

## NTT Group CSR Charter

NTT Group has been working to achieve sustained growth through the resolution of social issues by referring to the NTT Group CSR Charter as its basic principles. The charter consists of a statement of our commitment to corporate social responsibility, and the four CSR goals that outline specific priority aspects of our CSR activities.



### CSR Message

We as the NTT Group will take initiatives in solving social issues through our business activities, as "Your Valued Partner", and will contribute to creating a safe, secure and sustainable society.

### CSR Theme

#### Enrich Society

We will contribute to creating a more prosperous and smarter society with a sustainable development focus and by solving various current social issues and new social issues resulting from future innovation around the world by enabling our clients digital transformation.

#### Safety and Security

We provide ICT services that support society and help ensure safety, information security and privacy and will provide reliable ICT solutions that are resistant to physical or cyber attacks and designed for fast recovery from any disasters.

#### Protect Environment

We will reduce our environmental impact throughout our business, and will take the initiative in reducing the current environmental issues of society by using Information and Communication Technology (ICT) to help resolve this worldwide challenge.

#### United NTT

We, as NTT, will always work with a high ethical perspective, respect for human rights and awareness of our partners as well as creating a safe working environment with respect for diversity and individual growth, and the creation of healthy communities.

 [NTT Group CSR Charter](https://www.ntt.co.jp/csr_e/groupcsr/csr_policy.html) [https://www.ntt.co.jp/csr\\_e/groupcsr/csr\\_policy.html](https://www.ntt.co.jp/csr_e/groupcsr/csr_policy.html)

## Medium-Term Management Strategy and CSR

### Vision and Medium-Term Management Strategy

The NTT Group considers CSR to be synonymous with its business activities and seeks to resolve social issues through business activities with the aspiration of contributing to the realization of a safe, secure, and sustainable society where humans, society, and the Earth are interconnected.

In 2018, we announced the NTT Group Vision, which clearly states our intention to seek solutions to social issues through our business activities as “Your Value Partner” by promoting digital transformation in collaboration with our partners and harnessing our varied management resources and capabilities, including R&D, ICT infrastructure, and personnel.

NTT is required to fulfill the functions of both a private company and a public utility. To a greater degree than other companies, we are considered to be a public institution. In other words, our contribution to society is equivalent to increasing our corporate value. Promoting management based on environmental, social, and governance (ESG) factors has been and will continue to be NTT’s mission. We aim to anticipate changes in the world and take steps to address them ahead of time through various measures.

Looking at the E, or environmental initiatives, in May 2020, we announced our environment and energy vision; zero environmental impact. Based on this vision, we will contribute to reducing the environmental impacts of customers, companies, and society. NTT is a major consumer of electricity, accounting for close to 1% of Japan’s electricity consumption. To address this consumption, we have set the goal of sourcing more than 30% of our electricity from renewable energy by the fiscal year ending March 31, 2031, and the use of green energy is being promoted accordingly. We also want to provide renewable energy to other companies. If the number of companies that share our ambitions increases, it will raise the rate of renewable energy usage of Japan as a whole along with the country’s self-sufficiency in terms of energy. Our renewable energy initiatives are shaped by an ESG perspective as well as by our desire to contribute to the sustainability of society and the economy.

NTT Group is also engaged in a variety of other environmental activities, including participating in climate change-related initiatives, endorsing the recommendations of the Task Force on Climate-related Financial Disclosures, and issuing green bonds. Furthermore, the Space Environment and Energy Laboratories was established in July 2020 to spur the creation of revolutionary environmental and energy technologies.

NTT Group is pursuing innovation that surpasses current limitations in fields such as smart energy to help regenerate the global environment and realize a sustainable and inclusive society.

In S, the social aspect, we consider our business of providing uninterrupted ICT services itself to be our social responsibility. Large-scale natural disasters, such as typhoons and heavy rains, have become increasingly frequent in recent years. Such disasters can have a massive impact on telecommunications equipment and services, resulting in increasingly long downtimes. Accordingly, there is a need to improve the resilience of facilities, through countermeasures against blackouts and other provisions, and to expedite recovery efforts through AI-powered damage prediction. In September 2020, NTT formed a social contribution coordination agreement with KDDI CORPORATION. Under this agreement, we will promote mutual utilization of ships for transporting the necessary supplies in the event of a large-scale disaster. In addition, we have begun joint disaster preparedness drills and awareness-raising activities. By coordinating in areas where there are significant benefits to be had through the mutual use of our assets, we aim to contribute to the resolution of various social issues.

