



Mobile Communications Business

In the Mobile Communications Business Segment, we worked to promote sales of 5G services, the new *ahamo* billing plan and other mobile communications services, and *docomo Hikari*, and collaborated with various business partners in the smart life area, in an effort to provide new value-added services.

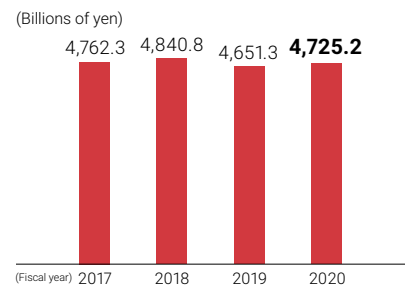
Competitive Advantages

- ▶ A stable communications network that can be used comfortably anytime, anywhere
- ▶ Top-notch R&D capabilities
- ▶ Large market share and stable customer base

Results for the Fiscal Year Ended March 31, 2021

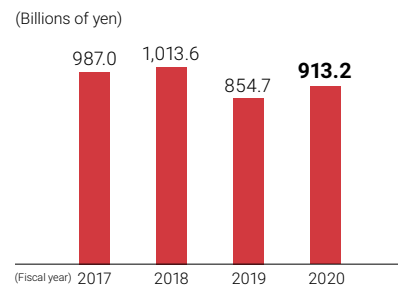
Operating Revenues

¥4,725.2 billion



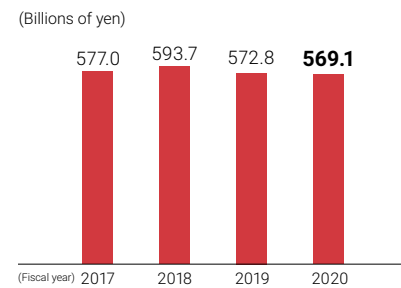
Operating Profit

¥913.2 billion

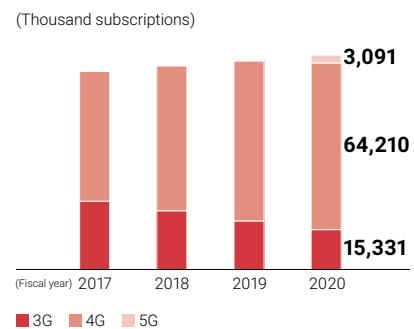


Capital Investment

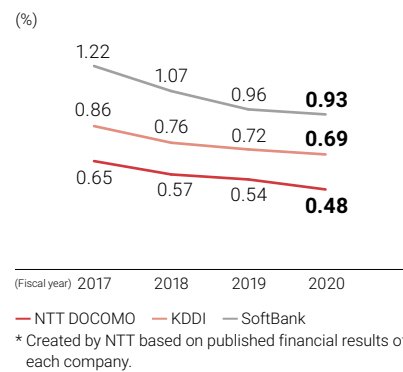
¥569.1 billion



Number of Subscriptions (3G, 4G, 5G)

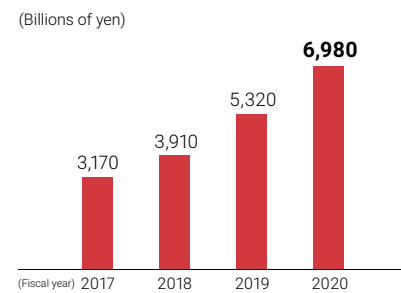


Churn Rate



* Created by NTT based on published financial results of each company.

Financial / Payment Transaction Volume



TOPICS

Billing Plans Matched to Individual Lifestyles

NTT DOCOMO has continued to bolster its lineup of billing plans to accommodate the needs of individual lifestyles.

Our latest billing plan is *ahamo*. Launched in March 2021, this plan is focused on internet use and is thus a perfect match to the needs of the digital native generation, which tends to be in the middle range of data transfer use.

Furthermore, DOCOMO revised its line of *Premier* billing plans in April 2021. This line is designed to meet the needs of customers wanting complete support at stores and features plans covering the full spectrum of data usage volumes, from small-volume to unlimited use. The revision included the launch of the new *5G Gigaho Premier* plan. We later augmented our *Premier* line with the *U15 Hajimete Sumaho Plan* and *U30 Long Wari* to provide a more comprehensive lineup of convenient billing plans that offer savings while being easy to choose based on customer life stages.

DOCOMO also formed an alliance with a mobile virtual network operator (*Economy MVNO*) that utilizes *d ACCOUNTs* and *d POINTs* in October 2021. Through this alliance, we aim to accommodate the needs of customers seeking affordable options for their main plan.

