Value Partner

NIPPON TELEGRAPH AND TELEPHONE CORPORATION
CORPORATE PROFILE
2015
Committed to Sustainable Growth as a

Value Partner

To achieve sustained increases in corporate value, we will accelerate the transformation of our business portfolio to become a “Value Partner” that customers continue to select.

The NTT Group has implemented initiatives to change its competitive stage in accordance with the Medium-Term Management Strategy, “Towards the Next Stage,” which was announced in November 2012.

To further advance these initiatives, in May 2015 we announced the Medium-Term Management Strategy, “Towards the Next Stage 2.0” (Fiscal year ending March 31, 2016, to fiscal year ending March 31, 2018). In addition to strengthening our competitiveness and profitability in domestic network services, we will move overseas businesses—a growth pillar—to the profit generation phase. In this way, we will strive to achieve our EPS target, with a focus on profit growth.

In addition, targeting sustained growth, through collaboration with a variety of partners across a wide range of industries we will accelerate the transformation of our business portfolio to foster the creation of high-value-added services that were not previously available.

In closing, I would like to ask for your ongoing understanding and support of the business activities of the NTT Group in the years ahead.
The NTT Group

The NTT Group (Fiscal year ended March 31)

**The Formation**

*Voting rights in major subsidiaries (As of March 31, 2015)*

**The NTT Group**

- Total Assets: ¥20,702.4 billion
- Consolidated Operating Revenues: ¥11,095.3 billion
- Number of Employees: 241,593
- Consolidated Subsidiaries: 917

**Nippón Telegraph and Telephone Corporation (Holding Company)**

- Total Assets: ¥7,027.3 billion
- Operating Revenues: ¥411.8 billion
- Operating Income: ¥273.9 billion
- Number of Employees: 2,835

**Main Businesses:** For the NTT Group as a whole, formulation of management strategies and promotion of basic research

**Business Activities:**
- Regional telecommunications operations in Japan and related businesses, etc.
- Long-distance telecommunications operations in Japan, international telecommunications operations, solutions business, related businesses
- Mobile phone business in Japan and overseas, related businesses, etc.
- System integration, network system services, etc., in Japan and overseas
- Real estate, finance, construction / electric power, system development, advanced technology development, etc.

**Main Segments:**
- Regional Communications Business
- Long Distance and International Communications Business
- Mobile Communications Business
- Data Communications Business
- Other Businesses

**Business Activities:**
- Regional telecommunications operations
- Long-distance telecommunications operations
- Mobile phone business
- System integration, network system services
- Real estate, finance, construction / electric power, system development, advanced technology development

**Major Services:**
- FTTH and other services
- Cloud services, data center services, migration support services, and other services
- LTE mobile phone services and other services
- ERP services, ICT outsourcing, and other services

**Competitive Advantages:**
- In the field of regional telecommunications, comprehensive strengths (reliability / stability of services and area coverage), large market share, and extensive customer base
- In the fields of long-distance and international telecommunications, comprehensive strengths (reliability / stability of services and area coverage), extensive service lineup, including application services and cloud services, large market share, and extensive customer base
- In the mobile telecommunications market, technical and R&D capabilities, as demonstrated by the LTE Xi service, network quality, service development capabilities, including partnerships with related companies, large market share, and extensive customer base
- In the IT services market, neutrality, technical capabilities, reliability, and foresight, as well as results and know-how in large-scale systems that leverage these capabilities in such fields as the public sector and finance

**Composition of Operating Revenues**
- 27.7% (¥3,505.5 billion)
- 15.8% (¥1,958.6 billion)
- 15.8% (¥1,958.6 billion)
- 15.8% (¥1,958.6 billion)
- 10.6% (¥1,272.2 billion)

**Composition of Operating Income**
- 15.8% (¥1,958.6 billion)
- 10.6% (¥1,272.2 billion)
- 10.6% (¥1,272.2 billion)
- 10.6% (¥1,272.2 billion)
- 6.3% (¥1,916.9 billion)

**Composition of Capital Investment**
- 36.7% (¥605.2 billion)
- 36.4% (¥601.8 billion)
- 36.4% (¥601.8 billion)
- 36.4% (¥601.8 billion)
- 8.3% (¥110.8 billion)

**Composition of Number of Employees**
- 29.5% (29,200)
- 17.5% (42,250)
- 17.5% (42,250)
- 17.5% (42,250)
- 10.7% (25,100)

**Per centage of simple sum of all segments (including intersegment transactions)**
"Towards the Next Stage 2.0"

In accordance with its Medium-Term Management Strategy, “Towards the Next Stage” (announced in November 2012), the NTT Group has taken steps to change its competitive stage. To that end, we have worked to advance a process of transformation as a “Value Partner” that customers continue to select. To further accelerate these initiatives, in May 2015 we formulated and announced the Medium-Term Management Strategy, “Towards the Next Stage 2.0.”

This section introduces specific initiatives based on the Medium-Term Management Strategy, including measures that have already been implemented as well as steps that the NTT Group will take in the future.

**EPS**

- **EPS growth of at least 60% by the fiscal year ending March 31, 2016** (compared to the fiscal year ended March 31, 2015)

**EPS**

- **EPS of at least ¥350** (approximately +50% compared to the fiscal year ended March 31, 2015)

**Profit growth through acceleration of transformation (aiming for consolidated operating income of ¥1.4 trillion)**

- **Accelerating Profit Generation of “Global Cloud Services”**
  - Overseas sales: $22.0 billion
  - Overseas operating income*: $1.5 billion

- **Enhancing Profitability of “Network Services”**
  - Streamlining capital investment (domestic network businesses*1): At least ¥200.0 billion (compared to the fiscal year ended March 31, 2015)
  - Cost reductions (in fixed-line/mobile access networks): At least ¥600.0 billion (compared to the fiscal year ended March 31, 2015)

**Developing New Markets by Further Promoting the B2B2X Model**

- EPS is adjusted for the stock split (2-for-1 split of common stock) with an effective date of July 1, 2015.

- *1 Operating income, excluding non-recurring costs, such as amortization of intangible fixed assets, etc., accompanying acquisitions

- *2 Excluding NTT Communications’ data centers and certain other assets
Medium-Term Management Strategy: “Towards the Next Stage 2.0”

Initiatives to Date Under “Towards the Next Stage”

(announced in November 2012)

With its core regional communications business and mobile communications business entering a mature phase, NTT took steps to achieve sustained growth, making global business a new growth pillar and, in domestic business, strengthening the competitiveness of network services.

