



DOCOMO's Vision

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

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Message from the President and Chief Executive Officer

Creating a Prosperous and Happy Future by Realizing a Sustainable Society

Yoshiaki Maeda

President and Chief Executive Officer
NTT DOCOMO, INC.

The DOCOMO Group's core purpose lies in enriching society. Since its founding, we have advanced telecommunications technologies and built a variety of systems and services based on advancements made to fulfill that purpose. We aspire to be a company that generates and fosters new connections between people, people and products, people and society, and companies and society, so that we can broadly share the value of these connections throughout society and around the world. True to this aspiration, we launched the new Group Vision of "Bridging worlds with technology and integrity to inspire value creation and fill the world with happiness" and the Group Slogan of "Bridging Worlds for Wonder and Happiness." We have also updated the DOCOMO Group Principles to establish a DOCOMO Group that consistently generates surprise and happiness for society's future. This is grounded in ensuring every employee works independently and autonomously, guided by the key concepts of "sense of ownership," "respect," and "challenge," while demonstrating integrity.

Realizing a prosperous and happy future also means playing our part in enhancing the sustainability of society, and this is our mission. The New DOCOMO Group Medium-Term



Strategy, formulated in 2021, clearly states that our intention is to take on the challenge of innovating and making significant changes in society through "structural reform of society and industry" and the "creation of new lifestyles," and to promote sustainability initiatives in an integrated manner with our business operations. The DOCOMO Group will make a concerted effort through diverse businesses and social contribution activities to resolve material issues in the areas of "Environment," "Society," "Human Resources," and "Fairness," as identified by the Sustainability Policy established in 2022.

Following the DOCOMO Group's declaration for carbon neutrality by 2030, which aims to reduce the greenhouse gas emissions arising from its business activities effectively to zero by 2030, we announced in November 2023 the Net-Zero by 2040 plan for achieving net-zero greenhouse gas emissions across the Group's entire supply chain by 2040. We also

publicly released information aligned with the Taskforce on Nature-related Financial Disclosures (TNFD) to promote our biodiversity initiatives alongside business operations, toward realizing a future where people and the natural environment co-exist in harmony. At the same time, we are actively promoting mobile phone recycling to contribute to a circular society. Furthermore, by implementing initiatives such as the provision of reasonable accommodations under the revised Act for Eliminating Discrimination Against Persons with Disabilities and Sustainability School classes, including the one for the safe use of smartphones and the Internet, we strive to fulfill our responsibility to address social issues as we listen closely to and understand the feedback of each and every customer.

To build a sustainable society, we will continue to lead innovation with technology and integrity while embracing diverse challenges with respect for our global partners.



■ DOCOMO in Numbers (FY2023 Results)

The DOCOMO Group is striving for growth and business portfolio transformation by driving structural reforms of society and industry and creating new value and lifestyles across its various businesses.

Consumer Business*

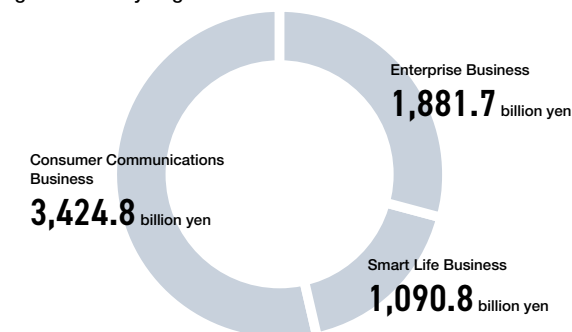
- Pursue inorganic growth through M&A in addition to achieving organic business expansion in focus areas such as finance/ payment and marketing solutions
- Expand revenue and the customer base by offering optimal service mix proposals that enhance the customer experience
- Accelerate efforts to establish resilient networks capable of withstanding environmental changes and disasters

Enterprise Business

- Expand businesses targeting large enterprises by developing solutions and services that incorporate advanced technologies
- Expand businesses targeting mid-sized companies and SMEs by providing mobile + solutions that help address regional and corporate challenges