The alliance with *Economy MVNO* will allow DOCOMO to expand its service menu to meet the needs of customers looking for billing plans that are even more affordable than its existing *Premier* small capacity plans.

These billing plans will be provided by *Economy MVNO*, but they will feature convenient and beneficial offerings that are made possible by its alliance with DOCOMO. For example, users will be able to receive *d POINTs* based on billing amounts,*¹ access their user pages through their *d ACCOUNTs*, and allocate their accrued *d POINTs* to pay their communications bills.*²

*1 The *d POINTs* will be allocated by *Economy MVNO* as opposed to DOCOMO.
*2 Period- or application-limited *d POINTs* are not applicable.

Capacity	Plans	Service
Large capacity	<ul style="list-style-type: none"> 5G キガホプレミア (5G Gigaho Premier) キガホプレミア (Gigaho Premier) 	<ul style="list-style-type: none"> U15 はじめてスマホプラン (U15 Hajimete Sumaho Plan) U30 ロング割 (U30 Long Wari)
Middle capacity	<ul style="list-style-type: none"> ahamo 	5G-enabled home router service
Small capacity	<ul style="list-style-type: none"> キガライト (Gigalight) はじめてスマホプラン (Hajimete Sumaho Plan) ドコモ エコノミ-MVNO (DOCOMO's Economy MVNO) 	home»5G

Co-Creation of a 5G Open RAN Ecosystem for Providing Optimal RAN Systems to Overseas Telecommunications Carriers

DOCOMO is engaged in a project targeting the co-creation of a 5G open radio access network (RAN) ecosystem together with 12 companies: NVIDIA; Qualcomm Technologies, Inc.; Wind River; Xilinx, Inc.; Intel K.K.; VMware K.K.; Dell Technologies Japan Inc.; NEC Corporation; Fujitsu Limited; Mavenir; Red Hat; and NTT DATA CORPORATION. This ecosystem will be oriented toward the overseas deployment of open RANs that will allow for the development of flexible networks capable of accommodating the diverse needs of telecommunications carriers and companies in the 5G era.

Together with these 12 partners, DOCOMO is engaged in discussions for introducing open RANs at overseas telecommunications carriers. Specifically, we aim to supply carriers considering the adoption of open RANs with RAN packages that have been optimized based on their needs and to support these carriers in the introduction, operation, and maintenance of these networks. DOCOMO has long been promoting open RANs and boasts expertise as the first company in the world to realize practical allocation of a 5G open RAN. We expect to be able to provide flexible and highly augmentable networks by utilizing this expertise to fully leverage and combine the strengths of partners.



Regional Communications Business

In the Regional Communications Business Segment, we deployed the *Hikari Collaboration Model*, which provides wholesale fiber-optic access services to various service providers, while also strengthening our solutions business with the aim of revitalizing local communities and regional economies.

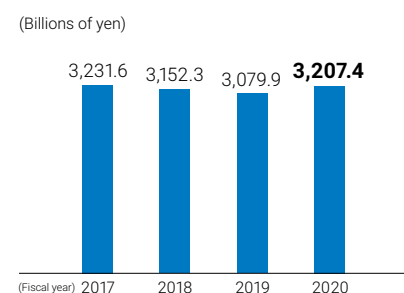
Competitive Advantages

- ▶ Secure, highly reliable, stable communications network
- ▶ Provision and support of ICT solutions with strong local ties
- ▶ Large market share and stable customer base

