

Financial Results for the Fiscal Year Ended March 31, 2021 (22nd Term)

Mitsuyoshi Kobayashi, President
Nippon Telegraph and Telephone West Corporation
("NTT West")

FY2020 Financial Results and FY2021 Financial Forecast

- **FY2020: NTT West Group's first revenue increase and second consecutive year of record profits**
- **FY2021: Expected increase in Operating Profit by over 10% again**

(Billions of yen)

	FY2019 Results	FY2020 Results	Year-on-year	FY2021 Forecast	Year-on-year
Operating Revenues	1,434.3	1,505.9	+71.6	1,470.0	(35.9)
SI/New Areas, etc. ※1	259.7	347.2	+87.5	321.0	(26.2)
Operating Profit Operating Profit Margin	132.2 9.2%	155.8 10.3%	+23.6	156.0 10.6%	+0.2
Profit ※2	91.8	105.2	+13.4	105.5	+0.3
Capital Investments	251.5	258.6	+7.1	250.0	(8.6)

※1 SI is the sum of "system integration revenues" and new areas are the sum of "group company / BPO revenues, etc."

※2 Represents profit attributable to NTT West (after deducting income attributable to non-controlling interests).

Changes in Operating Revenue and Operating Profit

(Billions of yen)

Operating Profit

119.4 billion yen

