



# 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.

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# **Overview of Consolidated Results for the Nine Months Ended December 31, 2025 and Revision to the FY2025 Results Forecast**

# Status of Consolidated Results for FY2025.3Q

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

## Status of Consolidated Results

- **Operating Revenues:**            **¥10,421.0B** <+¥371.3B [+3.7%] year-on-year>
- **EBITDA<sup>(1)</sup>:**                    **¥2,657.3B** <+¥104.8B [+4.1%] year-on-year>
- **Operating Profit:**              **¥1,457.1B** <+¥57.9B [+4.1%] year-on-year>
- **Profit<sup>(2)</sup>:**                        **¥926.1B** <+¥75.4B [+8.9%] 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.

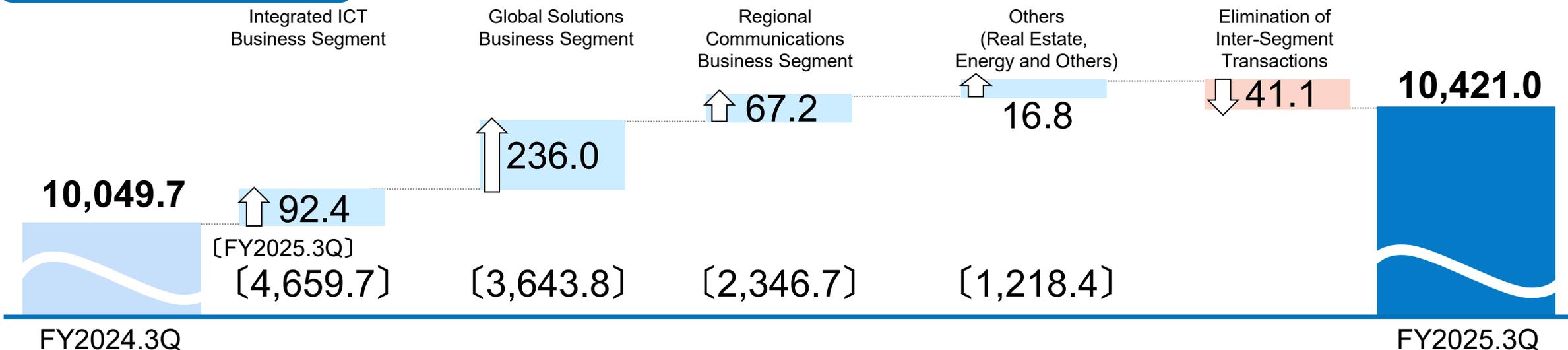
(2) Profit presented above represents the profit attributable to NTT, excluding noncontrolling interests.

# Contributing Factors by Segment for FY2025.3Q

(Billions of yen)

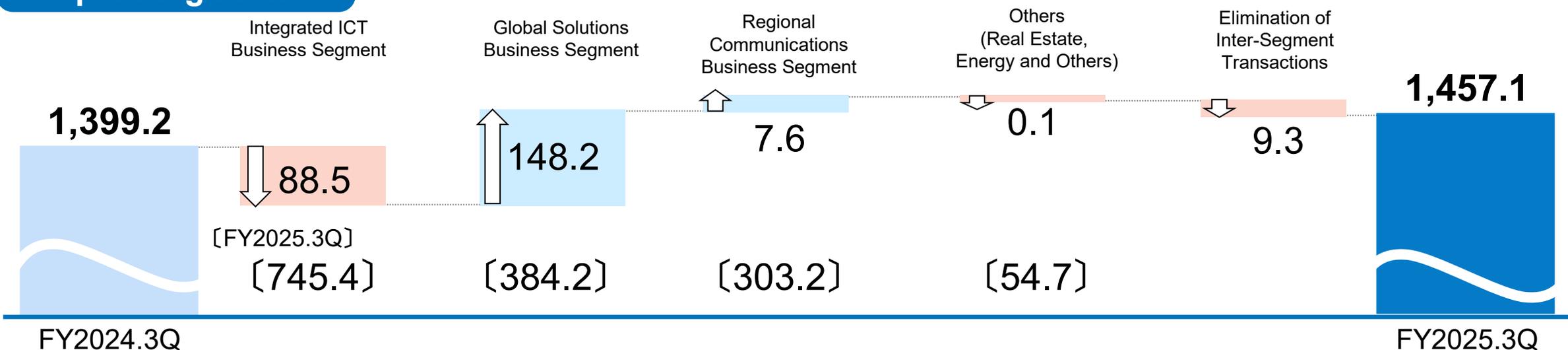
## Operating Revenues

<Year-on-year: +371.3>



## Operating Profit

<Year-on-year: +57.9>



# FY2025 Financial Results Forecast

- Revised downward to reflect factors such as accelerated measures to reinforce customer base for future growth at DOCOMO and the realized profits of gain on transfer of Data Centers for REIT at DATA Group.

## Consolidated Revenues and Income Plan

	<b>Initial Forecast</b> (Announced on May 9, 2025)	<b>Financial Results Forecast</b> (Announced on February 5, 2026)	<b>Change from Initial Forecast</b>
<b>Operating Revenues</b>	<b>¥14,190.0B</b>	<b>¥14,164.0B</b>	<b>¥(26.0)B</b>
<b>EBITDA<sup>(1)</sup></b>	<b>¥3,390.0B</b>	<b>¥3,280.0B</b>	<b>¥(110.0)B</b>
<b>Operating Profit</b>	<b>¥1,770.0B</b>	<b>¥1,660.0B</b>	<b>¥(110.0)B</b>
<b>Profit<sup>(2)</sup></b>	<b>¥1,040.0B</b>	<b>¥965.0B</b>	<b>¥(75.0)B</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.

# Summary of FY2025



## Financial Results Forecast (by Company)

	Operating Revenues	Change from Initial Forecast	Operating Profit	Change from Initial Forecast
	<b>NTT DOCOMO Group</b>	<b>¥6,336.0B</b>	-	<b>¥883.0B</b>
<b>NTT DATA Group Consolidated</b>	<b>¥4,910.7B</b>	<b>¥(26.0)B</b>	<b>¥496.0B</b>	<b>¥(26.0)B</b>
<b>NTT EAST Group</b>	<b>¥1,670.0B</b>	-	<b>¥220.0B</b>	-
<b>NTT WEST Group</b>	<b>¥1,472.0B</b>	-	<b>¥77.0B</b>	-
<b>NTT Urban Solutions Group</b>	<b>¥500.0B</b>	-	<b>¥51.0B</b>	-

# Integrated ICT Business

**Recorded YOY increase in revenues but decrease in profit.**

	FY2024/3Q	FY2025/3Q	Year-on-year	
			Changes	%
Operating revenues	4,567.3	4,659.7	+92.4	+2.0%
Operating profit	833.9	745.4	-88.5	-10.6%
Profit attributable to shareholders of NTTDOCOMO, INC.	585.3	528.8	-56.4	-9.6%
EBITDA	1,378.3	1,322.4	-55.9	-4.1%
Capital expenditures	433.1	565.8	+132.7	+30.6%

IFRS (Billions of yen)

# FY2025/3Q Results by Segment: Operating Revenues



Smart Life and Enterprise segments revenues increased significantly over prior year. Consumer Communications recorded YOY decrease.

		FY2024/3Q	FY2025/3Q	Year-on-year	
				Changes	%
Consumer	<b>Operating revenues</b>	3,388.7	<b>3,405.9</b>	+17.2	+0.5%
	Smart Life	904.4	1,011.9	+107.4	+11.9%
	Consumer Communications	2,513.9	2,429.2	-84.6	-3.4%
<b>Enterprise</b>	<b>Operating revenues</b>	1,339.6	<b>1,426.0</b>	+86.4	+6.5%

\*The breakdown data under Consumer business are provided for reference purpose only

# FY2025/3Q Results by Segment: Operating Profit



Smart Life and Enterprise recorded YOY increase, but Consumer Communications YOY decrease.

		FY2024/3Q	FY2025/3Q	Year-on-year	
				Changes	%
<b>Consumer</b>	<b>Operating profit</b>	616.6	506.9	-109.8	-17.8%
	Smart Life	197.8	216.6	+18.8	+9.5%
	Consumer Communications	418.8	290.2	-128.6	-30.7%
	<b>EBITDA</b>	1,042.8	955.0	-87.9	-8.4%
	Smart Life	243.4	276.8	+33.4	+13.7%
	Consumer Communications	799.5	678.2	-121.2	-15.2%
<b>Enterprise</b>	<b>Operating profit</b>	217.3	238.5	+21.2	+9.8%
	<b>EBITDA</b>	335.4	367.4	+32.0	+9.5%

\*The breakdown data under Consumer business are provided for reference purpose only

# Revised FY2025 Guidance



Operating profit guidance was revised to ¥883 billion, down ¥83 billion compared to initial forecast announced in May 2025.

 (Billions of yen)	FY2025 Previous guidance	FY2025 Revised guidance	Changes
Operating revenues	6,336	<b>6,336</b>	-
Operating profit	966	<b>883</b>	-83
Profit attributable to shareholders of NTTDOCOMO, INC.	669	<b>612</b>	-57
EBITDA	1,746	<b>1,663</b>	-83
Capital expenditures	875	<b>875</b>	-

# Key Factors behind Guidance Revision (Operating Profit)

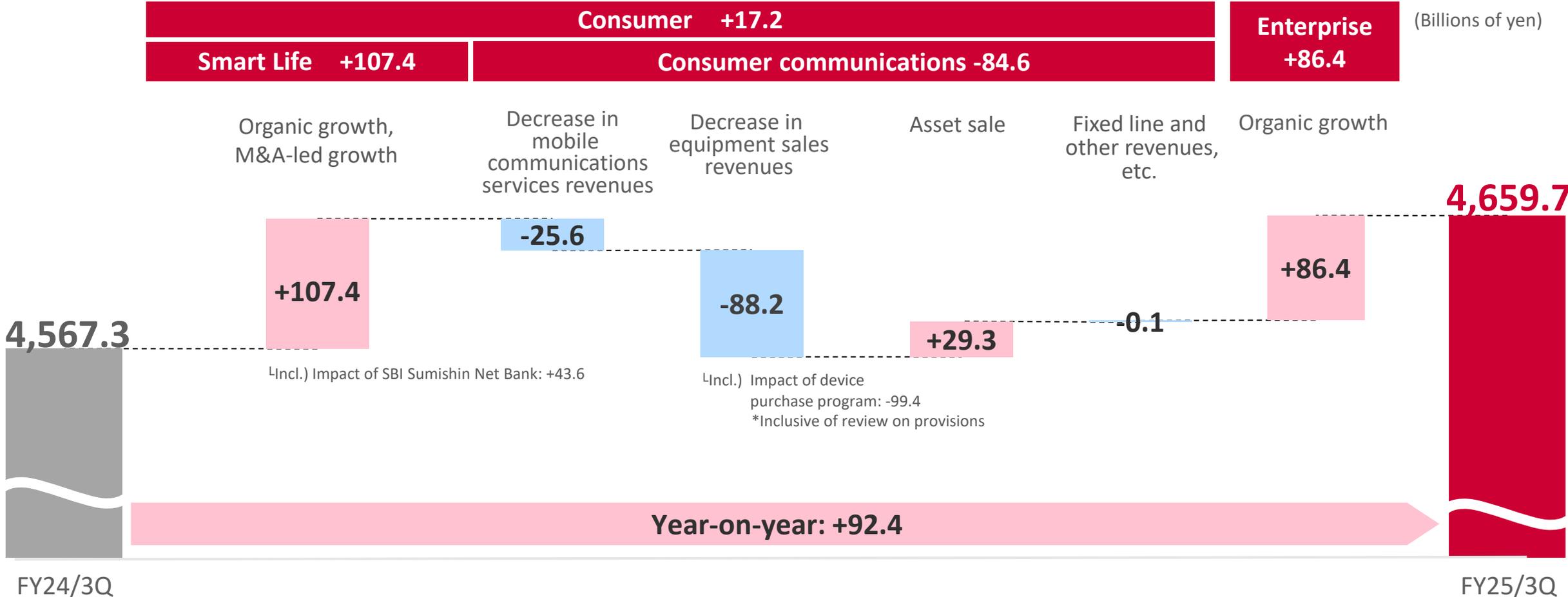
Tackle customer base reinforcement as top priority to ensure steady growth from FY26 and beyond, while making ongoing efforts for profitability improvement.

Factors behind change	Profit impact (Billions of yen)
Increase in stepped up sales promotion expenses associated with intensified/prolonged MNP competition	<b>-113</b>
Profitability deterioration of device purchase program	<b>-30</b>
Profitability improvement from asset sale, etc.	<b>+50</b>
Impact of SBI Sumishin Net Bank consolidation	<b>+10</b>

# FY2025/3Q Key Factors behind Changes in Operating Revenues



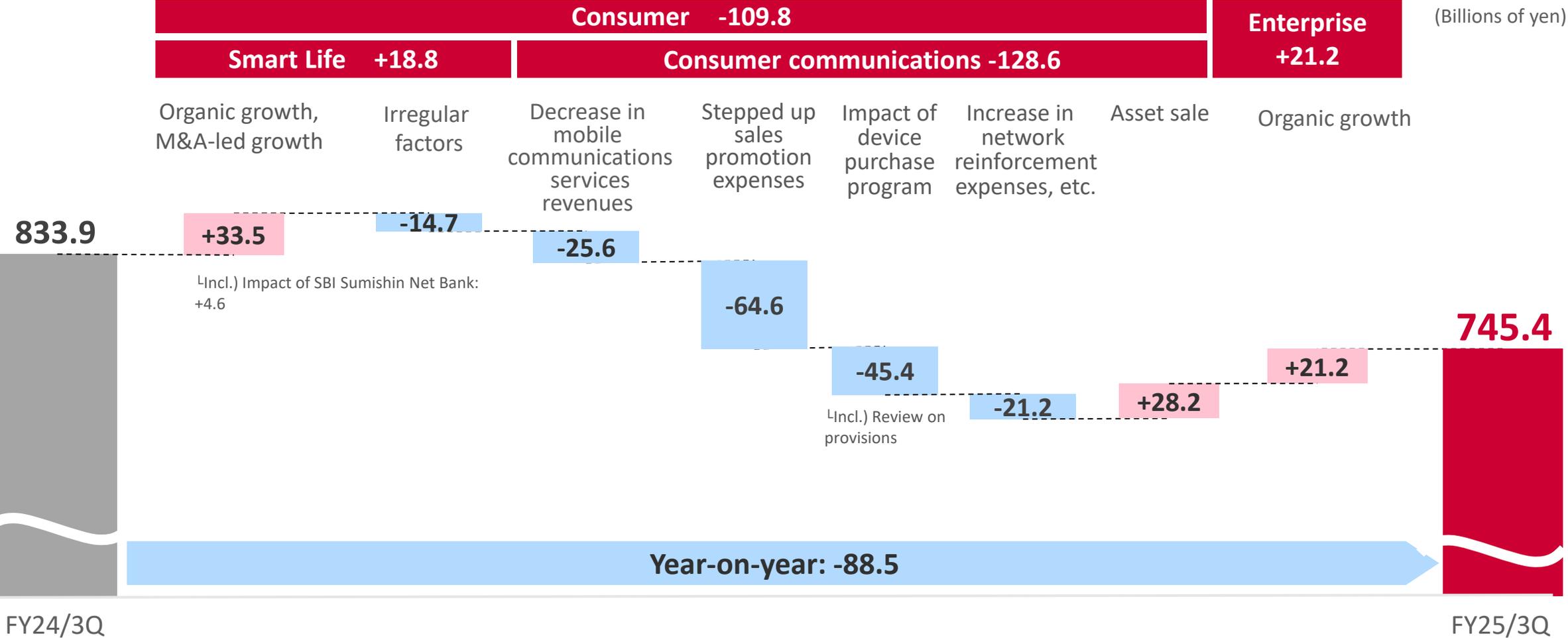
Revenues from growth areas continued to increase. While Consumer Communications revenues were affected by the device purchase program, ARPU growth and improved momentum of mobile communications revenues driven by “docomo MAX” were sustained.



# FY2025/3Q Key Factors behind Changes in Operating Profit



Organic growth of Smart Life and Enterprise continued. Operating profit recorded YOY decrease due to stepped up sales promotion expenses (including device purchase program) and network resilience expenses for medium-term growth.



# Key Initiatives and Achievements①

## Customer Base Reinforcement: Actions and Achievements

(Stepped Up Sales Promotion)



Conversion into a highly engaged community by devising optimal pricing strategy/service mix.  
Sales capability reinforcement allocating necessary costs to counter the competition for MNP subs.

Enhance sales capability  
of entire channel

Facilitate subscriber migration to  
“docomo MAX”

Promote cross use of points/payment/  
“lenaka” (in-home) services

etc.

**MNP**

**Net Positive**

for **4** straight  
months

**docomo MAX**

Topped

**2.5 mil** subs

On track to achieve  
annual target 3 mil  
subs

**ARPU**

% of large data plan  
subs increasing

+ **50** yen

YOY improvement  
trend taking hold

# Key Initiatives and Achievements②

## Customer Base Reinforcement: Actions and Achievements (Network Resilience)



Accelerating base station deployment and upgrade to latest equipment, prioritizing investment in network resilience.

Base station rollout/  
Upgrade to latest equipment

Large-Scale Deployment  
of 5G Base Stations\*<sup>1</sup>

Parameter tuning

Targeted Measures for Areas  
with High Customer Usage  
etc.

### Downlink throughput

Delivered 100Mbps  
or higher\*<sup>2</sup>

at Approx. **90%**  
of key urban centers

### No. of 5G base stations\*<sup>1</sup> deployed in FY25/2H

compared to  
FY25/1H

**x3-times**

### No. of 5G base stations\*<sup>1</sup> deployed in FY26

The same as in FY25/2H,  
maintain at a pace of

**x3-times**

\*1: Number of 5G base stations represents the total number of 5G BSs using Sub6 and 4G frequency bands.

\*2: According to in-house research using 5G devices during peak hours at measurement points set by NTT DOCOMO in densely populated areas in urban centers. (As of Dec. 2025)

# Significance of Key Initiatives

Achieve growth over the medium term by expanding Smart Life and enterprise services on the foundation of a robust customer base.

**Return to profit increase and drive medium-term growth through expansion of Smart Life and enterprise services**

**Build a robust customer base**

Mobile communications services revenues bottom out

Improved efficiency

**Stepped up sales promotion**

Enhance sales capability

Improved efficiency

Structural reform

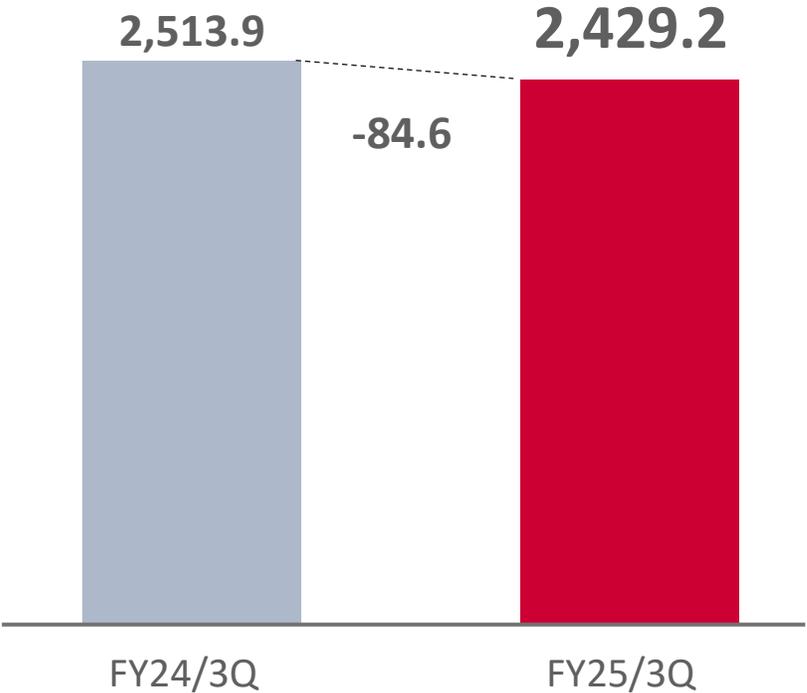
Acceleration

**Network reinforcement**

While operating revenues recorded a YOY decrease, the pace of decline in mobile communications services revenues continued to moderate.

### Operating revenues

(Billions of yen)



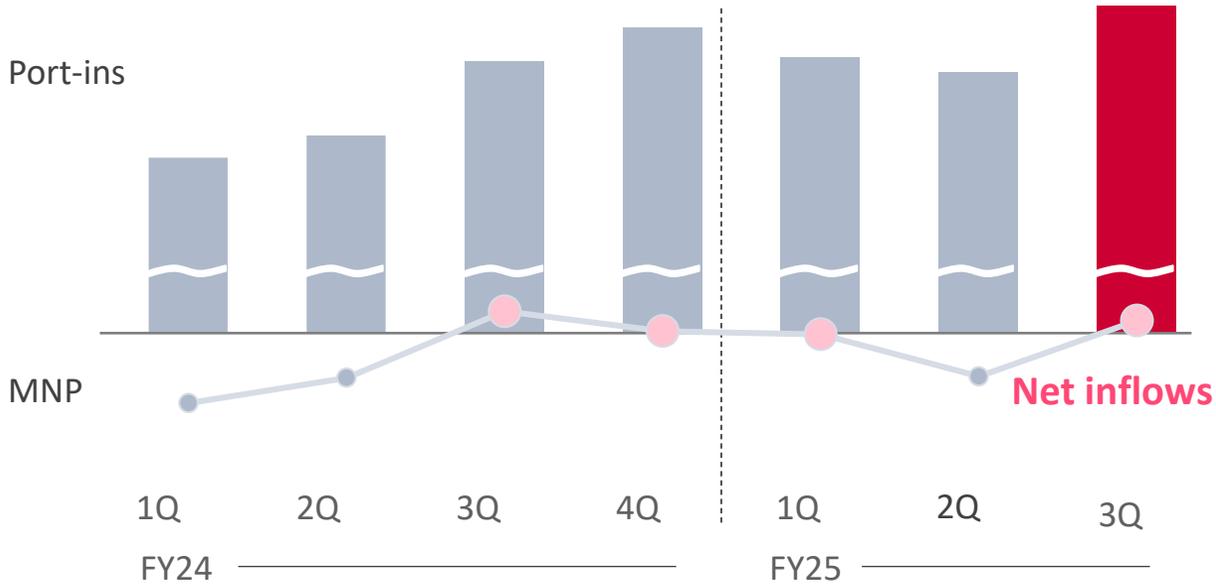
### Highlights

#### ➤ Factors behind change

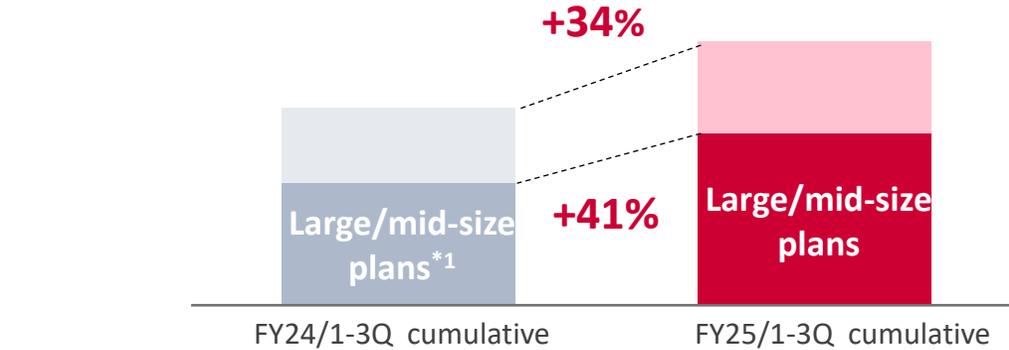
- ) Decrease in equipment sales revenues: -88.2 billion  
Incl.) Impact of device purchase program: -99.4 billion  
\*Inclusive of impact of review on provisions
- ) Decrease in mobile communications services revenues: -25.6 billion  
(1Q: -14.1 billion, 2Q: -8.0 billion, 3Q: -3.5 billion)
- +) Asset sale, increase in fixed line and other revenues: +29.2 billion

MNP performance turned positive, and acquisition of mid- and large-data plan subscribers has been favorable. Continue to aim for net MNP inflows for the full year.

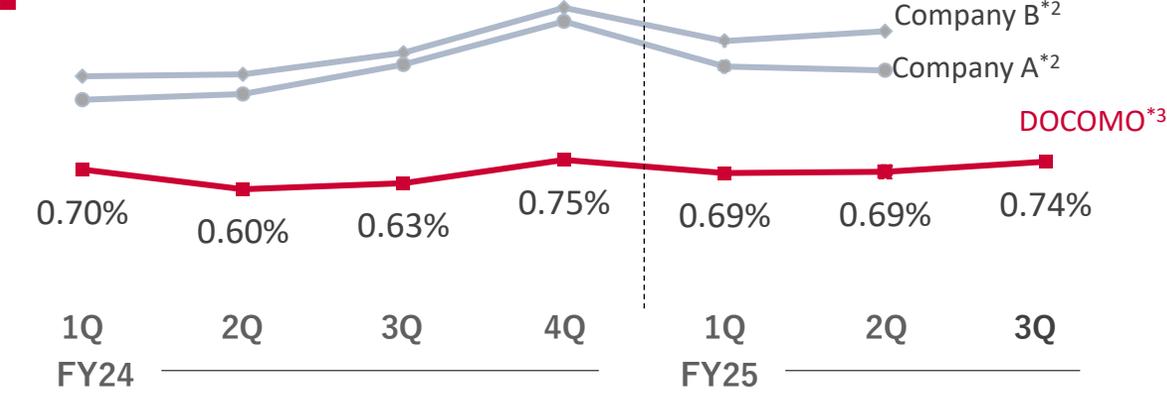
### YOY changes in individual handset net adds



### No. of port-ins (by size of plans subscribed)



### Churn rate



\*1: FY24 data include "eximo", "eximo Poikatsu" and "ahamo" plans.  
 FY25 data include "eximo", "eximo Poikatsu", "docomo MAX", "docomo Poikatsu MAX", "Poikatsu 20" and "ahamo" plans  
 \*2: According to company research (from each company's website)  
 \*3: Handset churn rate (enterprise accounts included).

# Consumer Communications: docomo MAX

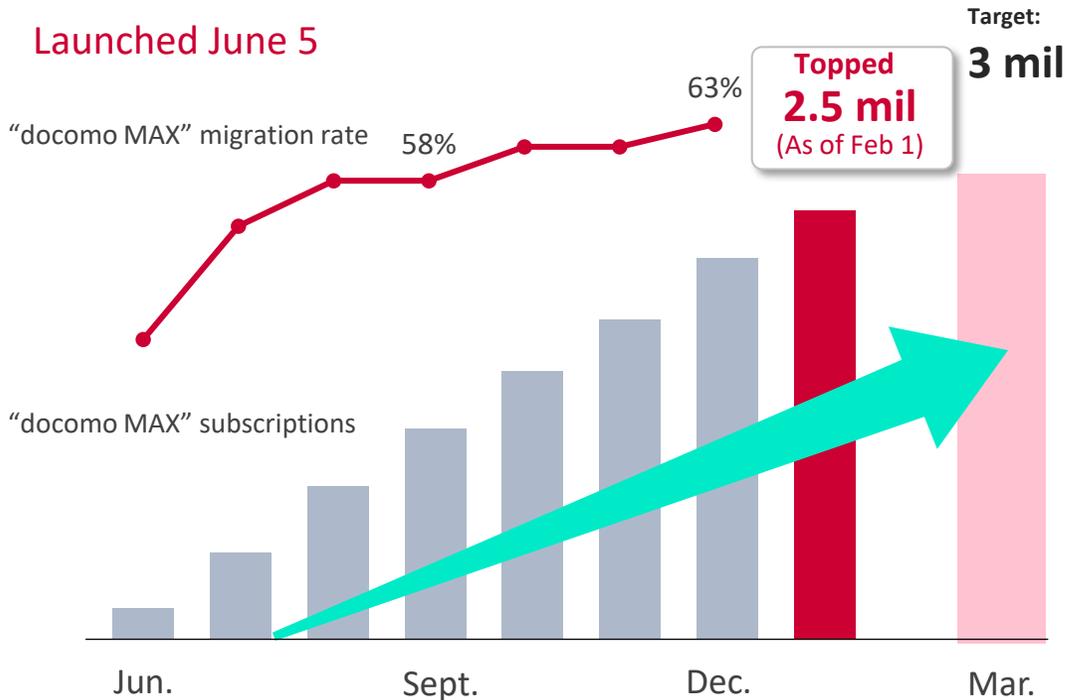


“docomo MAX” subscriptions surpassed 2.5 million and on track to achieve year-end target. Plan to further enhance its attractiveness by offering “selectable benefits” and “special experience value.”

## “docomo MAX” subscriptions/Migration rate\*1



Launched June 5



Topped 2.5 mil (As of Feb 1)

Target: 3 mil

Added “Lemino” and anime to “Selectable benefits” to make the plan more powerful. Pre-released a part of “Special Experience Value” offerings, and more to come!

To start Feb. 25

### “Selectable benefits”



Select 2 from 4 options of benefits



BTS live: exclusive distribution (From Dec. 25)



“Kunon the Sorcerer Can See” Exclusive streaming on 2 platforms (From Jan. 4)

©Umikaze Minamino Laruha/KADOKAWA/ “Kunon the Sorcerer Can See” production Committee

### “Special Experience Value”

MISIA SMTOWN LIVE 2025-26 in FUKUOKA DREAMS COME TRUE

Live ticket lottery/gift (From early Dec.)



MUFG Stadium night tour (From Dec. 19)



Premium admission ticket lottery sales (From Feb. 2)

Tokyo Disney Resort invitation campaign (by lottery) \*5

\* Inclusive of “docomo Poikatsu MAX” subs.

\*1 The proportion of migrations to ‘docomo MAX’ (including docomo Poikatsu MAX) among the total number of migrations from discontinued plans to current plans.

\*2: “Lemino Premium” (Monthly fee: ¥1,540 (including tax)) \*3: Additional paid content is not available.

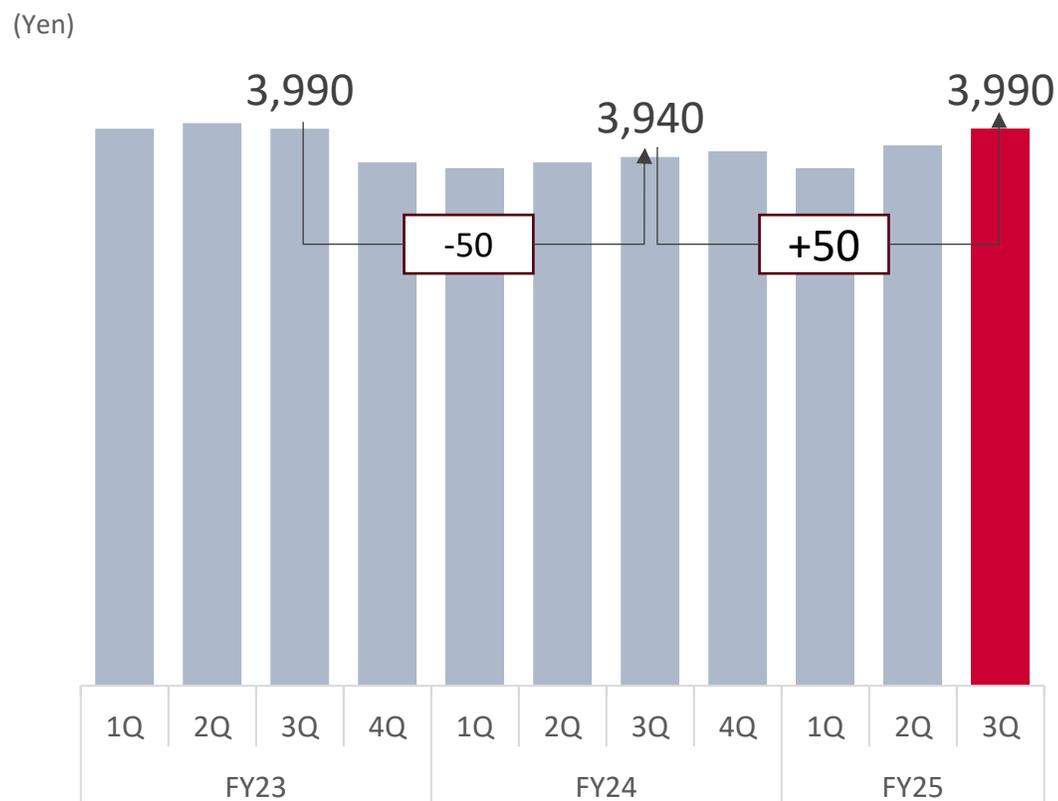
\*4: Unlimited viewing on exclusive streaming by 2 platforms: “d anime store” and ABEMA

\*5: ©Disney NTT DOCOMO is an official sponsor of Tokyo Disney Land® and Tokyo Disney Sea®

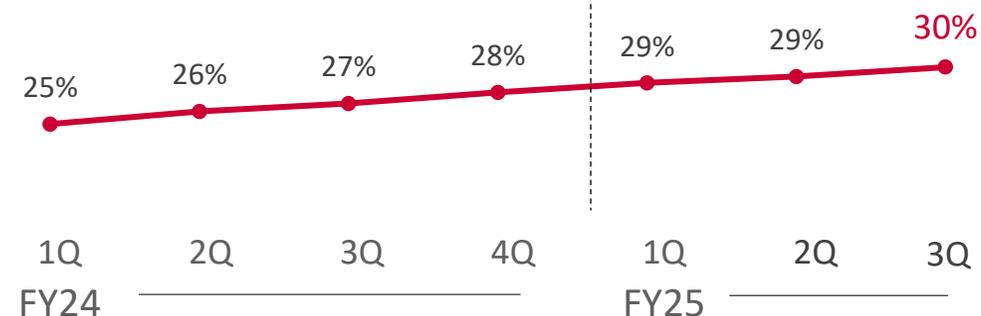
# Consumer Communications : ARPU

Due to an increase in the proportion of large-capacity plans, upward trend has taken hold, with ARPU recording YOY increases in FY25/3Q after the previous quarter.

## Mobile communication ARPU\*1



## Large data plan subscription rate\*2



## ARPU change before/after migration from old to new plans\*3

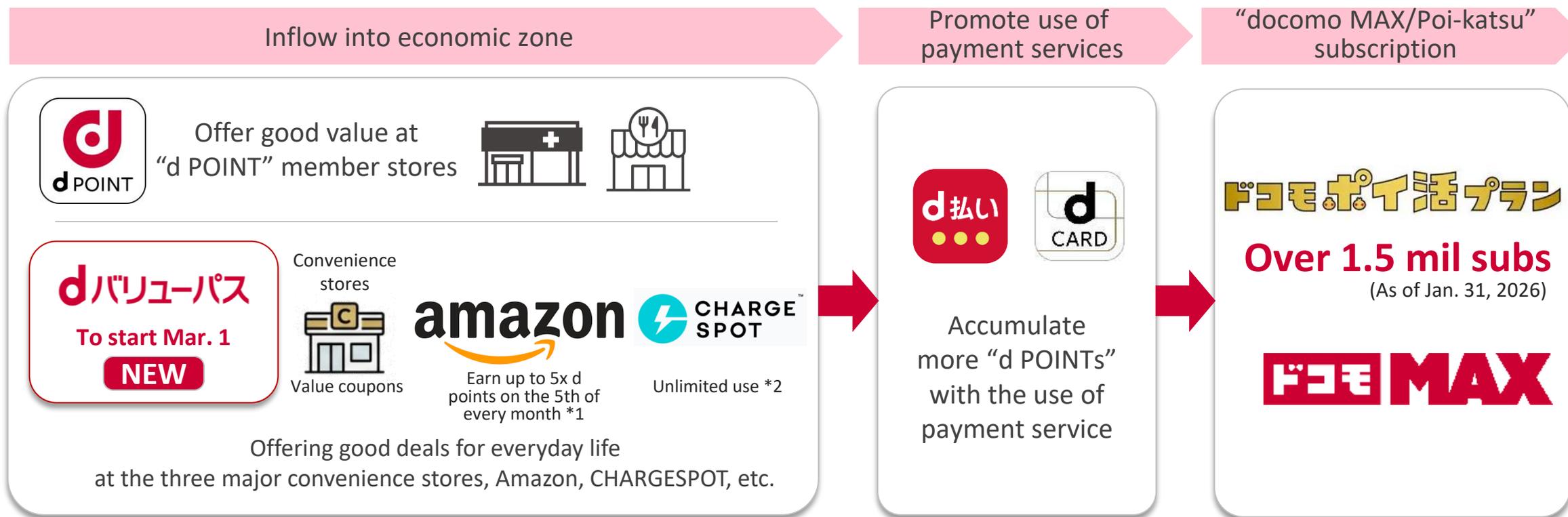
	FY25/3Q
All plan average	Up
(Incl.) "Giga light"	Up

\*1: Enterprise accounts included. \*2: No. of large data plan subscriptions ("docomo MAX", "docomo Poikatsu MAX", "eximo", "eximo Poikatsu", etc) / Total handset subscriptions

\*3: New plans include "docomo MAX", "docomo Poikatsu MAX", "Poikatsu 20", "docomo mini", and "ahamo". Old plans: other than above

# Highly Engaged Customer Base

Reinforce customer base by offering good deals for everyday life leveraging “d Value Pass” as an entry point to our economic zone, while also promoting the use of “d POINT” and payment services.



**Build a highly engaging customer base and lower churns leveraging “d POINT” as a starting point**

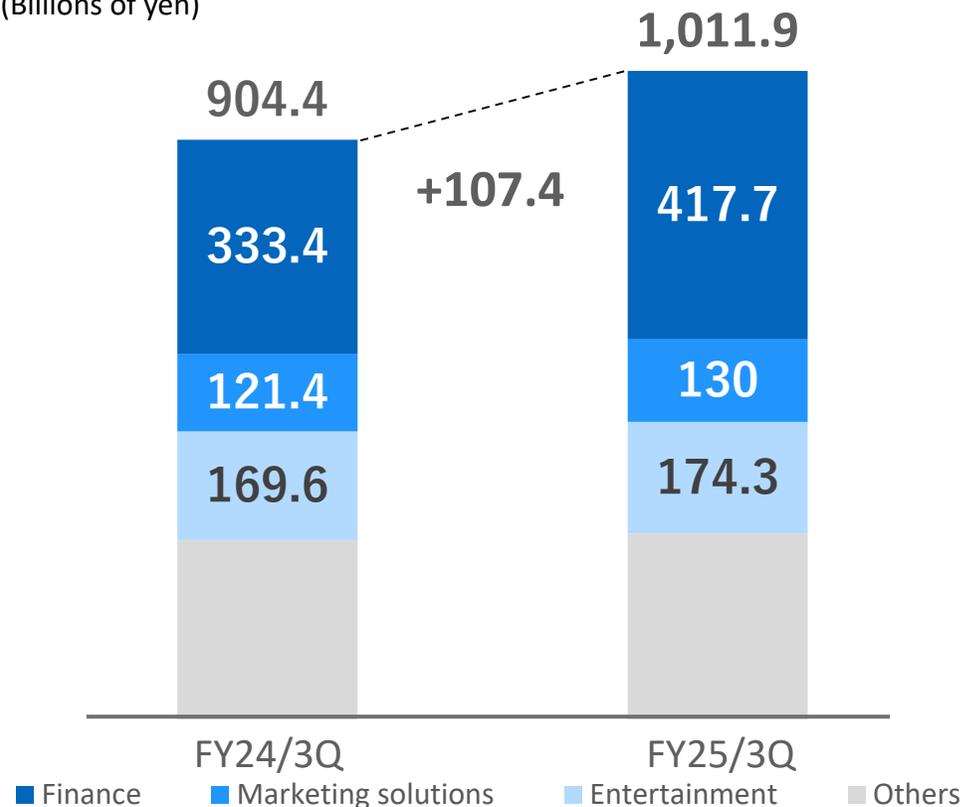
\*1: Link your Amazon account with your d ACCOUNT and sign up for Amazon Prime

\*2: Commenced “unlimited use” package as a pre-launch offer in Nov. 2025

Smart Life revenues increased driven by the steady growth of all three lines of business and consolidation of SBI Sumishin Net Bank.

