

A background of a complex network of blue and white lines and dots, resembling a neural network or data connections, set against a dark blue gradient.

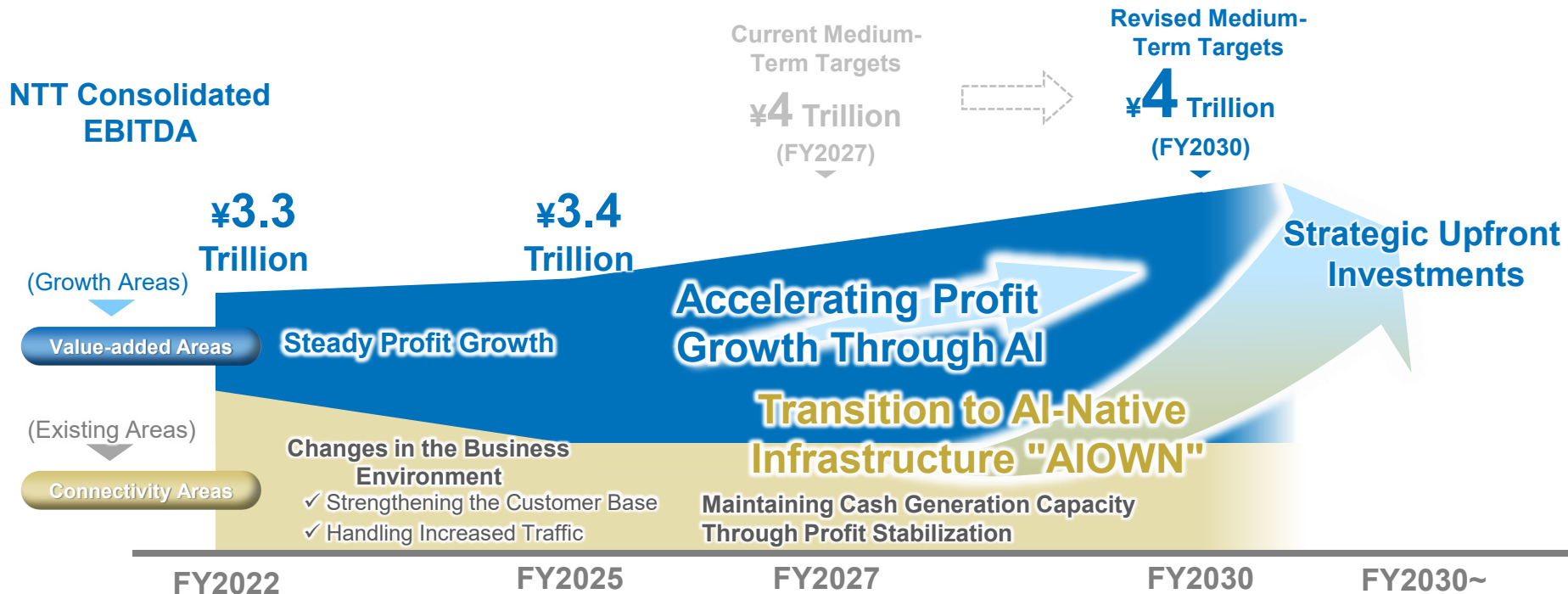
Toward Medium-Term Profit Growth
New value creation & Sustainability 2030
powered by **AIOWN**

May 8, 2026

- **Toward Medium-Term Profit Growth (Revision of Medium-Term Financial Targets)**
- **Initiatives Aimed at Achieving EBITDA of ¥4 Trillion in Fiscal Year 2030**
- **Medium-Term Financial Targets**
- **Basic Policy on Shareholder Returns**
- **Financial Policy**

Toward Medium-Term Profit Growth (Revision of Medium-Term Financial Targets)

- While profits are steadily increasing in Growth Areas, changes in the business environment in Existing Areas have resulted in consolidated EBITDA falling below expectations, making it difficult to achieve the FY2027 target.
- We aim to achieve EBITDA of 4 trillion yen by FY2030 by accelerating growth in the Value-added Areas and transforming the Connectivity Areas into an AI-native infrastructure.



