



IR Presentation

This document is a translation of the Japanese original. The Japanese original is authoritative.

The forward-looking statements and projected figures concerning the future performance of NTT and its subsidiaries and affiliates contained or referred to herein are based on a series of assumptions, projections, estimates, judgments and beliefs of the management of NTT in light of information currently available to it regarding NTT and its subsidiaries and affiliates, the economy and telecommunications industry in Japan and overseas, and other factors. These projections and estimates may be affected by the future business operations of NTT and its subsidiaries and affiliates, the state of the economy in Japan and abroad, possible fluctuations in the securities markets, the pricing of services, the effects of competition, the performance of new products, services and new businesses, changes to laws and regulations affecting the telecommunications industry in Japan and elsewhere, other changes in circumstances that could cause actual results to differ materially from the forecasts contained or referred to herein, as well as other risks included in NTT's most recent Annual Securities Report and in any other materials publicly disclosed by NTT on its website.

- * "E" in this material represents that the figure is a plan or projection for operation.
- ** "FY" in this material indicates the fiscal year ending March 31 of the succeeding year.
- *** "1Q" in this material represents the three-month period beginning on April 1 and ending on June 30, "2Q" represents the six-month period beginning on April 1 and ending on September 30, "3Q" represents the nine-month period beginning on April 1 and ending on December 31, and "4Q" represents the twelve-month period beginning on April 1 and ending on March 31.

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Overview of Consolidated Results for FY2020.1Q and FY2020 Forecast

- Operating Revenues and Operating Income decreased as a result of the impact of COVID-19, among other factors

Status of Consolidated Results

● Operating Revenues:	¥2,766.5B	< (¥149.0B) [(5.1%)]	year-on-year >
● Operating Income:	¥497.6B	< (¥7.6B) [(1.5%)]	year-on-year >
● Profit*:	¥272.6B	< (¥7.9B) [(2.8%)]	year-on-year >
<hr/>			
● Overseas Sales**:	\$4.4B	< (\$0.38B) [(8.0%)]	year-on-year >
● Overseas Operating Income Margin**:	2.2%	< +0.6 pt	year-on-year >

* Profit presented above represents the profit attributable to NTT, excluding noncontrolling interests.

** Including results from the global holding company, its subsidiaries and its affiliates. Operating Income excludes temporary expenses, such as M&A-related depreciation costs of intangible fixed assets.

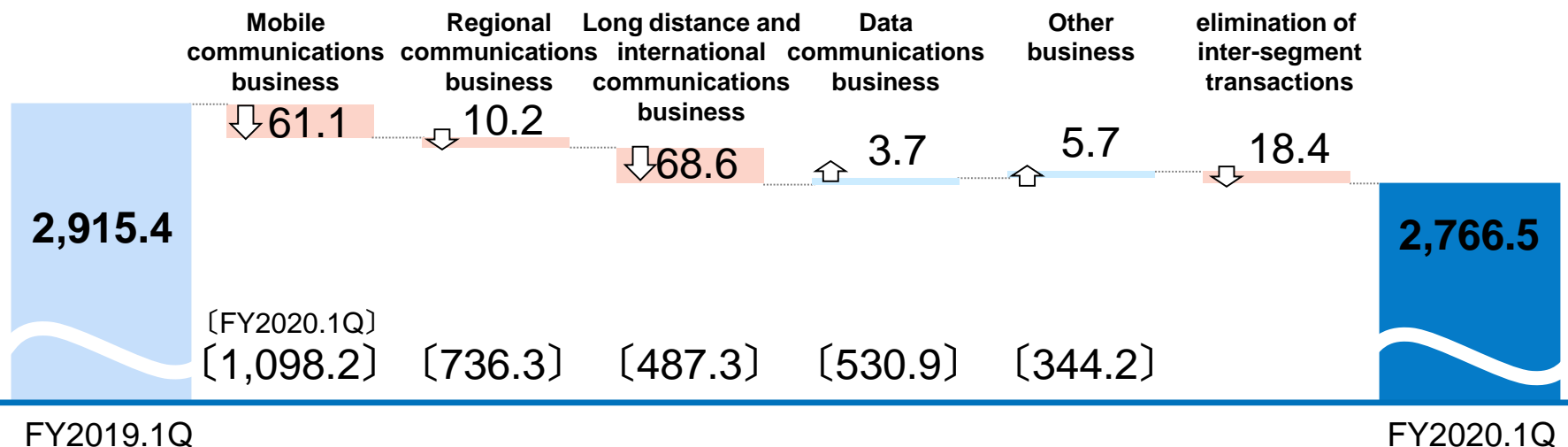
Contributing Factors by Segment for FY2020.1Q



(Billions of yen)

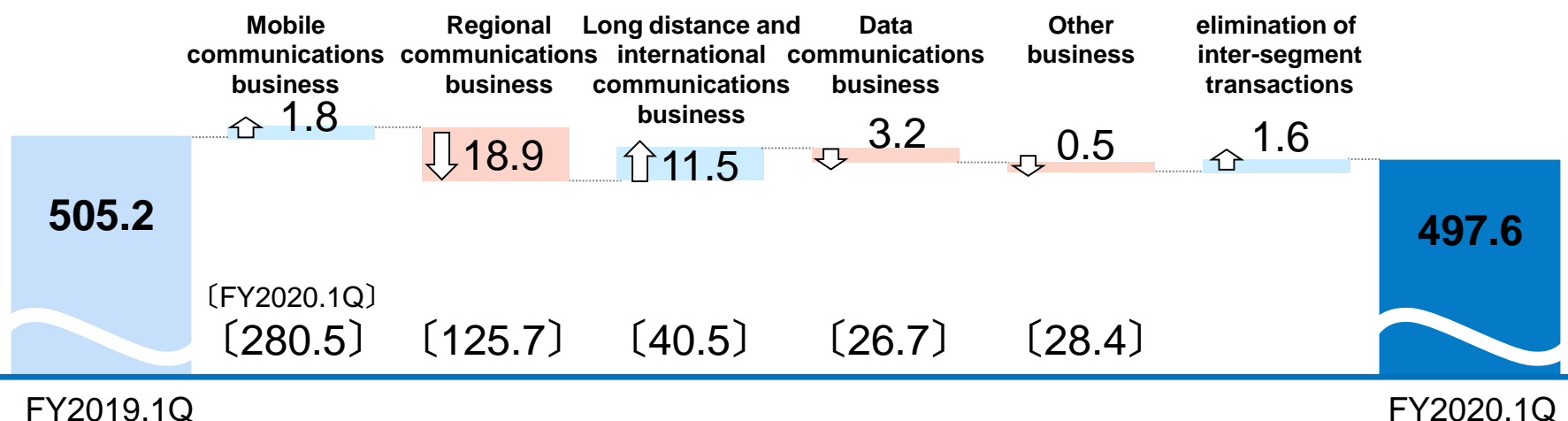
Operating Revenues

<Year-on-year:(149.0)>



Operating Income

<Year-on-year:(7.6)>



Overview of FY2020 Financial Forecasts



- The impact of COVID-19 is expected to be a decrease in Operating Revenues of approximately ¥350.0 billion and a decrease in Operating Income of approximately ¥70.0 billion, based on the following assumptions:
 - ◆ In Japan, without taking into account any re-issuances of state of emergency declarations, economic activity is expected to gradually recover following the lifting of the state of emergency in May
 - ◆ While recovery is expected to gradually occur overseas as well, the recovery is expected to be slower than in Japan, particularly in Europe and in the United States
- As a result:
 - Operating Revenues are expected to decrease significantly, by approximately ¥400.0 billion, compared to FY2019
 - Operating Income and Operating Profit will increase compared to FY2019, covered by approximately ¥80.0 billion of reductions in capital investments, and approximately ¥100.0 billion of cost reductions

FY2020 Forecast Summary



Plan for Consolidated Revenues and Income

	FY2019 Result	FY2020 Forecast	Year-on- Year	COVID-19 Impact
Operating Revenues	¥11,899.4B	¥11,500.0B	(¥399.4B)	(¥350.0B) Domestic: (¥180.0B) Overseas: (¥170.0B)
Operating Income	¥1,562.2B	¥1,590.0B	+ ¥27.8B	(¥70.0B) Domestic: (¥45.0B) Overseas: (¥25.0B)
Profit*	¥855.3B	¥860.0B	+ ¥4.7B	
EPS**	¥231	¥231	+ ¥0	

* Profit represents profit attributable to NTT, excluding noncontrolling interests.

** Amounts have been adjusted to reflect the two-for-one stock split authorized by the board of directors on November 5, 2019, with an effective date of January 1, 2020.

FY2020 Financial Forecast Summary (by Company)



	Operating Revenues	Year-on-Year	Operating Income	Year-on-Year
NTT DOCOMO	¥4,570.0B	(¥81.3B)	¥880.0B	+ ¥25.4B
NTT East	¥1,689.0B	+ ¥11.9B	¥260.0B	+ ¥4.0B
NTT West	¥1,438.0B	+ ¥3.7B	¥148.0B	+ ¥15.8B
Long Distance and International Communications Segment	¥2,114.0B	(¥91.8B)	¥124.0B	+ ¥20.4B
NTT Communications	¥1,037.0B	-	¥119.0B	-
NTT Ltd.	¥1,130.0B	-	¥5.0B	-
NTT DATA	¥2,170.0B	(¥96.8B)	¥120.0B	(¥10.9B)
NTT Urban Solutions	¥456.0B	+ ¥30.0B	¥43.0B	(¥5.7B)

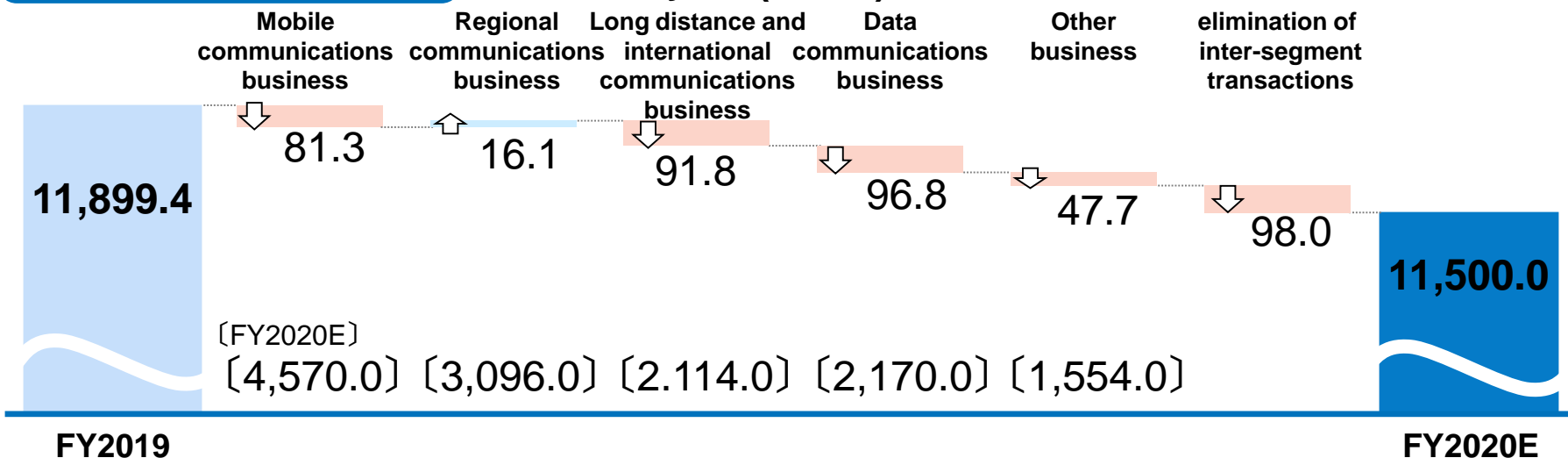
FY2020 Forecast Summary by Segment



(Billions of yen)

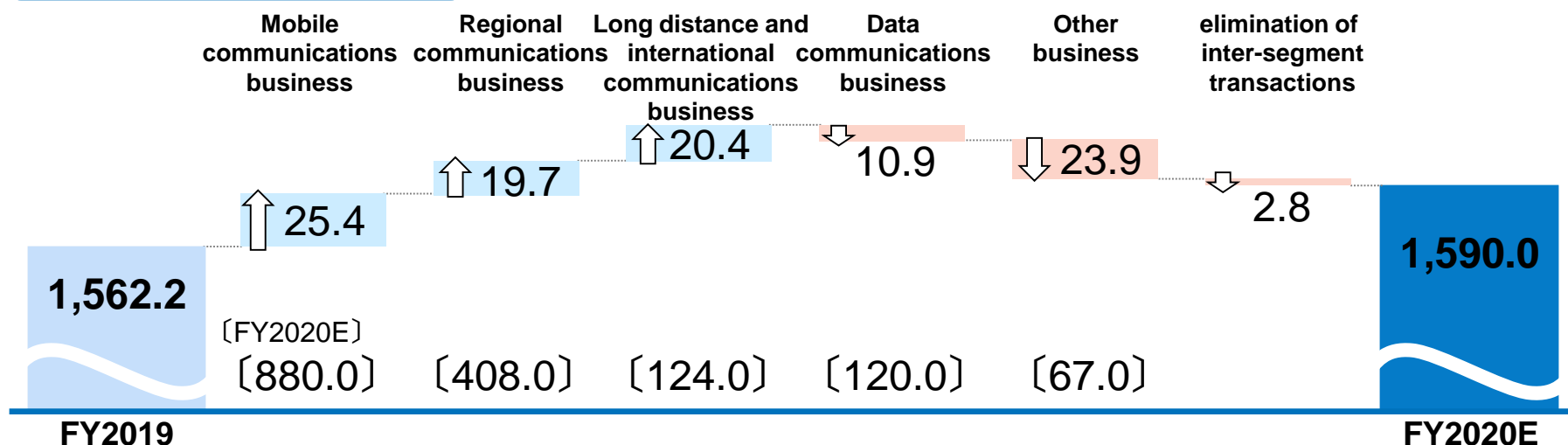
Operating Revenues

<Year-on-year:(399.4)>



Operating Income

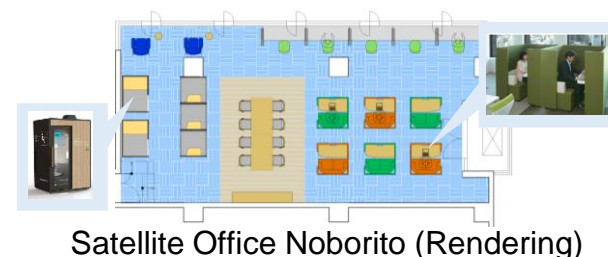
<Year-on-year: +27.8>



Initiatives in Response to COVID-19

■ Improved treatment and environments to support telework-centered work styles

- Rate of working from home* is 55% (as of July 31, 2020)
- Introduction of “Remote Work Allowance,” “Commuting Cost Reimbursements (Abolition of Commuter Pass),” and “Super Flex-time System” (scheduled to be launched in October 2020)
- Expansion of satellite offices that utilize station facilities (beginning in about September 2020)
- Built work-from-home environments for contact center operators (beginning in July 2020)
- Provide troubleshooting videos and visual tools that aid in self-diagnosis and recovery, and reduce on-site work dispatches (beginning in July 2020)
- Introduction of no-contact installation methods for in-home fiber optic construction work (beginning in October 2020)
- Start of reception by people with physical disabilities through the “Orihime-D” remote-controlled robot (beginning in July 2020)



* Actual value, excluding organizations involved in non-clerical work

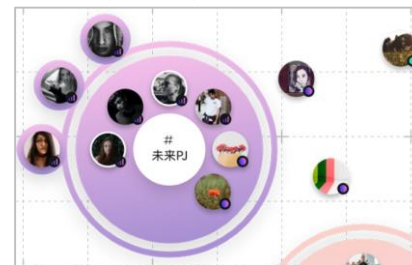
** ONE CONTACT : NTT Group's integrated business brand for BPO, BPR and CX innovation, centered on contact centers

■ Launch of new services for a remote world

～First wave of new service strategy (further enhancing the service lineup in the future)～

① **“NeWork” online workspace** (NTT Com, launching for free* beginning at the end of August 2020)

- ✓ Provides safe and secure web conferencing
- ✓ Reproduces virtual office spaces
(such as casual conversation function that feels like having a little chat)
- ✓ Can also be used for creating meeting records and translation**



② **“ELGANA” business chat** (NTT Neomeit, launched in April 2020 and currently in service)

- ✓ Extensive enterprise security functions
- ✓ Planned to be linked to “NeWork” web conferencing service
- ✓ Currently offering up to three months’ free trial

③ **“AceReal for docomo” and “Virtual Design Atelier”** which support remote work (NTT DOCOMO, launched in June 2020*** and currently in service)

- ✓ Enables precise instructions to be given to a work site from a remote environment



* In the future, it is planned that additional functions will be added and a higher-functionality version will be offered for a fee

** Functions for creating meeting records and for translation are provided for a fee

*** “AceReal for docomo” launched in July 2020

④ **“Smart Government Platform NaNaTsu”**

(NTT Data, launching free trials beginning in August 2020, with planned commercial launch beginning in October 2020)

- ✓ Automation of over 100 government work processes within the fiscal year through shared RPA/AI-OCR, including expenditure and revenue management processes and tax-related processes, such as hometown taxes
(Special Cash Payment support service that has been provided free of charge since May is being utilized at over 200 organizations)

⑤ **“WindowTalk,” which enables conversation through glass or acrylic screens**

(commercialization scheduled in 2020)

- ✓ Allows for communication through closed windows to reduce the risk of infection



⑥ **Crowd density detection and thermal scanning using “Smart City Solutions”**

(NTT, Inc., launched in Las Vegas beginning in August 2020)

- ✓ Crowd warning alerts and predictions, body temperature detection and other functions using video analysis

⑦ **“jibo” interactive robot**

(NTT Disruption, proof-of-concept in English launched in March 2020)

- ✓ Business transformation by AI digital companion for healthcare, telemedical verticals, and public welfare sector



