



Transformation to a New Management Style

Remote Trend During COVID-19



Lifestyle (Individuals)

Spread and acceleration of digital services (including delivery and video transmission)

Workstyle (Companies)

Rapid shift to remote work

Social Infrastructure

Necessity of accelerating the shift to online/digitalization

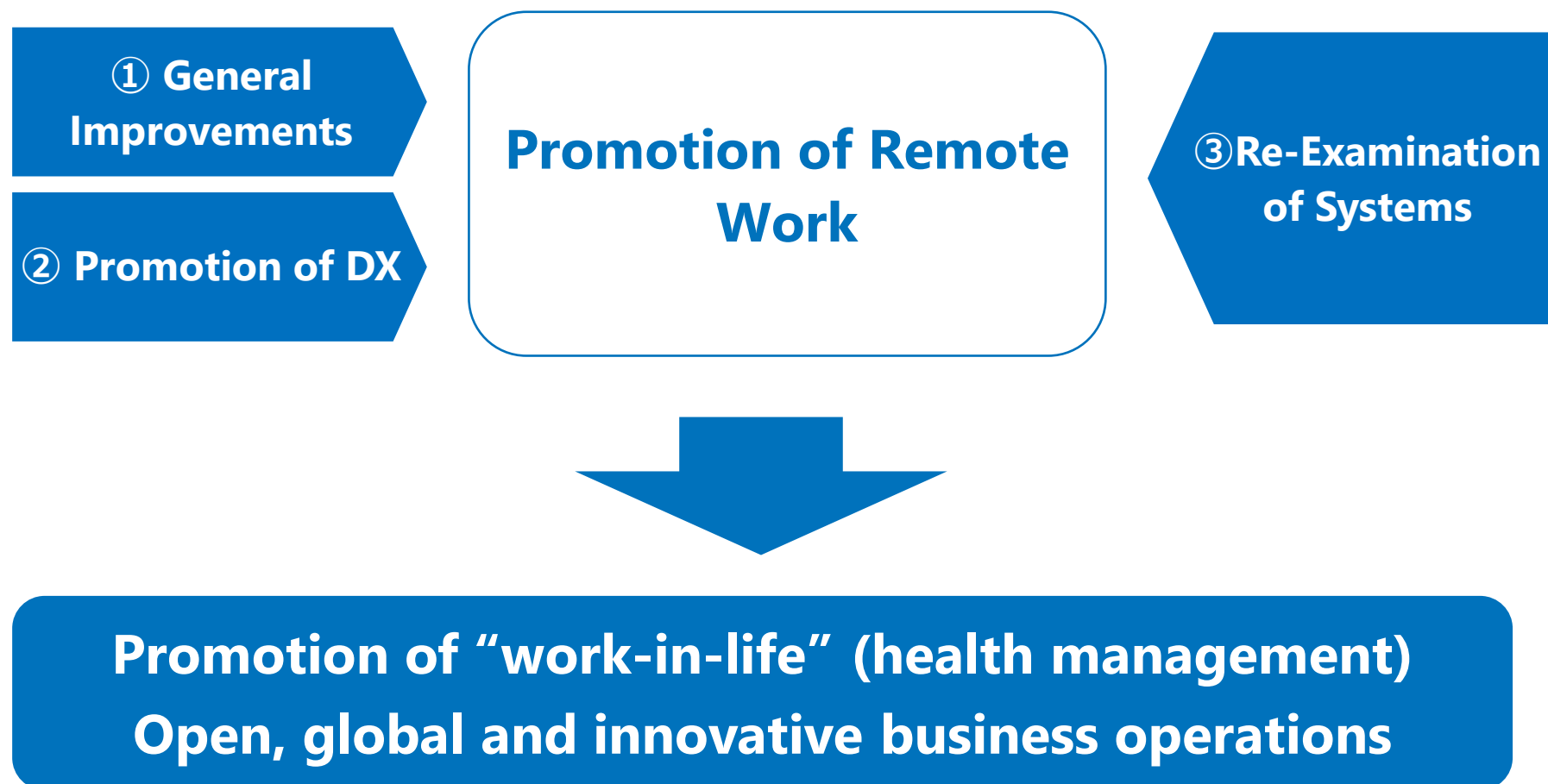
Arrival of a Remote/Online-Using Society



