance using ICT at the full scale nationwide
		• Provide specified healthcare guidance • Strict management of employee medical examinations	• Provide specified healthcare guidance • Strict management of employee medical examinations
	(2) Measures against secondhand smoking	Implement no smoking time by enforcing No Smoking Week on a trial basis	Hold a quit smoking seminar
			Designate a no smoking day
	(3) Measures against lifestyle-related disease	Hold the Women's Health Seminar	Hold the Lifestyle Improvement Seminar
			Hold the Women's Health Seminar
Mental Healthcare		Conduct a stress check for all employees	Conduct a stress check for all employees
		Mental health self-care training for all employees	• Mental health self-care web-based training for all employees • Mental health line care web-based training for all managers
		Mental health seminars for new general managers	Distribute EAP referral cards for transferred personnel
			Mental health seminars for new general managers
		Test on mental health management for general managers	Test on mental health management for general managers
Other Initiatives		• Increase the age range for a core medical checkup and a core brain scan • Increase the age range for cervical cancer screening • Introduce a subsidy for an optional checkup in DOCOMO's benefit system	Receive Recognition for Excellence in Health and Productivity Management 2021
		Publish a Health White Paper	Publish a Health White Paper
		Increase the number of registrants to Health Portal Navi	• Conduct a trial of genome medical examination • Introduce M3PSP

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
Selfcare	Stress checks
Line care	Various training programs for managers
Care by in-house industrial healthcare staff and related staff	・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 of external Employee Assistance Programs (EAPs)*.	Establishment of an external counseling desk

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

Also, we monitor changes in the number of employees taking leave to deal with mental health issues. In fiscal 2020, the total number of employees in the DOCOMO Group who took leave was 285.

• Mental Health Seminars

We provide mental health seminars for all employees through web-based training and also introduced new web-based mental health line care seminars for all managers. Additionally, we provide other seminars suited to each career level, such as line care seminars for newly assigned managers and seminars on physical and mental aspects for new employees.

• Mental Healthcare

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

Moreover, we share information on 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, which enable more real-time, fixed-point observations of awareness, as a mechanism for monitoring and managing changes in employees (self-care) and encouraging communication with supervisors (line care) by periodically conducting simple questionnaires.

We also share information on the current use of flextime and remote work programs so that diverse human resources can maintain and improve their mental and physical wellbeing. We are reviewing our work rules and other regulations to offer greater options that meet diverse workstyles and lifestyles from the standpoint of creating a working environment in which employees can raise their motivation and vigor and continuously develop their careers.

Initiatives for Health, Safety and Wellbeing

• Improving Employee Health

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

Furthermore, DOCOMO has been publishing Health White Paper annually since fiscal 2017 with the aim of visualizing the status of its initiatives on health management 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. We have also held online smoking cessation seminars and provided smoking cessation treatment assistance on a trial basis to those interested. The online educational video for raising employee health literacy was viewed by approximately 20,000 Group employees.

Poster for the Health Promotion Measures under the New Normal

オンデマンド版
職場の健康づくりプログラム
肩こり・腰痛予防
ストレス解消・疲労回復
運動不足解消

• Health Promotion Measures under the New Normal

With increased reliance on remote work, employees are at risk of not getting enough exercise, losing opportunities for relaxation, and having daily rhythms disrupted. To prevent these physical imbalances, we took steps in fiscal 2020 to maintain and improve employee health by providing opportunities to exercise through the on-demand delivery of simple workout videos that they can view anytime, anywhere.

In response to the spread of COVID-19, we had contact-free thermometers installed in call centers and took other measures for the stringent management of employee health.

• 2021 Health and Productivity Management Outstanding Organization

In recognition of our efforts to improve employee health, we were selected as a 2021 Health and Productivity Management Outstanding Organization under the large enterprise category (White 500).

2021
健康経営優良法人
Health and productivity
ホワイト500

Healthy Workplace Environment

‣ Ergonomic working environment

Sections of our offices are barrier-free. We measure indoor air quality and conduct workplace inspections by industrial physicians. Also, we have established the Health Management Rules and bylaws that comply with Japan's Industrial Safety and Health Law.

‣ Lighting

With cooperation from the building management company, we measure the intensity of illumination together when measuring the air environment. The air environment is measured once every two months, both in the morning and in the afternoon. When the results exceed the limit, we investigate the cause and make improvements.

‣ Noise

With respect to noise caused by construction, any work involving noise levels that exceed the 80-decibel limit, as stipulated by regulations on designated construction work, are conducted on holidays or at night.

‣ Indoor air quality

With cooperation from the building management company, we measure airflow, carbon dioxide, carbon monoxide and airborne dust together when measuring the air environment. The air environment is measured once every two months, both in the morning and in the afternoon. When the results exceed the limit, we investigate the cause and make improvements.

Example of an initiative

If the measured amount of carbon dioxide exceeds 1,000 ppm, we collaborate with the building management company to take measures such as resetting the air conditioning to increase ventilation. In addition, when the amount of airborne dust, carbon monoxide or airflow exceeds the limit, we make improvements by resetting the air conditioning, adjusting the output from the vent and taking other actions.

‣ Temperature and humidity

We collaborate with the building management company to measure the temperature and relative humidity when we measure the air environment (air environment measured once every two months, once each in the morning and afternoon). In case the results exceed the limit, we investigate the causes and make improvements.

Example of an initiative

If the level of indoor humidity declines, we make adjustments such as changing the humidity settings to appropriate levels.

Health and Nutrition

We offer periodic health checkups to all employees and a comprehensive health checkup if requested by an employee. Special health checkups equivalent to comprehensive examinations are provided to employees at 30, 35, 40, 45, 50, and 55 years of age.

- DOCOMO manages employee health from business management standpoint and was certified "White 500" Recognition for Excellence in Health and Productivity Management 2019 for five consecutive years.
- We support the purchase of devices for health and fitness such as move bands and body composition monitors.

Flextime Program

We introduced a flextime program to promote flexible workstyles in which employees can choose their daily work hours.

Remote Work Program

We promote flexible and varied workstyles that are not restricted by location or time.

Childcare Facilities and Allowances

We provide programs for supporting the lives of employees, such as family allowances and subsidies for hiring babysitters.

Women's Paid Leave for Childbirth and Childcare (above the Stipulated Limit)

We provide a program in which employees can reserve their unused paid leave as Life Planning Vacations that can be taken for childcare and school events or when a partner gives birth. We also offer special maternity leave for six weeks prior to and eight weeks after childbirth.

Men's Paid Leave for Childbirth and Childcare (above the Stipulated Limit)

We provide a program in which employees can reserve their unused paid leave as Life Planning Vacations that can be taken for childcare, school events or when a partner gives birth.

Efforts to Prevent the Spread of COVID-19

We have been striving to prevent COVID-19 infection while prioritizing the health and safety of our employees and their families. Our employees are required to manage their health not only through self-management but also through daily communication with their superiors. In this way superiors can keep up with their subordinates' health and take appropriate measures such as recommending healthcare use and taking leave for treatment. We have also introduced Ask Doctors, which allows DOCOMO Group employees, their spouses, and children to consult with medical specialists on health issues from their smartphones or computers.

Health and Safety in the Workplace

Basic Policies and Philosophy

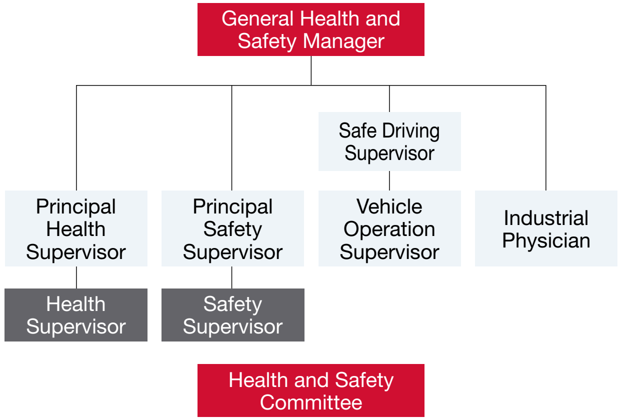
DOCOMO seeks to ensure the safety of employees and others and to facilitate implementation of its operations in accordance with its Safety Management Rules. These rules stipulate that we establish a working environment where industrial accidents are prevented, provide instructions so that employees can 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 implement appropriate health management and thereby facilitate 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, who oversees the safety supervisors and health supervisors (health and safety officers at small scale worksites). Safety Committees are set up at worksites having more than 100 staff. Worksite Health Committees with industrial physicians are also in place where there are more than 50 employees.

With respect to specific aspects of operations undertaken 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 implement measures for monitoring, managing and reducing long working hours.

Health and Safety Management System (Example of Head Office)


General Health and Safety Manager
Safe Driving Supervisor
Principal Health Supervisor
Principal Safety Supervisor
Vehicle Operation Supervisor
Industrial Physician
Health Supervisor
Safety Supervisor
Health and Safety Committee

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, DOCOMO Group is focusing on creating workplaces where employees can work in safety and good health. Also, it is 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 done in high places. Consequently, we conduct operations in compliance with 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 health and safety manager. 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; meet once a month
- Examine and deliberate on basic measures to prevent DOCOMO employees from being exposed to various dangers and health problems
- Analyze the results of health and safety management, consider measures, record data, and provide information to employees

Overview of the DOCOMO Safety Council and DOCOMO Safety Committee

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

• Normalizing Working Hours

DOCOMO has set a labor-management goal of reducing total annual working hours to 1,800 and is striving to achieve this objective by improving work efficiency through DX, reviewing cross-organizational work management systems and work processes, and providing opportunities for periodic labor-management discussions. In addition, we have introduced a system (labor management dashboard) that provides timely visualization of the status of individual working hours not only in numerical values but also through graphs and charts so that each manager can easily understand the current situation. Through these efforts, we are continuously striving to raise awareness to achieve the goal of reducing total annual working hours to 1,800.

Consideration for Employee Health Risk upon Starting New Business

When we launch a new business, we hold talks between labor and management to discuss job details and determine the appropriate number of personnel to be assigned 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 are 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 a 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 of ensuring on-site safety.

