\*As of the end of June 2023

# Corporate Governance

Reinforcement of Governance for Sustained Growth –

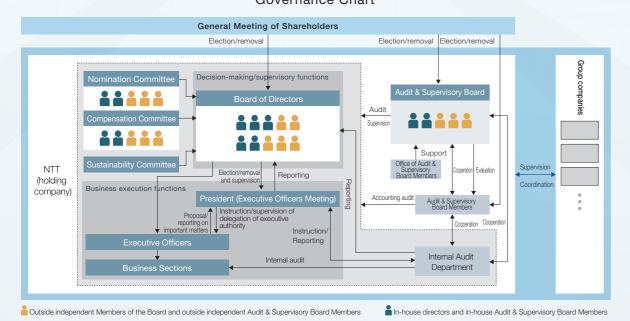
# **Basic Views of Corporate Governance**

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 an 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 directors, 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 an Audit & Supervisory Board are sufficiently effective to achieve this purpose.

# Governance Chart



#### Members of our Board



Jun Sawada
Chairperson and
Executive Director



Ken Sakamura

Outside Member of the



Akira Shimada

President and Chief Executive Officer



Yukako Uchinaga
Outside Member of the



Katsuhiko Kawazoe
Senior Executive Vice
President



Ryoji Chubachi
Outside Member of the



Senior Executive Vice



Koichiro Watanabe

Outside Member of the Board



Akiko Kudo

Member of the Board



Noriko Endo
Outside Member of the

\*As of the end of June 2023

#### Members of the Audit & Supervisory Board



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



Outside Audit &
Supervisory Board

Member



Coutside Audit &
Supervisory Board
Member

# Skill Matrix

		Field						
Name		Business Administration	Marketing/ Global Business	IT/DX/R&D	Law/Risk Management/ Public Policy	HR	Finance	
	Jun Sawada	•	•	•		•	•	
	Akira Shimada	•	•	2 - - -	•	•	•	
	Katsuhiko Kawazoe	•	•	•	•	•		
	Takashi Hiroi	•	•		•	•	•	
Director	Akiko Kudo	•	•	•				
Director	Ken Sakamura	•	•	•				
	Yukako Uchinaga	•	•	•				
	Ryoji Chubachi	•	•	•				
	Koichiro Watanabe	•	•				•	
	Noriko Endo	•		•	•			
Audit & Supervisory Board Member	Keiichiro Yanagi		•		•	•	•	
	Kanae Takahashi			•	•	•	•	
	Kensuke Koshiyama				•	•	•	
	Hideki Kanda				•	•	•	
	Kaoru Kashima				•	•	•	

(For background information and other details about the Directors and Audit & Supervisory Board Members, please see page 78.)

# **Board of Directors**

The Board of Directors comprises ten directors, including five outside independent Members of the Board (including two women) and five internal directors (including one woman), and accordingly, the ratio of outside independent Members of the Board is 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 Directors and Executive Officers on the status of business execution, the Board of Directors supervises the business execution of the Directors and Executive Officers.

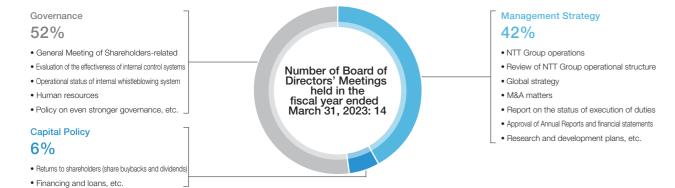
Each outside independent Member of the Board has extensive experience and a high level of integrity and insight.

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 directors, 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 issue, 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.

#### Details on Board of Directors Resolutions and Reporting Items



# Evaluation of the Effectiveness of the Board of Directors

#### Overview of Evaluation

Participants	All 10 Directors and all 6 Audit & Supervisory Board Members
Period	March 2023
Questionnaire Format	Anonymous surveys comprised 27 questions involving 4-level rankings as well as open-
	ended questions
	Roles and responsibilities of Directors and of the Board of Directors itself, composition of
Major Subjects	the Board of Directors, operation of the Board of Directors, support systems for outside
	Members of the Board
Describe Assurantian and	After aggregation by third-party organization and analysis by Board of Directors' organizing
Results Aggregation and	office, the results are shared and issues and improvement measures are discussed at Board
Analysis Method	of Directors' meeting

# **Evaluation Results**

NTT implements an evaluation of the effectiveness of the Board of Directors annually for the purpose of strengthening the governance of the top management through continuous improvement of effectiveness of the Board of Directors. The FY2022 evaluation results confirmed that the Board of Directors was sufficiently fulfilling its important role and responsibilities, with a majority of positive opinions for all of the questions.

In addition, through feedback sessions implemented to invigorate strategic discussions and to enhance discussions on important issues such as important matters related to corporate and Group management, including restructuring to strengthen our global business, and formulation of policies to further strengthen governance, all members expressed positive feedback. Therefore, we have evaluated that the effectiveness of the Board of Directors is being ensured.

# Audit & Supervisory Board

The Audit & Supervisory Board comprises three outside independent Audit & Supervisory Board Members (including one female member), who have experience and knowledge in a range of fields—as a university professor, and Certified Public Accountant—and two internal Audit & Supervisory Board Members (including one female member) for a total of five members. 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 Keiichiro Yanagi is a certified member of the Securities Analysts Association of Japan, while Auditor Kensuke Koshiyama has experience developed through his work at the Board of Audit 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, 2023, amid continued significant changes in management such as the restructuring of our global business, 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, the status of compliance, and stable provision of telecommunication services on the basis of the audit plan.