<Value-added Areas>

Accelerating Profit Growth Through AI

- ① Expansion of the domestic corporate business by maximizing customer value
- ② Acceleration of the growth of our overseas business, with a focus on AI and data centers
- ③ Further expansion of our personal business, with a focus on financial services

<Connectivity Areas>

Transition to AI-Native Infrastructure

Medium Term

Near Term

- ④ Transition to AI-native next-generation infrastructure
- ⑤ Toward the realization of next-generation AI-native infrastructure
- ⑥ Maintaining cash generation ability through the stabilization of telecommunications business profits

Strategic Upfront Investments to Support Continued Growth

- ⑦ Early commercialization of new business areas

<Value-added Areas>

Accelerating Profit Growth Through AI

- ① Expansion of the domestic corporate business by maximizing customer value
- ② Acceleration of the growth of our overseas business, with a focus on AI and data centers
- ③ Further expansion of our personal business, with a focus on financial services

<Connectivity Areas>

Transition to AI-Native Infrastructure

Medium Term

Near Term

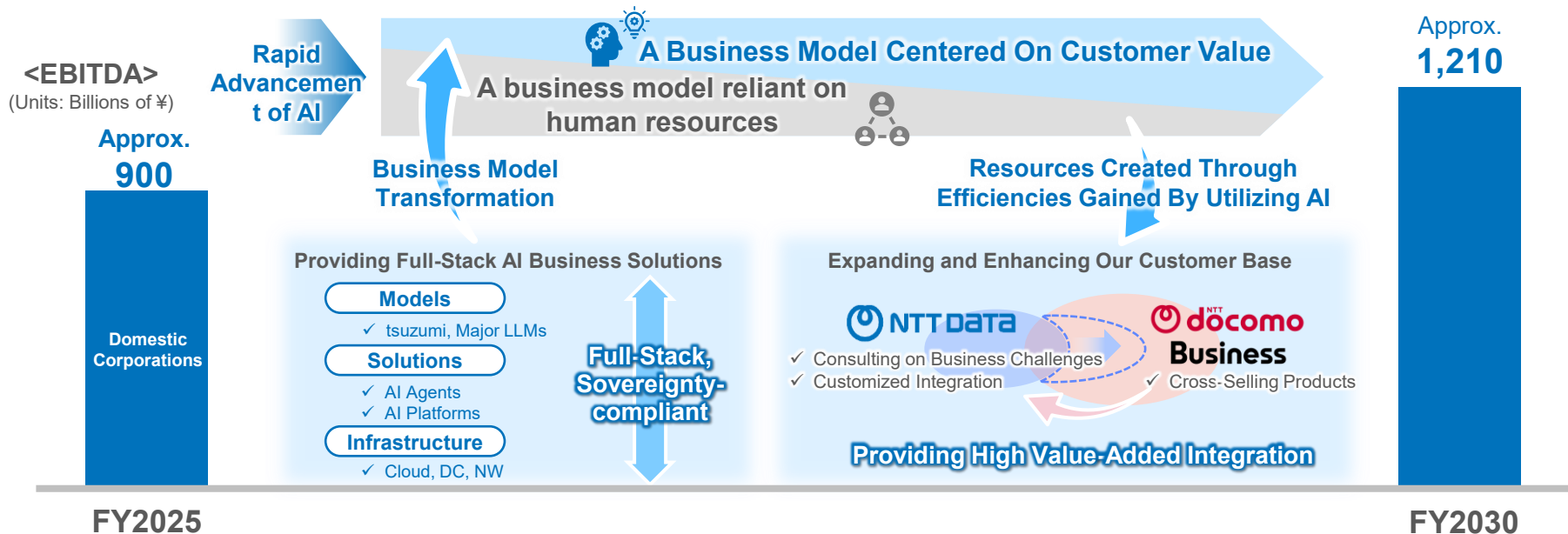
- ④ Transition to AI-native next-generation infrastructure
- ⑤ Toward the realization of next-generation AI-native infrastructure
- ⑥ Maintaining cash generation ability through the stabilization of telecommunications business profits