“Global Cloud Services” as the Cornerstone of NTT’s Business Operations

To address customer needs, NTT worked to strengthen its system to facilitate the provision of diverse ICT services, centered on global cloud services. To that end, NTT made effective use of M&As and welcomed many overseas companies into the NTT Group. In addition, NTT took steps to foster mutual collaboration in order to maximize synergies among Group companies, such as advancing the development and proposal of services leveraging the Group’s comprehensive strengths.

Consequently, overseas sales in the fiscal year ended March 31, 2015, reached ¥15.0 billion, an increase of ¥3.6 billion from the fiscal year ended March 31, 2012.

Medium-Term Financial Targets

Overseas sales: ¥20.0 billion by the fiscal year ending March 31, 2017

Proportion of corporate sales represented by overseas sales: Increase to at least 50% by the fiscal year ending March 31, 2017

Favorable progress

$20.0 billion

Medium-Term Financial Targets

Overseas sales ($US billion)

Year

2012/3

2015/3

2017/3

Target

Proportion of overseas sales represented by corporate sales (%)

31%

44%

50%

$16.0 billion

$20.0 billion

M&As

Across three layers, the central roles are played by NTT DATA in applications and solutions services, by Dimension Data in managed ICT services, and by NTT Communications in data centers and network services. In consideration of the elements that are necessary to provide customers with high-quality services at each layer, the NTT Group is continuing to enhance its business scope (expanding our footprint and business fields) and depth (ability to provide solutions). The Group has implemented M&A transactions to achieve those objectives.

“Global Cloud Business Promotion System”

Corporate Customers

Advisory Services

Migration Services

Operation Services

Management Services

Applications / Solutions

Managed ICT

Data Centers / Networks

R&D

Global Cloud Business Promotion System

NIPPON TELEGRAPH AND TELEPHONE CORPORATION

CORPORATE PROFILE 2015
Advancing Cross-Selling through Collaboration Among Group Companies

Through cross-selling in global business operations, the NTT Group has received approximately $1.0 billion in orders over three years, including on-premises to cloud services migration projects in the United States.

Currently, to strengthen collaboration among Group companies, NTT is advancing the Global Account Management Program. Specifically, three companies—NTT Communications, NTT DATA, and Dimension Data—have made cooperative proposals to more than 10 multinational companies, including the financial and insurance industries. In addition, with the objective of obtaining further orders from regional companies through these types of initiatives, we will promote the “Cross Sell Program” in each region and bolster collaboration among Group companies.

North America

We are advancing cooperative proposals among Group companies, centered on NTT DATA Inc., NTT America, and Dimension Data, and are reaching the point where we can receive orders that include managed service projects, which we previously would not have been able to obtain.

In addition, centered on NTT I3*, we have started up working groups (cloud, security) among all operating companies in North America. We are advancing global R&D and implementing market communications on a Groupwide basis.

Europe

In addition to collaboration among Group companies, such as NTT DATA EMEA, Dimension Data, and NTT Europe, they are also advancing collaboration with the everts Group, which was acquired in 2014. In particular, collaboration between Dimension Data and the everts Group is opening up new markets, and the collaborative project pipeline is expanding. A number of orders have been received from large automobile manufacturers, and in the future we will move ahead with collaborative initiatives targeting the automotive industry.

APAC

We are advancing collaboration, such as for ICT infrastructure-related projects, centered on NTT Singapore and Dimension Data, and we are creating pipelines for large-scale cloud projects that leverage NTT Communications’ strengths in data centers and networks.

As a result of the November 2014 acquisition of Oakton, we expanded our coverage of SAP and Oracle ERP, and have started to receive inquiries about on-premises-to-cloud migration projects.

Orders from Leading Global Companies and Government Institutions

Our track-record in the automotive industry was highly evaluated by an automobile manufacturer recognized worldwide, and we successfully received orders for development, maintenance, and operation services for SAP and CRM systems. We have begun to provide services.

Moreover, in the U.K., the efficiency and high quality of our services were highly evaluated by HM Treasury. As a result, we received orders for such services as cloud hosting and application re-building, and have begun to provide services to HM Treasury.

In these ways, we are seeing steady growth in orders from leading global companies and government institutions due to collaboration among Group companies and to the enhancement of our presence in global markets.

Medium-Term Management Strategy: “Towards the Next Stage 2.0”

To transform to a business structure that can succeed in an intensely competitive environment and generate profits, we have taken steps to increase efficiency in network services and thoroughly strengthen competitiveness.

In regard to cost reductions in fixed-line / mobile access networks, we have exceeded the target of ¥6.600.0 billion and achieved cost reductions of ¥5.1 billion from the level in the fiscal year ended March 31, 2012. These included reductions of approximately ¥11.0 billion in human resources costs accompanying a decline in the number of employees, approximately ¥130.0 billion in facilities costs due to increased efficiency in capital investment, and approximately ¥14.0 billion in other costs due to lower marketing costs as a result of reevaluating sales methods and increasing efficiency in maintenance and operations.

In addition, we reduced capex to sales ratio from 18.4% in the fiscal year ended March 31, 2012, to 15.6% in the fiscal year ended March 31, 2015. This was achieved through the thorough reevaluation of a wide range of items, such as boosting the efficiency of investment related to laying optical transmission lines by increasing construction projects that do not require the dispatch of NTT employees, effectively utilizing facilities within the Group, and reevaluating information system and R&D items.

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Medium-Term Management Strategy: “Towards the Next Stage 2.0”

Initiatives to Date Under “Towards the Next Stage” (announced in November 2012)

Strategic Moves for Global Services
(April 2014 to March 2015)

Germany

- October 2014: SAP-related human capital management software services company Symphony Management Consulting, LLC, became a subsidiary of itelligence AG, a German subsidiary.
- May 2014: With the objective of unified administration of operations in China, Wuxi NTT DATA Corporation became a wholly owned subsidiary.
- March 2014: Conclusion of agreement to acquire shares of e-shelter, the largest data center operator in Germany.

Switzerland

- October 2014: InfoTrust AG, a security solutions company, became a subsidiary of NTT Com Security AG, a subsidiary in Germany.

India

- April 2014: Start of construction of India Mumbai 5 Data Center.

Malaysia

- April 2014: Start of service provision at Malaysia Cyberjaya 4 Data Center.

