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Editorial Policy

The composition of this Data Book closely corresponds with items in the NTT Group Sustainability Priority Activities in order to report comprehensively and in an easy to understand manner to stakeholders, including investors who value ESG. While the report covers the status of the NTT Group overall as much as possible, the scope of data is clearly noted when it is limited to a part of the Group.

For detailed information on the business strategies of NTT (hereinafter “the Company”) and operations, please refer to Annual Report 2021. For details on ongoing efforts related to sustainability and achievements at NTT Group companies, please refer to the Sustainability Report published separately by each company.

■ **NTT IR Site**
<https://group.ntt.jp/ir/>

■ **NTT Group Sustainability Site**
<https://group.ntt.jp/csr/>

Reporting Period April 1, 2020 to March 31, 2021 Certain activities implemented after March 31, 2021 and the outlook for the future are also included.

Publication Date December 27, 2021 (Previous report: September 2020; Next report (tentative): September 2022)

Decision Making Process for Published Content To determine the content requirements for the publication, the Board of Directors discussed sustainability and other basic policies in November 2021, and then the representative director and senior executive vice president acted on their authority under the organizational rules to confirm and approve the content.

Reference Guidelines

- GRI Sustainability Reporting Standards 2016/2018/2019
- Environmental Reporting Guidelines 2018, Japan Ministry of the Environment
- ISO 26000: Guidance on Social Responsibility

Legend

- Nippon Telegraph and Telephone Corporation is abbreviated as NTT, Nippon Telegraph and Telephone East Corporation as NTT East, and Nippon Telegraph and Telephone West Corporation as NTT West. Some group companies of the NTT Group are defined with “エヌ・ティ・ティ” for registration purposes, but in general use the NTT notation. In principle, notations for status of incorporation have been omitted from the names of NTT Group companies.
- Figures in the numerical tables have been rounded and therefore may not necessarily add up to the total figures.
- The names of companies, products and services are the registered trademarks or trademarks of each company.

Third-Party Assurance The NTT Group obtained third-party assurance from Sustainability Accounting Co., Ltd. with regard to indicators for the fiscal 2020 results of “Improving prosperity for all people and cultures” and “Maximizing well-being for all,” and for the indicators of CO₂ emission volumes (Scopes 1, 2, and 3), waste disposal volumes, and water intake (clean water) within the fiscal 2020 results of “Ensuring the positive coexisting of nature and humanity,” from the NTT Group CSR Priority Activities. (See page 143)

Scope of Disclosure

The Data Book covers the NTT Group in its entirety. The scope of reporting for some sections are as follows.

[A] Main companies: 8 NTT, NTT East, NTT West, NTT Communications, NTT DOCOMO, NTT DATA, NTT Facilities, NTT COMWARE

[B] Domestic Group companies: 282

[C] Domestic and overseas Group companies: 964

[D] Main companies + operating companies

<Operating companies: 10> NTT East Group, 6 companies (NTT EAST-HOKKAIDO, NTT EAST-TOHOKU, NTT EAST-KANSHINETSU, NTT EAST-MINAMIKANTO, NTT EAST SERVICE, NTT-ME), NTT West Group, 4 companies (NTT MARKETING ACT, NTT BUSINESS SOLUTIONS, NTT FIELDTECHNO, NTT BUSINESS ASSOCIE WEST)

[E] Companies subject to NTT Group plans to double the number of female managers

<[D] + the companies below: 23> NTT Urban Development, NTT FINANCE, NTT BUSINESS ASSOCIE, NTT BUSINESS ASSOCIE EAST, NTT Electronics, NTT Advanced Technology, NTT LOGISCO, NTT ADVERTISING, NTT TechnoCross, InfoCom Research, NTT LEARNING SYSTEMS, NTT TRAVEL SERVICE, NTT CLARUTY

Note: Unless specifically stated otherwise, the scope of environmental performance statistics refers to domestic companies.

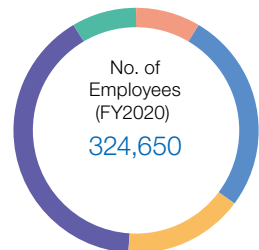
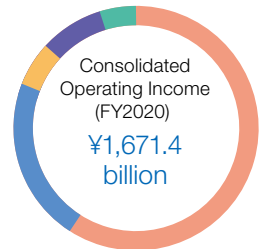
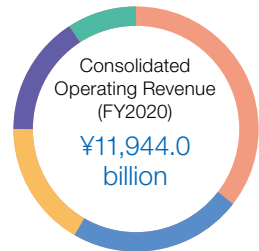
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At a Glance NTT Group

The experience and advanced technologies developed by the NTT Group will be used to achieve a “paraconsistent”* society, and contribute to resolving social issues faced by society as a whole.

