Sustainability of DOCOMO

1. Top-level Commitment
2. DOCOMO’s Vision
3. Sustainability of DOCOMO
4. Environment
5. Innovation
6. Customer Services
7. Human Resources
8. Labor Practices
9. Human Rights
10. Supply Chain
11. Community Investment
12. Corporate Governance
13. Editorial Policy and Organizational Profile
14. Appendix

NTT Group CSR Charter 17
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Sustainability Management System 28
Stakeholder Engagement 30
Commitment to External Initiatives 32
Participation in External Organizations 32
Social Impact Valuation 32
The NTT Group has been working to achieve sustained growth through the resolution of social issues by referring to the NTT Group CSR Charter as its basic principles. This charter consists of a statement of our commitment to corporate social responsibility and also the four CSR goals that outline specific priority aspects of our CSR activities, which we strive to promote in a united effort.

**NTT Group CSR Charter**

The NTT Group delivers the highest quality ICT solutions as a “Value Partner” for customers and contributes to the creation of a prosperous and sustainable society with vibrant communication.

**Our CSR Goals**

1. **Enrich Social Communication**
   
   Our innovative ICT expertise enhances societal connectivity and convenience while providing a communications environment for addressing local and international challenges to sustainable community development.

2. **Protect the Global Environment**
   
   We reduce environmental impact throughout our business, apply ICT to alleviate the environmental load of society, and actively engage in resolving worldwide environmental issues.

3. **Ensure Reliable Communications**
   
   We address social and ethical concerns as an infrastructures enterprise that supports society while protecting livelihoods by securing online information in a robust communications environment that can withstand natural disasters and cyber attacks.

4. **Unite the Energies of Team NTT**
   
   Team NTT and its partners maintain the highest ethical standards and respect for human rights in business; value diversity and personal growth in the workplace; and contribute to building vibrant local communities.
DOCOMO continues to build the foundations of mobile networks. Also, we strive to advance our “+d” initiatives and create “innovations” through 5G in order to pursue DOCOMO’s mission of connecting people to people, people to things, and things to other things, at all times. Additionally, we are contributing to the resolution of social issues and the development of both society and industry.

Innovative docomo

“Innovative docomo” represents our attempts at co-creating new value through our “+d” initiatives to address education, health and medicine, workstyle reform and other social issues. In accordance with our philosophy that we serve society at large as our customers, we provide new value through collaboration with our partners. We will deliver value and inspiration for our individual customers, such as benefit and convenience, enjoyment and surprise as well as satisfaction and peace of mind, while providing services and solutions for social issues for society at large.

Linking Our Initiatives to the SDGs

We will advance initiatives aimed at resolving social issues by linking our Sustainability Focuses to the SDGs, which are global issues defined by the UN. (For more information, please see page 27.)

Responsible docomo

“Responsible docomo” represents our commitment to creating a trustworthy company that fulfills its social responsibilities. Throughout all of our business undertakings we will engage in activities with integrity and meet those responsibilities as a leading company in the mobile and IT industries.

CSR is inseparable from our business activities; it is synonymous with our business activities. The foundation of our business lies in serving society by providing new value. And we are pursuing our CSR Policy on two fronts: “Innovative docomo” and “Responsible docomo.”

Sustainable DOCOMO

DOCOMO’s CSR consists of creating a sustainable society by incorporating these two aspects. By linking them to the SDGs and engaging in dialogues with our stakeholders, we will actively pursue our initiatives to resolving various social issues and advancing society in general, thereby increasing our corporate value.

Approach to CSR Policy

CSR is inseparable from our business activities; it is synonymous with our business activities. The foundation of our business lies in serving society by providing new value. And we are pursuing our CSR Policy on two fronts: “Innovative docomo” and “Responsible docomo.”

Innovative docomo

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Responsible docomo

“Responsible docomo” represents our commitment to creating a trustworthy company that fulfills its social responsibilities. Throughout all of our business undertakings we will engage in activities with integrity and meet those responsibilities as a leading company in the mobile and IT industries.

Dialogue with Stakeholders

As we go about our business, we actively create opportunities for dialogue with our diverse stakeholders, including customers, shareholders and other investors, sales representatives (docomo Shops), suppliers, employees and local communities. Through these dialogues, we communicate DOCOMO’s basic ideas and positions to stakeholders and carefully listen to stakeholders to improve our CSR initiatives.

