IR Presentation
This document is a translation of the Japanese original. The Japanese original is authoritative.

The forward-looking statements and projected figures concerning the future performance of NTT and its subsidiaries and affiliates contained or referred to herein are based on a series of assumptions, projections, estimates, judgments and beliefs of the management of NTT in light of information currently available to it regarding NTT and its subsidiaries and affiliates, the economy and telecommunications industry in Japan and overseas, and other factors. These projections and estimates may be affected by the future business operations of NTT and its subsidiaries and affiliates, the state of the economy in Japan and abroad, possible fluctuations in the securities markets, the pricing of services, the effects of competition, the performance of new products, services and new businesses, changes to laws and regulations affecting the telecommunications industry in Japan and elsewhere, other changes in circumstances that could cause actual results to differ materially from the forecasts contained or referred to herein, as well as other risks included in NTT’s most recent Annual Securities Report and in any other materials publicly disclosed by NTT on its website.

* “E” in this material represents that the figure is a plan or projection for operation.

** “FY” in this material indicates the fiscal year ending March 31 of the succeeding year.
## Overview of FY2022.3Q Consolidated Results

### 2022.3Q Financial Results: Key Points

- Overview of FY2022.3Q
- Status of Consolidated Results for FY2022.3Q

### Contributing Factors by Segment for FY2022.3Q

- Segments Revision

### FY2022 Results Forecast

- FY2022 Forecast Summary
- FY2022 Forecast Summary by Segment
- FY2022 Forecast Summary (by Company)

### NTT Group Medium-Term Management Strategy

- Directionality of Refinement of the Medium-Term Management Strategy
- Directionality of NTT Group's Transformation
- New Strategic Framework
- Growth and Strengthening of the Newly Formed DOCOMO Group
- Overview of Medium-Term Financial Targets
- Changes in Medium-Term Targets

### New DOCOMO Group Medium-Term Strategy

- New DOCOMO Group Medium-Term Strategy

### Transformation to a New Management Style

- Transformation to a New Management Style

### Integrated ICT Business

- Growth and Business Portfolio Transformation
- Growth of Enterprise Business
- Convergence of Mobile/Fixed/Cloud Services
- Value Proposition to Large Corporations
- Value Proposition to SME Customers
- Further Expansion of Smart Life Business
- Actions for Business Expansion
- Strengthen New Business Domains

### Global Solutions Business

- Initiatives for Further Business Expansion
- Global Strategy
- Establishment of Overseas Operating Company
- Progress in Transition to Holding Company Structure
- Combination of Capabilities of NTT Ltd. and NTT DATA
- NTT Global Data Centers Footprint
- Global Data Centers Service delivery schedule

### Regional Communications Business

- Fixed Broadband Business FTTH Subscriptions
- Migrate PSTN to IP Networks
- Solutions local social issues
- E-books

### Initiatives of a sustainable society, etc.

- Sustainability Charter
- Promotion of Sustainability
- NTT Green Innovation toward 2040
- Towards the Achievement of Carbon Neutrality
- Initiatives in the Energy Business
- Consolidation of Energy-Related Operations to Accelerate the Expansion of the Smart Energy Business
- Real Estate Business
- Reinforcement of Corporate Governance

### ITD

- What's IOWN?
- IOWN initiative
- Services for photonics-electronics convergence devices
- Future path for IOWN
- APN (All Photonics Network) Services - Starts Mar. 2023
- IOWN 1.0 – 1st Phase

### Shareholder Returns

- Shareholder Returns
- Changes in Dividend
- Record of Share Buybacks

### Financial Data, etc.

- NTT Group Formation
- Trend in Consolidated Financial Results
- Changes in Consolidated Operating Revenues
- Changes in Consolidated Operating Income
- Changes in CAPEX
- Changes in CAPEX
- Changes in Interest-bearing Debt
- Changes in Number of Employees
- Age Distribution of Employees at NTT East and NTT West
- Changes in Personnel expenses
- Broadband Access Services in Japan
- Trends in share buyback and cancellation
- Changes of EPS and Outstanding Shares
Overview of FY2022.3Q Consolidated Results
2022.3Q Financial Results: Key Points

• In FY2022.3Q, operating revenues and profit both reached record-high levels. We will continue to work towards achieving the fiscal year plan.

• Operating revenues increased by ¥649.4 billion (an increase of 7.3%) year-over-year due to, among other factors, an increase in revenues in the Global Solutions Business Segment. Operating income decreased by ¥18.8 billion (a decrease of 1.2%) year-over-year as a result of being unable to cover rising electricity rates despite the positive effect of the increase in operating revenues, among other factors.

• Profit increased by ¥2.2 billion (an increase of 0.2%) year-over-year as a result of an increase in profit from non-recurring factors such as corporate taxes.

Q: Will it be possible to achieve the revenue growth plan for the full fiscal year, even though operating income decreased year-over-year again in the third quarter?
A: Operating income continued to decrease year-over-year due to the impact of rising electricity rates and other factors. We are aiming to achieve the fiscal year plan through increases in income in the Integrated ICT Business Segment and the Global Solutions Business Segment, in addition to cost reductions across the entire NTT Group as a whole.

Q: Please discuss the status of the Integrated ICT Business Segment.
A: In the enterprise business, there has been a steady increase in revenues from integrated solutions, such as solutions for large businesses and cloud infrastructure. In the smart life business, there has also been an increase in revenues from finance/payment and marketing solutions. In the consumer communications business, as a result of an increase in medium- and large-volume plans, mobile ARPU has improved and MNP (mobile number portability) has also continued to be positive, despite the impact of price reductions and rising electricity rates. We will continue our initiatives to expand our enterprise and smart life businesses and to fully achieve our ARPU potential, and continue to work to achieve the fiscal year plan.

Q: Please discuss the status of the integration of the global businesses in the Global Solutions Business Segment, as well as your progress with respect to overseas operating income margin.
A: With respect to the integration of our global businesses, we have started initiatives such as improving our sales collaboration, and our progress on achieving the results of synergies is proceeding according to plan. Our overseas operating income margin increased by 1.0 pt year-over-year to 6.4% as a result of increases in revenues from expanding the scale of our SI business in Europe and elsewhere and the expansion of our data center business, as well as the effect of cost reductions from structural reforms, among other factors.
## Status of Consolidated Results for FY2022.3Q

### Year-over-year, operating revenues increased, operating income decreased and profit increased

- Operating Revenues and Profit reached new record high levels

### Status of Consolidated Results

<table>
<thead>
<tr>
<th>Category</th>
<th>Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenues:</td>
<td>¥9,572.6B (+¥649.4B [+7.3%] y-o-y)</td>
</tr>
<tr>
<td>Operating Income:</td>
<td>¥1,520.8B (−¥18.8B [(−1.2%)] y-o-y)</td>
</tr>
<tr>
<td>Profit (1)</td>
<td>¥1,032.5B (+$2.2B [+0.2%] y-o-y)</td>
</tr>
<tr>
<td>Overseas Operating Income Margin (2):</td>
<td>6.4% (&lt; +1.0pt y-o-y)</td>
</tr>
</tbody>
</table>

**Notes:**

1. Profit presented above represents the profit attributable to NTT, excluding noncontrolling interests.
2. The scope of consolidation consists of the subsidiaries of NTT, Inc. at the time the medium-term strategy was formulated (NTT DATA’s overseas businesses, NTT Ltd., NTT Communications’ overseas businesses, etc.). Overseas Operating Income Margin excludes temporary expenses, such as M&A-related depreciation costs of intangible fixed assets.
Contributing Factors by Segment for FY2022.3Q

Operating Revenues

<Year-on-year: + 649.4>

Integrated ICT Business Segment
Regional Communications Business Segment
Global Solutions Business Segment
Others (Real Estate, Energy and Others)
Elimination of Inter-Segment Transactions

Integrated ICT Business Segment
Regional Communications Business Segment
Global Solutions Business Segment
Others (Real Estate, Energy and Others)
Elimination of Inter-Segment Transactions

Operating Income

<Year-on-year: (18.8)>

Integrated ICT Business Segment
Regional Communications Business Segment
Global Solutions Business Segment
Others (Real Estate, Energy and Others)
Elimination of Inter-Segment Transactions

Integrated ICT Business Segment
Regional Communications Business Segment
Global Solutions Business Segment
Others (Real Estate, Energy and Others)
Elimination of Inter-Segment Transactions

(Billions of yen)
Segments Revision

FY2021 Results  NTT Consolidated  Operating Revenues 12,156.4／Operating Income 1,768.6

Segments before Revision:
- Mobile Communications Business Segment
  - NTT DOCOMO

Segments after Revision:
- Mobile Communications Business Segment
  - NTT DOCOMO
- Regional Communications Business Segment
  - NTT East
  - NTT West
- Long Distance and International Communications Business Segment
  - NTT Communications
  - NTT Ltd.
- Data Communications Business Segment
  - NTT DATA
- Other Business Segment
  - Real Estate, Energy and Others
  - NTT Comware
- Elimination of Inter-Segment Transactions
  - NTT DOCOMO
  - NTT East
  - NTT West
  - NTT Ltd.
  - NTT DATA

