



Dots for

— 2025 —

# IMPACT REPORT

*Unleashing the constraints of rural Africa.*

April 23<sup>rd</sup>, 2026.



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Dots for Inc. f

# WORD FROM OUR CEO



## What image comes to mind when you hear “African villages”?

For many, the first image is still one of **poverty and conflict**.

When we actually visit rural villages, we find that rural African is **vastly different from that image**. We see people having joyful messages, sharing tea, talking with neighbors, laughing and dancing. Community life is rich, even in places where material resources are limited. However, many rural families **remain trapped in poverty for reasons beyond their control**. A single accident, illness, or failed harvest can threaten a household’s survival. Limited access to services, information, and income forces many adults to migrate, often seeing their families only a few times a year.

We believe that **communication and digitalization** can change this reality. By connecting rural communities to essential services, markets, and income opportunities, we aim to make it possible for people to build sustainable livelihoods while remaining in the villages where they were born and raised.

In December 2025, we published a brief impact report to introduce Dots for. This extended report today builds on that first publication and it seeks to offer a **more comprehensive view** of how our model works in practice, the services we deploy, the partnerships we rely on, and the outcomes we observe across rural communities and their measurement. Through this report, we aim to share not only what we do, but how and why we do it, **offering a clearer view of our approach, impact, and the path** we are building alongside rural communities.

A handwritten signature in black ink, appearing to be "Carlos Oba".

**Carlos Oba**

Founder, CEO & CIO, Dots for Inc.

# ABOUT DOTS FOR



## Purpose

***Unleashing the constraints of rural Africa.***

At Dots for, we believe that thriving villages are the foundation of thriving nations. Yet, across Africa, hundreds of millions of rural citizens remain excluded from the digital & financial economy, disconnected from the tools, information, and opportunities that drive human progress. Connectivity has too often been seen as an end in itself; for us, it is the starting point of transformation.

## Mission

***Bridging the Digital Divide: Closing the Information and Opportunity Gap for 3.5 Billion People Through the Power of Connectivity and Technology***

Our work begins in rural villages, where we deploy distributed wireless networks and solar-powered digital hubs to bring affordable digital access to places where traditional tower models do not reach. But connectivity is just the first layer of our approach. We go further by combining access to digital infrastructure with practical services that enable rural households to learn, earn, grow and solve their own problems.

*“Scaling impact means expanding our reach while strengthening the tangible outcomes experienced by each person we serve.”*

– **Naoko Yamasaki**, COO, Dots for Inc.



# THE PROBLEM



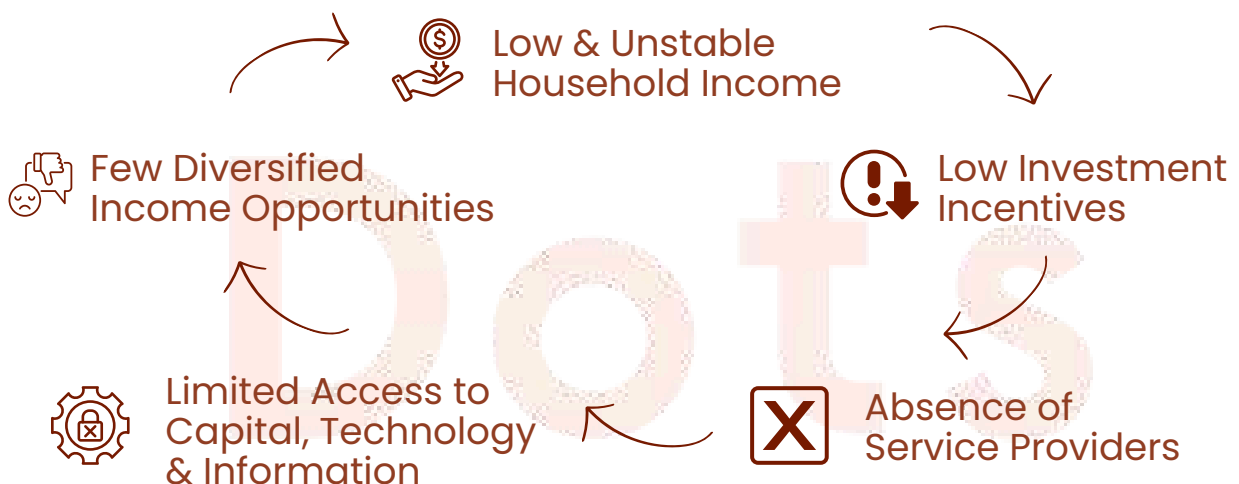
## A Self-Reinforcing Cycle of Rural Economic Exclusion

Across rural Africa, an estimated nearly 1 billion people live in communities where economic opportunity is constrained not by effort or ambition, but by structural limitations.

Contrary to popular belief, rural communities are not areas lacking in energy or initiative. Rather, they are regions that are unable to fully realize their potential due to limited access to capital, infrastructure, markets, services, and information.

These constraints form a self-reinforcing cycle that limits income stability, reduces investment, and narrows opportunity across generations.

### AS-IS WITHOUT DOTS FOR



## THE HIDDEN COSTS OF RURAL POVERTY

The effects on communities extend far beyond reduced income.

Rural poverty increases vulnerability to external shocks such as extreme weather events, illness, and price fluctuations, leaving households with little resilience or safety nets. It also drives youth outmigration and brain drain, as younger generations leave in search of better opportunities, weakening local economies and social structures.

## SYSTEMIC BARRIERS

1. Financial Exclusion
2. Income Volatility
3. High Travel Burden
4. Connectivity Gaps
5. Youth Outmigration
6. Low Device Ownership

## THE LONG-TERM CONSEQUENCES

Over time, this accelerates widening urban–rural inequality and limits reduced intergenerational mobility, trapping families in persistent disadvantage. Poverty in rural Africa is therefore not simply a lack of income, it reflects the absence of systems and structures that enable meaningful economic participation and long-term stability.

These challenges persist not because communities lack potential, but because they lack the systems that enable participation, opportunity, and long-term economic mobility.



# OUR IMPACT THEORY

Rural poverty is not caused by a lack of ambition, but rather sustained by structural exclusion from capital, services, markets, and information. Dots for's impact model is designed to break this exclusion through a staged, system-based approach.

Rather than delivering isolated services, we deploy an integrated platform that connects infrastructure, financial access, learning, and market participation. Each layer reinforces the next, creating a self-sustaining cycle of economic activity within rural communities.