Results for the Fiscal Year Ended March 31, 2021

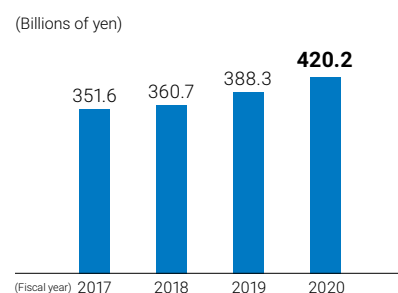
Operating Revenues

¥3,207.4 billion



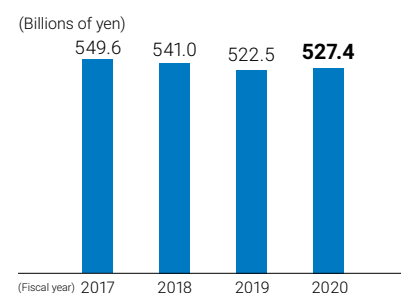
Operating Profit

¥420.2 billion

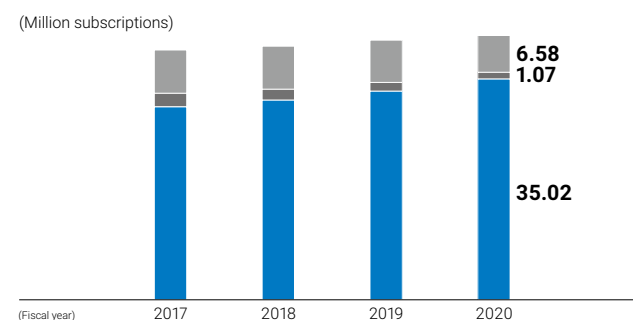


Capital Investment

¥527.4 billion

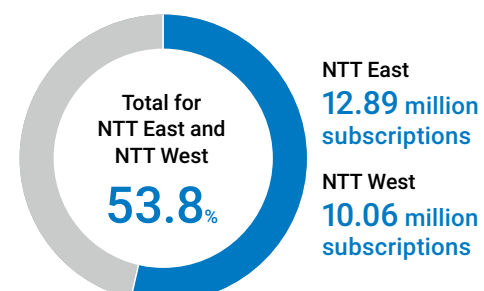


Fixed-Line Broadband Services Subscriptions



* Created by NTT from materials published by the Ministry of Internal Affairs and Communications.

Number and Share of Subscriptions for Fixed-Line Broadband Services



* Created by NTT from materials published by the Ministry of Internal Affairs and Communications. Includes subscriptions related to provision of wholesale telecommunications services.

TOPICS

Alliance Between Obihiro University and NTT East for Developing Sustainable Smart Agriculture and Livestock Business Models

An alliance agreement has been concluded between Obihiro University of Agriculture and Veterinary Medicine and NTT East for the purpose of developing sustainable smart agriculture and livestock business models.

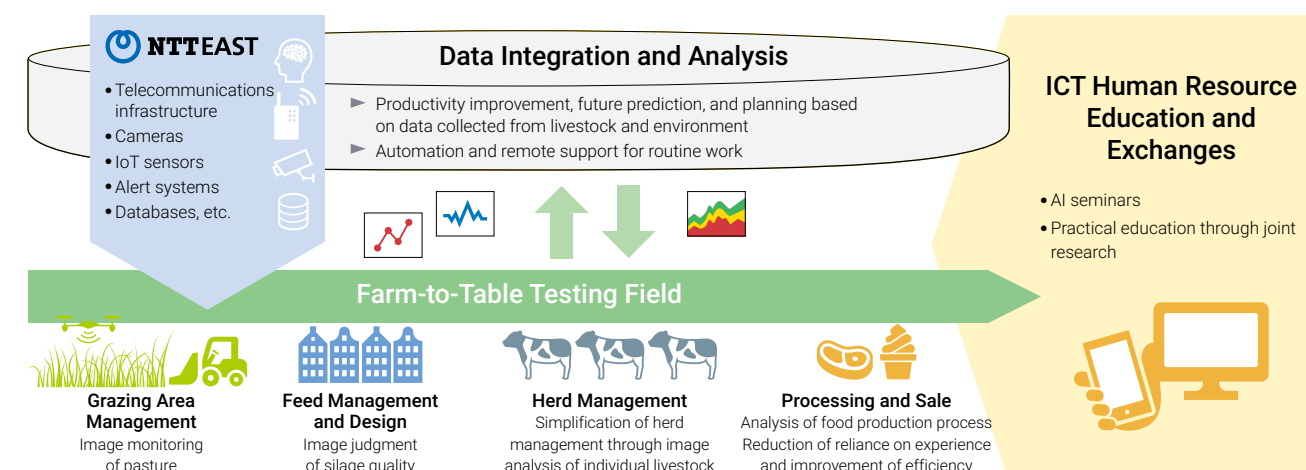
The agreement calls on the two parties to advance research and education related to sustainable smart agriculture and livestock businesses. The parties will also contribute to the development of the agriculture and livestock industry and the greater economy by facilitating the social implementation of sustainable models through inter-company coordination.

The population of agriculture and livestock industry workers is aging and declining in Hokkaido Prefecture. Meanwhile, the working environment in this prefecture is becoming more trying as the amounts of land needing to be farmed and livestock needing to be raised by a single person are increasing. Other of the numerous management issues faced in this industry include those related to the improvement of productivity and the transference of techniques to new workers.

