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.

Contents

Financial Results for the Three Months Ended June 30, 2026

Status of Consolidated Results for FY2026.1Q

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

Status of Consolidated Results

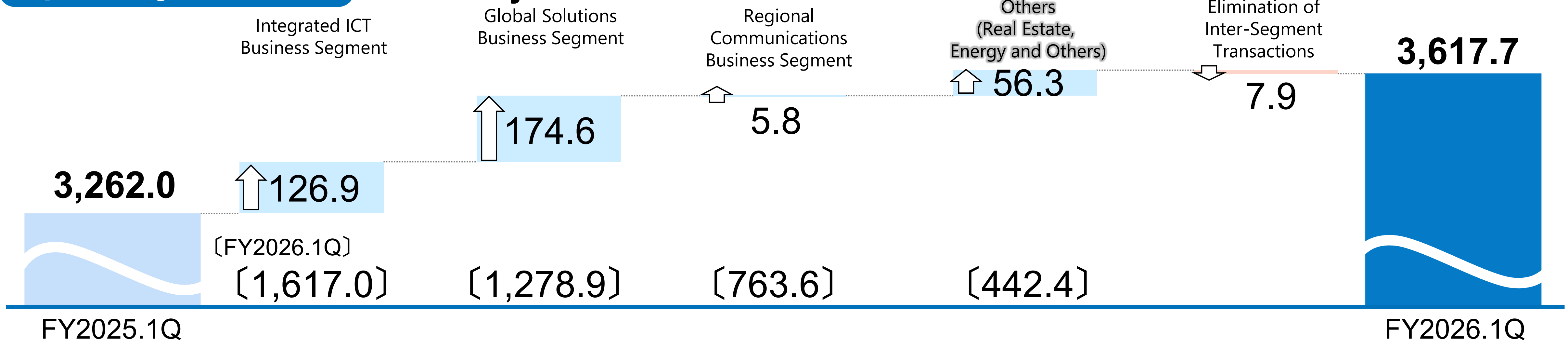
- **Operating Revenues:** ¥3,617.7B <+¥355.7B [+10.9%] year-on-year>
- **EBITDA(1):** ¥836.2B <+¥34.8B [+4.3%] year-on-year>
- **Operating Profit:** ¥425.1B <+¥20.0B [+4.9%] year-on-year>
- **Profit(2):** ¥274.8B <+¥15.1B [+5.8%] year-on-year>

(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.

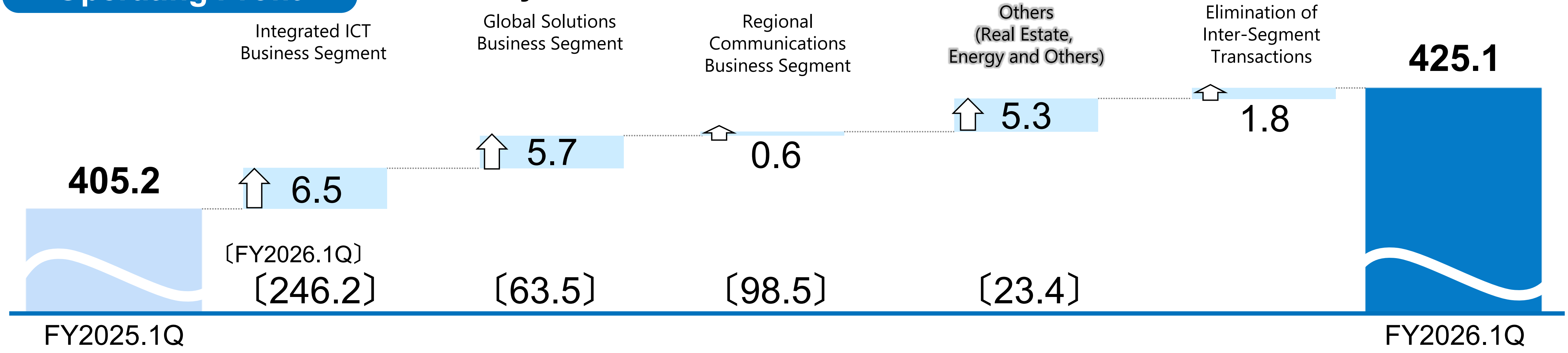
Contributing Factors by Segment for FY2026.1Q

Operating Revenues <Year-on-year:＋355.7>

(Billions of yen)



Operating Profit <Year-on-year:＋20.0>



FY2026 Results Forecast

FY2026 Forecast Summary

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

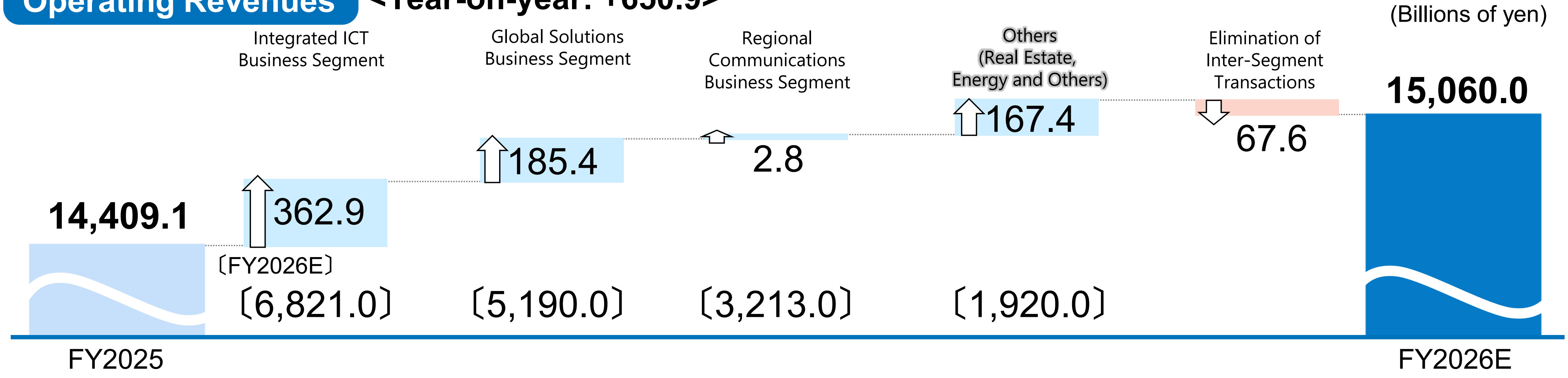
Consolidated Revenues and Income Plan

	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

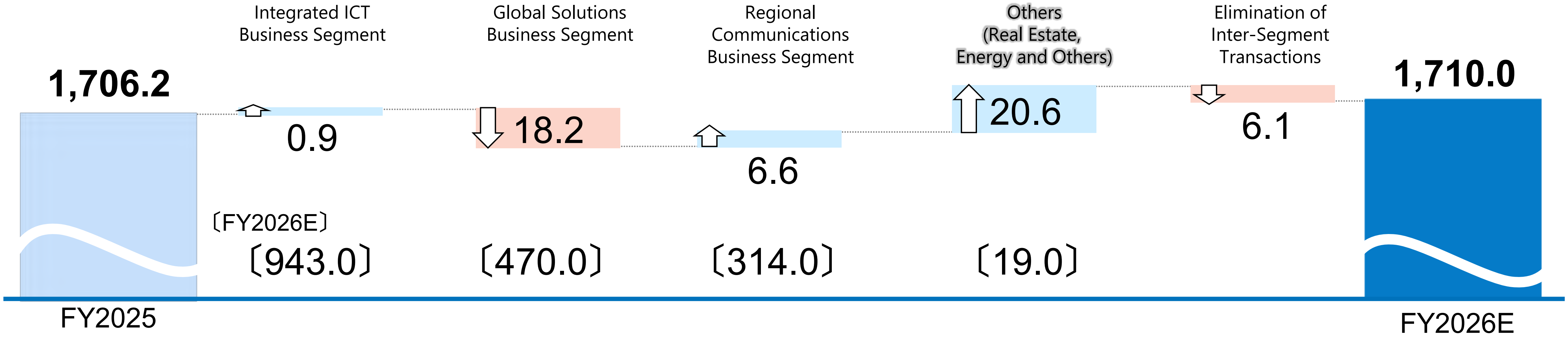
(1) EBITDA, and the depreciation and amortization included in its calculation, excludes all depreciation and amortization related to right-of-use assets.
(2) Profit presented above represents the profit attributable to NTT, excluding noncontrolling interests..

FY2026 Forecast Summary by Segment

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



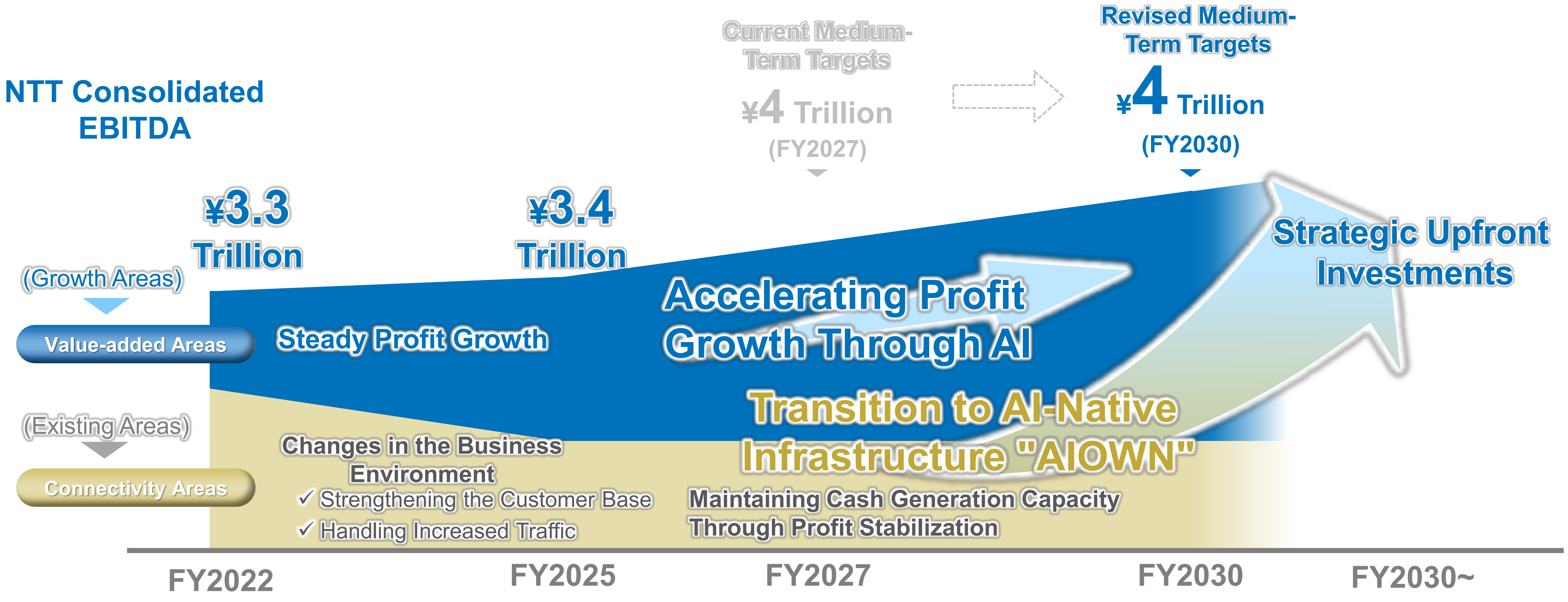
Operating Profit <Year-on-year: +3.8>



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.

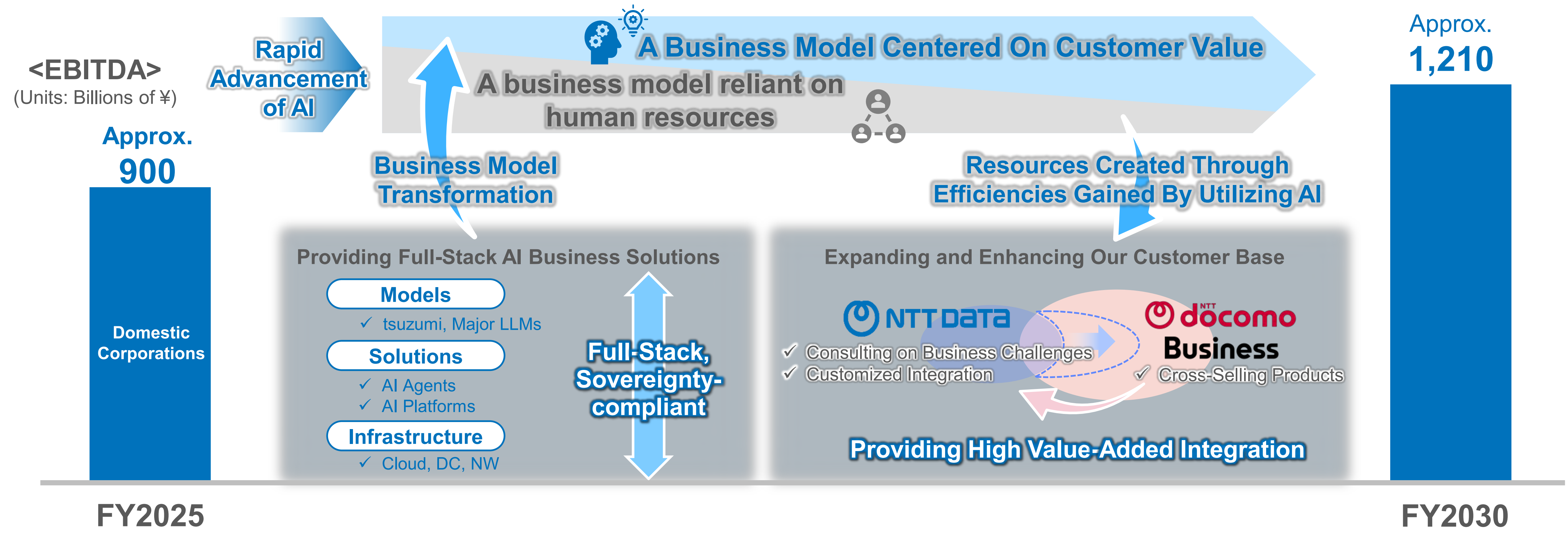


Initiatives Aimed at Achieving EBITDA of ¥4 Trillion in Fiscal Year 2030

<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	④ Transition to AI-native next-generation infrastructure
Near Term	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

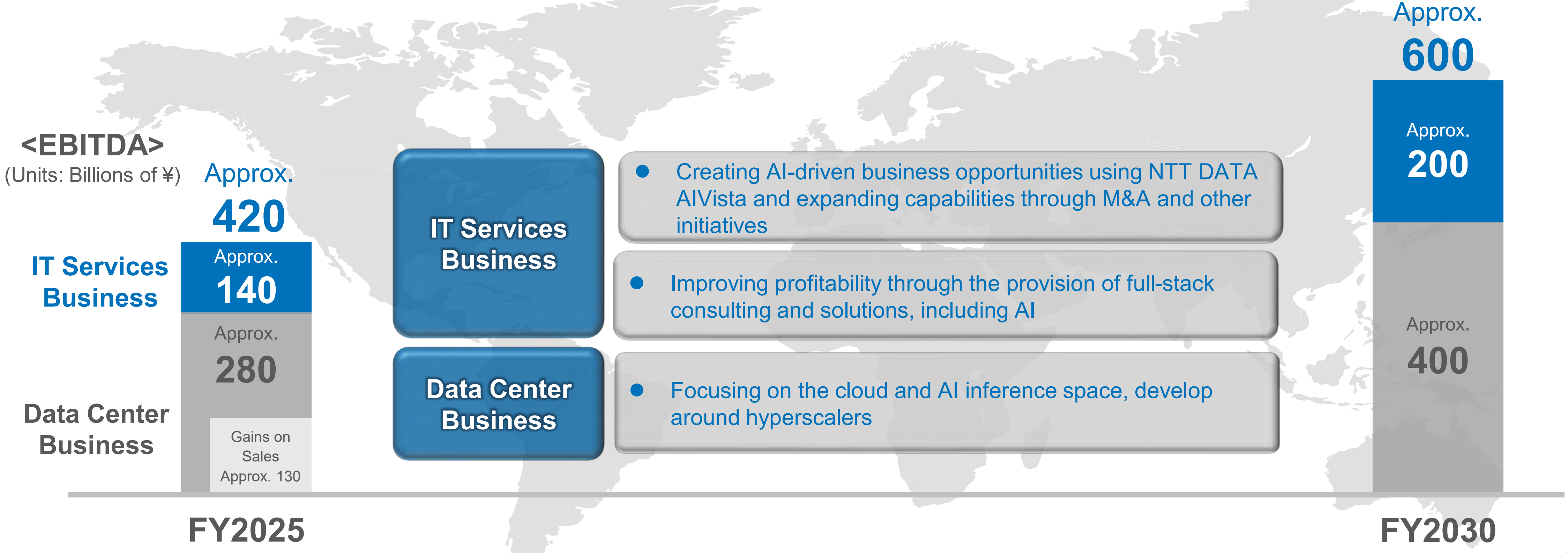
① Expansion of the Domestic Corporate Business by Maximizing Customer Value

- 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.



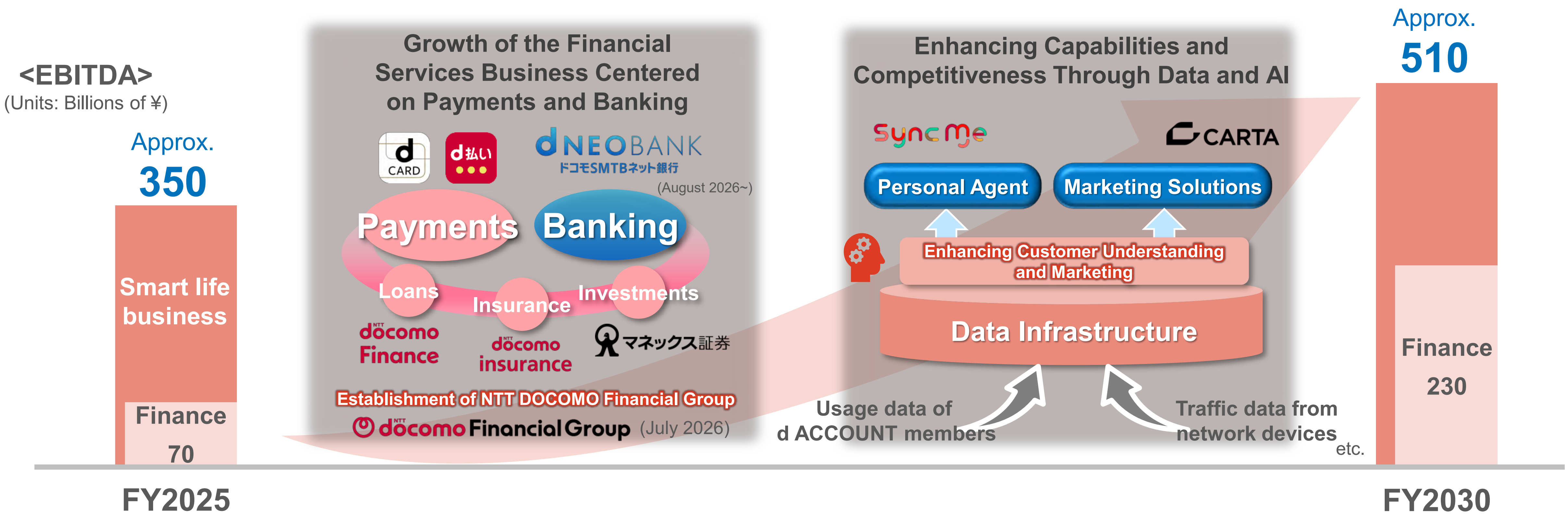
② Acceleration of the Growth of Our Overseas Business, With a Focus on AI and Data Centers

- 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.

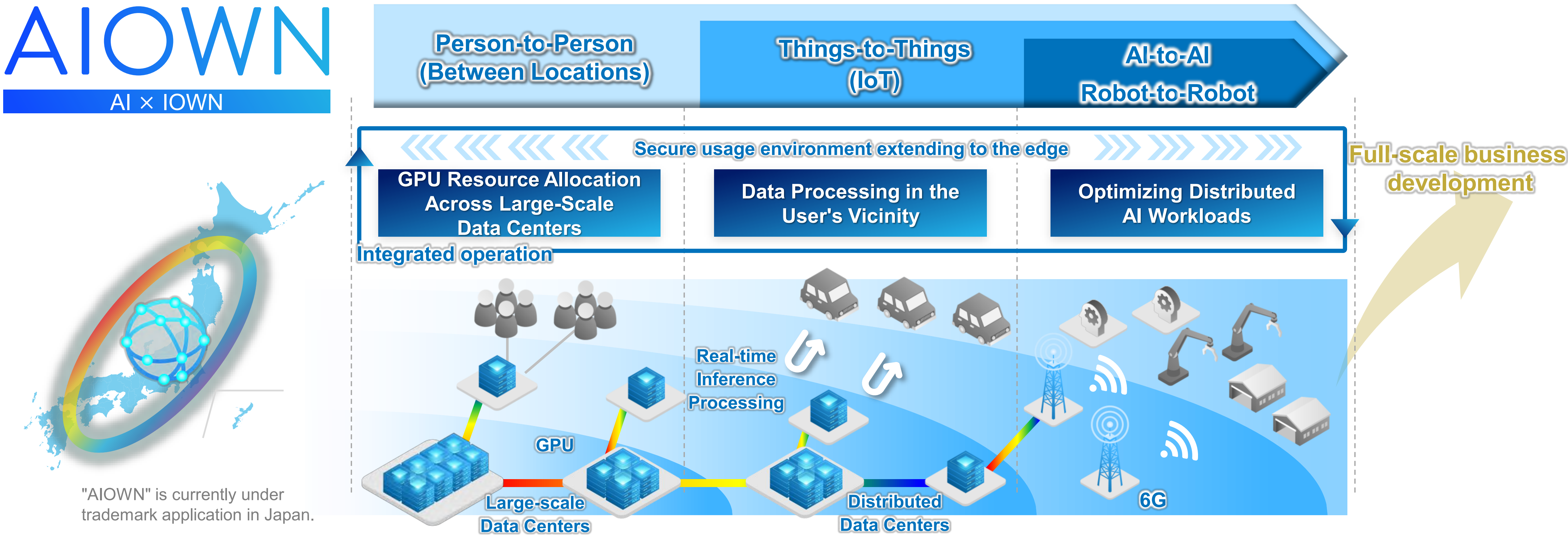


* Reference figures are presented based on the premise of the business restructuring in the Finance Business scheduled to be implemented in July 2026 and the transition to the "NTT DOCOMO Financial Group" structure.

④ Transition to AI-native next-generation infrastructure

NTT

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

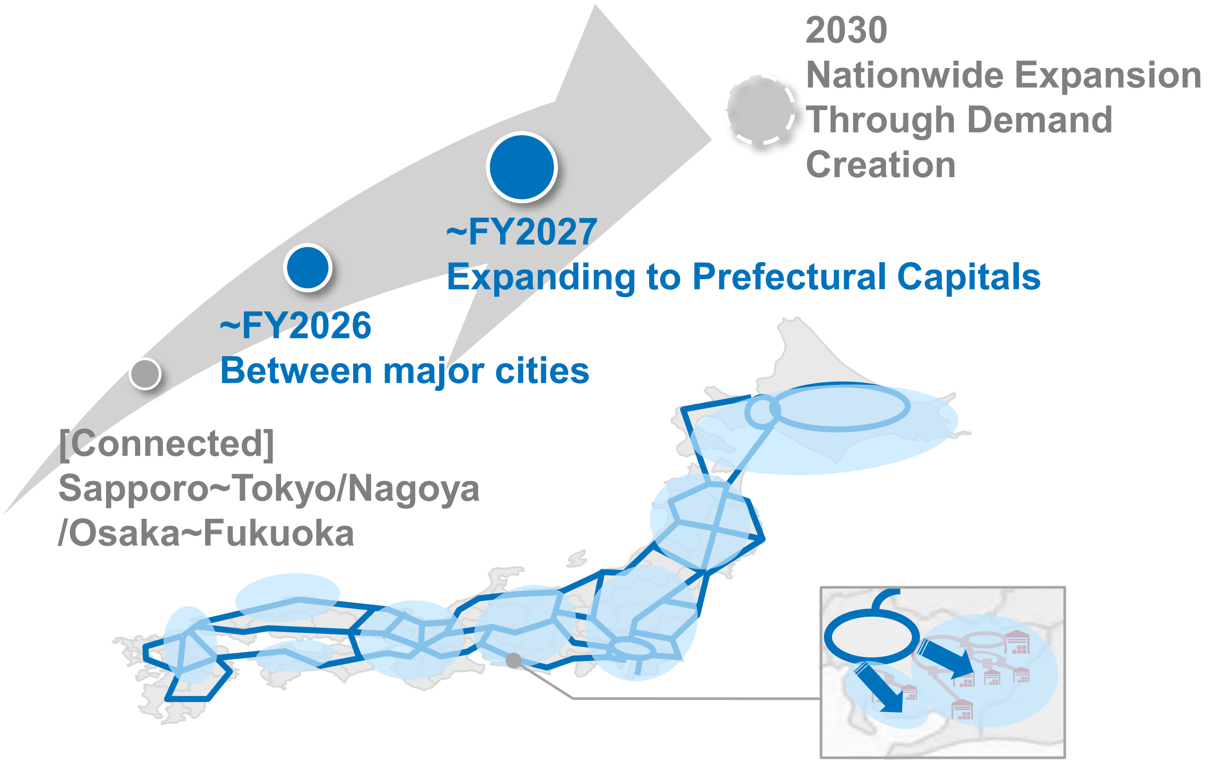


"AIOWN" is currently under trademark application in Japan.

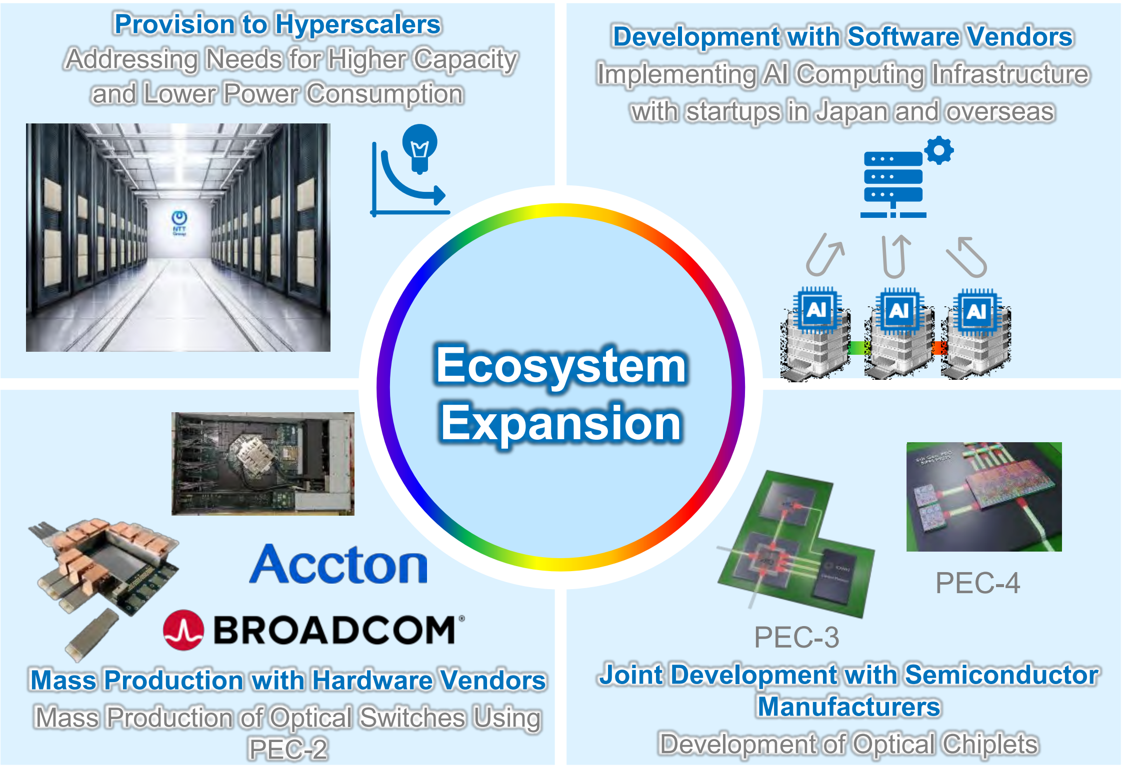
⑤ Toward the Realization of AI-native next-generation infrastructure

- 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

NTT

- 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

NTT docomo

Number of Handset Subscriptions

53.0 million (FY2025) → Same Level (FY2030)

Mobile ARPU

¥3,960 (FY2025) → ¥4,100 (FY2030)

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

NTT EAST NTT WEST

EBITDA

¥0.7 trillion (FY2025) → ¥0.8 trillion (FY2030)

Operational Transformation

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

Achieve profit growth

FLET'S 光

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

NTT

■ 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)

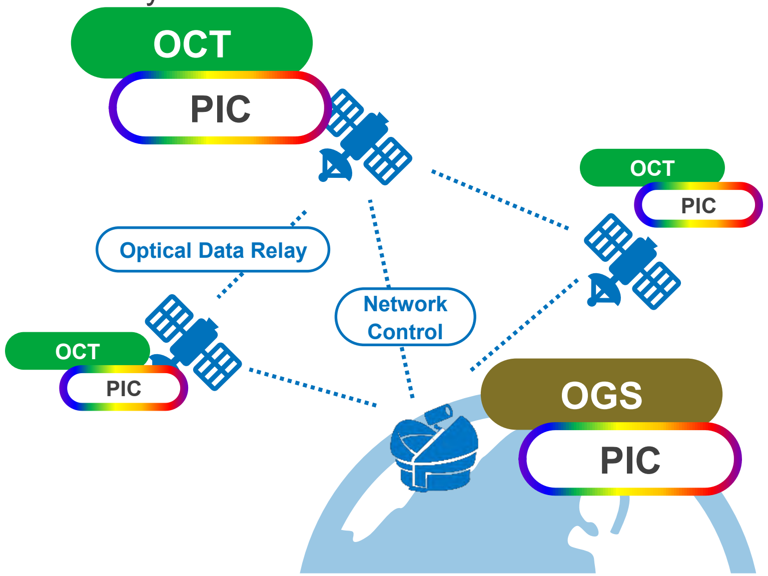
NTT Mobility

- Infrastructure collaborated Mobility AI and Communications Platform

TOYOTA × NTT

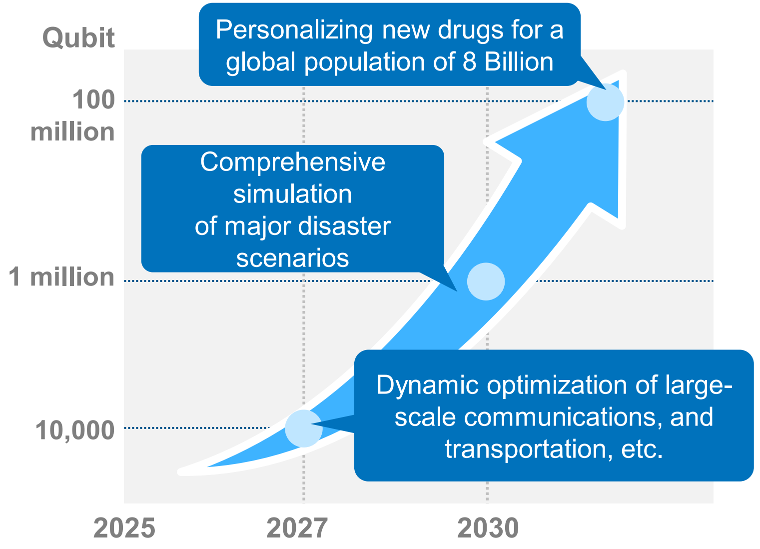
Space

- 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)	¥4 Trillion	¥3.4 Trillion
ROIC(Excluding Financial Businesses*)	5.5%	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

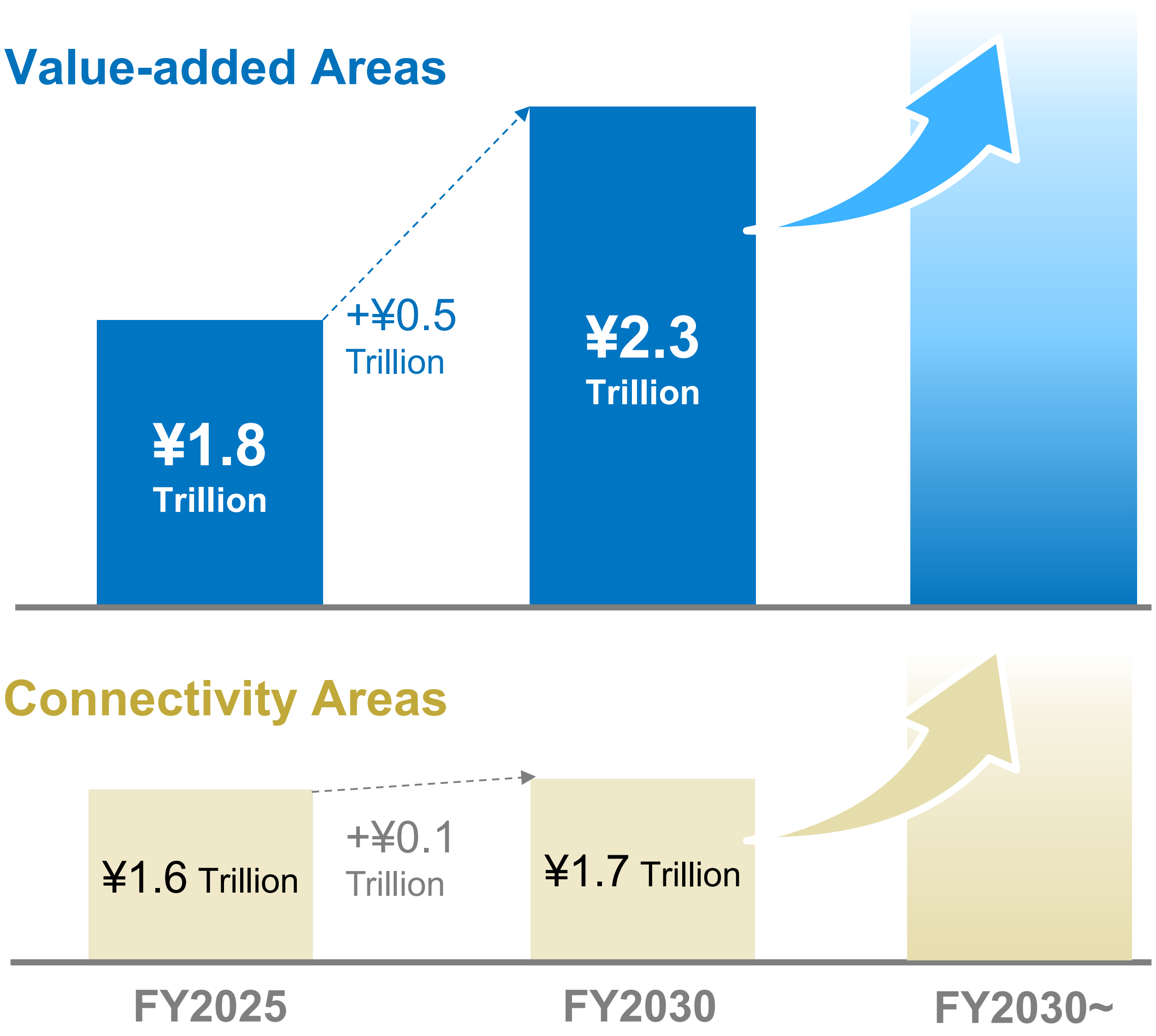
We will flexibly conduct share buybacks to improve capital efficiency

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

		FY2025	FY2030
	Smart Life Business (DOCOMO)	¥350 billion	¥510 billion
	Repost: Finance	¥70 billion	¥230 billion
Domestic Corporate Businesses	DOCOMO	¥510 billion	¥610 billion
Domestic Corporate Businesses	DATA GROUP	¥390 billion	¥600 billion
	Overseas Corporate Businesses (DATA GROUP)	¥420 billion	¥600 billion
	Repost: Data Centers	¥280 billion	¥400 billion
	Consumer Communications Business (DOCOMO)	¥870 billion	¥870 billion
	Regional Communications Business (NTT EAST / NTT WEST)	¥740 billion	¥820 billion

* Reference figures are presented based on the premise of the business restructuring in the Finance Business scheduled to be implemented in July 2026 and the transition to the "NTT DOCOMO Financial Group" structure.