Strategic Upfront Investments to Support Continued Growth

- ⑦ Early commercialization of new business areas

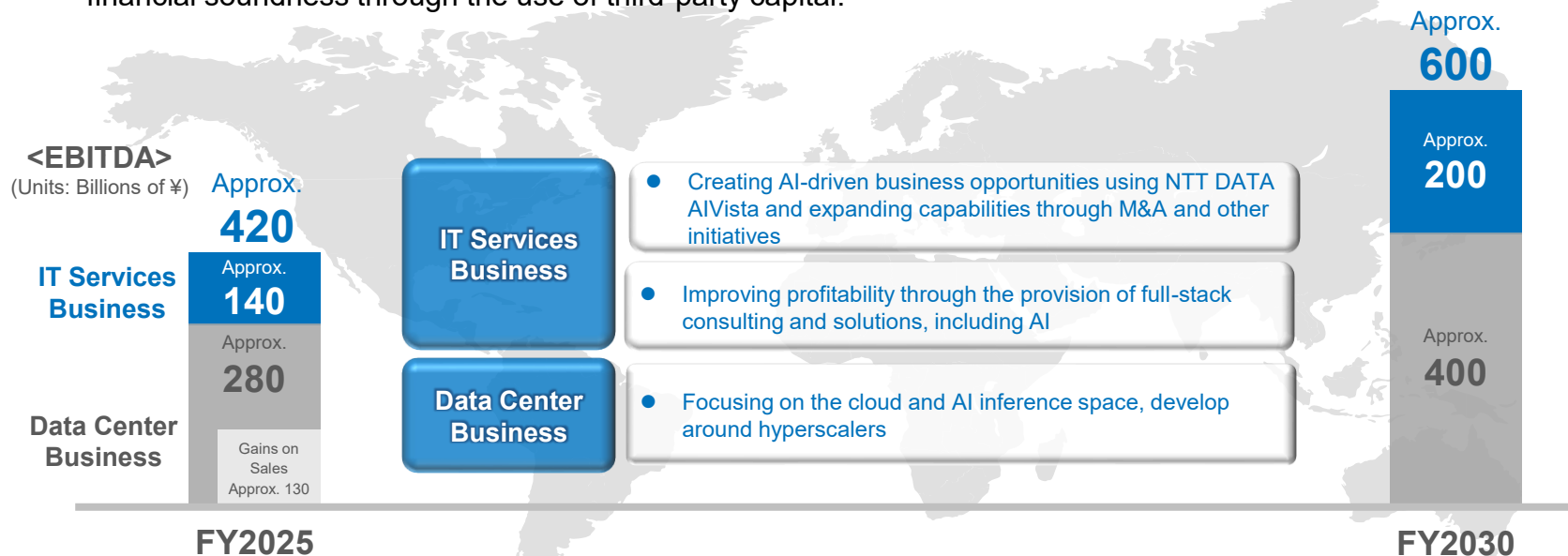
① Expansion of the Domestic Corporate Business by Maximizing Customer Value

- In light of the rapid advancements in AI, we are shifting our business portfolio from a model reliant on human resources to one centered on customer value.
- By promoting the provision of high value-added integration services by NTT DATA, we will expand our customer base.