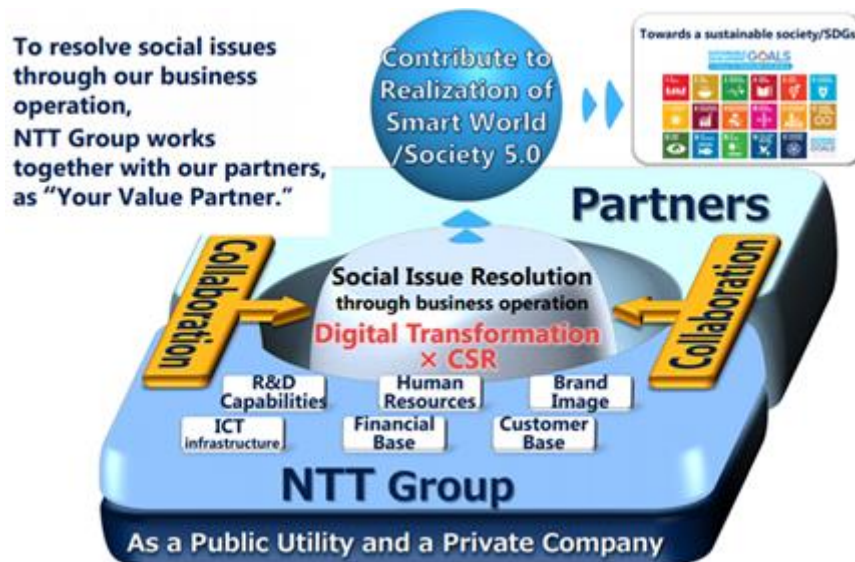
Turning to threats other than natural disasters, security will be more important than ever to business continuity after the COVID-19 pandemic. As the trend toward teleworking and remote work spreads rapidly, we will need to protect against cyberattacks and various other threats to ensure business continuity for NTT Group as well as for its customers. Accordingly, we will be deploying various services to offer even greater levels of support on this front.

We also recognize that the utilization of a diverse range of human resources will be crucial for the evolution of NTT Group. With this regard, we joined The Valuable 500, an international initiative promoting the employment of people with disabilities, in December 2019 as part of our ongoing efforts to promote diversity and inclusion. As one of these efforts, we use the OriHime-D a remote avatar robot to greet visitors at the reception desk of NTT. People who face difficulties going outside can remotely control this robot to guide visitors to meeting rooms and answer questions. NTT Group looks to develop such new work styles suited to a society characterized by remote interactions by reinventing work processes through digital transformations. Furthermore, we will entrench and promote teleworking as a new standard work style on a Groupwide basis.

In terms of the G, or governance, the Company continues to strengthen governance systems to improve corporate value. Specifically, we have revised the operating procedures, scale, and composition of the Board of Directors to invigorate strategic discussion at Board meetings. These revisions have resulted in the ratio of outside independent Members of the Board rising to 50%. In addition, an executive officer system was introduced to clearly separate the management decision-making and oversight function from the operational execution function. The reinforcement of corporate governance is being pursued to enhance management flexibility.

In the midst of the global COVID-19 pandemic, we took steps to ensure our telecommunications services could be reliably accessed while exercising consideration for our various stakeholders through a variety of measures, including providing leeway in regard to payment dates and offering certain services for free. NTT Group will accelerate its transformation as “Your Value Partner,” aiming to continue being a reliable partner to its stakeholders, including customers, shareholders, and local communities. In doing so, we will focus all of our efforts on sustainably increasing our corporate value and contributing to the realization of a smart world.

■ **NTT Group Medium-Term Management Strategy** [https://www.ntt.co.jp/ir/library\\_e/presentation/2018/181106e\\_2.pdf](https://www.ntt.co.jp/ir/library_e/presentation/2018/181106e_2.pdf)



### NTT Group Initiatives toward Achieving the Sustainable Development Goals (SDGs)

The NTT Group has worked to resolve issues in society and has contributed to the achievement of a sustainable society through products and services that utilize ICT. Recently, however, the emergence of global-scale societal issues such as a growing population and shortages of resources and water worldwide, as well as the declining birthrates and aging population in Japan, demand greater change in every society and economy. As proposed by Society 5.0\*, resolving these issues will require driving digital transformation by applying Information and Communication Technology (ICT) to all aspects of our lives, thus increasing the importance of pursuing Group-wide initiatives.

### SUSTAINABLE DEVELOPMENT GOALS



In response, the NTT Group announced in September 2016 its endorsement of the UN’s Sustainable Development Goals (SDGs). Our Group companies have identified the correlations between their businesses and the 17 goals of the SDGs, and are making efforts toward their achievement.

As an example, every year we hold the NTT Group CSR Conference to instill awareness of CSR in employees. There we identify correlations with the 17 goals of the SDGs, while Group companies share cases in which they have resolved societal issues through business activities, as superior CSR initiatives. Through this, we instill in employees a recognition that daily business activities and CSR are one and the same. In addition, we revised the training content to be based on SDGs, and are enhancing Group employees’ awareness of the subject through e-learning.

\* Society 5.0: Proposal by the Japanese Cabinet Office in its 5th Science and Technology Basic Plan calling for the creation of a human-centered society that balances economic advancement with the resolution of social problems by a system that deeply integrates cyberspace and physical space.

# NTT Group's Material Issues

In revising the NTT Group CSR Charter and reviewing the CSR Priority Activities, we took the following steps based on the principles and processes regarding material issues in the GRI Sustainability Reporting Standards 2016/2018/2019.