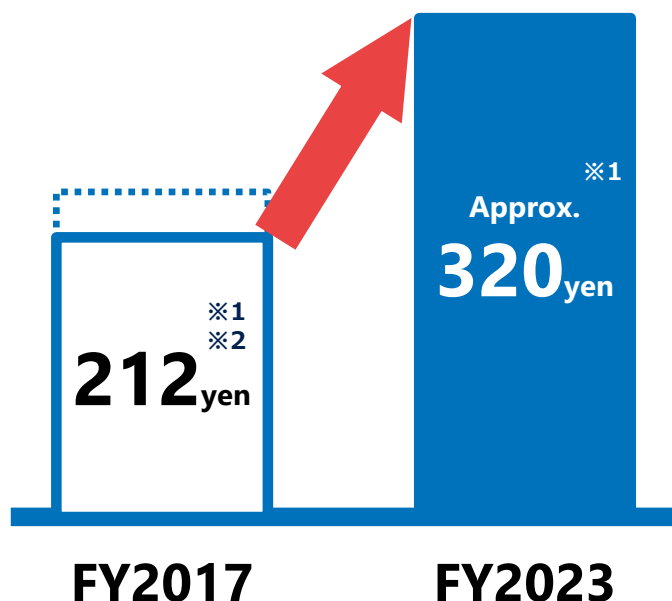
NTT Group Medium-Term Management Strategy

Medium-Term Targets



EPS Growth

+50%



Financial Targets

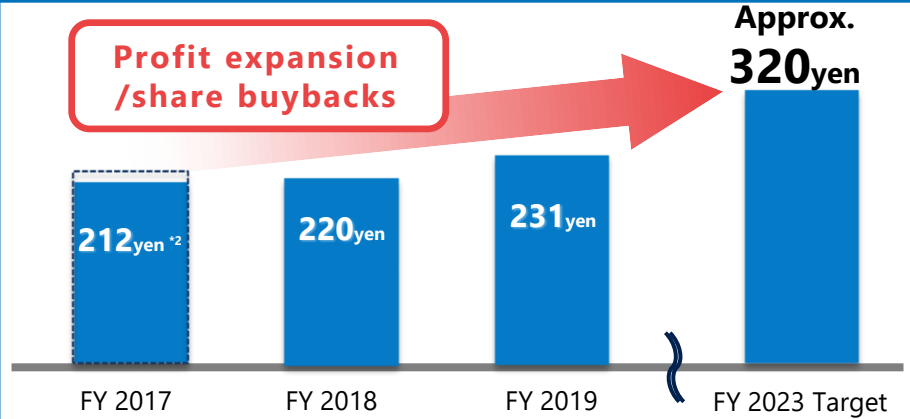
EPS Growth	+50% ^{※2}	Target FY2023 (vs. FY2017)
Overseas Sales / Overseas Operating Income Margin ^{※3}	\$25B / 7%	FY2023
Cost Reductions (in fixed-line/mobile access networks)	At least ¥800B	FY2023 (vs. FY2017)
ROIC	8%	FY2023
Capex to Sales (Domestic Network Business ^{※4})	13.5% or less	FY2021

※1 : EPS amounts reflect the two-for-one stock split with an effective date of January 1, 2020. ※2 : Excludes the effects of the arbitration award received from Tata Sons Limited. ※3 : Including results from the global holding company, its subsidiaries and its affiliates. Operating Income excludes temporary expenses, such as M&A-related depreciation costs of intangible fixed assets. ※4 : Excludes NTT communications' data centers and certain other assets.

Transition of Medium-Term Targets

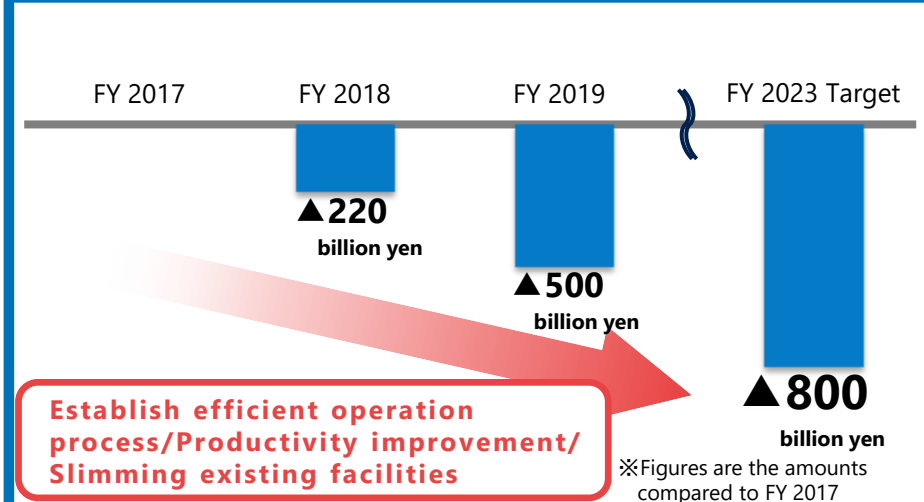


EPS Growth ^{*1}

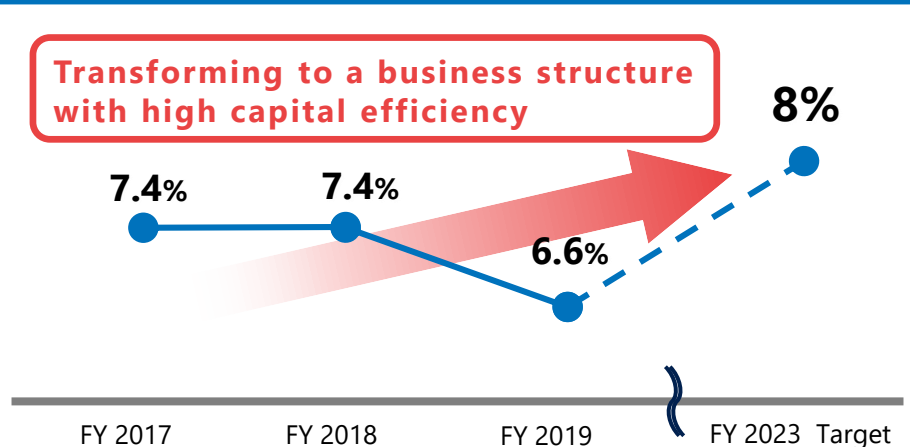


^{*1} EPS amounts reflect the two-for-one stock split with an effective date of January 1, 2020.
^{*2} Excludes the effects of the arbitration award received from Tata Sons Limited.

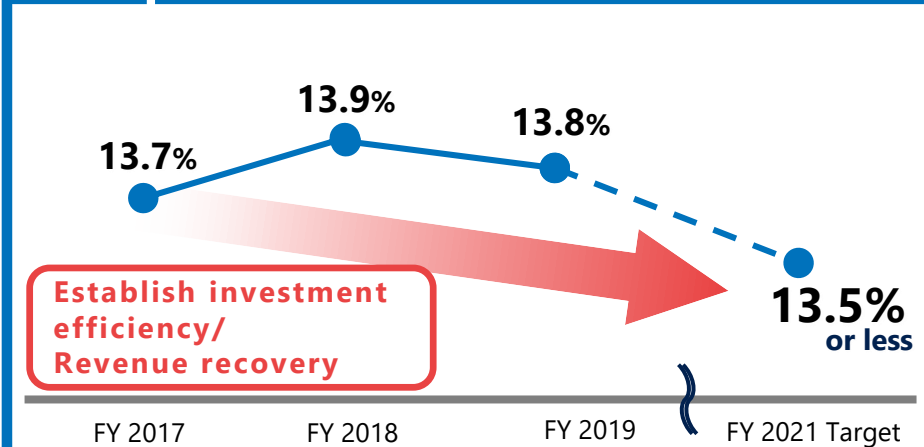
Cost Reductions (in fixed-line/mobile access networks)



ROIC



Capex to Sales (Domestic Network Business) ^{*1}



^{*1} : Excludes NTT communications' data centers and certain other assets.

Overview of Medium-Term Management Strategy Initiatives



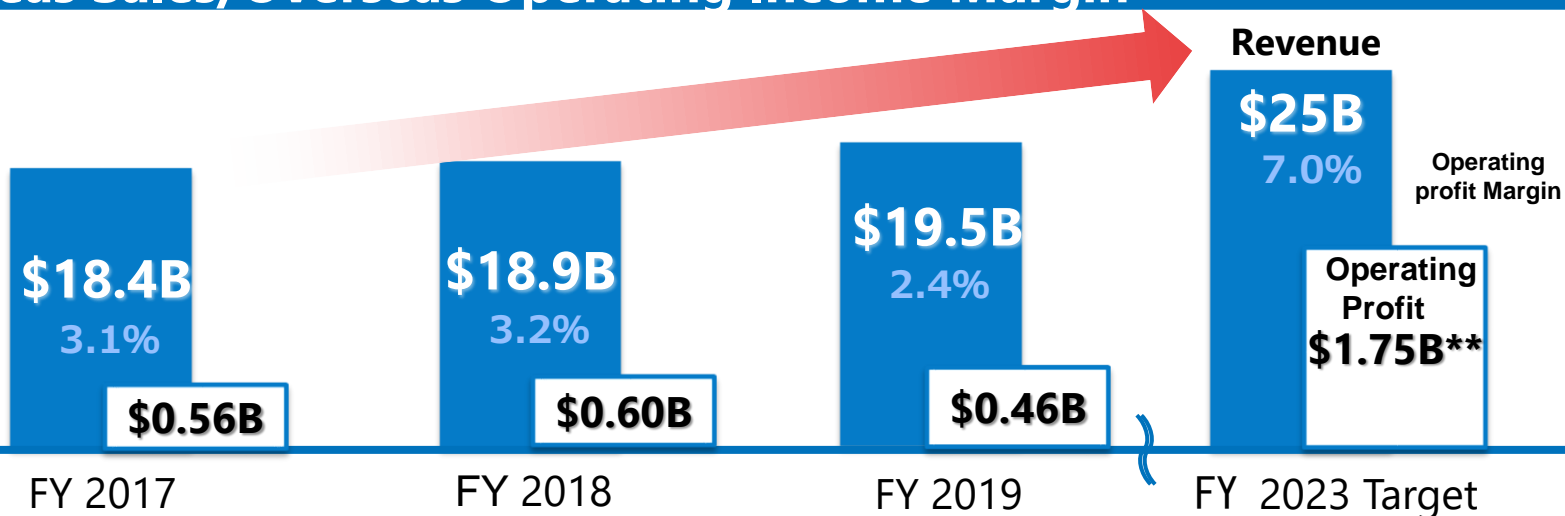
Roll Out 5th-Generation Wireless System	<ul style="list-style-type: none">• Completed buildout of stations to all prefectures and administrative divisions in Japan (as of June 30, 2020)
Enhance and Globalize R&D	<ul style="list-style-type: none">• In collaboration with NEC, will achieve a “new made-in-Japan” by driving openness and creating innovative technologies and products (June 25, 2020)
Create New Lines of Business	<ul style="list-style-type: none">• In collaboration with Mitsubishi Corporation, promoted renewable energy generation business and energy management business that combines EVs and storage batteries (June 30, 2020)• Expanded renewable energy through participation in geothermal generation (July 31, 2020)
Contribute to Vitalization of Regional Societies and Economies	<ul style="list-style-type: none">• Launch of communications fraud prevention service that utilizes AI (scheduled for November 2020)
Promote ESG Management	<ul style="list-style-type: none">• Issued NTT Group green bonds (June 25, 2020)

Global Business

Global Business Overview



Overseas Sales/Overseas Operating Income Margin*



* Including results from the global holding company, its subsidiaries and its affiliates. Operating Income excludes temporary expenses, such as M&A-related depreciation costs of intangible fixed assets.

** Estimated value of \$ 25B multiplied by 7%

Revenue* (USD, FY2018) and Employee by Region (excl. Japan)

	TOTAL	AMERICAS	EMEA	APAC※2
Revenue	\$ 19.5B	\$ 6.7B	\$ 7.7B	\$ 5.0B
No. of employee	135,000	38,000	50,000	47,000

* Including results from the global holding company, its subsidiaries and its affiliates.

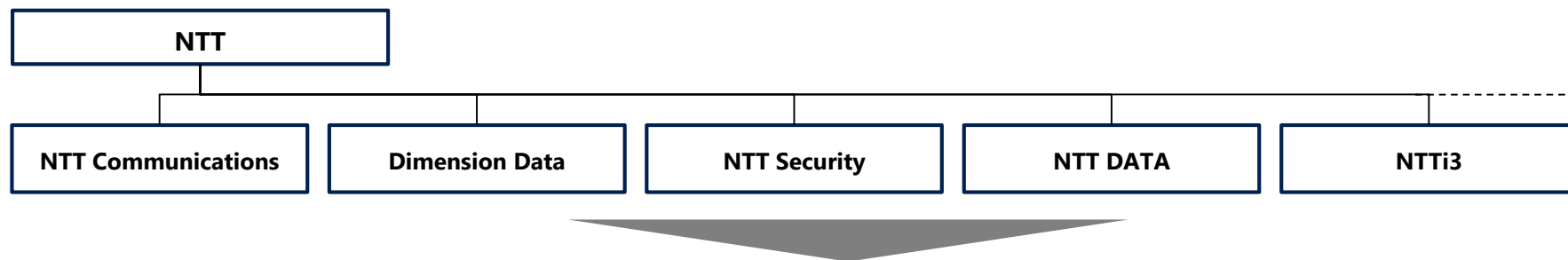
** Exclude Japan

Enhance Competitiveness in Global Business (1)

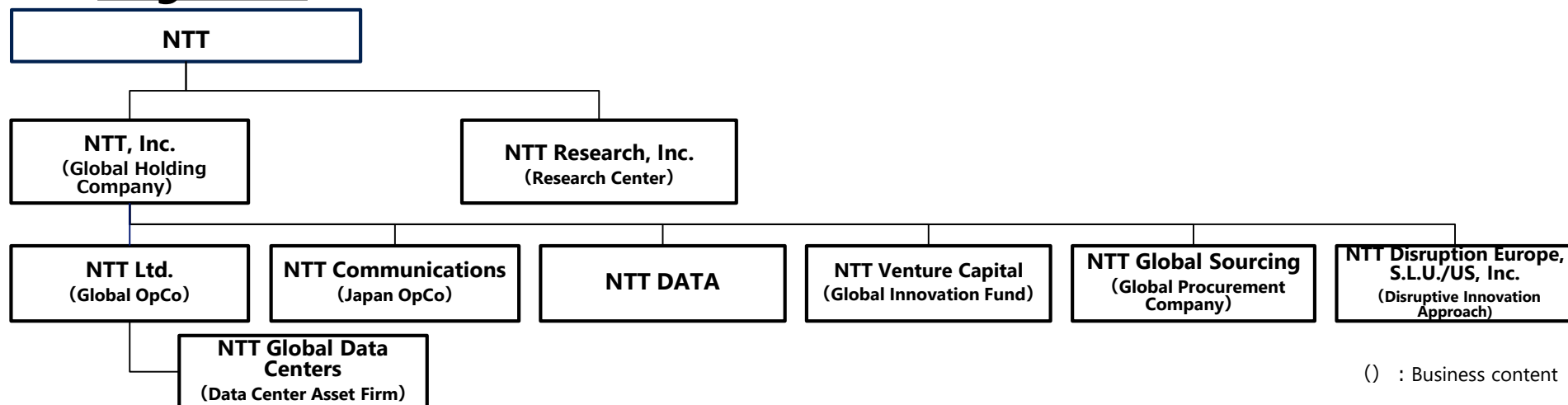


- We established a new global holding company under NTT Corporation by the third quarter of the fiscal year ending March 31, 2019.
- And NTT Communications, Dimension Data, NTT Security, and NTT DATA will be transferred to NTT, Inc. and will align together under its new leadership.
- While making NTT Group more competitive and profitable, our global governance will also benefit from embracing and integrating our people's diverse talents, skills, and management experience in global markets.
- We'll also intensify our R&D activities in global markets by using a global network of experts from advanced academic research institutions and venture-capital communities around the world.

Previous



Aug. 2018



() : Business content

Enhance Competitiveness in Global Business (2)



"One NTT" Global Growth Strategy

Deliver High Value Solutions

Business Modernization

Industry Advisory Expertise Drives Outcome-Based Solutions

Financial Services

Automotive /Manufacturing

Healthcare

Communications /Media

Public Sector

...

Accelerate IT-as-a-Service with Software-Defined Technologies

Managed Infrastructure

Cybersecurity Services

Cognitive Foundation

Global Edge Services

...

Data Center Asset Firm

Improve Efficiency of Data Center Business

NTT Global Procurement Company

Global Procurement Excellence

Integrated Capabilities
(Enabling a Smart World)

Create New Innovative Solutions

Disruptive Innovation

Global Innovation Fund

Invest in the Next Innovative Technology Frontier

Venture Ecosystem

Digital Startups

Disruptive Innovation Approach

Co-Create with Clients using Advanced Technologies

Industry Specialized

Business Function

Smart World

Technology-Led

e.g. AI, Robotics, Edge Computing

Research Center (Outside of Japan)

Invent World-Leading Innovative Technologies

Global Talent Development

One NTT

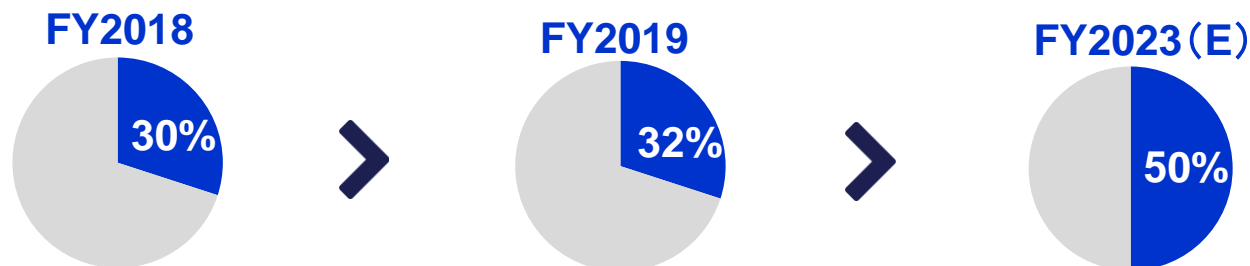
Global Branding

Structural Reform of NTT Ltd.



