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

**CSR Message**

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

**CSR Theme**

**Enrich Society**

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

**Safety and Security**

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

**Protect Environment**

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

**United NTT**

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

**NTT Group CSR Charter**

https://www.ntt.co.jp/csr_e/groupcsr/csr_policy.html
NTT Group Initiatives toward Achieving the Sustainable Development Goals (SDGs)

NTT Group has worked to resolve issues in society and has contributed to the achievement of a sustainable society through products and services that utilize ICT. In recent years, however, global-scale societal issues have become more severe, making Group-wide initiatives to resolve these all the more important.

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

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

We will continue building our momentum toward achieving the SDGs through a variety of initiatives. We will do our best to do so not only through the use of our own products and services, but also by realizing a smart world and Society 5.0 through collaboration with partners on technologies and knowledge.
In revising the NTT Group CSR Charter and reviewing the CSR Priority Activities, we took the following steps based on the principles and processes regarding material issues in the GRI G4 Sustainability Reporting Guidelines.

### 3 STEPS for Materiality

#### STEP 1 Identify CSR Issues
We identified 41 CSR Issues based on due consideration of GRI and other guidelines, external assessment of ESG aspects and new social requirements such as the SDGs.

#### STEP 2 Assign Priorities
We assigned priorities to the CSR Issues identified in Step 1 based on the two axes of “relevance to stakeholders” and “relevance to NTT Group” to identify the 18 NTT Group CSR Priority Activities representing the materiality that drives our CSR efforts.

#### STEP 3 Confirm Validity
The validity of the CSR Priority Activities was confirmed by the Group CSR Committee and CSR Committees.

### STEP 1 Identify CSR Issues
We identified 41 CSR Issues based on extensive consideration of various guidelines, including the GRI G4 and ISO 26000 (social responsibility) guidelines, external ESG assessments, such as the Dow Jones Sustainability Index (DJSI), as well as new issues related to sustainability, such as the SDGs.

### STEP 2 Assign Priorities
The 41 CSR Issues identified in Step 1 were categorized under the four CSR Goals of the NTT Group CSR Charter and their underlying foundations. The four CSR Goals were evaluated along the two axes of “relevance to stakeholders” and “relevance to NTT Group,” and the results were mapped on the matrix to identify the NTT Group CSR Priority Activities.

In assessing priorities, we sought to reflect the expectations of a broad range of stakeholders by also taking into account the results of the NTT Group employee satisfaction survey and feedback from customers.

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

- Reinforce corporate governance
- Ensure diversity of directors
- Appropriateness and transparency of directors’ compensation
- Establish sustainability governance
- Efforts to encourage long-term ownership of shares
- Risk management
- Formulate and comply with compliance guidelines

- Brand management
- Manage intellectual property
- Determine materiality and manage PDCA cycle
- Enhance reliability and disclosure of ESG data
- Control negative incidents and disclose information
- Engage with stakeholders
- Participate in various initiatives

STEP 3 Confirm Validity

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

NTT Group has established CSR Quantitative Indicators (KPI) based on the NTT Group CSR Priority Activities identified as material issues in order to promote CSR in a uniform manner across the entire Group.

