



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.

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Overview of FY2024.1Q Consolidated Results

Status of Consolidated Results for FY2024.1Q



- Operating Revenues increased, Operating Profit decreased and Profit decreased
- Operating Revenues reached new record-high levels

Status of Consolidated Results

● Operating Revenues:	¥3,240.0B <+¥129.0B [+4.1%] year-on-year>
● Operating Profit:	¥435.8B < (¥38.8)B [(8.2)%] year-on-year>
● Profit ⁽¹⁾ :	¥274.1B < (¥101.6)B [(27.0)%] year-on-year>
● EBITDA ⁽²⁾ :	¥815.3B < (¥23.1)B [(2.8)%] year-on-year>

(1) Profit presented above represents the profit attributable to NTT, excluding noncontrolling interests.

(2) EBITDA, and the depreciation and amortization included in its calculation, excludes all depreciation and amortization related to right-of-use assets.

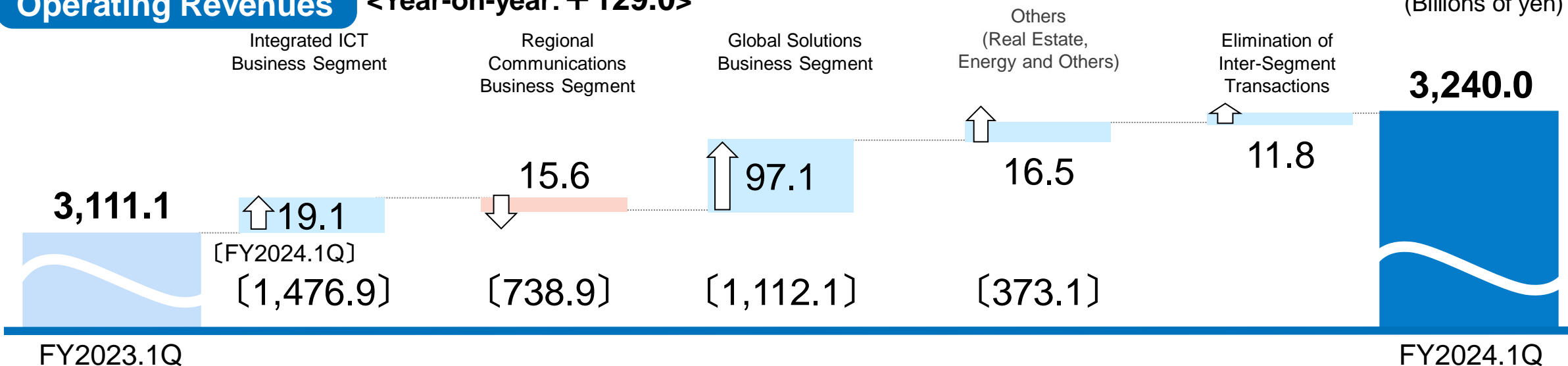
Contributing Factors by Segment for FY2024.1Q



(Billions of yen)

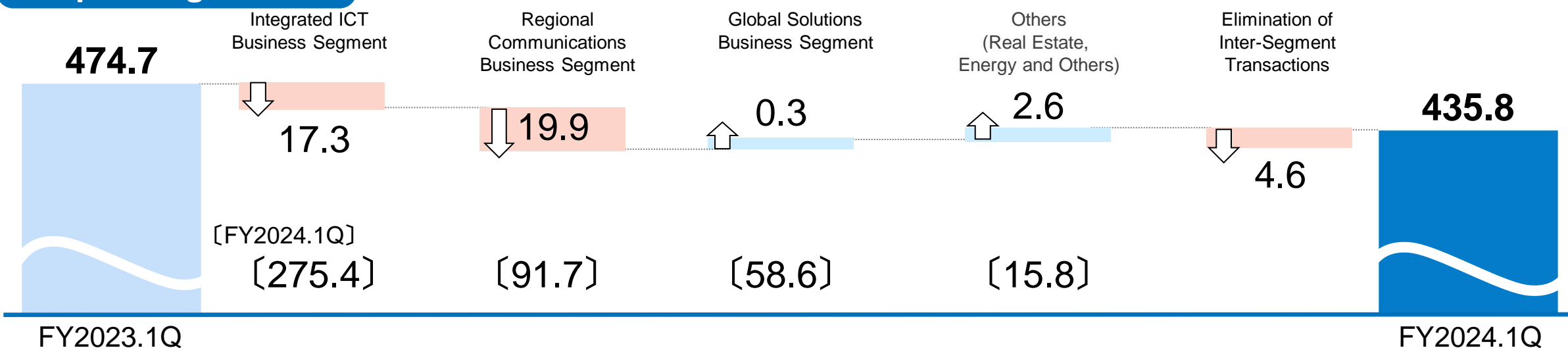
Operating Revenues

<Year-on-year: + 129.0>



Operating Profit

<Year-on-year: (38.8)>



FY2024 Results Forecast

FY2024 Forecast Summary



- Operating Revenues will increase year-over-year while Operating Profit and Profit will decrease year-over-year

Consolidated Revenues and Income Plan

	FY2023 Results	FY2024 Forecast	Year-on-Year
Operating Revenues	¥13,374.6B	¥13,460.0B	+¥85.4B
Operating Profit	¥1,922.9B	¥1,810.0B	(¥112.9B)
Profit ⁽¹⁾	¥1,279.5B	¥1,100.0B	(¥179.5B)
EBITDA	¥3,418.1B	¥3,330.0B	(¥88.1B)

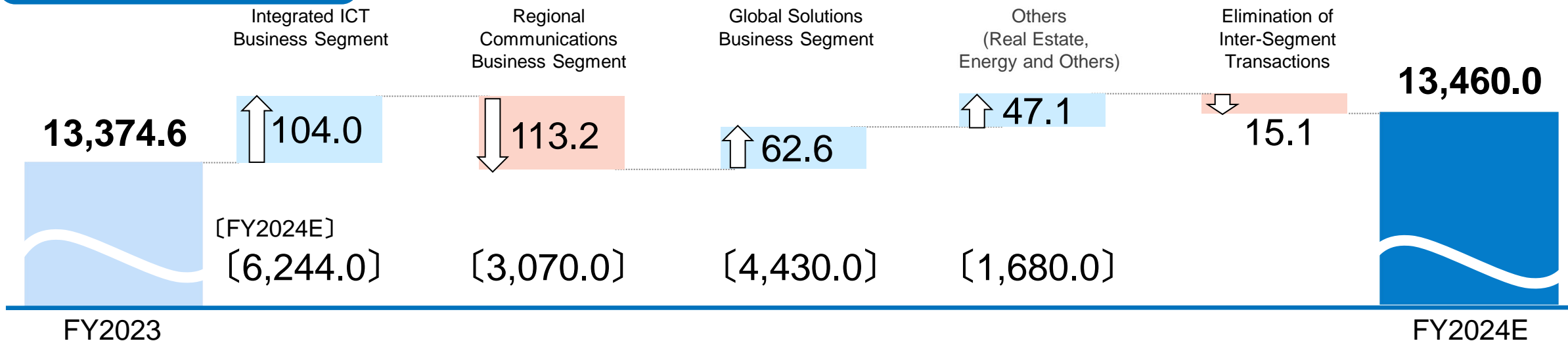
(1) Profit represents profit attributable to NTT, excluding noncontrolling interests.

FY2024 Forecast Summary by Segment

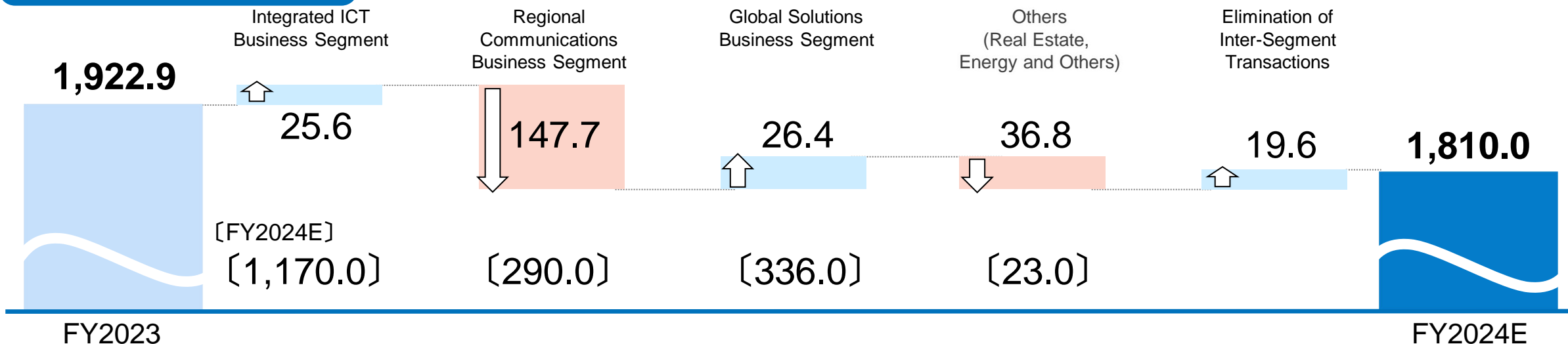


(Billions of yen)

Operating Revenues <Year-on-year: +85.4>



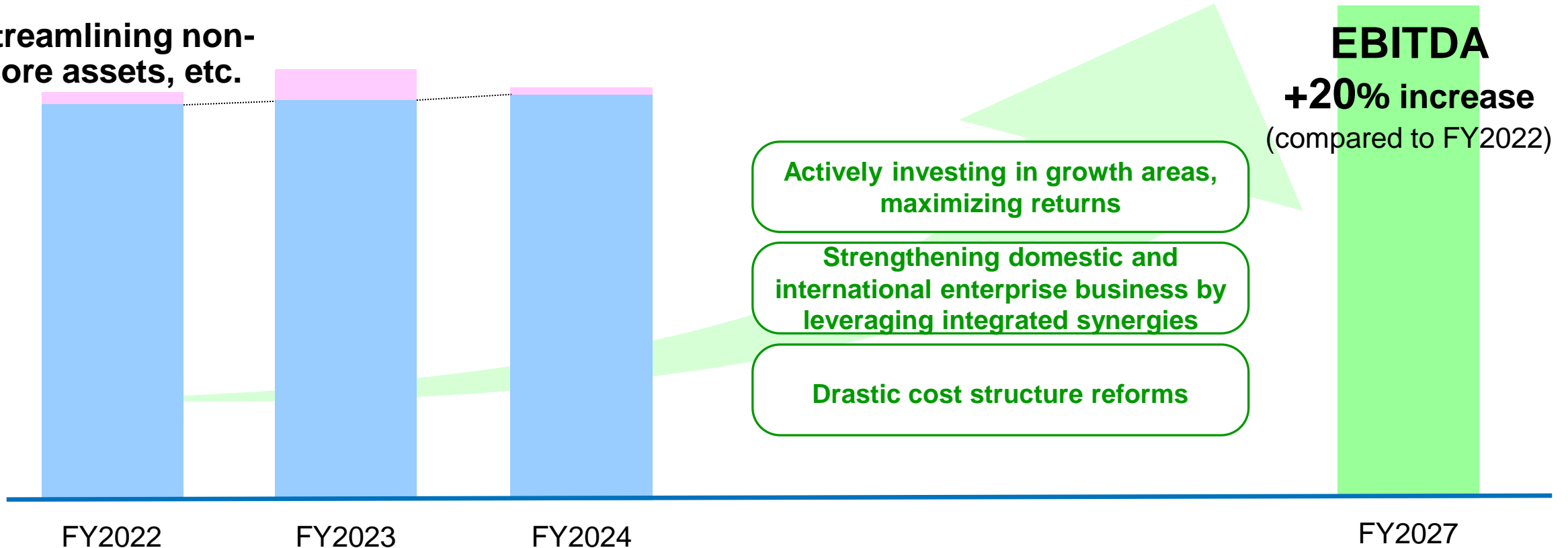
Operating Profit <Year-on-year: (112.9)>



Current Profit Levels and Initiatives to Reach Medium-Term Targets NTT

- We actively streamlined non-core assets to achieve the previous medium-term targets, for which FY2023 was the final year, and achieved significant profit increases and reached those targets in FY2023 as a result
- Although profits are expected to temporarily decline in FY2024, we will actively work on expanding growth areas and implementing cost structure reforms in order to achieve the new medium-term targets in FY2027

Streamlining non-core assets, etc.



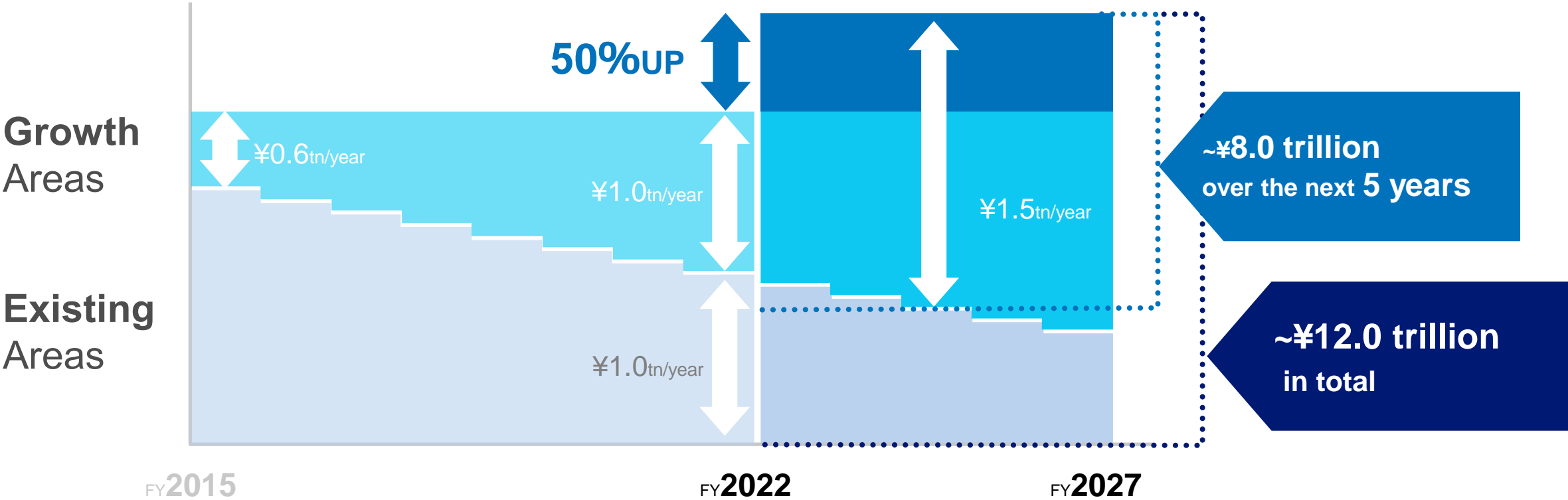
New Medium-Term Management Strategy New Value Creation & Sustainability 2027 Powered by IOWN

Innovating a Sustainable Future for People and Planet

For that Purpose, We Will Increase Our Investments in Growth Areas



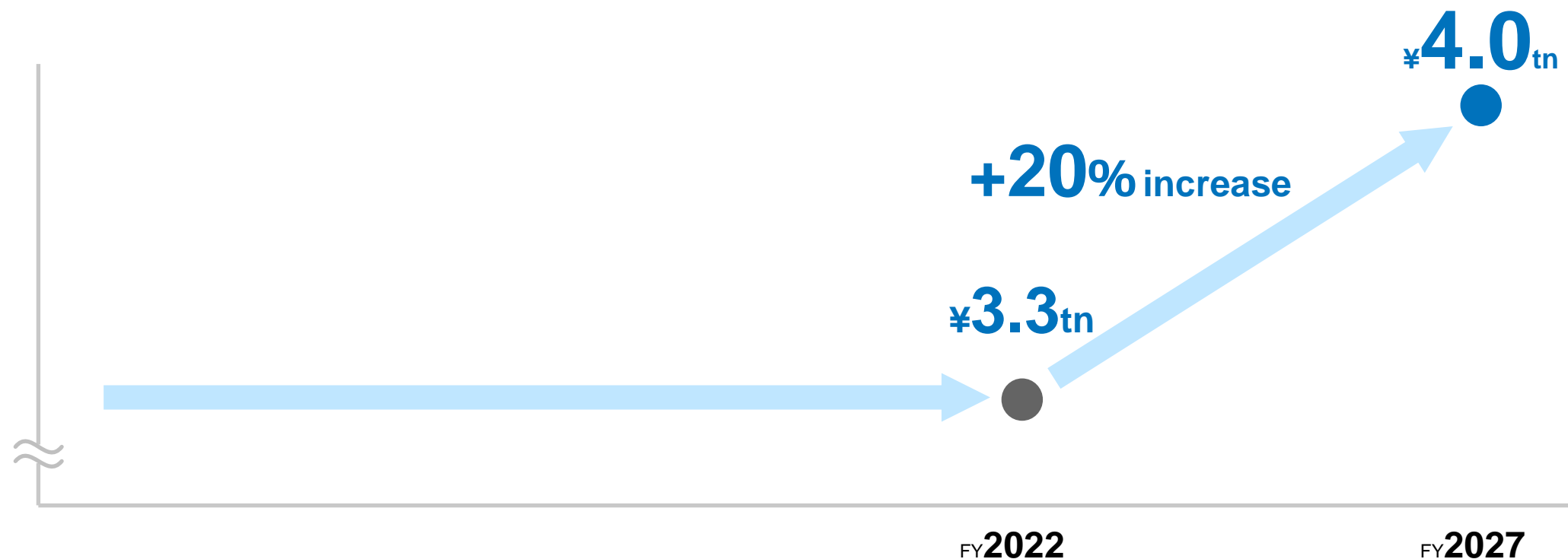
Will invest ~¥8.0 trillion
in growth areas over the next 5 years



We Will Also Further Increase Our Cash-Generation Ability for the Future



Looking ahead to FY2027, aiming to increase our cash-generation ability for growth and reach **EBITDA of ~¥4.0 trillion**



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

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

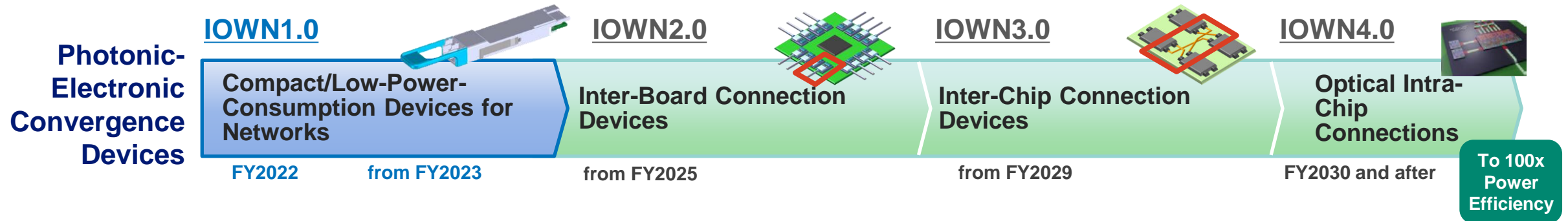


① IOWN-Driven Creation of New Value

(from Concept to Commercialization)

i . Establishment of manufacturing company for photonic-electronic convergence devices

- Will establish “**NTT Innovative Devices Corporation**” in **June 2023** to rapidly commercialize photonic-electronic convergence devices that achieve low power consumption, as a solution to the growing power consumption caused by the increased use of AI
(starting with an initial investment of **¥30.0 billion**, with subsequent increases to be considered)



ii . Acceleration of IOWN (including 6G) research and development/commercialization

- Total research and development for IOWN (including 6G) will be **~¥100.0 billion** for FY2023 with continued investments thereafter, and accelerated commercialization of servers (SWB⁽¹⁾) and DTC⁽²⁾

(1) Super White Box (2) Digital Twin Computing

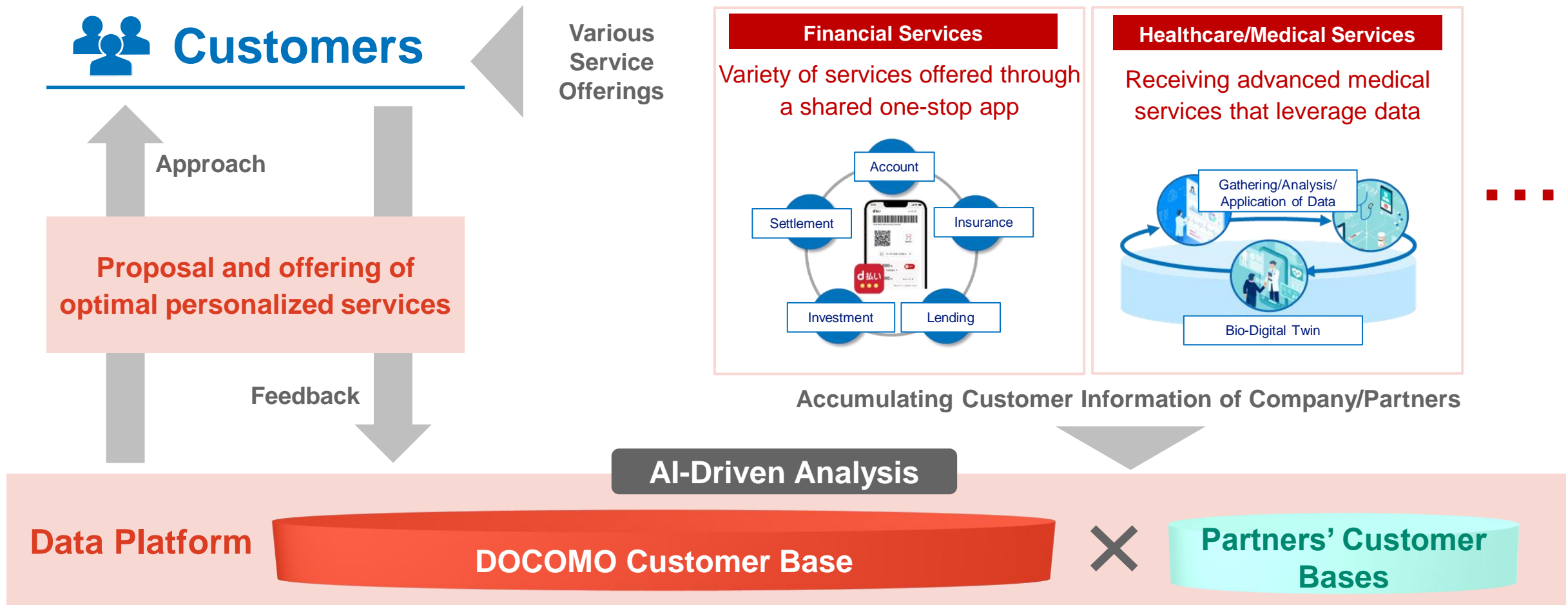
1. NTT as a Creator of New Value and Accelerator of a Global Sustainable Society



② Data-Driven Creation of New Value (Smart World)

i . Strengthening personal business (strengthening DOCOMO's Smart Life businesses)

- Will actively invest in personal business and other growth areas (at least **~¥1.0tn/5 years**)



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



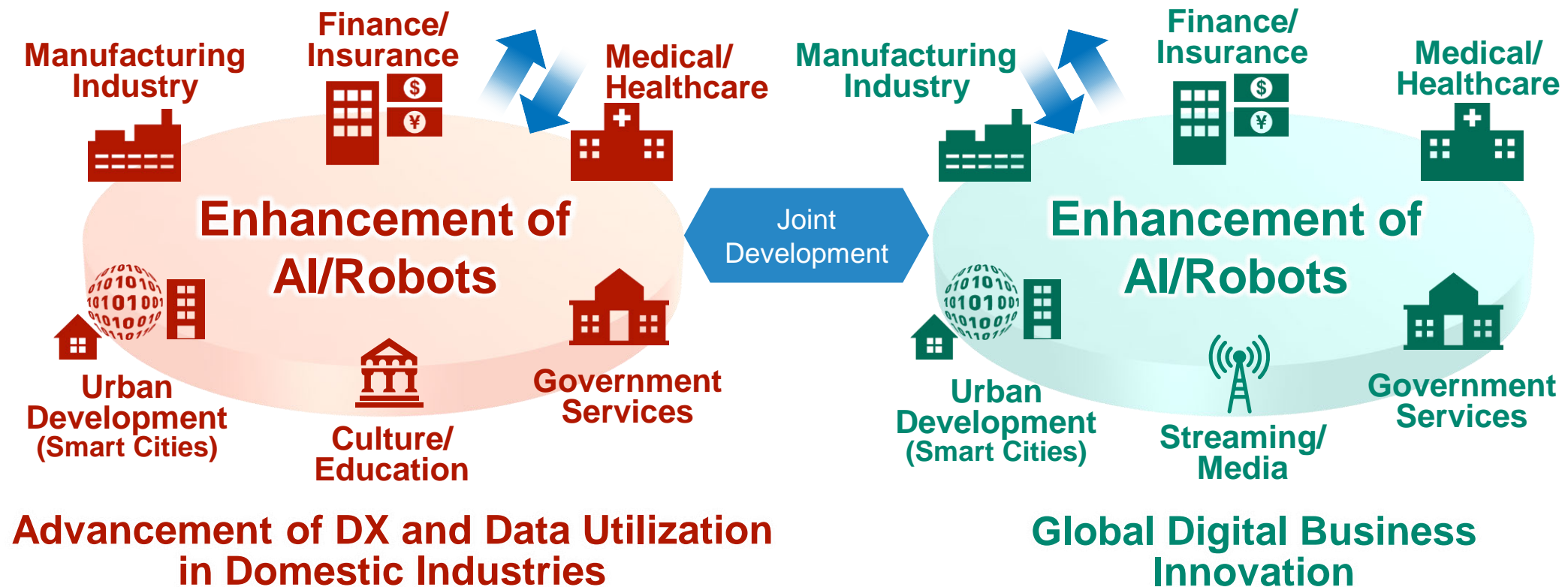
② Data-Driven Creation of New Value (Smart World)

ii . Strengthening the Use of DX/Data in Society and Industry (use of AI/Robots)

- Will jointly develop technology and solutions globally, transforming industries that support day-to-day life and society

(will make investments of at least **~¥3.0tn/5 years** in digital business)

IOWN Digital Twin



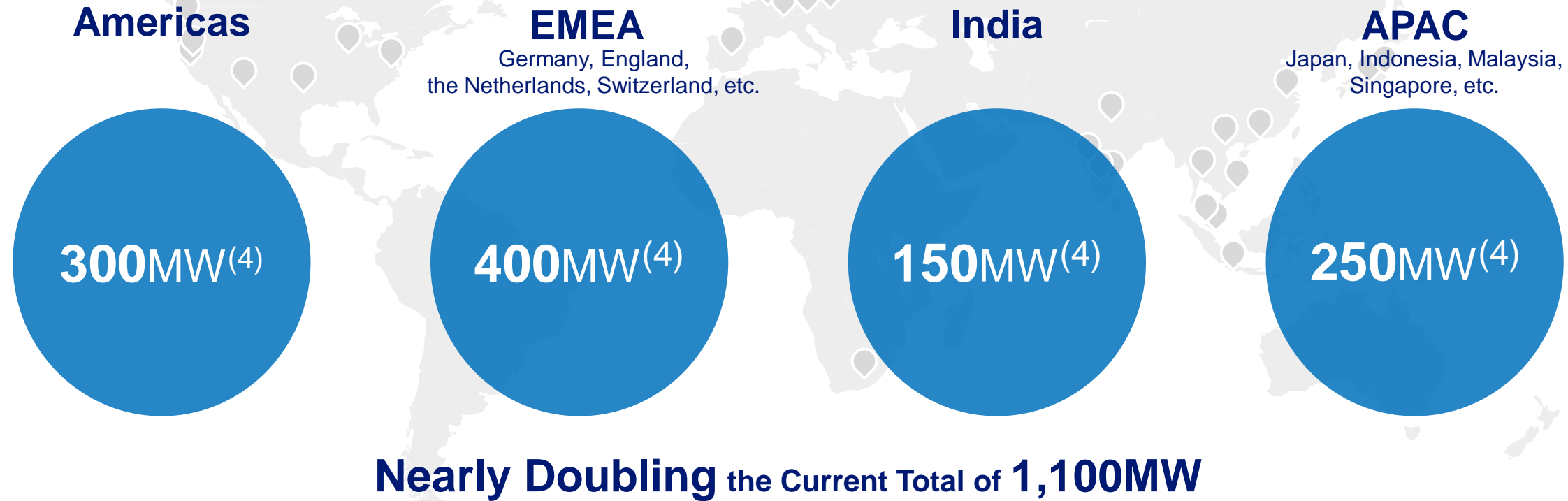
1. NTT as a Creator of New Value and Accelerator of a Global Sustainable Society



② Data-Driven Creation of New Value (Smart World)

iii. Expansion and Upgrade of Data Centers

- Will further expand the world's third-largest⁽¹⁾ data center infrastructure, and implement upgrades through the introduction of IOWN technology
(will make investments of at least **~¥1.5tn/5 years**⁽²⁾)
- Achievement of carbon neutrality by FY2030⁽³⁾



(1) Recalculated from Structure Research 2022 Report, excluding Chinese operators. (2) Does not include capital investments made using third-party capital.

(3) The targets for reduction are 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) under the GHG protocol for data centers. (4) IT power capacity of purpose-built datacenters owned by NTT Communications Group and NTT Ltd. Group (including JVs with third parties) as of March 2023.

