

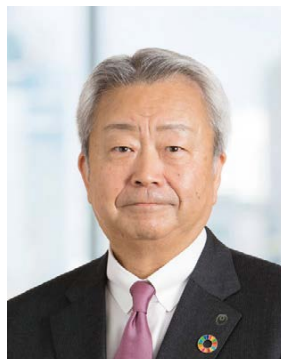
## Members of the Board As of June 30, 2021



### Hiromichi Shinohara

#### Chairman of the Board Chairman of the Board

Years Served as Member of the Board..... 12  
Shares Owned ..... 49,300  
1978 Joined Nippon Telegraph and Telephone  
Public Corporation  
2018 Chairman of the Board of the Company  
2021 Member of the Board of Yamaha Corporation



### Jun Sawada

#### President and Chief Executive Officer, Member of the Board

Years Served as Member of the Board..... 7  
Shares Owned ..... 38,300  
1978 Joined Nippon Telegraph and Telephone  
Public Corporation  
2018 President and Chief Executive Officer  
Member of the Board of the Company



### Akira Shimada

#### Representative Member of the Board

Years Served as Member of the Board..... 9  
Shares Owned ..... 24,508  
1981 Joined Nippon Telegraph and Telephone  
Public Corporation  
2018 Senior Executive Vice President  
Member of the Board of the Company



### Naoki Shibutani

#### Representative Member of the Board

Years Served as Member of the Board..... 1  
Shares Owned ..... 11,600  
1985 Joined the Company  
2020 Senior Executive Vice President  
Member of the Board of the Company



### Katsuhiko Shirai

#### Outside Independent Member of the Board

Years Served as Member of the Board..... 9  
Shares Owned ..... 10,800  
2012 Member of the Board of the Company  
2016 Honorary Advisor of Waseda University



### Sadayuki Sakakibara

#### Outside Independent Member of the Board

Years Served as Member of the Board..... 9  
Shares Owned ..... 21,900  
2012 Member of the Board of the Company  
2018 Honorary Chairman of the Japan Business  
Federation  
2019 Director of SHIMANO INC.  
2019 Director of Nitori Holdings Co., Ltd.  
2019 Director and Chairperson of the Board of  
Japan Investment Corporation  
2020 Chairman of the Board of the Kansai Electric  
Power Co., Inc.



### Ken Sakamura

#### Outside Independent Member of the Board

Years Served as Member of the Board..... 2  
Shares Owned ..... 1,300  
2002 Director of YRP Ubiquitous Networking  
Laboratory  
2014 President of Vitalizing Local Economy  
Organization by Open Data & Big Data  
2017 Professor and Dean of Faculty of Information  
Networking for Innovation and Design of  
Toyo University  
2017 Emeritus Professor of the University of Tokyo  
2019 Member of the Board of the Company  
2019 President of Association for IoT Services  
Coordination



### Keiko Takegawa

#### Outside Independent Member of the Board

Years Served as Member of the Board..... 2  
Shares Owned ..... 1,500  
2019 Member of the Board of the Company  
2019 Audit & Supervisory Board Member of  
MITSUI MINING & SMELTING CO., LTD.  
2021 Specially Appointed Professor and Dean of  
Faculty of Global Business and Director of  
the Institute of Women's Culture of Showa  
Women's University  
2021 Director of Sekisui House, Ltd.  
2021 Director of MITSUI MINING & SMELTING  
CO., LTD

## Audit & Supervisory Board Members As of June 30, 2021



### Takao Maezawa

#### Audit & Supervisory Board Member

Years Served as Member of the Board..... 5  
Shares Owned ..... 20,508

1978 Joined Nippon Telegraph and Telephone  
Public Corporation  
2016 Full-Time Audit & Supervisory Board Member  
of the Company



### Kanae Takahashi

#### Audit & Supervisory Board Member

Years Served as Member of the Board..... 1  
Shares Owned ..... 5,600

1987 Joined the Company  
2020 Full-Time Audit & Supervisory Board Member  
of the Company



### Takashi Iida

#### Independent Audit & Supervisory Board Member

Years Served as Member of the Board..... 7  
Shares Owned ..... 7,300

1974 Registered as Attorney-at-Law (Daini Tokyo  
Bar Association)  
2012 Established Kowa Law Office  
2013 Outside Director of Alps Electric Co., Ltd.  
(current Alps Alpine Co., Ltd.)  
2014 Outside Audit & Supervisory Board Member  
of the Company