In fiscal 2020, there were no serious industrial accidents. This is the result of our ongoing efforts to analyze past accidents and formulate and implement measures to prevent recurrence.

In addition, as a new employee safety initiative, we have adopted a safety measure for ascending and descending steel tower facilities that prohibits performing such work without the required safety equipment.

Safety Management within the Group

- Conducting simulated work using VR and training to experience past accidents to improve safety awareness and safety management skills at work with little experience
  - Build knowledge 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 on-site 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

(Accidents)

	FY2017	FY2018	FY2019	FY2020
Serious industrial accidents	3	3	4	0

Labor Relations

Labor Relations in DOCOMO and Its Shared Services Companies

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

Types of Committees and Topics Discussed

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

Human Resources Data

Employee Data (DOCOMO)

	FY2018			FY2019			FY2020		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees (excluding loaned employees)*1	6,118	1,766	7,884	6,206	1,894	8,100	6,386	2,047	8,433
Of the above, number of foreign nationals*1	47	47	94	49	39	88	55	40	95
Employees									
Average age*1	41.0	37.5	40.2	40.9	37.5	40.1	40.7	37.5	39.9
Average years of continued service (excluding persons seconded to DOCOMO)*1	17.9	14.7	17.2	17.6	14.5	16.9	17.1	14.2	16.4
Average salary (yen)*2	–	–	8,720,000	–	–	8,704,000	–	–	8,743,000
Average total annual hours worked	1,868.0	1,717.4	1,827.8	1,848.3	1,722.4	1,812.6	1,920.5	1,833.5	1,886.0
Average overtime hours worked	233.8	159.8	215.4	240.2	172.5	220.4	267.7	217.4	250.0
Employment									
Number of people hired	272	127	399	398	169	567	444	185	629
Recent college graduates	226	110	336	275	146	421	275	134	409
Of the above, number of foreign nationals	3	3	6	2	3	5	3	2	5
Number of mid-career hires	46	17	63	123	23	146	169	51	220
Of the above, number of people reengaged	0	3	3	0	2	2	0	5	5
Turnover									
Number of job leavers (only for voluntary termination)	126	40	166	158	36	194	156	37	193
Turnover rate (only for voluntary termination)	–	–	1.20%	–	–	1.42%	–	–	1.39%

*1 As of the end of each fiscal year

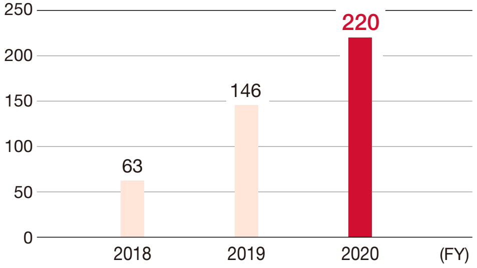
*2 Ratio of average salary to regional minimum wage is 4.57:1. (The regional minimum wage is calculated as follows: 1,013 yen/hour (minimum wage for Tokyo) × 7.5 hours × 21 days × 12 months = 1,914,570 yen.) Since DOCOMO bases its compensation on employee qualifications and rank, amounts of salaries and bonuses do not differ between males and females or by region if employees are at the same level of qualifications or rank.

Starting Salaries (DOCOMO)

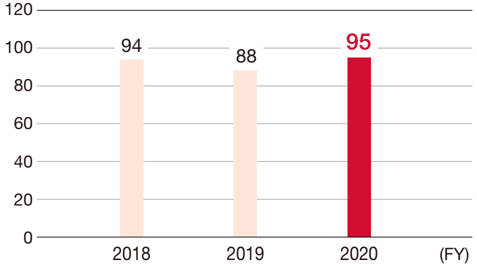
	Monthly Salary (Yen)	Difference from Minimum Wage*2
Junior University Graduate	193,550	121.3%
Technical College Graduate	196,100	122.9%
University Graduate	220,040	137.9%
Graduate with an M.A.	242,100	151.7%
Graduate with a Ph.D.	292,380	183.3%

(as of April 1, 2021)

Number of Mid-Career Hires (DOCOMO)



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



Information Security

With the ongoing digitalization of society and the economy and changing international circumstances, security threats such as cyber-attacks are becoming more sophisticated and severe. NTT DOCOMO therefore remains committed to protecting customer information assets by thoroughly implementing its information security measures.

144 Information Security and Privacy Protection

Information Security and Privacy Protection

Ensuring Information Security

• Information Security Policy Management

DOCOMO recognizes that proper management of information is an important management issue. 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 the information Security Policy and Privacy Policy. Our Information Security Policy applies to information assets that consist of any information we obtain or learn in the course of our corporate activities and all information we possess for the purpose of our operations.

To manage such information, 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 whereby information security measures can be rapidly implemented, we 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 about it as well as the General Affairs 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 confidential communications 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.

• Specific Security Measures

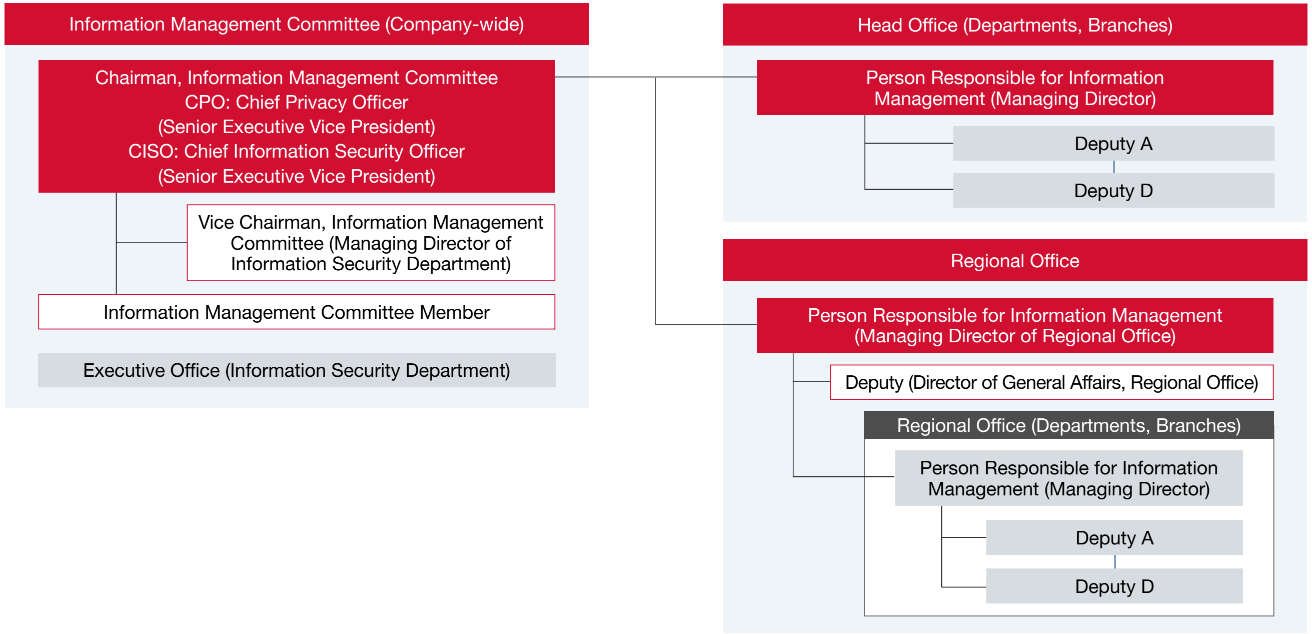
· Vulnerability Analysis

At each important 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 each monitor progress on the implementation of measures required to address vulnerable information. Through this process, we seek to prevent the occurrence of 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 continuous education and training to enhance information security literacy among all employees to implement appropriate management of information assets. These include an e-learning course for raising awareness regarding information security and cyber security. The education and training are provided in accordance with the learning program framework under the General View of DOCOMO Security

Information Management System


Information Management Committee (Company-wide)
Chairman, Information Management Committee
CPO: Chief Privacy Officer
(Senior Executive Vice President)
CISO: Chief Information Security Officer
(Senior Executive Vice President)
Vice Chairman, Information Management Committee (Managing Director of Information Security Department)
Information Management Committee Member
Executive Office (Information Security Department)
Head Office (Departments, Branches)
Person Responsible for Information Management (Managing Director)
Deputy A
Deputy D
Regional Office
Person Responsible for Information Management (Managing Director of Regional Office)
Deputy (Director of General Affairs, Regional Office)
Regional Office (Departments, Branches)
Person Responsible for Information Management (Managing Director)
Deputy A
Deputy D

(as of July 1, 2021)

Education. Top management, other managers, and employees are all required to participate in the program. In fiscal 2020, 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.

Furthermore, we have designated the month of November as Information Security Awareness Month to raise employee awareness.

· 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
4. Formulation and distribution of training tools such as handbooks and videos

(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. Introduction 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

Web Information Security Policy

• Major Initiatives for Fiscal 2020

Information including personal information is rigorously managed in accordance with the Information Management Rules, detailed regulations, manuals established in line with the Personal Information Protection Act and other guidelines as stipulated by the relevant authorities. Such rules, regulations, and manuals apply to DOCOMO's outside contractors and partner companies as well.

In addition, we are pushing ahead with initiatives to address changes in the environment surrounding information security such as the General Data Protection Regulation (GDPR) in the E.U. and the revised Installment Sales Act (relevant to the Payment Card Industry Data Security Standard).

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 measures at the time that an incident occurs. In fiscal 2020, to prepare for the Tokyo 2020 Olympic Games, we built up our systems inside and outside the Company to be resilient to cyber-attacks, established a system to collaborate with in-house and external security-related organizations, and conducted drills to secure smooth communication.

During Information Security Awareness Month in fiscal 2020, the senior executive vice president, who also serves as the chief information security officer (CISO) and managing director of the Information Security Department, sent so-called "heads-up messages" to employees, and we also held a seminar for executives on the latest trends in cyber security. In addition, we held an e-learning course three times a year by job title and employee classification. We also conducted annual drills simulating targeted email attacks, for which we increased the variations of emails 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 compliance.

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 its chief responsibility in its business.

We strive to protect personal information by formulating and disclosing our Privacy Policy, which stipulates our commitment to ensuring security and reliability for customers, and the policy applies to all Group companies.