Operating Revenues
- Integrated ICT Business Segment
  - NTT DOCOMO
- Operating Revenues
  - 5,870.2
  - 1,072.5
- Operating Income
  - 1,072.5
  - 540.0
  - 440.0

Operating Income
- Global Solutions Business Segment
  - NTT Ltd.
  - NTT DATA
  - 3,615.2
  - 210.5
  - 1,396.0
  - 72.5

Net Income
- Others
  - (1,932.5)
  - (27.0)

Copyright 2023 NIPPON TELEGRAPH AND TELEPHONE CORPORATION
FY2022 Results Forecast
### FY2022 Forecast Summary

- Operating Revenues, Operating Income and Profit will all increase
- Operating Revenues, Operating Income and Profit will all reach record-high levels

### Consolidated Revenues and Income Plan

<table>
<thead>
<tr>
<th></th>
<th>FY2021 Results</th>
<th>FY2022 Forecast</th>
<th>Year-on-Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenues</td>
<td>¥12,156.4B</td>
<td>¥12,600.0B</td>
<td>+¥443.6B</td>
</tr>
<tr>
<td>Operating Income</td>
<td>¥1,768.6B</td>
<td>¥1,820.0B</td>
<td>+¥51.4B</td>
</tr>
<tr>
<td>Profit(1)</td>
<td>¥1,181.1B</td>
<td>¥1,190.0B</td>
<td>+¥8.9B</td>
</tr>
<tr>
<td>EPS</td>
<td>¥329</td>
<td>¥340</td>
<td>+¥11</td>
</tr>
</tbody>
</table>

(1) Profit represents profit attributable to NTT, excluding noncontrolling interests.
FY2022 Forecast Summary by Segment

Operating Revenues

<Year-on-year: + 443.6>

(Billions of yen)

Integrated ICT Business Segment
Regional Communications Business Segment
Global Solutions Business Segment
Others (Real Estate, Energy and Others)
Elimination of Inter-Segment Transactions

FY2021
FY2022E

12,156.4
12,600.0

[5,984.0]
[3,220.0]
[3,870.0]
[1,510.0]

Operating Income

<Year-on-year: + 51.4>

(Billions of yen)

Integrated ICT Business Segment
Regional Communications Business Segment
Global Solutions Business Segment
Others (Real Estate, Energy and Others)
Elimination of Inter-Segment Transactions

FY2021
FY2022E

1,768.6
1,820.0

[1,084.0]
[442.0]
[244.0]
[74.0]
## FY2022 Forecast Summary (by Company)

<table>
<thead>
<tr>
<th></th>
<th>Operating Revenues</th>
<th>Year-on-Year</th>
<th>Operating Income</th>
<th>Year-on-Year</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DOCOMO Group</strong></td>
<td>¥5,984.0B</td>
<td>+¥113.8B</td>
<td>¥1,084.0B</td>
<td>+¥11.5B</td>
</tr>
<tr>
<td><strong>NTT East</strong></td>
<td>¥1,730.0B</td>
<td>+¥12.0B</td>
<td>¥280.0B</td>
<td>+¥1.0B</td>
</tr>
<tr>
<td><strong>NTT West</strong></td>
<td>¥1,520.0B</td>
<td>+¥6.5B</td>
<td>¥162.0B</td>
<td>+¥1.1B</td>
</tr>
<tr>
<td><strong>NTT DATA Group (1)</strong></td>
<td>¥3,270.0B</td>
<td>+¥718.1B</td>
<td>¥236.0B</td>
<td>+¥23.4B</td>
</tr>
<tr>
<td><strong>NTT Ltd. [First Half of Fiscal Year]</strong></td>
<td>¥600.0B (2)</td>
<td>+¥84.5B</td>
<td>¥10.0B (2)</td>
<td>+¥11.1B</td>
</tr>
<tr>
<td><strong>NTT Urban Solutions</strong></td>
<td>¥380.0B (¥66.5B)</td>
<td>(¥66.5B)</td>
<td>¥44.0B</td>
<td>(¥2.6B)</td>
</tr>
</tbody>
</table>

Reference:

**NTT DATA**
- [Prior to integration of overseas businesses]
  - ¥2,660.0B  +¥108.1B  ¥222.0B  +¥9.4B

**NTT Ltd. [Full Fiscal Year]**
- ¥1,220.0B  +¥165.3B  ¥35.0B  +¥28.7B

(1) Based on results after integration of overseas businesses (including NTT Ltd.’s second half earnings forecast).
(2) Compared to period from April 2021 to September 2021.
NTT Group Medium-Term Management Strategy
Directionality of Refinement of the Medium-Term Management Strategy

- Transformation to a New Management Style (Further Promotion of DX)
  - FY2023: Cost Reductions over ¥200.0 billion

- Effect of Synergies in the Newly Formed DOCOMO Group
  - FY2023: Profit Increase of ¥100.0 billion

- New Environment and Energy Vision
  - FY2023: Minimal Impact on Costs

Achieving EPS of ¥370 in FY2023
Directionality of NTT Group’s Transformation

Social/Economic Directionality

- Society During COVID-19 and Post-COVID-19
- Advancement of Digitalization/DX
- Realization of a Well-Being Society

NTT Group’s Directionality

- A New Management Style Suitable for a Decentralized Network Society
- Enhance Domestic and Global Business
- Enhancement of Corporate Value through ESG Initiatives

Contribution to the Achievement of a Sustainable Society
# New Strategic Framework

<table>
<thead>
<tr>
<th>① Transformation to a New Management Style</th>
<th>• New style premised on remote work</th>
</tr>
</thead>
<tbody>
<tr>
<td>② Enhance Domestic/Global Business</td>
<td>• Growth and strengthening of the newly formed DOCOMO Group</td>
</tr>
<tr>
<td></td>
<td>• Promotion of the IOWN development/rollout plan</td>
</tr>
<tr>
<td></td>
<td>• Enhance competitiveness in global business</td>
</tr>
<tr>
<td></td>
<td>• Promote B2B2X model</td>
</tr>
<tr>
<td></td>
<td>• Strengthening of new businesses</td>
</tr>
<tr>
<td>③ Enhancement of Corporate Value</td>
<td>• New Environmental and Energy Vision</td>
</tr>
<tr>
<td></td>
<td>• Disaster countermeasure initiatives</td>
</tr>
<tr>
<td></td>
<td>• Enhancement of returns to shareholders</td>
</tr>
</tbody>
</table>
Growth and Strengthening of the Newly Formed DOCOMO Group

Challenge of the New DOCOMO Group

New DOCOMO Group Medium-Term Strategy

- Expansion of enterprise business
- Strengthening the telecommunications business
- Strengthening IT
- Promoting ESG
- Expansion of the Smart Life Business
- Strengthening global business
- Strengthening R&D

As the synergistic effect of integrating NTT DOCOMO, NTT Communications and NTT Comware, create profits of ¥100.0 billion in FY2023, and over ¥200.0 billion in FY2025.
## Overview of Medium-Term Financial Targets

<table>
<thead>
<tr>
<th></th>
<th>Initial Target [announced November 8, 2018]</th>
<th>Current Target [announced October 25, 2021]</th>
<th>FY2021 Results</th>
<th>FY2022 Forecasts</th>
<th>Status of Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EPS</strong></td>
<td>Approx. ¥320 (FY2023)</td>
<td>¥370 (FY2023)</td>
<td>¥329</td>
<td>¥340</td>
<td>Reached initial target two years ahead of schedule</td>
</tr>
<tr>
<td><strong>Overseas Operating Income Margin</strong>&lt;sup&gt;(1)&lt;/sup&gt;</td>
<td>7% (FY2023)</td>
<td>7% (FY2023)</td>
<td></td>
<td></td>
<td>Expected to reach target one year ahead of schedule</td>
</tr>
<tr>
<td><strong>Cost Reductions</strong>&lt;sup&gt;(2)&lt;/sup&gt;</td>
<td>at least ¥(800.0)B (FY2023)</td>
<td>at least ¥(1,000.0)B (FY2023)</td>
<td>¥(840.0)B</td>
<td>¥(930.0)B</td>
<td>Reached initial target two years ahead of schedule</td>
</tr>
<tr>
<td><strong>ROIC</strong></td>
<td>8% (FY2023)</td>
<td>8% (FY2023)</td>
<td>7.5%</td>
<td>7.6%</td>
<td>Progressing on track</td>
</tr>
<tr>
<td><strong>Capex to Sales</strong>&lt;sup&gt;(3)&lt;/sup&gt;</td>
<td>13.5% or less (FY2021)</td>
<td>13.5% or less (FY2021)</td>
<td>13.1%</td>
<td>-</td>
<td>Reached target in FY2021</td>
</tr>
</tbody>
</table>

---

<sup>(1)</sup> The scope of consolidation consists of the subsidiaries of NTT, Inc. at the time the medium-term strategy was formulated (NTT DATA's overseas businesses, NTT Ltd., NTT Communications' overseas businesses, etc.). Overseas Operating Income Margin excludes temporary expenses, such as M&A-related depreciation costs of intangible fixed assets.