1. Top-level Commitment
2. DOCOMO’S Vision
3. Sustainability of DOCOMO
   - NTT Group CSR Charter
   - Sustainability of DOCOMO
   - Approach to CSR Policy
   - CSR Mid-Term Target
   - Sustainability Management System
   - Stakeholder Engagement
   - Commitment to External Initiatives
   - Participation in External Organizations
   - Social Impact Valuation
4. Environment
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Society & DOCOMO

For A Brighter Future

Our view of the future is a society in which people can live with greater security, safety, comfort and affluence across national and regional borders and across generations.

With a deep sense of mission, DOCOMO is working diligently toward a better tomorrow in increasingly innovative ways.
The CSR Mid-Term Target outlines the goals to be attained by 2020 toward realizing “a society in which people can live with security, safety, comfort and affluence,” a goal stated in the DOCOMO Group’s CSR Policy.

Eight Sustainable Focuses

1. Contribute to society and environment through ICT
2. Information security measures
3. Strengthen corporate governance
4. Ensure stability and reliability of communication services
5. Enhance customer satisfaction and protect children
6. Promote safety, health and welfare
7. Respect human rights and diversity
8. Address climate change and effectively use resources

We determined our Mid-Term CSR Target by identifying the Eight Sustainability Focuses that DOCOMO must address to fulfill its social responsibility, and then we set specific mid-term targets and KPIs for each issue.

In fiscal 2020, the final year of the Mid-Term Target, we will verify the progress and results of our activities addressing the Eight Sustainable Focuses to derive our new Sustainable Focuses for 2021 and beyond. Under the CSR Policy, the value creation domains of the “Innovative docomo” initiative will be reviewed as required to meet the needs of the times while at the same time we reference global targets, which includes the SDGs for taking on the challenges of creating new value toward developing a sustainable society. As for the Seven Core Issues laid out to guide us in our “Responsible docomo” initiative, through which we aim to become a reliable company with our goal of achieving network reliability, we will continue our pursuit beyond 2020 to expand our social impact.

Note: We provide detailed information on the process of identifying the eight sustainable focuses, mid-term targets and KPIs on pages 20 to 26.
Materiality Analysis

In recent years, we have observed strong demand for global action to create a sustainable society, as evidenced by the adoption of the Sustainable Development Goals (SDGs) by the UN General Assembly and the Paris Agreement at COP21.

With due consideration of DOCOMO’s business environment, we conducted a materiality analysis on the environmental, social and corporate governance (ESG) aspects of our internal and related external environments following the process based on the GRI Standards for sustainability reporting.

● Step 1: Identification of Sustainability Priorities

We identified 30 Sustainability Priorities based on extensive consideration of various guidelines, including the GRI Standards and ISO 26000 (social responsibility) guidelines, external ESG assessments, such as the Dow Jones Sustainability Index (DJSI), and industry benchmarks, as well as new issues related to sustainability, such as the SDGs.

We assigned priorities to the Sustainability Issues identified in Step 1 based on the two axes of relevance to stakeholders and relevance to the NTT DOCOMO Group to identify the Sustainability Focuses representing the materiality that drives our CSR efforts.

The validity of the Sustainability Focuses was confirmed by the Sustainability Management Committee.

We conducted a review by publishing the Sustainability Report as an opportunity to receive feedback from multiple stakeholders and by having the Sustainability Management Committee discuss the status of progress on the Sustainability Focuses and KPIs.
Using the above process, we categorized the 30 Sustainability Priorities into "Economy (including governance)," "Environment" and "Society."

