



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 FY2025 Consolidated Results

FY2025 Consolidated Results Highlights

- Operating Revenues, Operating Profit and Profit all increased year-on-year
- Operating Revenues reached new record-high levels

Status of Consolidated Results

- **Operating Revenues:** **¥14,409.1B** <+¥704.4B [+5.1%] year-on-year>
- **EBITDA⁽¹⁾:** **¥3,423.3B** <+¥184.0B [+5.7%] year-on-year>
- **Operating Profit:** **¥1,706.2B** <+¥56.7B [+3.4%] year-on-year>
- **Profit⁽²⁾:** **¥1,037.0B** <+¥37.0B [+3.7%] year-on-year>

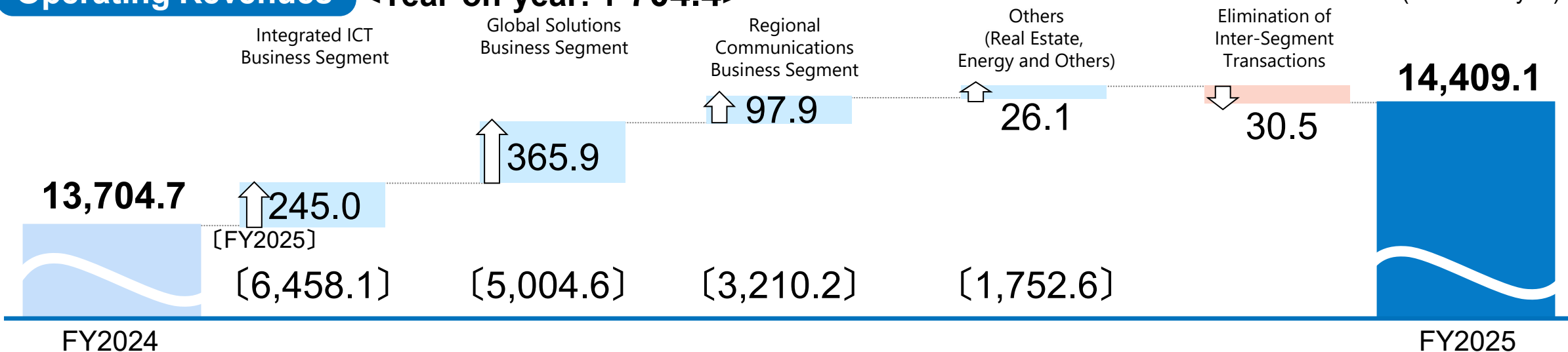
(1) EBITDA, and the depreciation and amortization included in its calculation, excludes all depreciation and amortization related to right-of-use assets.

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

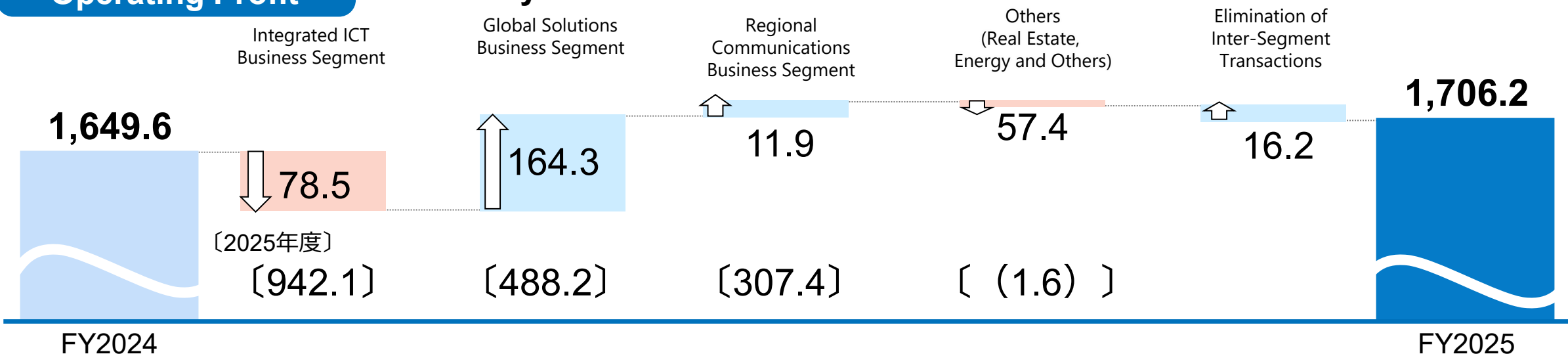
Contributing Factors by Segment for FY2025

Operating Revenues <Year-on-year: +704.4>

(Billions of yen)



Operating Profit <Year-on-year: +56.7>



FY2026 Results Forecast

FY2026 Forecast Summary

- **Operating Revenues, EBITDA, and Operating Profit will increase year-on-year
Profit will decrease year-on-year**

Consolidated Revenues and Income Plan

	FY2025 Results	FY2026 Forecast	Year-on-Year
Operating Revenues	¥14,409.1B	¥15,060.0B	+¥650.9B
EBITDA⁽¹⁾	¥3,423.3B	¥3,430.0B	+¥6.7B
Operating Profit	¥1,706.2B	¥1,710.0B	+¥3.8B
Profit⁽²⁾	¥1,037.0B	¥980.0B	¥(57.0)B

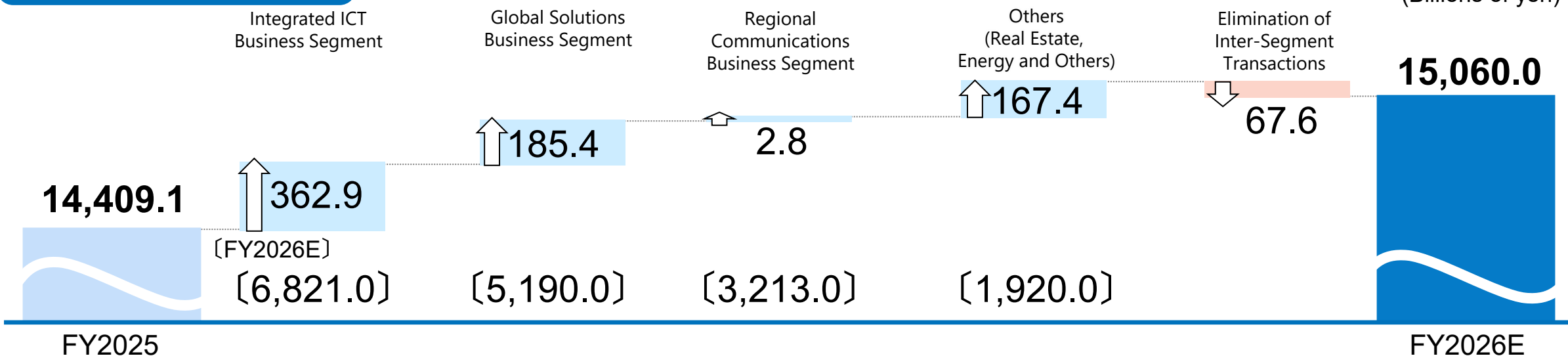
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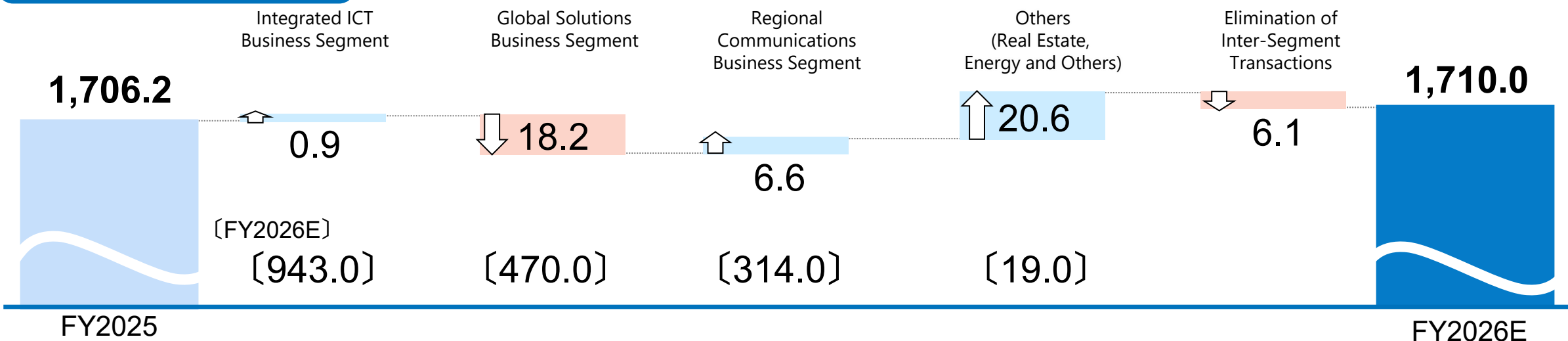
FY2026 Forecast Summary by Segment

Operating Revenues <Year-on-year: +650.9>

(Billions of yen)



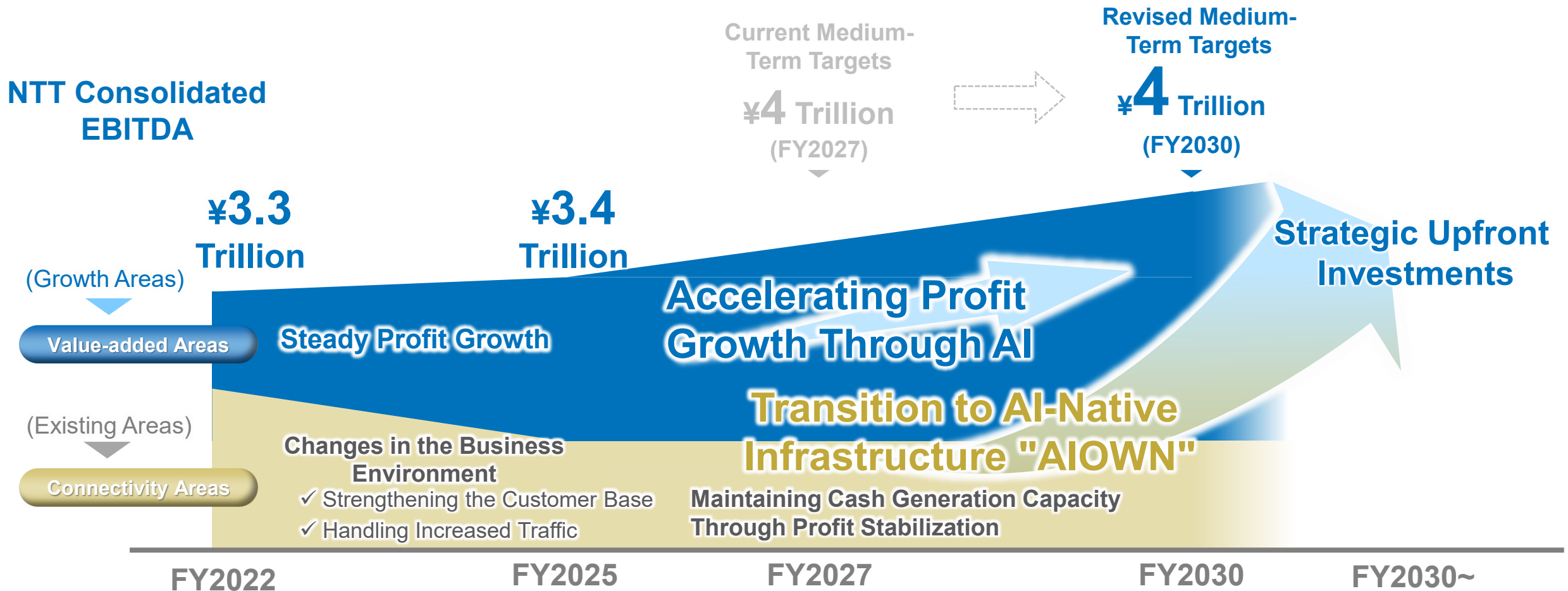
Operating Profit <Year-on-year: +3.8>



Toward Medium-Term Profit Growth (Revision of Medium-Term Financial Targets)

Toward Medium-Term Profit Growth (Revision of Medium-Term Financial Targets)

- While profits are steadily increasing in Growth Areas, changes in the business environment in Existing Areas have resulted in consolidated EBITDA falling below expectations, making it difficult to achieve the FY2027 target.
- We aim to achieve EBITDA of 4 trillion yen by FY2030 by accelerating growth in the Value-added Areas and transforming the Connectivity Areas into an AI-native infrastructure.



<Value-added Areas>

Accelerating Profit Growth Through AI

- ① Expansion of the domestic corporate business by maximizing customer value
- ② Acceleration of the growth of our overseas business, with a focus on AI and data centers
- ③ Further expansion of our personal business, with a focus on financial services

<Connectivity Areas>

Transition to AI-Native Infrastructure

Medium Term

Near Term

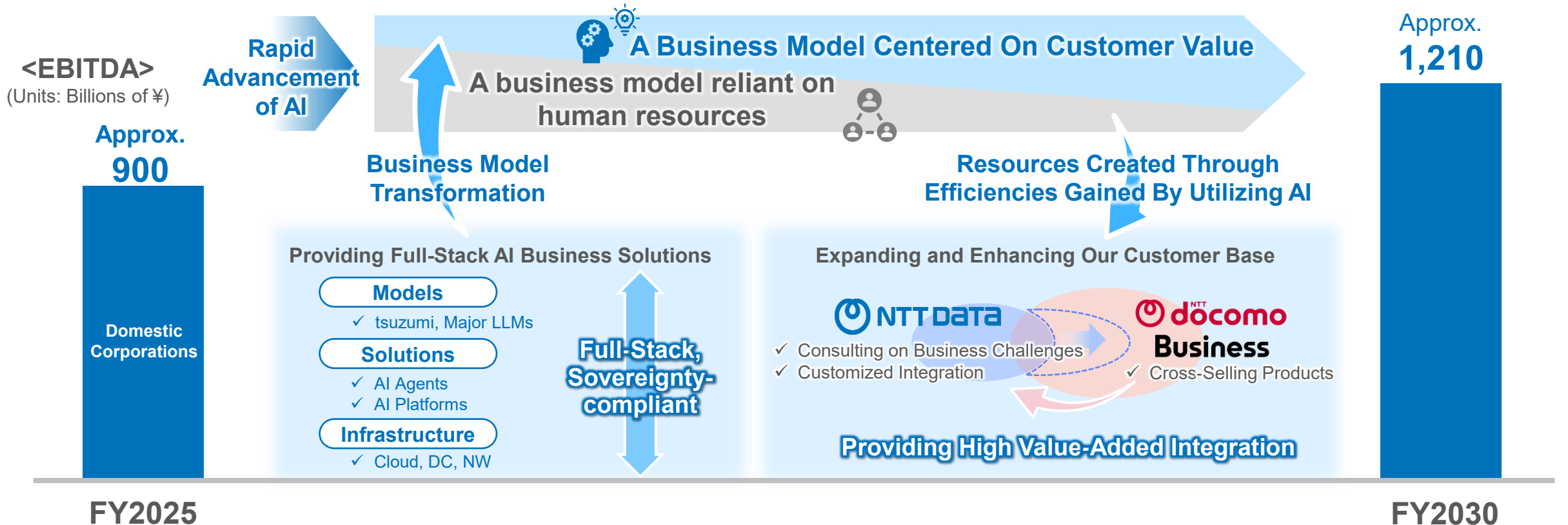
- ④ Transition to AI-native next-generation infrastructure
- ⑤ Toward the realization of next-generation AI-native infrastructure
- ⑥ Maintaining cash generation ability through the stabilization of telecommunications business profits

Strategic Upfront Investments to Support Continued Growth

- ⑦ Early commercialization of new business areas

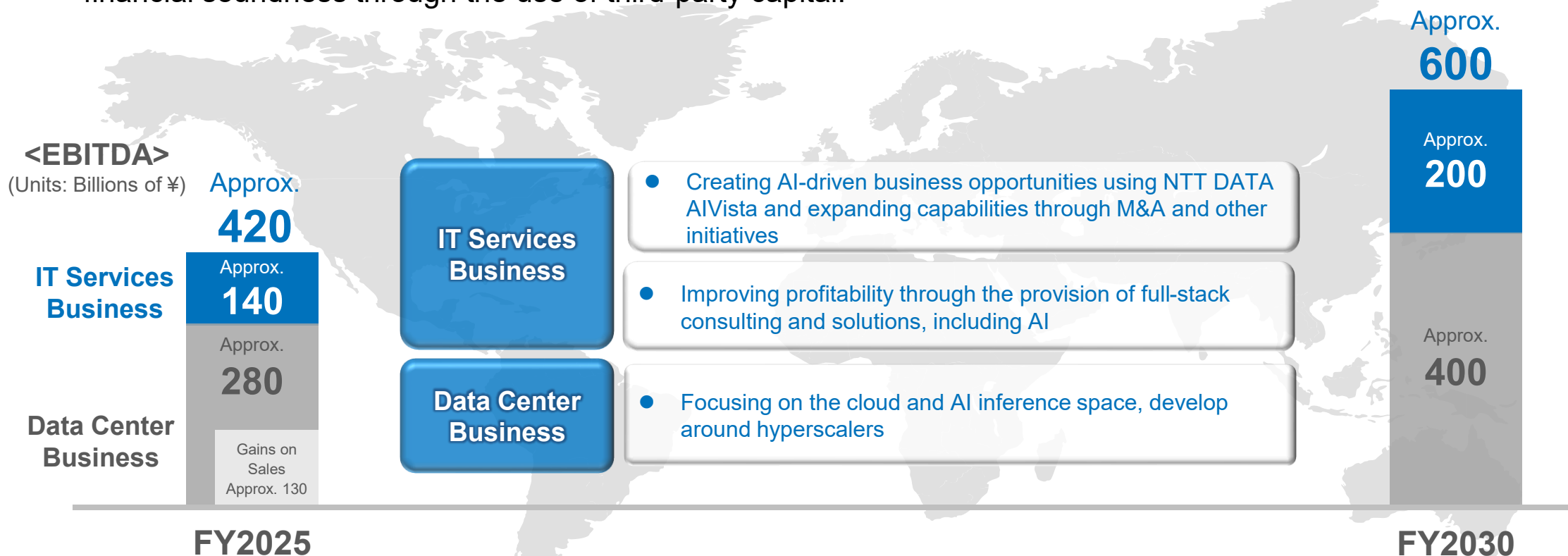
① Expansion of the Domestic Corporate Business by Maximizing Customer Value

- In light of the rapid advancements in AI, we are shifting our business portfolio from a model reliant on human resources to one centered on customer value.
- By promoting the provision of high value-added integration services by NTT DATA, we will expand our customer base.



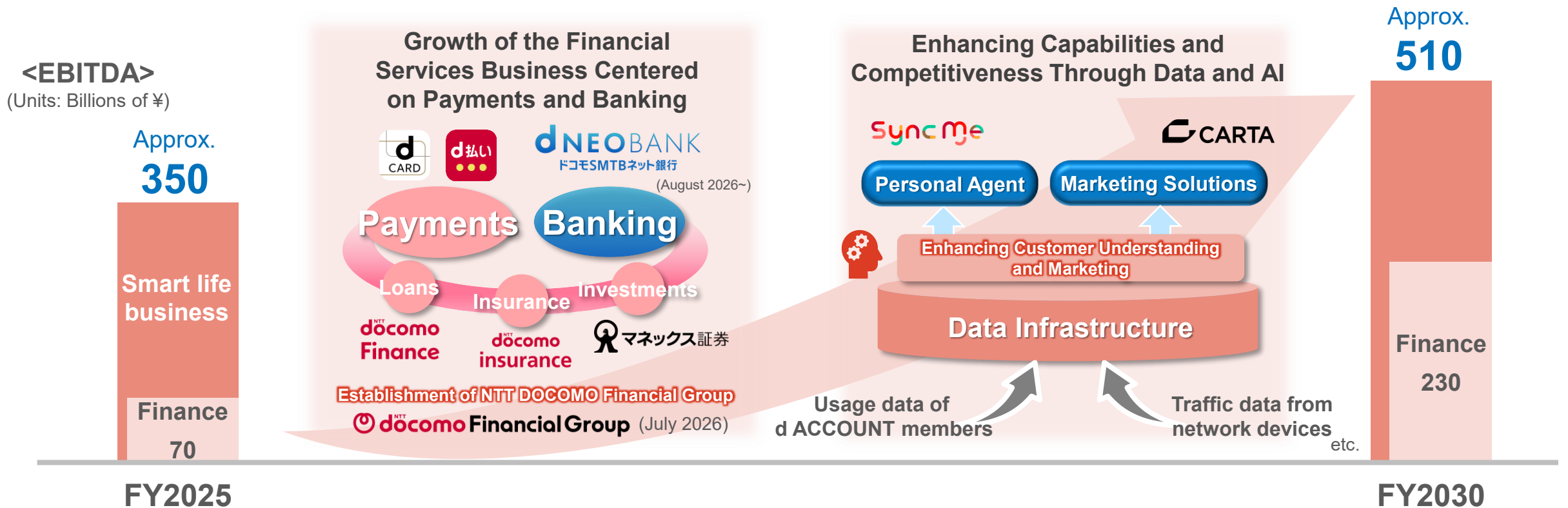
② Acceleration of the Growth of Our Overseas Business, With a Focus on AI and Data Centers

- Accelerating the growth of our overseas business by providing full-stack services, with AI and data centers as key growth drivers.
- In the IT services business, we will promote the creation of AI-native businesses, while also expanding capabilities through M&A and other initiatives.
- In light of robust demand, the data center business will continue to make growth investments while maintaining financial soundness through the use of third-party capital.



③ Further Expansion of Our Personal Business, With a Focus on Financial Services

- Expansion of financial customer base with settlement and banking as a starting point and growth of financial business through promotion of investments and loans and insurance utilization.
- We will enhance our marketing capabilities by combining one of the largest membership bases in Japan and vast and diverse data with AI.



④ Transition to AI-native next-generation infrastructure

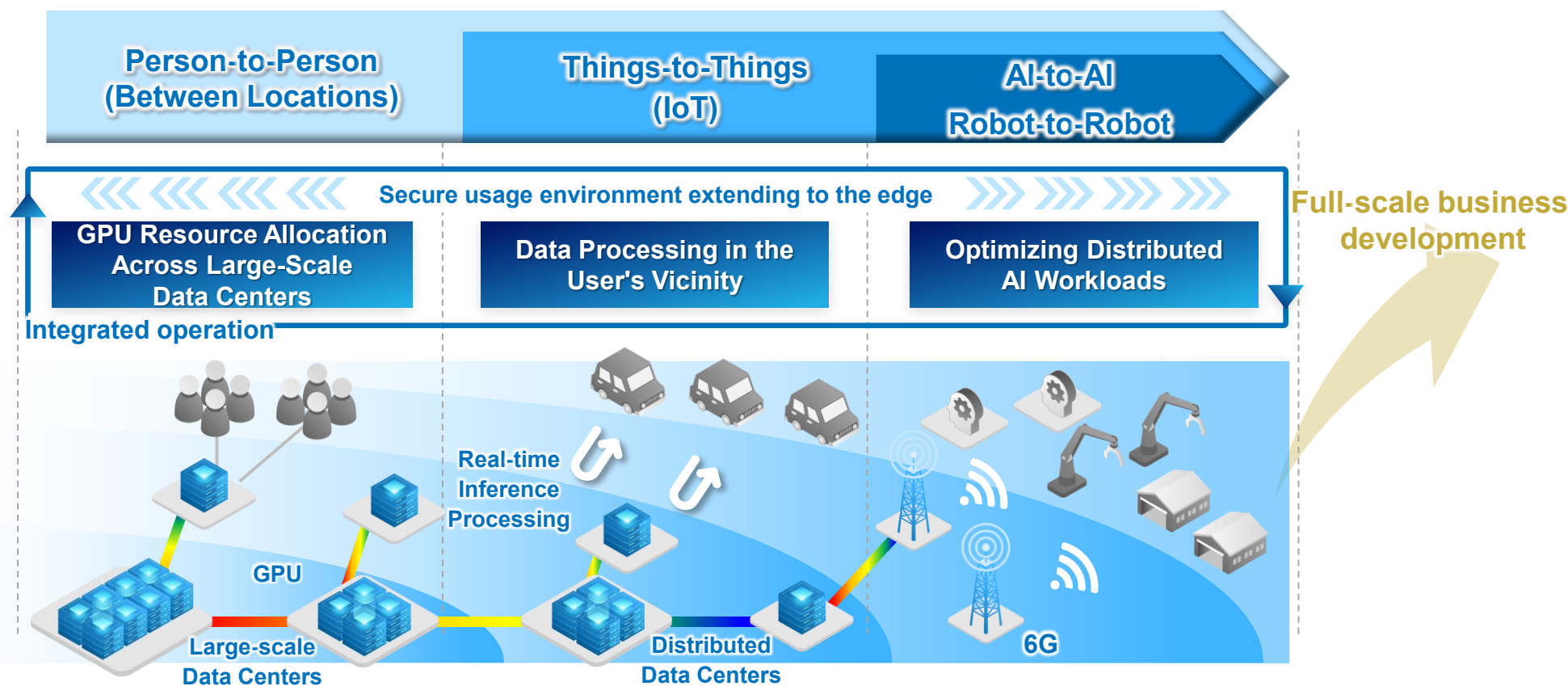
- By optimizing resources such as GPUs, networks, and power, and realizing the conversion to AI native infrastructure “AOWN” in Japan, which handles operations including the edge, we aim for full-scale business development.

AOWN

AI × IOWN



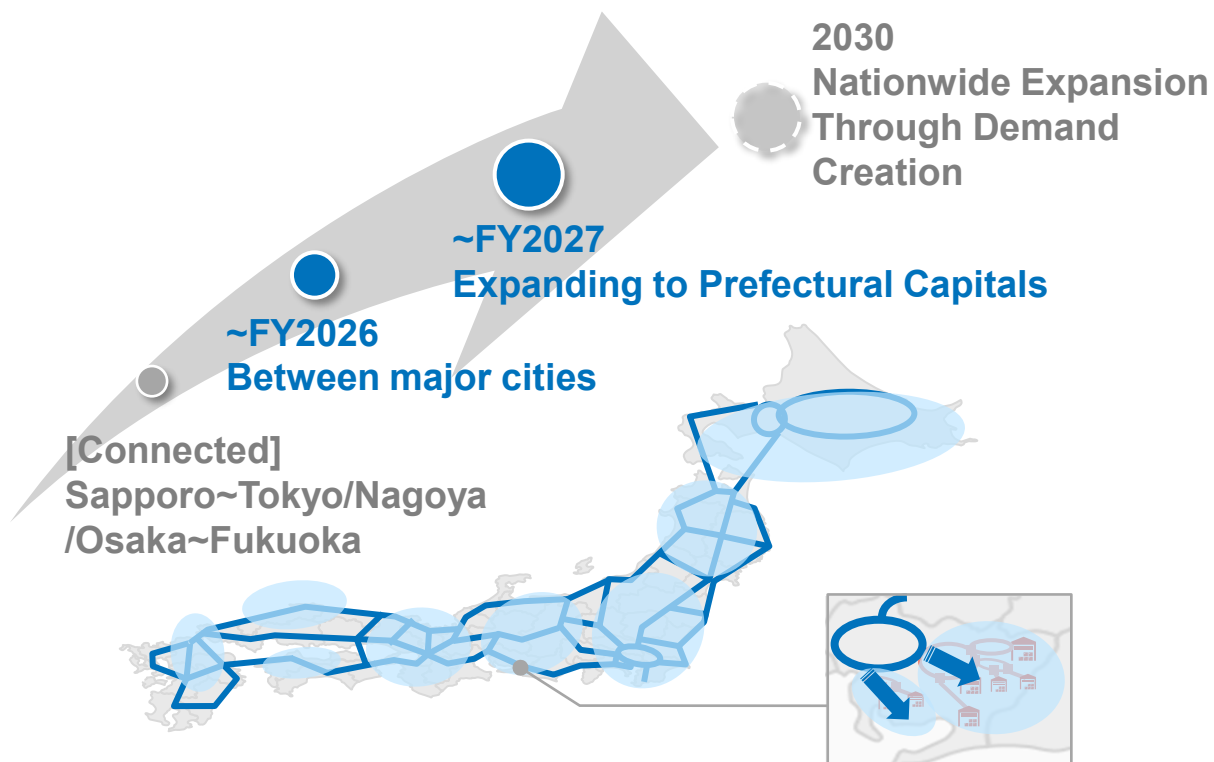
"AOWN" is currently under trademark application in Japan.



⑤ Toward the Realization of AI-native next-generation infrastructure

- To realize AI-native next-generation infrastructure "AIOWN", we will accelerate the social implementation of IOWN by expanding IOWN APN nationwide and expanding the ecosystem of photonic-electronic convergence devices through cooperation with various partners.

Deployment of the IOWN APN



Deployment of IOWN Photonic-Electronic Convergence Devices



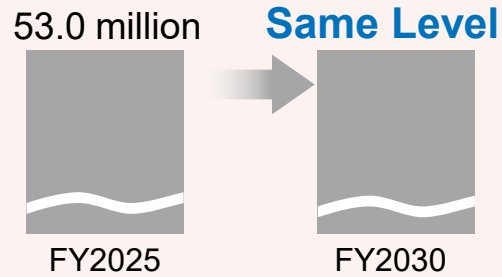
⑥ Maintaining Cash Generation Capacity Through the Stabilization of Telecommunications Business Profits

- Maintain cash generation capacity by securing stable profits through measures such as improving productivity via AI-driven operational transformation and strengthening customer engagement across all business areas.

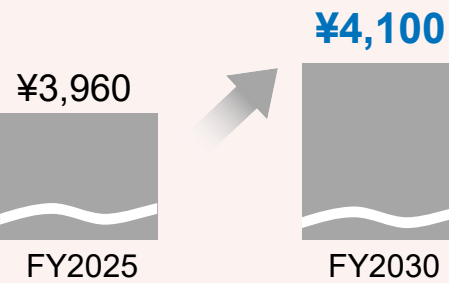
Consumer Communications Business



Number of Handset Subscriptions



Mobile ARPU



Maximize LTV **ドコモ MAX**

Strengthening Customer Engagement

- Enhance engagement channels
- Optimize offerings using AI

Product Evolution

- Enhance the experiential value through digital and physical integration

Operational Transformation and Productivity Improvement Utilizing AI

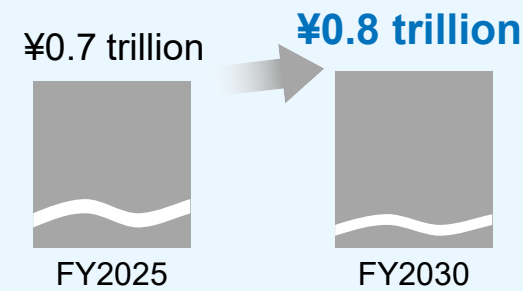
- Transformation of customer operation and network architecture

※Figures include corporate subscriptions.

Regional Communications Business



EBITDA



Operational Transformation

- Improving productivity through process optimization using DX and AI
- Reskilling of redeployed human resources and shifting toward growth areas

Achieve profit growth



Increasing Profits in Hikari Business, Corporate Business and New Businesses

- Expansion of the optical customer base through initiatives such as the "Hikari Collaboration Model" and the "All- Apartment Units Business"
- Improving profit margins through focusing resources on key customers and in-house production
- Strengthen profitability in new business areas by solving regional issues

⑦ Early Commercialization of New Business Areas

- To achieve sustainable profit growth beyond 2030, we will continue to make strategic growth investments in fields such as mobility, space, and photonic quantum computing.

Near Term

Medium to Long Term

Mobility

- Services supporting the introduction and operation of autonomous vehicles (such as buses and taxis)

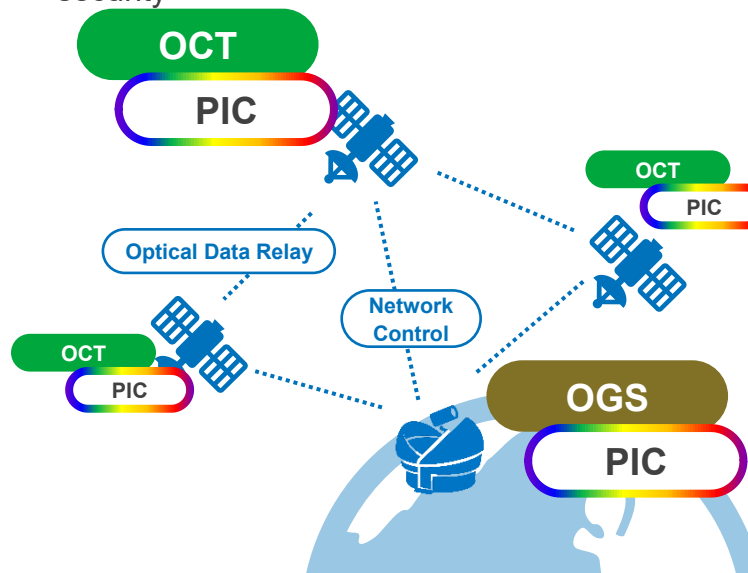


- Infrastructure collaborated Mobility AI and Communications Platform



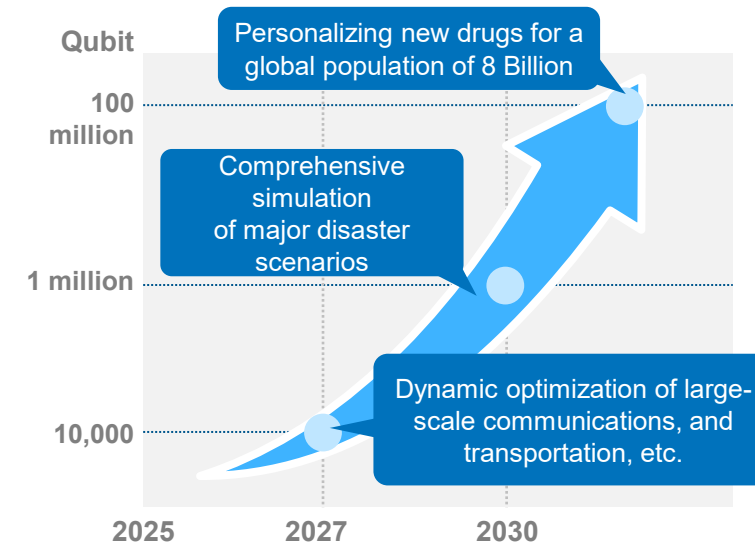
Space

- Applications of IOWN Technology
- Utilized for disaster prevention and economic security



Optical Quantum Computing

- Research and development of scalable and highly reliable optical quantum computers
- Accelerate commercialization through partner collaborations



Continue Strategic Growth Investments

Medium-Term Financial Targets



Target Indicators	Target Levels (FY2030)	〔Reference〕 FY2026 Forecast
EBITDA (consolidated) ROIC (Excluding Financial Businesses*)	¥ 4 Trillion 5.5%	¥ 3.4 Trillion 5.0%

*NTT DOCOMO Financial Group

■ Sustainability-related targets(remain unchanged)

- 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

Basic Policy on Shareholder Returns



- We will continue to follow our existing policies regarding both dividends and share buybacks.

Dividend Policy

Our basic policy is to implement steady increases in dividends

Share Buybacks

We will flexibly conduct share buybacks to improve capital efficiency

Financial Policy

- Our policy is to ensure a certain level of financial soundness, and in the medium term, we aim to reduce the Interest-bearing liabilities / EBITDA (excluding the financial businesses) to approximately 3.5x.