NTT Will Continue to Practice Remote Work

Transformation to a New Management Style NTT

Transformation to a New Style Premised on Remote Work



① General Improvements

New Style Premised on Remote Work



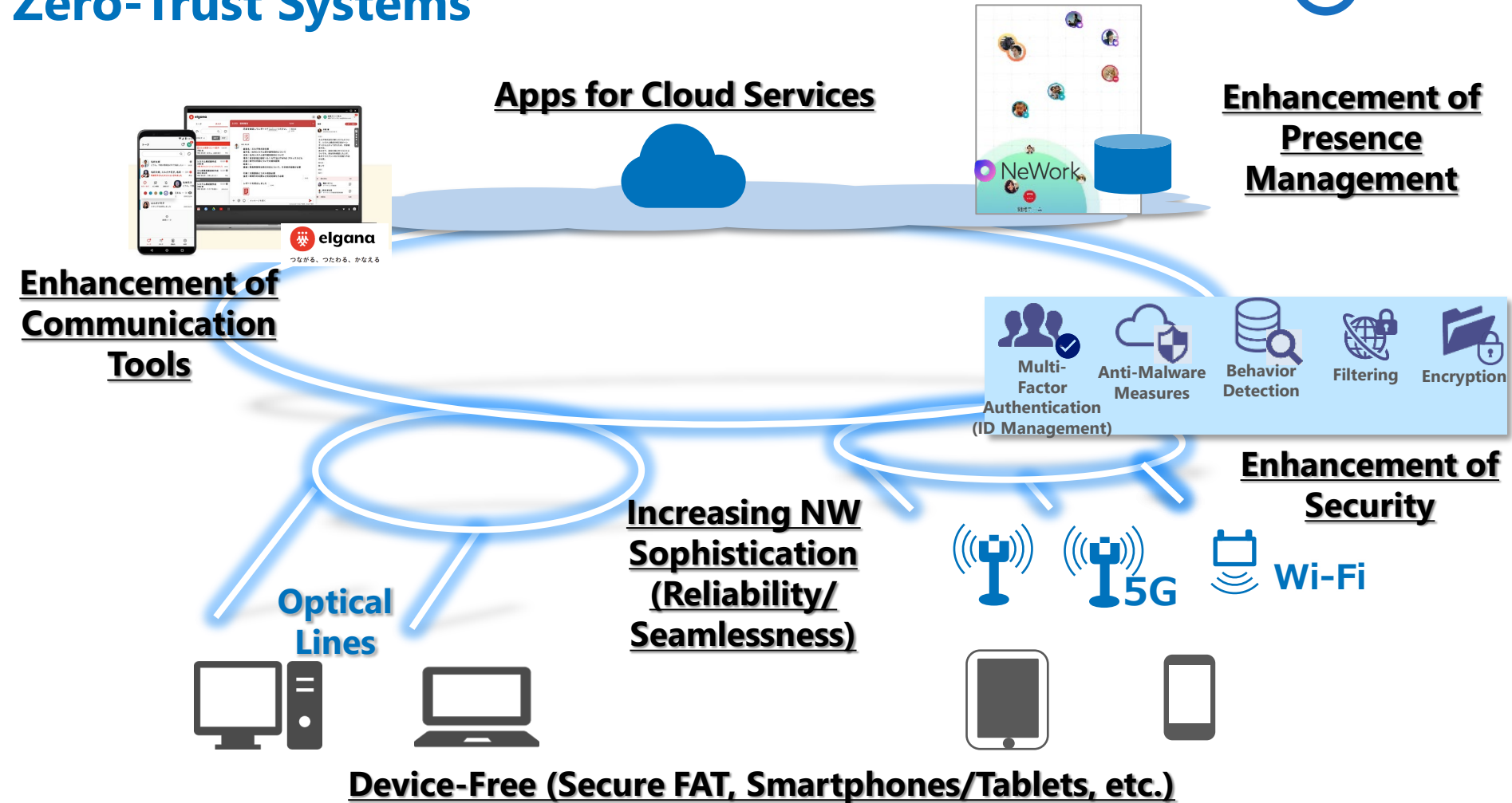
**Any Person, At Any Time, Can Make Any Place
a Workplace**



