The new of today, the norm of tomorrow

NTT docomo

NTT DOCOMO GROUP SUSTAINABILITY REPORT 2020

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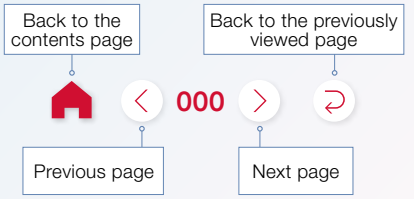


Brand Slogan and Statement

The new of today, the norm of tomorrow

NTT docomo

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.

Brand Statement

DOCOMO has embarked on a new challenge:
connecting the separate elements of daily life
to achieve levels of convenience and enjoyment never seen before.
We call it “smart innovation.”
Security and peace of mind, health, education,
and all the other pleasures that go to make up life—
we are proposing optimum connections for each individual,
taking the provision of information and enjoyment of life a giant step forward.
To make this a reality, we are supporting innovation across a wide range of businesses.
And beyond this, we are also actively developing novel solutions
to the challenges facing society.
This culture of challenge and innovation is deeply rooted at DOCOMO.
For us, however, it’s not simply about creating products and
services that are new; it’s about creating things that, before you know it,
become essential or even taken for granted in daily life.
We firmly believe the lifestyles that “smart innovation”
makes possible will become the standard, so deeply ingrained they are hardly noticed.
We envisage a time when the new becomes everybody’s taken-for-granted standard,
and we are working towards that day with everything at our command.

Message from the President and Chief Executive Officer

DOCOMO will exert its utmost effort to create a new society with 5G.

Kazuhiro Yoshizawa
President and Chief Executive Officer

As the COVID-19 pandemic continues to rampage across the world, I would like to express my sympathy to those suffering from the disease and extend my sincerest condolences to the friends and relatives of those who have tragically passed away. I also want to convey my deepest gratitude and respect to the many who provide medical care and are addressing the disease.

Efforts to Tackle the Coronavirus Pandemic

The spread of COVID-19 has had a devastating impact on both social and economic fronts worldwide since early 2020. It is currently difficult to see when it might end and how wide of an impact it will have. Uncertainties over the global movement of people and goods, economic conditions, and other social interactions are expected to continue for the foreseeable future.

Looking at our close surroundings, a national state of emergency was imposed from April to May in Japan. Since then, our social activities and behavioral patterns, centered on securing social distancing and avoiding the three Cs (closed spaces, crowded places, and close-contact settings), are steadily changing.

Due to the COVID-19 pandemic, people have been required to remain at home, and data and voice communication needs have grown while more individuals telework or take online classes. To fulfill our social responsibilities as a telecommunications service provider, DOCOMO strives to provide a stable communication environment. We also place the utmost priority on the health and safety of our customers and employees. While taking sufficient measures to prevent COVID-19 infections, we have continued to provide services for customers at docomo Shops and information centers and offer related online options as well.

Additional customer support has included free services, including up to 50 GB of free data communication for customers who are 25 years of age and under as well as a free d healthcare app for online health consultations.

Furthermore, we have provided demographic change analyses using Mobile Spatial Statistics for national and local governments.

Due to the pandemic, remote and decentralized approaches have been taken in relation to the economy, daily life, and the social structure itself. Living in a world with COVID-19, often referred to as the "new normal," our roles are to provide more stable communication services, create new value by capturing emerging needs, and solve social issues. We will boldly take on the responsibility of these roles.

Launch of a 5G Commercial Service

On March 25, 2020, DOCOMO launched a 5G commercial service after about six months of pre-commercial offerings. The significance of introducing 5G is to promote digital transformation (DX) by taking advantage of 5G features—high speed/large capacity, low latency, and multiple simultaneous connections—to deliver new value and overcome social challenges.

We are focused on four fields—networks, devices, services, and solutions—toward popularizing 5G and making our daily lives more convenient and comfortable. In the "Networks" field, we will build a 5G area network with a new frequency band, expand it to 500 cities by the end of fiscal 2022, and develop 32,000 base stations by the end of fiscal 2022.

In the "Devices" field, we will aggressively promote 5G smartphones toward earning 20 million contracts by the end of fiscal 2023. Moreover, we will upgrade stadium and arena devices to 5G.

Central to the services field are music and live performances, video, gaming, and sports. We will develop 8KVR live "New Sensory Experience Live CONNECT" and "d game" cloud games to provide more realistic experiences.

In the "Solutions" field, we emphasize extensive co-creation with companies, local governments, universities, and other organizations. The DOCOMO 5G Open Partner Program, launched in February 2018, has attracted the participation of more than 3,500 companies and organizations as of September 2020.

A total of 22 solutions were unveiled at the launch of the 5G commercial service through these co-creation efforts.

These solutions include remote work support "AceReal® for docomo," high-definition video transmission "Live EX 8KVR™," and face recognition entrance and exit control "EasyPass™ powered by SAFR™." With these we will help solve various social problems faced by Japan today, such as the declining birthrate and aging population, the shrinking labor force, and those associated with regional revitalization. We believe this will lead to the achievement of the SDGs.

Response to Large-Scale Disasters

Communication networks have become indispensable infrastructure for daily life and industries. Our mission is to protect the reliability and stability of an infrastructure for uninterrupted communication.

Due to climate change, disasters such as torrential rains, typhoons, and earthquakes have frequently occurred in recent years. In response, we have been taking measures daily, such as securing uninterruptible power supplies to key base stations. In the event of a disaster, we swiftly mobilize for recovery work and respond in other necessary ways by dispatching mobile base station vehicles and power generation vehicles to affected areas, restoring transmission

lines with temporary cables, and loaning satellite mobile phones to local governments.

In 2019, typhoons No. 15 and No. 19 caused massive damage, and for the first time we offered the unlimited data mode during a disaster, in which no speed limit is applied even after data volume reaches its upper limit, to customers in areas subject to the Disaster Relief Act. In addition, we provided a free battery charging service in the affected areas, using storage batteries that had been deployed to all docomo Shops in June of this year.

We responded when record-breaking heavy rains occurred in July 2020 while also taking precautions against COVID-19, such as by wearing face masks, goggles, and other gear.

Response to Climate Change

I have always said that CSR is synonymous with our business activities. By formulating the NTT DOCOMO Group CSR Policy "I (Innovative docomo) + R (Responsible docomo) = Sustainable," we are promoting ESG management with CSR at the foundation of our business.

Major challenges the world faces are global environmental issues, as represented by climate change. As a countermeasure to global warming, DOCOMO strives to reduce the CO2 emissions of all society. In addition, we have established expert subcommittees on issues such as controlling and reducing electricity consumption and the effective use of resources. In these subcommittees we have set targets and implemented action plans.

Last fiscal year, DOCOMO became the first Japanese telecommunications operator to express support for TCFD*1 and disclosed information in its sustainability report. In addition, in February of this year, we decided to set a greenhouse gas emission reduction target based on SBT*2, and we are currently striving to obtain certification for the target. We regard these two efforts as key for realizing a decarbonized society.

Climate change is a global issue and is being discussed by the GSMA*3, of which DOCOMO is a member. We will lead the entire mobile communications industry in tackling this problem.

Toward Further Strengthening NTT DOCOMO

On September 29, 2020, Nippon Telegraph and Telephone Corporation (NTT) announced a tender offer to make DOCOMO its wholly owned subsidiary, and DOCOMO agreed.

The background to this decision included significant changes in the market environment, such as intensifying competition involving players from different industries, changes to remote and decentralized social forms, and diversifying and increasingly complex and sophisticated customer needs. Amid these environmental changes, our business areas alone have been unable in some cases to respond. At a time when society has been dramatically transformed and full-scale 5G development has begun, we believe we must also evolve into an entity that can comprehensively meet the expectations and needs of society by expanding our mobile-centered business domain.

By becoming a wholly owned subsidiary of NTT, we will become a company that plays a central role in the NTT Group and can respond to customer needs for mobile networks as well as solutions and applications while serving at the frontline

for all customers, regardless of consumer preferences or companies. Going forward, DOCOMO will continue to deliver new value to society to improve customer service and achieve society's sustainable development.

November 2020

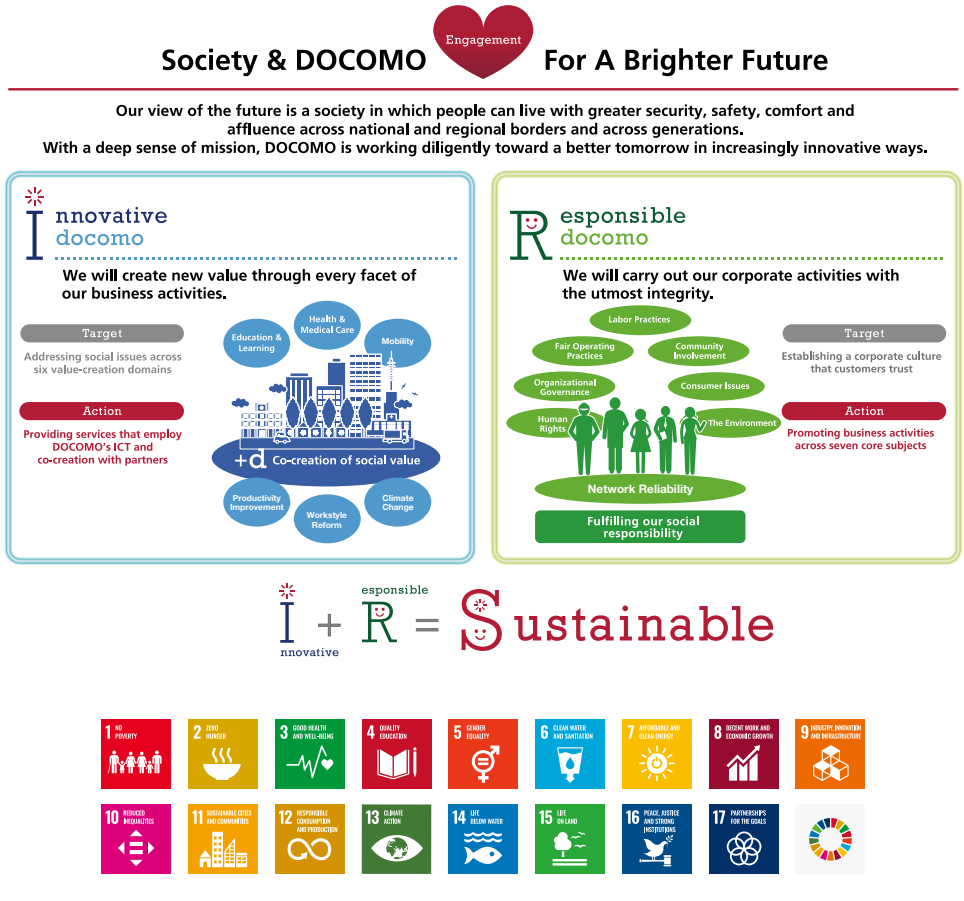
*1 Task Force on Climate-related Financial Disclosures created by the Financial Stability Board (FSB)
*2 Science-based targets to limiting global temperature rise to well-below 2°C above pre-industrial levels
*3 Industry organization (GSM Association) representing carriers and manufacturers of mobile communications

CSR Policy and Contribution to the SDGs

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

DOCOMO's CSR policy consists of two fronts: "Innovative docomo" and "Responsible docomo." These are so we can continue to provide new value to customers and society while also providing stable communications. There is also a pillar to fulfill our social responsibility as a company. Under the following policy, we will contribute to the achievement of the SDGs and the creation of a sustainable society.

NTT DOCOMO Group CSR Policy



Solving Social Issues through Co-creation with Partners

Under one of the CSR policies, "Innovative docomo," we work with a wide range of partners from industry, academia, government, and the public through collaborative creation of "+ d" to solve social issues related to such areas as regional vitalization, education, health, and medical care.

We will promote the creation of a wide area of innovations by augmenting the strength of partners by adding DOCOMO's assets "connecting technologies" into the mix.

In addition, to connect the solution of social issues with business, it is essential for employees to deepen their understanding of CSR and the SDGs. We believe that fostering a corporate culture through training and daily operations will contribute to the Company's development.

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

Special Feature on SDGs 1
Regional Vitalization through Co-creation with Partners
» P.051

Special Feature on SDGs 2
A Corporate Culture that Prompts Us to Tackle Social Issues
» P.052

Special Feature on SDGs 3
Connection between DOCOMO services and SDGs
» P.053

DOCOMO by the Numbers (Financial and Non-Financial Results)

DOCOMO is pursuing a broad range of activities to enhance its corporate value over the long term and realize a society in which people can live with security, safety, comfort and affluence.

Main Business Areas

Telecommunications Business

Mobile phone (5G, LTE(Xi) and FOMA) services, optical-fiber broadband services, satellite communications services, international services, and equipment sales related to these services

Smart Life Business and Other Businesses Segment

- Smart Life Business

Services provided via d market, including video distribution, music distribution, and the electronic book service, finance/payment services, online shopping service, other life-related services, etc.

- Other Businesses

Mobile device protection service, IoT services for corporate clients, commissioned development/sales and maintenance of systems, etc.

Number of Information Security Incidents
FY2019 result **0** cases
FY2020 target 0 cases

Stable Service Provision Rate
FY2019 result **100%**
FY2020 target 100%

d POINT CLUB members
FY2019 result **75.09** million
FY2021 target 78.00 million

Number of Enterprise Partners
FY2019 result **3,400** companies
FY2021 target 5,000 companies

Smartphone and Mobile Phone Safety Classes
FY2019 result **1.37** million attendees
FY2020 target 1.30 million attendees

Operating Revenues (Sales)
4,651.3 billion yen

Mobile Phone Subscriptions
80.33 million

(As of March 31, 2020)

Locations where Payment/Point Service Can Be Used
FY2019 result **1.71** million
FY2021 target 2.00 million

Transactions Handled by the Finance/Payment Business
FY2019 result **5.3** trillion yen
FY2021 target 6 trillion yen

Contribution to the Reduction of CO_2 Emissions
FY2019 result **40.10** million tonnes
FY2020 target 40.00 million tonnes

Enterprise Solution Revenues
FY2019 result **89** billion yen
FY2021 target 120 billion yen

Amount of Cumulative Investment for 5G Infrastructure Build-out, etc. (cumulative total since FY2019)
FY2019 result **52** billion yen
FY2023 target 1 trillion yen

Large-Zone Base Station Coverage of Prefectural Capital Cities
FY2019 result **100%**
FY2020 target 100%

Used Mobile Phone Collection (cumulative total since FY2017)
FY2019 result **14.44** million units
FY2020 target 16.00 million units

Wait Time + Attendance Time
FY2019 result **65** minutes
FY2019 target Roughly half of the FY2018 average of 2 hours

Overview

This report provides an overview of DOCOMO's CSR activities, which are being developed on the two fronts of "Innovative docomo" and "Responsible docomo" and by category.

I nnovative + R esponsible = Sustainable

Innovation

Addressing Social Issues through DOCOMO Innovation

Guided by our R&D vision, "Keep creating new futures in pursuit of all 'connections,'" we engage in R&D for providing 5th generation (5G) mobile communication and developing communication networks, devices, and services based on AI and IoT. In addition, DOCOMO actively seeks to strengthen collaboration with external corporate partners.

» P.055

Environment

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

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

» P.068

Network Reliability

Fulfilling Our Mission as a Lifeline Provider

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

» P.090

Overview

Customer Services

Providing Services that Satisfy All Our Customers

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

» P.099

Supply Chain

Due Consideration for CSR in Managing the Supply Chain

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

» P.139

Human Resources and Labor Practices

Nurturing a Corporate Culture that Allows People to Fully Demonstrate Their Own Abilities

Recognizing that individual growth promotes "Declaration beyond," DOCOMO is nurturing a corporate culture in which all employees can fully demonstrate their aptitude. Furthermore, we are pursuing Workstyle Reform based on diversity management and other initiatives to instill a sense of independence and spirit of challenge among our employees.

» P.112

Community Investment

Striving to Bring Comfort and Fulfillment to the Local Community

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

» P.146

Human Rights

Respecting the Human Rights of Every Individual

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

» P.133

Corporate Governance

Establishing a Management Structure to Maximize Corporate Value

DOCOMO enhances its corporate value by ensuring speedy, transparent, and sound management through effective corporate governance. We also actively strengthen risk management that underpins these activities, practice stringent compliance as the foundation of management, ensure information security, and protect privacy to achieve sustainable development.

» P.154

TOPICS

Launch Child Raising Support Discount for Single-parent Families

Related SDGs

子育てサポート割引

DOCOMO has supported families with young children through services such as its Child Raising Support Program, Kids Keitai™, and docomo Student Discount. In view of the recent social and economic climate in the wake of the COVID-19 pandemic, we will launch a Child Raising Support Discount in December 2020 to offer economic support to single-parent households.

There are 1.42 million single-parent households in Japan (accounting for 2.8% of all households). The average income of a single-mother household is estimated* to be less than half of the income of a two-parent family.

In response to an economic environment that may worsen due to the impact of COVID-19, DOCOMO will stand by single-parent family customers and provide support to prevent them from becoming disconnected from the community as a result of the digital divide. We will also seek to further enrich our services and assist with raising children through the use of ICT.

* Source: "Report on the Results of 2016 Nationwide Survey on Single Parent Households" and "2016 Comprehensive Survey of Living Conditions"

Child Raising Support Discount (in Japanese only)

Customers Applicable for a Discount	Customer who meets the following three criteria: 1. Has been issued a recipient of child rearing allowance certificate as an adult who provides foster care for a child or children in place of the parents 2. Registered child has not reached the first March 31 after turning 18 and is therefore still eligible 3. Subscribes to an applicable plan
Period	Until the first March 31 after the registered child turns 18

Changes to Hearty Discounts®

Related SDGs

To support persons with disabilities by having them participate more in social activities, DOCOMO will be partially revising the discount under Hearty Discounts in December 2020. The new rate will apply automatically to all customers subscribed to applicable plans, allowing them to use their mobile phones more conveniently without the hassle of dealing with certain procedures. As a so-called "smart life" partner, a term created for various mobile services, we seek to assist persons with disabilities in increasing their mobility and helping with their daily communication by using mobile phones. To this end, we will continue to offer a variety of services so that each customer's life will be safe, secure, convenient, and comfortable.

Hearty Discounts Service (Page 106)
Hearty Discounts

Fraudulent Use of docomo kouza

DOCOMO expresses its deepest apologies for any inconvenience experienced by customers and other stakeholders associated with incidents of fraudulent use of docomo kouza in September 2020 and involving certain banks.

Under the scheme, a third party used illegally obtained bank account numbers and personal cash card identification numbers to open a docomo kouza account linked to their bank accounts. We extend our sincere sympathy to any victims of this fraud. In cooperation with the banks, we have completed procedures to compensate for any losses discovered to date.

In the end of October, we introduced an online personal identification system (eKYC*) at banks that continue to offer charging services for docomo kouza accounts.

We are committed to the continual reinforcement of security measures so that customers can use our services safely and with greater peace of mind. We sincerely ask for your understanding of our future commitments.

* "electronic Know Your Customer" is an online personal identification function that requires customers to use the "d payment" application to take photographs of themselves as well as their photo ID (e.g., driver's license) and upload the images to receive confirmation that the person in the photograph is identical to the individual pictured in the photo ID.

TOPICS

Joint Verification Experiment to Create Employment for Persons with Disabilities with the Use of RPA

Related SDGs

RPA*1 has recently attracted attention as society tries to tackle issues such as the population decline, and companies urgently need to secure and develop human resources capable of using it. In this context, DOCOMO launched its home study e-learning program*2 WinActor®*3 as a tool for learning RPA for corporate and individual customers in August 2019. The service is provided through gacco®*4, an online study service operated by DOCOMO gacco, Inc. In addition to textbooks and other study materials, the program includes trialware for WinActor®. Participants can gain basic knowledge for operating the tool by using the software at home or on a company computer.

During the eight-month period beginning August 1, 2019 and ending March 31, 2020, we conducted a joint verification experiment with NTT DATA DAICHI Corporation, PERSOL CHALLENGE CO., LTD., Benesse Business-mate, Inc., NTT DATA Corporation, PERSOL PROCESS & TECHNOLOGY CO., LTD., and DOCOMO gacco, Inc. We offered the e-learning program free of charge to 54 persons*5 with different disabilities and verified that it will help them create opportunities for new employment and build up their skills.

Questionnaire surveys and interviews were carried out at three stages, or before, during, and after completing the course, so that we could understand points to be kept in mind for learning RPA, such as how participants should be selected and how to create the necessary environment and support systems as well as to verify how well participants can learn RPA exclusively through online courses. We summarized our own view and future prospects and concluded that e-learning is sufficient for acquiring RPA skills. By learning to develop scenarios through e-learning, participants will be able to work from home or at satellite offices, which will help them gain more employment opportunities as well as chances to increase the efficiency of remote work.

More and more companies are introducing remote work to prevent the spread of COVID-19. Since many workers with disabilities had already been working remotely before the spread of the virus due to their specific circumstances, we expect they will be seeing more opportunities for work going forward.

As a platformer that provides RPA and an associated learning environment, DOCOMO will contribute to solving social issues by helping more companies conduct initiatives for hiring and developing persons with disabilities to play active roles in implementing RPA in the future, increase their employment rate, and enhance barrier-free employment. To that end, we are developing content in universal design, featuring accessibilities such as the variable size and colors of fonts and a text-to-speech function.

*1 Robotic process automation is an initiative to promote efficiency and automation in office work by utilizing cognitive technologies such as a work rule engine, machine learning, and AI.
*2 Program jointly developed by NTT DATA Corporation, PERSOL PROCESS & TECHNOLOGY CO., LTD., and DOCOMO.
*3 A software robot designed to automate PC operation by recording operations of various applications that run on a Windows device, requiring no programming expertise.
*4 Online courses operated by DOCOMO gacco, Inc. (http://gacco.org/).
*5 Includes those working at, or receiving work support from, NTT DATA DAICHI Corporation, PERSOL CHALLENGE CO., LTD., or Benesse Business-mate, Inc.

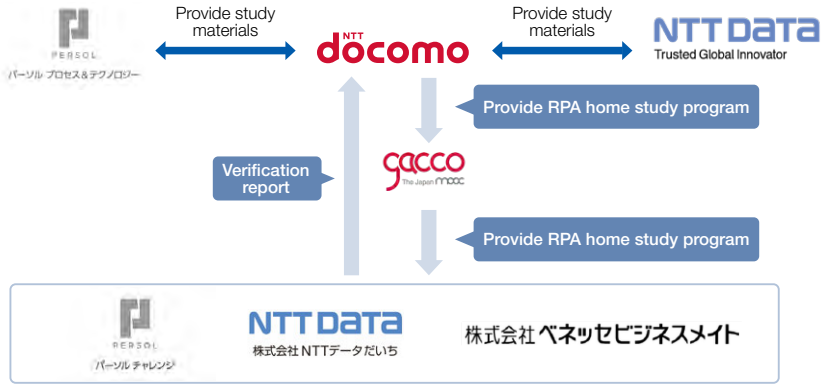
Note:
WinActor is a registered trademark of NTT Advanced Technology Corporation in Japan and other countries and regions.
gacco is a registered trademark of NTT DOCOMO, INC.

Joint verification experiment report on the use of RPA in creating employment opportunities for persons with disabilities (in Japanese only)

RPA WinActor (in Japanese only)

WinActor certification training, the first to be offered through e-learning (in Japanese only)

Roles of Each Company in the Verification Experiment



Special Feature

DOCOMO's Response to the COVID-19 Pandemic

DOCOMO is taking action with top priority on the health and safety of customers and employees while also pursuing initiatives that anticipate a structural shift emphasizing remote social interaction.

COVID-19 has ravaged the world since the start of 2020 and continues to spread with no end in sight. As a telecommunications carrier and designated public body, DOCOMO has sought to fulfill its responsibility to society in the face of the pandemic by pursuing the safe, reliable operation of the systems required by its services in order to ensure the continuous operation and maintenance of communication network facilities.

We will also respond to the structural shift toward remote social interactions and meet diverse needs by deploying our corporate assets to generate new value and address social issues.

With top priority on the health and safety of our customers and employees, we take due care to prevent infections while continuously providing stable connectivity and engaging in initiatives that benefit our stakeholders.

Initiatives for Supporting Customers

1 For Customers 25 Years Old and Younger

We provided a secure communication environment for customers who are 25 years old and younger to participate in remote classes and online learning.

Period: April through August 2020
Content: Charges*1 for "Speed Mode" and "Additional 1GB Option" were waived.*2, 3

*1 1,000 yen/1 GB (tax excluded)
*2 Subject to subscribers of designated billing plans
*3 Up to 50 GB

2 For Customers Facing Difficulty Paying Their Bills

At the customer's request, we extended the payment due dates for mobile phone bills that fell between February 29 and June 30, 2020, to July 31, 2020.

3 Reissuing Expired d POINTs

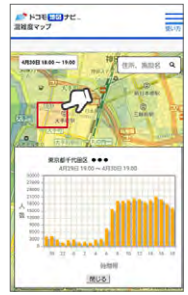
Given that the stay-at-home period due to the COVID-19 pandemic made it difficult to use d POINTs, we reissued d POINTs that had expired between March and May 2020, effectively extending their period of validity.

4 Free Online Consultation Service via d healthcare

From April through June 2020, we offered a free, 24-hour online chat service that enabled d account users to consult doctors about COVID-19 and other health concerns. The service contributed to alleviating the risk of infection and burden on healthcare institutions and relieving customer anxiety.

5 docomo Map Navi "Congestion Map" Offered Free of Charge

In May 2020, we began providing the docomo Map Navi "Congestion Map" which enables users to see the level of congestion in any given area in Japan, free of charge.



*DOCOMO aggregates and processes data based on docomo Map Navi's statistical information, which is produced by collecting location information for mobile phones with permission from users of the automatic GPS (latitude/longitude information) function. Location information consist of GPS data measured at a minimum interval of five minutes and does not include personal information.

Special Feature

DOCOMO's Response to the COVID-19 Pandemic

Governments and Companies

1 Providing Population Dynamics Analysis Based on Mobile Spatial Statistics

We continuously provided statistical information on demographic changes in principal areas before and after the declaration of Japan's state of emergency.

(For more information, please see the next page.)

2 Realizing Telework and Remote Education

To address the expansion of telework and remote education, we offered the following services as methods of communication, free of charge for a limited period of time, and received applications from over 600 companies.

(1) Services for Telework and Working from Home

- **Business Plus (until July 31, 2020)**
  - Business Chat: WowTalk for Business Plus
  - Business Chat: LINE WORKS Free Plan
  - Mobile Device Management: CLOMO MDM for Business Plus
  - Document Sharing: Handbook Standard Plan
  - Web Conference: sMeeting Standard
- **Voice Conferencing Service (until August 31, 2020)**
  Voice Meeting/Office Link

(2) Education-Related Services and Content during School Closures

- **English 4Skills (until April 30, 2020)**

Employees

1 Promoting and Bolstering Working from Home

During Japan's state of emergency, employees in principle worked from home, unless their job required their presence at the office.
In addition, to promote work styles centered on remote work, the NTT Group is developing the necessary systems and working environments by providing remote work system, a remote work allowance, paying actual commuting expenses instead of the cost of a commuter pass, and offering a super flex-time system starting in October 2020. These support efforts are combined with operational adjustments and staggered commuting to prevent the spread of infection.

Target Ratio of Employees in the Office Compared to Before the State of Emergency

2 Response to Infections among Employees

When an employee is confirmed to have been infected, the emergency response headquarters collaborates with the relevant public health center to disinfect the premises and suspend operations.

Supply Chain

Wide-Ranging Response at docomo Shops

During the state of emergency, we asked customers to make reservations before visiting shops, limited operations, and guided customers through online procedures. We also adjusted staff working hours and implemented measures to prevent infection among customers visiting the shops. We remain committed to protecting the lives and well-being of our staff and customers.

Major Responses under the State of Emergency

docomo Shops

- Shortened business hours (reservations required in principle, open for business from 10 a.m. to 4 p.m.)
- Limited scope of operations (necessary operations to maintain telecommunication services)
- Reduced the frequency of commuting by rotating team assignments
- Distributed non-contact thermometers at all shops for customers to voluntarily take their temperature upon entering
- Ensured thorough disinfection, took action to prevent droplet infection, and encouraged staff health management
- Distributed masks and goggles for staff and placed alcohol-based hand sanitizer and other items in shops

Website

- Guided customers around the clock through online procedures
- Launched an online version of the docomo Smartphone classes using videos to show how to use and enjoy smartphones

DOCOMO's Solution for a "New Normal" Society

Mobile Spatial Statistics®

As part of preventing the spread of the COVID-19 pandemic, the Cabinet Office, Ministry of Health, Labour and Welfare and Ministry of Internal Affairs and Communications requested that we analyze demographic changes in principal areas compared to the average of the same month last year based on mobile spatial statistics. We have been providing this data to national and local governments as well as to the media. This demographic information can be applied to broad areas, including urban planning, disaster prevention planning, and marketing.

About Mobile Spatial Statistics

The hourly movement of Japan's entire population can be grasped 24-hours a day, all year round, based on demographic data obtained by using the mechanism of DOCOMO's mobile phone network. Estimates are made by periodically monitoring the mobile phones located within the areas covered by each base station and adding the diffusion rate of DOCOMO phones.

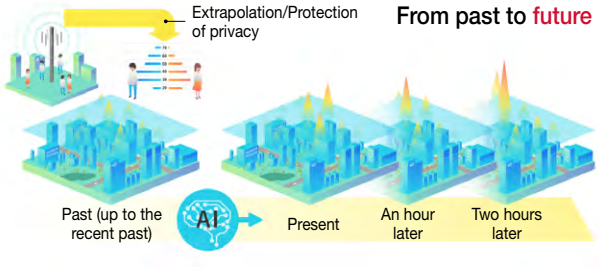
We can analyze the data by gender, age, residence, country or region, and other factors and continuously monitor changes at different times of day to determine certain characteristics of an area and people's movements. However, data obtained from mobile spatial statistics only shows the number of people in a group and cannot identify individuals.

Map displaying population trends by area

Meeting the Needs of a "New Normal" Society with Advanced Technologies

Today, and in the society of the future, people are and will be required to maintain distance and avoid closed spaces, crowded places, and close contact. Under these circumstances, and as part of our contribution to society, we are cooperating with DOCOMO InsightMarketing, Inc. to make available free of charge from May 2020 to March 2021 the Mobile Spatial Statistics Population Map, which shows the nationwide distribution of people, as current as up to one hour ago. Anyone can use the site to observe human movement in their area of residence or destination and plan their own actions accordingly. Data can also be used by local governments and companies for various measures for reviving local economies. In addition, we are seeking to apply a real-time version of the national population distribution statistics to provide AI traffic jam prediction that can be used in combination with AI and big data for mitigating congestion and understanding various demands.

We intend to continue addressing social issues by further expanding and improving the functions of Mobile Spatial Statistics.



It will become possible to predict the population of an area of 250 square meters.

Applications of Mobile Spatial Statistics

- Trading area analysis based on population flow (such as planning for new shop openings and promoting sales of existing shops)
- Event analysis (measuring the impact of an event and considering content according to gender and age)
- Tourist analysis (grasping the state of tourism at destinations of foreign visitors)
- Urban planning (utilizing basic data for establishing transportation systems and urban development)
- Formulation of disaster prevention plans (estimating stranded populations and planning for storage location and quantities of drinking water and other supplies)

Note: Mobile Spatial Statistics is a registered trademark of NTT DOCOMO, Inc.

Special Feature

DOCOMO's 5G Strategy

DOCOMO rolled out its commercial 5G (5th generation mobile communication system) services in March 2020. Through 5G, the Company endeavors to create new value and solve social issues. And it is undertaking a variety of initiatives to change the world with 5G.

New value creation

We will introduce new services across a broad range of areas including sports, music, and tourism to generate unprecedented value.

Changing the World with 5G

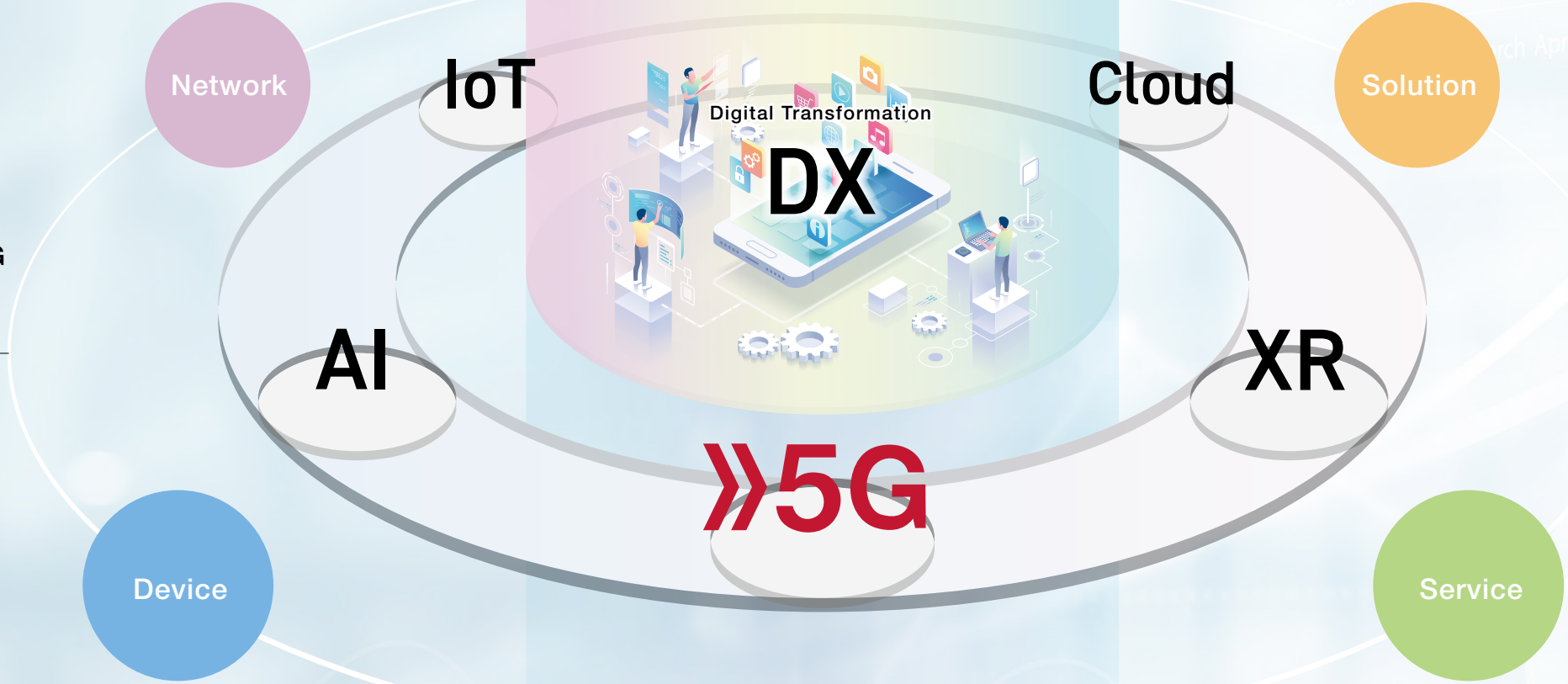
Solutions for Social Issues

We will apply 5G to overcome the many challenges faced by Japanese society, including the declining birth rate and aging population, regional vitalization, and shrinking workforce.

Effects of 5G

- Drastic UI/UX improvement
- Creation of innovative services
- Productivity enhancement

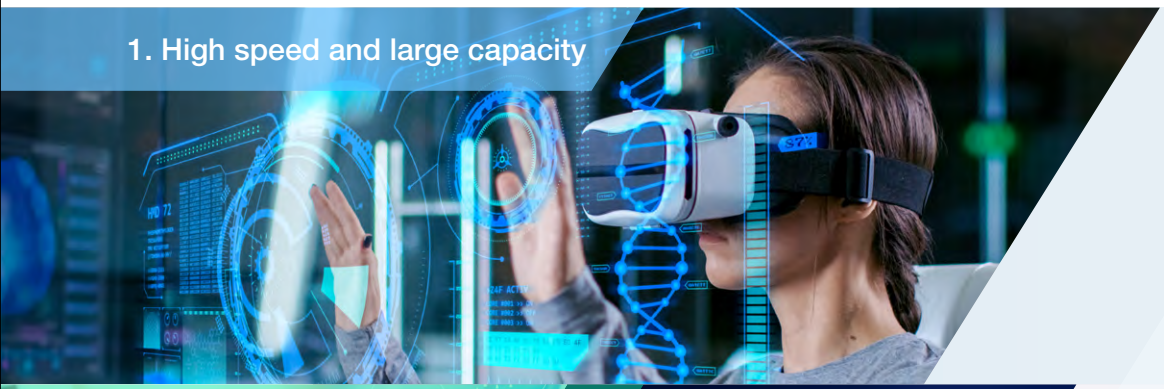
Initiatives for Popularizing 5G



Changing the World with 5G

Technological Features

1. High speed and large capacity



Sending and receiving larger volumes of data at faster speeds is achieved with 5G. Moreover, users can enjoy dynamic, high-quality video and services, including 360° image capture that makes possible viewing a scene from multiple perspectives, and immersive 3D imaging such as VR.

Maximum transmission speeds

20 Gbps (20 times faster than LTE)

2. Low latency

Delays in communication will be shorter, enabling users to interact in near real time across long distances. This will contribute to factory automation based on remotely monitoring and controlling machinery as well as popularizing esports.

Network delay

1 ms (= 0.001 second) (one-tenth of LTE)

3. Massive device connectivity

With 5G, simultaneous network access is achieved across a full range of devices, including smartphones, digital home appliances, and sensors. This makes it possible to build Smart Homes and use information from dispensers and measuring devices useful in daily life.

Number of connected device

1 million units/km^2 (10 times more than LTE)

*Figures are theoretical values.

Changing the World with 5G

Initiatives for Popularizing 5G

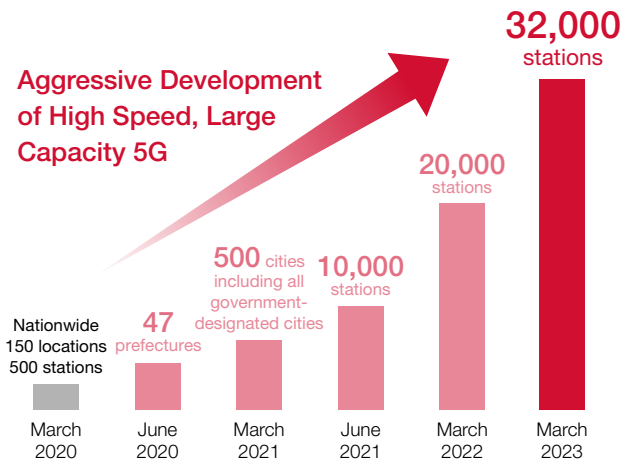
Network

We will quickly expand areas covered by 5G throughout Japan and contribute solutions to social issues with high-speed, large-capacity communication.

Starting with the first generation (1G), based on analog transmission in the 1980s, each decade has brought a new generation of mobile communication systems. Over the years, transmission speeds and network capacity have increased exponentially, providing greater convenience in the daily lives of customers and boosting productivity and delivering added value to industries.

We will realize high-speed, large-capacity networks by making use of three new frequency bands to draw out the maximum potential of 5G.

Along with expanded area coverage and faster transmission speeds, we plan to raise the 5G infrastructure development rate for parent base stations to 97.0% in fiscal 2023.



5G Deployment Plan

Start of 5G Rollout	By End of Fiscal 2020	Target for End of Fiscal 2023
Areas and Base Stations 150 locations nationwide About 500 stations **Transmission speeds** Maximum downlink speed: 3.4 Gbps Maximum uplink speed: 182 Mbps	**Areas and base stations** 500 cities including all government-designated cities **Transmission speeds** Maximum downlink speed: 4.2 Gbps Maximum uplink speed: 480 Mbps	**5G infrastructure development rate** 97% **Investment in 5G infrastructure** 1 trillion yen(aggregate total for FY2019 to FY2023)

Carry 5G™

Carry 5G™ is a portable 5G base station that delivers 5G access wherever the user wants it. The technology addresses situations that require setting up temporary 5G service, such as presenting demonstrations at event venues, providing remote support for construction sites, and conducting verification tests under a company's in-house environment. Furthermore, it reduces installation costs and shortens the time needed to set up a 5G access point. We plan to deploy 35 units around Japan by the end of fiscal 2020.

Changing the World with 5G

Initiatives for Popularizing 5G

Device

We are developing 5G-compatible devices to deliver advanced user experiences including innovative entertainment and new communication methods.

We offer a lineup of 12 smartphone models and one router as 5G compatible devices that connect customers with the world of 5G. And we will continue to launch attractive models toward gaining 20 million subscriptions by the end of fiscal 2023. In addition to smartphones, we will expand peripherals to promote the MY NETWORK™ concept to solve social issues and provide innovative entertainment experiences.

Lineup of 5G-compatible Models (2020–2021 Winter/Spring Models)

Standard models

Galaxy A51 5G
SC-54A

arrows NX9
F-52A

LG VELVET
L-52A

AQUOS sense5G
SH-52A

High-specification models

Galaxy Note20 Ultra 5G
SC-53A

Xperia 5 II
SO-52A

We will offer opportunities for experiencing 5G in arenas and stadiums to provide a multi-angle and other new styles of sports viewing unique to 5G.

Sports Facilities Adopting 5G Environments

- September 2020: Kashima Soccer Stadium, Ibaraki Prefecture
- June 2021: Ariake Arena, Tokyo

MY NETWORK™ Concept

MY NETWORK™ is intended to provide new sensory experiences not only via a single smartphone but also by coordinating a diverse array of peripheral devices such as wearable and XR devices with services and solutions for the 5G era to construct a customized network for each user.
Under this initiative, DOCOMO entered into a capital and operational alliance with Magic Leap Inc. and began selling the Magic Leap 1 wearable headset in June 2020.

Changing the World with 5G

Initiatives for Popularizing 5G

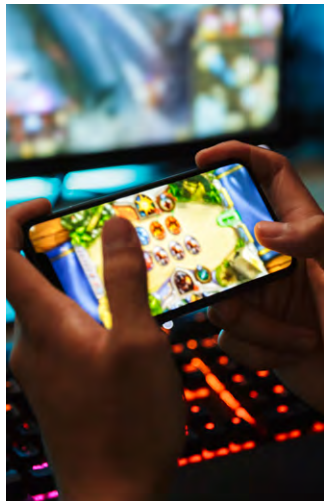
Service

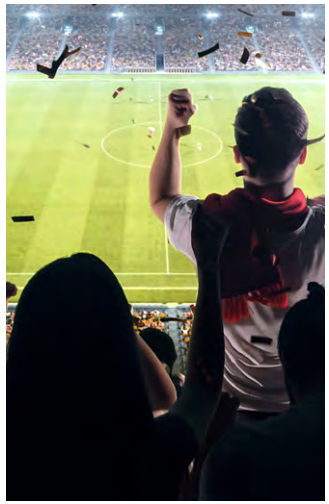
In addition to providing new experiences in various domains, we will create services compatible with the "new normal" lifestyle associated with the COVID-19 pandemic.

Also in terms of services, we are focusing on enabling customers to create completely new experiences. Primarily in the areas of music and live performances, gaming, video, and sports where the features of 5G are likely to be directly reflected, we will provide distinct experiences, combining functions enabled by 5G, including 8KVR (virtual reality videos made by combining video images taken by multiple 8K cameras) and multi-angle viewing. These include the Shintaikan Live CONNECT™ video streaming service and dgame Play Ticket cloud-based gaming service.

Offering New Experiences in Four Areas

Music and Live Performances	Gaming	Video	Sports





Shintaikan Live CONNECT™

This video streaming service allows users to enjoy various videos of live music events and stage performances using 8KVR and multi-angle viewing on their smartphones and other devices. Its name expresses the connection forged between artists and their fans as well as between fans. By making use of cutting-edge video technology for the 5G era, we will bring artists and fans closer and provide opportunities for everyone to enjoy new live experiences, wherever they happen to be.

8KVR Live Through high-resolution (8K) VR video captured with 360-degree cameras set up in a live venue, users can enjoy a virtual front-row experience in real time, as if they were right there at the event.

Multi-angle Live Users can view a live event from their preferred angles, taken by multiple cameras. They can freely switch from one angle to another while viewing the livestream.

AR Figures A miniature 3D figure of the artist appears when the smartphone is held over AR markers printed on the artist's merchandise.

Changing the World with 5G

Initiatives for Popularizing 5G

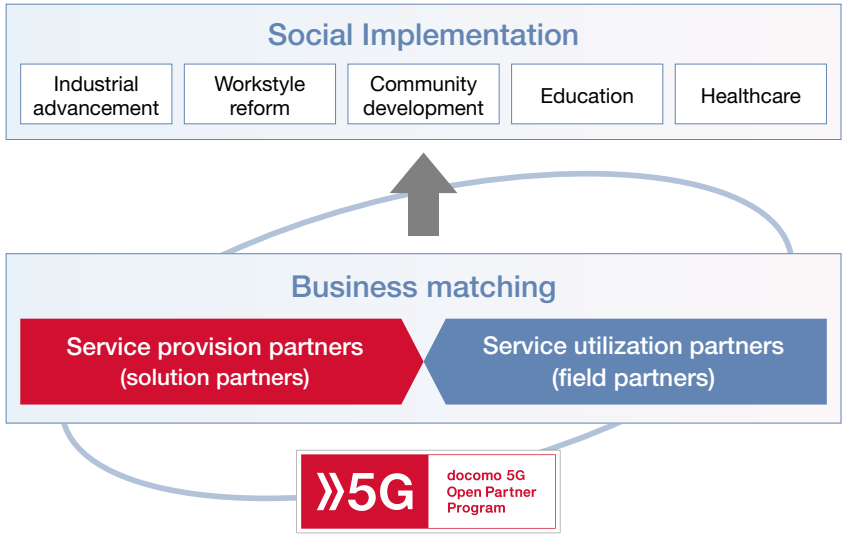
Solution

We will contribute solutions to address social issues by adding DOCOMO's assets to the strengths of a broad range of partners to generate new value.

In developing solutions for the 5G era, DOCOMO emphasizes co-creation with a broad range of partners such as companies, local governments, and universities.
The DOCOMO 5G Open Partnership Program (» P.060), launched in February 2018 with around 600 partners, has expanded to include 3,500 organizations as of September 2020, and we plan to increase participation to 5,000 organizations by March 2022.

We will expand the number of solution partners that provide services and will provide optimal solutions to field partners who use the services to promote business between partners while expanding the circle of partners for co-creation to solve social issues.

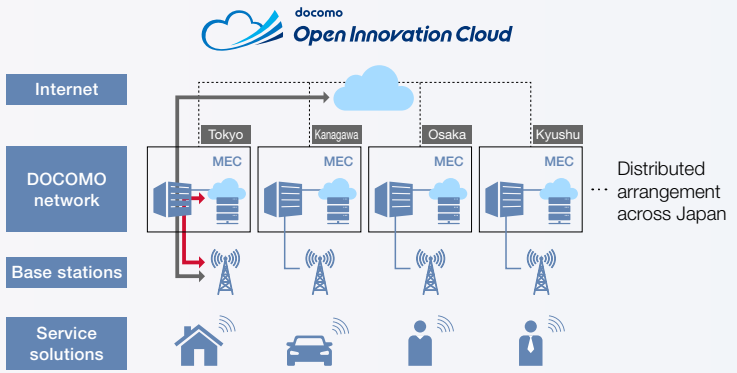
Creating Solutions for the 5G Era



DOCOMO Open Innovation Cloud®

The DOCOMO Open Innovation Cloud® (» P.063) is a service that features multi-access edge computing (MEC)*1, including the low latency and high security required in the 5G era. We made this service possible by building a cloud infrastructure in DOCOMO's network. The service provides virtual machine instances and virtual networks and is equipped with DOCOMO's technological assets as well as video transmission, VR, and AR solutions provided by DOCOMO's partners.

*1 A system for which servers and storage equipment are installed at places closer to customers on a mobile telecommunications network.
*2 Part of the face recognition technology is composed of the NTT Group's AI corevo®.



Changing the World with 5G

Initiatives for Popularizing 5G Solution

DOCOMO has been verifying 5G utilization models through co-creation with business partners under the 5G Open Partnership Program. We began by primarily offering solutions for social issues such as industrial advancement, community development, and workstyle reform to coincide with the rollout of commercial 5G services.
In the coming years, we will continue supporting customer businesses while developing solutions for resolving issues and creating value for a remote, distributed social setting across a wide range of fields, including medicine, education, and manufacturing.

One-stop Solutions that Combine Products Made by DOCOMO and Our Partners

Manufacturing equipment simultaneous analysis solution FAAP™

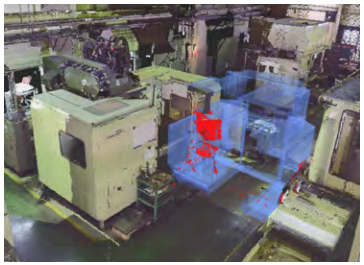
Collects, conducts AI analysis of, and provides feedback in real time for on-site data obtained from equipment at a plant stored on the cloud and improves productivity through failure prediction and automated image inspection.

Brains Technology, Inc.,
Synapse Innovation Inc.

Field Simulator™ point cloud data use solution

Transfers large volumes of point cloud data obtained by scanning areas at high speeds and creates 3D models. Runs a variety of simulations, such as equipment layouts, consideration of carry-in and carry-out routes, and comparisons between planning models and work results.

Elysium Co. Ltd.



For examples of other solutions, see pages 23 to 26.

Partner companies

Other 5G Solutions

Zao Cloud View low-latency video streaming cloud service

Provides stable, high-quality live video streaming and conversation service via the cloud.

Soliton Systems K.K.

Smart-telecaster Zao-SH ultra-low latency live streaming device

Live streaming solution featuring glass-to-glass latency of only 35 milliseconds.

Soliton Systems K.K.

SMART FullHD

Provides interactive communication among multiple sites featuring 5G-based high-quality video from various full high-definition video sources, including telemedicine, live streaming of academic conferences, training seminars, and on-site support.

NTT BizLink Inc.

SMART MultiViewing

Produces immersive experiences that are unique to two-way transmission for novel entertainment and events connecting multiple sites, such as public viewings and dance lessons, by projecting dynamic 360-degree video content onto multiple screens via 5G.

NTT BizLink Inc.

Changing the World with 5G

Initiatives for Popularizing 5G Solution

Other 5G Solutions

LiveU
Compact, lightweight 4K-compatible mobile relay solution that is ideal for relaying and covering live TV programs and sports broadcasts.

LiveU Inc.

Streamways
Service that enables anyone to transmit stable 2K and 4K video as well as to switch and distribute videos with ease (also provides rental service for a video transmission package).

NTT TechnoCross Corporation

8K ROI (region of interest) camera system
Camera system that boosts operational efficiency and saves power by enabling four separate HD videos to be extracted from an 8K image.

Panasonic System Solutions Japan Co., Ltd.

PicoCELA Multi-Hop Wi-Fi
Provides high-speed Wi-Fi environments by combining high-speed, large capacity 5G lines with multi-hop Wi-Fi.

Kyowa Exeo Corporation

Smart Street Lighting
Contributes to creating safe, secure, and vibrant communities using a networked camera system, digital signage, and LED lighting.

NEC Corporation

Anzen Mimamori-kun®
ICT-enabled remote monitoring of on-site workers by obtaining real-time information of their status.

NS Solutions Corporation

AR-based Remote Communication System
Realizes remotely controlled interactive communication using high-resolution computer graphics reproduced in augmented reality (AR) as textbooks to provide new experiences, such as remote classes and the introduction of tourist attractions.

Toppan Printing Co., Ltd.

Free View Point Tube
Uses 3D scanning to create digital reproductions of real human movement. An epoch-making, next-generation video streaming solution that utilizes large-capacity 5G communication to enable free viewpoint viewing.

Crescent, Inc.

newme
Allows users to remotely control avatars from their homes to experience such activities as shopping at department stores, exploring distant museums, and communicating with family members who live far away.

avatarin Inc.

EDGEMATRIX
Platform service for freely deploying AI from the marketplace to Edge AI devices to apply the optimal AI to issues in areas such as crime prevention, manufacturing, and marketing.

EDGEMATRIX Inc.

Fairyview®
Solution providing a bird's-eye view of an entire area during surveillance and other operations by combining multiple camera feeds instead of checking individual feeds from multiple cameras.

Mitsubishi Electric Corporation

Special Feature | DOCOMO's 5G Strategy | Examples of Solutions

Live EX 8KVR™ High-definition Video Transmission Solution

Delivering "As If You Are There" Real-life Experiences to Remote Locations

Target Social Issues

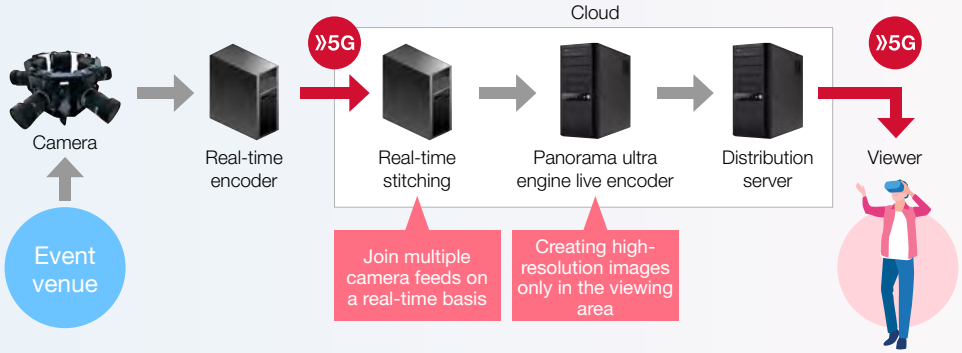
- Create and invigorate regional communities nationwide to address the population concentration in major urban areas
- Develop methods for holding large events (concerts, festivals, and sports competitions) in the wake of COVID-19
- Ensure opportunities to participate in remote events for those who cannot travel due to illness or disability

Benefits Provided by 5G

- Live streaming of high-quality, 360-degree visual space and 3D soundscape
- VR video offering real-life, immersive experiences for users in remote locations

Live EX 8KVR

A service in which DOCOMO provides one-stop service from shooting to delivery and supports customers' 8KVR live distribution . We create 8K visual images using 360-degree spherical cameras, combining multiple camera feeds in real time and providing only the viewing area in high resolution. Viewers, even from remote locations, can enjoy an immersive experience as if they were at the venue.



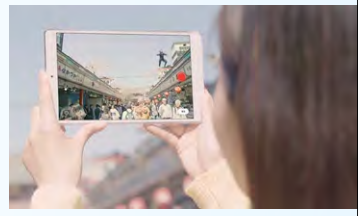
Contributions Offered by this Solution

Deliver dynamic live experiences to anyone, anywhere

Users will be able to participate in festivals and other events for revitalizing local communities through VR videos as a real-life experience without being limited by the venue's capacity. People who are prevented from traveling due to illness or disability can also enjoy the events in the same way.

Distributing completely new content based on multi-angle viewing

Large-capacity communication offered by 5G has rendered large-scale equipment redundant. It is now possible to transmit events from venues that used to require installing equipment. This solution will expand the possibilities of entertainment by contributing to the production and distribution of new content premised on the use of high-quality, multi-angle viewing.



Expected Areas of Application

- Distribution of real-life audiovisual content for news coverage
- Simulated experience of life-saving actions during evacuation drills and on-site applications in disaster-affected region
- Efforts for protecting natural and cultural heritage resources
- Remote work in construction sites

Special Feature | DOCOMO's 5G Strategy | Examples of Solutions

AceReal® for docomo, a remote work support solution using AR glasses

Supporting remote work to hand down technologies and secure the safety of on-site workers

Target Social Issues

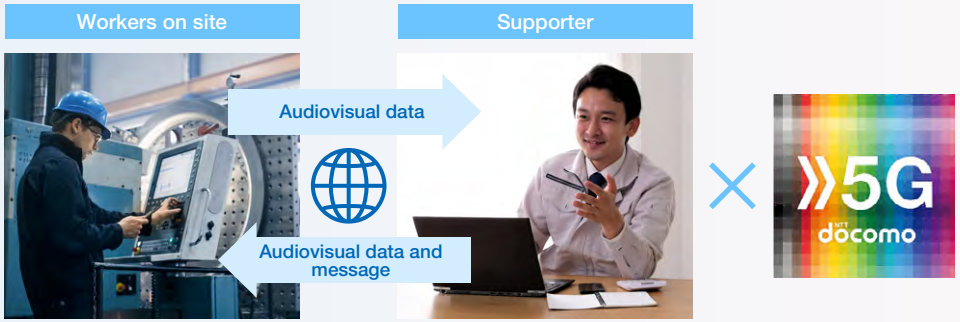
- Maintain and improve productivity amid a shrinking workforce due to a declining birthrate and aging population
- Hand down the technology of skilled workers, especially at factories and worksites
- Limit the movement of people in the wake of COVID-19

Benefits Provided by 5G

- Realizes transmission and the sharing of large-volume data such as video, bringing images into sharper and clearer focus
- Reduces communication delays and makes possible the provision of remote support closer to real time (compatible with Cloud Direct™)

AceReal for docomo (Partner: SUNCORPORATION)

Service for supporting remote work and providing remote communication using AR glasses and 5G networks. Visual images seen by on-site workers can be shared in real time with skilled advisors in remote locations, enabling advisors to offer assistance. Workers are also able to view the necessary manuals and video through their AR glasses hands-free.



Contributions Offered by this Solution

More efficiently handing down technical skills

Skilled workers will be able to offer guidance without going to the actual worksite, allowing them to efficiently use the time otherwise taken up by travel and assist more workers. Also, accumulated videos of onsite work can be used as educational material.

Improving the employee retention rate

Companies will be able to provide an environment in which employees can work with confidence as skilled workers remotely watch over their progress. This will reduce the concerns of less experienced workers as well as the turnover rate.

Providing assistance without traveling to the site

Experienced employees will not have to go to the worksite, which will lead to avoiding close contact, a required practice in the COVID-19 era. This solution will also reduce travel-related time and cost and therefore improve operational efficiency.

Expected Areas of Application

- Regional development using the know-how of experts and specialists
- Early detection and preventive measures for abnormal data on equipment and infrastructure

Special Feature | DOCOMO's 5G Strategy | Examples of Solutions

EasyPass™ face authentication entrance/exit management solution, powered by SAFR™

Realizing safe and secure entrance/exit management using high-speed, high-precision face authentication technology

Target Social Issues

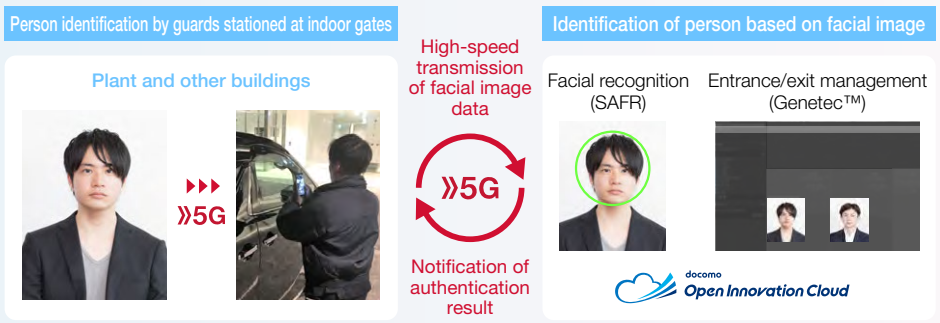
- Security risks related to entering facilities, including the loss or shared use of ID cards and spoofing
- Expanded demand for contactless means for entrance/exit management generated by the impact of COVID-19
- Rising construction costs for installing and increasing the number of surveillance cameras

Benefits Provided by 5G

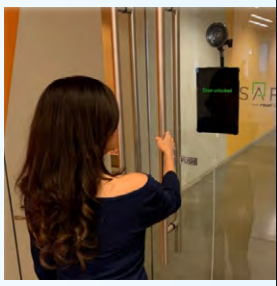
- High-speed, high-precision face recognition for multiple sites
- Robust management of personal information including facial data

EasyPass, powered by SAFR (partners: Net One Systems Co., Ltd. and RealNetworks, Inc.)