(*Where opposing concepts or matters are both achieved inclusively)



		Consolidated Operating Revenue Ratio (FY2020)	Consolidated Operating Income Ratio (FY2020)	No. of Employees Ratio (FY2020)
Mobile communications business	The Mobile Communications Business Segment focuses on sales of Gigaho and Gigalight, which are simplified and reasonable billing plans, and docomo Hikari, as well as providing 5G services and collaborating with various business partners in the smart life area in an effort to provide new value-added services.	34.3% (¥4,725.2 billion)	54.2% (¥913.2 billion)	8.7% (28,100)
Regional communications	The Regional Communications Business Segment is centered on the Hikari Collaboration Model, which provides wholesale fiber-optic access services to various service providers, and also strengthens its solutions business with the aim of revitalizing local communities and regional economies.	23.3% (¥3,207.4 billion)	25.0% (¥420.2 billion)	23.2% (75,400)
Long distance and international communications business	In addition to enhancing capabilities for providing ICT solutions that combine network, security, and other services, the Long Distance and International Communications Business Segment concentrates efforts on enhancing service provision in growth areas such as cloud and managed services.	15.0% (¥2,065.6 billion)	8.7% (¥146.2 billion)	15.4% (49,950)
Data communications business	The Data Communications Business Segment involves efforts for responding to growing customer DX on a global level, and their increasingly diversified and sophisticated needs, by expanding business in the global market and provides a more extensive and consistent range of IT services, such as digitalization and system integration offerings, capable of responding to the changes in the market.	16.8% (¥2,318.7 billion)	8.3% (¥139.2 billion)	43.0% (139,700)
Other businesses	The Other Businesses Segment mainly provides services related to the real estate business, finance business, electric power business, and system development business.	10.6% (¥1,467.1 billion)	3.8% (¥64.8 billion)	9.7% (31,500)

* The percentage of each segment's simple total (including inter-segment transactions)

List of Memberships (as of December 1, 2021) Keidanren (Japan Business Federation, general incorporated association; vice chair) Tokyo Employers' Association (honorary chairman) Telecommunications Carriers Association (incorporated association; chairman) ITU Association of Japan (general incorporated association; council member) Association of Radio Industries and Businesses (general incorporated association; director) ICT Ecology Guideline Council Telecommunication Technology Committee (incorporated association; vice chairman)

NTT Group's Roots

NTT Group has continued to develop a range of solutions as a partner that drives society and industry forward.

It was some 70 years ago that the telephone and telegraph services provided by the Ministry of Communications and Ministry of Telecommunications were handed over to Nippon Telegraph and Telephone Public Corporation. With economic growth booming following the country's post-war recovery, the company began exploring a range of avenues to meet growing public demand for telephone services that connect in an instant.

After subsequently undergoing a name-change to NTT, the company expanded its businesses including the regional communications, long-distance and international communications, mobile communications, and global data communications sectors, based on its roots that aim to respond to the needs of customers and challenges faced by industry and society.

Focused on creating a better future for Japan and the world...
Never losing sight of the goal as "Your Value Partner."

Privatized in 1985. Our Dynamic Loop – The Heart of NTT

The single continuous curve represents the dynamism and our commitment for continuous innovation and delivering value to people and society.



A small inner loop at the top of the mark ensures that the voice of customers and society is always heard. This symbol represents NTT's vision and its commitment to developing a harmonious society through both business and cooperation.

NTT Group's History

NTT has contributed to lifestyles of people through its business activities.

Ever since being established as the Nippon Telegraph and Telephone Public Corporation in 1952, the NTT Group has developed a wide range of technologies and services, and has been delivering infrastructure for services like mobile phones, internet and cloud computing that could never have been imagined in the past. At the heart of these achievements is its NTT's underlying commitment of working as a partner that supports society and industry as a whole.

1952

"Nippon Telegraph and Telephone Public Corporation" established



In 1952, the telephone and telegraph services delivered by the Ministry of Communications and Ministry of Telecommunications were handed over to Nippon Telegraph and Telephone Public Corporation. The company developed various technologies to meet growing public demand for telephone services that connect in an instant.