When obtaining, using, or providing personal information or handling anonymized information, we comply with the Personal Information Protection Act and other relevant laws and regulations and respond promptly to revisions under an established management system for protecting personal information. Also, 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 by the DOCOMO Group, clauses requiring customer approval for the use of data, and policy on disclosure to third parties and other information. At docomo Shops, we 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.

In compliance with the EU General Data Protection Regulation (GDPR), a new framework for personal information in the E.U. that sets out rules pertaining to personal data, we formulated in April 2019 the Information Management Regulations (Handling of EU Personal Data) as an internal reference that stipulates the handling of personal information in the E.U., following a GDPR Compliance Manual formulated in fiscal 2018.

There were no incidents warranting administrative guidance or legal violations related to information leakage or complaints within the DOCOMO Group in fiscal 2020.

The number of cases involving leakage of personal information and theft or misplacement of data is shown in the following chart. DOCOMO reports on the occurrence of such incidents through its corporate website.

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

(cases)

	2017	2018	2019	2020
Number of cases	0	0	0	0

Web 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 implemented and personal information is being handled in an appropriate manner.

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

• Use of Personal Data

Progress related to AI and IoT has brought forth 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 continues to take on the challenge of creating innovation in order to realize a richer future. We will leverage our customers' personal data and data on various things and experiences as well as technologies such as AI that create various types of wisdom through the gathered data. We will then generate and deliver new value to our customers and society as a whole.

Meanwhile, we consider it our mission to protect and pay due consideration to our customers' privacy as well as to comply with the laws and regulations when using personal data that is particularly important to the customer. DOCOMO has and will act upon a strong faith to continue living 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 and optimal privacy protection for customers. We set out the six principles of action in the charter and use data in accordance with the principles.

• 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.

Web NTT DOCOMO Personal Data Charter

Stakeholders' Response

Threats against information security increase year after year, as can be seen with malware that initiates targeted attacks by accessing company systems or unauthorized access made through the Internet. One pillar for expanding the smart life business is "+d," a collaborative effort with other industries to address social issues. As the sharing of information with +d partner companies increases, cyber-attacks targeting our partners may emerge as an information security risk for DOCOMO. DOCOMO is further reinforcing information security by building an advanced information security system, holding cyber-attack drills, and carrying out information security education to address information threats that have become more sophisticated and severe.

In addition, the treatment of personal data, or data privacy, has become more complex. Upon the enactment of the General Data Protection Regulation (GDPR) in the E.U. in May 2018, we formulated response manuals, held training, implemented a privacy impact assessment, and initiated other measures. In December 2019, under the Principles of Actions set forth in the NTT DOCOMO Personal Data Charter, we made the NTT DOCOMO Privacy Policy simpler and easier to understand in terms of structure and the expressions used, and without changing the scope of handling personal data to date. We also released Understand by knowing! DOCOMO's Use of Personal Data, which clearly explains these efforts using illustrations.

Moreover, we provide the Personal Data Dashboard on our website, allowing customers to check, set, and change their consent to the handling of personal data. Looking ahead, we will continue our efforts to protect data privacy by pursuing the protection and appropriate handling of personal data.

• Security Management at docomo Shops and Subcontractors

We provide training focused on information security at least once a year for docomo Shop staff and also support educational activities by issuing 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 to check whether information is being managed appropriately, including quarterly branch audits and monthly self-inspections. We select subcontractors after confirming that they handle personal information appropriately, and our outsourcing agreements include clauses on security management measures, confidentiality, conditions for recommissioning, and other issues related to the handling of personal information, and we provide the necessary and appropriate supervision.

• Security Management at +d Partners

DOCOMO carries out appropriate management against +d partner companies by requesting that they comply with the Personal Information Protection Law and follow guidelines issued by ministries and agencies as well as public organizations. Other measures taken to protect personal information include obtaining the customer's consent prior to sharing that individual's personal information with partner companies.

Fraudulent Use of the DOCOMO Kouza Service

In September 2020, an incident occurred in which deposit money was fraudulently withdrawn from financial institutions through DOCOMO Kouza®, which DOCOMO operates. DOCOMO had taken various security measures, such as two-factor authentication and account locking, against unauthorized access. Following the incident, we introduced eKYC (online personal identification system) and registration of contact mobile phone numbers for d account® users as well as a system that allows our expert staff to monitor the service around the clock, all year round.

In addition, we established a system to ensure customers can use our services safely and securely by creating a dedicated department for risk management related to financial services and a dedicated phone contact for inquiries. We also formulated new rules for our compensation program to clarify how we will compensate customers who have become a victim of fraud. In the event of an incident related to the DOCOMO Kouza service, we provide compensation for all losses. Going forward, we will remain committed to restoring the trust of our customers by implementing additional stringent security measures.

Governance

DOCOMO seeks to enhance corporate value by placing priority on the customer's perspective; rigorous and efficient operational execution; and quick, transparent and sound management based on effective corporate governance.

151 Corporate Governance
154 Risk Management
155 Response to BCP
156 Compliance
161 Brand Management

Corporate Governance

Basic Policies and Philosophy

In accordance with our corporate philosophy of "the creation of a new world of communications culture," DOCOMO is aiming to contribute to the realization of a rich and vigorous society and to improve our corporate value in order to win greater trust and recognition from our shareholders and customers.

Under this management policy, we recognize that to maximize corporate value while meeting the expectations of our various stakeholders including our shareholders, customers, employees, partners and local communities. It is essential that we ensure the effective function of corporate governance through the reinforcement of the 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.

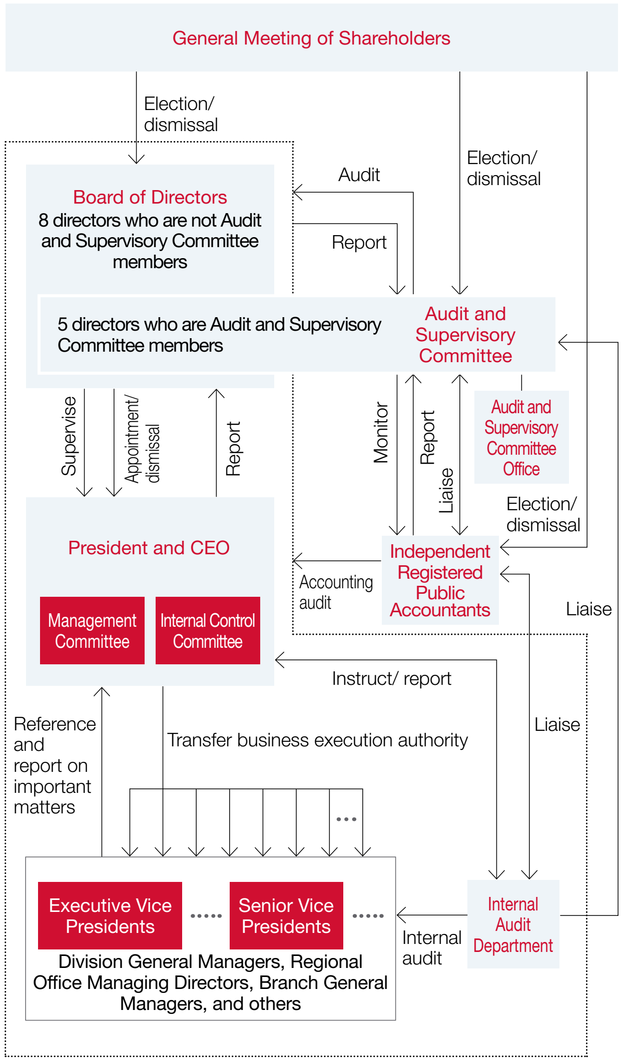
The monitoring function of the Board of Directors is strengthened through the framework in which several independent outside directors are appointed and encouraged to fulfill their ability and insight, under the supportive arrangements such as in-depth prior briefing on the proposals to be discussed at the Board of Directors meetings and holding of periodical meetings with representative directors and internal officers. With respect to the auditing function, Audit and Supervisory Committee members (including full-time members) attend important meetings such as those of 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 continue to ensure management soundness.

In addition, we continued to maintain the executive officer system (of which 27 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 enables speedier responsiveness to change in the operating environment.

Composition of Board of Directors (as of June 30, 2021)

Category	Male	Female	Total
Directors who are not Audit and Supervisory Committee members	7 (including 2 independent outside directors)	1 independent outside director	8
Directors who are Audit and Supervisory Committee members	4 (including 3 independent outside directors)	1 independent outside director	5
(Reference) Executive officers	27	3	30

Corporate Governance System


General Meeting of Shareholders
Election/ dismissal
Audit
Election/ dismissal
Board of Directors
8 directors who are not Audit and Supervisory Committee members
Report
5 directors who are Audit and Supervisory Committee members
Audit and Supervisory Committee
Supervise
Appointment/ dismissal
Report
Monitor
Report
Liaise
Audit and Supervisory Committee Office
Election/ dismissal
President and CEO
Management Committee
Internal Control Committee
Accounting audit
Independent Registered Public Accountants
Liaise
Instruct/ report
Reference and report on important matters
Transfer business execution authority
Liaise
Executive Vice Presidents
Senior Vice Presidents
Division General Managers, Regional Office Managing Directors, Branch General Managers, and others
Internal audit
Internal Audit Department

(as of June 30, 2021)

Directors

Directors who are not Audit and Supervisory Committee members (as of June 30, 2021)

Name	Title/Position
Motoyuki Ii	President and Chief Executive Officer, Representative Member of the Board of Directors
Seiji Maruyama	Senior Executive Vice President, Representative Member of the Board of Directors
Takashi Hiroi	Senior Executive Vice President, Representative Member of the Board of Directors
Hozumi Tamura	Senior Executive Vice President, Representative Member of the Board of Directors
Masaaki Shintaku	Outside Member of the Board of Directors
Noriko Endo	Outside Member of the Board of Directors
Shin Kikuchi	Outside Member of the Board of Directors
Katsumi Kuroda	Member of the Board of Directors

Directors who are Audit and Supervisory Committee members (as of June 30, 2021)

Name	Title/Position
Shoji Suto	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)
Katsumi Nakata	Outside Member of the Board of Directors (Full-time Audit & Supervisory Committee Member)
Mikio Kajikawa	Outside Member of the Board of Directors (Full-time Audit & Supervisory Committee Member)
Eiko Tsujiyama	Outside Member of the Board of Directors (Audit & Supervisory Committee Member)

Business Execution and Audit System

The Board of Directors consists of 13 members, including 7 independent outside directors. Directors who are not members of the Audit and Supervisory Committee serve one term of one year. The board members meet at regular monthly meetings and as necessary at extraordinary meetings to render decisions on important business matters. The members also receive status reports as needed from directors with executive authority and executive officers, thereby conducting management supervision. For decision making on key issues related to business execution, the Company established the Management Committee, which includes the president and CEO as well as executive vice presidents and board directors who are Audit and Supervisory Committee members. The Management Committee meets in principle once a week and extraordinary meetings are convened 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 himself takes the initiative in supervising internal control.