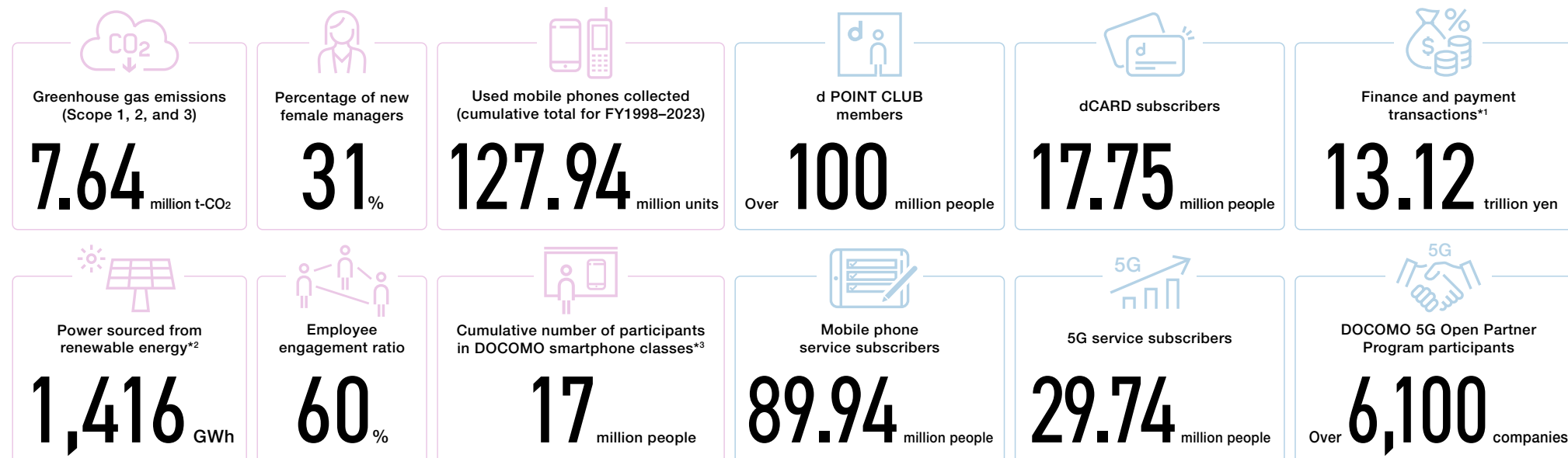
*Consumer Business: Smart Life Business + Consumer Communications Business

» Operating Revenues by Segment



Operating revenues	Operating profit	Number of employees
6,140.0 billion yen	1,144.4 billion yen	51,061

📄 Group Companies (in Japanese only)



*1 Total of payments made with credit cards, barcodes, etc.

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

*3 As of May 2024



Feature

DOCOMO's Approach to Achieving the Best CX

DOCOMO has continuously provided new value that exceeds customer expectations by collaboratively innovating with its customers and partners while pursuing its Customer First policy as a Group-wide challenge. Since fiscal 2024, we have been striving to deepen our understanding of customers and promote customer-driven business operations, aiming to achieve the best customer experiences (CX).

1 Formulating Policies to Achieve the Best CX

General Policy

We will comprehensively transform our customer approach to deliver the best CX, driving growth for our partners and addressing regional challenges, while strengthening DOCOMO's brand power and expanding our loyal customer base.

- Each employee will take direct responsibility for thoroughly refining the best CX.
- NPS^{*1}, LTV^{*2}, enhanced brand power, revenue, and profit will naturally follow.

^{*1} Net promoter score is a metric for measuring customer loyalty.

^{*2} Lifetime value is the total profit generated by customers over the course of their patronage.



2 Ways to Achieve the Best CX

We will shift our approach from Company-focused marketing to one centered around each individual customer as a starting point.

