Our Vision for a Sustainable Society
—NTT Group Global Sustainability Charter—

In today's society, there exist conflicting phenomena that cannot be understood in a black-and-white manner, whether it be global versus local, environmental versus economic, or human rights issues. It is also true that a single phenomenon can have a different meaning and significance based on the perceiver.

NTT believes that realizing a paraconsistent society, in which these opposing concepts and phenomenon are included and diverse values are accepted, will contribute to the realization of sustainable society.

The concept of "Self as We" will form the basis of NTT Group's efforts to contribute to the realization of such a sustainable society.

Through this concept, people are encouraged to find themselves within the "We" and to realize that we are supported by the connections between diverse people, things, and technologies. We look to implement various initiatives founded on the principles of altruistic co-existence through which people will seek to increase their happiness along with the happiness of others.

The "Self as We" concept casts light on the need to contribute to the realization of a sustainable society through initiatives for ensuring the positive coexisting of nature and humanity, improving prosperity for all people and cultures, and maximizing well-being for all.

NTT Group Global Sustainability Charter (Revised November 2021)

NTT Group Global Sustainability Charter

NTT's Vision for a Sustainable Society (Basic Philosophy) "Self as We"	Coexistence with Nature	Addressing Environmental Challenges
	Improving Prosperity for All People and Cultures	Addressing Social Issues
	Maximizing Well-being for All	Addressing Human Rights and Diversity & Inclusion Challenges

Complementary Policies, etc.

- Environment and Energy Vision
- A New Decentralized Network Society
- Human Rights Policy

Column

Joining the UN Global Compact

Our company and NTT DATA have signed a statement of endorsement of the United Nations Global Compact (hereinafter UNGC) proposed by the United Nations, and they registered as participating companies in June 2022 and July 2022, respectively. UNGC is the world's largest sustainability initiative, in which the United Nations and the private sector (companies and organizations) join forces to forge a healthy global society. Companies and organizations that sign the UNGC must endorse the 10 principles* related to the preservation of human rights, the elimination of unfair labor practices, environmental responsibility, and the prevention of corruption, and they must make continuing efforts to enforce these principles. Going forward, we will comply with the 10 principles put forth by the UNGC and advance measures to further inculcate sustainability so that we can make a sustainable society a reality.

*The 10 principles of the UN Global Compact, divided into the four areas of human rights, labor, environment, and anti-corruption, are all recognized by the international community as universal values that have been adopted and agreed upon worldwide.

https://www.unglobalcompact.org/what-is-gc/mission/principles

Process for Selecting Material Issues

Material issues (materiality) are selected using the following steps based on the GRI materiality standards and processes.

Solving social issues

Growth as a company

● Ensuring the positive coexisting of nature and humanity   ● Improving prosperity for all people and cultures   ● Maximizing Well-being for All

STEP1 Identifying material issues

Using evaluation organizations like third party institutions, ISO26000 and GRI Standards, global trends, internal workshops, and materiality at other companies as a guide, we identify material issues through comprehensive review of new problems related to sustainability, in order to discuss and select important issues that NTT should address on a global scale.

STEP2 Setting priority

NTT assesses the priorities to be addressed based on their impact on two aspects, "Growth as a company" and "Solving social issues." To achieve management that simultaneously helps resolve social issues and achieve business growth, NTT assesses priorities by incorporating the opinions of outside experts.

STEP3 Confirming validity & approval

NTT also incorporates the opinions of third parties from a global perspective, which are then deliberated by the Sustainability Committee and approved by the Board of Directors.
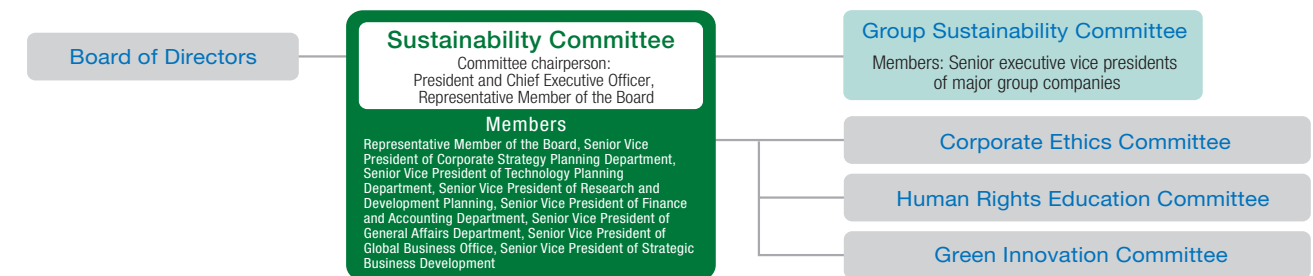
*These are reviewed regularly (once/year) and revised when necessary.

Organization for Implementation

In November 2021, NTT Group moved to a new organizational structure by establishing the "Sustainability Committee" under the Board of Directors, chaired by the Chief Executive Officer. The committee reviews and discusses strategies concerning sustainability, the status of implementation of activities, and information disclosure, and implements relevant initiatives. The Sustainability Committee includes the Corporate Ethics Committee, Human Rights Committee, and Green Innovation Committee to handle the individual topics relevant to each sub-committee. Efforts toward sustainability throughout the entire Group are also implemented by holding Group Sustainability Committee meetings (with senior executive vice presidents of major group companies). The meetings are for sharing common challenges and successful examples from each Group company, and for monitoring progress on sustainability implementation with respect to PDCA cycles and further promoting a sense of unity throughout the group.

●New Organizational Structure (from November 10, 2021)

Board of Directors

Sustainability Committee
Committee chairperson:
President and Chief Executive Officer,
Representative Member of the Board

Members
Representative Member of the Board, Senior Vice President of Corporate Strategy Planning Department, Senior Vice President of Technology Planning Department, Senior Vice President of Research and Development Planning, Senior Vice President of Finance and Accounting Department, Senior Vice President of General Affairs Department, Senior Vice President of Global Business Office, Senior Vice President of Strategic Business Development

Group Sustainability Committee
Members: Senior executive vice presidents of major group companies

- Corporate Ethics Committee
- Human Rights Education Committee
- Green Innovation Committee

Sustainability Initiatives

In FY2021, the Sustainability Committee met once and the NTT Group Sustainability Committee met three times to discuss (1) establishing various KPIs for sustainability, (2) promoting our environment and energy vision, (3) promoting respect for human rights, and (4) measures for encouraging acceptance of sustainability, the details of which were reported at the Board of Directors meeting.
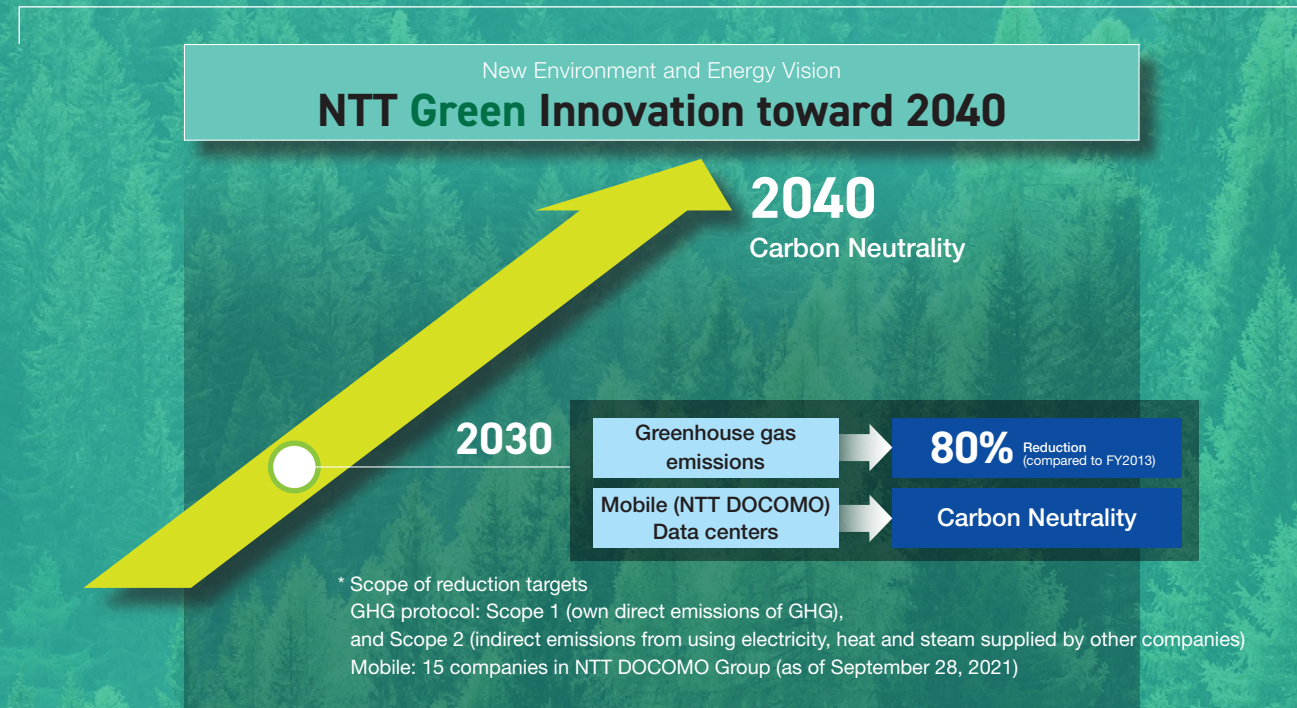
NTT Group Global Sustainability Charter

The NTT Group Global Sustainability Charter defines nine challenges and 30 activities based on three themes.

Three Themes		Nine Challenges	30 Activities	Indicator	Medium-term targets	Fiscal year achieved	SDGs
Coexistence with Nature	Addressing Environmental Challenges	Moving toward a decarbonized society	1) Promoting energy conservation 2) Reducing power consumption by introducing IOWN technologies 3) Developing and expanding the use of renewable energy 4) Providing new services that contribute to carbon neutrality 5) Creation of innovative environment and energy technology	2040: Carbon neutrality for the entire NTT Group*1 (2030: Greenhouse gas emissions reduced by 80%) *1: Greenhouse gas emissions, carbon neutrality: GHG protocol: Scope 1 and 2 emissions	80% reduction 100% reduction	2030 2040	
				2030: 100% EV adoption in Japan	50% 100%	2025 2030	
				2025: 2x power efficiency (compared to FY2017) 2030: 10x power efficiency (compared to FY2013)	2x	2025	
		A commitment to decarbonized society	6) Increasing the reuse and recycling of communications equipment, mobile terminals, and other technologies 7) Reduction in plastics use and promotion of recycling 8) Proper treatment, storage, and management of hazardous waste 9) Appropriate and efficient management of water resources	2030: Recycling rate of waste*2 99% or above *2: Includes thermal (incineration)	99% or above	2030	
		A future where people and nature are in harmony	10) Thoroughly implementing environmental assessment 11) Contributing to natural ecosystem conservation	Number of projects/amount expended/ number of participants in projects on biodiversity conservation	Publish results every year		
Improving Prosperity for All People and Cultures	Addressing social issues	Sharing ethical standards with stakeholders	12) Establishing and thoroughly complying with ethical standards 13) Appropriately managing conduct risk 14) Thoroughly reinforcing corporate governance and compliance 15) Sharing high ethical standards with business partners	Participation rate for corporate ethics policy training	100%	Every year	
				Cases of legal action for anti-competitive behavior, bribery 0 *Conduct risk indicators will be discussed in the future	0	Every year	
		Prepare for a new future with the power of digital technologies	16) Promoting the B2B2X model	B2B2X earnings	¥600 billion	2023	
			17) Protection and respect for intellectual property	Number of patent applications	More than in the previous fiscal year	—	
			18) Contribution to the revitalization of local communities and economies	Development rate of 5G infrastructure maintenance	97%	2023	
		Moving toward a safe, secure, and resilient society	19) Ensuring the stability and reliability of communication services	Number of major accidents 0	0	Every year	
				Stable service provision rate 99.99%	99.99% or above	Every year	
			20) Strengthening information security and personal information protection	Suspension of telecommunications services due to cyberattacks 0	0	Every year	
			21) Establishing a decentralized structure based on remote work	Major personal data leaks 0	0	Every year	
Maximizing Well-being for All	Addressing Human Rights, Diversity and Inclusion	Respect for human rights	22) Compliance with the NTT Group Global Human Rights Policy 23) Encouraging society as a whole to respect human rights	Human rights training and attendance 100%	100%	Every year	
				Number of confirmed cases of human rights violations	0	Every year	
				Ratio of direct dialogue with important suppliers 100%	100%	Every year	
		Diversity & Inclusion	24) Utilizing diverse human resources and promoting their advancement 25) Promoting diverse work styles 26) Fostering an inclusive culture	Ratio of women newly promoted to management positions	30%	Every year	
				Ratio of female managers	15%	2025	
				Ratio of female directors (directors + audit and supervisory board members + senior vice presidents)	25-30%	2025	
				Ratio of outside personnel	30%	2023	
		Creating new work style models	27) Promoting remote work and other workplace models 28) Achieving zero fatal accidents as well as maintaining and promoting employee health 29) Supporting autonomous capacity development 30) Promoting paperless operations	Remote work ratio	70%	2022	
				Number of accidents causing injury or death during construction work 0	0	Every year	
				Employee engagement (percentage of positive responses)	65%	Every year	
				Paper consumption reduction8	0	2025	

Reducing Environmental Impact
—Achieving Carbon Neutrality—

NTT Group aims to simultaneously achieve zero environmental impact and economic growth by reducing the environmental impact of its business activities and coming up with breakthrough innovations. We have implemented a number of policies in accordance with the "NTT Green Innovation toward 2040" that NTT Group announced in September 2021, with the aim of achieving zero environmental impact.

New Environment and Energy Vision
NTT Green Innovation toward 2040

2040 Carbon Neutrality

2030
- Greenhouse gas emissions → **80%** Reduction (compared to FY2013)
- Mobile (NTT DOCOMO) Data centers → **Carbon Neutrality**

* Scope of reduction targets
GHG protocol: Scope 1 (own direct emissions of GHG), and Scope 2 (indirect emissions from using electricity, heat and steam supplied by other companies)
Mobile: 15 companies in NTT DOCOMO Group (as of September 28, 2021)

Illustration of NTT Group Greenhouse Gas Emission [1] Reductions (Domestic + Overseas)

· Increased use of renewable energy: Reduce greenhouse gas emissions by 45% [2] [1]
· Lower energy consumption with IOWN technologies: Reduce greenhouse gas emissions by 45% [3] [2]

(10,000 tons)

(860)
Energy Savings ▲10%
IOWN ▲55% (Reduction in Energy Consumption) ▲45% [2]
465
▲80%
400
Greenhouse Gas Emissions
Renewable Energies ▲45% (Introducing renewable energies, etc.) [1]
95
Offsets
2022
2013 2020 2030 2040 [Fiscal year]
Introduction of internal carbon pricing system
Mobile, Data Centers to be Carbon Neutral
NTT Group to be Carbon Neutral

*1 GHG protocol: for Scope 1 and 2
*2 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).
*3 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%

Illustration of Transition Trends in NTT Group's Energy Consumption (Domestic + Overseas)

Energy Consumption Outcome: will be approximately doubled by FY2040
· Approximately half of energy consumption will be reduced by introducing IOWN [1]
· Renewable energies will be introduced for the other approximate half [2]

Approx. 2x (compared to FY2013)
Energy Savings
IOWN [Reduction of Energy Consumption] [1]
8.3 billion kWh
From Fossil Fuels Electricity Derived
Renewable Energy [2]
2013 2020 2030 2040 [Fiscal year]
Mobile, Data Centers to be Carbon Neutral
NTT Group to be Carbon Neutral

* 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).

