

Members of the Board

As of June 30, 2022

Jun Sawada

Chairman of the Board

Years Served as Member of the Board8
Shares Owned41,500

Brief Career Summary

April 1978: Joined Nippon Telegraph and Telephone Public Corporation
June 2008: Senior Vice President, Executive Manager of Corporate Strategy Planning Department, Representative Member of the Board of NTT Communications Corporation
June 2011: Executive Vice President, Executive Manager of Corporate Strategy Planning Department, Member of the Board of NTT Communications Corporation
June 2012: Senior Executive Vice President, Executive Manager of Corporate Strategy Planning Department, Representative Member of the Board of NTT Communications Corporation
June 2013: Senior Executive Vice President, Representative Member of the Board of NTT Communications Corporation
June 2014: Senior Executive Vice President, Representative Member of the Board of the Company
June 2016: Director and President, Chief Executive Officer of NTT Security Corporation
June 2018: President and Chief Executive Officer, Representative Member of the Board of the Company
August 2018: President and Chief Executive Officer, Representative Member of the Board of NTT, Inc.
June 2020: President and Chief Executive Officer, Representative Member of the Board of the Company
June 2022: Chairman and Representative Member of the Board of the Company (present post)

Akira Shimada

Representative Member of the Board President
Chief Executive Officer (CEO)
President

Years Served as Member of the Board 10
Shares Owned 26,808

Brief Career Summary

April 1981: Joined Nippon Telegraph and Telephone Public Corporation
June 2007: Vice President of Corporate Strategy Planning of the Company
July 2007: General Manager of the Accounts and Finance Department of Nippon Telegraph and Telephone West Corporation
July 2009: General Manager of the General Affairs and Personnel Department of Nippon Telegraph and Telephone East Corporation
June 2011: Senior Vice President, General Manager of the General Affairs and Personnel Department, Member of the Board of Nippon Telegraph and Telephone East Corporation
June 2012: Senior Vice President, Head of the General Affairs Department, Member of the Board of the Company
June 2012: Member of the Board of Nippon Telegraph and Telephone West Corporation
June 2015: Executive Vice President, Head of General Affairs Department, Member of the Board of the Company
June 2018: Senior Executive Vice President, Representative Member of the Board of the Company
August 2018: Member of the Board of NTT, Inc.
October 2018: Senior Executive Vice President of NTT, Inc.
June 2020: Senior Executive Vice President, Representative Member of the Board of the Company
June 2022: President and Chief Executive Officer, Representative Member of the Board of the Company (present post)
June 2022: President and Chief Executive Officer, Representative Member of the Board of NTT, Inc. (present post)

Katsuhiko Kawazoe

Representative Member of the Board
Senior Executive Vice President
In charge of technical strategy Chief Technology Officer (CTO)
Chief Information Officer (CIO)
Chief Digital Officer (CDO)

Years Served as Member of the Board2
Shares Owned 13,300

Brief Career Summary

April 1987: Joined the Company
August 2003: Senior Research Engineer of the Cyberspace Laboratories of the Cyber Communications Laboratory Group of the Company
October 2007: Senior Research Engineer of the Cyber Solutions Laboratories of the Cyber Communications Laboratory Group of the Company
July 2008: Vice President of Research and Development Planning Development of the Company
July 2014: Head of the Service Evolution Research Laboratory, Service Innovation Laboratory Group of the Company
July 2016: Head of the Service Innovation Laboratory Group of the Company
June 2018: Senior Vice President, Head of Research and Development Planning Department, Member of the Board of the Company
June 2020: Executive Vice President, Head of Research and Development Planning Department of the Company
June 2022: Senior Executive Vice President, Representative Member of the Board of the Company (present post)

Takashi Hiroi

Representative Member of the Board Senior Executive Vice President
In charge of business strategy Chief Financial Officer (CFO)
Chief Compliance Officer (CCO)
Chief Human Resource Officer (CHRO)

Years Served as Member of the Board5
Shares Owned 12,000

Brief Career Summary

April 1986: Joined the Company
May 2005: Vice President of Medium-Term Corporate Business Strategy of the Company
June 2008: Vice President of Strategic Business Development Division of the Company
July 2009: Vice President of Corporate Strategy Planning Department of the Company
June 2014: Head of Finance and Accounting Department of the Company
June 2015: Senior Vice President, Head of Finance and Accounting Department, Member of the Board of the Company
June 2020: Executive Vice President, General Manager of Accounts and Finance Department, Member of the Board of Directors of NTT DOCOMO, INC.
December 2020: Senior Executive Vice President, Representative Member of the Board of Directors of NTT DOCOMO, INC.
June 2022: Senior Executive Vice President, Representative Member of the Board of the Company (present post)