1980s

NTT Group born from telecommunications liberalization

Nippon Telegraph and Telephone Public Corporation was privatized in 1985 following liberalization of telecommunications services, resulting in the birth of "Nippon Telegraph and Telephone Corporation (NTT)."



1987

Mobile telephone services launched

1988

NTT Data established
World's first ISDN service launched

1990s

Expanded telephone services with view of building an advanced telecommunications society



Phone services with a broad range of plans to suit customer usage scenarios were launched. The Open Computer Network (OCN) was launched with the view of expanding Internet use.

1991

NTT DOCOMO established

1996

OCN internet connection services launched

1998

i-mode services launched

1999

NTT Group transitioned to holding company structure

2000s

Full-scale roll-out of broadband ubiquitous services

NTT began offering the FLET'S ISDN always-on service as well as the B FLET'S optical fiber service, facilitating the widespread roll-out of high-speed, high-capacity communication services.



2007

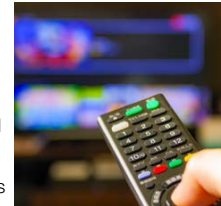
Hikari TV services launched

2008

Cloud services launched

2009

Android OS smartphones launched



2000

ISDN flat-rate services launched

2001

Optical fiber services launched for general households

2004

Osaifu-Keitai (Mobile Wallet) announced
Hikari Denwa services launched

2010s

Global ICT services framework developed

NTT Group had chiefly been operating in markets in Asia, Europe, and the US, and acquired Dimension Data and Keane in preparation for delivering total ICT services around the globe, including Australia, South America, Africa, and the Middle East.



2010

Acquired Dimension Data
LTE (Xi) services launched
Acquired Keane (currently NTT DATA, Inc.)

2013

iPhone launched

2014

"Kake-hodai & Pake-Aeru" phone plans launched
"Hikari Collaboration Model" launched
"docomo Hikari" launched

2016

Acquired Dell Services (currently NTT DATA, Inc.)

2018

"Your Value Partner 2025" medium-term management strategy formulated

2020s

IOWN concept released

Framework involving devices, networks and information processing infrastructure built on optical and other innovative technologies, to deliver high-speed and high-capacity communications, and vast computing resources exceeding the limits of existing infrastructure. Specifications are planned to be finalized by 2024 for a 2030 roll-out.



2020

5G services launched from March 25
Communication speeds up to 4.1 Gbps downstream

2021

Provided support for the Olympic and Paralympic Games Tokyo 2020 as a Gold Partner

2021

Green Innovation toward 2040 announced
A new management style unveiled



message

CEO Message

**Jun Sawada**President and Chief Executive Officer,
Representative Member of the Board

NTT's Vision of a Sustainable Society

We are faced with many dangerous challenges in today's modern society—major natural disasters, abnormal weather conditions, pandemics, infodemics, economic disparities, inequalities, and much more. Considering these challenges to our well-being, the NTT Group aims to help build a sustainable society through the acceptance of diverse values and by taking an all-inclusive approach. This would be difficult to achieve through traditional dualistic thinking that results in a judgmental view and a lack of mutual understanding – and therefore believe in another approach.

In concrete terms, I believe it will be vital to take a “Self as We” approach throughout society into the future. Individuals do not exist in a sole “Self as I” manner but are also supported by their connections with a broad range of people, nature, objects, and technologies. If we have a greater awareness of these relationships, the ideal approach is to aim towards coexistence much the same way as the natural world does.

Moving forward, even the “people,” objects and technologies we interact within cyberspace, like the metaverse and other similar services, will also need to be included as part of this “We.” Thus, we need to explore the “Self as We” concept in more detail.

Driving Business Forward in line with the New Global Sustainability Charter

The NTT Group established its Global Sustainability Charter in Autumn when it restructured its medium-term management strategy. This new charter encompasses three key themes.

- (1) Ensuring the positive coexisting of nature and humanity:
Aiming to solve environmental issues as well as achieve economic growth
- (2) Improving prosperity for all people and cultures:
Accepting diverse, democratic cultures while aiming to build a better society and create value
- (3) Maximizing well-being for all:
We aim to maximize the well-being of everyone by respecting human rights and encouraging diversity and inclusion.

Nine challenges and thirty business activities have been established under these three themes, to be implemented alongside business operations as part of our goal to achieve a sustainable society.

We have also developed a structured approach for our environmental vision, management style, and human rights policy based on this new sustainability charter.