Facilitates entrance/exit management based on facial recognition using AI and deep learning. This solution offers smooth and secure entrance/exit based on the world's most advanced face recognition engine as well as high-speed, high-accuracy authentication and person identification technology.



Contributions Offered by this Solution



High-speed, high-accuracy authentication

Facial recognition takes less than 0.1 seconds, and the level of accuracy is not affected by wearing glasses, hats, or masks. This reduces security risks such as oversights and impersonation.

Application to entrance/exit management at factories and plants

People enter large sites such as factories on a bus or car and go through a time-consuming process of getting off at the entrance gate, signing in, and presenting their ID card. This solution will make entering and leaving a site much more efficient. Also, the solution will ease the congestion in front of the gate in the case of entering and leaving of large number people.

Can also be used to guard against prowlers

In addition to providing basic information on the time or identity of those entering or exiting a premises, the system also displays the faces of those denied entry on a real-time basis and detects persons whose facial data have not been recorded, or users who were denied entry, and automatically sends out notifications.

Expected Areas of Application

- Keyless entry to houses and condominiums
- Ticketless entry to events
- Application of entrance/exit data to marketing
- Search for lost children at amusement sites and other facilities

Special Feature | DOCOMO's 5G Strategy | Examples of Solutions

Virtual Design Atelier™ remote co-production solution

Enables co-production of 3D designs between remote locations

Target Social Issues

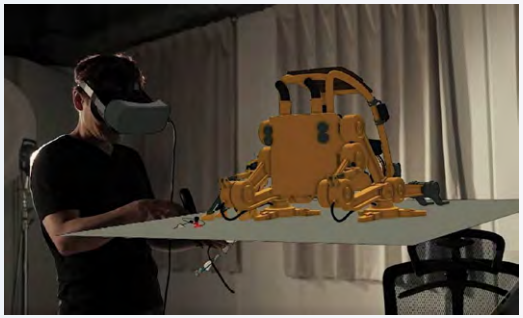
- Growing sophistication and rising workload associated with information sharing between processes due to the increasing complexity of the production process
- Method of co-production work under remote environments
- Increased time and cost of relocating people and extended lead times

Benefits Provided by 5G

- Sharing rich content and enhanced response across long distances and multiple sites
- Ability to send and receive highly confidential data, including design information, in a cloud environment

Virtual Design Atelier (partner: Wacom Co., Ltd.)

Productivity enhancement solution that enables simultaneous co-production of 3D designs between multiple remote sites via the cloud. Sharing large-volume 3D content in a VR space lowers latency in collaborative work and contributes to reducing the number of operational processes for designers and production staff, thereby raising productivity.



Contributions Offered by this Solution

Early rollout of new productsn

Eliminating segments of the operational process makes it unnecessary for all production team members to meet in one place, thereby boosting efficiency and accelerating product development while facilitating the rapid development and rollout of new products that meet social needs.

Lowering the cost of production

Introducing remote operations will cut the time and cost involved in transport, thereby also reducing the cost of product development and production.

Starting point for improving work-life balance and creating new value

Shortened lead time for product development will enable companies to pursue more projects. It will also allow employees to spend quality time off, which in turn may inspire new ideas and designs.

Response to the "new normal"

This solution will help prevent contracting and spreading COVID-19 by making remote work possible for most work processes.

Expected Areas of Application

- Production of entertainment content including games
- Smooth acquisition of 3D design technology

3 DOCOMO's Vision

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028 DOCOMO's Corporate Philosophy and Corporate Vision

030 DOCOMO's Strategy

033 DOCOMO's Value Creation Process

Looking to the year 2020 and beyond, the DOCOMO Group will strive to create a richer future by acting on the six declarations it upholds in its "Declaration beyond" Medium-Term Strategy to 2020, with the aim of achieving new value and excitement for customers and new value co-creation with partners through 5G. And through the transformation of our business structure, we will both improve customer service and achieve the sustainable growth of society.

DOCOMO's Corporate Philosophy and Corporate Vision

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.

Concept Tree

Creating New Communications Culture

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

Satisfying Customers

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

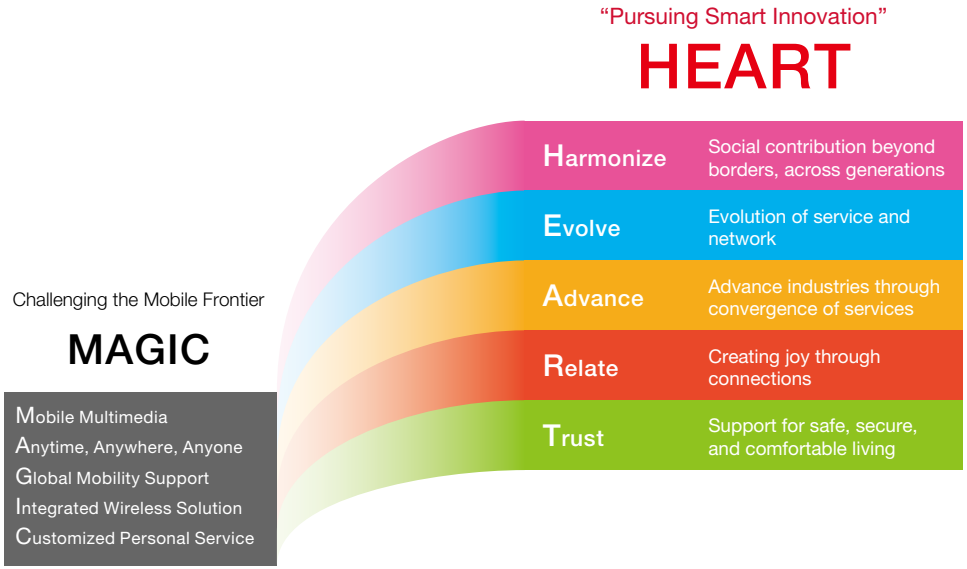
Utilizing Human Resources

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

Corporate Vision "HEART: Pursuing Smart Innovation"

In 2010, DOCOMO established its corporate vision for 2020, called "HEART: Pursuing Smart Innovation" and has been broadly expressing DOCOMO's future direction to both inside and outside the Company. Going forward, DOCOMO will strive to realize this corporate vision by expanding the possibilities of communication and seeking fun and surprise together with our customers, and by actively engaging in efforts to provide solutions to various social issues. Also, we intend to continue contributing to bring about a society where people lead prosperous lives by pursuing smart evolution in our daily lives and society at large.

HEART: Pursuing Smart Innovation



HEART

Harmonize: Social contributions beyond borders and across generations

Over the next decade, DOCOMO will continue to pursue further evolution of mobile technologies and seek to add even greater value to various industries and to individual lives. To help realize a modern society in which people interact more closely and experience the richness of life, DOCOMO will strive to contribute beyond borders and across generations.

Evolve: Evolution of services and networks

Leveraging its vast mobile-centered technologies and knowhow, DOCOMO is helping to create ever-faster and higher-capacity broadband networks, easy-to-use services and truly seamless devices and connections.

Advance: Industrial advancement through convergence

Diverse devices are being interconnected for ever-increasing convenience. By converging devices, networks, services and companies, DOCOMO facilities smart innovation and the advancement of industries and mobile infrastructure.

Relate: Relationships created through connections

DOCOMO enables users to connect with people, machines and information—free of time and space limits—in order to create and enjoy new value anywhere, anytime.

Trust: Customer trust based on safety, security and comfort

DOCOMO provides timely assistance and support for greater safety, security and comfort not only in daily life, but also special fields such as the environment, healthcare and education.

Smart Innovation

DOCOMO will strive to bring about continuous innovation to realize a society in which everyone can live in safety, security and prosperity beyond borders and across generations.

DOCOMO's Strategy

"Declaration beyond" Medium-Term Strategy to 2020

Looking ahead to the year 2020 and beyond, we will aim to amaze and inspire our customers and create new values hand-in-hand with our partners by exceeding customers' expectations. The word "beyond" reflects our will to transform ourselves to realize a richer future with 5G.

For our customers, we will offer enhanced benefits and convenience as well as value and inspiration, such as enjoyment, surprise, satisfaction and peace of mind. For our partner, we will realize the co-creation of new values through "+d" initiatives such as making contributions to industries, solving social issues and expanding our partners' businesses.

We formulated "Declaration beyond" as initiatives toward these goals. By delivering "Declaration beyond," we will aim to reform our business structure, strengthen our business foundation by improving returns to our customers and investing in growth, and fuse and evolve various types of added value using 5G technology.

Declarations 1 to 3, which are focused on our customers, and Declarations 4 to 6, which address our business partners, as outlined below.

Declaration 1: Market Leader

DOCOMO aims to lead the market in value propositions by further integrating and evolving its services, actively returning value to customers through a wide array of tangible benefits, including strengthened loyalty programs and attractive billing plans. By fiscal 2020, the total number of "d POINT" partners will be increased to more than 300 partners, with the aim of establishing "d POINT" as one of Japan's largest point programs.

Declaration 2: Style innovation

Leveraging the strengths of 5G, DOCOMO will launch a wide range of exciting and unexpected services under a company-wide project called "empower+d challenge" (empowered challenge), which will enable customers to realize their aspirations and achieve greater affluence. In particular, through the creative application of virtual reality, artificial intelligence (AI) and IoT technologies, DOCOMO will offer all-new innovation for customer experiences, lifestyles and work styles. Initiatives will target nine sectors in three fields: Experience innovation—New entertainment, Next-generation mobility and Sharing; Life style innovation—AI agent, FinTech and Total healthcare; and Work style innovation—Drone robotics, Work innovation and Work matching.

Declaration 3: Peace of mind and comfort support

DOCOMO will use AI to develop all-new customer contact points for the provision of optimal, stress-free support for each customer, anytime and anywhere, with a special emphasis on reducing customer wait times. A new system will enable customers to consult their smartphones about a wide range of issues, and measures for enhanced communication will be implemented for issues requiring specialized assistance.

Declaration 4: Industry creation

DOCOMO, the leader in emerging 5G technologies and services, will collaborate with partners across a wide range of industries to contribute to social and industrial development through 5G technologies. From late May 2017, 5G trial sites will be launched to enable partner companies and DOCOMO to collaborate in creating standard-setting new services that leverage 5G strengths including low latency, ultra-high speed, ultra-large capacity and massive device connectivity.

Declaration 5: Solution co-creation

DOCOMO also will collaborate with partners in six key fields—primary industries, education, sports, healthcare, mobility and work style reform-aiming to contribute to further growth and prosperity in Japan, including through the vitalization of regional economies. In the case of work style reform, collaborations will facilitate telework environments and share offices, to be introduced this year.

Declaration 6: Partner business expansion

The plan's sixth declaration is the further enhancement and evolution of DOCOMO's business platforms for loyalty points, customer referrals, FinTech, AI agents, IoT, drones and other business areas, which partners will use to expand transaction flows, develop new business and realize higher levels of productivity.

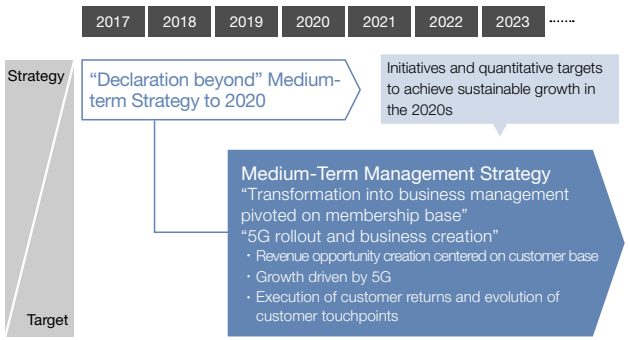
Going forward, DOCOMO will steadily implement its "Declaration beyond" medium-term strategy to establish an increasingly innovative business structure. At the same time, the company will continue to strengthen its business platform, aiming to pass on value to customers and invest in further growth, as well as leverage advanced 5G technologies for the ongoing evolution of its value propositions.

Medium-Term Management Strategy

In October 2018, we announced specific strategies and quantitative targets as our medium-term management strategy based on "Declaration beyond." In this medium-term management strategy, we set our new basic policy that takes a new direction focusing on transformation into a business foundation pivoted on membership base and 5G rollout and business creation.

Under this basic policy, while we will reinforce our customer base through new efforts to return to customers through our new rate plans in fiscal 2019, we will leverage our customer base to create new revenue opportunities in business areas such as smart life business, enterprise business and 5G business by promoting digital marketing. We will also continue to improve cost efficiency to achieve sustained growth in the 2020s.

Through these measures, we plan to achieve 5 trillion yen in operating revenue in fiscal 2021, and 990 billion yen in operating profit in fiscal 2023, equivalent to the level of fiscal 2017.



Revenue opportunity creation centered on customer base

Promotion of +d

By focusing on expanding the number of "d POINT CLUB" members and corporate partners, we aim to reach 78 million members and 5,000 corporate partners in fiscal 2021. We will link our membership base and corporate partners through DOCOMO's assets to provide new value and create revenue opportunities in business areas such as smart life business and enterprise business.

Growth of Finance/Payment Business

For finance/payment business in the smart life business segment, we plan to expand the number of locations where "d POINTs," "d Payment," and "iD" can be used to two million locations in fiscal 2021 with a view to improving customer convenience, and aim to reach 6 trillion yen in transactions.

Growth of Enterprise Business

In the enterprise business, our customers, the Corporate Sales and Marketing team and the R&D unit will work together as one in small "Top Gun" teams. Furthermore, we will conduct measures such as the DOCOMO 5G Open Partner Program. Through these efforts, we aim to bring in 120 billion yen in enterprise solutions revenue in fiscal 2021.

Growth driven by 5G

Construction of 5G network

We will invest a total of 1 trillion yen in 5G network construction between fiscal 2019 and fiscal 2023. We started offering 5G pre-services from September 2019, and rolled out commercial services in March 2020.

In April 2019, three 5G frequency bands, 3.7 GHz band, 4.5 GHz band and 28 GHz band, were allocated.

5G Services and Solutions

For general customers, our 5G-based services and solutions will include stadium solutions and new sensory experience services such as VR, AR and MR. For corporate customers, we will work on remote medical services, disaster prevention and disaster mitigation, remote operation of construction machines and other services together with our diverse partners to contribute to the development of society and industry.

Execution of customer returns and evolution of customer touchpoints

Providing returns to customers through new rate plans

In order for DOCOMO to continue being the choice of customers, we will offer the simple and great-value new rate plans Gigaho and Gigalight at rates up to 40% lower than previous plans from June 2019. The special features of the new rate plans are as follows.

(1) Combines the Basic Plans, ISP and Packet Pack in one package
(2) Simple structure offers choice of Gigaho with maximum 30 GB data usage (available network access at speeds of up to 1 Mbps after exceeding 30 GB) or Gigalight with billing based on data usage
(3) Stepped up benefits for family members through Minna DOCOMO Wari and the docomo Hikari bundle discount, which give lasting discounts to everyone if just one family member/relative is a docomo or docomo Hikari subscriber

Providing customers with comfortable experiences

In addition to the drastic simplification of our billing plans, expanding use of our store visit reservations, and enhancing Web-based procedures, we provide an online version of docomo Smartphone classes in response to COVID-19. In addition, we have taken steps to prevent customers from being exposed to possible infection when visiting our shops. While adapting to an environment of social distancing, we nevertheless strive to continue providing customers with comfortable experiences.

Fiscal 2020 Priority Initiatives

Our Group expressed in the medium-term management strategy its new basic policy that takes a new direction focusing on transformation into business management pivoted on membership base and 5G rollout and business creation. Under these basic policies, we set fiscal 2020 as the start year for growth in a new era, and as the time for taking action to ensure sustainable growth in this new era. Issues to be tackled include intensified competition with new market entrants from different industries, early establishment of 5G geographic coverage for the rollout of 5G services, intensified competition in the cashless market and creation of new revenue opportunities. In order to deal with these issues and achieve growth in the new era, we are operating our businesses based on the following policies.

(1) Further Reinforcement of Customer Base

As we enter a new dimension of competition, with the launch of commercial 5G services and the entry of new operators, we will work to enhance the rate plans catering to the usage needs of customers and to achieve an early rollout of 5G so as to further solidify our customer base. We will also strive to improve customer experiences through such efforts as reducing wait times, ensuring that basic support is provided to customers, and strengthening Internet channels.
In addition, we will pursue the creation of more attractive membership programs and the improvement of the quality of our membership services, including the expansion of "d POINT" partner stores to make the point program even more accessible in customers' everyday lives.

(2) Full-scale Execution of Business Management Pivoted on Membership Base

We will deepen our pursuit of a business management pivoted on membership base, which is one of the basic policies in the medium-term management strategy, by building stronger customer touchpoints and achieving the optimal approach to customers through digital marketing, leading to further business expansion. Additionally, we will concentrate our resources in growth areas. In particular, we will step up efforts to further expand the finance and payments businesses by increasing the number of participating stores and encouraging everyday use of "d CARD" and "d Payment" as well as efforts to strengthen our content businesses, with a primary focus on video and entertainment content. Furthermore, we will establish a marketing solutions business leveraging our ample membership base by expanding customer attribute-based advertisements and reinforcing CRM (customer relationship management) through data coordination with strategic partners.

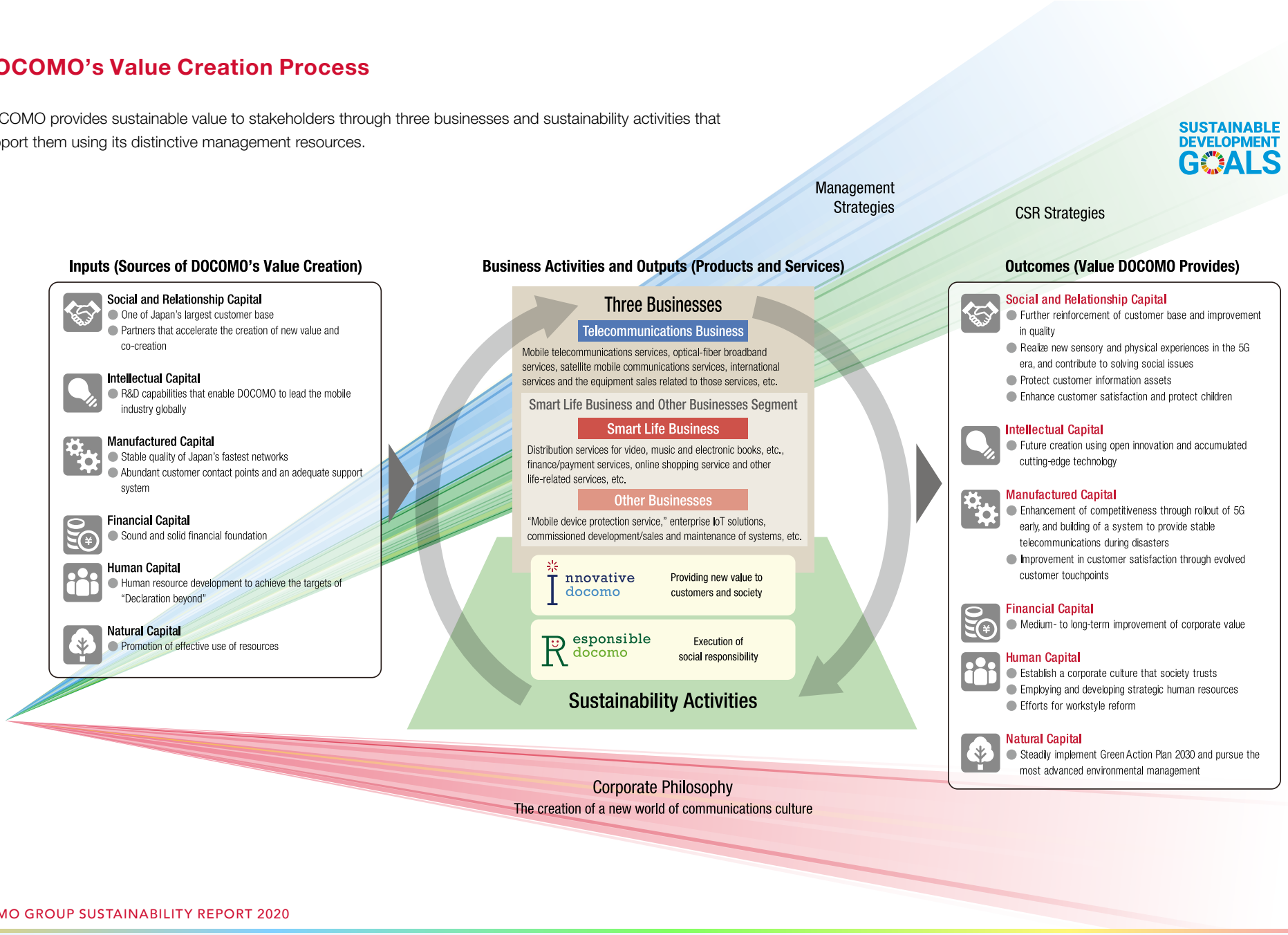
(3) New Value Creation for the 5G Era

For sustained growth in the 2020s, we will endeavor to create new value, primarily through commercial 5G services. We will create new sensations and experiences in the 5G era, centered on visual services such as 8KVR live content, multi-angle viewing and games. In addition, we will co-create new industries with partners and address social issues, including developing new solutions that leverage the strengths of 5G. We will also work on the creation of new businesses in such areas as XR, healthcare, sports and MaaS.

Further, we will push forward the structural reforms that will underlie the new era. With the aim of streamlining business operations by bolstering 3G migration, we will pursue a smooth transition, including communication modules and early reduction of 3G areas. We will also focus on improving efficiency in operating processes by utilizing digital transformation as well as shifting resources to growth areas.

DOCOMO's Value Creation Process

DOCOMO provides sustainable value to stakeholders through three businesses and sustainability activities that support them using its distinctive management resources.



4 Sustainability of DOCOMO

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054 Stakeholder Engagement

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

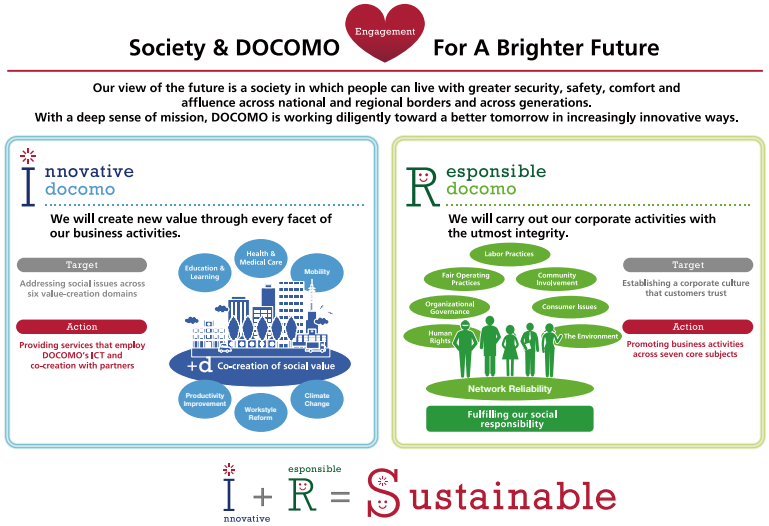
NTT DOCOMO Group CSR Policy

Guided by the NTT Group CSR Charter, the DOCOMO Group seeks to create new services with social value and achieve sustainable growth and development alongside society by formulating the CSR Policy to promote our initiatives. Under the policy, we have defined both aspects of our initiatives: "Innovative docomo" and "Responsible docomo." The diagram on the right explains DOCOMO's CSR activities.

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." 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.

NTT DOCOMO Group CSR Policy



(established in December 2015 and revised in May 2017)

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.

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.

NTT DOCOMO Group CSR Policy

NTT Group CSR Charter

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

CSR Message

We as the NTT Group will take initiatives in solving social issues through our business activities, as Your Valued Partner, and will contribute to creating a safe, secure and sustainable society.

CSR Theme

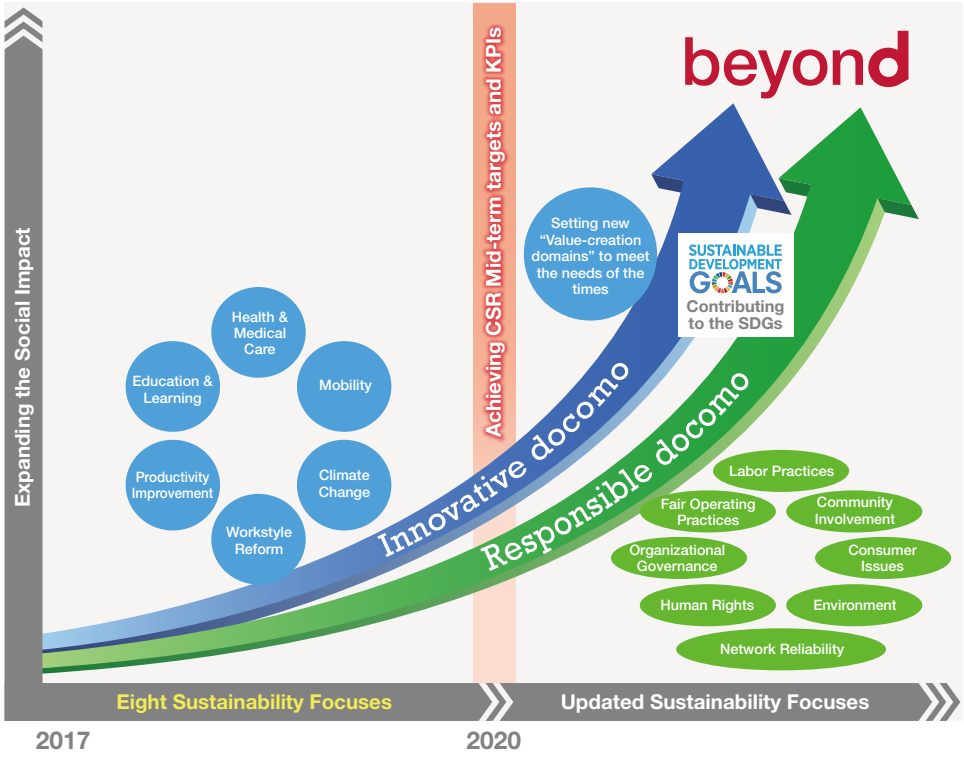
1. **Enrich Society**
   We will contribute to creating a more prosperous and smarter society with a sustainable development focus and by solving various current social issues resulting from future innovation around the world by enabling our clients' digital transformation.
2. **Protect Environment**
   We will reduce our environmental impact throughout our business, and will take the initiative in reducing the current environmental issues of society by using information and communication technology (ICT) to help resolve this worldwide challenge.
3. **Safety and Security**
   We provide ICT services that support society and help ensure safety, information security and privacy and will provide reliable ICT solutions that are resistant to physical or cyber attacks and designed for fast recovery from any disasters.
4. **United NTT**
   We, as NTT, will always work with a high ethical perspective, respect for human rights and awareness of our partners as well as creating a safe working environment with respect for diversity and individual growth, and the creation of healthy communities.

(revised on May 24, 2019)

CSR Mid-Term Target

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. 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.

Roadmap for the CSR Mid-Term Target



Eight Sustainable Focuses

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

Note: We provide detailed information on the process of identifying the eight sustainable focuses, mid-term targets and KPIs on pages » P.038-046

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 include 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.

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

Step 1
Identify CSR Items

We identified 30 Sustainability Priorities based on due consideration of the GRI Standard and other guidelines, external assessment of ESG aspects and new social requirements such as the SDGs.

Step 2
Assign Priorities

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.

Step 3
Confirm Validity

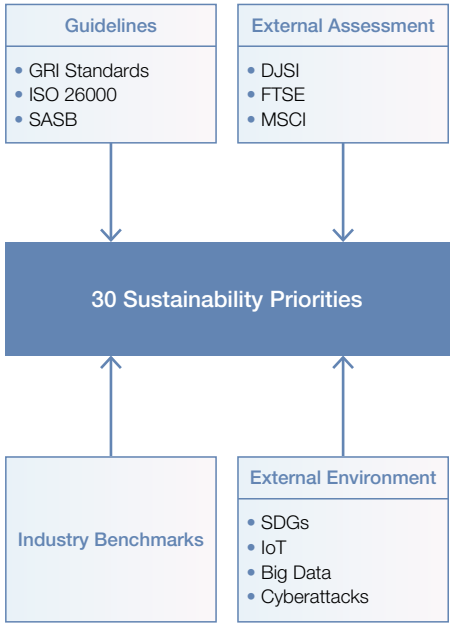
The validity of the Sustainability Focuses was confirmed by the Sustainability Management Committee.

Step 4
Review

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.

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.



30 Sustainability Priorities Identified by the Analysis

Using the above process, we categorized the 30 Sustainability Priorities into "Economy" (including governance), "Environment" and "Society."

No	Category	Sustainability Priorities
1	Economy	Contribute to society and environment through ICT
2		Improve access to ICT
3		Generate innovation
4		Offer indirect contribution to regional economies
5		Brand management
6		Co-create with partners
7		Strengthen corporate governance
8		Stakeholder engagement
9		Identify materiality issues and firmly implement the PDCA cycle
10		Enhance reliability and disclose ESG data
11		Control negative incidents and disclose information
12		Pursue initiatives to promote long-term shareholding
13		Manage intellectual property
14		Participate in various initiatives
15		Systemize management and supervision to improve ESG performance
16	Environment	Address climate change and effectively use resources
17		Reduce environmental impact of business operations
18	Society	Promote safety, health and welfare
19		Ensure stability and reliability of communication services
20		Information security measures
21		Respect human rights and diversity
22		Enhance customer satisfaction and protect children
23		Create attractive working environments
24		Fair advertising and sponsorship
25		Apply quantitative assessment to human resource development
26		Promote Group-wide activities for community investment
27		Maintain favorable labor-management relationship
28		Media ethics
29		Maintain dialogue with regional communities on negative effects of EMF
30		Address conflict mineral issues

Step 2: Prioritization

We prioritized the 30 Sustainability Issues identified in Step 1 from the standpoints of stakeholders and the NTT DOCOMO Group, and the results were mapped on the matrix to identify the NTT DOCOMO Group Sustainability Focuses.

In prioritizing these issues we also sought to reflect the results of the DOCOMO Group employee satisfaction survey and feedback from customers and other stakeholders.

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, UN 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 GSM Association is a trade organization comprising around 750 mobile communications companies and more than 400 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 new 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

Step 3: Validation

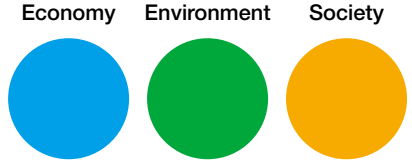
Once identified, the Sustainability Focuses were examined by the Sustainability Management Committee chaired by the president and CEO and comprised of senior executive vice presidents, members of the Board of Directors, Audit & Supervisory Board members, and the general managers of relevant departments. 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.

How to View the Materiality Map

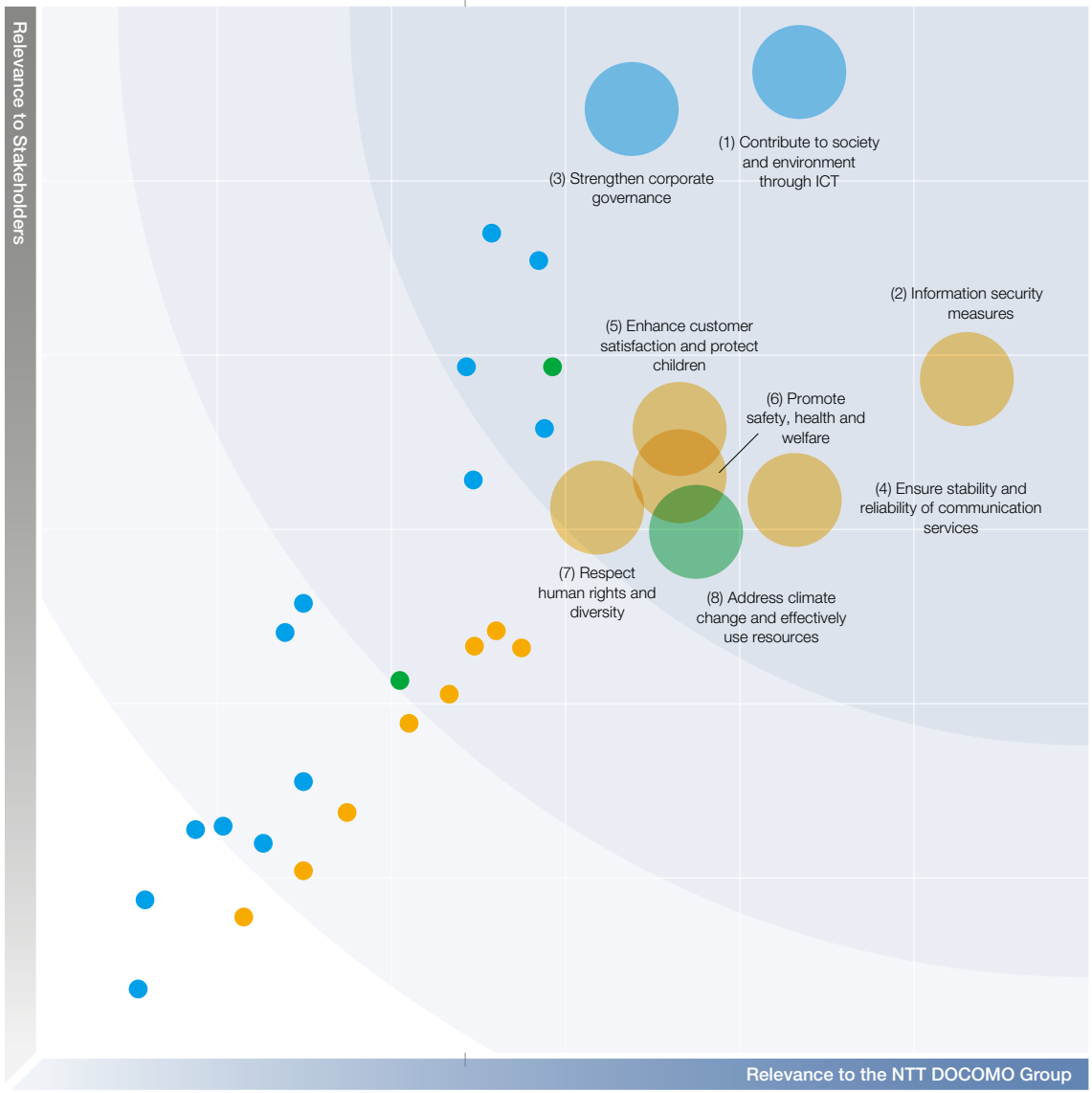
The relevant field will appear by using the mouse to position the pointer over each of the circles to the right section.



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. The Board of Directors receives reports on the committee's discussions and provides oversight to ensure management effectiveness, including materiality. Furthermore, we create opportunities for receiving feedback from our stakeholders by publishing the information in our Sustainability Report and on our website.

DOCOMO Group's Sustainability Focuses (Materiality)



Reasoning for Identification of Materiality

Material Topic	Reasoning behind Materiality	Scope of Impact
❶ Contribute to society and environment through ICT	It is important for our business activities to develop and deliver services that help address social issues as a way to contribute through our main business.	NTT DOCOMO Group, customers, corporate customers, business partners, partner companies, employees
❷ Information security measures	As a telecommunications service provider, it is highly important that we address the increasingly serious threats to security and protect customer information assets.	NTT DOCOMO Group, customers, corporate customers, business partners, employees
❸ Strengthen corporate governance	It is important for our business activities to enhance corporate value by ensuring rapid and transparent management through the effective functioning of corporate governance.	NTT DOCOMO Group, shareholders and investors, customers, corporate customers, business partners, partner companies, employees
❹ Ensure stability and reliability of communication services	It is important to fulfill our mission as a telecommunications service provider by consistently providing users with a safe communication environment.	NTT DOCOMO Group, customers, corporate customers, partner companies, governments, telecommunications industry
❺ Enhance customer satisfaction and protect children	It is important for our business activities to enhance customer satisfaction while also protecting children from problems related to the use of smartphones and mobile phones, which have become a social issue.	NTT DOCOMO Group, customers, business partners, employees
❻ Promote safety, health and welfare	It is important for our business activities to promote the safety and health of employees to engage in business operations vigorously.	NTT DOCOMO Group, business partners, employees
❼ Respect human rights and diversity	We are aware of the importance of respecting the human rights of all stakeholders across our business activities.	NTT DOCOMO Group, customers, business partners, employees, nonprofit organizations and non-governmental organizations, local communities
❽ Address climate change and effectively use resources	It is important to fulfill our mission as a corporate citizen by recognizing global environmental issues as a key management concern and by mitigating the environmental impact not only of our business activities but of society as a whole.	NTT DOCOMO Group, global environment, business partners, employees, nonprofit organizations and non-governmental organizations, local communities

Relationship between Sustainability Focuses and the SDGs

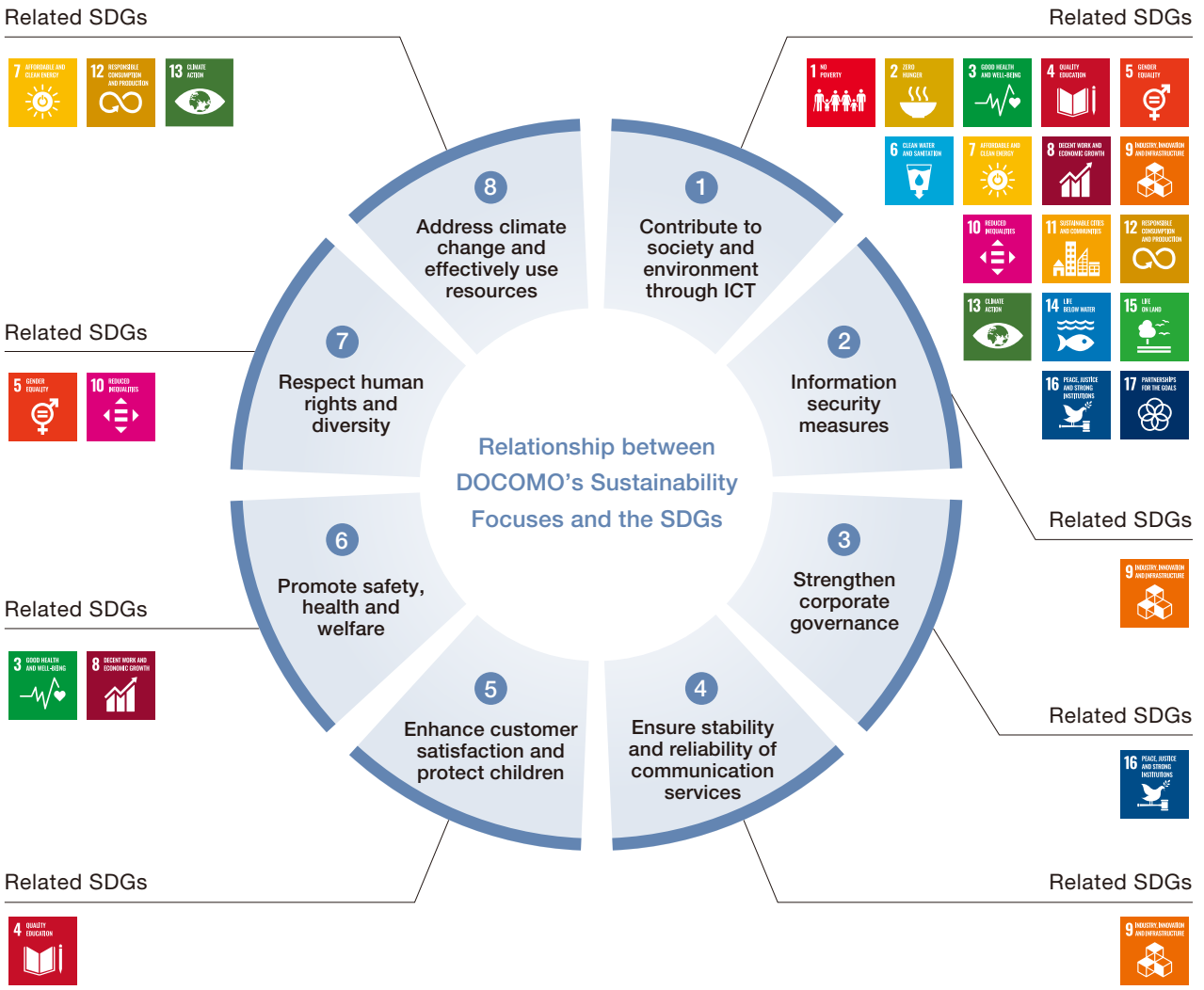
We identify the Eight Sustainability Focuses through the process of determining its materiality and link them with the SDGs, as shown in the chart on the right. DOCOMO is a member of the GSMA, an association of mobile communications carriers and device makers, which pursues various initiatives aimed at resolving issues related to the ICT industry and takes actions that recognize the importance of contributing to the promotion of SDGs. We actively participate and contribute to the GSMA as a significant initiative.

Sustainable Development Goals (SDGs)

GSMA #BetterFuture

Scope of the Sustainability Focuses

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



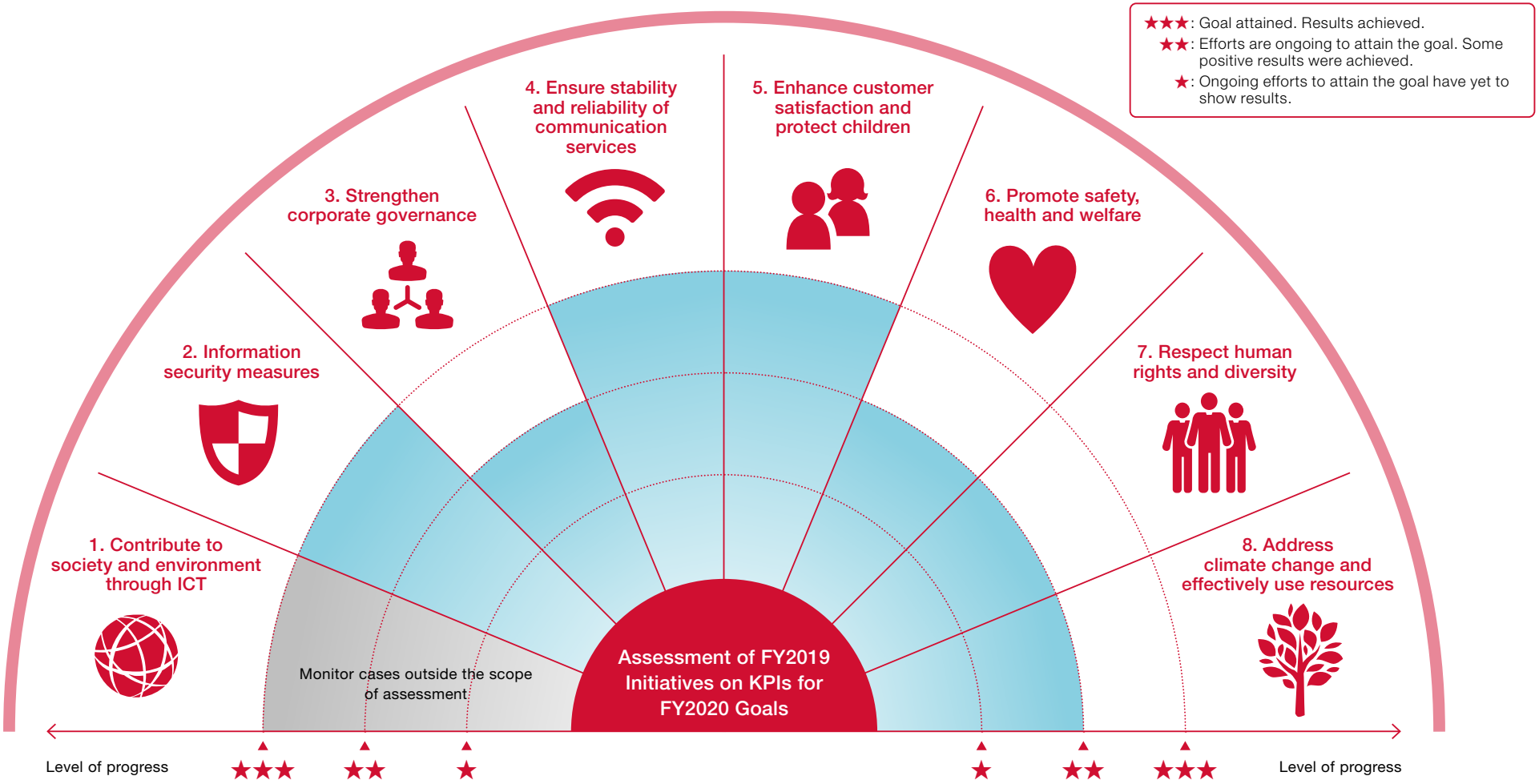
Note: In view of our recent business activities, we reviewed the relationship between our Sustainability Focuses and the SDGs in August 2019.

DOCOMO's Sustainability Focuses and Initiatives

Assessment of FY2019 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.

We rate the results of our initiatives for the Eight Sustainability Focuses in three stages, as shown in the list. The assessment of fiscal 2019 results is reported for deliberation by the Sustainability Management Committee, attended by the Board of Directors, and will be used to improve our initiatives for the following fiscal year.



List of KPIs and FY2019 Results

Sustainability Focuses	Mid-term Goals	KPIs for FY2020 Goals		Major Results for FY2019	Assessment
1. Contribute to society and environment through ICT	Provide ICT services that contribute to resolving social issues	(1) Cases in which ICT services contribute to resolving social issues	Monitor cases	Collected and submitted reports on cases of social solutions directly linked to the "Innovative domains" of the CSR Policy	—
2. Information security measures	Protect customer information assets by addressing increasingly sophisticated and serious security risks	(1) Number of information security incidents	0 cases	0 cases	★★★
		(2) Conduct information security training	At least once a year for all employees	Conducted training for all employees	
		(3) Information security management carried out by subcontractors	Monitor the situation	Implemented compliance by creating a manual that defines information management rules for subcontractors	
3. Strengthen corporate governance	Establish a corporate culture that society trust	(1) Organize more stakeholder dialogues	More than in the previous year	Held 31 meetings*1 with shareholders and investors led by executives (FY2018: 42 meetings)	★★
		(2) Appoint two or more independent outside directors	Ratio of independent outside directors: more than one-third of total directors*2	Ratio of independent outside directors: one-third of total directors (five outside directors)	
		(3) Percentage of participation in compliance training	Monitor the situation	Conducted training for all employees, with 93.0% attendance	
		(4) Number of compliance violations	Monitor the situation	47 cases of violations out of a total of 103 consultations on compliance	

*1 The number of meetings decreased due to COVID-19 pandemic.
*2 We changed a KPI for fiscal 2020.

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

Sustainability Focuses	Mid-term Goals	KPIs for FY2020 Goals		Major Results for FY2019	Assessment
4. Ensure stability and reliability of communication services	Provide stable communication services and promptly resume operations in the event of a disaster or other emergencies	(1) Stable service provision rate	100%	100%	★★★
		(2) Number of major accidents	0 cases	0 cases	
		(3) Increase in percentage of population covered by LTE	Higher than in the previous year	99.9% (FY2018: 99.8%)	
		(4) Large-zone base station coverage of prefectural capital cities	100%	100%	
5. Enhance customer satisfaction and protect children	Enhance customer satisfaction and protect children from problems related to smartphone and mobile phone use	(1) Customer satisfaction and customer service surveys	Monitor the results*1	・Customer Feedback: approx. 4.7 million cases ・Improvements originating from employee feedback: approx. 219 cases	★★★
		(2) Smartphone and mobile phone safety classes	1.3 million attendees	Approx. 1.37 million attendees	
6. Promote safety, health and welfare	Promote employee safety and wellness to maintain vigorous business operations	(1) Enhance level of employee satisfaction*2	Target: 7.7 points	Job satisfaction: 7.2 points	★★
		(2) Total annual hours worked	1,800–1,899 hours	1,812.2 hours	
		(3) Number of serious industrial accidents during construction work (involving heavy injuries)	0 cases	4 cases (4 heavy injuries)	
		(4) Implementation rate of specific health guidance	37%	43.6%	
		(5) Implementation rate of stress checks	95%	97.5%	

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

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

Sustainability Focuses	Mid-term Goals	KPIs for FY2020 Goals		Major Results for FY2019	Assessment
7. Respect human rights and diversity	Respect the human rights of all stakeholders across all aspects of business activities	(1) Ratio of female managers	7.5%	6.9%	★★
		(2) Ratio of persons with disabilities	2.2%	2.48%*1	
		(3) Number of human rights violations	Grasp cases	22 cases	
		(4) Percentage of participation in human rights training	Grasp the situation	93.0%	
8. Address climate change and effectively use resources	Steadily implement Green Action Plan 2030 and pursue the most advanced environmental management	(1) Amount of contribution to the reduction of CO_2 emissions	40 million tons	40.10 million tons	★★
		(2) Electrical efficiency of the communication services	Sevenfold increase compared to fiscal 2017	Increased by 9.6 times compared to fiscal 2017	
		(3) Final disposal ratio of waste	1.4% or below	2.1%	
		(4) Used mobile phone collection	16 million units (cumulative total for fiscal 2017–2020)	14.44 million units (cumulative total for fiscal 2017–2019)	
1. to 8. Items common to all the Sustainability Focuses (for customers and local communities)	Develop DOCOMO's image as a company that actively engages in CSR activities	(1) CSR-related corporate rankings in Japan	Maintain high position	• Number two in the overall category of the Toyo Keizai CSR Company Ranking • Obtained five stars in the Nikkei Smart Work Survey	★★
		(2) Community investment	1% of profit	0.91% (approx. 7.8 billion yen)	
		(3) Number of employees participating in volunteer activities	More than in the previous year	25,374 employees (FY2018: 31,493 employees)	
1. to 8. Items common to all the Sustainability Focuses (for shareholders and investors)	Earn high marks from investors and other stakeholders in Japan and abroad by meeting the growing needs of ESG investment	(1) Major ESG investment indexes*2	Selection to indexes	Selected to the following indexes: • Dow Jones Sustainability World Index (DJSI World) • FTSE4Good Index Series • MSCI ESG Leaders Indexes • FTSE Blossom Japan Index • MSCI Japan ESG Select Leaders Index • MSCI Japan Empowering Women (WIN) Select Index • S&P/JPX Carbon Efficient index	★★★

*1 As of June 1, 2020 *2 In view of recent trends in ESG investment, indexes in Japan and abroad have been combined under the same category.

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

Initiatives for Contributing to Society and the Environment through ICT

For more information, see:

Education and Learning

- Promotion of Educational ICT at Schools

Mobility

- AI-operated bus
- d car share

Workstyle Reform

- IoT Managed Services
- docomo AI Agent API (FAQ Chatbot)

Health and Medical Care

- docomo AI Agent API (Dialogue Robot)
- d healthcare
- my sleep
- Quit-Smoking Online

Productivity Improvement

- Oshaberi Annaiban
- docomo AI Agent API (Agricultural Remote Guidance)
- docomo IoT Production Line Analysis

Climate Change

- Communication Method for IoT Services “LTE-M”

Sustainability Management System

DOCOMO convenes a meeting of the Sustainability Management Committee twice a year to discuss integrating CSR with management, share national and international topics and review progress on the Sustainability Focuses. The committee, chaired by the president and CEO , comprises senior executive vice presidents, members of the Board of Directors, Audit & Supervisory Board members, and managers of the relevant departments. The committee serves as the supervisory organ for the Environmental Sustainability Taskforce, Creation of Safe and Secure Services for the Smartphone Age Working Group, Universal Design Promotion Working Group and the Health and Productivity Management Working Group. These groups meet to deliberate on important CSR issues, and the results and challenges of their activities, together with themes for future activities, are submitted to the Sustainability Management Committee for further discussion. Issues discussed at the committee meeting are shared throughout the Company and with all Group companies during weekly meetings attended by senior executives, including those of Group companies, and ensure that all employees clearly understand 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 (senior executive vice president and other directors) and comprising chief CSR officers (senior executive vice presidents, executive vice presidents or other officers) of major seven NTT Group* companies, including NTT DOCOMO, Inc. In addition, CSR promotion members at each company hold Group CSR Liaison Meetings on a regular basis to share common challenges and successful examples from each Group company and to monitor progress on the implementation of the new NTT Group CSR priority activities with respect to PDCA cycles and further promote a sense of unity across the Group.

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

DOCOMO Sustainability Management System

Sustainability Management Committee Members

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

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

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

Environmental Sustainability Taskforce	Creation of Safe and Secure Services for the Smartphone Age Working Group	Universal Design Promotion Working Group	Health and Productivity Management Working Group
The taskforce consists of four expert subcommittees that take a proactive approach to addressing medium to long term issues with the aim of protecting the global environment.	As we experience the full impact of the smartphone era, this working group pursues initiatives that assure people that DOCOMO's smartphone services are safe and secure," and engages in research to facilitate these initiatives.	We are promoting activities under the banner "DOCOMO Hearty Style," based on the universal design concept, which seeks to make products and services easy to use for all people.	We aim to practice strategic health management to enhance corporate value by invigorating employees and improving productivity.

- Subcommittee on Utilizing ICT against Climate Change
- Subcommittee on Energy Conservation for Telecommunications Facilities
- Subcommittee on Effective Use of Resources
- Subcommittee on Biodiversity

Disaster Countermeasures Committee	Human Rights Committee	Internal Control Committee
Communication Device Action Committee	Compliance Committee	Information Management Committee
Customer Satisfaction Promotion Committee	Crisis Management Committee	Win-d (Women's career development program)

(as of the end of September 2020)

PDCA Cycle Enforcement by Each Committee

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

Committees	Major Initiatives
Environmental Sustainability Taskforce	In fiscal 2019, we set up the following expert subcommittees to pursue initiatives in four areas. Subcommittee on Utilizing ICT against Climate Change Contribute to the reduction of CO_2 emissions across society Subcommittee on Energy Conservation for Telecommunications Facilities Reduce environmental impact in network construction Subcommittee on Effective Use of Resources Initiatives aimed at reducing the final disposal rate of waste and increasing the collection of used mobile phones Subcommittee on Biodiversity Strengthen the docomo Woods program and public relations activities
Creation of Safe and Secure Services for the Smartphone Age Working Group	• Reduce risks for smartphone use by children (filtering services, etc., for situations including the use of Wi-Fi connections) • Address a social issue of preventing phone use while walking, from a service standpoint • Considering services to prevent the criminal use of smartphones and mobile phones
Universal Design Promotion Working Group	Personnel responsible for developing products and services such as apps, billing plans and discount services, and for providing support to frontline staff participate as members of the group in order to share information and initiatives related to universal design. • Consider developing products and services that are both easy and safe to use for the elderly and persons with disabilities • Promote barrier-free docomo Shops (shop equipment, support with sign language and other measures) Enhance accessibility (website, tools and other areas) • Hold DOCOMO Hearty Classes to support persons with disabilities in learning how to use smartphones
Health and Productivity Management Working Group	• Encourage employees to develop an even higher level of awareness on health issues • Grasp the current situation by publishing a “Health White Paper” • Set targets for promoting health and productivity management, implement measures and monitor progress on target attainment

Note: Underlined phrases are linked to related pages.

Instilling Awareness of CSR and SDGs

DOCOMO organizes training and lectures for each career level to instill the principles of CSR. In fiscal 2019, we held the following programs.

Fiscal 2019 CSR and ESG Training Programs by Career Level

Target	Program	Content
President, directors and others in top management positions (Sustainability Management Committee members)	ESG Study Group	Lectures by experts and discussions on CSR trends were held once in fiscal 2019 under the theme of "Can contributions to SDGs/ESG be a long-term management strategy?"
Employees in the Corporate Sales and Marketing Division	Business Seminar on SDGs and Resolving Social Issues	Employees responsible for corporate sale participated to develop their understanding of SDGs and acquire the critical thinking and other skills necessary for capturing the demand that lies behind social issues. Aimed at generating successful cases by gaining the ability to engage in proposal-based sales activities that offer solutions to social issues inspired by the SDGs.
All employees	CSR Training	This web-based program promotes understanding of the importance of contributing to CSR and SDGs as well as DOCOMO's ongoing CSR activities. It also aims to raise employee awareness towards seeking solutions to social issues.

Each year, the NTT Group CSR Conference is held to share superior CSR initiatives across the NTT Group. In the seventh conference, held in fiscal 2019, applications were sought from Group companies in Japan and abroad for outstanding initiatives under the categories of (1) CSV and (2) Social contribution.

DOCOMO offered a presentation on improving the environment for multilingual support by providing Jspeak (» P.053) app.

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

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

In addition, we published SDGs Highlight 2020 (in Japanese only) with the objective of broadly disseminating DOCOMO's SDG efforts to the general public.

Initiatives for SDGs

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

In fiscal 2019, we engaged in our business activities while also pursuing the following major initiatives.

Initiatives for Fiscal 2019

Category	Activity
Training	Held seminars for top management
	Held training for all employees
	Held the "Business Seminar on SDGs and Resolving Social Issues" for the Corporate Sales and Marketing Division
Collaboration with other companies	IoT×5G×SDGs Partner Co-Creation Project » P.062
	Collaborative agreements to promote the use of 5G and ICT in achieving the SDGs
Service development	Declared the intended SDGs we seek to achieve when developing new services
	Conveyed contribution to specific SDGs for all services via docomo Open House » P.064
Dissemination of information	Disseminate information on initiatives via a company newsletter and reports for external readers

DOCOMO's SDG-related Initiatives: Activity Highlight

Special Feature on SDGs 1

Regional Vitalization through Co-creation with Partners

Diverse partnerships are the key to innovation. DOCOMO is working to solve issues facing communities by pursuing innovation through co-creation with partners in various fields.

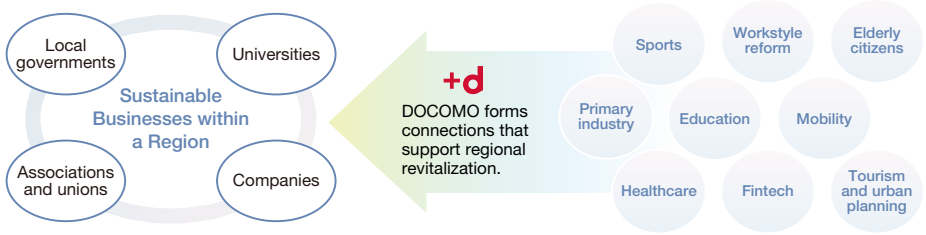
DOCOMO × SDGs

17 PARTNERSHIPS FOR THE GOALS

We are contributing to resolving social issues by forming partnerships with various stakeholders, including enterprises and local governments, to share information about problems and create innovations that serve society.

DOCOMO's Initiatives for Regional Revitalization

In response to the major issues of regional revitalization, depopulation, and a shrinking regional economy due to the population decline, DOCOMO is supporting regional revitalization and community development by connecting diverse partners from local governments, associations, unions, and universities with ICT technology.



The development, diffusion, and promotion of new mechanisms and services that lead to regional revitalization are major challenges for local governments as they face a variety of social issues. DOCOMO set up the ICT for Regional Revitalization Promotion Office in its headquarters as well as regional revitalization departments in each of its eight regional offices nationwide in April 2018 to address social issues in cooperation with regional communities.