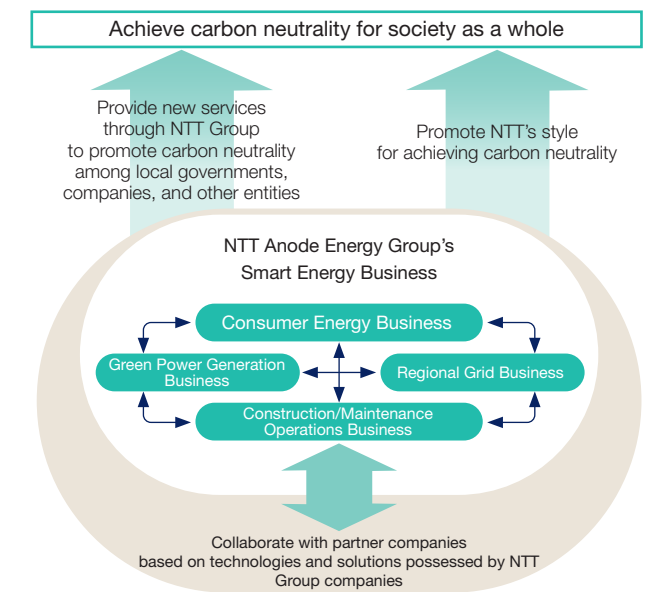## Specific Initiatives for Achieving Carbon Neutrality

In addition to the Green of ICT, which will curb the environmental impact of NTT Group by introducing IOWN technologies and increasing the use of renewable energy, we will also work on Green by ICT, which will contribute to reducing the environmental impact of society as a whole.

	Reduction of Environmental Impact through Business Activities	Creation of Breakthrough Innovation
Green by ICT Reducing society's environmental impact	**Reducing society's environmental impact** ▸ Further acceleration of DX and promotion of Remote World ▸ Promotion of regional urban development and the introduction of new social infrastructure development ▸ Promotion of greenhouse gas reduction across the entire supply chain ▸ Provision of new services that contribute to carbon neutrality ▸ Contribute to local production and consumption of energy, through smart grids based on battery farms ▸ Expansion of green electricity retail	**Creation of innovative environment and energy technology** ▸ Use of 4D digital platformTM for future predictions/optimal use of urban assets [*1] ▸ Optimal operation of fusion reactors (ITER/QST) [*2] ▸ Lightning charging ▸ Applied genome-editing technology for "Green" (Collaboration) *1 Energy, transportation, logistics, etc. *2 ITER: International Thermonuclear Experimental Reactor QST: National Institutes for Quantum Science and Technology
Green of ICT Reducing NTT's Own Environmental Impact	**Introduction of IOWN and Expansion of Renewable Energy** ▸ Reduction of energy consumption through the introduction of IOWN ▸ Expansion of the development and usage of renewable energy ▸ Introduction of an internal carbon pricing system ▸ Issuance of green bonds	**Achievement of Ultra-Low Power Consumption** ▸ IOWN All-Photonics Network **Creation of Decentralized Technology** ▸ Photonic disaggregated computing ▸ Space integrated computing network

Integrating Power-related Operations to Accelerate Expansion of Smart Energy Business

In July 2022, NTT FACILITIES' power engineering and other power-related operations, primarily design and maintenance of solar power plants and power supply facilities for telecommunications, were transferred and integrated into NTT ANODE ENERGY. Through this integration of power-related operations, NTT Anode Energy will promote four businesses: the green power generation business, regional grid business, consumer energy business, and construction and maintenance operations business. By linking these four businesses into a single integrated value chain, the company will develop a smart energy business.

● Green Power Generation Business: Development of renewable energy power plants
● Regional Grid Business: Promote expansion of the use of NTT Group's assets to enhance local production and consumption of renewable energy and resilience
● Consumer Energy Business: Promote carbon neutrality among customers by offering decarbonization solutions
● Construction/Maintenance Operations Business: Aim to improve quality and efficiency by enhancing power engineering functions (construction, maintenance, monitoring)

● Overview of NTT Anode Energy's Post-integration Smart Energy Business

Achieve carbon neutrality for society as a whole

Provide new services through NTT Group to promote carbon neutrality among local governments, companies, and other entities

Promote NTT's style for achieving carbon neutrality

NTT Anode Energy Group's Smart Energy Business
- Consumer Energy Business
- Green Power Generation Business
- Regional Grid Business
- Construction/Maintenance Operations Business

Collaborate with partner companies based on technologies and solutions possessed by NTT Group companies

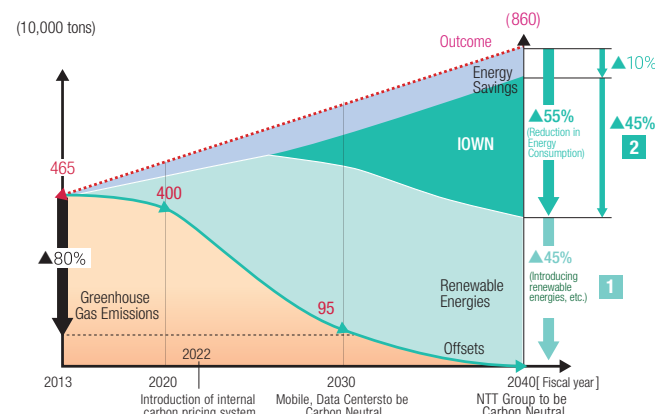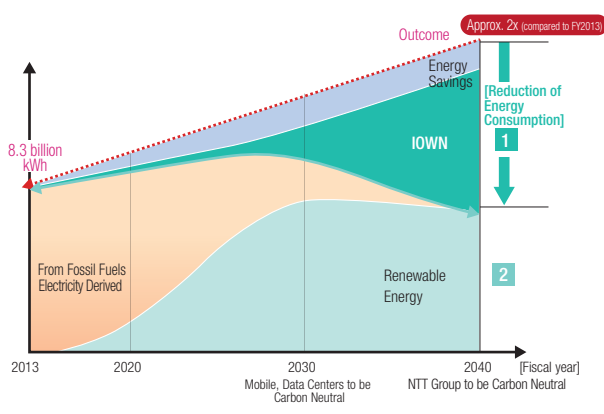### Introduction of NTT Group Internal Carbon Pricing System

To achieve carbon neutrality, a resolution was passed at the Executive Committee meeting in May 2022 to gradually implement an "Internal Carbon Pricing System" within Group companies. This system encourages reducing our impact on the environment by virtually converting CO₂ emissions into costs.

● Overview of Internal Carbon Pricing System to be Implemented by NTT Group

Internal carbon price	¥6,500/t-CO₂
Scope of application/ Method	When it comes to decarbonization-related project decisions and procurement (product selection, etc.), decisions are made while taking CO₂ emission costs into consideration.

Providing a Renewable Energy Menu in Data Centers
(Started April 1, 2022)

NTT Communications is the first large-scale commercial data center in Japan to utilize renewable energy supplied by NTT Anode Energy to offer[1] a renewable energy menu that enables customers (subscribers who use cages or rooms) to select the electricity used by their ICT equipment[2]. In addition, information on the power plant and the amount of electricity used will be provided on an individual basis as a type of "environmental value" utilizing non-fossil certificates[3].
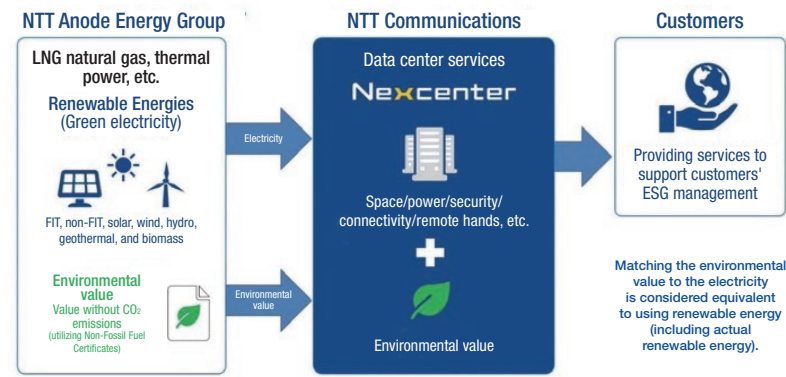
Renewable Energy Menu for Customers
Actual renewable energy utilizing non-fossil certificates
(1) Renewable energy that comes with a set of tracked non-fossil certificate information indicating the location of the power plant and the power source type (not possible to specify the power source type or FIT/non-FIT)[4]
(2) In addition to (1), customers can specify the power supply type[5].
(3) In addition to (2) above, customers can specifically request non-FIT.
Providing Renewable Energy from New Power Plants
(4) Off-Site PPA[6]
(NTT Anode Energy will provide power plants with additionality to meet individual customer requests)

NTT Anode Energy Group
- LNG natural gas, thermal power, etc.
- Renewable Energies (Green electricity)
- FIT, non-FIT, solar, wind, hydro, geothermal, and biomass
- Environmental value: Value without CO_2 emissions (utilizing Non-Fossil Fuel Certificates)

Electricity / Environmental value →

NTT Communications
- Data center services — Nexcenter
- Space/power/security/connectivity/remote hands, etc.
- Environmental value

Customers
- Providing services to support customers' ESG management
- Matching the environmental value to the electricity is considered equivalent to using renewable energy (including actual renewable energy).

Target Data Centers (as of April 2022)
Yokohama Data Center No. 1, Saitama Data Center No. 1, Tokyo Data Center No. 5, Tokyo Data Center No. 8, Tokyo Data Center No. 11
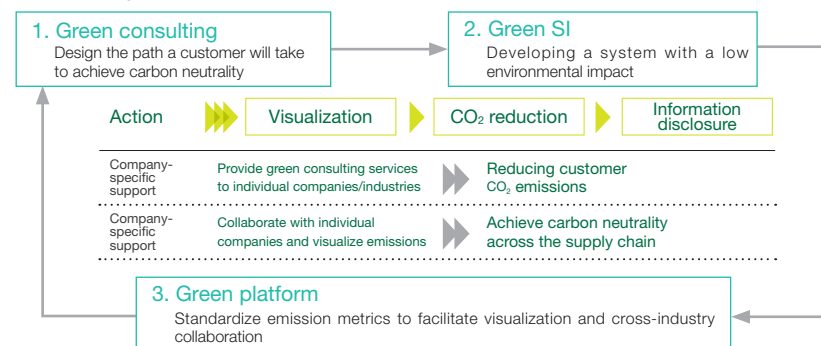
*1: Results of a survey of publicly available information about providing a menu that enables customers to select the type of renewable energy, and the provision of "environmental value" using non-fossil certificates according to the type of renewable energy, at large commercial data centers in Japan that receive extra-high voltage while providing renewable energy (survey conducted by NTT Communications/NTT Anode Energy, March 2022).
*2: Provision of the service may entail equipment modification costs, such as power supply installation.
*3: Certificates issued by separating the value from electricity originating from sources that do not emit CO_2. This will achieve virtually 100% renewable energy.
*4: FIT electricity refers to electricity generated from renewable energy sources and purchased by electric utilities under the feed-in tariff system established by the government (the Amended FIT Act). Because FIT electricity is financed by contributions imposed on electricity users (the public), its environmental value already belongs to the public. By contrast, non-FIT electricity that does not rely on the FIT system is viewed favorably because it contributes to the expansion of renewable energy implementation while reducing the burden on the public.
*5: Electricity generated from solar energy, geothermal energy, and biomass can be specified. (As of April 2022)
*6: Off-site PPA (Power Purchase Agreement) is a scheme in which electricity users conclude contracts with power generation business operators to procure renewable energy over the long term. Off-site PPA, an abbreviation of Off-site Corporate PPA, involves the use of power generation facilities in locations removed from users to supply them with electricity through the power grid.

Promoting the Green Innovation Business to support customers' CO_2 reduction efforts, from consultations to visualization
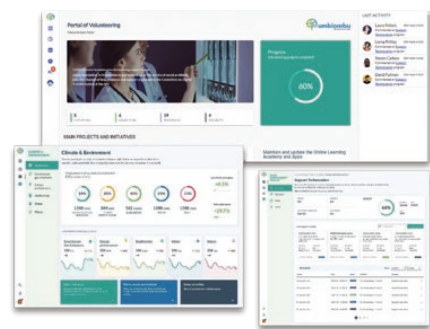
NTT DATA provides comprehensive consulting services that work closely with customers to analyze their internal and external environments, formulate green management and business strategies based on this analysis, and help them to execute on these strategies. Further, to automate the emissions visualization process, we will create a system that combines cloud services, low-code platforms, and edge environments featuring sensing and so on. The greenhouse gas emissions visualization platform provided by NTT Data offers a "visualization process construction method" that facilitates the creation of calculation methods suitable for each company based on its business characteristics and the data it possesses. It also offers a "supplier-specific calculation method" that incorporates the emissions reduction efforts of suppliers into the same reductions at procuring companies. This allows for efficient and effective visualization of emissions specific to each company.

● Taking the lead in securing competitive advantages in green businesses for individual companies and carbon neutrality across industries through the three cores of consulting, SI, and platform provision

1. Green consulting — Design the path a customer will take to achieve carbon neutrality
2. Green SI — Developing a system with a low environmental impact

Action | Visualization | CO_2 reduction | Information disclosure

Company-specific support: Provide green consulting services to individual companies/industries → Reducing customer CO_2 emissions
Company-specific support: Collaborate with individual companies and visualize emissions → Achieve carbon neutrality across the supply chain

3. Green platform — Standardize emission metrics to facilitate visualization and cross-industry collaboration

● Greenhouse gas emissions visualization platform (Example)

Procurement Through NTT Group Green Finance

NTT Group has formulated the NTT Group Green Finance Framework with the goal of strengthening its commitment to Group-wide efforts to achieve a sustainable society and promoting them vigorously, including from a financial perspective. Since its establishment in June 2020 as the NTT Group Green Bond Framework, this framework has been revised in accordance with the Group's initiatives for making a sustainable society a reality.
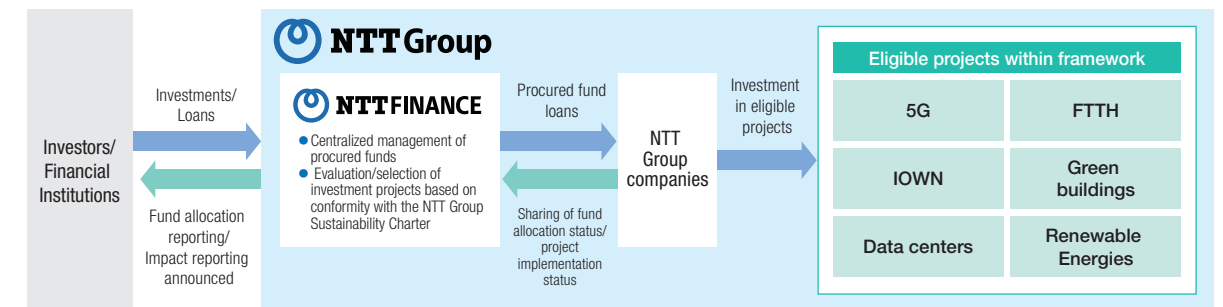
NTT FINANCE, the Group's core financial company, will issue green bonds or procure funds through green loans in accordance with the Green Finance Framework. The funds raised will be invested in projects that contribute to solving environmental issues at Group companies.

When raising funds, NTT FINANCE will evaluate and select investment projects based on conformity with the NTT Group Sustainability Charter. It will also centrally manage procured funds and confirm their appropriation for projects. The Group will report annually on the allocation of funds and the project's environmental impact.

The Green Finance Framework as well as Fund Allocation Reporting and Impact Reporting are available on the NTT FINANCE website.

