



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.

Contents



Overview of Consolidated Results for FY2021.1Q and FY2021 Forecast		Other Businesses	
FY2021.1Q Financial Results – Key Points	4	Promote B2B2X Model	51
Status of Consolidated Results for FY2021.1Q	5-6	Strategic Business Alliance with Fujitsu for the “Realization of a Sustainable Future Digital Society”	52
Future Outlook Based on FY2021.1Q Results	7	Create New Lines of Business	53-54
FY2021 Forecast Summary	8-9	R&D	
Overview of Medium-Term Financial Targets	10	Worldwide promotion of research and development	56
Topics		Open access networks (O-RAN plus vRAN)	57
Contributions to the Tokyo 2020 Olympic and Paralympic Games	12	Three elements that make up IOWN	58
Contributions to Sports through R&D	13	Shareholder Returns/ ESG	
Initiatives in Response to COVID-19	14	Shareholder Returns	60-61
Strengthening and Globalizing R&D	15	Changes in Dividend	62
Initiatives to Create a Remote World	16	Record of Share Buybacks	63
Transaction to Make NTT DOCOMO a Wholly Owned Subsidiary		Changes of EPS and Outstanding Shares	64
Background	18	Promote ESG Management	65-68
Toward NTT's Medium-Term Growth and Development	19-20	Financial Data, etc.	
Primary Initiatives	21	NTT Group Formation	70
Social Contributions through Initiatives	22	Trend in Consolidated Financial Results	71
Financing and Financial Policy	23	Changes in Consolidated Operating Revenues	72
NTT Group Medium-Term Management Strategy		Changes in Consolidated Operating Income	73
Medium-Term Targets/ Transition of Medium-Term Targets	25-26	Changes in CAPEX	74
Overview of Medium-Term Management Strategy Initiatives	27	Changes in Interest-bearing Debt	75
Global Business		Medium-Term Debt Levels	76
Global Business Overview	29	Changes in Number of Employees	77
Enhance Competitiveness in Global Business	30-31	Age Distribution of Employees at NTT East, NTT West and “Outsourcing Companies”	78
Structural Reform of NTT Ltd.	32	Changes in Personnel expenses	79
NTT Ltd. Road to FY23	33	Broadband Access Services in Japan	80
Smart City Project(Las Vegas City, Chicago City)	34-35	Fixed Broadband Business FTTH Subscriptions	81
Global Data Centers Service delivery schedule	36	Share Buybacks and Cancellation	82
Mobile Communication Business		Attachment	
Recent Major Topics	38	Matters Currently under Consideration to Strengthen Collaboration after Making NTT DOCOMO a Wholly Owned Subsidiary	
Fast Expansion of 5G Area	39	*The Document submitted for the commission at the Ministry of Internal Affairs and Communications	
Expansion of Customer Base	40	*Released on December 25, 2020	
Provision of 5G Solutions	41	Objectives and Initiatives	86
Smart Life Business: Principal Services	42	Timeline for Implementation	87
Growth and Scope Expansion of Finance/Payment Business	43	Matters Currently under Consideration <STEP 1><STEP 2>	88-90
Creation of New Lifestyles	44		
Digitalization of Sales Channel	45		
Termination of FOMA (3G) Service	46		
Fixed-line Communication Business			
Local 5G utilization example	48		
Migrate PSTN to IP Networks	49		

Overview of Consolidated Results for FY2021.1Q and FY2021 Forecast

2021.1Q Financial Results – Key Points



- In FY2021 1Q, revenues and profit both progressed more strongly than expected.
 - Operating revenues increased by 126.1 billion yen (an increase of 4.6%) year-over-year due to an increase in sales of devices by NTT DOCOMO and an increase in SI revenues at NTT DATA as a result of capturing increased demand for digitalization, among other factors
 - Operating income decreased by 11.3 billion yen (a decrease of 2.3%) year-over-year due to strengthened initiatives to expand the 5G area and to further expand the Smart Life business by NTT DOCOMO, among other factors
 - Profit increased by 67.3 billion yen (an increase of 24.7%) year-over-year, reaching a record high, due to the impact of including profit from the transaction to make NTT DOCOMO a wholly owned subsidiary, among other factors
- In order to enhance shareholder returns, we newly resolved to conduct up to 250.0 billion yen of share buybacks.

Q : Given that operating income has decreased year-over-year, will it still be possible to achieve the annual plan?

A : From and after the second quarter, we are anticipating an increase in income from the Smart Life area as well as cost reductions from the promotion of the digitalization of sales channels at NTT DOCOMO, in addition to an increase in revenues and increase in income in our overseas business as a result of the effect of structural reforms, and we believe that the plan can be achieved.

Q : Please discuss the sales status and future outlook following the introduction of new billing plans including NTT DOCOMO's "ahamo."

A : As a result of the introduction of strategic billing plans, including "ahamo" and "Gigaho Premier," both net increases and MNP (mobile number portability) have improved as expected. With respect to "ahamo," acquisition of the younger market in particular has been strong, and the number of contracts has exceeded 1.8 million and is steadily increasing. In the future, we will continue to expand our customer base through optimized billing plans that meet customer needs and will work towards an increasingly positive MNP.

Q : Please discuss the future outlook for overseas business.

A : Although there has been a negative impact on SI revenues as a result of the spread of COVID-19, particularly in Asia, it is progressing well. We expect to see the effects of structural reforms on both NTT Ltd. and NTT DATA going forward, and we will continue to work to increase revenues and profit through the further expansion of high value-added services, such as NTT Ltd.'s data centers and managed services, and through increased sales from strengthening NTT DATA's digital offerings.

Status of Consolidated Results for FY2021.1Q



- Both revenues and income exceeded expectations
- Year-on-year, operating revenues increased, operating income decreased and profit increased
- Profit set a new record high level

Status of Consolidated Results

● Operating Revenues:	¥2,892.6B	<+¥126.1B [+4.6%] year-on-year>
● Operating Income:	¥486.3B	<¥ (11.3B) [(2.3)%] year-on-year>
● Profit ⁽¹⁾ :	¥340.0B	<+¥67.3B [+24.7%] year-on-year>
<hr/>		
● Overseas Sales ⁽²⁾ :	\$4.6B	<+\$0.26B [+5.9%] year-on-year>
● Overseas Operating Income Margin ⁽²⁾ :	4.1%	<+1.9pt year-on-year>

(1) Profit presented above represents the profit attributable to NTT, excluding noncontrolling interests.

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

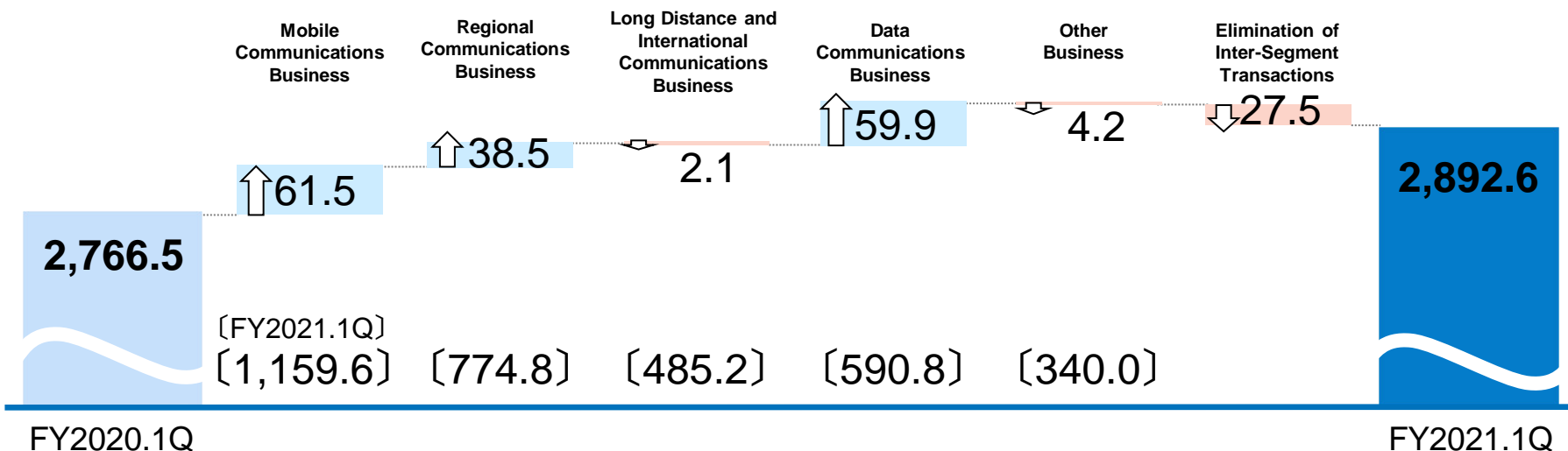
Contributing Factors by Segment for FY2021.1Q



(Billions of yen)

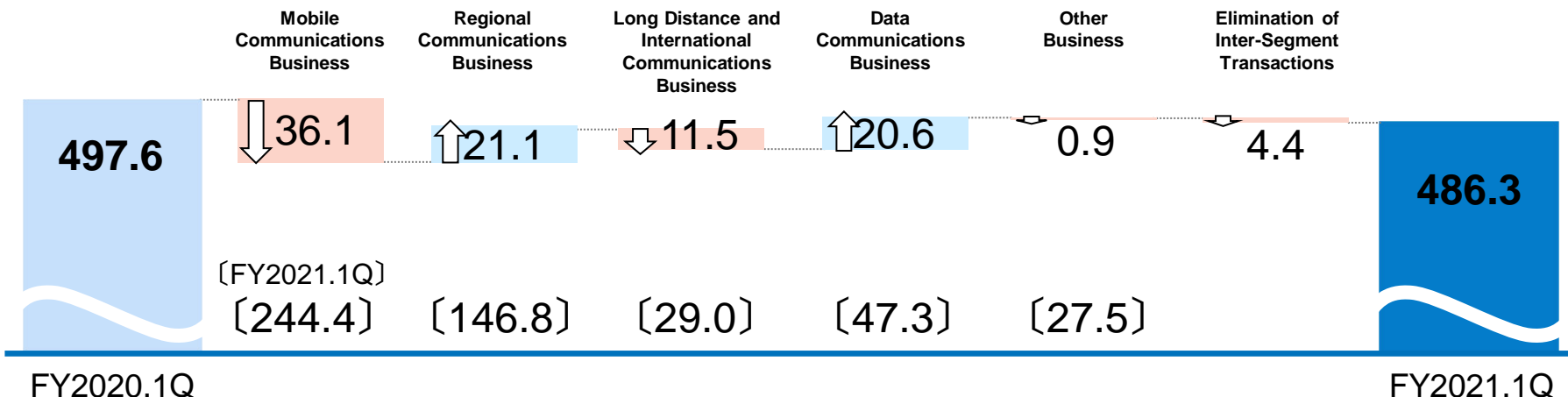
Operating Revenues

<Year-on-year: +126.1>



Operating Income

<Year-on-year:(11.3)>



Future Outlook Based on FY2021.1Q Results



■ Mobile Competitive Environment

- Sales, especially in ahamo, were strong, with both net increases and MNP improving as expected
- Acquisition of the younger market in particular has been strong, and we are aiming to further expand our customer base
- The development of the 5G area is progressing well. The number of base stations for new 5G-dedicated frequency bands has exceeded 10,000 stations, which is 2 to 4 times more advanced than other companies

■ Impact of COVID-19

- Although the negative impact of COVID-19 has decreased compared to the previous fiscal year, there is some continuing impact, including on revenues from international roaming and overseas SI business
- In the future, the impact is expected to gradually decrease as a result of the recovery in economic activity

■ Revision of Medium-Term Management Strategy

- Once the Ministry of Internal Affairs and Communications has released its report on its “Study Meeting on the Ideal Way of Ensuring Fair Competition,” we plan to undertake a review of the Medium-Term Management Strategy
- With respect to the current medium-term financial target of reaching an EPS of ¥320 by FY2023, we are aiming to achieve the target one year ahead of schedule

FY2021 Forecast Summary



- Operating Revenues, Operating Income and Profit will all increase
- Operating Revenues, Operating Income and Profit are each expected to reach record high levels

Consolidated Revenues and Income Plan

	FY2020 Results	FY2021 Forecast	Year-on-Year
Operating Revenues	¥11,944.0B	¥12,000.0B	+¥56.0B
Operating Income	¥1,671.4B	¥1,730.0B	+¥58.6B
Profit ⁽¹⁾	¥916.2B	¥1,085.0B	+¥168.8B
EPS	¥248	<div>EPS target has been revised in August 2021</div> ¥302	+¥54

(1) Profit represents profit attributable to NTT, excluding noncontrolling interests.

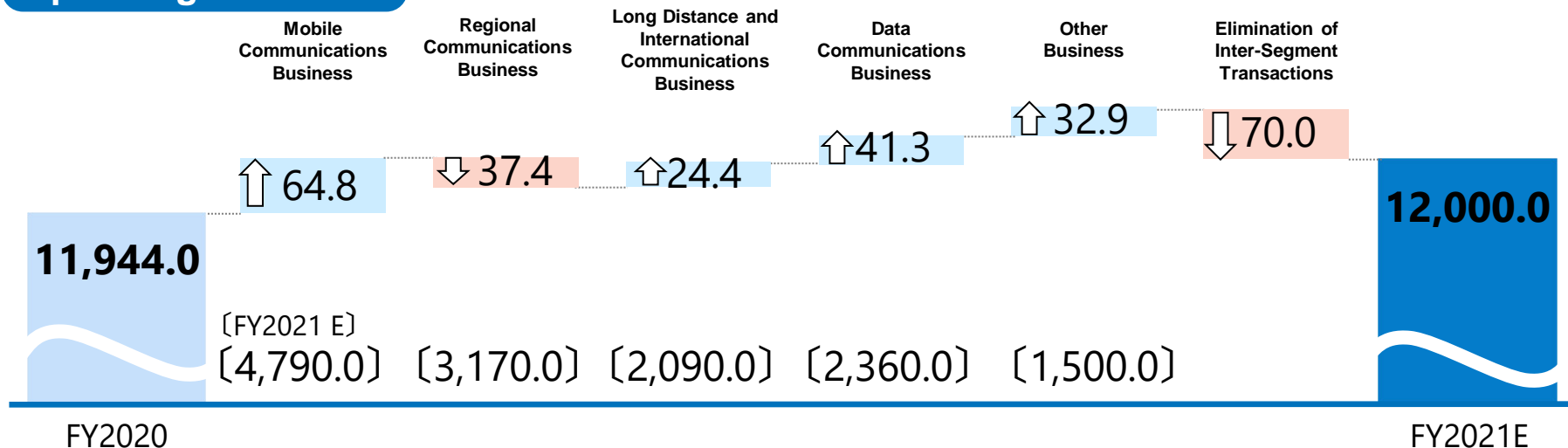
FY2021 Forecast Summary by Segment



(Billions of yen)

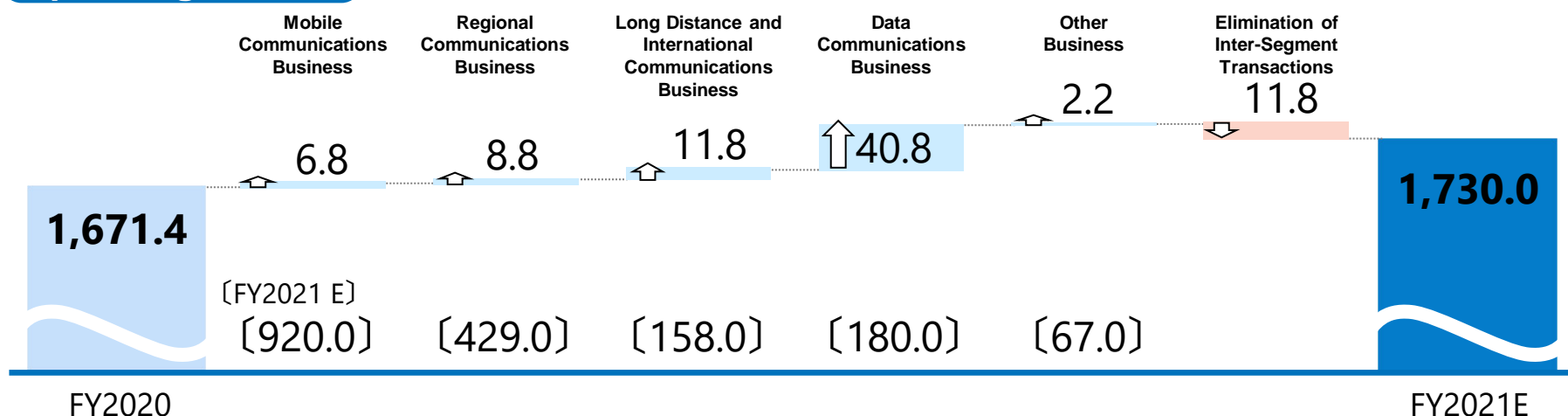
Operating Revenues

[Year-on-year: +56.0]



Operating Income

[Year-on-year: +58.6]



Overview of Medium-Term Financial Targets



	FY2020 Results	FY2021 Forecasts	Year-on-Year	Target (Target Fiscal Year) <announced November 8, 2018>
EPS	¥248	<div>EPS target has been revised in August 2021</div> ¥302	+¥54	Approx. ¥320 (FY2023)
Overseas Sales ⁽¹⁾	\$ 18.6B	\$ 19.0B	+ \$ 0.4B	\$ 25B (FY2023)
Overseas Operating Income Margin ⁽¹⁾	3.0%	6.0%	+3.0pt	7% (FY2023)
Cost Reductions ⁽²⁾	¥(670.0)B	¥(840.0)B	¥(170.0)B	at least ¥(800.0)B (FY2023)
ROIC	7.2%	7.4%	+0.2pt	8% (FY2023)
Capex to Sales ⁽³⁾	13.6%	13.5%	▲ 0.1pt	13.5% or less (FY2021)

(1) Includes results from the global holding company, its subsidiaries and its affiliates.

Overseas Operating Income excludes temporary expenses, such as M&A-related depreciation costs of intangible fixed assets.

(2) In fixed-line/mobile access networks. Figures above show cumulative reductions since FY2017.

(3) Domestic network business (excludes NTT Communications' data centers and certain other items).

Items with positive progress are shown in green, and items that are expected to meet the medium-term financial targets during the current fiscal year are shown in white text.

Topics

Contributions to the Tokyo 2020 Olympic and Paralympic Games

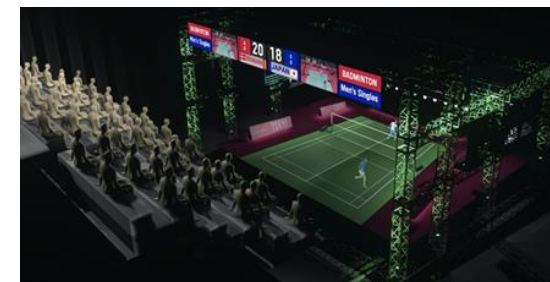


■ Management of the Games (Network Operation, Etc.)

- NTT has been operating the networks used for broadcasting and for the management of the games without any issues to this point, and will continue to provide for the networks' stable operation

■ Providing of New Technology

- **"TOKYO 2020 5G Project"**
 - ✓ Live transmission of 12K ultra-wide composite images of an entire sailing event to remote locations
- **"TOKYO 2020 Future Sports Viewing Project"**
 - ✓ Demonstration of transmitting badminton competition as holographic video
- **Providing "CUzo" that enables AR guidance to support the management of the Tokyo 2020 Games**



* NTT is a Olympic and Paralympic Games Tokyo 2020 Gold Partner (Telecommunications Services).

Contributions to Sports through R&D



■ Joint Testing with the Japan Softball Association

- November 2017 Entered into Joint Testing Agreement

NTT conducted experimental and actual measurements of top players' and younger players' "series of actions for batting," promoting research on the performance and brain information processing of athletes (including Japanese national team players) with a wide range of abilities.

Through this joint testing, NTT supported the improvement of the Japanese national team's batting strength in furtherance of their winning the gold medal



■ Employee Vaccination Status

- NTT Group as a whole plans to vaccinate approximately 164,000 people by the end of the year
- Began in stages on June 28, with vaccinations of approximately 58,000 people completed as of July 31

■ Rate of Remote Work

- Rate of remote work in June was 71.8% (excluding essential workers)

Strengthening and Globalizing R&D

■ Launch new business using “Personalized Sound Zone (PSZ) Technology”

- Helps achieve a more fulfilling life by effectively controlling the spaces where sounds can be heard and creating a comfortable acoustic space
- “NTT sonority, Inc.” to be established in September 2021
Kazunori Kobayashi (Senior Research Engineer, Supervisor, NTT Service Innovation Laboratory Group, which developed the technology) will be appointed as president
- In the future, NTT will collaborate with partners to develop and provide airplane and car seats that allow users to enjoy music without headphones, as well as office chairs for web conferencing.