Looking ahead, we will continue to explore innovations, such as by leveraging 5G, to support the revitalization of regional communities.

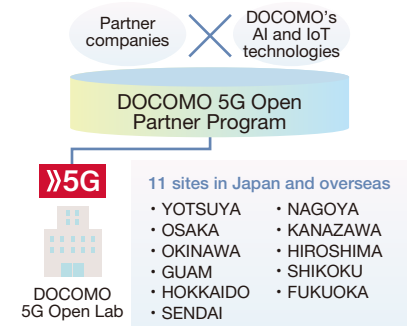
Collaboration Agreements with 45 Local Governments

(as of October 31, 2020)

Major Collaborative Agreements
Agreement on collaboration for community development leveraging ICT in Maebashi City (Gunma Prefecture, May 2018)
Agreement on collaboration and cooperation for smart city development (Kyoto Prefecture, May 2019)
Agreement on collaboration and co-creation between NTT DOCOMO and Oita Prefecture (Oita Prefecture, July 2019)
Collaboration agreement for implementation of "Tokushima 5.0" (Tokushima Prefecture, June 2020)
Agreement on collaboration and cooperation to balance preventing the spread of new coronavirus infections and supporting socio-economic activities (Ibaraki Prefecture, October 2020)

5G Co-creation Platform

Utilizing 5G, which contributes to regional revitalization, we have provided a variety of solutions since we started offering 5G services, many of which were created through the DOCOMO 5G Open Partner Program along with more than 3,500 companies and local governments as of September 2020. We have been conducting trials with partners in Japan and overseas to verify the performance of 5G technology at 11 DOCOMO 5G Open Labs, in order to create more opportunities made possible with the technology.



CASE

Okinawa's Regional Revitalization Model

We are contributing to the sustainable development of Okinawa Prefecture based on the "Six Key Areas of Initiatives for Promoting Regional Development in Okinawa," formulated in July 2018.

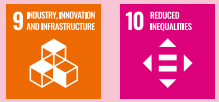
In December 2018, we conducted a verification test in which we used 5G to transmit a high-resolution 4KVR reproduction of Nakijin Castle from the Sanzan period, located in the Kunigami District, to VR displays and tablet devices to offer the realistic sensation of reliving history at the site and directly learning from experts. The project is expected to develop educational and tourist content toward providing a visual and audio history class for visitors to the former site of the castle.

Verification test

Special Feature on SDGs 2 A Corporate Culture that Prompts Us to Tackle Social Issues

Mieru Denwa is a smartphone app that transcribes a caller's spoken words on the screen in real time. The service was born out of the enthusiasm of employees who take on challenges and through continued dialogue with stakeholders in an internal culture that supports diverse employees in fully demonstrating their talents. And it helps realize a society that "leaves no one behind," an objective of the SDGs.

DOCOMO × SDGs



We are contributing to the creation of an inclusive society by developing and providing tools that facilitate communication for everyone, regardless of disability.

Mieru Denwa—A Story of Strengthening Communication

CHALLENGE
Current Status and Social Issue Targeted by DOCOMO

One in ten people in Japan is estimated to be hearing impaired, and nearly eight million people, including those with mild hearing disabilities, experience difficulty hearing others speak. People with hearing impairments often have difficulty communicating in daily life and feel anxiety and stress.

As a telecommunications operator, DOCOMO intends to enable those with hearing impairments and the elderly to use effective means of communication, especially the telephone, to open up more working opportunities than were previously possible.

IDEA
My Special Needs Was Part of the Creation of Mieru Denwa

Originator's Voice

Noriko Aoki
Smart-life Planning Department

I was born with a hearing impairment and have had difficulties using the phone since I was a child. I sometimes felt lonely as I knew that my friends enjoyed talking with each other on the phone after returning home from school. Once I was in high school, however, I learned to send email on my mobile phone, which completely changed my life. I was deeply moved by the power of communication, and that was a major factor behind my wanting to work for this company.

In various situations during my life, especially in my workplace, I often used phones, and I realized they were here to stay. At those times, I learned about voice recognition, which identifies and converts spoken words into text, and I suggested to the company that this technology could be applied to phones.

DEVELOPMENT
Reflecting the Voices of Diverse People

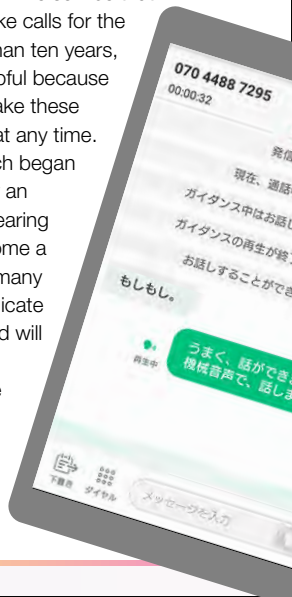
From the development stage, we incorporate the ideas of key stakeholders who have difficulty hearing others over the phone. For example, we conduct multiple tests with those individuals to determine the accuracy and operability of voice recognition equipment.

DIALOGUES
Two Thousand People with Hearing Disabilities Participated in the Trial

We sought 2,000 individuals with difficulty hearing or speaking to participate in a trial run launched in October 2016. The trial focused on determining the demand and level of user satisfaction for Mieru Denwa, a real-time service that displays the caller's spoken words in text, and on improving the accuracy of voice recognition. In response to participant feedback, we made it possible for users to make and receive calls using their own mobile phone number along with other enhancements to functionality.

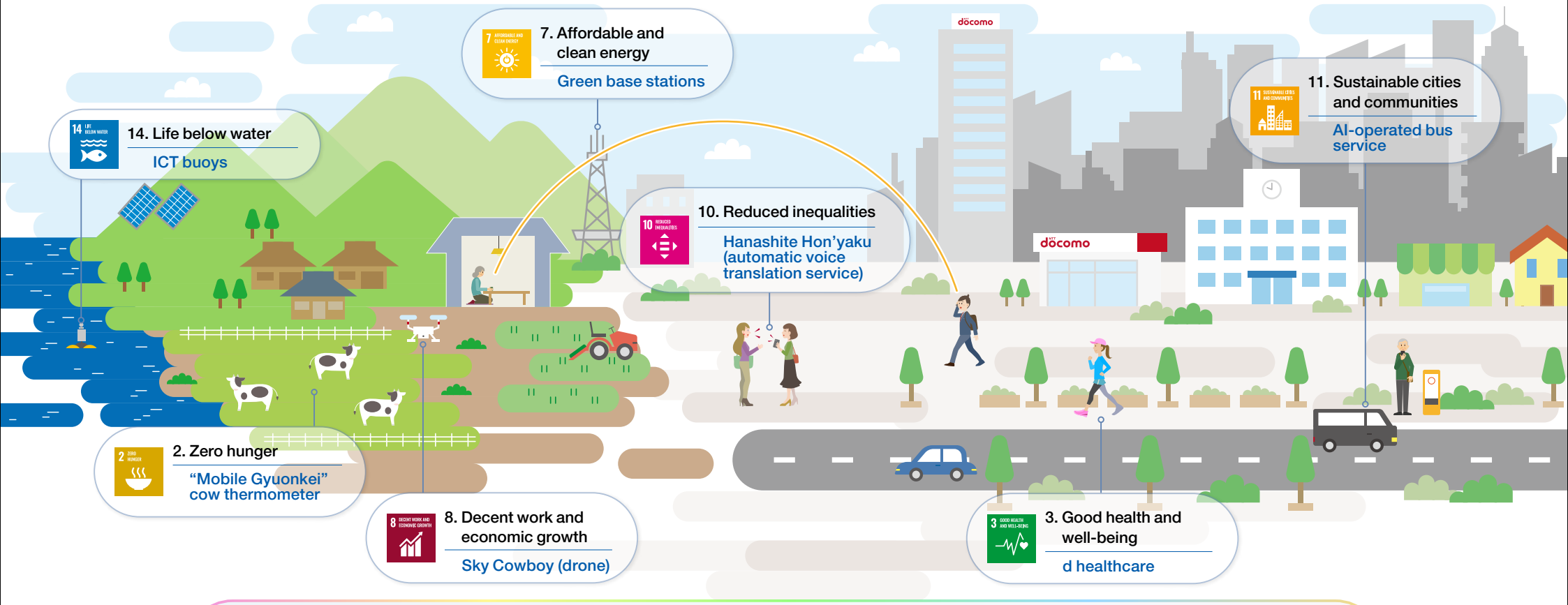
GOAL
Helping Achieve the SDGs with Mieru Denwa

We began providing the Mieru Denwa service in March 2019, three years after initial planning. User comments have referred to it as a long-awaited dream-like service that allows them to make calls for the first time in more than ten years, and they find it helpful because they are able to make these calls on their own at any time. Mieru Denwa, which began as a suggestion by an employee with a hearing disability, has become a service that helps many people to communicate more effectively and will contribute to the achievement of the SDGs as it comes into broader use.



Special Feature on SDGs 3 Connection between DOCOMO Services and SDGs

DOCOMO strives to contribute to solving social issues and achieving the SDGs through its services and initiatives.
The SDGs Highlight 2020 (in Japanese only) covers the services and initiatives introduced below and explains in detail their background and the value they bring to society.



Stakeholder Engagement

DOCOMO engages in appropriate business activities and makes decisions to minimize negative impacts and maximize positive impacts for its stakeholders. Engaging with each stakeholder in an appropriate manner that is in line with the nature of the relationship and relevant issues is essential for developing the sustainability of our business.

And as a member of the NTT Group, NTT DOCOMO adheres to the guidelines on stakeholder engagement established by the NTT Group in fiscal 2015.

Stakeholder	Definition/Standard	Engagement	Major Themes	Activity
Customers (including children and the elderly)	Individual customers who subscribe to our services	docomo Shops, Information Centers, DOCOMO website, questionnaire survey, customer consultation desks, marketing research	Customer satisfaction, a safe and secure communications environment	Provide data security and privacy, products, apps and services
Corporate customers	Corporate customers who subscribe to our services	Business solutions, special lines such as satellites and maritime telephone lines	Customer satisfaction, a safe and secure communications environment	Data security and privacy, M2M Services
Governments	Regulatory institutions and municipalities that are responsible for granting approval for telecommunications and other DOCOMO businesses	Consultations and exchanges of opinions	Compliance with applicable regulations	Proposals on various regulations and easing of regulations
Shareholders and investors	Shareholders and investment institutions that directly or indirectly own DOCOMO shares and investment institutions that influence their decisions	General meetings of shareholders, financial results presentations, IR website, annual reports, DOCOMO Tsushin (shareholders newsletter), email newsletter, response by the IR Department	Achieve sustainable growth, enhance corporate value over the mid to long term and return profits to shareholders	Disclose information in a timely manner and appropriately communicate with shareholders
Financial institutions	Financial institutions that are connected to our businesses	Collaboration in account settlement	Fair transactions	Payment service for users and payment/ settlement operation with suppliers
Business partners (telecommunications-related manufacturers)	Manufacturers of telecommunications facilities, equipment, communication devices, etc., as well as business partners involved in construction work	Meetings to exchange opinions, meetings to improve operations and CSR procurement briefings	Fair and transparent transactions	CSR Procurement
Business partners (content providers)	Business partners involved in systems and applications related to DOCOMO services	Meetings to exchange opinions and meetings to improve operations	Fair and transparent transactions	Production and improvement of contents
Partner companies	Companies and public institutions that collaborate with DOCOMO in +d and other initiatives	Consultation, exchange of opinions	Fair and transparent transactions	Information exchange
Business partners (sales agents)	docomo Shops and other business partners responsible for sales and contracts	Staff training, visits by the president, route sales activities of branch staff, discussions with sales representatives	Fair and transparent transactions	Information exchange
Telecommunications industry	Industry groups and competitors that consult on related regulations and fair competition	Councils and industry group meetings	Fair competition	Information exchange
Employees	Employees of the DOCOMO Group	Meetings with executives to exchange opinions, Intranet site, counseling, whistleblowing desk and labor management consultations	Securing and maintaining employment, appropriate and transparent evaluation, establishment of a working environment, labor-management consultations	Provide a safe and comfortable workplace
Nonprofit organizations and non-governmental organizations	NPOs, NGOs and citizens' groups involved in DOCOMO's social and environmental activities	Meetings to exchange opinions, grants and brochures	Collaboration for building a sustainable society	Information exchange
Global environment	The global environment for the survival of mankind	From 2016: "Green Action Plan 2030"	Minimize environmental impact	Effective use of energy
Local communities	Local communities where DOCOMO services are present	Meetings to exchange opinions, grants, brochures, Mobile Phone Safety Classes, collaboration in environmental education programs for children	Safety for the local community and appropriate collaboration for social development	Communicate with local communities

NTT Group's Stakeholder Engagement

5 Innovation

Innovative Responsible

CONTENTS

056 Promoting R&D and Innovation
060 Promoting Open Innovation
064 Promoting Process Innovation (Top Gun)
065 Awards for Innovation

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

Promoting R&D and Innovation

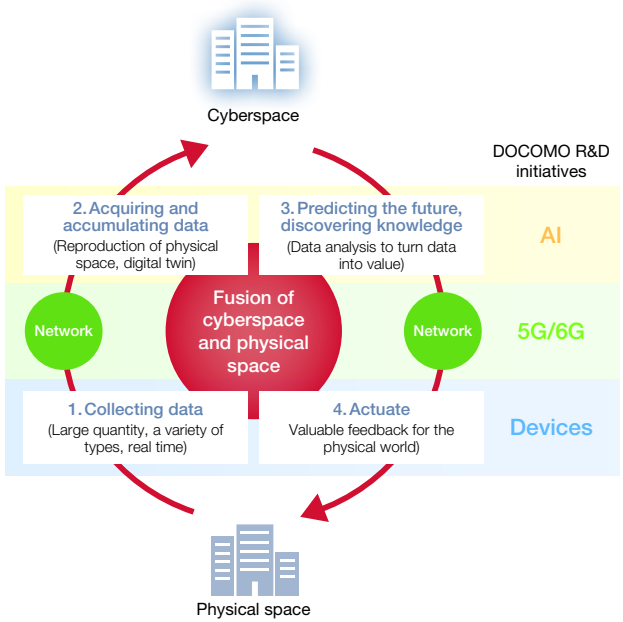
Basic Policies and Philosophy

Innovation in industry and technology, known as the fourth industrial revolution, continues apace around the world, particularly in the realms of the Internet of Things (IoT), Big Data, artificial intelligence (AI) and robotics, leading to the generation of new economic value. Meanwhile, many social issues have emerged, including the declining birth rate and the aging population, as well as dealing with the new normal. In this social environment, DOCOMO R&D is working "to fuse cyberspace and physical space," where humans, objects and events in the physical world are digitalized, the future is predicted and the real world is optimized. Specifically, DOCOMO is researching and developing as follows.

1. "AI" that connects a variety of data, predicts the future and discovers knowledge
2. "5G/6G," which connects everyone and everything everywhere
3. "devices" that gather information and provide a range of feedback.

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

R&D Initiatives for Fusing Cyberspace and Physical Space



R&D System

DOCOMO conducts R&D on mobile communication systems and new products and services primarily at the Yokosuka Research Park. The R&D Division leads our efforts, while the R&D Strategy Department is responsible for overall supervision. As part of our ongoing R&D activities and to further enhance the Group's devices, networks and services, each R&D division collaborates with other divisions. We also conduct joint development with major manufacturers toward realizing ideas for new services conceived by business divisions and promote an open innovation strategy that maximizes our diverse relationships with external entities. We publicize the results of our R&D efforts, such as new technologies, by making strategic announcements to the media and in other ways.

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

R&D Innovation Division

R&D Strategy Department
Common planning and management related to R&D and technology innovation, global technology alliances and technical publications

Innovation Management Department
Business creation, strategic investment and corporate collaboration related to technology innovation

X-Tech Development Department (formerly Research Laboratories)
R&D, installation support and technical support related to digital infrastructure

6G Laboratories (formerly 5G Laboratories)
Method research and standardization related to wireless and network systems and co-creation of use cases

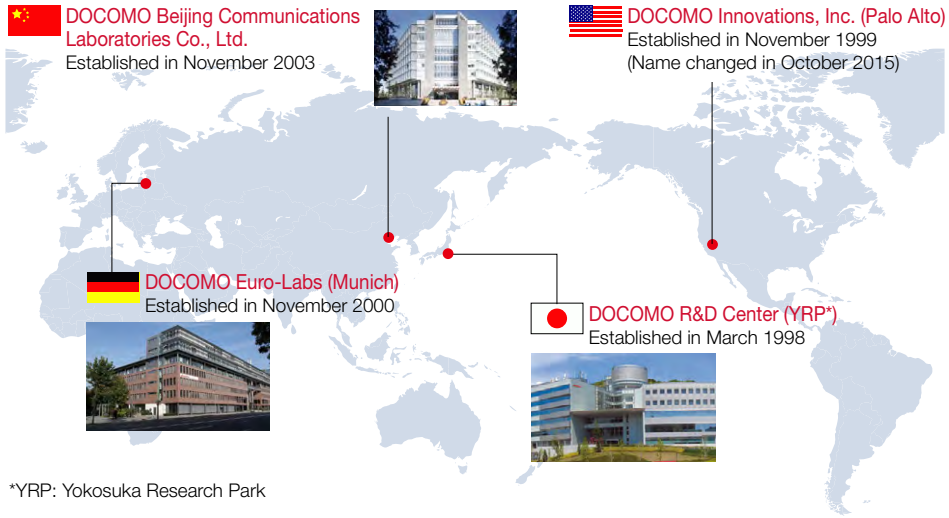
Communication Device Development Department
Development, installation support and technical support for terminal devices and applications

Service Innovation Department
Development, operation, maintenance and technical support for methods and cloud systems related to new services and solutions

Core Network Development Department
Development, installation support and technical support for core network systems

Radio Access Network Development Department
Development, installation support and technical support for wireless network systems

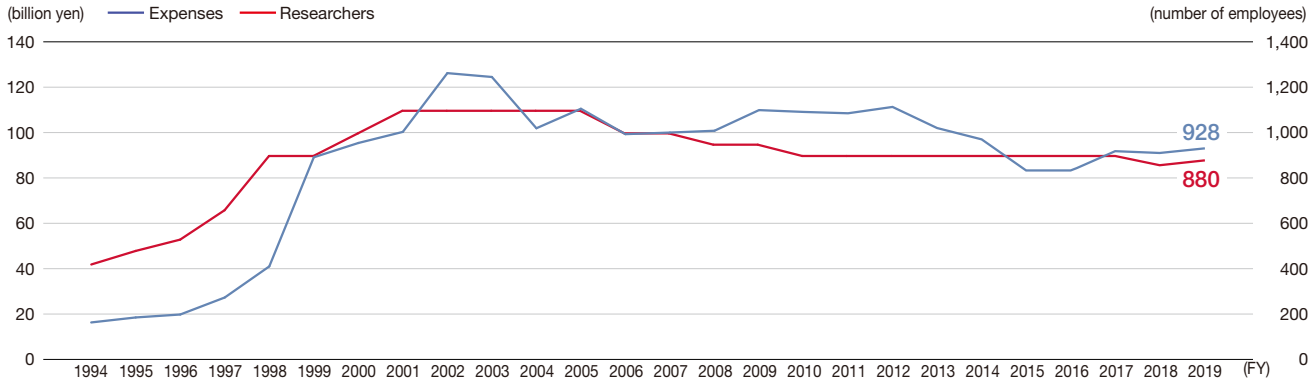
R&D General Affairs Department
General affairs, accounting, technology information management and technical publications for the R&D Division



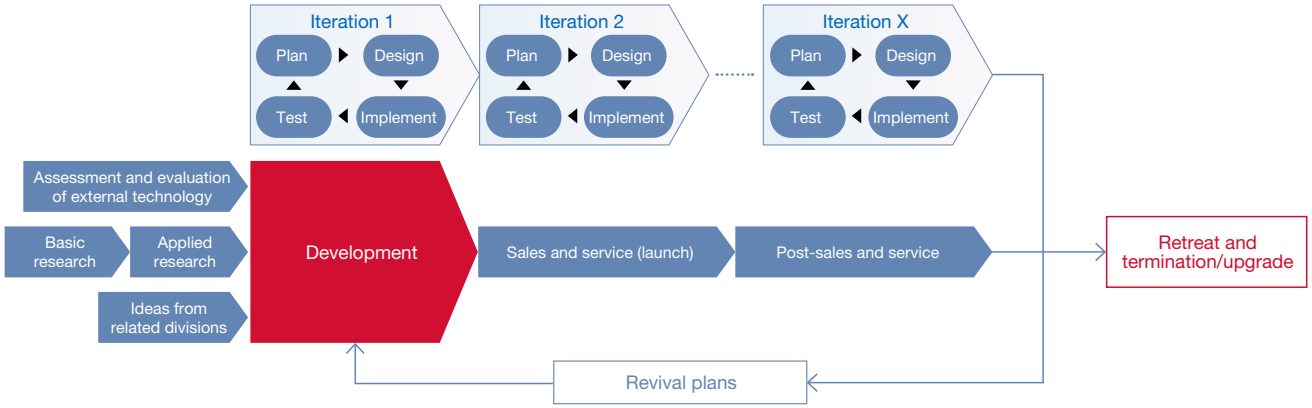
*YRP: Yokosuka Research Park

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

Since the late 1990s, we have maintained a workforce of between 900 and 1,100 researchers for research and development and have spent around 80 billion yen to 100 billion yen annually from the year 2000. We continue to lead in the global mobile communications business and provide innovations that serve as the backbone of sustainable development.



Innovation Chain



Basic Research

DOCOMO, as a major operating company of the NTT Group, supports NTT's R&D system for basic technologies. The R&D divisions of NTT and DOCOMO maintain close cooperation in their research to ensure that DOCOMO's business activities benefit from technological achievements made through these efforts. As an example of how we have applied such technological achievements, the laboratories of the holding company conducted basic research on voice recognition and intention interpretation technologies, which were then moved to the applied R&D phase at DOCOMO. This has led to the creation of various new services in recent years.

Applied Research and Development

In the area of infrastructure, we engage in technological exchanges with major overseas operators, centered on 6G Laboratories, and formulate strategies in response to external trends. We are therefore contributing to the establishment of global standards and leading the industry in ecosystem-related efforts by conducting PoC (Proof of Concept) experiments with major manufacturers. Even as we play a role in the advancement of this industry, we also ensure that we enjoy competitive advantages in developing our own businesses. Furthermore, the Core Network Development Department and the Radio Access Network Development Department are heading up our involvement in joint development with major manufacturers to provide equipment and systems with internationally recognized functions.

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

The Service Innovation Department develops element technologies and systems related to the creation of new services and strive to create new offerings by establishing an agile development system to promptly respond to market needs. The X-Tech Development Department works closely with the business divisions to develop a technological platform that meets the business. As we create services, we accelerate the pace of introducing them and their value to markets by incorporating element technologies developed by NTT and the latest technologies developed elsewhere, in addition to DOCOMO's own technologies. Furthermore, we are striving to further expand into new markets for services based on DOCOMO technologies.

Sales and Service

Relevant divisions at DOCOMO actively present proposals that reflect social conditions, trends in technological development, and circumstances at shops as well as ideas for improvement from shops and the results of exchanges with external companies and customer marketing activities.

We convene screening meetings as part of our deliberations to launch new services. This cross-sectional meeting structure allows for our quick holistic decision making.

Post-sales and Post-service

Each business promotion division regularly monitors the situation of services and formulates revival plans for services that appear unlikely to meet their initial targets.

Promoting the Creation of Innovation

To accelerate the development of services that help address social issues, we create innovation by starting small. As the challenges faced by society and customers become more diversified and complex and as business competition intensifies, it has also become increasingly important to understand the locations where we do business in order to discover potential issues and needs and quickly turn them into solutions and profit. Adopting this small start method allows us to reach the commercial trial stage more quickly than by using a standard development process and more rapidly develop businesses that address social issues.

Collaborating with Startup Companies—39works

Based on an open innovation strategy that leverages diverse relationships with external entities, the 39works program for "co-creative business development" organizes joint projects with external partners and together engages in BizDevOps, which encompasses the entire process, from planning and development to operations and maintenance. The program aims for a quick start of small businesses and nurturing them by repeating improvements of their service quality in accordance with market response through a high-speed PDCA approach.

Also, the program is inclusive and creates products and services that are better and more useful for people by continuously determining whether they fit the needs of markets and society. We launched 2 new businesses and 11 new services in fiscal 2019.

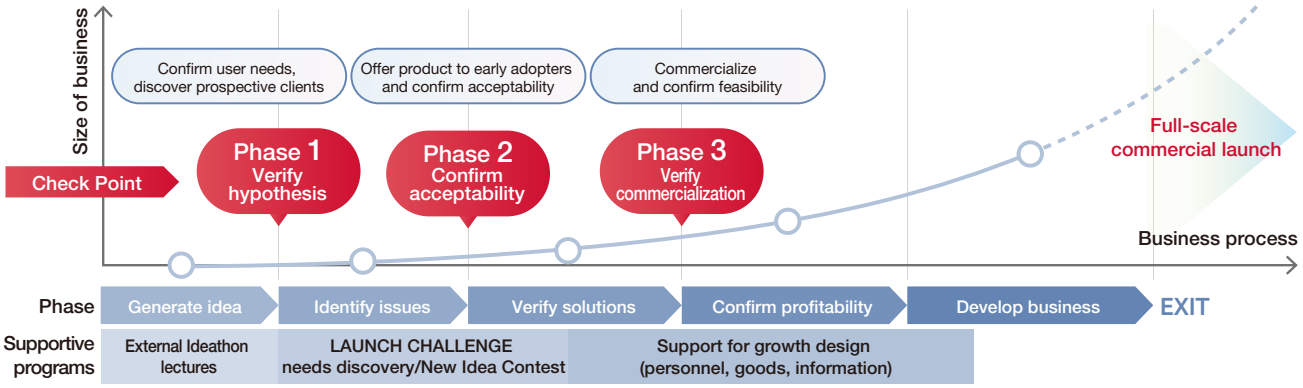
docomo LAUNCH CHALLENGE

docomo LAUNCH CHALLENGE is an initiative for commercializing new business ideas proposed by NTT DOCOMO Group employees with advice from a diverse group of mentors, each representing specialized areas of strength, such as entrepreneurs and designers, based on the insight gained from 39works. Each idea goes through a stage of considering which issues could be resolved by the business, verifying the real need, and determining the optimal solution while also reconfirming against feedback from the markets at every step. The ultimate goal is to instill confidence in each employee through the initiative, encouraging them to rise to the challenge of creating businesses that generate new revenue flow for DOCOMO or have an impact on society. In fiscal 2019, there were 173 applications, and verification is underway towards commercializing some of these projects.

In-House Venture System

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

Process of 39works



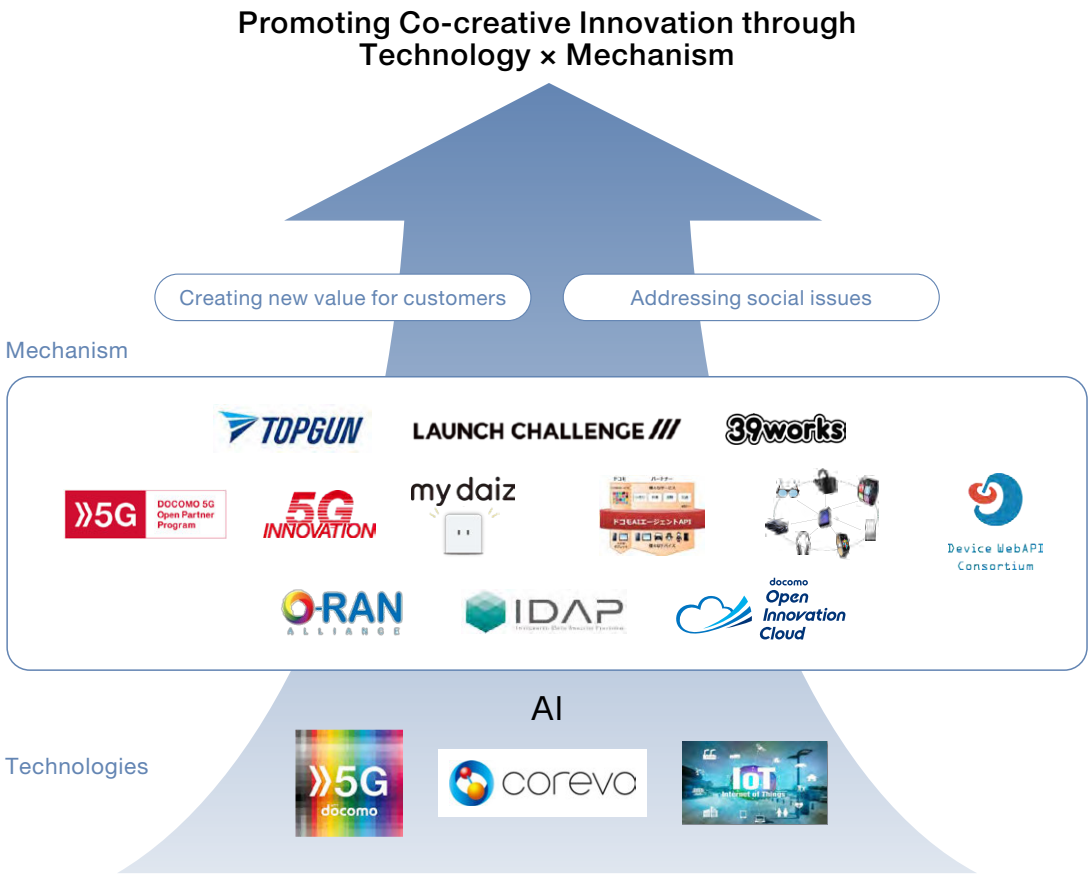
Promoting Open Innovation

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

We will particularly focus on 5G, AI, and IoT, promoting co-creative innovation by applying various mechanisms to the technologies of DOCOMO and its partners to create new value for customers through the "+d" process while also seeking to address social issues. In the process of creating new businesses, we identify challenges facing customers, including social issues, and conduct trials with customers before commercializing the business and seeking growth. We offer diverse mechanisms for co-creative innovation, such as 39works (page 59), in which we nurture an idea from zero by conducting verification and commercialization with our business partners, and Top Gun (page 64), in which we proceed with verification and product development with our corporate customers.

As part of this initiative, the "DOCOMO 5G Open Partner Program," launched in February 2018, will drive the development of new applications with a broad range of partners so that customers will be able to enjoy 5G services from the start of the 5G era. As of September 2020, more than 3,500 partners have joined the program. Furthermore, for those participating companies and organizations, we established DOCOMO 5G Open Lab, a permanent testing environment for 5G technology with 11 locations in and outside Japan (as of the end of September 2020). We also constructed the "DOCOMO Open Innovation Cloud" as a testing environment connected to a cloud infrastructure. We are forging ahead with initiatives for creating new 5G applications in collaboration with a wide range of partners.

Mechanism for Promoting Co-creative Innovation



Co-Creation with External Partners

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

Initiatives Undertaken with Diverse Partners in Principal R&D Projects in Fiscal 2018 and Fiscal 2019 (the following links are only available in Japanese)

Technology	Project	Alliance Partner	Initiative
5G	Fishery application by creating a 5G area at sea	・University of Tokyo	The constant realization of large-capacity and low-latency communications enables remote monitoring in waters at any fishery. Constant remote observation of fishing grounds will improve the efficiency of workers in the fisheries industry and reduce their burden. We are moving ahead through demonstration experiments at fisheries with the evaluation of eMBB*1 and URLLC*2 and are promoting the demonstration of wireless technology that realizes the stable remote monitoring of fishing grounds. Successful demonstration experiment of remote monitoring of fishing grounds using 5G and underwater drone (PDF)
	5G wireless communication experiment on the Tokaido Shinkansen	・Central Japan Railway Company (JR Central) ・NEC Corporation ・Sharp Corporation	For the first time in the world, we conducted a successful 5G wireless communication experiment between the inside of a Shinkansen bullet train traveling at 200 km/h or more and the ground. The specific results are as follows. ・Implemented ultra-high-speed data transmission that makes full use of the functions of both ground base stations and mobile terminals and successfully achieved a maximum data transmission speed of 1.0 Gbps or higher ・Succeeded in the continuous handover to sequentially switch three ground base stations to which the mobile terminal is connected; also succeeded in the high-speed download distribution of ultra-high-definition 8K video content from the ground base station to the mobile terminal via 5G ・Succeeded in the live relay of images from train windows through a mobile terminal to a ground base station via 5G using a 4K camera installed in an N700S train in a verification test 5G wireless communication experiment on the Tokaido Shinkansen (PDF) 5G wireless communication experiment on the Tokaido Shinkansen
AI	AI traffic jam prediction	・East Nippon Expressway Company Limited	Started a demonstration AI traffic jam prediction experiment using demographics with the mechanism of the mobile phone network and past traffic jam results Notice: NEXCO EAST and NTT DOCOMO start traffic jam prediction demonstration experiment for the Tokyo Bay Aqualine (press release material) AI Traffic Jam Prediction on the Kan-Etsu Expressway
	AI-operated bus	・Yokosuka City ・Keikyu Corporation ・New Energy and Industrial Technology Development Organization (NEDO)	Operated on-demand shared "AI-operated bus®" in areas with no bus routes in Yokosuka City as a demonstration experiment for improving residents' convenience, promoting health, curbing social security costs, and revitalizing the local economy, in cooperation with medical and commercial facilities as well as health promotion facilities indispensable for daily life in the community. Topic: Launch of Japan's first demonstration experiment on "AI-operated bus" linked to the local service system in Yokosuka City
IoT	Future Home Project	・Yokohama City ・and factory, inc.	Proceeding with the Future Home Project to provide insight by visualizing the living conditions of residents and to consider and promote the creation of a comfortable indoor environment. Yokohama City launches the Future Home Project with and factory, Inc. using IoT smart homes (press release material)
	docomo Smart Parking System	・Prestige International Group	Provide IoT/ICT-driven solutions so that parking lot operators can use narrow spaces in parking lots, thereby addressing the severe lack of parking spaces in urban areas (a commercial service is now available in Tokyo and Osaka). Launch of the "docomo Smart Parking System" as a solution for parking lot operators (press release material)

*1 Enhanced mobile broadband
*2 Ultra-reliable and low-latency communications

Co-creation with Ventures

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

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

In terms of incubation activities, for the purpose of strengthening contact points with an entrepreneur, we have provided a coworking space and a close-following support such as incubation program, which 12 seed-stage startups have planned to move in. Moreover, we hold regular business seminars for startups and match our businesses with those of ventures, promote exchanges between our employees and entrepreneurs, and support young entrepreneurs.

In one of these developments, DOCOMO is expanding the live viewing experience.

The entertainment business requires the development of an optimal system by integrating various aspects, such as content and devices. Therefore, it is vitally dependent on co-creating with business partners. We hope to forge a partnership that enables us to effectively disseminate venture assets through our infrastructure.

Representing one of our achievements is a collaboration with a venture company that provides the video extension technology TIG, which allows users to stock up objects they want to know about or go to a detailed page by just touching the part of the video in which they are interested. With regard to New Experience Live CONNECT™, we expanded our service to create new entertainment experiences that integrate new video technologies in the 5G era, such as enjoying access to information on artists and music, without having to search the browser and simply by touching the promotional video. By doing so, they can also enjoy new content that allows them to access detailed information by merely touching a photo or text in a digital photobook created by a live performer.

IoT×5G×SDGs Partner Co-Creation Project

DOCOMO will contribute to achieving the Sustainable Development Goals (SDGs) adopted by the United Nations in 2015 by focusing on the "connecting" technologies of IoT and 5G. We are integrating the strengths of multiple partners in their respective areas of expertise to create solutions for social issues included in the SDGs while also seeking to develop new, sustainable businesses.

As part of these initiatives, we launched the IoT×5G×SDGs Partner Co-Creation Project in December 2018 to explore new business possibilities. We partner with companies and organizations participating in the "DOCOMO 5G Open Partner Program" that are willing to collaborate with us in co-creating solutions, particularly in the area of IoT, to achieve the SDGs.

Specifically, we set up working groups with our partners, with each group seeking to create new businesses for achieving each SDG. We also organize joint workshops to share information among the groups. The working groups are managed by DOCOMO and a co-leader who will play a central role in each project. We have established an effective scheme for co-creation through the participation of many companies. We support our corporate partners through measures such as providing verification environments and advanced use of communication devices, expanding sales through our corporate channels, publishing information on its corporate website, and jointly exhibiting at trade shows.

Moreover, we are taking action by setting up three working groups addressing three themes selected from key social issues: rising medical costs and burden of nursing care; the labor shortage and handing down of technology in the manufacturing industry; and ensuring safety and security amid an increase in nuclear families and dual-income families.

Going forward we will strengthen our collaboration with partners across a wide range of industries and accelerate our efforts to create new IoT solutions in the 5G era while achieving the SDGs.

Opening up "docomo AI Agent API"

DOCOMO has been providing the interactive AI service "docomo AI Agent API" for corporate customers since April 2019, which is also used for DOCOMO's "my daiz." Creating a scenario for each purpose enables contextual Q&A services and a natural dialogue with the user. In addition, the interactive original agent created through this service incorporates voice recognition, natural language processing, and voice synthesis while allowing for voice dialogue with the user. The AI Agent's voice can be chosen from more than 50 options.

DOCOMO has made this API openly available and is promoting the docomo AI Agent Open Partner Initiative, in which it jointly develops a new service based on a speech interface.

By opening up the use of services cultivated by DOCOMO and the API for device providers, we intend to create speech and text-based services that provide new experiences for end users, forge win-win business relationships with partners, and reduce the development period for AI-agent services.

Collaborations with partners in diverse areas allow us to

create applied products based on the specialized standpoints of these areas that would not have been possible for DOCOMO to accomplish alone. For example, the robot service for watching the elderly is a product specialized for the domain, including its purpose, which was only possible through collaboration. We also worked with a local government to introduce a chatbot using AI conversation technology that provides guidance on sorting garbage. This resulted in raising the efficiency of responses to queries on garbage sorting, and we learned from a verification trial conducted with Yokohama City that 30% of the queries were from citizens accessing the service outside of business hours.

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 Launch of "docomo Open Innovation Cloud™"

In March 2020, we launched "docomo Open Innovation Cloud™ (dOIC) ," a service using cloud computing facilities (hereinafter, cloud infrastructure) connected to DOCOMO's network that realizes low latency.

It is a cloud service that features MEC*1 (multi-access edge computing) such as the low latency and high security required for the 5G era. It is realized by building a cloud infrastructure in the equipment of DOCOMO's communication network.

Previously provided as a "docomo cloud infrastructure," it has been sequentially equipped with technologies such as the image recognition API*2 developed by DOCOMO, video transmission by DOCOMO and its partners, and 11 solutions such as VR and AR.

As of the end of October 2020, it is in operation at four bases: Tokyo, Osaka, Kanagawa, and Oita. Going forward we will gradually expand the solutions installed in the cloud infrastructure to contribute to the creation of new value and resolution of social issues through 5G so that our customers can lead more convenient and enriched lives.

*1A mechanism for deploying servers and storage closer to customers in the mobile communication network.
*2 Part of the image recognition technology constitutes AI "corevo®" of the NTT Group.

Mirai Translator

Going forward, machine translation technology is expected to develop, more tourists will visit Japan, and a larger number of Japanese companies will expand their business overseas. Given these trends, we established Mirai Translate, Inc. in October 2014. We are currently providing machine translation solutions by leveraging the large volume of translation corpus, ongoing tuning by professional engineers, and our mobile terminal development capabilities and sales network, in which NTT DOCOMO, NTT Communications Corporation, Panasonic Corporation, and Honyaku Center Inc. all maintain strengths.

In December 2017, we launched the Mirai Translator™ as a cloud machine translation service that can be accessed on the Internet using a web browser. It is equipped with a neural machine translation (NMT) engine with a proficiency in writing English equivalent to levels higher than a TOEIC score of 960 (as of April 2019) in Japanese-English translation. We also sell the translation engine to NTT Group companies and affiliates. Through sales of Mirai Translator , our machine translation engine, and speech translation solutions, as well as the provision of machine translation platform services and their related consulting services, we expect to achieve 1 billion yen in operating revenues in fiscal 2020.

Mirai Translator, a web browser-based cloud machine translation service translates text data as well as Microsoft Office format files (PowerPoint, Word, Excel), or PDF format, while keeping the layout unchanged, by a simple drag-and-drop operation. To realize stress-free communication between different languages in various business settings, including daily conversations and documents with many technical terms, such as agreements and internal documents, we are promoting our machine translation platform service, which is safe and scalable and can be customized for the business domains of our customers. With this service, we are helping to globalize Japan.

DOCOMO R&D Open House

We hold a DOCOMO Open House every year to showcase the company and the NTT Group's latest R&D efforts and promote our +d initiatives. In fiscal 2019, it was held under the title of DOCOMO Open House 2020 and included lectures by DOCOMO's partners in co-creation as well as 273 exhibits of the latest technologies such as 5G, AI, and IoT. We also introduced various service solutions using 5G, for which commercial service began in the spring of 2020. Additionally, we indicated the specific SDGs linked to all the services we presented there, to convey how our services are contributing to the achievement of the SDGs.

Date: January 23–24, 2020
Venue: Tokyo Big Sight Aomi Exhibition Hall
Visitors: 23,585 (previous fiscal year: 14,176, an approximately 70% increase)

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

Promoting Process Innovation (Top Gun)

In October 2017, DOCOMO began its Top Gun initiative, in which the R&D and Corporate Sales and Marketing departments formed an elite team and work as one with customers to address challenges. This involves a swift process that encompasses identifying issues and needs, creating solutions, developing business projects and monetizing them. We also established a maintenance and operation system for our solutions created through the Top Gun initiative, which are sold nationwide as a packaged product for corporate 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 can voluntarily join the initiative to solve issues faced by local companies and governments, and the number of participants is rising. We set up a system for sharing information about Top Gun nationwide so that the head office can closely cooperate with the regional offices and branches, and at the head office we provide space where staff working at that location can meet for discussions with colleagues from regional offices and branches. These efforts encouraged greater interaction and collaboration between the R&D departments and corporate sales departments at our regional offices and branches nationwide. We will create solutions at a much faster pace by having R&D members responsible for developing the technology visit customers to make on-the-spot decisions as to whether or not it will be useful for resolving a particular issue and to present even better solutions.

Having R&D staff responsible for developing the technology visit customers together with Corporate Sales and Marketing staff allows for the connecting of needs with potential solutions. We can also verify and resolve issues simultaneously and with speed, and to turn technological possibilities into value for customers while making full use of the cutting-edge technologies we provide them with solutions. We will pursue this initiative to accelerate the pace of "+d" co-creation toward achieving Declaration 4: Industry creation and Declaration 5: Solution co-creation under our "Declaration beyond" Medium-Term Strategy to 2020. As of July 2020, we had engaged in 29 projects, of which 14 have been commercialized and 7 are ongoing. We intend to further accelerate the pace of our Top Gun initiative.

Awards for Innovation

NTT DOCOMO received the following awards for innovation in fiscal 2019 and 2020.

Host	Award		Award-winning Project and Rationale (Affiliation as of Winning Award)	Date
Institute of Electronic, Information and Communication Engineers (IEICE)	Achievement Award		**Commercialization of 5G mobile communication system** ・Takehiro Nakamura (5G Laboratories) ・Yukihiko Okumura (5G Laboratories) ・Tetsuro Imai (formerly 5G Laboratories, currently Tokyo Denki University) Recognized for the early start of studying new technologies and methods since 2010 toward commercializing 5G, which has features such as high speed, large capacity, low latency, and connection to multiple terminals, and for promoting commercialization through a wide range of efforts, from research and development to service application, for nine years.	June 4, 2020
	Yasuharu Suematsu Award		**Standardization of radio access network architecture and radio interface protocols for mobile communication systems** ・Anil Umesh (Radio Access Network Development Department) Recognized for contributions to establishing standard specifications, mainly in the 3rd Generation Partnership Project (3GPP), for 3.5th (HSPA), 4th (LTE and LTE-A), and 5th (5G) generations, as well as contributions to the O-RAN Alliance that enables the use of a common interface between the parent device in the 5G base station and wireless devices in the latest advances towards 5G standardization.	June 6, 2019
			Standardization of a wireless interface physical layer design for 4th and 5th generation mobile communication systems ・Hiroki Harada (5G Laboratories) Recognized for his substantial contribution to the 4G that became an indispensable social infrastructure and the 5G that will greatly benefit industries going forward, by formulating the standard specifications for the physical layer designs for 4G and 5G wireless interfaces in 3GPP.	June 4, 2020
Ministry of Education, Culture, Sports, Science and Technology	The Commendation for Science and Technology by the Minister of Education, Culture, Sports, Science and Technology	Prize for Science and Technology (Development Category)	**Development of advanced C-RAN and FDD-TDD-CA** ・Sadayuki Abeta (Radio Access Network Development Department) ・Toshiro Kawahara (formerly Radio Access Network Development Department, currently DKK Co., Ltd.) ・Hiroyuki Atarashi (Radio Access Network Development Department) ・Yoshitsugu Shimazu (Radio Access Network Development Department) Recognized for their substantial contributions to the acceleration of 4G by developing advanced C-RAN and FDD-TDD-CA, technologies for carrier aggregation through the combination of small and macro cells.	April 7, 2020
		Prize for Science and Technology (Science and Technology Promotion Category)	**Promotion of population flow statistics generated from mobile phone base station data** ・Daizo Ikeda (Research Laboratories)* Recognized for the use of population flow statistics, based on the operation data of mobile phone networks, in a wide range of fields such as town development, transportation and disaster prevention plans, regional revitalization, and marketing as the largest transportation big data in Japan.	
Tsushinbunka Association	Hisoka Maejima Award		**Commercialization of network virtualization technology capable of running the EPC software of multiple vendors** ・Hiroyuki Oto (Radio Access Network Development Department) ・Yasuyuki Uchiyama (Radio Access Network Development Department) ・Kazuaki Obana (NTT Network Innovation Laboratories) Recognized for their extraordinary contribution to the mobile communication industry through this commercialization, the world's leading example in network virtualization, and for their distinguished achievement.	April 10, 2019
			Formulation of international standard specifications for the commercialization of 5th generation mobile communication systems ・Satoshi Nagata (5G Laboratories) Recognized for taking the significant lead in formulating international standards for 5G, including specifications for high-speed large-capacity transmission, by actively participating in 3GPP standardization conferences and serving as the chairperson and vice-chairperson of the 3GPP TSG-RAN Working Group.	March 4, 2020

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

Host	Award		Award-winning Project and Rationale (Affiliation as of Winning Award)	Date
ITU Association of Japan	Celebration of World Telecommunication and Information Society Day	ITU-AJ Accomplishment Award	・Toshiro Kawahara (Radio Access Network Development Department) Recognized for contributions to expanding the scope of multimedia communication protocols for mobile communication in the ITU-T, standardizing an error-resilient video and audio communication system in MPEG-4, and standardizing and commercializing LTE in 3GPP as well as efforts made in the founding of O-RAN, a standardization body for mobile communication protocols.	May 17, 2019
			・Hiroshi Aono (Service Innovation Department) Recognized for his long-term contributions to the standardization of mobile networks in the 3GPP to improve security and address the latest trends in security standardization activities in order to bolster the telecommunications industry in Japan through participation in the Association of Radio Industries and Businesses (ARIB).	October 6, 2020
		ITU-AJ Encouragement Award	・Yuya Kuno (Core Network Development Department) Recognized for contributions to promoting discussions on interface specifications in a multi-vendor configuration of a network function virtualization system from the standpoint of actual operation, for the early finalization of interface specifications, and for promoting discussions on testing specifications for interoperability.	May 17, 2019
			・Kazuki Takeda (5G Laboratories) Recognized for taking the lead in specifying the physical-layer control channel that forms the basis of the 5G system, contributing significantly to standardizing 5G based on commercial requirements, and compiling component technologies underlying the 5G physical layer as an editor of 5G technical specifications.	
			・Masahide Murakami (Core Network Development Department) Recognized for taking the lead in revising the documentation for the VoLTE roaming system and drafting the documentation of IP interconnection in GSMA.	
			・Hiroshi Ishikawa (Core Network Development Department) Recognized for significant contributions to ETSI TISPAN by enabling the use of IMS for purposes other than mobile access, and to 3GPP by introducing DSAC, enhancing IMS, and specifying the 5G protocol. He has also contributed to GSMA to the profile specification for 5G roaming.	October 6, 2020
			・Yoshihiro Nakajima (Core Network Development Department) Recognized for leading the discussions among equipment vendors and telecom operators in building consensus on NFV's future as well as promoting standardization. He has also contributed to improving the MANO function group interface specifications and quality of the test specifications (based on development feedback)	
			・Suguru Okuyama (R&D Strategy Department) Recognized for contributions to the formulation of various wireless specifications related to base station equipment in an LTE-Advanced upgrade and NR standardization in 3GPP. Also recognized for contributions to the formulation of standard specifications that enable multi-vendor connections in the xRAN Forum and O-RAN Alliance.	
			・Teruaki Toeda (Radio Access Network Development Department) Recognized for contributions, as a rapporteur on 5G NR work items in 3GPP, to formulating standard specifications for wireless network architecture suitable for base station equipment configurations in the 5G era as well as formulating standard specifications that enable multi-vendor connections.	
Global Corporate Venturing	GCV Power list Award 2020		・Takayuki Inagawa (NTT DOCOMO Ventures, Inc.) This award is given by Global Corporate Venturing , a global media company related to corporate venture capital (CVC), to the top 100 CVC investors out of more than 2,000 companies worldwide once a year. As activities of NTT DOCOMO Ventures and its representative so far, the number of investments, the degree of growth of investees, the status of business alliances with the investees, and the strategic ability and leadership at public and other meetings were all comprehensively evaluated.	September 16, 2020

Host	Award		Award-winning Project and Rationale (Affiliation as of Winning Award)	Date
Association of Radio Industries and Businesses (ARIB)	The Meritorious Award on Radio	The Award of the Minister of Internal Affairs and Communications	**Formulation of international standard specifications for the commercialization of 5th generation mobile communication systems** ・Satoshi Nagata (5G Laboratories) Recognized for taking the significant lead in formulating international standards for 5G, including specifications for high-speed, large-capacity transmission, by actively participating in 3GPP standardization conferences and serving as the chairperson and vice-chairperson of the 3GPP TSG-RAN Working Group.	June 25, 2019
		The Award of the Chairman of the Board of ARIB	**Open development of wireless access network specifications** ・Open Wireless Access Network Promotion Team leader Sadayuki Abeta (Radio Access Network Development Department) Recognized for contributing to the establishment of the O-RAN Alliance with four overseas carriers in February 2018 to realize an open, flexible, and intelligent wireless access network (RAN) and sharing the specifications in March 2019, which led to the adoption of its specifications by major global operators and vendors.	
		The Award of the Minister of Internal Affairs and Communications	**Development and practical application of a 5th generation mobile communication system** ・Kazuhiro Yoshizawa*1 Recognized for his significant contribution to the effective use of radio waves by realizing 5G service. In order to develop and commercialize 5G systems, he worked on the feasibility verification and evaluation of 5G-related technologies from an early stage, conducted demonstration experiments with partners to solve social issues and used them for regional revitalization, and promoted international standardization activities.	June 24, 2020
		The Award of the Chairman of the Board of ARIB	**Promotion of frequency sharing due to 700 MHz termination promotion measures** ・Makoto Kono (Hokkaido Branch, Network Department)*2 Recognized for contributing to the effective use of radio waves through termination promotion measures by launching the service in sequence after building base stations while shifting radio stations sequentially. In order to secure the frequency of the 3.9G mobile communication system, the frequency of the 700 MHz band was changed; shifting all frequencies of wireless systems (specific radio microphones) was completed by the end of 2018.	
			Development of a glass antenna for communication that does not spoil the appearance of buildings or cars ・Takehiro Nakamura (5G Laboratories)*3 Recognized for his substantial contribution to the effective use of radio waves by expanding the service area through the conversion of windows into base stations using glass antennas and developing 5G glass antennas for vehicles in the 28 GHz band.	
Telecommunication Technology Committee	Telecommunication Technology Award	TTC Chairperson's Award	**Achievements related to standardizing and promoting demonstration of network virtualization architecture in mobile communication networks** ・Motoi Tamura (Network Department) Recognized for taking the lead in establishing standards in and outside of Japan for mobile communication networks, including ALL-IP, CS-IP, IMS service (RCS and others), and network virtualization/Openflow.	June 18, 2019
			Achievements related to the sophistication of operating systems and standardization of core network virtualization in mobile communication systems ・Kozo Sakae (R&D Strategy Department) Recognized for his great contribution to the creation and dissemination of standards in the sophistication of operating systems and the standardization of core network virtualization.	May 28, 2020
Information Processing Society of Japan	IPSJ Industrial Achievement Award		**Development and practical application of so-called "real-time demographics," which contribute to addressing social concerns such as disaster prevention and traffic congestion** ・Masayuki Terada (Research Laboratories) ・Hiroto Akatsuka (Research Laboratories) ・Yusuke Fukazawa (Service Innovation Department) ・Shin Ishiguro (Service Innovation Department) Recognized for showing the possibility of real-time demographics that can become a new data infrastructure for solving various social issues. Real-time demographics estimate changes in the population distribution throughout Japan from mobile phone network operation data, and their usefulness has been confirmed across a wide range of industries such as AI congestion prediction and AI taxi.	June 3, 2020

*1 Jointly with KDDI and Softbank
*2 Jointly with Association of 700 MHz Frequency Promotion , KDDI, and Softbank
*3 Jointly with AGC

6 Environment

Innovative Responsible

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Tree planting in the DOCOMO Gunma Forest in Gunma Prefecture » P.088

We recognize global environmental issues and climate change as key management concerns. Moreover, we believe our mission as a corporate citizen is to acknowledge the environmental impact associated with our business activities and make the utmost effort to work alongside our customers toward reducing the impact of society as a whole.

Environmental Vision and Action Plan

Basic Policies and Philosophy

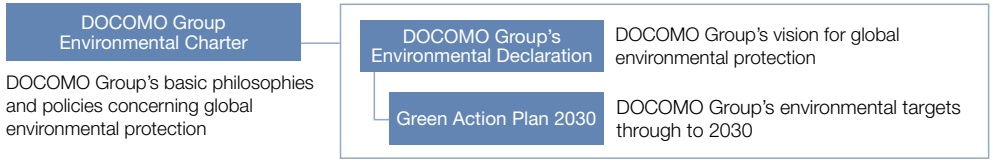
We established the DOCOMO Global Environment Charter as a set of guidelines for promoting environmental protection efforts. The charter clarifies our commitment to helping solve global environmental problems by providing ICT services.

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

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

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

Significance of the Environmental Charter and Environmental Targets



DOCOMO Group Environmental Charter

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

DOCOMO Group Environmental Charter

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

Basic Philosophy

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

Basic Policy

Conduct Business with the Environment in Mind

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

Strengthen Environmental Management

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

Promote Environmental Communication

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

Preserve Biodiversity

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

DOCOMO Group's Environmental Declaration

DOCOMO Group's vision for global environmental protection

DOCOMO Group Environmental Declaration

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

» We will create new value for environmental protection by providing mobile ICT services.
» We will ensure that our businesses are conducted with honesty in harmony with the global environment.

Themes of Our Initiatives and Actions

Themes and Actions of the Initiatives Based on the Environmental Declaration

We will strive to achieve the environmental targets for 2030 with the themes shown on the right and actions set on the basis of the Environmental Declaration.

Themes	Actions
Realizing a low carbon future	We are contributing to the reduction of CO_2 emissions and facilitating adaptation to climate change.
Implementing closed-loop recycling	We are working toward more effective resource allocation.
Planning a future of natural harmony	We are contributing to the conservation of biodiversity.

DOCOMO Group's Environmental Targets. Green Action Plan 2030

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

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

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

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

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

Green Action Plan 2030

Green Action Plan 2030

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

Green Actions of Innovative docomo

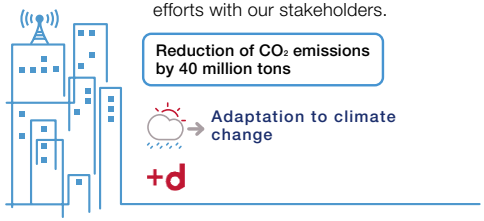
We will contribute to create a low-carbon society and minimize climate change risks by providing DOCOMO's services to customers.

Quantitative Target

» Amount of contribution to the reduction of CO_2 emissions across society: at least 40 million tons

Qualitative Target

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



Main Actions

» Development and provision of the services and technologies contributing to the reduction of CO_2 emissions

» Development and provision of the services and technologies contributing to the adaptation to climate change

Green Actions of Responsible docomo

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

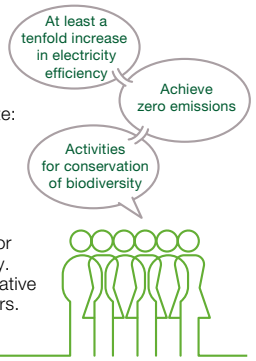
Quantitative Target

» Electrical efficiency of the communications services: at least a tenfold increase compared to fiscal 2013

» Final disposal ratio of waste: achieve zero emissions (under 1%)

Qualitative Target

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



Main Actions

» Energy conservation for communications network facilities

» Promoting 3R activities

» Promoting activities for conservation of biodiversity such as tree planting, promoting employee training

Green Actions of Innovative docomo

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

Themes	Actions
Realizing a low carbon future	Amount of contribution to the reduction of CO_2 emissions across society: at least 40 million tonnes
	We will promote various initiatives to contribute to the adaptation to climate change, and we will make collaborative efforts with our stakeholders.

Green Actions of Responsible docomo

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

Themes	Actions
Realizing a low carbon future	Power efficiency of the telecommunications services: at least a ten-fold increase compared to fiscal 2013
Implementing closed-loop recycling	Final disposal ratio of waste: achieve zero emissions (under 1%)
Planning a future of natural harmony	We will promote initiatives through various activities for conservation of biodiversity, and we will make collaborative efforts with our stakeholders.

Proceeding with the Green Action Plan 2030

We will announce the results of the Green Action Plan 2030 for each fiscal year and consider taking measures such as improvements concerning the initiatives and target values of the plan based on the results every five years.

In addition, as an initiative for realizing a carbon-free society, we are working to set reduction targets for greenhouse gas emissions based on Science Based Targets (SBT)*.

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

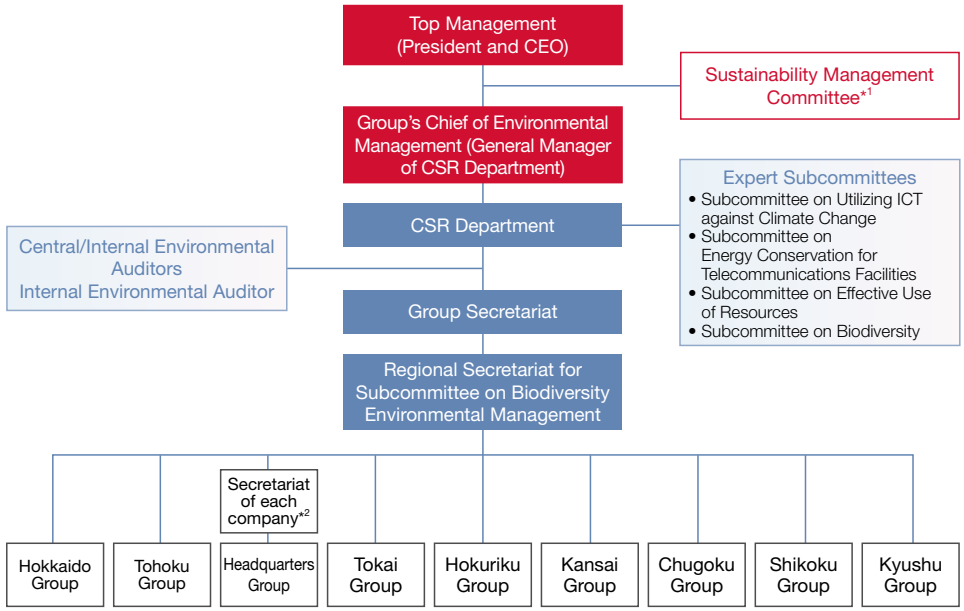
Environmental Management

Environmental Management System

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

The EMS is administered by a number of organizational units. The Sustainability Management Committee is the highest decision-making body related to the EMS and is chaired by the president and CEO. Expert subcommittees of the Group set common environmental targets for the Group as a whole, and the Environmental Managers' Council is involved in administration of the EMS. Progress toward environmental goals is reviewed and a debate is conducted on solving environmental issues.

