

Bridging Worlds for Wonder & Happiness

The logo features a red circular icon with a white swirl on the left, followed by the text "NTT docomo Business" in red and black.

On July 1, 2025,

**NTT Communications changed its name to
NTT DOCOMO BUSINESS.**

Our History

Our history of challenges shapes the future.

NTT Communications was born in 1999.

Since then, we have been building on our foundation in telecommunications network services in Japan and overseas, and taking on new challenges in areas such as global services, solutions, data centers, cloud services, and security, to develop businesses that meet the needs of the times.

Through times of rapid change, we have continuously risen to the challenge of tackling social issues head-on with cutting-edge technology, toward a sustainable future where businesses and communities can thrive.

The Next Stage: Creation and Challenges

**We will bring our unchanging spirit to
a new stage.**

We adopted a new company name on July 1, 2025, and with our unchanging spirit of creation and challenges, we will move to a new stage to address the future needs of society.

We will provide a one-stop service for the diverse assets of the NTT Group and extend the reach of our solutions, including mobile platforms and software, to every corner of society on an even greater scale.

Through DX, we will create a future free from restrictions, where businesses and communities can thrive sustainably.

Our mission is to unlock new value and help create prosperity for all as an Industrial and Regional DX Platformer that supports a decentralized autonomous society.



Meeting the Challenges of a New Stage

—Becoming an Industrial and Regional DX Platformer that Supports a Decentralized Autonomous Society Where Businesses and Communities Thrive Sustainably

In July 2025, we changed our name to NTT DOCOMO BUSINESS, Inc. and adopted a corporate logo that reflects the unity of the NTT Group, further clarifying our role as the main driver of corporate business activities within the NTT Group's overall ICT business. We provide a one-stop shop for services offered by the NTT Group and its partners, focused on four areas: IoT, AI, Digital BPO®, and Regional and SME DX. Our mission is to unlock new value for customer businesses and contribute to prosperity for all, serving as an Industrial and Regional DX Platformer that supports a decentralized autonomous society, where businesses and communities can thrive sustainably.

The NTT DOCOMO BUSINESS Group practices sustainability management guided by its Sustainability Policy, which focuses on four Priority Areas: society, the environment, human resources, and governance.

In the area of society, we are collaborating with local communities through the HOKKAIDO IOWN CAMPUS initiative, advancing regional revitalization through city planning and human resource development using cutting-edge technologies. We aim to securely transfer large volumes of data, reduce the number of servers, and save electricity on platforms powered by advanced IOWN® optical technology. We are also addressing regional challenges through technological innovation, such as establishing NTT AQUA Inc., a company

that researches, develops, and provides a recirculating land-based aquaculture system. Through co-creation with partners across industries, including our strategic business alliance with transcosmos inc. in the Digital BPO® domain, we strive to contribute to sustainability across society.

In the area of the environment, our goal is to achieve net-zero greenhouse gas emissions from our business activities by 2030 and from our entire supply chain by 2040. We have also started providing Morikati, Japan's first Forest Value Creation Platform, which uses geographic information systems to support credit creators, certifying bodies, and buyers of forest J-Credits through DX. The platform is already expanding as we work with six municipalities to actively create and distribute forest J-Credits. Furthermore, we have aligned with the Present Tree® forest restoration project, operated by Environmental Relations, a certified non-profit organization for regenerating forests and promoting regional development across Japan. Within this project, we established the DOCOMO BUSINESS Forest of Co-creation in Fuefuki City, Yamanashi Prefecture, where we plant trees together with our stakeholders.

With regard to human resources that support these initiatives, we seek to create an environment where a diverse and self-directed workforce can thrive and perform at its best. We do this by enhancing well-being, promoting diversity, equity, and inclusion, and measuring progress through key

indicators such as improved employee engagement scores.

The role of governance, including risk management, has become increasingly important for sustainable business growth amid rapid social change and a more diverse and complex business environment. In response, we restructured the Legal Affairs and Internal Auditing Division and reestablished the Internal Audit Department, formerly part of the division, as the Internal Audit Division, strengthening auditing functions and reducing management risk. We also established the Legal and Risk Management Division to consolidate key functions such as legal affairs, institutional and external relations, compliance, and risk management. These changes have reinforced our framework for strategic and effective risk management. Beyond organizational restructuring, NTT DOCOMO BUSINESS will continue to advance management centered on integrity, enhancing the sustainability of its operations.

As we continue to address increasingly diverse social challenges, we will go beyond our networks and harness cutting-edge technology and innovation to support a decentralized autonomous society where businesses and communities can thrive sustainably. Count on NTT DOCOMO BUSINESS for solutions that deliver surprise and excitement to customers.

Katsushige Kojima

President and CEO
Representative Member of the Board
NTT DOCOMO BUSINESS, Inc.

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NTT DOCOMO Group Vision

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

The Group Vision expresses how the DOCOMO Group will create new value. The DOCOMO Group has diverse business areas. With “bridging” as a source of our value creation, we link and combine the strengths of each business to create new value together with our partners and then deliver that value to customers and communities.



Our Mission

Creating communications methods that open up new possibilities for people and our world

We aim to create a world that maximizes the potential of people, organizations, and societies, giving them the opportunity to shine. In such a world, every person can lead rich and contented lives, cooperating in harmonious freedom. This is why we will keep striving to create innovative, user-friendly communication methods that optimize the flow of information in our society.

Sustainability Policy

The NTT DOCOMO BUSINESS Group aims to realize a sustainable future. As your value partner, we will take initiatives to overcome social challenges and drive the emergence of new value by creating a new way of communication that will open the door to possibilities for people and the world.



Priority Areas in the Sustainability Policy and Our Vision of the Future

Society

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

For more details, see: [P.028](#)

Environment

An eco-friendly future characterized by carbon neutrality, closed-loop recycling, and harmonious coexistence with nature based on the preservation of biodiversity.

For more details, see: [P.044](#)

Human Resources

A future rich in diversity based on mutual respect and enhancement and where everyone can shine in their own way and play a valuable role in society.

For more details, see: [P.080](#)

Governance

A future in which the Company is trusted for its lofty ethics and solid governance and develops a sustainable society for the future based on diverse co-creation.

For more details, see: [P.111](#)



Message from the Chief Sustainability Officer

Promoting Social Innovation as an IT Company to Create a Sustainable, Well-Being-Oriented Future that Inspires Surprise and Excitement

Yuji Sasaki Executive Vice President, In charge of Sustainability

Sustainability is directly connected to our future daily lives and related to global environmental concerns and the medium- to long-term state of the world. While sustainability frameworks and disclosure have accelerated globally, led by Europe, Japan has set ambitious GHG emission reduction targets, pledging to the United Nations a 46% reduction by fiscal 2030, 60% by fiscal 2035, and 73% by fiscal 2040 (from fiscal 2013 levels). The government is implementing various policies to achieve these targets, which are also affecting businesses. As a member of the NTT Group and DOCOMO Group, NTT DOCOMO BUSINESS has defined 12 Priority Activities (materiality) in the four Priority Areas of society, the environment, human resources, and governance, as outlined in its Sustainability Policy, under the mission of “creating communication methods that open up new possibilities for people and our world.” All employees work together to achieve 36 specific KPIs in these areas.

DX and GX are viewed as pillars of Japan’s future economic growth, with the explosive increase in electricity consumption driven by rapid AI advancements emerging as a major social challenge. In response, NTT DOCOMO BUSINESS is promoting initiatives that support watt-bit collaboration through its IOWN® low-latency network. Specifically, we provide AI-centric

ICT platforms optimized for the AI era by combining flexible network services, which ensure safety and security while allowing bandwidth adjustments, such as docomo business APN Plus powered by IOWN® and NaaS docomo business RINK®, with Green Nexcenter®, which supports liquid-cooled servers, and private AI data centers (containerized).

Meanwhile, NTT DOCOMO BUSINESS is co-creating a sustainable digital society with its customers, partners, and other stakeholders. The OPEN HUB PARK co-creation platform has welcomed approximately 4,300 visitors. It has also generated new DX solutions, including the industry-specific MleCO₂ system for visualizing GHG emissions, a vegetation management system using satellites, and the Morikati platform for generating forest J-Credits. These solutions are underpinned by concepts and ICT unique to NTT DOCOMO BUSINESS, such as Smart World and the Smart Data Platform. Going forward, we will continue to collaborate with stakeholders to build a decarbonized, closed-loop, and sustainable society.

Innovations such as these are driven by the “power of people.” NTT DOCOMO BUSINESS practices human capital management, ensuring every employee consistently demonstrates their capabilities and plays an active individual role in response to the needs of society. Specifically, we emphasize autonomous

career development while advancing a diverse and inclusive human resources strategy, including women’s empowerment. Moreover, we are building a resilient and secure governance system rooted in respect for human rights, fostering a corporate culture grounded in ethics, and promoting dialogue with stakeholders.

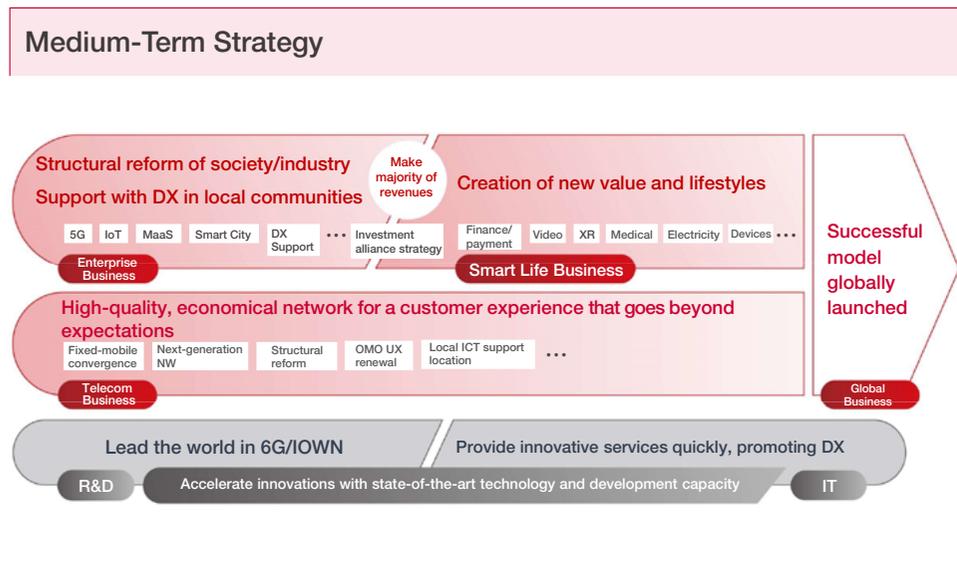
In 2025, we changed our long-established company name to NTT DOCOMO BUSINESS in line with the restructuring of the NTT Group. While our role and commitment to driving social innovation as an Industrial and Regional DX Platformer remain unchanged, we took this opportunity as a member of the NTT DOCOMO Group responsible for the overall ICT business, to review several KPIs to enable more integrated progress on sustainability initiatives. By pursuing activities in the four Priority Areas and conducting sustainability management through the PDCA cycle, we will open up new business and growth opportunities while minimizing risks. In addition, we have linked particularly important KPIs, such as GHG emissions and customer engagement rate, to the compensation of all managers to firmly support these activities.

To meet expectations worldwide, NTT DOCOMO BUSINESS will continue to work, as an ICT company, together with our stakeholders through our business activities toward establishing a sustainable well-being-oriented society that inspires surprise and excitement.

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

DOCOMO announced in October 2021 the challenge of the New NTT DOCOMO Group and its medium-term strategies and management targets as the New NTT DOCOMO Group Medium-Term Strategies.

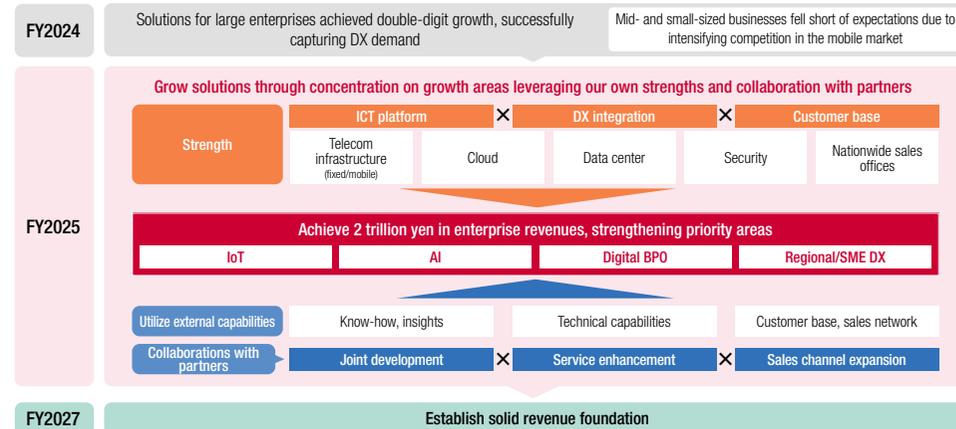
Note: The information in this report is current as of July 2025.



Enterprise

With NTT DOCOMO BUSINESS at its core, the NTT DOCOMO Group has integrated its enterprise business to strengthen its sales structure and enhance fixed-mobile convergence services and solutions. The Group aims to grow revenue from this business to two trillion yen or more in fiscal 2025 and establish itself as the leading DX company for society and industry. Growth in the solutions business will be accelerated by taking a medium-term approach focused on four key areas: IoT, AI, Digital BPO, and Regional/SME DX.

[Medium-Term Approach toward Growth of Enterprise Business]



Smart Life Business

- Seamlessly linking our membership base, data usage, and services that include handsets to co-create new value and lifestyles with partners
- Boosting existing businesses, such as in finance and payments and in video and entertainment, while also expanding into new domains, to grow the new DOCOMO Group

Telecommunications Business

- Developing a higher quality and economical network by integrating the network functions of DOCOMO and NTT DOCOMO BUSINESS to provide inexpensive, easy-to-use

fixed-mobile convergence services

- Establishing with our partners the rates and services that meet diverse needs, while also reforming sales channels and creating customer experiences that exceed their expectations

Global Business

- Developing global businesses by combining the capabilities of DOCOMO and NTT DOCOMO BUSINESS, together with NTT Data and NTT Ltd.

IT

- Strengthening software development capabilities to quickly launch

new customer services and drive DX throughout the Group

R&D

- Leading open innovation and changing the world with our partners

ESG

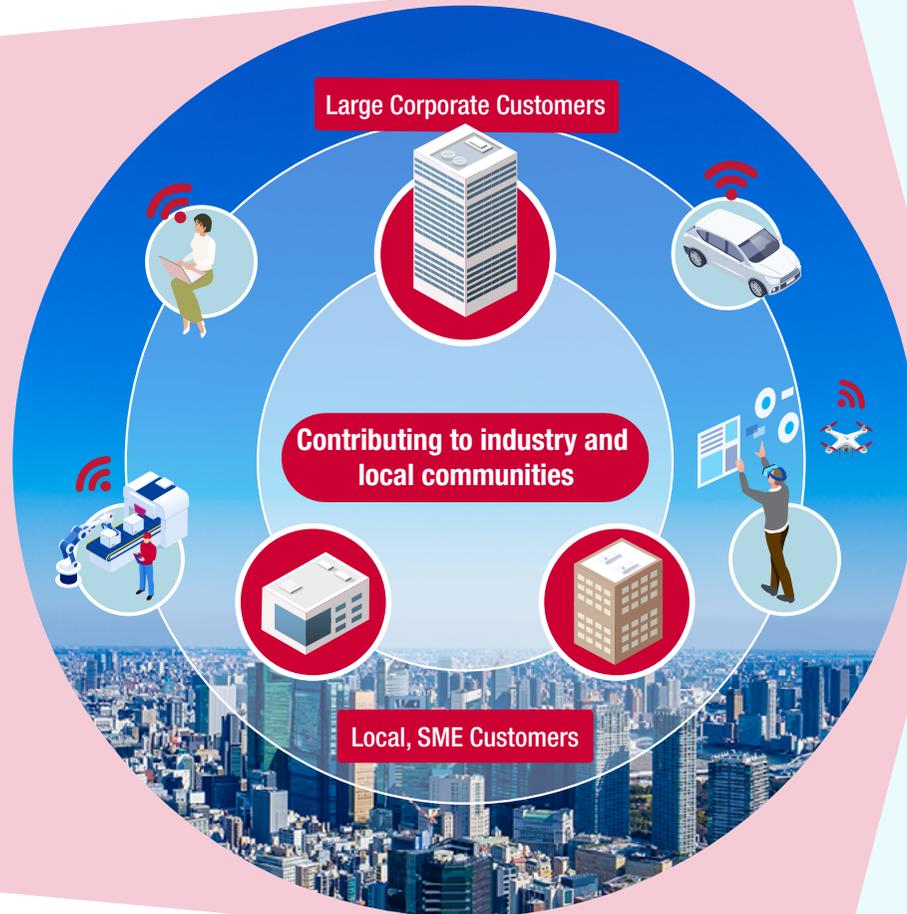
- Pursuing business and ESG comprehensively and contributing toward the creation of a sustainable society

Future Vision of NTT DOCOMO BUSINESS

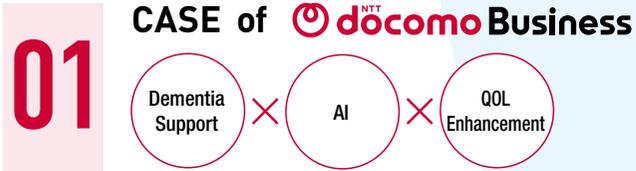
As a representative of the NTT Group, NTT DOCOMO BUSINESS provides a one-stop shop for services and solutions that support the DX of corporate customers. We not only help them to develop their global businesses but also support DX in local communities. We also promote structural reform in society and industry through our new fixed-mobile convergence services, 5G IoT services and solutions, and secure data distribution, based on our Mobile First, Cloud First strategy, with the goal of becoming an Industrial and Regional DX Platformer that addresses social issues.

- NTT DOCOMO Group
 - NTT DOCOMO
 - NTT DOCOMO SOLUTIONS
 - NTT DOCOMO GLOBAL
- NTT EAST, NTT WEST
- NTT DATA
- NTT Urban Solutions
- NTT Anode Energy
- Partners

Providing high-value solutions to corporate customers through a one-stop service



- Fostering prosperous daily lives
- Stable economic growth
- Safe and secure society
- Future based on sustainable resource circulation



Addressing Dementia through Simple Brain Health Checks

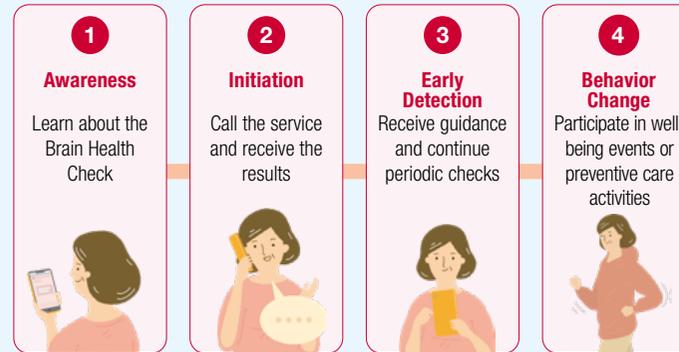


Social Issue ▶

The Rising Prevalence of Dementia Due to an Aging Population

With Japan's rapidly aging population, the number of people with dementia continues to rise. According to the Ministry of Health, Labour and Welfare, more than one in four older adults in Japan show symptoms related to cognitive impairment, including mild cognitive impairment, which is considered a precursor of dementia. This proportion is expected to grow further in the coming years. Dementia can present significant challenges in daily life for individuals and also place emotional and physical burdens on their families. It also places greater strain on public long-term care and medical budgets, making it a broader social issue. Because early detection is key to maintaining quality of life, more companies and local governments are offering screening programs for employees and residents. However, many are still struggling to design effective measures, while demand is rising for practical solutions.

[Brain Health Check Steps]



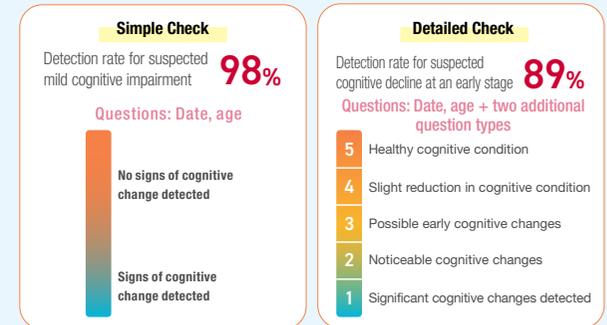
Solution ▶

Extending Brain Health Span through Cognitive Function Checks

To help address social challenges associated with the increase in dementia, NTT DOCOMO BUSINESS is offering a service for local governments and corporations that checks brain health status over the phone and contributes to preventing dementia and maintaining cognitive function. This initiative is based on creating a society in which fewer individuals, families, and employers experience anxiety related to dementia. Developed in collaboration with Nippontect Systems Co., Ltd., a company that supports older adults and dementia care, the service was launched in April 2024 following two clinical trials that began in September 2022. The service uses the telephone as an interface that is easier for older adults to access. Users, including residents of contracting municipalities or customers of contracting companies, call a dedicated number and respond to automated guidance. From their responses, AI assesses potential cognitive decline using a two- or five-level scale, and the results are provided immediately. Requiring only about six minutes, the service has very little impact on the user and can be accessed from home. This eliminates the need to schedule or visit a specialized medical institution and allows users to participate without concerns about being observed by others. When signs of cognitive decline are detected, the system guides users toward recommended actions they can take, such as contacting consultation services, thereby facilitating behavior change and enabling early intervention.

Many local governments have been struggling with the growing burden of care-related costs and services. Companies managing customer assets or personal information, such as financial institutions, are also seeking ways to prevent issues that may arise when people are no longer able to handle personal affairs adequately. We are using this service as a starting point to extend healthy life expectancy and address the challenges associated with dementia.

● Overview of Cognitive Function Assessment (Level 2 / Level 5)



Our Vision of Society ▶

Reducing Public Anxiety over Dementia

Takeuchi: Dementia symptoms are often difficult to recognize, which tends to delay responses. We are continually improving this service to make it easier to use and to establish it as part of a nationwide infrastructure that anyone can access. We want to help delay the onset of dementia and contribute to addressing social challenges such as shortening the period of required care and lowering medical expenses.

Miwata: We are working with partner companies to establish a seamless support system, from the initial cognitive assessment to detailed examinations at medical institutions. Well-established follow-ups help ease concerns after the cognitive check and make it easier for users to take the first step. We want more people to feel less anxious about dementia and encourage everyone to maintain their brain health.



Yoshiko Takeuchi
Smart Healthcare Taskforce, Smart World Business



Kenta Miwata
Business Design Section, First Business Solutions Department

02

CASE of **NTT docomo Business**



Regional Revitalization through Development and Provision of the Land-Based Aquaculture ICT Platform

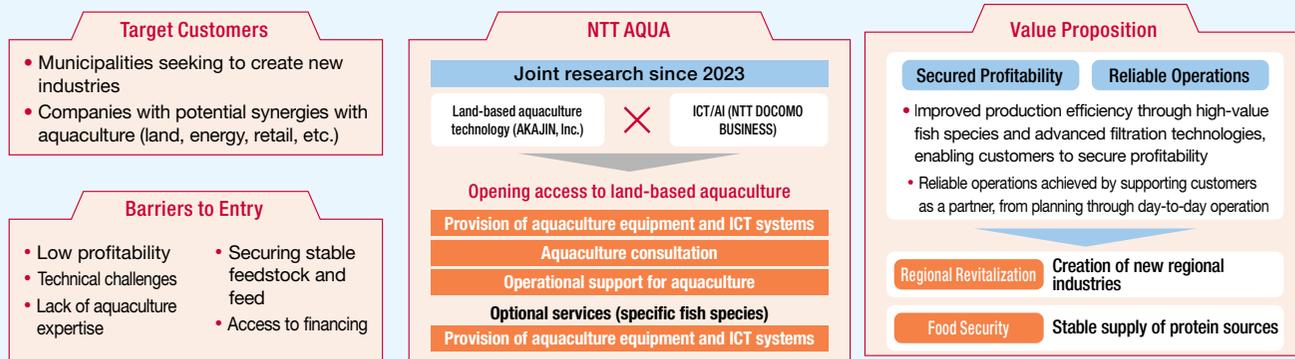


Social Issue

Urgent Need for Industrial Development in Depopulated Areas

Japan's depopulated rural areas now account for roughly 60 percent of the country's land area, and ongoing population decline is eroding regional vitality and increasing the risk of further contraction. Many of these areas have served as the backbone for Japan's primary industries. In coastal regions, the aging of the fisheries workforce and acute labor shortages have become major challenges, contributing to the decline of a fish consumption culture and raising concerns about a decrease in national food self-sufficiency. One potential solution is land-based aquaculture. Although it requires more advanced technology than offshore aquaculture, land-based aquaculture provides easier control of the rearing environment and more stable production. It is increasingly viewed as a promising new business opportunity for regional revitalization, even for those without prior experience, since it does not require fishing rights and because ICT can lower the barriers to entry.

[Value Proposition of the Land-Based Aquaculture ICT Platform]



Solution

Opening Access to Land-Based Aquaculture

NTT DOCOMO BUSINESS developed the ICT Buoy, a device that visualizes sea conditions, to support areas affected by the Great East Japan Earthquake and has since been addressing challenges in fisheries across Japan. Subsequently, through joint research with AKAJIN, Inc., a company in Okinawa with advanced water-filtration technology, NTT DOCOMO BUSINESS established NTT AQUA Inc. in December 2024 as a Group company responsible for researching, developing, and providing circulating land-based aquaculture systems.

Opening access to land-based aquaculture as envisioned by the two companies provides the advantage of integrating the advanced water-filtration technology from AKAJIN Inc. with land-based aquaculture facilities and ICT/AI. Unlike conventional biological filtration tanks, this filtration method is easy to maintain, significantly improves production efficiency, and eliminates the need for biological filtration tanks. As a result, it offers excellent space efficiency and makes it possible to repurpose unused facilities such as closed school buildings or vacant properties. The role of NTT AQUA Inc. is to build the ICT platform that supports day-to-day operations in land-based aquaculture. The company has developed a dashboard, drawing from its experience with the ICT Buoy, that allows operators to monitor water quality and temperature and the status of aquaculture equipment through sensors. This facilitates the integrated management of collected data on the platform and provides remote support to aquaculture operators in the event of abnormalities.

The company currently provides a fully integrated service spanning the provision of aquaculture equipment and ICT systems tailored for premium grouper species, as well as aquaculture consulting, remote operational support, and feed development and sales. Going forward, it intends to evolve its system for higher production efficiency by establishing an operational track record and applying AI analysis, thereby expanding the scope of land-based aquaculture.

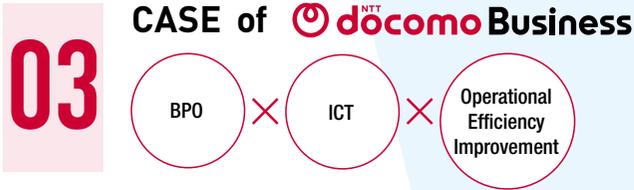
Our Vision of Society

Expanding Land-Based Aquaculture across Japan

NTT AQUA's mission is to work with local communities to share stories of regional revitalization through land-based aquaculture. We can play a role in local renewal and regeneration, even at the early stage of business development, by listening carefully to the real conditions and needs of each region. While our operations currently focus on a limited number of fish species, we expect to expand the range of species that we can handle as we gather data through our business activities for advanced AI analysis. Looking further ahead, we plan to collaborate with universities on research that repurposes wastewater from land-based aquaculture to support ecosystems and environmental conservation. Our goal is to offer solutions that increase the number of new entrants into land-based aquaculture across Japan and help ensure their business success, thereby enabling more communities to regain vitality through this new industry.



Keiichi Yamamoto
President & CEO
NTT AQUA Inc.



Accelerating Corporate DX through Digital BPO®

• Digital BPO® is a registered trademark of transcosmos inc. and refers to a suite of services that support business transformation by integrating BPO operations with various digital technologies.



Social Issue ▶

Challenges in Advancing DX Independently

Amid growing labor shortages caused by a declining birthrate and aging population, many companies are urgently striving to improve productivity and reduce labor needs. A growing number of organizations are looking to DX to secure sustainable growth. However, the rapid evolution of ICT and shortage of digital talent have made it difficult for companies to advance DX on their own. This has heightened the need to actively leverage technologies such as AI that can substitute for human labor, as well as external resources such as BPO*.

*Business process outsourcing is the practice of contracting specialized providers to handle an entire portion of a company's business processes from planning and design through execution.

Solution ▶

A Solution that Accelerates Corporate DX

NTT DOCOMO BUSINESS launched the full-scale implementation of its Digital BPO® solution in April 2025, following its strategic business alliance with transcosmos inc., a leading company in the BPO services industry.

This solution combines the latest ICT infrastructure and technologies from NTT DOCOMO BUSINESS with the advanced expertise and capabilities of transcosmos's specialized personnel to provide a broad range of digital BPO services, across both core and non-core business areas, as a one-stop solution. This extensive, comprehensive solution encompasses Business BPO Services that digitize, automate, and optimize standardized business processes; Next-Generation Contact Centers for handling everything from system development to operation and management; Corporate Back Office, which improves efficiency in indirect operations such as HR, time and attendance management, accounting, and procurement; and IT Outsourcing that centrally manages IT infrastructure operations and security measures.

For companies adopting Digital BPO®, this service accelerates DX, improves operational efficiency, and reduces costs while raising service quality specialized outsourcing. By entrusting non-core operations to external partners, companies can concentrate on core business activities. In addition, the operational data obtained through Digital BPO® can be further leveraged to generate new value.

Digital BPO® has already attracted strong interest from many companies and is off to a solid start. Going forward, NTT DOCOMO BUSINESS will continue to strengthen its collaboration with transcosmos through the delivery of this solution, address customer challenges in line with their specific needs, and support the acceleration of DX across society as a whole.

Our Vision of Society ▶

Resolving Social Issues by Leveraging the Strengths of Both Companies

The release of Digital BPO® represents a highly complementary collaboration between NTT DOCOMO BUSINESS and transcosmos, offering customers a high-quality service for simultaneously benefiting from the strengths of both companies. For example, transcosmos has long provided services that automate the collection and calculation of corporate GHG emissions data. Integrating NTT DOCOMO BUSINESS's ICT capabilities makes it possible to deliver a one-stop solution that not only visualizes and analyzes these data but also provides consultation services for future emissions reduction. Moreover, the continued integration of our respective solutions and services could accelerate the growth of our social contribution. Looking ahead, we intend to take on broader social challenges, such as managing entire regional autonomous driving systems as a comprehensive BPO service.



Shunsuke Sakakura

General Manager, Fifth Business Solutions
(as of July 2025 interview)

04

CASE of **NTT docomo Business**



Achieving Sustainable Public Transportation with Autonomous Route Buses



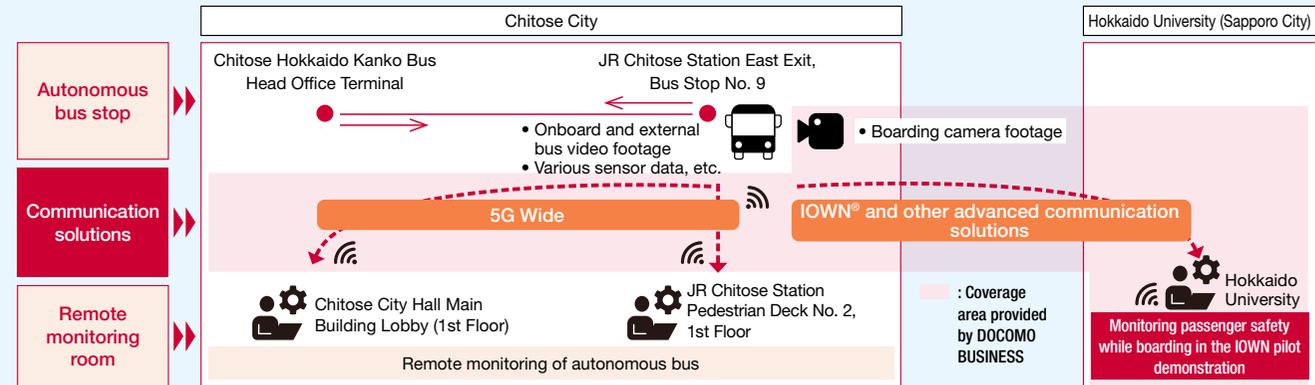
Social Issue ▶

A Worsening Shortage of Public Transportation Drivers

Amid nationwide trends of declining birthrates, a shrinking population, and an aging society, Japan's public transportation sector is facing an increasingly severe shortage of drivers. Reductions in route bus services and the discontinuation of lines are particularly evident in regional areas, significantly affecting the daily life of residents and also local tourism. This trend is expected to accelerate with the aging of drivers, creating an urgent transportation issue across the country.

Many regions have recently introduced autonomous driving initiatives to sustain the operation of route buses, which continue to serve as an essential means of mobility in local communities. Expectations are high that the public availability of autonomous driving will open a key pathway to achieving sustainable regional transportation.

[Autonomous Bus Demonstration]



Solution ▶

Addressing Regional Transportation Challenges through the Early Deployment of Autonomous Buses

In November 2024, NTT DOCOMO BUSINESS partnered with Chitose City and multiple partner companies in a pilot demonstration of autonomous route buses in Chitose, Hokkaido. This pilot was part of HOKKAIDO IOWN® CAMPUS, a new collaborative effort involving companies, local governments, and academic institutions in Hokkaido for developing diverse industries and addressing regional challenges.

The demonstration tested Level 2 autonomous driving, in which the driver intervenes as necessary, on a route bus connecting the city center and a district with a high concentration of elderly residents while concurrently evaluating the effectiveness of remote monitoring. Video footage of passenger boarding and alighting as well as driving footage was transmitted to a remote control center using IOWN® APN*1 and 5G Wide*2. The demonstration examined passenger safety during boarding and alighting and the stability of video transmission under congested network conditions during commuting hours. Since video analysis increasingly relies on AI, highly precise, low-latency video transmission is essential for rapid remote response without onboard staff intervention to incidents such as passengers falling. The pilot confirmed the feasibility and effectiveness of low-latency, high-resolution, and stable video transmission, indicating progress toward Level 4—nearly fully autonomous driving. Subsequent demonstrations will build on these findings toward accelerating the deployment of autonomous driving to increase the convenience of public transportation in Chitose City and provide a solution to the nationwide shortage of drivers.

*1 A key technology of NTT's IOWN initiative, a next-generation network and information-processing platform based on advanced optical technologies for high-capacity, low-latency transmission.

*2 Technology that ensures stable communication and higher speeds through packet-priority control even over congested networks.

Our Vision of Society ▶

Creating More Livable Cities through the Power of Mobility

Murakami: Going forward, we will further improve operational accuracy to enable immediate response to emergencies, while also addressing the challenges posed by heavy snowfall and cold climates. We hope the early deployment of autonomous buses will lead to making more cities sustainable and livable across Hokkaido.

Aikawa: Chitose City is expected to attract new residents as it develops into a hub for the semiconductor industry. We will work to ensure that autonomous buses and transportation DX open new possibilities for the city's sustainable development and the growth of local industries.

Hasegawa: Our goal in expanding these efforts to other regions and adapting them for on-demand mobility services is to lead municipalities and transportation operators into a future where people have choices based on the ability to travel and freedom of movement is a part of everyday life through the power of telecommunications and mobility.



Shunsuke Murakami
Smart Healthcare Taskforce, Smart World Business

Yuya Aikawa
Hokkaido Next-Generation Industry Promotion & Urban Development Project Team, Third Business Solutions

Masaki Hasegawa
General Manager Regional Co-Creation Promotion Department, Solution Consulting

Sustainability Management

Governance, Risk Management, Strategy, Indicators, and Targets

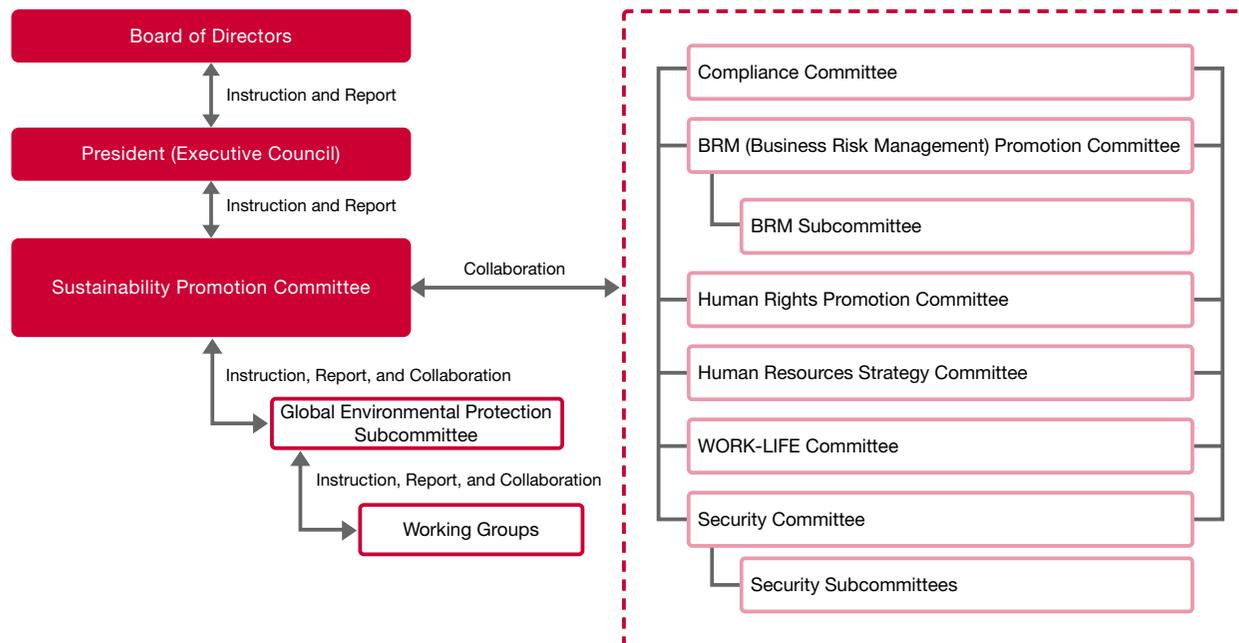
Governance (Sustainability Promotion Structure)

The Sustainability Promotion Committee was established within the NTT DOCOMO BUSINESS Group as a deliberating body to examine measures for addressing apparent and potential ESG-related social issues and to comprehensively, strategically, and precisely promote and manage sustainability activities. Chaired by the executive vice president in charge of sustainability, the

committee consists of the heads of each organization (executive officers, etc.) and the presidents of each Group company. Under the committee, we have set up the Environmental Protection Subcommittee. In addition, individual committees discuss key topics related to sustainability activities. In order to take appropriate actions in cooperation with these committees, we have established a system for promoting sustainability throughout the Group by sharing information and collaborating Groupwide.

Under this sustainability promotion structure, matters reported and discussed by each committee are shared with the Board of Directors. After deliberation, the board makes final decisions for addressing issues and determining management strategies and business plans. In addition, the board complies with recommendations from the Board of Corporate Auditors and oversees the necessary governance to promote sustainability activities strategically and appropriately.

[Sustainability Promotion Structure]



Sustainability Promotion Committee Members and Secretariat
 Chairperson: Executive vice president in charge of Sustainability
 Members: Heads of each organization and presidents of NTT DOCOMO BUSINESS Group companies
 Secretariat: Sustainability Office

Risk Management

We established the Risk Management Rules to define the fundamental elements of risk management and support sustainable corporate growth. These rules help us anticipate and prevent potential risks related to our business and minimize losses if they materialize. We also carry out necessary actions through the lead organizations responsible for the Priority Activities. As a system and mechanism for effectively addressing major risks that may affect our business management, we set up the Business Risk Management Committee, chaired by the senior executive president, to construct and implement a PDCA cycle for risk management. Processes for identifying, assessing, and managing sustainability-related risks are also integrated into this total risk management process.

We will comprehensively and appropriately promote the sustainability activities of the NTT DOCOMO BUSINESS Group, based on the implementation of proactive initiatives and management of social issues, risks, and business opportunities by each responsible organization. Furthermore, we comprehensively adjust and finalize the main initiatives, KPIs, and targets, in light of the latest domestic and international trends in ESG and our medium-term management strategy and policy. The level of achievement is verified, evaluated, summarized, and reflected in the formulation of the following year's Main Initiatives and KPIs. The Sustainability Promotion Committee also reviews the Sustainability Policy and priority issues.

Strategy

The NTT DOCOMO BUSINESS Group established the Main Initiatives under Priority Activities to address current and potential social issues, and their associated risks and business opportunities, for each of the Priority Areas of society, the environment, human resources, and governance designated by the Sustainability Policy.

We manage these activities by setting KPIs and targets for the Main Initiatives identified under each Priority Activity, ensuring that the PDCA cycle is consistently applied.

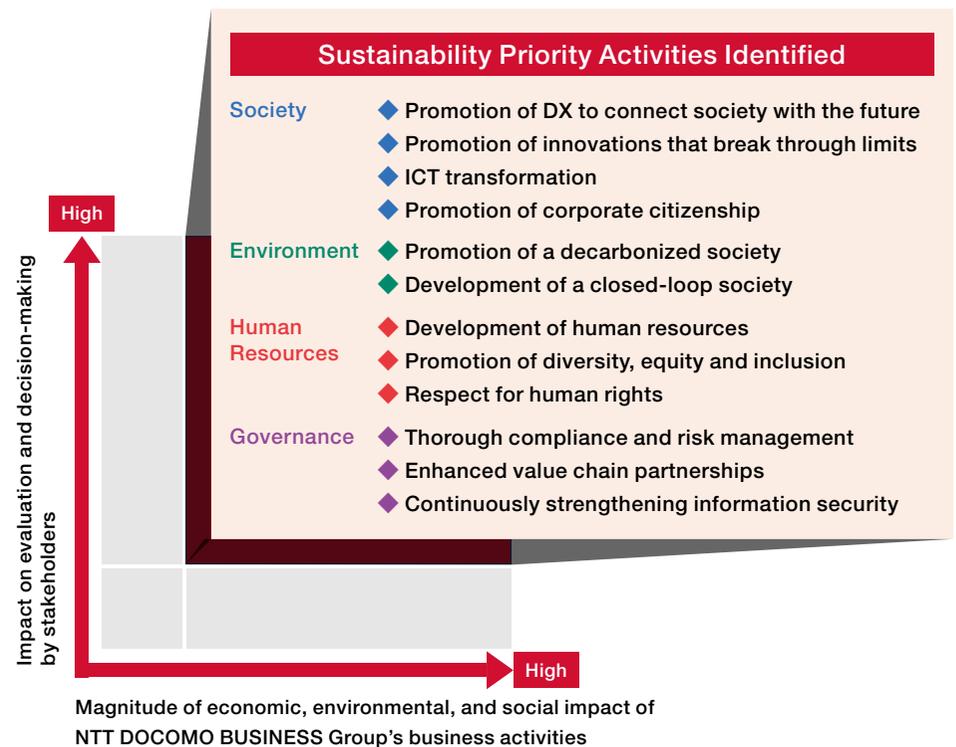
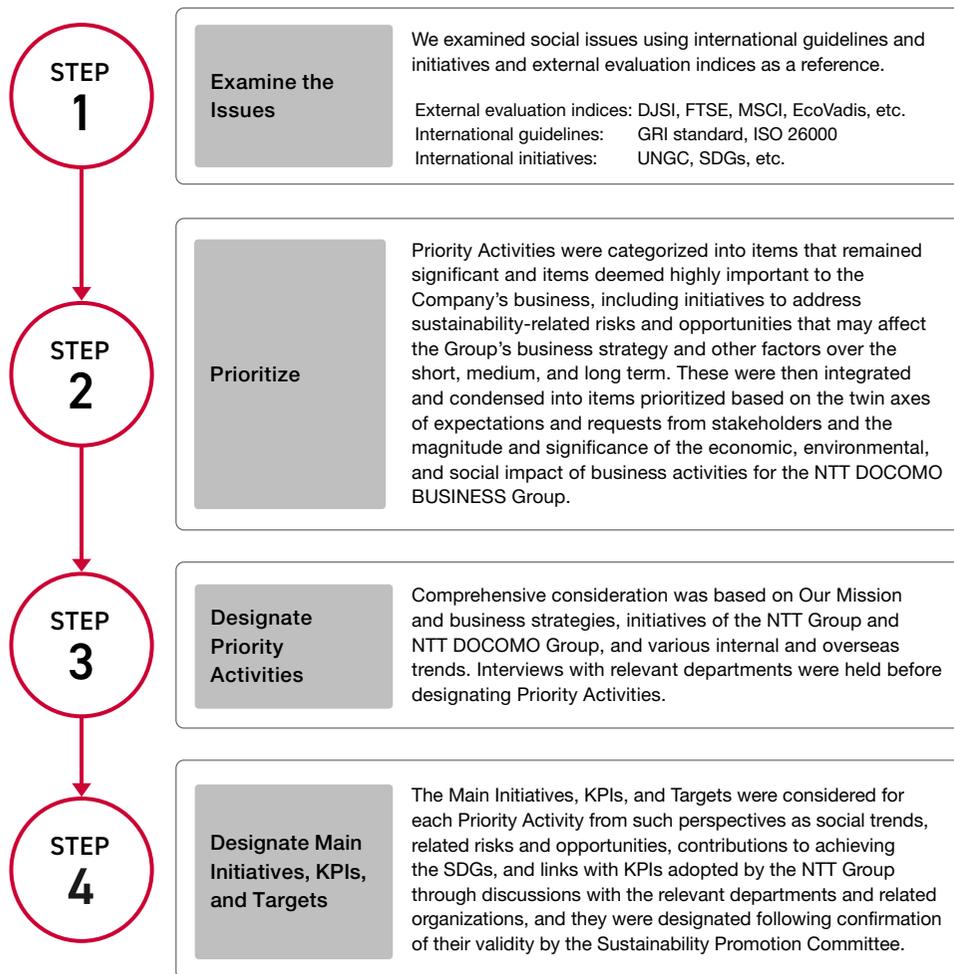
P015 For details on the Main Initiatives, refer to the tables in “KPIs, Targets, and Outcome of Activities” in this report.

● Operating Compensation-Linked Indicators Related to Sustainability

Key sustainability indicators (greenhouse gas emissions, customer engagement rate, employee engagement rate, and new female manager appointment rate) have been set as evaluation indicators for executive compensation and bonuses for all managers, and the achievements of these indicators are reflected in their compensation.

Process of Identifying Materiality and Setting Main Initiatives, KPIs, and Targets

In fiscal 2021, the NTT DOCOMO BUSINESS Group reviewed its materiality, taking into account global social trends and their significance to our business. We reassess materiality periodically as needed.



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			
Main Initiatives	KPIs	Review	Assessment

Priority Activity | Promotion of DX to Connect Society with the Future

Promote DX in society, industry, workstyles, and lifestyles	<p>Quantitative</p> <p>Integrated solutions Revenues and revenue ratio</p> <ul style="list-style-type: none"> ● 49.3% <p>* Almost achieved the FY2025 target of 2 trillion yen and 50% ahead of schedule in FY2024</p>	△
	<p>Quantitative</p> <p>Customer engagement (NPI, NPS): More than in the previous fiscal year</p> <p>* 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.</p> <ul style="list-style-type: none"> ● NTT DOCOMO Group as a whole NPI: 65.8%, NPS: -28.6 ● Corporate Business NPI: 46.0%, NPS: -26.0 	×

FY2025	
Main Initiatives	KPIs

Promote DX in society, industry, workstyles, and lifestyles	<p>Quantitative</p> <p>Customer engagement (NPI, NPS) (year-on-year increase)</p> <p>* For companies with 5 to 1,000 employees * Improve NPS and enhance NPI</p>	
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* 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

FY2024			
Main Initiatives	KPIs	Review	Assessment
Realize sustainable local communities by promoting DX	<p>Quantitative</p> <p>Growth of regional collaborative business (year-on-year increase)</p>	<ul style="list-style-type: none"> 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 	○
Promote DX in global business	<p>Qualitative</p> <p>Develop global DX solutions</p>	<ul style="list-style-type: none"> 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 	○

FY2025	
Main Initiatives	KPIs
Realize sustainable local communities by promoting DX	<p>Quantitative</p> <p>Growth of regional collaborative business (year-on-year increase)</p>

Priority Activity | Promotion of Innovations that Break Through Limits

Generate creative innovations	<p>Quantitative</p> <p>Patent applications on key intellectual property themes that support the sustainability of innovative businesses (10–99 patent applications per theme per year)</p> <p>Themes:</p> <ul style="list-style-type: none"> Smart World Integrated Network Service (RINK) Generative AI IOWN® 	<p>Achieved double-digit annual applications on designated key intellectual property themes</p> <ul style="list-style-type: none"> Smart World: 20 Integrated Network Service (RINK): 58 Generative AI: 60 IOWN®: 11 	○
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Generate creative innovations	<p>Quantitative</p> <p>Patent applications on key intellectual property themes that support the sustainability of innovative usinesses (10–99 patent applications per theme per year)</p> <p>Themes:</p> <ul style="list-style-type: none"> Smart World Financial DX Generative AI IOWN®
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Priority Activity | ICT Transformation

Provide ICT services that are resistant against natural disaster, highly reliable, safe, and secure	<p>Quantitative</p> <p>Number of serious accidents: 0</p> <p>0</p>	○
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Provide ICT services that are resistant against natural disaster, highly reliable, safe, and secure	<p>Quantitative</p> <p>Number of serious accidents: 0</p>
	<p>Quantitative New</p> <p>Number of accidents involving life-related services: 0</p>

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

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 <ul style="list-style-type: none"> ● 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) <ul style="list-style-type: none"> ● 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 <ul style="list-style-type: none"> ● 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 <ul style="list-style-type: none"> ● Guaranteed connection of docomo business RINK® ● docomo business RINK® vUTM2, IaaS ● 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: <ul style="list-style-type: none"> ● 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
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Achievement levels based on self-assessment ○: Achieved △: Partially achieved ×: Unachieved



Environment

Our Vision of the Future

An eco-friendly future characterized by carbon neutrality, closed-loop recycling, and harmonious coexistence with nature based on the preservation of biodiversity.