Our goal is not temporary support, but the creation of village-level economies that can grow, adapt, and reinvest over time.

## OUR APPROACH

**Build Infrastructure:** provide the essential services that reduce daily barriers.

**Enable Participation:** connect households to digital tools, learning & markets.

**Unlock Opportunity:** expand access to credit, assets, & income generation.

Rural communities don't lack potential, they lack the systems that allow them to participate in the modern economy. Our work focuses on rebuilding those systems: access, information, financial tools, and local economic engines that allow families to grow, invest, and thrive.

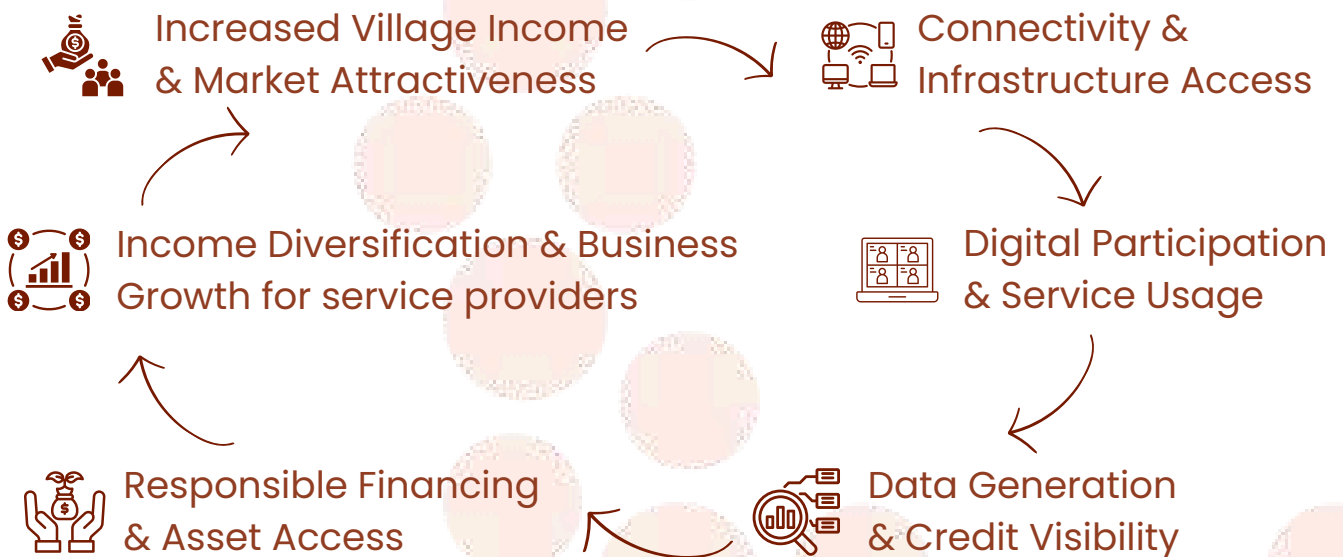


# FLYWHEEL OF SUCCESS

Dots for activates a self-reinforcing cycle of rural economic growth. By expanding access to connectivity and essential services, we increase digital participation and generate reliable data.

This data enables responsible financing and market entry, attracting more service providers and strengthening local economies.

As village income rises, demand for services grows, accelerating the cycle.



Dots for's model is designed to create village economies where services, capital, data, assets and income circulate locally.

As demand grows and data improves visibility, external providers gain confidence to enter the market, reducing dependency and increasing resilience.



# IMPACT MODEL

Our Impact Model is a continuation of our flywheel that turns basic digital access into long-term economic mobility. By connecting villages, and enabling digital and financial inclusion, each layer generates data, income, and trust that fuel the next cycle. Over time, this creates compounding impact at the household and village level.



## CONNECT

We deploy essential infrastructure and entry-level services to remove the basic barriers to digital inclusion. By increasing device ownership and providing local access to essential services, we reduce travel time and costs while connecting individuals to learning networks. This foundational layer ensures communities have tools and access needed to begin participating in the digital economy.

## DIGITALIZE

With access in place, we convert connectivity into economic participation through video learning, social networks, digital gig work, and a BNPL-enabled marketplace. These products build digital literacy, increase marketplace transactions, and enable income generation, while creating data trails that reflect users' economic activity. This layer transforms access into active engagement within digital markets.

## TRANSFORM

Through alternative-data credit scoring, micro-financial assistance, and asset financing, we translate digital participation into financial inclusion and productive investment. By enabling ownership of income-generating assets and access to capital, this layer supports diversified income streams, reduces volatility, strengthening micro-enterprises for long-term economic mobility.

# THEORY OF CHANGE

Below, we illustrate how we translate our "Flywheel of Success" concept into a "Theory of Change", mapping the conversion of resources and activities into measurable outcomes and impact to ultimately realize Our Purpose.

## OUR PURPOSE

**Unleashing the constraints of rural Africa.**

## LONG-TERM IMPACT

Reduced digital and economic inequality.

Sustainable and productive local service ecosystems.

Strong, future-ready rural communities.

## OUTCOMES

Higher incomes, save time & digital participation.

KPI 2

Growth of micro-businesses and jobs created.

KPI 4

KPI 5

More resilient & diversified livelihoods with variety of services.

KPI 7

## OUTPUTS

More households accessing a variety of our services.

KPI 1

More devices & productive assets in use.

KPI 3

Increased transactions and better visibility through data.

KPI 6

## ACTIVITIES

Connect villages & onboard users for needed services.

Train agents & village residents (skills, literacy), & enable digital jobs & local services.

Provide BNPL financing & gather data.

## INPUTS

Service providing partners

Community WiFi, smartphones & digital hub.

e-Commerce, microcredit & scoring algorithms.

Village agents & residents.

