NTT DOCOMO BUSINESS Group Sustainability

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KPIs, Targets, and Outcome of Activities

In setting KPIs for fiscal 2025, we reviewed and integrated KPIs for each priority area in accordance with the NTT DOCOMO Group's overall sustainability promotion policy, global guidelines (GRI, ISO26000, SDGs, etc.) and external evaluation indicators (DJSI, FTSE, MSCI, EcoVadis, etc.) while also considering the achievement status of fundamental items as a Group*. The following tables show the Priority Areas (society, the environment, human resources, and governance) of the Sustainability Policy, the main initiatives, key performance indicators (KPIs) and targets for fiscal 2024 for the Priority Activities, and the outcome of these activities (review, assessment, and targets) as well as the main initiatives, KPIs, and targets for fiscal 2025.

* The decrease in the number of KPIs reflects a clarification and prioritization of their scope and is not intended to relax management. Some items were removed from KPIs for reasons such as being achieved Groupwide or being integrated into external evaluation indicators.

Society

Our Vision of the Future

A better future characterized by innovation, vitality, resilience, safety, and security, in which sustainable development is achieved through value creation.

FY2024				FY2025	
Main Initiatives	KPIs	Review	Assessment	Main Initiatives	KPIs
Priority Activity │ Promotion of DX to Connect Society with the Future					
Promote DX in society, industry, workstyles, and lifestyles	**Quantitative** Integrated solutions Revenues and revenue ratio	● 49.3% * Almost achieved the FY2025 target of 2 trillion yen and 50% ahead of schedule in FY2024	△	Promote DX in society, industry, workstyles, and lifestyles	**Quantitative** Customer engagement (NPI, NPS) (year-on-year increase) * For companies with 5 to 1,000 employees * Improve NPS and enhance NPI
	Quantitative Customer engagement (NPI, NPS): More than in the previous fiscal year * For companies with 5 to 1,000 employees * Customer engagement NPI (next purchase intention) is an indicator that measures the intention to continue using the product, while NPS® (Net Promoter Score®)* is an indicator that measures the degree to which the product is recommended to others.	● NTT DOCOMO Group as a whole NPI: 65.8%, NPS: −28.6 ● Corporate Business NPI: 46.0%, NPS: −26.0	×		

* NPS® (Net Promoter Score®) is a registered trademark of Bain & Company, Inc., Fred Reichheld, and Satmetrix Systems, Inc. (now NICE Systems, Inc.).

Achievement levels based on self-assessment ○: Achieved △: Partially achieved ×: Unachieved

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	FY2024				FY2025	
	Main Initiatives	**KPIs**	**Review**	**Assessment**	**Main Initiatives**	**KPIs**
	Realize sustainable local communities by promoting DX	**Quantitative** Growth of regional collaborative business (year-on-year increase)	● Regional collaborative business: Grew 140% compared to the previous year ● Achieved steady growth by creating solution models tailored to the challenges and needs of each industry and rolled them out nationwide	○	Realize sustainable local communities by promoting DX	**Quantitative** Growth of regional collaborative business (year-on-year increase)
	Promote DX in global business	**Qualitative** Develop global DX solutions	● Won an order to provide a global zero-trust managed network across 170 locations worldwide for a pharmaceutical company ● Established the first Security Operations Center (SOC) by a Japanese company in China	○		

Priority Activity | Promotion of Innovations that Break Through Limits

	Main Initiatives	KPIs	Review	Assessment	Main Initiatives	KPIs
	Generate creative innovations	**Quantitative** Patent applications on key intellectual property themes that support the sustainability of innovative businesses (10–99 patent applications per theme per year) Themes: ● Smart World ● Integrated Network Service (RINK) ● Generative AI ● IOWN®	Achieved double-digit annual applications on designated key intellectual property themes ● Smart World: 20 ● Integrated Network Service (RINK): 58 ● Generative AI: 60 ● IOWN®: 11	○	Generate creative innovations	**Quantitative** Patent applications on key intellectual property themes that support the sustainability of innovative usinesses (10–99 patent applications per theme per year) Themes: ● Smart World ● Financial DX ● Generative AI ● IOWN®

Priority Activity | ICT Transformation

	Main Initiatives	KPIs	Review	Assessment	Main Initiatives	KPIs
	Provide ICT services that are resistant against natural disaster, highly reliable, safe, and secure	**Quantitative** Number of serious accidents: 0	0	○	Provide ICT services that are resistant against natural disaster, highly reliable, safe, and secure	**Quantitative** Number of serious accidents: 0 **Quantitative** **New** Number of accidents involving life-related services: 0

Achievement levels based on self-assessment ○: Achieved △: Partially achieved ×: Unachieved

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FY2024				FY2025	
Main Initiatives	KPIs	Review	Assessment	Main Initiatives	KPIs
Provide advanced ICT services	**Quantitative** Develop advanced, robust security services and add to the menu: 3 services	Number of services: 3 ● Cloud-based WAF ● Supporting products for ID security services ● Collaborative products for managed SOAR	○	Provide advanced ICT services	**Quantitative** Provide advanced and robust information and cybersecurity: 2 services * Including global services
	Quantitative Develop managed services to support the sustainable development of a safe and secure ICT society and add to the menu: 2 services	Number of services: 2 Expanded the professional menus of X Managed® (2 menus added) ● Cloud security (CNAPP) menu added ● WAFCharm menu added	○		**Quantitative** Provide managed services to support a safe and secure transformation for customers: 2 services * Including global services
	Quantitative Provide new voice application services focused on value provided to customers and add to the menu: 3 services	Number of services: 3 ● Arcstar IP Voice (Webex Calling) ● Arcstar IP Voice Connect NICE CXone plan ● Expanded the Business d Series	○		**Quantitative** Provide advanced and flexible communication application services: 2 * Including global services
	Quantitative Provide advanced and flexible network services: 4	Number of services: 4 ● Guaranteed connection of docomo business RINK ® ● docomo business RINK® vUTM2, IdaaS ● docomo business 5G ● Local 5G service Type D	○		**Quantitative** Provide advanced and flexible network services: 4 * Including global services

Priority Activity | Promotion of Corporate Citizenship

Promote social contribution activities that are beneficial to a sustainable future	**Quantitative** Implement new social contribution activities: 2	Implemented the following activities: ● Noto Peninsula Volunteer Dispatch Program (NTT DOCOMO Group: total 260 participants, including 150 from NTT DOCOMO BUSINESS) ● Established the DOCOMO BUSINESS Co-Creation Forest	○	Promote social contribution activities that are beneficial to a sustainable future	**Quantitative** Implement social contribution activities that enhance employees' problem-solving skills: At least one

Achievement levels based on self-assessment ○: Achieved △: Partially achieved ×: Unachieved