- **Promoted integration at NTT Ltd. since its establishment in July 2019**
- **Promoting structural reforms to realize business shift to attractive markets centered on managed IT services**
 - Streamlining business operations
 - Optimization by consolidating operations and overlaps
 - Launching a shared service center, automating internal processes, unifying systems
 - Strengthening competitiveness
 - Supporting customers' digital transformation with consulting as a starting point
 - Focus on secure and reliable hybrid cloud-enabled business by utilizing partnering with Microsoft
 - Expanding solutions that meet emerging needs by utilizing communication technologies and collaboration tools

<Ratio of attractive markets to revenue>



Smart City Project (Las Vegas City)

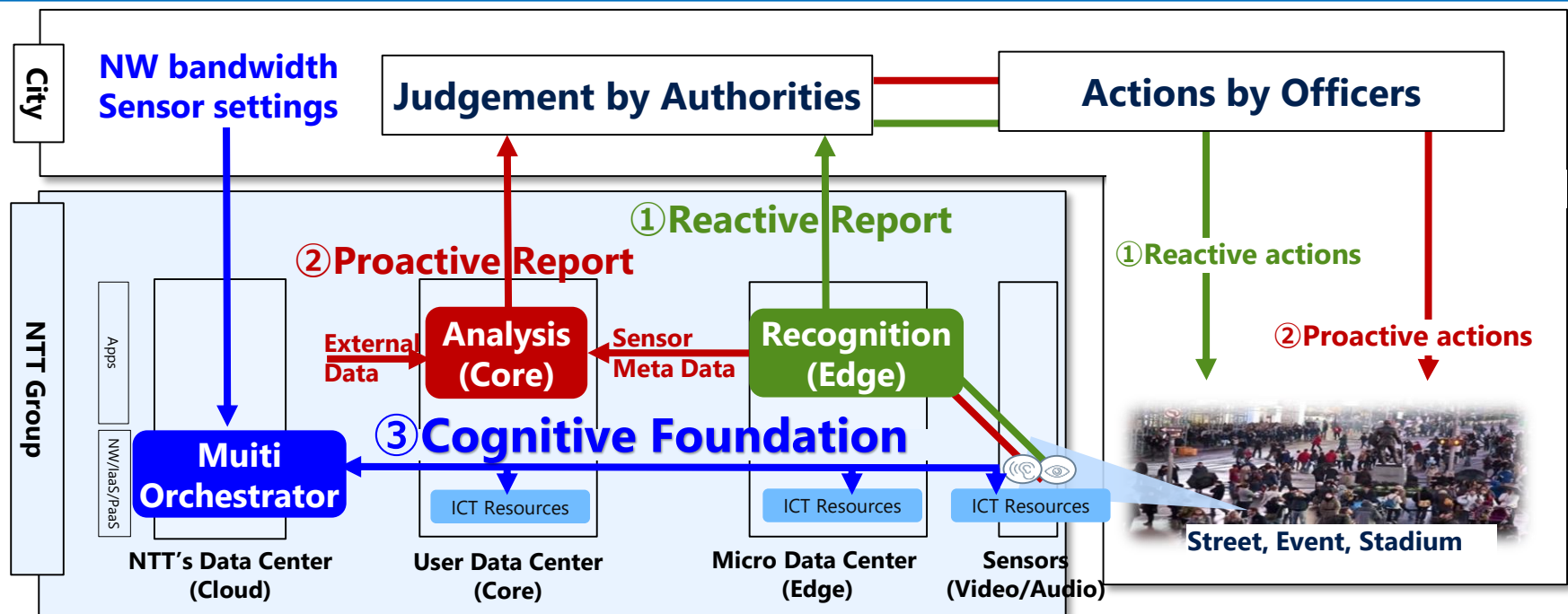


Pain Point of the City:
Requirements:

To reduce "Response Time"

- ① **Reactive actions:**
- ② **Proactive actions:**
- ③ **Flexible ICT :**

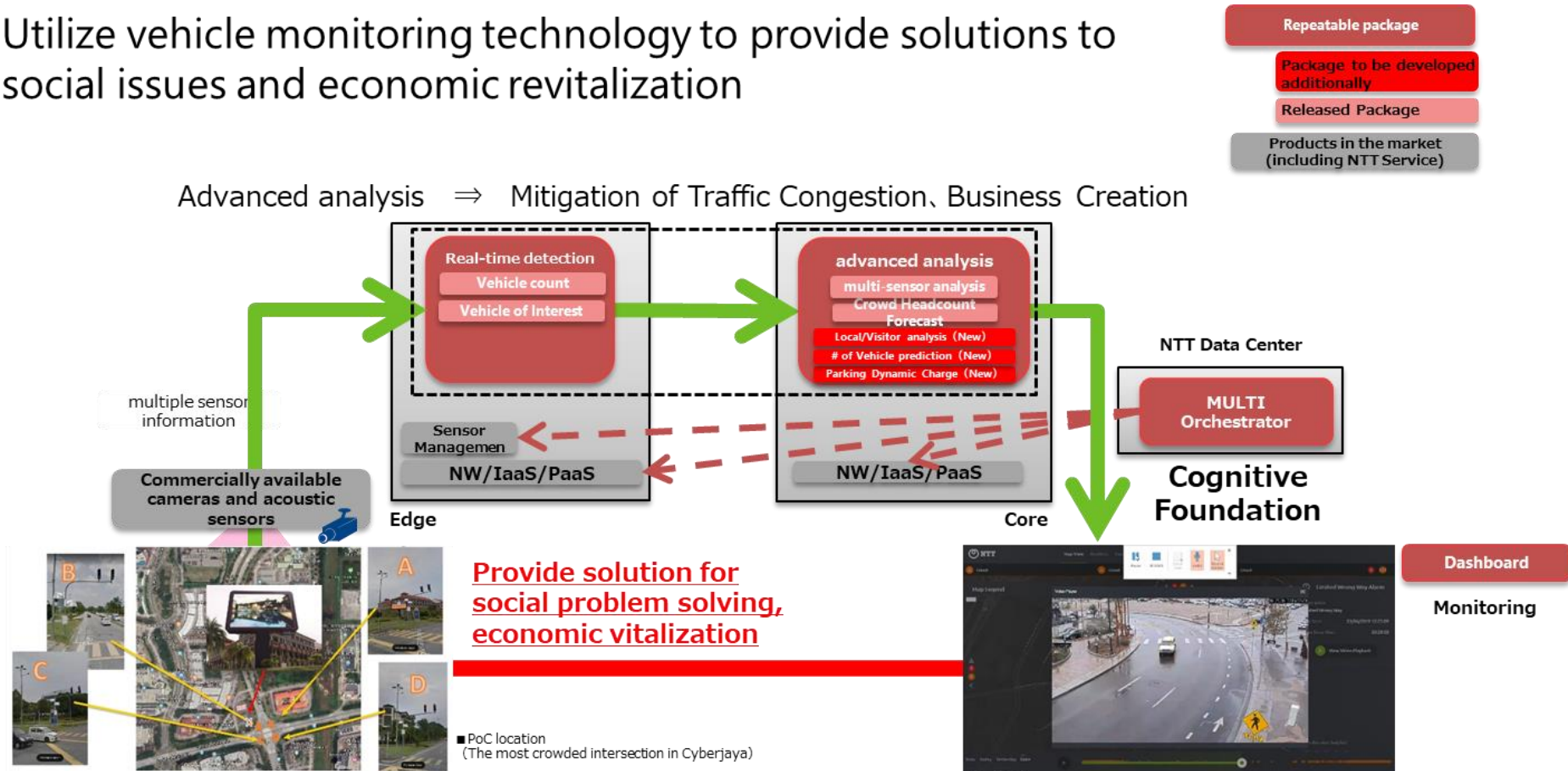
Notify "What is going on ? "
Notify "What is going to happen next ? "
Deploy ICT resources ASAP



Smart City Project (Malaysia)

Utilize vehicle monitoring technology to provide solutions to social issues and economic revitalization

Advanced analysis ⇒ Mitigation of Traffic Congestion, Business Creation



Mobile Communication Business

NTT DOCOMO FY2020 Principal Actions



Further reinforcement of customer base

- Further refine customers' experience at shopfront and online, and enhance the attractiveness of "d POINT" program.
- Compelling rate plans and early roll out of 5G coverage.

Full-scale execution of a business foundation centered on our membership base

- Build strong customer touchpoints for members and advance digital marketing.
- Reinforce growth areas, e.g., finance/payment, marketing solutions, etc.

New value creation for the 5G era

- Full-scale deployment of new solutions through co-creation with partners.
- Deliver new sensory services and experiences primarily through video.

Structural reform underpinning the new era

- Improve efficiency of operational processes through DX and reallocate resources to growth areas.
- Streamline business operations by stepping up efforts for 3G subscriber migration.

NTT DOCOMO New Rate Plans (1)



**Simple rate structure
providing choice from only two plans**

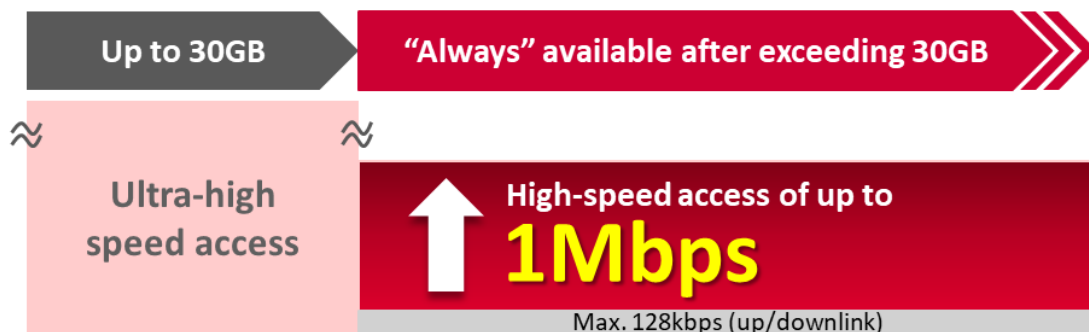
To start from Jun. 1, 2019

“Gigaho”

By applying “Gigaho Wari”,

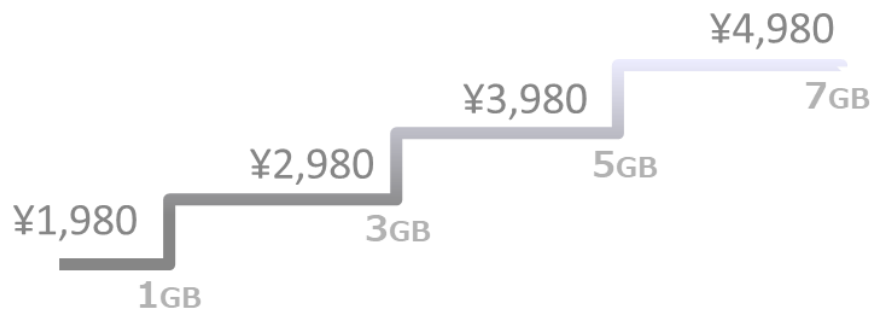
¥4,980

for up to 6 months



“Gigalight”

from **¥1,980**



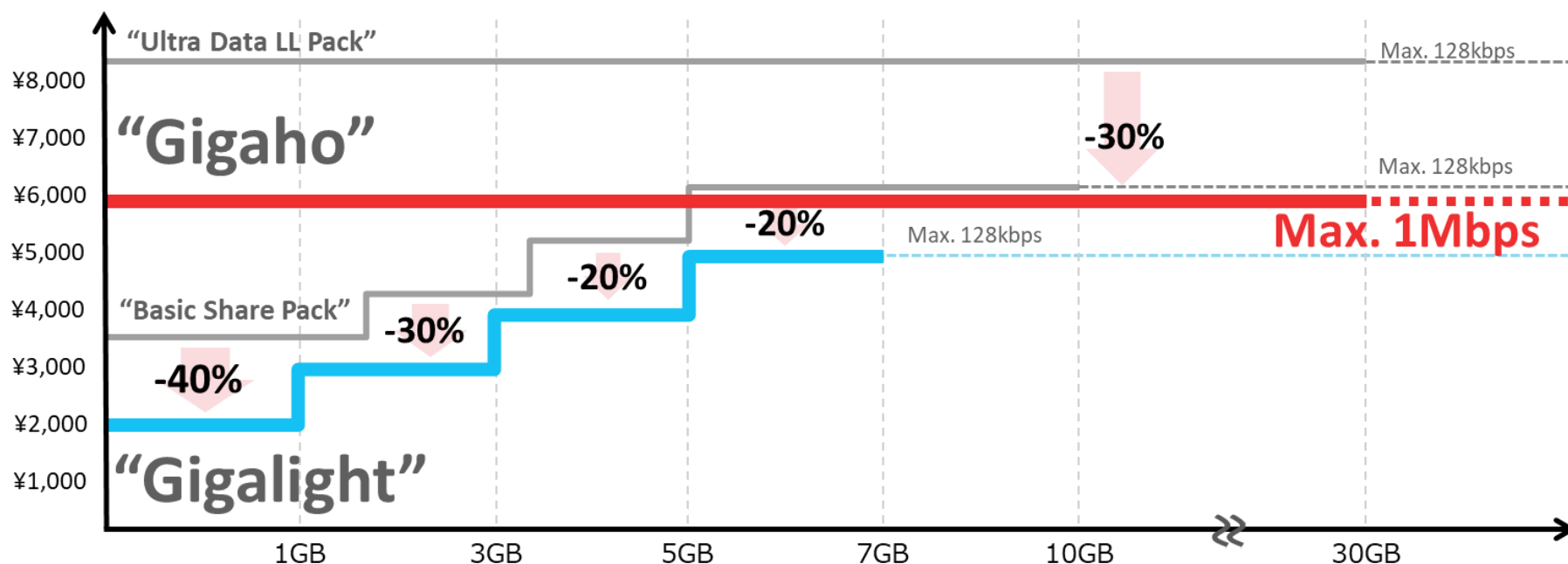
- ◆ Applied with “Minna DOCOMO Wari (3 or more lines).” Contingent on 2-year subscription (automatic contract renewal with cancellation fee for early termination). Voice communication charge not included.
- ◆ “Gigaho Wari” will be offered to subscription applications submitted by Sept. 30, 2019.

NTT DOCOMO New Rate Plans (2)

Comparison with Existing Rates



Up to 40% rate reduction.



- ◆ Contingent on 2-year subscription (automatic contract renewal with cancellation fee for early termination). Voice communication charge not included.
- ◆ "Gigaho" and "Gigalight" rates represent the amount after applying "Minna DOCOMO Wari (3 lines or more)".
- ◆ Existing plan assumes the use of "Simple Plan," "ISP" and "Zutto DOCOMO Wari Plus (Platinum Stage)".
- ◆ "Basic Share Pack" rates represent the rate per one user in the case where data allowance is shared by three family members.

No. of applications: Topped 17 million

»5G ギガホ

»5G ギガライト

ギガホ

ギガライト

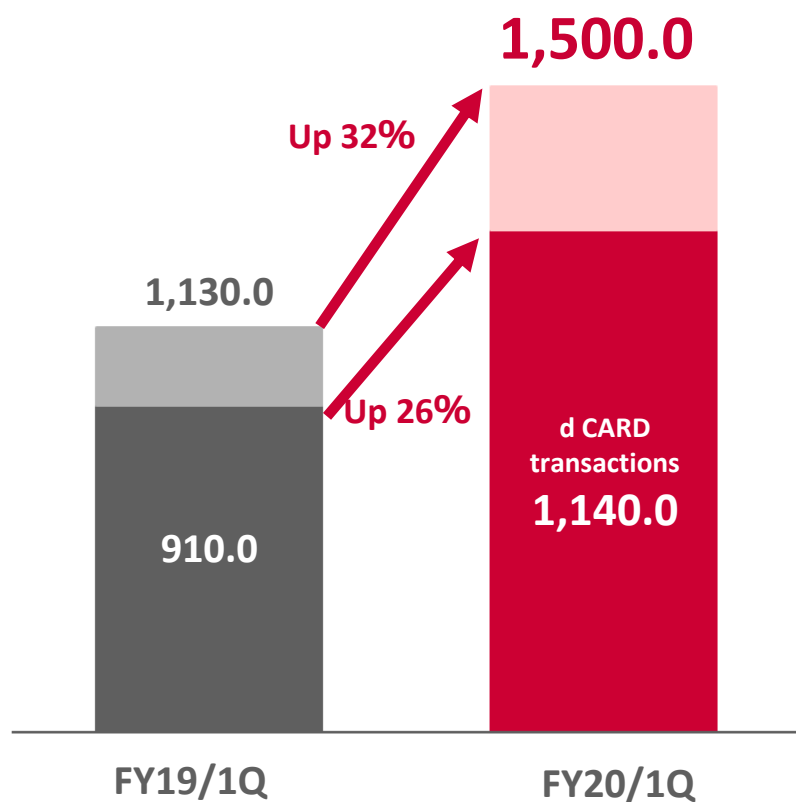
Mar. 31
16.51 mil



- ◆ New rate plans represent "Gigaho," "5G Gigaho," "Gigalight," "5G Gigalight," "Keitai Plan," "Kids Keitai Plan," "Data Plus" and "5G Data Plus."
- ◆ No. of new rate plan applications topped 17 million on Apr. 17, 2020.

