



# NTT DOCOMO's Vision

Message from the President and  
Chief Executive Officer

04

NTT DOCOMO in Numbers

05

Features

06

Corporate Philosophy

09

DOCOMO Group Vision

10

Brand Slogan and Brand Statement

11

DOCOMO Group Principles

12

NTT DOCOMO Group's Medium-Term  
Strategies and Management Targets

13

The NTT 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.





## Message from the President and Chief Executive Officer

Bridging Worlds for Wonder & Happiness

# NTT DOCOMO Group Is Committed to Consistently Creating Value for a Sustainable and Prosperous Future



Yoshiaki Maeda

President and Chief Executive Officer  
NTT DOCOMO, INC.

## Creating Value for a Prosperous Future

Under our Group Vision of “Bridging worlds with technology and integrity to inspire value creation and fill the world with happiness,” we are taking on the challenges of creating new value and addressing environmental and social issues through our business, thereby helping to advance social sustainability.

Since taking office last year, I have visited many of our business sites across Japan to further accelerate our customer-driven operations. During these visits, I experienced the atmosphere and mood on-site, listened to the voice of customers, and witnessed employees’ sincere commitment to their daily work. As a result, I realized that our mission of “bridging,” especially centered on the improvement of the network service, is our top priority. Building on this foundation,

we will steadfastly advance research and development in cutting-edge technologies, including AI, to deliver greater convenience and joy for daily life while addressing social issues to open up a more prosperous future.

The NTT Group has showcased 6G, IOWN, and XR at Expo 2025 Osaka, Kansai, Japan, which began in April 2025, allowing visitors to experience value through advanced technologies. In addition, NTT DOCOMO is hosting Virtual Expo events at children’s cafeterias and local community gatherings across Japan, providing opportunities for children to encounter the Expo’s attractions and evolving technologies and think about the world and their future.

## Protecting the Global Environment

The NTT DOCOMO Group has set “Commit to environmental sustainability” as one of its materialities and has continually advanced initiatives for decarbonization, resource circulation, and biodiversity across Japan. The Medium-Term Biodiversity Roadmap, announced in May 2025, was established to contribute to international goals of achieving “Nature Positive by 2030” and “A world living in harmony with nature by 2050.” The roadmap sets specific annual goals and initiatives to tackle key biodiversity issues and opportunities in our business operations under the three themes of taking due consideration for biodiversity around our telecommunications infrastructure, addressing mineral resources and resource circulation, and leveraging Group-owned assets. Guided by the Green Action Plan, revised in accordance with the roadmap, we will steadily strive to create a better global environment for the future.

## Bridging Society and the Future

Leveraging telecommunications-driven technologies to address social issues is the way of contributing that best aligns with the Group’s role in advancing the sustainability of society. We support DX across diverse industries to promote social reforms and provide integrated solutions on disaster-resilient, high-quality networks, along with services tailored for around 100 million d POINT members and customers, enabling more people to experience the richness of each service. We concluded the Comprehensive Collaborative Agreement for Disaster Recovery and Regional Revitalization, along with Ishikawa Prefecture, which was stricken by multiple disasters last year. In addition, 400 of our employees volunteered in the affected areas. We also provided technical support for telecommunications infrastructure and worked on regional reconstruction in collaboration with local residents. The NTT DOCOMO Group will facilitate the creation and interconnections of a safe and reliable society with its technology and integrity.

## Pursuing Further Evolution

The NTT DOCOMO Group, which bears responsibility for the NTT Group’s ICT business, is engaged in a wide range of business areas, each consisting of companies with unique strengths. These companies pursue innovation with many partners for a better and more prosperous future. Going forward, we will enhance our collective strength through intra-Group collaboration and fulfill our mission of extending the value we create from local communities to the globe to define the standards of tomorrow.



Message from the President and Chief Executive Officer

NTT DOCOMO in Numbers

Features

Corporate Philosophy

DOCOMO Group Vision

Brand Slogan and Brand Statement

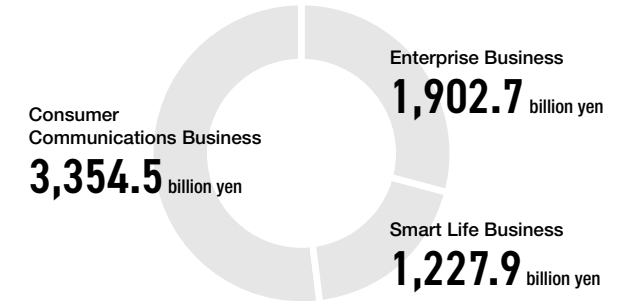
DOCOMO Group Principles

NTT DOCOMO Group's Medium-Term Strategies and Management Targets

## NTT DOCOMO in Numbers (FY2024 Results)

The NTT 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.