## Operating revenues

(Billions of yen)



## Highlights

### ➤ Factors behind change

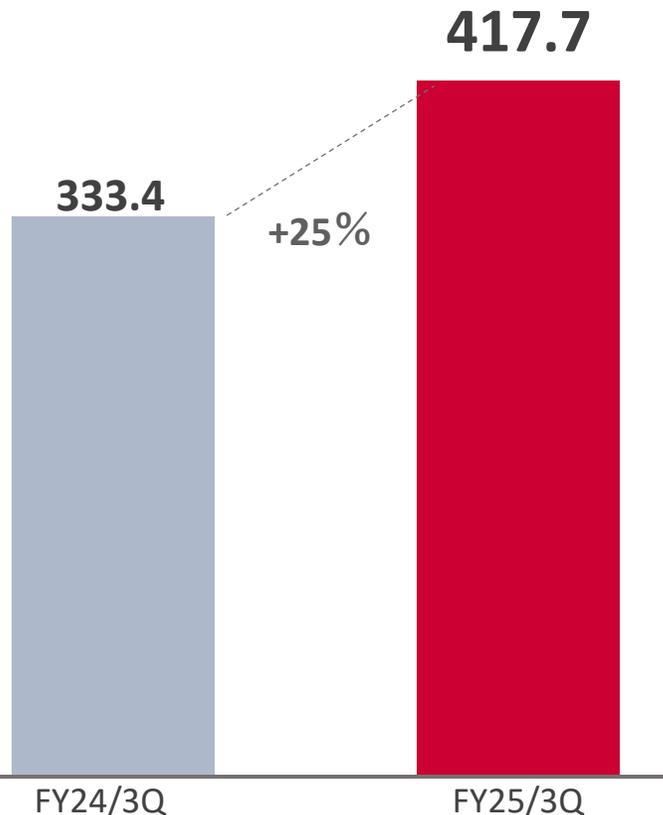
- + ) **Finance** **+84.3 billion**
  - ✓ Impact of integrating SBI Sumishin Net Bank, expanded usage of “d CARD” and “d-Barai”
- + ) **Marketing solutions** **+8.6 billion**
  - ✓ Expansion of “d POINT” sales revenues
- + ) **Entertainment** **+4.7 billion**
  - ✓ Expansion of venue business

\*Revenues of each domain represent management accounting data. “Others” include consolidation journal entries and eliminations between segments.

Finance/payment transactions grew steadily driven by “d CARD PLATINUM”, etc. Aim to improve customer experience through linkage of finance and communication services centered on the bank.

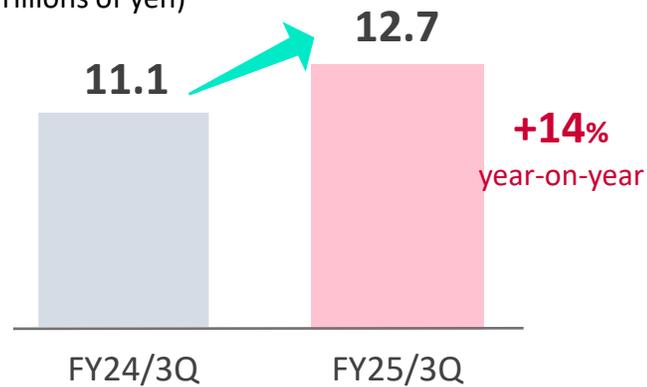
## Finance revenues

(Billions of yen)



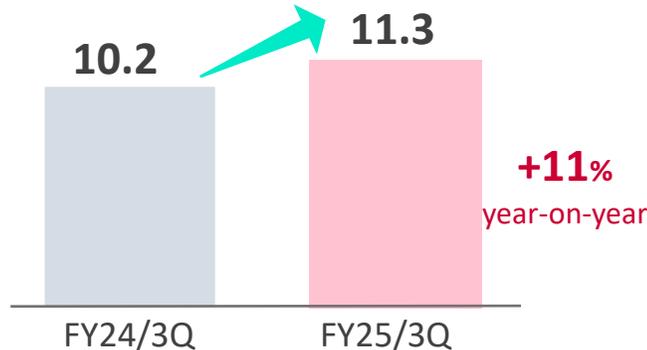
## Growth of finance/payment transactions

(Trillions of yen)



## Bank deposit balance

(Trillions of yen)

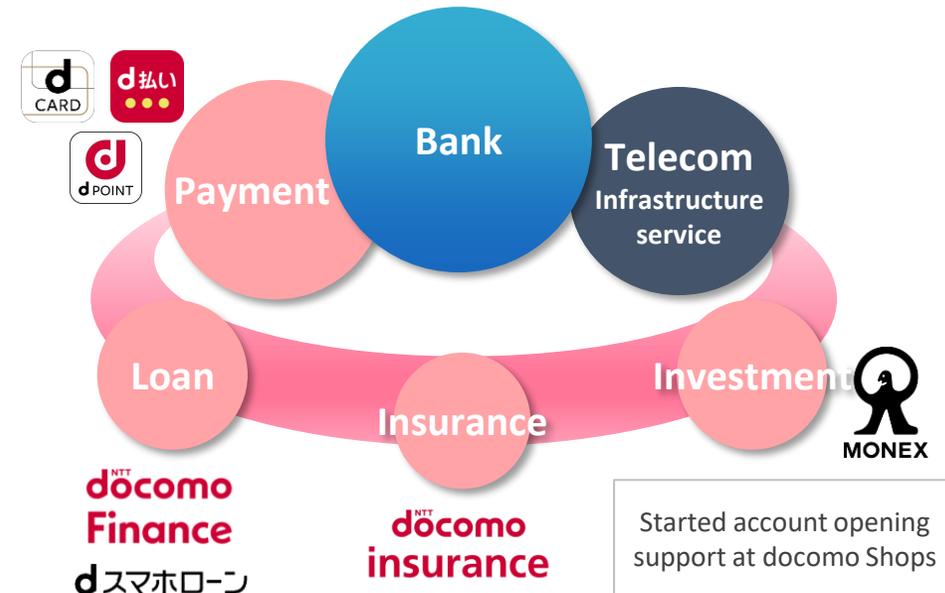


## Expansion of finance services

Aim to achieve “a future without boundaries between daily life and finance” through seamless integration of finance/communication services using bank as a hub



• “d POINTs” awarded for bundled use with telecom service (From August)



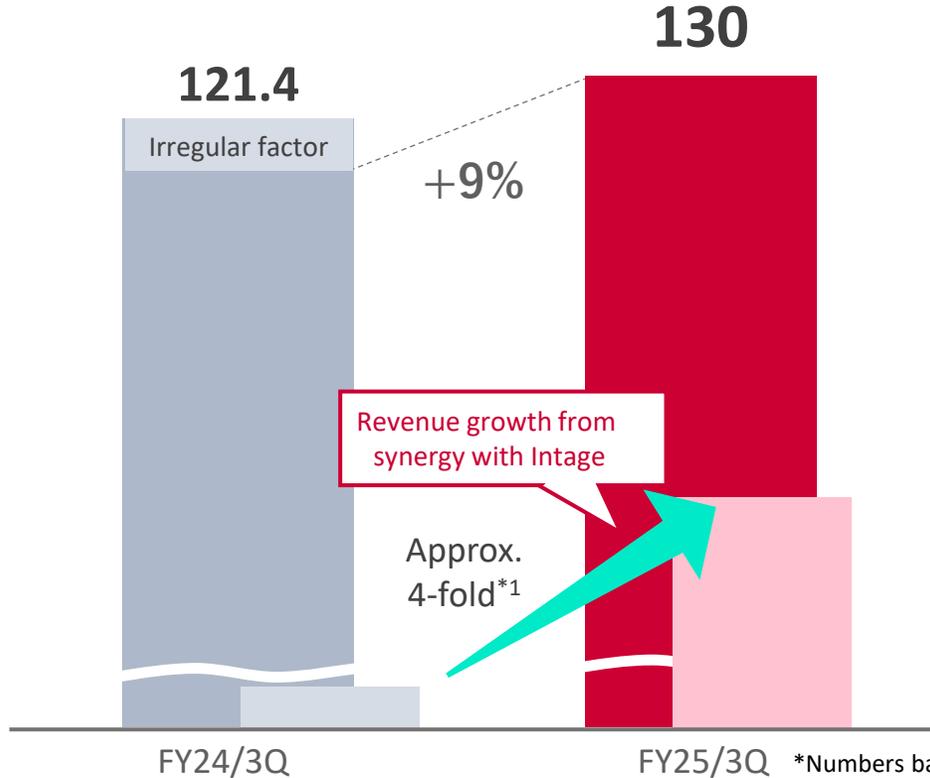
Started account opening support at docomo Shops

# Smart Life: Marketing Solutions

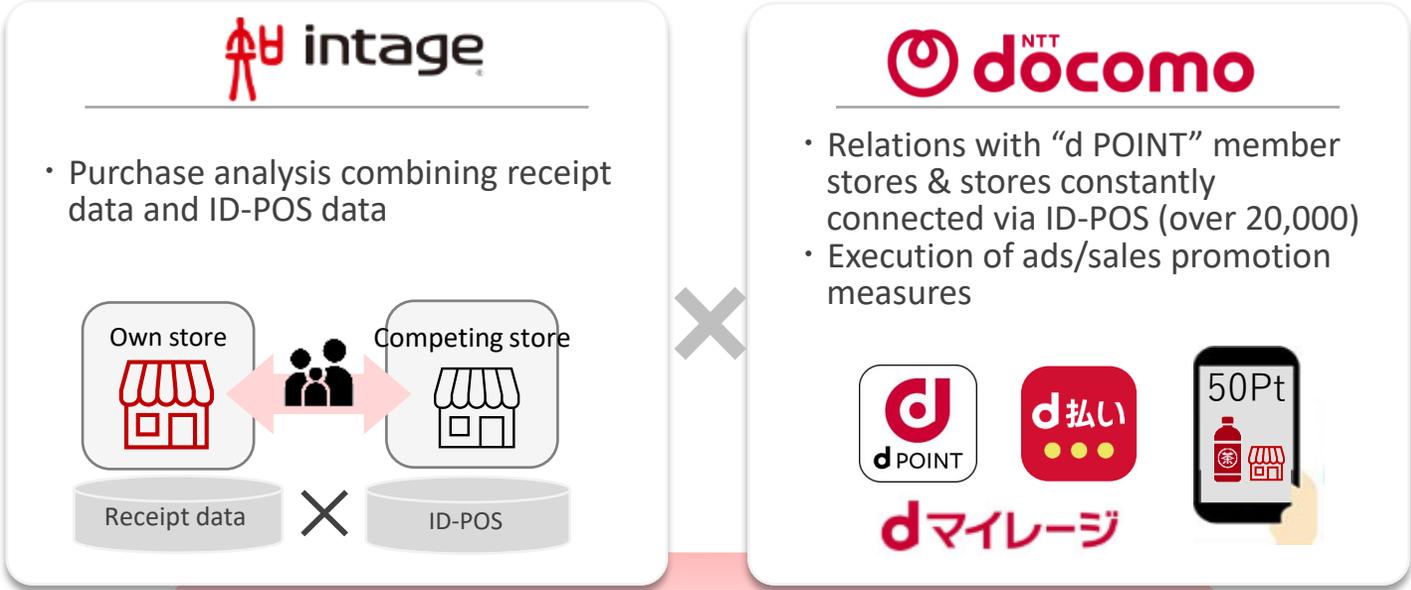
Marketing solutions revenues growing steadily. Aim to expand revenues by combining the assets of Intage and DOCOMO.

## Marketing solution revenues

(Billions of yen)



## Expansion of business targeting consumer goods manufacturers/retailers



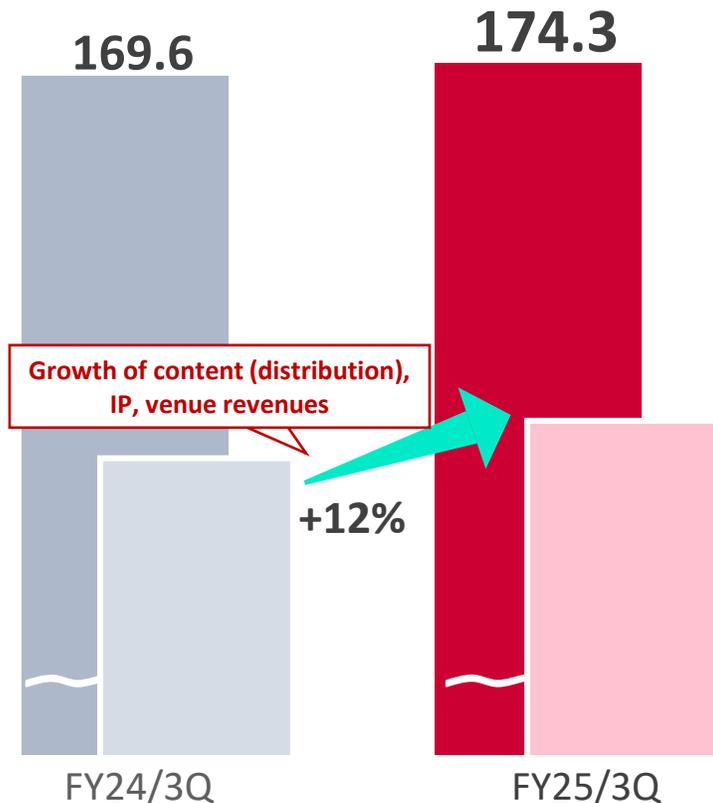
Provide a complete range of solutions from analysis to improvement and sales promotion, thereby expand the businesses of consumer goods manufacturers/retailers

\*1: Integration with relevant existing businesses are also promoted to accelerate the take-off of synergy business.

Revenues grew driven by the enrichment of video service content and expansion of venues. IG Arena achieving steadfast growth. Started offering new user experience leveraging IOWN.

## Entertainment revenues

(Billions of yen)



## Video service content enrichment

**Lemino**  
\*1

Plan to further enrich music, drama W and sports content, etc., in collaboration with WOWOW.



Suikoden by Kitakata Kenzo  
(From Feb 15) Kitakata Kenzo/Shueisha ©2026 WOWOW / NTT DOCOMO

More to come!  
To be announced shortly



Added 500 titles strongly requested by customers. One of the largest anime platforms in Japan by the number of titles\*2.



Enriched anime content  
(Distribution started sequentially from Dec.)

## Steady growth of venues

Achieved profitability in a short period (Q3) with hospitality service, etc., driving revenues.



Suite room



Sponsor

## IG Arena

Live footage transmitted from Yokohama to Aichi over IOWN, delivering new experience combining two venues (Feb 15).



IOWN

TGC in Aichi-Nagoya 2026  
(IG Arena)

×

TOKYO GIRLS MUSIC FES. 2026 by  
TGC (Yokohama BUNTAI)

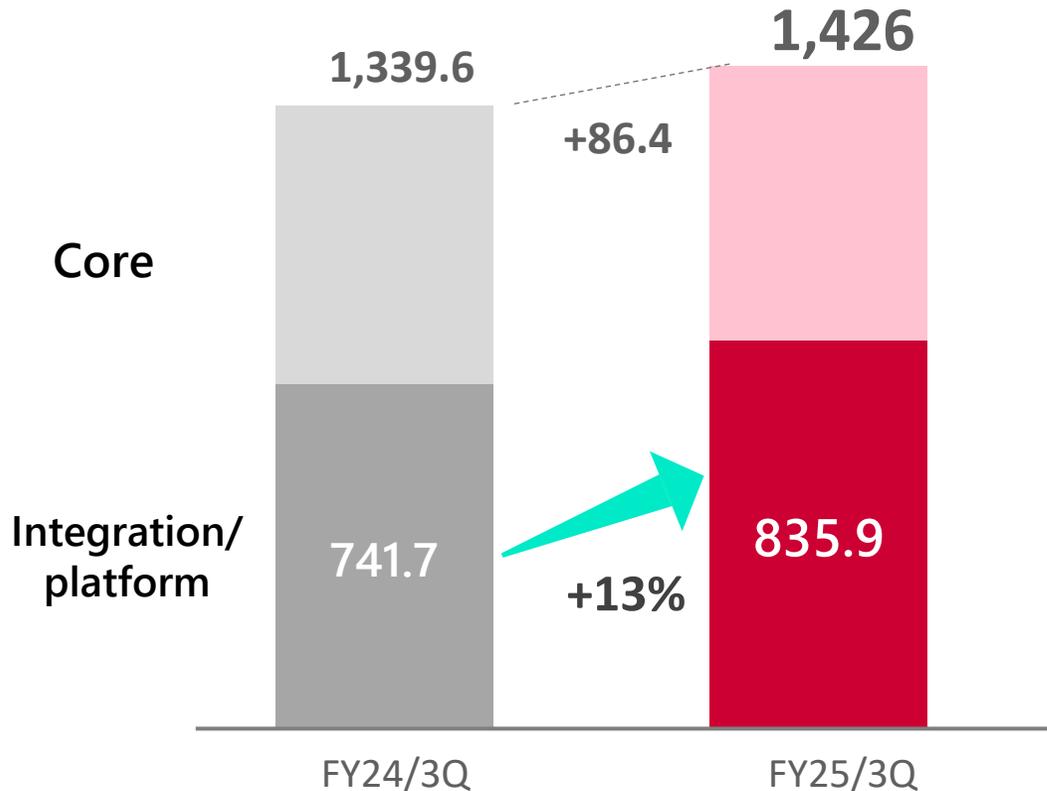
\*Numbers based on managerial accounting.

\*1: According to in-house research, counting the numbers of anime, 2.5D, stage performance, voice actors, music content titles distributed via domestic flat-rate video distribution services in December 2025.

Steady expansion of integration/platform businesses driving revenue growth.

## Operating revenues

(Billions of yen)



\*Numbers based on managerial accounting.

## Highlights

### ➤ Factors behind change

#### + ) Integration/platform: +94.2 billion

##### Large enterprises

- ✓ Expansion of contact center projects adopting AI
- ✓ Increase of DX/security businesses in public, manufacturing and logistics sectors

##### Mid-tier and SMEs

- ✓ Expansion of regional bank/shinkin bank projects and docomo Business packages
- ✓ Winning of GIGA School deal

#### - ) Core : -7.7 billion

# AI Initiatives

Stepping up collaboration with partners looking ahead to the physical AI era.  
Tackle new value creation evolving our AI-Centric ICT platform.

## Collaboration with Kawasaki Heavy Industries

Social  
robots

 **Kawasaki**  
Powering your potential

Provision of excellent products, development capability,  
and solutions for social issues

Medical/nursing care,  
transportation,  
commercial facilities,  
etc.



## Collaboration with Mujin

Industrial  
robots



Provision of robot control/execution management software



Manufacturing,  
logistics

AI infrastructure

 **docomo Business**

Implementation of advanced technologies, e.g., AI, security, etc.

# AI-Centric ICT platform

docomo business **RINK**<sup>®</sup> 

docomo business **SIGN**<sup>™</sup> 

## Industrial platform solving social issues

# Actions for Further Improvement of Telecom Service Quality

Continue to vigorously promote the construction of 5G base stations

The ongoing large-scale base station construction projects will be gradually completed from FY25/2H.

In FY26, the construction scale equivalent to FY25/2H is expected to be carried out throughout the entire year from the beginning of the fiscal year.

## No. of 5G base stations across Japan\*1

Accelerating the securing of infrastructure for mass construction in conjunction with the construction of base stations at hand

Maintain fast-paced deployment throughout the year  
(Construct no. of BSs comparable to FY25/2H every half-year)



End of FY24

FY25/1H

FY25/2H

FY26/1H

FY26/2H

\*1: Number of 5G base stations represents the total number of 5G BSs using Sub6 and 4G frequency bands.  
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## Further Improvement of Telecom Service Quality: Actual Cases

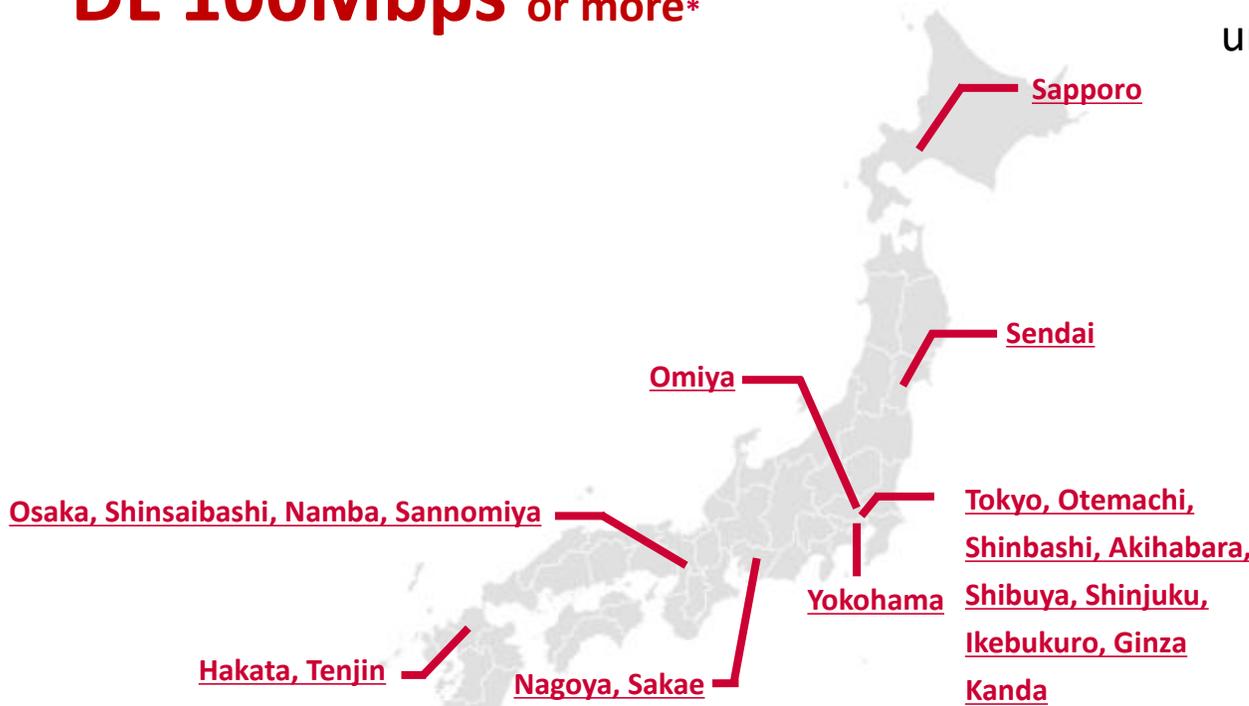
Improved perceived quality in areas where 5G base stations are constructed.

We aim to continue to further improve quality by accelerating construction in the future.

### Center of major cities nationwide

In crowded areas, even during peak hours

**DL 100Mbps or more\***



### Tokyo Metro

Large-scale 5G rollout to Tokyo Metro lines from Feb 2026 onwards, making communication smoother even in underground spaces.

**By Apr 2026,**

5G will be introduced in **over 60%** of underground stations, increasing system capacity by more than **1.5 times**.

Furthermore, the system will be gradually expanded to all stations from May onwards.

\*Based on our own research using 5G devices during peak hours at measurement points set by our company in densely populated urban areas, as of Dec 2025

# Global Solutions Business

# Results for the Nine Months Ended December 31, 2025

## Summary of YoY Changes



- In the nine months ended December 31, 2025, net sales and operating profit both rose year on year, due in part to gain on the transfer of data centers (hereinafter, “DC(s)”) during Q2.
- New orders received also increased as we acquired large-scale projects both in Japan and overseas.

(Unit: billions of yen)

	FY2024 Apr-Dec	FY2025 Apr-Dec	YoY (Amount)	YoY (Rate)
<b>Net Sales</b>	<b>3,407.8</b>	<b>3,643.8</b>	<b>+236.0</b>	<b>+6.9%</b>
<b>Operating Profit (Operating Profit Margin)</b>	<b>236.0 (6.9%)</b>	<b>384.2 (10.5%)</b>	<b>+148.2 (+3.6pp)</b>	<b>+62.8%</b>
<b>Profit*</b>	<b>90.4</b>	<b>216.9</b>	<b>+126.5</b>	<b>+140.0%</b>
<b>New Orders Received</b>	<b>3,664.3</b>	<b>4,002.0</b>	<b>+337.7</b>	<b>+9.2%</b>
<Excluding new orders received for the DC Business>	<3,135.7>	<3,405.5>	<+269.8>	<+8.6%>

\* Up to Q1 FY2025, this table presented profit attributable to shareholders of NTT DATA. Starting in Q2 FY2025, it provides profit including non-controlling interests.

# Revision to FY2025 Full-Year Forecasts

- The DC transfer gain amounted to ¥129.5 billion, coming in ¥26.0 billion lower than our projection of ¥155.4 billion.
- To reflect this difference, we have revised our full-year forecasts for FY2025 as follows.

(Unit: billions of yen)

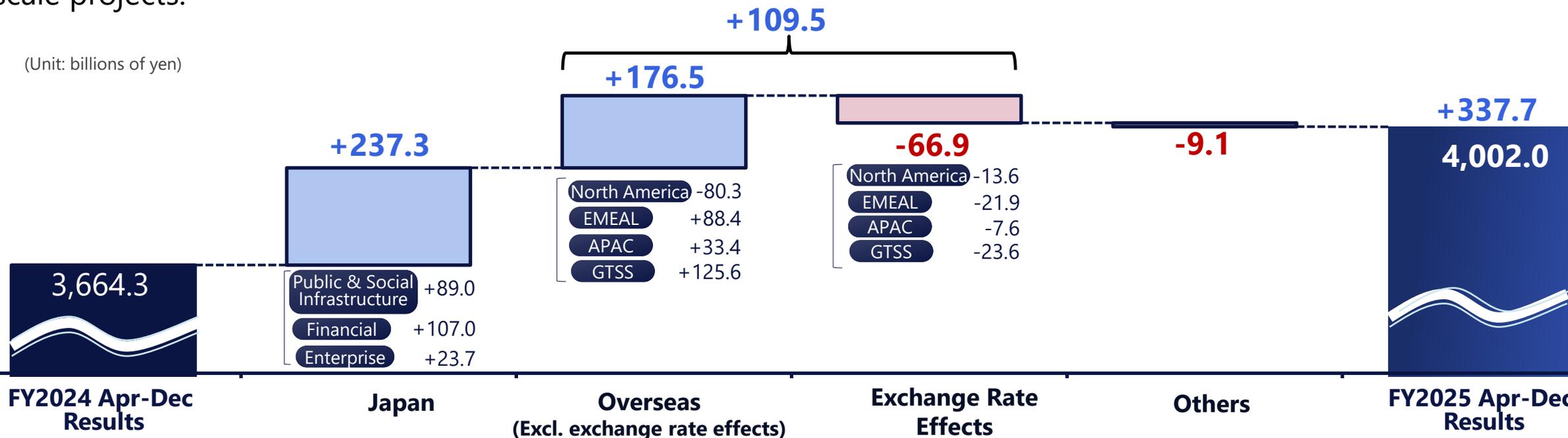
	FY2024 Results	Revised FY2025 Forecasts	YoY (Amount)	Initial FY2025 Forecasts	Difference (Amount)
<b>Net Sales</b>	<b>4,638.7</b>	<b>4,910.7</b>	<b>+272.0</b>	4,936.7	-26.0
<b>Operating Profit (Operating Profit Margin)</b>	<b>323.9 (7.0%)</b>	<b>496.0 (10.1%)</b>	<b>+172.1</b>	522.0 (10.6%)	-26.0
<b>Profit</b>	<b>139.3</b>	<b>260.0</b>	<b>+120.7</b>	266.0	-6.0
<b>New Orders Received</b>	<b>4,961.6</b>	<b>4,720.0</b>	<b>-241.6</b>	<b>4,720.0</b>	-

# New Orders Received | YoY Changes (9M and Q3 FY2025)



New orders received increased in both the Japan and Overseas segments, buoyed by the acquisition of large-scale projects.

(Unit: billions of yen)



(Unit: billions of yen)

New Orders Received	FY2024 Apr-Dec	FY2025 Apr-Dec	YoY (Amount)	FY2025 Forecasts	Progress Toward Forecasts	FY2024 Oct-Dec (Q3)	FY2025 Oct-Dec (Q3)	YoY (Amount)
<b>Total</b>	3,664.3	<b>4,002.0</b>	<b>+337.7</b>	Excl. DC Biz 4,720.0	-	1,163.9	<b>1,252.4</b>	<b>+88.5</b>
<b>Japan</b>	1,232.0	<b>1,469.3</b>	<b>+237.3</b>	1,810.0	81.2%	355.8	<b>446.6</b>	<b>+90.8</b>
<b>Overseas*</b>	2,422.4	<b>2,532.0</b>	<b>+109.5</b>	Excl. DC Biz 2,900.0	-	804.7	<b>812.2</b>	<b>+7.5</b>
<b>Others</b>	9.8	<b>0.7</b>	<b>-9.1</b>	10.0	7.2%	3.3	<b>-6.5</b>	<b>-9.8</b>

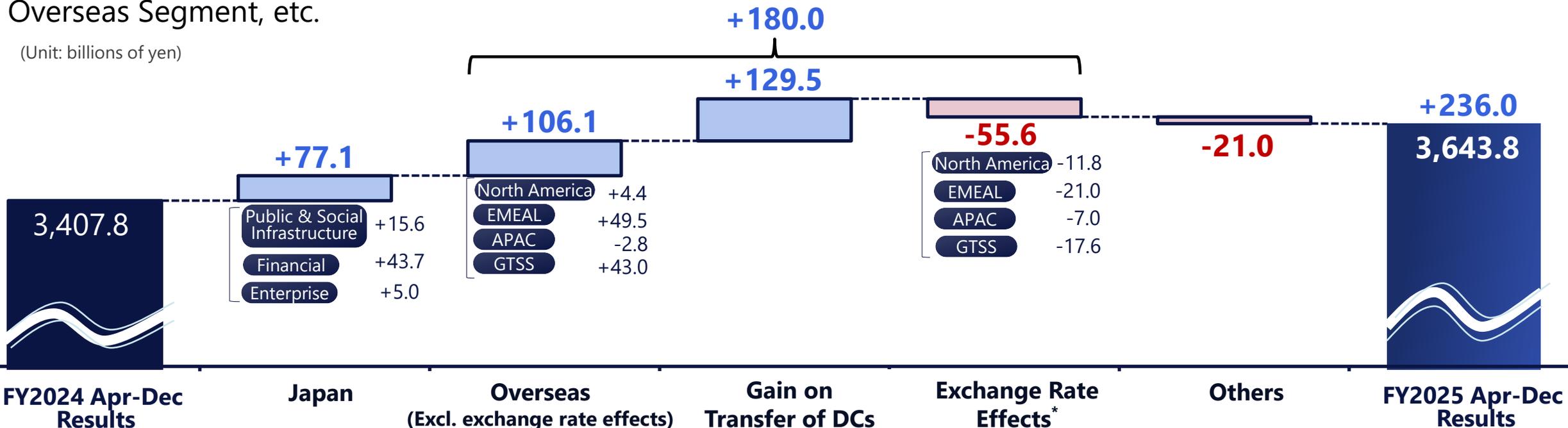
\* Of the total, new orders received for the DC Business amounted to ¥528.7 billion for FY2024 Apr-Dec and ¥596.5 billion for FY2025 Apr-Dec. FY2025 Forecasts does not include such figures for the DC Business.

# Net Sales | YoY Changes (9M and Q3 FY2025)



Net sales increased overall, driven by the expansion of the Japan Segment, gain on the DC transfer in the Overseas Segment, etc.

(Unit: billions of yen)



(Unit: billions of yen)

Net Sales	FY2024 Apr-Dec	FY2025 Apr-Dec	YoY (Amount)	FY2025 Forecasts	Progress Toward Forecasts	FY2024 Oct-Dec (Q3)	FY2025 Oct-Dec (Q3)	YoY (Amount)
Total	3,407.8	3,643.8	+236.0	4,910.7	74.2%	1,167.7	1,283.3	+115.7
Japan	1,382.7	1,459.8	+77.1	1,959.0	74.5%	496.1	516.2	+20.1
Overseas	2,054.1	2,234.0	+180.0	3,026.7	73.8%	682.8	796.6	+113.7
Others	-29.0	-50.0	-21.0	-75.0	-	-11.3	-29.4	-18.2

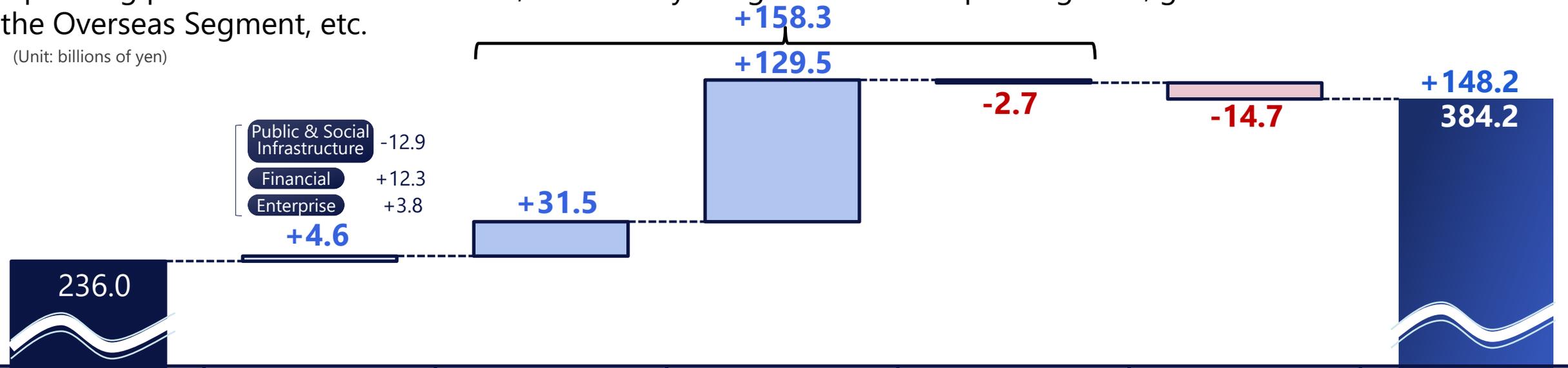
\* Exchange Rate Effects refers to the amounts affected by differences in exchange rates between the current fiscal year and the previous fiscal year, when USD-denominated results are converted into the yen, in all units. The average rate against USD is JPY152.64 for FY2024 Apr-Dec and JPY148.71 for FY2025 Apr-Dec, while Gain on Transfer of DCs is based on the transaction-date rate of JPY147.03.

# Operating Profit | YoY Changes (9M and Q3 FY2025)



Operating profit also increased overall, boosted by the growth in the Japan Segment, gain on the DC transfer in the Overseas Segment, etc.

(Unit: billions of yen)



FY2024 Apr-Dec Results

Japan

Overseas  
(Excl. exchange rate effects)

Gain on  
Transfer of DCs

Exchange Rate  
Effects\*

Others

FY2025 Apr-Dec Results

(Unit: billions of yen)

Operating Profit (Operating Profit Margin)	FY2024 Apr-Dec	FY2025 Apr-Dec	YoY (Amount)	FY2025 Forecasts	Progress Toward Forecasts	FY2024 Oct-Dec (Q3)	FY2025 Oct-Dec (Q3)	YoY (Amount)
<b>Total</b>	236.0 (6.9%)	<b>384.2</b> <b>(10.5%)</b>	<b>+148.2</b> <b>(+3.6pp)</b>	496.0 (10.1%)	77.5%	87.0 (7.4%)	<b>115.2</b> <b>(9.0%)</b>	<b>+28.3</b> <b>(+1.5pp)</b>
<b>Japan</b>	139.9	<b>144.5</b>	<b>+4.6</b>	212.0	68.2%	53.9	<b>64.0</b>	<b>+10.1</b>
<b>Overseas</b>	71.5	<b>229.7</b>	<b>+158.3</b>	281.0	81.8%	23.9	<b>54.1</b>	<b>+30.1</b>
<b>Others</b>	24.7	<b>10.0</b>	<b>-14.7</b>	3.0	-	9.1	<b>-2.9</b>	<b>-12.0</b>

\* Exchange Rate Effects 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 JPY152.64 for FY2024 Apr-Dec and JPY148.71 for FY2025 Apr-Dec, while Gain on Transfer of DCs is based on the transaction-date rate of JPY147.03.

# Breakdown of Japan Segment Results

- **New orders received** increased year on year in all the three businesses for the nine months ended December 31, 2025, boosted mainly by large-scale projects acquired in the Public & Social Infrastructure and Financial businesses.
- **Net sales** also increased in all the three businesses for the nine months, reflecting the expansion in such fields as Telecom and Utility, and Regional Financial Institutions, Cooperative Financial Institutions.
- **Operating profit** increased in the Japan Segment overall, as the growth in the Financial and Enterprise businesses offset a decline in the Public & Social Infrastructure Business, which was partly due to the absence of highly profitable projects in Central Government and Related Agencies booked in the previous year.