Workcation

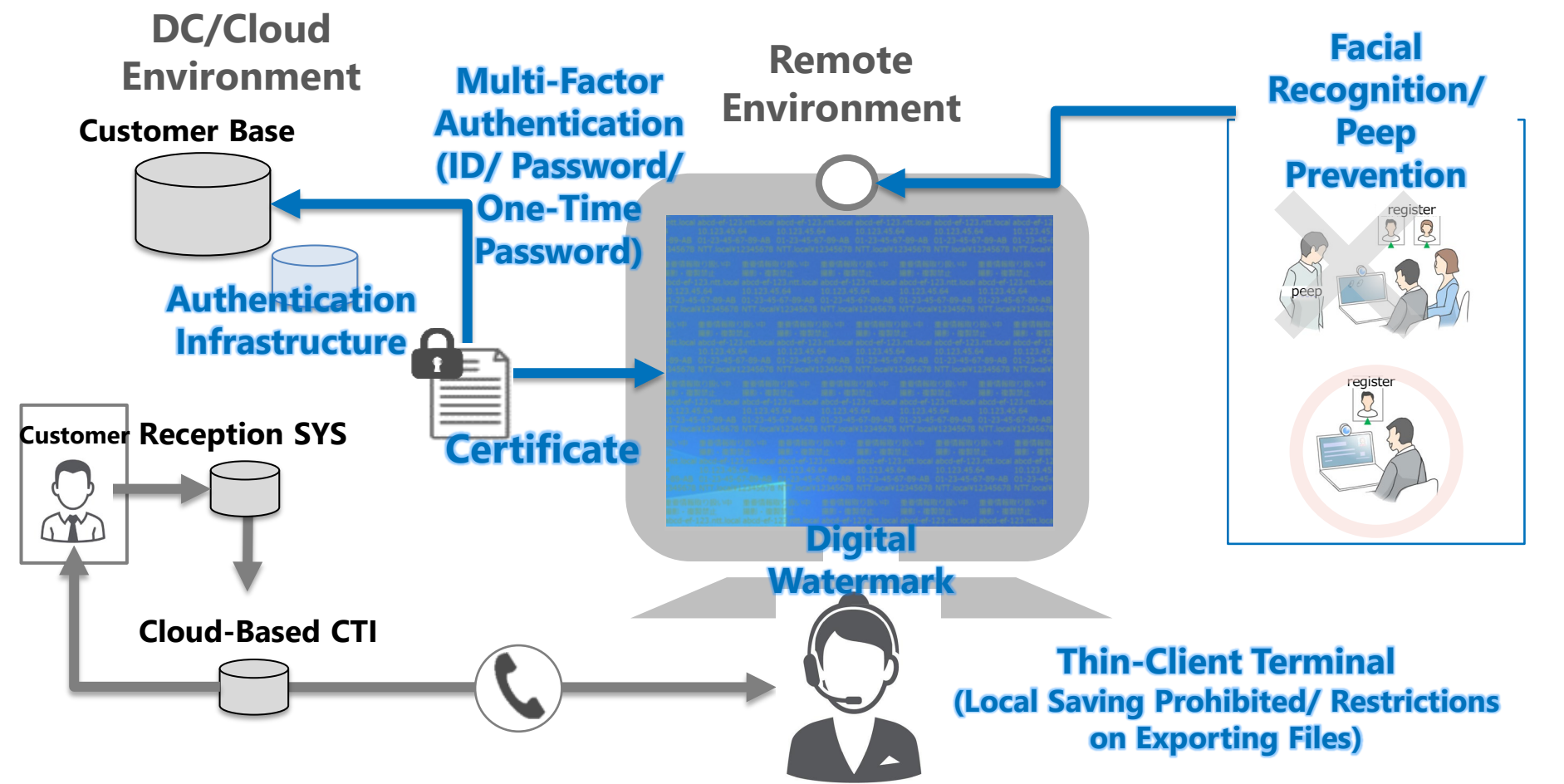


Introduction of Cloud-Based Systems/ Zero-Trust Systems



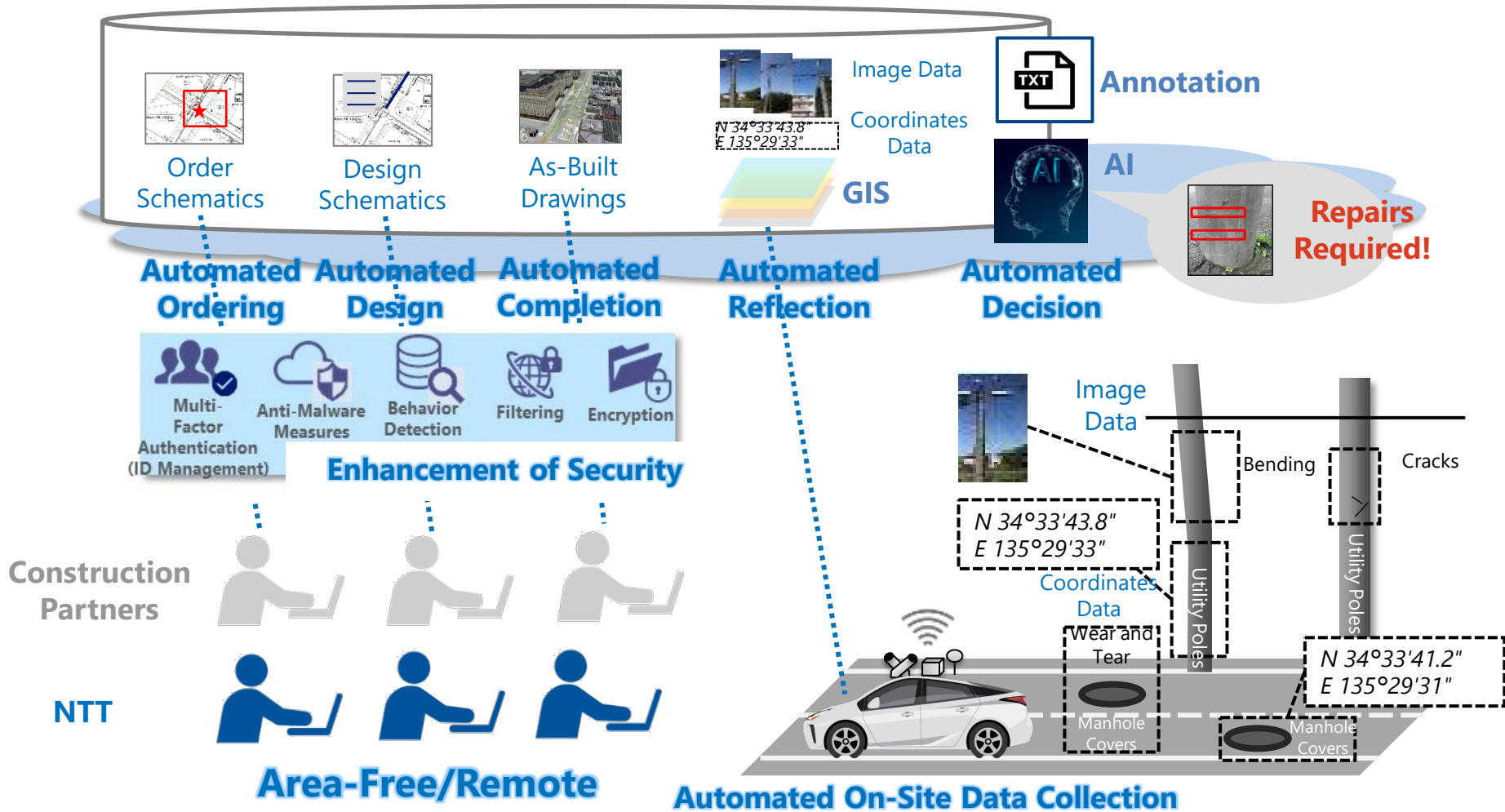
Staff and Sales Teams of Major Companies:
to be completed in FY2022

Enabling Remote-Difficult Tasks to be Done Remotely (Customer Information)

