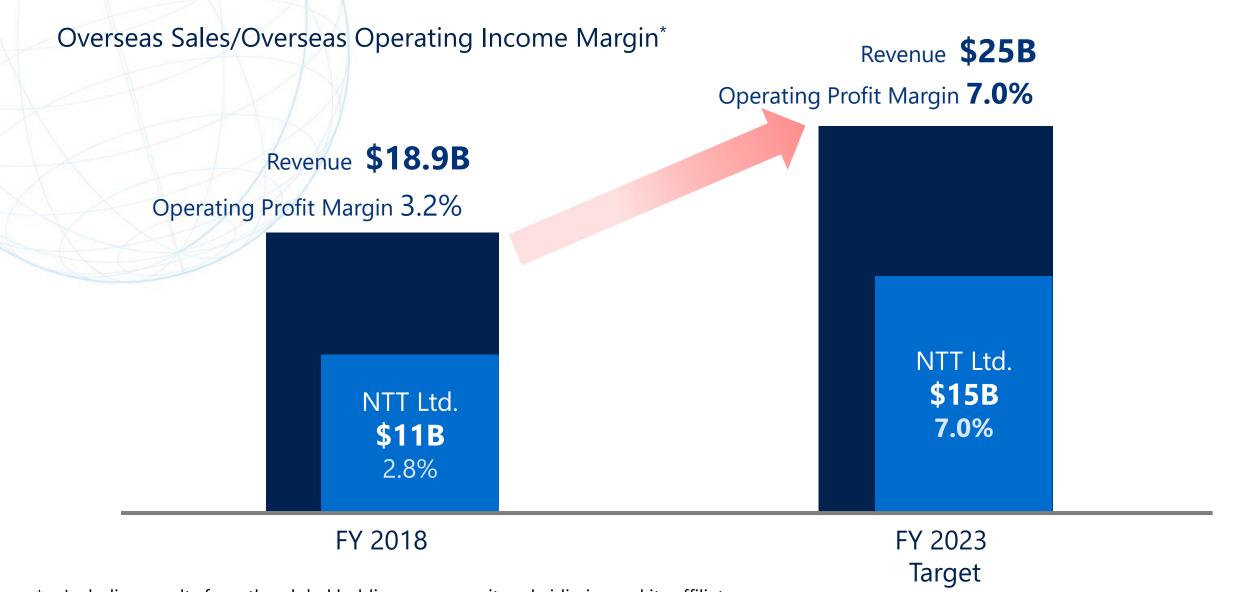


NTT Ltd. Growth Strategy

Tsunehisa Okuno, EVP, NTT Corporation

Global Business Mid-term Target





^{*} Including results from the global holding company, its subsidiaries and its affiliates.

Operating Income excludes temporary expenses, such as M&A-related depreciation costs of intangible fixed assets.

"One NTT" Global Growth Strategy





Industry Advisory Expertise Drives Outcome-Based Solutions

Financial Services

Automotive /Manufacturing

Healthcare

Communications /Media

Public Sector

NTT DATA

Accelerate IT-as-a-Service with Software-Defined Technologies

Managed

Cybersecurity

SD Network

Cognitive Foundation

Edge

NTT Ltd.

Disruptive Innovation

Global Innovation Fund

Innovative Technology

Industry Ecosystem

Disruptive Innovation Approach

Co-Create with Clients

Advanced Technologies

Research Center (outside Japan)

QSC

CIS

MHI

NTT Global Data Centers

Talent Development



Smart

City

Beyond

One

NTT Initiative

Global Branding

NTT Global Sourcing