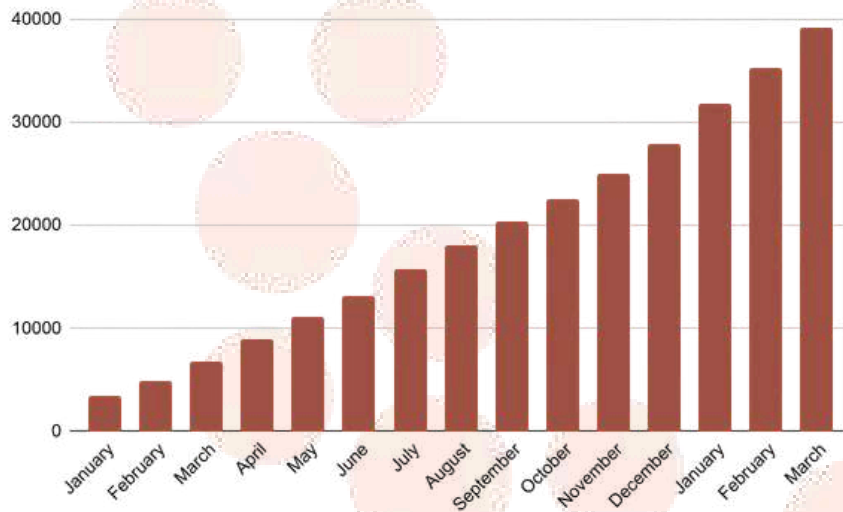
# IMPACT IN NUMBERS

These indicators highlight the extent to which rural populations rely on our hubs for essential services, digital access, and income-generating opportunities, underscoring the increasingly vital role we play.

**39,000+** *People paying for our essential services (electricity, printing, mobilities).*

KPI 1

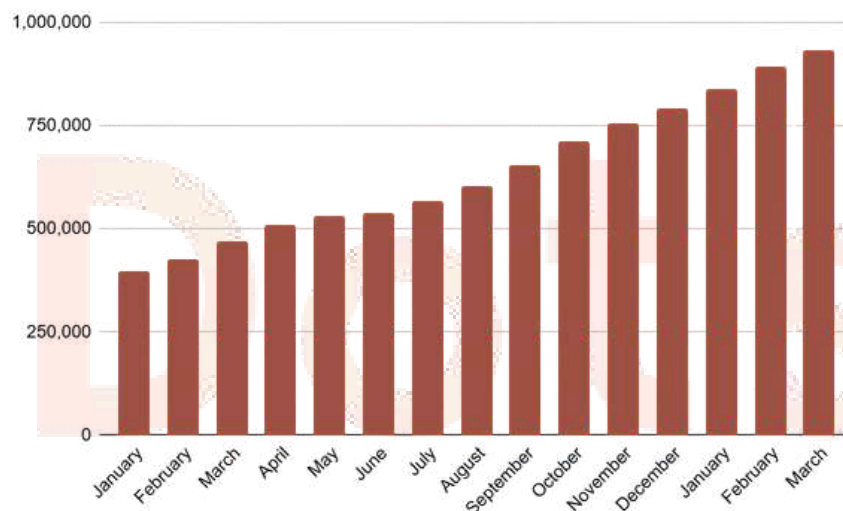
Tracks the number of people using our essential physical services which together form the core infrastructure of each digital hub.



**933,000+** *Customers who accessed our digital services.*

KPI 2

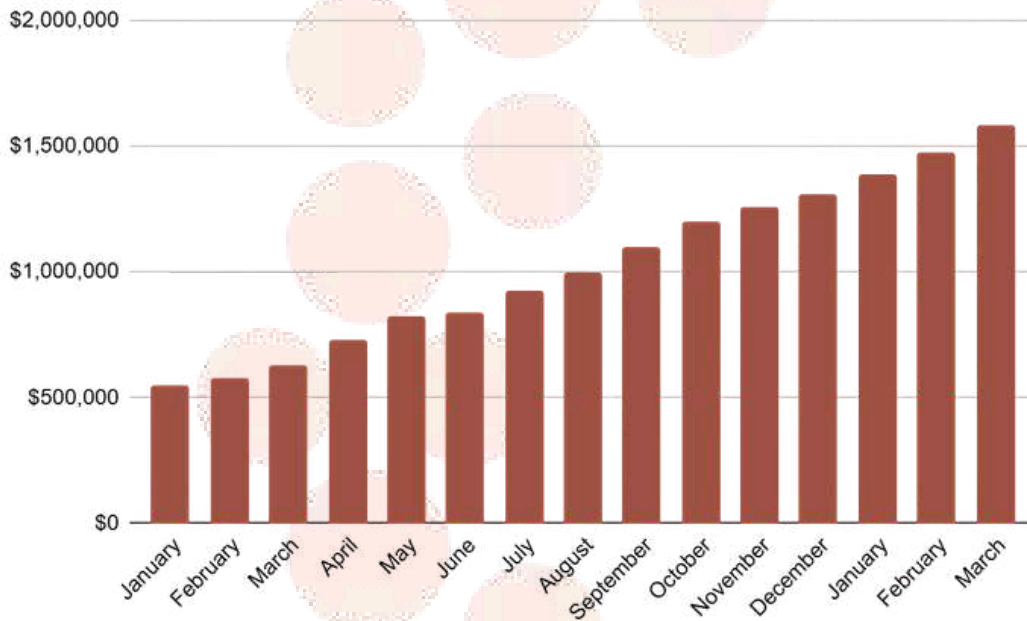
Measures engagement with our digital ecosystem, including village Wi-Fi, our app, learning content, and AI annotation jobs.



# \$1,580,000+ *Our financial support provided to the village customers.*

KPI 3

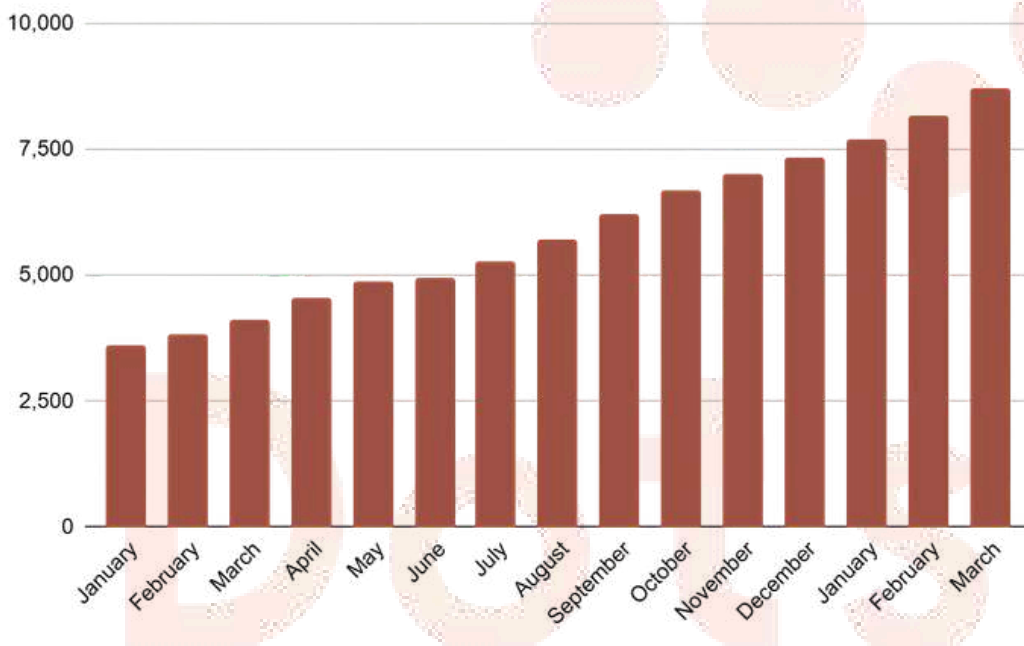
Through Dots for's financing, we enable access to essential tools for work, communication, and daily life, as well as the opportunity for asset building.