FY2024

FY2025

Main Initiatives	KPIs	Review	Assessment
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Main Initiatives	KPIs
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Priority Activity | Promotion of a decarbonized society

Reduce GHG emissions	Quantitative Become carbon neutral (by FY2030) GHG Protocol: targeted at Scope 1 and 2 GHG emissions in FY2024 (Scope 1 and 2): 9.5 ten thousand t-CO ₂	9.4 ten thousand t-CO ₂ e	○
	Quantitative Net-Zero by FY2040 GHG Protocol: targeted at Scope 1, 2, and 3	223.2 ten thousand t-CO ₂ e	○
	Quantitative Renewable energy utilization rate for data center power (Scope 2): 100% by FY2030, 54% by FY2024 Due to a revision of the Scope 2 electricity boundary for our overseas data centers, electricity consumption at those centers (which had been sourced entirely from renewable energy) declined, resulting in a lower overall renewable energy utilization rate. Under the revised boundary, the FY2024 rate is 48%.	48%	×
Introduce electric vehicles (EVs)	Quantitative Percentage of EVs in fleet: 100% by FY2030, 50% by FY2025	57%	○
Improve energy efficiency	Quantitative Power efficiency in our telecommunications business: improvement of at least 10 times in FY2030 compared to FY2013	5.4 times	○
Provide services that help reduce GHG emissions	Quantitative Promote the co-creation and expansion of services that help improve the global environment, including GHG emissions reduction in FY2024: 5 or more cases	<ul style="list-style-type: none"> ● Provided Morikati, a forest value creation platform ● Supported in-house initiatives using the web app: Green Program® for Employee 	○

Reduce GHG emissions	Quantitative Become carbon neutral (by FY2030) GHG Protocol: targeted at Scope 1 and 2 GHG emissions in FY2025 (Scope 1 and 2): 9.2 ten thousand t-CO ₂	
	Quantitative Net-Zero by FY2040 GHG Protocol: targeted at Scope 1, 2, and 3	
	Quantitative Renewable energy utilization rate for data center power (Scope 2): 100% by FY2030; 57% in FY2025 (54% domestic, 100% overseas)	
Introduce electric vehicles (EVs)	Quantitative Percentage of EVs in fleet: 100% by FY2030, 50% by FY2025	
Improve energy efficiency		(Not set for fiscal 2025)
Provide services that help reduce GHG emissions		(Not set for fiscal 2025)

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

FY2024				FY2025	
Main Initiatives	KPIs	Review	Assessment	Main Initiatives	KPIs
Priority Activity Development of a closed-loop society					
Thoroughly implement the 3Rs (reduce, recycle, and reuse)	Quantitative Waste recycling ratio: at least 97.8% in FY2024 and at least 99% in FY2030	96.7% Telecommunications equipment dismantled: 99.9%, Construction waste: 94.7%, Office waste: 97.6%	△	Thoroughly implement the 3Rs (reduce, recycle, and reuse)	Quantitative Waste recycling ratio: at least 99% in FY2030 and at least 97.8% in FY2025
	Quantitative Number of legal violations related to disposal of waste (PCBs): 0 cases	1 case Note: No penalties or fines were imposed, as any high-concentration PCB-containing equipment discovered was immediately reported to the relevant authorities and properly disposed of in accordance with required procedures.	×		Quantitative Number of legal violations related to disposal of waste (PCBs): 0 cases
	Qualitative Continue reducing the use of business paper (office paper and invoices)	Use of paper for business purposes: 272 t (reduced 27 t year-on-year)	○		(Not set for fiscal 2025)

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

P.045 See “Environmental Management” in this report for our approach to achieving carbon neutrality for Scope 1 and 2 by fiscal 2030 and net-zero emissions across Scope 1, 2, and 3 by 2040.



Human Resources

Our Vision of the Future

A future rich in diversity based on mutual respect and enhancement and where everyone can shine in their own way and play a valuable role in society.



FY2024			
Main Initiatives	KPIs	Review	Assessment

Priority Activity | Development of human resources

<p>Promote measures that enable employees to learn and grow autonomously to realize their careers (a growth cycle in which employees and the business grow together)</p>	<p>Quantitative Training costs per person: 220,000 yen per year</p>	264,900 yen per year	○
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Priority Activity | Promotion of diversity, equity, and inclusion

<p>Promote hiring, development, assignment, and equal opportunities for diverse human resources</p>	<p>Quantitative Percentage of female employees in managerial Positions: 15% (as of 2025)</p>	13.6%*1	○
	<p>Quantitative Percentage of female employees appointed as new managers: 30%</p>	30%*1	○
	<p>Quantitative Percentage of female employees in executive positions: 25–30% (as of 2025)</p>	24.2%	×
	<p>Quantitative Percentage of male employees taking leave for childcare: 100%</p>	105%*2	○
	<p>Quantitative Percentage of employees with disabilities: 2.5%</p>	4.9% (as of June 1, 2024, percentage of employees directly employed by NTT DOCOMO BUSINESS)	○

FY2025	
Main Initiatives	KPIs

<p>Promote measures that enable employees to learn and grow autonomously to realize their careers (a growth cycle in which employees and the business grow together)</p>	<p>Quantitative Training costs per person (set as a monitoring index)</p> <ul style="list-style-type: none"> • Training costs per person • Satisfaction level of career support interview • Registration rate of career design form
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<p>Promote hiring, development, assignment, and equal opportunities for diverse human resources</p>	<p>Quantitative Percentage of female employees in managerial positions: 15% (as of 2025)</p>
	<p>Quantitative Percentage of female employees appointed as new managers: 30%</p>
	<p>Quantitative Ratio of female directors: 25–30% in 2026</p>
	<p>Quantitative Percentage of male employees taking leave for childcare: 100%</p>
	<p>Quantitative New Percentage of male employees who took leave for childcare as requested: 100%</p>
<p>Quantitative Percentage of employees with disabilities: 2.5%</p>	

*1 As of April 1, 2025 *2 Scope: NTT DOCOMO BUSINESS, Inc., including seconded employees *3 2.59% for the NTT DOCOMO Group as a whole (as of June 1, 2024)

Achievement levels based on self-assessment ○: Achieved △: Partially achieved ×: Not achieved

FY2024				FY2025		
Main Initiatives	KPIs	Review	Assessment	Main Initiatives	KPIs	
Promote hiring, development, assignment, and equal opportunities for diverse human resources	Quantitative Hire external personnel: 30%	46.3%	○	Promote hiring, development, assignment, and equal opportunities for diverse human resources	Quantitative Hire external personnel (set as a monitoring index)	
	Quantitative Improve the engagement score compared to the previous year	<ul style="list-style-type: none"> NTT DOCOMO BUSINESS Group: 64% (up 5 points year-on-year) NTT DOCOMO BUSINESS: 68% (up 6 points year-on-year) 	○		Promote work-life balance	Quantitative Improve the engagement score compared to the previous year
Promote work-life balance	Quantitative Positive response rate on autonomous workstyles (monitoring index)	87%	—*	Thoroughly implement occupational safety and health and health management for employees		Quantitative Work-related accidents: 0
	Quantitative Work-related accidents: 0	0 cases (including serious accidents resulting in injury or death during equipment construction work)	○		Thoroughly implement occupational safety and health and health management for employees	Quantitative Zero occurrence of serious accidents resulting in injury or death during equipment construction work
Thoroughly implement occupational safety and health and health management for employees	Quantitative Presenteeism loss ratio	3.7% * NTT DOCOMO Groupwide target: 6.0%	○	Thoroughly implement occupational safety and health and health management for employees		Quantitative Presenteeism loss ratio: 6.0%
	Quantitative Presenteeism loss ratio	3.7% * NTT DOCOMO Groupwide target: 6.0%	○		Proactively promote activities for human rights education	Quantitative Human rights violations: 0 cases
Proactively promote activities for human rights education	Quantitative Attendance of human rights training: higher than the previous fiscal year	<ul style="list-style-type: none"> NTT DOCOMO BUSINESS Group: 98.1%, up 0.8 points year-on-year NTT DOCOMO BUSINESS: 98.0%, up 0.3 points year-on-year 	○	Proactively promote activities for human rights education		Human rights violations: 0 cases
	Quantitative Human rights due diligence: more than once a year	<ul style="list-style-type: none"> Participation in EcoVadis, an NTT Groupwide human rights due diligence measure Preparations have begun to identify our human rights issues in cooperation with an international human rights NPO 	○			
	Quantitative Human rights violations: 0 cases	3 cases	×		PRIDE Index (evaluates LGBTQ inclusion efforts)	
Thoroughly implement occupational safety and health and health management for employees	Quantitative Work-related accidents: 0	0 cases (including serious accidents resulting in injury or death during equipment construction work)	○			

Priority Activity | Respect for human rights

* This assessment was not conducted because it serves as a monitoring indicator.

Achievement levels based on self-assessment ○: Achieved △: Partially achieved ×: Not achieved



Governance

Our Vision of the Future

A future in which the Company is trusted for its lofty ethics and solid governance and develops a sustainable society for the future based on diverse co-creation.



FY2024			
Main Initiatives	KPIs	Review	Assessment

Priority Activity | Thorough compliance and risk management

Share high ethical standards and ensure compliance	Quantitative Serious compliance violations: 0 cases	0 cases	○
Corporate culture for maintaining and improving business ethics	Quantitative Percentage of employees reporting that their workplace has an open atmosphere: 97%	98.1%	○
Continuously upgrade the risk management structure	Qualitative Promote Companywide risk management	<ul style="list-style-type: none"> Held Business Risk Management Committee meetings (twice) and subcommittee meetings (10 times) Submitted a quarterly report to the Executive Council (3 times) 	○

Priority Activity | Enhanced value chain partnerships

Collaborate with suppliers to ensure thorough sustainability and green procurement	Quantitative Implementation rate of conducting direct dialogues with suppliers identified as requiring improvement: 100%	100% (6 companies)	○
Enhance stakeholder engagement	Quantitative Expand engagement opportunities with diverse stakeholders, including NGOs/NPOs and local communities (year-on-year increase)	4 sustainability-related stakeholder engagements, including customer engagement via the SAQ (+1 YoY)	○

FY2025	
Main Initiatives	KPIs

Share high ethical standards and ensure compliance	Quantitative Number of anti-competitive violations and bribery cases: 0	
Corporate culture for maintaining and improving business ethics	Quantitative Employee response rate indicating their workplace has an open atmosphere where they can freely express opinions: 90%	
Continuously upgrade the risk management structure	Qualitative Promote Companywide risk management	
Collaborate with suppliers to ensure thorough sustainability and green procurement	Quantitative Implementation rate of direct dialogues with suppliers requiring improvement: 100%	
Enhance stakeholder engagement	Quantitative Expand stakeholder engagement opportunities (3 or more)	

Achievement levels based on self-assessment ○: Achieved △: Partially achieved ×: Not achieved

FY2024				FY2025	
Main Initiatives	KPIs	Review	Assessment	Main Initiatives	KPIs
Priority Activity Continuously strengthening information security					
Continuously reinforce security management	Quantitative Number of serious incidents involving cyberattacks: 0	1	×	Continuously reinforce security management	Quantitative Number of serious incidents involving cyberattacks: 0
	Quantitative Serious incidents of personal information leakage: 0	1	×		Quantitative Serious incidents of personal information leakage: 0

Achievement levels based on self-assessment ○: Achieved △: Partially achieved ×: Not achieved

Relationship with the NTT Group

Promoting Sustainability throughout the Entire Group

NTT DOCOMO BUSINESS engages in initiatives Groupwide to address social issues as a member of the NTT DOCOMO Group and the NTT Group by adhering to the NTT Group Sustainability Charter. The NTT Group has set up the Sustainability Committee, chaired by the president, to discuss the basic strategies, status of activities, and information disclosure related to sustainability to promote its initiatives. NTT DOCOMO BUSINESS also participates in these discussions as an operating company, and decisions made by the committee are reflected in our own activities.

Furthermore, the NTT Group has been holding NTT Group Sustainability Conferences since fiscal 2013 to understand and promote sustainability activities. The NTT DOCOMO BUSINESS Group has consistently received awards at the conference since fiscal 2016. We have been proactively sharing and reporting initiatives and services that are beneficial from the perspective of sustainability, and our “Morikati: Carbon credits to protect forests” project was among those that received the Grand Prize at the 12th conference in fiscal 2024.



For more information on the NTT Group Sustainability Charter, see:

<https://group.ntt/en/newsrelease/2021/11/10/211110d.html>



For more information on Morikati, see the “Features” section in this report.

Relationship with External Entities

Participation in External Groups

NTT DOCOMO BUSINESS actively participates in external organizations and shares information so that initiatives for addressing social issues can be shared beyond corporate boundaries.

Participation in External Organizations (Major Groups Only)

- The Telecommunications Association (TTA)
- ICT-ISAC Japan
- KEIZAI DOYUKAI (Japan Association of Corporate Executives)
- The Center for Financial Industry Information Systems (FISC)
- Industrial Federation for Human Rights, Tokyo
- AI Governance Association
- Japan Climate Initiative (JCI)

Outside Advice for Management

We have an important responsibility for conducting business with due consideration to the diverse outlook of our stakeholders. With this in mind, each executive not only participates in dialogues as part of daily business but also actively takes part in internal and external meetings and individual interviews. To incorporate the perspective of sustainability into our business strategies, it is important to exchange opinions with internal and external experts and intellectuals. Accordingly, we hold dialogues between our management and outside experts as well as study sessions in which our management learns directly from them.



For dialogues, see:

<https://www.ntt.com/en/about-us/csr/dialog.html>

Feature How Morikati Maximizes the Value of Forests

This article highlights the inspiration behind the Morikati Forest Value Creation Platform offered by NTT DOCOMO BUSINESS and Sumitomo Forestry and how the creation and distribution of forest credits enhances the value of forests and opens the way into the future.

Forest Value Creation Platform How Morikati Was Developed

Carbon pricing has gained momentum in Japan in line with the country's efforts to achieve carbon neutrality. The government-certified J-Credit Scheme has been broadly recognized as a reliable option for emissions trading and approved as an eligible credit under GX-ETS, the nation's first full-scale emissions trading system launched in 2023.

Japan, which is rich in forest resources, has high expectations for forest-derived J-Credits because they can directly result in the removal of atmospheric CO₂ through forest growth and management and have been recognized for significantly contributing to climate change mitigation. The emissions trading market itself, however, has not yet been active enough to meet the anticipated growth in demand. On the supply side, forestry and related stakeholders have been blocked in their ability to scale up the creation of credits by the complexity of systems and procedures for generating credits as well as the limited number of certification bodies. On the demand-side, potential buyers often lack sufficient publicly accessible information to identify and select the credits they wish to purchase.

To address these challenges, NTT DOCOMO BUSINESS and Sumitomo Forestry Co., Ltd. launched the Forest Value Creation Platform, Morikati, in August 2024. Morikati is a comprehensive platform that supports the creation, certification, and trading of forest-derived J-Credits. The two companies began collaborating around 2021, exchanging information driven by a shared commitment to carbon neutrality, and developed the business concept of fostering forests through credits after a series of discussions.

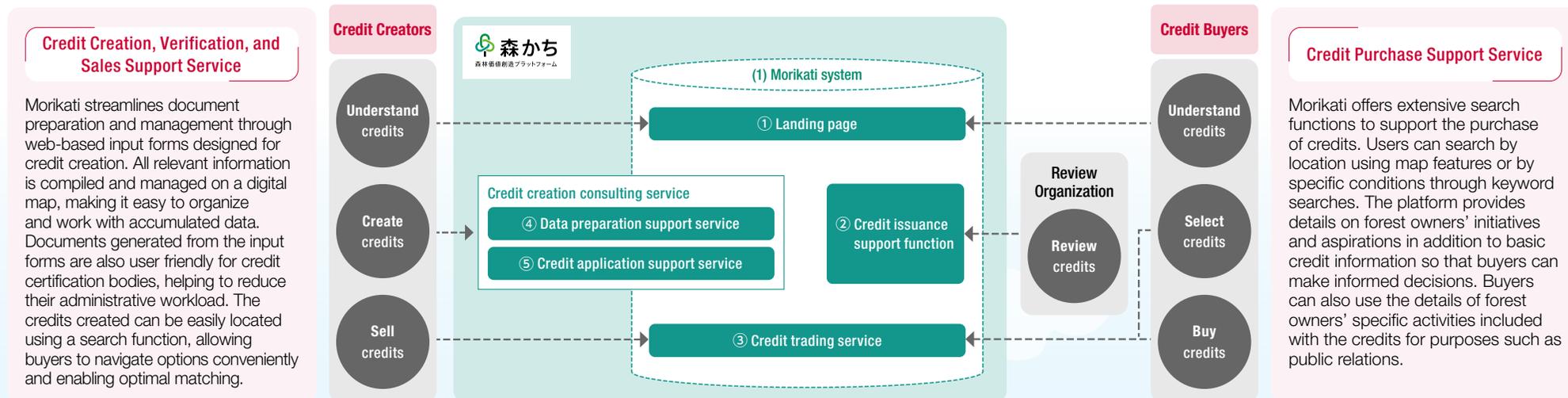
Revitalizing the creation and distribution of forest credits leads to greater investment in Japan's domestic forestry sector. Forests not only provide timber but also play an essential role as carbon sinks. Today, however, inadequate management of Japan's forests, due to labor and funding shortages, has reduced their ability to absorb CO₂ and perform other vital functions, such as conserving water sources, preventing sediment-related disasters, and preserving biodiversity. Protecting and nurturing these multifaceted functions represents a long-term challenge for Japanese society as a whole. Sumitomo Forestry and NTT DOCOMO BUSINESS are working together to address these concerns through Morikati.

Promoting the Circular Use of Forests and Timber through Carbon Credits



Forest Value Creation Platform Overview of the Morikati Service

The Forest Value Creation Platform Morikati consists of two web-based services: the Credit Generation, Verification, and Sales Support Service and the Credit Purchase Support Service for forest-derived J-Credits. Geographic information system (GIS) technology is used to centrally manage map-linked data, integrating oversight of forest resource and location information. This enables the platform to serve as a bridge between credit generators and buyers.



Awareness-Raising Events for Morikati

NTT DOCOMO BUSINESS has been organizing a range of regionally coordinated events to broaden understanding of the role forest credits play in advancing carbon neutrality and to encourage wider participation.

In December 2024, we collaborated with Urayasu D-Rocks of Japan Rugby League One to offset CO₂ emissions generated during a home game using carbon credits sourced through Morikati from Hitoyoshi City, Kumamoto Prefecture. Players from Urayasu D-Rocks also made guest appearances at a local Rice Field Rugby event in Hitoyoshi City, deepening local community engagement. In May 2025, we partnered with Thespa Kusatsu of the J. League and a local gas company to offset CO₂ emissions generated during a home game. Going forward, NTT DOCOMO BUSINESS will continue implementing a variety of activities to promote awareness and the wider adoption of Morikati.

*Part-time participation in this project through the Double Work program of another department. **P.083** For more information on the Double Work program, see "Opportunities for Growth within Human Capital" in this report.

Sharing the Value of Morikati Across Japan

Yui Kashimura
Hokuriku Branch (through Double Work*)



The event-based carbon offset initiative, an early example of Morikati in practice, goes beyond simply offsetting the CO₂ emissions generated during sporting events. It also serves as a platform that connects people involved in event-related groups such as sports organizations, sponsors, local governments, and spectators. I believe these personal interactions represent one of Morikati's major strengths. Going forward, I hope to develop ways of applying Morikati that reflect the unique characteristics of each community.

Contributing to the Circulation of Forests and Local Communities

Tomoka Hishida
Tokai Branch (through Double Work*)



Awareness-raising events provide valuable opportunities for directly experiencing Morikati and carbon neutrality. When people engage with Morikati and related events, they also gain insight into the passion and commitment of those involved with forests and local communities, which steadily deepens public interest. I hope to continue exploring diverse activities for Morikati to contribute to the circulation of thriving forests and local communities.

Sumitomo Forestry Co., Ltd. × **NTT DOCOMO BUSINESS** **Realizing the Vision and Aspirations Embodied in Morikati**

 For more information on the Forest Value Creation Platform Morikati, see: <https://www.morikati.com/> (in Japanese only)

The Morikati Forest Value Creation Platform was born from the alignment and combined strengths of Sumitomo Forestry’s expanding forest credit business and NTT DOCOMO’s vision for a decarbonization platform. The two companies aim for this solution to support the creation of high-quality forest-derived J-Credits and promote transparent credit distribution.

What Each Company Brings to the Project

Company Roles in Morikati

..... **Sumitomo Forestry Co., Ltd.**

- Extensive value chain in the forestry and timber industries
- Deep expertise in forest management
- Strong track record in supporting and trading forest-derived credits (first private-sector issuer of forest-derived J-Credits in Japan)

..... **NTT DOCOMO BUSINESS**

- ICT technologies such as AI, IoT, and 5G
- Corporate DNA focused on achieving both public value and business viability
- Extensive operational experience with stable, highly reliable systems

... **Sumitomo Forestry Co., Ltd.** ...

- Operations of Morikati
- Consulting services for credit generation
- Promotion of Morikati

..... **NTT DOCOMO BUSINESS**

- Development and operation of the Morikati system
- Promotion of Morikati

MESSAGE

Broadening Opportunities to Appreciate the Value of Forests

Kosei Tanaka

Forest Solutions Group, Forest Solutions Department
Environmental Resources Division Sumitomo Forestry Co., Ltd.



I believe the strength of Morikati lies in the collaboration between NTT DOCOMO BUSINESS and Sumitomo Forestry. The partnership with NTT DOCOMO BUSINESS’s sales network has not only led to successful contracts but also to system development, and I see new possibilities for partnership every day. Moreover, the two companies continue to explore ways to maximize the long-term value of forests and combine their respective strengths to develop new services. By enhancing the sales platform, one of Morikati’s key features, we hope to broaden opportunities for appreciating the value that forests provide.

MESSAGE

Leveraging Strengths to Generate Synergy

Masahito Ogasawara

Smart Industry Promotion Office, Smart World Business Department



The strength of our partnership with Sumitomo Forestry, our business collaborator, sets Morikati apart from similar services. The company’s extensive expertise in forest management and forest credit operations have built a strong foundation of trust that enhances the value of this service. While we have often worked behind the scenes providing systems and technical support, our role in Morikati is now more visible as an equal partner, directly engaging with customers on forest-related matters. We still have much to learn, but we eagerly anticipate the synergies this collaboration will create, particularly in expanding sales channels and uncovering new customers.

Sharing a Common Vision to Enhance the Value of Forests

Itsuki Onishi

Smart Industry Promotion Office, Smart World Business Department



I believe the strength of Morikati lies in the shared vision for enhancing the value of forests that was established at the very beginning of the project. We have held many discussions with Sumitomo Forestry through our OPEN HUB co-creation program. With our firm, shared commitment, the project will remain true to its concept even as personnel change over time. Morikati is currently in its expansion phase as a platform for creating and distributing forest credits. Looking ahead, I see potential for new forest-based services, such as providing experiential programs related to forests and forestry.



Society

A Better Future Characterized by Innovation and Abundant Vigor, in Which Sustainable Development Is Achieved through Value Creation



As a leading ICT company spearheading DX across society, the NTT DOCOMO BUSINESS Group works to resolve diverse social issues through initiatives, including the realization of a Smart World that connects society and the future, ICT Transformation, and promotion of advanced innovation, with the intention of developing a sustainable future. We will venture beyond our corporate boundaries and continuously take on challenges to co-create and drive the emergence of new value and demonstrate our commitment. Furthermore, as a corporate citizen, we engage in business activities deeply rooted in the local community to bring about a better future that is resilient, safe, and secure, while constantly pursuing opportunities to contribute to society through ICT.

Targeted SDGs



Priority Activities	▶ 029 Promotion of DX to Connect Society with the Future
	▶ 034 Promotion of Innovations that Break through Limits
	▶ 036 ICT Transformation
	▶ 041 Promotion of Corporate Citizenship



Priority
Activities

Promotion of DX to Connect Society with the Future

Our Approach

Our goal is to facilitate DX that will lead customers to create new businesses and bolster their competitiveness and to realize a Smart World through the utilization of ICT. By accumulating a broad array of data and reusing it to improve existing formats and develop and introduce new systems, technologies, and services, we will resolve a number of the issues facing society and create better ICT environments.

We will contribute to addressing social challenges by promoting DX through collaboration among Group companies and with our partners to address the issues faced by clients developing global business, various industries, and society as a whole. The NTT DOCOMO BUSINESS Group will also provide solutions for promoting DX to connect society with the future, such as realizing a world in which every worker can choose an optimal workstyle and demonstrate their talents.

Main Achievements in Fiscal 2024 and Goals for the Coming Years

We are engaged in projects and co-creation initiatives that demonstrate the Smart World, and the business co-creation program, OPEN HUB for Smart World, has created more than 1,000 projects. In addition, we actively promote DX that contributes to revitalizing local communities and small and medium-sized enterprises (SMEs) as part of our efforts toward sustainable regional development. As a result, we nearly achieved our fiscal 2024 indicators for integrated solution revenue and revenue ratio, while also meeting targets for growth in regional collaboration businesses and the deployment of global DX solutions. Although we achieved our NPI target for customer engagement rates, we fell short of our NPS target. For fiscal 2025, we will set targets for improving customer engagement, particularly by increasing the quantity and quality of proposals and further strengthening our follow-up to improve NPS, and for growing regional co-creation businesses. We will also promote DX across social and industrial sectors as well as work and lifestyle domains. In July 2025, NTT Communications Corporation changed its name to NTT DOCOMO BUSINESS, Inc. As the provider of comprehensive ICT services, NTT DOCOMO BUSINESS will represent the NTT Group in providing valuable one-stop solutions to all corporate customers. We intend to leverage technology and innovation to become a platform provider for industrial and regional DX, supporting an autonomous, decentralized society where businesses and regions can achieve sustainably.

Risks and Opportunities

NTT DOCOMO BUSINESS aspires to be a platform provider for industrial and regional DX that addresses social issues. There is a risk that our market competitiveness may decline should it become difficult to continue responding quickly and flexibly to changes in the market and increasingly diversifying values.

We see an opportunity in offering a wide range of services and solutions through co-creation with our partners and collaboration with NTT Group companies, who have a variety of strengths in telecommunications and IoT. By applying DX to address social, regional, and industrial challenges, from the perspective of customers, we can drive corporate growth.

In response to this potential risk and opportunity, NTT DOCOMO BUSINESS is focusing on AI, IoT, Digital BPO®, and regional, small, and medium-sized DX as priorities and accordingly strengthening each service and business. In addition, in the course of business operations, we will gather customer feedback through VOC surveys and other means while monitoring customer engagement metrics as non-financial indicators for improving CX.

Promoting DX in Society, Industry, Workstyles, and Lifestyles

Pursuing Our Mission to Realize a Smart World



For more information on a Smart World, see: <https://www.ntt.com/business/dx/smart.html> (in Japanese only)

The NTT DOCOMO BUSINESS Group aims to realize a Smart World, which achieves sustainable growth by overcoming the various challenges facing companies and society through DX. We are focusing on seven areas, including cities, mobility, and education, to take action comprehensively, from identifying social issues to data utilization and the development of new technologies and systems. The Group will impact society in ways that no single company can do alone, by combining the value and assets that each enterprise has built up. We will connect our business co-creation efforts to create new value toward achieving a future society in which everyone can live safely and securely.

Smart City | Data-Driven City Development

Collecting and analyzing information on urban populations and characteristics to support the realization of safe, secure, and sustainable cities

We intend to create more livable cities for everyone and apply ICT technologies to resolve social issues and improve convenience while also addressing problems faced by residents, visitors, workers, and operators by offering a data integration platform (Smart Data Platform for City), advanced services (smart services), and the effective use of data. We are also strengthening our initiatives with the Digital Implementation Community for deploying digital technologies in real-world settings across academia, governments, and industries, and in the Master System Integrator (MSI), which delivers unified support for digital planning and implementation.

Smart Mobility | Establishing an ICT infrastructure for a New Mobility Society

Developing networks, security, and robot control platforms to support connected cars

We will advance vehicle technologies, including robotics, and new mobility businesses by creating vehicle security operation center services to defend connected cars from cyberattacks; developing mobile IoT platforms for automobiles, construction machinery, drones, and other applications; and offering autonomous vehicle control services to help companies deploy and fully leverage robots.

Smart Education | Digital Transformation of Learning and Education

Addressing current and future education issues by establishing a data distribution business platform through the GIGA School Initiative

We address a wide range of educational challenges, such as personalized learning and reskilling through DX and liberal arts, to contribute to the realization of a society where everyone can learn and work in their own way.

Smart Healthcare | Healthcare Data Platform

Driving innovation in medical processes through the added value of safe, secure data management

We deliver new types of healthcare services by collecting, storing, analyzing, and utilizing data at every stage of prevention, treatment, and care, thereby supporting medical process innovation through the added value of effective data management.

Smart Industry | Solving Common Challenges across Industry Sectors

Addressing supply chain challenges faced by companies and industries, such as carbon neutrality

We offer a wide range of solutions to achieve GX throughout our customers' industry supply chains, strengthen supply chain resilience, and implement smart manufacturing processes using AI. These solutions contribute to resolving social issues such as decarbonization and resource recycling while strengthening industrial capabilities.

Smart Worksite | Digital Transformation in the Construction Industry

Meeting challenges and creating new value in the construction industry through co-creation with a range of partners

We partner with civil engineering and architectural companies in the integration of cutting-edge technologies while leveraging data to improve construction site efficiency and encouraging the adoption of DX in the industry to create safe, productive worksites.

Generative AI | Creating New Value Using Generative AI

Developing and deploying industry solutions that leverage AI in order to create new industry and customer value

We build on our extensive track record, from telecommunications and security technologies to the latest generative AI solutions, to deliver the most effective solutions for customer challenges while offering support from proposal to implementation and operation.

Increasing the Use of Cloud Services Essential for DX/AI, and Changing the Requirements for Corporate ICT

To respond to a constantly changing social environment, including workstyle reform, digital transformation, and the AI revolution, companies have been rapidly increasing their use of cloud services, which have become indispensable to their business operations. Now, as the use of these services has become common, the nature of the challenges for corporate ICT infrastructure is changing. The operation and management of corporate ICT must urgently address issues such as increased data traffic, growing security threats, and complex account management associated with the use of cloud services. NTT DOCOMO BUSINESS's docomo business RINK® is an integrated network and security service that enables companies to use cloud services safely and comfortably while advancing digitalization and the use of AI.

In addition to a variety of network access options tailored for specific locations, such as the office, home, and store, the service also offers remote access that enables employees to connect securely to the resources they need from anywhere while ensuring cloud-based security, such as an Internet gateway with advanced UTM*1 functions and IDaaS for integrated management of SaaS and other IDs. Our services enable customers to use the optimal ICT environment by combining these functions in accordance with their needs.

“docomo business RINK®” takes full advantage of software-defined technology*2 to facilitate on-demand service subscriptions, bandwidth adjustments, and Internet breakout settings via a web portal. This approach delivers a faster, more optimal ICT environment than

traditional network services for adapting to changes in the business environment. On-site activation requires simply turning the router on, which allows for use of the service without requiring any specialized knowledge to configure the equipment. The service's immediacy and flexibility reduce the total cost and lead time for building a company's ICT environment.

In 2024, we launched an integrated ID management service as an IDaaS that centrally manages IDs for cloud services and internal systems and incorporates multi-factor authentication and access restrictions to prevent unauthorized access and information leaks. Single sign-on is also expected to improve user convenience.

In 2025, we launched a new WAN security service that detects and blocks threats on the network side. This supports early action against security threats and

minimizes damage (patented business model). We will continue to provide customers with ICT environments that strengthen their business continuity by continuously expanding our service capabilities.

*1 Unified Threat Management: Consolidates security functions, such as firewall, antivirus, web filtering, and IDS/IPS, into a single system.

*2 Technology that virtualizes networks to achieve high levels of flexibility.

[docomo business RINK®]



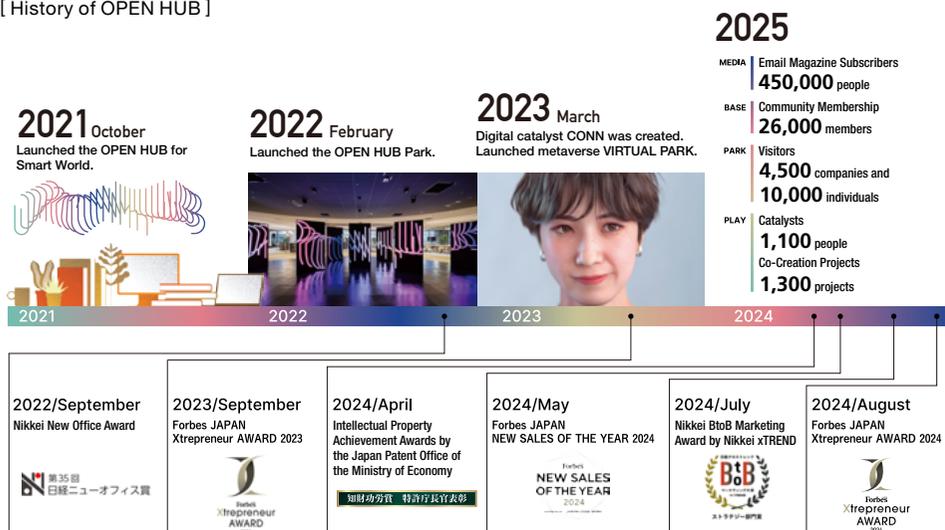
Business Co-Creation Initiatives

▶ OPEN HUB for Smart World, a Business Co-Creation Program

A Business Co-Creation Program Launched in 2021 to Address Increasingly Complex Social Issues The OPEN HUB for Smart World program provides customers and partners with four functions: owned media, community, co-creation space, and program catalyst. The OPEN HUB Base community has more than 20,000 registered members, and the co-creation space, OPEN HUB Park, has been visited by 4,500 companies and 10,000 individuals. The number of internal and external experts who lead co-creation businesses, whom we call “catalysts,” has increased to 1,100 since fiscal 2024, with expanded expertise into areas such as AI and smart cities. As a result, more than 1,300 co-creation projects have been started in the first four years. The program has received various awards in recognition of its efforts and achievements, including the Nikkei Cross Trend BtoB Marketing Award in the Strategy Category and the Intellectual Property Merit Award from the Ministry of Economy, Trade and Industry.



[History of OPEN HUB]



▶ Xtrepeneur AWARD to Accelerate Social Innovation

In 2023, we established the Xtrepeneur AWARD with Forbes JAPAN to recognize co-creation projects that tackle social issues. Out of over 200 entries to date, we recognized award-winning projects that address various social issues, including carbon neutrality and the declining birthrate and aging population, in Japan and around the world. By creating our own co-creation projects and also recognizing outstanding projects from other companies that are tackling social issues, we disseminate information and build momentum throughout Japanese society to realize a sustainable future.



Business Co-Creation Projects to Tackle Social Issues

CASE ① Creating J-Credits by Extending the Midsummer Drainage Period of Paddy Rice Cultivation

In Japan, 45% of methane gas, a greenhouse gas, is generated from paddy fields. Together with Yanmar Marché Co., Ltd., we visualized data on methane gas emissions curbed by extending the midsummer drainage period to create carbon credits.

CASE ② Value Add Femtech Community to Create a Well-Being Society for All Women

As part of our support for women's advancement in society and addressing the declining birthrate, the Value Add Femtech Community develops and provides products and services suited to individual women across companies that address women's specific health concerns.

CASE ③ Brain Health Check to Connect Family Ties in an Aging Society through Telephone and AI

To create a society where fewer dementia patients, their families, and businesses experience anxiety about dementia, NTT DOCOMO BUSINESS has combined its telephone service assets with Nippontect Systems' AI technology to provide a service in which AI checks the health of participants' brains via phone calls.

P.008 ▶ See also: CASE 01: Addressing Dementia through Simple Brain Health Checks in this report.

CASE ④ Morikachi, a Forest Value Creation Platform

We aim to increase forest value through the use of forest credits, address challenges in Japan's forestry industry, and revitalize local economies. We collaborated with Sumitomo Forestry, an expert in forest management, to jointly develop and provide a platform that streamlines credit creation and stimulates trading.

P.025 ▶ See also: Feature: How Morikati Maximizes the Value of Forests in this report.

Realizing Sustainable Local Communities by Promoting DX

The NTT DOCOMO BUSINESS Group leverages the synergies of the NTT DOCOMO Group to work on regional revitalization with customers and local governments nationwide. Facing worsening labor shortages due to aging and population decline, local communities are adopting DX to enhance operational efficiency. We are responding as an industrial and regional DX platform provider by drawing upon our nationwide network and implementation track record to offer tailored support to each region and industry across a wide range of fields, including agriculture, fisheries, healthcare, transportation, and education, which will ultimately help lead to a sustainable society. Furthermore, as a partner supporting the future of local communities, we direct the power of ICT to create new value for the region.

Regional Initiatives for Co-Creation Businesses that Respond to Society

- We signed a collaboration agreement with Tokorozawa City, Hanno City, Sayama City, and Hidaka City to promote regional decarbonization and advance integrated regional and corporate initiatives through the app: Green Program® for Employee.



For more information, see:

<https://www.ntt.com/about-us/press-releases/news/article/2024/0822.html> (in Japanese only)

- We successfully conducted a pilot demonstration in Showa Village, Fukushima Prefecture, using the Skydio X10 autonomous flying drone equipped with a thermal camera and spotlight along with the low-orbit satellite Starlink Business to detect people at night.



For more information, see:

<https://www.ntt.com/about-us/press-releases/news/article/2024/1204.html> (in Japanese only)

- Under a comprehensive partnership agreement concluded with Ishikawa Prefecture, we are promoting the Noto HAPS Partner Program to create solutions and use cases leveraging HAPS in Noto, Ishikawa Prefecture.



For more information, see:

<https://www.ntt.com/about-us/press-releases/news/article/2025/0303.html> (in Japanese only)

<https://www.ntt.com/about-us/press-releases/news/article/2024/1126.html> (in Japanese only)

- We launched a pilot elderly care service in Aizuwakamatsu City that incorporates the brain health check.



For more information, see:

<https://www.ntt.com/about-us/area-info/article/20241129.html> (in Japanese only)

- In Arao City, Kumamoto Prefecture, we began rolling out a child monitoring service using educational tablets.



For more information, see:

<https://www.ntt.com/about-us/area-info/article/20241009.html> (in Japanese only)

- To strengthen disaster-response medical systems in Tokushima Prefecture, we participated in a pilot project through a consortium established by the NTT DATA INSTITUTE OF MANAGEMENT CONSULTING, Inc. to enhance the disaster medical system using real-time video transmission.



For more information, see:

<https://www.ntt.com/about-us/area-info/article/20241119.html> (in Japanese only)

- To build a sustainable, regionally circular agricultural model originating from the Nagaoka region, we launched an initiative for improving the profits of rice producers and revitalizing local industries through rice husk charcoal bio-compost pellets and J-Credits.



For more information, see:

<https://www.ntt.com/about-us/area-info/article/20240830.html> (in Japanese only)

- In Ibigawa Town, Gifu Prefecture, we conducted a pilot demonstration to improve the forestry industry's working environments by introducing new telecommunications technologies and ICT tools into forestry operations, thereby enhancing the safety and sense of security of those working in mountainous areas.



For more information, see:

<https://www.ntt.com/about-us/area-info/article/20250221.html> (in Japanese only)

- In Kyogoku Town, Hokkaido Prefecture, we began providing the Kyogoku Town Official App, a digital service for distributing information to town residents so that everyone can play a leading role in community development.



For more information, see:

<https://www.ntt.com/about-us/area-info/article/20250303.html> (in Japanese only)

Priority Activities

Promotion of Innovations that Break through Limits

Our Approach

Under our mission of “Creating communications methods that open up new possibilities for people and our world,” we aspire to connect the world by providing advanced technologies and services that generate new social value.

We will pursue innovations unshackled by conventional wisdom. To generate creative innovations, we will apply new ideas to establish businesses and engage in new business development such as Smart X and business co-creation with our customers. We will also develop a new framework for generating innovations within the Group through internal reforms and the Open Innovation Program.

Main Achievements in Fiscal 2024 and Goals for the Coming Years

In fiscal 2024, we pursued innovation by setting “driving creative innovation” as a main initiative and using the number of patent applications filed on key intellectual property themes that support the sustainability of innovative businesses. As a result, we achieved our target of ten or more applications filed per year for each theme.

- Smart World-related theme: 20 applications filed per year
- Integrated network service (docomo business RINK®)-related theme: 58 applications per year
- Generative AI-related theme: 60 applications filed
- IOWN®-related theme: 11 applications filed

Services created as a result of various technical and business verifications won international awards. In addition, service provision cases emerged from the docomo STARTUP new business creation program.

In fiscal 2025, we will continue the same initiatives, using the number of patent applications on key intellectual property themes, including Smart World, financial DX, generative AI, and IOWN®. In addition, we will actively encourage innovation through internal and external collaboration to create new businesses.

Risks and Opportunities

The challenges facing society are becoming increasingly complex, requiring flexible and creative responses. Adhering to conventional thinking and processes amid rapid social and industrial change may present risks, such as stagnation in innovation and declining competitiveness.

We see an opportunity to deliver cutting-edge technologies and services to create new value for society by stimulating more creative innovation.

To respond to potential risks and opportunities, we will seek to innovate beyond existing frameworks. To sustain innovative businesses, we will strive to secure competitive advantages through patent applications and other measures, and will create new businesses from fresh ideas through new ventures such as Smart X and co-creation with customers.

Driving Creative Innovation

NTT DOCOMO BUSINESS established the Innovation Center to drive creative innovation for realizing a Smart World and contributing to the DX of our customers.

Innovation Center

NTT DOCOMO BUSINESS established the Innovation Center in 2020 to create new businesses, generate shared knowledge, and drive internal innovation—key pillars of its future business. The center comprises the following divisions: the Technology Strategy Division, which focuses

on achieving technological superiority; the Design Division, which promotes customer-oriented management; the Technology Division, which drives the entire Company with cutting-edge technologies; the Produce Division, which leads the development of new businesses; and the IOWN Promotion Office, responsible for developing and verifying technology, planning and executing promotion strategies, and promoting demonstration experiments for the early deployment of the next-generation information infrastructure IOWN® across society.

Creating New Businesses

The Innovation Center has been creating a number of new businesses. The WideAngle professional service, OsecT, which visualizes and detects security risks in control systems for production lines in plants, was launched as a commercial service in 2022. To expand the scope of its application, we conducted technical and business verifications, and in fiscal 2023 we supported CC-Link, an OT protocol originating in Japan. In 2024, this service won awards in five categories at the Global InfoSec Awards 2024*, hosted by Cyber Defense Magazine, a U.S. security magazine. We have also developed and validated a range of products and services, including Droppin, an instant search and reservation service for workspaces that best suit the needs of users, in partnership with various coworking spaces and private work booths to support flexible workstyles. Some of our next business projects under discussion from a mid- to long-term perspective are remote-controlled robotics and space-related businesses. We will continue to create new added value

to bring about change and drive creative innovation and new businesses for realizing a Smart World.

* International award that recognizes innovative and unique products and services in the information security field. Through a rigorous screening process by experts in the information and telecommunications field, the winners are selected from among companies around the world.

Promoting Creative Innovation through Internal and External Collaboration

We believe that promoting internal innovation and cocreation and collaboration with external parties are essential for generating innovation and new businesses to resolve social issues. With this in mind, we are developing mechanisms for encouraging innovation.

The NTT DOCOMO Group runs the docomo STARTUP new business creation program to drive employee-led innovation and develop the human resources and culture to support it. As an initiative that delivers new value to society, this program supports employee efforts through three tracks: COLLEGE (gaining the specialized knowledge and mindsets for creating new businesses), CHALLENGE (competing in new business idea contests), and GROWTH (supporting commercialization and company formation).

As one way to encourage co-creation with other companies, we hold the ExTorch open innovation program for co-creation of new value by drawing upon NTT DOCOMO BUSINESS' extensive resources, including services, technologies, infrastructure, and data. ExTorch connects startups and partner companies with our various internal departments to create new businesses.

P.008



For more information on the Brain Health Check service from docomo STARTUP, see CASE 01: Brain Health Check: Easily Prevent Dementia in this report.



For more information, see:

<https://startup.docomo.ne.jp/> (in Japanese only)



For more information on the open innovation program ExTorch, see:

<https://www.ntt.com/business/lp/extorch.html> (in Japanese only)

Priority
Activities

ICT Transformation

Our Approach

As the IoT society evolves, economic and social damage caused by emergency telecommunication breakdowns is becoming incalculably severe. As we are entrusted with managing networks and vital data associated with the globalization of many companies, we are absolutely required to fulfill our responsibility to maintain network connections at all times.

As a corporate group that provides global telecommunications services by leveraging the network technologies and maintenance systems that underpin advanced ICT societies, we focus on the Disaster Policy Fundamentals to put into place a communication environment that allows for the confident use of networks even in the event of a disaster or other emergencies. Through the consistent strengthening of ICT infrastructure equipment to prevent telecommunication breakdowns in the event of emergency, we will maintain the network as vital infrastructure and provide highly reliable ICT services that are safe, secure, and resilient to natural disasters. We will also develop and provide cutting-edge ICT services, such as flexible and optimal network services and robust information security services, thereby contributing to the realization of sustainable living environments and economic and social activities.

NTT DOCOMO BUSINESS Disaster
Policy Fundamentals

1. Improving Network Reliability

We are working to improve reliability so that partial damage to telecommunications systems does not have a great effect on others.

2. Ensuring Crucial Communications

We have secured means of communication to allow important communications in a disaster situation.

3. Quickly Restoring Communications Services

We will restore to service damaged telecommunications equipment as soon as possible.



For more information on the Disaster Policy Fundamentals, see:

<https://www.ntt.com/about-us/cs/saitai.html>
(in Japanese only)

Main Achievements in Fiscal 2024 and Goals for the Coming Years

In fiscal 2024, we thoroughly prepared to protect telecommunications equipment and ensure a swift, precise incident response in preparation for visits by foreign dignitaries to Japan for the Osaka-Kansai Expo the following fiscal year. These thorough preparations contributed to the event's smooth opening.

We also set evaluation criteria based on the required roles, aptitudes, and skills for disaster-response personnel and are continuing to certify employees who have high levels of expertise and can serve as role models. This will clarify our desired direction and career paths for upgrading competencies while promoting the development of highly specialized human resources.

In addition, we developed and offered new ICT service options across a wide range of fields. In network services, we added new offerings for the docomo business RINK® service and launched the local 5G service Type D. In security services, we expanded our managed SOAR-compatible product line. We also promoted the provision of managed, voice, and application services, achieving our fiscal 2024 targets in all these areas.

Going forward, we will use the number of accidents in lifestyle infrastructure services and zero serious accidents as KPIs to ensure the provision of safe, secure ICT services that are highly reliable and resilient to natural disasters.

We will also continue to track the number of services developed and provided as indicators of our progress as we offer cutting-edge ICT services that advance ICT transformation.

Risks and Opportunities

As society evolves, the economic and social damage associated with information and communications network outages or disruptions is becoming increasingly severe. In our role as custodians of networks and critical data, we bear strong responsibility for maintaining connectivity at all times. Disruptions in communications and services not only suspend business activities but also impact the entire social infrastructure, posing a risk to our credibility as an ICT provider.

We see an opportunity in helping customers create the ICT environments they need by providing highly reliable, safe, secure, and advanced ICT services that are resilient to natural disasters. Specifically, we have established the Disaster Policy Fundamentals in the provision of network services, IoT, information and cybersecurity, managed services, and communication and application services so that customers can confidently rely on our services even in the event of a disaster or disruption.

Ensuring Highly Reliable, Disaster-Resilient ICT Services

Development of Disaster-Resilient Networks

▶ Keeping Networks Reliable Following Disasters

NTT DOCOMO BUSINESS implements disaster prevention measures under its Disaster Policy Fundamentals to maintain mission-critical communications and swiftly restore any disrupted services.

In September 2024, heavy rains struck the Noto Peninsula, bring record-breaking torrential rainfall mainly to the Oku-Noto region (northern Noto Peninsula) of Ishikawa Prefecture, where the effects of the 2024 Noto Peninsula Earthquake were still evident. Although our communications facilities were not damaged, the rainfall caused widespread and prolonged impact to access lines. We worked with related telecommunications carriers to quickly restore the affected customer lines.

Furthermore, we work every day to raise awareness about disasters among our employees and those of partner companies so they can rapidly respond to disasters. Specifically, we conduct training that makes use of the Biz Safety Confirmation and Notification service, offered by NTT DOCOMO BUSINESS, and also regular training exercises that simulate large-scale natural disasters.



For more information on our disaster response, see:

<https://www.ntt.com/about-us/cs/saitai.html>
(in Japanese only)

▶ Subsea Cable-Laying Ship *Kizuna* with Cutting-Edge Features

Receiving favorable evaluations for the effectiveness of ships used in restoring telecom equipment during disasters, we are examining various ways of using ships not only for NTT DOCOMO BUSINESS but also throughout the NTT Group.

The subsea cable-laying ship *Kizuna* carries disaster recovery equipment, six 20-foot containers, aerial work platforms, and a mobile base station, which enables the NTT Group to transport emergency supplies and vehicles used for disaster reconstruction. *Kizuna* supported the rapid restoration of the telecommunications network during recovery work following the 2018 Hokkaido Eastern Iburi Earthquake, the 2024 Noto Peninsula Earthquake, by transporting supplies and vehicles to the nearest ports.

