



*NTT DOCOMO GROUP
SUSTAINABILITY REPORT
2022*

Changing worlds with you.

NTT
docomo

CONTENTS

DOCOMO's Vision	3	Customer and Community Engagement	49	Fair Business Practices	94
Brand Slogan	4	Responsibility for Products and Services	50	Human Rights	95
Message from the President and Chief Executive Officer	5	Considerations for Children, the Elderly, and People with Disabilities	52	Compliance	98
DOCOMO's Corporate Philosophy	6	Customer Satisfaction	54	Supply Chain	102
DOCOMO's Brand Vision	6	Services for Safety and Consumer Education	56	Corporate Governance	106
DOCOMO's Initiatives for Medium-Term Targets	7	Community Investments	57	Risk Management	109
		Disaster Relief Provided by DOCOMO	59	Response to the Business Continuity Plan (BCP)	110
		NPO Mobile Communication Fund (MCF)	61		
Sustainability of DOCOMO	9	Building a Safe and Resilient Society	62	Appendix	111
Sustainability Policy	10	Provision of Network Services	63	ESG-Related Policies	112
Material Sustainability Issues	11	DOCOMO's Disaster Preparedness	66	Disclosure in Line with TCFD Recommendations	114
Sustainability Management System	17	Radio Wave Safety	69	GRI Content Index / SASB Sustainability Disclosure	
Initiatives for SDGs and Spreading Sustainability	18	Information Security and Privacy Protection	70	Topics and Accounting Metrics	115
Stakeholder Engagement	19			Independent Assurance Statement	120
Environmental Responsibility	20	Diversity and Job Satisfaction	75		
Environmental Vision and Action Plan	21	Human Resources Strategy	76		
Environmental Management	22	Employment and Compensation	76		
Environmental Data	26	Human Resource Development	78		
Response to Climate Change	29	DOCOMO Workstyle Reform	81		
Response to Recommendations by the TCFD	31	Promoting Diversity Management	83		
Formation of a Sustainable Society	35	Workstyle Choices	85		
Preservation of Biodiversity	37	Health and Productivity Management	88		
		Health and Safety in the Workplace	90		
		Labor Relations	92		
		Human Resources Data	93		
Research and Development, and Innovation	38				
Promoting R&D and Innovation	39				
Promoting Open Innovation	43				
Promoting Process Innovation (Top Gun)	48				

Editorial Policy

Editorial Points

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

This report is aligned with DOCOMO's policy to pursue business and ESG practices as an integrated contribution to the creation of a sustainable society. It comprehensively covers the fiscal 2021 results of activities by introducing DOCOMO's vision in the first half and focusing on its sustainability policy in the second half.

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

IR Documents

Sustainability site

▶ Period Covered

In general, the report covers fiscal 2021 (ended March 31, 2022), although some information pertains to time periods before or after fiscal 2021.

▶ Organizations Covered

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

*The report does not include results of NTT Communications or NTT COMWARE, the two companies reorganized under the structural reform in July 2022.

▶ Twelve Functional Subsidiaries (as of March 31, 2022)

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., and 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)
- Sustainability Accounting Standards, IFRS Foundation

▶ Published

September 2022 (previous report: November 2021; next report: September 2023)

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DOCOMO Overview

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

Telecommunications Business

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

Smart Life Business

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

Other businesses

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

Company Information

Navigation Buttons:

					P.123
Table of Contents	Previous page	Next page	Previously viewed page	External website	Related page in the report



DOCOMO's Vision

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

Brand Slogan	4
Message from the President and Chief Executive Officer	5
DOCOMO's Corporate Philosophy	6
DOCOMO's Brand Vision	6
DOCOMO's Initiatives for Medium-Term Targets	7



**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.

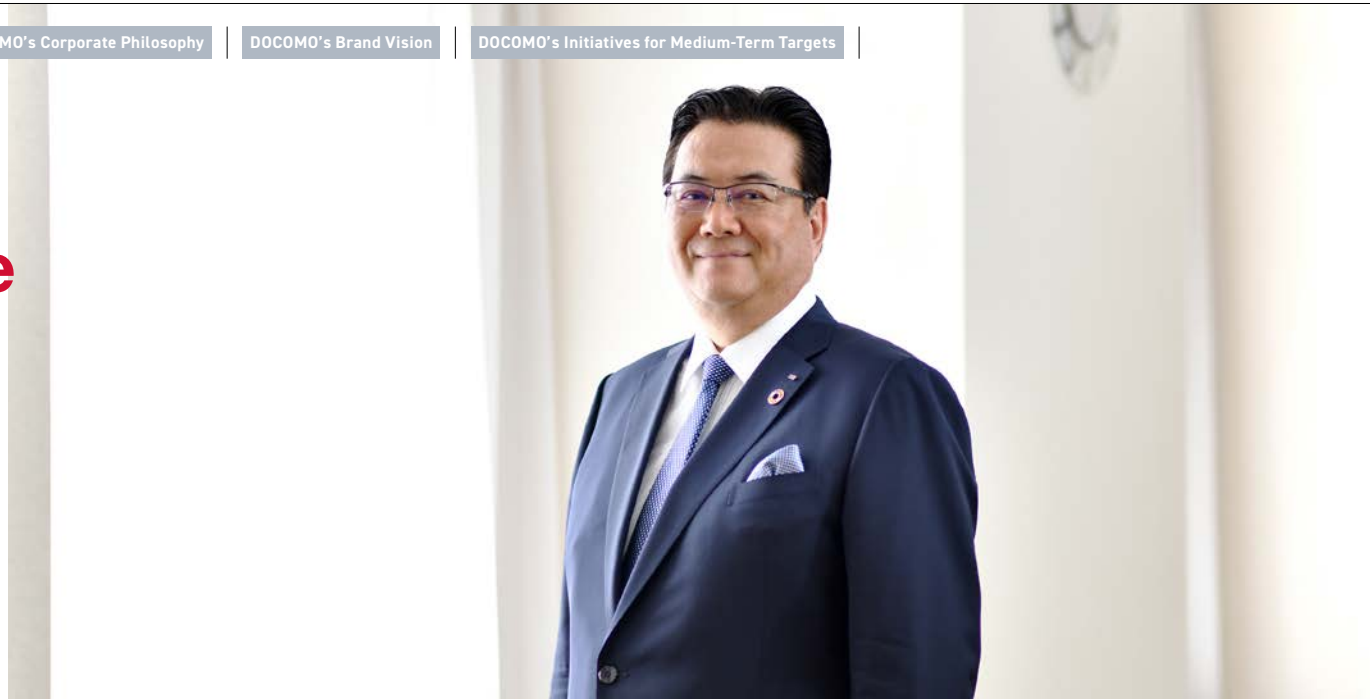


Message from the President and Chief Executive Officer

Challenge to Change

Motoyuki Ii

President and Chief Executive Officer
NTT DOCOMO, INC.



Today, we are expected to address not only the lingering COVID-19 crisis but also the many other challenges facing society. DOCOMO is particularly aware of the urgency of tackling global warming and other increasingly severe environmental issues. In this context, it has advanced its reform to become an organization with the mission to address a variety of social issues in service to society.

As the New DOCOMO Group, we have established our structure to strengthen our “customer first” approach and promote digital transformation, and revised the former CSR and environmental policies to formulate a complete sustainability policy. We will continue to take on challenges to make the world a better place by working together with customers and business partners, under the slogan “Changing worlds with you.”

The New DOCOMO Group

In October 2021, DOCOMO announced its plan to make NTT Communications and NTT COMWARE and their group companies into subsidiaries in a Group reorganization.

The two companies subsequently became DOCOMO subsidiaries in January 2022, and we began to operate under the new structure in July following the reorganization and personnel transfer. As the New DOCOMO Group, we will leverage the synergies of the three companies to expand our business domain from mobile to services and solutions and accelerate innovation to contribute to the digital transformation of society and industry.

Going forward, we will exert a concerted effort across the Group to create new value and lifestyles and to structurally reform society and industry, based on our communications business.

New Sustainability Policy

Since the formulation of our former CSR Policy, public concern over environmental issues has increased, particularly in areas associated with decarbonization. The scope and degree of other ESG issues, which companies are expected to address, are changing almost daily as well.

In order to address these trends and clarify DOCOMO's

approach to responding to a broad range of issues, we revised our former policy and formulated the Sustainability Policy in July 2022. In addition to our corporate social responsibility, the policy expresses the Group's determination to contribute to the creation of a society that leaves no one behind and its approach to addressing the four areas of the environment, society, human resources, and fairness.

We also reorganized the Environmental Charter and other policies in July 2022 and integrated them into our Green Action Plan. Together with our commitment to carbon neutrality by 2030, announced last year, we will push ahead with our initiatives toward decarbonization, creating a sound material-cycle society and preserving biodiversity.

DOCOMO will strengthen its efforts to change the world with you, which includes DOCOMO employees and their family members, customers, and business partners.

September 2022

DOCOMO's Corporate Philosophy

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



» Creating a New Communications Culture

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

» Satisfying Customers

DOCOMO strives to fulfill customer expectations 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.

» Maximizing the Capabilities of Individual Employees

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 Brand Vision

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

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

Changing worlds with you.

*What have we done,
and where are we going?
We've built a foundation to change the world.
It's a place where everything comes together
— towns, people, things —
through an unparalleled network.
We take pride in this place
and that so many use our products
and believe in them.*

*Now we create new lifestyles
and societies on our invisible foundation.
However, we can't do it alone.*

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

*Open technology,
and together, we will change the world.
This is the DOCOMO way.*

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

DOCOMO's Initiatives for Medium-Term Targets

Challenge of the New DOCOMO Group

DOCOMO announced its new brand slogan, "Changing worlds with you." to express our aspiration to realize new worlds with ALL you's.

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

» How We Will Take on the Challenge and Realize Our Goals

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

Challenge of the New DOCOMO group

Pursue **Customer First**,
Provide new values beyond customer expectations

Accelerate pace of **DX** and
leveraging Data in operations,
realize better CX and business reform

Leveraging service/solution/technology
developed and nurtured in Japan,
roll out our businesses **globally**

Pursue business and ESG as one,
contribute to creating a **sustainable** society



One Step Ahead

Not following; predict and move in advance
Keep challenging with positive thinking

Openness

Create innovations with customers and
partners

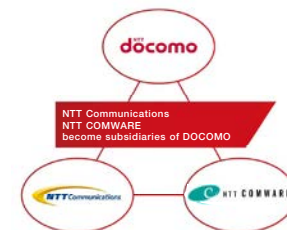
Trust

Gain a trust from customers/partners by
committing words to action, and fair
interactions

» The New DOCOMO Group

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

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



Integration of the three companies

Clear business responsibilities

Structural reform of the Telecommunications Business and expansion of the Enterprise/Smart Life Businesses

» Synergy Through Integration

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

Synergy Through Integration

Expansion of enterprise business

Integrate all enterprise business under the New DOCOMO Group and support all corporate customers through one stop service—contribute toward DX of society and industry

More competitive network

Fixed-mobile convergence brings higher quality and economical network to provide inexpensive, easy-to-use services and accelerate evolution toward 5G/IOWN

Strengthening the power of service creation and development while promoting DX

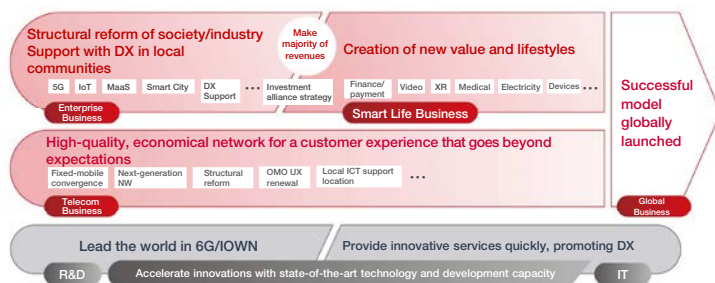
Integrate the R&D of DOCOMO, services of NTT Communications and software capability of NTT COMWARE, leading to quick response through the creation of innovative services, and accelerating DX of the New DOCOMO Group

Medium-Term Strategy

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

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

Changing worlds with you.



» Enterprise Business

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

» Smart Life Business

We will co-create new value and lifestyles with partners by seamlessly linking membership bases, data usage, and services with a variety of handsets. To this end, we will boost existing businesses such as finance/payment and video/

entertainment while boldly expanding into new domains, including electricity, medical, and XR. Our target is to generate more than half of the revenues of the New DOCOMO Group through the Smart Life Business and Enterprise Business by fiscal 2025.

» Telecommunications Business

Early expansion of 5G and integration of the networks of DOCOMO and NTT Communications realizes a higher quality and economical network, enabling us to provide inexpensive, easy-to-use mobile and fixed services. Coupled with rates and services that meet diverse needs, as well as sales channel reform that will be achieved with the cooperation of partners, we will deliver a customer experience that exceeds

their expectations. Through these initiatives, we will complete the structural reform of expanding the customer base and optimizing sales/network cost to maintain mid-term profit in the Telecommunications Business and shift into a growth trajectory.

» Take Successful Model to Global Market

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

» Strengthen Service Creation and Development Capabilities

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

» Using Cutting-Edge Technologies to Accelerate Innovation

We will lead in open innovation and change the world with partners. We intend to quickly realize practical applications of 6G-IOWN by working hand in hand with NTT laboratories, in addition to realizing a non-terrestrial network using satellites and HAPS (high-altitude platform stations).

» Contribute to the Creation of a Sustainable Society

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

► Sustainability of DOCOMO ([P.9](#))

New DOCOMO Group Medium-Term Strategy

[FY2021 Results*1]

Categories	Results
Telecommunications Business*2	3,660.8 billion yen
Smart Life domain*2	1,096.4 billion yen
Smart Life Business*2	619.0 billion yen
Other businesses*2	477.4 billion yen
d POINT CLUB members	89.08 million people (FY2020 result: 81.95million people)
Mobile phone subscribers	84.75 million people (FY2020 result: 82.63 million people)
Financial and payment transactions handled	8,860.0 billion yen (FY2020 result: 6,980.0 billion yen)
Payment and point service locations	4.10 million places (FY2020 result: 3.09 million places)

*1 Results prior to Group reorganization, including the integration of NTT Communications and NTT COMWARE with DOCOMO.

*2 Operating revenues



Sustainability of DOCOMO

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

Sustainability Policy	10
Material Sustainability Issues	11
Sustainability Management System	17
Initiatives for SDGs and Spreading Sustainability	18
Stakeholder Engagement	19

Sustainability Policy

In November 2021, the NTT Group established the NTT Group Sustainability Charter.

In July 2022, the DOCOMO Group established the Sustainability Policy, setting forth DOCOMO's approach and policy for ESG management.

NTT Group Sustainability Charter

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

[NTT Group Sustainability Charter](#)

Sustainability Policy

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

[Sustainability Policy]

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

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



Environment

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



Society

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



Human Resources

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



Fairness

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

Material Sustainability Issues

There is a strong demand for global action to create a sustainable society as evidenced by the adoption of the Sustainable Development Goals (SDGs) and the Paris Agreement. With due consideration of these international trends and DOCOMO's business environment, we analyzed the environmental, social and governance (ESG) aspects of our internal and related external environments and determined DOCOMO's material issues based on the processes stipulated in GRI Standards for sustainability reporting. We reviewed the material issues in July 2022.

Identification of Material Issues

1. Confirmation of coverage and selection of issues

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

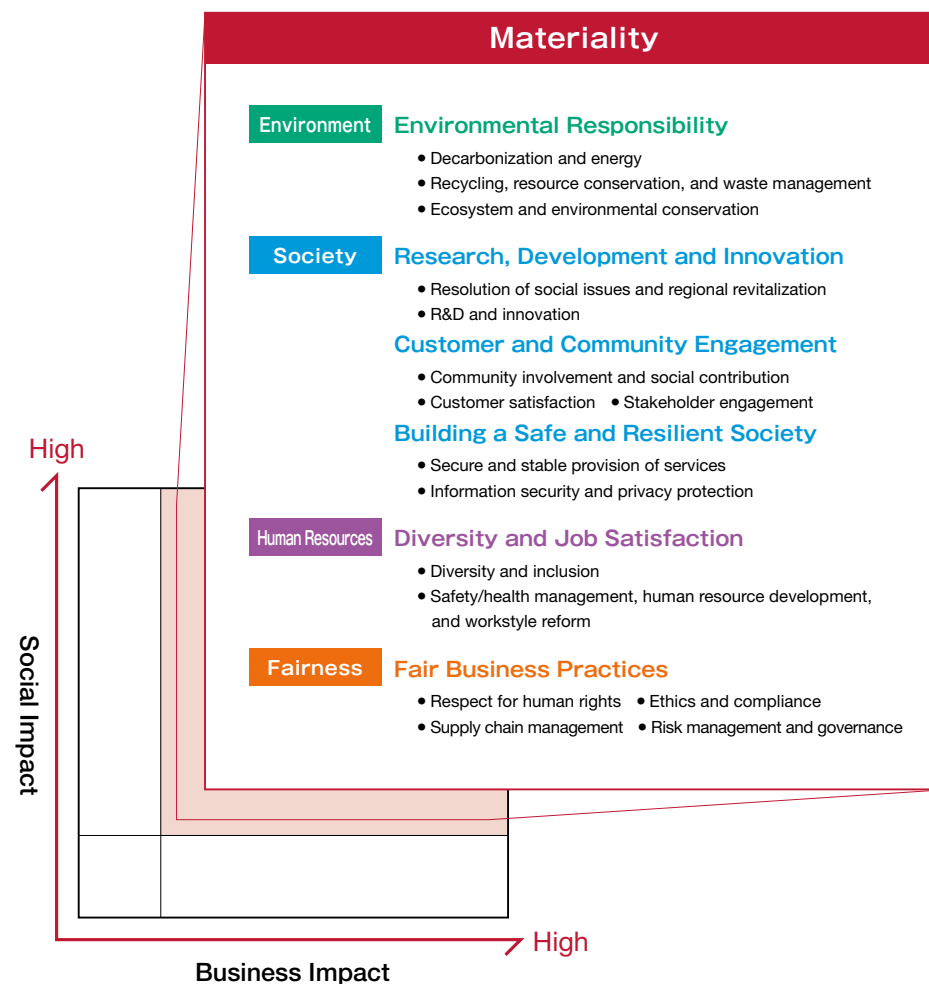
- External indicator: DJSI
- International guidelines: GRI Standards, SASB, ISO26000
- Domestic and overseas initiatives: SDGs

2. Priority assessment

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

3. Materiality assessment and validation of issues

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





Identified Materiality and KPIs

Materiality	Sustainability Issues	Items	Targets	Target FY
Commit to environmental sustainability	<ul style="list-style-type: none"> Decarbonization and energy Recycle, save resources, and manage waste Preserve the ecosystem and environment 	Level of contribution to the reduction of GHG emissions in society	40.0 million tonnes or higher	2030
		Carbon neutrality	Carbon neutrality	2030
		Power efficiency of communications services (compared to FY2013)	Tenfold or more	2030
		EV conversion rate of regular vehicles	50%	2025
		Waste recycle rate	99% or higher	2030
		Number of biodiversity preservation projects, related expenditures, and number of participants	Disclose results	Every year
Address social challenges through R&D and innovation	<ul style="list-style-type: none"> Address social challenges and revitalize local communities R&D and innovation 	Verify new value through field demonstrations focusing on DOCOMO technologies	At least 10 projects	Every year
Engagement with customers and local communities	<ul style="list-style-type: none"> Participate in community activities and serve society Customer satisfaction Stakeholder engagement 	Community investment	1% of profit	Every year
		Number of customer comments received Number of employee feedback-driven service improvements completed	Disclose results	Every year
Realize a safe, secure, and resilient society	<ul style="list-style-type: none"> Deliver safe and stable services Ensure information security and privacy 	5G population coverage rate	90%	2023
		Stable communication service provision rate	99.99% or more	Every year
		Number of major accidents	0	Every year
		Number of telecommunication service interruptions caused by a cyber-attack	0	Every year
		Leakage of critical personal information	0	Every year



Sustainability Policy

Material Sustainability Issues

Sustainability Management System

Initiatives for SDGs and Spreading Sustainability

Stakeholder Engagement

Materiality	Sustainability Issues	Items	Targets	Target FY
Develop and deploy diverse human resources and improve job satisfaction	<ul style="list-style-type: none"> Diversity and inclusion Safety, health and productivity management, human resources development, and workstyle reform 	Ratio of female managers	15%	2025
		Ratio of newly promoted female managers	30%	Every year
		Ratio of female directors	25~30%	2025
		Ratio of male employees taking leave for childcare purpose	100%	Every year
		Use of external human resources	30%	2023
		Number of serious industrial accidents during telecom construction	0	Every year
		Employee satisfaction	Higher than Japan's average	Every year
		Total and per employee training cost	Disclose results	Every year
		Remote work implementation rate	70%	2022
		Paper use	0	2025
Respect for human rights and fair business practices	<ul style="list-style-type: none"> Respect for human rights Ethics and compliance Supply chain management Risk management and governance 	Number of confirmed human rights violations	0	Every year
		Participation (%) in human rights training	100%	Every year
		Participation (%) in ethical standard training	100%	Every year
		Number of anti-competitive illegal acts and bribery cases	0	Every year
		Direct dialogues carried out with key suppliers (%)	100%	Every year

Materiality and the Sustainability Development Goals (SDGs)

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

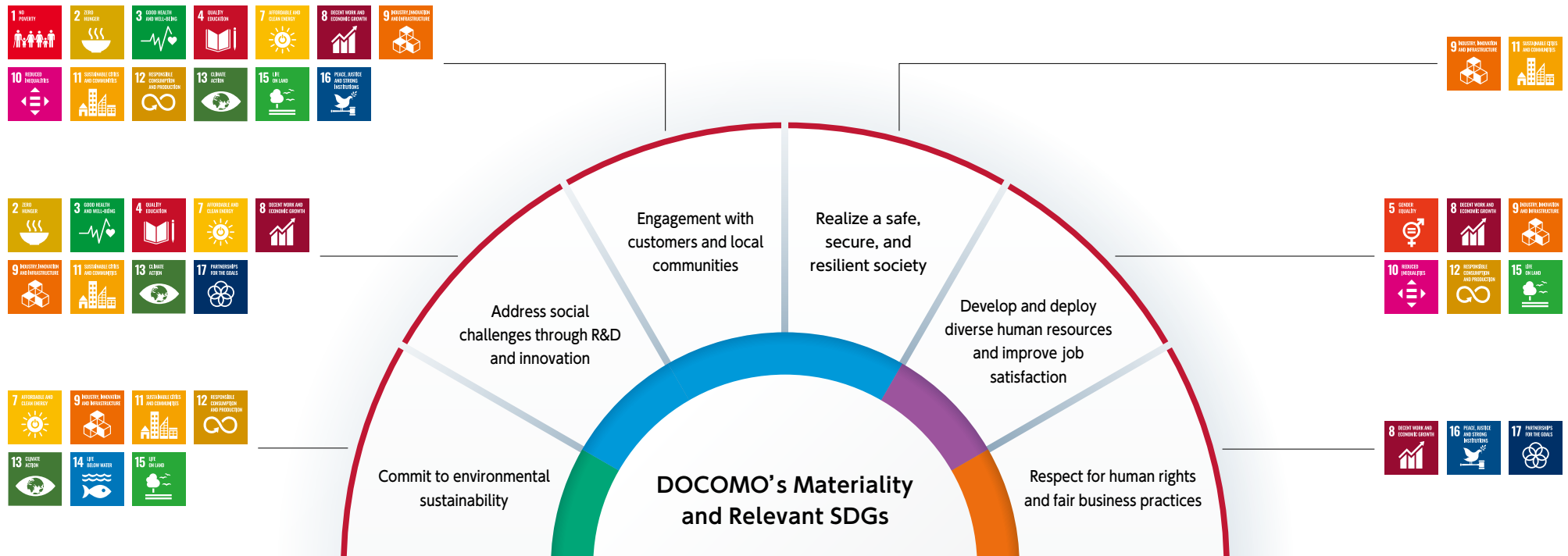
SDGs

GSMA #BetterFuture

Entities Covered by the Scope of Materiality

The most important entities of which the materiality is subject of are DOCOMO and its 11 functional subsidiaries* that engage in the Group's fundamental business, communication.

*DOCOMO CS, Inc., DOCOMO CS Hokkaido, Inc., DOCOMO CS Tohoku, Inc., DOCOMO CS Tokai, Inc., DOCOMO CS Hokuriku, Inc., DOCOMO CS Kansai, Inc., DOCOMO CS Chugoku, Inc., DOCOMO CS Shikoku Inc., DOCOMO CS Kyushu, Inc., DOCOMO Support Inc., and DOCOMO Technology, Inc. (As of September 2022)



DOCOMO's Materiality and Initiatives

» Assessment of the FY2021 Initiatives

Fiscal 2021 results are 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.

[FY2021 Results]

Materiality	Sustainability Issues	Items	FY2021 Results
Commit to environmental sustainability	<ul style="list-style-type: none"> Decarbonization and energy Recycle, save resources, and manage waste Preserve ecosystems and the environment 	Amount of contribution to the reduction of GHG emissions in society	42.77 million tonnes
		Carbon neutrality	CO ₂ emission: 1.194 million tonnes
		Power efficiency of communication services (compared to FY2013)	12.6-fold
		EV conversion rate of regular vehicles	Discontinued use of 244 gasoline-powered vehicles (115 converted to EVs, 129 scrapped)
		Waste recycle rate	Final disposal rate: 2.9% *Results up to and including FY2021 represent the final disposal rate instead of the recycle rate.
		Number of biodiversity preservation projects, relevant expenditures, and number of participants	Biodiversity preservation activities: 125 Information dissemination: 46
Address social challenges through R&D and innovation	<ul style="list-style-type: none"> Address social challenges and revitalize local communities R&D and innovation 	Verify new value through field demonstrations focusing on DOCOMO technologies	19 projects
Engagement with customers and local communities	<ul style="list-style-type: none"> Participate in community activities and serve society Customer satisfaction Stakeholder engagement 	Community investment	0.62% of profit
		Number of customer comments received Number of employee feedback-driven service improvements completed	Number of customer comments received: 4.33 million Number of employee feedback-driven service improvements completed: 182
Realize a safe, secure, and resilient society	<ul style="list-style-type: none"> Deliver safe and stable services Ensure information security and privacy 	5G population coverage rate	—
		Stable communication service provision rate	99.99%
		Number of major accidents	1
		Number of telecommunication service interruptions caused by a cyber-attack	0
		Leakage of critical personal information	1



Materiality	Sustainability Issues	Items	FY2021 Results
Develop and deploy various human resources	<ul style="list-style-type: none"> Diversity and inclusion Safety, health and productivity management, human resources development, and workstyle reform 	Ratio of newly promoted female managers	30.7%
		Ratio of female managers	10.7%
		Ratio of female directors	11.1%
		Ratio of male employees taking leave for childcare purpose	115% *Denominator: Number of male employees whose partner gave birth during the year Numerator: Number of male employees with a preschool child or children, who took childcare leave, etc. (including a Company-specific leave system for child care purposes) during the year
		Use of external human resources	39%
		Number of serious industrial accidents during telecom construction	1
		Employee satisfaction	7.4 points *Previous survey was conducted on a 10-point scale.
		Total and per employee training cost	Total training cost: 2,566 million yen Per employee training cost: 69,479 yen
		Remote work (work from anywhere) implementation rate	75.5%
		Paper use	Office paper: 395 tonnes
Pursue respect for human rights and fair business practices	<ul style="list-style-type: none"> Respect for human rights Ethics and compliance Supply chain management Risk management and governance 	Number of confirmed human rights violations	5
		Percentage of participation in human rights training	100%
		Participation (%) in ethical standard training	100%
		Number of anti-competitive illegal acts and bribery cases	0
		Direct dialogue carried out with key suppliers (%)	100%

Sustainability Management System

DOCOMO convenes the Sustainability Management Committee twice a year to discuss the progress of sustainability management, share national and international topics, and review progress of addressing the material sustainability issues. The committee, chaired by the president and CEO, comprises senior executive vice presidents, a representative of the Audit & Supervisory Board, the executive vice president, and managers of relevant departments. Under the committee, there are the Climate Change Working Group, Circular Economy Working Group, Service/Solution Creation Working Group, Diversity Promotion Working Group, and Social Contribution Working Group. These groups meet to deliberate on key issues, and the results of their measures and challenges as well as topics for future activities are submitted to the Sustainability Management Committee for further discussion. To facilitate prompt and flexible operations of our sustainability management system, issues discussed at the committee meeting are shared throughout the Company and with all Group companies during weekly meetings attended by senior executives, including those of Group companies, to make them known to all employees.

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

The NTT Group CSR Committee, which had been meeting since 2015, was renamed as the NTT Group Sustainability Committee in November 2021. The new committee, chaired by senior executive vice president and having chief sustainability officers (senior executive vice presidents and executive vice presidents) of major NTT Group companies, including NTT DOCOMO, Inc., as members, seeks to advance the sustainability management of the entire NTT Group. In addition, sustainability promotion members at each company periodically hold NTT Group Sustainability Liaison Meetings to share common challenges and successful examples from each company and to monitor the PDCA of activities for material sustainability issues, which have been determined recently. This ensures that sustainability initiatives are implemented with a sense of unity across the Group.

[DOCOMO Sustainability Management System]

Sustainability Management Committee (Secretariat: Sustainability Promotion Office)	Meeting frequency	Roles	Members
	Twice a year (special sessions may be convened as needed)	(1) Strategy discussions on material issues regarding sustainability management (2) Report progress of activities by each working group supervised by the committee (once a year) (3) Discussions on other sustainability-related material items, sharing of information on social trends, etc.	President and CEO (chairperson), senior executive vice presidents, representative of the Audit & Supervisory Board, the executive vice president, managers of relevant departments, etc. *Managers from relevant offices are summoned as necessary.
	Main Topics	Outline of the Initiatives	
Climate Change Working Group	<ul style="list-style-type: none"> Reduce CO₂ emissions Promote power conservation Introduce renewable energy 	<ul style="list-style-type: none"> Implement climate-related environmental measures as DOCOMO's corporate responsibility to realize a sustainable society 	
Circular Economy Working Group	<ul style="list-style-type: none"> Reuse communication devices Promote recycling Reduce plastic Reduce waste 	<ul style="list-style-type: none"> Promote the reuse and recycling of mainly communication devices to realize a circular economy Commit to reducing plastic and waste 	
Service/Solution Creation Working Group	<ul style="list-style-type: none"> Create and offer environmental service/solutions Create and offer service/solutions that address social issues B2B, B2B2X, and B2C 	<ul style="list-style-type: none"> Promote DX and utilize ICT to offer services and solutions that will contribute to addressing social issues while pursuing business growth 	
Diversity Promotion Working Group	<ul style="list-style-type: none"> Promote diversity (female empowerment, LGBTQ, etc.) Promote workstyle reform Promote health and productivity management 	<ul style="list-style-type: none"> Pursue diversity and workstyle reform as DOCOMO Pursue health and productivity management 	
Social Contribution Working Group	<ul style="list-style-type: none"> Universal design (promote DOCOMO Hearty Style, smartphone classes, etc.) Preserve ecosystems 	<ul style="list-style-type: none"> Advance universal design considering the needs of people with disabilities Carry out ecosystem conservation activities 	

Disaster Countermeasures Committee	Human Rights Committee	Internal Control Committee
Communication Device Action Committee	Compliance Committee	Information Management Committee
Customer Satisfaction Promotion Committee	Crisis Management Committee	Win-d (working group for female empowerment)

(As of March 31, 2022)

Initiatives for SDGs and Spreading Sustainability

DOCOMO undertakes various initiatives to disseminate the concept of sustainability to contribute to achieving SDGs through business activities. Initiatives for fiscal 2021 are shown below.