(https://www.ntt-finance.co.jp/eng/ir/greenbonds/index.html)

NTT Group / NTT FINANCE flow

Investors/Financial Institutions → Investments/Loans → NTT FINANCE → Procured fund loans → NTT Group companies → Investment in eligible projects → Eligible projects within framework

NTT FINANCE:
- Centralized management of procured funds
- Evaluation/selection of investment projects based on conformity with the NTT Group Sustainability Charter

Fund allocation reporting/Impact reporting announced ←
Sharing of fund allocation status/project implementation status ←

Eligible projects within framework: 5G, FTTH, IOWN, Green buildings, Data centers, Renewable Energies

● Green Bond Issuance Status

June 2020	¥40 billion total	Eligible projects: Green buildings
October 2021	¥300 billion total	Eligible projects: 5G-related investments, FTTH-related investments, R&D for achieving the IOWN concept, is considered equivalent
December 2021	EUR 1.5 billion total	
July 2022	USD 1.5 billion total	

● Green Finance Framework Target Projects

Eligible projects:	Specific projects	Impact reporting item
5G-related investments	Development and installation of energy-saving 5G base stations/installation of commercial base stations and development of base stations capable of conserving electricity by automatically switching to sleep mode, such as during the evenings and time of low traffic	·Number of 5G base stations installed
FTTH-related investments	Construct and operate optical fiber networks (FTTH) as foundation for a remote world, to help reduce amount of electricity used compared with the Company's conventional equipment	·Number of subscribers (households)
R&D to make IOWN a reality	Roll out/aim to commercialize by 2030 photonics-based connections between bases at endpoint devices, such as handsets and computers, R&D to make possible an optical disaggregated computing architecture that should sharply reduce electricity usage through the use of photonics connections (optics inside LSI) when transmitting signals between chips on circuit boards	·Desired effects ·R&D progress
Highly efficient and power-conserving data centers	Construction, renovation, acquisition, and operation of new and existing data centers with a Power Usage Effectiveness (PUE) of less than 1.5	·CO_2 emissions (t-CO_2)
Green buildings	Construction, renovation, and acquisition of various environment-related building certifications and evaluations for properties to be acquired	·Green building building names; certification level, acquisition/re-acquisition period ·CO_2 emissions (t-CO_2)
Renewable energies	Construction, renovation, acquisition, and operation of renewable energy projects (solar power, wind power, etc.) NTT Group is involved in	·Generation capacity/generated electricity (GWh) ·Amount of CO_2 reduced (t-CO_2)

NTT Group Sustainability

TCFD

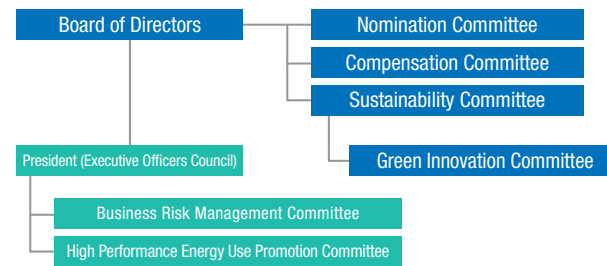## Corporate Governance

NTT Group recognizes that environmental issues are one of the most important challenges for management, and items of particular importance such as creating environmental targets for the entire Group are decided based on discussions held with directors. An example that highlights this is NTT's environment and energy vision "NTT Green Innovation toward 2040" announced in September 2021—this was established following discussions with all directors, including outside directors, held three times throughout the fiscal year. The Board of Directors made the decision in November 2021 to include non-financial KPIs such as GHG emissions into the business plans of each Group company, with those attainment levels to be reflected in the compensation of directors as critical indicators. The supervision system for directors consists of the Sustainability Committee (chaired by the President) established in November 2021 directly under the Board of Directors, with the Green Innovation Committee established as an internal unit under the Sustainability Committee.

A system was created where policies related to

sustainability (the Charter and creating and abolishing accompanying policies, particularly deciding critical indicators) will be decided by the Board of Directors via the Sustainability Committee, and other matters will be decided by the Executive Officers Meeting.

The role of the senior executives is to identify environmental issues and risks, and promoting businesses while taking into consideration these situations.

```
Board of Directors ──┬── Nomination Committee
                     ├── Compensation Committee
                     ├── Sustainability Committee
                     └── Green Innovation Committee
President (Executive Officers Council) ──┬── Business Risk Management Committee
                                         └── High Performance Energy Use Promotion Committee
```

Strategy

The NTT Group carried out scenario analysis based on its own processes for selecting key environmental issues. The results revealed various risks, particularly those related to policies, regulations and social demand aimed at transitioning toward a decarbonized society.

To combat these risks, the medium-term management strategy

was revised with a focus on addressing environmental issues as a key priority. These will be linked to businesses via activities such as "Enhancement of corporate value through ESG initiatives," "Reducing power consumption with innovation such as IOWN," and "Developing and expanding the use of renewable energy," to help develop a sustainable society.

STEP 1   Scenario Definitions

Scenario	Overview	Reference Methodology for Scenario
Transition Risk Scenario	Scenario in which the decarbonization of society is achieved rapidly. ·················a future in which the target increase of 1.5°C has been attained	IEA World Energy Outlook 2021
Physical Risk Scenario	Scenario in which physical risks materialize ·················a future in which the average temperature has risen by 4°C	IPCC Sixth Assessment Report, Climate Change 2021: Summary for Policymakers (SPM) Based on Natural Science

STEP 2   Risks and Opportunities Identified with Scenario Analysis (Overview)

Overview	Scenario[1] 1.5℃	Scenario[1] 4℃	Type	Timeframe[2]	Response
Increase in costs for decarbonization, renewable energy charges, and renewable energy implementation	Loss ▼	—	Transition risk (policies, regulations)	Long-term	• Initiatives for realizing the IOWN concept • Introducing and expanding the use of renewable energy • Promotion of energy conservation, high-efficiency data centers
Social criticism related to fewer efforts toward ESG (drop in market share)	▼	Minor	Transition risk (market, criticism)	Long-term	• Proactive disclosure of information on environmental initiatives
Expanding sales of services that help reduce society's environmental impact	▲	▲ Profit	Opportunity (products and services, energy)	Long-term	• Creating new services that contribute to carbon neutrality • Increase in green electricity retail
Achieve the IOWN concept	▲▲ ▲	▲▲	Opportunity (investment toward R&D)	Long-term	• Acceleration of DX and promotion of remote world • Reduction of greenhouse gases across the entire supply chain
Disasters caused by heavy rain and typhoons	—	▼	Physical risk (acute)	Short-term	• Provide disaster response and disaster prevention training
Increased air-conditioning costs due to increasing temperatures	—	▼	Physical risk (chronic)	Long-term	• Promoting energy conservation

*1 Degree of impact with 1.5°C scenario and 4°C scenario in FY2030 *2 Timeframes refer to Short-term (less than 3 years), Medium-term (3-6 years), Long-term (6 years or more). Degree of impact expressed in 3 levels (▲: Low; ▲▲: Medium; ▲▲▲: Large)

*Estimated impact on annual profits:
(1) −¥16 billion if carbon pricing introduced
(2) Increased cost of renewable energy charges and implementation of renewable energy (approx. −¥10 billion)
(3) Repairs for damage caused by heavy rainfall and typhoons
 (FY2019: approx. −¥8 billion, FY2020: approx. −¥5 billion, FY2021: approx. −¥0.2 billion)
(4) Higher air conditioning costs as temperatures rise (−¥0.6 billion if outdoor temperatures rise 1 degree)

[Assumptions and basis for calculations]
(1) Carbon pricing ($130/t-CO2) x FY2030 target emissions (reduction of 80% in FY2030 based on actual Scope 1 + 2 emissions of 4.65 million tons in FY2013)
 <Carbon pricing: Estimated unit price for FY2030 on IEA World Energy Outlook 2021, Advanced economics: USD 130>
(2) Renewable energy charges in FY2030: ¥4.1/kWh, FY2021: ¥3.36/kWh
 Estimate assumes certificates cost ¥1.0/kWh
(3) Estimated impact from repairs to damage caused by heavy rainfall and typhoons from FY2019 to FY2021
(4) Estimated air conditioning costs increase based on domestic electricity consumption in FY2021

Risk Management

The NTT Group strives to minimize the impact of losses that could result from the materialization of risk by anticipating and preventing the occurrence of potential risks, and has established Risk Management Regulations with the aim of defining fundamental policies concerning risk management. The Business Risk Management Committee, chaired by the Senior Executive Vice President, and Group Business Risk Management Committee have also been established. The Committee takes a 2-pronged approach by analyzing risks from their degree of influence on business operations and frequency of occurrence, and identifies risks with the potential to have the greatest impact as material risks.

The degree of impact that climate change will have is also analyzed by the degree of influence on business operations and frequency of occurrence, and as such, measures to tackle climate change like reducing greenhouse gas emissions were identified as a material risk. Should the NTT Group's efforts to tackle climate change or disclosure of related information be viewed as lacking, there is the possibility that it could affect business management due to

an insufficient level of understanding amongst customers, partner shareholders, employees, the local community, and other stakeholders. Furthermore, there could also be an increase in costs if new laws and regulations are enacted or intensified, which has the possibility of impacting the NTT Group's business performance and financial conditions.

Given these risks, NTT Group formulated its NTT "Green Innovation toward 2040" environment and energy vision and is advancing initiatives to reduce its environmental impact to achieve carbon neutrality by 2040. Besides promoting renewable energy usage as part of its own efforts to promote green power, the company is also working to enhance its environmental energy initiatives by promoting IOWN research and development aimed at achieving extremely low power consumption, disclosing information in accordance with the TCFD (Task Force on Climate-related Financial Disclosures), and utilizing green bonds.

The Sustainability Committee, under the supervision and monitoring of the Board of Directors, discusses the creation and review of sustainability-related policies and the progress made with efforts to achieve carbon neutrality.
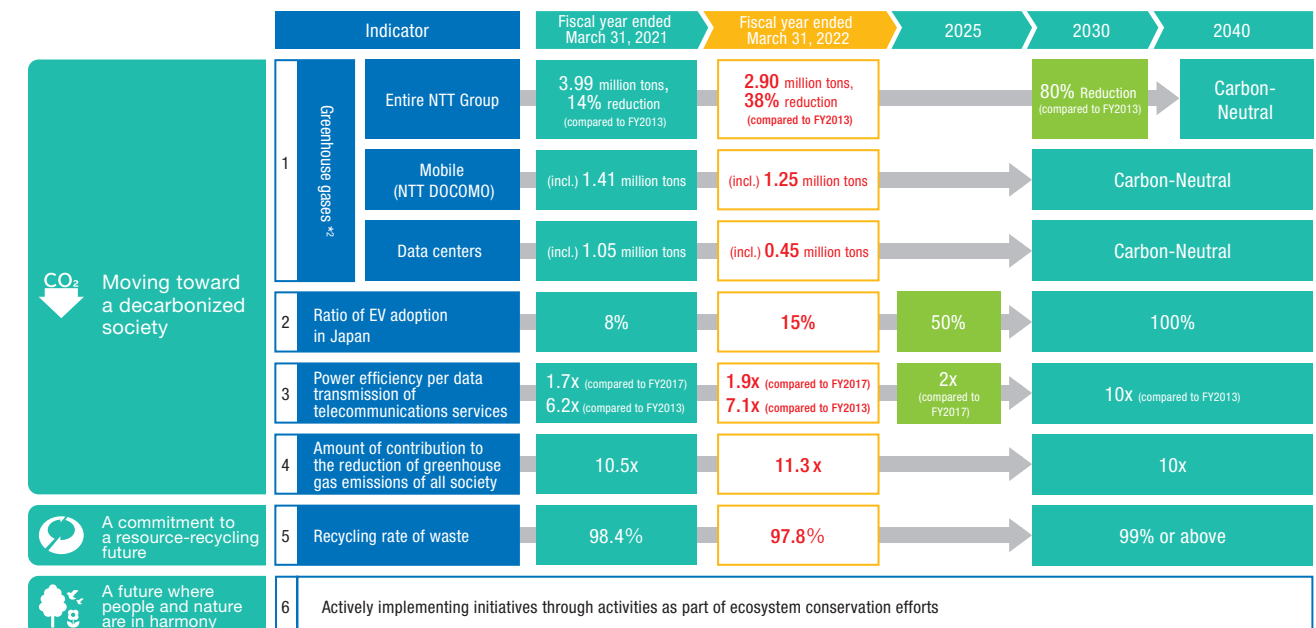
Indicators and Targets

NTT Group has set the target of an 80% reduction in Scope 1 + 2 by fiscal 2030 (compared to fiscal 2013 levels), with the aim of becoming carbon neutral by the year 2040. This target was subsequently approved as the 1.5°C level by SBT in December 2021. Of electricity purchased during fiscal 2021, switching to renewable energy sources for more than 1.8 billion kWh (approx. 23% of purchased electricity, approx. 150% compared year-on-year) used by the entire Group reduced greenhouse gas emissions by 2.90 million tons, a reduction of 38% compared to FY2013 levels.

Scope 3 emissions in fiscal 2021 were 20.82 million tons, a 6% reduction compared year-on-year[1].

Furthermore, in addition to these targets, various metrics like EP100 and EV100 were incorporated into Group company business plans, highlighting the commitment of the entire Group for tackling climate change.

*1 Estimated based on the Ministry of the Environment's "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain."

	Indicator		Fiscal year ended March 31, 2021	Fiscal year ended March 31, 2022	2025	2030	2040
CO₂ Moving toward a decarbonized society	1 Greenhouse gases[2]	Entire NTT Group	3.99 million tons, 14% reduction (compared to FY2013)	2.90 million tons, 38% reduction (compared to FY2013)		80% Reduction (compared to FY2013)	Carbon-Neutral
		Mobile (NTT DOCOMO)	(incl.) 1.41 million tons	(incl.) 1.25 million tons			Carbon-Neutral
		Data centers	(incl.) 1.05 million tons	(incl.) 0.45 million tons			Carbon-Neutral
	2 Ratio of EV adoption in Japan		8%	15%	50%		100%
	3 Power efficiency per data transmission of telecommunications services		1.7x (compared to FY2017) 6.2x (compared to FY2013)	1.9x (compared to FY2017) 7.1x (compared to FY2013)	2x (compared to FY2017)		10x (compared to FY2013)
	4 Amount of contribution to the reduction of greenhouse gas emissions of all society		10.5x	11.3 x			10x
A commitment to a resource-recycling future	5 Recycling rate of waste		98.4%	97.8%			99% or above
A future where people and nature are in harmony	6 Actively implementing initiatives through activities as part of ecosystem conservation efforts						

*2 GHG protocol: for Scope 1 and 2

Reinforcement of Disaster Countermeasures

—Ensuring the Stability and Reliability of Services—

Policy and Approach

NTT Group has defined three key themes for disaster countermeasures—improving the reliability of communications networks, securing critical communications systems, and promptly restoring telecommunications services. We have been strengthening efforts based on these themes since the Great East Japan Earthquake. Specifically, we are taking measures to improve the reliability of our telecommunications infrastructure. To ensure that our telecommunications services operate without interruption at all times, we employ transmission trunk line multi-routing, have enacted blackout countermeasures for communications buildings and base stations, and are making communications buildings more disaster resistant. In addition, we are expanding the assortment of power supply vehicles and other disaster response equipment that we have positioned throughout Japan and are continuously conducting training to prepare for major natural disasters. Furthermore, we are making a daily effort to guarantee that, in the event of a disaster, we are able to immediately set up a Disaster Countermeasures Office, implement other emergency preparations, and make the necessary emergency and critical communications as a public institution as designated by the Basic Act on Disaster Control Measures. In recent years, natural disasters have been becoming more frequent and causing wider, bigger, and more lasting damage. Recognizing the potential for natural disasters to have greater impacts on telecommunications facilities and services and for recovery efforts to be prolonged, NTT is increasing the resilience of its facilities and taking steps to expedite recovery efforts.

Improving communications network reliability

Building disaster-resistant facilities and transmission trunk line multi-routing

24/7 network monitoring and control, etc.