Akiko Kudo

Member of the Board
Senior Vice President

Years Served as Member of the Board —
Shares Owned2,900

Brief Career Summary

April 1990: Joined the Company
June 2014: Head of Public Relations Office of Corporate Planning of NTT Communications Corporation
July 2016: Director of Tokai Branch of West Japan Sales Division of NTT Communications Corporation
June 2019: Senior Vice President, Head of Fifth Sales Division of NTT Communications Corporation
April 2020: Deputy Senior Vice President of Fourth Business Solutions Department of Business Solution Division of NTT Communications Corporation
June 2020: Senior Vice President, Head of Public Relations Office, Deputy Head of Business Strategy of the Company
June 2022: Senior Vice President, Executive Manager of the Strategic Business Development Division of the Company (present post)

Ken Sakamura

Outside Member of the Board

Years Served as Member of the Board3
Shares Owned1,700

Brief Career Summary

April 2000: Professor of the Interfaculty Initiative in Information Studies and the Graduate School of Interdisciplinary Information Studies of the University of Tokyo
January 2002: Director of YRP Ubiquitous Networking Laboratory (present post)
April 2009: Director of Institute of Infrastructure Application of Ubiquitous Computing of the Interfaculty Initiative in Information Studies of the University of Tokyo
October 2014: President of Vitalizing Local Economy Organization by Open Data & Big Data (present post)
April 2017: Professor and Dean of Faculty of Information Networking for Innovation and Design of Toyo University, Head of Collaboration Hub for University and Business of Toyo University (present post)
June 2017: Emeritus Professor of the University of Tokyo (present post)
June 2019: Member of the Board of the Company (present post)
August 2019: President of Association for IoT Services Coordination (present post)

Yukako Uchinaga

Outside Member of the Board

Years Served as Member of the Board —
Shares Owned0

Brief Career Summary

July 1971: Joined IBM Japan, Ltd.
April 2004: Director and Senior Executive Officer, IBM Japan, Ltd.
April 2007: Technical Advisor of IBM Japan, Ltd.
April 2007: Board Chair, Japan Women's Innovative Network, a non-profit organization (present post)
April 2008: Representative Director, Chairman of the Board, President & CEO of Berlitz Corporation
June 2008: Director, Sony Corporation
October 2009: Director and Executive Vice President, Benesse Holdings, Inc.
April 2013: Honorary Chairman, Berlitz Corporation
May 2013: Director, AEON, Co., Ltd.
June 2013: Director, HOYA CORPORATION (Chairperson of the Audit Committee)
September 2013: President and CEO, Globalization Research Institute, Inc. (present post)
March 2014: Director, DIC Corporation
June 2018: Director, TEIJIN LIMITED, Member of the Advisory Board, TEIJIN LIMITED (present post)
June 2021: Director, SINTOKOGIO, LTD. (present post)
June 2022: Member of the Board of the Company (present post)

Ryoji Chubachi

Outside Member of the Board

Years Served as Member of the Board —
Shares Owned0

Brief Career Summary

April 1977: Joined Sony Corporation
June 2005: President, Representative Corporate Executive Officer and Member of the Board of Sony Corporation
April 2009: Vice Chairman, Representative Corporate Executive Officer and Member of the Board, Sony Corporation
April 2013: President of National Institute of Advanced Industrial Science and Technology
June 2018: Director, JAPAN POST BANK Co., Ltd. (present post)
April 2020: Grand Emeritus Advisor of National Institute of Advanced Industrial Science and Technology (present post)
June 2022: Member of the Board of the Company (present post)

Koichiro Watanabe

Outside Member of the Board

Years Served as Member of the Board —
Shares Owned0

Brief Career Summary

April 1976: Joined The Dai-ichi Mutual Life Insurance Company
April 2010: Representative Director and President of The Dai-ichi Life Insurance Company, Limited
October 2016: Representative Director and President of The Dai-ichi Life Holdings, Inc.
October 2016: Representative Director and President of The Dai-ichi Life Insurance Company, Limited (a new company that took over the domestic life insurance business)
April 2017: Chairman of the Board and Representative Director of The Dai-ichi Life Holdings, Inc.
April 2017: Chairman of the Board and Representative Director of The Dai-ichi Life Insurance Company, Limited
March 2018: Member of the Board, Japan Tobacco Inc.
June 2020: Director, Chairman of the Board of Dai-ichi Life Holdings, Inc. (present post)
June 2020: Director, Chairman of the Board of The Dai-ichi Life Insurance Company, Limited (present post)
June 2022: Member of the Board of the Company (present post)