(Unit: billions of yen)

		FY2024 Apr-Dec	FY2025 Apr-Dec	YoY (Amount)	FY2025 Forecasts	Progress Toward Forecasts	FY2024 Oct-Dec (Q3)	FY2025 Oct-Dec (Q3)	YoY (Amount)
<b>New Orders Received</b>		1,232.0	<b>1,469.3</b>	<b>+237.3</b>	1,810.0	81.2%	355.8	<b>446.6</b>	<b>+90.8</b>
Repost	Public & Social Infrastructure	481.2	<b>570.2</b>	<b>+89.0</b>	691.0	82.5%	91.4	<b>163.7</b>	<b>+72.3</b>
	Financial	416.6	<b>523.6</b>	<b>+107.0</b>	641.0	81.7%	155.0	<b>154.3</b>	<b>-0.7</b>
	Enterprise	282.2	<b>305.9</b>	<b>+23.7</b>	410.0	74.6%	99.9	<b>101.3</b>	<b>+1.4</b>
<b>Net Sales</b>		1,382.7	<b>1,459.8</b>	<b>+77.1</b>	1,959.0	74.5%	496.1	<b>516.2</b>	<b>+20.1</b>
Repost	Public & Social Infrastructure	551.1	<b>566.7</b>	<b>+15.6</b>	866.0	65.4%	203.9	<b>196.9</b>	<b>-7.0</b>
	Financial*	501.8	<b>545.5</b>	<b>+43.7</b>	749.0	72.8%	177.7	<b>187.5</b>	<b>+9.8</b>
	Enterprise	428.3	<b>433.3</b>	<b>+5.0</b>	554.0	78.2%	149.3	<b>150.3</b>	<b>+1.0</b>
<b>Operating Profit (Operating Profit Margin)</b>		139.9 (10.1%)	<b>144.5 (9.9%)</b>	<b>+4.6 (-0.2pp)</b>	212.0 (10.8%)	68.2%	53.9 (10.9%)	<b>64.0 (12.4%)</b>	<b>+10.1 (+1.5pp)</b>
Repost	Public & Social Infrastructure	70.3 (12.8%)	<b>57.4 (10.1%)</b>	<b>-12.9 (-2.6pp)</b>	120.0 (13.9%)	47.8%	27.4 (13.4%)	<b>24.9 (12.6%)</b>	<b>-2.5 (-0.8pp)</b>
	Financial	53.6 (10.7%)	<b>65.9 (12.1%)</b>	<b>+12.3 (+1.4pp)</b>	85.0 (11.3%)	77.5%	20.1 (11.3%)	<b>24.8 (13.2%)</b>	<b>+4.7 (+1.9pp)</b>
	Enterprise	47.4 (11.1%)	<b>51.2 (11.8%)</b>	<b>+3.8 (+0.8pp)</b>	68.0 (12.3%)	75.3%	16.5 (11.0%)	<b>19.5 (13.0%)</b>	<b>+3.0 (+1.9pp)</b>

\* For FY2024 net sales of the Financial Business, the assumptions for the elimination of intercompany transactions have been revised to match those for FY2025 Forecasts, pushing down the figures by ¥34.3 billion for FY2024 Apr-Dec and by ¥11.9 billion for FY2024 Oct-Dec (Q3).

# Breakdown of Overseas Segment Results



- **New orders received** increased overall in the Overseas Segment, as the acquisition of large-scale projects in GTSS offset a decline in North America, which was hit by lower demand for large-scale projects than the previous year.
- **Net sales** in GTSS remained robust, while those in North America and EMEAL also increased if exchange rate effects are excluded.
- **EBITA** increased in all the four units excluding exchange rate effects, backed by one-time revenue in GTSS and cost management efforts by the three regional units.

(Unit: billions of yen)

	FY2024 Apr-Dec	FY2025 Apr-Dec	YoY (Amount)	Excl. Exchange Rate Effects*3	Exchange Rate Effects*3	FY2025 Forecasts		Progress Toward Forecasts	FY2024 Oct-Dec (Q3)	FY2025 Oct-Dec (Q3)	YoY (Amount)
						Excl. DC Biz	2,900.0				
<b>New Orders Received*4</b>	<b>2,422.4</b>	<b>2,532.0</b>	<b>+109.5</b>	<b>+176.5</b>	<b>-66.9</b>	Excl. DC Biz	<b>2,900.0</b>	—	<b>804.7</b>	<b>812.2</b>	<b>+75</b>
Repost	North America	608.1	<b>514.2</b>	<b>-93.9</b>	<b>-80.3</b>		798.0	64.4%	283.8	<b>120.3</b>	<b>-163.5</b>
	EMEAL	761.4	<b>827.9</b>	<b>+66.5</b>	<b>+88.4</b>		1,267.0	65.3%	282.9	<b>333.9</b>	<b>+51.0</b>
	APAC	261.3	<b>287.1</b>	<b>+25.8</b>	<b>+33.4</b>		478.0	60.1%	87.4	<b>102.8</b>	<b>+15.4</b>
	GTSS	791.6	<b>893.6</b>	<b>+101.9</b>	<b>+125.6</b>	<b>-23.6</b>	Excl. DC Biz	357.0	—	150.7	<b>246.0</b>
<b>Net Sales</b>	<b>2,054.1</b>	<b>2,234.0</b>	<b>+180.0</b>	<b>+235.6</b>	<b>-55.6</b>		<b>3,026.7</b>	<b>73.8%</b>	<b>682.8</b>	<b>796.6</b>	<b>+113.7</b>
Repost	North America	452.4	<b>445.1</b>	<b>-7.3</b>	<b>+4.4</b>		640.0	69.5%	145.6	<b>159.2</b>	<b>+13.6</b>
	EMEAL	767.0	<b>795.5</b>	<b>+28.4</b>	<b>+49.5</b>		1,100.0	72.3%	258.4	<b>292.0</b>	<b>+33.5</b>
	APAC	274.3	<b>264.5</b>	<b>-9.7</b>	<b>-2.8</b>		408.0	64.8%	88.8	<b>92.3</b>	<b>+3.5</b>
	GTSS	640.1	<b>795.0</b>	<b>+154.9</b>	<b>+172.5</b>	<b>-17.6</b>	1,012.7	78.5%	216.8	<b>242.7</b>	<b>+25.9</b>
<b>EBITA*2 (EBITA Margin)</b>	<b>110.7 (5.4%)</b>	<b>270.7 (12.1%)</b>	<b>+160.0 (+6.7pp)</b>	<b>+163.7</b>	<b>-3.7</b>		<b>338.0 (11.2%)</b>	<b>80.1%</b>	<b>37.3 (5.5%)</b>	<b>67.5 (8.5%)</b>	<b>+30.2</b>
Repost	North America	27.0 (6.0%)	<b>32.2 (7.2%)</b>	<b>+5.2 (+1.3pp)</b>	<b>+6.1</b>	<b>-0.9</b>	61.0 (9.5%)	52.8%	9.0 (6.2%)	<b>15.6 (9.8%)</b>	<b>+6.7</b>
	EMEAL	32.5 (4.2%)	<b>39.1 (4.9%)</b>	<b>+6.6 (+0.7pp)</b>	<b>+7.6</b>	<b>-1.0</b>	70.0 (6.4%)	55.9%	9.8 (3.8%)	<b>18.7 (6.4%)</b>	<b>+9.0</b>
	APAC	20.6 (7.5%)	<b>20.4 (7.7%)</b>	<b>-0.3 (+0.2pp)</b>	<b>+0.3</b>	<b>-0.5</b>	41.0 (10.0%)	49.7%	6.0 (6.7%)	<b>7.1 (7.7%)</b>	<b>+1.2</b>
	GTSS	61.3 (9.6%)	<b>215.0 (27.0%)</b>	<b>+153.7 (+17.5pp)</b>	<b>+156.0</b>	<b>-2.3</b>	237.0 (23.4%)	90.7%	24.2 (11.2%)	<b>33.0 (13.6%)</b>	<b>+8.8</b>

\*1 Following the reorganization of the Overseas Segment, the figures for FY2024 results and FY2025 Forecasts have been revised.

\*2 EBITA = operating profit + amortization of intangible assets through PPA following acquisitions, etc.

\*3 Exchange Rate Effects 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 JPY152.64 for FY2024 Apr-Dec and JPY148.71 for FY2025 Apr-Dec.

\*4 Of the total, new orders received for the DC Business amounted to ¥528.7 billion in FY2024 Apr-Dec and ¥596.5 billion in FY2025 Apr-Dec. FY2025 Forecasts does not include such figures for the DC Business.

# NTT DATA Group's Regional Portfolio and Profit Margin

The map below indicates that profitability has improved in regional units and GTSS from FY2024 to Q3 FY2025.



----- FY2024  
 \_\_\_\_\_ FY2025

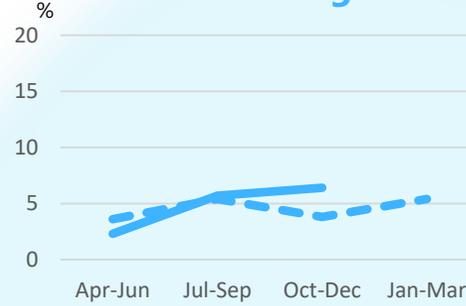
## North America

### EBITA Margin



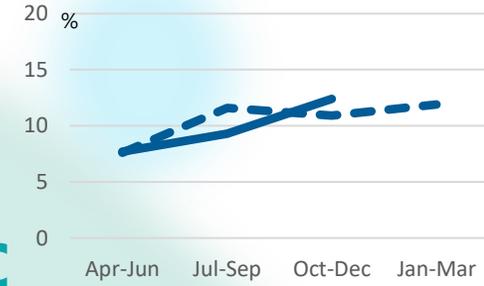
## EMEAL

### EBITA Margin



## JAPAN

### Operating Profit Margin

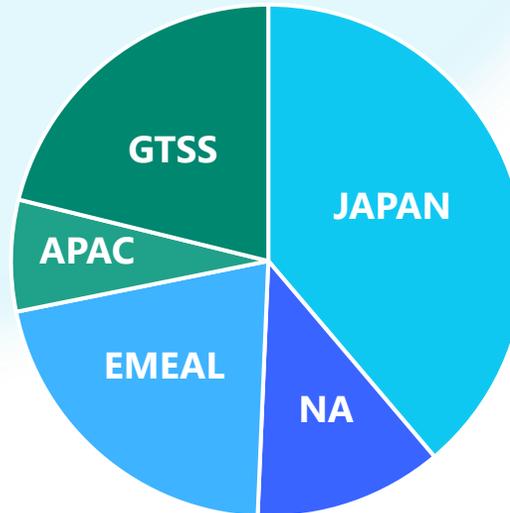


## APAC

### EBITA Margin



## Breakdown of Q3 FY2025 Net Sales



## GTSS\*

### EBITA Margin



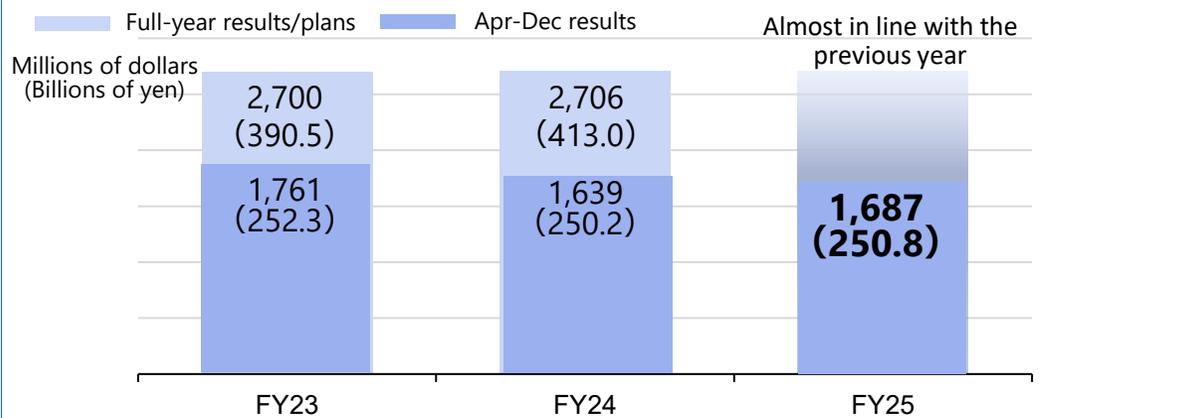
\*The graph for GTSS excludes gain on DC transfer.

# Overseas Segment Investments and Operating Results for the DC Business

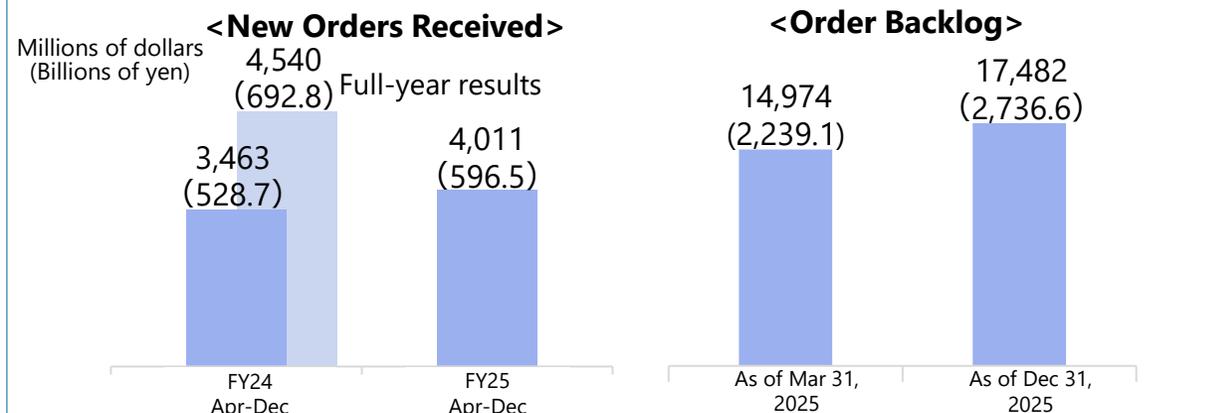


- Our investments in the DC Business progressed steadily, totaling **\$1,687 million** (¥250.8 billion) for the nine months ended December 31, 2025.
- During Q3, we launched one DC (14 MW) in Thailand and two (22.4 MW and 25.6 MW) in India. Another has been completed in Kyoto, western Japan.
- For the nine months, we enjoyed steady year-on-year growth in net sales and EBITDA, with net sales amounting to \$1,941 million and EBITDA standing at \$793 million without gain on the DC transfer.

## DC Investments\*2



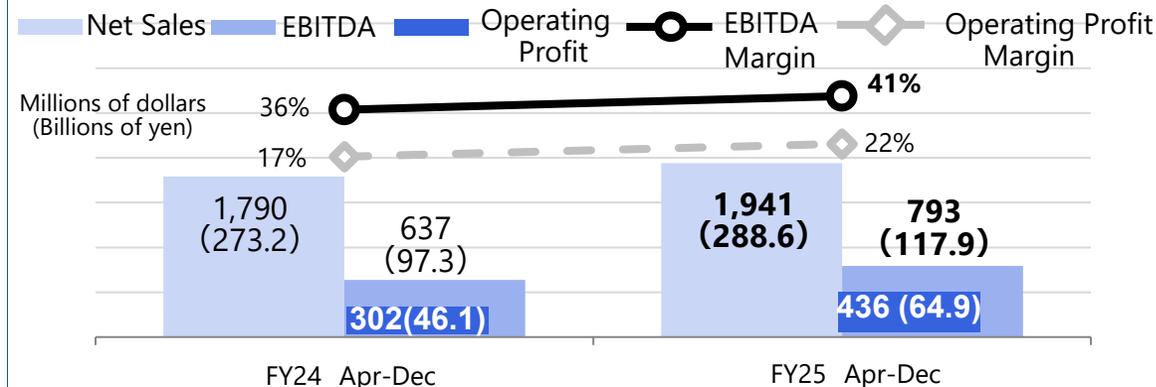
## Changes in New Orders Received and Order Backlog\*2



## Total Power Capacity\*1



## Changes in Operating Results (Excl. Gain on DC Transfer)\*2



\*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 Exchange rates: For Investments, New Orders Received, and Operating Results, JPY143.33 for FY23 Apr-Dec, JPY152.64 for FY24 Apr-Dec, JPY148.71 for FY25 Apr-Dec, JPY144.65 for FY23 full-year results, and JPY152.62 for FY24 full-year results. For Order Backlog, JPY149.53 for As of Mar 31, 2025, and JPY156.54 for As of Dec 31, 2025

# Status of the Data Center Business (Overseas Segment)



## ■ Operating Results of the DC business \*1\*2\*3

Billions of yen  
(Millions of dollars)

	FY2024 Results Apr-Dec	FY2025 Results Apr-Dec	YoY (Amount)	FY2024 Full-Year Results	FY2025 Full-Year Forecasts	YoY (Amount)
New orders received	528.7 (3,463)	596.5(4,011)	+67.9(+548)	692.8 (4,540)		
Order backlog (at period-end)	2,288.2 (14,467)	2,736.6(17,482)	+448.4(+3,016)	2,239.1 (14,974)		
Net sales	273.2 (1,790)	418.0(2,821)	+144.9(+1,032)	371.2 (2,432)	516.7 (3,412)	+145.6 (+980)
EBITDA	97.3 (637)	247.3(1,673)	+150.1(+1,036)	137.0 (898)	278.0 (1,852)	+141.0 (+954)
EBITDA margin (%) *Incl. gain on f	36%	59%	-	37%	54%	-
EBITDA margin (%) *Excl. gain on DC transfer	36%	41%	-	37%	38%	-
Operating profit (before allocation of common head-office costs)	46.1 (302)	194.3(1,317)	+148.2(+1,014)			
Operating profit margin (%) *Incl. gain on DC transfer	17%	47%	-			
Operating profit margin (%) *Excl. gain on DC transfer	17%	22%	-			
Investment amount	250.2 (1,639)	250.8(1,687)	+0.6(+48)	413.0 (2,706)	Almost in line with the previous year	

	As of March 31, 2025	As of December 31, 2025	Difference (Amount)
Assets	2,637.0 (17,635)	2,929.8(18,716)	+292.7(+1,080)
Repost) Non-current assets	1,982.9 (13,261)	2,343.7(14,972)	+360.9(+1,711)
Liabilities	2,150.7 (14,383)	2,285.6(14,600)	+134.8(+217)
Repost) Interest-bearing liabilities	1,599.5 (10,697)	1,718.6(10,979)	+119.1(+282)

\*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 Gain on DC transfer is based on the transaction-date rate of JPY147.03.

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

Total Capacity	FY2024 Full-Year Results	FY2025 Full-Year Plans	Apr-Dec Results
New capacity	380	110	70
Current capacity (at period-end)	1,500	1,610	1,570

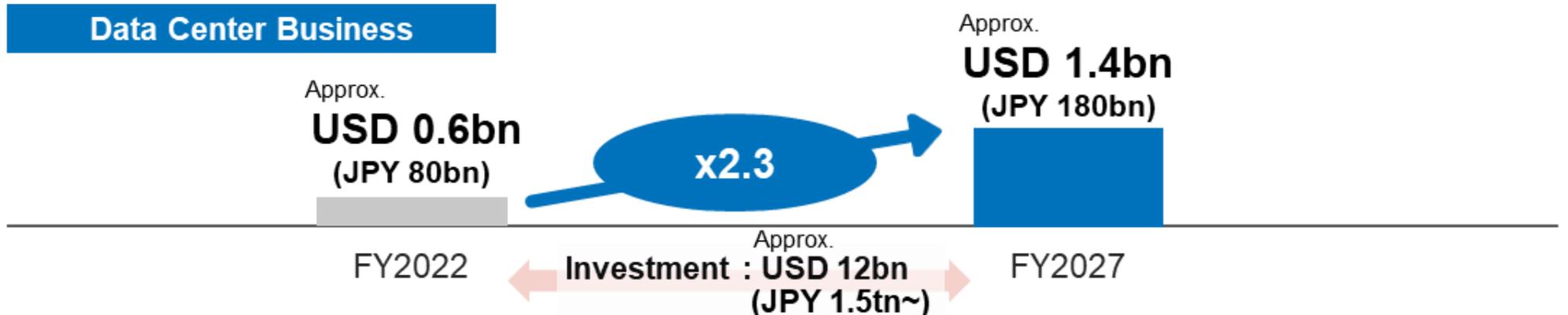
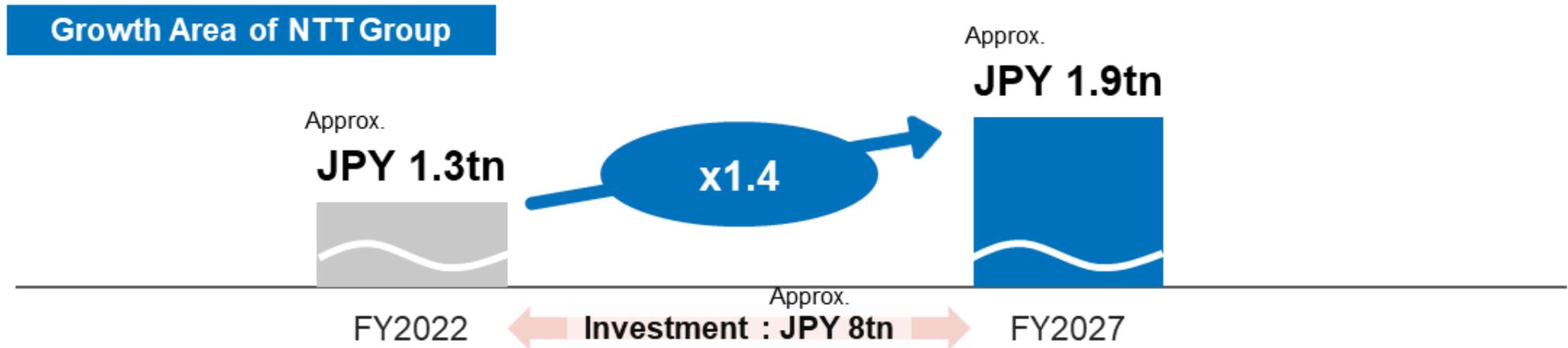
Capacity by Region	North America	EMEA	India	APAC	Total
Current capacity (As of December 31, 2025)	670	430	400	70	1,570
Planned capacity (As of December 31, 2025)	370	260	105	90	830
Planned to start in FY2025	0	10	0	30	40

# Data Center Business as a Growth Engine



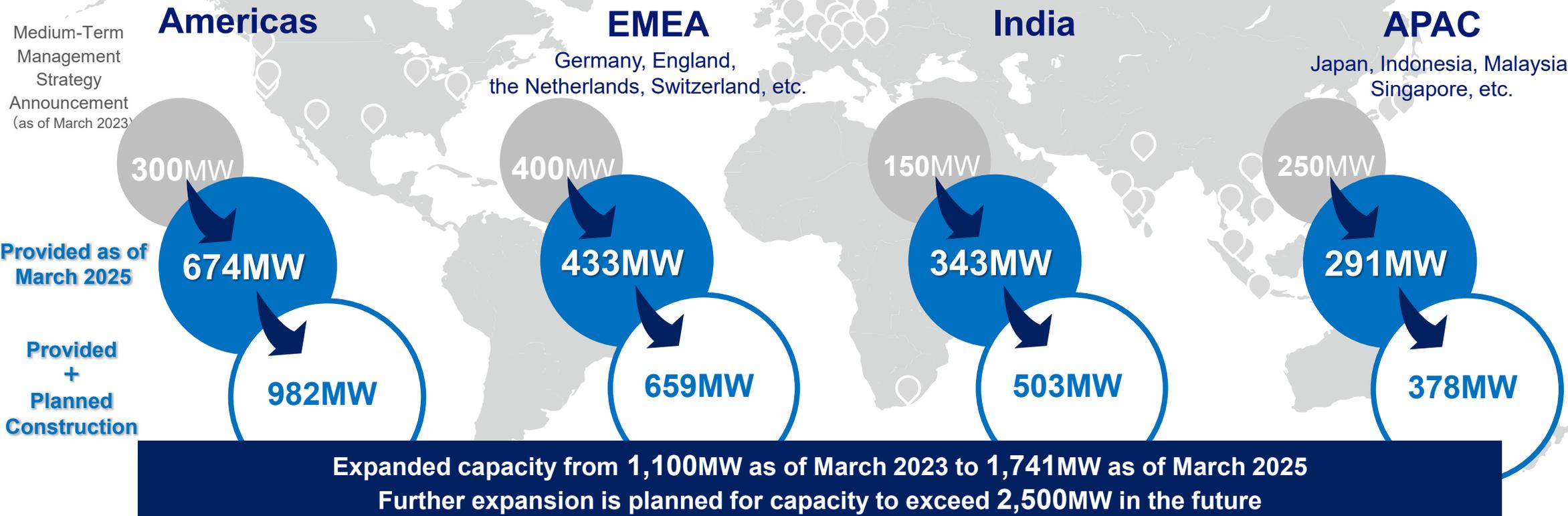
NTT has committed to invest at least JPY1.5 trillion into data centers until the end of FY2027 as one of the pillars of our new medium-term strategy, aiming to double EBITDA during this period by leveraging our proven operational and technological capabilities

## EBITDA Growth Target



# Expansion and Upgrade of Data Centers

- NTT will further expand the world's third-largest<sup>(1)</sup> data center infrastructure, and implement upgrades through the introduction of IOWN technology  
(will make investments of at least **~¥1.5tn/5 years**<sup>(2)</sup>)
- NTT aims to achieve carbon neutrality by FY2030<sup>(3)</sup>



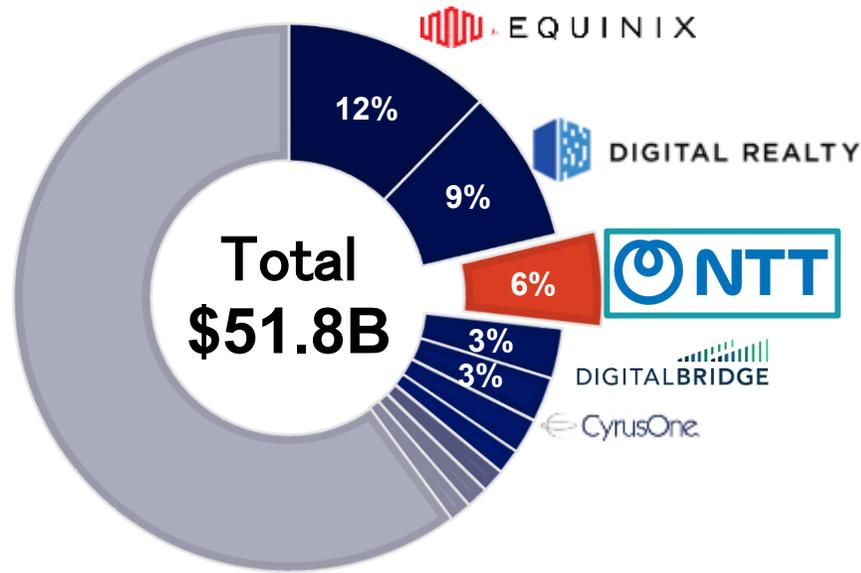
(1) Recalculated from Structure Research 2022 Report, excluding Chinese operators. (2) Does not include capital investments made using third-party capital.  
 (3) The targets for reduction are Scope 1 (NTT's own direct greenhouse gas emissions) and Scope 2 (indirect emissions associated with the purchase of electricity, heat and steam that are provided by other companies) under the GHG protocol for data centers. (4) IT power capacity of purpose-built datacenters owned by NTT Communications Group and NTT Ltd. Group (including JVs with third parties).

# NTT's Position In The Global Market

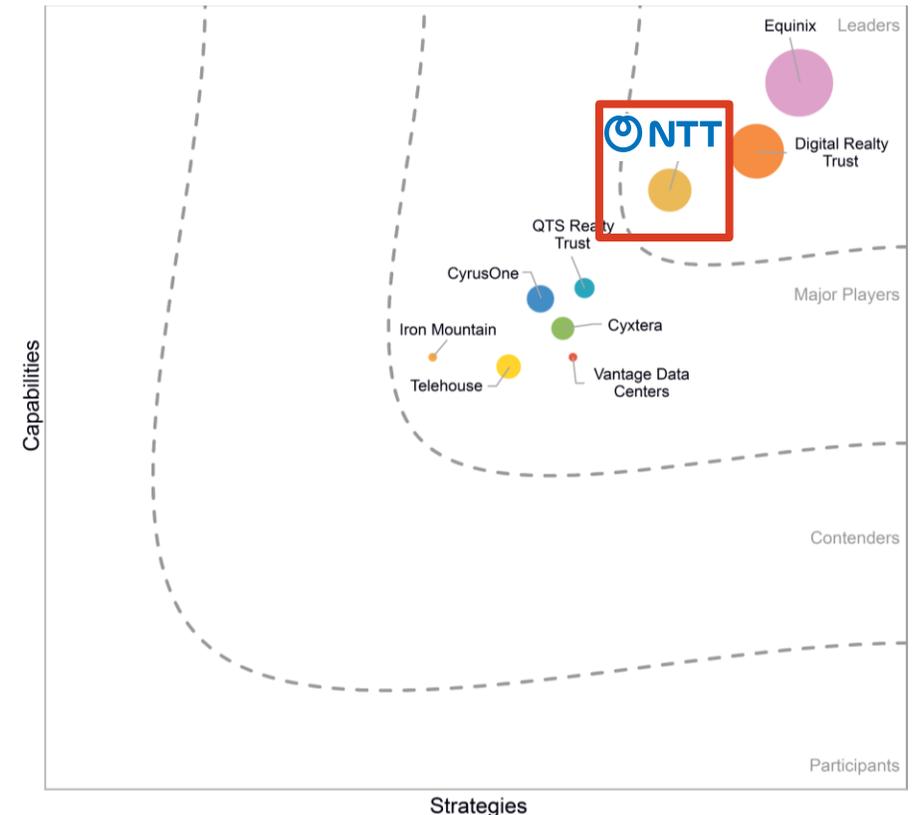


## Global Data Center Colocation Revenue Share<sup>1</sup>

	Operators
1	Equinix
2	Digital Realty
3	NTT GDC
4	Digital Bridge
5	CyrusOne
6	KDDI
7	American Tower
8	Cyxtera
9	Flexential
10	QTS
	Others



## Global IDC MarketScape Vendor Assessment<sup>2</sup>



**NTT GDC is widely recognized as the third largest data center operator with a global footprint**

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

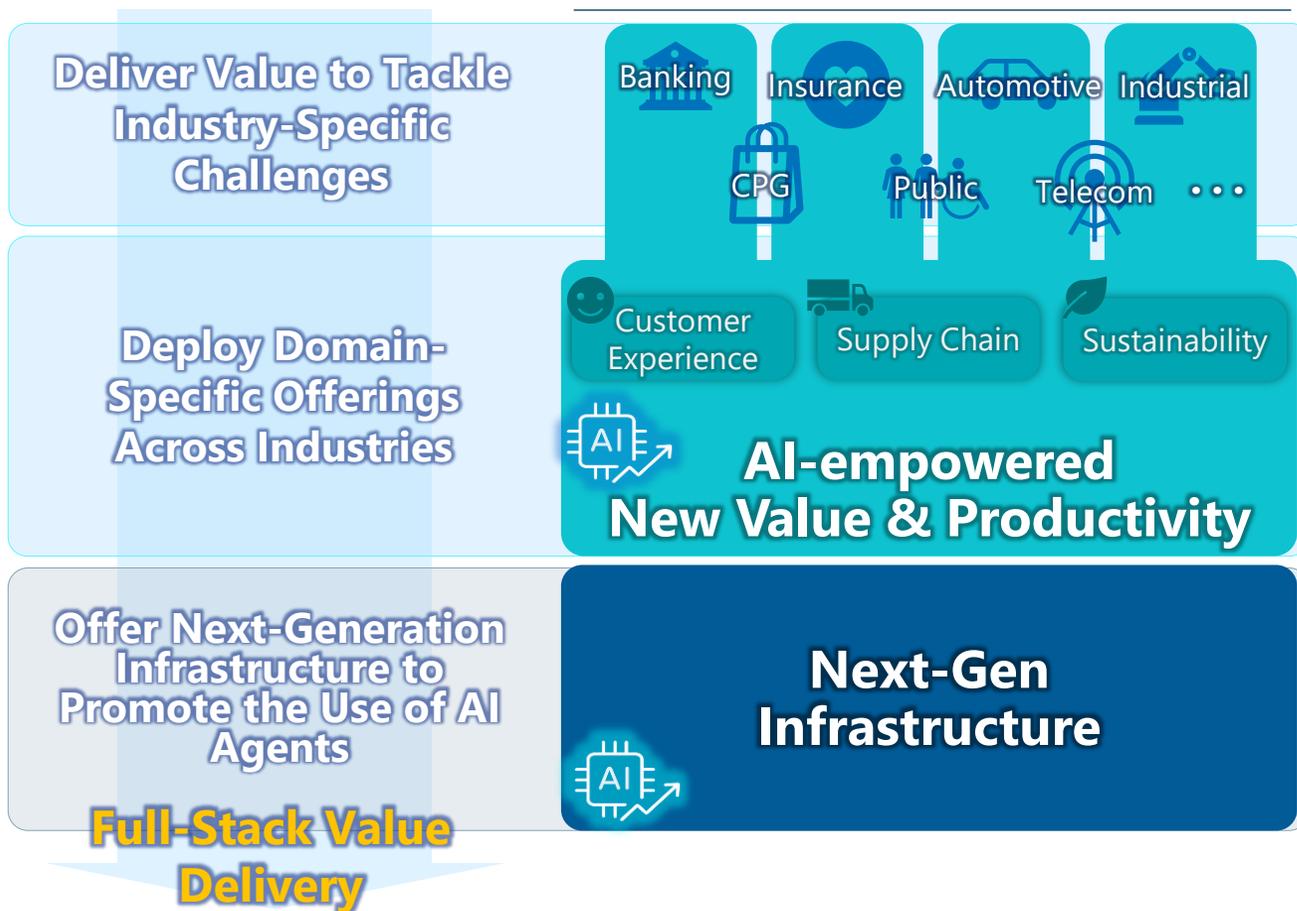
<sup>1</sup> Not including Chinese business operators. Prepared by NTT based on Structure Research May 2023 Report

<sup>2</sup> IDC MarketScape: Worldwide Datacenter Colocation and Interconnection Services 2021 Vendor Assessment

# Focus Areas for Quality Growth

- To realize Quality Growth, we are delivering new full-stack value such as hybrid cloud platforms that address the needs for private AI and sovereign cloud, using AI agents that respond to industry-specific business challenges and regulations.
- To push ahead with this value delivery structure swiftly and globally, we have established a new AI company and are strengthening the alliance with our partners.

## Focus Areas



## Key Topics on Alliances

**servicenow.**

(November 2025)

### Use AI Agents to Promote Biz Transformation

- Promote AI-driven business transformation at clients by expanding our strategic partnership in overseas regions, and developing and adopting AI solutions in collaboration with ServiceNow

**ORACLE**  
Cloud Platform

(December 2025)

### Enhance Sovereign Cloud Services

- Enhance the highly secure cloud service lineup by deploying the Oracle Alloy platform within our OpenCanvas® cloud service

**DELL**Technologies

(January 2026)

### Enhance Private AI Platform Services

- Entered into a memorandum of understanding toward a comprehensive alliance on private AI support with DELL Technologies aimed at jointly developing and delivering an AI platform service in Japan

**aws**

(January 2026)

### Promote Cloud Migration and Use of AI Agents

- Concluded a strategic partnership agreement with AWS for the global market in addition to the Japan market to support cloud migration, modernization, and use of AI agents

# Establishment of New AI Company “NTT DATA AIVista” in Silicon Valley NTT



**Lead the social implementation of cutting-edge technologies and create new value to help clients solve their management challenges and achieve business success**

**Drive AI-native business creation across the Group, toward achieving AI agent-related sales of 300 billion yen in FY2027**



**CEO: Bratin Saha**

2016-2018: Vice President, NVIDIA  
2018-2024: Vice President, Machine Learning Services, AWS  
2024-2025: Chief Product and Technology Officer, DigitalOcean

# Regional Communications Business

# FY2024 Financial Results and FY2025 Financial Results Forecast (NTT East)



(Units: Billions of yen, except Hikari Subscriptions)

IFRS (Consolidated)	FY2023 Results	FY2024 Results		FY2025 Forecast	
			Year-over-year		Year-over-year
Operating Revenues	1,710.5 〈1,655.9※2〉	1,665.4	(4.5) 〈+9.5〉	1,670.0	+4.6
Operating Profit	298.6 〈244.0※2〉	213.5	(85.1) 〈(30.5)〉	220.0	+6.5
Profit※1	206.9	153.5	(53.4)	158.0	+4.5
EBITDA	498.8	426.8	(72.0)	437.0	+10.2
Capital Investment	243.8	251.6	+7.8	277.0	+25.4
Net increase (decrease) in Hikari Subscriptions (Number of Subscriptions)	+40,000 (13.37 million subscriptions)	+70,000 (13.44 million subscriptions)	+30,000	+100,000 (13.54 million subscriptions)	+30,000

※1 Represents profit attributable to NTT East, excluding noncontrolling interests.

※2 Excludes impact of streamlining of non-core assets in FY2023.