Countermeasures strengthened since the Great East Japan Earthquake
- Enhanced disaster resistance (damage prediction, hazard map utilization)
- Stable provision of telecommunications services (improving trunk line reliability, etc.)
- Introduction of large-zone base stations to provide backup for broad disaster relief in densely populated areas

Additional efforts in light of the growing intensity of disasters in recent years
- Introduction of medium zone base stations with enhanced disaster resilience compared to existing base stations
- Looking into placing cables underground, wireless fixed-line phones, etc.

Disaster countermeasures three key themes

Disaster!

Securing critical communications

Securing emergency service communications, e.g., 110 and 119, and critical communications

Installing emergency-use public phones and providing safety status checking services

Countermeasures strengthened since the Great East Japan Earthquake
- Measures for securing critical communications
- Enhancements of disaster message services
- Early resolution of communications blackouts
- Further Information Station implementation

Prompt restoration of telecommunications services

Early restoration of services by utilizing disaster countermeasure equipment, procurement of materials, equipment, and manpower for restoration purposes, etc.

Countermeasures strengthened since the Great East Japan Earthquake
- Building up stock of disaster response equipment
- Exercises and practice for a major earthquake
- Enhancement of organization for disaster countermeasure operations
- Training of crisis management personnel and utilization of knowledge and skills

Additional efforts in light of the growing intensity of disasters in recent years
- Centralized management and operation of Group-owned power supply vehicles
- Advance launch of restoration system based on damage estimation made using AI
- Appropriate information dissemination (service availability, recharging spots, availability of public phones for disasters, etc.)
- Consultation about problems in disaster-stricken areas (113 on-site visits)

Further Enhancing Our Ability to Respond to Severe Disasters

Considering our disaster response based on unexpected scenarios for possible future catastrophic disasters, such as a massive earthquake or eruption at Mt. Fuji

- **Faster** : Predictive support for complex troubleshooting that exceeds human judgment through DX, such as AI and data utilization
- **Stronger** : Utilizing self-supplied energy, such as battery-equipped electric vehicles and on-site renewable energy generation
- **Safer** : Implement BCP measures such as diversifying supply chains and dispersing business locations and employee residences

---

# Initiatives for Improving Network Reliability

(1) Initiatives for Improving Disaster Resistance of Telecommunication Facilities

Countermeasures for Earthquakes, Fires, and Floods

NTT's communications buildings and towers are designed to be sufficiently earthquake-resistant to avoid collapse even in the event of an earthquake with a seismic intensity of 7, and were built to our own strict standards to be able to withstand the worst disasters Japan has ever experienced.

For fires, communications buildings and other buildings were made noncombustible and fireproof, fireproof shutters and doors were installed in communication machinery rooms, and fireproof sealing was applied to through holes.

To prepare for tsunamis and floods, we have taken location-appropriate measures to prevent communications buildings from being flooded, such as replacing building doors with flood doors, closing windows and other openings, and reinforcing walls with concrete to withstand the water pressure from a tsunami.
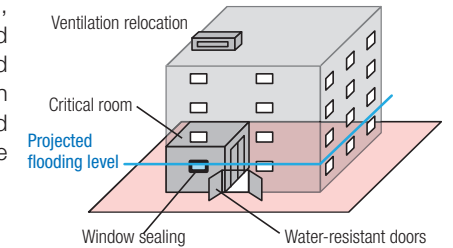
Blackout Countermeasures at Communications Buildings and Base Stations

Communications buildings and wireless communications base stations are equipped with batteries, engines, and other auxiliary power supplies that can be used as a prolonged source of electricity in the event of a blackout.

Moreover, we are enacting the lessons learned from the Great East Japan Earthquake by implementing blackout countermeasures for engine generators and having batteries available for use around the clock at its roughly 1,900 base stations in important areas, such as those where municipal disaster response headquarters or city offices are located.

In addition, mobile power supply vehicles and portable power generators will be deployed in each area as backup to provide support over a wide area to disaster-stricken regions as the situation requires.


Large-scale power supply vehicle for powering communications buildings

Transmission Trunk Line Multi-Routing and Distributed Location of Important Communications Buildings

Our nationwide network of trunk lines has been designed to secure communications and prevent disruption of services over the network as a whole by automatically diverting transmission through other routes when a certain route is damaged. Meanwhile, if communications buildings (important communications buildings) fitted with transit switches suffer disaster damage, communications via such buildings may be severed. Distributing important communications buildings in different locations helps avoid the risk of multiple buildings suffering disaster damage at the same time.

Improvement of reliability through multi-routing nationwide Distributed building locations in preparation for large-scale disasters

- - - Transmission route
- Transit switch

Connection to global network
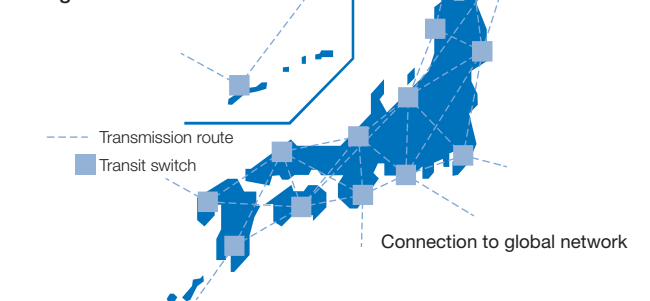
(2) Initiatives for Stable Telecommunications Service Operation

Real-time Network Monitoring and Control

The nationwide communications network monitors and controls operational status in real time, 24 hours a day, 365 days a year, and responds immediately to breakdowns and disasters.

To respond immediately to emergencies and other contingencies, the monitoring system is reinforced as required in response to social conditions.

Improved Response to Disasters and Major Failures

To enable prompt and appropriate recovery measures in the event of a disaster or unexpected equipment failure, training and drills are conducted as required to train the personnel involved in network maintenance and operation.

Further, lessons gleaned from past disaster responses are deployed across the organization to implement measures to prevent recurrences, review action procedures, and ensure that basic operations are thoroughly implemented.

Reinforcing Security

—Preparation for the Zero-Trust, Cloud-Native Era—

To resolve social issues through its business operations, NTT Group works together with its partners as "Your Value Partner." Based on this approach, we are contributing to the healthy development of a digital economy and remote society by exercising our responsibility as a supplier of safe and secure ICT infrastructure to guarantee effective information security.

Reinforcing Information Security

With the progressing digitalization of society and the economy and changes in international circumstances, security threats are becoming more serious and sophisticated, particularly cyber-attacks. Within this environment, NTT Group has a responsibility to protect ICT service infrastructure and customers' basic rights, freedoms, and information assets, as well as to provide a sound foundation for the growth of the digital economy. Based on our medium-term management strategies formulated in 2018, we made it our mission in terms of security to contribute to the building and development of a free, open, and safe ICT platform for supporting the infrastructure of the digital economy. We also made it our vision to realize the digital transformation of both customers and NTT itself, and for that reason, we will be chosen by customers.

In order to realize these, we will strive to engage in research and development that leverages the scale of the Group, realize superior abilities for early detection and rapid response, cultivate human resources who share the values of sincerity and advanced skill, and transcend profit-focused principles to transmit pioneering knowledge to society. Furthermore, to achieve the transformation to a New Management Style outlined in the medium-term management strategy refined in October 2021, NTT Group is implementing security measures capable of facilitating the shift to remote work styles. As a member of the global community building the digital society, NTT Group will contribute to solving social issues through our security business.

The concept of cybersecurity is no longer just an aspect of crisis management that reduces negatives to zeroes, but is now entering an era in which it is a positive driving force that offers stabilizing support for the prosperity that technology provides. As we progress through the era of Zero Trust and Next Zero Trust, NTT Group will continue to investigate the value of security as we confront never-ending cyber risks.

NTT Group's Security Governance Goals

NTT Group enforces information security management under the charge of the Chief Information Security Officer (CISO), and is thorough in its information security management. We have also established a Group CISO Committee, and are working to formulate Group information security management strategies, plan and implement related measures, undertake human resources training, and otherwise engage in activities in collaboration with companies across the Group.

We are also advancing efforts to maintain and improve security defenses within the Group based on the idea of a "three-line organization."

Organization for Implementation
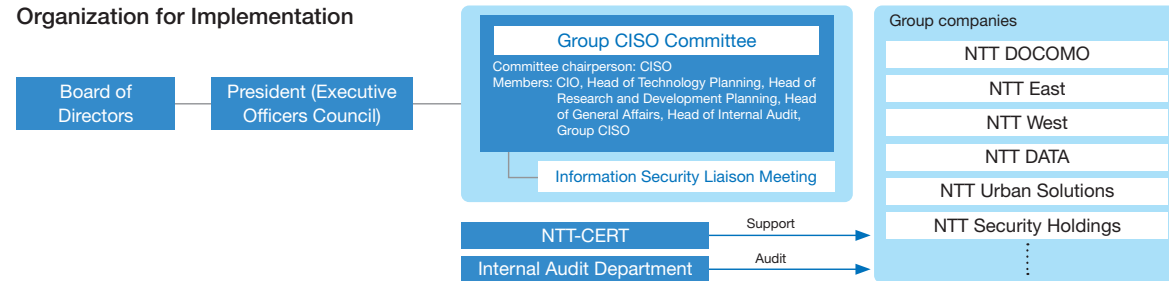
NTT Group's Security Governance Goals
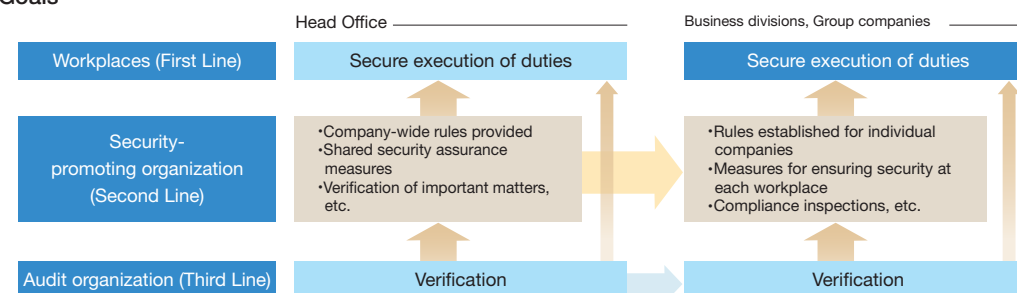
TOPICS 1

Advanced Security (1) Protection and Resiliency (Resiliency)

Resiliency: A Blend of Knowledge, Cutting-edge Technology, and People Power

The international sporting event held in Tokyo in 2021 was subjected to the largest cyberattack ever seen. However, there were no cyber incidents during the events that disrupted operations. Behind the victory was the expertise and cutting-edge technologies of NTT, who has been thinking about communication and information security for the last 30 years, combined with the capabilities of human beings armed with wisdom and resolve.

In particular, the following "4 T's" supported our efforts.

These are ingrained far and wide in NTT Group's overall cybersecurity resiliency maintenance and improvement.

T1: Threat Intelligence & Monitoring	NTT meticulously evaluated case studies on past events as well as the latest threat information, thoroughly developing scenarios in advance, monitoring every item of threat information, whether it came from internal or external systems. The key was NTT's ability to put together information in partnership with global ICT service operators and security providers.
T2: Total Security Solutions	Within a complex ICT operation environment. NTT selected safe and secure equipment and organized a Cyber Hygiene environment. NTT also employed its proprietary technology Wide Angle MSS to detect and respond to risk factors early. This equipment and technology were put to use at the security operation center for the event, in collaboration with a wide range of specialists from both inside and outside the company.
T3: Talent, Mind & Formation	The development of a prevention and maintenance mindset was also as important for security program personnel as learning advanced knowhow and technologies. NTT enhanced the staff's capabilities through preliminary training programs and red teams. At the event operation center, NTT clarified the roles for each team and how their movements should be coordinated, with a focus to maximize human capabilities.
T4: Team 2020 (Stakeholder Management)	Everyone had to form one team because the event was so large. The strongest-ever defense would not have been possible without this. ICT service operators and providers inside and outside Japan, key infrastructure organizations, government, the Tokyo 2020 Organising Committee... NTT collaborated with all stakeholders to bring a wealth of wisdom and technological integration, leading the event to a success.

TOPICS 2

Advanced Security (2) Responding to Change (Agility)

Reinforcing the Security Business

The time has come to consider security even in cyberspace. Given the circumstances, we especially want to strengthen our threat analytics, which are the cornerstone of cybersecurity. For this reason, we reorganized NTT Security in April 2022 to strengthen its service development, client support, security governance and managed services.

We established NTT Security Holdings as a new wholly owned subsidiary. Practical development functions were transferred from NTT Laboratories, SE functions were transferred from NTT Communications, and operational functions from NTT were transferred to support the group's CISO functions.

In addition, security services will be merged and integrated with NTT Ltd.'s managed services, and consulting functions in each region will be transferred to NTT Ltd. These moves will strengthen NTT Ltd.'s managed services.

Further, in July 2022, NTT East, Trend Micro Incorporated, and Tokio Marine & Nichido Fire Insurance Co., Ltd. jointly established NTT Risk Manager Corporation, to develop a wide range of risk management businesses, with a focus on the cybersecurity domain.

Overhaul of Security-related Regulations

From FY2021 to FY2022, we have been proceeding with a company-wide overhaul of security-related regulations. We are taking steps to prepare not just for the zero-trust era, but beyond.

(1) Clarification of governance targets	• Clarify the scope of CISO responsibilities to include commercial services, customer SIs, and partners
(2) Utilization of risk-based management	• Besides the minimum baseline to be followed by the Group as a whole, craft additional rules based on the risks faced by each company • Adopt the National Institute of Standards and Technology (NIST) methodology as a risk-based approach *NTT Group actively provided comments during the NIST-Cyber Security Framework (CSF) revision process
(3) Rules based on the assumption of remote work	• Give new consideration to system construction work • Reinforce precautions and other procedures during normal operations • Create a structure that takes the readers into consideration and prevent it from becoming a formality

Maximizing Well-being for All
—Advocating Work-in-Life with Work Style Reforms—

Creating a society that recognizes diverse cultures, understands different values and coexists together is vital for maximizing well-being. We believe that our overall well-being is linked to respecting human rights based on the concept of altruistic coexistence (people seek to increase their happiness along with the happiness of others), as well as understanding and accepting differences, and being inclusive without casting them aside. The NTT Group formulated its D&I Statement last year.

NTT Group D&I Statement

We aim to achieve sustainable growth by recognizing our differences as valuable strengths for our business. Our society is full of diversity and is constantly changing. We will continue to have events occur globally that will have an impact on our employees and the clients and communities we serve. NTT will continue to evolve our focus and programs to sustain our commitment to diversity and an inclusive culture at NTT. NTT will continue to evolve our focus and programs to sustain our commitment to diversity and an inclusive culture at NTT.

Our commitments:

- Based on international standards, we aim to be an organization where all individuals, regardless of their characteristics and values*, are accepted for who they are, have equal opportunities, take on challenges without fear of failure, and continuously grow through mutual improvement. We will also work to enhance the wellbeing of each individual, improve engagement, and realize work-in-life.
  Regardless of ethnicity, race, nationality, origin, class, religion, belief, language, culture, gender, sexual orientation, gender identity, age, disability, disease/health status, appearance, values, family status, lifestyle, or any other social or personal characteristics.
- With social responsibility in mind, we contribute to create a more diverse, inclusive and sustainable society through connecting precious resources such as people, the environment, and culture to the future.

Further, to reflect diverse opinions in its business operations, NTT Group has set targets and is making efforts to secure and develop diverse human resources and foster a culture of diversity.

