

NTT West Group - Medium-Term Management Strategy

While shifting its operation towards Hikari and IP centered businesses, by FY2012 NTT West will seek to accomplish the following goals:

- Achieve profitability on a single-year basis for Hikari-related earnings (with a target of FY2011)
- Increase revenues by JPY200 billion through strategic growth

Growth strategies for increased revenue

- ◆ Cultivate new businesses by building application platforms
- ◆ Expand at-home businesses
- ◆ Develop businesses using existing resources and expertise
- ◆ Increase sales in the corporate market for small and midsize companies

Increased revenues

Improved service

Reduced costs

Strengthen enterprise structure

- ◆ Reduce costs through promotion of management reforms
- ◆ Promote environmental management

Provide customers with added-value

- ◆ Promote "With-Customer Activities"