# 8,700+ *Our customers who accessed our financial services.*

KPI 4

Tracks customers using our financial services (smartphone financing & marketplace purchases with our credit scoring) to access essential tools.



**450+** *Generated work and income gain opportunities created by Dots for*

KPI 5

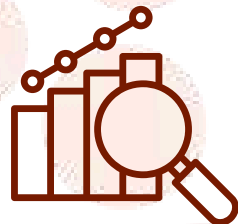
Counts the work opportunities created through our ecosystem – including employees, village agents, residents trained through video content, and AI data-annotation jobs completed.



**100%** *First-time access to financing via our alt-data scoring.*

KPI 6

All of our customers accessed formal financial services for the first time through Dots for's alternative credit scoring, enabling them to build financial identity and unlock new economic opportunities.



**7** *Number of our services provided for village residence needs.*

KPI 7

Represents the full suite of services available in each village, designed to connect, empower, and sustain local communities.

Our 7 Services are: Learning Contents, BNPL e-Commerce, Digital Job Opportunities, Credit Scoring, Printing & Copying, Phone Charging, and Rental motorbikes.



# CLIENT TESTIMONIES

## CLIENT: AHOGAN RENÉ | PRODUCT: BNPL E-COMMERCE

Ahogan René, 53, is a traditional healer in Agbogbome and head of a large household of 17 dependents. For years, his income came solely from his healing practice, generating approximately 100,000–120,000 FCFA per month. However, his **earnings were unstable**, and he often supported clients who could not afford to pay, further reducing his financial security.

René had always hoped for an opportunity that would allow him to grow his income **without leaving his village**. He prefers to build his prosperity within his own community rather than relocate elsewhere.

### HISTORY WITH DOTS FOR



He first connected with Dots for three years ago, when field members visited his home and presented the services **in his native language**.



His first purchase was a **smartphone**, followed later by a **tricycle** (motorbike cargo vehicle) with **Dots for's financial support**.



Being informed clearly about payment conditions and terms in a language he fully understood gave him **confidence and trust**.

The vehicle generates between 200,000 and 250,000 FCFA per month, more than **doubling his previous earnings**. The tricycle has proven reliable, with no major breakdowns, and is widely admired within the community. It has not only strengthened his financial stability but also elevated his local reputation.



*"Dots for is like a blessing for me. With the tricycle, my income has increased, and my life has improved."*

**-Ahogan René, Dots for customer**

## CLIENT: DJEDONOU Z. ESPÉRANCE | PRODUCT: BNPL E-COMMERCE

Djedonou Z. Espérance, 53, is a trader in Gouchon and supports a household of eight with her husband and six children. Before discovering Dots for two and a half years ago, she relied on borrowing from local structures to purchase goods for resale. Her income was modest (around 5,000 FCFA per fortnight) and she **faced daily challenges**, going door-to-door to sell her products.

She first learned about Dots for when a model agent visited her home and explained the services in her native language. Her first purchase was a **smartphone**, and she particularly appreciated the clear explanation of the bonus system and the transparent, weekly repayment structure.

Afterwards, she **acquired a freezer to expand her business**. Today it has significantly increased her income. In January 2026 alone, it generated approximately 4,000 FCFA per day, and between 2,000–3,000 FCFA daily in other months.



*“Dots for is a good company. They support people they don’t even know and help us increase our income. I encourage others to work with them.”*

**-Djedonou Z. Espérance, Dots for customer**

Espérance’s journey reflects Dots for enables rural entrepreneurs to strengthen and scale their businesses locally:

- 1.** Access to productive assets.
- 2.** Clear information.
- 3.** Manageable payment terms.

## CLIENT: GANDOHO SAMSON | PRODUCT: CHARGING STATION

Gandoho Samson, 28, is a tractor driver and farmer supporting a household of five. Before the Dots for charging station arrived in Baté, he relied on small village solar panels that could never fully charge his phone.

On many occasions, **he had to travel 4 km to Allahe to fully charge his device** whenever electricity was available, spending both time and money.

After learning about the Dots for charging station from a local agent, Samson and the **entire village now charge their phones locally**. The service is fast, reliable, and economical, saving transport costs and making mobile connectivity far more accessible.



*"Now, the whole village charges at the Dots for station. It's quick, affordable, and everyone knows the service is available. It's truly improved our daily lives."*

**-Gandoho Samson**, Dots for customer

Samson emphasizes the importance of maintaining the current reliability of the station to ensure continued access and benefits for the community.

### BEFORE & AFTER IMPACT

**Before Dots for:** Small panels in the village meant incomplete charges, which resulted in a 4 km travel to fully charge. This implied heavy time & transport costs.

**After Dots for:** Local Dots for station allowed for full, fast, and affordable phone charging. This resulted in easier communication and access to services.

## CLIENT: ALLESSOU SEBASTIEN | PRODUCT: BNPL E-COMMERCE

Allessou shares his experience after one year of using his Honda motorbike financed through Dots for. He highlights its strong performance, speed, and durability compared to other brands, noting that while peers faced major repairs, his bike has remained reliable with only regular maintenance.

***"My bike has never failed me."***



## CLIENT: DJOUME NICAISE | PRODUCT: BNPL E-COMMERCE

Djoume, shares how Dots for's finance service has expanded his opportunities and improved his income. He explains the positive changes the program has brought to his life and highlights the value it creates for village residents seeking to build new capabilities and economic stability.