United States

- December 2014: Nexus IS, an ICT solutions provider, became a subsidiary.
- October 2014: SAP-related human capital management software services company Symphony Management Consulting, LLC, became a subsidiary of itelligence AG, a German subsidiary.
- November 2014: Start of service provision at Malaysia Cyberjaya 4 Data Center.

Australia

- November 2014: Galstan, a provider of technology consulting services, became a subsidiary.

Singapore

- October 2014: Pro-Matrix Pte. Ltd., a data center engineering company, became a subsidiary.
Aiming to Expand Overseas Sales and Overseas Operating Income

Until now, in our global businesses we have focused on expanding revenues. Moving forward, we will transition these businesses to a phase of profit growth.

Overseas sales increased to $15.0 billion in the fiscal year ended March 31, 2015, and through M&As and organic growth we will expand overseas sales to $22.0 billion in the fiscal year ending March 31, 2018. In addition, we have set a target for overseas operating income, and will take on the challenge of doubling overseas operating income from $0.7 billion in the fiscal year ended March 31, 2015, to $1.5 billion through higher profit accompanying increased revenues and through rigorous measures to increase cost efficiency.

To that end, we will accelerate working group initiatives, centered on overseas subsidiaries.

In future high-priority business fields, these working groups have started taking steps to understand the current status of Group companies and the plans that Group companies are implementing to increase efficiency, as well as to clarify our direction in regard to target customers, service specifications, and other matters. In the future, to increase efficiency and optimize services and operations for the entire NTT Group, and to reduce procurement costs, we will advance consideration of unified Group schemes and other measures. In this way, we aim to increase profit by approximately $200 million through higher revenues. In addition, we will take steps to strengthen our financial-operations system, including measures to standardize and improve our IT infrastructure, such as enhancing the transparency of information regarding Group management, and to set common accounting standards.

To accelerate the speed of these transformations, as the holding company NTT will provide strong support for these working groups, which are centered on overseas subsidiaries.

Overseas Sales / Overseas Operating Income*

<table>
<thead>
<tr>
<th>Fiscal Year Ended March 31</th>
<th>Overseas Sales</th>
<th>Overseas Operating Income</th>
</tr>
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<tbody>
<tr>
<td>2015/3</td>
<td>$15.0 billion</td>
<td>$0.7 billion</td>
</tr>
<tr>
<td>2017/3 (Target)</td>
<td></td>
<td>$1.5 billion</td>
</tr>
<tr>
<td>2018/3 (Target)</td>
<td>$22.0 billion</td>
<td></td>
</tr>
</tbody>
</table>

In this way, we aim to increase profit by approximately $300 million through increased cost efficiency. In addition, we will strive to realize an $800 million increase in profits we will strive to realize.

In network services, we will work not only to increase efficiency in existing businesses and thoroughly strengthen competitiveness but also to improve user services and enhance profitability.

Streamlining Capital Investment

For NTT East and NTT West, fiber-optic related investment will continue to decline. In addition, for NTT DOCOMO the broad expansion of the LTE area has peaked, and the focus of investment will shift to specific areas. As a result, network investment will be streamlined. In addition, we will increase efficiency in the use of facilities of NTT Group companies, reduce procurement costs, and improve IT systems and enhance their efficiency. To increase efficiency in the use of facilities, each company will simplify and streamline its networks, and we will break away from the practice of doing everything in-house. In addition, we will reduce procurement costs through the use of general-purpose goods and through the unification of specifications for procurement goods. Moreover, we will work to increase the efficiency of IT systems through streamlining, and will take steps to improve these systems, including the use of competitive IT.

Through these initiatives, we will reduce capital investment in the domestic network business, which was ¥1.4 trillion in the fiscal year ended March 31, 2015, by more than ¥200.0 billion by the fiscal year ending March 31, 2018. Furthermore, NTT will establish project teams to advance these initiatives. These teams will thoroughly consider a variety of themes and move on to the implementation stage.

Medium-Term Management Strategy: “Towards the Next Stage 2.0”
Cost Reductions

By the fiscal year ending March 31, 2018, we will reduce costs in fixed-line / mobile access networks by at least ¥600.0 billion (the same amount as the previous target). The breakdown of the ¥600.0 billion cost reduction is as follows. We are anticipating reductions of approximately ¥100.0 billion in human resources costs accompanying a decline in the number of employees due to retirements, principally in the NTT East Group and NTT West Group; approximately ¥200.0 billion in depreciation expenses due to streamlining of capital investment; and approximately ¥300.0 billion in other costs due primarily to lower marketing costs, principally as a result of expansion of the Hikari Collaboration Model. We have already implemented a considerable level of cost reductions, and moving forward Group companies will completely overhaul all business processes and achieve thorough cost reductions.

Furthermore, to establish simple, highly efficient business operations that reflect the transition to the B2B2X model, we will shift resources and reorient our approach to business administration. We will also take measures to address duplication of business areas among Group companies, including consideration for the reorganization of missions. As such, with the streamlining of capital investment, the project teams will also consider specific initiatives for cost reductions.

Cost Reductions

- **Human Resources Costs**
  Reduction in number of employees due principally to retirements at NTT East and NTT West, and their outsourcing companies
  Number of employees (employees)
  6,000
  4,000
  2,000
  0
  Age (years)
  20
  30
  40
  50
  60
  70
  80
  90
  etc.

- **Facilities Costs**
  Reducing depreciation expenses through the streamlining of capital investment related to fixed-line / mobile access networks etc.

- **Other Costs**
  Reducing marketing costs accompanying the expansion of the Hikari Collaboration Model and the reevaluation of sales methods etc.

For Sustainable Growth

**Launching New Efforts to Create High Value-Added Services and Business Models, Taking Advantage of the “Tokyo 2020” and “Vitalization of Local Economies” Initiatives**

To achieve sustained growth in domestic business, we need to focus not only on reducing costs but also on bolstering profitability. To January 2015, NTT became Japan’s first Gold Partner (Telecommunications Services) for the Tokyo 2020 Olympic and Paralympic Games. As the Tokyo 2020 Gold Partner in the telecommunications services field, NTT will support the “Tokyo 2020” initiative that is being promoted by the government and the private sector. In addition, we consider the “Vitalization of Local Economies” initiative to be an opportunity to leverage the NTT Group’s comprehensive strengths (total assets). We will utilize our assets, such as nationwide fixed-line / mobile broadband networks and our technologies and know-how in information systems. In particular, through collaboration with companies in other fields and with municipalities, we will advance the transition to the B2B2X model and create high-value-added services.