Kizuna also has an onboard emergency mobile base station with dynamic positioning functions. This allows it to set up temporary regional telephone services disabled during a disaster. The ship's upper bridge has enough space for numerous parabolic antennas that keep satellite communications from being impeded. This design allows for the installation of more telecom equipment during a disaster. In addition, the ship features unique living quarters that can be equipped with lodging and support equipment (including meal provision) for disaster relief workers. It is also equipped with switchboards and water intake ports that enable ship-to-shore energy and water supply.

In response to the Noto Peninsula Earthquake, which occurred in January 2024, the cable-laying ship *Kizuna* rushed to the coast of Wajima City carrying DOCOMO and KDDI mobile phone base stations, in accordance with the Social Contribution Partnership Agreement concluded

between NTT and KDDI Corporation in 2020. The ship supported the operation of the onboard base stations for two weeks to ensure mobile communications in Wajima City, where land routes had been cut off and restoration had been delayed. The ship also transported and provided about 7 tonnes of emergency food and other relief supplies from its home port in Nagasaki City, Nagasaki Prefecture, to Ishikawa Prefecture.

In fiscal 2021, high-speed maritime broadband service JSATMarine provided by SKY Perfect JSAT was introduced to *Kizuna* to make it possible to use the same business and communication tools on land and at sea. Thanks to the significant increase in communication capacity, we can now exchange large files with our clients when conducting cable work and other projects, allowing us to better manage business operations. In addition, program updates for special construction equipment manufactured overseas can now be performed remotely, so technicians from overseas are not required in person.

[Onboard equipment and disaster recovery support on *Kizuna*]



▶ Replacing Lubricating Oil in Emergency Power Generators

In January 2024, when the Noto Peninsula Earthquake occurred, NTT Anode Energy Corporation requested lubricating oil replacement for generators that were running continuously at the telephone facilities and on mobile emergency power generators due to power outages in the affected areas. In response to this request, NTT World Engineering Marine Corporation's maintenance team for emergency power generation engines worked on the task for about a month in various locations on the Noto Peninsula, thereby contributing to secure telecommunications.

● Schedule

2024

- | | |
|-------------------|--|
| January 2 | Received a deployment request; prepared lubrication oil and equipment |
| January 3 | Traveled from Yokohama to Kanazawa |
| January 4 | Began replacement work |
| | Details of Work Performed* |
| | <ul style="list-style-type: none"> • Telephone Exchange Facility: 1 location
Lubrication oil replaced a total of 5 times (Wajima Building) • Emergency Power Vehicles: 8 units
Lubrication oil replaced a total of 17 times (7 units for NTT West, 1 unit for DOCOMO) • Portable Generators: 5 units
Lubrication oil replaced a total of 7 times • Total Lubrication Oil Replaced: Approximately 578 liters (with a total of 2 additional supplies transported from Yokohama during the process) |
| | <small>* Managed by a team of 2 people on-site at all times for a total of 29 days (total of 6 members rotated)</small> |
| February 1 | Replacement work completed. |
| February 2 | Returned to Yokohama |

[Emergency power generator in the telephone facility]



[NTT West's emergency power supply vehicle]



[DOCOMO's mobile emergency power generator]



[Replacing lubricating oil]



Providing Advanced ICT Services

Delivering Advanced, Flexible Network Services

NTT DOCOMO BUSINESS offers corporate ICT services, including networks, cloud, and security. Our core network services establish the foundation for corporate growth and transformation, with a diverse service lineup that includes VPN, Internet, and mobile. Looking ahead, we will continue to further enhance our services and functions

to provide more advanced and flexible network services.

Our integrated network service, docomo business RINK®, enables users to quickly and affordably realize optimal network environments and zero-trust security measures tailored to their workplaces, free from the constraints of fixed office locations. In fiscal 2024, we launched Guaranteed Access, a high-quality, bandwidth-assured fixed line, to expand the service's access menu options based on site size and importance. We also introduced docomo business RINK IDaaS, a cloud-based ID management service that streamlines corporate ID and password management and strengthens authentication security, and we launched vUTM2, a cloud-based secure Internet gateway service. In addition, we started offering docomo business Private 5G, a comprehensive 5G consulting service for companies that provide optimal 5G networks tailored to each customer's needs and environment, as well as a secure, flexible network with closed domain connection options. We also released Local 5G Service Type D, which uses DOCOMO's carrier communications equipment to achieve redundancy and high maintainability at low cost.

NTT DOCOMO Business' network services will continue to evolve as a foundation that supports corporate DX and value creation.



For more information on docomo business RINK®, see [Increasing the Use of Cloud Services Essential for DX/AI, and Changing the Requirements for Corporate ICT in this report.](#)

Provision of Advanced and Robust Information and Cybersecurity

▶ Monitoring Enterprise Network Security

We have been addressing cyberthreats for about 20 years and have expanded our services by providing security operation services for enterprises through our Security Operation Center (SOC) and globally through the comprehensive security risk management service WideAngle for over a decade.

While DX presents business opportunities for companies, it also poses challenges for centralized security governance as each business division within a company increasingly uses ICT independently and on a global scale. To address this, we launched Attack Surface Management (ASM) in fiscal 2024. ASM identifies ICT devices connected to the Internet that a company's information security department may not be aware of. It then determines whether cyberattackers could exploit vulnerabilities in those devices and facilitates a rapid response to reduce the risk of attack.

In addition, as cyberattacks increase in number and sophistication, fewer security engineers are able to prevent and restore damaged equipment. To address this, we recently began offering Managed SOAR using SOAR* technology, and we expanded the range of compatible products to support more companies. Furthermore, the scale of damage caused by ransomware attacks, which not only encrypt data but also steal and expose confidential and personal information, continues to grow. In response, we expanded the range of products we offer in Managed Security Service ID Security, which detects abnormal behavior in authentication systems. We will continue to

contribute to customer DX by providing solutions for safely using data and generating new value.

* Security Orchestration, Automation and Response: A solution for streamlining and automating security operations by consolidating and analyzing data from various products, platforms, and external sources, and by taking action through pre-defined processes

▶ Countering the Growing Social Problem of Cyberattacks

In 2025, we began offering docomo business RINK® features that incorporate security functions into the carrier network facilities to detect threats and block cyberattacks without requiring system integration (patented business model) for more robust security, even for IoT and OT devices that have been difficult to protect in the past.

Toward the Sustainable Development of an ICT Society and Improving Customer Value

NTT DOCOMO BUSINESS offers a variety of services and solutions that address customer challenges and needs across a wide range of industries and businesses, including network and security, operations, telephone, and video solutions. Moreover, we are continuously expanding our service lines.

X Managed® is a total managed service for fully outsourcing ICT monitoring, operation, and maintenance 24 hours a day, 365 days a year. It provides an end-to-end service, from design to delivery and operation, and through the standard monitoring platform, X ManagedPlatform®, it delivers comprehensive support for such functions as IT monitoring, automation, and security management. In fiscal 2024, we expanded the service, a key feature of which is the ability to select and assemble services and options tailored to service levels.

In addition, we began providing new voice application-related services, including Arcstar IP Voice, a high-quality IP telephone service that can be used with a variety of services provided by NTT DOCOMO BUSINESS, such as Arcstar Universal One and OCN; Arcstar IP Voice Connect, a cloud-connected voice service that connects to various SaaS services for users of Cloud PBX and the Cloud Contact Center; and Business d Series, which supports the digitalization and efficiency of a variety of business scenarios.

We will continue to provide cutting-edge ICT services to achieve the sustainable development of an ICT society and improve the value we provide to our customers.

Priority
Activities

Promotion of Corporate Citizenship

Our Approach

Guided by our Social Action Principles, the NTT DOCOMO BUSINESS Group promotes activities for realizing a prosperous society by designating six pillars of social contribution: Preservation of the Natural Environment, Social Welfare, Promotion of Education and Culture, Regional Development and Exchange, International Exchange, and Promotion of Sports. Companies are increasingly expected to play a role through their social contribution activities to support the development of diverse communities grouped by region, generation, and so forth. In addition to community development, we intend to actively participate as a corporate citizen by also developing community engagement activities with an understanding of the SDGs as well as ways to achieve their targets. These efforts will have a significant effect on expanding a sustainability mindset throughout the Group and encourage each company to contribute to the creation of a sustainable society as a member of the NTT DOCOMO BUSINESS Group.

Social Action Principles

Sustainability	We conduct lean but sustainable activities over the long term.
Efficiency	We engage in cost-effective activities to ensure continuity.
Due Diligence	We carefully assess the relative benefit to society of prospective donations.
Global Perspective	We contribute to Japan and the international community.
Skills Gained in Those Markets for the Benefit of Society	We utilize services developed for information distribution markets as well as employee abilities.

Main Achievements in Fiscal 2024 and Goals for the Coming Years

We conduct social contribution activities that support a sustainable future.

In fiscal 2024, we added as a key indicator our expanding opportunities for participation in social contribution activities. We dispatched disaster volunteers following the 2024 Noto Peninsula Earthquake and the 2024 Oku-Noto Heavy Rains and established the DOCOMO BUSINESS Co-Creation Forest for tree-planting activities that help conserve biodiversity and water source environments.

Going forward, while continuing our current activities, we intend to reinforce employee skills for addressing social issues and pursue social contribution initiatives based on NTT DOCOMO BUSINESS's strength.

Risks and Opportunities

As corporate citizens, we are expected to actively fulfill our responsibilities through social contribution efforts as well as our business operations. Falling short of these expectations could raise such risks as weakening trust with local communities and impairing our reputation for corporate social responsibility.

There is an opportunity for us to leverage our business strengths in ICT services for corporate and local government customers to strengthen social contribution initiatives and collaborate with customers and local communities toward achieving a prosperous society.

To realize a sustainable society, NTT DOCOMO BUSINESS pursues various social contribution activities conducted by its Group companies and the NTT DOCOMO Group as a whole. These efforts help develop the abilities of each employee as they address social issues and further enhance our corporate value.

Serving Local Communities

The NTT DOCOMO BUSINESS Group promotes activities to serve local communities by designating six pillars of social contribution: Preservation of the Natural Environment, Social Welfare, Promotion of Education and Culture, Regional Development and Exchange, International Exchange, and Promotion of Sports.

In fiscal 2024, 2,893 employees participated in 152 social contribution activities.

[Social Contribution Activities in Fiscal 2024]

	Number of Projects	Number of Participant	Activity Expenditure (Yen)
Preservation of the Natural Environment	49	1,635	21,700,069
Social Welfare	30	602	3,162,871
Promotion of Education and Culture	12	13	342,474
Regional Development and Exchange	49	569	84,812,064
Promotion of Sports	5	13	846,510
Others	7	61	2,546,807
Total	152	2,893	113,410,795

Disaster Relief for the 2024 Noto Peninsula Earthquake and the 2024 Oku-Noto Heavy Rains

The 2024 Noto Peninsula Earthquake and the 2024 Oku-Noto Heavy Rains caused devastating damage, mainly in Ishikawa Prefecture. As a member of the NTT DOCOMO Group, the NTT DOCOMO BUSINESS Group recruited volunteers from its employees nationwide to support the quick recovery and reconstruction of the affected areas.

Approximately 260 employees participated in this effort between November and December 2024, including 150 from the NTT DOCOMO BUSINESS Group. Their primary activities included removing mud from buildings into which sediment had flowed in Wajima City, Ishikawa Prefecture, and other efforts tailored to the specific needs of each locality.

All volunteer slots were filled within about two days of opening recruitment, demonstrating the strong interest and enthusiasm of employees for supporting the disaster-

affected areas. In addition, volunteers remarked on the importance of supporting the strong local determination for recovery, even though they felt their contributions were limited time. They also appreciated the extra motivation of participating as a part of a company initiative, beyond personal interest. Comments like these offered valuable insights into how the Company should plan and promote future social contribution activities.

At NTT DOCOMO BUSINESS, our employees will steadfastly contribute to society while deepening their connections with the local community, and we will continue aiding in the recovery and reconstruction of disaster-affected areas.

Participation in the DOCOMO Group's Employee Fundraising Program to Support Disaster Recovery and the Creation of a Sustainable Society

The Employee Fundraising Program to Support Disaster Recovery and the Creation of a Sustainable Society, a new version of the NTT DOCOMO Group's employee donation program, which was originally launched to support the recovery efforts for the Great East Japan Earthquake, began in fiscal 2023 with a participation of the NTT DOCOMO BUSINESS Group. Employees can choose a social issue area (e.g., disaster recovery, environment, people with disabilities, children, next generation development, diversity) and raise money with d-payment. In addition, to encourage cooperation between employees and the company in donation efforts that contribute to society, the company matches the amount raised by employees and donates the total to disaster-affected municipalities, NPOs, and others. In fiscal 2024, a total of 184 employees participated in the program, donating to

municipalities affected by the Noto Peninsula Earthquake and the Great East Japan Earthquake and organizations working to address social issues.

Other Initiatives

NTT DOCOMO BUSINESS engages in various other social contribution activities as well.

As an environmental protection initiative, we have participated in cleanup campaigns in Tokyo's Chiyoda Ward since 2008 (suspended during the COVID-19 pandemic). Employees and partner employees working at our headquarters also pick up empty cans and cigarette butts dumped around the building each morning on their way to work to keep the area clean.

We also hold regular events to sell sweets made by people from extended employment support offices. Through the simple action of purchasing delicious snacks, we support the independence of people with disabilities and foster employee awareness of social welfare. This initiative has been in place since fiscal 2003, and even amid the spread of COVID-19, we continued to hold the events by considering sales methods such as assigning staff to facilities for people with disabilities and switching to sales by order.

Social Contribution Activities at Group Companies

For some time, we have been encouraging Group companies to develop their own social contribution activities and, as a result, each has been actively doing so based on their own policies. These include environmental conservation activities, donations, and contributions. As a corporate citizen, we will continue to promote low-profile yet meaningful activities that help communities.

[Major Social Contribution Activities at Group Companies in Fiscal 2024]

Company Name	Activities
NTT DOCOMO BUSINESS ENGINEERING, Inc.	Initiative for addressing social issues in Nepal and Malawi in collaboration with NPO Colorbath (SDGs Action Program)
NTTCom Online Marketing Solutions Corporation	Participation in Osaki Full of Flowers (a community flower-planting activity)
NTT DOCOMO BUSINESS CHEO, Inc.	Collecting and recycling disposable hand warmers (in support of a general incorporated association engaged in global environmental protection such as water purification and soil improvement through the recycling of collected items)
NTT Com DD Corporation	Sending Christmas cards and gifts to children via World Vision's Child Sponsorship Program
NTT Smart Trade Inc.	Donating via its own service: Chocom e-Money
NTTPC Communications, Inc.	Donating blood as a group
NTT DOCOMO BUSINESS SOLUTIONS, Inc.	Participation in regular community cleanups and beautification activities (in Kyoto, Shiga, and Wakayama); promoting Satoyama conservation activities, including rice planting, bamboo cutting, and rice harvesting
N.F.Laboratories Inc.	Providing free lectures on security to academic institutions such as technical colleges and universities; sponsoring security-related events
NTT BizLink, Inc.	Live streaming by deploying the company's video streaming technology for parents who could not attend Sports Day because admission had been limited due to the COVID-19 pandemic
NTT Com Asia Limited	Volunteer activities to reduce food waste; hosting a charity workshop for making Christmas gifts
NTT WORLD ENGINEERING MARINE, Inc.	Collecting eco-caps
NTT DOCOMO BUSINESS Group	Dispatching volunteers during the 2024 Noto Peninsula Earthquake and 2024 Oku-Noto Heavy Rains
	Participation in woodland preservation projects, including one organized by Shiroy Kankyo Juku
	Cleanup campaigns in Tokyo's Chiyoda Ward
	Holding a sale of sweets made by those at a continuous employment support office
	Employee Fundraising Program to Support Disaster Recovery and the Creation of a Sustainable Society



Environment

Achieving Net-Zero for a Green and Sustainable Future

Public expectations for environmental protection are growing along with the responsibilities of ICT companies for engaging in these activities. We have established and announced our Environmental Statement and New Environmental Goals and are pursuing a multifaceted approach focused on the three themes of promoting a decarbonized society, developing a closed-loop society, and coexisting with nature, including the preservation of biodiversity.

In March 2024, we renewed the previously established Eco Strategy 2030 as the New Environmental Goals to respond to a rapidly changing global environment and accompanying social conditions. These updated goals strengthen various targets, including achieving carbon neutrality by fiscal 2030*1 and net-zero by fiscal 2040*2. Along with reducing the environmental impact of our own business activities, we are also committed to reducing environmental impact across our supply chain and society as a whole, striving to resolve environmental issues and mitigate environmental impacts while pursuing economic development.

*1 Targeted GHG Protocol: Scope 1 (direct emissions of GHGs from our own sources) and Scope 2 (indirect emissions from the use of electricity, heat, and steam supplied by other companies)

*2 Targeted GHG Protocol: Includes Scope 1, 2, and 3 (indirect emissions other than Scope 1 and 2, such as emissions from other companies related to the organization's activities)

Targeted SDGs



➤ 045 Environmental Management

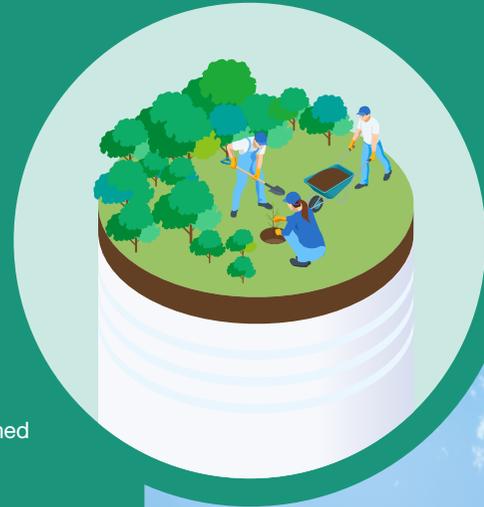
➤ 052 Promotion of a Decarbonized Society

➤ 068 Development of a Closed-Loop Society

➤ 071 Coexisting with Nature

➤ 077 Prevention of Environmental Pollution

Priority Activities



Environmental Management

Basic Philosophy and Vision

While emphasizing the philosophy in the NTT Group Global Sustainability Charter, established by the NTT Group, our environmental protection activities take shape as the NTT DOCOMO BUSINESS Group Global Environmental Charter, Environmental Statement, and New Environmental Goals, which applies the philosophy to the characteristics of our business. We set initiative goals and implement measures on an ongoing basis.

NTT DOCOMO BUSINESS Group Global Environmental Charter

The NTT Group has established the NTT Group Global Sustainability Charter to promote Groupwide consideration and actions related to environmental protection from a global perspective. This policy forms the basis for the NTT DOCOMO BUSINESS Group Global Environmental Charter, which is disseminated among employees of the Group as a set of guidelines for the implementation of environmental protection activities.



For more information on the NTT DOCOMO BUSINESS Group Global Environmental Charter, see: <https://www.ntt.com/en/about-us/csr/sustainability/policy/environment/details.html>

Environmental Statement and New Environmental Goals

Under the NTT DOCOMO BUSINESS Group Environmental Statement and New Environmental Goals, established in line with the policies of the NTT Group and NTT DOCOMO

Group, we have continued to strengthen our environmental activities while closely monitoring global trends. The environmental statement outlines three key themes for a future in which people and the planet remain in harmony: Realizing a Decarbonized Future, Implementing Closed-Loop Recycling, and Planning a Future of Natural Harmony. The new environmental goals set specific objectives for these three themes, and all employees are united in working toward these environmental efforts.

The NTT DOCOMO BUSINESS Group Environmental Statement

We are dedicated to global environmental management for a future in which people and the planet remain in harmony, and we will address three futures by providing technologies and services that pioneer eras.

Realizing a Decarbonized Future

We are contributing to the reduction of CO₂ emissions and facilitating adaptation to climate change risk.

Implementing Closed-Loop Recycling

We are working toward more effective resource allocation.

Planning a Future of Natural Harmony

We are contributing to the preservation of ecosystems.

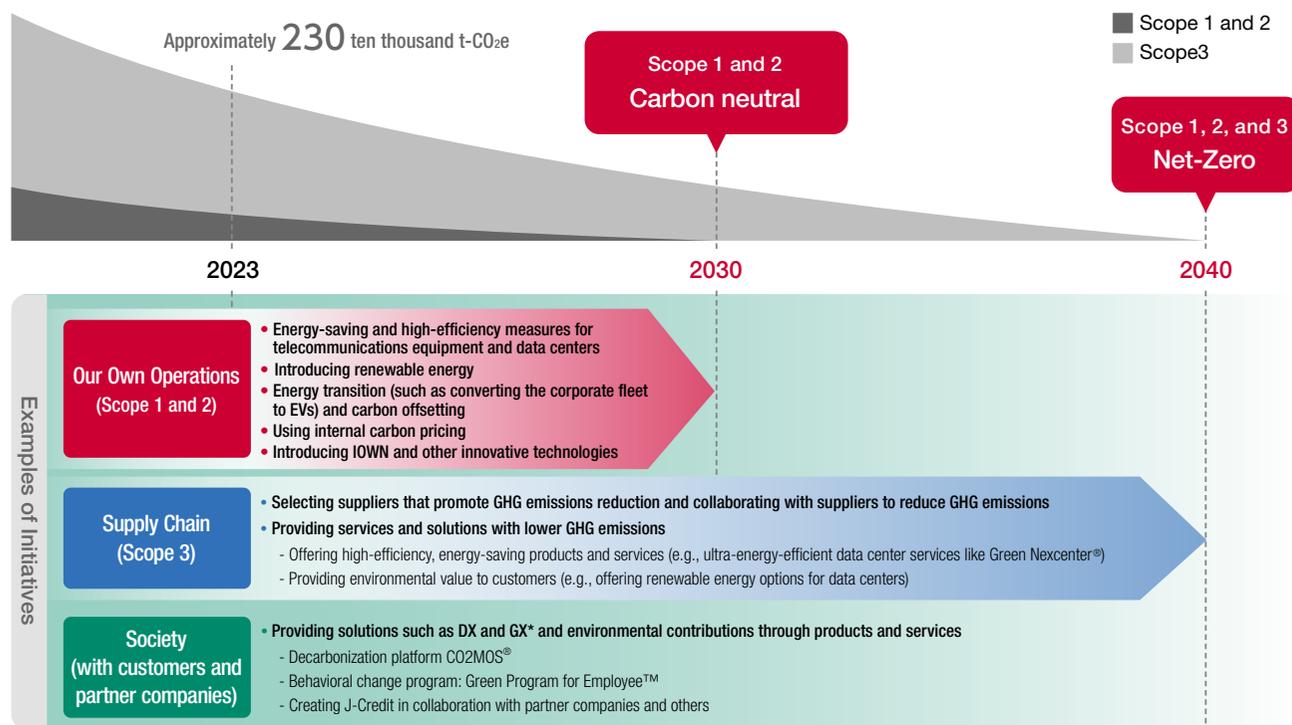
New Environmental Goals (Set in March, 2024)			
Three Futures We Are Targeting	Items	Target FY	Targets
 Realizing a Decarbonized Future	GHG emissions from the Company	2030	Carbon neutral (Scope 1 and 2)
	GHG emissions across the supply chain	2040	Net-zero (Scope 1, 2, and 3)
	Conversion rate of our corporate fleet to EVs in Japan	2030 2025	100% 50%
	Power efficiency of telecommunications operators	2030	At least 10 times (compared to FY2013)
 Implementing Closed-Loop Recycling	Landfill waste disposal ratio	2030	At least 99%
 Planning a Future of Natural Harmony	Promotion of activities to preserve ecosystems	2030	Ecosystem preservation activities

* The scope of these targets, set in March 2024, encompasses NTT DOCOMO BUSINESS, Inc. and 18 Group companies.

Realizing a Decarbonized Future for Society

In May 2023, the NTT Group announced its new medium-term management strategy for achieving carbon neutrality by fiscal 2040 with net-zero emissions from its own operations (Scope 1 and 2) as well as from its supply chains (Scope 3). The NTT DOCOMO Group subsequently declared in November 2023 its commitment to the Net-Zero by 2040 plan. In its New Environmental Goals, formulated in March 2024, the NTT DOCOMNO BUSINESS Group set the goal of achieving carbon neutrality by fiscal 2030 (Scope 1 and 2), in addition to striving for net-zero by fiscal 2040 (Scope 1, 2, and 3). Furthermore, through the provision of DX and GX solutions, the NTT DOCOMNO BUSINESS Group will work with customers and partner companies to promote decarbonization across society, going beyond Scope 1, 2, and 3.

[Roadmap to Net-Zero by Fiscal 2040]



* DX: Digital transformation, GX: Green transformation

Risks and Opportunities

While environmental issues such as climate change represent risks to business, society, and the global environment, they also open up new opportunities for business growth and the strengthening of corporate structure and resilience.

The NTT DOCOMO BUSINESS Group's business inherently includes activities that contribute to the emission of GHGs and waste, thus placing a certain level of burden on the planet's environment. In this context, without proper management and timely efforts to address and disclose environmental issues, including climate change, we risk not only criticism from society for greenwashing* but also the weakening of our corporate reputation and competitiveness. Furthermore, there is a risk of hindering the realization of a sustainable society due to the acceleration of global warming from GHG emissions and the perpetuation of a linear economy.

On the other hand, as society's awareness of environmental issues rapidly increases, we believe that offering services and solutions with lower GHG emissions, as well as DX/GX products that contribute to reducing society's overall GHG emissions, will lead to business expansion. As an ICT company that provides cutting-edge technologies and services, the NTT DOCOMO BUSINESS Group will contribute to addressing societal challenges, including environmental issues, by promoting more advanced and symbolic initiatives, thereby enhancing its corporate value.

* A form of misleading environmental marketing

Promotion Framework for Reducing Environmental Impact

To continuously promote environmental protection initiatives in a Groupwide effort, we have established the Global Environmental Protection Subcommittee within the Sustainability Management Committee, headed by the executive vice president, serving as the dedicated officer for sustainability promotion. We have also formed issue-specific working groups to address environmental challenges, while working in coordination with NTT DOCOMO's framework for reducing environmental impact, as a unified NTT DOCOMO BUSINESS Group. The Global Environmental Protection Subcommittee formulates an overall plan that encompasses a wide range of issues, including the reduction of GHG emissions and waste, shares information on the results of actions taken, and promotes the horizontal deployment of various initiatives.

The Sustainability Office coordinates responses to the TCFD and TNFD and related activities of the NTT DOCOMO Group as a whole, along with other issues, under the Group's sustainability management.

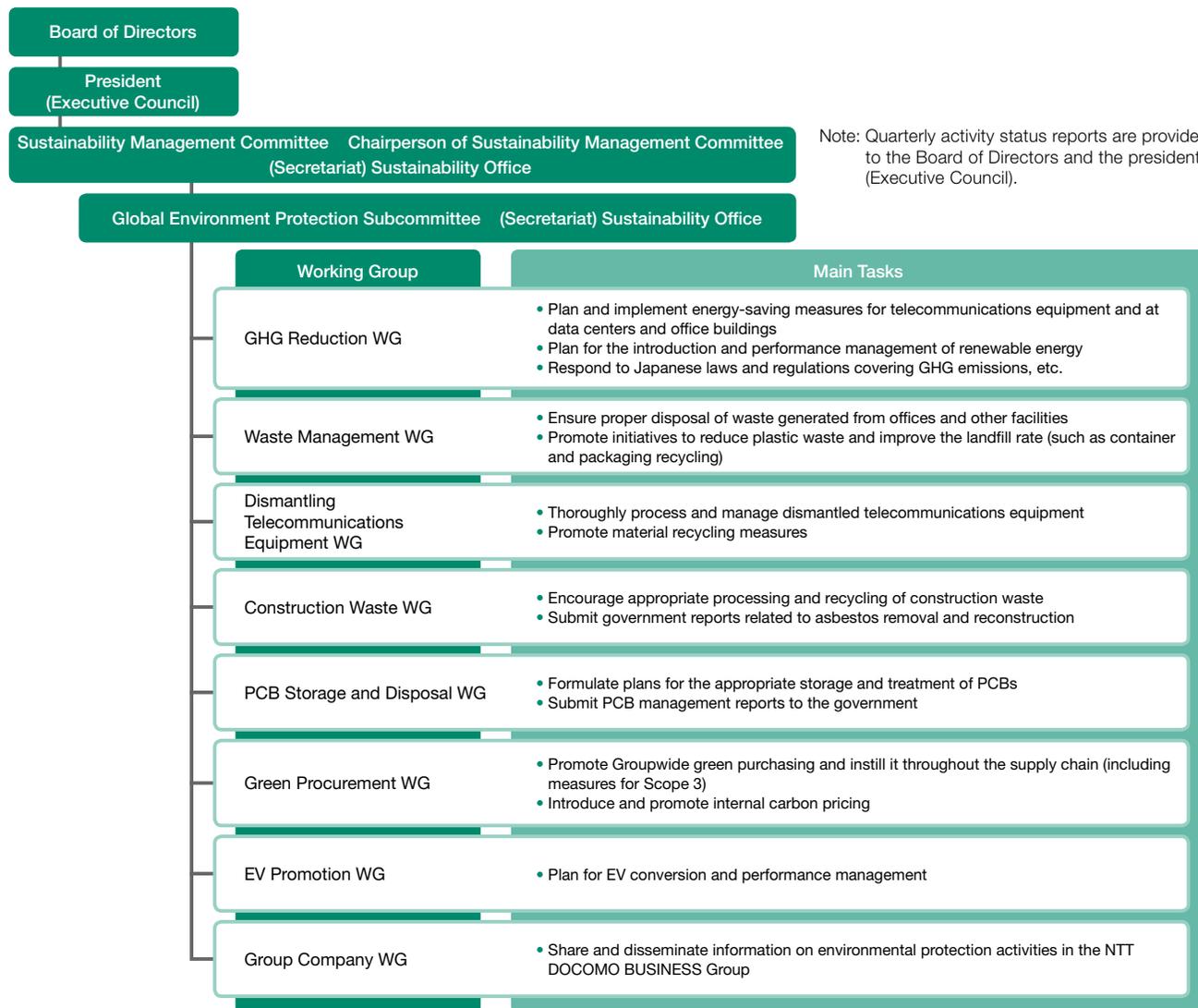
We believe that our approach to environmental issues is a key aspect of our business risk management. To that end, our Business Risk Management Committee, consisting of the executive vice president and other senior executives, assesses all potential risks and discusses appropriate measures to address them.

We will continue to improve our management systems as necessary to more effectively respond to environmental trends.

P.012 For more information on our approach to sustainability management, see the Sustainability Management section in this report.

P.013 For more information on our approach to business risk management, see the Risk Management section in this report.

[Environmental Protection Framework]



Note: Quarterly activity status reports are provided to the Board of Directors and the president (Executive Council).

(as of March 31, 2025)

Environmental Impact of Business Activities in FY2024

INPUT

Energy	Electricity	4.1 hundred million kWh
	Renewable energy derived electricity	2.3 hundred million kWh
	Heat	268 ten thousand MJ
	Gas	7 ten thousand m ³
	Fuel	271 ten thousand liters
Water resources	Water	70.8 ten thousand m ³ *1



OUTPUT

GHG emissions	Electricity (CO ₂)	7.3 ten thousand t-CO ₂
	Heat (CO ₂)	0.0*3 ten thousand t-CO ₂
	Gas (CO ₂)	0.0*3 ten thousand t-CO ₂
	Fuel (CO ₂)	0.7 ten thousand t-CO ₂
	GHGs other than CO ₂	0.2 ten thousand t-CO ₂ e
Wastewater	Total wastewater volume*1	70.8 ten thousand m ³
	General waste generated	384 t
	General waste recycled	373 t
	Industrial waste generated	1,244 t
Waste generated and recycled*2	Industrial waste recycled	1,242 t

Energy	Electricity	0.3 hundred million kWh
	Renewable energy derived electricity	0.2 hundred million kWh
	Heat	3,192 ten thousand MJ
	Gas	2 ten thousand m ³
	Fuel (excluding automobile)	0*4 ten thousand liters
	Fuel (automobile)	21 ten thousand liters
Water resources	Water	7.4 ten thousand m ³



GHG emissions	Electricity (CO ₂)	0.8 ten thousand t-CO ₂
	Heat (CO ₂)	0.2 ten thousand t-CO ₂
	Gas (CO ₂)	0.0*3 ten thousand t-CO ₂
	Fuel (excluding automobile) (CO ₂)	0.0*3 ten thousand t-CO ₂
	Fuel (automobile) (CO ₂)	0.0*3 ten thousand t-CO ₂
	GHGs other than CO ₂	0.0*3 ten thousand t-CO ₂ e
Wastewater	Total wastewater volume	7.4 ten thousand m ³
	General waste generated	337 t
	Plastic waste generated	25 t
	General waste recycled	321 t
Waste generated and recycled*2	Industrial waste generated	382 t
	Plastic waste generated	37 t
	Industrial waste recycled	381 t

Others (office supplies)	Office paper	162 t
	Recycled paper and eco-friendly pulp	144 t
	Invoices	110 t
	Brochures	12 t

Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies

*1 Value increased due to a refinement in the calculation method for overseas data centers, starting with the fiscal 2024 results

*2 We separate waste insofar as possible to improve the recycling rate. The waste volumes in this table do not include construction waste.

*3 Less than 0.05

*4 Less than 0.5

Environmental Management Initiatives

Acquiring ISO 14001 Certification

Three companies in the NTT DOCOMO BUSINESS Group have acquired ISO 14001 certification as of March 31, 2025. We have contracted outside environmental consultants to perform annual internal audits of the certified companies and departments in order to ensure the appropriate implementation of environmental management and continual improvements that will allow for a steady reduction of the environmental impact of business activities. Regular reviews and renewal examinations are undertaken by an independent certification body as well.

[Companies Certified under ISO 14001*1]

Organizations Certified		Date Certified
NTT DOCOMO BUSINESS, Inc.*2	Procurement & Billing	October 1999
	Business Solution Division • Solution Services	March 2004
NTT Com DD Corporation		June 2012
NTT PC Communications, Inc.	Technology and Operations Development Division • SO Delivery Team, System Monitoring and Maintenance Team, ISO Team, Development and Operations Group, Customer Service Department	November 2003
	Service Practical Application Team, Development and Operations Group, Service Development Department Corporate Business Promotion Division • Solution and Service Department • Supplier Business Team, Solution Design Section	

*1 Percentage of employees or target organizations to total Group employees: 9% (as of March 31, 2025)

*2 Percentage of employees of target organizations to total employees: 16%

Compliance with Environmental Legislation and Regulations

The NTT DOCOMO BUSINESS Group is committed to ensuring legal compliance and proper risk management while liaising closely with the other NTT Group companies. All legislation, including environmental laws and regulations aimed at curtailing pollution, emissions standards, and the PRTR Law*, is fully communicated to related departments, and independent guidelines and enhanced compliance education have been established for in-house application. In fiscal 2024, there were no environment-related accidents, violations, fines, complaints, legal violations pertaining to environment-related accidents, fines, complaints, or litigation. We will continue our Companywide efforts to prevent pollution and comply with related laws and regulations.

* Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof

Promoting Green Procurement

To achieve Net-Zero by 2040 (Scope 1, 2, and 3), we are expanding our GHG emissions reduction targets across the supply chain and promoting green procurement, that is, purchasing environmentally friendly products.

The evaluation criteria for procurement are based on the NTT DOCOMO Green Procurement Guidelines, which clearly specify factors in our set of criteria applied when selecting suppliers, such as the supplier's actions toward environmental conservation and the environmental conservation elements of the procured items.

Reducing GHG emissions in Scope 3 (specifically Categories 1 and 2), which accounted for 50% of the total emissions across Scope 1, 2, and 3 for the fiscal 2024 results, requires collaborative efforts with suppliers across the supply chain. The NTT Group aims to reduce GHG emissions across Scope 1, 2, and 3 by 40% by 2030 compared to fiscal 2018, while NTT DOCOMO BUSINESS is targeting more ambitious goals for Categories 1 and 2 of Scope 3. As part of this effort, we share information on the NTT Group's initiatives and evaluation methods used in supplier selection through supplier briefings, engage in dialogue with suppliers about achieving net-zero, and provide CO2MOS® emissions visualization services. We will continue to promote this visualization effort while also requesting cooperation from suppliers to reduce emissions and adding SBT*-aligned initiatives to the RFP criteria for procurement. To complete the visualization of suppliers with significant procurement volumes by 2030, we will encourage and support them in setting emissions reduction targets and provide cloud services, thereby accelerating the realization of net-zero across the supply chain.

To further raise awareness, we have made the related guidelines available on the official NTT DOCOMO BUSINESS website.

Through our efforts to implement green procurement aligned with the NTT DOCOMO Green Procurement Guidelines, we will work to improve our environmental protection activities with our suppliers and seek to commit to further social contribution.

* Abbreviation for Science Based Targets. Companies set these GHG emissions reduction targets to align with the levels defined in the Paris Agreement.

Internal Carbon Pricing

NTT DOCOMO BUSINESS has been using internal carbon pricing (ICP) since September 2022 to guide investment decisions. For example, we revised our internal carbon price from 6,500 yen/t-CO₂ to 19,000 yen/t-CO₂ in fiscal 2024 and applied it when investing in capital equipment that can reduce GHG emissions. More specifically, ICP is applied for procuring network equipment and other necessary items. To accelerate emissions reduction efforts, we further revised the internal carbon price in April 2025 to 21,000 yen/t-CO₂. Moreover, we have expanded the scope of the ICP system to the emissions from the respective suppliers as well as the products themselves. This allows us to evaluate suppliers who are actively reducing emissions with the ultimate goal of achieving net-zero across the entire supply chain.

Fostering a Sense of Environmental Stewardship

We offer all employees environmental education with the intention of raising their awareness of environmental matters. We are also proactive in environmental awareness activities as part of our sustainability efforts, extending the scope of participation to include not only employees but also their family members and our business partners.

▶ Hosting Employee-Participatory Decarbonization Events

Continuing from fiscal 2023, we hosted the ONE TEAM CHALLENGE, a participatory eco-action campaign aimed at promoting corporate decarbonization efforts. This initiative was jointly organized by NTT DOCOMO BUSINESS and NTT DOCOMO SOLUTIONS to join the national Decokatsu movement, led by the Ministry of the Environment, to create a lifestyle toward decarbonization. We invited participation from different industries, and a total of 7 companies and 961 employees joined the challenge in fiscal 2024. In addition, approximately 30,000 eco-actions, or actions that drive CO₂ emissions reduction, were implemented, resulting in a reduction of around 14 tonnes of CO₂ emissions. A total of 303 employees participated from the NTT DOCOMO BUSINESS Group, reducing CO₂ emissions by about 3 tonnes and increasing employee environmental awareness.

The scope of the ONE TEAM CHALLENGE initiative with the NTT Group and our business partners is expanding. In October 2024, NTT Urban Solutions, NTT DOCOMO BUSINESS, and NTT DOCOMO SOLUTIONS jointly hosted ONE TEAM CHALLENGE – Shinagawa Konan* as part of the Shinagawa Konan 2050 Project for maximizing the appeal and value of the Shinagawa Konan area and addressing local challenges. Twenty-one companies within the Shinagawa Konan area participated, with 534 employees taking part. The event reduced CO₂ emissions by approximately 9 tonnes from around 20,000 eco-actions and improved the environmental awareness of about 90% of the participants.

During these initiatives, we implemented visualization of participant environmental actions using Green Program® for Employee, an app provided by NTT DOCOMO

BUSINESS that enables company users to enhance employee environmental awareness and behavior change. Furthermore, we used the collected behavioral data to provide feedback on trends for each participating company. We also hosted review sessions with them to reinforce the importance of corporate eco-actions and deepen participant interaction.

* Selected for the Fiscal Year 2023 (Supplementary Budget) Subsidy for Environmental Awareness Promotion Projects and Subsidy for Carbon Dioxide Emissions Reduction Projects, or the Decokatsu Promotion Projects, by the Ministry of the Environment



[Poster for the ONE TEAM CHALLENGE – Shinagawa Konan]

[Review session for the ONE TEAM CHALLENGE – Shinagawa Konan]



—Participants Share Their Thoughts—

- The campaign inspired us to take initiative within our company
- I understood a lot more, such as learning about surprising eco-actions
- I have started using my own drink bottle since the event
- It was good to see this event encouraged horizontal connections within the community
- I was impressed by the proactive efforts by other companies

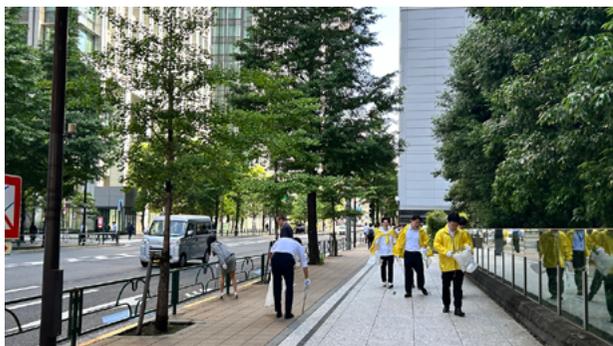
▶ Raising Employee Awareness

We conduct annual sustainability training for all employees. In fiscal 2024, training sessions focused on the Company's sustainability and decarbonization goals and initiatives, with 13,168 employees in attendance and a participation rate of 96.4%. We also published an internal column on environmental activities, which improved understanding of the initiatives undertaken by the NTT DOCOMO BUSINESS Group.

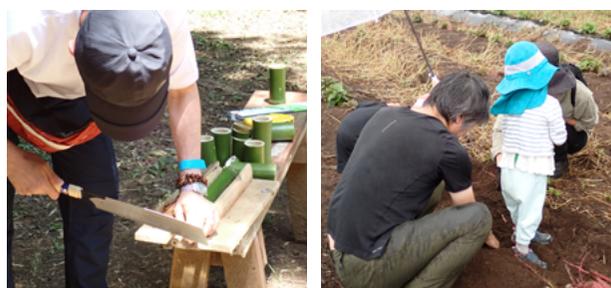
As for electricity and paper usage, waste generation, recycling rates, and GHG emissions at each office, we visualize these metrics and internally distribute the information every month to raise employee awareness.

In addition, as the value of coexistence with nature grows throughout society, we continued carrying out a range of environmental awareness and educational activities in fiscal 2024. These included cleaning up around our offices in ways that allow employees to easily participate, collecting PET bottle caps for donation, and preserving woodlands by maintaining trees and growing rice and vegetables year-round, while also involving employees' families.

[Chiyoda Ward Cleanup Day]



[Shirai Woodland Preservation Project]



▶ Development of GX Talent for Decarbonization

The NTT Group is focusing on the development of GX talent by nurturing individuals who possess specialized knowledge to drive decarbonization within the Group and lead internal initiatives.

The NTT DOCOMO Group recruits Caboneu Ambassadors from among Group employees nationwide to promote information dissemination and voluntary actions on decarbonization at each business site. More than 1,000 Caboneu Ambassadors have advanced the internal dissemination of these efforts so far. In fiscal 2025, they were redesignated as Sustaina Ambassadors, with an updated scope of activities encompassing overall sustainability policy. In addition, the Group launched the Environmental Skill Development Program in fiscal 2024 to develop GX personnel with specialized knowledge and skills to support both business and sustainability initiatives. We seek to enhance our corporate value by applying these environmental skills and expanding opportunities for employees.

Against this backdrop, NTT DOCOMO BUSINESS has been selecting GX Catalysts to lead GX business initiatives since fiscal 2022. A total of 39 individuals have been trained to date, through comprehensive internal and external training programs, and have learned everything from GX basics to about industry-specific trends and other latest developments. Ongoing efforts are enhancing their capabilities and further spreading GX across the Company, including through the exchange and sharing of information via internal social media platforms. By centering our activities around the GX Catalysts, we hope to contribute to society's decarbonization efforts by supporting customers' GX through our solution proposals.

Priority Activities

Promotion of a Decarbonized Society

Our Approach

While the advance and spread of ICT has helped to bring about an affluent society and convenient lifestyles, the increase in power consumption from ICT-related equipment is placing enormous pressure on the environment. The NTT DOCOMO BUSINESS Group continues to reduce GHG emissions, recognizing its responsibility to contribute to addressing environmental problems, including climate change as one of the most pressing issues for realizing a sustainable future. We are also continuing to take various initiatives aimed at reducing emissions throughout our entire supply chain.

For example, we set “Realizing a Decarbonized Future” as one of the themes for our Environmental Statement and established the New Environmental Goals. In this context, we are focusing on a number of approaches for reducing GHG emissions across the Group, the supply chain, and society. In the Group, we prioritize R&D to enhance energy efficiency and reduce power consumption in telecommunications equipment and data centers while also introducing renewable energy (including virtually renewable energy by using non-fossil fuel certificates) and transitioning to alternative energy sources. In the supply chain, we incorporate environmental considerations into the selection of suppliers and procurement items, and we offer services and solutions with low GHG emissions. For society, we provide a variety of decarbonization solutions that promote digital transformation (DX) and green transformation (GX), toward achieving carbon neutrality for Scope 1 and 2 by fiscal 2030 and net-zero emissions across Scope 1, 2, and 3 by fiscal 2040.

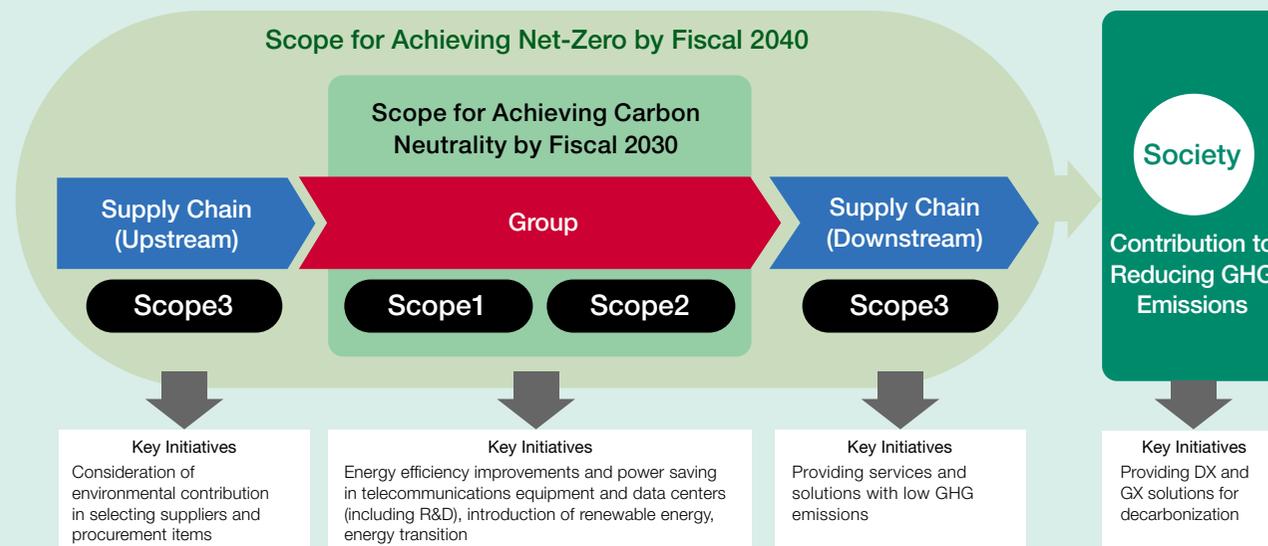
Electricity consumption accounts for approximately 95% of total CO₂ emissions from the business activities of the NTT DOCOMO BUSINESS Group, assuming no use of renewable energy. As this area offers a particularly large reduction potential, we can expect great advantages as a result of saving energy and improving the energy efficiency of telecommunications equipment, and are therefore making strong efforts to lead the industry in introducing cutting-edge technologies.

We also contribute to improving the efficiency of society’s electricity usage in data centers and cloud services. We achieve this by consolidating servers, air-

conditioning systems, UPS systems, and lighting, which were previously installed and operated by customers, into highly energy-efficient data centers and providing them as part of our services.

Furthermore, as a member of the NTT Group, which supports the GX League Basic Concept announced by the Ministry of Economy, Trade and Industry, we intend to demonstrate our social responsibility by actively engaging in policy formation toward realizing a society in which companies committed to GX can reduce GHG emissions, be properly evaluated, and grow.

[Overview of Efforts to Promote a Decarbonized Society]



Main Achievements in Fiscal 2024 and Goals for the Coming Years

In fiscal 2024, we continued our comprehensive activities to raise power efficiency per data transmission in our telecommunications businesses, including adjusting telecommunications facility intake/exhaust directions, using humidity sensors to improve airflow, optimizing the room temperature by controlling air-conditioning, and turning off unused equipment.

Our introduction rate of renewable energy also increased significantly from 8% in fiscal 2020 to 56% in fiscal 2024. As a result, GHG emissions for fiscal 2024 were 9.4 ten thousand t-CO₂e for the Group (Scope 1 and 2), and 223.2 ten thousand t-CO₂e for the Group plus the supply chain (Scope 1, 2, and 3).

In addition, as part of our energy transition efforts, we continue to focus on electrifying the Company fleet and retiring old vehicles. Of the 476 Company vehicles at the end of fiscal 2024, 272 were electric, representing an EV conversion rate of 57%. As we achieved the intermediate target of a 50% EV conversion rate for domestic Company vehicles by fiscal 2025 ahead of schedule, we will further advance these efforts in fiscal 2025 to achieve a 100% conversion rate by 2030.

In fiscal 2025, we will continue these efforts and strengthen services and solutions that contribute to the realization of a decarbonized society. These initiatives will help us achieve carbon neutrality

for Scope 1 and 2 by fiscal 2030 and net-zero emissions across Scope 1, 2, and 3 by fiscal 2040.

