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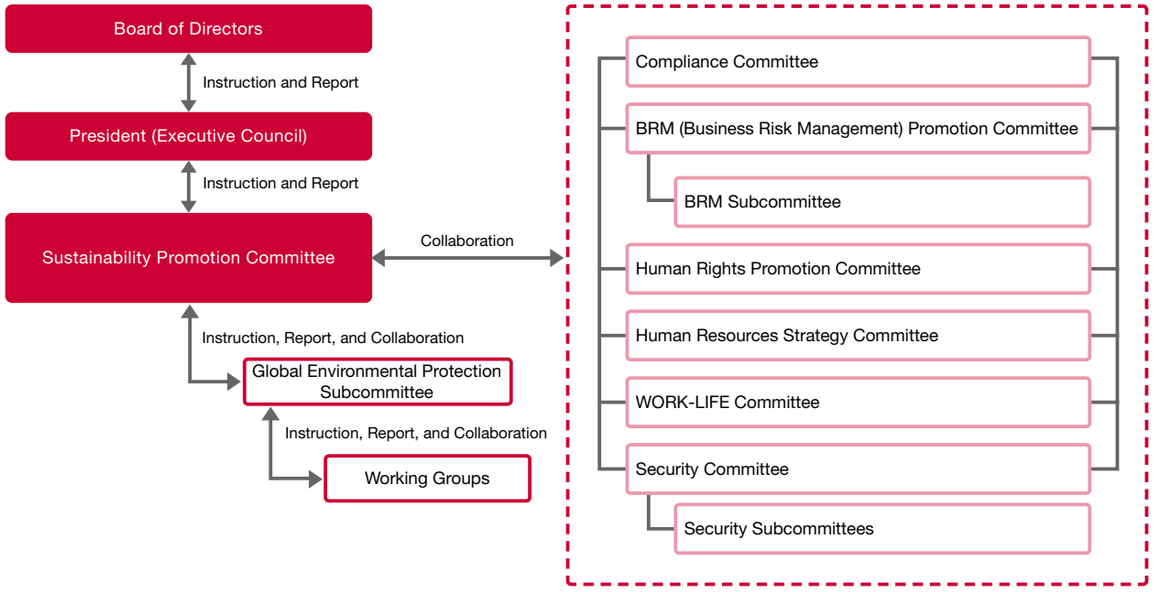
Governance, Risk Management, Strategy, Indicators, and Targets

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

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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.

P.015 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.

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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.

STEP 1 — Examine the Issues

We examined social issues using international guidelines and initiatives and external evaluation indices as a reference.

External evaluation indices: DJSI, FTSE, MSCI, EcoVadis, etc.
International guidelines: GRI standard, ISO 26000
International initiatives: UNGC, SDGs, etc.

STEP 2 — Prioritize

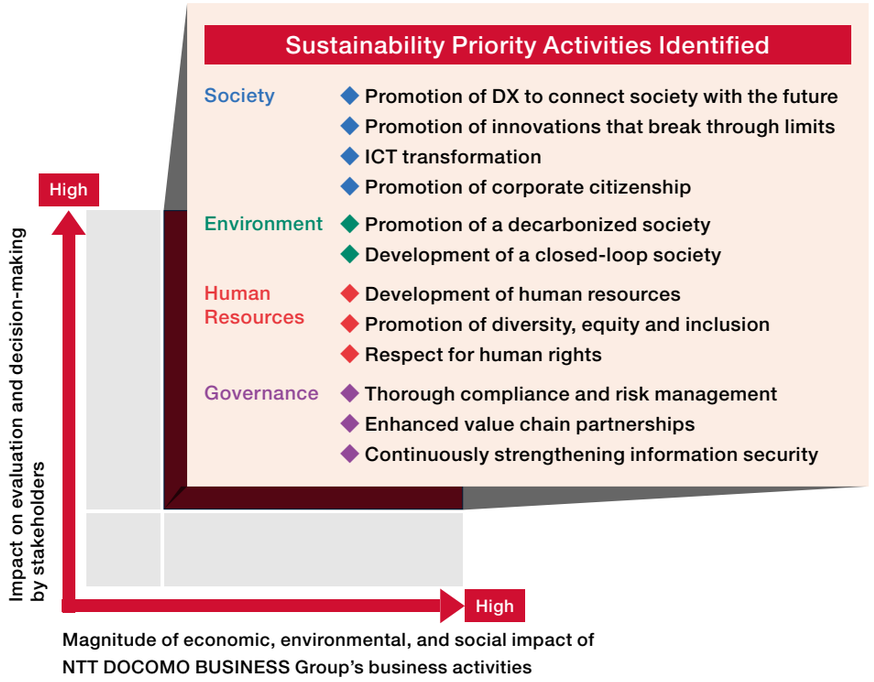
Priority Activities were categorized into items that remained significant and items deemed highly important to the Company's business, including initiatives to address sustainability-related risks and opportunities that may affect the Group's business strategy and other factors over the short, medium, and long term. These were then integrated and condensed into items prioritized based on the twin axes of expectations and requests from stakeholders and the magnitude and significance of the economic, environmental, and social impact of business activities for the NTT DOCOMO BUSINESS Group.