Interest-bearing liabilities / EBITDA(Excluding Financial Businesses)

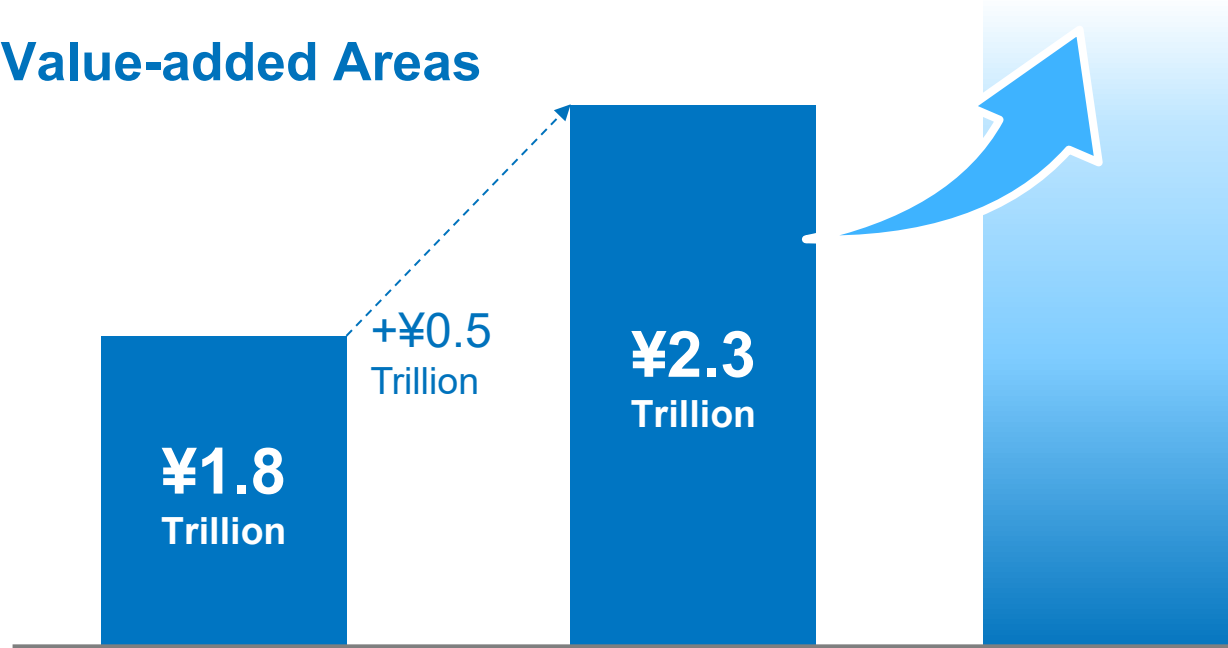


[Attachment] EBITDA by Business Segment

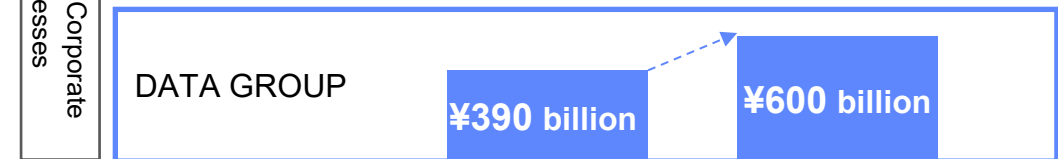
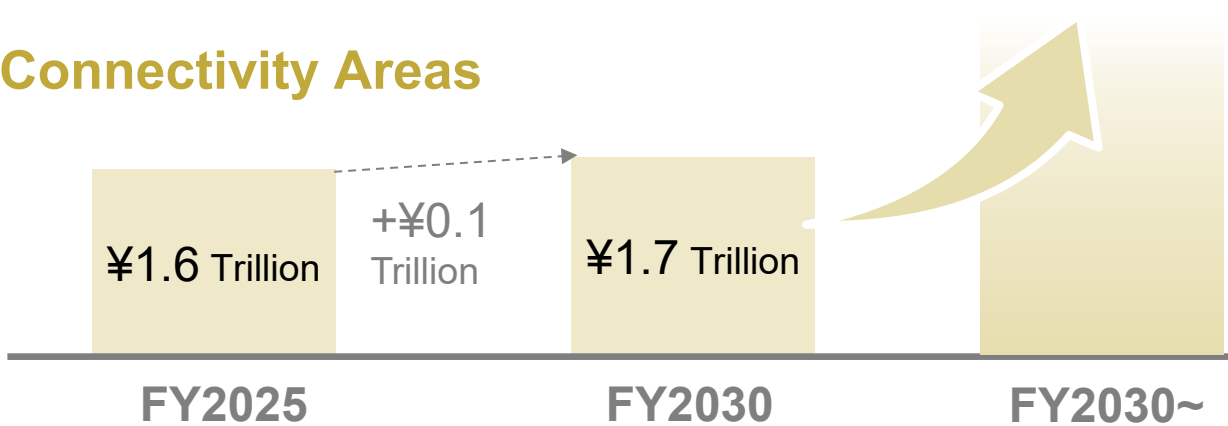


Integrated ICT Global Solutions Regional Communications

Value-added Areas



Connectivity Areas



FY2025 FY2030

Integrated ICT Business

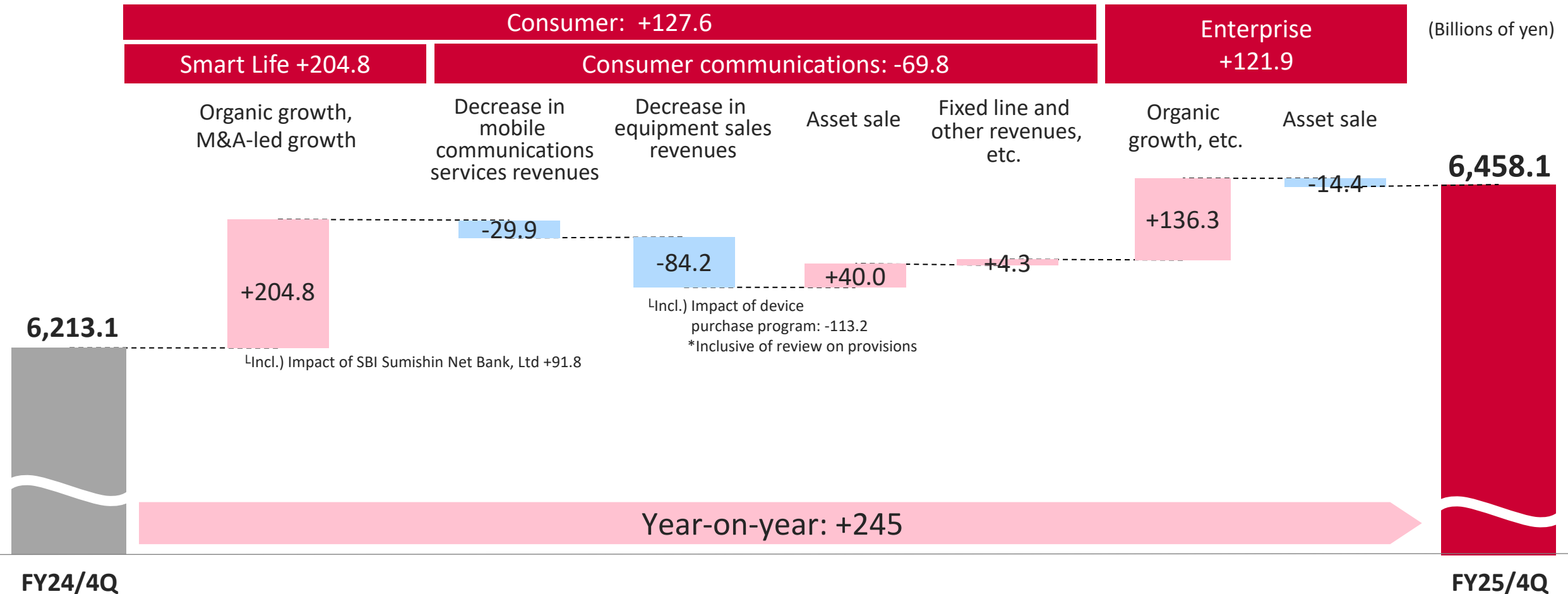
Results Highlights

Recorded YOY increase in revenues but decrease in profit.

	FY2024 Full year	FY2025 Full year	Year-on-year	
			Changes	%
<div style="display: flex; align-items: center;"> <div style="border: 1px solid black; padding: 2px; margin-right: 5px;">IFRS</div> (Billions of yen) </div>				
Operating revenues	6,213.1	6,458.1	+245.0	+3.9%
Operating profit	1,020.5	942.1	-78.5	-7.7%
Profit attributable to shareholders of NTTDOCOMO, INC.	718.5	660.2	-58.3	-8.1%
EBITDA	1,760.6	1,743.1	-17.4	-1.0%
Capital expenditures	714.3	857.5	+143.2	+20.0%

Key Factors behind Changes in Operating Revenues

Revenues from growth areas increased by more than ¥300 billion driven by M&A and organic growth. In Consumer Communications, improved momentum of mobile communications revenues was sustained by the ARPU growth driven by “docomo MAX”.



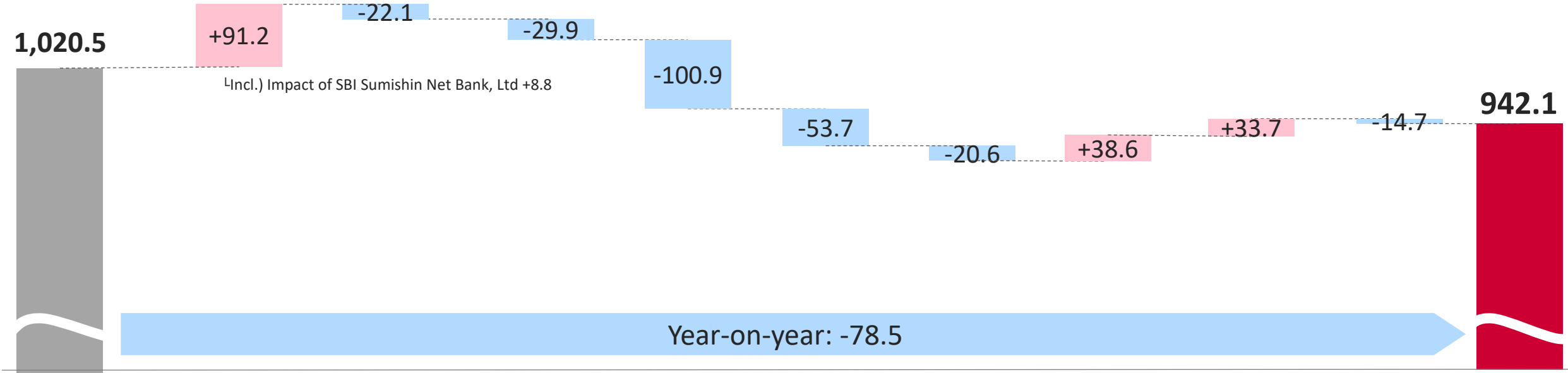
Key Factors behind Changes in Operating Profit



Operating profit decreased significantly over the prior year due mainly to aggressive sales promotion and other spendings for Consumer Communications business, despite securing profit increase in growth areas, i.e., Smart Life and Enterprise.

Consumer -97.4				Enterprise +19.0	
Smart Life +69.1	Consumer communications -166.5				

- Organic growth, M&A-led growth
- Irregular factors
- Decrease in mobile communications services revenues
- Stepped up sales promotion expenses
- Impact of device purchase program
- Increase in network reinforcement expenses, etc.
- Asset sale
- Organic growth
- Asset sale, etc.



FY24/4Q FY25/4Q

FY2026 Guidance

Operating revenues expected to grow by more than ¥360 billion.
 Operating profit projected to be comparable to prior year.

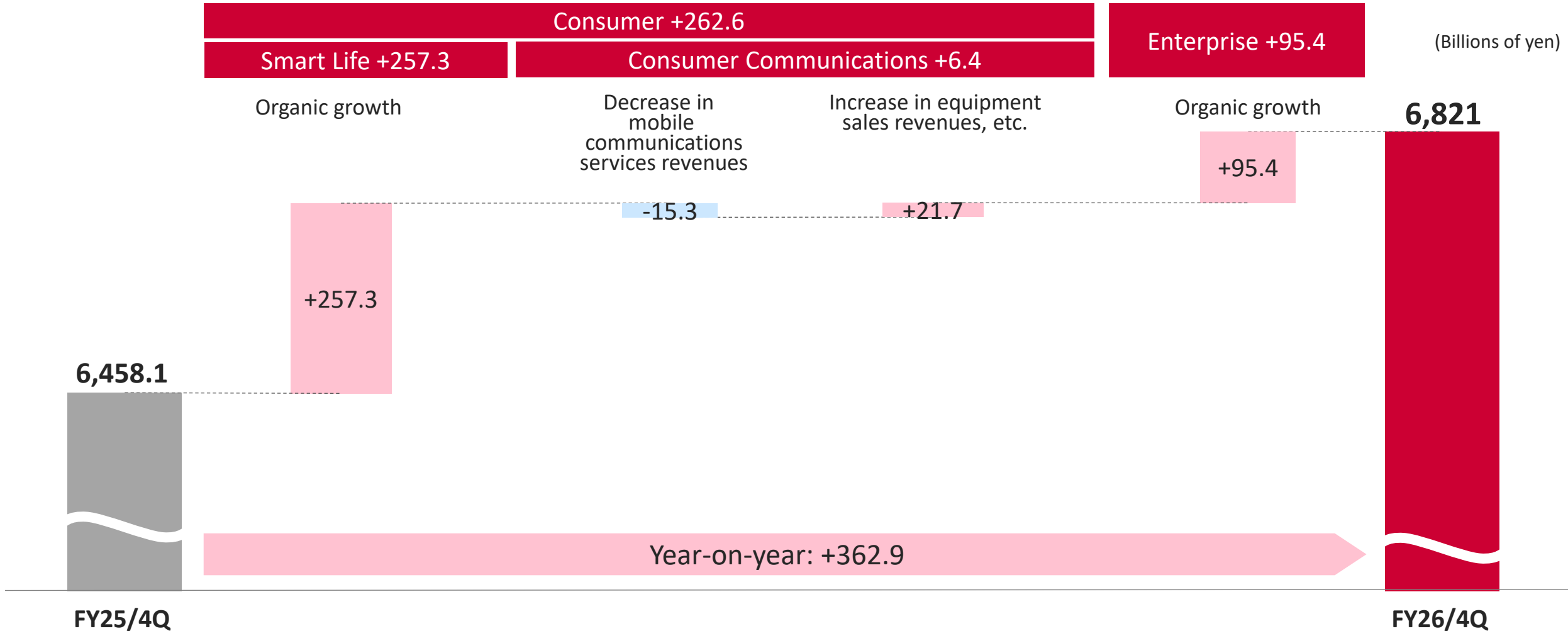
	FY2025 Full year	FY2026 Full year	Year-on-year	
			Changes	%
Operating revenues	6,458.1	6,821	+362.9	+5.6%
Operating profit	942.1	943	+0.9	+0.1%
Profit attributable to shareholders of NTTDOCOMO, INC.	660.2	627	-33.2	-5.0%
EBITDA	1,743.1	1,798	+54.9	+3.1%
Capital expenditures	857.5	857	-0.5	-0.1%



(Billions of yen)

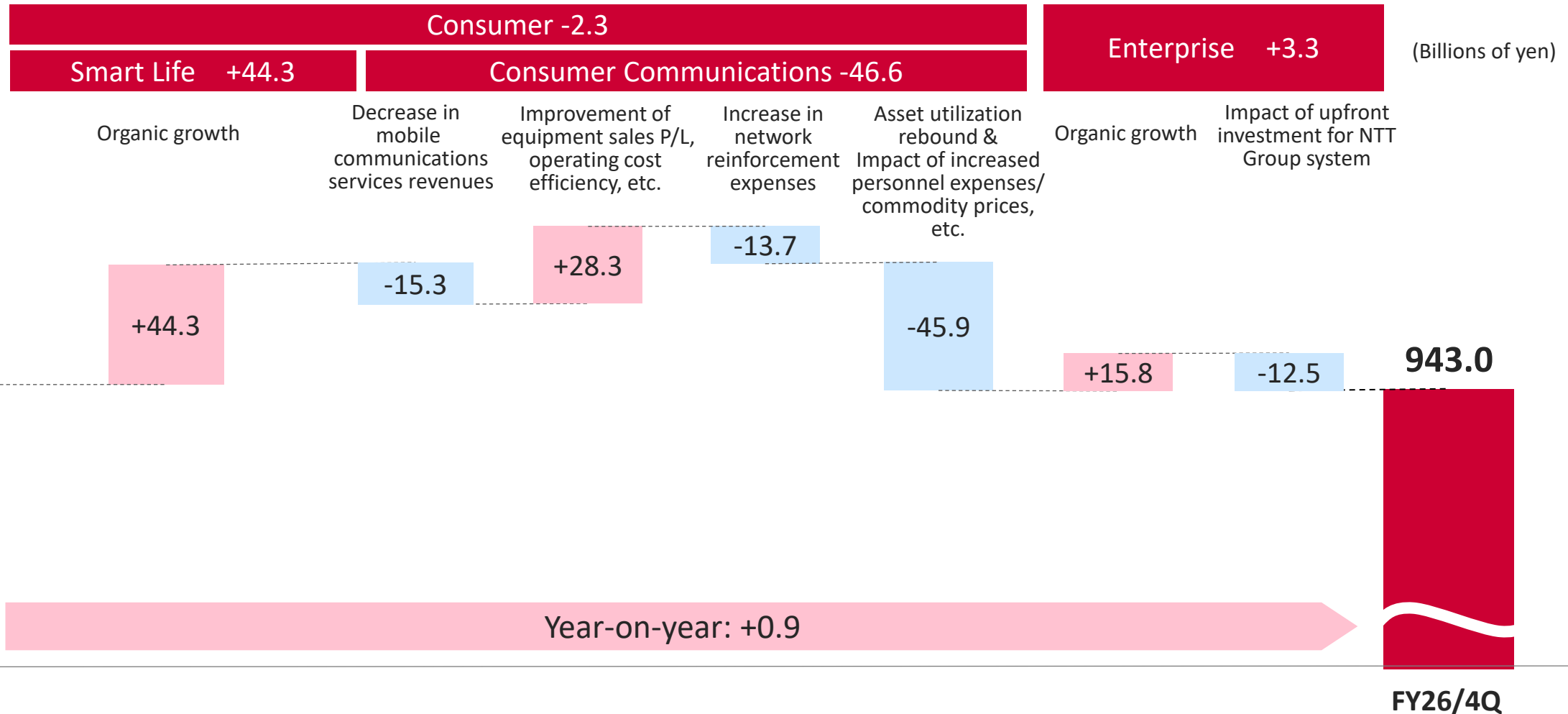
Operating Revenues Forecast

Revenues expected to increase by over ¥360 billion driven by organic growth of Smart Life, including the impact of SBI Sumishin Net Bank, and growth of Enterprise solutions, etc.



Operating Profit Forecast

FY2026 operating profit projected to be ¥943 billion, with strong expansion of growth areas offsetting the decline in Consumer Communications.

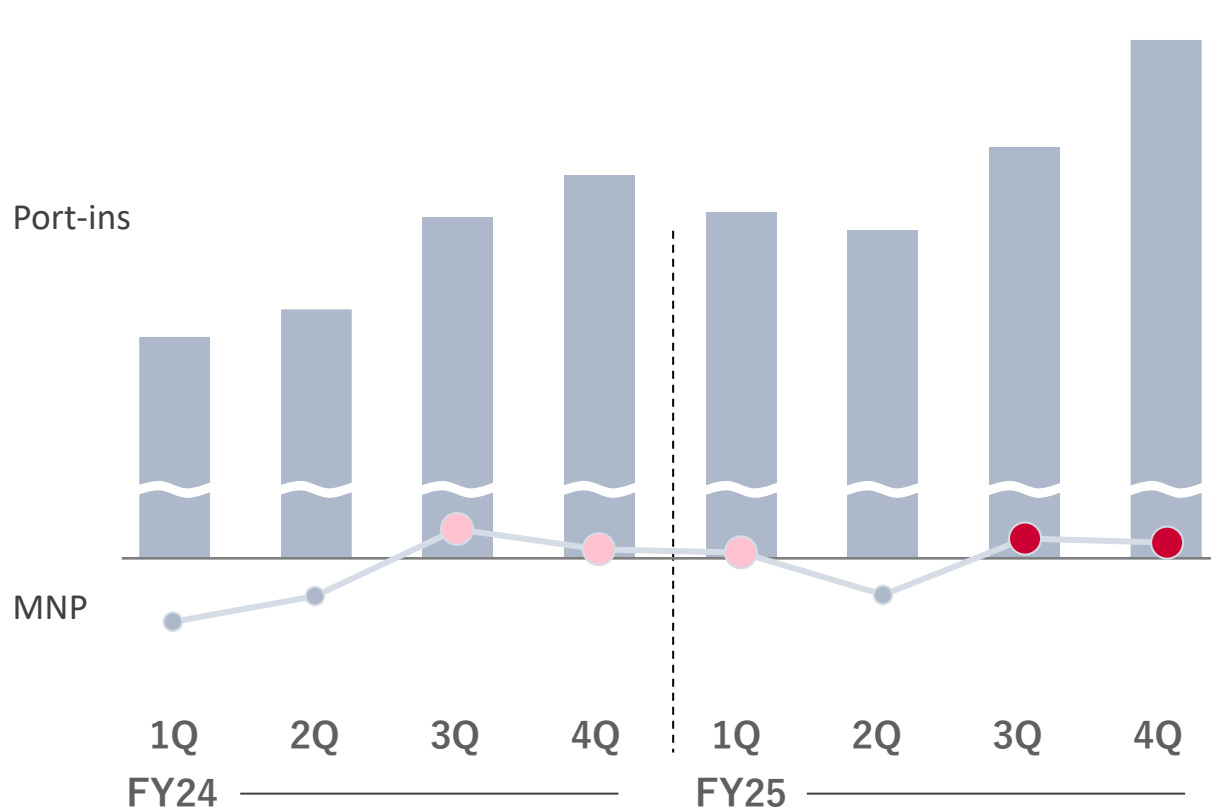


Construction of competitive sales structure

- Net MNP subs acquisition turned positive in FY2025/2H
- “docomo MAX” subs topped 3 million
- ARPU stably recording YOY increase
- Downtrend of mobile communications services revenues on the verge of reversal

Network structural reform

- No. of 5G base stations: Up 6,800 (+15%)
- Accelerated base station rollout and upgrade to latest equipment
- Visualized customer experience with AI

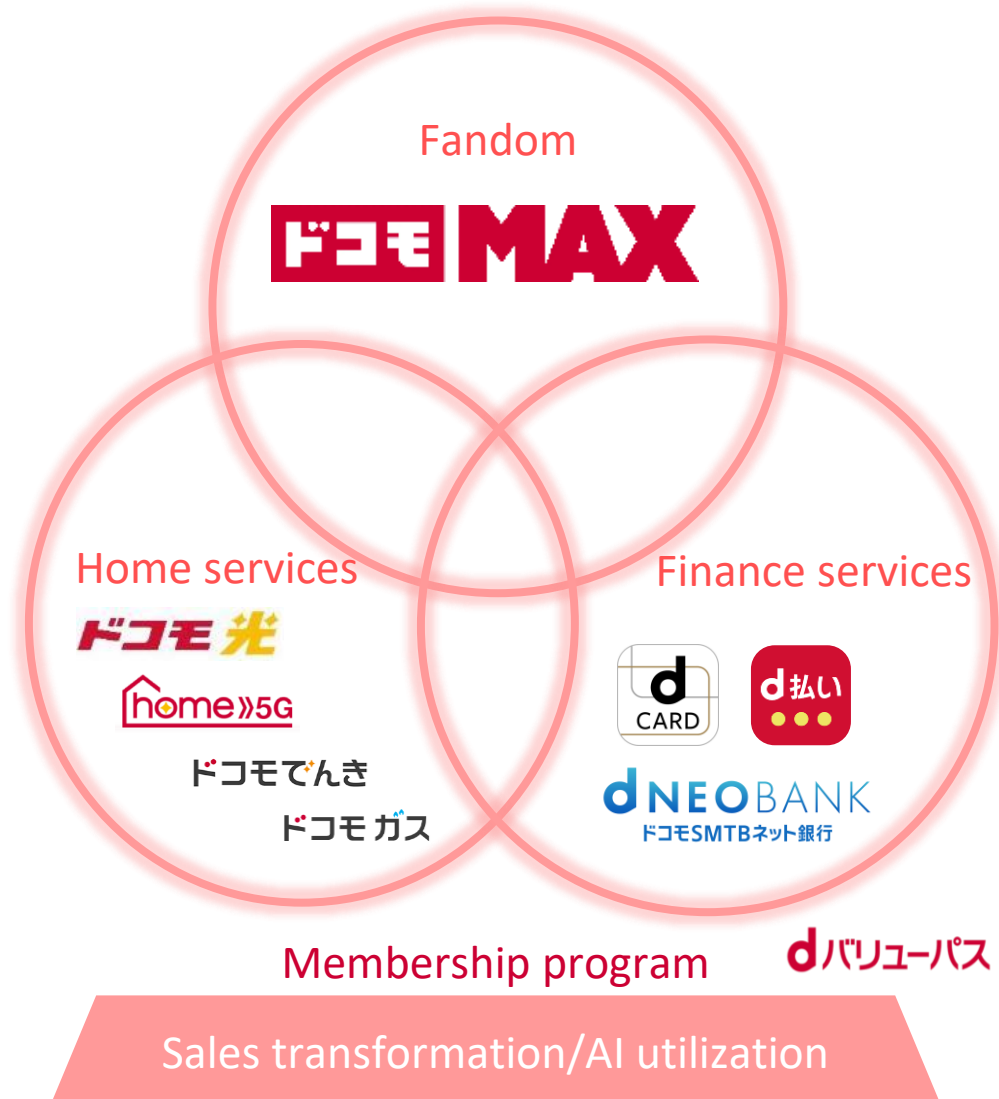


FY2025

MNP positive for 2nd half

FY2026 and beyond

Continue strengthening the customer base to maintain market share



Build a highly engaged customer base

through service refinement and usage expansion

Aiming to expand no. of loyal users* to

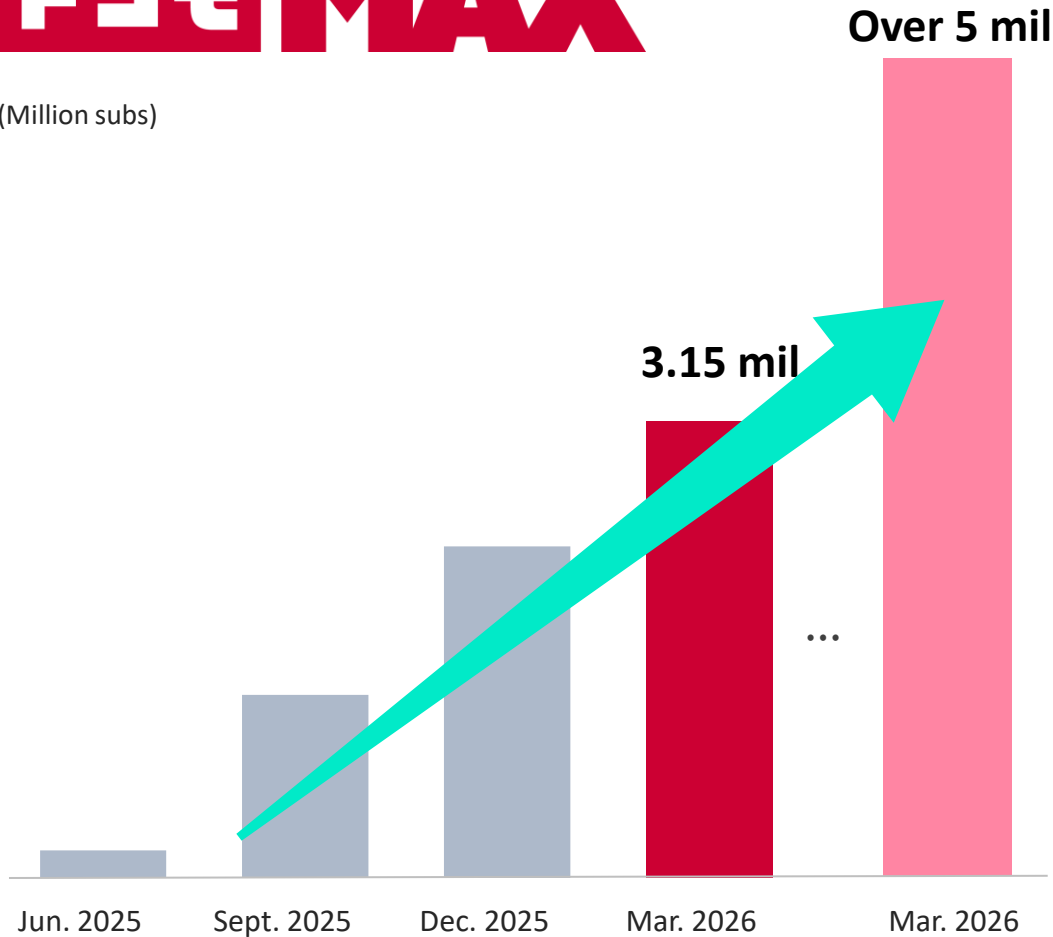
Over 20 million

* Subscribers of “docomo MAX” and “docomo Poikatsu MAX” or customers subscribing to both DOCOMO’s mobile service and home/finance services.

Consumer communications “docomo MAX” Subscriptions



(Million subs)



FY2025 target:

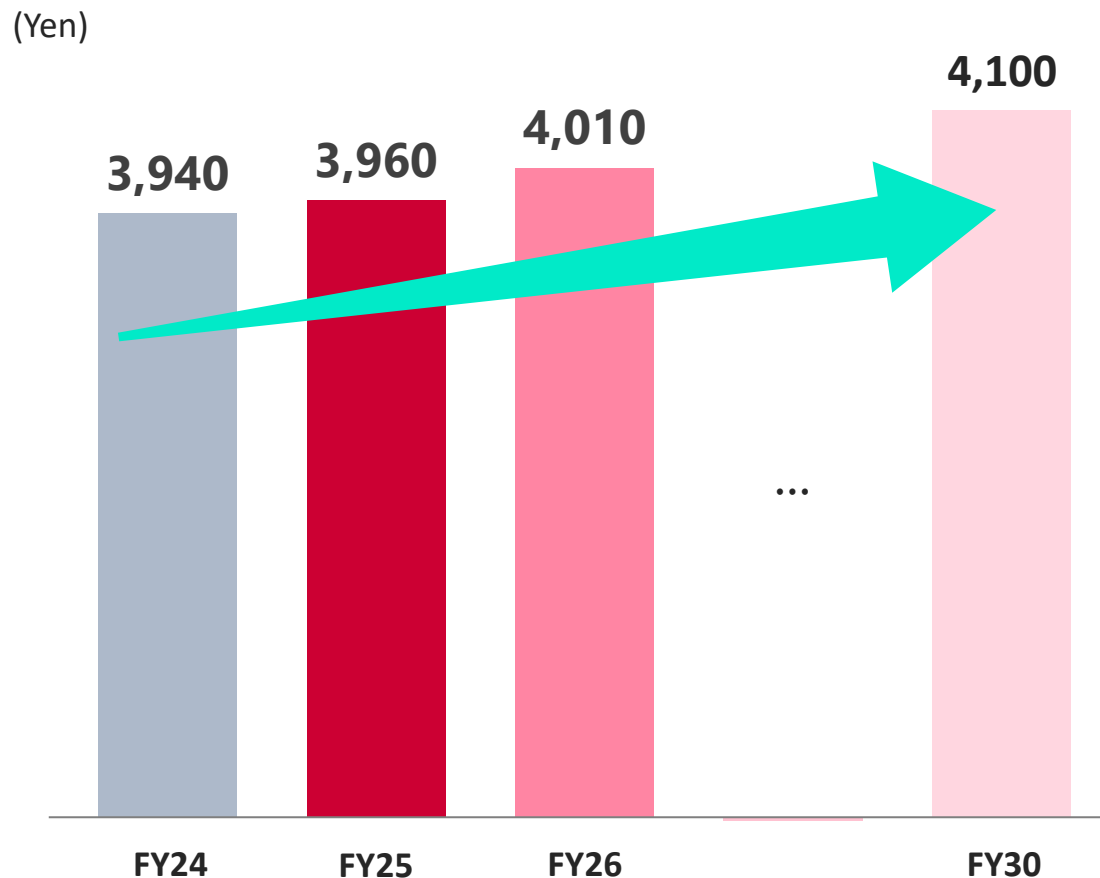
3 million subs: Achieved

FY2026 target:

Over 5 mil subs

* “docomo Poikatsu MAX” subscriptions included.

Consumer communications ARPU



FY2025 actual:

Up 20 yen (year-on-year)

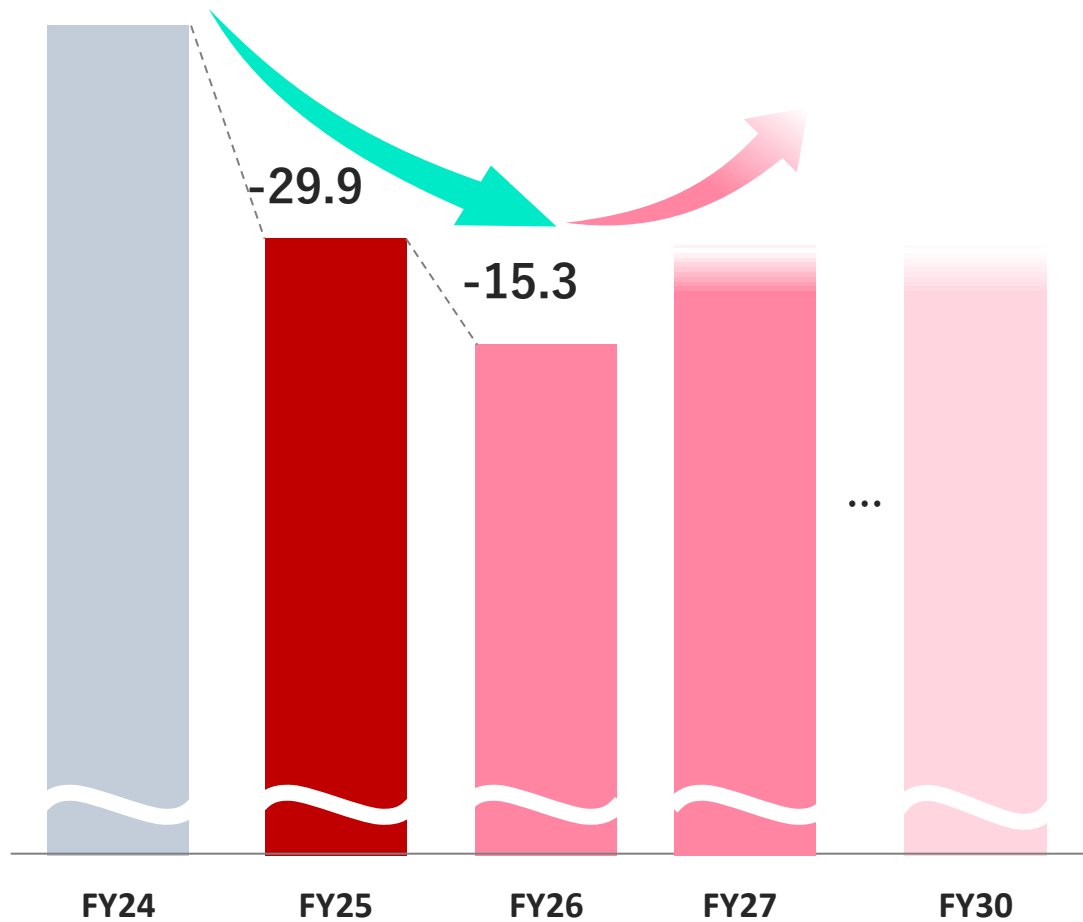
FY2026 target:

Up 50 yen (year-on-year)

*Enterprise accounts included.

Consumer communications Mobile Communications Services Revenues

(Billions of yen)



FY2025

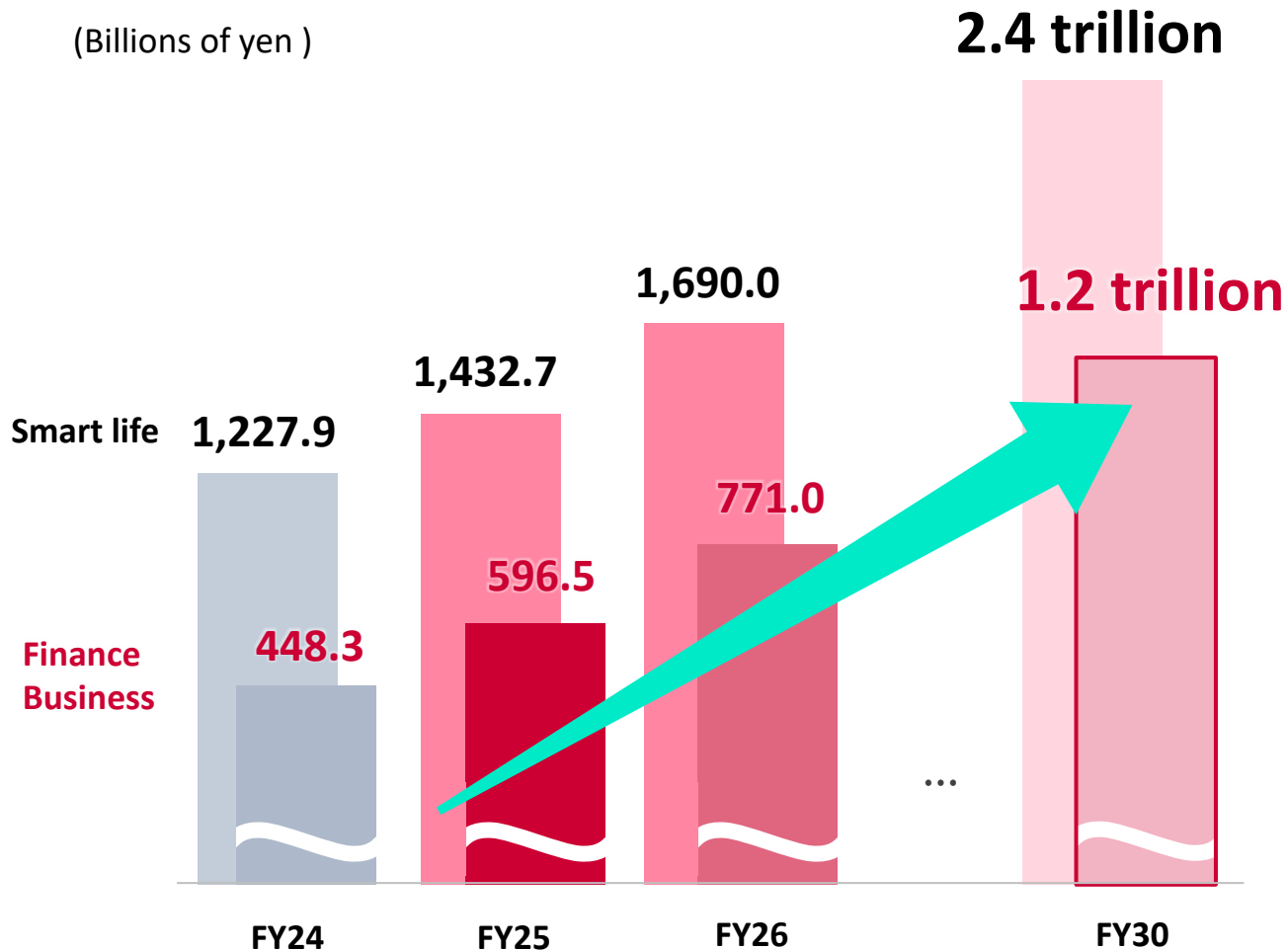
Pace of decline slowed significantly

FY2026

Bottoming out imminent

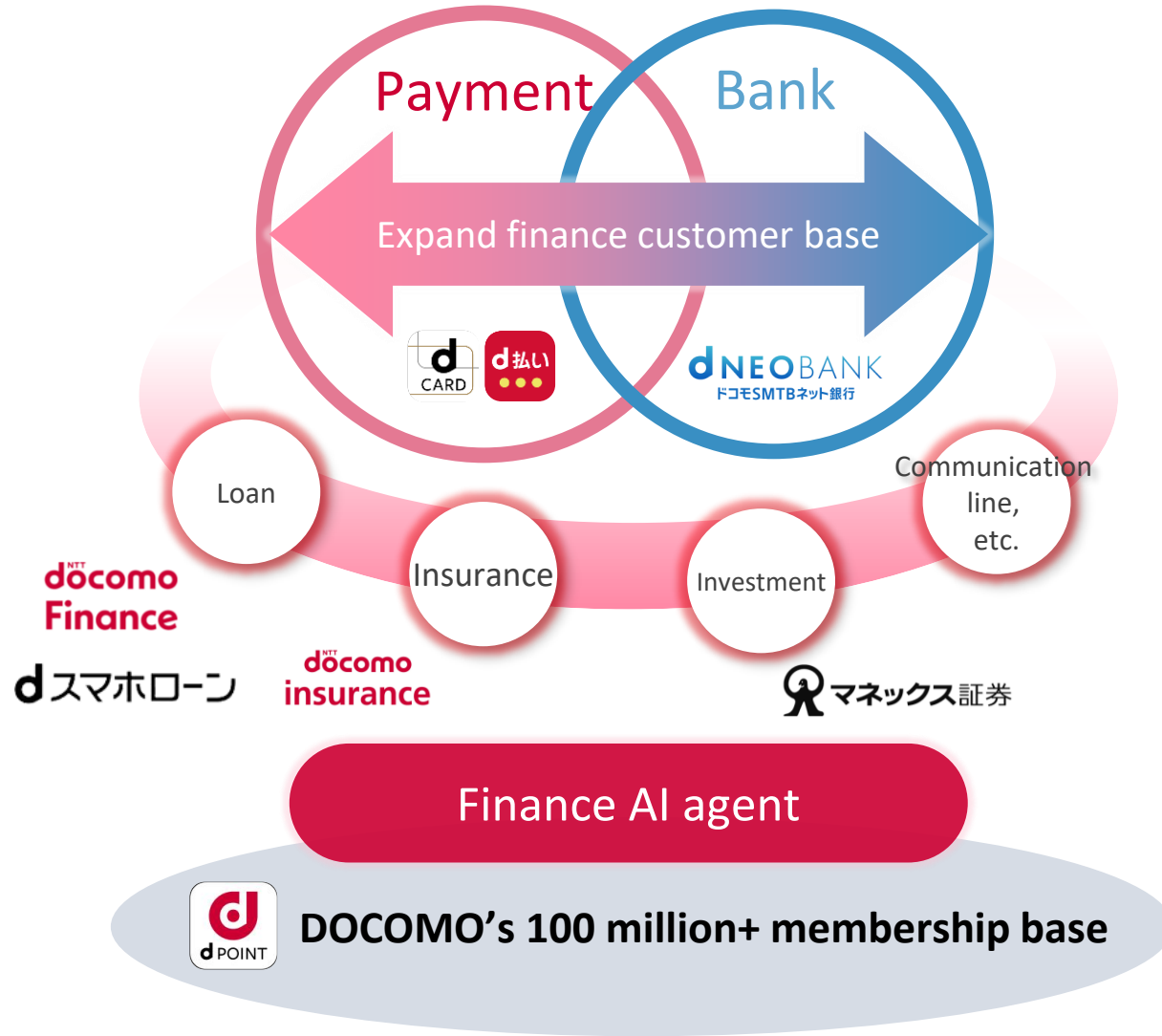
Smart Life Business: Operating Revenues

(Billions of yen)