[Initiatives for FY2021]

Category	Activity
Training	<ul style="list-style-type: none"> Held e-learning training for all employees Held online lectures for all employees and exchange meetings with the officer in charge of sustainability Held online training for newly hired employees
Collaboration with other companies	<p>IoT×5G×SDGs Partner Co-Creation Project</p> <p>Collaborative agreements to promote the use of 5G and ICT in achieving the SDGs</p>
Service development	<p>Declared the intended SDGs we seek to achieve when developing new services</p> <p>Conveyed contribution to specific SDGs for all services via docomo Open House P.45</p>
Dissemination of information	Disseminated information on initiatives via a Company newsletter and reports for external readers

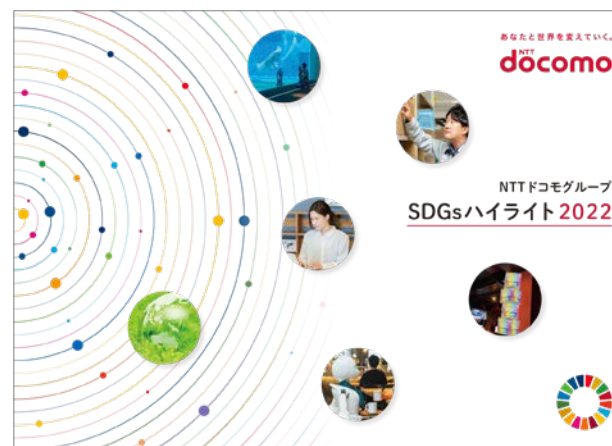
[DOCOMO x SDGs](#) (in Japanese only)

The NTT Group Sustainability Conference is held once a year to highlight outstanding sustainability initiatives across the NTT Group. For the ninth conference, held in fiscal 2021, applications were sought from Group companies in Japan and abroad for outstanding initiatives under the categories of CSV and social contribution. Four of the presentations from DOCOMO passed the initial screening and were nominated, one under the social contribution category of Buy a Smartphone to Make a Donation and three under the CSV

category, Smart Fisheries, AI-operated Bus, and Remote Medical Support Using LiveU. AI-operated Bus received the highest award, and Smart Fisheries received the award for excellence.

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

We published SDGs Highlight 2022 to broadly share DOCOMO's SDG efforts with the general public.



[SDGs Highlight 2022](#) (in Japanese only)

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



Stakeholder Engagement

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

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

Environmental Responsibility

We recognize the realization of a decarbonized future, creation of a sustainable society, and preservation of biodiversity as key management concerns.

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

Environmental Vision and Action Plan	21
Environmental Management	22
Environmental Data	26
Response to Climate Change	29
Response to Recommendations by the TCFD	31
Formation of a Sustainable Society	35
Preservation of Biodiversity	37



Environmental Vision and Action Plan

Basic Policy

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

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

» NTT Group Environment and Energy Vision

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

NTT Green Innovation toward 2040 Targets

In order to realize zero environmental impact, the NTT Group set its goal to achieve group-wide carbon neutrality by fiscal 2040. The first-phase target is set for fiscal 2030, when mobile (NTT DOCOMO) and data center businesses will become the first within the group to achieve carbon neutrality, and the NTT Group will have reduced greenhouse gas emissions by 80% compared to the fiscal 2013 level. These targets were approved to be in line with the 1.5°C science-based target (SBT) in December 2021.

NTT Group Environment and Energy Vision Basic Policy and Action Guidelines

Basic Policy

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

Action Guidelines

1. Reducing greenhouse gas emissions

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

2. A commitment to resource recycling

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

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

3. Conserving ecosystems

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

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

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

5. Establishing and maintaining environmental management systems

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

6. Stakeholder engagement

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

» Green Action Plan

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

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

Realizing a Decarbonized Society

Main Actions

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

Index	Target (FY2030)
Reduce greenhouse gas emissions	Carbon neutrality*
Transition to EVs	100%
Power efficiency per unit of communication	At least 10-fold over FY2013
Level of contribution to the reduction of GHG emissions in society	At least 40.0 million tonnes

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

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

Realizing a Sound Resource-Recycling Society

Main Actions

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

Index	Target (FY2030)
Waste recycling rate	99%

Conservation of biodiversity and ecosystems

Main Actions

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

Index	Target (FY2030)
Advance activities to conserve ecosystems	Ecosystem conservation activities

» Declaration for Carbon Neutrality by 2030

In September 2021, NTT DOCOMO reinforced its efforts to tackle climate change by announcing its commitment to reduce the greenhouse gas emissions arising from its business activities effectively to zero by 2030. In order to help society as a whole achieve carbon neutrality, it will roll out a new ecosystem called Caboneu™ (P.29) in conjunction with its partners and customers, under the slogan, "Saving Our Planet with you."

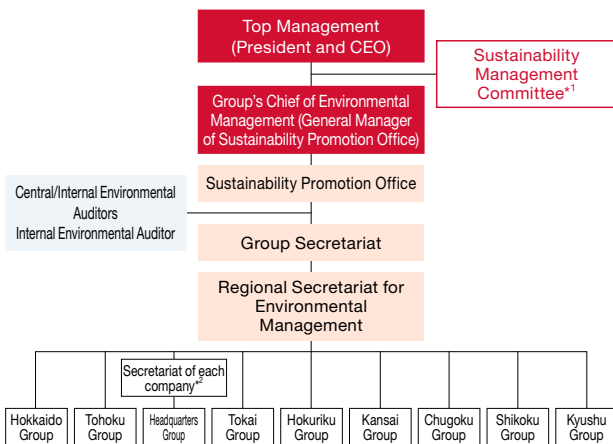
Environmental Management

Environmental Management System

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

[Organizational Structure for Environmental Management]



*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

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

Sustainability Promotion Office

Planning, proposal, and management of the EMS.

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 in charge of the Sustainability Promotion Office.

Group Secretariat and Regional Secretariat for Environmental Management

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

» **ISO 14001 Certification**

DOCOMO acquired ISO 14001 certification for its EMS to facilitate more efficient Group-wide environmental activities, including energy conservation for telecommunications facilities and the recycling of used mobile phones.

We maintained the ISO 14001 certification for fiscal 2021 as well, after an external audit that confirmed our EMS was operating effectively (as of March 31, 2022).

» **Organizations with ISO 14001 and the 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 two other subsidiaries*2 (as of March 31, 2022)

*1 See [P.2](#)

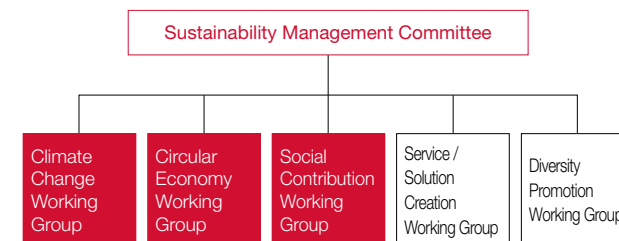
*2 DOCOMO BIKE SHARE, Inc. and DoCoMo TAMETAN, Inc.

Certification and Registration Number

ISO14001-0067788

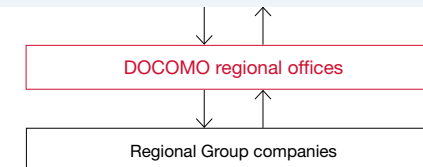
Subcommittees on Environmental Matters

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



» **Subcommittee Structure**

Subcommittee	Main Initiatives
Climate Change Working Group	<ul style="list-style-type: none"> • Reduce CO2 emissions • Conserve energy • Promote renewable energy use
Circular Economy Working Group	<ul style="list-style-type: none"> • Promote the reuse and recycling of mobile phones • Reduce plastic • Reduce waste, promote recycling
Social Contribution Working Group	<ul style="list-style-type: none"> • Promote ecosystem conservation



» Action Plans and Results of Subcommittees (FY2021)

Expert Subcommittee	2030 Targets	FY2021 Targets	Main Action Plans for Targets	Results		
Climate Change Working Group	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	<ul style="list-style-type: none"> Monitor progress on contribution to CO₂ reduction (semiannual) Communicate information on contribution to CO₂ reduction Gather information on mitigation and adaptation cases, communicate information (official website, SNSs, etc.) 	Level of contribution to the reduction of CO ₂ emissions across society: 42.77 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	▲		
	Power efficiency of the telecommunications services: at least a ten-fold increase compared to fiscal 2013	Reduce power consumption of various facilities	Actively install high-efficiency, low-power consumption equipment and replace equipment during upgrades	●		
			Reduce environmental impact by making use of commercial technology	Reduce power consumption by installing intelligent air conditioning systems	●	
			Simulate electricity demand	Formulate mid-term projections for electricity demand	●	
Circular Economy Working Group	Recycling rate: 99% or higher Final disposal ratio of waste: achieve zero emissions (1.0% or lower)	Final disposal ratio of waste: achieve zero emissions (1.4% or lower)	<ul style="list-style-type: none"> 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: 2.9%		
			—	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: 3,982 tonnes
			Collect used mobile phones: 18.28 million units (cumulative total for FY2017–2020)	Create and publicize opportunities for collection for reuse and recycling	Create and publicize opportunities for collection for reuse and recycling	Used mobile phones collected: 20.75 million units (cumulative total for FY2017–2021) 3.23 million units (FY2020)
Social Contribution Working Group	—	Conduct forest maintenance activities (more than once a year)	Monitor progress of maintenance activities	●		
				Review the implementation and expansion of activities on biodiversity (once a year)	●	
			Gather and communicate information on biodiversity activities (once a quarter)	<ul style="list-style-type: none"> Communicate information on biodiversity Plan and implement events outside the Company 	●	

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



Internal Environmental Audits

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

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

Well-trained internal environmental auditors conduct strict, impartial audits to ensure the EMS is functioning appropriately. Audit findings are used to continually revise the system and make improvements. In fiscal 2021, we sought to achieve greater effectiveness in auditing priority items in line with ISO 14001:2015. We specifically focused on the 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 were 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 Environmental Laws and Regulations

DOCOMO is committed to full compliance under its current EMS framework, specifically the prevailing environmental laws and regulations, including the Act on the Rational Use of Energy (Energy Conservation Act), Act on the Promotion of Sorted Collection and Recycling of Containers and Packaging (Containers/Packaging Recycling Act), Waste Management and Public Cleansing Act (Waste Management Act), and Act for Rationalized Use and Proper Management of Fluorocarbons (Fluorocarbons Emission Control Law), as well as environment-related municipal ordinances, such as the Tokyo Metropolitan Government's mandatory reduction scheme, and other municipal ordinances related to global warming.

In fiscal 2021, there were no violations of environmental laws or regulations.

» Proper Management of PCB Waste

DOCOMO 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 what should be stored and managed, and where and how, as well as disposal methods and emergency response procedures. Under the PCB Special Measures Act, companies that store PCB waste are required to properly dispose of the material, 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 the required deadline.

Green Procurement

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

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

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

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

To reduce the environmental impact of its products, DOCOMO conducts an assessment at the design stage to determine a product's impact on the environment at each phase of the manufacturing and distribution cycle from the viewpoint of the use of chemical substances, response to global warming, and other environmental considerations. We then modify the design as necessary to reduce the product's environmental impact. With new procurements, we request that suppliers 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 to restrict the use of specified hazardous substances.

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

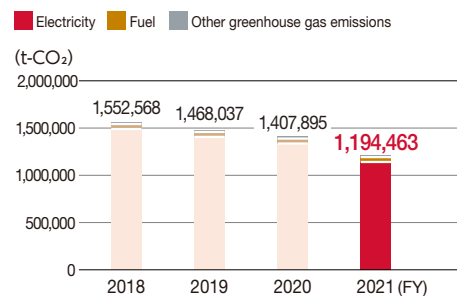


Environmental Data

[Greenhouse Gas Emissions for the Entire Supply Chain (FY2021)]

Scope	Category (Scope 3)	Method of Calculation	Emissions (t-CO ₂)	Ratio (%)
Scope 1	Direct emissions		47,615	1.1
Scope 2	Indirect emissions		1,146,848	25.8
Scope 3	Other indirect emissions		3,256,134	73.2
	1. Purchased goods and services	Calculated by multiplying the purchased amount by suppliers by the emissions intensity of each supplier (calculated using figures disclosed by each company) or the emissions intensity applicable to purchases	1,320,409	29.7
	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	1,437,267	32.3
	3. Fuel and energy-related activities not included in Scopes 1 and 2	Calculated by multiplying the volume of fuel used and volume of electricity purchased by their respective emissions intensity	196,498	4.4
	4. Upstream transportation and distribution	Calculated by multiplying the shipping fee charged to the sales base by the emissions intensity of transportation	11,130	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	1,628	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	2,333	0.1
	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	1,758	0.0
	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	207,343	4.7
	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	74	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	77,695	1.7
	15. Investments	(Calculation not applicable)	–	0.0
Total			4,450,598	100

[Greenhouse Gas Emissions]



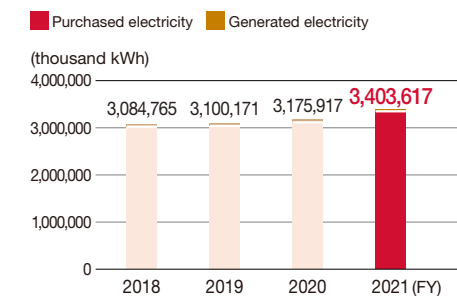
	FY2018	FY2019	FY2020	FY2021
Electricity	1,489,503	1,406,483	1,348,761	1,141,197
Telecommunications facilities	1,428,561	1,345,220	1,291,127	1,083,161
Fuel	61,052	59,585	57,242	51,538
Other greenhouse gas emissions	2,011	1,969	1,892	1,728
Total	1,552,568	1,468,037	1,407,895	1,194,463

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

[Fuel and Heat Use]

	Unit	FY2018	FY2019	FY2020	FY2021
Gas	thousand m ³	21,652	21,427	20,924	18,601
Heavy oil	kℓ	64	75	85	113
Diesel oil	kℓ	157	160	143	198
Gasoline (automobile)	kℓ	1,199	1,032	728	632
Heat	GJ	120,746	112,702	107,198	99,143

[Electricity Consumption]

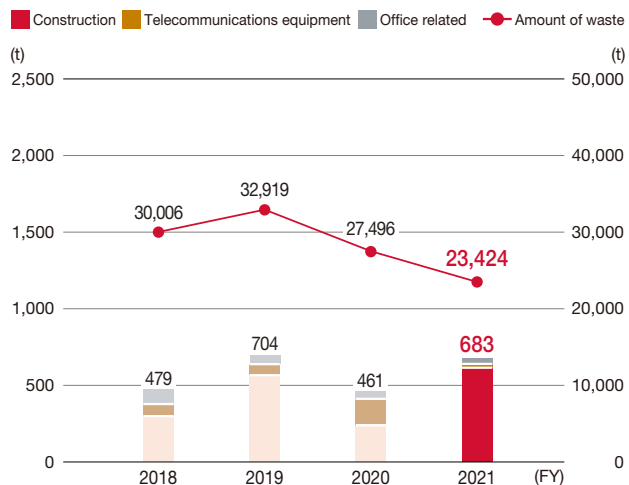


	FY2018	FY2019	FY2020	FY2021
Purchased	3,023,296	3,039,518	3,113,987	3,349,887
Telecommunications facilities	2,891,167	2,905,940	2,984,038	3,216,821
Generated	61,469	60,653	61,930	53,730
Solar and wind power	1,066	1,299	1,288	1,229
Total	3,084,765	3,100,171	3,175,917	3,403,617

[Renewable Energy Consumption]

	Unit	2021
Electricity consumption	thousand kWh	3,403,617
Power sourced from renewable energy	thousand kWh	595,444
Purchased	thousand kWh	594,214
Generated (solar and wind power)	thousand kWh	1,229
Renewable energy consumption (% of total energy consumption)	%	17.5

[Amount of Waste and Final Waste Disposal]

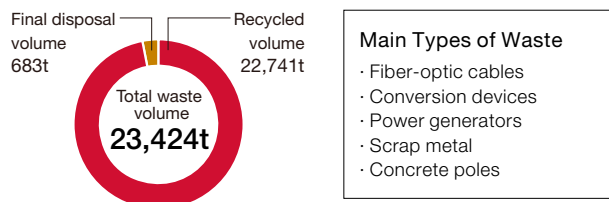


	FY2018	FY2019	FY2020	FY2021
Amount of waste	30,006	32,919	27,496	23,424
Office related	6,523	5,584	5,061	4,084
Telecommunications equipment	15,917	17,381	13,430	8,926
Construction	7,565	9,954	9,005	10,415
Final waste disposal	479	704	461	683
Office related	101	63	48	48
Telecommunications equipment	79	72	172	20
Construction	299	570	240	615
Final disposal rate (%)	1.6	2.1	1.7	2.9

Recycled Containers and Packaging (Volume Reported in Fiscal 2021)

- Plastic containers: 284 t
- Paper containers: 903 t

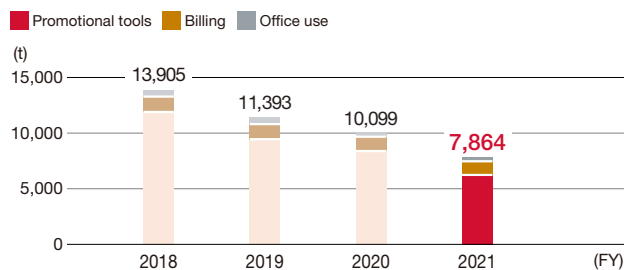
[Total Volume of Recycled Waste of the DOCOMO Group (FY2021)]



Main Types of Waste

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

[Paper Usage]



	FY2018	FY2019	FY2020	FY2021
Office use	619	591	422	395
Billing	1,381	1,357	1,289	1,226
Promotional tools	11,905	9,446	8,388	6,243
Total	13,905	11,393	10,099	7,864

[Water Consumption]

	FY2018	FY2019	FY2020	FY2021
Total consumption	1,486	1,474	1,149	963
Tap water	1,398	1,384	1,082	900
Recycled water	88	90	67	63

Environmental Accounting

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

Scope of Environmental Accounting

- Period** Fiscal 2021 (April 1, 2021 to March 31, 2022)
- Coverage** 15 companies in the DOCOMO Group
- Applicable Standards** Ministry of Environment's Environmental Accounting Guidelines 2005 and NTT Group Environmental Accounting Guidelines

[Environmental Protection Costs]

(million yen)

Category	Major Transactions	FY2020		FY2021		YoY Change	
		Investment	Expense	Investment	Expense	Investment	Expense
(1) Internal business area costs		76	4,861	54	5,134	-23	274
(1)-1 Pollution prevention costs	Prevention of water contamination, proper PCB disposal	0	145	0	118	0	-28
(1)-2 Global environmental protection costs	Development and operation of an e-billing service, etc.	73	2,515	40	3,265	-34	750
(1)-3 Resource recycling costs	Reuse of dismantled telecommunications facilities, etc.	3	2,200	14	1,751	11	-449
(2) Upstream/downstream costs	Recovery of used terminals, etc.	9	5,271	10	3,091	1	-2,180
(3) Management costs	ISO certification/renewal, etc.	2	1,535	5	3,755	2	2,220
(4) R&D costs	Research on energy/resource efficient telecommunications facilities, etc.	238	202	338	664	100	462
(5) Community investments costs	docomo Woods and other tree planting initiatives, etc.	0	8	0	11	0	3
(6) Restitution for environmental damage costs	Not applicable	0	0	0	0	0	0
Total		326	11,877	407	12,655	81	778

Note: Totals may not be exact due to rounding.

[Environmental Protection Benefits]

Benefits	Category (unit)	Major Benefit Indicators			
		FY2020	FY2021	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)	3,175,917	2,887,342	-288,575
		Paper usage (tonnes)	10,099	7,864	-2,235
	2. Benefits related to environmental impacts and waste from business activities	Paper reduced by e-billing (tonnes)	6,382	6,530	148
		Greenhouse gas emissions (t-CO ₂)*	1,414,035	1,036,802	-377,234
(2) Benefits derived from upstream/downstream costs	Benefits related to goods/services produced by business activities	Industrial waste generated in relation to telecommunications facilities and buildings (tonnes)	22,491	19,902	-2,589
		The number of used mobile phones, etc., collected (unit: 10,000)	572	558	-14

*Combined volume of CO₂ emissions by energy source and other greenhouse gas emissions.
Note: Totals may not be exact due to rounding.

[Economic and Practical Benefits of Environmental Protection Measures]

(million yen)

Major Benefits		FY2020	FY2021	YoY Change
Revenues	Sales revenues associated with dismantling telecommunications facilities and building	1,092	1,686	594
Cost reductions	Reduced fuel costs from low-emission vehicles	24,412	24,189	-223
	Reduced purchasing costs from reuse of dismantled telecommunications facilities	7,660	15,257	7,596
Total		33,165	41,132	7,967

Note: Totals may not be exact due to rounding.

Response to Climate Change

Basic Policy

Reducing CO₂ and other greenhouse gas emissions, which are known causes of global warming, is a vital issue for society. Advances in ICT have been accompanied by a rise in electricity consumption, which has also led to increasing calls for energy conservation. Conversely, ICT also possesses the potential to help realize lower society-wide energy consumption and CO₂ emissions. The DOCOMO Group will contribute to reducing the CO₂ emissions of society as a whole and adapting to climate change toward the creation of a decarbonized future by way of providing ICT services and advanced technologies as well as by actively using renewable energy.

Declaration for Carbon Neutrality by 2030

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

» Internal Efforts for Carbon Neutrality

1. Improved network energy efficiency

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

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

2. Implementation of renewable energy

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

3. IOWN and other innovative developments

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

Initiative 1 Setting up Off-Site PPA

Using off-site corporate PPA*¹ (off-site PPA), DOCOMO began in April 2022 to power its Okayama Building, which houses network facilities, with renewable energy purchased from NTT Anode Energy's recently constructed solar power plant in Tottori City, Tottori Prefecture. Combined with the purchase of non-fossil fuel certificates designated for renewable energy*², the percentage of renewable energy used by the DOCOMO Okayama Building will be virtually 100%. Purchasing stable renewable energy is vital for DOCOMO's sustainable business. By implementing off-site PPA, the NTT DOCOMO Okayama Building is expected to reduce its greenhouse gas emissions (including non-fossil fuel certificates) by approximately 10,000 tonnes per year.

*¹ Corporate PPA (power purchase agreement) is a long-term contract under which a buyer agrees to purchase renewable energy from the power producer.

Under an off-site corporate PPA, power is sent from a distant power plant to a business (in this case, the NTT DOCOMO Okayama Building) through a power transmission and distribution network.

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

Initiative 2 Building Green Base Stations

About 70% of the electricity that DOCOMO consumes is used at base stations nationwide. Therefore, to reduce CO₂ emissions generated by electricity consumption at base stations, we are upgrading to next-generation green base stations by installing solar panels and high-capacity rechargeable batteries at existing base stations. As of March 2021, 273 green base stations were in operation. Electricity generated by solar panels is used to supply the equipment, and lithium-ion batteries store surplus generated electricity as backup for possible power disruptions. During fiscal 2021, we installed a container-type green base station, at which solar panels are installed on top of the container that houses base station facilities. This approach allows for green base stations in locations without sufficient space for solar panels on the ground.



Container-type green base station (Shizuoka Prefecture)

Initiative 3 100% 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 67 battery chargers for EVs throughout Japan as of May 2022. 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 in which companies promote the use of electric vehicles and other environmental actions.

Value Chain Efforts for Carbon Neutrality

1. Promoting the use of green energy at docomo Shops

With the cooperation of our sales agents, we will promote the installation of solar panels at docomo Shops to reduce electricity loss by directly supplying electricity from solar panels to the shop. We will also intend to achieve a 100% renewable energy ratio in terms of electricity consumed at docomo Shops by purchasing renewable energy provided by electric power companies.

2. Reducing supply chain greenhouse gas emissions

With the goal of achieving carbon neutrality across the entire value chain, we are partnering with suppliers to aggressively introduce environmentally sound network equipment and communication devices, among other efforts, to mitigate environmental impact and reduce CO₂ emissions resulting from supplier business operations.

Collaborative Efforts with Customers and Partners

1. Offer services that utilize renewable energy

• Green 5G

5G will be designated as Green 5G, which in principle emits no greenhouse gas, when the ratio of their 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.



• docomo Denki Green

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



2. Offer environmentally sound services

• THEO+docomo

THEO+docomo (in Japanese only)



• About SUSTAINABLE FASHION

about SUSTAINABLE FASHION (in Japanese only)

• Green Action by d-shopping

Green Action by d-shopping (in Japanese only)

• docomo bike share

docomo bike share (in Japanese only)

• d car share

d car share (in Japanese only)

3. Launch Caboneu Community website

In February 2022, we launched the Caboneu Community website as a public online resource for accessing many eco-friendly actions. Site content includes "caboneu-note" for sharing feelings about daily life and introducing initiatives, "caboneu-event" for introducing events around Japan, and "caboneu-pass" under My Page that will change the page appearance to a user-specific design based on user activity. We set up a booth at one of Japan's largest environmental events, Earth Day Tokyo 2022, and introduced the Caboneu Community website, while offering participants a hands-on experience for eco-friendly activities.



» **Initiatives for Disseminating Carbon Neutrality Throughout the Company**

In order to promote understanding of carbon neutrality within the Company, we held e-learning trainings for all employees and disseminated information through the internal communications site and videos. In addition, we recruited Caboneu ambassadors to actively share information and encourage activities at each office. In fiscal 2021, approximately 300 Caboneu ambassadors nationwide worked to spread awareness and initiate activities throughout the Company.

» **1.5°C Target Validated by the SBTi**

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



[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.

» **Environmental Solution Label**

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



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. We will consequently disclose appropriate information on risks and opportunities associated with climate change.



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

» **Governance**

The DOCOMO Group established its 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 periodically identified every fiscal year. The Internal Control Committee, headed by the president and CEO, then designates risks that require Company-wide management.

The Sustainability Promotion Office is specifically responsible for Company-wide environmental activities and monitors changes in the external and internal environments affected by climate change in order to identify the risks and opportunities that may impact business.

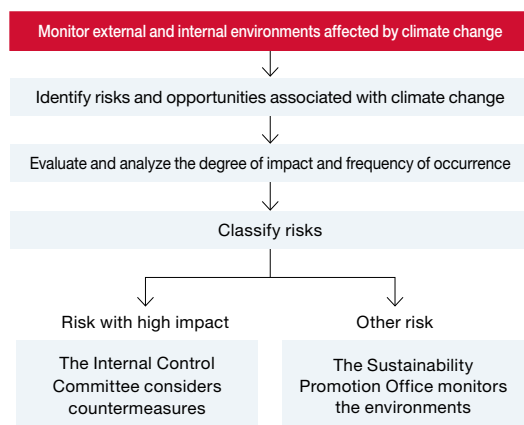
The Internal Control Committee then designates Company-wide risks through an evaluation and analysis of the degree of their impact and frequency of occurrence.

The Sustainability Promotion Office will then examine those Company-wide risks as well as climate-related risks that had not been designated as Company risks, to prioritize them. The committee then makes a list of registered risks and

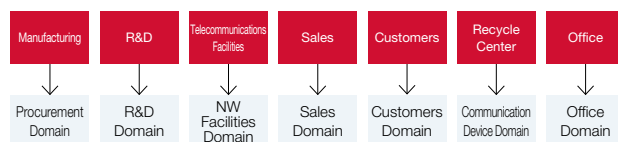
opportunities.

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 the environment in these seven domains.

[Risk Management Process Flow]



[Seven Domains]



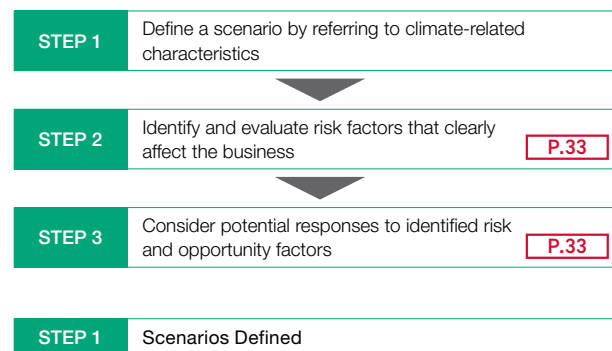
Strategy

» Scenario Analysis

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

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

[Scenario Analysis Process]



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

1 Scenario in which a physical impact materializes

(average temperature rises by 4°C)

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

2 Scenario in which the decarbonization of society is rapidly achieved

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

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

Boundary: All operations of the DOCOMO Group

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

We referred to the following in constructing each scenario.

1. Scenario in which a physical impact materializes: Intergovernmental Panel on Climate Change (IPCC), Fifth Assessment Report, and IPCC Special Report on Global Warming of 1.5°C
2. Scenario in which decarbonization of society is rapidly achieved: International Energy Agency (IEA), World Energy Outlook 2018—Sustainable Development Scenario (SDS), 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 future business development. Using the results as a premise, we categorized DOCOMO's initiatives for responding to the assumed impact.

STEP 2 Results of Scenario Analysis

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

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

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

Transition Scenario		DOCOMO's Risks	DOCOMO's Initiatives and Opportunities
Government Policies and Regulations	Tighter regulations (improved in energy efficiency, carbon pricing, etc.)	<ul style="list-style-type: none"> · Higher global warming taxes · New carbon pricing systems · Rise in electricity costs due to the introduction of regulations for improving energy efficiency 	<ul style="list-style-type: none"> · Promotion of higher energy efficiency in the telecommunications 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 5G transition, expansion of IoT and other aspects posed by recommendations proposing zero CO ₂ emissions by 2050, and other requirements	
Markets	Heightened demand for decarbonization from customers and corporate customers (procurement requirements)	Fewer new subscriptions and more cancellations if corporate efforts are deemed insufficient	<ul style="list-style-type: none"> · Development and delivery of services and technologies that help reduce CO₂ emissions · Active advertisement of actual CO₂ emissions reductions achieved by using ICT services · Communication 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	Increased electricity costs due to a greater use of air conditioning for cooling equipment

*Acute or chronic risk posed by climate change

Beyond the apparent physical risks due to climate change, such as frequent natural disasters, including flooding triggered by extreme weather events and rising sea levels caused by a prolonged increase in global temperatures, DOCOMO also recognizes a physical risk in any increase in electricity costs due to rising average temperatures that necessitate the consumption of more electricity to maintain optimum facility temperatures. Communication facilities and data center equipment responsible for DOCOMO's telecommunications services are installed and operated throughout Japan. These facilities and equipment are operated at all times under optimum temperatures between 10°C and 35°C. When the temperature rises above that range, operating system shutdowns and malfunctions may disrupt the provision of services and potentially affect approximately 80 million customers. With the inclusion of these risks, the Internal Control Committee of the DOCOMO Group designated "profit deterioration due to a delayed response to failures and malfunctions" as a Company-wide risk.