Integrated ICT Business

Results Highlights

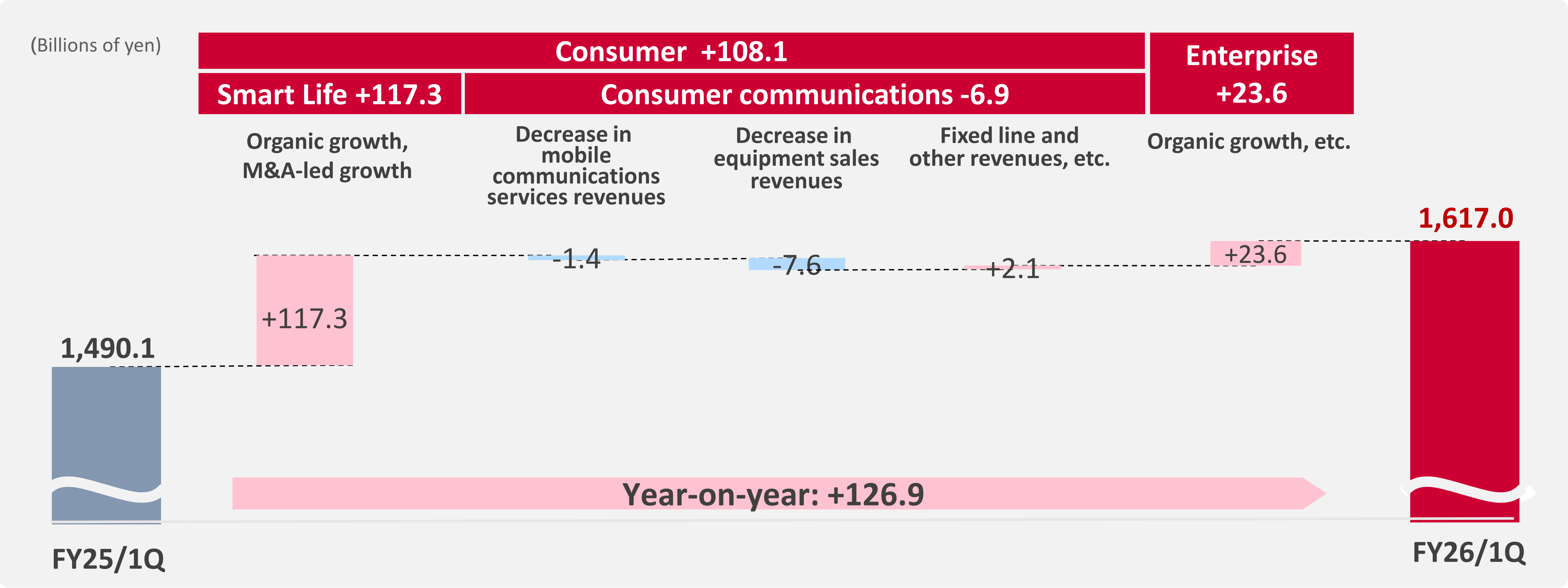
NTT

Year-on-year increase in revenues and profit

IFRS (Billions of yen)	FY2025/1Q	FY2026/1Q	Year-on-year	
			Changes	%
Operating revenues	1,490.1	**1,617.0**	+126.9	+8.5%
Operating profit	239.7	**246.2**	+6.5	+2.7%
Profit attributable to shareholders of NTT DOCOMO, INC.	174.9	**176.3**	+1.3	+0.8%
EBITDA	428.0	**447.3**	+19.3	+4.5%
Capital expenditures	184.9	**197.0**	+12.1	+6.6%

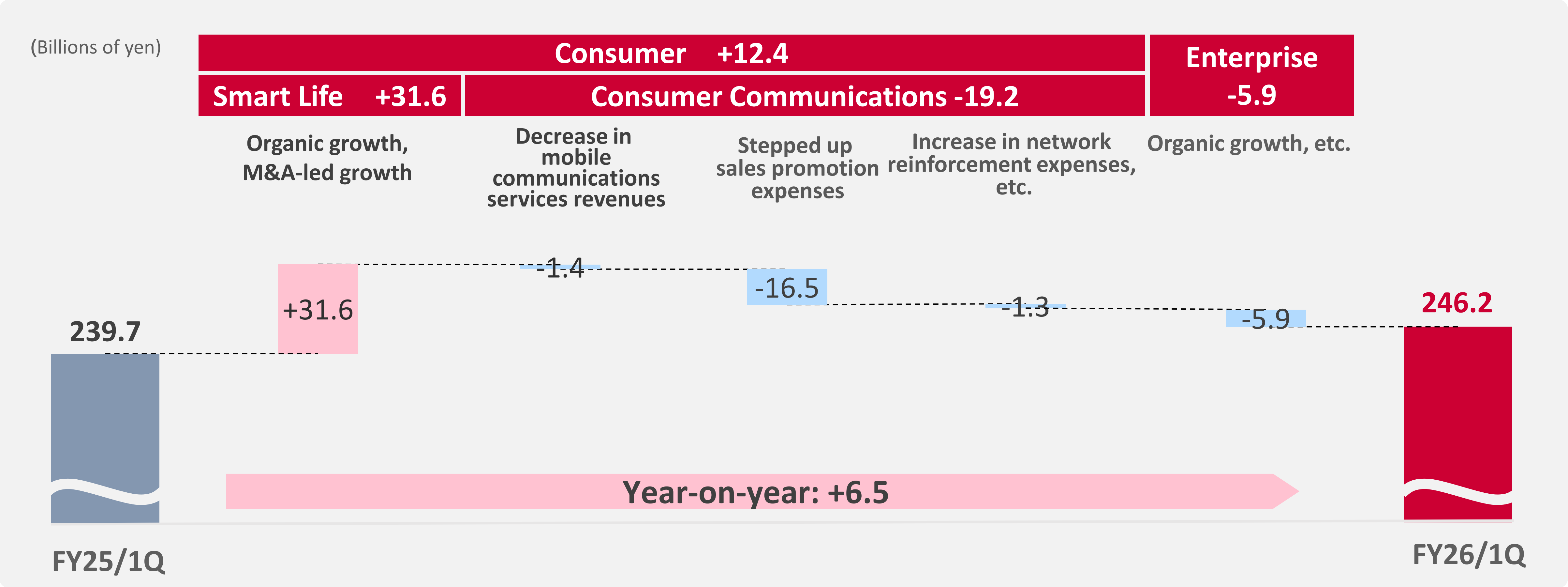
Key Factors behind Changes in Operating Revenues

Mobile communications services revenues recorded YOY increase of over ¥100 billion driven by organic growth of Smart Life and Enterprise businesses, sustaining its improved momentum.



Key Factors behind Changes in Operating Profit

Secured profit increase through organic growth of Smart Life centered on finance offerings and improved performance of Consumer Communications.



FY2026 Guidance

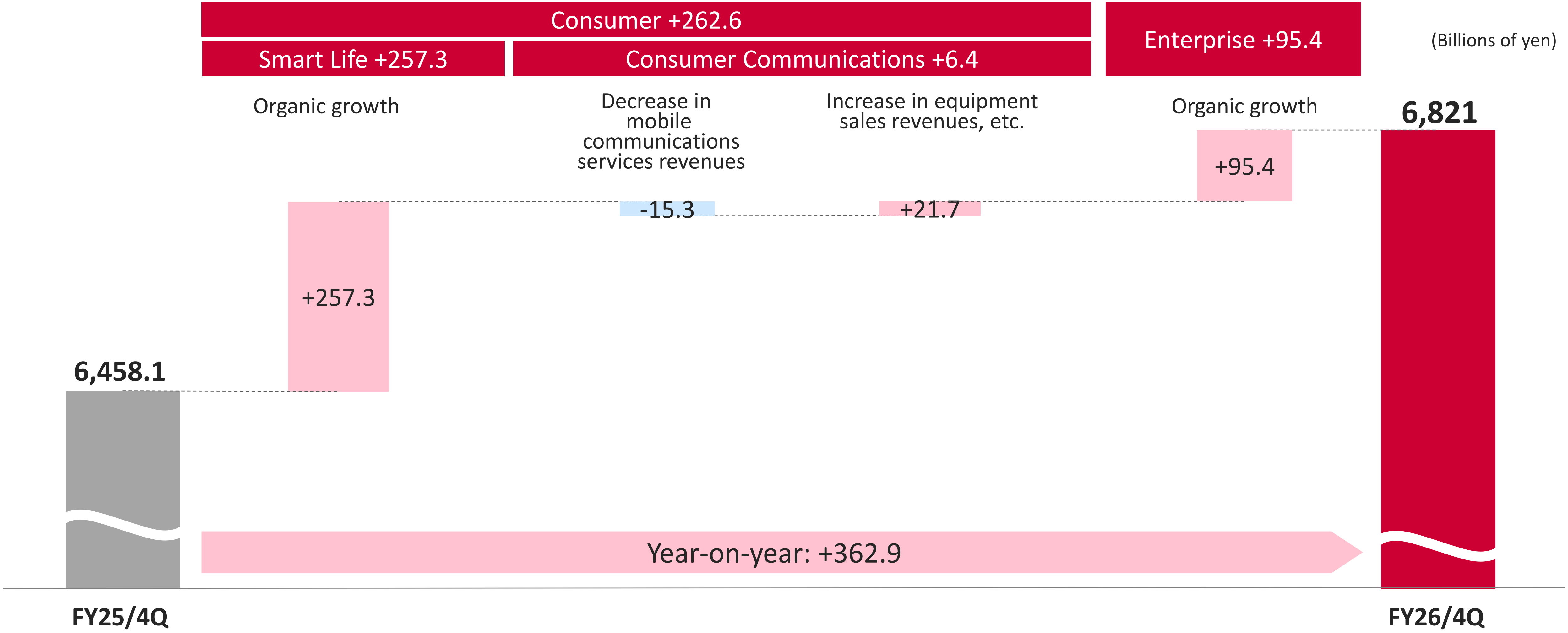
NTT

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

IFRS (Billions of yen)	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%

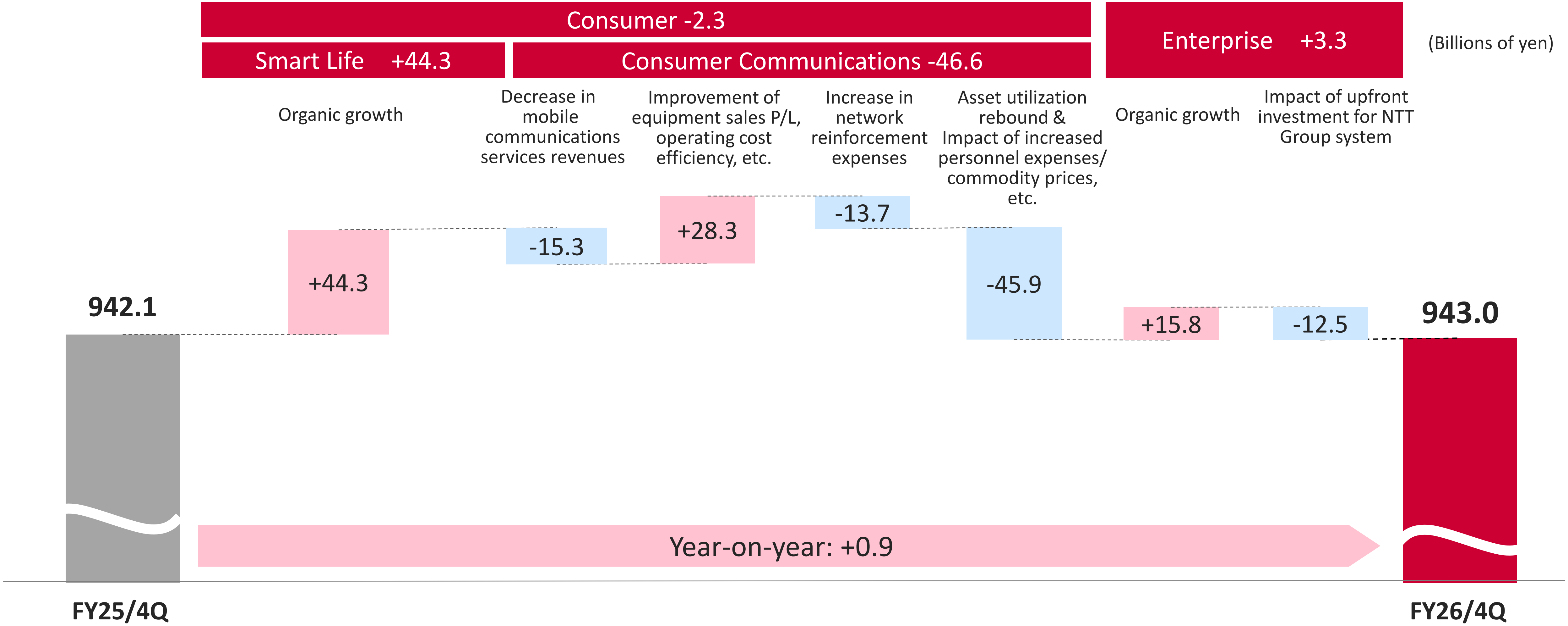
Operating Revenues Forecast

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.

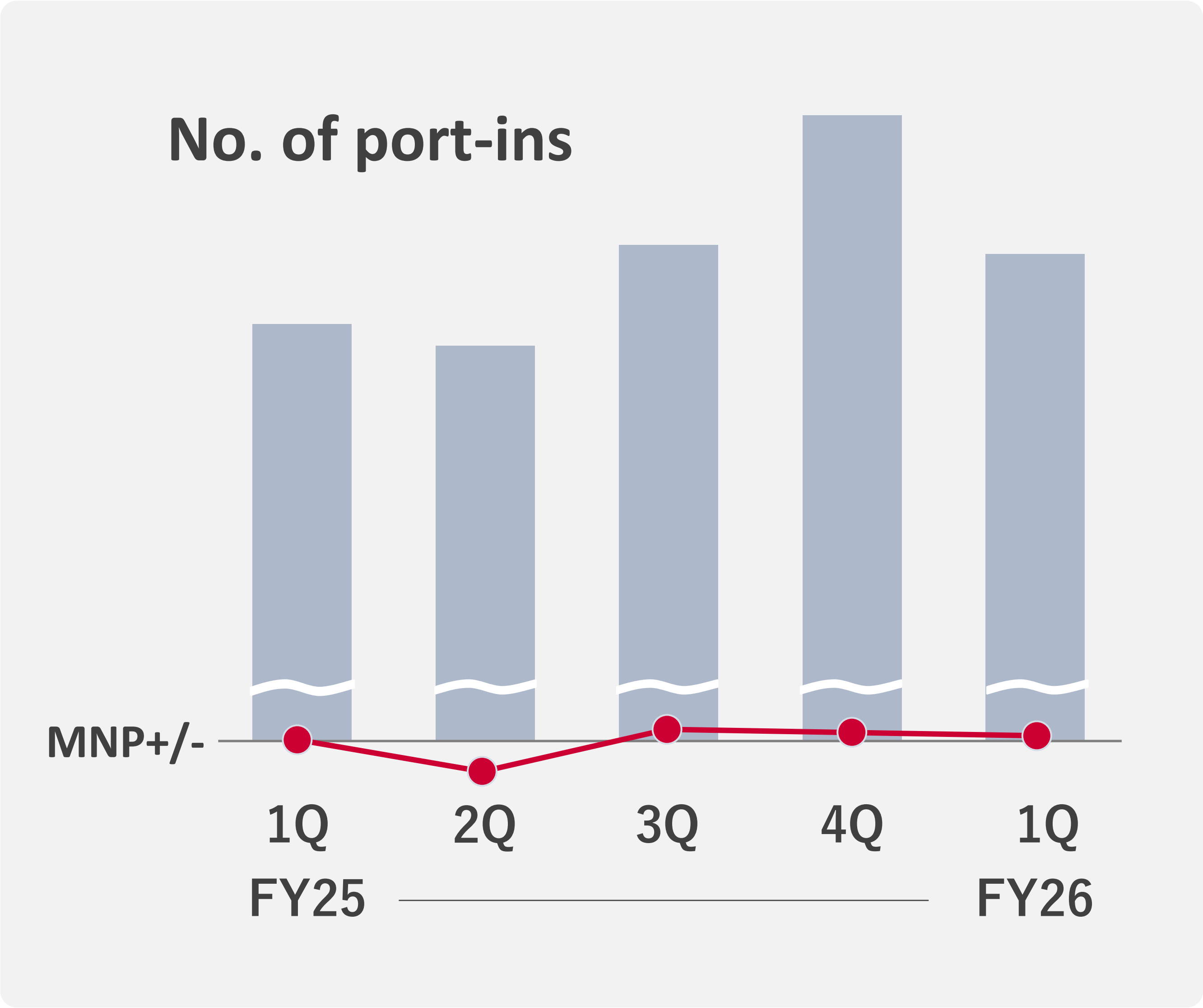


Operating Profit Forecast

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

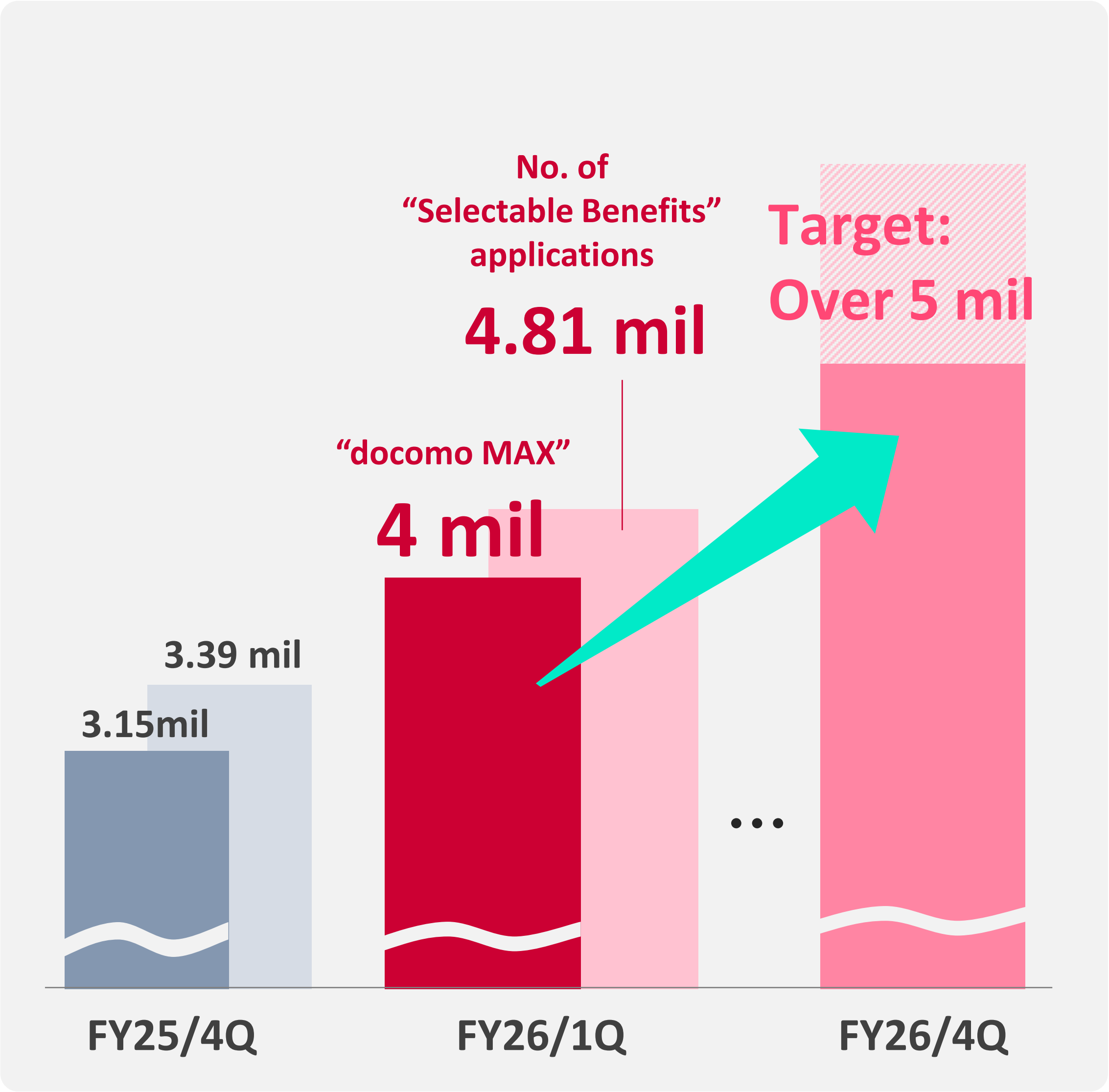


Consumer communications MNP Performance



Continued to achieve net positive MNP performance

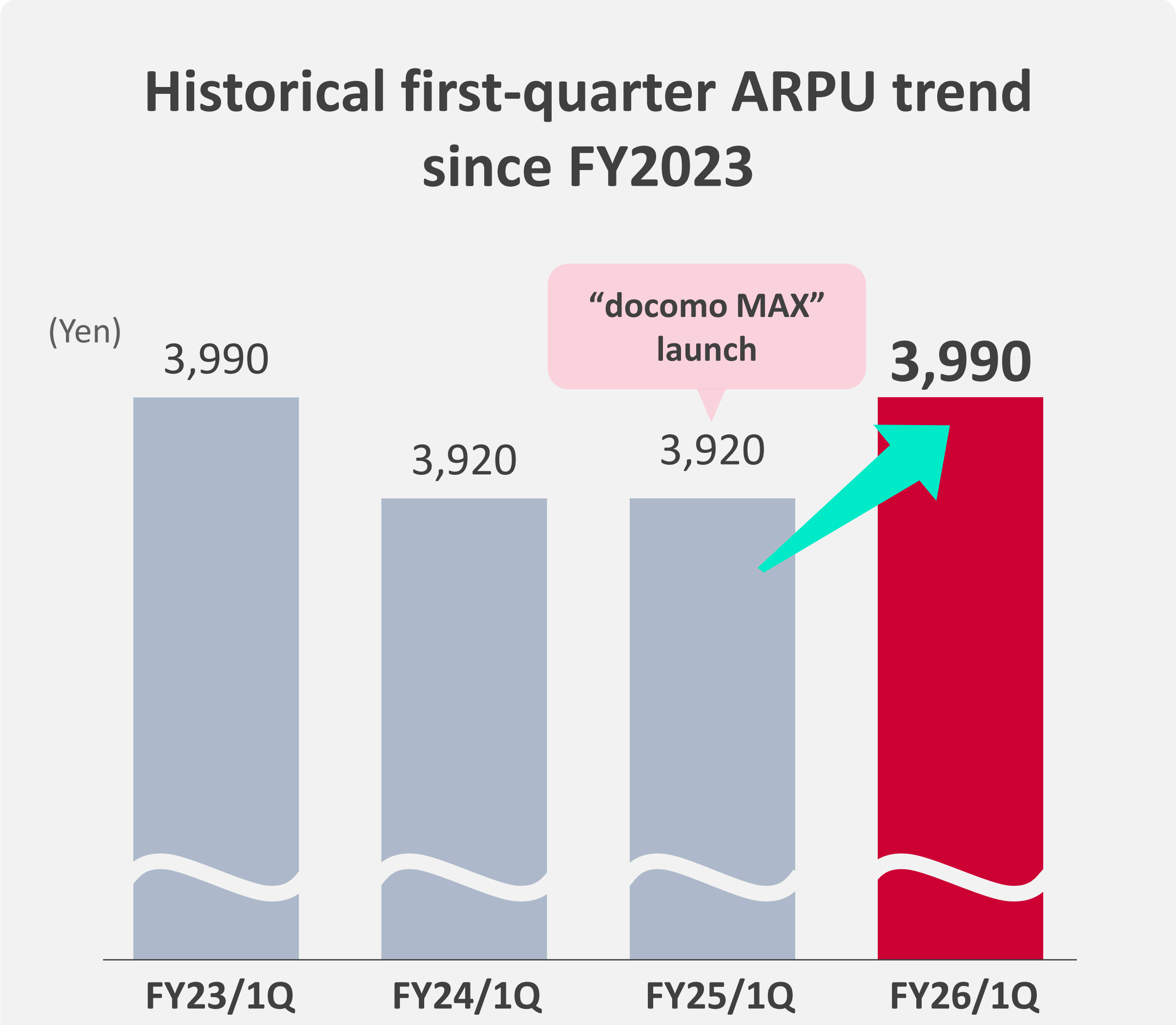
Consumer communications “docomo MAX”



“docomo MAX”
Topped 4 million subs.

No. of applications for “Selectable Benefits” also increasing

Consumer communications ARPU

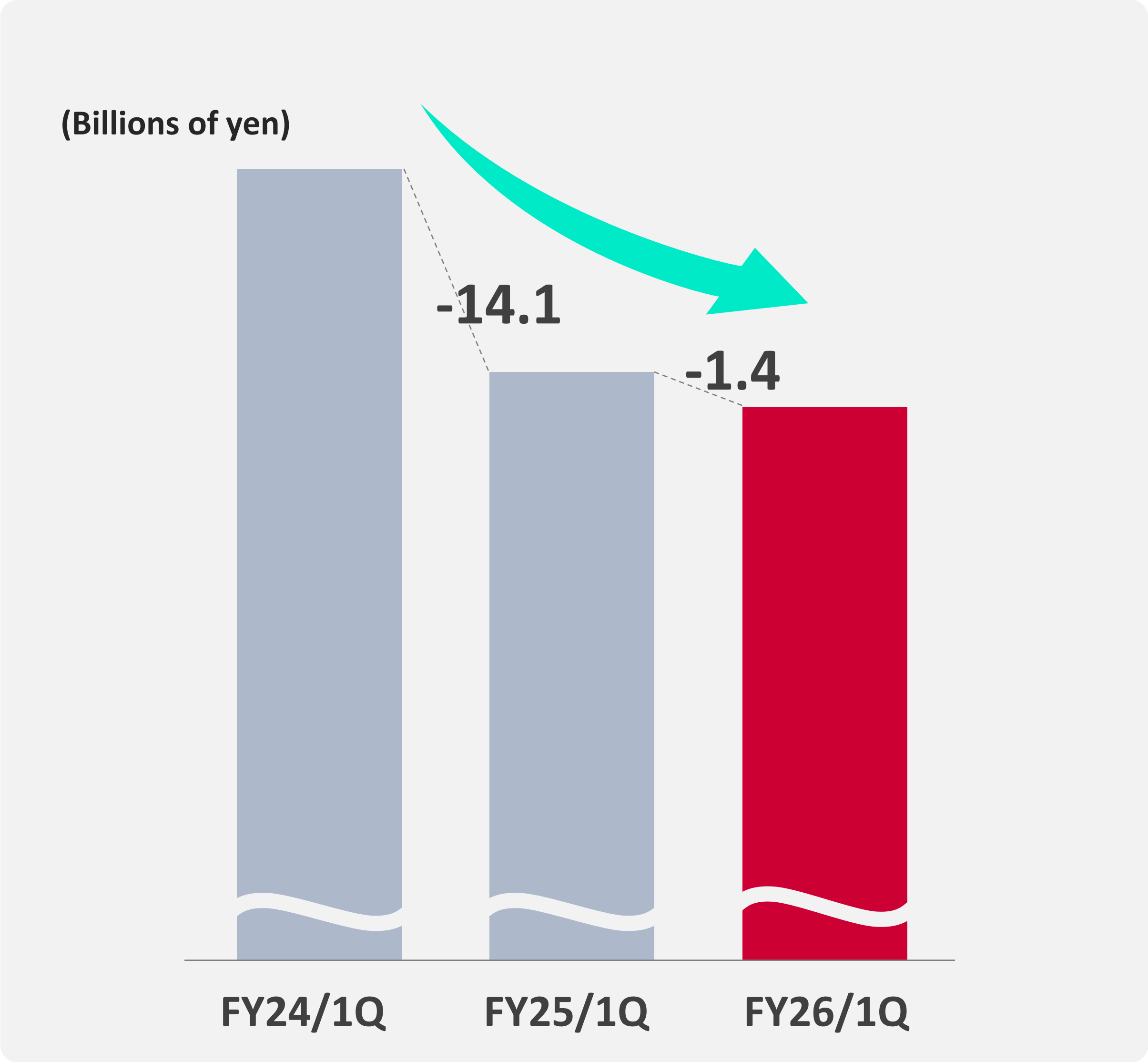


* Enterprise accounts included.

