

Financial Results for the Fiscal Year Ended March 31, 2021 (22nd Term)

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("NTT West")

FY2020 Financial Results and FY2021 Financial Forecast

- **FY2020: NTT West Group's first revenue increase and second consecutive year of record profits**
- **FY2021: Expected increase in Operating Profit by over 10% again**

(Billions of yen)

	FY2019 Results	FY2020 Results	Year-on-year	FY2021 Forecast	Year-on-year
Operating Revenues	1,434.3	1,505.9	+71.6	1,470.0	(35.9)
SI/New Areas, etc. ※1	259.7	347.2	+87.5	321.0	(26.2)
Operating Profit Operating Profit Margin	132.2 9.2%	155.8 10.3%	+23.6	156.0 10.6%	+0.2
Profit ※2	91.8	105.2	+13.4	105.5	+0.3
Capital Investments	251.5	258.6	+7.1	250.0	(8.6)

※1 SI is the sum of "system integration revenues" and new areas are the sum of "group company / BPO revenues, etc."

※2 Represents profit attributable to NTT West (after deducting income attributable to non-controlling interests).

Changes in Operating Revenue and Operating Profit

(Billions of yen)

**Renew a
Record High
155.8 billion yen**

Operating Profit

119.4 billion yen

118.3 billion yen

132.2 billion yen

Operating Revenue

1,494.0 billion yen

1,462.3 billion yen

1,434.3 billion yen

**First Revenue
Increase
1,505.9 billion yen**

FY2017

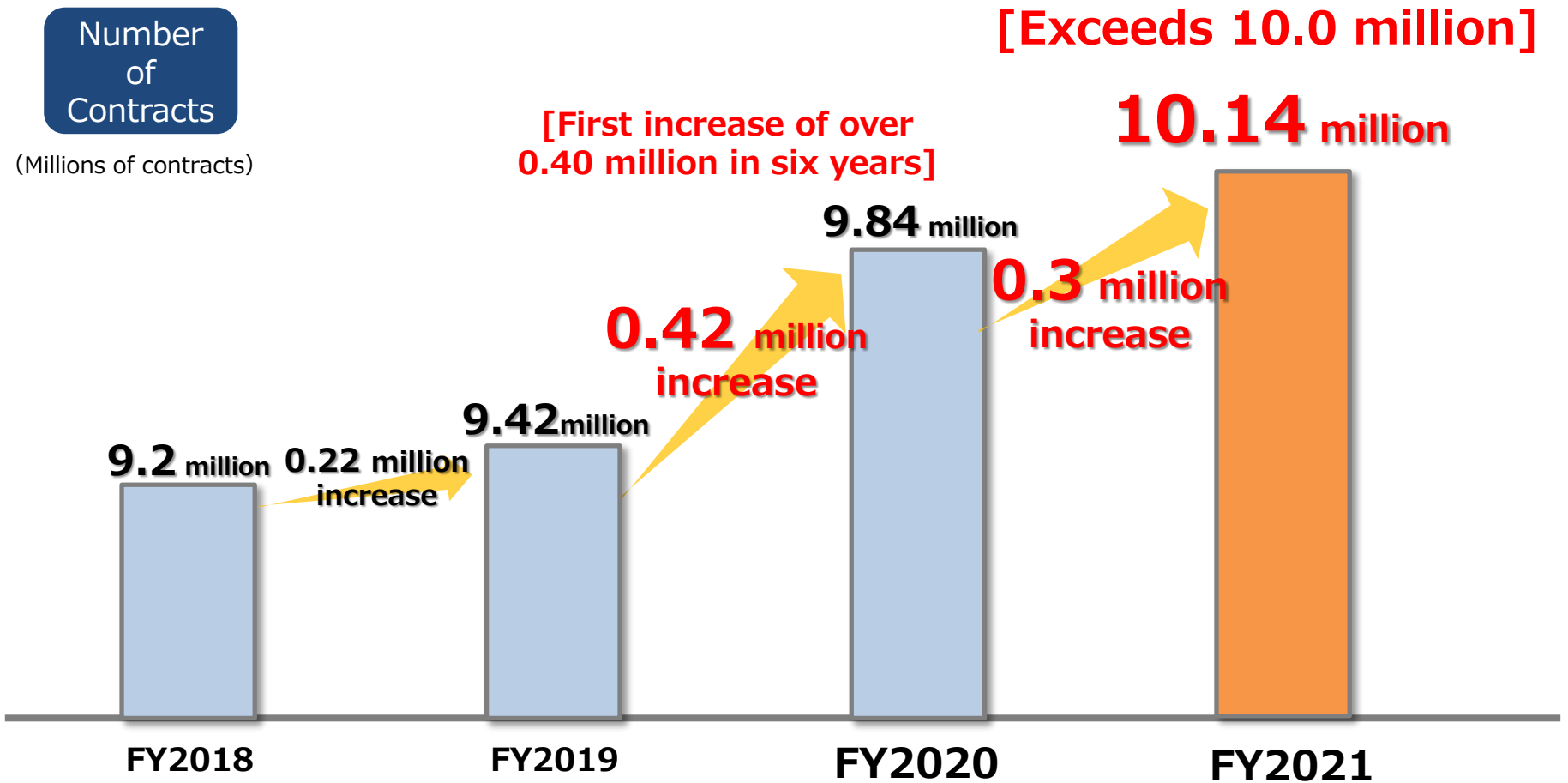
FY2018

FY2019

FY2020

NTT WEST Status of Fiber Optic Service Contracts

- **FY2020:** Net increase of 0.42 million (first time in six years, since FY2014)
- **FY2021:** Number of contracts expected to exceed 10.0 million

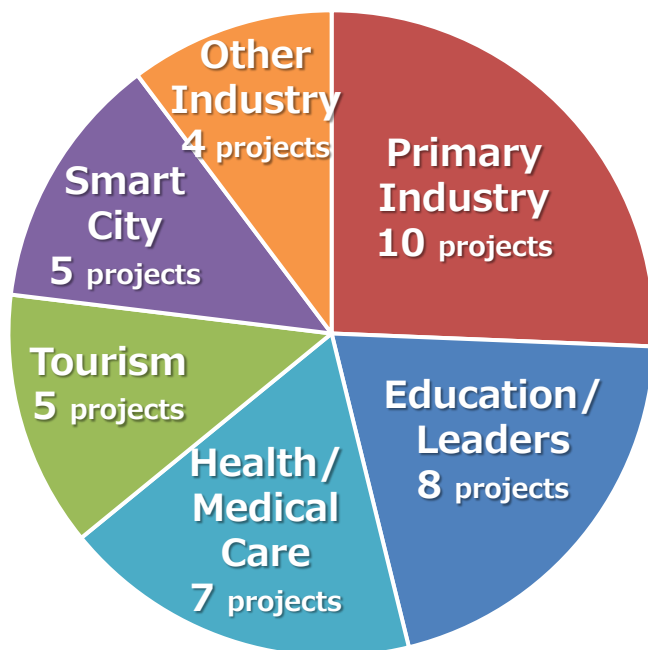


Efforts to Promote Smart Community

Smart Community



Projects in a wide range of fields in all 30 prefectures of Western Japan



Number of Cooperation Agreements Related to Regional Revitalization Entered Into

10 cases

Number of Demonstrations and Other Collaborations Related to Regional Revitalization