118.3 billion yen

132.2 billion yen

**Renew a
Record High
155.8** billion yen

Operating Revenue

1,494.0 billion yen

1,462.3 billion yen

1,434.3 billion yen

**First Revenue
Increase
1,505.9** billion yen

FY2017

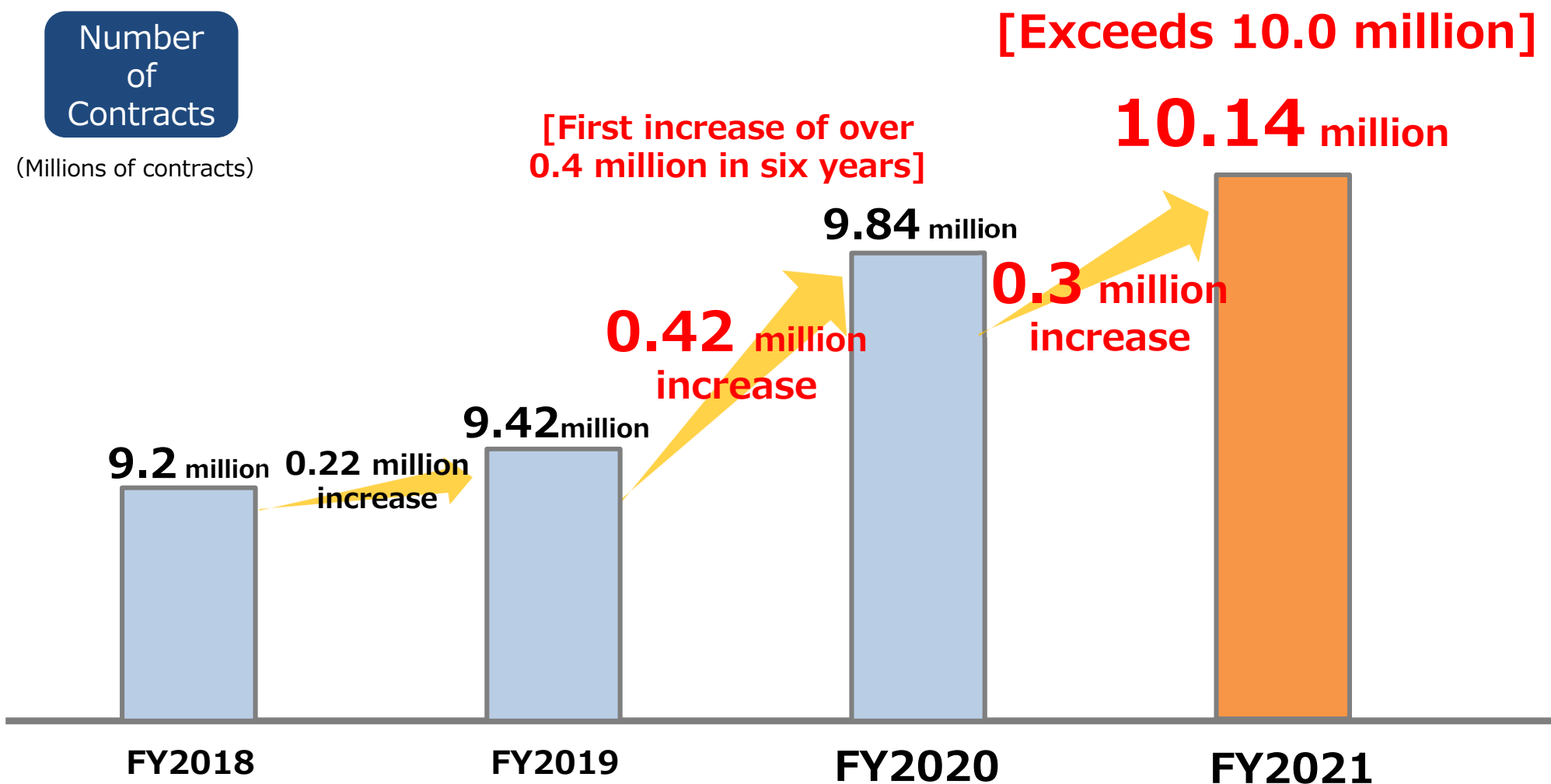
FY2018

FY2019

FY2020

Status of Fiber Optic Service Contracts

- **FY2020:** Net increase of 0.42 million (first time in six years, since FY2014)
- **FY2021:** Number of contracts expected to exceed 10.0 million



Efforts to Promote Smart Community

Smart Community



Projects in a wide range of fields in all 30 prefectures of Western Japan



Number of Cooperation Agreements Related to Regional Revitalization Entered

Into
10
cases

Number of Demonstrations and Other Collaborations Related to Regional Revitalization

22
cases

Initiatives to Further Promote Regional Revitalization (1)

LINK SPARK

A place for co-creation with local customers to promote digitalization

Business know-how

Set DX themes through design thinking

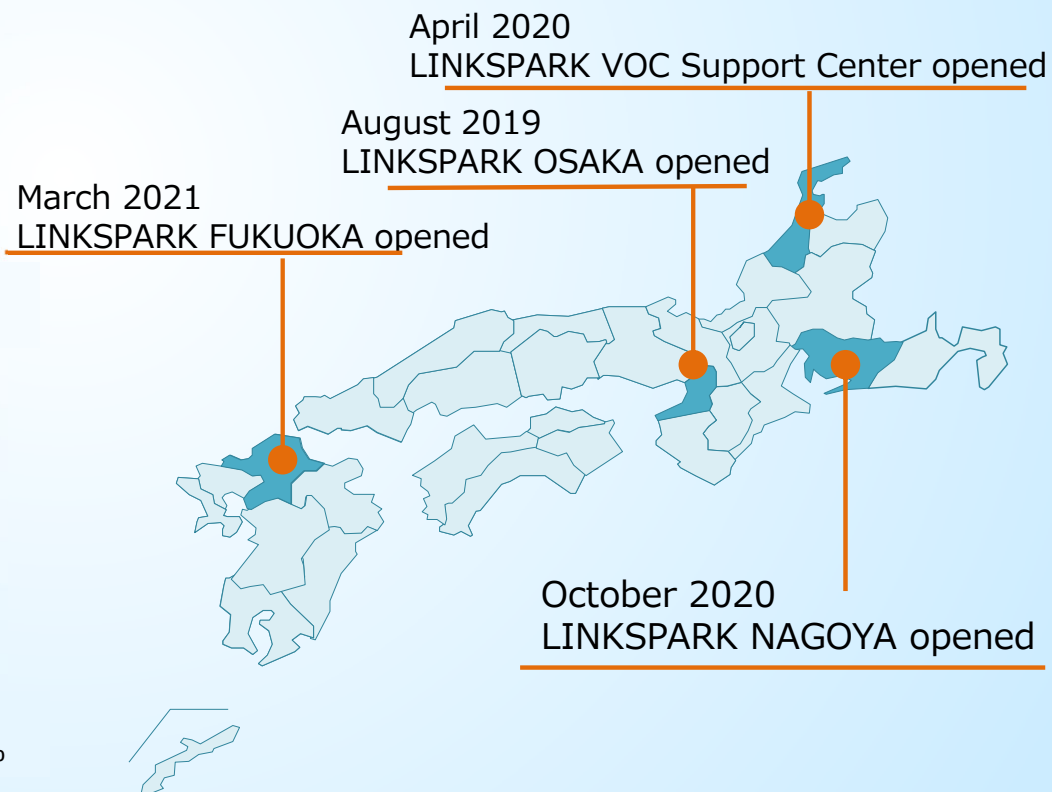
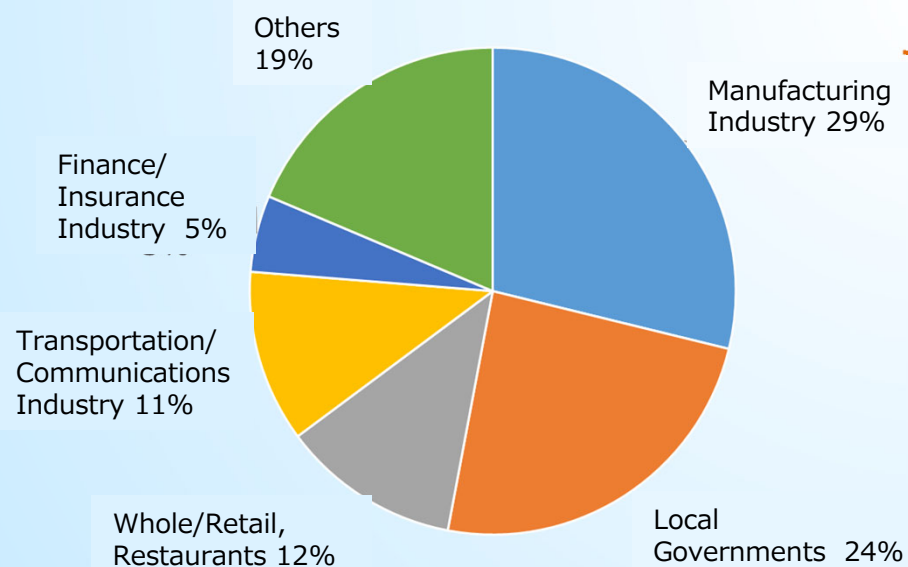
Digital Human Resources