## 3 Steps of Materiality Assessment

### Step 1

Identify CSR Issues

We identified 41 CSR Issues based on due consideration of GRI and other guidelines, external assessment of ESG aspects and new social requirements such as the SDGs.

### Step 2

Assign Priorities

We assigned priorities to the CSR Issues identified in Step 1 based on the two axes of "relevance to stakeholders" and "relevance to NTT Group" to identify the 18 NTT Group CSR Priority Activities representing the materiality that drives our CSR efforts.

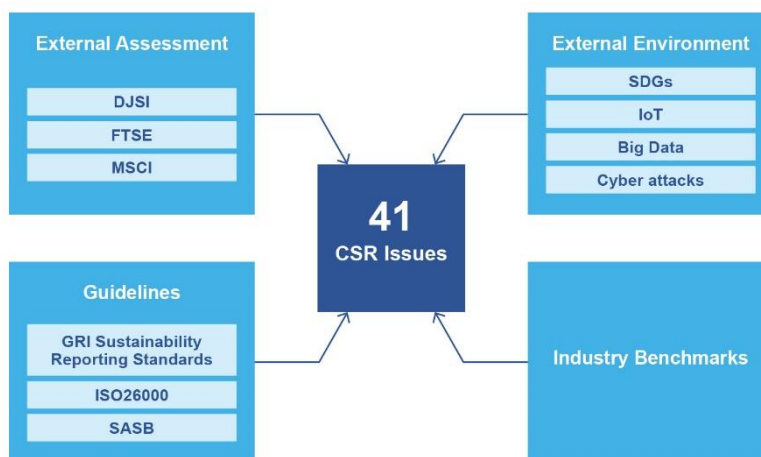
### Step 3

Confirm Validity

The validity of the CSR Priority Activities was confirmed by the Group CSR Committee and CSR Committees.

## Step 1 Identify CSR Issues

We identified 41 CSR Issues based on extensive consideration of various guidelines, including the GRI Sustainability Reporting Standards and ISO 26000 (social responsibility) guidelines, external ESG assessments, such as the Dow Jones Sustainability Index (DJSI), as well as new issues related to sustainability, such as the SDGs.



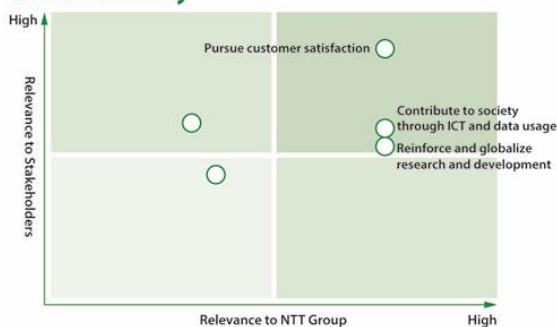
## Step 2 Assign Priorities

The 41 CSR Issues were categorized under the four CSR Goals of the NTT Group CSR Charter and their underlying foundations. The four CSR Goals were evaluated along the two axes of "relevance to stakeholders" and "relevance to the NTT Group," and the results were mapped on the matrix to identify the NTT Group CSR Priority Activities.

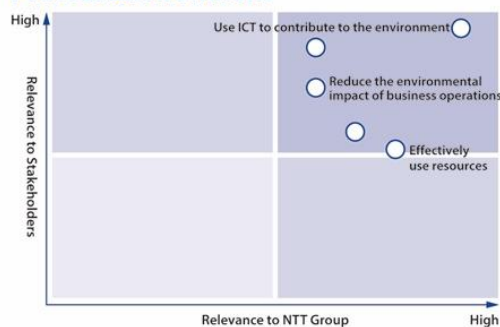
In assessing priorities, we took into account the results of the NTT Group employee satisfaction survey and customer feedback to reflect the expectations of a broad range of stakeholders.

Activities categorized as the underlying foundations of the four CSR Goals have been positioned as activities requiring steadfast effort.

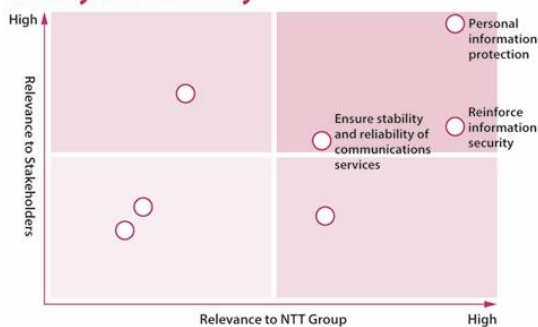
### Enrich Society



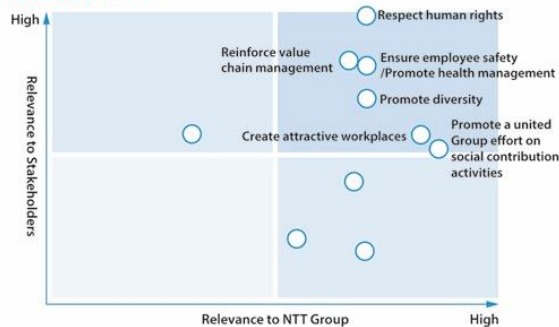
### Protect Environment



### Safety and Security



### United NTT



### Underlying Foundation of the Four Communication Activities

- Reinforce corporate governance
- Ensure diversity of directors
- Appropriateness and transparency of directors' compensation
- Establish sustainability governance
- Efforts to encourage long-term ownership of shares
- Risk management
- Formulate and comply with compliance guidelines
- Brand management
- Manage intellectual property
- Determine materiality and manage PDCA cycle
- Enhance reliability and disclosure of ESG data
- Control negative incidents and disclose information
- Engage with stakeholders
- Participate in various initiatives