The committee formulated a concrete management policy to undertake appropriate actions to manage such risks. These actions include establishing an optimal backup system and developing readily available equipment in addition to measures currently being undertaken by the Network Department. Any occurrence of risk will be handled by this department through various operations. Related measures include establishing technical support and emergency systems, early recovery measures for failures, disseminating information to frontline departments and customers, and reporting to executives. Physical risks must be managed from a long-term perspective, and the committee will continue to implement the necessary monitoring to minimize those risks.

[Response to Transition Risk]

Types of Risk	Risk Factors	Risk Details
Transition risk*	Policies and laws	Risk of being affected by the price pass-through to electricity prices, etc., due to an increase in the Tax for Climate Change Mitigation
Transition risk*	Reputation (stakeholders)	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 decarbonized society, such as those related to regulatory, technological, or market changes, the DOCOMO Group believes that a decrease in revenues due to lowered customer confidence and corporate image is a 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” as a Company-wide risk. Subsequently, the Sustainability Promotion Office formulated a risk management policy plan for managing the risk. The plan includes establishing expert subcommittees under the Environmental Management System, formulating action plans for each expert subcommittee, and reporting on progress, discussing and making decisions related to the measures to be taken at the Sustainability Management Committee meetings, chaired by the president and CEO and attended by the main members of the Board of Directors. In response, and to determine the necessary actions for mitigating transition risks, the Internal Control Committee created a concrete management policy of achieving the 2030 targets without fail. Based on this policy, the Sustainability Promotion Office promoted the implementation of action plans and reported on their progress to the Sustainability Management Committee.

The committee will continue to monitor areas associated with transition risks to minimize any negative impact they may have on our businesses.

[Response to Opportunities]

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

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

We are strengthening our ties with municipalities to maximize opportunities for boosting demand for bicycle sharing. We also plan to further expand the use of our bicycle sharing services by increasing access and improving the environment for cycling, through co-creation with partners.

» Future Initiatives

Potential future impacts of climate change on DOCOMO's business as derived from our scenario analysis are generally being addressed through DOCOMO's ongoing initiatives and preparations for achieving the medium-term strategy “New DOCOMO Group Medium-Term Strategy ” and the DOCOMO Group's environmental targets, the Green Action Plan. 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 climate-related risks and opportunities are as follows. Please refer to page [P.26](#) for actual data on greenhouse gas emissions.

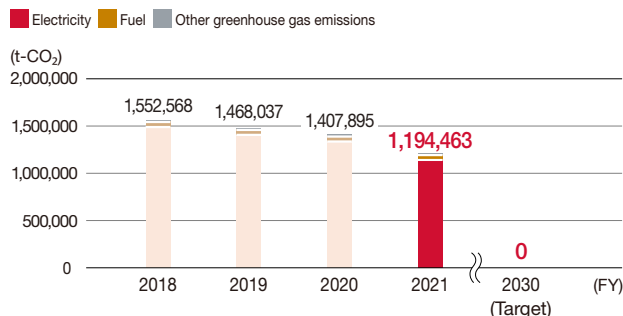
FY2030 Targets (Green Action Plan)

- ▶ Reduce greenhouse gas emissions: **carbon neutrality***
- ▶ Transition to EVs: **100%**
- ▶ Contribution to reducing CO₂ emissions across society: At least **40** million tonnes
- ▶ Power efficiency of telecommunications services: At least **10** times (compared to the FY2013 level)

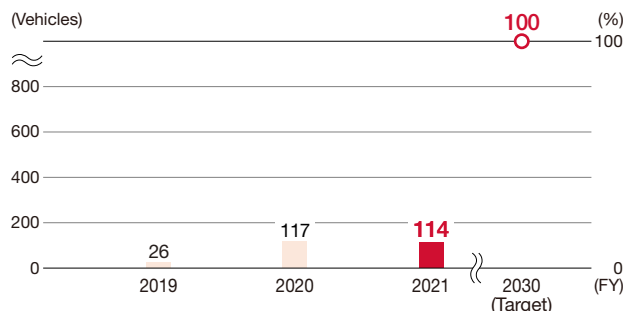
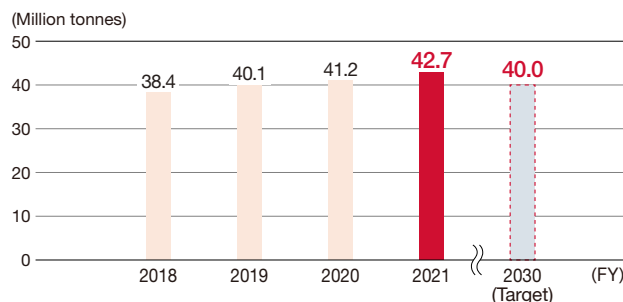
*Reduced CO₂ emissions from DOCOMO's business activities (Scope 1 and 2 emissions under the GHG protocol).

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

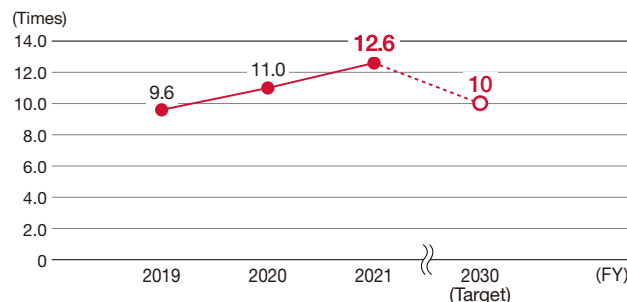
[Greenhouse Gas Emissions (Scopes 1 and 2)]



[Transition to EVs]

[Contribution to Reducing CO₂ Emissions across Society]

[Power Efficiency of Telecommunications Services (Compared to FY2013)]



Formation of a Sustainable Society

Basic Policy

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

Working toward Waste Reduction (Business Activity)

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

actively use recycled materials or recyclable and reusable materials when constructing or upgrading telecommunications facilities and buildings.

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

In fiscal 2021, the total volume of waste generated decreased from the year before.

Starting with fiscal 2022, our target will be managed using the waste recycling rate, and we will focus on further improving this rate.

Reducing the Use of Paper Resources (Business Activity)

» Group-Wide Approach

We monitor actual paper usage to keep it below the previous year's level and take action as necessary. In addition to enforcing measures to reduce the volume of paper used at our offices, we are raising employee awareness by visualizing the volume consumed.

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

» Environmental Approaches Taken at Offices and Shops

DOCOMO is working to reduce paper usage and boost waste recycling rates at its offices and shops. In fiscal 2021, we visually communicated monthly paper usage per person in each division and branch to instill 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 11% compared to the previous fiscal year. Additional measures, such as encouraging paperless meetings by using the internal web conferencing system, personal computers, tablets, and other devices, will be pursued to further reduce paper 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 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 2021, we strived to reduce our paper usage by reviewing promotional tools to reduce the number of pages and installing digital signage in docomo Shops throughout Japan.

» **Electronic Bills and Statements (e-billing)**

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 personal computer instead of receiving monthly bank transfers and account statements through a postal service. We started to established e-billing as the standard mode for providing information on monthly usage charges to customers in February 2015, covering mobile phone use for January.

As of the end of fiscal 2021, there were approximately 23 million subscriptions to the service. In terms of A4-size paper, our e-billing service has saved around 1.6 billion sheets of paper a year.

We are promoting digitalization of other services as well.

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

Reducing Water Consumption (Business Activities)

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

» **Reducing Water Consumption in Eco-Friendly Facilities**

DOCOMO has been reducing the environmental impacts associated with water consumption in its facilities built in line with the NTT Group Green Design Guideline for Buildings. The guideline provides basic building design considerations for protecting the global environment in terms of construction and operation with the goal of reducing impact to the greatest extent possible over a building's life cycle. Various efforts are underway at the NTT DOCOMO Yoyogi Building, which was constructed under the guideline, to reduce environmental impact, such as controlling water consumption and recycling rainwater. Beginning with its own facilities, DOCOMO is striving to reduce water consumption to ensure the overall well-being of the environment.

Response to Plastics

DOCOMO recognizes the effective use of resources, including plastics, as a key environmental concern and is actively recycling waste to achieve its recycling target (fiscal 2030 target: waste recycling rate of 99%). We are 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.

» **Reducing Plastic Used in Smartphones**

DOCOMO is striving to reduce the amount of plastic used in smartphones while also choosing materials with due consideration of environmental impact. It started using recycled plastic materials in models that were released in the summer of 2022, some of which include material from scrap fishing nets.

» **Initiatives for Smartphone Accessories—docomo select**

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

» **Replacing Paper Bag Material with "Plastic-free"**

The surfaces of paper bags used at docomo Shops were laminated with plastic. Since fiscal 2020, these bags have been replaced with those made of 100% paper and no longer contain any plastic. In addition, environmentally sound water-based ink is used to reduce environmental impact.



Renewed docomo paper bags

Collecting and Recycling Communication Devices (Activity for Customers)

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

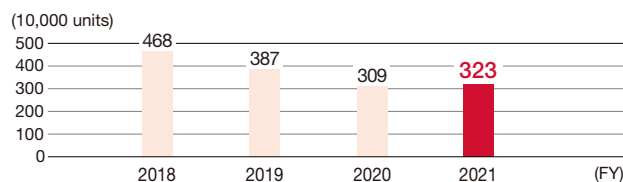
Mobile Phone Recycling for the Effective Use of Valuable Resources

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

In 2001, we partnered with the Telecommunications Carriers Association, a trade organization of telecommunications carriers, and established the Mobile Recycle Network, which collects and recycles mobile phones mainly at docomo Shops, regardless of the original provider. In fiscal 2021, we collected roughly 3.23 million phones and have now gathered a cumulative total of about 121.55 million.

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

[Used Mobile Phone Collection (by Fiscal Year and in Approximate Figures)]



Statistics (FY2021)

- Mobile phones: 3.23 million
- Batteries: 1.83 million
- Chargers: 0.53 million

Principal Resources Recycled (FY2021)

- Copper: 27,050 kg
- Gold: 32 kg
- Silver: 115 kg
- Palladium: 1 kg

Preservation of Biodiversity

Basic Policy

As a basic policy, DOCOMO advances initiatives to preserve biodiversity for future generations by understanding the relationship between our business activities and biodiversity. During fiscal 2021, there was no significant impact on biodiversity resulting from our business activities. We will continue with our actions to preserve biodiversity while striving to pursue initiatives in collaboration with stakeholders.

docomo Woods Forest Maintenance

DOCOMO’s docomo Woods program plants and improves forests throughout Japan. The project has been established on the basis of the Forestry Agency’s corporate forest program^{*1}, the National Land Afforestation Promotion Organization’s Green Fund^{*2}, and corporate forestry support programs^{*3}. In fiscal 2021, we carried out 39 forest maintenance activities with 308 people participating.

docomo Woods forest maintenance activities	FY2018	FY2019	FY2020	FY2021
Activities held	47	43	11	39
Participants	1,720	1,314	57	308

The nature conservation program docomo Woods focuses on raising awareness of environmental conservation and volunteerism. It provides opportunities for employees and family members to experience nature and participate in forest maintenance activities, such as clearing underbrush and pruning. As of the end of March 2022, docomo Woods have been established in 49 locations, representing all 47 prefectures and covering roughly 210 hectares, equivalent to approximately 161 baseball fields (based on 1.3 hectares per field). In addition, land rich in nature can filter rainwater and produce clean groundwater. To pass on our beautiful nature to the next generation, we intend to continue the program to contribute to the protection of the natural environment and preservation of biodiversity.

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

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

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



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



Tree planting in the DOCOMO Gunma Forest (in Gunma)

Ecosystem Conservation Activities that Match Specific Localities

DOCOMO conducts ecosystem conservation activities that are suited to each particular area in which they take place. These include street and river cleanups, rice planting, and *uchimizu*, a Japanese custom of watering streets to cool down the hot temperatures in summer. During fiscal 2021, 125 activities were held across Japan.

Research and Development, and Innovation

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

Promoting R&D and Innovation	39
Promoting Open Innovation	43
Promoting Process Innovation (Top Gun)	48





Promoting R&D and Innovation

Promoting Open Innovation

Promoting Process Innovation (Top Gun)

Promoting R&D and Innovation

Basic Policy

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

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

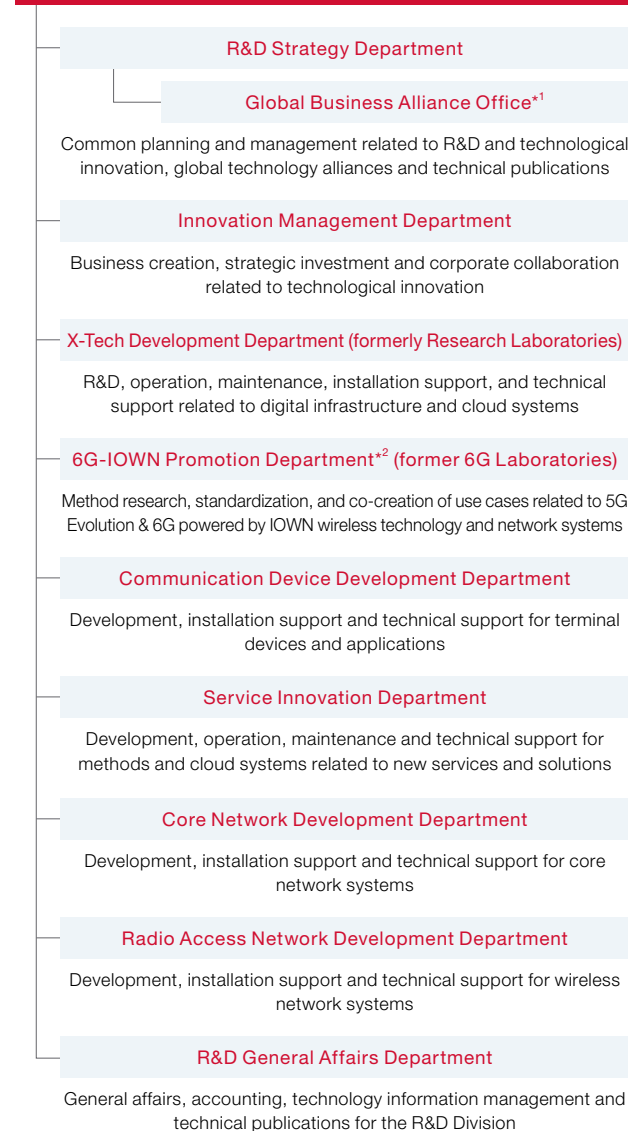
In addition, we are accelerating open innovation with external corporate partners. Through these activities, we will achieve social and industrial development through information and communication technology (ICT) while resolving social issues and providing new value for customers and our partner companies.

R&D System

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

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

R&D Innovation Division

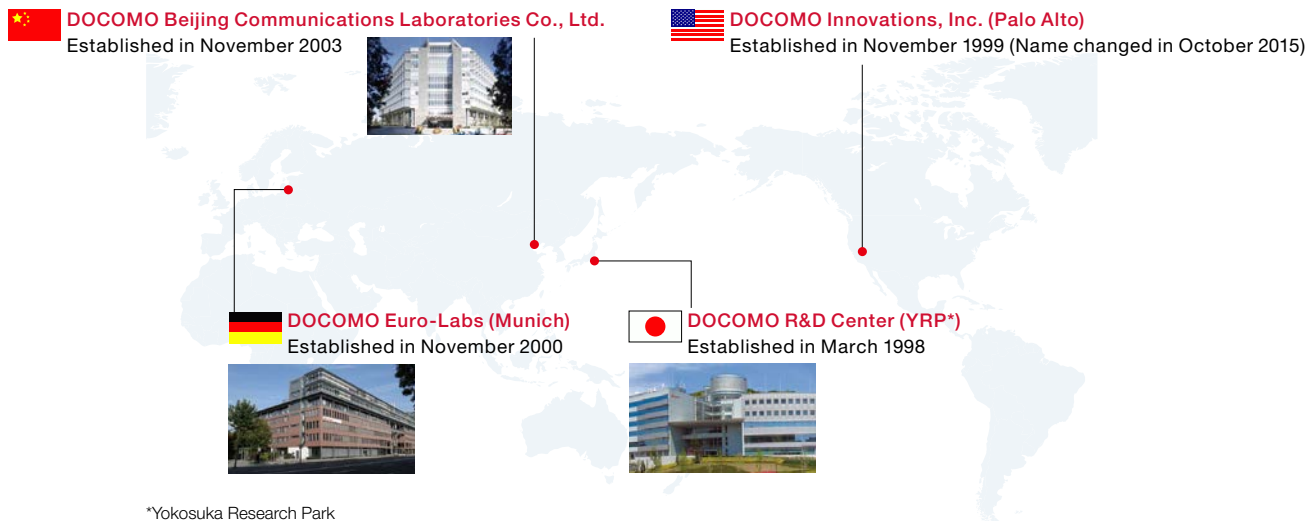


*1 Established in July 2021
*2 Reorganized in July 2021

Promoting R&D and Innovation

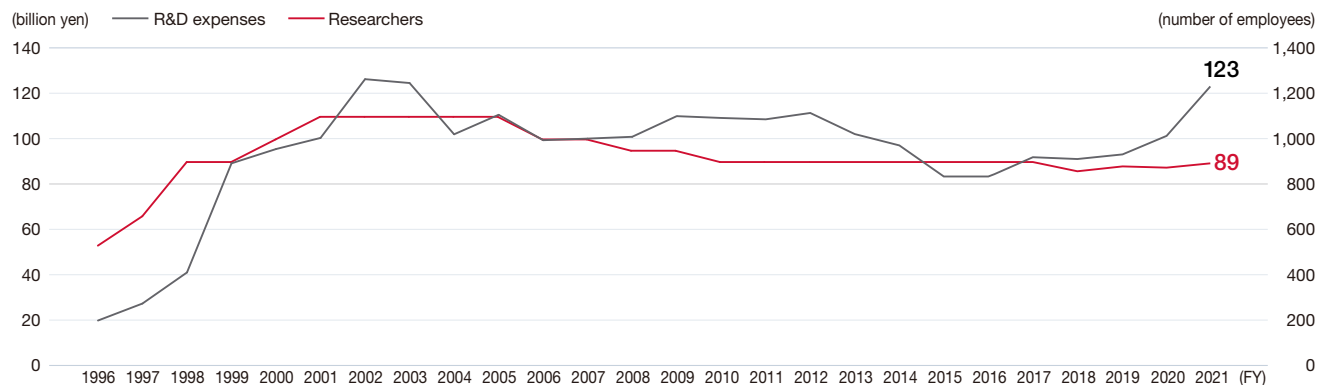
Promoting Open Innovation

Promoting Process Innovation (Top Gun)



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

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

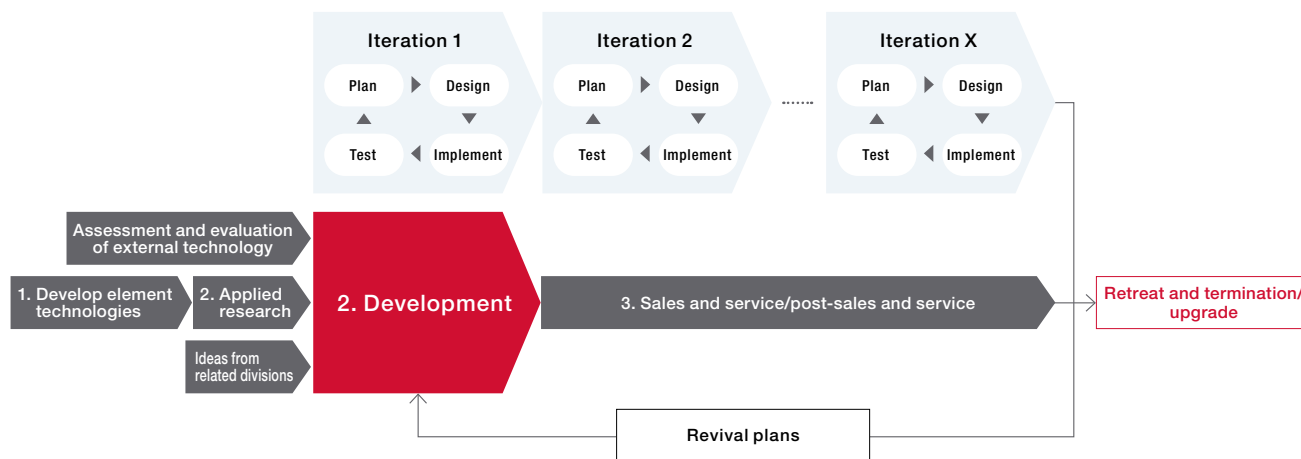


Promoting R&D and Innovation

Promoting Open Innovation

Promoting Process Innovation (Top Gun)

[Innovation Chain]

**1 Develop Element Technologies**

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

2 Applied Research and Development

In the area of infrastructure, we engage in technological exchanges with major overseas operators, centered on the 6G-IOWN Promotion Department, and formulate strategies in response to external trends. We are consequently contributing to the establishment of global standards and leading the

industry in ecosystem-related efforts by conducting proof of concept (PoC) experiments with major manufacturers. Even as we play a role in advancing this industry, we also ensure that we maintain competitive advantages in developing our own businesses. Furthermore, the Core Network Development Department and the Radio Access Network Development Department are heading up our joint development with major manufacturers to provide equipment and systems with internationally competitive functions.

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

The Service Innovation Department develops element technologies and operates cloud systems related to new

services and solutions utilizing AI and big data. It also establishes infrastructure and provides technical support to promote Group-wide data utilization. The X-Tech Development Department works closely with the business divisions to develop a technological platform that meets business needs.

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

3 Sales and Service and Post-Sales and Service

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

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

Promoting R&D and Innovation

Promoting Open Innovation

Promoting Process Innovation (Top Gun)

Promoting the Creation of Innovation

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

In-House Venture System

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

New Business Creation Programs

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

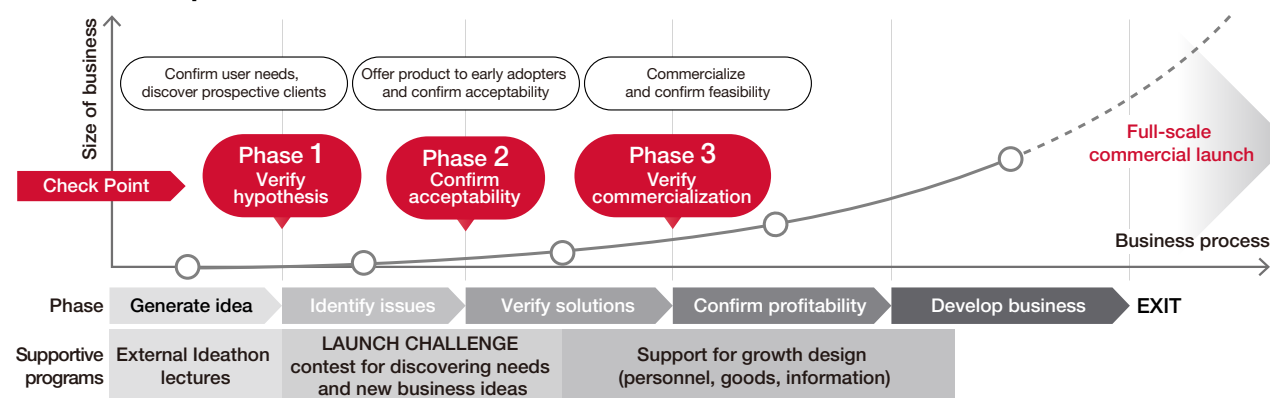
» 39works

Based on an open innovation strategy that leverages diverse relationships with external entities, the 39works program organizes joint projects with external partners and collaboratively implements the entire process from planning and development to operations and maintenance. The program is intended to support the quick start of small businesses and nurture them through continuously improving service quality in accordance with the market and public response through a high-speed PDCA approach. We launched four new services and started to provide three of them in fiscal 2021.

» 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 insights 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 based on market feedback 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 for DOCOMO. In fiscal 2021, there were 141 applications, and verification is underway toward commercializing some of these projects.

[Process of 39works]



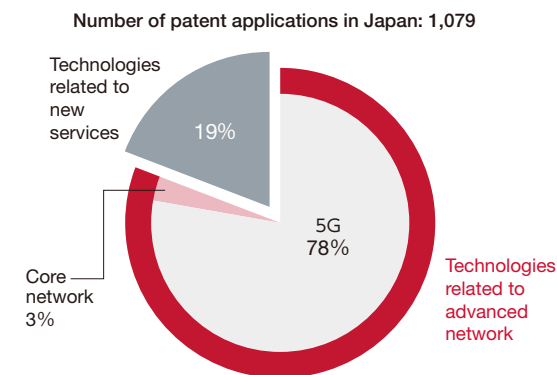
Intellectual Property Initiatives

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

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

As a result of encouraging patent applications for these technologies, as of March 31, 2022, DOCOMO holds around 4,000 patents in Japan and 9,000 overseas.

[Patent Applications]



DOCOMO's intellectual property

Promoting Open Innovation

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

We will particularly focus on 5G, AI, and IoT, promoting co-creative innovation by applying various mechanisms to the technologies of DOCOMO and its partners to create new value for customers while also seeking to address social issues. In the process of creating new businesses, we identify challenges facing customers, including social issues, and conduct trials with customers before commercializing the business and seeking growth. We offer diverse mechanisms for co-creative innovation, such as 39works ([P.42](#)), in which we nurture an idea from the ground up by conducting verification and commercialization with our business partners, and Top Gun ([P.48](#)), in which we proceed with verification and product development with our corporate customers.

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

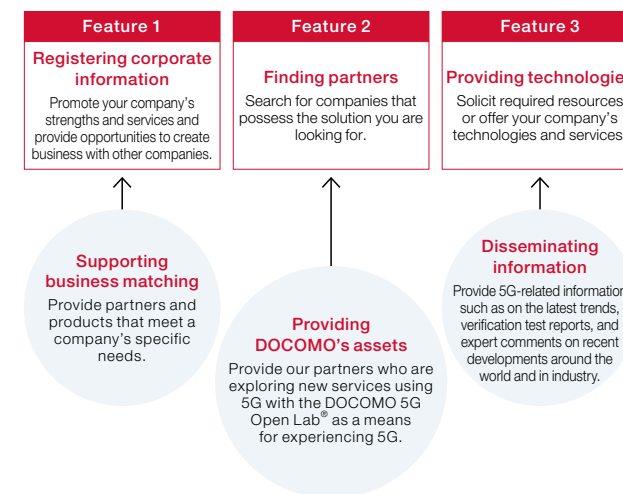
» DOCOMO 5G Open Partner Program

As of June 2022, more than 5,300 partners have joined this program, which provides opportunities for co-creation through 5G. Furthermore, for participating companies and organizations, we established DOCOMO 5G Open Lab[®], a permanent testing environment for 5G technology with 10 locations in and outside Japan. We have also launched DOCOMO 5G DX Square as a space for experiencing solutions

with advanced technologies such as 5G, video AI, XR, and robotics, to drive DX and innovation through co-creation with businesses that support local industries. As of July 2022, there are 53 DX Squares nationwide, and some are promoting collaboration with partner business sites. Furthermore, we constructed Beyond MEC as a testing environment connected to a cloud infrastructure. We are forging ahead with initiatives for creating new 5G applications in collaboration with a wide range of partners.

Under the DOCOMO 5G Open Partner Program[®], we conduct online seminars to introduce the 5G solutions we have launched. The seminars introduce specific examples of business matching and the creation of solutions for participants to grasp the key points for co-creating business. We also hold the docomo 5G DX AWARDS[®] to promote the creation of new co-creative 5G solutions.

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





Promoting R&D and Innovation

Promoting Open Innovation

Promoting Process Innovation (Top Gun)

» docomo 5G DX AWARDS

We have been holding docomo 5G DX AWARDS® since fiscal 2020. The competition invites companies to apply their technologies, product devices, and services to co-create new business by working together.

In fiscal 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. Two of the prize winners, DataMesh Director and Buddycom, were commercialized as 5G solutions.

In fiscal 2022, the third competition will be held under the theme of the SDGs. We will uncover assets held by companies and use 5G mobile communication to accelerate creation of solutions for contributing to achieving the SDGs in various industries.

Co-creation with Ventures

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

As for investments, we are making strategic investments in anticipation of generating synergies with our business toward realizing the New DOCOMO Group Medium-term Strategy announced in October 2021. In addition, looking into the future beyond the medium-term strategy, we are operating DOCOMO Innovation Fund III, L.P. of 15 billion yen, established in April 2022, to build relationships with promising startups inside and outside Japan that have the potential to create a new world.

In terms of supporting co-creation, for the purpose of strengthening contact points with entrepreneurs, we have provided a coworking space and key follow-up support such as incubation programs. We have selected and supported 23 seed, or early-stage, startups. Moreover, we hold periodic

business seminars for startups and match our businesses with those of ventures, support co-creation by promoting exchanges between our employees and entrepreneurs, and support young entrepreneurs.

One of the activities for supporting co-creation in fiscal 2021 was 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. Since it was essential to co-create with business partners, we established a partnership for providing effective solutions to customers by combining venture assets with our infrastructure.

Co-Creation with External Partners**» Lifestyle Co-Creation Lab**

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

Under the initiative, DOCOMO will utilize the multiple technologies it has researched and developed, combine them with the technologies and assets held by DOCOMO and business partners, verify the value of the technologies, and hone them to create new lifestyles to enrich and add convenience to daily life. Together with our partners, we will specifically leverage the Innovation Co-Creation Platform, which will make the technologies of DOCOMO and NTT Laboratories accessible to various industries, accelerate development, and create new value across industries.

» Examples of Initiatives

- New fashion experience using virtual technology for Generation Z
- Improving peoples' lives through the use of regional apps (Kaihin Makuhari area, Chiba City)
- Smart city initiative with Kobe City
- Promote migration to and tourism in Goto City
- Demonstration test using AI for preventive healthcare services for the elderly in Toyota City
- Promoting city development DX by advancing Mobile Spatial Statistics
- Virtual Ginza
- Open Innovation Office

Promoting R&D and Innovation

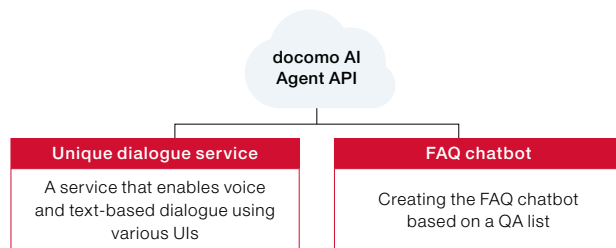
Promoting Open Innovation

Promoting Process Innovation (Top Gun)

Commercial Provision of the docomo AI Agent API

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

[How the docomo AI Agent API Works]



Through this service, we provide the docomo AI Agent API Partner Program to promote new dialogue-based solutions in collaboration with partner companies, creating dialogue services that provide new experiences for end users, and forge win-win business relationships with partners. For example, in the case of multi-language translation, DOCOMO's service to automatically translate a Japanese scenario into foreign languages is enabled through collaboration with an outside partner that offers this service. We will 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 MEC*1

We are providing docomo MEC™, a service using computing facilities (hereinafter, MEC platform) connected to DOCOMO's network that realizes low latency. In addition to compatibility with 5G SA and realizing low latency access using MEC Direct™, it is equipped with technologies such as the image recognition API*2 developed by DOCOMO and also 12 solutions, including video transmission, VR, and AR, provided by DOCOMO and its partners.