Headphone-free airplane seats



Collaboration : JAMCO Corp.



Web conferencing without sound leakage (chair-integrated sound/microphone)



Collaboration : OKAMURA Corp.



Car seats that are able to play different contents for each seat



Collaboration :
TOYOTA BOSHOKU Corp.



Wearable devices and portable speakers that allow for regular conversations without sound leakage

< Usage Scenarios Made Possible by PSZ Technology (Example) >

■ Launch New Services

- ① **Began development of “evidence.path™”, a cloud service that converts corporate bond issuance processes to DX** (NTT Data Group, services planned to launch in February 2022)
 - ✓ Converts paper-based processes that are done through paper, stamps, mail and fax into DX, in order to achieve faster processes and telework
 - ✓ Also expected to be utilized within the NTT Group
- ② **“home 5G™”, which provides an internet connection environment immediately without on-site construction** (NTT DOCOMO, from late August 2021)
 - ✓ Unlimited data, and compatible with 5G and 4G networks
- ③ **“OCN Hikari App Control Option,” which helps small and medium-sized enterprises achieve stable online meetings** (NTT Com, from July 2021)
 - ✓ Reduces audio and video interruptions and delays when using certain applications, including online meetings



Transaction to Make NTT DOCOMO a Wholly Owned Subsidiary

Changes surrounding the telecommunications market environment

Changes in social trends

Integration of fixed-line and mobile communications

**Remote world
(decentralized society)**

Multifaceted, multilayered market competition that transcends the level of communications

New Glocalism

A large, solid red arrow pointing downwards, centered on the page.

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)



◆ 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**

Primary Initiatives

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

◆ Financing

- ✓ Funds required to make NTT DOCOMO a wholly owned subsidiary had been 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
(Domestic bonds in December 2020 and foreign bonds in March 2021.
Bank loan in July 2021.)
- ✓ No stock issuances will be conducted
- ✓ Securitization of receivables and asset sales are also under consideration(Partial credit securitization implemented in March 2021)

◆ 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)

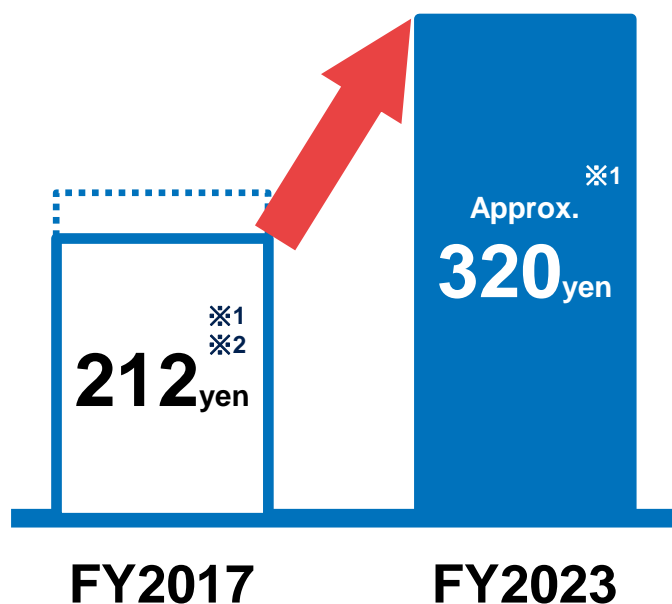
NTT Group Medium-Term Management Strategy

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

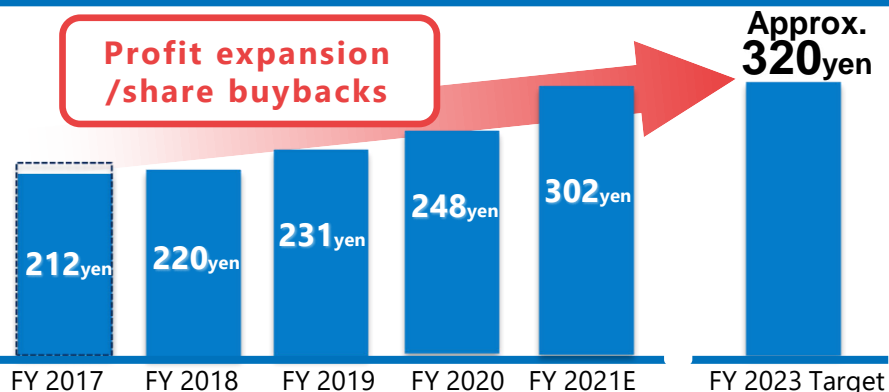
※1 : EPS amounts reflect the two-for-one stock split with an effective date of January 1, 2020. ※2 : Excludes the effects of the arbitration award received from Tata Sons Limited. ※3 : Including results from the global holding company, its subsidiaries and its affiliates. Operating Income excludes temporary 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}

Profit expansion
/share buybacks



EPS target has been revised in August 2021

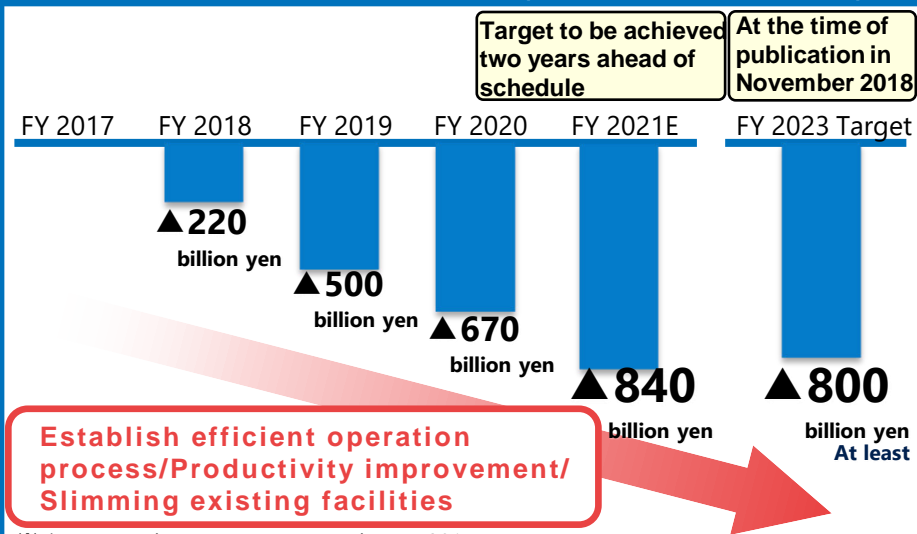
Aiming to achieve
one year ahead
of schedule

^{*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)

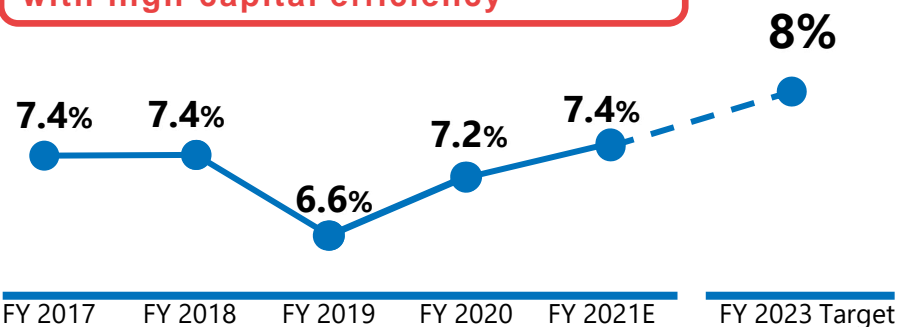


Establish efficient operation
process/Productivity improvement/
Slimming existing facilities

※Figures are the amounts compared to FY 2017

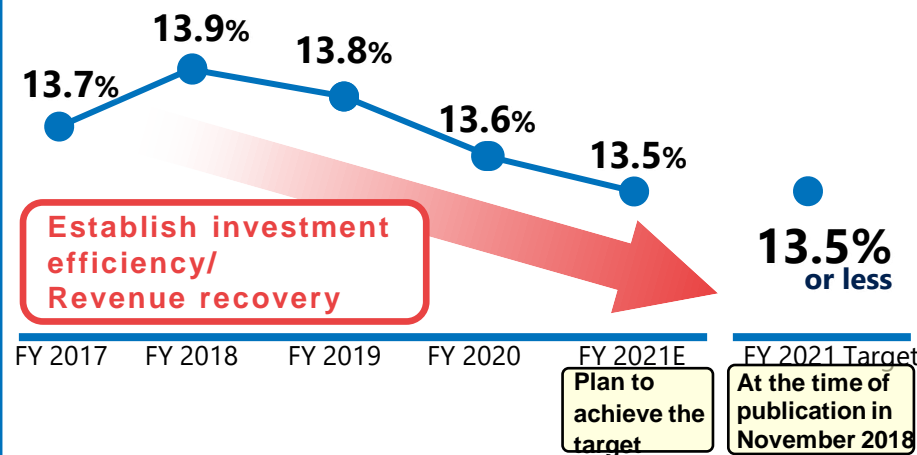
ROIC

Transforming to a business structure
with high capital efficiency



Capex to Sales

(Domestic Network Business[§])



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

Overview of Medium-Term Management Strategy Initiatives



Overview since May 2021

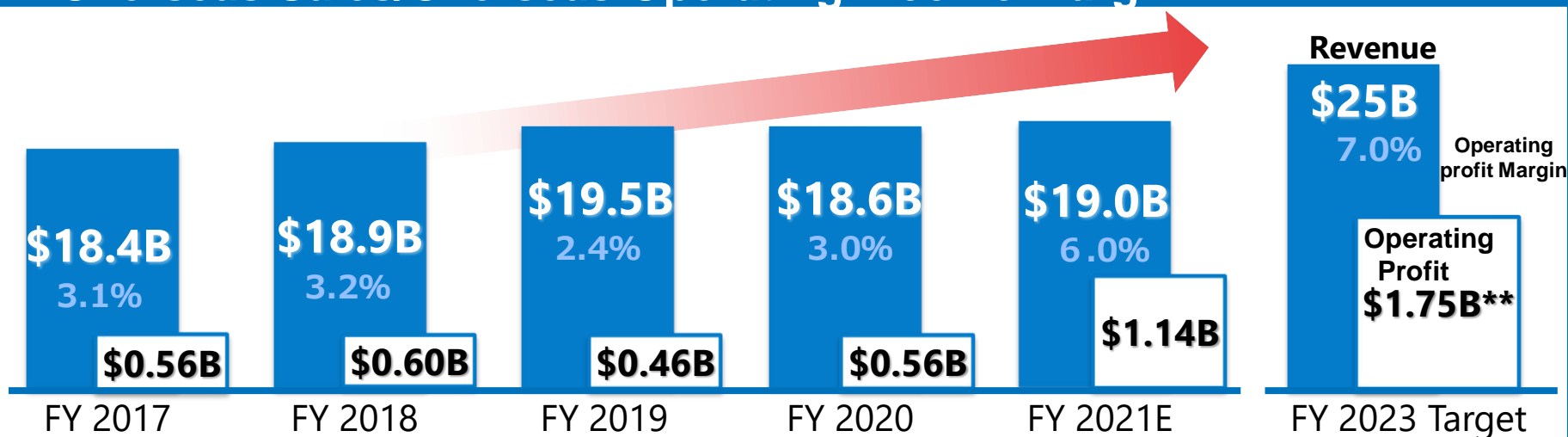
Roll Out 5th-Generation Wireless System	<ul style="list-style-type: none"> Developed enterprise solutions that utilize 5G with NEC in Germany (NTT DATA, from June) Cumulative number of “Lightning Speed 5G” base stations exceeded 10,000 (NTT DOCOMO, June)
Provide Personal Services	<ul style="list-style-type: none"> Launched the “U15 Hajimete Sumaho Plan” (NTT DOCOMO, from July)
Enhance Competitiveness in Global Business	<ul style="list-style-type: none"> In collaboration with Edmonton International Airport to deliver on-demand transport services (NTT DATA Services, NTT Ltd., May) In collaboration with Tokyo Century to operate data center in India (NTT GDC, June)
Drive DX in Domestic Business	<ul style="list-style-type: none"> Lowered wholesale fees for wholesale Hikari services (NTT East, NTT West, from July) Provided customer self-assessment fault diagnosis on the repair service “Web 113” (NTT East, NTT West, from July) Assignment of tower assets of the Company to JTOWER to accelerate Infra-Sharing (NTT West, from July)
Enhance and Globalize R&D	<ul style="list-style-type: none"> Reached agreement on a business alliance with SKY Perfect JSAT on new space enterprise to aid in the realization of a sustainable society (May) Reached agreement on a partnership with ACCESS toward the realization of the IOWN concept (July)
Create New Lines of Business	<ul style="list-style-type: none"> Started operations at two companies responsible for comprehensive management and think tank functions for urban solutions (NTT Urban Value Support, NTT Urban Solutions Research Institute, from July)
Contribute to Vitalization of Regional Societies and Economies	<ul style="list-style-type: none"> Established a new company, “Co-Designing Institute for Polyphonic Society,” to promote regional vitalization (NTT West, July) Entered into the “Agreement to Promote Cross-Organizational Industry-Academia Collaboration” with Niigata University (NTT East, July)
Promote ESG Management	<ul style="list-style-type: none"> Made donations for pandemic relief to India (NTT Data, NTT Ltd., May) Free offering of classes on how to use various types of operations in docomo Smartphone classes (NTT DOCOMO, from June) Sponsored the Avatar Robot Cafe DAWN ver.β, and conducted demonstration tests of remote robot operation for the realization of the IOWN concept (from June) Changed the membership of the Appointment and Compensation Committee to consist of five members, including three independent outside Members of the Board, strengthening governance (August)

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, FY2020) and Employee by Region (excl. Japan)

	TOTAL	AMERICAS	EMEA	APAC**
Revenue	\$ 18.6B	\$ 6.6B	\$ 7.6B	\$ 4.4B
No. of employee	138,000	40,000	51,000	47,000

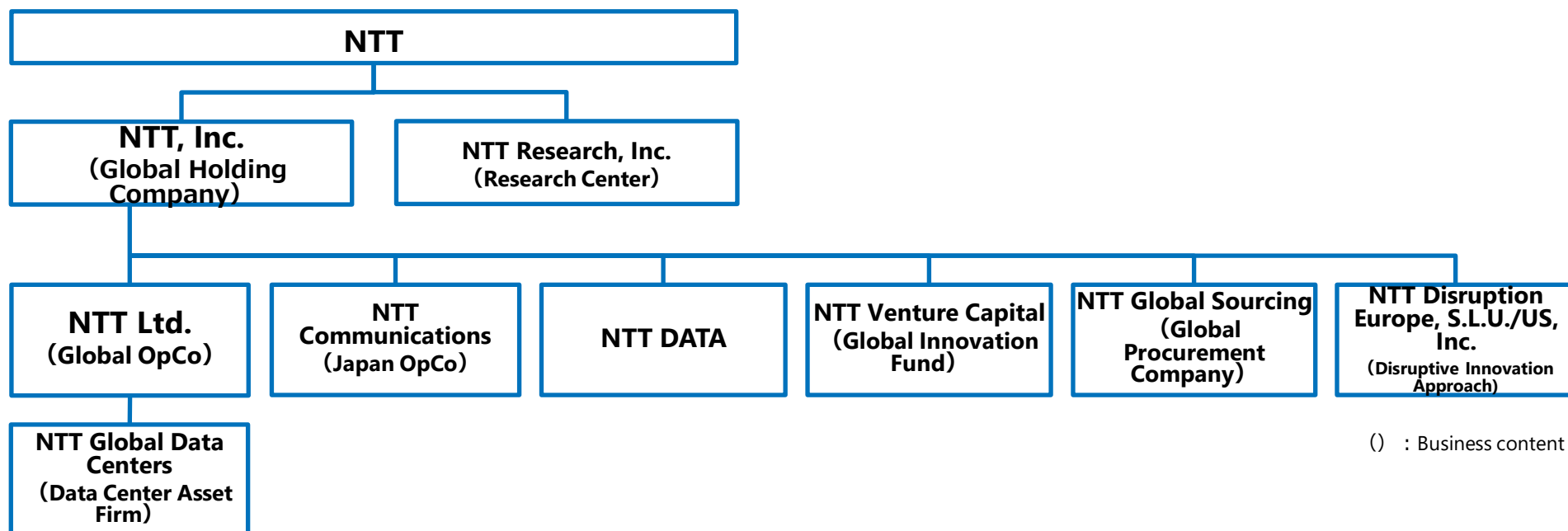
* Including results from the global holding company, its subsidiaries and its affiliates.

** 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 DATA, NTT Security, and NTTi3 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.



() : 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

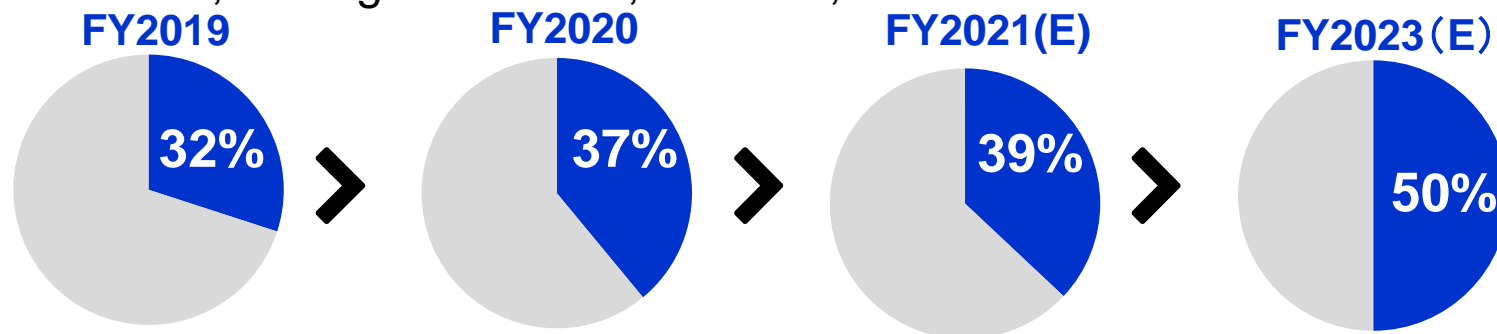
Structural Reform of NTT Ltd.