Organizational Structure for Environmental Management



(As of April 2020)

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

EMS Organizations

Sustainability Management Committee

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

Corporate Social Responsibility Department

Planning, proposal and management of the EMS.

Expert Subcommittees

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

Central/Internal Environmental Auditor

Oversees internal environment auditing, senior manager of CSR Department.

Group Secretariat and Regional Secretariat for Environmental Management

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

ISO 14001 Certification

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

In fiscal 2019, it was once again confirmed based on the results of an external audit that the EMS is being operated effectively, and DOCOMO maintained its ISO 14001 certification.

Organizations with ISO 14001 and Scope of Certification

Certification and Registration Body

Lloyd's Register Quality Assurance Limited

Date of Registration

January 1, 2008

Scope of Certification

Telecommunications business and related services

Organizations Covered by the Scope of Certification

16 Group companies (NTT DOCOMO, 12 functional Subsidiaries*1, and another 3 subsidiaries*2)

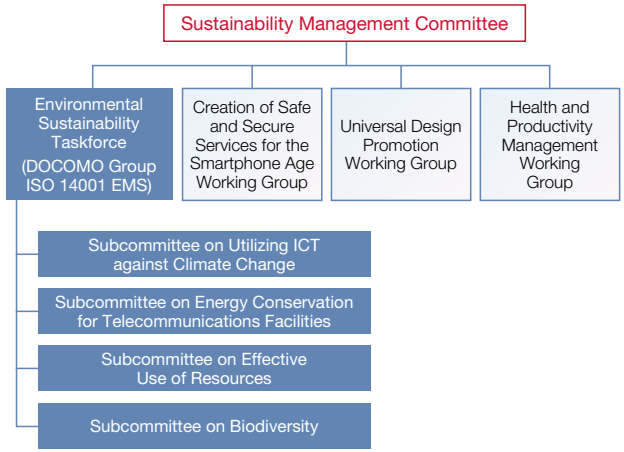
*1 See page P.182
*2 docomo Healthcare, Inc., DOCOMO BIKE SHARE, Inc. and DoCoMo TAMETAN, Inc.

Certification and Registration Number

ISO14001-0067788

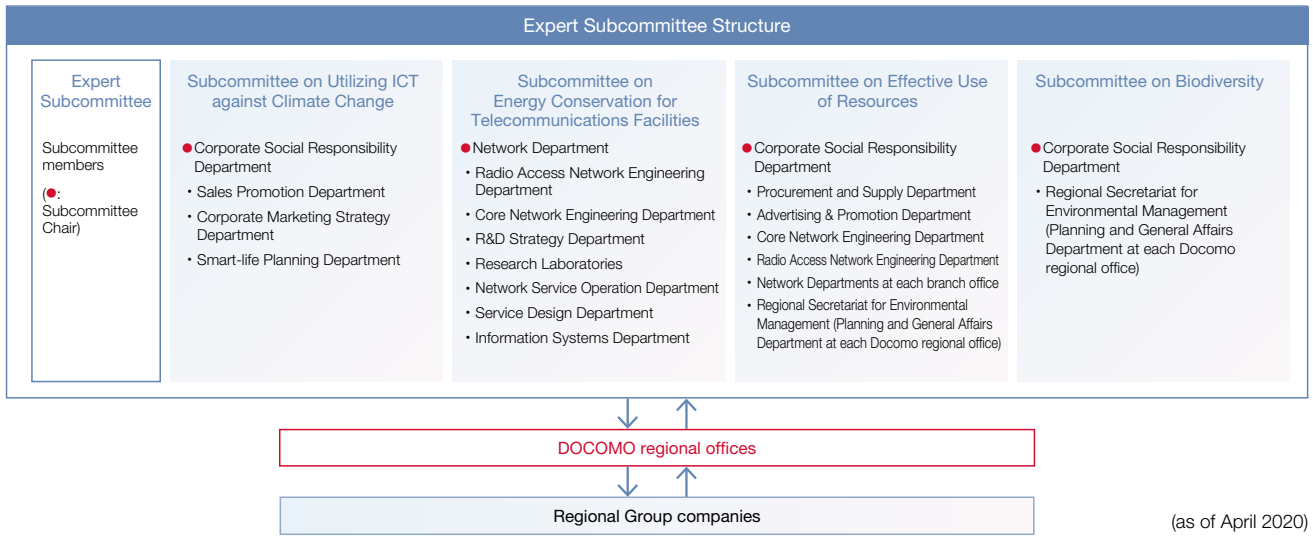
Expert Subcommittees of the Group

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



Expert Subcommittee Structure

Expert Subcommittee Structure



(as of April 2020)

Fiscal 2019 Results and Fiscal 2020 Targets and Action Plans for Expert Subcommittees

Subcommittee on Utilizing ICT against Climate Change

Mid-term Targets (for 2020)	FY2019 Targets	Main Action Plans for Targets	Results
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: at least 39.7 million tonnes	· Monitor progress on contribution to CO_2 reduction (semiannual) · Communicate information on contribution to CO_2 reduction · Gather information on mitigation and adaptation cases, communicate information (official website, SNSs, external websites, exhibits at events, etc.)	Amount of contribution to the reduction of CO_2 emissions across society: 40.1 million tonnes
		Contribute to CO_2 reduction by encouraging migration to smartphones	△
		Contribute to CO_2 reduction by promoting the use of ubiquitous modules	○
		Contribute to CO_2 reduction by promoting the use of bicycle sharing services	△

Subcommittee on Energy Conservation for Telecommunications Facilities

Mid-term Targets (for 2020)	FY2019 Targets	Main Action Plans for Targets	Results
Power efficiency of the telecommunications services: at least a seven-fold increase compared to fiscal 2013	Reduce power consumption of various facilities	Actively install high-efficiency, low-power consumption equipment and replace equipment during upgrades	△
		Implement measures that reduce power consumption by reviewing the operations of network facilities	○
	Reduce environmental impact by making use of commercial technology	Reduce power consumption by installing intelligent air conditioning systems	○
	Use of energy sources with zero environmental impact	Reduce power consumption by constructing verification facility for green base stations	○
	Simulate electricity demand	Formulate mid-term projections for electricity demand	○
	Develop highly energy-efficient network equipment	· Compliance with the NTT Group Energy Efficiency Guidelines · Promote the development of highly energy-efficient equipment	○

Subcommittee on Effective Use of Resources

Mid-term Targets (for 2020)*	FY2019 Targets	Main Action Plans for Targets	Results
Final disposal ratio of waste: achieve zero emissions (1.4% or lower)	Final disposal ratio of waste: achieve zero emissions (1.5% or lower)	· Monitor progress to lower the final disposal ratio of office waste to 1.2% 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: 2.1%
—	Weight of promotional tools: 7,500 tonnes or lower	Monitor progress of weight and disposal rate of promotional tools and provide feedback to relevant departments	Weight of promotional tools achieved: 7,676 tonnes
Collect used mobile phones: 18.28 million units (FY2017–2020 total)	Collect 14.6 million units (cumulative total for FY2017–2019)	Create and publicize opportunities for collection aimed at reuse and recycling	Collect used mobile phones: 14.44 million units (cumulative total for FY2017–2019) 3.87 million units (FY2019)

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

Subcommittee on Biodiversity

Mid-term Targets (for 2020)	FY2019 Targets	Main Action Plans for Targets	Results
—	Conduct forest maintenance activities (more than once a year) Review the implementation and expansion of activities on biodiversity (once a year)	Monitor progress of maintenance activities	○
	Gather and communicate information on biodiversity activities (once a quarter)	· Communicate information on biodiversity · Plan and implement events outside the Company	○

○: Achieved the plan and implemented as planned △: Did not achieve the plan

Internal Environmental Audits

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

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

Well-trained internal environmental auditors conduct strict, impartial audits to ensure the EMS is functioning appropriately. Audit findings are used to revise the system and make improvements on an ongoing basis. In fiscal 2019, we intended to achieve a higher level of effectiveness in auditing priority items in line with ISO 14001:2015. Specifically, we focused on checking the current status of monitoring the impact of operations on the environment conducted by each organization and their ongoing initiatives for addressing their respective risks. We also examined whether business activities are being carried out from the perspective of life-cycle management, particularly with respect to outsourced operations. As a result, the audits found that every organization was in compliance with the requirements of ISO 14001 and that activities were generally being conducted appropriately in conformance with environmental procedure manuals and other guidelines.

Compliance with Environmental Laws and Regulations

Compliance with Various Environmental Laws and Regulations

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

In fiscal 2019, there were no violations of environmental laws and regulations.

Proper Management of PCB Waste

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

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

Green Procurement

Under the NTT Group Guidelines for Green Procurement, revised in January 2018, DOCOMO conducts green procurement by prioritizing materials, parts and products that are safe and less harmful to the environment. In our green procurement, we select new suppliers and evaluate those with which we have already worked, based on the following two assessment focuses that we define as matters required to be addressed and those requested to be addressed.

(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. We require suppliers to obtain third-party certification, such as ISO 14001, EMAS, KES, Eco-Action 21 and Eco Stage, and assess the effectiveness of their environmental management when they start a business by examining the establishment's status as well as the operation of their environmental management system, including the formulation of environmental policies by the suppliers themselves.

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

To reduce the environmental impact of our products, DOCOMO conducts an assessment at the design stage to gauge the product's impact on the environment in the design, manufacturing, and distribution phases. We then make design modifications as necessary in order to reduce the product's environmental impact. Particularly with new procurements, in addition to the above assessment, we request that our suppliers adhere to the RoHS Directive* and other relevant agreements, laws, and regulations. We also ask them to submit an Environmental Activity Survey Sheet and a response to the Identification of Chemical Substances Contained in Products in an effort to restrict the use of specified hazardous substances.

*The RoHS Directive is a European Union regulation banning the inclusion of harmful substances in electrical and electronic devices.

NTT DOCOMO Guidelines for Green Procurement

Environmental Accounting

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

Scope of Environmental Accounting

- Period: Fiscal 2019 (April 1, 2019 to March 31, 2020)
- Coverage: 16 companies in the DOCOMO Group
- Standards: Ministry of Environment's Environmental Accounting Guidelines 2005 and DOCOMO Environmental Accounting Guidelines

Environmental Protection Costs

(million yen)

Category	Major Transactions	FY2018		FY2019		YoY Change	
		Investment	Expense	Investment	Expense	Investment	Expense
(1) Internal business area costs		826	14,412	654	13,987	−172	−425
(1)-1 Pollution prevention costs	Prevention of water contamination, proper PCB disposal	0	36	0	125	0	88
(1)-2 Global environmental protection costs	Development and operation of an e-billing service, etc.	804	12,747	654	12,266	−150	−481
(1)-3 Resource recycling costs	Reuse of dismantled telecommunications facilities, etc.	22	1,629	0	1,597	−22	−32
(2) Upstream/ downstream costs	Recovery of used terminals, etc.	257	409	216	404	−40	−4
(3) Management costs	ISO certification/ renewal, etc.	15	2,348	91	2,325	76	−23
(4) R&D costs	Research on energy/ resource efficient telecommunications facilities, etc.	342	981	209	461	−133	−521
(5) Community Investments costs	docomo Woods and other tree planting initiatives, etc.	0	24	0	24	0	0
(6) Restitution for environmental damage costs	Not applicable	0	0	0	0	0	0
Total		1,440	18,174	1,171	17,201	−269	−973

Note: Totals may not be exact due to rounding.

Environmental Protection Benefits

Benefits		Major Benefit Indicators			
		Category (unit)	FY2018	FY2019	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)	3,084,765	3,100,171	15,406
		Paper usage (tonnes)	13,905	11,393	−2,511
		Paper reduced by e-billing (tonnes)	6,574	6,438	−136
	2. Benefits related to environmental impacts and waste from business activities	Greenhouse gas reduction (t-CO_2)*	1,552,568	1,468,037	−84,531
		Industrial waste reduction related to telecommunications facilities and buildings (tonnes)	23,483	28,032	4,549
(2) Benefits derived from upstream/ downstream costs	Benefits related to goods/ services produced by business activities	The number of used mobile phones, etc., collected (10,000 units)	905	757	−148

*Combined volume of CO_2 emissions by energy source and other greenhouse gas emissions.
Note: Totals may not be exact due to rounding.

Economic and Practical Benefits of Environmental Protection Measures

(million yen)

Major Benefits		FY2018	FY2019	YoY Change
Revenues	Sales revenues associated with dismantling telecommunications facilities and building	1,101	788	−313
Cost reductions	Reduced fuel costs from low-emission vehicles	10,196	10,076	−120
	Reduced purchasing costs from reuse of dismantled telecommunications facilities	19,293	16,448	−2,846
Total		30,590	27,312	−3,278

Note: Totals may not be exact due to rounding.

Response to Recommendations by the TCFD

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

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

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

Governance

The DOCOMO Group established the Sustainability Management Committee as an organ for top management to regularly confirm and discuss issues related to climate change.

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

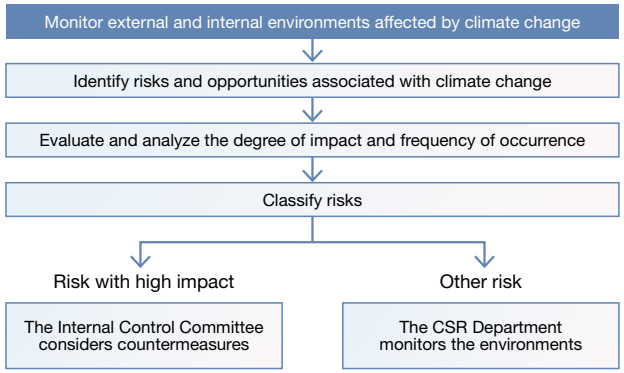
Deliberations by the committee on issues, including the Group's response to climate change, are thereby reflected in any revisions made to business strategies and instructions issued by the Board of Directors.

Risk Management

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

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

Risk Management Process Flow

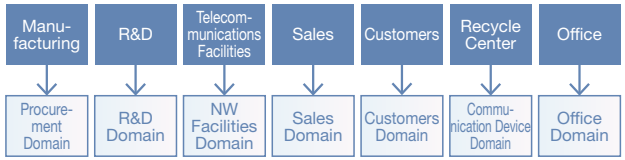


The Internal Control Committee then designates Company-wide risks through an evaluation and analysis of the degree of their impact and the frequency of occurrence.

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

In addition, we have organized the DOCOMO Group's activities, products and services into seven domains and identified issues that need to be addressed by determining whether or not they adversely impact on the environment in these seven domains.

Seven Domains



Strategy

Scenario Analysis

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

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

Scenario Analysis Process

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

» P.079 » P.079

STEP 1 Set Scenarios

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

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

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

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

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

Boundary: All operations of the DOCOMO Group
Time frame: Set at years up to 2030 based on the pace of technological innovations and other environmental changes in the telecommunications industry

We referred to the following in constructing each scenario.

1. Scenario in which a physical impact materializes: Intergovernmental Panel on Climate Change (IPCC), Fifth Assessment Report, and IPCC Special Report on Global Warming of 1.5°C
2. Scenario in which decarbonization of society is rapidly achieved: International Energy Agency (IEA), World Energy Outlook 2018—Sustainable Development Scenario (SDS), and IEA Energy Technology Perspectives 2017—Beyond 2°C Scenario (B2DS)

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

STEP 2 Results of Scenario Analysis

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

Physical Aspects of the Scenario		DOCOMO's Risks	DOCOMO's Initiatives and Opportunities
Acute	Heavy rains, torrential downpours Increased flooding Increased typhoons	・Suspension of transmission at base stations ・Unstable supply of telecommunication services ・Decline in reliability ・Decrease in demand for products and services, decrease in sales	・Construction of disaster-resilient telecommunication networks Specific Examples -Area coverage using multiple base stations -Establishment of medium and large-zone base stations -Elevation of base station facilities -Remote control of service areas -Reinforcement of emergency power sources, doubling of transmission paths and other measures ・Formulation of the Disaster Preparedness Manuals
		・Damage to base stations	・Installation of batteries at docomo Shops ・Reinforcement of emergency power source at base stations
		・Suspended operations at sales representatives and decline in revenue	
		・Cancellation of products and services due to interruptions in the supply chain	Diversified suppliers
Chronic	Increased days with temperatures above 30°C	Higher electricity costs due to increased consumption of power used for cooling facilities	Improved energy efficiency of air conditioning at telecommunications facilities and data centers (high-efficiency air conditioning equipment for improved air flow using outside air)

❷Scenario in which the decarbonization of society is rapidly achieved (a future where the target increase of 2°C (1.5°C, for example) has been attained)

Transition Scenario		DOCOMO's Risks	DOCOMO's Initiatives and Opportunities
Government Policies and Regulations	Tighter regulations (improvement in energy efficiency, carbon pricing and others)	・Higher global warming taxes ・New carbon pricing systems ・Rise in electricity costs due to the introduction of regulations for improving energy efficiency	・Promotion of higher energy efficiency in the telecommunications industry (raising the energy efficiency of equipment, research on highly efficient devices, introduction of intelligent air conditioning, installation of green base stations) ・Optimal contracts with electric power companies
	Recommendations by industry groups such as the GSMA	Obstacles to transition to 5G, expansion of IoT and other aspects posed by recommendations proposing "zero CO_2 emissions by 2050" and other requirements	
Markets	Heightened demand for decarbonization from customers and corporate customers (procurement requirements)	Fewer new subscriptions and more cancellations if corporate efforts are deemed insufficient	・Development and delivery of services and technologies that help reduce CO_2 emissions ・Active advertisement of actual CO_2 emissions reductions achieved by using ICT services ・Transmission of information on energy-efficient initiatives by the telecommunications service
Reputation	Rise in reputational risk concerning climate change actions	Loss of customers and impact on stock price, and decline in corporate image if corporate efforts are deemed passive	

STEP 3 Response to Identified Risks and Opportunities

Response to Physical Risks

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

*Acute or chronic risk posed by climate change

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

As a method of managing such risk, the committee set out a concrete management policy to undertake appropriate measures. These include the establishment of an optimal backup system and development of equipment with high availability as well as the measures currently being implemented and undertaken by the Network Department. Any

occurrence of risk will be handled by the Network Department through various operations. Related measures could include the establishment of technical support and emergency systems, early recovery measures for failures, dissemination of information to frontline departments and customers, and reporting to executives. Physical risks need to be managed from a long-term perspective, and the committee will continue to implement the monitoring necessary to minimize those risks.

Response to Transition Risk

Types of Risk	Risk Factors	Risk Details
Transition risk*	Policies and laws	Risk of being affected by the price pass-through to electricity prices, etc., due to an increase in the Tax for Climate Change Mitigation
Transition risk*	Reputation (stakeholders)	If our stakeholders consider that our efforts are too passive, a reputational risk can result in losing customers, falling stock prices and damage to the corporate image

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

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

From this standpoint, the Internal Control Committee designated "lowered reputation due to failing to achieve the targets of the Green Action Plan 2030" as a Company-wide risk. Subsequently, the CSR Department formulated a risk management policy plan as a method for managing that type of risk. The plan includes the establishment of expert subcommittees under the Environmental Management System, formulation of action plans for each expert subcommittee, and reporting on the progress, discussing and making decisions related to the measures to be taken at the Sustainability Management Committee meetings, chaired by the president and CEO and attended by the main members of the Board of Directors. In response, and to determine the necessary actions for mitigating transition risks, the Internal Control Committee set out a concrete management policy of "achieving the 2030 targets without fail." Moreover, the CSR Department promoted the implementation of action plans and reported on their progress to the Sustainability Management Committee. Looking ahead, the committee will continue to monitor areas associated with transition risks in order to minimize the negative impact they may have on our businesses.

Response to Opportunities

Types of Opportunities	Opportunity Factors	Details of Opportunities
Products and services	Development and expansion of low-pollution products and services	It is expected that regulations of GHG emissions will become stricter due to the ratification of the Paris Agreement, which may encourage consumers to choose means of transportation that are environmentally friendly, thus increasing demand for the DOCOMO Group's bicycle sharing business.
		Due to the stricter environmental regulations requiring that companies reduce GHG emissions, demand for DOCOMO's AI Taxi®, which operates in accordance with taxi demand predictions, is expected to increase.
Resilience	Increasing demand through new products and services related to ensuring resilience	Due to frequent damage caused by flooding, lightening, power outages, more frequent heavy rains and typhoons induced by climate change, demand for our early recovery services for companies and mobile telecommunications services including satellite phones will increase.

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

We are strengthening our ties with municipalities in order to maximize opportunities to increase demand for bicycle sharing. As of the end of fiscal 2019, we have expanded the service, with approximately 13,400 bicycles and 1,660 bicycle ports in 30 locations throughout Japan. Bicycle usage in fiscal 2019 reached approximately 12 million rides, 1.5 times higher than in the previous fiscal year. Going forward, we plan to further expand the use of our bicycle sharing services by increasing access and improving the environment through co-creation with partners.

Future Initiatives

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

Metrics and Targets

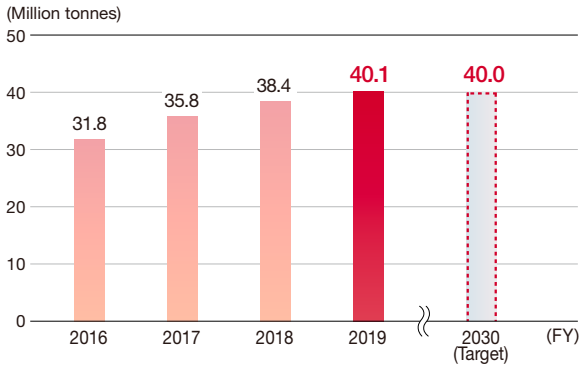
Disclosures on our targets and results for managing climate-related risks and opportunities are as follows. Please refer to page » P.084 for actual data on GHG emissions.

FY2030 Targets

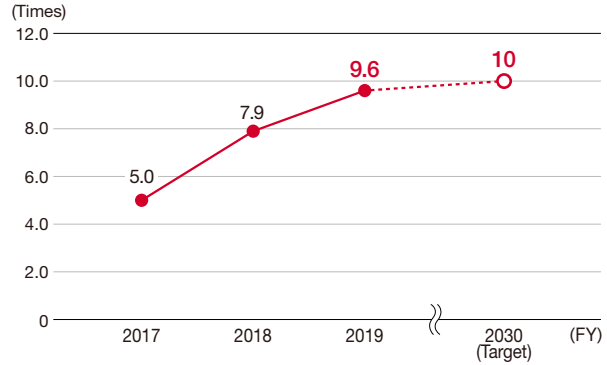
Amount of contribution to the reduction of CO_2 emissions across society:
40 million tonnes or more

Electrical efficiency of telecommunications services
10 times or more (compared to FY2013 level)

Amount of Contribution to the Reduction of CO_2 Emissions across Society



Electrical Efficiency of Telecommunications Services (compared to FY2013)



Creation of a Low-Carbon Future

Basic Policy

Reducing CO_2 and other greenhouse gas emissions, which are known causes of global warming, is an important issue for society. Advances in ICT have been accompanied by a rise in electricity consumption, which has also led to increasing calls for energy conservation. Conversely, ICT also possesses the potential to help realize lower society-wide energy consumption and CO_2 emissions.

The DOCOMO Group will contribute to reducing the CO_2 emissions of society as a whole and adapting to climate change toward the creation of a future low-carbon society by way of providing ICT services and advanced technologies.

Five Green Projects

Looking ahead to the new era of 5G arriving in 2020, we are promoting the five green projects.

Purpose	Project
To reduce CO_2 emissions by improving electricity efficiency in the telecommunications business	1. Energy conservation for facilities 2. Introduction of technologies to reduce environmental impact 3. Improvement of storage capacity 4. Utilization of renewable energy
To reduce CO_2 emissions, etc., by developing networks that contribute to the realization of an efficient society	5. Development of a network that contributes to the reduction of CO_2 emissions in society

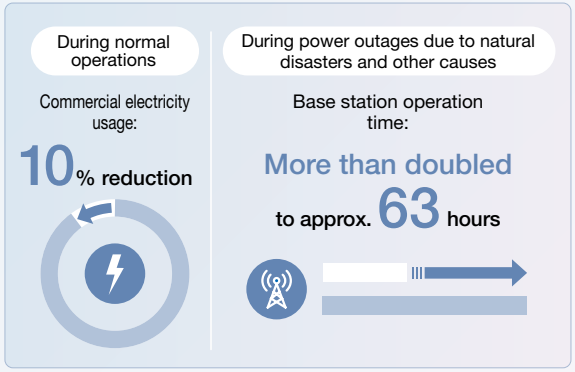
Initiatives for the Creation of a Low-Carbon Society

CASE

Next-generation Base Stations that Use Renewable Energy

About 70% of the electricity that DOCOMO consumes is used at base stations nationwide. Therefore, to reduce CO_2 emissions generated by electricity consumption at base stations, we are upgrading to next-generation green base stations by installing solar panels and high-capacity rechargeable batteries at our existing base stations. As of March 2019, we had 200 green base stations in operation. Electricity generated by solar panels is used to supply the equipment, and lithium-ion batteries store surplus generated electricity in preparation for a possible power disruption.

In March 2016, we confirmed that our weather forecast-linked green base stations equipped with solar panels and lithium-ion batteries can produce the following advantages compared to conventional green base stations.



Solar Panel Installation in an Unused Area of a Base Station

In fiscal 2019, we constructed and began operation of an off-grid base station that operates only on the power generated by solar panels in areas of Hokkaido where power lines are difficult to lay.
In fiscal 2020, we plan to build an off-grid base station in Shikoku that uses fuel cells* in addition to solar panels.

*One feature of DOCOMO's fuel cells for base stations is that they use methanol as a fuel for producing hydrogen, which then generates electricity through a chemical reaction with oxygen. This process begins when the commercial power supply is interrupted, to supply power to telecommunication facilities.

Total electricity output as of the end of March,
2,000 kW

Energy-saving in Communication Devices

As for smartphone and tablet models launched in fiscal 2018, we were able to reduce electricity consumption and prolong the standby period of batteries by an average of approximately 10% per battery capacity compared to products launched in fiscal 2018.

Green base station

Environmental Solution Label

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

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

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

ECO

CASE

Environmental Solution Label: Reducing Environmental Impact through docomo sky®

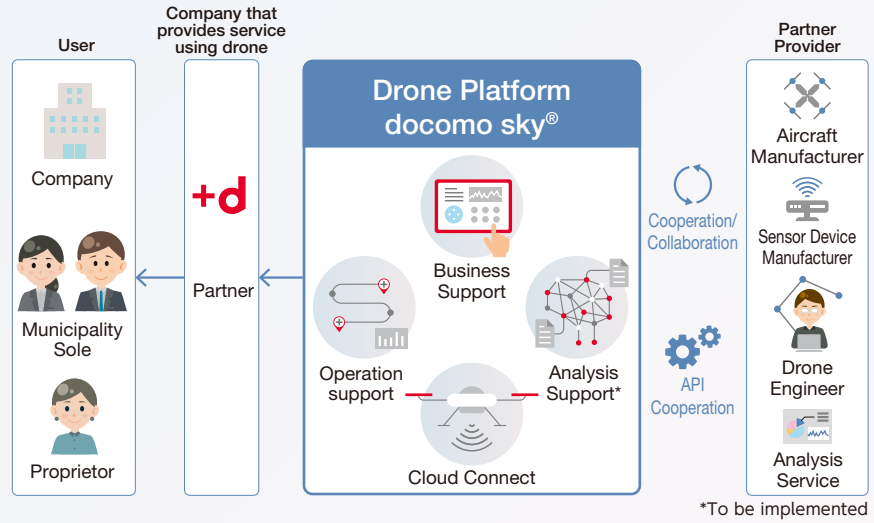
The web platform service docomo sky® can centrally manage work related to drone operation by implementing four functions: cloud connect, operation support, business support, and analysis support (scheduled for implementation). How the platform works depends on what it is used for. For example, users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

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

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

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

Overview of the docomo sky® Service



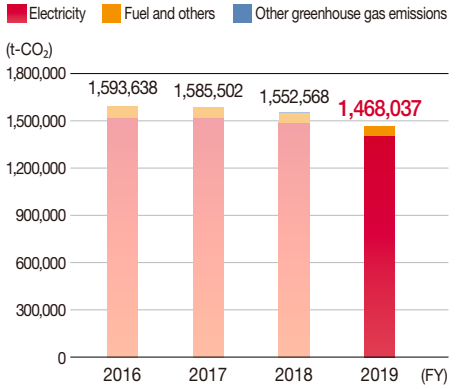
*To be implemented

Identifying Environmental Impacts

Greenhouse Gas Emissions for the Entire Supply Chain (FY2019)

Scope	Category (Scope 3)	Method of Calculation	Emissions (t-CO_2)	Ratio (%)
Scope 1	Direct emissions		55,130	0.9
Scope 2	Indirect emissions		1,412,907	23.5
Scope 3	Other indirect emissions		4,542,236	75.6
	1. Purchased goods and services	Calculated by multiplying the number of units of mobile phones purchased (major purchased items) by the emissions intensity	2,055,161	34.2
	2. Capital goods	Calculated by multiplying the amount of capital expenditures by the emissions intensity for telecommunications	1,894,995	31.5
	3. Fuel-and energy-related activities not included in Scope 1 and 2	Calculated by multiplying the volume of fuel used and volume of electricity purchase by their respective emissions intensity	210,987	3.5
	4. Upstream transportation and Distribution	Calculated by multiplying the shipping fee charged to the sales base by the emissions intensity of transportation	8,878	0.1
	5. Waste generated in operations	Calculated by multiplying the weight of waste by the emissions intensity for each type of waste and disposal method	1,315	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	7,620	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	4,127	0.1
	8. Upstream leased assets	(Calculation not applicable)	—	—
	9. Downstream transportation and distribution	(Calculated by inclusion in upstream transport under Category 4)	—	—
	10. Processing of sold products	(Calculation not applicable)	—	—
	11. Use of sold products	Calculated by multiplying the number of mobile phone sold by the emissions intensity per line	277,921	4.6
	12. End-of-life treatment of sold products	Calculated by weight of each parts of mobile phones sold by the emissions intensity for each type of waste	106	0.0
	13. Downstream leased assets	(Calculation not applicable)	—	—
	14. Franchises	Calculated by multiplying the total floor area of docomo Shops by the emissions intensity per floor area	81,125	1.3
	15. Investments	(Calculation not applicable)	—	—
Total			6,010,273	100

Greenhouse Gas Emissions



(t-CO_2)

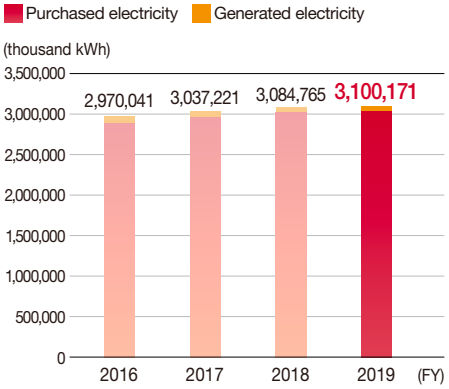
	FY2016	FY2017	FY2018	FY2019
Electricity	1,519,231	1,518,377	1,489,503	1,406,483
Telecommunications facilities	1,454,863	1,455,415	1,428,561	1,345,220
Fuel and others	71,940	64,947	61,052	59,585
Other greenhouse gas emissions	2,466	2,178	2,011	1,969
Total	1,593,638	1,585,502	1,552,568	1,468,037

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

Fuel and Heat Use

	Unit	FY2016	FY2017	FY2018	FY2019
Gas	thousand m^3	26,842	23,602	21,652	21,427
Heavy oil	kℓ	101	79	64	75
Diesel oil	kℓ	103	142	157	160
Gasoline (automobile)	kℓ	1,485	1,280	1,199	1,032
Heat	GJ	94,745	109,838	120,746	112,702

Electricity Consumption



(thousand kWh)

	FY2016	FY2017	FY2018	FY2019
Purchased	2,892,091	2,969,695	3,023,296	3,039,518
Communications facilities	2,757,076	2,833,699	2,891,167	2,905,940
Generated	77,950	67,526	61,469	60,653
Solar and wind power	668	779	1,066	1,299
Total	2,970,041	3,037,221	3,084,765	3,100,171

Formation of a Sustainable Society

Basic Philosophy

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

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

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

Reducing Waste and Promoting Recycling

Proactive Waste Reduction and Recycling

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

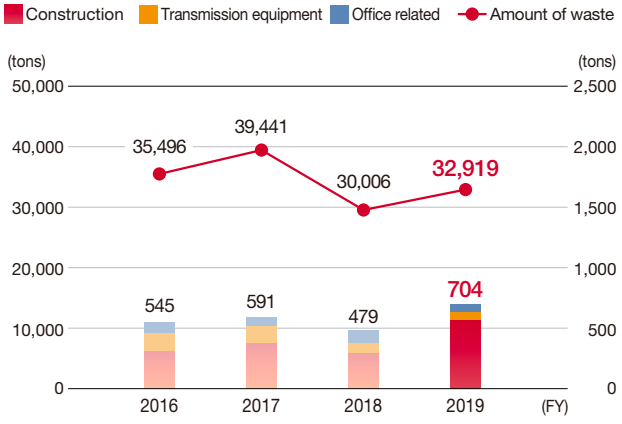
Additionally, our Green Design Guidelines for Buildings are put into practice when constructing or upgrading telecommunications facilities and buildings. We actively use recycled materials and materials capable of being recycled or reused.

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

Disposal of telecommunications equipment and construction waste in fiscal 2019 has increased from the previous fiscal year due to disasters, new construction, and the abolition of base stations as well as the renovation of node buildings.

Amount of Waste and Final Waste Disposal

Amount of Waste and Final Waste Disposal

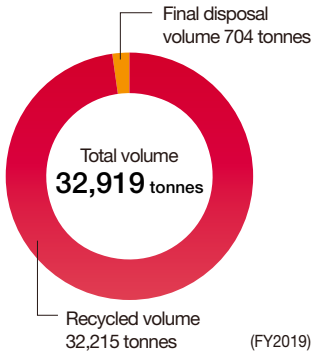


(tonnes)

	FY2016	FY2017	FY2018	FY2019
Amount of waste	35,496	39,441	30,006	32,919
Office related	6,544	6,027	6,523	5,584
Telecommunications equipment	17,960	18,194	15,917	17,381
Construction	10,993	15,220	7,565	9,954
Final waste disposal	545	591	479	704
Office related	82	70	101	63
Transmission equipment	143	137	79	72
Construction	320	384	299	570
Final disposal rate (%)	1.5	1.5	1.6	2.1

- **Recycled Containers and Packaging (Volume Reported in Fiscal 2019)**
  - Plastic containers: 220 tonnes
  - Paper bags: 1,354 tonnes

Total Recycled Volume of the DOCOMO Group



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

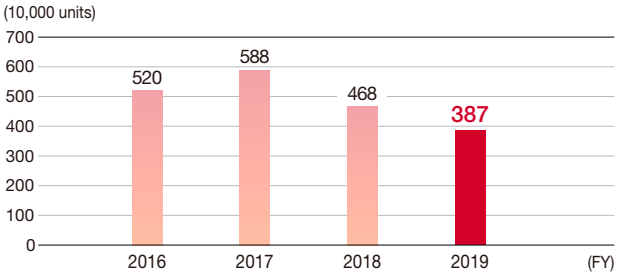
Mobile Phone Recycling for Effective Utilization of Valuable Resources

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. Therefore, DOCOMO has addressed collecting and recycling used mobile phones since 1998.

In 2001, we partnered with the Telecommunications Carriers Association, a trade organization of telecommunications carriers, and built the Mobile Recycle Network, which collects and recycles mobile phones mainly at docomo Shops regardless of the original provider. In fiscal 2019, we collected roughly 3.87 million phones and have now collected a cumulative total of about 115.23 million phones.

In addition to circuit boards in which rare metals are used, we also recycle plastic body parts using plastic liquefaction technology.

Used Mobile Phone Collection (by Fiscal Year and Figures)



- **Statistics (FY2019)**
  - Mobile phones: 3.87 million
  - Batteries: 2.87 million
  - Chargers: 0.83 million
- **Principal Resources Recycled through (FY2019)**
  - Copper: 120,535 kg
  - Gold:39 kg
  - Silver: 138 kg
  - Palladium: 2 kg

Response to Plastics

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

Replacing Paper Bag Material with "Plastic-free"

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

renewed docomo paper bag

Reducing Paper Resources

Reducing Paper Consumption with Electronics Bills and Statements

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

As of the end of fiscal 2019, subscriptions to the service were approximately 22 million. In terms of A4-size paper, our e-billing service has saved around 530 million sheets of paper in a year.

Web Statement Service (dCARD Credit Service)

DOCOMO provides the Web Statement Service to let customers view their dCARD credit service usage statements via the Internet.

Starting with billing statements for February 2015, we strived to further reduce paper usage to protect the natural environment by designating Web-based statements as the default option. As a result, almost all of our customers have signed up for the Web-based Service as of the end of fiscal 2019.

Reducing Paper for User Manuals with Digitization and Thinner Copies

Beginning in fiscal 2011, user manuals for all newly introduced Android smartphones and tablet devices as well as DOCOMO mobile phones (sp-mode) have been provided in digital form accessible as an application (e-manuals) on these products.

DOCOMO's i-mode mobile phones also continue to carry a user manual app since 2009. We will continue to promote the use of digital media for user manuals and optimize the content of the paper-based manuals to reduce paper consumption further.

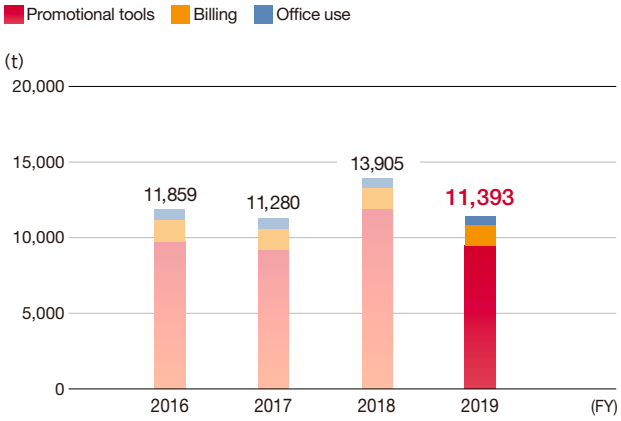
Environmental Approaches Taken at Offices and Shops

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

In fiscal 2019, we visually communicated monthly paper usage per person in each division and branch to promote greater employee awareness of the need to reduce paper usage. As a result, the average amount of office paper used per employee declined by 7.5% compared to the previous fiscal year. Additional measures such as the promotion of paper-less meetings by using the internal web conferencing system, personal computers, tablets and other devices will be pursued to further reduce paper usage.

Moreover, to reduce paper consumption in individual shops, DOCOMO is making every effort to accurately determine the number of promotional tools to prepare and distribute to each shop by utilizing 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 2019, we reviewed the promotional tools and reduced the number of pages and, as a consequence, the amount of paper used has declined. We will continue to reduce our paper usage by using signage and by other means.

Paper Usage



(tonnes)

	FY2016	FY2017	FY2018	FY2019
Office use	704	672	619	591
Billing	1,399	1,402	1,381	1,357
Promotional tools	9,756	9,206	11,905	9,446
Total	11,859	11,280	13,905	11,393

Reducing Water Consumption

We take initiatives to reduce water consumption at our offices. We will strive to increase employee awareness of water conservation by establishing new water conservation measures and visualizing their efforts.

Water Consumption

(thousand m^3)

	FY2016	FY2017	FY2018	FY2019
Total consumption	1,567	1,508	1,486	1,474
Tap water	1,472	1,408	1,398	1,384
Recycled wastewater	95	100	88	90

Reducing Water Consumption in Eco- Friendly Facilities

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

Rainwater Harvesting

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

Recycled Water Facility

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

Water Conservation Appliances

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

Preservation of Biodiversity

Basic Philosophy

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

Forest Maintenance Activities in All docomo Woods

DOCOMO is involved in the docomo Woods program to plant and improve forests throughout Japan. It has been established on the basis of the Forestry Agency's corporate forest program*1, the National Land Afforestation Promotion Organization's Green Fund*2, as well as corporate forestry support programs*3. In fiscal 2019, these activities were held 43 times and about 1,314 people participated in them.

Forest Maintenance Activities in docomo Woods	FY2016	FY2017	FY2018	FY2019
Activities held	45	38	47	43
Participants (approximate)	1,880	1,470	1,720	1,314

The nature conservation program docomo Woods aims to raise awareness of environmental conservation and volunteerism. It provides opportunities for employees and their family members to experience nature and participate in various forest maintenance activities such as clearing underbrush and cutting limbs. As of the end of September 2020, docomo Woods have been established in 49 locations in all 47 prefectures and cover roughly 210 hectares, which corresponds to an area of approximately 161 baseball fields (each with an area of 1.3 hectares). In addition, land blessed with rich nature can filter rainwater naturally and produces clean groundwater. To pass on the beautiful nature to the next generation, we intend to continue the program so as to contribute to the protection of the natural environment and biodiversity preservation.

*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 Prefecture

Consortium for Promoting Okinawa's World Natural Heritage Candidate Sites

NTT DOCOMO, Inc., together with Japan Transocean Air Co., Ltd., the Okinawa Regional Office of Japan Post Co., Ltd. and NPO Dobutsutachi no Byoin Okinawa (Hospital for Animals Okinawa), founded the Consortium for the Promotion of World Natural Heritage in May 2019 with the goal of preserving the environment and developing communities in World Natural Heritage candidate sites and other regions in Okinawa Prefecture.

The consortium will seek to build momentum for the World Natural Heritage campaign by engaging in promotional activities and addressing a variety of problems such as protecting rare species and the natural environment as well as poaching and smuggling. Participating companies will also provide maximum support to studies and research while also cooperating with local government efforts. As of July 31, 2019, 32 companies have declared their intention to participate, and we expect to receive backing from the Ministry of the Environment's Okinawa and Amami Natural Environment Office, Okinawa Prefecture, the University of the Ryukyus, as well as cities and towns across Okinawa. Additionally, the consortium will seek to contribute to the region and develop communities through the effective preservation of rare species and the natural environment toward selection as a World Natural Heritage site and the establishment of a sustainable model for environmental preservation and regional development.

Major Activities

- Protection of rare species and the natural environment
- Promotional activities related to World Natural Heritage, studies and research
- Measures to prevent poaching and smuggling
- Cooperation with local government efforts
- Regional contribution and community development based on the effective preservation of rare species and the natural environment
- Contribution to sustainable social development by promoting the SDGs
- Other activities for achieving the consortium's goals

7 Network Reliability

Innovative Responsible

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As a provider of telecommunications services, DOCOMO pursues its mission of providing a communication environment that enables customers to use their mobile phones anytime and anywhere, and it strives to enhance customer security, safety, and comfort. In 2017, we set up the Network Division to spearhead our initiatives to ensure a consistently reliable network for customers by constructing and operating a total network service that includes communication devices and applications as well as to secure communication during disasters and guarantee the safety of radio waves used by mobile phones.

Provision of Network Services

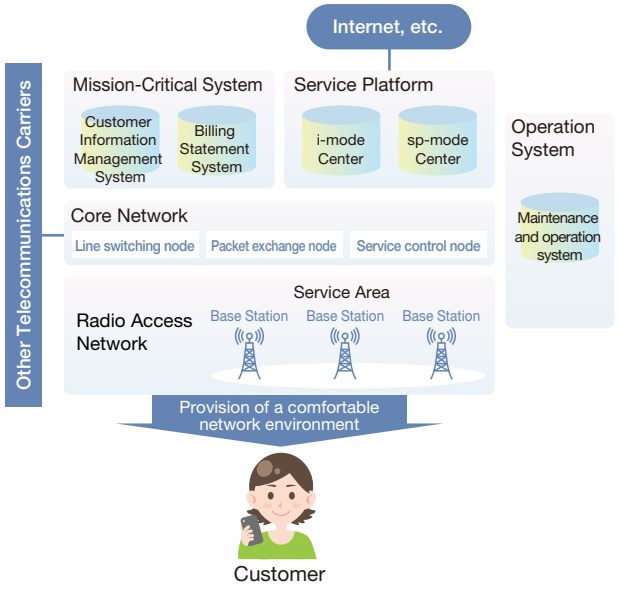
Basic Policies and Philosophy

DOCOMO seeks to provide constantly improving network services that consistently satisfy customers. Building base stations to expand our service areas offers connectivity to our customers wherever they are, in the city, on the subway or in a remote location or relatively unpopulated area. We also work to maintain a system that ensures connectivity around the clock, all year round, regardless of any specific circumstances that may arise in the course of a normal day or special event. We are improving connectivity during spikes in service demand and raising the reliability of our telecommunications services during network failures by implementing the network functions virtualization technology. In addition to increasing communication speeds, we are constructing a robust lifeline based on DOCOMO's Three Principles of Disaster Preparedness, which we can rely on in times of disaster.

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.

DOCOMO's Network Layout



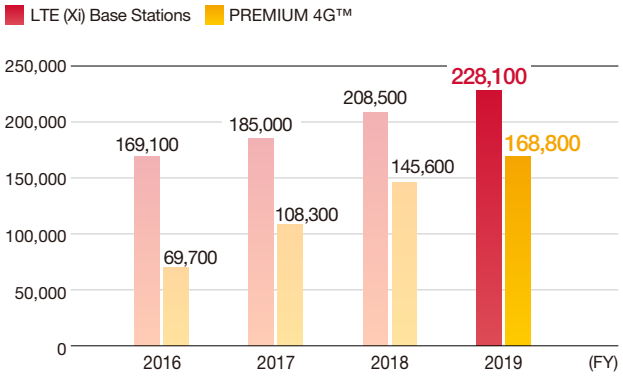
Expansion of the Service Area

Building Base Stations

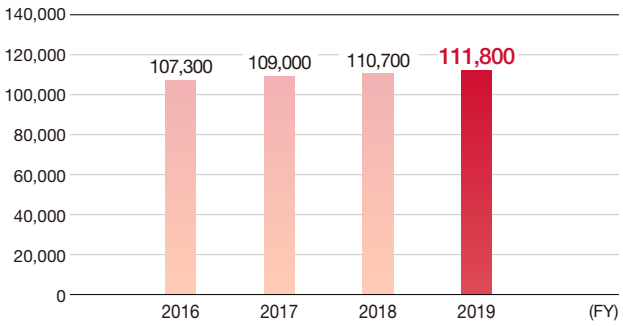
We are building base stations to enhance voice communication and data transmission as well as to expand our service area. We have been setting up new base stations every year for both LTE and FOMA. As for LTE, we are increasing the number of base stations capable of handling higher communication speeds offered by PREMIUM 4G, and we provided the service in 1,687 cities nationwide in fiscal 2019.

In research and development, we have maintained a workforce of between 900 and 1,100 researchers since the late 1990s and have spent around 80 billion yen to 100 billion yen annually since the year 2000. We continue to provide innovations that serve as the backbone of sustainable development as the leader in the global mobile communications business. Furthermore, we have built base stations for 5th generation (5G) mobile communications and began providing commercial service on March 25, 2020.

Number of LTE (Xi) Base Stations



Number of FOMA Base Stations



DOCOMO's Approach to Installing Base Stations

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

Activities for Inspecting and Improving Reception Quality

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

We will continue to improve reception quality by using this feedback while building more base stations in an effort to ensure a more stable environment for our mobile phone users.

In fiscal 2019, we received about 57,000 customer inquiries, which we responded to sincerely, and we are striving to make improvements by conducting reception quality tests on vehicles and on foot throughout Japan.

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

Ensuring the Quality of Communications Services during Large Events

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

Example 1 Events such as fireworks and concerts

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

Example 2 Concentration of greeting calls and mail during the New Year holiday

- Plan in advance to meet service demand
- Enhance telecommunications equipment monitoring system and control traffic

Enabling Communications in Remote or Relatively Unpopulated Areas

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

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

Example 1 During the Mt. Fuji climbing season

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

Example 2 Mountain trails where radio waves are blocked by the surrounding terrain or foliage

- Install special antennas along mountain trails or compact base stations on the roofs of mountain huts

Overseas Use of Mobile Phones

DOCOMO is enhancing its international roaming service so that customers can enjoy the convenience of 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 220 countries and regions as of June 1, 2020.

DOCOMO's Other Major International Services

• Packet Pack Kaigai Option

In 204 countries and regions, representing the largest coverage among Japanese telecommunications service providers, we offer a 24-hour flat-rate packet option for overseas use. In February 2019, we also started offering flat rate options for 1 hour, 3 days, 5 days, and 7 days in 62 countries and regions.

• Overseas Packet Suspension Service

Packet communication is automatically cut off once the volume of communication not covered by the fixed-rate packet plan exceeds a certain amount in order to prevent communication charges from becoming too expensive.

• DOCOMO World Counter

Support desks are available for customers preparing for a departure or on an overseas trip. Counters have also been set up at airports in Japan and overseas (in Hawaii) to provide complimentary phone charging services and explanations for mobile phone fees and usage.

Seeking Even Faster Speeds

Faster PREMIUM 4G

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

Additionally, we are monitoring customer traffic volume and expanding our service areas in major cities in Japan where traffic is concentrated.

DOCOMO will aim to provide networks that can be used to enjoy various types of content, such as video, music and SNS, by meeting the needs of each individual customer.

Download speed (median speed) 229 Mbps

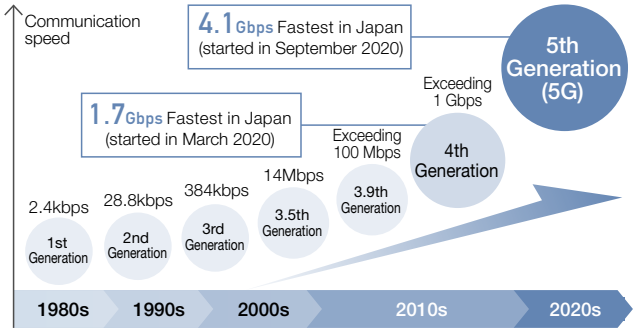
Upload speed (median speed) 33 Mbps

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

Higher Speed after Launch of 5G Services

DOCOMO started 5G commercial service on March 25, 2020 and has achieved high-speed communication of up to 3.4 Gbps receiving, and up to 182 Mbps transmitting. The Company has been researching 5G since about 2010 and has steadily accumulated results by participating in a leading role in global research organizations and demonstration experiments with the world's major vendors.

DOCOMO will continue to lead global innovation toward realizing ever higher speeds by leveraging its network operations know-how and leading-edge technical development capabilities cultivated for more than 20 years.



Ensuring a Stable Network

Network Surveillance and Response to Network Failures

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

Providing Year-round Surveillance and Response for Network Facilities

DOCOMO maintains network operation centers in Tokyo and Osaka that ensure connectivity by conducting surveillance of our network facilities and equipment, such as base stations, as well as monitoring the status of our service to customers nationwide on a 24-hour, 365-day basis. When informed of an abnormality, operators promptly respond by remotely controlling network facility and traffic routes to prevent any disruption in service. They also investigate the cause of the problem, and when the facility requires repairs due to physical or other damage, maintenance staffs are dispatched to the site to replace and repair the network equipment quickly.

Preventing Service Interruptions Caused by Network Facility Failures

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

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

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

Incidents of Serious Facility Failures

FY2016	FY2017	FY2018	FY2019
1	0	0	0

DOCOMO's Disaster Preparedness

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

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

Applying lessons learned from the Great East Japan Earthquake, which occurred in 2011, we formulated new measures for disaster preparedness and implemented them by the end of February 2012. In view of subsequent developments in the internal and external environment, such as advances made to our networks and changes in customer usage, we announced additional measures amounting to 20 billion yen in fiscal 2018 to bolster preparedness against frequent natural disasters.

Three Principles of Disaster Preparedness

Enhance system reliability

Enhance reliability by creating redundancies
- Establish multiple and double routes, as well as loops, for relay transmission paths (long-range transmission lines)
- Create backups and geographically disperse telecommunications facilities
- Maintain and operate satellite communication facilities

Reinforce facilities
- Upgrade the seismic system of structures and towers
- Upgrade the seismic system and anchor equipment
- Confine cables inside cable tunnels
- Bury cables underground

Ensure essential communications
- Provide priority phone service to disaster prevention agencies during disasters
- Control networks efficiently
- Lend mobile phones and satellite phones to local government authorities, etc.

Rapidly restore communications services

Measures for "hard" aspects (physical infrastructure, etc.)
- Deploy mobile base station vehicles
- Deploy mobile power generation vehicles
- Secure supplies for restoration

Measures for "soft" aspects (operations, organization, etc.)
- Prepare disaster-response manuals
- Plan for an emergency response headquarters and make other institutional arrangements
- Conduct disaster prevention training

Disaster Countermeasures for the Next Two Years (Announced in October 2018)

Preparation for wide-area, hours-long power outage

- Install storage batteries and solar power generation systems at docomo Shops
- Reinforce emergency power supply for base stations and buildings

Securing important communication and reliability enhancement

- Expand roll-out of medium-zone base stations
- Enhance reliability by employing flood disaster prevention and other measures at key base stations
- Promote use of multiple transmission routes

Early restoration of communications services

- Increase deployment of emergency base stations (portable satellite equipment, etc.)
- Expand bandwidth of satellite links

Strengthen support for disaster-stricken areas

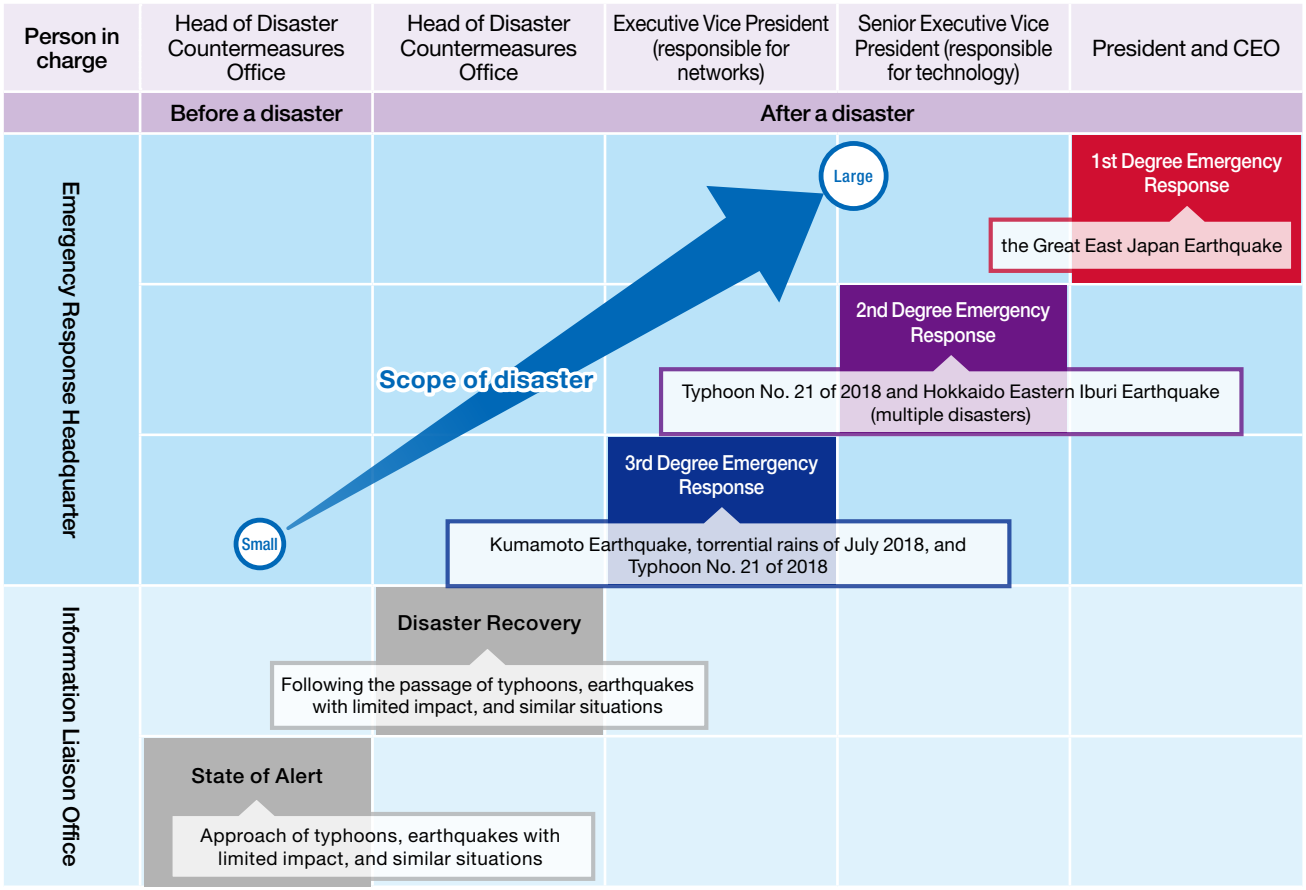
- Improve the level of sophistication of restoration area map
- Increase no. of rental smartphones/tablet devices

Monetary amount of additional disaster countermeasures for the two-year period: 20 billion yen

Disaster Management System

Under the NTT Group Disaster Preparedness Plan, we stand ready with a system that enables us to efficiently conduct initial operations in accordance with the scope of the disaster and recovery efforts. Our system is organized across departments to facilitate response to disasters even in times of uncertainty.

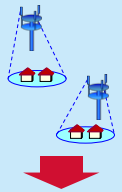
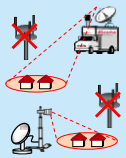
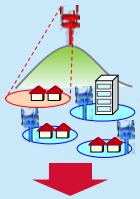
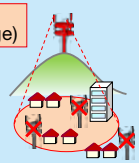
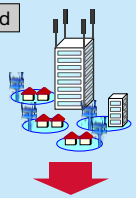
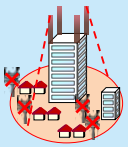
Internal System at the Time of a Disaster



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

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

DOCOMO's Emergency Base Stations

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

Large-Zone Base Stations

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

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

Medium-Zone Base Stations

Apart from large-zone base stations that provide coverage for urban areas such as prefectural capital cities, we also promote 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 installed more than 2,000 base stations by March 2020.

Definition of a Medium-Zone Base Station

- Built with foundations that are more robust compared to those of standard base stations and used as standard base stations under normal circumstances.
- Capable of remotely adjusting the antenna angle to expand its service area in the event that a disaster interrupts service at neighboring base stations.
- Equipped against power outages to continue operating for over 24 hours after losing the power source.
- Transmission paths are doubled to ensure communication even in the event that one path is interrupted.

Target Areas for Installing Medium-Zone Base Stations

- Standard base stations capable of covering areas expected to incur damage based on hazard maps.