<table>
<thead>
<tr>
<th>No.</th>
<th>Category</th>
<th>Sustainability Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Economy</td>
<td>Contribute to society and environment through ICT</td>
</tr>
<tr>
<td>2</td>
<td>Economy</td>
<td>Contribute to society and environment through ICT</td>
</tr>
<tr>
<td>3</td>
<td>Economy</td>
<td>Contribute to society and environment through ICT</td>
</tr>
<tr>
<td>4</td>
<td>Economy</td>
<td>Contribute to society and environment through ICT</td>
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<td>5</td>
<td>Economy</td>
<td>Contribute to society and environment through ICT</td>
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<td>6</td>
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<td>7</td>
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<td>8</td>
<td>Economy</td>
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<td>9</td>
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<td>Economy</td>
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<td>13</td>
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<td>Contribute to society and environment through ICT</td>
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<td>15</td>
<td>Economy</td>
<td>Contribute to society and environment through ICT</td>
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<td>16</td>
<td>Economy</td>
<td>Contribute to society and environment through ICT</td>
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<tr>
<td>17</td>
<td>Economy</td>
<td>Contribute to society and environment through ICT</td>
</tr>
<tr>
<td>18</td>
<td>Environment</td>
<td>Address climate change and effectively use resources</td>
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<tr>
<td>19</td>
<td>Environment</td>
<td>Address climate change and effectively use resources</td>
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<tr>
<td>20</td>
<td>Environment</td>
<td>Address climate change and effectively use resources</td>
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<td>21</td>
<td>Environment</td>
<td>Address climate change and effectively use resources</td>
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<td>23</td>
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<td>25</td>
<td>Environment</td>
<td>Address climate change and effectively use resources</td>
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<td>26</td>
<td>Environment</td>
<td>Address climate change and effectively use resources</td>
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<tr>
<td>27</td>
<td>Environment</td>
<td>Address climate change and effectively use resources</td>
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<tr>
<td>28</td>
<td>Environment</td>
<td>Address climate change and effectively use resources</td>
</tr>
<tr>
<td>29</td>
<td>Environment</td>
<td>Address climate change and effectively use resources</td>
</tr>
<tr>
<td>30</td>
<td>Environment</td>
<td>Address climate change and effectively use resources</td>
</tr>
</tbody>
</table>

**Prioritization from the Standpoint of Stakeholders**

We determined the priorities from the standpoint of stakeholders after developing a broad understanding of their expectations toward the ICT industry, by referencing the DJSI, FTSE, ISO 26000, Global Compact (Advanced COP), RBA (Responsible Business Alliance)*1, GSMA*2, OECD Guidelines for Multinational Enterprises and analysis conducted by other companies in the ICT industry.

*1: Formerly EICC (Electronics Industry Citizenship Coalition Code of Conduct); name changed in October 2017.
*2: The GSMA Association is a trade organization comprising around 800 mobile communications companies and 300 related firms. The GSMA spearheads various initiatives to address challenges facing the industry and promotes SDGs as a major initiative.

**Prioritization from the Standpoint of DOCOMO**

DOCOMO reconfirmed its identification process for materiality related to CSR. For the risk aspects, we used the risk identification process we apply to risk management, and for the opportunity aspects we envisioned the following business scenarios, including the smart life business domains that reflect our medium-term targets, and assessed their impact on the 30 related themes. We identified the priorities for DOCOMO by considering both the risks and opportunities.

**Envisioned Business Scenarios**

- Impact assessment for each aspect: economic, environmental and social
- Impact assessment for business management: networks, devices, charges and services
- Impact assessment for each business domain: media, commerce, finance, healthcare and the environment
- Impact assessment for Sustainability Issues: safety and security, education, IoT, climate change, declining birthrate and aging population, and disparities
3. Sustainability of DOCOMO > CSR Mid-Term Target

**Step 3: Validation**
Once identified, the Sustainability Focuses were examined by the Sustainability Management Committee chaired by the president and comprised of senior executive vice presidents (CFOs and CPOs), Audit & Supervisory Board members, directors and the managers of relevant departments. The committee confirmed the validity of these priorities based on how well they reflected the expectations of stakeholders and whether they covered all issues of importance to the DOCOMO Group.

Based on the results of this materiality analysis, eight related themes deemed as high priority were designated as the Sustainability Focuses of the DOCOMO Group. In addition, we formulated the CSR Mid-Term Target along the lines of the Eight Sustainable Focuses that were identified, setting the concrete Mid-Term Goals and KPIs, which we intend to accomplish by 2020 in order to carry out effective CSR activities.

