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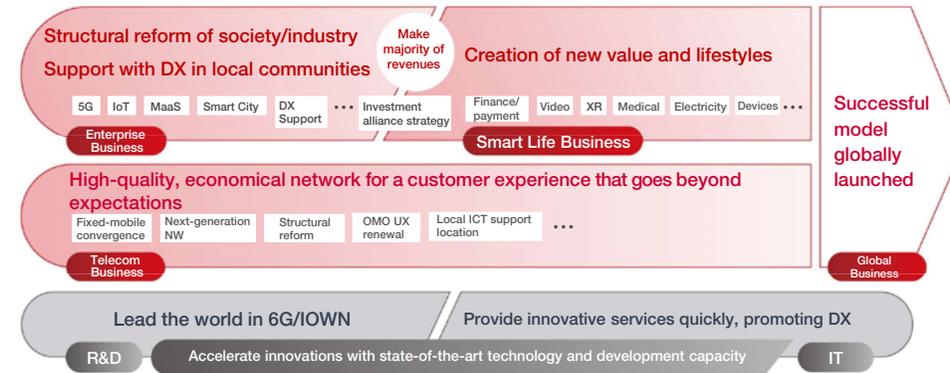
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# NTT DOCOMO Group's Medium-Term Strategy and Management Targets

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.

## Medium-Term Strategy



### 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.

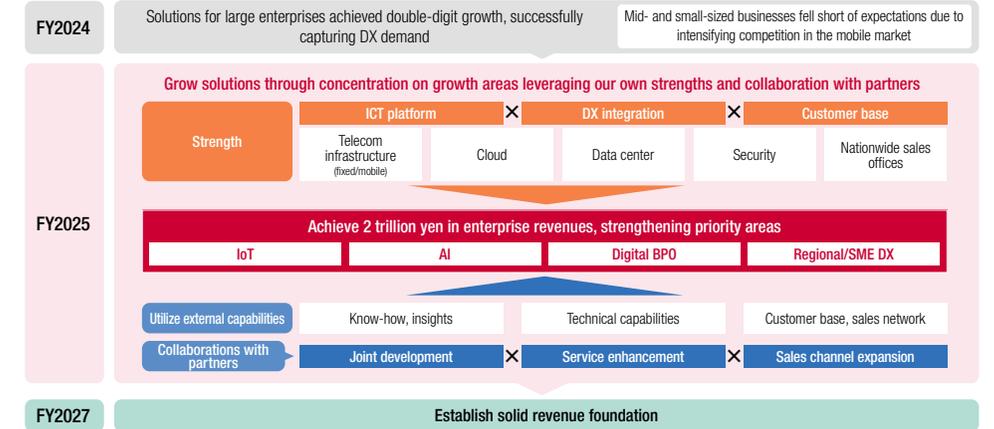
### IT

- Strengthening software development capabilities to quickly launch

## 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 ]



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



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## 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.

