Moving Forward Together
As Your Value Partner
We will move ahead in our ongoing quest to create new services and business models as the “Value Partner” that customers continue to select.

It can be expected that the Internet of Things, big data, artificial intelligence, and other technologies will evolve going forward, accelerating the speed of transformation in industrial structures and social life.

In this environment, NTT Group finds itself poised to take advantage of various business opportunities. To capitalize on this prime positioning, we will enhance the R&D and operating capabilities we have fostered to date. At the same time, we will collaborate with partners in other industries as a “Value Partner” in our ongoing quest to create new services and business models.

I would like to ask for your ongoing support of NTT Group in the years ahead.
### NTT Group Formation (Fiscal year ended March 31, 2017)

#### NTT Group**

<table>
<thead>
<tr>
<th>Total Assets:</th>
<th>Consolidated Operating Revenues:</th>
<th>Consolidated Operating Income:</th>
<th>Number of Employees:</th>
<th>Consolidated Subsidiaries:</th>
</tr>
</thead>
<tbody>
<tr>
<td>¥21,250.3 billion</td>
<td>¥11,391.0 billion</td>
<td>¥1,539.8 billion</td>
<td>274,844</td>
<td>944</td>
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</tbody>
</table>

#### Composition by Segments

<table>
<thead>
<tr>
<th>Segment</th>
<th>Operating Revenues</th>
<th>Operating Income</th>
<th>Capital Investment</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Communications Business</td>
<td>25.4%</td>
<td>35.2%</td>
<td>81.9%</td>
<td>23.4%</td>
</tr>
<tr>
<td>Long Distance and International Communications Business</td>
<td>16.4%</td>
<td>13.2%</td>
<td>35.1%</td>
<td>14.4%</td>
</tr>
<tr>
<td>Mobile Communications Business</td>
<td>23.3%</td>
<td>34.3%</td>
<td>40.6%</td>
<td>24.8%</td>
</tr>
<tr>
<td>Data Communications Business</td>
<td>14.4%</td>
<td>35.1%</td>
<td>40.6%</td>
<td>24.8%</td>
</tr>
<tr>
<td>Other Businesses</td>
<td>16.0%</td>
<td>8.8%</td>
<td>8.9%</td>
<td>8.9%</td>
</tr>
</tbody>
</table>

#### Operating Revenues**

- **Regional Communications Business**: ¥2,129.3 billion
- **Long Distance and International Communications Business**: ¥3,308.2 billion
- **Mobile Communications Business**: ¥4,584.6 billion
- **Data Communications Business**: ¥1,718.7 billion
- **Other Businesses**: ¥1,282.3 billion

#### Operating Income**

- **Regional Communications Business**: ¥244.9 billion
- **Long Distance and International Communications Business**: ¥1,801.2 billion
- **Mobile Communications Business**: ¥597.1 billion
- **Data Communications Business**: ¥158.1 billion
- **Other Businesses**: ¥116.6 billion

#### Capital Investment

- **Regional Communications Business**: ¥43,842
- **Long Distance and International Communications Business**: ¥68,243
- **Mobile Communications Business**: ¥26,734
- **Data Communications Business**: ¥111,657
- **Other Businesses**: ¥24,368

#### Number of Employees

- **Regional Communications Business**: 3,851
- **Long Distance and International Communications Business**: 1,004
- **Mobile Communications Business**: 2,432
- **Data Communications Business**: 2,546
- **Other Businesses**: 8,851

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**Percentage of simple sum of all segments (including intersegment transactions)
NTT Group has undergone a transformation of business structure based on “Towards the Next Stage,” the medium-term management strategy announced in 2012.

In May 2015, NTT Group announced “Towards the Next Stage 2.0,” which aims to continue on with and strengthen the strategy, and it is now taking steps toward becoming a “Value Partner” that customers continue to select.

*1 FY2011 as benchmark
*2 Excludes M&A-related temporary expenses, such as depreciation costs of intangible fixed assets
*3 Applies to the domestic network business (excluding NTT Communications’ data centers and certain other assets)
*4 Applies to fixed-line / mobile access networks (excluding the impact of the change in the depreciation method for property, plant and equipment)
*5 In comparison with the fiscal year ended March 31, 2015
Acceleration of B2B2X Businesses

Drastic Transformation of Business Structure

NTT Group has continued to transform its business structure in response to changes in markets and in technologies. Such transformations have included the development of broadband operations and global businesses. We are currently exploring new business fields with the potential to drive the ongoing growth of NTT Group with an eye to 2020 and the vitalization of local economies.

We are combining our broadband operations, which are being developed across Japan, with our information systems, which boast strengths in various fields, to make comprehensive value proposals and develop businesses with various aims. Such aims include developing sports and other fields into growth industries; boosting the competitiveness of the agricultural, manufacturing, and service industries; resolving social issues arising from the declining birth rate, aging population, and other causes; and transforming people’s lifestyles.

Aims of B2B2X Model Initiatives

The digitization of information will allow for a variety of data to be collected, processed, and distributed via networks, making it possible for previously under-utilized information assets and expertise to be used more effectively.

The advancement of the IoT, meanwhile, will enable for the conditions of various articles to be monitored in a timely fashion through smartphones and other mobile terminals as well as through network-connected sensors and monitors attached to machinery, buildings, and infrastructure.

In addition, artificial intelligence (AI) will greatly increase the ability to support service providers (the second B) in creating new value by instantaneously processing and analyzing massive amounts of collected data.

Accelerating the development of B2B2X businesses is a strategy designed to transform NTT Group’s business structure so that it may evolve from a model of providing services directly to individuals and businesses to a model of supporting service providers in various fields to deliver value to end users. The Group will advance this transformation while at the same time taking advantage of digitization, the IoT, AI, and other social and technological developments.

Major Initiatives in the Fiscal Year Ended March 31, 2017

In the fiscal year ended March 31, 2017, NTT Group accelerated several concrete projects together with various partners, including companies, organizations, and local governments.

The results of some of these initiatives were introduced at Niconico Chokaigi 2017, which was held in April 2017 in Tokyo, CEBIT 2017, which was held in Germany in March 2017, and at Niconico Chokaigi 2017, which was held in April 2017 in Sapporo, Japan, as part of our proactive drive to explain these efforts.

NTT Group will strive to continue being an entity with which second B service providers want to collaborate.

