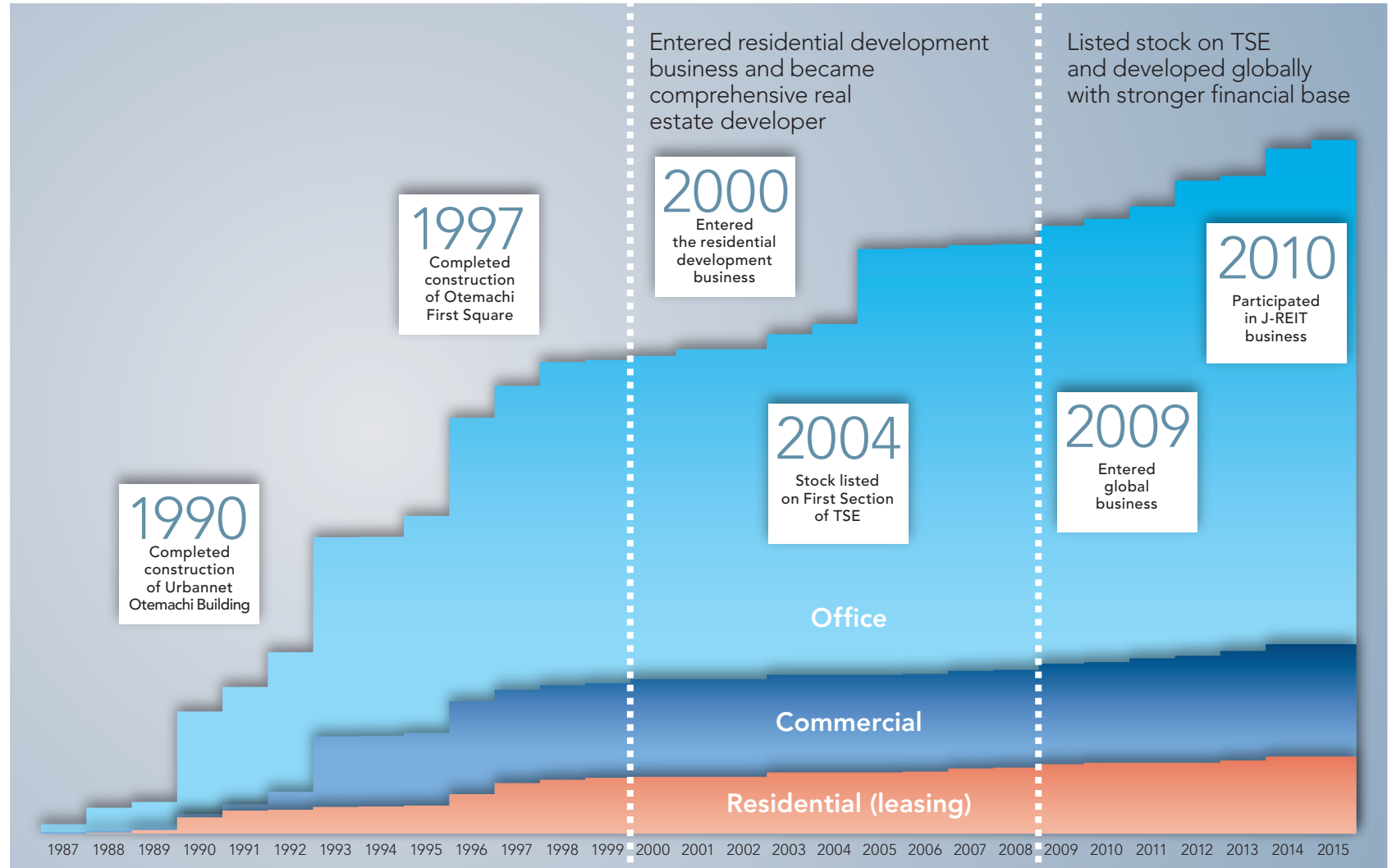


## History

Understand the times, focus on creating a new future, and venture into businesses that support urban development

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Total development area



## Mission Statement

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NTT UD

Our corporate symbol has been renewed in commemoration of our 30th anniversary. Based on our established principles of trust and performance, we will keep moving forward, always seeking to create high-value-added real estate services.

### Blue Crystal Crystal of Integrity and Innovation

Symbolizing trust, the blue color is a testament to our attitude of integrity toward customers. The translucent polyhedral form, full of clarity, represents shining happiness and innovative urban development with an eye to the future.

Corporate Philosophy

## UD Statement

# Integrity and Innovation

connecting cities and people

We will contribute to sustainable urban development through our real estate services. What we value most is seeing the satisfaction of our customers and members of the wider public, and bringing smiles to their faces.