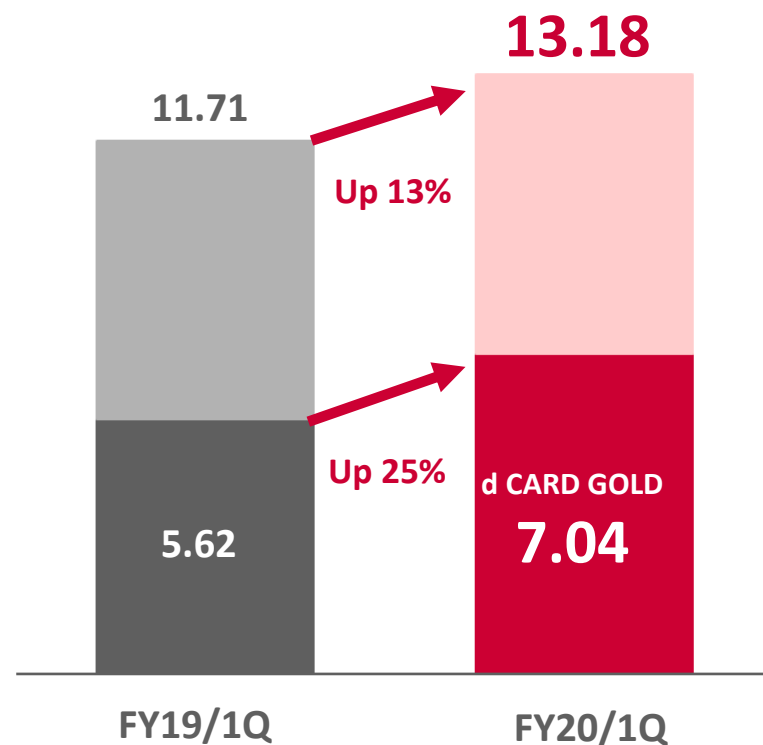
Finance/Payment Transactions handled

(Billions of yen)



“d CARD” members Topped 13 million

(Million members)



- ◆ The amount of transactions handled represent the cumulative amount for FY20/1Q, which includes the transactions handled with "d CARD", "iD," "d Payment," direct carrier billing and "DOCOMO Mobile Payment Service," etc.
- ◆ The following changes have been made in association with the integration of "d CARD mini" into "d Payment" service on Nov. 19, 2019: (i) Transactions handled with "d CARD mini" were excluded from the amount of transactions handled with "d CARD" and recorded as "d Payment" transactions; and (ii) "d CARD mini" members were excluded from "d CARD" members.

NTT DOCOMO Actions for 5G



Create new value and promote solution of social issues

Launched March 25, 2020

Planned actions for FY20

Network

Started in 150 locations across Japan with 500 base stations



Promotion of O-RAN
Deployment of millimeter wave

Device

Total 7 models
(6 smartphones, 1 data device)



Increase variety of compatible devices
(Rollout of standard models)

Service

Started offering 7 services that take advantage of 5G's unique properties



Pursuit of new experience and sensory services, e.g., music, gaming, video, sports, etc.

Solution

Started offering "22 solutions" and "docomo Open Innovation Cloud"



Value creation suited to remote-work society (medical/education/manufacturing, etc.)

◆ O-RAN Alliance (Open Radio Access Network Alliance): An international standardization organization established with the goal of making 5G and other next-generation radio access networks more scalable, open and intelligent.

Making steady progress toward full-year target

5G subscriptions

(Subs)

Release of
standard models

2.5 mil

0.15 mil

FY20/1Q

...

FY20 (target)

5G coverage

(Cities)

500 cities

including all government-designated cities

5G service started
in 47 prefectures

92 cities

FY20/1Q

...

FY20 (target)

Expand initiatives for delivery of 5G era services

Introduced 5G “multi-streaming function” on “Hikari TV for docomo”



Main view screen

Multi-streaming view screen

© Les Films du Cap ©BBC (c)ORF/Ali Schafner
© Igo & Shogi Channel (C) Hiroshi Kaneko

“Shintaikan Live CONNECT”
Southern All Stars Special Live 2020



Accelerate joint initiative with new partners

Creation of new experienced value inside and outside stadiums and arenas



- ◆ Agreement to explore cooperation in digital services for Hanshin Koshien Stadium and Hanshin Tigers (Jun. 18)
- ◆ Conclusion of capital alliance agreement and official sponsor agreement with Kawasaki Brave Thunders (Jun. 29)

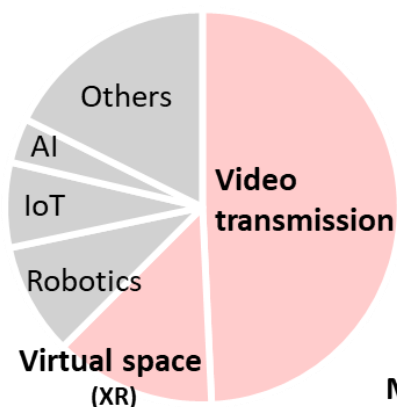
Future communication experience
in 5G areas



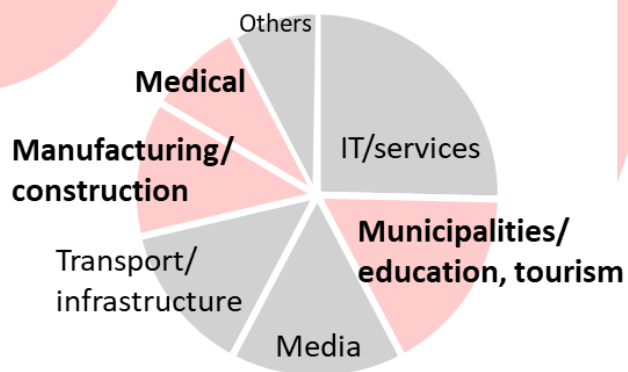
JR Takanawa Gateway Station

Solve social issues based on strong demand identified through 5G pre-commercial service

Solution technologies



Industry sectors



High-resolution video transmission solution

Secure environment/High-resolution video transmission



- Remote education using multi-angle video
- Remote medical treatment support using high-resolution video

Virtual space/XR solutions

Remote operational support suited for remote-style society



- Remote tourism support using AR
- Joint designing of industrial products

◆ Analysis result of 5G pre-commercial service use cases provided from Sept. 2019

Expand high-security, low-latency solutions to deliver “5G x DX”

Launch of “Cloud Direct”

High security

Installed inside
carrier network

Carrier network



Low latency

Shortened transmission distance
(Shortest path routing)



【Examples of compatible solutions】

High-resolution
video transmission

Smart-telecaster
Zao-SH



Streamways



Virtual space/XR

AceReal
for docomo



Virtual Design
Atelier



NTT DOCOMO Termination of FOMA (3G) Service



Terminate 3G service on Mar. 31, 2026



◆ Stop accepting new applications for 3G after Mar. 31, 2020



◆ Terminate service on Mar. 31, 2026

**PREMIUM
4G**

◆ Max. download speed of 1,576Mbps to be offered from winter 2019

»5G

Commercial launch in spring 2020

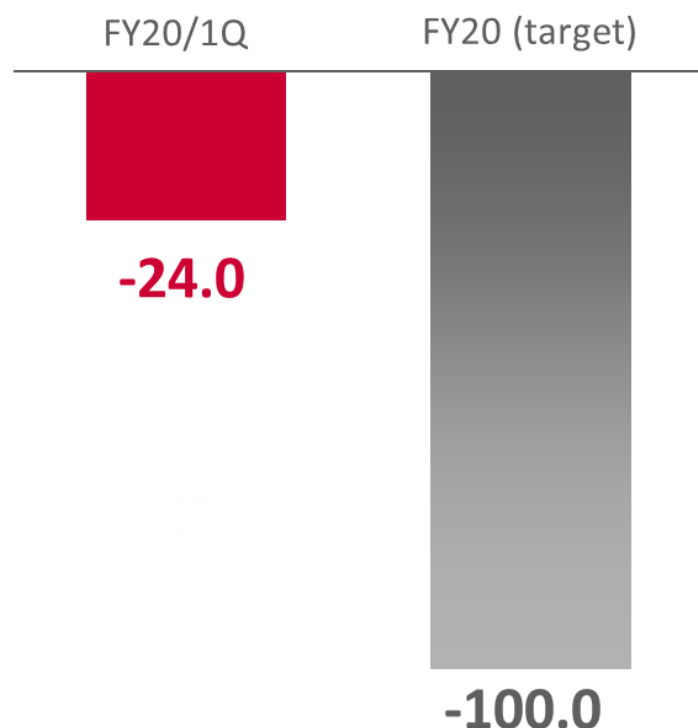


◆ Acceptance of new applications for FOMA Voice Plans and i-mode has been finished on Sept. 30, 2019. Acceptance of new applications for all FOMA billing plans including FOMA Data Plans and Ubiquitous Plans, etc. will be finished on Mar. 31, 2020.

NTT DOCOMO Cost Efficiency Improvement



(Billions of yen)



Focus areas

- ◆ **Marketing**
Promotion of DX, sales promotion measures, after-sales support, etc.
- ◆ **Network**
Equipment integration, outsourcing cost, etc.
- ◆ **Other**
R&D, information systems, etc.

◆ The amount of cost efficiency improvement above indicates the cost reduction compared to the previous fiscal year.

Fixed-line Communication Business

Local 5G utilization example



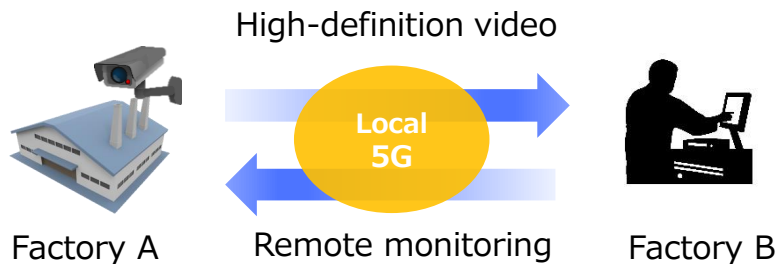
- Realizing the improvement of the manufacturing site by remote monitoring, etc. by utilizing local 5G, eliminates labor shortage and improves productivity .(Collaboration agreement with Yamaguchi Prefecture and joint experimental agreement with Hibiki Seiki Co., Ltd. April 4, 2020)
- Going forward, we will proactively expand the use cases of smart factories such as remote control to other fields and contribute to solving social issues in a new remote society.



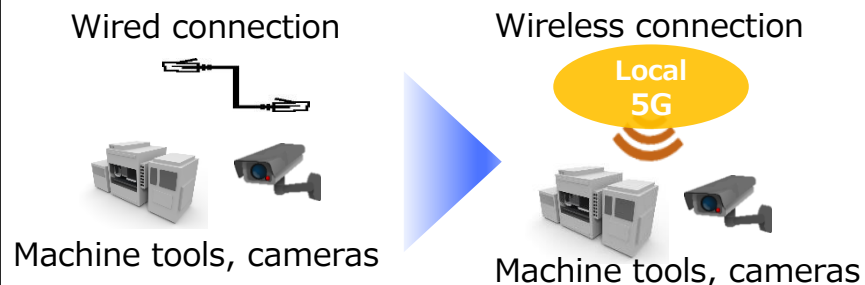
Between factories

In the factory

Remote monitoring with high-definition video



Wireless connection of factory equipment



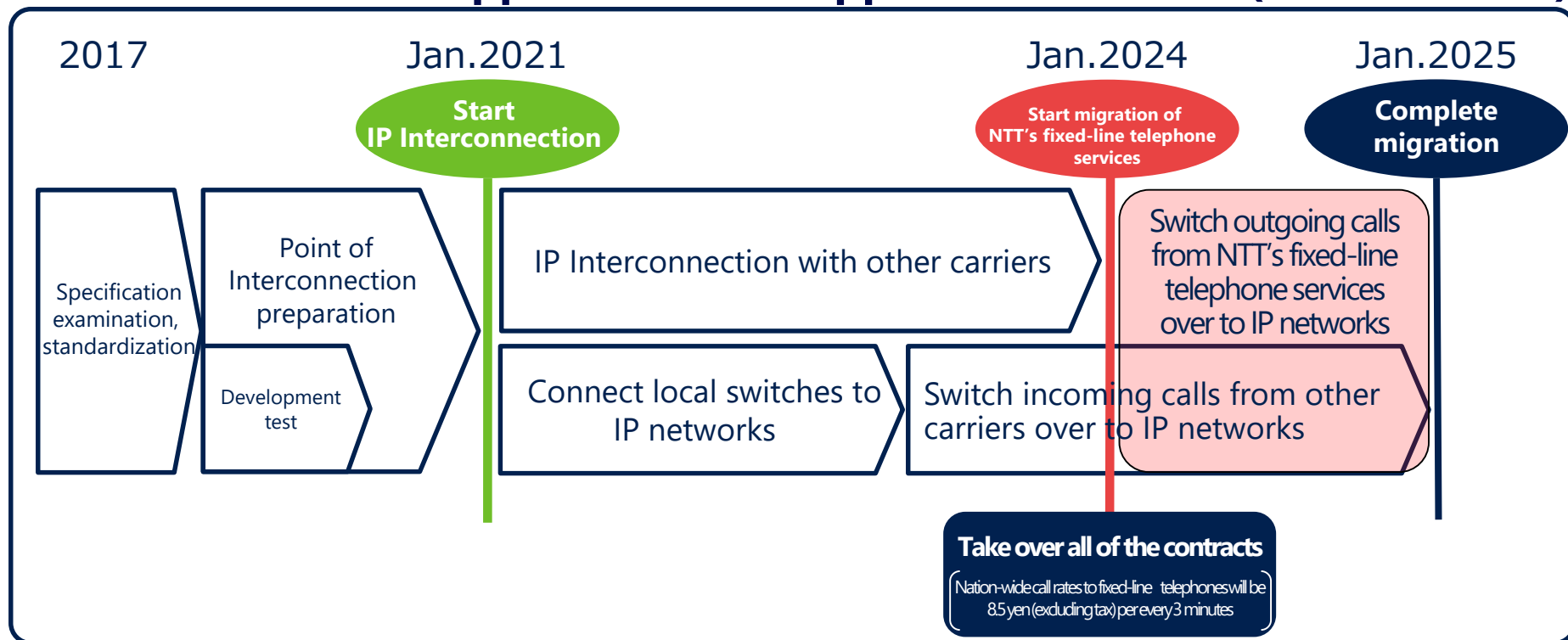
Providing new value by utilizing the characteristics of local 5G in a new lifestyle

Migrate PSTN to IP Networks



Simplify services and networks with IP networks

- Nation-wide call rates to fixed-line telephones will be 8.5 yen per every 3 minutes (from January 2024)
- Migrate tandem/signal transfer switches to IP, and connect to other carriers through IP (scheduled completion by January 2025)
- Continue use of copper lines and copper line terminals (local switches)

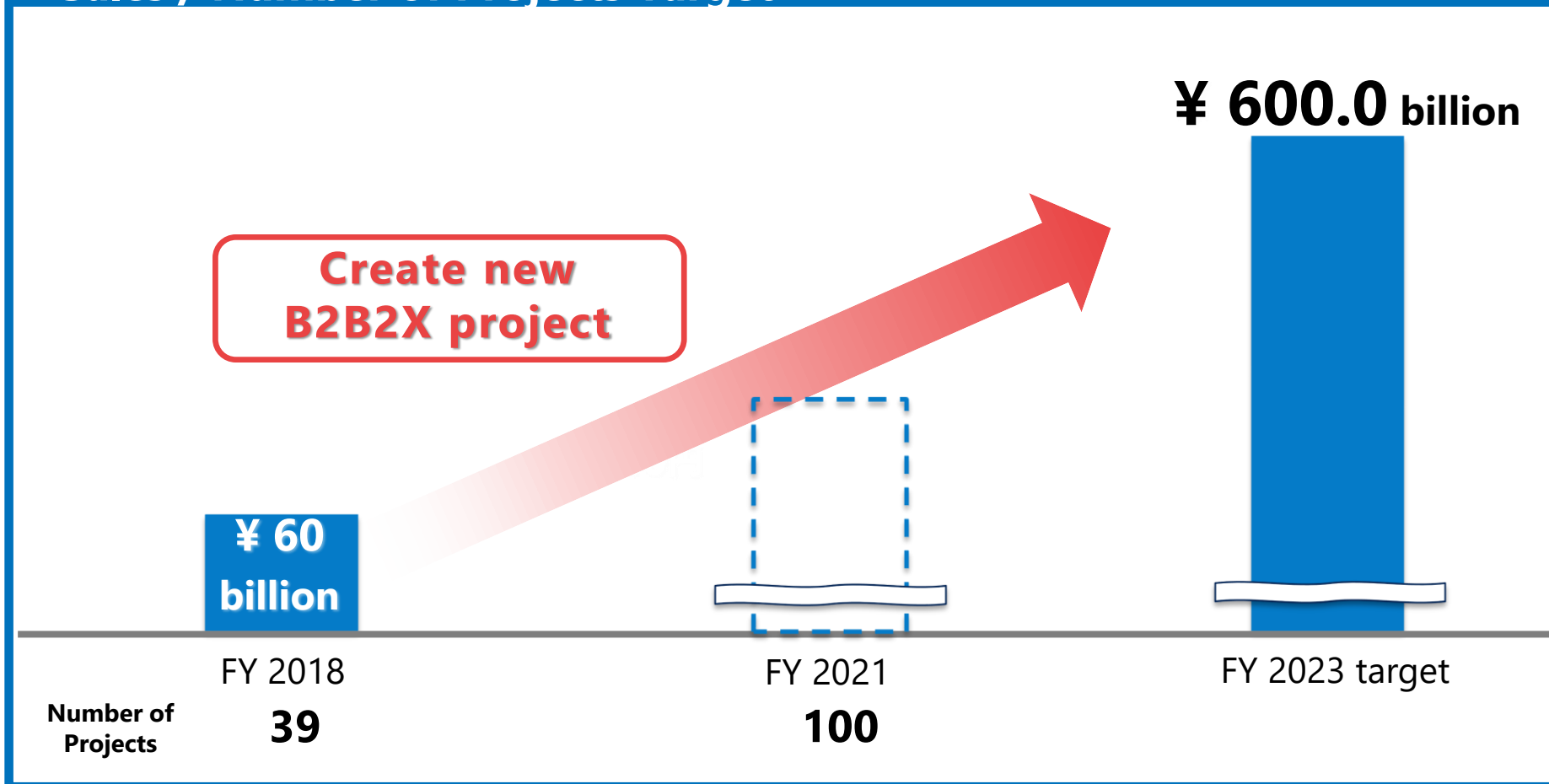


Other Businesses

Promote B2B2X Model

- Number of B2B2X Projects: 74 (as of the end of June. 2020)
- Set B2B2X Sales Target: ¥600.0 billion (for FY2023)

Sales / Number of Projects Target



Business Partnership to Pursue “Industrial Digital Transformation(DX)”with Mitsubishi Corporation



Objectives of business partnership:
Pursuing DX through cross-industry collaboration

- Collaborate Mitsubishi Corporation’s industry knowledge with technologies of NTT Group
- Expand its expertise, developed know-how and pursue DX across the industry