In April 2015, NTT concluded a comprehensive partnership agreement with Fukuoka City. This partnership is aimed at the resolution of regional social issues through the use of ICT. From the perspective of community building in a wide range of business fields, such as “tourism,” “disaster countermeasures,” “commercial district development,” and “natural energy,” we will advance collaboration with Fukuoka City and at the same time work to see that these initiatives penetrate the regional economy and extend throughout the entire country.

As one example, in the field of tourism, together with the JTB Group, we implemented testing of tourism services for visitors to Japan that utilize Fukuoka City Wi-Fi, which is provided by the NTT Group. In June 2015, the results were extended throughout all of Kyushu as “the Kyushu_Free Wi-Fi Project” through collaboration with the Kyushu Economic Federation and the Kyushu Kanji Sushin Kibo. Through collaboration with an information distribution application (Japan Travel Guide) and one of Japan’s largest free Wi-Fi authentication services (Japan Wi-Fi), we are aiming to provide a high level of convenience to users and to activate the tourism industry and the regional economy through analysis of big data, such as tourist locations and activity information.

In addition, in June 2015 the NTT Group agreed to enter into a business alliance with Panasonic Corporation with the aim of achieving visual service innovations and an evolution of the user experience for 2020 and beyond. By combining NTT’s strengths in broadband solutions and Panasonic’s strengths in high-quality visual solutions, we will propose models that have the potential to become new visual communication standards.

Today’s important social and economic issues include the enhancement of services that offer hospitality to visitors to Japan (tourism / business), which are expected to increase further, and the improvement of services that support the realization of a society in which people with disabilities and senior citizens can live with peace of mind. To address these issues, the NTT Group will aim to realize a universal design society through advances in the user experience, and we will continue to move forward with collaboration with companies in a wide variety of fields.

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Since its privatization in 1985, NTT has contributed to the development of society as a leader in the support of communications infrastructure.

Now, thirty years after its founding, NTT is aiming for further growth in the next stage.

From Public Sector to Private Sector, Expanding Business in New Fields

In 1986, in an environment of innovation in telecommunications technologies, Nippon Telegraph and Telephone Public Corporation was privatized and reformed as a corporation that could implement more-flexible business administration in response to changes in the operating environment. Subsequently, aiming to diversify its operations, NTT aggressively expanded its business activities to such fields as data communications and mobile communications. In addition, targeting the full-scale roll-out of overseas operations, NTT implemented M&As in global cloud services, including the acquisition of Dimension Data, as well as Group collaboration. In this way, NTT built the foundation for the Group’s overall growth.

Moving Forward—Accelerating the Process of Transformation to Return to a Track of Growth in Profits

As a “Value Partner” that customers continue to select, in accordance with the Medium-Term Management Strategy, “Towards the Next Stage 2.0,” NTT will accelerate the process of transformation with a focus on profit growth and will strive to contribute to the realization of a sustainable society.

Change in Revenue Structure

In information and telecommunications markets, technological progress led to increasingly advanced networks, devices, and services, and as a result the primary means of telecommunications used by customers shifted from the telephone to data communications, such as e-mail. In consideration of these types of changes in technologies and market needs, NTT shifted the center of its business structure from fixed-line telephone services to Internet-related services and solutions services. In this way, the focus of the Company’s revenue structure transitioned from voice revenues to IP-related and solutions-related revenues.

NTT focused on the saturation of the domestic telecommunications market from an early stage, and the company positioned global cloud services as its next growth driver. Through M&A, NTT has established a system that can provide a comprehensive range of services, from applications to network services. Moving forward, NTT will further reinforce this system and promote synergies among companies to expand sales. In addition, the Company will also work to increase cost efficiency and accelerate the generation of profits.

Revenues by Field

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Overview

Corporate Group

Digital Services Group

Networks Operations Group

NTT East

NTT West

NTT East

NTT West

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Our Businesses

Regional Communications Business

Strategic Action

In the regional communications business, NTT East and NTT West worked to create new business models based on alliances with a variety of other companies and to promote fiber-optic and IP-related services through the expansion of fiber-optic usage scenarios entailing the utilization of Wi-Fi. In addition, NTT East and NTT West substantially transformed their core business model for fiber-access services with the launch of the Hikari Collaboration Model, under which fiber-access services are offered through a wholesale framework to a diverse range of businesses. Moving forward, NTT East and NTT West will roll out Bi2BiC businesses, centered on the Hikari Collaboration Model, and work to increase corporate value as a “Value Partner.”

Initiatives

Initiatives to Advance Fiber-Access and IP-Related Services

- **Start of Hikari Collaboration Model**
  In the regional communications business, NTT East and NTT West have built the world’s most advanced fiber-access infrastructure. As the penetration rate increased and the market began to become saturated, NTT East and NTT West took steps to activate a new ICT market by offering fiber-access services to businesses on a wholesale basis. This model not only makes possible the creation of new businesses that leverage collaboration between the service providers’ real businesses and telecommunications, it also enables customers, who are the users, to freely select from new innovative services and varied billing plans offered by a variety of service providers.

  In the regional communications business, up to this point NTT East and NTT West have centered their business initiatives on the Bi2BiC businesses, but moving forward they will advance collaboration with a range of businesses, with initiatives centered on the Bi2BiC model.

Solutions Business Initiatives

- **Initiatives for Companies and Municipalities**
  NTT East began to offer FLET’S VPN Pro, a new IP-VPN service for corporate customers that features priority bandwidth for customers with large-scale networks. In comparison with previous services, FLET’S VPN Pro makes it possible to build private networks that are less likely to have delays and offer stable communications. For municipalities, NTT East began to offer a B2C Cloud service to help disaster victims to rebuild their lives. This cloud-based service provides comprehensive support for municipalities engaged in related activities, such as issuing certificates of disaster damage. In this way, victims of disasters can quickly obtain support and access a rapid yet fair process for the rebuilding of their lives.

  NTT West began to offer a number of solutions services that help to resolve the management issues of municipalities and companies. For example, the objectives of activating local communities and enhancing resident services through the use of ICT, NTT West worked in cooperation with Wazuka-cho, Kyoto Prefecture, to conduct field trials of a system for distributing government information through TVs. After verification of the system’s effectiveness, Hikari Town Channel was launched as a municipality information distribution system for TVs. This system, which uses Hikari BOX+, is offered as a new service for municipalities.

