New Medium-Term Management Strategy

New Value Creation & Sustainability 2027
Powered by IOWN

Innovating a Sustainable Future for People and Planet

1 NTT as a Creator of New Value and Accelerator of a Global Sustainable Society

- IOWN-Driven Creation of New Value (from concept to commercialization)
  i. Establishment of manufacturing company for photonic-electronic convergence devices
  ii. Acceleration of IOWN research and development/ commercialization
- Data-Driven Creation of New Value
  i. Strengthening the personal business
  ii. Strengthening the use of DX/data in society and industry
  iii. Expansion and upgrade of data center infrastructure
- Achievement of a Circular Economy Society
  i. Develop sustainability solutions for customers
  ii. Creating Circular Economy businesses
  iii. Progression towards Net-Zero
- Further Strengthening of Business Foundations

2 Upgrading the Customer Experience (CX)

- Fusion of Research and Development with a Market-Focused Strategy
- Strengthening of Services that Emphasize Customer Experience (CX)

3 Improving the Employee Experience (EX)

- Open and Innovative Corporate Culture
- Support Career Growth
- Global Benefits for Employees and their Families

Medium-Term Financial Targets

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<th>Company-wide Targets</th>
<th>EBITDA</th>
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<tr>
<td>+20% increase&lt;sup&gt;4&lt;/sup&gt; (approx. ¥4 trillion) (FY2027)</td>
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<tr>
<th>Growth Areas&lt;sup&gt;1&lt;/sup&gt;</th>
<th>EBITDA</th>
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<td>+40% increase&lt;sup&gt;4&lt;/sup&gt; (FY2027)</td>
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<th>Existing Areas&lt;sup&gt;3&lt;/sup&gt;</th>
<th>EBITDA</th>
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<td>+10% increase&lt;sup&gt;4&lt;/sup&gt; (FY2027)</td>
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<th>Return on Invested Capital (ROIC)</th>
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<td>9%&lt;sup&gt;5&lt;/sup&gt; (FY2027)</td>
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Sustainability-Related Targets

New Female Manager Promotion Rate

at least 30% each year

Greenhouse Gas Emissions

targeting carbon neutrality in 2040, as well as Net-Zero

Engagement Rate

To be improved

Notes:
1. IOWN, digital/data centers, power/energy, Smart Life, real estate, AI/robots, etc.
2. NTT Group consolidated. Excludes temporary expenses, such as M&A-related depreciation costs of intangible fixed assets.
3. NTT DOCOMO’s consumer telecommunications businesses, NTT East and NTT West
4. Compared to FY2022
5. FY2022 results: 6.9%