### Hideki Kanda

#### Independent Audit & Supervisory Board Member

Years Served as Member of the Board..... 2  
Shares Owned ..... 0

2016 Professor of the Professional School of Law  
(Law School) of Gakushuin University  
2016 Emeritus Professor of the University of Tokyo  
2017 Director of Sumitomo Mitsui Trust Bank, Limited  
2019 Outside Audit & Supervisory Board Member  
of the Company



### Kaoru Kashima

#### Independent Audit & Supervisory Board Member

Years Served as Member of the Board..... 2  
Shares Owned ..... 0

1985 Registered as a Certified Public Accountant  
2019 Outside Audit & Supervisory Board Member  
of the Company  
2020 Audit & Supervisory Board Member of Kirin  
Holdings Company, Limited  
2021 Director of Sumitomo Mitsui Trust Holdings,  
Inc.

## Number of Board Members and Audit & Supervisory Board Members

As of March 31, 2021

		Scope of Disclosure	Unit	FY2017	FY2018	FY2019	FY2020		
Number of Board Members		NTT	People	12	12	15	8		
Inside	Male			10	10	10	4		
	Female			0	0	1	0		
	Total			10	10	11	4		
Outside independent	Male			2	2	3	3		
	Female			0	0	1	1		
	Total			2	2	4	4		
Ratio of female Board Members				NTT	%	0	0	13.3	12.5
Number of Audit & Supervisory Board Members				NTT	People	5	5	5	5
Inside	Male	1	1			1	1		
	Female	1	1			1	1		
	Total	2	2			2	2		
Outside independent	Male	2	2			2	2		
	Female	1	1			1	1		
	Total	3	3			3	3		
Ratio of female Audit & Supervisory Board Members		NTT	%			40	40	40	40

## Compensation of Board of Directors, Audit & Supervisory Board, Outside independent Audit & Supervisory Board Members, Members of the Board and Audit & Supervisory Board Members

As of March 31, 2021

		Scope of Disclosure	Unit	FY2017	FY2018	FY2019	FY2020
Board of Directors	Number of meetings	NTT	—	12	13	11	13
	Attendance		%	97.2	99.1	100	99.3
	Outside independent board member attendance		%	87.5	100	100	100
Audit & Supervisory Board	Number of meetings	NTT	—	22	24	23	20
	Attendance		%	95.2	99.2	98.6	100
	Outside independent Audit & Supervisory Board member attendance		%	93.7	96.6	97.6	100
Appointment and Compensation Committee		NTT	—	1	1	5	5
Total compensation of members of the board and Audit & Supervisory Board members	Members of the board	NTT	Million yen	519 (10)	547 (13)	545 (11)	387 (12)
(Number of people) *1-4	Audit & Supervisory Board members		People	74 (2)	74 (2)	74 (2)	74 (3)
	Board and Outside Audit		People	75 (5)	75 (5)	97 (9)	105 (7)
	Total		People	668 (17)	696 (20)	719 (22)	566 (22)
Compensation of NTT's Independent auditors	Compensation for audit services	Consolidated	Million yen	6,036	4,433	5,106	4,891
	Compensation for non-audit services		Million yen	398	299	267	344
	Total		Million yen	6,434	4,732	5,373	5,235
The ratio of the compensation per director to the compensation per employee		NTT	—	5.1 : 1	5.3 : 1	4.3 : 1	4.7 : 1