Noriko Endo

Outside Member of the Board

Years Served as Member of the Board —
Shares Owned 600

Brief Career Summary

June 1994: Joined DIAMOND Inc.
April 2004: Concurrently served as Director of Kyushu University and Head of Tokyo Office
March 2006: Deputy Editor-in-Chief of Diamond Weekly of DIAMOND Inc.
September 2013: Visiting Researcher at Policy Alternatives Research Institute of the University of Tokyo
April 2015: Project Professor of Graduate School of Media and Governance of Keio University
June 2016: Director, NTT DOCOMO, INC.
July 2018: Director of AIN HOLDINGS INC. (present post)
June 2019: Director of Hankyu Hanshin Holdings, Inc. (present post)
April 2020: Project Professor of Keio University Global Research Institute (present post)
March 2021: Director of Techpoint, Inc. (present post)
June 2021: Director of Japan Elevator Service Holdings Co., Ltd. (present post)
June 2022: Member of the Board of the Company (present post)

Audit & Supervisory Board Members As of June 30, 2022

Keiichiro Yanagi

Audit & Supervisory Board Member

Years Served as Audit & Supervisory Board Member: —
Shares Owned 0

Brief Career Summary

April 1984: Joined Nippon Telegraph and Telephone Public Corporation
April 2009: President and Representative Director of NTT DATA Getronics Corporation (currently NTT DATA Luweave Corporation)
June 2012: Head of General Affairs Department of NTT DATA Corporation
July 2013: Senior Vice President, Head of Second Financial Sector of NTT DATA Corporation
June 2016: Director and Executive Vice President, Head of General Affairs Department, concurrently serving as Head of Human Resources Department of NTT DATA Corporation
July 2017: Director and Executive Vice President, Head of HR Headquarters, concurrently serving as Head of General Affairs Department of NTT DATA Corporation
June 2018: Representative Director and Senior Executive Vice President, concurrently serving as Head of HR Headquarters of NTT DATA Corporation
June 2020: Executive Advisor of NTT DATA Corporation
June 2020: CEO and President of NTT DATA INSTITUTE OF MANAGEMENT CONSULTING, Inc.
June 2022: Full-Time Audit & Supervisory Board Member of the Company (present post)

Kanae Takahashi

Audit & Supervisory Board Member

Years Served as Audit & Supervisory Board Member: 2
Shares Owned 6,500

Brief Career Summary

April 1987: Joined the Company
July 2013: Deputy Head of the Internal Control Office of the General Affairs Department of the Company
June 2014: Head of the Internal Control Office of the General Affairs Department of the Company
June 2016: Executive Manager of the Kanagawa Division and Manager of the Kanagawa Branch of the Kanagawa Division, Member of the Board of Nippon Telegraph and Telephone East Corporation
June 2016: Executive Manager of the Kanagawa Division and Manager of the Kanagawa Branch of the Kanagawa Division, Member of the Board of NTT EAST-MINAMI KANTO CORPORATION
June 2019: Executive Vice President, Executive Manager of the Corporate Strategy Planning Department and the NW Facilities Business Department, Member of the Board of NTT InfraNet Co., Ltd.
June 2020: Full-Time Audit & Supervisory Board Member of the Company (present post)

Kensuke Koshiyama

Audit & Supervisory Board Member

Years Served as Audit & Supervisory Board Member: —
Shares Owned 0

Brief Career Summary

April 1984: Joined Board of Audit of Japan
December 2016: Senior ASG of Secretariat of Board of Audit of Japan
April 2017: Director General of 2nd Bureau of Board of Audit of Japan
April 2018: Deputy Secretary General of Board of Audit of Japan
December 2018: Secretary General of Board of Audit of Japan
June 2022: Full-Time Audit & Supervisory Board Member of the Company (present post)