<sup>(2)</sup> In fixed-line/mobile access networks. Figures above show cumulative reductions since FY2017.

<sup>(3)</sup> Domestic network business (excludes NTT Communications' data centers and certain other items).

<sup>(4)</sup> Items that have achieved their targets are indicated in dark green, and items that have achieved their initial targets are indicated in light green.
Changes in Medium-Term Targets

**EPS Growth (1)**
- Profit Expansion /Share Buybacks

<table>
<thead>
<tr>
<th>Year</th>
<th>EPS (yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017</td>
<td>212 yen</td>
</tr>
<tr>
<td>FY 2018</td>
<td>220 yen</td>
</tr>
<tr>
<td>FY 2019</td>
<td>231 yen</td>
</tr>
<tr>
<td>FY 2020</td>
<td>248 yen</td>
</tr>
<tr>
<td>FY 2021</td>
<td>329 yen</td>
</tr>
<tr>
<td>FY 2022E</td>
<td>340 yen</td>
</tr>
<tr>
<td>FY 2023 Target</td>
<td>370 yen</td>
</tr>
</tbody>
</table>

(1) EPS amounts reflect the two-for-one stock split with an effective date of January 1, 2020.
(2) Excludes the effects of the arbitration award received from Tata Sons Limited.

**Cost Reductions**
- Further Promotion of DX/Streamlining Existing Facilities

<table>
<thead>
<tr>
<th>Year</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022E</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(220.0) billion yen</td>
<td>(500.0) billion yen</td>
<td>(670.0) billion yen</td>
<td>(840.0) billion yen</td>
<td>(930.0) billion yen</td>
<td>(1.0) trillion yen Or more</td>
</tr>
</tbody>
</table>

**ROIC**
- Transforming to a Business Structure with High Capital Efficiency

<table>
<thead>
<tr>
<th>Year</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022E</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROIC</td>
<td>7.4%</td>
<td>7.4%</td>
<td>7.2%</td>
<td>7.5%</td>
<td>7.6%</td>
<td>8%</td>
</tr>
</tbody>
</table>

**Overseas Operating Income Margin**

<table>
<thead>
<tr>
<th>Year</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income Margin</td>
<td>3.1%</td>
<td>3.2%</td>
<td>2.4%</td>
<td>3.0%</td>
<td>6.3%</td>
<td>7.0%</td>
<td>7.0%</td>
</tr>
</tbody>
</table>

**Capex to Sales**
- (Domestic Network Business)

<table>
<thead>
<tr>
<th>Year</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capex to Sales</td>
<td>13.7%</td>
<td>13.9%</td>
<td>13.8%</td>
<td>13.6%</td>
<td>13.1%</td>
<td>13.5%</td>
<td>Or less</td>
</tr>
</tbody>
</table>

*Figures above show cumulative reductions since FY2017.

(1) EPS amounts reflect the two-for-one stock split with an effective date of January 1, 2020.
(2) Excludes the effects of the arbitration award received from Tata Sons Limited.

FOOTNOTE:
- ROIC: Published in 2018
- EPS: Published in 2018
- Overseas Operating Income Margin: Published in 2018
- Capex to Sales: Published in 2018

Further Investment Efficiency/Revenue Recovery
Target to be achieved one year ahead of schedule
* Excludes NTT Communications’ data centers and certain other items.
New DOCOMO Group
Medium-Term Strategy
As the New DOCOMO Group, we are expanding our business domain to encompass mobile, services, and solutions and create a new world.

Integration of the three companies

Clear business responsibilities

Structural reform of telecommunications business and expansion of enterprise/smart life businesses
Synergy Through Integration

Expansion of enterprise business
Integrate all enterprise business under the New DOCOMO Group; support all corporate customers through one stop - contribute toward DX of society and industry

More competitive network
Fixed and Mobile convergence brings higher quality and economical network; provide inexpensive cost, easy-to-use services and accelerate evolution toward 6G/IOWN

Strengthening the power of service creation and development and promoting DX
Integrate R&D of DOCOMO, services of Communications and software capability of COMWARE, leading to quick response in creating innovative services, and accelerating DX of the New DOCOMO Group
New DOCOMO Group
Medium-Term Strategy

<table>
<thead>
<tr>
<th>Medium-term Management Goals</th>
<th>FY 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Growth</strong></td>
<td></td>
</tr>
<tr>
<td>Ratio of smart life plus enterprise business revenue</td>
<td>50% or more</td>
</tr>
<tr>
<td>Enterprise business revenue</td>
<td>2 trillion yen or more</td>
</tr>
<tr>
<td><strong>Efficiency</strong></td>
<td></td>
</tr>
<tr>
<td>Telecom CAPEX to Sales</td>
<td>16.5% or less</td>
</tr>
<tr>
<td><strong>Capital productivity</strong></td>
<td></td>
</tr>
<tr>
<td>ROIC</td>
<td>12% or more</td>
</tr>
</tbody>
</table>
New DOCOMO Group

Medium-Term Strategy ４
Integrate functions and clarify business responsibilities to accelerate the execution of medium-term strategy

*New Structure from July 1
Transformation to a New Management Style
Transformation to a New Management Style (1/4)

Transformation to a New Style Premised on Remote Work

Transformation of Business/ DX

Promotion of Remote Work

Re-examination of Systems/ General Improvements

Promotion of “work-in-life” (health management)
Open, global and innovative business operations

Support of Customers’ DX

Promotion of Regional Revitalization

Improvement of Resiliency

Contribution to a Decentralized Society

Etc.
Transformation to a New Management Style (2/4)

**Transformation of Business/ DX**

1. **Introduction of Cloud-Based Systems/ Zero-Trust Systems**
   - Development of an IT environment that enables employees to work from anywhere
   - Completion in FY2022\(^{(1)}\)
   - Completion in FY2023\(^{(2)}\)

   \(^{(1)}\) Staff and sales teams. \(^{(2)}\) All.

2. **Automation/Standardization of Business Processes (Sales, Maintenance, Development, Etc.)**
   - Promote the conversion into a Connected Value Chain that includes partner companies
   - Expand customer reach through digital marketing (SMEs)
   - Contribute to the DX of society as a whole by offering the PF leveraged in our own DX to customers as well (Smart Infra Platform, etc.)
   - Automated Processes
     - 20 in FY2021 ⇒ Over 100 in FY2025
   - FY2025
     - Revenues: ¥140 billion
   - Completion in All Ordinance-Designated Cities in January 2023

3. **Enhancement of Governance in Consideration of Conduct Risks**
   - Identifying more than 170 risks and implementing measures such as building appropriate relationships with stakeholders, accurately managing the life cycle of services and other items, and improving crisis management capabilities
   - From FY2021

4. **Promotion of Paperless Operations (Including Invoices/ Purchase Orders)**
   - Paper usage of NTT Group to be reduced to zero in principle* (FY2020: 6,000t)
   - By 2025

* Excluding paper usage based on customer requests, documents submitted to government agencies, telegrams and telephone directories

Contribute to the DX of society as a whole by offering the PF leveraged in our own DX to customers as well (Smart Infra Platform, etc.)

Expand customer reach through digital marketing (SMEs)

Contribute to the DX of society as a whole by offering the PF leveraged in our own DX to customers as well (Smart Infra Platform, etc.)

Identifying more than 170 risks and implementing measures such as building appropriate relationships with stakeholders, accurately managing the life cycle of services and other items, and improving crisis management capabilities

Paper usage of NTT Group to be reduced to zero in principle* (FY2020: 6,000t)

Completion in All Ordinance-Designated Cities in January 2023

By 2025

Expand customer reach through digital marketing (SMEs)

Contribute to the DX of society as a whole by offering the PF leveraged in our own DX to customers as well (Smart Infra Platform, etc.)