As we develop these operations, NTT Group’s business structure is undergoing a drastic transformation, evolving from its former telecommunications-centered business-to-consumer structure to adopt a structure focused on B2B2X businesses. B2B2X businesses are a step forward from the business-to-business model. In these businesses, NTT Group supports service providers, represented by the second B, in supplying various services to end users, represented by the X, through smartphones and network-connected sensors.

NTT Group strives to serve as a catalyst for service providers falling under the second B, stimulating transformations in the business models of companies and in the services for residents offered by local governments as well as supporting information-grounded decision making by consumers and community members through these transformations. The ultimate goal of these efforts is to aid in lifestyle transformation.

Lifestyle Transformation

Social Issue Resolution

Expansion of B2B2X Businesses


- Amazing experiences through the integration of Kabuki and cutting-edge ICT
- Advanced sports-viewing experience using ICT
- ICT solutions for agriculture and water infrastructure containing AI and the IoT
- Safe driving control solutions integrating biometric information
- Smart city project taking advantage of publicly available data and big data
- Optimization of manufacturing/production processes with the IoT
- Innovative cybersecurity solutions for system operation of critical infrastructure
- Offline-to-online linked ads and navigation at metro stations
- Improvement of rehabilitation efficiency through the use of wearable biosensors
- Technological development and verification in the connected car field
- Small arsenals and new visual expressions for 2017 Sapporo Asian Winter Games
Examples of B2B2X Model Initiatives

**B2B2X Model Collaboration with a Sports League**

**Contribution to the Development of the Sports Field into a Growth Industry with J.League Club Teams**

Recently, we have been witnessing the expansion of the sports content industry on a global scale along with other market changes. At the same time, the advancement of the IoT, AI, virtual reality (VR), and other technologies has become ever more apparent. In response to these trends, the Japanese government is spurring forward a drive to develop the sports field into a growth industry in light of 2020.

In the midst of these trends, NTT Group has concluded a collaboration agreement with the J.League and Perform Group with regard to the Smart Stadium project. This project, which is aimed at promoting the advancement of ICT in J.League stadiums and club hometowns, represents one of our first B2B2X model initiatives.

In the fiscal year ended March 31, 2017, NTT Group began converting Yurtec Stadium Sendai and Kashima Soccer Stadium into smart stadiums, joining NACK5 Stadium Omiya, which has already undergone this conversion. We plan to expand smart stadium initiatives going forward. In addition, we are collaborating with Perform Group to make it possible to view sports events anytime, anywhere through DAZN for docomo, a revolutionary live sports viewing channel, and through Hikari TV.

**Diagram of Collaboration Initiatives**

**Expansion of Customer Base through Digital Marketing**

- **D2B2X Model Collaboration with Entertainment Companies**

**Merger of Kabuki and ICT to Create New and More Moving Experiences**

NTT is collaborating with SHOCHIKU Co., Ltd., in a joint test aimed at proposing completely new ways of viewing Kabuki by merging Kabuki with state-of-the-art ICT. As the first step of this test, we delivered a real-time, ultra-high-presence live viewing experience of the KABUKI LION SHI-SHI-O: The Adventures of the Mythical Lion performance, which took place at Japan KABUKI Festival in Las Vegas 2016, to Haneda Airport by using the Kirari! immersive telepresence technology and other cutting-edge technologies.

At the Las Vegas event, an exhibition was held displaying such technological feats as a system that used angle-free object search technology to recognize specialized masks simulating the unique kumadori makeup featured in Kabuki. When a mask was held up to one’s face, it would be recognized, and the Kabuki makeup mask would be superimposed onto the individual’s face on a monitor using AR technologies. In addition, projection mapping was applied to a giant three-dimensional face object in conjunction with the distinctive pauses and expressions and other dynamic performances for which Kabuki is known. At the same time, deformation lamp light projection technologies were used to present the appearance that still kumadori images on a wall were actually moving, injecting an added degree of human emotion into the exhibit.

Furthermore, the KABUKI LION SHI-SHI-O Las Vegas Performance Returns in Kumamoto event was held to give form to the desires of NTT, NTT West, Kumamoto Prefecture, and SHOCHIKU to support the recovery from the impacts of the 2016 Kumamoto earthquakes. This event included Kabuki Theater Virtual Performance and other exhibits that enabled visitors to experience the potential of merging Kabuki with ICT.

Through these events, we are conducting R&D ventures for utilizing ICT to realize next-generation Kabuki. As we advance these ventures, we will leverage the insight into entertainment expressions gained through these events in future efforts for providing new and moving experiences.
Examples of B2B2X Model Initiatives

B2B2X Model Collaboration with Local Governments and Companies

Contribution to ICT Community Development Utilized Publicly Available Data and Real-World Data through Collaboration with Sapporo City and Local Distribution Companies

NTT Group is supporting Sapporo City’s efforts to build an advanced model for ICT community development.

We have joined the Sapporo City ICT Utilization Platform Study Panel, a public-private-academic partnership established by NTT Group. Through participation in this committee, we aim to contribute to ICT community development in a wide range of fields, including sports, tourism, transportation, snow countermeasures, health, childcare, regional economic development, and resident services.

Our first initiative through this partnership was conducted in conjunction with the Sapporo Snow Festival and the 2017 Sapporo Winter Games. We worked together with Sapporo City and local distribution companies to collect and analyze real-world data related to travel, preference, and purchasing trends among domestic and overseas tourists. This information was used to deploy measures for stimulating consumption, including mutual customer referrals by hotels, tourist spots, and shopping facilities, and to help communicate the appeal of Sapporo City.

These data-based marketing initiatives led to substantial year-on-year increases in the sales of the local distribution companies with which we partnered. Furthermore, we were able to analyze industry-wide data on purchases by product category and nationality, data that normally would not have been shared with competitors. These analyses allowed for the rediscovery of markets that individual companies had failed to discover and made it possible to implement marketing measures from new perspectives. These benefits served to verify the advantages of sharing data with industry peers.

By increasing the number of companies participating in these initiatives, we hope to provide further support for consumption-stimulation measures. NTT Group will also continue aiding the ICT community development efforts of Sapporo City and cities in the fields of transportation, snow countermeasures, health, and childcare.