***"Dots for opened doors I never had before."***



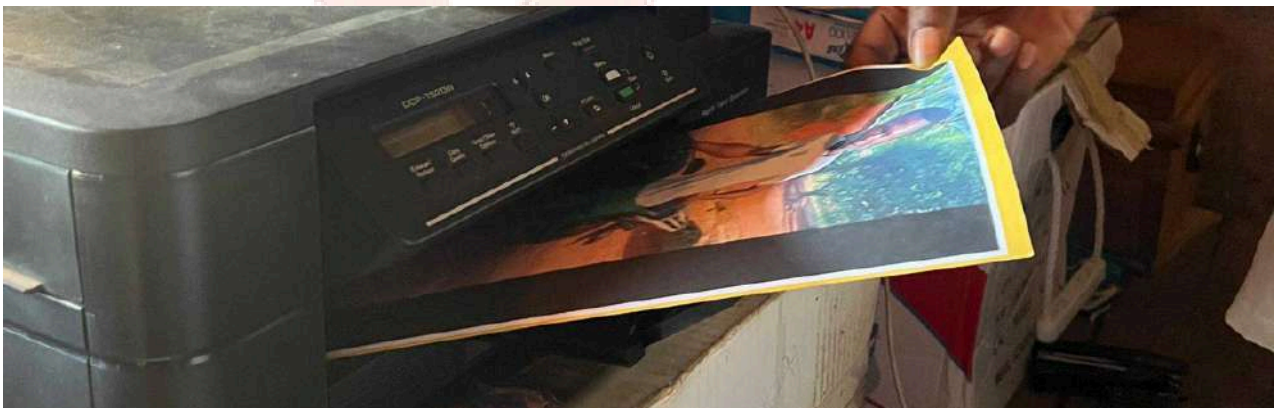
# OUR PARTNERSHIPS

At Dots for, partnerships are not add-ons; they are core drivers of our model. Each collaboration strengthens a different part of our Flywheel of Success, **accelerating how quickly communities move from basic access to digital participation**, income generation, and long-term economic mobility. By integrating partner technologies and services directly into village economies, we **expand** what households can do, earn, and access, while keeping value circulating locally.

*Enabling Essential Services in Rural Communities*

**BROTHER INDUSTRIES**

**brother**



Through a **business and capital alliance with Brother Industries**, Dots for has deployed **printing and copying services** directly within rural villages where such access was previously limited or non-existent, eliminating the need for residents to travel long distances to urban centers for essential documents such as school forms, contracts, or identification papers, and significantly reducing both time and transportation costs by bringing these services closer to where people live and work.

The partnership is designed to:



**Improve access to critical administrative services.**



**Reduce time & financial burdens associated with travel.**



**Support local micro-entrepreneurship.**



**Strengthen village-level economic activity.**

This collaboration is a key milestone, combining Brother Industries' technology with Dots for's local operational model to deliver practical, income-generating services to underserved communities.



***“I vividly remember the moment I first heard the business plan and intuitively felt it had a high probability of success.”***

“Up until then, we had been developing our own partners and expanding into the African market, but things weren't progressing as smoothly as anticipated. We were exploring the possibility of “collaborating” with a company that had a solid base of end-users.

Amidst this, we encountered Dots for. Learning they were starting with test marketing for their “Village Printing Service” and building an entire economic ecosystem from scratch in rural, off-grid villages, we decided to invest to accelerate each other's growth.

We see the potential of the “Village Printing Service” not only to improve convenience for local people but also as a viable business.

While we face challenges due to operating in harsher conditions than anticipated, our engineers are solving issues to match the speed of startup-style “agile development.” Rather than focusing on the short term, we aim to pioneer African rural areas with Dots for over the next 5-10 years, striving to simultaneously improve local living standards and scale up the business.”

**- Kennosuke Hirano,**  
Brother Industries

## CLIENT: SEHOU THÉRÈSE | PRODUCT: PRINTING SERVICES

Sehou Thérèse, a 50-year-old seamstress and mother in a household of ten, represents the **tangible impact of our partnership with Brother Industries** at the village level.

Before Dots for introduced a local photocopy station, Thérèse and other village people had to walk nearly 2 km to the market to access printing and photocopy services, spending both time and transportation money.

The Dots for station and Brother Printer operates directly within the village, even during electricity cuts, making it **reliable and accessible** for families and schoolchildren.



*“Dots for has reduced our burden. We no longer travel far or spend transport money to make photocopies. The service is close, reliable, and helps our children for school.”*

**-Sehou Thérèse, Dots for customer**

Thérèse also notes that **awareness has spread quickly**: residents actively recommend the service, and nearly everyone in the area now knows about the Dots for station.

## BEFORE & AFTER IMPACT

**Before Dots for:** Residents walked nearly 2 km to the market, spending time and transport money for every photocopy.

**After Dots for:** Printing services are available within the village, reliable, accessible, and saving families both time and money.

# MANAGING IMPACT



## NEGATIVE IMPACT

Even with a robust system in place, some customers still face challenges with repayments or product usage. Understanding these cases is essential for us to remain accountable for the impact of our business, stay inclusive, and ensure our services align with the realities of each resident's life.

**5%**

*Customers experience repayment challenges.*

## COUNTERMEASURES

To address these challenges and reduce negative impact, we have strengthened the systems that protect customers and ensure responsible financing.

- 1. Improved Credit Scoring System:** We refined our scoring model to better match financing terms to each person's income patterns, reducing repayment pressure and improving long-term affordability.
- 2. Transparent Explanations:** Field staff and Dots for agents provide clearer, step-by-step explanations of pricing, repayment schedules, and responsibilities in the local native language to ensure that customers make decisions with full understanding and consent.
- 3. Livelihood Protection:** Our services are designed to complement, not replace, existing income sources. We help customers diversify earnings safely, without creating dependency or financial strain.

# WHAT COMES NEXT

If 2025 showed us anything, it's this: **rural transformation is possible and it's happening** faster than anyone expected. But the gaps we seek to close remain large, and the urgency is real.

Across the villages we serve, people are going online for the first time, accessing financial services, and unlocking new income opportunities. A connected village today looks different from a connected village six months ago. Yet billions across rural Africa still lack the digital foundation needed to fully participate in the modern economy.

The challenge is undeniable, but so is the **opportunity ahead**.

Here's how we drive impact:



**Help expand access to the global economy.**



**Achieving financial inclusion through our BNPL e-commerce.**



**Expanding partnerships to scale impact.**

We still have much work to do. However, with every staff member reaching a new village, every agent working within their community, every farmer receiving a loan for productive tools, and every young person earning through digital work, we are proving that rural transformation is more than just a theory. This is **the future we are building, village by village, across Africa**.