Reinforcing Our Customer Contacts

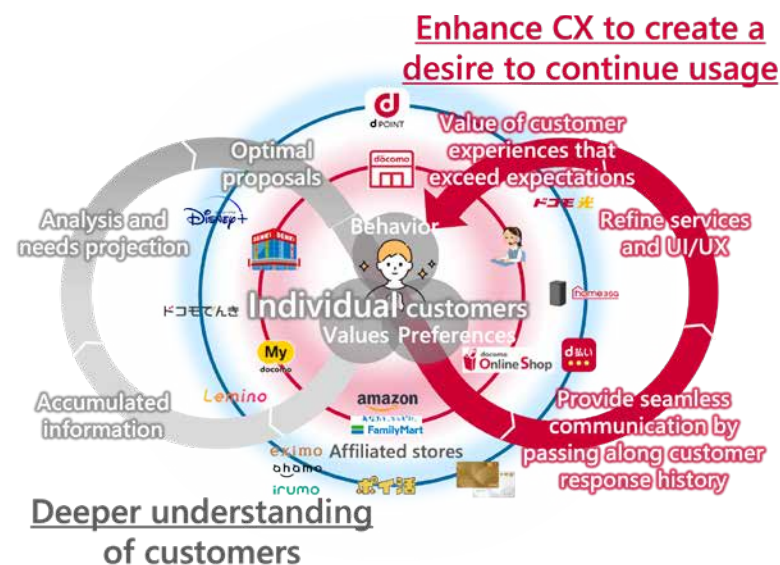
We will bolster our efforts to actively listen and engage with customers across all contact points, including docomo Shops, large-scale retailers, contact centers, and online platforms.

Driving Evolution in Our Customer Understanding

We will act on feedback gathered from customer contact points and deepen our understanding through seamless communication and analysis, and advanced data usage to deliver the right proposals at the right time.

Refining Our Services

We will deliver the best customer experience by refining services that are highly aligned with customer needs identified through a deeper understanding of our customers and by creating synergies among these services.