## Reports to the corporate ethics help line by type of violation

		2017			2018			2019			2020		
		Number of Reports			Number of Reports			Number of Reports			Number of Reports		
			Disciplinary actions	Warnings		Disciplinary actions	Warnings		Disciplinary actions	Warnings		Disciplinary actions	Warnings
Overall	Number of Reports	350	23 (1)	75	334	18 (1)	77	359	30 (2)	74	346	7 (1)	28
	Compliance Violations	98	23 (1)	75	95	18 (1)	77	104	30 (2)	74	35	7 (1)	28
	Violation of Internal Rules	98	23 (1)	75	95	18 (1)	77	104	30 (2)	74	35	7 (1)	28
	Violation of Laws and Regulations	0	0	0	0	0	0	0	0	0	0	0	0
	No Violation	252	—	—	239	—	—	255	—	—	311	—	—
Harassment	Number of Reports	168	15 (0)	23	184	10 (1)	34	222	16 (0)	43	203	7 (1)	9
	Compliance Violations	38	15 (0)	23	44	10 (1)	34	59	16 (0)	43	16	7 (1)	9
	Violation of Internal Rules	38	15 (0)	23	44	10 (1)	34	59	16 (0)	43	16	7 (1)	9
	Violation of Laws and Regulations	0	0	0	0	0	0	0	0	0	0	0	0
	No Violation	130	—	—	140	—	—	163	—	—	187	—	—
Misconduct	Number of Reports	73	1 (0)	23	44	2	13	47	6 (0)	13	60	0	8
	Compliance Violations	24	1 (0)	23	12	6	13	19	6 (0)	13	8	0	8
	Violation of Internal Rules	24	1 (0)	23	12	6	13	19	6 (0)	13	8	0	8
	Violation of Laws and Regulations	0	0	0	0	0	0	0	0	0	0	0	0
	No Violations (Bribery, Accounting Fraud, Disguised Contracting, etc.)	49	—	—	32	—	—	28	—	—	52	—	—
Fraud (personal use of company funds)	Number of Reports	32	5 (1)	7	28	6 (2)	6	39	6 (2)	6	19	0	2
	Compliance Violations	12	5 (1)	7	8	6 (2)	6	12	6 (2)	6	2	0	2
	Violation of Internal Rules	12	5 (1)	7	8	6 (2)	6	12	6 (2)	6	2	0	2
	Violation of Laws and Regulations	0	0	0	0	0	0	0	0	0	0	0	0
	No Violation	20	—	—	20	—	—	27	—	—	17	—	—
Other	Number of Reports	77	2 (0)	22	78	2	12	51	2 (0)	12	64	0	9
	Compliance Violations	24	2 (0)	20	31	2	12	14	2 (0)	12	9	0	9
	Violation of Internal Rules	24	2 (0)	20	31	2	12	14	2 (0)	12	9	0	9
	Violation of Laws and Regulations	0	0	0	0	0	0	0	0	0	0	0	0
	No Violation	53	—	—	47	—	—	37	—	—	55	—	—

\* Numbers in parentheses indicate dismissals

The Whistleblowing Mechanism Guidelines, revised in December 2016 by the Consumer Affairs Agency, recommend that neutral and fair third-party assessments be carried out. We had such an assessment carried out in May 2017 and received the comment that overall, a whistleblowing mechanism is in place and is being administered appropriately.

**Details of assessment** ● Investigation of the mechanism and operational status of the help line in order to verify its effectiveness in terms of utilization and reliability. ● Sample survey on the establishment of regulations and responses to whistleblowers, etc. ● Confirmation of compliance with the Whistleblowing Mechanism Guidelines. ● Interviews with administrators and discussion about operational issues.

**Disciplinary Actions against Confirmed Violations** A compliance violation or breach of the NTT Group Corporate Ethics Charter is dealt with using the disciplinary measures taken in accordance with the disciplinary code established at each Group company. This includes pay cuts and work suspension, and may also be reflected in assessments (evaluations) and personnel transfers.