STEP 3 — Designate Priority Activities

Comprehensive consideration was based on Our Mission and business strategies, initiatives of the NTT Group and NTT DOCOMO Group, and various internal and overseas trends. Interviews with relevant departments were held before designating Priority Activities.

STEP 4 — Designate Main Initiatives, KPIs, and Targets

The Main Initiatives, KPIs, and Targets were considered for each Priority Activity from such perspectives as social trends, related risks and opportunities, contributions to achieving the SDGs, and links with KPIs adopted by the NTT Group through discussions with the relevant departments and related organizations, and they were designated following confirmation of their validity by the Sustainability Promotion Committee.



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KPIs, Targets, and Outcome of Activities

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

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

Society

Our Vision of the Future

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

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

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

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

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

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Main Initiatives	KPIs	Review	Assessment	Main Initiatives	KPIs
Realize sustainable local communities by promoting DX	Quantitative Growth of regional collaborative business (year-on-year increase)	● Regional collaborative business: Grew 140% compared to the previous year ● Achieved steady growth by creating solution models tailored to the challenges and needs of each industry and rolled them out nationwide	○	Realize sustainable local communities by promoting DX	Quantitative Growth of regional collaborative business (year-on-year increase)
Promote DX in global business	Qualitative Develop global DX solutions	● Won an order to provide a global zero-trust managed network across 170 locations worldwide for a pharmaceutical company ● Established the first Security Operations Center (SOC) by a Japanese company in China	○		
Priority Activity | Promotion of Innovations that Break Through Limits					
Generate creative innovations	Quantitative Patent applications on key intellectual property themes that support the sustainability of innovative businesses (10–99 patent applications per theme per year) Themes: ● Smart World ● Integrated Network Service (RINK) ● Generative AI ● IOWN®	Achieved double-digit annual applications on designated key intellectual property themes ● Smart World: 20 ● Integrated Network Service (RINK): 58 ● Generative AI: 60 ● IOWN®: 11	○	Generate creative innovations	Quantitative Patent applications on key intellectual property themes that support the sustainability of innovative usinesses (10–99 patent applications per theme per year) Themes: ● Smart World ● Financial DX ● Generative AI ● IOWN®
Priority Activity | ICT Transformation					
Provide ICT services that are resistant against natural disaster, highly reliable, safe, and secure	Quantitative Number of serious accidents: 0	0	○	Provide ICT services that are resistant against natural disaster, highly reliable, safe, and secure	Quantitative Number of serious accidents: 0 Quantitative New Number of accidents involving life-related services: 0

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

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Main Initiatives	KPIs	Review	Assessment	Main Initiatives	KPIs
Provide advanced ICT services	Quantitative Develop advanced, robust security services and add to the menu: 3 services	Number of services: 3 ● Cloud-based WAF ● Supporting products for ID security services ● Collaborative products for managed SOAR	○	Provide advanced ICT services	Quantitative Provide advanced and robust information and cybersecurity: 2 services * Including global services
	Quantitative Develop managed services to support the sustainable development of a safe and secure ICT society and add to the menu: 2 services	Number of services: 2 Expanded the professional menus of X Managed® (2 menus added) ● Cloud security (CNAPP) menu added ● WAFCharm menu added	○		Quantitative Provide managed services to support a safe and secure transformation for customers: 2 services * Including global services
	Quantitative Provide new voice application services focused on value provided to customers and add to the menu: 3 services	Number of services: 3 ● Arcstar IP Voice (Webex Calling) ● Arcstar IP Voice Connect NICE CXone plan ● Expanded the Business d Series	○		Quantitative Provide advanced and flexible communication application services: 2 * Including global services
	Quantitative Provide advanced and flexible network services: 4	Number of services: 4 ● Guaranteed connection of docomo business RINK ® ● docomo business RINK® vUTM2, IdaaS ● docomo business 5G ● Local 5G service Type D	○		Quantitative Provide advanced and flexible network services: 4 * Including global services
Priority Activity | Promotion of Corporate Citizenship					
Promote social contribution activities that are beneficial to a sustainable future	Quantitative Implement new social contribution activities: 2	Implemented the following activities: ● Noto Peninsula Volunteer Dispatch Program (NTT DOCOMO Group: total 260 participants, including 150 from NTT DOCOMO BUSINESS) ● Established the DOCOMO BUSINESS Co-Creation Forest	○	Promote social contribution activities that are beneficial to a sustainable future	Quantitative Implement social contribution activities that enhance employees' problem-solving skills: At least one

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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.

