



# NTT CORPORATE PROFILE 2022



---

### **1** Message from our CEO

---

### **2** Value Creation Story

**2** NTT at a glance

**4** Value Creation Process

---

### **6** Growth Strategy

**6** About Medium-Term Management Strategy

**8** Message from our CFO

**9** Message from our CTO

---

### **10** NTT Group Sustainability

**10** Our Vision for a Sustainable Society

**14** Corporate Governance

---

### **16** Corporate Data

---

## Message from our CEO

# CEO Message

島田 明

Akira Shimada  
President and Chief Executive Officer,  
Member of the Board

My name is Akira Shimada, and I was appointed as President and CEO of NTT in June of 2022. As the future economic situation and business environment remains unclear, we hope to create a path forward by proactively responding to changes and challenges, while transforming ourselves.

The NTT Group's business has been evolving. Forty years ago, when I joined NTT, we only had the telephone business, but now voice-related service revenues account for only 15% of our operating revenues. I will take swift action to reconfigure our resources and add new ones with a strategic focus on global changes.

I want the NTT Group to become a company that connects data to create new value for people, business and society. In addition to introducing new products and services in our existing business areas, we must also add completely new business areas to complement them.

I believe that data is the key to this endeavor. We will create new added value by leveraging our strong ability to accumulate and analyze information. For example, in our efforts to support the medical field, manufacturing industries, business services and primary industries such as agriculture, livestock, and fisheries with ICT technology, we can acquire a variety of new data and structure it for analysis to make better decisions, thereby connecting data to create new value.

We need to apply our technology and innovation to many fields and collaborate with our partners to solve social issues. I want to dynamically transform ourselves and deliver new experiences, value and excitement to our customers.

# NTT at a glance

## Who we are

NTT Group is a leading company in the telecommunications business. We operate in a wide range of domestic and overseas markets by utilizing the customer base and expertise in communication networks and ICT that we have cultivated over our history.

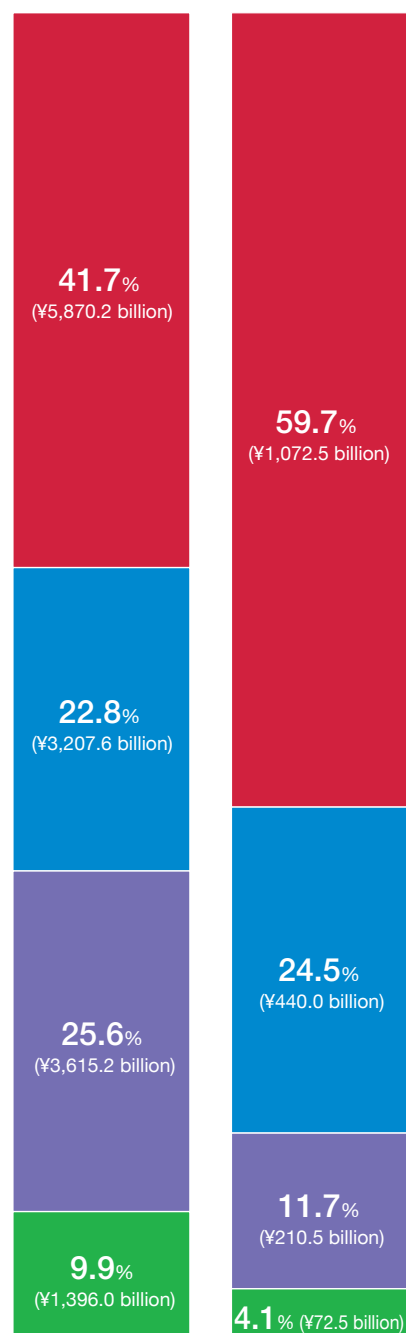
## What we do

As “Your Value Partner”, we aim to work together with our partners to solve social issues through our business activities. We work to make the world a place where all people can enjoy the benefits of ICT so that they may be able to live and work more comfortably and happily.



Operating Revenues\* (FY2021) **¥12,156.4 billion**  
 Operating Profit\* (FY2021) **¥1,768.6 billion**

Business	Services and Main Companies
Integrated ICT Business	<p>The principal services in the Integrated ICT Business are mobile phone services, domestic inter-prefectural communications services, international communications services, solutions services, and system development services and related services.</p>
Regional Communications Business	<p>The principal services in the Regional Communications Business are domestic intraprefectural communications services and related ancillary services.</p>
Global Solutions Business	<p>NTT Ltd.</p> <p>The principal services in the Global Solutions Business are system integration services, network system services, cloud services, global data center services, and related services.</p>
Other Businesses (Real Estate, Energy and Others)	<p>Other Group companies</p> <p>Others include the real estate business, energy business and others.</p>



\*Percentage of simple sum of each segment (including intersegment transactions)

## Consolidated Financial Highlights (IFRS)

(Unit: Billions of yen)

	FY2019	FY2020	FY2021
Operating revenues	11,899.4	11,944.0	<b>12,156.4</b>
Operating profit	1,562.2	1,671.4	<b>1,768.6</b>
Profit attributable to NTT	855.3	916.2	<b>1,181.1</b>
Total assets	23,014.1	22,965.5	<b>23,862.2</b>
NTT shareholders' equity <sup>1</sup>	9,061.1	7,562.7	<b>8,282.5</b>
Earnings per share (EPS) (yen) <sup>2,3</sup>	231.21	248.15	<b>329.29</b>
Ratio of profit attributable to NTT (ROE) (%)	9.3	11.0	<b>14.9</b>
ROIC (%)	6.6	7.2	<b>7.5</b>
Cash flows from operating activities <sup>4</sup>	2,995.2	3,009.1	<b>3,010.3</b>
Cash flows from investing activities	(1,852.7)	(1,424.5)	<b>(1,699.2)</b>
Free cash flows <sup>4</sup> (Cash flows from operating activities + Cash flows from investing activities)	1,142.5	1,584.5	<b>1,311.1</b>
Cash flows from financing activities	(1,041.3)	(1,689.5)	<b>(1,438.1)</b>

\*1 NTT shareholders' equity does not include the portion attributable to non-controlling interests.