ICT has a role to play in the resolution of these issues. However, the introduction of ICT in the agriculture and livestock industry as well as the education of individuals who can promote this introduction is lacking. This alliance was formed based on this background with the goal of combining the domestic-scale-leading farms and robust agriculture and livestock industry research experience of Obihiro University with the data analysis technologies that utilize the telecommunications infrastructure and ICT of NTT East.

Through this alliance, ICT will be installed at the testing field of Obihiro University in order to collect, integrate, and analyze data from all processes spanning from the farm to our tables. These processes include grazing area management, feed management and design, herd management, and food product processing and sale. This approach will be used to advance research for developing sustainable smart agriculture and livestock business models while fostering agriculture and livestock industry workers.

NTT East established Biostock, NTT Group's first company combining livestock and ICT, in July 2020 and is also engaged in other initiatives for addressing the issues faced in the agriculture and livestock industry. By combining the strengths of NTT East with those of Obihiro University, NTT Group aims to enhance ICT research and education infrastructure, and thereby contribute to the development of the agriculture and livestock industry and the greater economy and ultimately invigorate regional economies.



ELGANA Business Chat Service Users Surpass 1.2 Million

NTT West is a social ICT pioneer seeking to resolve issues brought about by changes to the social climate with the power of ICT.

As one facet of these efforts, NTT Business Solutions launched the *ELGANA* business chat service*¹ in April 2020 as a communication tool designed to be used by anyone with peace of mind. As of October 31, 2021, which is roughly 19 months since the launch of this service, the number of user IDs issued had surpassed 1.2 million.*²

Peace of mind is a major selling point of *ELGANA*. Based on this point, we will continue to improve the ease of use and increase the functionality of this service while incorporating customer feedback in order to support smooth communication between customers. We will also coordinate this service with those of various partner companies in order to assist customers in improving productivity and generating innovation.

*¹ *ELGANA* is a registered trademark of NTT Business Solutions. Please refer to the following website for details on the *ELGANA* service (in Japanese only). <https://elgana.jp/>

*² Figure includes users within NTT Group.



Long Distance and International Communications Business

In the Long Distance and International Communications Business Segment, in addition to enhancing our ability to provide ICT solutions that combine network, security, and other services, we worked to enhance our service provision in growth areas such as cloud and managed services.

Competitive Advantages

- ▶ Comprehensive solutions from application to IT infrastructure
- ▶ Global coverage
- ▶ Strong customer engagement



Data Communications Business

In the Data Communications Business Segment, we responded to the acceleration of our customers' DX at a global level, and to their increasingly diversified and sophisticated needs, by working to expand our business in the global market and to extend and consistently provide a range of IT services, such as digitalization and system integration offerings, that are responsive to the changes in the market.

Competitive Advantages

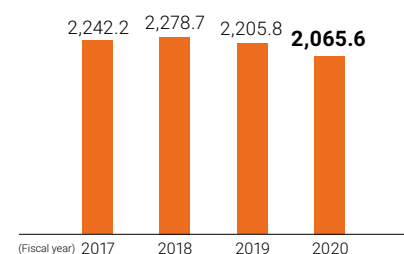
- ▶ High-level technology development and project management capabilities
- ▶ Large market share and stable customer base in Japan
- ▶ Powerful service delivery capabilities using development bases in EMEA and in Central and South America

Results for the Fiscal Year Ended March 31, 2021

Operating Revenues

¥2,065.6 billion

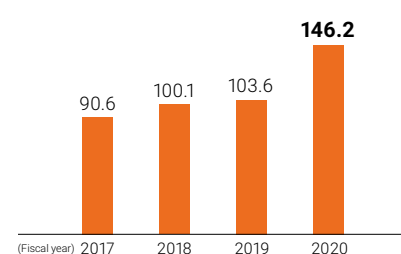
(Billions of yen)



Operating Profit

¥146.2 billion

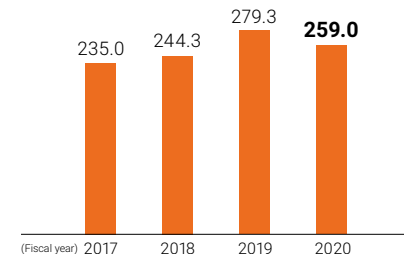
(Billions of yen)



Capital Investment

¥259.0 billion

(Billions of yen)



TOPICS

Launch of SmartGo™ Staple Service for Automatically Calculating Transportation Fares and Other Expenses

On September 30, 2020, NTT Communications launched SmartGo™ Staple, a new service for achieving the DX of expense calculation procedures through an expense calculation app that can be linked to Mobile Suica and corporate prepaid cards.