- **Initiatives for Small and Medium-Sized Companies**
  There is an ongoing trend toward the use of multiple devices, such as PCs and tablets, and each year there are growing needs for increased business productivity and the creation of new business opportunities through the effective use of ICT, including Wi-Fi. However, small and medium-sized companies face a number of challenges in the introduction and operation of Wi-Fi environments, such as a shortage of ICT specialists, increasing burdens when systems are introduced and operated, and troubleshooting.

  To resolve these challenges, NTT East and NTT West have packaged the office Wi-Fi environment needed by their small and medium-sized business customers. This service draws on cloud technologies to provide integrated support from introduction to operation. NTT East has begun to provide this service as GigaBiz Wi-Fi, while NTT West has launched it as Smart Hikari Business Wi-Fi. In this way, NTT East and NTT West are helping to lighten the burden on ICT managers.

  In addition, NTT West has begun to provide Office Anshin Pack, which offers support to customers as an IT help desk for offices. This service provides detailed responses to customer problems, such as providing explanations on how to use and set up office ICT equipment and taking steps to resolve breakdowns.

Financial Results for the Fiscal Year Ended March 31, 2015

<table>
<thead>
<tr>
<th>Category</th>
<th>Fiscal Year Ended March 31, 2015</th>
<th>Fiscal Year Ended March 31, 2014</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenues</td>
<td>3,572.3 billion</td>
<td>3,505.5 billion</td>
<td>+1.9%</td>
</tr>
<tr>
<td>Operating Income</td>
<td>3,450.0 billion</td>
<td>3,336.7 billion</td>
<td>+32.7%</td>
</tr>
<tr>
<td>Capital Investment</td>
<td>320.8 billion</td>
<td>168.9 billion</td>
<td>+92.8%</td>
</tr>
</tbody>
</table>

In these ways, through alliances with a variety of other companies, NTT East and NTT West are working to expand the use of FLET’S Hikari with consideration for a wide range of customer needs.
Operating Revenues

but system integration revenues rose due to an increase from the previous fiscal year. Voice-related revenues declined,

Strategic Action

For corporate customers, NTT Communications, a main player in the long distance and international communications business, expanded its cloud computing platforms and reinforced its ability to provide seamless ICT solutions that leverage its strengths as a telecommunications company. For consumers, NTT Communications worked to propose new lifestyle offerings by providing highly convenient applications and abundant content.

initiatives

Initiatives to Bolster Competitiveness in ICT Services

Enhancing Cloud Computing Platforms

NTT Communications enhanced a range of functions so that it could provide even smoother accommodation of its customers’ ICT environments, which are increasingly being migrated to the cloud. With the Biz Hosting Enterprise Cloud for corporate customers, we began to offer the Power Option, which makes it easy to migrate core systems operating on IBM (AS/400) to the cloud. Other new functions include connecting existing server environments to NTT Communications data center colocation areas in the same network segment through the use of software-defined networking (SDN) technologies, and enabling clients to use a customer portal to set and change network settings for cloud-connected VN and Internet connections and cloud-based networks.

In addition, under the Nexcenter brand, NTT Communications commenced provision of data center services at its Malaysian Cyberjaya 4 Data Center. Moreover, we responded to demand for cloud services by significantly expanding data center operations in Japan and overseas. For example, NTT Communications concluded an agreement to acquire a majority of the shares of Lux e-shelter 1 S. a.r.l., the largest data center operator in Germany.

Expansion of Network Services

NTT Communications, which provides network services to companies in 196 countries and regions, introduced multiple advanced functions. Arcstar Universal One Advanced Option offers application acceleration and enhanced security, while Arcstar Universal One Virtual enables customers to build virtual networks quickly and easily, without regard to existing network environment or the devices being used.

Enhancing Managed Services

NTT Communications took steps to contribute to the increased business efficiency of customers by smoothing communications among multiple bases through the provision of services in Japan and overseas. Arcstar Contact Center is a cloud-based service that allows companies to migrate their contact center services to the cloud. It enables customers to make flexible adjustments to the number of call center operators and to change contact center functions in accordance with the seasons, campaigns, and other factors. Arcstar Conferencing provides conferencing services through video, phone, and the Web.

Financial Results for the Fiscal Year Ended March 31, 2015

For the fiscal year ended March 31, 2015, operating revenues in the Long Distance and International Communications Business segment were ¥1,998.6 billion, an increase of 10.4% from the previous fiscal year. Voice-related revenues declined, but system integration revenues rose due to an increase in overseas consolidated subsidiaries. On the other hand, operating expenses were ¥1,885.1 billion, an increase of 12.0% from the previous fiscal year. Costs declined, due largely to an increase in administrative efficiency, but revenue-linked expenses were higher. Consequently, operating income was ¥113.6 billion, a decrease of 10.9% from the previous fiscal year.

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Our Businesses

Mobile Communications Business

Strategic Action

In the mobile communications business, NTT DOCOMO strengthened its competitiveness through a range of initiatives, such as the launch of a new billing plan, the enhancement of networks using LTE services, and the introduction of highly functional and appealing devices. In addition, in Smart Life areas, NTT DOCOMO worked to expand new services of networks using LTE services, and the introduction of highly functional and appealing devices. In Smart Life areas, NTT DOCOMO worked to expand new services.

Financial Results for the Fiscal Year Ended March 31, 2015

Operating revenues in the fiscal year ended March 31, 2015, increased 12.4% from the previous fiscal year, to ¥1,511.0 billion. This gain was due to an increase in overseas consolidated subsidiaries, the cultivation of new customers, and the scaling up of systems for existing customers. On the other hand, operating expenses increased 11.7% from the previous fiscal year, to ¥1,424.7 billion. This rise was due in part to an increase in revenue-linked expenses. As a result, operating income was ¥86.4 billion, an increase of 27.2% from the previous fiscal year.