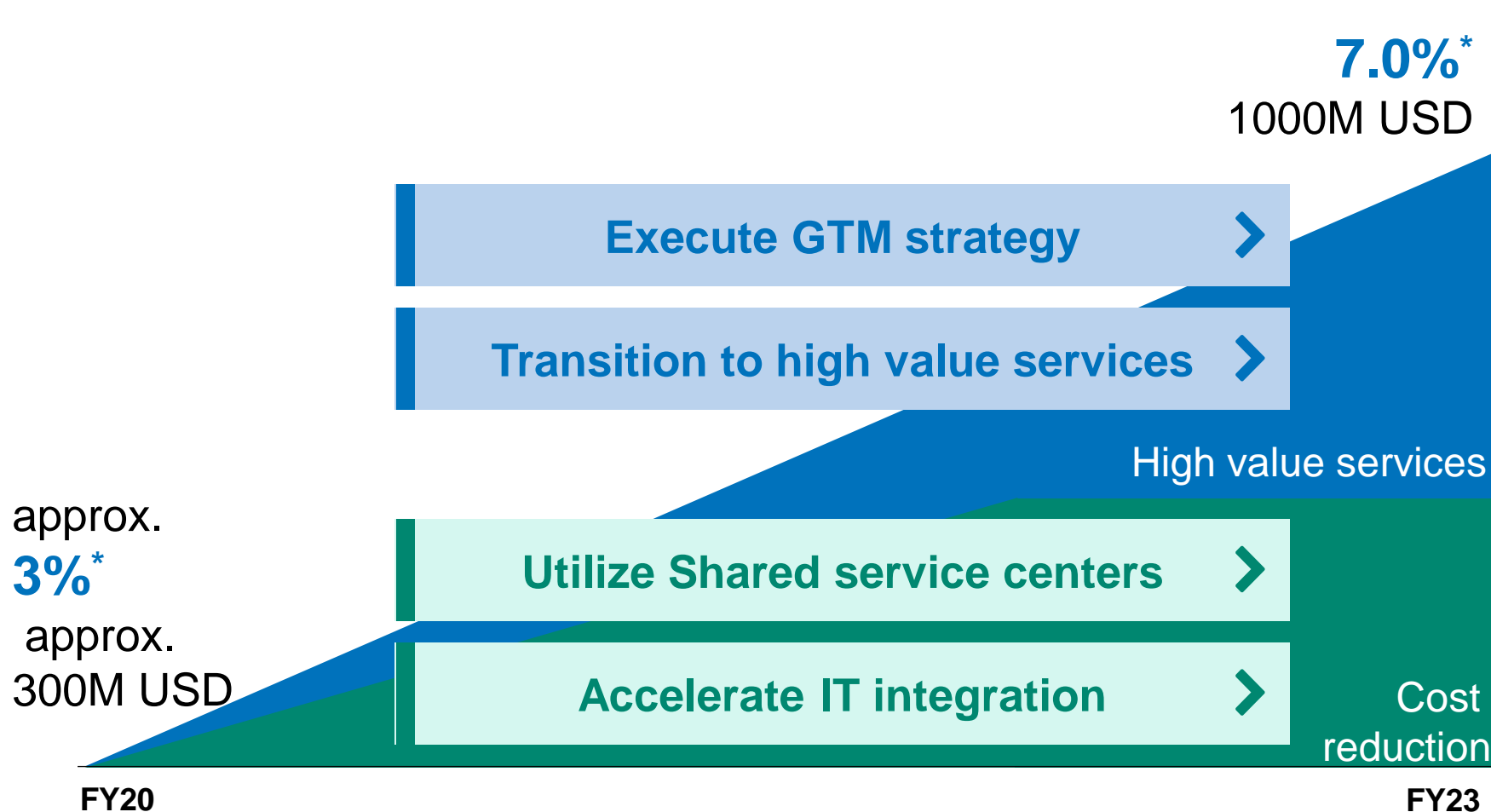
- Promoted integration at NTT Ltd. since its establishment in July 2019
- Promoting structural reforms to realize business shift to attractive markets centered on managed IT services
 - Streamlining business operations
 - Optimization by consolidating operations and overlaps
 - Launching a shared service 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 >

Data center, Managed services, Network, Cloud Communications etc



NTT Ltd. Road to FY23



[* Based on Overseas Operating Income Margin**]

**Operating Income excludes temporary expenses, such as M&A-related depreciation costs of intangible fixed assets.

Smart City Project (Las Vegas City)



Pain Point of the City:
Requirements:

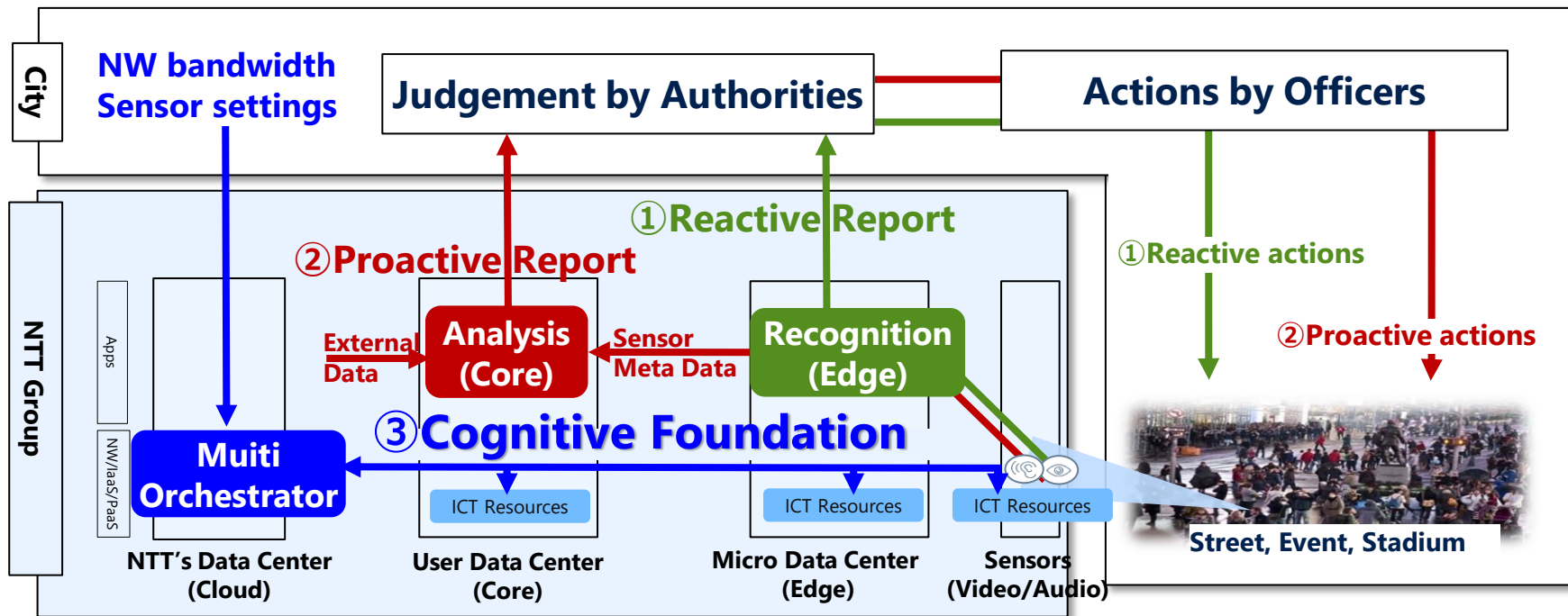
To reduce "Response Time"

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

Notify "What is going on ? "

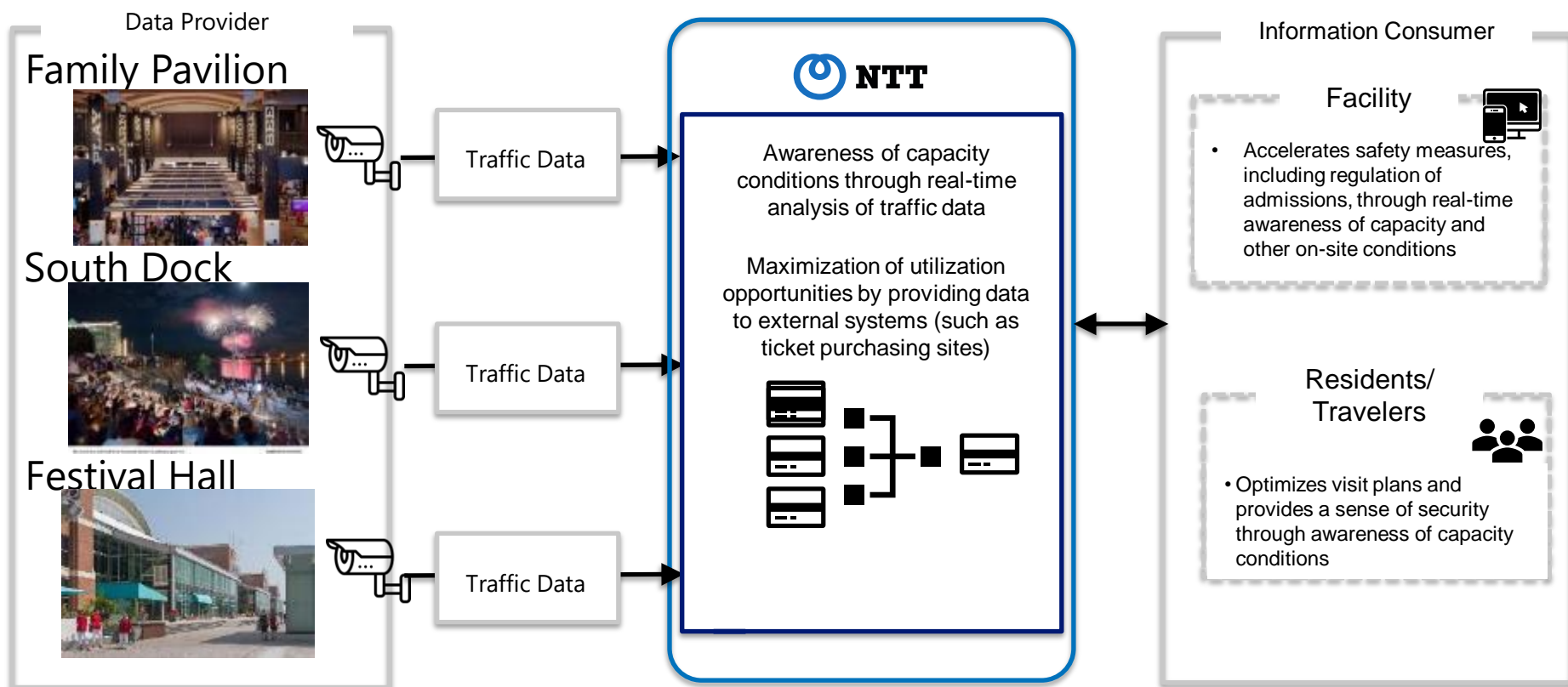
Notify "What is going to happen next ? "

Deploy ICT resources ASAP



Smart City Project (Chicago City)

- By leveraging the Smart City technology being provided in Las Vegas, facilitates real-time awareness of on-site situations and provides information to visitors by using statistical data on space occupancy and analysis of usage patterns for particular times
- Contributed to resolution of issues for the re-opening of Navy Pier (a leisure and cultural facility in the Midwest United States), which was temporarily closed beginning in September 2020 due to the spread of COVID-19, by improving awareness of on-site conditions











Global Data Centers

Service delivery schedule



FY2020

FY2021

In 20 + Countries/ Regions worldwide	India  Mumbai 7 Data Center	UK  London 1 Data Center	Japan  Tokyo 11 Data Center	US  Hillsboro 1 Data Center	Malaysia  Cyberjaya 5 Data Center	US  Chicago 1 Data Center	US  Silicon Valley 1 Data Center	US  Ashburn 5 Data Center

FY2021

FY2022

Germany  Berlin 2 Data Center	Spain  Madrid 1 Data Center	UK  Hemel Hempstead 4 Data Center	US  Phoenix 1 Data Center	Indonesia  Jakarta 3 Data Center	South Africa  Johannesburg 1 Data Center	India  Mumbai 8 / Data Center	India  Chennai 2 Data Center	India  Navi Mumbai 1 Data Center
--	---	--	---	---	--	---	--	--

The above plan is subject to change.

Mobile Communication Business

NTT DOCOMO Recent Major Topics



Communications business

- Cumulative total of over 10,000 “Lightning Speed 5G” base stations (June)
- Launch of “U15 Hajimete Sumaho Plan” (July)
- Launch of "home 5G" (scheduled for August)

Smart life business

- Introduction of a new genre "Live" to dTV (May)
- Development of a business alliance with THECOO, Inc. regarding the live performance business (May)
- Conclusion of agreement with SMBC Nikko Securities Inc. and Money Design Co., Ltd. to consider collaboration in expanding asset management services based on long-term, diversified, and saving-type investments (July)

Corporate business

- Launch of “DOCOMO Business Members” program (July)
- Launch of Japan's first drone plan (“LTE Jouku Riyou Plan”) (July)
- Launch of “Google's Glass Enterprise Edition 2” (August)

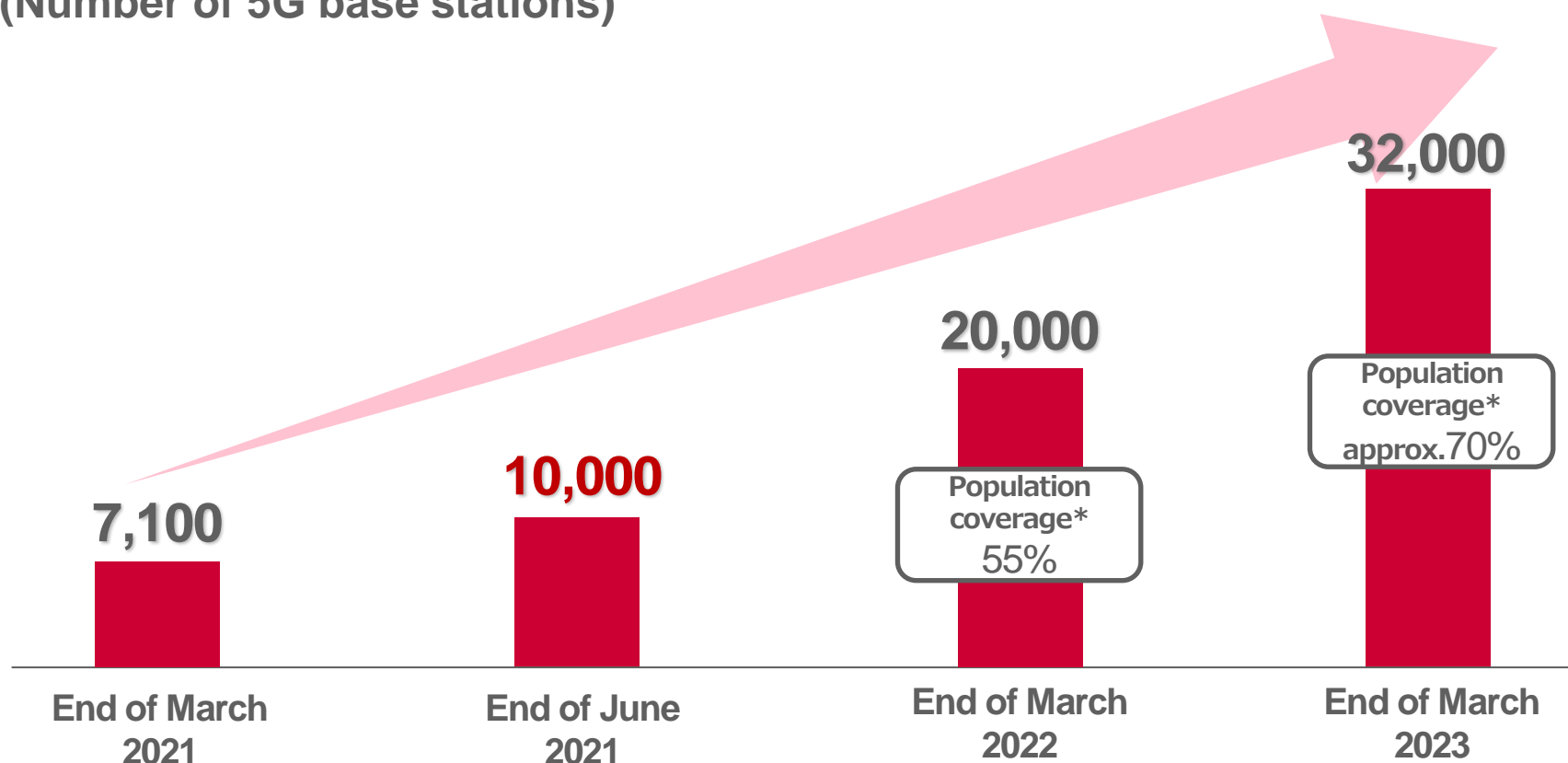
Research and development

- Commencement of demonstration experiment by NTT DOCOMO, NTT Urban Solutions, and NTT Urban Development on next-generation housing that uses AI and IoT (May)
- Release of “5G Open RAN Ecosystem” Whitepaper(June)

NTT DOCOMO Fast Expansion of 5G Area

Number of 5G base stations reached 10,000 and is expanding steadily
Introduction of 5G Core Network and launch of standalone 5G services
planned for the third quarter

(Number of 5G base stations)



*Population coverage of "Lightning Speed 5G"(Sub6・mmW)

NTT DOCOMO Expansion of Customer Base NTT

Expand customer base by offering rate plans and services catered to customer needs

Aim to grow 5G subscriptions to 10 million within FY2021

Addressing diverse customer needs



5G Gigaho Premier
》5G ギガホ プレミア

Gigaho Premier
ギガホ プレミア

Launched April 1



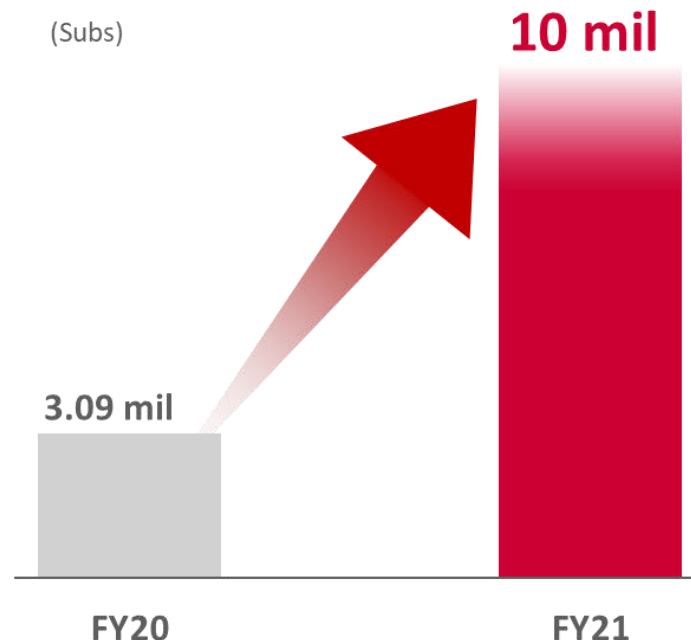
ahamo
Topped 1 million*
(Users in their 30s and younger account for over 50%)

Launched March 26



To be announced

Expansion of 5G subscriptions

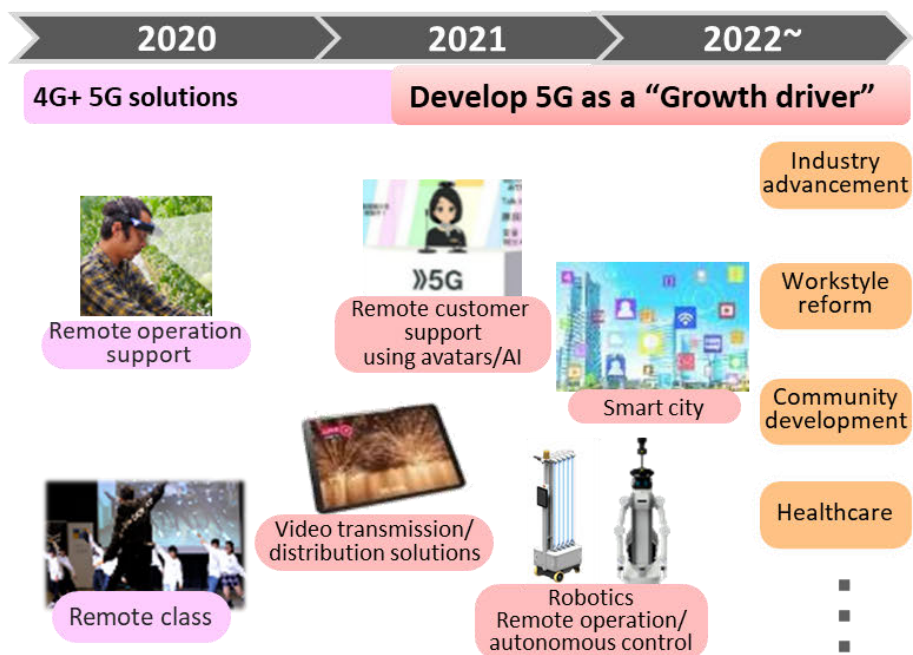


※as of May 12, 2021

NTT DOCOMO Provision of 5G Solutions



Expand and advance sectors by enrichment of 5G solutions, etc.
Accelerate growth through horizontal deployment in
Japan and overseas



Establishment of EARTHRAIN Ltd. with **Komatsu, Ltd.**

Launch new DX business for the construction industry delivering improved safety, productivity and environmental performance.

To start July 2021



EARTHRAIN

Introduce digital twins to realize construction sites of the future



Global deployment

Smart Life Business: Principal Services

Content/ commerce

Digital content, e-commerce and healthcare businesses. Monthly subscription-based content service has one of the largest scale in Japan.



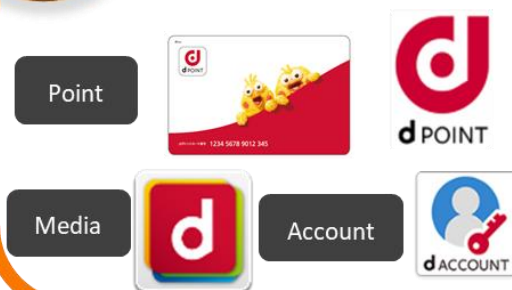
Finance Payment

Credit card and payment businesses. Point investment service, one of our FinTech offerings, has been showing strong performance



Platform

"d POINT" is one of the largest common point programs in Japan. Aim to further expand transactions leveraging media.



Support services for customers' peace of mind

Provision of device protection, online security, insurance services.