Overall Framework for Data-Based Marketing (Travel and Consumption)

Prior to visit

- Industry-wide / area-wide marketing to inbound travelers
- Local sales of SIM cards
- Distribution of information via SNSs (by country)

During visit

- Travel (base stations, Wi-Fi, GPS)
- Smartphone applications (travel guides, Wi-Fi verification, AR images, smartphone payment)
-Nightscapes (Mt. Moiwa, etc.)
- Sapporo Snow Festival
- 2017 Sapporo Asian Winter Games
- Nightscapes (Mt. Moiwa, etc.)
- Tourism impacted by media (The Movie One Day)

After return

- Hotels (multiple)
- Commercial facilities (multiple)
- Ongoing marketing initiatives (promotional campaigns, cross-border e-commerce, etc.)

B2B2X Model Collaboration in Manufacturing Industry

Agreement with FANUC to Work toward Quick Establishment and Commencement of Service of FIELD System for Optimizing Manufacturing with the IoT

An agreement has been reached between FANUC CORPORATION, NTT, NTT Communications, and NTT DATA to engage in collaboration pertaining to edge computing technologies and ICT platform utilization, both areas of focus for all parties, to quickly establish and commence service of the FANUC Intelligent Edge Link and Drive (FIELD) system. This system is an open platform being developed by FANUC that is meant to be connected to computer numerical control devices, robots, peripheral devices, sensors, and other equipment to perform sophisticated analyses for optimizing manufacturing.

Scheme for Optimizing Manufacturing at Factories

FANUC is a global supplier in the field of factory automation and robots. This company is currently engaged in the development and commercialization of the FIELD system. This open platform is designed to be linked to the various equipment used at manufacturing sites to enable smart processing and utilization of the big data produced by such equipment in order to realize unprecedentedly smart manufacturing sites.

Through our partnership with FANUC, the cutting-edge technologies of NTT Laboratories and the ICT platforms and management solutions being deployed on a global basis by NTT Communications will be incorporated into the FIELD system scheme to realize the quick establishment and commencement of service of this system. We will also seek to make this system the de facto standard. At the same time, NTT DATATrust application development experience and expertise, which entails using analyses of big data to resolve various issues seen at factories, will be utilized to support the work process reforms of organizations adopting the FIELD system.

As the “Value Partner” that customers continue to select, NTT Group will collaborate with various partners in the field of ICT to promote co-innovation initiatives. NTT Group has positioned manufacturing industry as a priority field. In this field, NTT Group is united in its goal of creating new, high-value-added services and business models together with its partners.
Examples of B2B2X Model Initiatives

B2B2X Model Collaboration in Livestock Industry

Provision and Testing of Beef Cattle Life Cycle IoT Services for Realizing Stable Supply of Wagyu Beef

In primary industries in Japan, such as agriculture and fishing, the IoT, AI, and other ICT are anticipated to contribute to the resolution of serious issues faced in these industries, including the lack of practitioners stemming from population aging. In addition to helping resolve various social issues in society, the IoT is expected to make it possible for practical know-how to be represented visually and passed on to others.

In the Wagyu beef industry, the aging and decline of cattle farmers are causing an ongoing shortage of calves. Looking to address this issue, NTT Group has turned its attention to the overall beef cattle life cycle. We hope to reduce the labor requirements for successfully breeding calves, fattening them, and eventually shipping them using the IoT and to offer IoT services that support stable shipments of Wagyu beef.

The first task is to establish data management entities and increase the number of companies taking part in the aforementioned scheme. If local governments are able to commit to playing a central role in this scheme, participating companies will be more trusting.

Realization of Society5.0

The Cabinet Office is promoting “Society5.0” initiatives with the goal of creating an ultra-smart society as part of its initiatives for building industries and transforming society for the future. These initiatives are being advanced through public-private partnerships to transform society for the future. The IoT, big data, and AI are expected to be key technologies and concepts for the realization of Society5.0.

(Reference) Definition of an Ultra-Smart Society

An ultra-smart society is one in which people can receive the items and services they need when and in the amount required.

Society5.0 (5th Science and Technology Basic Plan)

The IoT is anticipated to make it possible for data from throughout society to be accumulated as big data and analyzed via AI to resolve various social issues.

In order for the IoT and big data to be used to resolve social issues in this way, it will be necessary to appropriately share and utilize the population, road, and other infrastructure (public sector) data possessed by local governments along with purchasing, transportation, and other industry (private sector) data.

In this undertaking, local governments should play a central role by effectively managing public sector and private sector data that is expected to deliver calves in the near future. The body temperatures of these cows are monitored closely, and graphs are produced, which can be viewed via a smartphone or tablet connected to NTT DOCOMO’s communications network. Accordingly, cattle farmers are able to easily maintain an understanding of the cows’ conditions. E-mails are sent to farmers 24 hours before the expected delivery or when the cow’s water breaks so they can have sufficient time to prepare. Through these features, the system reduces the need for farmers to check up on cows day and night.

In addition, NTT East is engaged in a verification test together with Zenchikuren and Computer Associated Laboratory, Inc., aimed at preventing falling-related deaths of beef cattle prior to shipment.

In this verification test, we have deployed a system in which infrared motion sensors are installed in cattle barns. The image data from these sensors is collected via Wi-Fi and uploaded to a cloud server by means of a milli-wave network capable of long-distance, wireless communications. This data is utilized to identify when beef cattle have fallen, and e-mails are sent when a fallen cattle is detected.

Every year, between 1% and 2% of procured calves die before being raised to a shippable state due to their lungs collapsing as a result of going undetected after having fallen down. This initiative is designed to prevent such deaths.

Beef Cattle Life Cycle

- Birth Monitoring
- Falling Prevention Monitoring
- B2B2X Model Collaboration in Livestock Industry
- Provision and Testing of Beef Cattle Life Cycle IoT Services for Realizing Stable Supply of Wagyu Beef
- Realization of Society5.0
- (Reference) Definition of an Ultra-Smart Society
- Society5.0 (5th Science and Technology Basic Plan)
The second task is to formulate standardized rules and guidelines. One goal of this scheme is for various business operators to share purchase data and use it in marketing and promotional activities. However, the types of data collected currently vary by company as do the methods for categorizing products, and policies for disclosure are not uniform. It is therefore necessary for rules to be decided upon by business operators each time information is shared, and the development of such rules thus represents an obstacle needing to be overcome in order to promote such initiatives. By gaining experience through involvement in various information sharing initiatives, we aim to provide support to enable industry organizations and business operators to flexibly take part in such initiatives.