Industries and Companies



Society and Citizens



Digital and ICT



Digital platform to support Smart Life & Businesses

Partnership for the realization of a smart city

TOYOTA



Basic concept of smart city platform

- **Social infrastructure for urban development, cooperation of urban functions, and sophistication**
- **A platform that continues to evolve**
- Providing API to service networks and devices
- Collaborate with other cities, refer to the government's urban OS architecture

Sustainable Cities Partnership Program

-Future Urban Solutions initiative-



Changing “scenery” by community engagement
Maximize well-being of the community and residence



Promotion of efficient asset management

- Promotion of efficient asset management

- Collaboration with Tokyo Century Corporation (“TC”) on leasing and new fields (NTT Finance)
 - ✓ Transfer leasing business (assets: ¥1.3 trillion; liabilities: ¥1.2 trillion) to a JV* with TC (with the JV to be accounted for under the equity method) (launch operations on July 1, 2020)

* The name of the JV will be NTT TC Leasing CO., Ltd (Chairman: Akihiko Okada; President: Akihiro Naruse)

- ✓ Acquire 10% of TC stock
- Improve liquidity of receivables (NTT DOCOMO)
 - ✓ Securitize growing credit receivables
 - ✓ Securitization of 50 billion yen d-card debt at the end of March 2020
And gradually increase scale



Through the above measures, further increase growth investments and capacity for shareholder returns

Create New Lines of Business



Promotion of Smart Energy Business

- Acquisition of ENNET Corporation (May 10, 2019)
- Establishment of “NTT Anode Energy” (June 3, 2019)
- Reorganized ENNET and NTT Smile Energy as a member of the NTT Anode Energy Group (October 2019)
- Launched practical testing of DC power transmission in properties owned by NTT (NTT Anode Energy, March 2020)

June 2019

Company Formation

Applications and filings to launch business

September 2019

Launch of Business

Generation

- Green power generation business

Transmission/distribution and Storage

- VPP (Virtual Power Plant) business
- Advanced EV station business
- Backup power supply business

Retail and Wholesale

- Power retail and wholesale business

FY2025
(Target)

Sales
Volume of
¥600.0
Billion※

※ Sales volume related to NTT Group energy related businesses

Medical Science Business

- **Healthcare Management Support through Big Data**
 - **Established “NTT Life Science” (February 3, 2020)**
 - ✓ **Launched the “Genovision” corporate wellness support service at April, 2020, and about 2000 NTT Group employees took the genetic test (at August 11, 2020)**
 - ✓ **This fall, we will start offering a lifestyle improvement support menu that takes into account the individual constitution and disease risk.**
 - **Jointly opened the Project Division of Genomic Medicine and Disease Prevention with the University of Tokyo (July 1, 2019)**
 - **Established the Bio-Medical Informatics Research Center at NTT Laboratories (July 1, 2019)**
- **Contribute to the Improvement of Medicine by Utilizing Medical Information**
 - **Established “Prime Research Institute for Medical RWD, Inc.” (PRiME-R) as a joint venture with Kyoto University (February 3, 2020)**
 - ✓ **Develop a structured and standardized database with information from the clinical input stage in oncology and other fields, to support various kinds of clinical work and the analysis of clinical information**

Shareholder Returns/ ESG

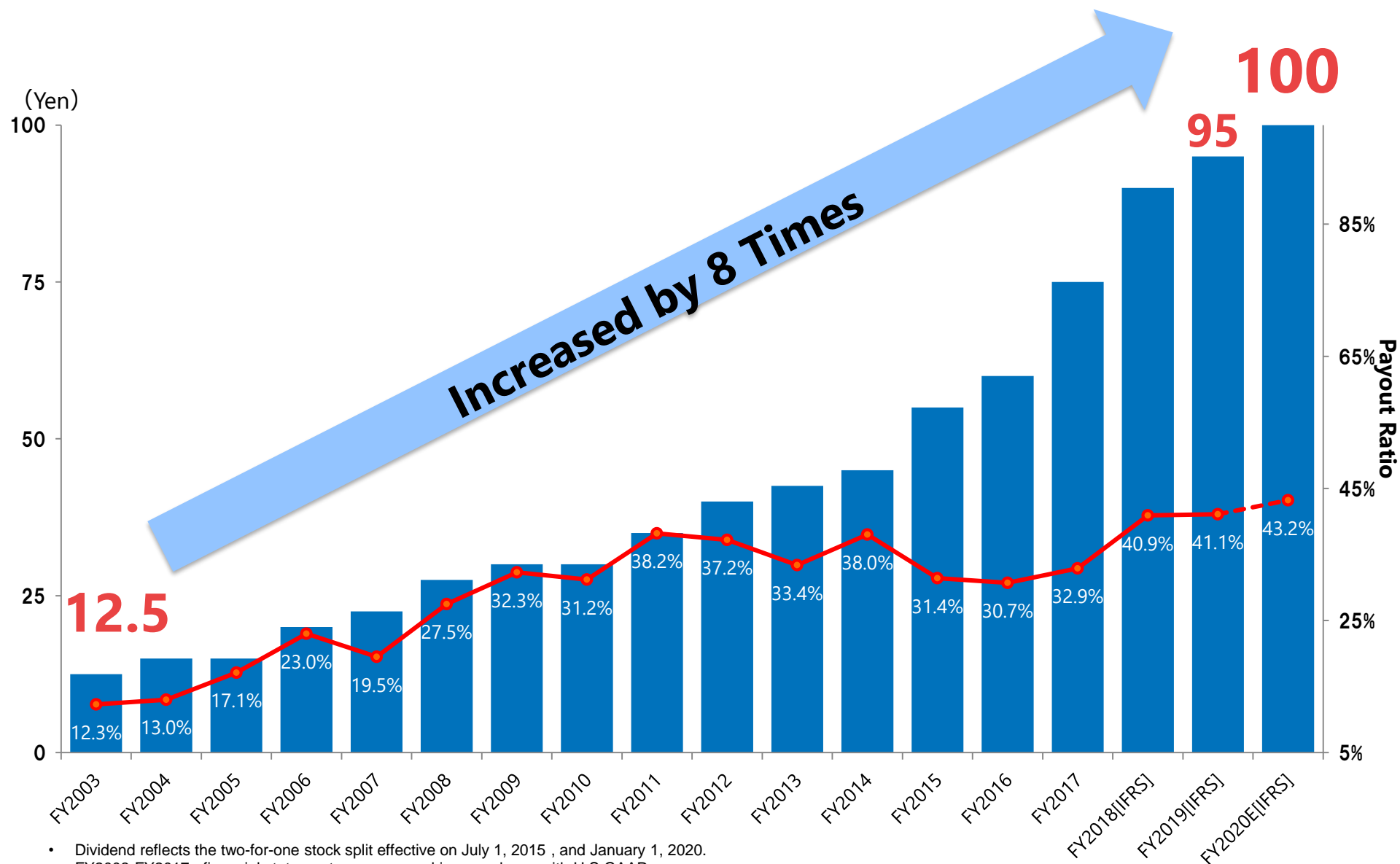
◆ Dividend Policy

- **Basic policy is steady dividend increases**

◆ Share Buybacks

- **Carry out buybacks flexibly to improve capital efficiency**

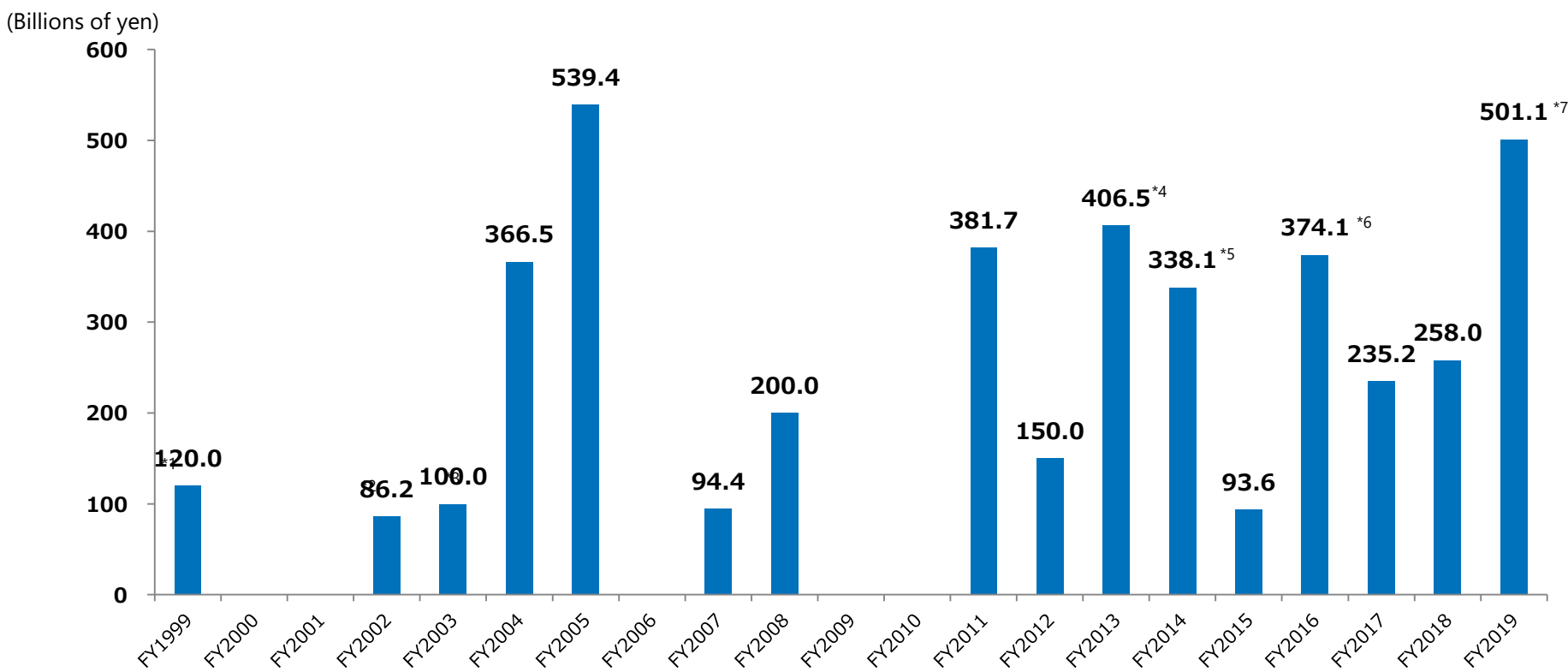
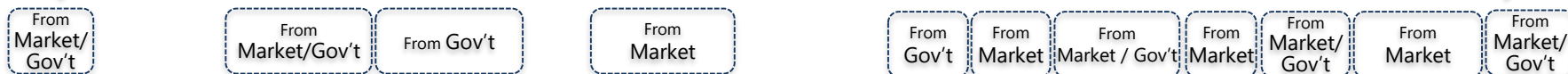
Changes in Dividend



- Dividend reflects the two-for-one stock split effective on July 1, 2015 , and January 1, 2020.
- FY2003-FY2017, financial statements are prepared in accordance with U.S.GAAP.

Record of Share Buybacks

Approx. 4 Trillion Yen in Buybacks



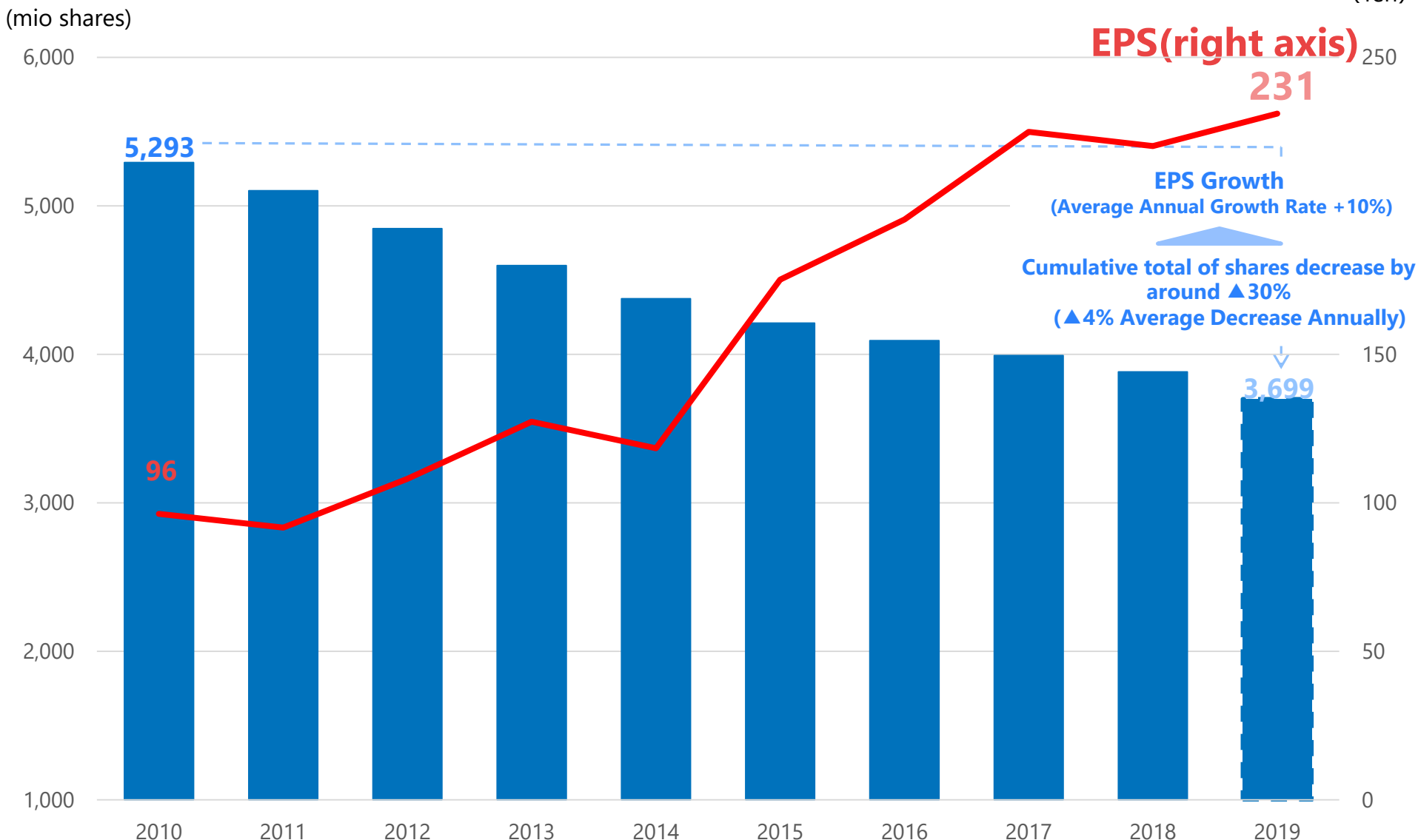
(Fiscal Year)

*1:Market 48.0 billion yen, Gov't 72.0 billion yen *2:Market 46.6 billion yen, Gov't 39.6 billion yen *3:Market 54.1 billion yen, Gov't 45.9 billion yen

*4:Market 253.2 billion yen, Gov't 153.3 billion yen *5:Market 101.2 billion yen, Gov't 236.9 billion yen *6:Market 106.9 billion yen, Gov't 267.2 billion yen

*7:Market 251.6 billion yen, Gov't 249.5 billion yen

Changes of EPS and Outstanding Shares



(Note1) Outstanding Shares : Average number of shares outstanding, excluding own shares

(Note2) This chart reflects the two-for-one stock split effective on July 1, 2015 , and January 1, 2020.

Promote ESG Management (1)

Environment

- Reduce environmental impact
- Leverage ICT to contribute to the environment

etc.

Social

- Promote diversity
- Protect personal information
- Support customers in reinforcing information security
- Strengthen disaster countermeasures

etc.

Governance

- Enhance structure on the basis of the intent of Japan's Corporate Governance Code
- Strengthen global corporate governance

etc.



- ◆ Capture business opportunities
- ◆ Minimize business risks



**Ongoing
improvements of
corporate value**

Promote ESG Management (2)



Environment and Energy Vision: Zero Environmental Impact

Contribute to the reduction of the environmental impact of customers, companies and society

■ Promotion of renewable energy

- Aim To increase the proportion of our renewable energy usage to 30% or higher by FY2030
- Participate in climate change initiatives (SBT*), support TCFD**, and issue green bonds

■ Reduction of societal environmental load through ICT technologies

- Promotion of teleworking
- Develop “Connected Value Chains” (digitization of transactions, etc.)
- Reduction of the use of plastic, promotion of recycling
- Promotion of thermal insulation/power generation glass using photovoltaic technology***

■ Development of innovative environment and energy technologies

- Establish the Space Environment and Energy Laboratories (July 2020)
- First private Japanese company to have a Long Term Non-Commercial Cooperation Agreement with the ITER Organization****

■ Realization of extremely low power consumption (IOWN initiative)

- Signed Collaboration Agreement with Intel

* Science Based Targets ** Task Force on Climate-related Financial Disclosures *** Signed exclusive sales contract with inQs **** The ITER International Fusion Energy Organization

Promote ESG Management (3)

Strengthening of corporate governance

(Adoption an executive officer system , Independent outside director ratio 50%)

- In order to further strengthen our governance, which contributes to increasing corporate value, we have decided to adopt an executive officer system and clearly segregating management-related decision-making and supervisory functions from business execution functions.
- The size of the Board of Directors is optimized to further invigorate strategic discussions at our Board of Directors, and the ratio of independent outside directors increased to 50%.

【 Old Structure 】

Members of the Board [Internal]	<u>11</u> (1) : 63%
Members of the Board [Outside]	<u>4</u> (1) : 27%
Total	<u>15</u> (2)

Audit & Supervisory Board Members [Internal]	2 (1)
Audit & Supervisory Board Members [Outside]	3 (1)
Total	5 (2)

【New Structure】

Members of the Board [Internal]	<u>4</u> (0) : 50%
Members of the Board [Outside]	<u>4</u> (1) : 50%
Total	<u>8</u> (1)

Audit & Supervisory Board Members [Internal]	2 (1)
Audit & Supervisory Board Members [Outside]	3 (1)
Total	5 (2)

Note1 : Numbers in parentheses above indicate the number of female Members of the Board/Audit & Supervisory Board Members

Note2 : The ratio is the ratio of internal directors and outside directors on the board of directors.