**Step 4: Review**
The Sustainability Management Committee meets twice a year to deliberate on the status of progress of our Sustainability Focuses and KPIs through discussions with management. We conduct a review based on the results and revise the Mid-Term CSR Target for the next fiscal year. Furthermore, we create opportunities for receiving feedback from our stakeholders by publishing the information in our Sustainability Report and on our website.
The SDGs were adopted at the UN Sustainable Development Summit in September 2015 as part of the 2030 Agenda and comprise 17 goals and 169 targets that mankind should attain by 2030. The public (governments) and private (companies and citizens) sectors of all UN member countries are working to address the SDGs through a collaborative effort, from 2016 to 2030.

DOCOMO identifies the Eight Sustainability Focuses through the process of determining its materiality and links them with the SDGs. The Company is also a member of the GSMA, which pursues various initiatives aimed at resolving issues related to the ICT industry and takes actions that recognize the importance of contributing to the promotion of SDGs.

Scope of the Sustainability Focuses
Since the communications services undertaken by DOCOMO and its 12 functional subsidiaries constitute the Group’s main business, the most important scope covers DOCOMO and its 12 functional subsidiaries, while disclosure related to organizations outside this scope is limited to a minimum due to the small size of their businesses.
DOCOMO's Sustainability Focuses and Initiatives

Assessment of FY2017 Initiatives on KPIs for FY2020 Goals

To measure the results of CSR activities and later apply them in our efforts, we have designated mid-term goals and KPIs for fiscal 2020 that are based on the Eight Sustainability Focuses disclosed in the Mid-term CSR Target in fiscal 2017. In fiscal 2017, we began rating the results of our initiatives for the Eight Sustainability Focuses in three stages, as shown in the list. We will incorporate the results of this assessment in our revisions of initiatives for the next fiscal year.

1. Contribute to society and environment through ICT
2. Information security measures
3. Strengthen corporate governance
4. Ensure stability and reliability of communication services
5. Enhance customer satisfaction and protect children
6. Promote safety, health and welfare
7. Respect human rights and diversity
8. Address climate change and effectively use resources
List of KPIs and FY2017 Results

<table>
<thead>
<tr>
<th>Sustainability Focuses</th>
<th>Mid-term Goals</th>
<th>KPIs for FY2020 Goals</th>
<th>Initiatives and Results for FY2017</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Contribute to society and environment through ICT</td>
<td>Provide ICT services that contribute to resolving social issues</td>
<td>A. Number of information security incidents</td>
<td>Collected and submitted reports on cases of social solutions directly linked to “Innovative docomo” of the CSR Policy (See page 27)</td>
<td>─</td>
</tr>
<tr>
<td>2. Information security measures</td>
<td>Protect customer information assets by addressing increasingly sophisticated and serious security risks</td>
<td>A. Cases in which ICT services contribute to resolving social issues</td>
<td>Monitor cases</td>
<td>0 cases</td>
</tr>
<tr>
<td>3. Strengthen corporate governance</td>
<td>Establish a corporate culture that society trust</td>
<td>A. Organize more stakeholder dialogues</td>
<td>More than in the previous year</td>
<td>Held around the same number of meetings between executives and shareholders and investors as in the previous fiscal year. 52 meetings in Japan and abroad. 54 meetings were held in FY2016 since small meetings, previously held separately after reporting earnings, were combined into one from the third quarter of FY2017 to raise efficiency</td>
</tr>
<tr>
<td>4. Ensure stability and reliability of communication services</td>
<td>Provide stable communication services and promptly resume operations in the event of a disaster or other emergencies</td>
<td>A. Stable service provision rate</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>5. Enhance customer satisfaction and protect children</td>
<td>Enhance customer satisfaction and protect children from problems related to smartphone and mobile phone use</td>
<td>A. Customer satisfaction and quality of customer service Surveys</td>
<td>Monitor the results</td>
<td>- Customer Feedback: approx. 5.2 million cases - Improvements originating from employee feedback: approx. 440 cases Collected and analyzed customer feedback and incorporated suggestions into the development or improvement of products and services and to raise the quality of customer service</td>
</tr>
</tbody>
</table>

- : Goal attained, ● : Goal partially attained, ● : Goal unattained
### 3. Sustainability of DOCOMO > CSR Mid-Term Target