The third task will be to develop safe data management technologies and procedures. It can be expected that the data to be utilized through this scheme will include sensitive information in the possession of participating companies. For this reason, it is crucial to develop technologies for safely and reliably managing this data, including encryption and anonymization technologies, as well as management systems for preventing misuse of data. NTT Laboratories is developing secret sharing and secret computation technologies as well as anonymization technologies and is preparing for the practical application of these technologies.

Looking forward, NTT Group will utilize its assets to contribute to the resolution of government issues, the invigoration of local communities, and consequently the realization of Society5.0.

Future Market Scale and Initiatives for B2B2X Businesses

Following its privatization in 1985, NTT Group primarily focused its business on generating telephony and other voice revenues. After the turn of the century, however, broadband operations and global businesses became the engine driving our growth.

In the future, NTT Group will merge the broadband and information systems it has developed to date to pursue sustainable growth by supporting efforts for making industries and lifestyles smarter.

Broadband and information systems will remain central pillars of NTT Group’s operations going forward. At the same time, we will leverage the unique strengths born out of the Group’s operations in various business domains, including real estate and energy management, as we adopt the perspective of second B service providers in delivering comprehensive value and taking part in collaborative efforts with entities outside of the Group. We thereby aim to help increase the value supplied to end users, the X of the B2B2X model, by second B providers in order to expand our B2B2X businesses.

The government’s Japan Revitalization Strategy 2016 defines 10 areas for public-private partnership projects. By advancing growth strategies focused on these 10 areas, this strategy targets a gross domestic product of ¥600 trillion. Of this amount, ¥30 trillion is to be generated by the industrial field, ¥10 trillion is to come from sports, and ¥11 trillion is to stem from tourism.

Furthermore, the Japanese government’s Growth Strategy 2017 has defined “building and developing pleasant infrastructure and towns,” “realization of mobility revolution,” and “extension of healthy lifespan” as strategic areas for realizing Society5.0. In addition, tourism, sports, and culture; aggressive development of the agricultural, forestry, and fishery industries; and energization and productivity improvement in service industries have been defined as core areas for government policy aimed at the construction of a regional economic virtuous circulation system.

NTT Group will coordinate its efforts with government policy as it utilizes ICT for realizing smart industries in various fields and supporting improvements in the resident services of local governments in order to expand B2B2X businesses.
In the Regional Communications Business Segment, we worked to develop our B2B2X business through the Hikari Collaboration Model, the wholesale provision of fiber-optic access infrastructure services to various service providers.

### Details of Major Initiatives

1. **Expanding Collaboration with Service Providers in Other Industries under the Hikari Collaboration Model**
   
   With regard to the Hikari Collaboration Model, the number of service providers to which NTT Group provides wholesale services was approximately 550 companies at the end of the fiscal year ended March 31, 2017, as NTT Group further expanded collaborative projects with business operators in the communications, energy, real estate, security, and other industries as well as with business operators in diverse industries including the housing industry and media industry in the fiscal year ended March 31, 2017. Furthermore, in the housing industry, new use cases were born, including providing total lifestyle support after home purchases, which involves a combination of this model and home energy management systems (HEMS) and lifestyle-related services. As a result of these initiatives, the number of fiber-optic access service subscriptions using this model was 8.74 million on March 31, 2017.

2. **Continuously Reducing Costs and Raising Efficiency in Capital Investment**
   
   With the development of the Hikari Collaboration Model, NTT Group worked to continuously reduce marketing costs. Furthermore, by optimizing and streamlining networks and further increasing the use of existing facilities, we sought to make capital investment more efficient.

3. **Expanding Wi-Fi Service Coverage Areas**
   
   As companies and local governments are proactively promoting the use of Wi-Fi as a powerful information service tool, in various regions NTT Group continuously worked to improve convenience for the increasing number of visitors to Japan by expanding the coverage area of Wi-Fi, resulting in the number of Wi-Fi area owners reaching 557 on March 31, 2017.

### Financial Results for the Year Ended March 31, 2017

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenues</td>
<td>¥3,308.2 billion</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Income</td>
<td>¥359.5 billion</td>
<td></td>
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### Number of Subscriptions for Major Services

<table>
<thead>
<tr>
<th>Service</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLET’S Hikari (FTTH)</td>
<td>20.05 million</td>
<td>19.67 million</td>
</tr>
<tr>
<td>FLET’S TV</td>
<td>17.76 million channels</td>
<td>17.38 million channels</td>
</tr>
<tr>
<td>Hikari Denwa</td>
<td>8.74 million subscriptions</td>
<td>8.36 million subscriptions</td>
</tr>
</tbody>
</table>

### Collaboration with the Housing Industry

In the housing industry, the Hikari Collaboration Model provided by NTT East and NTT West is being utilized to assist the spread of the “Smart House,” which allows household power consumption to be visually represented and home appliances to be regulated through ICT.

### Creating New Value through Business Activities

#### Provision of System That Supports Local Governments in Times of Disaster to Facilitate a Quick Return to Normal Life

When a disaster strikes in Japan, victims must receive a certificate of disaster damage issued by a local government agency if they wish to apply for the disaster relief programs designed to help them return to a normal life. However, there are some problems with this method, such as the amount of time required for certificates to be issued and the uniformity that arises from differences in disaster damage survey procedures.

NTT East offers a system that supports the procedures of local governments in order to facilitate a quick return to normal life for disaster victims. This system contributes to the swift issuance of certificates of disaster damage through features including automatic survey form database compilation, standardization of building damage certification surveys via standard survey forms, and management of support measures for helping victims return to a normal life by means of victim registers. When Typhoon No. 10 triggered severe landslides in Iwate Prefecture in August 2016, this system was already in place. Accordingly, certificates of disaster damage were able to be issued in a speedy manner and support measures were able to be managed thanks to victim registers, contributing to a quick return to normal life after the disaster.