Co-creation with digital human resources and startups

ICT

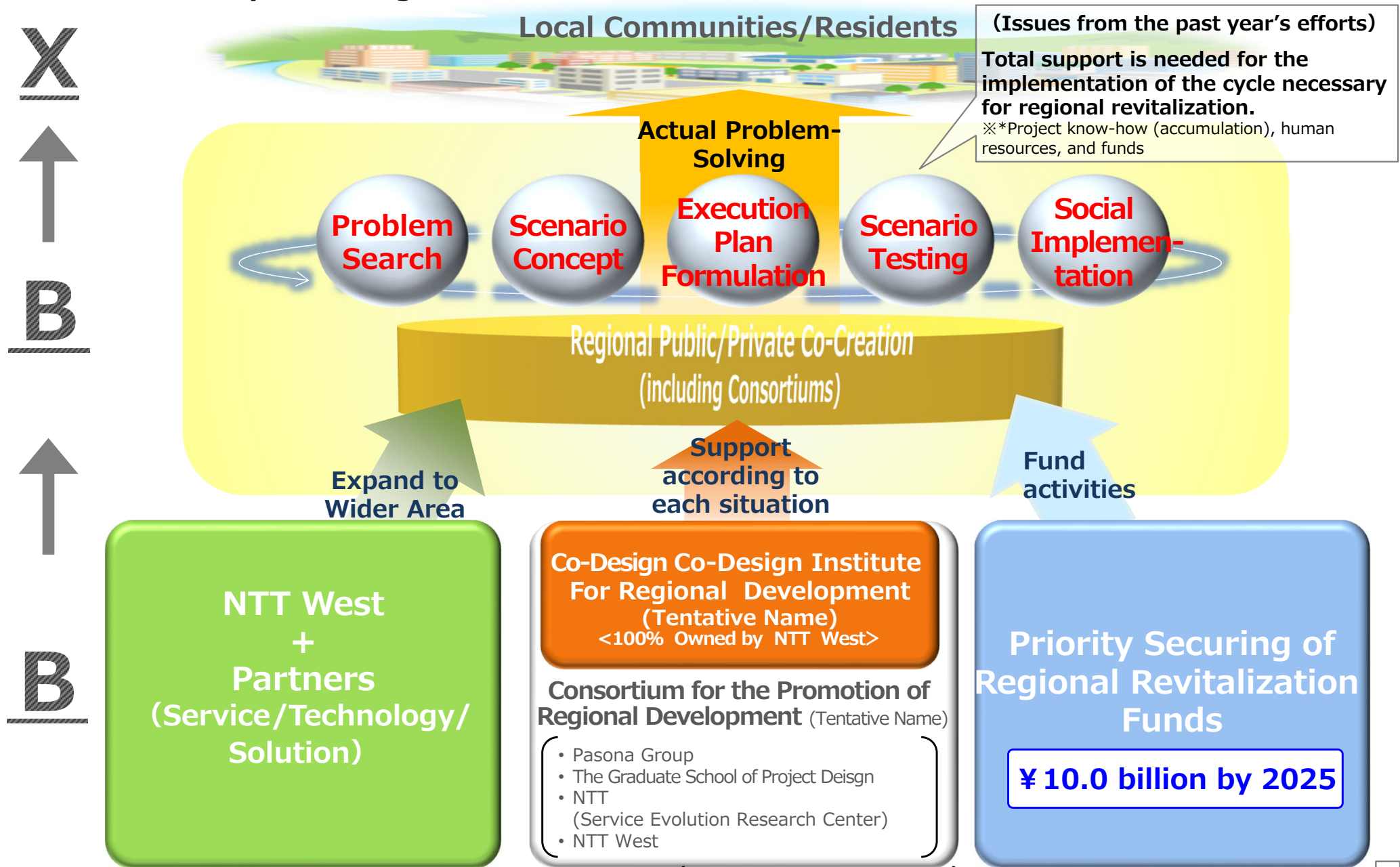
Provide an ICT demonstration environment that can be used immediately