Financial Data, etc.

NTT Group Formation



Voting rights to major subsidiaries
(As of March 31, 2020)



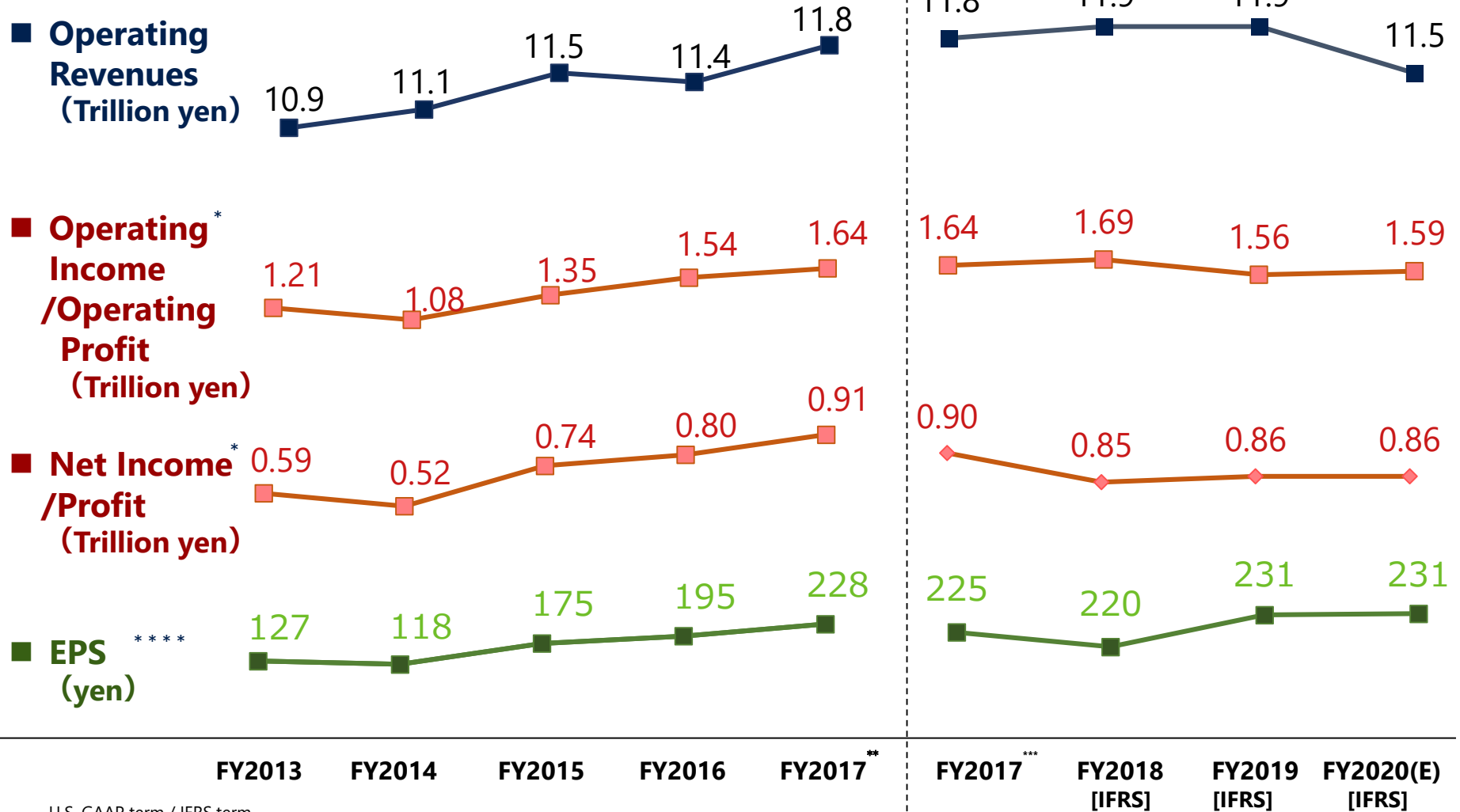
Nippon Telegraph and
telephone Corporation
(Holding Company)

Operating revenue :
(Consolidated) ¥11,899.4billion
Operating income :
(Consolidated) ¥1,562.2billion
No. of employees : 296,500
No. of subsidiaries : 979

66.2%	 Mobile communications business		Operating revenue : ¥4,651.3 billion Operating income : ¥ 854.7 billion No. of employees : 27,500 No. of subsidiaries : 97
100%	 Regional communications business	 	Operating revenue : ¥3,079.9 billion Operating income : ¥ 388.3 billion No. of employees : 56,650 No. of subsidiaries : 45
100%	 Long distance and international communications business	 	Operating revenue : ¥2,205.8 billion Operating income : ¥ 103.6 billion No. of employees : 51,500 No. of subsidiaries : 387
54.2%	 Data communications business	 	Operating revenue : ¥2,266.8 billion Operating income : ¥ 130.9 billion No. of employees : 132,250 No. of subsidiaries : 317
	 Other businesses	その他グループ会社 	Operating revenue : ¥1,601.7 billion Operating income : ¥ 90.9 billion No. of employees : 28,600 No. of subsidiaries : 133

- Fiscal year ended March 2020. Operating revenue and operating income of each segment include inter-segment transactions.
- No. of employees and subsidiaries are as of the end of March 2020.
- No/ of employees are the number of employees excluding employees whose contracts were changed from fixed-term contracts to open-ended contracts.

Trend in Consolidated Financial Results© NTT



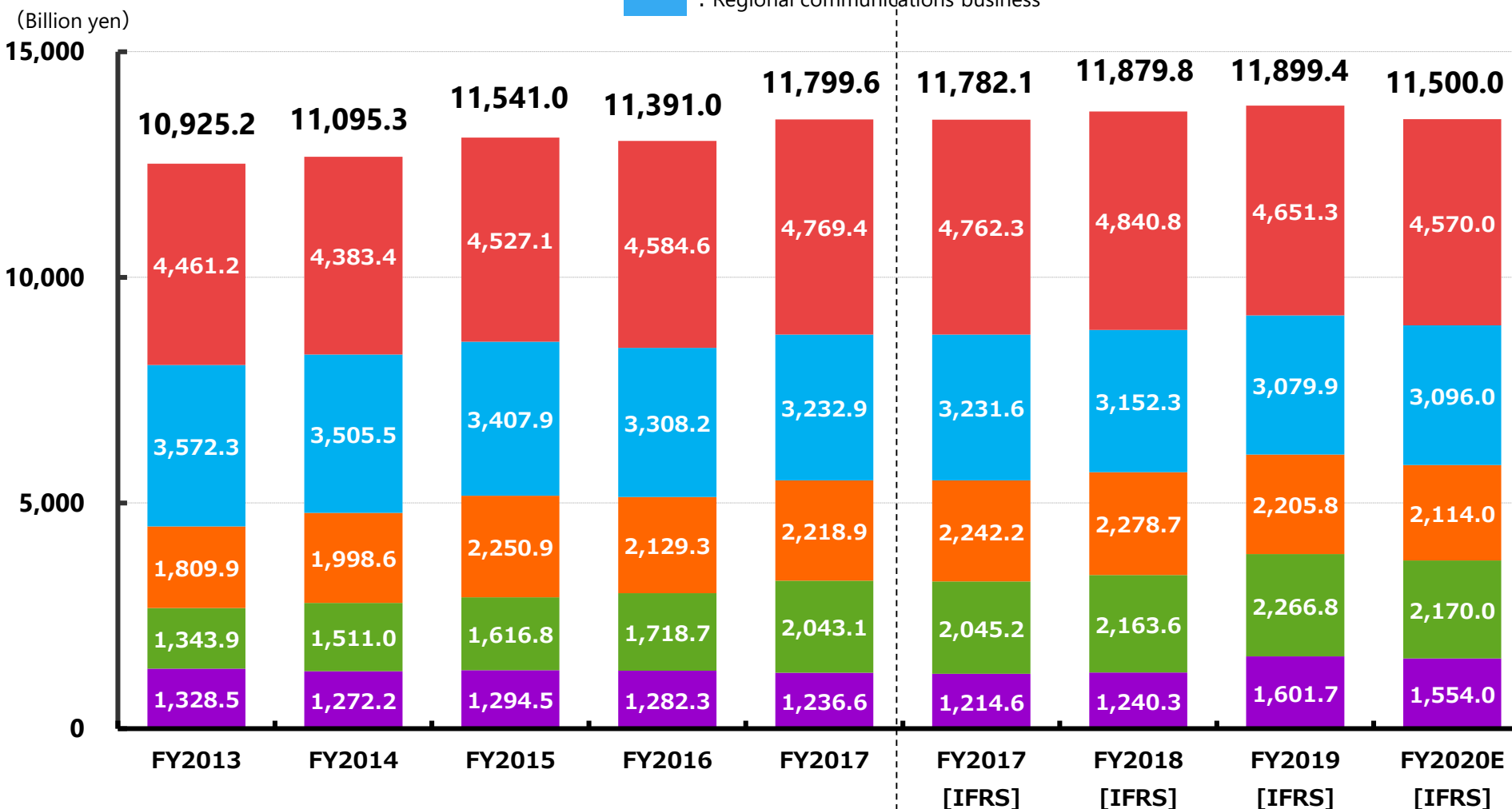
* U.S. GAAP term / IFRS term.

** Excluding the effects of the arbitration award received from Tata Sons Limited, net income is expected to be 860 billion yen, EPS is 215 yen.

*** Excluding the effects of the arbitration award received from Tata Sons Limited, profit is expected to be 848 billion yen, EPS is 212 yen.

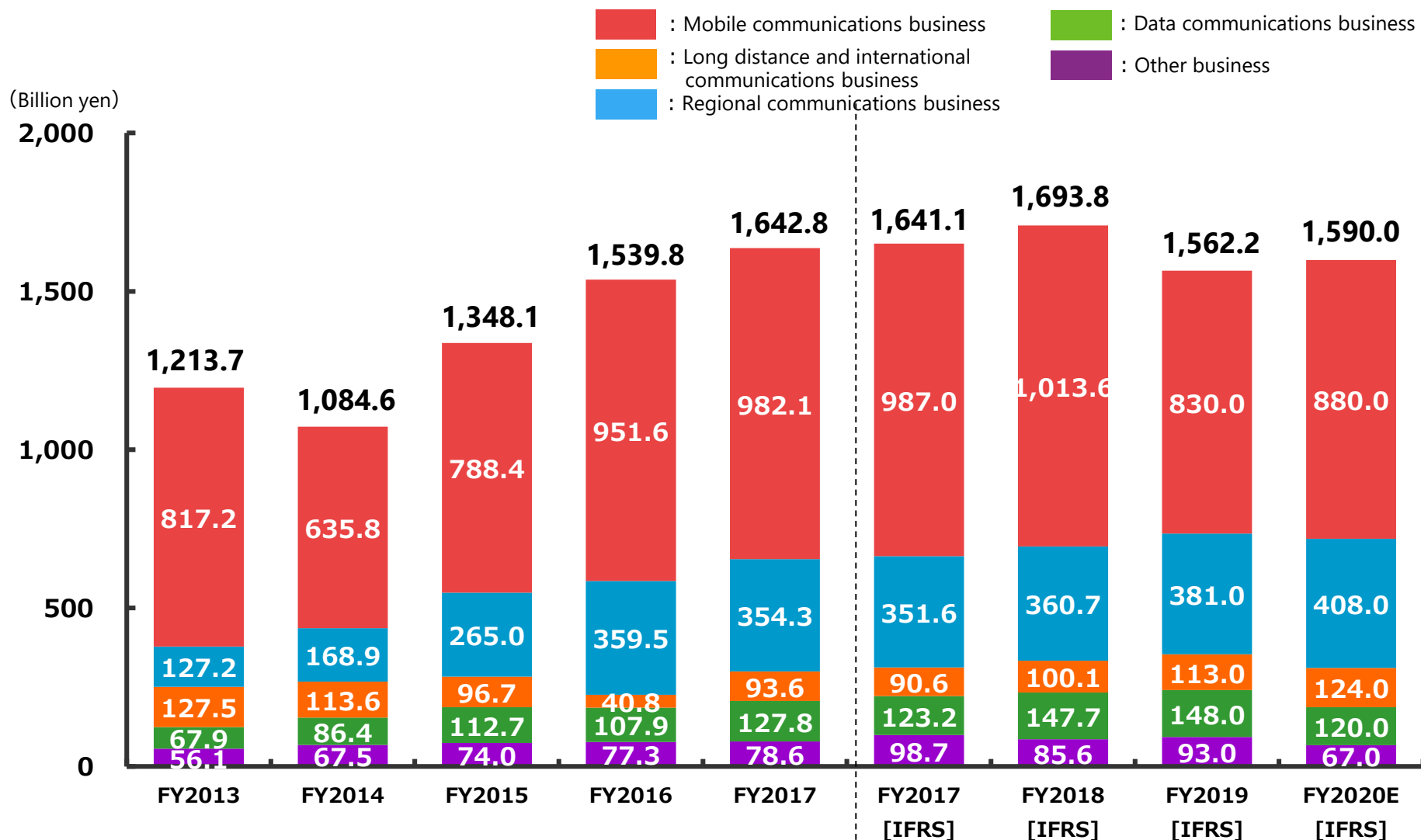
**** EPS amounts reflect the two-for-one stock split effective on July 1, 2015, and January 1, 2020.

Changes in Consolidated Operating Revenues



* Business segment operating revenues include inter-segment transactions

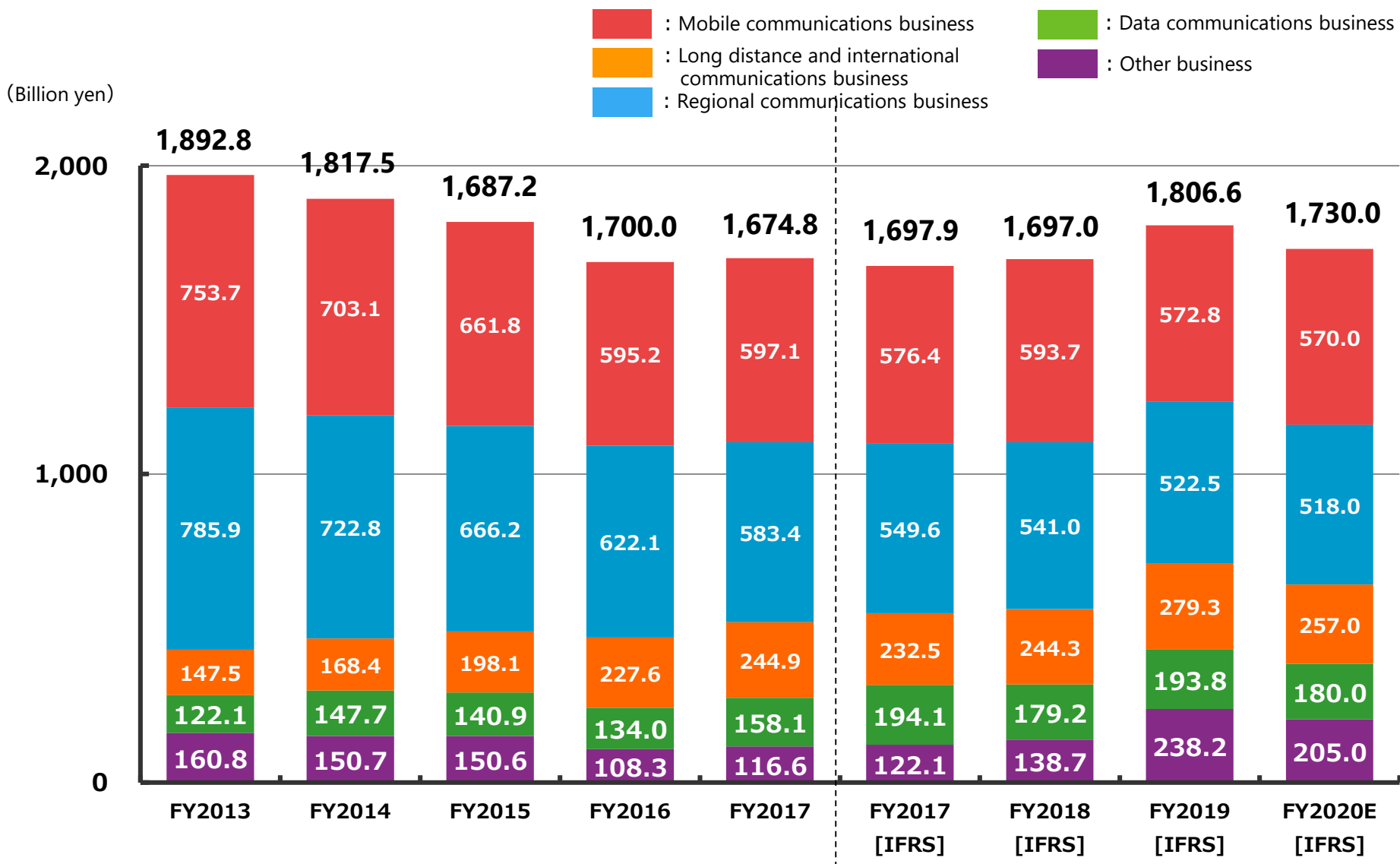
Changes in Consolidated Operating Income NTT