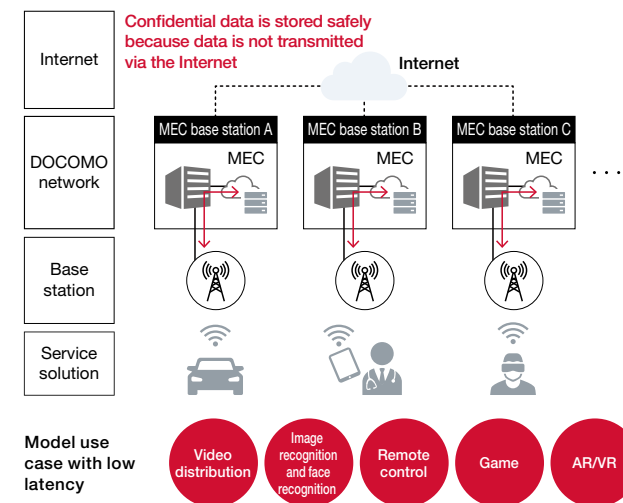
MEC platforms were set up in five additional locations across the country by May 2022, bringing the total number of bases that offer low latency DOCOMO network service to nine. This has enabled access to low-latency, high-security networks to places as needed in a way that addresses regional challenges.

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

*1 The service was offered under the name docomo Open Innovation Cloud® until the end of June 2022.

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

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



* MEC Direct can be used at the following 9 MEC base stations: Tokyo, Kanagawa, Osaka, Oita, Tohoku, Tokai, Hokuriku, Chugoku, and Shikoku (Tohoku base station to start operation soon).

docomo R&D Open House

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

In fiscal 2021, "docomo Open House'22" was held in a hybrid style with 11,892 people participating online and 2,506 in person.

The event featured a variety of programs, including initiatives from various domains, such as 5G/6G, AI, and XR technologies and solutions for smart city, workstyle reform, and globalization. In addition to the 233 initiatives introduced online and 102 introduced on-site, nine lectures were distributed

Promoting R&D and Innovation

Promoting Open Innovation

Promoting Process Innovation (Top Gun)

online to present the newest initiatives or discuss co-creation. We also indicated the specific SDGs linked to all exhibits, to convey how each contribute to the achievement of the SDGs.

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

Topic 5G Open RAN Ecosystem (OREC)

Open RAN is a radio access network that allows devices and systems of various vendors to interconnect via standardized, open-specification wireless base stations.

OREC was launched in February 2021 as a project by DOCOMO and 12 global vendors to promote the dissemination of open RAN. As of June 2022, 13 vendors are involved in the project. DOCOMO is taking on the leading role given its achievement in making its LTE adaptable to diverse vendors.

DOCOMO launched the world's first, nationwide, open RAN 5G service. In February 2022, it rolled out Shared Open Lab, a service that allows overseas carriers access to DOCOMO's verification environment from outside Japan.

OREC will facilitate flexible wireless access networks to be built in various countries and regions and help realize a prosperous future that leaves no one behind, in addition to normalizing the price of the device and providing a stable communication environment.

[5G Open RAN Ecosystem]



Topic Remote Medical Support

We are advancing demonstration tests for remotely assisting and guiding surgeries with the hinotori™ Surgical Robot System, the first, made-in-Japan system of its kind, by capitalizing on our 5G network and cloud platform. We are working hand in hand with Kobe University, Mediaroid Corporation, and Kobe City to accomplish full remote robotic surgery in the future. Along with our partners, we have also launched demonstration tests on an endoscope image simultaneous remote viewing system and an ECMO vehicle assistance system that use 5G, a cloud platform, and a high-resolution real-time video transmission system, to help resolve regional health disparities in addition to developing next-generation medical solutions.



Topic XR World, a Multi-device Metaverse

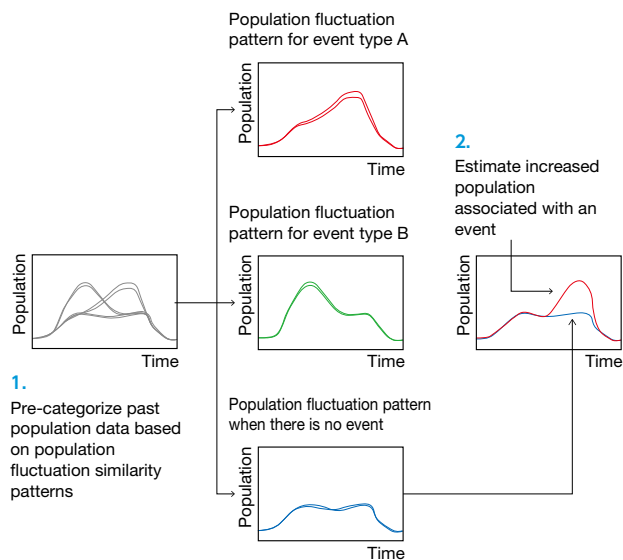
In March 2022, DOCOMO launched XR World, a multi-device metaverse that allows users to readily experience various content in a virtual space. Accessible from multiple devices, it is one of the projects the NTT Group is developing under the new NTT XR brand.

In XR World, people can communicate with each other using avatars while enjoying a wide variety of content such as music, anime, dance, sports, education, and sightseeing. Users can easily access the metaverse from a smartphone, tablet, or PC via a web browser, without having to download an app. Most of the content is offered free of charge and does not require a special head-mounted display (HMD). We will expand the content and functions by cooperating with various partners. Through the metaverse, we will offer customers a new communication culture, uniquely possible in virtual space, while contributing to diverse industries focused on XR.



Topic**Technology Forecasting Train Station Congestion**

In August 2021, DOCOMO announced it has developed a technology for forecasting train station congestion, including the level of congestion after an event. By developing a model that shows the relationship between the estimated number of people getting on and off at a station during past events, population distribution data, as well as weather information, and applying AI, the technology can predict the number of people who will use a station even if the event is being held for the first time.

[Event Participant Population Extraction Technology]**Topic****Platform for Human Augmentation as 6G Use Case Early Development**

To create new value in the 6G era, DOCOMO developed the world's first platform to materialize human augmentation, a technology that enhances human sensing and activity through the use of networking. The announcement was made in January 2022. We hope to realize a "ubiquitous body" and "skill sharing" by sharing the natural movements of people with different physical features with robots, re-creating delicate movements based on big motions, and making skillsets downloadable through the platform.

We expect to realize a network speed that is faster than nerve impulses by taking advantage of ultra-low latency, a feature of 6G technology, and then connect brain and body information to the network and expand human senses through it.

The platform realizes human augmentation by optimizing and transforming information about human muscle movements obtained from a sensing device into physical movements.

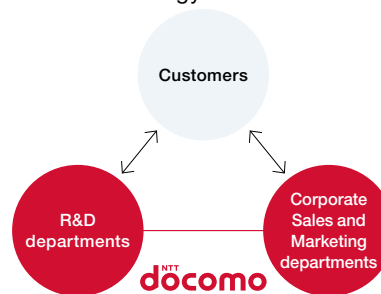
Developed a platform to materialize human augmentation, a new value provided in the 6G era. (in Japanese only)



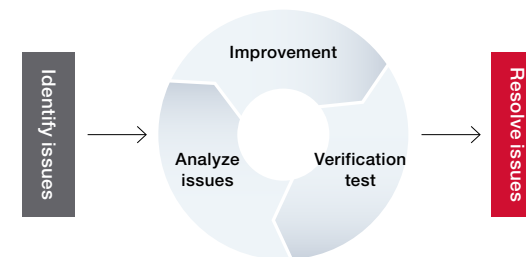
Promoting Process Innovation (Top Gun)

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

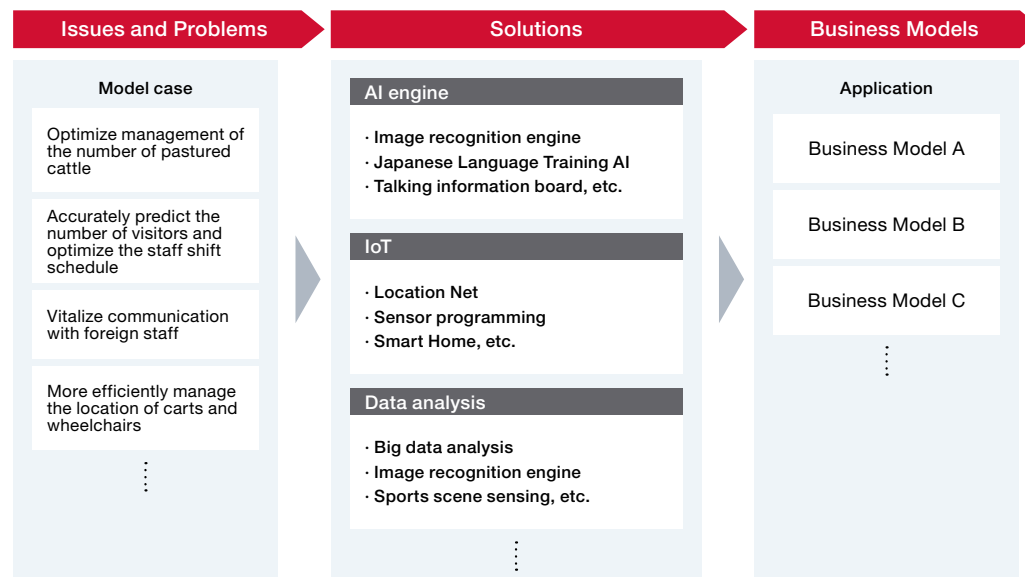
1. Trinity development system to connect issues to technology



2. Simultaneously verifying and resolving issues



3. Turning technological possibilities into value for customers



Customer and Community Engagement

DOCOMO is committed to building a society in which people can live with greater security, safety, comfort, and affluence across geographic boundaries and generations. To achieve this, we will continue to deepen our engagement with different types of stakeholders, improve our products and services, and carry out our community investments.

Responsibility for Products and Services	50
Considerations for Children, the Elderly and People with Disabilities	52
Customer Satisfaction	54
Services for Safety and Consumer Education	56
Community Investments	57
Disaster Relief Provided by DOCOMO	59
NPO Mobile Communication Fund (MCF)	61



Responsibility for Products and Services

Basic Policies and Philosophy

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

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

Product and Quality Control

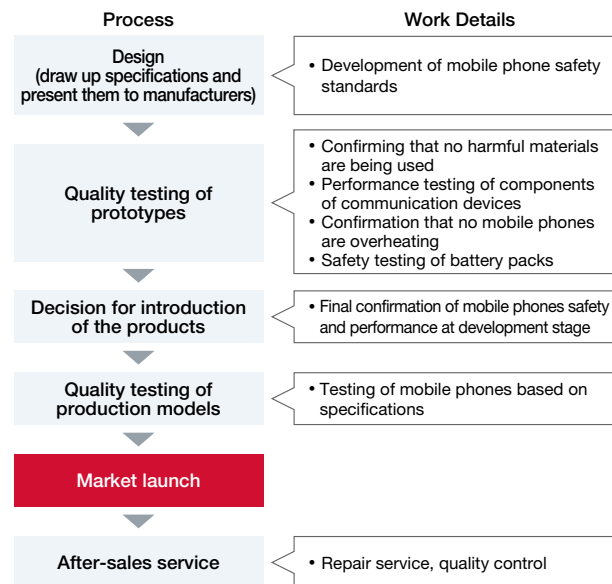
DOCOMO conducts thorough and strict quality processes to ensure that our products can be used safely, reliably, and conveniently by customers at all times. We work with communication device manufacturers to develop products that are safe and thoroughly monitor product safety under strict evaluation standards 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 strive to respond to any problems with our products once they are on the market by setting up repair and service centers throughout Japan and an online system for accepting customer requests for repairs. In addition, we promptly respond to customer feedback on quality by investigating causes and exploring improvements to enhance product quality. In the event of a major malfunction, the Communication Devices Action Committee, chaired by the senior executive vice president, is convened to identify the nature of the problem, isolate its causes, and determine policies for addressing it. This ensures that customer inquiries are immediately responded to and that customers are always informed of any issues that arise.

DOCOMO's Corporate Sales and Marketing Division and two of its functional subsidiaries*1 operate their ISO 9001-certified quality management systems.

*1 DOCOMO Datacom, Inc. and DOCOMO Technology, Inc.
*2 As of March 31, 2022

[Flowchart of Standard Product Quality Flow]



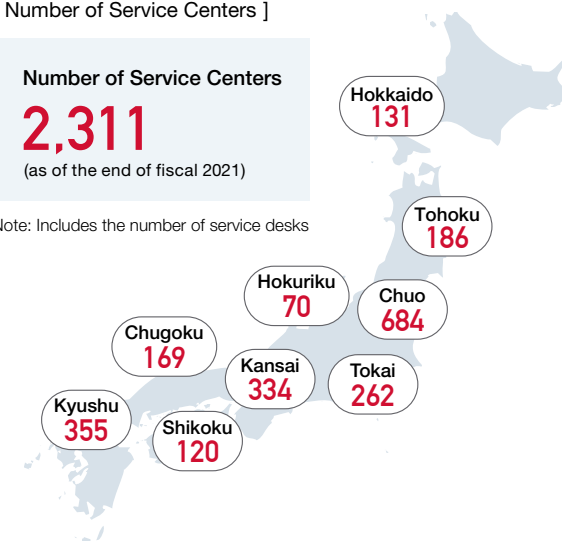
[Number of Service Centers]

Number of Service Centers

2,311

(as of the end of fiscal 2021)

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 updates can be applied to products still in the factory or in shop inventories, which enables customers to receive product improvements promptly. Models equipped with a software update function are always updated to the latest version. Software updates that follow OS upgrades will apply to the latest OS version.

[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. At docomo Shops, we assist foreign nationals with language support over the phone, and some have videophone systems in place to communicate in sign language with the hearing impaired, so those customers requiring these services can obtain information on DOCOMO's products and services.

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

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

- Inquiries in Foreign Languages
- Support through Videophone
- DOCOMO Online Procedures (in Japanese only)
- Online Shop (in Japanese only)
- Fault Diagnostic Chatbot (Otasuke Robot) (in Japanese only)

Services that Ensure Device Security

» Security Countermeasure Services

We have recently observed a rising number of threats to Internet and telephone communications, such as spam mails, computer viruses, redirects to harmful apps and websites, and increases in other scam operations that take advantage of vulnerabilities in new policies and regulations as well as current social developments. More people are suffering from problems caused by such nuisances while using mobile phones and smartphones, and DOCOMO is proactively working to provide proactive countermeasures.

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

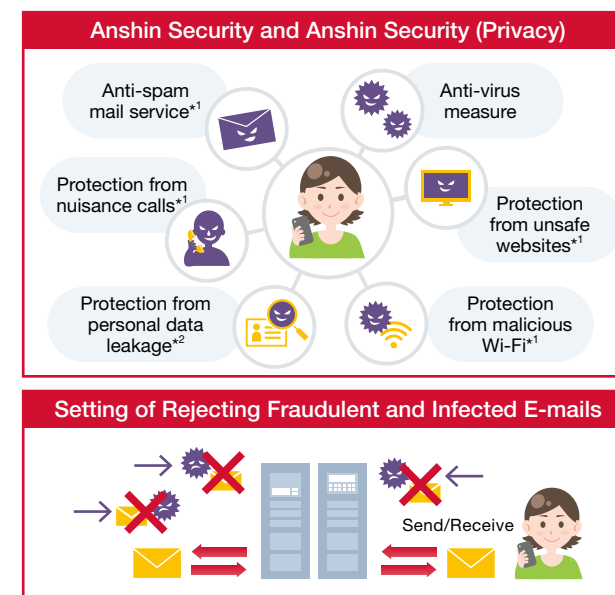
DOCOMO offers several free services to reject e-mails sent from malicious senders such as phishing scams and those containing harmful URLs, to remove viruses attached to e-mails (settings for handling scams and rejecting infected e-mails) as well as to display a verified e-mail account on "docomo mails" 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 personal data on the Internet. If a breach is detected, it notifies the customer and offers advice on how to deal with it to reduce the risk of leaked data being misused for malicious purposes.

There has recently been an increase in illegal access to DOCOMO's services with d account IDs and passwords stolen from customers through DOCOMO-spoofed e-mails or SMS messages. In response, DOCOMO makes available

a setting called "d account password-less authentication," allowing customers to disable their password and use biometric authentication or lock screen authentication 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.



*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 People with Disabilities

Considerations for Children

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

While using the Internet, children can be exposed to illegal or inappropriate information that may be harmful to their development. The viewing of illegal or inappropriate websites and use of harmful apps also raise the risk of involvement in criminal activity. According to a survey conducted by the National Police Agency and Ministry of Education, Culture, Sports, Science and Technology*1, a record-breaking number of children became crime victims through social media in 2019. About 90 percent of these children did not use filtering. DOCOMO offers the Filtering Service to prevent these Victims and in principle requires that subscribers under the age of 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 and also can limit when apps can be used depending on the time of the day*3.

*1 Based on "Juvenile Delinquency, Child Abuse, and Child Sexual Abuse in 2021" by the National Police Agency

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

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

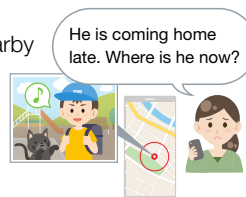
Filtering Service (in Japanese only)

» 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.

[Features of Imadoco-search]

- Indicates a child's location on a map as necessary
- Indicates a child's travel route on a map
- Notifies a family member about the user's location when the user presses an emergency buzzer or when the power is switched off
- Provides information about nearby incidents (Service is available in 41 prefectures as of August 2022.)
- Notifies user's location when the battery is low



Imadoco-search (in Japanese only)

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

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

DOCOMO Hearty Style is an 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 for all types of customers to use (1) Develop the Raku-Raku PHONE series (2) Provide smartphone apps and services such as Mieru Denwa designed for people with disabilities P.53 (3) Offer Hearty Discounts P.53 (4) Provide braille phone charge service P.54
Enhance Customer Support	Improve the environments of customer service desks, which are easy for anyone to use, and enhance response to customers (1) Make docomo Shops barrier-free P.106 (2) Operate docomo Hearty Plaza (Marunouchi) (3) Install videophones supporting sign language P.106 (4) Conduct training for docomo Shop staff P.105 (5) Provide the Telephone Relay Service P.54 Note: For details, see the Supply Chain section.
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 people with disabilities P.54 (2) Organize Smartphone and Mobile Phone Safety Classes for special-needs schools nationwide P.59 (3) Participate in events and exhibitions for people 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.

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.

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

Usage support at a Raku-Raku Phone Center

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

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

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

Raku-Raku Smartphone F-52B

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

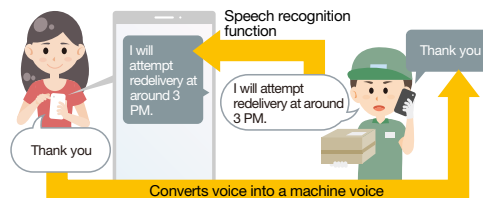
docomo Raku-Raku PHONE & Anshin Smartphone

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

» **Mieru Denwa (for People with Hearing Impairments)**

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

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

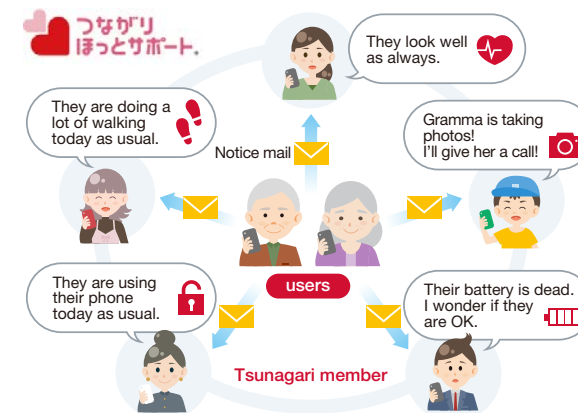


Mieru Denwa (in Japanese only)

» **Tsunagari Hotto Support**

Tsunagari Hotto Support 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 users let family members living elsewhere know how they are doing and encourage conversations. Information indicating that a mobile phone or smartphone has not been on for an extended period quickly alerts family members of potential emergencies such as deteriorating health, and it has therefore been useful for looking after the elderly.



Tsunagari Hotto Support (in Japanese only)

» **Hearty Discounts**

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

Details of Discounts

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

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

Hearty Discounts (in Japanese only)

» Braille Billing Statement Services

We issue braille billing statements for people with visual impairments free of charge. The statements present monthly billing amounts, statement details and other information in braille. In fiscal 2021, approximately 31,000 braille billing statements were issued.

» Accepting Applications for Telephone Relay Service

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

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

» DOCOMO Hearty Classes

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

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

The first class was held in 2006, and nearly 970 classes had been held by fiscal 2021, with about 12,400 participants in total. We have also participated in events and exhibitions for people with disabilities.

DOCOMO Hearty Classes (in Japanese only)

» Anshin Remote Support

This service supports customers who are not familiar with the operations and settings of smartphones or other devices by having a technical operator provide usage instructions through the remote sharing of the users 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, in which the operator handles operation on behalf of the customer as if they were guiding them in person, has been well received by customers, with 21.92 million people signing up for the service as of March 2022.

Anshin Remote Support (in Japanese only)

» In-house Training

We provide training and lectures to employees in charge of product and service development and customer contact support, all areas in which having a deeper understanding of universal design is especially important. In fiscal 2021, we held a study session on reasonable accommodation.

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

» Child Raising Support Discount and Child Raising Support Program

Since 2016, DOCOMO has been providing the docomo Child Raising Support Program to strengthen engagement with families with children.

Under the program, we gift d POINTs (3,000 points) once a year to families with a child of primary school age or younger. These points can be exchanged for hygiene supplies, toys, and other goods, as well as an



educational app of their choice for up to 13 months free of charge. The program also offers free use of a data storage cloud service and a way to create photobooks.

In 2021, given the recent social and economic environment, we also launched the Child Raising Support Discount, a service plan designed to financially assist single parent family customers, such as single fathers or mothers. Eligible customers receive discounts on monthly rates for their billing plan and voice options until the first March 31 after the registered child turns 18.

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

Customer Satisfaction**Basic Philosophy**

New technologies and services are constantly being generated in the telecommunications and ICT industries, and with equipment, such as smartphones and mobile phones evolving almost daily, new services for mobile phones are constantly under development. Advances in technology and services have been accompanied by an increase in customers contacting us to confirm or inquire about various aspects of our services, such as equipment malfunctions, billing plans and service menus, as well as to share opinions and requests. As a result, DOCOMO receives approximately 4.33 million feedback comments from customers every year through its docomo Shops, Customer Help Desk, corporate website, and other means. Also, we annually receive about 37,000 entries of employee feedback from those who are in daily contact with customers.

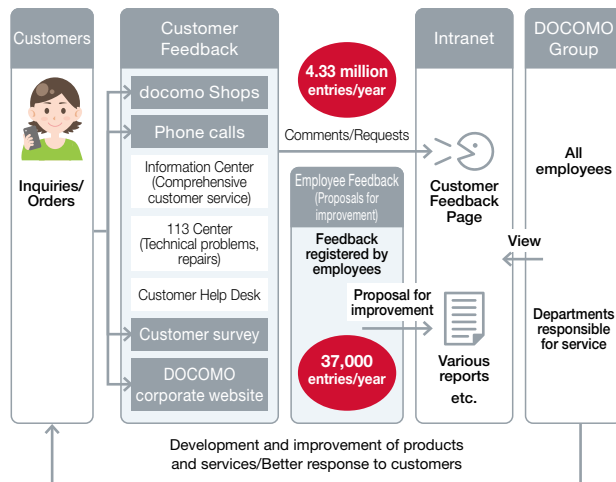
We will continue to pursue our Customer First policy and seek to create new value to exceed customer expectations. We strive to reflect customer feedback in our R&D and service

improvements to both enhance customer convenience and raise the level of their satisfaction with our products and services.

Strategies for Increasing Customer Satisfaction

DOCOMO utilizes customer feedback for such purposes as improving products and services and enhancing customer response capabilities at docomo Shops. This feedback, as well as observational 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.

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



» Increasing Customer Satisfaction through Customer Feedback

We collect customer feedback at docomo Shops, through phone calls to the Information Center and Customer Help Desk and through Customer Support on our website. The information is immediately shared through our inhouse system, and the Customer Satisfaction Department compiles a report for internal circulation. DOCOMO takes seriously the opinions and requests of customers regarding 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.

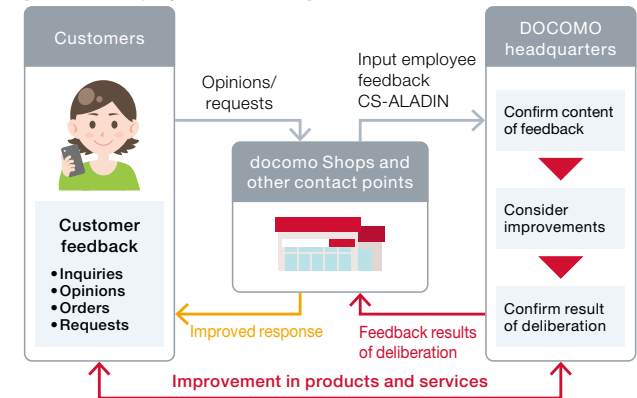
🚩 Initiatives incorporating customer feedback (in Japanese only)

» Increasing Customer Satisfaction through Employee Feedback

To further increase the level of customer satisfaction, DOCOMO has been implementing improvement strategies that incorporate employee feedback. Requests and suggestions related to 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]



Case Studies

The following are major examples of improvements resulting from interaction between customers and DOCOMO employees in fiscal 2021.

Providing Disaster and Evacuation Information, and Other Useful Disaster Information, that Is Easy to Access with a Smartphone

We launched the d menu Disaster Information service on May 18, 2021.

With this service, customers are able to access information related to disasters, warnings and advisories, evacuation shelters, locations of DOCOMO's free charging stations, and other useful details specific to their local area.

Launch of DOCOMO Business Members, a Membership Program for Corporate Customers

We updated and renamed DOCOMO Business Premier Club, our membership program for corporate customers, on July 1, 2021. The new program, DOCOMO Business Members, offers more expanded services.

Providing Optional Steps for Maximum Data Amount for the Giga Plan Upper Limit Setting Option

We have added 3GB (Step 2) and 5GB (Step 3) to the existing 1GB (Step 1) data volume limit that can be set for the Giga Plan Upper Limit Setting Option, which started on August 30, 2021.

» 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 2021, we received around 3.03 million comments from customers from across the nation, and all comments and evaluations were promptly sent back to docomo Shops, retailers, and information centers.

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 customers have pointed out to us.

» 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 Issues” page on our corporate website, which is currently also undergoing improvements.

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

[Support Desks for Reception \(in Japanese only\)](#)

[Flow of Employee Feedback]



» 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. As of the end of March 2022, the DOCOMO Group has about 200 of these specialists, and they are applying their knowledge to enhance their responses at customer help desks and create tools for communicating with customers. Their knowledge is also being used to review the content and expressions in advertisements and pamphlets as well as products and services from the customer perspective.

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

» Enhancing Customer Satisfaction Based on d POINT Club Surveys

Since fiscal 2015, we have been analyzing customer satisfaction levels by surveying d POINT Club members (90.38 million as of the end of June 2022).

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 relative importance they place on each aspect of our products and services when deciding whether to maintain their subscription. We also examine correlations between customer satisfaction level and their intent to continue using DOCOMO.

Services for Safety and Consumer Education

Promoting Good Manners for Mobile Phone Users and Safe Charging

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

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

» Preventing Smartphone-Distracted Walking

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



Using a smartphone while walking is dangerous

» Promoting Safe Charging

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

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



Do Not Charge Phone When It Is Wet!



Physical Damage to a Battery is Dangerous!

» Anti-Fraud Measures

While the number of reported incidences of specific types of fraud, such as remittance-soliciting fraud, has decreased over the past five years, it still 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	<p>Payment methods for usage charges for individual subscriptions are in principle limited to credit card or direct account withdrawal. Applicable credit cards and ATM cards can be confirmed at a docomo Shop or other outlets.</p> <ul style="list-style-type: none"> • 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 the docomo Online Shop and on the ahamo or other websites. <p>Information on customers who fail to confirm their identity when requested by the police, and for whom services has been discontinued, is commonly shared among all mobile providers and utilized in screening procedures.</p> <p>In order to prevent large volumes of fraudulent subscriptions under the same name, the number of individual subscriber lines under the same name has been limited. In addition, tougher screening measures are being applied to corporate subscribers. Failure to meet the standards results in restricting the maximum number of lines they can use.</p>
Cooperation with the Police	<p>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.</p> <p>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.</p>
Implementation of Network Use Restriction	<p>We use the network use restriction system* for preventing the criminal use of mobile phones that have been stolen from docomo Shops or other retail outlets or obtained through fraud or other criminal means, or by forging identification or submitting applications with false information (name, address, birthdate, etc.).</p> <p>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.</p>

Community Investments

Basic Philosophy

Policies for Community Investments

The DOCOMO Group seeks to engage with local communities in the public and private domains and actively bring comfort and fulfillment to them.

We also strive to eliminate the negative aspects associated with smartphones and mobile phones amid the rapid development of ICT as 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, in which DOCOMO's head office sets out the basic policies and overall direction and sustainability officers, assigned by each Group company, independently develop activities tailored specifically to the business operation and regional characteristics of the respective company.

To further enhance the effectiveness of community investment initiatives, every sustainability officer develops



activities to address the challenges and needs facing the region, and they periodically meet with other officers to obtain the results of DOCOMO Group activities as well as the annual action plan for the fiscal year.

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

In fiscal 2021, we spent about 5.8 billion yen for community investment. This includes making donations to humanitarian aid in Ukraine, holding smartphone and mobile phone safety classes, and providing sports sponsorships. We annually review the content of our community investment to ensure that it is closely aligned with the needs of the local communities in a broad range of areas.

The NTT Group is committed to contributing to the realization of a sustainable society, as set forth in the NTT Group Global Sustainability Charter. In line with the charter, we have established six major fields of community investment: Environmental Conservation, Social Welfare, Education and Cultural Promotion, Local Community Development and Dialogue, International Exchange Activities, and Sports Promotion. DOCOMO Group companies are promoting community investment based on their concrete activity plans for these fields.

* 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 2021]

Six Major Fields of Community Investments	Amount (million yen)	Number of Activities*1
Environmental Conservation	980	136
Social Welfare	130	143
Education and Cultural Promotion	1,779	145
Local Community Development and Dialogue	719	303*2
International Exchange Activities	26	4
Sports Promotion	2,162	42
Total	5,797	773

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

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

The DOCOMO Group is engaged in business activities rooted in local communities. We believe that facilitating dialogue with these communities through our community investments will eventually benefit us in the form of business opportunities and risk avoidance. We therefore proactively engage and invest in the following fields.

