



Q&A session

September 30, 2021

Directionality of Medium-Term Financial Targets



**Transformation to a New
Management Style
(Further Promotion of DX)**

**FY2023
Cost Reductions
over ¥200.0
billion**

**New Environment and
Energy Vision**

**FY2023
Minimal Impact
on Costs**

**Effect of Synergies in the Newly Formed
NTT DOCOMO Group**

**FY2023
EPS Target
(Currently
Under
Review)**

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