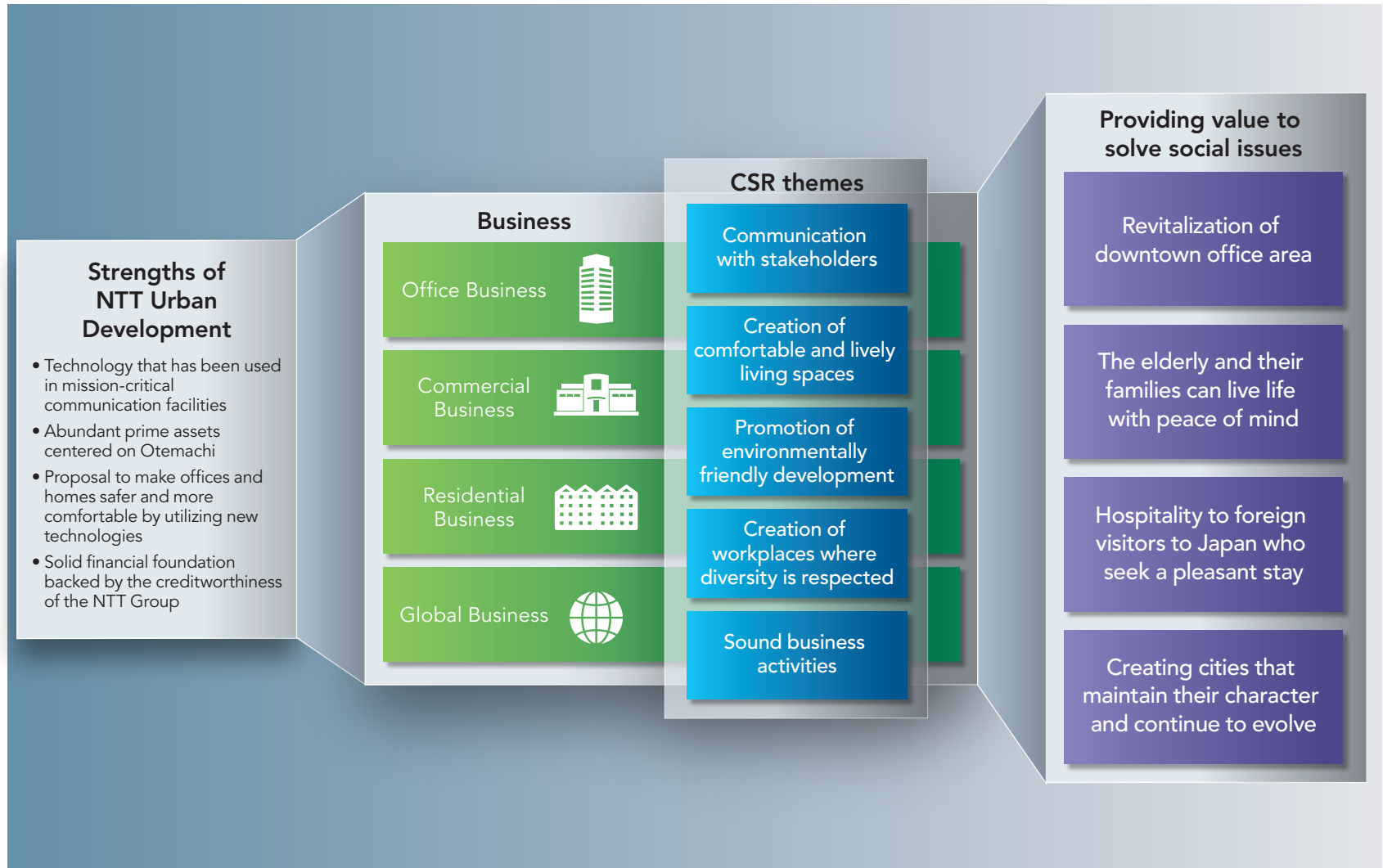
For this, we will pay close attention to the changing needs of our customers and society, and thoroughly understand our customers' perspectives.

We make it a promise to continue our challenge of generating innovative services, where all of our management and employees will act with integrity and without fearing failure.

This challenge is fueled by a corporate culture conducive to all of our management and employees freely and proactively voicing opinions, where all of us may respect and value one another, and go about our jobs with a smile.

We will demonstrate the potential and creditworthiness of the NTT Group and create new value to solve social issues