Identifying more than 170 risks and implementing measures such as building appropriate relationships with stakeholders, accurately managing the life cycle of services and other items, and improving crisis management capabilities

Paper usage of NTT Group to be reduced to zero in principle* (FY2020: 6,000t)
### Transformation to a New Management Style (3/4)

#### Re-Examination of Systems/ General Improvements

<table>
<thead>
<tr>
<th>Re-Examination of Systems to Promote Business Transformation/DX</th>
</tr>
</thead>
<tbody>
<tr>
<td>Systematizing information security that is appropriate for remote work</td>
</tr>
<tr>
<td>Re-examination of the office environment (increase the amount of space per person in the office by 1.5x, and enhance the space for idea creation and co-creation)</td>
</tr>
<tr>
<td>Development of core personnel for promoting DX (advanced personnel for data utilization, etc.)</td>
</tr>
<tr>
<td><strong>From FY2022</strong></td>
</tr>
<tr>
<td><strong>FY2023: 2,400 persons</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Active Promotion of Women, External Personnel and Foreigners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advancement of the promotion of female managers and directors</td>
</tr>
<tr>
<td>Expansion of various kinds of support and training programs</td>
</tr>
<tr>
<td>Active recruitment of foreigners and external personnel, and development of global management personnel (expansion of overseas personnel development program)</td>
</tr>
<tr>
<td><strong>New Manager Appointments:</strong> Continue to reach 30% each year</td>
</tr>
<tr>
<td>Managers: 15% in FY2025</td>
</tr>
<tr>
<td>Directors: 25-30% in FY2025</td>
</tr>
<tr>
<td>Mid-Career Hire Ratio*: 30% in FY2023</td>
</tr>
<tr>
<td><strong>FY2025 Total Number: 200 persons</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Introduction of Job-Based Personnel System (Released from Job Year-Based Placement)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expansion of job-based personnel system for all managers</td>
</tr>
<tr>
<td>Promotion of autonomous career development (personnel self-selection)</td>
</tr>
<tr>
<td>Introduced in October 2021</td>
</tr>
<tr>
<td>New System introduced in April 2023</td>
</tr>
</tbody>
</table>

---

* Mid-Career Hire Ratio*: The ratio of newly hired personnel with mid-career experience.
Promotion of Work-in-Life, and Open, Global and Innovative Business Operations

8 Promotion of Work-in-Life (Health Management) through the Workplace-Residence Proximity

- Employees' work will be premised on remote work, and they can choose their own workplace (no need for relocations and unaccompanied assignments, recruitment of remote-based employees, expansion of satellite offices, etc.)
- Transformation from a “highly centralized organization” into an autonomous, decentralized “network-like organization”
  - End of September 2022
  - 551 locations*
  - From FY2022

9 Decentralization of the Organization (Including Head Officers and Back-Offices)

- Decentralization of the organization from major metropolitan areas to regional areas (major urban areas)
- Further acceleration of community-based regional revitalization businesses towards local primary industries
  - From October 2022
  - Started trial
  - From FY2021

10 Promotion of the Development of Information Infrastructure

- Promote regional urban development and the introduction of new social infrastructure development (IOWN introduction plan, etc.)
- Contributing to the development of resilient infrastructure and disaster mitigation against increasingly large natural disasters
  - From FY2021

* Satellite offices
Integrated ICT Business
NTT DOCOMO Growth and Business Portfolio Transformation

Transform business portfolio to become an integrated ICT company and achieve sustainable growth

Enterprise business
- Expand growth domains, e.g., mobile, cloud, solutions, etc.
- Offer value to customers—from large corporations to SMEs—in one stop, leveraging the strengths of Communications.

Smart life business
- Further grow finance/payment and marketing solutions.
- Expand new business areas, e.g., “Denki”, medical, XR, etc.

Consumer communications business
- Make a turnaround to growth track with 5G-based new services and expansion of customer base
- Maintain/increase profit through structural reform of sales channel and network

【Operating revenues】

- Over $2 trillion
- Generate over half of revenues

Enterprise
- Double revenues

Smart life
- Return to growth track

Consumer communications
- Maintain/expand revenues

FY2021
FY2025
Achieve steadfast growth by expanding revenues through sales force integration of DOCOMO and Communications and reinforcement of mobile/cloud/solutions, etc., while improving cost efficiency.

**Operating revenues (billions of yen)**

<table>
<thead>
<tr>
<th></th>
<th>FY2021</th>
<th>FY2022E</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,719.5</td>
<td></td>
<td>1,774.0</td>
</tr>
<tr>
<td>+54.5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Operating profit (billions of yen)**

<table>
<thead>
<tr>
<th></th>
<th>FY2021</th>
<th>FY2022E</th>
</tr>
</thead>
<tbody>
<tr>
<td>251.6</td>
<td></td>
<td>279.0</td>
</tr>
<tr>
<td>+27.4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Convergence of Mobile/Fixed/Cloud Services

One-stop provision of mobile/fixed/cloud services that can be freely combined and used by all customers

Package offering of mobile/fixed voice services

(Started October/end 2021)

Faster and centralized mobile access & cloud connection

(Started March/end 2022)

NTT DOCOMO

Convergence of Mobile/Fixed/Cloud Services

Copyright 2023 NIPPON TELEGRAPH AND TELEPHONE CORPORATION
NTT DOCOMO

Value Proposition to Large Corporations

Expand Smart X/BBX businesses through mobile/cloud-first innovative solutions and co-creation with partners, thereby contributing to DX of society and industry.

Co-creation with partners

5G Open Partner Program:
Over 5,200 companies

OPEN HUB members:
Over 2,600 companies

Reinforcement of advanced services/solutions

5G (SA) IoT
docomo MEC

Smart Data Platform
Value Proposition to SME Customers

Help realize regional vitalization and decentralized society by stepping up DX support to all enterprise customers/municipal governments in each region.

Strengthen nationwide sales structure/touchpoints

DX support structure comprising 5,000 people
(Established 8 regional offices under Communications and DOCOMO Business Solutions, Inc.)

Enrichment of DX support services

Operational support
- dx Online sales
- dx Electronic contract
- dx Attendance/personnel management

IT support

Voice FMC

More services to be added in future
NTT DOCOMO

Further Expansion of Smart Life Business

Achieve growth driven mainly by marketing solutions and finance/payment services, and step up actions to address new domains, e.g., roll-out of “docomo Denki”, etc.

Operating revenues (billions of yen)

<table>
<thead>
<tr>
<th></th>
<th>FY2021</th>
<th>FY2022E</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td>960.4</td>
<td>1,081.0</td>
</tr>
<tr>
<td>Up 13%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Operating profit (billions of yen)

<table>
<thead>
<tr>
<th></th>
<th>FY2021</th>
<th>FY2022E</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth of marketing solutions, finance/payment services, etc.</td>
<td>197.8</td>
<td>203.0</td>
</tr>
<tr>
<td>Development of new businesses, etc.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Actions for Business Expansion

Aim for further growth leveraging our membership base and data.

**Expansion of marketing solutions**

- Support value chain of member stores and manufacturers
  - Promotion/CRM support
    - Optimize promotion using both online/offline data
    - Repeat/cross-sell
  - Product development support
    - Visualize trends and consumer needs transcending categories

**Further growth of finance business**

- Expand transactions by increasing member stores, acquiring young users and promoting cross use, etc.
  - New membership program
    - dCARD
    - d払い
    - dポイント
  - Repeat/cross-sell,
  - Green Basic
  - Accelerate roll-out of new financial services, e.g., bank account, insurance, loan, etc., and strengthen monetization

**Roll-out of “docomo Denki”**

- Strengthen customer base through cross use and contribute to carbon neutrality

---

Copyright 2023 NIPPON TELEGRAPH AND TELEPHONE CORPORATION
**NTT DOCOMO**

**Strengthen New Business Domains**

Construct a one-stop ecosystem in new business areas (e.g., medical, XR, etc.) at an early date.

---

**Health care/Medical**

Provide services ranging from health management to treatment to prescription

- Health care domain
- Medical domain

- Health record
- Health checkup
- Risk prediction
- Treatment
- Prescription
- Medication counseling
- After care

Customer touchpoint (Healthcare service)

Online treatment/medication counseling

CLINICS

Pharmaceuticals e-commerce

minacolor

Patient support service

d Account federation

**XR**

Create new market and expand business through one-stop offering from services to devices

- Consumer services
- Enterprise solutions
- XR device

- Tourism/travel
- Education

Set up NTT QONOOQ and commence business at an early date (Implemented in October 2022)
Initiatives for Further Business Expansion

- It is essential to further strengthen initiatives to meet the diversifying and sophisticated needs of clients and changes in society and technology.

(1) Strengthening Global Focus and Governance

- Develop autonomous management leadership with experience in global and local management by mobilizing NTT Group's global human resources
- Achieving a stable earnings structure by expanding the business portfolio

(2) Strengthening Global Offerings and Capabilities for Business Users

- Digital Business Consulting and Applications combined with a full stack of infrastructure service operations from IoT devices to the cloud
- Aim to become a valued partner for co-creation of digital platforms that can be implemented by multiple clients and industries
**Global Strategy**

- NTT DATA’s Proposal to NTT is for alignment of NTT DATA and NTT Ltd. overseas business to strengthen global business offerings and capabilities as NTT Group global strategy.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Application</td>
<td><strong>Business for Business Users (NTT DATA, NTT Ltd.)</strong></td>
<td></td>
<td>Consider entering the market in areas such as apps, services and devices</td>
</tr>
<tr>
<td>Insights and actionable data</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Platform</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data aggregation and analysis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infrastructure</td>
<td></td>
<td>ORAN/vRAN Business Promotion</td>
<td></td>
</tr>
<tr>
<td>Data collection points and distribution</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>R&amp;D, IOWN elemental technologies and so on</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*NTT Communications’s global marketing activities for Japanese business users will continue at NTT Communications.
Establishment of Overseas Operating Company

On October 1, 2022, we have completed the overseas business combination with NTT Ltd.
*NTT Ltd. Results are reflected in consolidated financial results of NTT DATA from the third quarter of this fiscal year.
Under the new structure, teams of 140,000 professionals provide services to clients in more than 80 countries.