Operating Revenues

<table>
<thead>
<tr>
<th>Fiscal Year Ended March 31</th>
<th>Billion Yen</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014/3</td>
<td>1,511.0</td>
</tr>
<tr>
<td>2013/3</td>
<td>1,352.7</td>
</tr>
<tr>
<td>2012/3</td>
<td>1,199.0</td>
</tr>
</tbody>
</table>

Operating Income

<table>
<thead>
<tr>
<th>Fiscal Year Ended March 31</th>
<th>Billion Yen</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014/3</td>
<td>86.4</td>
</tr>
<tr>
<td>2013/3</td>
<td>98.5</td>
</tr>
<tr>
<td>2012/3</td>
<td>53.2</td>
</tr>
</tbody>
</table>

Capital Investment

<table>
<thead>
<tr>
<th>Fiscal Year Ended March 31</th>
<th>Billion Yen</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014/3</td>
<td>261.0</td>
</tr>
<tr>
<td>2013/3</td>
<td>172.0</td>
</tr>
<tr>
<td>2012/3</td>
<td>128.0</td>
</tr>
</tbody>
</table>

Initiatives

Initiatives to Bolster Competitiveness in the Mobile Field

Introducing a New Billing Plan

From June 2014, NTT DOCOMO began to provide the new Kaike-hodai & Pake-aeu billing plan, which is based on the concept of a billing plan that is easy to use for a long period of time in accordance with the customer’s life stage. The plan has four central components. Kaike-hodai offers nationwide voice calls for a flat monthly rate, and Share Pack allows packet data volume to be shared among family members. Zutto DOCOMO War is a discount service based on the number of years of use, and U25 Ouen Discount supports customers who are age 25 or younger.

The new billing plan was highly evaluated by an extremely large number of customers as soon as it was launched. The number of subscriptions surpassed 10 million in the first four months after launch and reached 17.83 million by the end of March 2015.

Enhancing Services

NTT DOCOMO added new services to the existing dmarket service, which includes videos, music, and other digital content as well as useful services for everyday life, such as daily necessities, apparel, and travel services. We began to provide daidokoro, a home food delivery service that allows users to place orders easily and rapidly using their smartphones or other devices, and drmagazine, which offers users unlimited access to a wide range of popular magazines and articles. drmagazine has recorded favorable growth in subscriptions, which surpassed 1.9 million by the end of March 2015.

As a result of these initiatives, the number of dmarket subscriptions increased to 11.88 million.

Number of dmarket Subscriptions* (Millions of Subscriptions)

<table>
<thead>
<tr>
<th>Fiscal Year Ended March 31</th>
<th>Number of Subscriptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013/3</td>
<td>6.9</td>
</tr>
<tr>
<td>2014/3</td>
<td>9.0</td>
</tr>
<tr>
<td>2015/3</td>
<td>11.88</td>
</tr>
</tbody>
</table>

Enhancing the Handset Lineup

In response to diverse customer needs, NTT DOCOMO took steps to enhance its handset lineup, adding new models such as Android™ smartphones, iPhone 6, and iPhone 6 Plus as well as docomo keitai feature phones, docomo tablets, wearable devices, and Wi-Fi routers. In addition, all handset models have high-resolution audio featuring sound quality exceeding that of music CDs, and all data devices are compatible with LTE-Advanced.

Expanding the LTE Network

The continual enhancement of the telecommunications environment is a basis for competitiveness in the telecommunications industry and is an important element in customer satisfaction. In June 2014, NTT DOCOMO launched VoLTE, which offers voice services that are more stable and have higher sound quality than conventional voice calls. In addition, in March 2015 we launched the PREMIUM 4G service, which delivers downlink speeds of up to 225Mbps using the LTE-Advanced telecommunications method, which realizes further speed and capacity enhancements in comparison with LTE service.

Furthermore, to enable overseas travelers to comfortably utilize LTE service, NTT DOCOMO worked to expand the LTE international roaming coverage area, and the number of LTE roaming destinations increased to 43 countries and regions as of March 31, 2015.

Number of Subscriptions (As of the end of March 2015)

<table>
<thead>
<tr>
<th>Service</th>
<th>Number of Subscriptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>dTV</td>
<td>4.68 million subscriptions</td>
</tr>
<tr>
<td>danime store</td>
<td>1.83 million subscriptions</td>
</tr>
<tr>
<td>dhits</td>
<td>2.02 million subscriptions</td>
</tr>
<tr>
<td>dkeitai TV</td>
<td>1.02 million subscriptions</td>
</tr>
<tr>
<td>dkeitai music</td>
<td>0.41 million subscriptions</td>
</tr>
<tr>
<td>dmagazine</td>
<td>1.91 million subscriptions</td>
</tr>
</tbody>
</table>

dTV

Subscriptions

- 4,680,000
- 1,830,000
- 2,020,000
- 410,000
- 1,910,000

PREMIUM 4G

225Mbps service, the fastest in Japan

225Mbps

55,000 stations

87,400 stations

Basic support program with extremely broad coverage of high-speed services

By 2015, NTT DOCOMO had expanded its LTE coverage to 87,400 stations in Japan. The company also continued to enhance its high-speed services with an expansion of support to 55,000 stations.

* The number of dmarket subscriptions is the total number of subscriptions for dTV, danime store, dkeitai, dkeitai music, and drmagazine.

- TM and © 2014 Apple Inc. All rights reserved. iPhone is a trademark of Apple Inc. The iPhone trademark is used under license from APhone Co., Ltd.

- ™ and © 2014 Apple Inc. All rights reserved. iPhone is a trademark of Apple Inc.
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Strategic Action

Regarding the data communications business in Japan, NTT DATA approaches changes in technologies and environments as opportunities and has worked to expand its business to a variety of fields on a foundation of customer relationships and advanced technologies. In addition, to strengthen its global business, NTT DATA has taken steps to expand its geographic coverage through aggressive M&As.

With the objective of reducing administrative costs, NTT DATA worked steadily to standardize and consolidate operations, to implement organizational restructuring and consolidation, and to promote the flexible and optimal allocation of management resources.

Financial Results for the Fiscal Year Ended March 31, 2015

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Sales (yen)</td>
<td>1,280</td>
<td>1,342.9</td>
<td>1,422.7</td>
<td>1,470.7</td>
<td>1,511.0</td>
<td>1,540.0</td>
<td>1,500</td>
<td>1,477</td>
<td>1,510.0</td>
</tr>
<tr>
<td>Growth rate (%)</td>
<td>50</td>
<td>4.9%</td>
<td>5.9%</td>
<td>3.6%</td>
<td>2.8%</td>
<td>2.0%</td>
<td>1.9%</td>
<td>4.6%</td>
<td>2.7%</td>
</tr>
</tbody>
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</tr>
</thead>
<tbody>
<tr>
<td>Growth rate (%)</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
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</tbody>
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Status of Management Policies

Expansion, Enhancement, and Reinforcement of Global Business

With the acquisition of the everis Group, which is based in Spain, NTT DATA expanded its operations to 176 cities across 41 overseas countries and regions. With coverage extending to nearly the entire world, NTT DATA has established a system that can address the needs of global customers. As a result, NTT DATA received an order for a digital archiving system from the Vatican Apostolic Library and concluded a strategic partnership contract with a global automaker for EPP system maintenance and operation and additional system development. NTT DATA worked to expand sales in industries and business fields that it has not previously entered. To that end, NTT DATA focused on advances in information technologies and changes in the operating environment and implemented “Re-Marketing” initiatives that entail anticipating the needs of customers and making proposals on that basis.