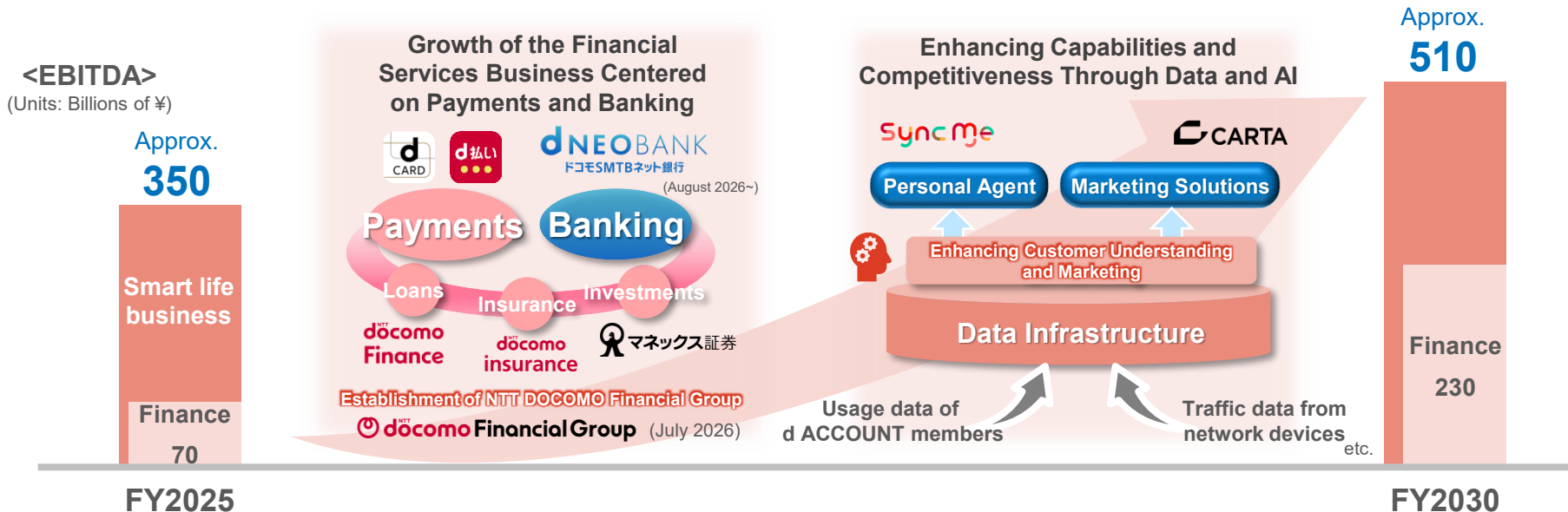
② Acceleration of the Growth of Our Overseas Business, With a Focus on AI and Data Centers

- Accelerating the growth of our overseas business by providing full-stack services, with AI and data centers as key growth drivers.
- In the IT services business, we will promote the creation of AI-native businesses, while also expanding capabilities through M&A and other initiatives.
- In light of robust demand, the data center business will continue to make growth investments while maintaining financial soundness through the use of third-party capital.



③ Further Expansion of Our Personal Business, With a Focus on Financial Services

- Expansion of financial customer base with settlement and banking as a starting point and growth of financial business through promotion of investments and loans and insurance utilization.
- We will enhance our marketing capabilities by combining one of the largest membership bases in Japan and vast and diverse data with AI.



<Value-added Areas>

Accelerating Profit Growth Through AI

- ① Expansion of the domestic corporate business by maximizing customer value
- ② Acceleration of the growth of our overseas business, with a focus on AI and data centers
- ③ Further expansion of our personal business, with a focus on financial services

<Connectivity Areas>

Transition to AI-Native Infrastructure

Medium Term

Near Term

- ④ Transition to AI-native next-generation infrastructure

- ⑤ Toward the realization of next-generation AI-native infrastructure
- ⑥ Maintaining cash generation ability through the stabilization of telecommunications business profits