## Employment in the NTT Group

			Scope of Disclosure	Unit	FY2017	FY2018	FY2019	FY2020
Total number of employees			C	People	284,544	307,894	319,039	324,667
Employees by region	Domestic	166,173			179,902	183,824	186,228	
	Overseas	118,371			127,992	135,215	138,439	
	Percentage of overseas employees	41.6			41.6	42.4	42.6	
Number of employees by gender			E	People	109,200	106,997	110,207	104,281
	Male	92,000			88,756	88,724	84,169	
	Female	17,200			18,241	21,483	20,112	
	Percentage of female employees	15.8			17	19.5	19.3	
NTT			NTT	People	2,644	2,562	2,494	2,496
	Male	2,371			2,273	2,200	2,180	
	Female	273			289	294	316	
	Number of temporary employees included in the above	55			68	65	62	
	Total managers*1				E	People	26,110	25,736
	Male	24,770	24,268	23,991			23,730	
	Female	1,340	1,468	1,625			1,790	
	Percentage of female managers	5.1	5.7	6.3			7.0	
Average age			NTT	Years	41.3	41.3	41.1	41.8
	Male	41.7			41.7	41.7	42.4	
	Female	37.4			37.6	37.1	37.7	
Average years of employment			NTT	Years	16.8	16.8	16.7	16.7
	Male	17.2			17.2	17.1	17.3	
	Female	13.4			13.5	13.3	12.9	
Average annual compensation			NTT	Yen	5,846,977	5,913,532	5,954,975	6,022,537
			A		6,390,108	6,449,078	6,520,047	6,544,513
Ratio of basic salary per employee and remuneration of women to men*2	Managers	Basic salary	D	—	—	—	1:1.02	1:1.02
		Remuneration			—	—	1:1.03	1:1.03
	Non-managerial employees	Basic salary			—	—	1:1.17	1:1.15
		Remuneration			—	—	1:1.17	1:1.15
Number of new graduate hires			A	People	1,550	1,721	1,877	2,025
	Male	1,022			1,170	1,270	1,361	
	Female	528			551	607	664	
	Percentage of female employees	34.1			32	32.3	32.8	
Number of foreign national hires			D	People	58	75	55	42
	Male	35			44	31	22	
	Female	23			31	24	20	
Ratio of employees with disabilities*3			NTT	%	2.6	2.7	2.7	2.7
			A		2.5	2.6	2.6	2.7
			B		2.3	2.4	2.4	2.5
Number of re-employed members			D	People	18	16	14	16
	Male	1			0	2	0	
	Female	17			13	12	16	
Turnover rate (including mandatory retirement)	Turnover rate among all employees	D	%	6.4	6.1	9.9	7.1	
	Turnover rate due to personal reasons	3		3.7	3.7	2.8		
Continuous Employment of Employees at Retirement Age			D	People	18,000	14,000	10,000	11,000
Percentage of NWJ membership			B	%	86	84.8	79.4	79.6
Enhancing employee satisfaction			B	Points	3.79	3.8	3.79	3.9

\*1 Section manager level or higher \*2 We have a single pay scale for men and women. Differences are due to age and job grade. \*3 As of June 1 of the following year

## Number of Employees Using Company Systems, Working Hours, etc.

	Scope of Disclosure	Unit	FY2017	FY2018	FY2019	FY2020	
Special leave (childbirth)	D	People	1,147	1,081	1,164	1,169	
Number of employees taking childcare leave	D	People	2,199	2,370	2,394	2,568	
Male			120	169	257	372	
Female			2,079	2,201	2,137	2,196	
Ratio that returned to work		%	97.1	98.1	99.2	99.2	
Number of employees taking shortened working hours for childcare	D	People	2,418	2,530	2,042	2,687	
Male			27	39	36	40	
Female			2,391	2,491	2,006	2,647	
Number of employees taking nursing care leave	D	People	116	94	58	83	
Male			65	42	28	37	
Female			51	52	30	46	
Number of employees taking shortened working hours for nursing care	D	People	54	86	67	77	
Male			25	36	31	34	
Female			29	50	36	43	
Leave programs	D	Days	19.7	19.3	17.7	16.6	
Paid vacation		%	Male	—	97	89.3	84.1
			Female	—	93.8	85.8	78.9
			Percentage of total entitled leave	98.4	96.4	88.7	83
Working hours	NTT	Hours	1,911	1,933	1,906	1,950	
		Average annual overtime hours	23	22.2	23	24.7	
	D	Hours	—	—	17.5	18	
	D	Yen	—	—	48,180	57,096	
Number of employees taking leave for mental health	B	People	1,648	1,550	1,815	1,738	
Male			1,293	1,202	1,323	1,227	
Female			355	348	492	511	
Number of industrial accidents	A	—	44	36	71	28	
Operational accidents			9	8	7	2	
Commuting accidents			35	28	64	26	
Frequency rate			0.1	0.09	0.11	0.02	
Number of accidents causing injury or death during construction work*			3	3	2	1	
Implementation rate of specified health guidance	B	%	—	21.90	20.60	21.9	
Completion rate of specified health guidance	B	%	22.9	33.30	40.20	32.8	

\* Construction by partner companies and directly managed construction

## Status of Human Rights Initiatives

	Scope of Disclosure	Unit	FY2017	FY2018	FY2019	FY2020
Number of confirmed cases of human rights violations	B	—	27	24	29	33
Human rights training and attendance	B	%	93.6	96.6	97.3	97.2

## Status of Human Resources Development

		Scope of Disclosure	Unit	FY2017	FY2018	FY2019	FY2020
Average annual training	Hours per employee	B	Hours	34.0	28.0	26.0	24.0
	Cost per employee		Ten thousand yen	10.4	10.9	8.6	4.9
Job challenge	Use	B	People	477	297	296	199
Job offering	Transfer			188	113	107	86
Number of qualified employees (cumulative total)		B	People	26,963	38,437	48,564	—