Recorded a significant YOY increase of ¥70

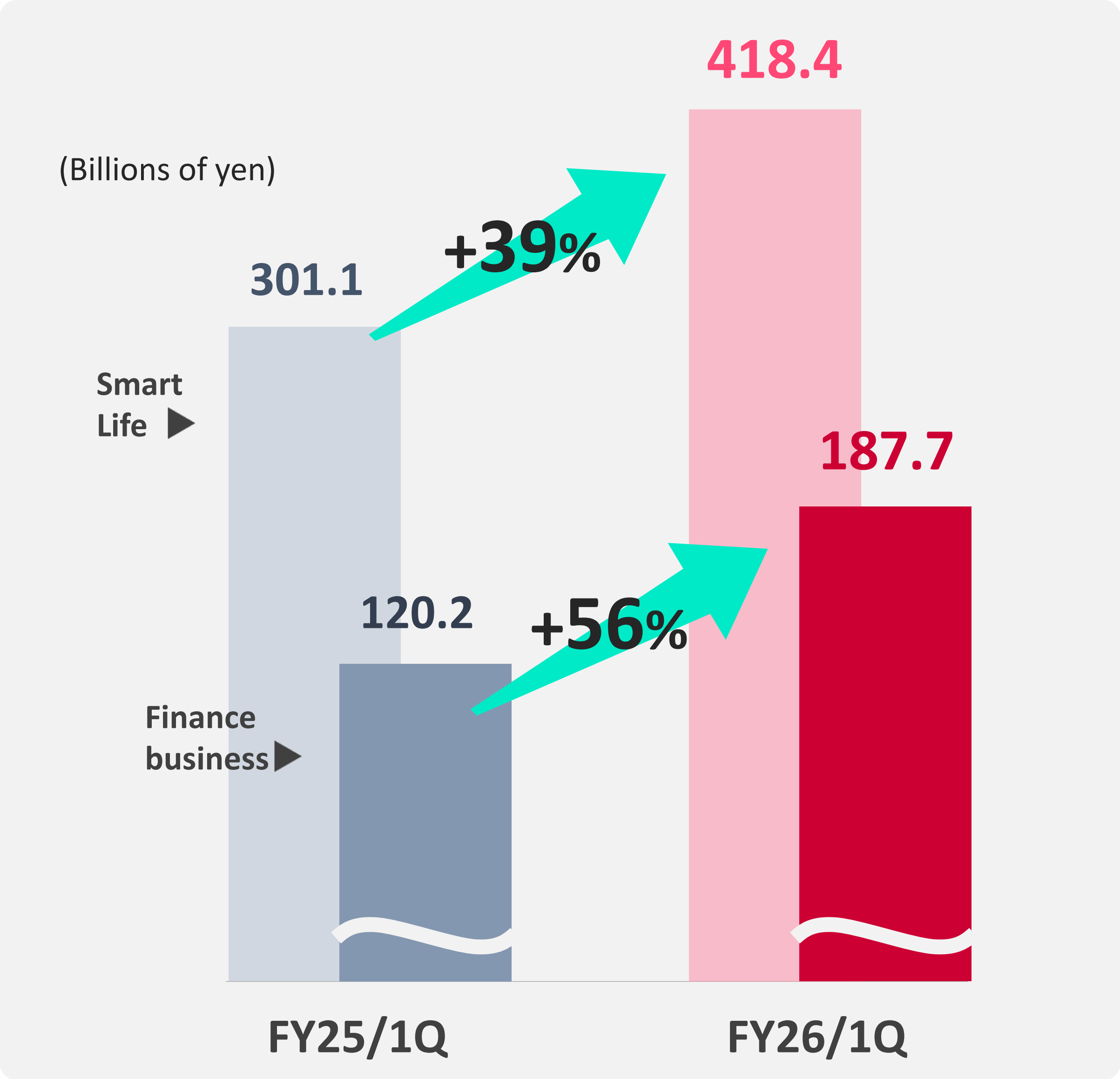
driven by the favorable acceptance of "docomo MAX"

Consumer communications
Mobile Communications Services Revenues



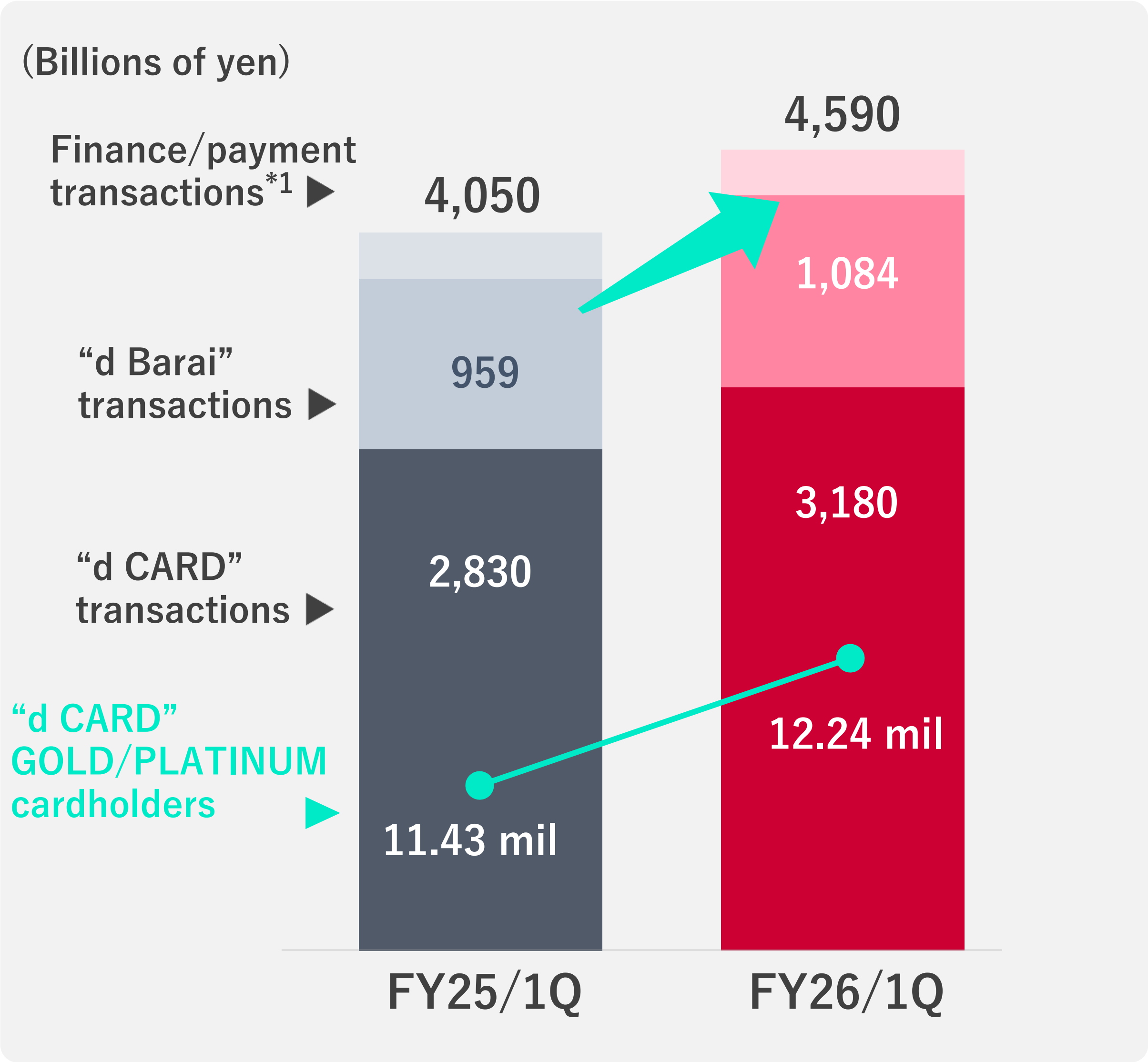
Decline in revenues narrowing towards a bottom

Smart Life Business: Operating Revenues



Revenues growing in all lines of business led by finance

Smart Life Business: Finance/Payment Transactions



Finance/payment transactions continued to grow

driven by expansion of "d CARD"/"d Barai"

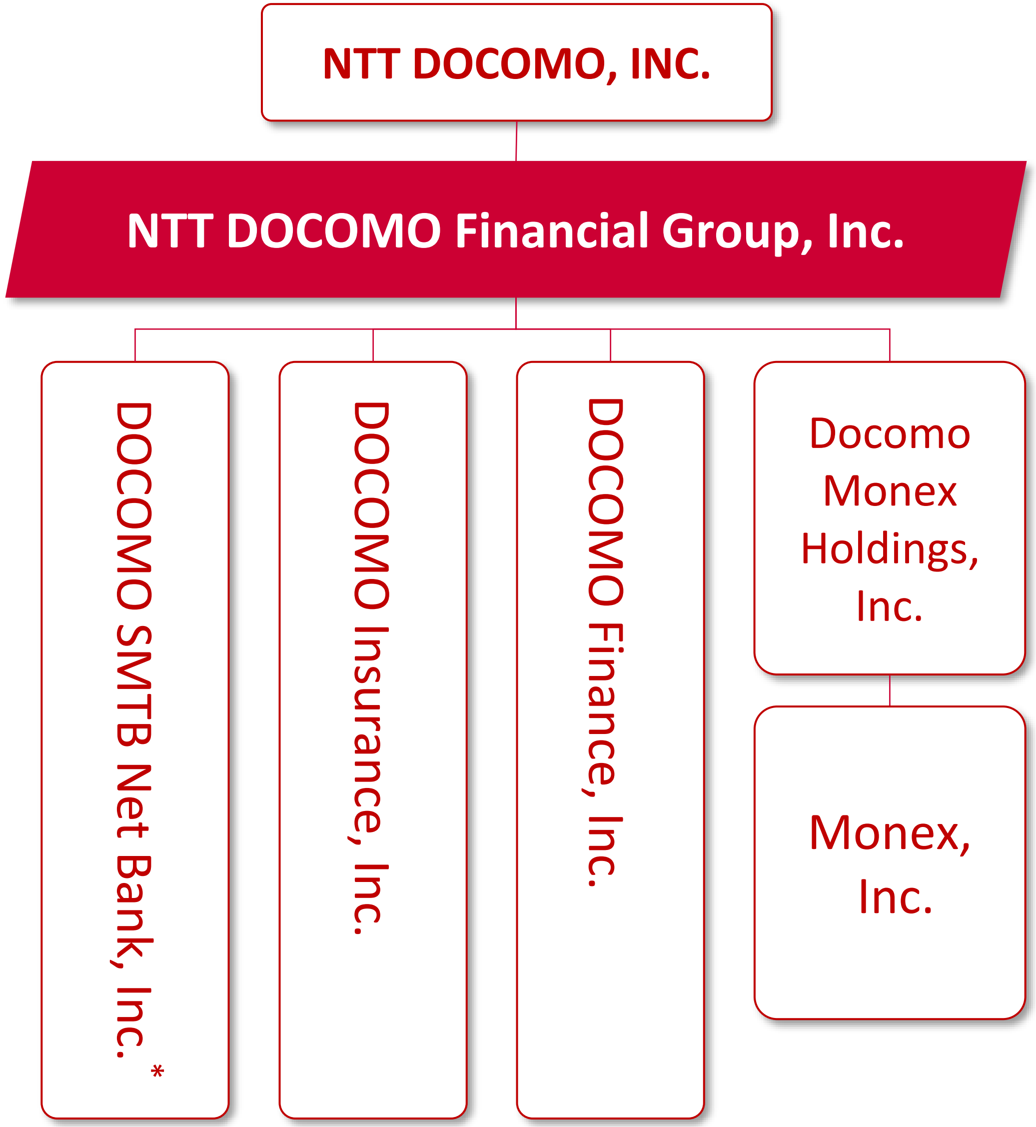
DOCOMO's strongpoint

"d CARD" GOLD/PLATINUM

cardholders also increasing

*1: Data for FY26/1Q include debit card transactions

Smart Life: Finance Business Reorganization

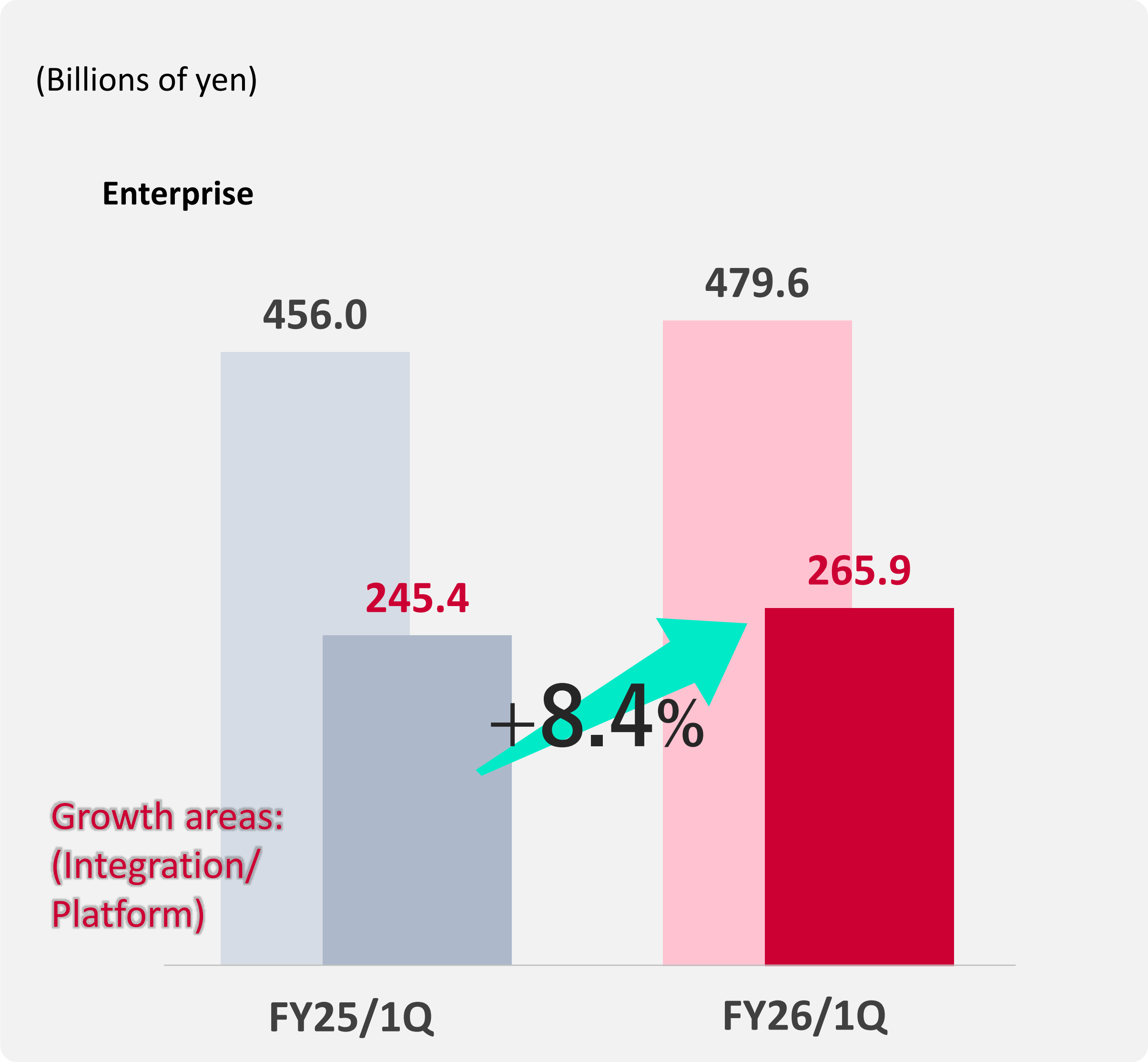


To commence business as
NTT DOCOMO Financial Group, Inc.
in July 2026

Strengthen service collaboration centered on bank

Accelerate business growth by enhancing agility

Enterprise Business: Operating Revenues



Growth areas driving revenue expansion

Enterprise Business: Progress of AI Domain

Industrial/regional DX solutions

AI-Centric ICT Platform®

AIOWN

AI × IOWN

Threat information sharing Patent acquired	docomo business RINK® Strengthens security governance of the entire supply chain	Launched Jul. 31, 2026
AI SOC Analysis in 10 minutes/ 95% automatic response	AI analysis and automated response enable machine-speed attack response.	Launched May 20, 2026
Cyber risk response service Utilizes insights from verifying multiple frontier AIs	docomo Business × NTT DATA End-to-end support—from discovery of threat and vulnerabilities to remediation and operational continuity.	Launched Jul. 31, 2026

AI-related business revenues:

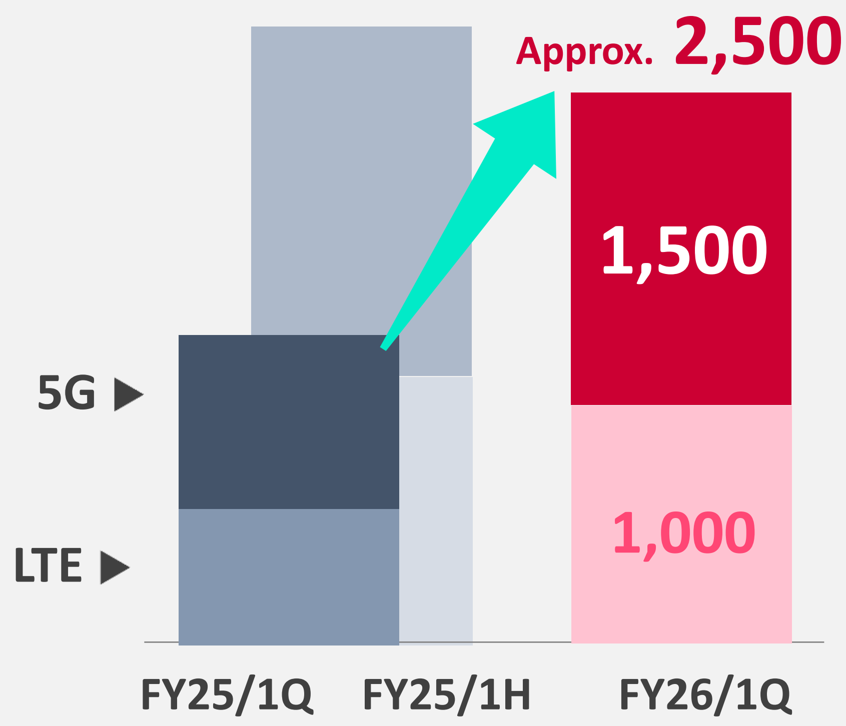
Up 12% year-on-year

Rollout of security services suited to the AI era

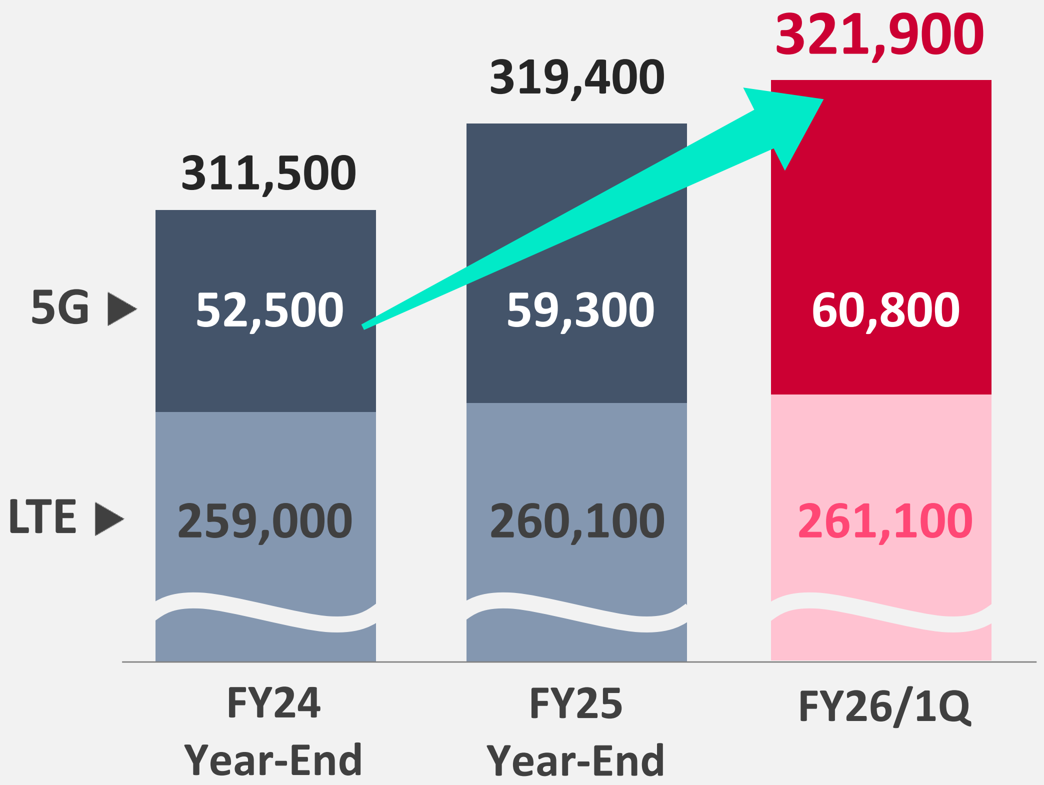
Network: Status of Base Station Rollout

In FY26/1Q, completed the construction of base stations comparable to the number installed in FY25/1H, maintaining the roll-out pace of FY25/2H.

No. of BSs rolled out (5G +LTE)



Cumulative no. of BSs (5G+LTE)

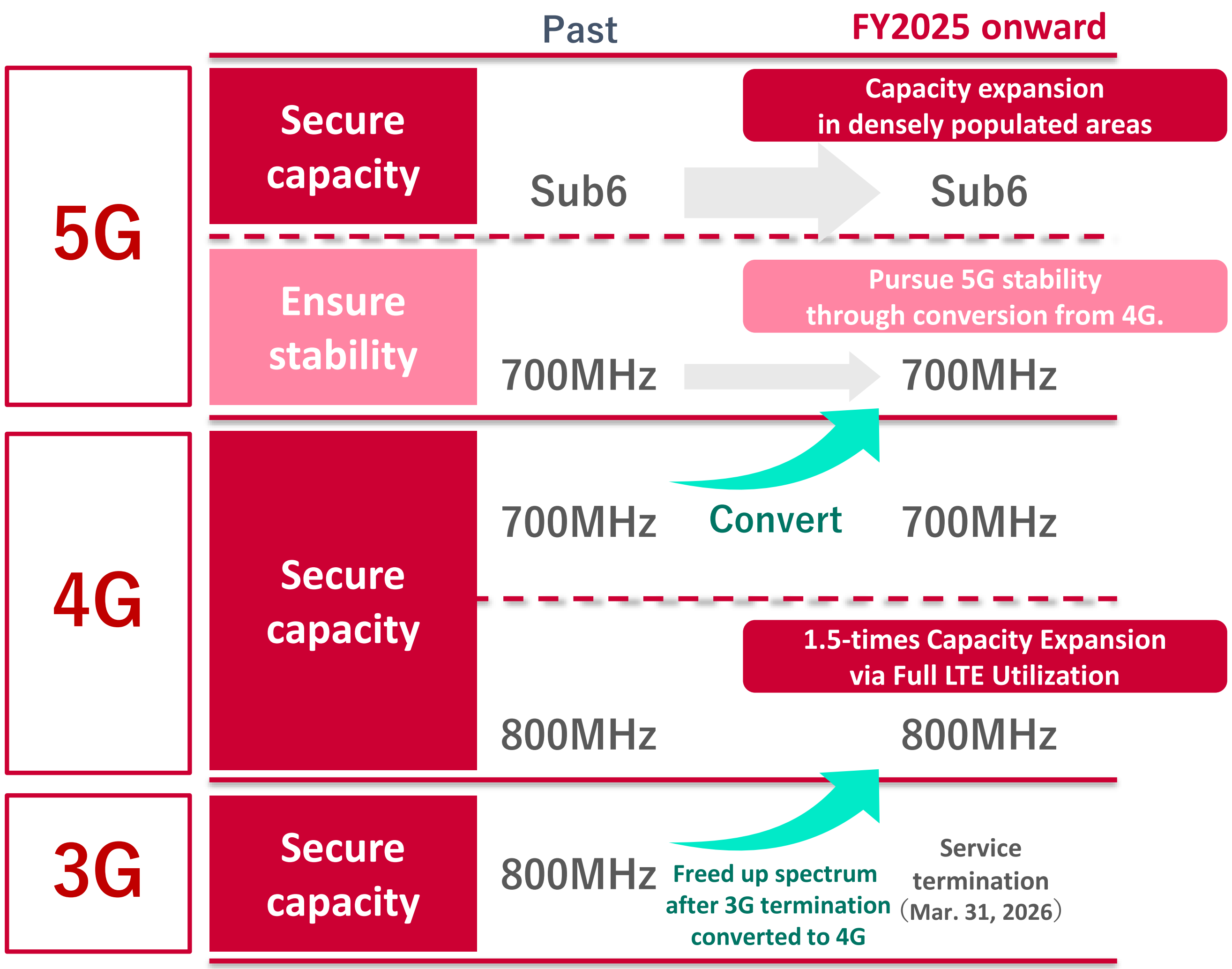


* 5G (Sub6, millimeter wave [28 GHz band], and refarmed 4G spectrum)

Network: DOCOMO's Actions for Experience Quality Improvement

NTT

Optimal spectrum reallocation

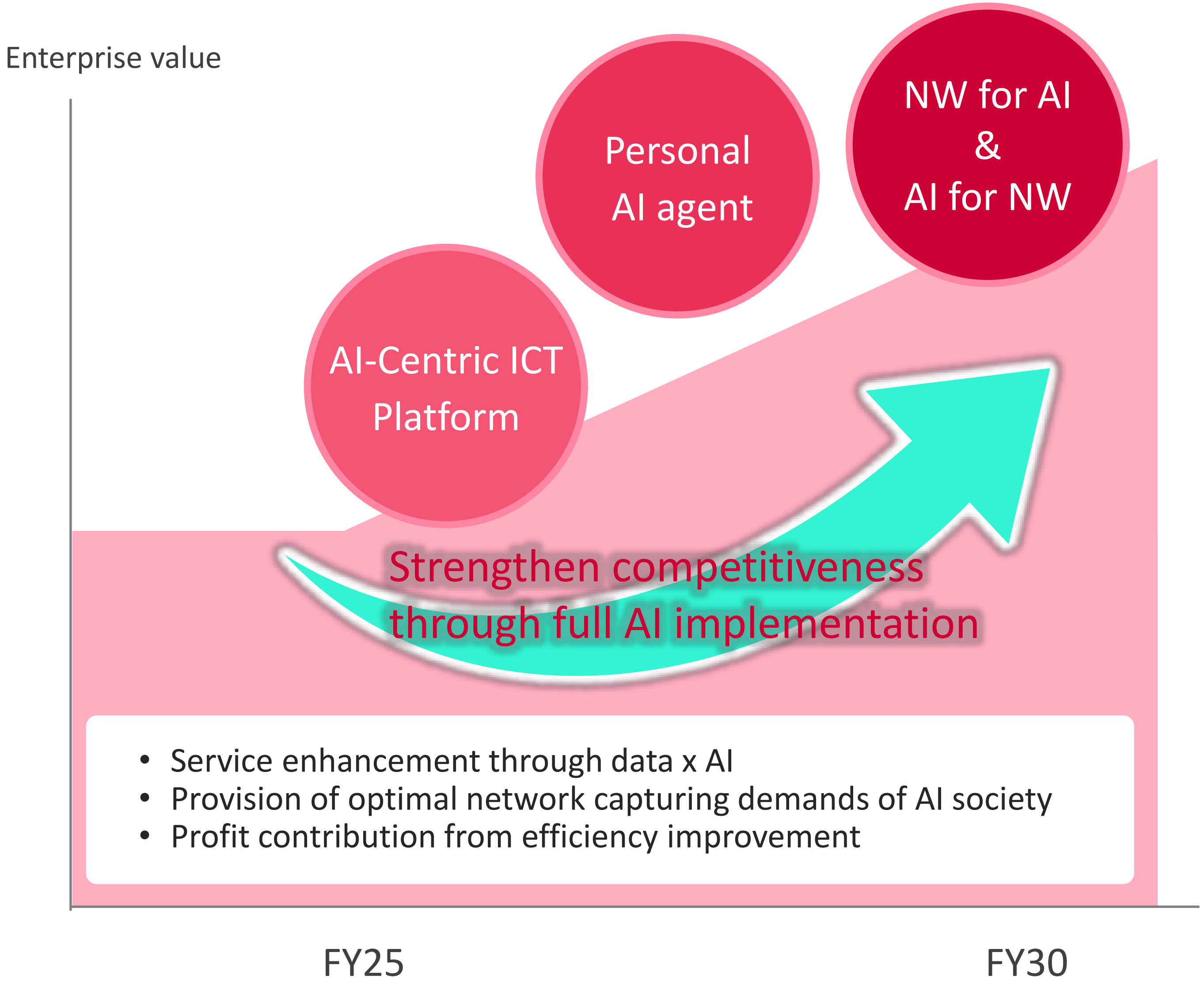


Securing 5G capacity with Sub-6 band

Further stabilization through refarming 4G spectrum for 5G

Securing 4G capacity through 3G spectrum reuse

Maximize Enterprise Value over the Medium Term



- Service enhancement through data x AI
- Provision of optimal network capturing demands of AI society
- Profit contribution from efficiency improvement

Medium-term financial targets

	FY2030	FY2025
Growth potential Smart life / Enterprise Operating Revenues	**¥5 trillion**	¥3.5 trillion
Profitability EBITDA	**¥2 trillion**	¥1.7 trillion
Capital productivity ROIC (Excluding Finance business)	**11.4%**	10.8%

Global Solutions Business

Summary of YoY Changes

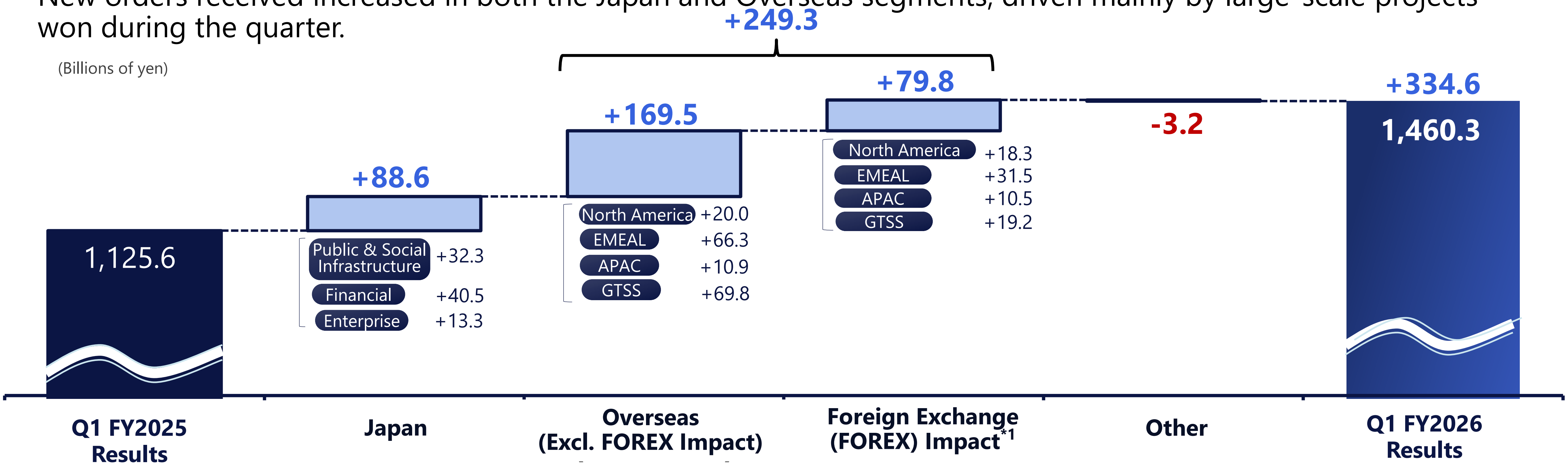
- Net sales and operating profit increased year on year.
- New orders received also increased, driven mainly by large-scale orders won in Japan and overseas.

(Billions of yen)

	Q1 FY2025 Apr-Jun	Q1 FY2026 Apr-Jun	YoY (Amount)	YoY (Rate)	FY2026 Full-Year Forecasts	Progress Toward Forecasts (Rate)
Net Sales	1,104.4	1,278.9	+174.6	+15.8%	5,190.0	24.6%
Operating Profit (Operating Profit Margin)	57.8 (5.2%)	63.5 (5.0%)	+5.7 (-0.3pp)	+9.9%	470.0 (9.1%)	13.5%
Profit (Including non-controlling interests)	17.3	16.6	-0.8	-4.5%	225.0	7.4%
New Orders Received	1,125.6	1,460.3	+334.6	+29.7%	Excl. DC Biz 5,200.0	-
<Excluding new orders received for the DC Business>	<1,085.4>	<1,361.3>	<+275.9>	<+25.4%>	<5,200.0>	<26.2%>

New Orders Received | YoY Changes (Q1 FY2026)

New orders received increased in both the Japan and Overseas segments, driven mainly by large-scale projects won during the quarter.

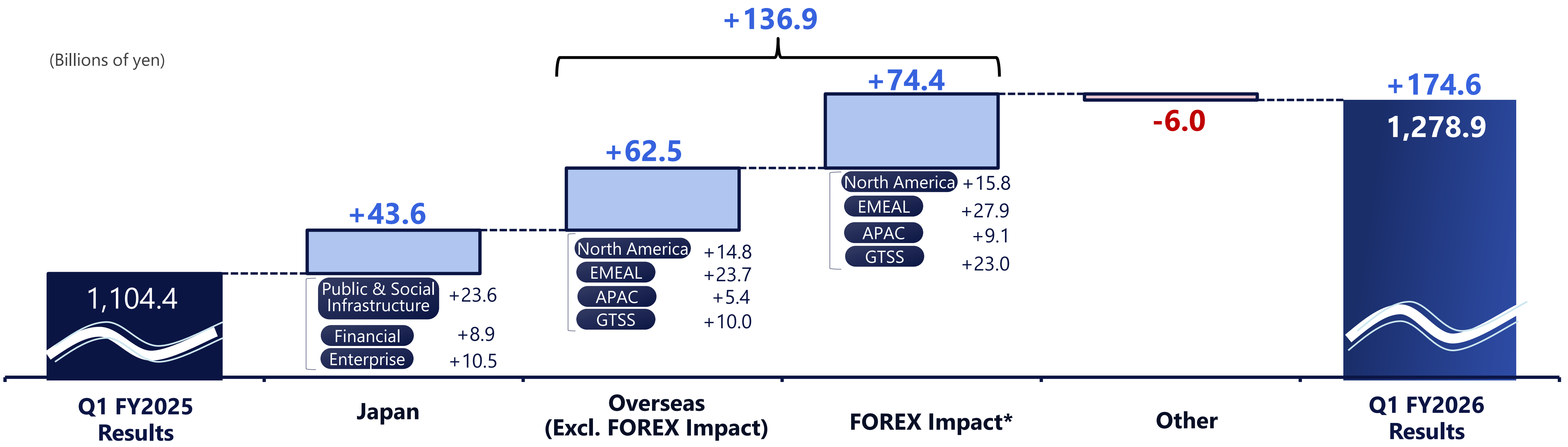


New Orders Received	Q1 FY2025 Apr-Jun	Q1 FY2026 Apr-Jun	YoY	FY2026 Full-Year Forecasts	Progress Toward Forecasts
Total	1,125.6	**1,460.3**	**+334.6**	Excl. DC Biz 5,200.0	-
Japan	521.9	**610.4**	**+88.6**	2,110.0	28.9%
Overseas*2	600.4	**849.6**	**+249.3**	Excl. DC Biz 3,090.0	-
Other	3.4	**0.2**	**-3.2**	-	-

*1 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 average rate against USD is JPY144.59 for Q1 FY2025 and JPY159.57 for Q1 FY2026.
*2 Of the total, new orders received for the DC Business amounted to ¥40.2 billion for Q1 FY2025 and ¥99.0 billion for Q1 FY2026. FY2026 Full-Year Forecasts does not include such figures.

Net Sales | YoY Changes (Q1 FY2026)

Net sales increased in all the businesses and units of the Japan and Overseas segments.