Strategic Upfront Investments to Support Continued Growth

- ⑦ Early commercialization of new business areas

④ Transition to AI-native next-generation infrastructure

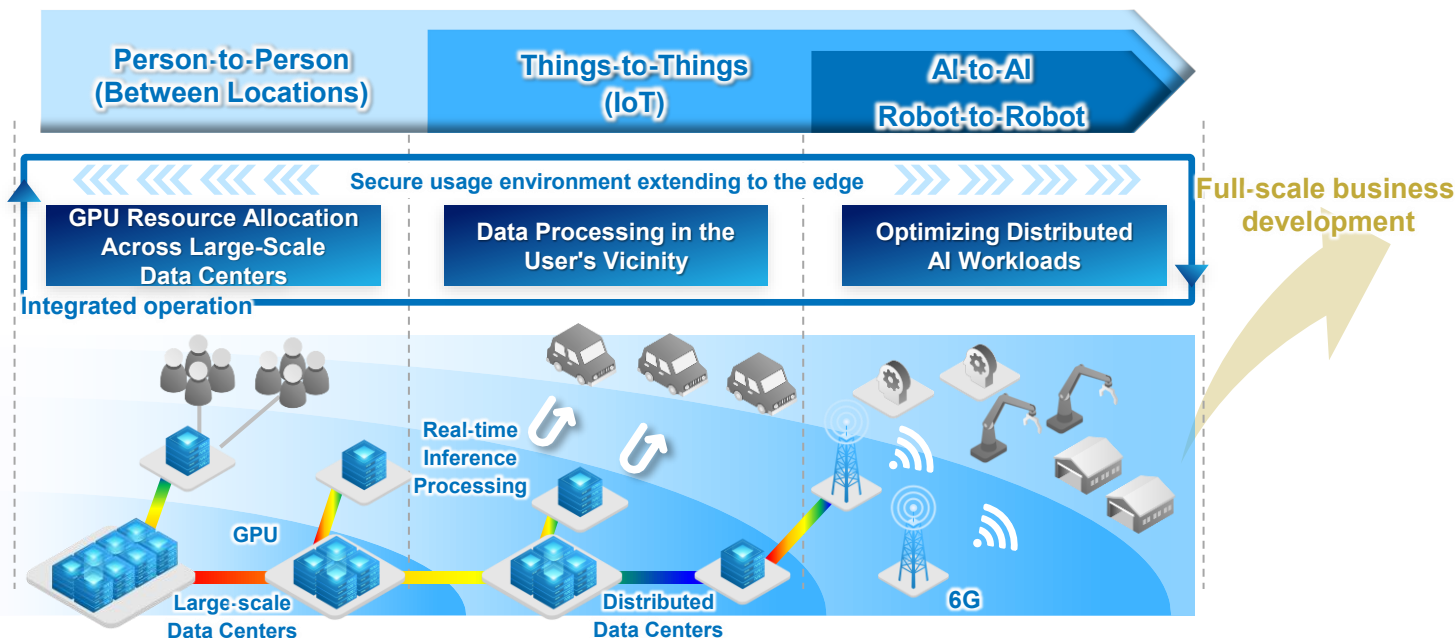
- By optimizing resources such as GPUs, networks, and power, and realizing the conversion to AI native infrastructure “AOWN” in Japan, which handles operations including the edge, we aim for full-scale business development.

AOWN

AI × AOWN



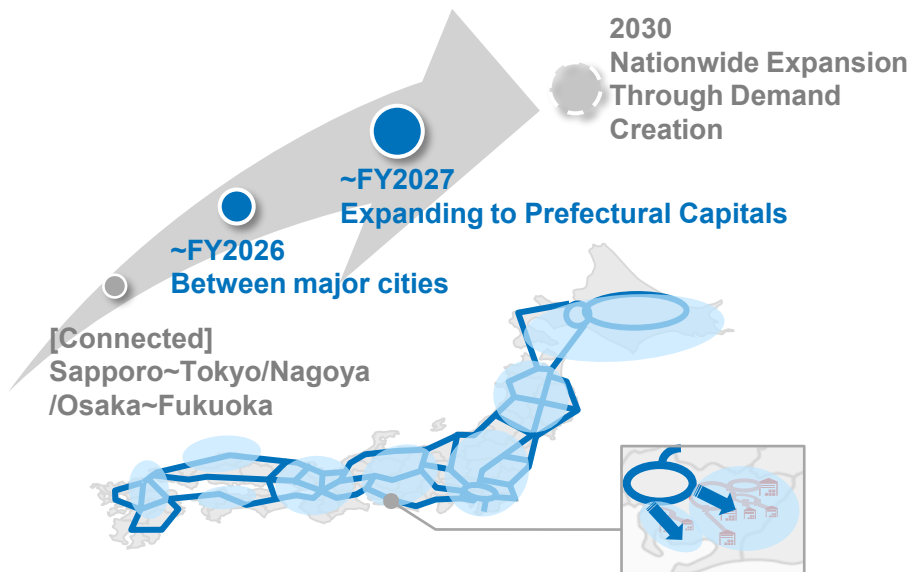
"AOWN" is currently under trademark application in Japan.