# FY2024 Financial Results and FY2025 Financial Results Forecast (NTT West)

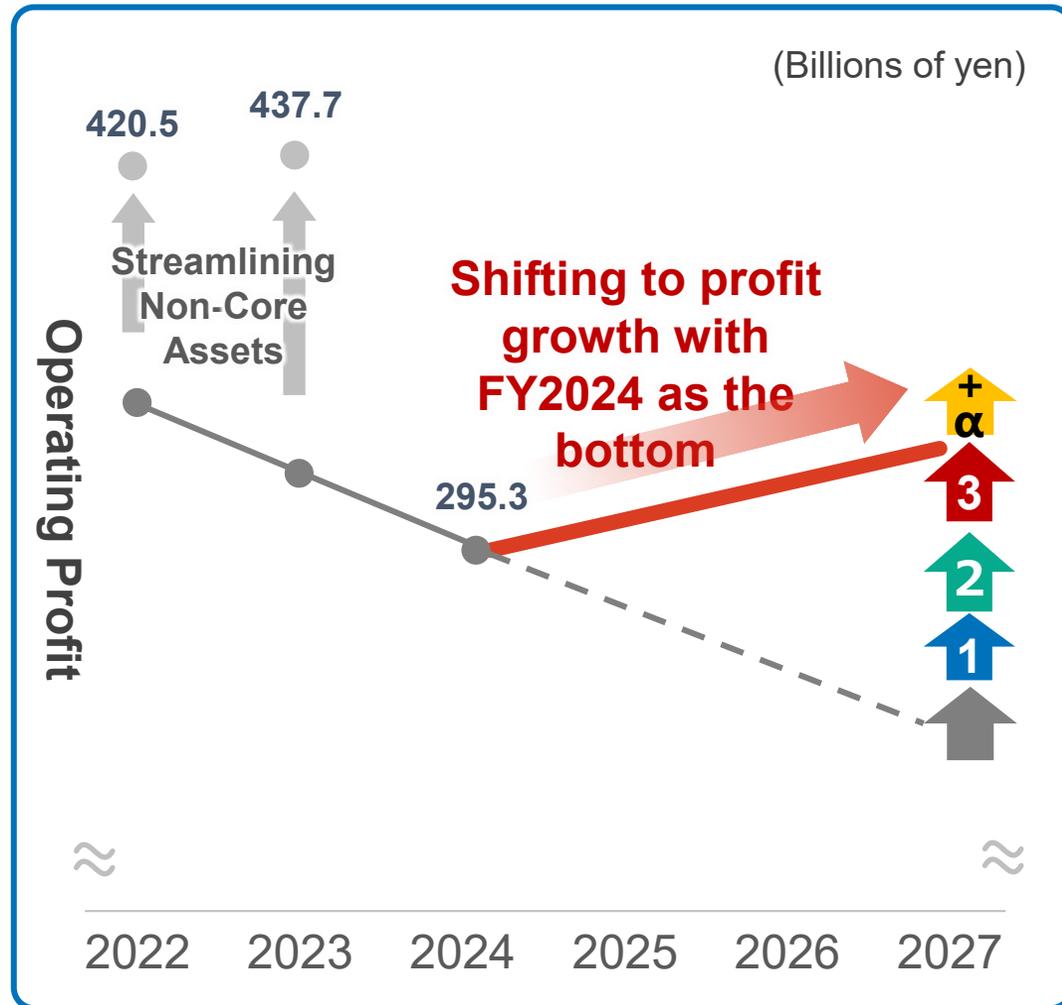


(Billions of yen)

IFRS (Consolidated)	FY2023 Results	FY2024 Results	FY2024		FY2025 Forecast	FY2025
			Year-over-year	Compared to Forecast		Year-over-year
Operating Revenues	1,497.0	1,468.6	(28.3)	+23.6	1,472.0	+3.4
Operating Profit	138.9	81.8	(57.1)	+1.8	77.0	(4.8)
Profit*	98.8	60.8	(38.0)	+6.8	50.0	(10.8)
EBITDA	328.8	291.8	(37.0)	+12.8	287.0	(4.8)
Capital Investment	237.2	239.8	+2.6	+2.8	250.0	+10.2
Net Increase (Decrease) in Hikari Subscriptions (Number of Subscriptions)	+37,000 (10.29 million)	+59,000 (10.34 million)	+22,000	+9,000	+60,000 (10.40 million)	+1,000

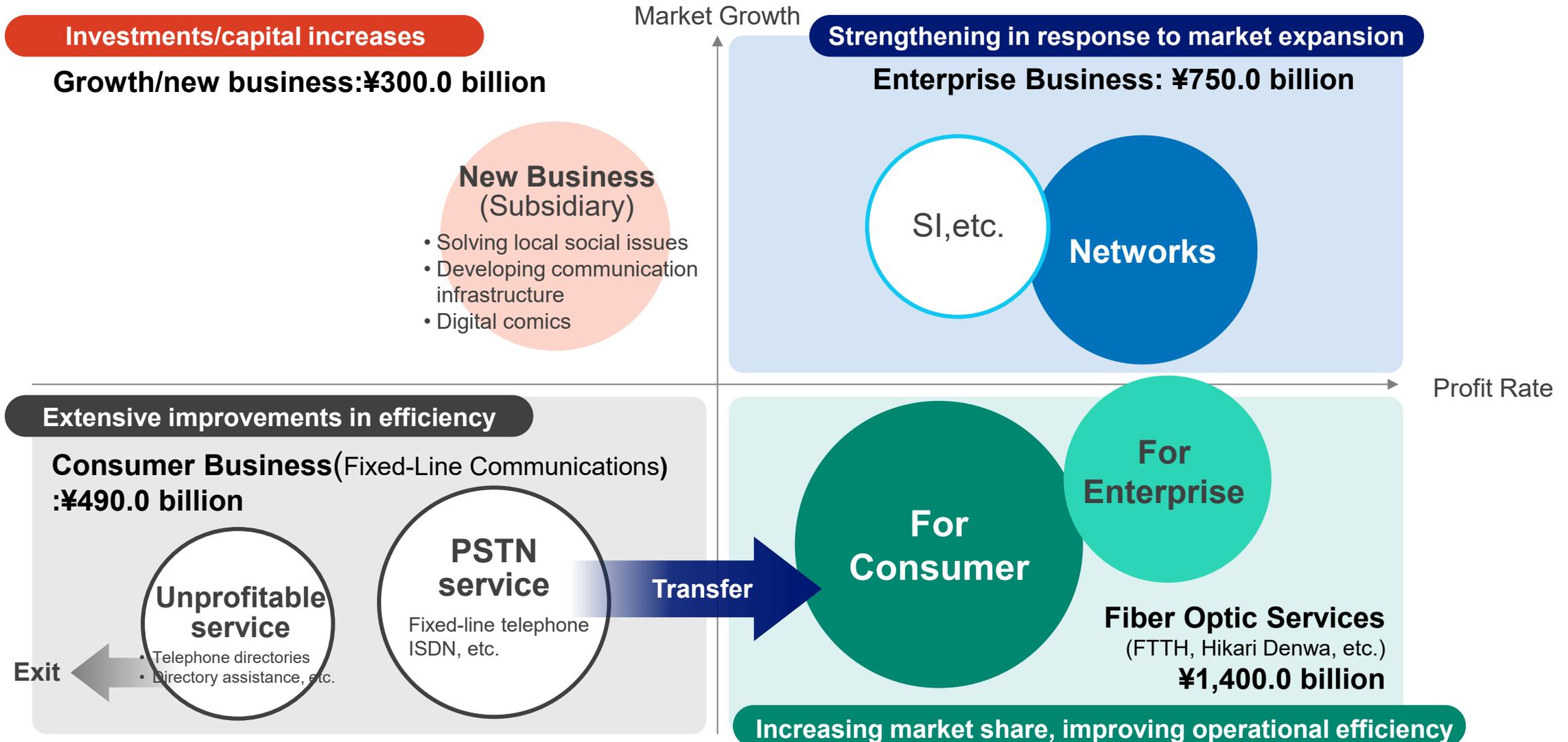
\* Represents profit attributable to NTT West, excluding noncontrolling interests.

# Initiatives to Restore Business Results



- Expansion of new businesses, further re-evaluation of fees, etc.
- Re-evaluation of personnel and business portfolio  
FY2027 +¥45.0 billion
- Initiatives to restore FTTH  
FY2027 +¥40.0 billion
- Initiatives to expand the Enterprise Business and other businesses  
FY2027 +¥25.0 billion
- Continuation of management improvement initiatives, including reductions in equipment costs and personnel expenses

# Direction of Each Business Portfolio

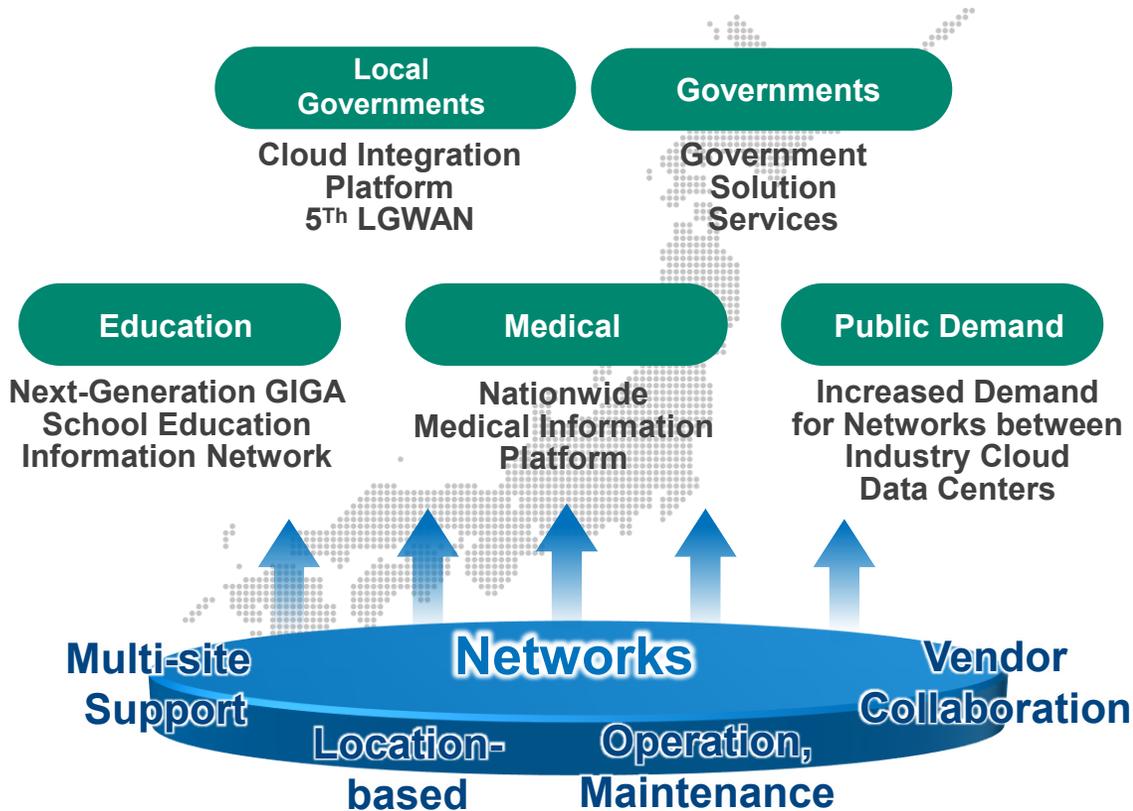


Note: Circle sizes represent FY2023 operating revenues.

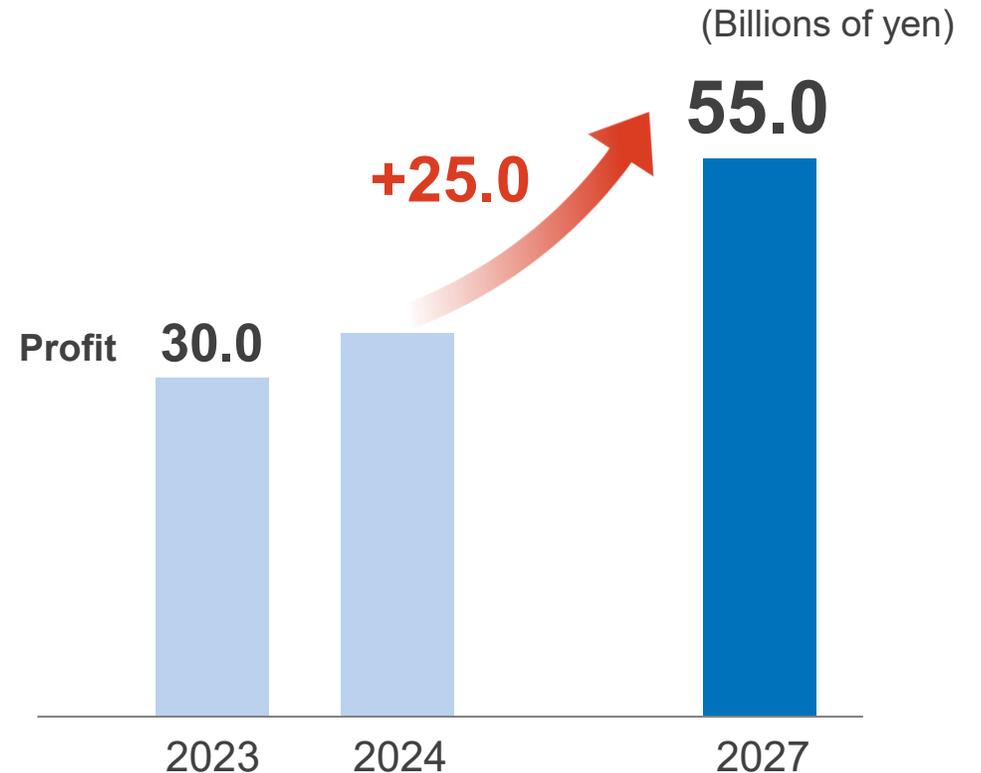
# Evolving and Expanding the Enterprise Network Business

Making the most of existing optical networks, we will leverage our strengths in regional connections and engineering to expand our network businesses that support the digitalization of society (targeting a ¥25.0 billion increase in profit through FY2027)

## Supporting the Future of Digital Social Infrastructure

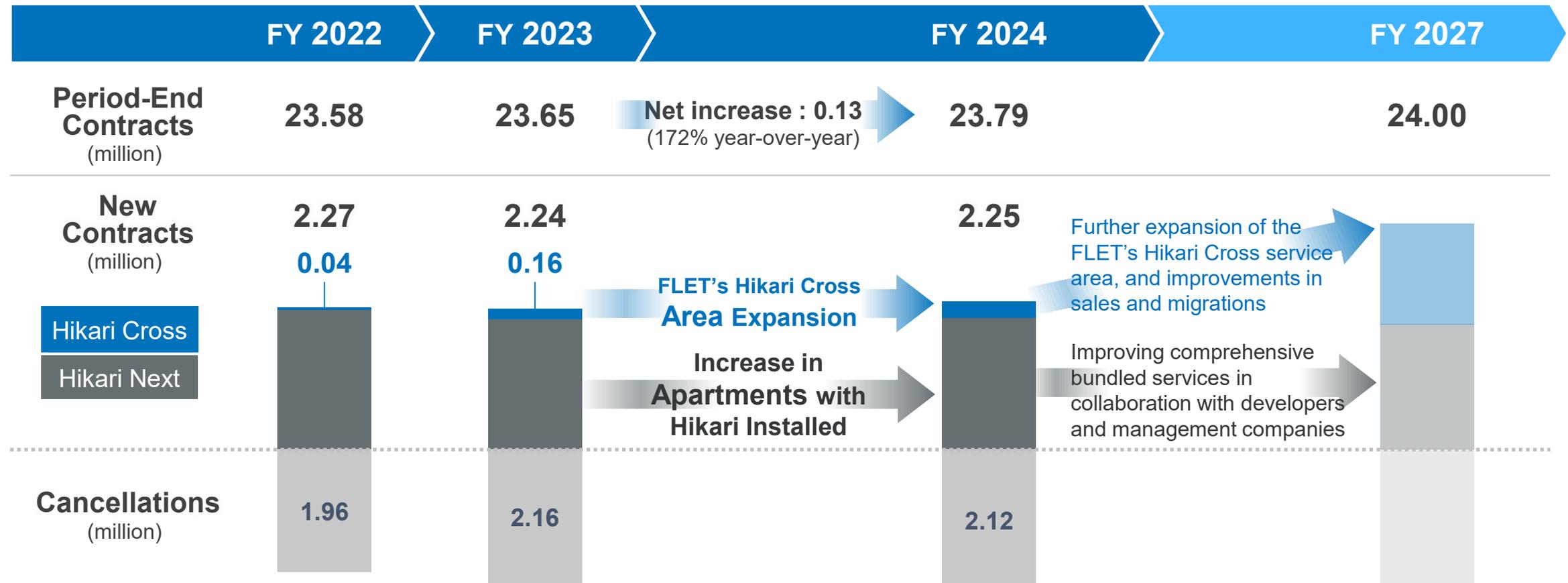


## Increasing Profits from the Network Integration Business



# Current Status of Fiber Optic Services and Future Targets

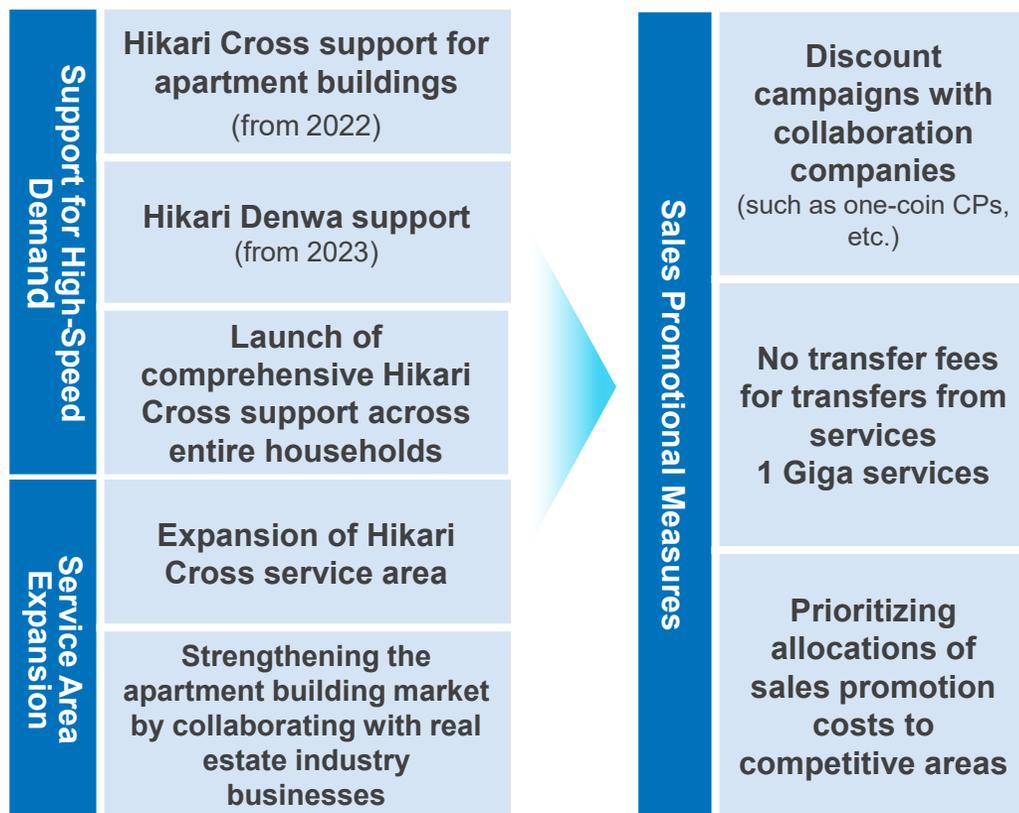
- By strengthening sales and improving the pricing strategies for FLET's Hikari Cross and the apartment building market business, we plan to expand our market share and improve our profitability, with a goal of generating profit of ¥40.0 billion in FY2027



# Initiatives to Increase Hikari Cross Sales (Responding to Demand for Faster Fiber Optic Speeds)

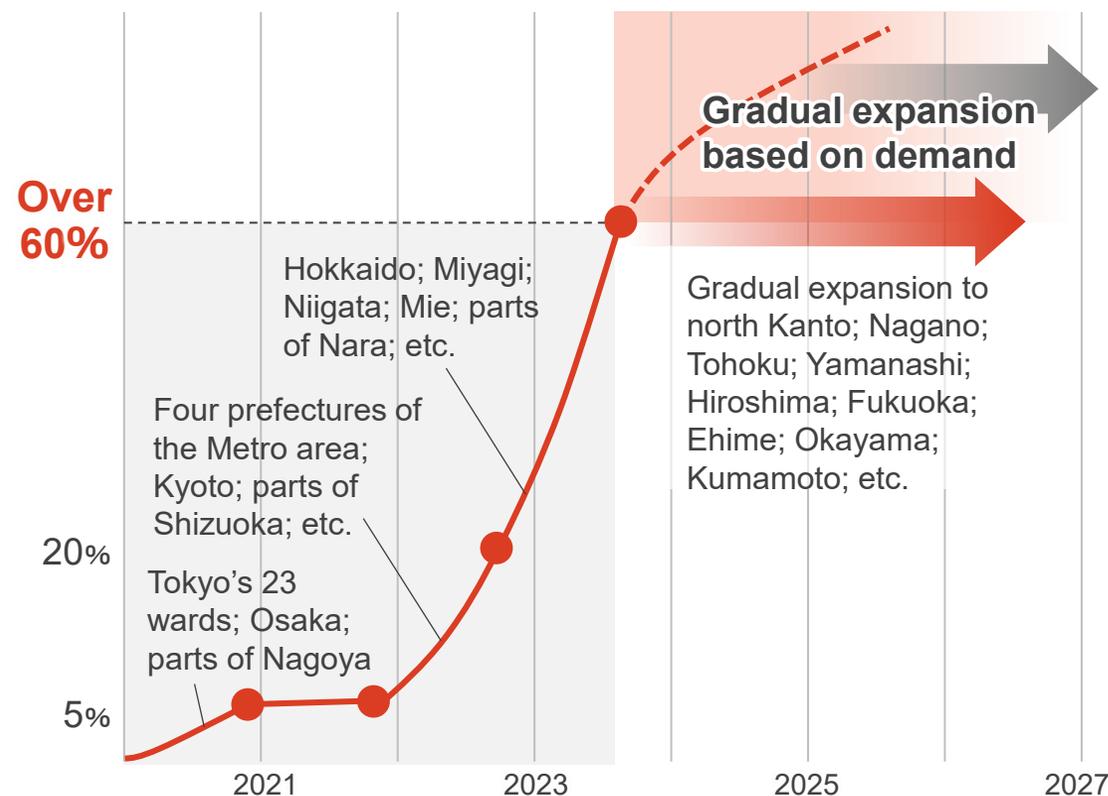
We will expand the Hikari base with improved support for high-speed demand by promoting transitions to Hikari Cross, which is expected to increase ARPU, with free installations and other promotional measures, investments in other promotions based on the market environment, and service area expansion initiatives

## Strengthened Support for High-Speed Demand/ Sales Promotion Measures



## Schedule for Hikari Cross Service Area Expansion

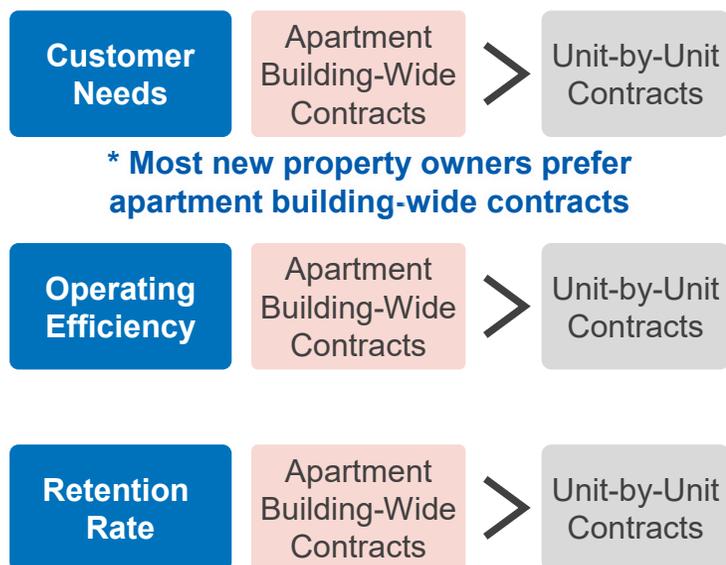
### Household Coverage Rate



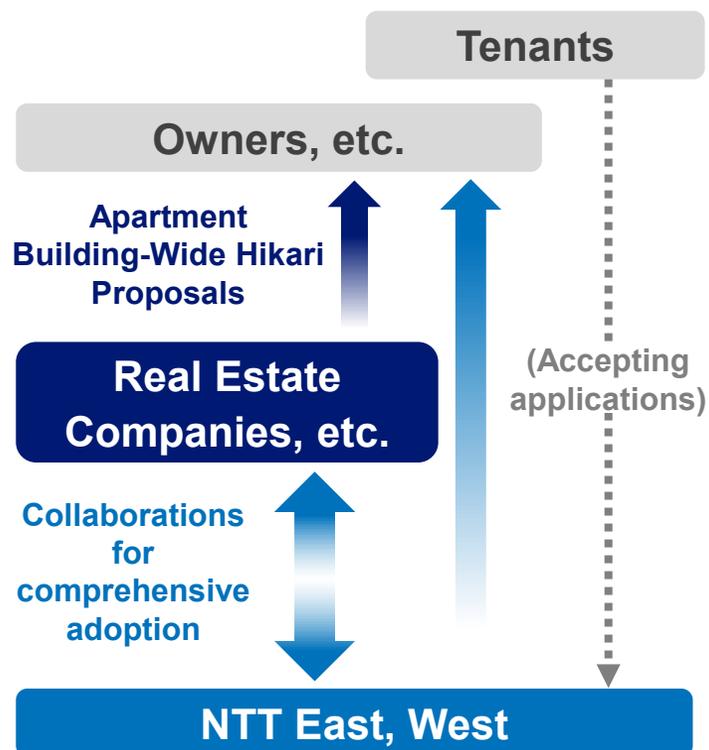
# Initiatives in the Apartment Market

- We will strengthen collaborations with developers and management companies to launch comprehensive apartment building-wide services that meet market needs and have high operating efficiency
- We will shift to a business model in which we can maintain medium- and long-term revenues by expanding comprehensive apartment services

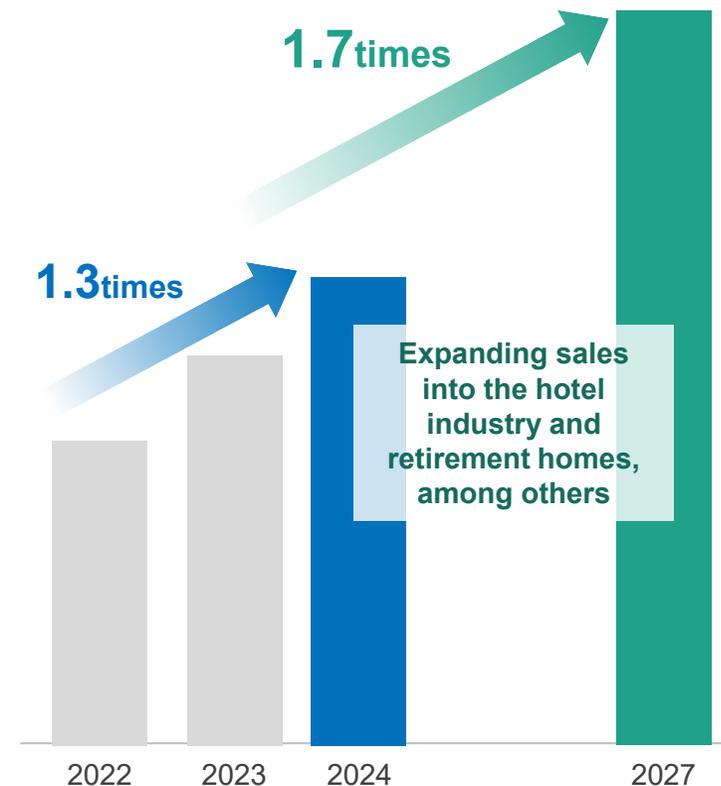
## Significance of Providing Apartment Building-Wide Services



## Strengthening Apartment Building-Wide Sales through Comprehensive Collaborations with Real Estate Companies and Others

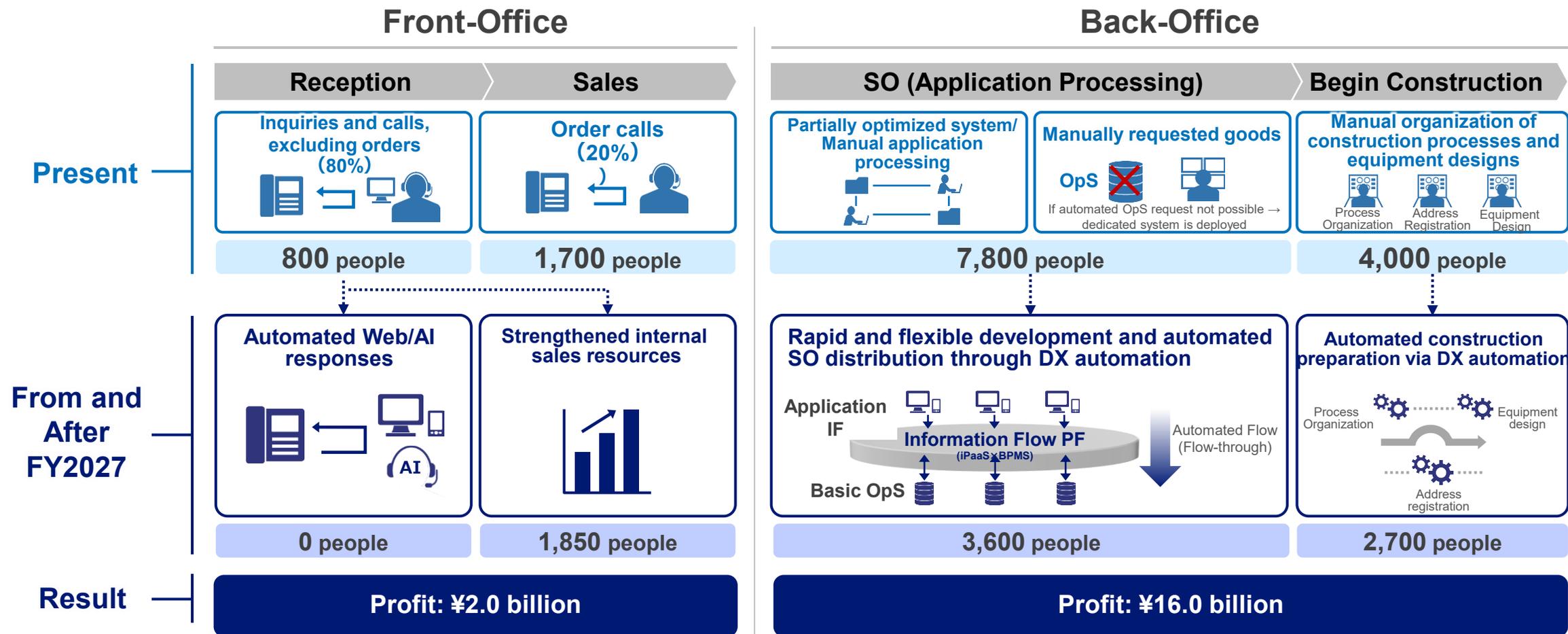


## Adoption Rate of Apartment Building-Wide Services



# Reforming Telecommunications Operations through DX and AI

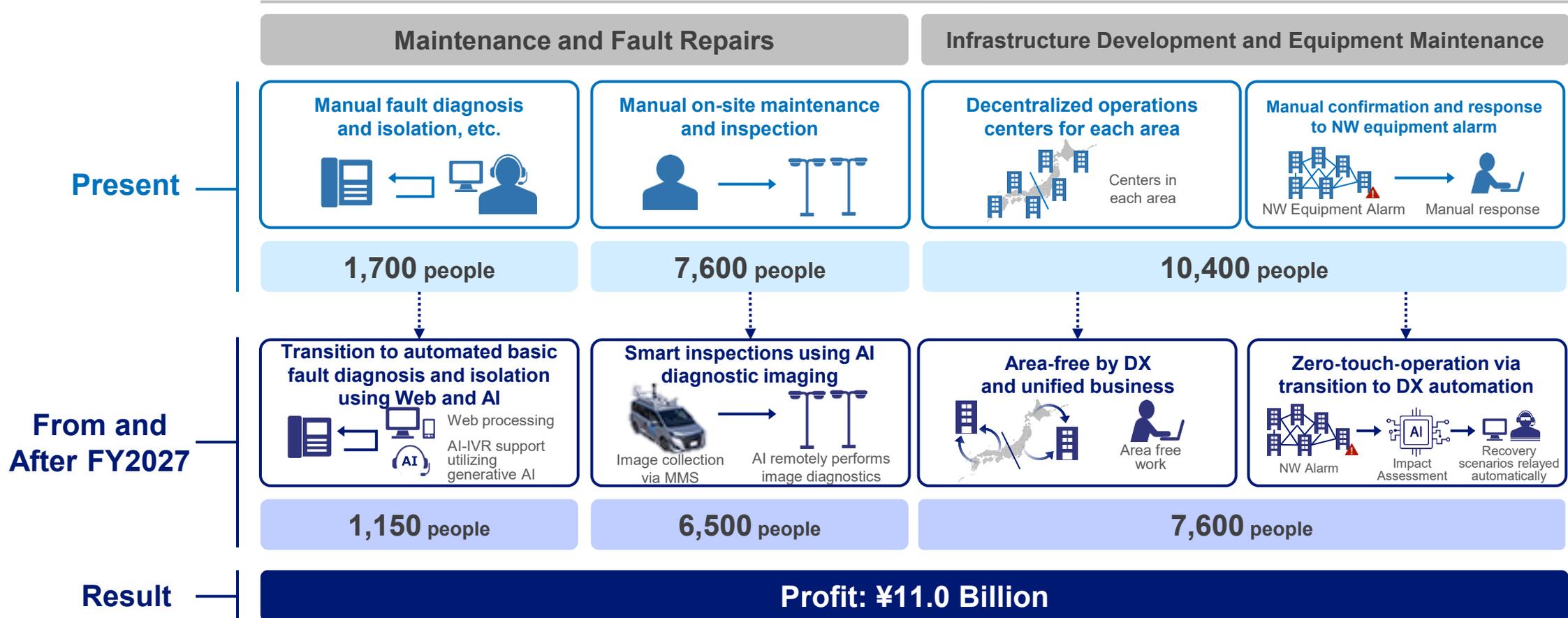
- We will fully leverage DX and AI to redesign personnel-heavy front and back-office support services
- ⇒ Enhancing efficiency and transitioning to “zero-touch (automated)”
- We are aiming to improve profit by ¥18.0 billion through FY2027 by reducing headcount by about half



# Reforming Telecommunications Operations through DX and AI

- We will upgrade on-site operations and other manual tasks through the use of AI diagnostic imaging and other technologies
- We will fully leverage DX and AI to transition routine repetitive tasks in the operation of NW equipment to “zero-touch (automated),” with the aim of improving profit by ¥11.0 billion through FY2027

## Facilities-Related Operations



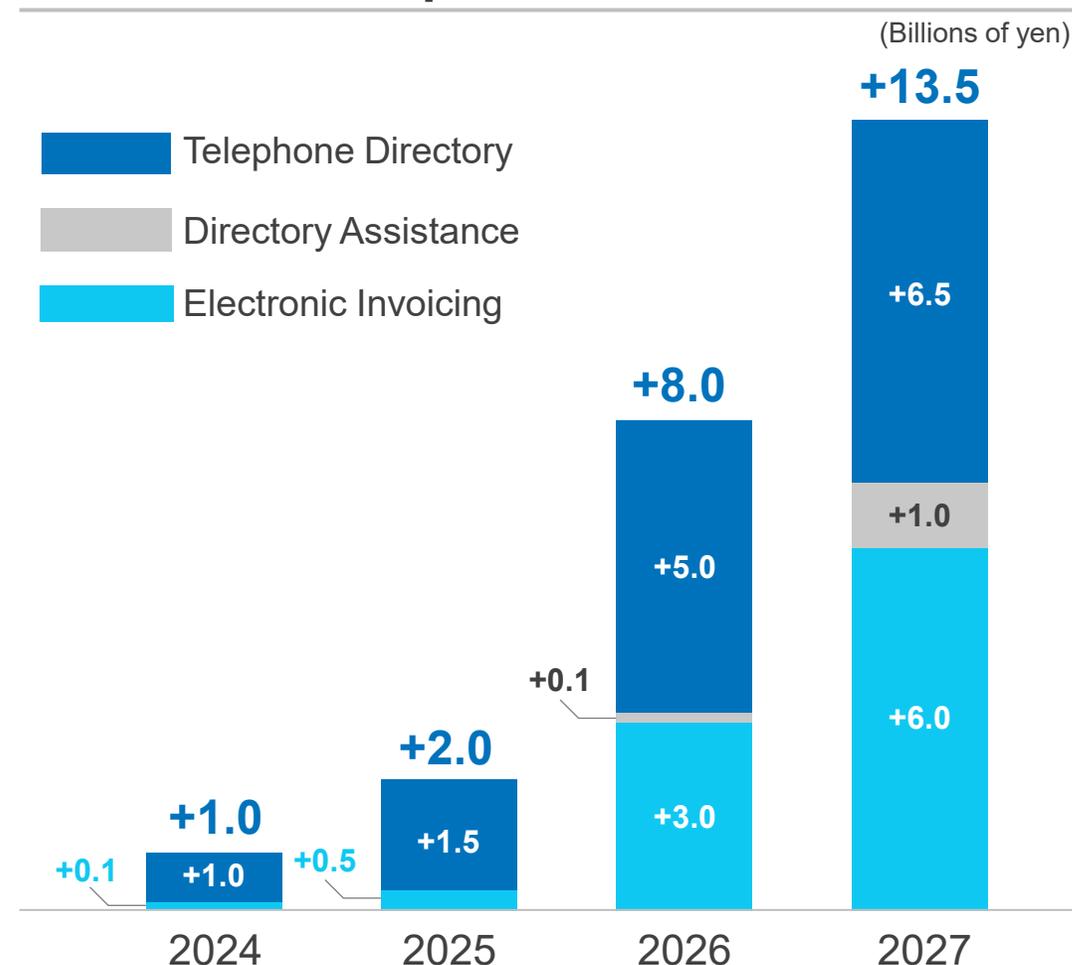
# Exit from Unprofitable Services

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

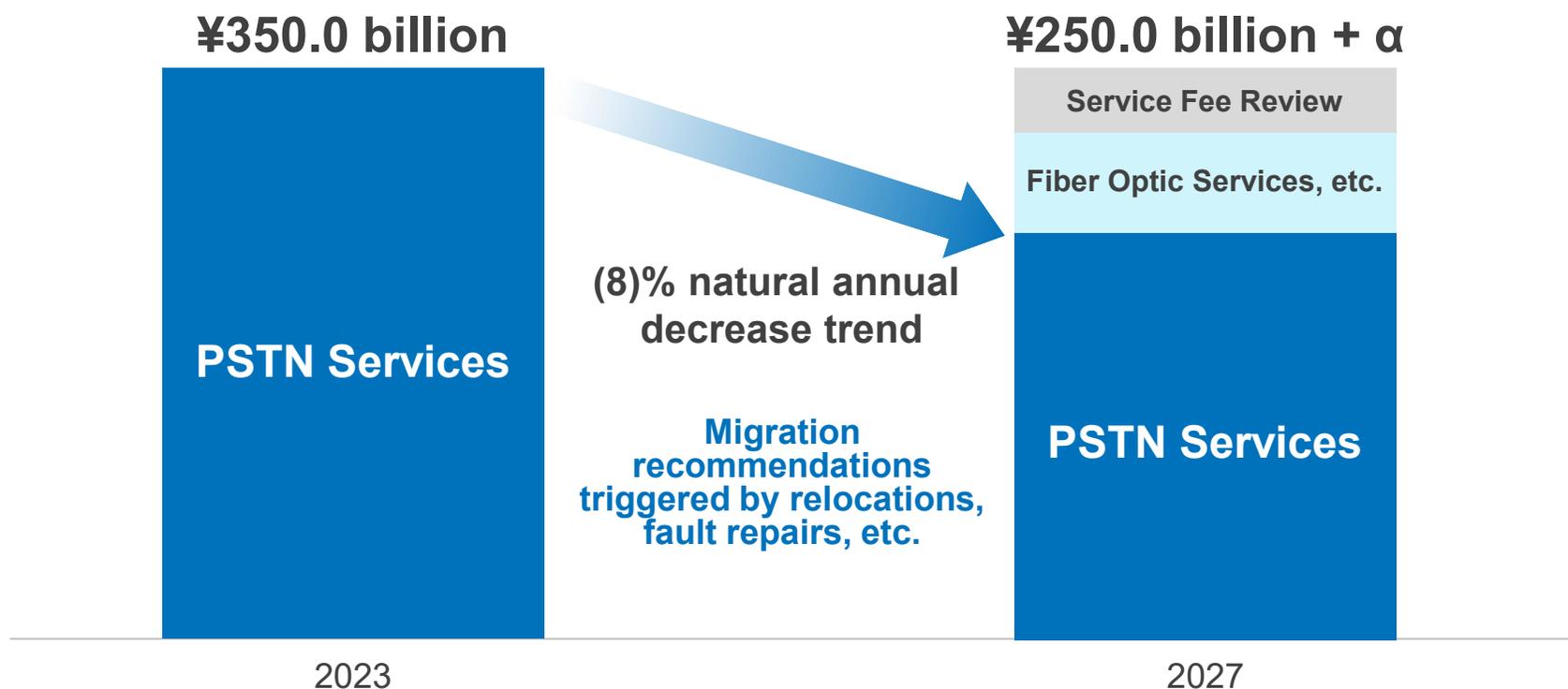
(FY)	2024	2025	2026	2027
Telephone Directory	<p>▲ July 19: Press releases (termination of publication)</p> <p>On-demand delivery only →</p>	<p>▲ March: Final publication of TownPage</p>		
Directory Assistance	<p>▲ July 19: Press releases (will no longer be provided)</p>	<p>▲ 3/31: Cease offering</p>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

## Profit Improvement Effects



# Migration to Alternative PSTN Services

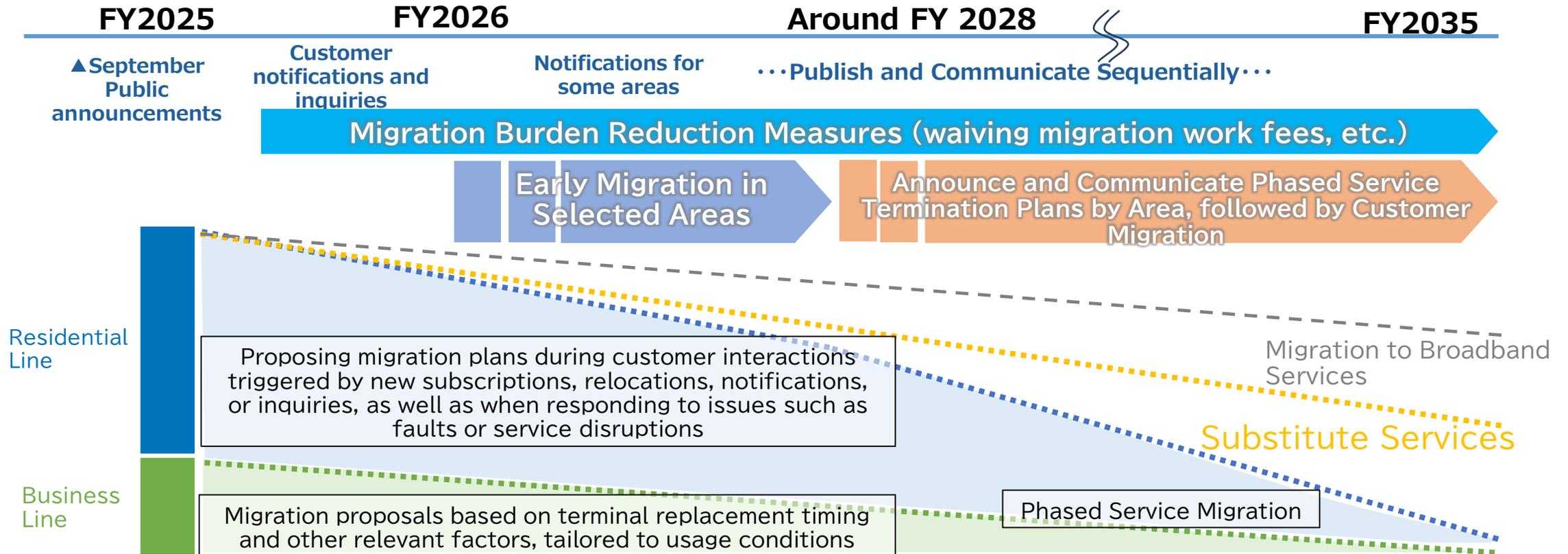
- The ¥350.0 billion PSTN service revenue base will be maintained to the fullest extent possible by encouraging migration and improving pricing strategies at various contact opportunities with customers
- Migration to alternative services (optical and wireless fixed-line telephones) by around 2035, when the metal facilities reach their limits



# 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.**



# Further Expansion of Growth Businesses

## (Solmare Expansion)

- Expand Comic Cmoa, one of the largest e-book stores in Japan (with more than 40 million monthly users and over 1.4 million books).
- Aim to achieve company-wide sales of ¥100 billion in FY2027 by strengthening comprehensive efforts, from original comic production to licensing development, and expanding business into global markets.