Shipboard Base Stations

To diversify emergency recovery options in times of a disaster, DOCOMO is developing the use of shipboard base stations. This involves installing temporary base stations on vessels anchored offshore to enable the construction of a temporary service area on land. DOCOMO will utilize shipboard base stations to recover the lifeline quickly and provide support to the victims.

Major Initiatives for the Use of Shipboard Base Stations in Recent Years

- November 2016: DOCOMO became the first carrier in Japan to obtain a license for mobile communication base stations from the Ministry of Internal Affairs and Communications' Kyushu Bureau of Communications, and it is conducting drills under this license.
- April 2018: We concluded the Mutual Cooperation Agreement Regarding Disaster Prevention and Disaster Response Activities with Shinnihonkai Ferry Co., Ltd. to enable prompt service recovery and support victims at times of disaster. This was the first attempt in Japan to operate a shipboard base station on a passenger ship. The Shinnihonkai Ferry operates regular routes between major ports in Hokkaido, Tohoku, Hokuriku, and Kansai. Under our agreement, we will further strengthen the framework of cooperation for disaster response activities.

Overview of DOCOMO's Response to Disasters

The large typhoon No. 19 that occurred in 2019 was certified as the first specified disaster for a typhoon, and DOCOMO promptly set up an emergency response headquarters. A total of 91 municipalities in its service area were impacted by prolonged power outages caused by river flooding and submerged facilities. About 2,000 employees a day worked to secure and restore communications services in a united effort of the DOCOMO Group.

We provided relief to the disaster-stricken area using satellite-linked mobile base stations. As part of helping to secure communications, we not only installed multi-chargers and Wi-Fi at emergency shelters but also provided rental services for equipment such as smartphones and tablets. In addition, DOCOMO dispatches liaison staff to the national and local governments upon request to share details on communication restoration status and other matters to carry out disaster response efficiently with related organizations.

Responding to a disaster

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 loaning mobile phones to local governments to maintain essential communication. In addition, DOCOMO has signed agreements with Japan's Ministry of Defense, the Ground Self-Defense Forces and the Japan Coast Guard to allow for quick recovery and relief activities during natural disasters.

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

cooperation based on the agreements, DOCOMO also supports local governments and national government institutions by lending mobile phones and satellite phones in times of disaster.

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

Radio Wave Safety

Basic Policies and Philosophy

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

Consideration for Radio Wave Safety

Radio-Radiation Protection Guidelines

The health effects of radio waves from mobile devices have been researched for over 60 years in Japan and abroad. As a safety standard for the effect of radio waves on the human body, the World Health Organization has published its recommended guidelines, while the Radio- Radiation Protection Guidelines serves as their equivalent in Japan. DOCOMO is fully committed to complying with the relevant laws and regulations and has ensured that the level of radio waves emitted by its base stations and mobile phones meets the requirements indicated in the guidelines. Furthermore, DOCOMO discloses the Specific Absorption Rate (SAR), the rate at which energy emitted by radio waves is absorbed by the human body, and incident power density for each mobile phone on its corporate website, and it strives to make mobile phones safe for customers to use.

Compatibility with mobile phone radio wave protection

Collaborative Research on Radio Wave Safety

Since 2002, DOCOMO has conducted experiments in collaboration with KDDI Corporation and SoftBank Corp. related to the possible impacts of radio waves on the human body at the cellular and genetic levels. Following an interim report issued in 2005, we released a final report in 2007 stating that the research had identified no impact. This report provided scientific evidence against the argument that radio frequency radiation has an impact on cell structure and function, which may cause cancer, and reconfirmed the safety of radio waves from mobile phones.

Currently, the Electromagnetic Environment Committee of the Association of Radio Industries and Businesses (ARIB) is engaged in surveys and research concerning the safety of mobile phone radio waves in an effort to enhance public welfare associated with the use of radio waves. In support of the ARIB, DOCOMO is actively involved in these initiatives as a regular member. We will continue to pursue initiatives related to radio wave safety, which we recognize as an important social responsibility for mobile phone operators.

Radio Wave Safety (in Japanese only)

Effect on Medical Electronic Devices and Ongoing Measures

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

8 Customer Services

Innovative Responsible

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

Responsibility for Products and Services

Basic Policies and Philosophy

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

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

Product and Quality Control

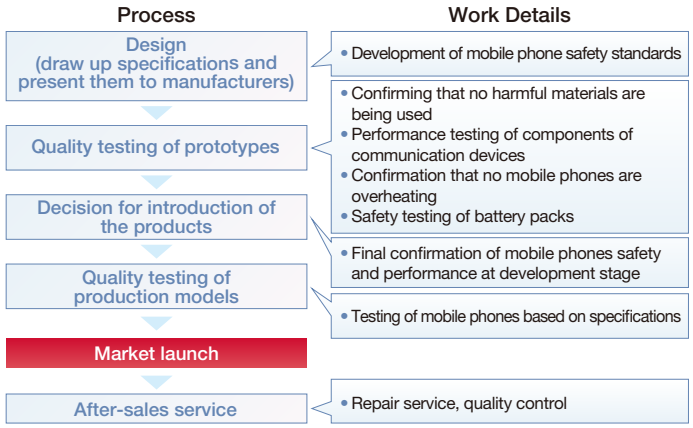
DOCOMO conducts thorough and strict quality processes to ensure that our products can be used safely, reliably and conveniently by customers at all times. We work with communication device manufacturers to develop products that are safe and thoroughly monitor product safety based on strict evaluation standards at every step of the way up to market launch. In addition, we fully comply with all regulatory requirements for labeling during shipping and delivery and use packaging materials based on our green procurement standards. Our products are delivered to customers only after fully meeting these rigorous standards for product safety.

We aim to respond to any problems with our products once they are on the market by setting up repair and service centers throughout the country and an online system for accepting customer requests for repairs. Also, we promptly respond to customer feedback on quality by investigating causes and probing various ways of making improvements to enhance product quality. In the event of a major malfunction, the Communication Devices Action Committee, chaired by the senior executive vice president, is convened to identify the nature of the problem, isolate its causes and determine the policies for addressing it. This ensures that the entire organization will immediately respond to customer inquiries and that customers are continually informed of any issues that arise.

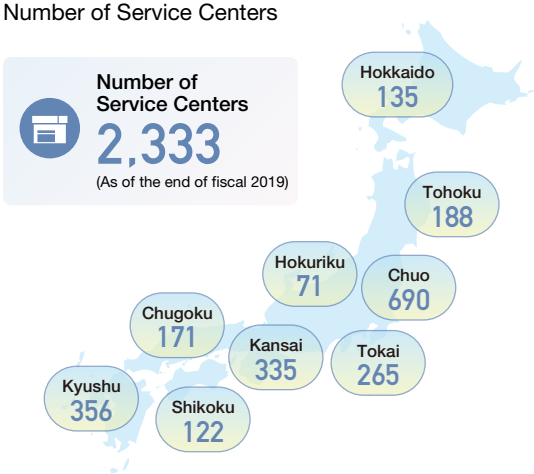
NTT DOCOMO's Corporate Sales and Marketing Division and two of its functional subsidiaries* have acquired ISO 9001 certification, and have built a quality management system based on ISO 9001.

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

Flowchart of Standard Product Quality Flow



Number of Service Centers



Ensuring Product Safety through Software

DOCOMO updates its software as necessary to increase product safety and user friendliness, fix software-related defects, improve usability, apply current security patches, and for other purposes.

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

Product Update Information

Disclosing Information on Products and Services

To ensure the safe and convenient use of our products and services, DOCOMO strives to provide timely and relevant information to customers at docomo Shops across Japan and through our website. Some docomo Shops have videophones that support different languages, including sign language for foreign people and the hearing impaired so that those requiring these services can obtain information on DOCOMO's products and services.

A customer support page on DOCOMO's official website provides product support information such as on device use, default settings and after sales services, billing and discounts, and service areas. The docomo Online Procedure service on the website allows customers to select billing plans and submit various applications, request repairs and file a report when their mobile phone has been lost or stolen. Apart from the website, we also provide contact points for submitting various applications and queries by phone and e-mail.

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

We will continue to find creative ways to provide information that is more appealing to customers in a manner that is convenient and easy to understand while also seeking to enhance our customer contact points.

Inquiries in Foreign Languages
Support through Videophone
DOCOMO Online Procedures (in Japanese only)
Online Shop (in Japanese only)

Services that Ensure Device Security

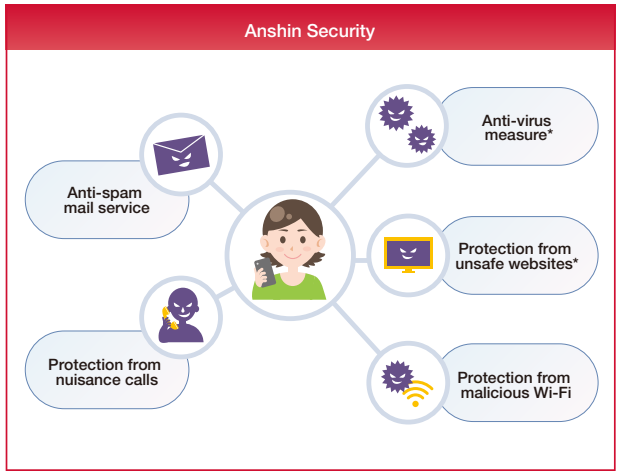
Security Countermeasure Services

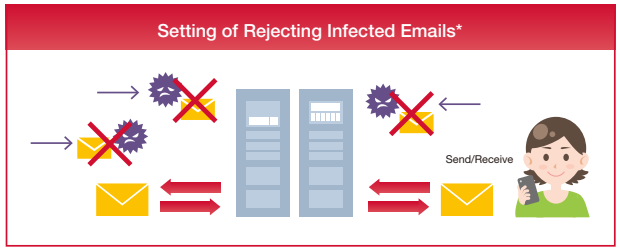
We have recently been seeing growing threats to Internet and telephone communications, such as spread of spam mails, computer viruses, redirection to harmful apps and websites, and increases in other scam operations that take advantage of new policies and regulations as well as current social developments.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

Anshin Security is a security service package that includes detecting viruses, blocking harmful websites, anti-spam mail, notifying about suspicious incoming calls and other services to safeguard smartphones from various threats.

Safe Wi-Fi service is another feature of Anshin Security provided for protection when using unsecured Wi-Fi networks. While public wireless LAN services are currently under construction, they are subject to the risk of connecting to fake Wi-Fi hotspots that allow strangers to view your text. The safe Wi-Fi service protects information leakage when customers are connected to malicious Wi-Fi spots by displaying a warning message on the screen.

DOCOMO offers several free services to reject e-mails sent from malicious senders such as phishing scams and those containing harmful URLs as well as to remove viruses attached to e-mails (setting of scam and rejecting infected e-mails). These services can be used together with Anshin Security to provide a safer communication environment for mobile phone and smartphone users.





* The service does not apply to iOS.

Considerations for Children, the Elderly and Persons with Disabilities

Considerations for Children

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

To protect users against the dangers and other problems associated with smartphone and mobile phone use, DOCOMO holds free Smartphone and Mobile Phone Safety Classes to teach users how to handle such matters. Launched in 2004, the classes have been attended by many people across Japan, including elementary, junior high and high school students, students with special needs, parents, teachers and the elderly. For more information on these classes, please see » P.149

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

While using the Internet, a child could be exposed to illegal or inappropriate information that may be harmful to their development. The viewing of illegal or inappropriate websites and use of harmful apps also raise the risk of involvement in criminal activity. According to a survey conducted by the National Police Agency and Ministry of Education, Culture, Sports, Science and Technology*1, a record-breaking number of children became victims to crimes through social media in 2018. About 90 percent of these children did not use filtering. DOCOMO offers a Filtering Service to prevent these negative encounters and in principle requires that subscribers who are under 20 and users under 18 using smartphones or mobile phones are registered with the Filtering Service*2.

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

*1 Based on "2020 Many dangers lie behind Internet—it can happen to you" issued by the National Police Agency and Ministry of Education, Culture, Sports, Science and Technology.
*2 Stipulated in the "Act on Establishment of Enhanced Environment for Youth's Safe and Secure Internet Use." (revised on February 1, 2018)
*3 Content of the Filtering Service differs according to the requirements of each model. Functions offered by the "Anshin Filter for docomo" differ depending on the OS.

Filtering Service (in Japanese only)

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

Use of smartphones has spread among children, and now 90% of high school students and 70% of junior high school students use them*. While they function as a tool to oversee children's daily safety, many problems and incidents are occurring from their use as a result of a lack of proper knowledge of information morality among children.

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

* Data based on the Cabinet Office's 2019 survey on the Internet use by youth

Video content on the theme "children and information morality" (in Japanese only)

* Dramatized videos are provided as a part of our teaching materials

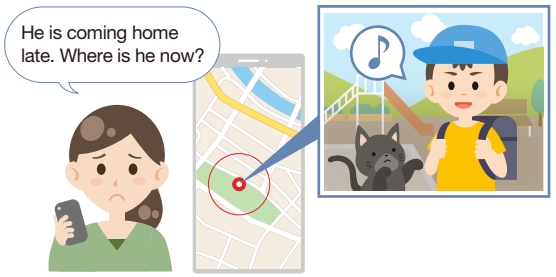
Looking after Children from a Distance with imadoco-search

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.

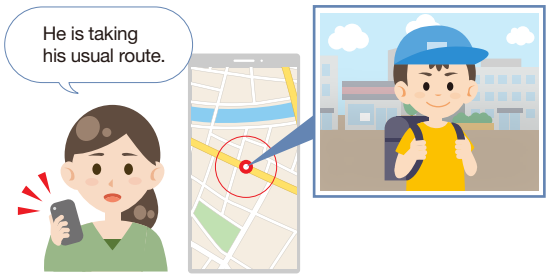
Imadoco-search (in Japanese only)

Features of Imadoco-search

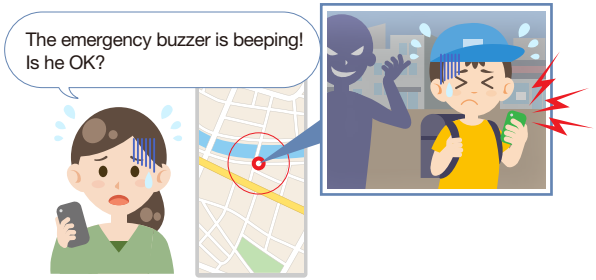
- **Indicates a child's location on a map as necessary**



- **Indicates a child's migration route on a map**

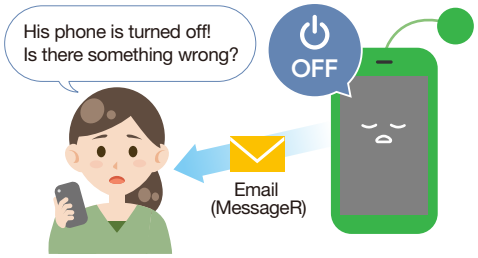


- **Sends a notification to a family member about the user's location when the user presses an emergency buzzer or when power is switched off**



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

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



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

Promoting DOCOMO Hearty Style Products and Services Based on Customer Feedback

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

Three Pillars of DOCOMO Hearty Style

Pillar of Activity	Initiatives
Promote Product and Service Development	Develop and provide products and services that are easy to use for all types of customers (1) Develop the Raku-Raku PHONE series » P.104 (2) Provide smartphone apps and services designed for persons with disabilities such as Mieru Denwa » P.105 (3) Offer Hearty Discounts » P.106 (4) Provide Braille phone charge service » P.106
Enhance Customer Support	Improve the environments of customer service desks that are easy to use for all users and enhance response to customers (1) Make docomo Shops barrier-free » P.144 (2) Operate docomo Hearty Plaza (Marunouchi) (3) Install videophones supporting sign language » P.144 (4) Conduct training for docomo Shop staff » P.143 Note: For details, see chapter 11: Supply Chain.
Disseminate Safe and Secure Use	Provide opportunities for all customers to safely, securely and conveniently use smartphones and other devices (1) Organize DOCOMO Hearty Class lectures for organizations serving persons with disabilities » P.106 (2) Organize Smartphone and Mobile Phone Safety Classes for special-needs schools nationwide » P.149 (3) Participate in events and exhibitions for persons with disabilities

Developing Universal Design Products (Raku-Raku PHONE Series)

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

Raku-Raku Smartphone me F-01L

These are a few of the F-01L compatible functions. Please see the DOCOMO official website for details.

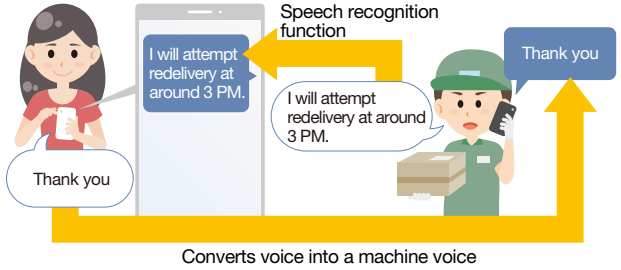
We will continue to create products that meet the diversifying needs of our customers, such as equipping models other than the Raku-Raku Phone series with a character size enlargement function and simple menu.

Mieru Denwa (for people with hearing impairments)

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

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

Mieru Denwa (in Japanese only)



Simple Flick (for persons with an upper limb disability)

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

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

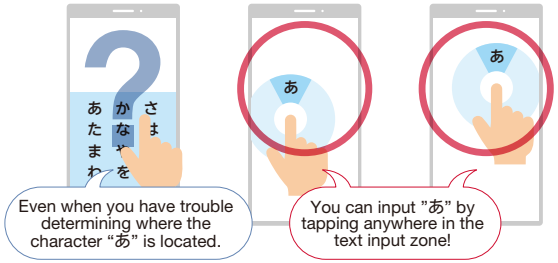
Simple Flick (in Japanese only)

Move&Flick (service for those with visual impairments)

Move&Flick is a free app for iOS smartphones that supports typing when it is difficult to accurately use the onscreen keyboard.

The user can flick characters from anywhere inside the designated zone, and the input text can be read aloud.

Move&Flick (in Japanese only)

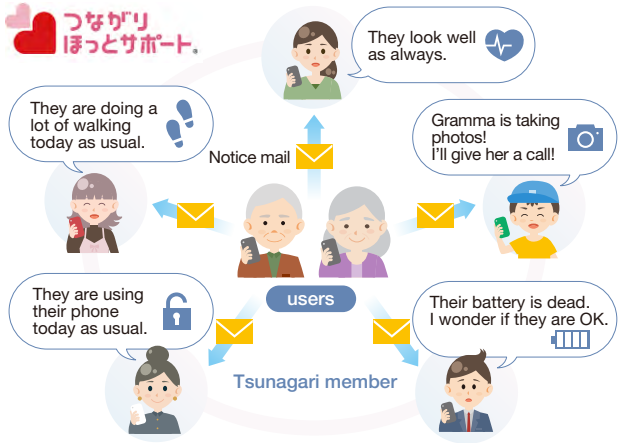


Tsunagari Hotto Support

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

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

Tsunagari Hotto Support (in Japanese only)



Hearty Discounts

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

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

Hearty Discounts

Braille Billing Statement Services

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

DOCOMO Hearty Classes

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

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

In fiscal 2019, while the number of classes slightly decreased due to COVID-19, we nevertheless held 88 classes with 1,034 participants.

In addition, we set up booths at nationwide events and exhibitions for people with disabilities and introduced ways to make the most of smartphones and apps such as Mieru Denwa. (In fiscal 2019, we exhibited at 18 events for a total of 24 days.)

DOCOMO Hearty Classes (in Japanese only)

Anshin Remote Support

This service supports customers who are not familiar with the operations and settings of smartphones or other devices, by having a technical operator provide usage instructions through the remote sharing of user smartphone or other screens. In addition to advising on operations as well as DOCOMO device and app settings, we offer support on using apps provided by operators other than DOCOMO (such as LINE, Facebook, Twitter, and Instagram) and on connecting peripheral equipment such as routers and headphones.

The service, with the operator handling the operation on behalf of the customer just as if they were guiding them in person, was well received by customers, with 21.7 million people signing up for the service as of March 2020.

Anshin Remote Support (in Japanese only)

In-house Training

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

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

In May 2019, we learned about intellectual and developmental disabilities and about working with people with disabilities during lectures by employees involved in the launch of the special subsidiary DOCOMO PlusHearty, INC.

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

Customer Satisfaction

Basic Policies and Philosophy

New technologies and services are constantly being generated in the telecommunications and ICT industries, and with equipment such as smartphones and mobile phones evolving almost daily, new services for mobile phones are constantly under development. Advances in technology and services have been accompanied by an increase in customers contacting us to confirm or inquire about various aspects of our services, such as equipment malfunctions, billing plans and service menus, as well as to share opinions and requests. As a result, DOCOMO receives approximately 4.7 million feedback comments from customers every year through its docomo Shops, Customer Help Desk, corporate website and others. Also, we annually receive about 50,000 entries of employee feedback from those who are in daily contact with customers.

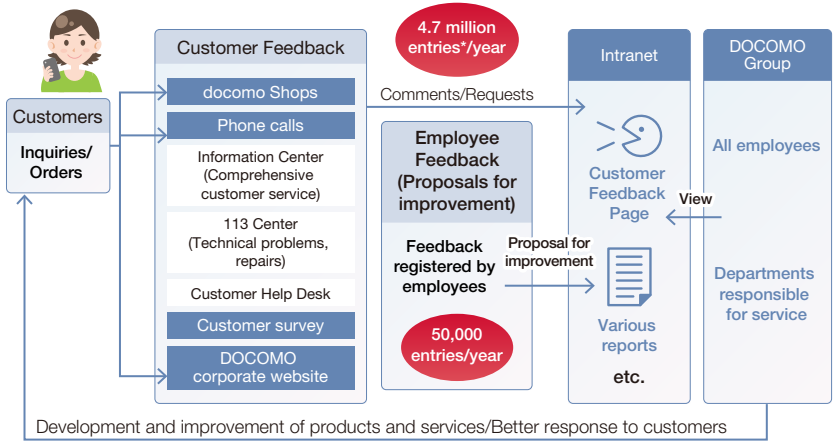
Under its "Declaration beyond" Medium-Term Strategy to 2020, DOCOMO pledges to remain "always by our customers' side" to help them attain "peace of mind and comfort." And with a renewed awareness of the importance of adopting a customer-oriented stance, we are striving to reflect the voice of our customers in our R&D and service improvements in order to both enhance customer convenience and raise the level of their satisfaction with our products and services.

Strategies for Increasing Customer Satisfaction

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

Capitalizing on Customer Feedback to Achieve Customer Satisfactions

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



* Fiscal 2019 actual

Increasing Customer Satisfaction through Customer Feedback

We collect customer feedback at docomo Shops, through phone calls to the Information Center and Customer Help Desk and through Customer Support on our website. The information is immediately shared through our inhouse system, and the Customer Satisfaction Department compiles a report for internal circulation. DOCOMO takes seriously the opinions and requests of customers regarding its products and services, and it strives to develop and enhance its products and services while improving the ways it responds to customers. In addition to feedback received through customer contact points, we also conduct quantitative and qualitative research to explore relevant issues in order to enhance overall customer satisfaction.

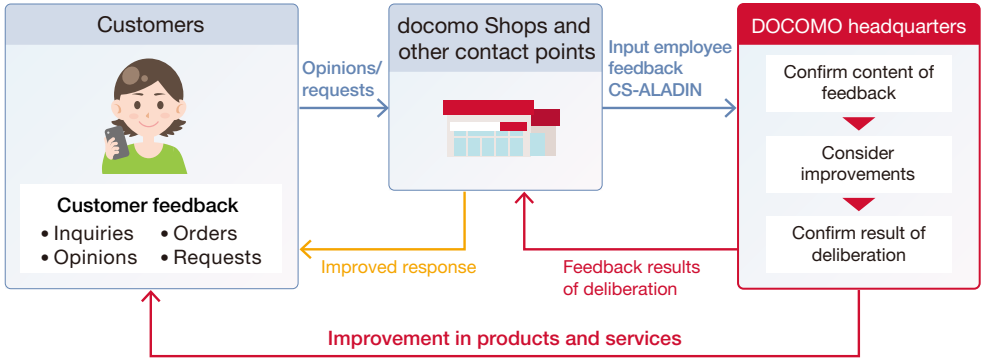
We introduce initiatives that have incorporated customer feedback on our corporate website.

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

The following are major examples of improvements resulting from interaction between customers and DOCOMO employees in fiscal 2019.

▸Changed our point system to allow for preferential use of points to be forfeited early

We improved our point system so that, effective September 5, 2019, points to be forfeited earlier than others could be prioritized for use regardless of point type.

▸Modified a bill format to display the breakdown of payment service charges

We added to our bill format the new item "payment service charge, etc." in the breakdown of the bill, effective from the December 2019 usage charge (for billing in January 2020).

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 2019, we received around 3.8 million comments from customers from across the nation, and all comments and evaluations are sent back to docomo Shops, call centers and retailers.

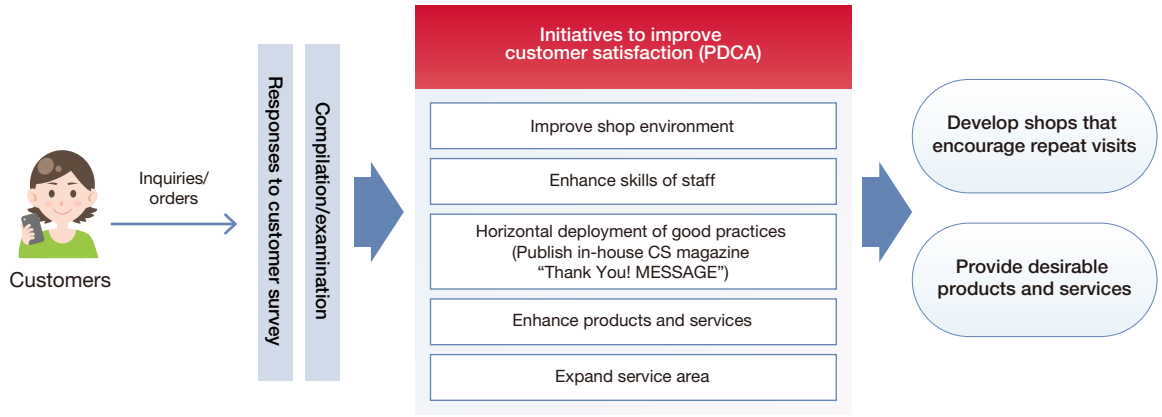
Customer feedback serves as an indicator of our customer response capability, and we seek to make good use of such information to raise the level of our customer response by further enhancing the positive aspects while improving aspects that have been pointed out to us by customers.

Initiatives for Better Reception Quality

We carry out regular customer surveys on the status of network communication and strive to improve quality. We also collect customer feedback such as about weak signals that cause poor communication quality and places where data speeds are slow. This is handled via the "Support Desks for Reception" page on our corporate website, which is currently being improved. In addition, we provide information on rental equipment for improving indoor reception, scheduled coverage areas, and available service areas.

Support Desks for Reception (in Japanese only)

Flow of Customer Survey



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

To promote customer-first management, NTT DOCOMO has carried out initiatives led by employees qualified as Advisory Specialists for Consumer Affairs* since 2006. They are primarily operators at customer help desks and staff involved in creating promotional tools. As of the end of March 2020, the DOCOMO Group has about 200 advisors, who apply their knowledge to enhance their response at customer help desks and create tools for communicating with customers, such as the "DOCOMO Tsushin" shareholder report and "KEITAI (mobile phone) Q&A." 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.

* 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 (76.03 million as of the end of May 2020). In addition to customer feedback on perceptions and customer surveys, the d POINT Club survey facilitates analysis by segment based on subscription status of lines and services, usage status and other data. It also helps us to understand the impact of customer satisfaction levels by survey item on their overall level of satisfaction with DOCOMO.

We plan to continue using the d POINT Club surveys for

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

Understanding Customer Needs through "Minna de Tsukuru DOCOMO Iinkai"

"Minna de Tsukuru DOCOMO Iinkai"(Committee on Creating DOCOMO by Everyone) is a community that has been created to allow customers and DOCOMO employees to directly exchange views on an Internet bulletin board. Customers who wish to have their views reflected in the creation of better DOCOMO services are asked to register. About 1,000 participants were registered as of June 2019, and the committee is used to improve products and services by identifying needs, evaluating concepts and gathering impressions of the website and collecting ideas from customers. In contrast to conventional d POINT Club surveys, the initiative allows us to engage in two-way discussion to better reflect customer needs and preferences in DOCOMO products and services.

Surveys conducted in "Minna de Tsukuru DOCOMO Iinkai" in fiscal 2019 **55**

Services for Safety and Consumer Education

Promoting Good Manners for Mobile Phone Users and Safe Charging

Functions and Services Relating to Mobile Phone Etiquette

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

Public Mode (Drive Mode)

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

Public Mode (Phone OFF)

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

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

Preventing Smartphone-Distracted Walking

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

Main Measures to Prevent Smartphone-Distracted Walking

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

Using a smartphone while walking is dangerous

Promoting Safe Charging

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

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

Do Not Charge Phone When It Is Wet!

Physical Damage to a Battery is Dangerous!

Measures Against Fraud

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

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

* Data on a special type of fraud from the Metropolitan Police Department's website.

Main Measures to Prevent Remittance Soliciting Fraud

Overview	Details
Tougher Screening upon Subscription	Payment methods for usage charges for individual subscriptions are limited to credit card or direct account withdrawal in principle. Applicable credit cards and ATM cards can be confirmed at a docomo Shop or other outlets.
	Information on customers who fail to confirm their identity when requested by the police, and to whom services are discontinued, is commonly shared among all mobile providers and utilized in screening procedures.
	In order to prevent large volumes of fraudulent subscriptions under the same name, individual subscriber lines under the same name have been limited. In addition, tougher screening measures are being applied to corporate subscribers. Failure to meet the standards results in restricting the maximum number of lines they can use.
Cooperation with the Police	Information is provided to the police when there is suspicion of fraudulent identification, such as a fake driver's license, after informing the customer in advance.
	At the request of the police, we cancel the subscription of, or reject for a certain period, any additional subscription requested by a rental operator who is found to have violated the Act for the Prevention of Illegal Mobile Phone Use.
Implementation of Network Use Restriction	We use the network use restriction system* as a means for preventing the criminal use of mobile phones that have been stolen from docomo Shops or other retail outlets or obtained through fraud or other criminal behavior; or by forging identification or submitting applications with false information (name, address, birthdate, etc.). *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.

Innovative Responsible

9 Human Resources and Labor Practices

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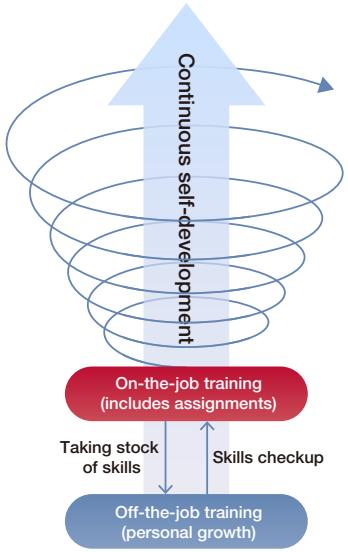
Win-d Start training » P.122

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

Human Resources Strategy

Under our "Declaration beyond" Medium-term Strategy to 2020, we are working with business partners to exceed customer expectations toward our goal of providing surprise and excitement to customers and co-creating new value with them. In order to ensure the achievement of the declaration, we must develop a working environment in which each of our diverse employees can grow and be active. DOCOMO will strive to enhance its human resource development programs to bring out the abilities of each individual by promoting its personnel system and employee development system as an integrated whole.

Individual Growth Promotes"Declaration beyond"



Employment and Compensation

Basic Policies and Philosophy

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

We strive to treat our employees fairly through the provision of equal opportunities and equal compensation while engaging in employment practices that involve assessing only the characteristics we deem reasonable, such as personal ability, aptitude or accomplishments.* We do not treat one employee different from another in regard to promotions, compensation, training and the like. We do, however, disseminate through our official site messages related to our philosophy on respecting both employees and our recruitment practices. Furthermore, we are aware not only of the importance of complying with the legal minimum wage but also that of paying sufficient living wages so that employees and their families can afford a decent standard of living. Our current average salary is 455% of the minimum wage in their respective regions.

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

Respecting Employees (in Japanese only)

Human Resource Management System

Respecting Individual Capabilities and Promoting Employees of Diverse Nationalities

DOCOMO is committed to hiring people for their skills and abilities, not their nationality. Our hiring process is based on the principles of "Declaration beyond," and in fiscal 2019 we hired five new foreign-national graduates, who are now pursuing careers at the Company, in Japan and overseas, including in the Global Business Division, the Research and Development Division and the Corporate Sales and Marketing Division. Our medium-term target for supporting women's careers is to retain the ratio of female hires among new graduates at 30% or more, and we are currently meeting that goal.

Ratio of female hires among new graduates for fiscal 2019 **34.6%**

Appropriate Performance Assessments

The purpose of assessing employee performance is to develop skills and increase motivation to ultimately enhance corporate performance.

All DOCOMO employees are evaluated on their performance and career development twice a year. To ensure fairness, assessments are conducted in three stages by several people, including primary and secondary evaluators and a coordinator. Organizational objectives are broken down into individual goals, on which we base our assessments of each employee's performance. Assessments involve interviews on setting goals, progress reviews, discussions on achievements and the

evaluations of results as well as feedback to produce a comprehensive appraisal and examination of overall performance. Additionally, any employee who disagrees with their assessment can submit an objection to the Human Resources Management Department through the consultation desk of each organization.

Multidimensional Performance Appraisals Give Managers Insight

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

Multifaceted assessments particularly address management competencies such as developing a vision, coaching and demonstrating leadership. Evaluation results are conveyed to the managers and their supervisors and serve to highlight any discrepancies between self-perceptions and the perceptions of others. This is done through qualitative evaluations in the form of advice from others on strengths and areas requiring attention and quantitative evaluations based on performance ratings. The program is intended to raise awareness and hone managerial skills by encouraging managers to develop a deeper insight into the attitudes and behavior expected of them and make continuous improvements with clear goals. We will continue to cultivate an environment that encourages employees to be open and humble in respect to the evaluations and opinions of those around them.

Strategic Recruiting and Development of Human Resources

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

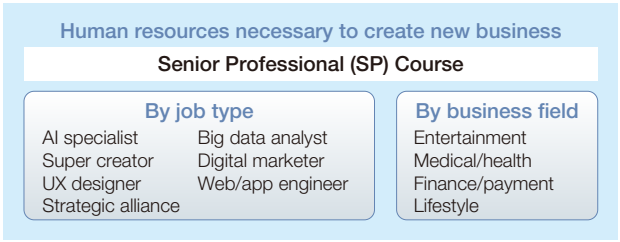
In addition, to develop human resources with high levels of expertise, we established the Junior Professional system in fiscal 2018 to certify human resources who demonstrate expertise in a specific field or type of job, from among the current rank-and-file employees. Employees certified as a Junior Professional will continue their career to become specialists in their fields, and those who demonstrate a higher level of expertise will be offered a different compensation plan and certified as a Senior Professional. This program is intended to foster internal Senior Professionals, and fields that will implement it will be selected in accordance with our medium-term strategy and will be reviewed side by side with future management policies.

Looking ahead, we will increase the number of personnel working under the program.

Hiring and Certifying Specialized Personnel

Senior Professional	Junior Professional
6 (as of April 2020)	About 100 (total)

Establishment of the Senior Professional System



Employee satisfaction

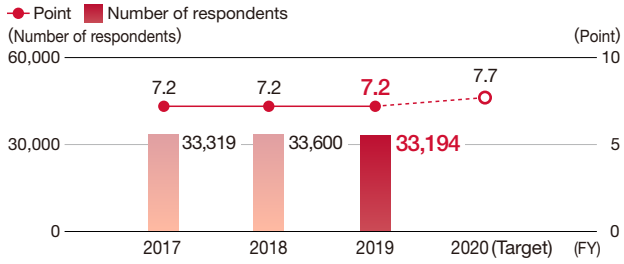
DOCOMO conducts an employee attitude survey every year to understand the state of the workplace as well as employee awareness, or job satisfaction, and to identify current issues. Since 2017, we have been improving details of the survey as necessary by reviewing the questions and answer scale on the survey form, increasing the number of questions regarding job satisfaction and comfortable working environment and others to allow for attribution analysis.

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

Overview of Employee Attitude Survey

Frequency	Annually (conducted in October of fiscal 2019)
Target	Covers all employees at DOCOMO Group and its 12 shared services subsidiaries
Method	Questionnaire via the Internet in general (10-point scale)

Job Satisfaction Results and Target for FY2020 (on a 10-Point Scale)



Human Resource Development

Basic Policies and Philosophy

To further strengthen the development of human resources who will implement "Declaration beyond" Medium-term Strategy to 2020, DOCOMO has defined competencies and development plans required for employees in line with our business policies and the Medium-term Strategy.

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

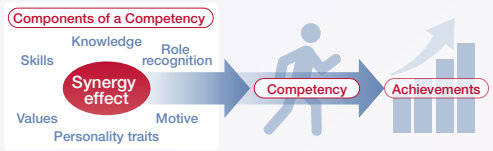
(1) Introducing Talent Management

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

(2) Establishing a Competency-Centered Development System

To strengthen the development of human resources who will implement "Declaration beyond" Medium-term Strategy to 2020, in fiscal 2017 DOCOMO has defined competencies required for employees to realize its business policies and the Medium-term Strategy.

Competency refers to behaviors such as feeling, thinking, saying and doing resulting from the interaction of components including skills, knowledge and role recognition. Competencies have levels, and a higher level of competency leads to higher results. Demonstrating high competency means that a high level of behavior is consistently presented during daily operations. Demonstrating higher competency requires developing the ability to approach the components of competency (skills, knowledge, role recognition, values, personality traits, and motives). DOCOMO is working to foster every employee by establishing and applying their individual competency framework.



(3) Effectively Developing Specialized Skills

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

(4) Enhancing Manager Ability to Develop Employees

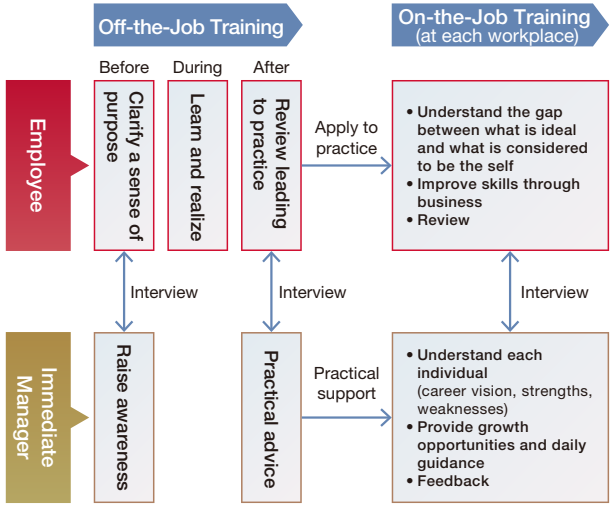
Being conscious of competency development during actual operations is essential for employees to grow. Therefore, a manager's support and feedback to subordinate is the key to development. We will help develop our employees' competencies in each workplace.

Human Resource Development Management

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

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

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



Programs in Support of the Development of Various Abilities

We promote medium- to long-term development of human resources through programs designed to support ability development that follow the career path of each employee while also paying due consideration to individual aptitudes. In order to respond to the increasingly diverse and sophisticated needs of customers, we designed training programs for specific purposes, such as training that are suited to each career level, training to develop specific areas of expertise and elective training programs. We review these programs and work to enhance them as necessary.

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

- Fiscal 2015: integrated the training framework to create an efficient system for organizing the training
- Fiscal 2017: reinforced our development programs and curriculums to accommodate the required employee competencies

System for Supporting Self-Development

We have offered various programs to support the self-development of each employee under a unified menu for the DOCOMO Group. To support each employee in building their skills, we have established an environment that allows them to challenge each program at their own pace.

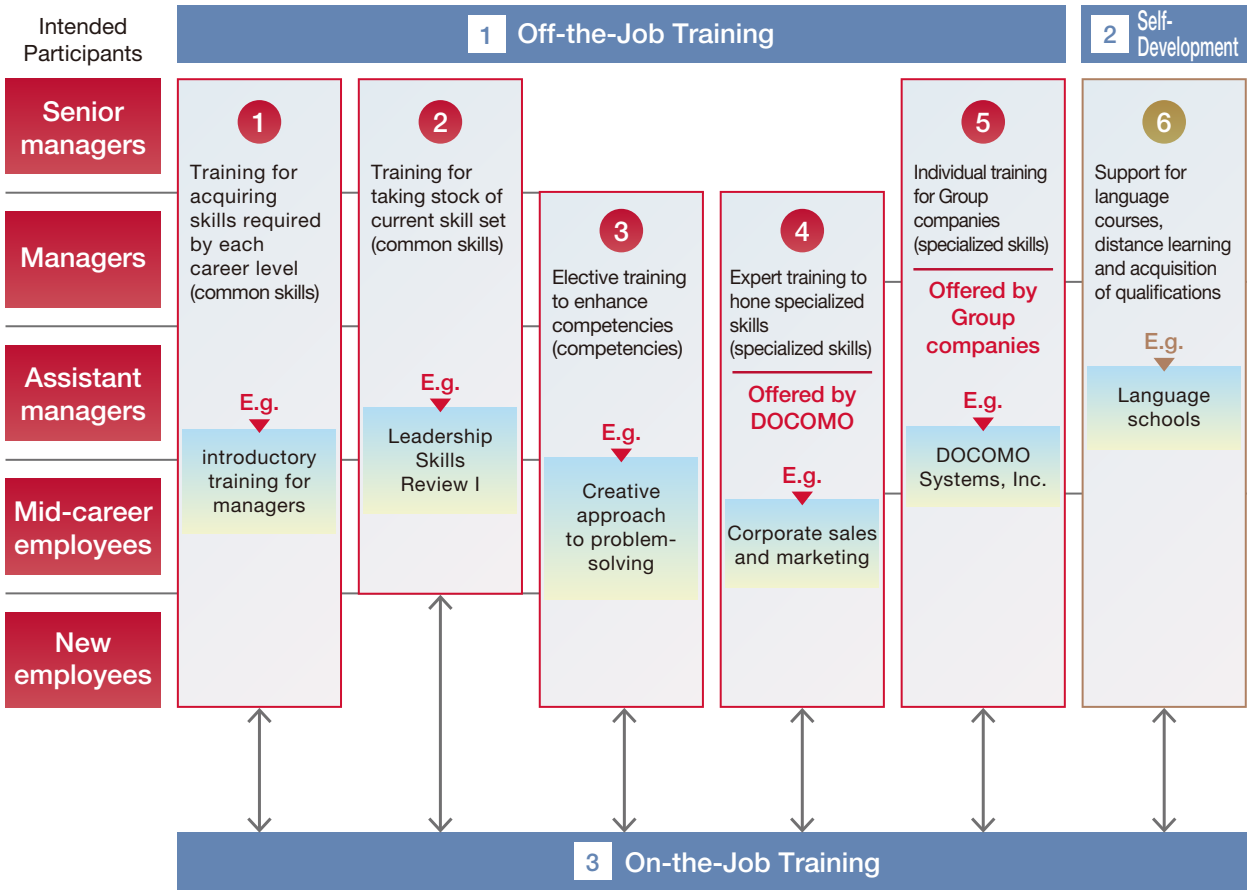
In fiscal 2019, approximately 1,800 employees who used the support program acquired private and public qualifications.

▸Support Program Examples

Support for acquisition of qualifications (approx. 140 qualifications), distance learning programs (approx. 700 courses), language skill check support, and semi-annual subsidies for language school tuitions

Business Skill Development Programs

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



Implementation of Major Business Skill Development Programs

Description of Program	Outline and Purpose	Participants (Approximate)
1. Training for acquiring skills required by each career level	Training intended for new employees, newly appointed senior managers, managers and assistant managers as well as for newly enrolled area-limited employees, aimed at acquiring necessary skills.	1,700
2. Training for taking stock of current skill set	Training aimed at gauging the current level of acquired skills.	2,000
3. Elective training to hone business skills required by each career level	Varied training courses that cater to individual skill needs and skills required by each career level. Participants attend the courses of their choice.	1,800
4. Expert training to hone specialized skills	Training aimed at acquiring specialized skills required by each area of operations.	1,900
5. Support for self-development (support for language courses, distance learning acquisition of qualifications)	Support for language courses, acquisition of qualifications, distance learning and other programs aimed at supporting self-initiated ability development.	3,500

(FY2019)

Implementation of Employee Training

Category	FY2016	FY2017	FY2018	FY2019
Number of training programs	1,095	1,715	1,240	1,175
Cost of training per person (ten thousand yen/person)	7.1	10.3	12.2	12.7
Hours of training per person (approximate)	30	37	37	40

* Figures are shown for 13 companies, including service subsidiaries.

Providing Opportunities to Support Employee Motivation through a Job Posting System

DOCOMO posts jobs internally to provide opportunities for ambitious employees. Employees are free to apply for openings on their own initiative. The jobs that come up tend to require specific skills or are associated with new business activities. In fiscal 2019, we recruited for 32 posts, and currently 14 employees are working in their department of choice.

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

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

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

DOCOMO also encourages employees to participate in joint training among several companies from different industries. Such training not only offers opportunities for learning about the distinct culture and thinking of each company; it also offers valuable opportunities for employees to engage in friendly rivalry while exchanging information. In fiscal 2019, a total of 51 employees participated in eight types of joint training.

Employee Development Program for Generating Innovation

DOCOMO has been continuously offering a practical development program within R&D Innovation Division since 2015 to bolster the generation of fresh ideas that serve as the basis of new products and services.

Program's main structure

- **Seek applications from employees who wish to take part in generating new services**
- **Organize teams**
- **Hold a boot camp to provide an overview of the program**
- **Invite an external lecturer to learn about the methods and basic knowledge that are necessary for creating services**
- **Conduct interviews with target users**

* DOCOMO supports development by each team according to their respective status of progress.

DOCOMO will continue to seek to provide new value for society with a sense of speed by continuing to focus its efforts on developing human resources that can consistently generate innovation.

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

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

Program's main structure

- **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×Tableau Ambassador Academy develops core human resources capable of conducting data analysis using BI* tools and of fostering human resources**
- **Establish a personnel system to secure highly specialized human resource and encourage career development in each employee's area of expertise** (» P.114)
- **Mutually exploit DOCOMO's big data and that of partner companies to gain experience on resolving actual issues in practice**

* Business Intelligence is a process for collecting and gathering actionable information in the company to improve management decisions.

Development of Global Human Resources

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

	Programs	Overview
Enhance practical skills	Overseas study	Enrollment in MBA/LLM courses at top schools (1 to 2 years)
	Global OJT	Work experience at overseas subsidiaries and local affiliates (6 months to 1 year)
	Skill check (TOEIC SW, Versant, TOEFL)	Encourage assessment of speaking and writing skills that cannot be measured by TOEIC, to attain more advanced and practical English proficiency
Enhance language skills	Support for attending language schools	Support the mastery of skills needed for day-to-day conversation and business conversation
	Skill check (TOEIC LR)	Encourage mastery of basic skills by measuring listening and reading skills
	Distance language learning	Provide self-learning opportunities for listening skills, business English, preparation for TOEIC
	Financial incentives for acquiring qualifications	Provide financial incentives according to TOEIC score
	Guidance on study methods	Provide information on recommended study methods, textbooks and apps via the inhouse system to encourage a sustained effort
Enhance mindset	Exchange meetings	Raise the motivation of employees seeking international careers by providing opportunities to meet employees through overseas study or Global OJT experience and those working at overseas sites

Overseas Study

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

Global OJT

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

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

Number of Employees Dispatched Overseas in FY2019

Overseas study	7 (1–2 years)
Global OJT	5 (to different overseas companies)

DOCOMO Workstyle Reform

DOCOMO seeks to resolve various issues at workplaces by promoting the DOCOMO Workstyle Reform based on three frameworks since fiscal 2017 to ensure that everyone can work energetically at DOCOMO.

Basic Policies and Philosophy

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

Efforts for DOCOMO Workstyle Reform

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

Three Frameworks of DOCOMO Workstyle Reform

Realizing Workstyles that Promote Autonomy and a Passion for Taking on New Challenges

1 Diversity Management

Platinum Kurumin certification

Eruboshi certification (grade 3)

Gold rating and Best Practice Company in the PRIDE Index (LGBT)

2 Workstyle Choices

Top Hundred Telework Pioneers and Minister for Internal Affairs and Communications' Award

Five-star rating in the NIKKEI Smart Work Survey

3 Health and Productivity Management

White 500 Recognition for Excellence in Health and Productivity Management 2020

Specific Initiatives for Workstyle Reform (Priority Issues)

	Pillars of the Initiatives	Keywords for Action	Description of Activities
Diversity Management	Nurture awareness of diversity	Mutual understanding and creative thinking	• Communicating the top commitment (dispatch of message) • docomo EVERYDAY (intranet with messages from the head of the Diversity Promotion Office and introductions of employees from different departments) • Distribute awareness survey to all employees • Activities of the Diversity Promotion Working Group to • support the activities of a diverse workforce (persons with disabilities, LGBT allies, foreign nationals and collaboration with various mom and dad communities) • Diversity training for specific career level (managers upon appointment) • Promoting hiring of persons with disabilities • Understanding and promoting diversity for persons with disabilities and LGBT, foreign nationals and other employees (web-based training) • Hold seminars and training based on the theme "unconscious bias"
	Promote women's careers	Raise awareness of career development	• Set and disclose numerical targets for female management, monitor progress • Win-d activities (for setting a role model for female employees) (women's innovative network at DOCOMO) (1) Win-d First (new employees) (2) Win-d Start (mid-career employees) (3) Win-d Next (managers) • Career development training for female employees • Diversity Forum (for managers, new employees and students) • Reinforce training of managers already in positions
Workstyle Choices	Promote the work-life balance	Eliminate concerns and encourage male and female participation	• Support for maintaining contact with the workplace during childcare leave (docomo Smile Relay) (1) Interviews prior to maternity and childcare leaves and interviews prior to and after reinstatement (2) Forum for employees on childcare leave (3) Seminars to support employees balancing work with parenthood (immediate manager and employee following reinstatement) • Family Day (workplace visits by family members) • Seminars to support employees balancing work with nursing care • Tools for supporting employees in balancing work with nursing care • Promotion of male participation in childcare (encouraging male employees to take childcare leave)
	Utilize systems	Effective operation	• Consideration for versatile workstyles that enhance productivity and efficiency (1) Promote Work from Home Program (2) Apply the flex-time systems at more organizations (3) Implement sliding working hours (shifting the start and end times of working hours of employees with childcare and/or nursing care responsibilities) (4) Encouraging employees to take a life planning vacation (for childcare and nursing care) • Reengagement of former employees who left for childcare or spouse's/partner's transfer
Health and Productivity Management	Maintain and promote health	Raise awareness of health	• Promote occupational health and safety • Mental healthcare (1) Self-care training for all employees (2) Conduct stress checks for improvements in the workplace environment • Internal competition for the most steps walked (DOCOMO Let's Walk Campaign) • Health promotion seminars

Promoting Diversity Management

Basic Policies and Philosophy

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

Promoting Diversity Management

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

Diversity Management System

In July 2006, we established the Diversity Development Office 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.

We carry out initiatives to create a culture that will naturally perceive diversity and inclusion while strengthening cooperation among diversity promotion managers of branch offices and Group companies nationwide.

Nurturing Diversity Awareness

To encourage a greater understanding of diversity, DOCOMO has been pursuing various efforts such as creating initiatives for promoting women's careers (» P.120). Using the key phrases "deeper understanding of diversity" and "high quality working styles," we will work toward our goal of becoming a company that harnesses the power of its diverse workforce to continuously provide new value to society.

Initiatives for LGBT and Sexual Minorities

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

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

In addition, we have been making progress in maintaining and applying programs related to important life events, such as providing benefits as a family allowance and childcare and nursing care leave to employees with same-sex partners and whose relationship is socially regarded as the same as that of a married couple or accepting the use of byname within the Company by transgender individuals.

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

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

LGBT & ALLY
NTT Group

DOCOMO Receives Gold Rating in the PRIDE Index

The PRIDE Index is a framework for evaluating corporate initiatives related to LGBT* and sexual minorities. DOCOMO received "Gold," the highest rating, in October 2019 for the fourth consecutive year.

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

work with Pride Gold 2019

* Lesbian, gay, bisexual and transgender

Index E: Engagement/Empowerment

In fiscal 2016, DOCOMO broadcasted a television commercial entitled "For ONEs" in which we called on the viewers to realize that 1 in every 13 people in Japan is a sexual minority. We also showed it on our website, so the impact of having it there and on television produced a knock-on effect allowing for the message to be widely recognized, and this is what led to our being selected as a Best Practice Company.

In addition to our web-based training and LGBT ally community* activities offered to all employees, expansion of our activities to communities such as cosponsoring and participating in LGBT events in Tokyo and the Kansai area also received recognition.

* A voluntary community within DOCOMO that is organized to support sexual minorities such as LGBTs and extend the circle of support both within the Company and externally.

Focus on Expanding Employment Opportunities for People with Disabilities

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

DOCOMO PlusHearty, Inc., a special purpose company that cleans office buildings, maintains a high retention rate by providing learning support and guidance to improve the physical functions of employees.

Employment ratio of people with disabilities 2.48%* (As of June 1, 2020)

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

Promoting Women's Careers

Among all of our diversity-related efforts, we have been making a particularly forceful drive to promote women's careers toward achieving our goal of increasing the ratio of female employees in managerial positions to 7.5% by the end of fiscal 2020.

Female Employees in Managerial Positions

	FY2016		FY2017		FY2018		FY2019	
Male	3,873	95.6%	4,013	94.7%	3,926	94.1%	3,851	93.1%
Female	178	4.4%	224	5.3%	247	5.9%	287	6.9%

Annual Number of New Managerial Appointments and Female Managers

	FY2016		FY2017		FY2018		FY2019	
Male	237	88.4%	210	81.1%	249	89.2%	256	84.8%
Female	31	11.6%	49	18.9%	30	10.8%	46	15.2%

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

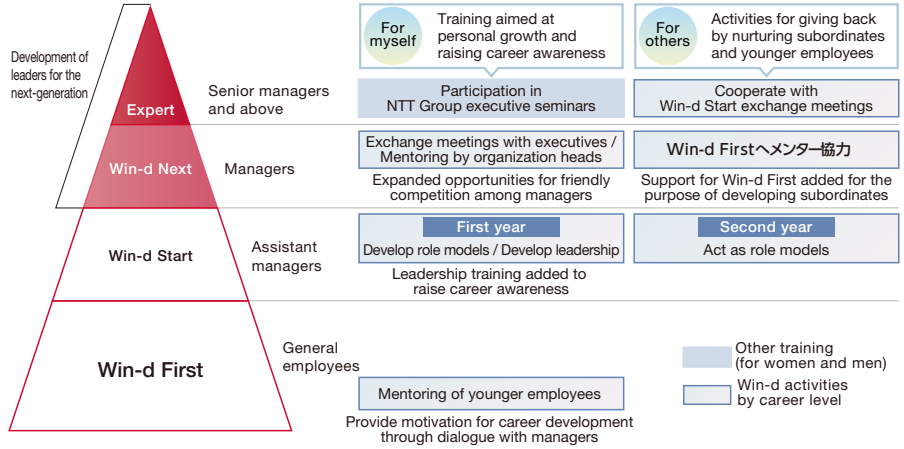
At DOCOMO we are accelerating our drive to promote successful careers for women, raise their awareness of career development, and develop an environment in which they can fully demonstrate their abilities. Relevant activities include the Win-d* framework created in 2006 to provide support for the professional development of women at each stage of their career (» P.120).

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

Moreover, we took the initiative to raise the awareness of supervisors overseeing female staff members in order to focus on each individual when developing employee careers. We did this by implementing a training program for supervisors through which they could learn and practice how to support career designing and skill building for career development support.

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

Win-d Activities by Career Level



Activities by Win-d Members

Win-d First mentoring training

Win-d Start training

Meeting with directors during Win-d Next

Follow-up training on Win-d Subordinate Development training

Workstyle Choices

Basic Policies and Philosophy

DOCOMO is seeking to enhance productivity by taking gradual steps to expand the workstyle choices that it offers its employees. These are centered on initiatives for balancing work and parenting as well as on promoting diverse workstyles.

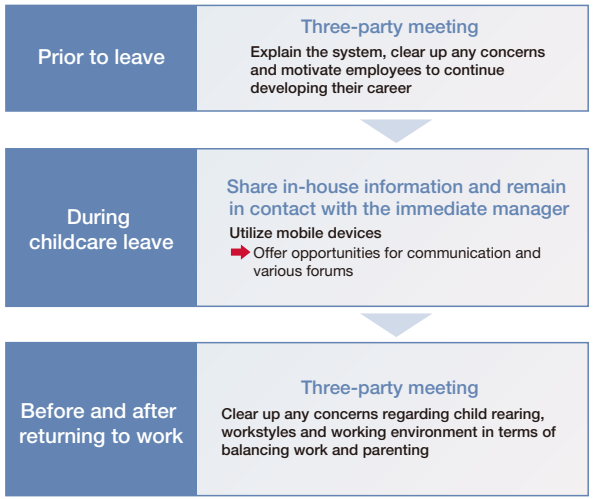
Promoting the Work-Life Balance

Balancing Work with Childcare

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

One of these programs is the docomo Smile Relay, which aims to enable women returning from childcare leave to develop successful careers by helping them maintain contact with the workplace while on childcare leave. It also supports them in continuing their careers after they return. In addition to holding three-party meetings between the employee, her immediate manager and the Diversity Development Office, we provide support for maintaining 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 period on childcare leave and immediately before and after returning to work.

Docomo Smile Relay



Family Day

Since 2010, DOCOMO has been holding Family Day, when family members of employees visit the Company as part of an effort to strengthen their relationship with the workplace by reconfirming a sense of mutual gratitude felt among the employees, their relatives and coworkers. Every year during summer vacation, the family members of DOCOMO Group employees are invited to Family Day. This includes visits to workplaces as well as an area that offers firsthand experiences of DOCOMO products and projects, smartphones and mobile phone safety classes, and tours of showrooms, mobile base stations, R&D facilities and other areas of interest. The event has not only instilled a deeper understanding among family members of the work being done at DOCOMO; it has also promoted the balancing of work with parenting. Moreover, it has significantly benefited efforts to create a comfortable workplace environment through direct communication between employee supervisors, colleagues and family members. In fiscal 2019, we added an element of understanding diverse work styles to the event and called it "NEO Family Day" to provide an opportunity for all employees as well as families with children to enjoy learning.

On August 8 and 9, about 600 families or 1,900 people visited, marking the highest attendance ever.

Encouraging Male Participation in Childcare

To dispel preconceived ideas of gender roles and accelerate initiatives for male participation in childcare and the promotion of the work-life balance, we sought to attain our target of 50% for the ratio of men taking childcare leave and a life planning vacation (for childcare). The result for fiscal 2019 was 44.0%. Activities we offer to encourage male participation in childcare include holding diversity training for younger employees soon after they join the Company in order to nurture an awareness of their life plans including marriage, family planning and careers, and holding lunch meetings and lectures.

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 promote the balance of work and nursing care. We distribute information on nursing care by posting related contents on our intranet site and publish pamphlets with the aim of supporting nursing care, allowing employees to develop their knowledge in this area while encouraging a deeper understanding across the entire workplace and thereby helping to enhance the workstyles of employees who provide care for family members.