### > Operating Revenues by Segment



| Operating revenues  | Operating profit    | Number of employees |
|---------------------|---------------------|---------------------|
| 6,213.1 billion yen | 1,020.5 billion yen | 51,698              |

Group Companies

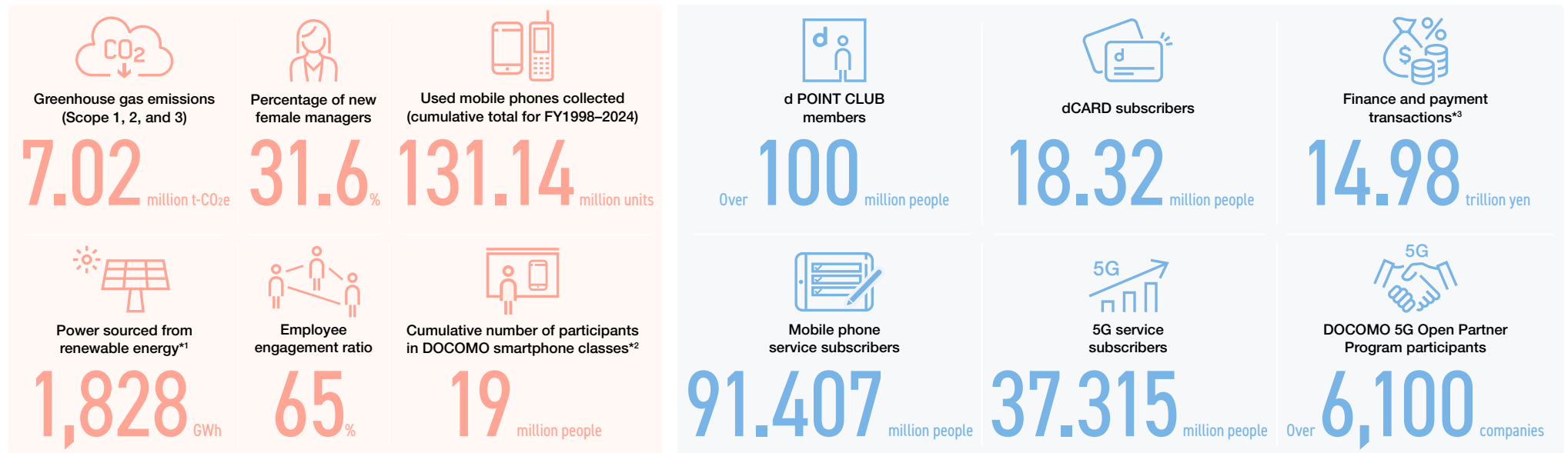
### Consumer Business\*

- Pursue inorganic growth through M&A in addition to achieving organic business expansion in focus areas such as finance/payment and marketing solutions
- Expand our customer base and profit by creating value chosen by customers
- Accelerate efforts to establish resilient networks capable of withstanding environmental changes and disasters

### Enterprise Business

- Strengthen integrated services in priority areas, including AI, IoT, and digital BPO, to expand our enterprise customer business
- Expand business targeting mid-tier companies and SMEs by pursuing mobile x solution businesses and strengthening our customer base in local communities and companies

\*Consumer Business: Smart Life Business + Consumer Communications Business



\*1 Includes the use of non-fossil fuel certificates designated as renewable energy

\*2 As of May 2025

\*3 Total of payments made with credit cards, barcodes, etc.



Message from the President and Chief Executive Officer

NTT DOCOMO in Numbers

**Features**

Corporate Philosophy

DOCOMO Group Vision

Brand Slogan and Brand Statement

DOCOMO Group Principles

NTT DOCOMO Group's Medium-Term Strategies and Management Targets

**Feature**

## Biodiversity Roadmap

NTT DOCOMO established its Medium-Term Biodiversity Roadmap to contribute to the international community's goals of a world living in harmony with nature by 2050 and becoming nature positive by 2030. NTT DOCOMO, based on the 2023 analysis of its dependencies and impacts on natural capital, has set annual action policies, goals, and specific initiatives under three themes: taking due consideration for biodiversity around our telecommunications infrastructure, addressing mineral resources and resource circulation, and leveraging Group-owned assets. NTT DOCOMO will further reduce risks and positively impact society by connecting and leveraging its Group assets and the power of its stakeholders toward realizing a world in which people coexist in harmony with nature in everyday life.