Takashi Iida

Outside Audit & Supervisory Board Member

Years Served as Audit & Supervisory Board Member: 8
Shares Owned 7,700

Brief Career Summary

April 1974: Registered as attorney-at-law (Daini Tokyo Bar Association) (registration up-to-date)
Joined Mori Sogo Law Offices (currently Mori Hamada & Matsumoto)
April 1991: Deputy Chairman of the Daini Tokyo Bar Association
April 1997: Executive Governor of the Japan Federation of Bar Associations
April 2006: Chairman of the Daini Tokyo Bar Association
April 2006: Vice President of the Japan Federation of Bar Associations January 2012: Established Kowa Law Office (present post)
June 2012: Corporate Auditor (Part-Time) for Shimadzu Corporation
June 2013: Corporate Auditor of JAFCO Co., Ltd (currently JAFCO Group Co., Ltd.)
June 2013: Outside Director of Alps Electric Co., Ltd. (currently ALPS ALPINE CO., LTD.) (present post)
June 2014: Outside Audit & Supervisory Board Member of the Company (present post)

Hideki Kanda

Outside Audit & Supervisory Board Member

Years Served as Audit & Supervisory Board Member: 3
Shares Owned 0

Brief Career Summary

April 1977: Research Assistant of Faculty of Law of the University of Tokyo
April 1980: Lecturer of Faculty of Law of Gakushuin University
April 1982: Associate Professor of Faculty of Law of Gakushuin University
April 1988: Associate Professor of Faculty of Law of the University of Tokyo
April 1991: Associate Professor of Graduate Schools for Law and Politics of the University of Tokyo
May 1993: Professor of Graduate Schools for Law and Politics of the University of Tokyo
April 2016: Professor of Professional School of Law (Law School) of Gakushuin University (present post)
June 2016: Emeritus Professor of the University of Tokyo (present post)
June 2017: Director of Sumitomo Mitsui Trust Bank, Limited (present post)
June 2019: Outside Audit & Supervisory Board Member of the Company (present post)

Kaoru Kashima

Outside Audit & Supervisory Board Member

Years Served as Audit & Supervisory Board Member: 3
Shares Owned 0

Brief Career Summary

November 1981: Joined Showa Audit Corporation (currently Ernst & Young ShinNihon LLC)
April 1985: Registered as a certified public accountant (registration up-to-date)
June 1996: Partner of Showa Ota & Co. (currently Ernst & Young ShinNihon LLC)
June 2002: Senior Partner of ShinNihon & Co. (currently Ernst & Young ShinNihon LLC)
July 2006: In charge of personnel of HR Development, Headquarters of ShinNihon & Co.
September 2010: Managing Director of ShinNihon & Co. (currently Ernst & Young ShinNihon LLC) In charge of Public Relations Office of Corporate Culture Promotion Office
July 2012: Managing Director, General Manager of Knowledge Headquarters of Ernst & Young ShinNihon LLC
July 2013: Representative Director of Ernst & Young Institute Co., Ltd.
June 2019: Outside Audit & Supervisory Board Member of the Company (present post)
June 2019: Director of Sumitomo Mitsui Trust Bank, Limited
March 2020: Audit & Supervisory Board Member of Kirin Holdings Company, Limited (present post)
June 2021: Director of Sumitomo Mitsui Trust Holdings, Inc. (present post)

Executive Officers

Akira Shimada

Representative Member of the Board
President
CEO (Chief Executive Officer)

Katsuhiko Kawazoe

Representative Member of the Board
Senior Executive Vice President In charge of technical strategy
CTO (Chief Technology Officer)
CIO (Chief Information Officer)
CDO (Chief Digital Officer)

Takashi Hiroi

Representative Member of the Board
Senior Executive Vice President In charge of business strategy
CFO (Chief Financial Officer)
CCO (Chief Compliance Officer)
CHRO (Chief Human Resource Officer)

Tadao Yanase

Senior Executive Vice President Head of Business Strategy In charge of economic security
CBDO (Chief Business Development Officer)

Atsuko Oka

Executive Vice President Head of Research and Development Planning

Shinichi Yokohama

Executive Vice President
Executive Vice President Head of Security and Trust
CISO (Chief Information Security Officer)

