

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

1 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

2 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

3 Achievement of a Circular Economy Society

- i. Develop sustainability solutions for customers
- ii. Creating Circular Economy businesses
- iii. Progression towards Net-Zero

4 Further Strengthening of Business Foundations

2 Upgrading the Customer Experience (CX)

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

3 Improving the Employee Experience (EX)

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

Medium-Term Financial Targets

Company-wide Targets	EBITDA	+20% increase^{*4} (approx. ¥4.0 trillion) (FY2027)
	EBITDA	+40% increase^{*4} (FY2027)
Growth Areas ^{*1}	Overseas Operating Income Margin ^{*2}	10% (FY2025)
	EBITDA	+10% increase^{*4} (FY2027)
Existing Areas ^{*3}	Return on Invested Capital (ROIC)	9%^{*5} (FY2027)

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

^{*1} IOWN, digital/data centers, power/energy, Smart Life, real estate, AI/robots, etc.

^{*2} NTT DATA 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: 8.2%