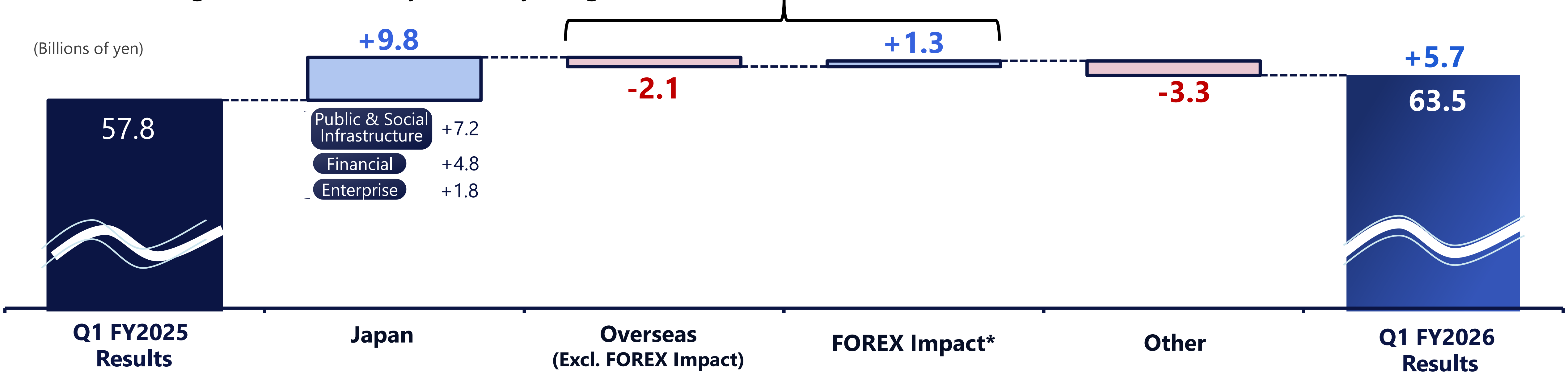


Net Sales	**Q1 FY2025** Apr-Jun	**Q1 FY2026** Apr-Jun	YoY	FY2026 Full-Year Forecasts	Progress Toward Forecasts
Total	1,104.4	**1,278.9**	**+174.6**	5,190.0	24.6%
Japan	458.1	**501.7**	**+43.6**	2,170.0	23.1%
Overseas	655.2	**792.1**	**+136.9**	3,120.0	25.4%
Other	-8.9	**-14.9**	**-6.0**	-100.0	-

* 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 average rate against USD is JPY144.59 for Q1 FY2025 and JPY159.57 for Q1 FY2026.

Operating Profit | YoY Changes (Q1 FY2026)

Operating profit rose overall as the Japan Segment posted an increase in line with higher net sales, offsetting a decline in the Overseas Segment.
Excluding the ¥4.0 billion impact of the deconsolidation of data centers sold during FY2025, etc., however, the Overseas Segment recorded year-on-year growth.



Operating Profit (Operating Profit Margin)	Q1 FY2025 Apr-Jun	Q1 FY2026 Apr-Jun	YoY	FY2026 Full-Year Forecasts	Progress Toward Forecasts
Total	57.8 (5.2%)	**63.5 (5.0%)**	**+5.7 (-0.3pp)**	470.0 (9.1%)	13.5%
Japan	35.3	**45.1**	**+9.8**	260.0	17.3%
Overseas	15.1	**14.3**	**-0.7**	212.0	6.8%
Other	7.4	**4.1**	**-3.3**	-2.0	-

* 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 average rate against USD is JPY144.59 for Q1 FY2025 and JPY159.57 for Q1 FY2026.

Breakdown of Japan Segment Results

- **New orders received** increased in all three businesses, driven mainly by large-scale projects won in the Financial as well as Public and Social Infrastructure businesses, among other factors.
- **Net sales** also grew in all the businesses, primarily due to an increase in projects for central government and related agencies in the Public and Social Infrastructure Business.
- **Operating profit** also increased in all the businesses, chiefly supported by higher net sales in the Public and Social Infrastructure Business.

(Billions of yen)

		Q1 FY2025	Q1 FY2026	YoY	FY2026 Full-Year Forecasts	Progress Toward Forecasts
New Orders Received		521.9	**610.4**	**+88.6**	2,110.0	28.9%
Repost	Public & Social Infrastructure	231.2	**263.5**	**+32.3**	671.0	39.3%
	Financial	177.7	**218.3**	**+40.5**	911.0	24.0%
	Enterprise	90.9	**104.2**	**+13.3**	446.0	23.4%
Net Sales		458.1	**501.7**	**+43.6**	2,170.0	23.1%
Repost	Public & Social Infrastructure	176.3	**199.9**	**+23.6**	917.0	21.8%
	Financial	173.0	**181.9**	**+8.9**	813.0	22.4%
	Enterprise	139.4	**149.9**	**+10.5**	650.0	23.1%
Operating Profit (Operating Profit Margin)		35.3 (7.7%)	**45.1 (9.0%)**	**+9.8 (+1.3pp)**	260.0 (12.0%)	17.3%
Repost	Public & Social Infrastructure	15.0 (8.5%)	**22.3 (11.1%)**	**+7.2 (+2.6pp)**	129.0 (14.1%)	17.3%
	Financial	19.1 (11.1%)	**23.9 (13.1%)**	**+4.8 (+2.1pp)**	114.0 (14.0%)	21.0%
	Enterprise	14.7 (10.5%)	**16.5 (11.0%)**	**+1.8 (+0.5pp)**	81.0 (12.5%)	20.4%

Breakdown of Overseas Segment Results

- **New orders received** increased in all units, chiefly driven by large-scale projects won in GTSS and EMEAL.
- **Net sales** rose in all the units due to the growth in IT services in EMEAL, the network equipment related business in North America, etc.
- **Adjusted EBITA** decreased excluding foreign exchange impact as data centers sold during FY2025 were removed from the scope of consolidation. Without the deconsolidation impact, however, adjusted EBITA recorded growth.

(Billions of yen)

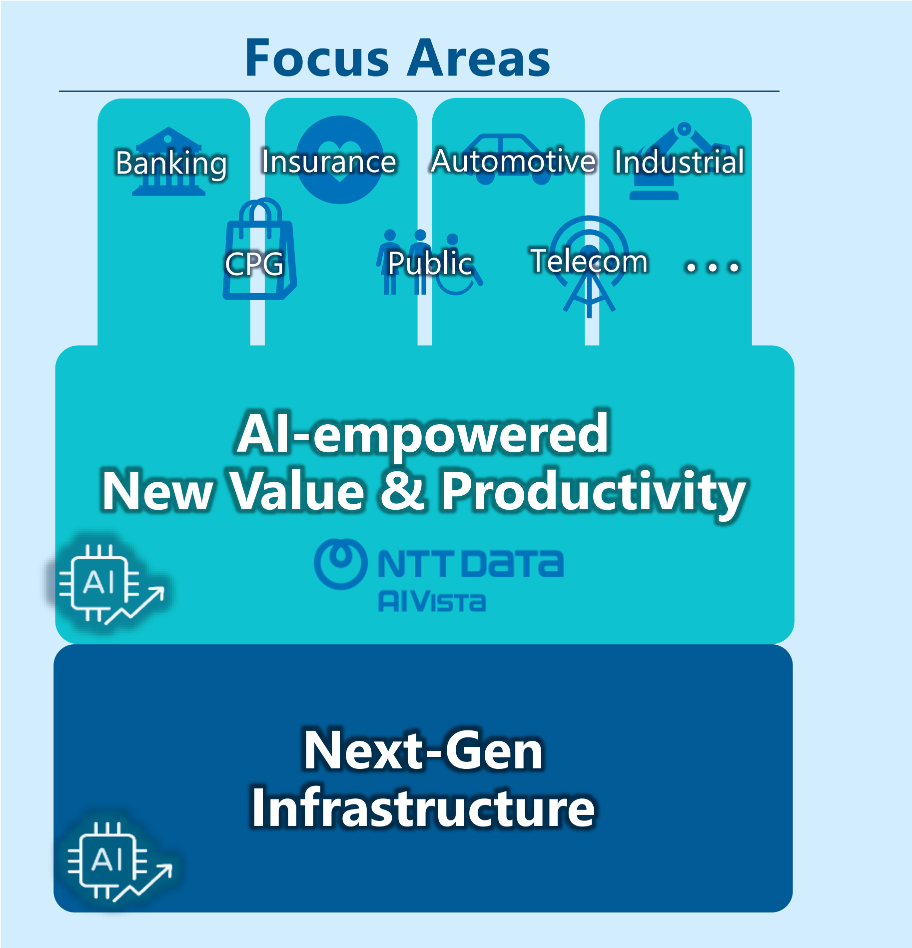
		Q1 FY2025[*4]	Q1 FY2026	YoY	Excl. FOREX Impact[*2]	FOREX Impact[*2]	FY2026 Full-Year Forecasts	Progress Toward Forecasts
New Orders Received[*3]		600.4	**849.6**	+249.3	+169.5	+79.8	Excl. DC Biz 3,090.0	–
Repost	North America	156.4	**194.7**	+38.3	+20.0	+18.3	848.0	23.0%
	EMEAL	238.1	**335.9**	+97.9	+66.3	+31.5	1,387.0	24.2%
	APAC	90.5	**111.9**	+21.4	+10.9	+10.5	453.0	24.7%
	GTSS	115.4	**204.4**	+89.0	+69.8	+19.2	Excl. DC Biz 402.0	–
Net Sales		655.2	**792.1**	+136.9	+62.5	+74.4	3,120.0	25.4%
Repost	North America	137.3	**167.9**	+30.5	+14.8	+15.8	651.0	25.8%
	EMEAL	245.5	**297.2**	+51.6	+23.7	+27.9	1,210.0	24.6%
	APAC	82.1	**96.6**	+14.5	+5.4	+9.1	400.0	24.1%
	GTSS	212.0	**245.0**	+33.0	+10.0	+23.0	1,046.0	23.4%
Adjusted EBITA[*1] (Adjusted EBITA Margin)		31.1 (4.8%)	**31.2 (3.9%)**	+0.1 (-0.8pp)	-2.8	+2.9	**296.0 (9.5%)**	10.6%
Repost	North America	8.8 (6.4%)	**10.2 (6.1%)**	+1.4 (-0.4pp)	+0.4	+1.0	65.0 (10.0%)	15.7%
	EMEAL	6.9 (2.8%)	**12.3 (4.1%)**	+5.4 (+1.3pp)	+4.2	+1.2	84.0 (6.9%)	14.6%
	APAC	6.2 (7.6%)	**3.4 (3.5%)**	-2.8 (-4.1pp)	-3.2	+0.3	35.0 (8.8%)	9.7%
	GTSS	25.0 (11.8%)	**26.2 (10.7%)**	+1.2 (-1.1pp)	-1.3	+2.5	196.0 (18.7%)	13.4%

*1 Adjusted EBITA = operating profit + amortization of intangible assets through PPA following acquisitions, etc. + business transformation costs + strategic investments, etc.
*2 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 average rate against USD is JPY144.59 for Q1 FY2025 and JPY159.57 for Q1 FY2026.
*3 Of the total, new orders received for the DC Business amounted to ¥40.2 billion for Q1 FY2025 and ¥99.0 billion for Q1 FY2026. FY2026 Full-Year Forecasts does not include such figures.
*4 The Q1 FY2025 figures have been revised in line with the organizational reform of the Overseas Segment conducted during Q2 FY2025.

Key Business Topics

Two Focus Areas Toward Achieving Quality Growth

In the two focus areas – AI-empowered New Value & Productivity and Next-Gen Infrastructure, we aim to advance AI-driven client value creation and reliability enhancement, while strengthening our capabilities to implement and deploy AI solutions in Japan and abroad.



1. **Launch NTT DATA AIVista's Core AI Platform**
2. **Start Cyber Risk Management Services with Frontier AI***
3. **Make NTT Marketing Act ProCX a Joint Venture**
4. **Acquire WinWire Technologies Inc. of the U.S.**

* Frontier AI refers to the most cutting-edge general-purpose AI systems available at any given time.

AI-Driven Client Value Creation and Reliability Enhancement

We seek to both create client value and enhance reliability by delivering tangible outcomes through the implementation of cutting-edge AI systems and supporting the stable system operations and business continuity.

NTT DATA AIVista's Core AI Platform

To achieve industry-specific AI agents, we have launched Core AI Platform and won orders from multiple insurance companies from Europe and U.S.

Develop highly accurate industry-specific AI, and first introduce it in BPO tasks in the insurance industry

Overseas

- **Won orders from multiple clients from Europe, U.S.**
- **Geared to deploy in manufacturing and other industries**

Japan

- **Promote the deployment in the banking and insurance industries**

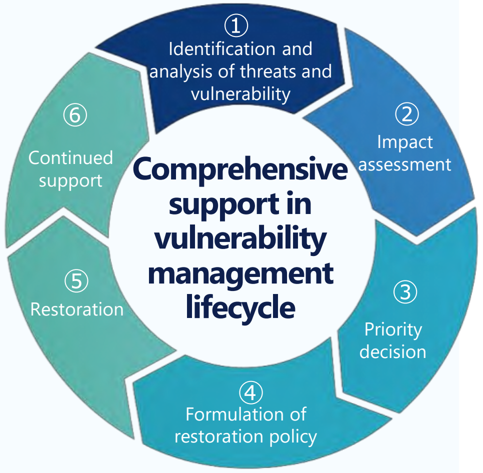
Cyber Risk Management with Frontier AI

We will provide comprehensive vulnerability management support by leveraging our expertise gained through the validation of multiple Frontier AI models and experience of operating over 10,000 systems.

Apply optimal Frontier AI tailored to requirements

Analyze with full-stack security expertise supported by NTT DOCOMO BUSINESS

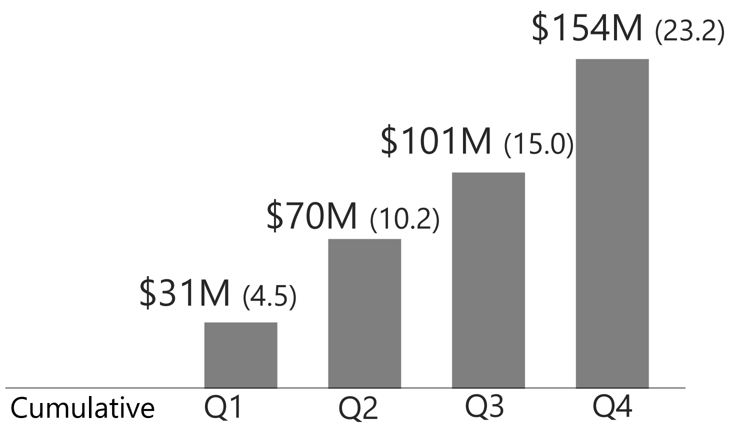
Provide information and operational support based on past experiences in critical system operation

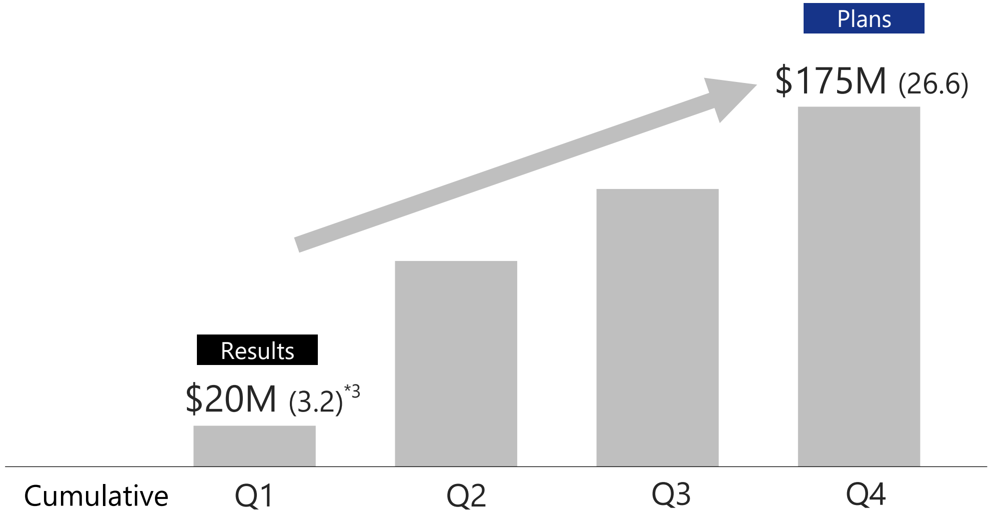


Progress of Overseas Business Transformation

Business Transformation Costs	FY2025	FY2026	FY2027~
	$154 million (23.2)[*1]	**$175 million** (26.6)[*2]	

[Annual Expenditures]





The figures in parentheses are expressed in billions of yen.

*1 Actual rate for FY2025: JPY150.77
*2 Assumed rate for FY2026: JPY152.00
*3 Actual rate for Q1 FY2026: JPY159.57

Achieved in FY2025

- Optimization of corporate functions
- Launch of global integration of ERP/HR systems
- Enhancement of sales functions for global offerings, etc.

Planned for FY2026

- Standardization of business process in corporate functions across units, and optimization with shared services
- Phased transition to global ERP/HR and other integrated IT systems

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.

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

(Billions of yen)

EBITDA
Approx. 800
2025

Focus Areas

Banking
Insurance
Automotive
Industrial
CPG
Public
Telecom
・・・

AI-empowered
New Value & Productivity

Next-Gen
Infrastructure

Growth Initiatives

Enhancement of Human Resources
Enhance consulting, industry knowledge, and AI implementation capability

Strategic Investments
Further increase investments in AI and other innovations

M&A and Alliances
Acquire capabilities required in the AI era

Data Center Investments
Capture accurate demand for AI and invest more in focus areas

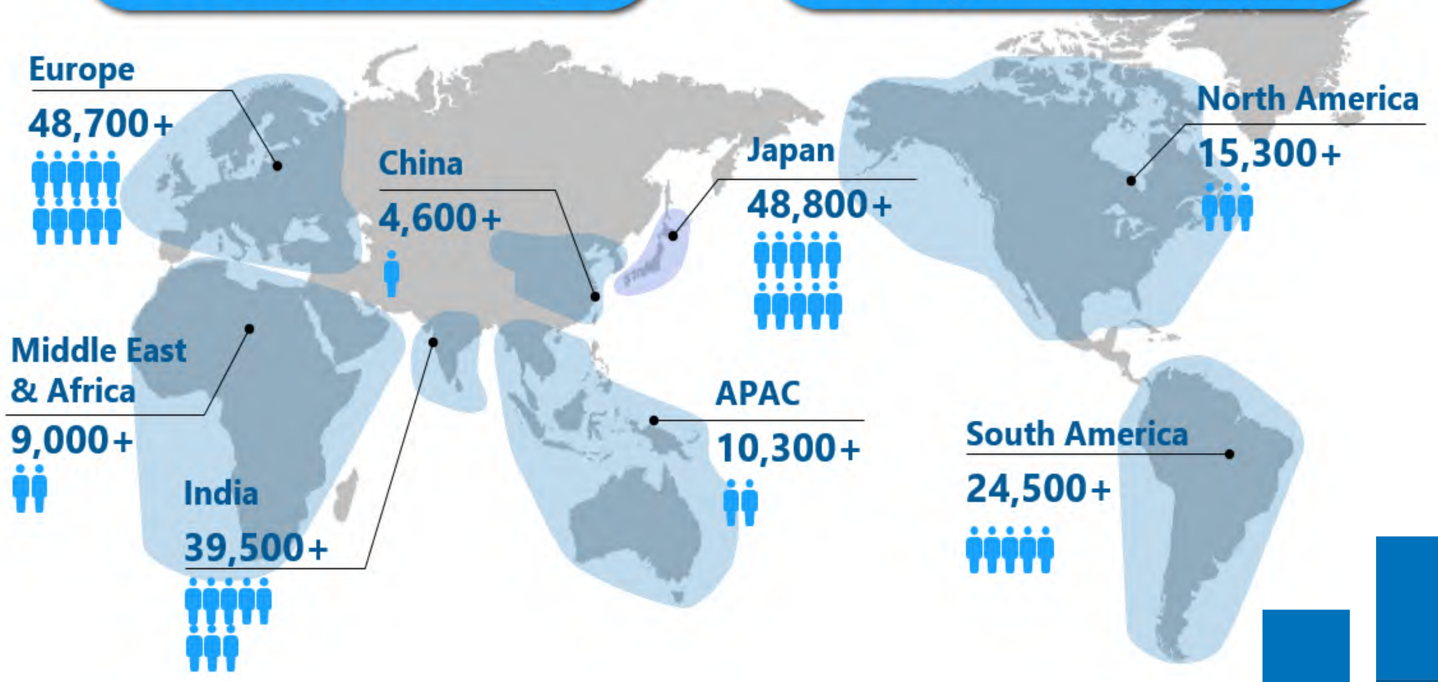
EBITDA
1,200
2030

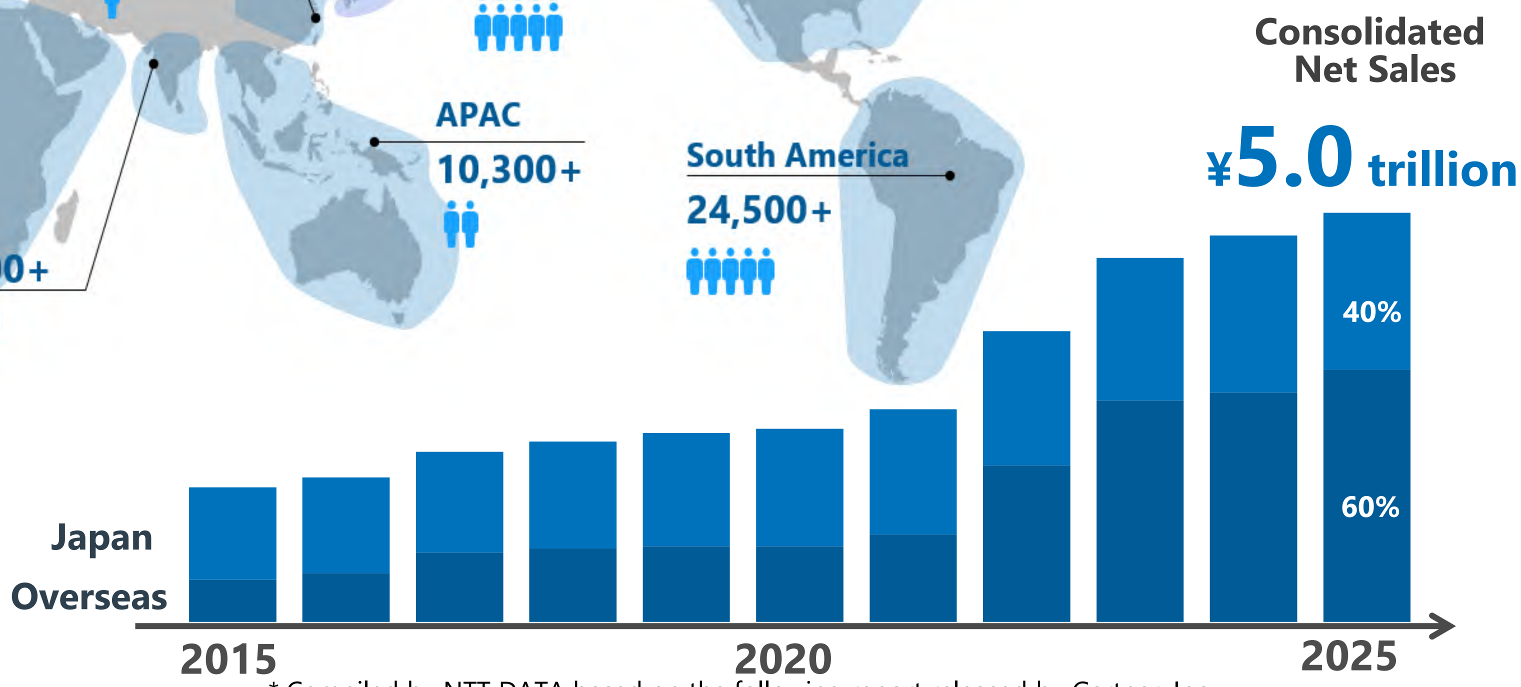
Expansion of Global Coverage

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*

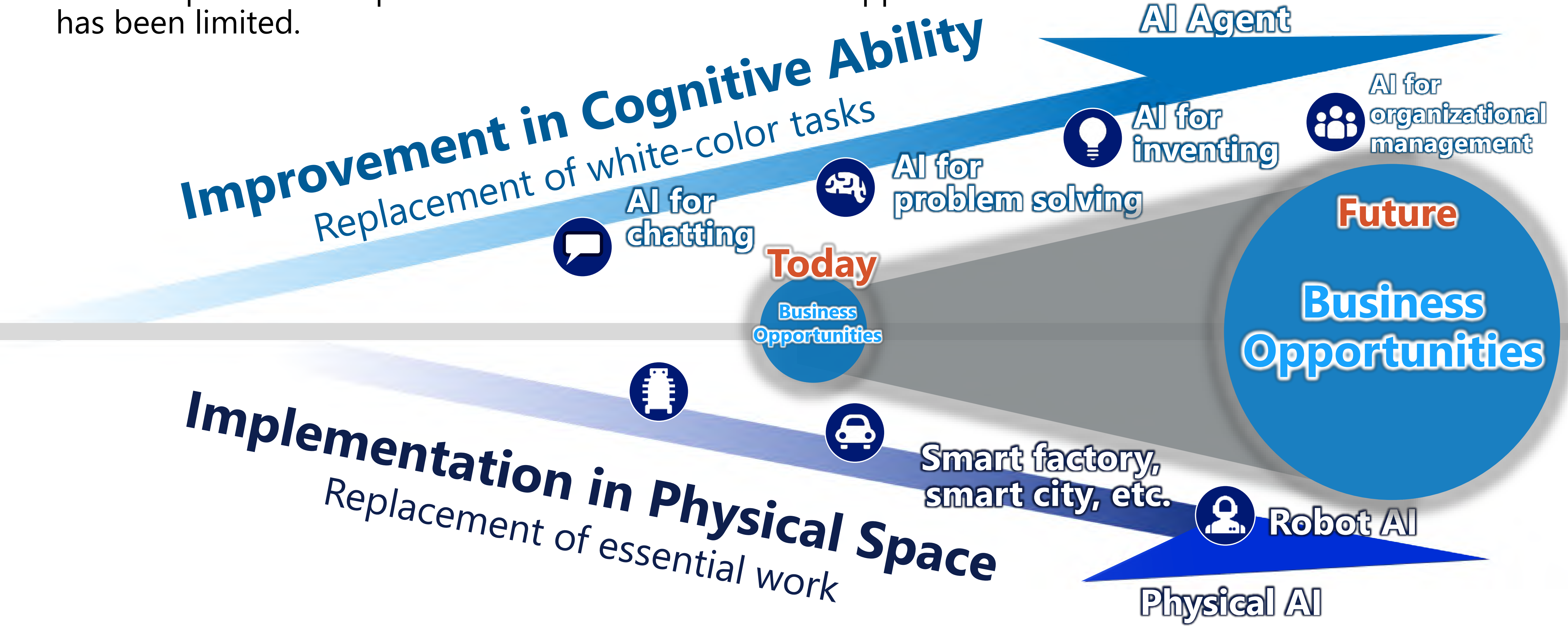
1. Accenture
2. Deloitte
3. PwC
4. EY
5. NTT DATA
6. Tata Consultancy Services
7. Capgemini
8. IBM
9. KPMG
10. ADP

* 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-color 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.



(Prepared based on documents released by OpenAI, NVIDIA, etc.)

Establishment of NTT DATA AIVista

NTT

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

- **Create New AI-Native Business**
- **Recruit Highly Skilled External Talent**
- **Strengthen Partner Ecosystem**
- **Enhance AI Brand Position**

NTT DATA AIVista

- **AI Tech / AI Biz Expert**
- **AI Capability**

NTT DATA

- **Consulting Capability**
- **Engineering Capability**
- **Client Base**

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

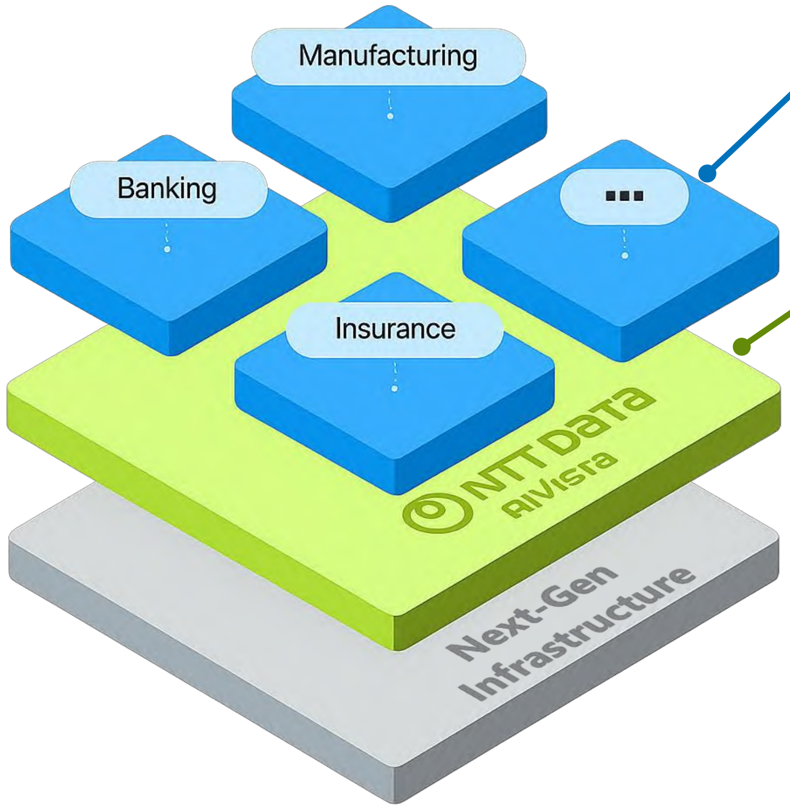
Bratin Saha

CEO of NTT DATA AIVista

Assumed important posts at NVIDIA, AWS, etc.