[P. 50 Disclosure in Response to TNFD Recommendations](#)

► Actions under the Three Themes

**1. Taking biodiversity into account around our telecommunications infrastructure**

**2. Addressing mineral resources and resource circulation**

**3. Leveraging Group-owned assets**

| Policy  | Goal  | Roadmap   |  |  |
|---|---|---|--|--|
|   |   | 2025  | 2026   | 2027   |
| <b>1</b><br>Contribute to being nature positive by duly considering biodiversity in the surrounding environment in collaboration with local communities and partners<br><br>Implement initiatives that are unique to DOCOMO using Group-owned assets (eg., telecommunications infrastructure)                                   | Promote effective measures that contribute to biodiversity at a national scale  | Initiate a monitoring investigation and new trial initiatives for the priority areas  | Consider implementing effective measures based on the results of a monitoring investigation and trials and incorporating these rules into the base station maintenance rules | Implement the measures at full scale, expand application scope, and review relevant rules  |
|   | Install new base stations while duly considering biodiversity by communicating with local stakeholders (100% of new base stations)  | Incorporate the "Rules for checking notes related to biodiversity with municipalities" into the construction manuals  |  | Continue dialogues with stakeholders and consider an additional review of rules  |
|   | Implement biodiversity conservation measures, involving stakeholders and in collaboration with partners, around existing telecommunications infrastructure, excluding base stations | Select target sites and implement trial initiatives   | Implement measures involving stakeholders at full scale  | Consider creating an ecological network in collaboration with neighboring companies  |
| <b>2</b><br>Upstream: Collaboration with suppliers<br>Help suppliers reduce the risks associated with the use of conflict minerals and support their efforts to address human rights issues in conflict-affected regions<br><br>Downstream: Resource circulation<br>Enhance resource efficiency by promoting material recycling | Become the preferred choice of suppliers that are striving to reduce the use of conflict minerals or addressing human rights issues in conflict-affected areas*1                    | <ul style="list-style-type: none"> <li>Consistently apply methods to evaluate suggestions from suppliers that are reducing the risks of using conflict minerals and addressing human rights issues in conflict-affected areas</li> <li>Consider requiring third-party assessments*2 for critical suppliers</li> <li>Maintain direct dialogue with suppliers whose third-party assessment results fall below certain standards</li> </ul>  |  |  |
|   | Achieve a 99% waste recycling rate  | Promotion of a circular economy<br><br>Consider and validate material recycling<br><ul style="list-style-type: none"> <li>Conduct trials and verification for remanufacturing products using recycled materials from customers and our own waste, in collaboration with partner companies</li> </ul> Implement material recycling<br><ul style="list-style-type: none"> <li>Remanufacture products and negotiate with suppliers to use recycled materials from customers and our own waste</li> </ul> Expand material recycling efforts |  |  |
| <b>3</b><br>Utilization of ICT<br>Provide solutions and services that contribute to the conservation of biodiversity by utilizing Group-owned ICT<br><br>Participation of regional business sites<br>Contribute to being nature positive through biodiversity conservation initiatives in local communities                     | Create and expand the provision of solutions and services that contribute to biodiversity conservation using ICT*1  | Create and provide solutions and services on an ongoing basis   |  |  |
|   | Enhance biodiversity in the areas by increasing the number of Nationally Certified Sustainably Managed Natural Sites (5 sites by FY2027*3)  | Obtain certification of one Nationally Certified Sustainably Managed Natural Site and implement conservation initiatives in regional business sites   | Obtain certification of one Nationally Certified Sustainably Managed Natural Site and implement conservation initiatives in regional business sites                          | Obtain certification of two Nationally Certified Sustainably Managed Natural Sites and implement conservation initiatives in regional business sites |

\*1 Specific indicators will be continually reviewed.

\*2 EcoVadis, etc.

\*3 One site was certified in fiscal 2024.



Feature

Social Contribution

Creating Experiential Opportunities

# Expand Opportunities for Children to Vibrantly Grow as They Advance into the Future

## Background

Household economic and regional disparities have recently created gaps in educational opportunities. These gaps are also reflected in learning and experiential opportunities that nurture curiosity and sensibility. There is an increasing need for environments where the children who will shape our future can grow, as well as actions that help them develop their abilities to thrive and sustain motivation to engage in society. NTT DOCOMO has long provided enjoyable and exciting learning opportunities for children that go beyond standard classroom instruction. We will expand these efforts to draw out the potential and support the growth of children from diverse backgrounds.

