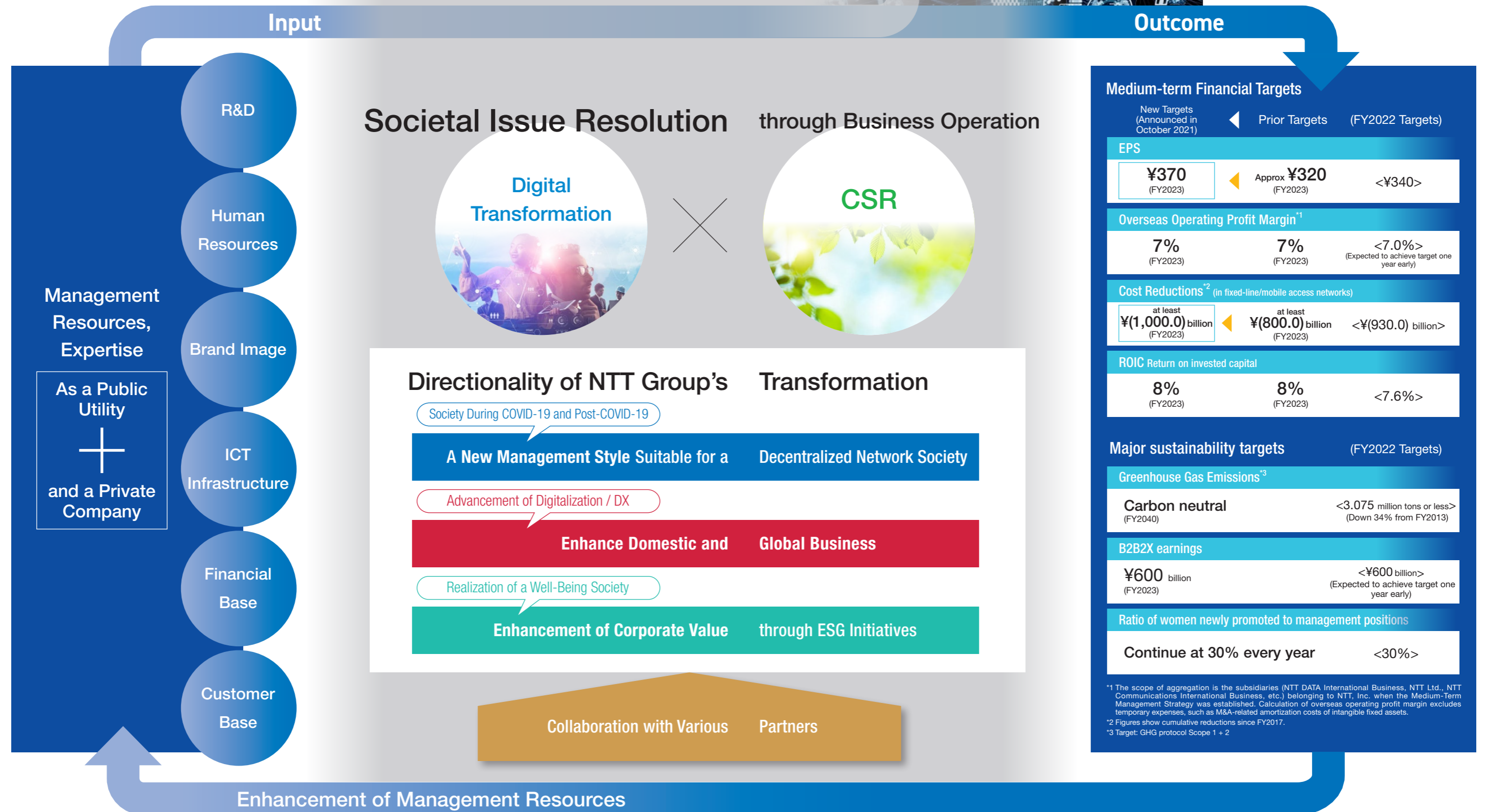


# Value Creation Process

## Cycle to Realize Ongoing Improvements of Corporate Value

The Company's attributes include a solid customer base in Japan and overseas, global brand power, human resource capabilities, and world-class research and development capabilities. We will leverage these to sustainably increase our corporate value in a manner unique to NTT through digital transformation together with our partners.



Medium-term Financial Targets		
New Targets (Announced in October 2021)	Prior Targets	(FY2022 Targets)
<b>EPS</b>		
¥370 (FY2023)	Approx ¥320 (FY2023)	<¥340>
<b>Overseas Operating Profit Margin<sup>1</sup></b>		
7% (FY2023)	7% (FY2023)	<7.0%> (Expected to achieve target one year early)
<b>Cost Reductions<sup>2</sup> (in fixed-line/mobile access networks)</b>		
at least ¥(1,000.0) billion (FY2023)	at least ¥(800.0) billion (FY2023)	<¥(930.0) billion>
<b>ROIC Return on invested capital</b>		
8% (FY2023)	8% (FY2023)	<7.6%>
<b>Major sustainability targets (FY2022 Targets)</b>		
<b>Greenhouse Gas Emissions<sup>3</sup></b>		
<b>Carbon neutral</b> (FY2040)		<3.075 million tons or less> (Down 34% from FY2013)
<b>B2B2X earnings</b>		
¥600 billion (FY2023)		<¥600 billion> (Expected to achieve target one year early)
<b>Ratio of women newly promoted to management positions</b>		
Continue at 30% every year		<30%>

<sup>1</sup> The scope of aggregation is the subsidiaries (NTT DATA International Business, NTT Ltd., NTT Communications International Business, etc.) belonging to NTT, Inc. when the Medium-Term Management Strategy was established. Calculation of overseas operating profit margin excludes temporary expenses, such as M&A-related amortization costs of intangible fixed assets.  
<sup>2</sup> Figures show cumulative reductions since FY2017.  
<sup>3</sup> Target: GHG protocol Scope 1 + 2