Audit & Supervisory Board Members, including outside independent 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 outside independent 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 Directors and Executive Officers, and to provide their opinions as needed.

In the fiscal year ended March 31, 2023, Audit & Supervisory Board Members met to exchange ideas and opinions with Representative Members of the Board, Outside independent Members of the Board and others 40 times about management issues and responses. In fiscal 2022, we held 26 Audit & Supervisory Board meetings (Kanae Takahashi and Takashi lida both attended all 26 meetings, Hideki Kanda and Kaoru Kashima both attended 25 out of 26 meetings, Keiichiro Yanagi and Kensuke Koshiyama both attended all 17 of their respective meetings, and Takao Maezawa attended all 9 of his respective meetings).

Moreover, separate from meetings of the Audit & Supervisory Board, the Audit & Supervisory Board Members Preliminary Deliberation Meeting was held 36 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 13 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, 2023, 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 65 times to inquire about and hold discussions on the status of progress on the Medium-Term Management Strategy, the status of corporate governance and initiatives to maintain and improve it, the status of compliance, and stable provision of telecommunication services, 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.

Additionally, with regard to coordination with related audit organizations and inspections, we have been handling matters through a combination of web conferencing systems and site visits to enhance the effectiveness of audits.

### Opinion Exchange Meetings Held

Opinion exchanges with Representative Members of the Board	40 times
Audit & Supervisory Board	26 times
Audit & Supervisory Board Member Preliminary Deliberation Meeting	36 times
Opinion exchange meetings with Accounting Auditors	11 times
Opinion exchange meetings with Internal Audit Department	13 times
Opinion exchange meetings with Representative Members of the Board and Audit & Supervisory Board Members from Group companies	65 times

# Message from an Outside Member of the Board





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 research and development and standardization activities for over 40 years on a computer system responsible for controlling various machines named TRON (The Real-time Operating system Nucleus), and have contributed to the realization of ubiquitous computing and IoT by openly and freely disseminating its achievements worldwide. Based on this experience, I have made suggestions primarily in the field of technology, including research and development, DX promotion, and social implementation of technology, at NTT's Board of Directors meetings.

The new medium-term management strategy, which has been publicized after discussions that also involved Outside Members of the Board, is well-balanced, incorporating growth areas like IOWN, AI, and robotics, as well as the public sectors unique to NTT, which supports the communications infrastructure that is the foundation of society. With regard to AI, I have recommended that the NTT Group comprehensively consider both the risks involved in using generative AI in operations and the risks that may affect the Group's performance and services if the utilization of generative AI does not progress. From the perspective of Japan's national security, I believe it is important to promote and strengthen the domestic development infrastructure for AI, and I think NTT is best suited to be the leading entity in this regard.

On the Nomination Committee and Compensation Committee, I have been supervising strategy formulation and execution by the management team by giving suggestions regarding the appointment of officers, succession planning, and remuneration systems, while also conducting appropriate evaluations. Going forward, by offering advice and oversight from a neutral position as an outside independent Member of the Board, I aim to contribute to NTT Group's sustainable growth as it takes on the challenge of new technologies like IOWN and continues to create value.



Outside Independent Member of the Board

#### Yukako Uchinaga

Assumed the position of Outside Member of the Board of the Company in June 2022 Due to advancements in technology, business models are undergoing rapid changes. To thrive in such an environment, it is insufficient to run a company solely with individuals who share the same values. Rather, it is essential to incorporate fresh perspectives and value systems through the promotion of diversity, thereby driving innovation forward. I became the first female Board Member at IBM Japan. While there, I established the NPO Japan Women's Innovative Network and have worked hard to promote diversity management at companies.

Within NTT's Board of Directors, I contribute to informed decision-making by offering insights and recommendations that cover not just a human resources strategy inclusive of diversity, but also global business development with a conscious regard for our relationships and positioning vis-a-vis competitors worldwide, as well as assured responses to risks associated with global governance.

Given that Japan stands at 125th out of 146 countries in the World Economic Forum's (WEF) "Gender Gap Index" for 2023, it appears that many Japanese companies have yet to fully grasp the core essence of promoting diversity. Given the context, I commend the various initiatives that the NTT Group has undertaken, including the promotion of active roles for women, foreign nationals, and external talent, as well as the implementation of a remote work standard system to enhance flexibility in living location. For fiscal 2022, the percentage of women newly promoted to management positions narrowly missed the 30% target. I sincerely hope that this goal will be achieved in fiscal 2023.

As an outside Member of the Board, it is equally crucial for me to support the company in taking calculated risks. Going forward, I aim to leverage my past experience and continue to contribute to the proper business operations of the NTT Group and medium- to long-term corporate value enhancement through vigilant oversight of decision-making and business execution from an independent, 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 After joining Sony as an engineer and subsequently leading the company as a manager, I took the helm of a national research institute as the Chairman of the National Institute of Advanced Industrial Science and Technology. Drawing on this experience, I have been conducting management oversight at NTT through Board of Directors and exchanges with the representative directors, offering opinions on research and development and competition policies, as well as giving advice on timely and appropriate responses during major telecommunications failures and monitoring executive performance, all with the goal of achieving sustainable growth.

NTT Group is engaged in a wide range of research and development activities, from basic research to practical applications. IOWN, which is also the title of our new medium-term management strategy, is a groundbreaking next-generation network that is not only eco-friendly, but also crucial for strengthening Japan's industrial competitiveness. I greatly appreciate the direction given for continued investment to accelerate the manufacturing and practical application of photonics-electronics convergence devices as part of the IOWN initiative under the slogan from concept to implementation.