NTT DATA

<table>
<thead>
<tr>
<th>Name: NTT DATA, Inc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales *1</td>
</tr>
<tr>
<td>Number of employees</td>
</tr>
<tr>
<td>Provide services</td>
</tr>
</tbody>
</table>

NTT Ltd.

<table>
<thead>
<tr>
<th>Business Combination 2022.10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales *1</td>
</tr>
<tr>
<td>Number of employees</td>
</tr>
<tr>
<td>Ratio of overseas sales *1</td>
</tr>
</tbody>
</table>

*1 Simple sum of FY21 results (annual basis)
Progress in Transition to Holding Company Structure

- NTT and NTT DATA established NTT DATA, Inc., an overseas operation company, in October, 2022.
- NTT DATA established NTT DATA Japan Preparation Corporation in November, 2022 to transition to a holding company structure in July, 2023

October 1st 2022
- Establishment of NTT DATA, Inc.

November 1st 2022
- Establishment of NTT DATA Domestic Business Preparation Company

July 1st 2023 (scheduled)
- Absorption-type demerger of domestic business to a domestic operating company
- Current NTT DATA transitions to a holding company structure

Initiatives after the establishment of NTT DATA, Inc.
- Business growth through expansion: Expansion of digital businesses by combining infrastructure foundations of NTT Ltd. with System Integration capabilities of NTT DATA.
- Design of optimal operating models: Design operating models focused on strengthening sales collaboration among operating companies, optimizing portfolios, creating digital assets, and increasing the efficiency of corporate functions.
Supporting client’s businesses by providing total services including network, infrastructure, and application services by combining the strengths of both NTT DATA and NTT Ltd.

SAP transformation project for a major electronics manufacturer

**NTT DATA**

SI capabilities, mainly consultancy and application services

- Application transformation to SAP S/4HANA
- Business process optimization

**SAP implementation capabilities**

**Global coverage**

**NTT Ltd.**

Service operations capabilities in the infrastructure area

- Microsoft Azure Infrastructure for SAP
- NW for the environment

**Full-stack service from network and infrastructure to applications**
NTT Global Data Centers Footprint

20+ Countries/Regions  93 sites  141 bldgs
1,073 MW IT Power (Launched) + 702 MW (Planned)

EMEA
- UK | London
- Germany | Frankfurt | Munich
- Berlin | Hamburg | Spain
- Netherlands | Amsterdam
- Switzerland | Zurich
- Austria | Vienna
- South Africa | Johannesburg

India
- Mumbai | Bangalore
- Chennai | Noida

APAC
- Japan | Tokyo | Osaka | Kyoto
- China | Hong Kong | Shanghai
- Malaysia | Cyberjaya
- Singapore
- Thailand | Bangkok
- Vietnam | Ho Chi Minh | Hanoi
- Indonesia | Jakarta

As of August 2022
Purpose built Datacenter owned by NTT Com and NTT Ltd. Group.
Global Data Centers Service delivery schedule

As of August 2022
Regional Communications Business
Fixed Broadband Business FTTH Subscriptions

FTTH Subscriptions (Sum of NTT East and NTT West)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Millions subs</td>
<td>20.53</td>
<td>21.08</td>
<td>21.66</td>
<td>22.56</td>
<td>23.27</td>
<td>23.92</td>
</tr>
<tr>
<td>Hikari Collaboration Model</td>
<td>11.12</td>
<td>12.69</td>
<td>13.89</td>
<td>15.25</td>
<td>16.29</td>
<td>17.19</td>
</tr>
<tr>
<td>FLET'S Hikari 672</td>
<td>9.42</td>
<td>8.39</td>
<td>7.77</td>
<td>7.32</td>
<td>6.97</td>
<td>1.74</td>
</tr>
</tbody>
</table>

Reference:
FY2022E Breakdown of FTTH Subscriptions (millions subs)

<table>
<thead>
<tr>
<th></th>
<th>Total FTTH Service</th>
<th>Change from preceding Fiscal Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY2022E</td>
<td>+0.65</td>
</tr>
<tr>
<td>Hikari Collaboration Model</td>
<td>(1) Number of opened connections +2.35</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of switchover lines +0.35</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(2) Number of cancellations (1.45)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Net Increase (1)+(2) +0.90</td>
<td></td>
</tr>
<tr>
<td>FLET'S Hikari</td>
<td>(1) Number of opened connections +0.60</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of switchover lines (0.35)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Net Increase (1)+(2) (0.25)</td>
<td></td>
</tr>
</tbody>
</table>

FTTH Churn Rate* (Sum of NTT EAST and NTT WEST)

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
<th>FY2021</th>
<th>FY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>1Q</td>
<td>1.01%</td>
<td>1.03%</td>
<td>1.00%</td>
<td>1.02%</td>
<td>0.95%</td>
<td>0.95%</td>
</tr>
<tr>
<td>2Q</td>
<td>0.88%</td>
<td>0.90%</td>
<td>0.82%</td>
<td>0.82%</td>
<td>0.75%</td>
<td>0.70%</td>
</tr>
<tr>
<td>3Q</td>
<td>1.00%</td>
<td>0.70%</td>
<td>0.64%</td>
<td>0.66%</td>
<td>0.71%</td>
<td>0.64%</td>
</tr>
<tr>
<td>4Q</td>
<td>0.75%</td>
<td>0.70%</td>
<td>0.64%</td>
<td>0.66%</td>
<td>0.71%</td>
<td>0.64%</td>
</tr>
</tbody>
</table>

* "Sum of number of churn for each month of each quarter"**Sum of number of active subscribers" for each month of each quarter"**
** Active subscribers = (number of subscribers at end of previous month + number of subscribers at the end of the current month) / 2.
Migrate PSTN to IP Networks

Simplify services and networks with IP networks

- Nation-wide call rates to fixed-line telephones will be 8.5 yen per every 3 minutes (from January 2024)
- Migrate tandem/signal transfer switches to IP, and connect to other carriers through IP (scheduled completion by January 2025)
- Continue use of copper lines and copper line terminals (local switches)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Specification examination, standardization</td>
<td>Start IP Interconnection</td>
<td>IP Interconnection with other carriers</td>
<td>Start migration of NTT’s fixed-line telephone services</td>
</tr>
<tr>
<td>Point of Interconnection preparation</td>
<td>Connect local switches to IP networks</td>
<td>Switch incoming calls from other carriers over to IP networks</td>
<td>Complete migration</td>
</tr>
<tr>
<td>Development test</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Start migration of NTT’s fixed-line telephone services
- Switch outgoing calls from NTT’s fixed-line telephone services over to IP networks
- Complete migration

- Take over all of the contracts

Nation-wide call rates to fixed-line telephones will be 8.5 yen (excluding tax) per every 3 minutes
Resolution of Issues in Local Societies

<Initiatives at the NTT East Group>

**Smart Stores**
- Introduced in city halls and roadside stations
- Solving labor shortages and improving convenience
  (Nagai City, Yamagata Prefecture, and elsewhere)

**Next-Generation Greenhouse Horticulture**
- Failure-proof agriculture through IoT/AI, etc.
- Production on own farms
  (Nagai City, Yamagata Prefecture, and elsewhere)

**Land-Based Aquaculture**
- Commercialization of the world’s first closed-loop land-based aquaculture business
  (Sockeye salmon farming)
  (ICHII Inc., Okayama University of Science)

**e-Sports**
- Establishment of adult e-sports league
  “PreLEAGUE”
  (Jointly established with Dai Nippon Printing Co., Ltd.)

**Digitalization of Culture and Art**
- An exhibition will be held to digitalize the ceiling painting “Phoenix” in the main hall of Gansho-in Temple and reproduce it as a ceiling painting
- Drone deployment with pilots for pesticide spraying

**Drones**
- Drone deployment with pilots for pesticide spraying

---

Copyright 2023 NIPPON TELEGRAPH AND TELEPHONE CORPORATION
E-books

One of the largest e-book distribution services in Japan

✓ About 1.05 million e-books
✓ More than 660,000 e-comics available
✓ Over 35 million monthly users
✓ About 3.18 million reviews
✓ About half of the users are women in their 20s to 40s

Challenge to the North American market

MangaPlaza

Digital manga store with one of the largest product lineups in the United States launched in March 2022

NTT Solmare (an NTT West Group company)
Initiatives of a sustainable society, etc.
Sustainability Charter

- Establishment of Sustainability Charter in November 2021
- Three themes and nine challenges are set. Key indicators (carbon neutrality, B2B2X revenue, percentage of new female managers) are planned to be reflected in executive compensation.
In order to realize the three themes of the “NTT Group Sustainability Charter,” key indicators have been established and will also be reflected in executive compensation.