Today, numerous local governments are considering adopting this system. Looking ahead, NTT Group aims to help build a society that is resilient to disasters through ICT.
Details of Major Initiatives

Proactively Expanding Cloud Service Platform
To provide ICT solutions to corporate clients based on an even more reliable international network, in October 2016 NTT Group began operations of the Asia Pacific Gateway, NTT Group’s high-bandwidth optical submarine cable network. Additionally, the Group sought to respond to demand for data centers and cloud services in various global regions. In the continuously growing market of the United States, we commenced service of the Virginia Ashburn 3 (VA3) Data Center and began construction of the Virginia Ashburn 3 (VA3) Data Center, which is designed to achieve strong security and high-level energy savings. In this manner, NTT Group is proactively expanding its cloud service platform by working to provide a wide variety of data centers.

As a result of these initiatives, NTT Group’s data centers were ranked as top class in the world in terms of both total floor area and potential server installation floor area according to a report by U.S. TeleGeography (published in November 2016).

Stepping Up Provision of Services in Growth Fields
NTT Group received an IT outsourcing order from major U.K. insurance provider ReAssure UK Services Limited and began providing infrastructure services, including cloud services for the company’s servers, and security monitoring services.

Long Distance and International Communications Business
In the Long Distance and International Communications Business Segment, in addition to enhancing our provision capabilities for seamless ICT solutions combining network, security, and other services, we worked to strengthen our service provision capabilities in growth areas such as cloud services and IT outsourcing.

Operating Results for the Year Ended March 31, 2017

Financial Results for the Year Ended March 31, 2017

Operating Revenues Operating Income

<table>
<thead>
<tr>
<th>Year Ended March 31</th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Billions of yen)</td>
<td>2,129.3</td>
<td>1,998.8</td>
<td>2,269.9</td>
<td>1,809.9</td>
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<tr>
<td>(Billions of yen)</td>
<td>40.8</td>
<td>31.9</td>
<td>43.6</td>
<td>31.6</td>
</tr>
</tbody>
</table>

Creating New Value through Business Activities

Launch of COTOHA® AI Engine That Responds to Customers in Natural Japanese

On October 31, 2016, NTT Group launched the COTOHA® artificial intelligence (AI) engine, which utilizes NTT Group’s corevo® AI technology to realize natural conversations with people. This communication engine is capable of understanding the natural expressions used by people and can therefore be entrusted with customer response services to limit the need for human intervention to only those cases in which the engine is unable to furnish an accurate response. Moreover, by logging past conversation histories and incorporating this information into its responses, COTOHA® facilitates improvements in customer satisfaction. We anticipate that the introduction of COTOHA® will bring various benefits, including the automation of initial responses on corporate helplines as well as the accompanying rise in response rates and end user satisfaction and improvements in productivity.

With COTOHA®, we aim to utilize AI to address the social issues in Japan presented by the declining birth rate and aging population. At the same time, NTT Group hopes to increase its global competitiveness by supplying this communication engine to other countries similarly experiencing birth rate decline and population aging.
Creating New Value through Business Activities

In order to strengthen profitability in the Smart Life area, NTT Group pursued the +d initiative, which aimed at creating new added value through collaboration with various business partners, and expanded its content, finance, and settlement services. Specifically, NTT Group collaborated with Perform Group to begin providing the live sports service DAZN for docomo and also worked to expand the number of member stores for its d POINTS loyalty point program.

Promoting Sales of docomo Hikari

By utilizing the Hikari Collaboration Model from the Regional Communications Business Segment, NTT DOCOMO promoted the sales of the docomo Hikari Pack, which bundles fiber-optic access infrastructure services, Internet access services, and mobile services. As a result, the number of subscriptions to docomo Hikari reached 37.07 million on March 31, 2017.

Financial Results for the Year Ended March 31, 2017

Operating Revenues Operating Income

<table>
<thead>
<tr>
<th>Fiscal year ended March 31</th>
<th>¥4,584.6 billion</th>
<th>¥951.6 billion</th>
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<tbody>
<tr>
<td>2017/3</td>
<td>4,461.2</td>
<td>877.2</td>
</tr>
<tr>
<td>2016/3</td>
<td>4,383.4</td>
<td>856.8</td>
</tr>
<tr>
<td>2015/3</td>
<td>4,327.1</td>
<td>789.4</td>
</tr>
<tr>
<td>2014/3</td>
<td>4,504.8</td>
<td>901.6</td>
</tr>
</tbody>
</table>

Details of Major Initiatives

1. Continuously Enhancing Billing Plans
In addition to continuing to promote the sales of Kake-hodai & Pake-aeru, a billing plan tailored to suit a customer’s stage of life that offers more affordable rates to long-term users, we began offering the docomo Child Raising Support Program in November 2016 and implemented other initiatives to enhance returns to its customers. As a result, the number of subscriptions to Kake-hodai & Pake-aeru reached 37.07 million on March 31, 2017.

2. Promoting Sales of docomo Hikari
By utilizing the Hikari Collaboration Model from the Regional Communications Business Segment, NTT DOCOMO promoted the sales of the docomo Hikari Pack, which bundles fiber-optic access infrastructure services, Internet access services, and mobile services. As a result, the number of subscriptions to docomo Hikari reached 37.07 million on March 31, 2017.

3. Strengthening Profitability in the Smart Life Area
In order to strengthen profitability in the Smart Life area, NTT Group pursued the +d initiative, which was aimed at creating new added value through collaboration with various business partners, and expanded its content, finance, and settlement services. Specifically, NTT Group collaborated with Perform Group to begin providing the live sports service DAZN for docomo and also worked to expand the number of member stores for its d POINTS loyalty point program.

On October 19, 2016, NTT Group commenced the DOCOMO Drone Project. This project has three goals: providing drone-powered solutions to contribute to the resolutions of social issues, utilizing mobile technologies to establish an environment supporting the operation of drones, and applying platform technologies to the support of safe operation of drones that are out of eyesight. We are currently moving ahead with investigations and verification testing together with partners with the aim of supplying new solutions for disaster response, agriculture, distribution, and other fields.