Governance

NTT DOCOMO BUSINESS established the Global Environmental Protection Subcommittee within the Sustainability Management Committee, headed by the executive vice president in charge of sustainability. This subcommittee formulates an overall plan that encompasses a wide range of issues, including assessing climate-related risks and opportunities and reducing GHG emissions and waste. It also promotes the sharing of results and the horizontal deployment of various initiatives, with a focus on implementing the PDCA cycle. It has also formed working groups (WGs) for specific issues. Among these, the GHG Reduction WG is responsible for planning and implementing energy-saving measures for telecommunications facilities, data centers, and office buildings, planning for the introduction and performance management of renewable energy, and responding to Japanese laws and regulations covering GHG emissions and more. These efforts contribute to achieving a decarbonized society. Furthermore, the Group Company WG is expanding these initiatives to include the NTT DOCOMO BUSINESS Group companies.

The various initiatives of the Global Environmental Protection Subcommittee are reported and reviewed at the Sustainability Management Committee, and the Subcommittee collaborates with other committees as necessary. In particular, climate-related risks are treated as business risks and reported to the Business Risk Management Committee. Details of the deliberations and discussions at the Sustainability Management Committee are shared with the president and CEO

(Executive Committee), and progress on activities is also reported quarterly to the Board of Directors. The Board of Directors makes final decisions on addressing issues as well as management strategies and business plans. The board also complies with recommendations from the Board of Corporate Auditors and oversees the necessary governance to strategically and appropriately promote sustainability activities while linking GHG emissions to executive compensation and other factors as part of the evaluation for advancing a decarbonized society.

Furthermore, senior management involved in climate-related governance, including directors and managers, enhance their skills in environmental and sustainability matters, including climate action, through sustainability study sessions for executives hosted by NTT DOCOMO. At the same time, members of the Global Environmental Protection Subcommittee, including its WGs, learn about the latest developments in environmental initiatives and share best practices across the NTT Group through study sessions for the Group's environmental officers hosted by NTT. These initiatives ensure that every executive and employee possesses the knowledge and capabilities needed in their respective roles.

P.047 For more information, see the Promotion Framework for Reducing Environmental Impact section in this report.

Risk Management

The NTT DOCOMO BUSINESS Group convenes biannual meetings of the Business Risk Management Committee, chaired by the senior executive president, to discuss the definition of risks to be addressed, the identification of

critical risks, and initiatives to promote risk management, taking into account the evolving business environment. Within the Business Risk Management Committee, we have also established a Business Risk Management Subcommittee that conducts monthly risk observations.

In addition, we recognize climate-related risks could significantly impact the operations of the NTT DOCOMO BUSINESS Group. The Business Risk Management Committee evaluates these risks and confirms the corresponding response measures to ensure effective management.

Strategy

We have declared an Environmental Statement under the NTT DOCOMO BUSINESS Group Global Environmental Charter. One of the three core themes in this statement is "Realizing a Decarbonized Future," which confirms our focus on a future where people and the planet coexist in harmony.

Climate Scenario Analysis and Initiatives

The NTT Group declared its support for the Task Force on Climate-Related Financial Disclosures (TCFD) in May 2020. The NTT DOCOMO BUSINESS Group conducted scenario analysis as a member of the NTT Group and the NTT DOCOMO Group, and applied the results to review our efforts and actions. We also updated our approach to this analysis in October 2024. The analysis of the NTT DOCOMO Group adopted two scenarios of climate-related risks and opportunities associated with the Group's operations: a well-below 2°C (e.g., 1.5°C)

scenario of rapid decarbonization and a 4°C warmer scenario assuming apparent physical impacts.

Taking into account the NTT DOCOMO Group's scenario analysis as an alternative perspective, we will continue to adopt various approaches for decarbonization and net-zero emissions.

- A scenario assuming rapid decarbonization: Net-Zero Emissions Scenario (NZE), World Energy Outlook 2023, International Energy Agency (IEA) Efficient Cooling Scenario, IEA The Future of Cooling, 2018 NZE Scenario, Study on Scenario Analysis of Climate Change-Related Risks, Central Research Institute of Electric Power Industry (CRIEPI)
- A scenario assuming apparent physical impacts: Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report, and IPCC Special Report on Global Warming of 1.5°C IEA The Future of Cooling 2018 Baseline scenario Study on Scenario Analysis of Climate Change-Related Risks, Central Research Institute of Electric Power Industry (CRIEPI) Current Policy Scenario Ministry of Land, Infrastructure, Transport and Tourism, Technical Study Committee on Flood Control Plans Reflecting Climate Change, Recommendations for Flood Control Plans Reflecting Climate Change, RCP8.5 Scenario

[Risks Identified with Scenario Analysis, and a Summary of the NTT DOCOMO BUSINESS Group's Initiatives]

			Potential Impact on Business	Materiality (Business/Financial)	Timeframe	Initiatives by the NTT DOCOMO BUSINESS
Well below 2°C scenario (e.g., 1.5°C scenario)	Transition risk	Policies/regulations	Carbon price/carbon tax <ul style="list-style-type: none"> Increased procurement costs due to the collection of fossil fuel levies starting in fiscal 2028 Increased costs due to the introduction of a carbon tax 	High	Long term	<ul style="list-style-type: none"> Improving the power efficiency of air-conditioning and IT equipment at data centers through new technologies and implementing various power reduction measures Actively introducing renewable energy to achieve carbon neutrality by fiscal 2030 Introducing internal carbon pricing Promoting the Net-Zero by fiscal 2040 plan
			Increased policies and regulations for products and services <ul style="list-style-type: none"> Possibility of products not meeting energy efficiency regulations/ standards, resulting in a loss of government or other customers, shifting demand to more satisfactory products/ services 	Medium	Long term	<ul style="list-style-type: none"> Early launch of services based on customer trends and social needs <ul style="list-style-type: none"> Providing renewable energy-derived menu in data centers Providing PFs and solutions for decarbonization
			Energy price fluctuations <ul style="list-style-type: none"> Increased energy prices and a shift in demand to energy-efficient products and services 	High	Long term	<ul style="list-style-type: none"> Reducing power consumption by improving the power efficiency of air-conditioning and IT equipment at data centers through new technologies and implementing various power reduction measures Securing stable power sources through long-term fixed contracts with power companies, development of special power sources (e.g., PPA), etc. Promoting IOWN Initiative
			Changes in customer reputation, demands, and behavior <ul style="list-style-type: none"> Customer disengagement and damaged corporate image if our efforts are perceived as passive 	Medium	Long term	<ul style="list-style-type: none"> Announcing net-zero by fiscal 2040 Actively introducing renewable energy Reviewing internal carbon pricing rates
4°C scenario	Physical risks	Chronic	Increased average temperatures and midsummer days <ul style="list-style-type: none"> Possibility of customers not choosing us for data center and telecommunications equipment with low air-conditioning management efficiency and capacity 	Medium	Long term	<ul style="list-style-type: none"> Reducing power consumption by improving the power efficiency of air-conditioning and IT equipment at data centers through new technologies and implementing various power reduction measures. Ultra-energy-efficient data center service Green Nexcenter[®], incorporating liquid cooling as the latest technology to be deployed in selected data centers Promoting IOWN Initiative
		Acute	Severe extreme weather conditions <ul style="list-style-type: none"> Damaged data centers due to flooding Damaged reputation from lack of resilience to disasters 	Low	Medium term	<ul style="list-style-type: none"> Reliable risk assessment when selecting a construction site Redundant facilities based on disaster simulation Securing multiple power supply routes assuming power supply interruption Reviewing and establishing equipment procurement plans addressing the risk of flooding at manufacturing plants

High materiality: Extremely important in climate action for business continuity and financial reasons
Medium materiality: Relatively less important, although potentially damaging
Low materiality: Limited impact on business, including future prospects

Timeframe: Short term (less than 4 years, assuming NTT Group's new mid-term management strategy period)

Timeframe: Medium term (less than 4 to 7 years, assuming NTT DOCOMO BUSINESS Group's New Environmental Goals targeting carbon neutrality by fiscal 2030 (Scope 1 and 2))

Timeframe: Long term (7 years or more, assuming NTT DOCOMO BUSINESS Group's New Environmental Goals targeting net-zero by fiscal 2040 (Scope 1, 2, and 3))



*For more information on our Green Nexcenter[®] and future plans, see:

<https://www.ntt.com/en/services/data-center/greennexcenter.html>



For more information on our other initiatives, see:

<https://www.ntt.com/en/about-us/csr/sustainability/policy/environment/report01.html#anc2>

[Opportunities Identified with Scenario Analysis, and a Summary of the NTT DOCOMO BUSINESS Group's Initiatives]

			Opportunity Factors	Initiatives by the NTT DOCOMO BUSINESS Group
Opportunities	Resource efficiency	Energy efficiency	<ul style="list-style-type: none"> Reducing costs and expanding revenue through improvements in the energy efficiency of air-conditioning systems in telecommunications equipment and data centers, as well as the cooling efficiency of high-heat servers 	<ul style="list-style-type: none"> Adopting indirect evaporative cooling systems in data centers, which can switch to the optimal heat exchange method based on outdoor conditions Deploying the ultra-energy-efficient data center service Green Nexcenter® Providing power options that allow for the selection of renewable energy to meet different decarbonization requests
	Energy sources	Use of renewable energy	<ul style="list-style-type: none"> Improving the corporate image through the use of renewable energy and decarbonization efforts 	<ul style="list-style-type: none"> Installing solar power generation systems at 6 data center locations Purchasing non-fossil certificates Promoting EV adoption with the goal of achieving 100% by fiscal 2030
		Participation in the carbon market	<ul style="list-style-type: none"> Expanding business by creating J-Credits in collaboration with partner companies 	<ul style="list-style-type: none"> Developing and providing Morikati, a comprehensive platform that supports the creation, certification, and buyer matching of forest J-Credits Creating and selling carbon credits through the projects for extending the mid-season drainage period in wetland rice cultivation Creating credits through biochar
	Products and services	Development and expansion of low-pollution products and services	<ul style="list-style-type: none"> Expanding revenue by developing and providing services and technologies that contribute to reducing GHG emissions 	<ul style="list-style-type: none"> Offering the CO₂MOS® GHG emission calculation, visualization, and analysis service, as well as the Morikati platform that contributes to decarbonization Implementing 100% renewable energy (including effectively renewable energy using non-fossil certificates) for all locations providing SDPF cloud/servers in their power consumption
		Diversification of business activities, changes in consumer preferences	<ul style="list-style-type: none"> Shift in customer needs toward services with better environmental performance 	
	Resilience	Expansion of demand for services related to ensuring resilience	<ul style="list-style-type: none"> Strengthening reliability by building disaster-resistant data centers 	<ul style="list-style-type: none"> Constructing data centers in safe locations with low risk from natural disasters such as flooding or earthquakes and adopting seismic isolation structures Building disaster-resistant data centers through redundant power, air-conditioning, communication equipment, and other systems Preventing data center downtime by establishing a system capable of rapid response during disasters

Metrics and Targets

The NTT DOCOMO BUSINESS Group, in line with the Environmental Statement and its goal of realizing a decarbonized future, has set the following New Environmental Goals: carbon neutrality by fiscal 2030 (Scope 1 and 2), net-zero by fiscal 2040 (Scope 1, 2, and 3), and 100% EV adoption for its corporate fleet in Japan by fiscal 2030.

Calculation of GHG Emissions (Fiscal 2024 Results)

The Scope 2 GHG emissions for fiscal 2024 were 8.3 ten thousand t-CO₂ based on the market-based method*1 and 19.2 ten thousand t-CO₂ based on the location-based method*2. Scope 3 emissions for fiscal 2024 totaled 213.8 ten thousand t-CO₂. In these calculations, we referred to the GHG Protocol and the unit emission databases and other materials produced through studies by the Ministry of the Environment and other government ministries and agencies.

Although not reflected in our GHG emissions, we purchased J-Credits representing 181 t-CO₂ in fiscal 2024 through projects for extending the mid-season drainage period in paddy rice cultivation, which is focused on addressing social issues in local communities, including agriculture.

*1 Using emission factors specific to each retail electricity provider: May reflect such company efforts as the purchase of renewable energy-derived electricity and non-fossil certificates. However, GHG emissions may fluctuate significantly depending on changes in emission factors from different retail electricity providers.

*2 Using emission factors specific to each country or region (applying a single emission factor to nearly all electricity consumed): It is nearly impossible to reflect corporate efforts, such as purchasing renewable energy-derived electricity and non-fossil certificates. However, the impact of changes in emission factors from

[GHG Emissions (Scope 1 and 2, Market-Based Method)*1, 2]

FY2024 target	9.5 ten thousand t-CO ₂ e
FY2024 result	9.4 ten thousand t-CO ₂ e
FY2025 target	9.2 ten thousand t-CO ₂ e

*1 Based on the GHG Protocol's standards and guidance

*2 Includes CO₂ equivalent emissions from GHGs other than CO₂
Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies

[GHG Emissions by Scope and Category*1]

Category	GHG Emissions (ten thousand t-CO ₂ e)	Composition Ratio
Total emissions	223.2	100%
Scope 1 (direct emissions of GHGs from our own sources, such as fuel combustion)*2	1.0	0.5%
Scope 2 (market-based indirect emissions from the use of electricity, heat, and steam supplied by other companies)	8.3	3.7%
Scope 3 (indirect emissions other than Scope 1 and 2, such as emissions by others related to activities of the NTT DOCOMO BUSINESS Group)*2	213.8	
Category 1 (purchased goods and services)*3	94.9	42.5%
Category 2 (capital goods)*3	16.5	7.4%
Category 3 (fuel- and energy-related activities not included in Scope 1 or 2)	2.6	1.2%
Category 4 (upstream transportation and distribution)	0.2	0.1%
Category 5 (waste generated in operations)	0.0 ⁹	0.0% ⁹
Category 6 (business travel)	2.4	1.1%
Category 7 (employee commuting)	0.1	0.0% ⁹
Category 8 (upstream leased assets)*4	—	—
Category 9 (downstream transportation and distribution)*5	—	—
Category 10 (processing of sold products)*6	—	—
Category 11 (use of sold products)	50.5	22.6%
Category 12 (end-of-life treatment of sold products)	0.2	0.1%
Category 13 (downstream leased assets)	46.4	20.8%
Category 14 (franchises)*7	—	—
Category 15 (investments)*8	—	—

*1 Based on the GHG Protocol's standards and guidance

*2 Includes CO₂ equivalent emissions from GHGs other than CO₂

*3 Calculated by multiplying each supplier's transaction amount by their emissions intensity (calculated from their disclosed data) or by the emissions intensity according to the transaction details.

*4 Fuel and electricity used by leased assets are calculated under Scope 1 or 2

*5 Outsourced transportation is calculated under Category 4

*6 No intermediate product processing in main businesses

*7 Not applicable

*8 Calculated in Scope 1 or 2

*9 Less than 0.05

Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies

Reduction of GHG

Fiscal 2024 Results: Group (Scope 1 and 2)



In fiscal 2024, GHG emissions (Scope 1 and 2) from NTT DOCOMO BUSINESS Group business activities totaled 9.4 ten thousand t-CO₂e, including 0.2 ten thousand t-CO₂e from GHGs other than CO₂, achieving the fiscal target. This was mainly achieved by further striving to save energy in telecommunications facilities and data centers, promoting remote work, which resulted in a continued reduction in power consumption in offices, and expanding the introduction of renewable energy. The GHG emissions per unit of sales were 7.21 t-CO₂e per 100 million yen (fiscal

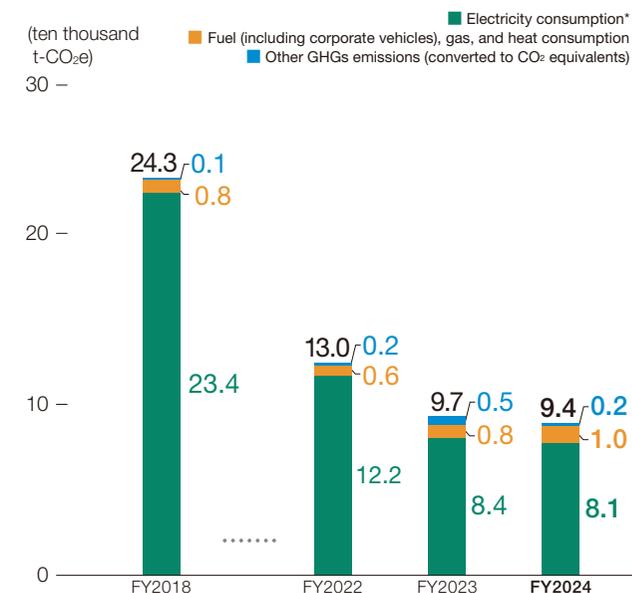
2023 result: 7.68 t-CO₂e per 100 million yen). We have set the GHG emissions target (Scope 1 and 2) for fiscal 2025 at 9.2 ten thousand t-CO₂e, a reduction of 0.2 ten thousand t-CO₂e from the previous fiscal year. The NTT DOCOMO BUSINESS Group will continue working in concert on energy-saving activities, the expansion of renewable energy adoption, and new initiatives, including the active use of R&D technologies, to steadfastly advance toward achieving carbon neutrality (Scope 1 and 2) by fiscal 2030.

To clarify the scope of the initiatives implemented by the NTT DOCOMO BUSINESS Group to promote a decarbonized society, the following tags have been added to the headings.

- Group** Initiatives corresponding to Scope 1 and 2 of the NTT DOCOMO BUSINESS Group
- SC** Initiatives corresponding to Scope 3 of the NTT DOCOMO BUSINESS Group (SC: supply chain)
- Society** Initiatives that contribute to GHG emission reductions in society but do not directly correspond to Scope 1, 2, or 3 of the NTT DOCOMO BUSINESS Group

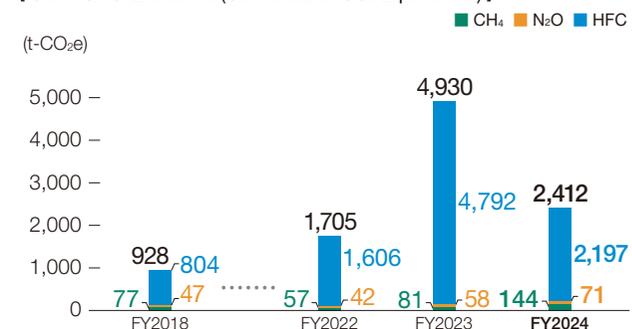
P.052 For more information, see Overall Initiatives for Promoting a Decarbonized Society in this report.

[GHG Emissions from Business Activities (Scope 1 and 2)]



Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies
 * Emissions associated with electricity and heat are calculated using emission factors obtained from power supply companies

[Other GHG Emissions (Converted to CO₂ Equivalents)]



Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies

Expanding the Use of Renewable Energy Group

Since April 2020, we have been actively introducing and expanding the use of renewable energy. In fiscal 2024, 2.5 hundred million kWh was derived from renewable energy sources, representing 56% of the total electricity consumption of 4.5 hundred million kWh.

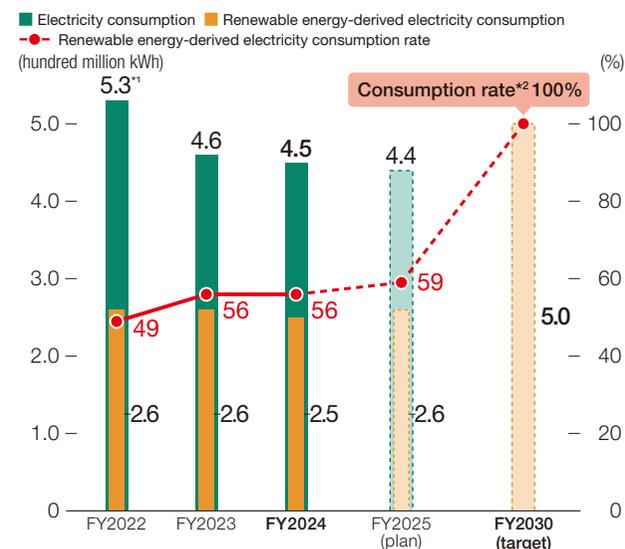
In Tokyo, our telecommunications facilities and data center buildings have been using solar power generation systems since fiscal 2009, with six systems currently in operation. In fiscal 2024, these solar power systems generated a total of 50.9 ten thousand kWh.

In fiscal 2025, we will continue to expand the use of renewable energy.

[Saitama 1 Data Center (100% powered by renewable energy since fiscal 2022)]



[Group Electricity Consumption (Including Renewable Energy-Derived Electricity)*1]

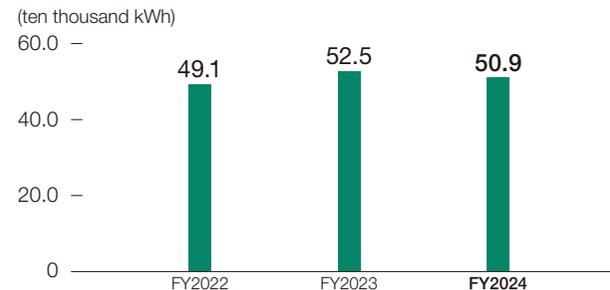


Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies

*1 In fiscal 2022, there was a temporary increase due to the adoption of a different calculation method at overseas Group companies, which became consolidated entities starting from the third quarter. Using the current calculation method, the total is 4.8 hundred million kWh.

*2 Represents GHG emissions associated with business activities that fall under Scope 2 of the GHG Protocol

[Total Solar Panel Power Generation]



Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies

Evaluation by National and Local Governments

Group SC

NTT DOCOMO BUSINESS will remain committed to legal and regulatory compliance to prevent global warming, while actively promoting a decarbonized society in many regions. This includes participating in the GX League as part of the NTT Group, joining the Osaka Prefecture Decarbonization Management Declaration, and engaging in the Yokohama Decarbonization Innovation Council. In fiscal 2024, we received the following evaluations from the national and local governments.

- **Agency for Natural Resources and Energy:**
Class S (highest rank) under the business operator classification system based on the Act on Rationalizing Energy Use (Energy Conservation Act)
- **Tokyo Metropolitan Government:**
Tokyo Metropolitan Government: S rank (highest rank) for our global warming countermeasure plans for specified tenant buildings*, such as Otemachi Place and Granpark

* Specified tenant buildings are those occupied by businesses that use at least 600 ten thousand kWh of electricity per year or lease at least 5,000 m² of floor space.

Initiatives Related to Telecommunications Facilities and Data Centers

Fiscal 2024 Result (Scope 1 and 2)



Fiscal 2024 Result

8.3 ten thousand t-CO_{2e}* (Fiscal 2023 result: 8.3 ten thousand t-CO_{2e})

* Includes emissions of GHGs other than CO₂, such as GHGs other than CO₂ such as CFC substitutes

Despite increased fuel consumption from deploying a subsea cable-laying vessel in response to a breakdown, our GHG emissions (Scope 1 and 2) for fiscal 2024 remained at the same level as that of the previous fiscal year. This is because of the continued expansion of renewable energy use as well as the augmented and enhanced measures such as reducing electricity use in air-conditioning systems by making visible the power usage status of machinery

and server rooms, along with introducing AI-powered automatic control for cooling systems and optimizing the number of telecommunications facilities.

Although demand is expected to continue to rise in fiscal 2025, we intend to reduce our GHG emissions by expanding visualization of power usage, implementing newly developed technologies, improving airflow, and optimizing equipment for telecommunications services.

The NTT DOCOMO BUSINESS Group contributes to reducing GHG emissions from its own operations as well as its customers through the following initiatives.

- Introducing and leveraging energy-saving technologies in data centers
- Forecasting and visualizing CO₂ emissions in cloud services and achieving carbon neutrality in electricity usage
- Offering customers a renewable energy menu for using data centers

Data Center Initiatives **Group** **SC**

Operating data centers requires a constant supply of electric power. As an ICT company, we proactively introduce leading-edge equipment and technologies for reducing the carbon footprint of our data centers.

For example, our data centers are equipped with improved cooling efficiency and lower power consumption in their air-conditioning systems owing to the use of outside air for cooling IT equipment, precise automatic temperature measurement, and proactive AI-based air-conditioning control based on these measurements. In addition, we have installed an indirect evaporative cooling system for a data center that started operating in 2020. This made us the industry's first to use the system, which is expected to reduce the annual energy cost by 60% compared to a conventional system.



In addition to cooling systems, we are working toward decarbonization by introducing a solar power generation system and an automatic motion sensor lighting system to conserve and more efficiently use energy.

In March 2025, we began deploying Green Nexcenter®, a service that supports the use of liquid cooled equipment in ultra-energy-saving data centers. The service reduces cooling power consumption by approximately 30% compared to conventional data centers, addressing the substantial energy demands and heat generation of intensive computing tasks such as those involved in operating generative AI.

Efficient data center operation requires their integration into networks that connect multiple sites and long-distance segments. NTT DOCOMO BUSINESS is advancing the widespread deployment of APN (All-Photonics Network), a core technology of the IOWN® (Innovative Optical and Wireless Network) concept, and expanding APN services across Japan under the “docomo business APN Plus powered by IOWN®*” brand.

Furthermore, we are accelerating the development of a distributed, high-performance ICT infrastructure to provide the necessary ultra-high capacity, low-latency, and low-power-consumption telecommunications environment for the AI era. To this end, we are gradually upgrading to highly energy-efficient telecommunications equipment. New equipment will be introduced in the Tokyo, Nagoya, and Osaka areas by fiscal 2025 and subsequently rolled out nationwide.

In addition, we will advance the deployment of our container-type data centers, or Private AI Data Centers,

which facilitate the decentralization of power demands (regionally dispersed demands) and the effective use of surplus renewable energy.

By accelerating the connection between APN, Green Nexcenter®, and Private AI Data Centers, we will help establish an environment that significantly reduces the power required for the latest technologies, thereby accelerating the decarbonization of data centers.

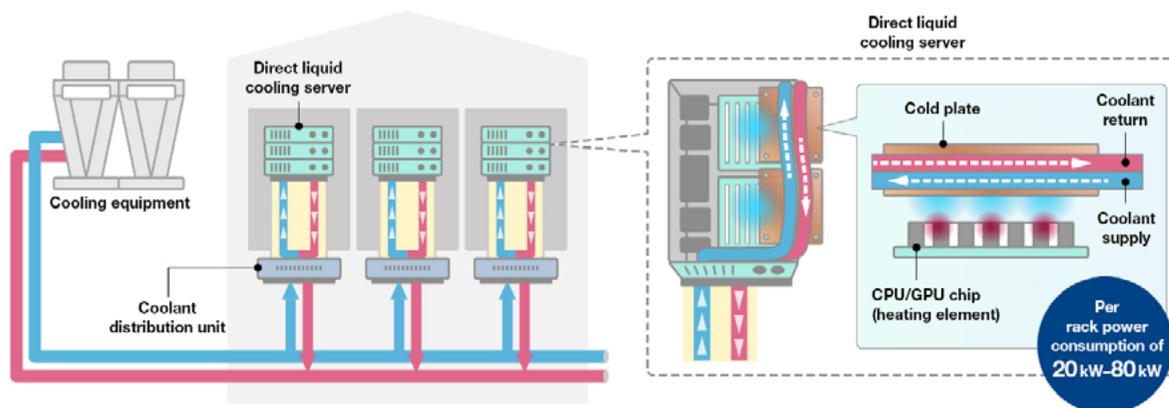
* A new brand that integrates and offers the Dedicated-Line Service for APN powered by IOWN®

Latest Cooling Technology for High-Heat Servers

Group SC

Along with the recent increased demand for servers with robust processing capabilities, managing the extremely high heat generated by their equipment continues to be a challenge that requires cooling facilities or systems that can efficiently cool the super-heated servers. Green Nexcenter® supports direct liquid cooling, the first of its kind in Japan for commercial colocation services. This technology provides cooling for high-heat servers that conventional data centers have difficulty supporting, offering energy-saving performance that significantly exceeds previously used technologies. In direct liquid cooling, liquid that acts as the cooling medium is circulated to heat sinks, which are components designed to dissipate heat from high-heat chips installed in server equipment. This approach is specifically designed to manage the heat generated by these powerful chips.

[Direct Liquid Cooling]



Providing Renewable Energy Tailored to Data Center Customers' Needs **SC**

With the expansion of the digital society, demand for power in data centers is increasing year by year. The issue is that while it is possible to improve the energy consumption efficiency of data centers, it is not possible to eliminate power consumption itself.

In addition to our data centers located in telecommunications buildings that began using renewable energy in fiscal 2020, our new data center established in Tokyo in fiscal 2021 also relies on renewable energy. In fiscal 2022, we began featuring a wide range of renewable energy options to meet customer needs at our five data centers in the Tokyo metropolitan area. This feature has now been expanded to all Nexcenter service locations, enabling our customers to comply with RE100* and other international environmental initiatives as well as to promote their ESG management toward decarbonization.

Going forward, we will continue to expand our efforts to spread the use of renewable energy not only inside the Company but also with our customers.

* A global initiative that brings together companies that intend to switch to 100% renewable energy sources for electricity used in their business activities

Carbon Neutral Initiatives in Our Cloud Service **Group Society**

In the Smart Data Platform Cloud/Server service, our cloud computing service that uses NTT DOCOMO BUSINESS's data centers, we completed

the introduction of 100% renewable energy at all operational sites by August 2023, achieving carbon neutrality for our electricity consumption. With this service, we will support our customers in moving their on-premise environments to the cloud and reduce GHG emissions in their value chains.

Ongoing Efforts to Cut Cooling Power Consumption at Telecoms Facilities and Data Centers

Group SC

In past efforts to reduce power consumed by cooling, we have implemented a range of measures, including SmartDASH®*1 an automated AI system that visualizes temperature zones, detects areas that are too cold, and automatically controls air-conditioning, and Aisle Capping, a technique that physically separates the intake (low temperature) and exhaust (high temperature) air from IT equipment by placing sidewalls and ceilings in the aisles between rows of server racks.

We continued efforts in our data centers to improve air-conditioning efficiency and thereby further reduce power used for cooling by leveraging ICT to visualize temperature and power consumption, calculating the power usage effectiveness (PUE)*2 for each room, and thoroughly implementing airflow optimization, temperature relaxation, and controlled shutdown of air-conditioning systems.

In addition, for our telecommunications buildings, we will address the migration in ICT equipment from old models to highly efficient new ones, we will also seek to cut down on power consumed by ICT and air-conditioning systems through the timely discontinuation of use of the old models.

*1 Smart DASH® is a registered trademark of Vigilant

*2 Power usage effectiveness (power consumption of the entire data center ÷ power consumption of ICT equipment in the data center) is an indicator for measuring the energy efficiency of a data center. The closer the number approaches 1, the more efficient the data center.

Office Initiatives Transportation Initiatives

Fiscal 2024 Result Group (Scope 1 and 2)



Fiscal 2024 Target

1.0 ten thousand t-CO_{2e} or lower* (Fiscal 2023 result: 1.4 ten thousand t-CO_{2e})

*Includes emissions of GHGs other than CO₂, such as CFC substitutes

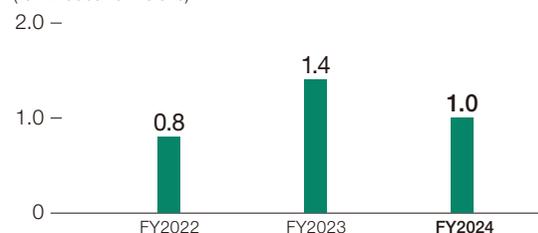
In fiscal 2024, as remote work became a standard option for employees, we continued efforts to reduce office electricity consumption and GHG emissions. These efforts included designing and consolidating metropolitan area offices based on the assumption of maintaining an employee attendance rate capped at 30%, as well as sustaining zero-emission electricity usage for all power in the headquarters building (Otemachi Place). As a result, our GHG emissions decreased by 27% compared to fiscal 2023.

In fiscal 2025, we expect to see an increase in employee office attendance due to changing societal expectations as the COVID-19 pandemic subsides. However, we will actively focus on further reducing electricity usage through enhanced energy-

saving measures in offices and additional office consolidations. Furthermore, we are committed to expanding the adoption of renewable energy across the entire Group, including our Group companies.

[GHG Emissions from Offices]

(ten thousand t-CO_{2e})



Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies
* Includes emissions of GHGs other than CO₂, such as CFC substitutes

Effective Use of Internal ICT Group

The NTT DOCOMO BUSINESS Group has assessed the potential reduction in GHG emissions from migrating internal business applications to cloud services, and we have been gradually transitioning from in-house environments to the cloud.

We are reducing GHG emissions from internal network devices by optimizing our network configuration and by applying dynamic power-saving settings that adjust automatically to usage levels. We also save energy by operating wireless access points and conferencing devices more efficiently.

In addition, we are improving operational efficiency and reducing overtime work through DX. At the same time, we are further raising employee awareness of the environment by visualizing energy usage and GHG emissions from computers and monitors used outside regular work hours and publishing this data on a dedicated website within the Group.

Transportation Initiatives

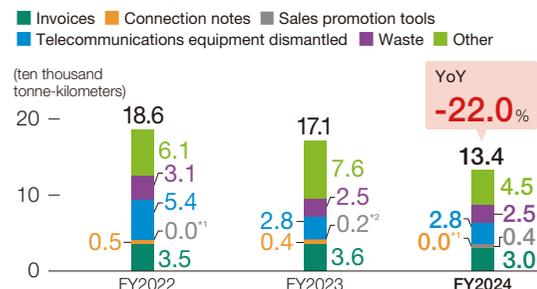
Fiscal 2024 Results

NTT DOCOMO BUSINESS annually audits the amount of transportation for invoices, sales promotion tools, and office waste. Also, we voluntarily seek ways to streamline transportation such as by reducing the number, volume, and distance required for transport and by otherwise enhancing logistics.

In fiscal 2024, we took action to reduce the amount of paper by expanding web-based applications and

continuing remote sales efforts. As a result, total transportation volume was 13.4 ten thousand tonne-kilometers. In fiscal 2025, we will continue to reduce transportation volume by promoting the use of web-based application systems and digitalization.

[Goods Transportation Volume under the Revised Energy Conservation Law]



Scope: NTT DOCOMO BUSINESS, Inc.
 *1 Less than 0.05 *2 Past record revised due to reassessment of calculations

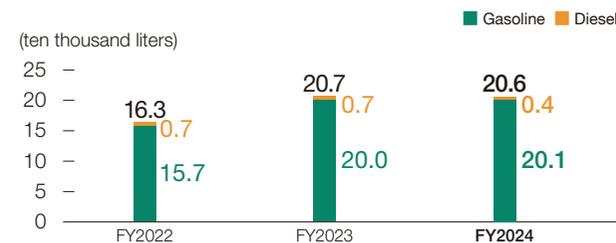
Reducing Fuel Use by Company Vehicles **Group**

To help solve pollution problems and contribute to the realization of a low-carbon society, we are working toward having EVs account for 100% of our corporate fleet by fiscal 2030 under the EV100 initiative declared by the NTT Group in October 2018. We are also reviewing the number of our sales vehicles and steadily promoting eco-driving and other measures to reduce the volume of fuel used by Company vehicles across the entire Group.

In fiscal 2024, we continued our efforts to introduce EVs, replacing 24 vehicles with EVs and scrapping 66 vehicles through efficient vehicle operations and the implementation of remote sales. As a result, the number of Company

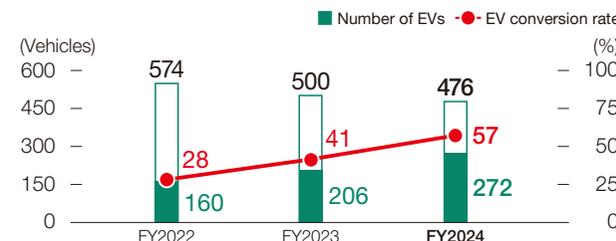
vehicles decreased from 476 (272 EVs) at the end of fiscal 2022 to 500 (206 EVs) at the end of fiscal 2024.

[Fuel Consumption by Company Vehicles]



Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies

[Number of EVs and EV Conversion Rate of Company Vehicles (General Fleet)]



Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies

For more information on EV100, see:
<https://www.ntt.com/en/about-us/csr/sustainability/policy/environment/details.html>

Preventing Air Pollution and Promoting Energy Conservation through Electric Propulsion Ships **Group**

The subsea cable-laying vessels *Kizuna*, *Subaru*, and *VEGA II* use an electric propulsion system* that optimizes the

number of engines in operation in accordance with the load from the type of the subsea cable being laid and changes in the weather at sea. Due to the increasing occurrence of natural disasters in recent years, these subsea cable-laying vessels have been more frequently deployed. Despite this, by controlling the number of engines in operation, we keep down the amount of heavy fuel oil used while reducing emissions of CO₂, NO_x, and SO_x.

When in operation, we work to optimize fuel consumption by the most effective operating methods (including optimum route selection that takes into account the ship's speed, ocean currents, and weather conditions as well as other factors) in order to curtail the amount of CO₂ emitted based on a Ship Energy Efficiency Management Plan (SEEMP).

We are also carrying out the partial installation of LED energy-saving lighting for the ships (cable-laying ship *Kizuna* was fully equipped with LED lighting when it was built).

* An electric propulsion system is a type of ship that turns a generator with its engines, drives motors with the electric power obtained, and turns propellers and bow thrusters for propulsion.

[Cable-laying ship *Kizuna* (8,598 tonnes)]



[Cable-laying ship *Subaru* (9,557 tonnes)]



[Cable-laying ship *VEGA II* (5,545 tonnes)]



Decarbonization of Society through Our Products and Services

Social Contribution through Business Activities Society

▶ Supporting the Creation and Trading of Forest-Derived J-Credits: A Platform for Sustainability

In recent years, a growing number of municipalities and companies have been considering the adoption of carbon credits, particularly with the introduction of initiatives like the GX-ETS*1, as part of efforts to achieve carbon neutrality. The use of forest-derived carbon credits is particularly expected to promote the cyclical use of forests and timber, and to contribute to the restoration of the multiple functions of forests, leading to proper management.

However, many challenges remain, related to the creation of carbon credits such as forest data management. To address these challenges, NTT DOCOMO BUSINESS and Sumitomo Forestry Co., Ltd.

have developed the Forest Value Creation Platform, Morikati, which has been offered since fiscal 2024. Morikati is a comprehensive platform that supports the creation, certification, and trading of forest J-Credits*2.

The platform provides geographic information system (GIS*3) functionality to credit creators, certifying bodies, and buyers of forest J-Credits. This functionality allows for the easy, centralized management of digitized data, reduces the data management burden for credit creators, and improves the operational efficiency of certifying bodies. It also allows credit buyers to easily access information about the forest's location and related documents through the GIS functionality, as well as to obtain various details, such as the forest's region and environmental value beyond CO₂ absorption, on the dedicated sales page for buyers.

These features are intended to streamline the forest J-Credit issuance process, promote the creation and

circulation of credits, enhance trust through transaction transparency, and enable us to contribute to addressing social issues by involving both buyers and local communities.

Going forward, we will develop a mechanism to support carbon offsetting at events and evolve the platform to facilitate the quantitative evaluation of forest multifunctionality beyond CO₂ absorption to include biodiversity and water retention.

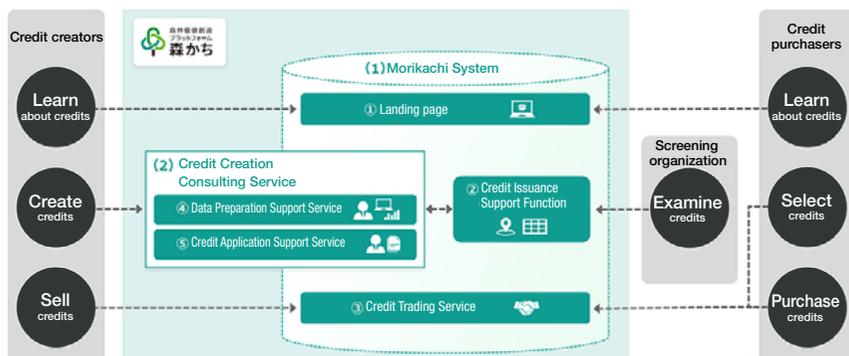
*1 GX-ETS is the first nationwide emissions trading system in Japan, established to help companies that support the GX League implement GX investments, GHG reduction efforts, and information disclosure.

*2 The Forest-based J-Credit is a credit certified by the government based on the amount of CO₂ absorbed through proper forest management practices such as thinning (source: J-Credit System website <https://japancredit.go.jp/case/scheme/02/>).

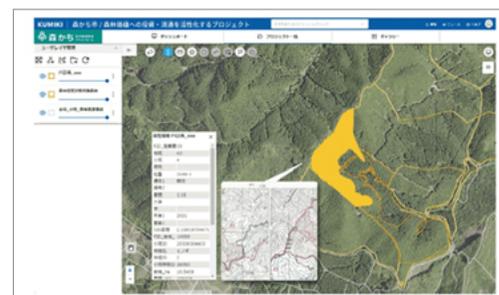
*3 GIS is a technology that comprehensively manages and processes spatial data related to geographical locations and visually displays it, enabling advanced analysis and quick decision-making.

P.025 For more information, see Feature: How Morikati Maximizes the Value of Forests in this report.

[Overview of Morikati]



[Screen image of the Morikati GIS page]



[Screen image of the Morikati sales page]



▶ Creation of J-Credits through Projects for Extending the Mid-Season Drainage Period in Wetland Rice Cultivation

NTT DOCOMO BUSINESS is working on reducing the emissions of methane gas, which is said to be about 25 times more harmful than CO₂ as a greenhouse gas, through a method* of extending the mid-season drainage period in paddy rice cultivation, formulated by the Ministry of Agriculture, Forestry and Fisheries. In January 2024, NTT DOCOMO BUSINESS received the first domestic certification of J-Credits under this methodology. In addition to supporting producers in the creation and sale of J-Credits, we want to enhance the brand value of agricultural products through environmental conservation. This contributes to expanding revenue sources and aligns with our goal of building a sustainable agricultural model.

In a project to commercialize Zero-Carbon Sake, produced by Wakanoi Shuzo Inc. in Iide, Yamagata Prefecture, with net-zero CO₂ emissions in its brewing process, we collaborated with the Okino Kamome Agricultural Producers' Cooperative Corporation, which implements rice farming practices that have less environmental impact on local communities. We also worked with private-sector personnel dispatched for regional revitalization and Local Revitalization Cooperators, who promote the zero-carbon initiatives of Iide. The project validated the environmental value of the mid-season drainage extension method used in

growing rice for brewing sake and supported J-Credits certification. Furthermore, these efforts contributed to the announcement and launch of the Zero-Carbon Sake in April 2025.

[During mid-season drainage]



* This method extends the period of mid-season drainage, when water is drained from paddy fields to dry the soil, by more than seven days during the rice cultivation period to reduce methane gas emissions from the soil.

▶ Provision of GHG Emissions Calculation, Visualization, and Analysis Service: CO₂MOS[®]

NTT DOCOMO BUSINESS provides the CO₂MOS[®] GHG emissions calculation, visualization, and analysis service to support the realization of a decarbonized society. The service enables companies to calculate not only their own GHG emissions but also emissions across the entire supply chain through data integration capabilities, including carbon footprint calculations.

In fiscal 2024, we launched an initiative to visualize GHG emissions from our suppliers using CO₂MOS[®] and to encourage and support them in setting reduction targets. Through this initiative, we also aim to visualize and reduce Scope 3 emissions for the NTT DOCOMO BUSINESS Group.

By flexibly applying the features of CO₂MOS[®] to meet the needs of various industries and companies, we are advancing the provision of services tailored to customer requirements. As the first initiative, in September 2023 we began offering the MleCO₂ decarbonization solution, which incorporates insights from the steel industry in collaboration with Marubeni-Itochu Steel Inc. and Wastebox Co., Ltd. In addition, we entered into a collaboration agreement with The Keiyo Bank, Ltd. and Marubeni-Itochu Steel Inc. in July 2025 to accelerate support for the decarbonization efforts of small and medium-sized enterprises by providing comprehensive decarbonization solutions. We plan to introduce a CO₂ emissions assessment tool, comprehensively support reduction initiatives, offer PR and branding support to enhance corporate value through promoting sustainability, and co-host a range of seminars. The goal of these initiatives is to promote decarbonization as well as translate these efforts into corporate value.

By continuing to promote decarbonization across the supply chain, we aim to achieve progress toward realizing a sustainable society.

[Screen image of Scope 1, 2, and 3 emissions analysis and visualization on CO₂MOS[®]]



[Screen image of the GHG reduction simulation on CO₂MOS[®]]



▶ Provision of Environmental Behavior Change Solution for Employees: Green Program[®] for Employee

NTT DOCOMO BUSINESS has been offering the Green Program[®] for Employee app since November 2022 to promote environmental awareness and change employee behavior. The program is intended to instill employee environmental awareness and actions, uniting with them to promote GX. Users can experience the reduction of CO₂ emissions through their environmental actions in daily life and work while also adding to their environmental knowledge through quizzes and articles. The app aggregates and visualizes the user's environmental actions, encouraging further engagement and promoting Companywide efforts. The accumulated data also allows for the quantitative assessment of impact, which

can be used to improve initiatives and communicate results both internally and externally. Going forward, we will collaborate with more companies and expand our offerings to support the realization of carbon neutrality across all of society.

We started conducting a pilot demonstration of the app in four cities in Saitama Prefecture in October 2024 to encourage private sector companies and their employees within these jurisdictions to engage in decarbonization activities. The 21-day pilot in the four cities saw participation from 395 employees across 47 offices of 43 companies and resulted in a reduction of about 5.9 tonnes of CO₂ emissions, with around 60% of the participants reporting increased awareness of environmentally sound behaviors.

Going forward, in addition to providing the app to companies, we will contribute to enhancing environmental awareness and actions through private-public collaboration to promote regional decarbonization.

[Screen images of Green Program® for Employee]



Environmental Labeling System for Solutions

The NTT Group is exploring the idea of an Environmental Labeling System for Solutions for self-certification of environmentally friendly ICT solutions and services. To qualify, ICT solutions and services will have to achieve CO₂ reductions of at least 15%, as assessed through the objective evaluation of environmental impact reduction benefits using life-cycle assessment. The entire NTT Group provides these environmentally friendly services to help reduce society's environmental impact.

The NTT DOCOMO BUSINESS Group has obtained a cumulative total of 12 solutions certified under the Environmental Labeling System, and we will continue to obtain additional certifications.



(Unit: %)

Certified Solutions (Excerpt)	CO ₂ Reduction Effect (at the Time of Certification)
docomo sky Cloud	37
LoRa®	36
Nexcenter	43
Enterprise Cloud	74
Arcstar IP Voice	30
Arcstar Universal One Mobile	24

For more information on the Environmental Labeling System for Solutions, see:
<https://group.ntt/en/sustainability/environment/decarbonization/label/>

Acquisition of the Eco ICT Logo

We conducted a self-assessment of our GHG reduction measures and submitted an application in accordance with the ICT Ecology Guidelines created by the ICT Ecology Guideline Council* and acquired the eco-ICT Mark. The council created and published the Ecology Guideline for the ICT Industry, which are guidelines for applying the appropriate GHG reduction measures to be implemented by telecommunications carriers and clearly defines the standards for procuring systems and data center services from the viewpoint of reducing power consumption. The guidelines have been subsequently revised, and version 10.1 was published in February 2024. Working together with our Group companies participating in this initiative, we will continue to roll out our ecological initiatives in the ICT field.



* Established on June 26, 2009 by five industry organizations: Telecommunications Carriers Association, Telecom Services Association, Japan Internet Providers Association, Communications and Information Network Association of Japan, and Japan Cloud Industry Association

For more information on the Eco ICT Logo, see:
https://www.tca.or.jp/press_release/2010/0701_400.html
 (in Japanese only)

For more information on the self-assessment checklist, see:
<https://www.ntt.com/about-us/csr/sustainability/policy/environment/ecoict.html>
 (in Japanese only)

Priority Activities

Development of a Closed-Loop Society

Our Approach

To contribute to the realization of a closed-loop society, the NTT DOCOMO BUSINESS Group promotes the 3Rs of reduce (waste prevention), reuse (encouraging repeated use), and recycle (improving recycling rates) while also building business models with low environmental impact. The inefficient use of resources and rising volume of waste are becoming increasingly serious social issues and encompass a variety of risks. To fulfill our social responsibility regarding these issues, we organized working groups in the three areas of dismantled telecommunications equipment, construction waste, and office waste, and we are working in cooperation with other NTT Group companies to thoroughly implement the 3Rs while promoting resource circulation, such as recycling plastics.

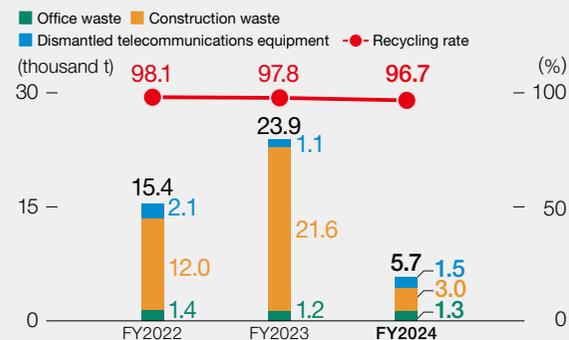
We are also working to provide and co-create ICT platforms as well as services and solutions that lead to a closed-loop society, which can also provide a business opportunity for increasing our corporate value. Through these initiatives and many other efforts, and united as the NTT DOCOMO BUSINESS Group, we are committed to a greener future with the most effective use of resources through proper waste management and promotion of reusing and recycling in our business activities.

Main Achievements in Fiscal 2024 and Goals for the Coming Years

In fiscal 2024, the total volume of waste from dismantled telecommunications equipment was 1.5 thousand tonnes, construction waste was 3.0 thousand tonnes, and office waste was 1.3 thousand tonnes. The total volume of waste decreased by 18.2 thousand tonnes from the previous fiscal year to 5.7 thousand tonnes due to a sharp decrease in dismantling work involving concrete. The recycling rate for the total volume of waste was 96.7%, a slight decrease compared to the previous fiscal year (97.8%), reflecting the abovementioned significant reduction in construction waste, which has a high recycling rate.

We will continue to manage the recycling rate as part of our efforts to create a recycling-oriented society and ensure that the 3Rs are thoroughly implemented in our business activities.