### Solmare Revenue Expansion

Comic Production

Product Sales

Licensing Development

Comprehensive Implementation



Publications

Drama

Anime/Movies

Merchandise

New Initiatives  
from FY2025  
onwards

Expand products such as *shonen* manga

In-house production of scenarios/plans, collaboration with editing and production companies

Acquire products through collaboration with foreign publishers

Revenue Target  
of  
¥100 Billion  
for FY2027

=

Domestic Business  
Expansion



Approx. ¥95.0

+

Global Expansion

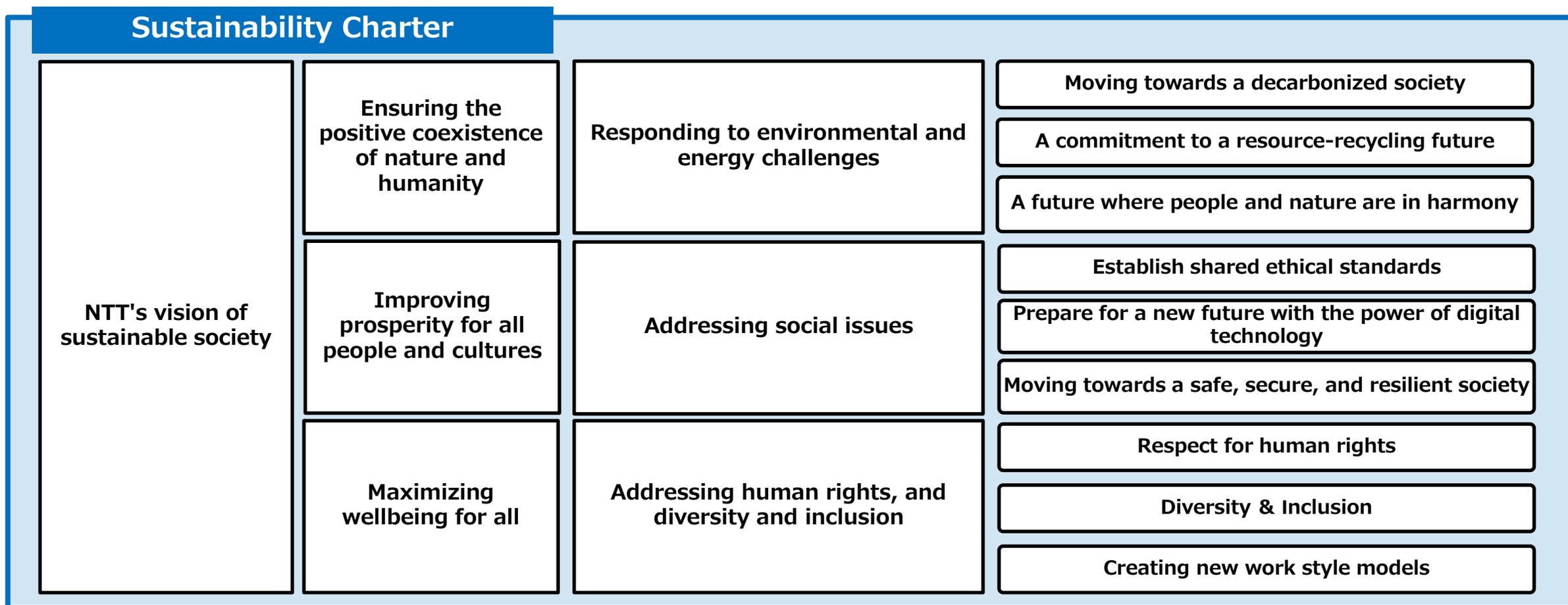


Approx. ¥5.0

# Initiatives of a sustainable society, etc.

# Sustainability Charter

- Establishment of Sustainability Charter in November 2021
- Three themes and nine challenges are set. Key indicators (carbon neutrality, percentage of new female managers, employee engagement rate, customer engagement) are reflected in executive compensation.



# 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



## Key initiatives in Scope 3 Emission Reduction

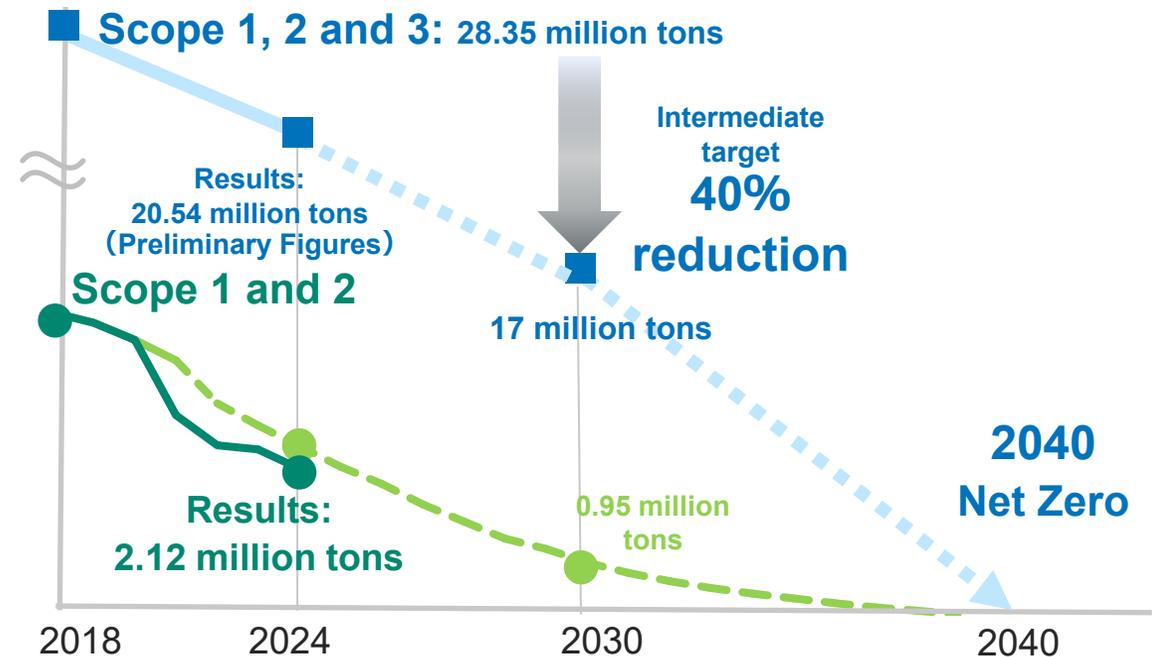
**Further Strengthening of Collaboration with Suppliers**

- 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

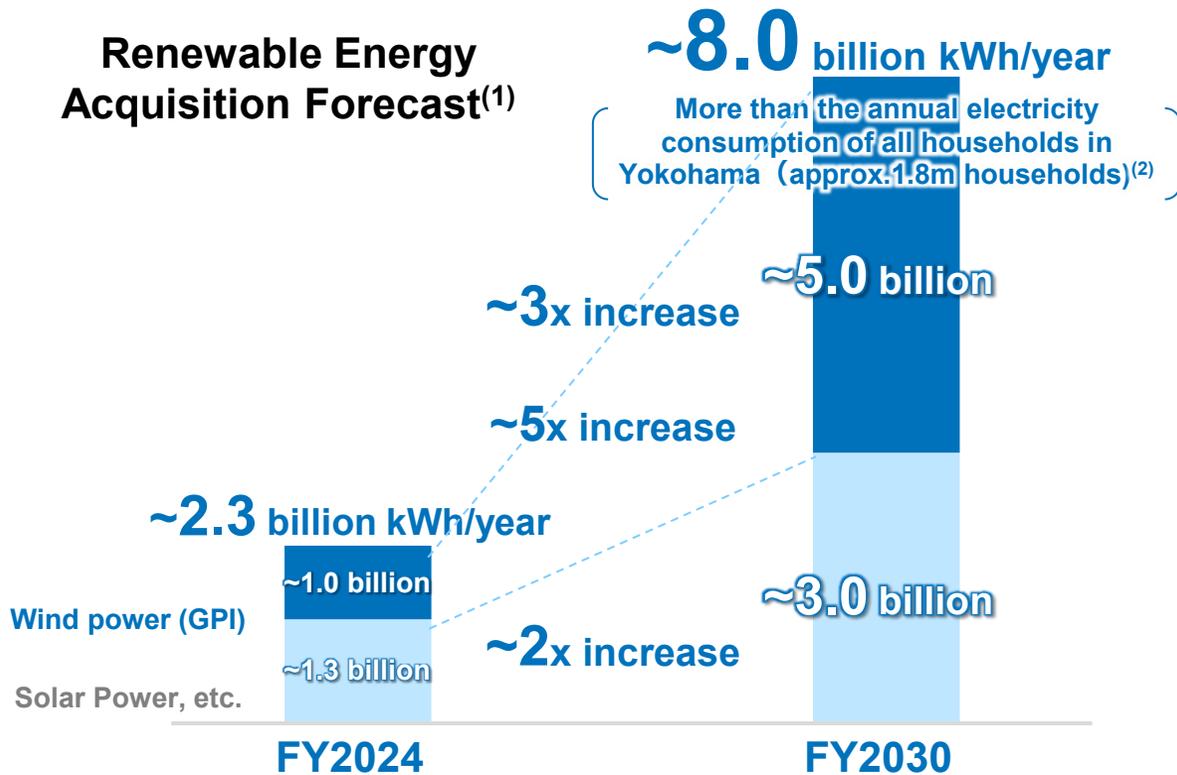
## Illustration of NTT Group Greenhouse Gas Emission Reductions (Domestic and Overseas)



\* 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.  
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# 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<sup>(2)</sup>



**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



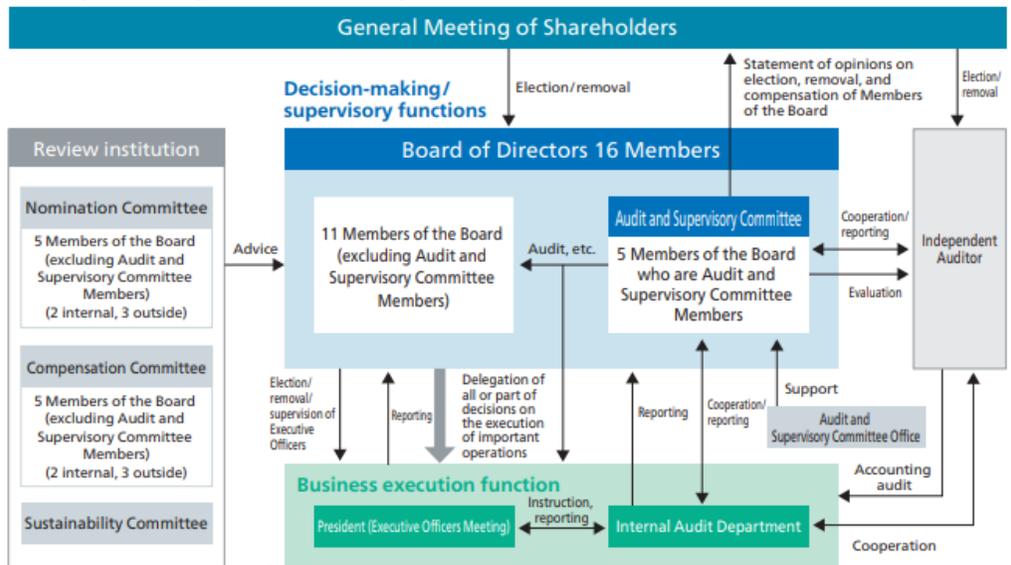
**Miyazaki Kamenoko Solar Power Plant**  
(Higashimorokata District, Miyazaki Prefecture) – 40m kWh/year –

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

# Reinforcement of Corporate Governance

<b>June 2020</b>	<ul style="list-style-type: none"> <li>Introduced an executive officers system* (separation of the functions of managerial decision-making/supervision and business execution)</li> <li>Increased the ratio of outside directors from 27% to 50%</li> </ul>	*Introduced an executive officers system into key group companies in June 2021
<b>August 2021</b>	<ul style="list-style-type: none"> <li>Increased the percentage of officers' performance-linked compensation from approx. 30% to 50%. (Introduction of a performance-linked stock compensation system)</li> <li>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.</li> </ul>	
<b>November 2021</b>	<ul style="list-style-type: none"> <li>The Appointment and Compensation Committee was divided into the Nomination Committee and the Compensation Committee, with their respective functions transferred accordingly.</li> <li>The Sustainability Committee was moved from the Executive Officers Meeting to directly under the Board of Directors</li> </ul>	
<b>June 2022</b>	<ul style="list-style-type: none"> <li>Number of Members of the Board will be increased from the current 8 members to 10 members (with 5 outside members of the board)</li> <li>One full-time outside corporate auditor will be added, increasing the total number of Audit &amp; Supervisory Board Members from the current 5 to 6</li> <li>Ratio of female Members of the Board, Audit &amp; Supervisory Board Members and Senior Vice Presidents to be increased to over 30%</li> <li>Internal Control Office will be reorganized into an Internal Audit Department under the direct control of the president</li> </ul>	
<b>June 2023</b>	<ul style="list-style-type: none"> <li>Due to the retirement of the outside corporate auditor, the number of auditors is reduced from the current 6 to 5.</li> </ul>	
<b>June 2025</b>	<ul style="list-style-type: none"> <li>Transition to a Company with an Audit and Supervisory Committee</li> </ul>	

[Corporate governance system\*]



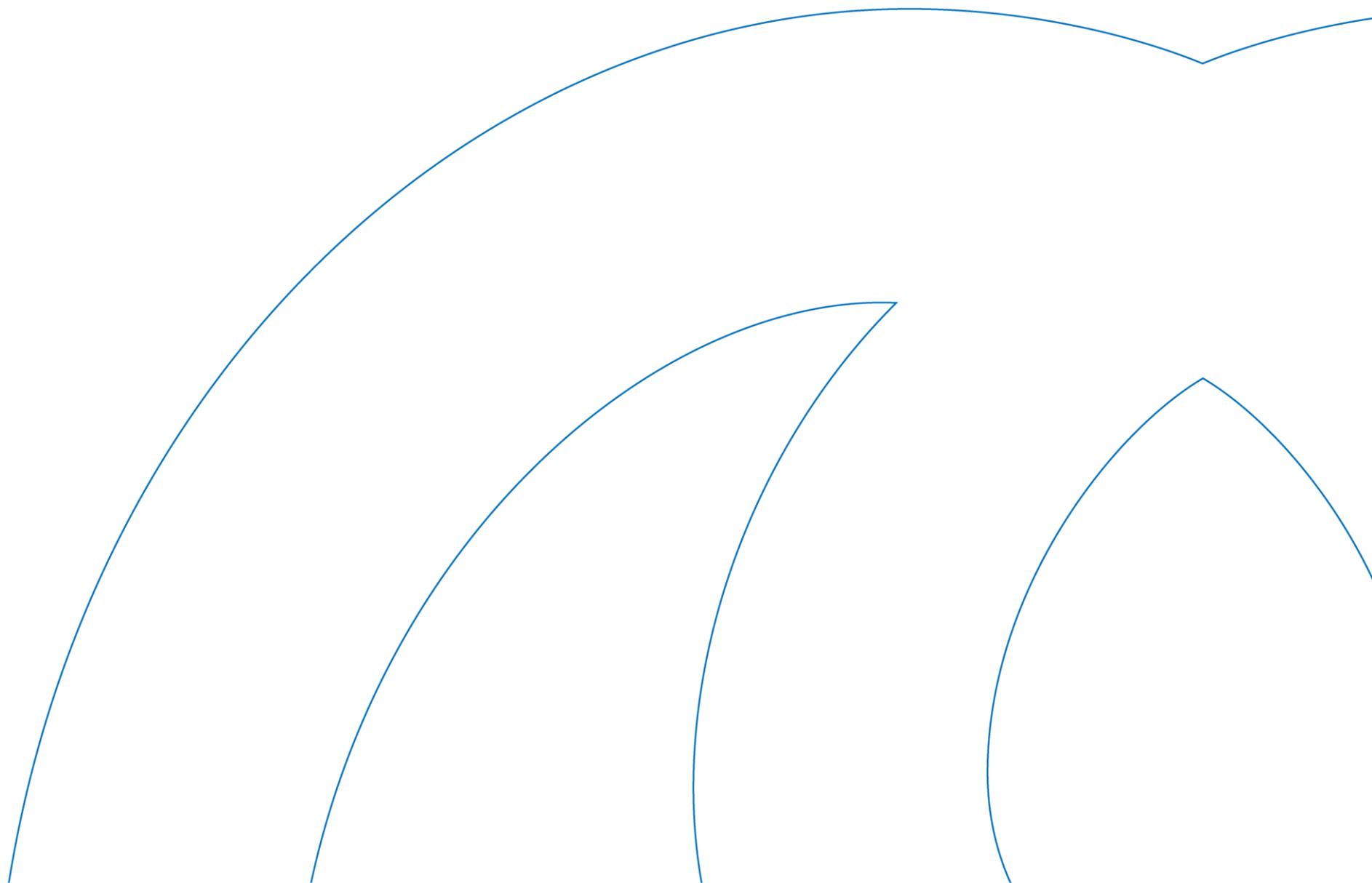
\* After the transition to a Company with an Audit and Supervisory Committee

[Performance Indicators for Bonuses] FY2025

Classification	Performance indicator	Weight	Evaluation method
Financial indicator	EBITDA	25%	YoY improvement
	EPS	10%	
	EBITDA	25%	Achievement level of plan
	Operating profit	10%	
	Overseas operating income margin	10%	
Sustainability indicator	ROIC in existing areas	5%	Achievement level of plan
	Greenhouse gas emissions	5%	
	New female manager promotion rate	2.5%	
	Employee engagement rate	2.5%	
	Customer engagement	NPI	
NPS		2.5%	



**IOWN**



# The advantages of optical fiber in large-capacity communications

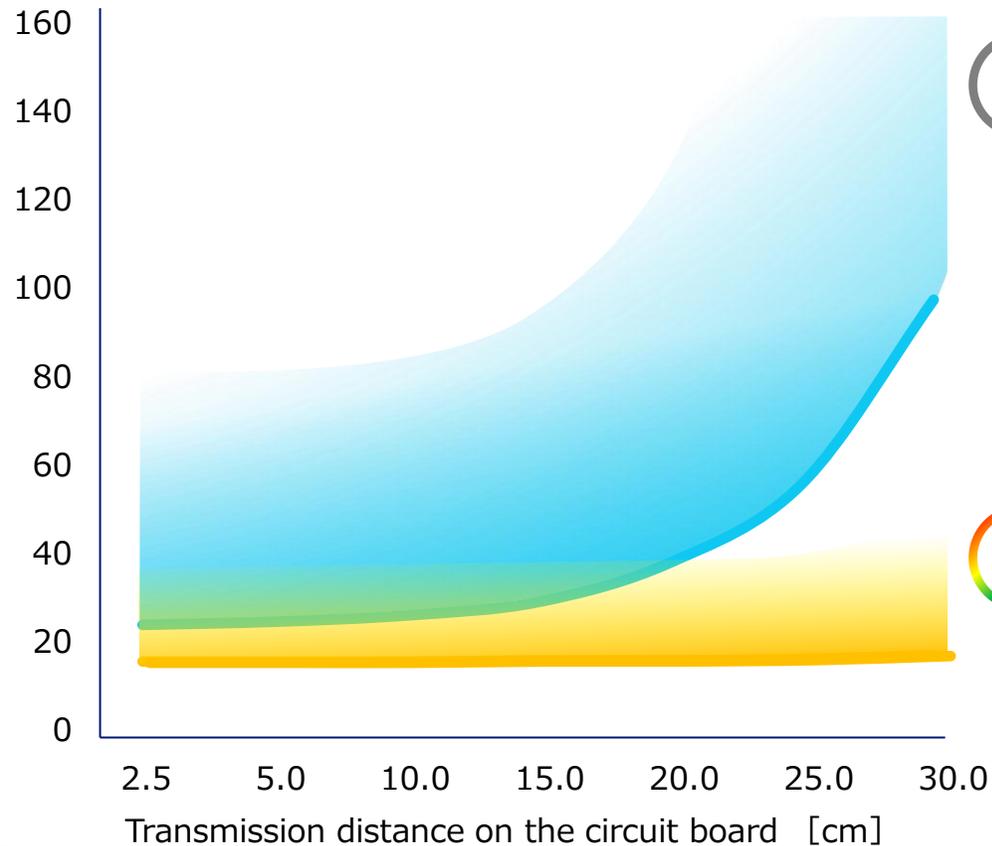
## communications

In large-volume electrical communications, power consumption increases dramatically as the transmission distance increases.

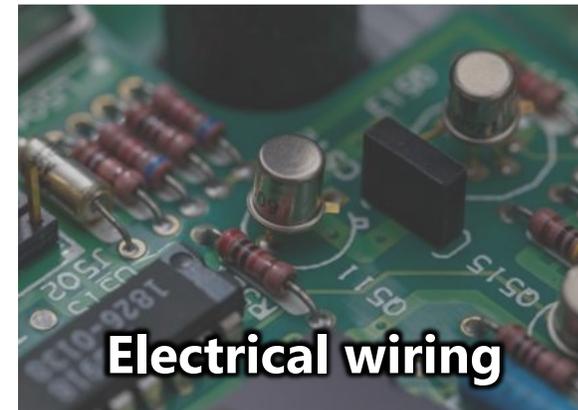
On the other hand, optical communication has the advantage of hardly increasing power consumption.

### Relationship between transmission distance and power consumption

Power consumption [mW]



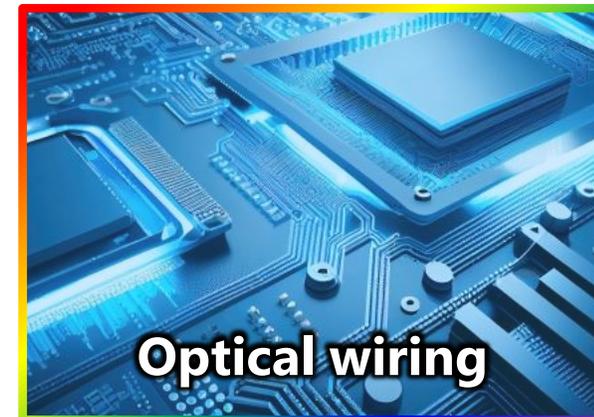
Electro



Electrical wiring



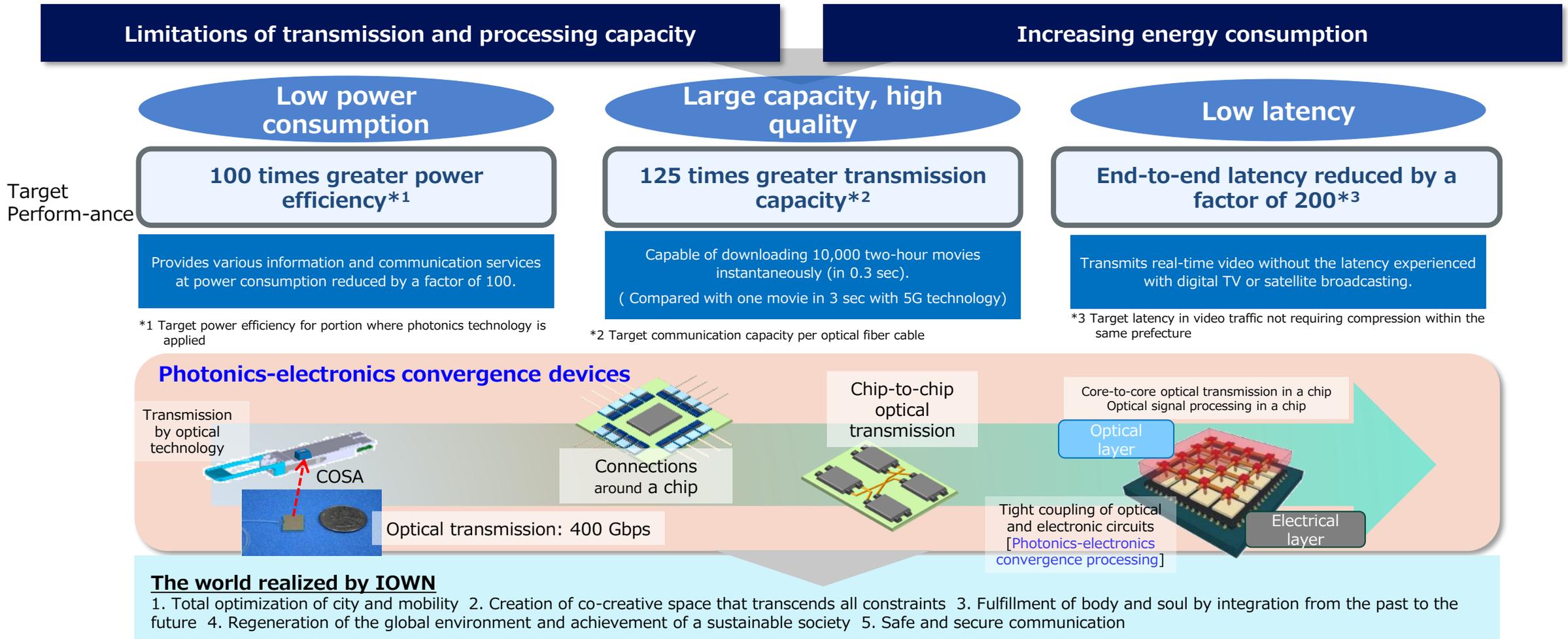
Opto



Optical wiring

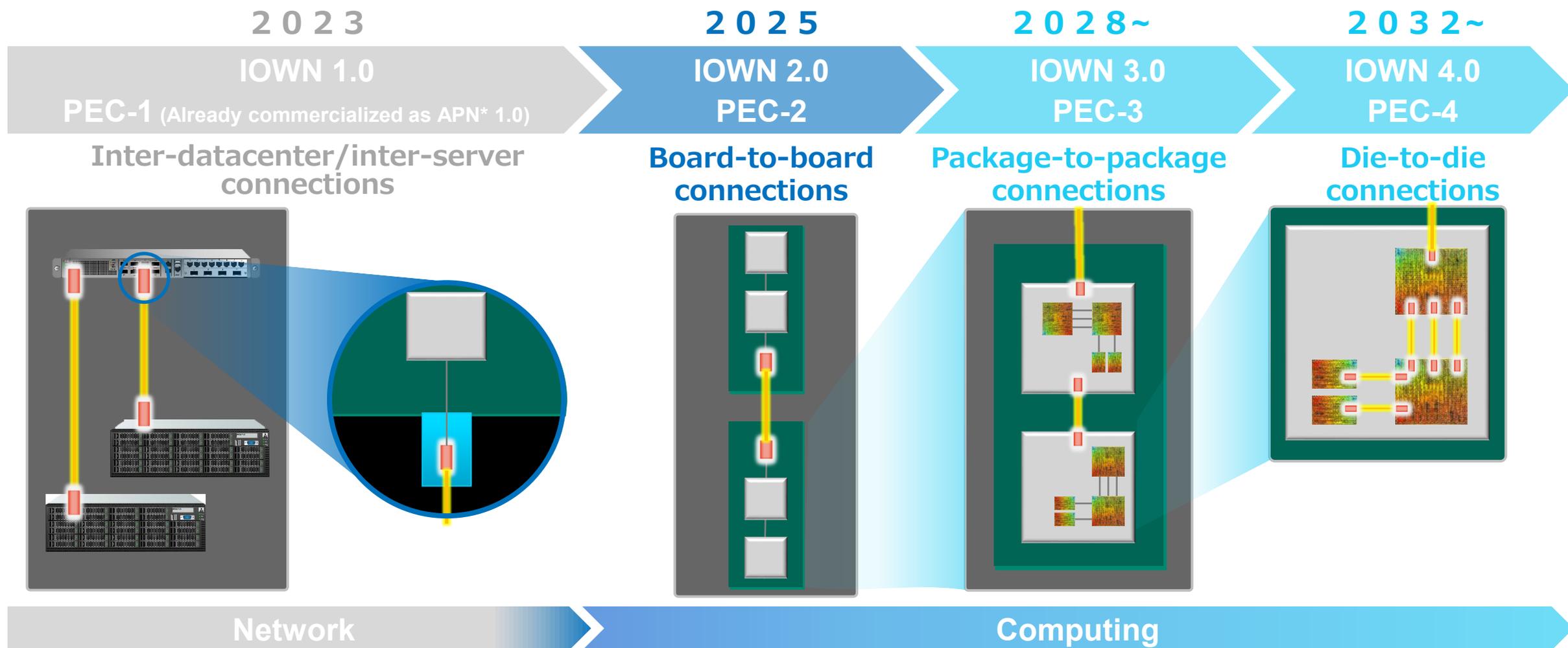
# IOWN initiative

- 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**).



# 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.



# The role of ecosystem players in realizing optical computing

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

Rack equipped with photonics-electronics convergence switch and servers

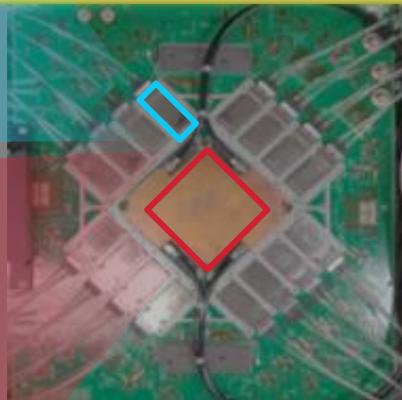
Optical engine  
(optical device PEC-2)

 **NTT Innovative Devices**



Switchboard

 **NTT Innovative Devices**



Photonics-electronics  
convergence switch

**Accton**



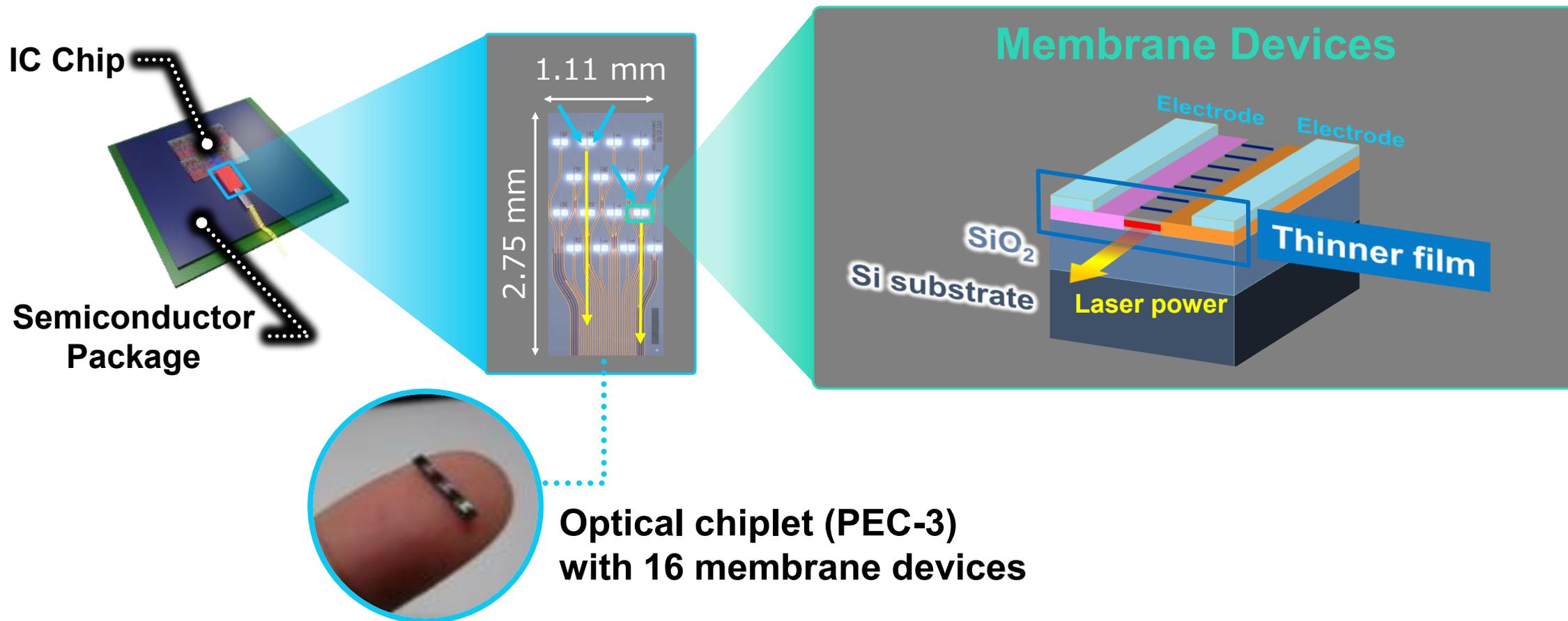
Switch ASIC

 **BROADCOM**



# Membrane devices that achieve IOWN 3.0

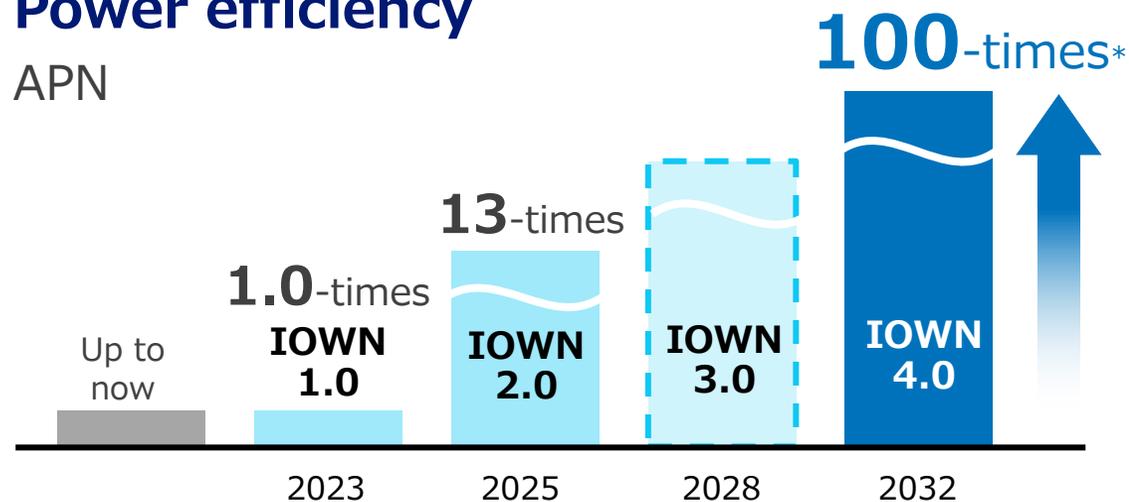
- IOWN3.0 utilizes NTT's proprietary thin-film technology (membrane technology).
- The structure of conventional optical devices has been radically changed, resulting in a device that is small enough to be directly attached to a chip.