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 fiscal 2019, to enhance employee health, we introduced benefits for optional examinations added to a complete medical checkup to subsidize the cost of optional examinations, and the best doctor referral and medical policy proposal (M3PSP), which offers optimal medical care to employees and their families. In addition, we hold seminars and training programs for employees to support their life plans.

	content	FY2019 Results
Life Planning Seminar	Life planning seminars are held for new hires and employees nearing retirement. They provide information on the various benefits we offer and help employees plan for life after retirement.	3 seminars with 567 participants
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.	Used by 215 people

In April 2018, we partnered with company-sponsored nurseries to support employees who return to work early from maternity and childcare leave and to provide a rewarding workplace where they can continue working without missing opportunities to grow.

Systems that Support Versatile Workstyles

As a major aspect of our diversity management, we are seeking to offer more options in working styles in response to the shift to increasingly diverse lifestyles. By introducing programs such as personalized shifts (sliding working hours), regular work hours augmented by early morning shifts (priority work), a flex-time system, and working from home, we have created a working environment where employees can choose from a broad range of options.

In fiscal 2017, we implemented the Selective Course Personnel System, which allows employees to choose their own workstyles, such as limiting the regions to which they can be transferred. The working environment at DOCOMO has been improved so that diverse human resources can demonstrate their individuality and abilities to grow and play an active part in their line of work.

Promoting the Work-Life Balance

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

In future, we intend to further promote the work-life balance by seeking further enhancements to our system in order to allow employees to choose their workstyles from a wider range of options so that they can make full use of the limited time available to each of them.

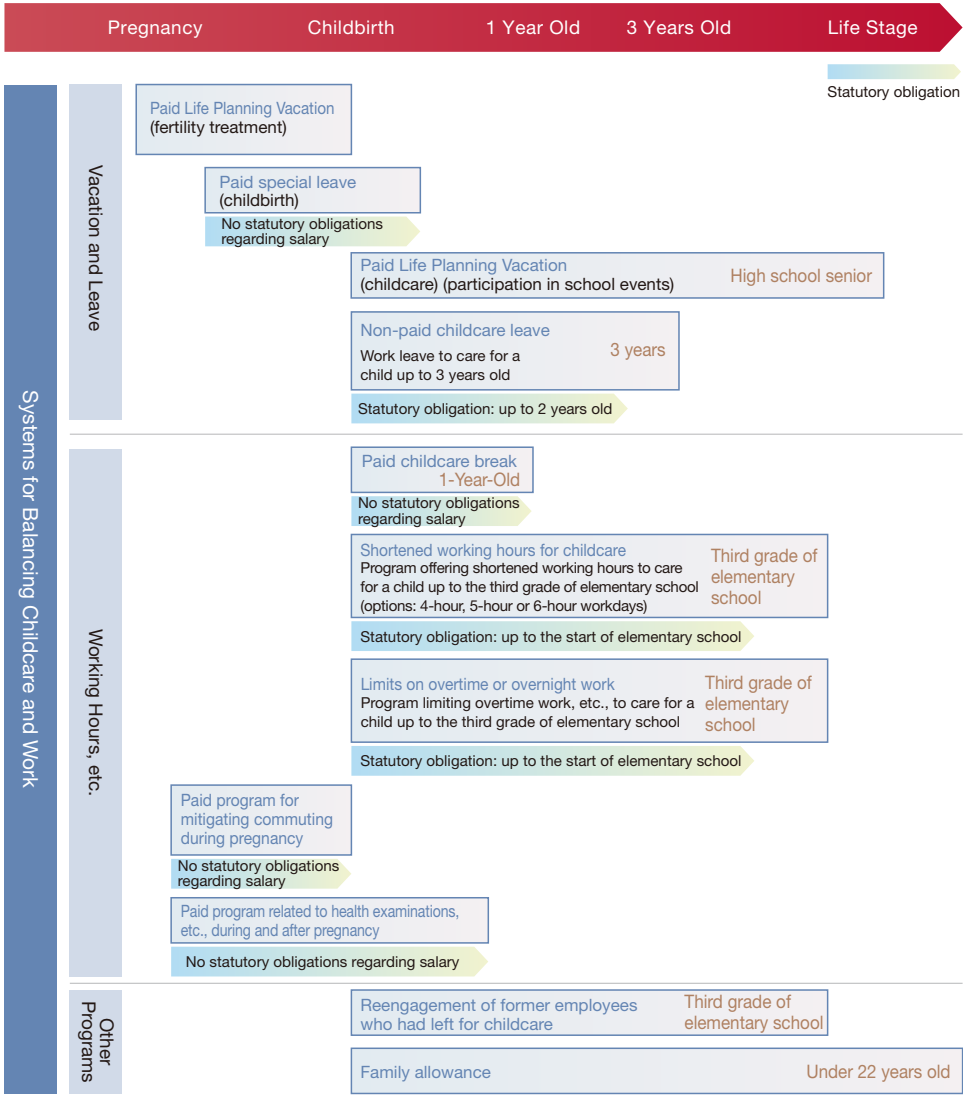
Normalizing Working Hours

DOCOMO has adopted practices such as working from home, setting up satellite offices and applying a flex-time system at more organizations in order to increase work productivity and realize more flexible workstyles that meet the lifestyle of each employee. In addition, by reviewing the cross-organizational operation system and work processes, in fiscal 2019, all DOCOMO Group companies attained the labor-management target set in 2003 for two consecutive years, which aimed to achieve total annual working hours in the range of 1,800 to 1,900 hours. We regularly share information regarding total annual working hours between organizations in an attempt to create awareness of workstyle reform. Furthermore, we regularly hold meetings between labor and management attended by directors and other top management so that they can grasp the actual conditions of employee working hours and exchange ideas. These meetings will help us with our ongoing effort to normalize working hours from the perspective of improving productivity.

In addition, to prevent the spread of COVID-19, all employees, except those who must work at the offices of designated public institutions, have utilized work-style reform measures such as working from home and staggered commuting.

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
Working from home Program		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, Fiscal 2019)

	Male Employees	Female Employees	Total
Paid vacation days			
Average number of paid vacation days taken	19.8	17.0	18.7
Average percentage of paid vacation days taken*	98.8%	85.0%	92.3%
Maternity and childcare leave			
Maternity leave	144	277	421
Childcare leave	68	597	665
Shortened working hours for childcare	13	850	863
Sliding working hours for childcare	15	126	141
Nursing care			
Nursing care leave	11	12	23
Short-term leave for nursing care	26	29	55
Shortened working hours for nursing care	8	8	16
Sliding working hours for nursing care	1	4	5
Life Planning Vacation			
Childcare	733	362	1,095
Nursing care	990	189	1,179
Volunteering activities	213	31	244
Rehiring program			
Rehired after childcare leave	0	0	0
Rehired after transferring	0	2	2
Rehired after nursing care leave	0	0	0

* 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 Employees
Flex-time system	Approx. 7,600
Shortened working hours for childcare	247
Working from Home Program	7,898

Transition from Fixed-Term to Permanent Employment

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

About 4,400 employees became area-limited permanent employees in the six years from fiscal 2014 to fiscal 2019.

Rehiring Program for Former Employees

Employees have left the Company as a result of a partner's transfer to another location or their own desire to focus on caring for children. Many of these former employees would like to return to DOCOMO. A rehiring program for former employees was created to accommodate this desire and effectively utilize the skills and experience previously gained on the job.

The program is open to former employees who have worked for at least three years and left the Company after March 31, 2010 because their partner was transferred or accepted a new position elsewhere, they relocated after getting married, or they wanted to concentrate on caring for children. Two former employees were rehired under the program in fiscal 2019.

Reemployment Program for Post-Retirement Age Workers

DOCOMO's continued employment scheme is to rehire employees over 60 years old and who have reached the mandatory retirement age. The scheme enables these older employees to continue using their extensive experience and polished skills for the benefit of the Company and society.

Employees who declare their intent to be reemployed at their mandatory retirement age can work until age 65. Under the program, we reemployed 89 of the 103 employees who retired in fiscal 2019.

Pension Plan

DOCOMO maintains two corporate pension plans: the NTT Employee Pension Fund and a defined contribution corporate pension plan.

The NTT Employee Pension Fund is a defined benefit plan and a life annuity resourced by a premium contributed by labor and management.

We adopted the defined contribution pension plan in April 2014 in view of changes in the public pension program that serves as the pillar of post-retirement income, including raising the age at which pension payments begin. In addition, the increasingly diverse lifestyles of employees require a pension plan that can flexibly respond to their postretirement income needs. We have also sought to minimize the impact of fund management performance on pension financing to ensure a stable, long-term corporate pension program. Following the introduction of the defined contribution pension plan, funds for April 2014 and after, under the former defined benefit type, contract-based corporate pension plan, were transferred to the defined contribution plan.

Health and Productivity Management

Philosophy and Basic Policies

In light of changes in the environment such as the extension of employment until age 65, DOCOMO recognizes the necessity of improving the working environment to maintain a workplace in which employees can work in good health and demonstrate high productivity from when they join the Company until they retire. As such, we expand the scope of our health and productivity management, that is, management to maintain and promote health, to include "prevention" in its current policy of early detection and early treatment of disease.

Our initiatives focus on nurturing health awareness and improving health literacy to maintain and promote mental and physical wellbeing as well as preventative measures such as mental healthcare.

Health and Productivity Management Promotion System

We operate the Health and Productivity Management Work Group, a cross-organizational system to examine and realize the following health-related measures.

Roles of Health and Productivity Management Working Group

- Work as a company to enhance employee health and vigor to increase productivity (Increasing Company profit)
- Address the social issue of increasing healthcare expenditures as a company (Promotion of collaborative health management by insurer and company)
- Widely present and provide advanced examples of ICT-based medical treatment and insurance (Expanding the healthcare business domain)

We will ensure employee mental and physical health and work to increase their enthusiasm and productivity by encouraging employees to develop an even higher level of awareness on health issues, publishing a "Health White Paper," setting targets for promoting health and productivity management such as KPIs, and monitoring progress on target attainment.

Action Plan for the Health and Productivity Management Group

		FY2019 Initiatives	FY2020 Action Plan
Physical Healthcare	(1) Specified healthcare guidance	Conduct remote specified healthcare guidance using ICT at the full scale	Conduct remote specified healthcare guidance using ICT nationwide
		Provide specified healthcare guidance Strict management of employee medical examinations	Provide specified healthcare guidance Strict management of employee medical examinations
	(2) Measures against secondhand smoking	Implement no smoking time by enforcing No Smoking Week on a trial basis	Hold a quit smoking seminar
			Designate a no smoking day
	(3) Measures against lifestyle-related disease	Hold the Let's Walk Campaign	Hold the Let's Walk Campaign
		Hold the Women's Health Seminar	Hold the Lifestyle Improvement Seminar
			Hold the Women's Health Seminar
Mental Healthcare		Conduct a stress check for all employees	Conduct a stress check for all employees
		Mental health self-care training for all employees	• Mental health self-care web-based training for all employees • Mental health line care web-based training for all managers
		Mental health seminars for new general managers	Distribute EAP referral cards for transferred personnel
			Mental health training for new general managers
		Test on mental health management for general managers	Test on mental health management for general managers
Other Initiatives		• Increase the age range for a core medical checkup and a core brain scan • Increase the age range for cervical cancer screening • Introduce a subsidy for an optional checkup in DOCOMO's benefit system	Receive Recognition for Excellence in Health and Productivity Management 2021
		Publish a Health White Paper	Publish a Health White Paper
		Increase the number of registrants to Health Portal Navi	• Conduct a trial of genome medical examination • Introduce M3PSP

Mental Healthcare

We provide preventive care based on the "Four Cares" guidelines* proposed by the Ministry of Health, Labour and Welfare. Principal mental healthcare approaches include selfcare, in which employees perform stress checks; "line care," which consists of various training programs for managers; and care by in-house industrial healthcare staff and related staff. For this final type of care, workplace monitoring and physical exams form a foundation after which follow-ups and interviews, and interviews and guidance sessions are conducted for those working long hours. Also, we have set up an external counseling desk as care provided through services of external Employee Assistance Programs (EAPs). In 2013 we unified our EAP Service to provide the same service to all DOCOMO Group employees in Japan.

In addition to conducting stress checks to promote selfcare by employees, we conduct a group analysis of the results to determine the status of stress in each organization and its causes. The information is relayed to each organization as feedback to be used for improvements in the workplace environment by implementing necessary training and measures. The content and results of the stress checks are handled on a strictly confidential basis to protect employee privacy.

Also, we monitor changes in the number of employees taking leave to deal with mental health issues. In fiscal 2019, the total number of employees in the DOCOMO Group who took leave was 286.

* Guidelines for Promoting Mental Healthcare in Enterprises

Guidelines for Promoting Mental Healthcare in Enterprises by the Ministry of Health, Labour and Welfare (in Japanese only)

Number of Employees on Leave for Mental Health Reasons (DOCOMO Group)

	FY2016	FY2017	FY2018	FY2019
Employees on leave	185	207	262	286

Improving Employee Health

DOCOMO provides regular physical examinations annually for all employees in compliance with Japan's Industrial Safety and Health Act. For employees who have reached a certain age, we provide physical examinations that cover additional checkpoints beyond those legally mandated commensurate with their respective stage in life as well as brain scans. Employees who want a more detailed examination can undergo a complete medical examination partially subsidized by the Company. Industrial healthcare staff provides healthcare guidance with specific detail based on the results of physical examinations, in collaboration with the health insurance association. Furthermore, DOCOMO has been publishing Health White Paper annually since fiscal 2017 with the aim of visualizing the status of its initiatives on health management and the working conditions and health of employees toward considering various measures for improvement.

In addition, to comply with the Health Promotion Act, which was revised in April 2020, we completed our improvements of the environment of all smoking rooms in our head office.

We are also strengthening our initiative to reduce the smoking rate by implementing a monthly No Smoking Day. In 2019 we also implemented No Smoking Time.

We implement the Let's Walk Campaign to promote the wellbeing of DOCOMO Group employees and docomo Shop staff. The campaign utilizes the healthcare services offered by DOCOMO Healthcare, and employees can deepen their understanding of these services while enjoying participation in the competition. Each workplace implement own promotional plan, thereby boosting their internal communication. About 27,000 employees joined the campaign in fiscal 2019, and approximately 40% of them achieved 5,000 steps a day for 40 days or longer. The top place went to the team that walked an average of 25,000 steps a day.

Poster for the Let's Walk Campaign 2019

In May 2019, we began encouraging healthy behavior related to the conditions in which employees work. We utilized d-healthcare and AI, both of which allowed for stronger efforts to improve employee health.

Moreover, in response to COVID-19, we installed contact-free thermometers in call centers and took other measures for the stringent management of employee health.

Initiatives for Health, Safety and Wellbeing

Information on Mental Health

We conduct stress checks to each employee and give feedback on the results of the organizational analysis to the relevant organization to be used for improving the working environment. Moreover, we share information on overtime with the organization and employees and also hold interviews with employees who work long hours where necessary. We also share information on the current use of flextime and work from- home programs so that diverse human resources can maintain and improve their mental and physical wellbeing. From the standpoint of creating a working environment in which employees can raise their motivation and vigor and continuously develop their careers, we are reviewing our work regulations to offer greater options that meet diverse workstyles and lifestyles.

Mental Health Seminars

We provide mental health seminars for all employees through web-based training and 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. Consultations on health issues with industrial physicians and public health nurses, an EAP-based counseling service, and other follow-up actions are conducted in addition to seminars.

Healthy Workplace Environment

Ergonomic working environment

Sections of our offices are barrier-free. We measure indoor air quality and conduct workplace inspections by industrial physicians. Also, we have established the Health Management Rules and bylaws that comply with Japan’s Industrial Safety and Health Law.

Lighting

With cooperation from the building management company, we measure the intensity of illumination together when measuring the air environment. The air environment is measured once every two months, both in the morning and in the afternoon. When the results exceed the limit, we investigate the cause and make improvements.

Noise

With respect to noise caused by construction, any work involving noise levels that exceed the 80-decibel limit, as stipulated by regulations on designated construction work, are conducted on holidays or at night.

Indoor air quality

With cooperation from the building management company, we measure airflow, carbon dioxide, carbon monoxide and airborne dust together when measuring the air environment. The air environment is measured once every two months, both in the morning and in the afternoon. When the results exceed the limit, we investigate the cause and make improvements.

Example of an initiative

If the measured amount of carbon dioxide exceeds 1,000 ppm, we collaborate with the building management company to take measures such as resetting the air conditioning to increase ventilation. In addition, when the amount of airborne dust, carbon monoxide or airflow exceeds the limit, we make improvements by resetting the air conditioning, adjusting the output from the vent and taking other actions.

Temperature and humidity

We collaborate with the building management company to measure the temperature and relative humidity when we measure the air environment (air environment measured once every two months, once each in the morning and afternoon). In case the results exceed the limit, we investigate the causes and make improvements.

Example of an initiative

If the level of indoor humidity declines, we make adjustments such as changing the humidity settings to appropriate levels.

Health and Nutrition

We offer periodic health checkups to all employees and a comprehensive health checkup if requested by an employee. Special health checkups equivalent to comprehensive examinations are provided to employees at 30, 35, 40, 45, 50, and 55 years of age.

- DOCOMO manages employee health from business management standpoint and was certified “White 500” Recognition for Excellence in Health and Productivity Management 2019 for three consecutive years.
- We support the purchase of devices for health and fitness such as move bands and body composition monitors.

Flextime Program

We introduced a flextime program to promote flexible workstyles in which employees can choose their daily work hours.

Working from Home Program

We promote flexible and varied workstyles that are not restricted by location or time.

Childcare Facilities and Allowances

We provide programs for supporting the lives of employees, such as family allowances and subsidies for hiring babysitters.

Women’s Paid Leave for Childbirth and Childcare (above the Stipulated Limit)

We provide a program in which employees can reserve their unused paid leave as Life Planning Vacations that can be taken for childcare and school events or when a partner gives birth. We also offer special maternity leave for six weeks prior to and eight weeks after childbirth.

Men’s Paid Leave for Childbirth and Childcare (above the Stipulated Limit)

We provide a program in which employees can reserve their unused paid leave as Life Planning Vacations that can be taken for childcare, school events or when a partner gives birth.

Efforts to Prevent the Spread of COVID-19

We are making efforts to prevent COVID-19 infection while prioritizing the health and safety of our employees and their families. Our employees are required to manage their health not only through self-management but also through daily communication with their superiors. In this way superiors can keep up with their subordinates’ health and take appropriate measures such as recommending healthcare use and taking leave for treatment.

Health and Safety in the Workplace

Basic Policies and Philosophy

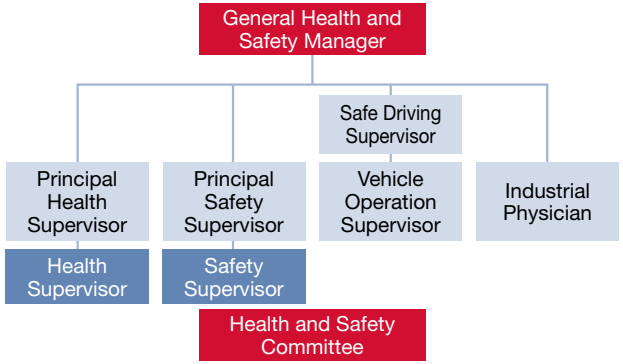
DOCOMO seeks to ensure the safety of employees and others and to facilitate implementation of its operations in accordance with its Safety Management Rules. These rules stipulate that we establish a working environment where industrial accidents are prevented, provide instructions so that employees can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

Health and Safety Management

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

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

Health and Safety Management System



Initiatives for a Healthy and Safe Workplace

Promoting Health and Safety in the Workplace

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

The DOCOMO Group is involved in construction work related to network facility maintenance that is done in high places. Consequently, we conduct operations in compliance with prevailing laws and safety regulations, and we implement safety measures in accordance with the DOCOMO Safety Manual for Construction Work, which are also extended to our business partners. We instruct workers to remain fully alert during assembly and disassembly of scaffolding, and when working on steel pillars, steel towers and rooftops. We also discuss Hiyari-Hatto (close call) incidents, consider countermeasures and record data to alert employees of workplace hazards and dangerous actions.

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

For DOCOMO safety is always the top priority. Our system for preventing work-related accidents and injuries includes the Health and Safety Committees at each business office as well as the DOCOMO Safety Council and DOCOMO Safety Committee at the headquarters.

Overview of the Health and Safety Committees

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

Overview of the DOCOMO Safety Council and DOCOMO Safety Committee

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

Consideration for Employee Health Risk upon Starting New Business

When we launch a new business, we hold talks between labor and management to discuss job details and determine the appropriate number of personnel to be assigned to avoid any health risk to employees.

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

Safety Management in Maintenance Work for Base Stations

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

In fiscal 2019, there were four serious industrial accidents. In response to the occurrence of such accidents, we investigated and analyzed each set of circumstances, and optimal measures for preventing the recurrence have been formulated and implemented.

Following the revision of Japan's Industrial Safety and Health Act, we considered and created fall prevention equipment in compliance with the new standard with a partner company and manufacturer. We will continue to deploy these in order to ensure greater safety for our workers.

Safety Management within the Group

- Hold the DOCOMO Safety Training program for all DOCOMO Group employees across Japan to enhance safety management skills
  - —Build knowledge of hazard prediction exercises, relevant laws and regulations, aerial work exercises, and vehicle features
- Conduct skill development training with telecom construction firms
  - —Strive to raise the level of response at the worksite in view of past accidents involving special vehicles and aerial work

Safety Management of External Telecom Construction Firms

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

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

	FY2016	FY2017	FY2018	FY2019
Serious industrial accidents	4	3	3	4

Labor Relations

Labor Relations in the DOCOMO Group (Japan)

DOCOMO ensures workers' freedom of association and the right to collective bargaining. Labor and management cooperate to continually improve the workplace and have established different committees that meet several times a year to discuss issues raised by labor and management. In terms of the labor-management relationship, we believe that (1) labor and management should have equal footing, in principle, and their relationship should be based on the principle of self-governance in order for it to be built independently and responsibly, and be founded upon trust, and (2) focus on discussion and strive to resolve matters by gaining a mutual understanding and consent. Any conclusion achieved by labor and management on a particular matter should be respected by both groups. Union membership of the 13 DOCOMO companies in Japan 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.)

Reference: All NTT Workers Union of Japan, Docomo Headquarter

Human Resources Data

Employee Data (DOCOMO)

	FY2017			FY2018			FY2019		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees (excluding loaned employees) *1	6,065	1,702	7,767	6,118	1,766	7,884	6,206	1,894	8,100
Of the above, number of foreign nationals*1	49	46	95	47	47	94	49	39	88
Employees									
Average age*1	41.1	37.3	40.2	41.0	37.5	40.2	40.9	37.5	40.1
Average years of continued service (excluding persons seconded to DOCOMO) *1	18.1	14.6	17.3	17.9	14.7	17.2	17.6	14.5	16.9
Average salary (yen)*2	—	—	8,737,000	—	—	8,720,000	—	—	8,704,000
Average total annual hours worked	1,874.4	1,766.7	1,849.3	1,868.0	1,717.4	1,827.8	1,848.3	1,722.4	1,812.6
Average overtime hours worked	237.6	153.1	217.8	233.8	159.8	215.4	240.2	172.5	220.4
Employment									
Number of people hired	192	109	301	272	127	399	398	169	567
Recent college graduates	154	91	245	226	110	336	275	146	421
Of the above, number of foreign nationals	7	4	11	3	3	6	2	3	5
Number of mid-career hires	38	18	56	46	17	63	123	23	146
Of the above, number of people reengaged	1	4	5	0	3	3	0	2	2
Turnover									
Number of job leavers (only for voluntary termination)	150	36	186	126	40	166	158	36	194
Turnover rate (only for voluntary termination)	—	—	1.37%	—	—	1.20%	—	—	1.42%

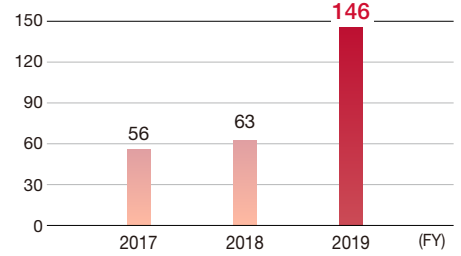
*1 As of the end of each fiscal year.
*2 Ratio of average salary to regional minimum wage is 4.5:1. (The regional minimum wage is calculated as follows: 1,013 yen/hour (minimum wage for Tokyo) × 7.5 hours × 21 days × 12 months = 1,914,570 yen.) Since DOCOMO bases its compensation on employee qualifications and rank, amounts of salaries and bonuses do not differ between males and females or by region if employees are at the same level of qualifications or rank.

Starting Salaries (DOCOMO)

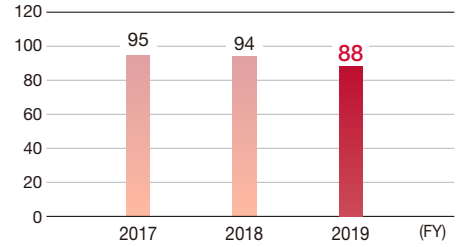
	Monthly Salary (Yen)	Difference from Minimum Wage*2
Junior University Graduate	192,510	120.7%
Technical College Graduate	195,060	122.3%
University Graduate	219,000	137.3%
Graduate with an M.A.	241,060	151.1%
Graduate with a Ph.D.	291,100	182.5%

(as of April 1, 2020)

Number of Mid-Career Hires (DOCOMO)



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



10 Human Rights

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

NTT Group's Human Rights Charter

As a corporate group expanding its business globally, the NTT Group believes that respect for human rights is a key corporate social responsibility. We therefore believe that due consideration must be given to human rights and that human rights management must be strengthened for everyone involved in the NTT Group value chain. In 2014, we established the NTT Group Human Rights Charter to confirm those principles. The charter defines the human rights to be respected as those that are "internationally recognized" and states that the minimum standards for compliance are stipulated by the Universal Declaration of Human Rights, the International Bill of Human Rights , and the International Labor Organization's (ILO's) eight Core Conventions of the ILO Declaration on Fundamental Principles and Rights at Work. In addition, we have incorporated the ideals from the United Nations Guiding Principles on Business and Human Rights and ISO 26000 as the means for managing respect for human rights.

NTT Group's Human Rights Charter

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

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

*1 "We" means the NTT Group and its officers and employees.
*2 "Internationally recognized human rights" refers to the declarations and rules considered to be the minimum standards that warrant international protection, and specifically include the following.
United Nations:
The Universal Declaration of Human Rights and the Two Covenants on Human Rights
- Universal Declaration of Human Rights (adopted by the U.N. General Assembly in 1948)
- "International Covenant on Economic, Social and Cultural Rights" and "International Covenant on Civil and Political Rights" (adopted by the U.N. General Assembly in 1966; came into effect in 1976)

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

NTT DOCOMO Group's Basic Policies on Human Rights

Basic Policies and Philosophy

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

NTT DOCOMO Group's Basic Policies on Human Rights

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

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

Human Rights Due Diligence

In accordance with the NTT Group Human Rights Charter, the NTT Group established its due diligence process for human rights, which it has been steadily implementing.

From December to January of fiscal 2019, we conducted a second in-house management survey, after conducting the first in fiscal 2016, to reaffirm our stance on potential human rights issues.

Human Rights Due Diligence Processes (NTT Group)

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

In addition, using the results of past internal surveys, the NTT Group has been conducting risk assessments through a specialized external institution. In fiscal 2017, we conducted a potential human rights impact assessment and identified key human rights issues. In fiscal 2019, we conducted a management survey to reconfirm that the priority issues were closely aligned with impact assessment results. Going forward, we will continue to strengthen our management system to enhance due diligence across the NTT Group.

As for our tier-1 suppliers, each year we assess them in regard to their sustainability risks, including human rights based on the NTT Group's Supply Chain CSR Promotion Check Sheet. The check sheet enables us to monitor violations of workers' freedom of association and right to collective bargaining as well as child labor and forced labor. If an area of high risk is identified by the Check Sheet, DOCOMO dispatches staff to the supplier to confirm the situation on-site and responds with actions that include working together with the supplier on corrective measures. As a result of assessment by the NTT Group CSR Promotion Check Sheet, no high risk related to human rights was found among any of our suppliers in fiscal 2019.

With respect to joint ventures (equity method affiliates) not under our control, DOCOMO has created another check sheet as a simplified version of the NTT Group's human rights management check list to identify human rights risks and check if corrective measures for such risks are being properly implemented.

Management System

We established the Human Rights Committee for the management of our human rights initiatives. Chaired by the senior executive vice president, it consists of executive vice presidents, branch general managers, the general manager of the Human Resources Management Department, general manager of the Legal Department, general manager of Public Relations Department, general manager of the Corporate Social Responsibility Department, and Audit and Supervisory Committee members. The chairperson presides over the committee and is responsible for formulating and revising basic policies for promoting human rights awareness and taking action.

Establishment of the Corporate Human Rights Committee

The Corporate Human Rights Committee is a Companywide organization that promotes human rights awareness and handles the formulation and management of human rights training as well as training measures and plans. Compliance promotion managers and risk compliance leaders, who are in charge of human rights management in the workplace, are also designated at the unit level for activities rooted in respective workplaces.

Monitoring Human Rights Activities

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

In recent years, there has been increased demand, mainly

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

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

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

Freedom of Expression and Protection of Privacy

DOCOMO gives careful consideration to protecting the freedom of expression and privacy rights of people communicating via the Internet, social media and digital communication devices, which are ICT industry specific issues that have been gaining more recognition by most telecommunications carriers in Europe and the U.S. With reference to the Principles of Freedom of Expression and Privacy established in 2013 by the Global Network Initiative, a global network of telecommunications companies, we take a stance to fulfill our own responsibility to respect and protect the freedom of expression and privacy of our users. This includes protecting the globally recognized rights of our users, even in situations where we need to provide customer information under special circumstances, such as a matter of national security requested by the government. In particular, the Children's Rights and Business Principles calls for protecting children's rights in the areas of developing and offering products and services or in marketing or advertising activities. At DOCOMO, we provide the "Kids'" phones and filtering service (» P.102) as well as the "Smartphones and Mobile Phones Safety Class" (» P.149) 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.109).

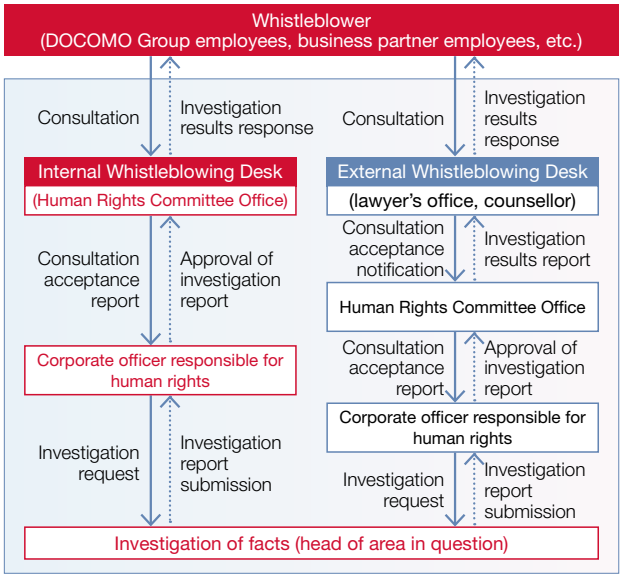
Principles on Freedom of Expression and Privacy

Whistleblowing Desk for Human Rights and Harassment

DOCOMO has established points of contact inside and outside Company channels for all employees, including temporary employees and employees of business partners to consult with when they have problems or concerns related to human rights or harassment. These whistleblowing desks protect the privacy of the employees who consult with them and provide protection for whistleblowers while taking appropriate steps to resolve problems and concerns. Employees can also consult the point of contact outside Company channels, which is manned by counselors affiliated with an outside, specialized organization so as to ensure an environment where employees can have complete peace of mind and know that they will not receive any disadvantageous treatment as a result of engaging in consultation or whistleblowing.

There were 22 violations in fiscal 2019, of which 20 were associated with harassment and 2 with other human rights violations.

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 such a violation, the restoration process includes separation from the violator and prohibition of retaliation.

Initiatives on Human Rights Practice

Human Rights Message from Top Management

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

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

Human Rights Awareness Training

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

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

Human Rights Awareness with Suppliers

We apply the NTT DOCOMO Guidelines for CSR in Supply Chain and encourage suppliers to actively engage in CSR. The guidelines include a policy on human rights to promote human rights awareness for everyone involved in DOCOMO's business including its supply chain.

NTT DOCOMO Guidelines for CSR in Supply Chain

Human Rights Awareness Activities

We solicit human rights slogans and poster ideas from employees and give awards to exceptional entries in conjunction with Human Rights Week every year. In fiscal 2019, we received 23,204 entries for the slogans and 110 entries for the posters. In addition, we utilize an internal Company website to regularly publish an e-mail magazine on human rights, as a tool for raising the awareness of all employees.

Participation in the Industrial Federation for Human Rights, Tokyo

DOCOMO participates in the Industrial Federation for Human Rights, Tokyo, a voluntary organization comprising Tokyo based corporations. We attend training sessions, such as human rights awareness training for top management, presentations for group study, and training for employees in charge of human rights awareness. At the same time, we engage in activities to enlighten the public and expand human rights networks. The federation promotes human rights awareness activities in other regions as well, and it convenes national conferences of the nationwide federation of corporations to battle discrimination against groups that have traditionally been targeted in Japan and also exchanges information.

As part of our initiative to cooperate with external organizations and groups, we engage in a wide range of initiatives through interaction and collaboration with government agencies, business organizations and civil rights movements involved in a broad spectrum of human rights issues and also participate in training provided by various other groups.

11 Supply Chain

Innovative Responsible

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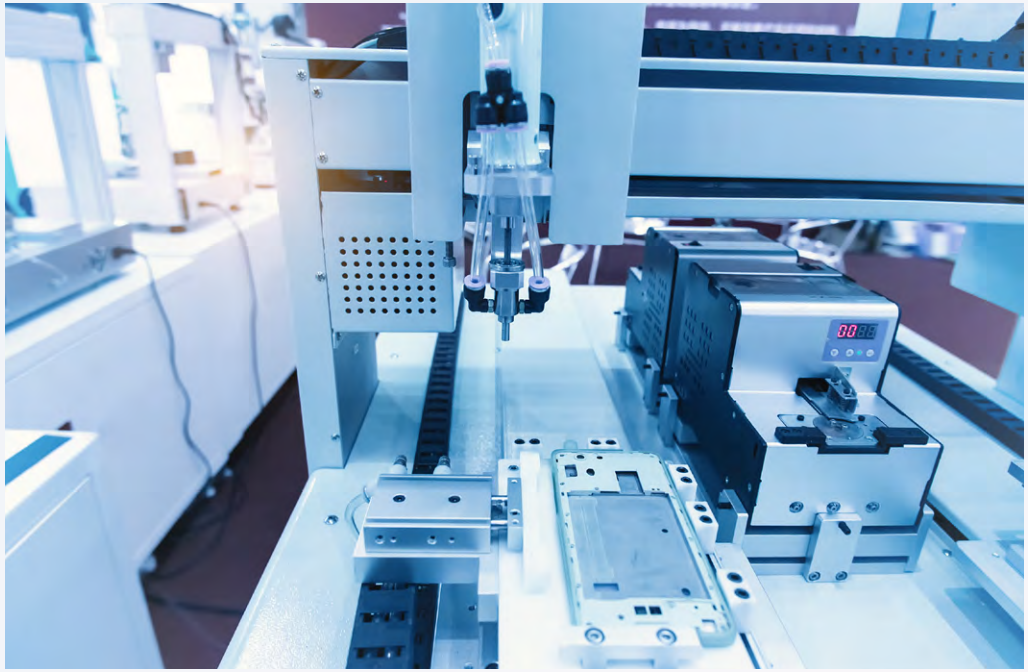
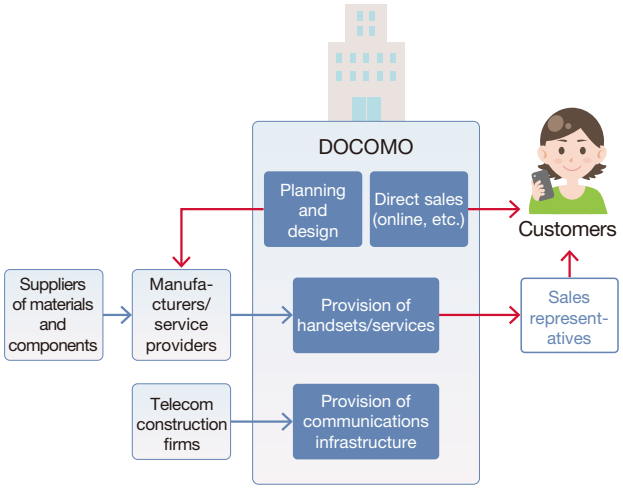


We value our relationship with other businesses that are important partners in our operations, and we strive to maintain fair transactions and undertake CSR procurement in view of our responsibilities to society.

DOCOMO's Supply Chain

Relationships with other businesses are important for our ongoing operations.

DOCOMO's business model is sustained by business partners, including suppliers and construction firms related to telecommunications facilities and equipment, communication device manufacturers and sales representatives such as docomo Shops. We effectively manages our supply chain throughout our business, including suppliers.



Relationship with Suppliers

Basic Policies and Philosophy

DOCOMO conducts procurement under the following policies.

NTT DOCOMO's Basic Procurement Policies

1. DOCOMO will strive to provide competitive opportunities with fairness to both domestic and foreign suppliers, and to build mutual trust and understanding.
2. DOCOMO will conduct economically rational procurement of competitive goods and services that meet its business needs, deciding on suppliers based on quality, price, delivery times and stable supply in a comprehensive manner.
3. DOCOMO will conduct procurement in a manner that follows laws and regulations as well as social norms, and takes the environment, human rights and other issues into account, to contribute to society.

CSR Procurement

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

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

In January 2018, we revised the NTT DOCOMO Guidelines for Green Procurement, which we apply for CSR procurement. They now include new provisions concerning the reduction of environmental impact and approaches to the upstream supply chain in terms of integrating environmental considerations into business activities.

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

Implementation of the Guidelines and Monitoring System

Within its wide supply chain, DOCOMO regards the network facilities and mobile phone companies that supply a sizable quantity of products or mission-critical products as tier-one suppliers, and it views them as particularly important to its sustainable supply chain management. We request that these suppliers submit an NTT Group CSR Promotion Check Sheet (a self-assessment questionnaire) to confirm the status of their

compliance with the guidelines. In fiscal 2019, we received responses from 48 companies, accounting for 100% of all tire-one suppliers. The checklist contains up to 140 items in the seven areas related to CSR: human rights and labor, occupational health and safety, the environment, fair trade and ethics, product quality and safety, information security, and contribution to society.

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

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

Green Procurement Survey Sheets

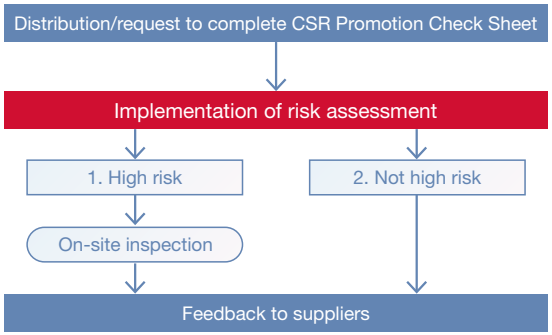
Supply Chain Risk Assessment

Risk assessment of our suppliers is performed in two steps. First, we request that each supplier complete and submit an NTT Group CSR Promotion Check Sheet. If any supplier reports a high-risk factor based on the contents of the survey, we dispatch staff to the supplier to assess the situation and take the necessary measures, such as formulating a corrective action plan together with the supplier. In fiscal 2019, the results of the CSR Promotion Check Sheet indicated that no suppliers were at the level of high risk in terms of CSR. Also, we provide feedback to each supplier on the content of the check sheet without revealing the company name and conduct regular training for procurement staff toward ensuring that CSR actions are being taken.

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

Number of high-risk suppliers in relation to CSR in fiscal 2019 **0**

Supplier Risk Assessment Process



Participation in External Organizations

DOCOMO has participated in the activities of the Global Compact Network Japan as a partner company in fiscal 2017 and 2018. We also took part in the Supply Chain Subcommittee in both years to discuss and exchange opinions on solving supply chain issues with other participating companies.

Conflict Minerals

Some of the minerals produced in the Democratic Republic of the Congo and other areas subject to ongoing conflict are believed to be funding inhuman activities by armed groups and thereby extending conflict or are thought to be otherwise implicated in human rights violations. The U.S. government requires companies publicly listed in the U.S.*1 to make disclosures regarding their usage of conflict minerals*2 produced in the Democratic Republic of the Congo or neighboring countries.

In order to meet its procurement-related social responsibilities, the DOCOMO Group works with its suppliers to ensure supply chain transparency and advances initiatives aimed at preventing the use of conflict minerals that would fund the activities of armed groups.

As in the previous year, in fiscal 2019 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. We therefore conduct web training on seven areas related to CSR for all employees. Moreover, we encourage employees to become Certified Procurement Professionals (CPP)* as a means of enhancing their procurement and purchasing skills.

* Qualification for gauging the level of knowledge required in materials procurement operations

Communication with Suppliers

DOCOMO endeavors to establish better partnerships with suppliers through exchanges of requests and proposals.

When we make on-site visits to verify a supplier's response to the NTT Group CSR Promotion Check Sheet or to select new suppliers, we conduct an assessment in accordance with a factory checklist while also checking the status of their BCP.

As in the previous year, we held a Business Partner Kickoff gathering in fiscal 2019 with 170 participants from 56 companies involved in DOCOMO's businesses, including 33 major suppliers, 12 telecom construction firms and 11 NTT Group companies. At these meetings, we explain the business environment surrounding DOCOMO and exchange views with the participants to ensure the continuing stable supply of competitive high-quality products.

Relationship with Telecom Construction Firms

Basic Policies and Philosophy

DOCOMO offers its services through telecommunications facilities mostly built by telecom construction firms. DOCOMO maintains a communications infrastructure to respond closely to customer needs based on proper contracts with the 12 telecom construction firms we work with as partners.

Specifically, we sign contracts covering the entire process from design to construction undertaken by the telecom construction firms in accordance with the Construction Business Act. In addition, DOCOMO designates its own standards and assigns supervisors to secure its management system for preventing accidents involving personal injury or death and for ensuring the quality of the communications we require. Since telecom construction often involves aerial work, we conduct rigorous assessments, particularly of safety, and visit construction sites for safety inspections. Furthermore, we present certificates of gratitude to telecom construction firms that have operated without accidents throughout the year.

DOCOMO maintains good relationships with partner companies by creating regular opportunities for mutual communication, including briefing sessions on our policies, kickoff meetings and presentations for improvement activities. Also, we seek Value Engineering Proposals on a quarterly basis and ask telecom construction firms to submit new technical proposals. Excellent proposals are presented with an award from the president.

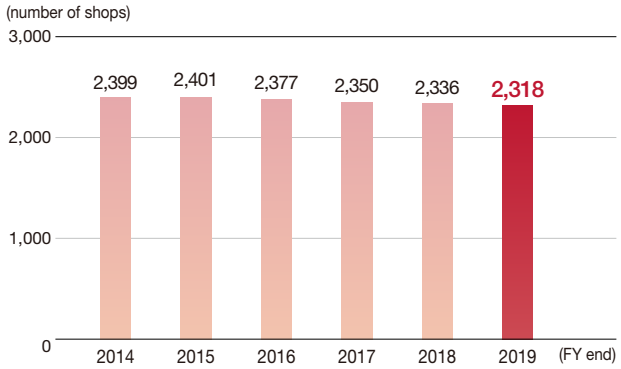
Relationship with Sales Representatives

Fair and Appropriate Agency Agreements

DOCOMO provides products and services to customers through docomo Shops, which are specialized stores that deal with the Company's products and services, and other sales representatives such as large-scale retailers.

As of the end of March 2020, there were 2,318 docomo Shops nationwide, while other shops, including large-scale retailers dealing with products and services of multiple carriers, and also dealerships for our DOCOMO products, totaled approximately 3,000. DOCOMO signs appropriate contracts, which include articles related to CSR, with its partner dealerships in order to provide shops that represent important points of contact between DOCOMO and its customers.

Number of docomo Shops



Support for docomo Shop Staff

Strengthening the Support System

docomo Shops undertook initiatives such as promoting a new style of service provision using tablets installed with a new reception system, expanding the shop visit reservation system, and assigning dedicated staff to initial settings and data transfers. As a result, we achieved our fiscal 2019 goal of reducing customer waiting time and attendance time to 65 minutes, about half of current levels. We are also strengthening the support system for staff at docomo Shops and other retail outlets to assist with paperwork and respond to customers about defects as well as the provision of services related to devices and network services that have become increasingly sophisticated. Specifically, these have been made possible by improving the functions of customer service support tools, the content of confirmation and learning video, and the capability of the call center, which is dedicated to shop staff. In fiscal 2020, we will continue these initiatives to increase customer satisfaction further.

Creating a Favorable Workplace and Providing Incentives

docomo Shop staff represents the frontline of our relationship with customers. While they are employed by the respective sales representatives, DOCOMO provides the necessary education and training as well as incentives.

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

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

Our incentives for major sales networks such as docomo Shops include support for operational systems, staff, and the acquisition of skill qualifications as well as incentives for sales activities, after-sales support and LTV. As for non-financial incentives, we offer awards for long-term employment to secure the stable employment of sales staff and organize training trips for competent sales staff as a means of promoting their motivation.

Incentives for Major Sales Networks

Support	Incentive
Support for operational systems	Ensure the stable operation of sales representatives
Support for staff	Secure the stable long-term employment of sales staff and enhance their response to customers
Support for the acquisition of skill qualifications	Promote the acquisition of skill qualifications by sales staff
Incentive for sales activities	Raise the quality of sales activities
Incentive for after-sales support	Improve the quality of response to malfunctions
LTV incentive	Promote thoughtful and scrupulous explanations to customers in order to encourage the continued use of DOCOMO services

Continuous Education and Training and Qualification System

In conjunction with the change in the market environment of the telecommunications industry, docomo Shops are seeking to become a "total life support base that will make our customers' lives more convenient, fun, and affluent." Under this concept, we revamped the skills qualification system in April 2019 for docomo Shop staff with the intention of improving the level of customer response, in addition to developing the product and service-related skills of docomo Shop staff.

Acquiring skills to deliver new value to our customers that supports comfortable lifestyles is at the heart of our training program. Adhering to this principle, we will not only review our program to accommodate new products and services but will also constantly upgrade the content to reflect requests from customers and staff for improvements connected to on-site service skills. In addition, we have organized our qualification system into categories: the Front Specialist, who is responsible for on-site operations; the Grand Meister, who presents optimal proposals that meet customer needs; the Meister, who recommends products and services to customers based on their field of interest; the Pre-Meister, who offers a friendly first response; and the Technical Advisor, who has an abundance of technical knowledge and is capable of offering prompt analysis and responses to a wide range of queries, including those related to malfunctions. Under the leadership of these qualified staff, we will strive to offer new value to customers in an effort to become the total life support base that wins their trust and affection. Over 96% of our staff are qualified in this way, with about 10% holding the top-level qualification.

Attending seminars and obtaining qualifications provide our staff with opportunities to realize personal growth. DOCOMO pays allowances linked to each qualification so that staff can increase both their skills and their salaries and thus remain highly motivated.

Customer Service Contest for docomo Shop Staff

docomo Shop staff from across Japan got together in December 2019 to demonstrate their customer service skills in the "docomo Shop Staff Customer Service Contest-Meister of the Year 2019 National Competition." Fiscal 2019 is the 11th year of the contest, which offers an opportunity for staff to

demonstrate customer service skills required in their daily operations, such as recommending the products and services that best fit the needs of each customer, in addition to an accurate knowledge of mobile phones and services.

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

Promoting Workstyle Reform at docomo Shops

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

Changing the Business Hours of docomo Shops

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

- Shorter business hours (shop closes by 7:00 PM): 98%
- docomo Shops setting one non-business day for each month: 96%
- Two-consecutive non-business days that include New Year's Day: 100%
- Taking summer vacation: 99%

Contributing to the Opening of Daycare Facilities to Support docomo Shops

To create an environment in which female staff at docomo Shops can continue working regardless of changes in their life circumstances such as child birth and child rearing, we have since April 2018 supported the opening of new daycare facilities by paying part of the initial cost.

As of the end of March 2020, female staff members accounted for approximately 55% of all staff at docomo Shops, and balancing child care and work is a serious issue for them. Opening daycare facilities is one measure we are taking to provide an environment where experienced and highly skilled female staff can continue working for a long time. Looking ahead, we will continue to support docomo Shops by helping to open daycare facilities in convenient locations and that can be used by female staff working on the weekends, holidays and at night as well, so they can smoothly return to work after child birth and work full-time.

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

Following the concept of DOCOMO Hearty Style (» P.106), we are making docomo Shops barrier-free. Specifically, we are eliminating steps at shop entrances, securing indoor spaces (wheelchair traffic lines), installing wheelchair-accessible counters and restroom facilities, designating dedicated parking spaces for people with disabilities, and taking other steps.

As of the end of March 2020, over 90% of all docomo Shops in Japan were equipped with barrier-free entrances and indoor spaces, and over 80% with barrier-free restroom facilities and dedicated parking spaces for people with disabilities.

For people with hearing impairments, we are installing sign-language support videophones to docomo Shops to assist communication between the shop staff and customers by remote video interpreting.

As of the end of March 2020, 645 docomo Shops are equipped with the videophones, while many shops also have communication boards.

The shops are also ready to help customers try out the latest models of the RakuRaku PHONE series.

In addition to making shops barrier-free and providing tools, we are working to ensure that personnel understand the concept thoroughly. One way we do this is by having all new docomo Shop staff participate in the New Shop Staff Training, which about 7,000 employees nationwide took part in during fiscal 2019.

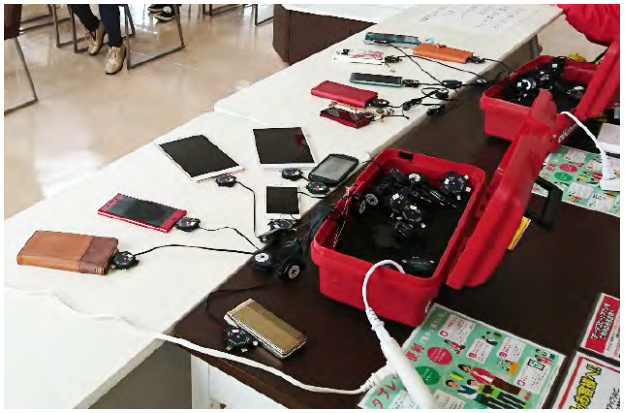
Environmental Efforts at docomo Shops

Responding to the expectations of our customers and society, we cooperate with our sales representatives to advance the eco-friendly measures of docomo Shops and promote greater infrastructure-related electricity conservation. As part of these efforts, we converted 2,318 docomo Shops throughout Japan to indoor LED lighting as of March 31, 2020.

Reinforcing Disaster Preparedness at docomo Shops

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

As a measure against disasters, we installed photovoltaic power generation systems in 245 shops as of the end of March 2020 to strengthen our system for providing free charging services in case of a power outage. We plan to install power generation systems in approximately 500 shops by the end of fiscal 2020 (DOCOMO'S disaster countermeasures: » P.094).



Free charging station

docomo Shops and Local Communities

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

Holding a Job Experience Event for Elementary School Children

As an initiative to provide children with opportunities to learn about what it is like to be a member of society through job experience, we held the Oshigoto (Job) Challenge! event for elementary school children at 696 docomo Shops across Japan during their 2019 summer vacation. This was attended by 3,868 children, all of whom were given the experience of working at a docomo Shop.

Facilitating Communication with Local Residents through docomo Smartphone classes

To bring docomo Shops closer to local residents, we are committed to providing docomo Smartphone classes with the aim to make the daily life of people, particularly senior citizens, more enjoyable and comfortable. We offer classes at all levels of the curriculum, from introductory to advanced classes, and approximately 4.8 million customers participate in a year, which is far beyond our annual goal of 1.5 million customers set for fiscal 2019. As the classes can create an opportunity for participants to talk to each other, we will continue to facilitate communication with local residents through docomo Smartphone classes at docomo Shops.

docomo Smartphone classes

12 Community Investment

Innovative Responsible

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NTT DOCOMO believes that building a sound relationship with society is essential for developing a sustainable business. As a good corporate citizen, DOCOMO contributes to realizing a prosperous and peaceful society by collaborating with diverse stakeholders to effectively address regional and social concerns.

Initiatives on Community Investments

Basic Policies and Philosophy

Policies for Community Investments

The DOCOMO Group seeks to engage with the local community in the public and private domains and actively strive to bring comfort and fulfillment to the local community.
We also strive to eliminate the negative aspects associated with smartphones and mobile phones amid the rapid development of ICT, with the aim of being a company that contributes to the sound development of society.

We will specifically center our efforts on the following five priorities areas.

DOCOMO Group's Priority Areas

1. Safety and Security
2. Nurturing the Next Generation
3. Disaster Prevention and Response
4. The Environment
5. The Local Community

Management System

We have established a system for promoting CSR, by which DOCOMO's head office sets out the basic policies and overall direction of activities and a CSR officer, assigned by each Group company, independently develops activities tailored specifically to the business operation and regional characteristics of each company.

To further enhance the effectiveness of community investment initiatives, each CSR officer develops activities to address the challenges and needs facing the region, and they meet with other officers periodically to obtain the results of DOCOMO Group activities as well as the annual action plan for the fiscal year.

Our community investments guideline encourages advocacy by the One-Percent Club* that proposes a voluntarily contribution of at least 1% of the organization's ordinary profit or after-tax income to community investments. In fiscal 2019, we set aside about 7.8 billion yen for community investment expenses. In addition, we annually review our donations to ensure that they are closely aligned with the needs of the local communities in a broad range of areas.

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

Social Investment Activities by the DOCOMO Group in Fiscal 2019

Major Areas of Our Community Investments	Number of Activities*	Number of Participants	Expenditures (million yen)
Environmental conservation	219	19,930	1,111
Social welfare	204	186	503
Support for disaster-stricken areas	75	346	146
Education and cultural promotion	112	87	2,251
Local community development and dialogue	427	4,262	856
Sports promotion	115	563	2,714
International exchange activities and others	3	—	213
Total	1,155	25,374	7,795

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

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

Social Investment Projects

Category		Ratio*	Major Projects
Investment in local communities	Medium and long-term community investments that address social issues concerning both the DOCOMO Group and local Communities	65.8%	Cooking classes, etc., provided to support the mental health of victims of the Great East Japan Earthquake Implementation of the Tohoku Relief Fund for DOCOMO Group employees Initiatives through the Mobile Communication Fund » P.152
Charities	Donations or community investments conducted on a one-time basis or short-term basis	12.2%	Implementation of the Online Fundraising Site (donation site) » P.150
Commercial initiatives	Community investments that generate profit	22.0%	Installment of product PR booths at our sponsored regional events

*Based on expenditure amount for the community investments

Encouraging Employees to Participate in Volunteering Activities

DOCOMO encourages its employees to take part in volunteer activities.

Every year on October 1, which is DOCOMO Day , the President's Award for Community Investments is given to employees who have become outstanding role models in their steadfast participation in community investments.

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

Fiscal Year	Award Recipients	Initiatives
2017	1 initiative	・Educating youth through baseball and providing overseas support
2018	2 initiatives	・Supporting youth through Little League Baseball activities ・Promoting winter sports in local prefecture
2019	1 initiative	・Volunteering in areas affected by the Great East Japan Earthquake and other disasters

In addition to annual paid holidays, DOCOMO has introduced "life planning vacations (volunteering)" to encourage employees to engage in volunteer activities. In fiscal 2019, 44 employees took these vacations.

We also provide employees with information about volunteer activities, which we support through the NTT Group Volunteer Portal Site, set up in April 2017. The site was established to promote Group-wide strategic community investments. As of the end of March 2020, the number of employees registered on the portal site Group-wide is approximately 9,500, consisting of about 1,100 DOCOMO Group employees.

For the areas affected by the Great East Japan Earthquake that require long-term assistance, we established the TOHOKU Reconstruction Support Office in 2011 to provide help that goes beyond short-term volunteer projects and donations (» P.150).

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

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

KPIs for Community Investments

Priority Themes of Community Investments	Purpose	KPI	FY2019 Results	Relevant SDGs	Sustainability Focuses
1. Safety and Security	To avoid danger and other problems associated with mobile phone use	Number of smartphone and mobile phone safety classes provided Number of classes: 7,000 or more per year Number of attendees: 1 million or more per year	Approximately 7,600 classes, 1.37 million attendees		Sustainability Focus 5
2. Nurturing the Next Generation	To promote ICT literacy education for the next generation	Supporting 40 exchange students from Asian countries every year as a human resources development program for the next generation, which will lead future telecommunications businesses in Asia	32 students		Sustainability Focus 1
		Achieving the goal of holding classes 100 times or more to teach about smartphone and mobile phone use for people with disabilities (DOCOMO Hearty class)	97 times, 1,044 participants		
3. Disaster Prevention and Response	To respond in a disaster	Implementing practice-based disaster training, including activities required in all the stages from restoring communications to supporting shelters at least once a year telecommunications businesses in Asia	1 time		Sustainability Focus 4
4. The Environment	Conservation of biodiversity Reduction of CO_2 emissions	Number of docomo Woods programs held (49 areas and at least once a year) (except for the cultivation period after planting and periods during which activities cannot be held due to natural disaster, etc.)	43 times		Sustainability Focus 8
5. The Local Community	Community investments that employees participate in	Achieving a higher number of people compared to the previous fiscal year, who participate in cleaning around the company building and along a nearby riverside and in local events	25,374 participants		Items common to all Sustainability Focuses

Smartphone and Mobile Phone Safety Classes

Free smartphone and mobile phone safety classes provided throughout Japan represent one of our efforts to provide safe and secure services. In these classes, users are instructed on how to manage the risks and problems related to the use of smartphones and mobile phones in order to prevent their occurrence. The classes are arranged into levels by various segments of users: an introductory class for elementary school students, advanced class for junior high and high school students as well as classes for parents and teachers, for special-needs schools and for the elderly. Many people have attended the classes since their launch in July 2004.

Fiscal Year	2015	2016	2017	2018	2019
Number of classes provided (approximate)	6,900	7,900	7,900	7,600	7,600
Number of attendees (approximate)	1.05 million	1.26 million	1.35 million	1.39 million	1.37 million

Smartphone and Mobile Phone Safety Classes

Cumulative number in the 16 years since 2004 (as of the end of March 2020)

Approx. **86,500** classes

13.49 million participants

Shinagawa Student City

As part of our initiative to support the development of the next generation of leaders, we participate in "Shinagawa Student City" in which fifth-grade elementary school students living in Tokyo's Shinagawa Ward learn through social interaction. The curriculum that Student City provides enables students to acquire the skills to be socially independent by learning about their relationship with society, economic systems, money, jobs and more.

The DOCOMO booth provides students and their guardians opportunities to learn about our initiatives for communications networks, the environment and safe and secure services through our business operations.

In fiscal 2019, Student City was held 22 times and engaged about 2,300 participants along with 36 DOCOMO employees who volunteered.

Disaster Relief Provided by DOCOMO

Disaster Relief Fundraising

DOCOMO has been raising funds to support peoples' lives and to reconstruct communities of disaster-stricken areas by setting up a charity site and encouraging users to donate through DOCOMO. Our online fundraising site also accepts d POINTs to raise additional funds from more people. Details of our fundraising activities for fiscal 2019 are as follows.