[Volume of Waste Generated and Recycling Rate]



Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies

Risks and Opportunities

Unless global efforts to promote resource circulation are effectively advanced, there is a risk of long-term harm to the Earth's natural environment and ecosystems, as well as the potential for widespread resource shortages and soaring costs. Against this background, social concerns about waste issues are rising, and waste-related regulations that require compliance by businesses are becoming stricter year by year. If a violation of regulations, such as the illegal dumping of industrial waste, occurs, a company could face strong public criticism. This in turn could result in a loss of social reputation, posing a business risk, and potentially lead to reduced sales revenue due to a failure to meet customer procurement standards.

On the other hand, we believe that realizing a circular economy within the NTT DOCOMO BUSINESS Group and providing ICT platforms, services, and solutions to help our customers address waste issues and achieve a circular economy can contribute to addressing regional and global environmental challenges. This approach also presents a significant opportunity to enhance corporate value and drive business growth.

Building Business Models with Low Environmental Impact

Effectively Using Water Resources

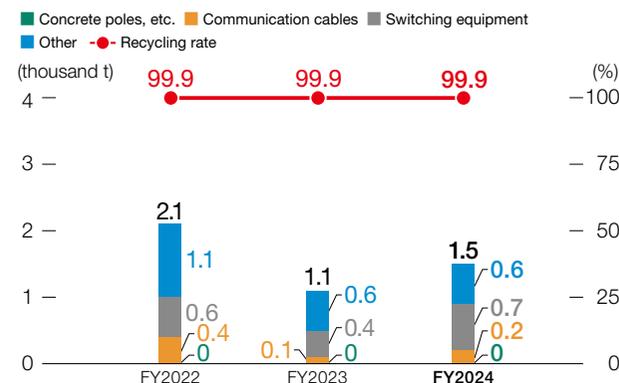
Water resources are indispensable for the survival of all living things, but the increasing world population and economic development have led to concerns over water shortages and pollution. We are striving to use water resources more effectively by recycling and reusing cooling water in our data centers and switching to water-saving toilets in our major office buildings. As part of leveraging ICT to support social infrastructure, we are developing a water demand prediction system to contribute to addressing social issues related to water resources. The total volume of water used in fiscal 2024 was 78.2 ten thousand m³.

Initiatives to Improve the Recycling Rate

We believe that one of our most important obligations as an ICT services provider is to create business models that emphasize recycling. We are therefore carefully selecting waste processors for telecommunications equipment, data centers, and office buildings based on their recycling rates. In selecting waste processing service providers, we seek to ensure proper disposal and improve the recycling rate by screening candidates based on our pre-established criteria and consigning work to businesses that meet the qualifications. As a result, the recycling rate of office waste, which was

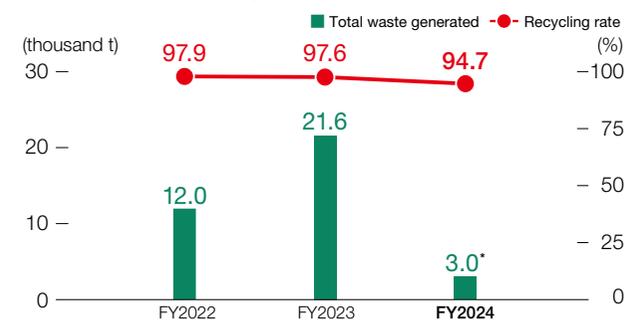
81.5% in fiscal 2013, has risen to 97.6%, as of fiscal 2024, showing steady progress.

[Total Volume and Recycling Rate of Dismantled Telecommunications Equipment*]



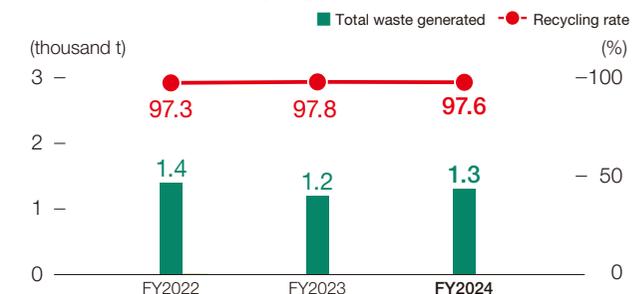
Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies
* Values between 99.9% and 100% were rounded to one decimal place.

[Total Volume and Recycling Rate of Construction Waste]



Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies
* Construction waste declined in fiscal 2024 due to a significant decrease in dismantling work.

[Total Office Waste and Recycling Rate]



Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies

Thorough Implementation of the 3Rs in Office Buildings

Promoting the Reuse of Fixed Assets

From the perspective of promoting the efficient operation and reuse of fixed assets, including small assets and equipment, we are matching organizations that need assets with those that do not. Thanks in part to this effort, in fiscal 2024 we reused 133 items of dismantled equipment and 589 units of equipment and packages overall. In fiscal 2025, we will continue to promote the reuse of fixed assets and strive to reduce the amount of waste we generate.

Reduction in Paper Use for Business Purposes

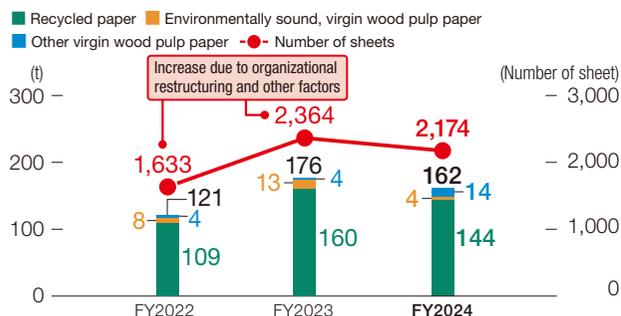
NTT DOCOMO BUSINESS is working to reduce its use of all kinds of paper for business purposes, including that for printing customer billing statements. We apply our own paper use indicator per full-time employee to reduce the use of office paper and have also

been raising employee awareness through various efforts such as curbing the use of paper and increasing the rate of double-sided printing by using printing log data from IC card multifunction printers, and collecting the initiative status data per individual and section and disclosing it to all employees on a monthly basis.

Since fiscal 2020, we have made significant progress in digitizing paper documents as part of our initiative to promote hybrid work, which allows employees to work remotely. Through this effort, we are working to reduce the amount of paper used per employee (converted to A4-size office paper). However, the amount of office paper used per employee increased due to the impact of the organizational restructuring with the NTT DOCOMO Group in July 2022, including the transfer of personnel and systems.

In fiscal 2024, as a result of social environmental changes associated with the end of the COVID-19 pandemic, employees had more opportunities to work in the office and visit customers. Given this turn of events, we analyzed the factors driving increased paper use in certain departments and conducted targeted awareness-raising efforts. As a result, the amount of office paper used per employee decreased to 2,174 sheets, a decline compared to fiscal 2023. In fiscal 2025, we will continue to reduce the amount of office paper used by improving our business processes and systems.

[Total and Per-Employee Office Paper Use]



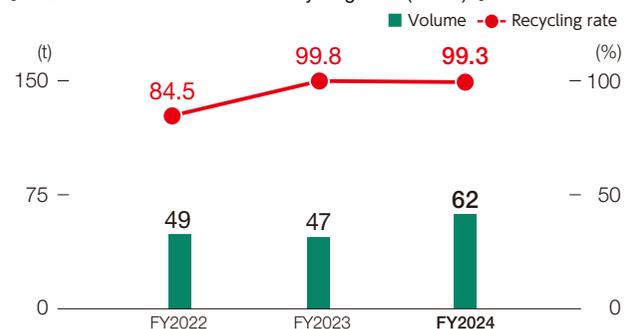
Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies

Response to Plastics Pollution

Concern has been growing around the world over plastic waste, including the pollution of marine environments. NTT DOCOMO BUSINESS upholds the implementation of closed-loop recycling as a CSR Priority and is working on reducing and promoting the recycling of plastic waste.

In fiscal 2024, the volume of plastic waste increased over the previous fiscal year, and the recycling rate was 99.3%. We will continue addressing plastic pollution through our business activities.

[Volume of Plastic Waste and Recycling Rate (Office)*]



Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies
 * Tabulated general and industrial waste generated from office buildings, including PET bottles, plastic waste, and other sources

Developing a New Recycling Scheme for Subsea Cables

While the typical length of subsea cables laid in Japan's territorial waters is 20 to 30 km per cable, the cable managed and operated by NTT WORLD ENGINEERING MARINE, Inc., an NTT DOCOMO BUSINESS Group

company, and that connects Kagoshima and Okinawa prefectures is approximately 260 km long, passing through many islands along the way. When the cable went out of service in 2018, approximately 850 tonnes of waste was expected to be generated, raising major concerns in terms of environmental impact and disposal costs.

To address these issues, NTT DOCOMO BUSINESS signed an agreement with South Africa's Merteck Marine, the only company in the world with the technology to recycle subsea cables to the level of raw materials, to build a new scheme to recycle 99% of subsea cables to reduce both environmental impact and disposal costs. Additionally, the scheme contributes to creating regional safety nets by employing unskilled workers at the recycling plant in South Africa through Merteck Marine, and donates 30% of the profits from this recycling initiative to charitable organizations that support the education of impoverished families in Africa and the Middle East.

Coal tar coating for armor wire completely separated and pelletized

Outer armor wire properly coiled

Copper tape separated and pelletized

High-purity polyethylene used for outer cover can be sold at high price if completely separated and pelletized

Currently, all components other than optic fibers are completely recycled (over 99% of total volume)

Coexisting with Nature

Primary Concept

Biodiversity conservation and coexisting with nature, frequently discussed as key environmental issues for achieving a sustainable society, are also critical topics that encompass risks related to business continuity.

We have set “Planning a Future of Natural Harmony” as part of our environmental declaration and established the Biodiversity Action Plan. Under these policies, we are carrying out environmentally sound business activities from the construction of facilities to their operation and dismantling in accordance with the NTT Group Sustainability Design Guideline for Buildings and other guidelines. We are also engaged in local conservation efforts, including the preservation of satoyama (traditional Japanese rural landscapes), local greening initiatives, and reforestation tailored to regional vegetation.

To fulfill our corporate social responsibility, we will continue to place a high priority on conservation of biodiversity throughout our business operations and conduct business while inspecting the progress of initiatives, identifying problems, and making improvements. We will also adopt a multifaceted approach, including the provision and co-creation of ICT/DX solutions and services that contribute to nature-positive economic activities, which can become business opportunities, as well as environmental contribution efforts such as participating in local conservation projects and disseminating environmental information.

NTT DOCOMO BUSINESS Group Biodiversity Action Plan

1. Basic Policy

- Development centered on business activities
- Development centered on contribution to society

2. Action Guidelines

- Implement actions that take into account the preservation of biodiversity in business activities
- Contribute to the preservation of social biodiversity in business activities
- Deepen understanding of biodiversity, promote nature conservation activities together with employees, their families, and the planet



For details about the NTT DOCOMO BUSINESS Group Biodiversity Action Plan, see:

<https://www.ntt.com/en/about-us/csr/sustainability/policy/environment/details.html>

Main Achievements in Fiscal 2024 and Goals for the Coming Years

We engaged in building, maintaining, repairing, and evaluating facilities in compliance with the Biodiversity Action Plan as well as the concept of the NTT Group Sustainability Design Guideline for Buildings*, established by the NTT Group. We also engaged in initiatives leveraging expertise unique to ICT enterprises, including the provision of fisheries ICT solutions and support for coral ecosystem surveys and conservation, participating as a part of the NTT DOCOMO Group and applying our underwater drone capabilities. These efforts enabled us to contribute through business activities while also promoting information sharing and raising awareness.

In fiscal 2025, we will continue to take action by leveraging our capacity to serve society as an ICT enterprise.

* Guidelines for environmentally sound buildings (e.g., promoting energy efficiency and the use of natural energy, selecting water-saving equipment and protecting water resources, and encouraging resource circulation)

Initiatives Related to the TNFD

In accordance with the LEAP approach*1 proposed by the TNFD, the NTT DOCOMO Group conducted an analysis*2 of its nature-related dependencies, impacts, risks, and opportunities. The analysis also encompasses the business areas and value chains of NTT DOCOMO BUSINESS. We participated in the analysis, leading biodiversity conservation in our business operations.

*1 A location-based approach to prioritizing impacts on natural capital and actions to address them. The approach involves four phases: locate interface with nature, evaluate dependencies and impacts on nature, assess nature-related risks and opportunities, and prepare to respond to nature-related risks and opportunities and report to investors.

*2 This report is based on TNFD v1.0, released in September 2023.



For information disclosure based on the TNFD recommendations from the NTT DOCOMO Group, see:

<https://www.docomo.ne.jp/corporate/csr/ecology/protection/tnfd/> (in Japanese only)

Initiatives Related to the TNFD (Continued)

Scenario Analysis and Results within the NTT DOCOMO Group (Focusing on NTT DOCOMO BUSINESS's Business Areas)

STEP 1 Identification of key issues

The analysis following the LEAP approach within the NTT DOCOMO Group includes the corporate business areas managed by NTT DOCOMO BUSINESS. By evaluating the relationship between stakeholder interests and our business operations, we identified these potential key issues: development of land with high conservation value, impact on surrounding ecosystems, resource extraction, and waste emissions.

STEP 2 Analysis of the value chain's location-specific issues

The analysis of the value chain's location-specific issues includes telecommunications facilities and equipment related to NTT DOCOMO BUSINESS's business. Given the nature of our operations, we added water resource use and wastewater discharge as a potential key issue and organized the analysis by value chain stage: upstream, direct operations, and downstream. We then identified risk hotspots and potential risks to be addressed in each value chain stage through the analysis using IBAT*1 and Aqueduct*2, focusing on risk themes such as resource extraction, water use, land development, and surrounding ecosystems.

For example, it has been confirmed that no NTT DOCOMO BUSINESS telecommunications equipment is located in areas with high water stress across all 56 sites (as of August 2023). For more details on the analysis of the value chain's location-specific issues within the NTT DOCOMO Group, please refer to the information disclosure based on the TNFD recommendations from the NTT DOCOMO Group.

*1 Integrated Biodiversity Assessment Tool, developed by the United Nations Environment Programme World Conservation Monitoring Centre (UNEP-WCMC)

*2 A global water risk mapping tool developed by the World Resources Institute (WRI)

STEP 3 Confirmation of key issues

We identified and evaluated risks and opportunities based on the results of STEP 1 and STEP 2.

Risks

Various potential risks (e.g., price increases and unstable supply of telecommunications equipment necessary for offering services may affect our financial plans when there is a shortage of supplies from resource extraction) have been identified, but after reviewing the sites within NTT DOCOMO BUSINESS, we verified that there are no immediate material risks that would affect our business. However, having identified development of land with high conservation value, impact on surrounding ecosystems, and resource extraction as key issues based on the analysis results from STEP 1 and STEP 2, we will assess risks during the development of new sites, including expansions and renovations, and continue to promote initiatives for biodiversity conservation as part of the NTT DOCOMO Group.

Opportunities

As societal interest in biodiversity rises, we believe that actively engaging in conservation efforts not only enhances the Company's social reputation but also drives revenue growth by providing services and solutions that support smart agriculture, fisheries, and the reduction of environmental impact.

P.012 For more information on related governance and risk management initiatives, see the Sustainability Management section in this report.

STEP 4 Examination of countermeasures

The NTT DOCOMO Group conducted a GAP analysis, based on the confirmed key issues, to select priority action items and examined countermeasures using the SBTN AR3T framework*3. NTT DOCOMO BUSINESS, in light of the NTT DOCOMO Group countermeasures, then reviewed and assessed the progress of those countermeasures for the identified key issues.

Key Issues	Countermeasures	NTT DOCOMO BUSINESS's Initiatives
Resource extraction	<ul style="list-style-type: none"> Prioritizing suppliers with a focus on biodiversity Promoting resource circulation 	<ul style="list-style-type: none"> Prioritizing the selection and procurement of suppliers who engage in or use materials that contribute to biodiversity conservation in accordance with the NTT DOCOMO BUSINESS, Inc. Guidelines for Sustainability in Supply Chain*4 Promoting logistics DX for metal scrap and construction waste based on the Circular Economy Metal Processing Framework (CEMPF); the pilot experiment has been completed, and commercialization discussions are ongoing (as of October 202)
Development of land with high conservation value	<ul style="list-style-type: none"> Efforts to conserve natural environments (such as forests) and reduce impacts on ecosystems 	<ul style="list-style-type: none"> Proper forest management and conservation through thinning and replanting, leading to the creation of forest-derived credits Established the DOCOMO BUSINESS Co-Creation Forests to foster healthy forests through tree planting in collaboration with stakeholders, and started planting activities involving employees (approximately 1,000 trees have been planted in fiscal 2025) Ecosystem conservation through satoyama (traditional Japanese rural landscapes) preservation activities involving employees and their families
Impact on surrounding ecosystems		

*4 For more details on the NTT DOCOMO BUSINESS Guidelines for Sustainability in Supply Chain, see: https://www.ntt.com/content/dam/nttcom/hq/en/about-us/procurement/pdf/SustainabilityGuidelines_E_202507_1.pdf

*5 For more details on the DOCOMO BUSINESS Co-Creation Forests, see: <https://www.ntt.com/about-us/csr/presenttree.html> (in Japanese only)

Promoting Biodiversity Conservation Initiatives

The NTT DOCOMO BUSINESS Group is committed to biodiversity conservation toward realizing a future of coexisting with nature. It operates biodiversity-friendly facilities and leverages ICT to minimize the impact on ecosystems, based on an understanding of the relationship between biodiversity and our business. We also strive to pass on abundant biodiversity to future generations through various actions.

These include satoyama conservation for maintaining unique ecosystems and promoting environmental education, protecting ecosystems by submarine cable-laying ships during their operations, assessing the potential environmental impact from the construction and dismantling of telecommunications facilities and data centers, and providing agricultural ICT solutions as part of nature-positive initiatives. We will continue to conserve ecosystems and work with our stakeholders through these efforts.

Considerations for Building Construction

Biodiversity-Conscious Guidelines

When constructing new buildings such as data centers, we strive to understand the historical, social, geographical, and biological environment characteristics of the building site and its surrounding areas in accordance with the NTT Group Sustainability Design Guideline for Buildings (established in December 2022), and we reflect that understanding into our designs insofar as possible. In addition to our ongoing

efforts to promote decarbonization, resource recycling, and coexistence with the environment, we are also working to create an environment that is safe and resilient to natural disasters, which are becoming more frequent and devastating, and to create more people-friendly workplaces to promote diversity, equity, and inclusion as well as health and productivity management. These efforts will contribute to the realization of a sustainable society.

Along with these considerations, we ensure that construction is completed with consideration for minimal noise and vibration and with attention to community beautification during the work. Furthermore, our outdoor air-conditioning units and emergency power generators are designed to generate exhaust heat and noise levels that do not adversely affect the community.



Biodiversity-Conscious Guidelines: For more information on the NTT Group Sustainability Design Guideline for Buildings, see: <https://group.ntt/en/design/>

Complying with the Environmental Impact Assessment

All developers planning large-scale projects, such as data center construction, are required to conduct a preliminary survey, forecast, and assessment of how the project will affect the surrounding environment, and to submit an Environmental Impact Assessment (EIA) report. The details of all submitted EIA reports are made public, and developers can modify their plans to be more considerate of neighboring residents and the surrounding environment by incorporating into their project plans comments from the national government, local governments, and the public.

NTT DOCOMO BUSINESS has conducted an EIA to proceed with the expansion project for the sixth building of

the Osaka 7 Data Center. We used a compliance checklist to ensure that the project is environmentally sound at each stage, including design, construction, and completion.

Local Landscaping and Greening

We believe biodiversity should be considered in facility design toward contributing to local greenery in our surroundings.

At the Tokyo No. 6 Data Center, one of the largest of such facilities in Tokyo, we have been working closely with the community to promote greening activities by applying a subsidy from the Tokyo Metropolitan Park Association's Urban Green Fund. The site's green spaces have been divided into two zones, spring/summer and autumn/winter, and planted accordingly so that visitors can enjoy flowers throughout the year. We seek to achieve harmony between the data center and the surrounding environment. For example, we simulated a wind environment around the building and planted evergreen trees in the southwest corner, which is exposed to wind.

[Spring/summer zone]



[Autumn/winter zone]



Laying Subsea Cables

In constructing its subsea communications cable network, NTT DOCOMO BUSINESS's fundamental policy is to

prevent marine pollution. We are signatories to treaties on the prevention of marine pollution and, in addition to complying with environmental legislation, undertake initiatives that place importance on coexistence with marine organisms and the fisheries industry.

The NTT DOCOMO BUSINESS Group company NTT World Engineering Marine Inc., which handles the laying, burying, and maintenance of subsea cables, develops business with a strong awareness of the need to preserve marine environments.

Considerations for the Impact of Laying Subsea Cables

Prior to subsea cable-laying and burying work, we conduct an environmental assessment and cooperate with related government authorities and municipalities in carefully designing cable routes and drawing up construction plans. For example, we duly consider shallow areas for preserving marine environments and generally exclude coral reefs and other inhabited areas when designing cable routes, insofar as possible, or transplanting them outside the cable-laying area.

There are also cases in which minesweeping operations are undertaken on the seabed prior to laying or burying the cables. We collect debris from the seabed, including fishing nets, rope, and wire pulled out by the minesweeping operations, and we properly process it as industrial waste after returning to port.

[Cables laid on sand to avoid coral reefs] [Debris collected from the seabed]



Measures to Preserve Ecosystems Taken on Cable-Laying Ships

There are concerns that the marine organisms that infest the ballast water used to maintain the stability of vessels will destroy ecosystems after being discharged into other parts of the ocean as vessels navigate from one area to another. In order to prevent the destruction of ecosystems by ballast water, the subsea cable-laying vessels *Kizuna*, *Subaru*, and *VEGA II* are equipped with ballast water treatment equipment, in accordance with the Ballast Water Management Convention* set by the International Maritime Organization (IMO), so that they discharge water that does not contain marine organisms.

Furthermore, the ballast water treatment equipment installed on our cable-laying vessels is an ultraviolet sterilization system, which does not use chemical substances and therefore has low environmental impact. With regard to ship paints, we use those that are in compliance with the AFS Convention (International Convention on the Control of Harmful Antifouling Systems on Ships), which regulates the use of anti-fouling paint containing organic tin compounds on the bottom of hulls.

* Adopted by the IMO in 2004, the convention took effect on September 8, 2017, to prevent the movement of marine organisms across habitat boundaries from affecting the marine environment.

Meeting the Challenge of Circular Shipbuilding to Establish Sustainable Practices in the VEGA II Conversion Project

The submarine cable-laying and repair vessel *VEGA II*, which entered service in April 2025, was converted from a former seismic survey ship into its current configuration in Norway, its

country of origin. In undertaking the conversion, we considered the environmental impact and engaged Green Yard Kleven AS, a shipyard committed to material circularity, reuse, and sustainability solutions that contribute to multiple SDGs.

Green Yard Kleven AS prioritizes health, safety, and the environment (HSE) in its workplaces and has achieved a zero-accident record. In the area of industrial and technological innovation, the shipyard optimizes its design principles to enhance safety and efficiency while also reducing costs. It sorts materials, reuses parts, and resells removed components to reduce waste. Its waste management process follows an order of priorities: avoidance, reduction, reuse, recycling, energy recovery, and disposal. The shipyard also calculates CO₂ reductions at each stage of this process.

While Green Yard Kleven AS currently only measures its carbon footprint for steel, general waste, and energy, it plans to expand the scope to cover all materials in the future and aims to become the world's most sustainable shipyard. The conversion of *VEGA II* was also carried out with reduced CO₂ emissions.

Considerations for the Construction and Dismantling of Relay Stations

Wireless relay stations, the backbone of data communication networks, are often in areas rich with nature such as on hills and islands within national and quasi-national parks, so we emphasize consideration for biodiversity and other natural risks in their operations.

For our four wireless stations nationwide (as of the end of fiscal 2024), we build micro-roads if needed for the patrol and maintenance of these stations while strictly adhering to the law and our own environmental

assessment standards. These assessments identify specific concerns associated with construction processes to enable the application of multifaceted approaches for preventing or minimizing impact on the ecosystem.

In addition, when dismantling a wireless station, we strive to restore the environment to its original state by paying careful attention to the presence of rare animals and plants and using local soil for restoration while also consulting local environmental organizations and residents.

Contributing to a Nature-Positive Future and Ecosystem Conservation Using ICT

Improving the Productivity of Kuruma Shrimp Farming for Sustainable Fisheries

Since September 2023, we have been conducting a demonstration project for adopting ICT buoys and Oxygen fighter® at the kuruma shrimp farming ponds of the Shin-Matsuura Fisheries Cooperative and shifted to full-scale operation in August 2024.

In the Shin-Matsuura region, concerns over the potential decline of wild kuruma shrimp led to the start of kuruma shrimp farming about 40 years ago to protect natural resources. Improving the survival rate of farmed kuruma shrimp, however, has remained a challenge.

In response, we introduced ICT buoys to measure oxygen levels in the aquaculture ponds. By preemptively injecting high-concentration oxygen using an Oxygen fighter® during the early morning hours—when oxygen levels typically drop—we have successfully prevented oxygen deficiency in the shrimp, thereby improving survival rates and overall productivity. This initiative not only boosts the income of producers but

also reduces the need for pond cleaning and night-time inspections, which are typically required when dissolved oxygen levels drop. Furthermore, the success of this approach is expected to extend to other marine products, supporting the sustainable development of Japan's fisheries industry.

[Oxygen fighter® (left) and box containing ICT buoy communication equipment (right)]



Initiatives to Support Coral Ecosystem Surveys

Due to the rise in sea temperatures and the massive volume of plastic waste, coral bleaching in Okinawa's waters has become a serious problem.

In response, NTT DOCOMO BUSINESS, in collaboration with NTT DOCOMO, supports coral ecosystem surveys and conservation efforts using cutting-edge underwater drone technology. We also host hands-on workshops for elementary school students as a form of inquiry-based learning and environmental education, providing opportunities for the next generation to experience Okinawa's seas and corals directly.

Through co-creation with local communities, we will work to conserve a sustainable marine environment and nurture future generations.

[Underwater drone survey in progress]



Connecting the Natural Environment to the Future—Initiatives for Citizen-Participatory Ecological Surveys

NTT DOCOMO BUSINESS and Goto City, Nagasaki Prefecture, conduct citizen-participatory ecological surveys as part of an effort to learn, protect, and make use of the regional resources within the Goto Islands (Shimo-Goto area) Geopark.

This initiative is intended to both observe the distribution of species in the Geopark area and raise awareness about biodiversity conservation by increasing the interest in wildlife of local residents and visitors who are using the Biome mobile app, which can identify species, to participate in the survey. In addition, by showcasing Goto City's natural assets through the app and assisting in the development of a sustainable conservation model, we support both regional development and environmental preservation.

[Biological survey in Goto City]



[Biome app]



Contributing to Forest Restoration through Stakeholder Collaboration

Forest Restoration Projects: DOCOMO BUSINESS Co-Creation Forests

Recognizing the important roles of forest conservation for CO2 absorption, water retention, and biodiversity preservation, NTT DOCOMO BUSINESS has aligned with the Present Tree* forest restoration project, operated by the certified NPO Environmental Relations, which focuses on regenerating forests and promoting regional development across Japan. We actively participate in tree planting efforts to support this project in collaboration with stakeholders.

In fiscal 2024, we invited stakeholders to contribute to the Forest Restoration Project as an alternative to sending congratulatory flowers for the appointments of the CEO and vice president and received support from over 50 companies, resulting in donations for planting 852 trees. In addition, NTT DOCOMO BUSINESS made a donation equivalent to planting 200 trees to forest regeneration projects based on the number of responses collected from attendee surveys at Company-hosted events.

In fiscal 2025, we established a DOCOMO BUSINESS Co-Creation Forest within the Present Tree in Fuefuki Ashigawa project area in Fuefuki City, Yamanashi Prefecture, which is in the Ashigawa headwaters area, and organized a tree planting event that was attended by directors and employees. During the event, we planted 1,052 trees thanks to contributions to the project in 2024. We planted broadleaf trees such as Japanese beech, oak, mountain cherry, and Amur cork on a larch felling site, prioritizing the local ecosystem, and will support continuous

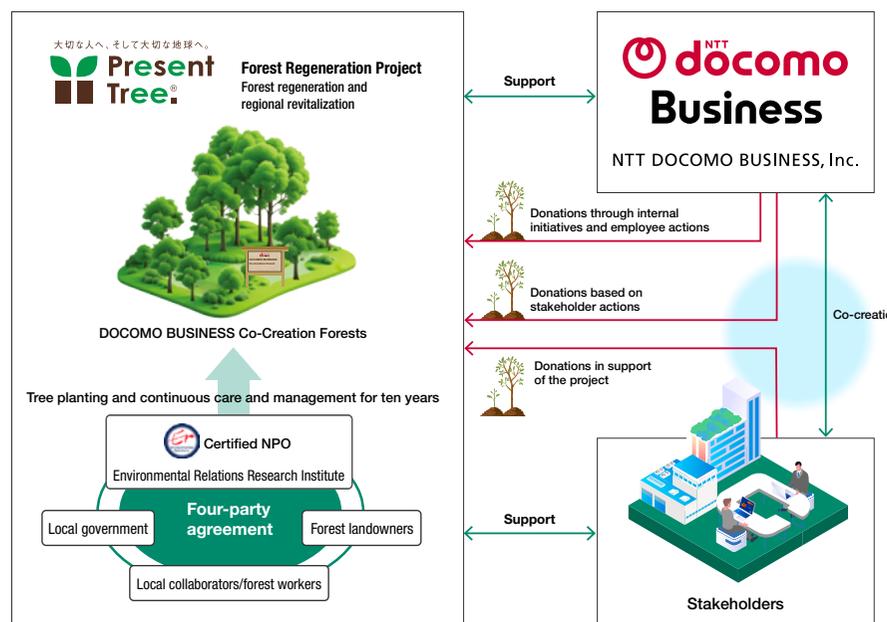
care and management of the forest over the next ten years. Through these efforts, we are contributing to the long-term development of water retention forests and the conservation of biodiversity in the Ashigawa headwaters area.

[Tree planting event]



* A project launched in January 2005 by the certified NPO Environmental Relations Research Institute for linking reforestation with regional revitalization. Trees are planted in former development sites, abandoned clear-cut areas, and disaster-affected forests across Japan, where the population is aging and the birthrate is declining. People from the Tokyo metropolitan area become foster parents for these trees, nurturing them over a period of ten years in collaboration with local communities.

[Illustration of the DOCOMO BUSINESS Co-Creation Forest initiative]



Prevention of Environmental Pollution

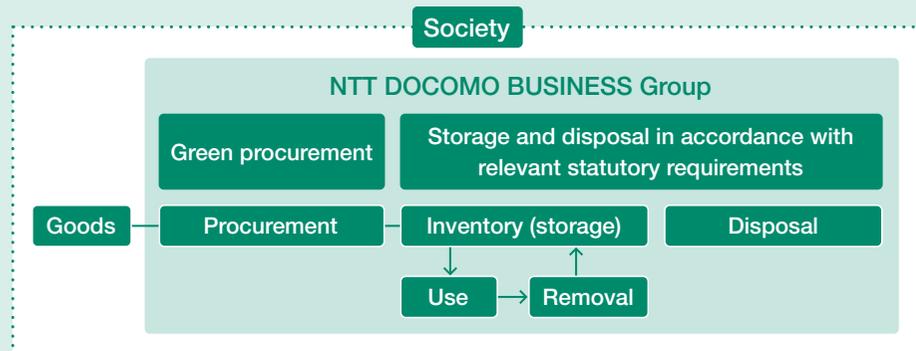
Primary Concept

Everyday production and consumption generating emissions and waste and increasing environmental pollution has long been a social issue.

We are working to reduce emissions and waste generated from our business activities and properly manage and dispose of hazardous substances to prevent environmental pollution and create a safe and secure social environment. In addition, we are seeking to minimize environmental risks associated with business activities, such as environmental pollution, including the leakage of hazardous substances, by formulating guidelines for introducing low-emission vehicles, improving equipment and operations, bolstering management, and conducting thorough inventories.

Chemical substances are properly managed by our maintenance departments in accordance with the Waste Management and Public Cleansing Act, the Law Concerning Special Measures Against PCB Waste, and the Electricity Business Act, which include the assigning of managers. While conducting storage inspections on a regular basis, we maintain a robust system to ensure the rapid coordination of information among senior management and the president in the event of an earthquake or other disaster. We always stay current on changes in environmental regulations, share information among environmental working groups, and optimize our operations in a timely manner. In addition, we are striving to reduce the environmental impact of our supply chain by, for example, urging suppliers to reduce and thoroughly manage the use of hazardous materials based on the NTT DOCOMO Green Procurement Standards.

[Prevention of Environmental Pollution at Each Business Stage]



Main Achievements in Fiscal 2024 and Goals for the Coming Years

We collaborate with other companies in the NTT Group to ensure the proper awareness and communication of environmental laws and regulations, as well as pollution control measures, emissions standards, the PRTR Law, and related reporting. We also enhance compliance training and focus on ensuring both legal compliance and effective risk management.

As a result of our ongoing efforts to reduce emissions and waste generated by business activities, manage and dispose of hazardous substances properly, and strengthen compliance education, there were no environment-related accidents, fines, complaints, or related legal issues in fiscal 2024.

The NTT DOCOMO BUSINESS Group has set a target to make EVs account for 100% of the corporate fleet used in Japan by fiscal 2030. To achieve this, we have reviewed the number of vehicles and promoted eco-driving to reduce fuel consumption of the corporate fleet across the Group. We have also been working to reduce emissions of other air pollutants while ensuring compliance with relevant laws and regulations.

Furthermore, we have begun contributing to environmental protection and pollution prevention through our business activities. As part of our DX promotion support for small and medium-sized companies, we assisted an industrial waste treatment facility in improving operational efficiency by using AI predictions in water discharge management. This initiative has become a model for how our business activities can contribute to environmental protection.

Risks and Opportunities

Waste emissions that impact the environment arise not only from our business operations but also from the daily production and consumption activities of all people. As a result, environmental pollution is advancing worldwide and becoming an increasingly serious problem for society. As a company, failing to implement sufficient preventive measures against the leakage or discharge of chemical pollutants from our business activities, or neglecting proper treatment and management, could exacerbate environmental harm, disrupt ecosystems, and potentially lead to health risks for local communities by polluting their living environments. Furthermore, this could result in social criticism, a decline in reputation and trust, and a loss of competitiveness, which could seriously jeopardize our business continuity.

On the other hand, we believe that fostering robust compliance awareness of the harm chemical pollutants can cause, related countermeasures, and proper management methods in accordance with relevant laws will lead to the steadfast prevention of pollution while reducing management and recovery costs. In addition, preventing related accidents and communicating responses to harmful substances both internally and externally will enhance social trust and expand business opportunities.

Initiatives to Address Environmental Pollutants

Preventing Air Pollution

Our business activities produce NOx and SOx emissions, which cause air pollution.

The subsea cable-laying vessels *Kizuna* and *Subaru* have an electric propulsion system that optimizes the number of engines in operation in accordance with the load from the type of the subsea cable being laid and changes in the weather at sea. By controlling the number of engines in operation, we keep down the amount of heavy fuel oil used while reducing emissions of NOx and SOx.

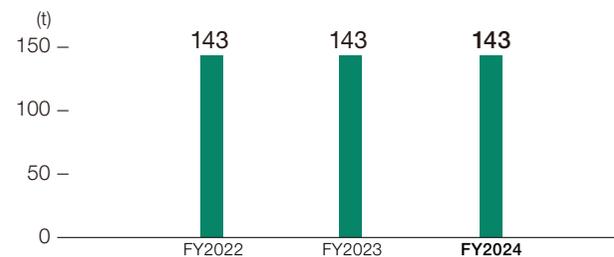
Other sources of NOx and SOx emissions include the gasoline and diesel used by the corporate fleet, as well as the use of backup power supplies in telecommunications facilities. To reduce gasoline and diesel consumption, we will continue to review our vehicle fleet numbers, promote the use of EVs, and encourage eco-driving to contribute to global warming mitigation and air pollution prevention.

Controlling Ozone-Depleting Substances

We dispose of ozone-depleting substances in an appropriate manner. The volume of specified halons used in our fire extinguishing equipment in fiscal 2024 was approximately 143 tonnes, unchanged from the previous fiscal year.

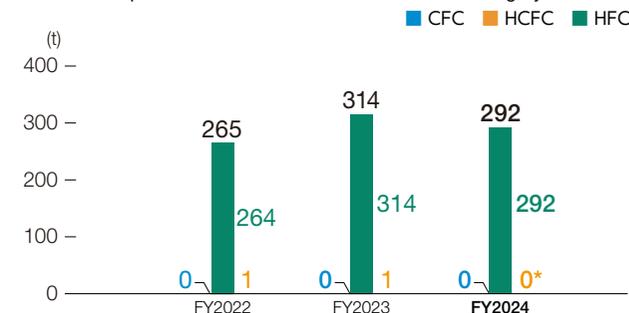
The volume of specified Fluorocarbons used in our air-conditioning equipment in fiscal 2024 totaled 292 tonnes, a decrease of 21 tonnes from the preceding fiscal year.

[Volume of Specified Halons Used in Fire-Extinguishing Equipment]



Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies

[Volume of Specified Fluorocarbons Used in Air-conditioning Systems]



Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies

*Less than 0.5

Addressing Asbestos Concerns

Asbestos remediation for buildings and offices involved the implementation of airborne asbestos surveys of buildings for which asbestos had been spray-applied in order to confirm that levels did not exceed statutory limits, as revised in September 2006. Since fiscal 2019, we have been conducting an annual survey of four buildings to confirm that airborne emissions have been below the statutory limit at all buildings subject to legal compliance. We will continue appropriate measures, such as the removal, containment, or enclosure of asbestos in buildings where it is present, in compliance with manuals issued by the Japan Construction Occupational Safety and Health Association and local authorities. In response to the revision of the Air Pollution Control Act in April 2021, we have investigated, analyzed, and reported the presence of asbestos in construction waste generated by our business activities, in compliance with national standards. To ensure proper treatment in accordance with the relevant laws, we have also established an internal system for selecting

disposal contractors, created operational workflows, and conduct regular internal workshops on related regulations.

Storage and Management of PCBs

The NTT DOCOMO BUSINESS Group appropriately manages devices that contain polychlorinated biphenyls (PCBs). Such devices were used in the past as insulators for electrical facilities. As a policy for PCB storage, we have established a set of guidelines prescribing early detoxification treatment as well as methods for ascertaining conditions and management when the use of equipment containing PCBs is to be continued. We also monitor compliance with these guidelines and track violations of relevant laws as indicators for our material sustainability issues.

Since fiscal 2021, we have been detoxifying equipment found to contain any PCBs based on the PCB inspection survey conducted in fiscal 2020.

In fiscal 2024, there was one violation of laws and regulations related to PCBs, when an electric ballast containing high concentrations of PCBs was discovered at one of our facilities. Upon discovery, we immediately notified the local government and the regional environmental office and promptly arranged for the disposal of the PCB waste. No penalties or fines were imposed in connection with this matter. Following the incident, we launched an investigation and are working to prevent a recurrence.

Meanwhile, we are systematically removing low-voltage capacitors that may contain low concentrations of PCBs, and aim to complete this by the disposal deadline of the end of fiscal 2026.

[Number of Transformers Stored]

	FY2022	FY2023	FY2024
Number of Transformers Stored	0	4	0

Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies

[Number of Capacitors Stored]

	FY2022	FY2023	FY2024	
Number of Capacitors Stored	High-voltage capacitors	0	0	0
	Low-voltage capacitors	4	16	0

Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies

[Number of Electric Ballasts Stored]

	FY2022	FY2023	FY2024
Number of Electric Ballasts Stored	112	0	5*

Scope: NTT DOCOMO BUSINESS, Inc. and 19 Group companies

* Regarding the equipment found on our premises that contained high concentrations of PCBs, we immediately took the necessary administrative steps upon its discovery and arranged for its proper disposal.

Chemical Substance Management in Anticipation of Emergencies

Against a backdrop of natural disasters occurring frequently on a global scale, there is a growing public concern over the management systems for environmental pollutants in times of emergency. Leveraging our expertise as an owner and operator of IT infrastructure, we have been thorough in establishing storage and management systems while also bearing in mind the possible occurrence of unlikely events. In the management of PCBs in particular, we have implemented a management system while taking into account factors such as earthquakes, fires, flood controls, lightning protection, puncture resistance, ventilation, and security. By carrying out periodic inspections, we are constantly confirming that such substances are properly managed. Moreover, we maintain a system for quickly confirming the secure storage of chemical substances and reliably ensuring operational readiness in the event of major earthquakes and other disasters in order to prevent damage when one strikes as well as in the occurrence of secondary disasters.

Cases of Major Leakage

There were no incidents involving major leakages of hazardous substances in the NTT DOCOMO BUSINESS Group in fiscal 2024.

Transport, Import, and Export of Toxic Waste

We handle PCBs in strict accordance with the Act on Special Measures concerning Promotion of Proper Treatment of PCB Wastes and the PCB Waste Collection and Transport Guidelines issued by the Ministry of the Environment.

Contributing with AI to Environmental Pollution Prevention

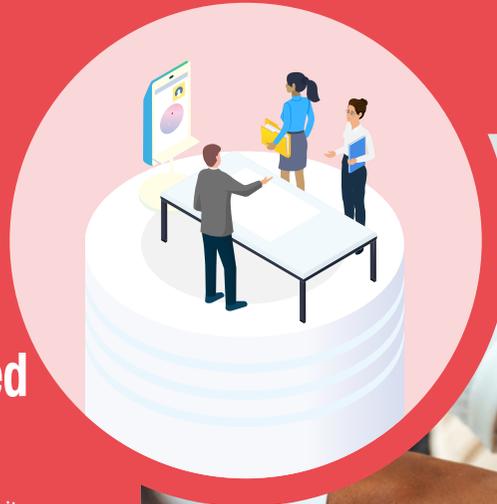
The NTT DOCOMO BUSINESS Group contributes to environmental protection not only by preventing pollution through its business activities but also by leveraging its strength in providing AI-driven DX support. In a DX support project for an industrial waste final-disposal facility, we provided Node-AI, which is a no-code AI development tool that enables time-series data analysis, to manage drainage water quality. Using this tool, we helped facility staff develop their own high-precision water quality prediction model.

In this project, if the predicted water quality falls within the reference values, inspections on holidays can be skipped, resulting in an expected reduction of approximately 500 work hours and more than 1 million yen in personnel costs annually. The project has become a model for protecting the surrounding environment through appropriate and safe management of a final-disposal facility while simultaneously advancing the company's sustainable growth.

Moving forward, we will further expand our AI- and IoT-based DX support for customers, helping to achieve both environmental protection and operational efficiency, and thereby contributing to society.



Human Resources



Undertaking Business with Respect to Employees While Enabling Them to Succeed

The source of competitiveness of NTT DOCOMO BUSINESS is the power of its people. Employees drive the operations of the Company as partners who grow with it as they pursue their own happiness and personal development.

Management that draws strength from diversity has recently been gaining attention around the world. In this context, the NTT DOCOMO BUSINESS Group aspires to grow with its employees by implementing advanced initiatives for human resource development to ensure their well-being.

By emphasizing actions for turning diversity into a competitive edge, we have taken on the challenges of multifaceted programs that promote human resource development and workstyle reform as well as the expansion of diverse forms of employment. We want to develop a sustainable society by actively applying the knowledge and skills accumulated in the course of our efforts as our contribution to society.

Targeted SDGs



› 081 Human Capital

Priority Activities	
	› 085 Development of Human Resources
	› 095 Promotion of Diversity, Equity, and Inclusion
	› 106 Respect for Human Rights

Human Capital

People are the driving force for creating value in the world and realizing a sustainable society. Here we introduce the NTT DOCOMO BUSINESS Group's stance and initiatives on human capital.

Governance

To create businesses with mid- to long-term competitive Risk Management advantages for sustainable business growth and enhanced corporate value, it is essential to formulate and implement integrated strategies and investments as the source of competitiveness. We established the Human Resource Strategy Committee from this perspective to discuss, examine, and promote the formulation and execution of human resource strategies and development policies linked to our management strategies. Through the committee, we have developed a management governance structure that includes the formulation of mid- to long-term strategies and implementation management based on KPIs under major HR management themes, such as human resource portfolio management, strategic allocation of human resources for strengthening businesses, and resource management policies based on labor productivity indicators.

The committee also collaborates and deliberates with the Sustainability Management Committee on key human resource issues and periodically reports to the Board of Directors.

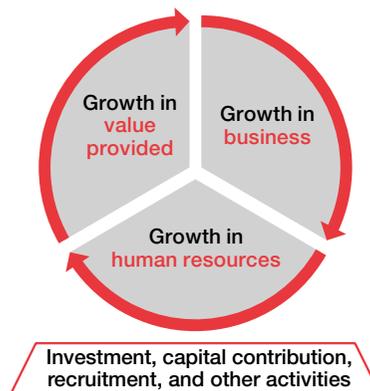
P012 Please also see our Sustainability Management Promotion Framework.

[Overview of Human Resource Strategy Committee]

	Details
Purpose	Discuss, examine, and promote the formulation and execution of human resource strategies and development policies linked to management strategies
Composition	Chairperson: Senior executive vice president (in charge of corporate affairs) Members: Senior executive vice president, heads of divisions, senior vice president of Corporate Planning, senior vice president of Human Resources
Meetings	Held as required by the discussion agenda, about once every quarter
Discussion topics	(1) Human resource strategies and policies linked to management strategies (2) Human resource measures and policies for expanding businesses and resolving business issues
Secretariat	Human Resources

We have also established the Sustainable Growth Cycle (SGC), which combines growth in human resources, value provided, and business, as well as Sustainable Growth Metrics (SGMs) to promote management for sustainable business growth by visualizing progress to achieve change based on periodic and quantitative monitoring.

[Sustainable Growth Cycle]



The SGM for human resource development sets key metrics for driving growth, including the rate of filling priority personnel by business promotion category, diversity indicators, resource reallocation status, and engagement scores. Monitoring cycles take into account changes in each indicator, and the results are reported to bodies such as the Human Resource Strategy Committee, which discuss issues and potential solutions.

Risk Management

We have established the Risk Management Rules to achieve sustainable corporate growth by anticipating and preventing the occurrence of potential risks that exist in and around our business and by minimizing any loss in the event they materialize. Risk management is conducted by the Business Risk Management Committee, chaired by the senior executive president, and we consider human risk as a Companywide concern. With regard to human resources, we assume the following as major risk items and examine the scenarios and the scope of impact while also establishing monitoring methods to conduct periodic risk management.

Geopolitical risk

- Rise in political, social, and military tensions in certain geographic locations makes it difficult to ensure the employee safety

Resilience-related risk associated with natural disasters

- Natural disasters such as typhoons, floods, earthquakes, and volcanic eruptions result in employee casualties

Pandemic risk

- Outbreak of an infectious disease pandemic results in employees becoming infected

Risk related to response to human rights issues

- Incidents of harassment and inappropriate corporate response
- Deterioration of a working environment and reputational risk caused by discriminatory comments or behavior based on gender, disabilities, or being insensitive to issues of religion and race

Risk related to corporate governance

- Insufficient control over Group companies and lack of coordination

Risk related to human resources (recruitment, training, and workstyles)

- Inability to recruit and train necessary human resources
- Decline in employee motivation leading to resignations
- Increased dissatisfaction related to promotions, transfers, evaluations, and growth opportunities
- Stagnation of personnel assignments, aging workforce, and increase in retirements
- Outdated programs for human resource development
- Occurrence of mental and physical illness among employees

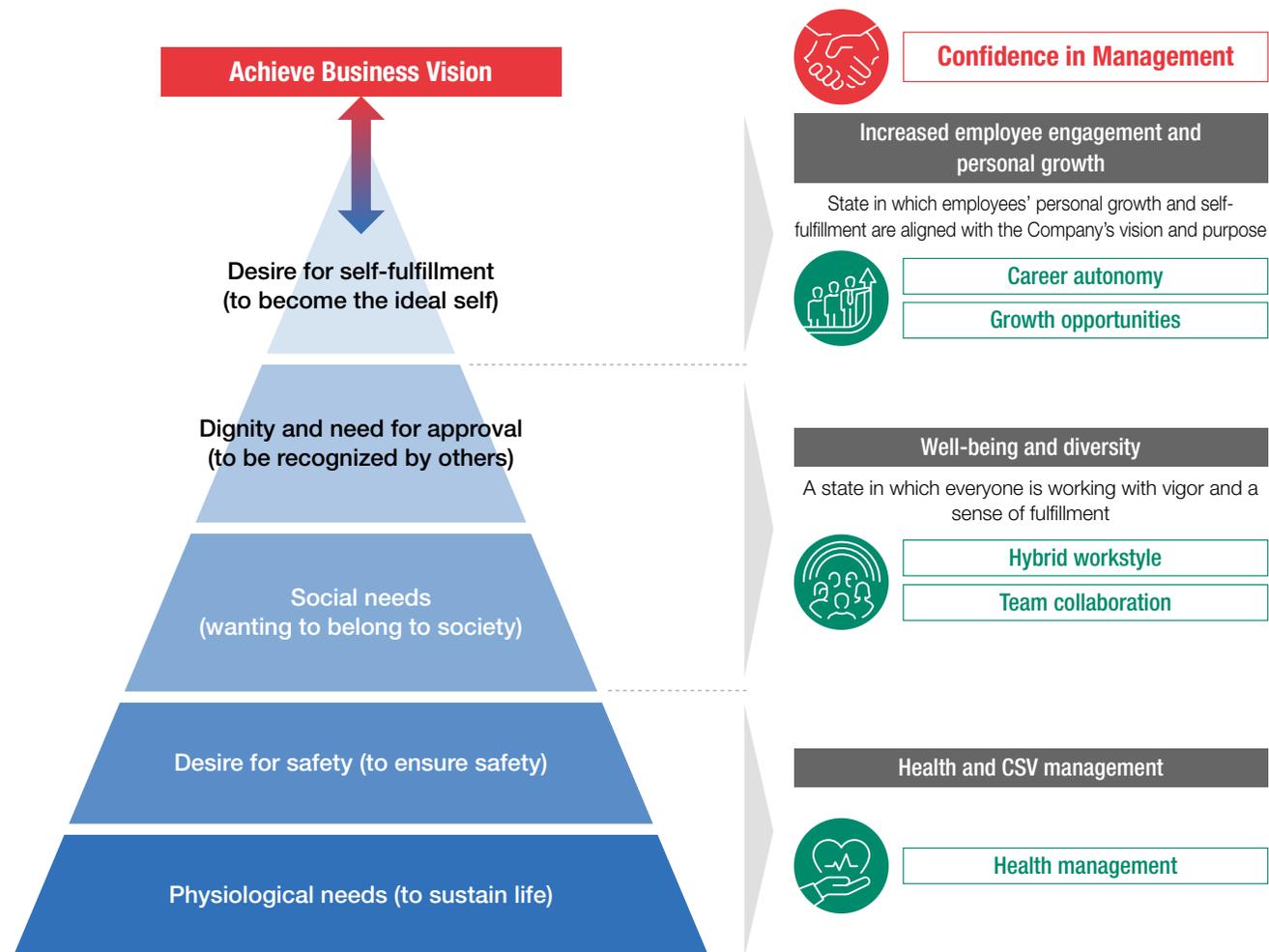
Conduct risk to stakeholders

- Unreasonable treatment or refusal to hire or promote minority employees due to failure to recognize value of diversity
- Concentration of workload on specific employees and lack of improvement in work efficiency resulting in long working hours and accumulated physical and mental stress as well as a delay in understanding the situation and inappropriate corporate response due to insufficient communication with relevant employees

We will ensure employee safety and security, boost motivation, and encourage personal growth by steadily addressing these risks, led by risk managers.