The Audit and Supervisory Committee consists of five directors, including four independent outside 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 follow 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. In accordance with those determined by the committee, members attend key meetings, such as those of the Board of Directors and receive reports from directors, examine important documents, and conduct on-site examinations of the head office and major business offices and subsidiaries. In this way, the Audit and Supervisory Committee members audit the execution of duties by directors. Through these audit 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 an internal audit 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 remain in close contact with the Internal Audit Department and the 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 aim of achieving sustainable enhancement of its corporate value, the Company conducts an analysis and evaluation of the effectiveness of the Board of Directors in an ongoing effort to make improvements by identifying issues or points to be improved with respect to the responsibilities, operation, composition, etc., 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 effective.

To increase our corporate value, the Board of Directors will continue to regularly verify the state of measures used to implement the medium-term management strategy, the allocation of management resources, and our responses to changes in the management 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 meeting of the Board of Directors in order 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 the appropriateness of the process for appointing directors who are not members of the Audit and Supervisory Committee and properly exercises its right to state opinions.

Future managerial candidates are given opportunities to deepen their knowledge of and experience in DOCOMO management by participating in the meeting of the board or the management meeting 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 creating a working environment in which individuals are exposed to enriching experiences and values and can effectively demonstrate their abilities. Therefore, our Board of Directors consists of members with due consideration for overall balance of expertise and diversity including gender and internationality. As of June 30, 2021, the membership of the Board of Directors includes two women.

Members of the Board of Directors are appointed with due consideration for ensuring 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 good business sense and enthusiasm.

Furthermore, with respect to members of the Audit and Supervisory Committee who are directors, we appoint individuals who can be expected to perform proper audits based on their professional expertise and knowledge on finance and accounting.

Corporate Advisor and Senior Advisor System

DOCOMO has a Corporate Advisor and Senior Advisor System in place, as we believe that, in terms of increasing DOCOMO's presence in the market, we can benefit from the activities of individuals with a wealth of experience and insights who take on external activities under DOCOMO's name, and we therefore acknowledge that the Corporate Advisor and Senior Advisor System is advantageous to corporate management.

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 Advisor answer questions regarding certain business operations. Also, they mainly undertake external activities requested by the president and do not wield influence over the current management, beyond what is expected from them, nor engage themselves 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, and it strives to improve its sustainability continuously and in accordance with its policy of conducting business operations aligned with environmental, social and corporate governance (ESG) initiatives to contribute to the creation of a sustainable society.

Important risks such as those impacting sustainability are managed comprehensively by the Internal Control Committee and reported to the meeting of the Board of Directors. Social and environmental risks are dealt with by establishing a Sustainability Management Committee dedicated to ensuring the enforcement of Plan, Do, Check, Act (PDCA) cycles for CSR efforts. In addition, organization heads participate in regular national conferences to report and discuss implementation of CSR activities and challenges.

The Sustainability Management Committee is chaired by the president and CEO and composed of senior executive vice presidents, directors, Audit and Supervisory Committee members, executive vice presidents, and the heads of relevant departments. Major issues discussed by the Sustainability Management Committee are reported to the Board of Directors and/or Management Committee. In fiscal 2020, the discussed agenda included the setting of SBT targets, fundraising from employees for post-disaster recovery and reconstruction, the status of initiatives on CSR Medium-term Target, and the initiatives of each working group.

As for suggestions and requests from stakeholders, information is identified and gathered by the department responsible for each stakeholder, and dialogues are set up as needed. The content of dialogues is shared by the Management Committee (as of March 31, 2021).

Risk Management

Basic Policies and Philosophy

DOCOMO strives to strengthen risk management under the basic policy of identifying and responding to business risk 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 for 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 surveys as necessary. Environmental and social considerations, including regulatory compliance, 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. Furthermore, the Company's Internal Audit Department conducts audits to minimize risks and increase corporate value for the entire DOCOMO Group.

The department's work includes evaluating the effectiveness of the internal control system. 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 reviews the potential risks and its methods for managing such risks on an annual basis 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. We determine component risks for the entire Group through evaluation and analysis based on the level of impact and frequency of occurrence, which are identified by conducting a materiality assessment.

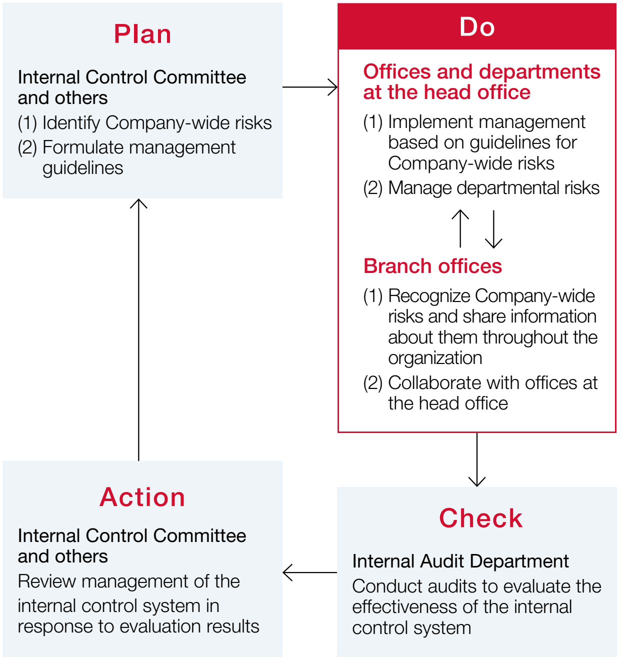
Fostering and Expanding a Risk Management Culture

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, and this allows us to incorporate emerging risks as a preventive measure. While these risks are addressed appropriately through a Company-wide response, risks related to individual operations are handled in an appropriate manner 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



Plan

Internal Control Committee and others

(1) Identify Company-wide risks

(2) Formulate management guidelines

Do

Offices and departments at the head office

(1) Implement management based on guidelines for Company-wide risks

(2) Manage departmental risks

Branch offices

(1) Recognize Company-wide risks and share information about them throughout the organization

(2) Collaborate with offices at the head office

Check

Internal Audit Department

Conduct audits to evaluate the effectiveness of the internal control system

Action

Internal Control Committee and others

Review management of the internal control system in response to evaluation results

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 its size and business.

Response to the Business Continuity Plan (BCP)

Response to the Business Continuity Plan (BCP)

As a communications network operator, our key responsibility is to secure communications networks when disaster strikes. In order to ensure the continuity of operations or, in the event that service is lost, to quickly restore operations to working order, DOCOMO has protocols for each department, outlined in its Disaster Preparedness Manual, for maintaining operations should a disaster occur.

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 the Safety of Employees and Securing Communications in Times of Disaster

DOCOMO has been making various efforts to secure telecommunications services in the event of a major disaster. In addition to developing communications networks (deploying large- and medium zone base stations and implementing other measures) that are resilient against disasters, 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.

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.

Compliance

Basic Policies and Philosophy

The foundation of our compliance management is to promote strict observance of the NTT DOCOMO Group Code of Ethics and respect for human rights among all employees while continuing to meet the steadily increasing demands and expectations of society based on high ethical standards.

We have built a Compliance Management System, centered on the Compliance Committee, and we are implementing a range of compliance-related initiatives. For example, we have created a system to support employees seeking consultation or filing a report on illegal or fraudulent incidents they have observed, assigned employees with responsibility for compliance promotion in all divisions, and implemented training in ethics and legal compliance for all employees. Moreover, we have conducted a compliance and human rights awareness survey of every employee, the results of which have been reflected in our measures to ensure compliance. Through such efforts, we are working to further advance ethical views.

We delivered messages through our intranet and the president's speech on the thorough enforcement of compliance aimed at achieving the "Declaration beyond" as well as reinforcing defensive governance measure to enhance corporate value. Furthermore, when there is a conflict between ethics and the pursuit of profit, we will place top priority on corporate ethics. We believe that these initiatives will find a balance between customer service improvement and corporate sustainable development.

NTT DOCOMO Group Code of Ethics

The DOCOMO Group seeks to develop a shared awareness and thorough understanding of the basics of compliance, which should serve as the foundation of management. To that end, we are developing our ethical standards through ten defining articles, 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 developed as a standard to be observed globally.

Web NTT DOCOMO Group Code of Ethics

Compliance Management Regulations

The Compliance Management Regulations define the standard issues for promoting activities aimed at establishing legal compliance and corporate ethics, which DOCOMO pursues from the standpoint of its corporate social responsibility. These regulations apply to all individuals employed by DOCOMO, including officers and outside directors, full-time employees and temporary staff.

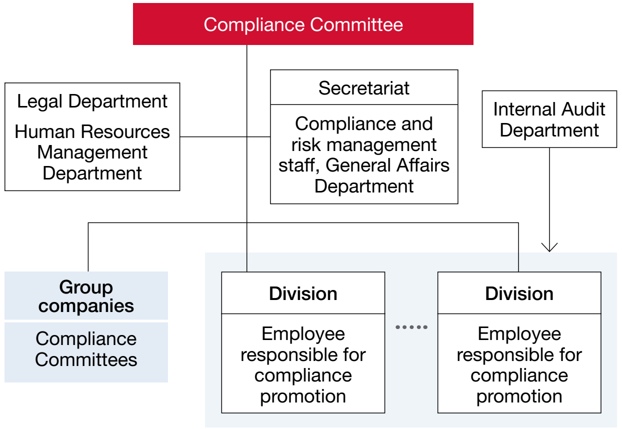
Compliance Management System

DOCOMO has established the Compliance Committee at its head office and each branch and Group company to ensure that employees know and understand the NTT DOCOMO Group Code of Ethics. The committee decides on policies related to legal and ethical compliance and identifies issues and areas in need of improvement in terms of compliance management. It also monitors the progress of activities that promote compliance.