[Social Investment Projects]

Category	Ratio*	Major Projects
Investment in local communities	67.40%	Holding smartphone and mobile phone safety classes to teach users about safe and secure use, support for sports, implementation of the Disaster Recovery Fund By DOCOMO Group employees, initiatives through the Mobile Communication Fund, etc. P.59 P.61
Charities	2.10%	Implementation of the Online Fundraising Site (donation site) P.59
Commercial initiatives	30.60%	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 by steadfastly participating in community investments.

[President's Award for Community Investments over the Past Three Years]

Fiscal Year	Award Recipients	Initiatives
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)
2021	1 initiative	• Conducting safety awareness and youth development activities, mainly through anti-crime patrols

In addition to annual paid holidays, DOCOMO has introduced "life plan vacations (for volunteers)" and encourages employees to engage in these volunteer activities.

In fiscal 2021, 55 employees took these "vacations." In the same year, we also promoted pro bono volunteer work to help NPOs strengthen their foundations and encourage employees to volunteer. A total of 11 employees volunteered to help 3 organizations address some of the issues they were facing.

Since February 2021, we have been providing information on remote volunteer opportunities to our employees, in which they can participate even during the COVID-19 pandemic. To date, we have provided information on about 100 opportunities across the entire DOCOMO Group, with a total of more than 220 employees applying and taking part in these activities (as of June 30, 2022).

We established the TOHOKU Reconstruction Support Office in 2011 to provide help that goes beyond short-term volunteer projects and donations for areas affected by the Great East Japan Earthquake that require long-term assistance (**P.60**).

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

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

Smartphone and Mobile Phone Safety Classes

Free smartphone and mobile phone safety classes provided throughout Japan represent one of our efforts to provide safe and secure services. These classes instruct users on how to manage and prevent risks and problems related to the use of smartphones and mobile phones. The classes are arranged by level for specific types of users: an introductory class for elementary school students, advanced class for junior high and high school students as well as classes for parents and teachers, for special-needs schools and for the elderly. Many people have attended the classes since their launch in July 2004. Since fiscal 2020, we have been promoting online classes as a way to support ICT implementation in the schools and prevent the spread of COVID-19. In fiscal 2021, we held about 4,700 classes, attended by about 750,000 people.

▶ Smartphone and Mobile Phone Safety Classes

Cumulative number in the 18 years since 2004 (as of the end of March 2022)

Approx. **96,000** classes

Approx. **14.86** million participants

Art, Culture, and Sports

» 20th DOCOMO Mirai Museum, a Creative Art Contest

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



"Towel Shop"
A winning entry in the 20th Minister of Education, Culture, Sports, Science and Technology Award and DOCOMO Mirai Gold Award in the preschool children's category

In fiscal 2021, the 20th year of the contest, 129,646 entries were submitted in the painting and digital painting categories, bringing the grand total of artworks entered to over 1.88 million. DOCOMO will continue to encourage children to envision a bright futures.



"House of the Rainbow Winged Beetle"
A winning entry in the 20th 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 in the Meiji Yasuda J2 League and Omiya Ardija VENTUS in the Yobigo WE League organized by the Japan Women's Empowerment Professional Football League. Our support extends across a wide range of activities, such as the management of events and operating booths at matches. We also held DOCOMO Presents Matches for Omiya Ardija and Omiya Ardija VENTUS. Even during the COVID-19 pandemic, we were able to liven up the events by distributing giveaways to spectators, managing a booth, and greeting spectators to the match. In addition, the NTT DOCOMO Soccer School, our joint initiative with Omiya Ardija, which 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 Omiya Ardija. We will continue to help revitalize the Omiya area through soccer.



Soccer Class

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 donations using d POINTs and d Payment to encourage more people to give. Details of our fundraising activities for fiscal 2021 are as follows.

[Disaster Relief Fundraising for Fiscal 2021]

Fundraising Campaign	Amount Raised (Yen)	Number of Donations	Average Amount*	Fundraising Period
July 2021 Western Japan Heavy Rain Relief Fund in 2021	14,425,377	19,994	721	July 9 - 30
August 2021 Western Japan Heavy Rain Relief Fund in 2021	5,746,491	10,664	539	August 23 - September 17
Total funds in fiscal 2021	20,171,868	30,658	658	

* Amount Raised/Number of Donations

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 primarily in support of the recovery and rebirth of the Iwate, Miyagi, and Fukushima regions. Team RAINBOW is characterized by the way it harnesses DOCOMO's business assets as an ICT company while its members make frequent visits to these areas to think about the true needs of the region, and how it maintains its activities by exploring solutions together with the local residents.

We aspire to provide support for the recovery and rebirth of the entire region in the context of its 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 2021, we shifted the management structure to the Tohoku Branch to better promote local activities closely related to regional issues, including reconstruction, and continue our efforts to contribute to the local community.

Vision of the TOHOKU Reconstruction Support Office

Connecting People and Society for Tohoku Smile

Mission

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

[Three Action Themes for Creating a Future Homeland]

Action Theme	Main Initiatives in Fiscal 2021
Agriculture that moves people, work and nature into the future	<p>Promoting ICT-based agriculture</p> <ul style="list-style-type: none"> • Demonstrate cultivation of rice without any fertilizer or pesticide, mainly in Miyagi and Fukushima Prefectures (fifth 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	<p>Measures against crop damage by wild animals</p> <ul style="list-style-type: none"> • Launch commercial sales of Kagatta, a GPS trap monitoring device <p>Managing Forestry Safety</p> <ul style="list-style-type: none"> • Develop a prototype communication system that transmits an alert when workers are in danger
Stay close to the local community and think about the future together	<p>Reviving the community</p> <ul style="list-style-type: none"> • Offer a hometown community system using tablets in one municipality of Fukushima Prefecture, hold community gatherings 30 times a year for maintaining and reviving the community and to serve as a place where users can informally interact <p>Increasing interaction as well as the number of people who maintain some connection to the region without residing there</p> <ul style="list-style-type: none"> • Conduct employee training in Naraha Town in Fukushima Prefecture on the themes of addressing social issues and thinking about local revitalization, as in the previous fiscal year. Since fiscal 2020, this has been a joint public-private training program. <p>Urban development</p> <ul style="list-style-type: none"> • Conclude partnership agreements with Nishiaizu Town and Futaba Town respectively to achieve urban development using 5G and advanced technologies <p>Shop to boost the local economy</p> <ul style="list-style-type: none"> • Hold a Tohoku Marche online to support reconstruction by bringing together local producers in Tohoku and DOCOMO employees across the country

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

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

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

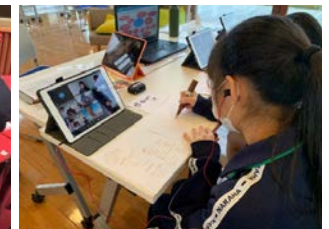
During the fiscal 2021 training, held in a mixed format of online and onsite visits in response to the COVID-19 pandemic, a joint public-private team of DOCOMO employees and town hall officials engaged in extensive discussions over a four-month period and ultimately presented proposals to town officials.

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 made by the trainees in fiscal 2019 were adopted by the town. In 2021, we also introduced a mentor system to support the career development of junior high school students.

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



Naraha Machi Mayor Yukihide Matsumoto listening attentively to the final presentation



Naraha Machi Junior High School student participating in an online meeting with DOCOMO's "Young Employee Mentor"

» 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.

We have not been able to hold these events since fiscal 2020 due to the impact of COVID-19, so we made donations to the Collaborative Reconstruction Centers in the disaster-stricken areas to be used to hold events for revitalizing local communities in disaster recovery public housing and other facilities.

In addition, we established the Disaster Recovery Fund* for employees of the DOCOMO Group in fiscal 2012 to support the reconstruction of the areas affected by the Great East Japan Earthquake as well as the victims of other natural disasters in Japan. We collect a monthly donation of 311 yen from each employee who wants to help and donate it with an equivalent matching donation from DOCOMO. In fiscal 2021, about 6,000 DOCOMO Group employees participated in this initiative.

DOCOMO will continue to undertake disaster relief initiatives that will contribute to the recovery of the disaster-stricken areas.

* We expanded the Tohoku Relief Fund that had operated up to fiscal 2020 into the Disaster Recovery Fund in fiscal 2021.

NPO Mobile Communication Fund (MCF)

Supporting Activities in Academia, Welfare and Other Civic Fields

DOCOMO established an NPO, the Mobile Communication Fund (MCF), in July 2002, as a means to commemorate its

tenth anniversary and contribute to society by supporting projects across a wide range of fields, including academia and social welfare. As a member of the NTT DOCOMO Group, MCF contributes to the advancement of information and mobile communication technologies and the realization of thriving and healthy communities in the information society of the 21st century through its nationwide projects, including the DOCOMO Mobile Science Awards, DOCOMO Scholarship Program (for Asian students and those from orphanages), 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 2021, the 20th year of the awards, we presented one Excellence Award in each of the three categories (with a 6 million yen prize, 18 million yen in total). To date, MCF has given a total of 68 awards from 2002 to 2021 (49 Excellence Awards and 19 Honorable Mention Awards).

DOCOMO Scholarship Programs

» Scholarships for Asian Students

To deepen understanding of Japan and help maintain sound relations with other Asian countries, the MCF grants scholarships to international students from Asia who are studying in master's degree programs in Japan at their own expense and engaged in research related to information and

communications technology. The scholarship program provides 1.44 million yen a year per person for two years. It was awarded to 16 international students in fiscal 2021, amounting to 23.47 million yen, and the total number of students that the MCF has supported from 2002 to 2021 is 353.

» 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 2021, a total of 30 students received the scholarship, which amounted to 17.82 million yen.

DOCOMO Civic Action Group Grant Program

The MCF provides grants to community groups that support the healthy development of children as the future leaders of the world, including support for kids who need financial assistance, and with a particular focus on initiatives to prevent child abuse, a pressing social concern in Japan.

The grant per organization is up to one million yen for one year. In fiscal 2021, the MCF provided a total of 39.84 million yen to 48 organizations. The total number of grant organizations to which the MCF has provided grants between 2003 and 2021 was 1,022, for a total of 567.80 million yen.

NPO Mobile Communication Fund (MCF) (in Japanese only)

Building a Safe and Resilient Society

As a provider of telecommunications services, DOCOMO pursues its mission of providing a communications environment that enables customers to use their mobile phones anytime and anywhere, and it strives to enhance customer security, safety, and comfort.

We set up the Network Division to spearhead our initiatives to ensure a consistently reliable network for customers by constructing and operating a total network service that includes communication devices and applications, securing communications during a disaster and guaranteeing the safety of radio waves used by mobile phones, and handling cyber security threats, which are becoming increasingly sophisticated and serious.

Provision of Network Services 63

DOCOMO's Disaster Preparedness 66

Radio Wave Safety 69

Information Security and Privacy Protection 70



Provision of Network Services

Basic Philosophy

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

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

Overall Layout of DOCOMO's Network

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

Expansion of the Service Area

» Building Base Stations

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

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

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

» DOCOMO's Approach to Installing Base Stations

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

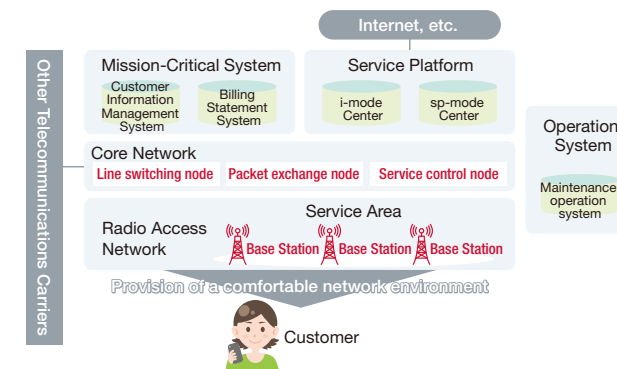
» Inspecting and Improving Reception Quality

We broadly solicit customer information on reception quality to ensure our coverage quality and expand coverage area.

We 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 2021, we received 94,893 customer inquiries and opinions. We are striving to respond to them through the ongoing improvement of reception quality by conducting reception quality tests on vehicles and on foot throughout Japan. For customers who request better indoor reception quality, we offer them solutions, including an installment of DOCOMO repeaters that amplify signals or compact femtocell base stations that transmit them.

[DOCOMO's Network Layout]



» Ensuring the Quality of Communications Services during Large Events

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

Examples	Details
Events such as fireworks and concerts	<ul style="list-style-type: none"> Disperse communication loads by installing mobile base stations and Wi-Fi access points Secure communication capacity by setting up base station facilities to cover the venue and modifying the software that controls the facilities
Response to the Tokyo 2020 Olympic and Paralympic Games	<ul style="list-style-type: none"> 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 service stability Organize a team of approximately 1,000 DOCOMO employees, specifically for the Games, to establish a network maintenance system with around-the-clock operation

Provision of Network Services

DOCOMO's Disaster Preparedness

Radio Wave Safety

Information Security and Privacy Protection

» Enabling Communications in Remote or Relatively Unpopulated Areas

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

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

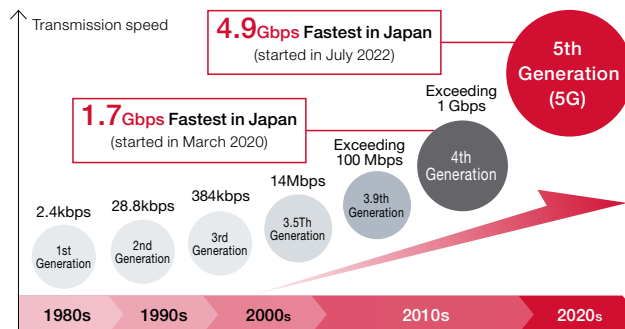
Examples	Details
During the Mt. Fuji climbing season	• Provide stable telecommunications services by installing a temporary base station at the summit
Mountain trails where radio waves are blocked by the surrounding terrain or foliage	• Install special antennas along mountain trails or compact base stations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

» Overseas Use of Mobile Phones

DOCOMO is enhancing its international roaming service so that customers can enjoy the convenience of using their mobile phones overseas. Our WORLD WING service allows customers to continue using the DOCOMO mobile phones they use in Japan within the areas covered by our overseas carrier partners while retaining the same phone number and e-mail address. We have been expanding the number of countries and regions covered by our LTE-based, high-speed communication, LTE international roaming services, and our VoLTE international roaming services that offer high audio quality. As a result, DOCOMO's mobile phones can be used in over 230 countries and regions as of April 30, 2022.

Seeking High-Speed, Large-Capacity Communications

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



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

PREMIUM 4G

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

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

► Download speed (median speed) **210** Mbps

► Upload speed (median speed) **29** Mbps

Note: These are median speeds of Android and iOS as of the end of March 2022, 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. While fully leveraging the strengths of 5G, including high speed, large capacity, low latency, and massive device connectivity, DOCOMO will continue to be a leading global innovator in realizing ever higher speeds, with its know-how in network operations and leading-edge technical development capabilities cultivated for more than 20 years.

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

Offering 5G Services Using SA (Standalone) Architecture

DOCOMO has been offering 5G SA (Standalone) services to corporate customers since December 2021, with the introduction of 5GC (5G-Core), a core network device dedicated to 5G. In August 2022, DOCOMO also started offering 5G SA as an optional service for customers who subscribe to DOCOMO's 5G rate plans.

The 5G SA service is available on compatible smartphones and delivers up to 4.9 Gbps download and 1.1 Gbps upload speeds*.

For more affluent and convenient daily lives, we will work to further increase the speed of 5G SA and develop unique and innovative services and technologies through this network, including those for corporate customers that take advantage of network slicing, a key architectural feature of 5G SA.



Provision of Network Services

DOCOMO's Disaster Preparedness

Radio Wave Safety

Information Security and Privacy Protection

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

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 improved performance standards 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. With these developments in mind, we are developing use cases that apply these advances and conducting technical studies.

Ensuring a Stable Network

» Network Surveillance and Response to Network Failures

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

Providing Year-Round Surveillance and Response for Network Facilities

DOCOMO maintains network operation centers in Tokyo and Osaka that ensure connectivity by conducting surveillance of our network facilities and equipment, such as base stations, as well as monitoring the status of our service to customers nationwide, around the clock throughout the year. When informed of an abnormality, operators promptly respond by remotely controlling network facility and traffic routes to prevent

any disruption in service. They also investigate the cause of the problem, and when the facility requires repairs due to physical or other damage, maintenance staff is dispatched to the site to quickly replace and repair the network equipment.

» Preventing Service Interruptions Caused by Network Facility Failures

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

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

Every day, we collect data on network facilities under normal operating conditions and are constantly analyzing the data. We analyze any anomalies as they arise to determine whether they may be warning signs of an impending failure, and we respond through such action as replacing faulty equipment in advance. In March 2019, we began deploying a remote-controlled, AI-supported surveillance system for identifying failures that had been difficult to detect by conventional methods. We are continuously exploring new technologies and fine-tuning our systems to further improve customer satisfaction.

[Incidents of Serious Facility Failures]

FY2018	FY2019	FY2020	FY2021
0	0	1	1

DOCOMO's Disaster Preparedness





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

Mobile phones play a critical role in rescue operations, reconstruction, and confirmation of personal safety during disasters and emergencies.

Since its founding, DOCOMO has been continuously working to secure communications during disasters in accordance with its Three Principles of Disaster Preparedness: enhance system reliability, ensure essential communications, and rapidly restore communications services.

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

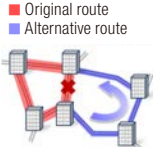
[Three Principles of Disaster Preparedness]

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

[Initiatives for Disaster Preparedness]

Disaster-Related and Other Events

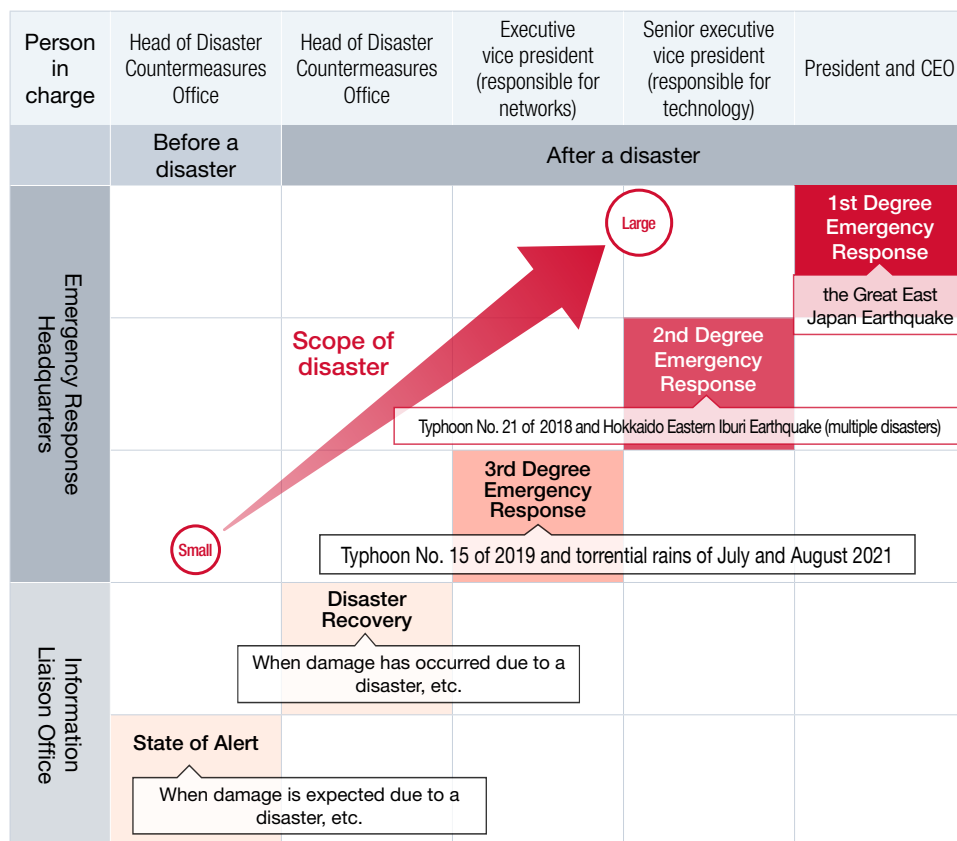
Initiatives for Disaster Preparedness

<p>Disruption of essential communications due to interrupted services</p>	<p>Batteries run out during prolonged power outage</p>	<p>Interruption of transmission lines due to earthquake or torrential rains (fiber optic, etc.)</p>	<p>Investment for disaster preparedness after the Great East Japan Earthquake</p>	
	<p>Large-zone base stations (emergency base station to prepare for major disasters)</p>	<p>Medium-zone base stations (base stations prepared for natural disasters)</p>	<p>Reinforce emergency power sources</p>	
	<p>106 locations nationwide (prefectural government offices, etc.)</p> <ul style="list-style-type: none"> Preventing power outages (engine) Redundant transmission lines <p>First operation in the Hokkaido Eastern Iburi Earthquake</p>	<p>2,000 locations nationwide (disaster base hospitals, town halls, etc.)</p> <ul style="list-style-type: none"> Operate for 24 hours or more during a power outage Redundant transmission lines <p>Operated 62 stations during the torrential rains of July 2020</p>	<p>14,000 locations nationwide (major public bodies, emergency shelters, etc.)</p> <ul style="list-style-type: none"> Can be used for at least 6 hours during a power outage <p>Used batteries at 1,000 locations in Typhoon No.10 in 2020</p> <p>*Including stations other than those that can use batteries for at least 6 hours</p>	<p>1,200 buildings nationwide</p> <ul style="list-style-type: none"> Securing multiple routes for transmission Automatically switch to an alternative transmission line <p>Automatically switched to an alternative transmission line during the torrential rains of July 2020</p>
	<p>100 billion yen</p>	<p>Cumulative total: over 100 billion yen</p>	<p>Use of multiple transmission routes</p>	

Disaster Management System

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

[Internal System at the Time of a Disaster]



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

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

[DOCOMO's Emergency Base Stations]

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



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

» Medium-Zone Base Station

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

» Covering Areas Difficult to Access Rapidly

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

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

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



Drone relay station

Overview of DOCOMO's Response to Disasters

During 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 worked in concert, deeply committed to maintaining and restoring communication services. As for emergency recovery activities, we secured vital communications by operating 62 middle-zone base stations, and we 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.

In areas subject to the Disaster Relief Act, we support communications services for customers. We also lend mobile phones to local governments, provide free battery charging services, and install Wi-Fi access points at emergency shelters.



Responding in the wake of a disaster

In addition, we offered the Unlimited Data During Disaster service to allow eligible customers to collect information at emergency shelters without their having to worry about how much data they were using.

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

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

Working with National and Local Governments

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

Under these agreements, DOCOMO lends satellite phones and mobile phones to use in disaster recovery activities, and its

emergency response equipment and personnel are quickly transported to affected areas by the Ground Self-Defense Forces and other public institutions.

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

Useful Services Available in Times of Disaster

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

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

Features of the Disaster Message Board Service

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

Two input options:

(1) Select from the following four message templates

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

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

Disaster Message Board

Features of the All Areas Disaster and Evacuation Information Service

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

All Areas Disaster and Evacuation Information Service (in Japanese only)

Radio Wave Safety

Basic Philosophy

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

Consideration for Radio Wave Safety

» Radio-Radiation Protection Guidelines

The health effects of radio waves from mobile devices have been researched for over 60 years in Japan and abroad. The World Health Organization has published its recommended guidelines as a safety standard for the effect of radio waves on the human body, with the Radio-Radiation Protection Guidelines providing equivalent information in Japan. The guidelines are reviewed and amended as necessary to reflect the latest findings.

The guidelines were amended in September 2018 to ensure the safe use of radio waves for 5G, and the relevant laws and regulations were also amended accordingly. DOCOMO is fully committed to complying with the relevant laws and regulations and has ensured that the level of radio waves emitted by its base stations and mobile phones meets the requirements indicated in the guidelines.

Furthermore, it discloses the Specific Absorption Rate (SAR), the rate at which energy emitted by radio waves is absorbed by the human body, and incident power density for each mobile phone on its corporate website in its ongoing effort to ensure the safety of mobile phone use for customers.

Compliance Information on Radio Radiation Protection from Mobile Handsets

» Collaborative Research on Radio Wave Safety

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

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

Radio Wave Safety (in Japanese only)

» Effect on Medical Electronic Devices and Ongoing Measures

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

» Explanation of Radio Wave Safety in 5G

We recognize the importance of again explaining the safety of radio waves to our stakeholders following the launch of

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

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

Information Security and Privacy Protection

Ensuring Information Security

» Information Security Policy Management

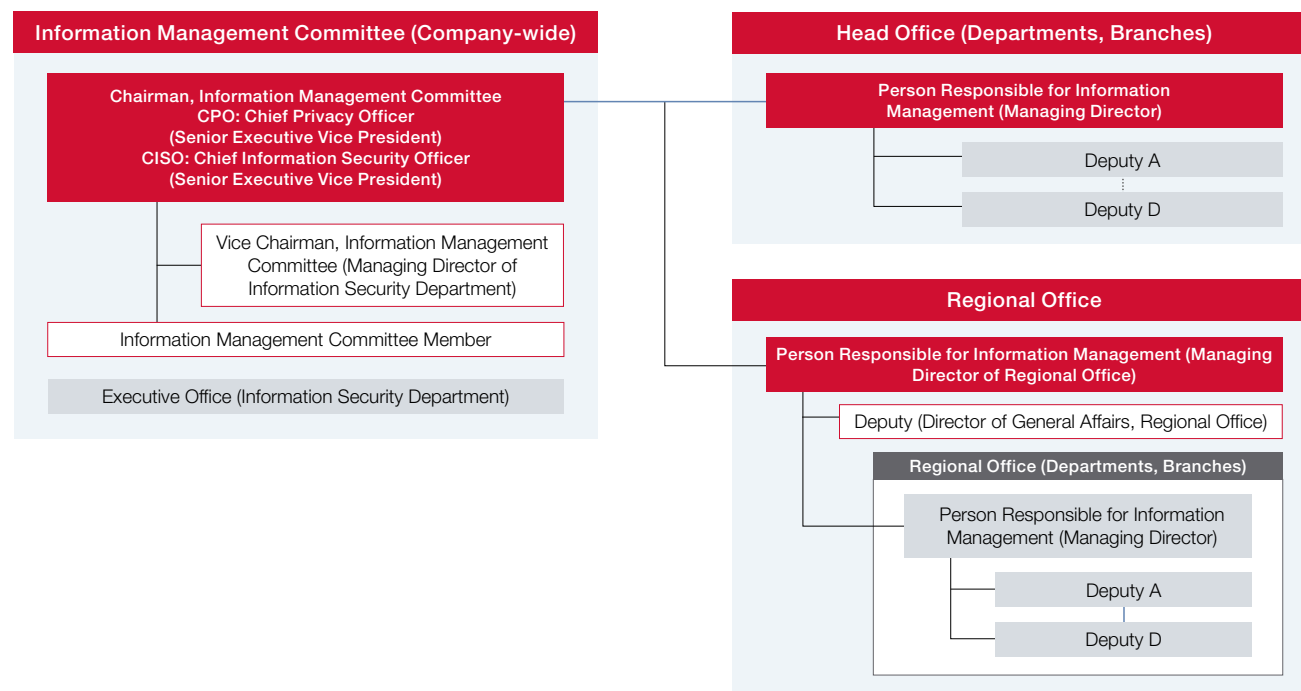
DOCOMO recognizes that proper management of information is a vital management concern. To offer secure services to customers, we have declared our Information Security Policy as a guideline for the DOCOMO Group's initiatives on information security, and we are committed to thorough compliance with this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

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

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

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

[Information Management System]



(As of March 31, 2022)

» **Specific Security Measures**
Vulnerability Analysis

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

Information Security Training and Fostering Awareness

We provide ongoing education and training to enhance information security literacy among all employees to appropriately manage information assets. These efforts include an e-learning course for raising awareness of information security and cyber security. Education and training are provided in accordance with the learning program framework under the DOCOMO Information Security Training Guidelines. Top management, other managers, and employees are all required to participate in the program. In fiscal 2021, 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.

We also have an Information Security Awareness Month every year to raise employee awareness through various initiatives.

Security Measures by Category

(1) Organizational Security

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

6. Implementation of measures to deal with accidents and violations

(2) Human Security

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

(3) Physical Security

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

(4) Technical Security

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

Information Security Policy

» **Major Initiatives for Fiscal 2021**

Information including personal data is rigorously managed in accordance with the Information Management Rules, detailed regulations, manuals established in line with the Act on the Protection of Personal Information, and other guidelines as stipulated by the relevant authorities. Such rules, regulations, and manuals also apply to DOCOMO's outside contractors and partner companies.

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

As for cyber-attack countermeasures, we set up an organization dedicated to implementing the necessary security measures to monitor attacks, make internal and external contacts, and carry out other actions at the time that an incident occurs. In fiscal 2021, we conducted drills before the opening of the Tokyo 2020 Olympic Games so that we would be prepared for possible cyber-attacks, reinforced our internal and external systems for preventing these attacks, and established a liaison system to strengthen cooperation with internal and external security-related organizations.

During Information Security Awareness Month in fiscal 2021, the senior executive vice president, who also serves as the chief information security officer (CISO), and the managing director of the Information Security Department, sent "heads-up messages" to employees, and we also held a seminar for executives on the latest trends in cyber security. In addition, we held e-learning courses on information security three times a year by job title and employee classification, covering such topics as the safekeeping of customer information. We also conducted annual drills simulating targeted e-mail attacks, during which we sent multiple simulation e-mails and took steps to maintain vigilance.

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

We have disclosed our Private Policy, which clearly states our commitment to ensuring security and reliability for customers. In December 2019, we reformulated the policy based on the principles of action (P. 73) set forth in the Personal Data Charter (P. 73), revising its structure and wording to make it simpler and easier to understand, without changing the scope of personal data processing. In March 2022, we also revised the policy in response to the revised Act on the Protection of Personal Information. The policy applies to all Group companies to protect the personal information of our customers.

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

We formulated the GDPR Compliance Manual in compliance with the EU General Data Protection Regulation (GDPR), which came into effect in May 2018 as a new framework for personal information in the E.U., setting out rules pertaining

to personal data. In April 2019, we also formulated the Information Management Regulations (Handling of EU Personal Data) as an internal regulation that stipulates the handling of personal information in the E.U.

In fiscal 2021, there were no incidents warranting administrative guidance or legal violations related to information leakage or complaints within the DOCOMO Group. DOCOMO reports on the occurrence of such incidents through its corporate website. The number of such incidents is shown in the table below.

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

	2018	2019	2020	2021
Number of cases	0	0	0	0

[NTT DOCOMO Privacy Policy](#)

» Personal Information Management and Employee Education

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

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

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

» Use of Personal Data

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

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

In August 2019, we published the Personal Data Charter as a company policy on the use of data to ensure the continued provision of new value to customers and society by leveraging data while maintaining the optimal privacy protection for customers. We set out the six principles of action in the charter and use data in accordance with these principles. We also released Understand by Knowing! DOCOMO's Use of Personal Data, which clearly and simply explains how personal data is used through illustrations. Moreover, we provide the Personal Data Dashboard on our website, allowing customers to confirm the main items of their consent to the handling of personal data and to set and change their own settings to a certain extent.