<table>
<thead>
<tr>
<th>CSR Priority Activities</th>
<th>Medium-term Targets</th>
<th>CSR Quantitative Indicators</th>
<th>KPI</th>
<th>Target Achievement FY</th>
<th>Relevant page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Enrich Society</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Contribute to society through ICT and data usage</strong></td>
<td>Evolve into the B2B2X business model which uses digital services and data management</td>
<td>Number of B2B2X projects</td>
<td>100 projects</td>
<td>FY2022</td>
<td>019</td>
</tr>
<tr>
<td></td>
<td>Leverage the characteristics of 5G to create new value with a broad range of partners</td>
<td>5G service-related indicators</td>
<td>To be set at the commercialization stage</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Promote personalization to support changing lifestyles</td>
<td>Number of places where payments can be made and points can be used</td>
<td>Two million places</td>
<td>FY2022</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide ICT services available for a broad range of customers, including the elderly and persons with disabilities</td>
<td>Number of UD-capable products and services provided</td>
<td>Expand</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td><strong>Pursue customer satisfaction</strong></td>
<td>Provide high value-added products and services and fine-tuned support</td>
<td>Reductions in waiting and customer service times at DOCOMO shops</td>
<td>Decrease by half compared to FY2018</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of improvements made based on suggestions from customers</td>
<td>More than in the previous fiscal year</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Response rates at our call centers</td>
<td>Better than in the previous fiscal year</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td><strong>Reinforce and globalize research and development</strong></td>
<td>Globalize and expand the competitiveness of research and development to generate world bests, world firsts, and amazing results</td>
<td>Number of patent applications</td>
<td>More than in the previous fiscal year</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of academic papers published outside the company</td>
<td>More than in the previous fiscal year</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of successful practical applications</td>
<td>More than in the previous fiscal year</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td><strong>Protect Environment</strong></td>
<td>While reducing CO₂ emissions of the Company, contribute to the reduction of CO₂ emissions of all society, including value chains, through the utilization of ICT</td>
<td>Amount of contribution to the reduction of CO₂ emissions of all society</td>
<td>At least 10 times the Company’s emissions</td>
<td>FY2031</td>
<td>039</td>
</tr>
<tr>
<td></td>
<td>Improve power efficiency to reduce the environmental impact of business operations</td>
<td>Power efficiency of communications services (power efficiency per data transmission)</td>
<td>At least 10 times higher than in FY2014</td>
<td>FY2031</td>
<td>039</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ratio of EV adoption in Japan</td>
<td>100%</td>
<td>FY2031</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>50%</td>
<td>FY2031</td>
<td></td>
</tr>
<tr>
<td><strong>Effectively use resources</strong></td>
<td>Control the final disposal ratio of waste and work toward the effective use of resources</td>
<td>Final disposal ratio of waste</td>
<td>under 1%</td>
<td>FY2031</td>
<td>044</td>
</tr>
<tr>
<td><strong>Safety and Security</strong></td>
<td>Train security experts</td>
<td>Number of security experts</td>
<td>-</td>
<td>-</td>
<td>052</td>
</tr>
<tr>
<td></td>
<td>Prevent leaks of personal information</td>
<td>Number of incidents of personal information leaks</td>
<td>0</td>
<td>-</td>
<td>055</td>
</tr>
<tr>
<td></td>
<td>Provide stable communications services free of major communications problems</td>
<td>Stable service provision rate</td>
<td>99.99%</td>
<td>-</td>
<td>057</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of major accidents</td>
<td>0</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>CSR Priority Activities</td>
<td>Medium-term Targets</td>
<td>CSR Quantitative Indicators</td>
<td>KPI</td>
<td>Target Achievement FY</td>
<td>Relevant page</td>
</tr>
<tr>
<td>------------------------</td>
<td>----------------------</td>
<td>-----------------------------</td>
<td>-----</td>
<td>------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td><strong>United NTT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Promote diversity</strong></td>
<td>Aggressively promote the active participation of women</td>
<td>Ratio of female managers</td>
<td>6.0%</td>
<td>FY2021</td>
<td>061</td>
</tr>
<tr>
<td></td>
<td>Expand employment of people with disabilities</td>
<td>Employment rate of people with disabilities[^2][^3]</td>
<td>2.2%</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Respect for human rights</strong></td>
<td>Conduct business activities with respect for human rights at all business locations by introducing the United Nations Guiding Principles on Business and Human Rights (Ruggie Framework) and other international principles</td>
<td>Number of confirmed human rights violations</td>
<td>0</td>
<td>-</td>
<td>063</td>
</tr>
<tr>
<td></td>
<td>Percentage of participation in training concerning human rights[^4]</td>
<td>More than in the previous fiscal year</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Reinforce value chain management</strong></td>
<td>Appropriate management of environmental and social risks, including value chains</td>
<td>Number of confirmed high-risk suppliers</td>
<td>0</td>
<td>-</td>
<td>066</td>
</tr>
<tr>
<td><strong>Ensure employee safety</strong></td>
<td>Enhance safety measures and the safety mindset of employees in order to prevent accidents causing injury or death and industrial accidents</td>
<td>Number of industrial accidents</td>
<td>0</td>
<td>-</td>
<td>069</td>
</tr>
<tr>
<td></td>
<td>Number of accidents causing injury or death during construction work[^3]</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Promote health management</strong></td>
<td>Create an environment that raises each individual employee’s motivation and dynamism while enabling them to continue to work healthily and energetically</td>
<td>Implementation rate of specified health guidance</td>
<td>31%</td>
<td>-</td>
<td>070</td>
</tr>
<tr>
<td></td>
<td>Ratio of non-smokers[^1]</td>
<td>79%</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Create attractive workplaces</strong></td>
<td>Provide workplaces where employees can work with good spirits</td>
<td>Employee satisfaction</td>
<td>Better than in the previous fiscal year</td>
<td>-</td>
<td>072</td>
</tr>
<tr>
<td><strong>Promote a united Group effort on social contribution activities</strong></td>
<td>Employees actively participate in volunteer activities</td>
<td>Number of times employees participated in social contribution activities</td>
<td>More than in the previous fiscal year</td>
<td>-</td>
<td>076</td>
</tr>
<tr>
<td></td>
<td>Number of times employees participated in activities through the Group’s internal volunteer site[^1][^2][^3][^4][^5]</td>
<td>2,000/year [10,000]</td>
<td>-</td>
<td>(FY2021)</td>
<td></td>
</tr>
</tbody>
</table>