Priority Activity | Promotion of a decarbonized society

FY2024				FY2025	
Main Initiatives	KPIs	Review	Assessment	Main Initiatives	KPIs
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_2e	○	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	223.2 ten thousand t-CO_2e	○		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, 54% by FY2024	48% 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%.	×		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	57%	○	Introduce electric vehicles (EVs)	Quantitative Percentage of EVs in fleet: 100% by FY2030, 50% by FY2025
Improve energy efficiency	Quantitative Power efficiency in our telecommunications business: improvement of at least 10 times in FY2030 compared to FY2013	5.4 times	○	(Not set for fiscal 2025)	
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	● Provided Morikati, a forest value creation platform ● Supported in-house initiatives using the web app: Green Program® for Employee	○	(Not set for fiscal 2025)	

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

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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.

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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				FY2025	
Main Initiatives	KPIs	Review	Assessment	Main Initiatives	KPIs
Priority Activity | Development of human resources					
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)	Quantitative Training costs per person: 220,000 yen per year	264,900 yen per year	○	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)	Quantitative Training costs per person (set as a monitoring index) • Training costs per person • Satisfaction level of career support interview • Registration rate of career design form
Priority Activity | Promotion of diversity, equity, and inclusion					
Promote hiring, development, assignment, and equal opportunities for diverse human resources	Quantitative Percentage of female employees in managerial Positions: 15% (as of 2025)	13.6%*1	○	Promote hiring, development, assignment, and equal opportunities for diverse human resources	Quantitative Percentage of female employees in managerial positions: 15% (as of 2025)
	Quantitative Percentage of female employees appointed as new managers: 30%	30%*1	○		Quantitative Percentage of female employees appointed as new managers: 30%
	Quantitative Percentage of female employees in executive positions: 25–30% (as of 2025)	24.2%	×		Quantitative Ratio of female directors: 25–30% in 2026
	Quantitative Percentage of male employees taking leave for childcare: 100%	105%*2	○		Quantitative Percentage of male employees taking leave for childcare: 100%
					Quantitative New Percentage of male employees who took leave for childcare as requested: 100%
	Quantitative Percentage of employees with disabilities: 2.5%	4.9% (as of June 1, 2024, percentage of employees directly employed by NTT DOCOMO BUSINESS)	○		Quantitative Percentage of employees with disabilities: 2.5%

*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)

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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)
Promote work-life balance	Quantitative Improve the engagement score compared to the previous year	● 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
	Quantitative Positive response rate on autonomous workstyles (monitoring index)	87%	—*		Quantitative Positive response rate on autonomous workstyles (set as a monitoring index)
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)	○	Thoroughly implement occupational safety and health and health management for employees	Quantitative Work-related accidents: 0
					Quantitative Zero occurrence of serious accidents resulting in injury or death during equipment construction work
	Quantitative Presenteeism loss ratio	3.7% * NTT DOCOMO Groupwide target: 6.0%	○		Quantitative Presenteeism loss ratio: 6.0%
Priority Activity | Respect for human rights					
Proactively promote activities for human rights education	Quantitative Attendance of human rights training: higher than the previous fiscal year	● 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	Quantitative Human rights violations: 0 cases
	Quantitative Human rights due diligence: more than once a year	● 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)	Quantitative New Awarded the gold rating of PRIDE Index (evaluates LGBTQ inclusion efforts)

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

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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				FY2025	
Main Initiatives	KPIs	Review	Assessment	Main Initiatives	KPIs
Priority Activity | Thorough compliance and risk management					
Share high ethical standards and ensure compliance	Quantitative Serious compliance violations: 0 cases	0 cases	○	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 Percentage of employees reporting that their workplace has an open atmosphere: 97%	98.1%	○	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	● Held Business Risk Management Committee meetings (twice) and subcommittee meetings (10 times) ● Submitted a quarterly report to the Executive Council (3 times)	○	Continuously upgrade the risk management structure	Qualitative Promote Companywide risk management
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)	○	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 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)	○	Enhance stakeholder engagement	Quantitative Expand stakeholder engagement opportunities (3 or more)

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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

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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

P.025 **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