SmartGo™ Staple can be used to transition to cashless options for paying employee transportation fares and other expenses and to automatically perform the troublesome task of calculating such expenses. Data collected by the expense calculation app can then be linked to accounting systems through an easy application and confirmation process,*1 thereby massively streamlining corporate expense calculation procedures.

SmartGo™ Staple is an evolution of the SmartGo™ automatic transportation fare calculation service released by NTT Communications in 2019. This evolution was achieved by linking the prior service to the Staple business expense calculation service developed and supplied by Crowd Cast, Ltd., as well as to its Staple Card prepaid cards. This linkage allows the new service to automatically calculate a range of business expenses in addition to transportation fares.

NTT Communications is promoting digitization throughout work environments in order to achieve DX of work styles and realize smart work styles.*2

*1 Expenses data is presented as comma-separated values.

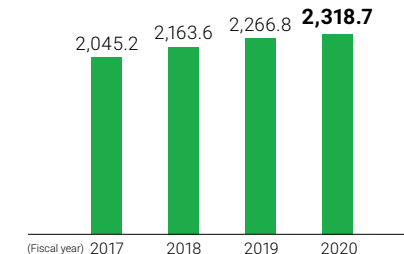
*2 NTT Communications aims to realize a smart world through the resolution of social issues with ICT, and smart work styles is one area targeted in this quest. This company's concept of smart work styles entails changing how we think to create new social norms, and NTT Communications hopes to shape a world in which everyone can choose their ideal work style and contribute based on this concept. SmartGo™ Staple is one example of a service that contributes to smart work styles.

Results for the Fiscal Year Ended March 31, 2021

Operating Revenues

¥2,318.7 billion

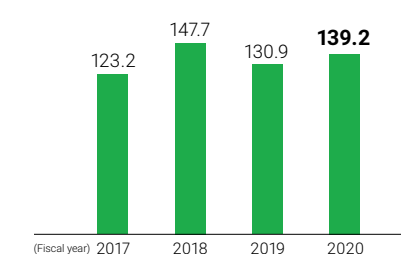
(Billions of yen)



Operating Profit

¥139.2 billion

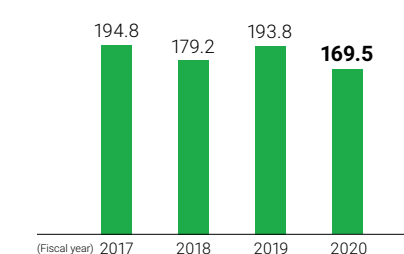
(Billions of yen)



Capital Investment

¥169.5 billion

(Billions of yen)



TOPICS

Mobility Service Business Alliance between TOYOTA Connected and NTT DATA

TOYOTA Connected Corporation and NTT DATA announced a new business alliance on April 1, 2020. The aim of this alliance is to increase the functions and services of the Mobility Service Platform (MSPF) offered globally by Toyota Motor Corporation in order to expand the number of countries in which connected cars are used, increase software development capabilities, and expand operation systems.

TOYOTA Connected brings its experience in the business of connected car services, as well as its know-how in service development and operations such as car sharing, which it has been developing in Japan and overseas. These strengths will be combined with NTT DATA's global IT resources and know-how in utilizing technologies such as cloud and big data. At the same time, both companies will work to strengthen and advance their global development and operation capabilities through joint development and personnel exchanges in the MSPF and other mobility services businesses.

In the medium term, both companies will work to maximize synergies through cooperation by utilizing the customer contact points of TOYOTA Connected and the wide-ranging customer base of NTT DATA, which includes customers in industries such as distribution, retail, and finance. The companies will thereby seek to enhance the service capabilities of the MSPF with regard to the Smart City Initiative and further expand their platform businesses on a global scale.

Through this business alliance, TOYOTA Connected and NTT DATA will share their value to contribute to the creation of a rich and exciting mobility society through the provision of services created together.



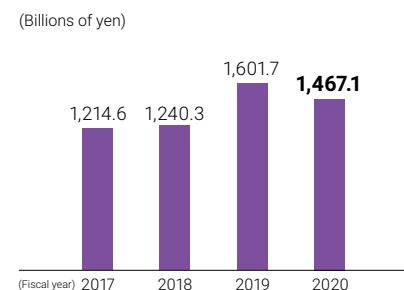
Other Businesses

In the Other Businesses Segment, NTT Group mainly provided services related to the real estate business, finance business, electric power business, and system development business.