## Step3 Confirm Validity

The identified CSR Priority Activities were examined by the Group CSR Committee attended by the CSR Committee Chairpersons of major NTT Group companies and the CSR Committee chaired by the representative director and senior executive vice president and comprised of heads of each department and office. The committees confirmed the validity of the CSR Priority Activities based on how well they reflected the expectations of stakeholders and whether they covered all the issues that are of importance to the NTT Group. Consequently, the following items were determined as new CSR Priority Activities.

<p><b>Enrich Society</b></p> <p><b>CSR Priority Activities</b></p> <ul style="list-style-type: none"> <li>● Contribute to society through ICT and data usage</li> <li>● Pursue customer satisfaction</li> <li>● Reinforce and globalize research and development</li> </ul>	<p><b>Protect Environment</b></p> <p><b>CSR Priority Activities</b></p> <ul style="list-style-type: none"> <li>● Use ICT to contribute to the environment</li> <li>● Reduce the environmental impact of business operations</li> <li>● Effectively use resources</li> </ul>
<p><b>Safety and Security</b></p> <p><b>CSR Priority Activities</b></p> <ul style="list-style-type: none"> <li>● Reinforce information security</li> <li>● Personal information protection</li> <li>● Ensure stability and reliability of telecommunications services</li> </ul>	<p><b>United NTT</b></p> <p><b>CSR Priority Activities</b></p> <ul style="list-style-type: none"> <li>● Promote diversity</li> <li>● Respect for human rights</li> <li>● Reinforce value chain management</li> <li>● Ensure employee safety</li> <li>● Promote health management</li> <li>● Create attractive workplaces</li> <li>● Promote a united Group effort on social contribution activities</li> </ul>