\*2 EPS is calculated based on the average number of shares outstanding during the fiscal year, excluding treasury stock, and BPS is calculated based on the number of shares outstanding at the end of the fiscal year, excluding treasury stock.

\*3 NTT conducted a two-for-one stock split of its common stock with an effective date of January 1, 2020. The figures reflect the impact of this stock split.

\*4 Amount excluding the impact of the last day of the previous fiscal years having been a non-business day

### Reference <Business Segment Review>

To allow for the strategic utilization of resources and assets as well as swift decision-making across NTT Group, the Group has reviewed its corporate organization, such as by making NTT DOCOMO a wholly owned subsidiary in December 2020 and making NTT Communications and NTT Comware subsidiaries in January 2022. This brought NTT Group's segments from five to four from the fourth quarter of fiscal year 2021.

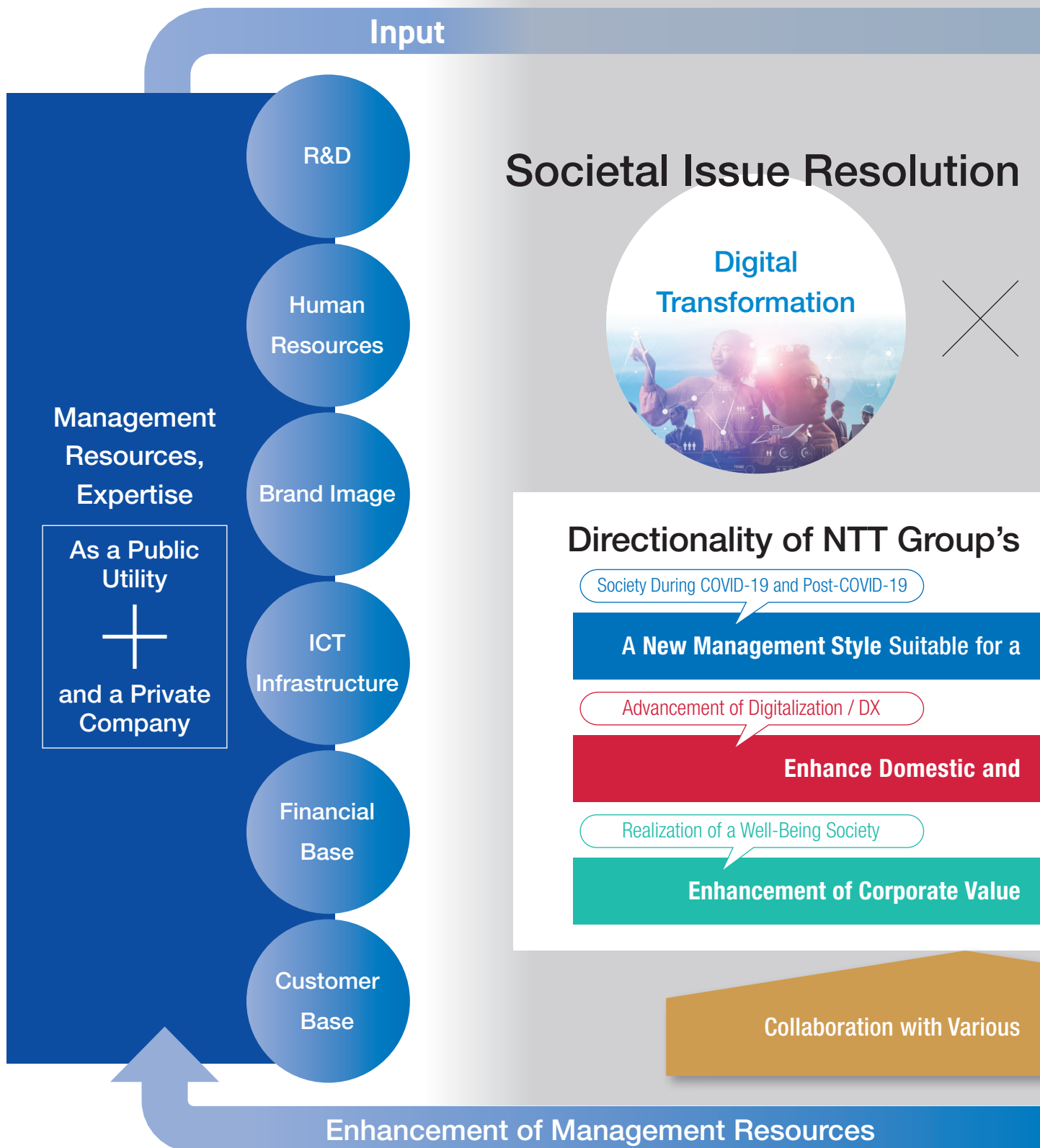
**Fiscal year ended March 31, 2022 NTT consolidated Operating revenues 12,156.4/Operating profit 1,768.6** (Unit: Billions of yen)

Business Segments	Business Segments Prior to Change					Inter-segment Transaction Elimination		
	Mobile Communications Business Business Segment DOCOMO	Regional Communications Business Business Segment East West	Long Distance and International Communications Business Segment Communications Ltd	Data Communications Business Business Segment Data	Other Businesses Business Segment COMWARE Real Estate, Energy, and Other Businesses			
Business Segments After Change	Integrated ICT Business Business Segment DOCOMO Communications COMWARE			Regional Communications Business Business Segment East West	Global Solutions Business Segment Ltd Data	Other Businesses (Real Estate, Energy and Others) Real Estate, Energy, and Other Businesses	Inter-segment Transaction Elimination	
	Operating revenues 5,870.2			3,207.6	3,615.2	1,396.0		(1,932.5)
	Operating profit 1,072.5			440.0	210.5	72.5		(27.0)

# Value Creation Process

## Cycle to Realize Ongoing Improvements of Corporate Value

The Company's attributes include a solid customer base in Japan and overseas, global brand power, human resource capabilities, and world-class research and development capabilities. We will leverage these to sustainably increase our corporate value in a manner unique to NTT through digital transformation together with our partners.