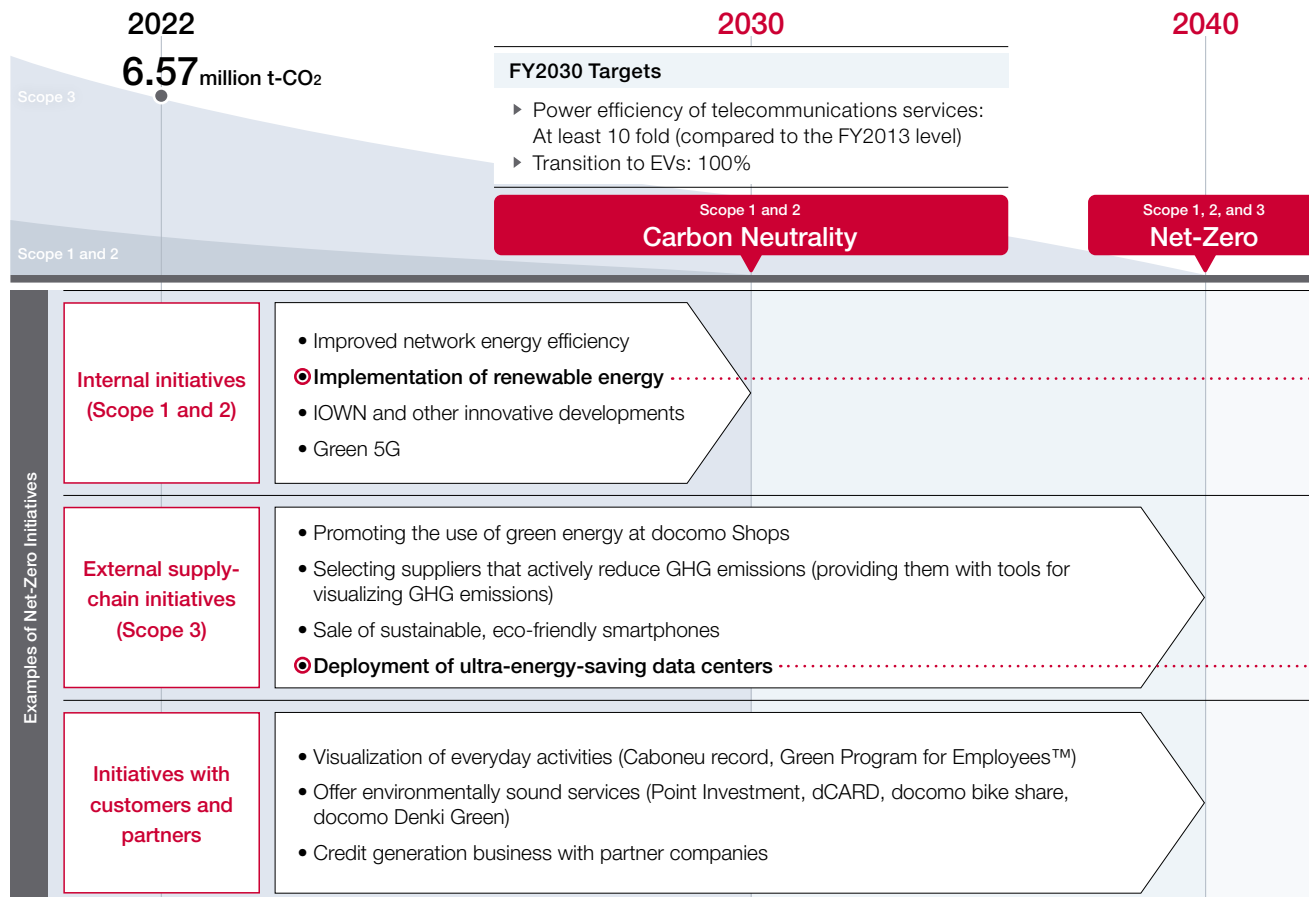


3 Achieving the Best CX

Each of us will continuously strive to determine the best CX for our customers, working beyond departmental boundaries. We apply our indicators when evaluating the use of our services and customer satisfaction, while also actively listening to customer feedback, to refine and enhance our services on an ongoing basis.

Feature DOCOMO Group's Net-Zero Initiatives

The DOCOMO Group has upheld its Declaration for Carbon Neutrality by 2030 since 2021, and in 2023 announced its Net-Zero by 2040 plan [\(P. 34\)](#) as a further initiative that extends the reduction target for greenhouse gas emissions across the entire supply chain. Our aim is to realize a decarbonized society by reducing the Group's greenhouse gas emissions, including those from the supply chain, to effectively reach zero by 2040. DOCOMO will continue to make a Group-wide effort to realize a decarbonized society by implementing various measures, together with our customers and partner companies.



Accelerating Our Initiatives to Achieve Net-Zero by 2040

● Implementation of renewable energy



Biomass power plant (reported name: Mukaihama Power Plant)

Through the off-site PPA framework, DOCOMO is expanding areas where solar power generation has been implemented. Additionally, we started implementing biomass power generation in areas of the Tohoku region in fiscal 2024.

● Deployment of ultra-energy-saving data centers



The Green Nexcenter®, an ultra-energy-saving data center, is scheduled for launch in March 2025. By providing an environment for handling direct liquid cooling servers, which consume enormous amounts of electricity, the Green Nexcenter® will significantly reduce the amount of electricity required for cooling and thereby contribute to decarbonization.



Feature DOCOMO's Biodiversity Initiatives that Draw on the Strengths of ICT Technology

Amid an ever-growing interest in environmental issues, DOCOMO has been promoting forest conservation activities in the docomo Woods program for many years, with employees playing a central role.