22 cases

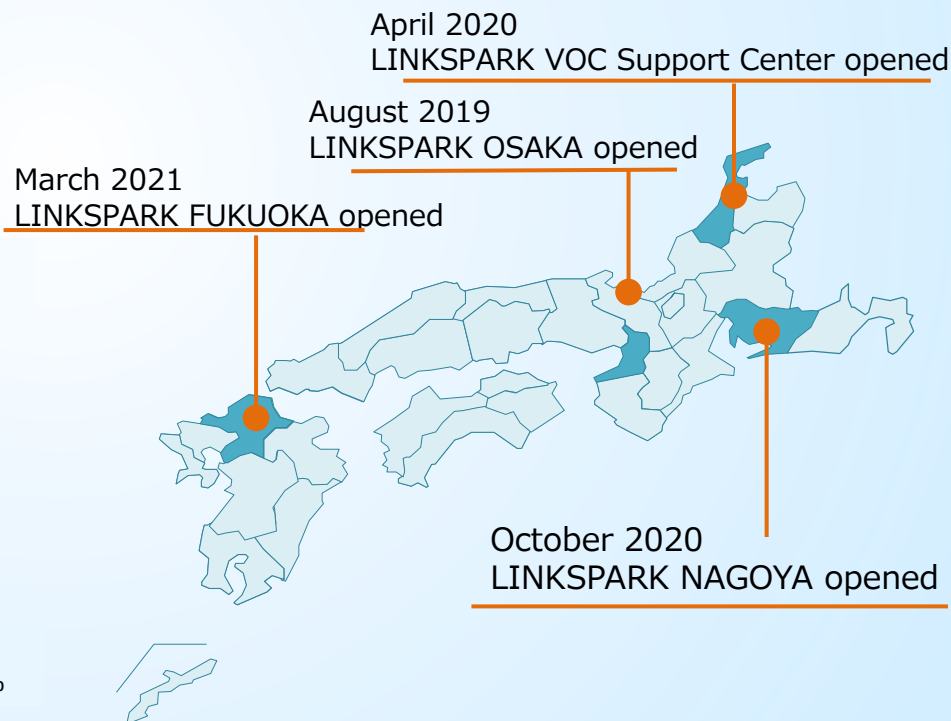
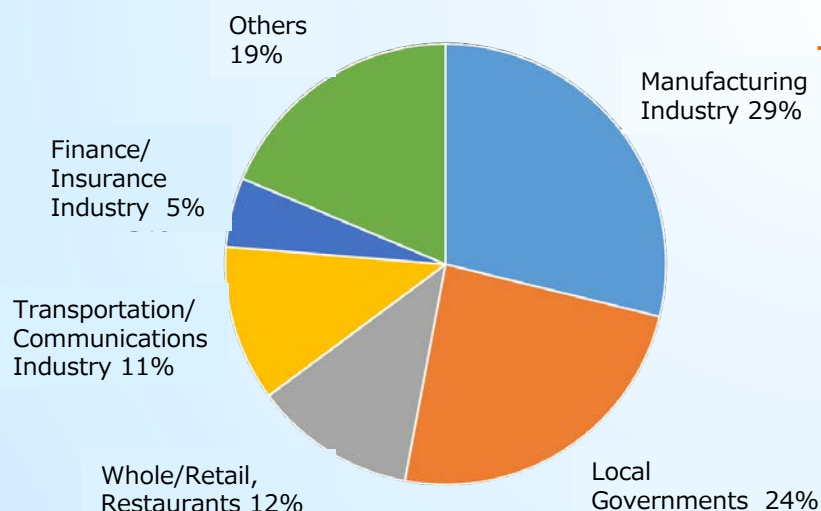
Initiatives to Further Promote Regional Revitalization (1)