Enterprise solutions

Solution for clients' pain points and business co-creation leveraging DOCOMO assets (e.g., 5G, AI, IOT)



NTT DOCOMO Growth and Scope

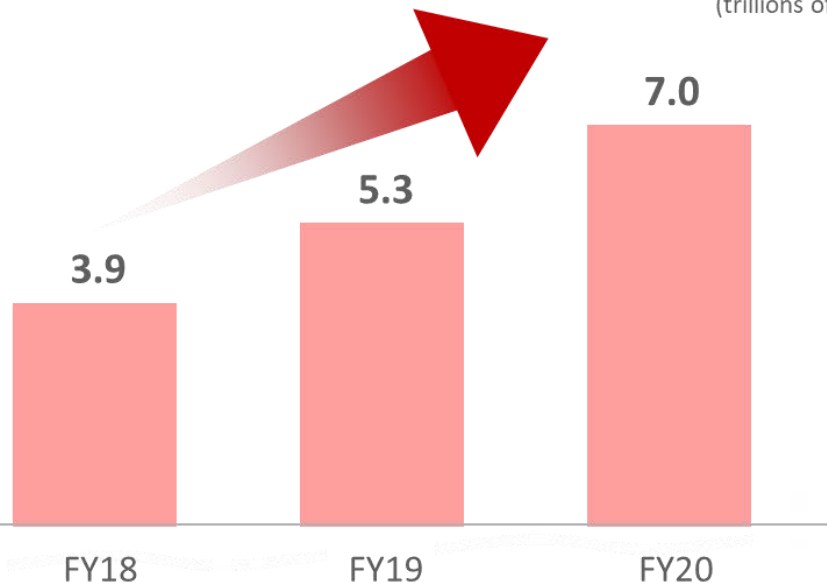


Expansion of Finance/Payment Business

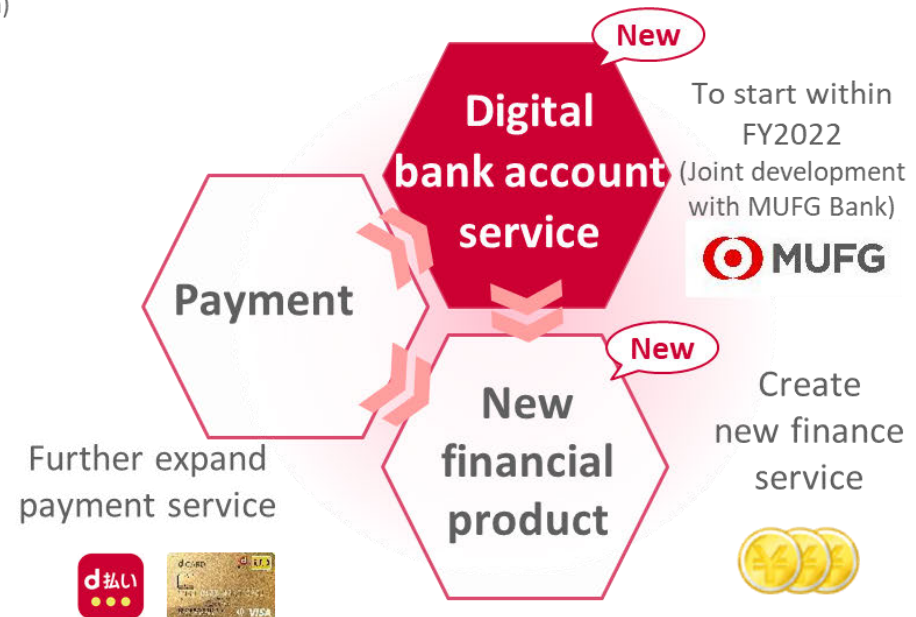
Further grow finance/payment business by stimulating everyday use, and broaden scope of business by strengthening customer touchpoints and data utilization

Growth of “d CARD”
and “d Payment” transactions

(trillions of yen)



Strengthen customer touchpoints
and expand business domains
using payment service as a pivot



Reinforce video business leveraging 5G's unique properties and tackle new business development making use of our membership base

Creation of new lifestyles combining video with real-world experience



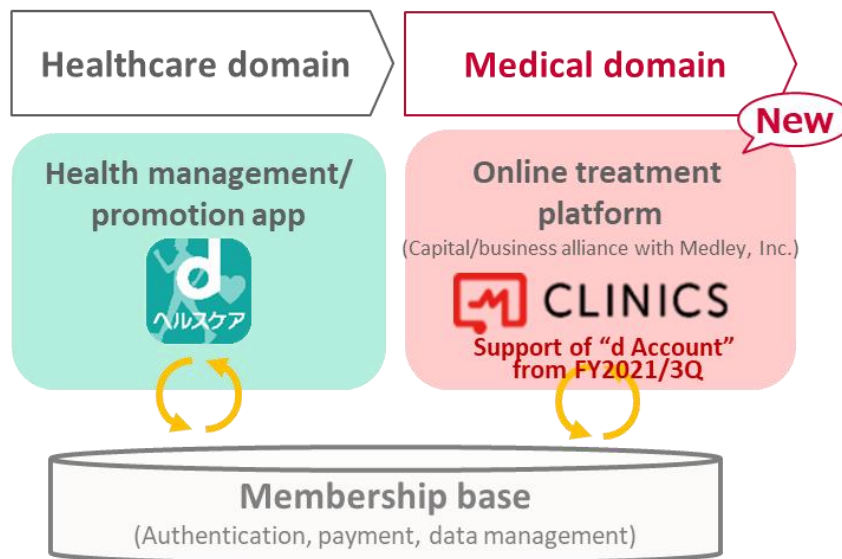
Further enrich movies, dramas, Korean films and animation offerings



Create new video experience



Rollout of medical services based on online treatment

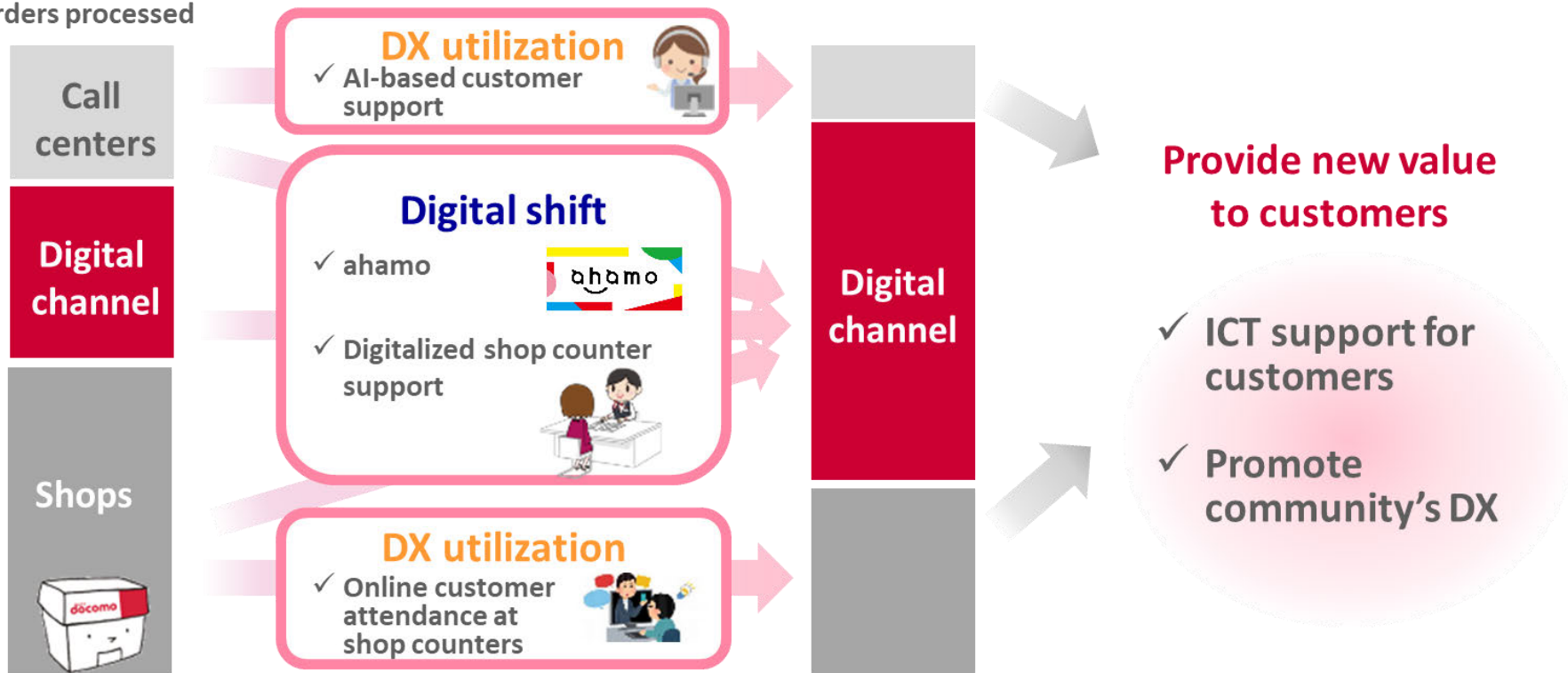


Digitalization of Sales Channel

Accelerate digital shift of sales channel and DX utilization
responding to the needs of society

(Support digitalization and DX of customers)

Orders processed



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 1.7Gbps to be offered from Mar. 2020



»5G

- ◆ Commercial launch in Mar. 2020



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.

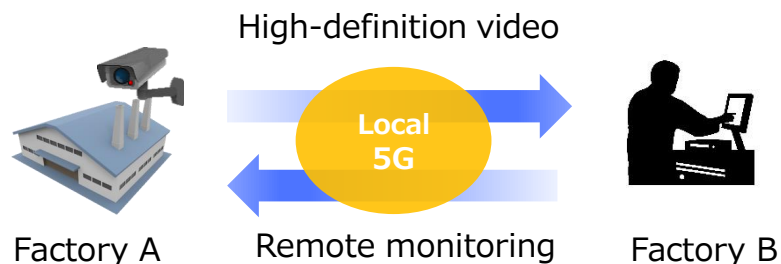


Local 5G

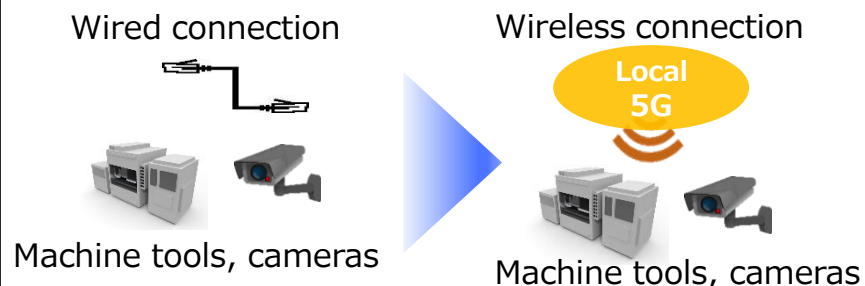
Between factories

In the factory

Remote monitoring with high-definition video



Wireless connection of factory equipment



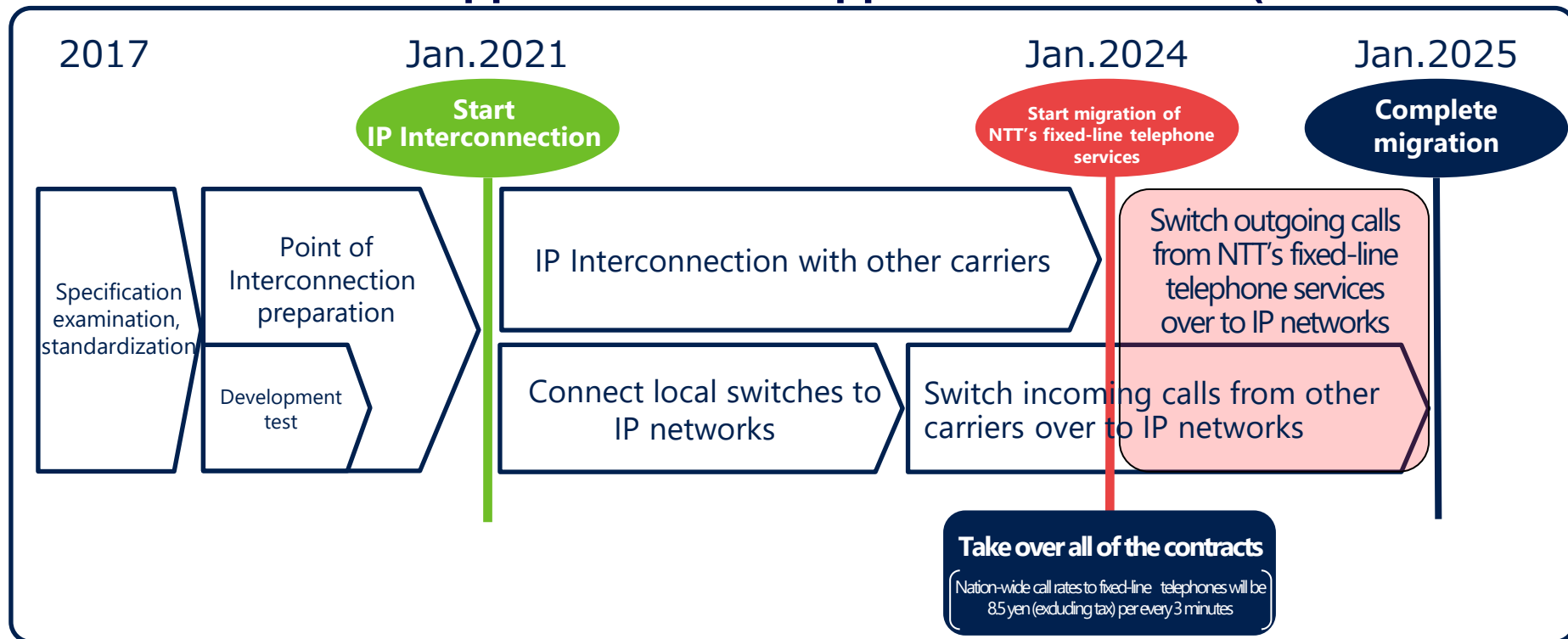
Providing new value by utilizing the characteristics of local 5G in a new lifestyle

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)

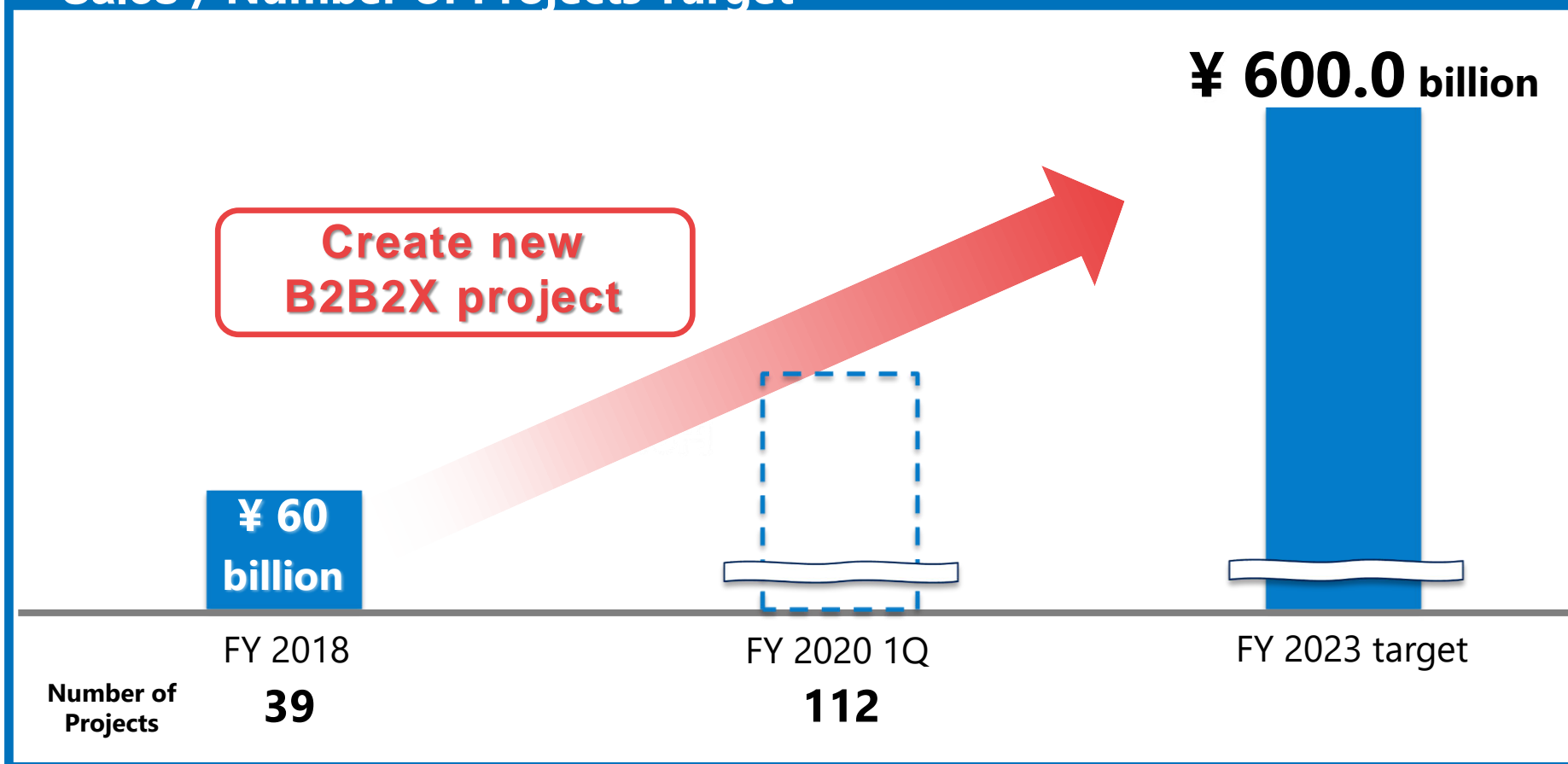


Other Businesses

Promote B2B2X Model

- Number of B2B2X Projects: 112 (as of the end of July 2021)
- Set B2B2X Sales Target: ¥600.0 billion (for FY2023)

Sales / Number of Projects Target



Strategic Business Alliance with Fujitsu for the “Realization of a Sustainable Future Digital Society”



NTT

As “Your Value Partner,” aims to resolve social issues through its business operations, working together with its partners

Fujitsu

Makes the world more sustainable by building trust in society through innovation

Aligned with the Vision of the IOWN Initiative

Establishing Photonics-Electronics Convergence Manufacturing Technology

Promotion of Open Communication Technologies

Joint R&D for Low Power Consumption in High-Performance Computing

Realization of a Sustainable Future Digital Society

Create New Lines of Business(1)

We are rolling out urban development plans with maximum use of resources such as nationwide exchange station buildings by collaborating with NTT Group's regional bases and building partnerships with other companies and organizations.

Kyoto

Inheriting Japan's history and culture while creating a lively atmosphere

[ShinPuhKan, THE HIRAMATSU KYOTO, The Hotel Seiryu Kyoto Kiyomizu, etc.]

Osaka

Creating new appeal mainly in the city center as key areas of Kansai

[UD Midosuji Rebuilding Project, Hoenzaka CRE, Nakanoshima CRE, etc.]

Fukuoka

Aiming to grow as a hub for exchange in Asia by attracting visitors across a wide area and accumulating urban functions

[Resola Imaizumi Terrace, Tenjin CRE, Hakataeki Higashi 1-chome Project]

Nagasaki

Revitalizing urban functions in the central area in cooperation with local communities and developing new appeal for Nagasaki

[Nagasaki CRE]

Main group resources

Telephone exchanges: approx. 7,000 locations

Offices: approx. 1,500 locations

Agreements with local governments: 78

Sapporo

Creating a lively atmosphere that connects tourist resources centered around the Odori Park

[Former HBC Headquarters Site Redevelopment Project, etc.]

Sendai

Establishing "Sendai Ecosystem" to develop a modern city that realizes a chain of innovation

[Sendai Chuo Building Redevelopment Project]

Tokyo Metropolitan Area

Creating new urban value and boosting the competitiveness of business areas through large-scale development

[Hibiya CRE, Shinagawa CRE, Otemachi CRE, Kanda Station West Exit Redevelopment, Shimbashi Station West Exit Redevelopment, Minami Aoyama Project, etc.]