AI Business Strategy with Industry-Specific AI & Core AI 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

NTT DATA AIVista

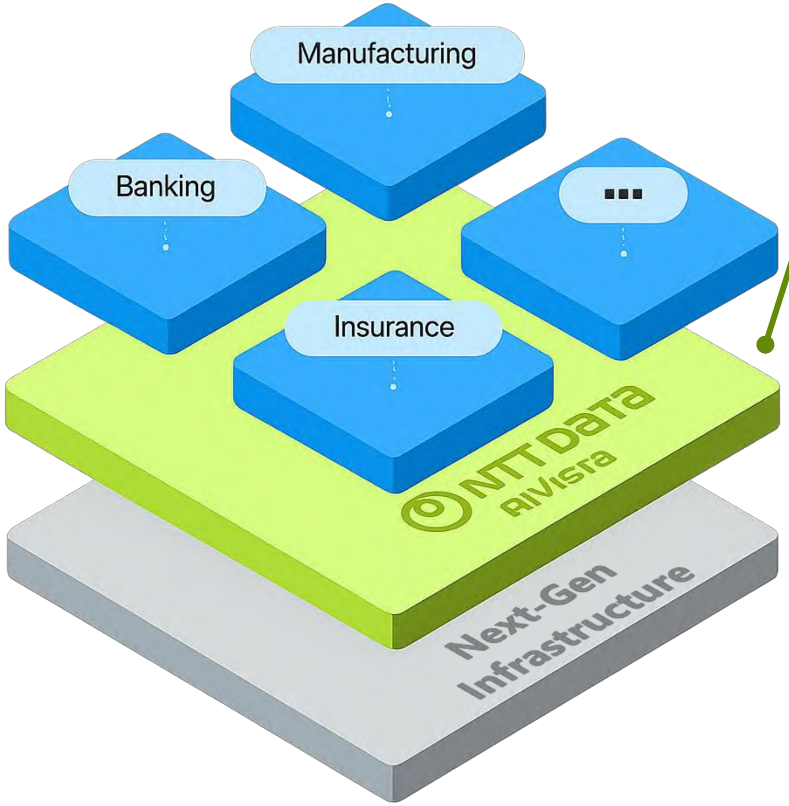
To realize industry-specific AI solutions, we will offer the following functions:

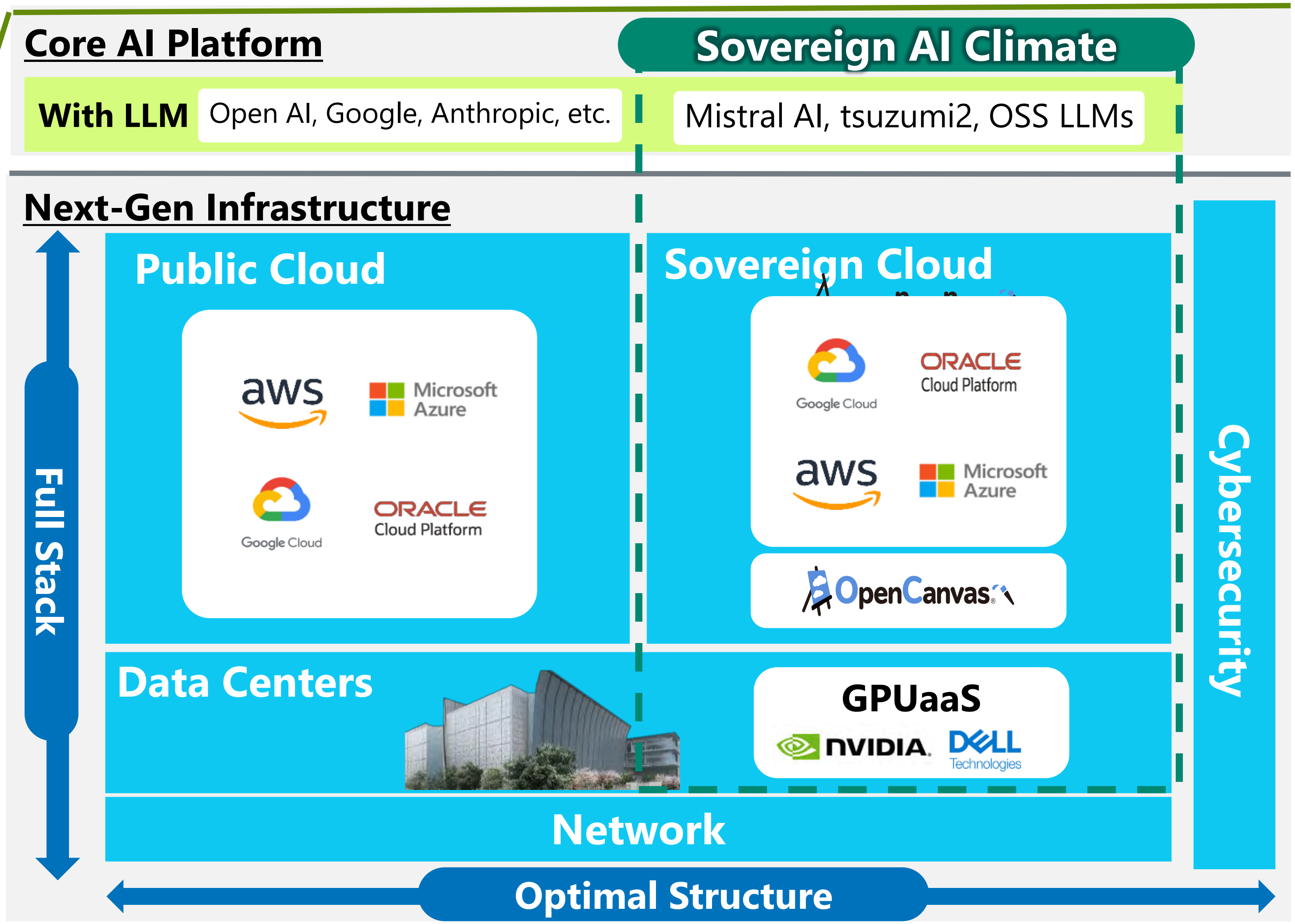
- Agent/workflow function designed to optimize an AI agent's operational procedure
- Data management function that sorts out client data and industry knowledge, and delivers appropriate information to the AI agent
- LLM integration function that uses LLM appropriately depending on what purpose the AI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

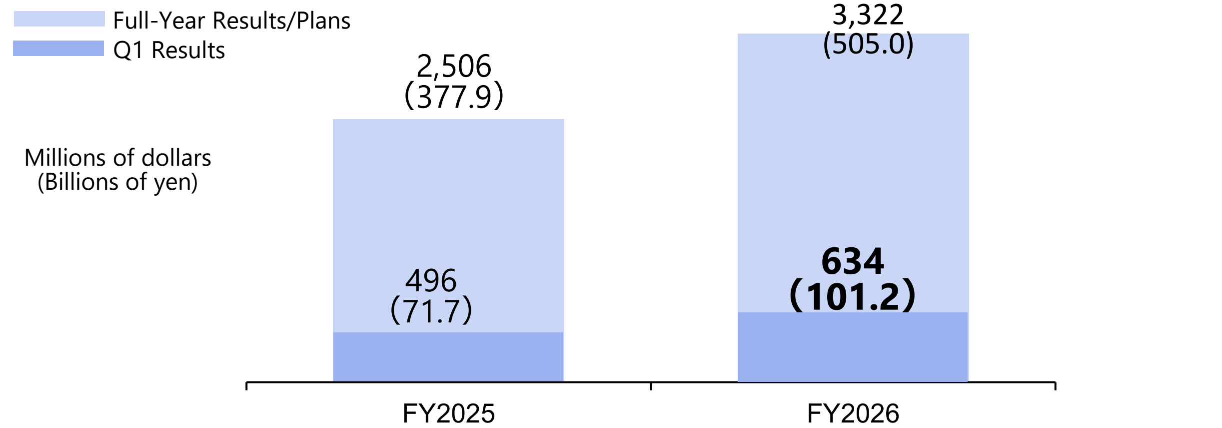




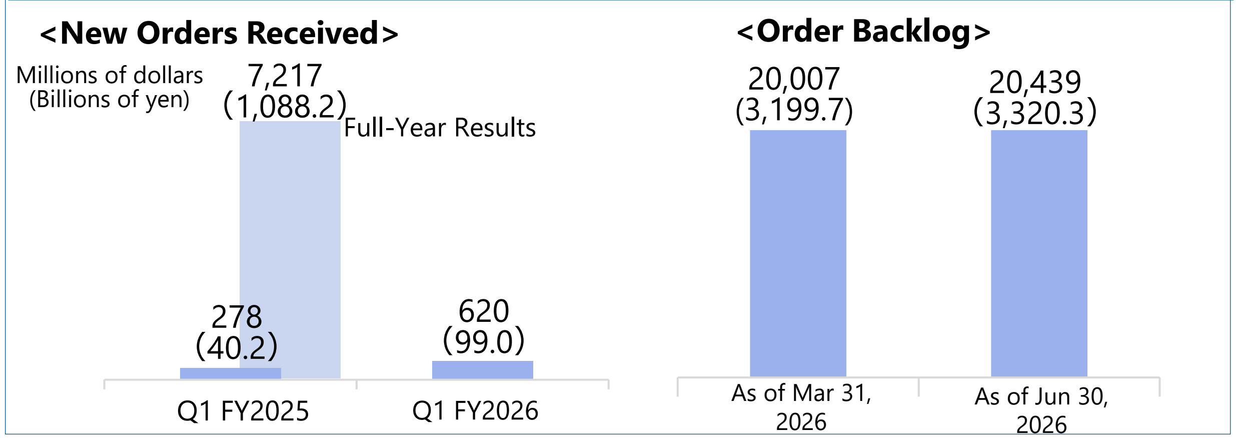
Overseas Segment
Investments and Operating Results for the DC Business

- Investments in the DC Business are growing steadily, with the total investments for Q1 standing at $634 million.
- Net sales rose year on year amounting to $733 million. EBITDA, however, declined to $244 million, weighed down by the $28 million impact of the deconsolidation of data centers sold during FY2025.
- EBITDA margin fell due to lower non-recurring revenue and a higher share of low-margin initial construction work in net sales.

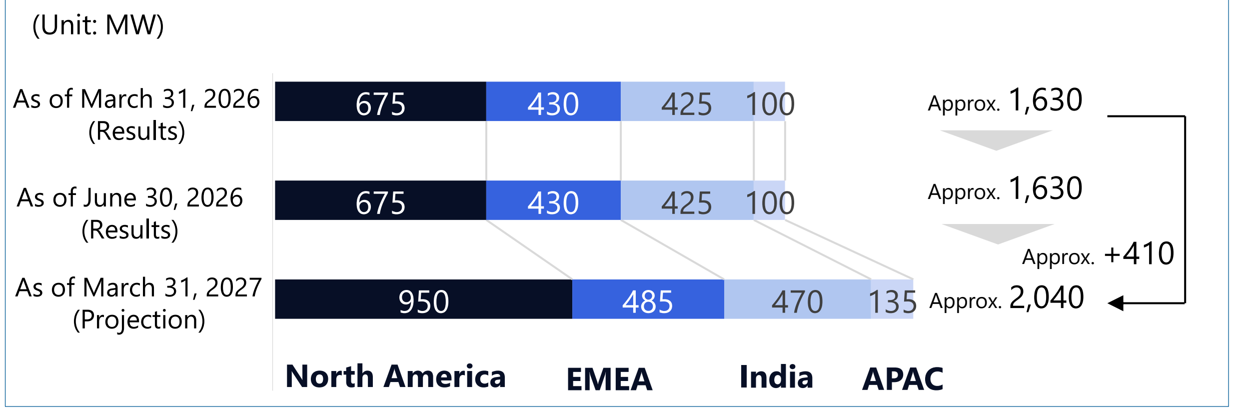
DC Investments*4



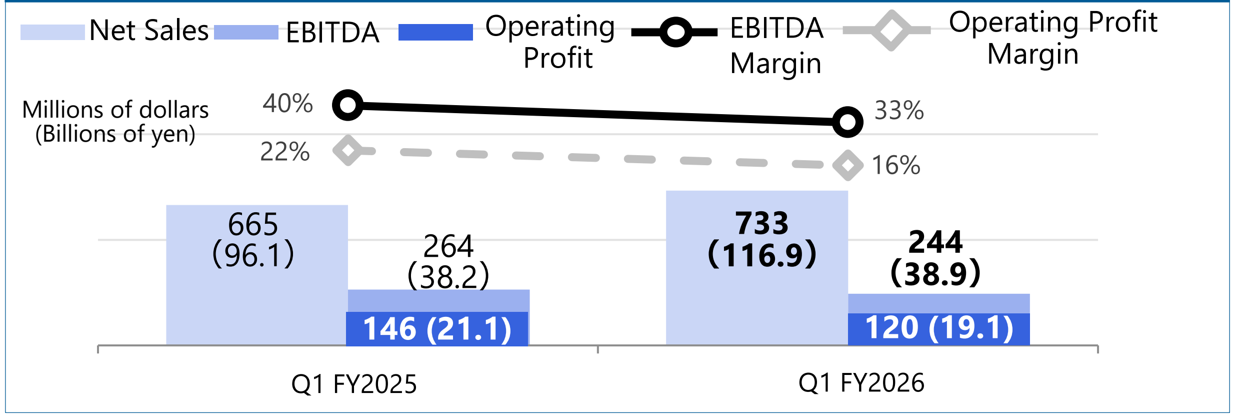
New Orders Received and Order Backlog*4



Total Power Capacity*1



Operating Results*2*3*4



*1 As the DCs transferred to NTT DC REIT continued to be operated by the Group. their power capacity is reflected in the figures. *2 EBITDA and operating profit do not include some of the common head-office costs.
*3 EBITDA includes depreciation associated with right-of-use assets. *4 Exchange rates: For DC Investments, New Orders Received, and Operating Results, JPY144.59 for Q1 FY2025 Results, JPY159.57 for Q1 FY2026 Results, JPY150.77 for FY2025 Full-Year Results, and JPY152.00 for FY2026 Full-Year Plans. For Order Backlog, JPY159.93 for As of Mar 31, 2026, and JPY162.45 for As of Jun 30, 2026.

Status of the Data Center Business (Overseas Segment)

■ Operating Results of the DC Business *1*2*3

Billions of yen
(Millions of dollars)

	Q1 FY2025 Results	Q1 FY2026 Results	YoY	FY2025 Full-Year Results	FY2026 Full-Year Forecasts	YoY
New orders received	40.2 (278)	99.0 (620)	+58.7 (+342)	1,088.2 (7,217)		
Order backlog (at period-end)	2,171.5 (14,995)	3,320.3 (20,439)	+1,148.8 (+5,444)	3,199.7 (20,007)		
Net sales	96.1 (665)	116.9 (733)	+20.8 (+68)	520.3 (3,473)	544.0 (3,595)	+23.7 (+122)
EBITDA	38.2 (264)	38.9 (244)	+0.6 (-21)	282.1 (1,893)	226.0 (1,502)	-56.1 (-391)
EBITDA margin (%)	40%	33%	-7pp	55%	42%	-13pp
Operating profit (before allocation of common head-office costs)	21.1 (146)	19.1 (120)	-2.0 (-26)			
Operating profit margin (%)	22%	16%	-6pp			
Investment amount	71.7 (496)	101.2 (634)	+29.6 (+139)	377.9 (2,506)	505.0 (3,322)	+127.1 (+816)

	As of March 31, 2026	As of June 30, 2026	Difference
Assets	3,092.2 (19,335)	3,199.8 (19,697)	+107.6 (+362)
Repost) Non-current assets	2,461.1 (15,388)	2,572.0 (15,833)	+111.0 (+444)
Liabilities	2,451.2 (15,327)	2,243.8 (13,812)	-207.4 (-1,515)
Repost) Interest-bearing liabilities	1,832.1 (11,455)	1,839.9 (11,326)	+7.9 (-129)

*1 The figures refer to internal management figures (non-audit) for calculating the balance of the DC Business under GTSS. They include transactions between NTT, the parent company, and the Group, and were calculated in certain methods such as the allocation of shared costs with other businesses of the unit.
*2 EBITDA and operating profit do not include some of the common head-office costs.
*3 EBITDA includes depreciation associated with right-of-use assets.

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

Total Capacity	FY2025 Full-Year Results	FY2026 Full-Year Plans	Q1 FY2026 Results
New capacity	130	410	0
Current capacity (at period-end)	1,630	2,040	1,630

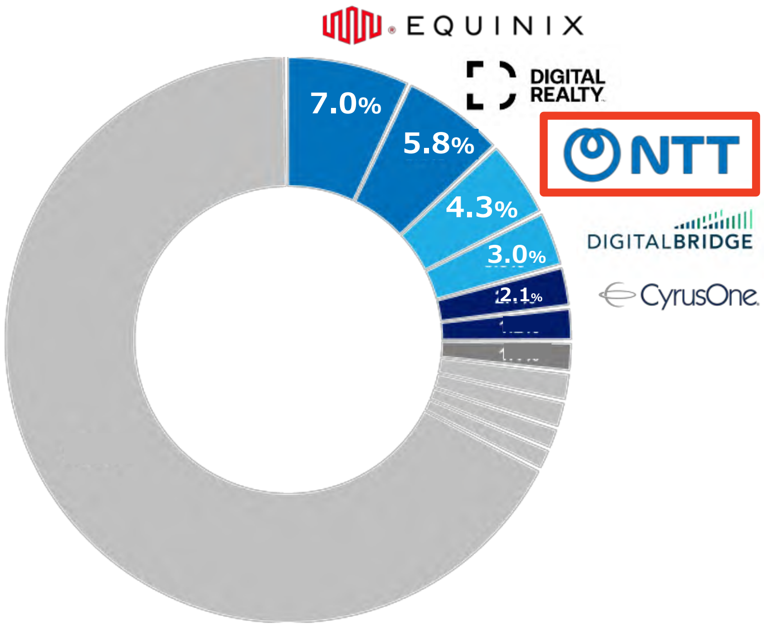
Capacity by Region	North America	EMEA	India	APAC	Total
Current capacity (As of June 30, 2026)	675	430	425	100	1,630
Planned capacity*4 (As of June 30, 2026)	690	305	430	160	1,585
Planned to start in FY2026	275	55	45	35	410

*4 The definition has been revised to include future expansion capacity at existing data centers.

NTT's Position In The Global Market

Global Data Center Colocation Revenue Share[1]

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

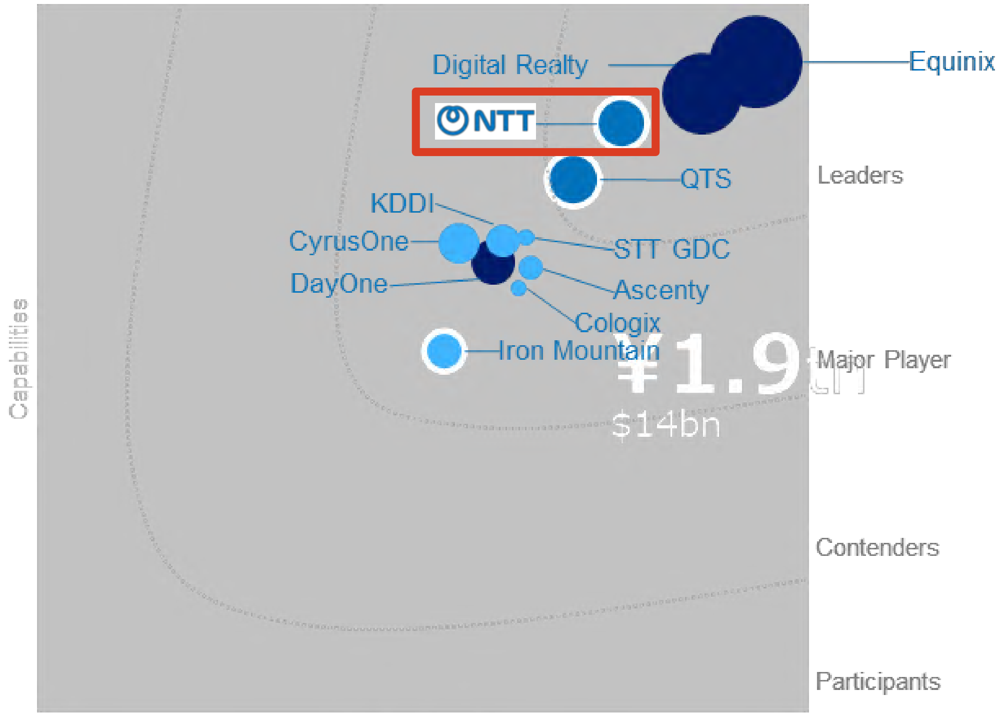


NTT GDC is widely recognized as <u>the third largest</u> data center operator with a global footprint

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

Global IDC MarketScape Vendor Assessment [2]

IDC MarketScape Worldwide Datacenter Service, 2025



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

2. IDC MarketScape* : Worldwide Datacenter Services 2025 Vendor Assessment (August 2025, IDC #US52983725)
The IDC MarketScape visually ranks ICT vendors based on capabilities and strategy, using both qualitative and quantitative criteria. Capabilities reflect short-term execution; strategy reflects long-term alignment with customer needs. Icon size indicates market share.

Expansion of the Data Center Business

NTT

Supplying **Approx.2GW** globally* Expanding to **Approx.4GW** by FY2030

Locations: **Approx.275DC** Locations: **Approx.340DC**

Americas

US

Hillsboro | Sacramento | Santa Clara | Dallas | Chicago Ashburn | Phoenix| Gainesville

Approx. **675MW** In operation
Approx. **+690MW** Planned

EMEA

UK | London
Germany Frankfurt | Munich Berlin | Hamburg | Bonn
Netherlands | Amsterdam
Switzerland | Zurich
Austria | Vienna
Spain | Madrid
South Africa | Johannesburg
France | Paris

Approx. **430MW** In operation
Approx. **+305MW** Planned

India

Mumbai | Bengaluru Chennai | Noida | Kolkata

Approx. **425MW** In operation
Approx. **+435MW** Planned

APAC

Japan |
Malaysia | Cyberjaya
Singapore
Hong Kong
Thailand | Bangkok
Vietnam | Ho Chi Minh City
Indonesia | Jakarta

Approx. **455MW** In operation
Approx. **+205MW** Planned

* As of end-June 2026

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	Year-over-year	FY2026 Forecast	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	Year-over-year	Compared to Forecast	FY2026 Forecast	Year-over-year
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.

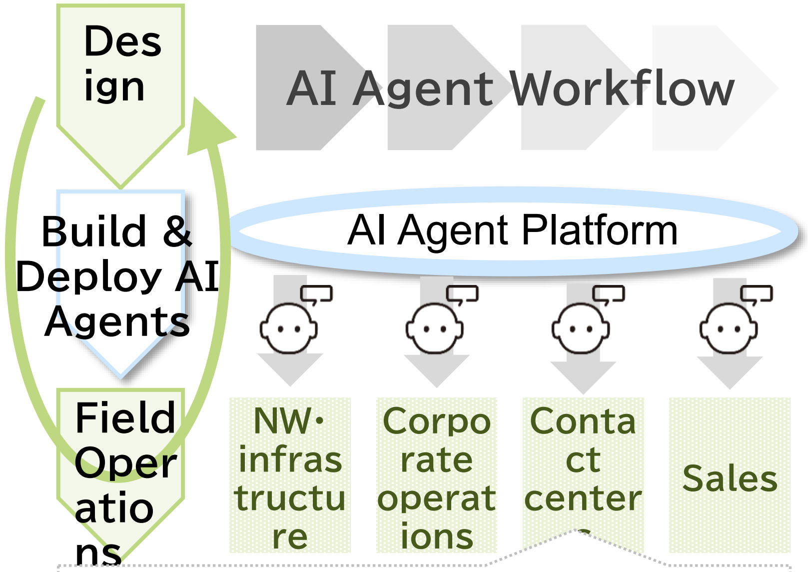
Promotion of IOWN (AI Agents)　(NTT East)

NTT

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 –

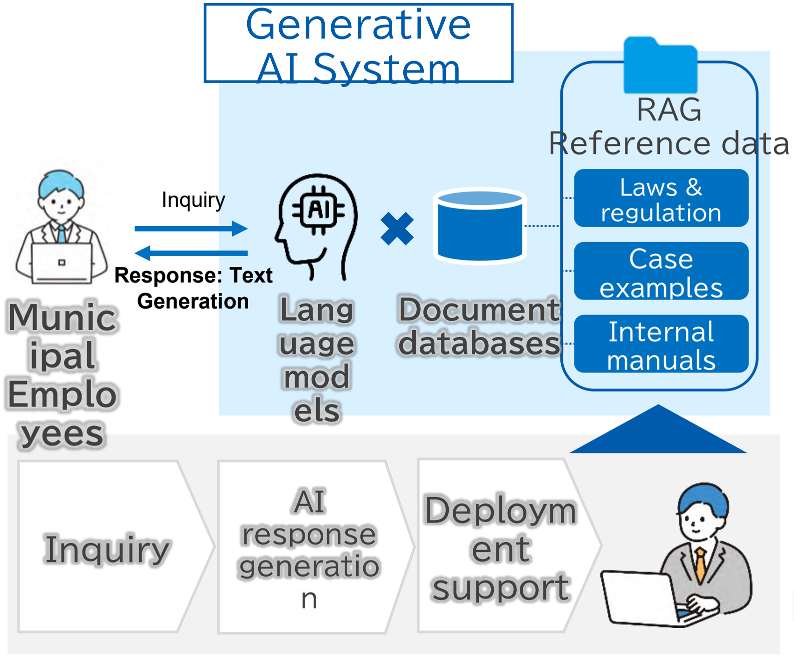
Refining workflows through collaboration between on-site operations and in-house AI engineers



Example: Automated reception for equipment failure (started Sep. 17, 2025)

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

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



AI for Society
-Solving social challenges-

Expanding proprietary telecom assets and infrastructure maintenance expertise to society

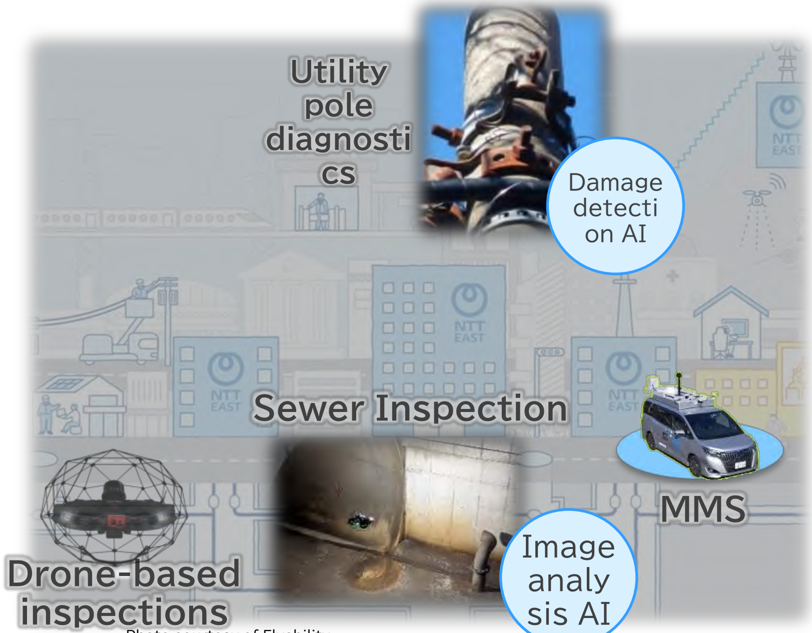


Photo courtesy of Flyability

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

AI Utilization (NTT West)

NTT

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

AI for Internal Use

Business Transformation Driven by AI

Achieve fundamental efficiency improvements in CX and business processes through AI utilization

Examples:

Sales Transformation
- Proposal generation and negotiation preparation
- Data-driven, push-type problem-solving proposals

Facilities
- Efficient failure response
- Prevention of failures through anomaly detection

HR / Talent Development
- Visualization of employee skills and experience
- Optimal allocation and development

…

AI AI AI

Integrated data (customer interactions, service usage, etc.)

HR and talent data

AI for Customers

Expansion of AI Business

Deliver new value to customers through advanced AI-driven services

Examples:

AI × Managed Services
- ✓ Real-time response
- ✓ Enhanced support capabilities

AI × Security
- ✓ Early detection of cyber threats
- ✓ Advanced security measures

AI × Autonomous Driving
- ✓ Pre-detection of obstacles and risks
- ✓ Route optimization and operational efficiency

⋮

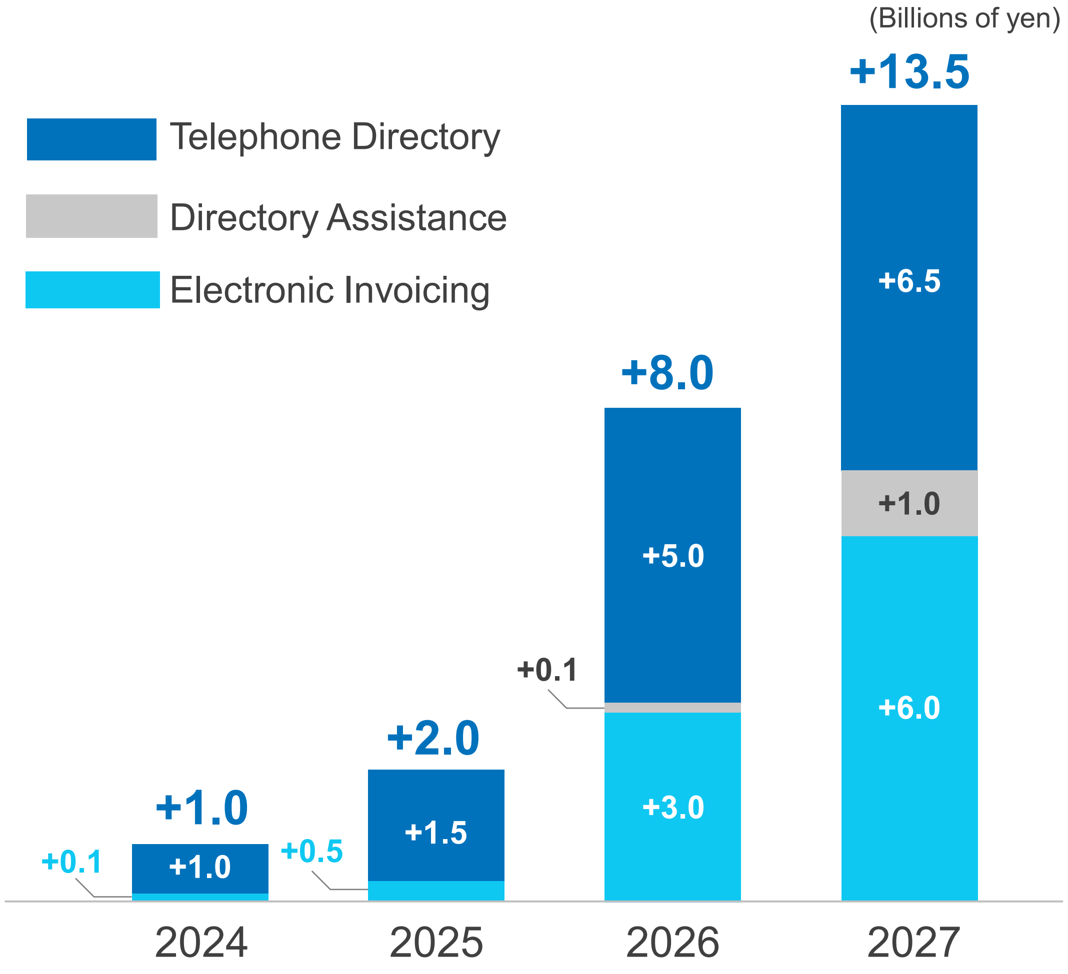
Exit from Unprofitable Services

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

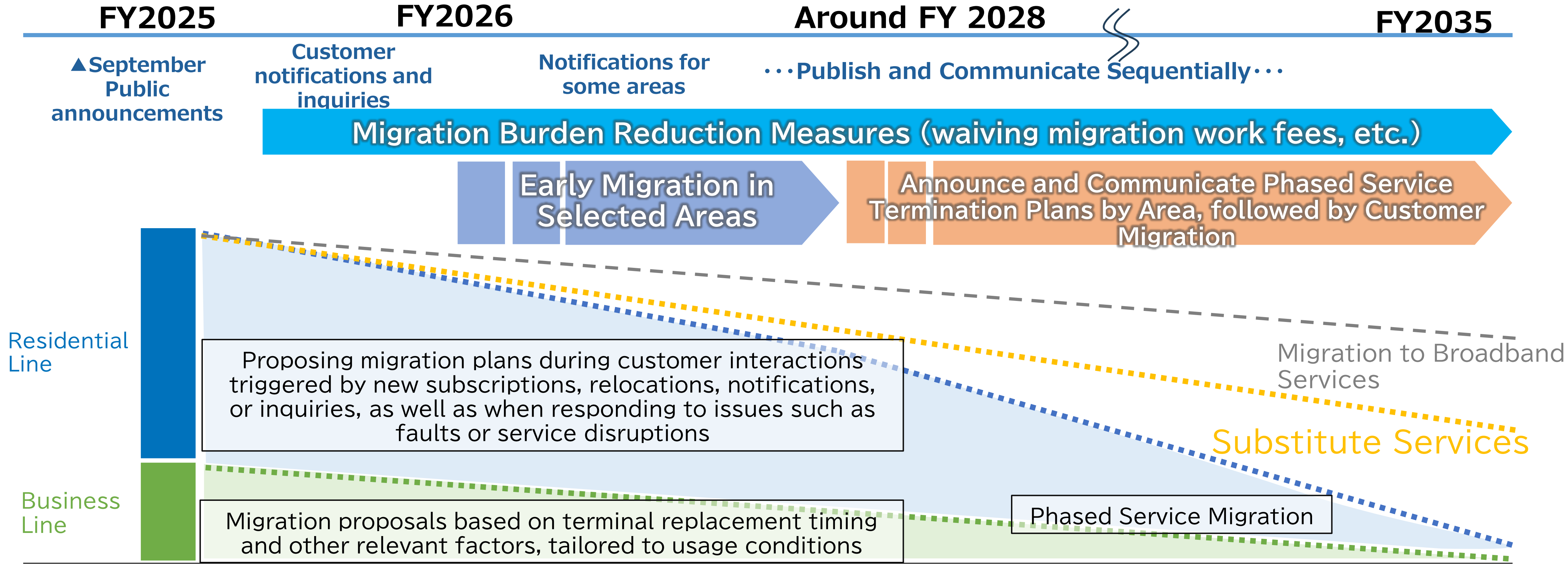
(FY)	2024	2025	2026	2027
Telephone Directory	**▲July 19: Press releases (termination of publication)** On-demand delivery only →	**▲March: Final publication of TownPage**		
Directory Assistance	**▲July 19: Press releases （will no longer be provided）**	**▲3/31: Cease offering** ▲Center Closing (East Japan: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

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

NTT Green Innovation toward 2040

2040

Carbon Neutral

Key initiatives in Scope 3 Emission Reduction

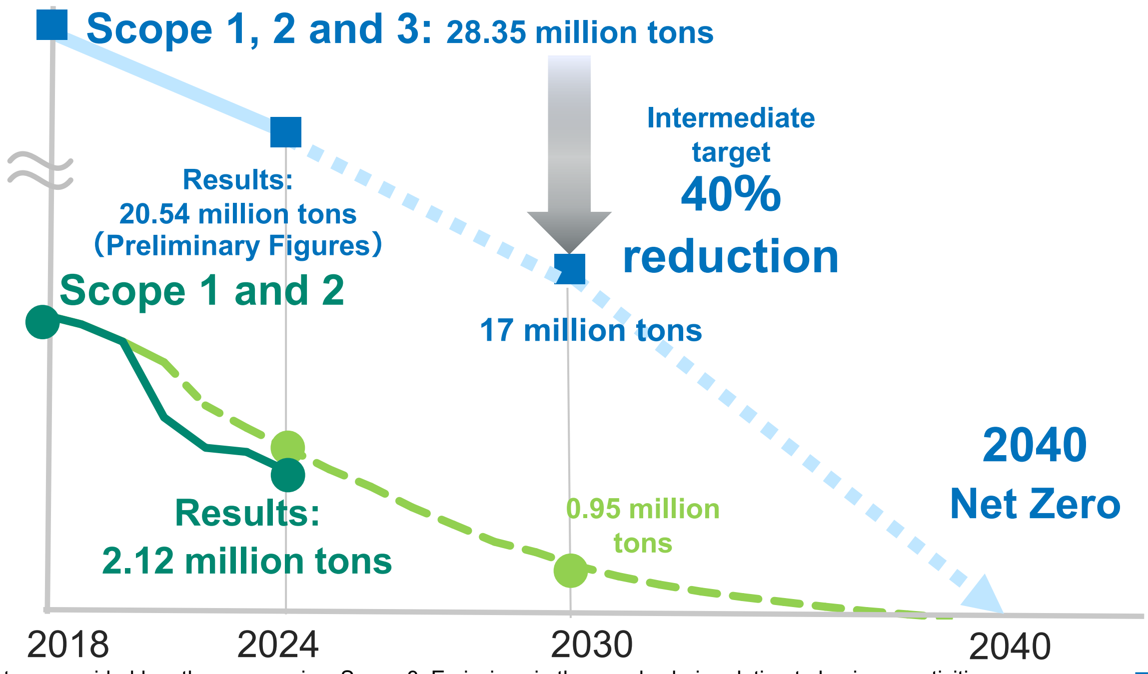
Further Strengthening of Collaboration with Suppliers

- 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

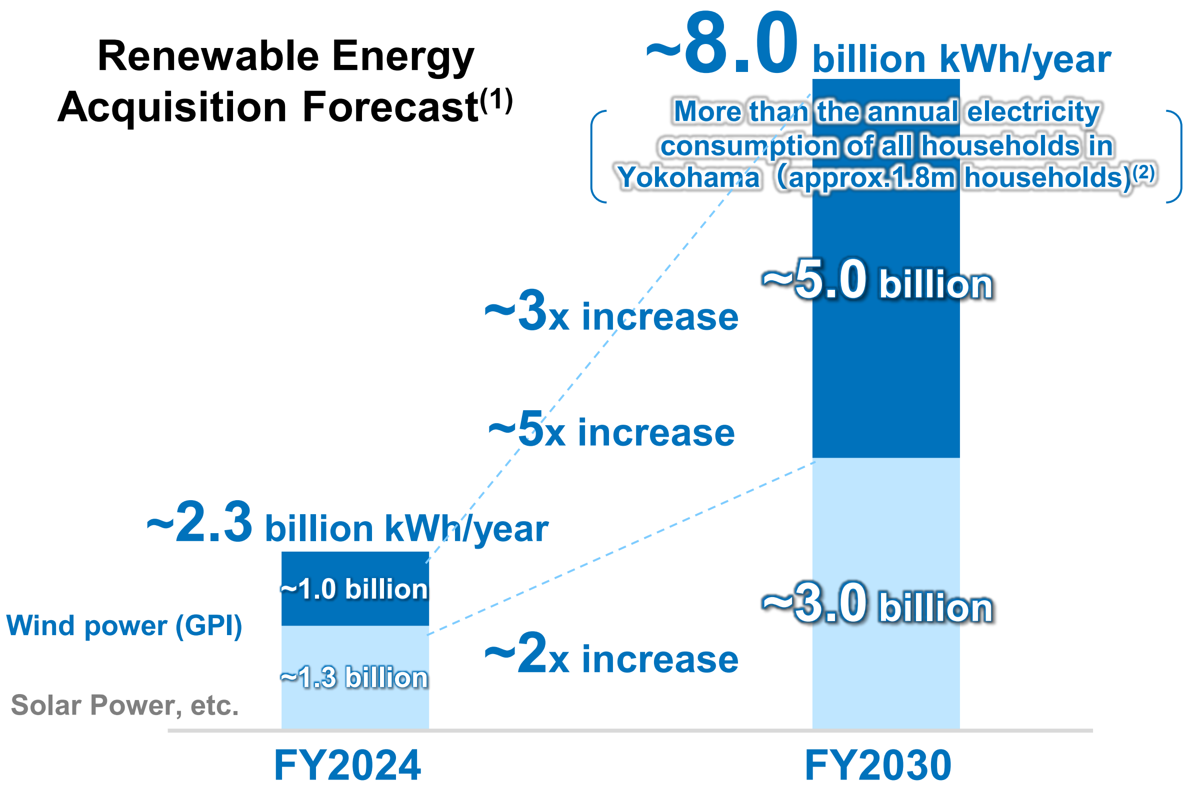
Illustration of NTT Group Greenhouse Gas Emission Reductions(Domestic and Overseas)



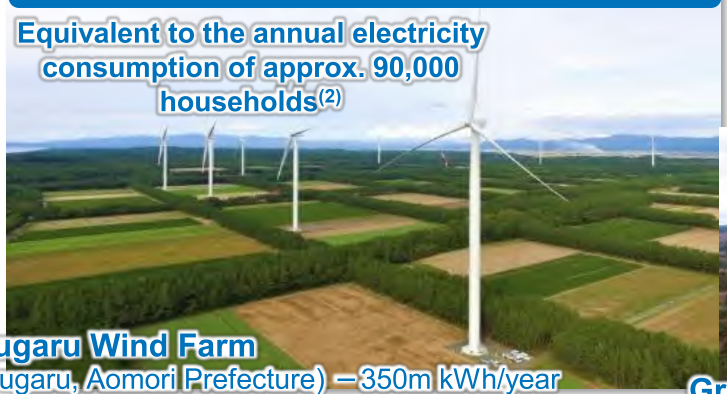
* Scope 1: Direct greenhouse gas emissions. Scope 2: indirect emissions associated with the purchase of electricity, heat and steam that are provided by other companies. Scope 3: Emissions in the supply chain relating to business activities.