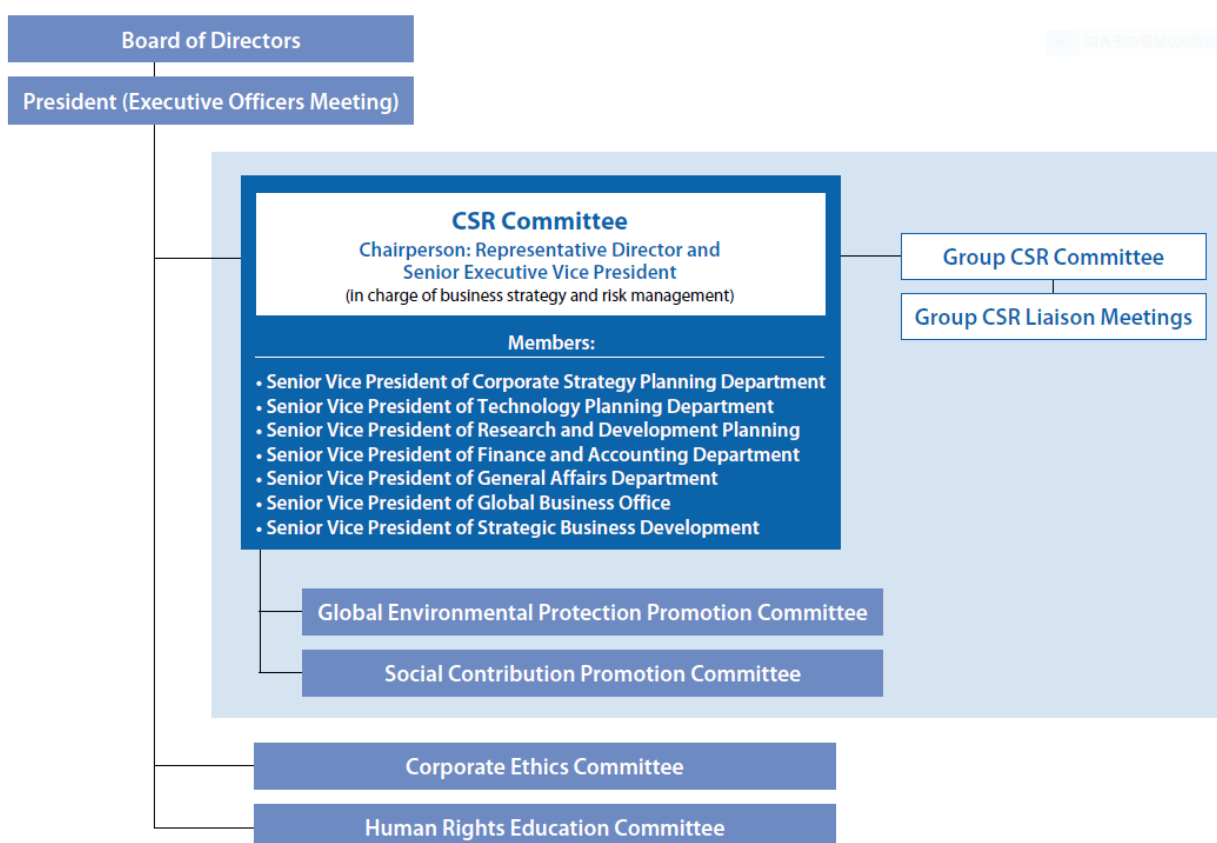
## CSR Management

### CSR Management System

In fiscal 2005, NTT established the CSR Committee, under the Executive Officers Meeting and chaired by the representative director and senior executive vice president, to ensure the sustained and appropriate implementation of CSR management, including economic, environmental and social themes. The committee meets at least once a year to discuss and formulate the Group's basic CSR strategy, initiatives and measures, as well as to determine the content of information disclosures. In addition, two internal committees have been established to cover individual themes: the Global Environmental Protection Promotion Committee and Social Contribution Promotion Committee.

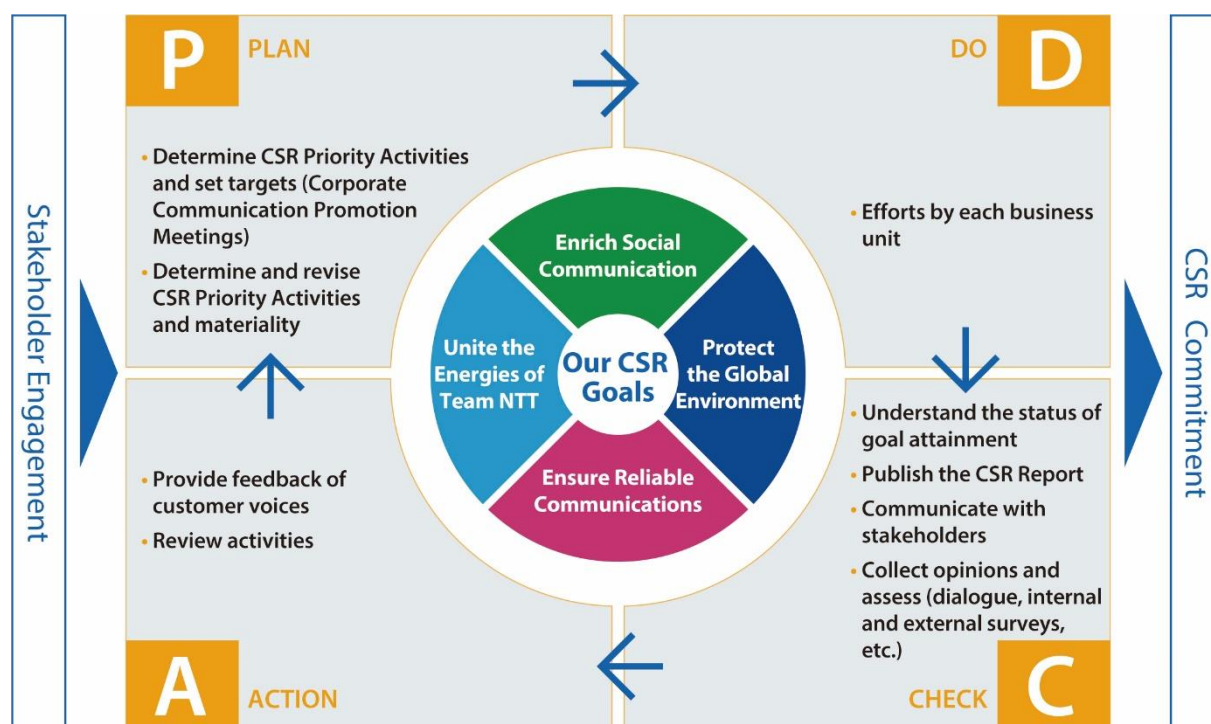
Also, since fiscal 2015, we have carried out Group CSR management by holding meetings of the Group CSR Committee (chairperson: representative director and senior executive vice president) and comprising chief CSR officers (senior executive vice presidents and the executive vice presidents of the NTT Group's eight major companies in Japan). In addition, CSR promotion officers at each company hold Group CSR Liaison Meetings on a regular basis to share common challenges and successful examples from each Group company and to monitor progress on the implementation of our CSR Priority Activities with respect to PDCA cycles and further promote a sense of unity across the Group.

In fiscal 2018, NTT declared that the "NTT Group's business operations = CSR" and that we will "be a Group that resolves social issues through business operation" in the NTT Group Medium-Term Management Strategy "Your Value Partner 2025." We will work to realize sustainable improvement in corporate value with CSR promotion at the core of Group management.



## NTT Group's PDCA Cycle for Promoting CSR

To continuously meet public expectations and enhance the sustainable corporate value of the NTT Group, we apply PDCA cycles in our CSR initiatives with stakeholder engagement as the starting point, as shown below.