Expand Smart Life business primarily through finance offerings

Double finance revenues
compared to FY2025 level
(FY2030)

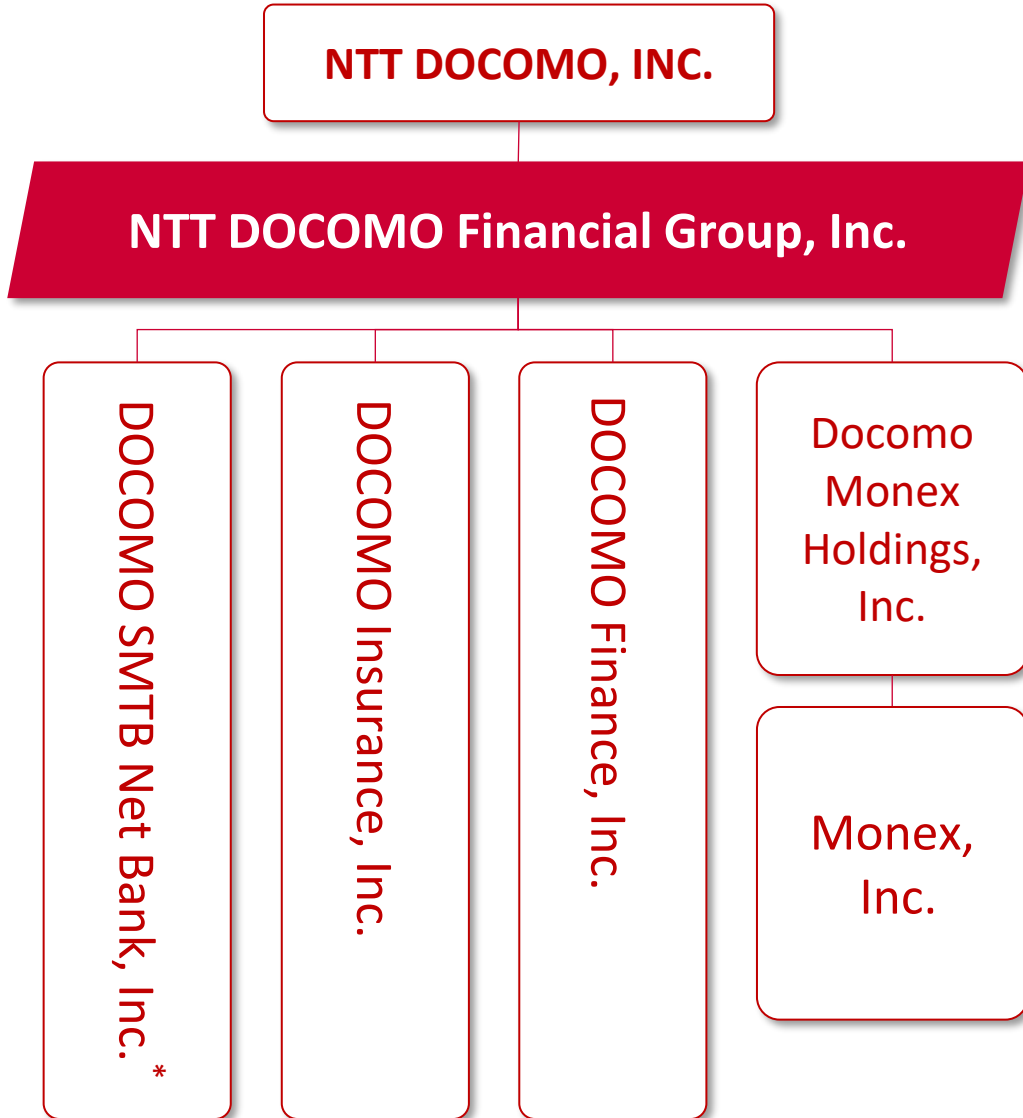


One-stop offering of payment and banking services

Finance AI agent

understanding customers, and supporting their lifestyle needs

Smart Life: Finance Business Reorganization



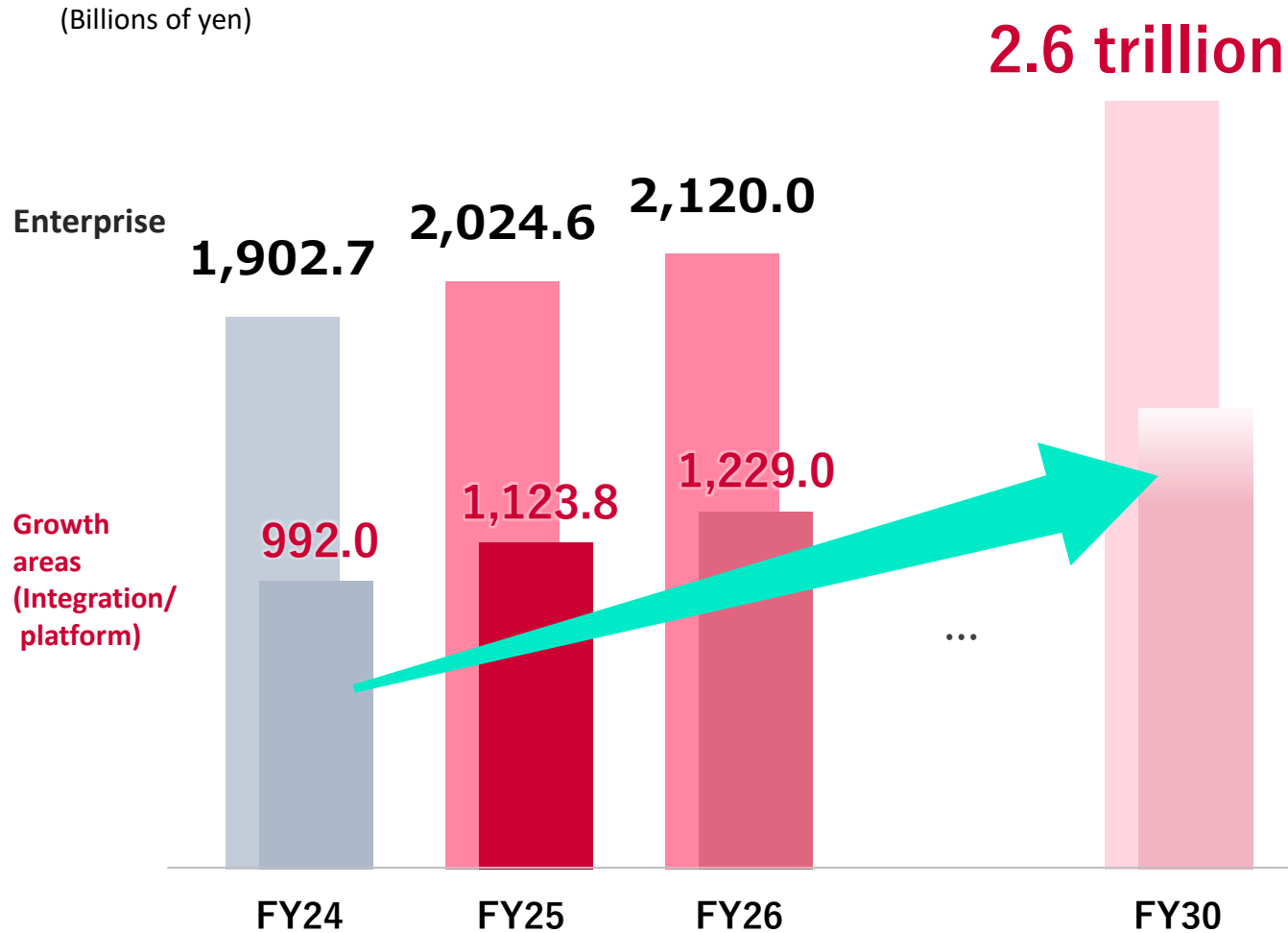
To commence business as
NTT DOCOMO Financial Group, Inc.
in July 2026

**Strengthen service collaboration
centered on bank**

**Accelerate business growth by
enhancing agility**

* Plan to change trade name from SBI Sumishin Net Bank, Ltd. in August 2026.
(Subject to approval from relevant authorities).

Enterprise Business: Operating Revenues



FY2025:

Achieved ¥2 trillion

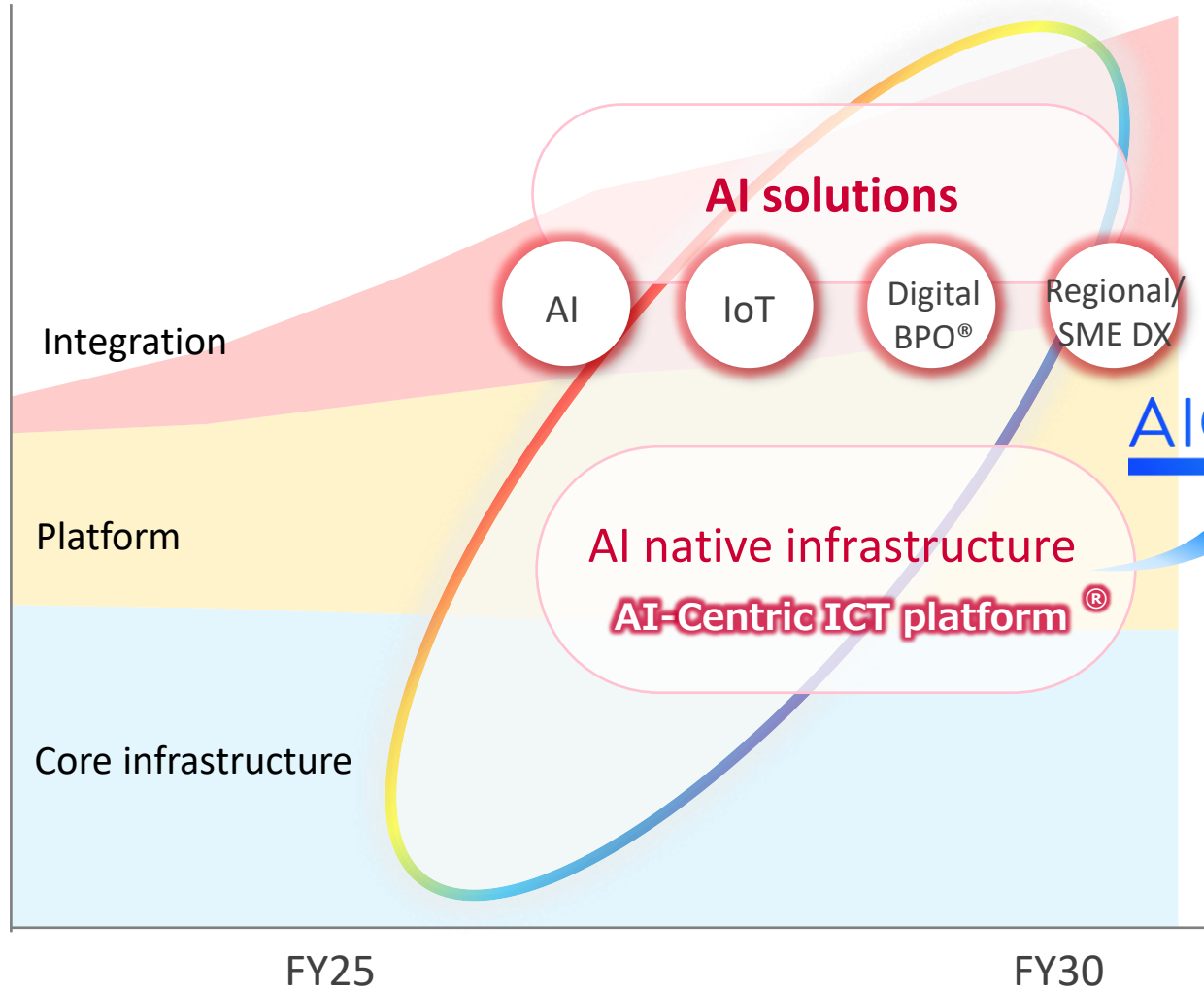
FY2026 and beyond:

Sustainably grow revenues

Growth areas:
+10% (per annum)

Enterprise Business: Strategies

Value proposition



Expansion of AX/DX demand in the AI era



Pillars of growth strategy

- 1. Strengthen business in priority areas
- 2. Platform evolution
- 3. Strengthen partnerships

Network: DOCOMO's Actions for Experience Quality Improvement



Optimal spectrum reallocation

Past

FY2025 onward

5G

Secure capacity

Sub6

Capacity expansion in densely populated areas

Sub6

Ensure stability

700MHz

Pursue 5G stability through conversion from 4G.

700MHz

4G

Secure capacity

700MHz

Convert

700MHz

1.5-times Capacity Expansion via Full LTE Utilization

800MHz

800MHz

3G

Secure capacity

800MHz

Freed up spectrum after 3G termination converted to 4G (Mar. 31, 2026)

Service termination (Mar. 31, 2026)

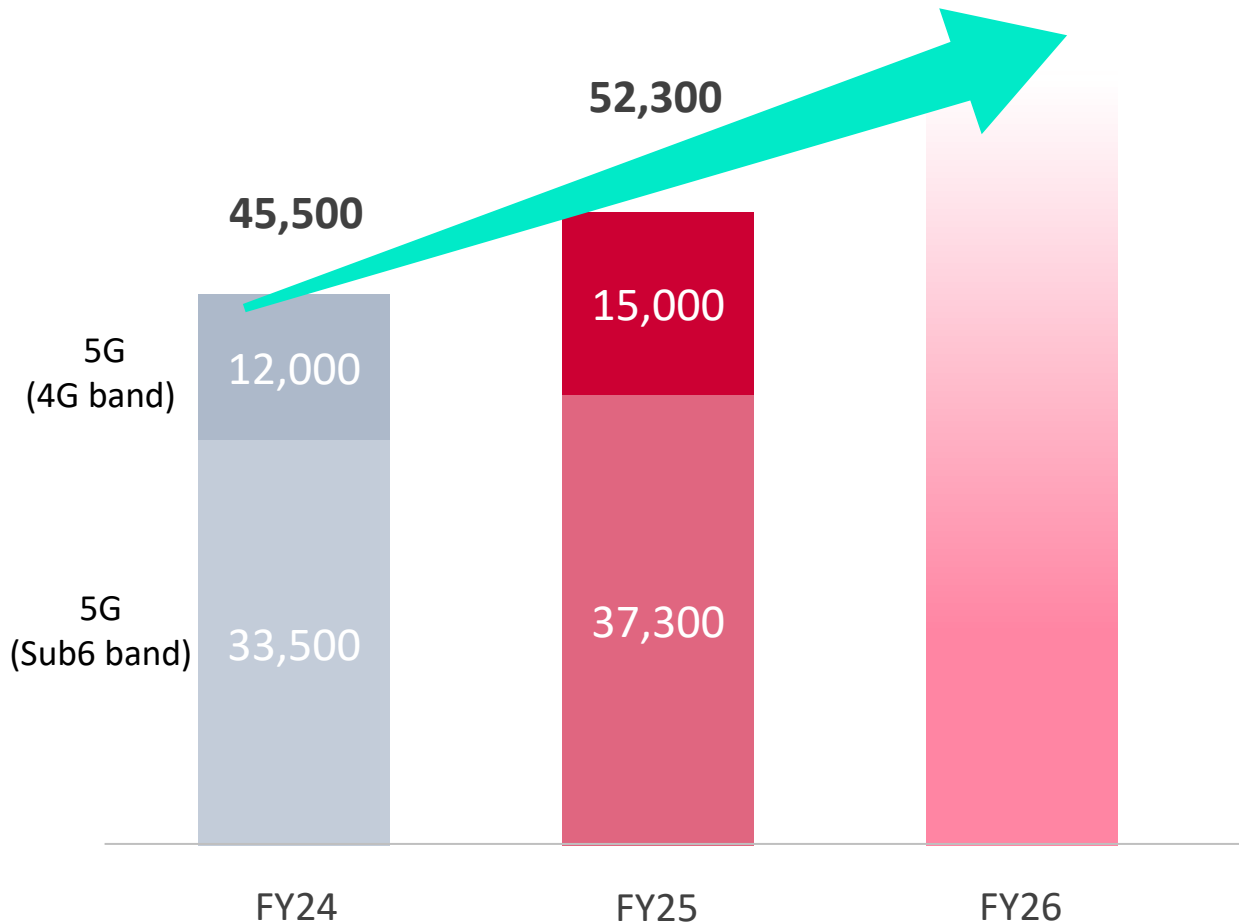
Securing 5G capacity with Sub-6 band

Further stabilization through refarming 4G spectrum for 5G

Securing 4G capacity through 3G spectrum reuse

Network: Increase the number of 5G base stations

No. of 5G Base Stations



FY2025

Rolled out

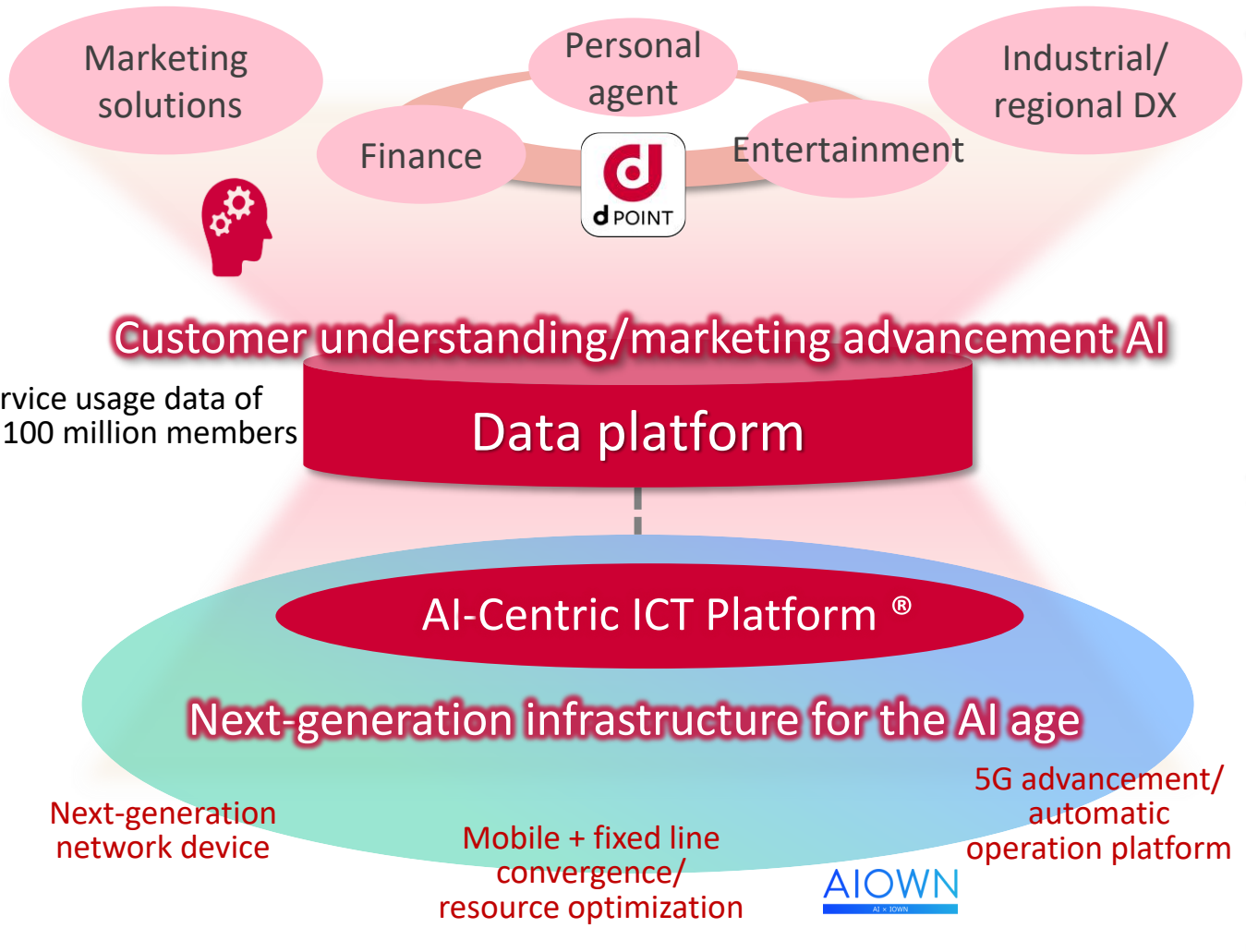
Approx. **6,800** (5G BSs)

FY2026

Plan to

further accelerate rollout

AI Utilization for Further Growth



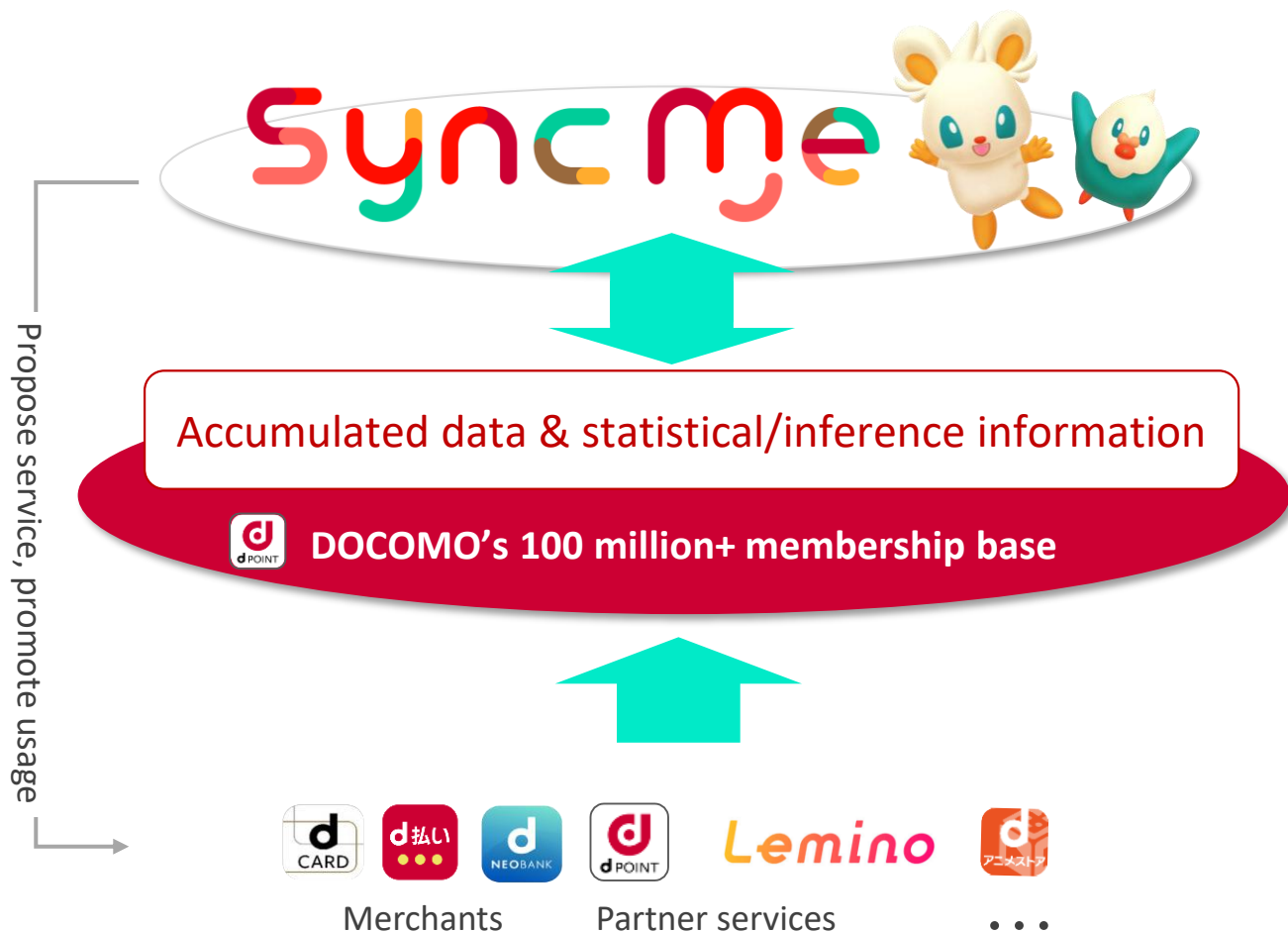
New value proposition to customers using AI

Next-generation infrastructure sustaining the AI-age society

New Value Proposition to Customers: “SyncMe”

“In an optimal way for each customer”

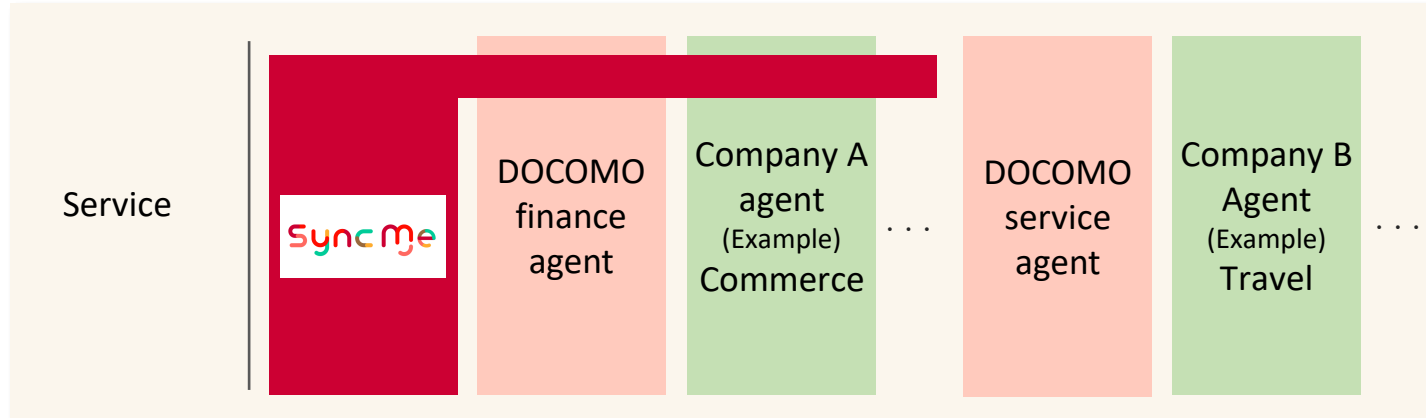
collect information, help them enjoy hobbies, offer great deals and convenience



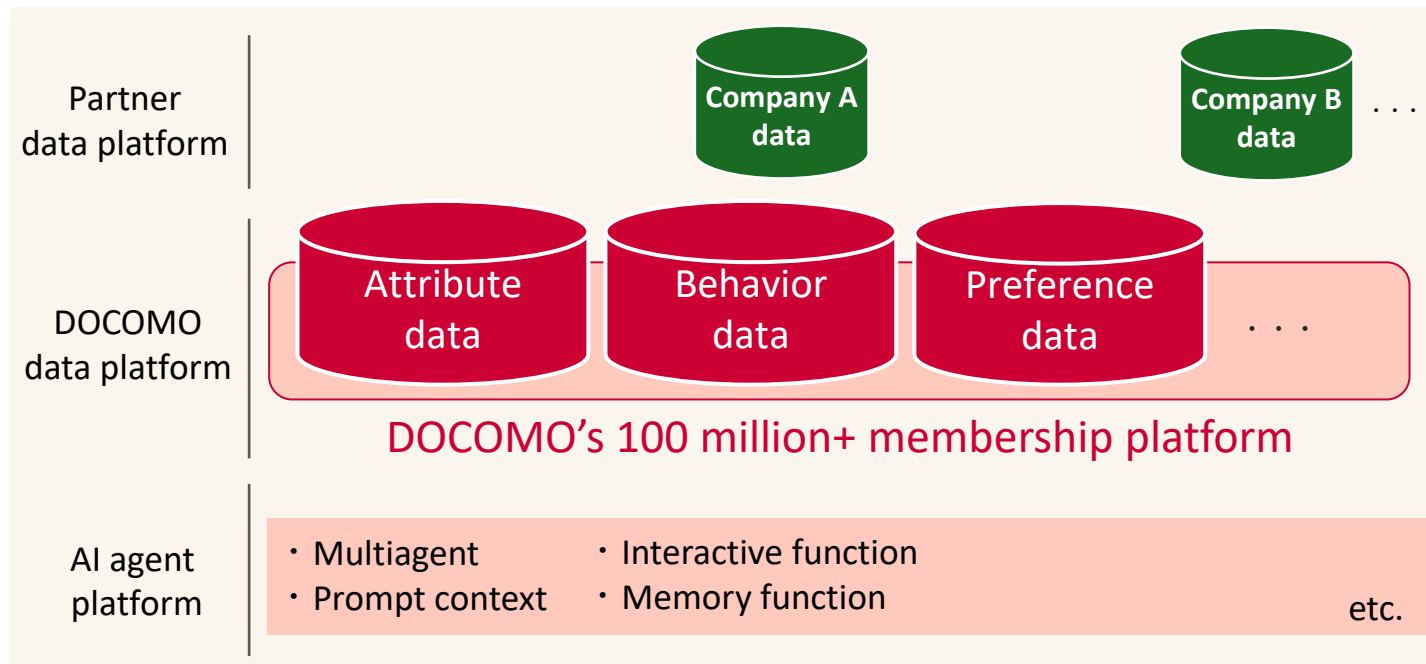
Understand customer needs and proactively offer the best experience

Use it more, save more, and enjoy greater convenience

New Value Proposition to Customers: AI Agent Platform



Advance the platform
through collaboration between “SyncMe”
and other agents



Rollout as businesses
for partners

Next-Generation Infrastructure for the AI Age: AI-Centric ICT Platform[®]



Vertical-specific solutions/ DX solutions for regions & SMEs



AI-Centric ICT Platform[®]

AIOWN

Further advancement of AI-Centric ICT Platform[®]

Evolution of NaaS

- Addition of WAN security feature
- docomo business SIGN (NaaS for IoT)

Patent obtained

Evolution of data center

- Liquid cooling data center
- Containerized data center

Japan's first

Next-Generation Infrastructure for the AI Age: Network

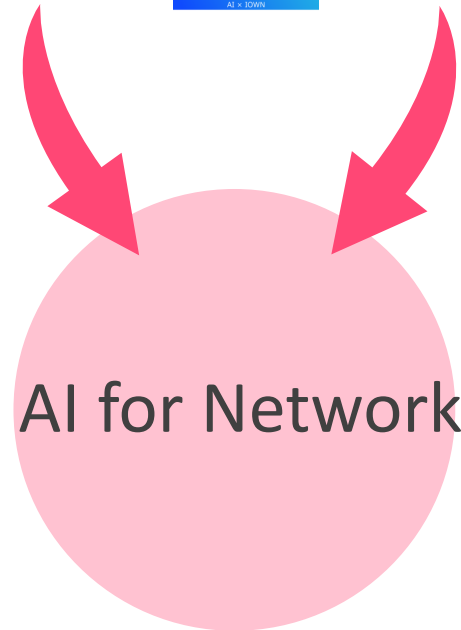
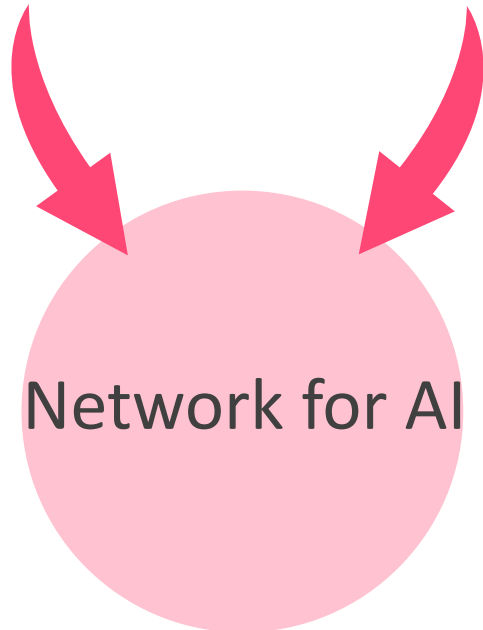
Next-generation infrastructure for the AI age

Next-generation
network/devices

Mobile + fixed line
convergence/resource optimization

5G advancement/
automatic operation platform

AIOWN
AI + OWN



Work in tandem on:

Revenue growth

with Network for AI, and

Productivity enhancement

with AI for Network

Global Solutions Business

Summary of YoY Changes

- Key financial indicators renewed their respective record highs.
- Net sales and profit both achieved our forecasts.

(Billions of yen)

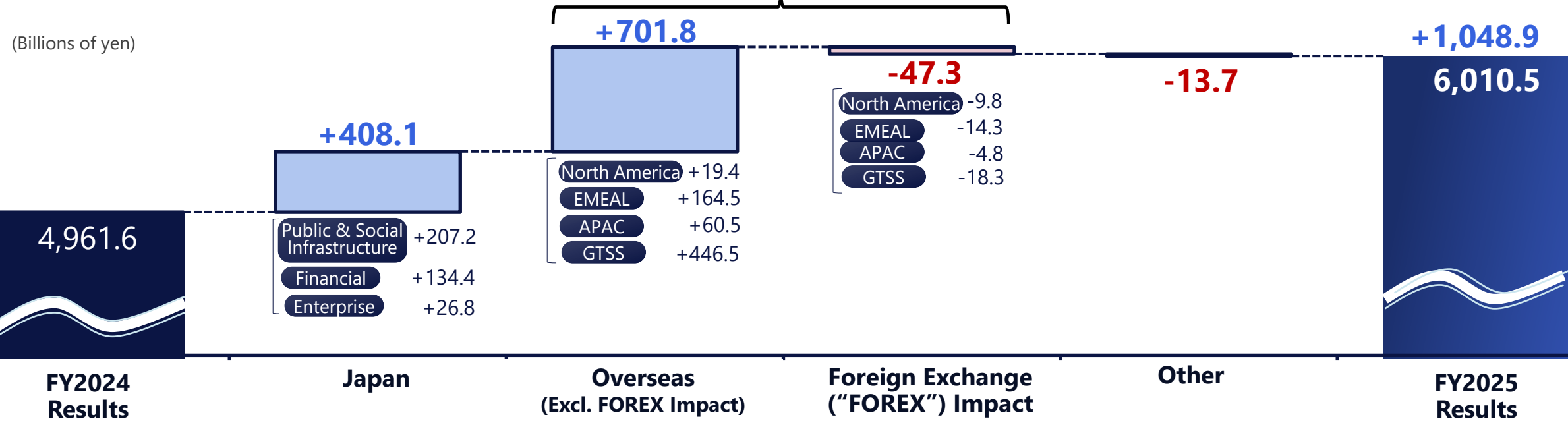
	FY2024 Results	FY2025 Results	YoY (Amount)	YoY (Rate)	FY2025 Forecasts	Difference from Forecasts (Achievement Rate)
Net Sales	4,638.7	5,004.6	+365.9	+7.9%	4,910.7	+93.9 101.9%
Operating Profit (Operating Profit Margin)	323.9 (7.0%)	488.2 (9.8%)	+164.3 (+2.8pp)	+50.7%	496.0 (10.1%)	-7.8 98.4%
Profit*	139.3	265.1	+125.8	+90.4%	260.0	+5.1 102.0%
New Orders Received	4,961.6	6,010.5	+1,048.9	+21.1%	4,720.0 <small>Excl. DC Biz</small>	-
<Excluding new orders received for the DC Business>	<4,268.8>	<4,922.3>	<+653.5>	<+15.3%>	<4,720.0>	< +202.3 104.3%>

* Up to Q1 FY2025, this table presented profit attributable to shareholders of NTT DATA. Starting in Q2 FY2025, it includes profit attributable to non-controlling interests.

New Orders Received | YoY Changes (Full Year and Q4)



New orders received increased in both the Japan and Overseas segments thanks to the acquisition of large-scale orders.



New Orders Received	(Billions of yen)							
	FY2024 Results	FY2025 Results	YoY (Amount)	FY2025 Forecasts	Difference from Forecasts (Amount)	FY2024 Jan-Mar (Q4)	FY2025 Jan-Mar (Q4)	YoY (Amount)
Total	4,961.6	6,010.5	+1,048.9	Excl. DC Biz 4,720.0	-	1,297.3	2,008.5	+711.2
Japan	1,747.5	2,155.5	+408.1	1,810.0	+345.5	515.4	686.2	+170.8
Overseas*	3,199.5	3,854.0	+654.5	Excl. DC Biz 2,900.0	-	777.1	1,322.0	+544.9
Other	14.7	1.0	-13.7	10.0	-9.0	4.8	0.3	-4.6

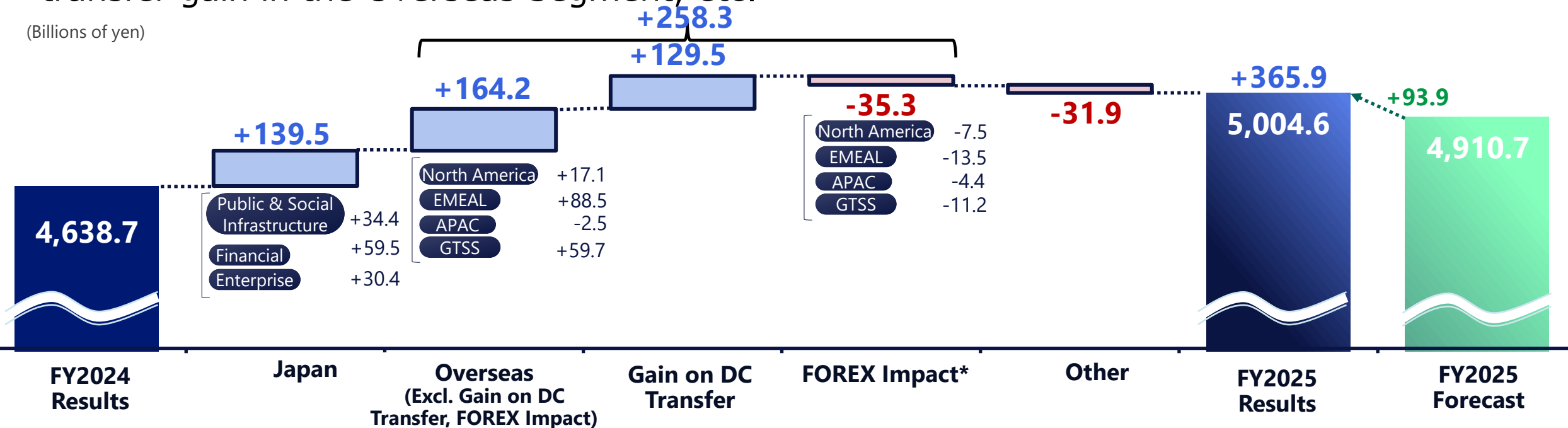
* Of the total, new orders received for the Data Center Business came to ¥692.8 billion for FY2024 and ¥1,088.2 billion for FY2025. FY2025 Forecasts does not include the Data Center Business.