Overview of Number of Projects Created in Each Industry (236)



NTT WEST Initiatives to Further Promote Regional Revitalization (2)

- Business know-how, human resources, and financial support for the realization of a sustainable cycle for regional revitalization

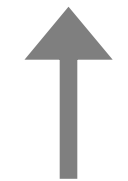


NTTWEST [Case 1] Development of E-textbook and Teaching Material Distribution Services

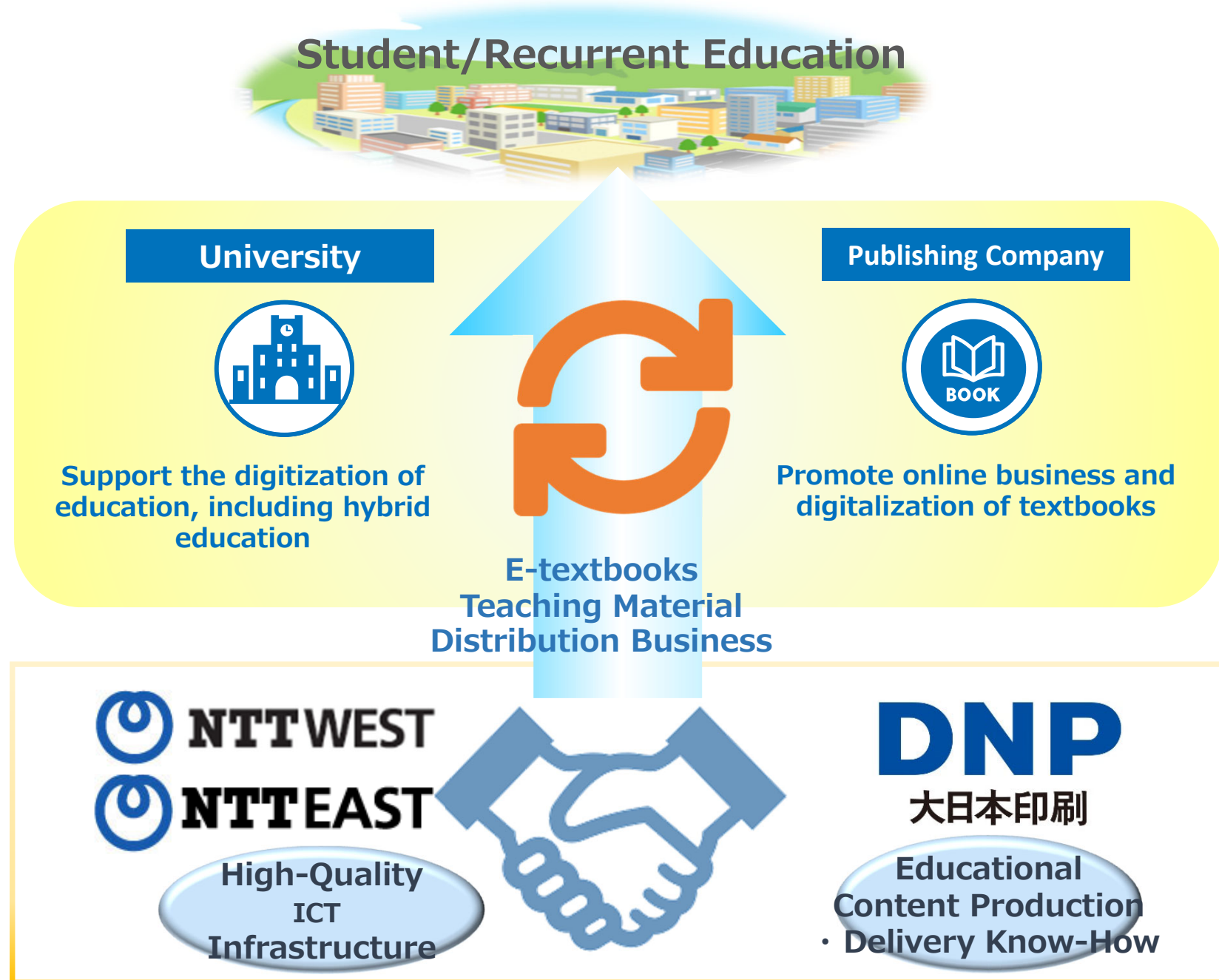
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B