Disaster Relief Fundraising for Fiscal 2019

Fundraising Campaign	Raised (Yen)	By d POINTS	Number of Donations	Average Amount (Amount/Number of Donations)	Fundraising Period
Typhoon 15 Disaster Relief Fund in 2019	14,836,444	13,710,098	21,688	685	Sep. 18–Oct. 20
Typhoon 19 Disaster Relief Fund in 2019	32,633,291	30,292,979	44,971	726	Oct. 15–Nov. 30
Total funds in fiscal 2019	47,469,735	44,003,077	66,639	712	

Supporting Tohoku's Recovery

Contribution to the Local Economy and Reconstruction of Industry through Business

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

We aspire to provide support aimed at recovery and rebirth of the entire region with an eye on the long-term future and without having to focus on resolving only the issues at hand. Moreover, we seek to ensure the continuity and sustainability of our activities by offering support through our business.

In fiscal 2019, we put into practice the principles underlying the Medium-Term Strategy 2020 "Declaration beyond" through a +d model of addressing social issues and engaged in community support programs.

Vision of the TOHOKU Reconstruction Support Office

Connecting People and Society for Tohoku Smile

Mission

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

In fiscal 2020, we will further accelerate this initiative and push forward with various activities to create social value from the aspect of reconstruction and local revitalization.

Three Action Themes for Creating a Future Homeland

Action Theme	Main Initiatives in Fiscal 2019
Agriculture that moves people, work and nature into the future	**Promoting ICT-based agriculture** ・Demonstrate cultivation of rice without any fertilizer or pesticide, mainly in Miyagi and Fukushima Prefectures (third year) ・Promote joint research with academia and the spread of natural farming by adopting ICT-based smart agriculture
Solutions that move the Tohoku region into the future	**Measures against crop damage by wild animals** ・Develop a prototype of a trap vibration detection sensor ・Conduct a joint verification experiment with the hunter's association in various areas of Tohoku **Managing Forestry Safety** ・Develop a prototype communication system that transmits an alert when workers are in danger ・Conduct a joint verification experiment with a forestry company in Minami Sanriku Town **Support disaster prevention learning** ・Exhibit the Mechanism of Tsunami Learning System that applies DOCOMO's R&D technology in Inochi wo Tsunagu Miraikan (earthquake and tsunami memorial museum) in Kamaishi City
Stay close to the local community and think about the future together	**Reviving the community** ・Offer a hometown community system using tablets in four municipalities of Fukushima Prefecture, hold community gatherings 200 times a year with the aim of maintaining and reviving the community and to serve as a place where users can informally interact with each other ・Show the virtual teleportation video lecture entitled "Virtual Field Trip to Hometown" to elementary school children in Futaba Town, as in the previous fiscal year **Increasing interaction as well as the number of people who maintain some connection to the region without residing there** ・Conduct employee training in Naraha Town in Fukushima Prefecture on the themes of solving social issues and thinking about local revitalization, as in the previous fiscal year **Shop to boost the local economy** ・Hold a reconstruction support march inside the building of DOCOMO's Tohoku Regional Office at the largest scale ever to bring together people in the Tokyo metropolitan area and Sendai area as well as local producers in Tohoku

CASE

Supporting Agriculture with ICT

We use paddy sensors that control water level to conduct verification tests of a cultivation method which controls weeds without the use of herbicides. We are encouraging the dissemination of this method as well and are seeking to provide the seeds of economic reconstruction and revitalization of the region's town and farming villages by producing safe and high value-added rice through natural farming.

We have been working with producers in the towns of Minamisanriku, Kami, and Shikama in Miyagi Prefecture. Recently, interaction has expanded to include interested producers in and outside of Tohoku. We hold seminars for them and have seen a gradual increase in the number of farmers as well as rice paddy acreage.

Paddy sensor

Reconstruction Support with the Michinoku Marche

DOCOMO has been hosting a market to support reconstruction of Tohoku since 2012, which is called the "Reconstruction of Tohoku—Michinoku Marche." While the event has primarily been held in Sendai, in 2019 we also conducted it in Akasaka, Tokyo, which was the largest of our events to date. The venue was bustling with people, including the producers and shop staff from Tohoku we have encountered through our activities. It offered ingredients and gourmet foods made with the use of DOCOMO's ICT in production processes. We believe that by making local products known not only to the Sendai metropolitan area but also to the Tokyo metropolitan area and other regions, new consumption will be created, which will lead to support for the affected areas.

Lively setting for the "Reconstruction of Tohoku—Michinoku Marche"

CASE

Hometown Community System Using Tablets

In Fukushima Prefecture, the Great East Japan Earthquake and nuclear accident displaced many people from their homes, forcing them to live in evacuation shelters over a prolonged period of time. Several municipal governments in Fukushima Prefecture have distributed tablets to each household with the aim of maintaining and reviving the community. The tablets are being used to transmit timely government information and maintain two-way communication between friends from the hometown and family members who now live apart. We also hold regular seminars for elderly citizens who are not used to operating tablets.

Number of tablet users under the Hometown Community System as of the end of March 2020

Approximately 6,000 households in 4 municipalities

Tablet seminar

Creating a Purpose to Live and Contributing to Reviving Local Communities

Nine years have passed since the Great East Japan Earthquake and the extended period of being uprooted is causing concern for the psychological and emotional wellbeing of the evacuees. To solve this problem, we have sought to provide evacuees a place for social interaction and encourage communication through DOCOMO's services by offering free cooking classes in community centers near temporary housing. This was launched as an initiative under the Reconstruction Agency's project for supporting victims through coordinated efforts, as the needs of local organizations matched with the CSR activities of NTT DOCOMO. In fiscal 2019, we organized such opportunities for four times during which 85 participants enjoyed their meals.

Moreover, we held a hands-on presentation of dTV, a streaming video service provided by DOCOMO. At the presentation, attendants played a video on a monitor installed at the venue. The event contributed to facilitating interaction between people by allowing them to share time together. In addition, we have been calling for donations for the Tohoku Relief Fund since fiscal 2012 from employees of Group companies. We collect a monthly donation of 311 yen from per employee who want to help, and we donate it with an additional donation from DOCOMO. In fiscal 2019, about 7,000 DOCOMO Group employees participated in the program, and the amount of donations totaled 50.30 million yen.

NPO Mobile Communication Fund (MCF)

Supporting Activities in Academia, Welfare and Other Civic Fields

DOCOMO established an NPO, the Mobile Communication Fund (MCF), in 2002 as a means to commemorate its tenth anniversary and contribute to society by supporting academia, social welfare and other civic fields.

The MCF awards the DOCOMO Mobile Science Awards for outstanding research achievements and research papers on mobile communications technologies, gives scholarships to exchange students from Asian countries as well as those from an orphanage and provides grants to support the funding of community groups engaged in activities for the sound development of children or supports children who need financial assistance.

DOCOMO Mobile Science Awards

The DOCOMO Mobile Science Awards was established to encourage young researchers and promote further development of mobile communications technologies in Japan.

The prize recognizes research excellence in advanced technology, basic science and the social sciences, and recipients are selected from among researchers affiliated with a Japanese university or research institute.

The 18th awards ceremony was held in Tokyo in October of fiscal 2019. We presented Excellence Awards (with a six million yen prize) in each of the advanced technology and basic science categories, and two Honorable Mentions, with a three million yen prize, in the social sciences.

DOCOMO Scholarships

The MCF grants scholarships to international students from Asia to facilitate greater understanding of Japan and help maintain good relations with Japan's neighbors.

The scholarships go to international students from Asia who are studying in master's degree programs in Japan at their own expense and engaged in research related to information and communications technology. The scholarship program provides 1.44 million yen in a year per person for two years. It was awarded to 21 international students in fiscal 2019, and the number of students that the MCF has supported to date is 337.

In fiscal 2018, we began offering DOCOMO Scholarships to children from orphanages or in foster care. It is financial aid that requires no repayment and provides both financial and emotional support so that they can study at university or other schools with less anxiety and work towards their hopes and dreams. Annual scholarships in the amount of 960 thousand yen each have been awarded to 19 children.

Supporting Community Groups

The MCF provides grants to support community groups engaged in the healthy development of children, who are the world's future leaders.

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

13 Governance

Innovative Responsible

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

Corporate Governance

Basic Policies and Philosophy

In accordance with our corporate philosophy of "the creation of a new world of communications culture" and our Medium-Term Strategy 2020 "Declaration beyond," DOCOMO is aiming to contribute to the realization of a rich and vigorous society and to improve our corporate value in order to win greater trust and recognition from our shareholders and customers.

Under this management policy, we recognize that to maximize corporate value while meeting the expectations of our various stakeholders including our shareholders, customers, employees, partners and local communities. It is essential that we ensure the effective function of corporate governance through the reinforcement of the governance structure in line with the objectives of each principle of the "Corporate Governance Code." Based on this approach, we have established the "NTT DOCOMO Basic Policy on Corporate Governance" for the purpose of attaining the sustained growth of our corporate group and the medium- to long-term improvement of corporate value. By resolution of the 29th Ordinary General Meeting of Shareholders on June 16, 2020, we became a company with an audit and supervisory committee. Subsequently and on the same day, the Board of Directors' meeting resolved to revise this basic policy.

NTT DOCOMO Basic Policy on Corporate Governance (in Japanese only)

DOCOMO Corporate Governance Report (in Japanese only)

Overview of the Corporate Governance Structure

We became a company with an audit and supervisory committee by resolution of the 29th Ordinary General Meeting of Shareholders on June 16, 2020 to enrich management strategy discussions at the Board of Directors' meeting and strengthen the driving force of our management as a business corporation.

The monitoring function of the Board of Directors has been strengthened through the framework in which several independent outside directors are appointed and encouraged to fulfill their ability and insight, under the supportive arrangements such as in-depth prior briefing on the proposals to be discussed at the Board of Directors meetings and holding of periodical meetings with representative directors and internal officers. To strengthen governance and incorporate diverse knowledge toward revitalizing discussions on management strategy, we increased the share of independent outside directors to more than one-third of the Board of Directors by resolution of the 29th Ordinary General Meeting of Shareholders. With respect to the auditing function, Audit and Supervisory Committee members (including full-time members) attend important meetings such as those of the Board of Directors, while the Audit and Supervisory Committee conducts effective audits over directors' execution of duties in coordination with independent registered public accountants and the Internal Audit Department, to continue to ensure management soundness. In addition, we continued to maintain the executive officer system (of which 28 are men, 3 are women, and 3 serve concurrently as directors) to clearly delineate the roles of business execution and monitoring and to better reinforce business execution functions. This system enables speedier responsiveness to change in the operating environment.

Composition of Board of Directors (as of June 30, 2020)

(Number of members)

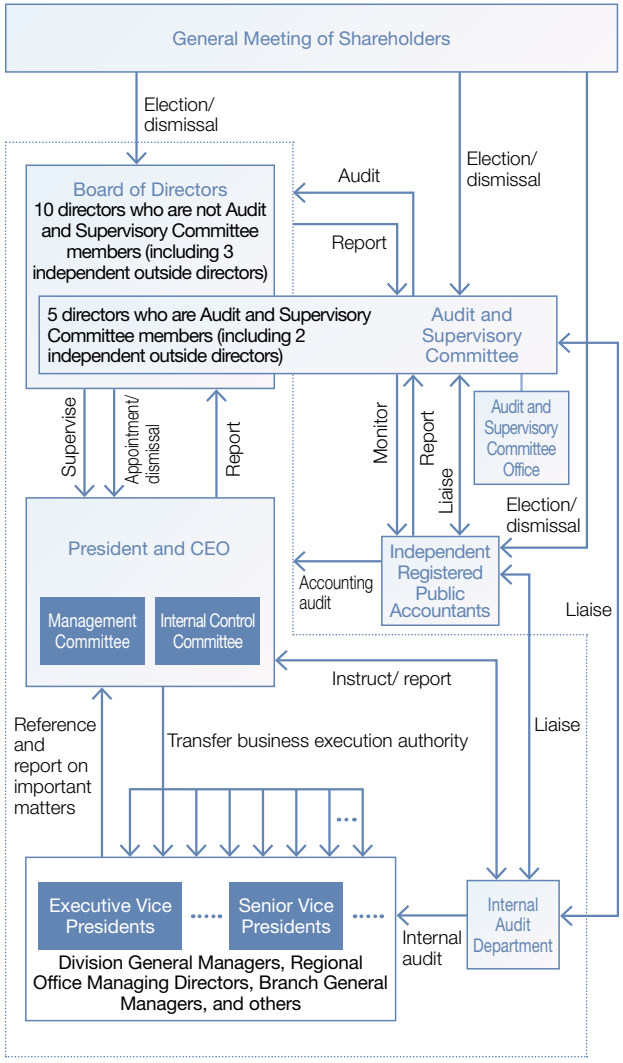
Category	Male	Female	Total
Directors who are not Audit and Supervisory Committee members*1	8 (including 2 outside directors)	2 (including 1 outside director)	10
Directors who are Audit and Supervisory Committee members	4 (including 3 outside members)	1 outside director	5
(Reference) Executive officers*2	26	2	28

*1 Includes 3 directors who concurrently serve as executive officers.
*2 Excludes 3 executive officers who concurrently serve as directors.

Meetings of the Board of Directors (FY2019)

Category	Fiscal 2019
Number of Meetings	16
Attendance Rate of Directors	100%
Attendance Rate of Outside Directors	100%
Attendance Rate of Audit & Supervisory Board Members	100%
Attendance Rate of Outside Audit & Supervisory Board Members	100%

Corporate Governance System



(as of June 30, 2020)

Directors

Directors who are not Audit and Supervisory Committee members (as of June 30, 2020)

Name	Title/Position	Attendance Rate of Board of Directors Meetings for FY2019 (Number of Meetings Attended)	Number of Principal Concurrent Positions
Kazuhiro Yoshizawa	President and Chief Executive Officer, Representative Member of the Board of Directors	100% (16/16)	—
Motoyuki Ii	Senior Executive Vice President, Representative Member of the Board of Directors	—	—
Seiji Maruyama	Senior Executive Vice President, Representative Member of the Board of Directors	100% (16/16)	—
Michio Fujiwara	Executive Vice President, Member of the Board of Directors	100% (13/13)	—
Takashi Hiroi	Executive Vice President, Member of the Board of Directors	—	—
Mayumi Tateishi	Senior Vice President, Member of the Board of Directors	100% (13/13)	—
Masaaki Shintaku	Outside Member of the Board of Directors	—	2
Noriko Endo	Outside Member of the Board of Directors	100% (16/16)	4
Shin Kikuchi	Outside Member of the Board of Directors	—	1
Katsumi Kuroda	Member of the Board of Directors	100% (13/13)	1

Directors who are Audit and Supervisory Committee members (as of June 30, 2020)

Name	Title/Position	Attendance Rate of Board of Directors Meetings for FY2019 (Number of Meetings Attended)	Attendance Rate of Audit & Supervisory Board Meeting for FY2019 (Number of Meetings Attended)	Number of Principal Concurrent Positions
Shoji Suto	Member of the Board of Directors (Full-time Audit & Supervisory Committee Member)	100% (16/16)	100% (15/15)	—
Hironobu Sagae	Member of the Board of Directors (Full-time Audit & Supervisory Committee Member)	100% (16/16)	100% (15/15)	—
Katsumi Nakata	Outside Member of the Board of Directors (Full-time Audit & Supervisory Committee Member)	100% (13/13)	100% (10/10)	—
Mikio Kajikawa	Outside Member of the Board of Directors (Full-time Audit & Supervisory Committee Member)	100% (16/16)	100% (15/15)	—
Eiko Tsujiyama	Outside Member of the Board of Directors (Audit & Supervisory Committee Member)	100% (16/16)	100% (15/15)	2

Business Execution and Audit System

In June 2020, we became a company with an Audit and Supervisory Committee to enrich the management strategy discussions by the Board of Directors' and strengthen the driving force of our management as a business corporation. In addition, we raised the ratio of our independent outside directors to more than one-third of our Board of Directors to bolster our governance and incorporate diverse knowledge to revitalize management strategy discussions.

The Board of Directors consists of 15 members, including 7 outside directors, of whom 5 are independent officers appointed in accordance with the rules and regulations of the Tokyo Stock Exchange, Inc. In principle it meets once a month and renders decisions on important business matters. Extraordinary meetings are convened as necessary. The directors who are not Audit and Supervisory Committee members serve one one-year term. The Board of Directors also receives status reports as needed from members of the Board of Directors who have been assigned responsibility for business execution, thereby conducting management supervision. For decision making on key issues related to business execution, the Company established the Management Committee, which includes the president and CEO as well as executive vice presidents and full-time Audit and Supervisory Committee members. The Management Committee meets in principle once a week and extraordinary meetings are convened as necessary to facilitate flexible, rapid decision making by the president and chief executive officer. In addition, we established the Internal Control Committee, which meets as needed and is chaired by the president, thus ensuring that the chief executive officer himself takes the initiative in supervising internal control.

The Audit and Supervisory Committee consists of five directors, including four outside directors, of whom two are independent directors appointed in accordance with the rules and regulations of the Tokyo Stock Exchange, Inc., and four full-time members. They serve one two-year term. The Audit and Supervisory Committee Office has been established as a dedicated organization to assist with the execution of the committee's duties, with full-time employees assigned to follow the committee's instructions and orders.

The Audit and Supervisory Committee makes decisions on audit policies, plans, methods and other important issues related to the audit of the Company. In accordance with those determined by the committee, members attend key meetings, such as those of the Board of Directors and receive reports from directors, examine important documents, and conduct on-site examinations of the head office and major business offices and subsidiaries. In this way, the Audit and Supervisory Committee members audit the execution of duties by directors. Through these audit activities, they monitor and verify the maintenance and operational status of the Company's internal control system.

The Audit and Supervisory Committee reports on the results of an internal audit by regularly meeting with the Internal Audit Department in principle once a month. They also promote mutual understanding and information-sharing with the auditors of subsidiaries. In addition, they remain in close contact with the Internal Audit Department and the Independent Registered Public Accountants by regularly sharing information on audit plans and results to ensure the effectiveness of audits.

Evaluation of the Effectiveness of the Board of Directors

With the aim of achieving sustainable enhancement of its corporate value, the Company conducts an analysis and evaluation of the effectiveness of the Board of Directors in an ongoing effort to make improvements by identifying issues or points to be improved with respect to the responsibilities, operation, composition, etc., of the Board of Directors.

Assessment Method

- All directors and Audit & Supervisory Board members completed the Directors' Self-Assessment Questionnaire Survey conducted from December 2019 to January 2020.
- A discussion based on the results of the above survey took place in March 2020 during a meeting of the Corporate Governance Council, which consists of all members of the Board of Directors and Audit & Supervisory Board.

Results and Future Operating Policy

We confirmed that the duties, operation and composition of DOCOMO's Board of Directors are appropriate and that the board is effective. Furthermore, it was confirmed that the effectiveness of the Board of Directors was improved as a result of their regular verification of the state of measures used to implement the medium-term management strategy, allocation of management resources, response to changes in the management environment, and other actions, which had been identified as issues requiring improvement during the previous effectiveness evaluation.

To increase our corporate value following the shift to a company with an Audit and Supervisory Committee, the Board of Directors will continue to regularly verify the state of measures used to implement the medium-term management strategy, the allocation of management resources, and our responses to changes in the management environment.

Appointment and Dismissal of Directors and Developing Successors

With regard to the appointment and dismissal of directors, we provide details to the parent company and independent outside directors prior to the meeting of the Board of Directors in order to gather appropriate advice. Nominees are then presented to the board meeting for approval followed by deliberation at the shareholders meeting.

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.

Outside Directors

The name and reason for the appointment for seven outside directors is as below.

Outside Directors Who Are Not Audit and Supervisory Committee Members	Reason for Appointment
Masaaki Shintaku (Independent Director)	We appointed him due to his long engagement and career in corporate management as the president of a global company and other posts as well as the extensive experience and insight gained through his career as an outside officer of a company. He is excellent both in character and judgment, and so we also expect that he will help reinforce our supervisory function for business execution and provide us with advice from a broad management perspective.
Noriko Endo (Independent Director)	We appointed her due to her wealth of experience and insight gained through her news gathering activities as an editor of an economic magazine, research on public policy, and her career as an outside officer of a company. She is excellent both in character and judgment, and so we expect that she will help reinforce our supervisory function for business execution and provide us with advice from a broad management standpoint.
Shin Kikuchi (Independent Director)	We appointed him due to his long engagement in law such as corporate legal affairs and his considerable experience and insight gained through his career as an expert. He is excellent both in character and judgment, and so we also expect that he will help reinforce our supervisory function for business execution and provide us with advice from a broad management perspective.

Outside Directors Who Are Audit and Supervisory Committee Members	Reason for Appointment
Hironobu Sagae	We appointed him because we expect that he will perform audits by drawing upon his achievements in audit work as an Audit & Supervisory Board Member of the Company and his extensive knowledge on finance and accounting gained from his position in the Finance Department at NTT DATA Corporation. He was also appointed with the expectation that he will help reinforce our supervisory function for business execution by utilizing his experience in corporate management as the president of an NTT Group company and other positions and the experience and knowledge gained through his long career in the telecommunications business.
Katsumi Nakata	We appointed him because we expect that he will perform audits utilizing the experience and insight gained through his achievements in audit work as an Audit & Supervisory Board Member of the Company and that he will also help enhance our supervisory function for business execution by using his experience in corporate management as the president of an NTT Group company and other positions along with the experience and knowledge gained through his long career in the telecom business.
Mikio Kajikawa (Independent Board Member)	We appointed him because we expect that he will perform audits utilizing the experience and insight gained through his achievements in audit work as an Audit & Supervisory Board Member of the Company and that he will also help strengthen our supervisory function for business execution with his abundant expert experience and knowledge, developed through his long career in the Ministry of Finance.
Eiko Tsujiyama (Independent Board Member)	We appointed her because we expect that she will use her achievements in audit work as an Audit & Supervisory Board Member of the Company as well as her extensive insights on finance and accounting, developed through years of experience as a university professor and a certified public accountant, when performing audits. We also expect that she will utilize the experience and insight gained through her considerable experience as an outside officer of a company to help strengthen our supervisory function for business execution.

Independence Criteria

DOCOMO appoints individuals who are free of any conflicts of interest with shareholders as independent outside directors from the perspective of enhancing supervision and fairly conducting audits of the execution of duties of directors. In designating outside directors as independent directors, DOCOMO complies with the independence criteria of the Tokyo Stock Exchange, Inc. (Guidelines on Listing Management, etc. III 5. (3)-2) as well as DOCOMO's own criteria for ensuring independence. A detailed explanation of the independence standards is provided below.

Independence Standards Stipulated by NTT DOCOMO

In order to meet the independence standards, a person may not fall under any of the categories below in the last three fiscal years.

1. A person who executes business in a partner company that exceeds NTT DOCOMO's standards*1
2. A person who executes business in a lending company that exceeds NTT DOCOMO's standards*2
3. A consultant, accountant, lawyer, or any other person providing professional services, who received monetary payments or any other gain in assets equal to or more than 10 million yen, excluding the Board members' compensation, from NTT DOCOMO or its major subsidiaries*3 in any of the last three fiscal years
4. A person who executes business in an organization that received donations exceeding NTT DOCOMO's standards*4 Even if any of (1) through (4) applies to a person, where it has been decided that a person meets the independence standards, the reasons shall be explained and disclosed at the time of that person's appointment as the independent member of the Board member.

*1 "A company that exceeds NTT DOCOMO's standards" is defined as a company that has had any business dealing with NTT DOCOMO and its major subsidiaries*3 in any of the last three fiscal years equal to or more than 2% of the total operating revenues of NTT DOCOMO and its major subsidiaries for the respective fiscal year.

*2 "A lending company that exceeds NTT DOCOMO's borrowing standards" is defined as a company in which the total amount of borrowings on a consolidated basis in any of the last three fiscal years equals to or is more than 2% of the total operating revenues of NTT DOCOMO's consolidated total assets for the respective fiscal year.

*3 The major subsidiaries are DOCOMO CS, Inc., DOCOMO Support Inc., DOCOMO Systems, Inc., DOCOMO Technology, 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., and DOCOMO CS Kyushu, Inc.

*4 An "organization that received donations exceeding NTT DOCOMO's standards" is defined as an organization that received donations from NTT DOCOMO and its major subsidiaries*3 in any of the last three fiscal years exceeding 10 million yen or 2% of the total income of the organization, whichever is larger, during the respective fiscal year.

NTT DOCOMO has appointed outside directors Masaaki Shintaku, Noriko Endo, Shin Kikuchi, Mikio Kajikawa and Eiko Tsujiyama as independent officers in accordance with the rules stipulated by the Tokyo Stock Exchange, Inc.

Board Diversity

A key DOCOMO management objective is to promote diversity in the workforce by creating a working environment in which individuals are exposed to enriching experiences and values and can effectively demonstrate their abilities.

Therefore, our Board of Directors consists of members with due consideration for overall balance of expertise and diversity including gender and internationality, in accordance with the NTT DOCOMO Basic Policy on Corporate Governance. As of June 30, 2020, the membership of the Board of Directors includes three women.

Members of the Board of Directors are appointed with due consideration for ensuring balance and diversity in terms of their areas of expertise, and they are chosen from candidates with broad perspectives and experiences that contribute to the development of the DOCOMO Group with excellent management capabilities and leadership skills as well as good business sense and enthusiasm.

Furthermore, with respect to members of the Audit and Supervisory Committee who are directors, we appoint individuals who can be expected to perform proper audits based on their professional expertise and knowledge on finance and accounting.

Policy on Compensation for Directors

Compensation for directors is determined as follows.

NTT DOCOMO Basic Policy on Corporate Governance (Article 16) Revised on June 16, 2020

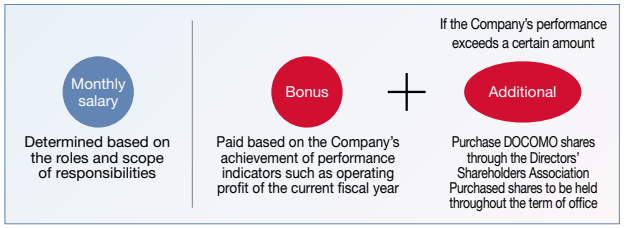
Compensation for directors who are not Audit and Supervisory Committee members in each fiscal year of the Company shall be determined by the Board of Directors within the amount resolved at the general meeting of shareholders, taking into consideration the roles and responsibilities of each position, the Company's achievement based on operating profit, and other figures for the current fiscal year. In addition, prior to the Board of Directors' meeting, the details of compensation shall be explained to the parent company, independent outside directors who are not Audit and Supervisory Committee members, and directors who are Audit and Supervisory Committee members, and appropriate advice shall be obtained. The amount of individual compensation for each director shall be left to the president and CEO by the Board of Directors and decided by the president and CEO in accordance with the following policy and the rules regarding compensation for directors stipulated by resolution of the Board of Directors.

1. Compensation for directors (excluding independent outside directors) shall consist of monthly compensation and bonuses. Monthly compensation is based on the roles and responsibilities of each position, and bonuses reflect factors such as the level of achievement based on operating profit and other figures for the current fiscal year as performance indicators. To reflect the Company's medium- to long-term business performance, directors with executive authority must contribute any monthly compensation and bonus above certain amounts to a director stock purchase plan through the Directors' Shareholders Association. The shares of the Company that are purchased through the plan are held throughout the term of office. In the case of standard business performance, compensation is composed of "approximately 70% fixed compensation and 30% performance-based compensation." The Company will also consider expanding the percentage of performance-based compensation in total compensation for the purpose of fostering stronger awareness with regard to achieving the medium-term management strategy and sustained growth as well as enhancing medium- to long-term corporate value.
2. To maintain a high degree of independence among our independent outside directors, we do not link the compensation of these directors to our performance, and thus they receive only monthly compensation.

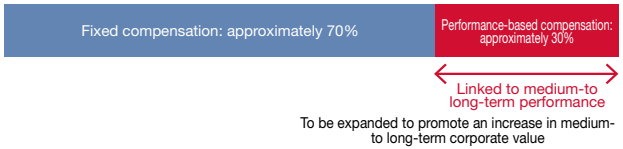
Determining Director Compensation

DOCOMO's compensation for directors who are not Audit and Supervisory Committee members (excluding independent outside directors) consists of a monthly salary and bonuses. The Company pays monthly salaries based on the scope of roles and responsibilities of each post, and bonuses by taking into account the Company's achievement based on performance indicators such as operating profit for the current fiscal year. In addition, from the perspective of reflecting medium- to long-term business results, directors with executive authority over operations make monthly contributions of at least a certain amount, out of their monthly salaries and bonuses, for the purchase of the Company's shares through the Director Shareholding Association, and all purchased shares are held by the directors during their terms in office. In the case of standard business performance, compensation is composed of "approximately 70% fixed compensation and 30% performance-based compensation." The Company will also consider expanding the percentage of performance-based compensation in total compensation for the purpose of fostering stronger awareness with regard to achieving the medium-term management strategy and sustained growth, as well as enhancing medium- to long-term corporate value.

Composition of Director Compensation*



Composition of Director Compensation (When the Company's Performance Is Average)*



* Independent outside directors are excluded.

In order to ensure a high level of independence, the Company pays only monthly salaries as compensation for independent outside directors who are not Audit and Supervisory Committee members with no links to business results.

Compensation for directors who are Audit and Supervisory Committee members is determined through consultation with the directors of Audit and Supervisory Committee member, and in order to ensure a high level of independence, only monthly salaries are paid with no links to business results.

The ratio between compensation per director in Japan, which constitutes an important base for the organization, and compensation per employee, is 3.32 to 1 (the ratio between the aggregate compensation paid to directors during fiscal 2019 divided by the number of directors and the average salary of employees at NTT DOCOMO, INC.).

We do not employ compensation consultants, independent legal counsel when making decisions on compensation for any of the members of the Board of Directors.

Aggregate Amount of Compensation for Directors and Audit & Supervisory Board Members (FY2019)

Category	Aggregate Amount of Compensation (Million Yen)	Aggregate Compensation Amount by Category (Million Yen)		Number of Basic Eligible Persons
		Fixed Persons Compensation	Performance-based Compensation	
Directors (excluding outside directors)	439	327	112	14
Audit & Supervisory Board members (excluding outside directors)	30	30	—	1
Outside Directors	126	126	—	7
Total	595	483	112	22

*1 No director received total consolidated compensation of 100 million yen or more in fiscal 2019. Therefore, no names are listed for disclosure purposes.
*2 The above figures include compensation for three directors who retired at the conclusion of the 28th Ordinary General Meeting of Shareholders on June 18, 2019.
*3 The above figures include compensation for an outside auditor who retired at the conclusion of the 28th Ordinary General Meeting of Shareholders on June 18, 2019.

Corporate Advisor and Senior Advisor System

DOCOMO has a Corporate Advisor and Senior Advisor System in place, as we believe that, in terms of increasing DOCOMO's presence in the market, we can benefit from the activities of individuals with a wealth of experience and insights who take on external activities under DOCOMO's name, and we therefore acknowledge that the Corporate Advisor and Senior Advisor System is advantageous to corporate management.

Matters to be entrusted to corporate advisors and consultants are defined in Article 25 of the Company's Articles of Incorporation. Corporate advisors take on the role of answering questions from the president regarding overall management, and Senior Advisor answer questions regarding certain business operations. Also, they mainly undertake external activities requested by the president and do not wield influence over the current management, beyond what is expected from them, nor engage themselves in managerial judgements.

Relationship with Parent Company

The corporate group led by the parent company, NIPPON TELEGRAPH AND TELEPHONE CORPORATION (NTT), operates the following main businesses: regional communications, long-distance and international communications, mobile communications and data communications.

As of March 31, 2020, NTT owned 66.21% of the voting rights of the DOCOMO Group and was in a position to influence the Company's management decision-making through the exercise of majority shareholder rights. However, the Company retains its own management responsibility and conducts operations in accordance with its own decision-making authority. (As of March 31, 2020, the Japanese Finance Minister owns 34.69% of NTT shares.)

NTT announced on September 29, 2020 that it resolved to implement a tender offer for shares of the Company to make a wholly owned subsidiary and the Company agreed with the policy.

Addressing Sustainability

In order to properly address various social, environmental and other sustainability issues through business activity, DOCOMO incorporates CSR activities into its management approach while also considering management strategies and the demands and changes posed by society, regularly revising our Sustainability Management System, and striving to continuously improve CSR activities.

Important risks such as those impacting sustainability are managed comprehensively by the Internal Control Committee and reported to the meeting of the Board of Directors. Social and environmental risks are dealt with by establishing a Sustainability Management Committee dedicated to ensuring the enforcement of Plan, Do, Check, Act (PDCA) cycles for CSR efforts. In addition, organization heads participate in regular national conferences to report and discuss implementation of CSR activities and challenges.

The Sustainability Management Committee is chaired by the president and CEO and composed of senior executive vice presidents, directors, Audit and Supervisory Committee members, executive vice presidents, and the heads of relevant departments. Major issues discussed by the Sustainability Management Committee are reported to the Board of Directors and/or Management Committee. In fiscal 2019, the discussed agenda included the status of initiatives on CSR Medium-term Target, initiatives and topics related to the environment, the initiatives of each working group, SDG initiatives, and the status of the ESG index and rating.

As for suggestions and requests from stakeholders, information is identified and gathered by the department responsible for each stakeholder, and dialogues are set up as needed. The content of dialogues is shared by the Management Committee.

Risk Management

Basic Policies and Philosophy

DOCOMO strives to strengthen risk management under the basic policy of identifying and responding to business risk as quickly as possible. We define risks as situations that may adversely affect our credibility or corporate image or lead to a reduction of revenues and/or increase of costs, such as natural and human-caused disasters, including natural calamities and power shortages, inadequate handling of confidential business information, including personal information, changes in the market environment for the telecommunications industry and intensifying competition from other businesses. We are making our best efforts to prevent and mitigate such risks.

Risk Management Mechanism

In accordance with our Risk Management Principles, business risks are regularly identified, and the Internal Control Committee, headed by the president and CEO, designates risks that require Company-wide management. Management policies for the identified risks are formulated and appropriate efforts are made to prevent such risks from materializing and to prepare to quickly respond should they occur.

The Internal Audit Department conducts an audit to monitor the status of our response to risk and follow-up surveys as necessary. Environmental and social considerations, including regulatory compliance, have been incorporated into our operational regulations and are also subject to an internal audit for monitoring.

Furthermore, we implement sound risk management for aspects related to information management and compliance by establishing internal regulations and encouraging collaboration between relevant committees.

Functions of the Internal Control Committee

The Board of Directors has established the Basic Policy on Fortifying Internal Control Systems. Under the policy, the Internal Control Committee takes the initiative in developing systems to ensure thorough legal compliance and effective, efficient business activities. The committee also identifies risks that require Company-wide management and formulates management policies for those risks. Based on these policies, appropriate efforts are made to prevent such risks from materializing and to prepare to quickly respond should they occur. Furthermore, the Company's Internal Audit Department conducts audits to minimize risks and increase corporate value for the entire DOCOMO Group.

The department's work includes evaluating the effectiveness of the internal control system. The committee reviews the risk management process to ensure it is functioning properly and confirms the status of the ongoing PDCA cycle. It also reviews specific risks as necessary. We consistently manage risk under this comprehensive management system.

Risk Identification Process

DOCOMO reviews the potential risks and its methods for managing such risks on an annual basis to keep abreast of changes in the social environment. The first step in identifying risks is considering both internal and external circumstances in order to incorporate social change into an assessment of the current status and thereby extract new potential risks. We extract component risks for the entire Group through evaluation and analysis based on the level of impact and frequency of occurrence, which are identified by conducting a materiality assessment. Group-wide risks are reflected in the Risk Factors disclosed in Form 20-F and other documents in view of their impact on financial performance.

In recent years, we have expanded consideration of the risks DOCOMO should address to encompass our response to issues arising in relation to initiatives towards achieving the medium-term management plan and provision of the 5G service, increasing competition due to new competitors entering the market, and changes in policy and requirements in laws and regulations.

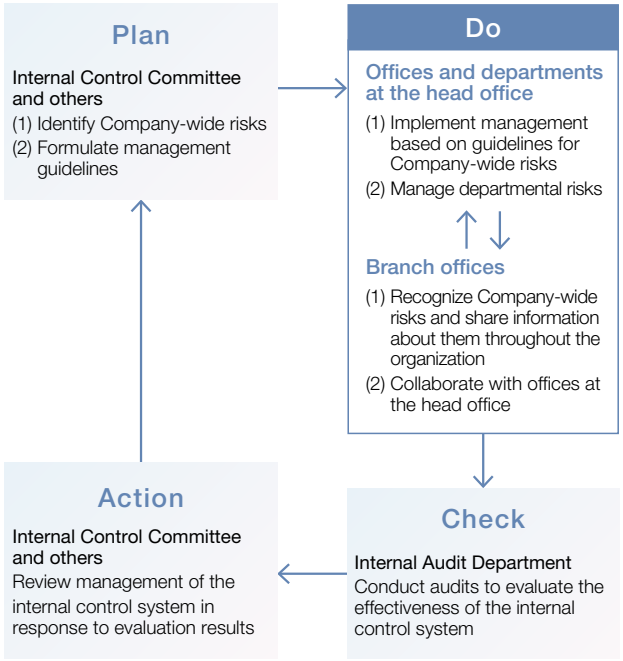
Fostering and Expanding a Risk Management Culture

In accordance with our Risk Management Principles, risks are identified and designated by the Internal Control Committee headed by the president. The Board of Directors makes the final decision on management by paying due consideration to these risks.

Each year we update our business risks to reflect social trends, and this allows us to incorporate emerging risks as a preventive measure. While these risks are addressed appropriately through a Company-wide response, risks related to individual operations are handled in an appropriate manner by each division.

Risks that have been identified are appropriately monitored as auditing targets. We have been working to foster and expand our risk management culture by including compliance-related risks in the criteria for employee performance assessment and disseminating information on responses to related risks through compliance education and training.

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 its size and business.

Response to Risks and Opportunities Surrounding DOCOMO

In the context of achieving sustainable growth, DOCOMO has identified five major risks in light of changes in the medium to long-term business environment, management strategies, and the impact of these risks on stakeholders and the supply chain. We are taking various steps to provide new value as measures to address these risks.

For more details about major risks, please refer to the Company's Annual Securities Reports. (in Japanese only).

Major Risks in FY2020

Risk	Description	Measures to Reduce Risks and Create Opportunities
1. Risk associated with intensifying competition due to new market entrants	The market environment is changing dramatically due to such factors as new market entrants and an increase in users choosing low-cost services provided by Mobile Virtual Network Operators (MVNOs). This could limit the acquisition of new subscriptions and the retention of existing subscriptions by the Group, or it may lead to average revenue per user (ARPU) diminishing at a greater than expected rate.	• Solidify our customer base by encouraging customers to switch to new rate plans that benefit them during a smartphone migration promotion. • Enhance rate plans catering to customer usage needs. • Implement an early rollout of 5G to gain a competitive advantage. • Improve customer experiences through such efforts as reducing wait times and strengthening Internet channels. • Create more attractive membership programs and improve the quality of our membership services. • Aim to be a company that customers consistently choose for our comprehensive capabilities through various assets.
2. Risk associated with the smart life area and 5G business	While aiming to expand smart life business and corporate business through co-creation with partners and creation of new value in the 5G era, if current services provided and proposed by the Group cannot be developed fully, or if higher than expected expenses arise, the ensuing intensifying competition with other operators could affect the financial condition of our corporate group and limit our growth.	• Build strong customer contact points, such as apps and other media that customers use every day, to enable the execution of optimal digital marketing for increasing the use of services offered by the Group and its partners and expanding the solution business. • Focus resources on growth fields including finance/payment and content/lifestyle services as well as marketing solutions. • Achieve further growth in the Smart Life Business by realizing new experiences in the 5G era and providing total solutions to business and social challenges through expanded co-creation with partners.
3. Risk associated with the use of personal data and other information	While aiming to expand profit opportunities through promotion of digital marketing by utilizing the membership base, inadequate handling of confidential business information including personal information by the Group or partners may adversely affect our credibility or corporate image.	• Conduct comprehensive Company-wide security management that includes the thorough management of confidential information, such as personal information and employee education, and the thorough supervision of subcontractors and business partners while also strengthening technical security. • Clearly communicate how we handle customers' personal data by referring to the NTT DOCOMO Personal Data Charter established and published in August 2019. • Improve the structure and wording of our privacy policy so that customers can more clearly understand our use of personal data, and set up a means for them to review and to a certain extent modify agreements on the handling of personal data, so that we can provide optimum privacy protection for customers and continuously offer new value to customers and society by leveraging data.

Risk	Description	Measures to Reduce Risks and Create Opportunities
4. Risk of natural or manmade disasters and incidents to stable business operations	Natural and manmade disasters and other events and incidents (including infectious diseases and cyber-attacks) could cause failure in our networks, distribution channels and other business necessary for the provision of service, which may adversely affect our credibility or corporate image or the Group's financial condition and results of operations.	• Take action to control COVID-19 infections with top priority on the health and safety of our customers and employees while maintaining telecommunications services to fulfill our social responsibilities. • Continuously strive to secure communications during disasters in accordance with the Three Principles of Disaster Preparedness. • Strengthen disaster preparedness including the uninterrupted supply of power at base stations, installation of large-zone base stations, increased deployment of mobile power generation vehicles, and decentralization of critical facilities, by applying experiences and lessons learned from the Great East Japan Earthquake, frequent heavy rains and typhoons. • Annually conduct comprehensive emergency drills for large-scale disasters and disaster prevention drills with consideration for local characteristics. • Maintain preparedness to respond to incidents through a dedicated unit capable of implementing the necessary security measures. • Continuously conduct employee seminars and training programs to raise awareness of information security. • Study cyber-attacks trends and examine the Company's preparedness. • Alert customers to the need to protect themselves from unauthorized access.
5. Risk associated with laws, regulations and systems	The introduction or revision of various laws, regulations or systems inside and outside of Japan, or the application of such laws, regulations or systems to the Group, could restrict our business operations, which may adversely affect the Group.	• Collect information on changes in administrative and legislative policies as well as the economic climate affecting our business operations. • Present public comments gathered by the relevant authorities and work to increase stakeholder understanding of the Group's position. • Conduct business by understanding every clause of the Corporate Governance Code to earn a high degree of trust and positive evaluations from all stakeholders including shareholders and customers, and strive to achieve sustainable growth and medium- to long-term improvement of corporate value.

Response to the Business Continuity Plan (BCP)

Response to the Business Continuity Plan (BCP)

DOCOMO strives to strengthen initiatives relating to its BCP. In particular, as a communications network operator, our key responsibility is to secure communications networks when disaster strikes. In order to ensure the continuity of operations or, in the event that service is lost, to quickly restore operations to working order, DOCOMO has protocols for each department, outlined in its Disaster Preparedness Manual, for maintaining operations should a disaster occur.

The manual is updated as needed to incorporate past experiences, including lessons learned from the Great East Japan Earthquake, and thereby strengthen our preparedness for ensuring business continuity.

Ensuring the Safety of Employees and Securing Communications in Times of Disaster

DOCOMO has been making various efforts to secure telecommunications services in the event of a major disaster. In addition to developing communications networks (deploying large- and medium zone base stations and implementing other measures) that are resilient against disasters, we conduct annual general disaster drills as well as drills designed to meet specialized regional needs. Furthermore, as a designated public institution under the Basic Act on Disaster Control Measures, we participate in joint disaster prevention drills with the national government, local governments and the Self Defense Forces. We are enhancing the safety and reliability of our networks through these activities.

In addition, we regularly conduct drills using DOCOMO's own employee safety confirmation system and earthquake response drill application to provide protection for our employees and their families, and to construct systems for promptly confirming safety and restoring communications networks.

Information Security and Privacy Protection

Ensuring Information Security

Information Security Policy Management

DOCOMO recognizes that proper management of information is an important management issue, and to offer secure services to customers we have declared our Information Security Policy as guidelines for the DOCOMO Group's initiatives on information security, and we are committed to thoroughly complying with the Information Security Policy and Privacy Policy. Our Information Security Policy applies to information assets that consist of any information we obtain or learn in the course of our corporate activities, and all information we possess for the purpose of our operations.

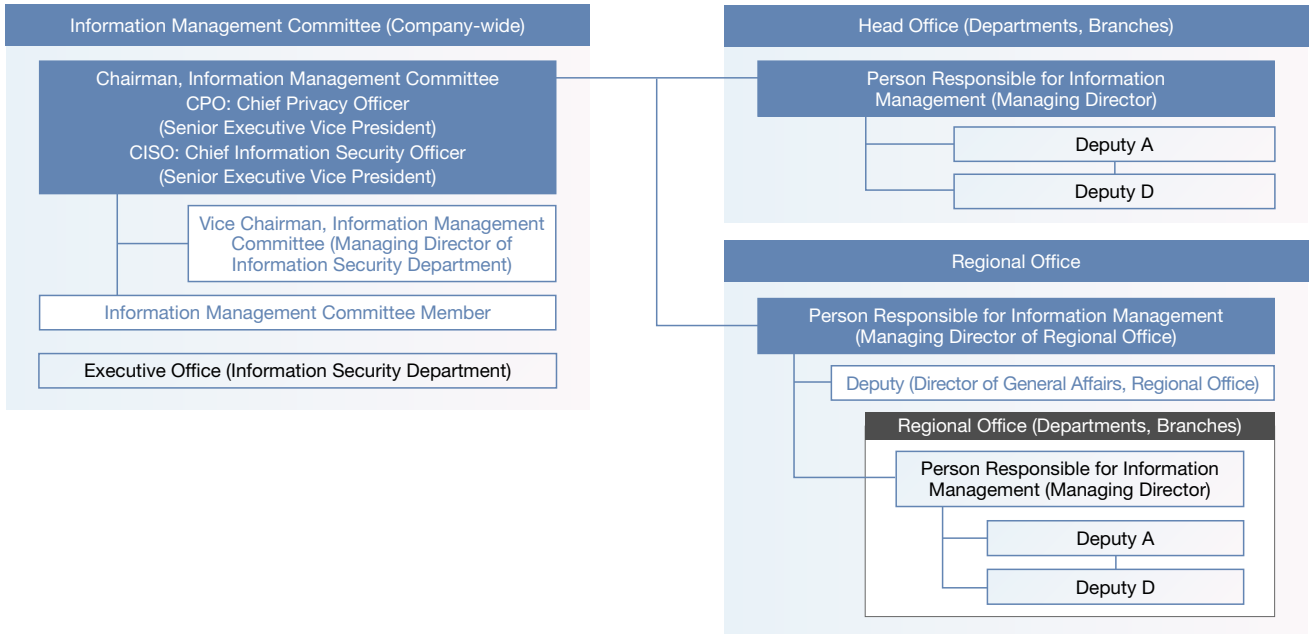
To manage such information, we set up the Information Management Committee chaired by the senior executive vice president who also serves as Chief Information Security Officer (CISO) and Chief Privacy Officer (CPO), and an employee responsible for information management has been assigned to each worksite. By establishing a system for speedily implementing information security measures, we are protecting and appropriately managing all information assets in our possession.

If an information security incident occurs, we obtain details about the incident and its impact and inform the Information Security Department about it as well as the General Affairs Department of the head office. A designated committee chaired by the president will be set up to respond to the incident depending on the degree of impact.

The use without justifiable reason of confidential communications or confidential and/or personal information that has come to one's knowledge in the course of their duties or leaking or attempting to leak the aforementioned will be subject to disciplinary action in accordance with company regulations.

We are also raising employee awareness of information security using a poster in the offices of all departments and at all docomo Shops that illustrates our CEO's commitment to pursuing information security.

Information Management System



(As of July 1, 2020)

Specific Security Measures

Vulnerability Analysis

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

Information Security Training and Fostering Awareness

We provide continuous education and training to enhance information security literacy among all employees to implement appropriate management of information assets. These include web-based training and group-based training for raising awareness regarding information security and cyber security. They are provided in accordance with the learning program framework laid down under the General View of DOCOMO Security Education. Top management, other managers, and employees are all required to participate in the program. In fiscal 2019, we conducted training and educational activities focused on dealing with targeted attack and applying information management rules such as the increase in risks associated with environmental change, ways to address relevant regulations, and trends in information security.

Furthermore, we have designated the month of November as “Information Security Awareness Month” to raise employee awareness.

Security Measures by Category

(1) Organizational Security

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

(2) Human Security

1. Mandatory written pledges regarding confidentiality
2. Mandatory information management compliance for outside contractors
3. Implementation of training and education for employees, contractors and sales agents
4. Formulation and distribution of training tools, such as handbooks and DVDs

(3) Physical Security

1. Restrictions on the number of information management terminals and continuous optimization of installed locations and authorized people
2. Rigorous control of the lending and checking out of

portable equipment
3. Consolidation and special monitoring of terminals used to extract large amounts of customer information
4. Transition to paperless handling of documents, such as customer applications
5. Entrance and exit control in locations handling information

(4) Technical Security

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

Information Security Policy

Major Initiatives for Fiscal 2019

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

In addition, we are pushing ahead with initiatives to address changes in the environment surrounding information security such as the General Data Protection Regulation (GDPR) in the E.U. and the revised Installment Sales Act (relevant to the Payment Card Industry Data Security Standard). As for countermeasures to cyber-attacks, we have set up an organization dedicated to implementing necessary security measures to monitor attacks, make internal and external contacts, and carry out other measures in response to incidents.

As for countermeasures to cyber-attacks, we have set up an organization dedicated to implementing necessary security measures to monitor attacks, make internal and external contacts, and carry out other measures in response to incidents. In fiscal 2019, we strengthened our information security incident response system and conducted training assuming cyber-attacks for the Tokyo 2020 Olympic Games. In addition, we are continuing to develop experts on information security and raising employee awareness in the field.

During Information Security Awareness Month in fiscal 2019, the senior executive vice president who also serves as chief information security officer (CISO) and the managing director of the Information Security Department sent out heads-up messages to employees, and we also held a seminar for executives and employees on the latest trends in cyber security.

In addition, we conducted web-based training three times a year by job title and employee classification. We also conducted annual drills simulating targeted email attacks, for which we increased the variations of emails and took steps to maintain vigilance.

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

Protection of Data Privacy

Establishing the Guidelines and Structure for Protecting Personal Information

DOCOMO believes that recognizing the importance of personal information and ensuring thorough protection represent its chief responsibility in its business. We strive to protect personal information by creating guidelines on providing security and reliability to customers, stipulating and disclosing our Privacy Policy, and applying these guidelines and policy to all Group companies, including subsidiaries

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

In compliance with the EU General Data Protection Regulation (GDPR), a new framework for personal information in the E.U. that sets out rules pertaining to personal data, we formulated the "Information Management Regulations (Handling of EU Personal Data)" as an internal reference that stipulates the handling of EU personal information in April

2019, following a GDPR Compliance Manual formulated in May 2018.

There were no incidents warranting administrative guidance or legal violations related to information leakage incidents or complaints within the DOCOMO Group in fiscal 2019.

The number of cases involving leakage of personal information and theft or misplacement of data is shown in the following chart. DOCOMO reports on the occurrence of such incidents through its corporate website.

Number of cases involving leakage, theft, or misplacement of personal information

(Cases)

	2016	2017	2018	2019
Number of Cases	1	0	0	0

Privacy Policy

Use of Personal Data

A Progress related to artificial intelligence (AI) and IoT has brought forth diverse products and services that utilize big data. We are seeing that initiatives which work toward creating new value are gaining speed throughout our society. Guided by its corporate philosophy of "creating a new world of communications culture," DOCOMO is continuing its challenge to create innovation in order to realize a rich future. We will leverage our customers' personal data and data on various things and experiences as well as technologies such as AI that create various types of wisdom through the gathered data. Then we will give or return the data to our customers and society by generating new value.

Meanwhile, we consider it our mission to protect and pay due consideration to our customers' privacy as well as to comply with laws and regulations when using the customers' particularly important personal data. DOCOMO has and will act upon a strong faith to continue living up to the trust of its customers by handling personal data with responsibility.

In August 2019, we published the Personal Data Charter as a company policy on the use of data. We also set out the following six principles of action which we comply with when using the data to offer optimum privacy protection for customers and continuously offer new value to customers and society by leveraging data.

NTT DOCOMO Personal Data Charter

NTT DOCOMO Personal Data Charter

Behavioral Principles for Innovation Creation

Guided by its corporate philosophy of "creating a new world of communications culture," DOCOMO is continuing its challenge to create innovation in order to realize a rich future. We view our innovation as connecting every experience and everyday items in order to offer comfort and aspirations to our customers and also as generating new solutions for the various challenges in our society to create a future where all people, regardless of nationality, region or age, can lead rich and comfortable lives. We will provide every customer with the optimum information and happiness they can discover while keeping a step ahead in terms of safety and security, health, and learning how to enjoy life. Moreover, we will support business innovation that leads to realizing our philosophy and initiatives for addressing social issues.

We are committed to making things better and seeking harmony with society as well as creating an ideal future together with customers. Furthermore, we will leverage our customers' personal data and data on various things and experiences as well as technologies such as AI that create various types of wisdom through the gathered data. Then we will give or return the data to our customers and society by generating new value.

DOCOMO recognizes its duty as protecting and paying due consideration to customer privacy as well as complying with laws and regulations when using the particularly important personal data. While some customers may feel uncomfortable or experience concern over the use of their personal data, DOCOMO has and will act in good faith to keep living up to the trust of its customers and to continue providing a sense of security by responsibly handling personal data. Also, we will further cherish our bond with customers and earnestly listen to them. We will not stop on our path to discover new value that can be offered to customers and society by leveraging data and to find the best answers for protecting the privacy of every customer. We believe that the key lies in constantly considering and communicating with customers.

In order to offer optimum privacy protection for customers and continuously offer new value to customers and society by leveraging data, we will abide by the following principle of action as a basis of decision-making whenever we handle the personal data of customers in the course of our business activity.

Six Principles of Action of the NTT DOCOMO Personal Data Charter

Principle of Action

Value Communication with Customers and Ensure Transparency

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

Consider Customer Benefits and Serving Society

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

Respect Each Customer's Desire

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

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

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

Implement Appropriate Security Measures to Protect the Personal Data of Customers

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

Maintain and Operate a System to Promote Customer Privacy Protection

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

* Details of the Principle of Action and its use will be constantly examined and reviewed as necessary to ensure our ability to continue living up to the trust of our customers.

NTT DOCOMO Personal Data Charter

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 and damage of personal information.

Along with these measures, we provide training at least once a year for all employees and executives, including temporary staff, and web-based training suited to each career level to ensure that security management measures are implemented and personal information is being handled in an appropriate manner.

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

Further Reinforcement of Information Security and Data Privacy Protection to Address the Increasingly Sophisticated and Serious Threats to Security

Threats against information security is increasing year after year as can be seen in malware that initiates targeted attacks by accessing company systems or illegal access made through Internet. One pillar for expanding the smart life business is "+d," a collaborative effort with other industries for addressing social issues. As the sharing of information with +d partner companies increase, cyberattacks targeting our partners may emerge as an information security risk for DOCOMO. DOCOMO is further reinforcing information security by building an advanced information security system, holding cyberattack drills, and carrying out information security education to address information threats that have become more sophisticated and serious.

In addition, treatment of personal data, or data privacy, has become more complex over time. Upon the enactment of the General Data Protection Regulation (GDPR) in the E.U. in May 2018, we formulated response manuals, held training, implemented a privacy impact assessment and initiated other measures. In December 2019, under the Behavioral Principles set forth in the NTT DOCOMO Personal Data Charter, we made the NTT DOCOMO Privacy Policy simpler and easier to understand, in terms of the structure and expressions used, without changing the scope of handling personal data to date. We also released "Understand by knowing! DOCOMO's Use of Personal Data," which clearly explains these efforts through illustrations.

Moreover, we provide the Personal Data Dashboard on our website, allowing customers to check, set, and change* their consent to the handling of personal data. Looking ahead, we will continue our efforts to protect data privacy by pursuing the protection and appropriate handling of personal data.

* No changes are allowed to the part of consent required for our service offering.

Security Measures at docomo Shops and Subcontractors

We provide training focused on information security at least once a year for docomo Shop staff and also support educational activities by issuing "Security News," a compilation of security issues the shops are likely to experience. Also, since the risk of information leakage is highest at the point of sales, we conduct rigorous audits to check whether information is being managed appropriately, including quarterly branch audits and monthly self-inspections. We select subcontractors after confirming that they handle personal information appropriately, and our outsourcing agreements include clauses on security management measures, confidentiality, conditions for recommissioning and other issues related to the handling of personal information, and we provide the necessary and appropriate supervision.

Security Measures at +d Partners

DOCOMO carries out appropriate management against "+d" partner companies by requesting that they comply with the Personal Information Protection Law and follow guidelines issued by ministries and agencies as well as public organizations. Other measures taken to protect personal information include obtaining a customer's consent prior to sharing their personal information with partner companies.

Compliance

Basic Policies and Philosophy

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

We have built a Compliance Management System, centered on the Compliance Committee, and we are implementing a range of compliance-related initiatives. For example, we have created a system to support employees seeking consultation or filing a report on illegal or fraudulent incidents they have observed, assigned employees with responsibility for compliance promotion in all divisions, and implemented training in ethics and legal compliance for all employees. Moreover, we have conducted a compliance and human rights awareness survey of every employee, the results of which have been reflected in our measures to ensure compliance. Through such efforts, we are working to further advance ethical views.

We delivered messages through our intranet and the president's speech on the thorough enforcement of compliance aimed at achieving the "Declaration beyond" as well as reinforcing defensive governance measure to enhance corporate value. Furthermore, when there is a conflict between ethics and the pursuit of profit, we will place top priority on corporate ethics. We believe that these initiatives will find a balance between customer service improvement and corporate sustainable development.

NTT DOCOMO Group Code of Ethics

The DOCOMO Group seeks to develop a shared awareness and thorough understanding of the basics of compliance, which should serve as the foundation of management. To that end, we are developing our ethical standards through ten defining articles, including legal and ethical compliance; securing the transparency of business operations through information disclosure; fair, open and free competition and trading; and respect for employee human rights. An English language version of this Code of Ethics has also been developed as a standard to be observed globally.

NTT DOCOMO Group Code of Ethics

Compliance Management Regulations

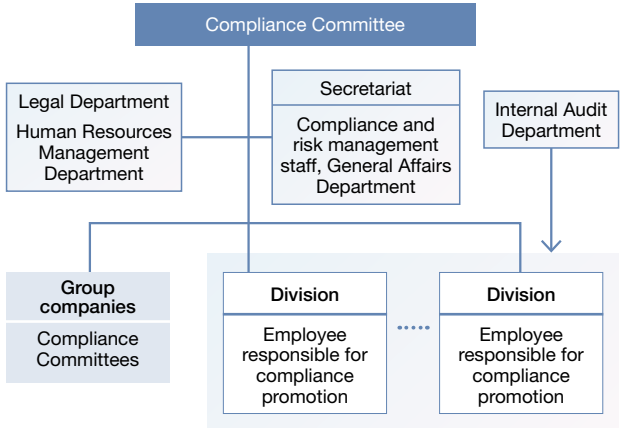
The Compliance Management Regulations define the standard issues for promoting activities aimed at establishing legal compliance and corporate ethics, which DOCOMO pursues from the standpoint of its corporate social responsibility. These regulations apply to all individuals employed by DOCOMO, including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

Compliance Management System

DOCOMO has established the Compliance Committee at its head office and each branch and Group company to ensure that employees know and understand the NTT DOCOMO Group Code of Ethics. The committee decides on policies related to legal and ethical compliance and identifies issues and areas in need of improvement in terms of compliance management. It also monitors the progress of activities that promote compliance.

The committee at DOCOMO's head office is chaired by the president and CEO and comprises the executive vice president, executive general manager of regional offices, general manager of each division and directors who are Audit & Supervisory Committee members and others appointed by the chairperson as needed. The Compliance Committee deliberates on matters such as the details of initiatives for the current fiscal year while reflecting the results of the previous year's initiatives as well as the situation or trend analysis based on whistleblowing reports made during the prior year. Important matters, including the foregoing, are reported at the meeting of 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, to develop deeper sense of respect for human rights as well as to create measures for improving inappropriate aspects.