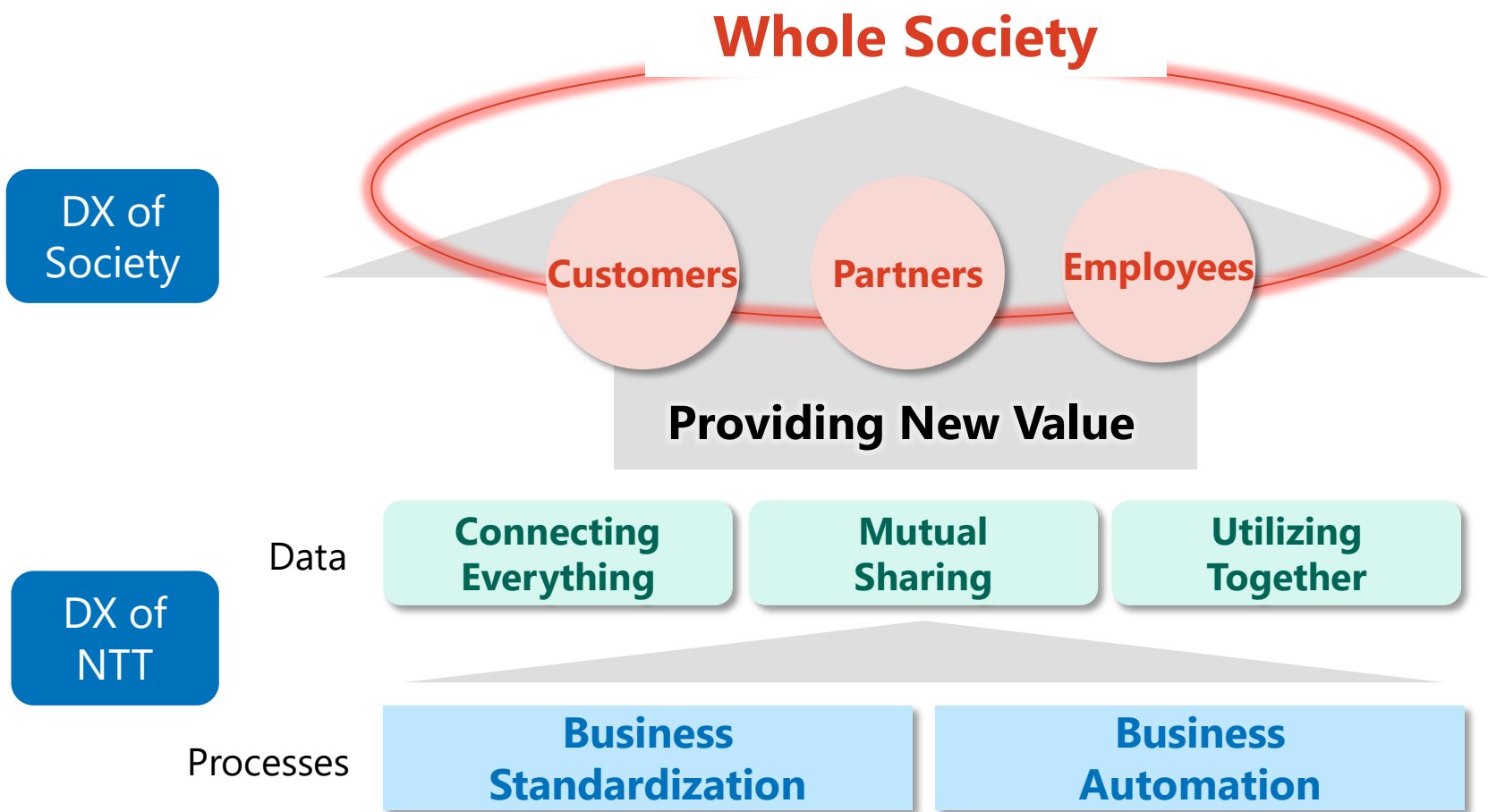


To be Completed in FY2021 for Major Contact Centers

Enabling Remote-Difficult Tasks to be Done Remotely (Equipment Operations)