Diverse human resources

	Ratio of female directors *1	Ratio of female managers *1	Ratio of newly appointed female managers *1	Ratio outside personnel *1
	17.7 % (July 2022)	**8.7 %** (FY2021)	**29.1 %** (FY2021)	**32.5 %** (FY2021)
	Target **New** 25–30% by fiscal year ending March 31, 2026	Target **New** 15% by fiscal year ending March 31, 2026	Target **New** 30% from fiscal year ending March 31, 2022	Target **New** 30% by fiscal year ending March 31, 2024

Diverse work styles

	Remote work ratio *2-3	Male employees taking leave for childrearing *2-4	Employee engagement *5 Percentage of positive responses
	77.3 % (4Q FY2022)	**63.1 %** (FY2021)	**57 %** (FY2021)
	Target 70% by fiscal year ending March 31, 2023	Target 100% ratio of male employees taking time off for childrearing by the fiscal year ending March 31, 2023	Target Percentage of positive responses 65%

*1 Targets and current conditions at six main companies (NTT, NTT East, NTT West, NTT Communications, NTT DATA, NTT DOCOMO)
*2 Only NTT (holding company)
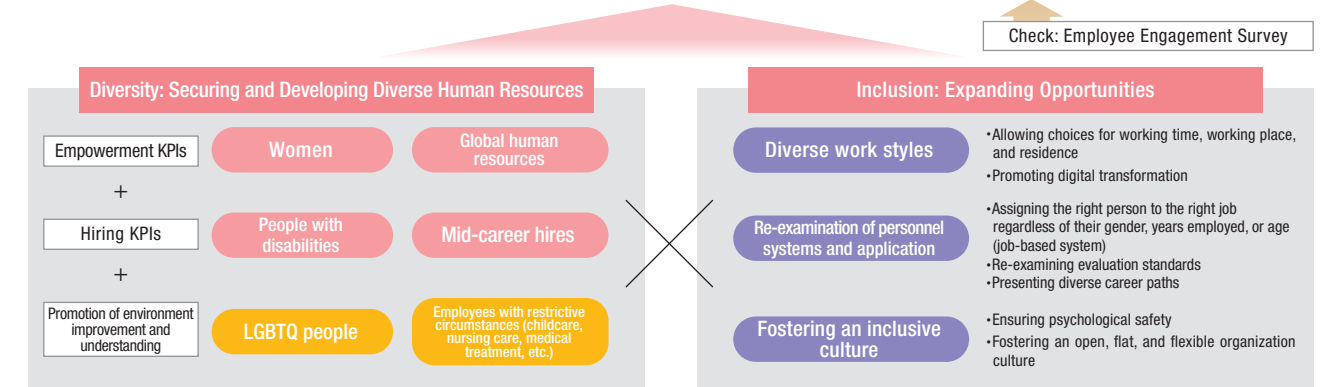*3 Work-from-home ratio (excluding essential workers)
*4 Percentage of total number of male workers using paternity leave or leave for purposes of child raising (items disclosed by companies with "Platinum Kurumin

Certification")
(Number of employees with children not yet enrolled in elementary school in the fiscal years ended March 31, 2021 and 2022 who took time off work for child raising ÷ number of employees who gave birth (or whose partners gave birth) in the fiscal years ended March 31, 2021 and 2022.)
*5 Domestic Group companies

Sustainable Corporate Growth
Enhancing Work In Life, Well-Being, and Engagement

Check: Employee Engagement Survey

Diversity: Securing and Developing Diverse Human Resources

Empowerment KPIs	Women	Global human resources
+		
Hiring KPIs	People with disabilities	Mid-career hires
+		
Promotion of environment improvement and understanding	LGBTQ people	Employees with restrictive circumstances (childcare, nursing care, medical treatment, etc.)

×

Inclusion: Expanding Opportunities

- **Diverse work styles** — • Allowing choices for working time, working place, and residence • Promoting digital transformation
- **Re-examination of personnel systems and application** — • Assigning the right person to the right job regardless of their gender, years employed, or age (job-based system) • Re-examining evaluation standards • Presenting diverse career paths
- **Fostering an inclusive culture** — • Ensuring psychological safety • Fostering an open, flat, and flexible organization culture

Promotion of "Work-in-Life"

Employee Opinion Survey on Work Styles

In line with the promotion of remote work, we regularly conduct the Employee Opinion Survey on Work Styles. In FY2021, we conducted the "Questionnaire on the Implementation of Remote Work" and received responses from approximately 113,000 Group employees in Japan.

The results showed that employees with a higher implementation rate of remote work tended to be more likely to respond that their productivity had increased.

● Remote Work Implementation Status and Productivity

Remote work productivity (% of positive responses)

Status of Remote Work
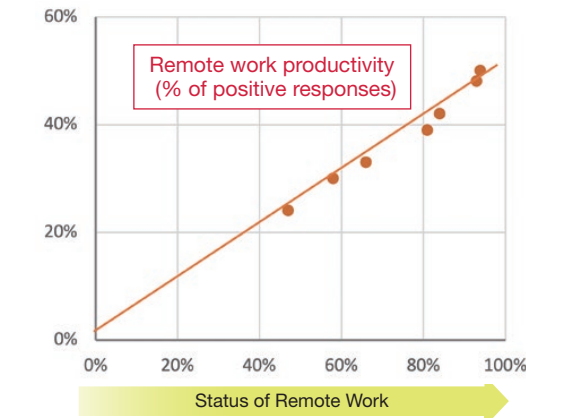
#### Introduction of the Remote Standard System

Changing workstyles will lead to more opportunities for a diverse array human resources to play an active role and increase their job satisfaction and ease of working. As a result, we believe this will make employees more engaged and lead to increased innovation. In particular, we are making efforts to promote changes in how employees work, with a focus on developing compensation and environments appropriate for a work style centered around remote work.

Remote Standard

While we already introduced a system for remote work that does not place restrictions based on "time" or "place" in fiscal year 2020, in July 2022, we introduced the "Remote Standard" system to implement a work style that is not restricted by one's place of residence. Through this initiative, we aim to eliminate work styles that require relocation or solo transfer assignments.

- Any residence in Japan is acceptable
- Any reasonable transportation method to and from work that can be considered travel expenses (lodging expenses provided as well) is acceptable
- No need to relocate to a remote location if the new location is an organization that accepts the Remote Standard

We also increased the number of satellite office locations to 496 by the end of FY2021, with the goal of 260 or more by the end of FY2022, in order to establish places to work outside of the home and office.
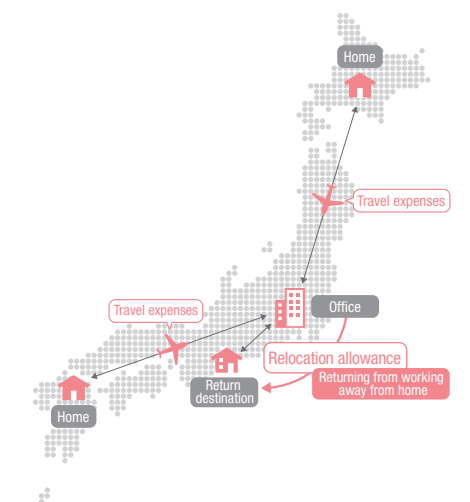
Initiatives for Diverse Work Styles (Balancing Work and Life)

To enhance work-in-life among its employees, the NTT Group promotes active participation in childcare. In accordance with the revision of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members, NTT Group revised its childcare leave system on April 1, 2022, prior to the revision of the Act, and enhanced the leave system for the period up to eight weeks after childbirth. In addition, to provide an opportunity for employees to understand the childcare leave system and receive support for taking this leave, supervisors who receive a report of a pregnancy or childbirth hold face-to-face sessions to explain the childcare leave system.

Starting in the fiscal year ending March 31, 2022, NTT has held seminars to encourage employees to participate in childrearing, and through panel discussions featuring explanations of the system and talks by employees who took time off, strive to create a workplace culture that encourages childrearing. Other support tools include interview sheets and manuals that explain the system, a revised Communication Handbook that covers the necessary procedures for life events, and posters to encourage employees to take childcare leave.

Employee Engagement

In FY2021, NTT Group revamped its existing Employee Satisfaction Survey, which focused on questions related to ease of working, and added questions related to job satisfaction. It also conducted a Group-wide Engagement Survey to quantify employees' attachment to and trust in the company to which they belong as an "engagement score." Approximately 132,000 Group employees in Japan responded.

By understanding current levels of engagement among NTT Group employees and the issues that need to be improved, and by taking action to make improvements, we hope to increase the number of highly engaged employees who identify with the company's and organization's policies and strategies, as well as feel pride and take initiative in their work.

The survey method was based on the Group-wide system Experience PF (Qualtrics), which was adopted by approximately 100 Group companies in Japan. By surveying questions used widely around the world and NTT Group's original questions, it became possible to compare them with global standards and other companies in Japan, as well as identify and analyze issues for each individual organization.

Four indicators for measuring engagement have been established as NTT Group Key Performance Indicators (KPIs).

NTT Group's Four KPIs

Willingness to make voluntary contributions
① I am motivated to contribute more than is required to get the job done at the company
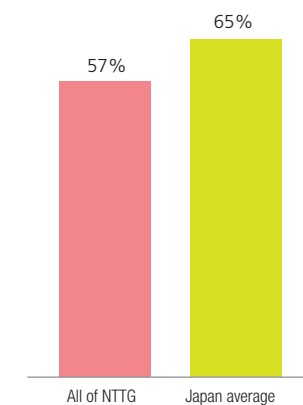
Attachment to and pride in the company
② I am proud to work at this company
③ I would recommend our company as a great place to work to those I know

Job satisfaction
④ I gain a sense of personal accomplishment through my work

● The Average of the Four KPIs

57% — All of NTTG
65% — Japan average

NTT Group's employee engagement score (the average of the four KPIs) was 57%, 8% lower than the Japanese average of 65%, with the item showing the largest discrepancy being "④ I gain a sense of personal accomplishment through my work." The results of the assessment are published on the company's intranet, and every company and organization has begun analyzing the items that have a high correlation with engagement so that improvements can be made.

Developing Human Resources and Improving the Company Environment

NTT Group has been working to review its personnel system to achieve self-guided career formation and place the right individuals in the right positions. For management positions, a job-based system was introduced in October 2021 to assign personnel more suitable for posts regardless of time at the company, age, years of experience, or other factors.

Further, for general staff, we will also promote a shift from company-driven career development to a system that allows employees to direct the development of their own careers. We will clarify the specifics and the level of knowledge and skills required in different fields of work, as well as create a system that enables employees to choose and advance their careers by taking the initiative to improve their expertise.

Developing Senior Management Personnel

For future management candidates, we select various individuals regardless of age, gender, or field of expertise. Through education at the NTT University, which was started as a program for developing management candidates, we target diverse people who are full of desire to lead our transformation. (Training launched for approx. 150 employees in FY2022 (30% women))

Mid-career Hiring Initiatives

To reflect a diverse array of perspectives in its business operations, NTT Group has set a mid-career hiring target rate of 30% for fiscal year 2023. Thanks to aggressive hiring of external personnel, we achieved our mid-career hiring target rate of 32.5% for the six main companies in fiscal year 2021. Going forward, we will continue our efforts to hire external personnel to ensure a diverse workforce.

Empowerment of Women in the Workforce

The NTT Group set a new target in fiscal year 2021 for incorporating diverse opinions into its decision-making process. In July 2022, the percentage of female directors was 17.7% (+6.3% year-on-year). With regard to fiscal year 2021 results, the percentage of new managers was 29.1% (+16.6% year-on-year), and the percentage of managers was 8.7% (+1.4% year-on-year).

On a non-consolidated basis, the holding company achieved its goal of having 34.6% of directors be women. Further, the percentage of female directors, corporate auditors, and executive officers was over 30%.

The NTT Group endorses the goals of the Women's Empowerment Principles (WEPs), which establish action principles for actively supporting the advancement of women in the workplace for fiscal year 2022, and has signed a statement in which it pledges to act in accordance with these principles. In addition, in an effort to achieve sustainable growth for the company, the Group joined the 30% Club, which aims to increase the percentage of female officers.

30% Club
GROWTH THROUGH DIVERSITY

In support of
WOMEN'S EMPOWERMENT PRINCIPLES
Established by UN Women and the UN Global Compact Office

Targets and Results

● Ratio of Women at the Six Main Companies[1]

		FY2019	FY2020	FY2021	FY2022	New Target
Officers[2]		7.1% (11)	10.6% (17)	11.4% (20)	17.7% (32)	25 - 30% (FY2025)
Managers	Manager Ratio	6.7% (1,378)	7.3% (1,506)	8.7% (1,830)	—	15% (FY2025)
	New Manager Appointment	—	—	29.1% (418)	—	30% (FY2021 onward)
General Employees		21.9% (10,867)	22.7% (11,166)	23% (11,436)	—	—

[1] Targets and current conditions at six main companies (NTT, NTT DOCOMO, NTT East, NTT West, NTT Communications, NTT DATA) [2] Officers refers to Board Members, Audit & Supervisory Board Members, and Senior Vice Presidents

Initiatives for Skills and Career Development

NTT is stepping up initiatives to groom more female employees for decision-making management positions and positions for providing guidance.

Specifically, for female employees interested in management positions, we are implementing women career development training programs Groupwide and programs for building up necessary leadership skills and awareness through dialogues with upper management and exchanges with other companies.

Moreover, we will expand training opportunities with the aim of increasing the ratio of women participating in internal and external training programs, mainly for managers. NTT Group also offers mentoring by female directors and a human network program for strengthening vertical and horizontal connections for women within the Group, spanning all positions and ranks. In addition to off-the-job training, we provide on-the-job training, including putting employees in tough assignments, with the intention of training women with the skills, mindsets and experiences necessary for promotions.

Fostering the understanding of supervisors and other people

Fostering understanding among supervisors and other people is also essential for empowerment of women in the workforce. For this reason, we implement for all genders unconscious bias training for supervisors and other people, D&I mindset change training, seminars for supervisors returning from maternity leave, seminars for active participation in childcare, and seminars on infertility treatment.positions for providing guidance.
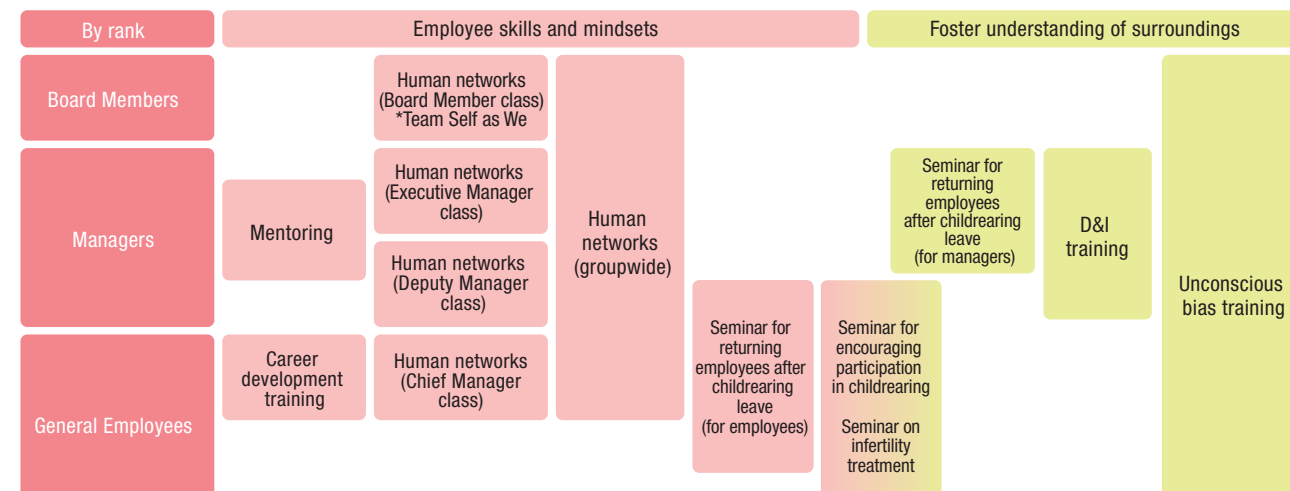
Initiatives for Employing People with Disabilities

Increase in Employment Opportunities for People with Disabilities

In addition to direct hires, NTT Group established a special subsidiary in order to provide more opportunities for people who have disabilities. NTT Group currently employs around 3,700 people with disabilities, representing 2.47% (up 0.02% from the previous fiscal year) of its workforce as of June 2022. Examples of work that are performed by people with disabilities include web accessibility diagnosis, lectures for better understanding people with disabilities (barrier-free mindset seminars), production of hand-made paper from recycled paper, and office massages.