[^1] Newly established in fiscal 2020  
[^2] Results as of June 1 of the following year  
[^3] 45.5 or more employees  
[^4] Includes e-learning and other similar types of training  
[^5] Construction by partner companies and directly managed construction
CSR Management System

In fiscal 2006, NTT established the CSR Committee, under the Executive Officers Meeting and chaired by the representative director and senior executive vice president, to ensure the sustained and appropriate implementation of CSR management, including economic, environmental and social themes. The committee meets at least once a year to discuss and formulate the Group’s basic CSR strategy, initiatives and measures, as well as to determine the content of information disclosures. In addition, two internal committees have been established to cover individual themes: the Global Environmental Protection Promotion Committee and Social Contribution Promotion Committee.

Also, since fiscal 2016, we have carried out Group CSR management by holding meetings of the Group CSR Committee (chairperson: representative director and senior executive vice president) and comprising chief CSR officers (senior executive vice presidents and the executive vice presidents of NTT Group’s eight major companies in Japan). In addition, CSR promotion officers at each company hold Group CSR Liaison Meetings on a regular basis to share common challenges and successful examples from each Group company and to monitor progress on the implementation of our CSR Priority Activities with respect to PDCA cycles and further promote a sense of unity across the Group.

In fiscal 2019, NTT declared that “NTT Group’s business operations = CSR” and that we will “be a Group who resolves social issues through business operation” in the NTT Group Medium-Term Management Strategy “Your Value Partner 2025.” We will work to realize sustainable improvement in corporate value with CSR promotion at the core of Group management.

**NTT Group’s PDCA Cycle for Promoting CSR**

**P**lan
- Determine CSR Priority Activities and set targets (Corporate Communication Promotion Meetings)
- Determine and revise CSR Priority Activities and materiality

**D**o
- Efforts by each business unit
- Understand the status of goal attainment
- Publish the CSR Report
- Communicate with stakeholders
- Collect opinions and assess (dialogue, internal and external surveys, etc.)

**A**ction
- Provide feedback of customer voices
- Review activities

**C**heck
- Unite the Energies of Team NTT
- Protect the Global Environment
- Enrich Social Communication
- Ensure Reliable Communications

**NTT Group CSR Conferences**

In order to share superior CSR initiatives horizontally across NTT Group, we have held the NTT Group CSR Conference every year since fiscal 2014. This initiative involves having each operating company implement various measures in line with the CSR Priority Activities that are set for the entire Group each year, monitor these using KPI, and then announce their results in a conference setting. Furthermore, in addition to the best measures being commended as “superior CSR measures” at the conference, the single best measure is also awarded a President’s CSR Award by the NTT Group Presidents’ Meeting.