Net Sales | YoY Changes (Full Year and Q4)



Net sales increased overall on the back of the expansion of the Japan Segment, the DC transfer gain in the Overseas Segment, etc.

(Billions of yen)



(Billions of yen)

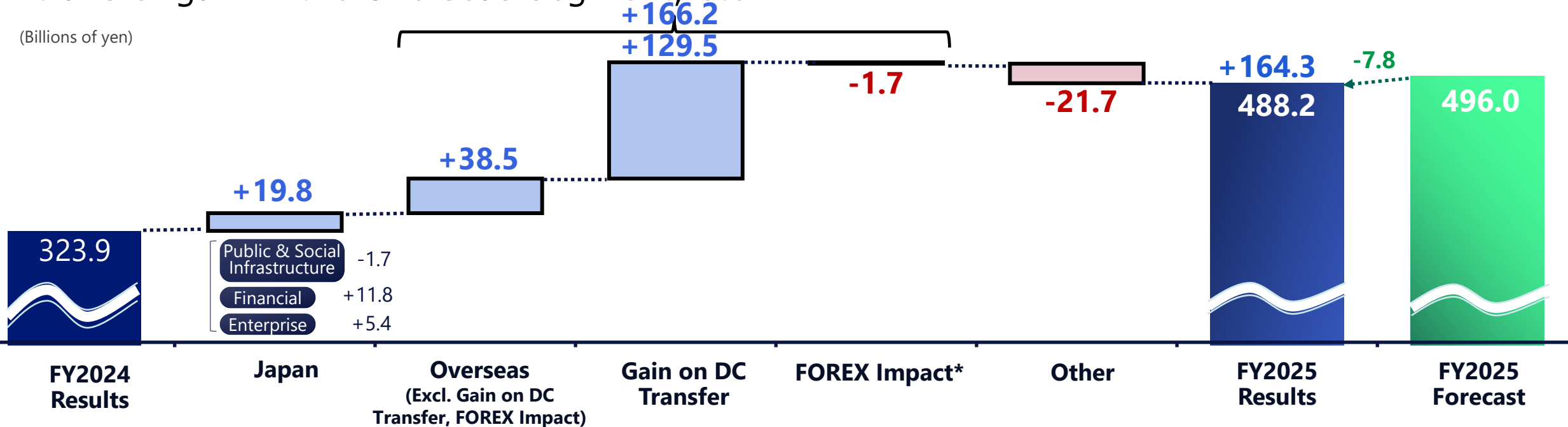
Net Sales	FY2024 Results	FY2025 Results	YoY (Amount)	FY2025 Forecasts	Difference from Forecasts (Amount)	FY2024 Jan-Mar (Q4)	FY2025 Jan-Mar (Q4)	YoY (Amount)
Total	4,638.7	5,004.6	+365.9	4,910.7	+93.9	1,231.0	1,360.8	+129.8
Japan	1,933.2	2,072.7	+139.5	1,959.0	+113.7	550.5	612.9	+62.4
Overseas	2,750.9	3,009.2	+258.3	3,026.7	-17.5	696.8	775.1	+78.3
Other	-45.4	-77.2	-31.9	-75.0	-2.2	-16.4	-27.3	-10.9

* FOREX Impact refers to the amounts affected by differences in exchange rates between the current fiscal year and the previous fiscal year, when USD-denominated results are converted into the yen, in all units. The period average against USD is JPY152.62 for FY2024 Results and JPY150.77 for FY2025 Results, while Gain on Transfer of DCs is based on the transaction-date rate of JPY147.03.

Operating Profit | YoY Changes (Full Year and Q4)

Operating profit also increased, buoyed by the growth in the Japan Segment, the DC transfer gain in the Overseas Segment, etc.

(Billions of yen)



Operating Profit (Operating Profit Margin)	(Billions of yen)							
	FY2024 Results	FY2025 Results	YoY (Amount)	FY2025 Forecasts	Difference from Forecasts (Amount)	FY2024 Jan-Mar (Q4)	FY2025 Jan-Mar (Q4)	YoY (Amount)
Total	323.9 (7.0%)	488.2 (9.8%)	+164.3 (+2.8pp)	496.0 (10.1%)	-7.8 (-0.3pp)	87.9 (7.1%)	104.0 (7.6%)	+16.1 (+0.5pp)
Japan	205.2	225.0	+19.8	212.0	+13.0	65.3	80.5	+15.2
Overseas	100.2	266.5	+166.2	281.0	-14.5	28.8	36.7	+7.9
Other	18.4	-3.3	-21.7	3.0	-6.3	-6.2	-13.2	-7.0

* FOREX Impact refers to amounts affected by differences in exchange rates between the current fiscal year and the previous fiscal year, when USD-denominated results are converted into the yen, in all units. The period average against USD is JPY152.62 for FY2024 Results and JPY150.77 for FY2025 Results, while Gain on Transfer of DCs is based on the transaction-date rate of JPY147.03.

Breakdown of Japan Segment Results



- **New orders received** increased year on year in all the three businesses, due in part to the acquisition of large-scale projects in the Public & Social Infrastructure and Financial businesses.
- **Net sales** also grew in the three businesses, backed by the expansion in demand mainly for central government and related agencies as well as regional financial institutions.
- **Operating profit** in the Public & Social Infrastructure Business declined. However, the increases in the Financial and Enterprise businesses helped boost the segment's overall operating profit.

(Billions of yen)

		FY2024 Results	FY2025 Results	YoY (Amount)	FY2025 Forecasts	Difference from Forecasts (Amount)	FY2024 Jan-Mar (Q4)	FY2025 Jan-Mar (Q4)	YoY (Amount)
New Orders Received		1,747.5	2,155.5	+408.1	1,810.0	+345.5	515.4	686.2	+170.8
Repost	Public & Social Infrastructure	662.6	869.8	+207.2	691.0	+178.8	181.3	299.5	+118.2
	Financial	596.1	730.5	+134.4	641.0	+89.5	179.5	206.9	+27.4
	Enterprise	418.7	445.5	+26.8	410.0	+35.5	136.5	139.6	+3.1
Net Sales		1,933.2	2,072.7	+139.5	1,959.0	+113.7	550.5	612.9	+62.4
Repost	Public & Social Infrastructure	808.3	842.7	+34.4	866.0	-23.3	257.2	276.0	+18.8
	Financial*	702.3	761.8	+59.5	749.0	+12.8	200.4	216.3	+15.8
	Enterprise	565.6	596.0	+30.4	554.0	+42.0	137.2	162.7	+25.5
Operating Profit (Operating Profit Margin)		205.2 (10.6%)	225.0 (10.9%)	+19.8 (+0.2pp)	212.0 (10.8%)	+13.0 (+0.0pp)	65.3 (11.9%)	80.5 (13.1%)	+15.2 (+1.3pp)
Repost	Public & Social Infrastructure	108.3 (13.4%)	106.6 (12.6%)	-1.7 (-0.7pp)	120.0 (13.9%)	-13.4 (-1.2pp)	38.0 (14.8%)	49.2 (17.8%)	+11.2 (+3.1pp)
	Financial	79.5 (11.3%)	91.2 (12.0%)	+11.8 (+0.7pp)	85.0 (11.3%)	+6.2 (+0.6pp)	25.8 (12.9%)	25.3 (11.7%)	-0.5 (-1.2pp)
	Enterprise	61.3 (10.8%)	66.7 (11.2%)	+5.4 (+0.3pp)	68.0 (12.3%)	-1.3 (-1.1pp)	13.9 (10.2%)	15.5 (9.5%)	+1.6 (-0.6pp)

* For FY2024 Results (Net Sales) of the Financial Business, the assumptions for the elimination of intercompany transactions have been revised to match those for FY2025 Forecasts, pushing down the figures by ¥47.2 billion for FY2024 Results and ¥12.9 billion for FY2024 Jan-Mar (Q4).

Breakdown of Overseas Segment Results



- **New orders received** increased in all the units, pushed up by the acquisition of large-scale orders in GTSS and North America.
- **Net sales** dropped in APAC, but those in GTCC increased thanks to the growth of the Data Center Business. Net sales in North America and EMEAL also enjoyed growth.
- **EBITA** increased in all the units reflecting the growth of the Data Center Business under GTSS and cost management efforts by each unit.

(Billions of yen)

	FY2024 Results	FY2025 Results	YoY (Amount)	Excl. FOREX Impact*3	FOREX Impact*3	FY2025 Forecasts		Difference from Forecasts (Amount)	FY2024 Jan-Mar (Q4)	FY2025 Jan-Mar (Q4)	YoY (Amount)
						Excl. DC Biz	2,900.0				
New Orders Received*4	3,199.5	3,854.0	+654.5	+701.8	-47.3	Excl. DC Biz	2,900.0	+954.0	777.1	1,322.0	+544.9
Report North America	786.4	796.0	+9.6	+19.4	-9.8		798.0	-2.0	178.3	281.9	+103.5
Report EMEAL	1,014.1	1,164.3	+150.2	+164.5	-14.3		1,267.0	-102.7	252.7	336.4	+83.7
Report APAC	333.4	389.1	+55.7	+60.5	-4.8		478.0	-88.9	72.1	102.1	+30.0
Report GTSS	1,065.6	1,493.8	+428.2	+446.5	-18.3	Excl. DC Biz	357.0	+1,136.8	274.0	600.2	+326.2
Net Sales	2,750.9	3,009.2	+258.3	+293.6	-35.3		3,026.7	-17.5	696.8	775.1	+78.3
Report North America	600.4	610.1	+9.6	+17.1	-7.5		640.0	-29.9	148.0	164.9	+16.9
Report EMEAL	1,027.0	1,102.0	+75.0	+88.5	-13.5		1,100.0	+2.0	260.0	306.6	+46.6
Report APAC	363.7	356.8	-6.9	-2.5	-4.4		408.0	-51.2	89.4	92.3	+2.9
Report GTSS	861.4	1,039.3	+178.0	+189.1	-11.2		1,012.7	+26.6	221.3	244.4	+23.0
EBITA*2 (EBITA Margin)	154.7 (5.6%)	321.5 (10.7%)	+166.8 (+5.1pp)	+169.2	-2.4		338.0 (11.2%)	-16.5	43.9 (6.3%)	50.8 (6.6%)	+6.9 (+0.2pp)
Report North America	33.9 (5.7%)	47.4 (7.8%)	+13.5 (+2.1pp)	+14.1	-0.6		61.0 (9.5%)	-13.6	6.9 (4.7%)	15.2 (9.2%)	+8.3 (+4.5pp)
Report EMEAL	46.6 (4.5%)	60.1 (5.5%)	+13.5 (+0.9pp)	+14.3	-0.7		70.0 (6.4%)	-9.9	14.0 (5.4%)	21.0 (6.8%)	+6.9 (+1.4pp)
Report APAC	25.0 (6.9%)	25.3 (7.1%)	+0.3 (+0.2pp)	+0.6	-0.3		41.0 (10.0%)	-15.7	4.4 (4.9%)	4.9 (5.3%)	+0.5 (+0.4pp)
Report GTSS	97.3 (11.3%)	241.9 (23.3%)	+144.6 (+12.0pp)	+146.0	-1.4		237.0 (23.4%)	+4.9	36.1 (16.3%)	26.9 (11.0%)	-9.2 (-5.3pp)

*1 Following the reorganization of the Overseas Segment, the figures for FY2024 Results and FY2025 Forecasts have been revised.

*2 EBITA = operating profit + amortization of intangible assets through PPA following acquisitions, etc.

*3 FOREX Impact refers to the amounts affected by differences in exchange rates between the current fiscal year and the previous fiscal year, when USD-denominated results are converted into the yen, in all units. The period average against USD: JPY152.62 for FY2024 Results, JPY150.77 for FY2025 Results.

*4 Of the total, new orders received for the Data Center Business came to ¥692.8 billion for FY2024 Results and ¥1,088.2 billion for FY2025 Results. FY2025 Forecasts does not include the Data Center Business.

FY2026 Earnings Forecast

- Net sales are projected to increase on the back of expansion in Japan and overseas, as well as growth in the AI business.
- Operating profit is expected to total ¥470 billion including gain on DC transfer.
Year on year, operating profit is forecast to increase by ¥41.2 billion, excluding a projected decline in the DC transfer gain (to about ¥70.0 billion for FY2026 from ¥129.5 billion for FY2025).

(Billions of yen)

	FY2025 Results*1	FY2026 Forecasts*1	YoY (Amount)	YoY (Rate)
Net Sales	5,004.6	5,190.0	+185.4	+3.7%
Operating Profit (Operating Profit Margin)	488.2 (9.8%)	470.0 (9.1%)	-18.2 (-0.7pp)	-3.7%
Profit	265.1	225.0	-40.1	-15.1%
New Orders Received*2	6,010.5	Excl. DC Biz 5,200.0	-	-
EBITDA	803.7	800.0	-3.7	-0.5%

*1 Exchange rates against USD: JPY150.77 for FY2025 Results, JPY152 for FY2026 Forecasts.

*2 New orders received for the Data Center Business totaling ¥1,088.2 billion is included for FY2025 Results, but the Data Center Business is not included in FY2026 Forecasts.

[Ref.] FY2026 Earnings Forecast Breakdown (Japan)

- Net sales and operating profit in the Japan Segment are expected to increase year on year.
- Operating profit is expected to grow by ¥35 billion year on year, pushed up by higher net sales and AI-driven productivity improvements.

(Billions of yen)

		FY2025 Results	FY2026 Forecasts	YoY (Amount)	YoY (Rate)
New Orders Received		2,155.5	2,110.0	-45.5	-2.1%
Repost	Public & Social Infrastructure	869.8	671.0	-198.8	-22.9%
	Financial	730.5	911.0	+180.5	+24.7%
	Enterprise	445.5	446.0	+0.5	+0.1%
Net Sales		2,072.7	2,170.0	+97.3	+4.7%
Repost	Public & Social Infrastructure	842.7	917.0	+74.3	+8.8%
	Financial*2	761.8	813.0	+51.2	+6.7%
	Enterprise*1	596.0	650.0	+54.0	+9.1%
Operating Profit (Operating Profit Margin)		225.0 10.9%	260.0 12.0%	+35.0 (+1.1pp)	+15.6%
Repost	Public & Social Infrastructure	106.6 12.6%	129.0 14.1%	+22.4 (+1.4pp)	+21.0%
	Financial	91.2 12.0%	114.0 14.0%	+22.8 (+2.0pp)	+25.0%
	Enterprise	66.7 11.2%	81.0 12.5%	+14.3 (+1.3pp)	+21.4%

[Ref.] FY2026 Earnings Forecast Breakdown (Overseas)



- Net sales in the Overseas Segment are expected to increase year on year on the back of AI business demand creation in addition to monetization of acquired large-scale projects.
- Excluding a projected decline in the DC transfer gain, operating profit is expected to increase by ¥5.0 billion, while adjusted EBITA is to grow by ¥15.3 billion.

(Billions of yen)

		FY2025 Results ^{*1}	FY2026 Forecasts ^{*3}	YoY (Amount)	YoY (Rate)
New Orders Received ^{*1}		3,854.0	Excl. DC Biz 3,090.0	—	—
Repost	North America	796.0	848.0	+52.0	+6.5%
	EMEAL	1,164.3	1,387.0	+222.7	+19.1%
	APAC	389.1	453.0	+63.9	+16.4%
	GTSS	1,493.8	Excl. DC Biz 402.0	—	—
Net Sales		3,009.2	3,120.0	+110.8	+3.7%
Repost	North America	610.1	651.0	+40.9	+6.7%
	EMEAL	1,102.0	1,210.0	+108.0	+9.8%
	APAC	356.8	400.0	+43.2	+12.1%
	GTSS	1,039.3	1,046.0	+6.7	+0.6%
Operating Profit (Operating Profit Margin)		266.5 (8.9%)	212.0 (6.8%)	-54.5 (-2.1pp)	-20.4%
Adjusted EBITA ^{*2} (Adjusted EBITA Margin)		340.2 (11.3%)	296.0 (9.5%)	-44.2 (-1.8pp)	-13.0%
Repost	North America	51.8 (8.5%)	65.0 (10.0%)	+13.2 (+1.5pp)	+25.5%
	EMEAL	67.1 (6.1%)	84.0 (6.9%)	+16.9 (+0.9pp)	+25.2%
	APAC	26.4 (7.4%)	35.0 (8.8%)	+8.6 (+1.4pp)	+32.6%
	GTSS	243.8 (23.5%)	196.0 (18.7%)	-47.8 (-4.7pp)	-19.6%

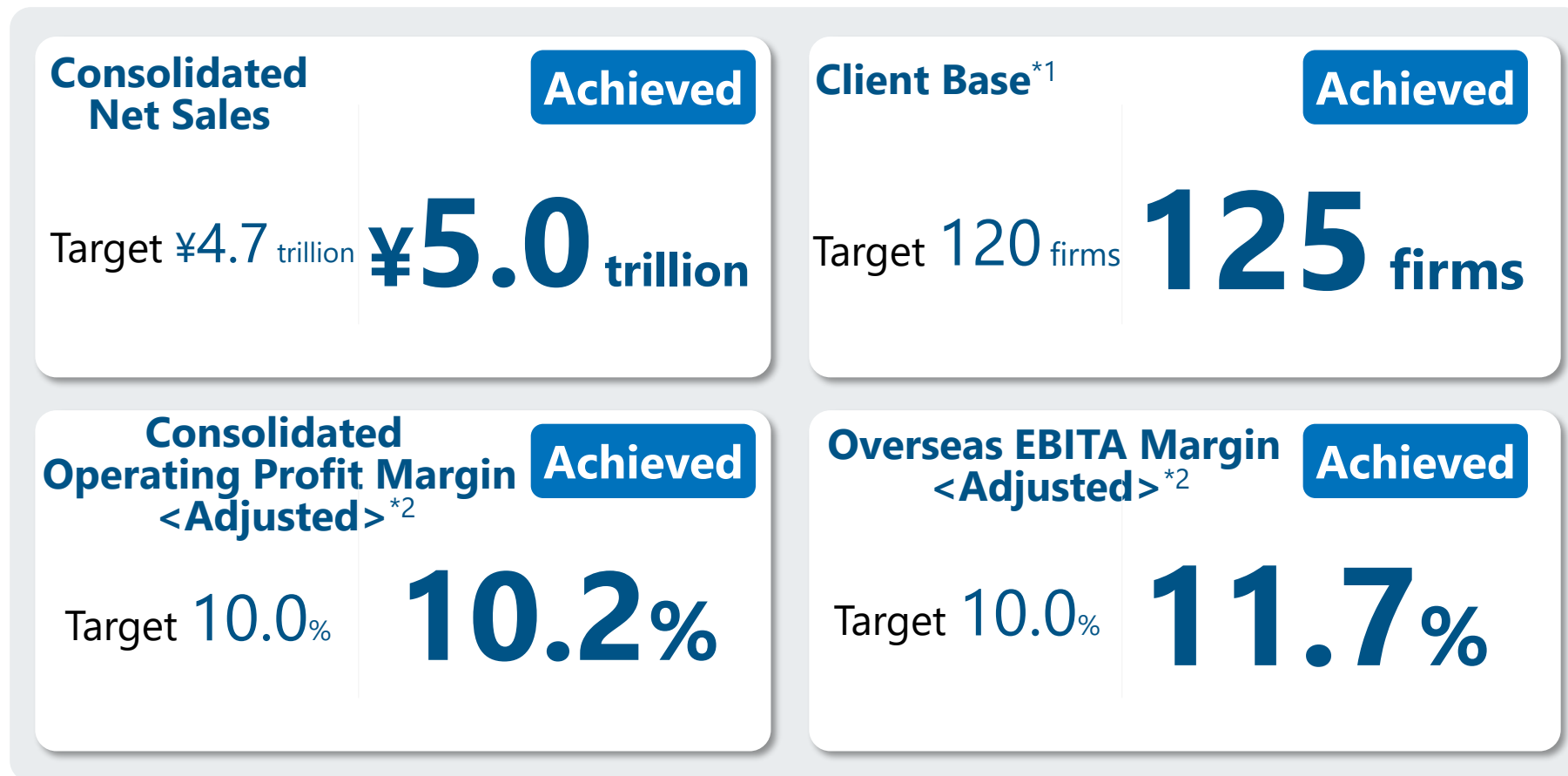
*1 New Orders Received for the Data Center Business totaling ¥1,088.2 billion is included in FY2025 Results, but the Data Center Business is not included in FY2026 Forecasts.

*2 Adjusted EBITA = operating profit + amortization of intangible assets through PPA following acquisitions, etc. + business transformation costs + strategic investments, etc. The figure is disclosed starting in FY2026 to present the profitability of the overseas business before costs associated with the ongoing business transformation and large-scale investments are excluded.

*3 Net sales, operating profit, and Adjusted EBITA for FY2026 Forecasts include the amount equivalent to the gain on transfer of DC assets.

Management Plan

We have achieved all the previous management targets, driven by robust growth in Japan and the integration and expansion of the business portfolios overseas.



*1 Clients from which NTT DATA earns annual revenue of ¥5 billion or more (in Japan) or US\$50 million or more (outside Japan)

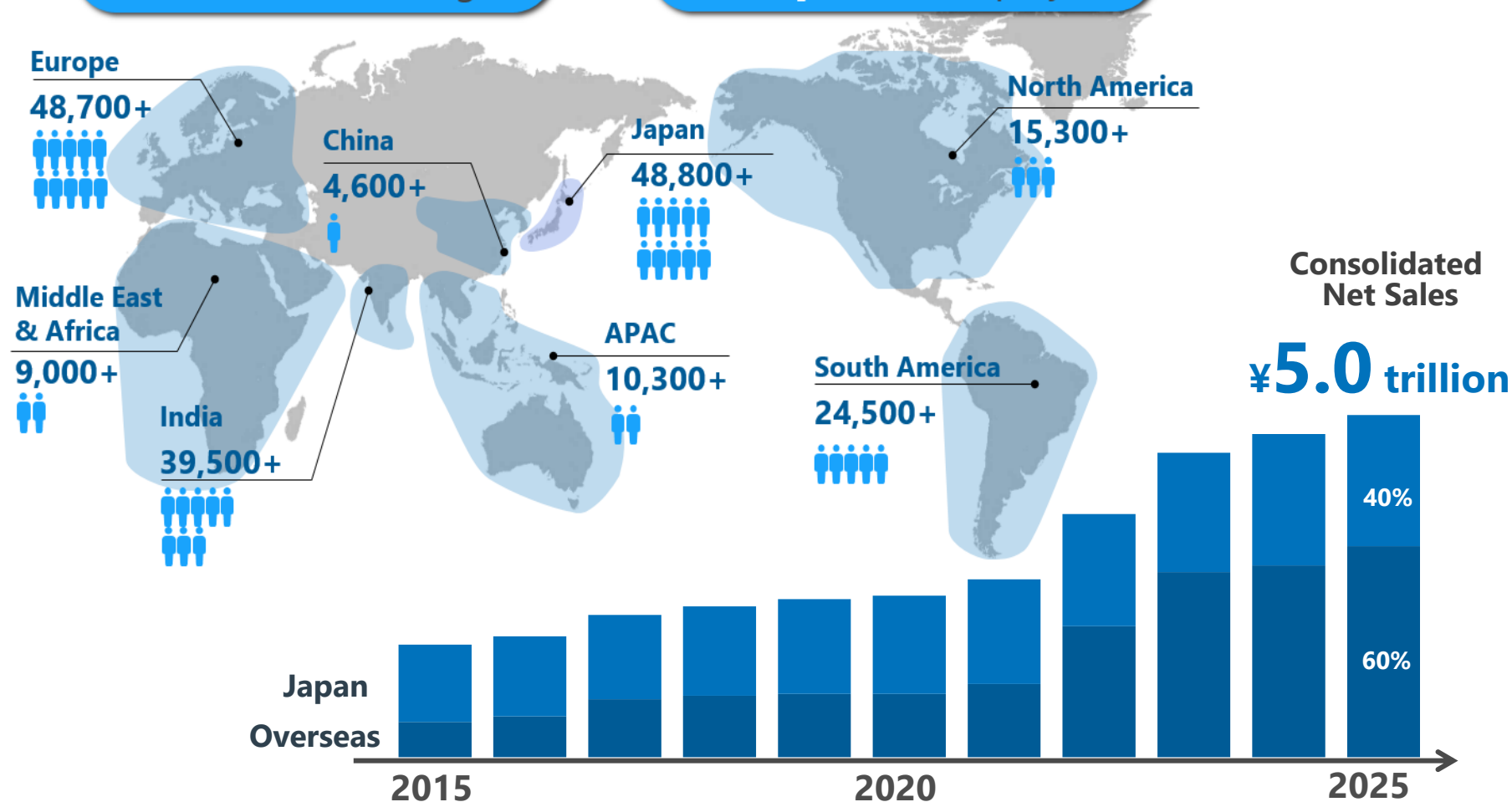
*2 Exclude one-off costs such as M&A, structural reforms, etc.

Expansion of Global Coverage

We now operate in more than 70 countries and regions, with consolidated net sales exceeding ¥5.0 trillion. Of the total, overseas sales account for approximately 60%, bringing us to the 5th position in the global IT services revenue ranking.

70+ Countries & Regions

200,000 Employees



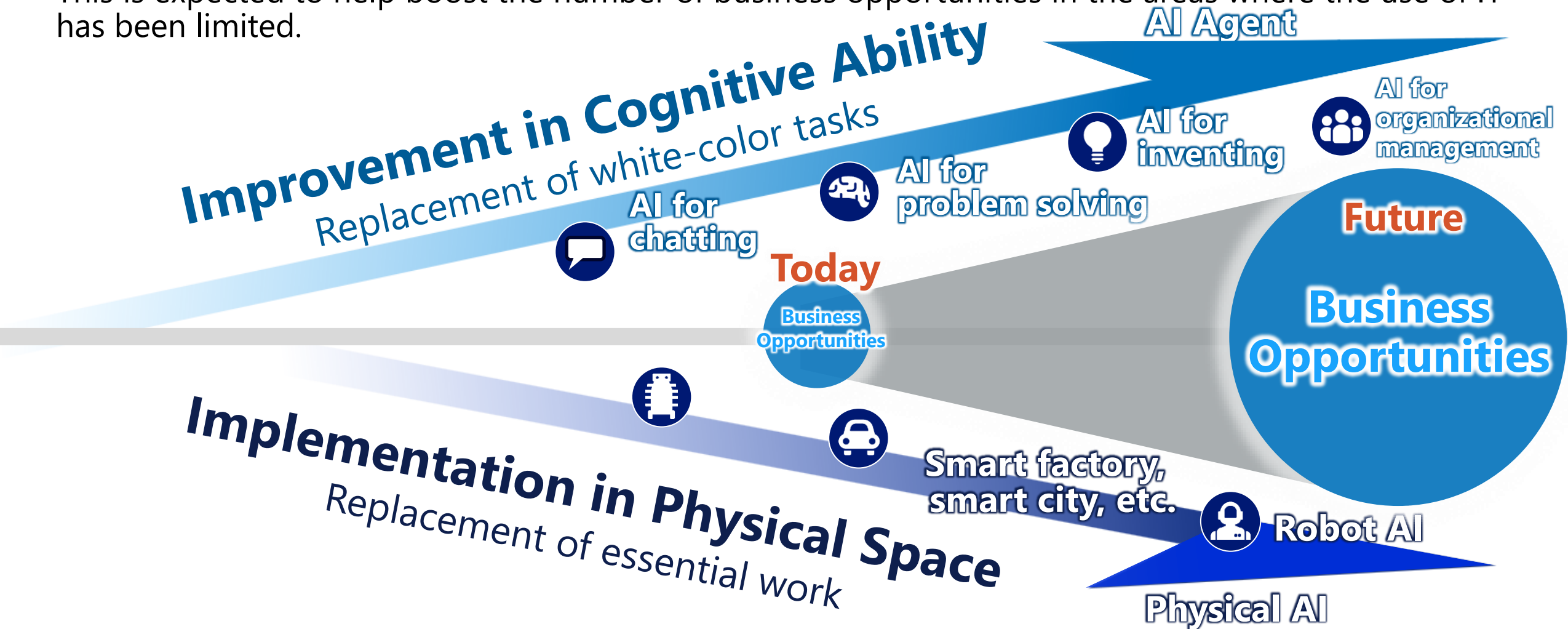
5th in Global IT Services Revenue*

- 1 Accenture
- 2 Deloitte
- 3 PwC
- 4 EY
- 5 NTT DATA
- 6 Tata Consultancy Services
- 7 Capgemini
- 8 IBM
- 9 KPMG
- 10 ADP

* Compiled by NTT DATA based on the following report released by Gartner, Inc. Gartner®, Market Share: Services, Worldwide, 2025, 10 April 2026 (G00846510). See page 40 for the source and disclaimer.

Advancement of AI Technologies

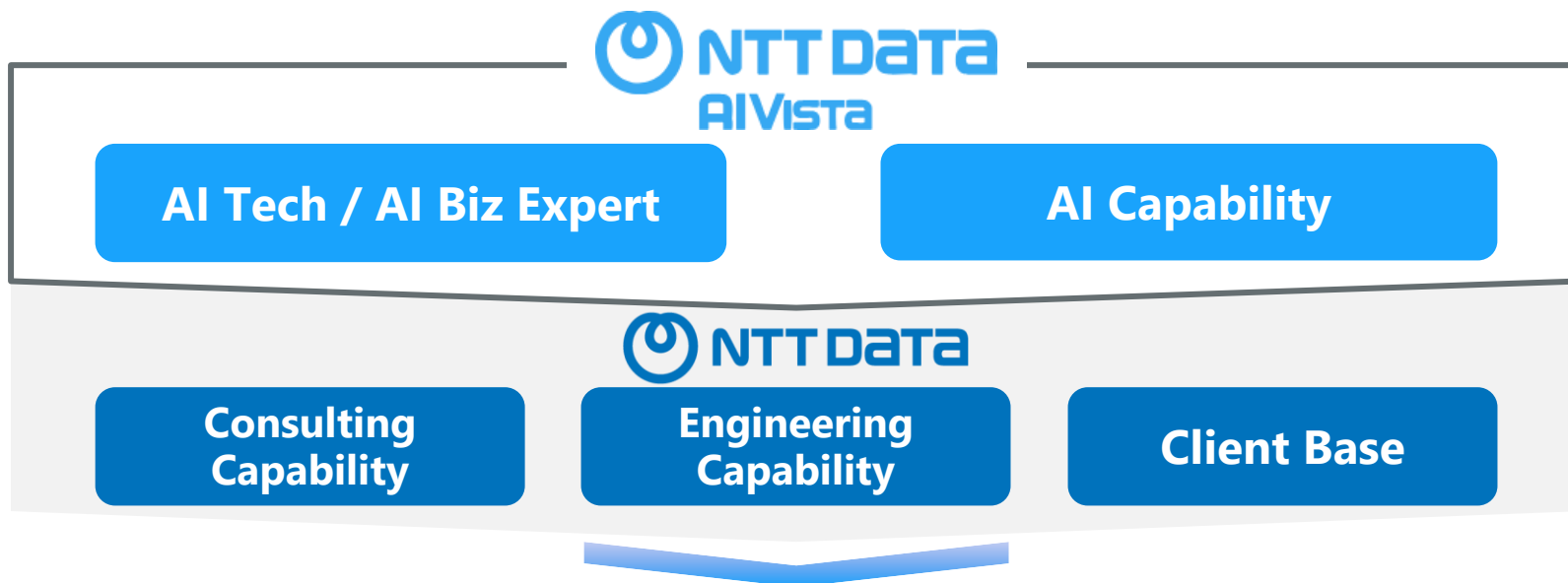
As AI technologies are advancing, not just white-collar tasks, but also an increasing amount of essential work have been replaced by AI, and related technologies are becoming more sophisticated. This is expected to help boost the number of business opportunities in the areas where the use of IT has been limited.



Establishment of NTT DATA AIVista

We have established NTT DATA AIVista in Silicon Valley in order to catch up with the rapid advancement of AI technologies, drive the Group's entire AI business creation, thereby taking the initiative in this AI era.

NTT DATA AIVista has been established to



Lead the social implementation of cutting-edge AI technologies and create new value that helps clients solve their management challenges and achieve business success



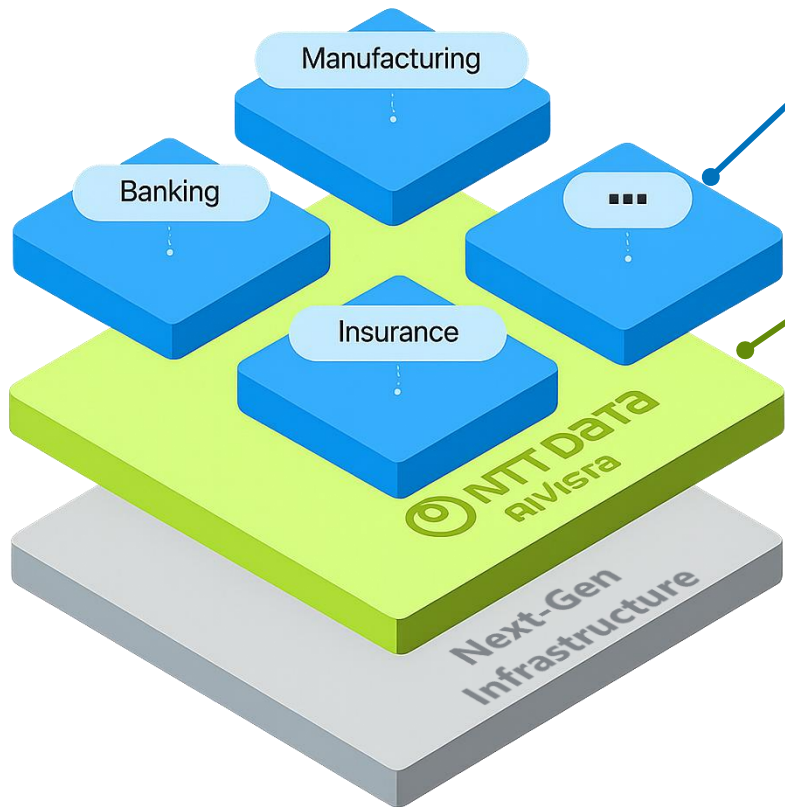
Bratin Saha

CEO of NTT DATA AIVista

Assumed important posts at NVIDIA, AWS, etc.

Platform

We leverage NTT DATA AIVista's core AI platform (hereinafter, the "Core AI Platform") as a platform optimized for industry-specific workflows, regulations, etc. With industry-specific AI solutions, we will help clients deal with industry-specific problems, and transform not just their business process, but also the surrounding operations such as back-office tasks.



Industry-Specific AI



AI that has been optimized for client operations through the combination of the Core AI Platform, client data, and industry knowledge

Core AI Platform

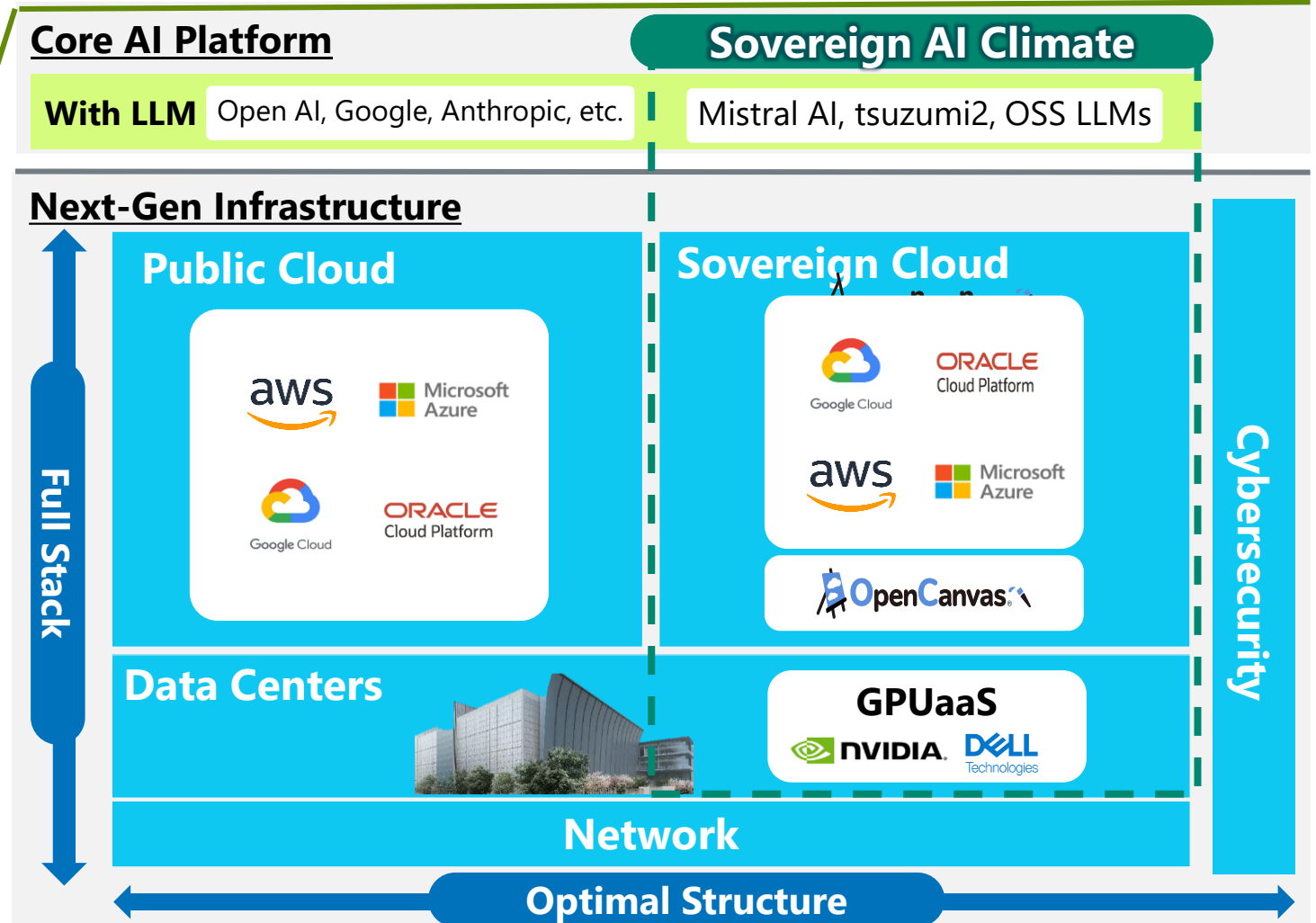
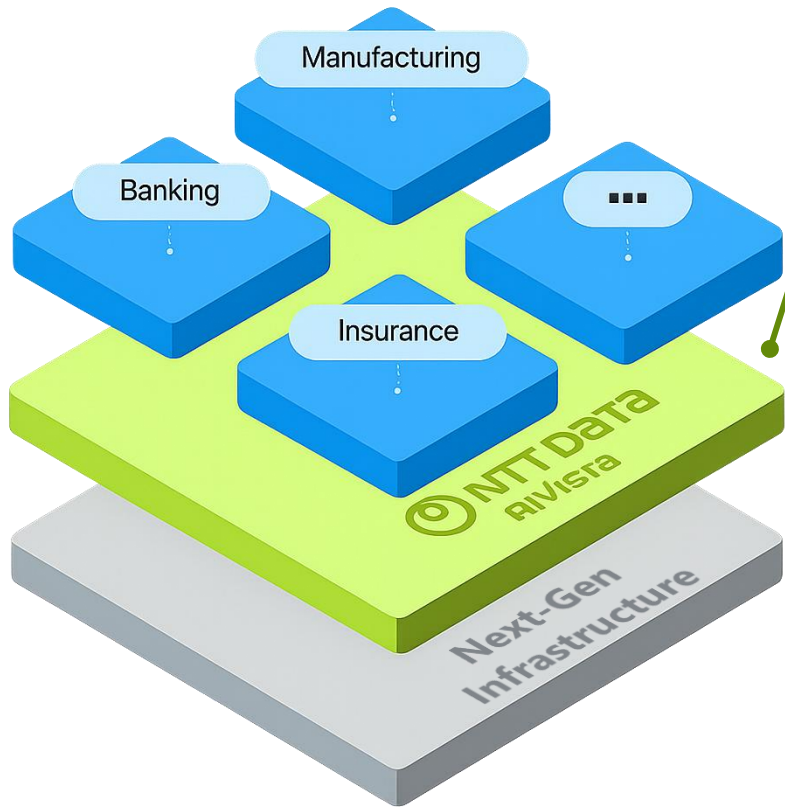


To realize industry-specific AI solutions, we will offer the following functions:

- Agent/workflow function designed to optimize an AI agent's operational procedure
- Data management function that sorts out client data and industry knowledge, and delivers appropriate information to the AI agent
- LLM integration function that uses LLM appropriately depending on what purpose the AI agent is used for.

