

3. Developing Growing Businesses through Group Companies

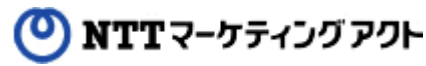


■ Contact Center Business

(increase sales to around 30 billion yen)

NTT Marketing Act and others

- ◆ Providing comprehensive support from establishment to operation of call centers by using its know-how in operating 116 and other contact numbers,
- ◆ Operating call center which provides life support services for seniors and administrative services for residents



■ Cloud Business

(increase sales to around 100 billion yen)

NTT SmartConnect and others

- ◆ Promoting cloud services utilizing cloud platforms (DC, IaaS), that are NTT West's strength



■ Environment/Energy Business

NTT Smile Energy and others

- ◆ Offering "Eco-megane," a solar power generation visualization service utilizing cloud systems
- ◆ Achieved user panels totaling 10,000kW (March 2013)



■ Mobile Content Business

(increase sales to around 10 billion yen)

NTT Solmare

- ◆ Offering e-books (comics) and games to mobile device users.
- ◆ Engaging in overseas markets.



■ Real Estate Business

(increase sales to around 15 billion yen)

NTT West Asset Planning and others

- ◆ Leasing built-to-order properties and subleasing business by utilizing know-how and a track record of leveraging group-owned real property.
- ◆ Launched rental of hydroponic farm; participating in shared-housing business by leasing its properties.