## Status of Supply Chain Initiatives

		Unit	FY2017	FY2018	FY2019	FY2020
Percentage of critical suppliers that we sent CSR surveys (SAQ) to, and percentage that were responded to	Sent	%	100	100	100	100
	Responded	%	99	98	100	100
Number of recognized high-risk suppliers		—	0	0	0	0
Percentage of issues recognized as actual risks that were corrected at suppliers		%	100	100	100	100
Percentage of employees in procurement trained on ESG	Sent	%	100	100	100	100

## Safe, Secure, and Resilient Society Related Indicators

			Results		
			FY2018	FY2019	FY2020
Reinforce information security	Suspension of telecommunications services due to cyber attacks from the outside*1	Number of service suspensions	—	0	0
	Number of incidents of personal information leaks due to cyber attacks from the outside*1	Number of incidents of personal information leaks	—	1	1
Personal information protection	Zero incidents of personal information leaks	Number of incidents of personal information leaks	1	1	0
Ensure Stability and Reliability of Communications Services*4	Provide stable telecommunications services free of major communications problems	Stable service provision rate*2	100%	100%	99.99%
		Number of major accidents*3	0	0	2

\*1 Newly established in fiscal 2020

\*2  $[1 - \text{total hours under the impact of major accidents (number of affected users} \times \text{hours of major accidents)} / \text{total hours of major service provision (number of users} \times 24 \text{ hours} \times 365 \text{ days)}] \times 100\%$

\*3 Number of accidents that led to a suspension of telecommunications services or a decline in communications quality that meet the following criteria regarding duration and number of people affected:

- Emergency call services (110, 119, etc.): at least 1 hour affecting at least 30,000 users
- Voice services other than emergency calls: at least 2 hours affecting at least 30,000 users, or at least 1 hour affecting at least 100,000 users
- Internet-related services (free of charge): at least 12 hours affecting at least 1 million users, or at least 24 hours affecting at least 100,000 users
- Other services: more than 2 hours affecting 30,000 users, or more than one hour affecting 1 million users

\*4 Targets of statistics: Four telecommunications business companies (NTT East, NTT West, NTT Communications, and NTT DOCOMO)

## Employee Volunteering

		Scope of Disclosure	Unit	FY2017	FY2018	FY2019	FY2020
Employee participation rate		B	%	70.7	69	54.9	18
Results of Citizenship Activities*	Number of activities	B	—	4,204	3,977	3,713	2,307
	Number of participants		People	117,491	123,734	100,834	33,545
	Expenditures		Million yen	6,414	8,030	6,632	13,359
Environmental conservation	Number of activities	B	—	1,106	1,106	894	351
	Number of participants		People	75,706	76,889	60,714	17,669
	Expenditures		Million yen	875	796	1,408	377
Social welfare	Number of activities	B	—	497	513	534	502
	Number of participants		People	6,399	9,559	7,516	5,631
	Expenditures		Million yen	1,079	1,860	439	652
Education and cultural promotion	Number of activities	B	—	423	388	341	292
	Number of participants		People	2,940	2,845	2,544	1,263
	Expenditures		Million yen	1,841	2,423	2,656	10,375
Local community development and dialogue	Number of activities	B	—	1,740	1,507	1,609	669
	Number of participants		People	23,068	26,868	25,396	5,391
	Expenditures		Million yen	937	1,126	1,606	1,210
International exchange activities	Number of activities	B	—	43	55	13	11
	Number of participants		People	445	320	411	6
	Expenditures		Million yen	69	72	202	205
Sports promotion	Number of activities	B	—	268	224	161	72
	Number of participants		People	5,853	3,752	234	51
	Expenditures		Million yen	1,499	1,579	118	68
Other (e.g., activities that combine multiple categories)	Number of activities	B	—	127	184	161	410
	Number of participants		People	3,080	3,502	4,019	3,534
	Expenditures		Million yen	113	174	203	471
Breakdown of activities by type	Community Investments	B	%	65.8	60	67.1	22.6
	Charitable Donations			8.2	15.6	13.7	66.3
	Commercial initiatives			26	24.5	19.2	11.1

\* Expenses related to corporate citizenship include monetary donations, donation of goods, effective costs of opening facilities to the public, personnel costs of employee participation, and costs for implementing corporate citizenship programs (work outsourcing fees, transportation costs, etc.).