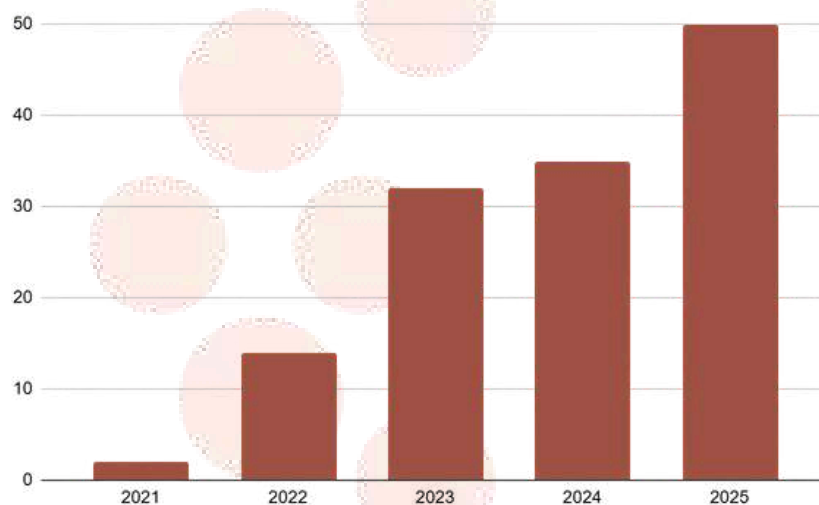


*"As a company we need to continue winning. If the business is working well, we're sure we can provide more services and continue changing people's life."*

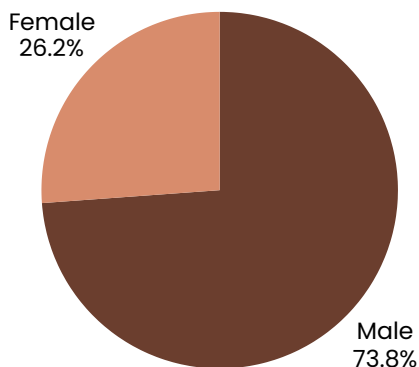
– **Rie Tonomura**, CPO, Dots for Inc.

# TEAM DEMOGRAPHICS

Dots for has **expanded rapidly** across Benin, Senegal, and Japan. As of March 2026, our team in Africa includes 51 people across full-time employees, executives, contractors, and interns, all contributing to the growth of our village-level model. Including our Japan-based team, we now operate with 65 people worldwide.

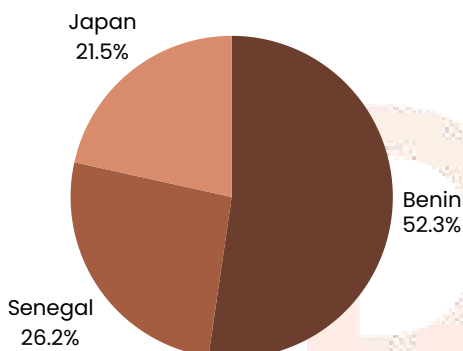


# of employees at Dots for in Africa



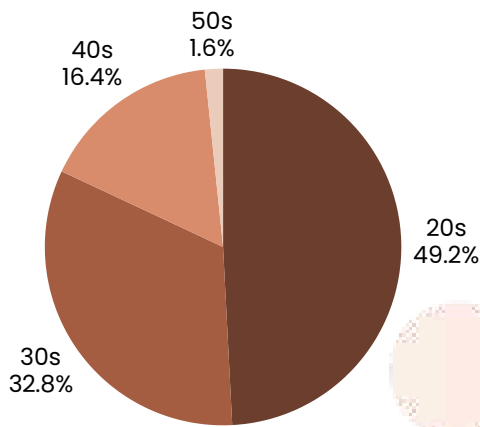
## GENDER DISTRIBUTION

Our team reflects a growing diversity across regions and roles. Women represent a meaningful share of our workforce, including leadership, field operations, and technical roles in Japan. As we continue expanding, we are committed to strengthening gender balance across all countries and functions.



## GEOGRAPHIC DISTRIBUTION

Our team spans three countries (Benin, Senegal, and Japan) combining local field expertise with global operational, technical, and strategic capabilities. This distributed structure ensures that our model is grounded in community needs while supported by strong cross-regional collaboration.



## AGE DISTRIBUTION

Dots for brings together a multi-generational team, with a strong base of young professionals in their 20s and 30s driving daily operations, complemented by experienced leadership and technical specialists in Japan. This mix strengthens our ability to innovate while staying deeply connected to rural community realities.

As of 31<sup>st</sup> March 2026

***A growing, global team powered by local insight and shared purpose.***



## MOTHERHOOD AT DOTS FOR

**Motherhood is an important part** of our team's reality across Benin, Senegal, and Japan. Currently, 17 female employees work in field operations, management, and leadership; notably, **more than half of them—9 in total—are mothers**. Through their firsthand experiences, we gain a deep understanding of our customers' household needs and community dynamics. Their presence enriches our internal culture and ensures that our services remain grounded in the realities of the families we support.

**We are committed to supporting mothers** by ensuring they can take maternity leave with peace of mind and successfully return to the workforce. **6 members have already taken maternity and childcare leave, and returned to their previous roles**. Other members joined us after giving birth or are currently on leave with a guaranteed return to their positions. We prioritize clear communication, flexibility regarding reintegration, and protecting income through employment, creating an environment where **motherhood and career growth can coexist**.

## STORY FROM THE TEAM



**Constant** joined Dot for in 2021 during a period of unemployment, seeking opportunities to grow professionally while contributing to his community. Since then, he has become an key part of our field teams, managing four service-focused teams that bring digital and business solutions to rural villages.

Through his work, Constant has not only supported village residents in gaining access to smartphones, local Wi-Fi networks, printing services, and charging stations, but has also helped them develop income-generating activities. His leadership ensures that **our teams remain closely connected to village communities**, understanding their needs firsthand and adapting services accordingly.

As he reflects on the impact of Dot for on both the communities and his own life, Constant shares:

*"Since I started working with Dot for, **my life has transformed**. I was jobless and struggling financially, but now I have gained experience, traveled internationally, and can see the real change we bring to villages. **People are more connected, informed, and independent.**"*

A handwritten signature in black ink, appearing to read 'Constant Hondjo'.

**- Constant Hondjo,**  
Manager at Dots for Benin

Constant's story illustrates how Dot for's ecosystem not only empowers rural communities but also develops and transforms the lives of the people driving these initiatives, many of whom have family and friends in the villages they serve, strengthening both personal and communal impact.