Furthermore, we have added the concepts of the "Forest to Protect," "Forest to Learn," and "Forest to Play" to the program from the perspective of biodiversity, and we are expanding sites and opportunities for customers and local residents to participate in our initiatives. For particularly the "Forest to Play," we have effectively applied DOCOMO's ICT technology to develop a Morimamori game, which offers a new way of getting involved in biodiversity conservation through games.

Going forward, DOCOMO will continue to engage in biodiversity conservation, together with our stakeholders. [\[P. 46\] Preservation of Biodiversity](#)



About Morimamori

Morimamori is a Web3 game* that takes place in the docomo Woods recreated in a virtual space, where players learn about conserving biodiversity and creating a habitable environment for rare species. The game also offers an opportunity for them to participate in actual environmental conservation activities.

*Online games that use blockchain technology.

01



Tap to maintain
the forest

02



Protect rare
species

03



Contribute to the
docomo Woods



- Conserving biodiversity requires assistance from people.
- Continuous activities and efforts are important.
- We must know the impact humans have on nature.
- Do what you can, in your own way.

Realizing the Forest to Play with Morimamori

Bringing DOCOMO's Unique Approach to Biodiversity Issues

Fostering Environmental Awareness while Playing Games



NFT-issued, in collaboration with the Nature Conservation Society of Japan

Activities that players experience in this game include capturing vermin and removing fallen leaves, which are required for maintaining the natural environment in the real world. By accumulating such experiences under the supervision of biodiversity conservation experts, the player level rises along with increased appearances of rare species and better results in terms of the player earning NFTs. Since NFTs issued through Morimamori are non-transferable, the growing number of earned NFTs is recorded on the blockchain as proof of heightened awareness of environmental and biodiversity conservation and contribution to conservation of the docomo Woods. DOCOMO also collaborates with external parties, such as jointly issuing NFTs with the Nature Conservation Society of Japan.



Links to Real Environmental Conservation Efforts



DOCOMO will plant trees in the docomo Woods according to the total number of in-game NFTs that Morimamori players earn. In addition, winners selected in a drawing, from among players who have contributed to conserving the forest environment in the game, will be invited to participate in an actual tree-planting event in the docomo Woods.

(Morimamori was distributed from April 16, 2024 to September 30, 2024, and the tree-planting event in the docomo Woods will take place by March 31, 2025.)