⑤ Toward the Realization of AI-native next-generation infrastructure

- To realize AI-native next-generation infrastructure "AIOWN", we will accelerate the social implementation of IOWN by expanding IOWN APN nationwide and expanding the ecosystem of photonic-electronic convergence devices through cooperation with various partners.

Deployment of the IOWN APN



Deployment of IOWN Photonic-Electronic Convergence Devices



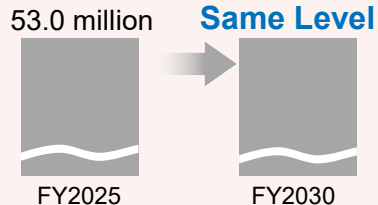
⑥ Maintaining Cash Generation Capacity Through the Stabilization of Telecommunications Business Profits

- Maintain cash generation capacity by securing stable profits through measures such as improving productivity via AI-driven operational transformation and strengthening customer engagement across all business areas.

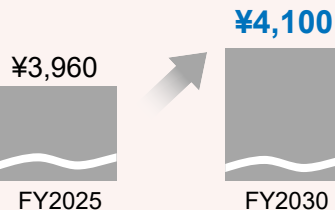
Consumer Communications Business



Number of Handset Subscriptions



Mobile ARPU



Maximize LTV

Strengthening Customer Engagement

- Enhance engagement channels
- Optimize offerings using AI

Product Evolution

- Enhance the experiential value through digital and physical integration

Operational Transformation and Productivity Improvement Utilizing AI

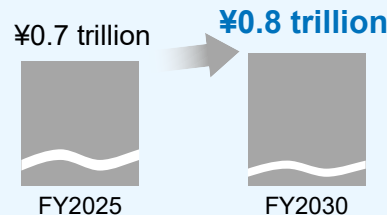
- Transformation of customer operation and network architecture

※Figures include corporate subscriptions.

Regional Communications Business



EBITDA



Operational Transformation

- Improving productivity through process optimization using DX and AI
- Reskilling of redeployed human resources and shifting toward growth areas

Achieve profit growth



Increasing Profits in Hikari Business, Corporate Business and New Businesses

- Expansion of the optical customer base through initiatives such as the "Hikari Collaboration Model" and the "All- Apartment Units Business"
- Improving profit margins through focusing resources on key customers and in-house production
- Strengthen profitability in new business areas by solving regional issues

<Value-added Areas>

Accelerating Profit Growth Through AI

- ① Expansion of the domestic corporate business by maximizing customer value
- ② Acceleration of the growth of our overseas business, with a focus on AI and data centers
- ③ Further expansion of our personal business, with a focus on financial services

<Connectivity Areas>

Transition to AI-Native Infrastructure

Medium Term

Near Term

- ④ Transition to AI-native next-generation infrastructure

- ⑤ Toward the realization of next-generation AI-native infrastructure
- ⑥ Maintaining cash generation ability through the stabilization of telecommunications business profits

Strategic Upfront Investments to Support Continued Growth

- ⑦ Early commercialization of new business areas

⑦ Early Commercialization of New Business Areas

- To achieve sustainable profit growth beyond 2030, we will continue to make strategic growth investments in fields such as mobility, space, and photonic quantum computing.