The Environment and Energy Vision outlines NTT's carbon-neutral goals by 2040. The new management style that

the NTT Group will be adopting is highlighted in "Transformation to a New Management Style," which aims to build a decentralized network-based society focusing on remote work that was vital during the COVID-19 pandemic and will become even more so in the post-COVID age. And finally, the "NTT Group Global Human Rights Policy" sets forth our policies governing respect for human rights and the promotion of diversity and inclusion, based on the concept of "Self as We."

The NTT Group is committed to implementing these various initiatives to build a sustainable society aligned with its new Sustainability Charter.

December 2021



Jun Sawada

President and Chief Executive Officer,
Representative Member of the Board
Nippon Telegraph and Telephone Corporation



NTT's Mission, Vision, Values

Our Vision

Your Value Partner

Your valued partner that is committed and can be trusted

NTT promises to always listen to our clients and the world at large. We engage with clients and society as a valued partner with a deep commitment to trust, long-term relationships and mutual success.

We believe in achieving transformative results through technology innovation for ourselves, our clients, and society.

VISION

MISSION

VALUES

Our Mission

Resolving social challenges

Contributing to society through our business operations

NTT seeks to solve social challenges and create a sustainable society through our business operations and partnerships for people, organizations, and communities.

We commit to providing the confidence needed to move into the digital future that is a better place for all of us.

Our Values

Connect Trust Integrity

Our shared values informs all our decision making

NTT's values are based on trust, integrity, and connecting. We always act with a moral and ethical code in our trusted relationships with clients, employees, partners, and society.

We are a trustworthy human company that believes in the value of diversity and inclusion in our people and the world.

We are NTT.

NTT will continue to innovate through imagination and by challenging ourselves. We always listen to our clients, employees, and the world at large. NTT's culture is based on our core belief of responding to the needs of our clients and society to help achieve their best future possible. This is NTT's vision and its commitment to developing a harmonious society through both business and cooperation.

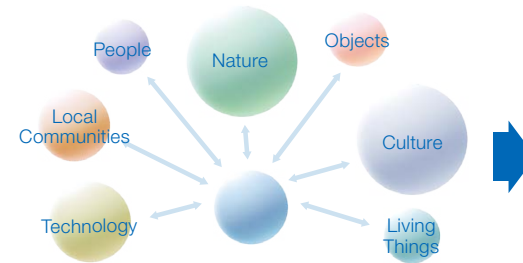
Three themes for achieving a sustainable society

NTT's Vision of a Sustainable Society

For a sustainable society, we need to consider current and future issues that will challenge us. These challenges include global and local social problems, environmental obligations, future epidemics and natural disasters, equitable economic prosperity, human rights issues, and technology's power for good or harm. People can interpret an event or reality very differently depending on their perspective. The constant and increasing flow of information in today's world, combined with many diverse values and beliefs, can result in multiple points of view based on the same facts. Because of this, many ideas, perceptions, and values that seem contradictory exist simultaneously. However, to create a more harmonious society, these ideas need to coexist in a paraconsistent manner. In other words, accepting that contradictory views can be true and are accommodated in a nondiscriminatory way. This approach will lead to a clearer recognition and a greater understanding of potentially conflicting ideas and values. Only in this way can we together take the right actions to help create a better society with more acceptance, prosperity and a long-term sustainable future for all. To help realize this harmonious society, the NTT Group has developed our Sustainability Charter based on the concept of moving towards the "Self as We." In other words, moving from standalone individuals or isolated groups and towards more diverse cultures and communities that are highly connected. This approach is based on enabling our connection to all things, including other people, goods, nature, and technology. We will maximize society's well-being and achieve a more sustainable future when we create these positive connections. By connecting through a common thread of shared ethics and values, we create a better world to achieve equitable economic prosperity for all cultures in communities, nations, and society. In addition, since nature is an altruistic and giving entity that we are part of, we believe it is necessary to reduce our burden on nature to remain in a harmonious society.

Paraconsistent

New value generated when contradictory concepts are weaved together in harmony.



Global and local; the environment and the economy; the old and the new. People can interpret an event or reality very differently depending on their perspective.

Self as We

Our existence is supported by the interactions we have with a broad range of other people, objects, technologies, and nature.



Self as we is the core to the concept of altruistic coexistence (coexistence of one's own happiness along with the happiness of others).