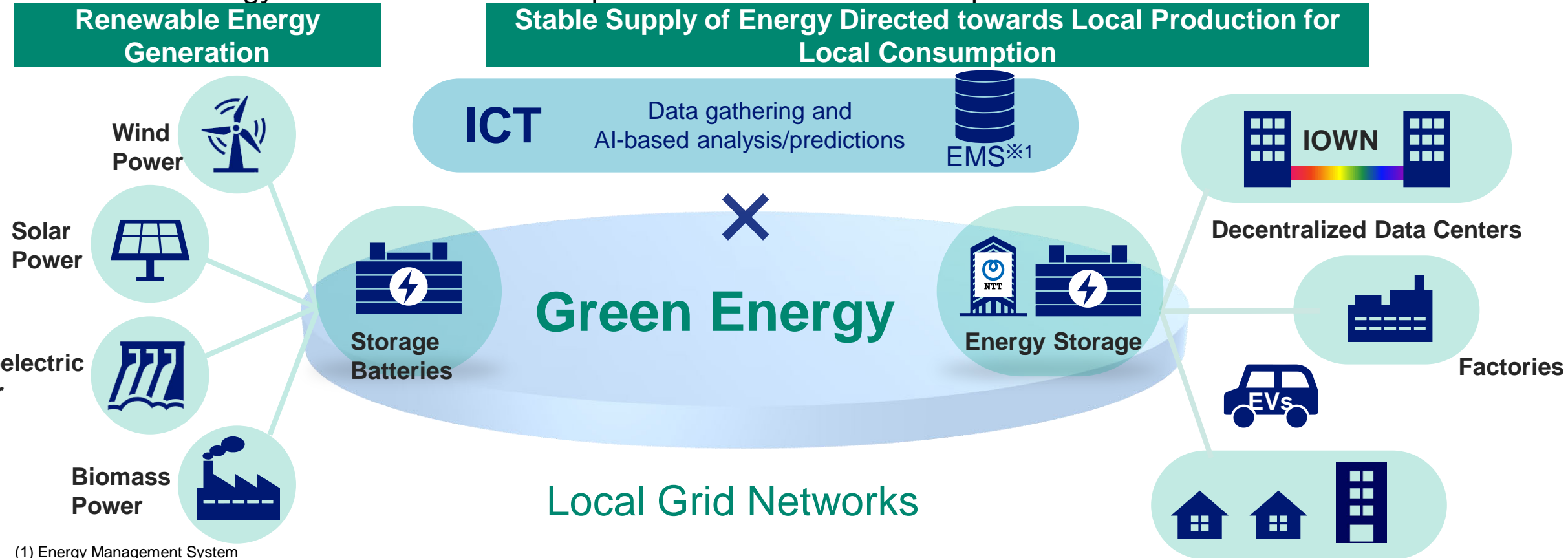
1. NTT as a Creator of New Value and Accelerator of a Global Sustainable Society



③ Achievement of a Circular Economy Society

i. Develop sustainability solutions for customers

- Will promote green solutions that can be achieved by “Green Energy x ICT”
(will make investments of **~¥1.0tn/5 years**)
- Will expand our renewable energy generation business and achieve a stable supply of optimized and efficient energy directed towards local production for local consumption



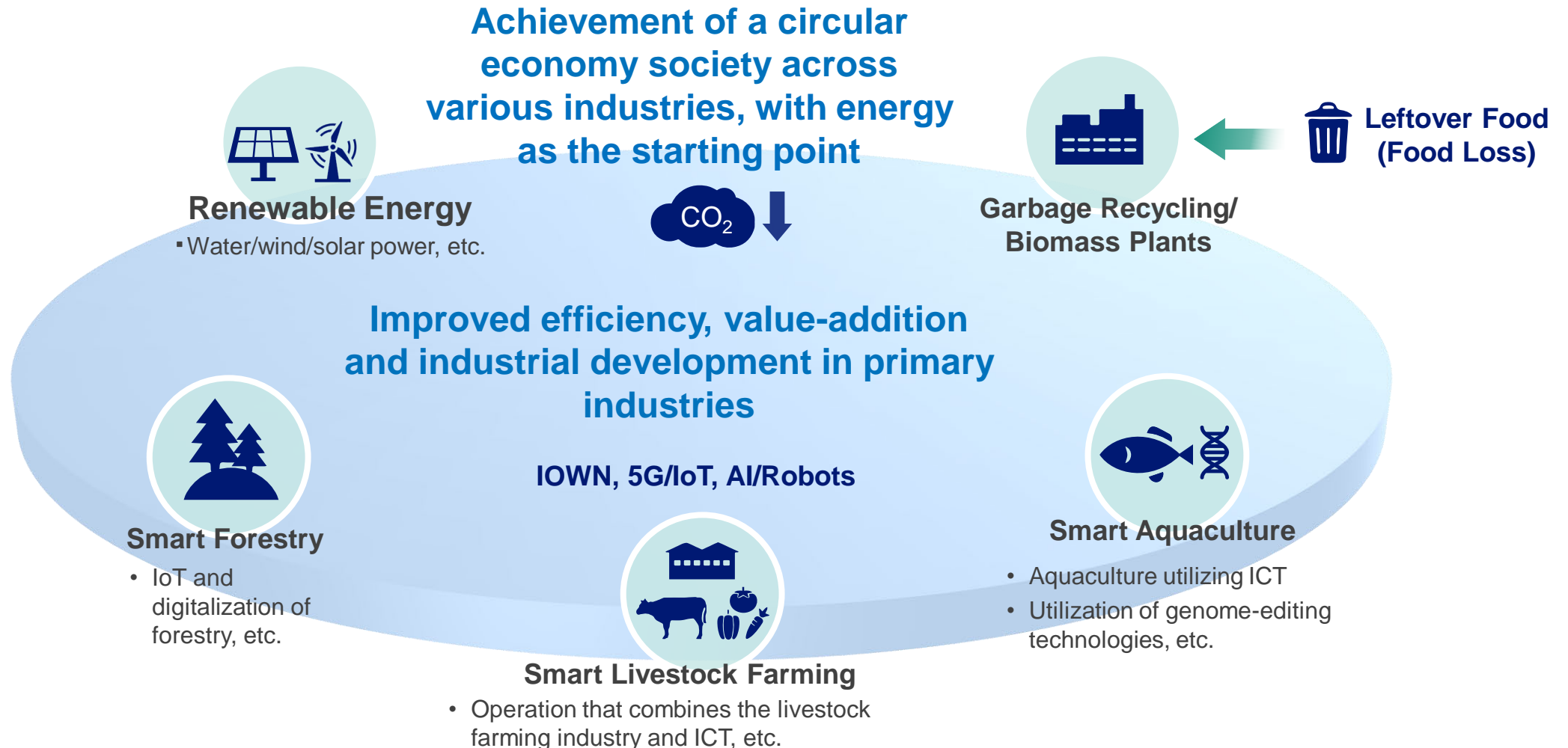
1. NTT as a Creator of New Value and Accelerator of a Global Sustainable Society



③ Achievement of a Circular Economy Society

ii . Creating Circular Economy-Oriented Businesses

- Will achieve a sustainable society by recycling resources across various industries and further accelerating regional revitalization



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

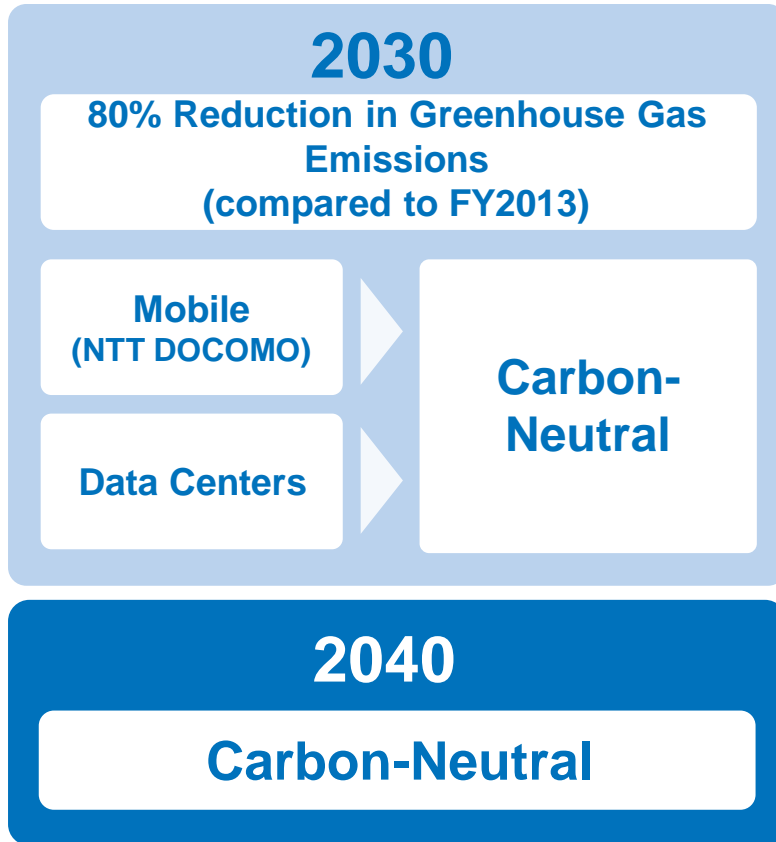
③ Achievement of a Circular Economy Society



iii. Progression towards Net-Zero

- Looking ahead to FY2040, aiming to expand “NTT Green Innovation toward 2040” to Scope 3

NTT Green Innovation toward 2040⁽¹⁾



Expansion to Scope 3

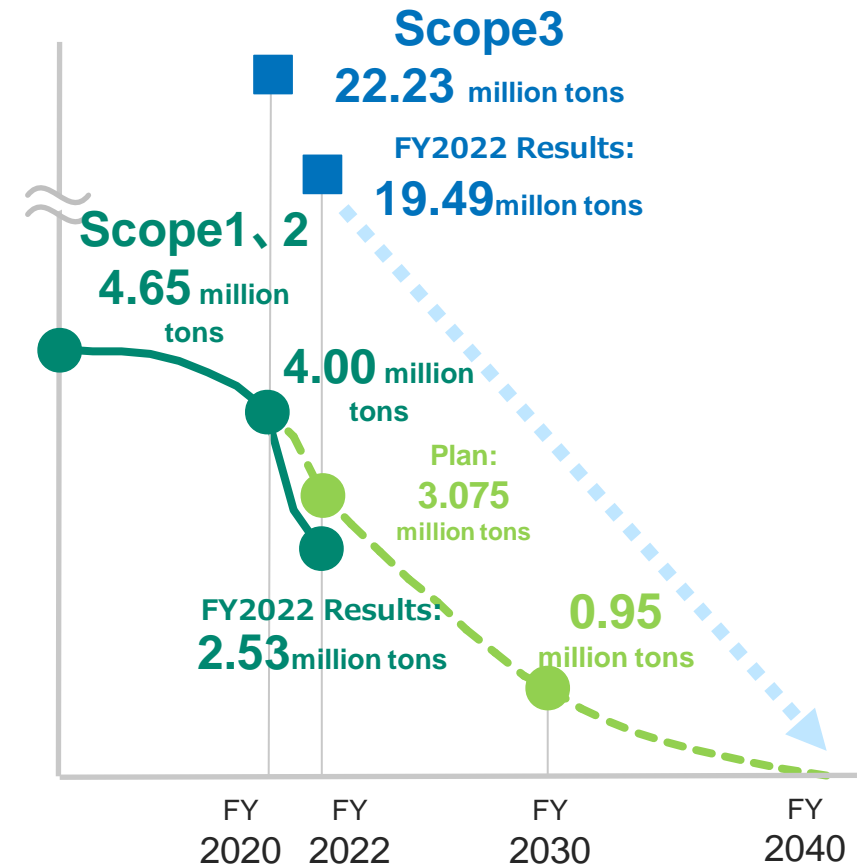
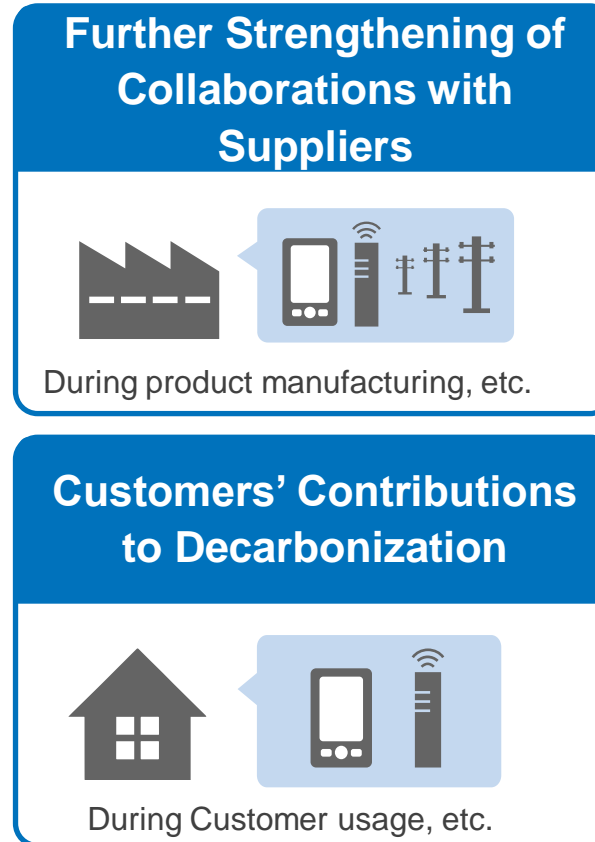


Illustration of NTT Group Greenhouse Gas Emission Reductions (Domestic + Overseas)

(1) 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)

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

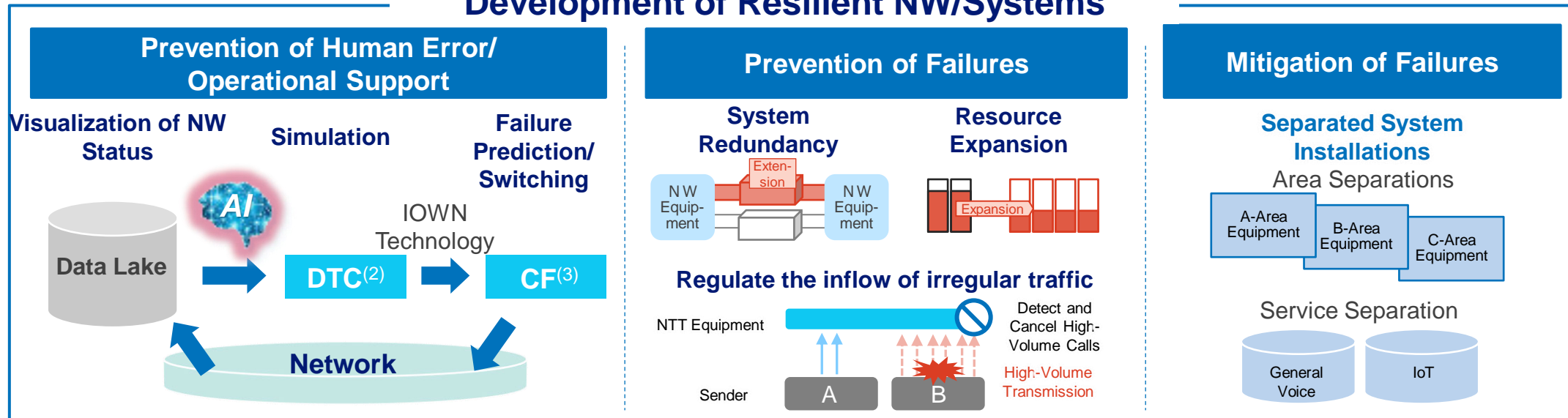


④ Further Strengthening of Business Foundations

- We will make our networks/systems more resilient to withstand large-scale failures, cyberattacks or other occurrences in order to strengthen social infrastructure and enhance our countermeasures against increasingly severe natural disasters

(will make investments of **¥160.0 billion⁽¹⁾ by FY2025**)

Development of Resilient NW/Systems



Further Strengthening of Disaster Countermeasures



(1) Includes other reliability improvement measures. (2) Digital Twin Computing (3) Cognitive Foundation

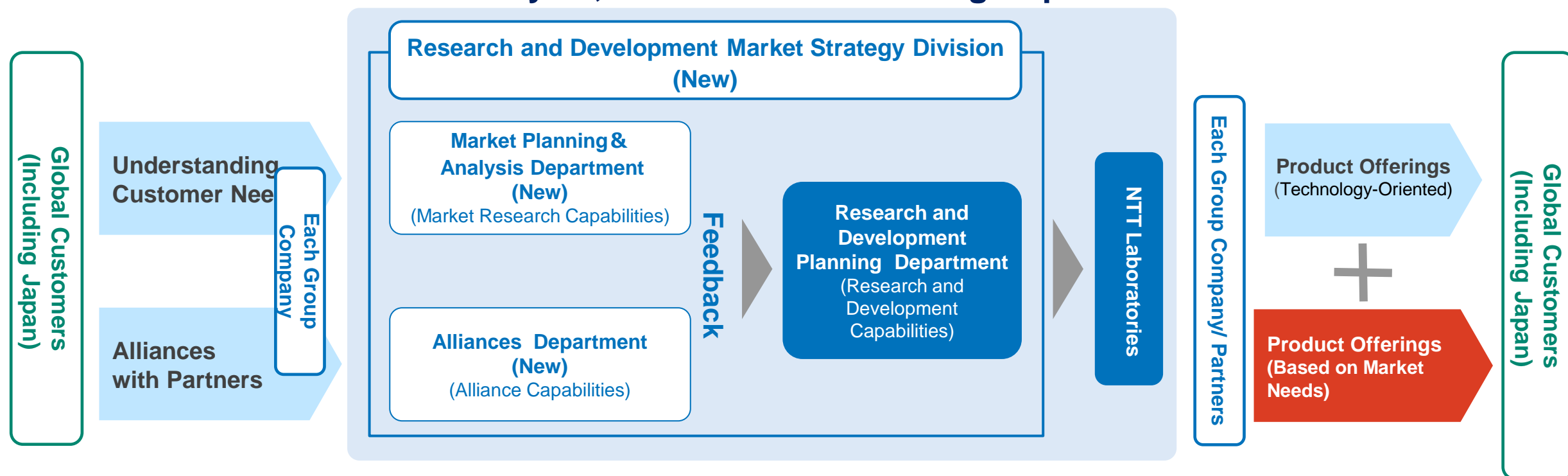
2. Upgrading the Customer Experience (CX)

⑤ Fusion of Research and Development with a Market-Focused Strategy

- Will combine and strengthen our R&D capabilities with our market analysis and alliance capabilities at the holding company level
- Will enable us to strengthen our product-oriented R&D to develop products through co-creations on a global scale and promote strategic alliances with a variety of partners



Establishing a New R&D Organization with Market Analysis, Alliances and Planning Capabilities



2. Upgrading the Customer Experience (CX)

⑥ Strengthening of Services that Emphasize CX



Customers

(Individuals, businesses, local governments, government organizations, etc.)



Customer Experience First

With a Market-in Approach,
Achieve Both Customer Satisfaction and Business Growth at the Same Time

Set/Implement KPIs that Track the Customer Journey

Each NTT Group Company/
Partners

Offer New Experiences and Impressions that Exceed Customer Expectations

Each NTT Group Company/
Partners

Further Improve and Update Services by Being Agile

NTT Holdco Market Planning & Analysis Department → Research and Planning Division/Institute
Each NTT Group Company/Partners

3. Improvement of Employee Experience (EX)

⑦ Open and Innovative Corporate Culture

- Foster a culture of **openness**, **collaboration** and **trial and error** for a **better customer experience**
- Continue to strengthen **diversity and inclusion**

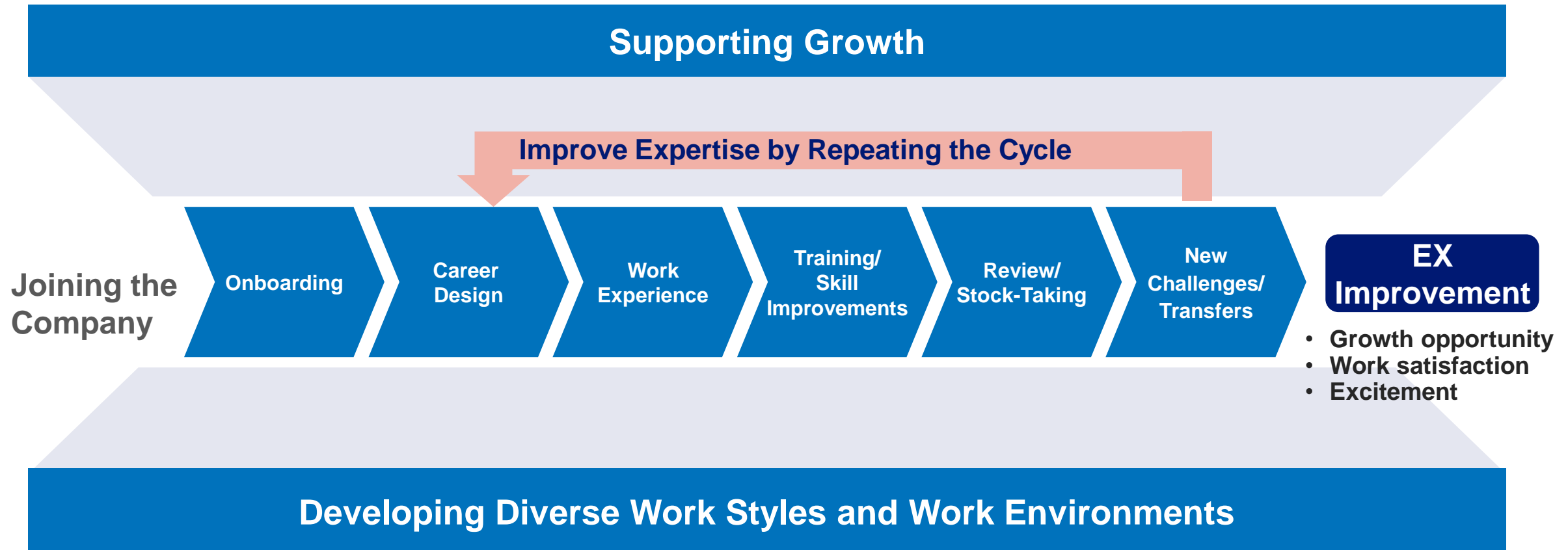


3. Improvement of Employee Experience (EX)

⑧ Support Career Growth



- Support employee career growth and increase investment in human capital to drive business growth

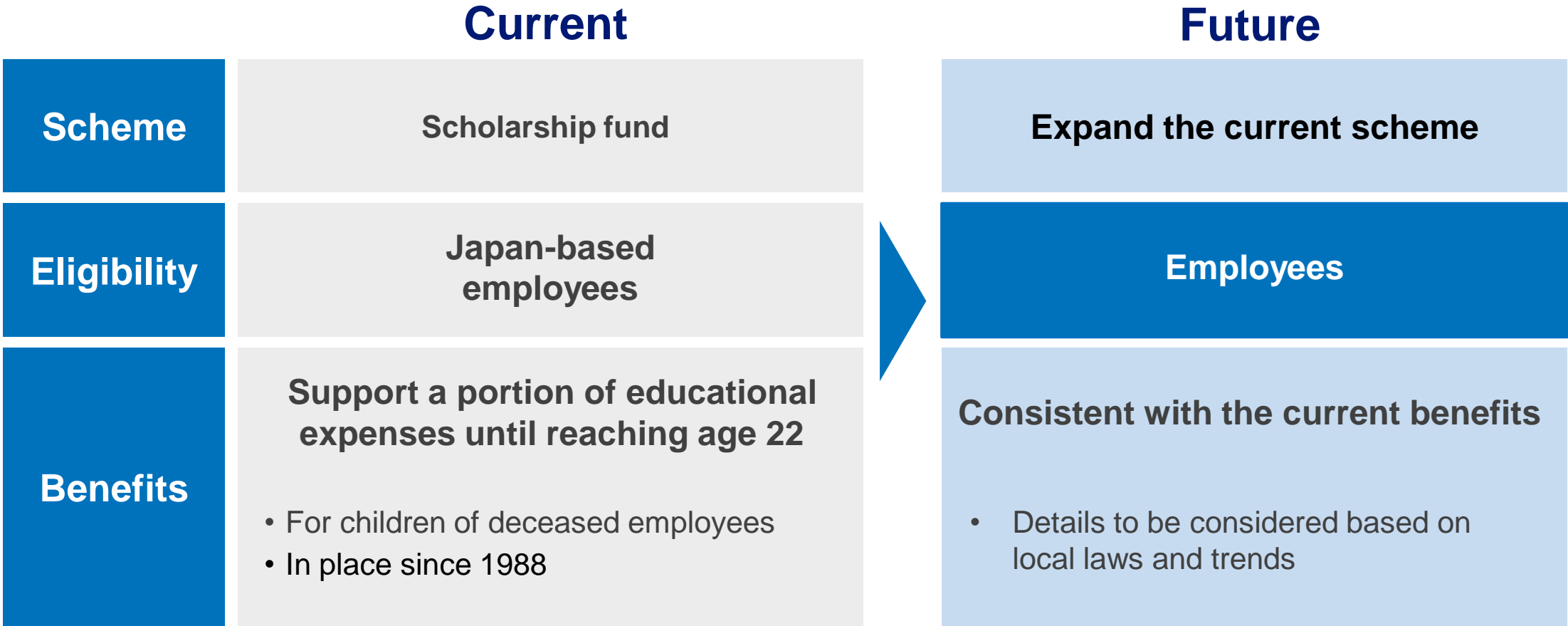


3. Improvement of Employee Experience (EX)



⑨Global Benefits for Employees and their Families

- Expand the benefits that support a portion of educational expenses for children of deceased employees until they reach age 22



Medium-Term Financial Targets



Targets Indicators		Target Levels (FY2027)
Company-Wide Targets	EBITDA	+ 20% increase (compared to FY2022)
Growth Areas ⁽¹⁾	EBITDA	+ 40% increase (compared to FY2022)
	Overseas Operating Income Margin ⁽²⁾	10% (FY2025)
Existing Areas ⁽³⁾	EBITDA	+ 10% increase (compared to FY2022)
	ROIC	9% (FY2022 Results: 8.2%)

In addition to the above, we are setting 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 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

Strengthening Our Ability to Generate Cash for Growth

(with EBITDA as a Key Indicator)

- We will strengthen initiatives **focused on our cash generation abilities** to achieve **further sustainable growth** and have set **EBITDA as a key indicator**, aiming for an **increase of 20% to reach ¥4.0 trillion by FY2027**

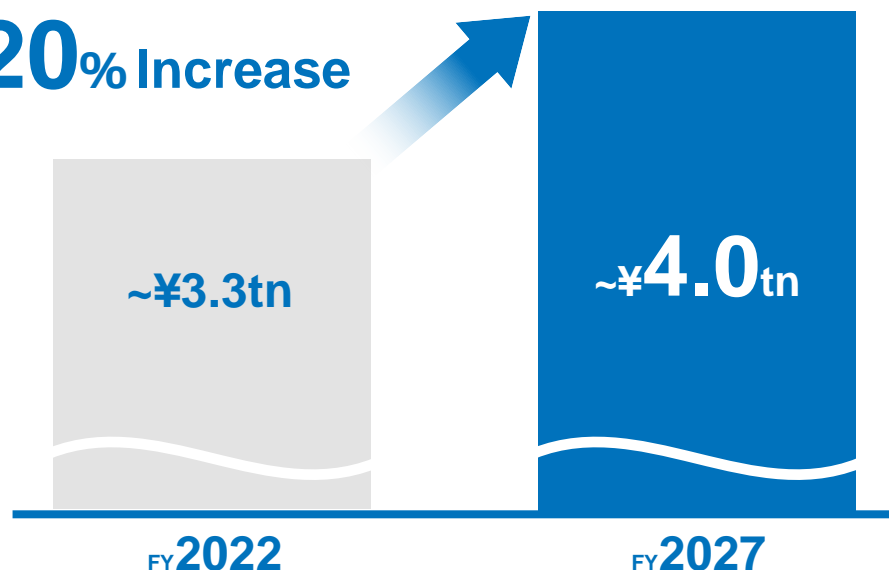
(We will continue to **balance sustainable growth and shareholder returns**, and are aiming for **EPS** to grow **consistently with previous levels**)

- In the **growth areas⁽¹⁾** that will be drivers of that growth, we are aiming for an **EBITDA increase of 40%**

EBITDA Progress

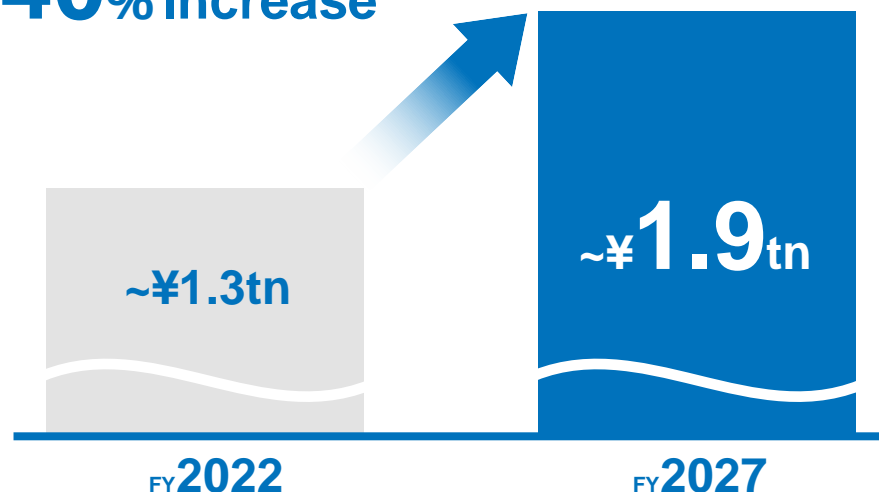
NTT Consolidated Targets

+20% Increase



Growth Areas

+40% Increase



- IOWN
- Digital/Data Centers (primarily globally)
- Power/Energy
- Smart Life
- Real Estate
- AI/Robots etc.

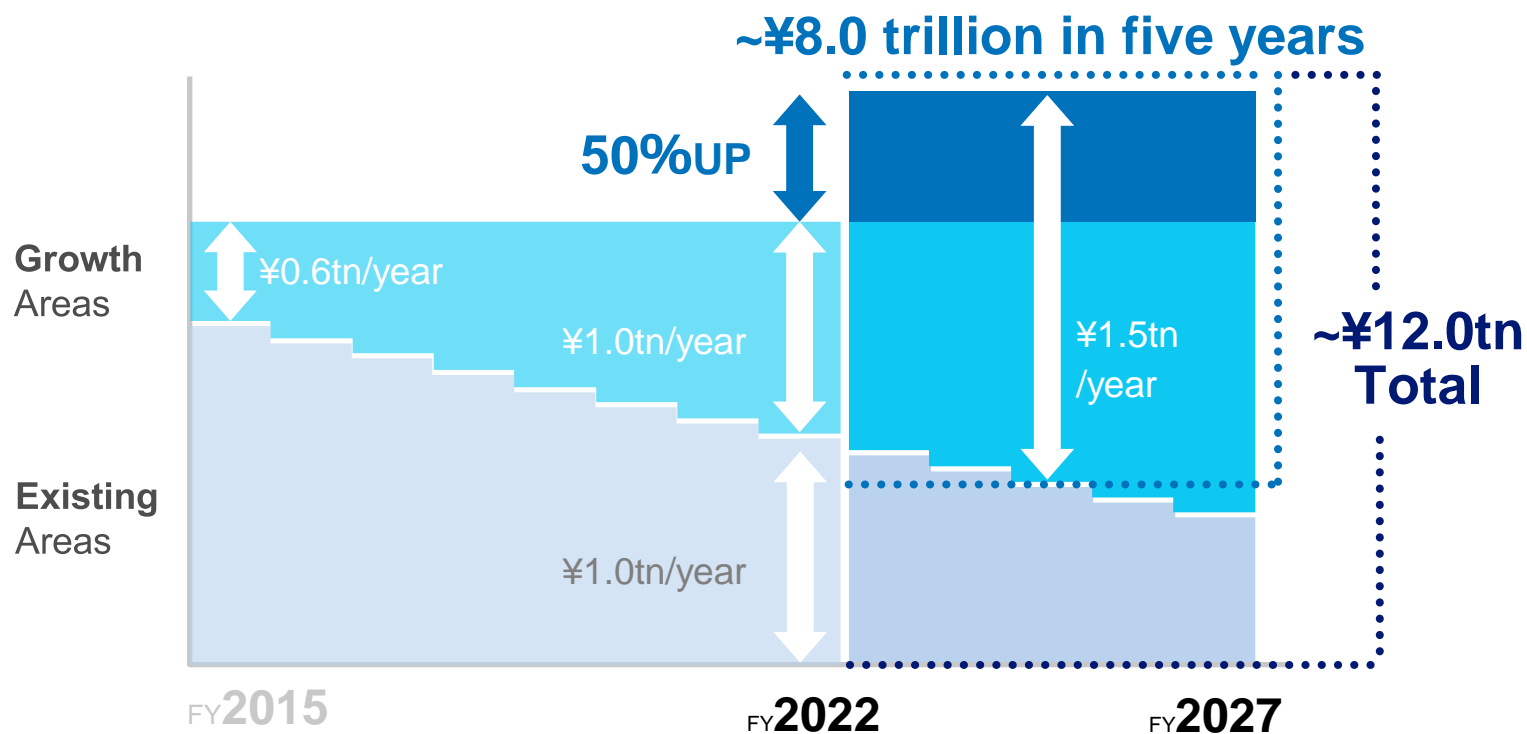
(1) IOWN, digital/data centers, power/energy, Smart Life, real estate, AI/robots, etc.

Increase Investments to Achieve Further Growth

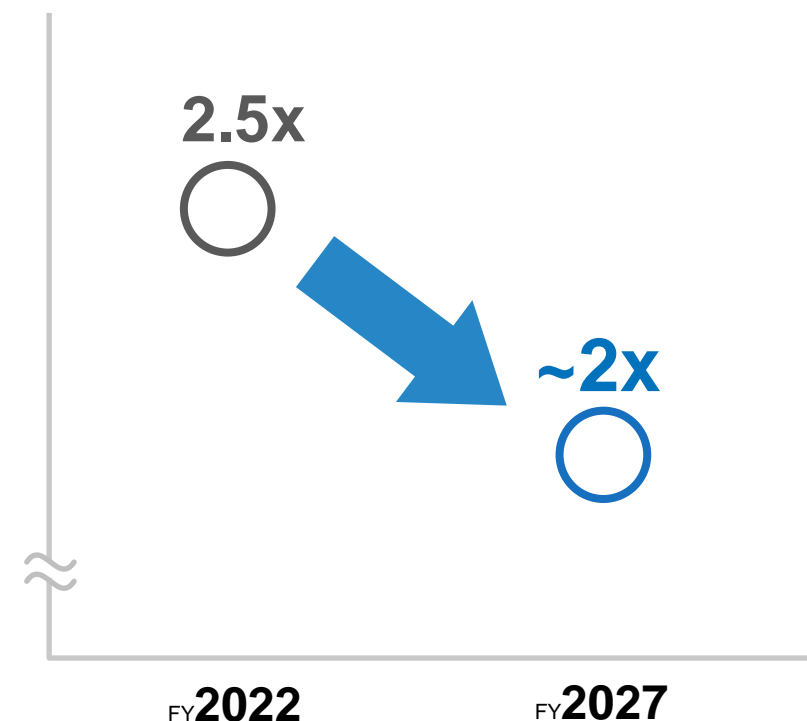


- We will make investments/contributions to our growth areas⁽¹⁾ amounting to **~¥8.0 trillion in the next five years⁽²⁾** (an increase of 50% over current levels), and plan for a total of ~¥12.0 trillion
- Maintain/reduce our debt-to-EBITDA ratio to ~2x

Growth Investments (Capital Expenditures + Investments)



Debt-to-EBITDA Ratio



(1) IOWN, digital/data centers, power/energy, Smart Life, real estate, AI/robots, etc. (2) From FY2023 – FY2027.

Dividend Policy

Our basic policy is to implement steady increases in dividends

Share Buybacks

We will flexibly conduct share buybacks to improve capital efficiency

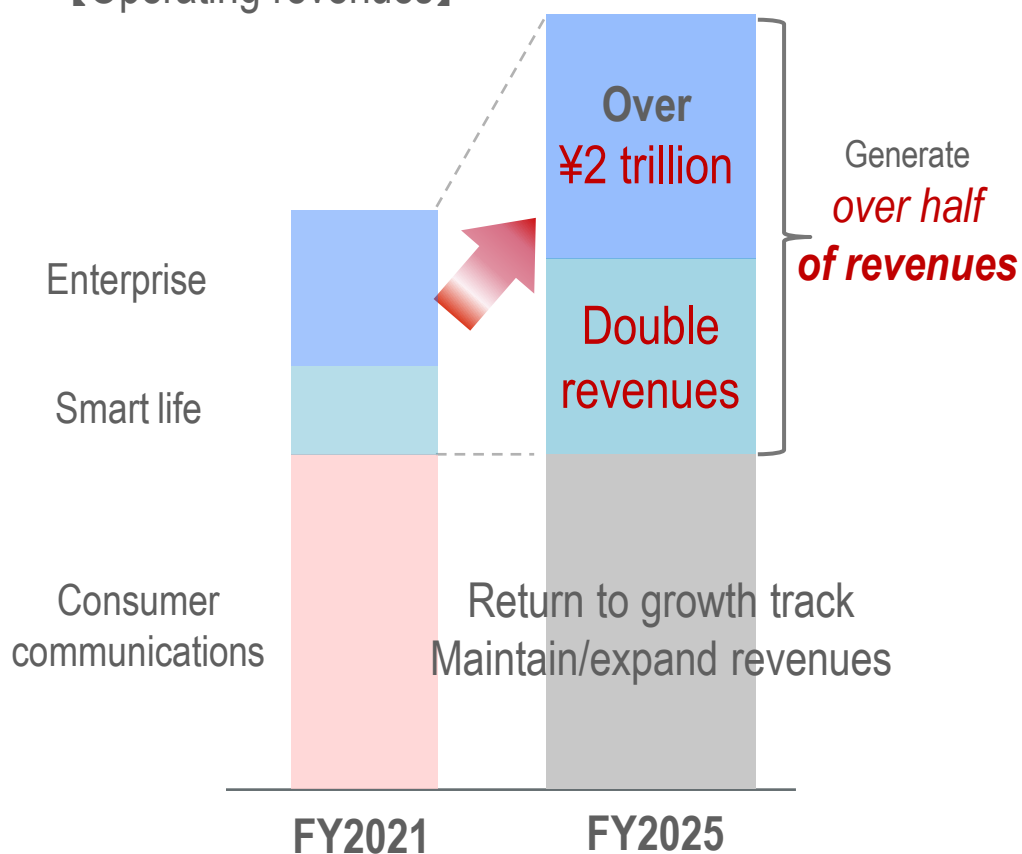
Integrated ICT Business

Growth and Business Portfolio Transformation



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

【Operating revenues】



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.