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Dots f

# OUR BUSINESS IMPACT

The "Social Impact" Dots for has created in rural areas is directly and strongly linked to our own business growth, i.e. "Business Impact".

We operate a capital-efficient digital hub platform that strengthens in tandem with a village's economic growth. By enabling connectivity, services, financing, and data generation in rural areas (infrastructure previously neglected due to profitability concerns) each hub creates new revenue opportunities for service providers, including Dots for, and powers our "Flywheel of Success."

As participation grows, data improves, financing expands, and incomes rise. This attracts more providers to the ecosystem, accelerating the "Flywheel of Success" and reinforcing sustainable growth.

## BUSINESS MODEL

### B2C (Village Residents) Model:



Smartphones via BNPL



Marketplace equipment financing



Digital services (printing, charging, connectivity)



Gig-work matching



Audiovisual learning content

### Data-Driven Expansion:



Behavioral & repayment data



Credit scoring & cross-selling

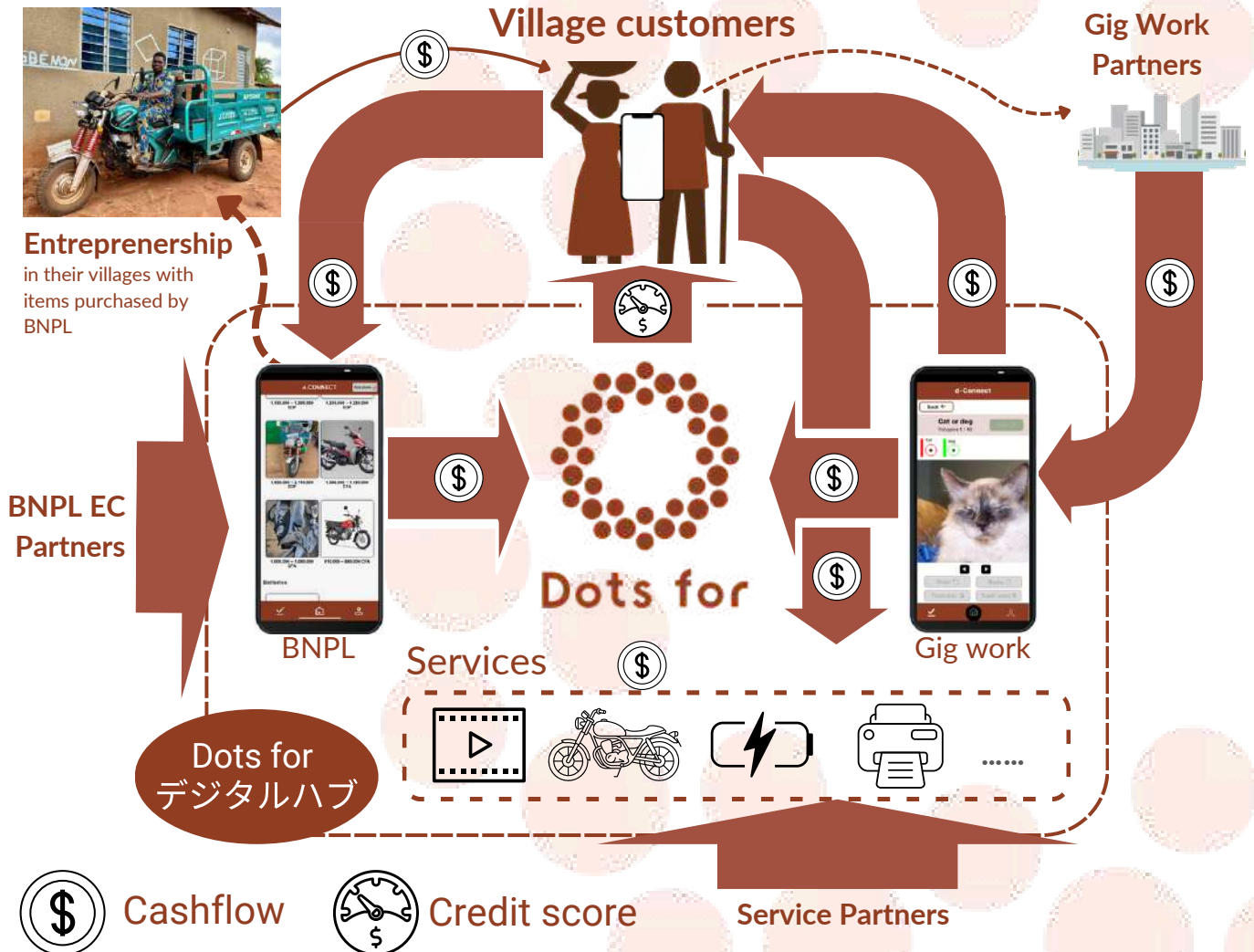


Personalized service deployment



## BUSINESS ECOSYSTEM

Through the Dots for platform, we are building a sustainable ecosystem that increases income for rural customers while also boosting revenue for service providers, Dots for, and all our partners.



## COMPETITIVE ADVANTAGE

### Cost & Scalability

- Initial cost \$1,000 per village
- Simple plug-and-play deployment
- Franchise-Ready System
- Reduced Operating Costs

### Ecosystem Advantage

- Hardware & Software Integration
- Deeply Embedded Agents
- High-Touch Relationships
- Immediate Feedback Loops

### Data Moat

- Accumulated Behavioral & Repayment Data.
- Proprietary Credit Scoring Insights.
- Data-Driven Targeting and Cross-Selling

# BUSINESS IN NUMBERS

**Compound Quarterly  
Growth Rate (CQGR)**

In the past 3 months.

**45.1%**

**Repayment Rate**

Via BNPL e-Commerce.

**97%**

**Total Financing Provided**

Via BNPL e-Commerce.

**1.5** MM USD

**Payback Period per  
Village**

Unit Economics.

**7** months

**Operational Reach**

Benin & Senegal, including  
franchise operations in Zambia.

**3** countries



# MORE ABOUT DOTS FOR

## OUR CORE VALUES

At the heart of Dots for is a belief in human agency and dignity, that every person, regardless of geography, deserves the means to choose their path. Our guiding value, **Everything for the Customer**, shapes how we work with communities and partners.



### **Everything for the Customer**

Everything we do is done to maximize the value delivered to our customers.



### **Trust all "dots"**

We treat everyone with respect and believe that each of them is a "Dot" with the potential to change the world.



### **Shake your Heart**

We create moments that make our hearts tremble, as we pursue our beliefs.