I also commend the bold 1:25 stock split announced concurrently with the new medium-term management strategy as a progressive initiative. This reduces the investment per unit and makes it easier for people across various age groups to purchase shares. I look forward to NTT leading changes in the Japanese stock market. I plan to continue to encourage the realization of medium-term management strategies by leveraging my experience in corporate management to make proactive suggestions and monitor management from a medium- to long term perspective.



Outside Independent Member of the Board

#### Koichiro Watanabe

Assumed the position of Outside Member of the Board of the Company in June 2022 Drawing on my experience in corporate management at Dai-ichi Life Insurance and as the Chairman of the Central Council for Education under the Ministry of Education, Culture, Sports, Science and Technology, I have been making suggestions to management while actively participating in decision-making as needed, particularly with regard to the effects of investments and the risks of new funding projects, confirming the appropriateness of capital policies, and strengthening human capital, all in an effort to strengthen the competitiveness of the NTT Group.

The prolonged COVID-19 crisis and Russia's invasion of Ukraine have highlighted various issues in Japan, such as food and energy self-sufficiency problems and the slow social implementation of DX. To cope with these changes to the social structure, human resources are indispensable, and human resource development is becoming ever more important. Given the circumstances, I think it is very commendable that NTT has clearly stated in its new medium-term management strategy its commitment to enhancing support for autonomous career development and expanding human investment to support business growth.

This past July, as an outside Member of the Board of NTT, I had meetings with institutional investors and discussed the current understanding of IOWN, the aim of the newly launched growth strategy focusing on EBITDA, and initiatives aimed at improving employee engagement scores, among other things. I will continue to contribute to the sustainable growth and improvement of corporate value of the NTT Group through proactive suggestions based on my independence as an outside Member of the Board and experience in corporate management, always keeping in mind the voices of shareholders and investors at Board of Directors meetings and other forums.



Outside Independent Member of the Board

#### Noriko Endo

Assumed the position of Outside Member of the Board of the Company in June 2022 After contributing to economic journals in the electronics and IT sectors, as well as engaging in research activities at the University of Tokyo, I am now focusing on research projects about energy policy and economic security at Keio University. Energy and environmental policies are not merely important national issues that influence the macroeconomy through fuel resource trading; they also significantly impact industrial and corporate competitiveness, further reverberating back to the macroeconomy.

The NTT Group has publicly announced in its new medium-term management strategy, "NTT Green Innovation Toward 2040," its aim to achieve carbon neutrality by the year 2040. This goal includes efforts for Scope 1 and 2 emissions, with the intention of expanding into Scope 3. To promote the use of renewable energy, the NTT Group is proactively investing in companies specializing in renewable energy development. In the Board of Directors meetings, I thoroughly scrutinize each investment opportunity's scale, the appropriateness of the investment amount, and the associated risks before offering my endorsement, thus fulfilling my role as an outside Member of the Board.

I believe that the technological and R&D capabilities of the NTT Group are not only at an exceptionally high level in Japan, but also globally. I am convinced that, if harnessed effectively, these strengths will offer competitive advantages as we develop our services and business activities. Leveraging my insights as a researcher in industrial policy and science and technology policy, I intend to offer my feedback and advice while also properly overseeing the execution of business operations, thereby contributing to the sustainable growth of the NTT Group.

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# 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 Directors, 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. As of the end of fiscal 2022, 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. As of the submission date of this report, there have been no changes in the members or chairpersons of both committees who oversee meeting operations and agenda setting. In each committee, resolutions are made with the approval of the majority of the attendance of more than half of the committee members

During fiscal 2022, the Nomination Committee convened five times, and the Compensation Committee once, engaging in robust discussions on matters such as the appointment of officers, succession planning, and the nature of the executive compensation system (all committee members were present at all meetings).

Nomination Committee and Compensation Committee Composition



Nomination Committee	Preliminary Deliberation Items	Policies with respect to the appointment and dismissal of directors and executive officers of the whole group, and the nomination of candidates		
		2. Matters related to the appointment and dismissal of Directors		
		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 Directors		
		5. Selection and dismissal of the Chairman		
		6. The order of Directors 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 Directors and assignment of employee duties		
		8. Appointment and dismissal of executive officers and assignment of duties		
		<ol> <li>In addition to the foregoing matters, other nomination-related matters regarding directors, executive officers and others, for which the committee receives requests for deliberation from the Board of Directors</li> </ol>		
	Specifically Delegated Items	Nomination-related matters regarding directors, executive officers and others, for which the committee receives requests for deliberation from the Board of Directors		
Compensation Committee	Preliminary Deliberation	Policies for determining compensation of directors and executive officers, and composition and levels of compensation		
Committee	Items	2. In addition to the foregoing matters, other compensation-related matters regarding directors and executive officers, for which the committee receives requests for deliberation from the Board of Directors		
	Specifically Delegated	Ratios, calculation methods and amounts of compensation for each individual directors and executive officers		
	Items	2. Other matters that are specifically delegated by the Board of Directors regarding the determination of compensation-related decisions of directors and executive officers		

# **Board Member Compensation**

#### **Board Member Compensation Determination Policy and Process**

Regarding the composition and level of compensation for directors of NTT under the Determination Policy, in order to secure objectivity and transparency, NTT established the Compensation Committee, comprising five directors, including three outside independent 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.