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

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

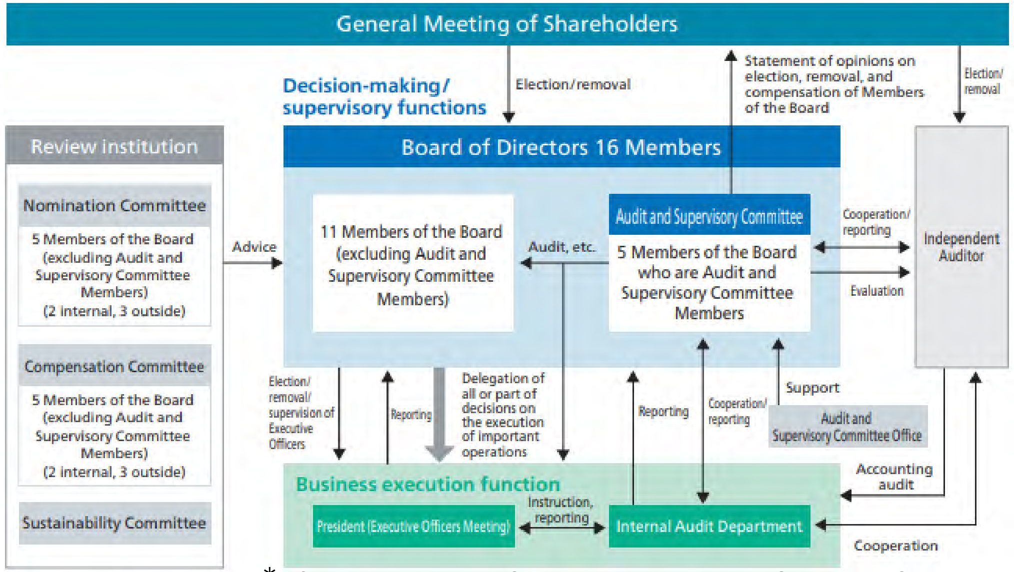
Miyazaki Kamenoko Solar Power Plant
(Higashimorokata District, Miyazaki Prefecture) –40m kWh/year –

(1) Expectations at the end of each fiscal year (2) Internal calculations based on the FY2022 statistical survey of CO_2 emissions from the household sector (confirmed figures).

Reinforcement of Corporate Governance

June 2020	• Introduced an executive officers system* (separation of the functions of managerial decision-making/supervision and business execution) • Increased the ratio of outside directors from 27% to 50% *Introduced an executive officers system into key group companies in June 2021
August 2021	• Increased the percentage of officers' performance-linked compensation from approx. 30% to 50%. (Introduction of a performance-linked stock compensation system) • Increased the number of outside independent Members of the Board in the Appointment and Compensation Committee from two to three, causing the outside independent Members of the Board to become the majority.
November 2021	• The Appointment and Compensation Committee was divided into the Nomination Committee and the Compensation Committee, with their respective functions transferred accordingly. • The Sustainability Committee was moved from the Executive Officers Meeting to directly under the Board of Directors
June 2022	• Number of Members of the Board will be increased from the current 8 members to 10 members (with 5 outside members of the board) • 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	• Due to the retirement of the outside corporate auditor, the number of auditors is reduced from the current 6 to 5.
June 2025	• 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

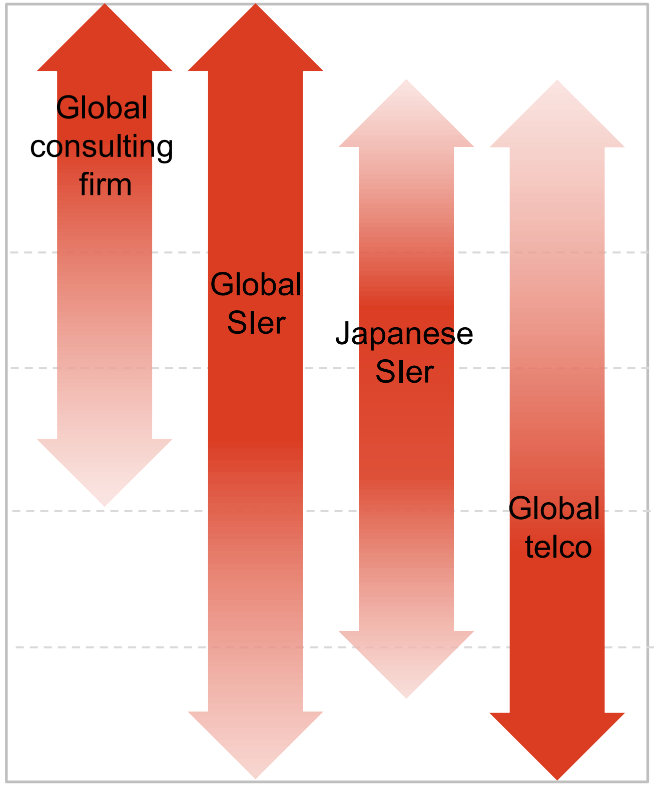
Offering end-to-end full-stack solutions for AI-driven environment

NTT

Market share [Gen-AI related in FY27*1]		
Consulting		37%
Application		10%
Infrastructure	Cloud	53%
	Networks	
	Data Center	

Global capabilities, including Japan

AI solution provider

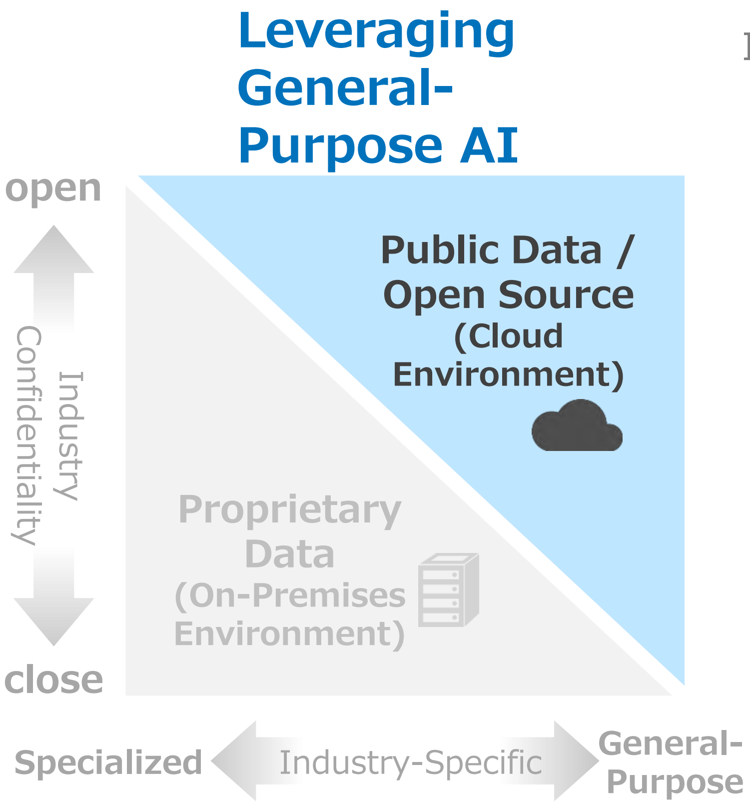


NTT

An Emerging **Leader** (The only one in East Asia)	**2025 Gartner® Emerging Market Quadrant for Generative AI Consulting and Implementation Services***2
A Leader (Provided to 7,500+ worldwide)	**IDC MarketScape: Asia/Pacific SAP Implementation Services 2024** (Doc #AP51467624, August 2024)
A Leader (The only one in East Asia)	**IDC MarketScape: Worldwide Cloud Professional Services 2024** Vendor Assessment (Doc #US51406224, June 2024)
A Leader (12 years in a row)	**2025 Gartner® Magic Quadrant™ for Global WAN Services***2
A Leader (3rd in the world)	**IDC MarketScape: Worldwide Datacenter Colocation Services 2025** Vendor Assessment (Doc #US52983725, August 2025)

*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



Industry

- **Large Enterprises / Mid-Sized Companies**: Public, Finance, Manufacturing, Logistics, ⋮, Retail
- **SMEs / Local Governments**: Common Functions

Business Functions

Sales | Development | IT | Management | Finance | • • • | HR | General

AI Agents

Developing AI agents **tailored for industries** such as finance, manufacturing, logistics, healthcare, and public services

LITRON

NTT DATA | docomo Business

OpenAI | Google Cloud Gemini | aws | Microsoft Azure OpenAI Service | ExaWizards

AI Advisor
Security Operations
docomo Business

docomo business ANCAR
Call Center AI
docomo Business

OpenAI ChatGPT Enterprise
Japan's first authorized distributor
NTT DATA

Generative AI Services
NTT東日本 | NTT西日本 | NTT Smart Connect

Stella AI for Biz
docomo Business

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

Evolved understanding of complex context and meaning

meeting the needs of enterprise customers

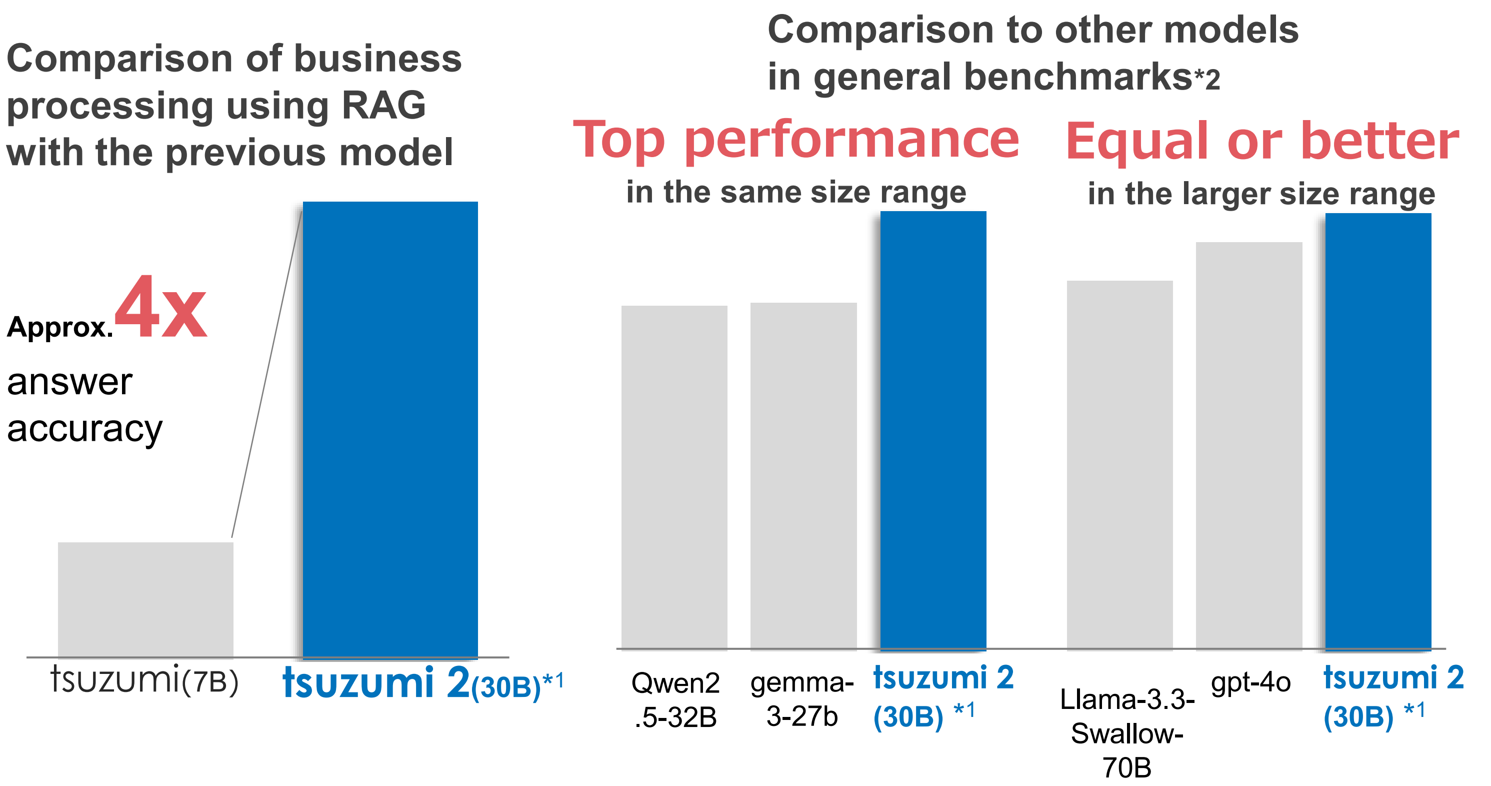
Well-balanced single-GPU model

with significant performance improvements and cost efficiency

Purely Japanese-made model developed from scratch by NTT

supporting highly confidential data

Comparison of enhanced context processing and sentence understanding



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

Computing Resources to Power AI

NTT

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

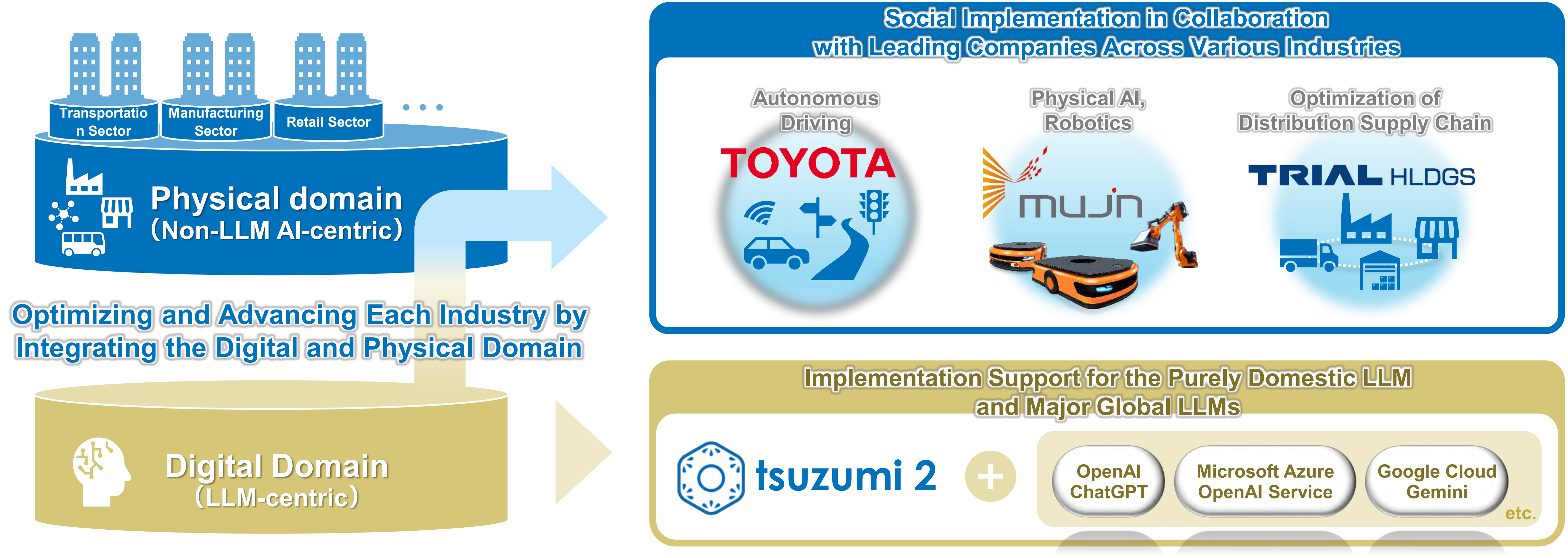
NTT DATA | docomo Business | NTT PC COMMUNICATIONS

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"**

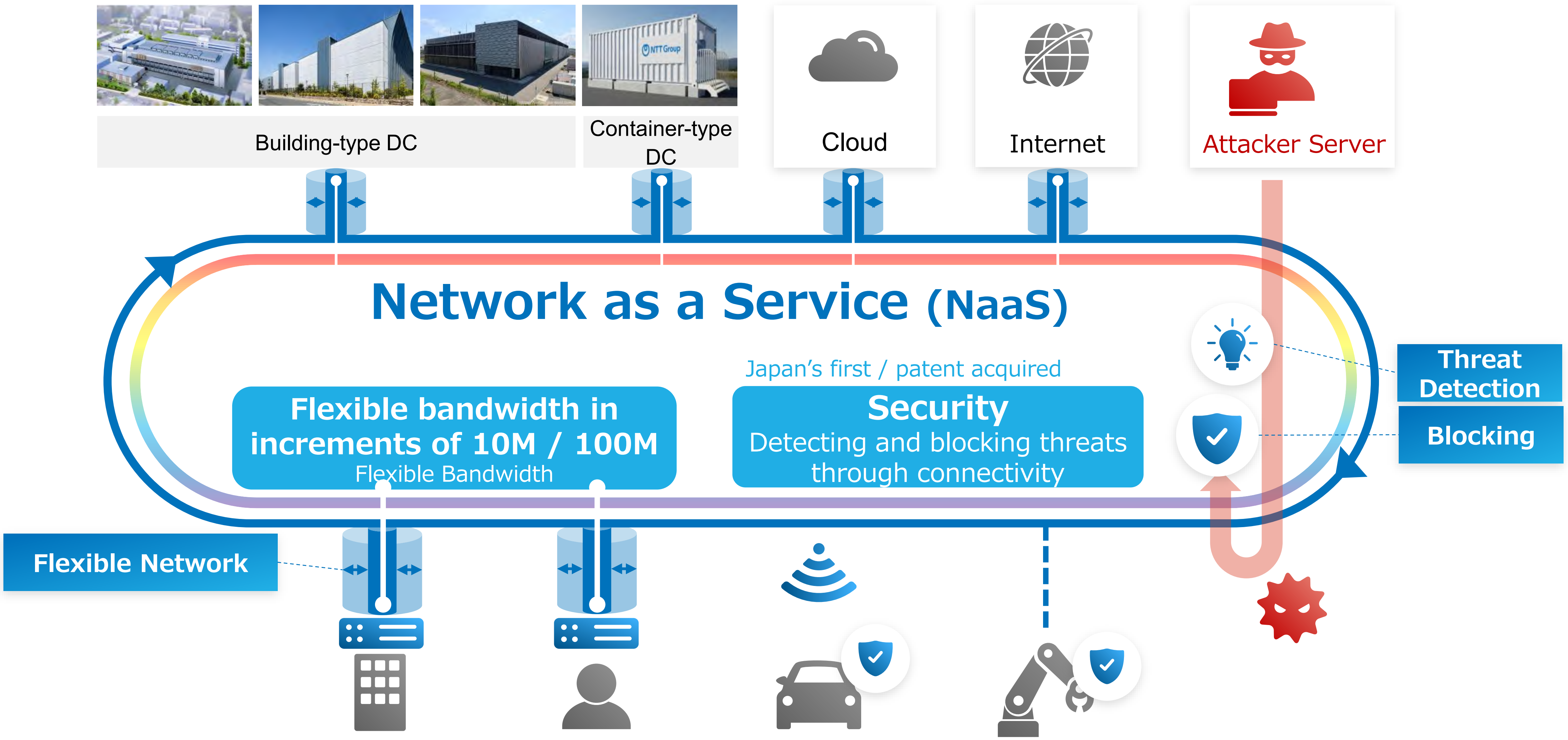
Social Implementation of AI Integrating the Digital and Physical Domains

- 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.



AI-Oriented Network

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

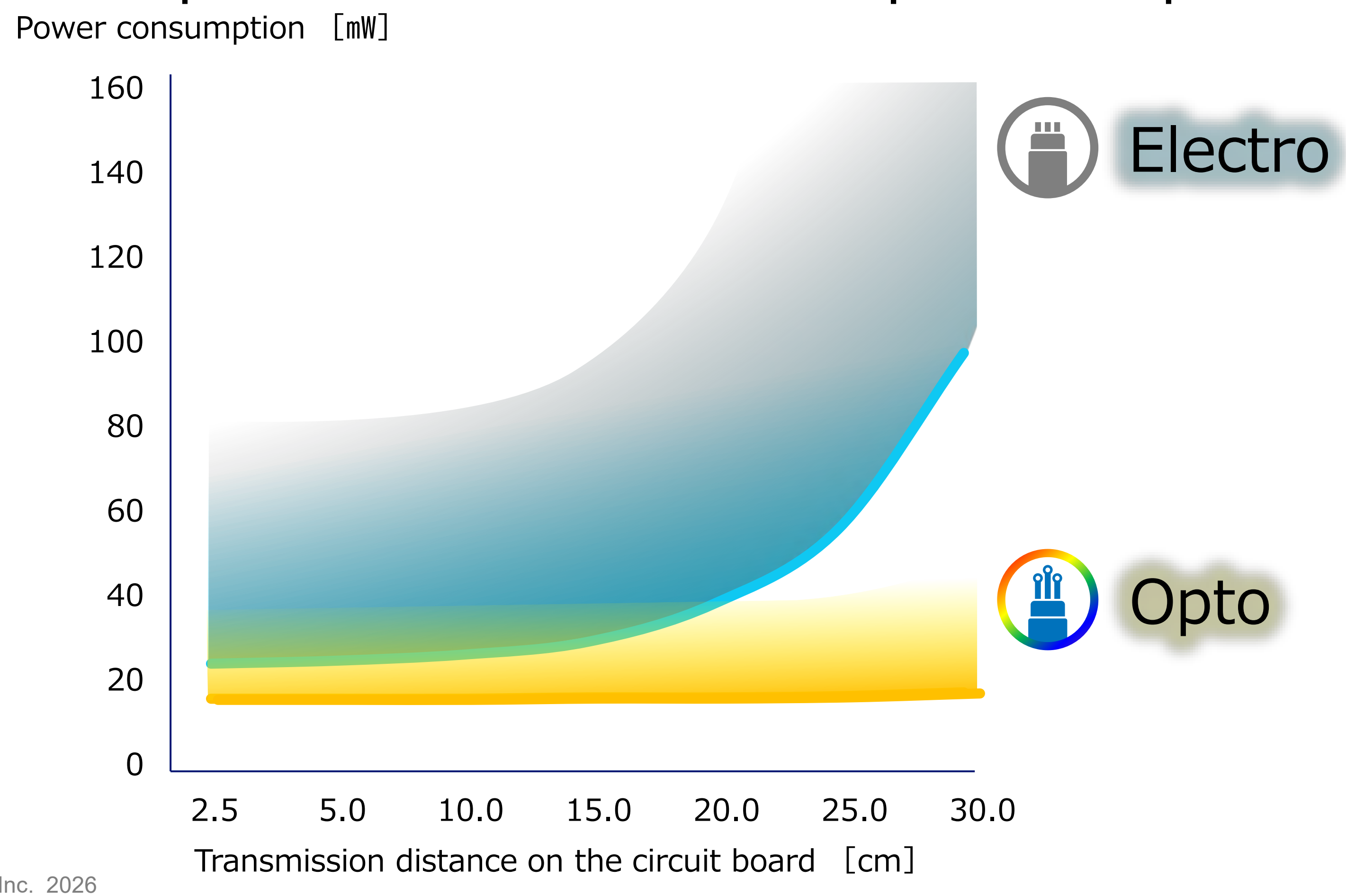


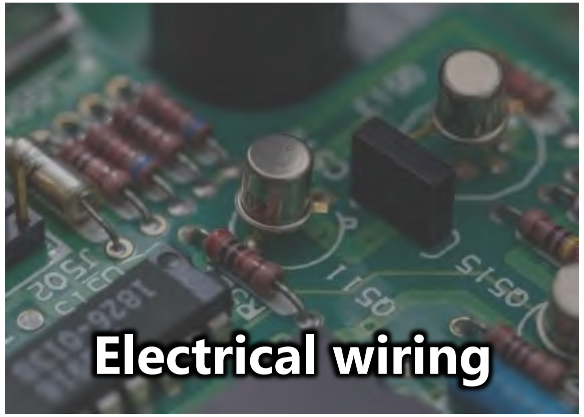
IOWN

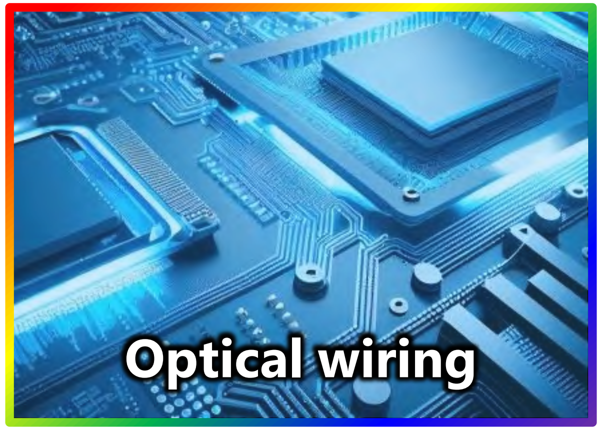
The advantages of optical fiber in large-capacity communications

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







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).

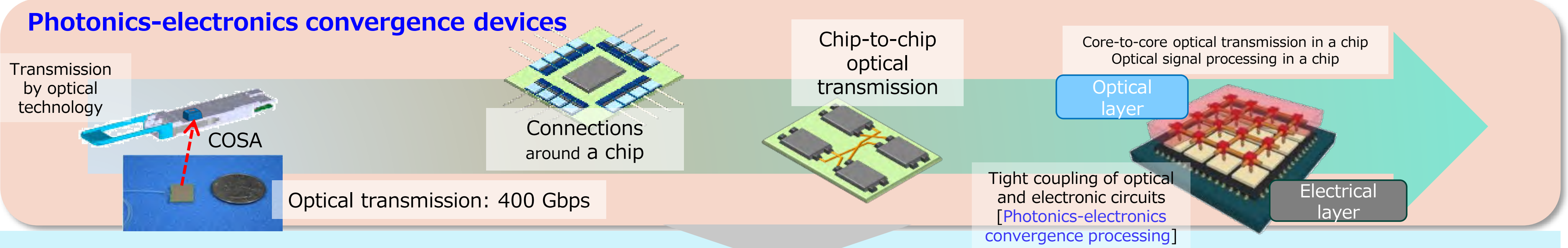
Limitations of transmission and processing capacity | **Increasing energy consumption**

	Low power consumption	Large capacity, high quality	Low latency
Target Perform-ance	100 times greater power efficiency*1	125 times greater transmission capacity*2	End-to-end latency reduced by a factor of 200*3
	Provides various information and communication services at power consumption reduced by a factor of 100.	Capable of downloading 10,000 two-hour movies instantaneously (in 0.3 sec). (Compared with one movie in 3 sec with 5G technology)	Transmits real-time video without the latency experienced with digital TV or satellite broadcasting.

*1 Target power efficiency for portion where photonics technology is applied

*2 Target communication capacity per optical fiber cable

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



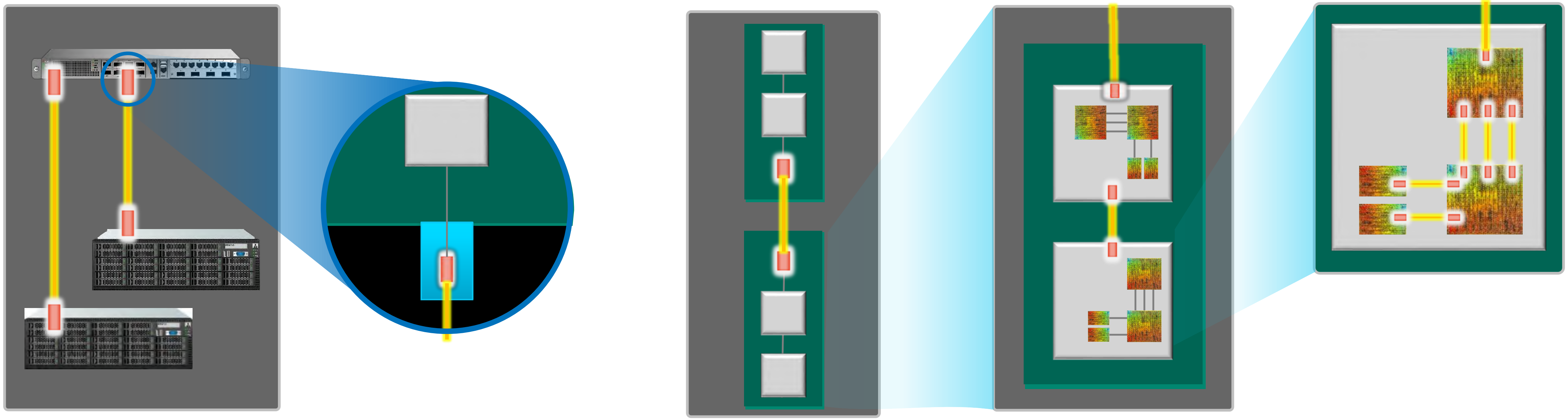
The world realized by IOWN

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

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.