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

[NTT DOCOMO Personal Data Charter](#)



» NTT DOCOMO Personal Data Charter

» Six Principles of Action of the 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.

Principle of Action

Value Communication with Customers and Ensure Transparency

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

Consider Customer Benefits and Serving Society

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

Respect Each Customer's Desire

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

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

- In our effort to deliver new value to customers and

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

Implement Appropriate Security Measures to Protect the Personal Data of Customers

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

Maintain and Operate a System to Promote Customer Privacy Protection

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

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



Information Security Support for Partner Companies

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

» Security Management at docomo Shops and Subcontractors

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

» Security Management at Partners

DOCOMO manages the efforts of partner companies by requesting that they comply with the Act on the Protection of Personal Information and follow guidelines issued by ministries

and agencies as well as public organizations. Other measures taken to protect personal information include obtaining customer consent prior to sharing their personal information with partner companies.

Diversity and Job Satisfaction

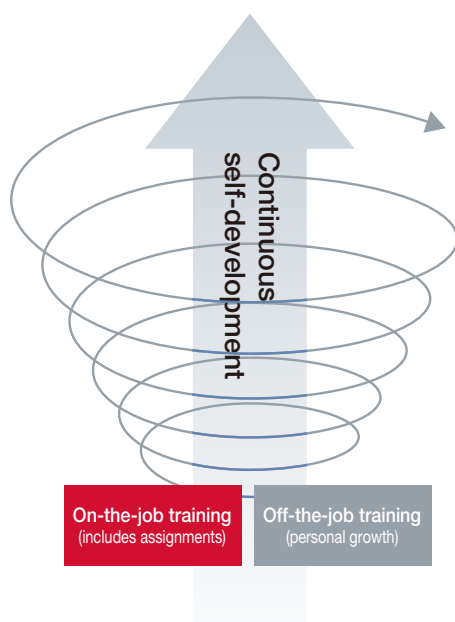
DOCOMO respects diversity in its myriad forms—gender, age, nationality, and values. We strive to create a corporate culture in which all employees feel comfortable and secure in their jobs and demonstrate their aptitude regardless of their diverse attributes.



Human Resources Strategy

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

[Changing the World with You through Individual Growth]



Employment and Compensation

Basic Philosophy

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

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

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

Respect for Employees (in Japanese only)

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

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

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

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

Appropriate Performance Assessments

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

Multidimensional Performance Appraisals Give Managers Insight

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

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

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

» **Strategic Recruiting and Development of Human Resources**

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

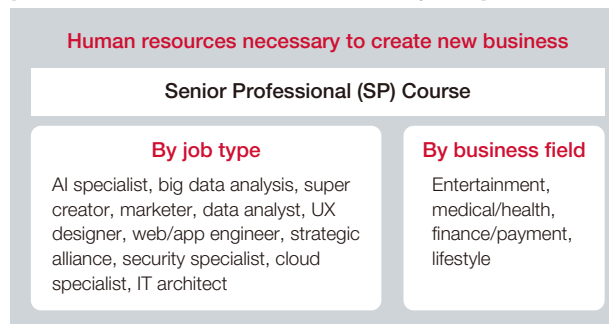
In addition, to develop human resources with high levels of expertise, we established the Junior Professional System in fiscal 2018 to certify human resources who demonstrate expertise in a specific field or type of job, from among the current rank-and-file employees. Employees certified as Junior Professionals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

▶ **Hiring and Certifying Specialists**

Senior Professional
5 (as of April 2022)

Junior Professional
136 (as of April 2022)

[Establishment of the Senior Professional System]



» **Employee Satisfaction**

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

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

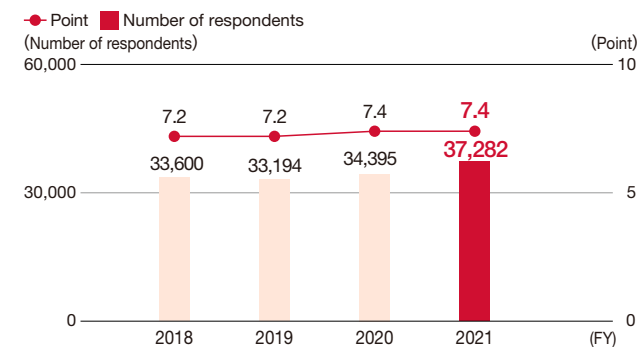
We consider a decline in the results for job satisfaction and comfortable working environment as a risk and strive to make improvements by visualizing each employee's relative satisfaction and dissatisfaction through the survey and performing attribution analysis on an organizational basis, such as at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

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

[Overview of Employee Attitude Survey (FY2021)]

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

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



Human Resource Development

Basic Philosophy

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

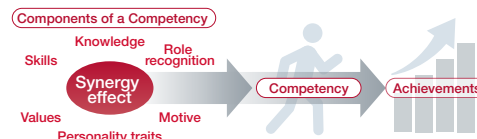
The DOCOMO Group depends on diverse human resources to strengthen its customer base and realize a transformation that delivers new value for customers. As our business domain expands, the required competencies will differ depending on the work and role. We will therefore develop each employee with an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

(1) Introducing Talent Management

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

(2) Establishing a Competency-Centered Development System

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



(3) Effectively Developing Specialized Skills

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

(4) Enhancing Manager Ability to Develop Employees

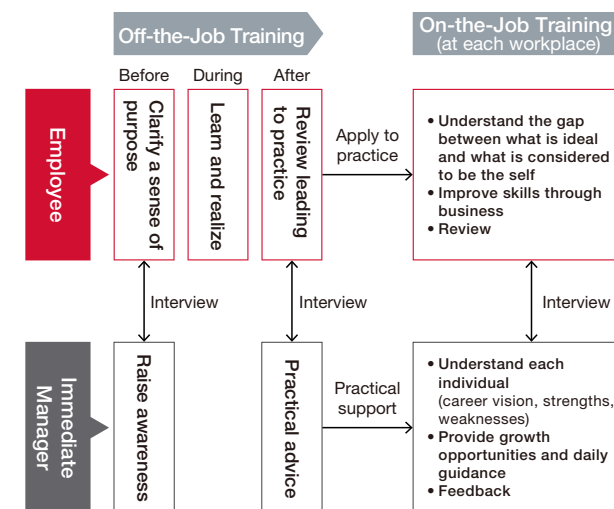
Being conscious of competency development during actual operations is essential for employees to grow. Therefore, a manager's support and feedback to a subordinate is the key to development. We will help develop our employees' competencies in each workplace.

» Human Resource Development Management

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

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

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



Programs in Support of the Development of Various Abilities

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

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

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

» System for Supporting Self-Development

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

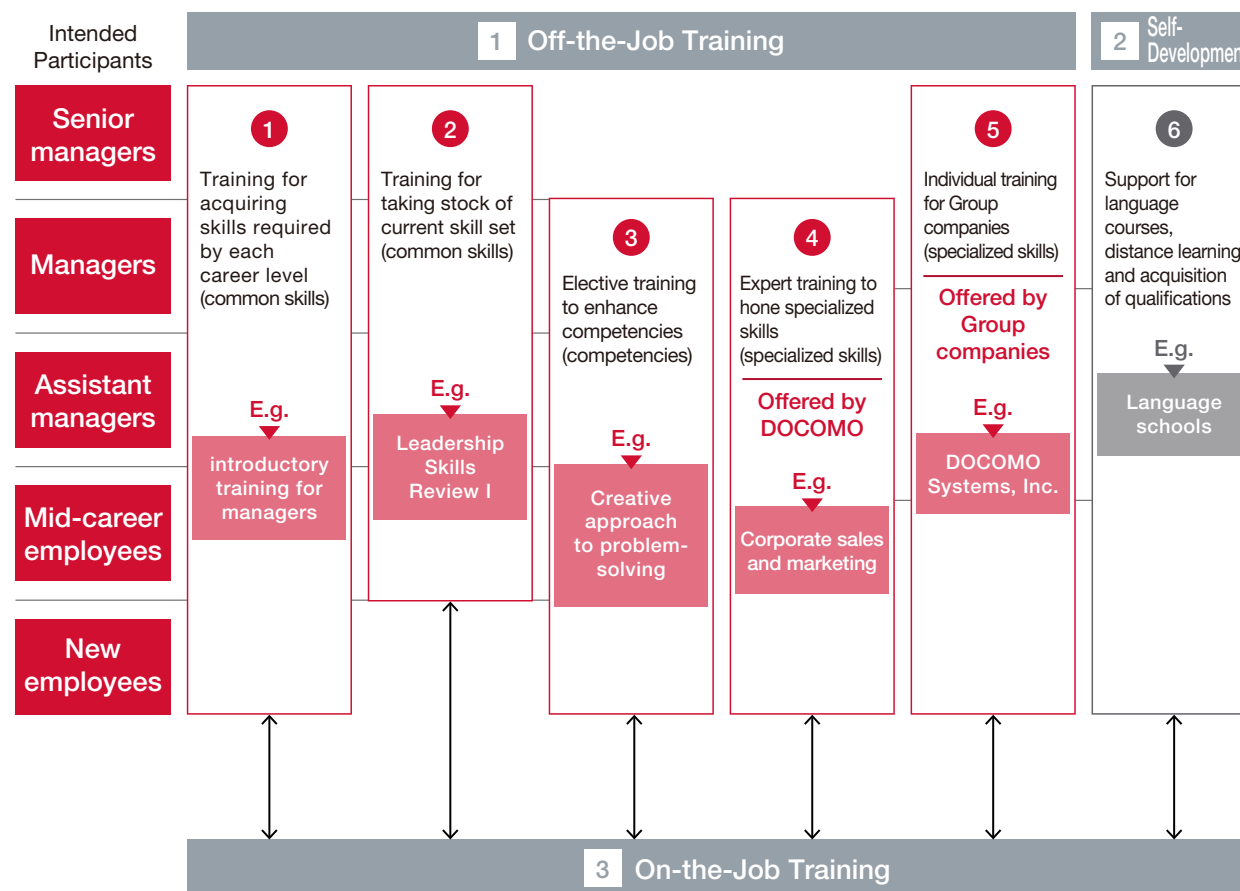
In fiscal 2021, 2,186 employees who had used the support program acquired private and public qualifications.

► Support Program Examples

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

» Business Skill Development Programs

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





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

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

[Status of Training Programs]

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

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

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

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

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

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

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

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

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

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

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

» Employee Development Program for Generating Innovation

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

Main Structure of the Program

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

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

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

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

Main Structure of the Program

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

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



» Development of Global Human Resources

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

[Overseas Study]

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

[Global OJT]

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

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

[Number of Employees Dispatched Overseas in FY2021]

Overseas study	2
Global OJT	1*

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

[Language Education]

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

DOCOMO Workstyle Reform

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

Basic Philosophy

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

Efforts for DOCOMO Workstyle Reform

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



[Specific Initiatives for Workstyle Reform (Priority Issues)]

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

Promoting Diversity Management

Basic Philosophy

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

Promoting Diversity Management

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

Diversity Management System

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

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

Nurturing Diversity Awareness

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

» Initiatives for LGBT and Sexual Minorities

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

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

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

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

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



DOCOMO Receives Gold Rating in the PRIDE Index

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

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



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

DIVERSITY CAREER FORUM 2021

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



» Focus on Expanding Employment Opportunities for People with Disabilities

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

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

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

2.63 %*

Note: Includes employees at special purpose subsidiaries DOCOMO CS, Inc., DOCOMO CS Hokkaido, Inc., DOCOMO CS Tohoku, Inc., DOCOMO CS Tokai, Inc., DOCOMO CS Hokuriku, Inc., DOCOMO CS Kansai, Inc., DOCOMO CS Chugoku, Inc., DOCOMO CS Shikoku, Inc., DOCOMO CS Kyushu, Inc., DOCOMO PlusHearty, Inc., DOCOMO Support, Inc., DOCOMO Systems, Inc., DOCOMO Technology, Inc., MAGASEEK, Business Expert, Inc., eEngineering, Inc., and DearOne, Inc., as well as employees on loan.

Promoting Women's Careers

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

[Female Employees in Managerial Positions]

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

[Number of New Managerial Appointments per Year by Gender]

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

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

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

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

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

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

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

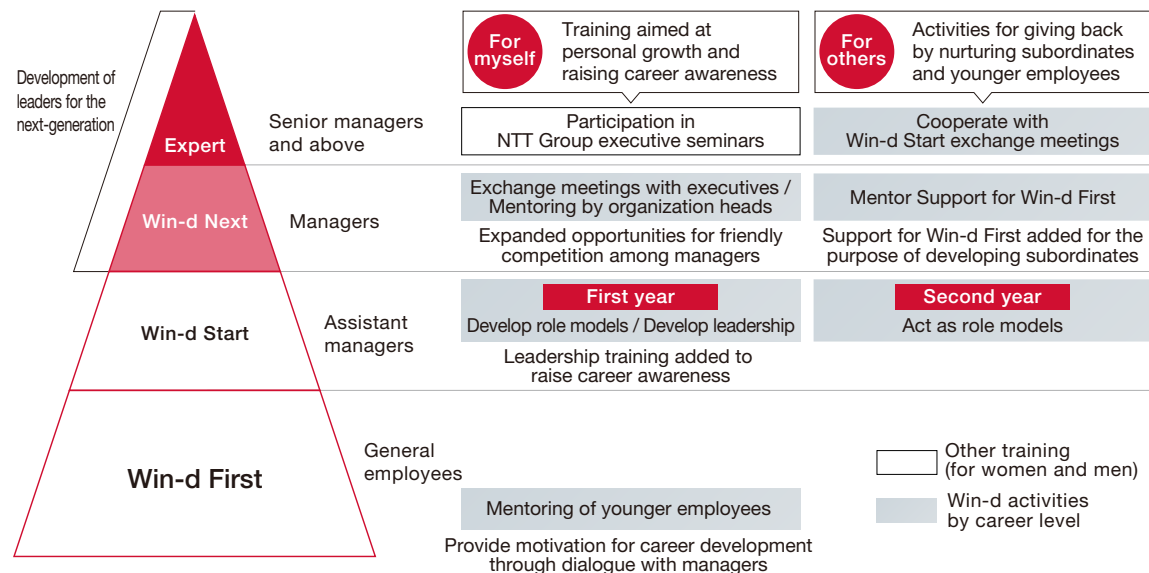
Note: Women's innovation network at DOCOMO (programs for promoting the careers of female managers)

» Obtained Eruboshi Certification

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



[Win-d Activities by Career Level]



Workstyle Choices

Basic Philosophy

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

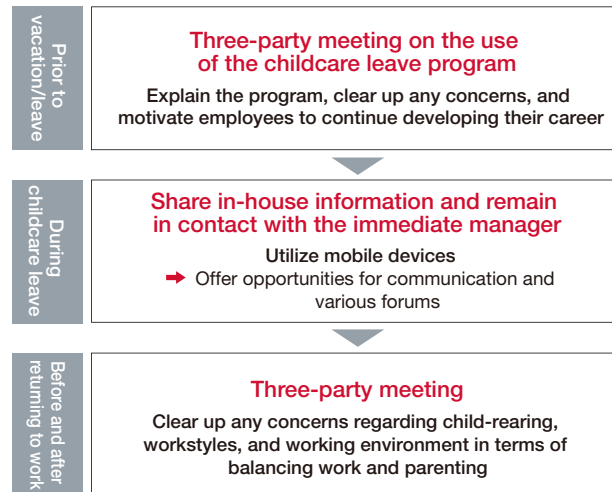
Promoting the Work-Life Balance

» Balancing Work with Childcare

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

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

[Docomo Smile Relay]



Encouraging Male Participation in Childcare

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

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

» Enhancing the Benefit Programs and Supporting Employee Life Plans

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

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

Since April 2018, we have been in a partnership with

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

[DOCOMO's Benefit System]

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

» Obtained Platinum Kurumin Certification

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



**» External Recognition**

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

**» Balancing Work with Nursing Care**

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

» Systems that Support Diverse Workstyles

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

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

» Trial Implementation of a Career Development Support Program

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

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



Human Resources Strategy

Employment and Compensation

Human Resource Development

DOCOMO Workstyle Reform

Promoting Diversity Management

Workstyle Choices

Health and Productivity Management

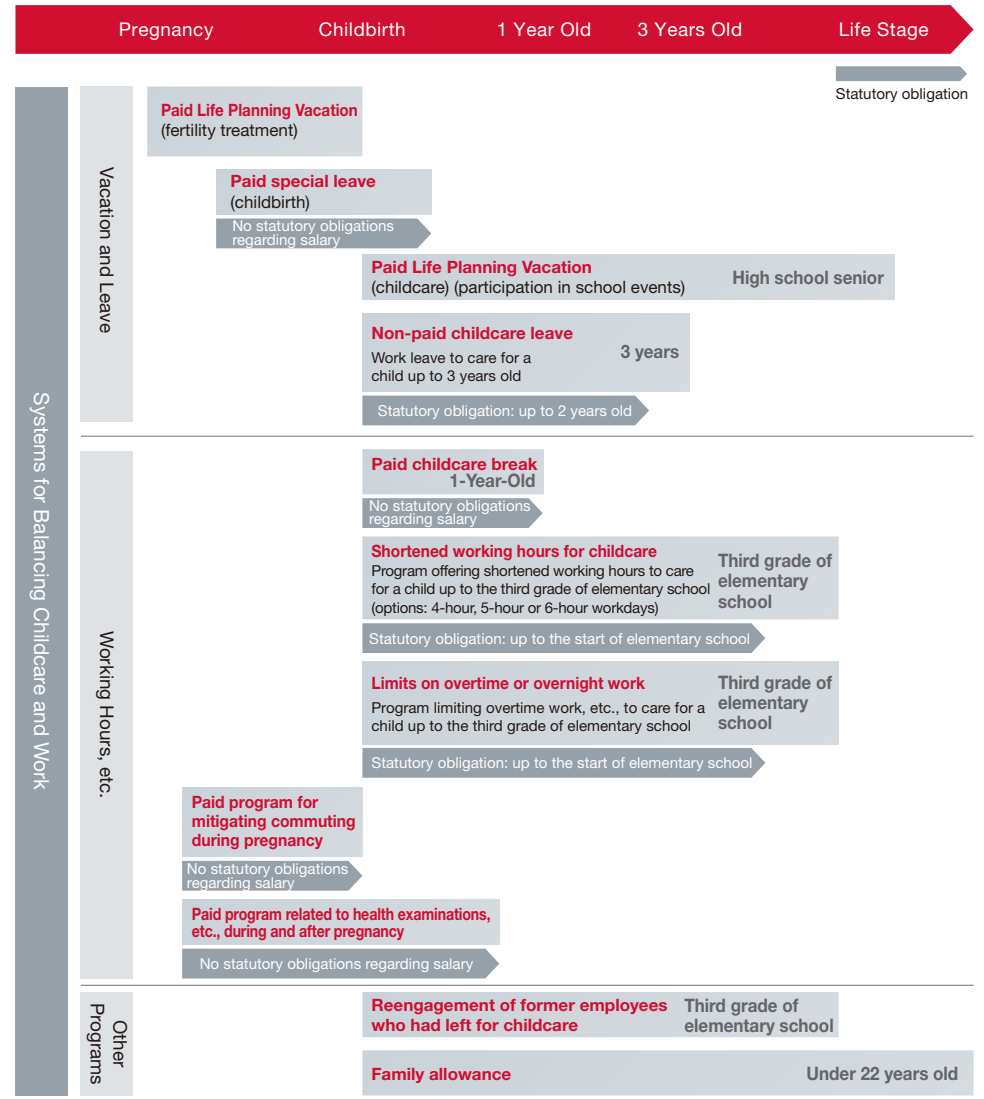
Health and Safety in Workplace

Labor Relations

Human Resources Data

[Representative Programs]

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



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

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

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

[Employees Utilizing Versatile Systems (DOCOMO)]

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

(As of March 31, 2022)

» **Transition from Fixed-Term to Permanent Employment**

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

» **Rehiring Program for Former Employees**

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

» **Reemployment Program for Post-Retirement Age Workers**

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

» **Pension Plan**

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

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

Health and Productivity Management

Basic Philosophy

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

Health and Productivity Management Promotion System

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

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

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

[Action Plan for the Health and Productivity Management Group]

	FY2021 Initiatives	FY2022 Action Plan
Physical Healthcare	Conduct remote specified healthcare guidance using ICT at the full scale nationwide	Continue to conduct remote specified healthcare guidance using ICT
	<ul style="list-style-type: none"> •Provide specified healthcare guidance •Strict management of employee medical examinations 	<ul style="list-style-type: none"> •Provide specified healthcare guidance •Strict management of employee medical examinations
	Hold a quit smoking seminar	Designate a no smoking day
	Designate a no smoking day	
	Hold the Lifestyle Improvement Seminar	Hold the Lifestyle Improvement Seminar
	Hold the Women's Health Seminar	Hold the Women's Health Seminar
Mental Healthcare		Implement measures to improve sleep
	Conduct a stress check for all employees	Conduct a stress check for all employees
	<ul style="list-style-type: none"> •Mental health self-care e-learning training for all employees •Mental health line care e-learning training for all managers 	<ul style="list-style-type: none"> •Mental health self-care e-learning training for all employees •Mental health line care e-learning training for all managers
	Distribute EAP referral cards for transferred personnel	Distribute EAP referral cards for transferred personnel
	Mental health seminars for new general managers	Mental health seminars for new general managers
Conduct a pulse survey	Conduct a pulse survey	
Other Initiatives	Receive Recognition for Excellence in Health and Productivity Management 2022	Receive Recognition for Excellence in Health and Productivity Management 2023
	Create and publish a Health White Paper on our website	Create and publish a Health White Paper on our website
	<ul style="list-style-type: none"> •Incorporate genomic screening (genetic testing, health recommendation) into a core medical checkup •Implement workplace COVID-19 vaccinations •Conduct PCR testing for staff at docomo Shops, call centers, etc. 	<ul style="list-style-type: none"> •Continue to conduct genomic screening •Implement workplace COVID-19 vaccination •Conduct PCR testing for staff at docomo Shops, call centers, etc.

Mental Healthcare

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

[Four Cares provided by DOCOMO]

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

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

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

» **Mental Health Seminars**

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

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

» Mental Healthcare

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

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

Initiatives for Health, Safety, and Well-Being

» Improving Employee Health

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

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

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

» Health Promotion Measures in the New Normal

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

[Examples of our exercise events]



» 2022 Health and Productivity Management Outstanding Organization

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



Health and Safety in the Workplace

Basic Philosophy

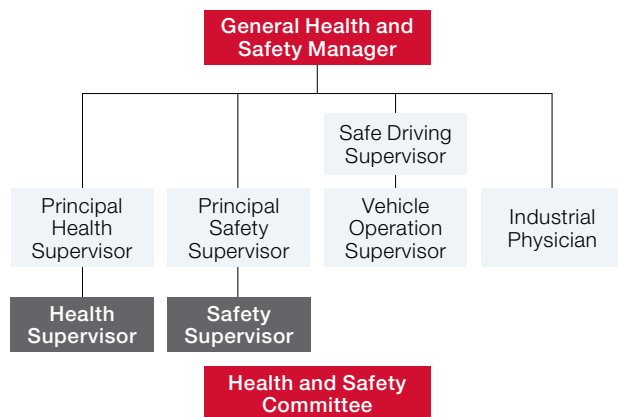
DOCOMO seeks to ensure the safety of employees and others and to facilitate implementation of its operations in accordance with its Safety Management Rules. These rules stipulate that we establish a working environment where industrial accidents are prevented, provide instructions so that employees can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

» Health and Safety Management

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

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

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



Initiatives for a Healthy and Safe Workplace

» Promoting Health and Safety in the Workplace

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

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

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

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

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

Overview of the Health and Safety Committees

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

Overview of the DOCOMO Safety Council and DOCOMO Safety Committee

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

» Normalizing Working Hours

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

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

» Consideration for Employee Health Risk upon Starting New Businesses

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

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

» Safety Management in Maintenance Work for Base Stations

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

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



Safety Management within the Group

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

Safety Management of External Telecom Construction Firms

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

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

	FY2018	FY2019	FY2020	FY2021
Serious industrial accidents	3	4	0	7

Labor Relations

Labor Relations in DOCOMO and Its Shared Services Companies

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

Types of Committees and Topics Discussed

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



Human Resources Data

[Employee Data (DOCOMO)]

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

*1 As of the end of each fiscal year

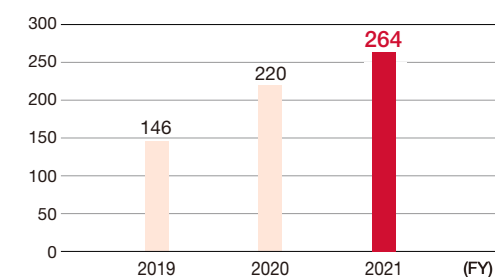
*2 Ratio of average salary to regional minimum wage (October 2021) is 4.53:1. The regional minimum wage (October 2021) is calculated as follows: 1,041 yen/hour (minimum wage for Tokyo) × 7.5 hours × 21 days × 12 months = 1,967,490 yen. Since DOCOMO bases its compensation on employee qualifications and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

[Starting Salaries (DOCOMO)]

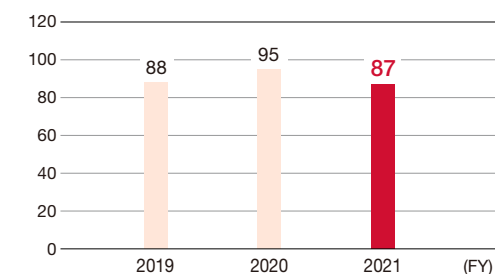
	Monthly Salary (Yen)	Difference from Minimum Wage*2
Junior University Graduate	195,780	119.4%
Technical College Graduate	198,330	121.0%
University Graduate	222,270	135.6%
Graduate with an M.A.	244,330	149.0%
Graduate with a Ph.D.	294,000	179.3%

(as of April 1, 2022)

[Number of Mid-Career Hires (DOCOMO)]



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



Fair Business Practices

DOCOMO seeks to enhance corporate value by ensuring quick, transparent, and sound management based on effective corporate governance.

Human Rights	95
Compliance	98
Supply Chain	102
Corporate Governance	106
Risk Management	109
Response to BCP	110





Human Rights

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

Basic Philosophy

Recognizing that respect for human rights is a key corporate social responsibility, the NTT DOCOMO Group regards the NTT Group Human Rights Policy as the foundation for respecting human rights and practices the ideas expressed in the NTT DOCOMO Group's Basic Policies on Human Rights.

» NTT Group Human Rights Policy

As a corporate group expanding 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. In November 2021, we incorporated the charter as part of the new NTT Group Global Sustainability Charter and established the NTT Group Human Rights Policy to achieve a sustainable society that provides greater security, safety, and prosperity. The NTT Group Human Rights Policy reflects the Universal Declaration of Human Rights and other international conventions and treaties and applies them to all NTT Group employees and officers. We also expect all of our suppliers and business partners to support this policy and to respect human rights.

NTT Group Human Rights Policy (Outline)

(1) Addressing to International Norms

The NTT Group discloses its global human rights policies both internally and externally, in addition to meeting the requirements* of international laws and evaluation organizations.

*International conventions and treaties adopted from a global perspective including Universal Declaration of Human Rights

(2) Addressing Critically Important Human Rights Issues

The NTT Group will identify critically important human rights issues and take action on these priority themes through the following:

1. Promotion of "Diversity & Inclusion"
(Prohibition of discrimination, respect for freedom and rights, fairness in the workplace, economic disparities, and poverty)
2. Promotion of "Technology based on high ethical standards"
(technology, data bias, privacy, personal data protection, and security)
3. Promotion of "Healthy Work in Daily Life (Health Management)"
(diverse work styles, prohibition of forced labor and child labor, workplace safety, freedom of association and the right to organize, living wage, enhanced benefits)
4. Promotion of "appropriate expressions, speech, and other presentations" with consideration for human rights
(Freedom of expression and respect for human rights in advertising and other presentations)

(3) Scope of Application

This policy applies to all employees and officers of the NTT Group. We also ask our suppliers and business partners to support this policy and strive to respect human rights.

(4) Due Diligence

Based on the UN Guiding Principles of Business and Human Rights, we will use the human rights due diligence process to identify, prevent, mitigate, and correct human rights issues globally. And we will strive to improve human rights awareness and human rights management throughout the NTT Group.

In addition, due diligence will be conducted among the stakeholders in the entire business value chain, and a direct dialogue will be the basis of our efforts, especially with major suppliers. The status will be disclosed on our website, in our Sustainability Report, and in our Human Rights Report to evaluate and improve the process continuously.

(5) Accusation and Remedy

The NTT Group has established internal and external contact points for whistle-blowing at each Group company to prevent human rights violations. We promise to protect whistle-blowers from unfair personnel actions (e.g., dismissal, demotion) or other disadvantages resulting from their reporting. In addition, consultations and reports received at the contact points will be reported to the Board of Directors appropriately to ensure transparency. We will take sincere measures to resolve problems.

 [NTT Group Human Rights Policy](#)

» **NTT DOCOMO Group's Basic Policies on Human Rights**
The NTT DOCOMO Group has established its Basic Policies on Human Rights (revised in 2016) to provide a more concrete policy for its initiatives and raise awareness of human rights.

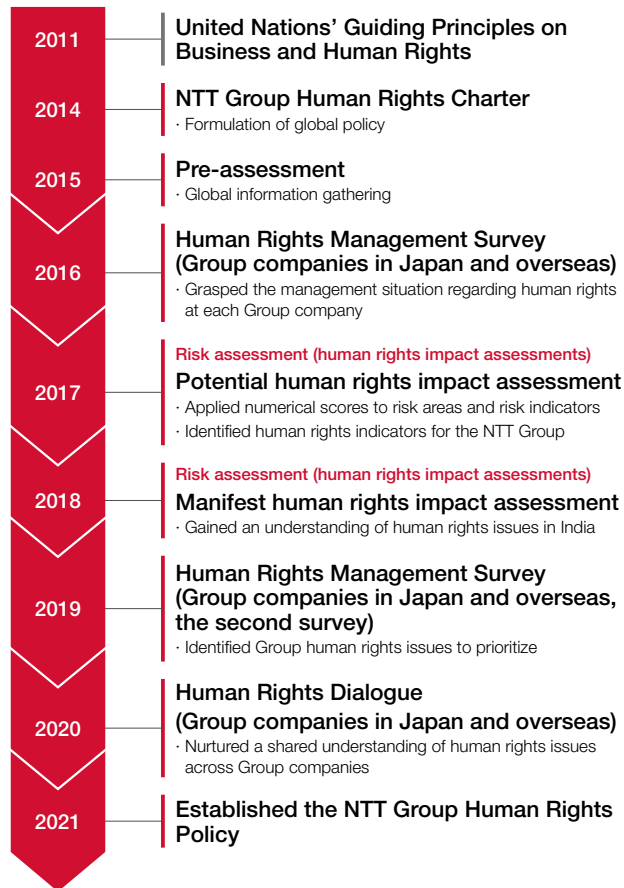
NTT DOCOMO Group's Basic Policies on Human Rights

Recognizing the importance of human rights, all NTT DOCOMO Group officers and employees are committed to taking the lead in creating a corporate culture that respects the human rights of all stakeholders while adhering to the NTT DOCOMO Group Code of Ethics, NTT Group Human Rights Charter and our CSR Policy with the aim of building a safer, more secure and richer society.