Near Term

Medium to Long Term

Mobility

- Services supporting the introduction and operation of autonomous vehicles (such as buses and taxis)

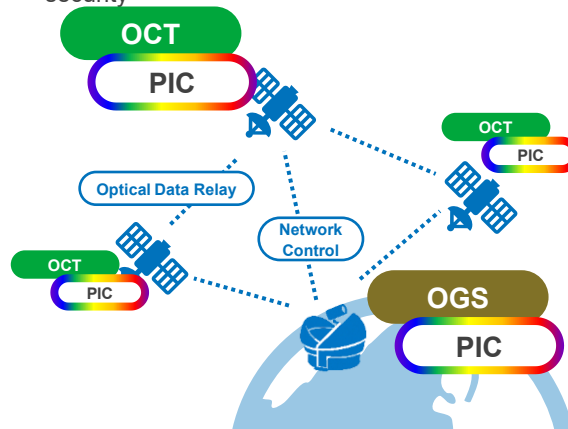


- Infrastructure collaborated Mobility AI and Communications Platform



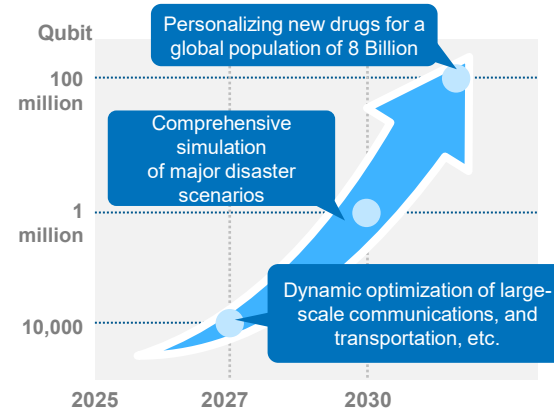
Space

- Applications of IOWN Technology
- Utilized for disaster prevention and economic security



Optical Quantum Computing

- Research and development of scalable and highly reliable optical quantum computers
- Accelerate commercialization through partner collaborations



Continue Strategic Growth Investments

Medium-Term Financial Targets

Target Indicators	Target Levels (FY2030)	〔Reference〕 FY2026 Forecast
EBITDA(consolidated) ROIC(Excluding Financial Businesses*)	¥ 4 Trillion 5.5%	¥ 3.4 Trillion 5.0%

*NTT DOCOMO Financial Group

■ Sustainability-related targets(remain unchanged)

- 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

Basic Policy on Shareholder Returns



- We will continue to follow our existing policies regarding both dividends and share buybacks.

Dividend Policy

Our basic policy is to implement steady increases in dividends

Share Buybacks

We will flexibly conduct share buybacks to improve capital efficiency

Financial Policy

- Our policy is to ensure a certain level of financial soundness, and in the medium term, we aim to reduce the Interest-bearing liabilities / EBITDA (excluding the financial businesses) to approximately 3.5x.

Interest-bearing liabilities / EBITDA(Excluding Financial Businesses)