The committee at DOCOMO's head office is chaired by the president and CEO and comprises the executive vice president, executive general manager of regional offices, general manager of each division and directors who are Audit & Supervisory Committee members and others appointed by the chairperson as needed.

The Compliance Committee deliberates on matters such as the details of initiatives for the current fiscal year while reflecting the results of the previous year's initiatives as well as the situation or trend analysis based on whistleblowing reports made during the prior year.

Compliance Management System


Compliance Committee
Legal Department
Human Resources Management Department
Secretariat
Compliance and risk management staff, General Affairs Department
Internal Audit Department
Group companies
Compliance Committees
Division
Employee responsible for compliance promotion
……
Division
Employee responsible for compliance promotion

Employees responsible for compliance promotion

Assigned in all divisions to create an implementation plan for legal and ethical compliance for their respective organizations to identify compliance risks, to develop deeper sense of respect for human rights as well as to create measures for improving inappropriate aspects. 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 (RCL)
Appointed by employees responsible for compliance promotion to take the initiative in promoting risk management, compliance and human rights practice 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 suppliers as well as DOCOMO Group employees and docomo Shop staff, for the prevention and early detection of compliance or risks related to human rights. Whistleblowing desks for compliance and human rights have been set up, as has an external channel at a legal office outside the Company for the purpose of ensuring 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 by delivering email magazines and distributing posters.

The topic of the consultation or report is investigated as needed by the Compliance Committee Office and Human Rights Committee Office in coordination with relevant employees responsible for compliance promotion (heads of organizations) and RCLs. Any confirmed incidence of noncompliance is immediately 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 while also being used as topics in compliance training.

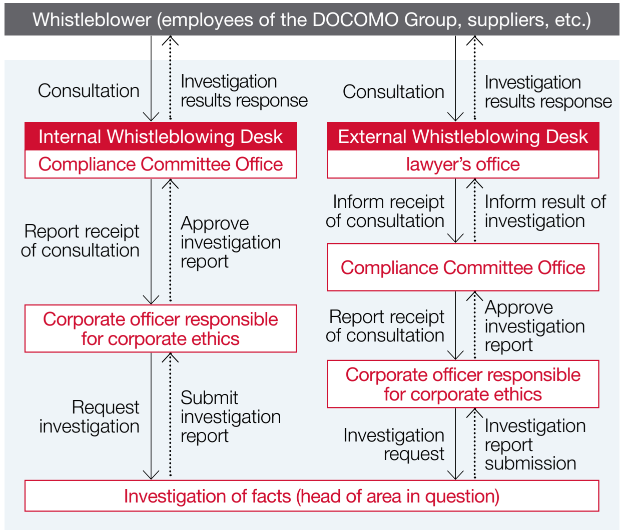
A total of 53 cases were brought to consultation and reported in fiscal 2020. The number of declarations regarding power harassment increased due to growing concern about the enforcement of the Labor Measures Comprehensive Promotion Act. On the other hand, the number of reports relating to time and attendance management issues is declining, as workstyle reform has taken root.

All confirmed compliance violations are subject to disciplinary action in accordance with company regulations.

Number of Consultations on Compliance over the Past Four Years

	2017	2018	2019	2020
Consultations on compliance	111	114	103	53
Compliance violations	57	56	47	24
Unauthorized use of expenses, etc.	5	2	3	2
Harassment	17	15	22	11
Other compliance violations	35	39	22	11
No violations	54	58	56	29

Compliance Whistleblowing Desk System


Whistleblower (employees of the DOCOMO Group, suppliers, etc.)
Consultation
Investigation results response
Consultation
Investigation results response
Internal Whistleblowing Desk
Compliance Committee Office
External Whistleblowing Desk
lawyer's office
Inform receipt of consultation
Inform result of investigation
Report receipt of consultation
Approve investigation report
Compliance Committee Office
Corporate officer responsible for corporate ethics
Report receipt of consultation
Approve investigation report
Corporate officer responsible for corporate ethics
Request investigation
Submit investigation report
Investigation request
Investigation report submission
Investigation of facts (head of area in question)

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).

In web-based training for all employees of branches and Group companies (21 out of all consolidated subsidiaries), employees take part in discussions afterward to share their thoughts on compliance and human rights in an ongoing effort to raise awareness of compliance among all employees. RCLs, tasked with promoting compliance activities in their respective departments, are trained to create a common awareness of the roles expected of leaders and share information. A compliance seminar exclusively for members of upper management is also held.

In fiscal 2020, we conducted anti-harassment training for newly appointed managers to learn about acts that could not be tolerated, to lead to behavior change and to mitigate workplace harassment risks.

• Dissemination of Compliance Violations and Educational Activities

We regularly issue the Human Rights Mini-Knowledge Series on an internal 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.

Also, we review the status of our Group-wide initiatives on compliance and human rights education in the quarterly Compliance Report and report on the number and details of actual compliance violations at regular meetings to request that each organization implement measures that may prevent the occurrence and recurrence of such incidents. And we seek to spread awareness of both compliance and human rights by sharing that information with all Group employees.

In addition, directors twice a year call for special attention to all Group employees, from whom compliance with laws, regulations, rules, morals and manners are expected. This initiative includes not only engaging in inappropriate conduct that accompanies alcohol but also no smartphone-distracted walking as a DOCOMO Group employee.

• Survey on Compliance and Human Rights

The DOCOMO Group conducts a unified employee survey on compliance and human rights every year. Analysis of the survey conducted with all Group employees including temporary staff, a total of about 40,000 individuals, showed that positive results have been maintained at high levels for each surveyed item, including communication.

Employee Survey

(%)

Question Topic	Answer	Ratio
Communication with those you work with	Positive response	73
	Neither	15
	Negative response	12
Free expression of opinions during meetings	Positive response	75
	Positive response	17
	Negative response	8
Ease in seeking advice on work-related issues	Positive response	88
	Positive response	8
	Negative response	4

• Initiatives for Preventing Bribery

The DOCOMO Group, which operates business at an international level, is subject to the bribery and corruption laws of a number of countries, including Japan's own Unfair Competition Prevention Act, which prohibits activities such as the provision of unjust gains to foreign public officials, and the Foreign Corrupt Practices Act in the U.S.

To ensure thorough compliance with these laws, DOCOMO established its 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 bribery. These guidelines were revised after the Bribery Act was implemented in the U.K. and regulations were tightened in some other countries.

In fiscal 2014, the NTT Group created the Anti-Bribery Handbook as a tool for raising employee awareness. The handbook contains basic knowledge and examples of bribery and facilitation payments. It also covers even broader themes than the Guidelines on the Prevention of Bribery of Foreign Public Officials. The DOCOMO Group has sought to encourage understanding by distributing the Japanese and English language versions of the handbook to Group companies in and outside Japan in fiscal 2015. We have sought to bolster our efforts against bribery among Group companies by encouraging them to construct a system of compliance in accordance with the Code of Ethics, guidelines and the handbook while paying due consideration to the business models of each company and to the laws of the countries in which they are located. We will further bolster our efforts against bribery by holding training and organizing study groups to fully educate our employees.

Web NTT Group Anti-Bribery Handbook

Guidelines on the Prevention of Bribery of Foreign Public Officials
(Established October 2010)

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.

No legislative measures were taken against us, nor were we exposed to bribery or facilitation payments in fiscal 2020.

Furthermore, prior to the season for sending summer gifts (ochugen) and winter gifts (oseibo), directors warn all Group employees to refrain from making any inappropriate payments to government officials or other public employees. This is to make them aware of compliance with regulations and to uphold ethics regarding gifts such as ochugen. 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 donations are to be extended through legitimate channels in accordance with the NTT DOCOMO Group Code of Ethics and NTT DOCOMO Guidelines for CSR in Supply Chain, and in compliance with the Political Funds Control Law in Japan. In fiscal 2020, DOCOMO made political contributions totaling 12 million yen in Japan.

Number of Legislative Measures and Exposures to Bribery and Facilitation Payments (Japan and Overseas)

(cases)

	2017	2018	2019	2020
Number of legislative measures/exposures	0	0	0	0

Political Contributions

(million yen)

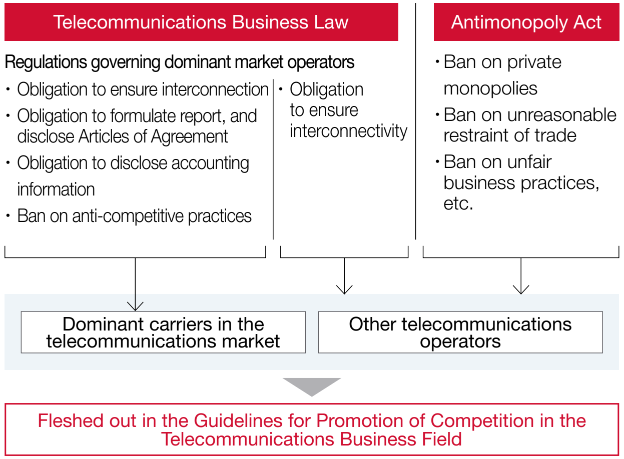
	2017	2018	2019	2020
Political Contributions (telecommunications administration)	7.0	7.0	12.0	12.0

• Initiatives on Fair Competition

In addition to the Antimonopoly Act, which constitutes the common rules of competition, NTT DOCOMO is also governed by articles of the Telecommunications Business Law, which are 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 the Ministry of Internal Affairs and Communication formulated the Guidelines for Promotion of Competition in the Telecommunications Business Field, which reflects their declared policy on the manner in which the Antimonopoly Act and the 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


Telecommunications Business Law
Antimonopoly Act
Regulations governing dominant market operators
• Obligation to ensure interconnection
• Obligation to formulate report, and disclose Articles of Agreement
• Obligation to disclose accounting information
• Ban on anti-competitive practices
• Obligation to ensure interconnectivity
• Ban on private monopolies
• Ban on unreasonable restraint of trade
• Ban on unfair business practices, etc.
Dominant carriers in the telecommunications market
Other telecommunications operators
Fleshed out in the Guidelines for Promotion of Competition in the Telecommunications Business Field

To ensure compliance with these laws and regulations, the NTT DOCOMO Group has consistently conducted training on fair competition online and by other means for all employees at its headquarters as well as employees at functional subsidiaries that bear some responsibility for corporate marketing and marketing through sales representatives. About 25,000 participants took part in the most recent training.