#### 6. Promote safety, health and welfare

**Mid-term Goals**

- Promote employee safety and wellness to maintain vigorous business operations

**KPIs for FY2020 Goals**

| A: Level of employee satisfaction | Higher than in the previous year ⇒ Target: 7.7 points*1 |
| B: Total annual hours worked | In the range of 1,800 to 1,900 hours |
| C: Number of serious industrial accidents during construction work (including heavy injuries) | 0 cases |
| D: Implementation rate of specific mental health guidance | 60% |
| E: Implementation rate of stress checks | 95% |

**Initiatives and Results for FY2017**

- Conducted surveys on employee awareness (job satisfaction), state of the workplace (working conditions) and other aspects for all employees.
- Job satisfaction: 7.2 points

**Assessment**

- ●: Goal attained
- ○: Goal partially attained
- ●: Goal unattained

#### 7. Respect human rights and diversity

**Mid-term Goals**

- Respect the human rights of all stakeholders across all aspects of business activities

**KPIs for FY2020 Goals**

| A: Ratio of female managers | 7.5% |
| B: Ratio of persons with disabilities | 2.0% ⇒ 2.2%*2 (as of March 1, 2018) |
| C: Number of confirmed human rights violations | Monitor cases |
| D: Percentage of participation in human rights training | Monitor the situation |

**Initiatives and Results for FY2017**

- Number of employees participating in volunteer activities: More than in the previous year
- Number of employees participating in volunteer activities: 34,344 employees (FY2016: 38,619 employees)

**Assessment**

- ●: Goal attained
- ●: Goal partially attained
- ●: Goal unattained

#### 8. Address climate change and effectively use resources

**Mid-term Goals**

- Steadily implement Green Action Plan 2030 and pursue the most advanced environmental management

**KPIs for FY2020 Goals**

| A: Amount of contribution to the reduction of CO2 emissions | 38 million tons ⇒ 39 million tons*3 |
| B: Electrical efficiency of the communication services | Sevenfold increase |
| C: Final disposal ratio of waste | 1.4% or below |
| D: Used mobile phone collection | 16 million units (cumulative total for fiscal 2017–2023) |

**Initiatives and Results for FY2017**

- Amount of contribution to the reduction of CO2 emissions: 35.6 million tons
- Electrical efficiency of the communication services: Fivefold increase
- Final disposal ratio of waste: 1.5%
- Used mobile phone collection: 5.88 million units

**Assessment**

- ●: Goal attained
- ●: Goal partially attained
- ●: Goal unattained

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*1: No comparison can be made with the previous fiscal year, since the survey design was changed in terms of scale from FY2016.

*2: Due to raising the legally mandated employment rate.

*3: Due to an upward revision in the projected number of LTE subscribers used as a basis for calculating the amount of contribution to the reduction of CO2 emissions.
Initiatives for Contributing to Society and the Environment through ICT

Please click on the example to see the related article.

*1: Also relevant to “Productivity Improvement”
*2: Also relevant to “Climate Change”
*3: Also relevant to “Workstyle Reform”

---

**Education and Learning**
- Paddy Watch¹
  - Rice paddy sensors + agri-note
- gacco

**Health and Medical Care**
- Move&Flick
- Mother and Child Health Handbook App
- Mienu Denwa
- Tsunagari Hotto Support
- Smartphone-based stress estimates

**Mobility**
- DOCOMO BIKESHARE²
- d car sharing³
- AI Taxi³

**Productivity Improvement**
- docomo sky
- Mobile Gyounkei
- ICT Buoy solutions³

**Workstyle Reform**
- Workstyle Innovation Package
- Office Link Plus

**Climate Change**
- Sharing mobility services

**Others**
- Smart City
- Inbound Tourism
Sustainability Management System

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

Issues discussed at the committee meeting are shared throughout the Company and with all Group companies during weekly meetings attended by senior executives, including those of Group companies, where they review the Plan, Do, Check, Act (PDCA) cycle at each department and ensure that all employees clearly understand it.