1. We will, through our business activities, strive for a solution on the Dowa issue and other human rights issues.
2. We will respect diversity and strive to create a healthy working environment that is free of harassment issues by deepening communication and fostering a sense of mutual gratitude.
3. We will, from the standpoint of respect to human rights, review our operations as needed and adapt and improve our business activities.
4. We will cooperate with other NTT DOCOMO Group companies in constructing a proper structure to initiate and execute human rights practices, including the establishment of the Human Rights Committee.

Human Rights Due Diligence

The NTT Group established and has been implementing in stages its human rights due diligence process. In fiscal 2021, we established the NTT Group Human Rights Policy to further promote our human rights initiatives.



NTT Group Human Rights Policy

[Risk Assessments through Specialized External Institutions]

Fiscal Year	Main Initiatives
2017	Conducted a potential human rights impact assessment and identified key human rights issues
2018	Conducted a manifest human rights impact assessment in the Asia region as a test case
2019	Conducted a management survey to reconfirm that the priority issues were closely aligned with impact assessment results
2020	<ul style="list-style-type: none"> · Reviewed the priority issues 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.

We annually assess our tier-one suppliers in regard to their sustainability risks, including human rights based on the Self-Assessment Questionnaire (SAQ). The SAQ enables us to monitor violations of workers' freedom of association and right to collective bargaining as well as child labor and forced labor. If an area of high risk is identified by the SAQ, DOCOMO dispatches staff to the supplier to confirm the situation on-site and responds with actions that include working together with the supplier on corrective measures. As a result of assessment by the SAQ, no high risk related to human rights was found among any of our suppliers in fiscal 2021.

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 confirm that corrective measures for such risks are being properly implemented.

Management System

We established the Human Rights Committee to manage our human rights initiatives. Chaired by the senior executive vice president, it consists of executive vice presidents, branch general managers, the general manager of the General Affairs and Human Resources Management Department, general manager of the Legal Department, general manager of the Brand Communication 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 Company-wide organization that promotes human rights awareness and handles the formulation and management of human rights education as well as training measures and plans. Compliance promotion managers and risk compliance leaders, who are in charge of human rights management in the workplace, are also designated at the unit level for activities rooted in their respective workplaces.

Freedom of Expression and Protection of Privacy

DOCOMO gives due consideration to protecting the freedom of expression and privacy rights of people communicating via the Internet, social media, and digital communication devices, which are ICT industry specific issues that have been gaining recognition by most telecommunications carriers in Europe and the U.S. With reference to the Principles of Freedom of Expression and Privacy established in 2013 by the Global Network Initiative, a global network of telecommunications

companies, we have taken the stance to fulfill our own responsibility to respect and protect the freedom of expression and privacy of our users. This includes protecting the globally recognized rights of our users, even in situations where we need to provide customer information under special circumstances, such as matters of national security requested by the government. In particular, the Children's Rights and Business Principles calls for protecting children's rights in the areas of developing and offering products and services or in marketing or advertising activities. At DOCOMO, we provide the Kid's Keitai (mobile phone) and filtering service ([P.52](#)) as well as the "Smartphones and Mobile Phones Safety Class" ([P.59](#)) 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.56](#)).

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.72](#)).

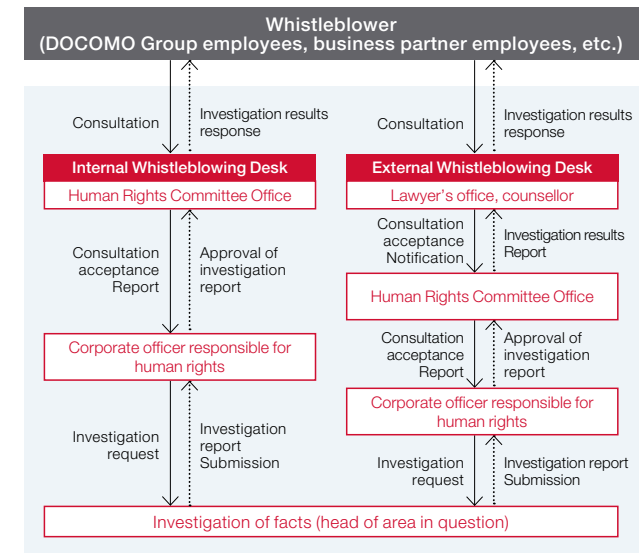
Principles on Freedom of Expression and Privacy

Whistleblowing Desk for Human Rights and Harassment

DOCOMO has established internal and external points of contact as Company channels for all employees, including temporary employees and employees of suppliers to consult with on problems or concerns related to human rights or harassment. These whistleblowing desks protect the privacy of the employees who consult with them and provide protection for whistleblowers while taking appropriate steps to resolve problems and concerns. In particular, the external point is staffed by counselors affiliated with an external, specialized organization to provide a safe environment in which employees

can have complete peace of mind and to ensure that they will not receive any disadvantageous treatment as a result of engaging in consultation or whistleblowing. In fiscal 2021, there were five reports related to human rights, and none involved serious violations of these rights.

[Whistleblowing Desk System for Human Rights and Harassment]



Human Rights Violations

Human rights violations are rigorously dealt with and subject to disciplinary action. From the standpoint of preventing recurrence, we alert employees of the DOCOMO Group on a quarterly basis of any human rights violations. In the event of any violation, we will help the victim by taking measures that include separation from the violator and prohibition of retaliation.

Initiatives on Human Rights Practice

» Human Rights Message from Top Management

In conjunction with Human Rights Day (December 10) and Human Rights Week (December 4–10), which commemorate the UN's adoption of the Universal Declaration of Human Rights, the senior executive vice president and chair of the Human Rights Committee sends a message of respect for human rights to all employees every year.

The message is intended to raise awareness of the subject by promoting understanding of the spirit and purpose of the United Nations' Universal Declaration of Human Rights and to ensure that all employees are familiar with human rights issues.

» Human Rights Awareness Training

To further raise human rights awareness, we annually conduct training at each organization for all employees, including temporary workers, using web-based resources, video materials, and discussions. We also hold training suited to each career level (including executives) and training for risk compliance leaders.

Starting with the basic question of why companies are addressing human rights issues, the courses provide instruction on 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 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 2021, 19,326 entries for the slogans and 100 entries for the posters were received. In addition, we use an internal Company website to regularly publish an email magazine on human rights as a tool for raising employee awareness.

» Participation in the Industrial Federation for Human Rights, Tokyo

DOCOMO participates in the Industrial Federation for Human Rights, Tokyo, a voluntary organization comprising Tokyo-based corporations. We attend training sessions, such as human rights awareness training for top management, presentations for group study, and seminars 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, where we actively participate and exchange 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 we also participate in training provided by other groups.

Compliance

Basic Philosophy

The foundation of our compliance management is to promote strict observance of the NTT DOCOMO Group Code of Ethics and respect for human rights among all employees while continuing to meet the steadily increasing public demands and expectations based on high ethical standards.

We have established the Compliance Management System, centered on the Compliance Committee, and are implementing a range of compliance-related initiatives. For example, we have created a system to support employees seeking consultation or filing reports on the illegal or fraudulent incidents they have observed, 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 involving every employee, with the results reflected in our measures to ensure compliance. Through these efforts, we are working to further advance ethical views.

We delivered messages through our intranet and the president's speech on thorough enforcement to strengthen compliance as well as reinforcing proactive governance measures to enhance corporate value. When an apparent conflict arises between ethics and the pursuit of profit, we place top priority on corporate ethics. We believe that these initiatives strike a balance between improving customer service and enhancing corporate sustainability.

NTT DOCOMO Group Code of Ethics

The DOCOMO Group seeks to develop a shared awareness and thorough understanding of the basics of compliance as the foundation of management. To that end, we are developing our ethical standards through ten defining 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 the Code of Ethics has also been published for sharing across the Group internationally.

[NTT DOCOMO Group Code of Ethics](#)

Compliance Management Regulations

The Compliance Management Regulations define the standard issues for promoting activities for ensuring legal compliance and corporate ethics, which DOCOMO pursues from the standpoint of corporate social responsibility. The regulations apply to all individuals DOCOMO employs, including officers and outside directors, full-time employees, and temporary staff.

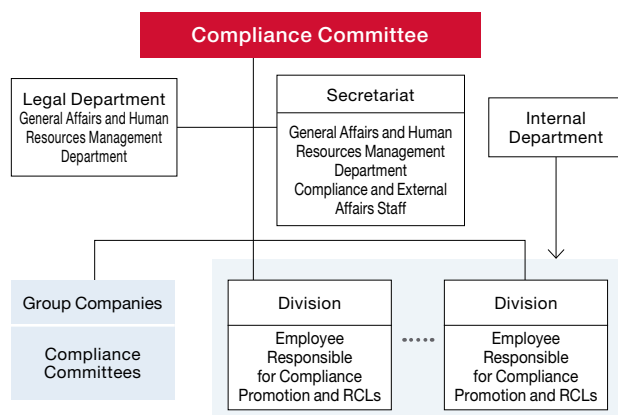
Compliance Management System

DOCOMO established compliance committees at its head office and each branch and Group company to ensure that employees know and understand the NTT DOCOMO Group Code of Ethics. Each committee determines policies related to legal and ethical compliance and identifies issues and areas in need of improvement in terms of compliance management. They also monitor the progress of activities that promote compliance.

The committee at DOCOMO's head office is chaired by the president and CEO and comprises the senior executive vice president, executive vice president, executive general manager of regional offices, general manager of each division, directors who are Audit & Supervisory Committee members, and others appointed by the chairperson as needed.

The committee deliberates on matters such as the details of initiatives for the current fiscal year while reflecting on 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. Then, the significant matters are reported to the Board of Directors.

[Compliance Management System]



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, deepen understanding of respect for human rights, and create measures for improving any aspects deemed inadequate.

Monitor the status of compliance within the assigned organization and report the results to the director responsible for corporate ethics (or the president of a regional office).

Risk Compliance Leaders (RCLs)

Appointed by employees responsible for compliance promotion and taking 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 business partners and suppliers as well as DOCOMO Group employees and docomo Shop staff, for the prevention and early detection of compliance issues or risks related to human rights. Whistleblowing desks for compliance and human rights have been set up, including a channel at an external legal firm, to safeguard the anonymity of those seeking consultation. We maintain an environment that encourages employees to file reports by accepting them by email, letter, or fax in addition to stipulating rules to protect the privacy (anonymity) of individuals seeking consultation and ensure that they are not treated unfairly for coming forward. The email addresses of the whistleblowing desks are published on our corporate website, and we actively disseminate information through email magazines and the distribution of posters.

The topic of a 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 and used as topics in compliance training.

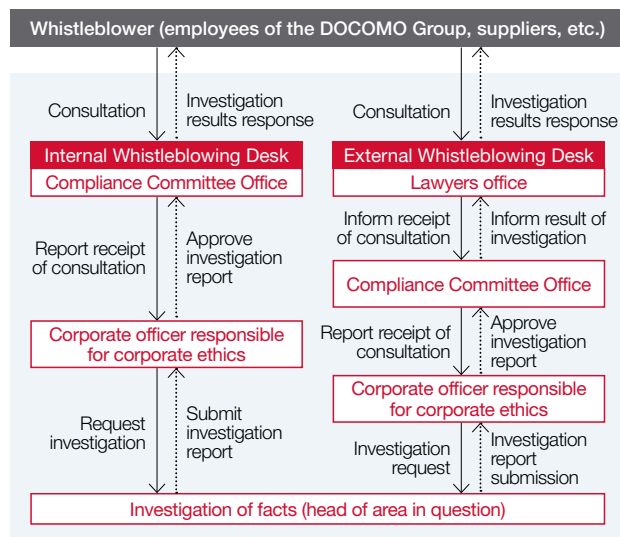
A total of 47 cases were brought to consultation and reported in fiscal 2021. The number of reports relating to time and attendance management issues has been declining, as workstyle reform has taken root.

All confirmed compliance violations are subject to disciplinary action in accordance with Company regulations.

[Number of Consultations on Compliance over the Past Four Years]

	FY2018	FY2019	FY2020	FY2021
Consultations on compliance	114	103	53	47
Compliance violations	56	47	24	17
Unauthorized use of expenses, etc.	2	3	2	2
Harassment	15	22	11	7
Other compliance violations	39	22	11	8
No violations	58	56	29	30

[Compliance Whistleblowing Desk System]



Status of Initiatives on Compliance

» **Ongoing Compliance Training**

Training is conducted every year to raise awareness of compliance among corporate officers and employees (including temporary staff).

In web-based training for all employees of branches and Group companies (21 out of all consolidated subsidiaries), employees participate in follow-up discussions to share their thoughts on compliance and human rights in an ongoing effort to raise widespread awareness of compliance. RCLs, tasked with promoting compliance activities in their respective departments, are trained to establish 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 2021, we continued to conduct anti-harassment training for newly appointed managers to learn about behaviors that could not be tolerated, lead to change, and 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.

In addition, we review the status of 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 take action to prevent the occurrence and recurrence of such incidents. We also seek to spread awareness of both compliance and human rights by sharing that information with all Group employees.

In addition, directors call twice a year for the specific attention of all Group employees, all of whom are expected to comply with laws, regulations, rules, morals, and manners in both work and their private lives. This initiative includes strictly avoiding any conduct that may lead to mistrust when interacting with external parties, by maintaining an awareness of and compliance with their own regulations as well as those of their counterparts; never engaging in any inappropriate conduct involving alcohol; adhering to COVID-19 safety protocols; and not violating the human rights of people infected with COVID-19, their family members, or those involved in treatment or countermeasures.

» **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 providing 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 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. The guidelines were revised after the Bribery Act was implemented in the U.K., and regulations were tightened in other countries as well.

In fiscal 2014, the NTT Group created the Anti-Bribery Handbook as a tool for raising employee awareness. It contains basic knowledge and examples of bribery and facilitation payments. It also covers broader themes than the Guidelines on the Prevention of Bribery of Foreign Public Officials. The DOCOMO Group 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 employees.

NTT Group Anti-Bribery Handbook



Human Rights

Compliance

Supply Chain

Corporate Governance

Risk Management

Response to BCP

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.

In fiscal 2021, no legislative measures have been taken against us on bribery or facilitation payments and no charges were indicted.

Furthermore, prior to the season for sending summer gifts (ochugen) and winter gifts (oseibo), directors warn all Group employees never to make 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 have been absolutely clear that they must be extended through legitimate channels in accordance with the NTT DOCOMO Group Code of Ethics and NTT DOCOMO Guidelines for Sustainability in Supply Chain, and in compliance with the Political Funds Control Law in Japan. In fiscal 2021, DOCOMO made political contributions totaling ten million yen in Japan.

[Number of Legislative Measures and Exposures to Bribery and Facilitation Payments (Japan and Overseas)]

	FY2018	FY2019	FY2020	FY2021
Number of legislative measures/ exposures	0	0	0	0

[Political Contributions]

(million yen)

	FY2018	FY2019	FY2020	FY2021
Political Contributions (telecommunications administration)	700	1,200	1,200	1,000

» Initiatives on Fair Competition

In addition to the Antimonopoly Act, which constitutes the common rules of competition, DOCOMO is governed by articles of the Telecommunications Business Law, intended to promote fair competition in accordance with the special nature of the telecommunications business. To encourage new entries and develop a fair and unrestricted competitive environment, the Fair Trade Commission and Ministry of Internal Affairs and Communication formulated the Guidelines for Promotion of Competition in the Telecommunications Business Field, which

reflects their declared policies on the manner in which the Antimonopoly Act and Telecommunications Business Law are respectively applied.

Since the revised Telecommunications Business Law and related ministerial ordinances came into effect in October 2019, we are now required to promote fair competition in the mobile phone market through a complete separation of communication charges from terminal prices and the correction of excessive lock-in practices.

» Regulations Governing the Telecommunications Business

To ensure compliance with these laws and regulations, 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 any responsibility for corporate marketing and marketing through sales representatives. About 26,000 participants took part in the training in fiscal 2021.

Moreover, when internally considering launching a new service, we seek to rigorously comply with laws and regulations by having the Corporate Strategy and Planning Department confirm that we are not in violation of the Telecommunications Business Law.

In August 2016, the Fair Trade Commission presented its views on issues concerning competitive policy in the mobile phone market, prompting the industry to review practices that may be problematic under the Antimonopoly Act. In June 2021, the commission eventually released a report that pointed out the following new competition policy issues: creating an environment in which consumers can easily select the rate plan that best suits their needs (advertising the lowest rates with certain conditions, and reasons why consumers are not switching from the three MNOs); issues related to mobile phone devices (network and frequency compatibility of new MNOs, spread of SIM-free devices, and wristwatch-type wearable devices); promoting competition through the entry of new MNOs; ensuring a competitive environment for MVNOs (ensuring fairness in new rate plans, opening of the

RSP function*1 and introduction of eSIM*2 ensuring fair prices for wholesale voice services, and appropriate competition between MNOs and MVNOs over 5G); and issues related to sales agents (evaluation system, pricing of mobile phone devices, handling of original products).

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.

*1 A function that allows remote activation of SIM profiles for accessing mobile networks.

*2 A SIM card embedded in a mobile device whose profile can be activated online for accessing mobile network.

» Avoiding Conflicts of Interest

Conflicts of interest are regulated 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 arise when a member of senior management seeks to engage in a business transaction that could 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 decisions 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 Training for Employees

With the recent increasing importance of intellectual property rights, we are working on improving our competitiveness both in Japan and overseas by protecting and promoting our own businesses while respecting the rights of other companies. To help employees gain a deeper understanding of the significance and purpose of intellectual property, we provide ongoing training programs on intellectual property every year. Moreover, we have developed an intellectual property handbook, which is available on the corporate intranet and is a useful tool for enhancing awareness. It covers themes relevant to actual operations and guides employees in handling intellectual property through a Q&A format.

Supply Chain

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

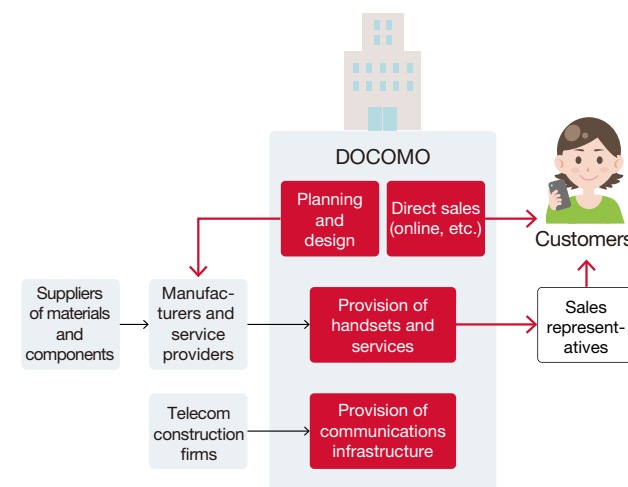
Basic Philosophy

Effectively responding to global concerns associated with human rights, ethics, the environment, disasters and pandemics, and security has become a key issue due to the increasing globalization and complexity of supply chains. Consequently, DOCOMO conducts sustainable procurement activities based on its Basic Procurement Policies.

DOCOMO's Supply Chain

Relationships with other businesses are important for our ongoing operations.

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





NTT DOCOMO's Basic Procurement Policies

NTT Group has established the NTT Group Global Sustainability Charter and promotes initiatives to realize a sustainable society by pursuing both corporate growth and solutions to social issues.

With the increasing globalization and complexity of today's supply chains, it has become a crucial for us to respond appropriately to global issues, such as human rights, ethics, the environment, disasters and pandemics, and security.

Therefore, the NTT Group will independently and proactively contribute to the realization of a sustainable society by deepening mutual understanding and trust with all suppliers across our entire supply chain. We will also continue to work together with all our suppliers to ensure that our supply chain remains safe and strong under the highest ethical standards, including protecting human rights and safeguarding the environment.

DOCOMO therefore conducts procurement based on the following Basic Procurement Policies.

NTT DOCOMO's Basic Procurement Policies

1. NTT DOCOMO will strive to provide competitive opportunities with fairness to both domestic and foreign suppliers, and to build mutual trust and understanding.
2. NTT DOCOMO will conduct economically rational procurement of competitive goods and services that meet its business needs, deciding on suppliers based on quality, price, delivery times, and stable supply in a comprehensive manner.
3. NTT DOCOMO will contribute to realizing a sustainable society by doing procurement with an emphasis on human rights, the environment, safety, and other issues to contribute to the realization of a sustainable society.

Promotion of Sustainability Procurement

Based on our procurement policies, we restructured our existing NTT DOCOMO Guidelines for CSR in Supply Chain as the NTT DOCOMO Group Guidelines for Sustainability in Supply Chain in April 2022 to define the attitude and responsibilities expected throughout our supply chain. By requesting suppliers to also adhere to these guidelines, we hope to realize a sustainable supply chain and ultimately a sustainable society.

Our guidelines set forth requirements for suppliers (code of conduct) and items that require compliance in the seven sustainability-related areas: human rights and labor, health and safety, the environment, fair trade and ethics, quality and safety, information security, and business continuity planning. These apply to all suppliers with whom we deal directly. We also require our direct suppliers to communicate the content of these guidelines to their upstream supply chain members and promote their compliance with the guidelines through contracts.

In April 2022, we established the NTT DOCOMO Green Procurement Standards, which require suppliers to commit to reducing environmental impact, particularly in the development and operation of an environmental management system, reduction of greenhouse gas emissions, promotion of resource recycling, and preservation of biodiversity.

📄 NTT DOCOMO Guidelines for Sustainability in Supply Chain

📄 NTT DOCOMO Green Procurement Standards

» 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 who are particularly important to sustainable supply chain management. We request that these suppliers submit a self-assessment questionnaire (SAQ) to confirm the status

of their compliance with the guidelines. In fiscal 2021, we received responses from 21 companies, accounting for 100% of all tier-one suppliers. The checklist contains 160 items in the seven areas related to sustainability: human rights and labor, occupational health and safety, the environment, fair trade and ethics, product quality and safety, information security, and business continuity planning.

As part of our initiatives to reduce environmental impact, we particularly request that suppliers complete the Environmental Activity Survey Sheet, the Response to the Identification of Chemical Substances Contained in Products, and the Substances Subject to RoHS, Non-use Certificate.

Starting in April 2022, following the establishment of the NTT DOCOMO Group Guidelines for Sustainability in Supply Chain, we plan to conduct audits of our suppliers and require them to disclose necessary information to verify their compliance with the requirements of these guidelines. Any supplier found to be in breach of the guidelines will be asked to make improvements and, depending on the status of their efforts, will be subject to further action, including a review of the business relationship.

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 key performance indicators to manage progress. In addition, we periodically provide training for our procurement staff as a means of ensuring that these initiatives are implemented.

» Supply Chain Risk Assessment

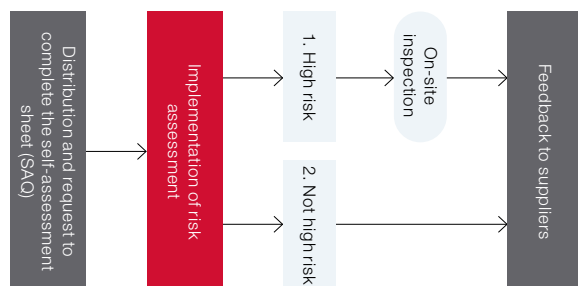
Risk assessment of our suppliers is performed in two steps. First, we request that each supplier complete and submit a self-assessment questionnaire (SAQ). If any existence of a high-risk factor is suggested in the submitted SAQ, we dispatch staff to the supplier to assess the situation and take the necessary measures, such as formulating a corrective action plan with them. In fiscal 2021, the results of the CSR Promotion Check Sheet indicated that no suppliers were at the level of high risk in terms of sustainability. We also

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 sustainability 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, manufacturers responsible for a high proportion of parts of the main communication control section, and companies supplying major components in mobile phones.

▶ Number of high-risk suppliers in relation to sustainability in fiscal 2021 **0**

[Supplier Risk Assessment Process]



» Participation in External Organizations

DOCOMO participated in the activities of the Global Compact Network Japan as a partner company in fiscal 2017 and 2018. We 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 for preventing the use of conflict minerals that would fund the activities of armed groups.

In fiscal 2021, as in the previous year, 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%.

*1 NTT DOCOMO, INC. delisted itself from the New York Stock Exchange in April 2018.

*2 Under the Dodd-Frank Act, conflict minerals include tantalum, zinc, gold, tungsten, and other minerals specified by the U.S. Secretary of State.

NTT DOCOMO Group's Approaches to Conflict Minerals

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 annually conducts training for all employees in the department on internal procurement regulations and procurement processes to improve internal procurement skills.

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 self-assessment questionnaire (SAQ) or to select new suppliers, we conduct an assessment in accordance with a factory checklist while also reviewing the status of their BCP. Although the annual Business Partner Kickoff gathering was called off in 2021 due to the COVID-19 pandemic, procurement briefings and briefings on the NTT DOCOMO Group Guidelines for Sustainability in Supply Chain and NTT DOCOMO Green Procurement Standards, established in April 2021, were held online through a web conferencing system. In these briefings, we explain the business environment surrounding DOCOMO and exchange views with the other participants to ensure the continuing stable supply of competitive high-quality products.

Relationship with Telecom Construction Firms

DOCOMO offers its services through telecommunications facilities built by telecom construction firms. 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, with a strong focus on safety while also attending to construction for the confirmation of safety and remotely monitoring safety by installing more IP cameras. Furthermore, we present certificates of gratitude



Human Rights

Compliance

Supply Chain

Corporate Governance

Risk Management

Response to BCP

to telecom construction firms that have operated without accidents throughout the year.

DOCOMO maintains good relationships with partner companies by creating periodic opportunities for mutual communication, including policy briefing sessions, kickoff meetings, and presentations for improvement activities. We also seek Value Engineering Proposals on a quarterly basis and ask telecom construction firms to submit new technical proposals. Excellent proposals are presented with an award from the president. In fiscal 2021, 70 of the 133 proposals presented were adopted.

Fair and Appropriate Agency Agreements

DOCOMO provides products and services to customers through docomo Shops and other sales representatives such as large-scale retailers.

As of the end of March 2022, there were 2,307 docomo Shops nationwide and about 3,000 other shops, including large-scale retailers dealing with products and services of multiple carriers, and dealerships for our DOCOMO products. DOCOMO signs appropriate contracts, which include articles related to sustainability, with its partner dealerships in order to provide shops that represent important points of contact between DOCOMO and its customers.

Support for docomo Shop Staff

» Diversified Customer Services

The launch of new services such as docomo Denki and home5G has increased the variety and richness of our proposals to customers. As a result, time spent on customers in fiscal 2021 increased from the previous fiscal year to 65 minutes. Meanwhile, customer wait time remained unchanged from the previous fiscal year at two minutes. In addition to our ongoing efforts, we diversified our customer service methods in fiscal 2021 to reduce in-store operations of

docomo Shops. For example, we started offering services to meet the diversifying customer needs, such as helping to complete orders over the phone, assisting in-store customers complete web procedures on their own, and providing online video services. We will continue to further improve customer satisfaction.

» 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.

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 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 maintaining their motivation.

[Incentives for Major Sales Networks]

Support	Incentive
Support for operational systems	Ensure the stable operation of sales representatives
Support for the acquisition of skill qualifications	Promote the acquisition of skill qualifications by sales staff
Incentive for sales activities	Raise the quality of sales activities
Incentive for after-sales support	Improve the quality of response to malfunctions
LTV incentive	Promote thoughtful and thorough explanations to customers to encourage the continued use of DOCOMO services

» Continuous Education and the 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 their product and service-related skills.

The basic philosophy of our staff training program is to acquire skills to deliver new value to customers that supports comfortable lifestyles. Under this principle, we will not only review our program to accommodate new products and services but constantly upgrade the content to reflect customer and staff requests for improvements connected to on-site service skills.

[Qualifications and Skills of Shop Staff]

Qualification	Skill
Front Specialist	Responsible for on-site operations
Grand Meister	Assesses customer needs and presents optimal proposals
Meister	Presents optimal proposals
Pre-Meister	Offers a friendly first response
Technical Advisor	Has an abundance of technical knowledge and is capable of promptly analyzing and responding to a wide range of queries, including those related to malfunctions

Under the leadership of these qualified staff, we will strive to offer new value to customers in an effort to become the total life support base that wins their trust and affection. Over 96% of our staff are qualified in this way, with about 11% holding top-level qualifications.

By attending seminars and obtaining qualifications, our staff gain 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 docomo Shop Staff Customer Service Contest—Meister of the Year National Competition, annually gathers docomo Shop staff from across Japan. Held 11 times up until fiscal 2019, the contest offers an opportunity for staff to demonstrate the customer service skills required in their daily operations, such as recommending products and services that best fit the needs of each customer and presenting an accurate knowledge of mobile phones and services. Although it was cancelled in fiscal 2020 and fiscal 2021 due to the COVID-19 pandemic, we will continue to seek ways to hold it as a means of further bolstering their skills.



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

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

Following the concept of DOCOMO Hearty Style ([P.52](#)), we are creating barrier-free docomo Shops. Specifically, we are removing stairs at shop entrances, opening up clear floor space to accommodate wheelchairs, installing wheelchair-accessible counters and restrooms, designating dedicated parking spaces for people with disabilities, and working on other improvements. As of the end of March 2022, over 90%

of all docomo Shops in Japan were equipped with barrier-free entrances and ample indoor space, with over 80% offering barrier-free restrooms and dedicated parking spaces for people with disabilities.

- 2,235 shops with barrier-free entrances
- 2,230 shops with clear floor space for wheelchairs
- 1,896 shops with dedicated parking spaces for people with disabilities
- 2,049 shops with wheelchair-accessible restrooms

For people with impaired hearing, we installed sign-language support videophones at 653 docomo Shops (as of the end of March 2022) to facilitate communication between shop staff and customers by remote video interpreting. Many shops also have communication boards.

The shops also stand by 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 thoroughly understand the associated concepts. For example, all new docomo Shop staff attend in New Shop Staff Training, with about 4,800 employees nationwide participating during fiscal 2021.

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



Free charging station

docomo Shops to the public in the disaster-stricken area to offer free mobile phone charging service.

As a response to disasters, we installed photovoltaic power generation systems in 334 shops as of the end of March 2022 to strengthen our ability to provide free charging services during power outages. (DOCOMO'S disaster countermeasures: [P.68](#))

Corporate Governance

Basic Philosophy

In accordance with our corporate philosophy of “creating a new world of communications culture,” DOCOMO intends to contribute to the realization of a rich and vigorous society and to improve our corporate value to earn greater trust and recognition from, shareholders, and customers.

To maximize corporate value while meeting the expectations of our various stakeholders, including shareholders, customers, employees, partners, and local communities, we recognize that it is essential to ensure effective corporate governance by strengthening our governance structure.

