NTT Group Value Creation Process

Mission

Contributing to Society through our Business Operations

Vision

Your Value Partner

Values

Connect Trust Integrity

Corporate
Governance PR88

Input

Expanding Investments in Growth Areas

+50% increase (approx. ¥8.0 tn/5 years)

Human Resources (Human Capital)

- · Number of Employees: 338,000 (Overseas Employees: 151,000)
- · Number of Consolidated Subsidiaries: 967

NW/Infrastructure (Manufacturing Capital)

Data Centers:

- Optical Fiber Cable Length:
 1.646 million km*¹
 (International Submarine Communications Cable Length: 276,000 km)
- 202 buildings at 149 bases, 1,347 MW

 (APAC: 573 MW, India: 292 MW,
 EMEA: 430 MW, Americas: 344 MW)

 For detail

For details on the data center business, please see the section below P75 Expansion and Upgrade of Data Center Infrastructure

Resilience P68

Key Categories ▶P8

· Reducing Greenhouse Gas Emissions

Climate change P32

Human Capital P40

· Strengthening Employee

· Ensuring Diversity of Human

New Value Creation P62

· Improving Customer Engagement

· Responding to Natural Disasters

and Large-Scale Failures

Engagement

Resources

R&D/Service Development (Intellectual Capital)

- Research and Development Bases:
 1 national institute, 3 laboratory groups,
- 1 global laboratory
- · Number of R&D Employees: 2,300
- · Number of Patents: 21,000 (Number of Overseas Patents: 14,000)
- · Number of Research Papers and Academic Lectures: 2,700/year

Financial Base (Financial Capital)

- · Total Assets: 29,604.2 billion ven
- · Capital Investment: 2,063.1 billion yen
- · Operating Revenues: 13,374.6 billion yen
- · EBITDA: 3,418.1 billion yen
- · Operating Profit: 1,922.9 billion yen

Customer Base, etc. (Social Capital)

- Number of Fixed Broadband Subscriptions: 23.65 million
- Number of Mobile Broadband Subscriptions: 89.94 million

Please see Financial and Non-Financial
Data for other inputs.
https://group.ntt/en/sustainability/data/
financial_nofinancial/

Medium-Term Management Strategy ▶₱72

New Value Creation & Sustainability 2027 Powered by IOWN

1. NTT as a Creator of New Value and Accelerator of a Global Sustainable Society

- (1) IOWN-Driven Creation of New Value (from concept to commercialization)
- 2 Data-Driven Creation of New Value
- 3 Achievement of a Circular Economy Society
- 4 Further Strengthening of Business Foundations

2. Upgrading the Customer Experience (CX)

- ⑤ Fusion of Research and Development with a Market-Focused Strategy
- 6 Strengthening of Services that Emphasize Customer Experience (CX)

3. Improving the Employee Experience (EX)

- 7 Open and Innovative Corporate Culture
- **8** Support Career Growth
- (9) Global Benefits for Employees and their Families

Outcome

Social Value

Mitigating Climate Change

· FY2040: Net-Zero

Improving Employee Engagement

· Improving labor productivity and creativity

New Social Value Creation

- Enhancing creation of new experiences and impressions for customers
- · Creating new social value through the practical application of IOWN and use of Al/robots
- Accelerating Resource Recycling/Regional Development Across Industries

Resilience of Social Infrastructure

 Maintaining life-supporting services that sustain both social and economic activities as well as safeguarding daily life

Economic Value

Increasing Our Cash-Generation Ability

· EBITDA: +20% increase*2 (FY2027: Approx. ¥4.0 tn)

Enhancing Shareholder Returns

- · Implementing Steady Increases in Dividends
- · Flexible Share Buybacks

(Notes) *1 Total length of fiber optic cables of NTT East, NTT West, NTT DOCOMO, and NTT DATA Group (the figures for NTT East and NTT West are as of the end of FY2022) *2 Compared to FY2022