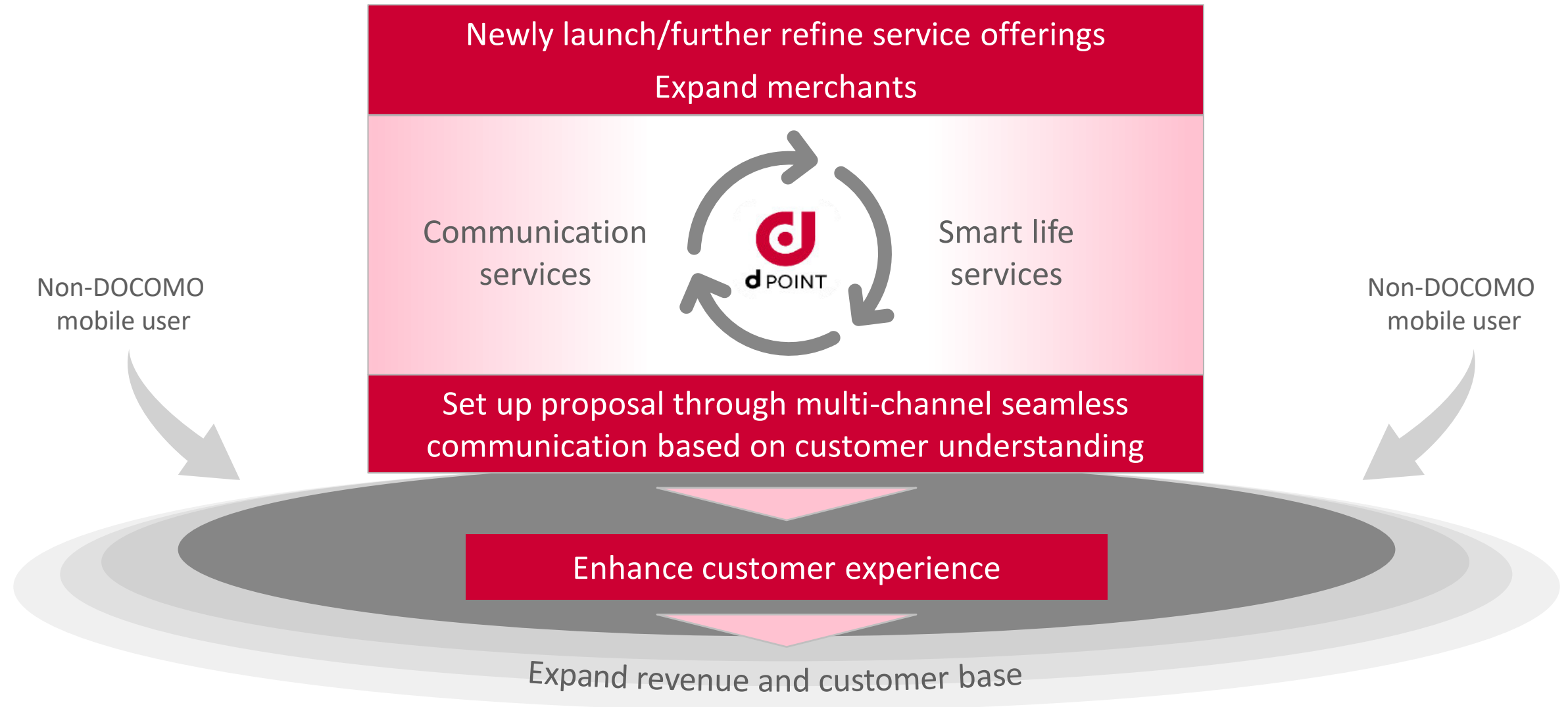
Consumer communications business

- 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

<Consumer> FY2024 actions



- ✓ Propose optimal service mix catered to the individual needs of each customer with seamless communication



<Consumer> Enhanced customer experience value

- ✓ Aim to enhance customer experience by offering great value and convenience through “dPOINT” life, further improving its ease of use



<Consumer> Evolution of entertainment/finance services



✓ Continue implementing measures aimed at improving the attractiveness of each service

Video services

Investment

Lemino



©逢沢大介・KADOKAWA刊／シャドウガーデン

Over 6 mil MAU*

Over 3 mil subs

- ✓ Further enrichment of content offerings (Including original /exclusive content)
- ✓ Further improvement of UI/UX

*As of March 2024



NTT docomo

- ✓ Periodic investment service via dCARD
- ✓ Purchase of investment trust using dPOINT
- ✓ Grant investment trust ownership point in dPOINTS
- ✓ Asset building service for beginners

2024 autumn (planned)

second half of 2024 or later (planned)

Loan



オリックス・クレジット



NTT docomo

- ✓ Strengthen credit extension and operational capabilities of “d smartphone loan” service
- ✓ Joint development and sale of new loan products
- ✓ Strengthen ORIX Credit’s existing businesses leveraging DOCOMO’s media/channels
- ✓ Propose optimal product for each customer leveraging data owned by two companies

Strengthening governance system by expanding an organization dedicated to financial risk management

<Consumer> Service mix proposals



- ✓ Strengthen proposals through service mixes, with the aim of expanding both revenues and customer base

Communication & Video

\ eximo・ahamoならおトクが続く! /

爆アゲ セレクショソ

Disney+ NETFLIX Lemino

Spotify Premium YouTube Premium Apple Arcade DAZN for docomo

Upsell communications through traffic increase



Communication & Payment

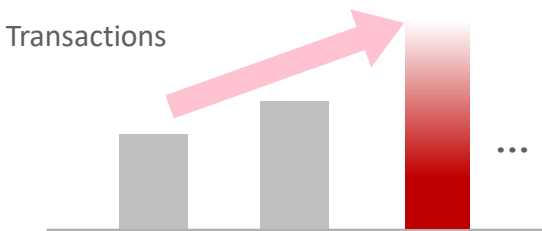
ahamo ポイ活 eximo ポイ活

d POINT

d払い

Visa

Upsell communications and grow finance/payment transactions



Use of multiple services

ドコモ光

ahamo 光

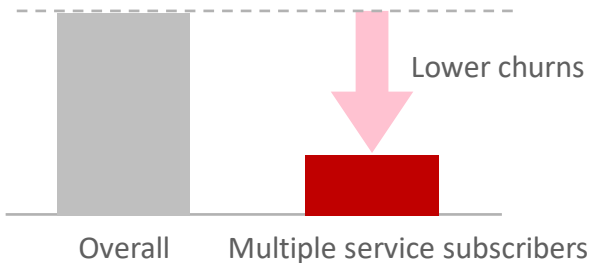
&

d払い

あんしんセキュリティ

ドコモでんき

Reduce churns and expand customer base

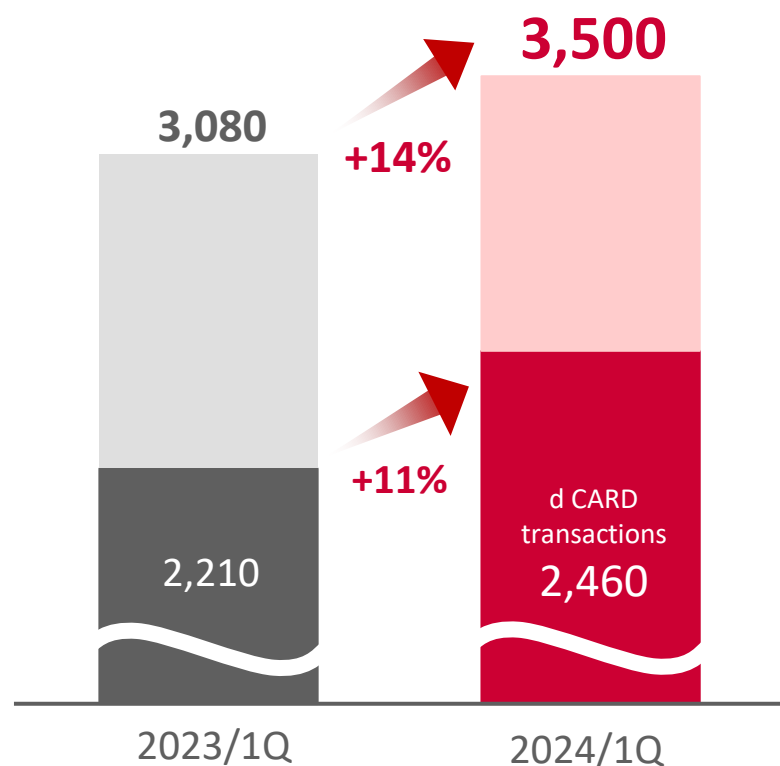


<Consumer> Service mix

- ✓ Finance/payment transactions grew by 14% year-on-year
- ✓ Aim to expand customer base and revenues leveraging the launch of “eximo poikatsu” program

Finance/payment transactions

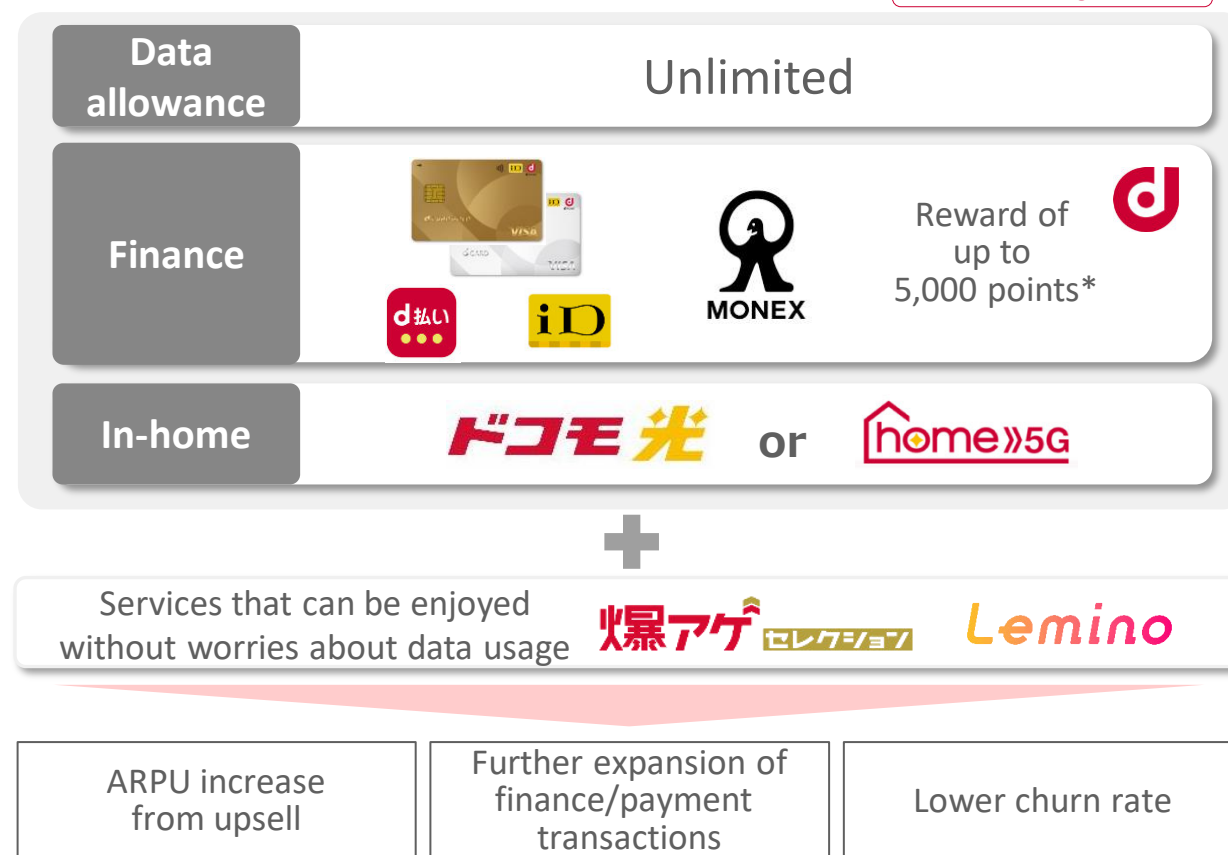
(Billions of yen)



Service mix proposals

eximo ポイ活

Launched Aug. 1, 2024

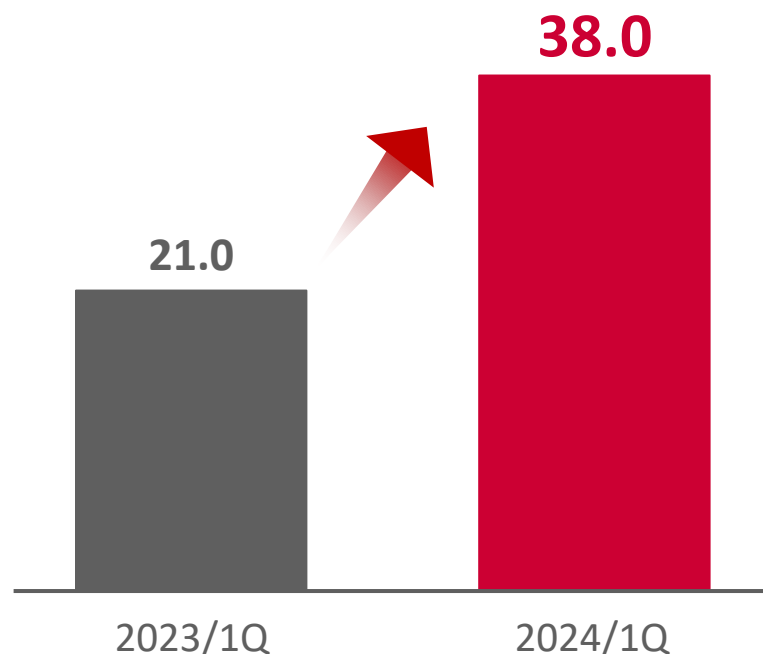


<Consumer> Marketing solutions

- ✓ Marketing solutions revenues increased as a result of capital alliance with Intage
- ✓ Enhanced value offered to partner companies through advancement of marketing solutions

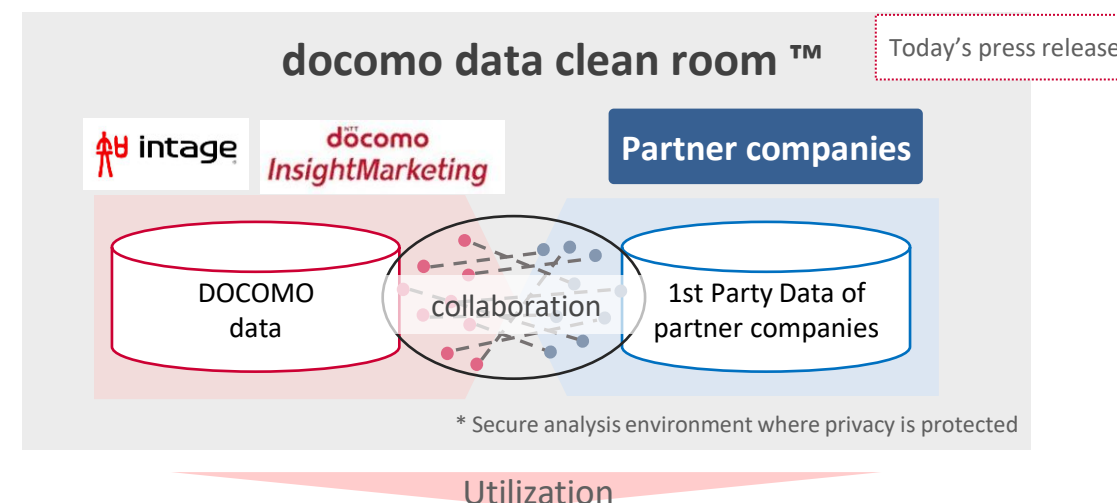
Marketing solutions revenues

(Billions of yen)



Advancement of marketing solutions

Realize highly advanced customer understanding and marketing support, leveraging an integrated platform combining the data owned by DOCOMO, Intage and partner companies.



Offer advanced marketing solutions combining advertisements/sales promotions that leverage Intage's data analysis capabilities and DOCOMO's customer base

(1) Data analysis support

(2) Promotion support

(3) Product planning support

<Enterprise> Initiatives for large enterprises



- ✓ Roll-out of solutions/services leveraging advanced technologies

New solutions that leverage “tsuzumi”

More than 200 cases of introduction consultations.
Aim to solve customers’ challenges in 3 areas of strong demand.



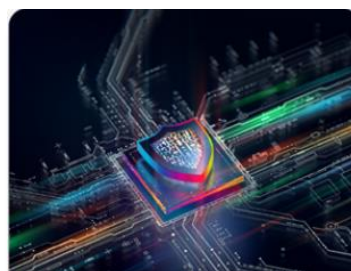
CX solutions

Deliver new ways of customer service



EX solutions

Enhance productivity in line with business operations



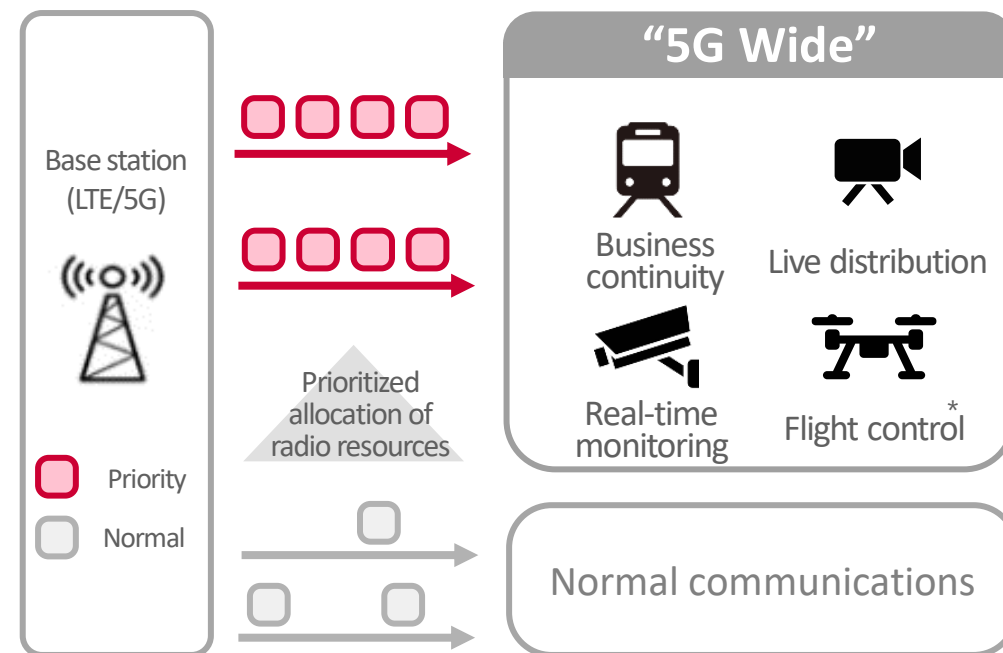
CRX solutions

IT system operational support

*CRX: Cyber Resilience Transformation

Enhance value of IoT solutions through 5G consulting

Started offering communication environment consulting service using “docomo business private 5G”.
Stabilizes business communication during busy hours through the use of “5G Wide”.



*Use of “5G Wide” for drones planned in the future

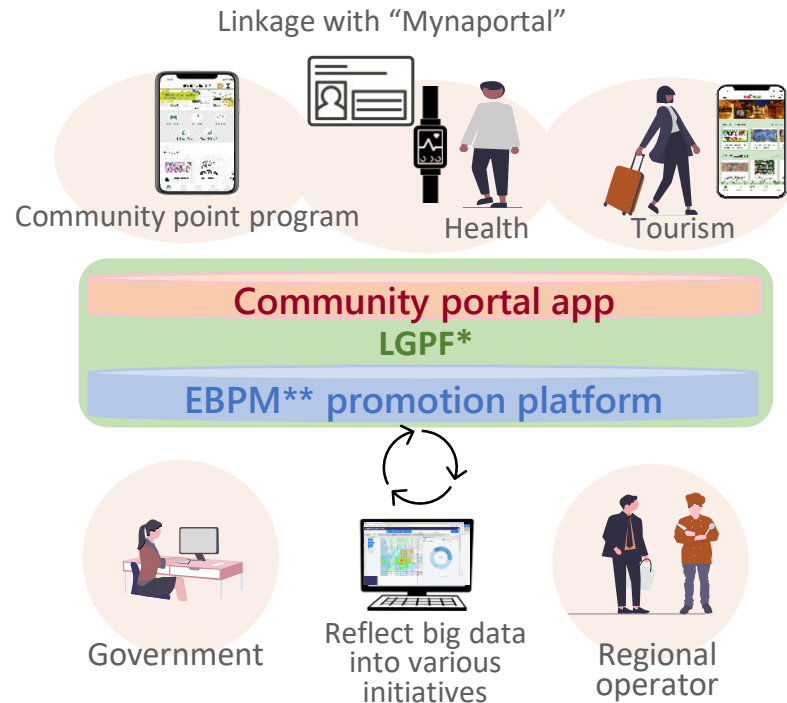
<Enterprise> Initiatives for small and medium-sized companies



- ✓ Assist regional communities and companies solve issues with mobile + solutions

Regional co-creation solutions

Solution of regional issues through the use of LGPF*
materialized as actual projects in over 130 municipalities.
Aim to solve issues and realize a more sustainable society.



"DOCOMO Business Package"

Strengthen problem-solving assistance capability for different businesses/ industries in
addition to ICT support. Accompany customer's journey
toward "achieving mastery" from introduction to full utilization.

Solutions for common
operational issues

Support to ensure compliance
with invoice reporting requirement,
Electronic Books Maintenance Act

Accounting operations
Support pack



Solutions for business-specific issues

To respond to
2024 Problem

【Manufacturing industry】
Process management pack



To respond to
2024 Problem

【Transportation industry】
Fleet management pack



Support for "Mastery"

Set-up service (incl. on-site support)

Operation instruction sessions (incl. on-site visit)

Manual preparation

Periodic check-up after service start

Total business support (one-stop support for IT equipment, online operations, etc.)

*LGPF: Local Government Platform

**EBPM: Evidence-Based Policy Making

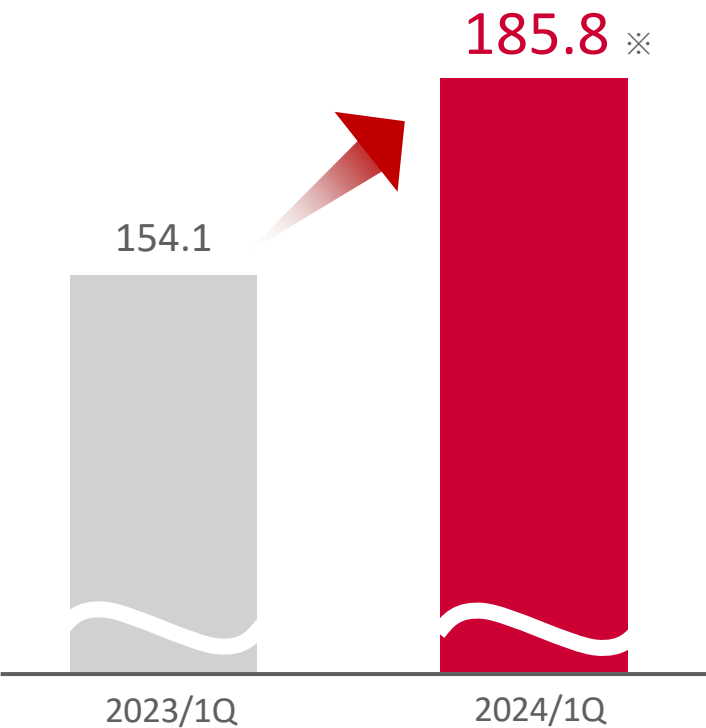
<Enterprise>



- ✓ Integrated solutions revenues grew strongly
- ✓ Rolling out solutions aimed at solving social/industrial issues

Integrated solutions revenues

(Billions of yen)



※Includes the impact of migration of PSTN services to integrated solutions (19 billion yen)

Further expansion of integrated solutions

Favorable pace of deployment of solutions targeting large enterprises



Strategic business alliance aimed at solving social issues 【transcosmos inc.】

Assisting companies/local governments to accelerate digital transformation through one-stop offering of “the latest infrastructure/technologies” and “advanced know-how and DX talent”

Development of next-generation contact center using “tsuzumi”

Development of Digital BPO®



Provision of GX solutions

Provision of DX solutions for municipalities

*Digital BPO® is a registered trademark of transcosmos inc., and a general name of services that assist customers’ business transformation blending BPO operations with various technologies.

Network reinforcement



- ✓ Accelerate implementation of initiatives to construct a network that resilient to environmental changes and disaster

Improve network quality perceived by customers

Early detection of experienced quality

Strengthen ability to track and predict customer experience using apps

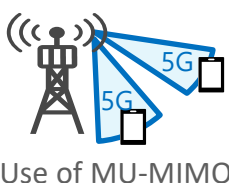
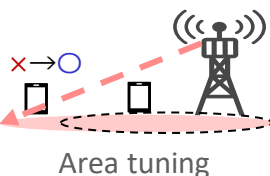
Start operation



Planned for introduction FY2024/1H

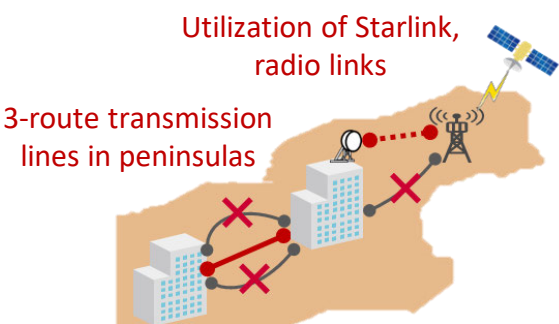


Build network resilient against environmental changes



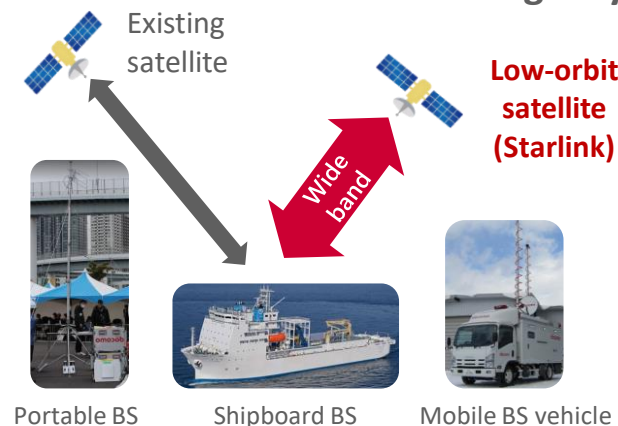
Strengthen network resilience

Construction of disaster-resilient network



Promote deployment of multiple transmit routes to avoid isolation of communication buildings/ base stations

Realize swift emergency restoration



Deliver high throughputs by adopting Starlink

Global Solutions Business

Efforts at Regional Units

- Won digitization projects leveraging **implementation capabilities** such as cloud building expertise
- Won global projects by **utilizing our assets**

Projects for digitization of large-scale systems in the central government

Promote cloud integration of large-scale central government systems by leveraging cloud building expertise

TCV approx. **50 billion yen**



Integration of more than 15 systems into the cloud through repetitive functional and non-functional testing

Contribute to improvement of user experience thorough digitization support in government services

Business development in EMEAL utilizing assets

Signed a framework contract with a leading global oil & gas company for continued use of our assets (Syntphony Stations*)



Syntphony Stations

Long-Term Relationships

Have provided solutions to thousands of client sites utilizing our assets

Newly agreed to continue long-term use

Deployed the same assets to more than **5 oil & gas companies** to contribute to effective operational management in the industry

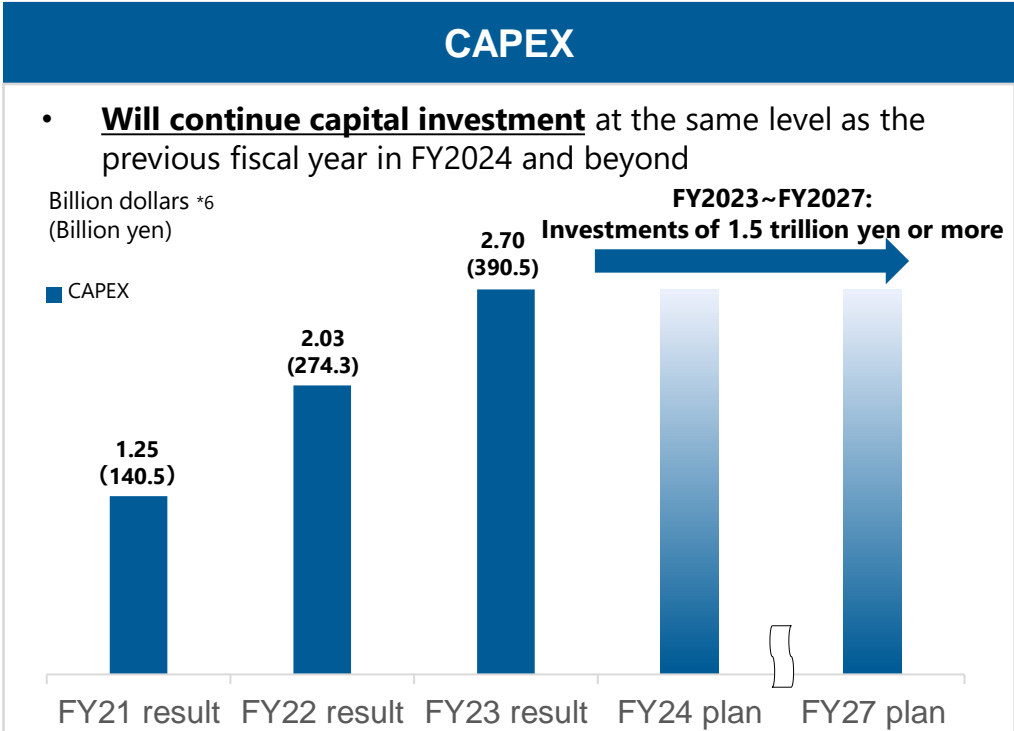
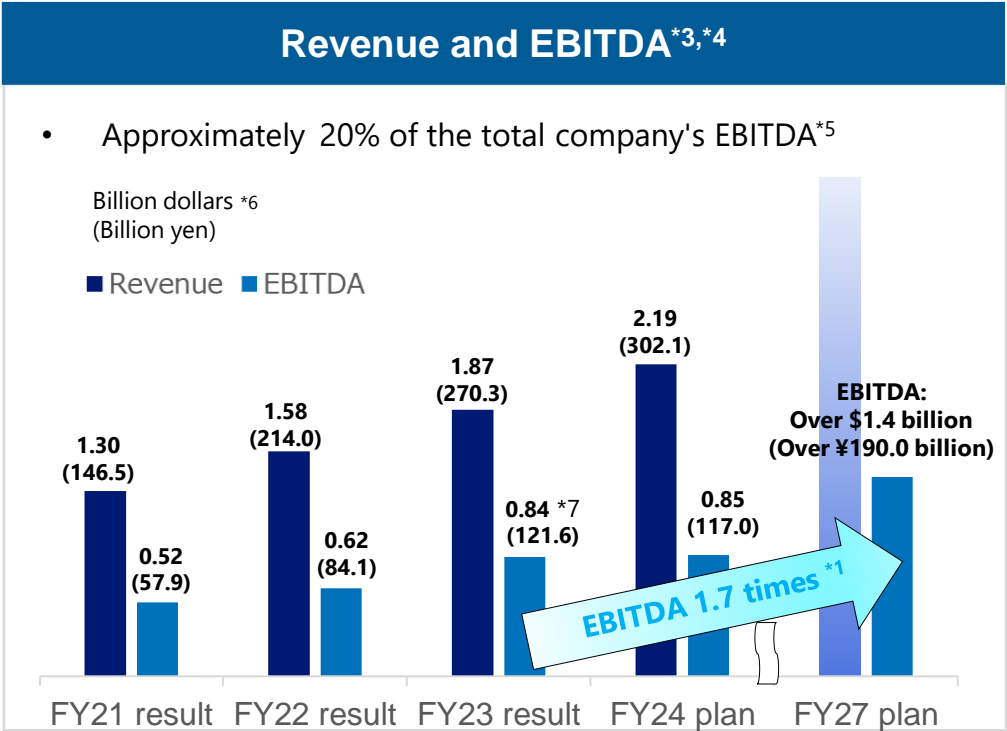
※Syntphony Stations: A cloud-based solution for management of client's operations (sale, payments, etc.)