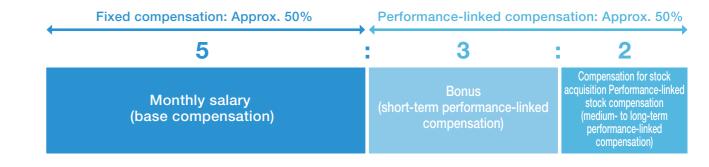
Compensation of individual directors (excluding outside Members of the Board) consists of a monthly salary (base salary) and a bonus (compensation related to performance over the short term), NTT stock purchase through Board Members Shareholding Association and performance-linked stock compensation (compensation 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 buybacks and performance-linked stock compensation (medium- to long-term performance-linked compensation): NTT shares shall be purchased through the Board Members Shareholding Association by means of monthly stock acquisition compensation. Purchased shares are to be held by the Members of the Board throughout their terms of office.

For the performance-linked 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.

Regarding performance-linked stock compensation, given that the target year for the medium-term management strategy announced in November 2018 is fiscal 2023, Earnings Per Share (EPS) will continue to serve as the performance indicator.

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 monthly salary only, for the same reasons as those cited above with respect to outside Members of the Board.



#### Bonus Performance Indicators

Category	Performance Indicators	Evaluation Weight	Evaluation method	FY2021 Results	FY2022 Results
Financial indicators	al indicators EPS (earnings per share)		Year-on-year improvement	¥329	¥348
Category	Performance Indicators	Evaluation Weight	Evaluation method	FY2022 Targets	FY2022 Results
Figure 2.1	Operating profit	35%		¥1.82 trillion	¥1.829 trillion
Financial	Overseas operating profit margin	10%		7.0%	7.2%
indicators	ROIC (return on invested capital)	5%	-	7.6%	7.4%
Sustainability indicators	Greenhouse Gas Emissions	5%	Achievement of targets	3.075 million tons or less	2.534 million tons
	Amount of B2B2X Revenues	5%	_	¥600.0 billion	¥815.4 billion
	New Female Manager Promotion Rate	5%		30%	29.7%

(Notes) 1. The Earnings Per Share (EPS) figures are presented based on amounts before taking into account the impact of the 25-for-1 stock split of common stock, effective as of July 1, 2023.

- 2. The scope of aggregation for the overseas operating profit margin is subsidiaries of NTT, Inc. at the time the medium-term management strategy was established (NTT DATA Corporation's overseas operations, NTT Ltd., NTT Communications' overseas operations, etc.). In addition, operating profit is calculated while excluding temporary expenses, such as M&A-related depreciation costs of intangible assets.
- 3. The target for GHG emissions is GHG protocol Scope 1 + 2.

  4. The scope of B2B2X earnings includes the Integrated ICT Business Segment, the Regional Communications Business Segment, and the Global Solutions Business Segment.
- 5. The scope for the percentage of women newly promoted to management positions includes six major domestic companies: NTT, NTT DOCOMO, NTT Communications, NTT

Additionally, starting from fiscal 2023, for the performance indicators associated with bonuses, we plan to introduce EBITDA as part of the financial indicators. This shift aligns with our new medium-term management strategy, which places greater emphasis on growth and cash generation capabilities than before. As for sustainability indicators, we incorporated Engagement Rate, aimed at fostering an environment where employees, the source of revenue generation, can elevate their expertise and experience both growth and job satisfaction.

Category	Performance Indicators	Evaluation Weight	Evaluation method	FY2022 Results
Financial indicators	EBITDA	25%	Year-on-year improvement	¥3.2902 trillion
FII Idi ICidi II IdiCators	EPS (earnings per share)	10%		¥348
Sustainability indicators	Engagement rate	2.5%	improvement	57%
Category	Performance Indicators	Evaluation Weight	Evaluation method	FY2023 Targets
	EBITDA	25%		¥3.39 trillion
Financial indicators	Operating profit	10%	Achievement of targets	¥1.95 trillion
Financial indicators	Overseas operating profit margin	10%		8.3%
	ROIC for existing areas	5%		8.3%
	Greenhouse Gas Emissions	5%		2.466 million tons
Sustainability indicators	New Female Manager Promotion Rate	5%		30%
	Amount of B2B2X Revenues	2.5%		¥870 billion

- 1. The Earnings Per Share (EPS) figures are presented based on amounts before taking into account the impact of the 25-for-1 stock split of common stock, effective as of July 1, 2023.
- 2. The scope of aggregation for engagement rate is approximately 100 domestic Group companies (in the future, we plan to expand the scope to include overseas Group companies).
- 3. The scope of aggregation for overseas operating profit margin is NTT DATA Group consolidated. Calculation excludes temporary expenses, such as M&A-related amortization of intangible fixed assets.
- 4. Existing areas refer to NTT DOCOMO's consumer telecommunications businesses, NTT East and NTT West.
- 5. GHG emissions are for GHG protocol Scope 1 + 2.
- 6. The scope of aggregation for new female manager promotion rate is six major domestic Group companies (NTT, NTT DOCOMO, NTT Communications, NTT East, NTT West, and NTT DATA Japan).
- 7. The scope of aggregation for B2B2X revenues is the Integrated ICT Business Segment, the Regional Communications Business Segment, and the Global Solutions Business Segment.

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NTT Group Corporate Governance Sustainability

Philosophy Message from the CEO

### Member of the Board

### Jun Sawada

#### Chairman of the Board

Years Served as Member of the Board9
Shares Owned43,300
(1,082,500*)

April 1978: Joined Nippon Telegraph and Telephone Public Corporation June 2008: Senior Vice Presiden Executive Manager of Corporate Strategy Planning Department Member of the Board of NTT Communications Corporation June 2011 - Executive Vice President

Executive Vice resolutions:
Executive Manager of Corporate Strategy Planning Department Member of the Board of NTT Communications Corporation Senior Executive Vice President
Executive Manager of Corporate Strategy Planning Department

Representative Member of the Board of NTT Communications June 2013: Senior Executive Vice President

entative Member of the Board of NTT Communications

Representative Member of the Board of the Company

June 2016: Director and President, Chief Executive Officer of NTT Security

June 2018: President and Chief Executive Officer Representative Member of the Board of the Company August 2018: President and Chief Executive Officer Representative Member of the Board of NTT. Inc.