Nagoya

Creating new appeal by taking advantage of the Sakae area's historicity, lively neighborhood atmosphere, and rich environment

[Urbannet Nagoya Nexta Building]



Approx. 60 development projects and approx. 70 maintenance operations are underway nationwide

Create New Lines of Business(2)



**FY2025
(Target)**

Promotion of Smart Energy Business

- Establishment of “NTT Anode Energy” (June 3, 2019)
- Efforts to popularize and expand the use of renewable energy
 - Expansion of Green energy (capital tie-up etc.)
 - Geothermal power July 2020 / Biomass August 2020
 - Wind power September 2020 / Solar power October 2020

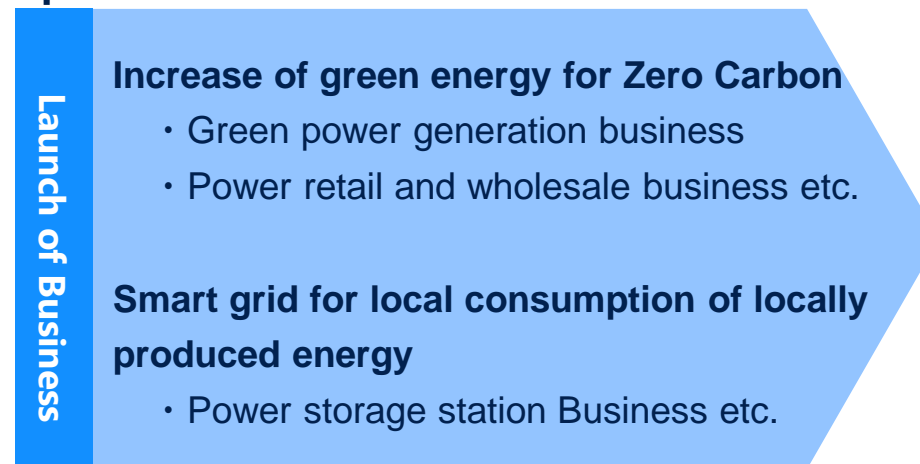
■ Case studies

Introduction of green power, including offsite PPAs,
at some Seven & i Group stores (April 2021 : Solar power)

June 2019



September 2019



**Sales
Volume of
¥600.0
Billion※**

※ Sales volume related to NTT Group energy related businesses

R&D

Worldwide promotion of research and development



Road to IOWN

(1) Wireless

- Expanding wireless coverage and increasing capacity
- 6G strategy

(2) All-Photonics Network (APN)

- LSI serving as a key to the APN

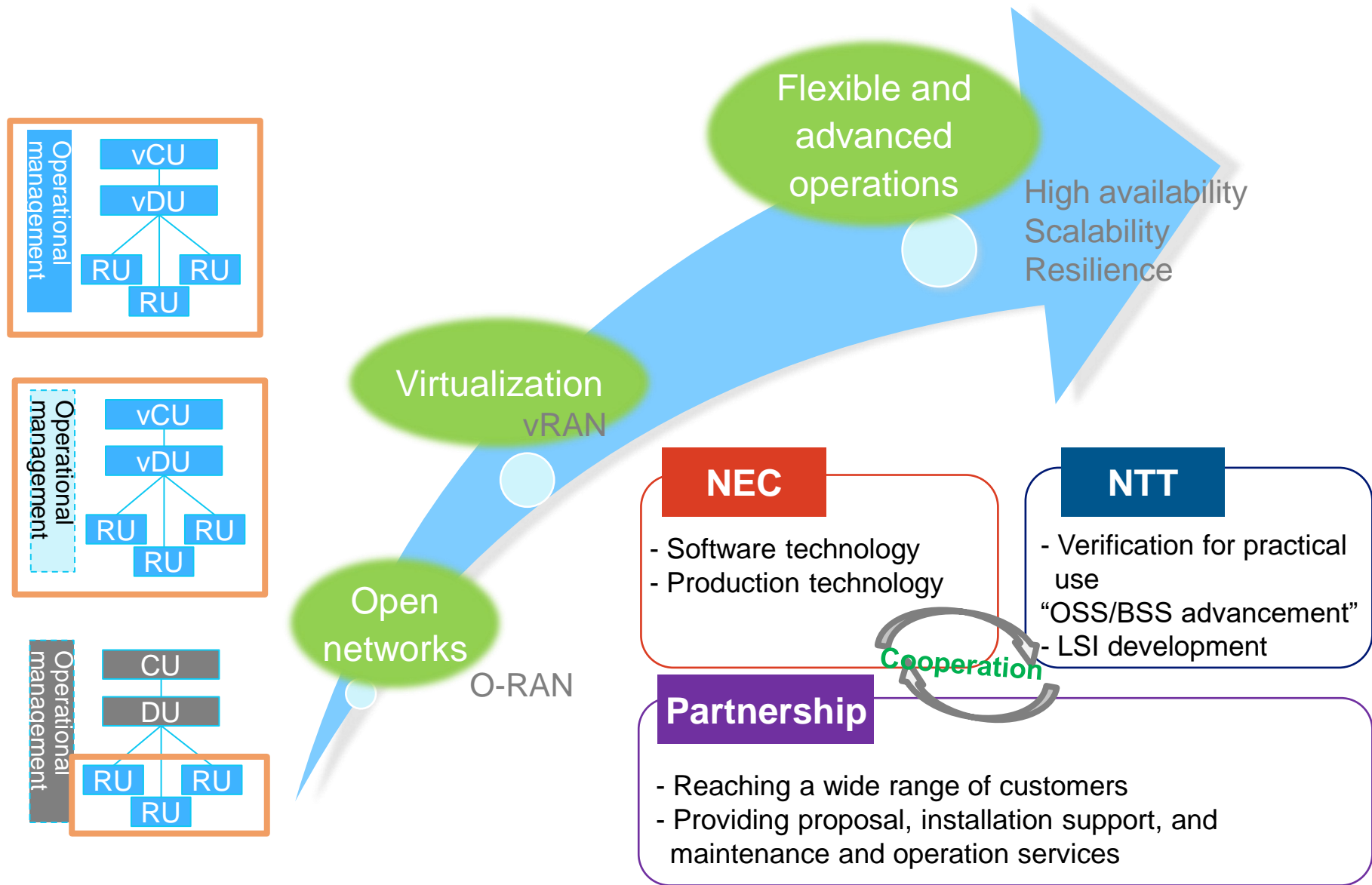
(4) Disaggregated Computing / OS

(3) Digital Twin Computing (DTC)

- 4D digital platform™
- Digital twin devices

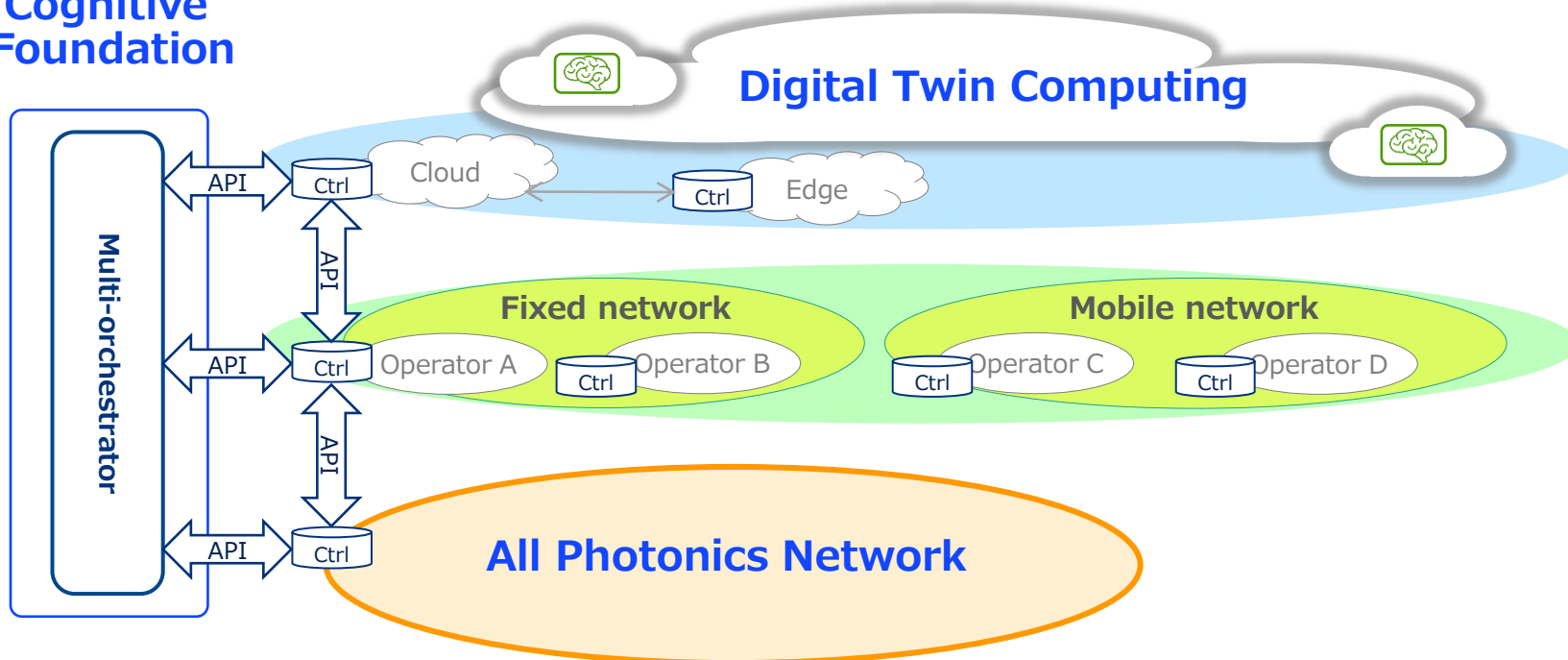
Cognitive Foundation

Open access networks (O-RAN plus vRAN)



Three elements that make up IOWN

Cognitive Foundation



Shareholder Returns/ ESG

◆ Dividend Policy

- **Basic policy is steady dividend increases**

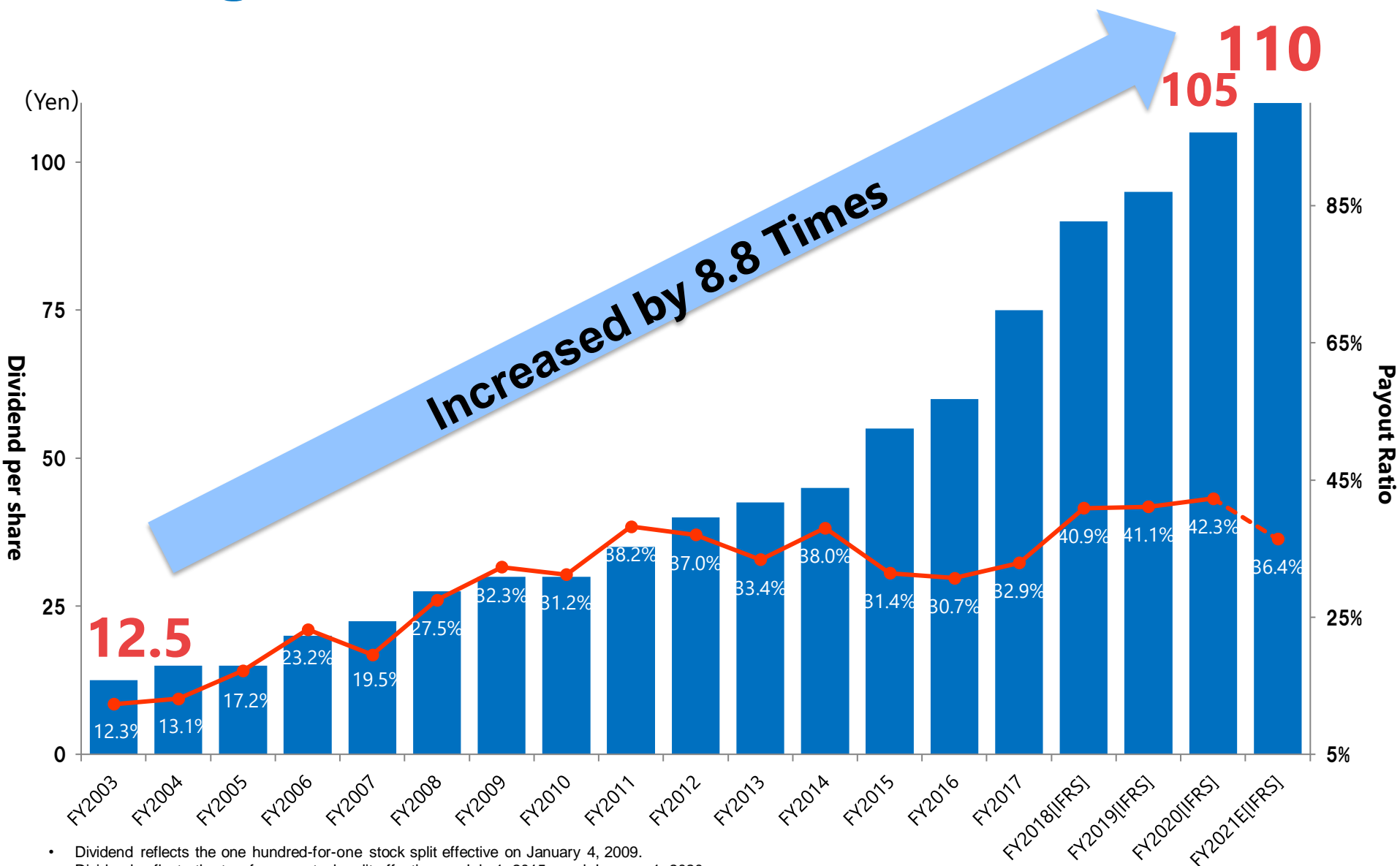
◆ Share Buybacks

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

Share Buybacks

- **Resolved to buy back shares in order to improve capital efficiency and enhance shareholder returns**
- **Details of Share Buybacks**
 - **Aggregate Amount: Up to ¥250.0 billion**
 - **Aggregate Number of Shares: Up to 100,000,000 shares**
 - **Buyback Period: From August 10, 2021 to March 31, 2022**
- **Based on the above, the FY2021 EPS target has been revised from ¥300 to ¥302 (an increase of ¥2)**

Changes in Dividend



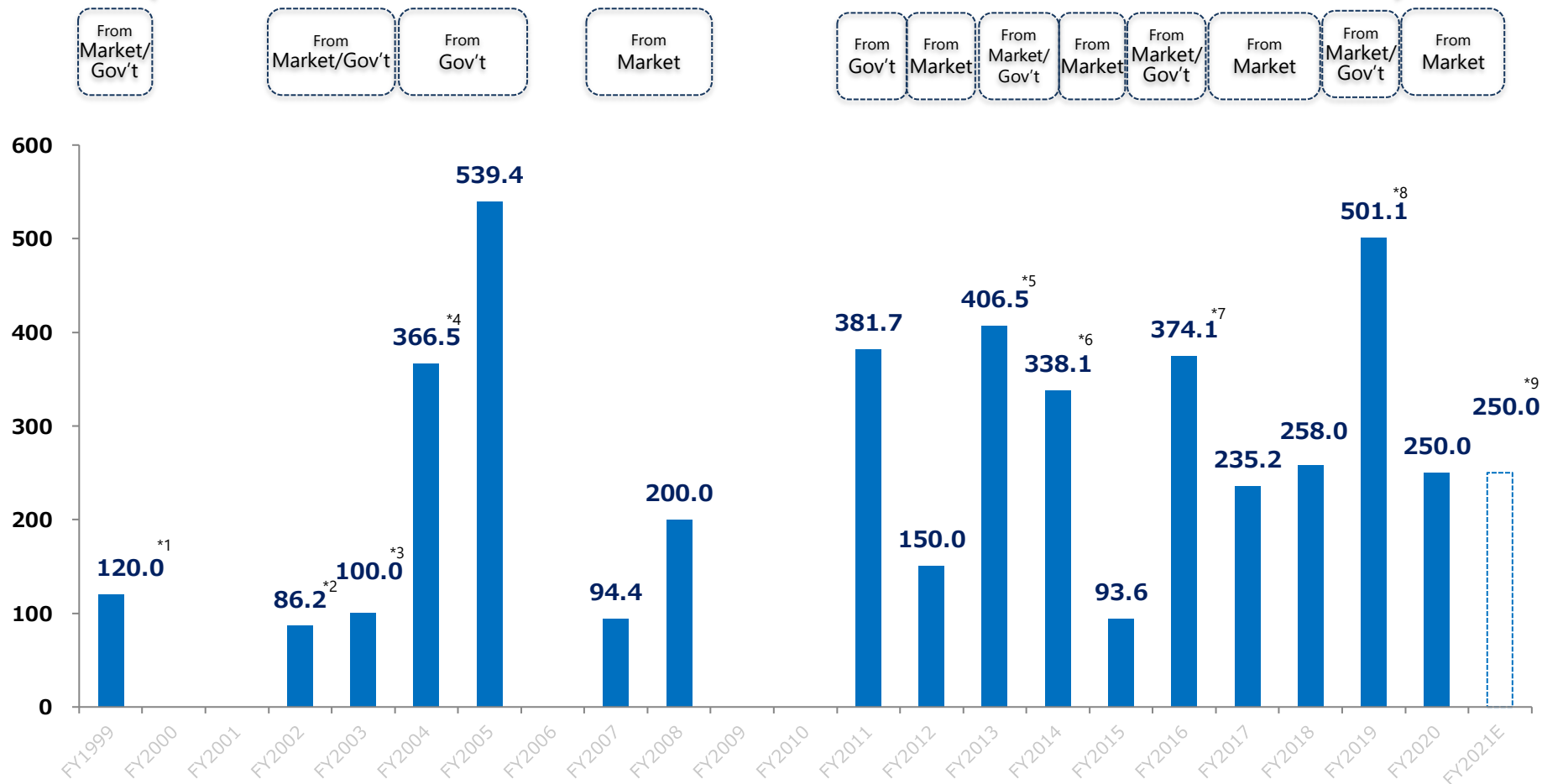
- Dividend reflects the one hundred-for-one stock split effective on January 4, 2009.
- Dividend reflects the two-for-one stock split effective on July 1, 2015, and January 1, 2020.
- FY2003-FY2017, financial statements are prepared in accordance with U.S.GAAP.

Record of Share Buybacks



Approx. 4.5 Trillion Yen in Buybacks

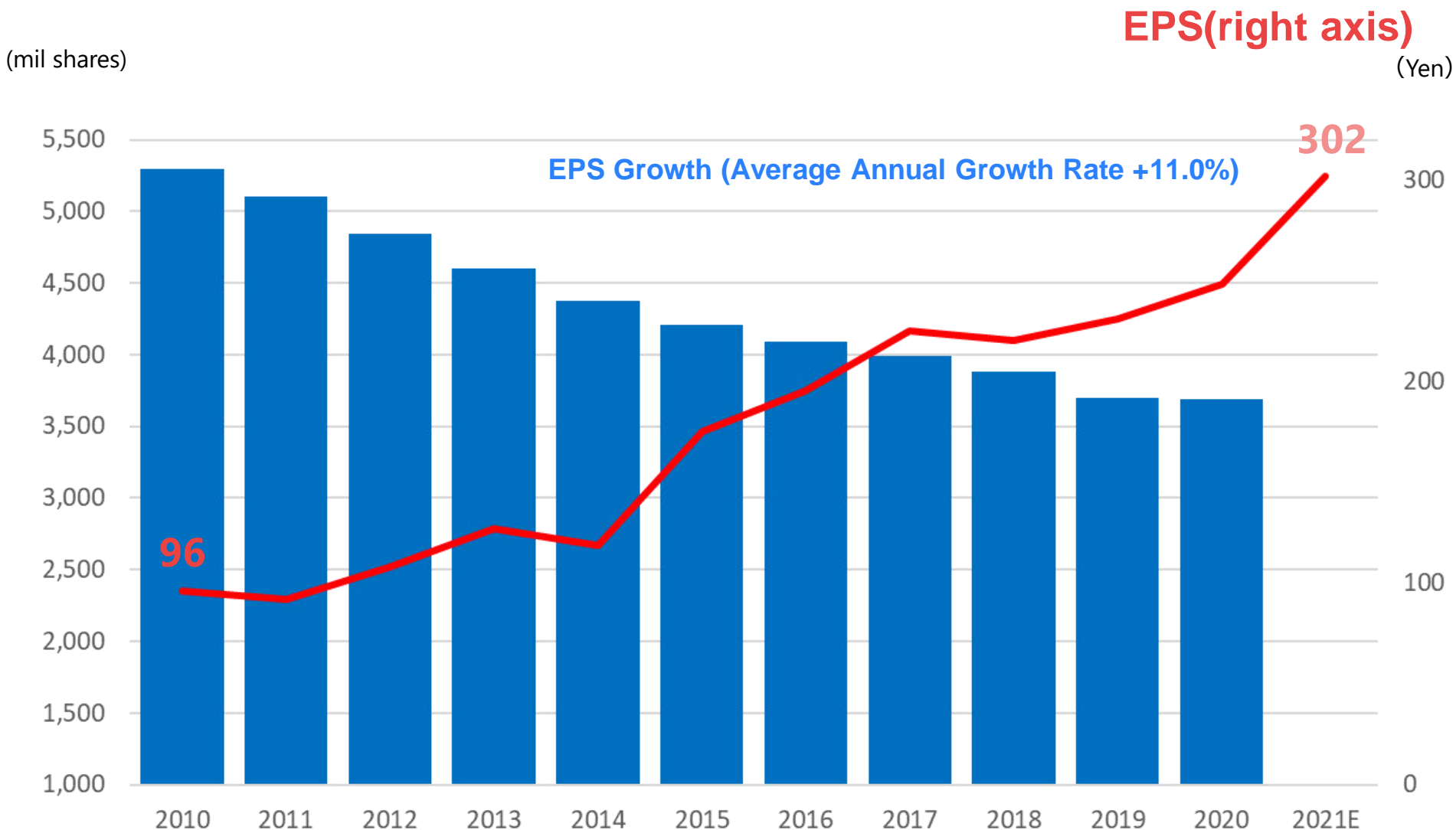
(Billions of yen)



*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 61.0 billion yen, Gov't 39.0 billion yen *4:Market 0.1 billion yen, Gov't 366.4 billion yen
 *5:Market 253.2 billion yen, Gov't 153.3 billion yen *6:Market 101.2 billion yen, Gov't 236.9 billion yen *7:Market 106.9 billion yen, Gov't 267.2 billion yen
 *8:Market 251.6 billion yen, Gov't 249.5 billion yen