A place for co-creation with local customers to promote digitalization

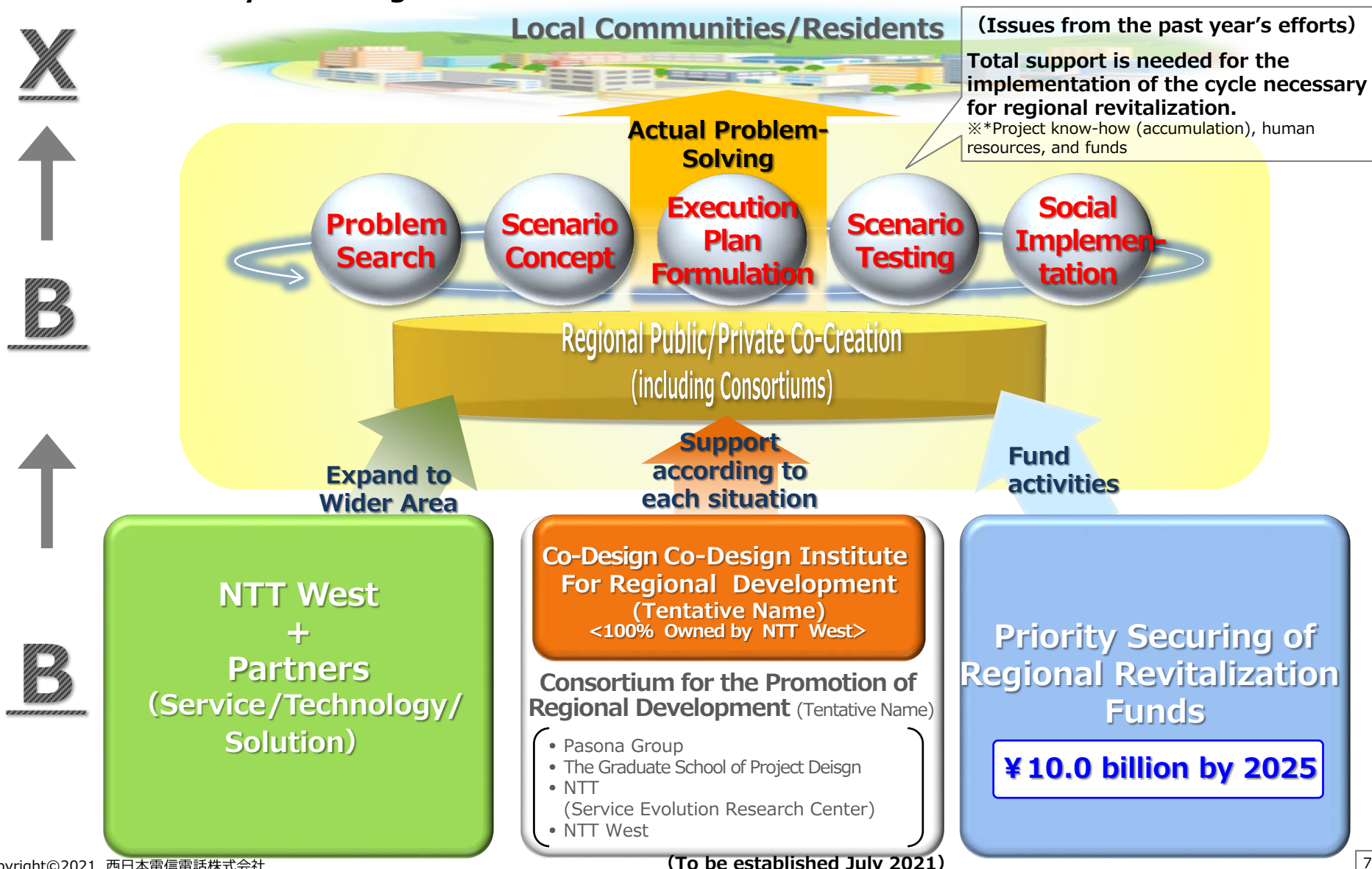


Overview of Number of Projects Created in Each Industry (236)



NTT WEST Initiatives to Further Promote Regional Revitalization (2)

- Business know-how, human resources, and financial support for the realization of a sustainable cycle for regional revitalization



NTT WEST [Case 1] Development of E-textbook and Teaching Material Distribution Services