2023	2025	2028~	2032~
IOWN 1.0 PEC-1 (Already commercialized as APN* 1.0)	IOWN 2.0 PEC-2	IOWN 3.0 PEC-3	IOWN 4.0 PEC-4
Inter-datacenter/inter-server connections	Board-to-board connections	Package-to-package connections	Die-to-die connections

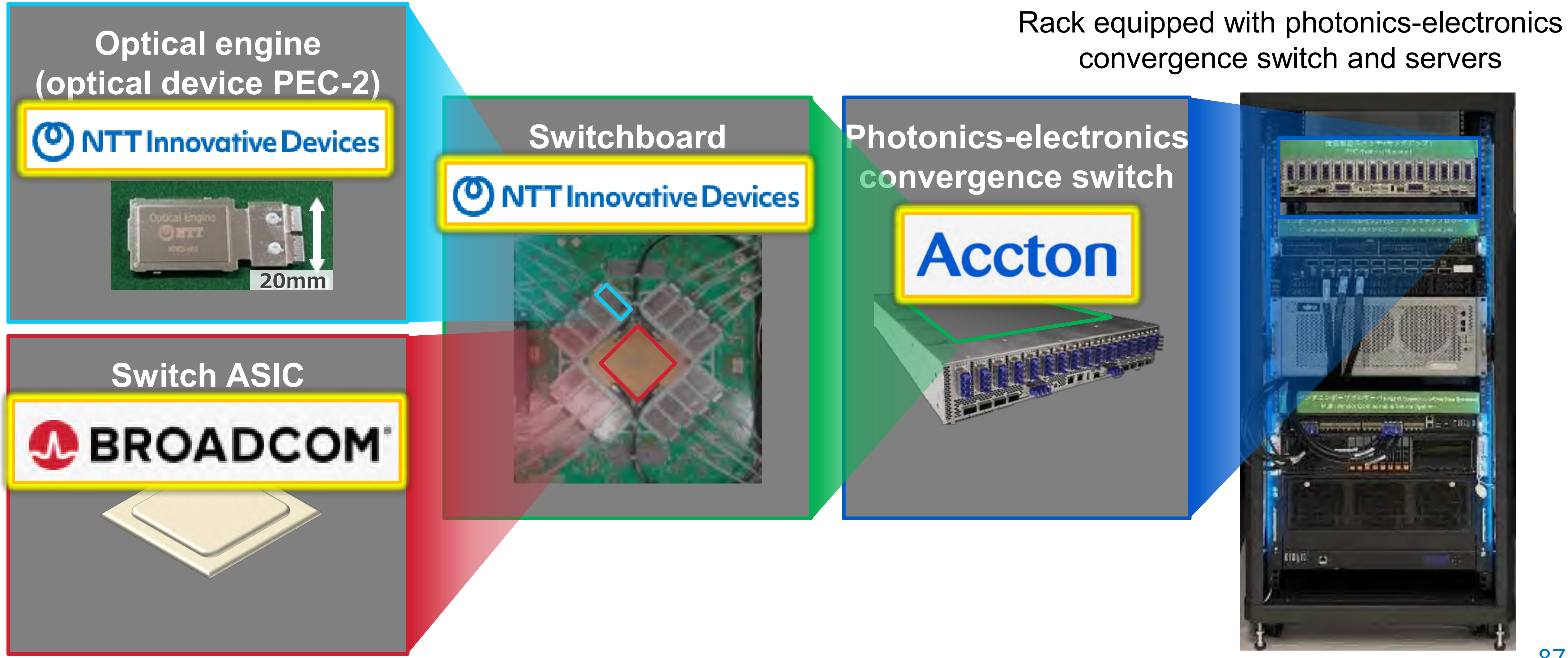


Network → Computing

The role of ecosystem players in realizing optical computing

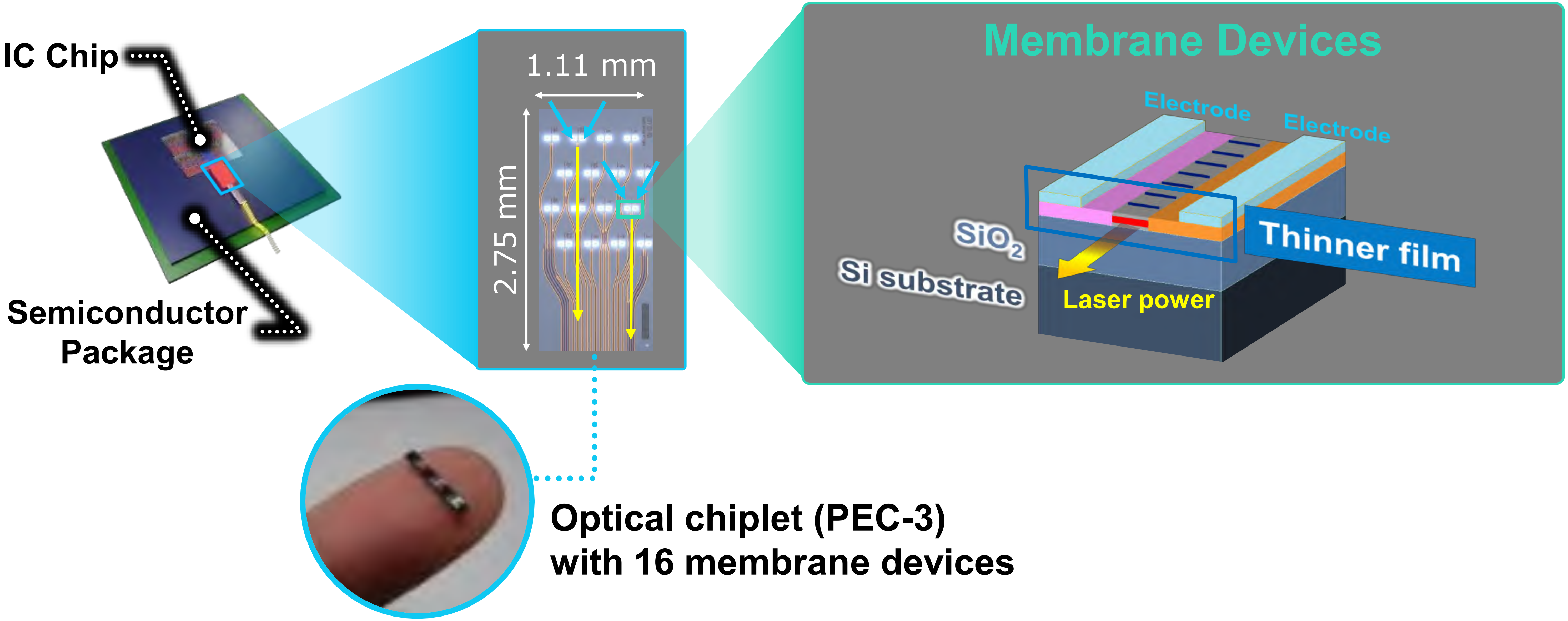
NTT

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



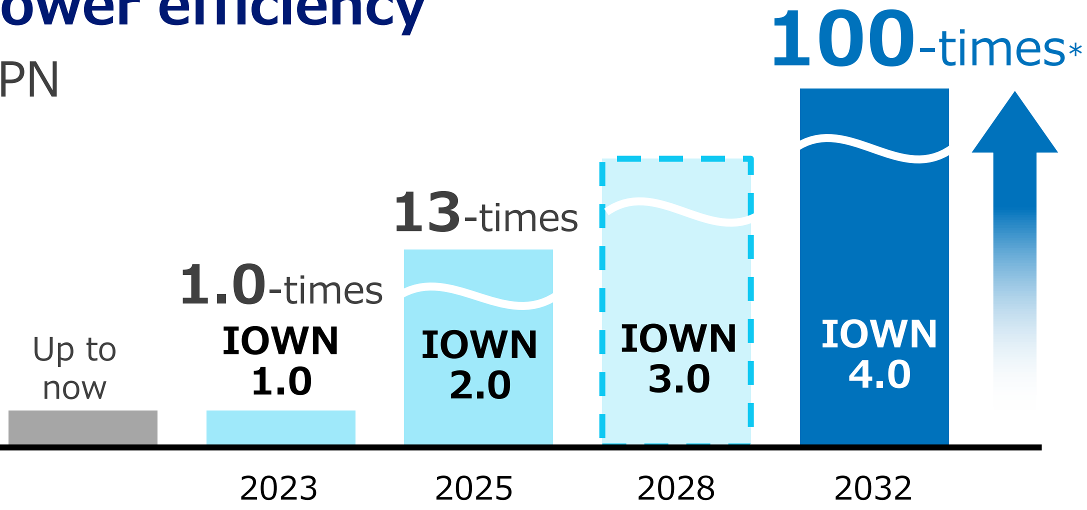
Membrane devices that achieve IOWN 3.0

- 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.

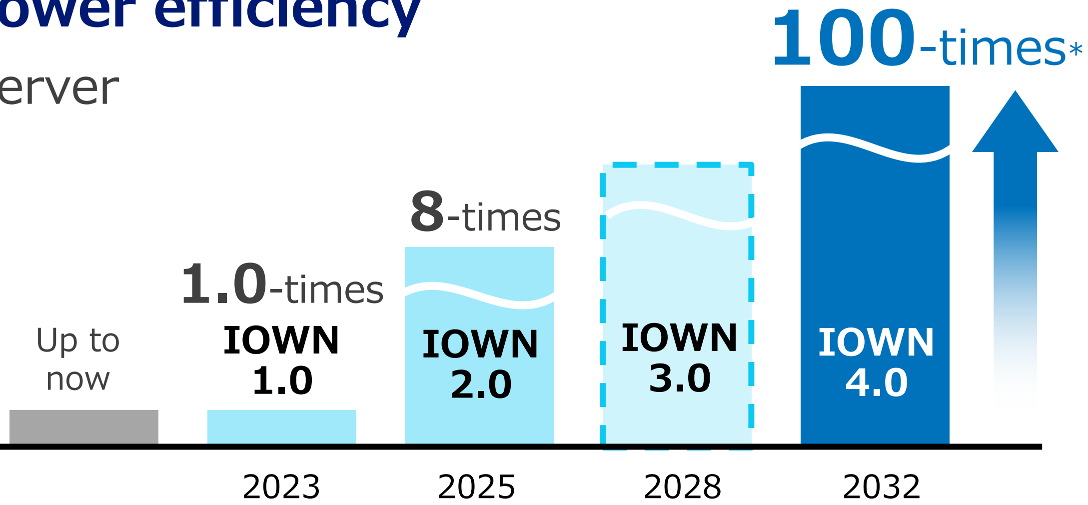


IOWN Targets

Power efficiency
APN

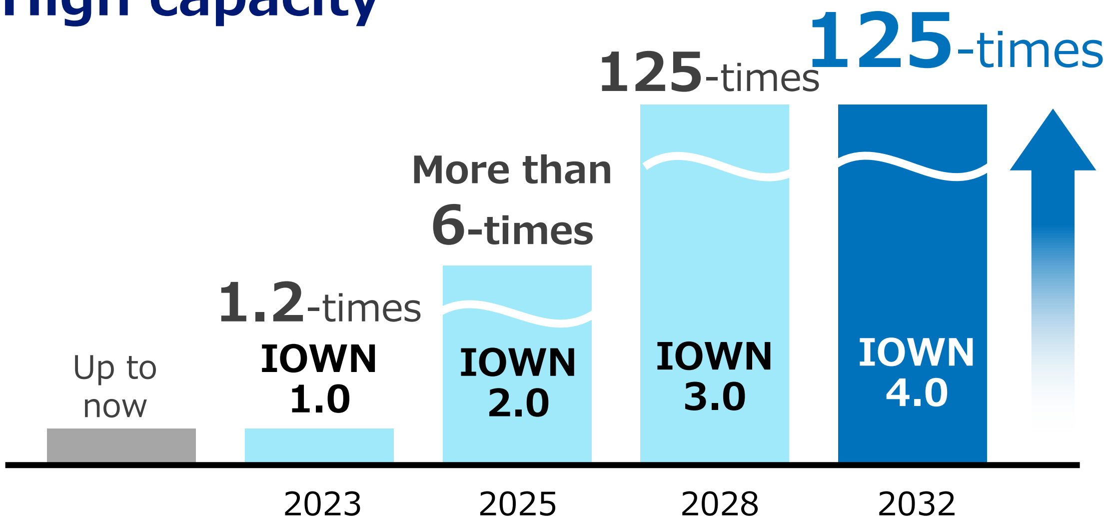


Power efficiency
Server

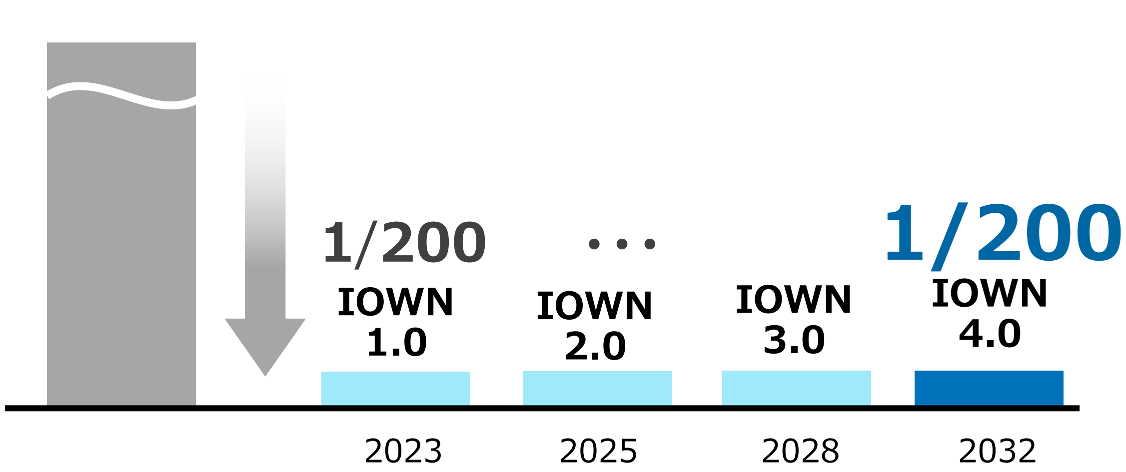


* Power efficiency for the entire photonics-applied area, including the APN, servers, etc

High capacity



Low latency



Global Expansion of IOWN

■ To further drive IOWN business, accelerating service deployment globally.

- ➢ A demonstration to advance remote operations of heavy machinery through IOWN APN*1 deployment has begun at CODELCO*2-operated copper mines in Chile.
- ➢ A feasibility study aimed at improving energy efficiency of data centers in India through the deployment of switches incorporating Photonic-Electric Convergence devices (PEC-2) has begun.

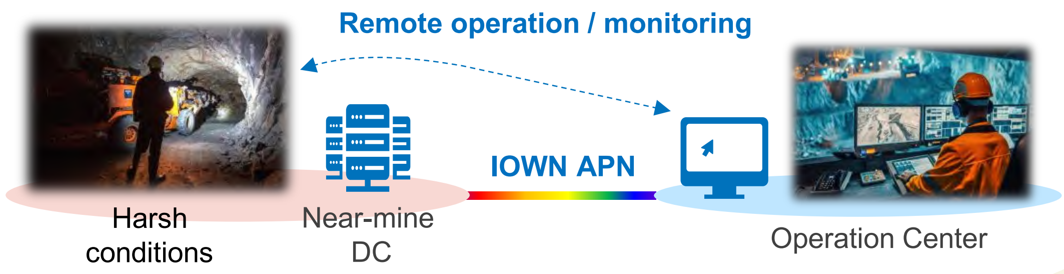
Chile: Advancing remote operations through APN

Initiatives for FY 2026

- Connecting data centers and operations centers over IOWN APN
- Demonstration of Precise Remote Control

Future Outlook

Further enhancement and optimization of remote operations



CODELCO · docomo Business · NTT DATA

India: Improving energy efficiency through PEC-2

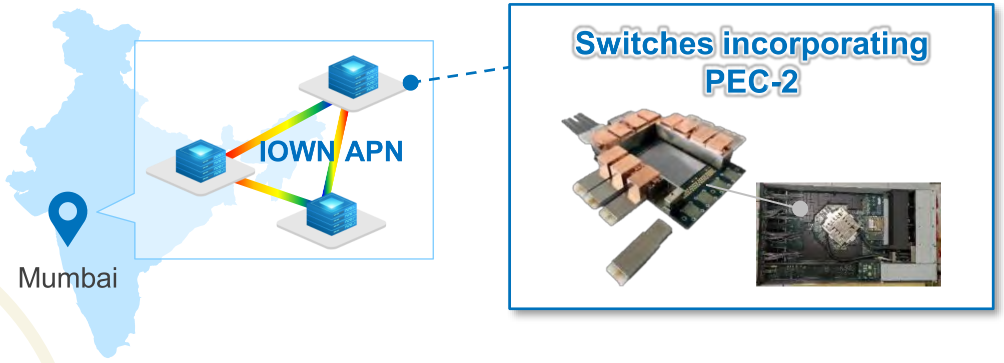
Initiatives for FY 2026

- Assessing the feasibility of reducing power consumption through PEC-2 deployment in APN-connected DCs

Future Outlook

Demonstration of large-scale distributed processing with financial institutions and other partners

NTT DATA



Further acceleration of global expansion

*1 All-Photonics Network *2 Corporación Nacional del Cobre de Chile（CODELCO）

Mass Production of Photonics-Electronics Convergence Devices

NTT

- 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

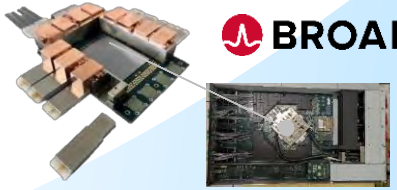
- Increase production volume to 5,000 units per line through automation of assembly, mounting, and inspection processes
- Expand the production line from the current 1 line to at least 3 lines in response to demand
- Double it further by operating day and night

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

Toward Further Mass Production Through Partner Collaboration and Other Initiatives

<PEC-1>
Commercialized of IOWN APN

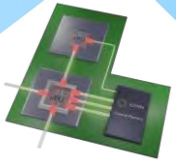
NTT Innovative Devices



BROADCOM

Accton

<PEC-2>
Commercialization of Switches Using Photonics-Electronics Convergence Devices (IOWN Optical Computing)



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

~2025 | FY2026 | 2028~

PEC-2 Commercialization

PEC-3 Commercialization

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

"AIOWN" is currently pending trademark registration.

Launch of a Distributed GPU Demonstration Environment Using IOWN APN

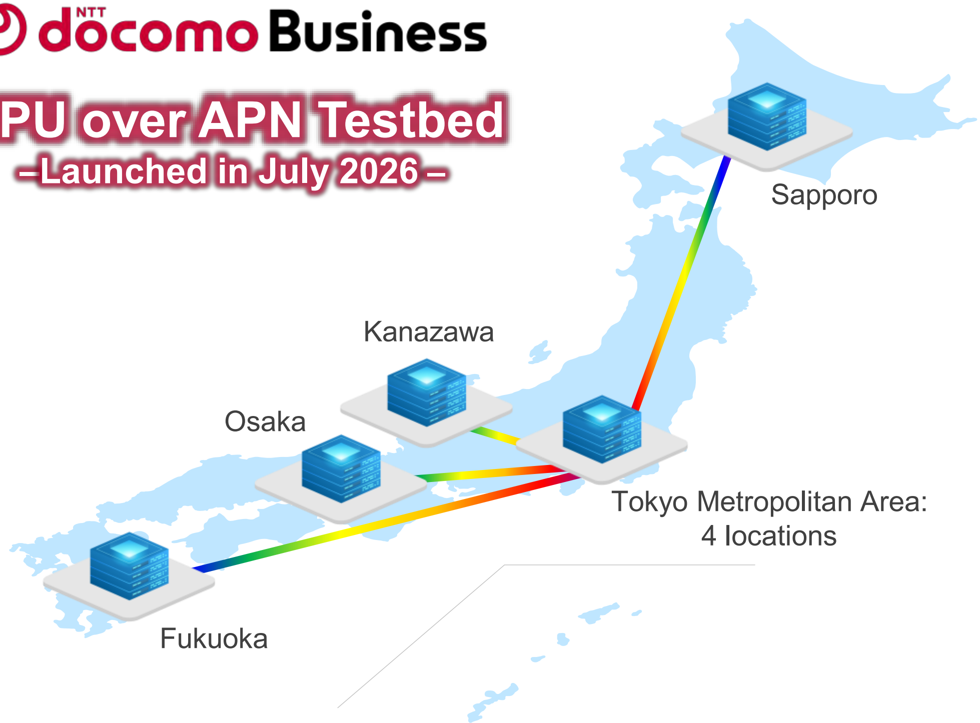
NTT

- Launched the "GPU over APN Testbed," a nationwide distributed GPU demonstration environment using IOWN APN, enabling customers to experience the use of distributed GPU resources.
- Accelerating the realization of "AIOWN" through customer co-creation, generating new use cases and practical expertise.

NTT docomo Business

GPU over APN Testbed

–Launched in July 2026–



Nationwide Connectivity Using IOWN APN

Low-latency, 100 Gbps-class connectivity enables seamless integration of GPU resources distributed nationwide, allowing location-independent utilization

Wide-Area and Flexible GPU Usage Environment

Distributed GPU resources across eight nationwide locations enable efficient multi-tenant sharing

AI Workload Technical Verification

Real-world verification of distributed GPU performance and operational and design considerations for full-scale deployment

Distributed AI Training | Distributed AI Inference | High-Volume Data Transfer Between Sites …

Shareholder Returns

Shareholder Returns

Dividends

■ Dividends for FY2025

・The year-end dividends per share are ¥2.65

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

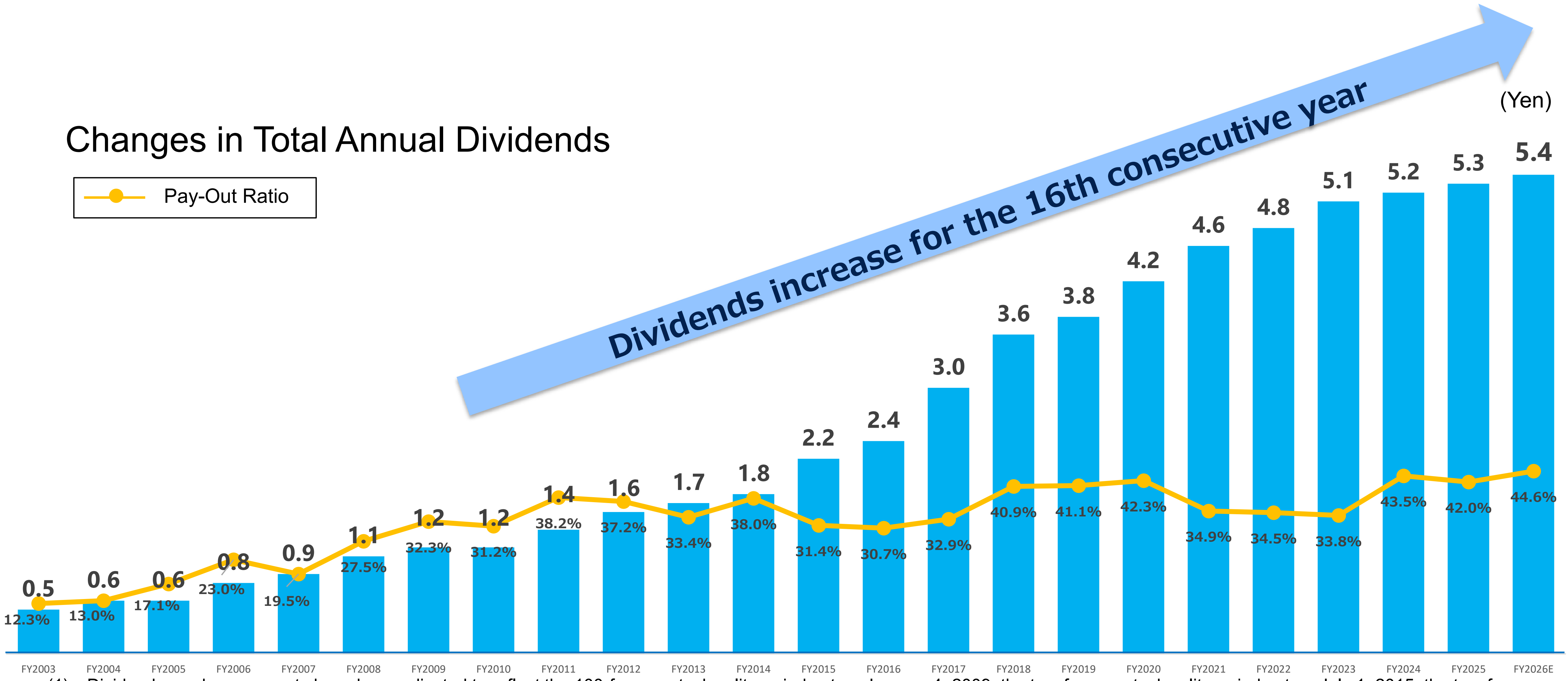
・Annual dividends per share are forecasted to be ¥5.4 (an increase of ¥0.1 from FY2025)
→Dividends are expected to increase for the 16th consecutive year

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

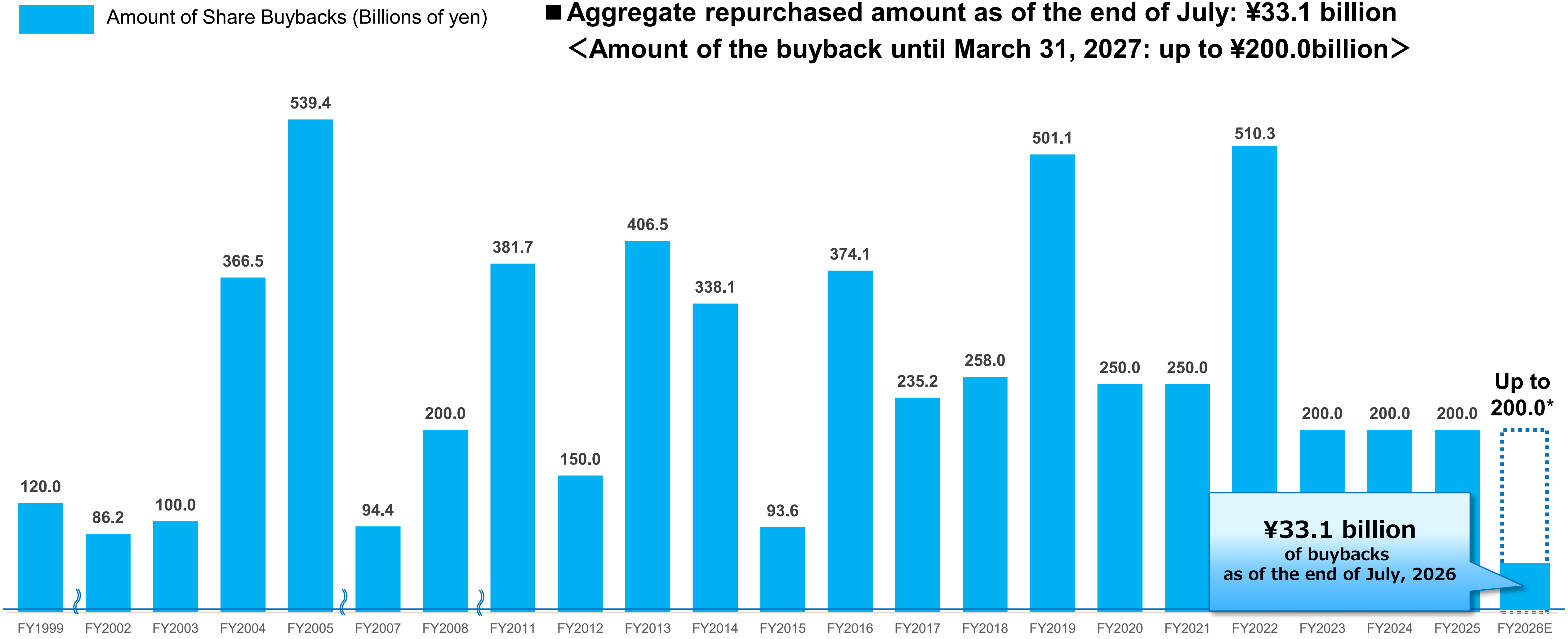


(1) Dividend-per-share amounts have been adjusted to reflect the 100-for-one stock split carried out on January 4, 2009, the two-for-one stock split carried out on July 1, 2015, the two-for-one stock split carried out on January 1, 2020, and the 25-for-one stock split carried out on July 1, 2023.

(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

■ **Aggregate repurchased amount as of the end of July: ¥33.1 billion**
<Amount of the buyback until March 31, 2027: up to ¥200.0billion>



* 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.

Financial Data, etc.

NTT Group Formation

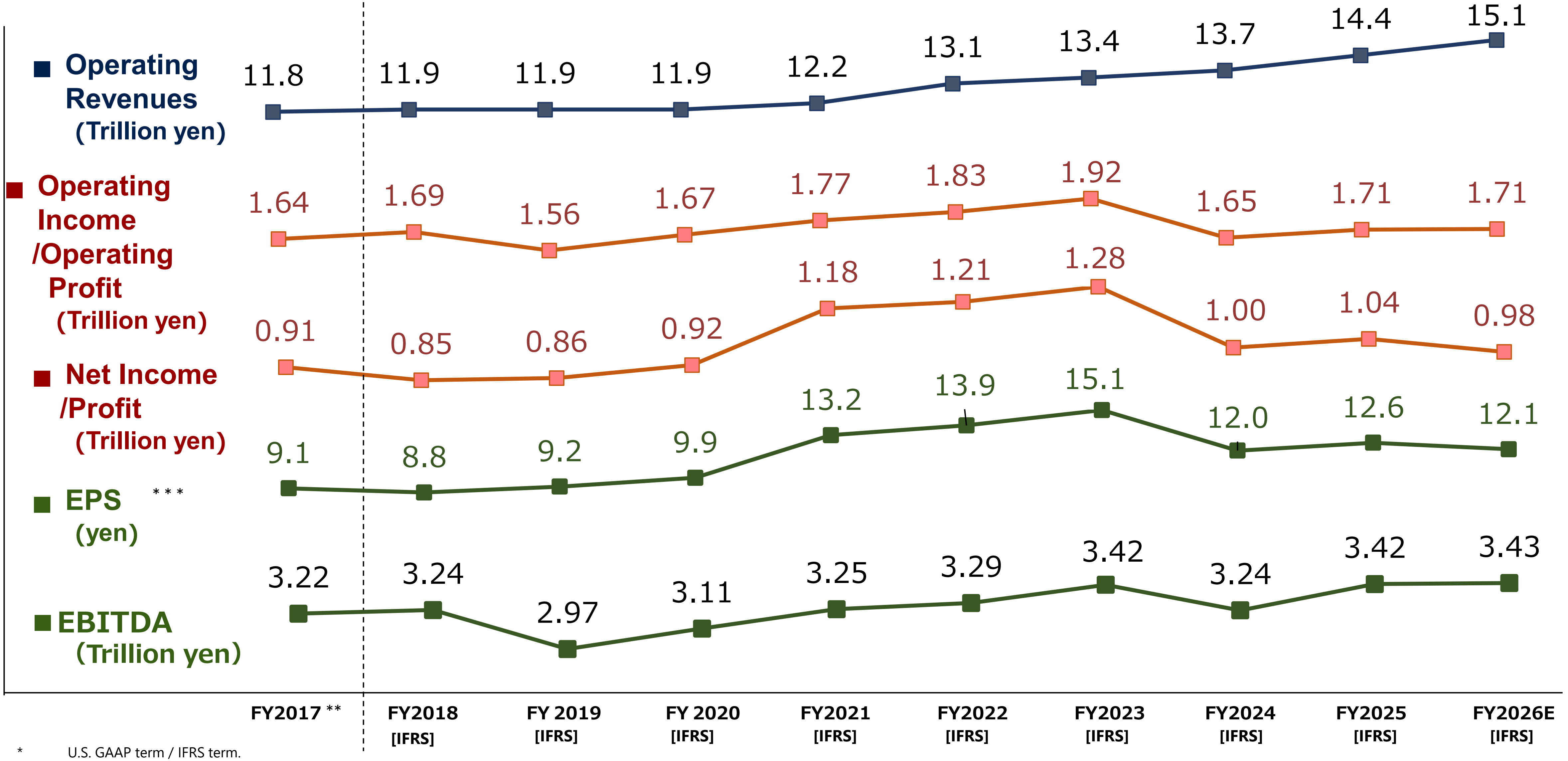
NTT, Inc.
(Holding Company)

Operating revenue :
(Consolidated) ¥14,409.1billion
Operating income :
(Consolidated) ¥1,706.2billion
No. of employees : 344,200
No. of subsidiaries : 1,026

Integrated ICT Business	NTT docomo NTT docomo Business	Operating revenue : ¥6,458.1 billion Operating income : ¥942.1 billion No. of employees : 53,800 No. of subsidiaries : 154
Global Solutions Business	NTT DATA	Operating revenue : ¥5,004.6 billion Operating income : ¥488.2 billion No. of employees : 201,150 No. of subsidiaries : 609
Regional Communications Business	NTT EAST NTT WEST	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)	NTT Urban Solutions NTT Anode Energy	Operating revenue : ¥1,752.6 billion Operating income : ¥ -1.6 billion No. of employees : 27,700 No. of subsidiaries : 203

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

Trend in Consolidated Financial Results

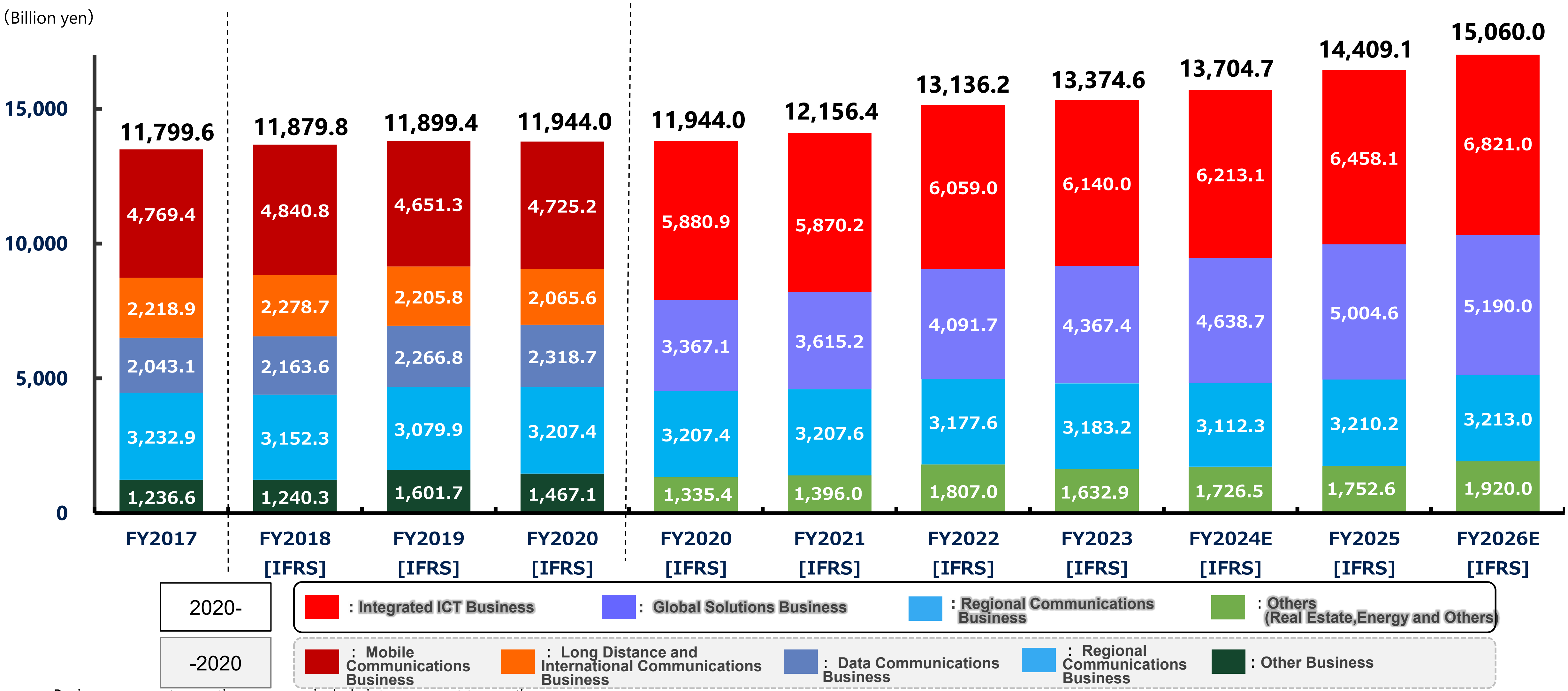


* U.S. GAAP term / IFRS term.