Representative Member of the Board

June 2020: President and Chief Executive Officer
Representative Member of the Board of the Company
June 2022: Chairman and Representative Member of the Board of the
Company (present post)

Takashi Hiroi

#### Akira Shimada

# Representative Member of the Board

Chief Executive Officer (CEO) .... 28,908 (722,700\*)

April 1981: Joined Nippon Telegraph and Telephone Public Corporatio June 2007: Vice President of Corporate Strategy Planning of the Company July 2007: General Manager of the Accounts and Finance Department of July 2007: General manager of the Accounts and Inlande Department of Nippon Telegraph and Telephone West Corporation
July 2009: General Manager of the General Affairs and Personnel
Department of Nippon Telegraph and Telephone East Corporation
June 2011: Senior Vice President
General Manager of the General Affairs and Personnel
Department

Member of the Board of Nippon Telegraph and Telephone East

June 2012: Senior Vice President

Head of the General Affairs Member of the Board of the Company Member of the Board of Nippon Telegraph and Telephone West June 2015: Executive Vice President

Member of the Board of the Company June 2018: Senior Executive Vice President
Representative Member of the Board of the Company

August 2018: Member of the Board of NT, Inc.
October 2018: Senior Executive Vice President of NTT, Inc.
June 2020: Senior Executive Vice President
Representative Member of the Board of the Company
June 2022: President and Chief Executive Officer
Representative Member of the Board of the Company
(orsect pacif.)

June 2022: President and Chief Executive Office Representative Member of the Board of NTT, Inc.

#### Katsuhiko Kawazoe

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

Years Served as Member of the Board (Excluding past tenure as a Director) · .. 15 000 Shares Owned ··· (375,000\*)

April 1987: Joined the Company August 2003: Senior Research Engineer of the Cyberspace Laboratories of the Cyber Communications Laboratory Group of the Company October 2007: Senior Research Engineer of the Cyber Solutions Laboratories of the Cyber Communications Laboratory Group of the Vice President of Research and Development Planning of the July 2008: July 2014: Head of the Service Innovation Laboratory Group of the npany, rvice Evolution Research Laboratory of the Company

Company

June 2018: Senior Vice President, head of Research and Development and Member of the Board of the Company June 2020: Executive Vice President, Head of Research and Development

Planning of the Company
June 2022: Senior Executive Vice President, Representative Member of the Board of the Company (present post)

# Akiko Kudo Member of the Board

Senior Executive Vice President In charge of business strategy Years Served as Member of the Board -Chief Financial Officer (CFO) Shares Owned ··· Chief Compliance Officer (CCO) Chief Human Resource Officer (CHRO)

# Years Served as Member of the Board (Excluding past tenure as a Director)... Shares Owned .....

#### Brief Career Summary

April 1986: Joined the Company May 2005: Vice President of Medium-Term Corporate Business Strategy of the Company June 2008: Vice President of Strategic Business Development of the

Company

July 2009: Vice President of Corporate Strategy Planning of the Company

July 2009: Vice President of Corporate Strategy Planning of the Company June 2014: Head of Finance and Accounting of the Company June 2015: Senior Vice President; Head of Finance and Accounting, Member of the Board of the Company June 2020: Executive Vice President; General Manager of Accounts and Finance Department; Member of the Board of Directors of NTT DOCOMO, INC. December 2002: Senior Executive Vice President; Representative Member of the Board of Directors of NTT DOCOMO, INC.

June 2022: Representative Member of the Board, Senior Executive Vice President of the Company (present post)

# Senior Vice President

# Brief Career Summary

April 1990: Joined the Company June 2014: Head of Public Relations of Corporate Planning of NTT Communications Corporation

July 2016: Director of Tokai Branch of West Japan Sales Division of NTT Communications Corporation

June 2019: Senior Vice President, Head of Fifth Sales Division of April 2020: Deputy Senior Vice President of Fourth Business Solutions

April 2020: Deputy Senior Vice President of Fourth Business Solutions
Department of Business Solution Division of
NTT Communications Corporation
June 2020: Senior Vice President, Head of Public Relations,
Deputy Head of Business Strategy of the Company
June 2022: Senior Vice President, Executive Manager of the New Business
Promotion Department, Member of the Board of the Company
June 2022: \*Executive Officer, Smart City LIC present post.\*

June 2022: Executive Officer, Smart City LLC (present post)
June 2023: Senior Vice President, Head of Alliance Department, Research
and Development Market Strategy Division, Member of the Board of the Company (present post)

#### Ken Sakamura

#### Outside Member of the Board

Years Served as Member of the Board · ... 2 000 (50,000\*)

of the University of Tokyo nuary 2002: Director of YRP Ubiquitous Networking Laboratory (present post April 2009: Director of Institute of Infrastructure Application of Ubiquitous Computing of the Interfaculty Initiative in Information Studies of the University of Tokyo

Toyo University (present post) June 2017: Emeritus Professor of the University of Tokyo (present post)
June 2019: Member of the Board of the Company (present post)
August 2019: President of Association for IoT Services Coordination

# Yukako Uchinaga

#### Outside Member of the Board

Years Served as Member of the Board ··· Shares Owned ···

# Brief Career Summary

Brief Career Summary
July 1971: Joined IBM Japan, Ltd.
April 2004: Director and Senior Executive Officer, IBM Japan, Ltd.
April 2007: Technical Advisor of IBM Japan, Ltd.