In February 2019, the conference for the fiscal year ended March 31, 2019 was held, the sixth such conference, and it was attended by 240 employees, including board members from each Group company. The conference opened with an address by Senior Executive Vice President Akira Shimada, who explained one of the visions of the Group’s new Medium Term Management Plan, saying, “Solving society’s problems through business activities will contribute to a smart world and achieve the SDGs.” He followed this by declaring, “Our keywords are digital transformation and CSR.”

Next, the personnel responsible for the superior CSR measures, which had been selected in advance from entries from Group companies in Japan and overseas, gave presentations about their CSR measures. There were six measures in the CSV section and five measures in the social contribution section. Alongside Group companies from Japan, both sections featured participation by three NTT DATA Group companies from overseas and Dimension Data, who also joined in last year. This resulted in a conference that had a real global flavor.

This year also featured a talk by sustainability management consultant Peter D. Pedersen. Mr. Pedersen talked about issues including the increase in the global population and the problem of plastics in the oceans. He also shared his expectations of the NTT Group, saying, “It is becoming crucial for companies to address sustainability in their management strategies.”

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

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

**Superior CSR Initiatives**  [https://www.ntt.co.jp/csr_e/sustainability_action/index.html](https://www.ntt.co.jp/csr_e/sustainability_action/index.html)
The Fundamental Principle

NTT Group is guided by the NTT Group CSR Charter in our goal of working to solve social issues through our business and realize a sustainable society. As a global conglomerate with an extensive and complex wide-ranging value chain, we provide products and services through our operations which impact well beyond those stakeholders in immediate contact with us. However, these stakeholders have a wide variety of needs and expectations regarding our operations. Stakeholder engagements serve as our way to understand and take into consideration the needs and expectations of our stakeholders in the way we conduct our business. Stakeholder input, particularly on social and environmental issues, can help to improve our competitiveness and accountability, while guaranteeing our social license to conduct operations in our various business regions. Engagements with stakeholders form the building blocks of trust-based, value-generating relationships. In order to properly develop these relationships, it is essential to have a global, strategic approach to stakeholder engagements. These guidelines, which are based in part on the AA1000 Stakeholder Engagement Standard (AA1000SES) and AA1000 Account Ability Principles Standard (AA1000APS), cover all of our worldwide operations, and have been created to assist those in all Group companies and subsidiaries facilitating stakeholder engagements, and ensure consistency globally in all of our engagement processes. In doing so, we aim to promote effective, efficient, and ultimately value-creating engagements between NTT Group and its stakeholders. It goes without saying that all engagements shall be conducted according to relevant laws, regulations and legal requirements.

Generally speaking, engagements should allow NTT Group to:
- identify emerging environmental/social trends and reflect them in strategy formulation
- identify and develop countermeasures for potential risks
- manage our brand reputation more closely
- identify opportunities for potential new businesses, collaboration and innovation
- improve community relations and support for operations, in particular by involving stakeholders in decisions to ensure their needs are taken into consideration
- improve our understanding of sensitive issues and of stakeholders’ opinions of us
- make more sustainable business decisions based on stakeholder input

Engagements should also allow stakeholders to:
- better understand NTT Group’s strategy and projects, including the business context of individual operations
- provide feedback regarding their needs and expectations

Before the Engagement

In advance of any engagement, the purpose, scope, ownership, target, level and methods of the engagement should be determined. An assessment of the potential risks associated with engaging with specific stakeholders should also be conducted.

- The purpose refers to the objective of engaging with the relevant stakeholders.
- The scope refers to the subject matter of the engagement, the parts of the company and organization to be involved in the engagement, and the time frame of the engagement. This should also include an indication of the expected resources and capabilities required of the company.

However, the purpose and scope may require the input of stakeholders and as such may be subject to change as appropriate during the course of the engagement.