Progress of Data Center Business

- Revenue and EBITDA increased steadily in Q1. Aim for 1.7 times EBITDA*¹ in FY2027 (compared to FY2023)
- Plan investment of 1.5 trillion yen or more between FY2023 and FY2027

	Revenue	EBITDA	CAPEX
FY24.Q1	\$0.59 Billion (¥91.5 billion)	\$0.19 Billion (¥29.6 billion)	\$0.41 Billion (¥64.3 billion)
FY23.Q1	\$0.40 Billion (¥54.5 billion)	\$0.16 Billion (¥21.5 billion)	\$0.43 Billion (¥59.4 billion)



*¹ Growth rate on a \$ basis *² Exchange rate FY2024 1Q results: ¥155.85
*³ These are the figures used in management accounting to calculate the income and expenses of the data center business division of Global Technology Services Unit. They include intercompany transactions between NTT, the parent company, and our group, and are calculated in a certain way, such as allocation of common expenses with other businesses of Global Technology Services Unit.
*⁴ EBITDA excludes depreciation of property, plant and equipment and software, amortization of intangible assets related to acquisitions, and certain common head office costs.
*⁵ FY2023 Actual *⁶ Exchange Rate FY2021: 112.42 yen, FY2022: 135.45 yen, FY2023: 144.65 yen, FY2024 ~ FY2027: 138 yen *⁷ Includes approx. 15.6 billion yen from the sale of the data center in North America

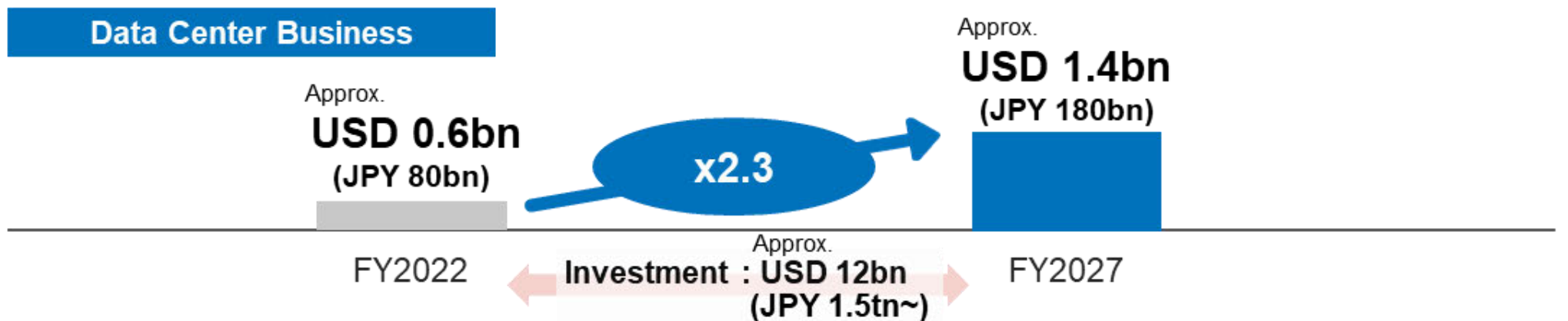
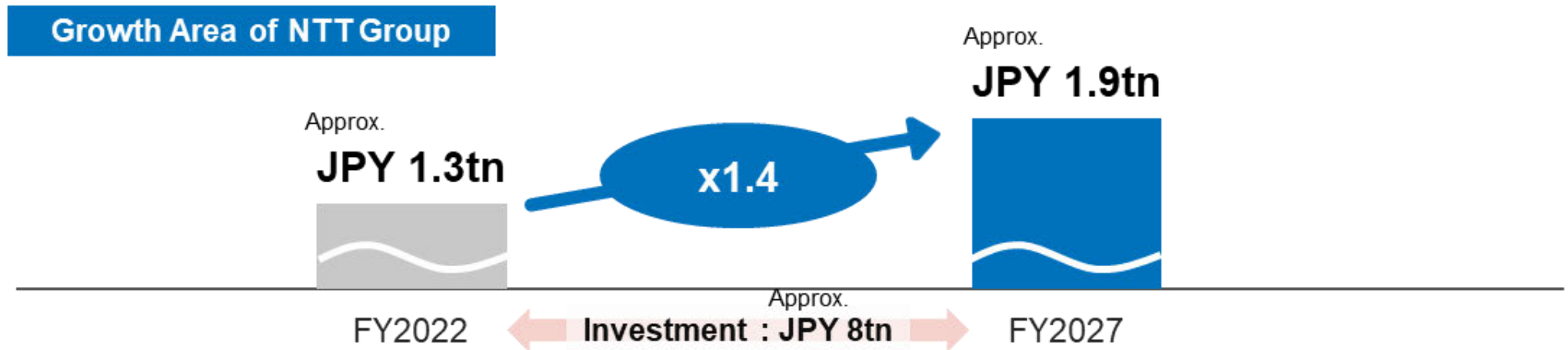
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Data Center Business as a Growth Engine



NTT has committed to invest at least JPY1.5 trillion into data centers until the end of FY2027 as one of the pillars of our new medium-term strategy, aiming to double EBITDA during this period by leveraging our proven operational and technological capabilities

EBITDA Growth Target



Expansion Strategy

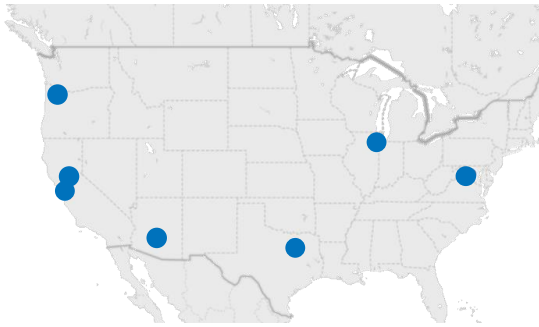


Remain top global data center operator, to provide exceptional value to our customers, drive technology initiatives and maintain leadership with the most influential companies in the world

Growth Strategy: organic expansion, land acquisition, and explore M&A to drive GDC platform growth

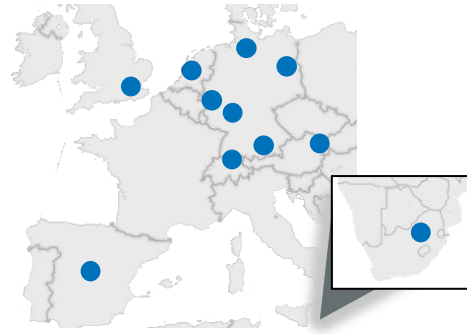
Americas

Grow key metro footprint, path to LATAM/Canada



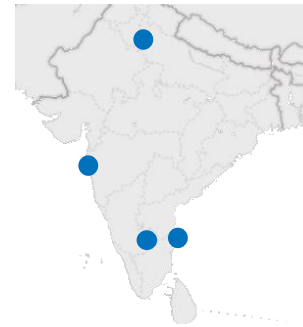
EMEA

Grow FLAP, engage hyperscalers for tier 2



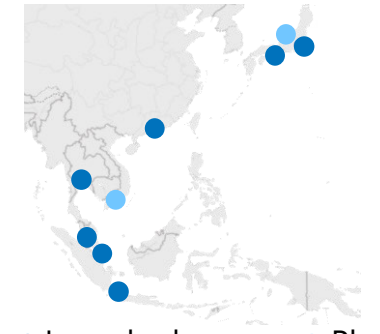
India

Focus on regional growth to keep #1 position



APAC

Regional drive, focus on Japan and SE Asia



●:Launched ●:Planned



Organic Growth

Continue to use development as the primary means of expansion to drive recurring O/I growth and value creation



Land Banking

Fundamental to deliver new inventory and maintain growth trajectory over long term – required to capture AI and hyperscale demand



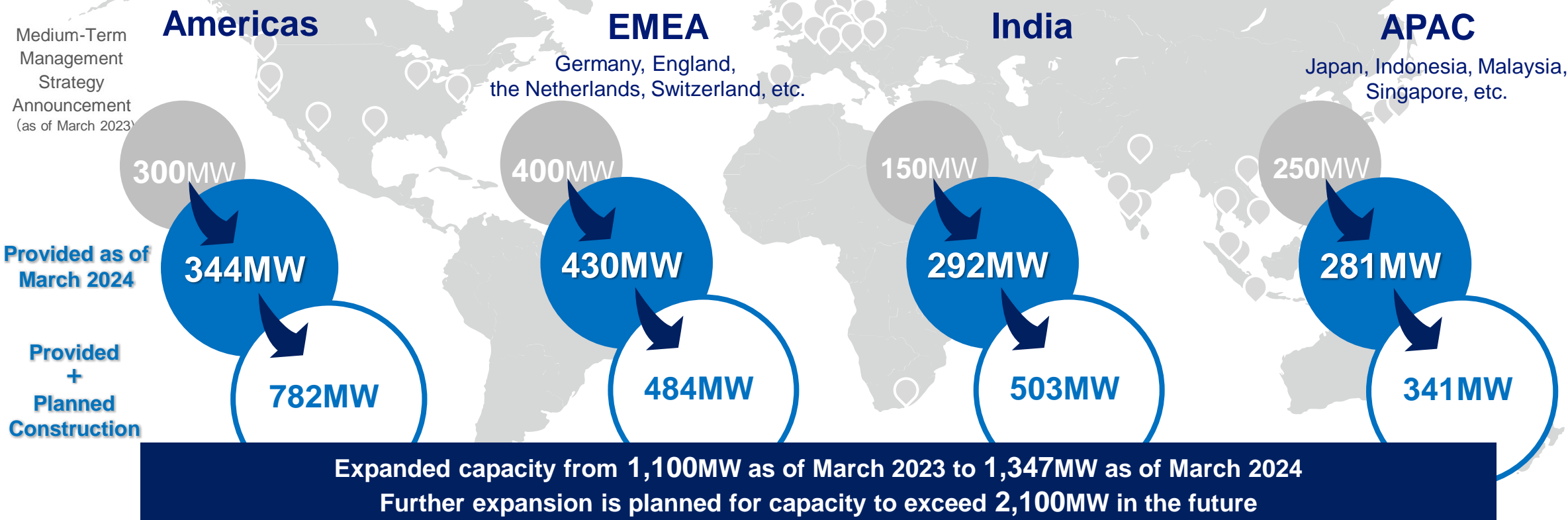
M&A

Disciplined and focused approach to unlock new market entry and acquire specialty products and expertise

Expansion and Upgrade of Data Centers



- NTT will further expand the world's third-largest⁽¹⁾ data center infrastructure, and implement upgrades through the introduction of IOWN technology
(will make investments of at least **~¥1.5tn/5 years**⁽²⁾)
- NTT aims to achieve carbon neutrality by FY2030⁽³⁾



(1) Recalculated from Structure Research 2022 Report, excluding Chinese operators. (2) Does not include capital investments made using third-party capital.

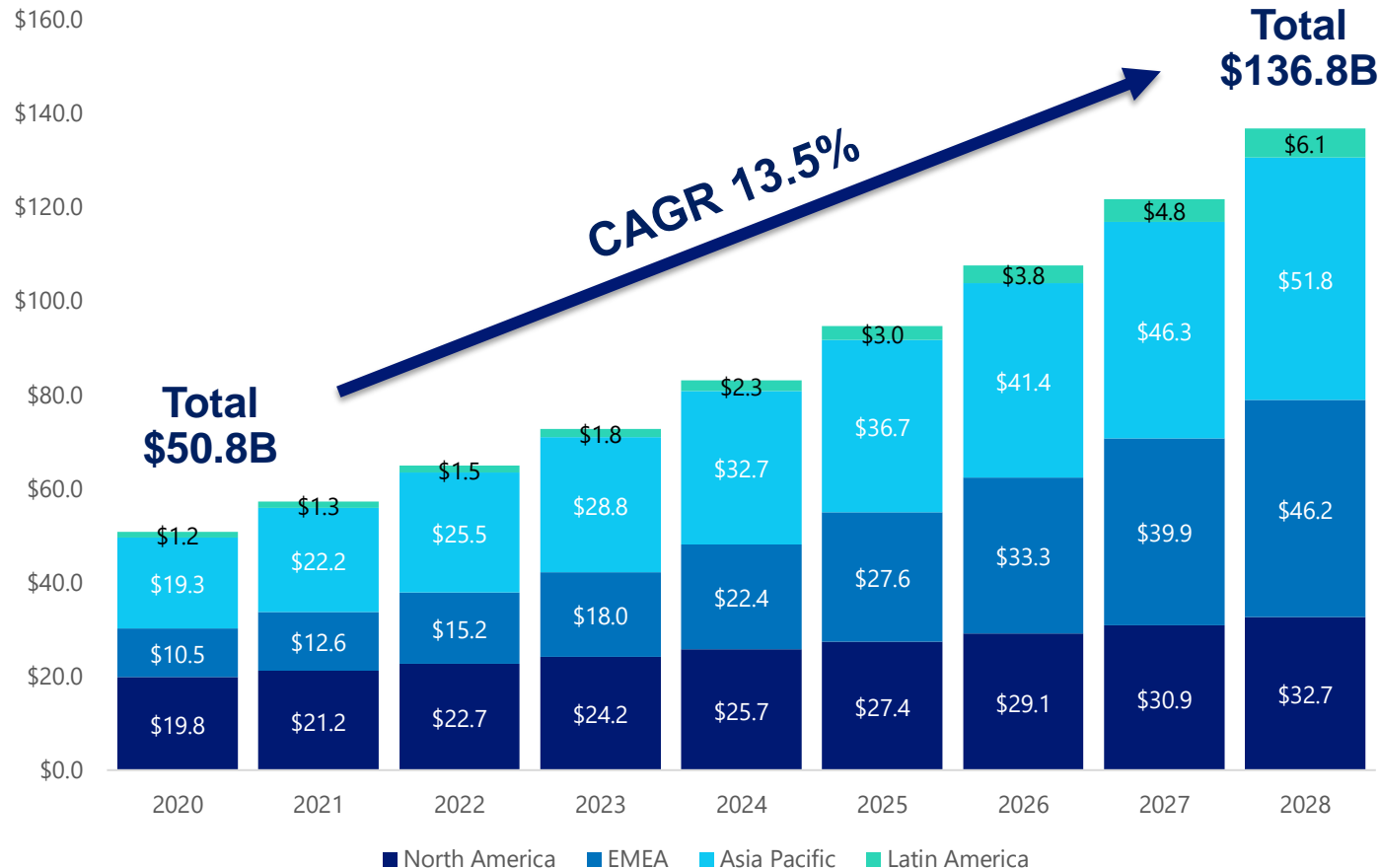
(3) The targets for reduction are Scope 1 (NTT's own direct greenhouse gas emissions) and Scope 2 (indirect emissions associated with the purchase of electricity, heat and steam that are provided by other companies) under the GHG protocol for data centers. (4) IT power capacity of purpose-built datacenters owned by NTT Communications Group and NTT Ltd. Group (including JVs with third parties).

Data Center GTM - Demand



Data Center market is expected to grow from \$50.8bn to \$136.8bn in 2028

Global DC Colocation Market Size
(\$B)



Global data center demand is growing significantly (13.5% through 2028)

This growth is seen across all segments – hyperscale and enterprise

AI will provide an additional demand boost estimated to exceed 20%

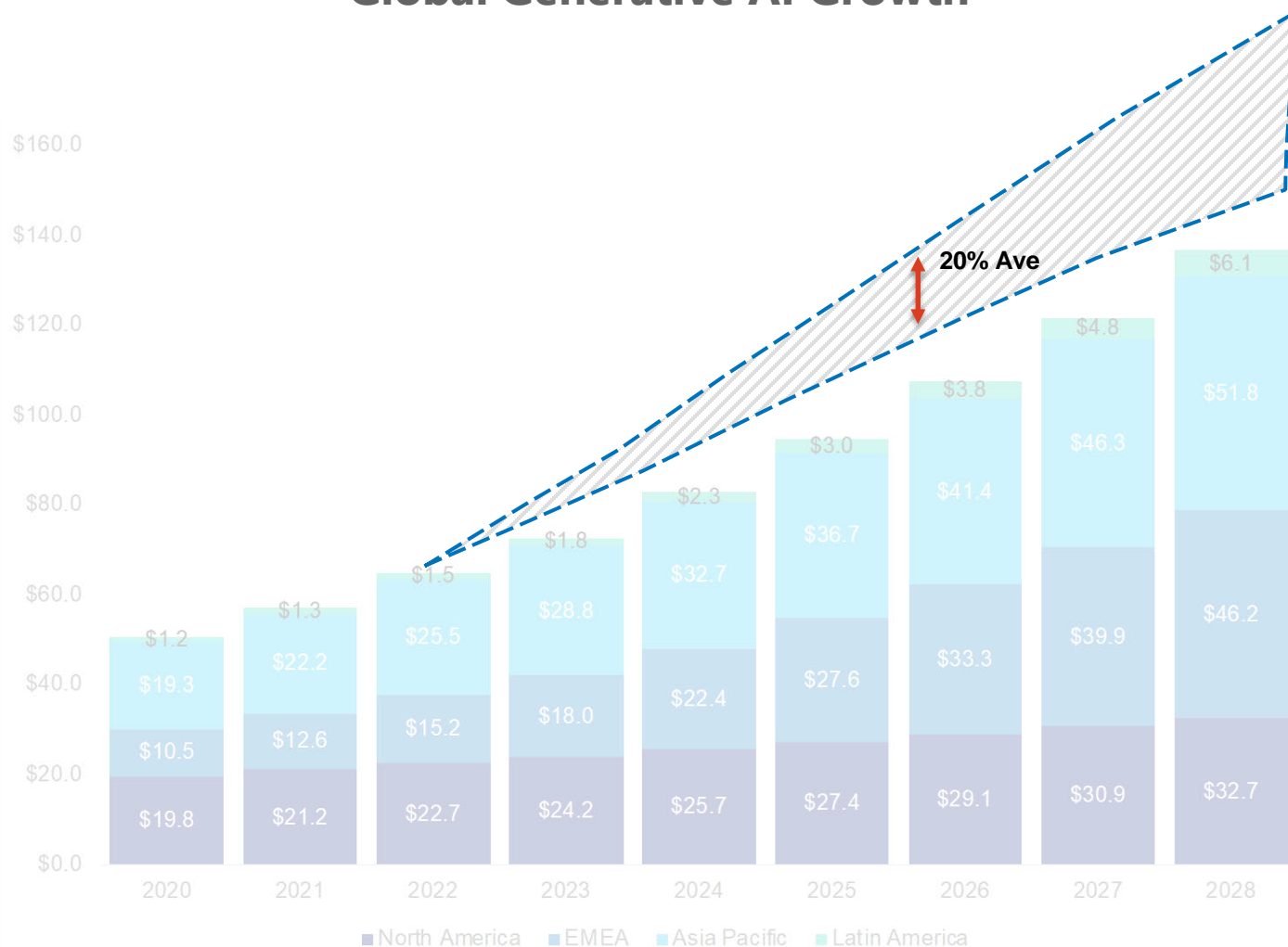
Source: Structure Research, 2023

Data Center Demand: Generative AI Impact



Demand from Generative AI is expected to increase current projections by over 20%

Global Generative AI Growth



CAGR growth for Generative AI data center demand expected from 17% – 44%. (NTT Consensus 20%)

Data center market size with AI expected to be greater than \$150B by 2028

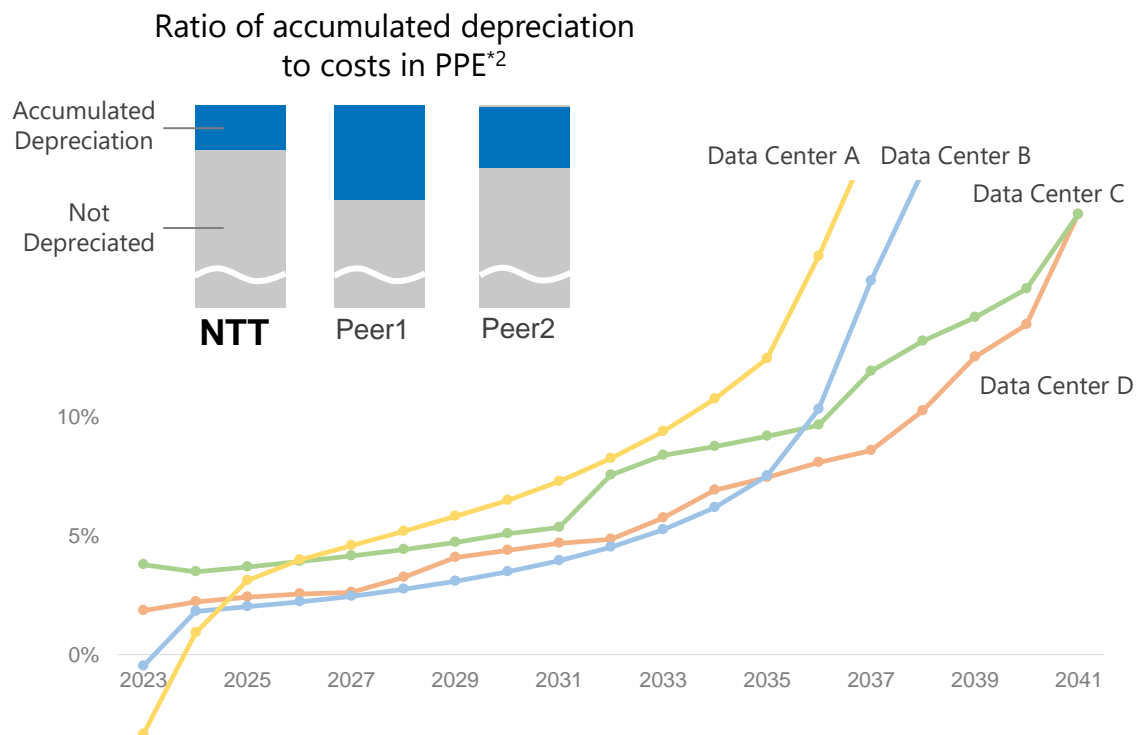
In the face of tight data center supply this is serving to create favourable pricing and absorption trends

Source: Structure Research, 2023, Citi, Altman Solon

ROIC and Value Creation

- The ROIC of each data center will steadily improve in the long term
- EV/EBITDA multiple for public data center peer group is currently around 20x

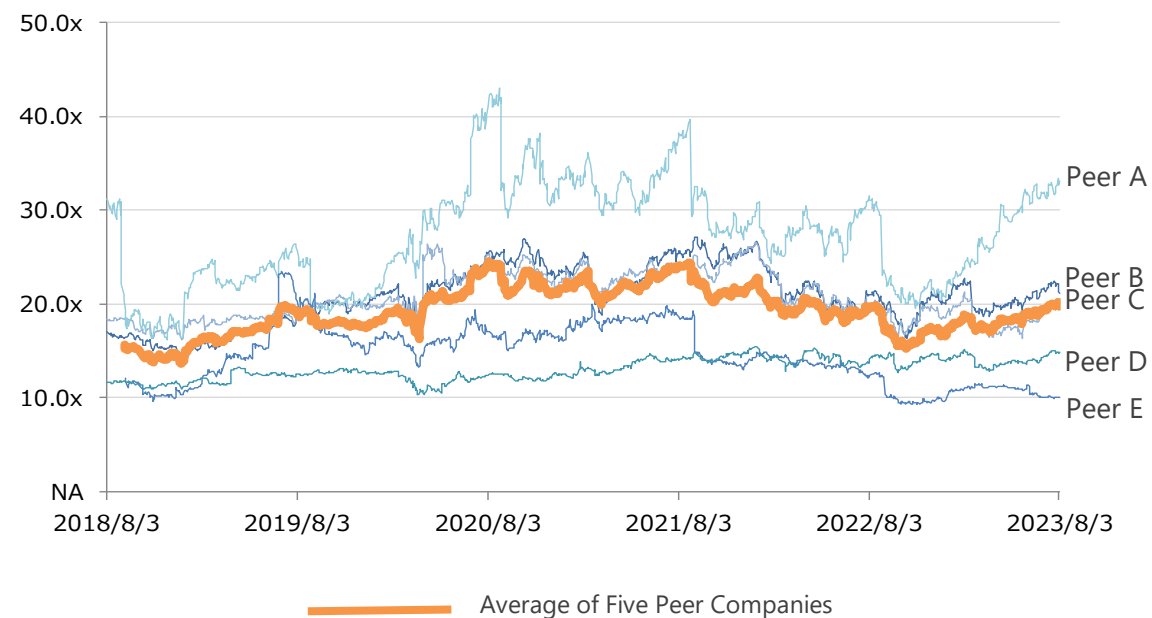
ROIC*¹ Forecast of Sample DCs



*1 Operating Income \times (1-tax rate) divided by total of net debt and equity

*2 PPE: Property, Plant and Equipment, As of the end of FY2022

Historical Multiple (EV/EBITDA)



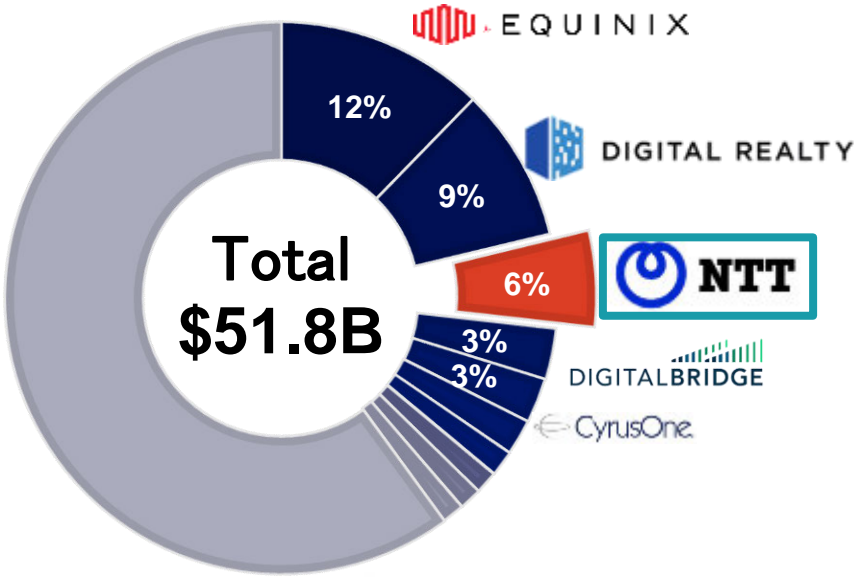
Source: FactSet

NTT's Position In The Global Market

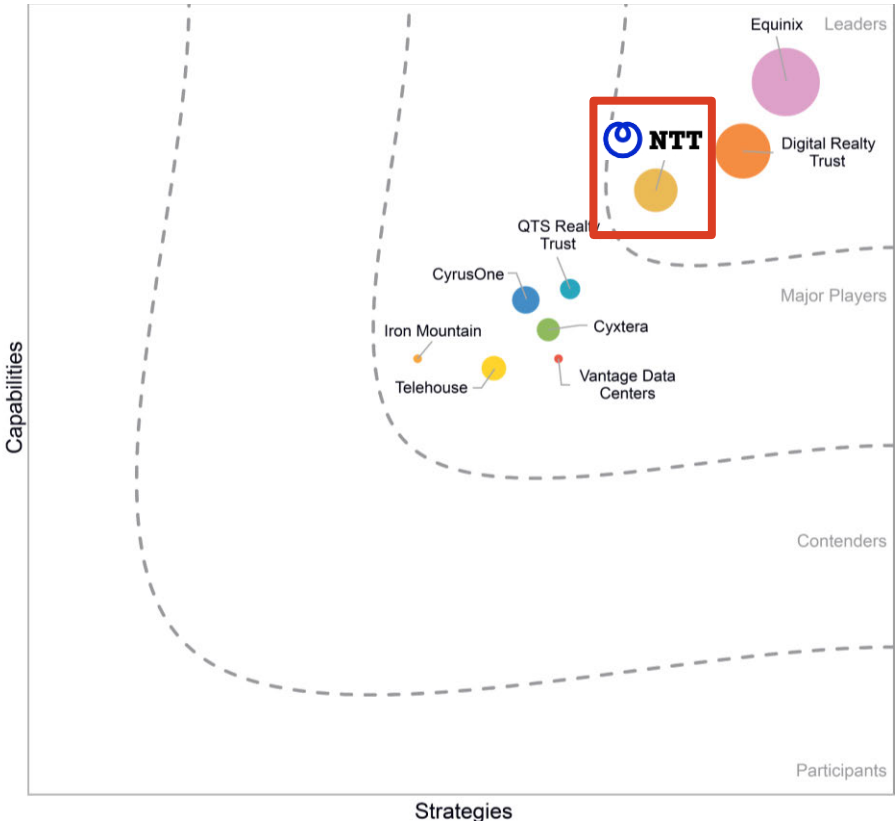


Global Data Center Colocation Revenue Share¹

	Operators
1	Equinix
2	Digital Realty
3	NTT GDC
4	Digital Bridge
5	CyrusOne
6	KDDI
7	American Tower
8	Cyxtera
9	Flexential
10	QTS
	Others



Global IDC MarketScape Vendor Assessment²



NTT GDC is widely recognized as the third largest data center operator with a global footprint

NTT is named as a “Leader” due to it broad service offering and global reach

1 Not including Chinese business operators. Prepared by NTT based on Structure Research May 2023 Report

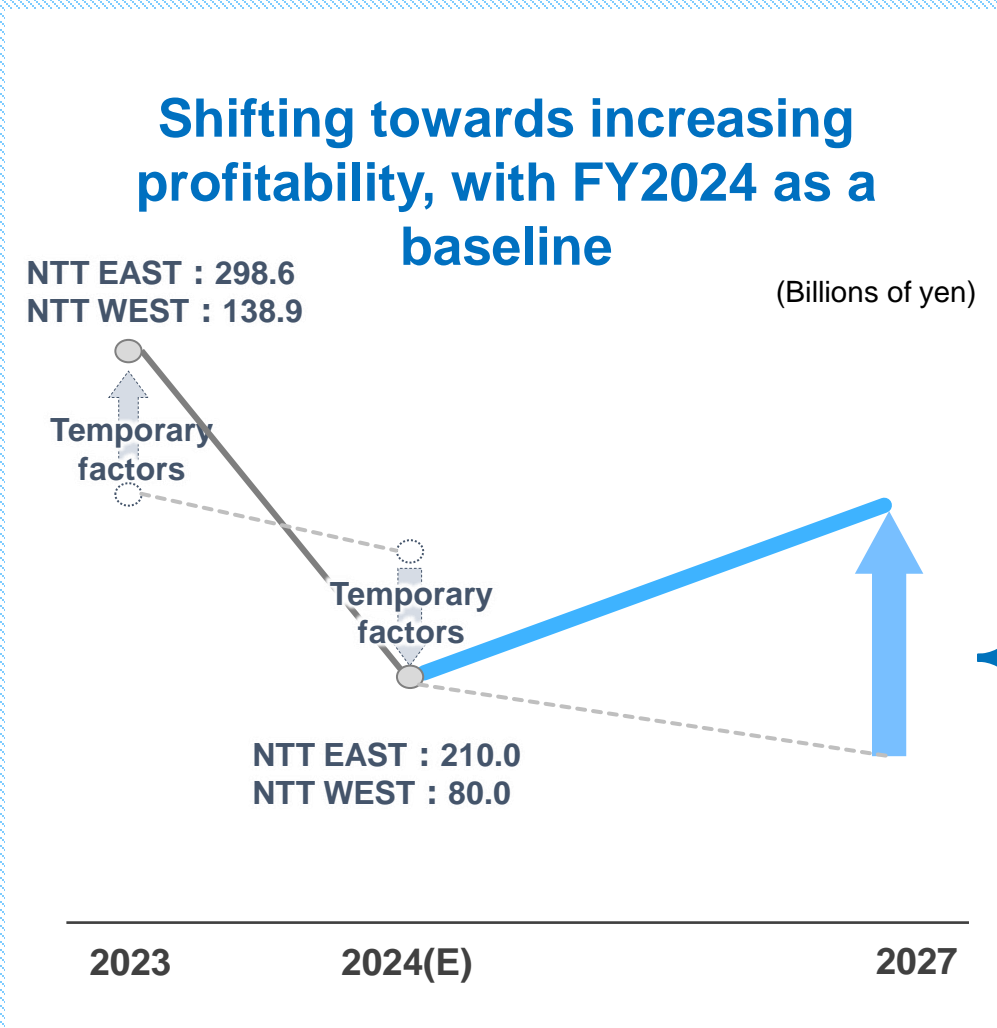
2. IDC MarketScape: Worldwide Datacenter Colocation and Interconnection Services 2021 Vendor Assessment