# IOWN Targets

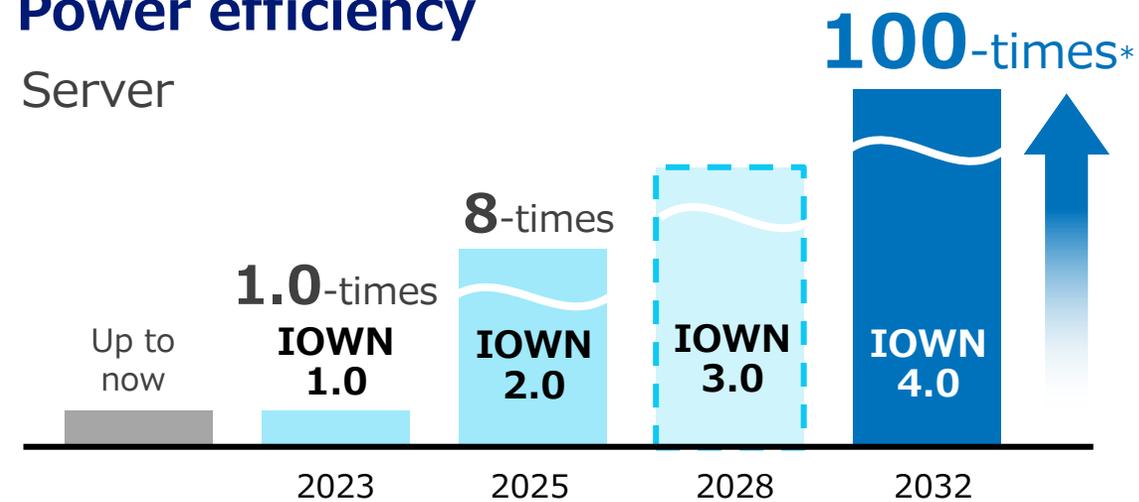
## Power efficiency

APN



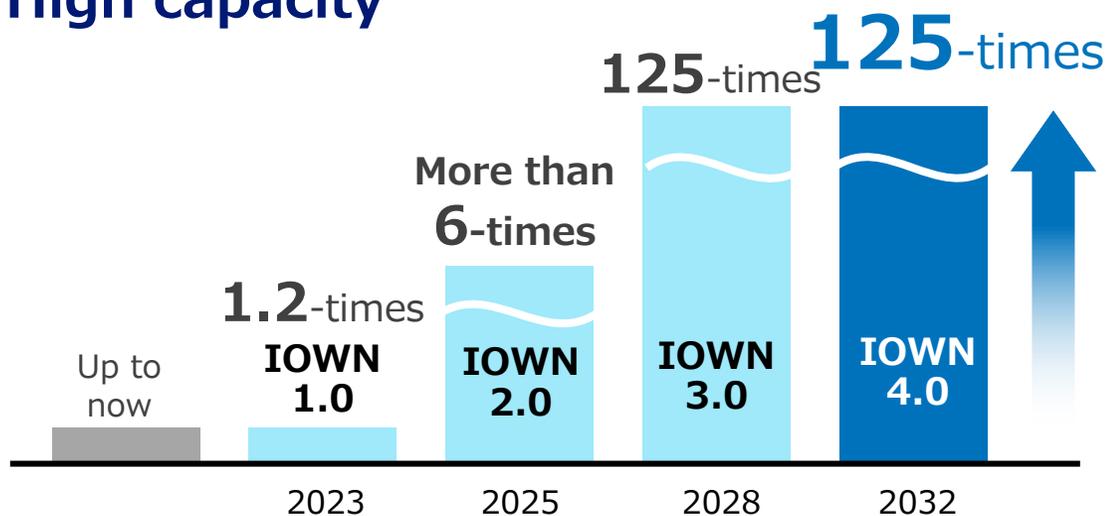
## Power efficiency

Server

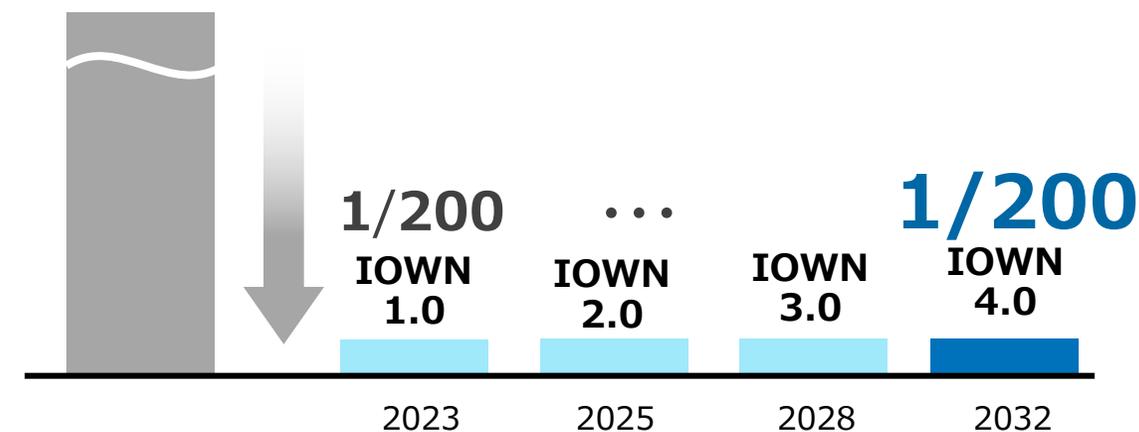


\* Power efficiency for the entire photonics-applied area, including the APN, servers, etc

## High capacity



## Low latency



# Distributed Data Centers Utilizing IOWN

- With IOWN technologies, multiple data centers can be operated as if they were a single data center.



# Mass Production of Photonics-Electronics Convergence Devices

- 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



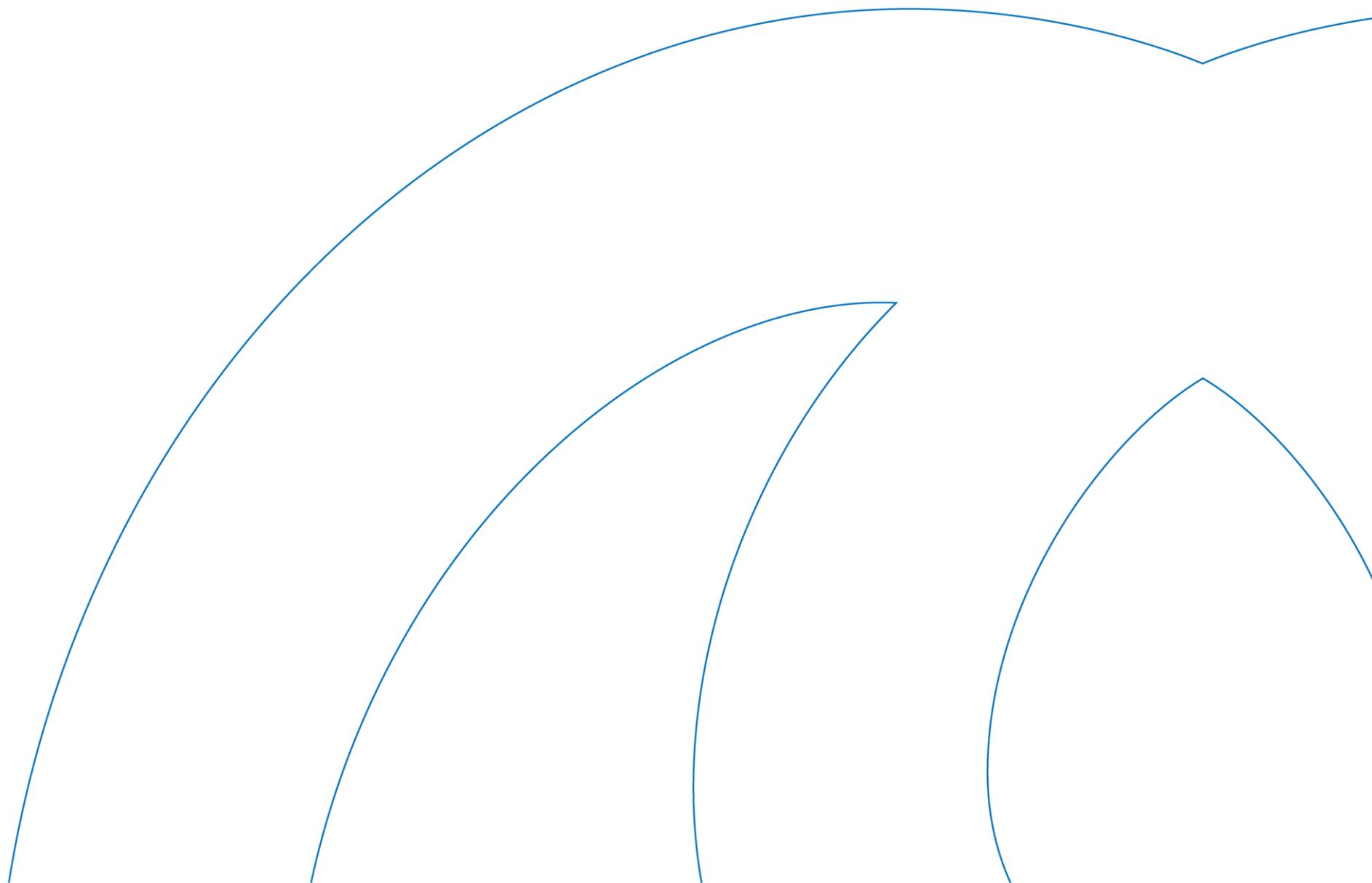
Toward Further Mass Production Through Partner Collaboration and Other Initiatives

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



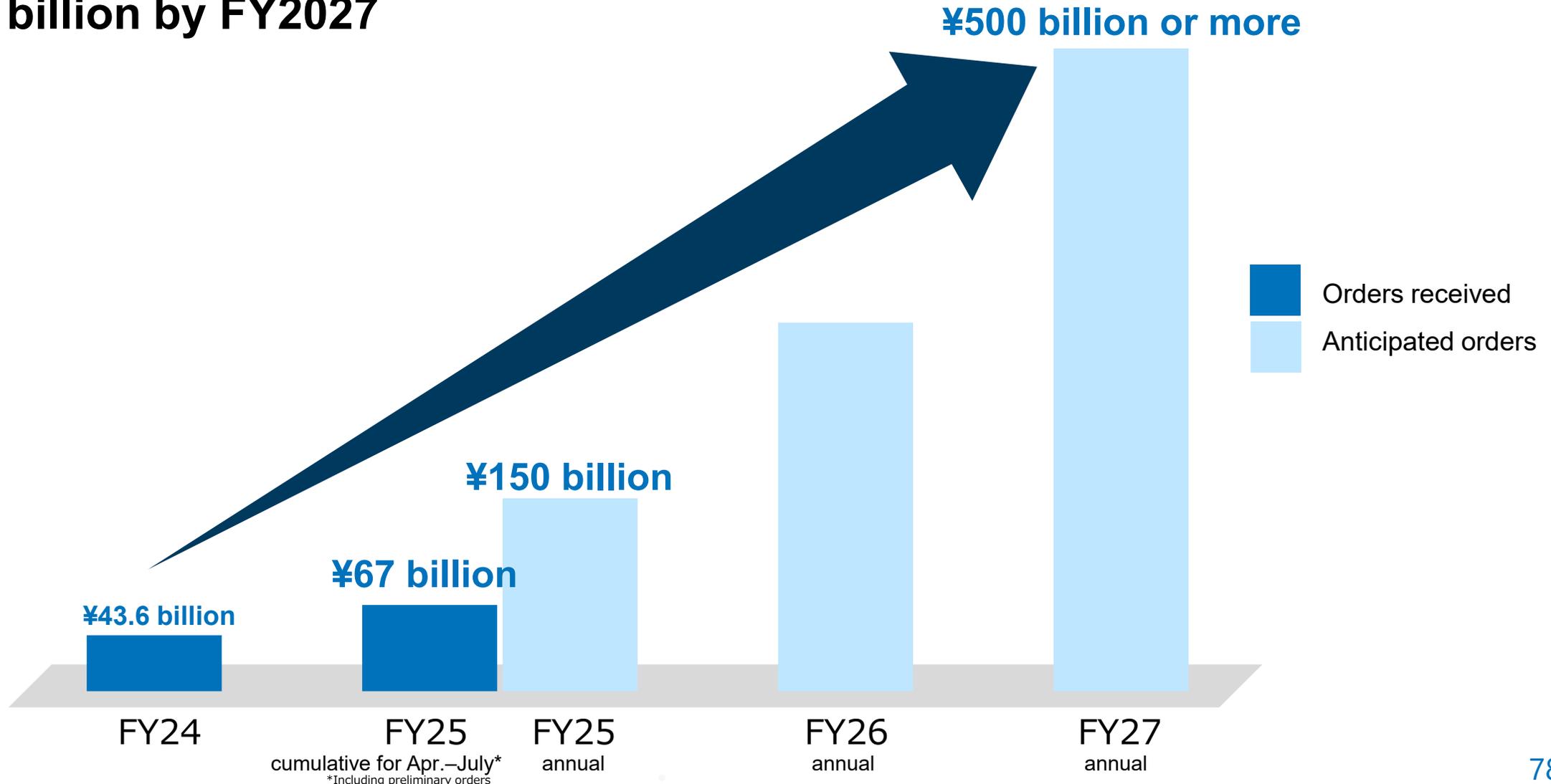


**AI**



# Toward Orders Exceeding 500 Billion in the Mid-Term

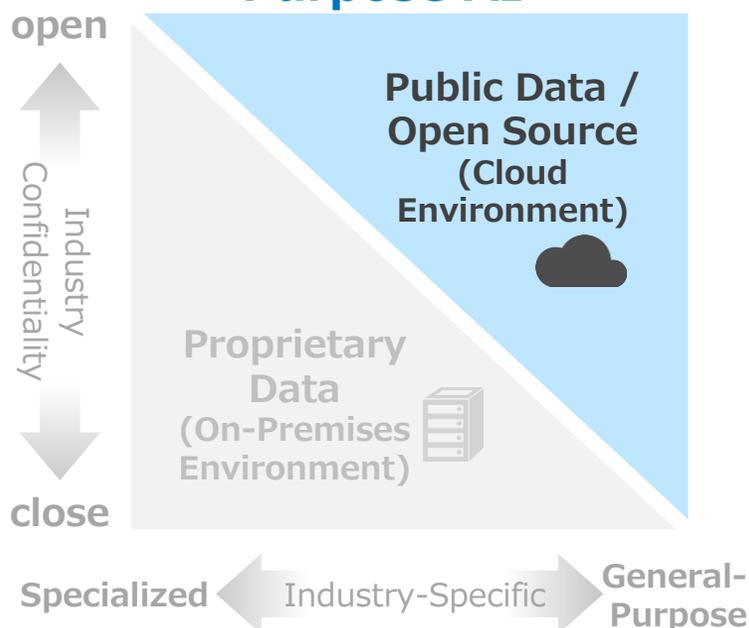
**Orders exceeding ¥150 billion by the end of FY2025  
and ¥500 billion by FY2027**





# Optimal AI Models and AI Agents to Meet Diverse Customer Needs

## Leveraging General-Purpose AI



Industry

Large Enterprises / Mid-Sized Companies

SMEs / Local Governments

- Public
- Finance
- Manufacturing
- Logistics
- ⋮
- Retail

Common Functions

Business Functions							
Sales	Development	IT	Management	Finance	⋮	HR	General
<h3>AI Agents</h3> <p>Developing AI agents <b>tailored for industries</b> such as finance, manufacturing, logistics, healthcare, and public services</p> <div style="display: flex; justify-content: space-between;"> <div style="text-align: center;"> <p>NTT DATA docomo Business</p> </div> <div style="text-align: center;"> <p>OpenAI</p> <p>aws</p> <p>ExaWizards</p> </div> <div style="text-align: center;"> <p>Google Cloud Gemini</p> <p>Microsoft Azure OpenAI Service</p> </div> </div>							
<h3>AI Advisor</h3> <p>Security Operations</p> <p>docomo Business</p>		<h3>docomo business ANCAR</h3> <p>Call Center AI</p> <p>docomo Business</p>		<h3>OpenAI ChatGPT Enterprise</h3> <p>Japan's first authorized distributor</p> <p>NTT DATA</p>			
<h3>Generative AI Services</h3> <p>NTT 東日本   NTT 西日本   NTT Smart Connect</p>						<p>Stella AI for Biz</p> <p>docomo Business</p>	

# 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

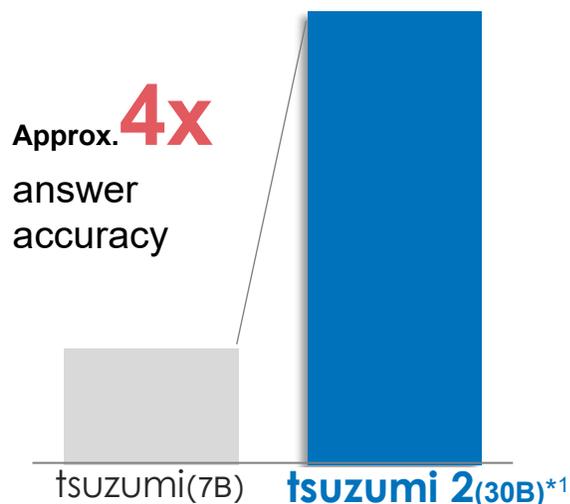
## Comparison of enhanced context processing and sentence understanding

**Evolved understanding of complex context and meaning**  
meeting the needs of enterprise customers

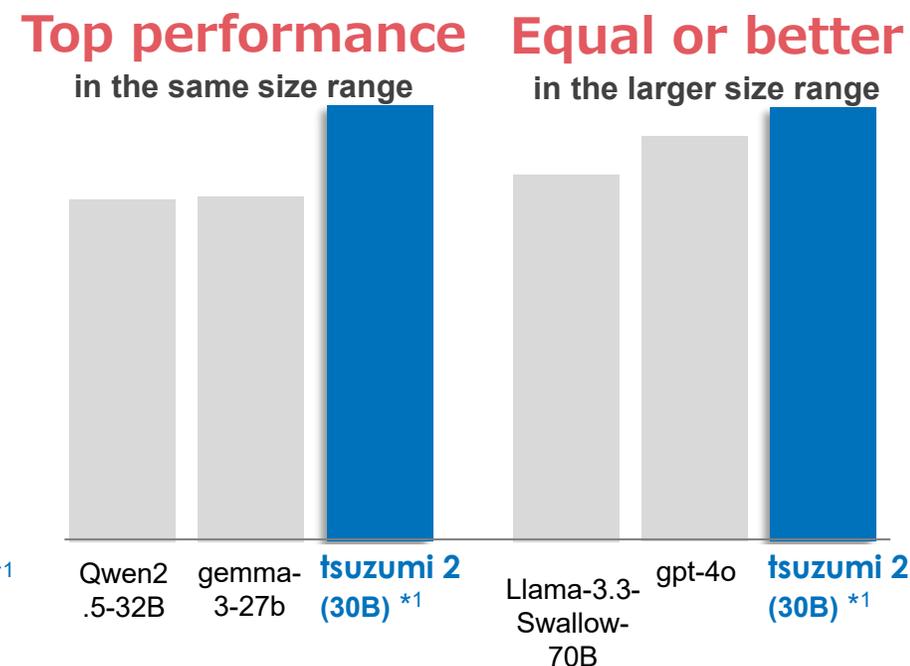
**Well-balanced single-GPU model**  
with significant performance improvements and cost efficiency

**Purely Japanese-made model developed from scratch by NTT**  
supporting highly confidential data

Comparison of business processing using RAG with the previous model



Comparison to other models in general benchmarks\*2



\*1 : Performance evaluation during development

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

## 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**



### **Top-Class Computing Capacity in Japan**

Clusters built with the “NVIDIA DGX™ B200 System”  
featuring NVIDIA Blackwell architecture

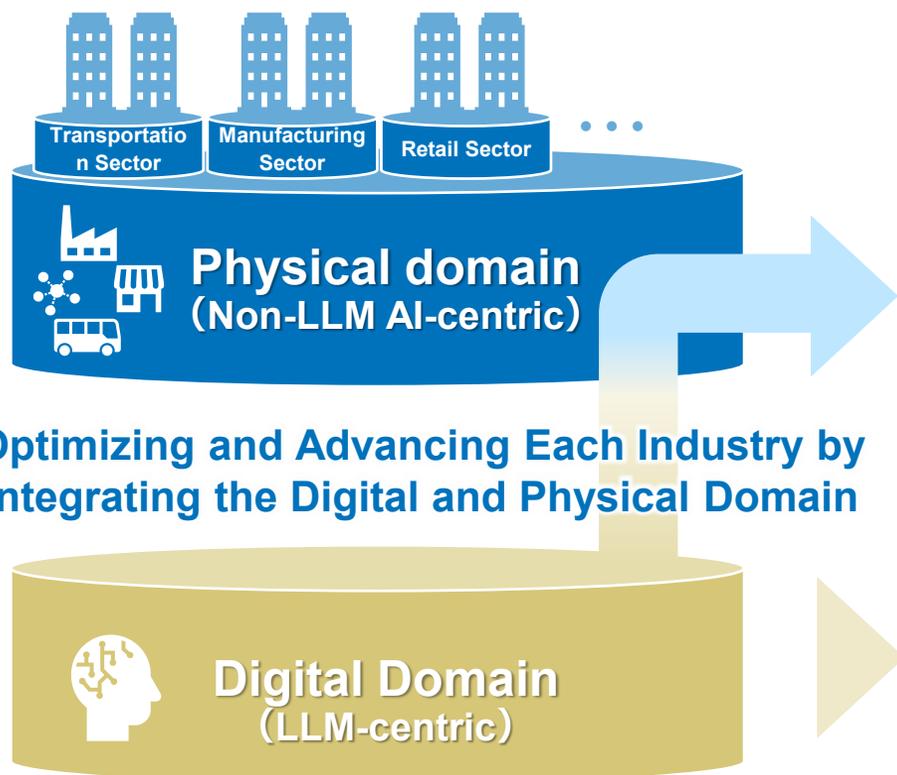
### **Proven Track Record in Building and Operating Large-Scale Clusters**

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.



### Social Implementation in Collaboration with Leading Companies Across Various Industries

Autonomous Driving	Physical AI, Robotics	Optimization of Distribution Supply Chain

### Implementation Support for the Purely Domestic LLM and Major Global LLMs

+ etc.

# Shareholder Returns

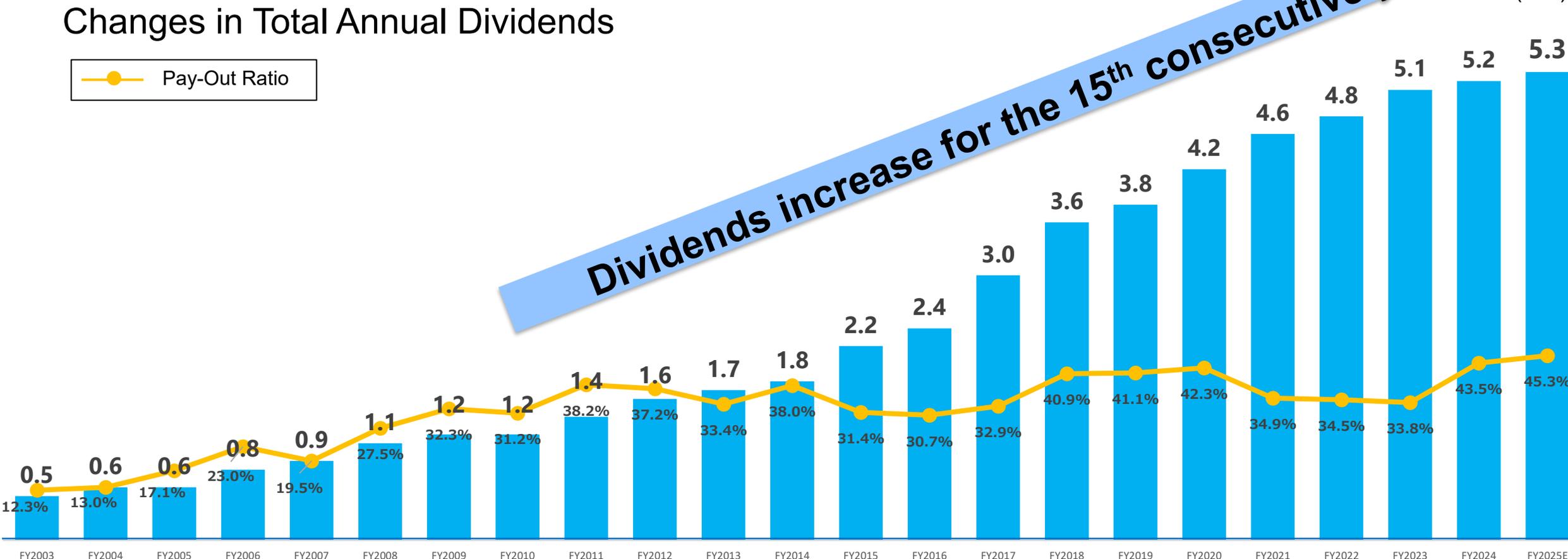
# Changes in Dividend

## Changes in Total Annual Dividends

—●— Pay-Out Ratio

**Dividends increase for the 15<sup>th</sup> consecutive year**

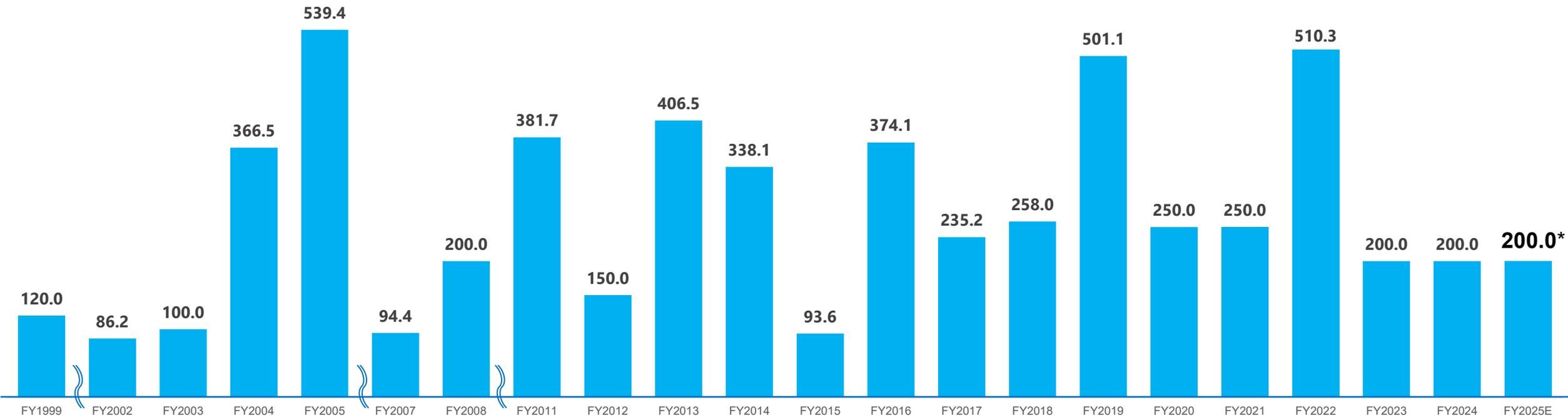
(Yen)



- (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

Amount of Share Buybacks (Billions of yen)



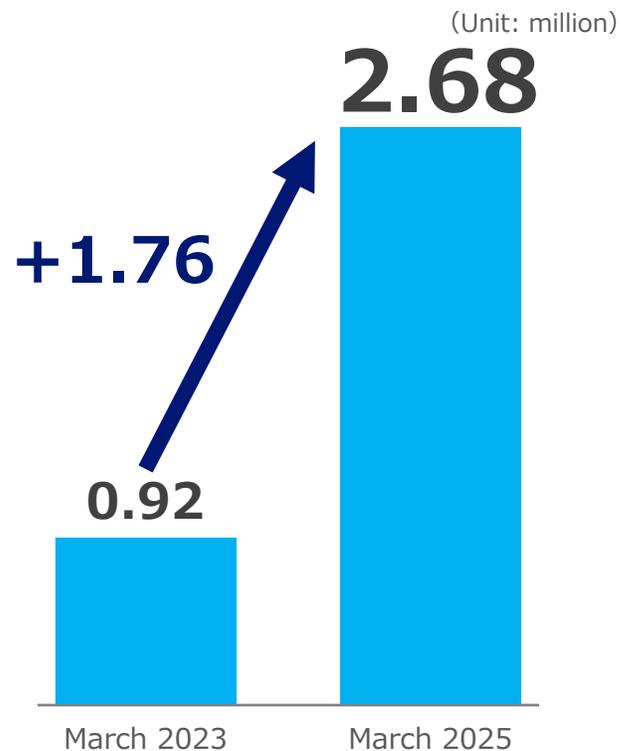
\* Completed share buybacks of ¥200.0 billion as authorized at the meeting of the board of directors held on May 9, 2025 (February 17, 2026).

# Status of Shareholder Count

## Shareholder Count

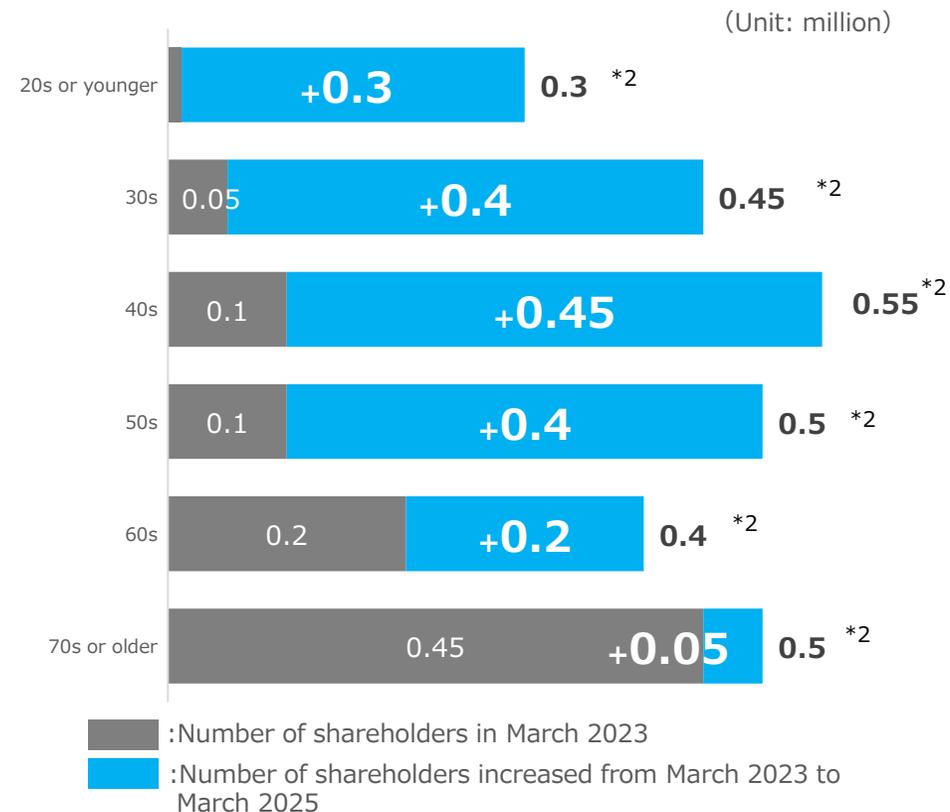
### Total

Approximately 3x after the stock split, setting a new record high.



### Shareholder Count by Age

Diversification of shareholder composition has also progressed.\*1

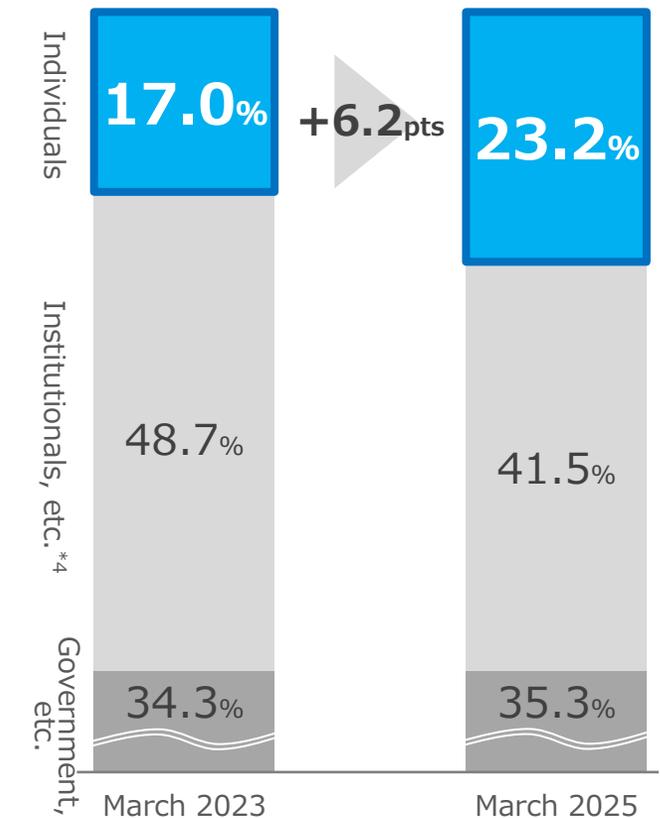


\*1 Estimates based on interviews with securities firms

\*2 Number of shareholders in March 2025

## Percentage of Voting Rights

Individual investors also hold a larger share of voting rights.\*3



\*3 Calculated excluding treasury stock

\*4 Including financial institutions, securities firms, foreign corporations, etc., and other domestic corporations

**Financial Data, etc.**

# NTT Group Formation

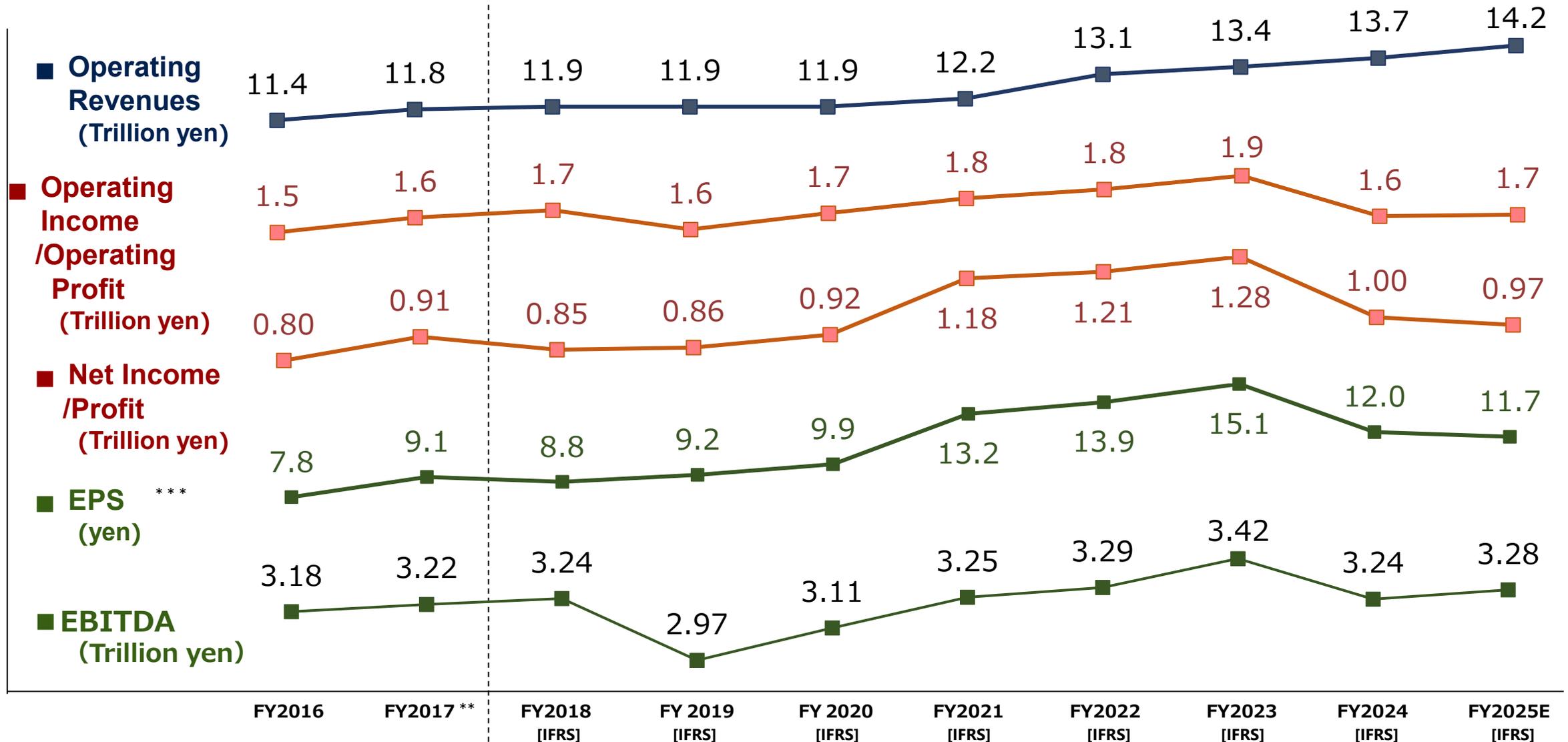
NTT, Inc.  
(Holding Company)

Operating revenue :  
(Consolidated) ¥13,704.7billion  
Operating income :  
(Consolidated) ¥1,649.6billion  
No. of employees : 341,300  
No. of subsidiaries : 992

<b>Integrated ICT Business</b>	 	Operating revenue : ¥6,213.1 billion Operating income : ¥1,020.5 billion No. of employees : 51,700 No. of subsidiaries : 130
<b>Global Solutions Business</b>		Operating revenue : ¥4,638.7 billion Operating income : ¥ 323.9 billion No. of employees : 197,800 No. of subsidiaries : 610
<b>Regional Communications Business</b>	 	Operating revenue : ¥3,112.3 billion Operating income : ¥ 295.5 billion No. of employees : 64,550 No. of subsidiaries : 60
<b>Others (Real Estate, Energy and Others)</b>	 	Operating revenue : ¥1,726.5 billion Operating income : ¥ 55.8 billion No. of employees : 27,250 No. of subsidiaries : 192

- Operating revenue and operating income for each segment are FY2024 figures including inter-segment transactions..
- The figures for both employees and subsidiaries are as of March 31, 2025.

# Trend in Consolidated Financial Results

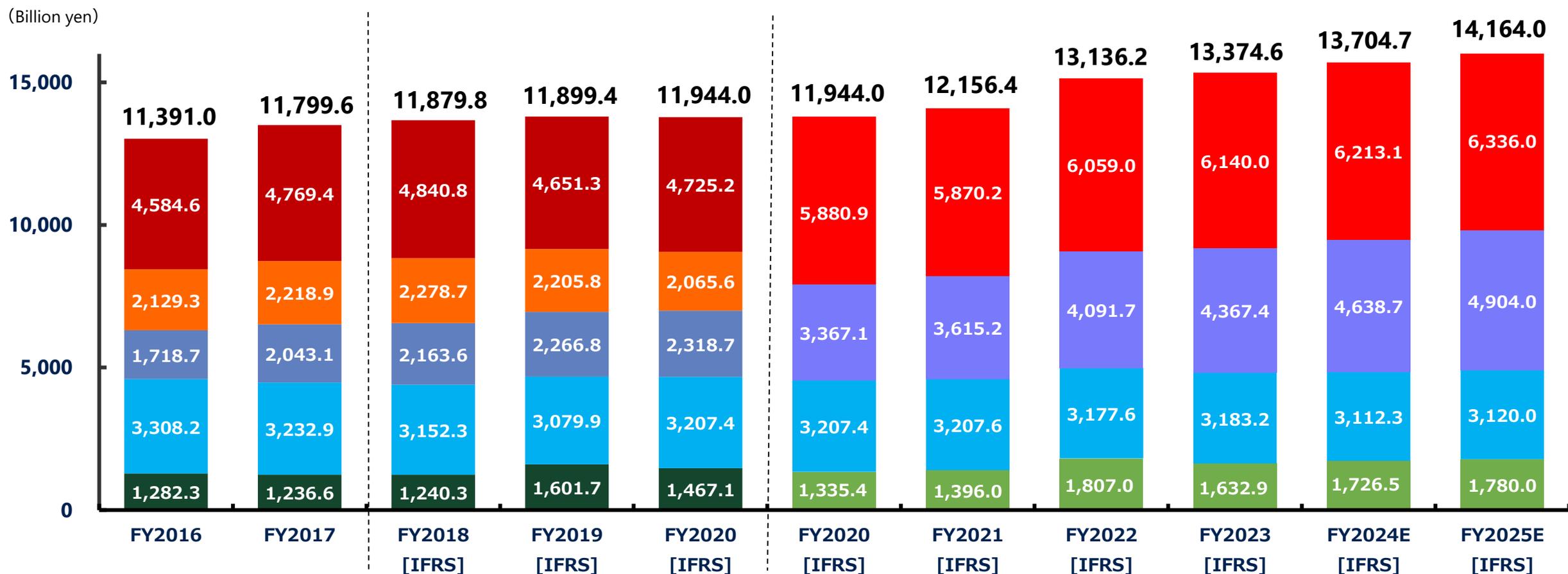


\* U.S. GAAP term / IFRS term.