### Virtual Experience

## Virtual Expo Experience at Children's Cafeterias

In an effort promoted by the Sustainability Promotion Office to address disparities in children's education and experiences, NTT DOCOMO hosts Virtual Expo events at children's cafeterias to provide learning opportunities for kids from diverse backgrounds. The Virtual Expo is an online virtual space replicating Expo 2025 Osaka, Kansai, Japan, allowing visitors to encounter expo attractions using avatars from remote locations without visiting the physical venue. At total of 45 children from local elementary and junior high schools participated at the first event in Fukuoka in May of this year and experienced the Virtual Expo using tablets and VR devices. We plan to hold similar events for many children across Japan, providing them with opportunities to think about their future while learning about advances in technology.

### Results (as of August 21, 2025)

- Held at 5 children's cafeterias across Japan
- Number of participants: 226 children



Orientation



Children enjoying VR devices

### Firsthand Experiences

## Experience Supporting Telecommunications Infrastructure

In January 2024, NTT DOCOMO established the DOCOMO Sustaina School, educational programs for children structured under the themes "Information Utilization," "the SDGs," and "Career" and organized in collaboration with schools and parents. Part of this initiative is the Company Visit Program from Career Classroom, where junior high school students are invited to companies to learn about the future society and how companies engage in society through tours showcasing the latest technologies. In May 2025, we expanded our program offerings and began the Company Visit program (Network Operation Center), in which students visit sites that protect NTT DOCOMO's telecommunications. We will continue this program so the children who will shape our future can pursue their chosen careers in an increasingly uncertain world.

### Results (as of June 30, 2025)

- Number of events held: 6
- Number of participants: 42 children in total



DOCOMO Sustaina School (in Japanese only)



Students learning about network monitoring in a projection mapping presentation



Feature

Social Contribution

Regional Development Disaster Recovery

# Building a System for Co-Creation and Ensuring Reliability to Address Local Issues

## Background

The challenges facing local communities, including a declining population, underutilized local resources, post-disaster isolation, and access to healthcare, are becoming increasingly severe. Moreover, the collaborative efforts of the government, companies, and residents are needed to build a sustainable and attractive society. NTT DOCOMO proactively takes part in activities to address local community concerns beyond its main telecommunications business. We will continue to partner with local communities in their revitalization efforts and to enhance the quality of life, creating a society where everyone can live with confidence and hope.

Support for Regional Revitalization

### Odawara Support Project

NTT DOCOMO partnered with Odawara City, Kanagawa Prefecture, and local companies to launch the Odawara Support Project, aimed at promoting regional development and addressing local challenges. The project was launched through Jimoty Sucusuku Baton<sup>\*1</sup>, a cashless donation program using d Payment<sup>\*2</sup>, to support child development in the city. Donations made through the d Payment cashless platform are used to provide experiential opportunities for children living in foster homes. Children's clothing that is no longer needed is collected through Jimoty Sucusuku Baton and delivered to children in need of support through Odawara City and the Social Welfare Council.

<sup>\*1</sup> Regional reuse service for children's clothing and picture books, collaborating with the Jimoty regional information platform  
<sup>\*2</sup> DOCOMO's smartphone-based payment service

Results (as of July 31, 2025)

- Invitation to Expo 2025 Osaka, Kansai: 5 high school students
- Amount of clothing collected, including children's clothing: about 350 items



Donating activity using d Payment



Sucusuku Baton collection box

Disaster Recovery Support

### Disaster Recovery Support for the Noto Region

NTT DOCOMO has supported the Noto region in achieving a swift recovery from a disaster. The system we developed allows people who have been forced to live in shelters to receive medical care from their regular physician via smartphones, relieving the concerns of those requiring medical care. In November and December, after the heavy rains, we dispatched volunteer teams from the NTT DOCOMO Group to Wajima City. They helped remove flood-damaged household goods as well as mud and soil deposited in yards and outdoor facilities. Since January 2025, we have also launched a fundraising program using d POINT and d Payment and organized sales events and lunch gatherings featuring specialties from Ishikawa Prefecture to support food producers while promoting the region. We will continue these initiatives to support disaster-affected areas.