Strategy

To achieve our business vision, we are striving in various ways to fulfill the intrinsic motivation we all possess naturally and to help each employee achieve self-fulfillment and personal growth by maximizing their abilities.



Confidence in Management

We intend to achieve a state in which employees have confidence in management by transparently and honestly disclosing information, providing opportunities for employee dialogue, and continuously investing in human resources.

Increased Employee Engagement and Personal Growth

We want to develop a state in which employee self-fulfillment and personal growth are aligned with the Company's vision and purpose.

▶ Career Autonomy

Based on our vision of supporting lifelong career development for self-fulfillment, we will establish an environment and structures that enable employees to independently learn and grow toward achieving career autonomy. In addition, the Career Design Office was established in 2020 to support employees as an organization specializing in career consulting, and the Motivating and Stance Theory, which summarizes the wisdom and expertise accumulated in the Career Design Office, is available to all managers for improving supervisor career support and interviewing skills. As a mechanism for enabling employees to envision their career pathway, we introduced BoostPark, a career autonomy support system that facilitates the use of job-related data such as open posts listed in the JobBoard talent management system, information on learning opportunities such as training sessions, and personnel information as reference materials for career development.

By encouraging employees to think, decide, and act on their own, we hope to improve job satisfaction, link value creation and enhanced productivity to business growth, and increase engagement through a cycle of growth for both employees and the business.

▶ Growth Opportunities

As a leading DX company, we support autonomous upskilling for the sake of having all employees select and participate in in-house learning and educational content in the areas of data utilization, business/design, and engineering so that they can acquire new knowledge and skills that will contribute to DX and be applied to decision-making and work. We are fostering a culture in which individual employees can learn autonomously, openly learn from each other, and improve their personal skills together.

We also provide an online platform with options and information on learning and work and have created an environment in which employees can realize their careers through daily operations, thereby encouraging personal growth with a rich diversity of skills and experience. Options include an internal recruitment system that enables them to apply for positions required by the organization, an internal scouting system in which the organization offers positions to employees who have applied, and a dual work system in which staff can participate in work that is different from their main duties.

Well-Being and Diversity

We are striving to create an environment in which everyone works with vigor and a sense of fulfillment.

▶ Employment, Training, and Promotion of Diverse Human Resources

We are developing an environment in which members from various backgrounds respect each other, with the goal of realizing the well-being of each individual and creating new innovations. Specifically, we have continuously implemented measures such as supporting the career development of female managers, assisting employees facing major life events, and employing people with disabilities in consideration of their aptitudes so that each employee can maximize their abilities.

▶ Hybrid Workstyles

We are working to build a strong team by developing working environments that enable employees to choose a highly flexible workstyle and workplace that combines face-to-face and remote operations according to the characteristics of their responsibilities and by increasing activities that generate more collaborative opportunities that also emphasize face-to-face communication. In July 2022, we introduced a system that allows employees to choose not only where to work but also where to live, allowing them to choose a workstyle that does not involve only relocation or moving to a new location exclusively (approximately 312 employees were using this system by the end of July 2025). We will further promote “work-in-life” (work as an important part of life) by creating a flexible environment in which each employee can freely design their own workstyle.

▶ Team Collaboration

In addition to widely establishing and improving the quality of one-on-one meetings as a means of interactive communication for supporting members' growth, and

cultivating a culture of mutual praise and recognition, we have also launched an organizational development initiative to promote collaboration and co-creation based on dialogue. We intend to create a workplace in which diverse personalities are respected and recognized and employees can learn from experience through repeated trials to create new value. This is premised on ensuring a sense of security for employees by creating an environment where they can freely communicate and collaborate across organizations and teams.

Health and CSV Management

▶ Health Management

By creating environments where employees can continue to work safely, in good health, and with peace of mind, NTT DOCOMO BUSINESS promotes human capital management so that employees can thrive, as well as health management for maintaining and promoting the physical and mental health of employees and their families, as the most fundamental initiative of our business operations. In addition to the thorough implementation of occupational safety and health management, we promote employee health through measures for maintaining physical health, such as walking events, programs for healthy sleep, and specific health guidance, as well as mental health support, including fixed-point checks based on monthly pulse surveys and training on self-care and line care for young employees, transferees, and managers.

▶ CSV Management

We promote eco-friendly initiatives through activities such as having all employees understand how much carbon

dioxide is emitted in their daily lives, and we are working to reduce these emissions through eco-action, as well as by preserving Satoyama. We also provide our employees with a wide range of opportunities for participating in social contribution activities such as pro bono activities in which they volunteer the skills and techniques developed through their work, as well as various fundraising activities to create a corporate culture in which our employees can be proud of these activities.

Indicators and Targets

In accordance with our Sustainability Policy, we implement human resource management by establishing priority activities and related KPIs for each of our priority activities in the Priority Area of “human resources”: development of human resources; promotion of diversity, equity, and inclusion; and respect for human rights.

P.020 ▶ For more information on our KPIs, see KPIs, Targets, and Outcome of Activities in this report.

Priority Activities

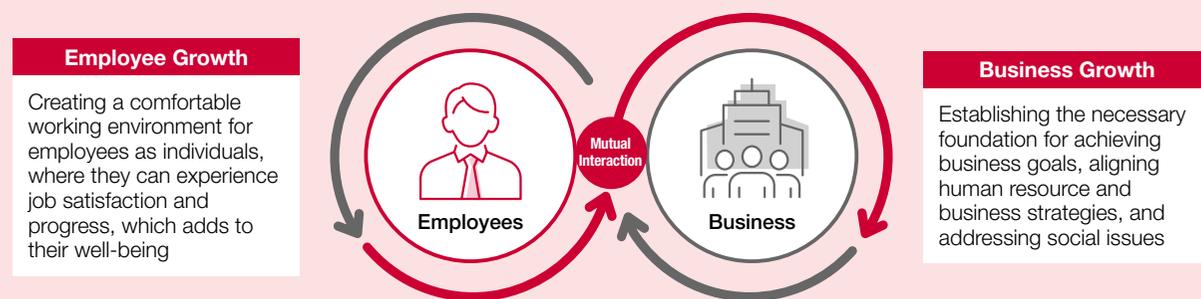
Development of Human Resources

Our Approach

Under our basic policy of creating a virtuous cycle of mutual growth for both employees and the business, we are implementing a range of human resource development initiatives, including the ODYSSEY human resource development program, based on the perspective of achieving growth for both employees and the business. In terms of employee growth, we support them so that they experience job satisfaction and forward momentum, and engage with them to cultivate a mindset of taking on challenges and demonstrating initiative, which is essential in today's unpredictable VUCA era, while advancing their overall well-being.

For the growth of our business, we are developing highly skilled human resources in priority areas and implementing Groupwide efforts to enhance DX capabilities that are required in many business domains. In addition, to strengthen the bilateral benefits of these efforts, we create mechanisms for employees to channel their aspirations for growth into the business.

[Mutual Growth Cycle for Employees and the Business]



Based on the Three Concepts: Talent, Open, and Active, ODYSSEY provides options and information that enable individuals to find their path to self-fulfillment. The Three Concepts signify introducing talent as a common indicator, fostering an open corporate culture, and establishing environments where employees can make their own choices and take action, thereby indicating the direction of growth for employees. We also promote measures that emphasize both the development of personnel capable of driving DX and the enhancement of expertise. We have put into place initiatives that enable employees to strengthen skills necessary for them to contribute to the business. This includes allowing them to take advantage of the self-directed development opportunities the Company offers. We will continue to build sustainable, mutually beneficial relationships with our employees.

Three Concepts of ODYSSEY	
1 Talent	By visualizing the skills of employees and the image of human resources needed in each business field through common indicators (talent profiles and skills), employees can set clear goals for improving their skills, and the Company can efficiently take action with limited resources.
2 Open	By disclosing the skills and past experiences of other individuals, employees can discover role models and peers, while a culture of mutual learning is fostered by showing and visualizing the learning process.
3 Active	By providing information and options for finding a path to self-fulfillment through policies and systems, employees are encouraged to grow on their own through self-reflection while gaining opportunities to take on challenges and achieve growth based on their results.

Main Achievements in Fiscal 2024 and Goals for the Coming Years

As we believe that the Group's sustainable growth depends on providing workplaces where every employee can continue to grow with a strong sense of ownership, we support self-driven career development throughout their careers and the maintenance and enhancement of employability. In fiscal 2024, we strengthened initiatives that help employees envision their careers, including the launch of Compass, a set of internal role models, and the expansion of our cross-border programs.* To support employees in shaping their careers within the Company, we internally posted the stories of around 70 employees who have pioneered in showing the way forward. In addition to highlighting current internal dual-role initiatives, our cross-border programs introduced external dual-work arrangements as well as a program for employees to focus entirely on activities outside the Company for one year, thereby offering more opportunities to reconsider their careers through experiences in fields outside their own.

Meanwhile, we also put into operation the methods for identifying and managing the human resource information that we had been developing since fiscal 2023, which utilize talent profiles and skill levels aligned with the personnel required by our business strategies. We defined core DX personnel as those with the skills needed to accelerate digital transformation, implemented

plans for expanding these skills to roughly half of all employees, and reached our target in fiscal 2024. We provide a range of development programs, including capability-building initiatives in specialized domains within the Center of Excellence (CoE) and training by technical advisors, which help employees acquire advanced skills and apply them to our businesses.

Going forward, while more deeply instilling the concept of career autonomy, we will strengthen our support for employees who face specific career challenges, such as middle- and senior-level staff. In addition, to strategically close human resource gaps through upskilling, we will further refine our human resource development plans and ensure that our staffing levels align with our business needs by improving our human resource portfolio management. We will also reinforce initiatives so that all employees across all areas gain at least a basic level of proficiency in AI, data utilization, security, and business relations.

* Activities inside or outside the Company that differ from current roles (dual work, temporary assignment, study, volunteer activities, etc.)

P.087 For more information on our human resource development initiatives, see "Initiative for Human Resource Portfolio" in this report.

[Center of Excellence Support for Human Resource Development]



CoE organizations

Design CoE (design studio KOEL)

KOEL

DESIGN STUDIO by NTT Communications

1. Visioning

4. Communication design

2. Business development

5. Organizational design

3. Business improvement

6. Human resource development



For more information on Design CoE, see:
<https://www.ntt.com/lp/koel#solution> (in Japanese only)

Data Scientist CoE (Digital Transformation Division)



Security CoE

(Information Security Division, N.F. Laboratories)



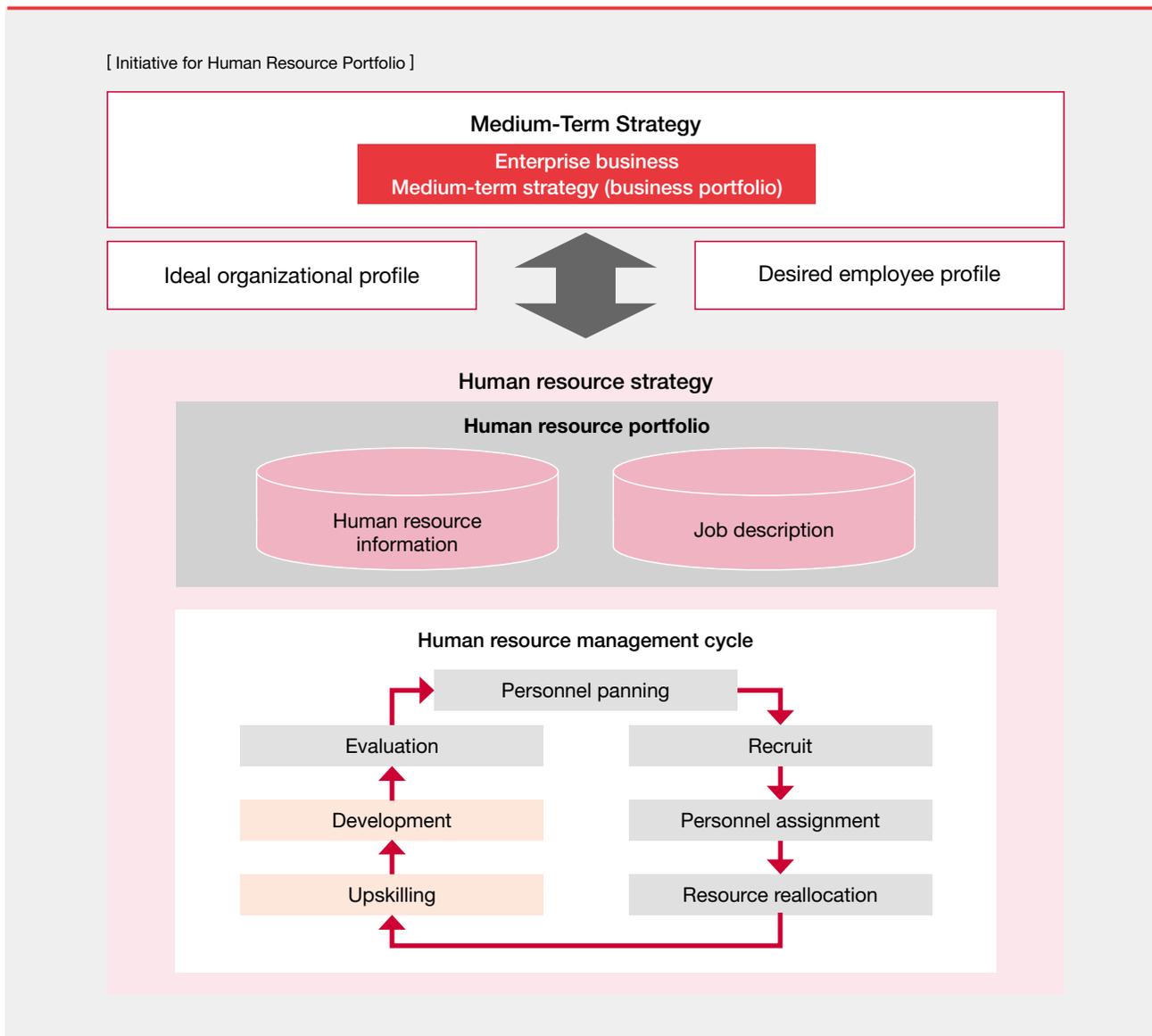
Training Biz

Outsourcing Biz

R&D



For more information on N.F. Laboratories, see:
<https://nflabs.jp/business/> (in Japanese only)



Risks and Opportunities

In identifying the risks involved in human resource development, there are concerns that a decline in employee vitality or an exodus of human resources could occur if every individual from a diverse human resource pool is not afforded the support for playing an active role through sufficient training, motivation maintenance, growth opportunities, personnel assignments, and evaluation. Obsolete human resource development programs in particular can easily lead to delays in training to gain key skills for the future or a decline in motivation. This could increase dissatisfaction with the company and hinder the medium- to long-term fulfillment of human resource needs.

In terms of opportunities, employee motivation can be expected to rise by formulating human resource development plans for strategically filling gaps and annually reviewing programs to provide the required updating. Furthermore, measures such as the adoption of programs that encourage active participation are expected to boost growth opportunities and minimize dissatisfaction with personnel assignments.

Systems for Human Resource Development and Evaluation

Education and Training Systems

We provide a range of training programs designed to support employee skill development and encourage appropriate career path choices.

The new training program covers not only NTT DOCOMO BUSINESS Group strategies and systems but also business conduct and attitudes. This helps to deepen employee understanding of the value and importance of always seeing and acting from the customer's perspective. To form the foundation for improving the basic skills of our employees and for autonomy in their careers, we also have learning management systems and provide practical training through experience-based learning cycles that improve self-management.

All employees gain hands-on experience in accordance with the career development plans they formulated and choose suitable training courses in consultation with their supervisors. Our rank-based training programs reinforce the acquisition of skills required by each rank, including training for younger, entry-level employees, milestone training for middle-level employees at the age of 30,

management-level training for section managers, and next-generation leadership development programs for higher-level employees. We also provide general Off-JT training for employees, including public lectures that offer around 1,300 training courses on varied topics, as well as training organized by CoE organizations and technical advisors. In addition, we offer distance learning courses to promote self-driven skill development and support for acquiring qualifications. For middle managers, who play critical roles in employee management, we strengthen our support by providing training for newly appointed and current section managers and training to enhance their career support capabilities, helping them address increasingly complex employee consultations.

From a business perspective, there is a need to reinforce our software development capabilities and firmly establish modern product development methods in order to work

with customers to create new value that will bring about change in society. To strengthen these areas, we invited three technical advisors with considerable knowledge and abundant experience to speak with our employees, thereby providing valuable opportunities to receive insights from experts. We also provide wide-ranging support, from regular study groups to assistance for individual projects and support for organizational reform.

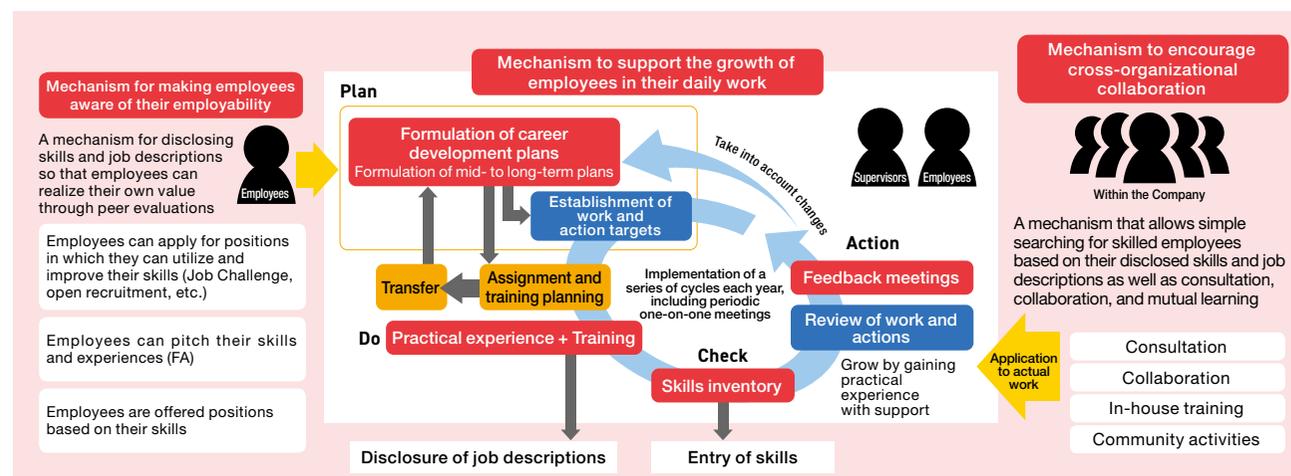
In fiscal 2024, the average training cost was 264,000 yen for an average of 16 hours per employee. To cope with the disruptive change associated with remote workstyles, we believe it is necessary to emphasize employee-driven learning and career development that is more autonomous. To that end, in addition to providing employee training required for carrying out jobs and developing careers, we will enhance courses that are highly needed by each organization.

[Number of Participants and Participation Rate in Rank-Based Training Programs]

Type	Number of applicable employees	Number of actual participants	Participation rate (%)
Age-30 employee training	227	217	95.6
Section manager training (upon assignment)	120	120	100
Section manager training (in 3rd year after assignment)	120	116	96.7
Next-generation leader development program	100	100	100

Scope: NTT DOCOMO BUSINESS, Inc. only

[Human Resource and Career Development]



[Job-Based Training System]

		Rank-based training	Training (Off-JT)				Group-wide Training Initiatives (support for self-development)										
Managers	Expert Grade	Executive training	<table border="1"> <tr> <th colspan="3">Public lectures</th> <th>Training organized by CoE organizations</th> <th>Training by technical advisors</th> </tr> <tr> <td> Competency Training E.g.: Critical thinking training </td> <td> Specialized skill training E.g.: AI literacy training </td> <td> Training for enterprise business skills E.g.: Training on formulating REP and key points </td> <td> E.g.: Training for strengthening data analytics </td> <td> E.g.: Product management training </td> </tr> </table>				Public lectures			Training organized by CoE organizations	Training by technical advisors	Competency Training E.g.: Critical thinking training	Specialized skill training E.g.: AI literacy training	Training for enterprise business skills E.g.: Training on formulating REP and key points	E.g.: Training for strengthening data analytics	E.g.: Product management training	Distance learning Support for acquiring qualifications Support for language courses Micro Learning Support for book-based learning (learning share)
		Public lectures					Training organized by CoE organizations	Training by technical advisors									
Competency Training E.g.: Critical thinking training	Specialized skill training E.g.: AI literacy training	Training for enterprise business skills E.g.: Training on formulating REP and key points	E.g.: Training for strengthening data analytics	E.g.: Product management training													
Training for new and current section managers																	
Leadership level		Milestone training at age 30															
Middle level																	
Entry level		Training for new and younger employees															
Purpose		Providing input of skills required by each rank (common skills)	Boosting competence	Enhancing skills required in specialized areas	Enhancing domain skills required in corporate business	Developing human resource in areas offering opportunities for enhancement	Agile product management	Providing various supportive measures from multiple perspectives to promote autonomous learning									

Support for Career Design

Every employee must achieve career autonomy to think about their own career and remain motivated to continue working. We therefore implement a variety of measures, such as career design training, to help employees design their careers. We help them through multiple approaches, including periodic career interviews with supervisors, sessions with career consultants, initiatives allowing them to gain cross-border experience, and by providing tools that indirectly support career development.

Looking ahead, we will review the effectiveness of our initiatives and conduct evaluations to determine which should continue, while also ensuring that each investment provides optimal results. Furthermore, we will strengthen measures that contribute more directly to business growth, such as by enhancing training programs to develop the skills of employees involved in priority areas.

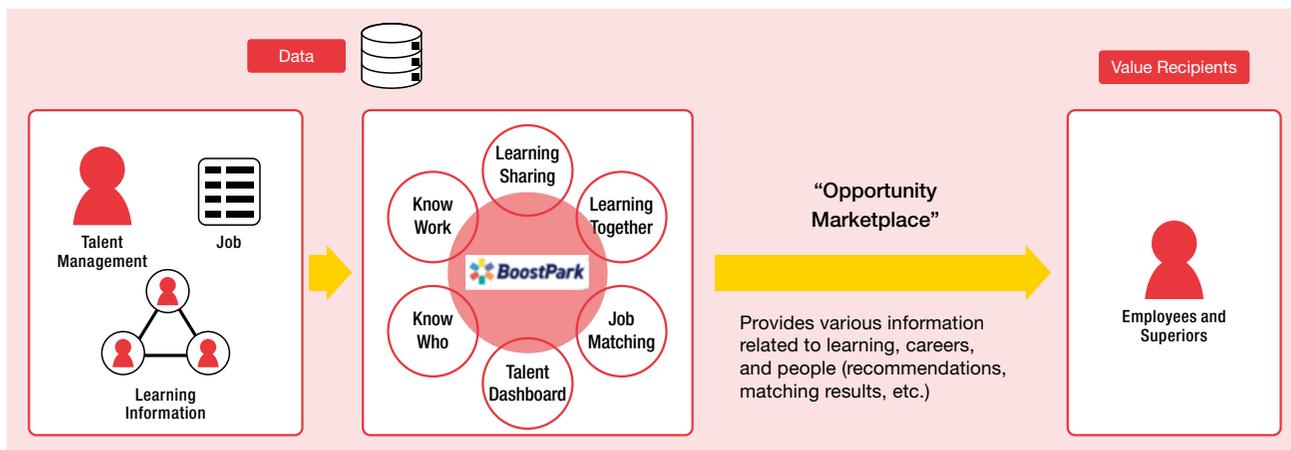
[Measures to Support Career Development]

	Career Design Training	Support for Career Development	Cross-border Experience	Fostering a Career Autonomy Culture		
Veteran employees (including managers)	Milestone training at age 48	Training for enhancing career support skills	Career consultation	Dual work inside and outside the company	Career Design Fest, docomo academy	Tools and systems used to support careers
	Training for employees in their 40s and 50s (optional)					
Mid-career employees	Training for employees in their 20s and 30s (optional)				Compass, BoostPark, Career Autonomy Portal, Motivating Stance Theory	
Younger employees	Training for first- and second-year employees					
Purpose	Providing hints for designing careers according to the requirements of each age group	Building a system for supporting the careers of supervisors and subordinates	Providing opportunities for action and practice	Creating an environment that facilitates thinking about careers and taking action		

▶ System for Supporting Career Autonomy

NTT DOCOMO BUSINESS has introduced BoostPark, a system for supporting career autonomy, to provide more opportunities for envisioning career paths. BoostPark enables employees to access post information and human resource data from the talent management system, job data from JobBoard and open posts for including dual-work posts, and information on learning opportunities such as ongoing training sessions. Information from all departments is made available as position data, and the system also serves as an internal knowledge-sharing platform: KnowWork. We intend to expand the use of BoostPark as an Opportunity Marketplace, where employees can learn about each other and their respective jobs, engage in mutual learning and sharing, and encounter a variety of opportunities. After entering their career aspirations into BoostPark and setting goals, employees receive recommendations on opportunities for learning and work within the Company, which facilitates career development.

[BoostPark]



▶ Career Fest

In fiscal 2024, and continuing from the previous year, we organized the Hello! Career Fest for Everyone, an in-house event designed to provide opportunities for career seminars and mutual exchange. Over the one-month period, more than 3,000 employees viewed career-related content, and 1,325 employees participated in seminars and other online events. These events increasingly provide opportunities for employees to reflect on their careers by fostering psychological safety.

▶ Enhancement of Career Interview Skills

We established the Career Design Office in 2020, which has interviewed over 6,000 employees from NTT DOCOMO BUSINESS and all Group companies to date in its responsibility to support career autonomy. Achieving career autonomy, however, depends upon recognizing the urgency to improve career interview skills for dedicated career support staff as well as supervisors who deal with their subordinates on a daily basis. The Motivating Stance Theory is a handbook that compiles the wisdom and expertise accumulated by NTT DOCOMO BUSINESS' Career Design Office for improving the career interviewing skills of supervisors. It includes a 500-page manual, 10 sets of video teaching materials, and a Q&A section with 700 questions. We made the handbook available to all managers and are also holding individual study sessions for each organization to improve the career interview skills of managers. The Motivating Stance Theory received the HR Award*1 and Good Career Company Award*2 in 2002 (the first time the Company has received both awards in the same fiscal year).

Apart from these measures, skilled career consultants from the Career Design Office periodically provide career training and conduct interviews for Company athletes to enhance their expertise and market value as businesspersons to promote career autonomy. We are developing a program for strengthening the career autonomy of athlete-employees as a way for introducing this initiative to companies with sports teams. We also have a program that supports the second careers of managers by matching them with NTT Group companies and affiliates hoping to hire managers from the NTT DOCOMO BUSINESS Group who possess specific skills and experience.

In fiscal 2025, we are further enhancing the opportunities and environments we provide for employees to think autonomously about their future careers while strengthening support for employee growth, including helping supervisors develop their career support capabilities.

*1 HR Awards are presented to initiatives that promote the growth of people and organizations based on voting by 240,000 HR professionals nationwide. In fiscal 2022, 13 companies out of 388 entries received awards. NTT DOCOMO BUSINESS received the Excellence Award in the planning and human resources category.



HR Award Recipient Interview

<https://jinjibu.jp/article/dett/tonari/3031/> (in Japanese only)

*2 Good Career Company Awards are presented by the Ministry of Health, Labor and Welfare to companies that are committed to the autonomous career development of their employees. In fiscal 2022, 16 companies received awards out of 89 entries, with NTT DOCOMO BUSINESS winning the Innovation Award.



Good Career Company Award 2022 Recipients

https://www.mhlw.go.jp/stf/newpage_30058.html (in Japanese only)

Global Human Resource Development Program

As markets and user needs become increasingly diverse and complex due to rapid changes in social structures

and technological trends, NTT DOCOMO BUSINESS is also committed to developing global human resources who can demonstrate leadership and show results in a highly diverse environment, based on communication skills and specialized skills that meet international standards. Under the Global Challenging Program, an entry-level measure for global human resource development, we sought applications and dispatched 38 employees to our overseas offices in fiscal 2025—double the number from the previous year—advancing the development of human resources who will drive further growth in our global business.

Employees Dispatched to One Young World, a Global Platform for Fostering the Next Generation of Leaders

One Young World (OYW) is one of the world's largest global platforms for developing the next generation of leaders and encouraging global exchanges. The annual OYW Summit brings together more than 2,000 young people from over 190 countries to discuss actions for addressing social issues facing the world. The NTT DOCOMO BUSINESS Group dispatched four employees to the One Young Summits in Belfast in 2023 and Montreal in 2024 to apply the learnings and awareness gained through these events to address social issues, develop global human resources, and create businesses, and it plans to dispatch employees again in fiscal 2025.



Report from the One Young World Montreal Summit
The Positive Cycle of Passion and Action: How Individuals and Companies Make Social Contribution Together

https://www.ntt.com/shines/posts/p-c_20241205.html
(in Japanese only)

Internal Job Posting System

The NTT Group believes in the importance of every employee taking ownership of and autonomously shaping their career and introduced the NTT Group Job Board to support them in these endeavors. Through these initiatives, employees can apply in a timely manner for open positions within the NTT Group, enabling them to freely pursue transfers based on internal job postings.

Around 150 employees of NTT DOCOMO BUSINESS transferred to positions of their choice within the NTT DOCOMO BUSINESS Group and the NTT Group through the NTT Group Job Board, further advancing the development of diverse career paths.

We will continue to raise awareness of this initiative as an option for employee career development, and will strive to further improve the quality of the program as a component of human capital management.

Focus Areas for Human Resource Development

- Business for small and medium-sized enterprises
- Generative AI business
- Security-related services
- Upper layer services
- New areas including design, data science, and business creation
- Human resources capable of bolstering Group companies toward the maximization of total Group power

Personnel Evaluation

In April 2023, the NTT Group introduced new promotion and compensation systems based on expertise for developing mechanisms that enable each employee to acquire and demonstrate ever higher levels of expertise and skills and to create high added value while allowing diverse personnel to autonomously build diverse careers in various fields. We have also revised the systems in which evaluations, salaries, and personnel transfers are determined based on expertise, rather than on years of service, age, or years in the position, so that employees can realize their career visions while maintaining their motivation to acquire higher levels of expertise. Specifically, we established grade standards to clarify the required level of expertise and behavior for each of the 18 newly created specialized fields and established a system in which employees are promoted and paid according to the degree to which they acquire and demonstrate expertise. In addition, we will strengthen support for autonomous career development by shifting to personnel assignments that enable employees to improve their expertise and by enhancing training.

Through these efforts, we will realize a system that allows diverse employees to autonomously build and grow diverse careers while realizing different workstyles, thereby improving EX (employee experience) and creating new added value for our customers.

[Employee Data]

		FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees*	Non-consolidated	5,533	6,760	8,723	9,065	9,353
	Male	4,552	5,550	6,974	7,147	7,275
	Female	981	1,210	1,749	1,918	2,078
	Consolidated	11,602	11,846	16,851	17,175	19,188
Percentage of women in managerial positions* ²		7.2	8.3	9.5	10.5 ³	12.4 ³
Turnover rate* ⁴		2.4	2.6	2.6	2.2	1.78
New employees (foreign nationals)* ⁵		203(5)	257(8)	221(9)	229(3)	271(3)
	Male	137(2)	176(4)	149(4)	147(2)	193(2)
	Female	66(3)	81(4)	72(5)	82(1)	78(1)
	Percentage of women	32.5	31.5	34.1	35.8	28.8
Number of experienced personnel hires		76	79	103	217	289
Ratio of employees with disabilities* ⁶	Non-consolidated	2.41	2.38	4.54	4.90	4.76
	Non-consolidated and domestic Group companies* ⁷	2.23	2.34	2.66	2.75	2.95

*1 As of March 31 for each fiscal year

*2 As of March 31 for each fiscal year, scope: NTT DOCOMO BUSINESS, Inc., including employees seconded to other companies

*3 As of April 1 of the following fiscal year, Scope: NTT DOCOMO BUSINESS, Inc., including seconded employees

*4 As of March 31 for each fiscal year, scope: NTT DOCOMO BUSINESS, Inc., excluding seconded employees

*5 As of April 1 for each fiscal year, scope: NTT DOCOMO BUSINESS, Inc.

*6 As of June 1 of the following fiscal year

*7 NTT DOCOMO BUSINESS, Inc. and 9 domestic Group companies

Employee Motivation

Ongoing Employee Satisfaction Surveys

We have been conducting employee satisfaction surveys since fiscal 2011 and addressing issues identified in the results to improve employee job satisfaction and productivity. In fiscal 2021, we revised the process as an Employee Engagement Survey to compare results on common questions asked by the NTT Group and against average national and international results. As we work toward attaining an average positive response rate of 65% for the four employee engagement questions (over 61% in fiscal 2024), which we call the Engagement 4KPIs, we began using them in fiscal 2023 as indicators of executive compensation and also started incorporating them into plans specific to each organization to encourage improvements.

The results of the fourth survey, conducted in fiscal 2024, showed an improvement in the positive response rate, rising 5 points to 64% for the NTT DOCOMO BUSINESS Group and increasing by 6 points to 68% for NTT DOCOMO BUSINESS.

Compared to the previous year, the fiscal 2024 survey showed improvement and reached a favorable level, with a positive response rate of 75% or higher in items such as “authority and empowerment,” “collaboration,” “psychological safety,” “awareness,” “work life balance,” and “Self as We (team effort).” On the other hand, although the item “survey follow-up” showed some improvement, it still requires attention, with a positive response rate below 50%. In particular, positive response

rates were for “corporate culture and climate,” “strategy penetration,” and “career,” despite the high correlation with engagement, indicating that these areas should be prioritized.

[Outline of Survey]

Period conducted: November 2024
Survey targets: NTT DOCOMO BUSINESS Group employees, contract workers, etc., in Japan
Number of respondents: 22,400 (response rate: 93%)

[Scope of Calculations for Engagement 4KPIs for Fiscal 2024]

Companies: NTT DOCOMO BUSINESS, Inc., NTT DOCOMO BUSINESS ENGINEERING, Inc., NTT DOCOMO BUSINESS CHEO, Inc., NTT DOCOMO BUSINESS SOLUTIONS, Inc., etc.
Survey targets: Employees and contract workers at the above companies

[NTT Group's Four KPIs]

- Willingness to make voluntary contributions—
- (1) I am motivated to contribute more than is required to get the job done at the company
- Attachment to and pride in the company—
- (2) I am proud to work at this company
- (3) I would recommend our company as a great place to work to those I know
- Job satisfaction—
- (4) I gain a sense of personal accomplishment through my work

✓ Engagement 4KPIs → Over **61%** (FY2024)

Earned Silver Ring in Psychological Safety Award 2024

The Psychological Safety Award was hosted by ZENTech, Inc., which engages in team-building efforts centered on psychological safety. NTT DOCOMO BUSINESS entered the Psychological Safety Award 2024 and received the Silver Ring for its ongoing efforts to address the core challenges of organizational development following the business merger, as well as for fostering psychological safety and driving transformation across the organization.



Companies awarded Psychological Safety Award 2024
<https://psychological-safety.jp/archive#d>
(in Japanese only)

Fostering a Culture of Challenge and Creating New Value through the New Business Creation Program (docomo STARTUP)

The NTT DOCOMO Group is pursuing innovation through a lean start-up approach to create services that address social challenges more quickly. As social and customer issues have become more diverse and complicated under intensifying competition, the ability to identify potential issues from the field and rapidly turn them into solutions and profitable businesses has become increasingly important. The lean start-up approach accelerates the launch of commercial tests and enables business

expansion to more effectively address social challenges.

The NTT DOCOMO BUSINESS Group launched the DigiCom contest for new business creation in 2016 as part of efforts to cultivate future core businesses. In fiscal 2022, DigiCom was integrated with the relevant programs of other NTT DOCOMO Group companies and was relaunched as “docomo STARTUP,” a program designed to help employees create new businesses.

The docomo STARTUP program supports the entire process from idea generation to business feasibility studies through the three steps of COLLEGE, CHALLENGE, and GROWTH. Outstanding ideas may be spun off with employees as business owners or pursued as new ventures within the NTT DOCOMO Group.

With participation expanded to cover the entire NTT DOCOMO Group, cross-Company teams have formed, generating ideas from diverse perspectives. By proactively taking on challenges, employees not only establish new businesses but also cultivate a culture of challenge and create opportunities for human resource development. We will continue to provide society with new value by creating new businesses.

[docomo STARTUP]



Other Initiatives

▶ Waku Waku Project

Following the reorganization within the NTT DOCOMO Group, the Business Solution Division has seized the integration of people and organizations as an opportunity for positive change. In this light, it has been steadfastly implementing the Waku Waku Project to create a workplace where everyone can feel excited and engaged.

We regularly hold interactive events in which executives also participate, such as Cozy Coffee, where the president himself serves coffee, and local product fairs. In addition to internal communication events, such as dart competitions and hikes up Mount Takao, we also encourage external engagement, including facility tours by visiting clients in the broadcasting industry.

Initiatives that encourage voluntary participation by employees naturally stimulate conversations across departments and positions, bringing new insights and a sense of unity to the workplace.

We also produce and deliver video content that closely follows young employees, along with internal radio programs that feature conversations between colleagues.

These internal and external communication initiatives significantly raised awareness of the project and played a major role in strengthening engagement over this past year.

We will continue developing systems that enable more employees to participate, and will expand these activities beyond the boundaries of division. Moreover, we will further accelerate value creation across the organization by establishing a workplace in which employee can take active roles and experience a sense of fulfillment.

Labor-Management Relations

The NTT DOCOMO BUSINESS Group guarantees freedom of association and collective bargaining and strives to continuously improve the workplace through the cooperative efforts of management and labor. We have established committees for discussing diverse issues and offer multiple opportunities every year for dialogue between management executives and the labor union. Our labor-management relationship is based on the principles that labor and management should have equal footing, in principle, and that their relationship should be based on the principle of self-governance to maintain independence and responsibility and be founded upon trust; and that we should focus on discussion and strive to resolve matters by gaining mutual understanding and consent, and ensure that both parties comply with matters on which labor and management have reached a conclusion. Union membership in the NTT DOCOMO BUSINESS Group is nearly 100%.

Priority Activities

Promotion of Diversity, Equity, and Inclusion

Our Approach

Under our Promotion of Diversity Fundamental Policy, NTT DOCOMO BUSINESS is committed to creating workplaces and implementing hiring activities that allow personnel with diverse backgrounds to work to the best of their ability, regardless of gender, sexual orientation or sexual identity, age, race, nationality, or disability. To stimulate new innovation and respond to diversifying customer needs, as well as to help employees realize their well-being, we are creating working environments that encourage employees with different personalities and backgrounds to work together with mutual respect and maximize their strengths in their own way.

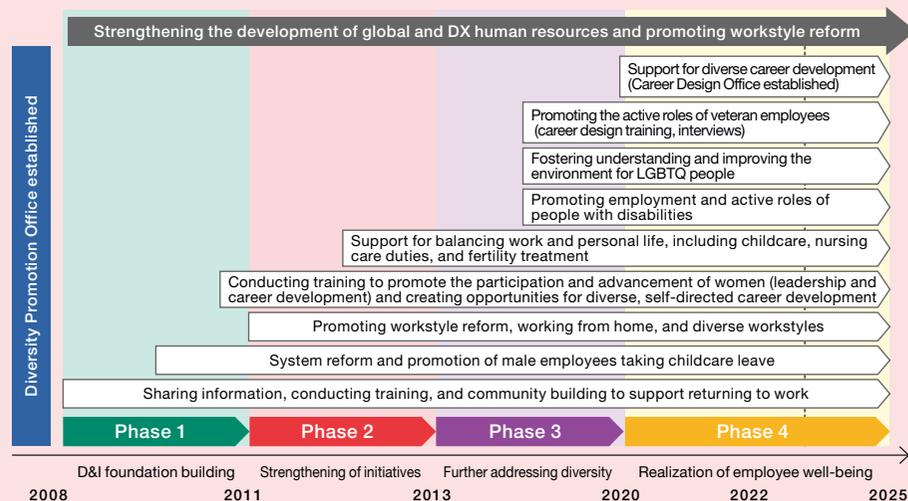
With the firm belief that promoting diversity is essential for the sustainable development of our business, we are promoting diversity, equity, and inclusion through our medium-term vision, which upholds goals such as creating working environments that make it easier for employees to design their life plans; fostering a corporate culture that encourages both men and women to take childcare leave; developing systems that enable employees to work with vigor, regardless of where they work, while boosting motivation and vitality; and thoroughly implementing occupational safety and health as well as employee health management.

Promotion of Diversity Fundamental Policy

- Foster a corporate culture that leverages employee diversity to achieve targets stated in management strategies.
- Create an environment that enables employees to maximize their own individuality by mutually recognizing diverse values and leading the way in realizing employee well-being and addressing social issues.

To create more satisfying workplaces and help employees improve their “work-in-life” (work as an important part of life), our Work-Life Committee, comprised of management and employee representatives, serves as the core organization continually striving to implement a range of measures for realizing workstyles that are more efficient and productive while also ensuring that duties are carried out in an effective and thorough manner. In October 2020, we abolished core hours (10:00 A.M. to 3:00 P.M.) under the flextime system to ease working hour restrictions. In addition, we revised our remote work system in July 2022 to

[Diversity, Equity, and Inclusion Initiatives]



- ### Priority Initiatives Going Forward
- Encouraging male employees to take childcare leaves
 - Increasing support for balancing work with family life (childcare, fertility treatment, nursing care, illness)
 - Appointing women to managerial positions by taking advantage of diversity, promoting the active roles of women
 - Exploring workstyles that allow employees to choose where to work

Principal External Evaluations

allow employees to live anywhere in Japan. In principle, transfers and assignments away from family have been eliminated, giving employees greater freedom in terms of where they live.

Looking ahead, we will promote the highly flexible, hybrid workstyle, in which employees autonomously combine face-to-face and remote communication according to the nature of their work and needs of the team.

[Review of the Remote Work System]

	Past	July 2022
Definition	Work is basically performed at the business site	Work is basically performed through remote work
Work location	Business site	Home
Procedures for implementing remote work	Required an application by the employee and approval by a supervisor	Does not require application* by the employee * Application and approval are required when working in a location other than home

Main Achievements in Fiscal 2024 and Goals for the Coming Years

In line with the NTT Group’s declaration to double the number of female managers in its organization, the NTT DOCOMO BUSINESS Group supports employees at various stages of their career development to increase opportunities for engaging diverse human resources. In fiscal 2024, we further promoted the Hybrid Workstyle, which is not restricted by the place or time of work, to establish an environment in which diverse personnel can demonstrate their unique talents. We also provided opportunities and fostered a corporate culture to develop diverse managers who succeed in their careers by balancing life and work. As a result of these efforts, the ratio of female managers rose to 12.4% and the percentage of men taking maternity leave*1 to 105%, achieving the target in fiscal 2024. We also achieved our 100% target for the percentage of men taking childcare leave*2. Going forward, we will promote a variety of efforts, including initiatives and individual follow-ups, to achieve the targets for the percentage of newly appointed female managers as a key indicator of the NTT Group Global Sustainability Charter, and the percentage of men taking maternity leave, which remains a social concern.

We are also working to reduce employee working hours. In fiscal 2024, the total number of working hours per employee was 1,954, compared to 1,956

in fiscal 2023. Since the number remains high, we will re-examine the ideal workstyles and find ways to lower this number.

In addition, we have focused on reducing the number of workplace accidents as a key measure in pursuing thorough implementation of occupational safety and health management. We endeavored to raise awareness of workplace accidents and promoted preventive measures, with no incidents reported. Combined with a health checkup rate of 99.9%, we have essentially met our goal for this year. Going forward, we will continue our efforts to maintain and improve employee health across all our workplaces.

*1 Percentage of male employees who took childcare or equivalent leave among those whose partner gave birth during the fiscal year

*2 Percentage of male employees who took leave for childcare as requested among those who requested leave for childcare

[Total Number of Working Hours per Employee]

	FY2020	FY2021	FY2022	FY2023	FY2024
Total hours	1,980	1,956	1,948	1,956	1,954

Employment, Training, and Promotion of Diverse Human Resources

NTT DOCOMO BUSINESS promotes human capital management aligned with its management and business strategies and designs systems that help every employee shape their careers and demonstrate their capabilities. Our HRM strategies focus on optimal personnel assignment, stronger skill development, and more transparent personnel evaluation, thereby creating a positive cycle of growth for both our employees and businesses.

We eliminate discrimination in recruitment, career advancement, remuneration, and training, including discrimination based on such factors as gender, age, nationality, and disability, thereby ensuring fair opportunity and treatment. We also publicly declare this stance, clearly demonstrating our commitment to respecting our employees.

Furthermore, we disclose salary systems and pay raise systems to employees via the intranet to maintain clear and fair employee treatment. In addition to complying with legal minimum wage standards, we place priority on providing a living wage so that our employees and their families can enjoy a stable standard of living.

Promoting Women's Participation and Advancement

In line with the NTT Group's declaration to double the number of female managers in its organization, the NTT DOCOMO BUSINESS Group supports employees at various stages of their career development to increase opportunities for engaging diverse human resources. In line with the NTT Group's declaration to double the number of female

managers in its organization, the NTT DOCOMO BUSINESS Group supports employees at various stages of their career development to increase opportunities for engaging diverse human resources. In 2016, we received the highest order of certification for Eruboshi from the Minister of Health, Labour and Welfare based on the Act of Promotion of Women's Participation and Advancement in the Workplace*. Since then, we have continued to provide support for career development that leads to more women in managerial positions and measures for employees facing major life events, in accordance with their needs. We have formulated an action plan through fiscal 2025, based on the Act of Promotion of Women's Participation and Advancement in the Workplace, and achieved a female manager ratio of 12.4% in fiscal 2024 (female executive ratio as of July 1, 2025: 23.5%). Such progress can be attributed to the fact that many employees, regardless of gender, have begun to pursue autonomous career development as we presented images of diverse managers and their workstyles, implemented leadership training, and offered opportunities for employees to take on new career challenges of their own choice.

To help employees visualize their career options as managers at an early stage, we present role models in our internal newsletters and on the diversity website and conduct interviews and hearings of pre-leadership level employees by in-house career consultants. Through these measures, we hope to change the mentality of our employees and foster their mindsets. We will continue to promote women's careers toward our goal of raising the ratio of female managers to 15% by fiscal 2025.

* In light of the rapidly decreasing population and anticipated labor shortages, this act was established to promote women's participation in the workplace. It is intended to create an environment in which women can choose how they work, demonstrate their abilities, and succeed in their professional lives. From April 1, 2022, companies with over 100 employees are obligated to draw up action plans to encourage the active participation of female employees.

[Ratio of Female Managers]



Scope: Employees of NTT DOCOMO BUSINESS, Inc., including employees seconded to other companies

Comeback Re-Employment

We are actively engaged in Comeback hiring, through which people who have left NTT DOCOMO BUSINESS and gained experience in various businesses and industries return to the Company.

Comeback re-employment allows us to hire employees who have a deep understanding of our business and also bring a perspective from outside the Group, and we expect it will expand the scope of our business.

Employing Persons with Disabilities

Under the concept of normalization, when employing persons with disabilities NTT DOCOMO BUSINESS confirms their desires in relation to type of work and working environment so that everyone can make the most of their skills. It also gives due consideration to their suitability in certain roles and when determining their job descriptions. In an environment characterized by mutual respect for the differences of each individual,

regardless of disabilities, employees are positioned and actively contributing in various parts of our organization including sales and engineering. Our employees basically use highly flexible hybrid workstyles that combine face-to-face and remote communication. They can also choose a predominantly remote workstyle if they prefer, enabling them to fully demonstrate their individual abilities. As of June 1, 2025, NTT DOCOMO BUSINESS's rate of employees with disabilities is 4.76%, while the rate is 2.69% for the NTT DOCOMO Group as a whole.

Alternative Career Designs

NTT DOCOMO BUSINESS offers a variety of employment options to meet the career aspirations of its employees, including those who wish to pursue careers in a wide range of fields and those who wish to make use of their specialized skills. We provide a form of employment for those who want to gain work experience and improve their expertise in a wide range of business fields and job categories, and it is based on a conventional, Japanese-style lifetime employment. In addition, we have established the Specialist Employee System for those who would like to focus mainly on increasing their expertise in a specific field.