Overview of the Corporate Governance Structure

We are a company with an audit and supervisory committee for the purpose of enriching management strategy discussions at the Board of Directors' meeting and strengthening the driving force of our management as a business corporation.

The monitoring function of the Board of Directors is strengthened by appointing and encouraging independent outside directors to share their abilities and insights and offer support through prior, in-depth briefings on proposals

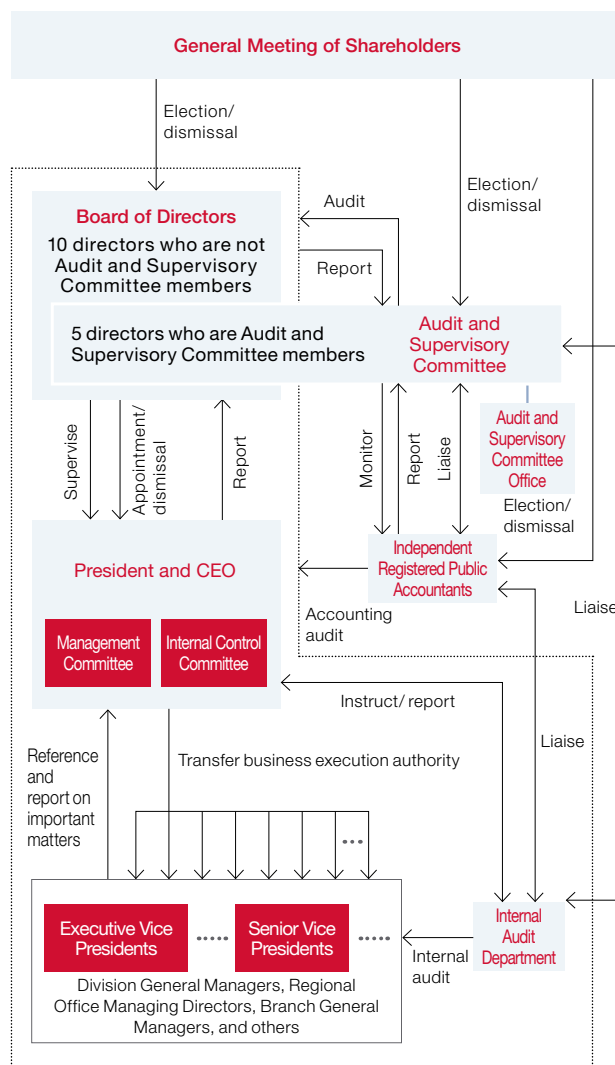
to be discussed at the Board of Directors meetings and by periodically meeting with representative directors and internal officers. With respect to the auditing function, Audit and Supervisory Committee members (including full-time members) attend key meetings such the Board of Directors, while the Audit and Supervisory Committee conducts effective audits over directors' execution of duties in coordination with independent registered public accountants and the Internal Audit Department, to consistently ensure sound management.

In addition, we continued to maintain the executive officer system (of which 22 are men, and 3 are women) to clearly delineate the roles of business execution and monitoring and to better reinforce business execution functions. This system supports a nimble response to changes in the operating environment.

[Composition of Board of Directors (as of July 31, 2022)]

Category	Male	Female	Total
Directors who are not Audit and Supervisory Committee members	8 (including 2 independent outside directors)	2 (including 1 independent outside director)	10
Directors who are Audit and Supervisory Committee members	3 (including 2 independent outside directors)	2 (including 1 independent outside director)	5
(Reference) Executive officers	22	3	25

[Corporate Governance System]



(As of July 31, 2022)

Directors

[Directors Who Are Not Audit and Supervisory Committee Members (as of June 30, 2022)]

Name	Title/Position
Motoyuki Ii	President and Chief Executive Officer, Representative Member of the Board of Directors
Hozumi Tamura	Senior Executive Vice President, Representative Member of the Board of Directors
Hiroki Kuriyama	Senior Executive Vice President, Representative Member of the Board of Directors
Yoshiaki Maeda	Senior Executive Vice President, Representative Member of the Board of Directors
Masaaki Shintaku	Outside Member of the Board of Directors
Shin Kikuchi	Outside Member of the Board of Directors
Akemi Ishiwata	Outside Member of the Board of Directors
Toru Maruoka	Member of the Board of Directors
Masato Kuroiwa	Member of the Board of Directors
Natsuko Fujishiro	Member of the Board of Directors

[Directors Who Are Audit and Supervisory Committee Members (as of June 30, 2022)]

Name	Title/Position
Hiroko Kawasaki	Member of the Board of Directors (Full-time Audit & Supervisory Committee Member)
Kenjiro Saito	Member of the Board of Directors (Full-time Audit & Supervisory Committee Member)
Hironobu Sagae	Outside Member of the Board of Directors (Full-time Audit & Supervisory Committee Member)
Yoshitaka Ikeda	Outside Member of the Board of Directors (Full-time Audit & Supervisory Committee Member)
Michiko Chiba	Outside Member of the Board of Directors (Audit & Supervisory Committee Member)



Human Rights

Compliance

Supply Chain

Corporate Governance

Risk Management

Response to BCP

Business Execution and Audit System

The Board of Directors consists of 15 members, including 6 independent outside directors. Directors who are not members of the Audit and Supervisory Committee serve a single, one-year term. The board members meet monthly and as necessary at extraordinary meetings to render decisions on key business matters. Members also receive status reports as needed from directors with executive authority and executive officers to exercise their supervision of management. The Management Committee was established to make decisions on key issues related to business execution and consists of the president and CEO, senior executive vice presidents, 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 directly takes the initiative in supervising internal control.

The Audit and Supervisory Committee consists of five directors who serve one term of two years, and the committee also selects four full-time Audit and Supervisory Committee members. The Audit and Supervisory Committee Office is set up as a dedicated organization to assist with the execution of the committee's duties, with full-time employees assigned to implement the committee's instructions and orders.

The Audit and Supervisory Committee makes decisions on audit policies, plans, methods, and other important issues related to the audit of the Company. As determined by the committee, members attend key meetings, such as 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, thereby auditing the execution of duties by directors. Through these activities, they monitor and verify the maintenance and operational status of the Company's internal control system.

The Audit and Supervisory Committee reports on the results of 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 maintain close contact with the Internal Audit Department and Independent Registered Public Accountants by regularly sharing information on audit plans and results to ensure the effectiveness of audits.

Evaluation of the Effectiveness of the Board of Directors

With the goal of sustainably enhancing corporate value, the Company analyzes and evaluates the effectiveness of the Board of Directors for the sake of continuous improvement, by identifying key issues or points to address related to the responsibilities, operation, composition, and other aspects of the Board of Directors.

Results and Future Operating Policy

We confirmed that the duties, operation, and composition of DOCOMO's Board of Directors are appropriate and that the board is functioning effectively.

To increase corporate value, the Board of Directors will continue to regularly verify the progress of implementing the medium-term management 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 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 express 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 establishing 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, 2022, the membership of the Board of Directors includes four 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 sound 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 of finance and accounting.



Human Rights

Compliance

Supply Chain

Corporate Governance

Risk Management

Response to BCP

Corporate Advisor and Senior Advisor System

DOCOMO has a Corporate Advisor and Senior Advisor System in place under our belief that increasing DOCOMO's presence in the market will benefit from the activities of individuals who have a wealth of experience and insights and take on external activities under DOCOMO's name. 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. In addition, they mainly undertake external activities requested by the president and do not wield influence over current management beyond what is expected from them, nor do they engage in managerial judgements.

Addressing Sustainability

DOCOMO incorporates sustainability into its management approach while also considering management strategies and the demands and changes posed by society. It strives to continuously strengthen its sustainability and contribute to the creation of a sustainable society in accordance with its policy of conducting business operations aligned with environmental, social, and corporate governance (ESG) initiatives.

Key risks such as those impacting sustainability are comprehensively managed by the Internal Control Committee and reported to the meeting of the Board of Directors. Social and environmental risks are dealt with by the Sustainability Management Committee to ensure the enforcement of plan, do, check, act (PDCA) cycles for sustainability efforts. In addition, organization heads participate in regular national conferences to report and discuss implementation of sustainability activities and challenges.

The Sustainability Management Committee is chaired by the president and CEO and composed of senior executive vice presidents, members of the Audit and Supervisory Committee who are directors, executive vice presidents, and the heads of relevant departments. Significant matters discussed by the Sustainability Management Committee are reported to the Board of Directors and/or Management Committee. In fiscal 2021, the discussed agenda included a review of the sustainability management system, results of the CSR Medium-term Plan, and formulation of the next medium-term plan, as well as the initiatives of each working group.

As for suggestions and requests from stakeholders, information is identified and gathered by the department responsible for each type of stakeholder, and dialogues are set up as needed.

Risk Management

Basic Philosophy

DOCOMO strives to strengthen risk management under the basic policy of identifying and responding to business 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 surrounding the telecommunications industry, and intensifying competition from other businesses. We are making our best efforts to prevent and mitigate such risks.

Risk Management Mechanism

In accordance with our Risk Management Principles, business risks are regularly identified, and the Internal Control Committee, headed by the president and CEO, designates risks that require Company-wide management. Management policies for the identified risks are formulated and appropriate efforts are made to prevent such risks from materializing and to prepare to quickly respond should they occur.

The Internal Audit Department conducts an audit to monitor the status of our response to risk and follow-up 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 annually reviews potential risks and methods for managing them to keep abreast of changes in the social environment. The first step in identifying risks is considering both internal and external circumstances in order to incorporate social change into an assessment of the current status and thereby extract new potential risks. 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 through a materiality assessment.

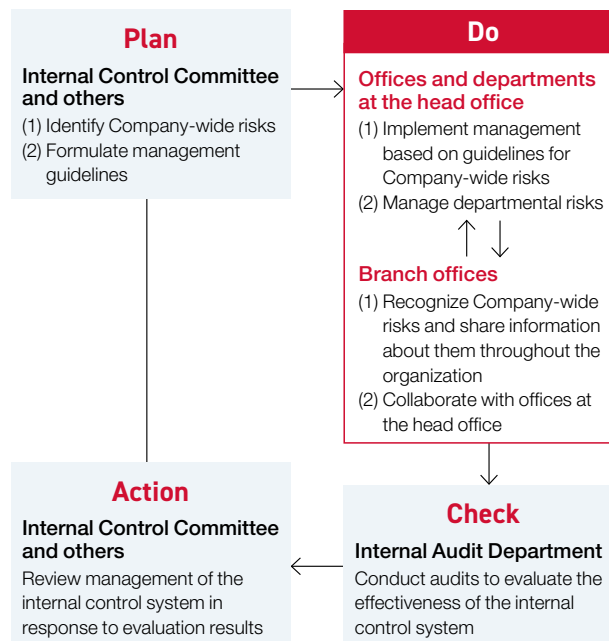
Fostering and Expanding a Risk Management Culture

In accordance with our Risk Management Principles, risks are identified and designated by the Internal Control Committee headed by the president. The Board of Directors makes the final decision on management by paying due consideration to these risks.

Each year, we update our business risks to reflect social trends, which allows us to incorporate emerging risks as a preventive measure. While these risks are appropriately addressed through a Company-wide response, risks related to individual operations are appropriately handled by each division.

Measures taken to prevent or mitigate identified risks are regularly monitored by the Internal Audit Department to ensure that those controls have been properly implemented across the Company in accordance with management policies for those risks.

[Risk Management Cycle]



Risks Relating to Subsidiaries

Risks relating to subsidiaries are handled in accordance with risk management principles. Risks inherent to the DOCOMO Group are managed accordingly, and subsidiaries conduct risk management based on their respective size and business.

Response to the Business Continuity Plan (BCP)

Response to the Business Continuity Plan (BCP)

Our key responsibility as a communications network operator is to secure communications networks when a disaster strikes. In order to ensure the continuity of operations or, in the event that service is lost when a disaster occurs, to quickly restore operations to working order, DOCOMO has protocols for each department as outlined in its Disaster Preparedness Manual for maintaining operations.

The manual is updated as needed to incorporate past experiences, including lessons learned from the Great East Japan Earthquake, and thereby strengthen our preparedness for ensuring business continuity.

Ensuring Employee Safety and Securing Communications in Times of Disaster

DOCOMO has been taking a number of steps to secure telecommunications services in the event of a major disaster. In addition to developing 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. (P.66)

In addition, we regularly conduct drills using DOCOMO's own employee safety confirmation system and earthquake response drill application to provide protection for our employees and their families and to construct systems for promptly confirming safety and restoring communications networks.



Appendix

ESG-Related Policies	112
Disclosure in Line with TCFD Recommendations	114
GRI Content Index/SASB Sustainability Disclosure Topics and Accounting Metrics	115
Independent Assurance Statement	120



ESG-Related Policies

Disclosure in Line with TCFD Recommendations

GRI Content Index/SASB Sustainability Disclosure Topics and Accounting Metrics

Independent Assurance Statement

ESG-Related Policies

Category	Policy/Philosophy/Guideline	Page Number in this Report	Link
ESG	NTT DOCOMO Group Sustainability Policy	10	https://www.docomo.ne.jp/english/corporate/csr/about/message/index.html
	Stakeholder Engagement	19	

Environment

Category	Policy/Philosophy/Guideline	Page Number in this Report	Link
Environment (overall)	Green Action Plan	21-22	https://www.docomo.ne.jp/english/corporate/csr/about/message/index.html
	Commitment to Carbon Neutrality by 2030	22, 29, 30, 31	https://www.nttdocomo.co.jp/english/info/media_center/pr/2021/0928_00.html
Decarbonized Society	Realizing a Decarbonized Society—Basic Policy	22	
	NTT Group Energy Efficiency Guidelines	24	https://group.ntt/en/environment/management/guideline/pdf/energy/guidelinever9_e.pdf
	DOCOMO Environmental Accounting Guidelines	28	
	Formation of a Sustainable Society—Basic Philosophy	35	
	Green Design Guidelines (NTT DOCOMO Interpretation)	36	https://www.docomo.ne.jp/binary/pdf/corporate/csr/ecology/environ_management/guideline/guideline.pdf (in Japanese only)
Biodiversity	Preservation of Biodiversity—Basic Philosophy	37	
Green Procurement	NTT DOCOMO Guidelines for Green Procurement Standards	25	https://www.docomo.ne.jp/english/binary/pdf/corporate/procure/policy/csr_procurement/green.pdf

Society

Category	Policy/Philosophy/Guideline	Page Number in this Report	Link
Innovation	Promoting R&D and Innovation—Basic Philosophy	39	https://www.docomo.ne.jp/english/corporate/technology/rd/index.html
Network	Provision of Network Services—Basic Policies and Philosophy	63	https://www.docomo.ne.jp/area/effort.html (in Japanese only)
	Basic Policy on Area Expansion	64	
	DOCOMO's Disaster Preparedness	66	https://www.docomo.ne.jp/corporate/csr/disaster/ (in Japanese only)
	NTT Group Disaster Preparedness Plan	67-69	https://group.ntt.jp/disaster/plan/pdf/NTTbousai.pdf (in Japanese only)
	Radio Wave Safety—Basic Philosophy	69	https://www.docomo.ne.jp/english/product/sar/index.html
Customer	Corporate Responsibility for Products and Services—Basic Policies and Philosophy	50	
	Customer Satisfaction—Basic Policies and Philosophy	54-55	https://www.docomo.ne.jp/support/cs_promotion/ (in Japanese only)
Human Resources/ Labor Practice	Employment and Compensation—Basic Policies and Philosophy	76	https://www.docomo.ne.jp/corporate/csr/about/management/employee/index.html#p01 (in Japanese only)
	Human Resource Development—Basic Policies and Philosophy	78	
	DOCOMO Workstyle Reform—Basic Policies and Philosophy	81	
	Promoting Diversity Management—Basic Policies and Philosophy	83	https://www.docomo.ne.jp/english/corporate/csr/about/diversity/?icid=CRP_en_CORP_csr_to_CRP_en_CORP_csr_about_diversity



ESG-Related Policies

Disclosure in Line with TCFD Recommendations

GRI Content Index/SASB Sustainability Disclosure Topics and Accounting Metrics

Independent Assurance Statement

Society

Category	Policy/Philosophy/Guideline	Page Number in this Report	Link
Human Resources/ Labor Practice	Workstyle Choices—Basic Policies and Philosophy	85	
	Health and Productivity Management—Philosophy and Basic Policies	88	
	Health and Safety in the Workplace—Basic Policies and Philosophy	90	
Human Rights	NTT Group Human Rights Policy	95	https://group.ntt/en/newsrelease/2021/11/10/pdf/211110ca.pdf
	NTT DOCOMO Group's Basic Policies on Human Rights	96	
Supply Chain	NTT DOCOMO's Basic Procurement Policies	103	https://www.docomo.ne.jp/english/corporate/procure/
	NTT DOCOMO Guidelines for Sustainability in Supply Chain	103	https://www.docomo.ne.jp/english/binary/pdf/corporate/procure/policy/csr_procurement/supply_chain.pdf
	NTT DOCOMO Green Procurement Standards	103	https://www.docomo.ne.jp/english/binary/pdf/corporate/procure/policy/csr_procurement/green.pdf
	Relationship with Telecom Construction Firms—Basic Policies and Philosophy	104-105	
Community	Policies for Community Investments	57	

Governance

Category	Policy/Philosophy/Guideline	Page Number in this Report	Link
Corporate Governance	Corporate Governance—Basic Policies and Philosophy	107	
Risk Management	Risk Management—Basic Policies and Philosophy	109	
	Basic Policy on Fortifying Internal Control Systems	109	
Information Security/ Privacy	Information Security Policy	70-71	https://www.docomo.ne.jp/english/utility/personal_data/security/
	Privacy Policy	72	https://www.docomo.ne.jp/english/utility/privacy/
	NTT DOCOMO Personal Data Charter	73	https://www.docomo.ne.jp/english/utility/personal_data/charter/
Compliance	NTT DOCOMO Group Code of Ethics	98	https://www.docomo.ne.jp/english/corporate/about/group_ethic/index.html
	Compliance—Basic Policies and Philosophy	98	
	Policy on Refusing All Connections to Anti-Social Groups	102	
	NTT DOCOMO Guidelines for Sustainability in Supply Chain	101	https://www.docomo.ne.jp/english/binary/pdf/corporate/procure/policy/csr_procurement/supply_chain.pdf
	Guidelines on the Prevention of Bribery of Foreign Public Officials	101	
Brand Management	NTT DOCOMO Group's Social Media Policy	—	https://www.docomo.ne.jp/english/utility/personal_data/social_media/



Disclosure in Line with TCFD Recommendations

Overview of the TCFD Recommendations		Contents Disclosed	Page Number
Governance	Disclose the organization's governance around climate-related risks and opportunities.		
a	Describe the board's oversight of climate-related risks and opportunities.	· Governance	31
b	Describe management's role in assessing and managing climate-related risks and opportunities.	· Governance	31
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	31-34
b	Impact of climate-related risks and opportunities on the organization's business, strategy and financial planning.	· Strategy — Scenario Analysis	32-34
c	Resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	· Commitment to Carbon Neutrality by 2030 · Strategy — Scenario Analysis	29-30, 32-34
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	31-32
b	Organization's processes for managing climate-related risks.	· Risk Management	31-32
c	How processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	· Risk Management	31-32, 109-110
Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.		
a	Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	· Commitment to Carbon Neutrality by 2030 · Metrics and Targets	29-30, 34-35
b	Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	· Environmental Data	26
c	Targets used by the organization to manage climate-related risks and opportunities and performance against target.	· DOCOMO Group's Environmental Targets — Green Action Plan · Action Plans and Results for Subcommittees (FY2021) · Environmental Data · Commitment to Carbon Neutrality by 2030 · Metrics and Targets	22, 24, 26, 29-30, 34-35



GRI Content Index / SASB Sustainability Disclosure Topics and Accounting Metrics

The NTT DOCOMO Group Sustainability Report 2022 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

	Category	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 (in Japanese only)
●	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	93
●	102-9 Supply chain	102-106
●	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	109-110
●	102-12 External initiatives	Web: Sustainability Evaluations by Third Parties
●	102-13 Membership of associations	—
2. Strategy		
●	102-14 Statement from senior decision-maker	5
	102-15 Key impacts, risks, and opportunities	5, 6-8, 10-11, 109-110
3. Ethics and integrity		
●	102-16 Values, principles, standards, and norms of behavior	6, 19, 95-96
	102-17 Mechanisms for advice and concerns about ethics	98-100
4. Governance		
●	102-18 Governance structure	17, 22-23, 97, 107
	102-19 Delegating authority	17, 107-108

	Category	Page Number
	102-20 Executive-level responsibility for economic, environmental, and social topics	17, 21, 70-71, 97, 107
	102-21 Consulting stakeholders on economic, environmental, and social topics	19, 108
	102-22 Composition of the highest governance body and its committees	107-109
	102-23 Chair of the highest governance body	107-108
	102-24 Nominating and selecting the highest governance body	108-109
	102-25 Conflicts of interest	102
	102-26 Role of highest governance body in setting purpose, values, and strategy	17, 107-109
	102-27 Collective knowledge of highest governance body	17, 108-109
	102-28 Evaluating the highest governance body's performance	15-16, 99
	102-29 Identifying and managing economic, environmental, and social impacts	12-13, 17
	102-30 Effectiveness of risk management processes	109-110
	102-31 Review of economic, environmental, and social topics	17, 109-110
	102-32 Highest governance body's role in sustainability reporting	17, 107
	102-33 Communicating critical concerns	17, 107-109
	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	19
●	102-41 Collective bargaining agreements	92
●	102-42 Identifying and selecting stakeholders	19
●	102-43 Approach to stakeholder engagement	11, 15-16, 19, 57-61
●	102-44 Key topics and concerns raised	11, 15-16, 19
6. Reporting practice		
●	102-45 Entities included in the consolidated financial statements	2
●	102-46 Defining report content and topic Boundarie	2



ESG-Related Policies

Disclosure in Line with TCFD Recommendations

GRI Content Index/SASB Sustainability Disclosure Topics and Accounting Metrics

Independent Assurance Statement

	Category	Page Number
●	102-47 List of material topics	11
●	102-48 Restatements of information	Not applicable
●	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
●	102-54 Claims of reporting in accordance with the GRI Standards	2, 115
●	102-55 GRI content index	115-118
●	102-56 External assurance	119

GRI 103: Management Approach 2016

	Category	Page Number
	GRI103: Management Approach	
	103-1 Explanation of the material topic and its Boundary	11
	103-2 The management approach and its components	15-16, 17, 21-24, 39, 50, 54, 57-58, 63, 66-67, 70-71, 76, 78, 81-83, 85, 88, 90-91, 95-102, 104-105, 107-110
	103-3 Evaluation of the management approach	15-16, 17

GRI200: Economic Topics

○: The material issues identified by the company

	Category	Page Number
	GRI-201: Economic Performance 2016	
	201-1 Direct economic value generated and distributed	8, 58, 93
	201-2 Financial implications and other risks and opportunities due to climate change	31-34
	201-3 Defined benefit plan obligations and other retirement plans	88
	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	93
	202-2 Proportion of senior management hired from the local community	—
	GRI-203: Indirect Economic Impacts 2016	
	203-1 Infrastructure investments and services supported	57-59

	Category	Page Number
	203-2 Significant indirect economic impacts	46-47
	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	101
	205-2 Communication and training about anti-corruption policies and procedures	16, 100
	205-3 Confirmed incidents of corruption and actions taken	16, 101
○	GRI-206: Anti-competitive Behavior 2016	
	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	16, 101-102
	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

	Category	Page Number
	GRI-301: Materials 2016	
	301-1 Materials used by weight or volume	—
	301-2 Recycled input materials used	35-37
	301-3 Reclaimed products and their packaging materials	15, 24, 35-37
○	GRI-302: Energy 2016	
	302-1 Energy consumption within the organization	26-27
	302-2 Energy consumption outside of the organization	26
	302-3 Energy intensity	—
	302-4 Reduction of energy consumption	26
	302-5 Reductions in energy requirements of products and services	15, 24
	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	27
	303-4 Water discharge	—
	303-5 Water consumption	27



ESG-Related Policies

Disclosure in Line with TCFD Recommendations

GRI Content Index/SASB Sustainability Disclosure Topics and Accounting Metrics

Independent Assurance Statement

	Category	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	37
	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	26, 35
	305-2 Energy indirect (Scope 2) GHG emissions	26, 35
	305-3 Other indirect (Scope 3) GHG emissions	26
	305-4 GHG emissions intensity	—
	305-5 Reduction of GHG emissions	15, 26, 35
	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	35-37
	306-2 Management of significant waste-related impacts	24-25, 35-37
	306-3 Waste generated	27
	306-4 Waste diverted from disposa	24, 35-37
	306-5 Waste directed to disposal	27
○	GRI-307: Environmental Compliance 2016	
	307-1 Non-compliance with environmental laws and regulations	25
○	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	102-104

GRI400: Social Topics

○ : The material issues identified by the company

	Category	Page Number
○	GRI-401: Employment 2016	
	401-1 New employee hires and employee turnover	93
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	87-88
	401-3 Parental leave	85, 87-88

	Category	Page Number
	GRI-402: Labor/Management Relations 2016	
	402-1 Labor/Management Relations	—
○	GRI-403: Occupational Health and Safety 2018	
	403-1 Occupational health and safety management system	88-89, 90-91
	403-2 Hazard identification, risk assessment, and incident investigation	88-90, 90-92
	403-3 Occupational health services	88-92
	403-4 Worker participation, consultation, and communication on occupational health and safety	81-83, 89-90
	403-5 Worker training on occupational health and safety	88-90, 91-92
	403-6 Promotion of worker health	88-90
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	90-92
	403-8 Workers covered by an occupational health and safety management system	90-91
	403-9 Work-related injuries	92
	403-10 Work-related ill health	90
○	GRI-404: Training and Education 2016	
	404-1 Average hours of training per year per employee	80
	404-2 Programs for upgrading employee skills and transition assistance programs	78-81
	404-3 Percentage of employees receiving regular performance and career development reviews	76-77
○	GRI-405: Diversity and Equal Opportunity 2016	
	405-1 Diversity of governance bodies and employees	16, 76, 83-84, 93, 107, 108-109
	405-2 Ratio of basic salary and remuneration of women to men	93
○	GRI-406: Non-discrimination 2016	
	406-1 Incidents of discrimination and corrective actions taken	16, 95-98
	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	95-98, 102-104, 92
	GRI-408: Child Labor 2016	
	408-1 Operations and suppliers at significant risk for incidents of child labor	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



ESG-Related Policies

Disclosure in Line with TCFD Recommendations

GRI Content Index/SASB Sustainability Disclosure Topics and Accounting Metrics

Independent Assurance Statement

	Category	Page Number
	GRI-411: Rights of Indigenous Peoples 2016	
	411-1 Incidents of violations involving rights of indigenous peoples	Not applicable
○	GRI-412: Human Rights Assessment 2016	
	412-1 Operations that have been subject to human rights reviews or impact assessments	95-96
	412-2 Employee training on human rights policies or procedures	16, 98
	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	15-16, 19, 57-61
	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	102-105
	414-2 Negative social impacts in the supply chain and actions taken	—
	GRI-415: Public Policy 2016	
	415-1 Political contributions	101
○	GRI-416: Customer Health and Safety 2016	
	416-1 Assessment of the health and safety impacts of product and service categories	50-51
	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	50-51, 56-57
	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	15, 71-72
	GRI-419: Socioeconomic Compliance 2016	
	419-1 Non-compliance with laws and regulations in the social and economic area	Not applicable



The 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	Category	Unit of Measure	Code	Page Number
Environmental Footprint of Operations	(1)Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	TC-TL-130a.1	26
Data Privacy	Description of policies and practices relating to behavioral advertising and customer privacy	Discussion and Analysis	n/a	TC-TL-220a.1	71-74
	Number of customers whose information is used for secondary purposes	Quantitative	Number	TC-TL-220a.2	—
	Total amount of monetary losses as a result of legal proceedings associated with customer privacy	Quantitative	Reporting currency	TC-TL-220a.3	—
	(1)Number of law enforcement requests for customer information, (2) number of customers whose information was requested (3) percentage resulting in disclosure	Quantitative	Number, Percentage (%)	TC-TL-220a.4	—
Data Security	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of customers affected	Quantitative	Number, Percentage (%)	TC-TL-230a.1	72
	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Discussion and Analysis	n/a	TC-TL-230a.2	70-71
Product End-of-life Management	(1) Materials recovered through take back programs, percentage of recovered materials that were (2) reused, (3) recycled, and (4) landfilled	Quantitative	Metric tons (t), Percentage (%)	TC-TL-440a.1	35-37
Competitive Behavior & Open Internet	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Quantitative	Reporting currency	TC-TL-520a.1	—
	Average actual sustained download speed of (1) owned and commercially associated content and (2) non-associated content	Quantitative	Megabits per second (Mbps)	TC-TL-520a.2	64-65, 67-68
	Description of risks and opportunities associated with net neutrality, paid peering, zero rating, and related practices	Discussion and Analysis	n/a	TC-TL-520a.3	—
Managing Systemic Risks from Technology Disruption	(1) System average interruption frequency and (2) customer average interruption duration	Quantitative	Disruptions per customer, hours per customer	TC-TL-550a.1	—
	Discussion of systems to provide unimpeded service during service interruptions	Discussion and Analysis	n/a	TC-TL-550a.2	66

Independent Assurance Statement



Sustainability Accounting Co.,Ltd.

Independent Assurance Statement

September 16, 2022

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 2021 reported in NTT DOCOMO Group Sustainability Report 2022, which indicate 10.7% for the ratio of female managers (as of March 31, 2022), 11.1% for the ratio of female directors (as of March 31, 2022), 115% for the ratio of male employees taking leave for childcare purpose, 2.63% for the employment ratio of people with disabilities (as of June 1, 2022), greenhouse gas emissions: 48 thousand t-CO₂ for Scope1, 1,147 thousand t-CO₂ for Scope2 and 3,256 thousand t-CO₂ for Scope3 (Category 1,2,3,4,5,6,7,11,12,14), 595 GWh for the renewable energy consumption and 17.5% for the ratio of renewable energy consumption, 23 thousand tonnes for the amount of waste and 963 thousand m³ for the water consumption (collectively, "the Performance Indicators"). The purpose of this process is to express our conclusion on whether the Performance Indicators were calculated in accordance with the Company's standards. The Company's management is responsible for calculating the Performance Indicators. Our responsibility is to independently carry out a limited assurance engagement and to express our assurance conclusion.

2. Procedures Performed

We conducted our assurance engagement in accordance with International Standard on Assurance Engagement 3000 (ISAE 3000) and International Standard on Assurance Engagement 3410 (ISAE 3410). The key procedures we carried out included:

- Interviewing the Company's responsible personnel to understand the Company's standards
- Reviewing the Company's standards
- Performing cross-checks on a sample basis and performing a recalculation to determine whether the Performance Indicators were calculated in accordance with the Company's standards.

3. Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the Performance Indicators have not been calculated in all material respects in accordance with the Company's standards.

We have no conflict of interest relationships with the Company.

Takashi Fukushima
Representative Director, Sustainability Accounting Co., Ltd.