- The ownership of the engagement refers to the employee (s) within the organization deemed to have overall responsibility for planning and carrying out the engagement.
- The target refers to the relevant stakeholder groups who are to be the target of the engagement. These stakeholder groups should be identified and prioritized taking into account the following:
  - Stakeholders’ interests and responsibilities
  - Stakeholders’ diversity of expertise and capacity to engage
  - Stakeholders’ level of influence
  - Stakeholders’ willingness to engage with NTT Group
  - Stakeholders’ dependency on NTT Group
  - Value to NTT Group of engagement with the specific stakeholder
  - Risk to NTT Group of engagement with the specific stakeholder
Given the pace at which industries and business environments can change, stakeholder mapping should be conducted on a regular basis to ensure relevance and value to NTT Group. The maps created can be used in preparation for each engagement to help identify and prioritize stakeholders relevant to each engagement.

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

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

Risks of engagement with specific stakeholders should also be assessed. Potential risks may include an unwillingness to engage on the part of stakeholders; disruptive stakeholders; creation of unrealistic and unfulfillable expectations of the company on the part of stakeholders; and inter-stakeholder conflicts. These could potentially result in criticism of the company and damage to the company’s reputation; a waste of the company’s resources.

### During the Engagement

Once the engagement is underway, the expectations of both sides regarding the respective inputs and outputs of the engagement should be discussed and established. In particular, this refers to:

- Levels of contribution and clear definition of roles of participants
- Details of the process, including timelines and methods
- Provision of instructions and required materials in good time for participation in and meaningful contribution to the engagement process
- Boundaries of disclosure of required information, including confidentiality requirements
- Communication of results of the engagement

Some of the above may of course require revision of original plans for the stakeholder engagement as made by the company. Any such revisions should be made taking into account the original intentions of the company as well as the requirements of participating stakeholders. Efforts should also be made to ensure a balanced participation from all stakeholders, especially in the case of multi-stakeholder events from the perspective of both minimizing risk and maximizing value to the company.

### After the Engagement

The first priority after concluding the engagement should be the communication of the results of the engagement, both internally and to participating stakeholders, and externally to the wider public where necessary, through website and/or report publication. Such communication should include an indication of the purpose, scope, method and participants of the engagement; a summary of the content, including issues and concerns raised during the process; and the company’s response to the outcomes of the engagement.

It is also important to conduct both an evaluation of the outcome of the engagement, and a review of the engagement process itself, in order to improve the efficiency and outputs of future engagements. The evaluation of the outputs should include the development of some indicators (KPIs) to assess the value of the engagement and its results.

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

### Identifying Stakeholders

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

NTT Group will fulfill its responsibilities and the expectations of its various stakeholders related to these businesses.
### Customers (Corporations and Individuals)

<table>
<thead>
<tr>
<th>NTT’s Approach</th>
<th>Methods of Engagement (examples)</th>
<th>Why We Engage</th>
</tr>
</thead>
<tbody>
<tr>
<td>As we strive to be chosen as “Your Value Partner,” each individual employee will strive for an even higher awareness of CSR to provide safe, secure services that are high in quality and convenient from the customer’s standpoint.</td>
<td>Customer information service · Customer satisfaction surveys · Website, social media · Annual reports</td>
<td>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.</td>
</tr>
</tbody>
</table>

### Shareholders and Investors

<table>
<thead>
<tr>
<th>NTT’s Approach</th>
<th>Methods of Engagement (examples)</th>
<th>Why We Engage</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>General Meeting of Shareholders, earnings reports · Explanatory presentation for individual investors · Explanatory presentation for institutional investors · Annual reports</td>
<td>We endeavor to disclose information in a timely, appropriate and fair manner to return solid profits to shareholders while maintaining a sound financial standing and enhancing our corporate value.</td>
</tr>
</tbody>
</table>

### Employees (Employees, Their Families and Retired Employees)

<table>
<thead>
<tr>
<th>NTT’s Approach</th>
<th>Methods of Engagement (examples)</th>
<th>Why We Engage</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>Employee satisfaction surveys · Regular interviews · Dialogue between labor and management · Corporate ethics helplines · CSR Conference</td>
<td>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.</td>
</tr>
</tbody>
</table>