NTT Art Contest

In fiscal year 2021, we held the "NTT Art Contest Depicting our 'Connections'" as part of initiatives aimed at promoting activities for people with disabilities based on the concept of "Showcasing individuality with the power of art—Disability or not, everyone can make the world brighter." We received 196 entries from Japan and abroad, and we held an award ceremony on December 3, which is International Day of Persons with Disabilities. The award ceremony showcased the 20 best entries and honored the top five contestants. In fiscal year 2022, we plan to hold the contest in collaboration with Japan Airlines Co., Ltd. which endorses the concept behind this contest, and expand the number of eligible entries.

Award ceremony held at the Avatar Robot Cafe DAWN ver.β on December 3, 2021

Grand Prize winner: "Airplane"

Use of OriHime Remote-Controlled Robot

The NTT Group is using OriHime in a variety of scenarios.

Sports:	Project for ICT x sports x regional co-creation E Cheer Up! Joint experiment
Culture:	Collaborative agreement with a Kyogen comedy troupe about making DX a reality (Nomura Mansai II (Mansaku no Kai))
Education:	OriHime and NTT R&D offer well-being classes at elementary schools
Research:	At robot café DAWN, conduct experiments with remote robot control based on based on IOWN
Reception/ Show Case:	Introduction to NTT Group reception areas, showrooms, etc

Initiatives for LGBTQ

Systems

With respect to the approximately 200,000 employees of NTT Group companies in Japan, in April 2018 we began the application, in principle, of all systems for spouses to same-gender partners who have the equivalent of spousal relationships with employees.

Salary	Allowance for dependents, allowance for working away from home, expenses of returning home, relocation expenses (family relocation expenses)
Work	Special leave (marriage, bereavement), life plan leave, nursing care leave, short-term leave for nursing care, childcare leave, long-term care leave, shorter working hours to provide childcare or nursing care, limit on or exemption from overtime work, limit on nighttime work, shift work on an individual unit basis to provide childcare or nursing care, reemployment of employees who resigned due to childcare, nursing care, or the relocation of their spouse's job
Welfare	Congratulatory/condolence payments (special payments for marriage, condolence payments), company housing, NTT Benefits Package, M3PSP (health consultations with specialist physicians, "best doctor" referrals, and healthcare policy proposals)
Overseas Assignments	Family members included in the calculation of cost-of-living in their home country, spouses in receipt of empty home allowance, handling of relocation expenses of family members of employees working overseas

Major Initiatives

NTT Group voices its approval of LGBTQ-related initiatives. To deepen understanding of LGBTQ issues, NTT Group stands with LGBTQ people by participating in the Tokyo Rainbow Pride parade and the DIVERSITY CAREER FORUM, one of the largest career forums in Japan related to diversity.

This fiscal year, we held an online ALLY meeting twice for the entire NTT Group, inviting external lecturers to give presentations and lead discussions. 21 companies in the NTT Group were awarded gold ratings in the PRIDE Index 2021, an evaluation index for LGBTQ initiatives in the workplace developed by the organization work with Pride, which indicates achievement in all five indicators of the certification criteria.

Promotion of Global Diversity

Each year, we conduct Group training for senior managers of NTT Group in Japan and overseas, called Global Leadership Development Program Leadership Excellence and Accelerating Diversity (GLDP LEAD). This training is designed to foster leadership among managers aiming to move to higher positions.

This training is designed to foster leadership among managers aiming to move to higher positions. This training, in which more than half of the participants are female, emphasizes diversity and innovative culture as organizational capabilities of topmost importance. In the fiscal year ended March 31, 2021, 42 employees from nine countries underwent this training in an online format.

Promotion of Health Management

Policy and Approach

Health management is pursued as a key corporate strategy with the understanding that initiatives for maintaining and improving employee health also enhance motivation and productivity and ultimately lead to higher corporate earnings.

We also believe that giving due consideration for the health of our employees as well as their families will motivate and invigorate each of them and lead to the growth and development of the Group as a whole.

Main Initiatives

Below, we introduce key initiatives being undertaken in NTT Group on various fronts to help employees maintain and improve their health.

—Promoting health activities and behavioral changes with "d Healthcare" at the core (health care portal)—

We are working to implement effective measures through central management and analysis of various information on health promotion measures that have been individually developed. As part of these efforts, we implemented initiatives to make d Healthcare into a portal for an array of healthcare services.

Health measures linked to d Healthcare

(1) "Pulse Survey" for promoting self-care and line care <Improving convenience>
The Pulse Survey, a system that encourages employees to monitor and manage their own health conditions (self-care) and communicate with their superiors (line care) through basic medical interviews conducted on a periodic basis, is now available through "d healthcare," thus making it more convenient.

(2) Viewing the results of periodic health checkups (including physical examinations), etc. [Promoting Health Activities and Behavioral Change]
Results of health checkups and information about daily activities (life log) from the time one joined the company up to the present can be viewed, making it easy to keep track of how one's health is progressing.

(3) Stress checks <Improving convenience and promoting health activities and behavior change>
We enabled viewing of both the implementation of statutory stress checks and the results (including recommendations), improving convenience and expanding access to d healthcare.

Healthcare Portal Concept Image

—Data analysis for effective health promotion measures—

By collecting and analyzing a variety of data (PHR, work information, and more) held by the company, we can grasp factors related to mental illness and health issues (specific health guidance, etc.), implement highly effective health promotion measures, and support efforts to further improve employee health, which includes early detection and early treatment.

2022 Certified Health & Productivity Management Outstanding Organization (Large Enterprise Category [White 500])

We were chosen as a 2022 Certified Health & Productivity Management Outstanding Organization (Large Enterprise Category [White 500]) by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi. We will continue to strengthen our efforts to further encourage health management.

*Certified Health & Productivity Management Outstanding Organizations Recognition Program: A program that recognizes corporations, including both large and small-to-medium-sized corporations, that practice particularly excellent health and productivity management based on initiatives that address local health issues and the health promotion initiatives supported by the Nippon Kenko Kaigi.

NTT Group Global Human Rights Policy

Background of NTT Group Global Human Rights Policy and Approach

NTT is committed to respecting global human rights and believes it is an important corporate social responsibility. NTT Group will strive to correctly understand and recognize each country and region's laws, cultures, religions, and values. We aim to create a safe, secure, prosperous and sustainable society by fulfilling this responsibility. We also replaced NTT Group's existing Human Rights Charter with the new NTT Group Human Rights Policy. We included the NTT Group Global Human Rights Policy, the Environmental Vision, and the New Management Style in the new NTT Group Global Sustainability Charter established in November 2021.

While supporting international covenants and treaties as a company with global operations, NTT Group internally and externally discloses its global human rights policy. This policy applies to all employees and board members on NTT Group, and we ask all of our suppliers and business partners to support this policy and respect human rights.
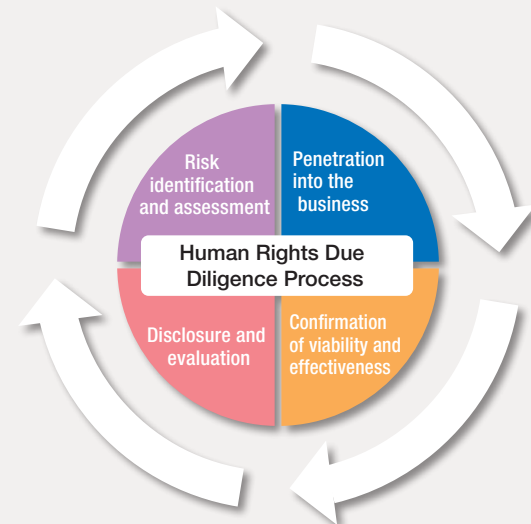
NTT Group Global Human Rights Policy

https://group.ntt/en/newsrelease/2021/11/10/211110c.html → Web

Due Diligence

Based on the UN Guiding Principles of Business and Human Rights, we will use the human rights due diligence process to identify, prevent, mitigate, and correct human rights issues globally. And we will strive to improve human rights awareness and human rights management throughout NTT Group.

In addition, due diligence will be conducted among the stakeholders in the entire business value chain, and a direct dialogue will be the basis of our efforts, especially with major suppliers.

The status will be disclosed on our website, in our Sustainability Report, and in our Human Rights Report to evaluate and improve the process continuously.

Human Rights Due Diligence Process

- Risk identification and assessment
- Penetration into the business
- Confirmation of viability and effectiveness
- Disclosure and evaluation

Addressing Human Rights Issues of Particular Importance

NTT Group identifies serious human rights issues to monitor from the four following perspectives:

Theme 1
Promotion of "Diversity & Inclusion," a concept that recognizes diverse cultures and values
(Prohibition of discrimination, respect for freedom and rights, fairness in the workplace, economic disparities and poverty)
Aiming to create new value, NTT Group believes it is essential to respect the diverse values and individuality of its employees in order to address the diversifying needs of its customers.

Theme 2
Promotion of "Technology that is based on high ethical standards," which balances both high ethical standards and technology
(Technology, data bias, privacy, personal data protection, and security)
New technology will be necessary to strike a balance between people and nature. We believe it will therefore be necessary to pursue R&D and the social implementation of technologies while maintaining a high level of ethics.

Theme 3
Promotion of "Healthy work in daily life"
(Diverse work styles, prohibition of forced labor and child labor, workplace safety, freedom of association and the right to organize, living wage, enhanced benefits)
We believe it is important to create safe and secure work environments and promote diverse work styles so that employees can work in physical and mental health with enthusiasm and motivation.

Theme 4
Promotion of "Appropriate expression, speech, and display" in consideration of human rights
(Freedom of expression and respect for human rights in advertising and other presentations)
As the Internet becomes more and more widespread, companies are required to be more appropriate in their communications than ever before. The NTT Group will take actions that absolutely refrain from discriminatory expressions, speech, and displays.

Value Chain Management

Requests to Suppliers on Environmental and Social Concerns

With the increased globalization and complexity of supply chains in recent years, responding appropriately to global issues, such as disasters/pandemics, environment, human rights, and security, has become an important issue.

In light of this, we formulated the NTT Group Supply Chain Sustainability Promotion Guidelines in 2022 that contain detailed requirement items in the seven areas of human rights/labor, health/safety, the environment, fair trade/ethics, quality/safety, information security, and business continuity plans to guide our efforts as we work together with suppliers to create and maintain a safe and secure supply chain and achieve a sustainable society. The guidelines also clearly and directly lay out the responsibility for suppliers to communicate the guideline details with their upstream suppliers and encourage them to comply and verify their compliance status. In addition, we have also published the NTT Group Green Procurement Standards as a supplement to our environmental guidelines and are requesting that continued efforts be made to reduce greenhouse gas emissions throughout the supply chain. We have published these Guidelines in Japanese and English, seeking to communicate to a broad range of the NTT Group's suppliers both in Japan and overseas, and we have incorporated them into supplier contracts to ensure compliance.

NTT Group Basic Procurement Policy	Basic procurement activity policy to achieve a sustainable society
NTT Group Supply Chain Sustainability Promotion Guidelines	Requests to suppliers regarding social issues established based on the Basic Procurement Policy
NTT Group Green Procurement Standards	Our latest environmental policies, target figures, specific laws and standards suppliers must reference, procurement evaluation items, etc.
Technical Requirements	Specific technical requirements, including reducing environmental impact, to procure products that take quality, safety, and the environment into consideration

Supplier Engagement Initiatives

We assess social and environmental risks by conducting the Supply Chain Sustainability Survey that covers about 160 confirmation items, including the seven areas of human rights and labor, health and safety, the environment, fair trade and ethics, quality and safety, information security, and social contributions, to confirm the status of compliance with these guidelines and so on. The survey targets all of the NTT Group's critical suppliers that account for at least 90% of total procurement value, suppliers of essential components, and suppliers of non-substitutable products. Also, based on the results of these surveys, NTT Group is promoting supplier engagement activities, including direct dialogues with suppliers.

Furthermore, in July 2022, the company took part in the Joint Audit Co-Operation (JAC), [1] which involves conducting CSR audits of ICT suppliers around the world. We were the first telecommunications operator in Asia to participate. Through these activities, NTT Group will help make a sustainable society a reality by building and maintaining a safe and secure supply chain.

*1 https://jac-initiative.com/

Corporate Governance
—Reinforcement of Governance for Sustained Growth—

Basic Views of Corporate Governance

We believe that strengthening the system of corporate governance in accordance with the purposes of each principle of the "Corporate Governance Code" of the Tokyo Stock Exchange is an important management issue for maximizing corporate value while meeting the expectations of various stakeholders, including shareholders and other investors, as well as customers, business partners, and employees. Therefore, we are working to strengthen corporate governance based on our fundamental policies of ensuring sound management, executing appropriate decision-making and business activities, clarifying accountability, and maintaining thorough compliance.

Overview of Corporate Governance Structure

NTT believes that an auditing system based on Audit & Supervisory Board Members, including outside independent Audit & Supervisory Board Members, is an effective means of supervising management. Accordingly, we have adopted the model of being a company with a Board of Company Auditors (Audit & Supervisory Board). In addition, through the election of outside independent Members of the Board, NTT has strengthened the function of appropriately supervising business execution. Furthermore, through its adoption of an executive officer system, NTT intends to clearly separate management-related decision-making and supervisory functions from business execution functions and improve its management flexibility. Additionally, NTT has voluntarily established a "Nomination Committee" and a "Compensation Committee," each of which consists of five Members of the Board, including three outside independent Members of the Board, to further increase the objectivity and transparency of decisions relating to appointment and compensation. NTT has determined that governance functions based on a Board of Corporate Auditors (Audit & Supervisory Board) are sufficiently effective to achieve this purpose.