Toward a sustainable society/SDGs

Contribute to Realization of Smart World/Society 5.0

Outcome

through Business Operation

CSR

Transformation

Decentralized Network Society

Global Business

through ESG Initiatives

Partners

Medium-term Financial Targets

New Targets (Announced in October 2021)	Prior Targets	(FY2022 Targets)
<b>EPS</b>		
¥370 (FY2023)	Approx ¥320 (FY2023)	<¥340>
<b>Overseas Operating Profit Margin<sup>1</sup></b>		
7% (FY2023)	7% (FY2023)	<7.0%> (Expected to achieve target one year early)
<b>Cost Reductions<sup>2</sup></b> (in fixed-line/mobile access networks)		
at least ¥(1,000.0) billion (FY2023)	at least ¥(800.0) billion (FY2023)	<¥(930.0) billion>
<b>ROIC Return on invested capital</b>		
8% (FY2023)	8% (FY2023)	<7.6%>
<b>Major sustainability targets</b> (FY2022 Targets)		
<b>Greenhouse Gas Emissions<sup>3</sup></b>		
<b>Carbon neutral</b> (FY2040)		<3,075 million tons or less> (Down 34% from FY2013)
<b>B2B2X earnings</b>		
¥600 billion (FY2023)		<¥600 billion> (Expected to achieve target one year early)
<b>Ratio of women newly promoted to management positions</b>		
<b>Continue at 30% every year</b>		<30%>

<sup>1</sup> The scope of aggregation is the subsidiaries (NTT DATA International Business, NTT Ltd., NTT Communications International Business, etc.) belonging to NTT, Inc. when the Medium-Term Management Strategy was established. Calculation of overseas operating profit margin excludes temporary expenses, such as M&A-related amortization costs of intangible fixed assets.

<sup>2</sup> Figures show cumulative reductions since FY2017.

<sup>3</sup> Target: GHG protocol Scope 1 + 2

# About Medium-Term Management Strategy

In November 2018, we announced NTT Group's medium-term management strategy, "Your Value Partner 2025." Based on the vision of working together with our partners to solve social issues through our business activities as "Your Value Partner," we have been making progress with our digital transformation as an enterprise with both public and corporate elements.

To respond to future changes in the operating environment, such as the advancement of digitization and DX, in October 2021, we refined the NTT Group medium-term management strategy announced in November 2018 in order to accelerate our transformation into an open, global, and innovative new NTT.

Based on social and economic trends, we have been advancing nine initiatives in accordance with the three frameworks of: transformation to a new management style, enhancement of domestic and global business, and enhancement of corporate value.

## ● Directionality of NTT Group's Transformation and New Strategic Frameworks

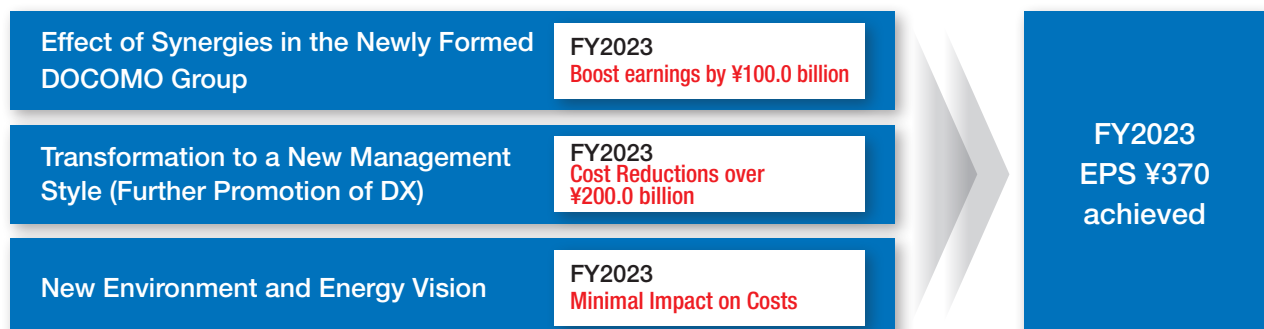
Social/Economic Directionality	NTT Group's Directionality	New Strategic Framework	Initiatives to Achieve the Strategy
Society During COVID-19 and Post-COVID-19	A New Management Style Suitable for a Decentralized Network Society	Transformation to a New Management Style	<ul style="list-style-type: none"> <li>•New style premised on remote work</li> </ul>
Advancement of Digitalization/DX	Enhance Domestic/Global Business	Enhance Domestic/Global Business	<ul style="list-style-type: none"> <li>•Growth and strengthening of the newly formed DOCOMO Group</li> <li>•Promotion of the IOWN development/rollout plan</li> <li>•Enhance competitiveness in global business</li> <li>•Promote B2B2X model</li> <li>•Strengthening of new businesses</li> </ul>
Realization of a Well-Being Society	Enhancement of Corporate Value through ESG Initiatives	Enhancement of Corporate Value	<ul style="list-style-type: none"> <li>•New Environmental and Energy Vision</li> <li>•Disaster countermeasure initiatives</li> <li>•Enhancement of returns to shareholders</li> </ul>

## Contribution to the Achievement of a Sustainable Society

With regard to our medium-term management strategy, NTT has consistently positioned EPS as one of its main financial indicators to achieve steady profit growth and enhance shareholder returns, and it has set a target of 370 yen for the fiscal year ending March 31, 2024. To achieve this target, we will:

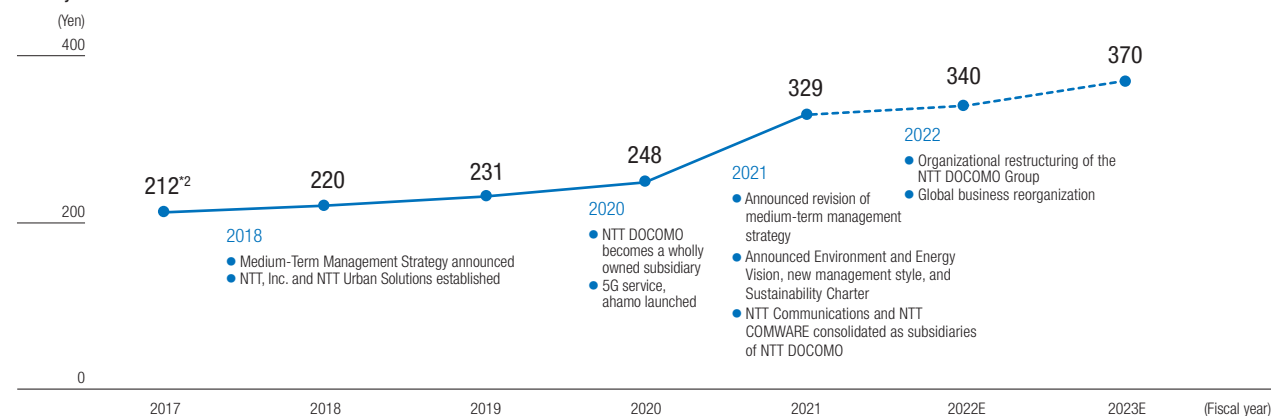
- Strengthen domestic and global operations and generating synergies (boost earnings by approximately ¥100.0 billion in the fiscal year ending March 31, 2024)
- Further promote DX and other initiatives as part of our transformation to a new management style to achieve ongoing cost reductions (over ¥200.0 billion in the fiscal year ending March 31, 2024), thus achieving the target primarily through profit growth.

## ● Initiatives for Accomplishing the ¥370 EPS Target



## Changes in EPS, Consolidated Operating Revenues, Profit

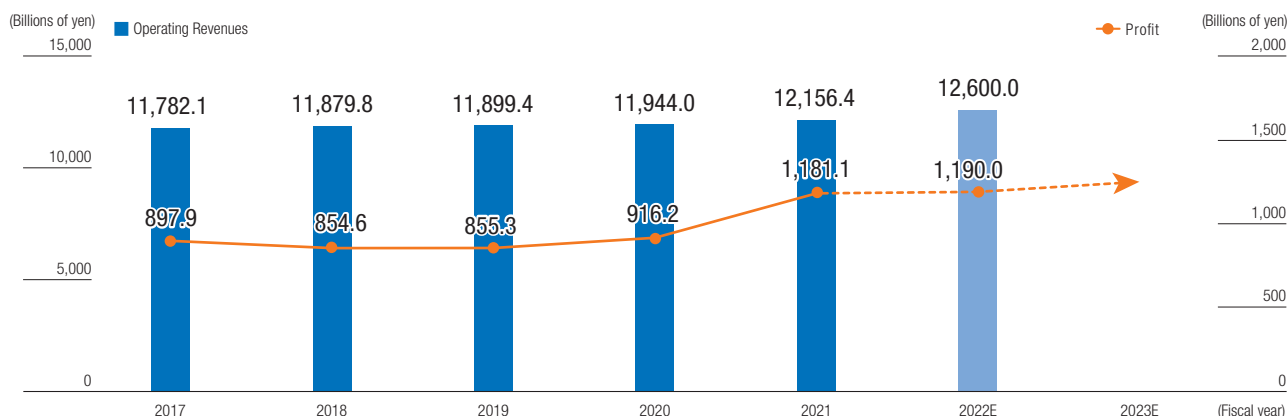
### Major Initiatives and EPS<sup>1</sup>



<sup>1</sup> A 2-for-1 stock split of common stock, effective January 1, 2020, is taken into account for EPS.

<sup>2</sup> Excluding the impact of the arbitration award received from Tata Sons Limited.

### Operating Revenues/Profit



\*The profit displayed is profit attributable to NTT less profit attributable to non-controlling interests.

## Medium-term Financial Targets/Progress

	Initial Target <Announced November 8, 2018>	Current Target <Announced October 25, 2021>	FY2021 Results	Earnings Forecast for FY2022	Attainment Levels
EPS	Approximately ¥320 (FY2023)	¥370 (FY2023)	¥329	¥340	Initial target scheduled to be achieved two years ahead of schedule
Overseas operating profit margin <sup>1</sup>	7% (FY2023)	7% (FY2023)	6.3%	7.0%	Targets expected to be achieved a year ahead of schedule
Cost reductions <sup>2</sup>	At least ¥(800.0) billion (FY2023)	At least ¥(1,000.0) billion (FY2023)	¥(840.0) billion	¥(930.0) billion	Initial target scheduled to be achieved two years ahead of schedule
ROIC	8% (FY2023)	8% (FY2023)	7.5%	7.6%	Making steady progress
Capex to sales <sup>3</sup>	13.5% or less (FY2021)	13.5% or less (FY2021)	13.1%	—	FY2021 Target achieved

<sup>1</sup> The scope of aggregation is subsidiaries of NTT, Inc. at the time the medium-term plan was established (NTT Data's overseas operations, NTT Ltd., NTT Communications' overseas operations, etc.).

Overseas Operating Income excludes temporary expenses, such as M&A-related depreciation costs of intangible fixed assets.

<sup>2</sup> Fixed-line/mobile access networks. Figures show cumulative reductions since FY2017.

<sup>3</sup> Domestic network business (excluding NTT Communications data centers, etc.)

## Message from our CFO

### Achievement of the medium-term financial targets and sustainable enhancement of corporate value by resolving social issues through business operation

Senior Executive Vice President  
and Chief Financial Officer  
**Takashi Hiroi**



#### Contribution to Realizing a Sustainable Society and Profit Growth

The NTT Group aims to contribute to the realization of a sustainable society by promoting its own transformation in response to the direction of society and the economy, and solving various social issues through its business operation. Under the three frameworks of “transformation to a new management style,” “enhancement of domestic and global business,” and “enhancement of corporate value” in the NTT Group Medium-Term Management Strategy which was announced to have been revised in October 2021, we are accelerating specific initiatives to simultaneously contribute to the realization of a sustainable society and achieve profit growth, as well as to achieve our medium-term financial targets.

