

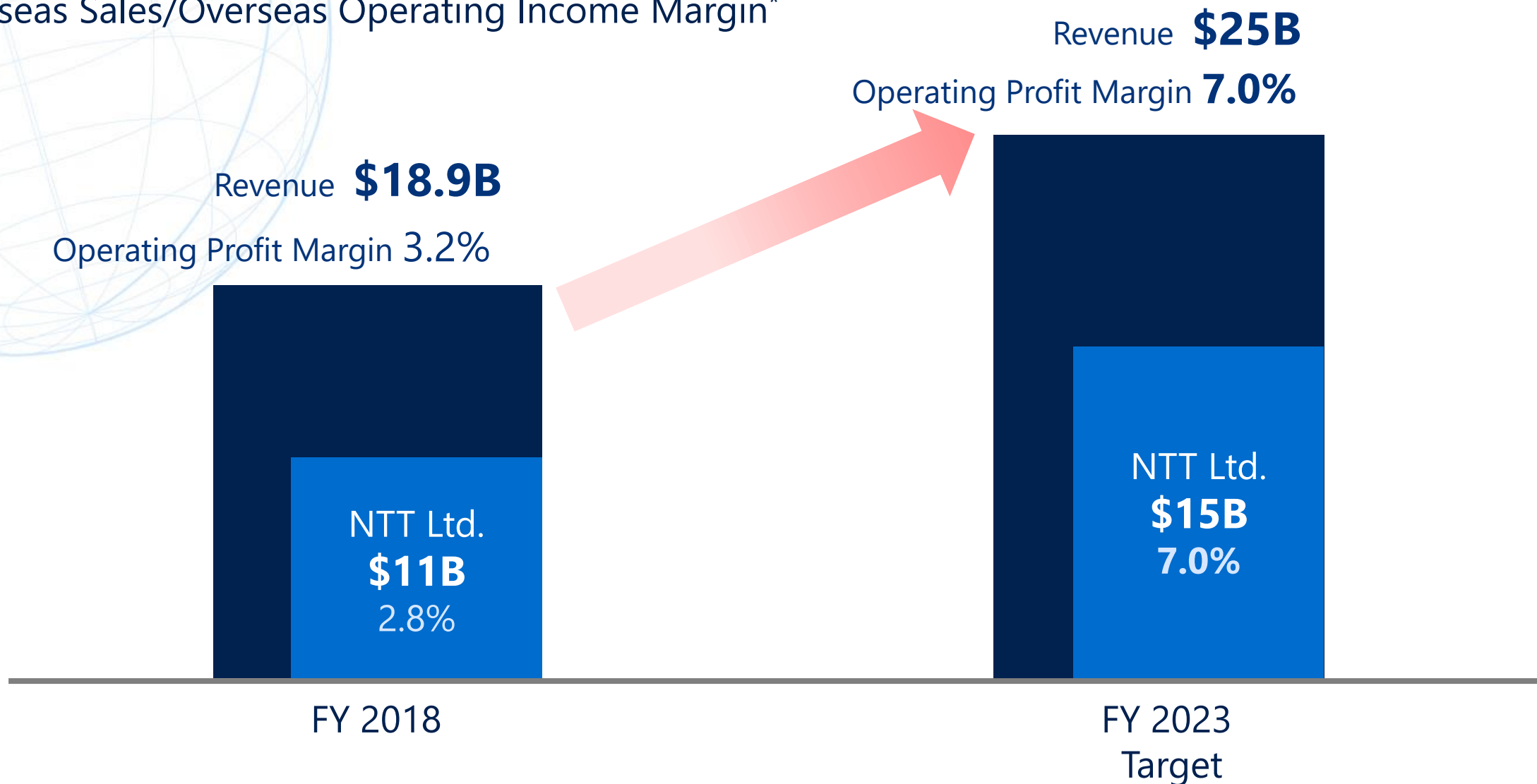


NTT Ltd.
Growth Strategy

Tsunehisa Okuno, EVP, NTT Corporation

Global Business Mid-term Target

Overseas Sales/Overseas Operating Income Margin*



* Including results from the global holding company, its subsidiaries and its affiliates.
Operating Income excludes temporary expenses, such as M&A-related depreciation costs of intangible fixed assets.

"One NTT" Global Growth Strategy