Hideaki Ozaki

Senior Vice President, Head of Global Business

Kazuhiko Nakayama

Senior Vice President, Head of Finance and Accounting

Akiko Kudo

Member of the Board Senior Vice President
Head of Strategic Business Development

Takashi Taniyama

Senior Vice President, Head of Corporate Strategy Planning

Kei Ikeda

Senior Vice President, Head of Technology Planning

Kyoko Yamamoto

Senior Vice President, Head of General Affairs

Makiko Sekine

Senior Vice President, Head of Public Relations

Natsuko Fujiki

Senior Vice President, Head of Internal Audit

Number of Board Members and Audit & Supervisory Board Members

As of March 31, 2021

		Scope of Disclosure	Unit	FY2018	FY2019	FY2020	FY2021
Number of Board Members		NTT	People	12	15	8	8
Inside	Male			10	10	4	4
	Female			0	1	0	0
	Total			10	11	4	4
Outside independent	Male			2	3	3	3
	Female			0	1	1	1
	Total			2	4	4	4
Ratio of female Board Members		NTT	%	0	13.3	12.5	12.5
Number of Audit & Supervisory Board Members		NTT	People	5	5	5	5
Inside	Male			1	1	1	1
	Female			1	1	1	1
	Total			2	2	2	2
Outside independent	Male			2	2	2	2
	Female			1	1	1	1
	Total			3	3	3	3
Ratio of female Audit & Supervisory Board Members		NTT	%	40	40	40	40

Compensation of Board of Directors, Audit & Supervisory Board, Outside independent Audit & Supervisory Board Members, Members of the Board and Audit & Supervisory Board Members

As of March 31, 2021

		Scope of Disclosure	Unit	FY2018	FY2019	FY2020	FY2021
Board of Directors	Number of meetings	NTT	—	13	11	13	15
	Attendance		%	99.1	100	99.3	99.0
	Outside independent board member attendance		%	100	100	100	98.3
Audit & Supervisory Board	Number of meetings	NTT	—	24	23	20	20
	Attendance		%	99.2	98.6	100	100
	Outside independent Audit & Supervisory Board member attendance		%	96.6	97.6	100	100
Appointment and Compensation Committee		NTT	—	1	5	5	6
Nomination Committee				—	—	—	2
Compensation Committee				—	—	—	1
Total compensation of members of the board and Audit & Supervisory Board members (Number of people) *1-3	Members of the board	NTT	Million yen	547 (13)	545 (11)	387 (12)	377 (4)
	Audit & Supervisory Board members		People	74 (2)	74 (2)	74 (3)	86 (2)
	Board and Outside Audit			75 (5)	97 (9)	105 (7)	121 (7)
	Total			696 (20)	719 (22)	566 (22)	584 (13)
Compensation of NTT's Independent auditors	Compensation for audit services	Consolidated	Million yen	4,433	5,106	4,891	5,053
	Compensation for non-audit services			299	267	344	392
	Total			4,732	5,373	5,235	5,445
The ratio of the compensation per director to the compensation per employee		NTT	—	5.3:1	4.3:1	4.7:1	5.9:1

*1 May include compensation to Board and Audit & Supervisory Board members who retired at the conclusion of the Ordinary General Meeting of Shareholders for the same fiscal year. *2 Total compensation of members of the board includes bonuses for each fiscal year.

*3 In addition to the above, may include bonuses received by members of the board who are also employees for their service as employees, depending on the fiscal year.