In the agricultural field, a partnership agreement was concluded regarding a verification testing project in Niigata City that is expected to contribute to the management of rice crop cultivation and forest reserves. Meanwhile, a distribution field verification test of distribution systems using cellular drones, which are equipped with miniature relay stations capable of setting up temporary service areas, was conducted in Naganohara Town, Agatsuma District, Gunma Prefecture. In the agricultural field, a partnership agreement was concluded regarding a verification testing project in Nigata City that is expected to contribute to the management of rice crop cultivation and forest reserves. Meanwhile, a distribution field verification test of distribution systems using cellular drones, which are equipped with miniature relay stations capable of setting up temporary service areas, was conducted in Naganohara Town, Agatsuma District, Gunma Prefecture. In the agricultural field, a partnership agreement was concluded regarding a verification testing project in Nigata City that is expected to contribute to the management of rice crop cultivation and forest reserves. Meanwhile, a distribution field verification test of distribution systems using cellular drones, which are equipped with miniature relay stations capable of setting up temporary service areas, was conducted in Naganohara Town, Agatsuma District, Gunma Prefecture. In the agricultural field, a partnership agreement was concluded regarding a verification testing project in Nigata City that is expected to contribute to the management of rice crop cultivation and forest reserves. Meanwhile, a distribution field verification test of distribution systems using cellular drones, which are equipped with miniature relay stations capable of setting up temporary service areas, was conducted in Naganohara Town, Agatsuma District, Gunma Prefecture.
Details of Major Initiatives

1. Expanding Business in the Global Market through M&A Activities
   - To increase its presence through the acquisition of a North America-focused operating base and to enhance cloud services and business process outsourcing (BPO) services, NTT Group acquired the businesses of Dell Services, which has been highly regarded by customers for providing digital solutions and BPO services tailored to the healthcare industry.

2. Promoting Initiatives for Providing New Services to the Financial Industry
   - To create new, finance-related services through open innovation, together with venture firms and regional banks, we established the BeSTA FinTech Lab, and are working to provide new services utilizing FinTech through means including the verification testing of information distribution services that use location data.

3. Supplying the World’s Highest-Resolution Global Geospatial Information
   - Aiming for the expanded use of global geospatial information, creation of new markets, and the stimulation of related industries, in April 2016 NTT Group began to offer AVID® Global High-resolution 3D Map with compatibility for all global land spaces. This service is a source of geospatial information with the world’s highest resolution that was developed together with the Remote Sensing Technology Center of Japan (RESTEC).

4. Benefits of Integration of Dell Services with Existing Organizations in North America
   - Customer Base*
     - Acquisitions of 11 new customers with annual net sales of more than US$50 million, bringing total customer base to 16 companies.
   - Business Portfolio*
     - Expansion of operations in healthcare industry
   - Solutions Portfolio*
     - Expansion of IT and BPO solutions

Financial Results for the Year Ended March 31, 2017

<table>
<thead>
<tr>
<th>Fiscal year ended March 31</th>
<th>Operating Revenues (Billions of yen)</th>
<th>Operating Income (Billions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015/3</td>
<td>1,343.8</td>
<td>37.2</td>
</tr>
<tr>
<td>2016/3</td>
<td>1,511.0</td>
<td>46.4</td>
</tr>
<tr>
<td>2017/3</td>
<td>1,718.7</td>
<td>107.9</td>
</tr>
</tbody>
</table>

Data Communications Business

In the Data Communications Business Segment, we responded to the acceleration of our customers’ expansion in the global market and the diversification and increased sophistication of their needs by working to expand our business in the global market and to expand and reliably provide a range of IT services, such as system integration, that are responsive to the changes in the market.

Supplying the World’s Highest-Resolution Global Geospatial Information

To support the verification testing of information distribution services that use location data.

Future initiatives will include expanding use of global geospatial information and contributing to the resolution of social issues through the expansion of our lineup of urban area 3D maps and other AVID® services.
Our Businesses

Other Businesses
In the other business segment, we mainly provided services related to the real estate, finance, construction and electricity, and system development businesses.

- **Real Estate Business**
  - NTT Urban Development, which is the Group’s only comprehensive real estate company, developed its office building and commercial facility operations, as well as residential operations, which are implemented principally through the Wellith brand. In addition, NTT Urban Development utilized the know-how that it has cultivated in these business fields to implement initiatives in such areas as global business and the hotel and resort business.

- **Finance Business**
  - NTT Finance
    - As the core finance company of NTT Group, NTT Finance provided leasing, installment payment, financing, and other financial services that are compatible with diversifying needs, changes in the economic climate, and the progress of globalization. NTT Finance also provided billing and collection services for telecommunications service bills as well as credit card transaction settlement services.

- **Construction and Electric Power Business**
  - NTT Facilities
    - NTT Facilities provided one-stop solutions for buildings and energy facilities, ranging from planning and design services to construction, maintenance, operation, and upkeep services. NTT Facilities also utilized its technologies in the fields of ICT, energy, and construction to the fullest extent and integrated these technologies to develop smart cities that employ natural energy and use limited energy resources in an efficient and waste-free manner and safe cities that are resilient to natural disasters and other risks.

- **System Development Business**
  - NTT COMWARE
    - NTT COMWARE developed its systems integration business, which targets NTT Group as well as other customers. In this business, NTT COMWARE leveraged the strengths of the superior technological prowess and expertise that it has used to support Japan’s largest telecommunications carrier business as one of NTT Group’s IT companies. With regard to customers outside of NTT Group, NTT COMWARE expanded the range of industries it serves to include the financial and distribution industries, among others, and also developed solutions utilizing AI, deep learning, and other cutting-edge technologies.

- **Advanced Technology Development Business**
  - NTT AT
  - NTT Electronics
  - NTT-TX
    - These companies primarily worked to apply the advanced technologies of NTT Laboratories in the design, development, maintenance, and operation of products and in the provision of services. Specifically, they offered technology consulting using combinations of network technologies, media processing technologies, and other advanced technologies from Japan and overseas. In addition, these companies worked in the development, production, and sales of communications-use custom large-scale integrated circuits (LSIs) and optical devices that are indispensable to the realization of high-capacity communications networks. Other initiatives included the provision of total solutions related to software design and development and information and communications networks.