② Promotion of DX



Standardization of ID/Codes

**Unified
Common
Code**

- **Global uniformization of IDs, codes and data formats**

Standardization of Business Processes

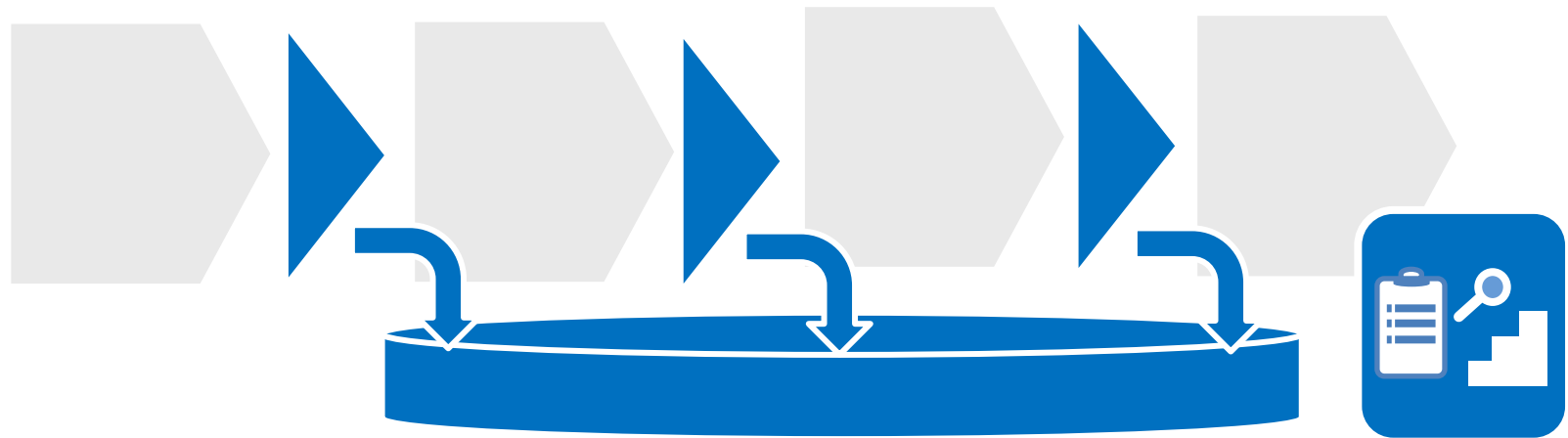
**Business
Process
Consolidation**

- **Less labor-intensive processes through remote work**
- **Fit To Standard**

Standardization of Data Management

**Master
Data
Governance**

- **Consolidated management of master data**
- **Data linkage through API**



Standardization of Interfaces

- Master data conversion
- Data linkage through API



Secure Data Gathering

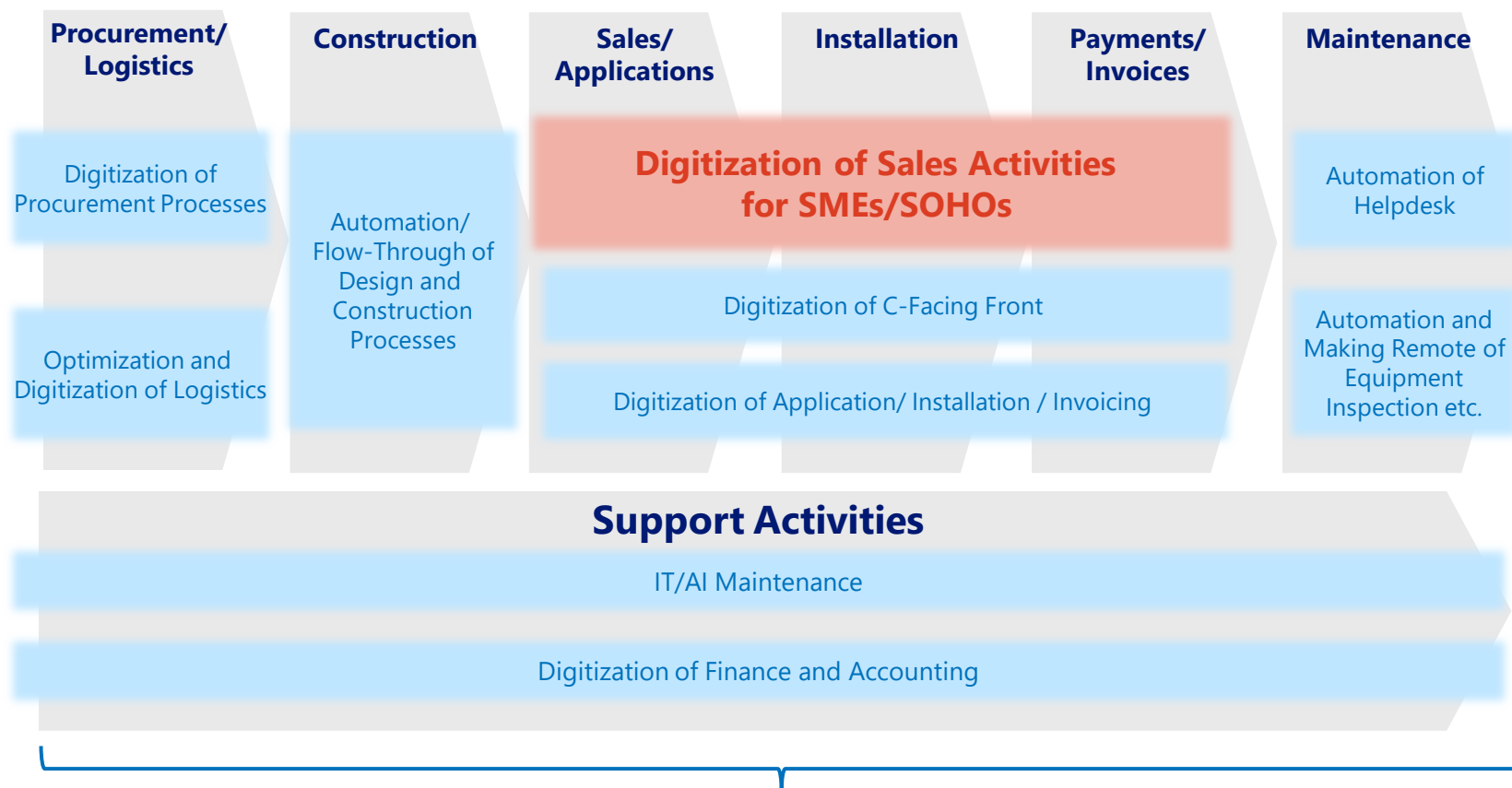
- Access control
- Anonymized information