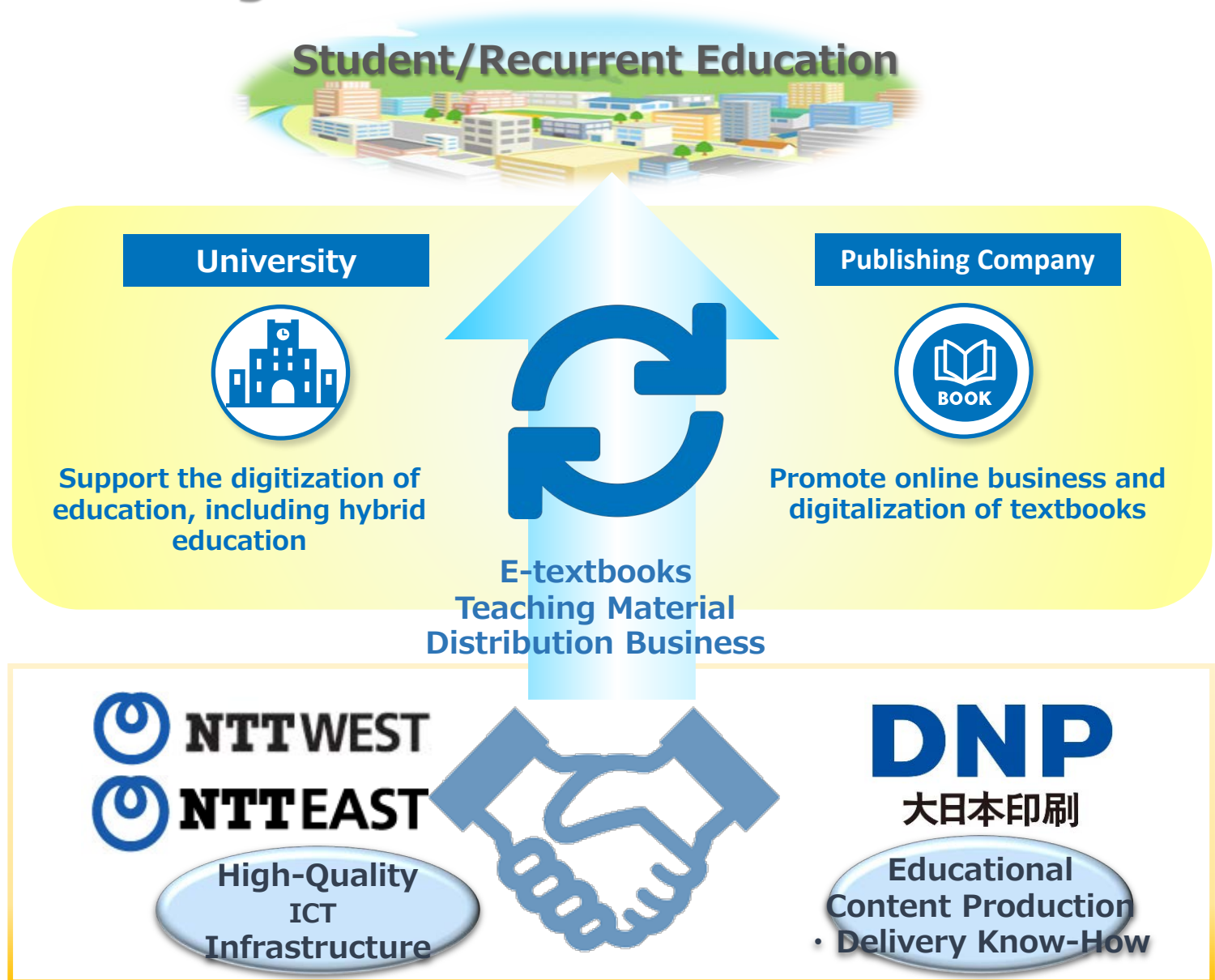
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【Case 2】Development of “elgana,” NTT Group’s Business Chat

Employees/Parents/
Member Companies etc.

Local Community

(Business/PTA/Chamber of Commerce etc.)

Share files via Chat

Save Files in
“Storage”

Communication &
Schedule
Arrangement via Chat

Meeting via Web
Conferencing

NTT Group’s public business
chat that has

“Ease”×“Safety”



elgana

つながる、つたわる、かなえる

Approx.
800,000 IDs
installed

Primary Functions for Risk Hedging

Use of domestic data centers and user authentication to prevent
information leaks



Information Leak
Risk Reduction



Separation from
Private Life



Prevention of
Accidental E-mails



Restrictions/
Management of
Utilized Devices

Strengthening Organizational Capabilities for Smart Regional Development

Service Creation/ Strengthen Front Functions

- **Resource shift to growth areas by DX in existing businesses**
 - Shift 10,000 people by FY2025
- **Review of organizational structure to strengthen regional and on-site capabilities**
 - Shift of 2,500 planning and common personnel to front due to organizational review in July 2021

Strengthen Training of Digital Human Resources

- **Build a digital human resources training scheme and train personnel who can utilize digital data**
 - Aim to train more than 400 data scientists and other high-skill level people by FY2025

Promote Work Style Reform

- **Work styles premised on remote work (hometown, double work, etc.)**
 - Record for internal double work (approximately 200 people)
- **From centralized to decentralized (development of decentralized sits, etc.)**
 - 90 new locations to be established



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