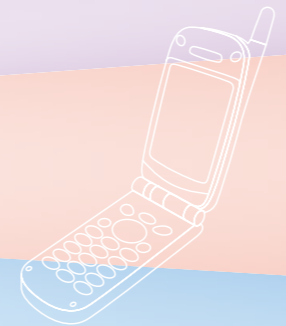


Transformation of NTT Group's Business Structure

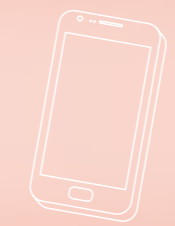
NTT has made the needs of consumers and wider society the foundation of its business activities. To address evolving societal challenges, we have developed a wide range of technologies and have continually transformed our business structure through pursuing innovation and tackling new challenges. NTT Group will continue to embrace self-transformation, providing new experiences and inspiration focused on customer satisfaction, with the goal of remaining the preferred choice of consumers.

FY1985 sales
5.1
trillion yen



Telephone

FY2012 overseas sales
0.95
trillion yen



Other
(Real Estate, Energy and Others)

FY2023 sales
13.4
trillion yen

Global Solutions Business

FY2023 overseas sales
2.8
trillion yen

Integrated ICT Business
(mobile and internet)



FTTH, etc.

Regional Communications Business
(telephone and FTTH, etc.)

*The background design on this page is intended to symbolize the evolution of our business expansion.

1985 - 1990s
Expansion of telephone services

2000s
Shift to broadband

2010s
Expansion of global business

2020s
New structural transformation



- 1985 Nippon Telegraph and Telephone Corporation (NTT) established
- 1987 Mobile telephone services launched
- 1988 World's first ISDN service launched
- 1988 NTT DATA Communications Systems Corporation (currently NTT DATA Group) established
- 1996 OCN internet connection services launched



- 2000 ISDN flat-rate services launched
- 2001 FTTH (Fiber To The Home) services launched
- 2004 Osai-fu-Keitai (Mobile Wallet) launched
- 2004 "Hikari Denwa" launched
- 2009 Android OS smartphones launched
- Cloud services launched



- 2010 Acquired Keane (currently NTT DATA, Inc.)
- Acquired Dimension Data
- 2010 LTE (Xi) services launched
- 2015 "Hikari Collaboration Model" launched
- 2016 Acquired Dell Services (currently NTT DATA, Inc.)
- 2018 Mobile payment service "d Payments" launched
- 2019 NTT Urban Solutions established
- NTT Anode Energy established



- 2020 5G services launched
- 2023 Transition to a holding company structure under which there is the domestic (Japanese) operating company NTT DATA Japan and NTT DATA Inc., which manages overseas business