Reports to the corporate ethics help line by type of violation

		2018			2019			2020			2021		
		Number of Reports			Number of Reports			Number of Reports			Number of Reports		
			Disciplinary actions	Warnings		Disciplinary actions	Warnings		Disciplinary actions	Warnings		Disciplinary actions	Warnings
Overall	Number of Reports	334	18 (1)	77	342	35 (3)	81	346	16 (1)	33	314	27 (2)	14
	Compliance Violations	95	18 (1)	77	116	35 (3)	81	49	16 (1)	33	41	27 (2)	14
	Violation of Internal Rules	95	18 (1)	77	116	35 (3)	81	49	16 (1)	33	41	27 (2)	14
	Violation of Laws and Regulations	0	0	0	0	0	0	0	0	0	0	0	0
	No Violation	239	—	—	226	—	—	297	—	—	273	—	—
Harassment	Number of Reports	184	10 (1)	34	210	19	48	203	11 (1)	11	197	15	6
	Compliance Violations	44	10 (1)	34	67	19	48	22	11 (1)	11	21	15	6
	Violation of Internal Rules	44	10 (1)	34	67	19	48	22	11 (1)	11	21	15	6
	Violation of Laws and Regulations	0	0	0	0	0	0	0	0	0	0	0	0
	No Violation	140	—	—	143	—	—	181	—	—	176	—	—
Misconduct	Number of Reports	44	2	10	45	7 (1)	14	60	2	11	48	3	2
	Compliance Violations	12	2	10	21	7 (1)	14	13	2	11	5	3	2
	Violation of Internal Rules	12	2	10	21	7 (1)	14	13	2	11	5	3	2
	Violation of Laws and Regulations	0	0	0	0	0	0	0	0	0	0	0	0
	No Violations (Bribery, Accounting Fraud, Disguised Contracting, etc.)	32	—	—	24	—	—	47	—	—	43	—	—
Violation of the rules of employment	Number of Reports	39	1	16	23	2	9	21	1	6	14	2	2
	Compliance Violations	17	1	16	11	2	9	7	1	6	4	2	2
	Violation of Internal Rules	17	1	16	11	2	9	7	1	6	4	2	2
	Violation of Laws and Regulations	0	0	0	0	0	0	0	0	0	0	0	0
	No Violation	22	—	—	12	—	—	14	—	—	10	—	—
Fraud (personal use of company funds)	Number of Reports	28	3	5	39	6 (2)	6	19	2	2	16	5 (1)	2
	Compliance Violations	8	3	5	12	6 (2)	6	4	2	2	7	5 (1)	2
	Violation of Internal Rules	8	3	5	12	6 (2)	6	4	2	2	7	5 (1)	2
	Violation of Laws and Regulations	0	0	0	0	0	0	0	0	0	0	0	0
	No Violation	20	—	—	27	—	—	15	—	—	9	—	—
Other	Number of Reports	39	2	12	25	1	4	43	0	3	39	2 (1)	2
	Compliance Violations	14	2	12	5	1	4	3	0	3	4	2 (1)	2
	Violation of Internal Rules	14	2	12	5	1	4	3	0	3	4	2 (1)	2
	Violation of Laws and Regulations	0	0	0	0	0	0	0	0	0	0	0	0
	No Violation	25	—	—	20	—	—	40	—	—	35	—	—

* Numbers in parentheses indicate dismissals

The Whistleblowing Mechanism Guidelines, revised in December 2016 by the Consumer Affairs Agency, recommend that neutral and fair third-party assessments be carried out. We had such an assessment carried out in May 2017 and received the comment that overall, a whistleblowing mechanism is in place and is being administered appropriately.

Details of assessment ● Investigation of the mechanism and operational status of the help line in order to verify its effectiveness in terms of utilization and reliability. ● Sample survey on the establishment of regulations and responses to whistleblowers, etc. ● Confirmation of compliance with the Whistleblowing Mechanism Guidelines. ● Interviews with administrators and discussion about operational issues.

Disciplinary Actions against Confirmed Violations A compliance violation or breach of the NTT Group Corporate Ethics Charter is dealt with using the disciplinary measures taken in accordance with the disciplinary code established at each Group company. This includes pay cuts and work suspension, and may also be reflected in assessments (evaluations) and personnel transfers.

Employment in the NTT Group

			Scope of Disclosure	Unit	FY2018	FY2019	FY2020	FY2021
Total number of employees			C	People	307,894	319,039	324,667	333,840
Employees by region	Domestic	179,902			183,824	186,228	185,778	
	Overseas	127,992			135,215	138,439	148,062	
	Percentage of overseas employees	%		41.6	42.4	42.6	44.4	
Number of employees by gender			E	People	106,997	110,207	104,281	103,143
	Male	88,756			88,724	84,169	82,952	
	Female	18,241			21,483	20,112	20,191	
	Percentage of female employees	%		17	19.5	19.3	19.6	
NTT			NTT	People	2,562	2,494	2,496	2,486
	Male	2,273			2,200	2,180	2,144	
	Female	289			294	316	342	
	Number of temporary employees included in the above	68			65	62	66	
Total managers* ¹			E	People	25,736	25,616	25,520	25,955
	Male	24,268			23,991	23,730	23,775	
	Female	1,468			1,625	1,790	2,180	
	Percentage of female managers	%		5.7	6.3	7.0	8.4	
Average age			NTT	Years	41.3	41.1	41.8	41.8
	Male	41.7			41.7	42.4	42.4	
	Female	37.6			37.1	37.7	37.7	
Average years of employment			NTT	Years	16.8	16.7	16.7	16.7
	Male	17.2			17.1	17.3	17.3	
	Female	13.5			13.3	12.9	12.7	
Average annual compensation			NTT	Yen	5,913,532	5,954,975	6,022,537	6,080,220
			A		6,449,078	6,520,047	6,544,513	6,561,798
Ratio of basic salary per employee and remuneration of women to men* ²	Managers	Basic salary	D	—	—	1:1.02	1:1.02	1:1.02
		Remuneration			—	1:1.03	1:1.03	1:1.03
	Non-managerial employees	Basic salary			—	1:1.17	1:1.15	1:1.17
		Remuneration			—	1:1.17	1:1.15	1:1.17
Number of new graduate hires			A	People	1,721	1,877	2,025	2,232
	Male	1,170			1,270	1,361	1,499	
	Female	551			607	664	733	
	Percentage of female employees	%		32	32.3	32.8	32.8	
Number of foreign national hires			D	People	75	55	42	43
	Male	44			31	22	20	
	Female	31			24	20	23	
Ratio of employees with disabilities* ³			NTT	%	2.7	2.7	2.69	2.80
			A		2.6	2.6	2.66	2.66
			B		2.4	2.4	2.45	2.47
Number of re-employed members			D	People	16	11	14	27
	Male	0			2	0	0	
	Female	16			9	14	27	
Turnover rate (including mandatory retirement)	Turnover rate among all employees		D	%	6.1	9.9	7.1	6.7
	Turnover rate due to personal reasons				3.7	3.7	2.8	3.4
Continuous Employment of Employees at Retirement Age			D	People	14,000	10,000	11,000	11,000
Percentage of NWJ membership			B	%	84.8	79.4	79.4	78.1
Enhancing employee satisfaction			B	Points	3.8	3.79	3.9	—
Employee engagement			B	%	—	—	—	57