* Business segment operating income include inter-segment transactions

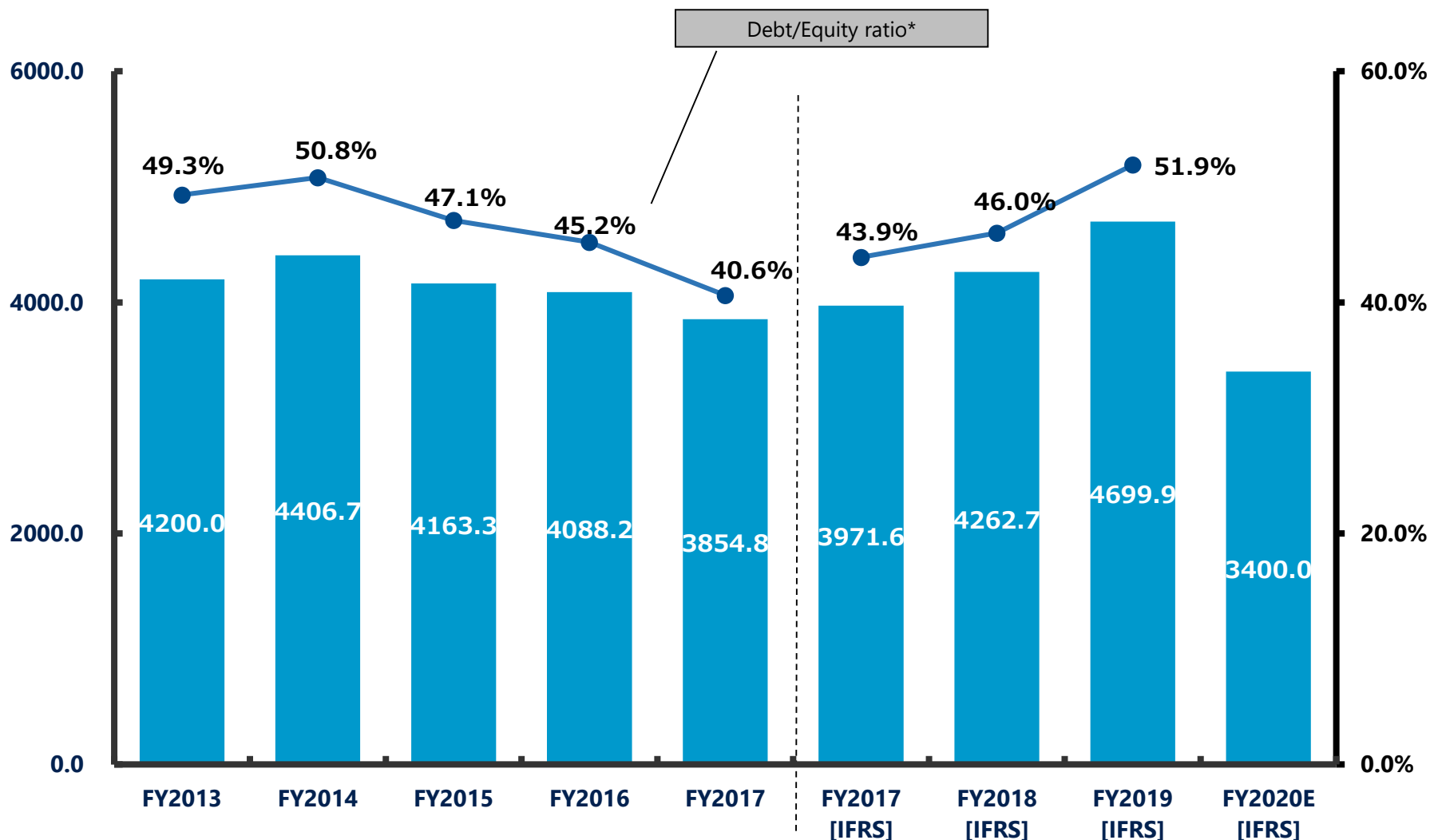
* Based on IFRS results which have not been audited, and are provided for reference only.

Changes in CAPEX



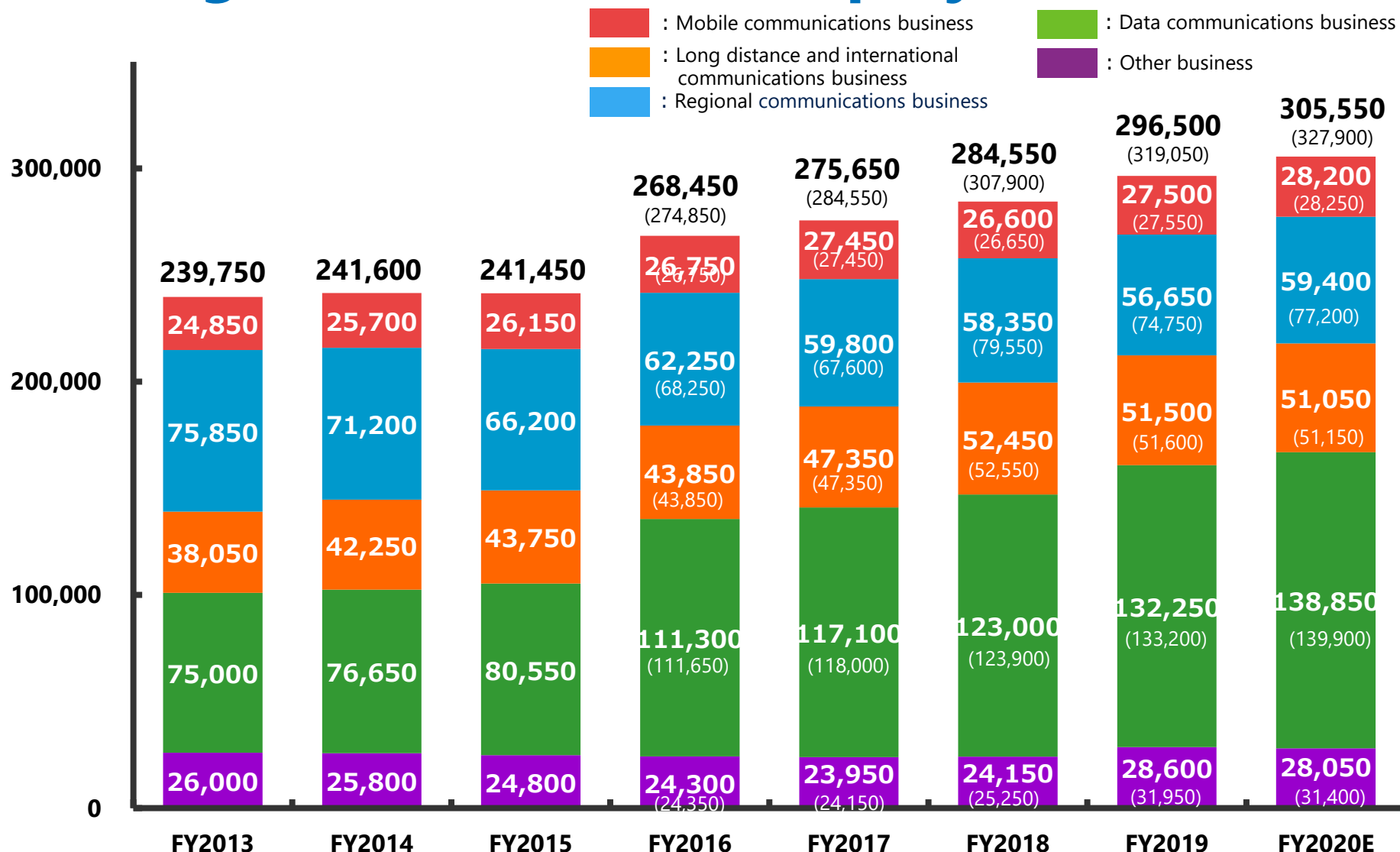
Changes in Interest-bearing Debt

(Billion yen)



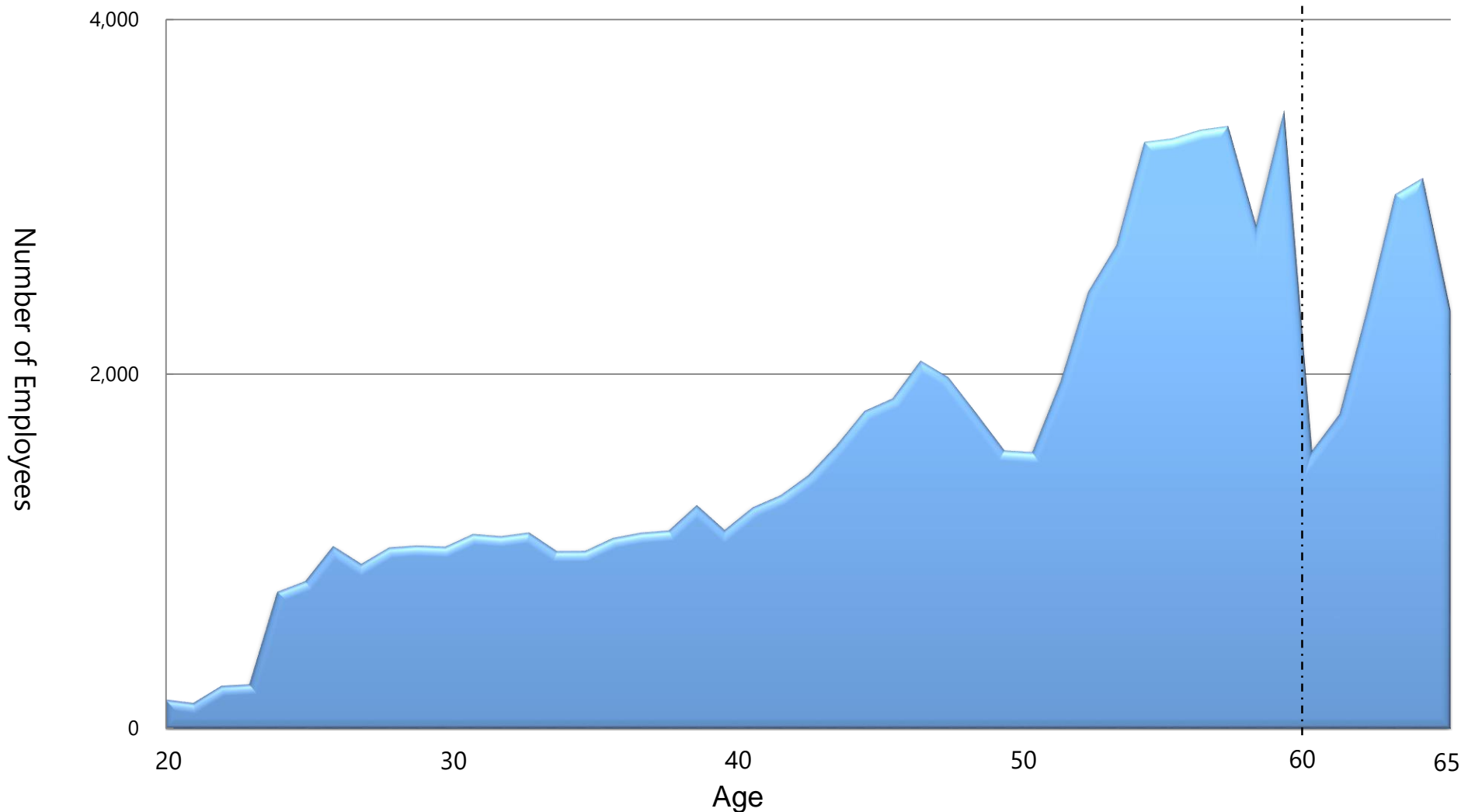
* Debt Equity ratio = Interest-bearing debt / Shareholders' equity x 100

Changes in Number of Employees



- Starting from FY2016, the figures in parentheses are the number of employees including employees whose contracts were changed from fixed-term contracts to open-ended contracts.
- Past figures have been retroactively revised as a result of expanding the scope of the personnel counted at certain overseas subsidiaries in Long distance and international communications business segment. (FY2017: +2,000 persons, FY2018: +4,550 persons)

Age Distribution of Employees at NTT East, NTT West and “Outsourcing Companies” (As of March 31, 2020)

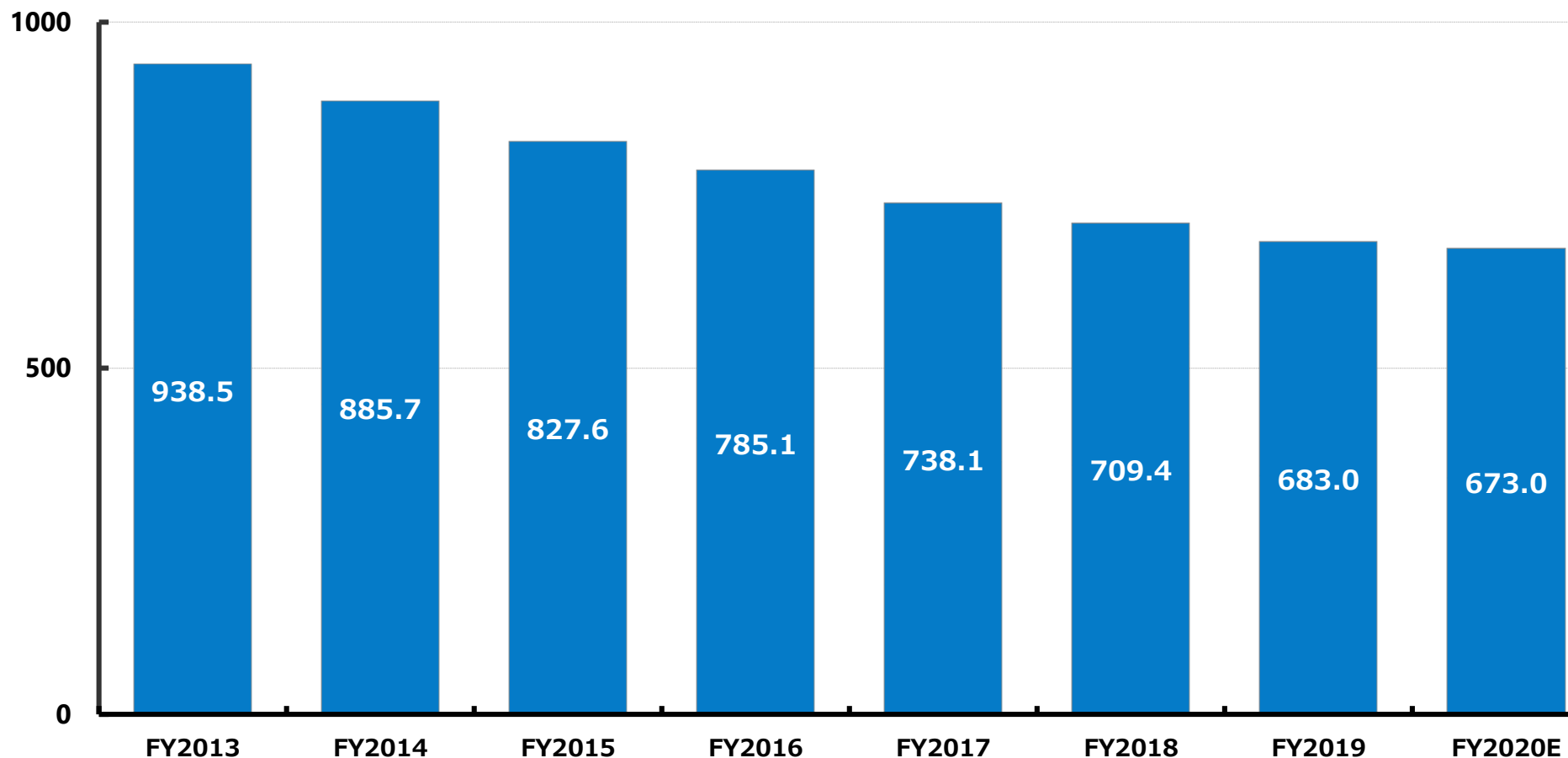


* Figures for East Outsourcing Companies include employees from the consolidated regional outsourcing companies (NTT EAST-MINAMIKANTO and others), NTT-ME and NTT EAST SERVICE, while figures for West Outsourcing Companies include NTT BUSINESS SOLUTIONS, NTT MARKETING ACT, NTT NEOMEIT, NTT FIELDTECHNO and NTT BUSINESS ASSOCIE WEST. Figures for those companies include the number of more than 60-year-old contracted employees.

Changes in Personnel expenses (NTT East Group, NTT West Group)



(Billion yen)



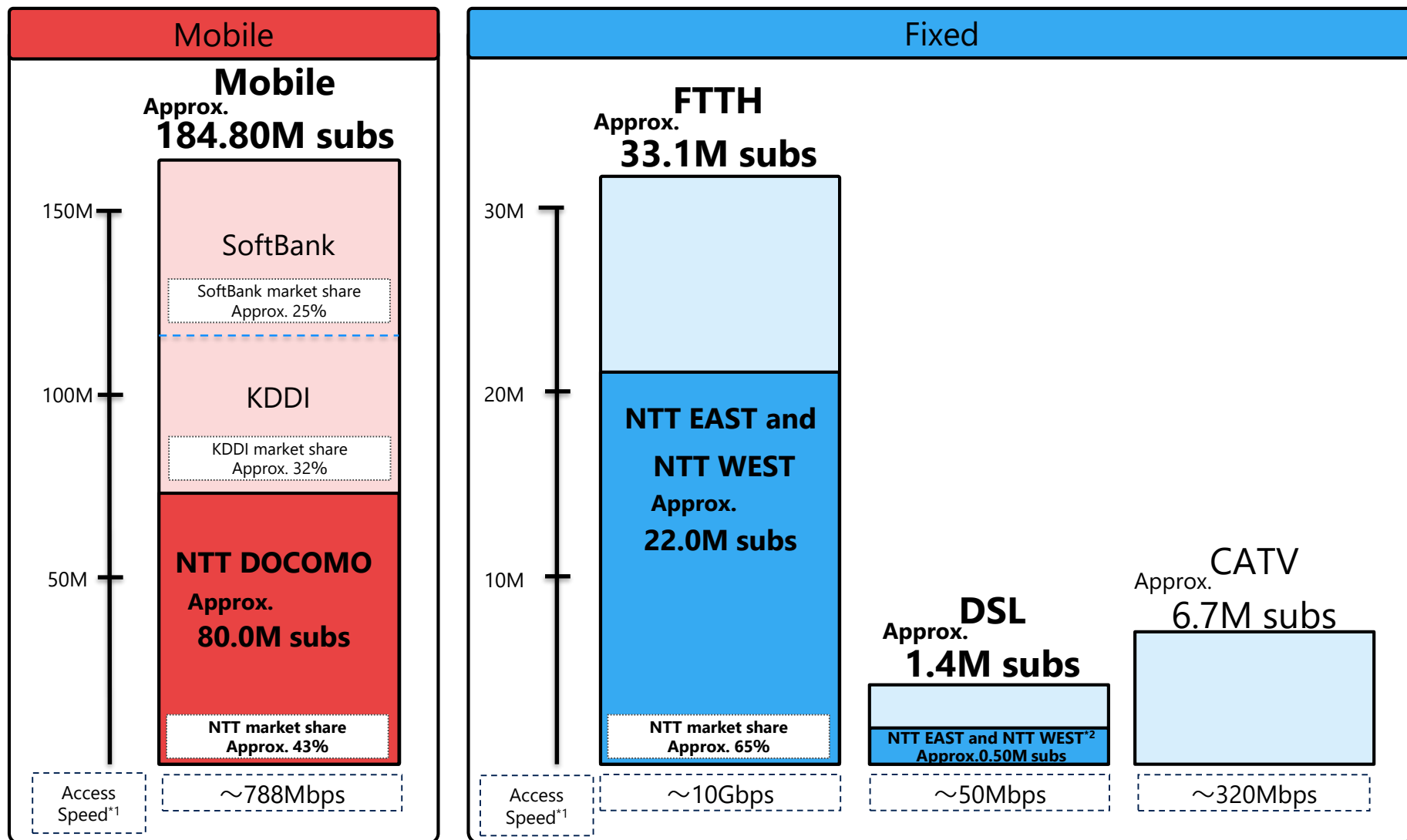
* The scope of aggregation for each of the figures are not audited and are provided for reference only.

