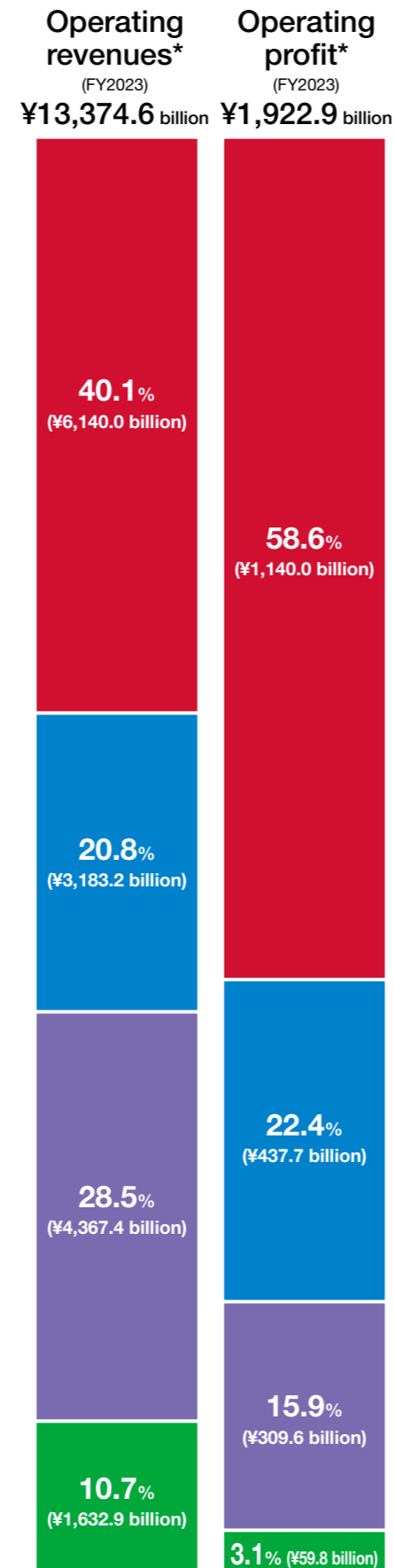


NTT at a glance



Business	Services and Main Companies
Integrated ICT Business	<p>The principal services in the Integrated ICT Business are mobile phone services, domestic inter-prefectural communications services, international communications services, solutions services, and system development services and related services.</p>
Regional Communications Business	<p>The principal services in the Regional Communications Business are domestic intraprefectural communications services and related ancillary services.</p>
Global Solutions Business	<p>The principal services in the Global Solutions Business are system integration services, network system services, cloud services, global data center services, and related services.</p>
Other (Real Estate, Energy and Others)	<p>Other Group companies</p> <p>Others include the real estate business, energy business and others.</p>



*Percentage of simple sum of each segment (including intersegment transactions)

Financial Highlights (International Financial Reporting Standards (IFRS))

Unit: Billions of yen

	FY2021	FY2022	FY2023
Operating revenues	12,156.4	13,136.2	13,374.6
Operating profit	1,768.6	1,829.0	1,922.9
Profit attributable to NTT	1,181.1	1,213.1	1,279.5
Total assets	23,862.2	25,308.9	29,604.2
NTT shareholders' equity *1	8,282.5	8,561.4	9,844.2
Capital Investment	1,687.6	1,862.4	2,063.1
EBITDA*2	3,247.1	3,290.2	3,418.1
EPS (Basic earnings per share attributable to NTT) (yen)*3	13.2	13.9	15.1
ROE (%)	14.9	14.4	13.9
ROIC (%)	7.5	7.4	6.9
Cash flows from operating activities *4	3,010.3	2,261.0	2,567.0
Cash flows from investing activities	(1,699.2)	(1,736.9)	(1,989.2)
Free cash flows (Cash flows from operating activities + Cash flows from investing activities)	1,311.1	524.1	577.7
Cash flows from financing activities	(1,438.1)	(590.2)	(234.5)