Regional Communications Business

Initiatives for Sustainable Business Growth



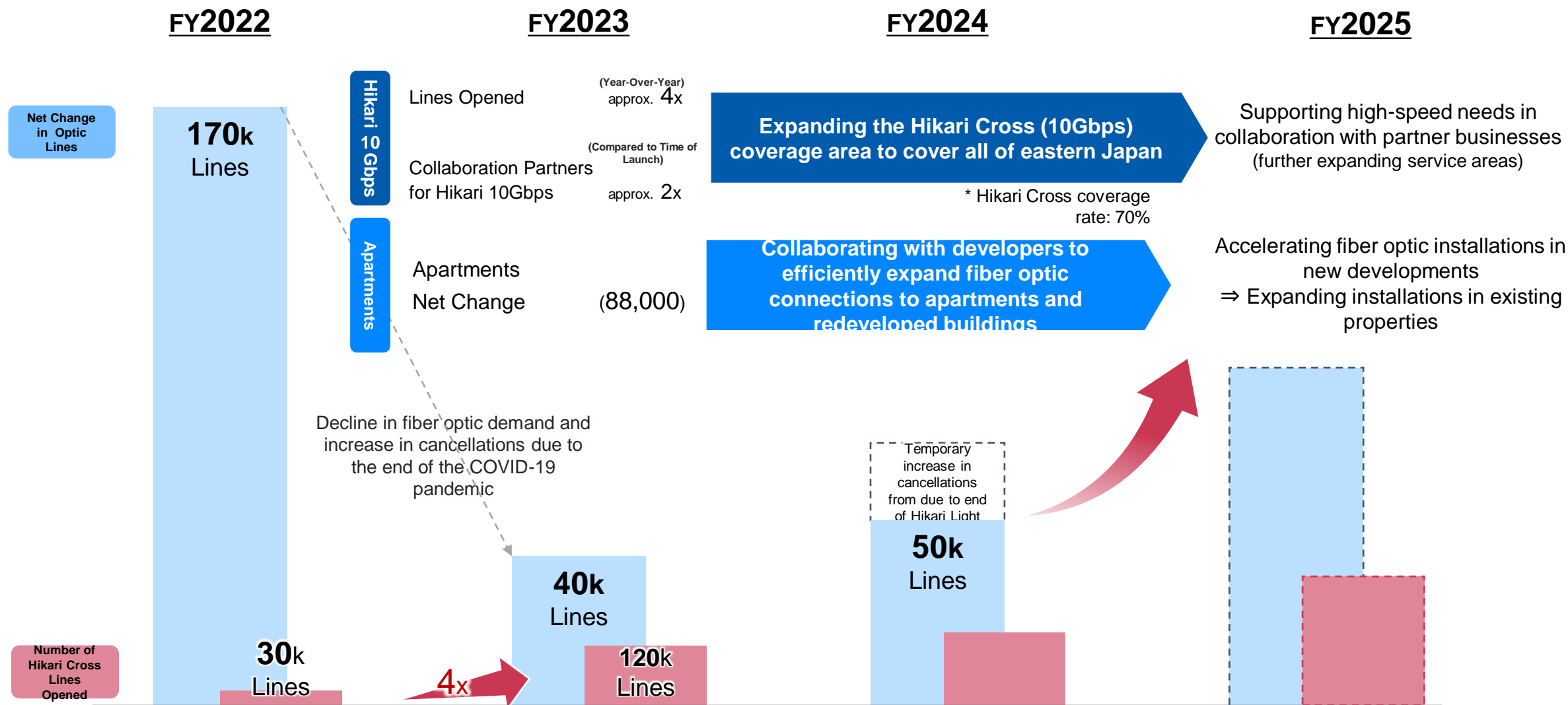
Operating Profit Forecast



Specific Initiatives

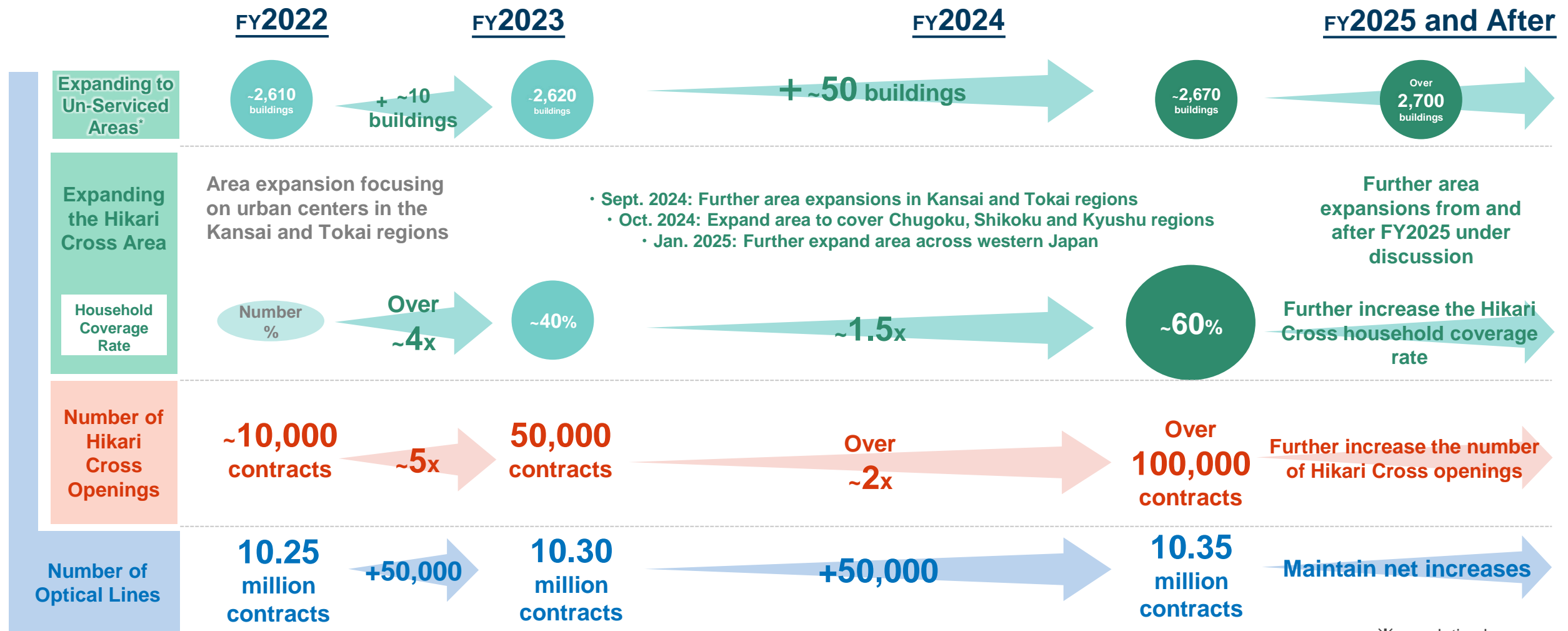
- 1 Growing and expanding Hikari services
- 2 Steadily migrating from legacy and other services
- 3 Expanding social infrastructure businesses in the public sector and elsewhere
- 4 Further expanding growth businesses
- 5 Improving CX and strengthening cost competitiveness
- 6 Strengthening Networks to Support Increasing Traffic

Growing and Expanding Hikari Services (NTT East)



Growing and Expanding Hikari Services (NTT West)

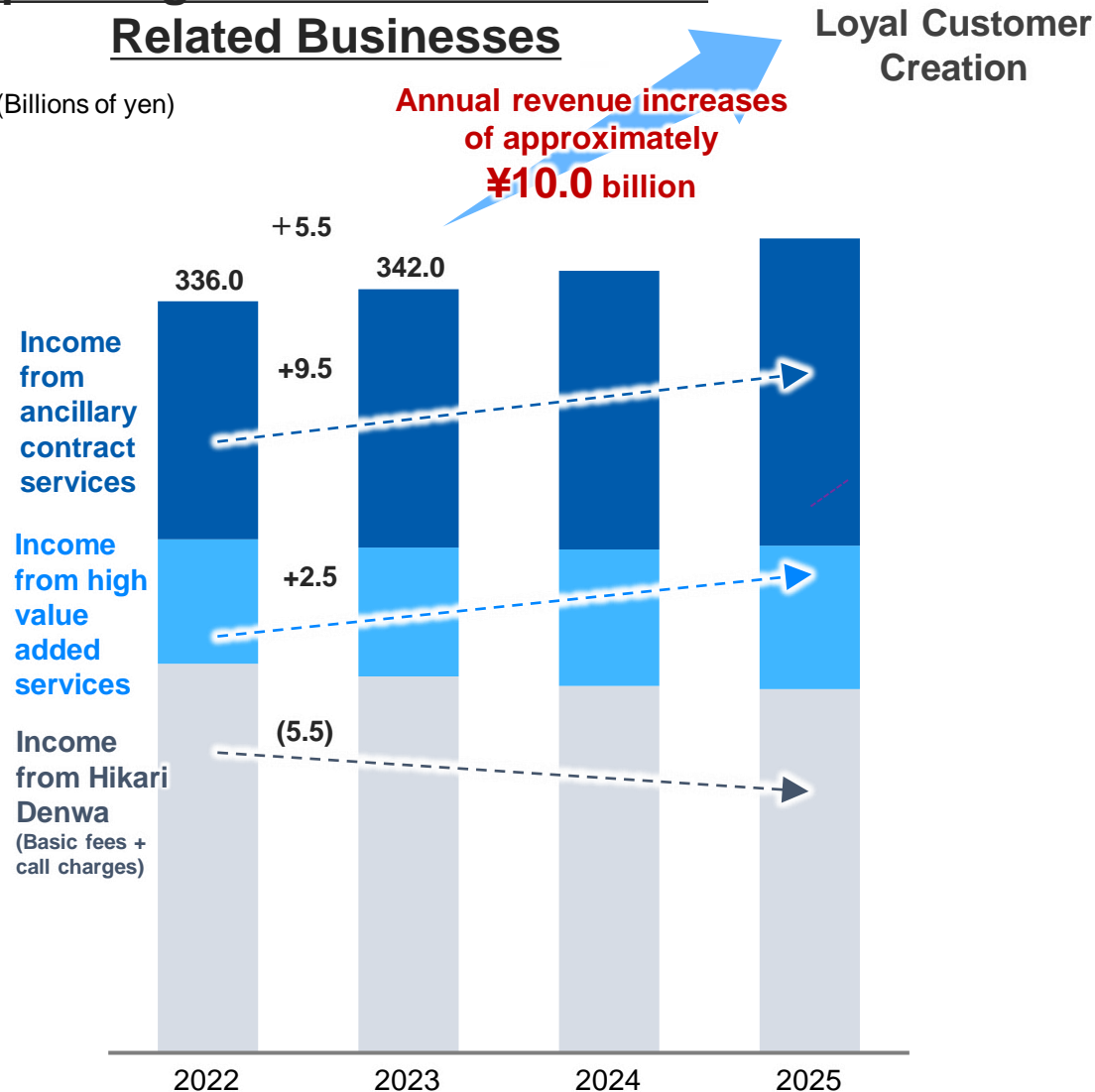
- Maintaining net increases in Hikari services by expanding the Hikari service area, among other measures
- For the Hikari Cross area, increasing market share and improving ARPU by thoroughly promoting a “Cross-first” approach



Turning Regional Customers into Loyal Customers (NTT East)

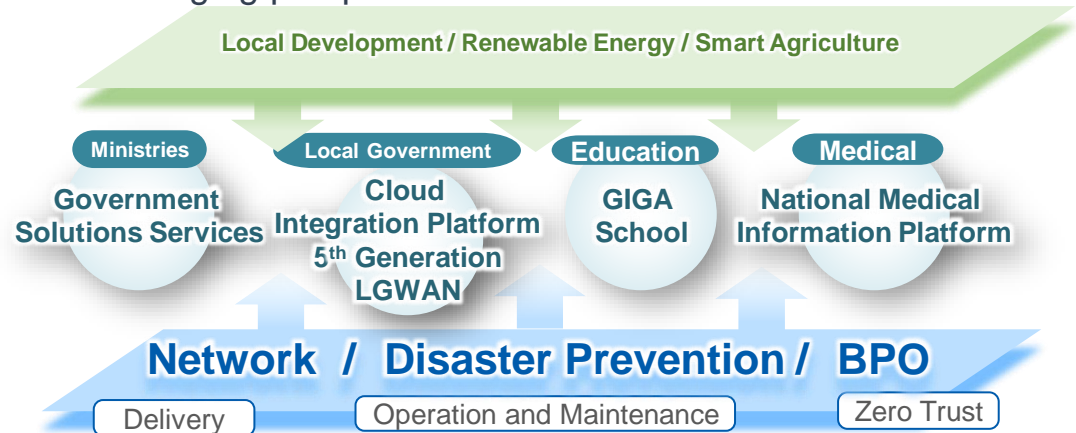
Operating Revenues from Hikari-Related Businesses

(Billions of yen)



Supporting the Digitalization of Local Governments and Public Institutions

- One-stop provider of regional problem-solving and value creation, AI and digitalization needs from wide-ranging perspectives



Total Support for Small and Medium-Sized Enterprises

- Proactive and total support for office ICT environments through multi-channel collaboration

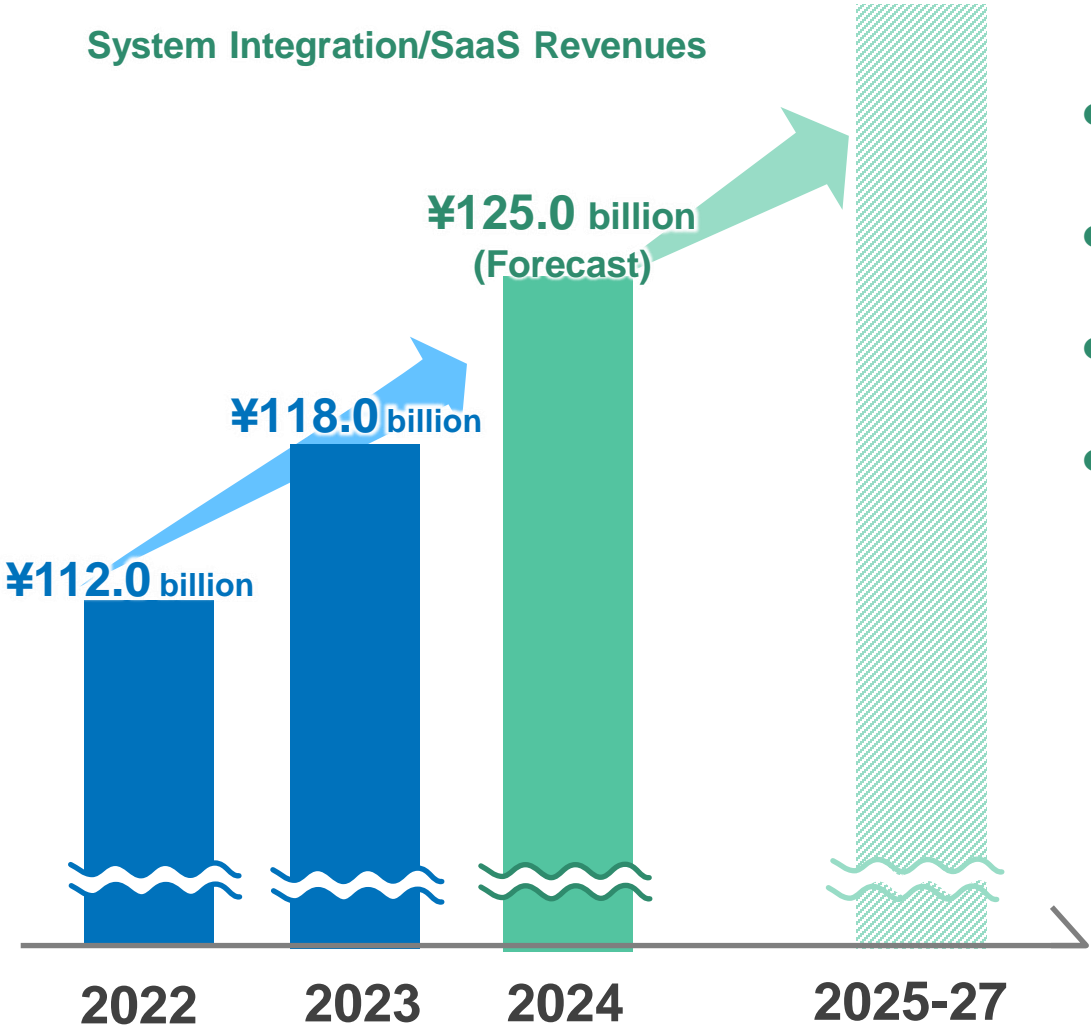


Expanding Social Infrastructure Businesses in the Public Sector and Elsewhere (NTT West)



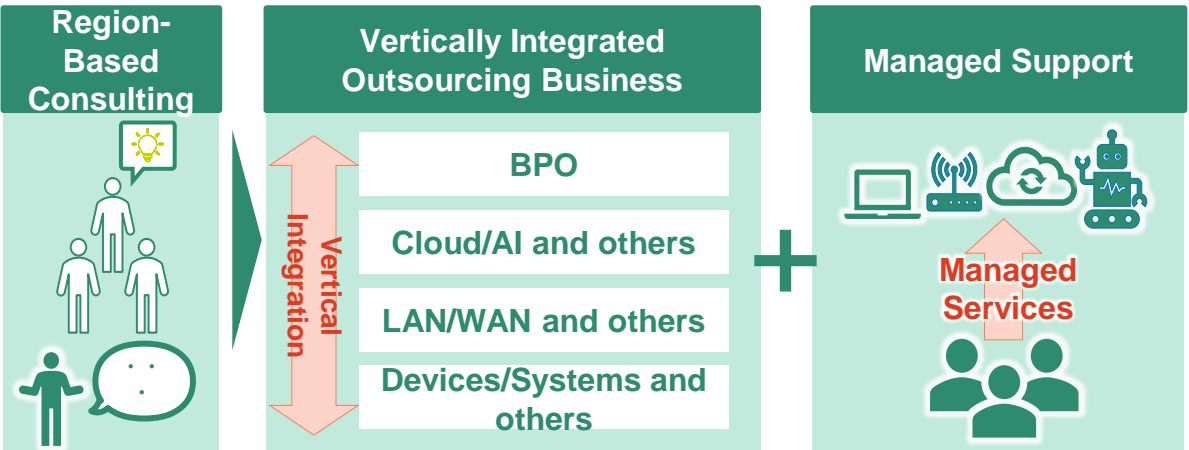
➤ Taking advantage of opportunities such as the lift of core local government processes to the government cloud, and investing resources and products into the social infrastructure business field

System Integration/SaaS Revenues



Specific Initiatives

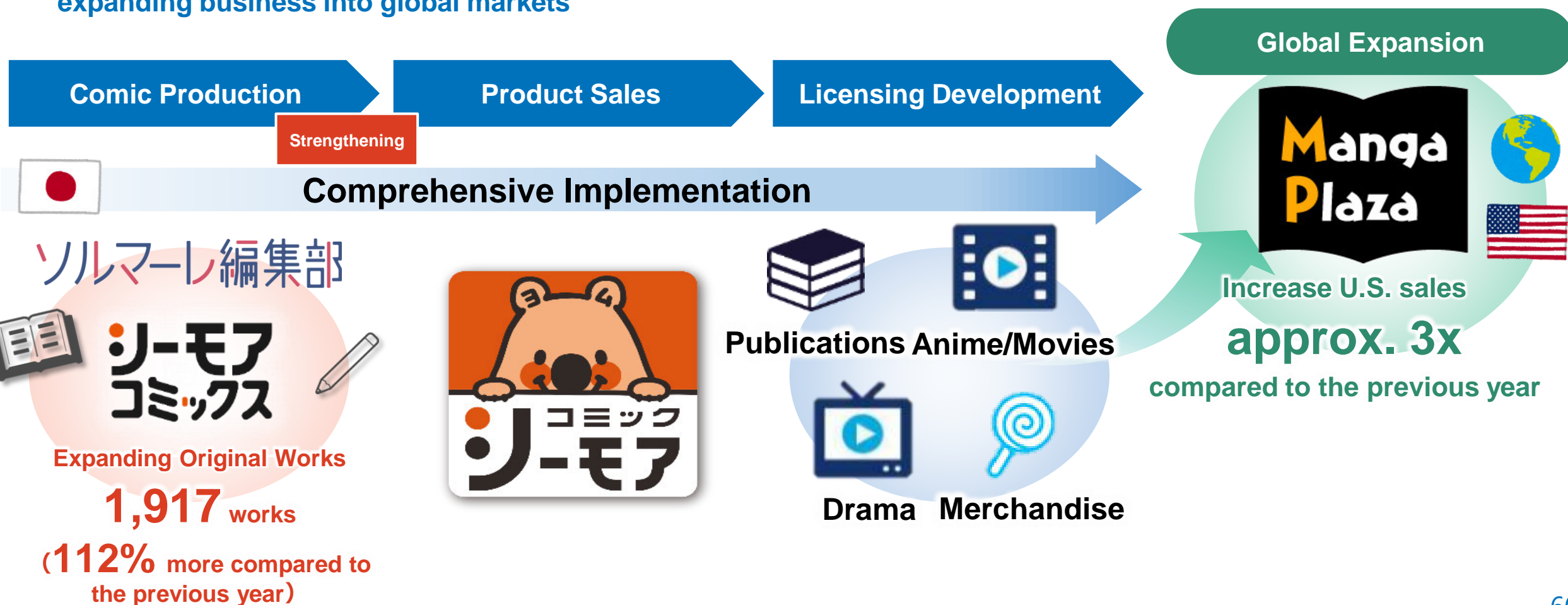
- Shifting operating resources (800 people) to social infrastructure businesses (local governments, education, medical, environmental, etc.)
- Increasing the number of specialists in the cloud and security fields (Currently: approx. 3,000 people → FY2027: approx. 5,000 people)
- Enhancing managed services (Launched the “Government Cloud Connection Support Service” on April 17)
- From LAN/WAN to cloud/AI, providing total support to solve customer problems, starting from the consulting stage



Further Expanding Growth Businesses (NTT West)



- One of the largest e-book stores in Japan (with more than 35 million monthly users and over 1.34 million books)
- Strengthening comprehensive efforts, from original comic production to licensing development, and expanding business into global markets

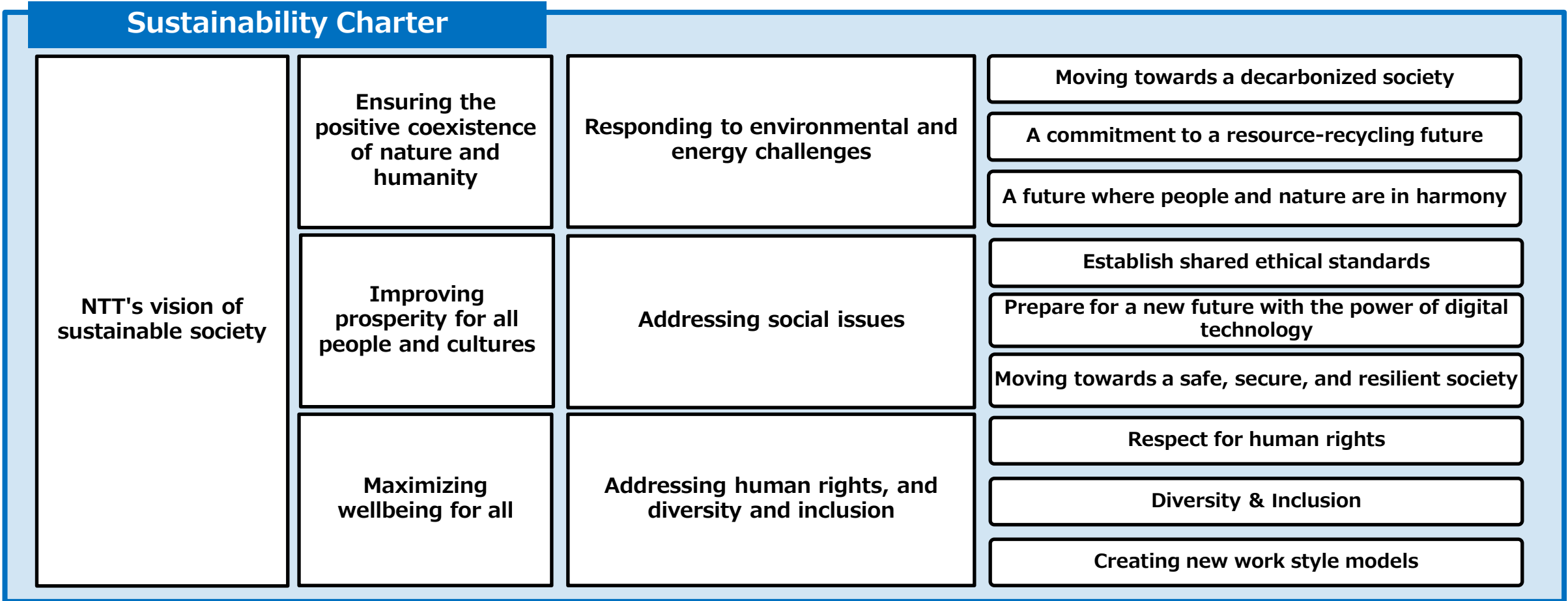


Initiatives of a sustainable society, etc.

Sustainability Charter



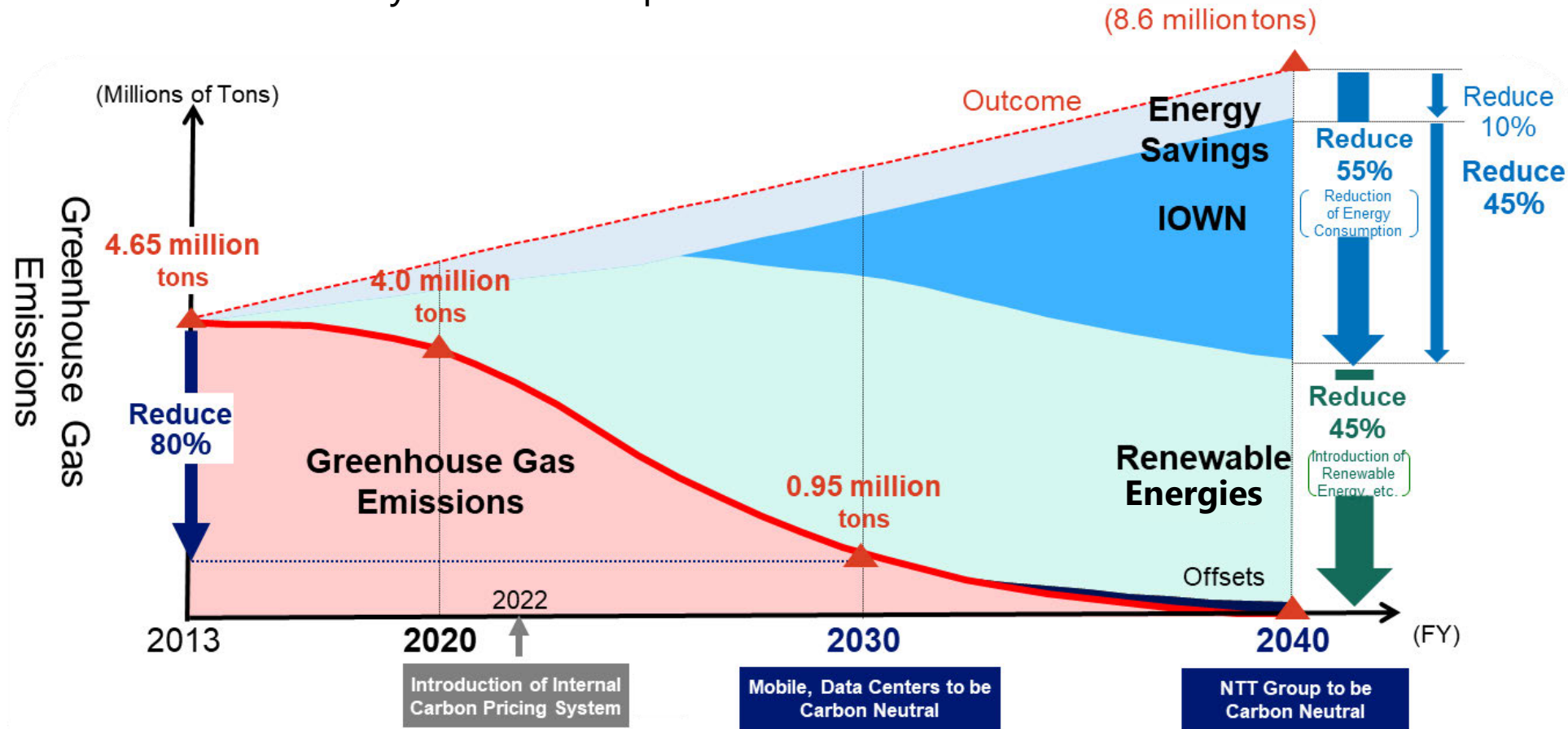
- Establishment of Sustainability Charter in November 2021
- Three themes and nine challenges are set. Key indicators (carbon neutrality, percentage of new female managers, employee engagement rate, customer engagement) are reflected in executive compensation.



Targets of “NTT Green Innovation toward 2040”



- FY2030 Reduction of NTT Group’s greenhouse gas emissions by 80% (compared to FY2013)
Carbon neutrality for the mobile (NTT DOCOMO) and data center businesses
- FY2040 Carbon neutrality as NTT Group

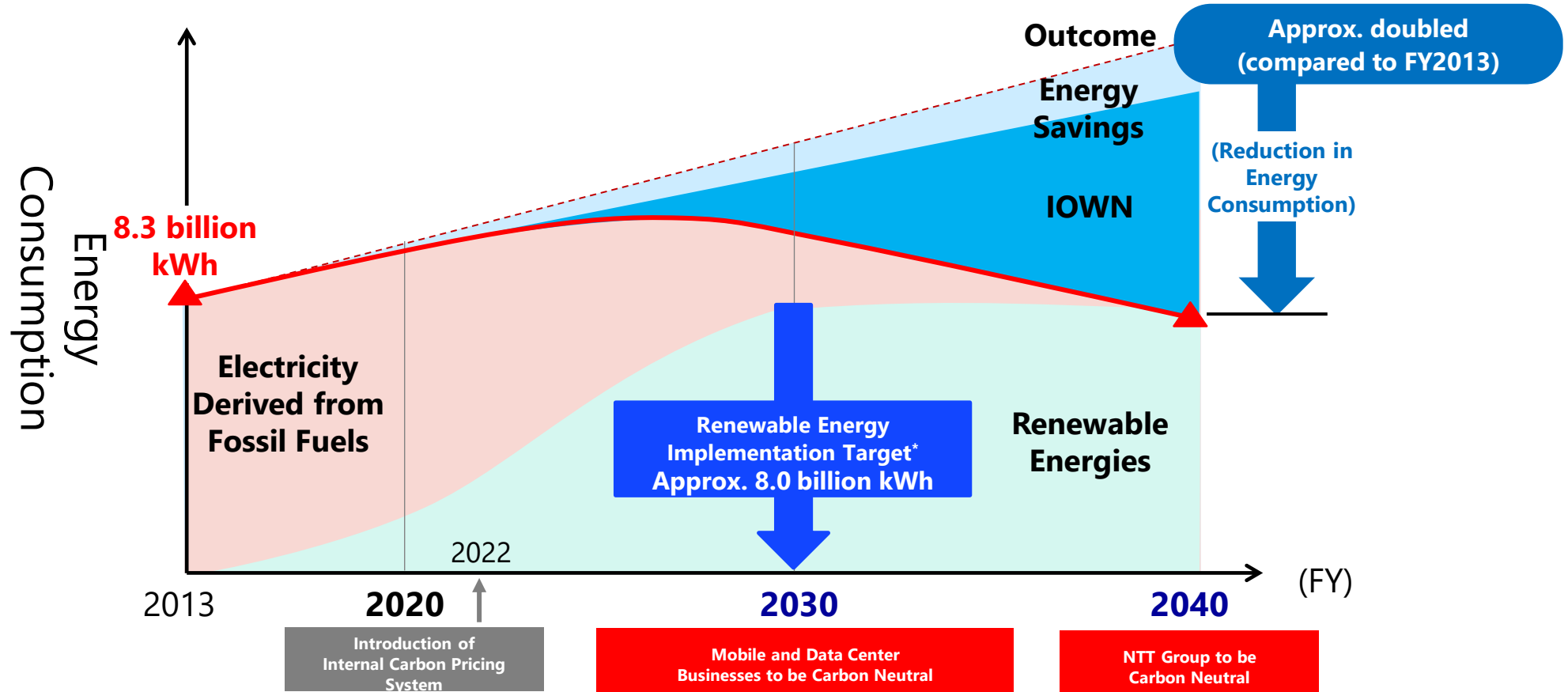


Source: Created from “NTT Green Innovation toward 2040” Presentation (September 28, 2021).

Outlook of NTT Group's Energy Consumption



- BY replacing legacy facilities with IOWN, energy consumption will be reduced by approximately half by FY2040
- Renewable energy will be adopted for the remaining half to achieve carbon neutrality



Source: Created from NTT IR DAY 2021 Presentation.

* Includes certified renewable energy equivalents derived from non-fossil fuels

Towards Achieving Net Zero in 2040



- With 2023 preliminary results for scope 1 and 2 emissions being 2.42 million tons, our emissions are reducing faster than planned and we are making steady progress towards carbon neutral in 2040
- By encouraging and supporting suppliers with their emissions reduction efforts and emissions data visualization, and by providing renewable energy onboarding support for customers, among other initiatives, we are aiming for 17 million tons of Scope 1, 2 and 3 emissions by 2030



Key initiatives in Scope 3 Emission Reduction

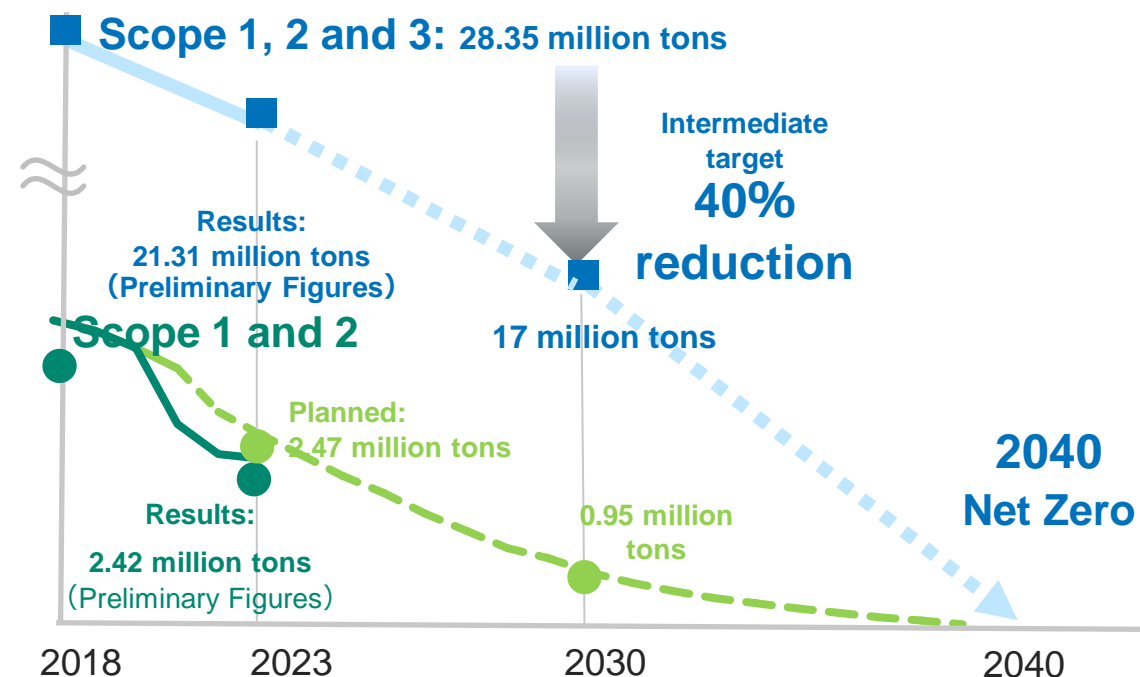
Further Strengthening of Collaboration with Suppliers

- Encouraging and supporting emissions data visualization and target setting

Customers' Contributions to Decarbonization

- Renewable energy onboarding support for data center customers and other customers
- Providing cloud services and promoting energy savings in products

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

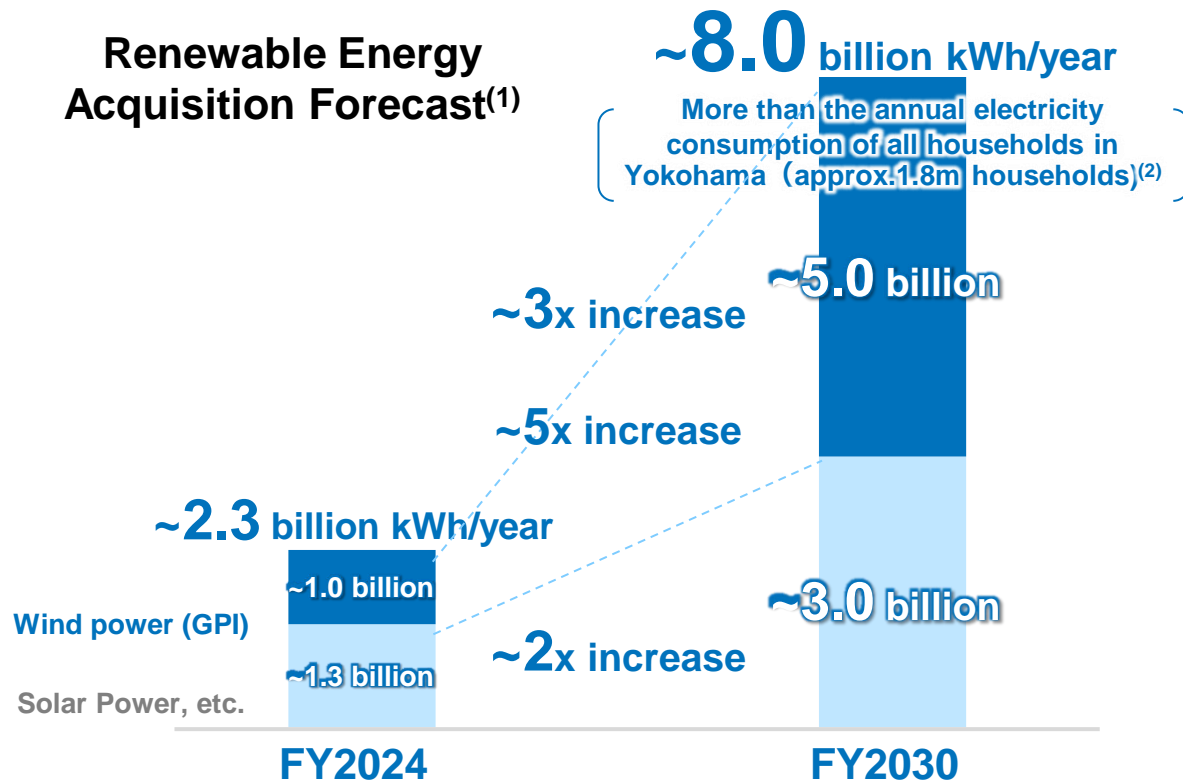


* Scope 1: Direct greenhouse gas emissions. Scope 2: indirect emissions associated with the purchase of electricity, heat and steam that are provided by other companies. Scope 3: Emissions in the supply chain relating to business activities.

