

## Shift in Operating Strategy

**Bold shift from the previous consumer-centered B2C Model sales to the Alliance Business (B2B2X Model) including the Hikari Collaboration Model and the business market**

[Hikari Collaboration Model sales (totals from February 2015)]: service providers: 78 companies,  
new subscriptions: approx. 40,000, switchover subscriptions: approx. 230,000 (as of May 11, 2015)

- ▶ Develop an organization to promote the Alliance utilizing the Hikari Collaboration Model
  - ✓ Establish the **Alliance Business Headquarters** to administer the Hikari Collaboration Model, and initiate the **Business Design Department** to implement the Alliance strategy and service development, and the **Fiber Access Collaboration Department** to assist service players
  - ✓ Establish the **Alliance Business Department** for each block (region) to strengthen its structure
  - ✓ Shift approximately **3,000 personnel** to growth fields, such as Hikari Collaboration-related businesses, Alliance Marketing, and SOHO sales fields

## Increase corporate sales (target sales of 600 billion yen in the corporate sales segment)

- ▶ Enhance the ICT use environment by contributing to the Vitalization of Local Economies
- ▶ Create a sales system specific to industry type, **concentrate resources** in the university, bank and local government cloud segments, and invest in highly marketable areas (Osaka and Nagoya) and in highly profitable projects