In regard to our FY2021 consolidated financial results, our operating revenues and operating profit increased year on year, mainly due to an increase in SI revenue from NTT DATA, which took advantage of strong growth in demand for digitization. Profit exceeded ¥1 trillion for the first time, mainly due to an increase in operating income and the impact of taking a

minority interest in NTT DOCOMO, which was made a wholly owned subsidiary. In addition, with regard to the three key indicators set for contributing to the realization of a sustainable society, our greenhouse gas emissions toward carbon neutrality in FY2021 were 2.9 million tons (a 38% reduction compared to FY2013), B2B2X revenue was 544.1 billion yen (the target for FY2022 was 600 billion yen), and ratio of women newly promoted to management positions was 29% (the target for FY2022 was 30%). These results indicate that we are making steady progress with our initiatives.

As we confront a number of risks, such as the increasingly tense global situation and the impact of COVID-19, we intend to make FY2022 the year for steadily developing measures through expanded synergy within the new DOCOMO Group, growing our overseas business, and further promotion of digital transformation (DX).

#### FY2021 Results and Earnings Forecast for FY2022

	FY2020 Results	FY2021 Results	YoY	Earnings Forecast for FY2022	YoY
Operating revenues	¥11,944.0 billion	¥12,156.4 billion	+¥212.5 billion (+1.8%)	¥12,600.0 billion	+¥443.6 billion (+3.6%)
Operating profit	¥1,671.4 billion	¥1,768.6 billion	+¥97.2 billion (+5.8%)	¥1,820.0 billion	+¥51.4 billion (+2.9%)
Profit	¥916.2 billion	¥1,181.1 billion	+¥264.9 billion (+28.9%)	¥1,190.0 billion	+¥8.9 billion (+0.8%)

\*The net income displayed is net income attributable to NTT less net income attributable to non-controlling interests.

## Message from our CTO

### Societal Issue Resolution by NTT Group's Technology

Senior Executive Vice President and  
Chief Technology Officer

Katsuhiko Kawazoe

#### Using Technology to Address Societal Issues

Providing customers with reliable telecommunications services is the most important role for NTT Group to fulfill. For NTT, it is necessary not only to prevent serious failures, but also to strive for additional technological innovation as we look toward the future.

As IoT becomes more widely used and the services that are essential to our daily lives diversify, the amount of traffic continues to grow, and we are approaching various limits in terms of data volume, latency, and power consumption.

The innovative technology that will break through these limits and usher in fundamental change is the IOWN concept in which NTT Group is engaged. While NTT Group initially

aimed to commercialize the concept around 2030, a number of social issues have emerged, including the aforementioned rapid increase of network load, the global situation regarding carbon neutrality, the expansion of traffic due to a spike in remote usage spurred by COVID-19, and soaring oil prices. For these reasons, NTT Group will move its 2030 target forward and aim for practical implementations at an earlier date. After we have put some technologies to practical use by the end of FY2022, we would like to show everyone the results of our IOWN-related efforts at the 2025 World Exposition in Osaka, Kansai in particular, as well as implement these innovations at NTT Group facilities by 2026.

#### The Value that IOWN Provides and Collaborating with Our Partners

Additional utilization of optical technology is important for implementing the IT infrastructure with both high performance and low power consumption that IOWN is aiming for. We will introduce optical technology, which can handle signals while using less power than electricity, not only for transmission, but also for processing. This will enable us to achieve advanced fusion of light and electricity (photoelectric merging technology), in which optical technology is applied in extremely close proximity to the parts where operations are performed. Incorporating this technology into semiconductors will fundamentally solve the aforementioned issues. Photoelectric merging technology is an area in which NTT excels, given the optical-related technologies it has amassed. At present, Japanese companies possess significant technology and manufacturing capabilities in

the semiconductor value chain. However, we have not yet achieved the kind of presence a global stakeholder should have. Our goal is for Japan to spearhead IOWN in collaboration with our global partners and become an indispensable global player in the semiconductor value chain.

Established in the United States in 2020, the IOWN Global Forum has already attracted more than 100 members from Europe, the United States, and Asia. This forum is unique in that it is not limited to the IT and telecommunications industries, but also encompasses the automotive, plant, and financial industries, as well as academic institutions. We believe that we can work hand in hand with the members of the forum to create a value chain that utilizes IOWN in every industry.

# Our Vision for a Sustainable Society

—NTT Group Global Sustainability Charter—

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

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

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

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

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

## NTT Group Global Sustainability Charter (Revised November 2021)

### NTT Group Global Sustainability Charter

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

### Complementary Policies, etc.

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

## Column

### Joining the UN Global Compact

Our company and NTT DATA have signed a statement of endorsement of the United Nations Global Compact (hereinafter UNGC) proposed by the United Nations, and they registered as participating companies in June 2022 and July 2022, respectively. UNGC is the world's largest sustainability initiative, in which the United Nations and the private sector (companies and organizations) join forces to forge a healthy global society. Companies and organizations that sign the UNGC must endorse the 10 principles\* related to the preservation of human rights, the elimination of unfair labor practices, environmental responsibility, and the prevention of

corruption, and they must make continuing efforts to enforce these principles. Going forward, we will comply with the 10 principles put forth by the UNGC and advance measures to further inculcate sustainability so that we can make a sustainable society a reality.

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

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

## Process for Selecting Material Issues

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



### STEP1 Identifying material issues

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

### STEP2 Setting priority

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

### STEP3 Confirming validity & approval

NTT also incorporates the opinions of third parties from a global perspective, which are then deliberated by the Sustainability Committee and approved by the Board of Directors.