<table>
<thead>
<tr>
<th>Key Indicator</th>
<th>Target</th>
<th>FY2021 Results</th>
<th>FY2022 Target</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenhouse Gas Emissions Volume</td>
<td>Carbon Neutrality (FY2040)</td>
<td>2.90 million tons</td>
<td>Less than 3.075 million tons</td>
<td>Have achieved 38% reductions compared to FY2013, progressing on track</td>
</tr>
<tr>
<td>B2B2X Revenues</td>
<td>¥600.0B (FY2023)</td>
<td>¥544.1B</td>
<td>¥600.0B</td>
<td>Aiming to reach target one year ahead of schedule</td>
</tr>
<tr>
<td>New Female Manager Appointment Rate</td>
<td>Continue to reach 30% each year</td>
<td>29%</td>
<td>30%</td>
<td>Aiming to reach 30% by expanding support and training programs</td>
</tr>
</tbody>
</table>
• Targets of the Above Reduction Objectives
  GHG Protocol: Scope 1 (our own direct greenhouse gas emissions) and Scope 2 (indirect emissions associated with the purchase of electricity, heat and steam that are provided by other companies)
  Mobile: 15 companies in the NTT DOCOMO Group (as of September 28, 2021)

• NTT Group’s Reduction Target (Scope 1+2): Upgraded to SBT’s 1.5 °C level
Towards the Achievement of Carbon Neutrality

- Increased use of renewable energy: Reduce greenhouse gas emissions by 45%\(^{(1)}\)
- Lower energy consumption with IOWN technologies: Reduce greenhouse gas emissions by 45%\(^{(2)}\)

**Illustration of NTT Group Greenhouse Gas Emission Reductions (Domestic + Overseas)**

1. Estimated Introduction of Renewable Energy (including actual renewable energy through Non-Fossil Fuel Certificates) → FY2020: 1.0 billion kWh; FY2030 to FY2040: around 7.0 billion kWh
   - The introduction of renewable energy will have the optimal types of energy determined on the basis of each country's energy composition, etc. Approximately half of the domestic renewable energy usage is anticipated to be from energy sources owned by NTT (FY2030).

2. Estimated Reduction of Energy Consumption through the Introduction of IOWN (Comparison to Outcome) → FY2030: (2.0) billion kWh (15%); FY2040: (7.0) billion kWh (45%)
   - Percentage of Introduction of IOWN (Photonics-electronics Convergence Technologies, etc.) out of Total Energy Volume → FY2030: 15%; FY2040: 45%

---

\(^{(1)}\) Estimated Introduction of Renewable Energy (including actual renewable energy through Non-Fossil Fuel Certificates)

\(^{(2)}\) Estimated Reduction of Energy Consumption through the Introduction of IOWN (Comparison to Outcome)
## Initiatives in the Energy Business

### Promotion of the Energy Business through NTT Anode Energy

- **Green Energy Generation Business**
  - Strengthening development capabilities for renewable energy generation facilities
- **Regional Grid Business**
  - By leveraging NTT-owned assets, promote local generation for local consumption of renewable energy and strengthen resilience
- **Consumer Energy Business**
  - Promote consumers’ carbon neutrality by delivering decarbonization solutions
- **Construction/Maintenance Operation Business**
  - Improve quality and optimize efficiency by strengthening energy engineering capabilities (construction, maintenance and monitoring)

### Expansion of Retail Energy Business

- Announced the launch of “docomo Denki™” in March 2022

### Target for FY2025

- **Sales:** approx. ¥600.0 billion*

*Sales by energy-related businesses in NTT Group
Consolidation of Energy-Related Operations to Accelerate the Expansion of the Smart Energy Business

- NTT Group’s functions related to energy will be consolidated under “NTT Anode Energy” to achieve “NTT and Society’s carbon neutrality,” “local energy generation for local consumption” and “strengthening resilience” (scheduled for July 2022)

- Smart Energy Business
  - Comprehensive Value Chain through Four Businesses
    - Green Energy Generation Business
      (Broad strengthening of renewable energy development capabilities)
    - Regional Grid Business
      (Expansion of application of NTT-owned assets)
    - Consumer Energy Business
      (Promotion of decarbonization)
    - Construction/Maintenance Operation Business
      (Improvement of quality/optimization)
We are rolling out urban development plans with maximum use of resources such as nationwide exchange station buildings by collaborating with NTT Group's regional bases and building partnerships with other companies and organizations.

**Kyoto**

Inheriting Japan’s history and culture while creating a lively atmosphere
[ShinPuhKan, THE HIRAMATSU KYOTO, The Hotel Seiryu Kyoto Kyomizu, Capella Kyoto, etc.]

**Osaka**

Creating new appeal mainly in the city center as key areas of Kansai
[Urbannet Midosuji Building, voco Osaka central, Patina Osaka, Namba Palace Ruins Park Development and Operation Project and Namba Palace Ruins Management and Operation Business Nakanoshima CRE, etc.]

**Hiroshima**

Revitalization of the city center and Realization of citizen parks that contribute to further attractive urban development
[Former Hiroshima Municipal Baseball Stadium site maintenance project, Development, Management and operation of the Central park square area]

**Fukuoka**

Aiming to grow as a hub for exchange in Asia by attracting visitors across a wide area and accumulating urban functions
[Tenjin CRE, Resola Imaizumi Terrace, Hakata East Terrace]

**Nagasaki**

Revitalizing urban functions in the central area in cooperation with local communities and developing new appeal for Nagasaki
[Nagasaki CRE]

**Sendai**

Establishing “Sendai Ecosystem” to develop a modern city that realizes a chain of innovation
[Urbannet Sendai Chuo Building]

**Tokyo Metropolitan Area**

Creating new urban value and boosting the competitiveness of business areas through large-scale development
[(Tentative name) Uchisaiwai-cho 1st block development project, Shinagawa CRE, Minami Aoyama Project, Otemachi CRE, Kanda Station West Exit Redevelopment, Shimbashi Station West Exit Redevelopment, Tokyo World Gate Akasaka, Harajuku Quest Reconstruction Project, etc.]

**Sapporo**

Creating a lively atmosphere that connects tourist resources centered around the Odori Park
[(Tentative name) Sapporo North 1 West 5 Project, etc.]

**Nagoya**

Creating new appeal by taking advantage of the Sakae area’s historicity, lively neighborhood atmosphere, and rich environment
[Urbannet Nagoya Nexta Building]

Approx. 60 development projects and approx. 70 maintenance operations are underway nationwide

Main group resources

- Telephone exchanges: approx. 7,000 locations
- Offices: approx. 1,500 locations
Reinforcement of Corporate Governance

**June 2020**
- Introduced an executive officers system* (separation of the functions of managerial decision-making/supervision and business execution)
- Increased the ratio of outside directors from 27% to 50%
  *Introduced an executive officers system into key group companies in June 2021

**August 2021**
- Increased the percentage of officers’ performance-linked compensation from approx. 30% to 50%.
  (Introduction of a performance-linked stock compensation system)
- Increased the number of outside independent Members of the Board in the Appointment and Compensation Committee from two to three, causing the outside independent Members of the Board to become the majority.

**November 2021**
- The Appointment and Compensation Committee was divided into the Nomination Committee and the Compensation Committee, with their respective functions transferred accordingly.
- The Sustainability Committee was moved from the Executive Officers Meeting to directly under the Board of Directors

**June 2022**
- Number of Members of the Board will be increased from the current 8 members to 10 members (with 5 outside members of the board)
- In order to strengthen the corporate auditor system, one full-time outside corporate auditor will be added, increasing the total number of Audit & Supervisory Board Members from the current 5 to 6
- Ratio of female Members of the Board, Audit & Supervisory Board Members and Senior Vice Presidents to be increased to over 30%
- Internal Control Office will be reorganized into an Internal Audit Department under the direct control of the president

[Corporate governance system]

[Performance Indicators for Bonuses] FY2022

<table>
<thead>
<tr>
<th>Classification</th>
<th>Performance indicator</th>
<th>Weight</th>
<th>Evaluation method</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial indicator</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EPS</td>
<td>35%</td>
<td></td>
<td>Improvement over previous year</td>
</tr>
<tr>
<td>Operating profit</td>
<td>35%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overseas operating income margin</td>
<td>10%</td>
<td></td>
<td>Degree of plan accomplishment</td>
</tr>
<tr>
<td>ROIC</td>
<td>5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sustainability indicator</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Greenhouse Gas Emissions Volume</td>
<td>5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B2B2X Revenues</td>
<td>5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Female Manager Appointment Rate</td>
<td>5%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
R&D
What’s IOWN?

Innovative **Optical** and **Wireless** **Network** (IOWN) Initiative

Three main technology components of IOWN

- ✓ **All-photonics network**, which incorporates photonics-based technology at every level from networks to terminals
- ✓ **Cognitive Foundation**, which connects and controls everything
- ✓ **Digital twin computing**, which realizes future prediction and optimization by crossing the real world and the digital world

---

[Diagram showing the components of IOWN]

**End-to-end coordination of ICT resources**

**Digital twin computing**

**All-photonics network**

**Disaggregated computing**

**Optical processor** (using photonics-electronics convergence technologies)
In order to utilize all types of information beyond the limits of conventional infrastructures, photonics technologies such as photonics-electronics convergence devices will be utilized everywhere from networks to terminals to realize a network and information processing infrastructure characterized by low power consumption, large capacity, high quality, and low latency (transition from electronics to photonics).