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 2018, it again issued a report that pointed out practices that may create anti-monopoly issues, such as the practice of selling communications services and mobile terminals in a single package, a contract that states a contract period restriction and automatic renewal, plans based on a presupposition that the subscriber will trade in an old mobile phone or continue their subscription in the same program, a SIM lock, and the distribution of used devices.

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).

In view of these developments, the DOCOMO Group will continue to provide pricing and services that comply with laws, regulations and guidelines as it strives to maintain and promote free and fair competition in the telecommunications market.

• Avoiding Conflicts of Interest

Conflicts of interest are regulated under national laws 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.

A specific case may be when a member of senior management seeks to engage in a business transaction that may result in a conflict of interest. This requires prior approval by the Board of Directors if the member is a director or by the director responsible for corporate ethics. The director in question is not permitted to take part in the decision made by the Board of Directors.

By operating under this mechanism, we seek to ensure the fairness of business transactions to 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.

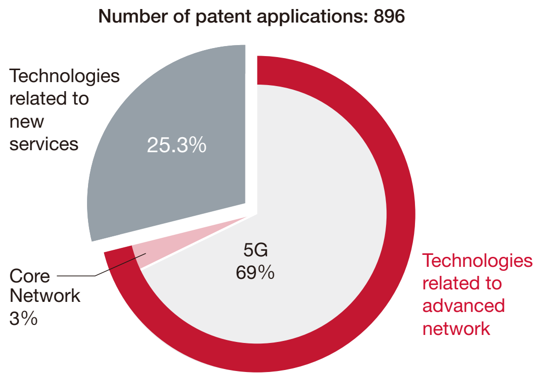
• Intellectual Property Initiatives

DOCOMO respects the intellectual property rights of other companies, even as we expand the scope of our own intellectual property management to increase the domestic and international competitiveness of our business.

For example, DOCOMO has promoted the research and development of technologies related to upgrading its networks such as W-CDMA, LTE, LTE-Advanced, 5G, and Beyond 5G 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, 2020, DOCOMO holds around 3,800 patents in Japan and 8,200 patents overseas.

Patent Applications



Intellectual Property Training for Employees

In view of the growing importance of intellectual property,

DOCOMO has been encouraging employees to gain a deeper understanding of their relationship with intellectual property and its impact on daily operations through ongoing annual seminars. Moreover, we have developed an intellectual property handbook, which is available on the corporate intranet site 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.

Brand Management

Corporate Identity

• Origin of the Company Name

The Company name is an abbreviation for “Do Communications Over The Mobile Network” and reflects the aspiration and commitment of all our employees to seek customer satisfaction wherever they are and in whatever situation.

• Corporate Logo

The logo is written in small letters and in the custom color of “DOCOMO red.”

It expresses DOCOMO’s new brand image of Human Touch, Glimpse into the Future, and Security and Reliability as well as our desire to encourage people to feel an even greater affinity with the brand and a sense of expectation for the changes that DOCOMO will undergo.

We chose red for its dynamic, uplifting impression as a vigorous statement of our corporate stance on innovation.

Brand Slogan and Statement

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

Our new slogan is “Changing worlds with you.” and it expresses our desire to work together with all of you to open up our technologies and take on new challenges.

• Brand Slogan

Changing worlds with you.

• Brand Statement

What we have 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.

Brand System

NTT DOCOMO Corporate Brand

Service Brands

Network Services

5G, Xi, FOMA, docomo Hikari, Shunsoku 5G, etc.

Communications Services and New Service Domains

iD, Anshin Security, Ichioshi Pack, Anshin Pack, Sugotoku-Content, d account, d anime store, d apps & review, d car sharing, d CARD, d kids, d game, d shopping, d job, dTV, d Payment, d hits, d fashion, d photo, d book, d healthcare, d POINT CLUB, d market, d magazines, d meal kit, d music, d menu, Disney+, docomo Map Navi, my daiz, DAZN for docomo, Hikari TV for docomo, etc.

New Service Domains (Provided by Subsidiaries)

Shop Japan, Tower Records, MAGASEEK, ModuleApps, Mirai Translator®, Hikari TV, GOOD EAT CLUB, Mobile Spatial Statistics, Koko-Research , di-PiNK , gacco, measAR note, etc.

Use of Social Media

When using social media as a communication tool with customers, the NTT DOCOMO Group will conduct operations based on the social media policy on the right.

NTT DOCOMO Group's Social Media Policy

NTT DOCOMO Group will abide by the code of conduct and basic rules defined below as the social media policy when using official social media.

1. Purposes of this policy

(1) To promote communication by appropriate means

(2) To always have self-awareness and responsibility as a DOCOMO Group member when using social media

2. Definition of social media

Social media is defined as media that allows the general public to communicate with each other through information posted by individuals using the Internet and web technologies.

3. Basic rules to follow when using social media

(1) To always respect and listen carefully to those you communicate with

(2) To clarify the purpose of communication and provide valuable information

(3) To use easy to understand language

(4) To understand the characteristics of digital tools, such as instant transmission and inability to cancel it

(5) To fully respect privacy

(6) To fully respect copyrights

4. Information for customers

Information posted on a social media site by an administrator who operates an account approved by DOCOMO is not always posted after it has been verified due to the characteristics of social media. In that regard, such information should not be regarded as official announcements and statements from DOCOMO. Please note that such information may be corrected later. Official announcements and statements from DOCOMO are posted on DOCOMO's website. Specific operations (support hours and whether or not or how to respond to inquiries) vary depending on the account.

Appendix

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166 Disclosure in Line with TCFD Recommendations
167 Commitment to Initiatives
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169 Independent Assurance Statement
170 GRI Content Index

ESG-Related Policies

CSR/ESG

Category	Policy/Philosophy/Guideline	Page Number in this Report	Link
CSR, ESG	NTT DOCOMO Group CSR Policy	27	https://www.nttdocomo.co.jp/english/corporate/csr/about/message/index.html
	Stakeholder Engagement	41	

Environment

Category	Policy/Philosophy/Guideline	Page Number in this Report	Link
Environment (overall)	DOCOMO Group Environmental Charter	43	https://www.nttdocomo.co.jp/english/corporate/csr/ecology/charter_object/
	DOCOMO Group's Environmental Declaration	44	https://www.nttdocomo.co.jp/english/corporate/csr/ecology/green2030/
	Green Action Plan 2030	44-45	https://www.nttdocomo.co.jp/english/corporate/csr/ecology/green2030/
	Commitment to Carbon Neutrality by 2030	11, 12, 44	https://www.nttdocomo.co.jp/english/info/media_center/pr/2021/0928_00.html
Decarbonized Society	Creation of a Decarbonized Future—Basic Philosophy	55	
	NTT Group Energy-Efficiency Performance Guidelines	48	https://group.ntt/jp/environment/management/guideline/pdf/guidelinever9.pdf (in Japanse only)
	DOCOMO Environmental Accounting Guidelines	50	
	Formation of a Sustainable Society—Basic Philosophy	59	
	Green Design Guidelines (NTT DOCOMO Interpretation)	59, 61	https://www.nttdocomo.co.jp/binary/pdf/corporate/csr/ecology/environ_management/guideline/guideline.pdf (in Japanese only)
Biodiversity	Preservation of Biodiversity—Basic Philosophy	62	
Green Procurement	NTT DOCOMO Guidelines for Green Procurement	49	http://www.nttdocomo.co.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	65	https://www.nttdocomo.co.jp/english/corporate/technology/rd/
Network	Provision of Network Services—Basic Policies and Philosophy	80	https://www.nttdocomo.co.jp/area/effort.html (in Japanese only)
	Basic Policy on Area Expansion	81	
	DOCOMO's Disaster Preparedness	84	https://www.nttdocomo.co.jp/special_contents/disaster/ (in Japanese only)
	NTT Group Disaster Preparedness Plan	85, 87	https://group.ntt/jp/disaster/pdf/NTTbousai.pdf (in Japanese only)
	Radio Wave Safety	87	http://www.nttdocomo.co.jp/english/product/sar/index.html
Customer	Corporate Responsibility for Products and Services —Basic Policies and Philosophy	103	
	Customer Satisfaction—Basic Policies and Philosophy	110	https://www.nttdocomo.co.jp/support/cs_promotion/ (in Japanese only)
Human Resources/ Labor Practice	Employment and Compensation—Basic Policies and Philosophy	124	https://www.nttdocomo.co.jp/corporate/csr/about/management/employee/index.html#p01 (in Japanese only)
	Human Resource Development—Basic Policies and Philosophy	126	
	DOCOMO Workstyle Reform—Basic Policies and Philosophy	130	
	Promoting Diversity Management—Basic Policies and Philosophy	131	https://www.nttdocomo.co.jp/english/corporate/csr/about/diversity/index.html

Society

Category	Policy/Philosophy/Guideline	Page Number in this Report	Link
Human Resources/ Labor Practice	Workstyle Choices—Basic Policies and Philosophy	133	
	Health and Productivity Management—Philosophy and Basic Policies	137	
	Health and Safety in the Workplace—Basic Policies and Philosophy	140	
Human Rights	NTT Group Human Rights Charter	90	https://group.ntt/en/csr/communication/team_ntt/02.html
	NTT DOCOMO Group's Basic Policies on Human Rights	91	
Supply Chain	NTT DOCOMO's Basic Procurement Policies	96	https://www.nttdocomo.co.jp/english/corporate/procure/
	NTT DOCOMO Guidelines for CSR in Supply Chain	96	https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/supply_chain.pdf
	NTT DOCOMO Guidelines for Green Procurement	96	https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/csr_procurement/green.pdf
	Relationship with Telecom Construction Firms—Basic Policies and Philosophy	98	
Community	Policies for Community Investments	116	