### Local Communities

<table>
<thead>
<tr>
<th>NTT’s Approach</th>
<th>Methods of Engagement (examples)</th>
<th>Why We Engage</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will advance alongside local communities by implementing social contributions and disaster countermeasures through our ICT business.</td>
<td>Support and collaboration through social contribution activities · Negotiations with local residents on construction work, system development and other activities · Support through donations and sponsorships</td>
<td>We seek to contribute to the further development of a flourishing and vibrant community and to understand and identify the issues faced by local communities in order to implement social contributions and disaster countermeasures through our ICT business.</td>
</tr>
</tbody>
</table>

### Business Partners

<table>
<thead>
<tr>
<th>NTT’s Approach</th>
<th>Methods of Engagement (examples)</th>
<th>Why We Engage</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will seek to work together to create and implement services that address a variety of social issues.</td>
<td>Disclosure of procurement policies and guidelines · Questionnaires of suppliers · Briefing for suppliers</td>
<td>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.</td>
</tr>
</tbody>
</table>

### ICT Companies and Industry Associations

<table>
<thead>
<tr>
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<th>Why We Engage</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>Participation in industry associations and related initiatives · Participation in conferences</td>
<td>We will engage in discussions on the direction and initiatives for the information and telecommunications industry. By doing this, we will invigorate the entire industry and contribute to society by promoting development and progress in information and telecommunications.</td>
</tr>
</tbody>
</table>

### Central Government and Administrative Agencies

<table>
<thead>
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<th>Why We Engage</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>Response to laws and regulations · Policy proposals · Participation in joint projects between the government and private sector</td>
<td>We will respond to and comply with central and local government and administrative agency policies. Therefore, we will carry out business activities in an appropriate manner and contribute to resolving social issues faced by the Japanese people and local governments.</td>
</tr>
</tbody>
</table>
Main Initiatives
NTT Group has a mechanism for receiving inquiries and requests from various stakeholders including investors, shareholders and employees.

Engagement with Shareholders, Investors, and Other Relevant Organizations
In response to requests from investors, we hold briefings for institutional investors called “NTT IR DAY.” Over the past few years, we have also been holding briefings for individual investors to cultivate a better understanding of NTT Group, and increasing the number of individual shareholders. We held 18 of these briefings in fiscal 2019, with a total of approximately 3,000 individual investors attending these events. The 33rd annual General Shareholders Meeting was held in June 2018 with approximately 6,000 shareholders in attendance. We disclose major questions and resolutions from the General Shareholders Meeting by publishing them in the shareholders’ newsletter NTTis.

Furthermore, we have actively communicated with ESG rating institutions since fiscal 2016 and have sought to enhance NTT Group’s CSR efforts and disclosure of ESG data. In November 2018, NTT DATA and NTT DOCMO held a joint meeting with the US-based Sustainability Accounting Standards Board (SASB) to discuss the CSR efforts of each NTT Group company and enhancing the transparency of information disclosure through publications such as the Sustainability Report. NTT Group plans to continue maintaining regular communication with ESG rating institutions and investors promoting ESG investment.

Initiatives for Enhancing Communication
Institutional investors:
● Held financial results briefings every quarter (four times)
● Participated in IR conferences in Japan and overseas (seven times)
● Held NTT IR Day (once)
● Held individual briefing sessions in Japan and overseas (over 400 in total)

Individual investors:
● Held company briefings (15 times)
● Held online company briefings (twice)
● Participated in an individual investor fair (once)

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


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

In fiscal 2019, a discussion was held with the members of the Takano seminar group from Kansai University’s Faculty of Societal Safety Sciences concerning NTT Group’s CSR efforts. Following this, a sponsored lecture on the theme of “corporate social responsibility and educating consumers” was given in which we explained the NTT Group Medium-Term Management Strategy and how we have positioned CSR, and which also introduced things like specific cases where ICT has been used to solve social issues and initiatives in which volunteers from across the Group make social contributions.