## NTT Group CSR Conferences

In order to share superior CSR initiatives horizontally across the NTT Group, we have held the NTT Group CSR Conference every year since fiscal 2013. This initiative involves having each operating company implement various measures in line with the CSR Priority Activities and announce their results in a conference setting. In addition to the best measures being commended as “superior CSR measures” at the conference, the single best measure is also awarded a President’s CSR Award by the NTT Group Presidents’ Meeting.

### Summary of the Fiscal 2019 CSR Conference

Date: February 2020

Attendance: approximately 260 employees, including board members of each Group company

Schedule:

1. Opening address by the Senior Executive Vice President
2. Announcement of superior CSR measures (6 in the CSV section, 4 in the social contribution section)
3. Talk by an outside lecturer (Ms. Yoko Ishikura, Professor Emeritus, Hitotsubashi University)  
“The role of the leader in a world facing new challenges”

In a survey conducted after the conference, nearly all participants answered that their understanding of CSR had deepened, suggesting the time spent was meaningful for raising CSR awareness among employees. In addition to holding the conference in the next fiscal year and beyond, we also aim to further spread CSR awareness among employees by improving the content of initiatives and enhancing measures that involve employee participation.

■ **NTT Group CSR Conference** [https://www.ntt.co.jp/csr\\_e/groupcsr/conferences.html](https://www.ntt.co.jp/csr_e/groupcsr/conferences.html)

■ **Superior CSR Initiatives** [https://www.ntt.co.jp/csr\\_e/sustainability\\_action/index.html](https://www.ntt.co.jp/csr_e/sustainability_action/index.html)

## Stakeholder Engagement

### The Fundamental Principle

The NTT Group provides products and services to diverse stakeholders around the world, and its value chain continues to expand globally and grow in complexity. Along with these changes, our stakeholders' needs and expectations are also becoming increasingly diverse, and we must accurately understand and reflect them in our business activities through stakeholder engagement. Stakeholder input, particularly on social and environmental issues, can help us to become more competitive and accountable while guaranteeing our public license to conduct operations in the various regions in which we conduct business.

### NTT Group's Stakeholder Engagement

Stakeholder engagement forms the building blocks of trust-based, value-generating relationships. To properly develop these relationships, the NTT Group follows global guidelines based in part on the AA1000 Stakeholder Engagement Standard (AA1000SES) and AA1000 Account Ability Principles Standard (AA1000APS), and applies them to all of our worldwide operations. By having all Group companies apply the same principles to engaging with stakeholders, we intend to promote effective, efficient, and ultimately value-creating interactions between the NTT Group and its stakeholders. It goes without saying that all means of engagement shall be conducted according to relevant laws, regulations and legal requirements.

#### Benefits of Stakeholder Engagement

Benefits for the NTT Group	Benefits for Stakeholders
<ul style="list-style-type: none"> <li>Identify emerging environmental/social trends and reflect them in strategy formulation</li> <li>Identify potential risks and develop countermeasures</li> <li>More closely manage our brand reputation</li> <li>Identify opportunities for potential new businesses, collaboration and innovation</li> <li>Improve community relations and support for operations, in particular by involving stakeholders in decisions to ensure their needs are taken into consideration</li> <li>Improve our understanding of sensitive issues and of stakeholders' opinions of us</li> <li>Make more sustainable business decisions based on stakeholder input</li> </ul>	<ul style="list-style-type: none"> <li>Clearer understanding of the NTT Group's strategy and projects</li> <li>Provide feedback regarding their needs and expectations</li> </ul>

### Process of Stakeholder Engagement

#### Step 1 Plan

**The Level and Methods of Engagement can be Classified According to the Following Categories:**

Level of engagement	Examples of engagement methods
Monitor	Tracking of media and one-way communications to the company
Inform	Provision of information from the company to stakeholders through letters, bulletins, websites, speeches, reports, etc., with no invitation to respond
Consult	Two-way exchange of information between the company and stakeholders through surveys, focus groups, workshops, etc., with an expectation of responses from both sides
Involve	Two-way exchange of information between the company and stakeholders, with stakeholders more actively involved in decision-making, through establishment of advisory panels or multi-stakeholder dialogues
Collaborate	Joint ventures and partnerships on specific projects

#### Potential Risks of Engagement with Specific Stakeholders

- Unwillingness to engage on the part of stakeholders
- Disruptive stakeholders
- Creation of unrealistic and unfulfillable expectations of the company on the part of stakeholders
- Inter-stakeholder conflicts, and others

These could potentially result in criticism of the company and damage to the company's reputation or a waste of company resources.



## Step 2 Do

While engaging with stakeholders, discussions should be held on mutual expectations regarding such engagement, and any necessary revisions to initial engagement plans should take into consideration stakeholder requests as well as the NTT Group’s initial intentions.

### Factors Requiring Consideration during Engagement

- Levels of contribution and a clear definition of participant roles
- Details of the process, including timelines and methods
- Timely provision of instructions and required materials for participation in and meaningful contribution to the engagement process
- Boundaries of disclosure of required information, including confidentiality requirements
- Communication of the results of the engagement

When holding events attended by multiple stakeholders, care must be taken to ensure balanced participation to minimize risk and maximize value.