\*\* 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)  
Assumes that the Company will repurchase 1.5 billion shares (maximum) from the market in fiscal 2025 (repurchase period based on the resolution: May 12, 2025 to March 31, 2026)

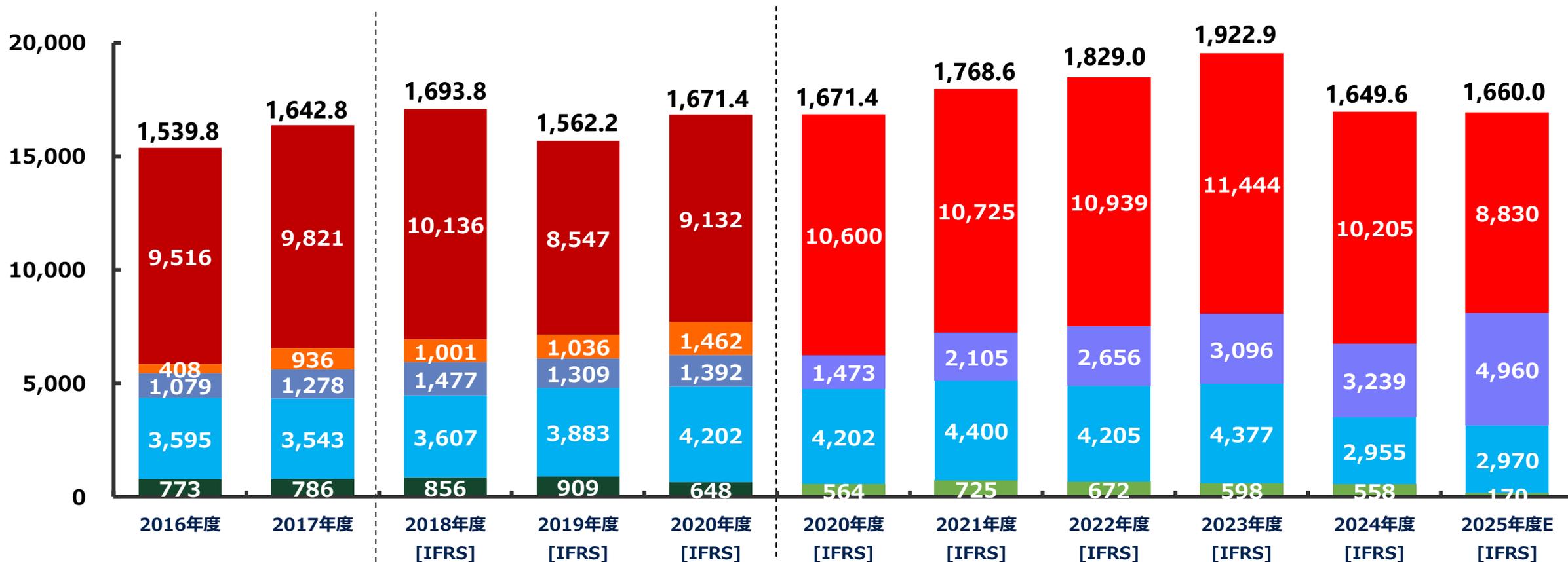
# Changes in Consolidated Operating Revenues



- 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

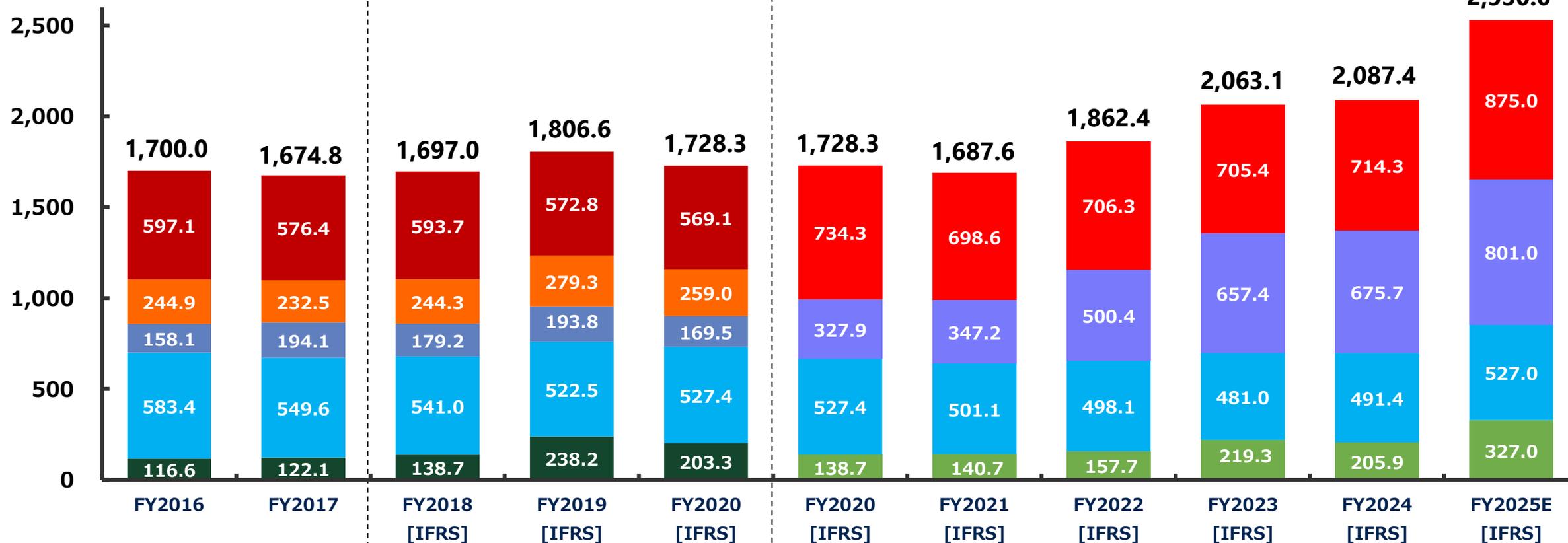
(Billion yen)



- 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

(Billion yen)

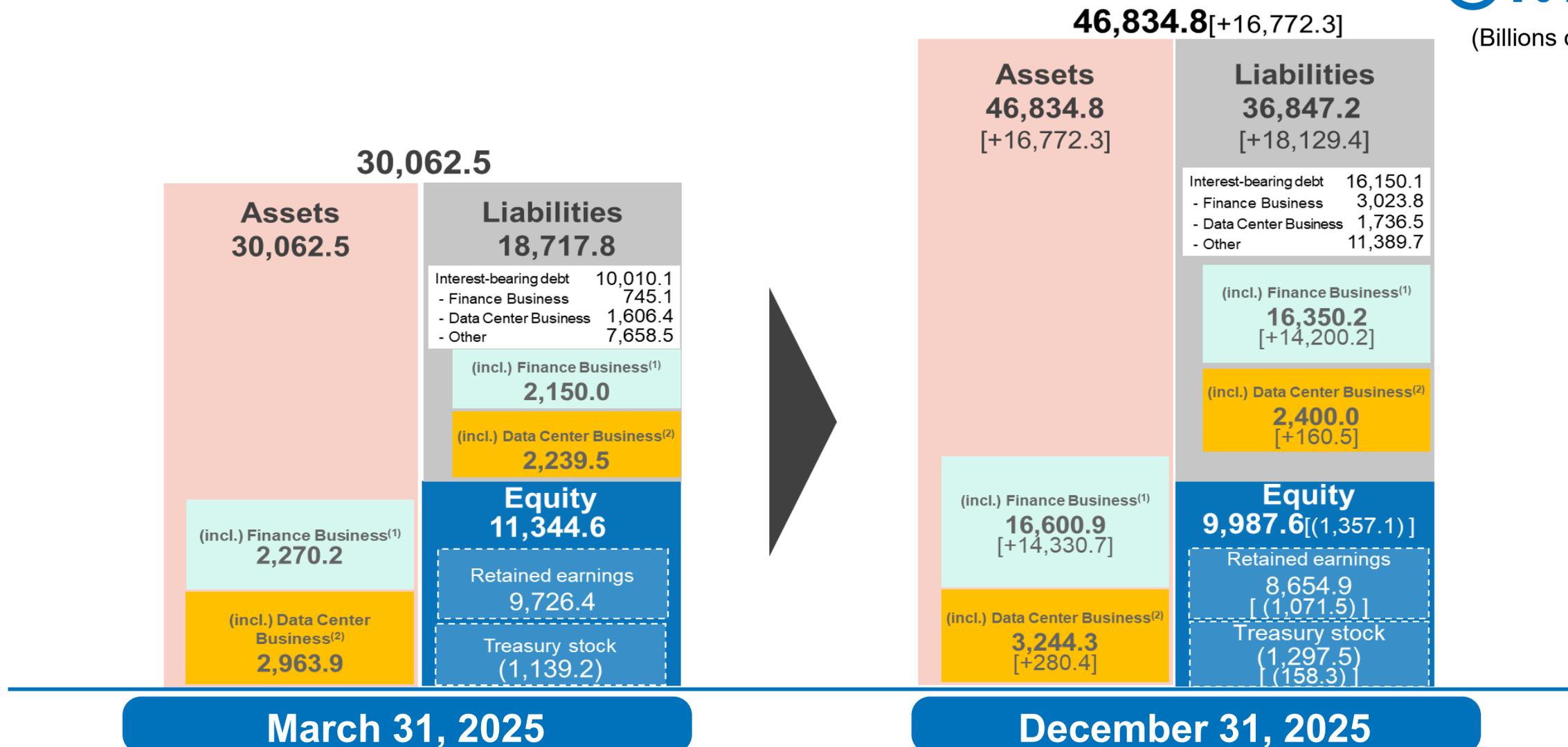


• Effective from the fourth quarter of FY2021, the Group has transitioned to a four-segment structure consisting of the Integrated ICT Business, Regional Communications Business, Global Solutions Business, and Others (Real Estate, Energy and Others), from its previous five-segment structure consisting 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

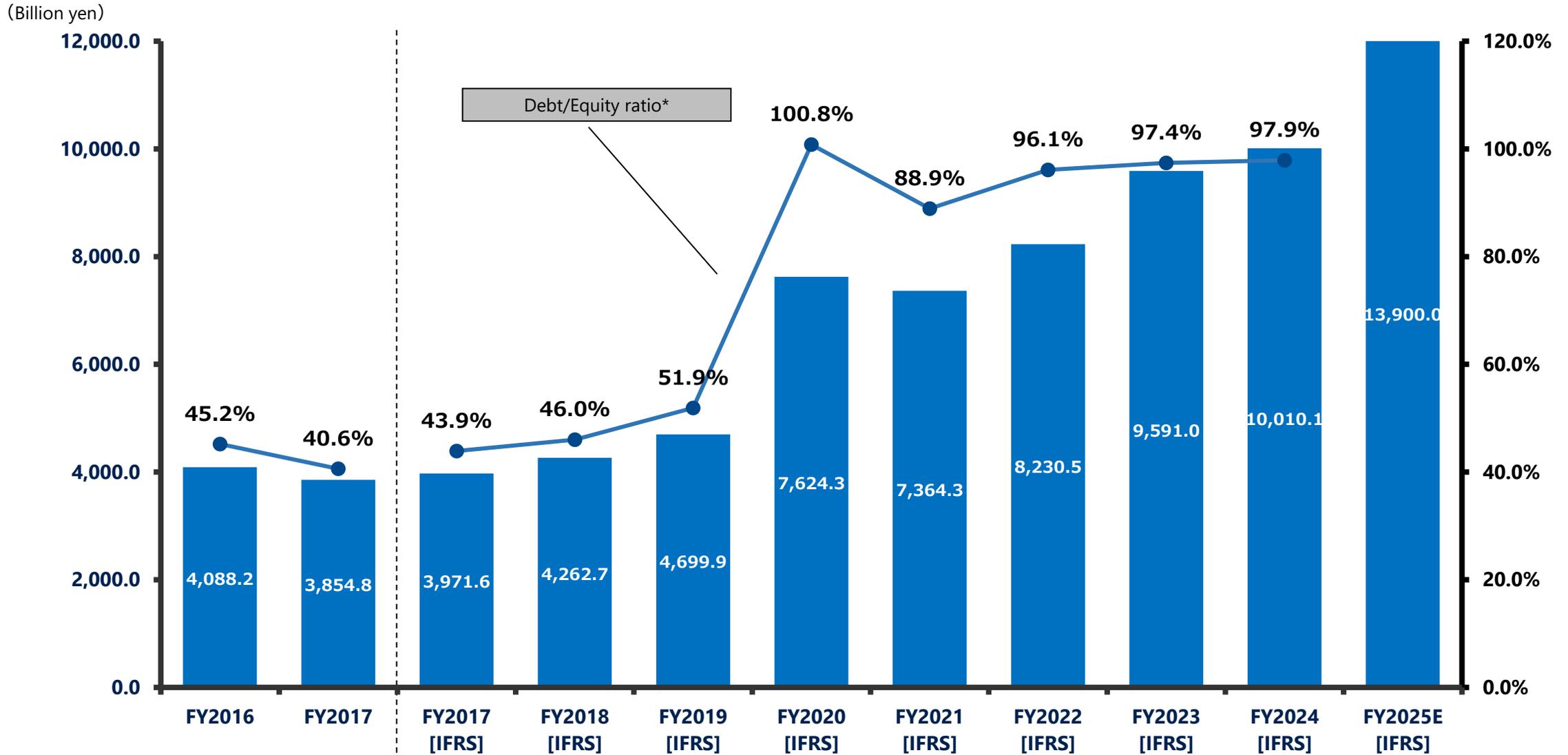


(Billions of yen)



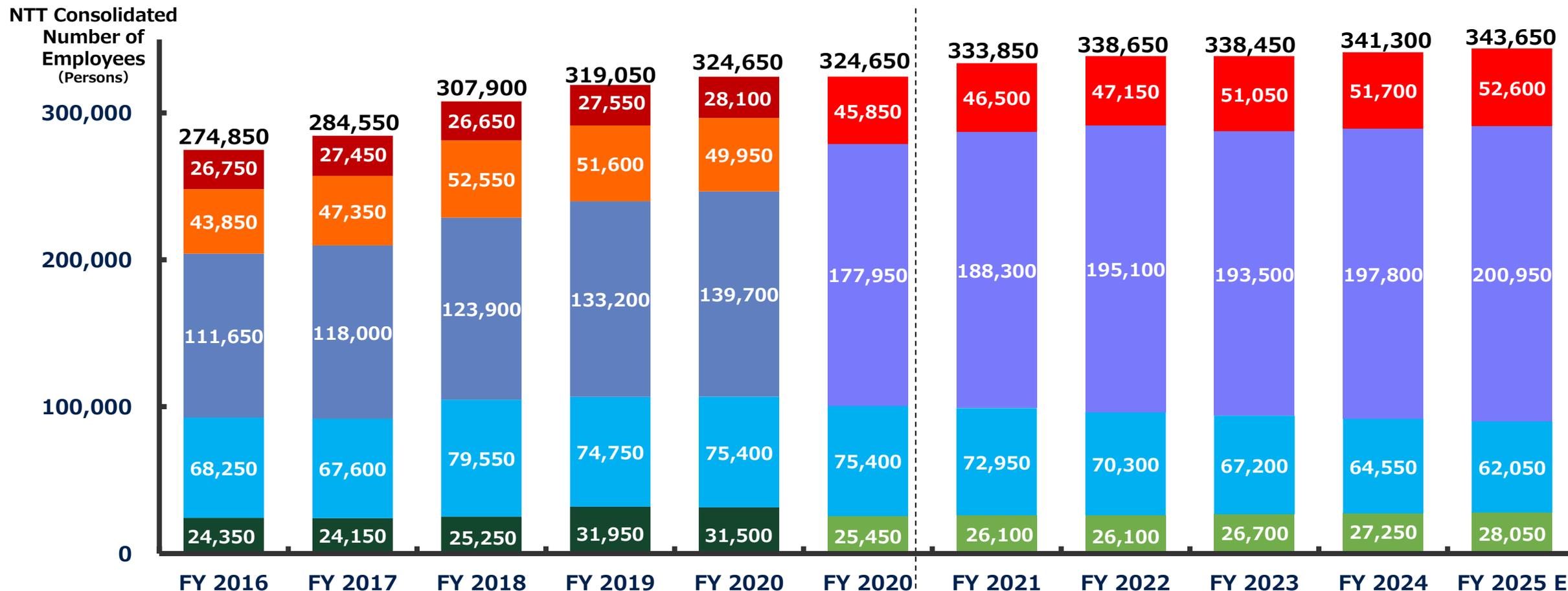
- (1) The scope of aggregation for each of the figures presented for Finance Business is internal management figures of Finance business in Smart Life of NTT DOCOMO Group in Integrated ICT Business Segment. Such figures include that calculated based on certain assumptions, are not audited and are provided 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: ¥13,240.5 billion ; Total Liabilities: ¥13,111.4 billion (of which Interest-bearing debt: ¥1,329.2 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



\* Debt Equity ratio = Interest-bearing debt / Shareholders' equity

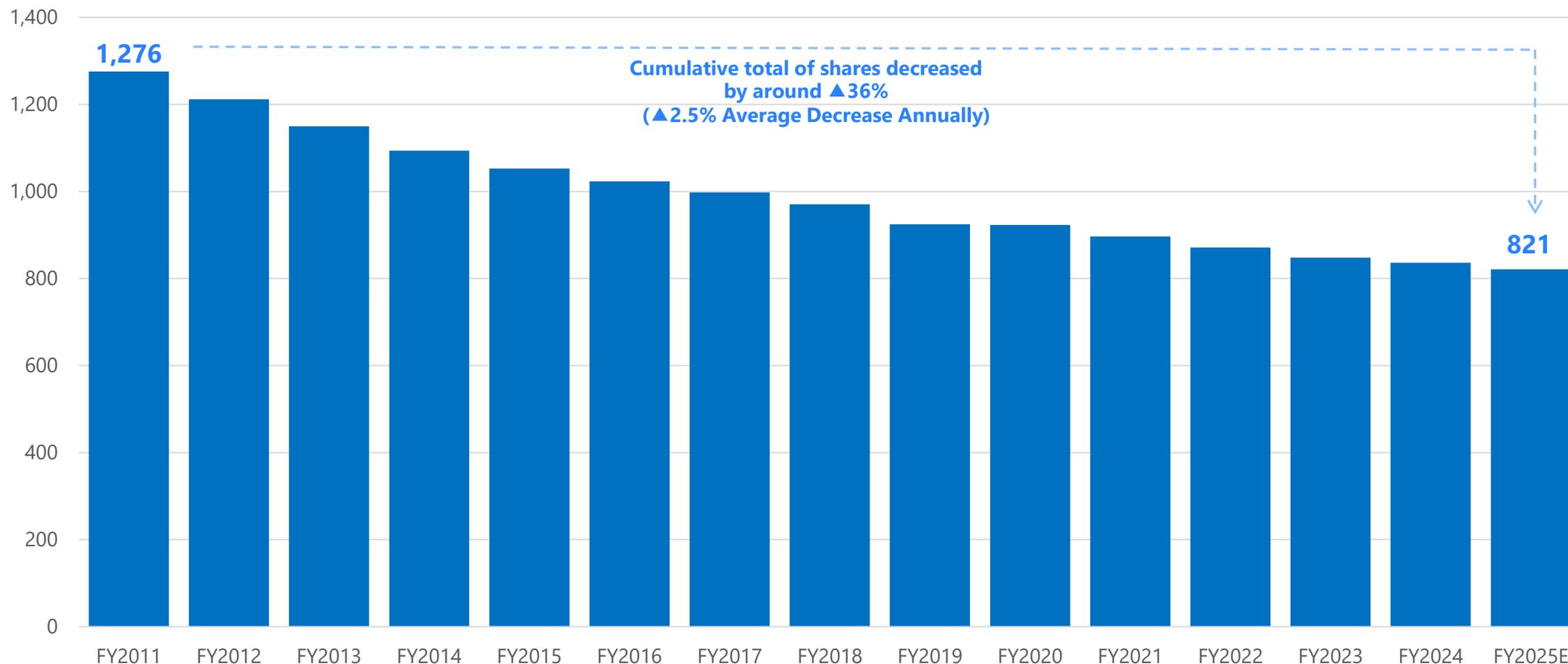
# Changes in Number of Employees



• 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

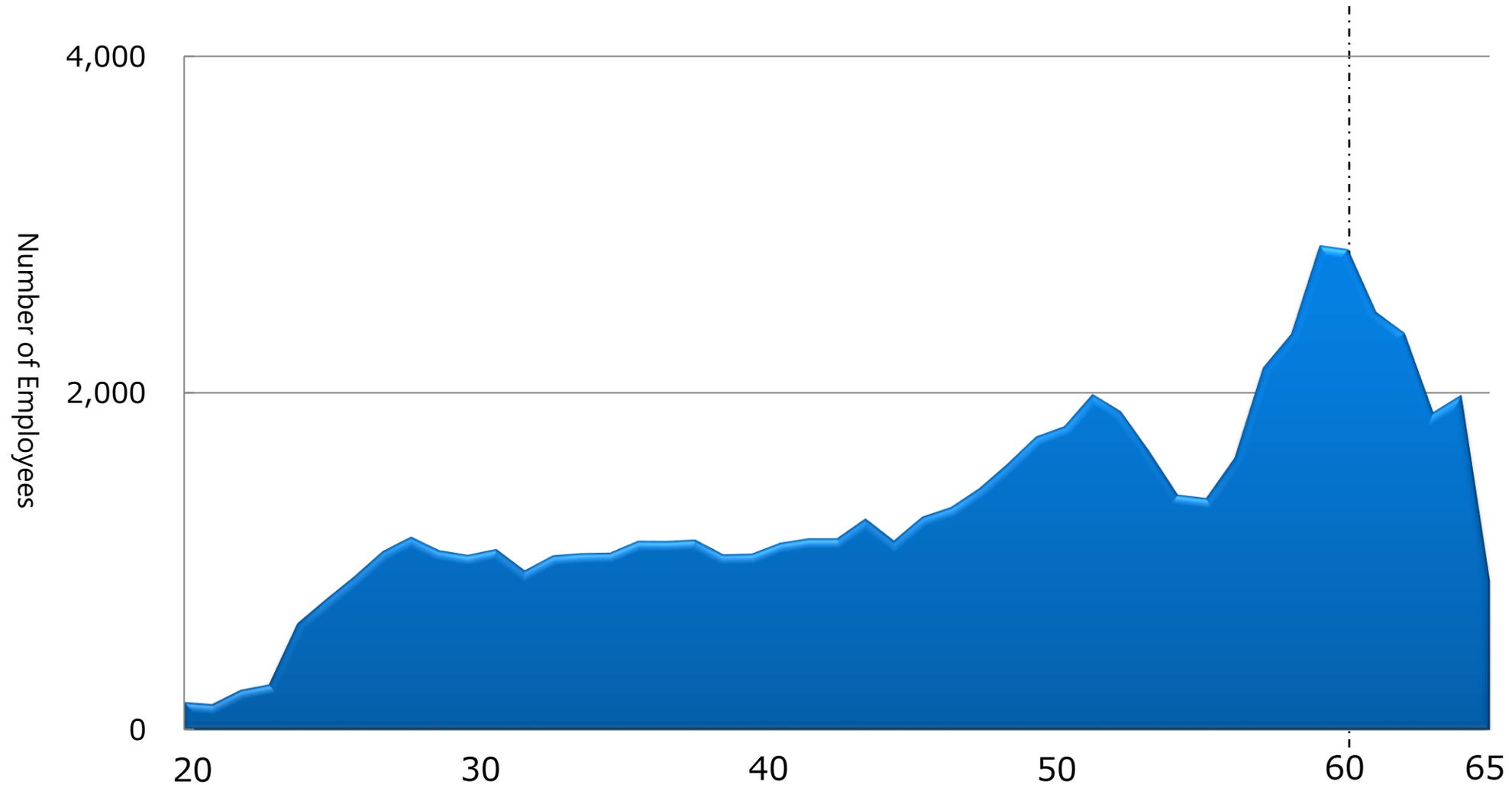
(Hundred million shares)



(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)

# Age Distribution of Employees at NTT East and NTT West (As of March 31, 2025)



\* Figures for NTT East include employees from the consolidated regional outsourcing companies (NTT EAST-MINAMIKANTO and others), NTT-ME and NTT EAST SERVICE, while figures for NTT West include NTT BUSINESS SOLUTIONS, NTT MARKETING ACT ProCX, NTT FIELDTECHNO and NTT BUSINESS ASSOCIE WEST. Figures for those companies include the number of more than 60-year-old contracted employees.

# Fixed Broadband Business FTTH Subscriptions



## FTTH Subscriptions (Sum of NTT East and NTT West)

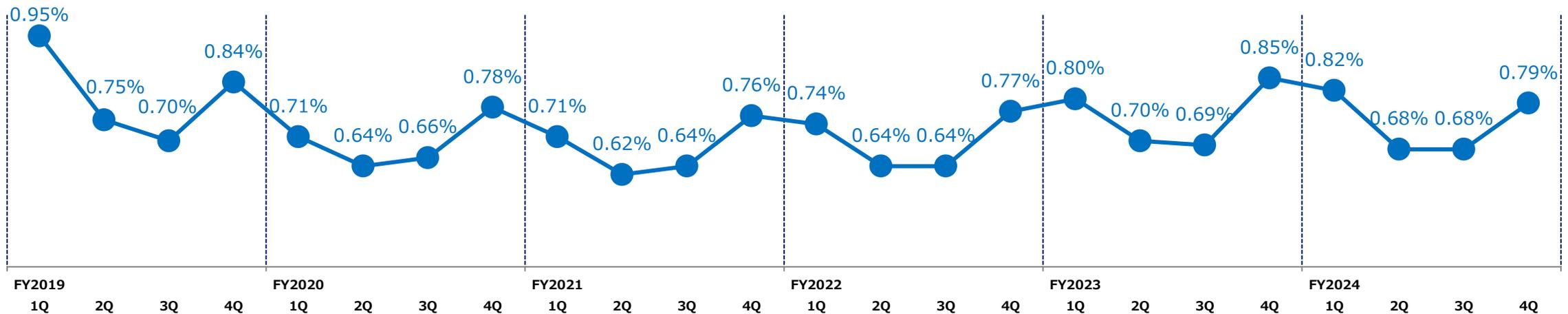


Reference:

FY2025E Breakdown of FTTH Subscriptions (millions subs)

		FY2025E
<b>Total FTTH Service:</b>		
<b>Change from preceding Fiscal Year</b>		<b>+0.16</b>
<b>Hikari Collaboration Model</b>	(1) Number of opened connections	+2.16
	Number of switchover lines	+0.33
	(2) Number of cancellations	(1.73)
<b>Net Increase (1)+(2)</b>		<b>+0.43</b>
<b>FLET'S Hikari</b>	(1) Number of opened connections	+0.55
	(2) Number of cancellations	(0.82)
	Number of switchover lines	(0.33)
<b>Net Increase (1)+(2)</b>		<b>(0.27)</b>

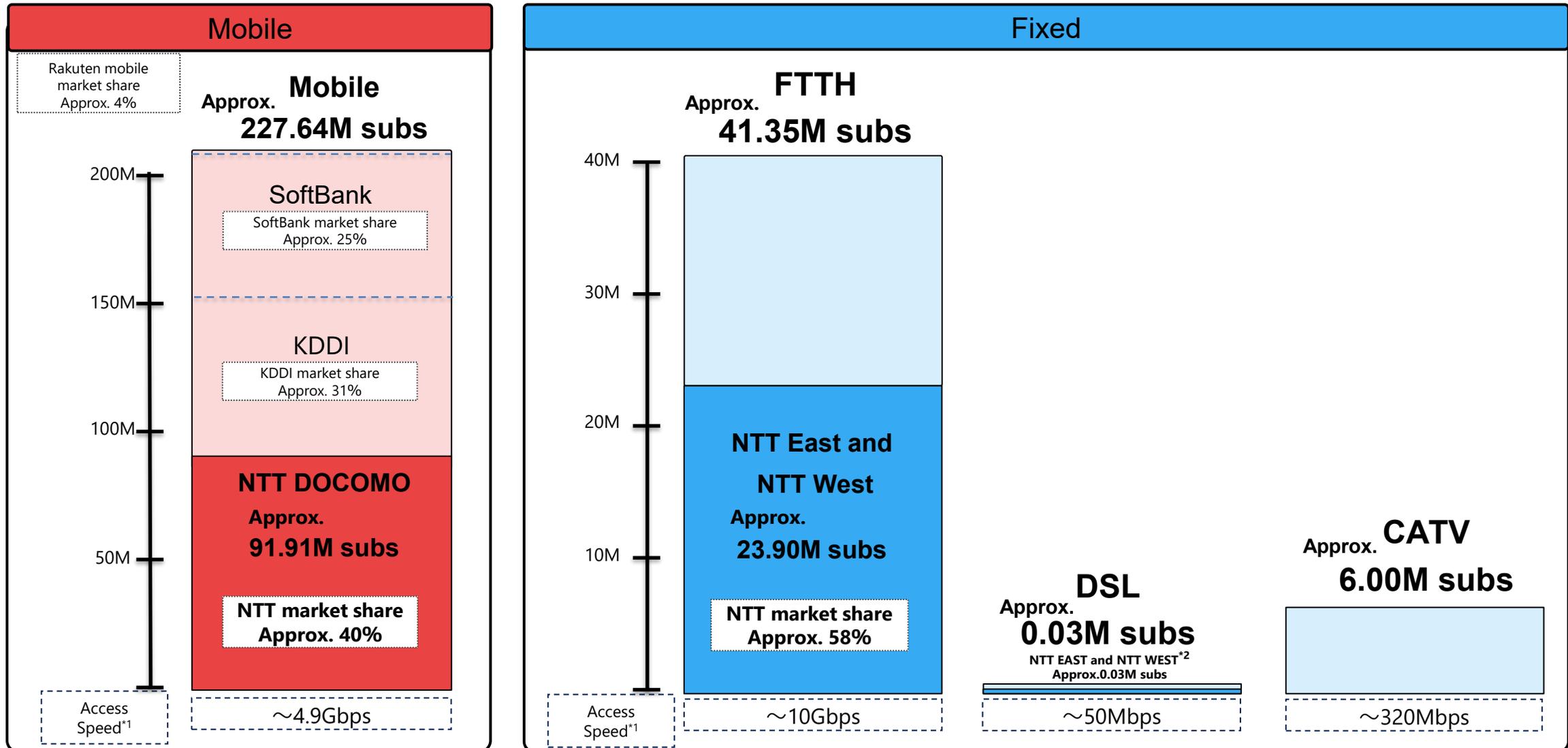
## FTTH Churn Rate\* (Sum of NTT EAST and NTT WEST)



\* "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 Figures for access speed are the speeds of typical commercial services and the maximum values of the best-effort traffic.

\*2 Stopped accepting applications from June 30, 2016.

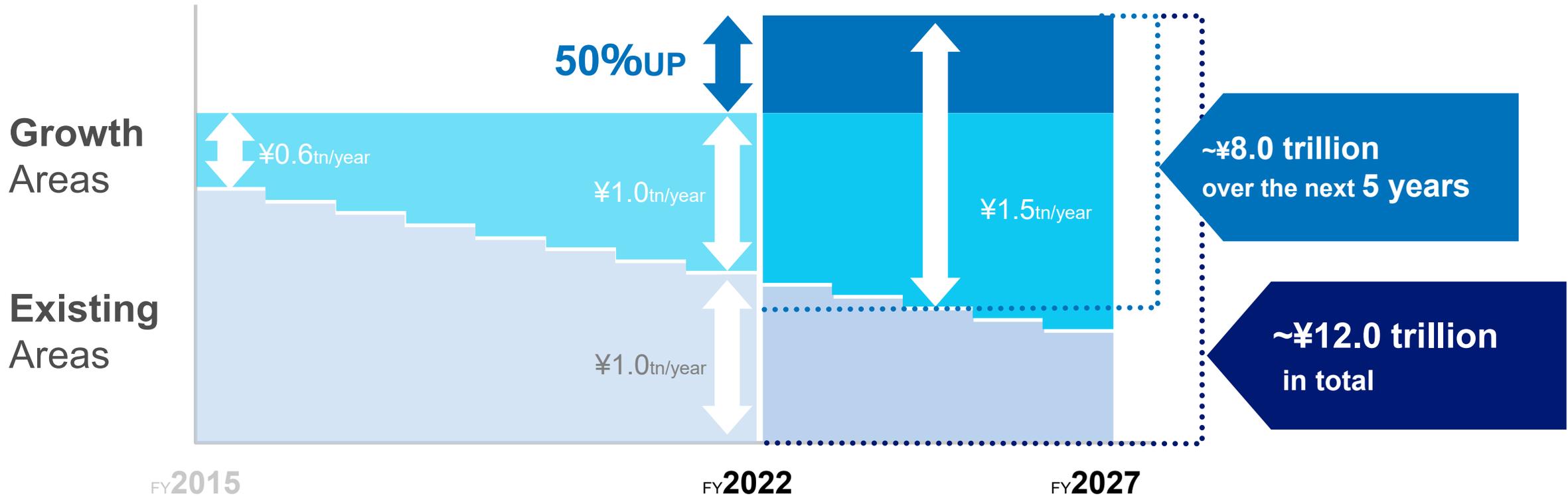
Sauce: Figures as of September 30, 2025, published by the Ministry of Internal Affairs and Communications

# **New Medium-Term Management Strategy New Value Creation & Sustainability 2027 Powered by IOWN**

# Innovating a Sustainable Future for People and Planet

# For that Purpose, We Will Increase Our Investments in Growth Areas

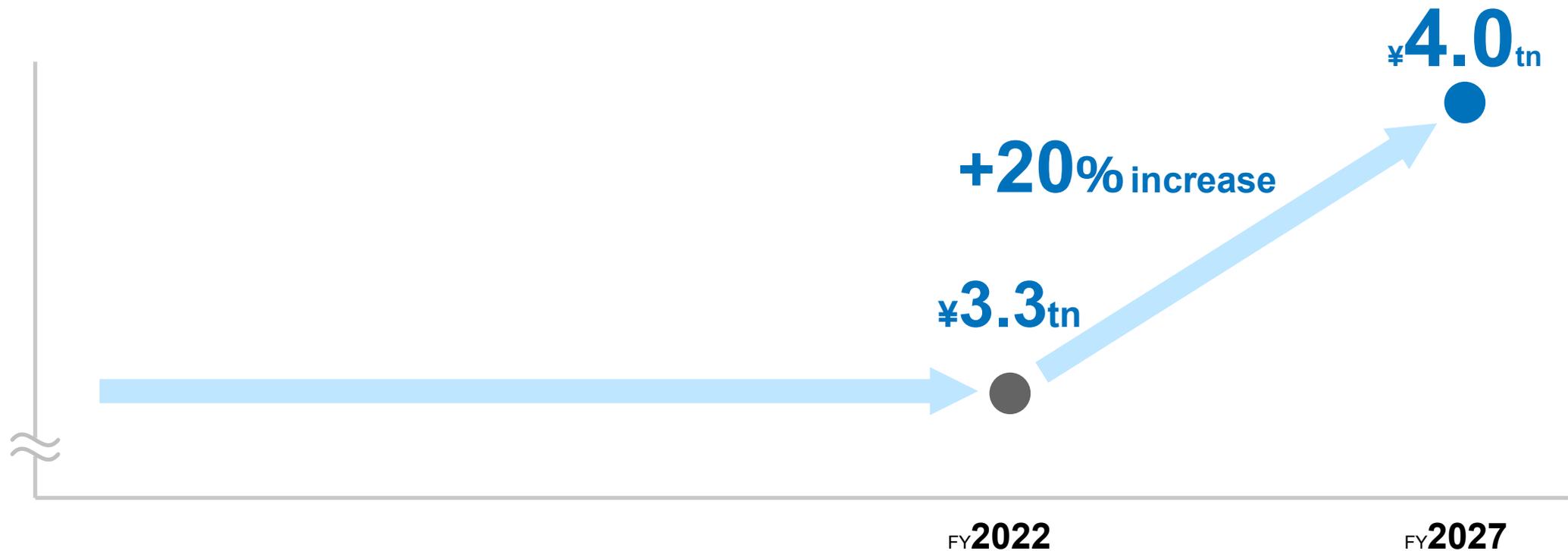
**Will invest ~¥8.0 trillion**  
in growth areas over the next 5 years



# We Will Also Further Increase Our Cash-Generation Ability for the Future



Looking ahead to FY2027, aiming to increase our cash-generation ability for growth and reach **EBITDA of ~¥4.0 trillion**



# Pillars of Our Initiatives

## 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)

- i. Establishment of manufacturing company for photonic-electronic convergence devices
- ii. Acceleration of IOWN research and development/commercialization

### ② Data-Driven Creation of New Value

- i. Strengthening the personal business
- ii. Strengthening the use of DX/data in society and industry
- iii. Expansion and upgrade of data center infrastructure

### ③ Achievement of a Circular Economy Society

- i. Develop sustainability solutions for customers
- ii. Creating Circular Economy businesses
- iii. Progression towards Net-Zero

### 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

## ① IOWN-Driven Creation of New Value

(from Concept to Commercialization)

### i . Establishment of manufacturing company for photonic-electronic convergence devices

- Will establish “**NTT Innovative Devices Corporation**” in **June 2023** to rapidly commercialize photonic-electronic convergence devices that achieve low power consumption, as a solution to the growing power consumption caused by the increased use of AI  
( starting with an initial investment of **¥30.0 billion**, with subsequent increases to be considered)



### ii . Acceleration of IOWN (including 6G) research and development/commercialization

- Total research and development for IOWN (including 6G) will be **~¥100.0 billion** for FY2023 with continued investments thereafter, and accelerated commercialization of servers (SWB<sup>(1)</sup>) and DTC<sup>(2)</sup>