Next-Gen Infrastructure to Support AI Business

We offer highly functional AI-Ready infrastructure such as data centers and sovereign cloud. We aim to develop sovereign AI climate that responds to clients' sovereign requirements, security requirements, etc. based on the Core AI Platform.



Status of the Data Center Business (Overseas Segment)



■ Operating Results of the Data Center Business *1*2*3

	FY2024 Results	FY2025 Results	YoY (Amount)	FY2026 Forecasts	YoY (Amount)
New orders received	692.8 (4,540)	1,088.2 (7,217)	+395.3 (+2,678)		
Order backlog (at period-end)	2,239.1 (14,974)	3,199.7 (20,007)	+960.6 (+5,033)		
Net sales	371.2 (2,432)	520.3 (3,473)	+149.2 (+1,041)	544.0 (3,595)	+23.7 (+122)
EBITDA	137.0 (898)	282.1 (1,893)	+145.1 (+995)	226.0 (1,502)	-56.1 (-391)
EBITDA margin (%) Incl. gain on DC transfer	37%	55%	-	42%	-
EBITDA margin (%) Excl. gain on DC transfer	37%	39%	-		
Operating profit (before allocation of common head-office costs)	70.5 (462)	209.0 (1,408)	+138.5 (+946)		
Operating profit margin (%) Incl. gain on DC transfer	19%	41%	-		
Operating profit margin (%) Excl. gain on DC transfer	19%	20%	-		
Investment amount	413.0 (2,706)	377.9 (2,506)	-35.1 (-200)	505.0 (3,322)	+127.1 (+816)

(Billions of yen (Millions of dollars))

	As of March 31, 2025	As of March 31, 2026	YoY (Amount)
Assets	2,637.0 (17,635)	3,092.2 (19,335)	+455.2 (+1,699)
Repost) Non-current assets	1,982.9 (13,261)	2,461.1 (15,388)	+478.2 (+2,128)
Liabilities	2,150.7 (14,383)	2,451.2 (15,327)	+300.5 (+944)
Repost) Interest-bearing liabilities	1,599.5 (10,697)	1,832.1 (11,455)	+232.6 (+759)

*1 The figures refer to management figures (non-audit) for calculating the balance of the DC Business under GTSS. They include transactions between NTT, which is the parent company, and the Group, and were calculated in certain methods such as the allocation of common costs with other businesses of GTSS.

*2 Some common head-office costs are not included in EBITDA/operating profit.

*3 Gain on DC transfer (results) is based on the transaction-date rate of JPY147.03.

■ Power Capacity (Unit: MW, all figures are approximate)

Total Capacity	FY2024 Results	FY2025 Results
New capacity	380	130
Current capacity (at period-end)	1,500	1,630

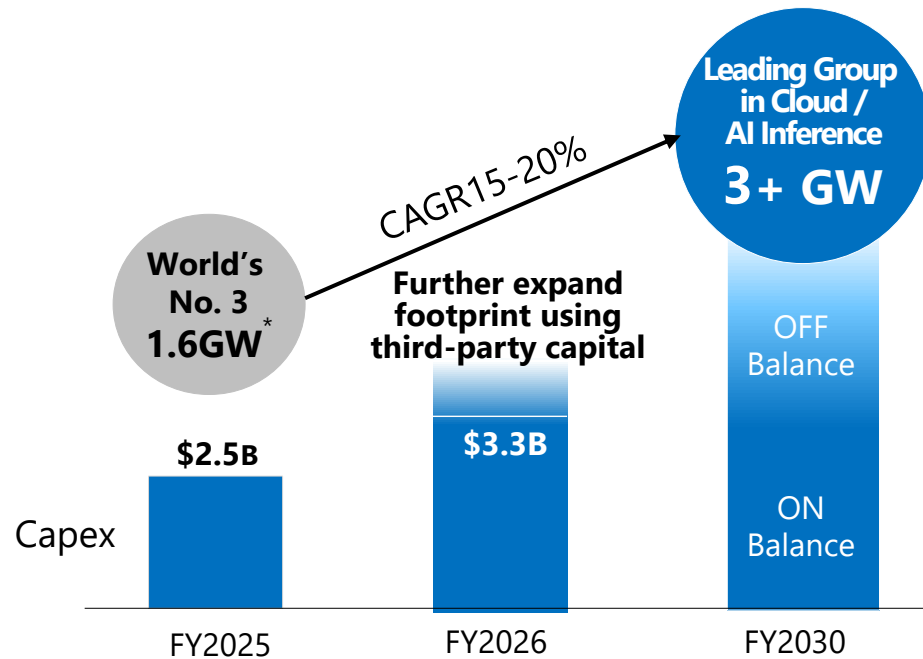
By Region	North America	EMEA	India	APAC	Total
Current capacity (As of March 31, 2026)	675	430	425	100	1,630
Planned capacity (As of March 31, 2027)	370	260	80	60	770

Data Center Strategy

As we position data centers as core infrastructure in the AI era, we aim to drive the business as our priority domain and expand investments using third-party capital as well.

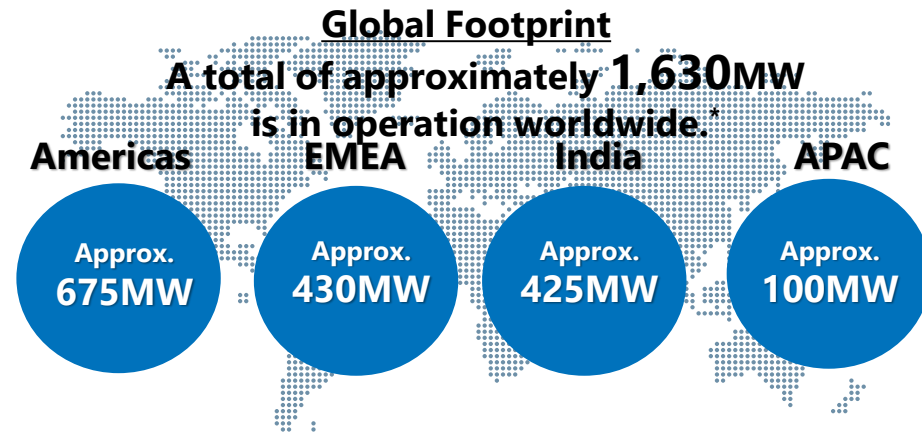
FY2030 Target

DC operator in the leading group in the cloud and AI inference domain



FY2026 Strategy

Market	Emergence of demand for inference, on top of learning Shifting to large-scale DCs	Focus on Tier 1/2 markets in suburban areas and cloud/ AI inference
Client	Selecting a limited number of partners capable of sustained large-scale delivery Many AI services being operated on hyperscaler cloud platforms	Continue to focus on hyperscalers
Financial Soundness	DC investments under certain level of financial discipline	Drive cash recycling using third-party capital including other than REIT



* as of March 31, 2026

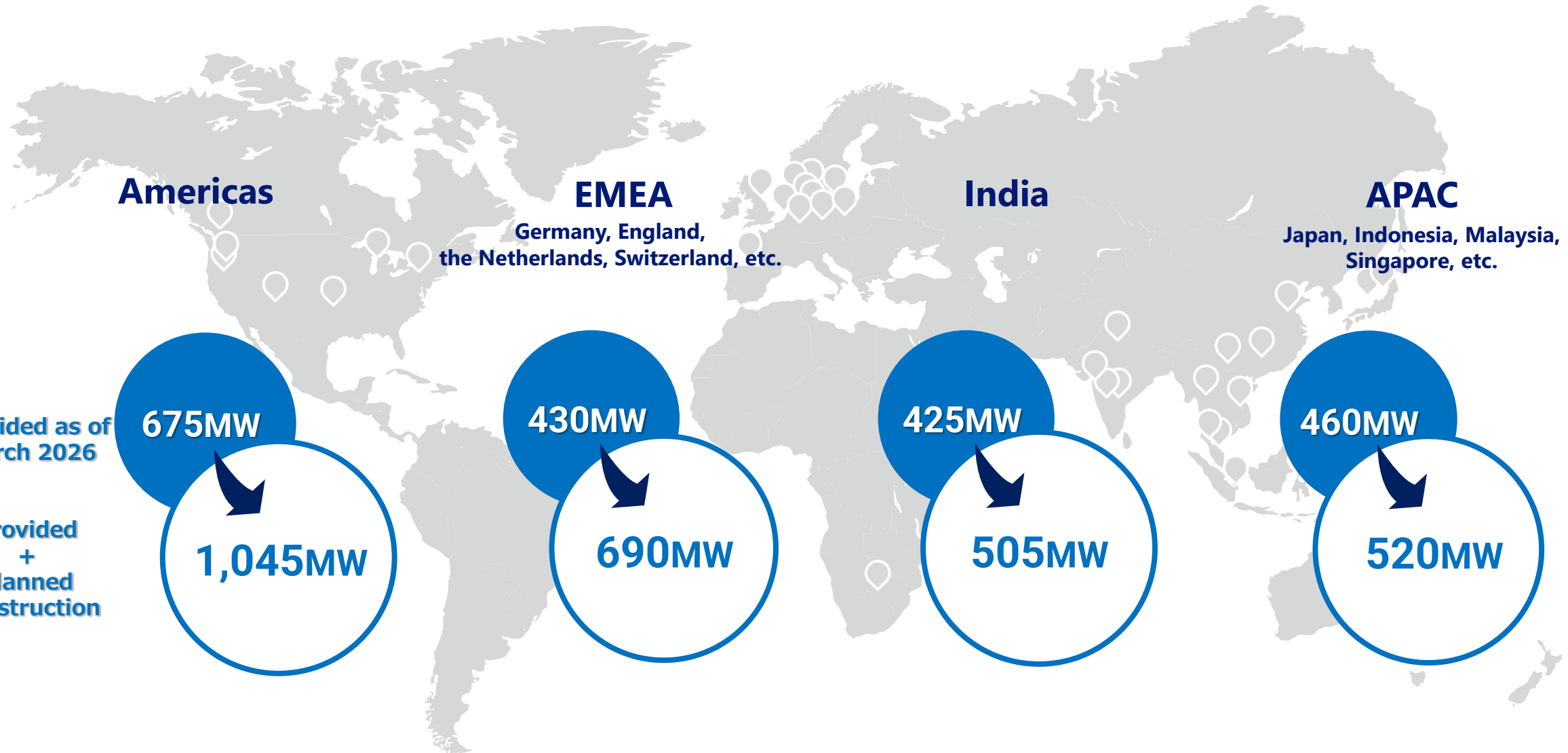
Quality Growth Targets for FY2030

We aim to achieve EBITDA of ¥1.2 trillion in FY2030, focusing on two areas below — “AI-empowered New Value & Productivity” and “Next-Gen Infrastructure.”

Quality Growth



Expansion and Upgrade of Data Centers



Provided as of
March 2026

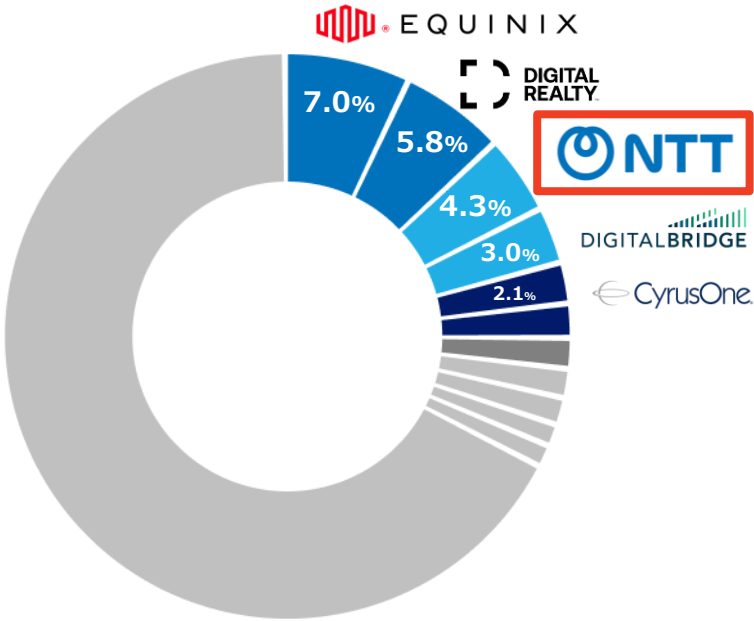
Provided
+
Planned
Construction

NTT's Position In The Global Market



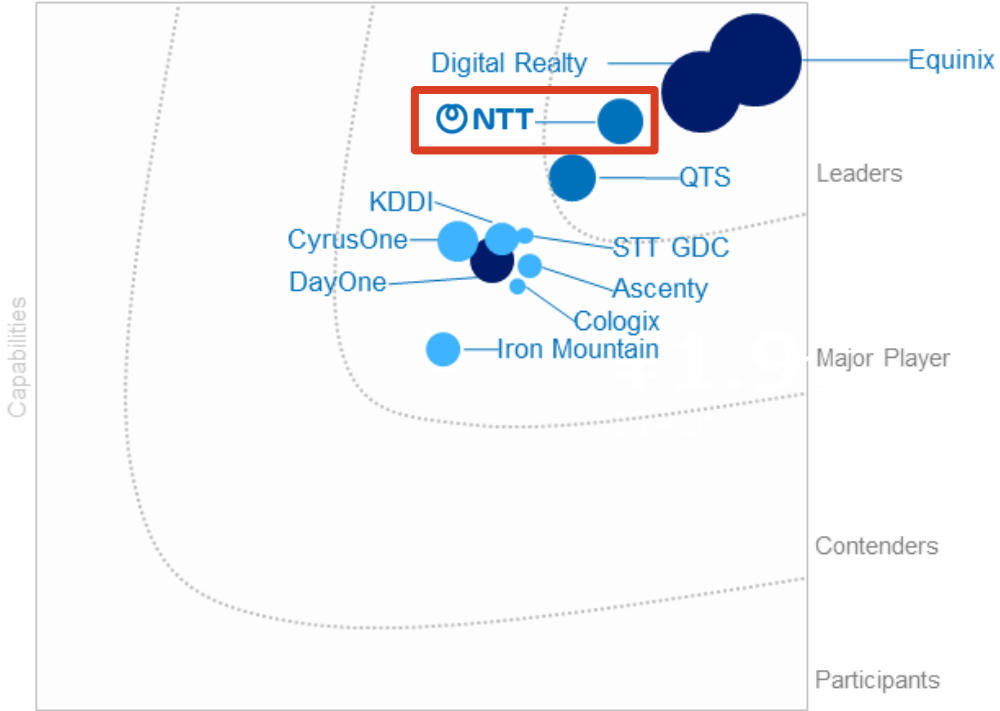
Global Data Center Colocation Revenue Share¹

- 1 Equinix
- 2 Digital Realty
- 3 NTT GDC
- 4 Digital Bridge
- 5 CyrusOne
- 6 CenterSquare
- 7 QTS
- 8 American Tower
- 9 Stack Infrastructure
- 10 KDDI Telehouse
- 11 Others



Global IDC MarketScape Vendor Assessment²

IDC MarketScape Worldwide Datacenter Service, 2025



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

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

⁽¹⁾ NTT created the chart, excluding service providers in China, based on the Structure Research August 2025 Report.

⁽²⁾ IDC MarketScape* : Worldwide Datacenter Services 2025 Vendor Assessment (August 2025, IDC #US52983725)

Regional Communications Business

FY2025 Financial Results and FY2026 Financial Results Forecast (NTT East)



(Units: Billions of yen, except Hikari Subscriptions)

IFRS (Consolidated)	FY2024 Results	FY2025 Results		FY2026 Forecast	
			Year-over-year		Year-over-year
Operating Revenues	1,665.4	1,733.4	+68	1,735.0	+1.6
Operating Profit	213.5	223.8	+10.3	224.0	+0.2
Profit※1	153.5	156.4	+2.9	156.0	▲0.4
EBITDA	426.8	450.7	+23.9	451.0	+0.3
Capital Investment	251.6	275.4	+23.8	277.0	+1.6
Net increase (decrease) in Hikari Subscriptions (Number of Subscriptions)	+70,000 (13.44 million subscriptions)	+100,000 (13.55 million subscriptions)	+30,000	+100,000 (13.65 million subscriptions)	—

※1 Represents profit attributable to NTT East, excluding noncontrolling interests.

FY2025 Financial Results and FY2026 Financial Results Forecast (NTT West)



(Billions of yen)

IFRS (Consolidated)	FY2024 Results	FY2025 Results	FY2025		FY2026 Forecast	FY2026 Forecast
			Year-over-year	Compared to Forecast		
Operating Revenues	1,468.6	1,504.2	+35.5	+32.2	1,505.0	+0.8
Operating Profit	81.8	83.5	+1.6	+6.5	90.0	+6.5
Profit*	60.8	53.2	▲7.6	+3.2	54.0	+0.8
EBITDA	291.8	289.9	▲1.9	+2.9	295.0	+5.1
Capital Investment	239.8	251.2	+11.4	+1.2	245.0	▲6.2
Net Increase (Decrease) in Hikari Subscriptions (Number of Subscriptions)	+59,000 (10.29 million)	+95,000 (10.34 million)	+37,000	+35,000	+100,000 (10.40 million)	+5,000

* Represents profit attributable to NTT West, excluding noncontrolling interests.

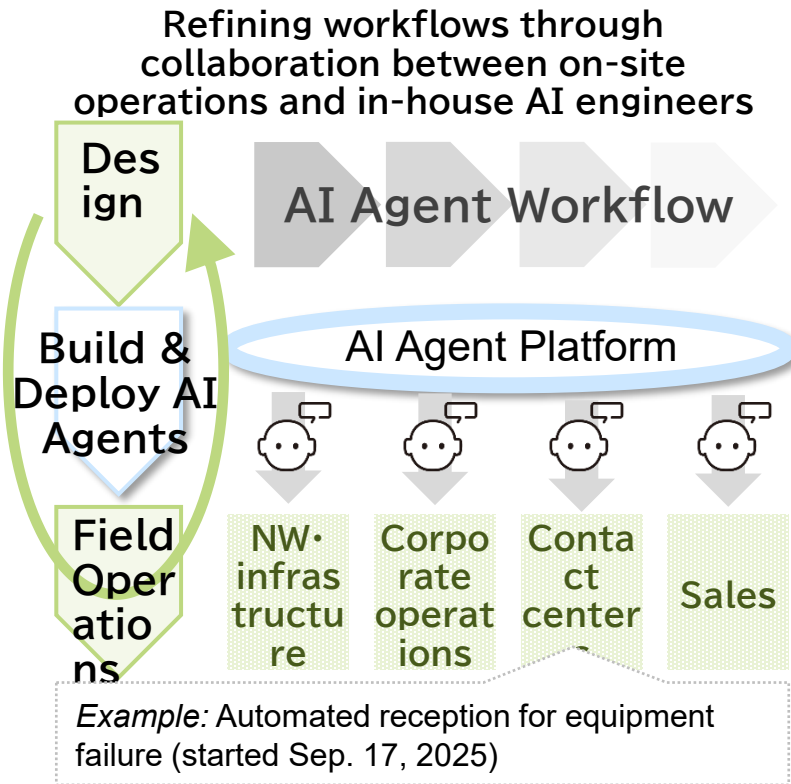
Promotion of IOWN (AI Agents) (NTT East)

Leveraging NTT East's field capabilities, aiming for "¥20 billion cost reduction" and "¥58 billion AI-related revenue" by FY2030

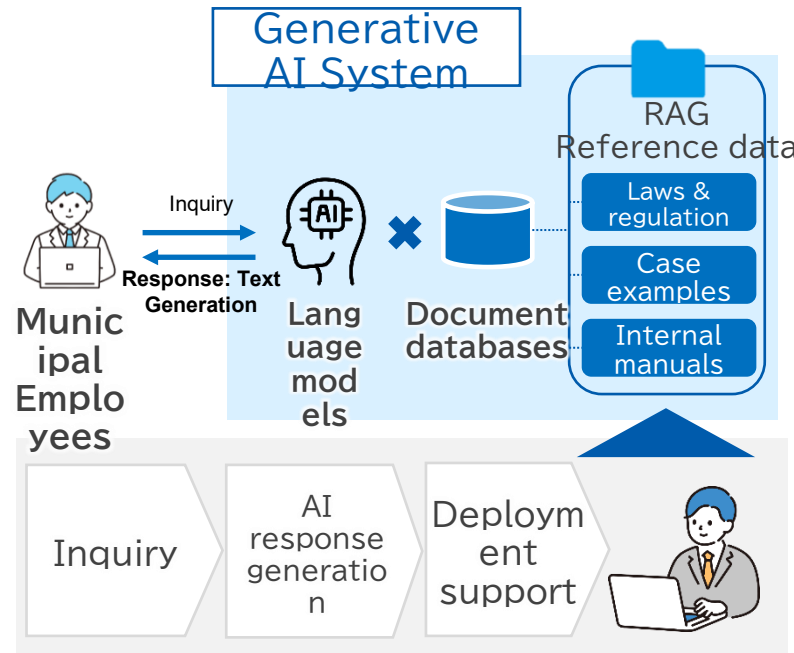
AI for Internal Use - Enhancing service quality -

AI for Customers (CX) - Driving customers' DX -

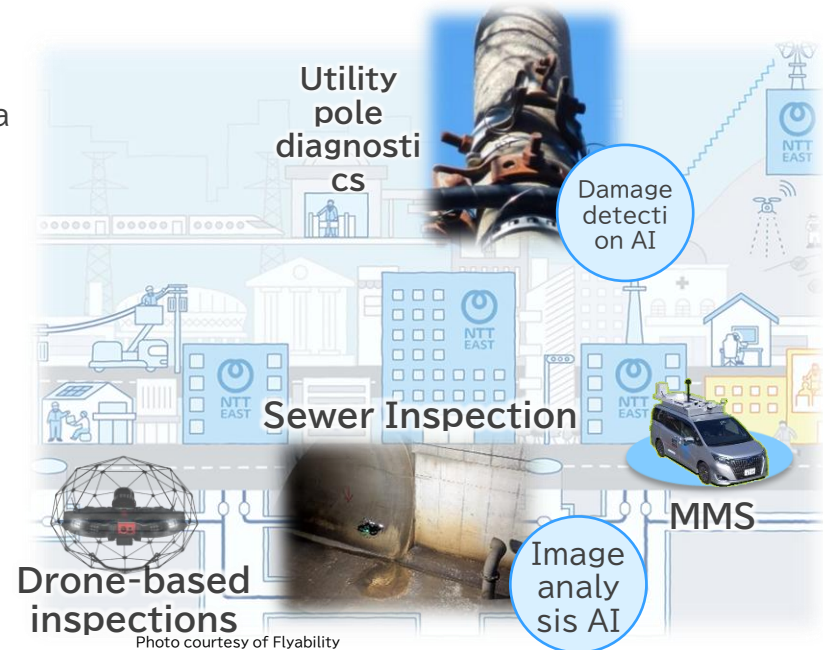
AI for Society - Solving social challenges -



Utilizing long-accumulated expertise and on-site capabilities to promote customer AI adoption



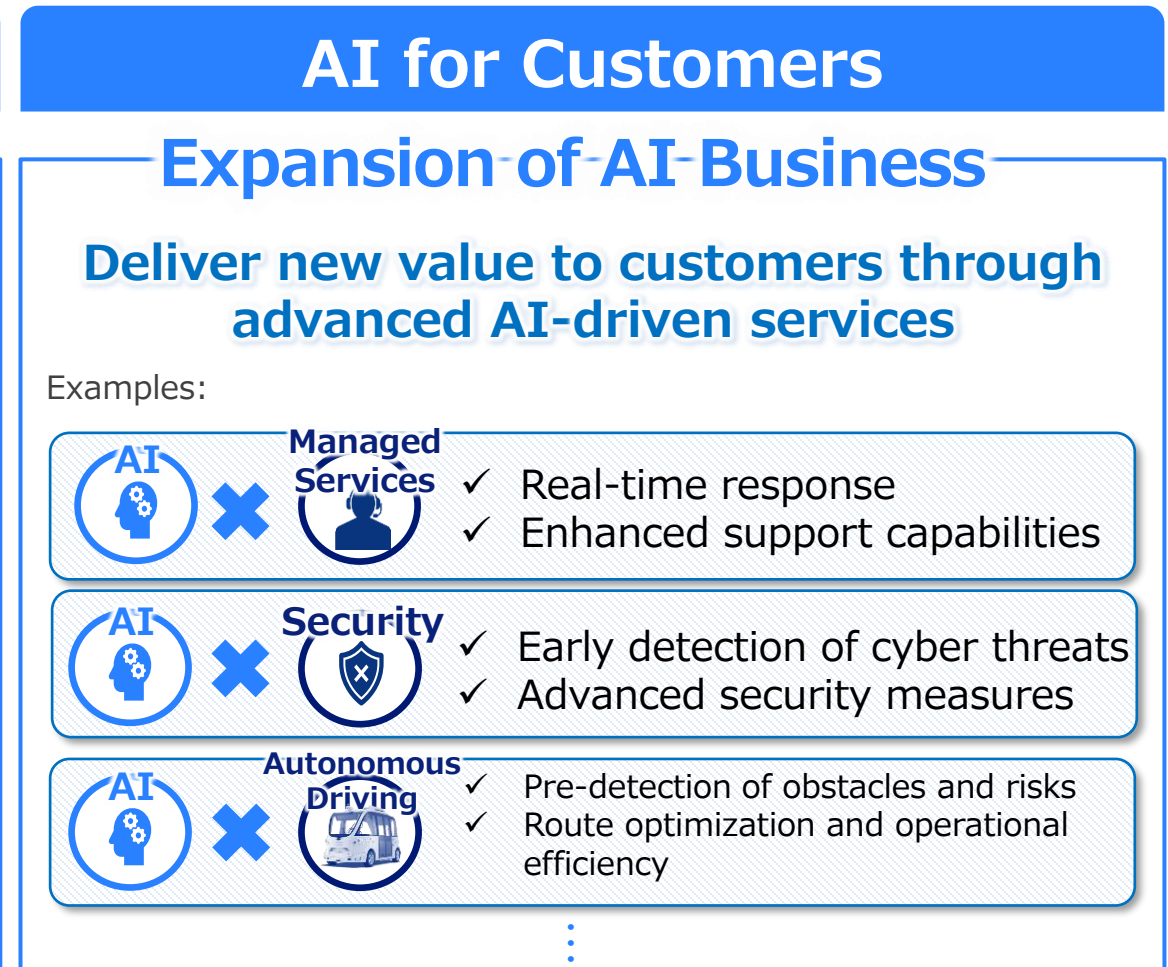
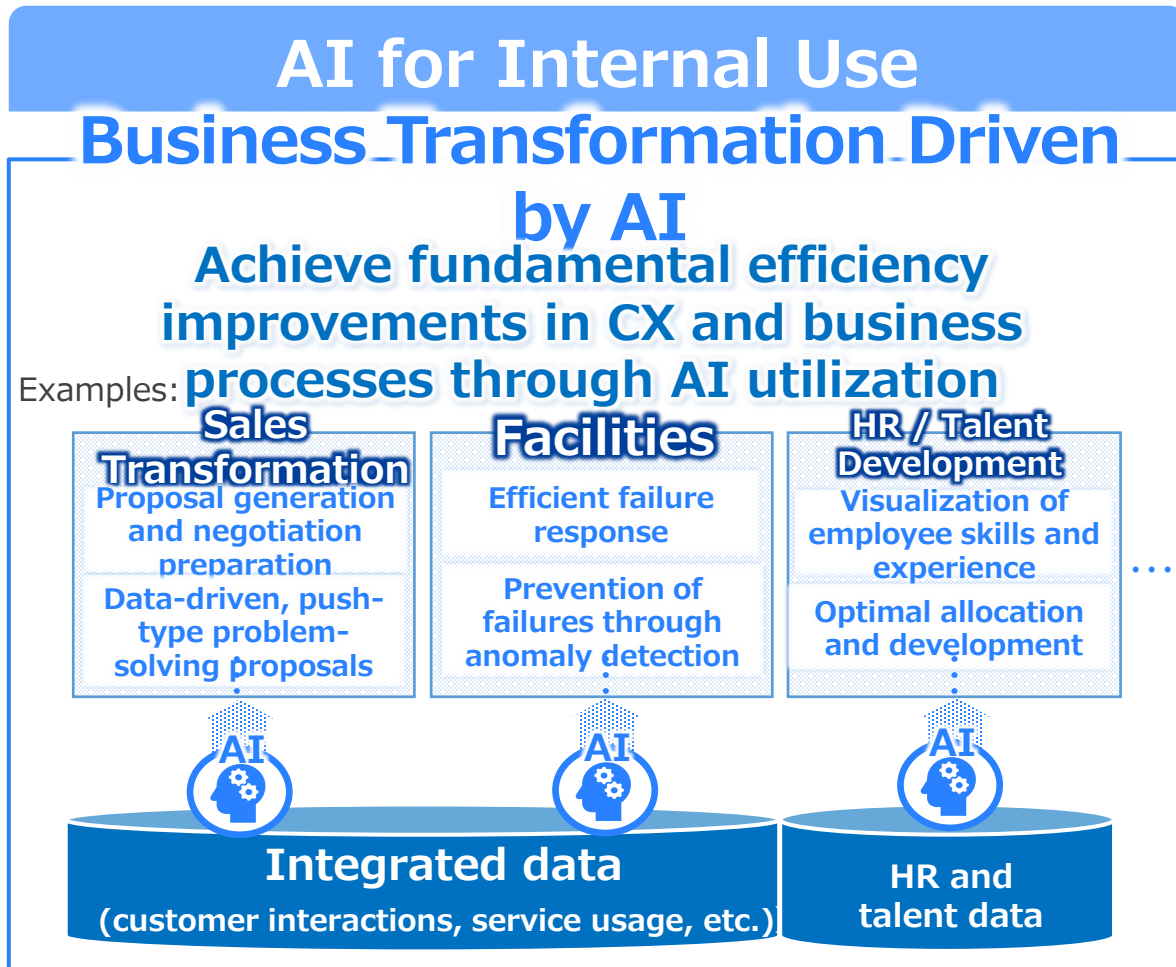
Expanding proprietary telecom assets and infrastructure maintenance expertise to society



Infrastructure-related business supporting massive data processing in the AI era

AI Utilization (NTT West)

- Achieve ¥14 billion cost improvement by FY2030, including telecom operations reform
- Generate ¥50 billion-scale AI business opportunities by FY2030



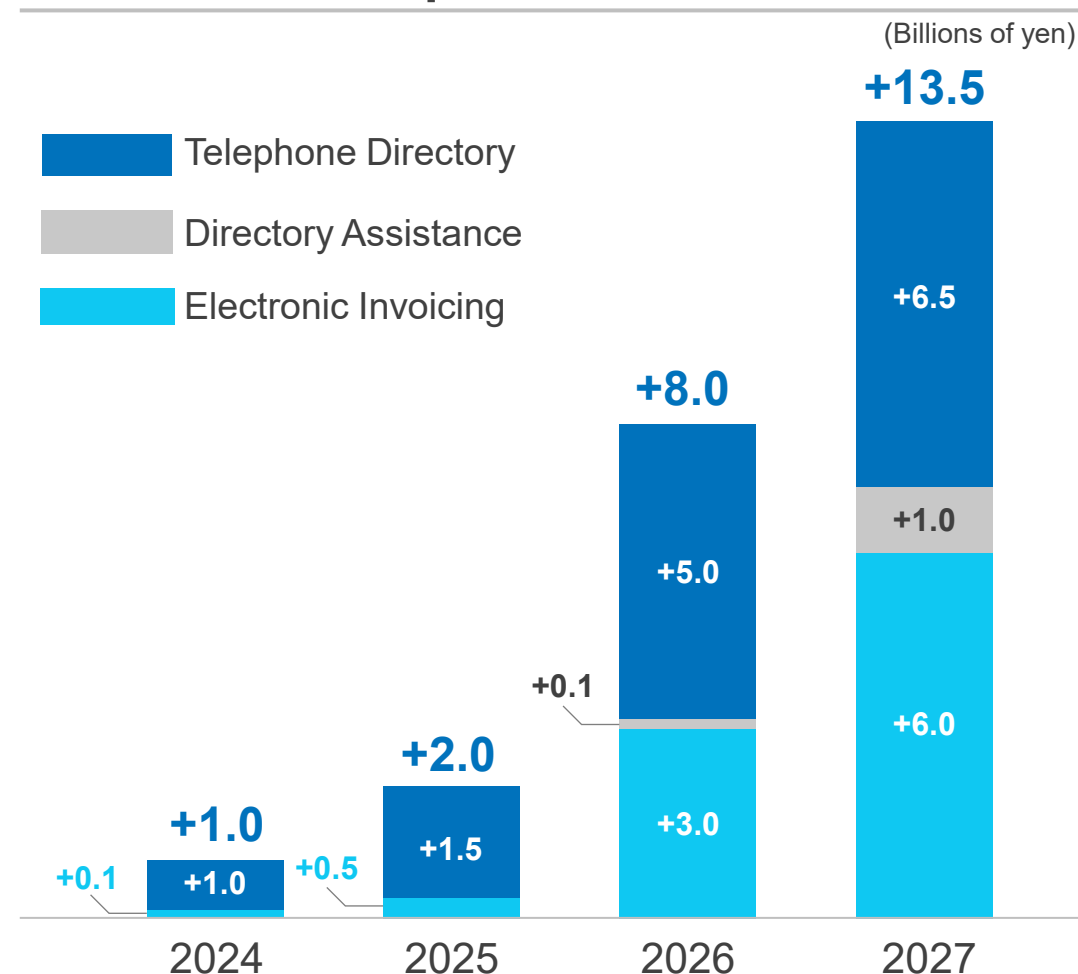
Exit from Unprofitable Services

We will aim to improve profit by ¥13.5 billion in FY2027 through the termination of consumer line-related businesses and initiatives to promote the rapid shift to digital services

Schedule

(FY)	2024	2025	2026	2027
Telephone Directory	<p>▲ July 19: Press releases (termination of publication)</p> <p>On-demand delivery only →</p>	<p>▲ March: Final publication of TownPage</p>		
Directory Assistance	<p>▲ July 19: Press releases (will no longer be provided)</p>	<p>▲ 3/31: Cease offering</p> <p>▲ Center Closing (East Japan: two Centers) (West Japan: four Centers)</p>		
Electronic Invoicing	<p>▲ 7/29: Public Announcement Review of conditions for issuing a combined invoice for the following month</p>		<p>▲ Full-scale roll-out of electronic invoicing</p>	
Others	<p>Will re-examine telegrams and other legacy offerings in light of social trends and the business environment</p>			

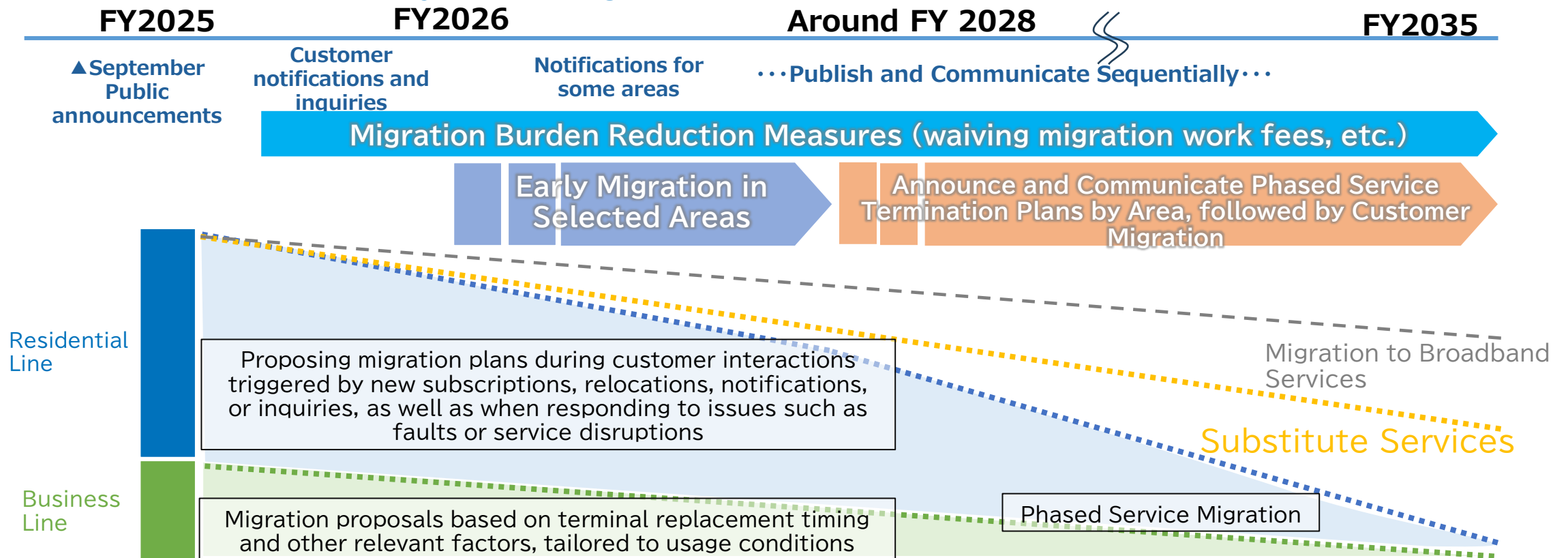
Profit Improvement Effects



Steps for Migrating Fixed-Line Telephone Services



- Migration to substitute services will begin with customer applications for new subscriptions or relocations, as well as notifications and inquiries related to contracts, faults, or service disruptions.
After identifying customer contact points, we will propose migration plans to substitute services.
- For corporate customers, we will **include terminal replacement and temporary measures, and implement migration proposals tailored to usage needs.**
- **For areas with early migration, we will prepare customer support and notifications, and publish phased service termination plans by area, along with schedules and timelines.**



Initiatives of a sustainable society, etc.