Governance Chart
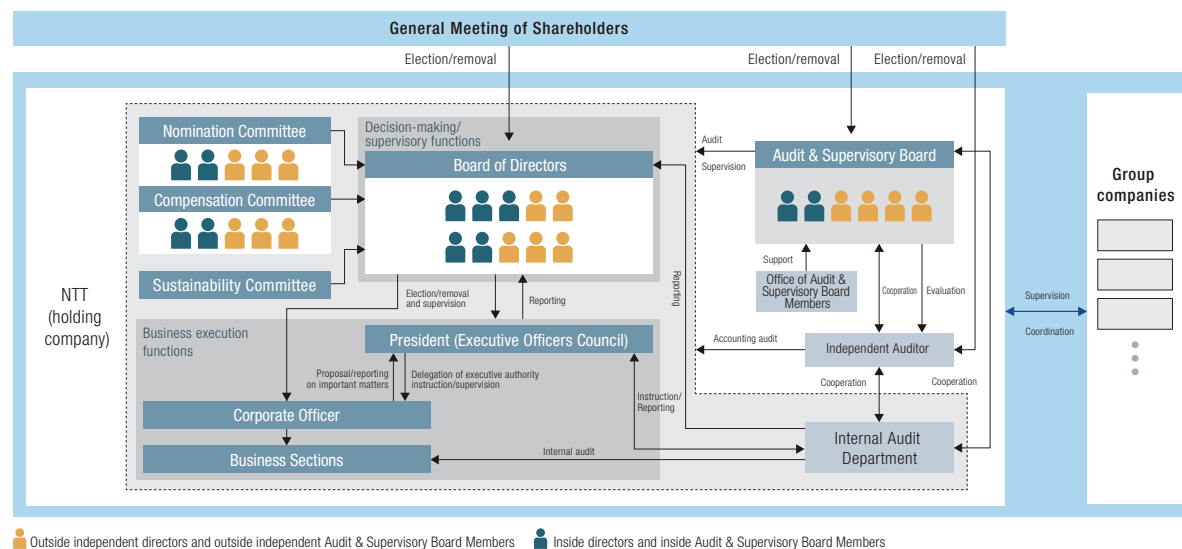
- 🟠 Outside independent directors and outside independent Audit & Supervisory Board Members
- 🔵 Inside directors and inside Audit & Supervisory Board Members

Members of our Board
*As of the end of June 2022

Jun Sawada — Chairperson and Executive Director
Akira Shimada — President and Chief Executive Officer
Katsuhiko Kawazoe — Senior Executive Vice President
Takashi Hiroi — Senior Executive Vice President
Akiko Kudo — Member of the Board

Ken Sakamura — Outside Member of the Board
Yukako Uchinaga — Outside Member of the Board
Ryoji Chubachi — Outside Member of the Board
Koichiro Watanabe — Outside Member of the Board
Noriko Endo — Outside Member of the Board

Members of the Audit & Supervisory Board
*As of the end of June 2022

Keiichiro Yanagi — Full-Time Audit & Supervisory Board Member
Kanae Takahashi — Full-Time Audit & Supervisory Board Member
Kensuke Koshiyama — Full-Time & Outside Audit & Supervisory Board Member
Takashi Iida — Outside Audit & Supervisory Board Member
Hideki Kanda — Outside Audit & Supervisory Board Member
Kaoru Kashima — Outside Audit & Supervisory Board Member

Skill Matrix

| | Name | Field | | | | | |
		Business Administration	Marketing/ Global Business	IT/DX/R&D	Law/Risk Management/ Public Policy	H R	Finance
Members of the Board	Jun Sawada	●				●	●
	Akira Shimada	●	●		●	●	●
	Katsuhiko Kawazoe	●	●	●	●	●	
	Takashi Hiroi	●	●		●		●
	Akiko Kudo	●	●	●			
	Ken Sakamura	●	●	●			
	Yukako Uchinaga	●	●	●			
	Ryoji Chubachi	●	●	●			
	Koichiro Watanabe	●	●				●
	Noriko Endo	●			●		
Members of the Audit & Supervisory Board	Keiichiro Yanagi		●		●	●	●
	Kanae Takahashi			●	●	●	●
	Kensuke Koshiyama				●	●	●
	Takashi Iida				●	●	●
	Hideki Kanda				●	●	●
	Kaoru Kashima				●	●	●

Board of Directors

The Board of Directors has ten Members of the Board, five outside independent Members of the Board (including two women) and five inside Members of the Board (including one woman), which brings the total percentage of outside Members of the Board to 50%. In addition, the introduction of an executive officer system that clearly separates the management decision-making and oversight functions from the business execution function ensures closer supervision of execution and enhanced management flexibility. In principle, the ordinary meetings of the Board of Directors are held once per month, and extraordinary meetings are held as needed. The Board of Directors discusses the group management strategies and makes decisions on matters stipulated by laws and regulations and on important matters related to company management and group management. Moreover, through such means as periodic reports from Members of the Board and Executive Officers on the status of business execution, the Board of Directors supervises the business execution of Members of the Board and Executive Officers.
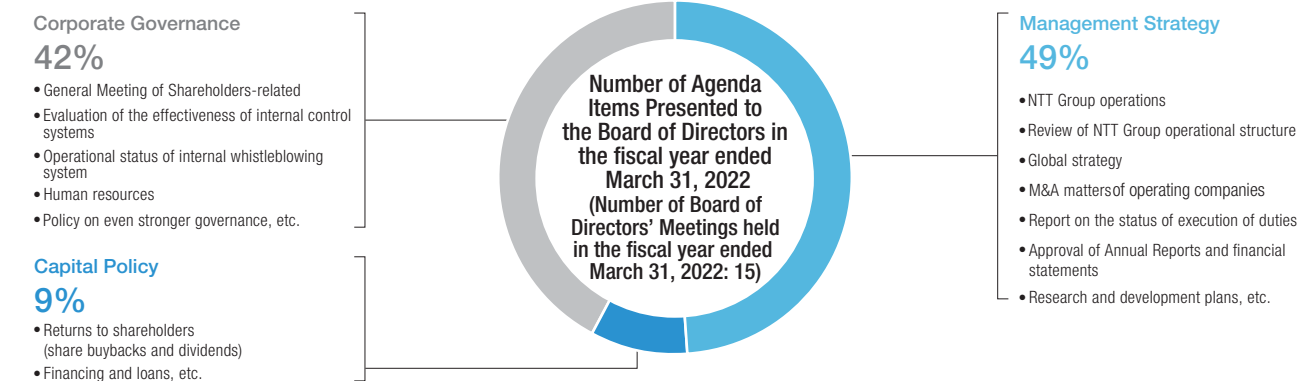
Each outside independent Member of the Board has extensive experience and a high level of integrity and insight. We believe that the outside independent Members of the Board will help strengthen the supervisory function for business execution and expect to incorporate the opinion they provide from their wide-ranging managerial perspective.

With the objective of further strengthening the independence, objectivity, and accountability in decisions with respect to appointments and compensation of officers and related matters made by the Board of Directors, the Company has voluntarily established a Nomination Committee and Compensation Committee, each consisting of five Members of the Board, of which a majority (three) are outside independent Members of the Board, as preliminary review institutions of the Board of Directors, thereby increasing the effectiveness of governance.

Moreover, in recognition of the fact that response to sustainability issues is an important management challenge, the Company has voluntarily established a Sustainability Committee that reports directly to the Board of Directors. The committee will work to further promote initiatives after important issues and indicators have been decided by resolution of the Board of Directors.

● Breakdown of Agenda Items Presented to the Board of Directors

Corporate Governance
42%
• General Meeting of Shareholders-related
• Evaluation of the effectiveness of internal control systems
• Operational status of internal whistleblowing system
• Human resources
• Policy on even stronger governance, etc.

Capital Policy
9%
• Returns to shareholders (share buybacks and dividends)
• Financing and loans, etc.

Number of Agenda Items Presented to the Board of Directors in the fiscal year ended March 31, 2022 (Number of Board of Directors' Meetings held in the fiscal year ended March 31, 2022: 15)

Management Strategy
49%
• NTT Group operations
• Review of NTT Group operational structure
• Global strategy
• M&A matters of operating companies
• Report on the status of execution of duties
• Approval of Annual Reports and financial statements
• Research and development plans, etc.

Evaluation of the Effectiveness of the Board of Directors

Overview of Evaluation

Participants	All 8 directors and all 5 corporate auditors
Evaluation Implementation	April 2021
Questionnaire Format	Anonymous surveys comprised 26 questions involving 4-level rankings as well as open-ended questions
Major Subjects	Roles and responsibilities of Members of the Board and of the Board of Directors itself, composition of the Board of Directors, operation of the Board of Directors, support systems for outside Members of the Board
Results Aggregation and Analysis Method	After aggregation by third-party organization and analysis by Board of Directors' organizing office, the results are shared and issues and improvement measures are discussed at Board of Directors' meeting

Evaluation Results

The FY2021 evaluation results confirmed that the Board was sufficiently fulfilling its important role and responsibilities, with a majority of positive opinions for all of the questions.

In addition, as a result of the enhancement of governance-related issues, such as holding meetings to exchange opinions to stimulate strategic discussions, and enhancement of discussions on important issues such as sustainability, all members expressed positive opinions. Therefore, we have evaluated that the effectiveness of the Board of Directors is being ensured.

At the same time, regarding efforts to deepen understanding of increasingly complex proposals, while a certain degree of recognition was received, there were also some opinions that there is still room for improvement, so we will continue efforts to achieve improvements by aiming for more efficient operation of the Board of Directors through enhancing supplementary explanations related to the background of the deliberation items in advance and further expanding opportunities for exchanges of opinions with the executives of the major subsidiaries.

Audit & Supervisory Board

The Audit & Supervisory Board comprises four outside independent Audit & Supervisory Board Members (including one female member), who have experience and knowledge in a range of fields—as a lawyer, university professor, and Certified Public Accountant—and two internal Audit & Supervisory Board Members (including one female member). NTT conducts effective audits by combining the independence of outside Audit & Supervisory Board Members with the superior information collection capabilities of internal Audit & Supervisory Board Members. Among the Audit & Supervisory Board Members, Auditor Kensuke Koshiyama has experience developed through his work at the Board of Audit of Japan, while Auditor Keiichiro Yanagi is a certified member of the Securities Analysts Association of Japan, and Auditor Kaoru Kashima is a Certified Public Accountant, all of whom have considerable knowledge in the areas of finance and accounting.

Activities of the Audit & Supervisory Board

For the fiscal year ended March 31, 2022, amid continued significant changes in management, including the strengthening of global business competitiveness, initiatives to integrate functions within the new NTT DOCOMO Group, the Audit & Supervisory Board conducted an efficient and effective audit in collaboration with the Internal Audit Department, Accounting Auditors and Group company corporate auditors on both audit matters required by law and on other matters such as the progress of the Medium-Term Management Strategy and initiatives to maintain and improve corporate governance, on the basis of the audit plan.

Audit & Supervisory Board Members, including independent outside Audit & Supervisory Board Members, attend meetings of the Board of Directors and other important meetings. In addition, Audit & Supervisory Board Members meet with Representative Members of the Board and independent outside Members of the Board to exchange ideas and opinions, as well as hold meetings to exchange ideas and opinions for certain topics with representative Members of the Board and Audit & Supervisory Board Members of Group companies, including overseas subsidiaries, in order to maintain an understanding of the status of the execution of duties by Members of the Board and Executive Officers, and to provide their opinions as needed.

In the fiscal year ended March 31, 2022, Audit & Supervisory Board Members met to exchange ideas and opinions with Representative Members of the Board, independent outside Members of the Board and others 43 times. In particular, based on the results of the evaluation of effectiveness of the Audit & Supervisory Board for the fiscal year ended March 31, 2021, NTT significantly increased opportunities to exchange opinions with independent outside Members of the Board during audits of the management, and held discussions regarding management issues and responses, among other topics. In the fiscal year ended March 31, 2022, the Audit & Supervisory Board met 26 times (with Mr. Takao Maezawa, Ms. Kanae Takashi, Mr. Takashi Iida, Mr. Hideki Kanda and Ms. Kaoru Kashima each attending 26 out of 26 meetings).

Moreover, separate from meetings of the Audit & Supervisory Board, the Audit & Supervisory Board Members Preliminary Deliberation Meeting was held 40 times. These meetings provide a venue for the sharing of information. For example, at these meetings Audit & Supervisory Board Members receive explanations from corporate officers of matters to be discussed at the Executive Officers Meeting. Furthermore, the Audit & Supervisory Board Members work closely with the Accounting Auditors and the Internal Audit Department. The Audit & Supervisory Board Members exchanged opinions with Accounting Auditors 11 times and with the Internal Audit Department 10 times, and received explanations of audit plans and reports on the status of internal control systems and provided advice as needed.

In initiatives related to Group companies, in order to improve the Group audit structure and on the basis of materiality and risk approach, NTT aligned risk awareness between the Audit & Supervisory Board Members of major Group companies and then conducted audits through the Audit & Supervisory Board Members of major Group companies. In the fiscal year ended March 31, 2022, the Audit & Supervisory Board Members held meetings to exchange opinions with the Representative Members of the Board and Audit & Supervisory Board Members of Group companies 53 times to inquire about and hold discussions on the status of progress on the Medium-Term Management Strategy, the status of corporate governments and initiatives to maintain and improve it, among other topics. In addition, the Audit & Supervisory Board Members of each Group company received reports and held meetings to exchange opinions on audit results for audit matters based on their unified risk awareness. In addition, the Audit & Supervisory Board is implementing initiatives that contribute to enhancing the auditing activities of the Audit & Supervisory Board Members of major Group companies, including holding liaison conferences for major Group companies and between the Audit & Supervisory Board Members of major Group companies to share risk awareness.

Through these activities, the Audit & Supervisory Board Members support the sound, steady growth of NTT and Group companies from an independent perspective that differs from that of executives. In addition, Audit & Supervisory Board Members contribute to the strengthening of corporate governance systems and the fostering of awareness of compliance matters.

Furthermore, despite the continued spread of the COVID-19 pandemic, through the cooperation of related audit organizations and the active utilization of web conferencing for site visits, the effectiveness of the audit was not impaired.

● Opinion Exchange Meetings Held

Opinion exchange with Representative Members of the Board	43
Audit & Supervisory Board	26
Audit & Supervisory Board Members Preliminary Deliberation Meeting	40
Opininon exchange meetings with Accounting Auditors	11
Opininon exchange meetings with Internal Control Office	10
Opinion exchange meetings with Representative Members of the Board of Group companies	53

Messages from Outside Independent Members of the Board

Message

Outside Independent Member of the Board

Ken Sakamura

Assumed the position of Outside Member of the Board of the Company in June 2019

I have been involved in the research and development of open architecture focused around TRON* for over 40 years and contribute to making ubiquitous computing and the IoT a reality. Based on these experiences, I shared my thoughts at NTT's Board of Directors meetings, primarily in the area of technology, to push for the realization of the Medium-term Management Strategy.

In addition, besides offering advice on measures to be taken in light of the revised Corporate Governance Code from the neutral position of an outside director, I share my views on the selection of officers, succession planning, and the ideal compensation system as a member of the Nomination Committee and Compensation Committee. I also supervise management as it formulates strategies and executes its duties and make appropriate judgments and evaluations.

At the 37th Ordinary General Meeting of Shareholders, as an outside director, I answered a question from a shareholder about how to create new technologies going forward in Japan, a country that is behind when it comes to digital technology. I believe that there will be many opportunities to compete globally with technology originating in Japan, and IOWN can serve as a game changer. By offering advice and supervision, I hope to contribute to the continued growth of the NTT Group, which will continue to rise to the challenge of new technologies and develop new operating systems and information platforms that can help solve global issues.

*TRON (The Real-time Operating system Nucleus): An OS originating in Japan that boasts a market share of over 60% in the IoT field. It is recognized as a standard by the Institute of Electrical and Electronics Engineers (IEEE) of the United States.

Outside Independent Member of the Board

Yukako Uchinaga

Assumed the position of Outside Member of the Board of the Company in June 2022

I became the first female Board Member at IBM Japan, which I joined right out of university. While at IBM Japan, I established the NPO Japan Women's Innovative Network to promote establish diversity management at companies. I have also been involved in business administration for five years as CEO of Berlitz Corporation and have served on the Board of Directors of a number of publicly traded companies, providing advice from a managerial perspective.

If Japanese companies are to overcome this era of significant global upheaval, innovation that transcends conventional values is essential. I believe that utilizing human resources with diverse values and creating new business models based on mutual understanding and respect, as well as promoting diversity and inclusion (D&I) to invigorate the organization, is an important catalyst for innovation and serves as an effective management strategy.

NTT Group has taken a major step toward advancing D&I, including the launch of a remote work standard that allows greater freedom of residential location. I greatly appreciate that the company has a clear vision when it comes to employee diversity and work styles and has linked this vision to improving employee motivation and hiring excellent personnel. I expect it to become a leader in the promotion of D&I in Japan. I will help to enhance corporate value by drawing on my past experience to offer highly effective supervision and support for appropriate risk-taking from an independent and objective standpoint.

Outside Independent Member of the Board

Ryoji Chubachi

Assumed the position of Outside Member of the Board of the Company in June 2022

I joined Sony as an engineer and worked in development before becoming involved in the company's management in the midst of rapid globalization and digitalization. Later, as President of the National Institute of Advanced Industrial Science and Technology (AIST), a national research institute, I have been working to bring about innovation and serve as a bridge to the industrial world, with the mission of "bringing technology to society."