Current Status and Future of Renewable Energy Business



- As a result of acquiring Green Power Investment (GPI), a leading domestic renewable energy company, in 2023, NTT added wind power generation to its solar power generation capabilities, and anticipates achieving its renewal energy acquisition forecast of 8 billion kWh per year in FY2030
- NTT will strengthen its support for customers' Green Transformation (GX) by leveraging the Group's renewable energy-related assets, technologies and solutions



Among the Largest Wind Farms in Japan (122MW)

Equivalent to the annual electricity consumption of approx. 90,000 households⁽²⁾

Tsugaru Wind Farm
(Tsugaru, Aomori Prefecture) – 350m kWh/year

Green Power Fukaura Wind Farm

(Fukaura, Aomori Prefecture) – 210m kWh/year –

Green Power Futtsu Solar Power Plant
(Futtsu, Chiba Prefecture) – 50m kWh/year

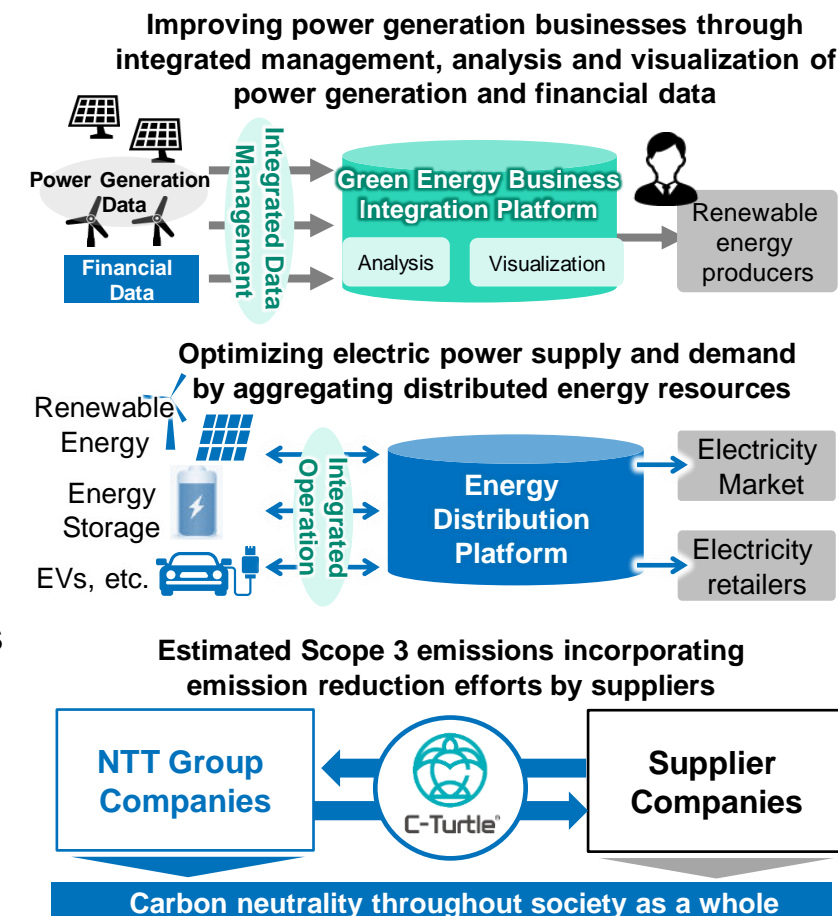
Miyazaki Kamenoko Solar Power Plant
(Higashimorokata District, Miyazaki Prefecture) – 40m kWh/year –

(1) Expectations at the end of each fiscal year (2) Internal calculations based on the FY2022 statistical survey of CO₂ emissions from the household sector (confirmed figures).

■ Launch the new solutions brand to strengthen initiatives in the GX field

Specific Initiatives:

- NTT Comware launched the “Smart Data Fusion” green energy business integration platform to help renewable energy producers with their GX
- NTT Anode Energy will develop an energy distribution platform to support the supply of renewable energy and provide optimal operation and control solutions that balance the supply and demand for renewable energy producers, electricity retailers and others
- Aiming to achieve up to Scope 3 carbon neutrality by adopting NTT DATA’s “C-Turtle” greenhouse gas emissions visualization platform across all NTT Group companies, and increasing the number of suppliers working together to reduce carbon emissions to around 1,000 companies by FY2027

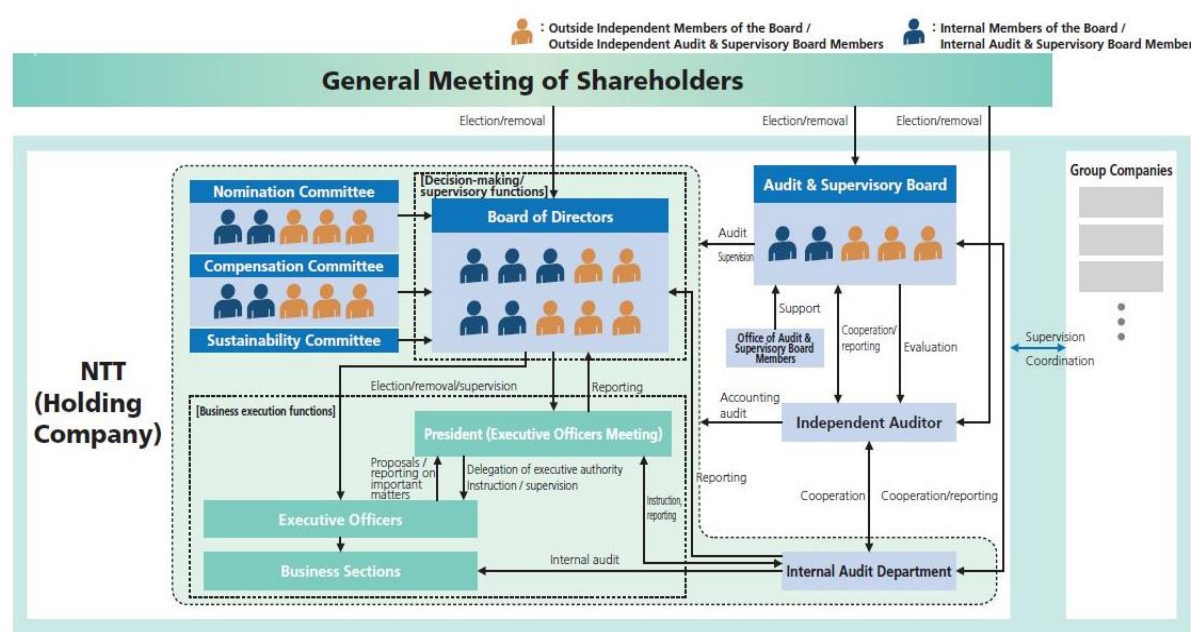


Reinforcement of Corporate Governance



June 2020	<ul style="list-style-type: none">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% <div>*Introduced an executive officers system into key group companies in June 2021</div>
August 2021	<ul style="list-style-type: none">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	<ul style="list-style-type: none">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	<ul style="list-style-type: none">Number of Members of the Board will be increased from the current 8 members to 10 members (with 5 outside members of the board)One full-time outside corporate auditor will be added, increasing the total number of Audit & Supervisory Board Members from the current 5 to 6Ratio 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
June 2023	<ul style="list-style-type: none">Due to the retirement of the outside corporate auditor, the number of auditors is reduced from the current 6 to 5.

[Corporate governance system]



[Performance Indicators for Bonuses] FY2024

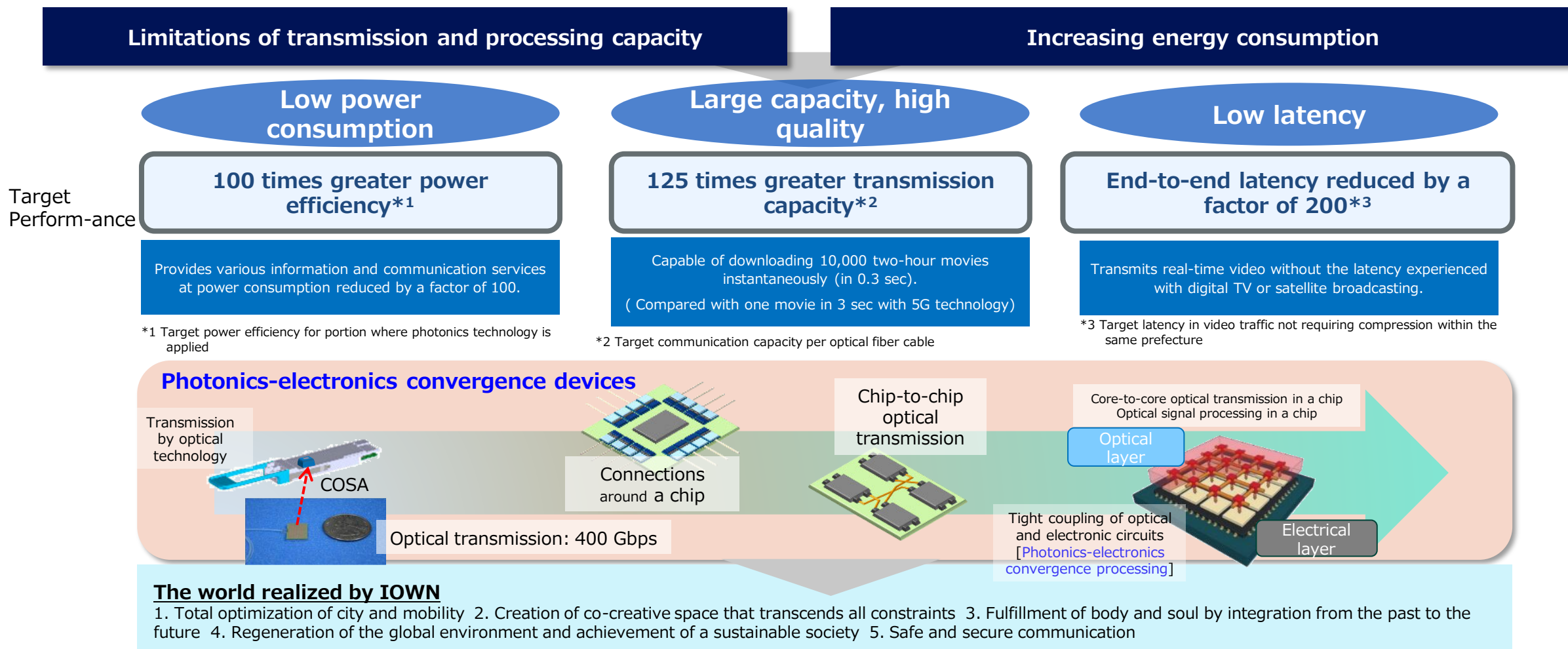
Classification	Performance indicator	Weight	Evaluation method
Financial indicator	EBITDA	25%	YoY improvement
	EPS	10%	
	EBITDA	25%	Achievement level of plan
	Operating profit	10%	
	Overseas operating income margin	10%	
Sustainability indicator	ROIC in existing areas	5%	Achievement level of plan
	Greenhouse gas emissions	5%	
	New female manager promotion rate	2.5%	
	Employee engagement rate	2.5%	
	Customer engagement	NPI 2.5% NPS 2.5%	

R&D

IOWN initiative



- 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](#)).



Advantages of IOWN

Low Power Consumption

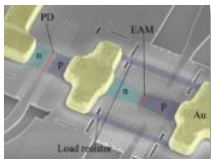
100 times greater power efficiency⁽¹⁾



Transmission Medium
Optical Fiber Cables



Transmission Equipment
Optical (Wavelength) Path



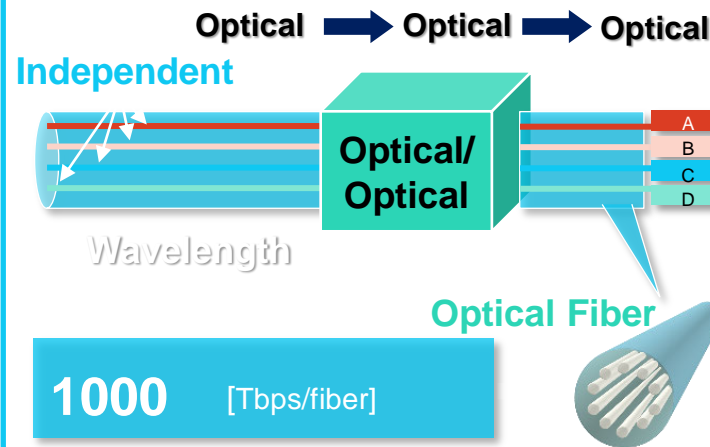
Information Processing Infrastructure
Photonics-Electronics Convergence

(1) Target power efficiency for portion where photonics technology is applied.

Large Capacity, High Quality

125 times greater transmission capacity⁽²⁾

Wavelength (Optical Signal)

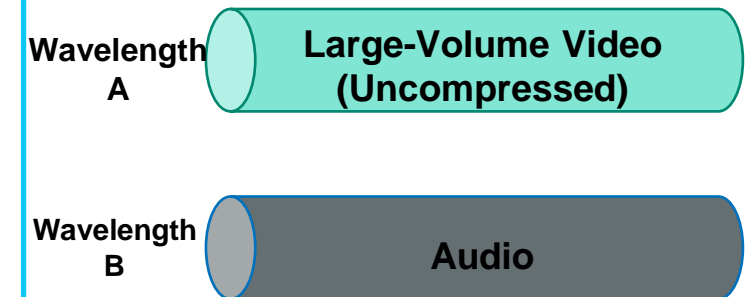


(2) Target communication capacity per optical fiber cable.

Low Latency

1/200th of the end-to-end latency⁽³⁾

- Transmission in units of wavelengths
- No encoding necessary
- No data compression necessary



(3) Target latency in video traffic not requiring compression within the same prefecture

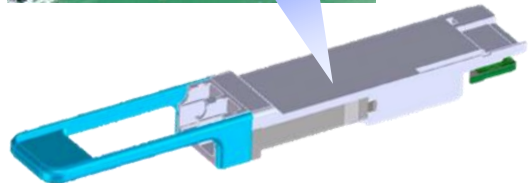
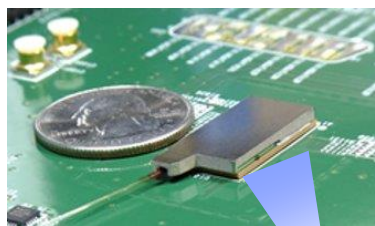
Photonics-Electronics Device Roadmap

From **FY2022**

From **FY2025**

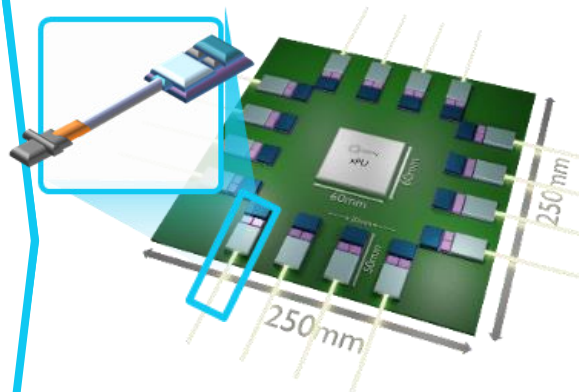
From **FY2028**

From **FY2032**



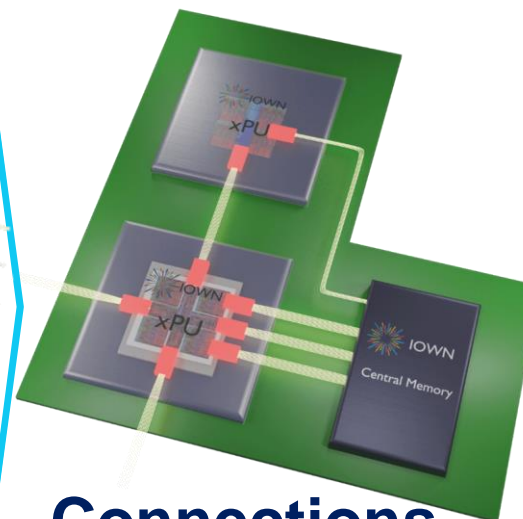
**Connections
between
Datacenters**

PEC-1



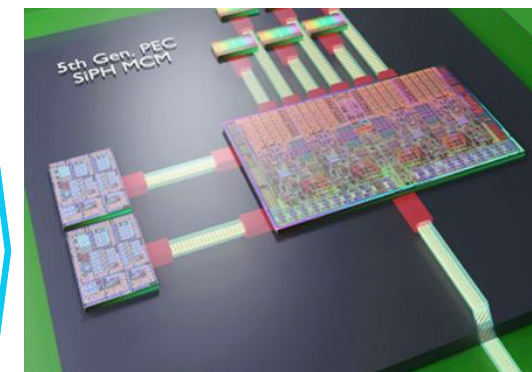
**Board
Connections**

PEC-2



**Connections
between
Chips**

PEC-3



**Integrated
Photonics
Chips**

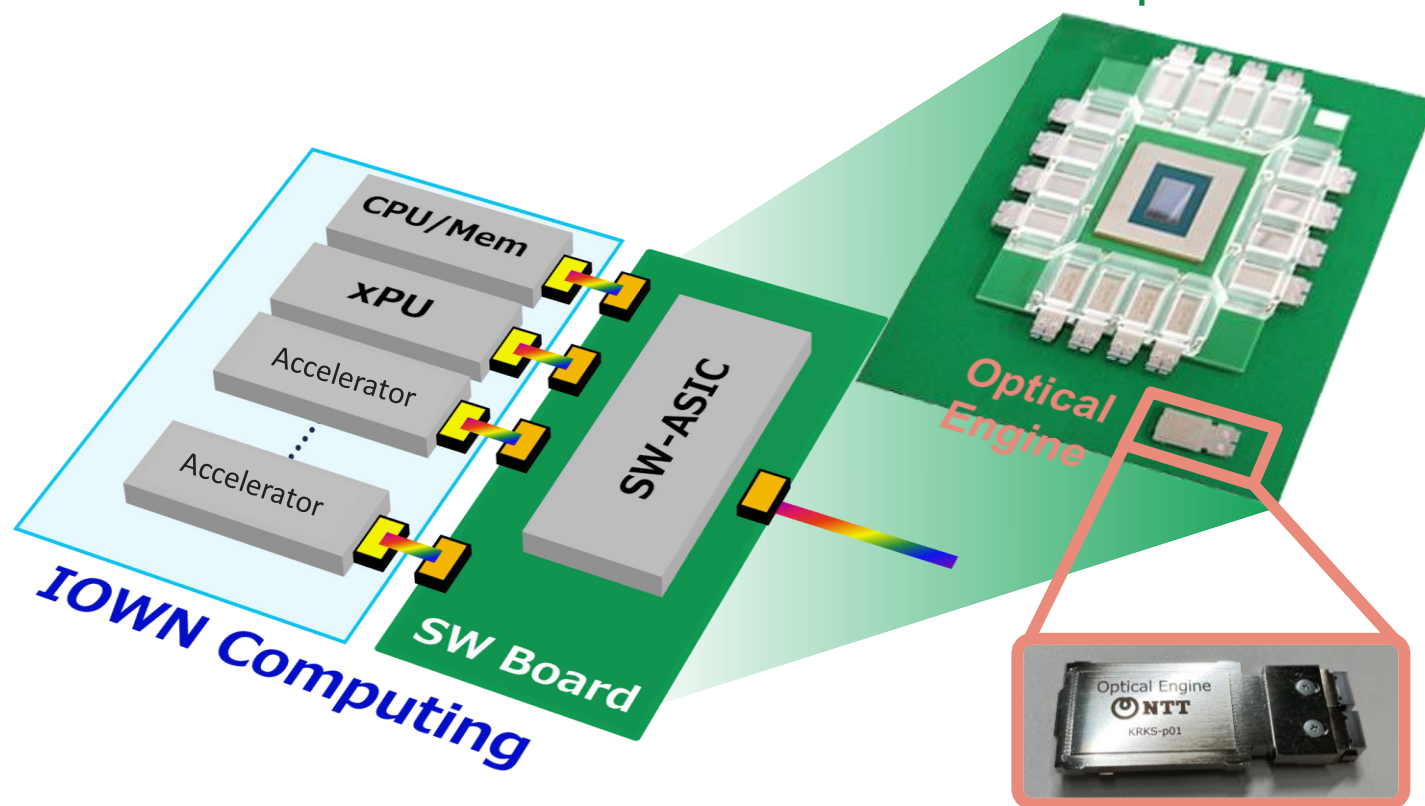
PEC-4

IOWN2.0 - Optical Based Computing

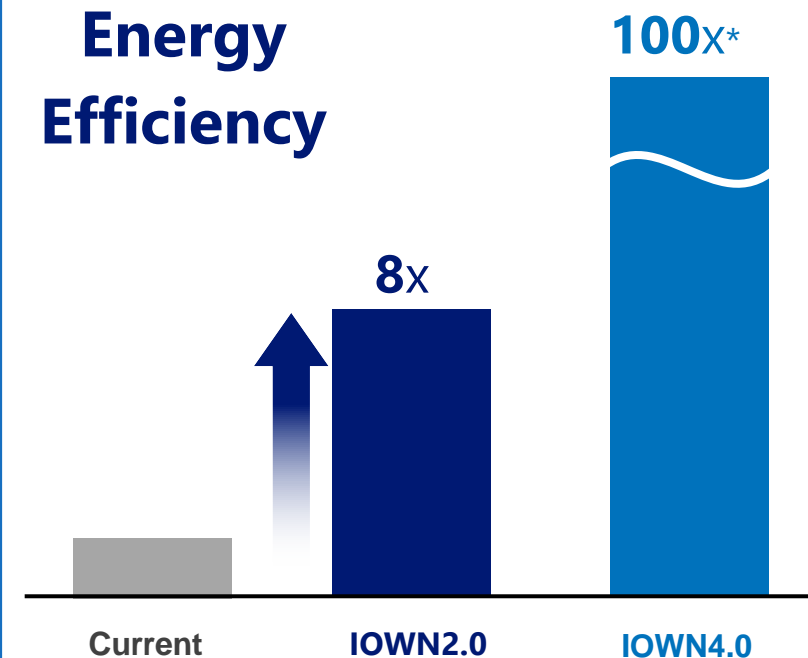


- Developing a high-capacity, low-power consumption compact optical processing engine that will open up new possibilities in the world of computing
- Connecting xPU and memory optically instead of electrically to achieve ultra-low-power-computing
- In process of conducting tests for commercial implementation with the launch of a switching device equipped with optical engines scheduled for FY2025

Illustration of Optical Engine/Switchboard Under Development



Energy Efficiency

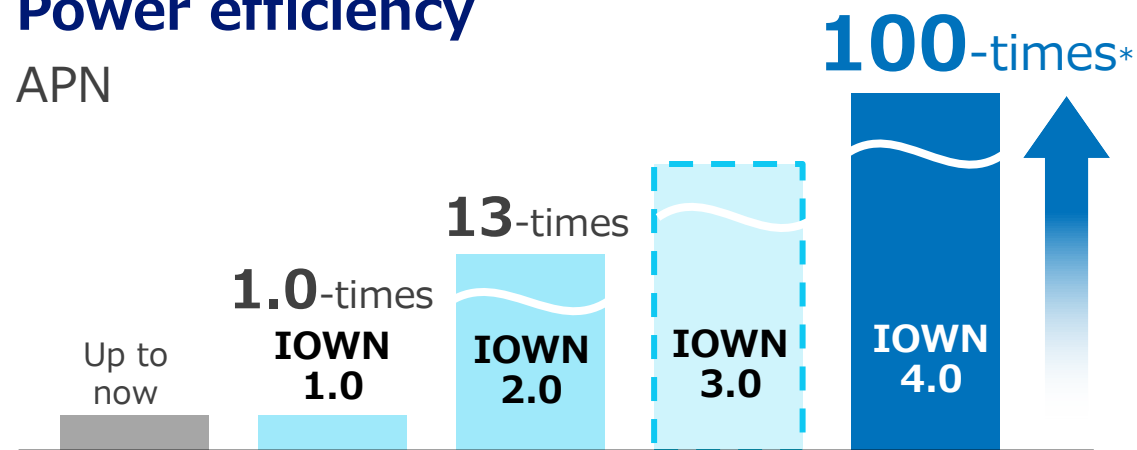


Future path for IOWN



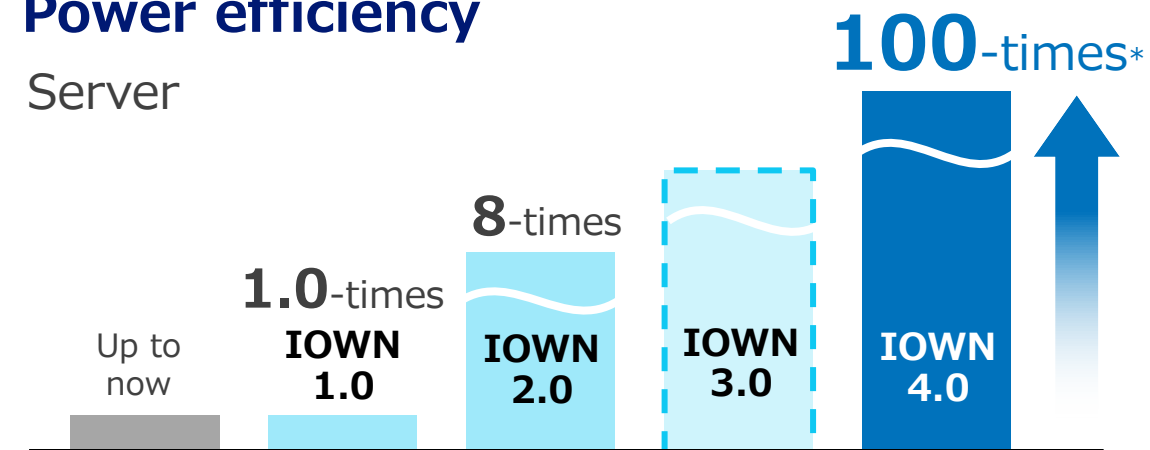
Power efficiency

APN



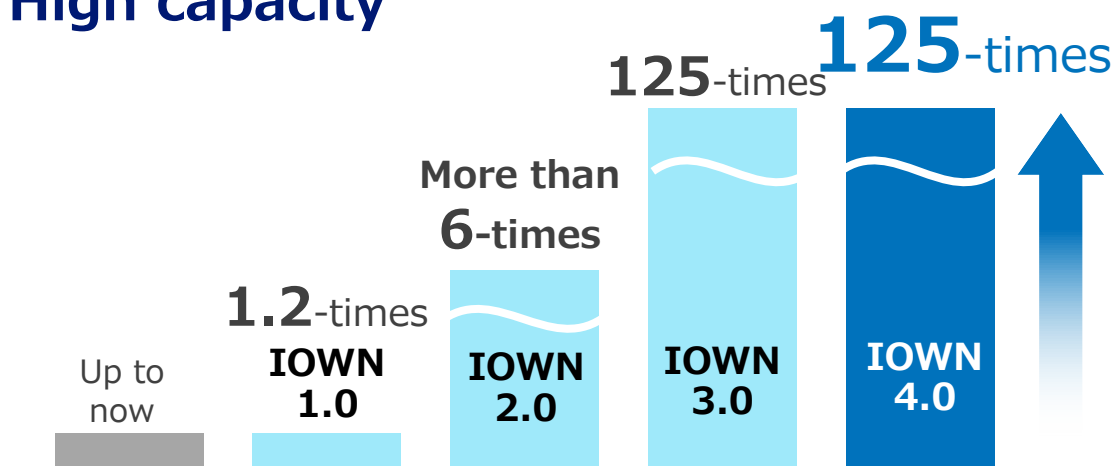
Power efficiency

Server

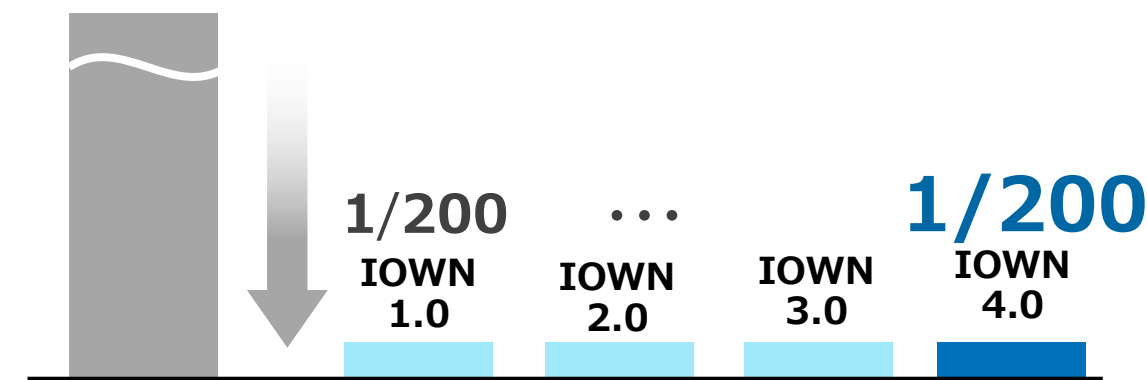


* Power efficiency for the entire photonics-applied area, including the APN, servers, etc

High capacity



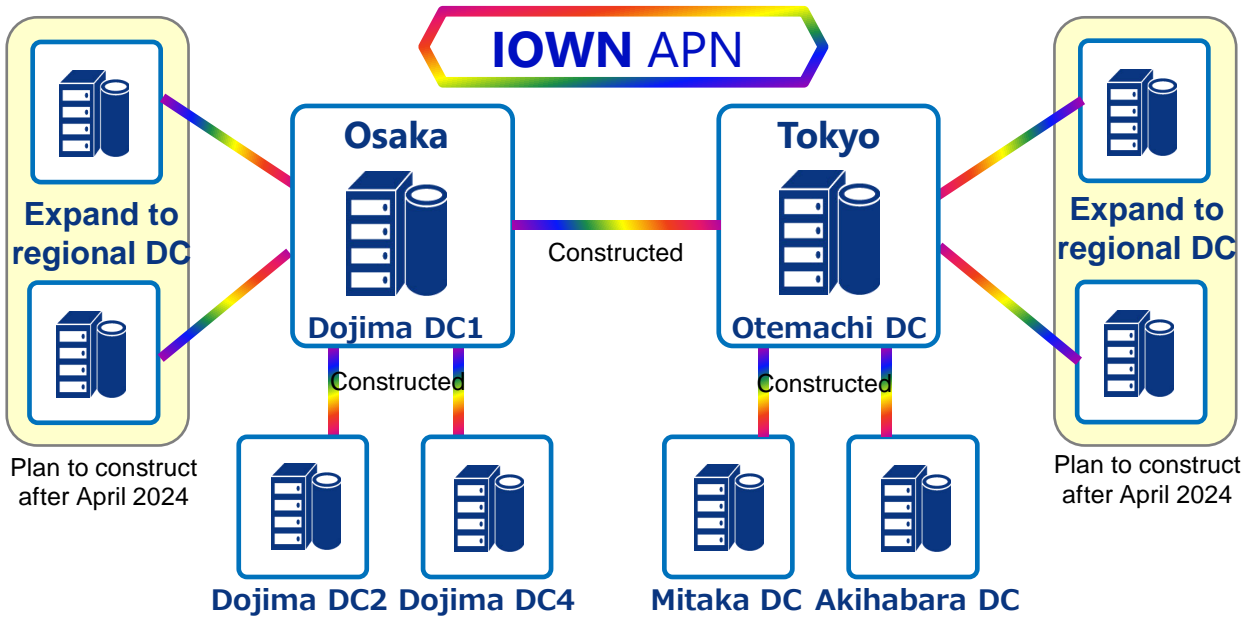
Low latency



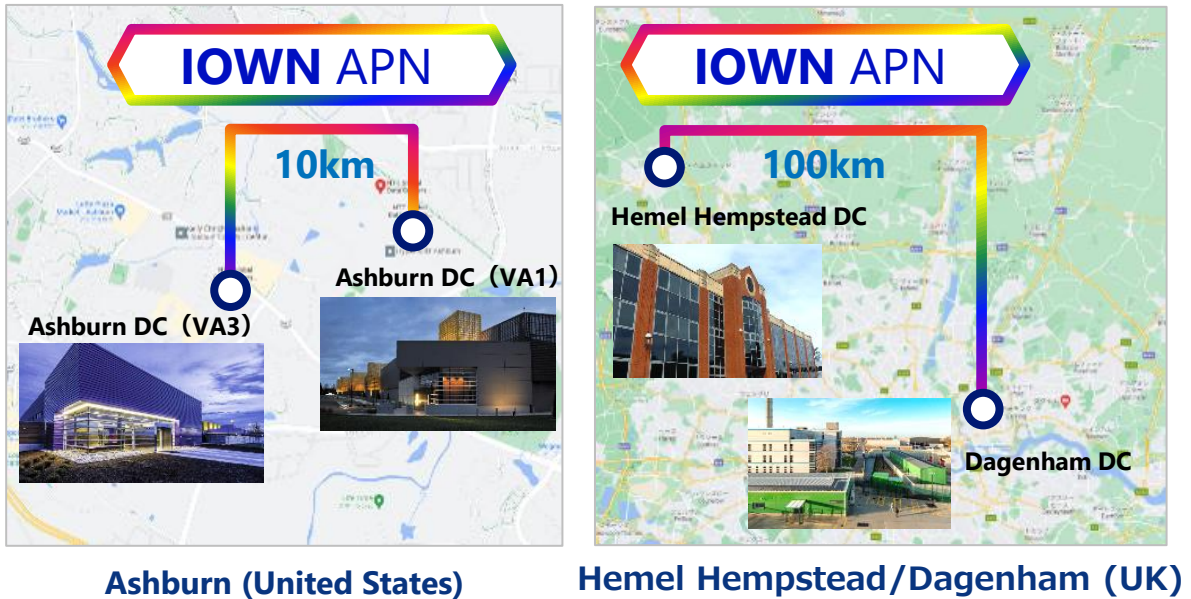
Creating Distributed Data Centers through IOWN APN