*9:Aggregate Amount: Up to ¥250.0 billion Buyback Period: From August 10, 2021 to March 31, 2022

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)

NTT **Green** Innovation toward 2040



2030

80% Reduction in Greenhouse Gas Emissions
(compared to FY2013)

Mobile
(NTT DOCOMO)

Data Centers

Carbon-Neutral

2040

Carbon-Neutral

- Targets of the Above Reduction Objectives
GHG Protocol: Scope 1 (our own direct greenhouse gas emissions) and Scope 2 (indirect emissions associated with the purchase of electricity, heat and steam that are provided by other companies)
Mobile :15 companies in the NTT DOCOMO Group (as of September 28, 2021)
- NTT Group's Reduction Target (Scope 1+2): Upgraded to SBT's 1.5 °C level

Promote ESG Management (2)

Towards the Achievement of Carbon Neutrality

- **Increased use of renewable energy:** Reduce greenhouse gas emissions by **45%**⁽¹⁾
- **Lower energy consumption with IOWN technologies:** Reduce greenhouse gas emissions by **45%**⁽²⁾

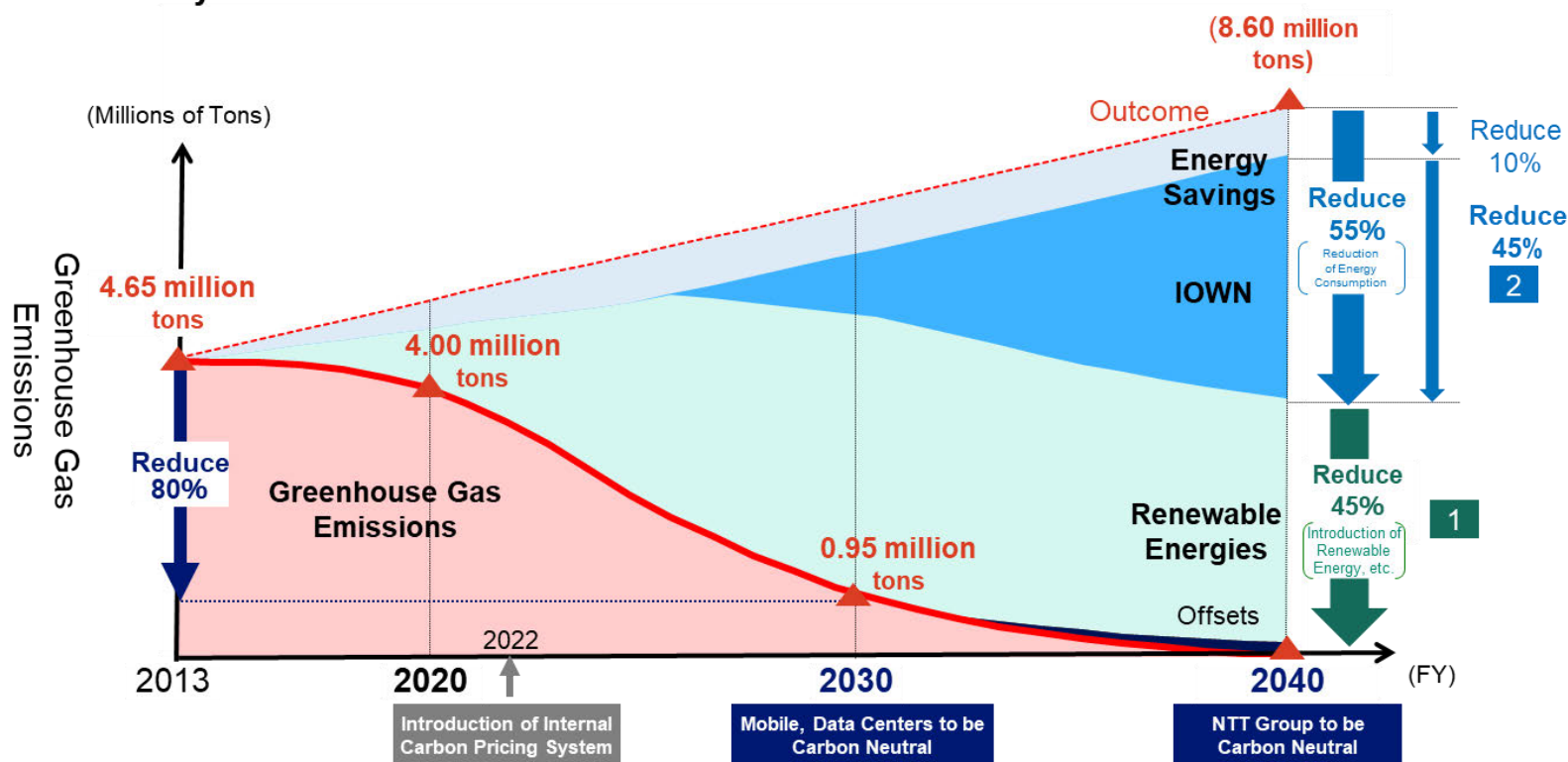


Illustration of NTT Group Greenhouse Gas Emission⁽³⁾ Reductions (Domestic + Overseas)

(1) Estimated Introduction of Renewable Energy (including actual renewable energy through Non-Fossil Fuel Certificates) → FY2020: 1.0 billion kWh; FY2030 to FY2040: around 7.0 billion kWh

The introduction of renewable energy will have the optimal types of energy determined on the basis of each country's energy composition, etc. Approximately half of the domestic renewable energy usage is anticipated to be from energy sources owned by NTT (FY2030).

(2) Estimated Reduction of Energy Consumption through the Introduction of IOWN (Comparison to Outcome) → FY2030: (2.0) billion kWh ((15)%); FY2040: (7.0) billion kWh ((45)%)
Percentage of Introduction of IOWN (Photonics-electronics Convergence Technologies, etc.) out of Total Energy Volume → FY2030: 15%; FY2040: 45%

(3) GHG Protocol: for Scope 1 and 2

■ Enhancement of Governance

- ① **Introduced the outside member of the board/executive officer system to major subsidiaries**
(NTT East, NTT West, NTT Com and NTT Urban Solutions)
- ② **Expanded the scope of performance-based compensation from 30% to 50%, and introduced a new stock compensation system that better reflects medium- and long-term results**
- ③ **Changed the membership of the Appointment and Compensation Committee to consist of five members, including three independent outside Members of the Board**

Financial Data, etc.

NTT Group Formation



Voting rights to major subsidiaries
(As of March 31, 2021)



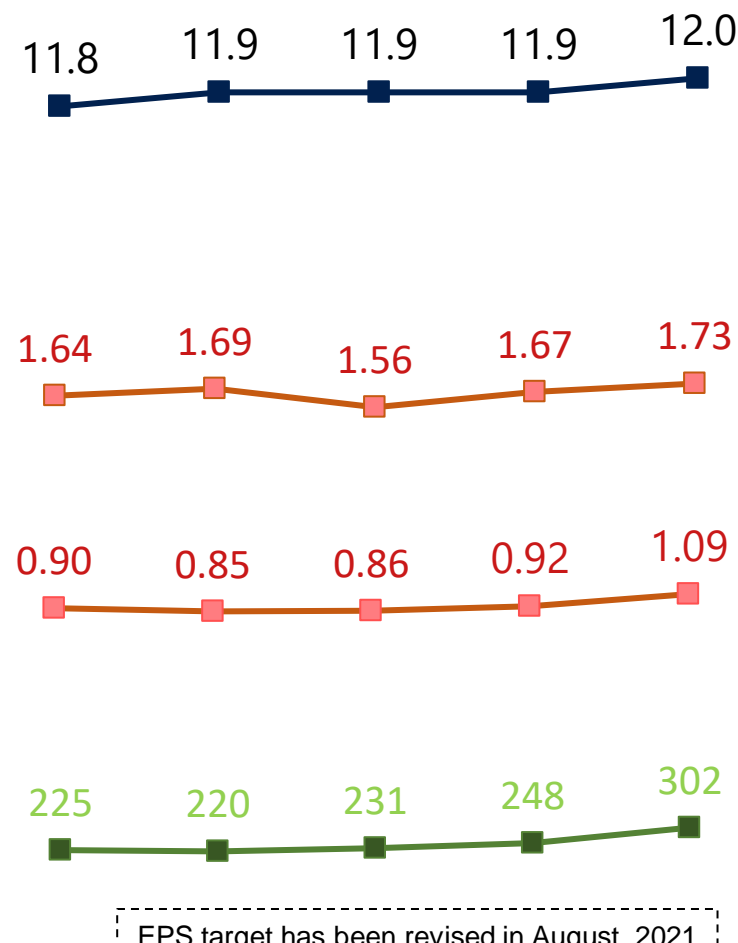
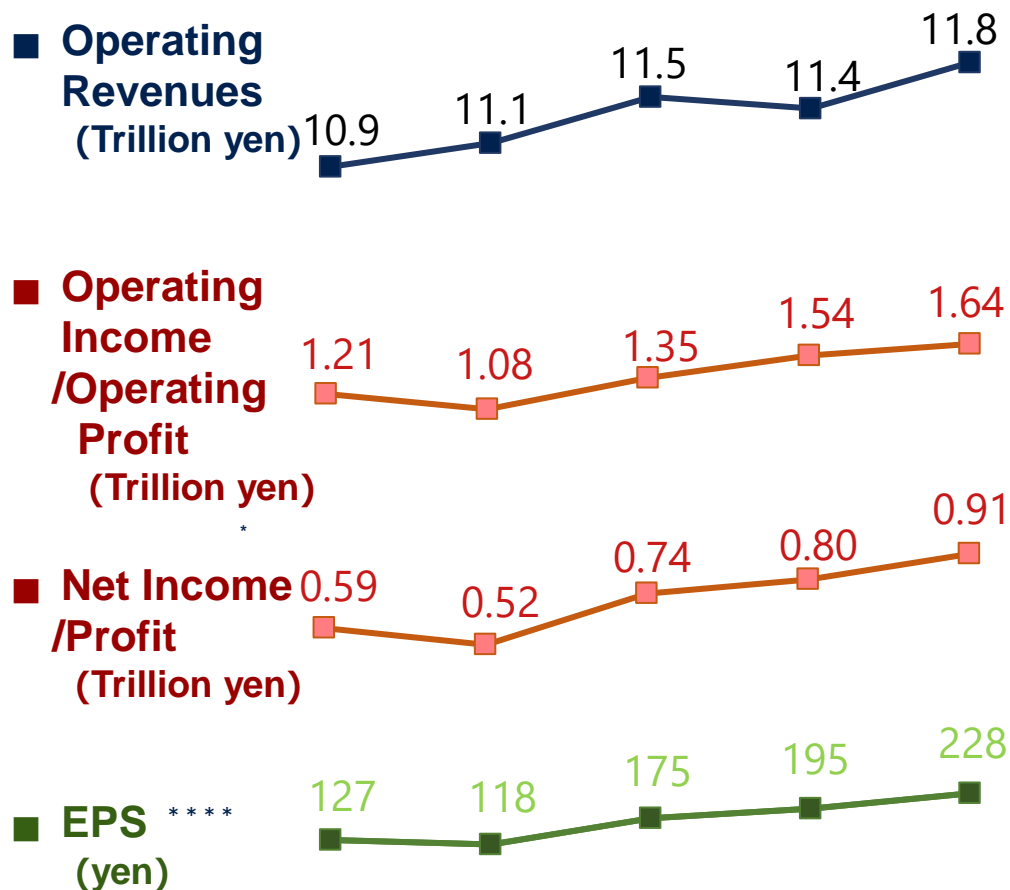
Nippon Telegraph and
telephone Corporation
(Holding Company)

Operating revenue :
(Consolidated) ¥11,944.0billion
Operating income :
(Consolidated) ¥1,671.4billion
No. of employees : 324,650
No. of subsidiaries : 964

100%	 Mobile communications business		Operating revenue : ¥4,725.2 billion Operating income : ¥ 913.2 billion No. of employees : 28,100 No. of subsidiaries : 82
100%	 Regional communications business	 	Operating revenue : ¥3,207.4 billion Operating income : ¥ 420.2 billion No. of employees : 75,400 No. of subsidiaries : 51
100%	 Long distance and international communications business	 	Operating revenue : ¥2,065.6 billion Operating income : ¥ 146.2 billion No. of employees : 49,950 No. of subsidiaries : 387
54.2%	 Data communications business	 	Operating revenue : ¥2,318.7 billion Operating income : ¥ 139.2 billion No. of employees : 139,700 No. of subsidiaries : 314
	 Other businesses	Other group companies 	Operating revenue : ¥1,467.1 billion Operating income : ¥ 64.8 billion No. of employees : 31,500 No. of subsidiaries : 130

- Fiscal year ended March 2021. Operating revenue and operating income of each segment include inter-segment transactions.
- No. of employees and subsidiaries are as of the end of March 2021.

Trend in Consolidated Financial Results



FY2013 FY2014 FY2015 FY2016 FY2017

FY2017 [IFRS] FY2018 [IFRS] FY2019 [IFRS] FY2020 [IFRS] FY2021E [IFRS]

* U.S. GAAP term / IFRS term.

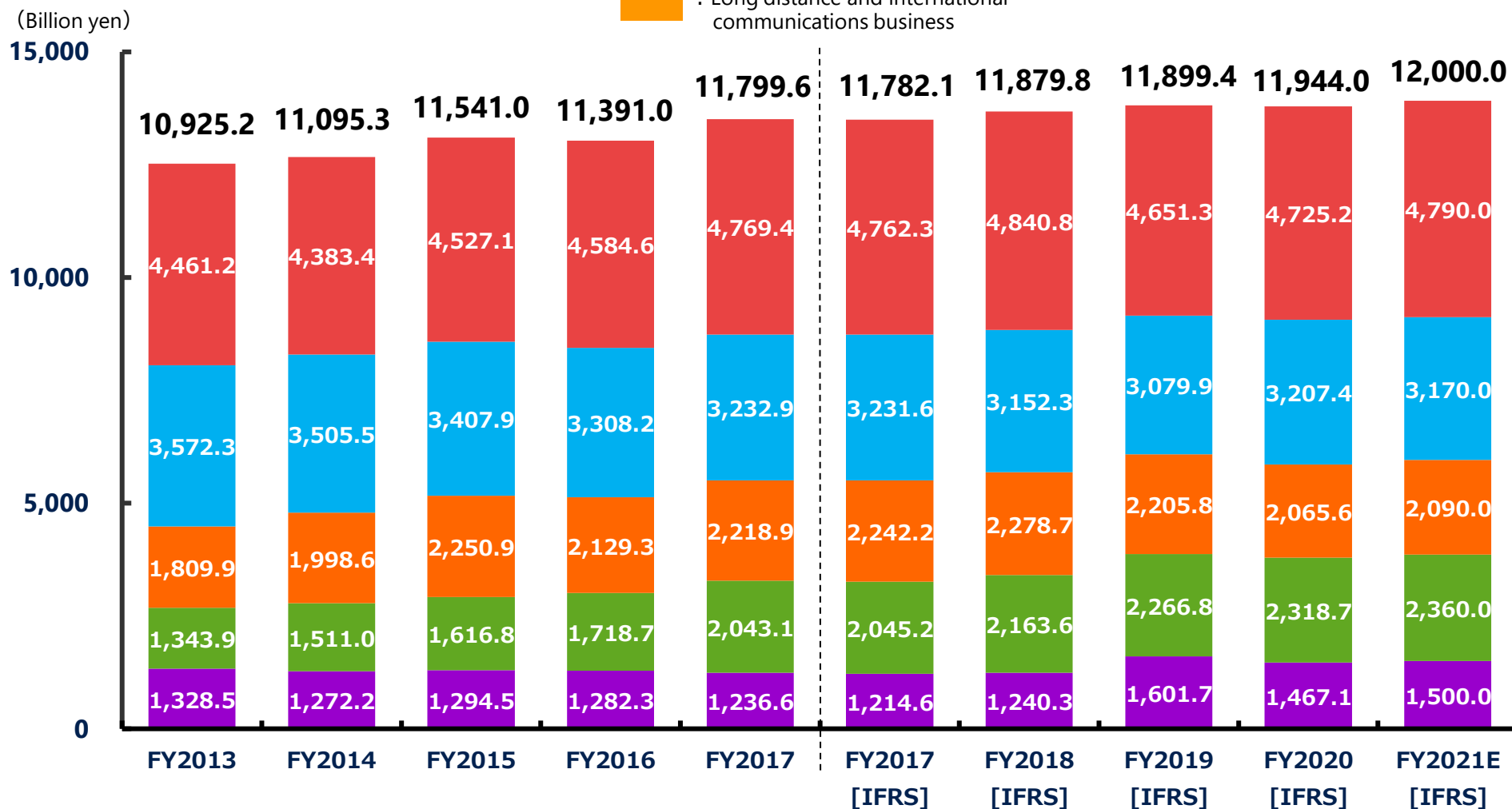
** Excluding the effects of the arbitration award received from Tata Sons Limited, net income is expected to be 860 billion yen, EPS is 215 yen.

*** 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.

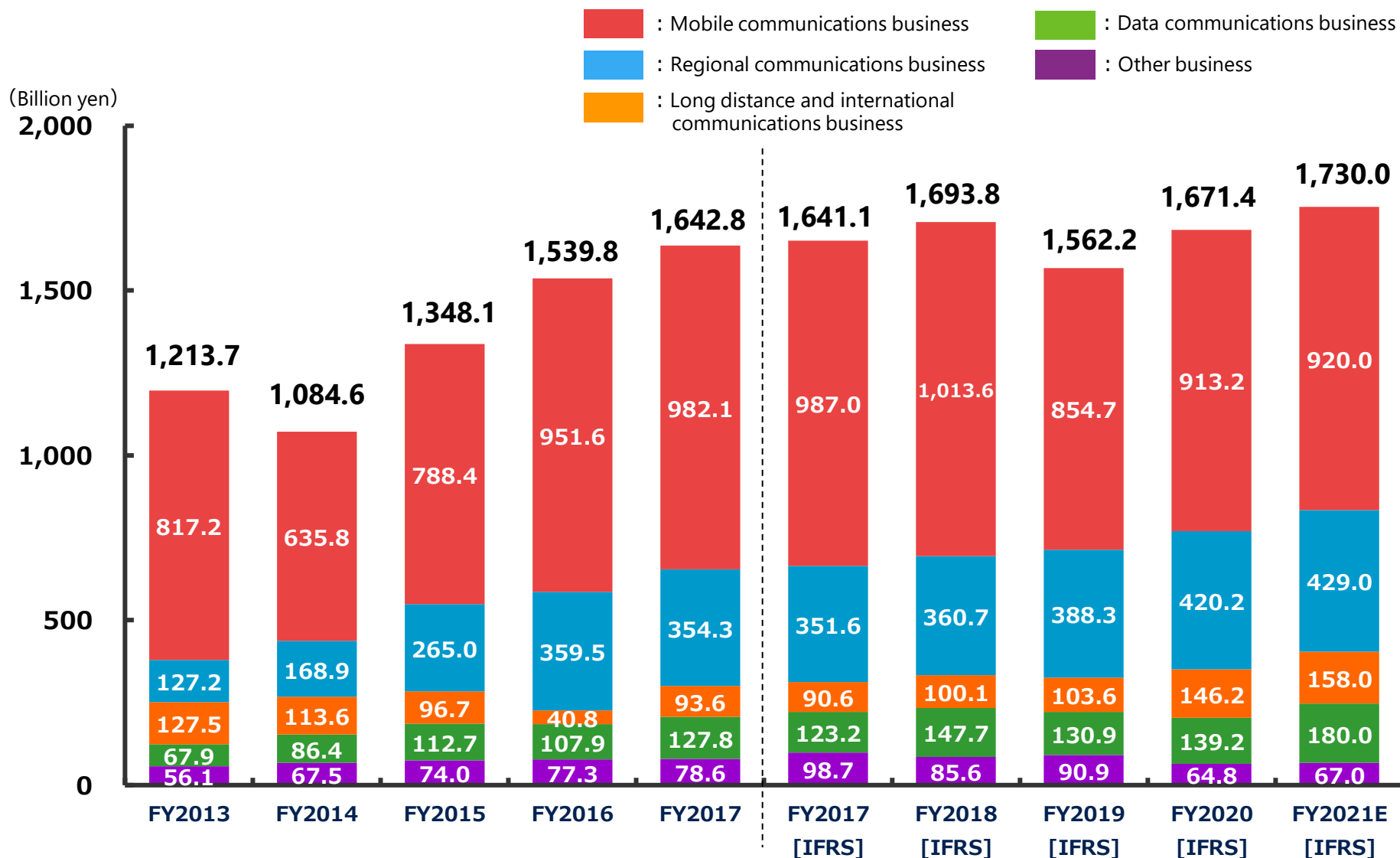
Changes in Consolidated Operating Revenues