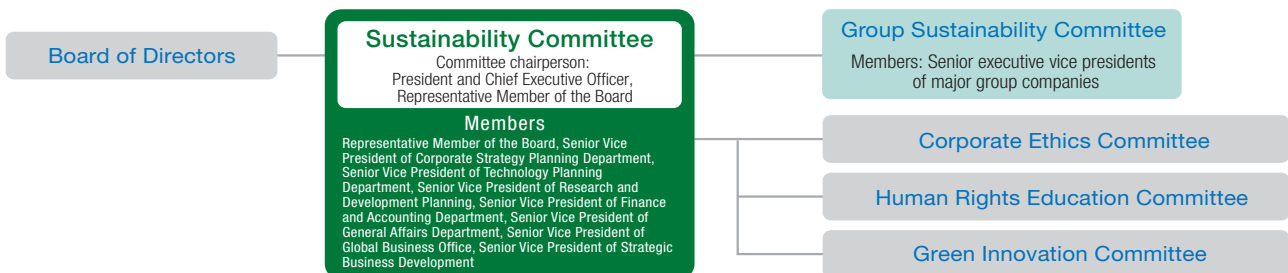
\*These are reviewed regularly (once/year) and revised when necessary.

## Organization for Implementation

In November 2021, NTT Group moved to a new organizational structure by establishing the "Sustainability Committee" under the Board of Directors, chaired by the Chief Executive Officer. The committee reviews and discusses strategies concerning sustainability, the status of implementation of activities, and information disclosure, and implements relevant initiatives. The Sustainability Committee includes the Corporate Ethics Committee, Human Rights Committee, and Green Innovation Committee to handle the individual topics relevant to each

sub-committee. Efforts toward sustainability throughout the entire Group are also implemented by holding Group Sustainability Committee meetings (with senior executive vice presidents of major group companies). The meetings are for sharing common challenges and successful examples from each Group company, and for monitoring progress on sustainability implementation with respect to PDCA cycles and further promoting a sense of unity throughout the group.

### New Organizational Structure (from November 10, 2021)











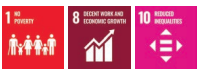
## Sustainability Initiatives

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

## NTT Group Global Sustainability Charter

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

Three Themes		Nine Challenges	30 Activities
Coexistence with Nature	Addressing Environmental Challenges	Moving toward a decarbonized society	1) Promoting energy conservation 2) Reducing power consumption by introducing IOWN technologies 3) Developing and expanding the use of renewable energy 4) Providing new services that contribute to carbon neutrality 5) Creation of innovative environment and energy technology
		A commitment to decarbonized society	6) Increasing the reuse and recycling of communications equipment, mobile terminals, and other technologies 7) Reduction in plastics use and promotion of recycling 8) Proper treatment, storage, and management of hazardous waste 9) Appropriate and efficient management of water resources
		A future where people and nature are in harmony	10) Thoroughly implementing environmental assessment 11) Contributing to natural ecosystem conservation
Improving Prosperity for All People and Cultures	Addressing social issues	Sharing ethical standards with stakeholders	12) Establishing and thoroughly complying with ethical standards 13) Appropriately managing conduct risk 14) Thoroughly reinforcing corporate governance and compliance 15) Sharing high ethical standards with business partners
		Prepare for a new future with the power of digital technologies	16) Promoting the B2B2X model 17) Protection and respect for intellectual property 18) Contribution to the revitalization of local communities and economies
		Moving toward a safe, secure, and resilient society	19) Ensuring the stability and reliability of communication services 20) Strengthening information security and personal information protection 21) Establishing a decentralized structure based on remote work
Maximizing Well-being for All	Addressing Human Rights, Diversity and Inclusion	Respect for human rights	22) Compliance with the NTT Group Global Human Rights Policy 23) Encouraging society as a whole to respect human rights
		Diversity & Inclusion	24) Utilizing diverse human resources and promoting their advancement 25) Promoting diverse work styles 26) Fostering an inclusive culture
		Creating new work style models	27) Promoting remote work and other workplace models 28) Achieving zero fatal accidents as well as maintaining and promoting employee health 29) Supporting autonomous capacity development 30) Promoting paperless operations

	Indicator	Medium-term targets	Fiscal year achieved	SDGs
	2040: Carbon neutrality for the entire NTT Group <sup>1</sup> (2030: Greenhouse gas emissions reduced by 80%) <sup>1</sup> : Greenhouse gas emissions, carbon neutrality: GHG protocol: Scope 1 and 2 emissions	80% reduction 100% reduction	2030 2040	
	2030: 100% EV adoption in Japan	50% 100%	2025 2030	
	2025: 2x power efficiency (compared to FY2017) 2030: 10x power efficiency (compared to FY2013)	2x	2025	
	2030: Recycling rate of waste <sup>2</sup> 99% or above <sup>2</sup> : Includes thermal (incineration)	99% or above	2030	
	Number of projects/amount expended/ number of participants in projects on biodiversity conservation	Publish results every year		
	Participation rate for corporate ethics policy training Cases of legal action for anti-competitive behavior, bribery 0 <sup>*</sup> Conduct risk indicators will be discussed in the future	100% 0	Every year Every year	
	B2B2X earnings	¥600 billion	2023	
	Number of patent applications	More than in the previous fiscal year	—	
	Development rate of 5G infrastructure maintenance	97%	2023	
	Number of major accidents 0	0	Every year	
	Stable service provision rate 99.99%	99.99% or above	Every year	
	Suspension of telecommunications services due to cyberattacks 0	0	Every year	
	Major personal data leaks 0	0	Every year	
	Human rights training and attendance 100%	100%	Every year	
	Number of confirmed cases of human rights violations	0	Every year	
	Ratio of direct dialogue with important suppliers 100%	100%	Every year	
	Ratio of women newly promoted to management positions	30%	Every year	
	Ratio of female managers	15%	2025	
	Ratio of female directors (directors + audit and supervisory board members + senior vice presidents)	25-30%	2025	
	Ratio of outside personnel	30%	2023	
	Remote work ratio	70%	2022	
	Number of accidents causing injury or death during construction work 0	0	Every year	
	Employee engagement (percentage of positive responses)	65%	Every year	
	Paper consumption reduction <sup>8</sup>	0	2025	