- By the end of FY2023, NTT Group’s major data centers will be connected via IOWN APN, and starting in FY2024, connections will be further extended to regional data centers, thereby building distributed data centers
- By leveraging the characteristics of APN (ultra-high speed, low latency) to link separated data centers in real-time, it will be possible to use multiple data centers as if they were a single data center

Initiative in Japan:



Initiative in UK and US:















Initiatives to Expand Overseas Business for IOWN

- Hosted the “Upgrade 2024” conference in San Francisco (April 10-11, with approximately 700 attendees)
- Proposed R&D results and product developments, including APN (distributed DC) and tsuzumi, to implement the IOWN and other technologies globally
- Also hosted lectures by partners including Microsoft Research, ServiceNow and Mechanized AI
- Conference was reported on in a wide range of domestic and international media



Speakers

 Kazu Gomi President and CEO NTT Research, Inc. View Profile	 Joe Alexander, Jr. M.D., Ph.D., F.A.C.C., The Johns Hopkins University School of Medicine Director, MD Lab, NTT Research, Inc. View Profile	 Yosuke Aragane Vice President, IOWN Development Office NTT Corporation View Profile	 Junaid Bajwa Chief Medical Scientist Microsoft Research View Profile
 Saumil Bandyopadhyay Postdoctoral Fellow NTT Research, Inc. View Profile	 Nat Bongiovanni CTO NTT DATA Federal Services, Inc. View Profile	 Elette Boyle Senior Scientist, OS Lab NTT Research, Inc. View Profile	 Jeffrey DiMuro Deputy Chief Security Officer ServiceNow View Profile
 Ian Easton Chief Commercial Officer View Profile	 Al Emondi Head of Partner Ecosystem View Profile	 Ichiro Fukuda CEO, Network Ecosystem View Profile	 Vab Goel Founding Partner at NTT View Profile

tsuzumi's Key Features

- 1 Result of over 40 years of accumulated research on natural language processing
Japanese/English Compatible with World-Class Japanese
- 2 Ultra-lightweight and high-performance
High Level of Cost Performance
- 3 Flexible and low-cost tuning; capable of learning from closed datasets
Customizable and Upgradeable
- 4 Japan's first multimodality (capable of reading graphical documents)
Comprehends a Wide Variety of Graphics and Other Input Types

World-Class Japanese Language Capabilities



World-class capabilities that surpass other large-scale models and significantly surpass other domestic Japanese LLMs in the same class

tsuzumi

Win

Draw

Lose

Compared to Domestic
Top-Class LLM A

86.3%

11.3%

Compared to Domestic
Top-Class LLM B

71.3%

8.8%

20.0%

Compared to Overseas
Top-Class LLM C

52.5%

7.5%

40.0%

* Method of Evaluating Japanese Capabilities:

Rakuda Benchmark: <https://yuzuai.jp/benchmark>

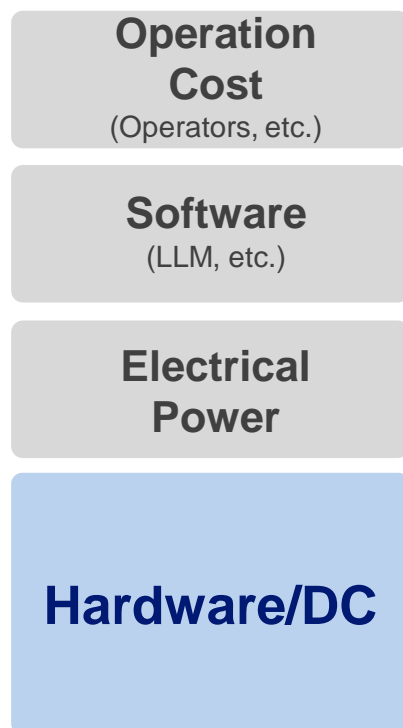
Tested on 40 questions about Japanese geography, politics, history and society. Scoring based on two-model comparison by GPT-4 (40 questions x 2 orderings).

High Level of Cost Performance



Achieves high level of functionality while reducing hardware costs necessary for the implementation and operation of generative AI

Main Cost Components
Needed for Generative AI



AI's Customizability
(Knowledge Upgrades, etc.)

Use

GPU Cost

Compared to GPT-3 Scale LLM
Approximately 1/25
(Based on NTT estimates⁽¹⁾)

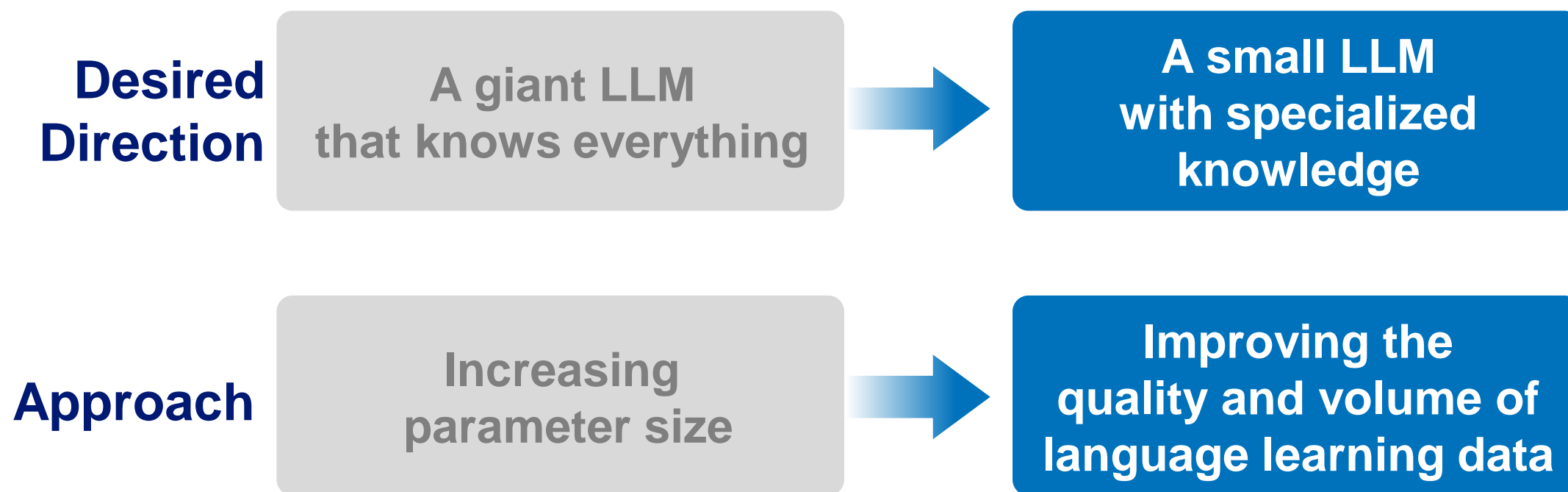
GPU Cost

Compared to GPT-3 Scale LLM
Approximately 1/20
(Based on NTT estimates⁽²⁾)

⁽¹⁾ Calculated from the parameter ratio from the same training dataset.

⁽²⁾ Calculated from expected costs of utilized GPU models.

Strategy for tsuzumi



Promoting the Further Development of tsuzumi



- Since commercialization in March 2024, customers from a variety of fields have indicated interest, with over 400 proposals for implementation
- Going forward, NTT will collaborate with its partners to accelerate the expansion of tsuzumi both domestically and overseas

Expanding Further through Strengthened Partnerships

Status of tsuzumi Proposals

As of July 2024

Implementation Proposals

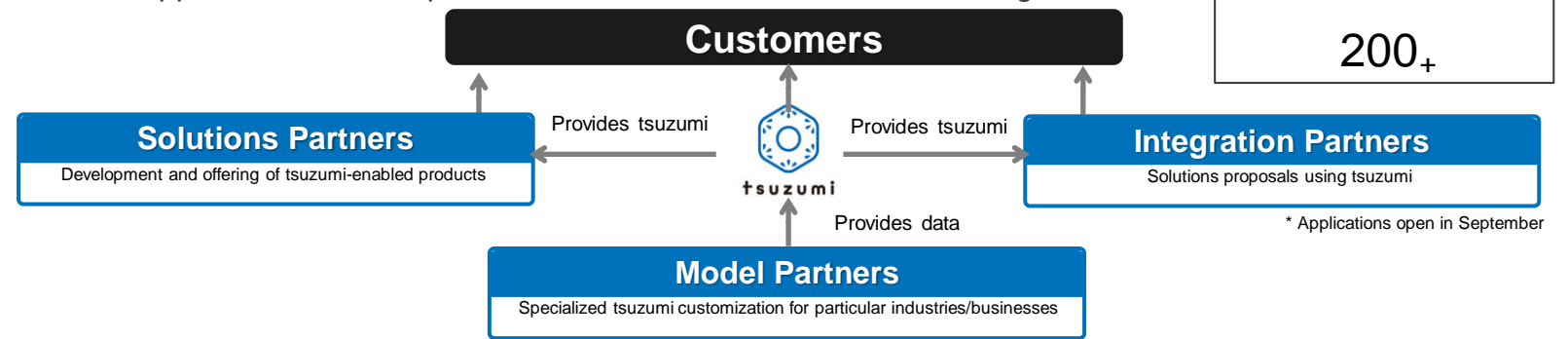
400₊

Inquiries/Adoption Consultation

650₊

● tsuzumi Partner Program

- Support for the development of services and solutions that leverage tsuzumi



● Launching via Microsoft Azure (planned from November 2024)

- Will make customization and application development possible through Azure AI Studio



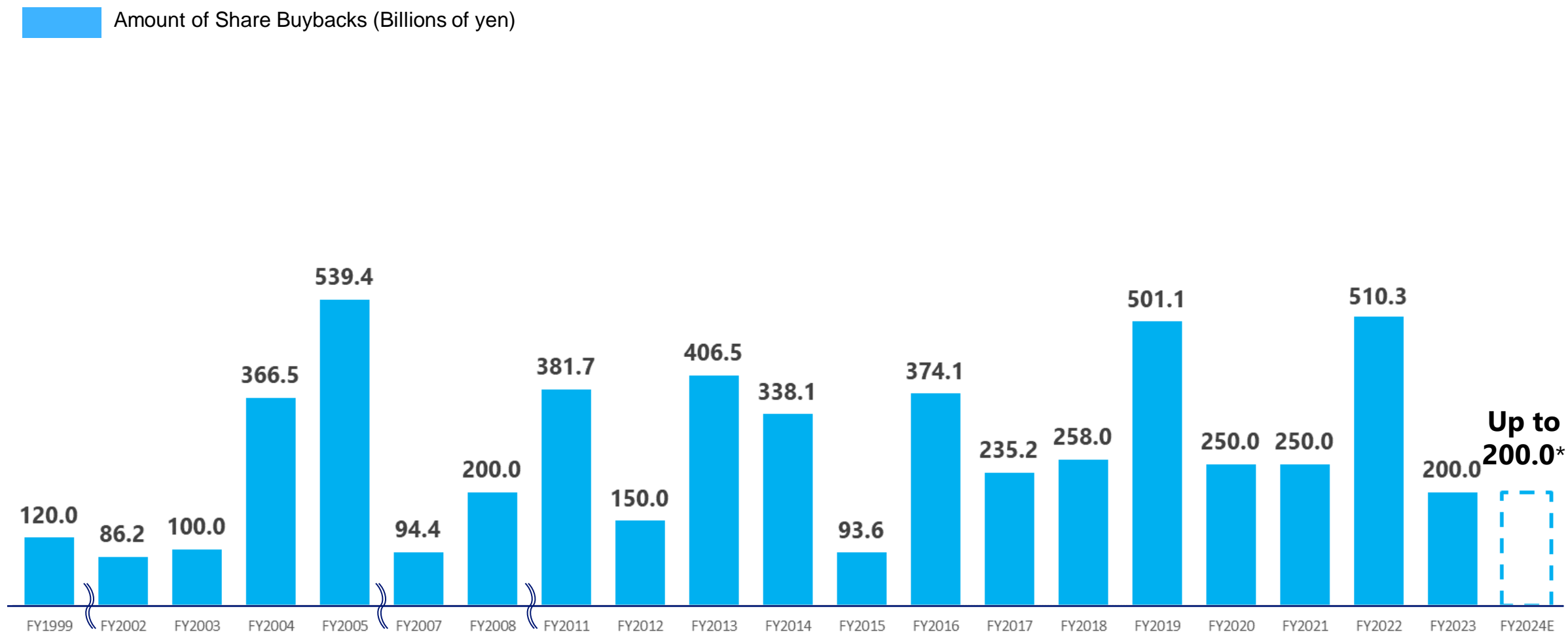
Shareholder Returns

Share Buybacks^{*}

- **Share Buybacks in order to improve capital efficiency and enhance shareholder returns**
- **Details of Share Buybacks**
 - **Aggregate Amount: Up to ¥200.0 billion**
 - **Aggregate Number of Shares: Up to 1,400,000,000 shares**
 - **Buyback Period: From August 8, 2024 to March 31, 2025**

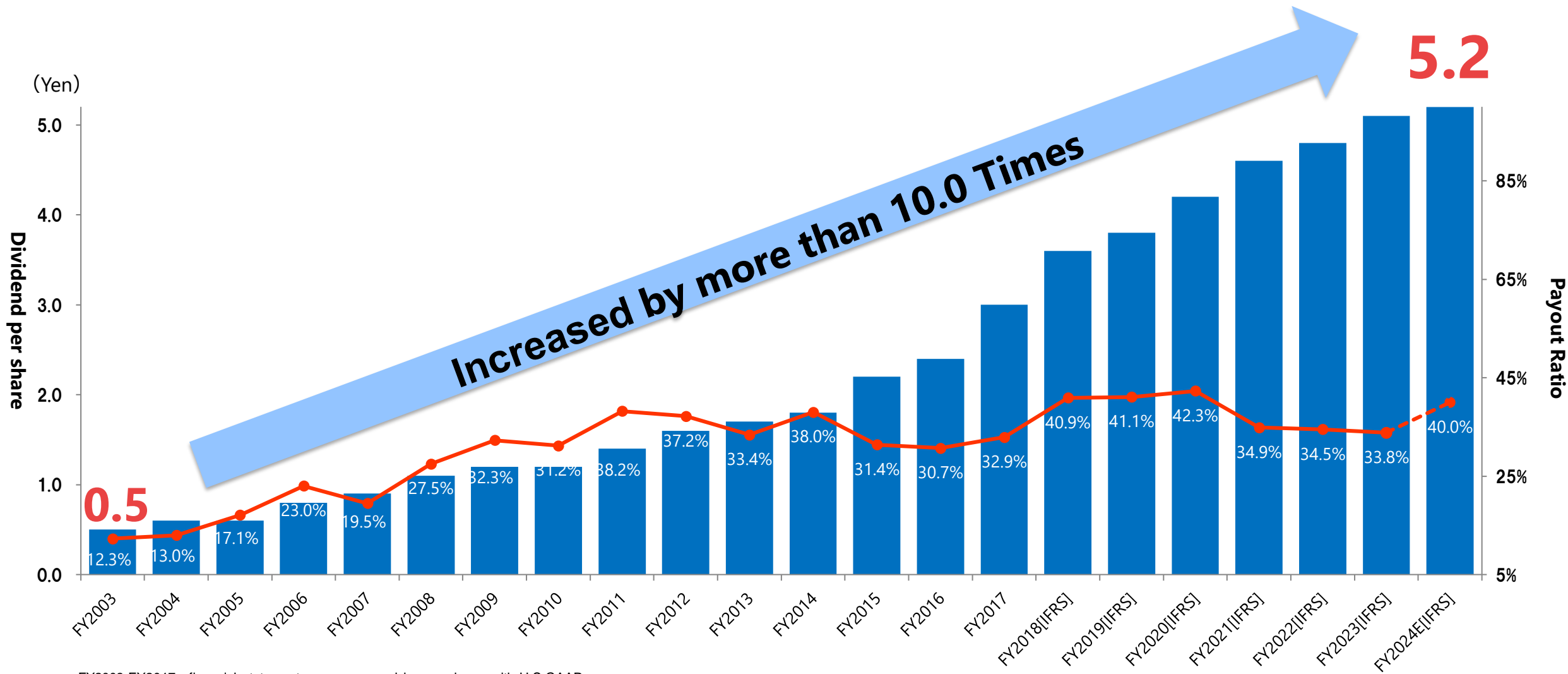
^{*}Announced in FY 2024 Q1 Financial Results

Record of Share Buybacks



* On August 7, 2024, the Board of Directors of NTT resolved to buy back shares in an amount up to ¥200.0 billion. Buyback Period: August 8, 2024 to March 31, 2025.

Changes in Dividend

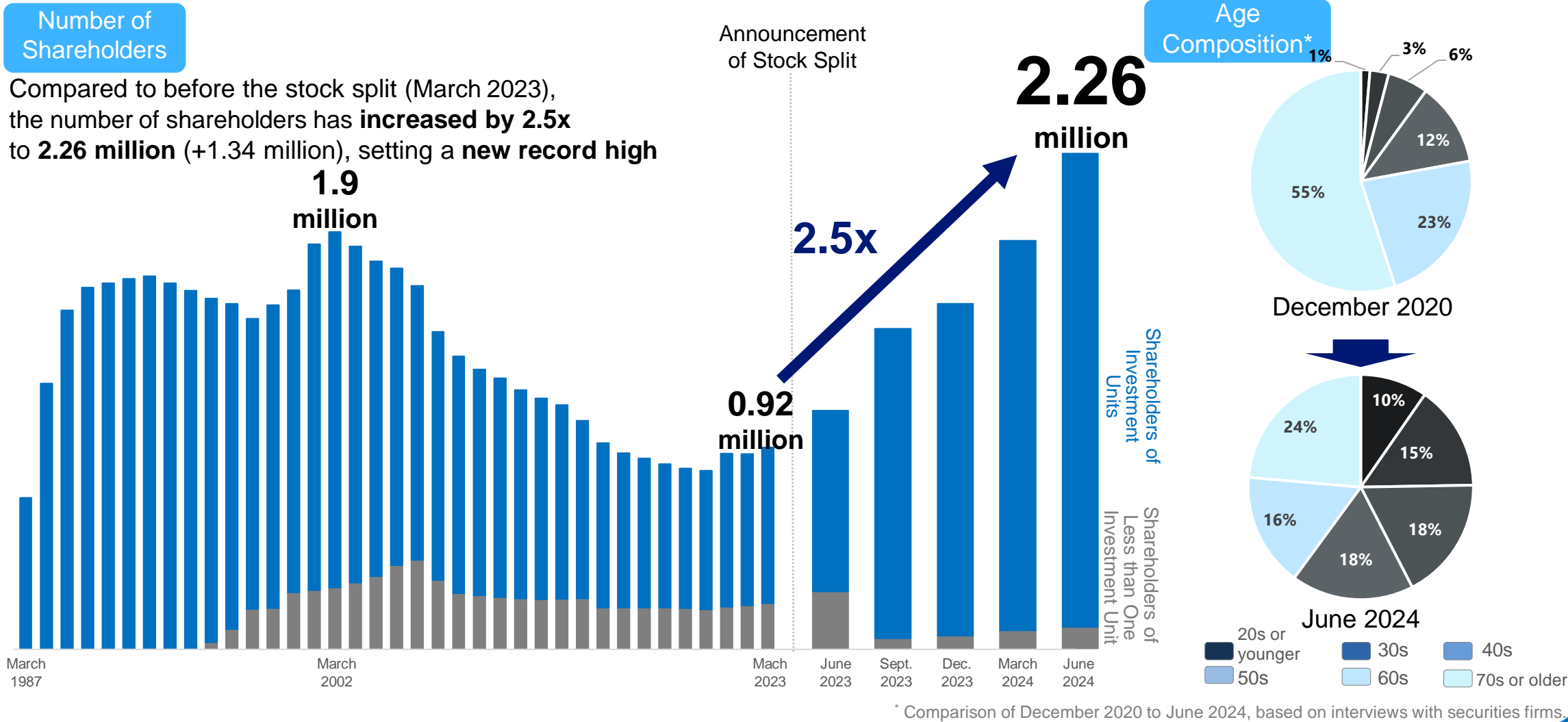


• FY2003-FY2017, financial statements were prepared in accordance with U.S.GAAP.
• This chart reflects the following stock splits: Stock split on January 4, 2009 (1 share split into 100 shares), Stock split on July 1, 2015 (1 share split into 2 shares), Stock split on January 1, 2020 (1 share split into 2 shares) and Stock split on July 1, 2023 (1 share split into 25 shares)

Number of Shareholders



Number of Shareholders / Age Composition










Financial Data, etc.

NTT Group Formation



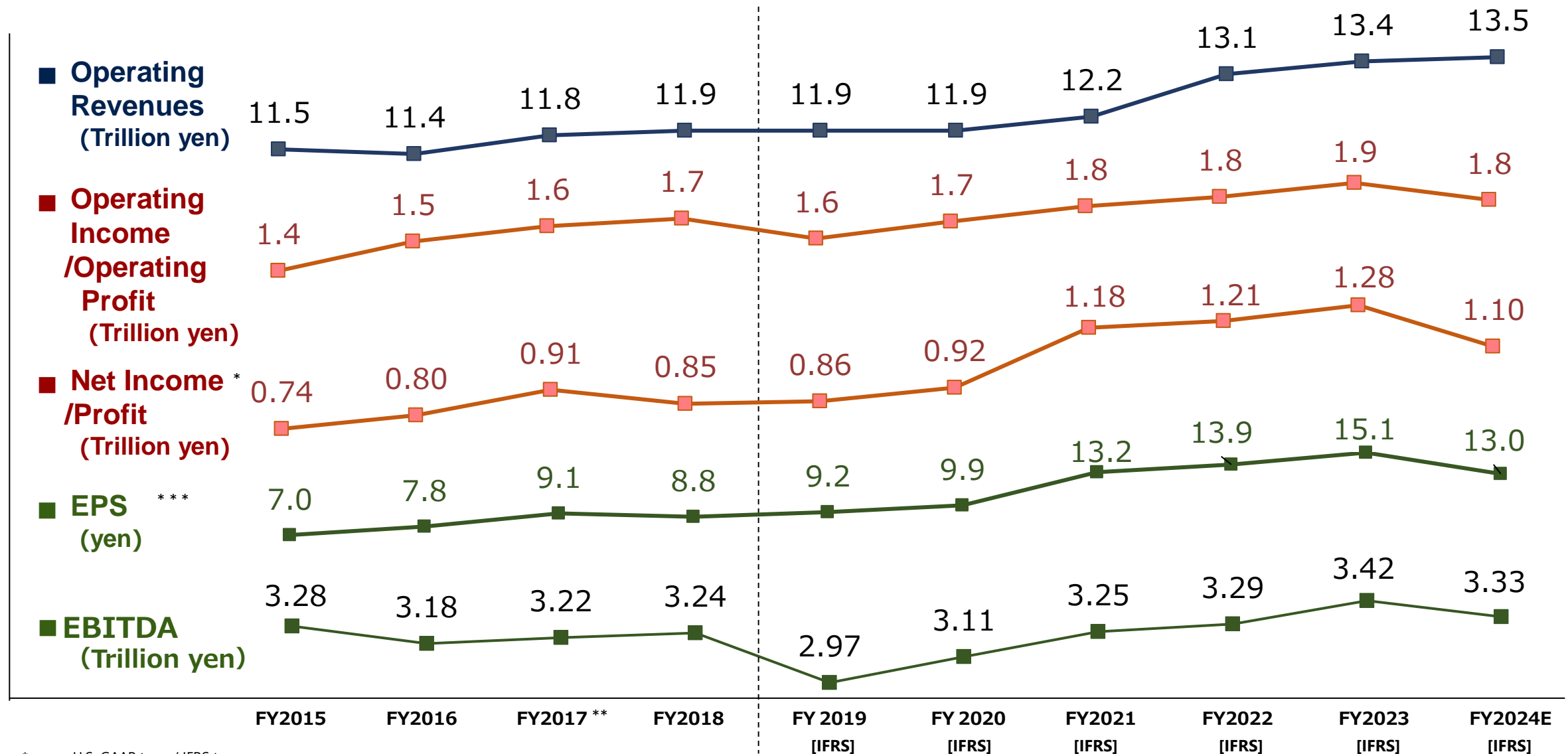
Nippon Telegraph and
telephone Corporation
(Holding Company)

Operating revenue :
(Consolidated) ¥13,374.6billion
Operating income :
(Consolidated) ¥1,922.9billion
No. of employees : 338,450
No. of subsidiaries : 967

Integrated ICT Business	 	Operating revenue : ¥6,140.0 billion Operating income : ¥1,144.4 billion No. of employees : 51,050 No. of subsidiaries : 127
Regional Communications Business	 	Operating revenue : ¥3,183.2 billion Operating income : ¥ 437.7 billion No. of employees : 67,200 No. of subsidiaries : 58
Global Solutions Business		Operating revenue : ¥4,367.4 billion Operating income : ¥ 309.6 billion No. of employees : 193,500 No. of subsidiaries : 598 *57.7% stake in NTT DATA (as of March 31, 2024)
Others (Real Estate, Energy and Others)	Other group companies  	Operating revenue : ¥1,632.9 billion Operating income : ¥ 59.8 billion No. of employees : 26,700 No. of subsidiaries : 184

- Operating revenue and operating income for each segment are FY2023 figures including inter-segment transactions..
- No. of employees and subsidiaries are as of the end of March 2024.

Trend in Consolidated Financial Results



* U.S. GAAP term / IFRS term.

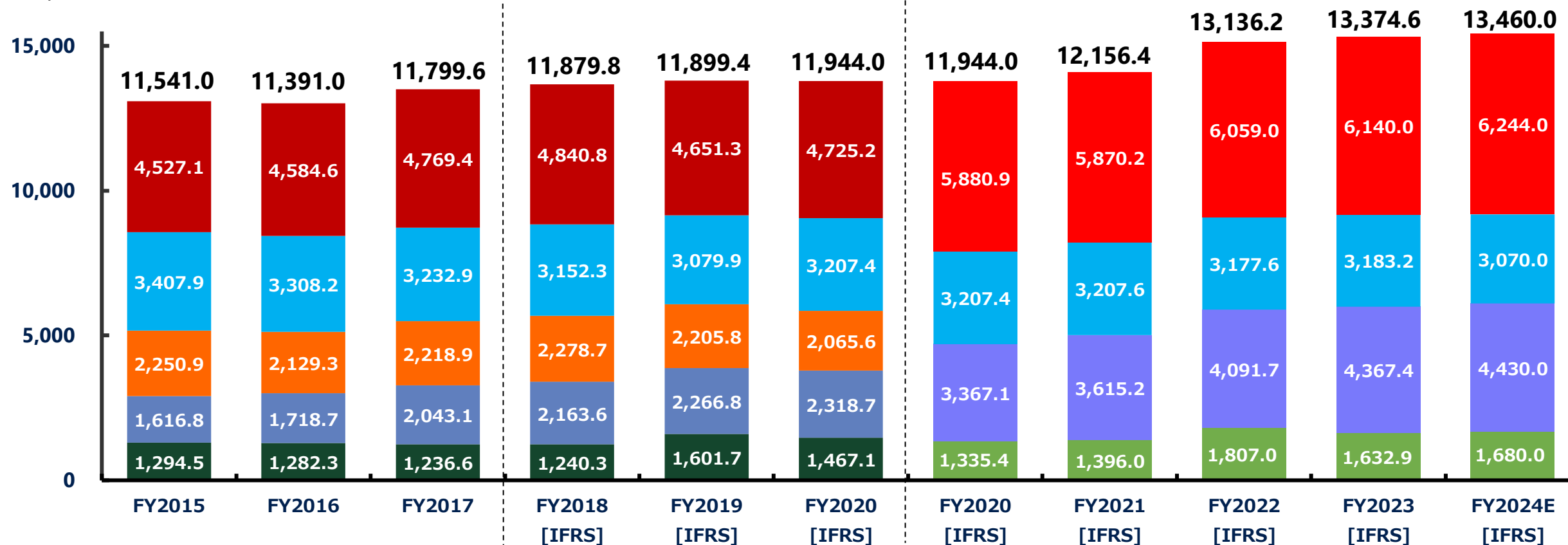
** Excluding the effects of the arbitration award received from Tata Sons Limited, profit was expected to be 848 billion yen.