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【Case 2】Development of “elgana,” NTT Group’s Business Chat

Employees/Parents/
Member Companies etc.

Local Community

(Business /PTA/Chamber of Commerce etc.)

Share files via Chat

Save Files in
“Storage”

Communication &
Schedule
Arrangement via Chat

Meeting via Web
Conferencing

NTT Group’s public business
chat that has

“Ease”×“Safety”

Approx.
800,000 IDs
installed



Primary Functions for Risk Hedging

Use of domestic data centers and user authentication to prevent
information leaks



Information Leak
Risk Reduction



Separation from
Private Life



Prevention of
Accidental E-mails



Restrictions/
Management of
Utilized Devices

Strengthening Organizational Capabilities for Smart Regional Development

Service Creation/ Strengthen Front Functions

- **Resource shift to growth areas by DX in existing businesses**
 - Shift 10,000 people by FY2025
- **Review of organizational structure to strengthen regional and on-site capabilities**
 - Shift of 2,500 planning and common personnel to front due to organizational review in July 2021

Strengthen Training of Digital Human Resources

- **Build a digital human resources training scheme and train personnel who can utilize digital data**
 - Aim to train more than 400 data scientists and other high-skill level people by FY2025

Promote Work Style Reform

- **Work styles premised on remote work (hometown, double work, etc.)**
 - Record for internal double work (approximately 200 people)
- **From centralized to decentralized (development of decentralized sits, etc.)**
 - 90 new locations to be established



あしたへ – with you, with ICT.

Changes in Board of Directors and Executive Officers (NTT West)

Scheduled Date: June 18, 2021

Nippon Telegraph and Telephone West Corporation (headquarters: Chuo-ku, Osaka; President and Representative Director: Mitsuyoshi Kobayashi) (“NTT West”) hereby announces that, at a meeting of its Board of Directors held today, NTT West resolved to implement changes in the Board of Directors and Executive Officers, as further described below. The changes in the Board of Directors and Executive Officers are expected to be formally determined at the Ordinary General Meeting of Shareholders scheduled to be convened on June 18, 2021.

(1) Candidates for Member of the Board

Masatoshi Kimata (Chairman and Representative Director of Kubota Corporation)

Yasushi Shingai (Former Executive Vice President and Representative Director of Japan Tobacco Inc.)