Data Design from the Dashboard

- Define necessary data from the dashboard and reflect in the design

Main DX Initiatives



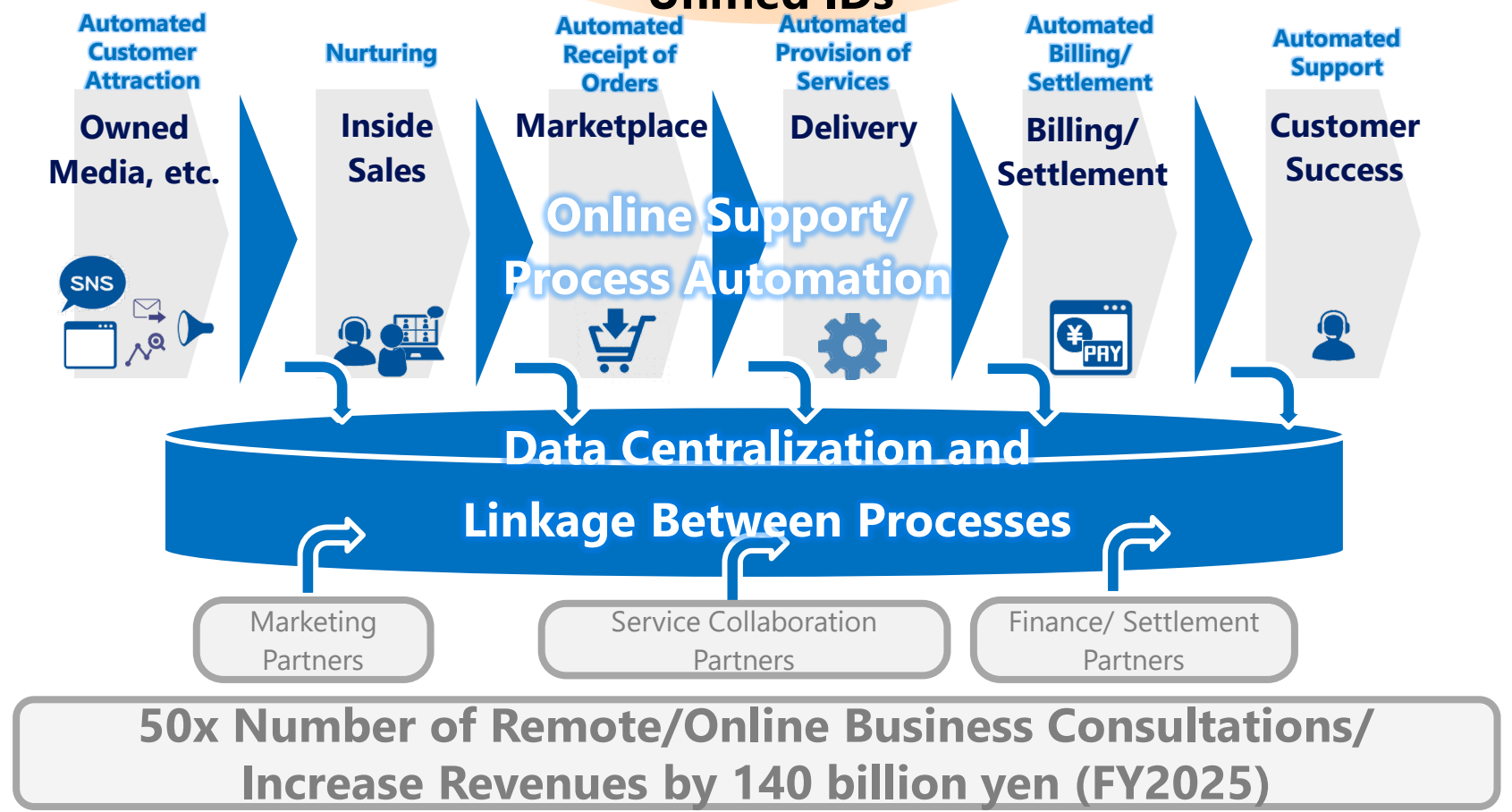
Approximately 100 automated processes for 10 DX initiatives