We have also introduced a continued employment system that allows employees reaching the mandatory retirement age of 60 to continue working, if they wish, until they reach 65. Our employment system is designed to meet the needs of each workstyle, including work arrangements that allow employees to make the most of the skills they have cultivated prior to retirement to achieve the same high level of performance as before, alternative work days, and short working hours.

On top of that, we introduced a system that allows employees to continue to work beyond the age of 65 and up to the age of 70, as long as their work is required by the Company. In addition to supporting the career aspirations of the working-age population, by providing seasoned employees with opportunities to play active roles, we expect the system to enhance their willingness to take on challenges and continue demonstrating high levels of performance. We promote initiatives to develop career designs that keep them motivated regardless of age.

Initiatives for LGBTQ Issues

We are actively raising awareness of LGBTQ and other sexual minorities across our organization and implementing policies to support them.

To create an inclusive working environment based on an accurate understanding of those who identify as LGBTQ, we have included these topics in our standard human rights training curriculum, which targets all full-time and temporary employees. We also took part in the RAINBOW CROSSING TOKYO career development forum, which focuses on diversity including LGBTQ concerns, and organized a get-together for those who have declared themselves as allies across the NTT Group.

While face-to-face interaction among employees is decreasing due to the pandemic, we have been developing an environment in which LGBTQ employees can engage in their work with a sense of security, by distributing a virtual background to allies to show their support publicly during remote meetings. We also set up a helpdesk where employees can discuss their sexual orientation, sexual identity, and other related matters.

Furthermore, most of our life-event-related benefits, such as special leave, condolence, and congratulation money, are also applied to same-sex partners.

These efforts have been recognized by the nonprofit organization “work with Pride,” which evaluates corporate efforts to foster inclusiveness. Since fiscal 2016, we have continuously been awarded the Gold rating, the highest in its PRIDE Index, and were rated Gold again in fiscal 2024.

[Virtual Background Distributed to Allies]



[PRIDE Index]



Work-in-Life (Work as an Important Part of Life)

To enable employees to balance work with childcare, nursing care, illness, and other life events, NTT DOCOMO BUSINESS promotes flexible and diverse workstyles that are not restricted by time or location, provides information to employees, and conducts career interviews. We also implement measures to increase understanding of supervisors and team members. We will continue to create a work-in-life environment in which employees can work with vigor.

Supporting the Balance between Career and Child-Raising/Nursing Care —Total Support from Before Childbirth to Reinstatement

In 2017, we obtained the Platinum Kurumin certification from the Ministry of Health, Labour and Welfare for formulating and actively promoting the Fifth Action Plan under the Act on Advancement of Measures to Support Raising Next-Generation Children*1. In our seminars for employees who were about to give birth or return to work after childbirth, and employees on childcare leave, we offer a curriculum that incorporates a variety of information, roundtable discussions by experienced participants, and career development programs. These seminars are open to participants regardless of gender or position, including not only mothers but their partners as well, and they have led to fostering a corporate culture that supports balancing life and work.

In line with Japan's revised law on childcare leave

and family care leave, in fiscal 2023 we began providing information on our childcare leave program to employees who announce, in principle through interviews, their pregnancy or their partner's pregnancy and confirm their intentions to take childcare leave.

We also encourage male employees to participate in childcare by presenting Ikupapa Leave (a pattern of male childcare leave) to establish an environment in which male employees can easily apply for leave with the support of their supervisors. As a result, the percentage of male employees taking leave for childcare reached 105%*2, achieving our target. In an effort to create a supportive community for employees during childcare leave, we have established a system that provides total care from before childbirth to after they return to work.

*1 This act was established to encourage actions to support raising the next generation of children. Its initiatives are not completely led by the government; companies with over 100 employees are obligated to draw up action plans that support employees who are raising young children.

*2 Denominator: male employee whose partner gave birth during the fiscal year, numerator: male employee with a pre-elementary school child who took childcare leave, etc. (including the Company's unique leave system for childcare) during the fiscal year.

Support for Balancing Work with Medical Treatment and Nursing Care

To balance work with medical treatment, employees must obtain information at an early stage and gain understanding and support in the workplace. To give accurate information, we presented a lecture on women's health issues, such as menopause, premenstrual syndrome, fertility treatment, and breast cancer, to provide correct information, and we presented a panel discussion by experienced participants. The seminar not only provided information to those engaged in or considering

such treatments but also deepened understanding among those in the workplace and ideal forms of support. Assuming that even more employees will be involved in nursing care in the future, we have implemented measures for balancing work and nursing care, provided information, and fostered relationships between relevant employees. We encourage employees to prepare for the possibility of balancing work and nursing care at an early stage in order to prevent them from having to take long-term leaves of absence or leave their jobs altogether due to nursing care. We will continue to provide support by disseminating information on our internal website and offering follow-ups through our consultation service to foster a culture in which everyone can continue to work in their own way.

[Platinum Kurumin logo]



[Eruboshi logo]



[Tomonin logo]



[Changes in the Number of Employees Who Took Maternity, Childcare, or Nursing-Care Leave in Fiscal 2024]

	FY2020	FY2021	FY2022	FY2023	FY2024
Percentage of male employees taking leave for childcare*1, 2	-	67.8	132.8	116	105
Number of employees taking nursing care leave	8	5	7	9	14
Female	4	3	5	5	9
Male	4	2	2	4	5
Average number of paid leave days taken	14.0	16.4	17.9	16.3	15.7
Average paid leave acquisition rate	70	82	90	82	78
Number of employees who resigned without becoming reinstated	2	0	3	4	0
Female	2	0	3	3	0
Male	0	0	0	1	0

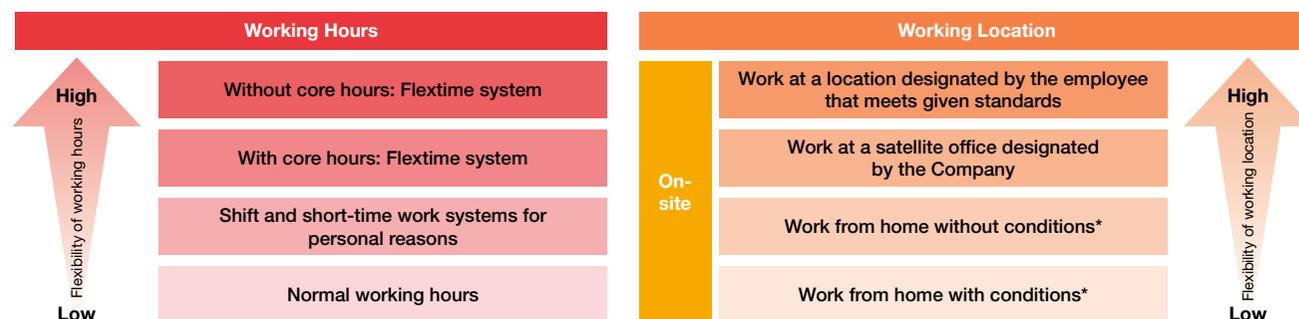
*1 Denominator: male employees whose partner gave birth during the fiscal year, numerator: male employees with a pre-elementary school child who took childcare leave, etc. (including the Company's unique leave system for childcare) during the fiscal year.

*2 Scope: NTT DOCOMO BUSINESS, Inc., including seconded employees

Promotion of Workstyle Reform

NTT DOCOMO BUSINESS has been promoting flexible workstyles that enable employees to create value and build trust, increasing flexibility in working hours and location.

[Evolution of Workstyles]



*Example: for childcare and nursing care needs

Since February 2020, when we quickly decided to shift to Companywide remote work as the pandemic began to escalate, we have maintained a remote work rate of above 70%.



To promote work-in-life, in which employees understand work as part of their life and can flexibly choose and design their workstyle, we believe employees should have greater freedom in choosing where they live, unrestricted by their business site, in addition to having flexible working hours and locations. We introduced remote standard organizations in 2022, which position remote work as the default.

These organizations are intended to provide flexible work arrangements through which employees can autonomously combine work locations, such as homes, offices, satellite offices, or their parents' home if they choose, to accommodate the specific nature and circumstances of their job, and effectively incorporate face-to-face communication.

Our review of remote work reaffirmed our goal of offering every employee the opportunity to choose a workstyle that allows them to fully demonstrate their capabilities. We will continue to address issues and situations that emerge amidst society's accelerating pace of change.

► Policies and Rules

We are working to introduce flexible systems that cater to individual circumstances and operations. These include the abolition of rules limiting eligibility for working from home, which is intended to support balancing work and life, and remote working, which allows for a more effective use of time.

Through these efforts, we have created an environment in which employees facing a variety of challenges, including childcare and nursing care, can continue to play active roles. As a result, the percentage of employees working shorter hours has remained at around 1% from 1.7% in fiscal 2020.

We will continue to support our employees facing the difficulty of balancing childcare and work by helping them to make better use of the systems and reduce commuting time through remote work.

[Percentage of Employees Working Shorter Hours] (Unit: %)

FY2020	FY2021	FY2022	FY2023	FY2024
1.7	1.3	1.2	0.9	1.4

► Environments and Tools

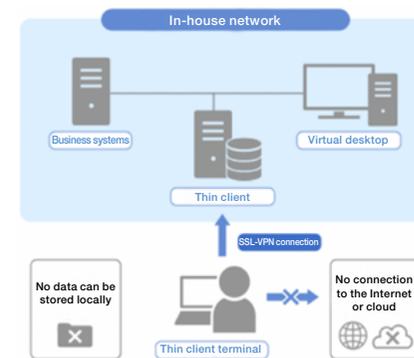
Although we asked all of our employees to work from home during the pandemic as a general rule, there were still certain situations that required them to come to the office, such as to fill out paper applications, sign contracts, and check the mail. This was an issue that needed to be addressed in order to promote a new way of working. To create a new workstyle tailored to hybrid working arrangements, we reviewed our entire business process, including digitization and moving online.

In addition, we replaced the previously introduced thin client PCs*1 with fat terminals that are unaffected by the network environment, rolling out these secured PCs throughout the Company to realize office ICT, which frees people from limitations of time and place and allows anyone to create a workplace anytime, anywhere. We are promoting home delivery and collection for replacements in the event of failure and automatic setup under the Internet environment, minimization of on-premise environments and review of perimeter defense, and zero-trust security systems. In our annual internal IT Environment Satisfaction Survey, 80% of employees expressed positive opinions about Secured PCs. We use daily communication data obtained from the cloud to visualize how the organization works. We have also taken on new challenges, including data and AI utilization, such as by providing awareness of the state of the organization and our own workstyles, based on graphs that display engagement scores and communication data. We will continue to explore new workstyles through automation and higher efficiency by capitalizing on DX.

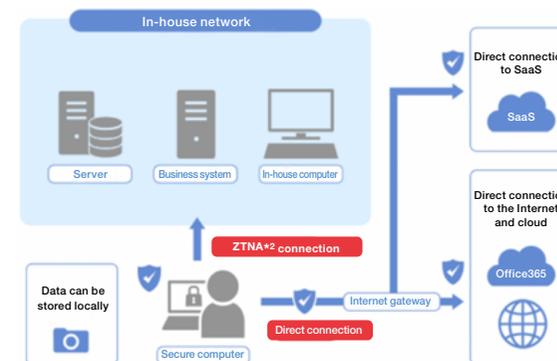
*1 Specialized terminals without storage media that are used in virtual desktop environments

[New Working Environment]

Before Previous Office ICT Environment



After Office ICT Environment with Secure Computers



*2 Zero Trust Network Access: Approach to security based on the zero-trust concept, in which communication is restricted to users with authorized access to the network.

▶ Corporate Culture and Climate

Corporate culture and climate and strategy penetration became priority issues as a result of the fiscal 2024 employee satisfaction survey, and to address these we are pursuing Groupwide efforts to foster a workplace culture grounded in psychological safety. We created our Organization Building Handbook, which includes organizational case examples, check sheets for teams and individuals, and examples of specific actions, and disseminated it across the entire Group along with the five themes of: Promoting strategies through highly transparent communication and dialogue, Expressing and accepting diverse personalities and different opinions, Understanding and sharing values and standards of conduct, Connecting and cooperating with each other, and Learning from the results of repeated trials without fear of failure. We also provide ongoing opportunities for dialogue between employees and executives as well as managers.

To address career-related issues, we have made career options easier to understand by sharing information on role models and career images with our employees and providing training for employees who are around the age of 30, when career concerns are more likely to arise, thereby strengthening mechanisms to enhance satisfaction with career-related concerns.

To prevent gaps in information sharing or communication within teams in the hybrid working environment, we conduct one-on-one meetings between supervisors and their subordinates to ensure alignment in understanding and direction. At the same time, we support employee growth and provide physical and mental healthcare to foster a sense of trust between the Company and employees. Consequently, survey results have shown a

high level of trust, with more than 80% of the respondents indicating they strongly trust their managers.

Furthermore, a Companywide “Thanks” tool* has been introduced to foster a culture of appreciation and praise with the aim of revitalizing communication among employees, increasing motivation, building trust, and fostering a sense of unity in the organization through the open sharing of gratitude.

* A service providing medical information to employees using AskDoctors, one of the largest physician consultation sites in Japan

Cafeteria Plan

NTT DOCOMO BUSINESS offers various benefits to its employees at different points of their careers, based on their needs and lifestyles. Specifically, we have implemented the Cafeteria Plan system, which allows employees to choose from 19 wide-ranging benefit options that match their respective lifestyles within the limit of points assigned to them in advance, and we provide 23 benefits that can be chosen regardless of points. We offer a wide-ranging lineup that includes a package of general benefits that also apply to employees’ families in areas such as healthcare, childcare, and nursing care, as well as an option that enables employees to choose from four major physical fitness clubs and use the facilities for 500 yen (plus tax) per session.

In the last few years, we have been reviewing the options to focus on health maintenance and promotion, and we offer health activity promotion options through the dHealthcare smartphone application, which can be used freely at any time. In fiscal 2024, we added group long-term disability (GLTD) insurance to the Cafeteria Plan to

alleviate concerns over risks such as employees’ inability to work due to prolonged medical treatment. Given the increase in telecommuting, we added ear speakers to the list of health equipment that can be acquired with Company support, as a measure against health problems such as otitis externa caused by prolonged use of earphones. We plan to offer more options in the future to provide a system that overall is even more beneficial to employees.

Encouraging Employees to Take Various Leaves

To support employees in balancing work and daily life, we encourage them to take their entitled leaves. We strive to establish working environments that support them by raising awareness of entitled leaves and encouraging them to schedule their leaves to coincide with long national holidays. In fiscal 2024, 15.7 paid leave days were used per person, on average. We are also promoting the use of our Life Plan Leave system, which entitles employees to a certain number of leave days for life events.

To meet the needs of diverse workstyles that are becoming ever more apparent from the standpoint of further improving our systems, we began establishing a framework in fiscal 2024 for enhancing our support of life events, such as expanding the time zones in the flextime system, adding new reasons for taking leave, such as nursing care, and creating leave to support infertility treatment and family accompaniment leave.

[Main Support for Employee's Life Events]

Life Event	Main System (Leaves, etc.)
Maternity and childcare	<p>We support employees expecting or raising children to balance work and family life through the following systems.</p> <ul style="list-style-type: none"> • Maternity leave (6 weeks before and 8 weeks after the date of birth) • Support for fertility treatment (once for each employee, up to one year) • Childcare leave (until the child turns 3) • Shorter working hours for childcare (choose from 4, 5, or 6 hours per day until the child reaches the third grade of elementary school) • Leave for nursing care and similar reasons (childbirth of an employee's partner, immunization or health checkups for their child, class closures, ceremonies such as graduation) • Restrictions on overtime and late-night work • Issuance of discount coupons for childcare services • Adjustments to working hours (measures to ease commuting burdens, health checkups for pregnant women, childcare time)
Nursing care	<p>We support employees caring for a family member to balance work and family life through the following systems.</p> <ul style="list-style-type: none"> • Short-term leave for nursing care • Nursing care leave (up to 1 year and 6 months) • Shorter working hours for nursing care (choose from 4, 5, or 6 hours per day) • Leave for nursing care and similar reasons (for injuries or illnesses of family members living together, or of non-working dependents living separately) • Restrictions on overtime and late-night work • Issuance of discount coupons for nursing care services
Illness	<p>We support employees managing work and recovery from illness through the following systems.</p> <ul style="list-style-type: none"> • Sick leave • Additional sick leave (based on approval of their medical doctor after the period of sick leave has elapsed)
Career continuation	<ul style="list-style-type: none"> • Rehiring (allowing employees forced to resign due to their partner's transfer or to focus on childcare or nursing care to be screened within 6 years of resignation (3 years for childcare or nursing care reasons) under certain requirements) • Leave of absence for accompanying a partner on an overseas assignment (granted when the employee can no longer work at domestic offices due to accompanying their partner overseas) • Post-retirement re-employment (continuous employment that allows those who wish to continue working until the age of 65 (or 70 if necessary) after reaching the mandatory retirement age of 60)
Other	<p>We offer leave systems that employees can use for any reason to support work-in-life fulfillment.</p> <ul style="list-style-type: none"> • Life plan leave (5 days granted for every 5 years of service, which can be set aside as part of annual leave) <p>We offer support for LGBTQ and other sexual minority employees.</p> <ul style="list-style-type: none"> • Some of the systems related to life events (special leave, congratulatory and condolence payments, etc.) are available to same-sex partners

Thorough Occupational Safety and Health Management

NTT DOCOMO BUSINESS has a safety and health management system in place at each of its business sites. A health manager, safety manager, and industrial physician are assigned to offices that have 50 or more workers on a regular basis, and a general health and safety supervisor is assigned additionally to offices that have 100 or more workers on a regular basis.

At offices that usually have 50 or more workers, we have set up a Health and Safety Committee. These committees strive to achieve a 100% health checkup implementation rate and implement measures to ensure healthier working environments, prevent occupational accidents, and reduce long working hours. Stress checks are conducted each year in the fall and in collaboration with the staff in charge at each office (fiscal 2024 response rate: 96.6%).

Also, we are promoting and deploying safety measures aimed at eliminating personal injury accidents so that employees engaged in network facility construction work can perform their duties safely. We hold safety meetings to discuss safety measures on a regular basis, share cautionary points for different situations, and distribute safety video content to improve safety management and safety awareness among construction workers, including those at our suppliers.

[Number of Workplace Accidents (Occupational Accidents)]

	FY2020	FY2021	FY2022	FY2023	FY2024
Occupational accidents	1	1	0	1	0
Commuting accidents	0	0	1	4	0

Scope: NTT DOCOMO BUSINESS, Inc.

Health Management

Improving Employee Health

As well as ensuring the safety of our working environments, NTT DOCOMO BUSINESS is committed to creating places where employees can lead healthy and fulfilling work lives. A number of actions have been implemented to achieve that goal.

As measures for maintaining physical health, we held a walking event for the entire NTT DOCOMO Group in fiscal 2024 in the fall. In addition to encouraging employees to walk as a healthy practice, we also held an event to promote face-to-face communication and foster a sense of unity across the organization, which was attended by 9,738 employees from the NTT DOCOMO BUSINESS Group. In addition, we provided a program that allows those with lifestyle-related diseases to receive the necessary health guidance via a smartphone app, thereby raising employee awareness and improving lifestyle habits. The percentage of employees receiving the health guidance was 21.1% for fiscal 2024, up 1.9 points from the previous year. As a result of these efforts, the percentage of employees who exercised regularly increased to 31.7% in fiscal 2024, up 0.6 points from the previous year, while attendance and completion rates for health guidance remained among the highest for NTT Group companies in fiscal 2024. We will continue to encourage employees to receive medical guidance and strive to improve attendance and completion rates.

[Related to Health Checkups] (Unit: %)

Completion rate of regular health checkups	99.9
Individuals who maintain desirable weight	66.0
Individuals with blood sugar-related risks	5.3
Individuals with blood pressure-related risks	13.3
Individuals with obesity-related risks	3.8
Individuals eligible for specific health guidance	21.1

Scope: NTT DOCOMO BUSINESS, Inc.

[Results of Medical Questionnaire for Health Checkup] (Unit: %)

Non-smokers	83.6
Individuals with regularly exercise	31.7
Individuals getting sufficient sleep	74.0

Scope: NTT DOCOMO BUSINESS, Inc.

[**Health Challenge 2024** was an opportunity for employees to review their exercise habits, and the event fostered a sense of unity across the Company and its internal organizations.]



For staff in their first to second years, we offer one-on-one counseling on an ongoing basis as well as other types of support (494 participants in fiscal 2024). Other measures

for further expanding our support include conducting a monthly pulse survey for self-care and line care, setting up consultation desks, both in and outside the organization, and developing counseling programs for employees taking on overseas assignments. For employees whose pulse survey responses indicate possible health concerns, monthly messages prepared by the welfare staff are sent to connect them with public health nurses and external consultation services.

We also address concerns over the association of sleep and stress through sleep-related initiatives. To support mental and physical health by improving sleep quality, we provide the Sleep Cheerleaders service, from NTT PARAVITA, to new employees who have experienced a sudden environmental change, as well as to 151 employees identified as having high stress and who requested to use this service. Pre- and post-program user surveys indicate that our support through this service not only helped to improve sleep quality but also reduced stress and enhanced work efficiency. Looking ahead, we will continue these programs.

To promote data-based health and productivity management, NTT DOCOMO BUSINESS measures the presenteeism loss ratio* and other indicators based on the results of the Workstyle Questionnaire conducted across the NTT Group, specifically on employee responses to the question on Presenteeism, or the state in which an employee is working with a mental or physical illness (survey method: QQ method, number of questions: 6).

The presenteeism loss ratio for fiscal 2024 was 3.7%, a decrease of 1.0% from fiscal 2023. We will continue to use the results of the questionnaire to plan while considering ways to improve.

* Calculated as: Decline in performance = 1 - ((quantity of work) + (quality of work)) ÷ 2 × 1 ÷ 10

These efforts resulted in our being recognized in March 2025 as an outstanding enterprise under the Recognition for Excellence in Health and Productivity Management by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.

We will continue to implement measures across all Group companies in Japan toward maintaining healthy and comfortable working environments and further strengthening the capability of those providing mental healthcare at each workplace.

[Health and Productivity Management Health Management Certification Logo]



As for measures undertaken by the NTT Group, the NTT Health Insurance Union offers outpatient checkups for dependent spouses and voluntarily insured persons for the early detection and treatment of illnesses and health management.



For more information on the NTT Health Insurance Union's outpatient checkups, see:

<https://www.nttkenpo.jp/member/health/dock.html>
(in Japanese only)

Measures for Mental Health

We have established several consultation services, both in and outside the Company, to help employees with various types of mental health issues. Employees seeking advice on mental and physical health can consult with their organization's physician or public health nurse, while those who wish to seek advice on a wide range of matters, including private issues such as childcare and nursing care, can contact the Mental Condition Support Desk, staffed by clinical psychologists and other specialists. In addition, we conduct group-level analysis of the results of the annual stress check for each workplace and hold three-way discussions between labor (union), management (Company), and healthcare (health management center) personnel on issues and future measures that can be applied to improve the workplace.

In fiscal 2024, we held a mental keeper training course for 203 employees (NTT DOCOMO BUSINESS: 106, Group companies: 97) to further enhance line care in the workplace. We also conducted team management training for 183 supervisors of employees with mental illnesses (NTT DOCOMO BUSINESS: 94, Group companies: 89). Participants learned how to provide support by involving team members in creating a support system and environment. They also learned how to prevent the recurrence of mental and physical illnesses. In addition, we organized self-care seminars for 1,436 employees who had undergone changes in their working conditions, such as personnel transfers, which are considered to have high potential risk for mental health problems. The seminar included content useful for everyday self-care, and in a post-seminar questionnaire, 96.0% of employees said it was either "very good" or "good."

Moreover, we conducted a pulse survey every month to ensure that we are not missing any signs of changes in employees even in a remote working environment and to facilitate smooth communication between superiors and subordinates, leading to appropriate line care and other support.

[Types of Consultation Services]

	Work-related concerns, communication issues with superiors, colleagues, etc.	Personal issues, health problems, marriage, childbirth, childcare, education, second career, nursing care, etc.	Human rights and harassment
Line care: Supervisors (senior managers and directors), trainers, and organizational managers	○	○	○
Care by health staff	○	○	—
Mental Condition Support Desk (EAP)	○	○	○
Face-to-face counseling by professional counselors	○	○	○
M3PSP* (AskDoctors option)	—	○	—
Human Rights Office	—	—	○
Harassment Hotline	—	—	○

* A service providing medical information to employees using AskDoctors, one of the largest physician consultation sites in Japan

Priority
Activities

Respect for Human Rights

Our Approach

To enrich corporate culture founded on respect for human rights, NTT DOCOMO BUSINESS has been promoting human rights education by establishing the Basic Policy on Human Rights Education.

Given the broad recognition of the importance of addressing human rights risks that arise across the value chain, companies have recently been subject to growing public demand for establishing human rights protection frameworks that are closely aligned with the nature of each business and addressing diverse human rights risks. There is also the risk that failure or any delays to properly address human rights issues may result in the loss of trust in the Company and its reputation in society, as well as the risk that it may ultimately lose business. In response, NTT DOCOMO BUSINESS has been working to ensure respect for human rights by establishing the Rules for Preventing Harassment under its Basic Policy on Human Rights Education. To raise human rights awareness, we also conduct training for all full-time and temporary employees, disclose case studies, publish messages from top management regarding human rights education, distribute e-mails to employees, and widely disseminate information on internal and external contact points for human rights. NTT DOCOMO BUSINESS also conducts human rights due diligence and other measures to

address human rights risks in the value chain. By pursuing these proactive human rights education activities and promoting human rights due diligence initiatives to enhance human rights management, we intend to establish a corporate constitution that does not tolerate any form of discrimination, that creates bright and vibrant workplaces, and that realizes a value chain that respects human rights.



For more information on the Basic Policy on Human Rights Education, see:
<https://www.ntt.com/en/about-us/cs/principle.html>

Main Achievements in Fiscal 2024 and Goals for the Coming Years

We proactively promote human rights awareness activities by increasing the rate of participation in human rights training and conducting human rights due diligence. In fiscal 2024, we were able to raise attendance in human rights training from the previous year to 27,273 (participation rate: 98.1%), up 0.8 points. We also conducted startup training and other programs for new employees of NTT DOCOMO BUSINESS to provide opportunities for staff to think for themselves about topics such as preventing all forms of discrimination and harassment, business and human rights, the SDGs, and LGBTQ issues.

In addition to our various training programs, we invite entries on human rights and compliance slogans as an opportunity for each employee to consider the importance of human rights. In fiscal 2024, we received 6,402 entries from 3,667 people, comprising all full-time and temporary employees at NTT DOCOMO BUSINESS Group companies, and their family members.

On the other hand, we were unable to meet our goal of zero cases of human rights violations. Looking ahead, we will continue strengthening our initiatives for raising human rights awareness.

Governance

Placing the utmost importance on human rights, we seek to establish a corporate constitution that does not tolerate any form of discrimination and is intended to establish bright and vibrant workplaces.

Specifically, we set up the Human Rights Education Promotion Committee, which reports on human rights enlightenment activities and considers measures for promoting human rights education. We have also implemented measures for preventing workplace harassment based on the Rules for Preventing Harassment, established in May 2020 and in accordance with the NTT Communications Group's (current NTT DOCOMO BUSINESS Group's) Basic Policy on Human Rights Education.

[NTT DOCOMO BUSINESS Group Framework for Promoting Human Rights Education]



▶ Respective Responsibilities in the Promotion Framework

Human Rights Education Promotion Committee:

Consists of the chairperson (senior executive vice president), heads of each unit, and presidents of each Group company. Formulates basic policies, action plans, and measures for initiatives pursued by the NTT DOCOMO BUSINESS Group and reports on activities.

Human Rights Education Promotion Executive Committee:

Responsible for executing the actions determined by the Human Rights Education Promotion Committee

Human Rights Education Department:

Serves as the secretariat for the Human Rights Education Promotion Committee and Human Rights Education Promotion Executive Committee, responsible for the Groupwide deployment of initiatives. Also submits an agenda and reports on key human rights issues to the Executive Council.

Risks and Opportunities

The occurrence of human rights violations, such as forced labor and child labor within the NTT DOCOMO Group or its supply chain, could damage the credibility and corporate image of the NTT Group as well as negatively affect business performance and financial position. To address this concern, our human rights due diligence initiatives, conducted with the NTT Group, involve direct dialogue with all suppliers requiring improvement requests and the disclosure of information on processes and results. We believe this will enhance our brand image as a company trusted by our stakeholders.

Risk Management

We strive to identify and prevent human rights risks by conducting human rights due diligence throughout the NTT Group. Of the risks identified, those considered particularly important are addressed by formulating and

implementing appropriate countermeasures.

Metrics and Targets

The NTT DOCOMO BUSINESS Group has designated the rate of participation in human rights training and regular implementation of human rights due diligence as KPIs for further promoting human rights awareness activities.

P.021 For more information on our KPIs, see KPIs, Targets, and Outcome of Activities in this report.

Promoting Human Rights Education

The NTT Group recognizes that respect for human rights is an important corporate social responsibility and strives to correctly understand and acknowledge the laws and regulations of each country and region as well as their cultures, religions, and values. We aim to realize a safe, secure, prosperous, and sustainable society by fulfilling this responsibility. To that end, we have established the new NTT Group Human Rights Policy by incorporating our existing Human Rights Charter into the NTT Group Global Sustainability Charter.

Under the policy, we respect the Universal Declaration of Human Rights and other internationally recognized human rights in all our corporate activities. We strive to ensure that we are not directly or indirectly involved in discrimination or other human rights violations. In the unlikely event of any negative impact on human rights, we take appropriate action.

When negative impacts on human rights by business

partners are directly related to the NTT Group's relationships, products, or services, the NTT Group requires these partners to respect human rights and not violate them. To fulfill this responsibility, we respect all stakeholders' human rights. We review and improve business operations and other aspects as necessary from the perspective of respecting human rights and reflect this in our business activities to establish a corporate structure that respects human rights.

NTT DOCOMO BUSINESS promotes human rights education through its own Basic Policy on Human Rights Education, in accordance with the principles of the NTT Group Policy, to create a rich corporate culture founded on respect for human rights and to resolve human rights issues.

NTT Group Global Human Rights Policy

(1) Addressing to International Norms

The NTT Group discloses its global human rights policies both internally and externally, in addition to meeting the requirements* of international laws and evaluation organizations.

*International laws: International conventions and treaties adopted from a global perspective, including the "Universal Declaration of Human Rights"

(2) Addressing Critically Important Human Rights Issues

The NTT Group will identify critically important human rights issues and take action on these priority themes through the following:

1. Promotion of "Diversity & Inclusion" (prohibition of discrimination, respect for freedom and rights, fairness in the workplace, economic disparities and poverty)
2. Promotion of "Technology based on high ethical standards" (technology, data bias, privacy, personal data protection, and security)
3. Promotion of "Healthy Work in Daily Life (Health Management)" (diverse work styles, prohibition of forced labor and child labor, workplace safety, freedom of association and the right to organize, living wage, enhanced benefits)
4. Promotion of "appropriate expressions, speech, and other presentations" with consideration for human rights (freedom of expression and respect for human rights in advertising and other presentations)

(3) Scope of application

This policy applies to all employees and officers of the NTT Group. We also ask our suppliers and business partners to support this policy and strive to respect human rights.

(4) Due Diligence

Based on the UN Guiding Principles of Business and Human Rights, we will use the human rights due diligence process to identify, prevent, mitigate, and correct human rights issues globally. And we will strive to improve human rights awareness and human rights management throughout the NTT Group. In addition, due diligence will be conducted among the stakeholders in the entire business value chain, and a direct dialogue will be the basis of our efforts, especially with major suppliers. The status will be disclosed on our website, in our Sustainability Report, and in our Human Rights Report to evaluate and improve the process continuously.

(5) Accusation and Remedy

The NTT Group has established internal and external contact points for whistle-blowing at each Group company to prevent human rights violations. We promise to protect whistle-blowers from unfair personnel actions (e.g., dismissal, demotion) or other disadvantages resulting from their reporting. In addition, consultations and reports received at the contact points will be reported to the Board of Directors appropriately to ensure transparency. We will take sincere measures to resolve problems.



For more information on the NTT Group Human Rights Policy, see:

<https://group.ntt/en/newsrelease/2021/11/10/211110c.html>

Human Rights Due Diligence

The importance of addressing human rights risks that occur in the value chain has been increasing, and there are growing calls for companies to respond. An inadequate response to such issues could lead to a deterioration in the corporate image and a loss of trust in a company and its public reputation. Furthermore, customers may no longer do business with that company, which could affect its short-term as well as medium- to long-term business performance and financial position.

In response to these risks, we implement the aforementioned initiatives while identifying, preventing, mitigating, and correcting human rights issues on a global scale by applying the human rights due diligence process in accordance with the United Nations Guiding Principles on Business and Human Rights, and strive to raise awareness of human rights and improve human rights management throughout the Group. In fiscal 2024, a study system that draws from external expertise was established to identify our human rights issues. In addition, as a member of the NTT Group, we conduct human rights due diligence throughout the entire value chain and require that our suppliers make an effort to comply with the separately established NTT Group Guidelines for Sustainability in Supply Chain. Direct dialogue will remain the basis of our efforts, especially with important suppliers. Through these efforts, we are establishing a rich corporate culture founded on respect for human rights and further becoming a corporate group that is always trusted and chosen, which are prerequisites for maintaining and expanding business opportunities.

Measures for Raising Human Rights Awareness

Human Rights Education Training

Companies have recently been subject to growing public demand for establishing human rights protection frameworks closely aligned with the nature of each business.

A diverse array of full-time and temporary employees participates in NTT DOCOMO BUSINESS's business operations. Accordingly, we promote respect for human rights with due consideration for diversity. Every year, we organize Human Rights Education Training sessions for all full-time and temporary employees of the NTT DOCOMO BUSINESS Group with the aim of preventing all forms of discrimination by fostering a heightened sense of awareness in every employee. In fiscal 2024, in response to social trends such as the Tokyo Customer Harassment Prevention Ordinance (enacted in October 2024) and the Act on Ensuring Proper Transactions Involving Specified Entrusted Business Operator (enforced in November 2024), we added customer harassment and the aforementioned act to our training content. We also seek to raise awareness and deepen understanding of human rights among employees and others by encouraging them to frequently study the NTT Group Global Human Rights Policy, established in November 2021, and the NTT DOCOMO Group's Basic Policy on Human Rights Education, and by widely disseminating information on our multiple contact points for consultation.

During these training sessions, we assess the level of understanding and also conduct surveys on potential human rights issues in the workplace, the nature of such

issues, and the use of contact points for consultation, and we also gather comments. The results are reported to the Human Rights Education Promotion Committee and are used to consider, implement, and evaluate our efforts to promote human rights education.

[Overview of Human Rights Education Training in Fiscal 2024]

	Overview
Major topics	<p>Business and Human Rights</p> <ul style="list-style-type: none"> • Definition of human rights • Companies and human rights today • Regulatory processes related to the workplace • Customer harassment • Act on Ensuring Proper Transactions Involving Specified Entrusted Business Operators <p>Diverse Nature of Human Rights</p> <ul style="list-style-type: none"> • Recent cases of reports and consultations • Harassment in the workplace • Sexual harassment • LGBTQ+ and other sexual minorities • Discrimination based on nationality and racial/ethnic origin • Reasonable accommodation for persons with disabilities • Discrimination against burakumin • Human rights and the Internet (Information Distribution Platform Act) • Psychological safety <p>Basic Policy on Human Rights Education</p> <ul style="list-style-type: none"> • NTT Group's Human Rights Policy • NTT DOCOMO BUSINESS Group's Basic Policy on Human Rights Education • Consultation services
Target	Full-time and temporary employees of the NTT DOCOMO BUSINESS Group
Attendance	27,273

[Attendance of Human Rights Education Training] (Unit: %)

	FY2020	FY2021	FY2022	FY2023	FY2024
Attendance	87	96	96	97	98

Scope: NTT DOCOMO BUSINESS Group

Human Rights Education Initiatives and Training Programs

For new NTT DOCOMO BUSINESS employees, we conducted ComAll training, formerly called startup training, with the aim of creating worker-friendly environments, based on the content of our annual All-Employee Human Rights Education Training sessions. The program covered topics such as preventing all forms of discrimination and harassment and the relationship between business and human rights and the SDGs, and it provides an opportunity for employees to consider LGBTQ issues. In fiscal 2024, 505 employees participated in this training.

Human Rights and Compliance Slogans

In addition to our various training programs, we invite entries on human rights and compliance slogans as an opportunity for each employee to consider the importance of this public concern. In fiscal 2024, we received 6,402 entries from 3,667 people, comprising full-time and temporary employees at all Group companies. The best slogans were chosen by online voting across the Group. The grand prize and special prize from the chairperson of the Human Rights Education Promotion Committee were presented, and the results announced, on the Group portal site.

Examples of Best Slogans for Fiscal 2024

Human Rights Category

Grand Prize
A good workplace with a comfortable emotional distance

Special prize from the chairperson of the Human Rights Education Promotion Committee
They are also someone's treasure

Compliance Category

Grand Prize
"This might be bad"—Believe that instinct

Special Prize from the chairperson of the Compliance Committee
Let's think about why the rule exists

Looking ahead, we will continue to engage in various educational measures and foster respect for diversity and acceptance of differences toward creating brighter, more vibrant workplaces.

Contact Points for Human Rights Issues

NTT DOCOMO BUSINESS has set up internal and external contact points for all full-time and temporary employees as well as the staff of business partners to consult on issues and concerns related to human rights and harassment. The Human Rights Education Department and counseling system for workplace issues serve as internal contact points, and we provide external contact points through a law firm and the Consultation Hotline. The contact points are absolutely committed to

confidentiality and protecting the rights of individuals who seek consultation.

They also appropriately respond for the purpose of resolving issues and alleviating concerns while taking due care to protect the privacy of individuals seeking consultation and the interests of the whistleblower. In addition, the external contact points offer consultation with counsellors at specialized institutions outside the Company.

We prohibit any act that may disadvantage individuals for whistleblowing and strive to protect both consultation seekers and whistleblowers.



Governance

Remaining Trustworthy and Mission-Oriented

Society expects companies to fulfill a wide range of responsibilities, from providing new value through products and services to maintaining a corporate culture of integrity and fairness. We will always place compliance at the foundation of our operations as a trusted corporate group.

To achieve sustainable corporate growth and continuously contribute to realizing a sustainable future, we are committed to practicing efficient governance and solid compliance across the Group. In particular, the trend toward remote interactions has heightened the importance of ensuring information security as a social concern, and we have been actively preventing problems and providing countermeasures. We will remain faithful to our corporate mission, core beliefs, and policies in order to ensure each and every employee takes action with a sense of responsibility, and strive to establish corporate governance and compliance systems throughout the Group to construct an efficient, legally compliant, and ethical management foundation.

Up to the present and into the future, we endeavor to realize solid governance and enhance corporate value as we continue to advance as a company that has earned the public's trust.



Targeted SDGs



Priority Activities

› 112 Thorough Compliance and Risk Management

› 121 Enhanced Value Chain Partnerships

› 126 Continuously Strengthening Information Security

Priority
Activities

Thorough Compliance and Risk Management

Our Approach

Under the NTT Group Corporate Ethics Policy, NTT DOCOMO BUSINESS will not only adhere to laws and ordinances but will also engage in its daily operations with high ethical standards as a corporate group that retains the trust of all stakeholders, including customers, business partners, shareholders, and society as a whole. We strive to enhance compliance across the NTT DOCOMO BUSINESS Group by developing our compliance promotion framework centered on the Compliance Committee, disseminating top management messages, educating and training employees, and operating points of contact for internal reporting.

We also prepare against various business risks, including large-scale disasters, by establishing systems and mechanisms that enable us to effectively respond to risks in our business operations. This is done under the leadership of the Business Risk Management Committee and involves reviewing and revising risk identification, response policies, and countermeasures. In addition to improving Groupwide risk sensitivity and handling the risks that have materialized, these activities are intended to build a system for addressing environmental and social risks in the future through a concerted Group effort.

Main Achievements in Fiscal 2024 and Goals for the Coming Years

As part of our ongoing compliance efforts, we conduct annual compliance training. Attendance for the NTT DOCOMO Business Group as a whole rose to 99.6% in fiscal 2024 from 99.4% in fiscal 2023, while the implementation rate for the corporate ethics survey conducted throughout the Group rose to 97.4% from 97.2% in fiscal 2023. In addition, we held workshops for employees to reflect on integrity, dialogue sessions between management and employees on compliance and integrity, and training to promote understanding of harassment and management for managers, project leaders, and others and to raise awareness of the importance of good communication and building favorable working environments. We will continue to work on establishing a compliance foundation with integrity to promote harmony and mutual understanding among employees and adapt to the new structure and processes.

We are also striving Companywide to continuously enhance our risk management system. In fiscal 2024, we designated five material risks and implemented initiatives accordingly: changes in the geopolitical environment, occurrence of catastrophic disasters, maximizing synergies within the NTT DOCOMO Group, impact of internal fraud on management, and sound AI implementation in business. Regarding changes in the geopolitical environment, we addressed developments such as legislation related to economic security and responded to shifts in international conditions resulting from transitions in national governments. With regard to the occurrence of catastrophic disasters, we

strengthened disaster countermeasures by incorporating lessons learned from the Noto Peninsula Earthquake and conducted preparedness drills for potential disasters, including a Tokyo inland earthquake and Nankai Trough earthquake. As for maximizing synergies within the NTT DOCOMO Group, we promoted the resolution of challenges under a centralized management framework to ensure the full realization of Groupwide synergies. To address the impact of internal fraud on management, we reinforced awareness activities to ensure thorough implementation of basic compliance practices such as adherence to contractual obligations. For sound AI implementation in business, we developed an AI governance framework and promoted the revision of basic policies and regulations as well as the restructuring of AI risk checks and assessments.

In fiscal 2025, we identified material risks in the areas of geopolitics, service quality, information security, and compliance, and we will focus on addressing these. At the same time, we will strengthen initiatives to prevent the occurrence and recurrence of risks while further enhancing the effectiveness of risk management.

In addition, in fiscal 2024, we began conducting a fundamental review of our risk management processes from the perspectives of strengthening strategic risk response, enhancing visibility and real-time monitoring, and promoting collaboration with adjacent domains. We also began developing a dedicated platform that is scheduled for implementation in the latter half of fiscal 2025.

Governance

With regard to compliance, under the Global Compliance Regulations, NTT DOCOMO BUSINESS has the Compliance Committee, which is chaired by a senior executive vice president and supervises compliance promotion leaders and staff assigned to each unit and Group company. Under this framework, we consistently promote compliance enhancement across the NTT DOCOMO BUSINESS Group by disseminating top management messages on compliance, training employees, operating points of contact for internal reporting, and conducting internal audits to confirm and improve the ongoing initiatives at each Group company.

As for risk management, in accordance with the Risk Management Rules, we have established the Business Risk Management Committee, chaired by the senior executive president, to develop systems and mechanisms that enable us to effectively respond to risks. Each risk item, including material risks, is handled through a monthly Business Risk Management Subcommittee and regular exchanges of opinions with Group companies to implement a practical PDCA cycle for risk management by examining and analyzing the occurrence of risks and discussing countermeasures. In addition to improving Groupwide risk sensitivity and handling the risks that have materialized, these activities are intended to build a system for addressing environmental and social risks in the future through a concerted Group effort.

Furthermore, in June 2024 we assigned a chief risk officer (CRO), who is ultimately responsible for risk management, to address risk responses and crisis

management with tighter integration across organizational boundaries.

Risk Management

Under the leadership of the Business Risk Management Committee, we annually determine risks, and we conduct an ongoing review and revision of response policies as business risks countermeasures, in light of changes in our surrounding business environment. We focus on the current status of internal and external risks as well as their impact and scope to identify risk items, and we make assessments according to their assumed frequency of occurrence and impact to determine material risks.

Strategy

Under the NTT Group Corporate Ethics Policy, in order to deal with increasingly complex compliance issues in Japan and overseas, NTT DOCOMO BUSINESS will not only adhere to laws and ordinances but will also engage in its daily operations with high ethical standards as a corporate group that retains the trust of all stakeholders, including customers, business partners, shareholders, and society as a whole. We regard integrity as one of the NTT Group's abiding values and have been working to establish a compliance infrastructure with solid integrity. As society becomes increasingly complex and diverse, and has broadened the range of standards we must meet, we believe it is ever more important for each employee to act with autonomy and a sound moral compass,

supported by strong connections with their teams and the Company, and to consistently pursue ethical behavior both individually and organizationally while maintaining trusted relationships with stakeholders. With the Company name and organizational changes in July 2025, we place even greater emphasis on integrity management as a core principle of our business.

In the ever-evolving business environment, we are working to manage risks to contribute to the sustainable growth of the NTT DOCOMO Group by appropriately addressing uncertain risk factors that may hinder the achievement of our business vision and business goals. By constantly monitoring risk status and combining the medium-term cycle (selecting and assessing material risks, formulating response policies, and so forth) with the short-term cycle (taking timely action for each risk), we are preparing for potential risks and addressing those that have materialized.

KPIs and Targets

We have set KPIs for three main initiatives. The KPI for sharing high ethical standards and ensuring compliance is zero serious compliance violations, while the KPI for corporate culture for maintaining and improving business ethics is 97% of employees responding that their workplaces have an open atmosphere, and the KPI for continuously upgrading the risk management structure is promoting Companywide risk management.



P022 For more information on KPIs, see KPIs, Targets, and Outcome of Activities in this report.

Sharing High Ethical Standards and Ensuring Compliance

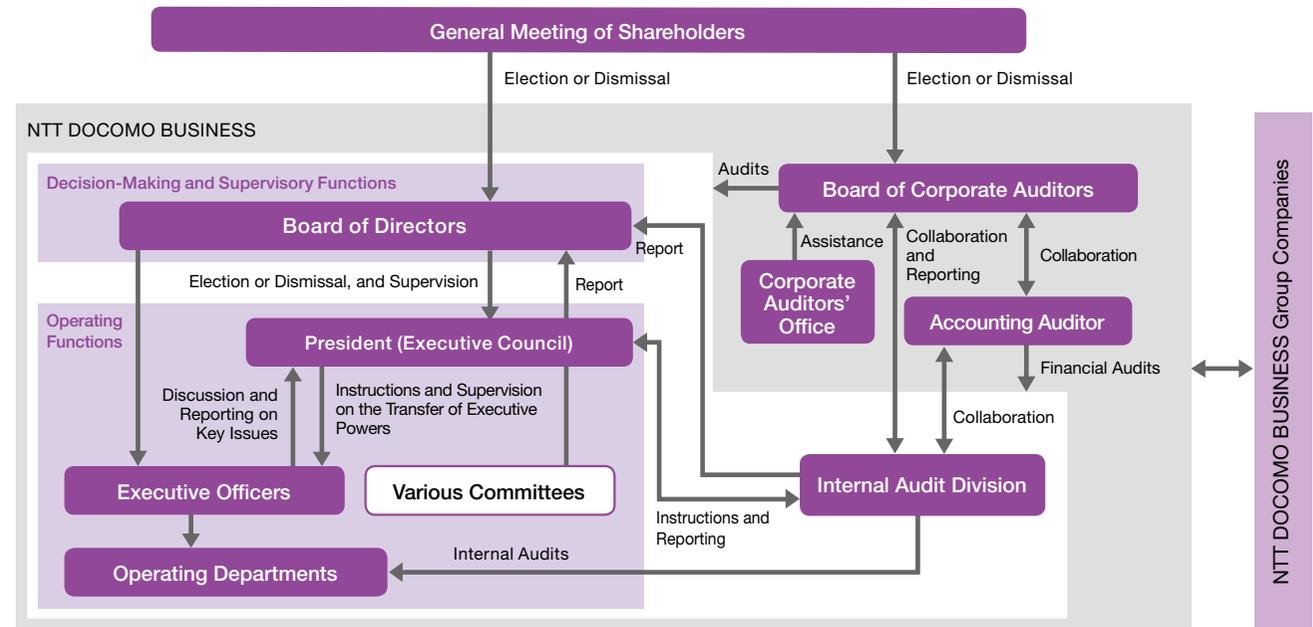
Corporate Governance

▶ Corporate Governance

NTT DOCOMO BUSINESS has adopted a governance structure based on a system of Board of Directors and Board of Corporate Auditors and has assigned outside directors to bolster its governance functions. The board is chaired by the president and in principle meets once a month to make key management decisions in compliance with laws and regulations, the Articles of Incorporation, and the Board of Directors' rules.

We have set up an Internal Audit Division at the head office to conduct annual internal audits by selecting audit items based on the results of risk assessment to minimize or prevent management risks and boost corporate value. In addition to attending important meetings such as those of the Board of Directors, three auditors hold meetings of the Board of Corporate Auditors to audit the execution of directors' duties with an emphasis on confirming the legality and appropriateness of management decisions. A dedicated organization and staff facilitate efficient audit operations. The corporate auditors conduct their audits in close cooperation with accounting firms and the Internal Audit Division by periodically sharing information on audit plans and results.

[Corporate Governance Structure]



[Composition of Board Directors and Auditors (as of June 11, 2025)]

Main Item	Content
Chairman of the Board of Directors	Concurrently held by the president
Number of directors (including outside directors)	9 (2)
Number of auditors (including outside auditors)	3 (2)
Number of executive officers (including female officers)	26 (5)
Term of office of directors	2 years
Term of office of auditors	4 years

▶ Appointing Directors

Directors are appointed with the expectation that they will utilize their extensive knowledge and insight in their respective fields.