*1 NTT shareholders' equity does not include the portion attributable to non-controlling interests.
 *2 EBITDA = Operating income + Depreciation and amortization + Loss on sales of property, plant and equipment + Impairment loss
 NTT Group has excluded all depreciation expenses related to right-of-use assets from EBITDA and depreciation, as a component of EBITDA.
 *3 NTT conducted a 25-for-1 stock split of its common stock with an effective date of July 1, 2023. The figures reflect the impact of this stock split.
 *4 If the closing date falls on a holiday, the effects of that (such as the postponement of accounts receivable payment deadlines from the end of the month to the beginning of the following month) are excluded.

Non-financial Highlights

Indicator *5		FY2021	FY2022	FY2023
Climate change	Greenhouse Gas Emissions			
	Scope 1, 2	2.90 million tons	2.53 million tons	2.32 million tons
	Scope 1, 2, 3	23.72 million tons	22.02 million tons	21.03 million tons
Human Capital	Employee Engagement Rate	57%	57%	54%
	New Female Manager Promotion Rate	29.1%	29.7%	27.9%
	Male Childcare Leave Rate	—	114.1%	128.5%
	Direct Dialogue Rate with Key Suppliers	—	100%	100%
Creating new value	Amount of B2B2X Revenues	¥544.1 billion	¥815.4 billion	¥1,058.1 billion
Resilience	Number of Serious Incidents *6	1	3	4
	Number of Telecommunications Service Interruptions due to External Cyberattacks	0	0	0

*5 The scope of the above indicators is as follows.
 Greenhouse Gas Emissions: our company and its consolidated subsidiaries; The employee engagement rate: The percentage of employees who responded positively to four NTT Group KPIs that measure engagement. The scope of aggregation for the employee engagement rate includes the major companies and their designated subsidiaries. The major companies are NTT DOCOMO*, NTT East, NTT West, NTT DATA Group, NTT Urban Solutions, and NTT Anode Energy; New Female Manager Promotion Rate/
 * Figures for NTT DOCOMO include figures for NTT Communications.
 Male Childcare Leave Rate: five major domestic companies (NTT, NTT DOCOMO, NTT East, NTT West, and the NTT DATA Group)
 * Figures for NTT DOCOMO include those for NTT Communications.
 * NTT DOCOMO includes figures from NTT Communications. Furthermore, NTT DATA Group includes figures from NTT DATA and NTT DATA, Inc.
 Percentage of direct dialogue with important suppliers: The denominator is 40 suppliers selected based on procurement amount, importance of the item, substitutability, etc., and the numerator is the number of suppliers with whom direct dialogue was completed during the fiscal year. B2B2X Revenues: the Integrated ICT Business Segment, the Regional Communications Business Segment, and the Global Solutions Business Segment; Number of Serious Incidents/Number of Telecommunications Service Interruptions due to External Cyberattacks: four specified public institutions (NTT East, NTT West, NTT Communications, and NTT DOCOMO)
 *6 Male Childcare Leave Rate is calculation of the rate at which childcare leave, or other leave for childcare purposes, is taken, based on Article 71, paragraph (4)(ii) of the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Ordinance of the Ministry of Labor No. 25 of 1991), in accordance with the provisions of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Act No. 76 of 1991).
 *7 A "significant incident" is defined as an event meeting the following conditions that disrupt or degrade the quality of telecommunications services:
 · Voice services that handle emergency calls (110, 119, etc.): Lasting more than 1 hour and impacting over 30,000 people
 · Voice services that do not handle emergency calls: Lasting more than 2 hours and impacting over 30,000 people, or more than 1 hour and impacting over 100,000 people
 · Internet-related services (free): Lasting more than 12 hours and impacting over 1 million people, or more than 24 hours and impacting over 100,000 people
 · Other services: Lasting more than 2 hours and impacting over 30,000 people, or more than 1 hour and impacting over 1 million people