- : Mobile communications business
- : Data communications business
- : Regional communications business
- : Other business
- : Long distance and international communications business



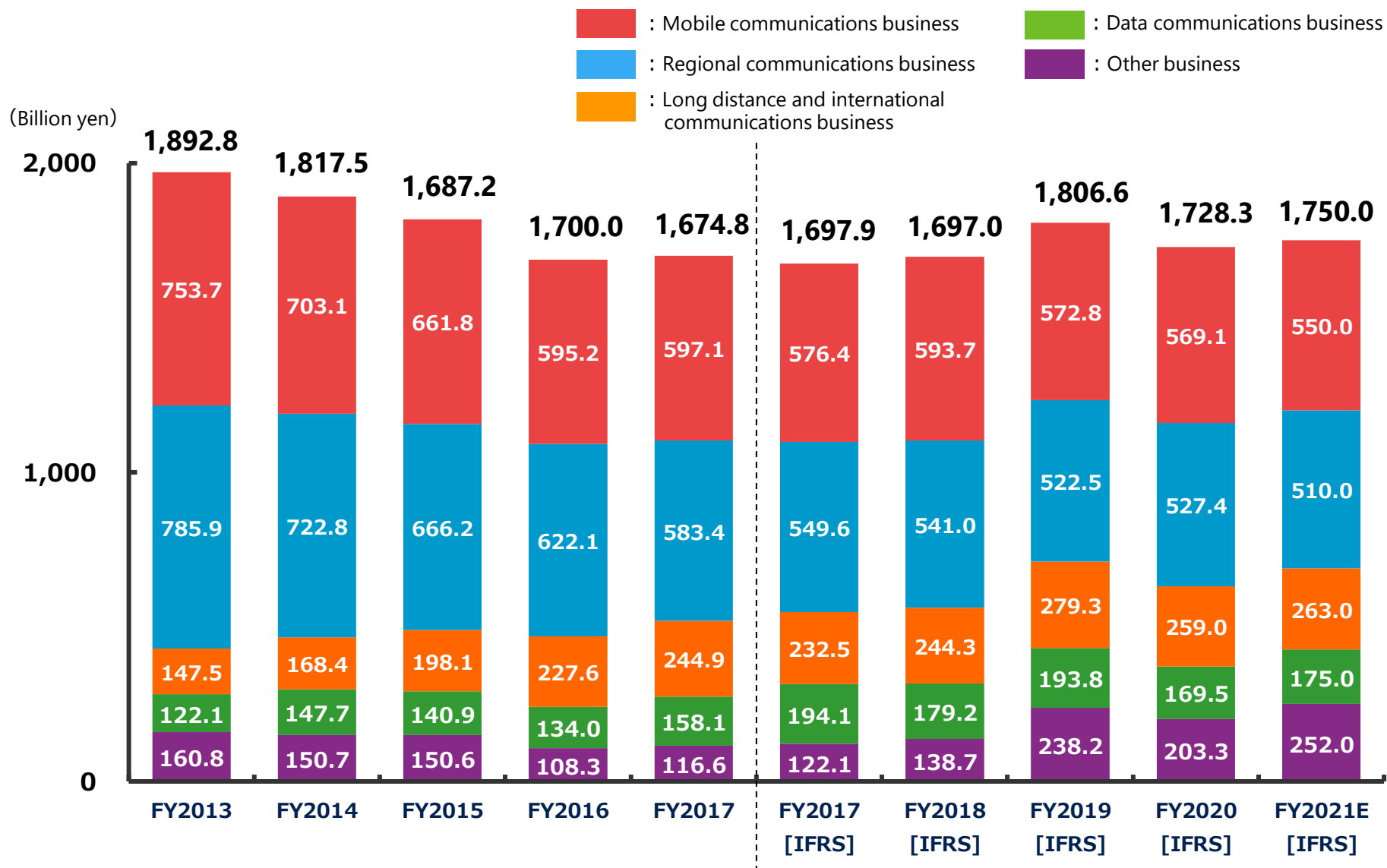
* Business segment operating revenues include inter-segment transactions

Changes in Consolidated Operating Income NTT



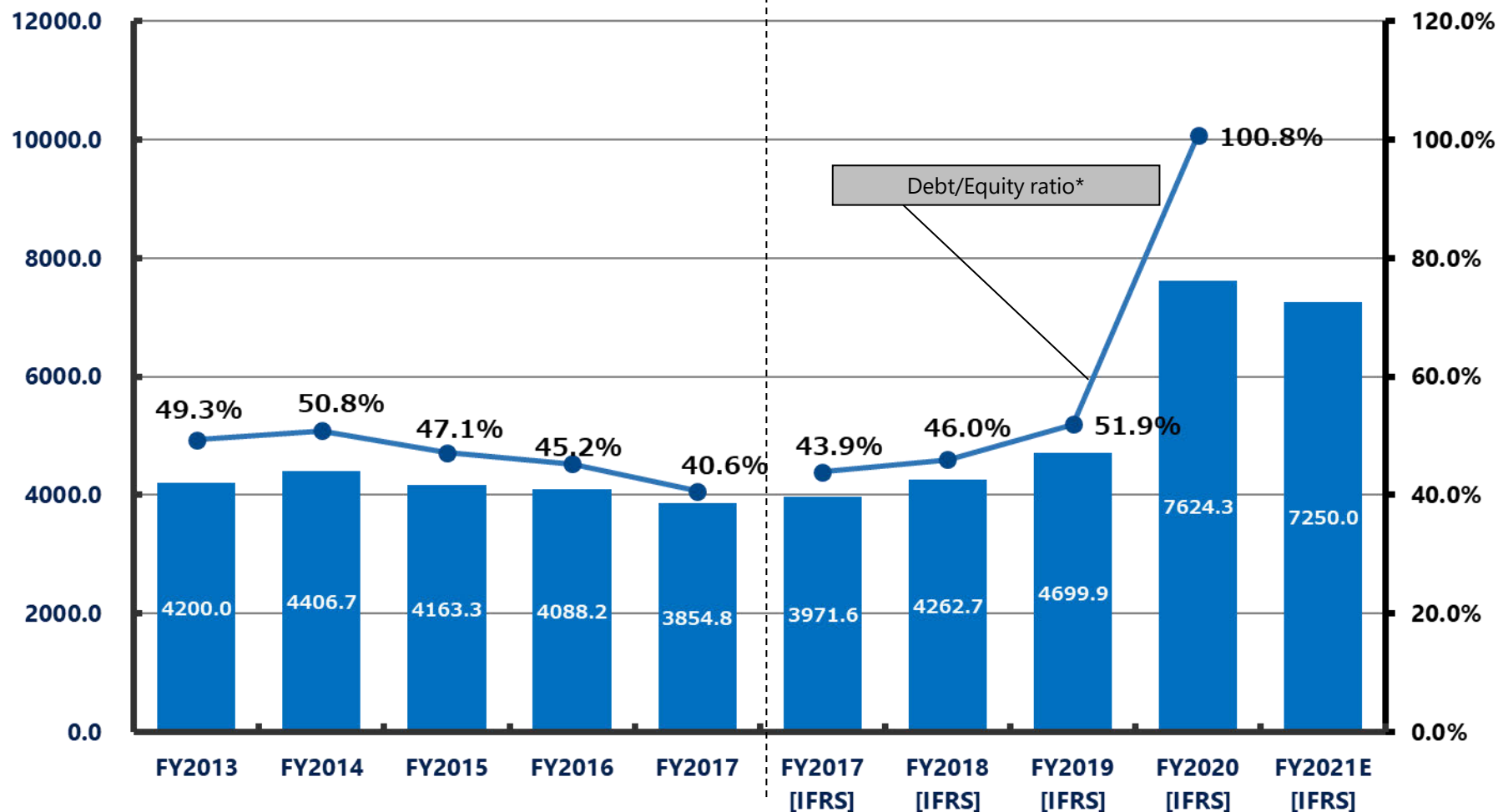
* Business segment operating income include inter-segment transactions

Changes in CAPEX



Changes in Interest-bearing Debt

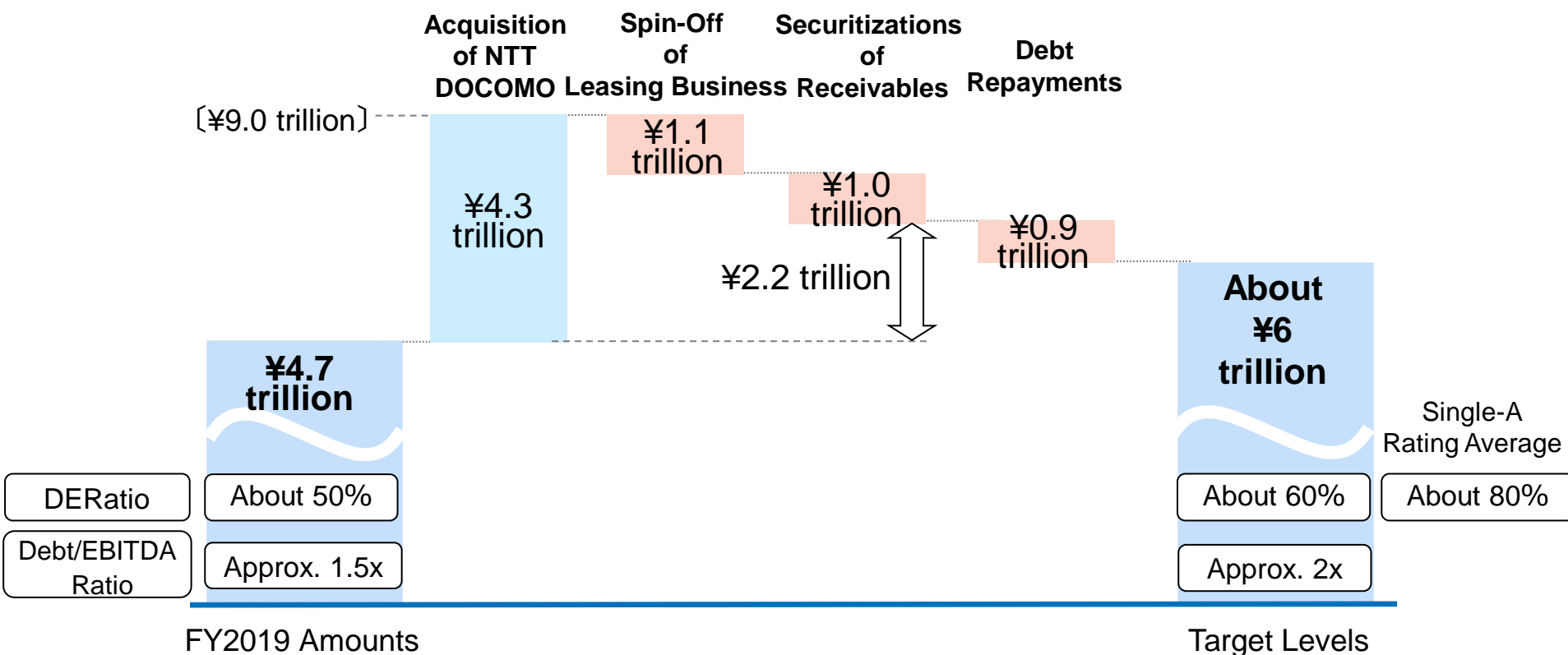
(Billion yen)



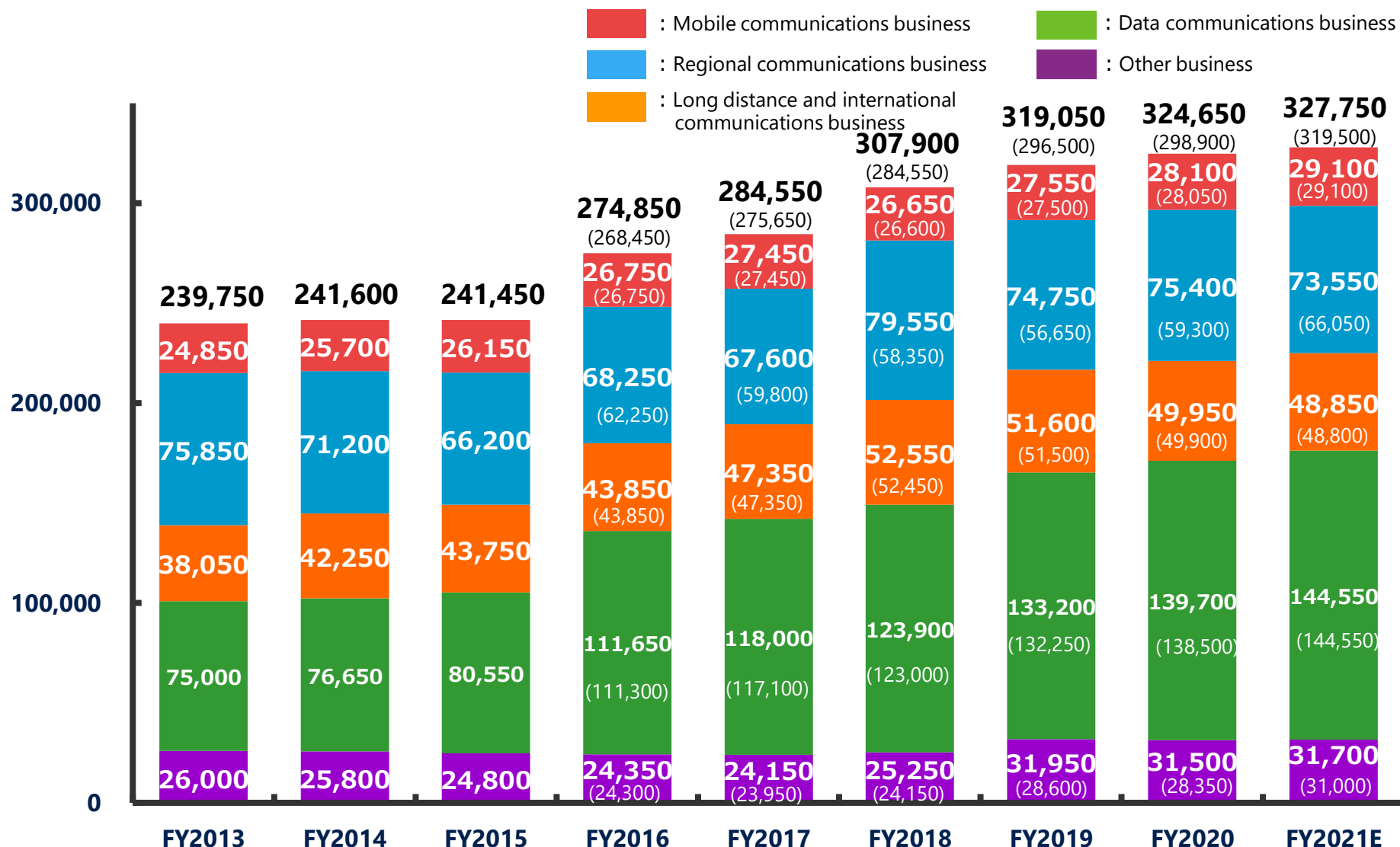
* Debt Equity ratio = Interest-bearing debt / Shareholders' equity x 100

Medium-Term Debt Levels

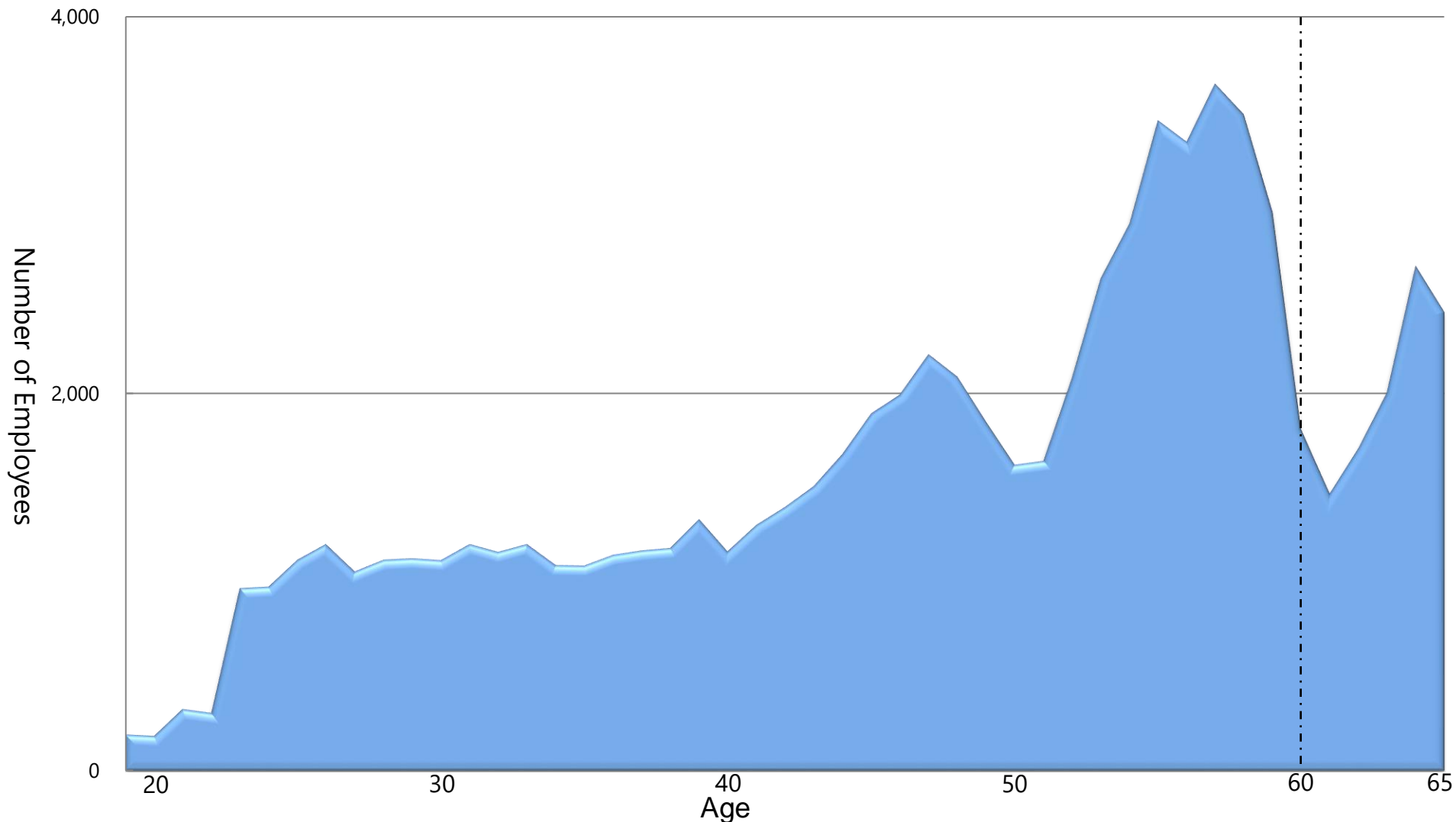
- Targeted debt levels are ¥6 trillion; includes the spin-off of the leasing business, securitizations of receivables and debt repayments of ¥0.9 trillion.
- Debt will be repaid while maintaining the same shareholder returns as before.
- No goodwill will be generated by the transaction to make NTT DOCOMO a wholly owned subsidiary.