# Corporate Governance

—Reinforcement of Governance for Sustained Growth—

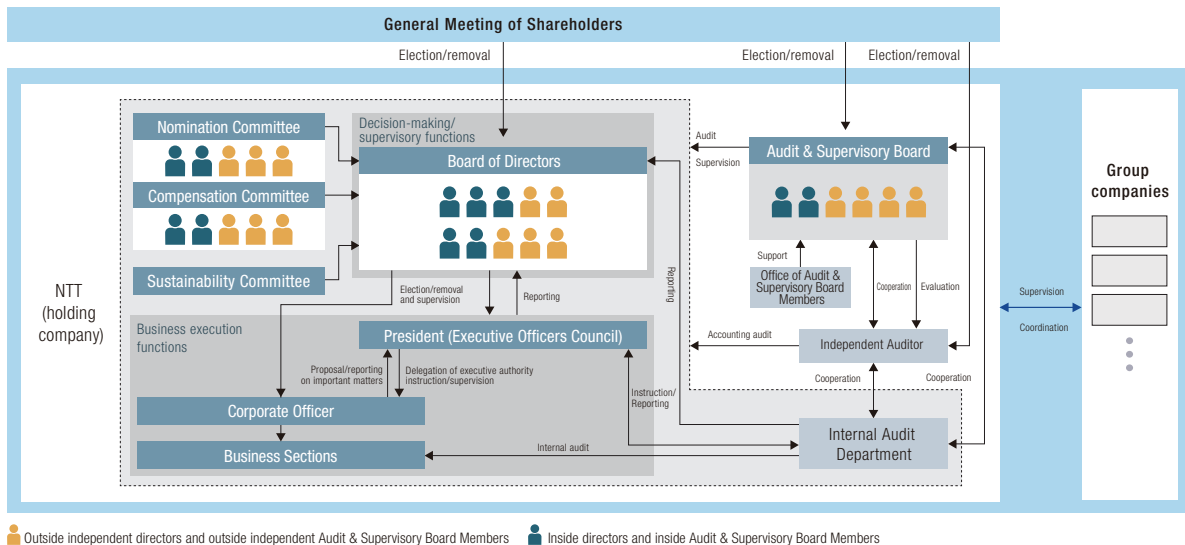
## Basic Views of Corporate Governance

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

## Overview of Corporate Governance Structure

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

Governance Chart



## Members of our Board

\*As of the end of June 2022



**Jun Sawada**

Chairperson and Executive Director



**Akira Shimada**

President and Chief Executive Officer



**Katsuhiko Kawazoe**

Senior Executive Vice President



**Takashi Hiroi**

Senior Executive Vice President



**Akiko Kudo**

Member of the Board



**Ken Sakamura**

Outside Member of the Board



**Yukako Uchinaga**

Outside Member of the Board



**Ryoji Chubachi**

Outside Member of the Board



**Koichiro Watanabe**

Outside Member of the Board



**Noriko Endo**

Outside Member of the Board

## Members of the Audit & Supervisory Board

\*As of the end of June 2022



**Keiichiro Yanagi**

Full-Time Audit & Supervisory Board Member



**Kanae Takahashi**

Full-Time Audit & Supervisory Board Member



**Kensuke Koshiyama**

Full-Time & Outside Audit & Supervisory Board Member



**Takashi Iida**

Outside Audit & Supervisory Board Member



**Hideki Kanda**

Outside Audit & Supervisory Board Member



**Kaoru Kashima**

Outside Audit & Supervisory Board Member

## Skill Matrix

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

# Corporate Data

<b>Name</b>	NIPPON TELEGRAPH AND TELEPHONE CORPORATION
<b>Head Office</b>	Otemachi First Square, East Tower, 5-1, Otemachi 1-Chome, Chiyoda-ku, Tokyo 100-8116, Japan
<b>Date of Establishment</b>	April 1, 1985 In accordance with the Nippon Telegraph and Telephone Corporation Law (Bill No. 85, December 25, 1984)
<b>Paid-In Capital</b>	¥938 billion (As of March 31, 2022)
<b>Total Number of Shares Issued</b>	3,622,012,656 (As of March 31, 2022)
<b>Number of Employees</b>	333,850 employees (As of March 31, 2022, consolidated basis)

## Member of the Board

Chairman and Representative Member of the Board	Jun Sawada
Representative Member of the Board President and Chief Executive Officer (CEO)	Akira Shimada
Representative Member of the Board Senior Executive Vice President	Katsuhiko Kawazoe
Representative Member of the Board Senior Executive Vice President	Takashi Hiroi
Member of the Board Senior Vice President	Akiko Kudo
Outside Member of the Board	Ken Sakamura Yukako Uchinaga Ryoji Chubachi Koichiro Watanabe Noriko Endo
Audit & Supervisory Board Member	Keiichiro Yanagi Kanae Takahashi
Outside Audit & Supervisory Board Member	Kensuke Koshiyama Takashi Iida Hideki Kanda Kaoru Kashima