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

Also, since fiscal 2015, we have sought to advance NTT Group CSR management by holding meetings of the Group CSR Committee, chaired by the chairperson of NTT’s CSR Committee (representative director and senior executive vice president) and comprising chief CSR officers (senior executive vice presidents and the executive vice president) of major NTT Group companies in Japan. In addition, CSR promotion members at each company hold Group CSR Liaison Meetings on a regular basis to share common challenges and successful examples from each Group company and to monitor progress on the implementation of NTT Group CSR Priority Activities with respect to PDCA cycles and further promote a sense of unity across the Group.
PDCA Cycle Enforcement by Each Committee
Each committee formulates an annual action plan and presents a report detailing its progress and plans to the Sustainability Management Committee in the first half of the fiscal year. The committees practice PDCA using the following approach.

<table>
<thead>
<tr>
<th>Committees</th>
<th>Major Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental Sustainability Taskforce</td>
<td>In fiscal 2017, we set up the following expert subcommittees to pursue initiatives in four areas.</td>
</tr>
<tr>
<td></td>
<td>Subcommittee on Utilizing ICT against Climate Change to contribute to the reduction of CO2 emissions across society</td>
</tr>
<tr>
<td></td>
<td>Subcommittee on Energy Conservation for Telecommunications Facilities to reduce environmental impact in network construction</td>
</tr>
<tr>
<td></td>
<td>Subcommittee on Effective Use of Resources to initiate aimed at reducing the final disposal rate of waste and increasing the collection of used mobile phones</td>
</tr>
<tr>
<td></td>
<td>Subcommittee on Biodiversity to strengthen the docomo Woods program and public relations activities</td>
</tr>
<tr>
<td>Creation of Safe and Secure Services for the Smartphone Age Working Group</td>
<td>Reduce risks for smartphone use by children (filtering services, etc., for situations including the use of Wi-Fi connections)</td>
</tr>
<tr>
<td></td>
<td>Address the issue of preventing phone use while walking, a newly identified social issue, from a service standpoint</td>
</tr>
<tr>
<td></td>
<td>Consider services to prevent the criminal use of smartphones and mobile phones</td>
</tr>
<tr>
<td>Universal Design Promotion Working Group</td>
<td>We monitor progress related to the following objectives. Members responsible for providing support to docomo Shops, developing mobile phones and apps, as well as retail plans participate and share information to pursue the following general initiatives.</td>
</tr>
<tr>
<td></td>
<td>Barrier-free docomo Shops to develop mobile phones and consider services that are both easy and safe to use for the elderly and persons with disabilities</td>
</tr>
<tr>
<td></td>
<td>Enhance accessibility of products and services</td>
</tr>
<tr>
<td></td>
<td><a href="https://www.nttdocomo.co.jp/utility/farm/web_accessibility/index.html">https://www.nttdocomo.co.jp/utility/farm/web_accessibility/index.html</a> (in Japanese only)</td>
</tr>
<tr>
<td></td>
<td>Hold DOCOMO Hearty Classes as a digital inclusion initiative to support persons with disabilities in learning to use the Internet and smartphones</td>
</tr>
<tr>
<td>Health and Productivity Management Working Group</td>
<td>We monitor progress related to the following objectives.</td>
</tr>
<tr>
<td></td>
<td>Encourage employees to develop an even higher level of awareness on health issues</td>
</tr>
<tr>
<td></td>
<td>Group the current situation by publishing a “Health White Paper”</td>
</tr>
<tr>
<td></td>
<td>Set targets for promoting health and productivity management, implement measures and monitor progress on target attainment</td>
</tr>
</tbody>
</table>

Note: Underlined phrases are linked to related pages.

Spreading CSR Awareness among Directors and Employees
As part of DOCOMO’s efforts to promote CSR, it invites outside experts to speak at seminars designed for executives. In October 2017, we invited Professor Takashi Nawa of The Graduate School of International Corporate Strategy, Hitotsubashi University, for a lecture on management strategies based on creating shared value (CSV), which was attended by about 300 members such as executives and employees in management positions. Professor Nawa explained the concept of CSV by introducing examples of other companies and also spoke about how the DOCOMO Group should develop its “+d” initiative. The lecture was an opportunity for participants to hear valuable advice on DOCOMO’s future business strategies and plans.

In an effort to disseminate our CSR Policy among employees, the general manager of the CSR Department and others hold lectures at regional offices and branches nationwide to explain the DOCOMO Group’s initiatives on CSR. Ten lectures were held in fiscal 2017.