*1 Section manager level or higher *2 We have a single pay scale for men and women. Differences are due to age and job grade. *3 As of June 1 of the following year

Number of Employees Using Company Systems, Working Hours, etc.

		Scope of Disclosure	Unit	FY2018	FY2019	FY2020	FY2021
Special leave (childbirth)		D	People	1,081	1,164	1,169	1,335
Number of employees taking childcare leave		D	People	2,370	2,394	2,568	2,804
	Male			169	257	372	540
	Female		%	2,201	2,137	2,196	2,264
	Ratio that returned to work			98.1	99.2	99.2	99.3
Number of employees taking shortened working hours for childcare		D	People	2,530	2,042	2,687	2,251
	Male			39	36	40	44
	Female			2,491	2,006	2,647	2,207
Number of employees taking nursing care leave		D	People	94	58	83	73
	Male			42	28	37	31
	Female			52	30	46	42
Number of employees taking shortened working hours for nursing care		D	People	86	67	77	49
	Male			36	31	34	20
	Female			50	36	43	29
Leave programs		D	Days	19.3	17.7	16.6	17.7
Paid vacation	Male		%	97	89.3	84.1	89.1
	Female			93.8	85.8	78.9	86.9
	Percentage of total entitled leave			96.4	88.7	83	88.6
Working hours	Total hours actually worked	NTT	Hours	1,933	1,906	1,950	1,831
	Average annual overtime hours			22.2	23	24.7	242
	Overtime hours	D	Hours	—	17.5	18	20.2
	Overtime pay	D	Yen	—	48,180	57,096	62,160
Number of employees taking leave for mental health		A	People	1,550	1,815	1,738	2,335
	Male			1,202	1,323	1,227	1,551
	Female			348	492	511	784
Number of industrial accidents		A	Cases	36	71	28	27
	Operational accidents			8	7	2	8
	Commuting accidents			28	64	26	19
	Frequency rate		—	0.09	0.11	0.02	0.09
	Number of accidents causing injury or death during construction work*	A	Cases	3	2	1	4
Implementation rate of specified health guidance		B	%	21.90	20.60	21.9	20.2
Completion rate of specified health guidance		B	%	33.30	40.20	32.8	32.9

* Construction by partner companies and directly managed construction

Status of Human Rights Initiatives

	Scope of Disclosure	Unit	FY2018	FY2019	FY2020	FY2021
Number of confirmed cases of human rights violations	B	Cases	24	29	33	21
Human rights training and attendance	B	%	96.6	97.3	97.2	96.0

Status of Human Resources Development

		Scope of Disclosure	Unit	FY2018	FY2019	FY2020	FY2021
Average annual training	Hours per employee	B	Hours	28.0	30.0	24.0	34.0
	Cost per employee		Ten thousand yen	10.9	11.3	9.1	9.0
Job challenge	Use	B	People	297	296	199	264
Job offering	Transfer			113	107	86	106
Number of qualified employees (cumulative total)		B	People	38,437	48,564	48,754	51,185