Governance

Category	Policy/Philosophy/Guideline	Page Number in this Report	Link
Corporate Governance	Corporate Governance—Basic Policies and Philosophy	151	
Risk Management	Risk Management—Basic Policies and Philosophy	154	
	Basic Policy on Fortifying Internal Control Systems	154	
Information Security/ Privacy	Information Security Policy	144-145	https://www.nttdocomo.co.jp/english/utility/personal_data/security/?icid=CRP_en_UTI_privacy_to_CRP_en_UTI_personal_data_security
	Privacy Policy	144, 146	https://www.nttdocomo.co.jp/english/utility/privacy/index.html
	NTT DOCOMO Personal Data Charter	147-148	https://www.nttdocomo.co.jp/english/utility/personal_data/charter/?icid=CRP_en_UTI_privacy_to_CRP_en_UTI_personal_data_charter
Compliance	NTT DOCOMO Group Code of Ethics	156	https://www.nttdocomo.co.jp/english/corporate/about/group_ethic/index.html
	Compliance—Basic Policies and Philosophy	156	
	Policy of refusing all connections to anti-social groups	160	
	NTT DOCOMO Guidelines for CSR in Supply Chain	96	https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/supply_chain.pdf
	Guidelines on the Prevention of Bribery of Foreign Public Officials	158	
Brand Management	NTT DOCOMO Group's Social Media Policy	162	https://www.nttdocomo.co.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	51
b	Describe management's role in assessing and managing climate-related risks and opportunities.	· Governance	51
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	51-54
b	Impact of climate-related risks and opportunities on the organization's business, strategy and financial planning.	· Strategy —Scenario Analysis	53-54
c	Resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	· Contributing to the Creation of a Sustainable Society —DOCOMO's Commitment to Carbon Neutrality by 2030 · Strategy —Scenario Analysis	11-12, 53-54
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	51
b	Organization's processes for managing climate-related risks.	· Risk Management	51
c	How processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	· Risk Management	51, 154-155
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.	· Contributing to the Creation of a Sustainable Society —DOCOMO's Commitment to Carbon Neutrality by 2030 · Metrics and Targets	11-12, 55
b	Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	· Identifying Environmental Impacts	58
c	Targets used by the organization to manage climate-related risks and opportunities and performance against target.	· Contributing to the Creation of a Sustainable Society —DOCOMO's Commitment to Carbon Neutrality by 2030 · DOCOMO Group's Environmental Targets. Green Action Plan 2030 · Fiscal 2020 Targets, Results and Action Plans for Expert Subcommittees · Metrics and Targets · Identifying Environmental Impacts	11-12, 44-45, 48, 55, 58

Commitment to Initiatives

Commitment to External Initiatives

DOCOMO refers to the following external initiatives when accounting for environmental, social and economic impacts in our businesses.

We specifically look to international guidelines that contain measures companies should take against potential social and environmental risks in formulating our own NTT DOCOMO Group CSR Policy, NTT DOCOMO Group Code of Ethics and NTT DOCOMO Guidelines for CSR in Supply Chain.

External Initiatives Used as References for CSR Activities

- ISO26000
- OECD Guidelines for Multinational Enterprises
- ISO14001
- RBA (Responsible Business Alliance)
- SDGs
- TCFD
- ILO conventions

Participation in External Organizations

We actively participates in external groups and organizations to exchange information and thereby develop a common awareness of social issues that transcends the corporate framework.

Membership in External Groups (Major Groups Only)

- KEIDANREN (Japan Federation of Business, incorporated association)
- Association of Radio Industries and Businesses (ARIB, incorporated association)
- Japan Mobile Communications Infrastructure Association (JMCIA, incorporated association)
- Telecommunications Carriers Association, general incorporated association
- GSM Association (GSMA)
- Next generation mobile networks
- Japan Climate Initiative (JCI)
- TCFD Supporters

(as of October 30, 2021)

Evaluations by Outside Parties

▶Ranked Sixth in TOYO KEIZAI, INC.'s CSR Company Ranking

DOCOMO has been ranked sixth in TOYO KEIZAI, INC.'s 2021 CSR company ranking. Toyo Keizai evaluates companies from four perspectives of utilization of human resources, environmental performance, corporate governance and social performance, in addition to financial performance.

▶Rated as Five Stars in the Nikkei Smart Work Survey for Fiscal 2020, for the Fourth Consecutive Year

DOCOMO has been ranked as Five Stars, the highest accolade, in the Nikkei Smart Work survey, which ranks companies based on their capability to utilize human resources, achieve innovation and develop new markets, as well as their management foundation.

▶Obtained Eruboshi (Grade 3) Certification

DOCOMO obtained the Eruboshi ("L Star" with "L" standing for Lady, Labour and Laudable) Grade 3 certification from Japan's Ministry of Health, Labour and Welfare (MHLW) as an excellent company promoting women's careers based on the Act for Promoting Women's Participation and Advancement in the Workplace.

Web Status of Corporate Actions Regarding the Act for Promoting Women's Participation in Advancement in the Workplace by the MHLW (in Japanese only)

▶Obtained Platinum Kurumin Certification

DOCOMO received Platinum Kurumin certification from the MHLW as a Kurumin-certified enterprise that is making high-level efforts with an adequate level of work-life balance support in the form of a system that employees actively use.

Web Kurumin and Platinum Kurumin by the MHLW (in Japanese only)

▶Named to the List of Top Hundred Telework Pioneers of the Ministry of Internal Affairs and Communications (MIC) Since Fiscal 2017

DOCOMO was among the Top Hundred Telework Pioneers announced by the MIC which recognizes enterprises and organizations that are proactively introducing and using telework in their operation.

Web Top Hundred Telework Pioneers, Awards of Minister for Internal Affairs and Communications, and Start of Email Consultations through Telework Promoting Enterprise Network by the MIC (in Japanese only)

▶Received the PRIDE Index Gold Award for the Fifth Consecutive Year (in FY2020)

DOCOMO has received the PRIDE Index Gold Award for five years in a row from the nonprofit organization Work with Pride, which recognizes companies and organizations pursuing initiatives that aim to create working environments supportive of sexual minorities including LGBT.

Web Work with Pride: PRIDE Index (in Japanese only)

▶Received White 500 Recognition for Excellence for 2021 Health and Productivity Management

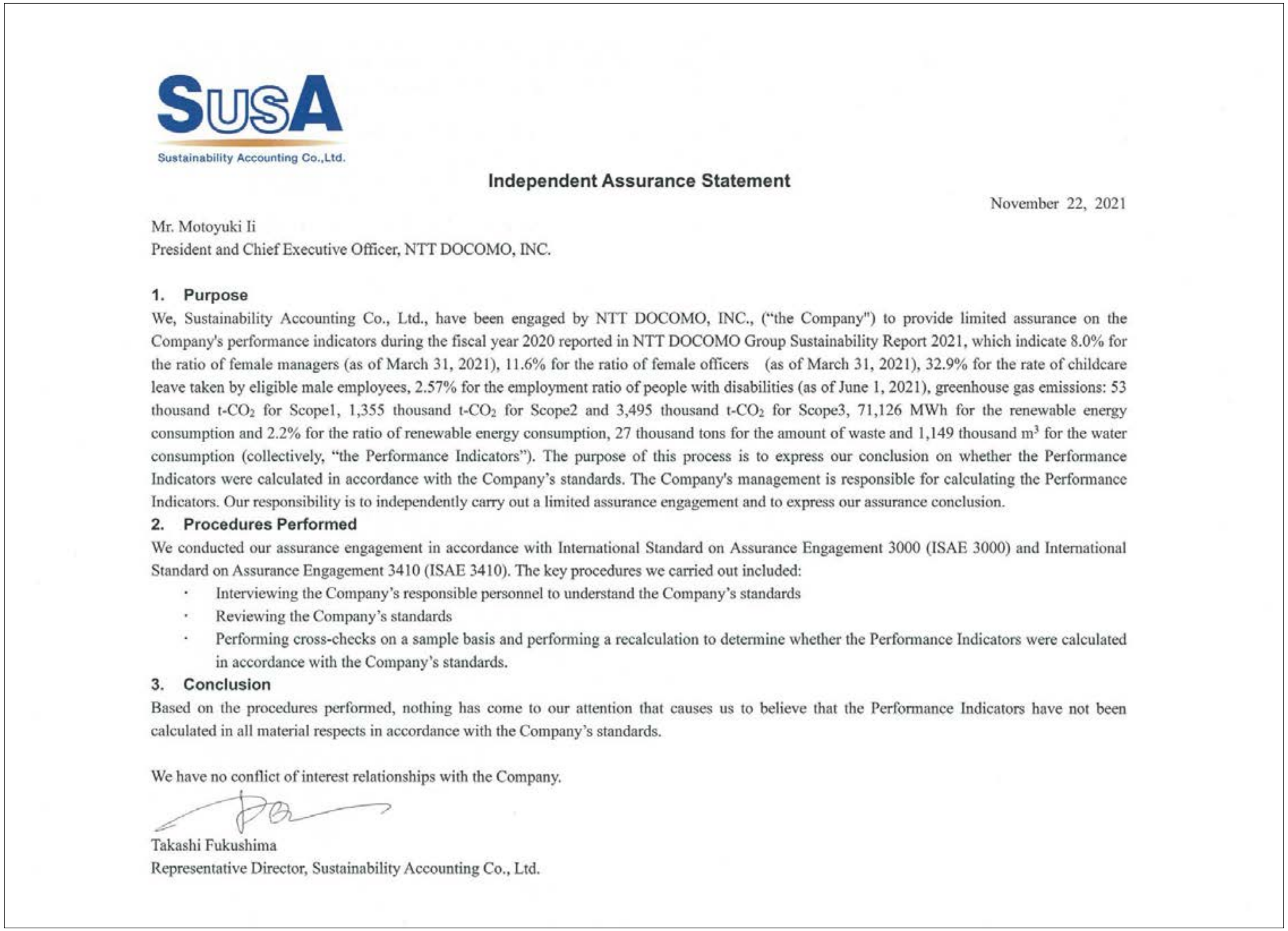
DOCOMO was selected as one of 500 large enterprises recognized for excellence in health and productivity management (White 500) in a certification system jointly managed by Japan's Ministry of Economy, Trade and Industry (METI) and the Nippon Kenko Kaigi (Japan Health Conference).