Towards Achieving Net Zero in 2040

- By continuing our initiatives to reduce environmental impact, we achieved greenhouse gas emission reductions that exceeded our 2040 carbon-neutral plan and are making steady progress toward achieving our long-term goals.
- 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

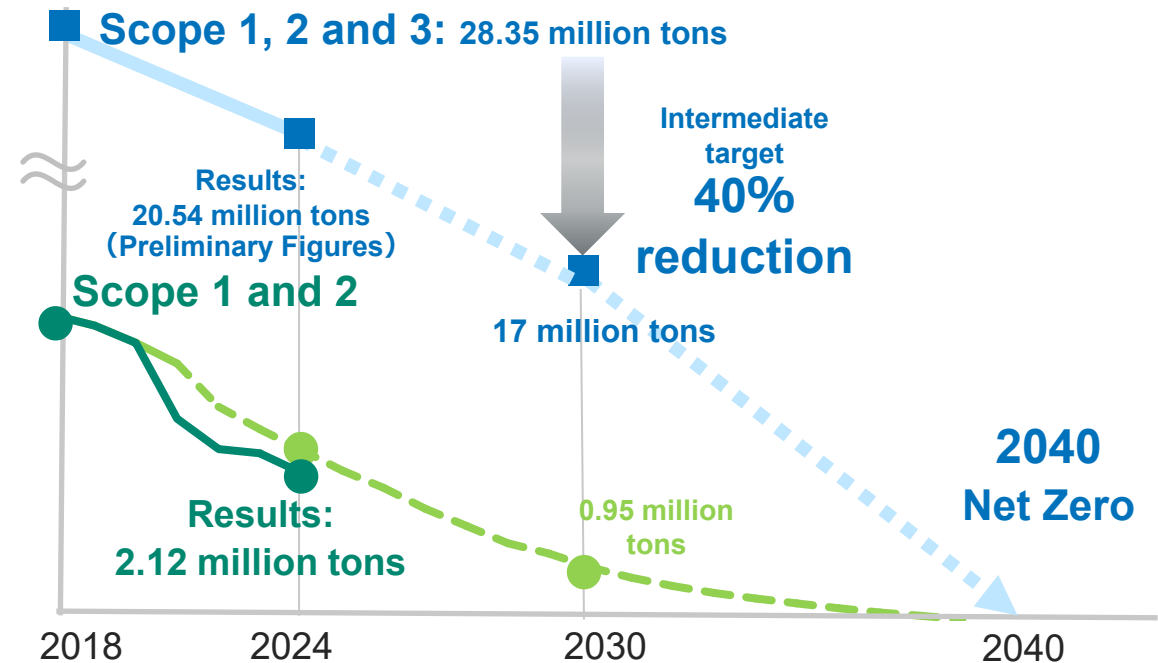
Further Strengthening of Collaboration with Suppliers

- 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

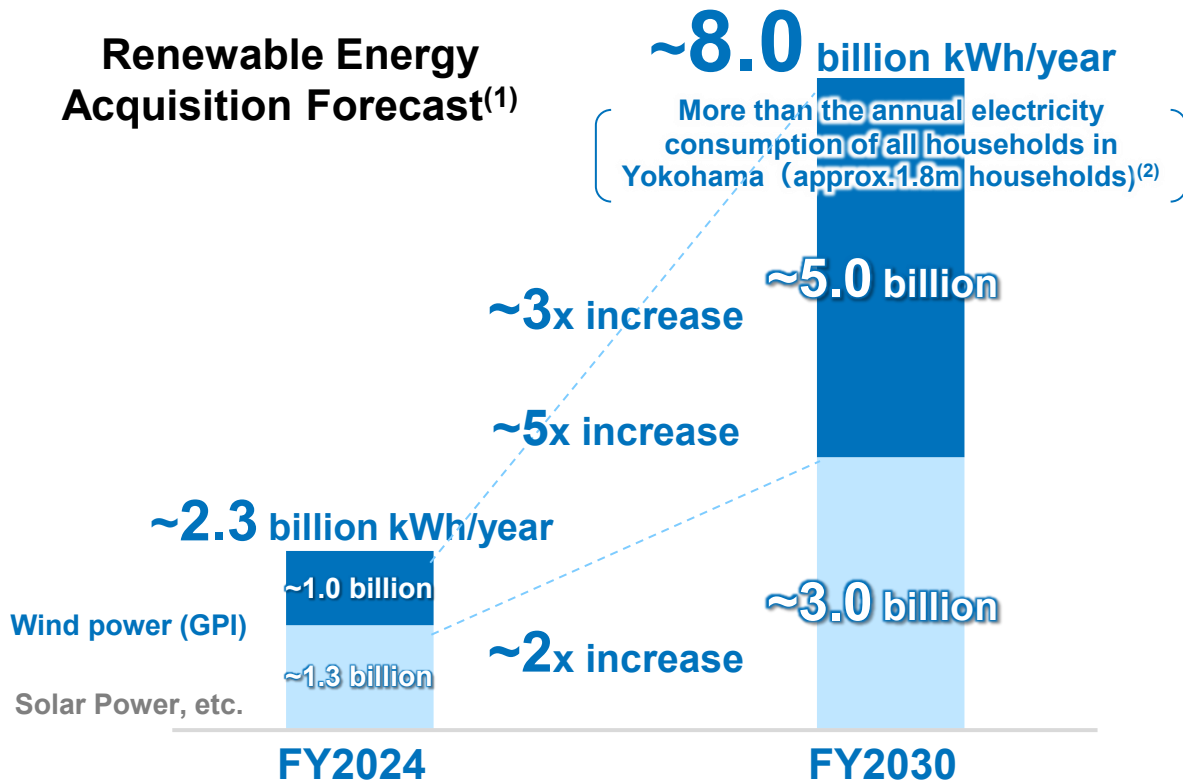
Illustration of NTT Group Greenhouse Gas Emission Reductions (Domestic and Overseas)



* 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.
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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

Began Operation in February 2024



Green Power Fukaura Wind Farm
(Fukaura, Aomori Prefecture) – 210m kWh/year –



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



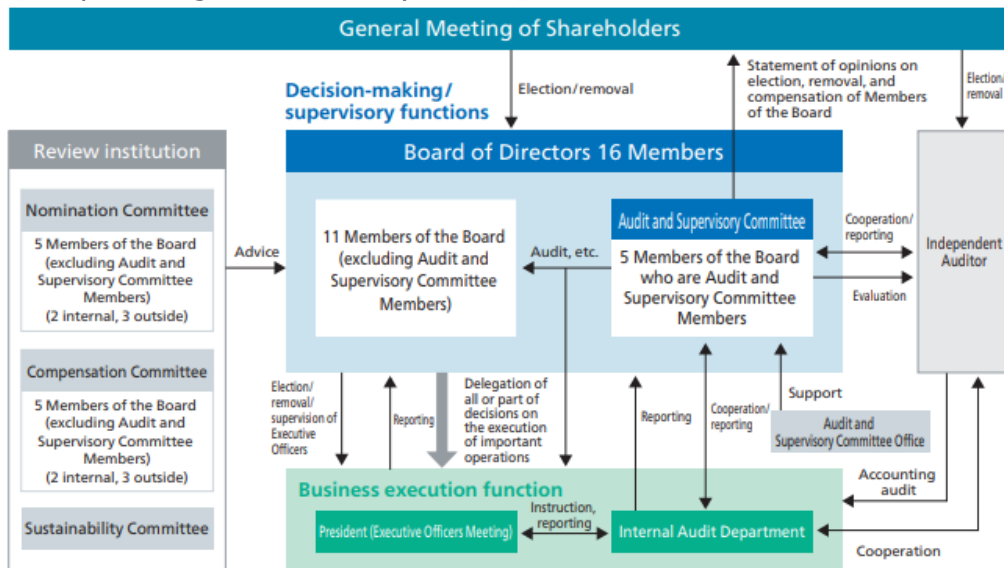
Miyazaki Kamenoko Solar Power Plant
(Higashimorokata District, Miyazaki Prefecture) – 40m kWh/year –

(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).

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% 	*Introduced an executive officers system into key group companies in June 2021
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 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 	
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. 	
June 2025	<ul style="list-style-type: none"> Transition to a Company with an Audit and Supervisory Committee 	

[Corporate governance system*]



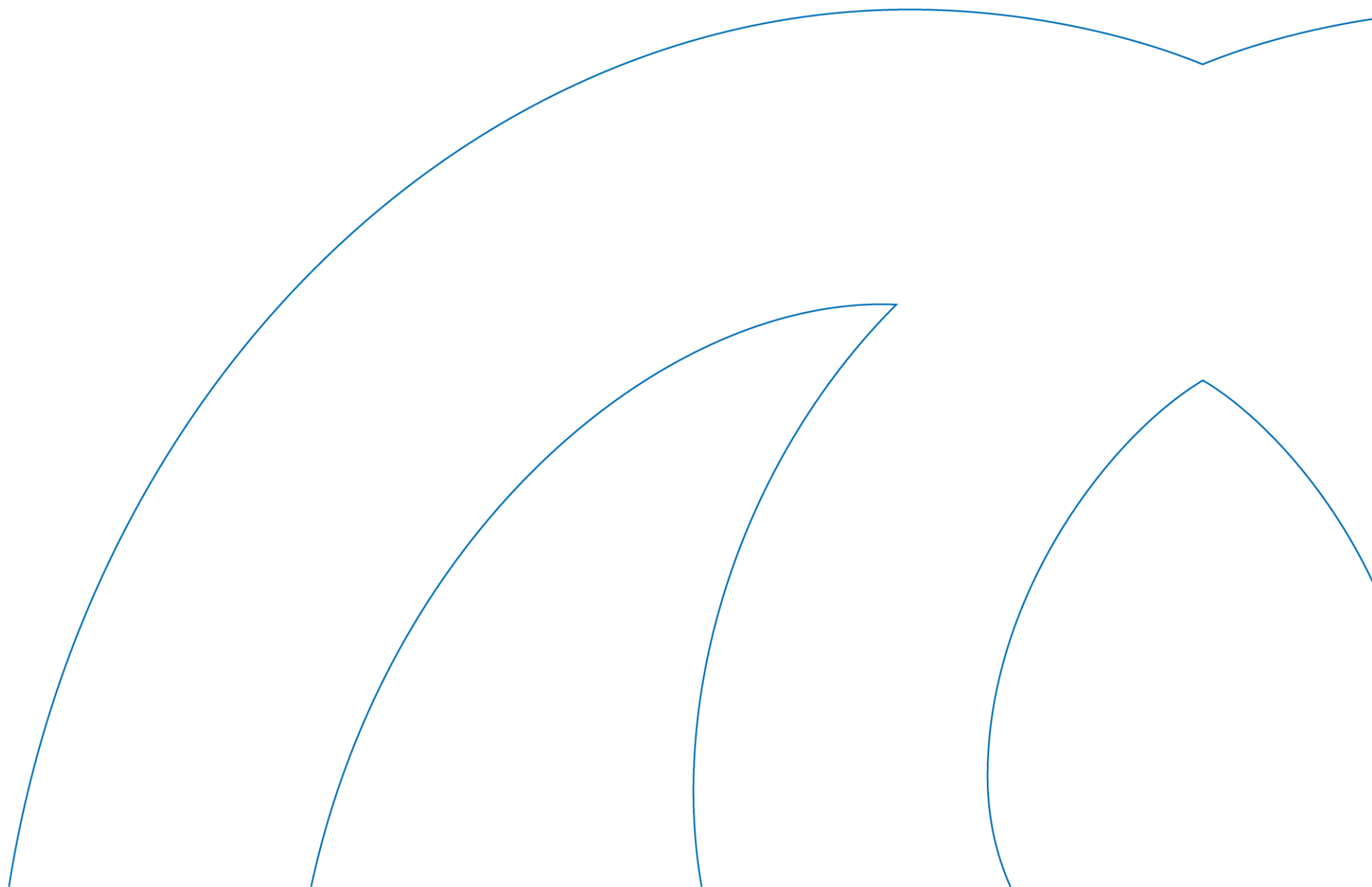
* After the transition to a Company with an Audit and Supervisory Committee

[Performance Indicators for Bonuses] FY2026

Classification	Performance indicator	Weight	Evaluation method
Financial indicator	EBITDA	25%	YoY improvement
	EPS	10%	
	EBITDA	25%	Achievement level of plan
	Operating profit	10%	
	ROIC (excluding financial business)	7.5%	
	Capital Expenditures	7.5%	
Sustainability indicator	Customer engagement	5%	YoY improvement
	Greenhouse gas emissions	5%	Achievement level of plan
	New female manager promotion rate	2.5%	
	Employee engagement rate	2.5%	

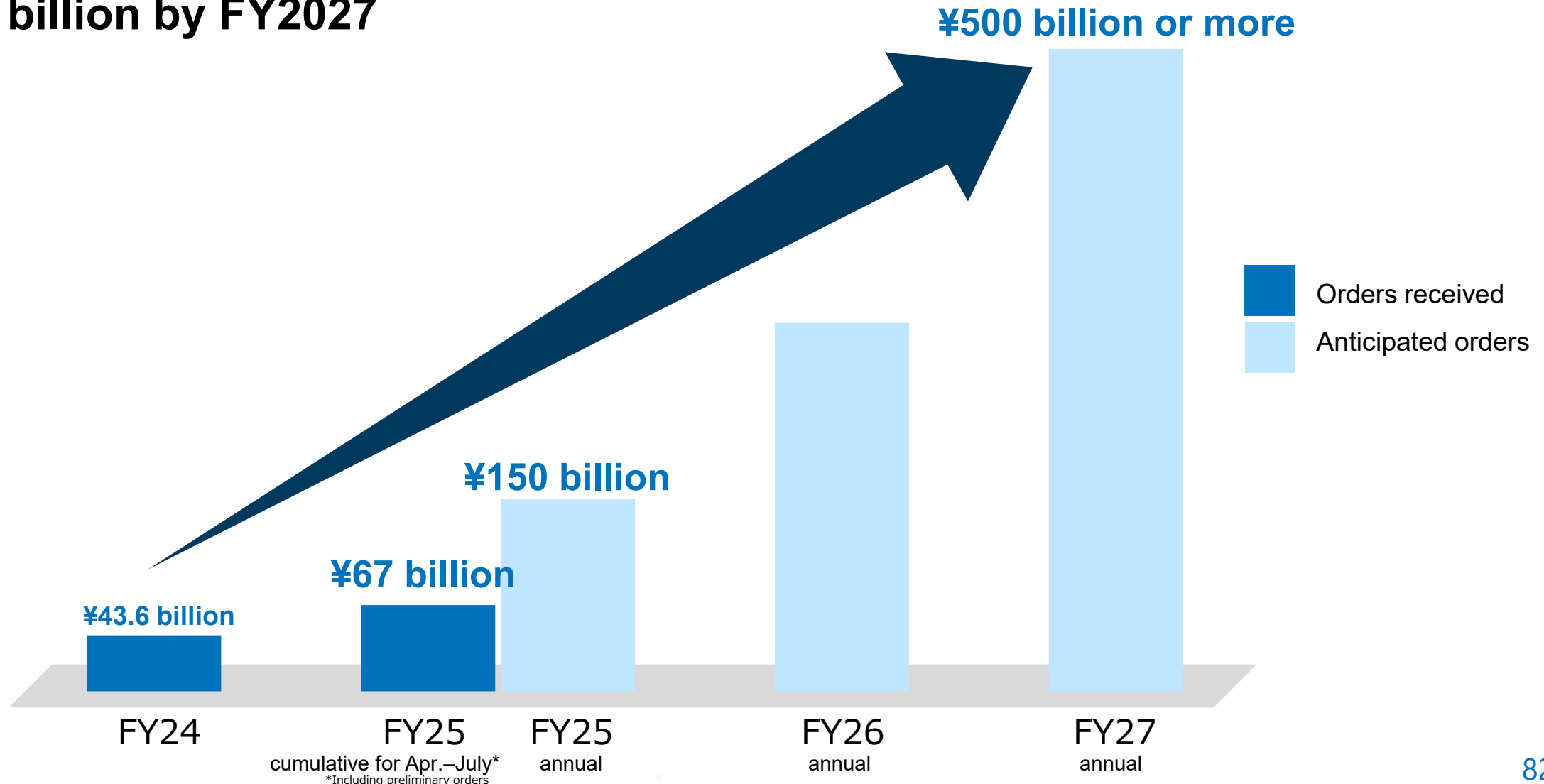


AI

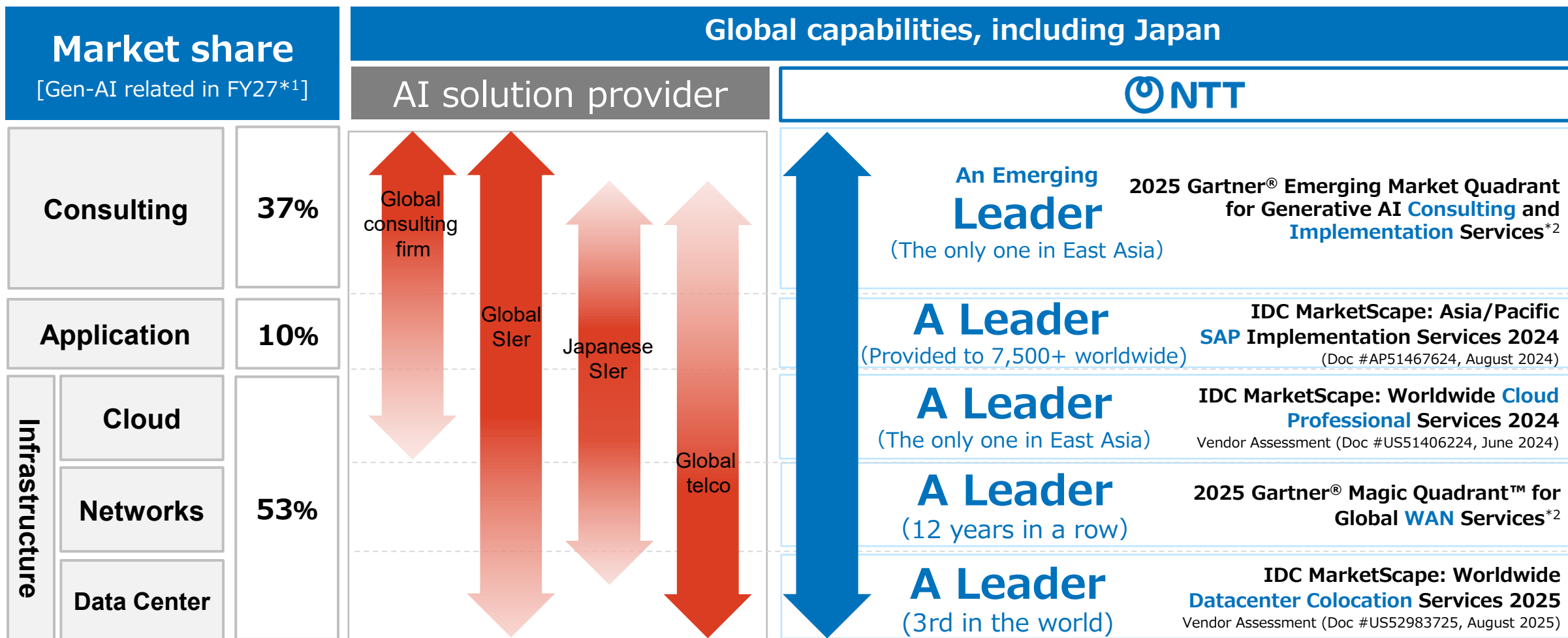


Toward Orders Exceeding 500 Billion in the Mid-Term

Orders exceeding ¥150 billion by the end of FY2025
and ¥500 billion by FY2027



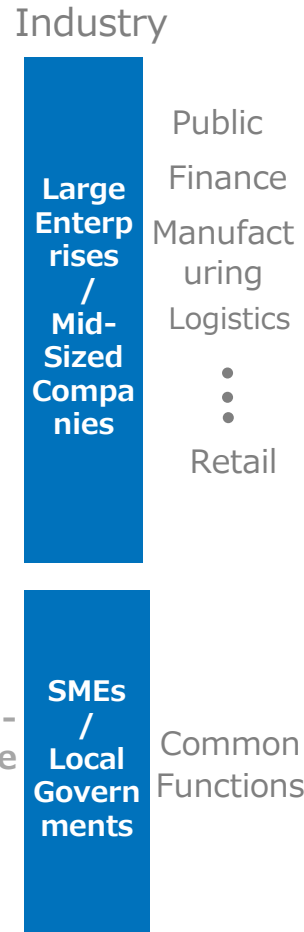
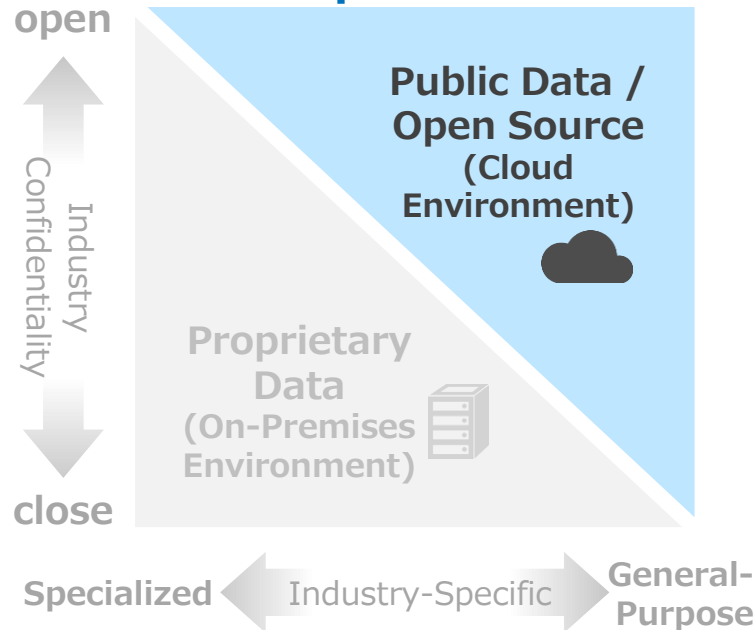
Offering end-to-end full-stack solutions for AI-driven environment



*1 The breakdown of the projected Japanese Gen-AI market size in FY27 (excluding network infrastructure) created by NTT based on multiple reports from Fuji Chimera Research Institute, Yano Research Institute, and Deloitte Tohmatsu MIC Research Institute
 *2 The Emerging Market Quadrant for Generative AI Consulting and Implementation Services is an evaluation of NTT Data. The Magic Quadrant for Global WAN Services is an evaluation of NTT.

Optimal AI Models and AI Agents to Meet Diverse Customer Needs

Leveraging General-Purpose AI



Business Functions							
Sales	Development	IT	Management	Finance	...	HR	General
<h3>AI Agents</h3> <p>Developing AI agents tailored for industries such as finance, manufacturing, logistics, healthcare, and public services</p> <div style="display: flex; justify-content: space-between;"> <div style="text-align: center;"> <p>NTT DATA docomo Business</p> </div> <div style="text-align: center;"> <p>OpenAI</p> <p>aws</p> <p>ExaWizards</p> </div> <div style="text-align: center;"> <p>Google Cloud Gemini</p> <p>Microsoft Azure OpenAI Service</p> </div> </div>							
<h3>AI Advisor</h3> <p>Security Operations</p> <p>docomo Business</p>		<h3>docomo business ANCAR</h3> <p>Call Center AI</p> <p>docomo Business</p>		<h3>OpenAI ChatGPT Enterprise</h3> <p>Japan's first authorized distributor</p> <p>NTT DATA</p>			
<h3>Generative AI Services</h3> <p>NTT 東日本 NTT 西日本 NTT Smart Connect</p>						<p>Stella AI for Biz</p> <p>docomo Business</p>	

Upgraded purely Japanese-made LLM [tsuzumi 2]

- An upgraded version of tsuzumi, NTT's LLM, to be launched in October 2025
- The best in the world among LLMs with the same parameter size in terms of Japanese language performance

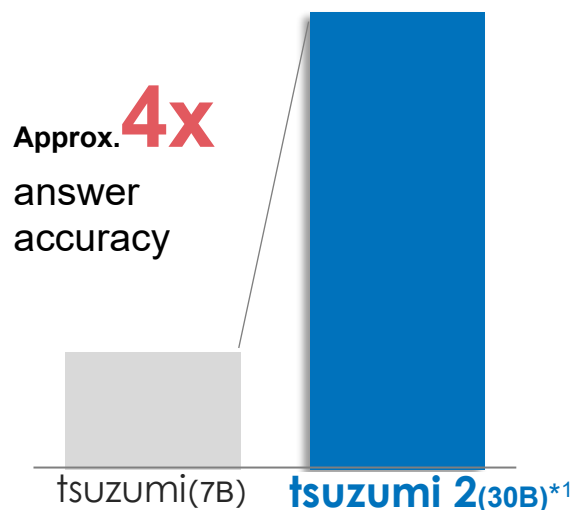
Comparison of enhanced context processing and sentence understanding

Evolved understanding of complex context and meaning
meeting the needs of enterprise customers

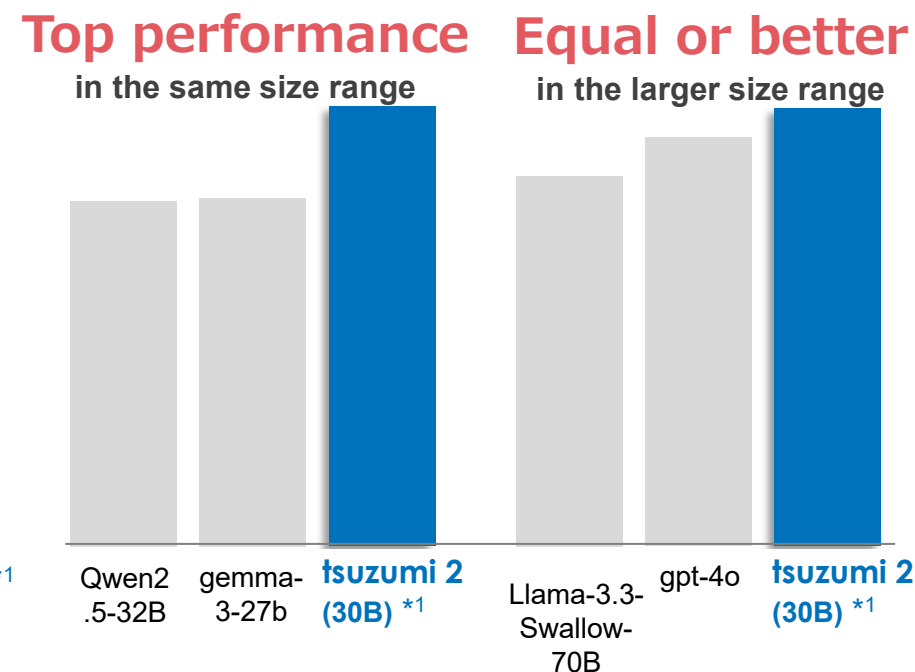
Well-balanced single-GPU model
with significant performance improvements and cost efficiency

Purely Japanese-made model developed from scratch by NTT
supporting highly confidential data

Comparison of business processing using RAG with the previous model



Comparison to other models in general benchmarks*2



*1 : Performance evaluation during development

*2 : Evaluation results of indicators related to Japanese language performance evaluation, context and sentence comprehension in llm-jp-eval

From Large-Scale Clusters to a Single GPU — Providing the Computing Resources You Need for Every AI Use Case

AI Infrastructure Service
GPU as a Service



Top-Class Computing Capacity in Japan

Clusters built with the “NVIDIA DGX™ B200 System”
featuring NVIDIA Blackwell architecture

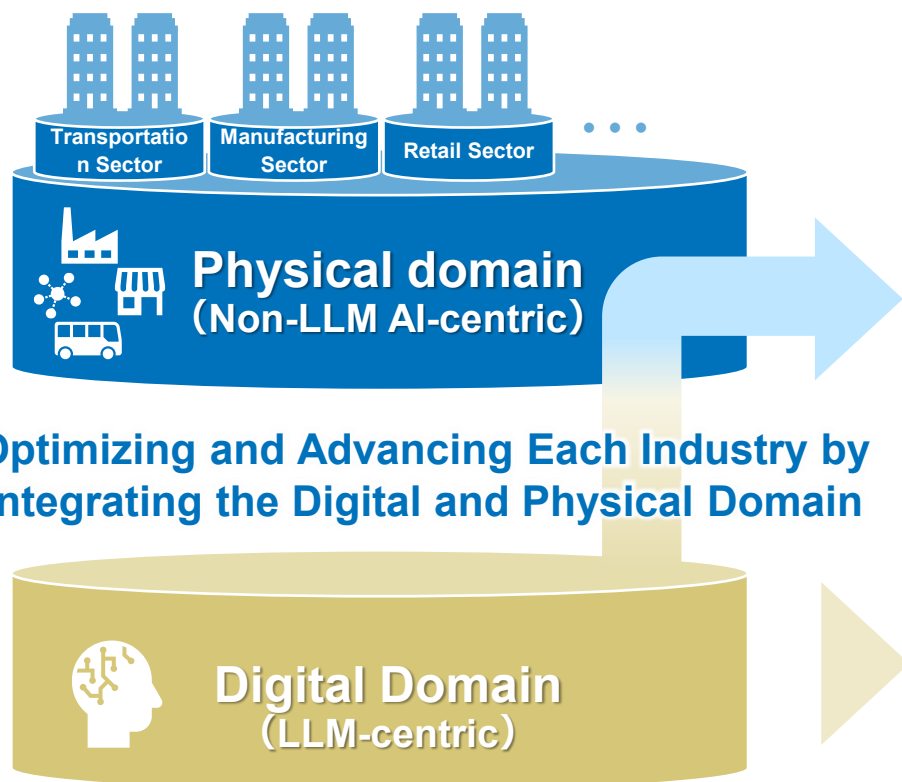
Proven Track Record in Building and Operating Large-Scale Clusters

Awarded the highest domestic honor from the NVIDIA
Partner Network: **“Best NPN of the Year”**



Social Implementation of AI Integrating the Digital and Physical Domains

- NTT is providing “tsuzumi 2”, the purely domestically developed LLM, and offering implementation support for major global LLMs. The order amount for our AI business for FY2025 Q3 reached ¥147.8 billion.
- We have begun the social implementation of AI that seamlessly integrates the digital and physical domains in collaboration with leading companies across various industries around the world. We will further accelerate our initiatives.



Social Implementation in Collaboration with Leading Companies Across Various Industries

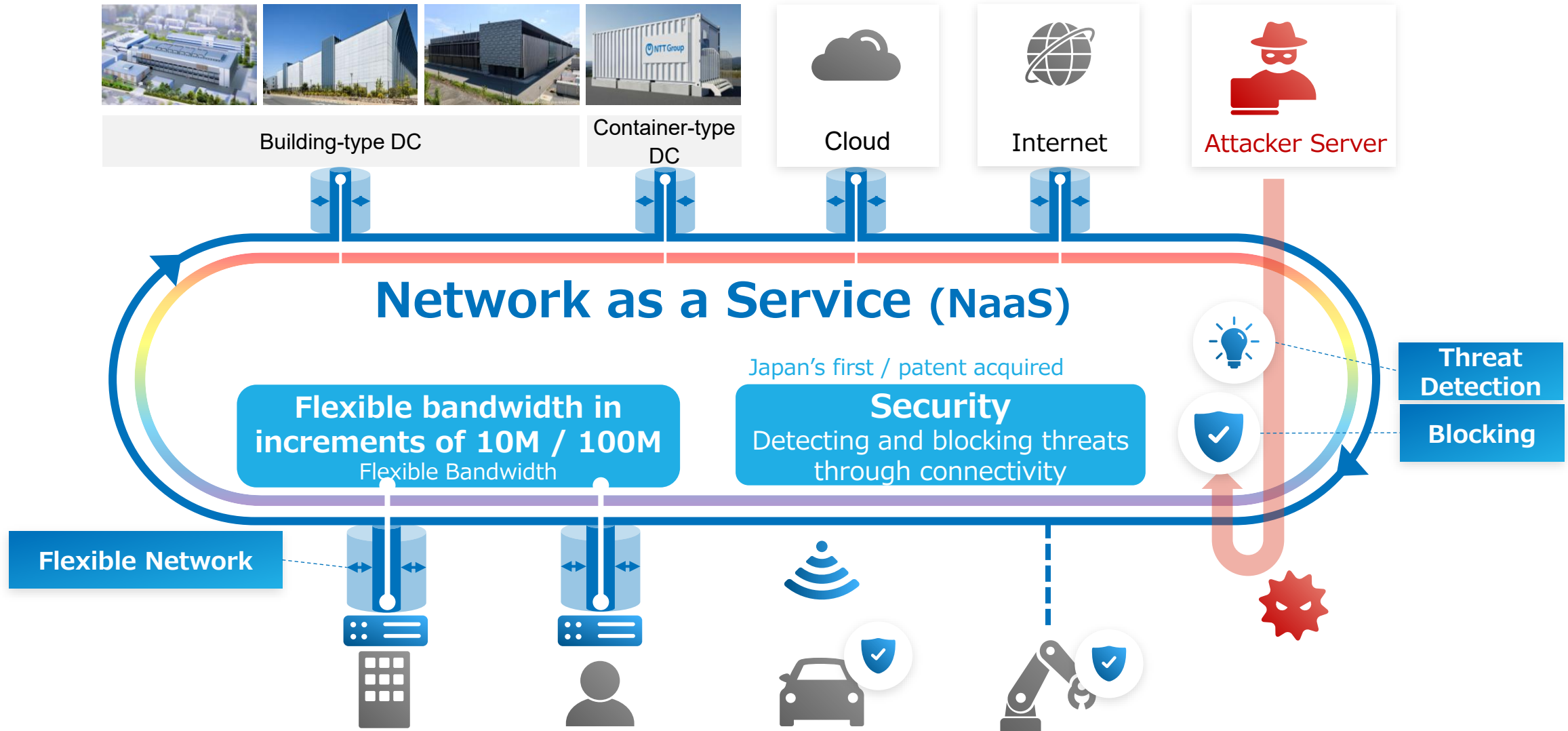
Autonomous Driving	Physical AI, Robotics	Optimization of Distribution Supply Chain
TOYOTA	MUJI	TRIAL HLDGS

Implementation Support for the Purely Domestic LLM and Major Global LLMs

tsuzumi 2 + **OpenAI ChatGPT** **Microsoft Azure OpenAI Service** **Google Cloud Gemini** etc.

AI-Oriented Network

A new security-integrated network service that enables secure, safe, and simple connectivity anytime, anywhere



Expansion of Domestic Infrastructure Environment

Data Centers

Expansion to meet strong demand



Resource Management

Functions to be expanded sequentially in line with customer needs

More than 3x

Approx. 1GW[※]

300MW

FY24

FY33
(planned)

Facility types



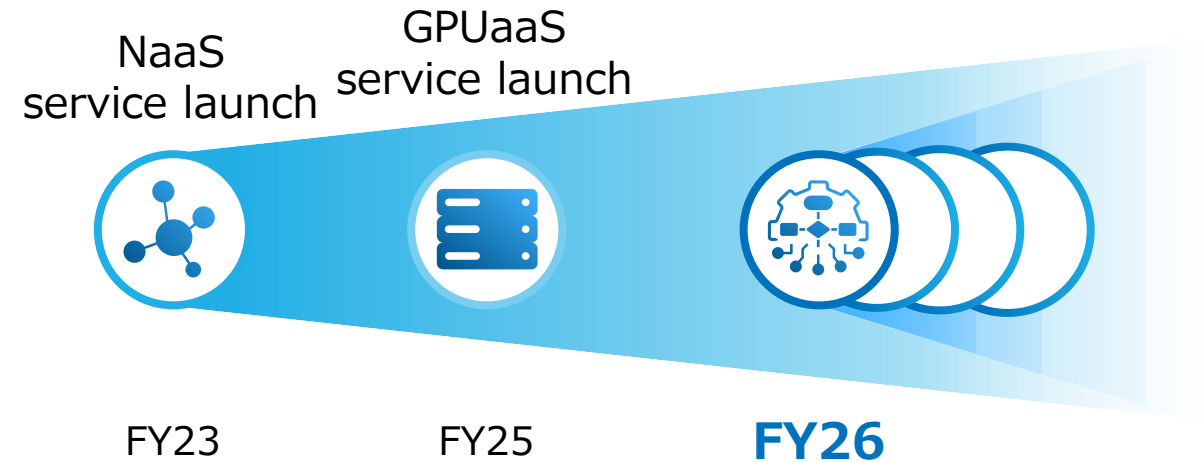
Urban-type



Remote-area type



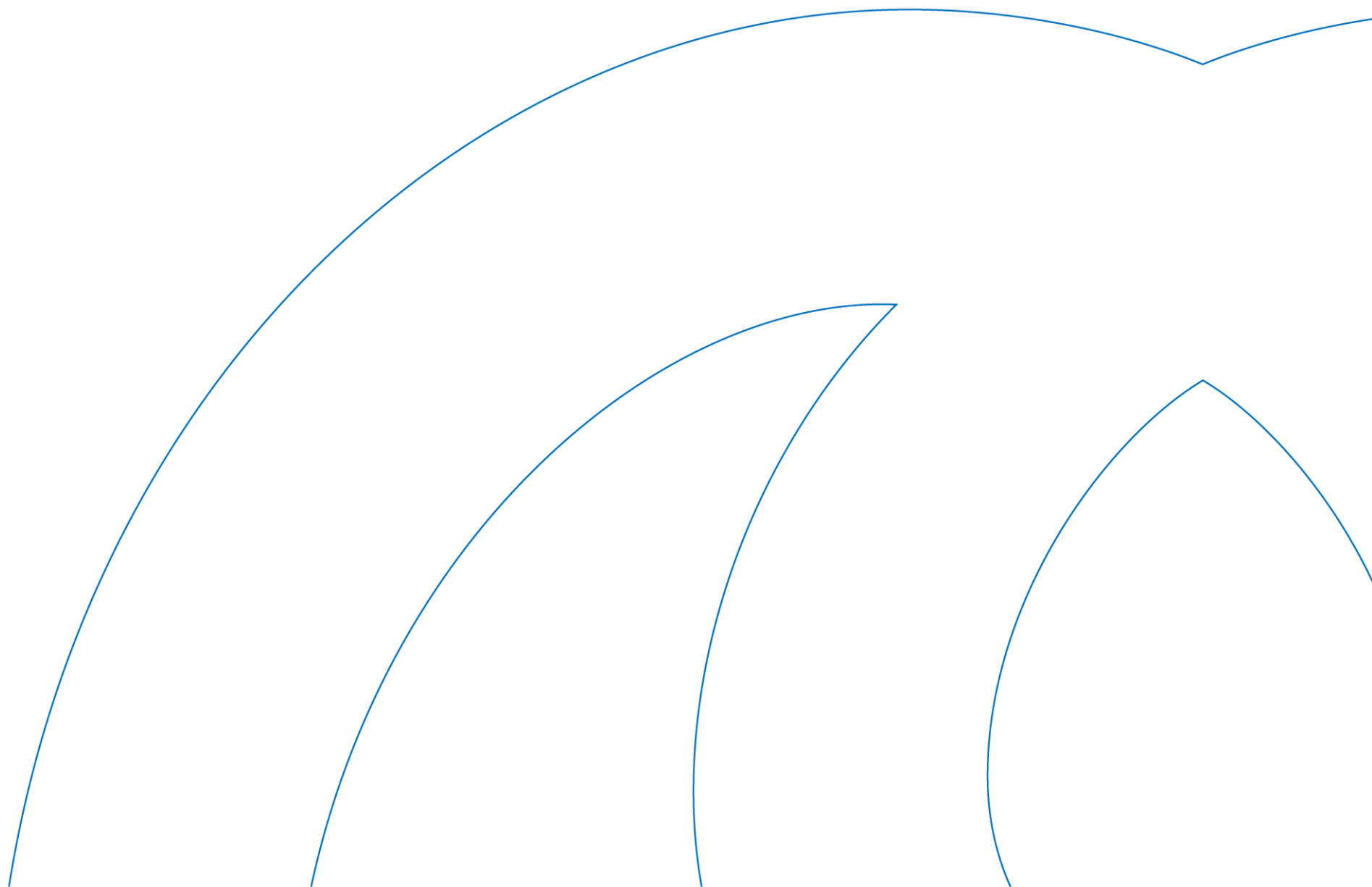
Suburban type



※ Total domestic data center capacity of NTT Group companies including NTT DATA, NTT Communications, NTT Comware, NTT Global Data Centers, and NTT Facilities (including future reductions and expansions of existing data centers as of FY24)



IOWN



The advantages of optical fiber in large-capacity communications

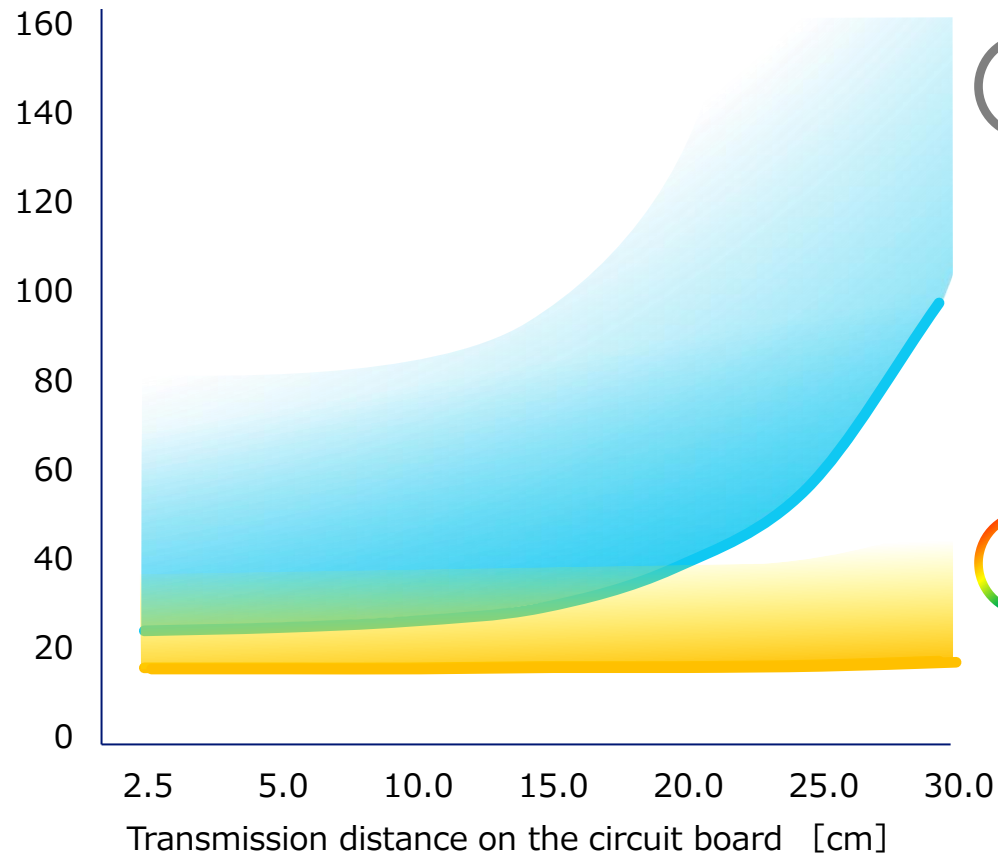
communications

In large-volume electrical communications, power consumption increases dramatically as the transmission distance increases.