### **Prove your Value to the World**

We have a mission to prove the meaning of our existence through our own actions.



### **Tumble First**

We are not afraid to fall down. Failure is not failure if we have the opportunity to get up and learn.



### **Be Modest Explorers**

We recognize that we don't know what we don't know, and we keep searching for a better world, continuing our adventure to expand it.



### **Stand on your Feet**

We question "well-known" problems and taken-for-granted assumptions, and act based on our own experiences and perspectives as those directly affected.

# OUR HISTORY



Founded in October 2021.



First customer in Benin, 2021.



Selected by X-HUB Tokyo for the Accelerator Silicon Valley Course, 2021.



Expanded to 100 villages in Benin, 2022.



Expanded to Senegal, 2022.



Won "To-Ryu MOV" Pitching Contest, 2022.



First person to increase income through Dots for, 2023.



Selected by Microsoft for Startups Founders Hub, 2023.



Selected for J-StarX's Social Entrepreneurship Course, 2023.



Reached \$1,000,000 in customer financing, 2024.



Participated at the 4YFN Barcelona, 2024.



Launched Cinema Night for community strengthening, 2024.



Partnership with Brother Industry, 2025.



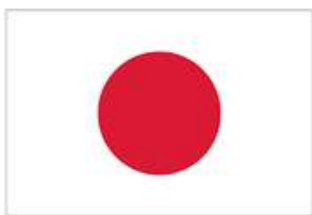
Participated at the MWC Barcelona, 2025.



Expanded to 500 villages, 2025.



## OUR OFFICES AND REGIONAL HUBS



### Headquarters

@ Tokyo



### Dots for Benin

#### Regional Office

@ Cotonou

#### Activity Hubs

**Zou region** @ Cove I @ Bohicon

**Colins region** @ Dassa

**Atlantique region** @ Allada



### Dots for Senegal

#### Regional Office

@ Kaolack

#### Activity Hubs

**Kaffrine region** @ Kaffrine

**Diourbel region** @ Diourbel

**Fatick region** @ Fatick



## AWARDS



**GLOMO AWARD - TECH4GOOD** MWC Barcelona 2026

**GRAND PRIZE** FINOPITCH 2026

**DENTSU INNOVATION AWARD** FINOPITCH 2026

**SECOND PLACE** XTC Japan Competition 2026

**UNHCR AWARD** YOUTH CO:LAB 2025

**YACHIYO FUTURE IMPACT AWARD** YOUTH CO:LAB 2025

**WE AT BEST AWARD** We at Challenge 2025

**BUSINESS IDEA CONTEST AIMING TO SOLVE REFUGEE ISSUES** Osaka EXPO 2025

**CONNECTING THE UNCONNECTED CHALLENGE** IEEE's Grand Prize

**FINALIST** 1st Peace Tech Award

**SUPERNOVA CHALLENGE** GITEX Nigeria Award

## RECOGNITIONS



Our CEO's Column Published in Asahi Shimbun's "Africa and Me" Series

Our CEO appears on J-Wave Step One's Saison Card on the Edge Radio Show

Our Community Bike Rental Initiative Featured as a Highlight on VOIX biz

Dots for's Collaboration with Brother Industries Featured in the 2025 Company Brochure (Page 26).

CEO Carlos Oba Spoke at "BEYOND 2025," a Social Conference Organized by Taliki Inc.

Selected for Global South Future-Oriented Co-Creation Project Subsidy.

Selected for "Catapult: Inclusion Africa"

Selected for the Impact Scale Course of "TOKYO Co-cial IMPACT"

# EDITORIAL NOTE



## ***What impact has Dots for created in rural communities in Africa? And what kind of change do we want to create going forward?***

As we began editing Dots for's very first Impact Report, this was the question we returned to once again.

For us, the process went far beyond simply collecting data or documenting results. It became an opportunity to **reconnect with the original purpose behind launching the Dots for** project, to listen closely to the voices of our employees and customers, to reflect, and to learn more than ever before.

After publishing our first Impact Report in December 2025, we began sharing these learnings with the employees at the heart of Dots for's activities. The report became a tool that helped everyone take pride in their work and cultivate a shared understanding of Dots for's purpose: *"unlocking the digital constraints of rural Africa."*

Across the regions of Benin and Senegal where Dots for operates, we gathered groups of 3–8 local team members at a time to review the report together, discuss its contents, and share their perspectives. These group discussions created a space for **honest dialogue grounded in their daily, real-world experiences.**

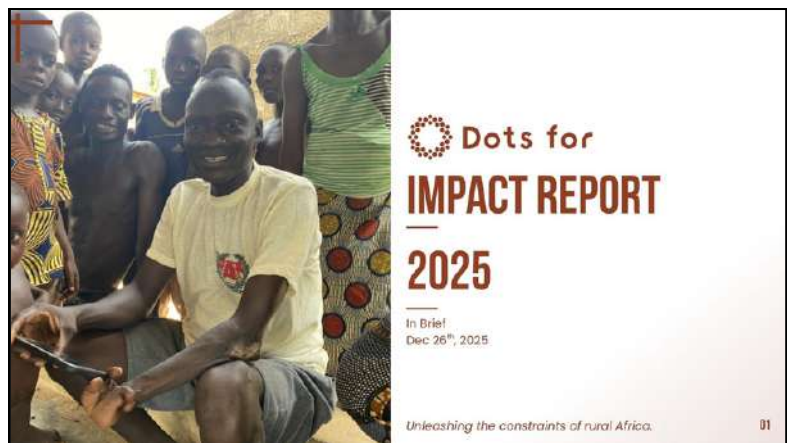
Through this process, we were reminded that **impact is never created or understood from a single point of view.** The insights that shape Dots for come from the efforts of each employee who works in the villages every day, engages with local communities, tests services in real conditions, and constantly adapts to the realities on the ground. Their observations, challenges, and ideas were essential in refining how we define and measure impact.

At the same time, this initiative highlighted the **importance of building a shared understanding across the entire organization.** Creating this report required collaboration across teams, functions, and regions, reaffirming that impact is not something driven centrally but something carried collectively by the whole organization.

Dots for's first Impact Report delivered far more value than we initially expected.



For more information on how we've progressed during the creation of our impact report, please revise our first **Impact Report (Brief Version)**, which was published on December 16<sup>th</sup>, 2025.



# Dots for



Contact Us:  
[info@dotsfor.com](mailto:info@dotsfor.com)  
<https://dotsfor.com>

Headquarters: Tokyo, Japan

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