For example, in retail, logistics, and other service industries, based on new technologies NTT DATA proposed “omni-channel solutions” that increase sales opportunities by integrating multiple sales channels, based on consumer purchase histories. Orders were received as a result of these initiatives (see in DEPT4).

Also, in the utility industry, where the operating environment has been changed by the complete deregulation of the electricity retail market, NTT DATA has had a number of successful initiatives. These include the receipt of orders for smart meter operation management systems and switch support systems that facilitate smooth switching of electric power companies by consumers.

Expansion of New Fields

NTT DATA worked to expand sales in industries and business fields that have not previously entered. To that end, NTT DATA...

Initiatives

Public & Financial IT Services

In business initiatives related to Japan’s personal identification number system, NTT DATA has received multiple orders, including for the installation of new core systems as well as for the upgrading of existing government systems. For example, after conducting verification testing in-house, we are providing a personal number collection service that collects personal identification numbers and verifies identification for employees of general companies, customers of financial institutions, and others.

With this service, we are providing support for personal number collection and other tasks through making of documents or through electronic means, such as smartphones.

Enterprise IT Services

NTT DATA began to provide services that take advantage of the smart meter operation management system developed through a project in which NTT DATA participated as a partner company (integrator) of Tokyo Electric Power Company, Incorporated (TEPCO). This system facilitates the remote reading of electricity meters and the confirmation of current flow, thereby realizing improved user convenience, swifter recovery from blackouts, and higher efficiency in meter reading tasks. In addition, NTT DATA has been advancing a similar system construction project with another power company and has received an order for a switching support system for use in advancing the power system reforms of the Organizing Office for the Organization for Cross-regional Coordination of Transmission Operators, JAPAN. Moving forward, NTT DATA will advance this project in preparation for the complete deregulation of the electricity retail market from April 2016.

Solutions and Technologies

NTT DATA has begun providing BizXaaS Omni-Channel, a system that integrates multiple sales channels, including physical stores and internally and externally operated e-commerce sites, to enable the integrated management of product, order, and inventory information for all channels. Moreover, NTT DATA is working to help SANYO SHOKAI LTD. to realize its vision for next-generation e-commerce. To this end, NTT DATA has commenced development of the SANYO Omni-Channel Base System, which uses BizXaaS Omni-Channel to integrate physical stores and e-commerce sites and to share information with external websites.

Technical Development

In response to the large-scale data processing needs of corporations, NTT DATA implemented in-house development of functions for use in mission critical systems and reflected these in open-source software (OSS) source code. In addition, NTT DATA leveraged its accumulated know-how regarding the application of OSS and reinforced its track record of incorporating OSS databases into large-scale systems.

Global Business

To promote services that leverage next-generation platform technologies and specialized expertise, NTT DATA entered into a global services partnership with Systems Applications Products Societats Europa of Germany. Through this partnership, NTT DATA Group will become an SAP global services partner. On this basis, NTT DATA will take steps to strengthen cooperation between NTT DATA Group companies in the SAP business field, enhance the NTT DATA Group’s global competitiveness, and provide value through state-of-the-art technology and other means. In recognition of its SAP initiatives, NTT DATA was selected as a member of the Winner’s Circle, the highest commendation, in the 2014 SAP Services Blueprint Report released by U.S. research firm HIS Research.
Our Businesses  Other Businesses

Real Estate Business

NTT Urban Development

NTT Urban Development, which is the Group’s only comprehensive real estate company, conducts real estate leasing operations, centered on office buildings and commercial facilities, and condominium operations, principally through the NTT FACILITIES. Leverage the know-how and technology acquired through these operations, NTT Urban Development is expanding into new fields of business, such as global and real estate fund businesses.

Construction and Electric Power Business

NTT FACILITIES

NTT FACILITIES provides one-stop solutions for buildings and energy facilities, ranging from planning and design services to construction, maintenance, operation, and upkeep services. Through Smart & Safety Solutions combining ICT, energy, and construction technologies, NTT FACILITIES strives to contribute to the development of communities that reflect consideration for people and the environment and are disaster resistant. To that end, NTT FACILITIES designs, builds, and operates large-scale solar power generation systems and data centers and makes proposals for architectural designs that are highly environmentally friendly and long-lived as well as secure and safe.

Advanced Technology Development Business

NTT at

NTT Electronics

NTT SOFT

NTT Group companies in this business segment offer design, development, maintenance, and operation as well as the provision of services backed by the advanced technologies of NTT Laboratories. These services include technology consulting backed by combinations of the latest technologies, such as network technologies, media interface processing technologies, and other advanced technologies from Japan and overseas; development, production, and sales of custom LBS for communications use and optical devices that are indispensable in the realization of high-capacity communications networks; and total solutions related to software design / development and information / communications networks.

Finance Business

NTT FINANCE

As the core finance company of the NTT Group, NTT FINANCE conducts leading-edge finance, settlement, and billing services. Through lease finance, credit cards, billing, and other services, NTT FINANCE meets a wide range of customer needs. As a Financial Solution Partner, from July 2012 NTT FINANCE began billing and receipt operations for telecommunications service, and other charges for NTT East, NTT West, NTT Communications, and NTT DOCOMO. NTT FINANCE now provides billing and other settlement services.

System Development Business

NTT COMWARE

NTT COMWARE, which has core competencies in network technologies, systems and applications, and support and maintenance, is taking steps to build full IP networks, which will be the foundation of broadband and ubiquitous services, and to develop operation systems and application services for use in traffic control to ensure communications quality. In these initiatives, NTT COMWARE is working together with NTT Laboratories and other Group companies.

Others

NTT DOCOMO

NTT DOCOMO, INC.