April 2007: Iechnical Advisor of IBM Japan, Ltd.
April 2007: Board Chair, Japan Women's Innovative Network,
a non-profit organization
April 2008: Representative Director, Chairman of the Board,
President & CEO of Berlitz Corporation
June 2008: Director, Sony Corporation (now the Sony Group Corporation)
October 2009: Director and Executive Vice President, Benesse Holdings, Inc.
April 2013: Hongrary Chairman Reality Corporation

April 2013: Honorary Chairman, Berlitz Corporation May 2013: Director, AEON, Co., Ltd.

June 2013: Director, HOYA CORPORATION (Chairperson of the Audit Committee)
September 2013: President and CEO, Globalization Research Institute, Inc.

(present post)
March 2014: Director, DIC Corporation

June 2018: Director, Teijin Limited

Member of the Advisory Board, Teijin Limited

June 2021: Director, SINTOKOGIO, LTD. (present post)
June 2022: Member of the Board of the Company (present post)
July 2022: Chairperson and Representative Director, Japan Women's vative Network a non-profit organization (present post

# Ryoji Chubachi

# Outside Member of the Board

Years Served as Member of the Board ··· Shares Owned ···

### **Brief Career Summary**

April 1977: Joined Sony Corporation (now the Sony Group Corporation)
June 2005: President, Representative Corporate Executive Officer and
Member of the Board of Sony Corporation Member of the Board of Sony Corporation

April 2009: Vice Chairman, Representative Corporate Executive Officer
and Member of the Board, Sony Corporation

April 2013: President of National Institute of Advanced Industrial Science
and Technology (incorporated administrative agency;
currently the National Research and Development Agency)

June 2018: Director, JAPAN POST BANK Co., Ltd.

April 2020: Crayed Empetiture Advisor of Marional Institute of
Crayed Empetiture Advisor of Marional Institute of April 2020: Grand Emeritus Advisor of National Institute of Advanced Industrial Science and Technology (present post) June 2022: Member of the Board of the Company (present post)

## Koichiro Watanabe

#### Outside Member of the Board

Years Served as Member of the Board ... Shares Owned ···

### **Brief Career Summary**

April 1976: Joined The Dai-ichi Mutual Life Insurance Company April 2010: Representative Director and Prosident of Representative Director and President of The Dai-ichi Mutual Life Insurance Company, Limited Representative Director and President of The Dai-ichi Life Holdings, Inc. Representative Director and President of The Dai-ichi Life Insurance Company, Limited (a new company that took over

April 2017: Chairman of the Board and Representative Director of The Dai-ichi Life Holdings, Inc.

April 2017: Chairman of the Board and Representative Director of The Dai-ichi Life Insurance Company, Limited March 2018: Member of the Board, Japan Tobacco Inc.

March 2018: Member of the Board, Japan Tobacco Inc.
June 2020: Director, Chairman of the Board of Dai-ichi Life Holdings, Inc.
June 2020: Director, Chairman of the Board of The Dai-ichi Life
Insurance Company, Limited
June 2022: Member of the Board of Company (present post)
April 2023: Director of Dai-ichi Life Holdings, Inc.
April 2023: Special Advisor of The Dai-ichi Life Insurance Company,
Limited (present post)

Limited (present post)

Brief Career Summary

April 2000: Professor of the Interfaculty Initiative in Information Studies and October 2014: President of Vializing Local Economy Organization by Open Data & Big Data (now the Organization for Vitalization of Local Economy by Digital transformation) (present post) April 2017: Professor and Dean of Faculty of Information Networking for Innovation and Design of Toyo University Head of Collaboration Hub for University and Business of Toyo University Library 1914.

Akira Shimada Representative Member of the Board

Chief Executive Officer (CEO)

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

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

Senior Executive Vice President Head of Business Strategy In charge of Economic security

# Keiichiro Yanagi

#### Audit & Supervisory Board Member

Years Served as Audit & Supervisory Board Member · · · 1 Shares Owned ·· (32,500\*)(5,000\*)

#### **Brief Career Summary**

April 1984: Joined Nippon Telegraph and Telephone Public Corporation April 2009: President and Representative Director of NTT DATA Getronics Corporation (currently NTT DATA Luweave

June 2012: Head of General Affairs Department of NTT DATA Corporation July 2013: Senior Vice President, Head of Second Financial Sector of NTT DATA Corporation

NTT DATA Corporation

June 2016: Director and Executive Vice President, Head of General Affairs

Department, concurrently serving as Head of Human Resources

Department of NTT DATA Corporation

July 2017: Director and Executive Vice President, Head of HR

Headquarters, concurrently serving as Head of General Affairs

Department of NTT DATA Corporation

June 2018: Representative Director and Senior Executive Vice President,

Concurrently, serving as Head of BR Beadquarters of

Audit & Supervisory Board Member

concurrently serving as Head of HR Headquarters of NTT DATA Corporation June 2020: Executive Advisor of NTT DATA Corporation

June 2020: CEO and President of NTT DATA INSTITUTE OF MANAGEMENT CONSULTING, Inc.