### The world realized by IOWN

1. Total optimization of city and mobility
2. Creation of co-creative space that transcends all constraints
3. Fulfillment of body and soul by integration from the past to the future
4. Regeneration of the global environment and achievement of a sustainable society
5. Safe and secure communication
Services for photonics-electronics convergence devices

<table>
<thead>
<tr>
<th>APN service</th>
<th>IOWN1.0</th>
<th>FY 2022</th>
<th>FY 2023+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ultra-low-latency services</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Photonics-electronics convergence devices</th>
<th>IOWN2.0</th>
<th>FY 2025+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ultra-low-latency, high-capacity, low power consumption services</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Servers (SWB*)</th>
<th>IOWN3.0</th>
<th>FY 2029+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low power consumption servers</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IOWN4.0</th>
<th>After FY 2030+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ultra-low power consumption services</td>
<td></td>
</tr>
</tbody>
</table>

Further low power consumption services

*Super White Box

Copyright 2023 NIPPON TELEGRAPH AND TELEPHONE CORPORATION
Future path for IOWN

Power efficiency
APN

- Up to now: IOWN 1.0
- 1.0-times IOWN 2.0
- 13-times IOWN 3.0
- 100-times* IOWN 4.0

Server

- Up to now: IOWN 1.0
- 1.0-times IOWN 2.0
- 8-times IOWN 3.0
- 100-times* IOWN 4.0

* Power efficiency for the entire photonics-applied area, including the APN, servers, etc.

High capacity

- Up to now: IOWN 1.0
- 1.2-times IOWN 2.0
- More than 6-times IOWN 3.0
- 125-times IOWN 4.0

Low latency

- 1/200 IOWN 1.0
- \cdots
- 1/200 IOWN 4.0

Copyright 2023 NIPPON TELEGRAPH AND TELEPHONE CORPORATION
APN (All Photonics Network) Services - Starts Mar. 2023
IOWN 1.0 – 1st Phase

- 100-Gbps leased line
- Users exclusively use an optical wavelength end-to-end
- APN terminal devices allow visualization and adjustment of delay

Network

Provider: NTT East, NTT West

Communication mode:
- Point-to-point
  (*To be expanded to point-to-multipoint)

Unit of service area:
- Within prefecture (To be expanded to cover areas spanning prefectures)

Interface:
- OTU4 (100 Gbps)
  (*To be expanded to other interfaces)

Basic functionality:
- Bandwidth quality: Guaranteed (exclusive use of wavelength)
- Frame transparent transfer: Unlimited
- Link disconnection transfer: Available
- Delay adjustment*: Available

Operation and maintenance:
- Fault report reception and monitoring: 24/7
- Fault notification: Available (by e-mail)

*The required devices are installed based on service applications
*1 Provided by terminal device
Shareholder Returns
Shareholder Returns

Dividends

- Aggregate annual dividends for FY2022 are expected to be ¥120 per share, an increase of ¥5 from FY2021
- Dividends are expected to increase for the 12th consecutive year since FY2011

Share Buybacks

- We repurchased shares of its common stock through Off-Auction Own Share Repurchase Trading System (ToSTNeT-3) on September 15, 2022.
  - Total number of shares repurchased: 92,925,400 shares
  - Aggregate repurchased amount: 360.3 billion
- Resolved to further buy back shares in order to improve capital efficiency and enhance shareholder returns
  - Aggregate Amount: Up to ¥150.0 billion
  - Aggregate Number of Shares: Up to 41,000,000 shares
  - Buyback Period: From November 9, 2022 to March 31, 2023
• Dividend reflects the one hundred-for-one stock split effective on January 4, 2009.
• Dividend reflects the two-for-one stock split effective on July 1, 2015, and January 1, 2020.
• FY2003-FY2016, financial statements are prepared in accordance with U.S.GAAP.
Record of Share Buybacks

Approx. 5.1 Trillion Yen in Buybacks

(Billions of yen)

*1: Market 48.0 billion yen, Gov’t 72.0 billion yen  
*2: Market 46.6 billion yen, Gov’t 39.6 billion yen  
*3: Market 61.0 billion yen, Gov’t 39.0 billion yen  
*4: Market 0.1 billion yen, Gov’t 366.4 billion yen  
*5: Market 253.2 billion yen, Gov’t 153.3 billion yen  
*6: Market 101.2 billion yen, Gov’t 236.9 billion yen  
*7: Market 106.9 billion yen, Gov’t 267.2 billion yen  
*8: Market 251.6 billion yen, Gov’t 249.5 billion yen  
*9: Market 150.0 billion yen (150 billion yen is the upper limit, acquisition period: November 9, 2022 ~ March 31, 2023), Gov’t 360.3 billion yen (implemented on September 15, 2022)
Financial Data, etc.
### NTT Group Formation

<table>
<thead>
<tr>
<th>Integrated ICT Business</th>
<th>docomo</th>
<th>NTT Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Operating revenue : ¥12,156.4 billion</td>
<td>Operating revenue : ¥5,870.2 billion</td>
</tr>
<tr>
<td></td>
<td>Operating income : ¥1,768.6 billion</td>
<td>Operating income : ¥1,072.5 billion</td>
</tr>
<tr>
<td></td>
<td>No. of employees : 46,500</td>
<td>No. of employees : 46,500</td>
</tr>
<tr>
<td></td>
<td>No. of subsidiaries : 105</td>
<td>No. of subsidiaries : 105</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Regional Communications Business</th>
<th>NTT EAST</th>
<th>NTT WEST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating revenue : ¥3,207.6 billion</td>
<td>Operating revenue : ¥3,615.2 billion</td>
<td></td>
</tr>
<tr>
<td>Operating income : ¥440.0 billion</td>
<td>Operating income : ¥210.5 billion</td>
<td></td>
</tr>
<tr>
<td>No. of employees : 72,950</td>
<td>No. of employees : 188,300</td>
<td></td>
</tr>
<tr>
<td>No. of subsidiaries : 55</td>
<td>No. of subsidiaries : 659</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Global Solutions Business</th>
<th>NTT (NTT Ltd.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating revenue : ¥3,615.2 billion</td>
<td>Operating revenue : ¥1,396.0 billion</td>
</tr>
<tr>
<td>Operating income : ¥210.5 billion</td>
<td>Operating income : ¥72.5 billion</td>
</tr>
<tr>
<td>No. of employees : 188,300</td>
<td>No. of employees : 26,100</td>
</tr>
<tr>
<td>No. of subsidiaries : 659</td>
<td>No. of subsidiaries : 133</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other group companies</th>
<th>NTTUrban Solutions</th>
<th>NTTAnodeEnergy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating revenue : ¥1,396.0 billion</td>
<td>Operating revenue : ¥1,396.0 billion</td>
<td></td>
</tr>
<tr>
<td>Operating income : ¥72.5 billion</td>
<td>Operating income : ¥72.5 billion</td>
<td></td>
</tr>
<tr>
<td>No. of employees : 26,100</td>
<td>No. of employees : 26,100</td>
<td></td>
</tr>
<tr>
<td>No. of subsidiaries : 133</td>
<td>No. of subsidiaries : 133</td>
<td></td>
</tr>
</tbody>
</table>

- Fiscal year ended March 2022. Operating revenue and operating income of each segment include inter-segment transactions.
- No. of employees and subsidiaries are as of the end of March 2022.

*54.2% stake in NTT DATA (as of March 31, 2022)
Excluding the effects of the arbitration award received from Tata Sons Limited, profit is expected to be 848 billion yen, EPS is 212 yen.

***EPS amounts reflect the two-for-one stock split effective on July 1, 2015, and January 1, 2020.
Changes in Consolidated Operating Revenues

- Business segment operating revenues include inter-segment transactions.
- Effective from the fourth quarter of FY2021, the Group has transitioned to a four-segment structure consisting of the Integrated ICT Business, Regional Communications Business, Global Solutions Business, and Others (Real Estate, Energy and Others), from its previous five-segment structure consisting of the Mobile Communications Business, Regional Communications Business, Long Distance and International Communications Business, Data Communications Business, and Other Business. In connection with this revision, results from the third quarter of FY2021 and earlier and results from FY2020 have been restated and are presented on the basis of the new segments.