## Step 3 Follow-up and Review

After concluding the engagement, results must be reported both internally and to participating stakeholders as well as externally to the wider public as necessary to conduct both an evaluation of the outcome of the engagement and a review of the engagement process itself and define KPIs for the assessment of results

### Factors that Should Be Included in Reports and Information Disclosure

- The purpose, scope, method and participants of the engagement
- A summary of content, including issues and concerns raised during the process
- NTT Group response to the outcomes of the engagement

Regarding the review of the engagement process itself, an internal review should be conducted and feedback should be sought from participating stakeholders regarding how they felt about their involvement, and a plan for improvement should be developed based on the results of these.

### Identifying Stakeholders

Our stakeholders are organizations or individuals who have an interest, in one way or another, in the business activities or decision making of the NTT Group. Major stakeholders of the NTT Group include customers (corporations and individuals), shareholders and investors, employees (employees, their families and retired employees), local communities, business partners, ICT companies and industry associations, and, central government and administrative agencies.

The NTT Group will fulfill its responsibilities and the expectations of its various stakeholders related to these businesses.

<b>Customers (Corporations and Individuals)</b>		
All customers, both corporate and individual, who use services provided by the NTT Group		
<b>NTT’s Approach</b> As we strive to be chosen as “Your Value Partner,” each individual employee will strive for an even higher awareness of CSR to provide safe, secure services that are high in quality and convenient from the customer’s standpoint.	<b>Methods of Engagement (examples)</b> <ul style="list-style-type: none"> <li>• Customer information service</li> <li>• Customer satisfaction surveys</li> <li>• Website, social media</li> </ul>	<b>Why We Engage</b> The NTT Group endeavors to enhance customer satisfaction and become “Your Value Partner” for our customers by understanding their needs and standpoints in order to provide higher quality services and products.
<b>Shareholders and Investors</b>		
Individual and institutional investors including the shareholders and creditors of the NTT Group		
<b>NTT’s Approach</b> We will return profits to shareholders while maintaining a sound financial standing and enhancing our corporate value. We will also endeavor to disclose information related to the Group in a timely, appropriate and fair manner.	<b>Methods of Engagement (examples)</b> <ul style="list-style-type: none"> <li>• General Meeting of Shareholders, earnings reports</li> <li>• Explanatory presentation for individual investors</li> <li>• Explanatory presentation for institutional investors</li> <li>• Annual reports</li> </ul>	<b>Why We Engage</b> We endeavor to disclose information in a timely, appropriate and fair manner to return solid profits to shareholders while maintaining a sound financial standing and enhancing our corporate value.

<b>Employees (Employees, Their Families and Retired Employees)</b>		
Employees who work at the NTT Group and retired employees who support the NTT Group's CSR ideals		
<b>NTT's Approach</b> We will pursue various employee initiatives to create safe and healthy workplaces in which everyone can realize their full potential and be rewarded in their work and daily lives. We will also value communication with retired employees.	<b>Methods of Engagement (examples)</b> <ul style="list-style-type: none"> <li>Employee satisfaction surveys</li> <li>Regular interviews</li> <li>Dialogue between labor and management</li> <li>Corporate ethics helplines</li> <li>CSR Conference</li> </ul>	<b>Why We Engage</b> We create safe and healthy workplaces for our employees and support their daily lives so that each individual employee can realize their full potential and carry out their work with a strong awareness of CSR.
<b>Local Communities</b>		
People in local communities who are connected to us through the core businesses of NTT Group companies		
<b>NTT's Approach</b> We will advance alongside local communities by implementing social contributions and disaster countermeasures through our ICT business.	<b>Methods of Engagement (examples)</b> <ul style="list-style-type: none"> <li>Support and collaboration through social contribution activities</li> <li>Negotiations with local residents on construction work, system development and other activities</li> <li>Support through donations and sponsorships</li> </ul>	<b>Why We Engage</b> We seek to contribute to the further development of a flourishing and vibrant community and to understand and identify the issues faced by local communities in order to implement social contributions and disaster countermeasures through our ICT business.
<b>Business Partners</b>		
Business partners who offer their cooperation in various ways as the NTT Group provides its services		
<b>NTT's Approach</b> We will seek to work together to create and implement services that address a variety of social issues.	<b>Methods of Engagement (examples)</b> <ul style="list-style-type: none"> <li>Inquiry forms</li> <li>Disclosure of procurement policies and guidelines</li> <li>Questionnaires of suppliers</li> <li>Briefing for suppliers</li> </ul>	<b>Why We Engage</b> By procuring products with due consideration to the environment and human rights, and by forging partnerships based on fairness, we will fulfill our social responsibilities as a company and achieve sustainable growth alongside our business partners.
<b>ICT Companies and Industry Associations</b>		
Other ICT companies and people in industry associations who are striving to develop Japan's information and telecommunications		
<b>NTT's Approach</b> We will engage in discussions on the direction and initiatives for the information and telecommunications industry, not only in Japan but from a global perspective, and seek to address diverse social issues together.	<b>Methods of Engagement (examples)</b> <ul style="list-style-type: none"> <li>Participation in industry associations and related initiatives</li> <li>Participation in conferences</li> </ul>	<b>Why We Engage</b> We will engage in discussions on the direction and initiatives for the information and telecommunications industry. By doing this, we will invigorate the entire industry and contribute to society by promoting development and progress in information and telecommunications.
<b>Central Government and Administrative Agencies</b>		
Central and local governments and administrative agencies that make policy decisions on information and telecommunications, employment and the economy, the environment, and other issues		
<b>NTT's Approach</b> We will fulfill our responsibility as an information and telecommunications company by adhering to the policies of the central government, administrative agencies and local governments.	<b>Methods of Engagement (examples)</b> <ul style="list-style-type: none"> <li>Response to laws and regulations</li> <li>Policy proposals</li> <li>Participation in joint projects between the government and private sector</li> </ul>	<b>Why We Engage</b> We will respond to and comply with central and local government and administrative agency policies. Therefore, we will carry out business activities in an appropriate manner and contribute to resolving social issues faced by the Japanese people and local governments.
<b>NGOs, NPOs and Experts</b>		
NGOs, NPOs and experts who are positioned within the NTT Group's domain of activities including CSR		
<b>NTT's Approach</b> We will contribute to creating a sustainable society by sharing the expert knowledge and experience of NGOs, NPOs and experts, and by incorporating them into the telecommunications industry.	<b>Methods of Engagement (examples)</b> <ul style="list-style-type: none"> <li>Participation and collaboration with study groups and activities of each organization</li> <li>Dialogues</li> <li>Collaborative projects</li> </ul>	<b>Why We Engage</b> The NTT Group provides services that extend beyond telecommunications to broader domains, and gaining the specialized perspectives of NGOs, NPOs and experts allows the Group to appropriately and effectively develop business activities.