Results (as of July 31, 2025)

- Number of volunteer participants: over 400 NTT DOCOMO Group employees
- Total donations: approx. 2.7 million yen



Online follow-up medical care



Removing soil together as a team



Message from the President and Chief Executive Officer

NTT DOCOMO in Numbers

Features

Corporate Philosophy

DOCOMO Group Vision

Brand Slogan and Brand Statement

DOCOMO Group Principles

NTT DOCOMO Group's Medium-Term Strategies and Management Targets

## 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.



Concept Tree



## 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

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”

# Bridging Worlds for Wonder and Happiness





## DOCOMO Group Principles

The DOCOMO Group creates new value through the actions of every Group employee who turns their passion into reality—not just by thinking, but by doing, and not just by starting, but by completing what they set out to do. These principles embody our commitment to “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.**

The DOCOMO Group was established to make the world a better place. We therefore sincerely and earnestly consider how to improve society as a whole. Let's act with passionate intention, keeping in mind our responsibility for bridging. The actions that employees take based on this value come together and gain momentum into a unified driving force to make society a better place.

### 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.**

All businesses in the DOCOMO Group exist to make society happier and more prosperous. This is only possible through each employee's sense of ownership and personal commitment to being the bridge between DOCOMO Group customers and society. We should fulfill our responsibility as a market creator and leader through our sense of ownership and the actions it inspires. This sense of pride drives the DOCOMO Group into the future.

#### Respect

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

You have a goal you wish to achieve and assets to make that happen. Using these assets, however, requires working with many people. At first, others rarely think the same as you. That is exactly when we should learn from each other, respect one another, and build a better society together. We can exceed customer expectations by inspiring each other while creating new value.

#### Challenge

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

Challenges are not always about creating something new; they are also about generating change. We will continue to take on challenges and make meaningful changes while imagining the joy on customers' faces and driving those changes forward. Let's focus on completing even the smallest details. We can create new value by taking on challenges in diverse situations and actively turning them into opportunities.

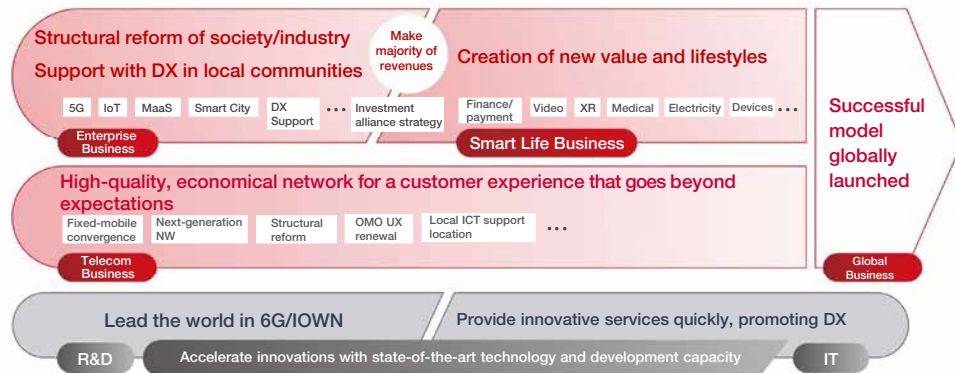


## DOCOMO Group's Medium-Term Strategies and Management Targets

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.

Note: Information is as of July 2025.

### 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

We create new value and lifestyles with our partners by seamlessly integrating our subscriber base, making use of data, services, and a wide range of devices. To this end, we will further strengthen our core business domains, including finance, marketing solutions, and entertainment, to drive the revenue growth of NTT DOCOMO Group alongside 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 midterm profit in the telecommunications business and shift into a growth trajectory.

#### Global Launch of Successful Models

Through an integration of the capabilities of NTT DOCOMO and NTT DOCOMO BUSINESS and collaboration with NTT Data and NTT Ltd., successful models have been created that leverage the services, solutions, and innovative technologies we have fostered. We will take these successful models to the global market under the leadership of NTT DOCOMO GLOBAL Inc.

#### 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

The NTT DOCOMO Group announced its "Commitment to Carbon Neutrality by 2030" in 2021 and "Net-Zero by 2040" in 2023. We will comprehensively pursue business and ESG practices to achieve a decarbonized society and advance diversity and workstyle reform to contribute to the creation of a sustainable society.

[P. 14 Sustainability of NTT DOCOMO](#)

[New DOCOMO Group Medium-Term Strategy](#)

#### ► FY2024 Results

| Categories                                 | Results               |
|--|-----------------------|
| Enterprise Business*                       | 1,902.7 billion yen   |
| Smart Life Business*                       | 1,227.9 billion yen   |
| Consumer Communications Business*          | 3,354.5 billion yen   |
| d POINT CLUB members                       | 100 million           |
| Mobile phone subscribers                   | 91.407 million people |
| Financial and payment transactions handled | 14.98 trillion yen    |
| Payment and point service locations        | 6.65 million places   |

\*Operating revenues