[Composition of Board Directors and Auditors (as of June 11, 2025)]

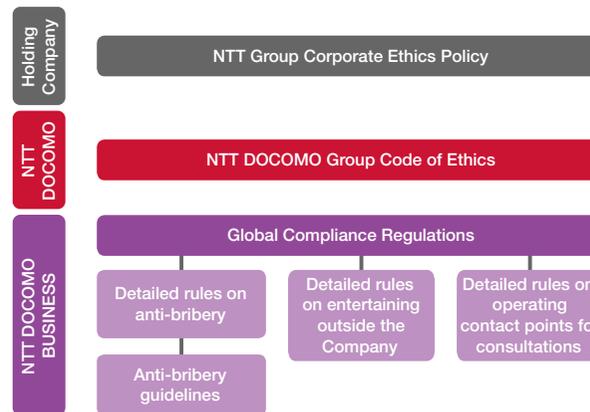
Position(s) and Organizational Responsibilities	Name
President, Representative Member of the Board of the Company, Chief Executive Officer	Katsushige Kojima
Senior Executive Vice President Representative Member of the Board of the Company, in charge of Corporate & Group Management, Head of Platform Service Division and Chief Risk Officer	Toshio Kanai
Senior Executive Vice President Representative Member of the Board of the Company, in charge of sales and of Global Business and Chief Customer Experience Officer	Akiko Kudo
Senior Executive Vice President Representative Member of the Board of the Company, in charge of Technology and Innovation, Senior Vice President of the Innovation Center, Chief Technology Officer, Chief Information Officer, Chief Information Security Officer, and Chief AI Officer	Hiraku Otsuchi
Senior Vice President Member of the Board, Head of Corporate Planning	Shinya Okuzawa
Members of the Board	Masaaki Shintaku
	Ikuko Suzuki
	Kaoru Asakura
	Junko Hiraishi
	Shuji Ota
Audit & Supervisory Board Members	Masanori Ozawa
	Haruka Saito

Continuously Enhancing Compliance Activities as a Company Consistently Trusted by Society

Compliance Promotion Framework

The NTT DOCOMO BUSINESS Group acts in accordance with the NTT Group Corporate Ethics Policy, established by NTT Inc. and applied throughout the NTT Group, as well as the NTT DOCOMO Group Code of Ethics, established by NTT DOCOMO, Inc. and applied across the NTT DOCOMO Group. We maintain the relevant rules under the Global Compliance Regulations that serve as the standard compliance policy for the NTT DOCOMO BUSINESS Group.

[Compliance Promotion Framework]

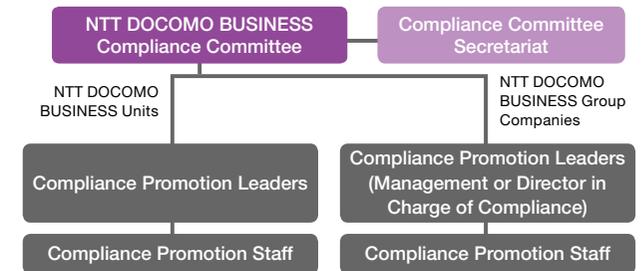


We also promote compliance led by the Compliance Committee, which is chaired by a senior executive vice president and supervises compliance promotion leaders

and staff assigned to each unit and Group company.

The Compliance Committee, consisting of compliance promotion leaders (heads of each unit) of NTT DOCOMO BUSINESS and presidents of each Group company, meets regularly every six months to provide a forum for sharing the status of reporting at internal points of contact and holding discussions on measures for establishing corporate ethics. The committee reports on the content of its discussions for each fiscal year to the Executive Council and Board of Directors of NTT DOCOMO BUSINESS.

[Compliance Promotion Framework]



Looking ahead, even as we respond to regulatory changes in Japan and overseas and the evolving business environment, management and all NTT DOCOMO BUSINESS Group employees will engage in ethical business practices and seek to strengthen the Group's compliance system worldwide.

For more information on the NTT Group Corporate Ethics Policy, see: <https://group.ntt/en/sustainability/governance/corporate-ethics/>

Awareness-Raising Programs and Training for Thorough Compliance

To ensure thorough legal compliance and fair business activities, companies are required to implement ongoing awareness and training programs for employees and directors. The NTT DOCOMO BUSINESS Group is actively pursuing internal awareness-raising activities through various programs including compliance training and by conducting employee awareness surveys on corporate ethics, inviting entries for compliance slogans, and regularly providing information via the internal website. Every year, we provide compliance training for all employees and directors. In fiscal 2024, we covered basic themes related to compliance with laws, Company rules, and social norms, such as ensuring fair competition, prohibiting bribery and excessive hospitality, preventing harassment, managing information appropriately, promoting sound data utilization, protecting personal information, and strengthening supply chain management. We also addressed topics such as contract compliance and points to consider when using generative AI. Attendance for the NTT DOCOMO BUSINESS Group as a whole was 99.6%.

In fiscal 2025, we are continuing training on themes that address changes in the business environment, such as integrity and compliance with contracts. By enhancing content and increasing attendance, we are working to strengthen compliance management across the Group.

In light of the increasing importance of supply chain compliance, including enforcing legal compliance among subcontractors, we include a clause seeking compliance with guidelines such as the NTT DOCOMO BUSINESS Inc. Guidelines for Sustainability in Supply Chain in our

subcontracting agreements as part of an ongoing effort to ensure compliance across our operations, including the supply chain.



For more information on our procurement activities, see: <https://www.ntt.com/en/about-us/procurement.html>

Initiatives for Preventing Corruption

To ensure compliance with the prevailing laws and regulations in Japan and overseas on preventing corruption, including bribery and bid-rigging, NTT DOCOMO BUSINESS adheres to the Anti-Bribery Handbook compiled by its parent company NTT Inc., as well as its own internal rules, to prevent corruption. We have stipulated detailed rules against bribery as well as prevention guidelines under the Global Compliance Regulations to clearly demonstrate we have proper measures in place to combat this concern, and we are determined to stringently address specific acts of bribery. As part of our Groupwide effort to prevent corruption, we follow procedures in various countries with regard to prior approval in cases where providing benefits to public officials are tolerated under law, and we examine the eligibility of agents and consultants hired to execute our operations. We also include prevention of corruption as a topic in our compliance training in an ongoing effort to raise awareness.

Furthermore, we continue to ensure fairness in operating our business by reviewing the rules on entertaining outside the Company, which were established to prevent conduct that may raise doubts about the fairness of our operations when interacting with public officials and

private-sector entities, and in order to maintain the trust of our stakeholders in light of changes in the external environment.

Anti-Competitive Behavior

NTT DOCOMO BUSINESS complies with fair competition laws and regulations, such as the Antimonopoly Act, to maintain a fair competitive environment in its business activities. We specifically provide training and awareness-raising programs for employees engaged in sales activities for public organizations, covering bid-rigging, bidding practices that impair fairness, bribery, and other points to consider in public sales activities. Continuing our awareness-raising activities will draw greater attention to competition laws within the Company as we contribute to promoting fair and free market competition.

Appropriate Advertising

Telecommunication services for smartphones and Internet use have become indispensable infrastructure for daily life and business. Moreover, these areas are undergoing rapid technological innovation in which the content, providers, contracts, and other aspects related to services used by customers are becoming increasingly sophisticated and diverse.

In this context, NTT DOCOMO BUSINESS will create new value by proposing integrated solutions combining mobile, security, and managed services. We will provide these services to all types of customers, from large corporations to small and medium enterprises. In light of the evolution of the business environment, such

as expanded service offerings and the rising number of customers, we are required to provide customers with more appropriate information and to display advertisements in an easy-to-understand manner. To this end, NTT DOCOMO BUSINESS has established operational procedures, including an accountability system related to advertisements and a screening system for advertising. At the same time, we continuously strive to ensure the proper display of advertisements that are easy to understand, by reviewing our advertising screening system and business processes in response to changes in the business environment.

Initiatives on AI Ethics

With the advancement of generative AI and the emergence of autonomous AI, AI technologies are rapidly permeating a wide range of industries. While these remarkable technological developments offer numerous benefits, they also pose potential risks, including ethical concerns such as discrimination and bias, legal issues such as copyright infringement, and other challenges such as information leakage. In response, countries around the world, including members of the EU, are accelerating discussions on AI regulation and ethics while advancing the development of related legal frameworks.

In October 2024, the NTT DOCOMO BUSINESS Group restructured its AI governance framework and appointed AI risk management officers at each Group company. This structure enables the development and implementation of internal rules, the evaluation of AI-related risks during AI use, the handling of incidents related to AI ethics, the promotion of education and awareness on AI risk management, and

the monitoring and reporting of implementation status. NTT DOCOMO BUSINESS has also revised its internal regulations and guidelines in accordance with the NTT Group AI Charter and the NTT Group AI Governance Policy while enhancing its AI risk assessment capabilities. Specifically, we have incorporated AI risk checks into governance review processes for service development, project management systems, and IT systems development. We assess the AI technologies and products to be used, identify potential risk scenarios and control measures, and conduct risk assessments from perspectives such as information security, protection of personal data and privacy, and prevention of intellectual property infringement. Furthermore, the Generative AI Usage Guidelines, established in July 2023 and revised in November 2024, outline our AI governance framework and AI risk assessment processes. The guidelines also explain risks, countermeasures, and key considerations for each role, including model developers, service providers, and users, and support employees in gaining a deeper understanding of and effectively using generative AI.



For more information on the NTT Group AI Charter, see:
<https://group.ntt/en/group/ai/charter.html>

Consultation Hotline

The NTT Group has established a common contact point for all Group companies for consultation and reporting with a reception by a law firm. The NTT DOCOMO BUSINESS Group has also set up its own hotline for reporting and consulting on compliance issues and a contact point for consulting on human rights issues. We are fostering an open corporate culture by creating an environment that

encourages employees to seek consultation and by swiftly and appropriately responding to their concerns and reports.

In fiscal 2024, a total of 122* incidents related to the NTT DOCOMO BUSINESS Group (72 related to harassment, 26 to dissatisfaction in the workplace, and 13 to labor) were reported through the channels described above. Working with the Compliance Office, the Human Rights Awareness Office, and the compliance promotion officers of the relevant organizations and Group companies, we responded appropriately to the reports based on the judgment of the chairperson of the Compliance Committee. We also investigated the facts and obtained third-party expert opinions as required, prior to implementing the necessary actions to prevent recurrence.

Given the many shared backgrounds and root causes of consultations on compliance and human rights, NTT DOCOMO BUSINESS will integrate these two functions as part of its organizational restructuring in July 2025. This integration is intended to accelerate investigations and improve the quality of responses. We have also been widely making announcements about the reporting and consultation desk through our website and training programs while operating it in accordance with internal rules such as the Global Compliance Regulations under the revised Whistleblower Protection Act. These regulations stipulate the ability to submit reports anonymously, the necessary measures that will be implemented to ensure that whistleblowers are not treated unfairly as a result of filing a report, and that those involved in an investigation will be bound by confidentiality with regard to information in the report. Reporting and consultation are available in Japanese and English and accessible to employees both in and outside of Japan. In addition, we are constantly striving to improve our hotline so that it is easier to access for reporting and consultation.

* The total number does not match the number of reports because some reports contain multiple issues.



For more information on the external contact point for the NTT Group Corporate Ethics Helpline, see:
<https://group.ntt/en/sustainability/governance/pdf/Help-Line.pdf>

Corporate Culture for Maintaining and Improving Business Ethics

The NTT DOCOMO BUSINESS Group regards integrity as a higher voluntary and proactive value that allows all of us to sincerely respond to society and stakeholders and to build trust, both as individuals and as a company. Accordingly, we are working to embody and instill integrity through measures such as compliance training.

In our corporate ethics survey for fiscal 2024, the ratio of employees responding that their workplaces have an open atmosphere was 98.1% (average positive response rate for related questions*). We will continue to foster an open corporate culture to establish an integrity-based compliance infrastructure as a company that continues to be trusted and exists in harmony with society.

* The survey questions and response options have been revised since fiscal 2023 to reflect the standardized format adopted across the NTT Group.

Continuously Upgrading the Risk Management Structure

Business Risk Management

The basic elements of risk management are defined in the Risk Management Rules we established to achieve sustainable corporate growth by anticipating and

preventing the occurrence of potential risks that exist in and around our business and by minimizing any loss in the event they materialize. As a system and mechanism for effectively addressing major risks that may affect our business management, we set up the Business Risk Management Committee, chaired by the senior executive president, to construct and implement a PDCA cycle for risk management.

The heads of units and presidents of Group companies comprising the members of the Business Risk Management Committee meet twice a year to address the changing business environment by defining risks that require action, identifying material risks, and discussing issues such as initiatives for promoting risk management. Starting in fiscal 2025, we have been reporting our risk management policy to the Executive Management Meeting and the Board of Directors, thereby strengthening the promotion of risk management at the management level.

To address a range of risks, including material risks, we convene a monthly Risk Management Subcommittee composed of all organizational units. This committee examines the occurrence and analysis of risk events and discusses countermeasures. The status of risk countermeasures implemented by each organization is verified through operational audits, and similar initiatives are carried out at major Group companies, thereby promoting risk management across the entire Group.

Crisis Management

Since the Great East Japan Earthquake, we have seen growing public interest in crisis management for times of emergency, such as large-scale natural disasters.

With a renewed awareness of our mission as a company responsible for maintaining social infrastructure through communication, we have strengthened our management structure to accelerate our response to contingencies and have sought to instill that awareness in all departments by ensuring strict adherence to manuals and organizing drills. In the event that a material risk occurs, we will set up a Disaster Response Headquarters and other units, headed by the president or senior executive president, as needed in order to provide the structure for gathering accurate information and making effective decisions. Thereafter, the Disaster Response Headquarters will take the lead in addressing the situation on the ground.

In July 2021, we established the Supply Chain BCP Guidelines to strengthen business continuity across the entire supply chain. We are working to ensure stable procurement with the cooperation of our suppliers.

Since fiscal 2013, we have laid out an operational plan to prepare against a pandemic in compliance with the Act on Special Measures for Preparedness and Response against Pandemic Influenza and New Infectious Diseases, and we are currently formulating a related concrete business continuity plan.

Furthermore, to comply with Japan's Disaster Countermeasures Basic Act and Act on Measures for Protecting Japanese Nationals in Armed Attack and Other Situations, we have established and publicly disclosed our Operational Plan for Disaster Prevention and Operational Plan for the Protection of Japanese Nationals in order to fulfill our responsibility as a designated public institution.



For more information on NTT DOCOMO BUSINESS initiatives against disaster, see:
<https://www.ntt.com/about-us/cs/saitai.html> (in Japanese only)

Responding to Geopolitical and Economic Security Risks

Against the backdrop of globalization shaped by the postwar international order entering a period transition, driven in part by changes in political leadership across countries, the impact of global developments, particularly U.S. policy and U.S.-China relations, on corporate activities is expected to become more pronounced. In this context, we are taking actions to handle geopolitical and economic security threats as part of our business risk management, with an emphasis on comprehensive and effective efforts across the entire Group.

Specifically, we have adopted the basic stance of ensuring both employee safety and business continuity, and we are identifying issues that need to be addressed, discussing policies to address them, and developing and managing a lead organization and promotion system along with their implementation schedule for each issue.

Moreover, we are responding to the amended regulations on specific user information in the Telecommunications Business Act (effective June 2023) and to our designation as a specified social infrastructure operator in the telecommunications field (in November 2023) based on the system for ensuring the stable provision of specified social infrastructure services under the Act on the Promotion of Ensuring National Security through Integrated Implementation of Economic Measures. We are also preparing for the handling of critical economic security information in anticipation of the introduction of the security clearance system under the Act on the Protection and Utilization of Critical Economic Security Information, which came into force in May 2025.

In fiscal 2025, we are strengthening our organizational framework by establishing a cross-functional team led by the Legal & Risk Management Department, with members drawn

from relevant divisions, and further accelerating our response to geopolitical and economic security risks.

Internal Controls

In accordance with the new Companies Act, enacted in May 2006 and revised in May 2015, NTT DOCOMO BUSINESS has drawn up basic policies for establishing a system of internal controls for the entire NTT Group. Concurrently, as a member of the NTT DOCOMO Group, the Board of Directors resolved to implement the measures necessary for the system. We are also working to reinforce and upgrade internal controls over financial reporting in line with the requirements of the Financial Instruments and Exchange Act, enacted in June 2006.

Basic Approach for Maintaining an Internal Control System

1. In maintaining a system of internal controls for complying with laws and regulations, managing any risk from losses and carrying out proper and efficient business operations, NTT DOCOMO BUSINESS takes a variety of measures to prevent and minimize loss.
2. NTT DOCOMO BUSINESS has established the Internal Audit Division to maintain and assess effectiveness with regard to operational status of the above system of internal controls. As a monitoring organization, it is responsible for regular audits and special audits of high-risk areas common to the NTT Group, in keeping with the standardized auditing criteria of NTT Inc. The necessary improvements are made following assessments of system effectiveness.
3. NTT DOCOMO BUSINESS will cooperate with NTT DOCOMO, INC. and take appropriate measures to ensure the reliability of its system of internal controls for financial reporting under Japan's Financial Instruments and Exchange Law.
4. The president is responsible for ensuring the development and implementation of the system of internal controls.
5. We will take all necessary steps to comply with NTT DOCOMO, INC.'s Basic Policies Concerning the Maintenance of Internal Control Systems.

Internal Audits

At NTT DOCOMO BUSINESS, Internal Audit Division plans to achieve its goal of implementing audits that benefit management by taking the lead in conducting internal audits of internal organizations and Group companies, with an emphasis on business risks. By conducting internal auditing activities throughout the year, we seek to reduce and prevent the manifestation of management risks while also proposing operational improvements to enhance the corporate value of the entire NTT DOCOMO BUSINESS Group.

In fiscal 2024, we implemented a range of initiatives, including internal audits to address risks identified by the Business Risk Management Promotion Committee and other bodies, the advancement and streamlining of audits through digital auditing, and continuous risk monitoring through the detection of signs of inadequacy and fraud using CAAT*. Each organization inside NTT DOCOMO BUSINESS conducts self-risk management activities, and continuous risk monitoring is positioned as part of these efforts. To support centralized risk identification and operational efficiency within each organization, the Internal Audit Division provides and promotes the use of a web portal that enables organizations to comprehensively visualize key risk indicators within their own operations. To further strengthen Group governance, we also conducted audits of regional offices selected based on risk, as well as of domestic and overseas Group companies of NTT DOCOMO BUSINESS.

As part of our efforts to improve the quality of internal audits, we underwent an external evaluation of the Internal Audit Division's organization and activities to assess

its conformity with the International Standards for the Professional Practice of Internal Auditing, established by The Institute of Internal Auditors. Although the evaluation results showed improvement compared to the previous assessment in fiscal 2018, we will continue to pursue further quality enhancement by incorporating leading practices from both within and outside the NTT Group.

Also looking ahead, to contribute to the reduction of management risks and the effective achievement of management objectives across the NTT DOCOMO BUSINESS Group, we will continue to take timely and appropriate approaches to all types of risks and achieve strategic, efficient, and high-quality audits by leveraging digital technologies and data. Through these efforts, we will strengthen governance and contribute to medium- to long-term sustainable business growth and the maximization of corporate value.

* Computer-assisted audit techniques is an auditing method centered on big data analysis. Business intelligence (BI) tools are used to visualize the results of analysis to reveal signs or trends of declining performance or fraud.

Priority Activities

Enhanced Value Chain Partnerships

Our Approach

We will manage the entire supply chain with high ethical standards by promoting and strengthening the sustainability of NTT DOCOMO BUSINESS Group suppliers to ensure a reliable procurement system for our customers. To that end, we established NTT DOCOMO BUSINESS Inc. Guidelines for Sustainability in Supply Chain and focus on developing mutual understanding and relationships of trust with our suppliers. At the same time, we are developing a procurement system based on the concept of sustainable procurement, which extends beyond environmental issues, with thorough consideration of humanitarian and social issues as well. We will strive to enhance our partnerships to properly understand and address the impact of our business activities on the value chain and engage in a dialogue with our stakeholders to meet the various requests and expectations from society, toward operating business on the trust of our stakeholders.

[NTT Group Procurement Policies]

1. NTT will strive to provide competitive opportunities with fairness to both domestic and foreign suppliers, and to build mutual trust and understanding.
2. NTT will conduct economically rational procurement of competitive goods and services that meet its business needs, deciding suppliers based on quality, price, delivery times and stable supply in a comprehensive manner.
3. NTT will contribute to realizing a sustainable society by doing procurement with an emphasis on human rights, the environment, safety, and other critical issues, in compliance with laws and social norms.

With the basic ideas of the previous Guidelines for CSR in Supply Chain, the new guidelines clarify the positioning of our requests to suppliers (code of conduct). The guidelines as a whole now require stronger cooperation, such as requesting primary suppliers to take responsibility for seeking compliance from upstream suppliers, establishing management systems to comply with each guideline, and taking actions such as suspending business with suppliers who do not correct violations. The content of each specific item has also been enhanced.

[NTT DOCOMO BUSINESS Inc. Guidelines for Sustainability in Supply Chain] ★ Indicates the main additions and enhanced item

Content		
<p>Introduction ★</p> <p>Requests to Suppliers (Code of Conduct): Common Matters</p> <ol style="list-style-type: none"> 1. Build management systems ★ 2. Detect inappropriate activities early by building complaint processing mechanisms 3. Publicize and disclose the status of initiatives related to these guidelines <p>I. Human Rights and Labor</p> <ol style="list-style-type: none"> 1. Prohibit forced labor ★ 2. Prohibit inhumane treatment 3. Prohibit child labor and make considerations for young workers 4. Prohibit discrimination ★ 5. Proper wages and allowances 6. Regulate working hours 7. Respect the right to freedom of association and collective bargaining 8. Implement human rights due diligence in the supply chain ★ 9. Promotion of "Technology that is based on high ethical standards." <p>II. Occupational Health and Safety</p> <ol style="list-style-type: none"> 1. Occupational Safety 	<ol style="list-style-type: none"> 2. Apply safety measures for equipment and instruments 3. Promote hygiene in the workplace 4. Apply appropriate measures for occupational injuries and illnesses ★ 5. Prepare for and respond to emergencies 6. Consider physical workload 7. Promote safety and hygiene in company facilities 8. Conduct health maintenance programs for employees 9. Communicate about safety and hygiene <p>III. Environment</p> <ol style="list-style-type: none"> 1. Obtain environmental permits and report to the government 2. Manage chemical substances contained in products 3. Manage chemical substances 4. Minimize environmental pollution (wastewater, sludge, exhaust, noise, vibration, etc.) 5. Reduce energy consumption and greenhouse gas emissions ★ 6. Reduce environmental burden by implementing product assessment 7. Effectively use resources and manage waste 8. Conserve biodiversity ★ 9. Implement environmental investigations in the supply chain 	<p>IV. Fair Trade & Ethics</p> <ol style="list-style-type: none"> 1. Prevent corruption and illegal political contributions, prohibit improperly providing or receiving benefits 2. Prohibit abuse of dominant bargaining position 3. Execute business fairly 4. Respect intellectual property 5. Appropriately manage imports and exports 6. Prevent improper acts 7. Responsibly procure minerals and carry out due diligence <p>V. Product Quality and Safety Product Quality and Safety</p> <ol style="list-style-type: none"> 1. Ensure product safety 2. Provide accurate product and service information <p>VI. Information Security</p> <ol style="list-style-type: none"> 1. Provide products and services that take into consideration security and privacy ★ 2. Prevent the leaking of confidential information 3. Protect personal information 4. Take countermeasures against cyber attacks on one's own company 5. Respond to security incidents ★ <p>VII. Formulate business continuity plans</p>



For more information on the NTT DOCOMO BUSINESS Inc. Guidelines for Sustainability in Supply Chain, see:

https://www.ntt.com/content/dam/nttcom/hq/en/about-us/procurement/pdf/SustainabilityGuidelines_E_202507_1.pdf

Main Achievements in Fiscal 2024 and Goals for the Coming Years

In order to realize the sustainable procurement concept, we will thoroughly promote the procurement of products with minimal impact on the environment by conducting product assessments with the cooperation of suppliers. Also, we will encourage the worldwide adoption of supply chains that do not engage in the trade of conflict minerals or in any way intensify social and humanitarian problems. Under this concept, we have been continuously conducting sustainable procurement promotion surveys of our suppliers since fiscal 2016. In fiscal 2022, we also began utilizing EcoVadis*, a global rating organization. In fiscal 2023, we introduced the collaborative self-risk assessment questionnaire (SAQ) for sustainable procurement, in collaboration with three telecommunications companies (NTT, KDDI, SoftBank) to identify a variety of risks. We are also strengthening our engagement with suppliers through conducting direct dialogues with those identified as requiring improvement based on the evaluation results.

In fiscal 2025, we will continue to build on the supplier surveys while simultaneously taking steps to promote the exchange of opinions with suppliers and increase information disclosure. We will also continue to provide supplier information to EcoVadis. Furthermore, we are engaged in multifaceted activities with a primary focus on

customer satisfaction surveys as our main measure for continuously improving customer satisfaction. In the voice of customer (VOC) survey, the process enables us to respond to survey results by identifying priority issues from the customer perspective and quickly improving these issues, which we continue to do.

Since fiscal 2024, we have assigned a chief customer experience officer (CCXO) to strengthen our system for improving customer experience (CX) across the entire Company and strive to provide value that will further satisfy our customers.

* An organization that evaluates supply chain sustainability. Providing platforms for evaluating the sustainability of companies related to policy, measures, and achievements, EcoVadis conducts surveys and evaluations of suppliers in 175 countries and 200 industries from the perspective of four areas: the environment, labor and human rights, ethics, and sustainable procurement.

Risks and Opportunities

We are taking initiatives in procurement with the understanding that environmental issues, such as climate change, as well as social change present both business risks and opportunities.

We regard rising greenhouse gas emissions is an environmental risk. As climate change is recognized as an important global issue, the NTT DOCOMO BUSINESS Group has set a goal of achieving net-zero by fiscal 2040 (Scopes 1, 2, and 3). To this end, we confirm compliance with the Supply Chain Sustainability Promotion Guidelines before entering into any contract. Furthermore, since September 2022, we have introduced the use of ICP, and from January 2025 we have been expanding its scope of application. In addition, we are engaging in direct dialogues with key suppliers to support the reduction of greenhouse gas emissions.

In terms of social risks, we believe that the occurrence of human rights violations such as forced labor and child labor, as well as the introduction of new laws and regulations or their strengthening, could increase our cost burden and affect the business performance and financial position of the NTT Group as a whole.

As for opportunities, by requesting suppliers to comply with our guidelines we can encourage them to reduce their greenhouse gas emissions, which will lead to reductions in our greenhouse gas emissions and in turn enhance our corporate value through ESG management.

We recognize that realizing a sustainable society depends upon collaborating with suppliers as well as our own efforts. We will therefore continue to improve the evaluation and understanding of our stakeholders,

including investors, through direct discussions with our suppliers and disclosing information about the processes and results of these talks.

Collaboration with Suppliers to Ensure Sustainability Procurement and Green Procurement

Dissemination of Sustainable and Green Procurement

We have formulated the NTT DOCOMO BUSINESS Guidelines for Sustainability in Supply Chain, which encourage procurement policies for respecting human rights and protecting the environment, ensure the quality and safety of products and services, and recognize the overall needs of society. When selecting and entering into agreements with new business partners, we also include sustainability compliance items established by our company, in addition to credit screening criteria, which include confirming corporate initiatives on human rights and labor issues. When we determine that a company has failed to meet our criteria and thus represents a risk, we do not trade with them.

To promote sustainable procurement, NTT DOCOMO BUSINESS conducts SAQs using EcoVadis.

We have set the target of achieving a 100% rate of direct dialogue with suppliers identified as requiring improvement based on their SAQ responses, and we have accomplished this goal. In the course of developing mutual understanding and trust, we engage in exchanges of views aimed at improving initiatives from the perspectives of human rights, the environment, information security, and other issues to promote further initiatives across the

supply chain. Looking ahead, we will continue to work with our suppliers to promote sustainable procurement.



For more information on the NTT DOCOMO BUSINESS Inc. Guidelines for Sustainability in Supply Chain, see: https://www.ntt.com/content/dam/nttcom/hq/en/about-us/procurement/pdf/SustainabilityGuidelines_E_202507_1.pdf

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For more information on green procurement, see: Contributions to the Global Environment.

Developing Procurement Professionals

In maintaining sound management throughout the NTT DOCOMO BUSINESS Group, we uphold our Sustainability Policy to thoroughly establish and enhance our awareness of sustainability through efforts that also involve suppliers. In the Procurement & Billing Department, which is responsible for procurement operations, we encourage our employees to obtain the Certified Procurement Professional (CPP) qualification, designated by the Japan Management Association, so they can have specialized knowledge in purchasing and procurement.

As of June 2025, the cumulative number of certified employees is 88 (Grade A: 36, Grade B: 52). Looking ahead, we will continue nurturing human resources in each area to practice sustainable and responsible procurement.

Moreover, we have been certified under ISO 14001 since 1999 and remain committed to the effective operation and maintenance of our environmental management system, and core employees are required to complete ISO 14001 internal auditor training. Through these efforts, we promote

environmental protection activities aimed at realizing an environmentally friendly society.

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For more information, see: Acquiring ISO 14001 Certification in this report.

UK Modern Slavery Act Statement

The NTT DOCOMO BUSINESS Group had been disclosing its statement on slave labor and human trafficking in accordance with the UK Modern Slavery Act 2015. Due to the closure of the London branch on March 31, 2021, the Group is no longer subject to the disclosure of statements under this act. However, we will continue to cooperate with suppliers to prevent slave labor and human trafficking, and to promote and strengthen our activities based on the Guiding Principles on Business and Human Rights.

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For more information on our human rights efforts in the value chain, see: Governance.

Response to Conflict Minerals

The NTT DOCOMO BUSINESS Group will promote initiatives to refrain from using conflict minerals under the NTT DOCOMO BUSINESS Inc. Guidelines for Sustainability in Supply Chain and will conduct procurement activities in accordance with the guidelines. The response to conflict minerals by major suppliers is confirmed by conducting a questionnaire survey aimed at checking the operational status of the NTT DOCOMO BUSINESS Inc. Guidelines for Sustainability in Supply Chain.

Disclosure of Supply Chain through EcoVadis

Rising public expectations for sustainability activities that also encompass the supply chain have increased the importance of companies knowing the status of their suppliers' sustainability activities and disclosing that information to clients. Since fiscal 2016, we have registered supply chain information with EcoVadis. We have also been proactively disclosing information to our clients and to companies considering doing business with us. As a result, we received a Bronze rating in 2025. Our stance on the environment in particular was highly evaluated for setting quantitative targets for multiple related issues. We will continue to work to improve our sustainability performance.

Enhance Stakeholder Engagement

Our Approach to Stakeholder Engagement

Building and enhancing stakeholder relationships are extremely important for the NTT DOCOMO BUSINESS Group toward becoming a corporate group that creates the future and maintaining business operations. In addition to this report, we will continue to engage with stakeholders through our website, various events, and surveys, taking into account our relationships with each stakeholder and the issues they face.

[Dialogue with Stakeholders and Major Topics]

Stakeholder		Opportunities for Engagement	Main Themes
Customers	We gather feedback through such means as customer satisfaction (CS) surveys and take steps to improve satisfaction levels.	<ul style="list-style-type: none"> Voice of customer (VOC) survey, CS surveys Exchange of opinions at the docomo business Forum Exchange of opinions based on daily interaction with customers 	<ul style="list-style-type: none"> Improving quality in products and services Consideration of new products and services Continuous improvement in customer service
Business Partners	We constantly exchange opinions to raise customer satisfaction and establish sustainability throughout the supply chain.	<ul style="list-style-type: none"> Supplier survey Daily exchange of opinions and surveys 	<ul style="list-style-type: none"> Improving quality in products and services Consideration and co-creation of new products and services Ensuring fair business practices Ensuring sustainable procurement and respect for human rights
Society at Large	We create opportunities for engaging with diverse stakeholders in society to understand the issues and current status.	<ul style="list-style-type: none"> Dialogue with stakeholders Exchange of opinions with NPOs, NGOs Social contribution activities Environmental protection activities 	<ul style="list-style-type: none"> Contributing to the development of a sustainable society Participation in social contribution and community activities Harmony with local communities Responsibility as a corporate citizen
Employees	We consistently incorporate employees' opinions to ensure effective employment and sustain employee motivation.	<ul style="list-style-type: none"> Comments from executives during dialogue meetings and lectures e-learning programs and questionnaires Feedback collected through the corporate website and helpline Employee satisfaction surveys 	<ul style="list-style-type: none"> Instilling the corporate vision and philosophy and personal growth Instilling the Sustainability Policy Self-development and creation of customer value Realization of job satisfaction Autonomous career development

► Initiatives to Improve CX

In order to remain the service provider of choice for customers around the world, daily contact with customers cannot be limited to sales personnel. All employees consider customer interaction as a top priority and make every effort to increase customer satisfaction through innovative services and daily improvement efforts. One such initiative is the annual VOC survey on customer satisfaction. We take the comments very seriously and are working diligently to make improvements.

In our fiscal 2024 VOC survey, in addition to assessing the level of overall satisfaction with NTT DOCOMO BUSINESS and satisfaction with its services and sales activities, we also examined the implementation status and required support regarding areas of high customer interest, such as generative AI. We conducted a detailed analysis of survey results by customer attribute to gain a more detailed understanding of customer needs, and we incorporated the learnings into proposal activities and service development.

Looking ahead, we will continue to strive to make permanent improvements to ensure their satisfaction.

Guidelines for Diverse Business Activities

Society has entrusted us with diverse responsibilities to fulfill through our operations, from developing products and services that address social issues to protecting the environment and fostering a corporate culture that respects fairness and diversity. We encourage strict adherence to various guidelines in our corporate activities in order to continue fulfilling our social mission in each of the Priority Areas defined under our Sustainability Policy.

[Examples of Policies and Guidelines for Sustainability Priority Areas and Priority Activities]

Sustainability Priority Areas and Priority Activities		Policies and Guidelines	Page in Report
Society	Promotion of DX to connect society with the future Promotion of innovations that break through limits	Our Mission	004 034
	ICT transformation	NTT DOCOMO BUSINESS Three Disaster Policy Fundamentals	036
	Promotion of corporate citizenship	Social Action Principles	041
Environment	Promotion of a decarbonized society Development of a closed-loop society	Global Environmental Charter	045
		NTT DOCOMO BUSINESS Environmental Statement	045
		New Environmental Goals	045
		Biodiversity Action Plan	071
Human Resources	Promotion of diversity, equity, and inclusion	Promotion of Diversity Fundamental Policy	095
	Respect for human rights	Basic Policy on Human Rights Education	106
Governance	Thorough compliance and risk management	Basic Approach for Maintaining an Internal Control System	119
	Enhanced value chain partnerships	NTT DOCOMO BUSINESS Inc. Guidelines for Sustainability in Supply Chain	121
	Continuously strengthening information security	NTT DOCOMO BUSINESS Security Declaration	127

Priority
Activities

Continuously Strengthening Information Security

Our Approach

We are committed to continuously strengthening cybersecurity measures and promoting security governance to enhance the cyber resilience of our ICT infrastructure and ensure information security, including the protection of customer personal information, in response to societal change, advancements in digitalization, and the increasing sophistication and severity of security threats such as cyberattacks.

By adhering to the ISO/IEC 27001 international standard for information security management systems, we conduct information security audits and implement comprehensive cybersecurity measures. We also focus on training our employees as ICT professionals and developing security specialists.

The NTT DOCOMO BUSINESS Group, responsible for the corporate business of the NTT DOCOMO Group, has positioned compliance and security as critical to the business of NTT DOCOMO BUSINESS and is dedicated to enhancing its capacity to effectively respond to security risks.

Main Achievements in Fiscal 2024 and Goals for the Coming Years

The NTT DOCOMO BUSINESS Group has set a goal of zero serious incidents. In fiscal 2024 as well, we achieved our goal by promoting the introduction of security tools such as Endpoint Detection and Response (EDR) and Network Detection and Response (NDR), automating and streamlining security operations, improving IT governance by centralizing IT/OT asset management, and conducting security checks on systems that handle important information such as customers' personal information. However, as reported in the news release dated March 5, 2025, unauthorized access* to our systems occurred in fiscal 2024.

In light of this, we will further strengthen measures in fiscal 2025 toward achieving our goal of zero serious incidents.

* In early February 2025, we discovered that our facilities had been subject to unauthorized access and confirmed the possibility that some information may have been leaked externally. Specifically, part of the information related to corporate customer services stored in our internal Order Information Distribution System, which manages and distributes data on service activations and changes, may have been exposed. No information related to individual customer services was affected. Initial response measures, including blocking access to the affected equipment, have already been implemented. Telecommunications services have not been suspended as a result of this incident.

Governance

The NTT DOCOMO BUSINESS Group established the Security Committee, chaired by the chief information security officer (CISO), to ensure information security governance. The committee examines information security measures, formulates and reviews related regulations, and conducts activities by department and Groupwide.

Risk Management

The NTT DOCOMO BUSINESS Group conducts risk management both at the organizational level and at the individual system level.

At the organizational level, the CISO and the senior vice president of the Information Security Division assess cross-sectional risks throughout the entire organization and in accordance with business characteristics and formulate action plans based on the priority of measures, thereby ensuring their efficient implementation.

At the system level, we conduct risk assessments and implement information security measures for each in-house system used and managed by the Company and Group companies, and conduct risk management in line with the system development lifecycle.

Strategy

The NTT DOCOMO BUSINESS Group is committed to security that contributes to the business of our customers and partners as well as to the country and society on the whole.

Policy for Initiatives

- Security policies and measures are formulated based on information security considerations in accordance with related standards, such as ISO and NIST documents.
- As a security-by-design approach, information security measures are never treated as afterthoughts; they are considered at every stage of the system development lifecycle. A shift left approach is adopted to consider and incorporate security measures from an upstream perspective, such as the design stage of business processes and systems. In this way, we utilize basic information security measures that correspond to the concepts of zero trust security and multilayer defense, as well as an increasingly pervasive cloud environment.
- Information security measures are designed to balance risks and information security measures according to business objectives, with consideration for usability that does not impose excessive burdens on end users and operation managers. The measures are also designed with an emphasis on mobility in response to the recent demand for remote work environment, supporting productivity and employee challenges to boost security as the driving force.

Representative Initiatives

In accordance with this policy, we are building and monitoring an IT/security environment to prevent the leakage of critical information to NTT DOCOMO BUSINESS Group companies, suppliers, and other supply chain companies. We have also established a support system within the Information Security Division to promote these initiatives.

To strengthen the overall organizational capabilities of the information security line, we will further promote DX (automation, efficiency, and sophistication) in security operations and expand our cyberattack prevention initiatives.

Metrics and Targets

The NTT Group has set a common goal of zero serious security incidents. To achieve this, NTT DOCOMO BUSINESS sets and monitors internal KPIs such as the number of incidents and the status of response to external threats (e.g., blocking malicious emails, addressing OS/application vulnerabilities) and reports monthly to management.

P.023  For more information, see: [KPIs, Targets, and Outcome of Activities in this report.](#)

Continuously Strengthening Security Management

Ensuring Information Security

▶ Basic Policy

NTT DOCOMO BUSINESS regards raising security awareness in the workplace, including among all executives, employees, and partner employees, as a crucial responsibility of an ICT company. The NTT DOCOMO BUSINESS Security Declaration has been our basic policy for conducting business based on our belief that adhering to strict security management standards will lead to improving security and delivering benefit to our customers.

NTT DOCOMO BUSINESS Security Declaration

At NTT DOCOMO BUSINESS, we believe that our most important mission is to provide our customers with services which they can use with the assurance that their critical information is being protected and to contribute to improving the security of our customers.

We view security as the single most important issue to be addressed in providing services, and we pledge to work together with our customers to provide the best in security for their needs. To achieve this end, we do our utmost to ensure security throughout all aspects of the value chain, from the development of technologies and services to the construction and operation of systems.

As ICT professionals, all of us at NTT DOCOMO BUSINESS are committed to improving our capabilities to respond to security issues.

Three Resolutions

1. We regard security as our top priority in providing services to our customers, and we will do our utmost to enhance their security.
2. As an ICT solution partner entrusted with our customers' vital information, we will work with them at all times to ensure their security.
3. Business partners and contract employees are also important supporting members of NTT DOCOMO BUSINESS. We will therefore collectively strive to ensure our own security.

Appropriate Management of Personal Information

Protection of Customer Information and Personal Information

We protect customer personal information in compliance with the relevant laws and regulations as well as guidelines published by the Ministry of Internal Affairs and Communications, operating under an effective system of information management to stringently implement our Personal Information Management Rules, which define the basic elements of protecting customer information and personal data. When subcontracting the handling of customer personal information, we select subcontractors that meet the required standards.

We have been operating since 2002 under the ISMS certification*1, which is primarily for our corporate sales and maintenance divisions, and since 2004 under the PrivacyMark certification*2. As of March 2025, ten Group companies in Japan have been operating under the ISMS certification and six companies that mainly handle customers' personal information have been operating under the PrivacyMark certification.

In response to the revised Personal Information Protection Law that came into effect in April 2022, we have revised our internal regulations to strengthen our operations, including lifecycle management of customer information. To raise employee awareness, we are taking such actions as conducting annual training sessions for all directors, employees, and partner employees. With regard to GDPR, a regulation on personal data protection within the EU, we had been operating under the EU

Customer Personal Information Management Guidelines, which stipulate the handling of personal information in the EU. In addition, in fiscal 2022, we took the opportunity of becoming a member of the new DOCOMO Group to introduce the Privacy Impact Assessment System (PIA System) to ensure appropriate use of personal data based on the Behavioral Principles of the NTT DOCOMO Personal Data Charter. We will continue to protect customer privacy and promote the appropriate use of data so they can use our services without concern.

*1 A screening and certification system for assessing whether an information security management system conforms to JIS Q 27001 (ISO/IEC 27001) standards.

*2 A registered trademark granted for use by companies that have been certified by the Japan Information Processing Development Corporation as having established a system for appropriately protecting personal information in compliance with Japanese Industrial Standard JIS Q 15001 requirements for personal information management systems.



For more information on our policy concerning the handling of personal information, see:
<https://www.ntt.com/en/about-us/hp/privacy.html>



For more information on the NTT DOCOMO Personal Data Charter, see:
https://www.docomo.ne.jp/english/utility/personal_data/charter/

▶ Raising Workplace Awareness and Providing Thorough Training

We are actively working to ensure that employees understand our information security policies and the appropriate handling of information and to raise awareness of compliance and security against internal fraud. To this end, we provide Companywide training in information security and handling targeted attack emails as well as for security managers and staff.

In fiscal 2024, in light of recent security trends, we

conducted ransomware attack drills for the organizational heads and security personnel of each division. We also carried out practical exercises for both management and operational staff.

We intend to further improve the security awareness and literacy of every employee through training and information dissemination that incorporate internal and external trends and case studies.

[Information Security Training Attendance]

Type of Training	FY2020	FY2021	FY2022	FY2023	FY2024
Information security training (total)	16,449	19,783	22,994	23,611	25,185
Companywide security training and assessment of understanding	16,291	19,588	22,819	23,611	24,899
Training for managers and leaders in charge of implementing security management	158	195	175	—*	286

*Jointly held in FY2024

Independent Assurance Statement



Independent Assurance Statement

October 30, 2025

Mr. Katsushige Kojima
President and CEO, Representative Member of the Board
NTT DOCOMO BUSINESS, Inc.

1. Purpose

We, Sustainability Accounting Co., Ltd., have been engaged by NTT DOCOMO BUSINESS, Inc. ("the Company") to provide limited assurance on the following performance indicators for the fiscal year 2024: 12.4 % for the percentage of women in managerial positions (as of April 1, 2025), 30 % for the percentage of female employees appointed as new managers (as of April 1, 2025) and 105 % for the percentage of male employees taking leave for childcare accounting for the Company including seconded employees; 23.5 % for female executive ratio (as of July 1, 2025) and 4.76 % for the ratio of employees with disabilities (as of June 1, 2025) accounting for the Company; 64 % for the positive response rate for the Engagement 4KPIs accounting for the Company and its subsidiaries[※]; 1.0 ten thousand t-CO₂e for Scope1, 8.3 ten thousand t-CO₂ for market-based Scope2, 19.2 ten thousand t-CO₂ for location-based Scope2, 214 ten thousand t-CO₂e for Scope3 (Categories 1,2,3,4,5,6,7,11,12,13), 2.5 hundred million kWh (56 %) for the consumption and rate of electricity derived from renewable energy sources, 5.7 thousand t for the total volume of waste generated and 78.2 ten thousand m³ for the total volume of water used accounting for the Company group (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.

[※]NTT DOCOMO BUSINESS ENGINEERING, Inc., NTT DOCOMO BUSINESS CHEO, Inc. and NTT DOCOMO BUSINESS SOLUTIONS, Inc.

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.

Corporate Information

Corporate Overview (as of October 31, 2025)

Company Name	NTT DOCOMO BUSINESS Inc.
Headquarters	Otemachi Place West Tower 2-3-1 Otemachi, Chiyoda-ku, Tokyo 100-8019, Japan
Date Established	July 1, 1999
Paid-in Capital	230.9 billion yen
Operating Revenues*1	1,147.8 billion yen
Operating Income*1	97.3 billion yen
Number of Employees	9,350 (NTT DOCOMO BUSINESS Group: 17,550)*2
Business	ICT services and solutions business, international telecommunications business, and related business

*1 For FY2024 (NTT DOCOMO BUSINESS Inc.)
*2 As of March 31, 2025

Group Companies (as of October 31, 2025)

- NTT AQUA Inc.
- NTT DOCOMO BUSINESS ENGINEERING, Inc.
- NTTCom Online Marketing Solutions Corporation
- NTT DOCOMO BUSINESS CHEO, Inc.
- NTT Com DD Corporation
- NTT Smart Trade Inc.
- NTTPC Communications, Inc.
- NTT WORLD ENGINEERING MARINE, Inc.
- NTT DOCOMO BUSINESS SOLUTIONS, Inc.
- N.F.Laboratories, Inc.
- NTT BizLink, Inc.
- codeTakt Inc.
- DOCOMO gacco, Inc.
- Phone Appli Inc.
- NTT Com Asia Limited
- NTT Communications China Co., Ltd.
- Mobile Innovation Co., Ltd.
- Shanghai NTT Telecommunications Engineering Co., Ltd.

External Recognition and Awards

- Certified "Bronze" in the 2025 sustainability assessment by France-based EcoVadis
- Received recognition, including the NaaS Accelerator Live Best of Show award at the Global NaaS Event held in October 2024 and the Grand Prize for the APN dedicated line plan powered by IOWN® at the Interop Tokyo 2025 Best of Show Award in June 2025.



Business Domains

NTT DOCOMO BUSINESS provides a wide range of ICT services, including networks, cloud, data centers, applications, security, and AI, leveraging the high-quality infrastructure and technologies unique to a telecommunications carrier.

As the core company responsible for the corporate business of the NTT DOCOMO Group, we drive value through 5G, IoT, and other advanced technologies under the docomo business brand by enabling structural transformation in society and industry globally, fostering new workstyles, and supporting DX in local communities.

[Business Domains of NTT DOCOMO BUSINESS]

Services and Solutions	 Cloud and Data Center	 5G	 Network and Mobile
 Telephone and Visual Communication	 Operational Management	 Security	 IoT
 AI	 Data Utilization	 Business Support and Marketing	 Disaster Countermeasures

Editorial Policy

About this Edition

As the expectations and requirements of stakeholders become increasingly diverse and complex, NTT DOCOMO BUSINESS consistently pursues initiatives for sustainability. With this in mind, we introduce readers of this edition to a series of our future visions, illustrated with concrete examples, that are at the core of our stance to continuously provide solutions for social problems. The first half of the report presents the future direction of NTT DOCOMO BUSINESS and examples of solutions addressing social issues, followed by the results of our activities in the four Priority Areas in fiscal 2024.

● Scope of Report

This report covers the activities of NTT DOCOMO BUSINESS Inc. and the following Group companies* as of fiscal 2024, unless otherwise indicated.

* Nineteen Group companies: NTT AQUA Inc., NTT DOCOMO BUSINESS ENGINEERING, Inc., NTTCom Online Marketing Solutions Corporation, NTT DOCOMO BUSINESS CHEO, Inc., NTT Com DD Corporation, NTT Smart Trade Inc., NTTPC Communications, Inc., NTT WORLD ENGINEERING MARINE, Inc., NTT DOCOMO BUSINESS SOLUTIONS, Inc., N. F. Laboratories, Inc., NTT BizLink, Inc., codeTakt Inc., DOCOMO gacco, Inc., Phone Appli Inc., NTT Com Asia Limited, NTT Communications China Co., Ltd., Mobile Innovation Co., Ltd., Shanghai NTT Telecommunications Engineering Co., Ltd., COMWARE Financial Systems Corporation

● Reporting Period

Fiscal 2024: April 1, 2024 to March 31, 2025
(also contains information on activities conducted before or after this period)

● Issue Date Information

This report: November 2025
(previous report: December 2024; next report: scheduled for October 2026)

● Reference Guidelines

GRI Sustainability Reporting Standards 2016/2018/2019/2020/2021
Final Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)
Final Recommendations (v1.0) of the Task Force on Nature-related Financial Disclosures (TNFD)
SASB Standards
Environmental Reporting Guidelines 2018, Ministry of the Environment
ISO 26000:2010 Guidelines on Social Responsibility

● Inquiries

Sustainability Promotion Office, Human Resources, NTT DOCOMO BUSINESS Inc.

● Registered Trademarks

IOWN[®] is a trademark or registered trademark of NTT Inc.
Digital BPO[®] is a registered trademark of transcosmos inc. and used as a collective term for services that combine BPO operations and various technologies to help clients transform their businesses.

Reporting Media

Sustainability website



We provide information on the NTT DOCOMO BUSINESS Group's sustainability activities.

The site serves as a platform for information about sustainability while also supplementing the Sustainability Report. Information is periodically updated.



Sustainability website:
<https://www.ntt.com/en/about-us/csr.html>

Sustainability Report



Published annually since fiscal 2003 as a tool for conveying and developing a systematic understanding of the NTT DOCOMO BUSINESS Group's approach to sustainability.



Download the Sustainability Report and view previous reports at:
<https://www.ntt.com/en/about-us/csr/pdf/download.html>