June 2022: Audit & Supervisory Board Member of the Company

# Kanae Takahashi

#### Audit & Supervisory Board Member

Years Served as Audit & Supervisory Board Member · · · 3 Shares Owned ·· (182,500\*)

Corporate

Governance

Brief Career Summary April 1987: Joined the Company July 2013: Deputy Head of the Internal Control Office of the General

Department of the Company
Head of the Internal Control Office of the General Affairs
Department of the Company June 2016: Executive Manager of the Kanagawa Division and Manager of

the Kanagawa Branch of the Kanagawa Divisio Member of the Board of Nippon Telegraph and Telephone Executive Manager of the Kanagawa Division and Manager of

the Kanagawa Branch of the Kanagawa Divi: Member of the Board of NTT EAST-MINAMI

Mention of the Board of NTT EAST-MINAMI KANTO CORPORATION Executive Vice President Executive Manager of the Corporate Strategy Planning and the NW Facilities Business Departmen Member of the Board of NTT InfraNet Co., Ltd.

June 2020: Auditor, NTT, Inc. (now NTT DATA Inc.) (present post)

June 2020: Full Time Audit & Supervisory Board Member of the Company

# Kensuke Koshiyama

#### Audit & Supervisory Board Member

Years Served as Audit & Supervisory Board Member · · · 1 Shares Owned -

Philosophy Message from the CEO

Noriko Endo

Shares Owned ···

Brief Career Summary

Outside Member of the Board

Years Served as Member of the Board ...

Brief Career Summary
June 1994: Joined DIAMOND Inc.
April 2004: Concurrently served as Director of Kyushu University and
Head of Tokyo Office
March 2006: Deputy Editor-In-Chief of Diamond Weekly of DIAMOND Inc.
September 2013: Visiting Researcher at Policy Alternatives Research Institute of

the University of Tokyo April 2015: Project Professor of Graduate School of Media and

April 2020: Project Professor of Kelo University Global Research I (present post)

March 2021: Director of Techpoint, Inc. (present post)
June 2021: Director of Japan Elevator Service Holdings Co., Ltd.

(present post)

June 2022: Member of the Board of the Company (present post)

Governance of Keio University

July 2018: Director of AIN HOLDINGS INC. (present post) June 2019: Director of Hankyu Hanshin Holdings, Inc. (present post) April 2020: Project Professor of Keio University Global Research Inst

June 2016: Director, NTT DOCOMO, INC

Brief Career Summary
April 1984: Joined Board of Audit of Japan
December 2016: Senior ASG of Secretariat of Board of Audit of Japan

April 2017: Director-General of 2nd Bureau of Board of Audit of Japan April 2018: Deputy Secretary-General of Board of Audit of Japan December 2018: Secretary-General of Board of Audit of Japan
June 2022: Full-Time Audit & Supervisory Board Member of the Compan

# Hideki Kanda

#### Outside Audit & Supervisory Board Member

Years Served as Audit & Supervisory Board Member · · · 4 Shares Owned ··

#### Brief Career Summary

(present post)

April 1977: Research Assistant of Faculty of Law of the University of Tokyo April 1980: Lecturer of Faculty of Law of Gakushuin University April 1982: Associate Professor of Faculty of Law of Gakushuin University April 1988: Associate Professor of Faculty of Law of the University of Toky April 1991: Associate Professor of Graduate Schools for Law and Politics of

April 1991: Associate Professor of Graduate Schools for Law and Politics of the University of Tokyo

May 1993: Professor of Graduate Schools for Law and Politics of the University of Tokyo

April 2016: Professor of Professional School of Law (Law School) of Gakushini University (present post)

June 2016: Emeritus Professor of the University of Tokyo (present post)

June 2017: Director of Sumitomo Mitsui Trust Bank, Limited (present post) June 2019: Outside Audit & Supervisory Board Member of the Company

#### Kaoru Kashima

#### Outside Audit & Supervisory Board Member

Years Served as Audit & Supervisory Board Member · · · 4

November 1981: Joined Showa Audit Corporation (currently Ernst & Young ShinNihon LLC)

April 1985: Registered as a certified public accountant (registration

June 1996: Partner of Showa Ota & Co.

July 2012: General Manager of Knowledge Headquarters Managing

June 2019: Outside Audit & Supervisory Board Member of the Company
Com

(present post)
June 2019: Director of Sumitomo Mitsui Trust Bank, Limited
March 2020: Audit & Supervisory Board Member of Kirin Holdings Company, Limited (present post)

June 2021: Director of Sumitomo Mitsui Trust Holdings, Inc. (present post)

# **Executive Officers**

President

Katsuhiko Kawazoe Representative Member of the Board

#### Takashi Hiroi

Representative Member of the Board

#### Tadao Yanase

Chief Business Development Officer (CBDO)

Head of Research and Development Market Strategy Division

Member of the Board

Kei Ikeda

#### Kvoko Yamamoto Senior Vice President

Makiko Sekine Senior Vice President Head of Public Relations

Senior Vice Presiden Head of Internal Audit

Shares Owned ···

#### Brief Career Summary

June 1996: Parther of Showa Ota & Co.
(currently Ernst & Young ShinNihon LLC)
June 2002: Senior Parther of ShinNihon & Co.
(currently Ernst & Young ShinNihon LC)
July 2006: In charge of personnel of HR Development Headquarters of
ShinNihon & Co.
September 2010: Managing Director of Ernst & Young ShinNihon LLC In charge of
Corporate Culture Promotion Office In charge of
Public Relations Office

Little 2012: General Managing of Knowledge Headquarters Managing

Sachiko Oonishi

# Akiko Kudo

Senior Vice President Head of Alliances, Research and Development Market Strategy Division

### Senior Vice President Head of Technology Planning

Head of General Affairs

# Natsuko Fuiiki

Head of Research and Development Planning, Research and Development Market Strategy Division Toshihiko Nakamura

Shingo Kinoshita

#### Senior Vice President Head of Finance and Accounting

#### Akitoshi Hattori Senior Vice Presiden Head of Corporate Strategy Planning

Minako Tsumenaga Senior Vice Presiden Head of Market Planning & Analysis

#### Ken Katsuvama Senior Vice President

Head of Global Business

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# Stakeholder Engagement

NTT Group delivers products and services to a diverse set of stakeholders worldwide, and its value chain is expanding on a global scale and becoming increasingly complex each year. Given these developments, there is also a diversification in what our stakeholders expect and require from our business. It is crucial to accurately grasp and incorporate these demands and expectations into our operations through stakeholder engagement.