Corporate Philosophy

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

Creating New Communications Culture

We are 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

We strive 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

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



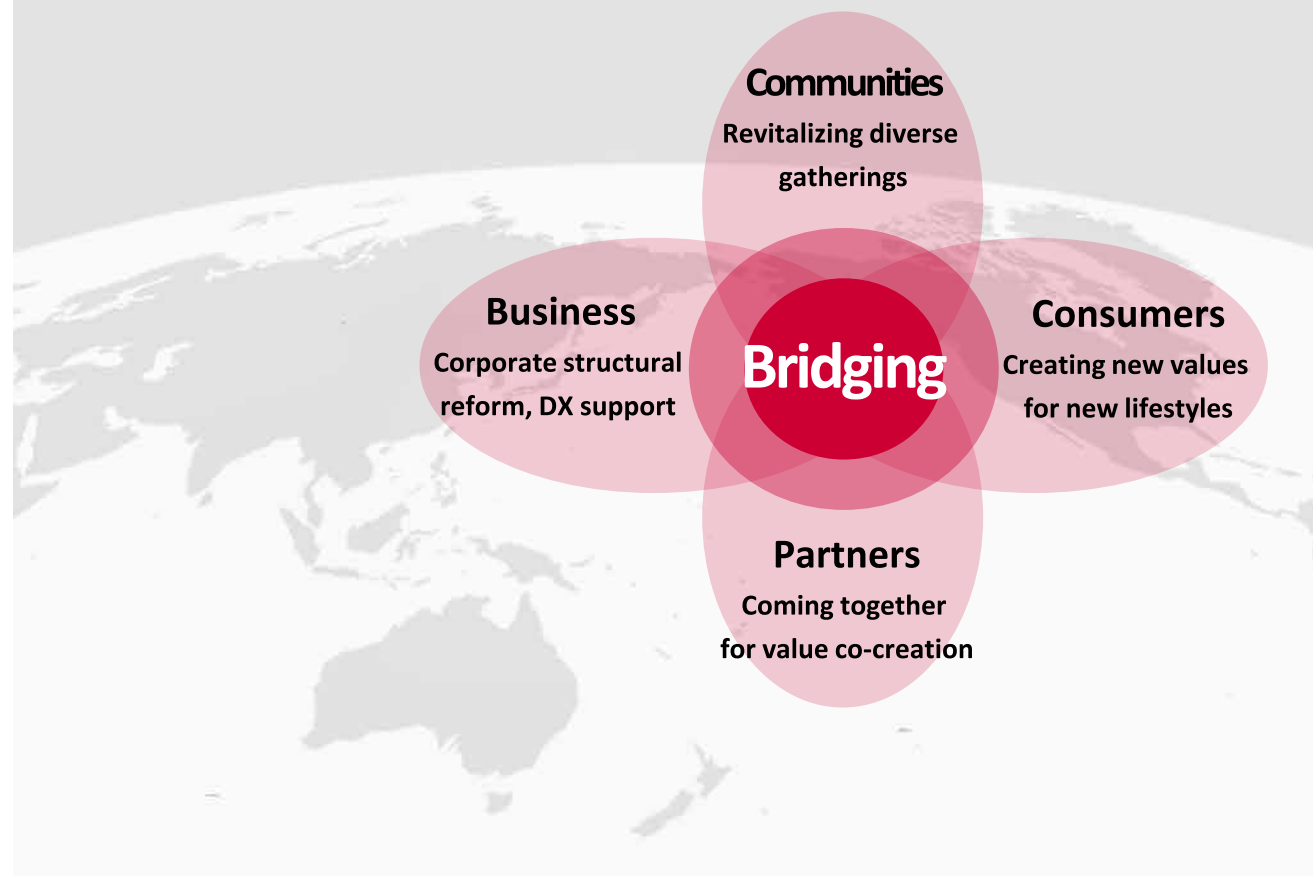


■ DOCOMO Group Vision

Our Group Vision outlines how the DOCOMO Group will generate new value.

The DOCOMO Group operates across diverse business domains. By bridging our value creation sources, we connect and combine the strengths of each business to collaborate with each other and deliver innovative solutions to a broad range of customers and communities.

**Bridging worlds with technology and integrity
to inspire value creation and
fill the world with happiness.**





■ Brand Slogan and Brand Statement

Bridging Worlds for Wonder and Happiness

In step with the times,
we have always connected
many things around us.
But this alone will not be enough
to overcome some of the challenges
facing the world today.
Now is the time for us to take a closer look
at the act of “bridging” to unleash its full potential.

We believe bridging creates wonder.
By constantly innovating without fear of change,
we continue touching hearts and inspiring society.

Bridging creates happiness.
By helping people care for one another and
empowering businesses and communities to grow,
we continue cultivating joy and peace of mind.

Bridging. Its potential is infinite.
To discover untapped possibility and create inspiring value,
we will continue bridging the worlds of people,
communities, regions, lifestyles, and industries around the world.
Sometimes, we need to join with others.
Hand in hand, we move forward, now and always.
Anything less is not enough.

Only when this is complete
will true wonder and happiness become fully linked.

“Bridging Worlds for Wonder and Happiness”





■ DOCOMO Group Principles

The DOCOMO Group formulated the DOCOMO Group Principles as a set of values that should be highly regarded by everyone involved in our business and as guidelines for acting on these values. By keeping these principles in mind when taking action, we will rise to the challenge of realizing our brand slogan, "Bridging Worlds for Wonder and Happiness."

Sense of Responsibility Required of DOCOMO Group Employees

Complete Bridging

Always be mindful of providing a benefit to society and complete the task of bridging with sincerity and integrity.