- **Others**
  - NTTAD
  - ICR
  - NTT Learning Systems
  - NTT BUSINESS ASSOCIE
  - NTT LOGISCO

### Financial Results for the Year Ended March 31, 2017

<table>
<thead>
<tr>
<th></th>
<th>2017/3</th>
<th>2016/3</th>
<th>2015/3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenues (billions of yen)</td>
<td>1,282.3</td>
<td>1,272.2</td>
<td>1,204.5</td>
</tr>
<tr>
<td>Operating Income (billions of yen)</td>
<td>77.3</td>
<td>67.5</td>
<td>74.0</td>
</tr>
</tbody>
</table>

Details of Major Initiatives

- **Real Estate Business**
  - NTT Urban Development

- **Finance Business**
  - NTT Finance

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<table>
<thead>
<tr>
<th>Our Businesses</th>
<th>Construction and Electric Power Business</th>
<th>System Development Business</th>
<th>Advanced Technology Development Business</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>NTT Facilities</td>
<td>NTT COMWARE</td>
<td>NTT AT, NTT Electronics, NTT-TX</td>
<td>NTTAD, ICR, NTT Learning Systems, NTT BUSINESS ASSOCIE, NTT LOGISCO, NTTBP, etc.</td>
</tr>
</tbody>
</table>
**Creation of New Value through Collaboration**

NTT Group aims to develop new businesses and markets by further promoting the B2B2X model. In relation to R&D activities, this goal entails pursuing technological innovation by working together with partners outside of the Group to create new value based on the key word of collaboration. In particular, we hope to actively engage in an increasingly large range of collaborative initiatives with partners from other industries, as such collaboration has the potential to create unprecedented, new value the likes of which we could not previously imagine.

**Utilization of Security Technologies through Collaboration**

Cybersecurity Technologies Supporting Safe and Secure Operation of Control Systems

Mitsubishi Heavy Industries, Ltd., and NTT have completed the joint development of a prototype of InterSePT®, a cybersecurity technology for critical infrastructure (social infrastructure) control systems. InterSePT® realizes safe and secure system operation using real-time anomaly detection and response for unknown attacks. MHI and NTT plan to apply the newly developed technology to thermal power generation facilities, chemical plants, and other facilities where continuous system operation is of high importance.

**AI and the IoT Targeted by NTT Group**

Artificial intelligence (AI) and the Internet of Things (IoT) have recently been garnering attention as technologies that will transform society. NTT Group does not aim for AI that emulates human intelligence or thinking but rather for AI that substitutes for and supports certain activities and that coexists and co-creates with people, thereby helping realize more fulfilling lifestyles.

We have defined four types of AI technologies that we will work with: Agent-AI, Heart-Touching-AI, Ambient-AI, and Network-AI. In addition, we have chosen corevo® as the brand name for the Group’s AI technologies based on our desire to create revolutions with our AI technologies through collaboration with various leading players in the field.

NTT Group aims to utilize its AI technologies to resolve social issues and strengthen industrial competitiveness through joint efforts together with collaboration partners and local government agencies.

In terms of the IoT, the degree to which data and other information can be collected is of utmost importance. NTT Group has long been optimally utilizing an array of wired and wireless technologies for inter-equipment communications to respond to the needs of customers for communications among various pieces of equipment (e.g., meters, monitoring terminals, vending machines, security devices). Calling upon the track record and experience cultivated through this process, we will provide network technologies and solutions for the coming IoT era.

The advent of the IoT will no doubt necessitate the use of a substantially larger range of equipment than seen previously. The types of data needing to be collected will be equally varied, consisting of text and numerical data as well as images, voice recordings, and videos.

NTT Group seeks to provide customers with IoT networks that are optimally managed and operated to fulfill the communication conditions this era will require. To accomplish this goal, it will not be enough to simply offer access to communication lines. Rather, we must integrate technologies for managing IoT networks in their entirety as well as data distributed processing technologies, security technologies, and an assortment of various other IoT technologies.

NTT Group possesses a wealth of technologies and experience that will enable it to rise to this challenge, and we are committed to supporting customers looking to adopt the IoT with our expertise and systems.

**NTT Group’s R&D**

Under its Medium-Term Management Strategy, “Towards the Next Stage 2.0,” which was launched in May 2015, NTT Group is accelerating self-transformation toward becoming a “Value Partner” that customers continue to select and embarking on a profit growth track while rapidly transitioning to a B2B2X model aimed at sustainable growth. NTT Group’s R&D activities include development projects that support increases in cost efficiency, such as network simplification. Furthermore, we are striving to develop technologies to advance the creation of new value through collaboration with other companies and to implement leading-edge research with a focus on the future.

Moreover, we will take advantage of the products of these R&D initiatives to advance a number of the priority measures. These include working toward the resolution of social issues facing Japan, such as the aging of the population, as well as strengthening industrial competitiveness and revitalizing local economies, which are objectives of the national government. Through these efforts, we aim to contribute to the development of society as well as to the growth of corporate value.

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**Utilization of Security Technologies through Collaboration**

**Cybersecurity Technologies Supporting Safe and Secure Operation of Control Systems**

InteRSePT® realizes safe and secure system operation using real-time anomaly detection and response for unknown attacks. MHI and NTT plan to apply the newly developed technology to thermal power generation facilities, chemical plants, and other facilities where continuous system operation is of high importance.

**Diagram:**

- **InteRSePT®**
  - Detect multiply abnormalities in the control network environment that cannot be detected with specific state rules
  - Control NMA based on detected abnormality information or operating state
  - Control comm. based on specific state rules

- **Network Monitoring Application (NMA) A**
  - Target device (sensor, actuator)
  - Various sensors

- **Network Monitoring Application (NMA) B**
  - Target device (sensor, actuator)
  - Various sensors

- **Security Orchestration**

- **Network Monitoring Application (ASMA)**

- **Advance Security Management, Appliance (ASMA)**
  - Check sensor data for state determination
  - Specific state rules

- **Various sensors**

- **Chemical plants**

- **Power plants**

- **Transportation systems**
Potential Unlocked by Leading-Edge Research Results

Collaboration Taking Advantage of AI and IoT Technologies

Joint Field Test for Realizing New Levels of Convenience for Customers

Seven & i Holdings Co., Ltd., and NTT are carrying out a joint field test of a system designed to realize new levels of convenience for customers at convenience stores by using cutting-edge ICT. This system takes advantage of angle-free object search technology, one of the technologies under NTT’s core® AI technology brand, to make it possible for customers to receive valuable information about products without even picking them up simply by pointing their smartphone at sandwiches or other items on product shelves. The field test is meant to evaluate the ability of the system to recognize objects and retrieve information, the convenience it offers to customers, and the satisfaction it brings to customers. This information will be incorporated into the process of examining potential services for offering increased safety and security to customers in the future.