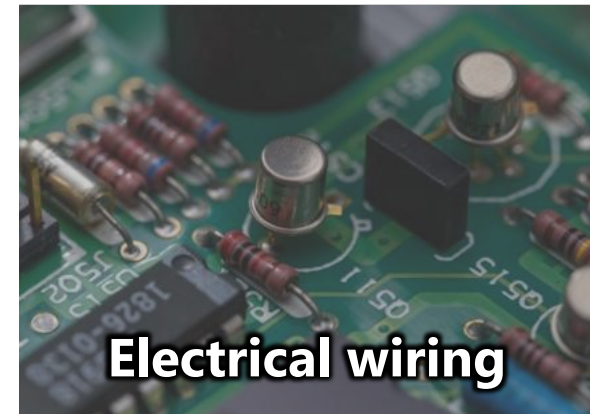
On the other hand, optical communication has the advantage of hardly increasing power consumption.

Relationship between transmission distance and power consumption

Power consumption [mW]

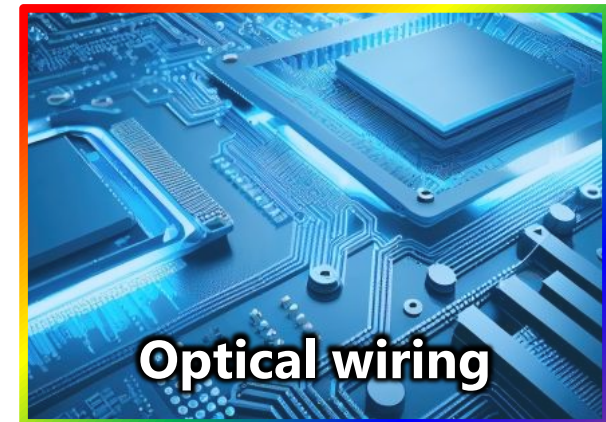


Electro



Electrical wiring

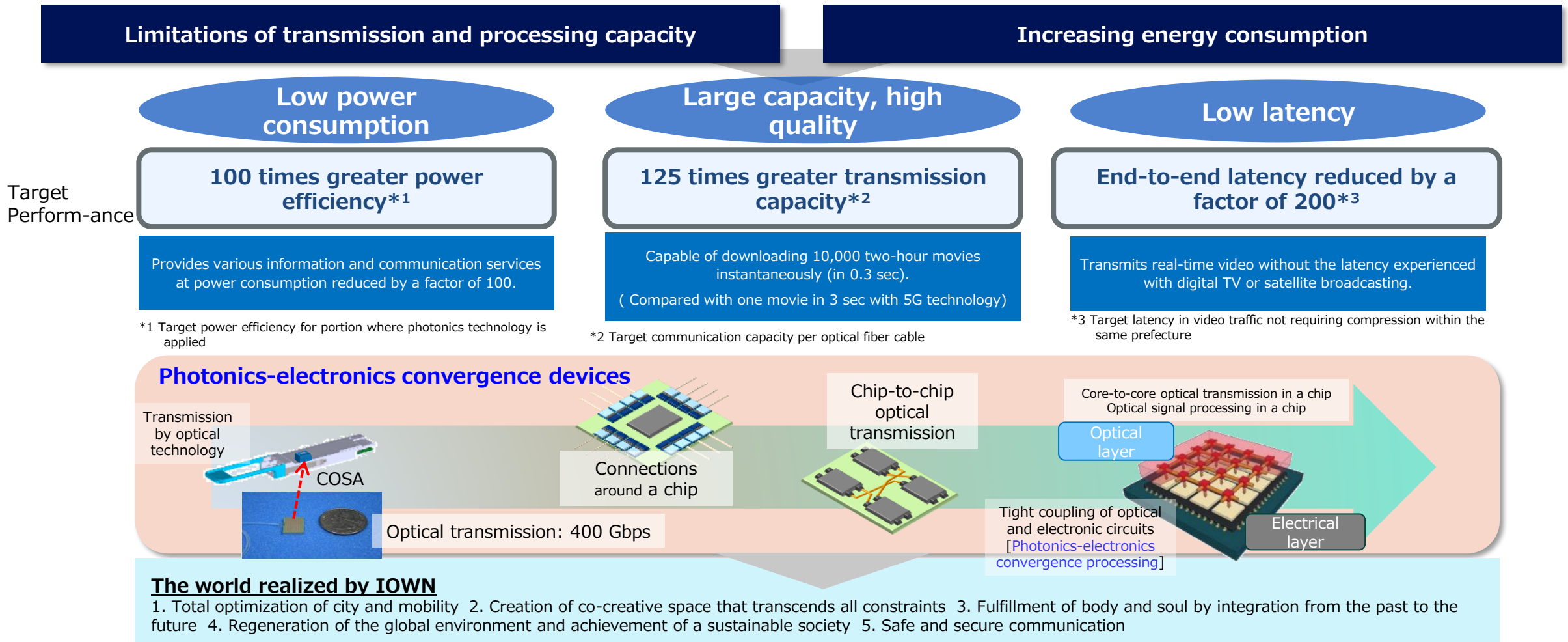
Opto



Optical wiring

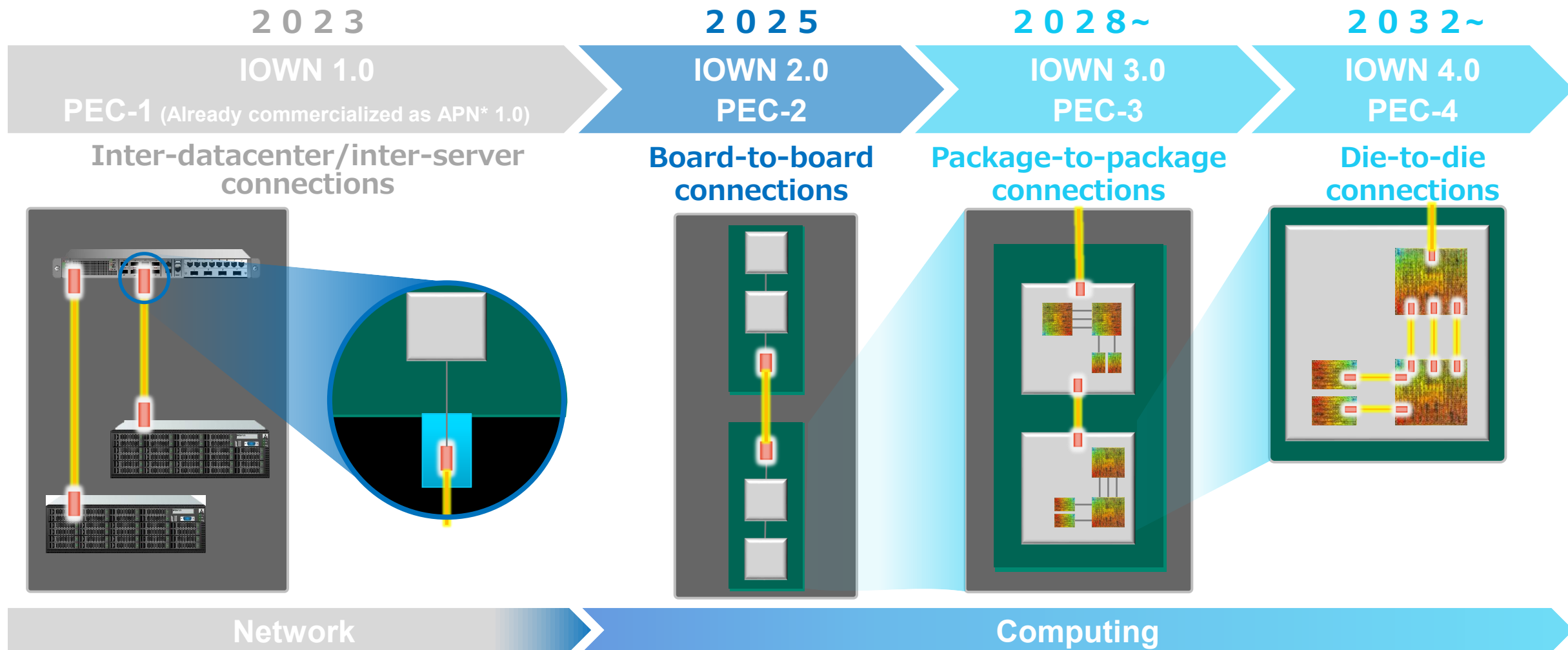
IOWN initiative

- 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**).



IOWN Roadmap and Application Areas

- In 2023, we developed IOWN 1.0, photonics-electronics convergence devices (PEC-1) for networks, and applied it to relay devices and DC connections.
- In 2025, we developed IOWN 2.0, photonics-electronics convergence devices (PEC-2) for board connections.



The role of ecosystem players in realizing optical computing

- IOWN photonic disaggregated computing is realized by combining NTT's photonics-electronics convergence technology with the latest technologies from chip/switch manufacturers, etc.

Rack equipped with photonics-electronics convergence switch and servers

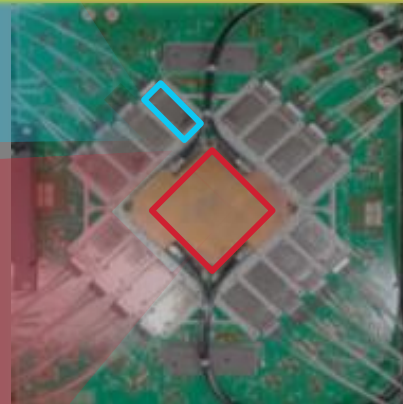
Optical engine
(optical device PEC-2)

 **NTT Innovative Devices**



Switchboard

 **NTT Innovative Devices**



Photonics-electronics
convergence switch

Accton



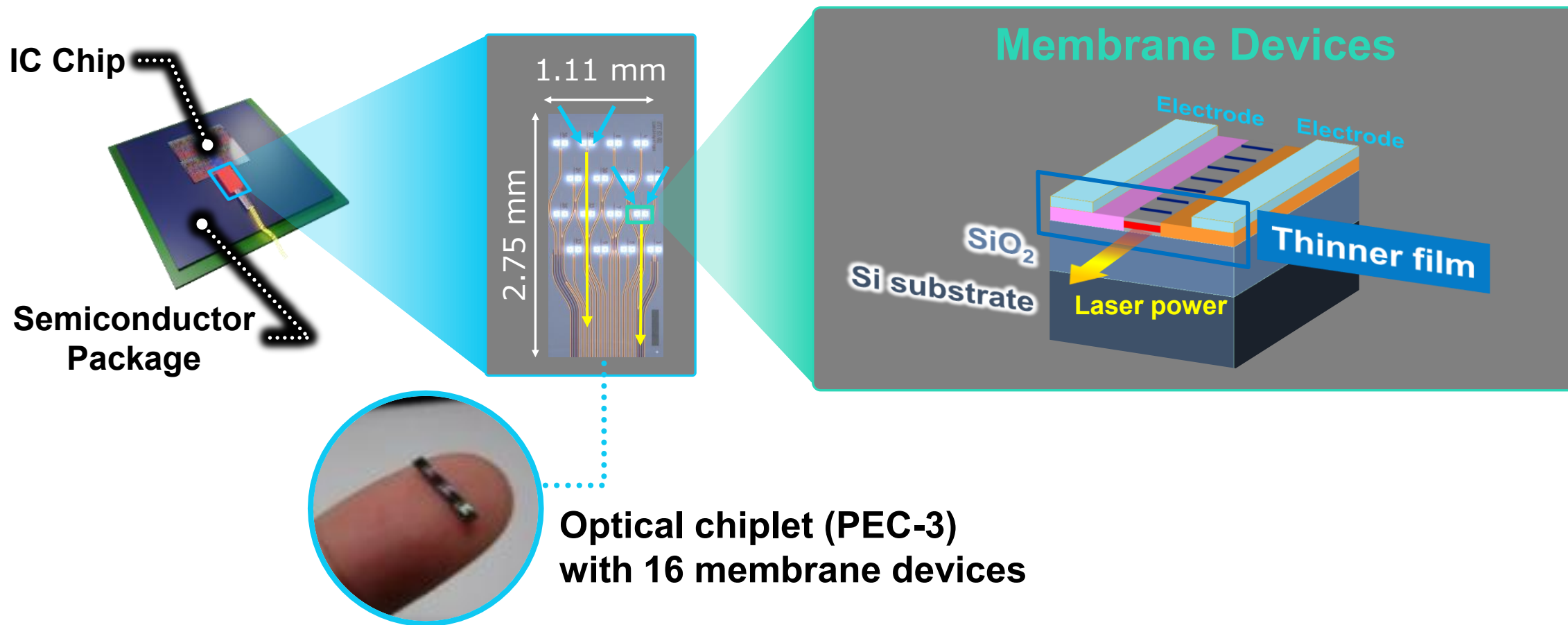
Switch ASIC

 **BROADCOM**



Membrane devices that achieve IOWN 3.0

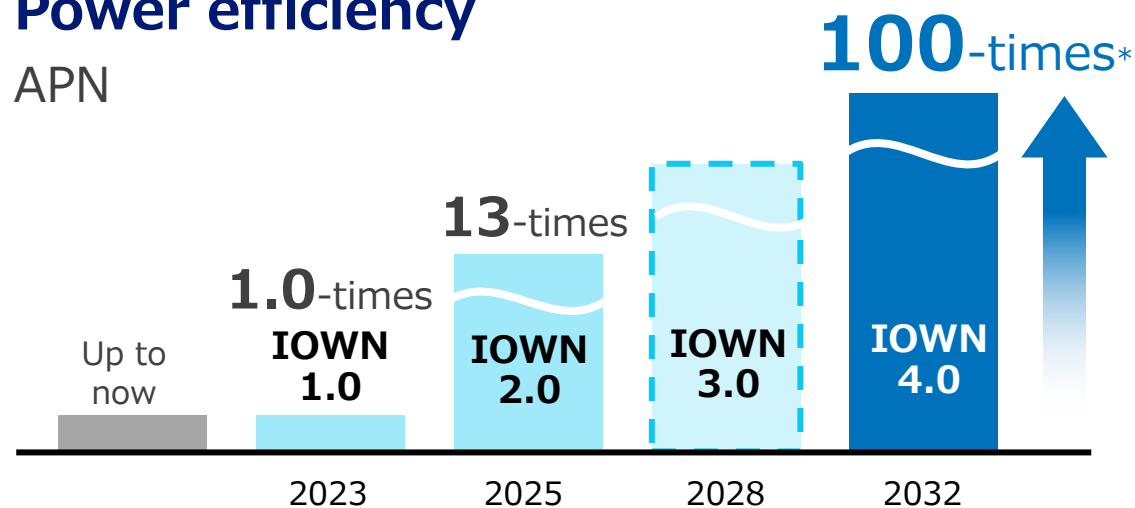
- IOWN3.0 utilizes NTT's proprietary thin-film technology (membrane technology).
- The structure of conventional optical devices has been radically changed, resulting in a device that is small enough to be directly attached to a chip.



IOWN Targets

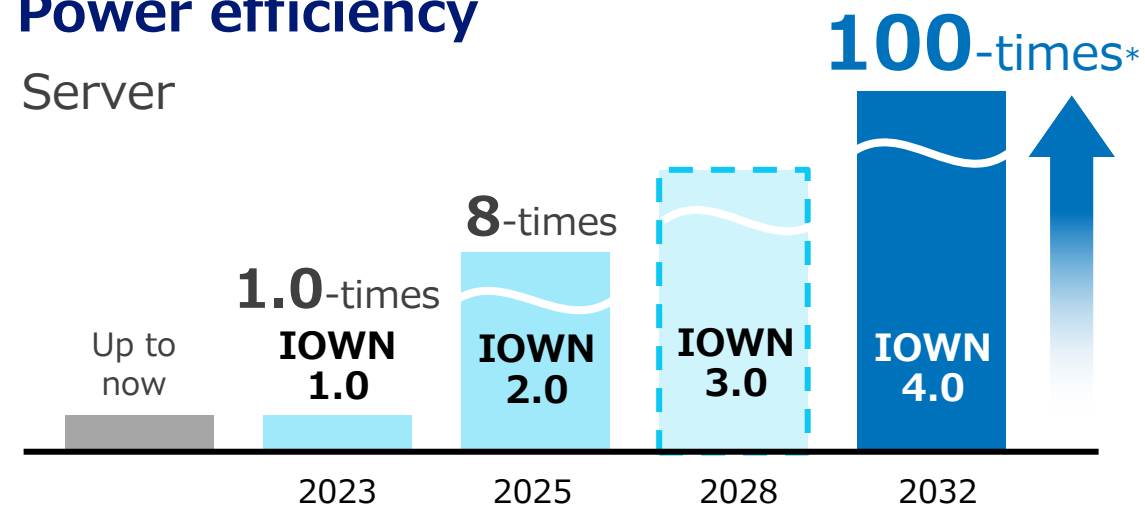
Power efficiency

APN



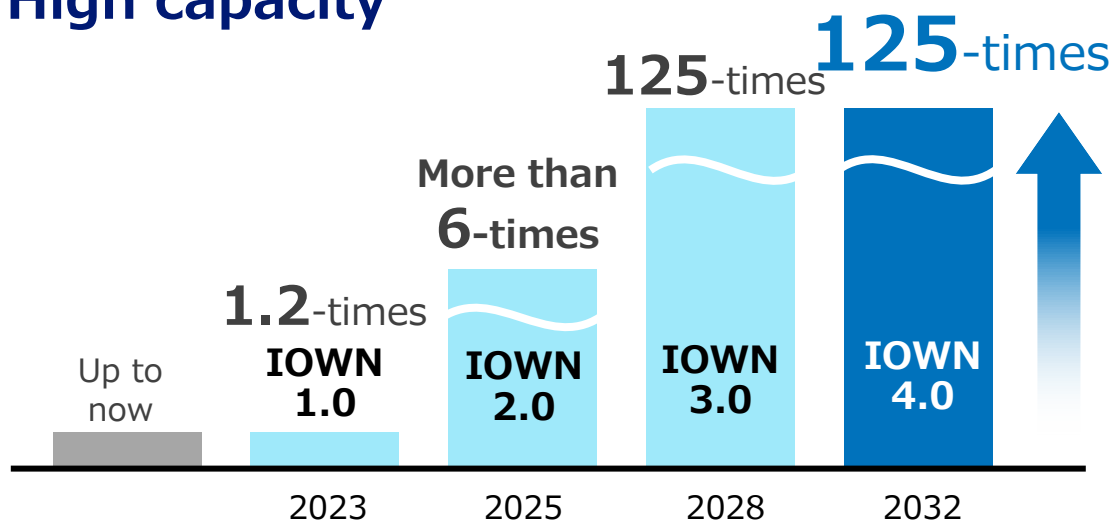
Power efficiency

Server

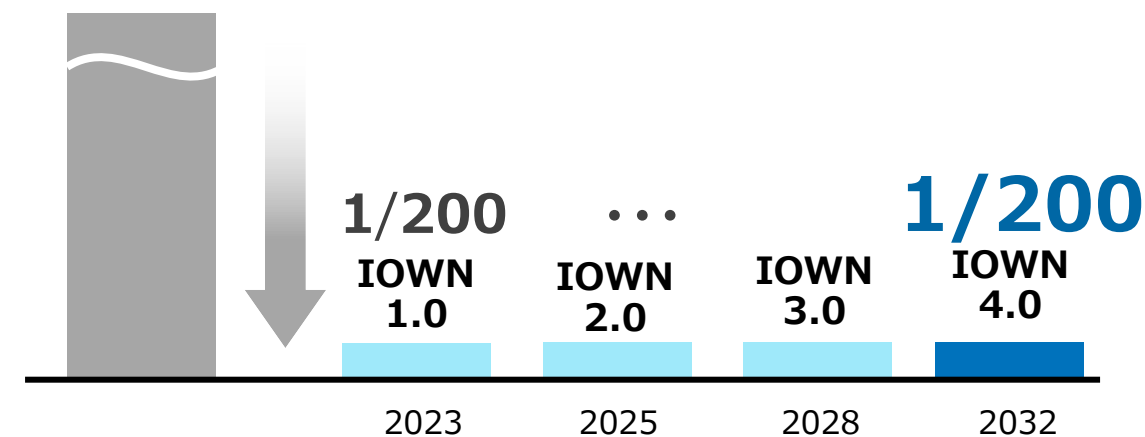


* Power efficiency for the entire photonics-applied area, including the APN, servers, etc

High capacity



Low latency



Distributed Data Centers Utilizing IOWN

- With IOWN technologies, multiple data centers can be operated as if they were a single data center.



Mass Production of Photonics-Electronics Convergence Devices

- NTT will begin commercial provision of switches using photonics-electronics convergence devices during FY2026 through collaboration with supply chain partners including Broadcom and Accton Technology.
- NTT Innovative Devices is preparing to increase production volume through automation and other measures, and to expand production lines in response to demand, with the goal of mass-producing photonics-electronics convergence devices.

Production Capacity Expansion



Increase production volume to 5,000 units per line through automation of assembly, mounting, and inspection processes



Expand the production line from the current 1 line to at least 3 lines in response to demand



Double it further by operating day and night



Toward Further Mass Production Through Partner Collaboration and Other Initiatives

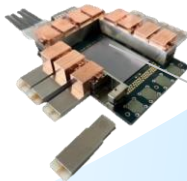
In response to demand, up to **30,000** units per month can be produced



<PEC-1>
Commercialized of IOWN APN

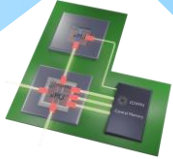


Commercialization of Switches Using Photonics-Electronics Convergence Devices (IOWN Optical Computing)



FY2026

PEC-2 Commercialization



<PEC-3>
Commercialization of optical chiplets using NTT's proprietary technology

2028~

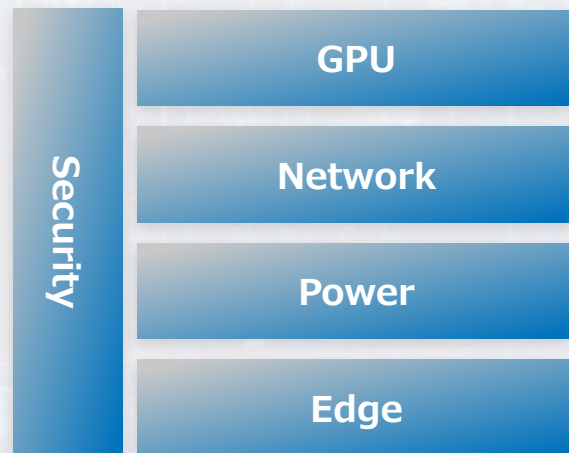
PEC-3 Commercialization

AI-native infrastructure that optimizes resources such as GPUs, networks, and power, and enables integrated operations extending to the edge

AIOWN

AI × IOWN

Integrated Operations



"AIOWN" is currently pending trademark registration.

Shareholder Returns

Dividends

■ Dividends for FY2025

- The year-end dividends per share are ¥2.65

■ Dividends forecast for FY2026 (Interim, Year-end)

- Annual dividends per share are forecasted to be ¥5.4 (an increase of ¥0.1 from FY2025)
→ Dividends are expected to increase for the 16th consecutive year

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 14 billion shares
- Buyback Period: From May 11, 2026, to March 31, 2027

Changes in Dividends

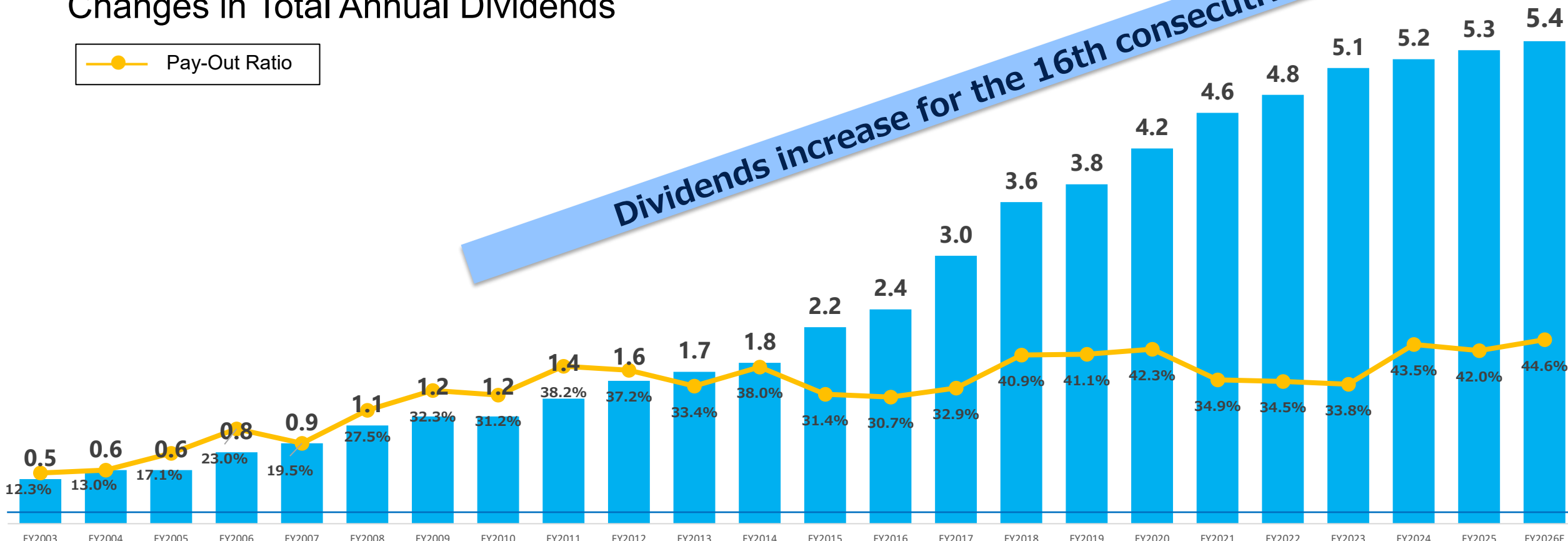


Changes in Total Annual Dividends

—●— Pay-Out Ratio

Dividends increase for the 16th consecutive year

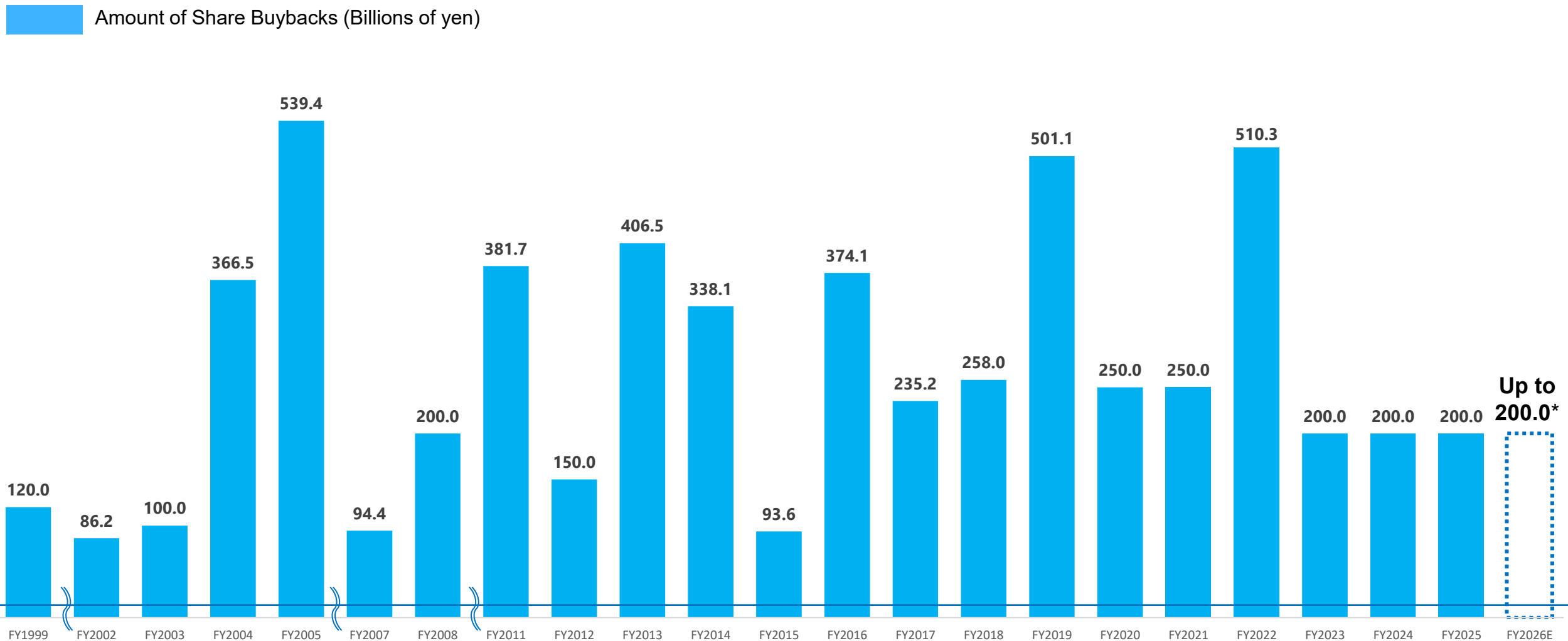
(Yen)



(1) Dividend-per-share amounts have been adjusted to reflect the 100-for-one stock split carried out on January 4, 2009, the two-for-one stock split carried out on July 1, 2015, the two-for-one stock split carried out on January 1, 2020, and the 25-for-one stock split carried out on July 1, 2023.

(2) U.S. GAAP was applied for periods up to and including FY2017, and IFRS has been applied for periods from and including FY2018.

Record of Share Buybacks



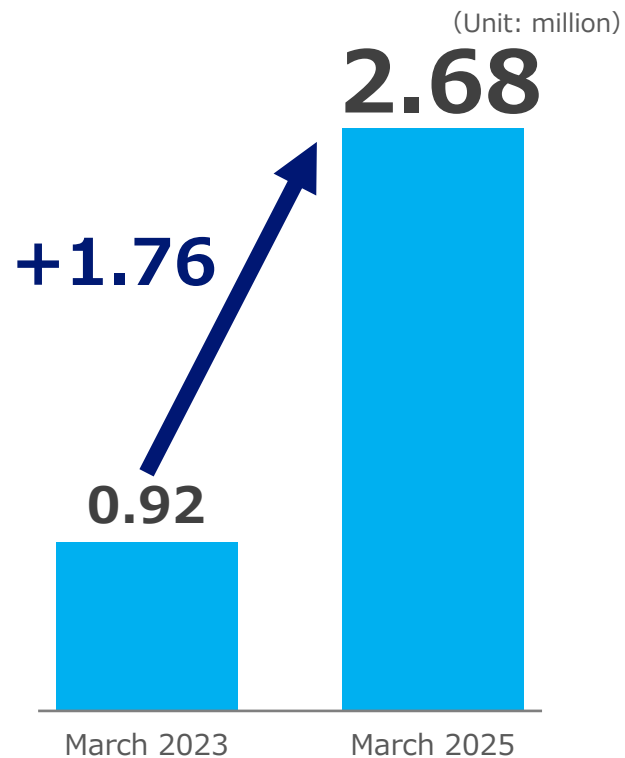
* On May 8, 2026, the Board of Directors of NTT resolved to buy back shares in an amount up to ¥200.0 billion. Buyback Period: May 11, 2026, to March 31, 2027.

Status of Shareholder Count

Shareholder Count

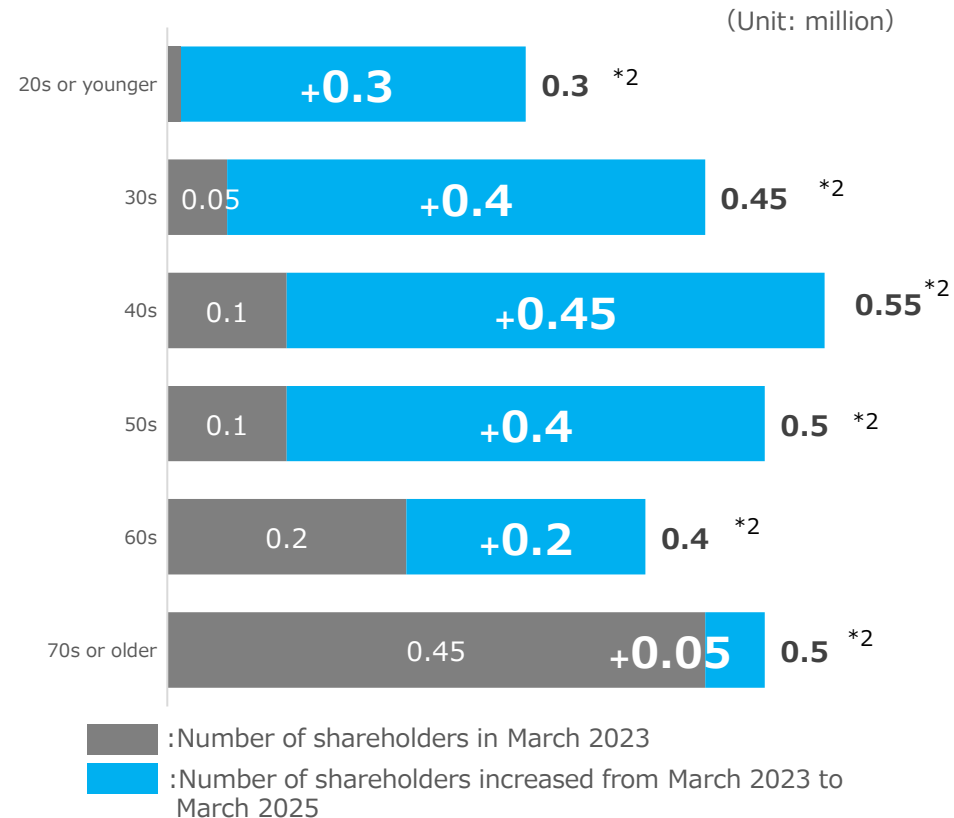
Total

Approximately 3x after the stock split, setting a new record high.