(2) Members of the Board scheduled to resign from office

Member of the Board	Keiji Ueyama (scheduled to join Nippon COMSYS Corporation)
Member of the Board	Kunihiro Yamada (scheduled to be appointed as Executive Officer)
Member of the Board	Takashi Inomata (scheduled to be appointed as Executive Officer)
Member of the Board	Masaki Sumitani (scheduled to be appointed as Executive Officer)
Member of the Board	Hidenori Kigami (scheduled to be appointed as Executive Officer)
Member of the Board	Takafumi Makiuchi (scheduled to be appointed as Executive Officer)
Member of the Board	Akira Shirahase (scheduled to be appointed as Executive Officer)
Member of the Board	Masahiro Abe (scheduled to be appointed as Executive Officer)
Member of the Board	Toshimasa Ikura (scheduled to be appointed as Executive Officer)
Member of the Board	Kazunori Katsura (scheduled to be appointed as Executive Officer)

(3) Candidates for Executive Officers

President, Executive Officer	Mitsuyoshi Kobayashi (President, Representative Director)
Senior Executive Vice President, Executive Officer	Ichirou Uehara (Senior Executive Vice President, Representative Director)
Senior Executive Vice President, Executive Officer	Eiichi Sakamoto (Senior Executive Vice President, Representative Director)
Executive Vice President, Executive Officer	Teruyuki Kishimoto (Executive Vice President, Member of the Board)
Executive Officer	Masanori Ozawa (Member of the Board)
Executive Officer	Kunihiro Yamada (Member of the Board)

Executive Officer	Takashi Inomata (Member of the Board)
Executive Officer	Masaki Sumitani (Member of the Board)
Executive Officer	Hidenori Kigami (Member of the Board)
Executive Officer	Takafumi Makiuchi (Member of the Board)
Executive Officer	Akira Shirahase (Member of the Board)
Executive Officer	Masahiro Abe (Member of the Board)
Executive Officer	Toshimasa Ikura (Member of the Board)
Executive Officer	Kazunori Katsura (Member of the Board)
Executive Officer	Taizou Kitayama (Executive Manager, Advanced Solutions Business Department, Corporate Business Headquarters)
Executive Officer	Kouji Tanaka (Executive Manager, Interconnection Promotion Department, Plant Headquarters)
Executive Officer	Nariko Ogawa (Senior Executive Manager, Hokuriku Regional Headquarters; General Manager, Kanazawa Branch)
Executive Officer	Masahiro Kajiware (Nippon Telegraph & Telephone Corporation, Senior Manager, General Affairs Group)

(Note)

- * Of the candidates for Members of the Board, Masatoshi Kimata and Yasushi Shingai are both candidates for Outside Members of the Board.
- * The Members of the Board scheduled to resign are planned to resign from office at the conclusion of the 22nd Ordinary General Meeting of Shareholders (June 18).
- * Details regarding the adoption of the Executive Officer system have been provided in the “Notice Regarding Initiatives to Further Strengthen Governance” dated May 12, 2021.

(4) Executive Officer System

Scheduled Date: June 18, 2021

Position Title	Name	Appointment/ Responsibilities
President, Executive Director President, Executive Officer	Mitsuyoshi Kobayashi	
Senior Executive Vice President, Representative Director Senior Executive Vice President, Executive Officer	Ichirou Uehara	Senior Executive Manager, Corporate Business Headquarters
Senior Executive Vice President, Representative Director Senior Executive Vice President, Executive Officer	Eiichi Sakamoto	Senior Executive Manager, Alliance Business Headquarters In charge of: Business Design Department; Corporate Strategy Planning Department; Accounts and Finance Department; Personnel Department; General Affairs Department; and Compliance and CSR
Executive Vice President, Member of the Board Executive Vice President, Executive Officer	Teruyuki Kishimoto	Senior Executive Manager, Plant Headquarters Executive Manager, Network Department, Plant Headquarters In charge of: Digital Transformation Promotion Headquarters
Member of the Board Executive Officer	Masanori Ozawa	Executive Manager, Corporate Strategy Planning Department In charge of Information Security Department
Member of the Board	Masatoshi Kimata	
Member of the Board	Yasushi Shingai	