Apart from these activities, we also offered web-based training using CSR videos and SDGs Seminars presented by external lecturers in a workshop format to increase employee understanding of CSR.

DOCOMO also participates in the NTT Group CSR Conference, which has been held each year since fiscal 2013 to share superior CSR initiatives across the Group. In the 2017 Presentations on Social Contribution Ideas aimed at exploring social contribution activities that are unique to NTT, three employees from DOCOMO received awards for first place, first runner-up and honorable mention. In the area of superior CSR initiatives, NTT Group companies in Japan and abroad submitted their entries under the four CSR themes of People and Society; People and Earth; Safety and Security; and Team NTT. The Mieru Denwa initiative submitted by DOCOMO received the NTT Group CSR Award Grand Prize.

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

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

#### Stakeholder Definition/Standard

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Engagement</th>
<th>Activity</th>
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<tbody>
<tr>
<td>Customers (including children and the elderly)</td>
<td>docomo Shops, Information Centers, DOCOMO website, questionnaire survey, customer consultation desks, marketing research</td>
<td>Provide data security and privacy, products, apps and services</td>
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<td>Corporate customers</td>
<td>Business solutions, special lines such as satellites and maritime telephone lines</td>
<td>Customer satisfaction, a safe and secure communications environment</td>
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<td>Governments</td>
<td>Consultations and exchanges of opinions</td>
<td>Compliance with applicable regulations</td>
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<tr>
<td>Shareholders and investors</td>
<td>General meetings of shareholders, financial results presentations, IR website, annual reports, DOCOMO Trustline (shareholders newsletter), email newsletter, response by the IR Department</td>
<td>Achieve sustainable growth, enhance corporate value over the mid to long term and return profits to shareholders</td>
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<tr>
<td>Financial institutions</td>
<td>Collaboration in account settlement</td>
<td>Fair transactions</td>
</tr>
<tr>
<td>Business partners (telecommunications-related manufacturers)</td>
<td>Meetings to exchange opinions, meetings to improve operations and CSR procurement briefings</td>
<td>Fair and transparent transactions</td>
</tr>
<tr>
<td>Business partners (content providers)</td>
<td>Meetings to exchange opinions and meetings to improve operations</td>
<td>Fair and transparent transactions, Production and improvement of contents</td>
</tr>
<tr>
<td>Partner companies</td>
<td>Consultation, exchange of opinions</td>
<td>Fair and transparent transactions</td>
</tr>
<tr>
<td>Business partners (sales agents)</td>
<td>Staff training, visits by the president, route sales activities of branch staff, discussions with sales representatives</td>
<td>Information exchange, Information exchange</td>
</tr>
<tr>
<td>Telecommunications industry</td>
<td>Counselling and industry group meetings</td>
<td>Fair competition, Information exchange</td>
</tr>
<tr>
<td>Employees</td>
<td>Meetings with executives to exchange opinions, Intranet site, counselling, whistleblowing desk and labor management consultations</td>
<td>Securing and maintaining employment, appropriate and transparent evaluation, establishment of a working environment, labor-management consultations</td>
</tr>
<tr>
<td>Nonprofit organizations and non-governmental organizations</td>
<td>Meetings to exchange opinions, grants and brochures</td>
<td>Collaboration for building a sustainable society, Information exchange</td>
</tr>
<tr>
<td>Global environment</td>
<td>From 2016: “Green Action Plan 2030”</td>
<td>Minimize environmental impact, Effective use of energy</td>
</tr>
<tr>
<td>Local communities</td>
<td>Meetings to exchange opinions, grants, brochures, Mobile Phone Safety Classes, collaboration in environmental education programs for children</td>
<td>Safety for the local community and appropriate collaboration for social development, Communicate with local communities</td>
</tr>
</tbody>
</table>

#### NTT Group’s Stakeholder Engagement

[http://www.ntt.co.jp/csr_e/groupcsr/stakeholder.html](http://www.ntt.co.jp/csr_e/groupcsr/stakeholder.html)
Example of Stakeholder Engagement

Connecting Social Issues and ICT through Down-to-Earth Relationships Rooted in the Community

“Agri-girls” is the name given to female employees of DOCOMO’s Agriculture ICT Promotion Project Team, who practice the quintessential form of stakeholder engagement through their volunteer work. They are driven by their desire to do whatever they can to help Japanese agriculture, which is faced with major obstacles including the declining number and aging of farmers as well as the expansion of imports of cheaper agricultural products. Their mission lies in applying that passion to action and finding solutions to support customers in the farming industry.