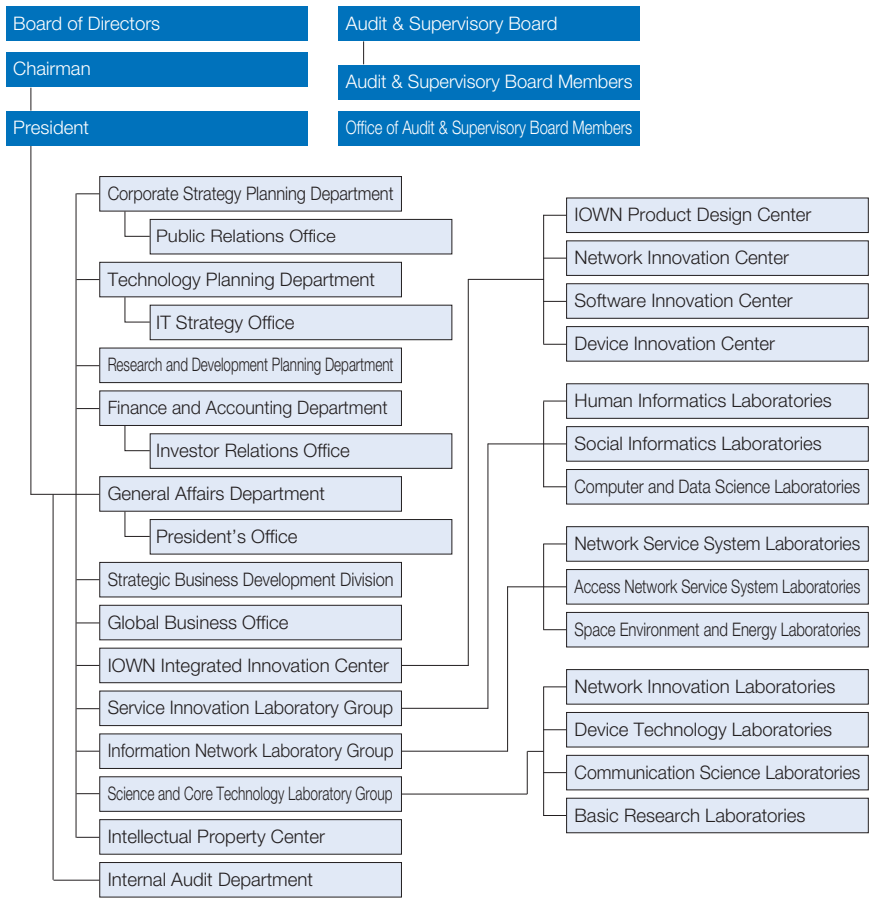
(As of June 30, 2022)

## Executive Officers

Representative Member of the Board President CEO (Chief Executive Officer)	Akira Shimada	
Representative Member of the Board Senior Executive Vice President CTO (Chief Technology Officer) CIO (Chief Information Officer) CDO (Chief Digital Officer)	Katsuhiko Kawazoe	In charge of technical strategy
Representative Member of the Board Senior Executive Vice President CFO (Chief Financial Officer) CCO (Chief Compliance Officer) CHRO (Chief Human Resource Officer)	Takashi Hiroi	In charge of business strategy
Senior Executive Vice President CBDO (Chief Business Development Officer)	Tadao Yanase	Head of Business Strategy, In charge of Economic security
Executive Vice President	Atsuko Oka	Head of Research and Development Planning
Executive Vice President CISO (Chief Information Security Officer)	Shinichi Yokohama	Head of Security and Trust
Senior Vice President	Hideaki Ozaki	Head of Global Business
Senior Vice President	Kazuhiko Nakayama	Head of Finance and Accounting
Member of the Board Senior Vice President	Akiko Kudo	Head of Strategic Business Development
Senior Vice President	Takashi Taniyama	Head of Corporate Strategy Planning
Senior Vice President	Kei Ikeda	Head of Technology Planning
Senior Vice President	Kyoko Yamamoto	Head of General Affairs
Senior Vice President	Makiko Sekine	Head of Public Relations
Senior Vice President	Natsuko Fujiki	Head of Internal Audit

(As of June 30, 2022)

## Organization Chart



## Access

### Otemachi First Square

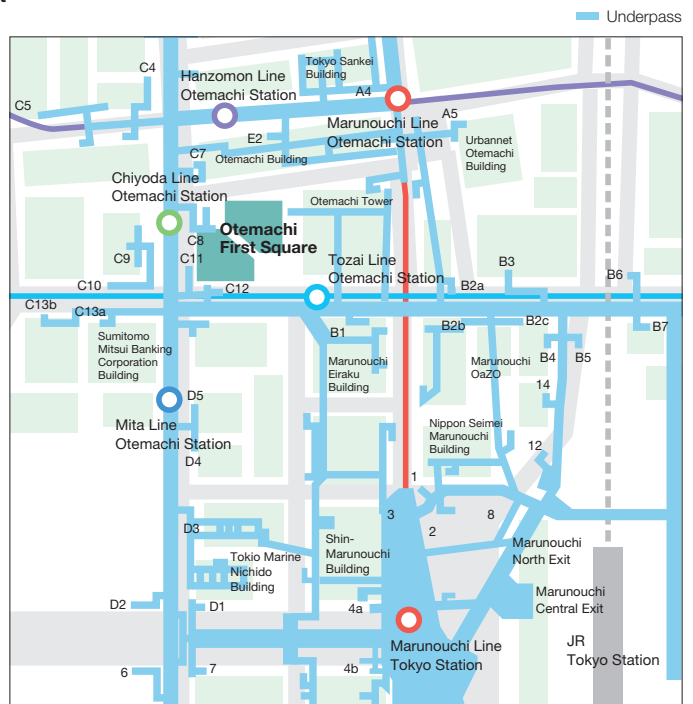
Tokyo Metro: Chiyoda Line / Tozai Line / Hanzomon Line / Marunouchi Line

Toei Subway: Mita Line

**Otemachi Station, direct connection from exits C8, C11, and C12**

JR lines

**Tokyo Station, Marunouchi North Exit, 5 minute walk from exit**



Twitter  
[twitter.com/NTTPR](https://twitter.com/NTTPR)



Facebook  
[facebook.com/NTTgroup/](https://facebook.com/NTTgroup/)

Instagram  
[instagram.com/nttgroup\\_official/](https://instagram.com/nttgroup_official/)

YouTube  
[youtube.com/c/NTTofficialchannel](https://youtube.com/c/NTTofficialchannel)

LinkedIn  
[linkedin.com/company/ntt](https://linkedin.com/company/ntt)



<https://group.ntt/>

**NTT**  
NIPPON TELEGRAPH AND TELEPHONE  
CORPORATION