Member of the Board	Ryouta Kitamura	
Audit & Supervisory Board Member	Yuujirou Hirose	
Audit & Supervisory Board Member	Junichi Okazaki	
Audit & Supervisory Board Member	Kei Irie	
Executive Officer	Kunihiro Yamada	Executive Manager, Fiber Access Collaboration Department, Alliance Business Headquarters
Executive Officer	Takashi Inomata	Senior Executive Manager, Digital Transformation Promotion Headquarters; Executive Manager, Digital Transformation Promotion Department
Executive Officer	Masaki Sumitani	Executive Manager, Personnel Department
Executive Officer	Hidenori Kigami	Executive Manager, Business Design Department
Executive Officer	Takafumi Makiuchi	Deputy Senior Executive Manager, Corporate Business Headquarters
Executive Officer	Akira Shirahase	Executive Manager, Technology Innovation Department, Digital Transformation Promotion Headquarters
Executive Officer	Masahiro Abe	Senior Executive Manager, Tokai Regional Headquarters; General Manager, Nagoya Branch
Executive Officer	Toshimasa Ikura	Senior Executive Manager, Chugoku Regional Headquarters; General Manager, Hiroshima Branch

Executive Officer	Kazunori Katsura	Executive Manager, Service Management Department, Plant Headquarters
Executive Officer	Taizou Kitayama	Executive Manager, Advanced Solutions Business Department, Corporate Business Headquarters
Executive Officer	Kouji Tanaka	Executive Manager, Interconnection Promotion Department, Plant Headquarters
Executive Officer	Nariko Ogawa	Senior Executive Manager, Kansai Regional Headquarters; General Manager, Osaka Branch
Executive Officer	Masahiro Kajiware	Senior Executive Manager, Kyusyu Regional Headquarters; General Manager, Fukuoka Branch

Scheduled Date: July 1, 2021

Position Title	Name	Appointment/ Responsibilities
President, Executive Director President, Executive Officer	Mitsuyoshi Kobayashi	
Senior Executive Vice President, Representative Director Senior Executive Vice President, Executive Officer	Ichirou Uehara	Senior Executive Manager, Corporate Business Headquarters
Senior Executive Vice President, Representative Director Senior Executive Vice President, Executive Officer	Eiichi Sakamoto	In charge of: Corporate Strategy Planning Department; General Affairs and Personnel Department; Accounts and Finance Department; Digital Transformation Promotion Department; and Compliance and CSR

Executive Vice President, Member of the Board Executive Vice President, Executive Officer	Teruyuki Kishimoto	Senior Executive Manager, Plant Headquarters Executive Manager, Network Design Department, Plant Headquarters In charge of: Technology Innovation Department
Member of the Board Executive Officer	Masanori Ozawa	Executive Manager, Corporate Strategy Planning Department In charge of Information Security Department
Member of the Board	Masatoshi Kimata	
Member of the Board	Yasushi Shingai	
Member of the Board	Ryouta Kitamura	
Audit & Supervisory Board Member	Yuujirou Hirose	
Audit & Supervisory Board Member	Junichi Okazaki	
Audit & Supervisory Board Member	Kei Irie	
Executive Officer	Kunihiro Yamada	Executive Manager, Fiber Access Business Department, Corporate Business Headquarters
Executive Officer	Takashi Inomata	Executive Manager, Digital Transformation Promotion Department
Executive Officer	Masaki Sumitani	Executive Manager, General Affairs and Personnel Department
Executive Officer	Hiddenori Kigami	Executive Manager, Value Design Department, Corporate Business Headquarters

Executive Officer	Takafumi Makiuchi	Executive Manager, Marketing Strategy, Corporate Business Headquarters
Executive Officer	Akira Shirahase	Executive Manager, Technology Innovation Department
Executive Officer	Masahiro Abe	General Manager, Tokai Branch
Executive Officer	Toshimasa Ikura	General Manager, Chugoku Branch
Executive Officer	Kazunori Katsura	Executive Manager, Service Engineering Department, Plant Headquarters
Executive Officer	Taizou Kitayama	Executive Manager, Enterprise Business Department, Corporate Business Headquarters
Executive Officer	Kouji Tanaka	Executive Manager, Interconnection Promotion Department, Plant Headquarters
Executive Officer	Nariko Ogawa	General Manager, Kansai Branch
Executive Officer	Masahiro Kajiwara	General Manager, Kyusyu Branch

(Note)

- * Changes in the appointment and responsibilities of the Members of the Board and Executive Officers for July 1, 2021 are due to organizational restructuring.

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.

* "FY" in this material indicates the fiscal year ending March 31 of the succeeding year.