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

Risk Compliance Leaders (RCL)

Appointed by employees responsible for compliance promotion to take the initiative in promoting risk management, compliance and human rights practice within their respective organizations.

Conduct daily activities to promote compliance as well as human rights practice within their respective organizations and respond quickly and effectively when a compliance risk materializes.

Compliance Committee Office and Human Rights Committee Office

Promote compliance and human rights awareness across the Group. Collaborate with each RCL to address individual issues and exchange information.

Consultation and Reporting Mechanism

DOCOMO has established reporting channels, available to suppliers as well as DOCOMO Group employees and docomo Shop staff, for the prevention and early detection of compliance or risks related to human rights. Whistleblowing desks for compliance and human rights have been set up, as has an external channel at a legal office outside the Company for the purpose of ensuring the anonymity of those seeking consultation. We maintain an environment that encourages employees to file reports by accepting them by email, letter or fax in addition to stipulating rules to protect the privacy (anonymity) of individuals seeking consultation and ensure that they are not treated unfairly for coming forward. The email addresses of the whistleblowing desks are published on our corporate website, and we actively disseminate information by

delivering email magazines and distributing posters.

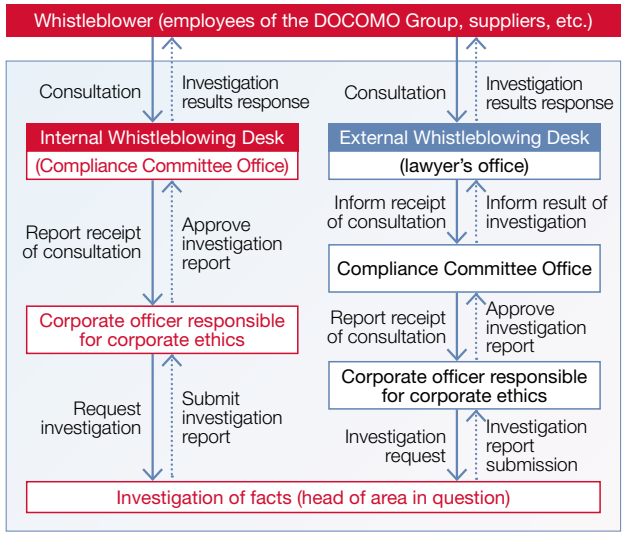
The topic of the consultation or report is investigated as needed by the Compliance Committee Office and Human Rights Committee Office in coordination with relevant employees responsible for compliance promotion (heads of organizations) and RCLs. Any confirmed incidence of noncompliance is immediately reported to the director responsible for corporate ethics and other members of management, as well as members of the Audit & Supervisory Committee. Necessary steps are then taken and measures put into place to prevent any future recurrence. Incidents are analyzed and trends are reported to employees across Japan at regular internal meetings while also being used as topics in compliance training.

A total of 103 cases were brought to consultation and reporting in fiscal 2019. The number of declarations regarding power harassment increased due to growing concern about the enforcement of the Labor Measures Comprehensive Promotion Act. On the other hand, the number of reports relating to time and attendance management issues is declining as workstyle reform has taken root. All confirmed compliance violations are subject to disciplinary action in accordance with company regulations.

Number of Consultations on Compliance over the Past Four Years

	FY2016	FY2017	FY2018	FY2019
Consultations on compliance	111	111	114	103
Compliance violations	50	57	56	47
Unauthorized use of expenses, etc.	9	5	2	3
Harassment	18	17	15	22
Other compliance violations	23	35	39	22
No violations	61	54	58	56

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 take part in discussions afterward to share their thoughts on compliance and human rights in an ongoing effort to raise awareness of compliance among all employees. RCLs, tasked with promoting compliance activities in their respective departments, are trained to create a common awareness of the roles expected of leaders and share information. A compliance seminar exclusively for members of upper management is also held. In fiscal 2019, we held training programs for newly appointed managers and employees on loan to Group companies. In light of growing concern about power harassment and the Labor Measures Comprehensive Promotion Act, enforced as of June 2020, we conducted training for supervisors to reduce the risk of power harassment.

Dissemination of Compliance Violations and Educational Activities

We regularly issue the Human Rights Mini-Knowledge Series on an internal website and conduct education and other activities based on the NTT DOCOMO Group Code of Ethics Handbook to enhance employee awareness of compliance and human rights.

Also, we review the status of our Group-wide initiatives on compliance and human rights education in the quarterly "Compliance Report" and report on the number and details of actual compliance violations at regular meetings to request that each organization implement measures that may prevent the occurrence and recurrence of such incidents. And we seek to spread awareness of both compliance and human rights by sharing that information with all Group employees.

In addition, directors twice a year call for special attention to all Group employees, from whom compliance with laws, regulations, rules, morals and manners are expected. This initiative includes not only engaging in inappropriate conduct that accompanies alcohol but also no smartphone-distracted walking as a DOCOMO Group employee.

Survey on Compliance and Human Rights

The DOCOMO Group conducts a unified employee survey on compliance and human rights every year. Analysis of the survey conducted with all Group employees including

temporary staff, a total of about 40,000 individuals. showed that positive results have been maintained at high levels for each surveyed item, including communication.

In consideration of comments such as "nothing is being done to address our claims in surveys against harassment or compliance violations," and "please find a way to receive an SOS from those who cannot come forward to the whistleblowing desk even if they want to," we accepted consultation and reports in fiscal 2019 on matters related to compliance and human rights along with the survey. As a result, 112 cases were reported and 30 were investigated and addressed.

Employee Survey

(%)

Category	Content		(Previous) Oct. 2018	(Latest) Sep. 2019
Communi-cation	Respondent	Seeks to communicate with the colleague by initiating the conversation	96.0	95.5
		Seeks to communicate with the supervisor by initiating the conversation	91.0	90.7
	Supervisor	Seeks to communicate with subordinates by initiating the conversation	93.7	93.9
	Organization head	Seeks to communicate with subordinates by initiating the conversation*	92.2	–

* Excluded from fiscal 2019.

Initiatives for Preventing Bribery

The DOCOMO Group, which operates business at an international level, is subject to the bribery and corruption laws of a number of countries, including Japan's own Unfair Competition Prevention Act, which prohibits activities such as the provision of unjust gains to foreign public officials, and the Foreign Corrupt Practices Act in the U.S.

To ensure thorough compliance with these laws, DOCOMO established its Guidelines on the Prevention of Bribery of Foreign Public Officials in October 2010, based on the NTT DOCOMO Group Code of Ethics, which seeks to unequivocally prevent bribery. These guidelines were revised after the Bribery Act was implemented in the U.K. and regulations were tightened in some other countries.

In fiscal 2014, the NTT Group created the "Anti-Bribery Handbook" as a tool for raising employee awareness. The handbook contains basic knowledge and examples of bribery and facilitation payments. It also covers even broader themes than the Guidelines on the Prevention of Bribery of Foreign Public Officials. The DOCOMO Group has sought to encourage understanding by distributing the Japanese and English language versions of the handbook to Group companies in and outside Japan in fiscal 2015. We have sought to bolster our efforts against bribery among Group companies by encouraging them to construct a system of compliance in accordance with the Code of Ethics, guidelines and the handbook while paying due consideration to the business models of each company and to the laws of the countries in which they are located. We will further bolster our efforts against bribery by holding training and organizing study groups to fully educate our employees.

NTT Group Anti-Bribery Handbook

Guidelines on the Prevention of Bribery of Foreign Public Officials

(Established October 2010)

Introduction: Prohibition Against Acts of Bribery of Foreign Public Officials

1. **Foreign Public Officials to Whom the Guidelines Apply**
   - (1) Officials of central and local governments of foreign countries
   - (2) Staff engaged in administrative work at institutions related to a foreign government
   - (3) Staff engaged in administrative work at public corporations of foreign countries
   - (4) Staff with official responsibilities at international organizations
   - (5) Persons working under consignment from foreign governments and other entities
   - (6) Political parties of foreign countries and their staff members, or candidates for public office
   - (7) Agents or family members of persons defined under 1. to 6., or persons with equivalent status
2. **Prohibited Acts and Criteria for Judgment**
   - (1) Prohibited acts
   - (2) Timing
   - (3) Substance, monetary amount and other aspects
   - (4) Frequency
   - (5) Transparency
   - (6) Compliance with local laws
3. **Examples**
   - (1) Dinners and parties
   - (2) Gifts
   - (3) Golf excursions
   - (4) Trips
   - (5) Others
4. **Selection of Consultants, Consignees and Other Persons Entrusted with Contacting and Negotiating with Foreign Public Officials**
5. **Individual Cases of Entertaining and Presenting Gifts**
6. **FAQ**

Reports on bribery in Japan and overseas are submitted by divisions with management responsibilities in each operating company. As for our overseas joint ventures, a reporting line has been established between DOCOMO's head office and the holding company of the joint venture to manage and share information concerning bribery.

No legislative measures were taken against us, nor were we exposed to bribery or facilitation payments in fiscal 2019.

Furthermore, prior to the season for sending summer gifts (ochugen) and winter gifts (oseibo), directors warn all Group employees to refrain from making any inappropriate payments to government officials or other public employees. This is to make them aware of compliance with regulations and to uphold ethics regarding gifts such as ochugen. They also must be especially careful not to violate laws such as the National Public Service Ethics Code, Unfair Competition Prevention Act and Foreign Corrupt Practices Act when making payments to government officials.

With respect to political contributions, we make it absolutely clear that donations are to be extended through legitimate channels in accordance with the NTT DOCOMO Group Code of Ethics and NTT DOCOMO Guidelines for CSR in Supply Chain, and in compliance with the Political Funds Control Law in Japan. In fiscal 2019, DOCOMO made political contributions totaling 12 million yen in Japan.

Number of Legislative Measures and Exposures to Bribery and Facilitation Payments (Japan and Overseas) (cases)

	FY2016	FY2017	FY2018	FY2019
Number of legislative measures/exposures	0	0	0	0

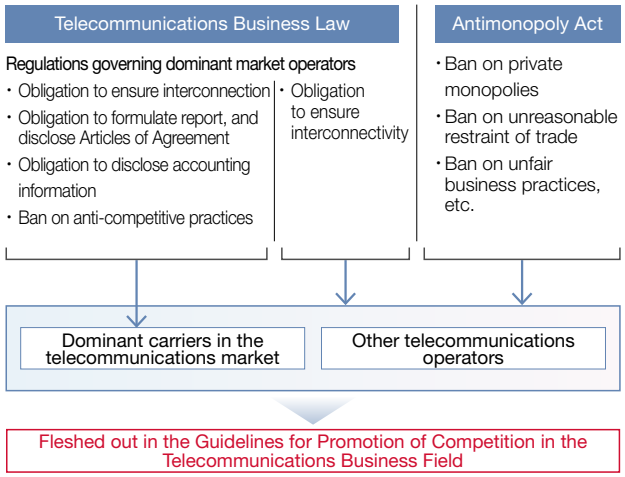
Political Contributions (million yen)

	FY2016	FY2017	FY2018	FY2019
Political Contributions (telecommunications administration)	7.0	7.0	7.0	12.0

Initiatives on Fair Competition

In addition to the Antimonopoly Act, which constitutes the common rules of competition, NTT DOCOMO is also governed by articles of the Telecommunications Business Law, which are intended to promote fair competition in accordance with the special nature of the telecommunications business. To encourage new entries and develop a fair and unrestricted competitive environment, the Fair Trade Commission and the Ministry of Internal Affairs and Communication formulated the "Guidelines for Promotion of Competition in the Telecommunications Business Field," which reflects their declared policy on the manner in which the Antimonopoly Act and the Telecommunications Business Law are respectively applied. Since the revised Telecommunications Business Law and related ministerial ordinances came into effect in October 2019, we are now required to promote fair competition in the mobile phone market through a complete separation of communication charges from terminal prices and the correction of excessive lock-in practices.

Regulations Governing the Telecommunications Business



To ensure compliance with these laws and regulations, the NTT DOCOMO Group has consistently conducted training on fair competition online and by other means for all employees at its headquarters as well as employees at functional subsidiaries that bear some responsibility for corporate marketing and marketing through sales representatives. About 27,000 participants took part in the most recent training.

Moreover, when internally considering launching a new service, we seek to rigorously comply with laws and regulations by having the Corporate Strategy and Planning Department confirm that we are not in violation of the Telecommunications Business Law.

In August 2016, the Fair Trade Commission presented its views on issues concerning competitive policy in the mobile phone market, prompting the industry to review practices that may be problematic under the Antimonopoly Act. In June 2018, it again issued a report that pointed out practices that may create anti-monopoly issues, such as the practice of selling communications services and mobile terminals in a single package, a contract that states a contract period restriction and automatic renewal, plans based on a presupposition that the subscriber will trade in an old mobile phone or continue their subscription in the same program, a SIM lock, and the distribution of used devices.

In view of these developments, the DOCOMO Group will continue to provide pricing and services that comply with laws, regulations and guidelines as it strives to maintain and promote free and fair competition in the telecommunications market.

Avoiding Conflicts of Interest

Conflicts of interest are regulated under national laws from the standpoint of ensuring fairness. DOCOMO has established internal rules for avoiding such conflicts in accordance with Japan's Companies Act and other relevant regulations.

A specific case may be when a member of senior management seeks to engage in a business transaction that may result in a conflict of interest. This requires prior approval by the Board of Directors if the member is a director or by the director responsible for corporate ethics. The director in question is not permitted to take part in the decision made by the Board of Directors.

By operating under this mechanism, we seek to ensure the fairness of business transactions to avoid conflicts of interest.

Refusing All Connections to Anti-Social Groups

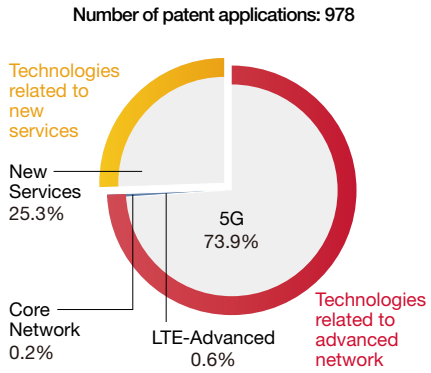
DOCOMO long ago established its policy of refusing all connections to anti-social groups and has consistently upheld that policy over the years.

The Organized Crime Exclusion Ordinances was enforced throughout Japan (in all 47 prefectures) by October 2011. Following its full enforcement, we revised our policy on refusing all connections to anti-social groups and took steps such as adding exclusionary provisions to outsourcing and all other standard business agreement forms to reinforce our stance against such organizations.

Intellectual Property Initiatives

DOCOMO respects the intellectual property rights of other companies, even as we expand the scope of our own intellectual property management to increase the domestic and international competitiveness of our business. For example, DOCOMO has promoted the research and development of technologies related to upgrading its networks such as W-CDMA, LTE, LTE-Advanced, and 5G as well as technologies related to new services such as AI and IoT, with the ultimate goal of enhancing mobile experiences for customers. As a result of encouraging patent applications for these technologies, as of March 31, 2019, DOCOMO holds around 3,900 patents in Japan and 7,600 patents overseas.

Patent Applications



Intellectual Property Training for Employees

In view of the growing importance of intellectual property, DOCOMO has been encouraging employees to gain a deeper understanding of their relationship with intellectual property and its impact on daily operations through ongoing web-based training and annual group seminars. Moreover, we have developed an intellectual property handbook, which is available on the corporate intranet site and is a useful tool for enhancing awareness. It covers themes relevant to actual operations and guides employees in handling intellectual property through a Q&A format.

Tax Planning Strategy

Tax Planning Strategy

All executives and employees of the NTT DOCOMO Group, regardless of the country in which they operate, will not only comply with laws, social norms and internal rules but will also adhere to the highest ethical standards in both their public and private activities. With this fundamental principle we handle practical tax matters by establishing internal rules and strive to maintain and enhance compliance through measures such as employee training.

In accordance with the Tax Policy, established by the NTT Group, all DOCOMO Group companies (consolidated subsidiaries) strive to maintain and improve their tax compliance by providing employee education and supervision and improving operational efficiencies to comply with regulations and fulfill their tax obligations. With respect to the application of preferential tax treatment, we will not interpret, apply or seek tax savings in a manner that is unlawful or not presumed by the laws and regulations. We strive to optimize the tax burden for the DOCOMO Group as a whole through the appropriate and effective use of tax incentives for research and development and other preferential tax treatment. In addition, with respect to transactions that carry potentially high taxation risks, we strive to reduce taxation risks by studying the transaction thoroughly before engaging in the business.

In view of the increasingly multinational nature of the NTT DOCOMO Group companies and rise in international transactions in and outside of the Group, as well as a strengthening of taxation by the tax authorities of countries, the importance of risk management has increased for transfer pricing taxation, tax haven countermeasures and other important tax systems related to international taxation, for which we will take the measures described below.

1. Transfer Pricing Taxation

- Transaction prices applied in the NTT DOCOMO Group's international transactions will be calculated in accordance with the laws and regulations of each country and the Transfer Pricing Guidelines published by the Organization for Economic Cooperation and Development as well as in accordance with the arm's length principle.
- When the laws and regulations of countries and regions require documentation of the method of price calculation or where such documentation is required due to factors such as the size of the transaction or possible taxation risks, we will prepare the relevant documentation in an appropriate manner.

2. Anti-Tax Haven Rules

- We will not exploit a low-tax country to avoid taxes. For business reasons, when investing in a low-tax country, we will pay the appropriate tax in accordance with the laws and regulations of the country and region.

These guidelines are being observed by all consolidated subsidiaries of the NTT DOCOMO Group. Furthermore, in order to reduce the long-term tax burden ratio, we are working with the Japanese business community to request tax reform that contributes to the sustainable growth and strengthening of international competitiveness of Japanese companies.

Relationship with Tax Authorities

The DOCOMO Group strives to communicate with the tax authorities and maintain good relations with them while also providing them with explanations based on facts and responding in good faith and with sincerity. We will respond to any issue indicated by the authorities by promptly identifying the cause and then implementing appropriate measures for correction and improvement to prevent a recurrence except in the events that we are filing a formal objection or seeking litigation against measures and opinions taken by the tax authorities.

Tax Payment Track Record and Reporting

The DOCOMO Group pays the taxes associated with its business management in an appropriate manner by complying with the related laws and regulations. Income taxes after adjustments for fiscal 2019 were 273,170 million yen, and the tax burden ratio to pretax income was 31.5%. The table below summaries revenues, profits before taxes, and taxes in Japan and overseas.

Domestic and Overseas Revenues, Profits Before Taxes, and Taxes (FY2018)

(billion yen)

	Domestic	Overseas	Total
Revenue	5,008.6	134.8	5,143.4

(billion yen)

	Domestic	Overseas	Total
Profit before taxes	970.7	53.3	1,024.0

(billion yen)

	Domestic	Overseas	Total
Taxes	274.4	14.2	288.6

The above amounts are based on the Country by Country Report submitted by Nippon Telegraph and Telephone Corporation to Japan's National Tax Agency and are not directly related to DOCOMO's consolidated financial statements.

Strategic Shareholding

DOCOMO seeks to bolster ties with partner companies in various industry and works to strengthen cooperation as well to increase its medium- to long-term corporate value. In light of these initiatives, DOCOMO's Board of Directors examines the effect of holding or reducing strategic shares on the Company's medium- to long-term corporate value. DOCOMO does not and will not engage in cross-shareholding as a means of creating long-term shareholder relationships.

Brand Management

Corporate Identity

Origin of the Company Name

The Company name is an abbreviation for "Do Communications Over The Mobile Network" and reflects the aspiration and commitment of all our employees to seek customer satisfaction wherever they are and in whatever situation.

Corporate Logo

The logo is written in small letters and in the custom color of "DOCOMO red." It expresses DOCOMO's new brand image of "Human Touch," "Glimpse into the Future" and "Security and Reliability" as well as our desire to encourage people to feel an even greater affinity with the brand and a sense of expectation for the changes that DOCOMO will undergo. We chose red for its dynamic, uplifting impression as a vigorous statement of our corporate stance on innovation.

NTT docomo

Brand Slogan and Statement

DOCOMO upholds "the new of today, the norm of tomorrow" as its brand vision. Our slogan reflects the spirit of challenge with which we pursue innovations to provide greater convenience and comfort to the daily lives of our customers.

Brand Slogan

The new of today, the norm of tomorrow

Brand Statementt

DOCOMO has embarked on a new challenge:
connecting the separate elements of daily life to achieve levels of convenience and enjoyment never seen before.
We call it "smart innovation."
Security and peace of mind, health, education, and all the other pleasures that go to make up life—we are proposing optimum connections for each individual, taking the provision of information and enjoyment of life a giant step forward.
To make this a reality, we are supporting innovation across a wide range of businesses.
And beyond this, we are also actively developing novel solutions to the challenges facing society.
This culture of challenge and innovation is deeply rooted at DOCOMO.
For us, however, it's not simply about creating products and services that are new; it's about creating things that, before you know it, become essential or even taken for granted in daily life.
We firmly believe the lifestyles that "smart innovation" makes possible will become the standard, so deeply ingrained they are hardly noticed.
We envisage a time when the new becomes everybody's taken-for-granted standard, and we are working toward that day with everything at our command.

Brand System

NTT DOCOMO Corporate Brand (Carrier Brand)

NTT docomo

Service Brands

Network Services

5G, Premium 4G, Xi, FOMA, docomo Hikari, etc.

Communications Services/New Service Domains (Provided by DOCOMO, Inc.)

iD, Anshin Security, Ichioshi Pack, Shintaikan live CONNECT, Sugotoku-Content, DAZN for docomo, d account, d anime store, d apps & review, d enjoy pass, d car sharing, d CARD, d kids, d game, d shopping, d job, dTV, dTV channel, d delivery, d travel, d Payment, d hits, d fashion, d photo, d book, d healthcare, d POINT CLUB, d market, d magazines, d meal kit, d music, d menu, Disney+, docomo Service Pack, docomo Map Navi, Hikari TV for docomo, FACE LOG, +Message, Point Investment, my daiz, MARKERS, etc.

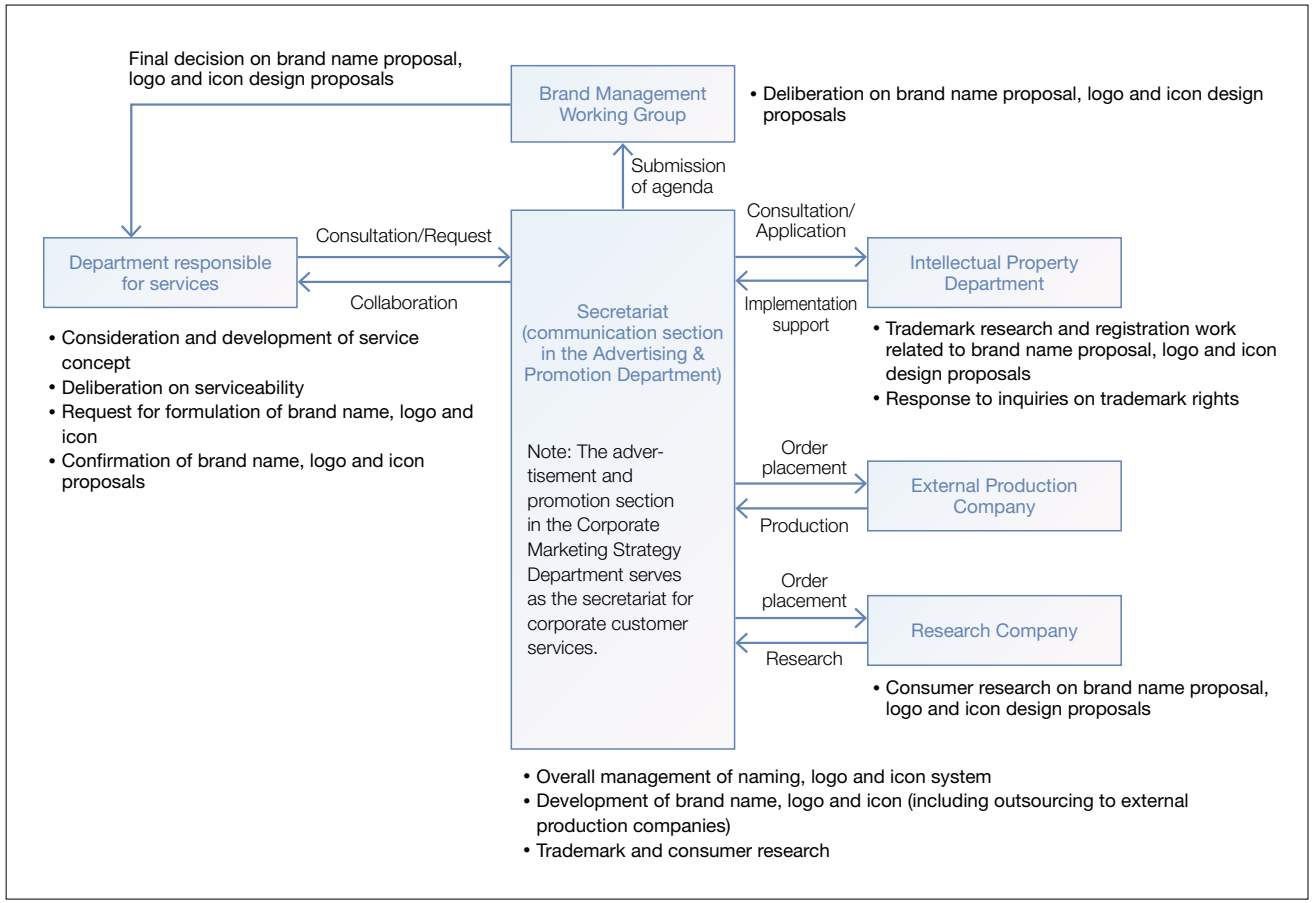
New Service Domains (Provided by Subsidiaries)

Shop Japan, Tower Records, MAGASEEK, ModuleApps, Mirai Translator™, etc.

Management of Names, Logos and Icons

We formulated the Guidelines on Naming, Logos and Icons to systematically manage these aspects of services provided by DOCOMO, with implementation confirmed by the Brand Management Working Group and secretariat.

Management of Names, Logos and Icons



Brand Management Indicators

With regard to our corporate brand, we closely monitor indicators such as the TOYO KEIZAI, INC.'s CSR Company Ranking (ranked second in 2020), Health and Productivity Management (White 500) recognition for personnel-related issues, and ESG indices such as the Dow Jones Sustainability Indices for investor relations and corporate social responsibility.

Brand Recognition and External Assessment

The DOCOMO brand is highly regarded in Japan.

Top Five Japanese Brands Recognized in Japan

2020 Ranking	Brand Name	Brand Value (USD million)
1	TOYOTA	56,246
2	HONDA	24,422
3	NISSAN	11,502
4	SONY	10,514
5	Canon	9,482
6	NTT docomo	8,267

Source: Interbrand Japan, "Japan's Best Domestic Brands 2020"

Use of Social Media

When using social media as a communication tool with customers, the NTT DOCOMO Group will conduct operations based on the social media policy on the right.

NTT DOCOMO Group's Social Media Policy

NTT DOCOMO Group will abide by the code of conduct and basic rules defined below as the social media policy when using official social media.

1. **Purposes of this policy**
   (1) To promote communication by appropriate means
   (2) To always have self-awareness and responsibility as a DOCOMO Group member when using social media

2. **Definition of social media**
   Social media is defined as media that allows the general public to communicate with each other through information posted by individuals using the Internet and web technologies.

3. **Basic rules to follow when using social media**
   (1) To always respect and listen carefully to those you communicate with
   (2) To clarify the purpose of communication and provide valuable information
   (3) To use easy to understand language
   (4) To understand the characteristics of digital tools, such as instant transmission and inability to cancel it
   (5) To fully respect privacy
   (6) To fully respect copyrights

4. **Information for customers**
   Information posted on a social media site by an administrator who operates an account approved by DOCOMO is not always posted after it has been verified due to the characteristics of social media. In that regard, such information should not be regarded as official announcements and statements from DOCOMO. Please note that such information may be corrected later. Official announcements and statements from DOCOMO are posted on DOCOMO's website.
   Specific operations (support hours and whether or not or how to respond to inquiries) vary depending on the account.

14 Editorial Policy and Organizational Profile

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Editorial Policy

Editorial Points

The NTT DOCOMO Group publishes an annual sustainability report to deepen stakeholder understanding of its philosophy and initiatives regarding corporate social responsibility (CSR) and its potential for future value creation. We compile data mainly on boundaries related to our core telecommunications business to provide a comprehensive report on our CSR philosophy and various initiatives in accordance with the internationally recognized GRI Sustainability Reporting Guidelines. This 2020 report includes a summary of DOCOMO's approach to sustainability and major initiatives centered on its CSR policy and details the Group's response to COVID-19 and its 5G initiatives. We also added a new page about how our business is contributing to the SDGs.

Detailed information on our initiatives and data that are not contained in this report can be found on our official website. We have also created a CSR website named "For ONEs" to facilitate a better understanding of our CSR initiatives.

The NTT DOCOMO Group CSR Communication Book is published for our customers as a concise booklet in a reader-friendly format on topics we are particularly keen to communicate. For detailed information on DOCOMO's business strategies and activities, please see the Integrated Report.

Integrated Report

ForONEs (in Japanese only)

NTT DOCOMO Group CSR Communication Book (in Japanese only)

Period Covered

The report generally covers fiscal 2019, from April 1, 2019 to March 31, 2020, although some information pertains to time periods before or after fiscal 2019.

Report Scope of Organizations

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

Where there are exceptions to this rule, the names of applicable companies are clearly identified, and "DOCOMO" refers to NTT DOCOMO, INC.

Twelve Functional Subsidiaries (as of March 31, 2020):
DOCOMO CS, Inc., DOCOMO CS Hokkaido, Inc., DOCOMO CS Tohoku, Inc., DOCOMO CS Tokai, Inc., DOCOMO CS Hokuriku, Inc., DOCOMO CS Kansai, Inc., DOCOMO CS Chugoku, Inc., DOCOMO CS Shikoku Inc., DOCOMO CS Kyushu, Inc., DOCOMO Support Inc., DOCOMO Systems, Inc., DOCOMO Technology, Inc.

Reference Guidelines

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

Published

December 2020
(previous report: October 2019; next report: October 2021)

Contact Information

NTT DOCOMO, Corporate Social Responsibility Department
Sanno Park Tower, 11-1, Nagata-cho 2-chome, Chiyoda-ku, Tokyo 100-6150, Japan

Phone: +81-3-5156-1111
csr@nttdocomo.com
(Clicking the link will launch your email software.)
Company, product, and service names in the report are the trademarks or registered trademarks of NTT DOCOMO, INC. or their respective organizations.

DOCOMO Overview

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

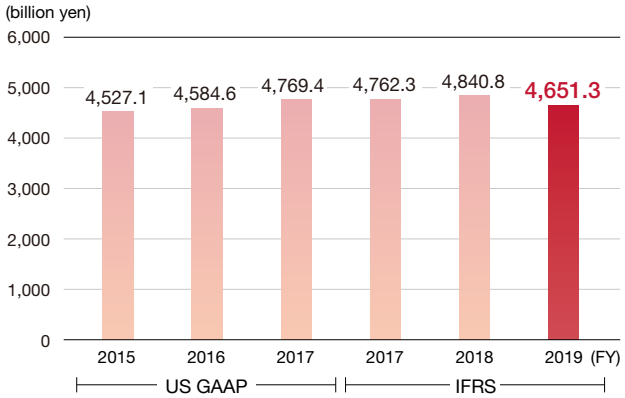
Corporate Profile

Company Name	NTT DOCOMO, INC.
Headquarters	Sanno Park Tower, 11-1, Nagata-cho 2-chome, Chiyoda-ku, Tokyo 100-6150, Japan
Common Stock	949,679,500,000 yen (as of March 31, 2020)
Start of Business	July 1, 1992
Stock Listing*	Tokyo Stock Exchange *The Company delisted itself from the New York Stock Exchange in April 2018.
Employees	Consolidated: 27,558 (as of March 31, 2020)
Subsidiaries and Affiliates	123 companies (as of March 31, 2020)

Business Segment	Description of Main Businesses
Telecommunications Business	Mobile telecommunication services (5G services, LTE(Xi) services and FOMA services), optical-fiber broadband services, satellite mobile communications services, international services and the equipment sales related to those services, etc.
Smart Life Business	"dmarket" services (video and music distribution, electronic books, etc.), finance and payment services, online shopping services, and 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.

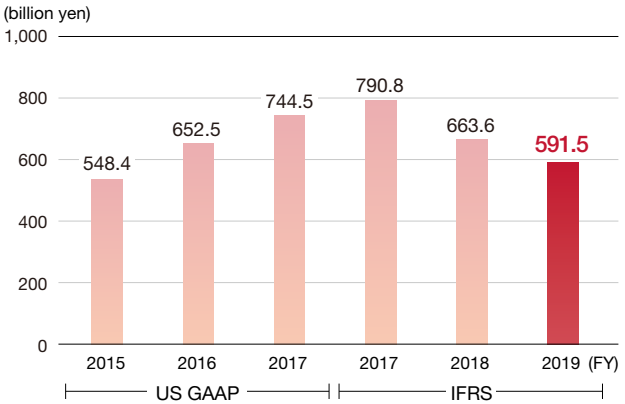
Financial and Non-Financial Results

Operating Revenues (Sales)



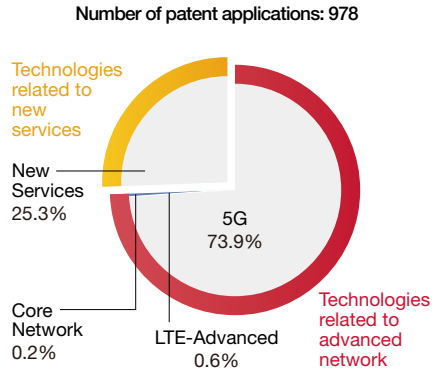
DOCOMO's financial results were compiled in accordance with U.S. accounting standards through FY2017 and IFRS after FY2018.

Net Income Attributable to the Shareholders of NTT DOCOMO



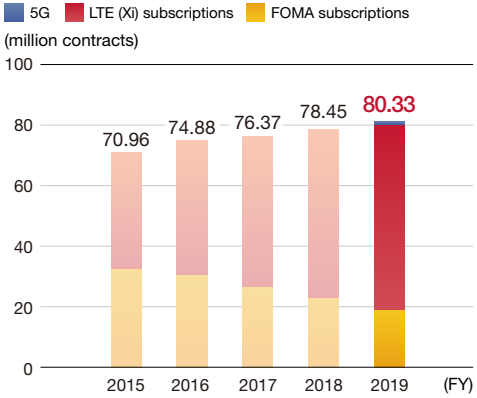
Shown under "Net Income Attributable to NTT DOCOMO Inc." in reports prepared under the US GAAP.

Patent Applications

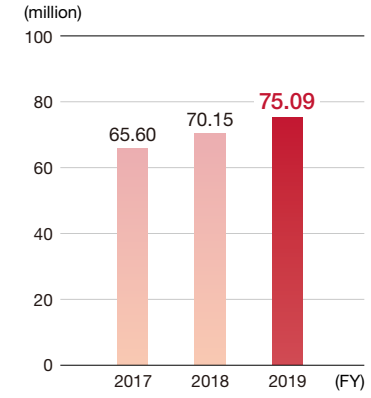


(Breakdown of patents applied for in Japan in FY2019)

Mobile Phone Subscriptions



Number of d POINT CLUB Members

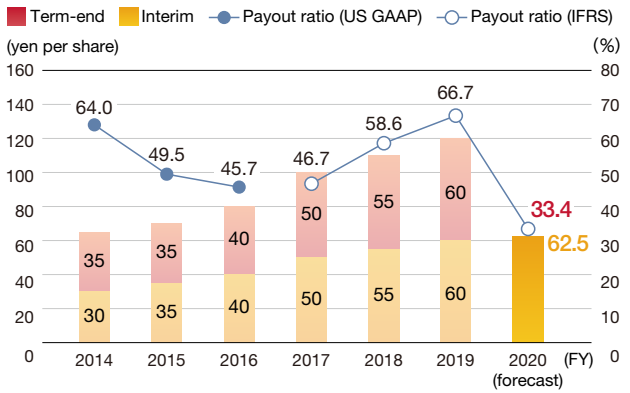


Profit Distribution

DOCOMO believes that providing adequate returns to shareholders is one of the most important issues in corporate management as it strives to develop and expand its business to enhance corporate value. The Company plans to pay dividends in a stable and continuous manner by taking into account its consolidated results, financial condition and consolidated dividend payout. It will also continue to pursue a flexible approach regarding share repurchases in order to return profits to shareholders. We will consider retiring all of the repurchased shares while also taking into account the need to hold them

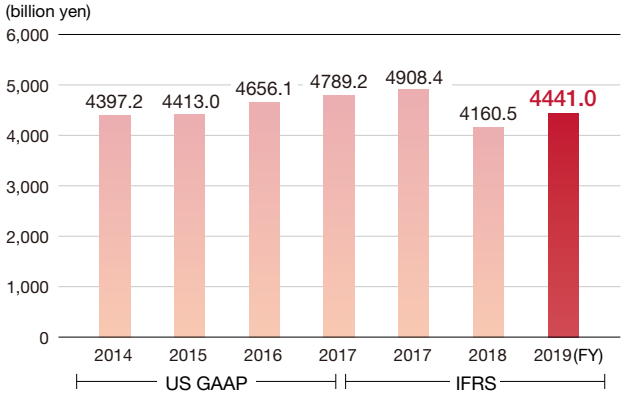
The Company will allocate its internal reserves to research and development, capital expenditures, strategic investments and other activities aimed at creating innovative technologies, providing attractive services and expanding its business domains.

Dividend Payout

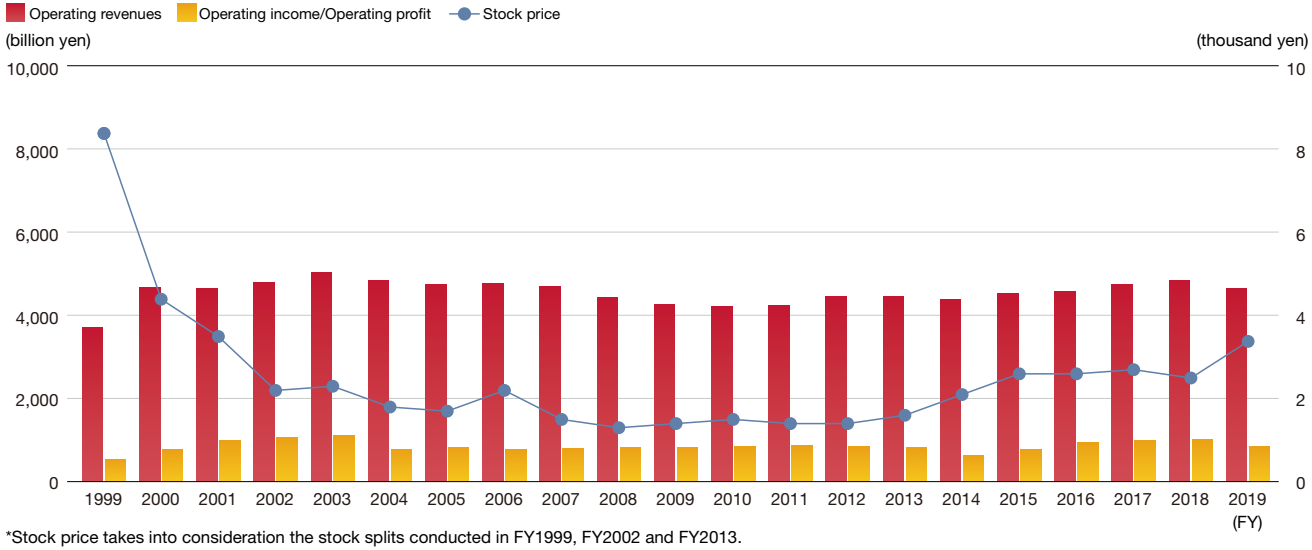


The dividend above reflects the effects of a 1:100 stock split executed on October 1, 2013.
Figures after FY2017 are calculated in accordance with IFRS.
During the Board of Directors' meeting on September 29, 2020, the dividend forecast for the fiscal year ending March 2021 was revised and it was resolved that no year-end dividend would be paid.

Internal Reserves (Consolidated)



Stock Price



*Stock price takes into consideration the stock splits conducted in FY1999, FY2002 and FY2013.

Evaluations by Outside Parties

DOCOMO's CSR and ESG initiatives have earned high marks from research organizations in Japan and overseas. (The following information is accurate as of September 30, 2020.)

MEMBER OF Dow Jones Sustainability Indices In collaboration with SAM a RobecoSAM brand

DJSI is an index for sustainability investment developed by the S&P Dow Jones Indices in the U.S. and RobecoSAM in Switzerland. DOCOMO has been selected to the Dow Jones Sustainability World Index (DJSI World) for three consecutive years.

FTSE4Good

DOCOMO is selected as a designated company for the FTSE4Good Index Series, a share index of socially responsible investments created by U.K.-based FTSE Russell.

FTSE Blossom Japan

DOCOMO has been included in the FTSE Blossom Japan Index of companies that excel in their response to ESG selected by U.K.-based FTSE Russell.

SAM Sustainability Award Bronze Class 2020

DOCOMO received Bronze Class distinction in SAM Sustainability Award 2020, which presents awards to companies by industry sector for their excellence in sustainable initiatives.

CDP DISCLOSURE INSIGHT ACTION

In fiscal 2019, DOCOMO received a score of B in the climate change category from CDP (headquarters: London, U.K.), which is a nonprofit organization carrying out environmental assessment of major companies and cities worldwide.

Corporate ESG Performance Prime RATED BY ISS ESG

DOCOMO received Prime status within the ESG Corporate Rating of ISS ESG, the responsible investment arm of Institutional Shareholder Services.

2020 MSCI ESG Leaders Indexes Constituent

DOCOMO is a constituent of the MSCI ESG Leaders Indexes, a globally recognized index created by U.S.-based MSCI.

2019 Bloomberg Gender-Equality Index

DOCOMO was selected as a constituent for the Bloomberg Gender-Equality Index, which evaluates excellent companies based on their efforts to build environments of gender-equality for their employees, encompassing areas such as information disclosure, policies and achievements.

Member 2016/2017 STOXX ESG LEADERS INDICES

DOCOMO is a constituent of the STOXX Global ESG Leaders Index created by STOXX, one of the world's leading developers and providers of indexes, based in Switzerland.

2020 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

DOCOMO is a constituent of the MSCI Japan ESG Select Leaders Index selected by U.S.-based MSCI for excellence in ESG performance from each industry.

2020 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

DOCOMO is included in the MSCI Japan Empowering Women Index selected by U.S.-based MSCI, representing Japanese companies that are leading their respective industries in seeking participation and promotion of women, as well as diversity, and promoting gender diversity in the workforce.

included in ETHIBEL SUSTAINABILITY INDEX EXCELLENCE Global

DOCOMO is a constituent of the Ethibel Sustainability Index for socially responsible investment created by the Belgium-based SRI advisory agency Forum Ethibel.

S&P/JPX Carbon Efficient Index

DOCOMO is a constituent of the S&P/JPX Carbon Efficient Index, created by U.S.-based S&P Dow Jones Indices using carbon emission data compiled by Trucost, a company that conducts environmental analysis.

*THE INCLUSION OF NTT DOCOMO, INC. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF NTT DOCOMO, INC. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

Overall Number Two in TOYO KEIZAI, INC.'s CSR Company Ranking

NTT DOCOMO has been ranked second in TOYO KEIZAI, INC.'s 2020 CSR company ranking. Toyo Keizai evaluates companies from four perspectives of utilization of human resources, environmental performance, corporate governance and social performance, in addition to financial performance.

Rated as Five Stars in the Nikkei Smart Work Survey for Fiscal 2019, for the Third Consecutive Year

DOCOMO ranked among the top group with a five-star rating in the Nikkei Smart Work survey, which ranks companies based on their capability to utilize human resources, achieve innovation and develop new markets, as well as their management foundation. In addition, we won the Technology Utilization Award of the Nikkei Smart Work Grand Prize 2020.

NIKKEI Smart Work ★★★★★ 2020 Best 23

NIKKEI Smart Work Awards 2020 テクノロジー活用部門

Received the Award for Excellence in the Internet IR Award from Daiwa IR in 2019

DOCOMO received the Award for Excellence in the Internet IR Award 2019, presented by Daiwa Investor Relations Co., Ltd., which commends listed companies for effectively using IR websites for information disclosure and communication.

Internet IR 優秀賞 2019 Daiwa Investor Relations

Won the Gold Award in the Gomez IR Site Ranking 2019

DOCOMO won the Gold Award in the Gomez IR Site Ranking 2019, sponsored by Morningstar Japan K.K., which ranks websites from an investor's perspective based on their ease of use and the thoroughness of financial information.

Gomez IR Site Ranking IRサイト総合ランキング 金賞 2019年

Obtained Eruboshi (Grade 3) Certification

DOCOMO obtained the Eruboshi ("L Star" with "L" standing for Lady, Labour and Laudable) Grade 3 certification from Japan's Ministry of Health, Labour and Welfare (MHLW) as an excellent company promoting women's careers based on the Act for Promoting Women's Participation and Advancement in the Workplace.

女性が活躍しています！

Status of Corporate Actions Regarding the Act for Promoting Women's Participation and Advancement in the Workplace by the MHLW (in Japanese only)

Obtained Platinum Kurumin Certification

DOCOMO received Platinum Kurumin certification from the MHLW as a Kurumin-certified enterprise that is making high-level efforts with an adequate level of work-life balance support in the form of a system that employees actively use.

プラチナくるみん 子育てサポートしています

Kurumin and Platinum Kurumin marks by the MHLW (in Japanese only)

Named to the List of "Top Hundred Telework Pioneers" of the Ministry of Internal Affairs and Communications (MIC) since Fiscal 2017

DOCOMO was among the "Top Hundred Telework Pioneers" announced by the MIC which recognizes enterprises and organizations that are proactively introducing and using telework in their operations.

TWOO Telework Pioneer

Top Hundred Telework Pioneers, Awards of Minister for Internal Affairs and Communications, and Start of Email Consultations through Telework Promoting Enterprise Network by the MIC (in Japanese only)

Received the PRIDE Index Gold Award for the Third Consecutive Year

DOCOMO received the PRIDE Index Gold Award three years in a row from the nonprofit organization Work with Pride, which recognizes companies and organizations pursuing initiatives that aim to create working environments supportive of sexual minorities including LGBT.

work with Pride PRIDE Gold 2019

Work with Pride: PRIDE Index (in Japanese only)

Received White 500 Recognition for Excellence in Health and Productivity Management in Fiscal 2020

DOCOMO was selected as one of 2020s White 500 large enterprises recognized for excellence in health and productivity management in a certification system jointly managed by Japan's Ministry of Economy, Trade and Industry (METI) and the Nippon Kenko Kaigi (Japan Health Conference).

2020 健康経営優良法人 Health and productivity ホワイト500

Certified Health & Productivity Management Outstanding Organizations Recognition Program by the METI (in Japanese only)

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ESG-Related Policies

CSR/ESG

Category	Policy/Philosophy/Guideline	Page Number in this Report	Link
CSR, ESG	NTT DOCOMO Group CSR Policy	6, 35	https://www.nttdocomo.co.jp/english/corporate/csr/about/message/index.html

Environment

Category	Policy/Philosophy/Guideline	Page Number in this Report	Link
Environment (overall)	DOCOMO Group Environmental Charter	69	https://www.nttdocomo.co.jp/english/corporate/csr/ecology/charter_object/
	DOCOMO Group's Environmental Declaration	70	https://www.nttdocomo.co.jp/english/corporate/csr/ecology/green2030/
	Green Action Plan 2030	70-71	https://www.nttdocomo.co.jp/english/corporate/csr/ecology/green2030/
Low-Carbon Society	Creation of a Low-Carbon Future—Basic Philosophy	82	
	NTT Group Energy-Efficiency Performance Guidelines	74	https://www.ntt.co.jp/kankyo/management/img/energy/guidelinever8_e.pdf
	DOCOMO Environmental Accounting Guidelines	76	
	Formation of a Sustainable Society—Basic Philosophy	85	
	Green Design Guidelines (NTT DOCOMO Interpretation)	85, 87	https://www.nttdocomo.co.jp/binary/pdf/corporate/csr/ecology/environ_management/guideline/guideline.pdf (in Japanese only)
Biodiversity	Preservation of Biodiversity—Basic Philosophy	88	
Green Procurement	NTT DOCOMO Guidelines for Green Procurement	75	http://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/csr_procurement/green.pdf

Society

Category	Policy/Philosophy/Guideline	Page Number in this Report	Link
Innovation	Promoting R&D and Innovation	56	https://www.nttdocomo.co.jp/english/corporate/technology/rd/
Network	Provision of Network Services—Basic Policies and Philosophy	91	https://www.nttdocomo.co.jp/area/effort.html (in Japanese only)
	Basic Policy on Area Expansion	92	
	DOCOMO's Disaster Preparedness	94	https://www.nttdocomo.co.jp/special_contents/disaster/ (in Japanese only)
	NTT Group Disaster Preparedness Plan	95	https://www.ntt.co.jp/saitai/pdf/NTTbousai.pdf (in Japanese only)
	Radio Wave Safety	98	http://www.nttdocomo.co.jp/english/product/sar/index.html
Customer	Corporate Responsibility for Products and Services—Basic Policies and Philosophy	100	
	Customer Satisfaction—Basic Policies and Philosophy	107	https://www.nttdocomo.co.jp/support/cs_promotion/ (in Japanese only)
Human Resources/ Labor Practice	Employment and Compensation—Basic Policies and Philosophy	113	https://www.nttdocomo.co.jp/corporate/csr/about/management/employee/index.html#p01 (in Japanese only)
	Human Resource Development—Basic Policies and Philosophy	115	
	DOCOMO Workstyle Reform—Basic Policies and Philosophy	119	
	Promoting Diversity Management—Basic Policies and Philosophy	120	https://www.nttdocomo.co.jp/english/corporate/csr/about/diversity/index.html

Society

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Human Resources/ Labor Practice	Workstyle Choices—Basic Policies and Philosophy	123	
	Health and Productivity Management—Philosophy and Basic Policies	127	
	Health and Safety in the Workplace—Basic Policies and Philosophy	130	
Human Rights	NTT Group Human Rights Charter	134	https://www.ntt.co.jp/csr_e/communication/team-ntt/02.html
	NTT DOCOMO Group's Basic Policies on Human Rights	135	
Supply Chain	NTT DOCOMO's Basic Procurement Policies	140	https://www.nttdocomo.co.jp/english/corporate/procure/
	NTT DOCOMO Guidelines for CSR in Supply Chain	140	https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/supply_chain.pdf
	NTT DOCOMO Guidelines for Green Procurement	140	https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/csr_procurement/green.pdf
	Relationship with Telecom Construction Firms—Basic Policies and Philosophy	142	
	Relationship with Sales Representatives		
Community	Policies for Community Investments	147	
	Stakeholder Engagement Activity	54	

Governance

Category	Policy/Philosophy/Guideline	Page Number in this Report	Link
Corporate Governance	NTT DOCOMO Basic Policy on Corporate Governance	155	https://www.nttdocomo.co.jp/corporate/ir/binary/pdf/management/governance/governance_rule_200616.pdf (in Japanese only)
	Independence Standards Stipulated by NTT DOCOMO	159	
	Policy on Compensation for Directors	160	
Risk Management	Risk Management—Basic Policies and Philosophy	162	
	Basic Policy on Fortifying Internal Control Systems	162	
Information Security/ Privacy	Information Security Policy	166-168	https://www.nttdocomo.co.jp/english/utility/personal_data/security/
	Privacy Policy	168-169	https://www.nttdocomo.co.jp/english/utility/privacy/index.html
	NTT DOCOMO Personal Data Charter	169	https://www.nttdocomo.co.jp/english/utility/personal_data/charter/?icid=CRP_en_UTI_privacy_to_CRP_en_UTI_personal_data_charter
Compliance	NTT DOCOMO Group Code of Ethics	171-172	https://www.nttdocomo.co.jp/english/corporate/about/group_ethic/index.html
	Compliance—Basic Policies and Philosophy	171-172	
	Policy of refusing all connections to anti-social groups	176	
	NTT DOCOMO Guidelines for CSR in Supply Chain	175, 191	https://www.nttdocomo.co.jp/english/binary/pdf/corporate/procure/policy/supply_chain.pdf
	Guidelines on the Prevention of Bribery of Foreign Public Officials	174	
Tax	Tax Planning Principles	176	
Brand Management	NTT DOCOMO Group's Social Media Policy	180	https://www.nttdocomo.co.jp/english/utility/personal_data/social_media/

Disclosure in Line with TCFD Recommendations

Overview of the TCFD Recommendations		Contents Disclosed	Page Number
Governance	Disclose the organization's governance around climate-related risks and opportunities.		
a	Describe the board's oversight of climate-related risks and opportunities.	• Governance	77
b	Describe management's role in assessing and managing climate-related risks and opportunities.	• Governance	77
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	77-79
b	Impact of climate-related risks and opportunities on the organization's business, strategy and financial planning.	• Strategy —Scenario Analysis	78-80
c	Resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	• Strategy —Scenario Analysis	79-80
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	77
b	Organization's processes for managing climate-related risks.	• Risk Management	77
c	How processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	• Risk Management	77, 162-163
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.	• Metrics and Targets	81
b	Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	• Identifying Environmental Impacts	84
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 2030' • Fiscal 2019 Results and Fiscal 2020 Targets and Action Plans for Expert Subcommittees • Metrics and Targets • Identifying Environmental Impacts	70-71, 74, 81, 84

Commitment to Initiatives

Commitment to External Initiatives

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

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

External Initiatives Used as References for CSR Activities

- ISO26000
- OECD Guidelines for Multinational Enterprises
- ISO14001
- RBA (Responsible Business Alliance)
- SDGs
- TCFD
- ILO conventions

Participation in External Organizations

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

Membership in External Groups (Major Groups Only)

- KEIDANREN (Japan Federation of Business, incorporated association)
- Association of Radio Industries and Businesses (ARIB, incorporated association)
- Japan Mobile Communications Infrastructure Association (JMCIA, incorporated association)
- Telecommunications Carriers Association, general incorporated association
- GSM Association (GSMA)
- Next generation mobile networks
- Japan Climate Initiative (JCI)
- TCFD Supporters

(as of September 30, 2020)

Independent Assurance Statement

SUSA
Sustainability Accounting Co.,Ltd.

Independent Assurance Statement

November 12, 2020

Mr. Kazuhiro Yoshizawa
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 2019 reported in NTT DOCOMO Group Sustainability Report 2020, which indicate 127 thousand yen and 40 hours for the cost and hours of training per person, 6.9% for the ratio of female employees in managerial positions, 2.48% for the employment ratio of people with disabilities (as of June 1, 2020), greenhouse gas emissions: 55 thousand t-CO_2 for Scope1, 1,413 thousand t-CO_2 for Scope2 and 4,542 thousand t-CO_2 for Scope3, 1,299 thousand kWh for the solar and wind power generated by the Company, 33 thousand tons for the amount of waste and 1,474 thousand m^3 for the water consumption (collectively, "the Performance Indicators"). The purpose of this process is to express our conclusion on whether the Performance Indicators were calculated in accordance with the Company's standards. The Company's management is responsible for calculating the Performance Indicators. Our responsibility is to independently carry out a limited assurance engagement and to express our assurance conclusion.

2. Procedures Performed

We conducted our assurance engagement in accordance with International Standard on Assurance Engagement 3000 (ISAE 3000) and International Standard on Assurance Engagement 3410 (ISAE 3410). The key procedures we carried out included:

- Interviewing the Company's responsible personnel to understand the Company's standards
- Reviewing the Company's standards
- Performing cross-checks on a sample basis and performing a recalculation to determine whether the Performance Indicators were calculated in accordance with the Company's standards.

3. Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the Performance Indicators have not been calculated in all material respects in accordance with the Company's standards.

We have no conflict of interest relationships with the Company.

Takashi Fukushima
Representative Director, Sustainability Accounting Co., Ltd.

GRI Content Index

NTT DOCOMO Group Sustainability Report 2020 is prepared in accordance with the core section of the GRI Sustainability Reporting Standards 2016/2018/2019.
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

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●	102-4	Location of operations	182-183
●	102-5	Ownership and legal form	183
●	102-6	Markets served	183
●	102-7	Scale of the organization	183
●	102-8	Information on employees and other workers	132, 183
●	102-9	Supply chain	140-145
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●	102-11	Precautionary principle or approach	162-166
●	102-12	External initiatives	191
●	102-13	Membership of associations	191
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	102-15	Key impacts, risks, and opportunities	3-5, 30-33, 37-47, 162-166
	3. Ethics and integrity		
●	102-16	Values, principles, standards, and norms of behavior	28-29, 35-36, 134-135
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	102-30	Effectiveness of risk management processes	162-163
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	102-34	Nature and total number of critical concerns	155-156
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	102-37	Stakeholders' involvement in remuneration	160-161
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●	102-40	List of stakeholder groups	54
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●	102-42	Identifying and selecting stakeholders	54
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GRI 103: Management Approach 2016

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	103-3	Evaluation of the management approach	43-46, 48-49

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●: The material issues identified by the company

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	GRI-204: Procurement Practices 2016		
	204-1	Proportion of spending on local suppliers	Under data aggregation
●	GRI-205: Anti-corruption 2016		
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	207-3	Stakeholder engagement and management concerns related to tax	177
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●: The material issues identified by the company

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	304-2	Significant impacts of activities, products, and services on biodiversity	–
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●	GRI-305: Emissions 2016		
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	305-5	Reduction of GHG emissions	46, 84
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	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	–
●	GRI-306: Effluents and Waste 2016		
	306-1	Water discharge by quality and destination	–
	306-2	Waste by type and disposal method	85
	306-3	Significant spills	Not applicable
	306-4	Transport of hazardous waste	Not applicable
	306-5	Water bodies affected by water discharges and/or runoff	Not applicable
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GRI400: Social Topics

●: The material issues identified by the company

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	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	132
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●	GRI-407: Freedom of Association and Collective Bargaining 2016		
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	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
	GRI-411: Rights of Indigenous Peoples 2016		
	411-1	Incidents of violations involving rights of indigenous peoples	Not applicable

	Content		Page Number
●	GRI-412: Human Rights Assessment 2016		
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	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	45, 54, 147-153
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●	GRI-414: Supplier Social Assessment 2016		
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●	GRI-416: Customer Health and Safety 2016		
	416-1	Assessment of the health and safety impacts of product and service categories	100-101
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	GRI-417: Marketing and Labeling 2016		
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	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	44, 168-169
	GRI-419: Socioeconomic Compliance 2016		
	419-1	Non-compliance with laws and regulations in the social and economic area	Not applicable

NTT DOCOMO Group refers to the Sustainability Accounting Standard of Technology and Communications Sector prepared by Sustainable Accounting Standards Board (SASB).

SASB Sustainability Disclosure Topics and Accounting Metrics

Topic	Accounting Metric	Page Number in this Report
Environmental Footprint of Operations	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	84
Data Privacy	Description of policies and practices relating to behavioral advertising and customer privacy	168-170
Data Security	(1) Number of data breaches	169
	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	164-171
Product End-of-life Management	Materials recovered through take back programs	81
Competitive Behavior & Open Internet	Average actual sustained download speed of (1) owned and commercially-associated content and (2) non-associated content"	93
Technology Disruptions	Discussion of systems to provide unimpeded service during service interruptions	7, 45, 95-98