(1) Super White Box (2) Digital Twin Computing

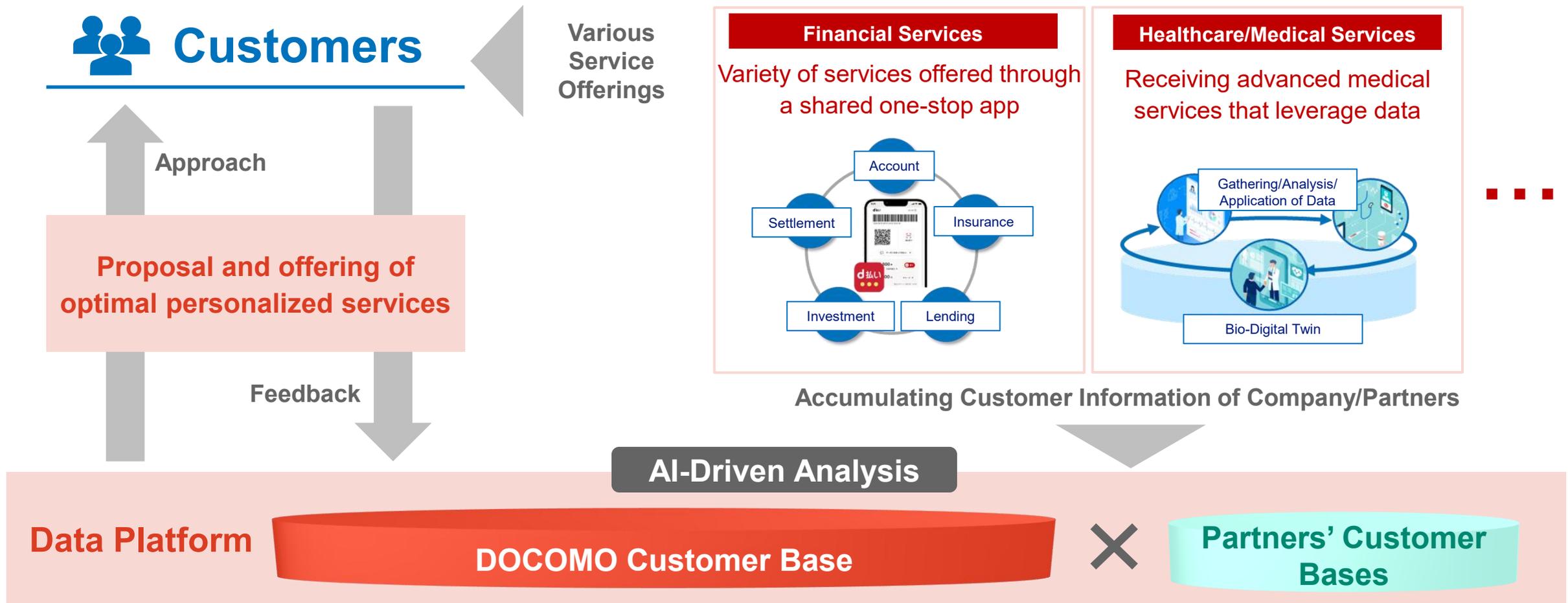
# 1. NTT as a Creator of New Value and Accelerator of a Global Sustainable Society



## ② Data-Driven Creation of New Value (Smart World)

### i . Strengthening personal business (strengthening DOCOMO's Smart Life businesses)

- Will actively invest in personal business and other growth areas (at least **~¥1.0tn/5 years**)



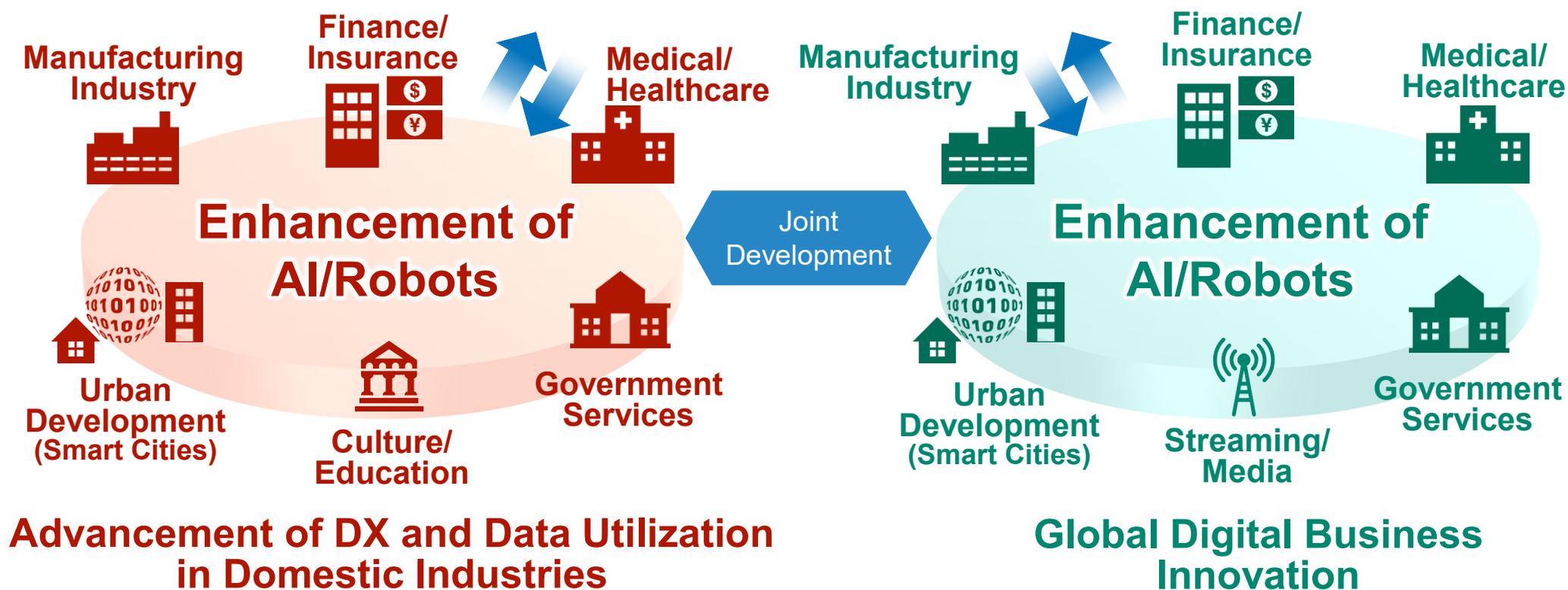
## ② Data-Driven Creation of New Value (Smart World)

### ii . Strengthening the Use of DX/Data in Society and Industry (use of AI/Robots)

- Will jointly develop technology and solutions globally, transforming industries that support day-to-day life and society

(will make investments of at least **~¥3.0tn/5 years** in digital business)

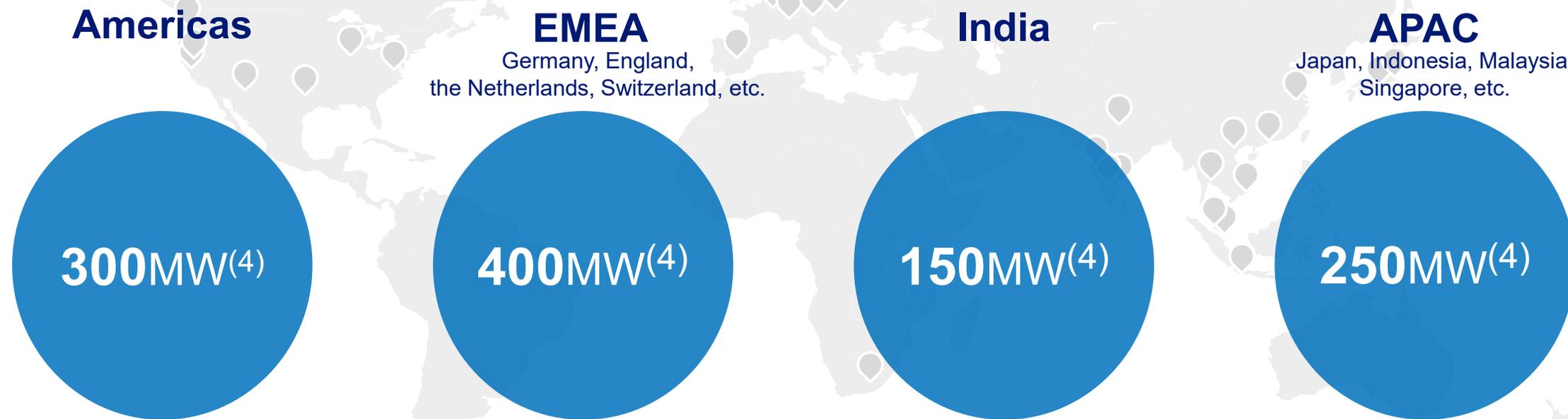
### IOWN Digital Twin



## ② Data-Driven Creation of New Value (Smart World)

### iii. Expansion and Upgrade of Data Centers

- Will further expand the world's third-largest<sup>(1)</sup> data center infrastructure, and implement upgrades through the introduction of IOWN technology  
(will make investments of at least **~¥1.5tn/5 years**<sup>(2)</sup>)
- Achievement of carbon neutrality by FY2030<sup>(3)</sup>



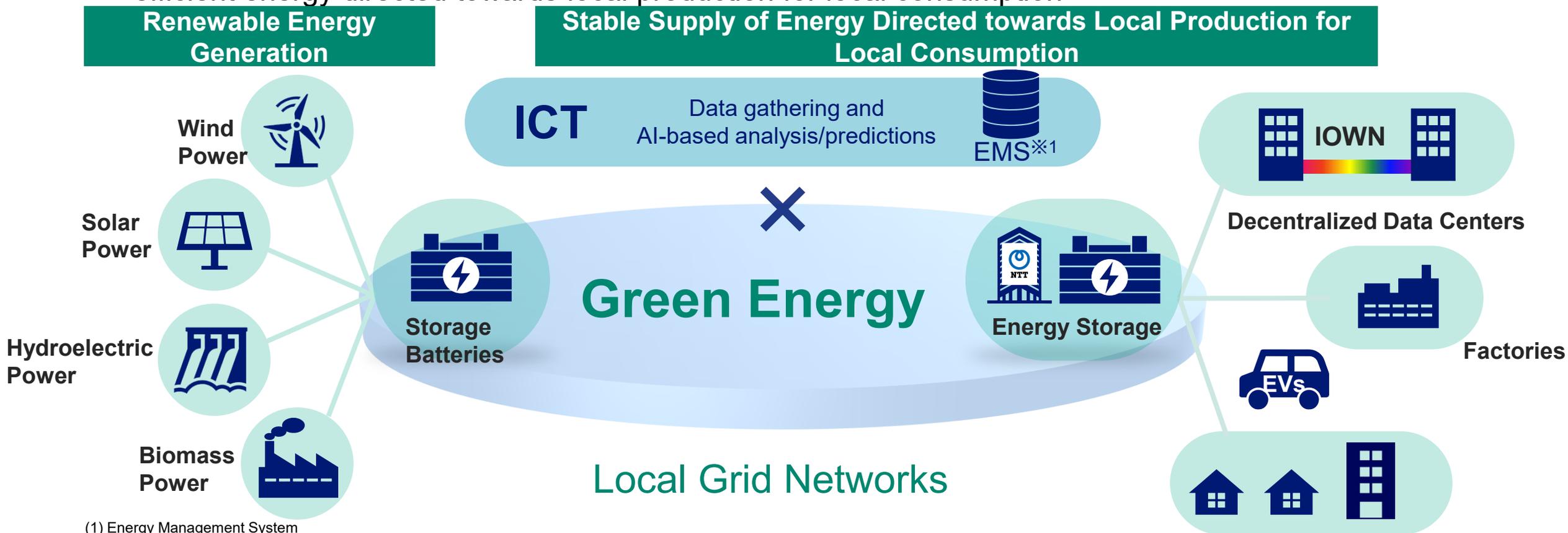
**Nearly Doubling the Current Total of 1,100MW**

(1) Recalculated from Structure Research 2022 Report, excluding Chinese operators. (2) Does not include capital investments made using third-party capital.  
(3) The targets for reduction are Scope 1 (our own direct greenhouse gas emissions) and Scope 2 (indirect emissions associated with the purchase of electricity, heat and steam that are provided by other companies) under the GHG protocol for data centers. (4) IT power capacity of purpose-built datacenters owned by NTT Communications Group and NTT Ltd. Group (including JVs with third parties) as of March 2023.

## ③ Achievement of a Circular Economy Society

### i. Develop sustainability solutions for customers

- Will promote green solutions that can be achieved by “Green Energy x ICT”  
(will make investments of **~¥1.0tn/5 years**)
- Will expand our renewable energy generation business and achieve a stable supply of optimized and efficient energy directed towards local production for local consumption

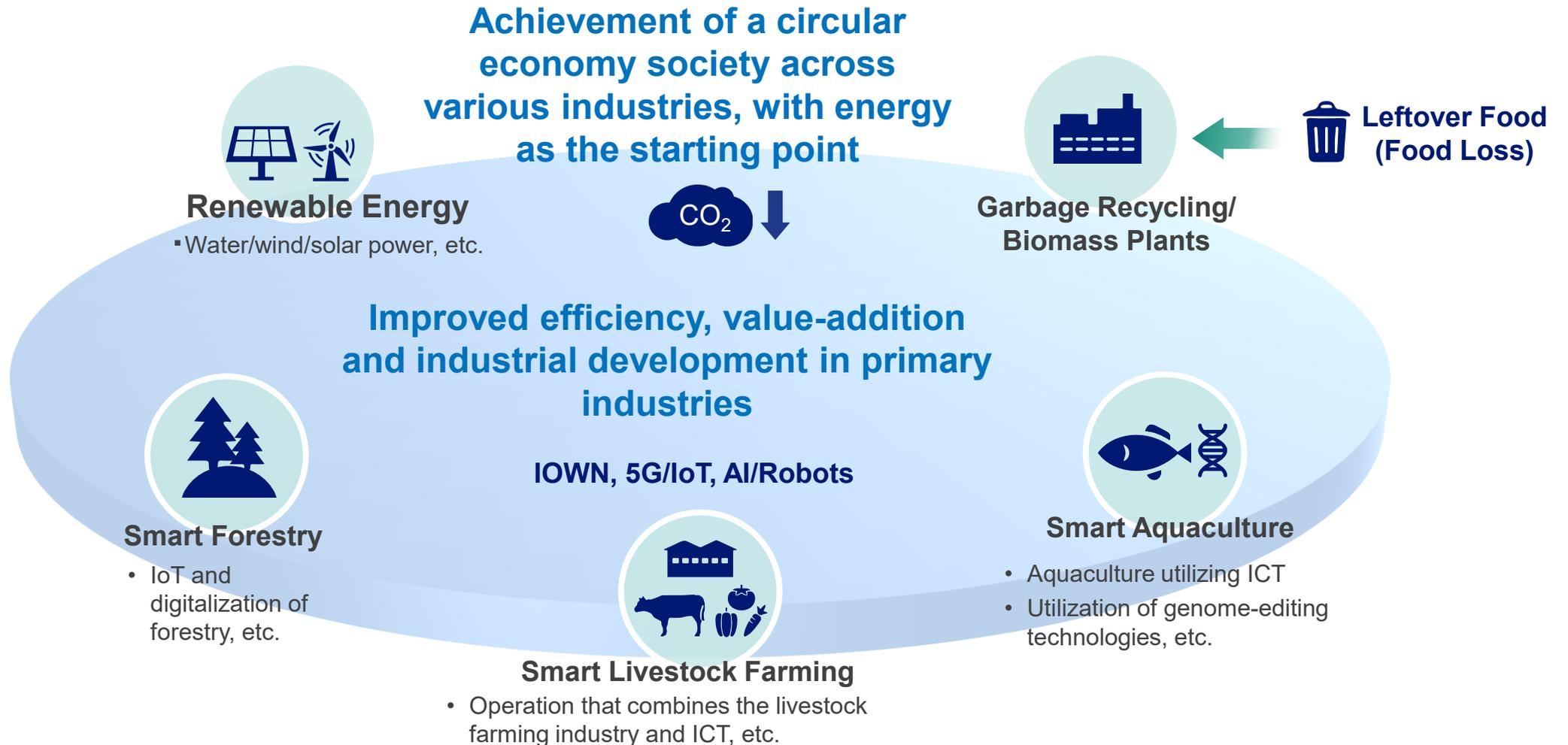


(1) Energy Management System

## ③ Achievement of a Circular Economy Society

### ii . Creating Circular Economy-Oriented Businesses

- Will achieve a sustainable society by recycling resources across various industries and further accelerating regional revitalization



### ③ Achievement of a Circular Economy Society

#### iii. Progression towards Net-Zero

- Looking ahead to FY2040, aiming to expand “NTT Green Innovation toward 2040” to Scope 3

#### NTT Green Innovation toward 2040<sup>(1)</sup>

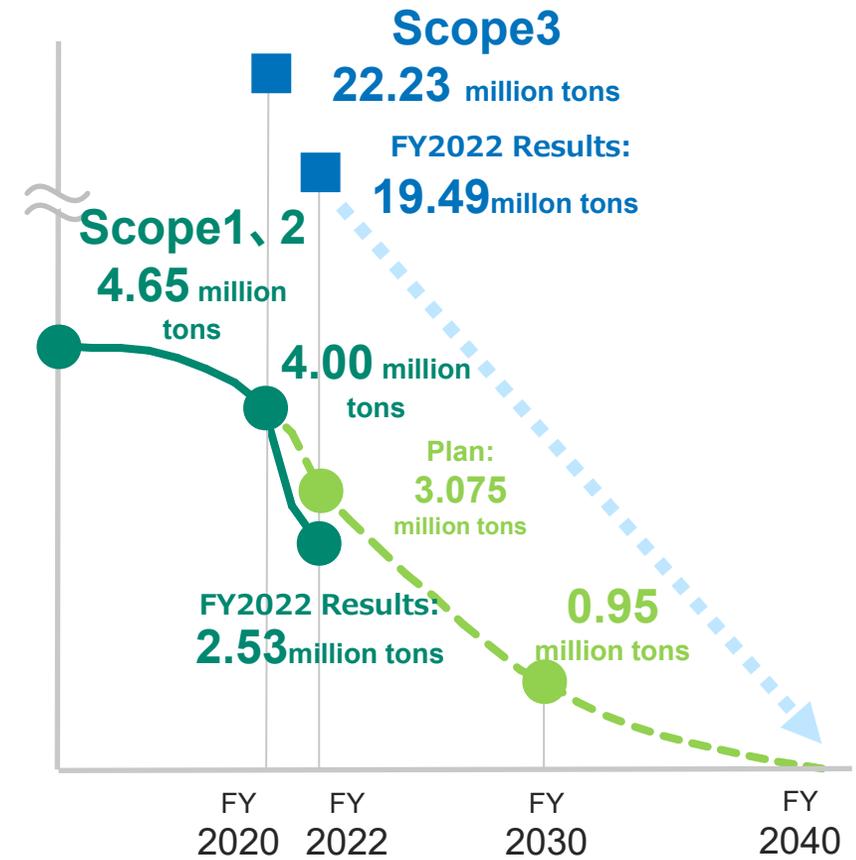
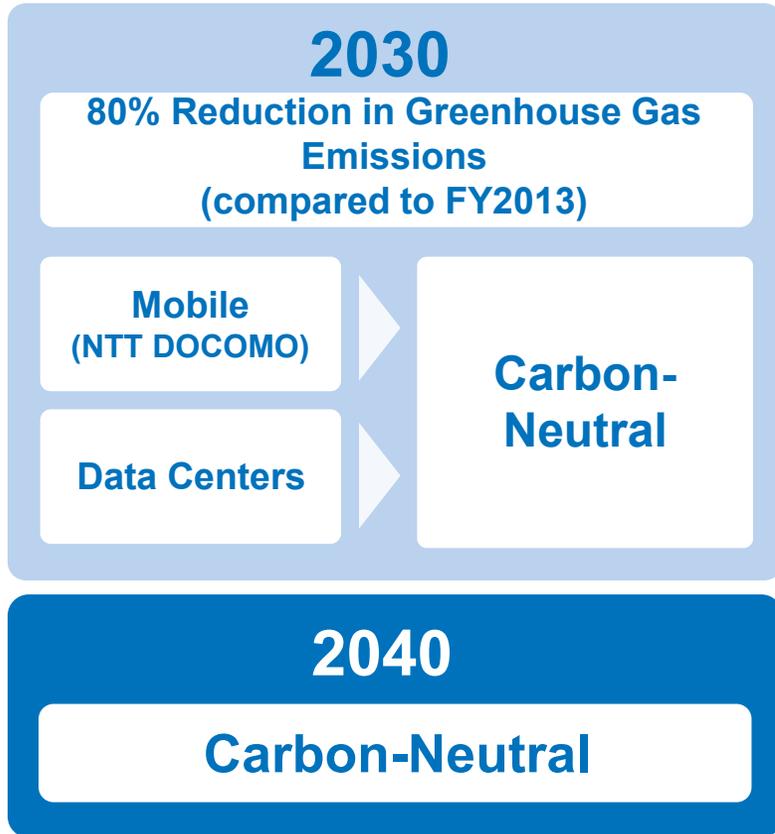


Illustration of NTT Group Greenhouse Gas Emission Reductions (Domestic + Overseas)

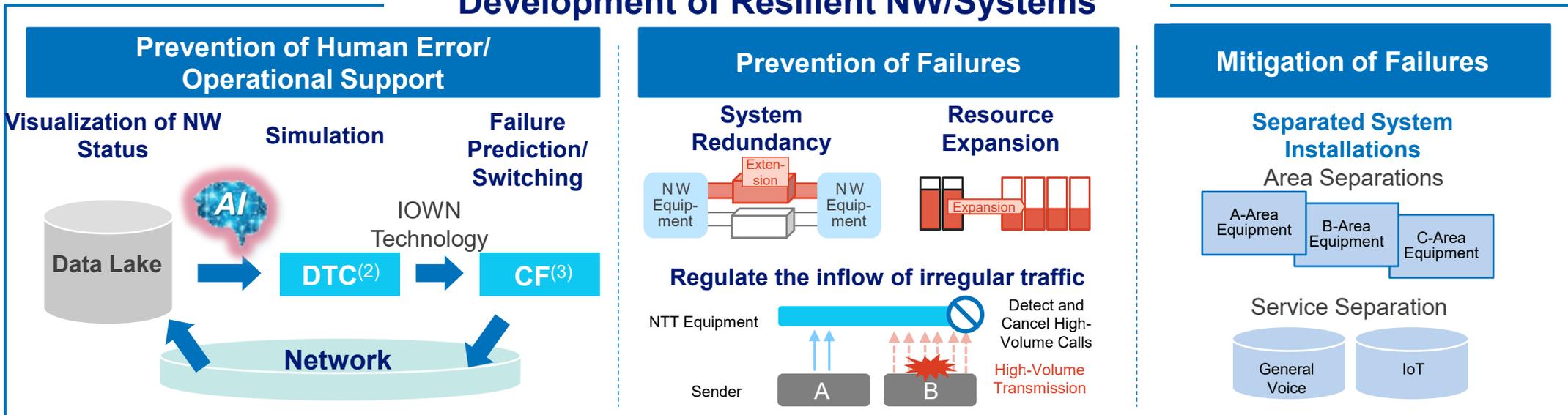
(1) GHG Protocol: Scope 1 (our own direct greenhouse gas emissions) and Scope 2 (indirect emissions associated with the purchase of electricity, heat and steam that are provided by other companies)

## ④ Further Strengthening of Business Foundations

- We will make our networks/systems more resilient to withstand large-scale failures, cyberattacks or other occurrences in order to strengthen social infrastructure and enhance our countermeasures against increasingly severe natural disasters

(will make investments of **¥160.0 billion<sup>(1)</sup> by FY2025**)

### Development of Resilient NW/Systems



World-class Cybersecurity practices

### Further Strengthening of Disaster Countermeasures



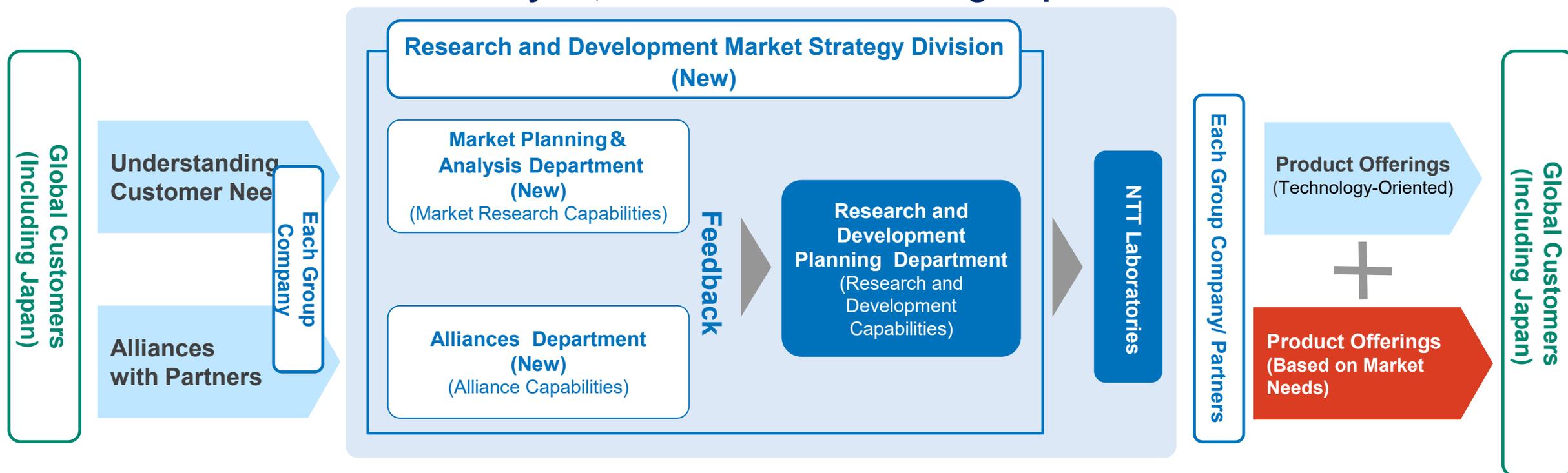
(1) Includes other reliability improvement measures. (2) Digital Twin Computing (3) Cognitive Foundation

## 2. Upgrading the Customer Experience (CX)

### ⑤ Fusion of Research and Development with a Market-Focused Strategy

- Will combine and strengthen our R&D capabilities with our market analysis and alliance capabilities at the holding company level
- Will enable us to strengthen our product-oriented R&D to develop products through co-creations on a global scale and promote strategic alliances with a variety of partners

#### Establishing a New R&D Organization with Market Analysis, Alliances and Planning Capabilities



## 2. Upgrading the Customer Experience (CX)

### ⑥ Strengthening of Services that Emphasize CX



#### Customers

(Individuals, businesses, local governments, government organizations, etc.)



## Customer Experience First

With a Market-in Approach,  
Achieve Both Customer Satisfaction and Business Growth at the Same Time

**Set/Implement KPIs that Track the Customer Journey**

Each NTT Group Company/  
Partners

**Offer New Experiences and Impressions that Exceed Customer Expectations**

Each NTT Group Company/  
Partners

**Further Improve and Update Services by Being Agile**

NTT Holdco Market Planning & Analysis Department → Research and Planning Division/Institute  
Each NTT Group Company/Partners

### 3. Improvement of Employee Experience (EX)

## ⑦ Open and Innovative Corporate Culture

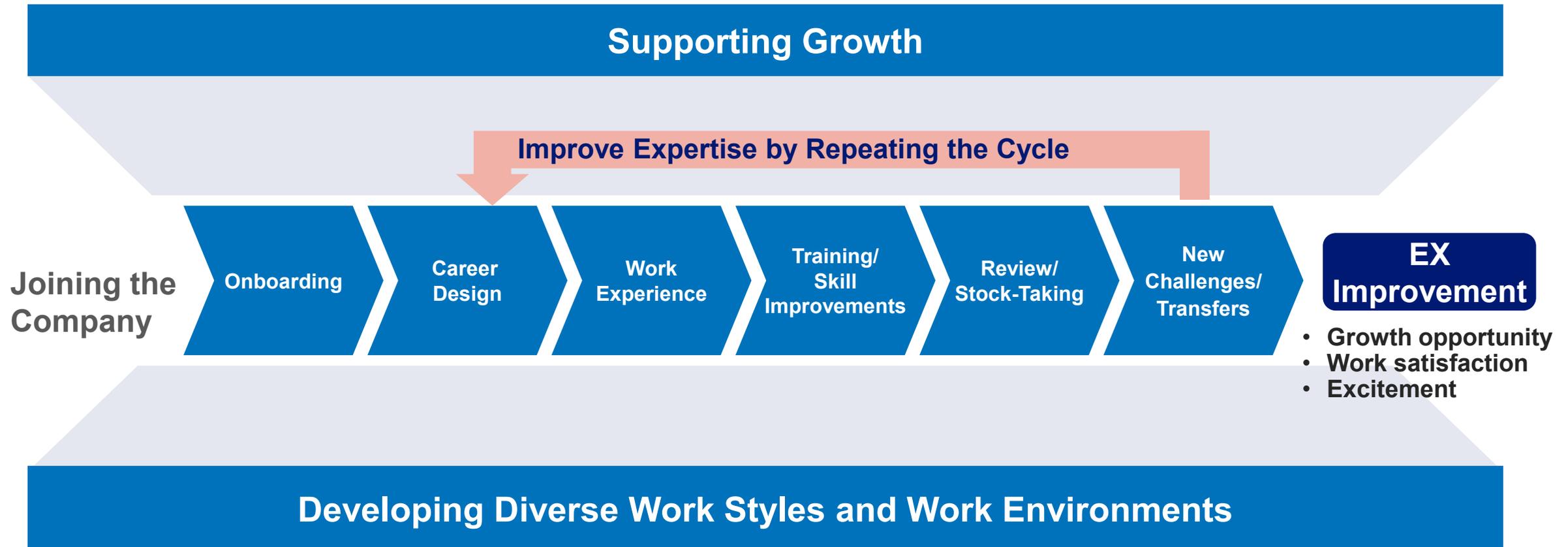
- Foster a culture of **openness, collaboration and trial and error** for a better customer experience
- Continue to strengthen **diversity and inclusion**



### 3. Improvement of Employee Experience (EX)

## ⑧ Support Career Growth

- Support employee career growth and increase investment in human capital to drive business growth



### 3. Improvement of Employee Experience (EX)

## ⑨ Global Benefits for Employees and their Families

- Expand the benefits that support a portion of educational expenses for children of deceased employees until they reach age 22

	Current	Future
Scheme	Scholarship fund	Expand the current scheme
Eligibility	Japan-based employees	Employees
Benefits	<p>Support a portion of educational expenses until reaching age 22</p> <ul style="list-style-type: none"><li>• For children of deceased employees</li><li>• In place since 1988</li></ul>	<p>Consistent with the current benefits</p> <ul style="list-style-type: none"><li>• Details to be considered based on local laws and trends</li></ul>

# Medium-Term Financial Targets

Targets Indicators		Target Levels (FY2027)
<b>Company-Wide Targets</b>	<b>EBITDA</b>	<b>+ 20% increase</b> (compared to FY2022)
<b>Growth Areas<sup>(1)</sup></b>	EBITDA	+ 40% increase (compared to FY2022)
	Overseas Operating Income Margin <sup>(2)</sup>	10% (FY2025)
<b>Existing Areas<sup>(3)</sup></b>	EBITDA	+ 10% increase (compared to FY2022)
	ROIC	9% (FY2022 Results: 8.2%)

In addition to the above, we are setting sustainability-related targets:

- **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

(1) IOWN, digital/data centers, power/energy, Smart Life, real estate, AI/robots, etc.

(2) NTT DATA consolidated. Excludes temporary expenses, such as M&A-related depreciation costs of intangible fixed assets.

(3) NTT DOCOMO's consumer telecommunications businesses, NTT East and NTT West

# Strengthening Our Ability to Generate Cash for Growth

(with EBITDA as a Key Indicator)

■ We will strengthen initiatives **focused on our cash generation abilities** to achieve **further sustainable growth** and have set **EBITDA as a key indicator**, aiming for an **increase of 20% to reach ¥4.0 trillion by FY2027**

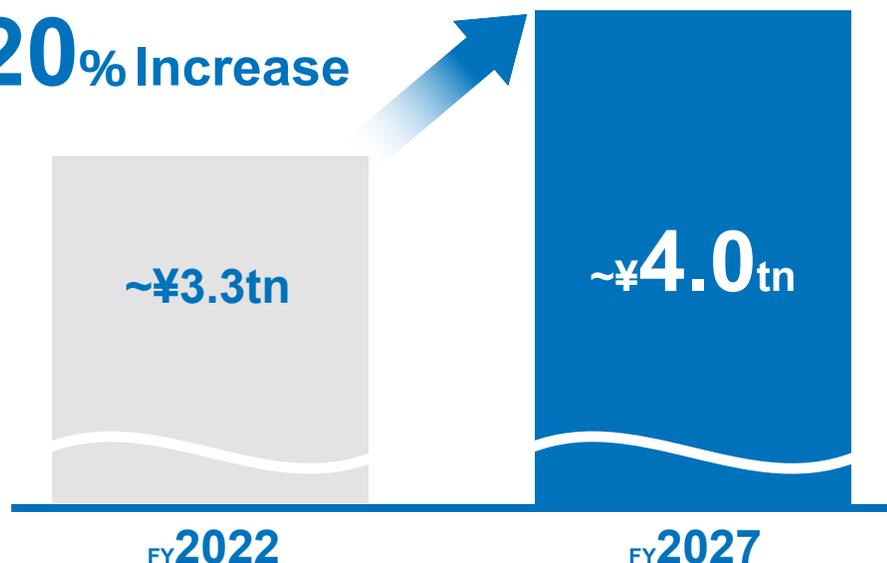
(We will continue to **balance sustainable growth and shareholder returns**, and are aiming for **EPS to grow consistently with previous levels**)

■ In the **growth areas<sup>(1)</sup>** that will be drivers of that growth, we are aiming for an **EBITDA increase of 40%**

## EBITDA Progress

### NTT Consolidated Targets

+20% Increase



### Growth Areas

+40% Increase



- IOWN
- Digital/Data Centers (primarily globally)
- Power/Energy
- Smart Life
- Real Estate
- AI/Robots etc.

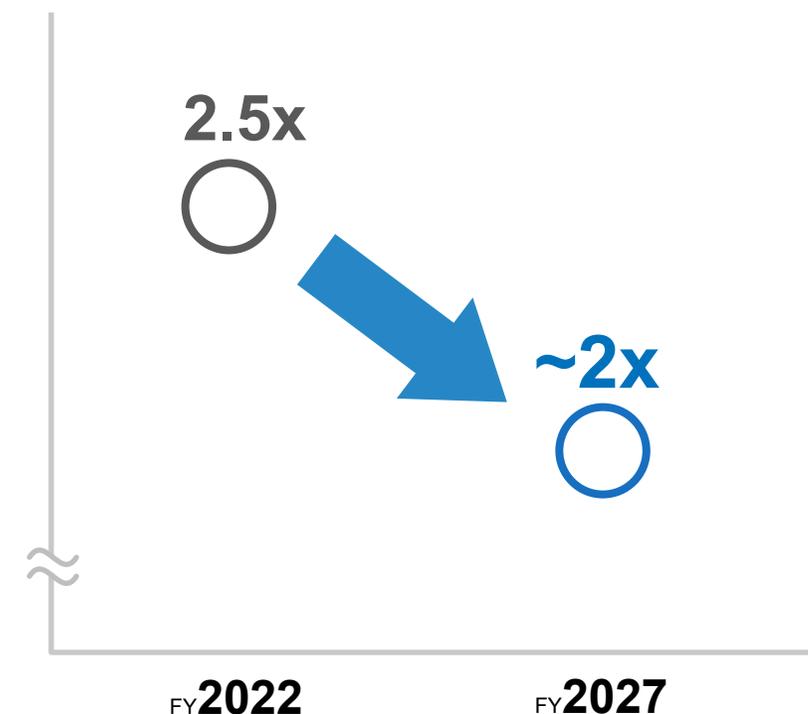
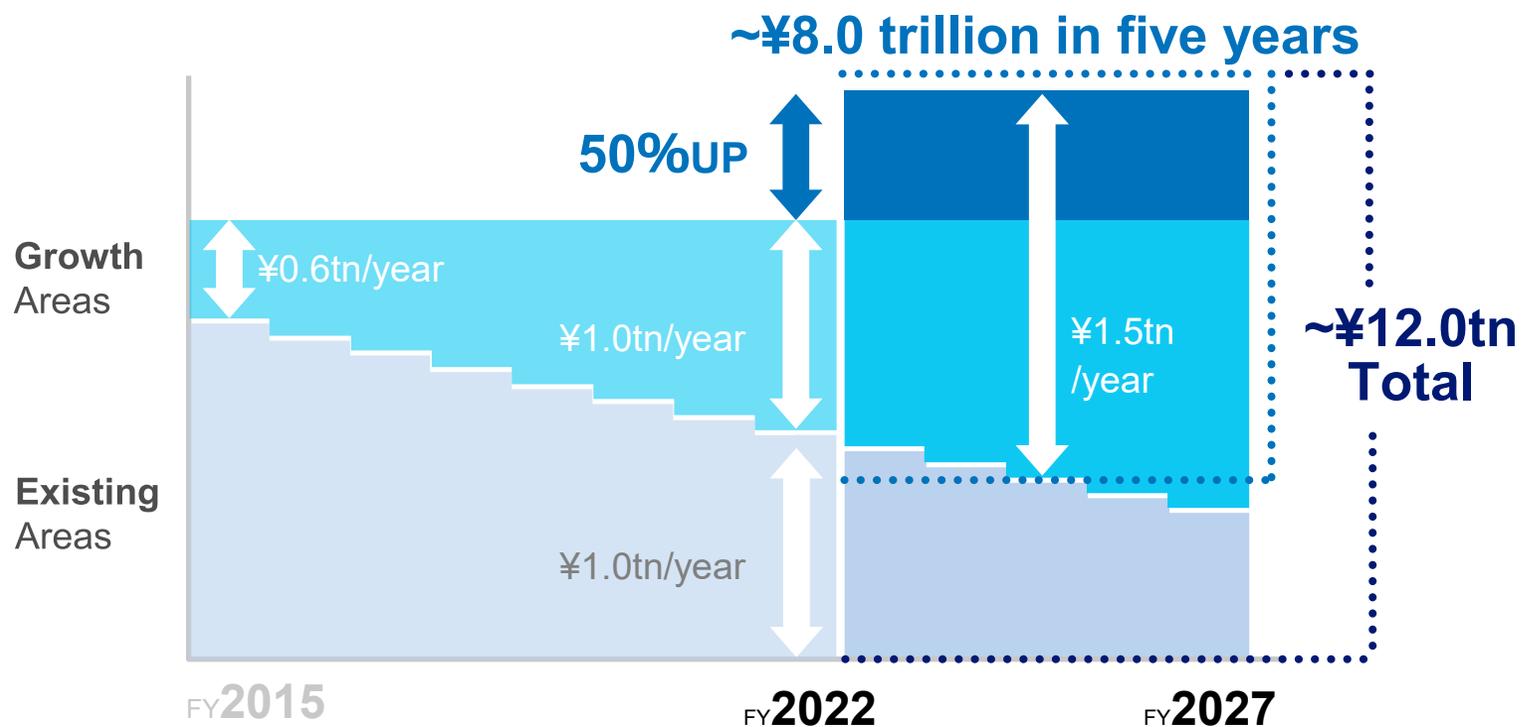
(1) IOWN, digital/data centers, power/energy, Smart Life, real estate, AI/robots, etc.

# Increase Investments to Achieve Further Growth

- We will make investments/contributions to our growth areas<sup>(1)</sup> amounting to **~¥8.0 trillion in the next five years<sup>(2)</sup>** (an increase of 50% over current levels), and plan for a total of ~¥12.0 trillion
- Maintain/reduce our debt-to-EBITDA ratio to ~2x

## Growth Investments (Capital Expenditures + Investments)

## Debt-to-EBITDA Ratio



(1) IOWN, digital/data centers, power/energy, Smart Life, real estate, AI/robots, etc. (2) From FY2023 – FY2027.

## Dividend Policy

Our basic policy is to implement steady increases in dividends

## Share Buybacks

We will flexibly conduct share buybacks to improve capital efficiency

# **Innovating a Sustainable Future for People and Planet**