Segments before Revision 2020
- Mobile Communications Business
- Regional Communications Business
- Long Distance and International Communications Business
- Data Communications Business
- Other Business

Segments after Revision 2020
- Integrated ICT Business
- Regional Communications Business
- Global Solutions Business
- Other Business

(Billion yen)
Changes in Consolidated Operating Income

(Billion yen)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>817.2</td>
<td>635.8</td>
<td>788.4</td>
<td>951.6</td>
<td>987.0</td>
<td>1,013.6</td>
<td>1,039.7</td>
<td>1,128.1</td>
<td>1,162.4</td>
<td>1,162.4</td>
<td>1,213.7</td>
<td>1,348.1</td>
</tr>
<tr>
<td>127.2</td>
<td>168.9</td>
<td>96.7</td>
<td>107.9</td>
<td>123.2</td>
<td>147.7</td>
<td>139.2</td>
<td>146.2</td>
<td>146.2</td>
<td>146.2</td>
<td>147.3</td>
<td>147.3</td>
</tr>
<tr>
<td>127.5</td>
<td>113.6</td>
<td>74.0</td>
<td>77.3</td>
<td>98.7</td>
<td>139.2</td>
<td>139.2</td>
<td>139.2</td>
<td>139.2</td>
<td>139.2</td>
<td>147.3</td>
<td>147.3</td>
</tr>
<tr>
<td>67.9</td>
<td>67.5</td>
<td>74.0</td>
<td>77.3</td>
<td>98.7</td>
<td>139.2</td>
<td>139.2</td>
<td>139.2</td>
<td>139.2</td>
<td>139.2</td>
<td>147.3</td>
<td>147.3</td>
</tr>
</tbody>
</table>

- Business segment operating income include inter-segment transactions
- Effective from the fourth quarter of FY2021, the Group has transitioned to a four-segment structure consisting of the Integrated ICT Business, Regional Communications Business, Global Solutions Business, and Others (Real Estate, Energy and Others), from its previous five-segment structure consisting of the Mobile Communications Business, Regional Communications Business, Long Distance and International Communications Business, Data Communications Business, and Other Business. In connection with this revision, results from the third quarter of FY2021 and earlier and results from FY2020 have been restated and are presented on the basis of the new segments.
Changes in CAPEX

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,892.8</td>
<td>1,817.5</td>
<td>1,687.2</td>
<td>1,700.0</td>
<td>1,697.9</td>
<td>1,697.0</td>
<td>1,806.6</td>
<td>1,728.3</td>
<td>1,728.3</td>
<td>1,687.6</td>
<td>1,750.0</td>
</tr>
<tr>
<td></td>
<td>703.1</td>
<td>661.8</td>
<td>595.2</td>
<td>597.1</td>
<td>577.0</td>
<td>593.7</td>
<td>572.8</td>
<td>569.1</td>
<td>734.3</td>
<td>698.6</td>
<td>713.0</td>
</tr>
<tr>
<td></td>
<td>722.8</td>
<td>666.2</td>
<td>622.1</td>
<td>583.4</td>
<td>549.6</td>
<td>541.0</td>
<td>522.5</td>
<td>527.4</td>
<td>527.4</td>
<td>501.1</td>
<td>495.0</td>
</tr>
<tr>
<td></td>
<td>168.4</td>
<td>198.1</td>
<td>227.6</td>
<td>244.9</td>
<td>235.0</td>
<td>244.3</td>
<td>279.3</td>
<td>259.0</td>
<td>327.9</td>
<td>347.2</td>
<td>387.0</td>
</tr>
<tr>
<td></td>
<td>147.7</td>
<td>140.9</td>
<td>134.0</td>
<td>158.1</td>
<td>194.8</td>
<td>179.2</td>
<td>193.8</td>
<td>169.5</td>
<td>138.7</td>
<td>140.7</td>
<td>155.0</td>
</tr>
<tr>
<td></td>
<td>150.7</td>
<td>150.6</td>
<td>108.3</td>
<td>116.6</td>
<td>141.5</td>
<td>138.7</td>
<td>238.2</td>
<td>203.3</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Segments before Revision 2020:
- Mobile Communications Business
- Regional Communications Business
- Long Distance and International Communications Business
- Data Communications Business
- Others (Real Estate, Energy and Others)

Segments after Revision 2020:
- Integrated ICT Business
- Regional Communications Business
- Global Solutions Business
- Other Business

• Business segment operating revenues include inter-segment transactions
• Effective from the fourth quarter of FY2021, the Group has transitioned to a four-segment structure consisting of the Integrated ICT Business, Regional Communications Business, Global Solutions Business, and Others (Real Estate, Energy and Others), from its previous five-segment structure consisting of the Mobile Communications Business, Regional Communications Business, Long Distance and International Communications Business, Data Communications Business, and Other Business. In connection with this revision, results from the third quarter of FY2021 and earlier and results from FY2020 have been restated and are presented on the basis of the new segments.
Changes in Interest-bearing Debt

* Debt Equity ratio = Interest-bearing debt / Shareholders’ equity x 100
Changes in Number of Employees

- Starting from FY2016, the figures in parentheses are the number of employees that do not including employees whose contracts were changed from fixed-term contracts to open-ended contracts.

- Past figures have been retroactively revised as a result of expanding the scope of the personnel counted at certain overseas subsidiaries in Long distance and international communications business segment. (FY2017: +2,000 persons, FY2018: +4,550 persons)

- Effective from the fourth quarter of FY2021, the Group has transitioned to a four-segment structure consisting of the Integrated ICT Business, Regional Communications Business, Global Solutions Business, and Others (Real Estate, Energy and Others), from its previous five-segment structure consisting of the Mobile Communications Business, Regional Communications Business, Long Distance and International Communications Business, Data Communications Business, and Other Business. In connection with this revision, results from the third quarter of FY2021 and earlier and results from FY2020 have been restated and are presented on the basis of the new segments.
Age Distribution of Employees at NTT East and NTT West (As of March 31, 2022)

* Figures for NTT East include employees from the consolidated regional outsourcing companies (NTT EAST-MINAMI KANTO and others), NTT-ME and NTT EAST SERVICE, while figures for NTT West include NTT BUSINESS SOLUTIONS, NTT MARKETING ACT, NTT NEOMEIT, NTT FIELDTECHNO and NTT BUSINESS ASSOCIE WEST. Figures for those companies include the number of more than 60-year-old contracted employees.
Changes in Personnel expenses
(NTT East Group, NTT West Group)

* The scope of aggregation for each of the figures are not audited and are provided for reference only.

NTT East Group: The figures presented for NTT East group is internal management figures after eliminating internal transactions between NTT East and its subsidiaries.

NTT West Group: The figures presented for NTT West group is internal management figures after eliminating internal transactions between NTT West and its subsidiaries.
Broadband Access Services in Japan

**Mobile**
- **Rakuten mobile** market share
  - Approx. 2%
- **SoftBank**
  - Access Speed
  - SoftBank market share
  - Approx. 25%
- **KDDI**
  - Access Speed
  - KDDI market share
  - Approx. 31%
- **NTT DOCOMO**
  - Access Speed
  - Approx. 4.1Gbps
  - Approx. 83.85M subs
  - NTT market share
  - Approx. 42%

**Fixed**
- **FTTH**
  - Access Speed
  - NTT market share
  - Approx. 64%
  - Approx. 36.37M subs
- **NTT EAST and NTT WEST**
  - Approx. 23.19M subs
- **DSL**
  - NTT EAST and NTT WEST
  - Approx. 0.75M subs
  - Approx. 0.34M subs
- **CATV**
  - Approx. 6.52M subs
  - Approx. 320Mbps

Access Speed:*1

*1 Figures for access speed are the speeds of typical commercial services, and are the maximum values of the best-effort traffic.

*2 Stopped accepting applications from July 1, 2016. (Source) MIC data (As of the end of September 2021)
**Trends in share buyback and cancellation**

- **Acquired from government/market**
  - Government-owned stock* 1,358 million shares [33%]
  - Treasury stock 2,542 million shares

- **Cancellation**
  - Excess over obliged shareholding 98 million shares

- **Acquired from government/market**
  - Government-owned stock 1,261 million shares [36%]
  - Treasury stock 2,374 million shares

- **Disposal of treasury stock by third-party allotment**
  - [Business and capital alliance with Toyota Motor Corp.]
  - Disposal of treasury stock through third-party allotment (81 million shares)

- **Acquired from market**
  - Government-owned stock* 1,261 million shares [33%]
  - Treasury stock 2,455 million shares

- **Cancellation**
  - Excess over obliged shareholding 93 million shares

- **Acquired from government/market**
  - Government-owned stock 1,168 million shares [33%]
  - Treasury stock 2,361 million shares

The number of shares takes into account the stock split effective January 1, 2020 (one share of common stock into two shares).

* Minimum number of shares held by the government under the NTT Act = (Total number of shares issued - 120 million shares issued by public offering in 2000) x 1/3
  [For the purpose of calculation, any increase in shares due to capital increase, etc. after listing shall not be included (Article 13 of the Supplementary Provisions of the NTT Act).]

**Purchases of treasury stock made between August and December 2021 are not included in the November 2021 graph.**
Changes of EPS and Outstanding Shares

(Note1) Outstanding Shares: Average number of shares outstanding, excluding own shares
(Note2) This chart reflects the two-for-one stock split effective on July 1, 2015, and January 1, 2020.
(Note3) The number of outstanding shares in FY2022 is assumed to be limited to 41 million shares repurchased from the market.
(Authorized period of repurchases: November 9, 2022 to March 31, 2023)
Your Value Partner