NTT-NS

NTT Learning Systems

NTT BUSINESS ASSOCIATE

NTT LOGESCO

NTT ISP

etc.

Initiatives

NTT Urban Development

Management Strategies: Current Status and Outlook

In real estate leasing operations, NTT Urban Development worked to lease newly developed buildings at an early stage and took steps to increase the competitiveness of existing buildings by increasing the efficiency of building management. In addition, NTT Urban Development will strengthen its revenue foundation by establishing new business models, centered on mixed-use development and regional redevelopment initiatives.

NITT FACILITIES

Expanding Public Wireless LAN Services

NTT Broadband Platform constructs and operates access points for public wireless LAN services provided by the NTT Group and others. It also constructs and operates information provision platforms through collaborative ventures with municipalities and companies. In December 2014, in cooperation with the Tokyo Metropolitan Government’s Bureau of Transportation and Tokyo Metro, NTT Broadband Platform began to provide Japan Connected-free Wi-Fi at 143 subway stations in Tokyo, making possible the use of free Wi-Fi with Toei Subway, Tokyo Metro, and Toei Bus.

Outline for Solar Power Generation Systems

The electric power fixed-price purchase system that was commenced in the fiscal year ended March 31, 2013, has led to rapid growth in the market, but the purchase price will decline rapidly from the fiscal year ending March 31, 2016, and at the same time the application of new output control rules will be expanded. As a result, the scale of the market is expected to contract. In response to the decline in the purchase price, NTT FACILITIES will work to foster demand and develop the market by increasing commercial viability in terms of both initial and running costs. To that end, NTT FACILITIES will take steps to reduce system construction expenses and increase overall system efficiency. In addition, in regard to the new output control rules, NTT FACILITIES will work to maximize profits by making judgments on a case-by-case basis, with consideration for the effect on commercial viability.

Financial Results for the Fiscal Year Ended March 31, 2015

Operating revenues in the fiscal year ended March 31, 2015, were ¥1,272.2 billion, a decrease of 4.2% from the previous fiscal year. On the other hand, operating expenses were ¥1,204.8 billion, a decrease of 5.3% from the previous fiscal year.

Operating Revenues

<table>
<thead>
<tr>
<th>$(Billions of yen)</th>
<th>2014/3</th>
<th>2015/3</th>
<th>2016/3 (Forecast)</th>
</tr>
</thead>
<tbody>
<tr>
<td>NTT Urban Development</td>
<td>1,272.2</td>
<td>1,260.0</td>
<td>1,276.7</td>
</tr>
<tr>
<td>NTT FACILITIES</td>
<td>1,260.0</td>
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<td>1,260.0</td>
</tr>
<tr>
<td>NITT COMWARE</td>
<td>67.5</td>
<td>65.0</td>
<td>63.0</td>
</tr>
<tr>
<td>Others</td>
<td>0</td>
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</table>

Operating Income

<table>
<thead>
<tr>
<th>$(Billions of yen)</th>
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Capital Investment

<table>
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<th>$(Billions of yen)</th>
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<th>2015/3</th>
<th>2016/3 (Forecast)</th>
</tr>
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<td>Others</td>
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</table>

Operating Revenues, Operating Income, and Capital Investment: Fiscal year ended March 31
Cyber-attacks are also a problem in social infrastructure, including communication networks. For example, this engine enables attack traffic to be blocked flexibly and with high precision in both reflection and concentration modes. Through the use of this technology, we will be able to restore normal traffic without hindering the normal traffic.

In response to increasingly advanced cyber-attacks, NTT has developed advanced technologies that protect the network in a comprehensive manner. These technologies include:

1. **Security Orchestration Technologies**: This technology enables the flexible and high-precision blocking of attack traffic, even in reflection and concentration modes.
2. **R&D Initiatives for 2020**: This initiative involves the development of cutting-edge technologies to prevent cyber-attacks, including advanced technologies for network security.
3. **New Kirari! Technology Enables Global Simultaneous Distribution of the Feeling and Excitement of Being on Site**: This technology enables the global distribution of immersive telepresence technology, Kirari!, which provides an immersive experience for users.
Through the resolution of environmental and social issues, we are working to achieve both contributions to a sustainable society and increases in corporate value.
**Corporate Data**

<table>
<thead>
<tr>
<th>Name</th>
<th>NIPPON TELEGRAPH AND TELEPHONE CORPORATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head Office</td>
<td>Otemachi First Square, East Tower, 5-1, Otemachi 1-Chome, Chiyoda-ku, Tokyo 100-8116, Japan</td>
</tr>
<tr>
<td>Date of Establishment</td>
<td>April 1, 1985</td>
</tr>
<tr>
<td>In accordance with the Nippon Telegraph and Telephone Corporation Law</td>
<td>Bill No. 85, December 25, 1984</td>
</tr>
<tr>
<td>Paid-In Capital</td>
<td>¥938 billion (As of March 31, 2015)</td>
</tr>
<tr>
<td>Total Number of Shares issued</td>
<td>1,136,697,235 (As of March 31, 2015)</td>
</tr>
<tr>
<td>Number of Employees</td>
<td>2,850 (As of March 31, 2015)</td>
</tr>
<tr>
<td>2,416,000 employees (As of March 31, 2015, on a consolidated basis)</td>
<td></td>
</tr>
</tbody>
</table>

**Members of the Board**

- **Chairman of the Board**: Satoshi Miura
- **President & CEO**: Hiroo Unoura
- **Senior Executive Vice Presidents**: Hiromichi Shinohara, Jun Sawada
- **Executive Vice Presidents**: Mitsuyoshi Kobayashi, Akira Shimada
- **Senior Vice Presidents**: Hironori Nakanishi, Tounoide Okuno, Hiroki Kuriyama, Takashi Hiroi, Katsuhiko Shirai, Sadayuki Sakakibara

**Audit & Supervisory Board Members**

- Kiyoshi Kosaka
- Akiko Ide
- Michiko Tomonaga
- Seiichi Okuwa
- Takashi Iida

**Organization Chart**

![Organization Chart](image)

**Access**

- **Otemachi First Square**
  - Tokyo Metro: Chiyoda Line / Tozai Line / Hanzomon Line / Marunouchi Line
  - Toei Subway: Mita Line
  - Otemachi Station, direct connection from exits C8, C11, and C12
- JR lines: Tokyo Station, Manuonuchi North Exit, 5 minute walk from exit