(FY2011~FY2016 : U.S. GAAP-based figure, FY2017~FY2019E : International Financial Reporting Standards (IFRS) –based figure)

NTT East Group : The figures presented for NTT East group is internal management figures after eliminating internal transactions between NTT East and its subsidiaries.

NTT West Group : The figures presented for NTT West group is internal management figures after eliminating internal transactions between NTT West and its subsidiaries.

Broadband Access Services in Japan



*1 Figures for access speed are the speeds of typical commercial services, and are the maximum values of the best-effort traffic.

*2 Stopped accepting applications from July 1, 2016.

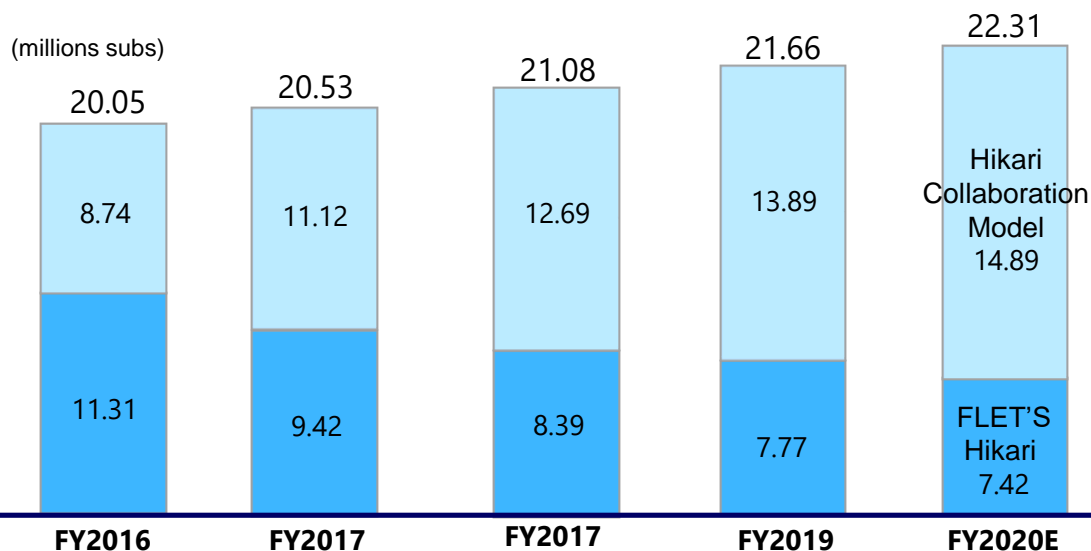
(Source) MIC data (As of the end of March 2020)

Fixed Broadband Business

FTTH Subscriptions



FTTH Subscriptions (Sum of NTT East and NTT West)

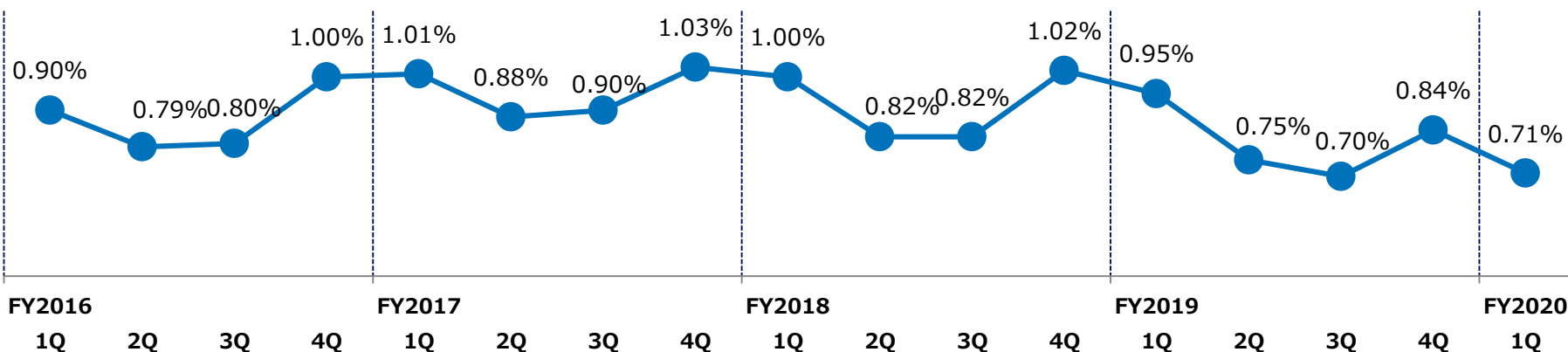


Reference:

FY2019 Breakdown of FTTH Subscriptions (millions subs)

		FY2020
Total FTTH Service: Change from preceding Fiscal Year		+0.65
Hikari Collabo- ration Model	(1) Number of opened connections	+2.45
	Number of switchover lines	+0.55
	(2) Number of cancellations	(1.45)
	Net Increase (1)+(2)	+1.00
FLET'S Hikari	(1) Number of opened connections	+0.75
	(2) Number of cancellations	(1.10)
	Number of switchover lines	(0.55)
	Net Increase (1)+(2)	(0.35)

FTTH Churn Rate* (Sum of NTT EAST and NTT WEST)

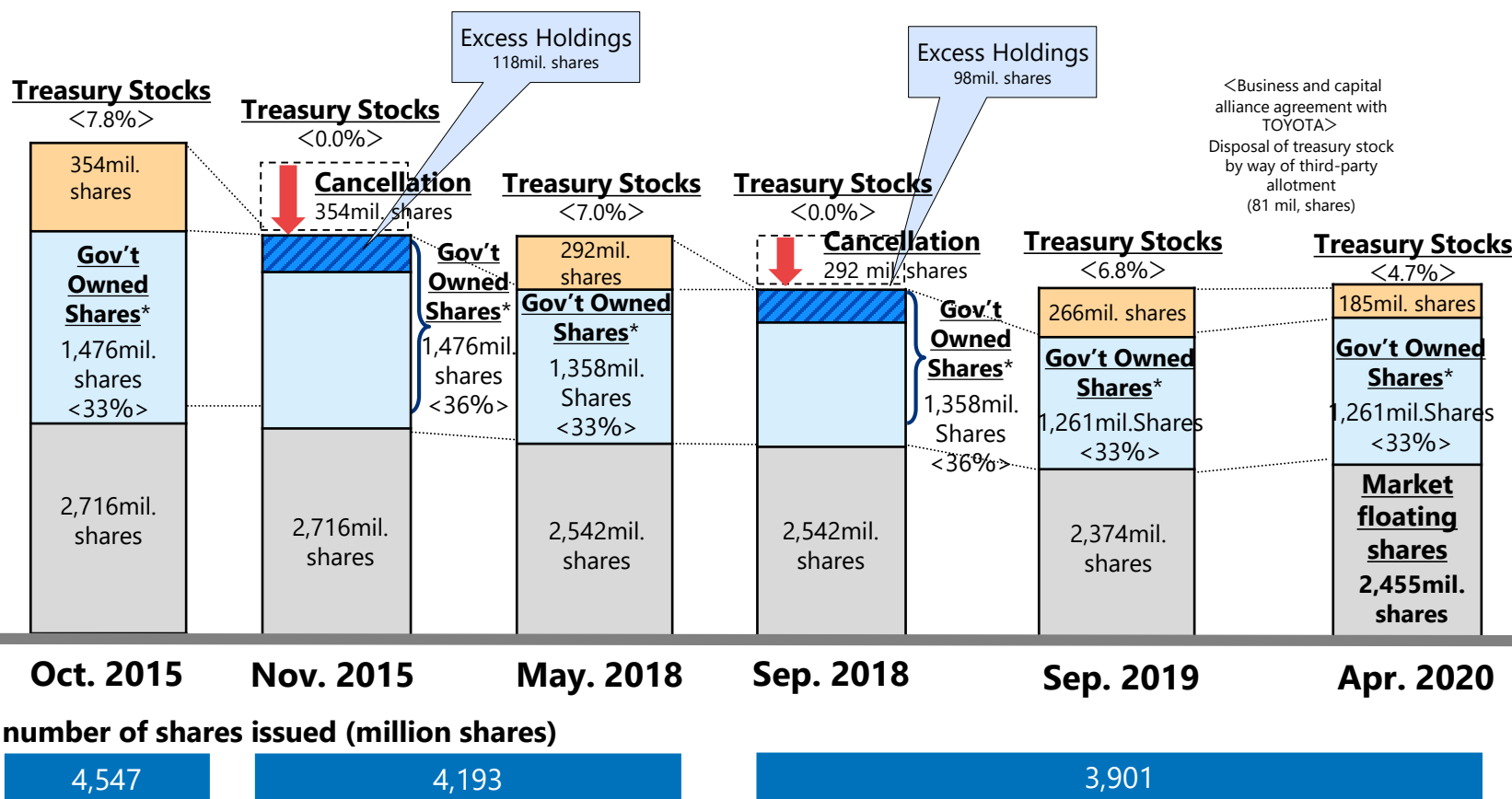
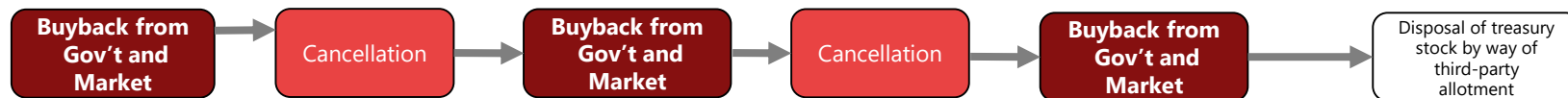


* "Sum of number of churn for each month of each quarter" / "Sum of number of active subscribers** for each month of each quarter"

** Active subscribers = (number of subscribers at end of previous month + number of subscribers at the end of the current month) / 2

Share Buybacks and Cancellation

<> : share holding ratio



Number of shares reflect the two-for-one stock split effective on January 1, 2020.

* Mandatory (minimum) number of shares to be held by the Government under the NTT Act = (total number of shares issued – 60 million shares issued at the IPO in 2000) × 1/3
(The number of shares issued after the initial listing are not to be included in the calculations. (NTT Act, supplementary provision 13))

Your Value Partner

Transaction to Make NTT DOCOMO a Wholly Owned Subsidiary

September 29, 2020

Changes surrounding the telecommunications market environment

Integration of fixed-line and mobile communications

Multifaceted, multilayered market competition that transcends the level of communications

Changes in social trends

**Remote world
(decentralized society)**

New Glocalism

A large, solid red arrow pointing downwards, centered horizontally, indicating a flow from the background factors to the global level changes.

Dynamic changes in the environment at the global level

Toward NTT's Medium-Term Growth and Development ①



◆ Goals Being Pursued

- ① **Development and offering of new services for a remote world**
- ② **Centralization of resources and promotion of DX**
- ③ **Promotion of research and development on a global scale**
- ④ **Strengthening of new types of businesses, including the Smart Life business**

Toward NTT's Medium-Term Growth and Development ②



In order to pursue our goals,

**It is essential to strategically leverage
resources and assets across the group and
accelerate decision-making**

Toward NTT's Medium-Term Growth and Development ③



◆ Transaction to Make NTT DOCOMO a Wholly Owned Subsidiary

Objective

- **Improved competitiveness of, and growth of, NTT DOCOMO**
NTT DOCOMO can utilize the capabilities of NTT Communications and NTT Comware and promote new services/solutions and the development of 6G-focused communications infrastructure that integrates mobile and fixed-line services, to evolve into a comprehensive ICT company that also provides upper-layer services
- **Growth of NTT Group as a whole**

① Strengthening corporate sales capabilities

- ✓ Creating services that integrate mobile and fixed-line services
- ✓ Creating integrated solutions through the combination of clouds and data

② Strengthening service creation capabilities

- ✓ Strengthening the smart life business and creating new businesses by collaborating with partners
- ✓ Strengthening software development capabilities and improving user experience

③ Strengthening cost competitiveness

- ✓ Optimizing resources and assets related to networks, buildings, IT infrastructure, etc.

④ Strengthening R&D capabilities

- ✓ 6G-generation core network that spans mobile and fixed-line services
- ✓ Realization of the IOWN concept
- ✓ Research and development related to O-RAN + v RAN

① Enhancing the international competitiveness of Japanese industry

- ✓ Development and production of telecommunications equipment, software and services that will be used around the world
- ✓ Contribution to international standards for telecommunications

② Resolving social issues

- ✓ Popularization of digitization and promotion of smart technology systems
- ✓ Revitalization of local communities and regional economies

③ Maintaining a reliable and secure communication infrastructure

- ✓ Improvement of business continuity, strengthening of telecommunications resilience in the event of a disaster and strengthening of cybersecurity

④ Achieving the development of the telecommunications industry and services that provide high levels of customer satisfaction

- ✓ Provision of services and rates that are more user-friendly and affordable

Overview of Transaction to Make NTT DOCOMO a Wholly Owned Subsidiary



■ Implement a Tender Offer for NTT DOCOMO Shares

<Overview of the Tender Offer>

Tender Offer Period	September 30 (Wednesday) to November 16 (Monday)
Tender Offer Price	¥3,900 per share
Shares to be Purchased	1,090,896,056 shares

- If all※ of NTT DOCOMO 's shares cannot be acquired through the Tender Offer, NTT intends to separately conduct a series of procedures to make NTT DOCOMO a wholly owned subsidiary

※ Excluding shares owned by NTT and treasury shares owned by NTT DOCOMO

◆ Financing

- ✓ Tender Offer will be financed through a bridge loan
- ✓ Bridge loan is planned to eventually be taken out with domestic bonds, foreign bonds, bank loans or other forms of financing
- ✓ No stock issuances will be conducted
- ✓ Securitization of receivables and asset sales are also under consideration

◆ Financial Policy

- ✓ Aim to further improve cash flow generation ability through this initiative
- ✓ Preserve financial stability by steadily reducing level of indebtedness, which will temporarily increase (reduction of financial leverage)
- ✓ Shareholder returns policy will remain unchanged (fundamental policy of implementing steady dividend increases; flexibly carry out share buybacks)

Management System after the Transaction NTT

- While not yet determined at this point in time, after making NTT DOCOMO a wholly owned subsidiary, NTT intends to consider strengthening coordination throughout the group through measures such as transferring NTT Communications and NTT Comware to NTT DOCOMO
- There are no plans to make NTT DATA a wholly owned subsidiary

Your Value Partner

The tender offer for which this Statement is being submitted (the “Tender Offer”) will be conducted in compliance with the procedures and information disclosure standards set out in the Act, but those procedures and standards are not necessarily the same as the procedures and information disclosure standards in the United States. In particular, the Tender Offer is not subject to Section 13(e) or Section 14(d) of the United States Securities Exchange Act of 1934 (as amended, the “United States Securities Exchange Act of 1934”) or the rules set out thereunder, and the Tender Offer will not be conducted in line with those procedures or standards. All of the financial data included in this Statement and the reference documents thereof do not conform to accounting standards in the United States and may not be equivalent to the financial statements of a company in the United States. Further, Nippon Telegraph and Telephone Corporation (“the Offeror”) and NTT DOCOMO, INC. (“the Target”) are companies that have been established outside of the United States and some or all of the directors of the Offeror and the Target reside outside of the United States, so it may be difficult to exercise any rights or make any claims under the federal securities laws of the United States. It also may be impossible to bring an action against a company that is based outside of the United States or its directors in a court outside of the United States on the grounds of a violation of the federal securities laws of the United States. There is also no guarantee that a company that is based outside of the United States or its subsidiaries or affiliates may be compelled to submit themselves to the jurisdiction of a United States court.

Unless otherwise provided, all of the procedures concerning the Tender Offer will be conducted in the Japanese language. All or some of the documents related to the Tender Offer are prepared in the English language, and if there is a discrepancy between that English language document and the corresponding Japanese language document, the Japanese language document will prevail.

Statements that constitute forward-looking statements are included in statements in this Statement and the reference documents thereof. There may be a significant difference between actual results and the express or implied predictions, etc. made as such forward-looking statements due to known or unknown risks, uncertainties, and other factors. None of the Offeror, the Target, and their affiliates guarantees that any express or implied prediction, etc. made as such a forward-looking statement will ultimately be correct. Such forward-looking statements in this Statement and the reference documents thereof have been prepared based on information that is available to the Offeror as of the date of this Statement, and unless required by applicable laws or regulations or the rules of a financial instruments exchange, none of the Offeror, the Target, and any of their affiliates has an obligation to update or correct those statements in order to reflect future events or circumstances.

Before the commencement of the Tender Offer or during the purchase period of the Tender Offer (the “Tender Offer Period”), financial advisors of the Offeror and the Target and the tender offer agent (including their affiliates) might purchase by means other than the Tender Offer or conduct an act aimed at such a purchase of common stocks of the Target on their own account and the account of their client to the extent permitted by Japanese laws and regulations related to financial instruments transactions and other applicable laws and regulations in the scope of their ordinary business and in accordance with the requirements of Rule 14e-5(b) of the United States Securities Exchange Act of 1934. If information regarding such a purchase is disclosed in Japan, that information will also be disclosed in the English language on a website of the person that conducted that purchase (or by another disclosure method).