Development of ICT Platforms for Connected Cars

An agreement has been reached between Toyota Motor Corporation and NTT Group to combine their respective automobile-related technologies and ICT technologies in a joint project to develop, verify, and standardize technologies in the connected car field. Under this agreement, TOYOTA and NTT Group will utilize the big data collected from vehicles to tackle various issues plaguing society, such as traffic accidents and congestion, while also developing technologies for providing customers with new mobility services. These efforts are anticipated to lead to the future realization of a sustainable, smart mobility society at the global level.

Sports Brain Science Project for Strengthening the Brain to Claim Victory

In January 2017, NTT Communication Science Laboratories set up the Sports Brain Science Project as one facet of NTT Group’s efforts to develop core® AI technologies. The goal of this project is to establish new training methods for enhancing the mental fortitude and techniques of athletes. Playing sports is a marriage of one’s mental fortitude, physical strength, and techniques. Of these factors, mental fortitude and techniques are directly linked to the brain, which has yet to be fully explained by science. Focusing on this area, the Sports Brain Science Project seeks to identify the information processing mechanisms of brains to determine how the brains of talented athletes regulate their mental states and control their bodily functions. Through this process, we hope to develop means of strengthening the brain supporting mental fortitude and techniques in order to help athletes claim victory.

Collaborating with athletes of all levels, from junior and amateur athletes to professionals, the Sports Brain Science Project will utilize wearable sensors, virtual reality, machine learning, and other cutting-edge ICT to elucidate the latent information processing mechanisms of athletes’ brains. Other goals of the project include gaining insight for supporting the cultivation of athletes, such as by assisting in developing their skills or identifying talent at an early age, and establishing new training methods for strengthening athletes’ brains so that they may deliver higher performances.

Factors Contributing to Athlete Performance

Through the Cabinet Office’s Impulsing Paradigm Change through Disruptive Technologies Program, NTT has developed a quantum neural network (QNN) that employs an unprecedented computing mechanism together with the National Institute of Informatics, Osaka University, and the University of Tokyo. The QNN makes use of light to rapidly solve combinatorial optimization problems, which are difficult to tackle using conventional computers. Combinatorial optimization problems involve selecting an optimal option from a set of numerous options. An example would be choosing candidate compounds in drug discovery processes. The range of options grows exponentially as the scope of a problem increases, making it difficult for conventional computers to solve larger problems.

The QNN is anticipated to be of use in solving real-world combinatorial optimization problems in fields such as bioinformatics, telecommunication network optimization, traffic control, and deep learning.
Guided by the “Towards the Next Stage 2.0” Medium-Term Management Strategy, NTT Group will leverage the management resources it has accumulated to date to pursue sustainable gains in corporate value in a distinctive manner by utilizing ICT.

**Value Creation Image**

**Management Resources**
- **Customer Base**
  - Solid customer base in Japan
    - No. 1 share for fiber-optic access services (20.05 million subscriptions)
    - No. 1 share for mobile services (74.88 million subscriptions)
  - 88% of the top 100 Fortune Global 500 companies are NTT customers
- **Brand Image**
  - Globally recognized brand image
    - Brand Finance Global 500: Rated 15th in the world
    - 2017 BrandZ Top 100 Most Valuable Global Brands: Rated 50th in the world
- **Human Resources**
  - Human resources active around the world
    - 111,000 employees (approximately 40% of all employees) work overseas
    - Services provided in 196 countries and regions
  - Number of security experts: Approx. 30,000
- **R&D Capabilities**
  - World-leading technologies
    - Clarivate Analytics: Included among 2016 Top 100 Global Innovators
    - Number of patents: Approx. 16,000
- **Financial Base**
  - Capacity to generate stable earnings
    - Operating income: More than ¥1 trillion

**Towards the Next Stage 2.0**

**From Fiscal Year 2015 to Fiscal Year 2017**

**Expand Global Business / Increase Overseas Profit Generation**
- Overseas Sales: ¥22.0 billion
- Overseas Operating Income*: ¥1.5 billion

**Improve Efficiency and Enhance Profitability of Domestic Network Business**
- Streamline Capital Investment**: At least ¥200.0 billion decrease
- Reduce Cost**: At least ¥800.0 billion decrease

**Expand B2B2X Businesses**

**Foundation to Support the Value Creation**

**Contributions to Society and the Environment**
- Reinforcement of information security and personal information protection
- Reduction of environmental impact
- Development of frameworks for encouraging participation by diverse human resources etc.

**Corporate Governance**
- Supervisory function carried out by outside independent Members of the Board in relation to business execution
- Management oversight function carried out by Audit & Supervisory Board Members, including outside independent Audit & Supervisory Board Members etc.

**Medium-to Long-Term Improvement in Corporate Value**

**Input**
- EPS Target: At least ¥400

**Output**
- Improve Capital Efficiency
  - Stock Repurchases
  - Enhancement of Dividends

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*Excludes M&A-related temporary expenses, such as depreciation costs of tangible fixed assets.
**Applies to the domestic network business (excluding NTT Communications’ data centers and certain other assets).
***Applies to fixed-line / mobile access networks (excluding the impact of the change in the depreciation method for property, plant and equipment).
[1] In comparison with the fiscal year ended March 31, 2015.
Corporate Data

Name
NIPPON TELEGRAPH AND TELEPHONE CORPORATION

Head Office
Otemachi First Square, East Tower, 5-1, Otemachi 1-Chome, Chiyoda-ku, Tokyo 100-8116, Japan

Date of Establishment
April 1, 1985

Paid-In Capital
¥938 billion (As of March 31, 2017)

Total Number of Shares Issued
2,096,394,470 (As of March 31, 2017)

Number of Employees
2,700 (As of March 31, 2017)

*274,850 employees (As of March 31, 2017, on a consolidated basis)

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
Tsunehisa Okubo
Hiroki Kuriyama
Takashi Hiroi
Eiichi Sakamoto
Katsuhiko Shirai
Sadayuki Sakakibara

Audit & Supervisory Board Members
Akiko Ide
Takao Maezawa
Michiko Tomonaga
Seiichi Ochiai
Takashi Iida

Organization Chart
(As of June 27, 2017)

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, Marunouchi North Exit, 5 minute walk from exit
Moving Forward Together
As Your Value Partner