For Customer-Driven Business Operations

Sense of Ownership

Maintain a sense of ownership for everything the DOCOMO Group does as well as your own work.

Respect

Exceed customer expectations by fostering mutual learning and respect with partners and colleagues.

Challenge

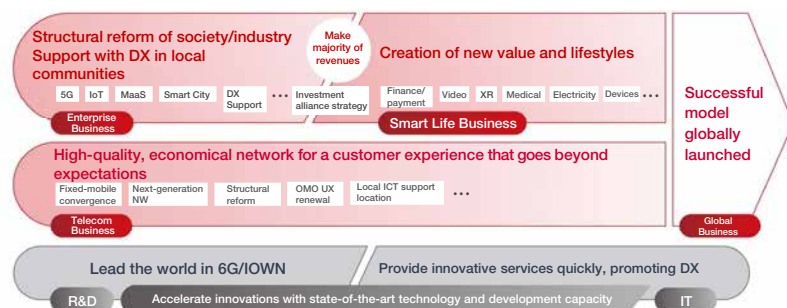
Imagine the joy on customers' faces and always take on the challenge of creating new value without hesitation.



DOCOMO Group's Medium-Term Strategies and Management Targets

In October 2021, we announced the challenges, medium-term strategies, and management targets of the New DOCOMO Group under the New DOCOMO Group Medium-Term Strategy.

Medium-Term Strategy



Enterprise Business

The New DOCOMO Group has integrated the enterprise business of each entity while placing NTT Communications at the core, toward strengthening our sales capabilities and enriching our fixed-mobile convergence services and solutions. Our target is to expand revenue from the Enterprise Business to exceed 2 trillion yen by fiscal 2025 and become the leading company in social and industrial DX.

Smart Life Business

In July 2024, we began integrated operations for the Smart Life and Consumer

Communications businesses to enhance the value of customer experiences by gaining a deeper insight into our customers. Our goal is to increase our revenue and customer base by pursuing greater customer experiences through the expansion of DOCOMO's economic sphere, centered on d-POINT, and by strengthening integrated proposals tailored to individual needs through a service mix that encompasses mobile phone products, rates, and Smart Life services. By fiscal 2025, we aim to generate more than half of the New DOCOMO Group's revenues from the Smart Life Business and the Enterprise Business.

Telecommunications Business

As our top priority, we will work on improving the quality of our network service to restore trust as the foundation of all our services and content. We will therefore deliver the best possible brand experience by pursuing proactive improvements focused on customer experiences to create a comfortable environment for the use of our services and content.

Coupled with rates and services that meet diverse needs, as well as sales channel reform that will be achieved with the cooperation of partners, we will deliver customer experiences that exceed their expectations. Through these initiatives, we will complete the structural reform of expanding the customer base and optimizing sales/network cost to maintain mid-term profit in the Telecommunications Business and shift into a growth trajectory.

Global Launch of Successful Models

To the global market, and under the leadership of NTT DOCOMO GLOBAL Inc., we will take the successful model that leverages the services, solutions, and innovative technologies we have fostered, through an integration of the capabilities of DOCOMO and NTT Communications and collaboration with NTT Data and NTT Ltd.

Strengthen Service Creation and Development Capabilities

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

Use Cutting-Edge Technologies to Accelerate Innovation

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

Contribute to the Creation of a Sustainable Society

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

[P. 14] Sustainability of DOCOMO

📖 New DOCOMO Group Medium-Term Strategy

» FY2023 Results

Categories	Results
Enterprise Business*	1,881.7 billion yen
Smart Life Business*	1,090.8 billion yen
Consumer Communications Business*	3,424.8 billion yen
d POINT CLUB members	100 million
Mobile phone subscribers	89.94 million people
Financial and payment transactions handled	13.12 trillion yen
Payment and point service locations	5.36 million places

*Operating revenues