To date, the agri-girls have collaborated with partner companies to widen the use of ICT solutions such as the “Mobile Gyuonkei” cow thermometer. This was made possible not because of their extensive knowledge of or experience in the field of agriculture, but because of their warm-hearted relationships with people in the community and farmers at the frontlines of agriculture, as well as with partner companies developing the services. These women have been paying frequent visits to customers, following the growth of a particular calf and at times sharing in the joy of seeing it reach maturity. They were able to forge powerful bonds by building on their daily efforts. Moreover, they have won customers’ hearts by placing their needs first, blended in with the local community by demonstrating their passion and capacity for taking action. Also, they have acquired knowledge of the local community in a way that is not possible in a business-only relationship. These are all crucial elements for accurately understanding the challenges facing customers and presenting proposals that genuinely benefit them. Through their efforts, these women have raised productivity while lowering the need for labor by connecting the issues facing Japanese agriculture with DOCOMO’s ICT and with the partnerships required to execute a project.

The actions taken by the agri-girls are self-initiated. They sprang out of a workplace environment created at DOCOMO in which women can shine and pursue their careers with a great sense of satisfaction.

Agreements with Local Governments

We have entered into collaborative agreements with local governments in which we seek to make use of DOCOMO’s ICT services and AI technology for regional revitalization. As of the end of March, 2018, we have signed collaborative agreements with seven local governments in Japan, including Kochi Prefecture and Yonaguni Town, with which we began collaborating in fiscal 2017.

DOCOMO has signed an agreement to collaborate with Yonaguni Town in Okinawa Prefecture to utilize ICT for regional revitalization and urban development. We will promote ICT-based solutions to address the challenges facing Yonaguni, such as its unique geographic characteristics as a remote island that places the region in a competitive disadvantage in terms of economic activities, its declining population and shortage of labor. With Kochi Prefecture, we signed a collaboration and cooperation agreement to promote regional revitalization. We are applying DOCOMO’s ICT services and AI technology to initiatives in seven areas: promoting industry and securing workers; addressing low birthrates; developing mountainous regions; preventing disasters; improving the health of citizens; and ensuring security and safety.

Looking ahead, we will collaborate with local governments nationwide to pursue business activities that contribute to resolving issues faced by a region and its citizens and to enhancing the quality of their lives.
Commitment to External Initiatives

DOCOMO refers to the following external initiatives when accounting for environmental, social and economic impacts in our businesses.

We specifically look to international guidelines that contain measures companies should take against potential social and environmental risks in formulating our own NTT DOCOMO Group CSR Policy, NTT DOCOMO Group Code of Ethics and NTT DOCOMO Guidelines for CSR in Supply Chain.

External Initiatives Used as References for CSR Activities

- ISO 26000
- OECD Guidelines for Multinational Enterprises
- ISO 14001
- RBA (Responsible Business Alliance)
- SDGs

Social Impact Valuation

Since fiscal 2017, DOCOMO has been measuring the impact of its initiatives on material issues related to sustainability in an effort to add value. In fiscal 2017, we measured social impact and added value to two important services provided by DOCOMO (the smartphone and mobile phone safety classes and the “Aruiteotoku” health promoting app), and we published the results.

NTT DOCOMO Impact Valuation Report

Participation in External Organizations

DOCOMO actively participates in external groups and organizations to exchange information and thereby develop a common awareness of social issues that transcends the corporate framework.

Membership in External Groups (Major Groups Only)

- KEIDANREN (Japan Federation of Business, incorporated association) (executive member)
- Association of Radio Industries and Businesses (ARIB, incorporated association) (management advisor)
- Telecommunications Carriers Association, general incorporated association (director)
- GSM Association (Board Member)
- Next generation mobile networks (Board Member)
- Global Compact Network Japan (GCNJ) (associate member)
- Japan Climate Initiative (JCI) (As of August 31, 2018)