Status of Supply Chain Initiatives

		Unit	FY2018	FY2019	FY2020	FY2021
Percentage of critical suppliers that we sent CSR surveys (SAQ) to, and percentage that were responded to	Sent	%	100	100	100	100
	Responded	%	98	100	100	100
Number of recognized high-risk suppliers		Cases	0	0	0	0
Percentage of issues recognized as actual risks that were corrected at suppliers		%	100	100	100	100
Percentage of employees in procurement trained on ESG	Sent	%	100	100	100	100

Safe, Secure, and Resilient Society Related Indicators

			Results			
			FY2018	FY2019	FY2020	FY2021
Reinforce information security	Suspension of telecommunications services due to cyber attacks from the outside* ¹	Number of service suspensions	—	0	0	0
	Number of incidents of personal information leaks due to cyber attacks from the outside* ¹	Number of incidents of personal information leaks	—	1	1	0
Personal information protection	Zero incidents of personal information leaks	Number of incidents of personal information leaks	1	1	0	3
Ensure Stability and Reliability of Communications Services* ⁴	Provide stable telecommunications services free of major communications problems	Stable service provision rate* ²	100%	100%	99.99%	100%
		Number of major accidents* ³	0	0	2	1

*1 Newly established in fiscal 2020

*2 $[1 - \text{total hours under the impact of major accidents (number of affected users} \times \text{hours of major accidents)} / \text{total hours of major service provision (number of users} \times 24 \text{ hours} \times 365 \text{ days)}] \times 100\%$

*3 Number of accidents that led to a suspension of telecommunications services or a decline in communications quality that meet the following criteria regarding duration and number of people affected:

- Emergency call services (110, 119, etc.): at least 1 hour affecting at least 30,000 users
- Voice services other than emergency calls: at least 2 hours affecting at least 30,000 users, or at least 1 hour affecting at least 100,000 users
- Internet-related services (free of charge): at least 12 hours affecting at least 1 million users, or at least 24 hours affecting at least 100,000 users
- Other services: more than 2 hours affecting 30,000 users, or more than one hour affecting 1 million users

*4 Targets of statistics: Four telecommunications business companies (NTT East, NTT West, NTT Communications, and NTT DOCOMO)

Employee Volunteering

		Scope of Disclosure	Unit	FY2018	FY2019	FY2020	FY2021
Employee participation rate		B	%	69	54.9	18	37.5
Results of Citizenship Activities*	Number of activities	B	Cases	3,977	3,713	2,307	4,383
	Number of participants		People	123,734	100,834	33,545	69,679
	Expenditures		Million yen	8,030	6,632	13,359	6,182
Environmental conservation	Number of activities	B	Cases	1,106	894	351	419
	Number of participants		People	76,889	60,714	17,669	26,927
	Expenditures		Million yen	796	1,408	377	1,068
Social welfare	Number of activities	B	Cases	513	534	502	313
	Number of participants		People	9,559	7,516	5,631	18,614
	Expenditures		Million yen	1,860	439	652	171
Education and cultural promotion	Number of activities	B	Cases	388	341	292	254
	Number of participants		People	2,845	2,544	1,263	3,094
	Expenditures		Million yen	2,423	2,656	10,375	2,148
Local community development and dialogue	Number of activities	B	Cases	1,507	1,609	669	818
	Number of participants		People	26,868	25,396	5,391	12,117
	Expenditures		Million yen	1,126	1,606	1,210	944
International exchange activities	Number of activities	B	Cases	55	13	11	7
	Number of participants		People	320	411	6	9
	Expenditures		Million yen	72	202	205	0.4
Sports promotion	Number of activities	B	Cases	224	161	72	318
	Number of participants		People	3,752	234	51	5,021
	Expenditures		Million yen	1,579	118	68	548
Other (e.g., activities that combine multiple categories)	Number of activities	B	Cases	184	161	410	2,254
	Number of participants		People	3,502	4,019	3,534	3,897
	Expenditures		Million yen	174	203	471	1,303
Breakdown of activities by type	Community Investments	B	%	60	67.1	22.6	50.7
	Charitable Donations			15.6	13.7	66.3	40.6
	Commercial initiatives			24.5	19.2	11.1	8.7

* Expenses related to corporate citizenship include monetary donations, donation of goods, effective costs of opening facilities to the public, personnel costs of employee participation, and costs for implementing corporate citizenship programs (work outsourcing fees, transportation costs, etc.).