Changes in Number of Employees



Age Distribution of Employees at NTT East, NTT West and “Outsourcing Companies” (As of March 31, 2021)

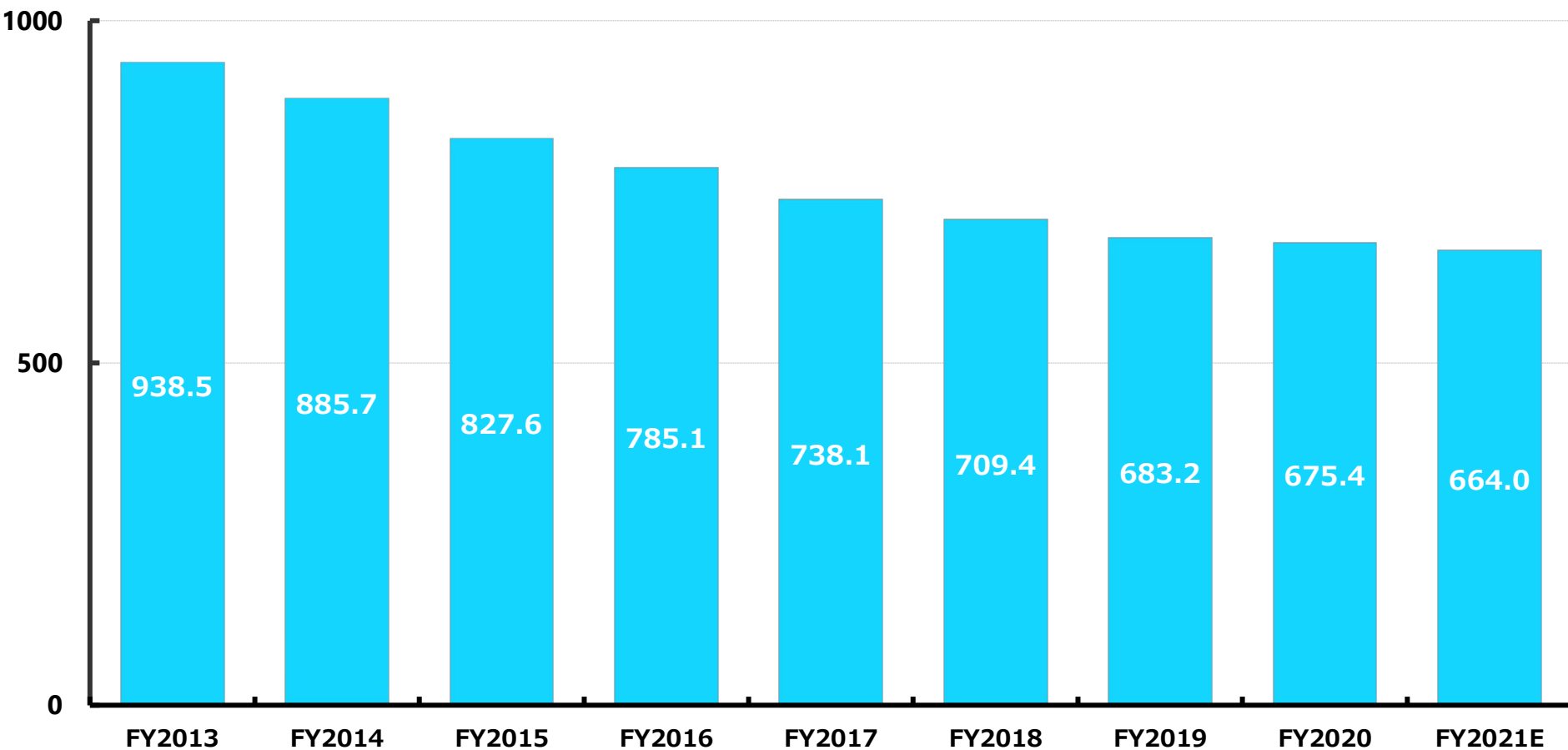


* Figures for East Outsourcing Companies include employees from the consolidated regional outsourcing companies (NTT EAST-MINAMIKANTO and others), NTT-ME and NTT EAST SERVICE, while figures for West Outsourcing Companies include NTT BUSINESS SOLUTIONS, NTT MARKETING ACT, NTT NEOMEIT, NTT FIELDTECHNO 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)

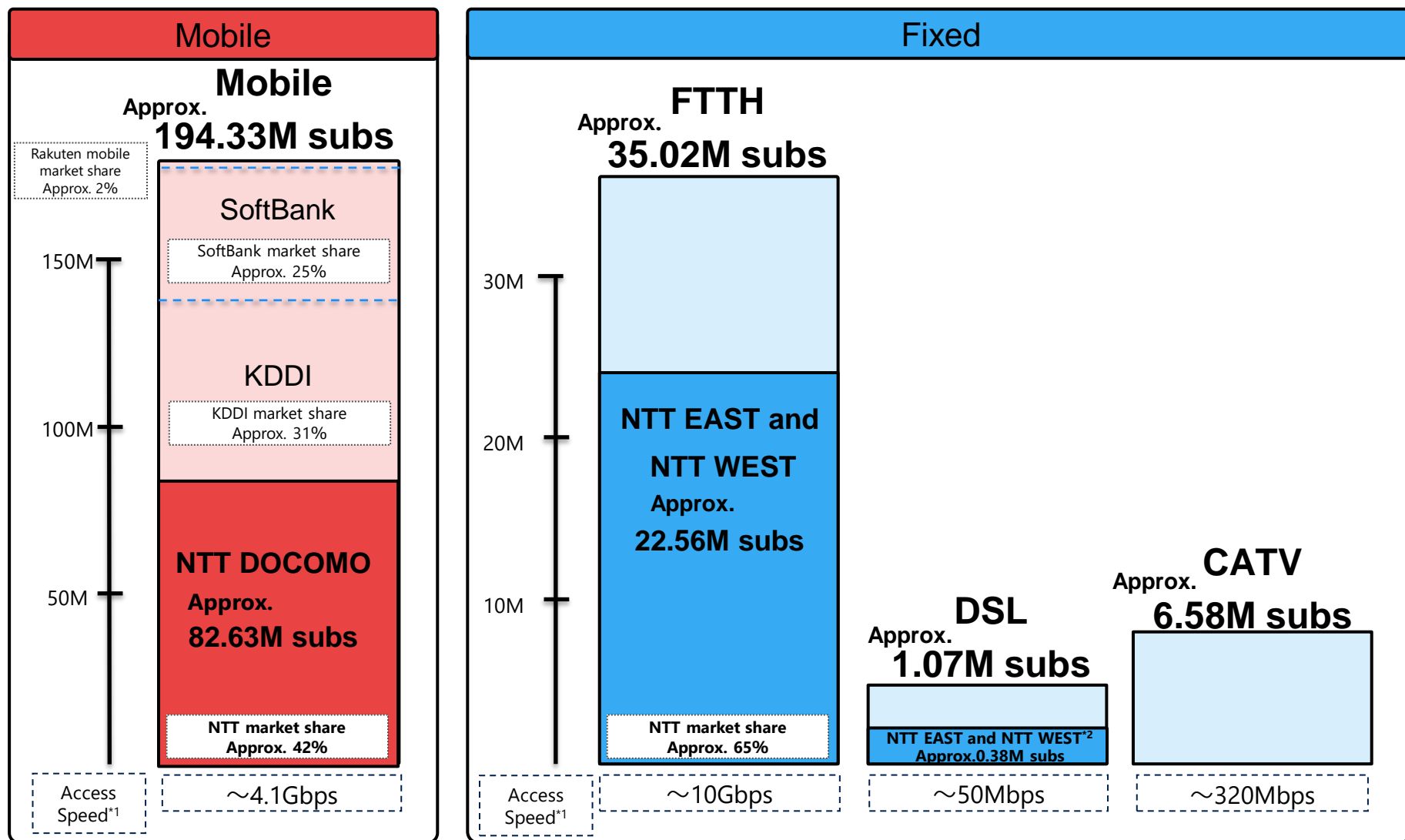


* The scope of aggregation for each of the figures are not audited and are provided for reference only.
(FY2011~FY2016 : U.S. GAAP-based figure, FY2017~FY2021E : International Financial Reporting Standards (IFRS) –based figure)

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 ©NTT



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

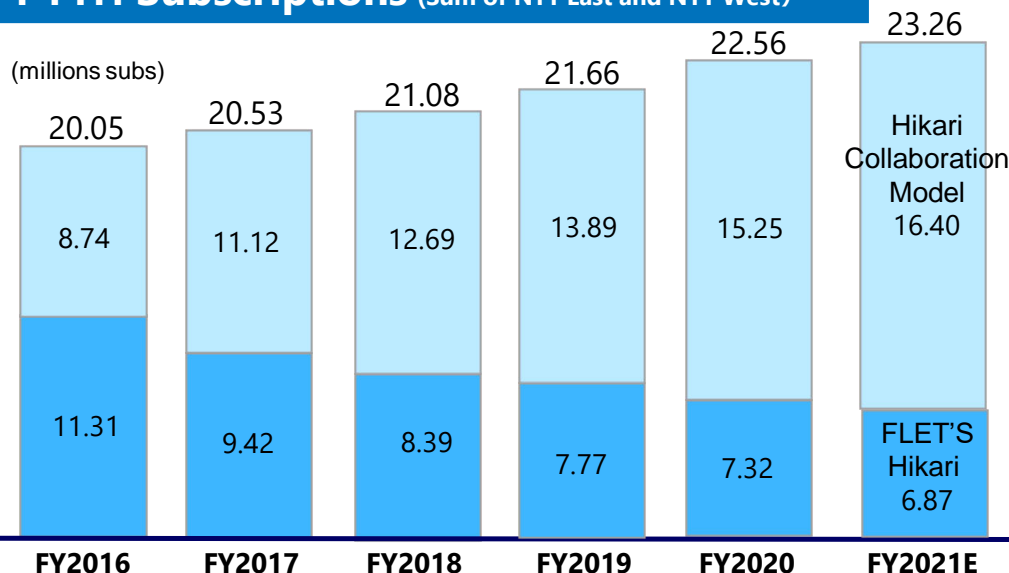
*2 Stopped accepting applications from July 1, 2016.

(Source) MIC data (As of the end of March 2021)

Fixed Broadband Business FTTH Subscriptions



FTTH Subscriptions (Sum of NTT East and NTT West)

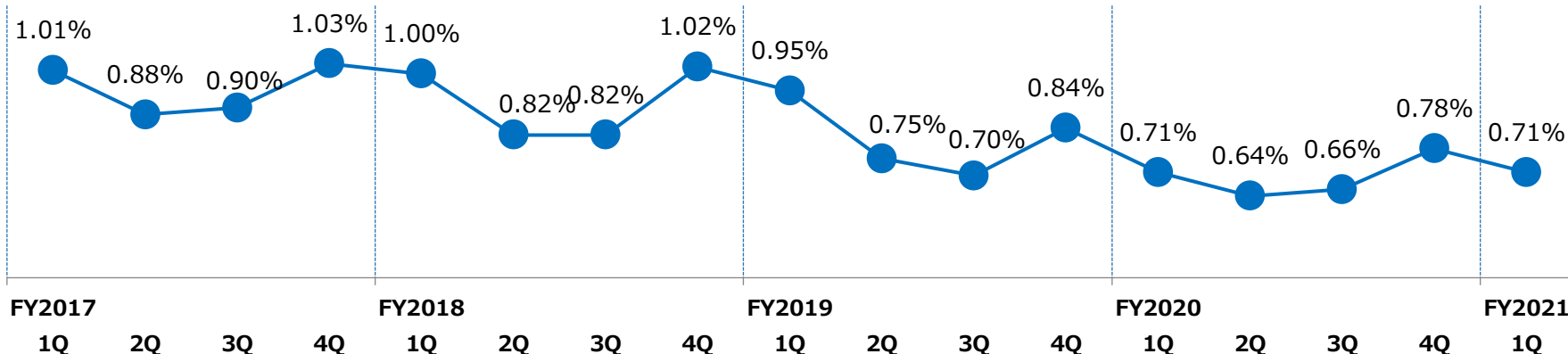


Reference:

FY2021E Breakdown of FTTH Subscriptions (millions subs)

FY2021E		
Total FTTH Service: Change from preceding Fiscal Year		+0.70
Hikari Collabo- ration Model	(1) Number of opened connections	+2.55
	Number of switchover lines	+0.55
	(2) Number of cancellations	(1.40)
	Net Increase (1)+(2)	+1.15
FLET'S Hikari	(1) Number of opened connections	+0.65
	(2) Number of cancellations	(1.10)
	Number of switchover lines	(0.55)
	Net Increase (1)+(2)	(0.45)

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

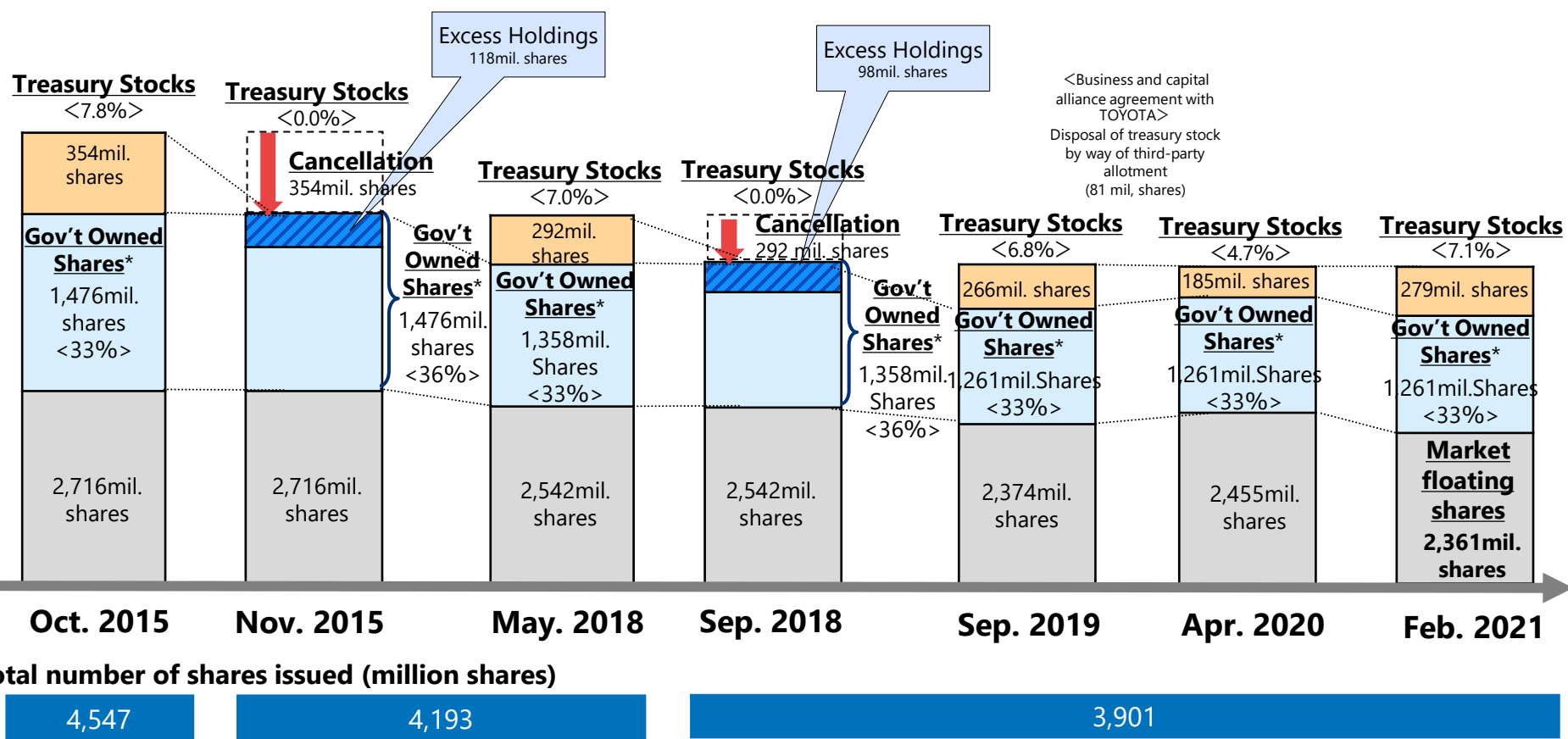
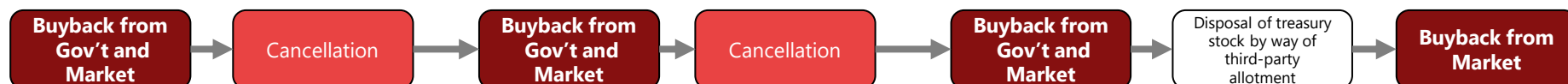


* "Sum of number of churn for each month of each quarter" / "Sum of number of active subscribers** for each month of each quarter"

** 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



Attachment

※The Document submitted for the commission
at the Ministry of Internal Affairs and
Communications

Matters Currently under Consideration to Strengthen Collaboration after Making NTT DOCOMO a Wholly Owned Subsidiary

December 25, 2020

These materials include a discussion of matters which are currently under consideration as of the date hereof and which are all subject to change in the future.

- NTT DOCOMO will 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
- Advancing the initiatives below will contribute to enhancing the international competitiveness of Japanese industry, resolving social issues, maintaining a reliable and secure communication infrastructure and achieving the development of the telecommunications industry and services that provide high levels of customer satisfaction

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

- Transformation into a new DOCOMO Group is planned to be implemented through the following two steps

STEP 1



STEP 2

(Proposed for Summer 2021)

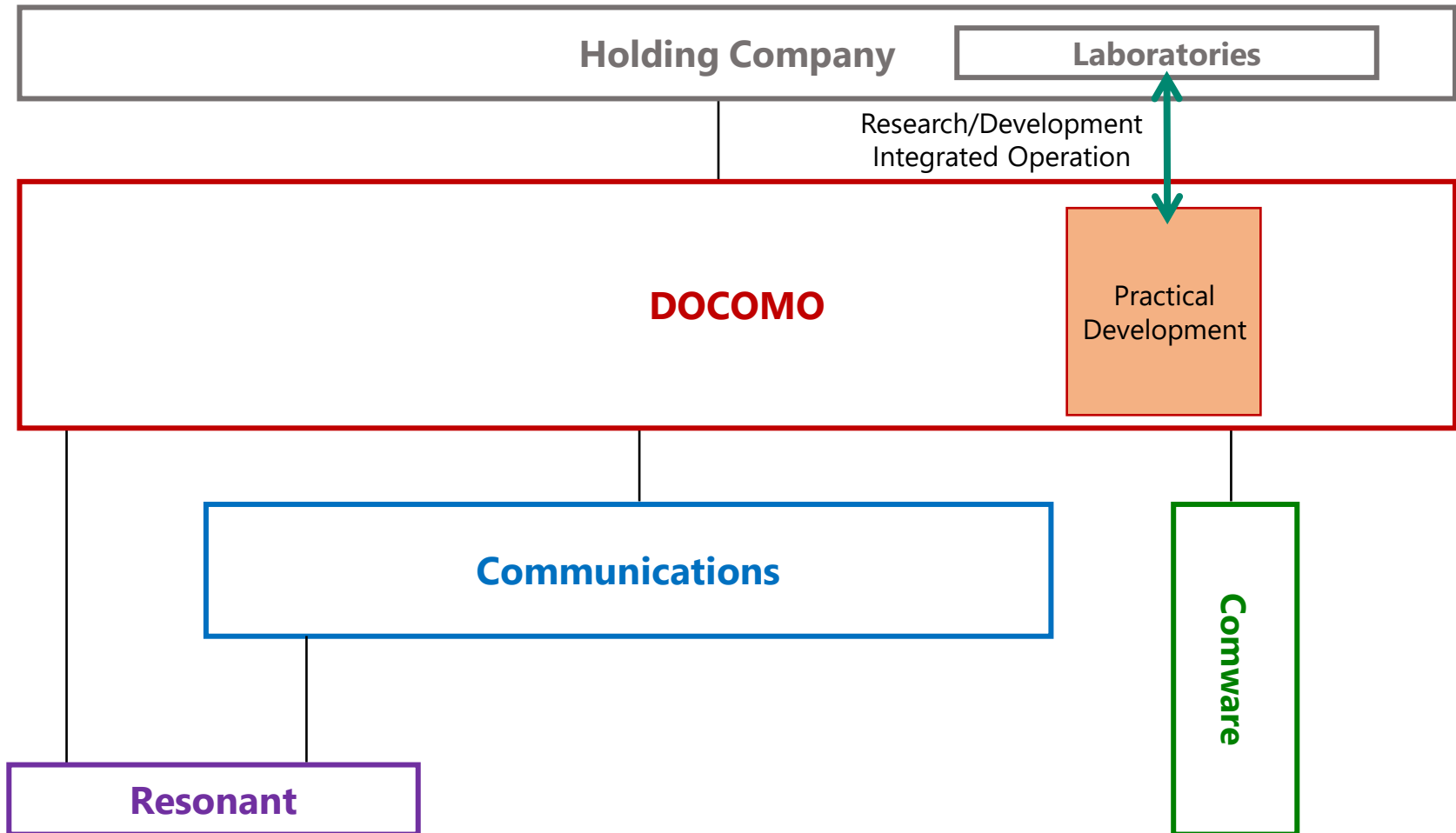
- Making Communications and Comware into subsidiaries of DOCOMO
- Strengthening collaboration in the research and development capabilities of the NTT holding company and DOCOMO

(Proposed for Spring/Summer 2022)

- Allocating functions between DOCOMO, Communications and others

Matters Currently under Consideration <STEP 1>

- Making Communications and Comware subsidiaries of DOCOMO
- Research and development functions will be operated in an integrated manner to strengthen 6G and IOWN development capabilities



■ Allocation of Functions between DOCOMO, Communications, Comware and Others

- ✓ Sales for individual customers will be primarily conducted by DOCOMO. For the MVNO and ISP businesses, VNE business will primarily be the responsibility of Communications, and business for individuals will be conducted by Resonant
- ✓ For corporate business, Communications will implement centralized customer services and strengthen its capabilities in developing and proposing new services that integrate fixed and mobile communications
- ✓ For Smart Life business, DOCOMO will collaborate with Communications, partner companies and others to achieve business expansion and the development of new types of business
- ✓ DOCOMO will collaborate with Communications to promote the optimization of facilities and the development of networks that integrate mobile and fixed-line services
- ✓ Comware will support software development for the new DOCOMO group and strengthen service creation capabilities

■ Allocation of Functions between DOCOMO, Communications, Comware and Others