Web Certified Health & Productivity Management Outstanding Organizations Recognition Program by the METI (in Japanese only)

▶Healthy Excellent Company

DOCOMO was awarded the Gold certificate, by the Healthy Company Declaration Promotion Council in Tokyo, among companies that have been declared as healthy enterprises and have produced outstanding results in promoting workplace health.

Independent Assurance Statement



SusA
Sustainability Accounting Co.,Ltd.

Independent Assurance Statement

November 22, 2021

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 during the fiscal year 2020 reported in NTT DOCOMO Group Sustainability Report 2021, which indicate 8.0% for the ratio of female managers (as of March 31, 2021), 11.6% for the ratio of female officers (as of March 31, 2021), 32.9% for the rate of childcare leave taken by eligible male employees, 2.57% for the employment ratio of people with disabilities (as of June 1, 2021), greenhouse gas emissions: 53 thousand t-CO_2 for Scope1, 1,355 thousand t-CO_2 for Scope2 and 3,495 thousand t-CO_2 for Scope3, 71,126 MWh for the renewable energy consumption and 2.2% for the ratio of renewable energy consumption, 27 thousand tons for the amount of waste and 1,149 thousand m^3 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.

GRI Content Index

NTT DOCOMO Group Sustainability Report 2021 is prepared in accordance with the core section of the GRI Sustainability Reporting Standards 2016/2018/2019/2020.
Click the page numbers in the below list to see the related information available in this report.

GRI 102: General Disclosures 2016

●: Items that are required to disclose in the core option

	Content		Page Number
	1. Organizational profile		
●	102-1	Name of the organization	2
●	102-2	Activities, brands, products, and services	2
●	102-3	Location of headquarters	2
●	102-4	Location of operations	Web: Branches (only in Japanese)
●	102-5	Ownership and legal form	2
●	102-6	Markets served	2
●	102-7	Scale of the organization	Web: Overview
●	102-8	Information on employees and other workers	142
●	102-9	Supply chain	95-101
●	102-10	Significant changes to the organization and its supply chain	Web: Announcement of Nippon Telegraph and Telephone Corporation's Decision to Make a Demand for a Share Cash-Out of Our Shares, Approval of the Demand for a Share Cash-Out by the Company and Delisting of Our Shares
●	102-11	Precautionary principle or approach	154-155
●	102-12	External initiatives	167
●	102-13	Membership of associations	156
	2. Strategy		
●	102-14	Statement from senior decision-maker	4-5
	102-15	Key impacts, risks, and opportunities	4-5, 23-25, 27-29, 154-155
	3. Ethics and integrity		
●	102-16	Values, principles, standards, and norms of behavior	23, 27, 90-91
	102-17	Mechanisms for advice and concerns about ethics	156-157
	4. Governance		
●	102-18	Governance structure	34, 46, 92, 144-145, 151-152
	102-19	Delegating authority	34 ,151-152

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	102-21	Consulting stakeholders on economic, environmental, and social topics	41, 153
	102-22	Composition of the highest governance body and its committees	151-153
	102-23	Chair of the highest governance body	151-152
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	102-26	Role of highest governance body in setting purpose, values, and strategy	34-35, 151-153
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	102-28	Evaluating the highest governance body's performance	29-31, 34-35, 157
	102-29	Identifying and managing economic, environmental, and social impacts	34-35, 41
	102-30	Effectiveness of risk management processes	154-155
	102-31	Review of economic, environmental, and social topics	34, 154-155
	102-32	Highest governance body's role in sustainability reporting	34, 151
	102-33	Communicating critical concerns	34, 151-153
	102-34	Nature and total number of critical concerns	—
	102-35	Remuneration policies	—
	102-36	Process for determining remuneration	—
	102-37	Stakeholders' involvement in remuneration	—
	102-38	Annual total compensation ratio	—
	102-39	Percentage increase in annual total compensation ratio	—
	5. Stakeholder engagement		
●	102-40	List of stakeholder groups	41
●	102-41	Collective bargaining agreements	141
●	102-42	Identifying and selecting stakeholders	41
●	102-43	Approach to stakeholder engagement	28-33, 41, 115-122
●	102-44	Key topics and concerns raisedKey topics and concerns raised	28-33, 41
	6. Reporting practice		
●	102-45	Entities included in the consolidated financial statements	2
●	102-46	Defining report content and topic Boundarie	2
●	102-47	List of material topics	28
●	102-48	Restatements of information	Not applicable

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●	102-49	Changes in reporting	Not applicable
●	102-50	Reporting period	2
●	102-51	Date of most recent report	2
●	102-52	Reporting cycle	2
●	102-53	Contact point for questions regarding the report	2
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GRI 103: Management Approach 2016

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	103-3	Evaluation of the management approach	29-32, 34-35

GRI200: Economic Topics

○: The material issues identified by the company

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	201-2	Financial implications and other risks and opportunities due to climate change	51-55
	201-3	Defined benefit plan obligations and other retirement plans	136
	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	142
	202-2	Proportion of senior management hired from the local community	–
	GRI-203: Indirect Economic Impacts 2016		
	203-1	Infrastructure investments and services supported	116-122

	Content		Page Number
	203-2	Significant indirect economic impacts	33, 37-40
	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	159
	205-2	Communication and training about anti-corruption policies and procedures	30, 158-159
	205-3	Confirmed incidents of corruption and actions taken	30, 159
○	GRI-206: Anti-competitive Behavior 2016		
	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	30, 159-160
	GRI-207:Tax 2019		
	207-1	Approach to tax	–
	207-2	Tax governance, control and risk management	–
	207-3	Stakeholder engagement and management concerns related to tax	–
	207-4	Country-by-country reporting	–

GRI300: Environmental Topics

○: The material issues identified by the company

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	GRI-301: Materials 2016		
	301-1	Materials used by weight or volume	–
	301-2	Recycled input materials used	59-60
	301-3	Reclaimed products and their packaging materials	32, 48, 59-60
○	GRI-302: Energy 2016		
	302-1	Energy consumption within the organization	55-58
	302-2	Energy consumption outside of the organization	58
	302-3	Energy intensity	–
	302-4	Reduction of energy consumption	58
	302-5	Reductions in energy requirements of products and services	32, 48
	GRI-303: Water and Effluents 2018		
	303-1	Interactions with water as a shared resource	–
	303-2	Management of water discharge related impact	–
	303-3	Water withdrawal	61
	303-4	Water discharge	–
	303-5	Water consumption	61

	Content		Page Number
○	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	–
	304-2	Significant impacts of activities, products, and services on biodiversity	–
	304-3	Habitats protected or restored	62-63
	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	58
	305-2	Energy indirect (Scope 2) GHG emissions	58
	305-3	Other indirect (Scope 3) GHG emissions	55, 58
	305-4	GHG emissions intensity	–
	305-5	Reduction of GHG emissions	32, 55, 58
	305-6	Emissions of ozone-depleting substances (ODS)	–
	305-7	Nitrogen oxides (NO_X), sulfur oxides (SO_X), and other significant air emissions	–
○	GRI-306: Waste 2020		
	306-1	Waste generation and significant waste-related impacts	59-60
	306-2	Management of significant waste-related impacts	48-49, 59-61
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	307-1	Non-compliance with environmental laws and regulations	49
○	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	96-97

GRI400: Social Topics

○: The material issues identified by the company

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○	GRI-401: Employment 2016		
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	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	142
	401-3	Parental leave	135-136, 139
	GRI-402: Labor/Management Relations 2016		
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○	GRI-403: Occupational Health and Safety 2018		
	403-1	Occupational health and safety management system	137, 140
	403-2	Hazard identification, risk assessment, and incident investigation	137-138, 140-141
	403-3	Occupational health services	137-141
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	403-6	Promotion of worker health	137-139
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○	GRI-404: Training and Education 2016		
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○	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	91-93, 96-97, 141
	GRI-408: Child Labor 2016		
	408-1	Operations and suppliers at significant risk for incidents of child labo	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

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○	GRI-412: Human Rights Assessment 2016		
	412-1	Operations that have been subject to human rights reviews or impact assessments	91-92
	412-2	Employee training on human rights policies or procedures	32, 94
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Not applicable
○	GRI-413: Local Communities 2016		
	413-1	Operations with local community engagement, impact assessments, and development programs	31-32, 41, 116-122
	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	96-98
	414-2	Negative social impacts in the supply chain and actions taken	—
	GRI-415: Public Policy 2016		
	415-1	Political contributions	159
○	GRI-416: Customer Health and Safety 2016		
	416-1	Assessment of the health and safety impacts of product and service categories	103-104
	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	103-104, 113-114
	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	30, 145-146
	GRI-419: Socioeconomic Compliance 2016		
	419-1	Non-compliance with laws and regulations in the social and economic area	Not applicable

NTT DOCOMO Group refers to the Sustainability Accounting Standard of Technology and Communications Sector prepared by Sustainable Accounting Standards Board (SASB).

SASB Sustainability Disclosure Topics and Accounting Metrics

Topic	Accounting Metric	Code	Page Number in this Report
Environmental Footprint of Operations	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	TC-TL-130a.1	58
Data Privacy	Description of policies and practices relating to behavioral advertising and customer privacy	TC-TL-220a.1	145-149
Data Security	(1) Number of data breaches	TC-TL-230a.1	146
	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	TC-TL-230a.2	144-145
Product End-of-life Management	Materials recovered through take back programs	TC-TL-440a.1	59-60
Competitive Behavior & Open Internet	Average actual sustained download speed of (1) owned and commercially-associated content and (2) non-associated content	TC-TL-520a.2	82
Technology Disruptions	Discussion of systems to provide unimpeded service during service interruptions	TC-TL-550a.2	83, 85-86