### Customers (Corporations and Individuals)

All individuals and corporations making use of NTT Group's services

### NTT Group's Approach

In our aspiration to be "Your Value Partner," every employee upholds a high level of awareness toward sustainability and is committed to delivering high-quality, convenient, and secure services from a customer's perspective.

### Methods of Engagement (Examples)

- ► Establishment of a point of contact for customer inquiries
- Implementation of customer satisfaction surveys
- Utilization of websites and social media

# Reasons for Engagement

The objective is to understand our customers' needs and positions to deliver higher-quality services and products. This will not only improve customer satisfaction, but also position NTT Group as "Your Value Partner."

#### Shareholders and Investors

All individual and institutional investors, including shareholders and creditors of the NTT Group

#### NTT Group's Approach

We are committed to maintaining a sound financial structure while enhancing corporate value and providing returns to our shareholders. Additionally, we are dedicated to the timely, accurate, and fair disclosure of all information related to the Group.

### Methods of Engagement (Examples)

- Shareholder Meetings and financial results announcements
   Hosting individual investor
- seminarsHosting institutional investor seminars
- ▶ Issuance of annual reports

### Reasons for Engagement

The purpose is to provide information essential for investment decisions through communication with our shareholders and investors, receive appropriate evaluations, and also consider your opinions as references in our group management.

### Employees (Employees, Families, Retirees)

Employees working in the NTT Group and their families, as well as retirees who support the NTT Group's sustainability

### NTT Group's Approach

We are committed to creating a workplace where a diverse range of employees can work with peace of mind, and we engage in a variety of measures to allow them to maximize their capabilities and find fulfillment in both work and life. Communication with retirees is also highly valued.

### Methods of Engagement (Examples)

- ► Implementation of employee
- satisfaction surveys
  Regular one-on-one meetings
- Dialogue between labor and
- managementEstablishment of the Corporate Ethics Help Line
- ▶ Hosting of sustainability conferences

# Reasons for Engagement

We aim to provide a supportive work environment and support for the livelihood of our employees so that each employee can fully utilize their skills and approach their work with a high awareness of CSR.

# **Local Communities**

Local communities engaged with the NTT Group through our business activities

#### NTT Group's Approach

We are committed to moving forward with local communities by contributing to society and engaging in disaster management through our business activities.

#### Methods of Engagement (Examples)

- Conducting supportive and collaborative activities through social contributions
- Negotiations with local residents regarding construction and infrastructure projects
- Support through donations and sponsorships

# Reasons for Engagement

Our objective is to contribute to prosperous local communities through our business by understanding and tackling the challenges they face.





### **Business Partners**

All the business partners who provide various forms of cooperation in delivering NTT Group's services

### NTT Group's Approach

We strive to collaboratively create and develop services aimed at resolving various social issues.

### Methods of Engagement (Examples)

- ▶ Setting up an inquiry form
- Disclosure of procurement policies and guidelines
   Implementation of supplier-
- focused questionnaires
- Hosting of supplier briefing sessions

# Reasons for Engagement

Our aim is to procure products that are considerate of the environment and human rights, and to build fair partnerships. By doing so, we fulfill our corporate social responsibilities and aim for sustained growth together with our business partners.

# **Competitors and Industry Associations**

All those engaged in ICT services like the NTT Group, and industry associations dedicated to the advancement of information and communication technology

#### NTT Group's Approach

We include a global market perspective in deepening our collective discussions about the state and strategies of the information and communication industry. We work to address various societal issues through these discussions.

## Methods of Engagement (Examples)

 Participation in industry organizations and initiatives
 Attendance at conferences, etc.

## Reasons for Engagement

Our aim is both to promote overall vitality within the industry and to contribute to society through the development and advancement of information and communications technology.

# **National and Government Agencies**

Agencies governing policies in fields like information and communications, employment, economy, and environment at the national, administrative, and local government levels

### NTT Group's Approach

In line with the policies of national, administrative, and local governments, we will fulfill our responsibilities as a key player in the information and communications industry.

### Methods of Engagement (Examples)

- Compliance with laws and regulations
- Policy recommendations
- Participation in public-private partnership projects

#### Reasons for Engagement

We aim to properly comply with the policies, laws, and regulations set forth by national, administrative, and local governments and conduct appropriate business activities, and contribute to solving the societal issues these governments and citizens face.

### NGOs, NPOs/Experts

NGOs, NPOs, and experts focused on the domains where the NTT Group operates, including sustainability

# NTT Group's Approach

We aim to leverage the specialized knowledge and experience of NGOs, NPOs, and experts in the information and communications industry, contributing to the creation of a sustainable society.

#### Methods of Engagement (Examples)

- Participation and collaboration in study groups and activities conducted by various organizations
- Conducting dialogue
- ► Carrying out collaborative projects

### Reasons for Engagement

The goal is to carry out appropriate and effective business activities by gaining specialized insights from NGOs, NPOs, and experts, as the services provided by the NTT Group extend beyond just information and communications to broader fields.