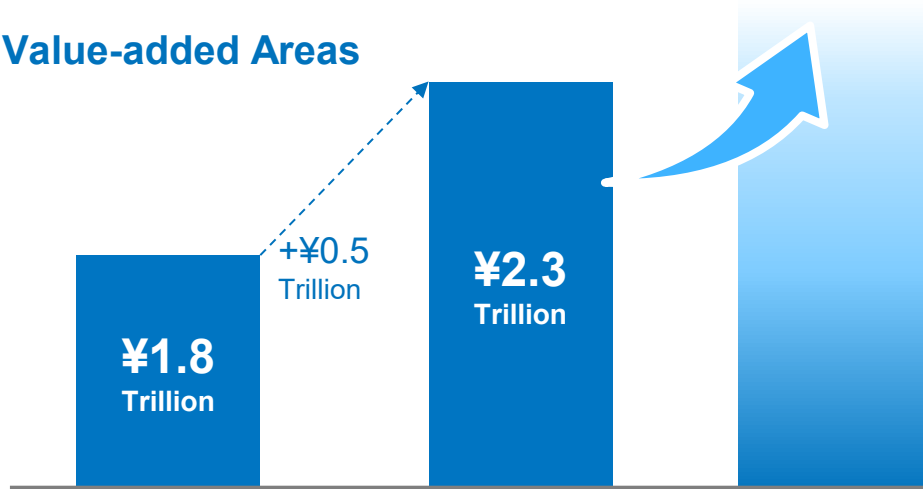


[Attachment] EBITDA by Business Segment

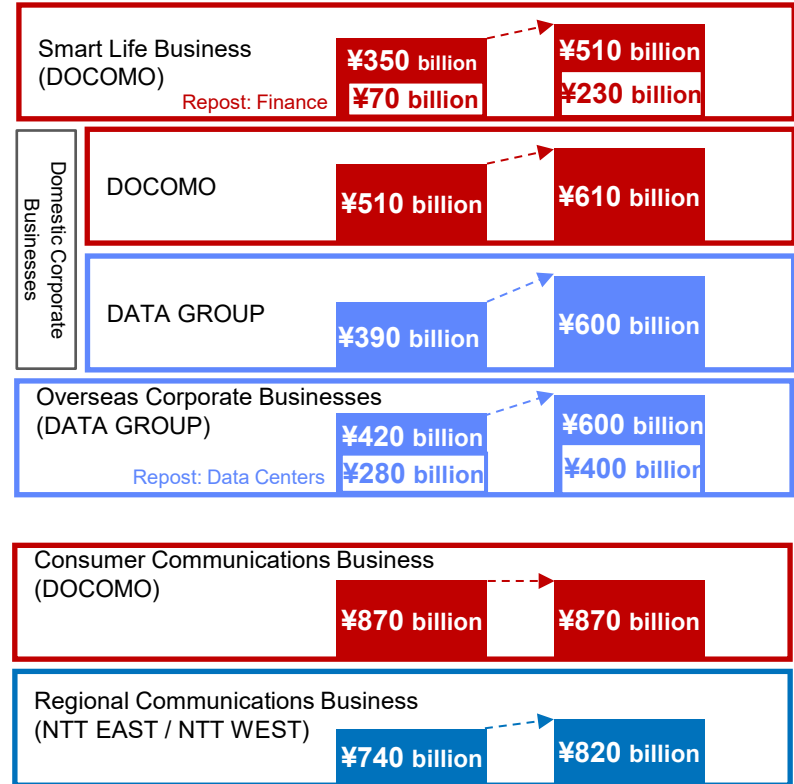
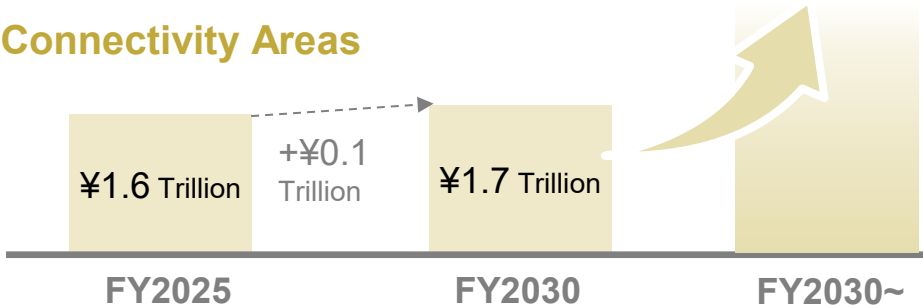


Integrated ICT Global Solutions Regional Communications

Value-added Areas



Connectivity Areas



FY2025 FY2030

Innovating a Sustainable Future for People and Planet