## Main Initiatives

The NTT Group has a mechanism for receiving inquiries and requests from various stakeholders including investors, shareholders, experts and employees.

## Engagement with Shareholders, Investors, and Other Relevant Organizations

In response to requests from investors, we hold briefings for institutional investors called “NTT IR DAY.”

Over the past few years, we have also been holding briefings for individual investors to cultivate a better understanding of the NTT Group and increasing the number of individual shareholders. We post major questions and resolutions from the General Shareholders Meeting on our corporate website.

Furthermore, we have actively communicated with ESG rating institutions since fiscal 2015 and will continue to enhance the NTT Group’s CSR efforts and disclosure of ESG data while maintaining regular communication with ESG rating institutions and investors promoting ESG investment.

### Initiatives for Enhancing Communication

Institutional investors:

- Held financial results briefings every quarter (4)
- Participated in IR conferences in Japan and overseas (8)
- Held NTT IR Day (1)
- Held individual briefing sessions in Japan and overseas (over 350)

Individual investors:

- Held company briefings (17)
- Held online company briefings (1)

In addition to these initiatives, we promote activities that incorporate feedback from sources including contact centers for consumers in order to improve business operations and build systems for improving or developing products.

 **IR Events: Presentations** [https://www.ntt.co.jp/ir/library\\_e/presentation/index.html](https://www.ntt.co.jp/ir/library_e/presentation/index.html)

### Engagement with Experts

Our dialogues with experts represent extremely valuable opportunities for the NTT Group, which is involved in a wide range of businesses. We actively seek to communicate with experts in each area of business.

Date	Participants	Summary of the Dialogue	Experts' Opinions and Incorporation in Business Activities
October 2019	Overseas experts on human rights	Dialogue organized by the Caux Round Table (CRT) Japan on the theme of “NTT Group initiatives on business and human rights.” Evaluation of NTT Group initiatives related to human rights, including information disclosure and human rights due diligence, and exchange of views on global trends.	Recommendation for a more proactive and transparent disclosure of information, expectations for active communication by the NTT Group on human rights and potential human rights issues arising from ICT → Consideration of future action based on results of human rights surveys Please refer to page 069 for more information.
October 2019	Participants at the Food Bank Symposium	Food Bank Symposium on the theme of transforming Food Bank activities into social capital sponsored by Food Bank Japan. We introduced NTT Group initiatives that hold the promise for a distribution cycle based on ICT.	Strong request for an acknowledgement of the state of impoverished children and the food supply → Development of solutions for relieving children’s hunger
November 2019	Students of Tohoku University’s Faculty of Economics	Practical Theory of Stakeholder Management seminar held by the Faculty of Economics, Tohoku University. We explained the NTT Group’s medium-term management strategy and positioning of CSR in its management, and introduced specific cases of utilizing ICT to solve social issues and practical examples of stakeholder engagement through social contribution conducted across the Group.	Incorporation of initiatives to CSR activities → Improve quality of stakeholder engagement

We incorporate the opinions and requests we receive from experts to better respond to diverse social needs.

### Opinions and Reflections from Readers of the Sustainability Report

NTT welcomes opinions and reflections on the Sustainability Report and the CSR efforts of the NTT Group from various stakeholders through an inquiry form on our website.