Improvement of Service Providing Operations Productivity: 1.7x (FY2025)

**Complete Shift
of Corporate Sales to
Online/Remote**

**Centralized Data
Transmission between
Processes with
Unified IDs**

**Seamlessly Link
Processes and Data with
Partner Companies**



③ Re-Examination of Systems

Directionality of Re-Examination of Systems/ General Improvements

Pre-COVID

**Uniform Management Style
Premised on
Office Work**



**Diverse Management Styles
Premised on
Remote Work**

- **Work in offices**
Required relocations
- **9-to-5 working hours**
- **Company-driven
personnel assignments**

- **Choice of workplace and residence**
(released from relocations/unaccompanied assignments)
- **Choice of working hours**
(released from fixed working hours)
- **Choice of careers**
(released from seniority system)
- **Enhancement of Governance in
Consideration of Conduct Risks**

**Re-
Examination
of Systems
To-Date**

Recommendations for Remote Work

- Work-from-home (limited frequency) → Remote work (unlimited)
- Commuting allowance (fixed payments) → Commuting allowance (payment of actual costs)
- No work-from-home stipends → New remote work stipends
- Flex (with Core Times) → Super Flex (without Core Times)

Future Initiatives

**No Need for Relocations and
Unaccompanied Assignments**

Recruitment of Remote-Based Employees
(From FY2022)

**Decentralization of
the Organization
(Including Head Officers
and Back-Offices)**
(From FY2021)

Expansion of Satellite Offices
(FY2022 260 or more locations)

**Re-Examination of the Office
Environment**
increase the amount of space per person in the
office by 1.5x, and enhance the space for idea
creation and co-creation
(From FY2022)

Examples of Initiatives at Operating Companies (NTT East)



Promotion of Work-in-Life (Health Management) through the Workplace-Residence Proximity

- Working at head offices while living in regional cities (From FY2021)

Decentralization of the Organization (Including Head Officers and Back-Offices)①

- Distribution of regional revitalization businesses to regional areas (From FY2022)

Decentralization of the Organization (Including Head Officers and Back-Offices) ②

- Strengthening decentralization of disaster countermeasure functions, including those related to BCP (From FY2022)

Re-Examination of the Office Environment

- In connection with the Shinagawa redevelopment, merged Shinagawa and Hatsudai headquarters (During FY2021)
- Enhance the spaces for idea creation and co-creation (From FY2022)

**Re-
Examination
of Systems
To-Date**

- Introduction of job-based employment for high-ranking managers
- Utilization of voluntary personnel job challenges/ job offerings
- Introduction of various trainings according to level

Future Initiatives

**Promotion of
Autonomous
Career Development**
(FY2022)

**Active Recruitment of
Foreigners and External
Personnel**
(Mid-Career Hire Ratio*: 30%
in FY2023)

* External personnel

**Advancement of the
Promotion of Female Managers
and Directors**
(Female Directors: 25-30% in FY2025)

**Development of
Global Management
Personnel**
(FY2025 Total Number: 200
persons)



Promotion of “work-in-life” (health management) Open, global and innovative business operations

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- *** "1Q" in this material represents the three-month period beginning on April 1 and ending on June 30, "2Q" represents the six-month period beginning on April 1 and ending on September 30, "3Q" represents the nine-month period beginning on April 1 and ending on December 31, and "4Q" represents the twelve-month period beginning on April 1 and ending on March 31.

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