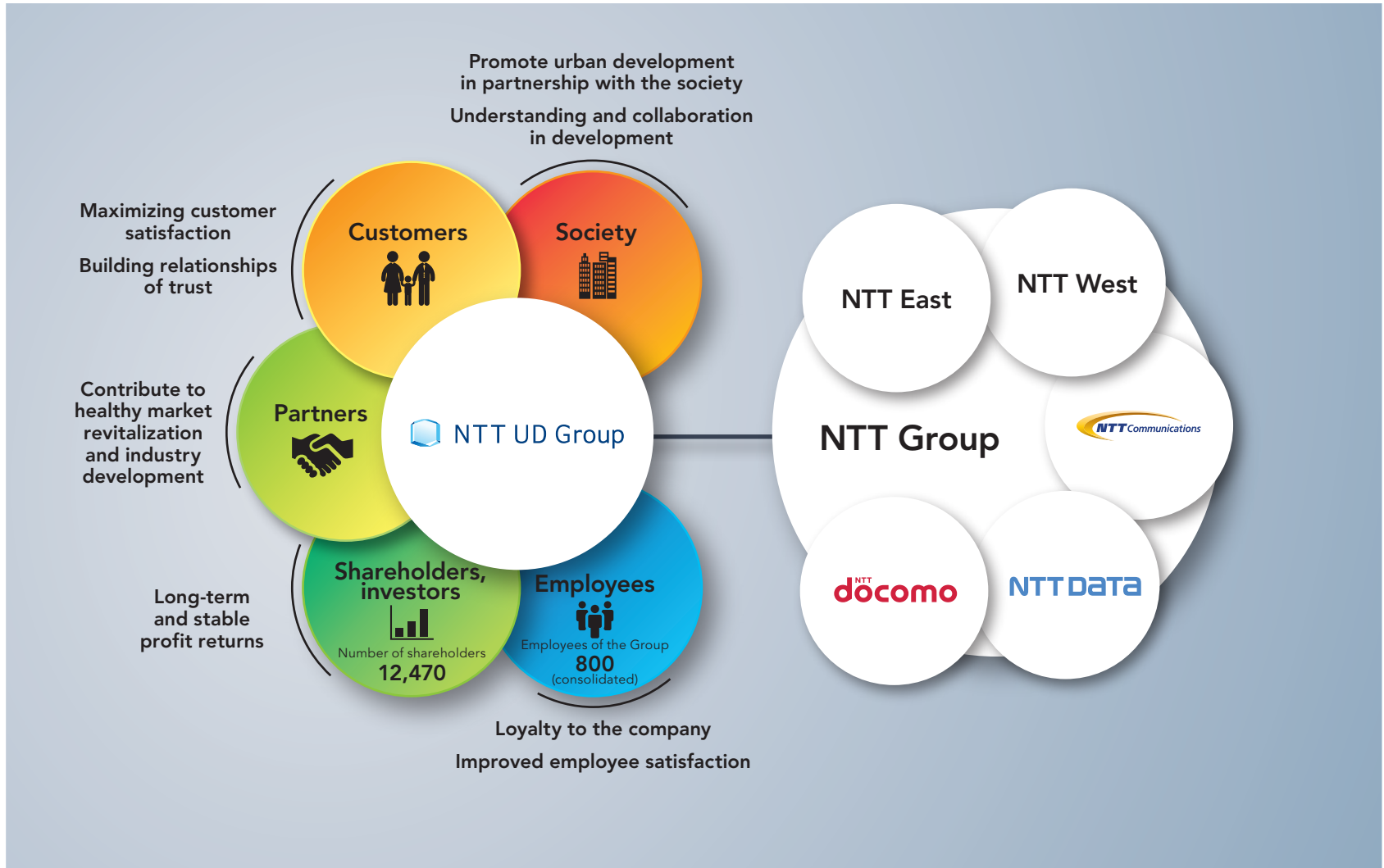
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Stakeholders

Seeking to maintain and develop relationships of trust with a wide range of stakeholders

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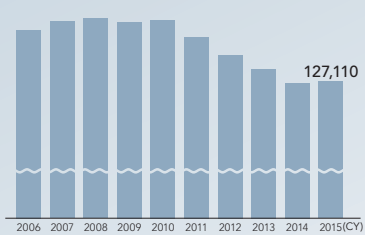


# Accurately perceive market needs and work for medium- to long-term growth

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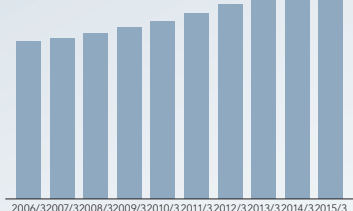
## Market Conditions

Estimated population of Japan (thousands)



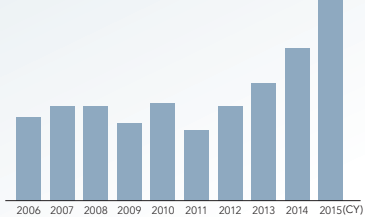
Source: Statistics Bureau, Ministry of Internal Affairs and Communications

Estimated elderly population in need of nursing care (thousands)



Source: Cabinet Office, Government of Japan

Estimated foreign tourists visiting Japan (thousands)



Source: Japan National Tourism Organization

## Medium-Term Vision 2018

### Basic Policy

#### Fully enforcing a customer and market-centered orientation

Provide real estate solutions that meet customer expectations both in terms of "tangible" and "intangible" aspects by accurately capturing customer needs and maximizing our expertise

#### Pursuing innovation

Strive for medium- and long-term growth by promoting business and developing a system of business operation based on flexible thinking without being bound by existing frameworks

### Medium-term Growth

Office building development in urban areas

Shift to mixed-use development

Diversification of property utilization

Conversion

Renovation

Utilize REITs

Development of hotels with universal value

Development of senior serviced housing

Diversification of portfolio to overseas

Initiatives for NTT Group CRE

### Financial Targets FY2018

Operating Revenue  
**¥200** billion

Operating Income  
**¥30** billion

Investments  
Approximately  
**¥360** billion  
(FY2014-2018 cumulative)

Interest-bearing debt  
Approximately  
**¥500** billion  
(As of March 31, 2019)