During my time at Sony, the company's founder, Masaru Ibuka, taught me that on a scale of 1 to 10, if the amount of effort required to come up with an idea is considered a 1, mass production requires 10 times the effort, and making it into a profitable business requires another 10 times the effort. The changes in technology are becoming more complex, sophisticated, and diverse with each passing day. It is important not only to create innovations that will serve as a source of growth for the company, but also to collaborate with different companies, universities, and research institutions on practical applications.

NTT Group is engaged in a wide range of R&D activities, from basic research to practical applications. We are convinced that IOWN technology, which we aim to achieve by 2030, is an important technology that will contribute to enhancing Japan's industrial competitiveness, as it is a revolutionary next-generation network that is also eco-friendly.

I hope that NTT Group's medium- to long-term plans are in line with the demands of society and that we will continue our sustainable growth as a company. I will make the most of the knowledge and experience I've accrued thus far to contribute to NTT Group's development and enhance its corporate value.

Outside Independent Member of the Board

Koichiro Watanabe

Assumed the position of Outside Member of the Board of the Company in June 2022

I worked at The Dai-ichi Life Insurance Company in the management planning, human resource development, public relations, and research departments, among others. After becoming president in 2010, I implemented various reforms to respond to global changes and needs in a flexible manner, such as converting the company into a joint stock corporation, making us the first major life insurance company to do so.

The world is constantly changing, and responding to these changes requires reform. Reform will inevitably bring about friction, but my motto is "change creates friction, and friction creates progress." Overcoming this friction will usher in significant development.

NTT Group has always reinvented itself, and I believe that we are now in a period of significant change that will mark a milestone in our history. All of the initiatives in the revised Medium-term Management Strategy, including shifting toward a new management style, achieving carbon neutrality, and strengthening domestic and global operations, are reforms that will have a significant impact. I am confident that we will achieve great progress after adapting to these changes and overcoming friction.

I am aware that NTT Group has many issues to tackle during this transition period. By providing advice on these issues and supervising appropriate decision-making and business execution based on our past experience, I will help NTT Group to sustain growth and enhance its corporate value over the medium to long term.

Outside Independent Member of the Board

Noriko Endo

Assumed the position of Outside Member of the Board of the Company in June 2022

I am engaged in research projects on energy policy and economic security at Keio University. The aim is to help solve the issues confronting Japan in a drastically changing security environment, such as geopolitical risks and security governance. I am also involved in public policy deliberations concerning nuclear energy, science and technology, commerce and trade, space, and public finance.

As a leading company group in Japan, NTT Group is expanding the use of renewable energy and promoting IOWN-related research and development, with the goal of becoming carbon neutral by 2040. I deeply appreciate the company's commitment to pursuing sustainability for itself and society by tying together business activities aimed at corporate growth and initiatives to reduce the environmental impact to zero.

I believe that one of my key roles as an Outside Independent Member of the Board is to encourage the medium- to long-term growth of NTT Group. As an editor of economic media and a researcher of industrial, science, and technology policy, I have been exposed to situations where the competitive environment for companies is drastically changing and business models are transforming due to a transformation in the industrial structure brought about by technological innovation. I will apply my knowledge to advise the NTT Group so that it can achieve growth in the global marketplace, as well as oversee the execution of NTT Group's business operations.

Nomination Committee and Compensation Committee Composition and Activities

With the objective of further strengthening independence, objectivity, and accountability in decisions made by the Board of Directors with respect to appointments and compensation of the Members of the Board and officers, the Company has voluntarily established a Nomination Committee and a Compensation Committee, each consisting of five Members of the Board, of which a majority (three) are Independent Outside Members of the Board, as preliminary review institutions of the Board of Directors, thereby increasing the effectiveness of governance. Furthermore, from and after August 6, 2021, a majority of committee membership consisted of Independent Outside Members of the Board, increasing independence. From and after November 10, 2021, the Company decided to separate and transfer the functions of the existing Appointment and Compensation Committee into the separate Nomination Committee and Compensation Committee based on their applicable functions, and further delineated the authority and role of each committee. The membership of each committee consisted of Akira Shimada (Representative Member of the Board, President), Takashi Hiroi (Representative Member of the Board, Senior Executive Vice President), Ken Sakamura (Outside Member of the Board), Yukako Uchinaga (Outside Member of the Board) and Koichiro Watanabe (Outside Member of the Board), with Akira Shimada (Representative Member of the Board, President) serving as chairperson to oversee the proceedings of each committee. In each committee, resolutions are made with the approval of the majority of the attendance of more than half of the committee members.

In the fiscal year ended March 31, 2022*, the Appointment and Compensation Committee met six times, the Nomination Committee twice, and the Compensation Committee once. In addition, members of each committee held meetings to exchange opinions, where active discussions were held, regarding the form of the compensation system, the appointment of Members of the Board and officers, succession plans, and measures in consideration of amendments to the Corporate Governance Code, among other topics.

● Nomination Committee and Compensation Committee Composition

5

2 Inside Members of the Board
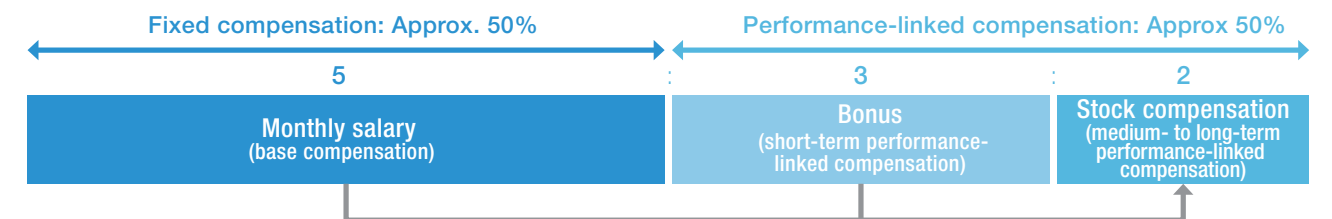
3 Outside Independent Members of the Board
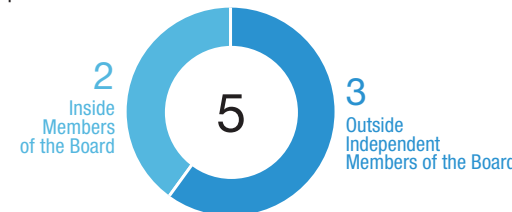
* During the fiscal year ended March 31, 2022, the membership of each committee consisted of Jun Sawada (former Representative Member of the Board, President), Akira Shimada (former Representative Member of the Board, Senior Executive Vice President), Katsuhiko Shirai (former Outside Member of the Board), Sadayuki Sakakibara (former Outside Member of the Board) and Ken Sakamura (Outside Member of the Board), with Jun Sawada (former Representative Member of the Board, President) serving as chairperson to oversee the proceedings of each committee.

Nomination Committee	Preliminary Deliberation Items	1. Policies with respect to the appointment and dismissal of Members of the Board and executive officers of the whole group, and the nomination of candidates 2. Matters related to the appointment and dismissal of Members of the Board 3. Matters related to the selection and dismissal of representative Members of the Board of major group companies 4. Selection and dismissal of representative Members of the Board and other named roles of Members of the Board 5. Selection and dismissal of the Chairman 6. The order of Members of the Board to assume the responsibilities of the President of the Company in the event that anything occurs to the President 7. Determination of the allocation of responsibilities for Members of the Board and assignment of employee duties 8. Appointment and dismissal of executive officers and assignment of duties 9. In addition to the foregoing matters, other nomination-related matters regarding Members of the Board, executive officers and others, for which the committee receives requests for deliberation from the Board of Directors
	Specifically Delegated Items	Nomination-related matters regarding Members of the Board, executive officers and others, for which the committee receives requests for deliberation from the Board of Directors
Compensation Committee	Preliminary Deliberation Items	1. Policies for determining compensation of Members of the Board and executive officers, and composition and levels of compensation 2. In addition to the foregoing matters, other compensation-related matters regarding Members of the Board and executive officers, for which the committee receives requests for deliberation from the Board of Directors
	Specifically Delegated Items	1. Ratios, calculation methods and amounts of compensation for each individual Member of the Board and executive officers 2. Other matters that are specifically delegated by the Board of Directors regarding the determination of compensation-related decisions of Members of the Board and executive officers

Board Member Compensation

Board Member Compensation Determination Policy and Process

Regarding the composition and level of compensation for Members of the Board of NTT under the Determination Policy, in order to secure objectivity and transparency, NTT established the Compensation Committee, comprising five Members of the Board, including three Independent Outside Members of the Board. Moreover, decisions on the ratios and calculation methods for compensation for Members of the Board, and amounts of compensation for individual Members, are delegated from the Board of Directors to the Compensation Committee. The reason for delegating these authorities to the Compensation Committee is that such committee is composed of two Representative Members of the Board and three Outside Members of the Board, and we believe that it is able to make the appropriate judgements from an outside perspective while also taking a bird's-eye view of the Company's overall performance.

Compensation of individual Members of the Board (excluding outside Members of the Board) consists of a monthly salary (base salary) and a bonus (compensation related to performance over the short term), NTT stock purchase through Board Members Shareholding Association and stock compensation (compensation related to performance over the medium to long term). The composition ratio of compensation in a case where standard business results are achieved is roughly as follows: Fixed compensation: Short-term performance-linked compensation: Medium- to long-term performance-linked compensation = 50%: 30%: 20%.

● Monthly salary (base compensation): The base salary is a fixed compensation paid monthly on the basis of the scope of each Member of the Board's roles and responsibilities.
● Bonus (short-term performance-linked compensation): The bonus is paid in June each year, taking into account NTT's business results for the current fiscal year. The amount of this bonus is based on the achievement of indicators based on targets in the Medium-Term Management Strategy.
● Stock compensation (medium- to long-term performance-linked compensation: Members of the Board make contributions of a certain defined amount or more every month for the purchase of NTT shares through the Board Members Shareholding Association. Purchased shares are to be held by the Members of the Board throughout their terms of office. For the stock compensation, a trust, established by NTT is used. The Members of the Board are granted points corresponding to their role in June each year and a performance-linked coefficient corresponding to the level of achievement of the performance indicator is determined in June of the year following the final fiscal year of the Medium-Term Management Strategy, and the number of shares to be granted to each Member of the Board is calculated by multiplying the performance-linked coefficient by the number of points that has been accumulated. The granted shares are delivered to the Member of the Board upon retirement.

In order to maintain a high level of independence, compensation of outside Members of the Board consists of a monthly fixed compensation only, and is not linked to NTT's business results. Compensation of Audit & Supervisory Board Members is determined by resolution of the Audit & Supervisory Board and consists of a base salary only, for the same reasons as those cited above with respect to outside Members of the Board.

Fixed compensation: Approx. 50% ← → **Performance-linked compensation: Approx 50%**

5	:	3	:	2
Monthly salary (base compensation)		Bonus (short-term performance-linked compensation)		Stock compensation (medium- to long-term performance-linked compensation)

Amounts above certain amounts of base salaries and bonuses are used for stock purchases through the Board Members Shareholding Association

● Bonus Performance Indicators

Performance Indicators*	Evaluation weight	Evaluation method	Fiscal year ended March 31, 2021	Fiscal year ended March 31, 2022
EPS	35%	Year-on-year improvement	¥248	¥329

Performance Indicators*	Evaluation weight	Evaluation method	Target of Fiscal year ended March 31, 2022	Result of Fiscal year ended March 31, 2022
Operating profit	35%	Achievement of targets	¥1.73 trillion	¥1.7686 trillion
ROIC	9%		7.4%	7.5%
Capex to Sales	6%		13.5%	13.1%
Overseas sales	6%		19,000 (Millions of dollars)	18,878 (Millions of dollars)
Overseas operating profit margin	6%		6.0%	6.3%

*In addition to the above, the degree of achievement for number of B2B2X projects is also evaluated.

In light of the new NTT Group Sustainability Charter being established on November 10, 2021, we plan to make changes to the performance indicators for bonuses in fiscal year 2022 and beyond, which includes adding three new sustainability indicators with the goal of achieving the three themes of a sustainable society.

Position	Performance Indicators	Evaluation weight	Evaluation method
Financial indicators	EPS (earnings per share)	35%	Year-on-year improvement
	Operating profit	35%	Achievement of targets
	Overseas operating profit margin	10%	
	ROIC	5%	
Sustainability indicators	Greenhouse gas emissions	5%	
	B2B2X earnings	5%	
	Ratio of women newly promoted to management positions	5%	

Stakeholder Engagement

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.

Customers (Corporations/Individuals)

All customers, both corporate and individual, who use services provided by NTT Group

NTT Group's Approach	Methods of Engagement (examples)	Why We Engage
As we strive to be chosen as "Your Value Partner", each individual employee will strive for an even higher awareness of sustainability to provide safe, secure services that are high in quality and convenient from the customer's standpoint.	▶ Establish customer information service points ▶ Conduct customer satisfaction surveys ▶ Utilize website and social media	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.

Shareholders and Investors

Individual and institutional investors including the shareholders and creditors of NTT Group

NTT Group's Approach	Methods of Engagement (examples)	Why We Engage
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.	▶ General Meeting of Shareholders, earnings reports ▶ Explanatory presentation for individual investors ▶ Explanatory presentation for institutional investors ▶ Annual reports, etc.	We disclose information necessary for the shareholders and investors to make investment decisions and receive appropriate evaluations from them through communication with them, and refer to their opinions in the Group's management.

Employees (Employees, Their Families, and Retired Employees)

Employees who work at NTT Group and retired employees who support NTT Group's sustainability ideals

NTT Group's Approach	Methods of Engagement (examples)	Why We Engage
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.	▶ Conduct employee satisfaction surveys ▶ Regular interviews ▶ Dialogue between labor and management ▶ Establish corporate ethics helplines ▶ Hold sustainability conferences	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.

Local Communities

People in local communities who are connected to us through the core businesses of NTT Group companies

NTT Group's Approach	Methods of Engagement (examples)	Why We Engage
We will advance alongside local communities by implementing social contributions and disaster countermeasures through our ICT business.	▶ Support and collaboration through social contribution activities ▶ Negotiations with local residents on construction work, system development, and other activities ▶ Support through donations and sponsorships	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 various contributions through our ITC business.

Business Partners

Business partners who offer their cooperation in various ways as NTT Group provides its services

NTT Group's Approach	Methods of Engagement (examples)	Why We Engage
We will seek to work together to create and implement services that address a variety of social issues.	▶ Set up inquiry forms ▶ Disclose procurement policies and guidelines ▶ Conduct supplier surveys ▶ Provide briefings for suppliers	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.

ICT Companies and Industry Associations

Other ICT companies and people in industry associations who are striving to develop Japan's information and telecommunications

NTT Group's Approach	Methods of Engagement (examples)	Why We Engage
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.	▶ Participation in industry associations and related initiatives ▶ Participation in conferences	We will invigorate the entire industry and contribute to society by promoting development and progress in information and telecommunications.

Central Government and Administrative Agencies

Central and local governments and administrative agencies that make policy decisions on information and telecommunications, employment and the economy, the environment, and other issues

NTT Group's Approach	Methods of Engagement (examples)	Why We Engage
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.	▶ Response to laws and regulations ▶ Policy proposals ▶ Participation in joint projects between the government and private sector	We will respond to and comply with central and local government and administrative agency policies to carry out business activities in an appropriate manner, and contribute to resolving social issues faced by the Japanese people and local governments.

NGOs, NPOs, and Experts

NGOs, NPOs, and experts who are positioned within NTT Group's domain of activities including sustainability

NTT Group's Approach	Methods of Engagement (examples)	Why We Engage
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.	▶ Participation and collaboration with study groups and activities of each organization ▶ Dialogue ▶ Collaborative projects	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.