Results for the Fiscal Year Ended March 31, 2021

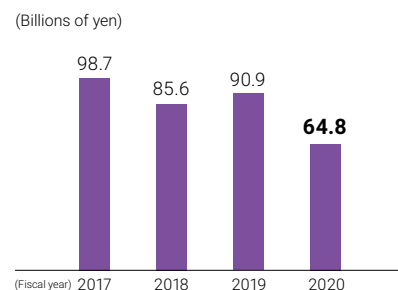
Operating Revenues

¥1,467.1 billion



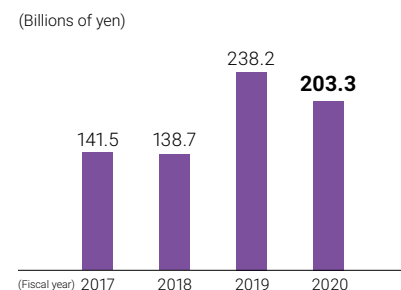
Operating Profit

¥64.8 billion



Capital Investment

¥203.3 billion



Major Initiatives

Real Estate Business

NTT Group promoted its office and commercial business, residential business, and global business through NTT Urban Solutions, a company managing its real estate business.

Electric Power Business

Led by NTT Anode Energy, which promotes smart energy business, we promoted the greening of energy through expanded generation of renewable energy as well as the provision of new electricity supply solutions that utilize NTT Group's assets.

Finance Business

We provided billing and collection services for telecommunications service bills, and credit card transaction settlement services centered on NTT FINANCE.

System Development Business

To promote DX, we have begun developing and deploying a cluster of IT systems that will become the new service platform. We were also developing solutions for resolving social issues, such as those related to maintaining the efficiency of social infrastructure and invigorating regional economies.

TOPICS

Realization of Stores Powered Completely by Renewable Energy through Collaboration between Seven & i and NTT

Introduction of Green Power from Japan's Off-Site PPA Scheme and Other Sources

NTT has teamed up with Seven & i Holdings Co., Ltd., in a project to power Seven & i stores completely with renewable energy. In this undertaking, we began introducing electricity procured through Japan's first off-site power purchase agreement (PPA)*1 as well as from green power plants owned by NTT Group at certain stores in April 2021.

This joint project with Seven & i is aimed at powering 40 Seven-Eleven stores as well as the Ario Kameari shopping center completely with renewable energy. Specifically, NTT Anode Energy will provide electricity via the power grid from two solar power plants established through an off-site PPA.*2 This arrangement will represent Japan's first off-site PPA scheme, an arrangement that entails business operators building renewable energy power plants in locations removed from users for use exclusively by specified consumers, such as companies or municipalities, and supplying these users with electricity via the power grid over the long term. When the off-site PPA scheme is insufficient for meeting the electricity demand of the stores, NTT Group's green power plants will step in to help fill the gap to ensure that the stores are running on 100% renewable energy.

*1 The off-site PPA scheme was judged to be the first in Japan based on meetings between RTS Corporation and NTT Anode Energy.

*2 The supply of electricity will be conducted through a distributor of NTT Anode Energy subsidiary ENNET Corporation (electricity retailer registration number: A0009).

Off-Site PPA

Off-site PPA is a scheme in which electricity users conclude contracts with power generation business operators to procure renewable energy over the long term.

Numerous on-site PPA arrangements are in place in Japan. These arrangements entail the construction of power generation facilities on roofs, idle land, or other locations adjacent to users to generate electricity to be supplied directly to the user. Conversely, off-site PPA arrangements involve the use of power generation facilities in locations removed from users to supply them with electricity through the power grid.

Acquisition of London Office Building

Through U.K. subsidiary of the Company UD EUROPE LIMITED, NTT Urban Development acquired a 100% stake in the 130 Wood Street office building in London.

This building boasts a convenient location near St Paul's Cathedral in central London offering each access from St. Paul's station, Bank station, Mansion House station, and other train stations. In addition to office buildings as well as restaurants, cafes, and other dining options, 130 Wood Street is also located nearby One New Change, the Museum of London, Barbican Centre, and other commercial and culture facilities in an area that is bustling with activity among office workers and tourists alike.

Moreover, 130 Wood Street is a rare office building in the St Paul's Cathedral area as skyline regulations restrict the construction of skyscrapers in this area. Accordingly, we anticipate demand from a wide variety of clients.