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

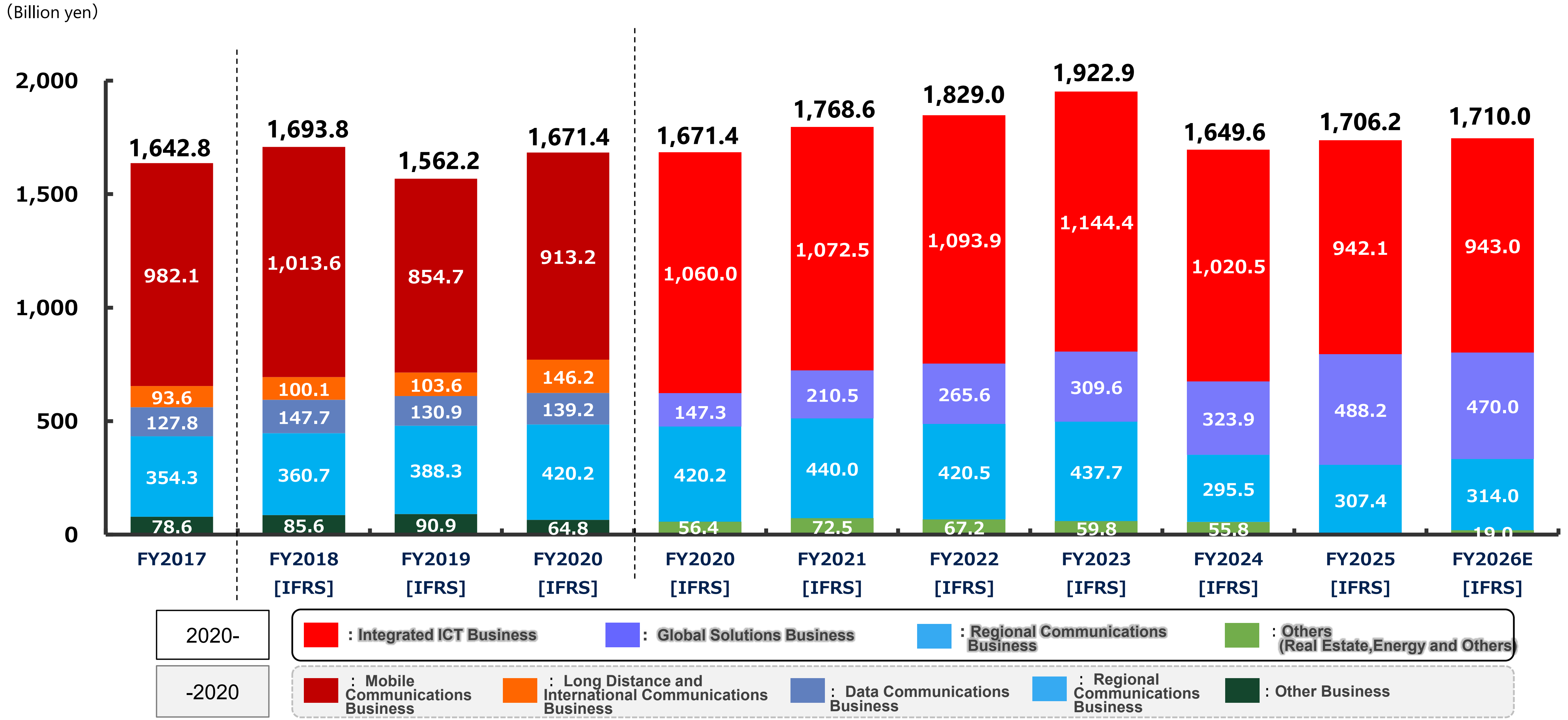
*** This chart reflects the following stock splits: Stock split on July 1, 2015 (1 share split into 2 shares), Stock split on January 1, 2020 (1 share split into 2 shares) and Stock split on July 1, 2023 (1 share split into 25 shares)

Changes in Consolidated Operating Revenues



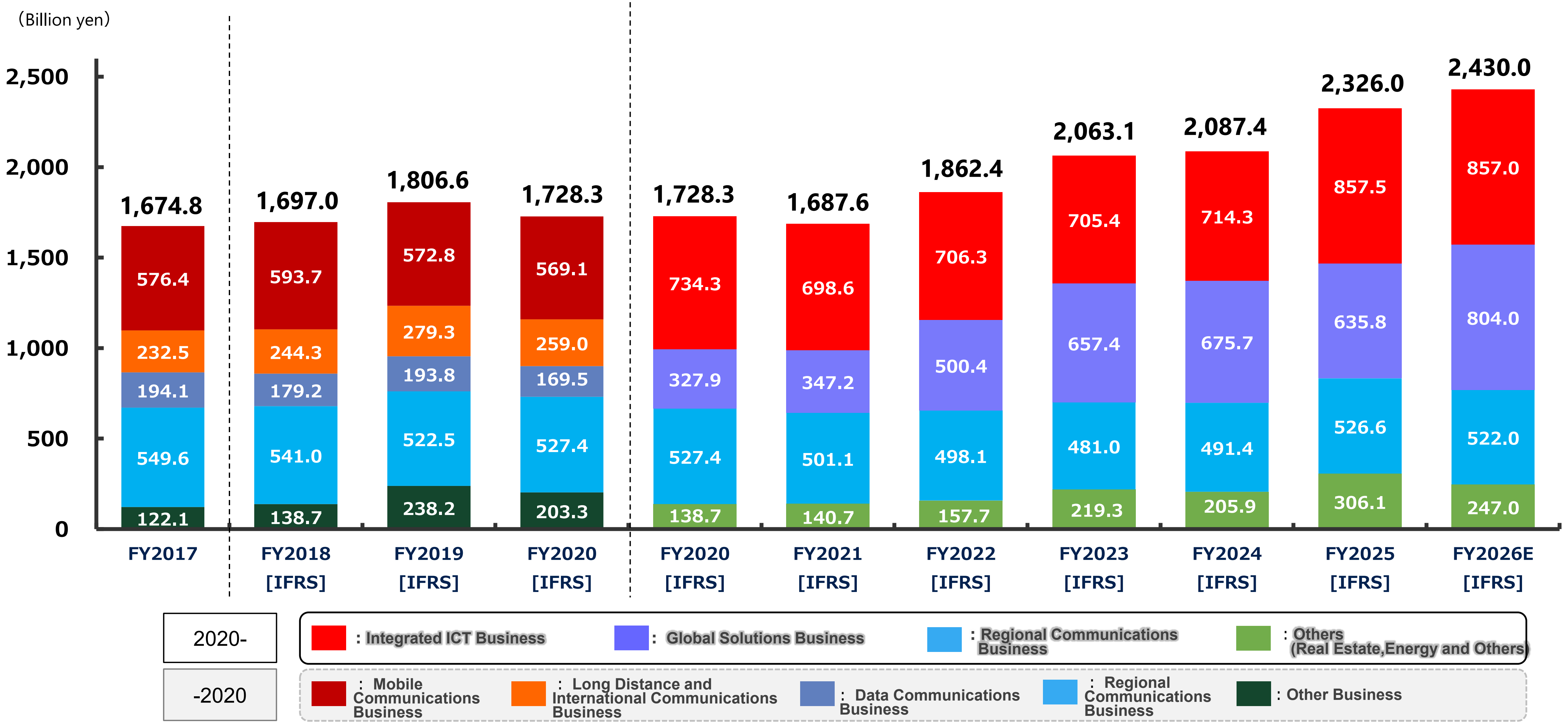
- Business segment operating revenues include inter-segment transactions
- Effective from the fourth quarter of FY2021, the Group has transitioned to a four-segment structure consisting of the Integrated ICT Business, Regional Communications Business, Global Solutions Business, and Others (Real Estate, 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



- 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



- 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

(Billions of yen)

March 31, 2025

30,062.5

Assets 30,062.5
- (incl.) Finance Business[(1)] 2,270.2
- (incl.) Data Center Business[(2)] 2,963.9

Liabilities 18,717.8

Interest-bearing debt	10,010.1
- Finance Business	745.1
- Data Center Business	1,606.4
- Other	7,658.5

- (incl.) Finance Business[(1)] 2,150.0
- (incl.) Data Center Business[(2)] 2,239.5

Equity 11,344.6
- Retained earnings 9,726.4
- Treasury stock (1,139.2)

March 31, 2026

46,721.3[+16,658.8]

Assets 46,721.3 [+16,658.8]
- (incl.) Finance Business[(1)] 16,421.4 [+14,151.2]
- (incl.) Data Center Business[(2)] 3,406.9 [+443.0]

Liabilities 36,503.7 [+17,785.9]

Interest-bearing debt	15,711.6
- Finance Business	3,135.1
- Data Center Business	1,848.1
- Other	10,728.4

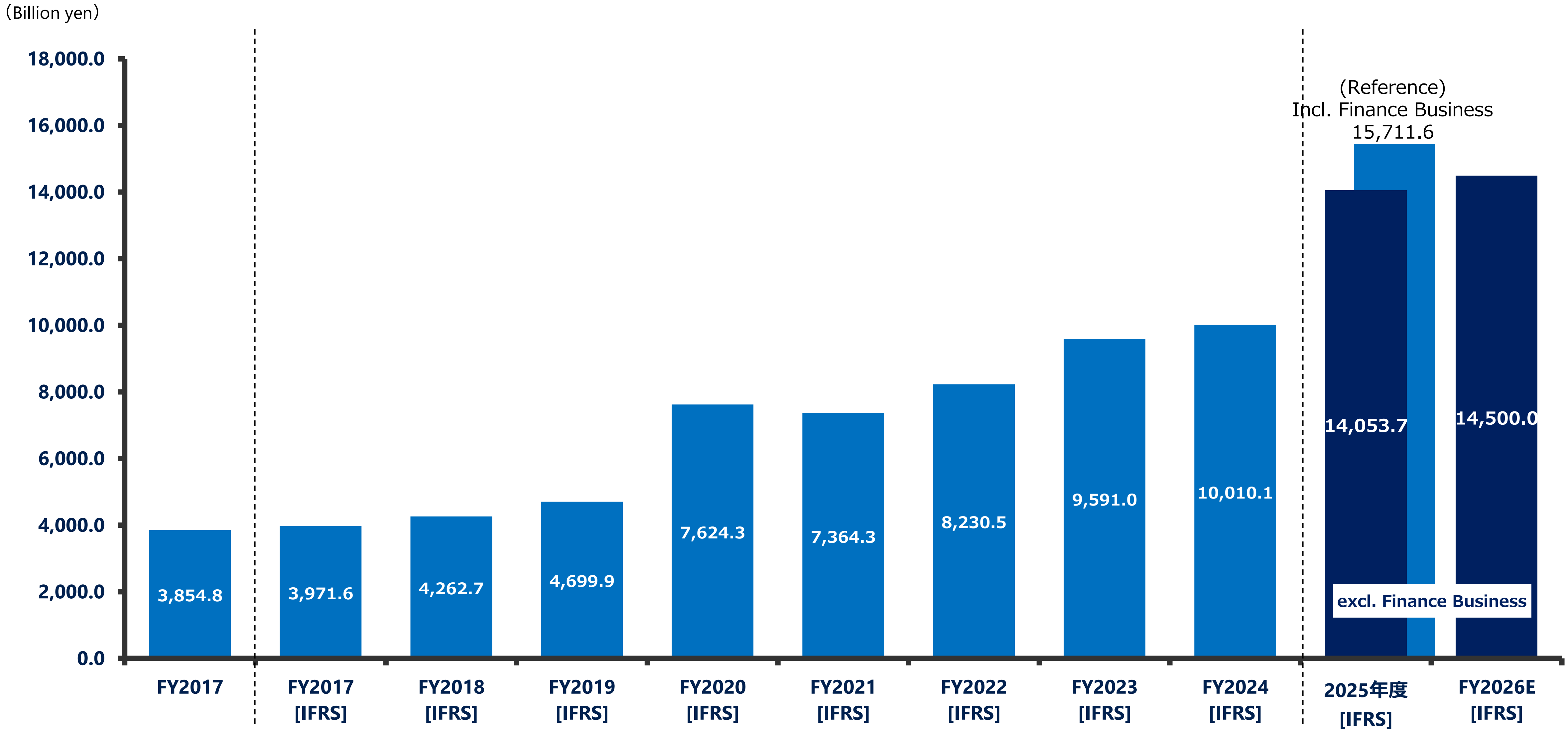
- (incl.) Finance Business[(1)] 16,178.7 [+14,028.7]
- (incl.) Data Center Business[(2)] 2,570.3 [+330.7]

Equity 10,217.5[(1,127.1)]
- Retained earnings 8,926.2 [(800.2)]
- Treasury stock (1,343.6) [(204.5)]

(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)

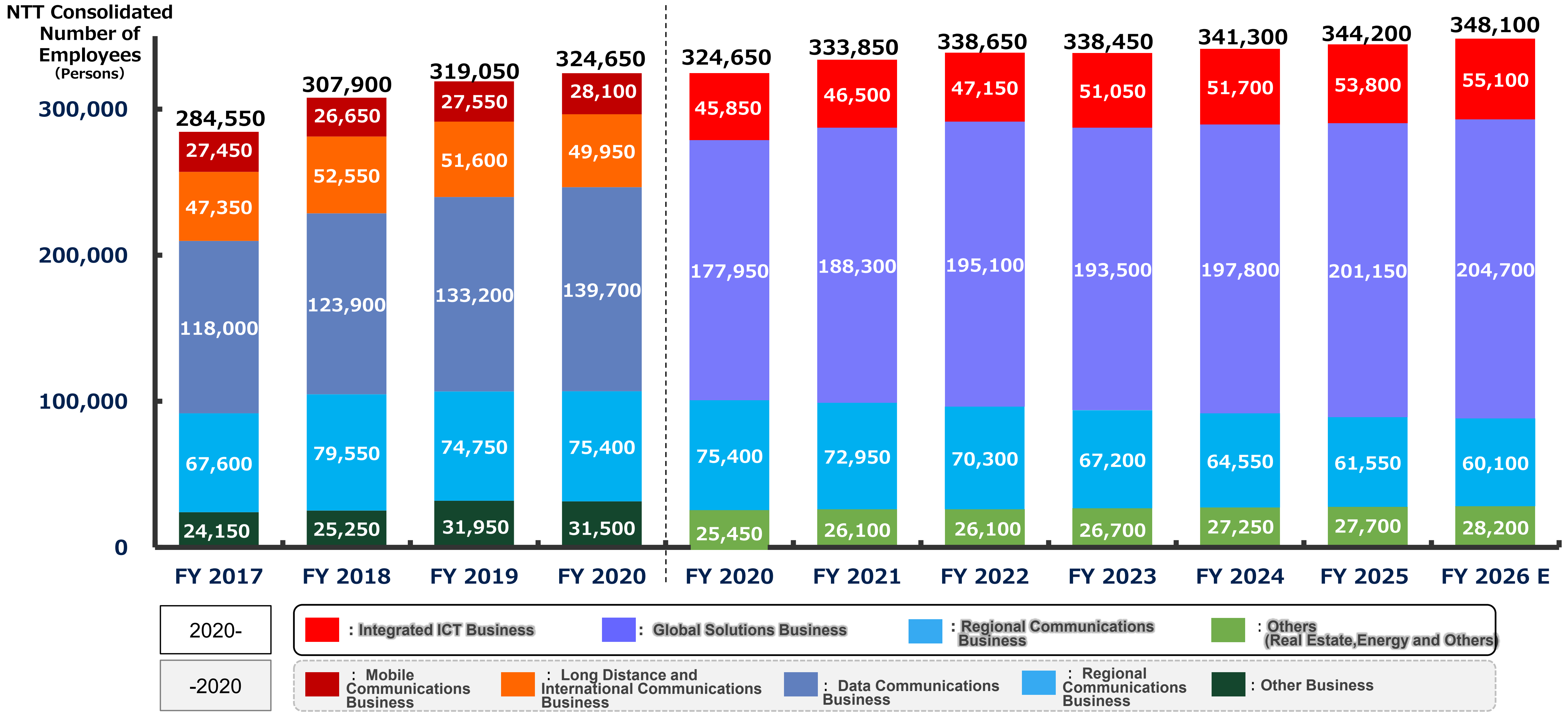
(2) The scope of aggregation for each of the figures presented for Data Center Business in this sheet is internal management figures of the data center business of Global Technology Services Unit in Global Solutions Business Segment, NTT DOCOMO BUSINESS Group in Integrated ICT Business Segment, NTT EAST 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



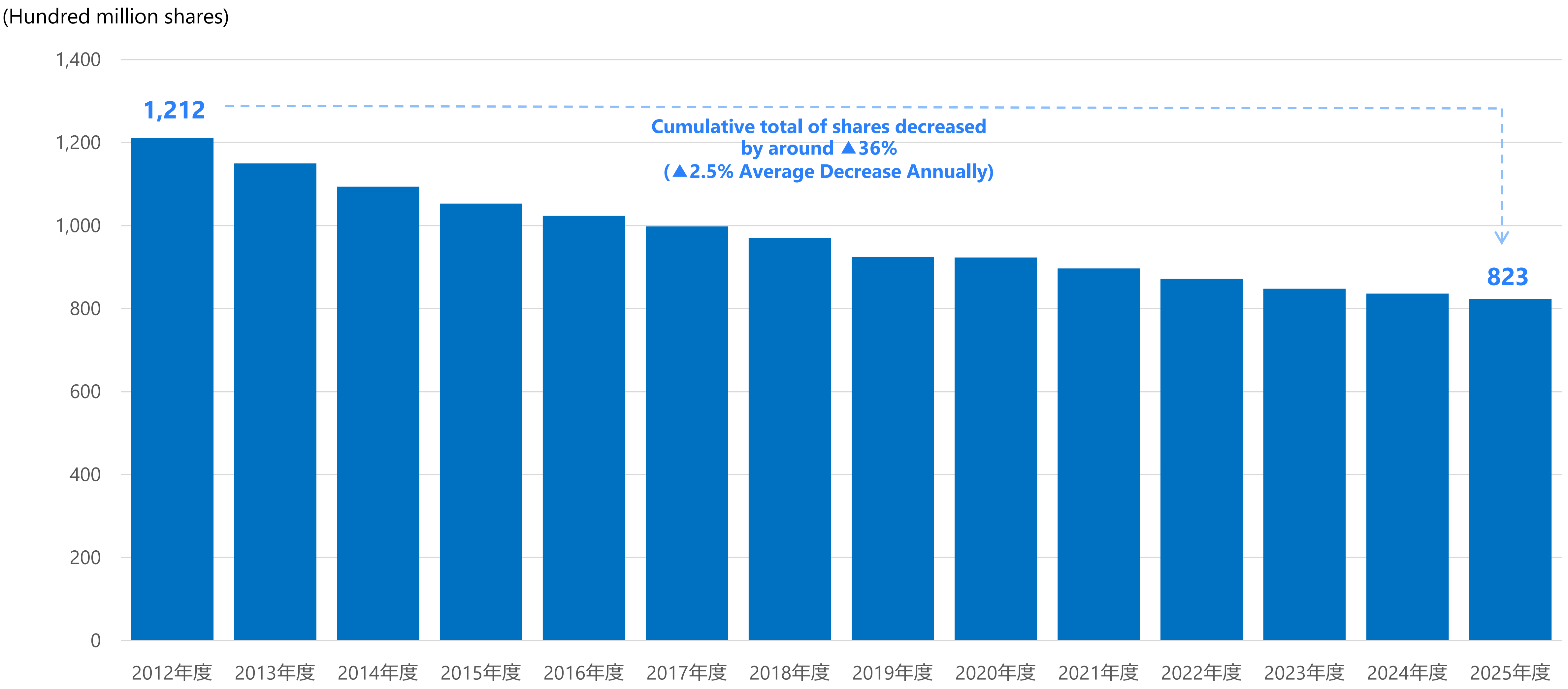
* Figures are presented based on the premise of the business restructuring in the Finance Business scheduled to be implemented in July 2026 and the transition to the "NTT DOCOMO Financial Group" structure. Full-year results for FY2025 and full-year forecasts for FY2026 are reference figures based on the business restructuring currently contemplated and are subject to change.

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.

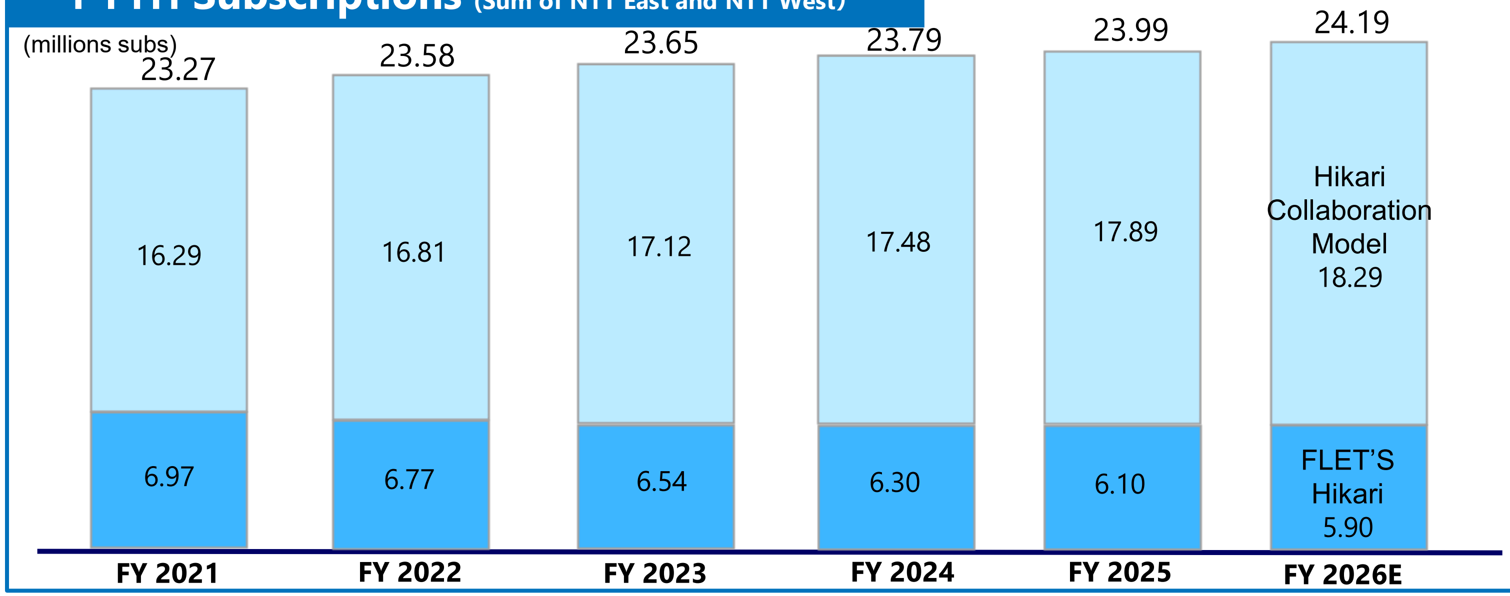
Changes of Outstanding Shares



(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

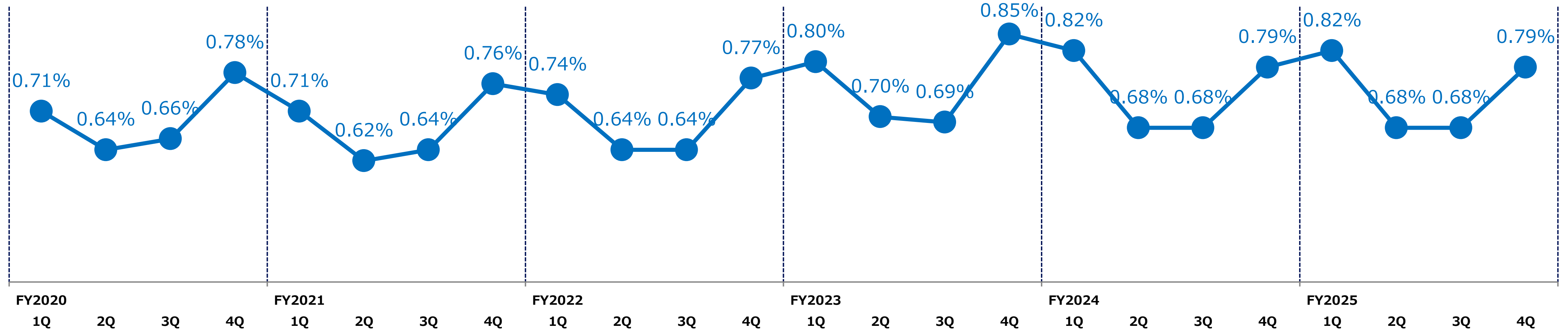
FTTH Subscriptions (Sum of NTT East and NTT West)



Reference:
FY2026E Breakdown of FTTH Subscriptions (millions subs)

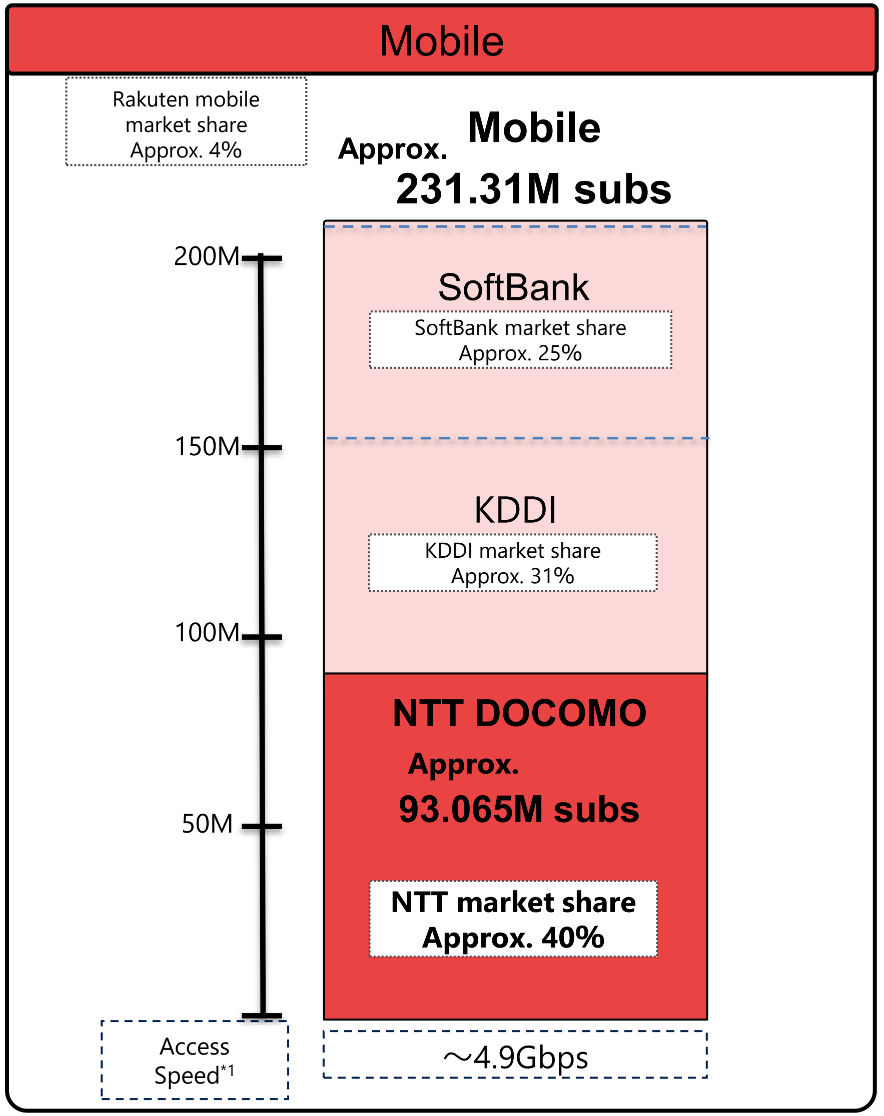
		FY2026E
Total FTTH Service: Change from preceding Fiscal Year		**+0.20**
Hikari Collabo-ration Model	**(1) Number of opened connections**	**+2.16**
	Number of switchover lines	**+0.34**
	(2) Number of cancellations	**(1.76)**
	Net Increase (1)+(2)	**+0.40**
FLET'S Hikari	**(1) Number of opened connections**	**+0.51**
	(2) Number of cancellations	**(0.71)**
	Number of switchover lines	**(0.34)**
	Net Increase (1)+(2)	**(0.20)**

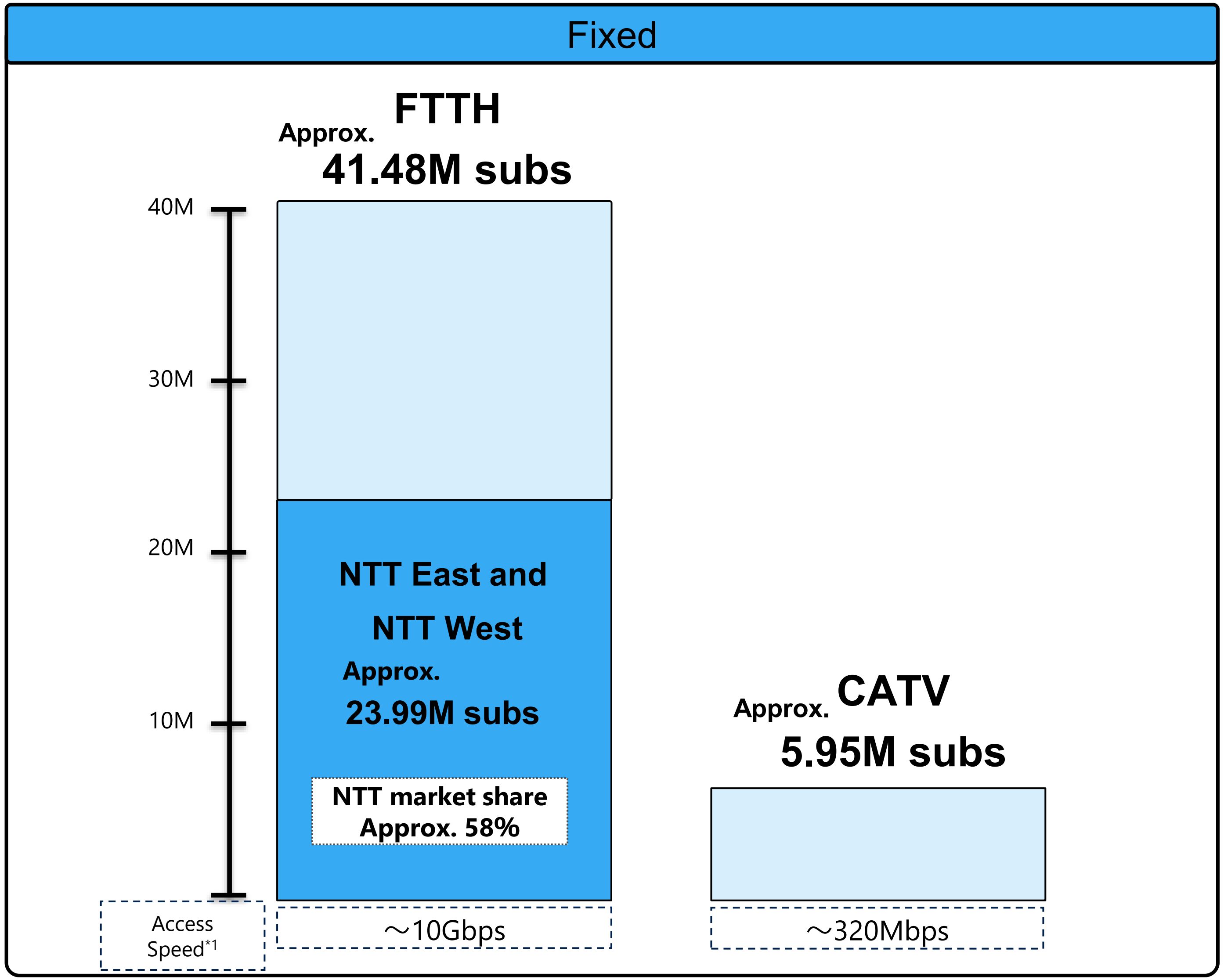
FTTH Churn Rate* (Sum of NTT EAST and NTT WEST)



* "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 Access speeds are based on typical commercial services and represent maximum speeds on a best-effort basis.
(Source) Ministry of Internal Affairs and Communications, as of March 31, 2026

Innovating a Sustainable Future for People and Planet