*** This chart reflects the following stock splits: Stock split on July 1, 2015 (1 share split into 2 shares), Stock split on January 1, 2020 (1 share split into 2 shares) and Stock split on July 1, 2023 (1 share split into 25 shares)
Assumes that the Company will repurchase 1.4 billion shares (maximum) from the market in fiscal 2024 (repurchase period based on the resolution: August 8, 2024 to March 31, 2025)

Changes in Consolidated Operating Revenues



(Billion yen)



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-

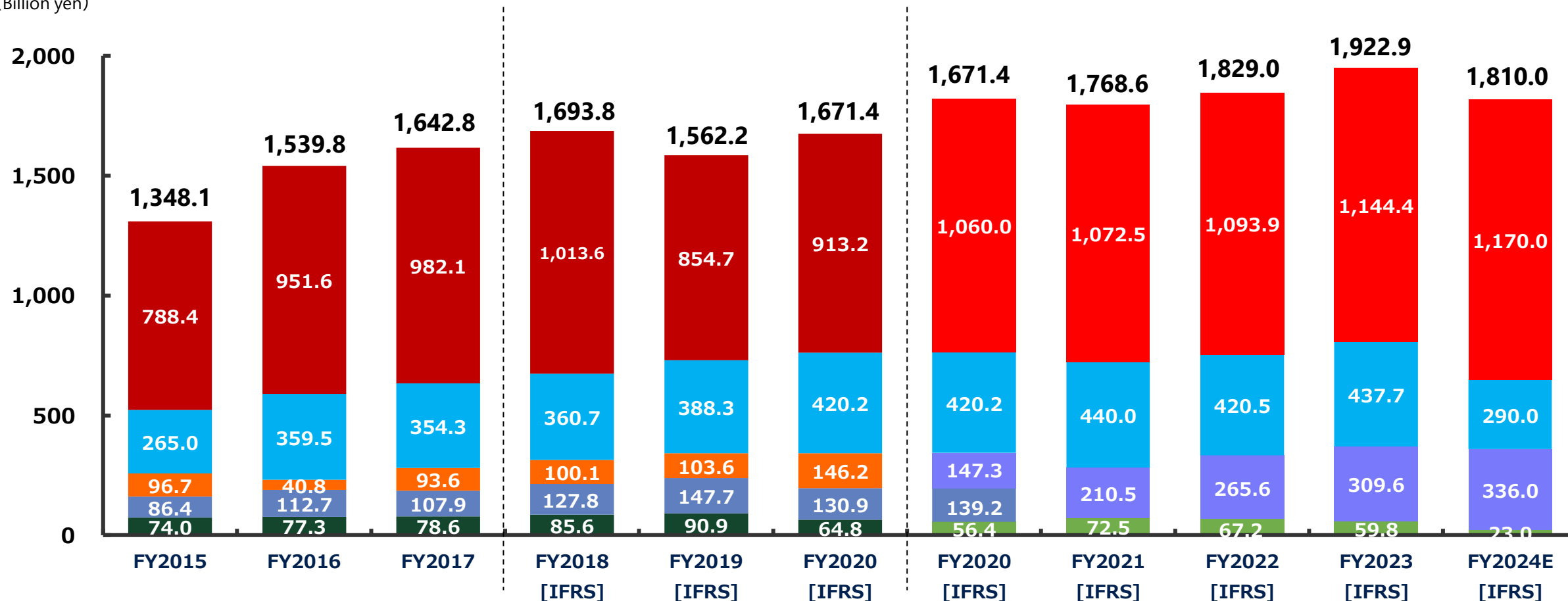
■ : Integrated ICT Business
■ : Regional Communications Business
■ : Global Solutions Business
■ : Others (Real Estate, Energy and Others)

- 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 Consolidated Operating Income



(Billion yen)



Segments before
Revision -2020

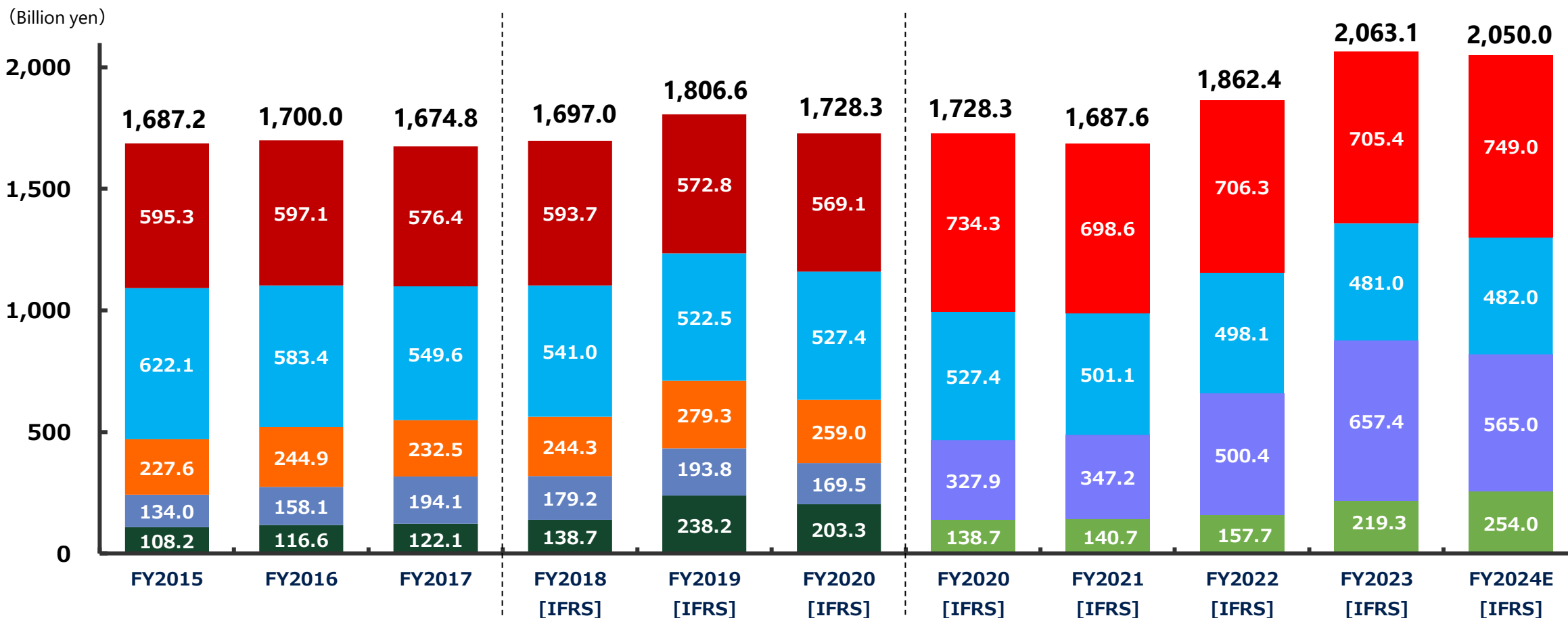
■ : Mobile Communications Business
 ■ : Regional Communications Business
 ■ : Long Distance and International Communications Business
 ■ : Data Communications Business
 ■ : Other Business

Segments after
Revision 2020-

■ : Integrated ICT Business
 ■ : Regional Communications Business
 ■ : Global Solutions Business
 ■ : Others (Real Estate, Energy and Others)

- 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



Segments before
Revision -2020

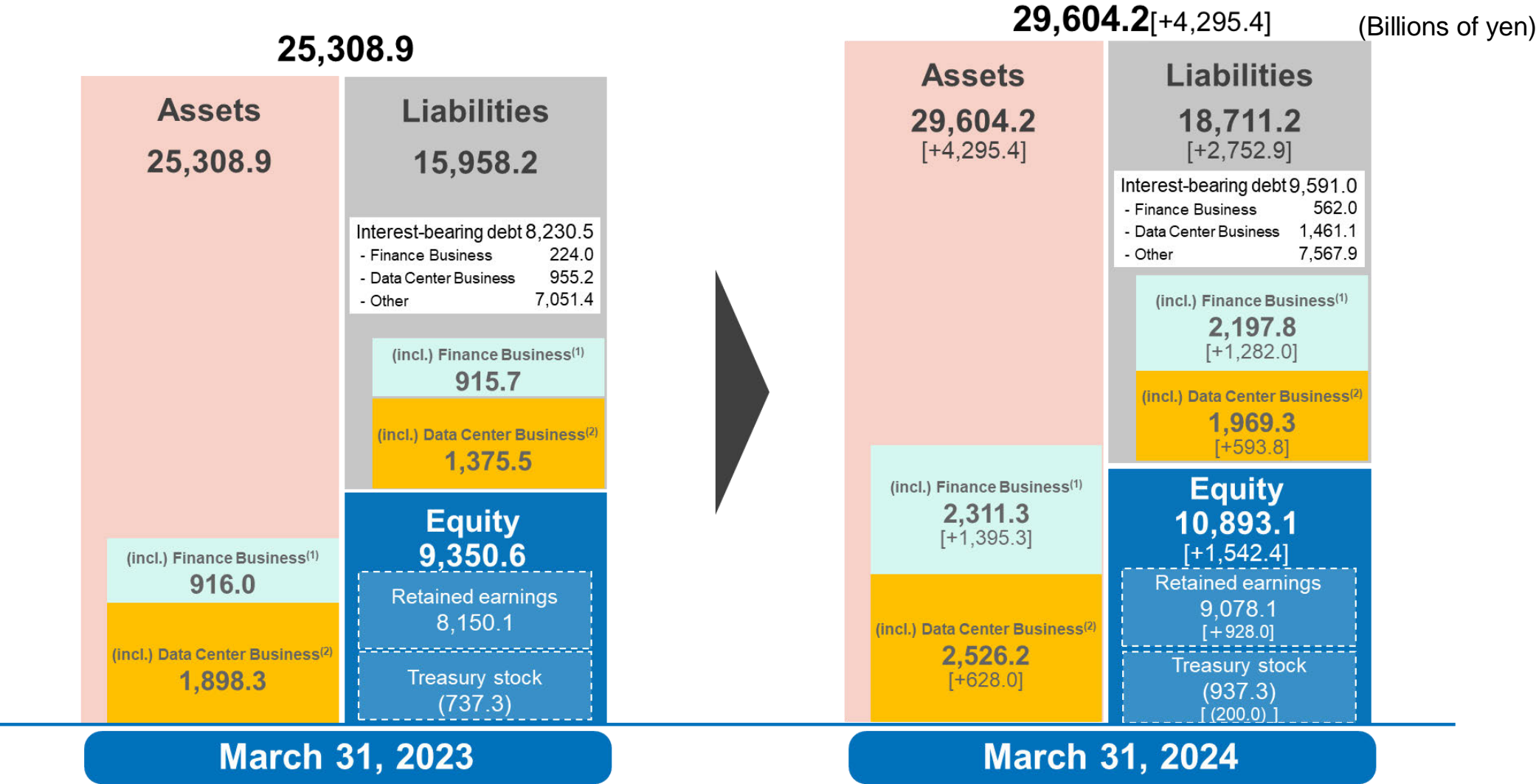
■ : Mobile Communications Business
 ■ : Regional Communications Business
 ■ : Long Distance and International Communications Business
 ■ : Data Communications Business
 ■ : Other Business

Segments after
Revision 2020-

■ : Integrated ICT Business
 ■ : Regional Communications Business
 ■ : Global Solutions Business
 ■ : Others (Real Estate, Energy and Others)

- 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.

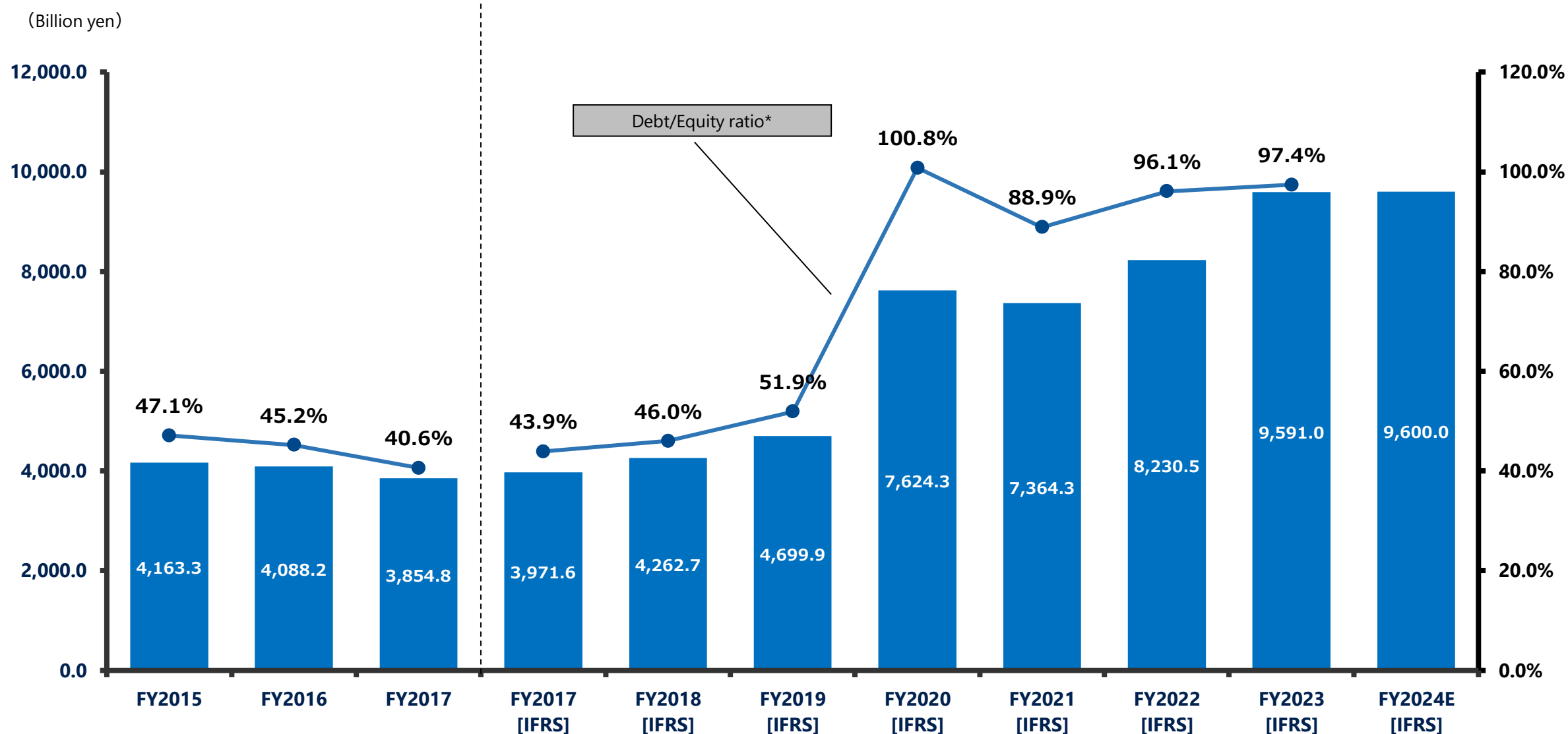
Changes in asset composition



(1) The scope of aggregation for each of the figures presented for Finance Business is internal management figures of Finance business in Smart Life of NTT DOCOMO Group in Integrated ICT Business Segment. Such figures include that calculated based on certain assumptions, are not audited and are provided for reference only. Figures for each company are summed up before the elimination of internal transactions. Financial Position as of March 31, 2024 of Docomo Monex Holdings, Inc. and ORIX Credit Corporation is included.

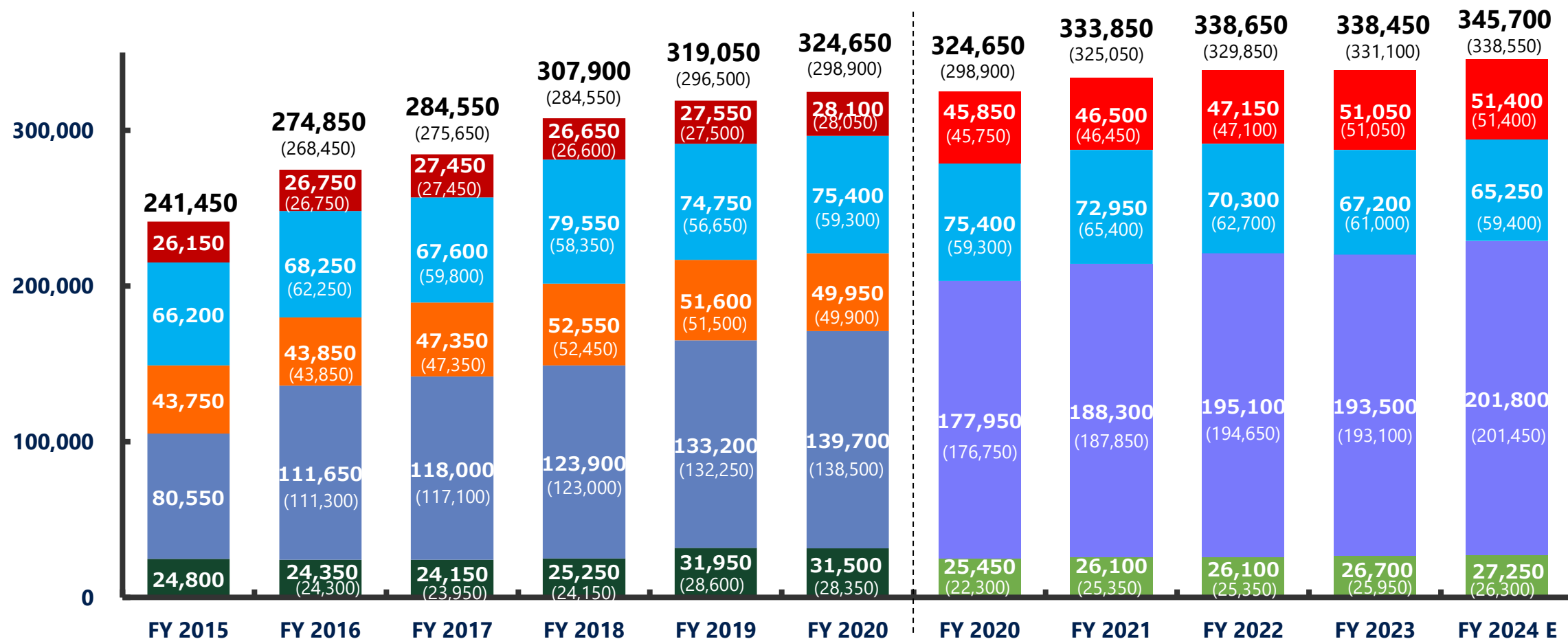
(2) The scope of aggregation for each of the figures presented for Data Center Business is internal management figures of the data center business division of NTT Ltd. Group in Global Solutions Business Segment, NTT Communications Group in Integrated ICT Business Segment, NTT East and NTT West in Regional Communications Business Segment. Such figures include that calculated based on certain assumptions, are not audited and are provided for reference only. Figures for each company are summed up before the elimination of internal transactions.

Changes in Interest-bearing Debt



* Debt Equity ratio = Interest-bearing debt / Shareholders' equity

Changes in Number of Employees



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-

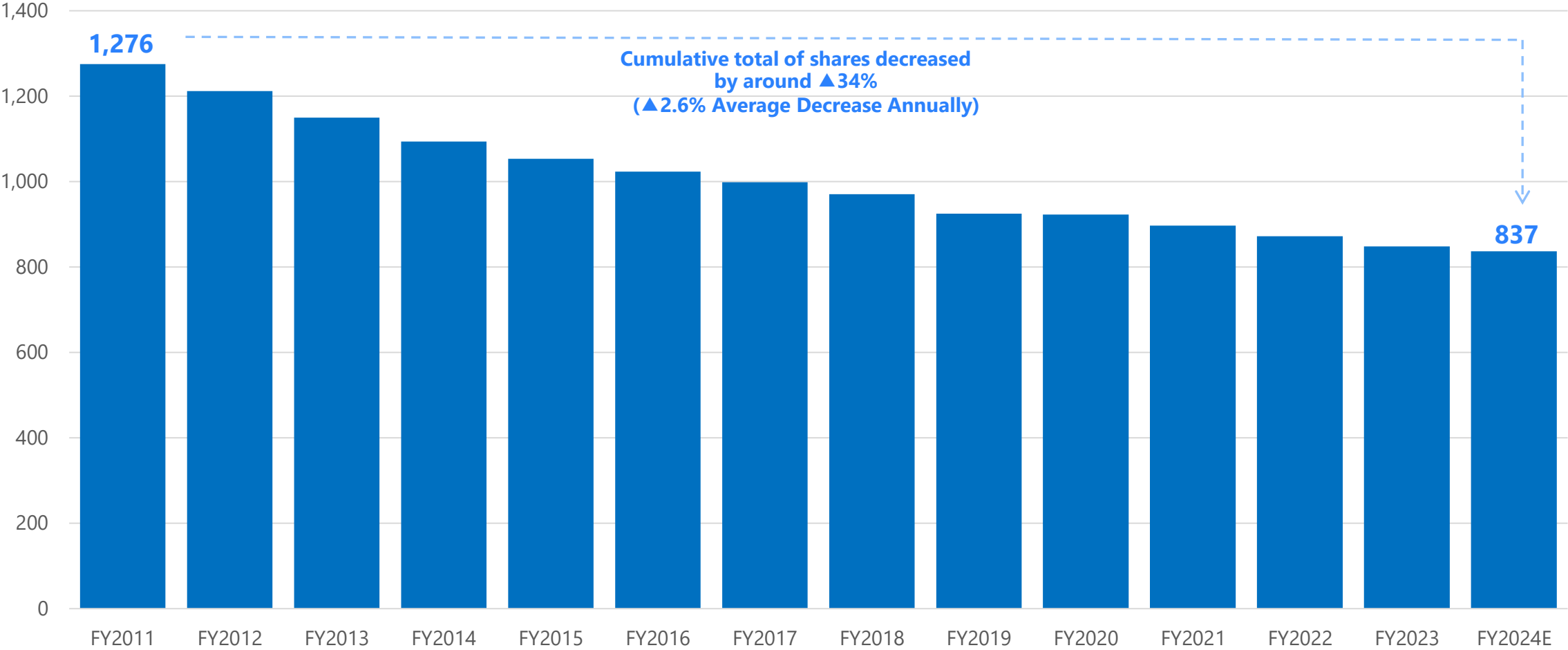
■ : Integrated ICT Business
 ■ : Regional Communications Business
 ■ : Global Solutions Business
 ■ : Others (Real Estate, Energy and Others)

- Starting from FY2016, the figures in parentheses are the number of employees that does 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.

Changes of Outstanding Shares

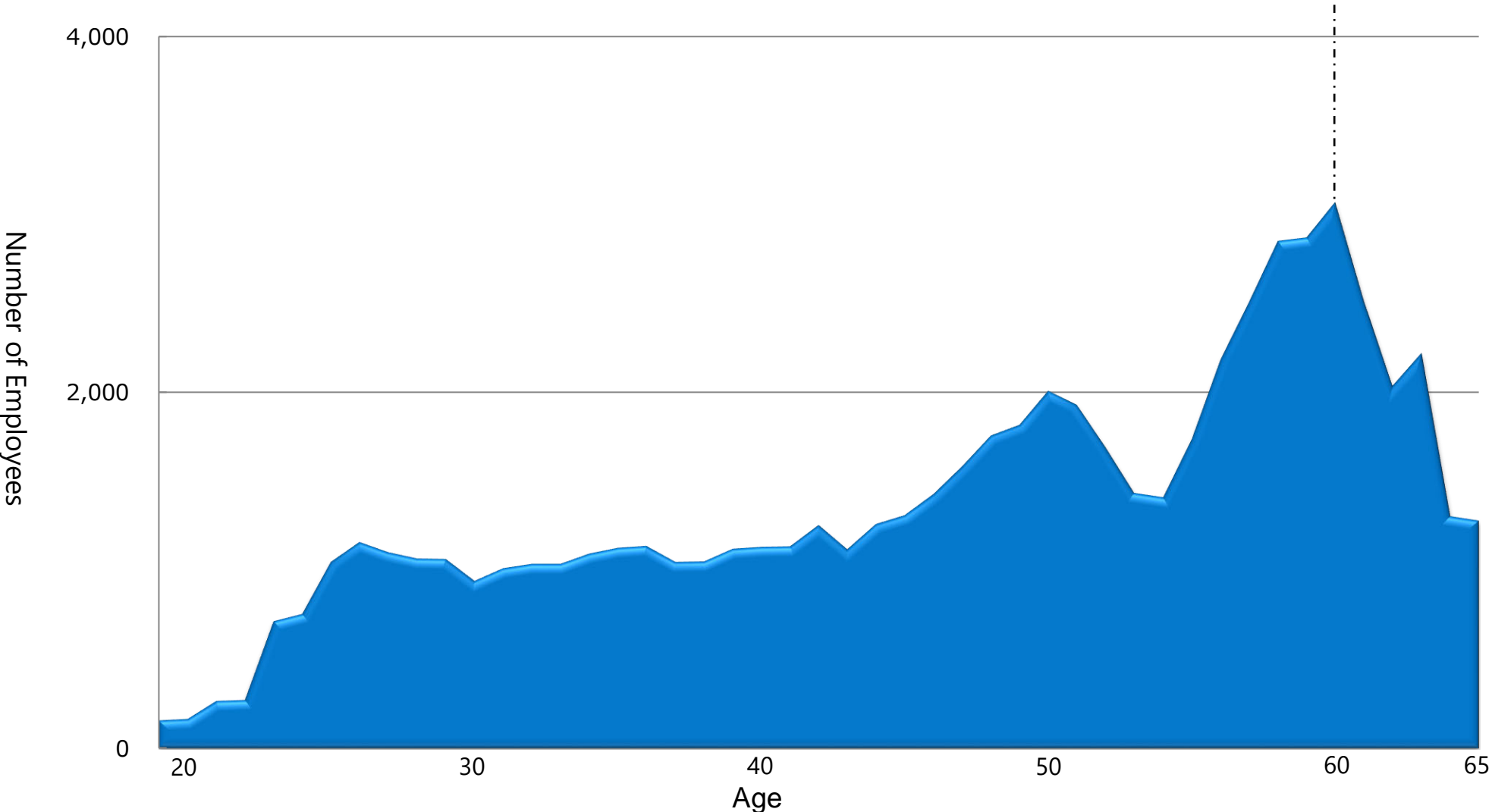


(Hundred million shares)



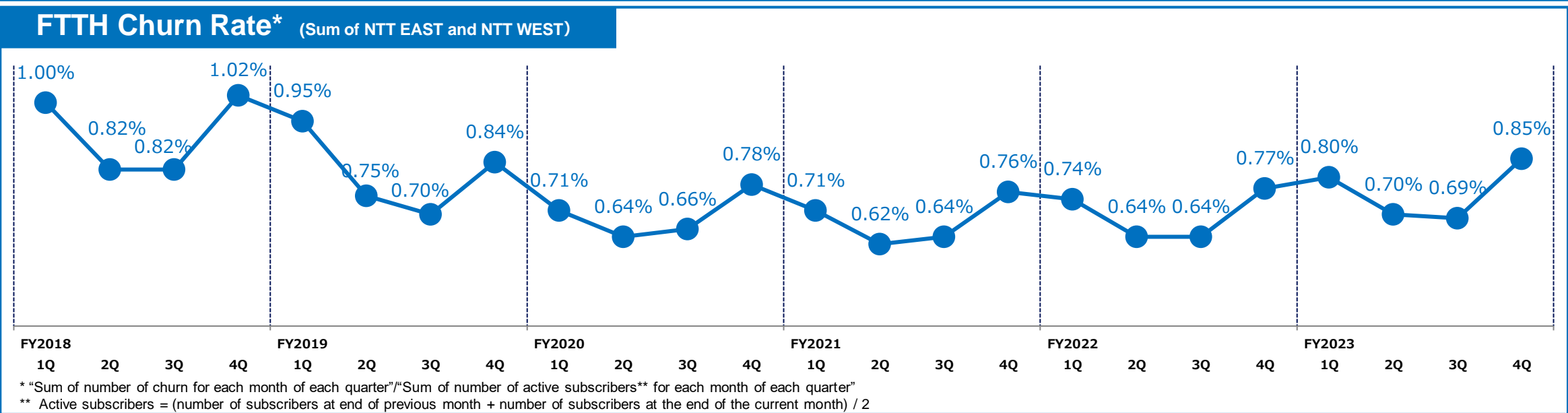
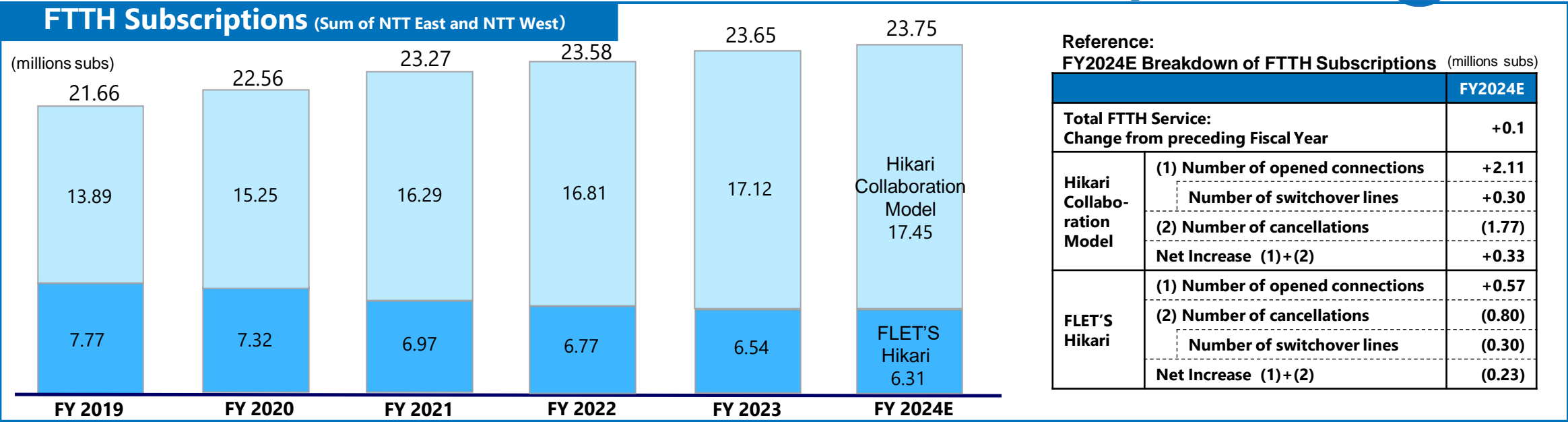
(Note1) Outstanding Shares : Average number of shares outstanding, excluding own shares
(Note2) This chart reflects the following stock splits: Stock split on July 1, 2015 (1 share split into 2 shares), Stock split on January 1, 2020 (1 share split into 2 shares) and Stock split on July 1, 2023 (1 share split into 25 shares)
(Note3) The number of outstanding shares in fiscal 2024 is based on the assumption that the Company will acquire up to 1.4 billion shares of treasury stock from the market.
(Period of repurchase based on the resolution: August 8, 2024 - March 31, 2025)

Age Distribution of Employees at NTT East and NTT West (As of March 31, 2024)

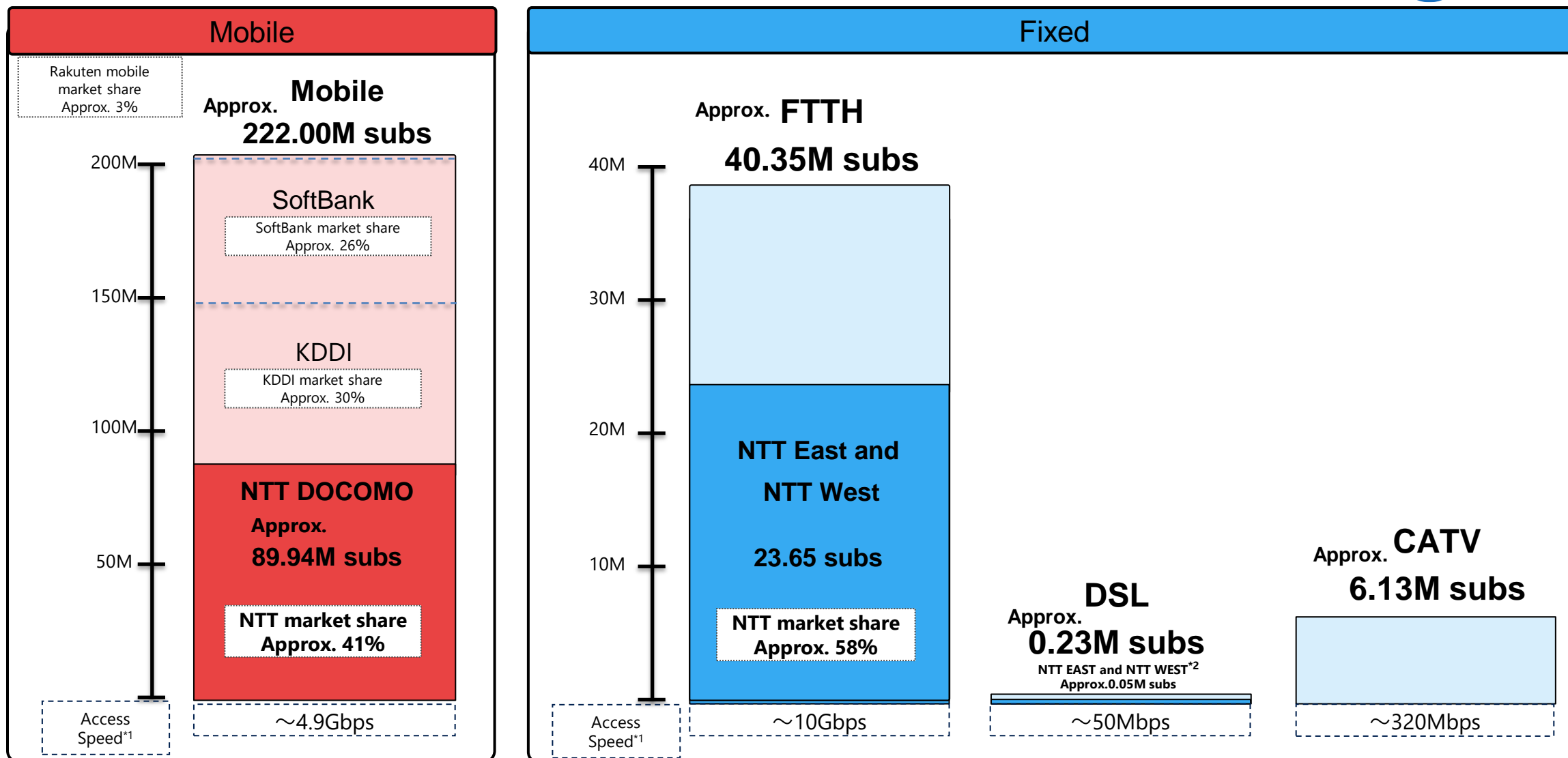


* Figures for NTT East include employees from the consolidated regional outsourcing companies (NTT EAST-MINAMIKANTO and others), NTT-ME and NTT EAST SERVICE, while figures for NTT West include NTT BUSINESS SOLUTIONS, NTT MARKETING ACT ProCX, NTT FIELDTECHNO and NTT BUSINESS ASSOCIE WEST. Figures for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

Fixed Broadband Business FTTH Subscriptions



Broadband Access Services in Japan



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

*2 Stopped accepting applications from July 1, 2016.

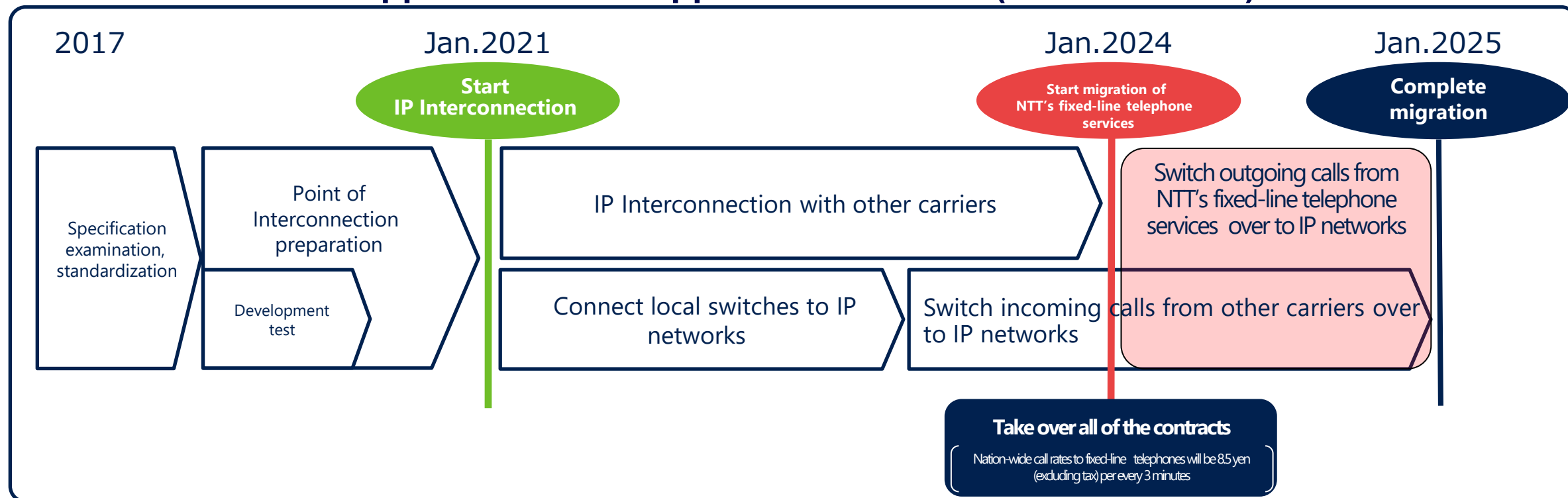
Sauce: Figures as of December 31, 2023, published by the Ministry of Internal Affairs and Communications

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)



***Innovating a Sustainable Future
for People and Planet***