Shareholder Count by Age

Diversification of shareholder composition has also progressed.*1

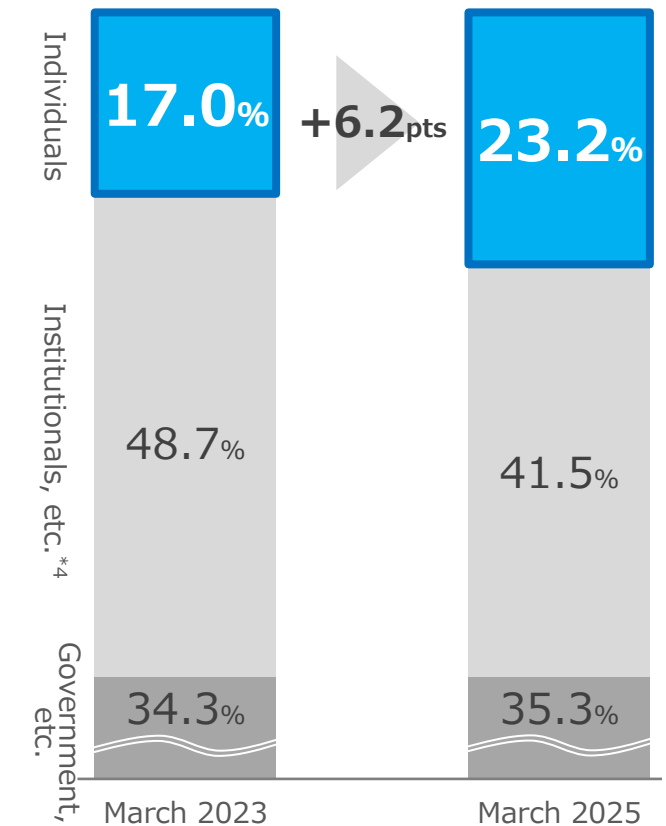


*1 Estimates based on interviews with securities firms

*2 Number of shareholders in March 2025

Percentage of Voting Rights

Individual investors also hold a larger share of voting rights.*3



*3 Calculated excluding treasury stock

*4 Including financial institutions, securities firms, foreign corporations, etc., and other domestic corporations

Financial Data, etc.

NTT Group Formation

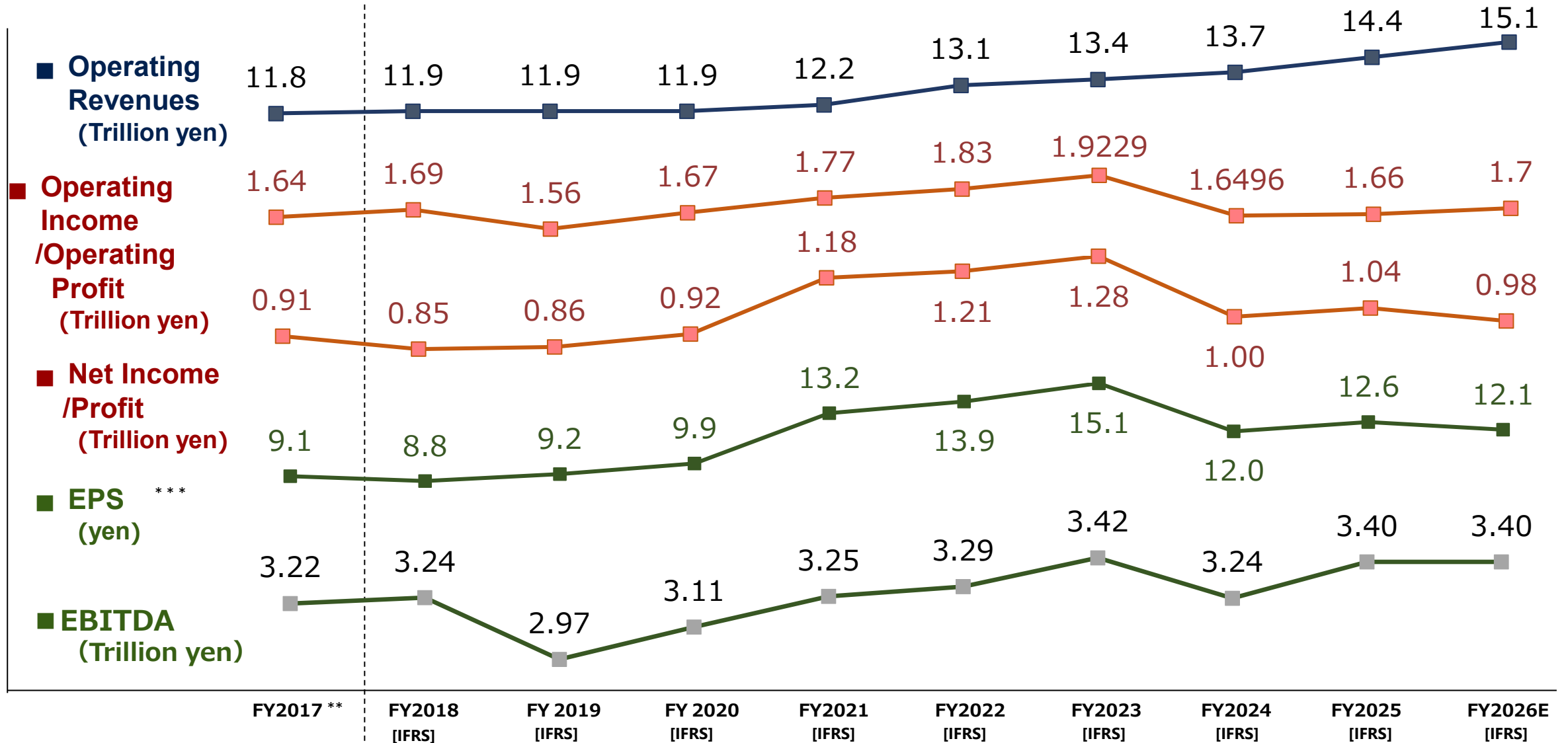
NTT, Inc.
(Holding Company)

Operating revenue :
(Consolidated) ¥14,409.1billion
Operating income :
(Consolidated) ¥1,706.2billion
No. of employees : 344,200
No. of subsidiaries : 992

Integrated ICT Business	 	Operating revenue : ¥6,458.1 billion Operating income : ¥942.1 billion No. of employees : 53,800 No. of subsidiaries : 130
Global Solutions Business		Operating revenue : ¥5,004.6 billion Operating income : ¥ 488.92 billion No. of employees : 201,150 No. of subsidiaries : 610
Regional Communications Business	 	Operating revenue : ¥3,210.2 billion Operating income : ¥ 307.4 billion No. of employees : 61,550 No. of subsidiaries : 60
Others (Real Estate, Energy and Others)	 	Operating revenue : ¥1,752.6 billion Operating income : ¥ -1.6 billion No. of employees : 27,700 No. of subsidiaries : 192

- Operating revenue and operating income for each segment are FY2025 figures including inter-segment transactions..
- The figures for employees is as of March 31, 2026, and the figures for subsidiaries is as of March 31, 2025.

Trend in Consolidated Financial Results

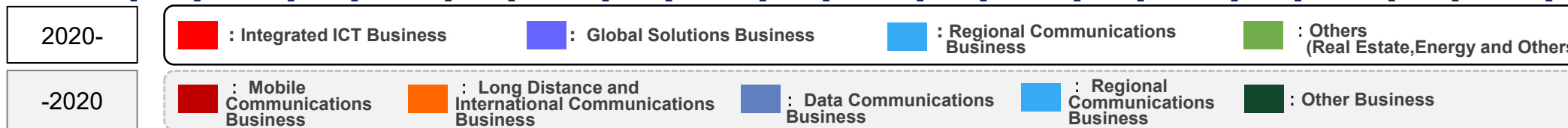
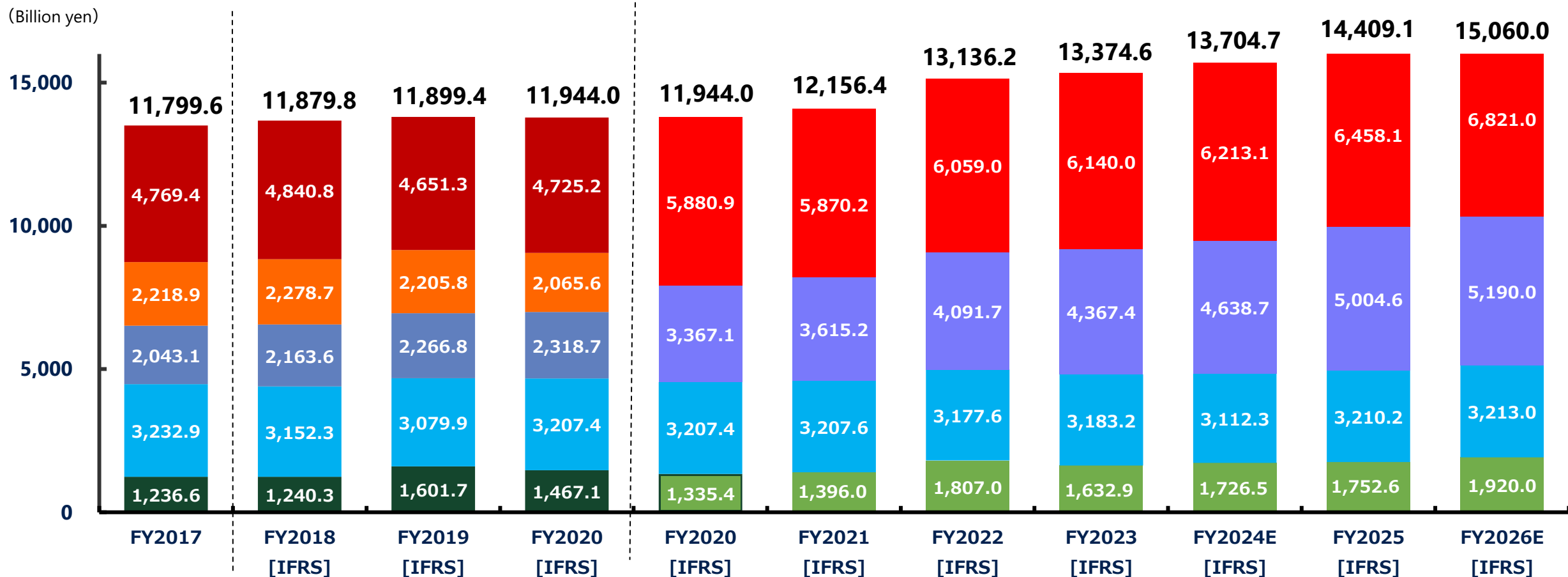


* U.S. GAAP term / IFRS term.

** 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 1.5 billion shares (maximum) from the market in fiscal 2025 (repurchase period based on the resolution: May 12, 2025 to March 31, 2026)

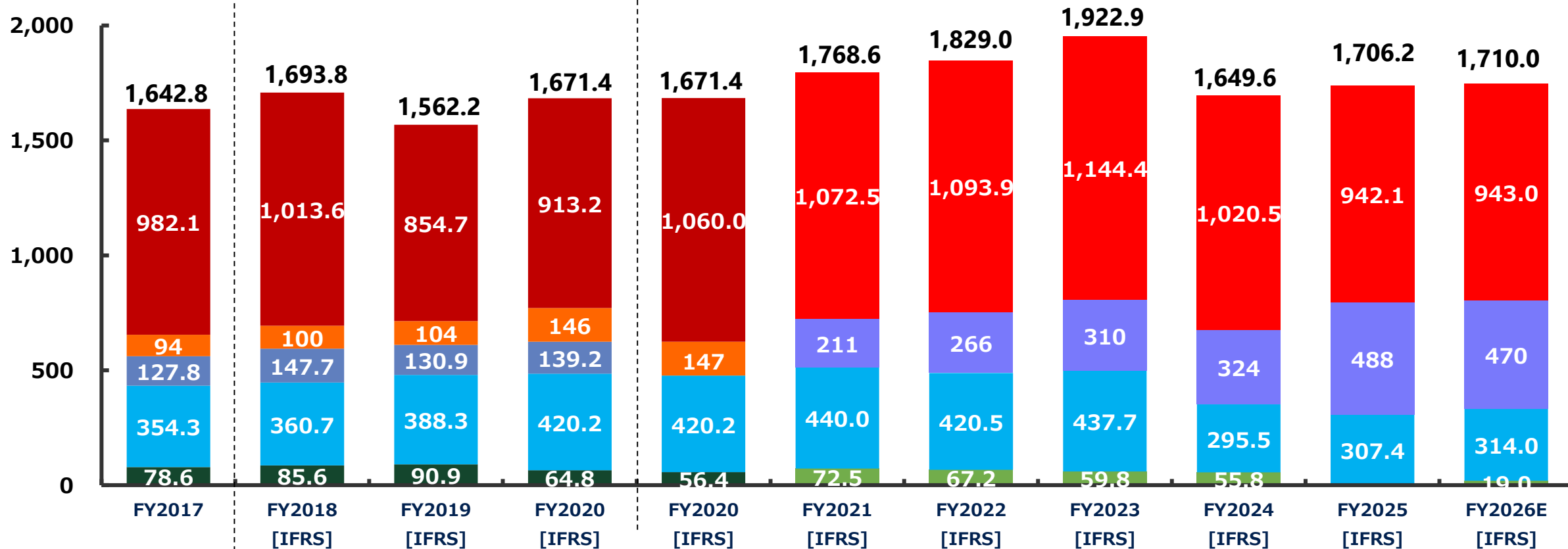
Changes in Consolidated Operating Revenues



- 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.

Changes in Consolidated Operating Income

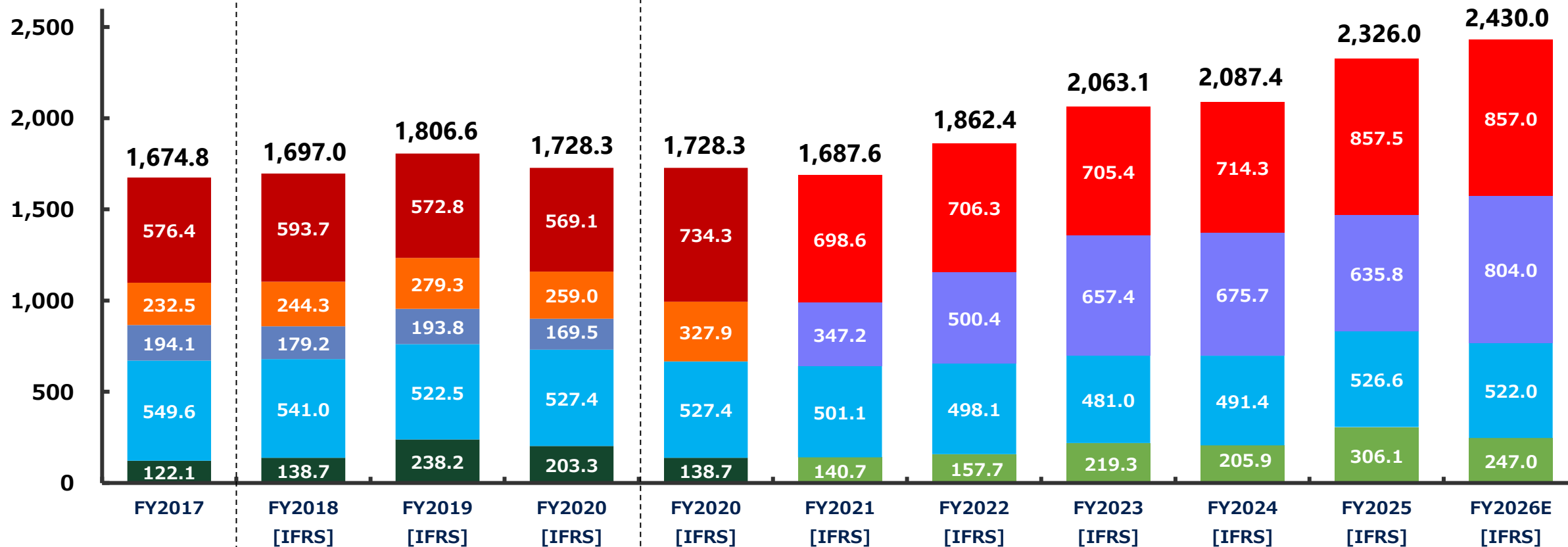
(Billion yen)



- 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.

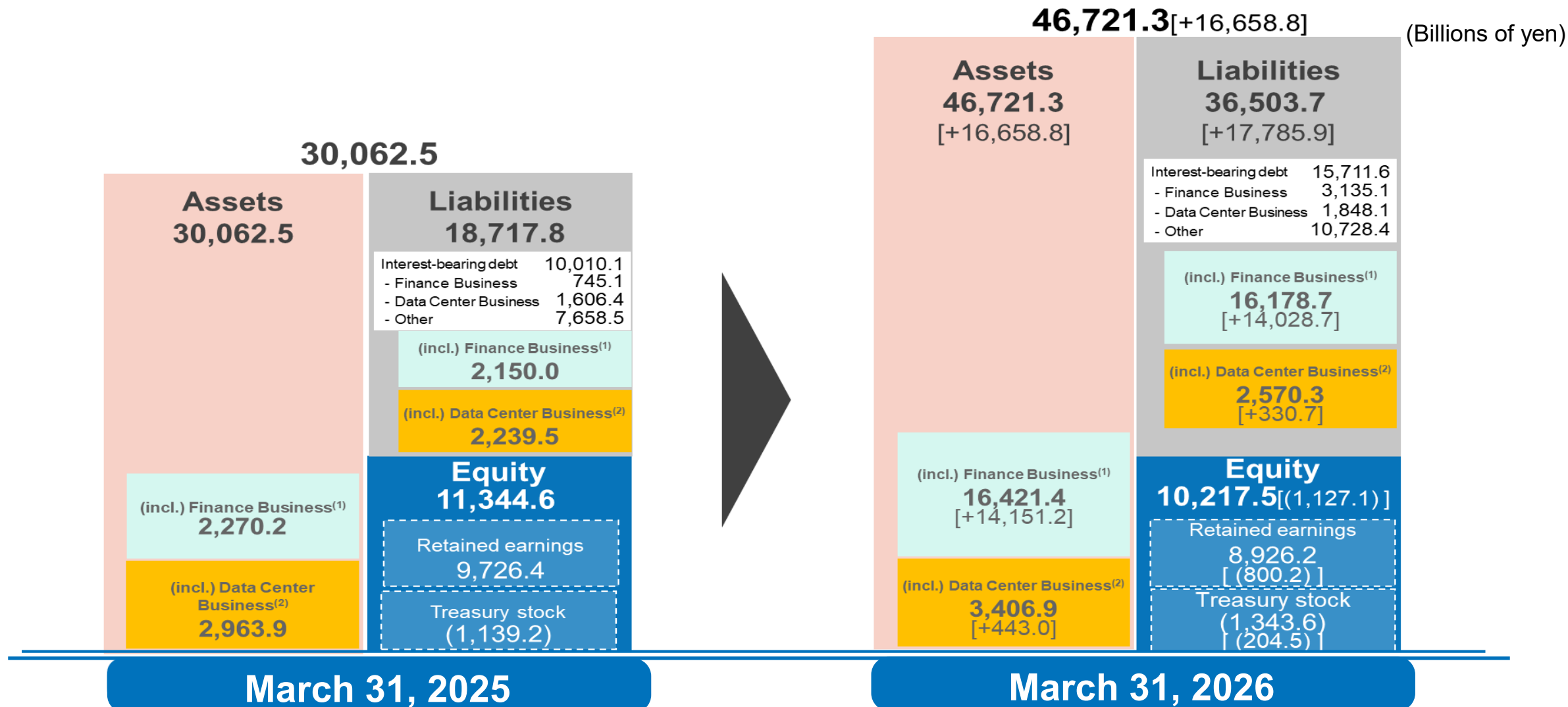
Changes in CAPEX

(Billion yen)



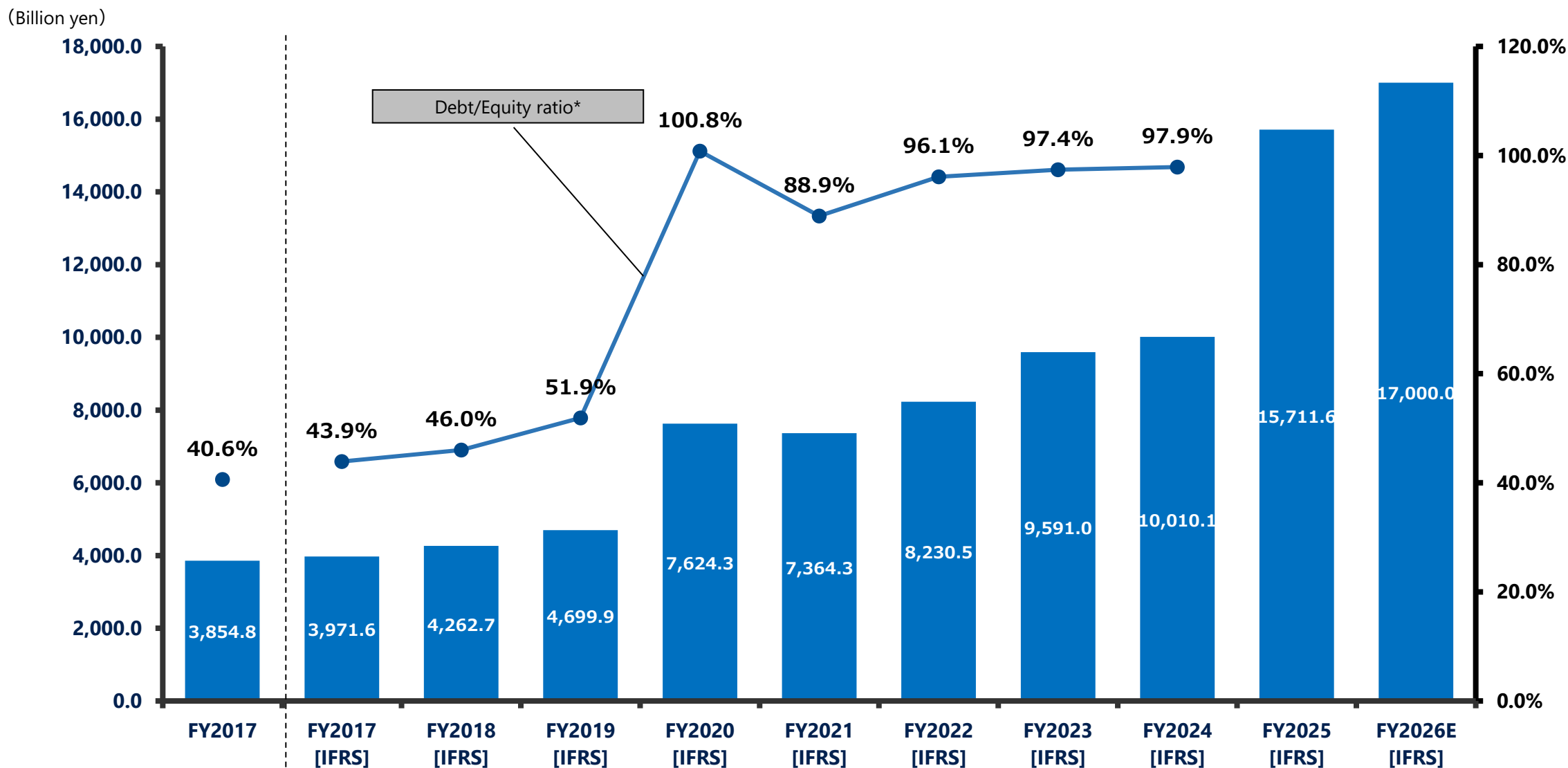
• Effective from the fourth quarter of FY2021, the Group has transitioned to a four-segment structure consisting of the Integrated ICT Business, Regional Communications Business, Global Solutions Business, and Others (Real Estate, Energy and Others), from its previous five-segment structure consisting 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.

Details of Consolidated Balance Sheet



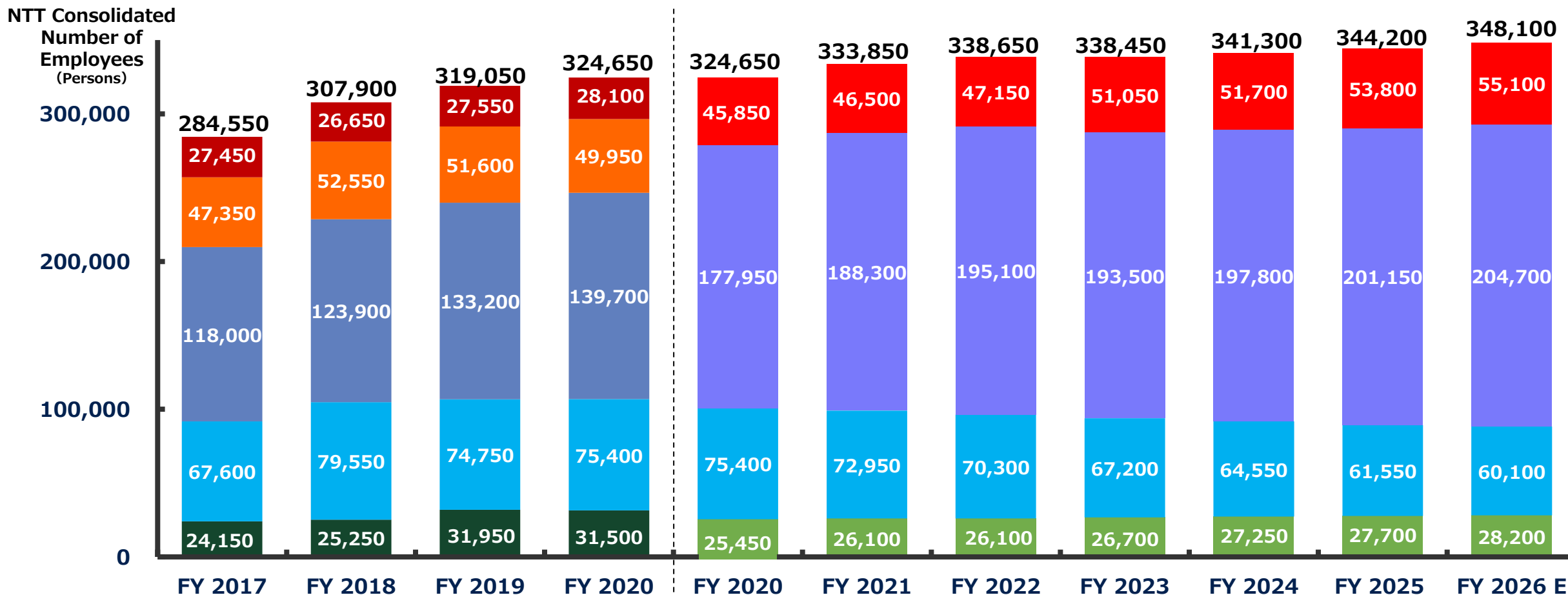
- (1) The scope of aggregation for each of the figures presented for Finance Business is internal management figures of Finance business in Smart Life of NTT DOCOMO Group in Integrated ICT Business Segment. Such figures include that calculated based on certain assumptions, are not audited and are provided for reference only. The Finance business includes services such as d-CARD, d-Barai, and direct carrier billing, as well as figures from SBI Sumishin Net Bank, Ltd. Consolidated, Docomo Monex Holdings, Inc. Consolidated and DOCOMO Finance, Inc. Consolidated.
(Note) Consolidated figures for SBI Sumishin Net Bank, Ltd. (IFRS) : Total Assets: ¥13,266.6 billion ; Total Liabilities: ¥13,148.8 billion (of which Interest-bearing debt: ¥1,582.7 billion)
- (2) The scope of aggregation for each of the figures presented for Data Center Business in this sheet is internal management figures of the data center business of Global Technology Services Unit in Global Solutions Business Segment, NTT DOCOMO BUSINESS 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

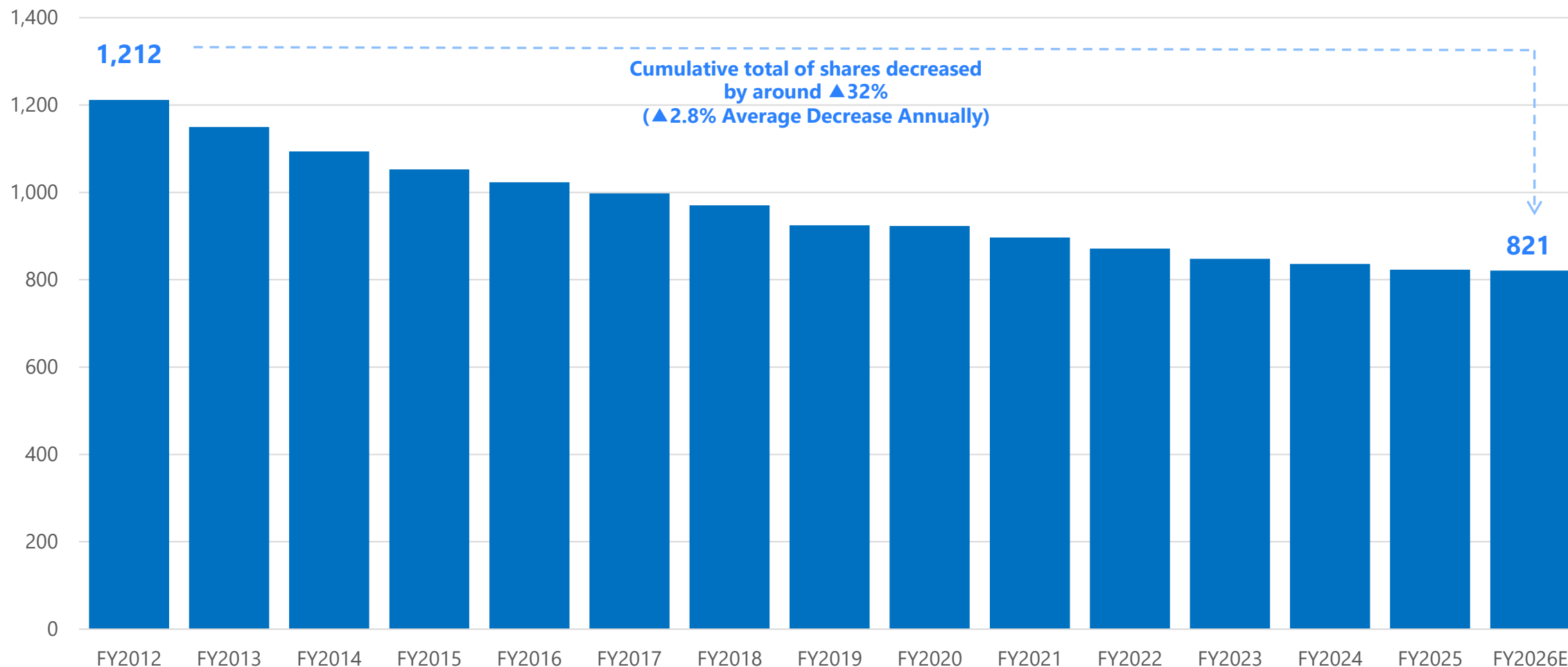
Changes in Number of Employees



• 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)



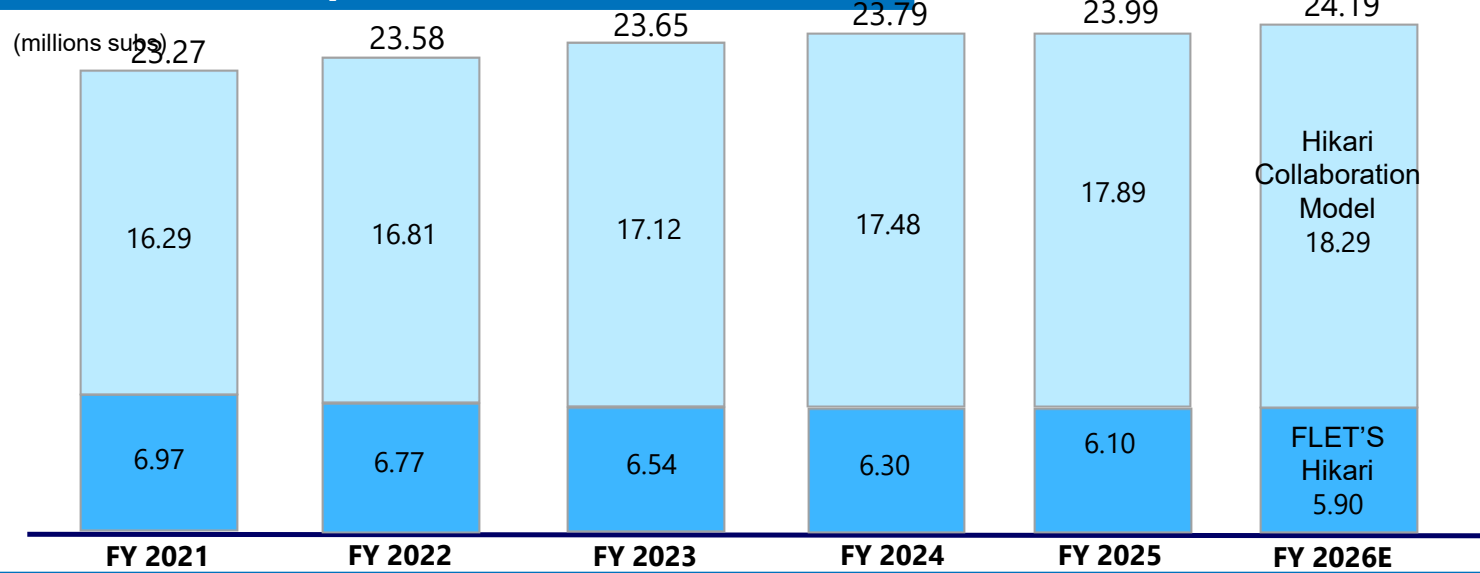
(Note1) Outstanding Shares : Average number of shares outstanding, excluding own shares

(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)

Fixed Broadband Business FTTH Subscriptions



FTTH Subscriptions (Sum of NTT East and NTT West)

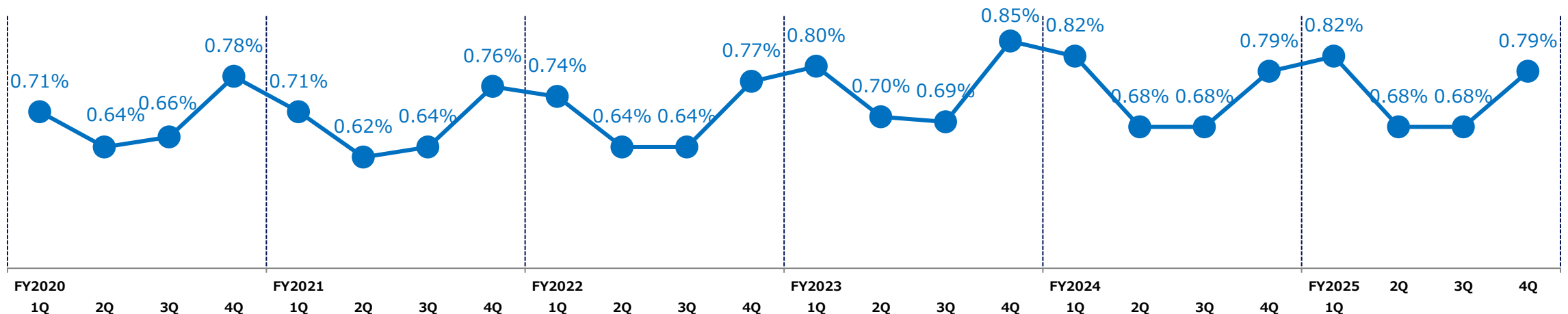


Reference:

FY2026E Breakdown of FTTH Subscriptions (millions subs)

		FY2025E
Total FTTH Service:		
Change from preceding Fiscal Year		+0.20
Hikari Collaboration Model	(1) Number of opened connections	+2.16
	Number of switchover lines	+0.34
	(2) Number of cancellations	(2.13)
Net Increase (1)+(2)		+0.40
FLET'S Hikari	(1) Number of opened connections	+0.51
	(2) Number of cancellations	(0.71)
	Number of switchover lines	(0.34)
Net Increase (1)+(2)		(0.20)

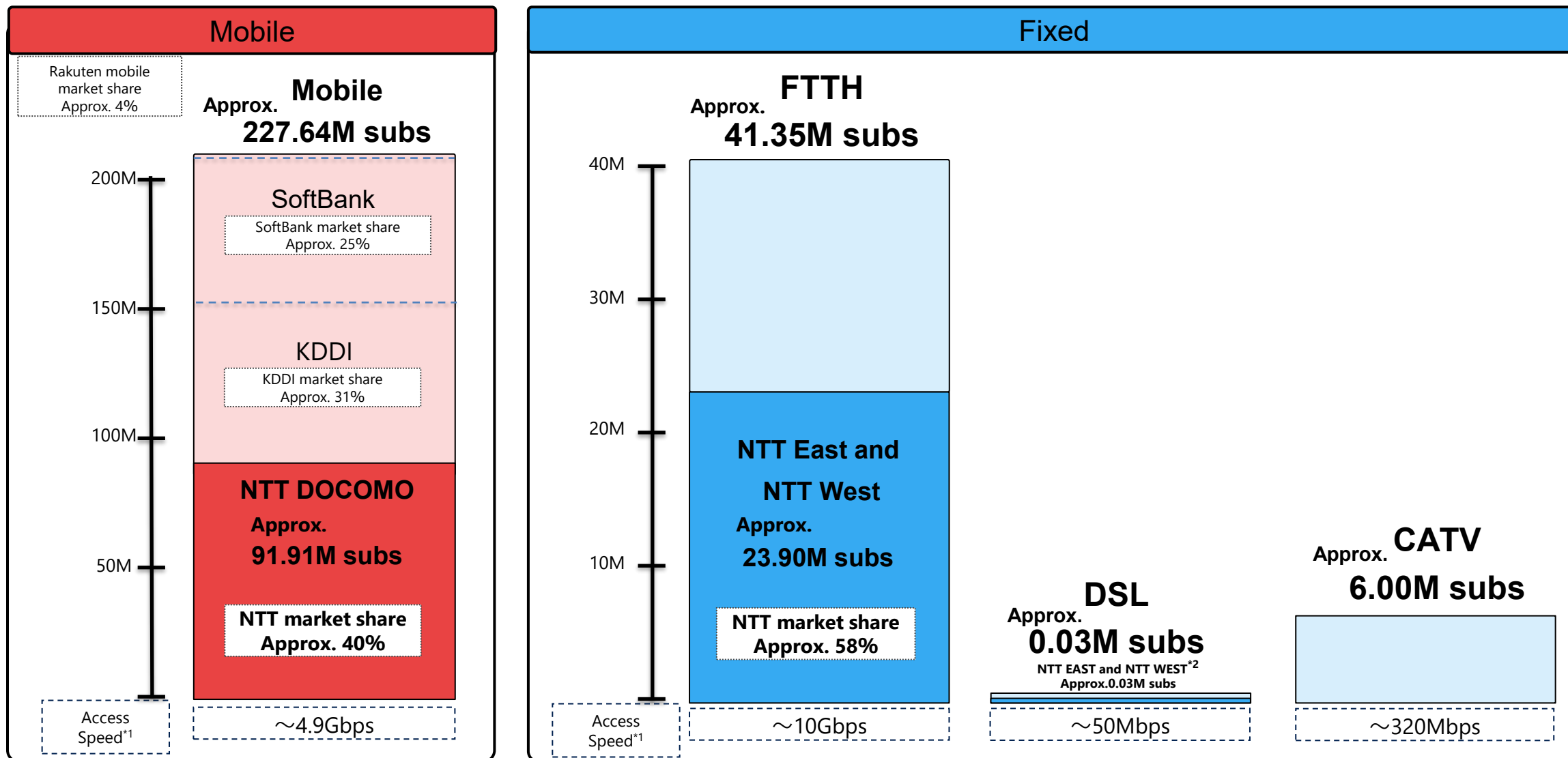
FTTH Churn Rate* (Sum of NTT EAST and NTT WEST)



* "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

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 June 30, 2016.

Sauce: Figures as of September 30, 2025, published by the Ministry of Internal Affairs and Communications

Innovating a Sustainable Future for People and Planet