Three themes for achieving a sustainable society

Nature is altruistic...
And "We" are part of it



Ensuring the positive coexisting of nature and humanity

A prosperous culture and society created by connecting through a common thread of shared ethics and values



Improving prosperity for all people and cultures

Altruistic coexistence (people seek to increase their happiness along with the happiness of others)



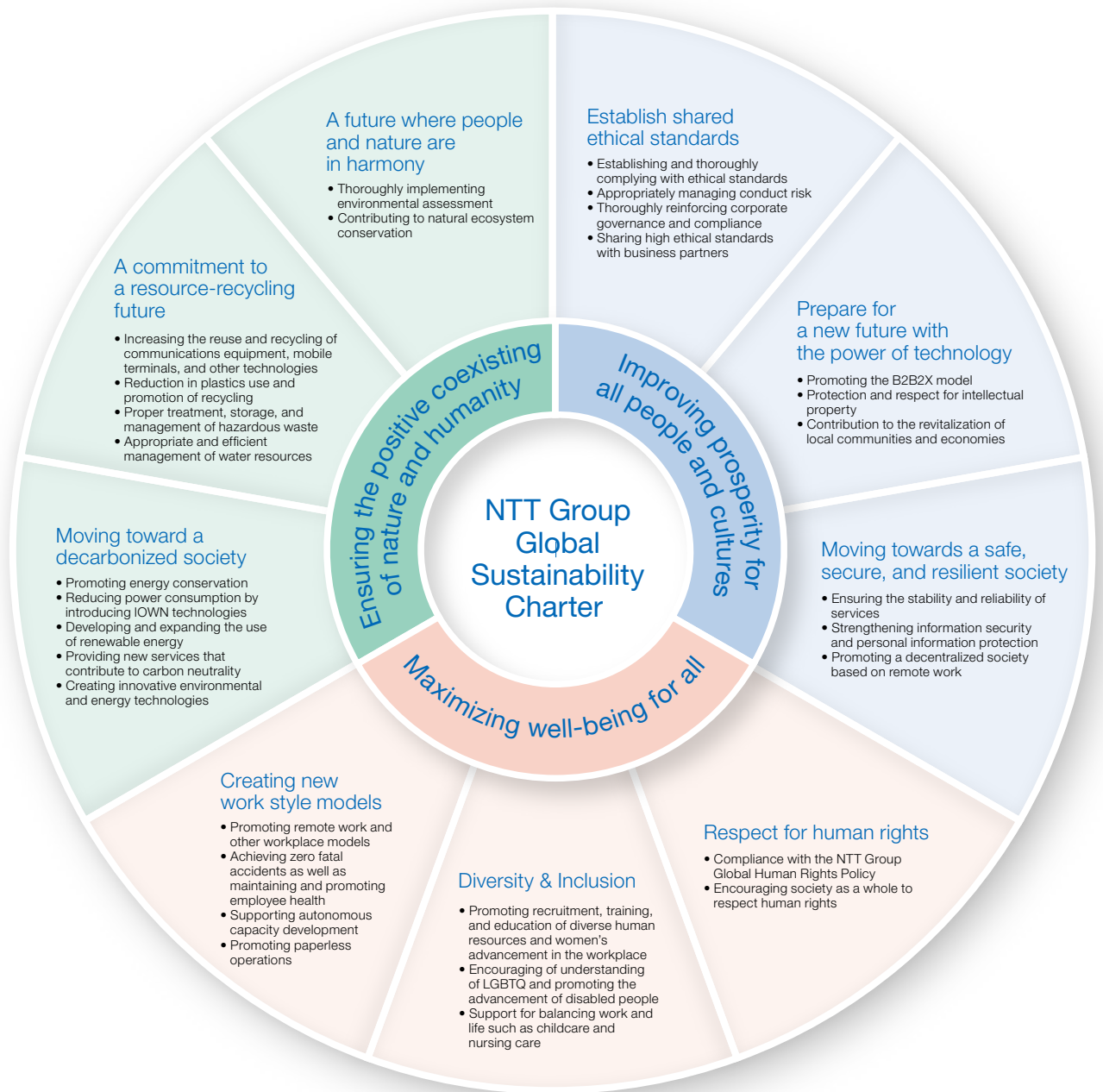
Maximizing well-being for all

The three themes cover nine challenges and thirty business activities

Nine challenges and thirty business activities have been defined under these three themes in order to help build a sustainable society. Various ESG indexes will be established as part of these initiatives.

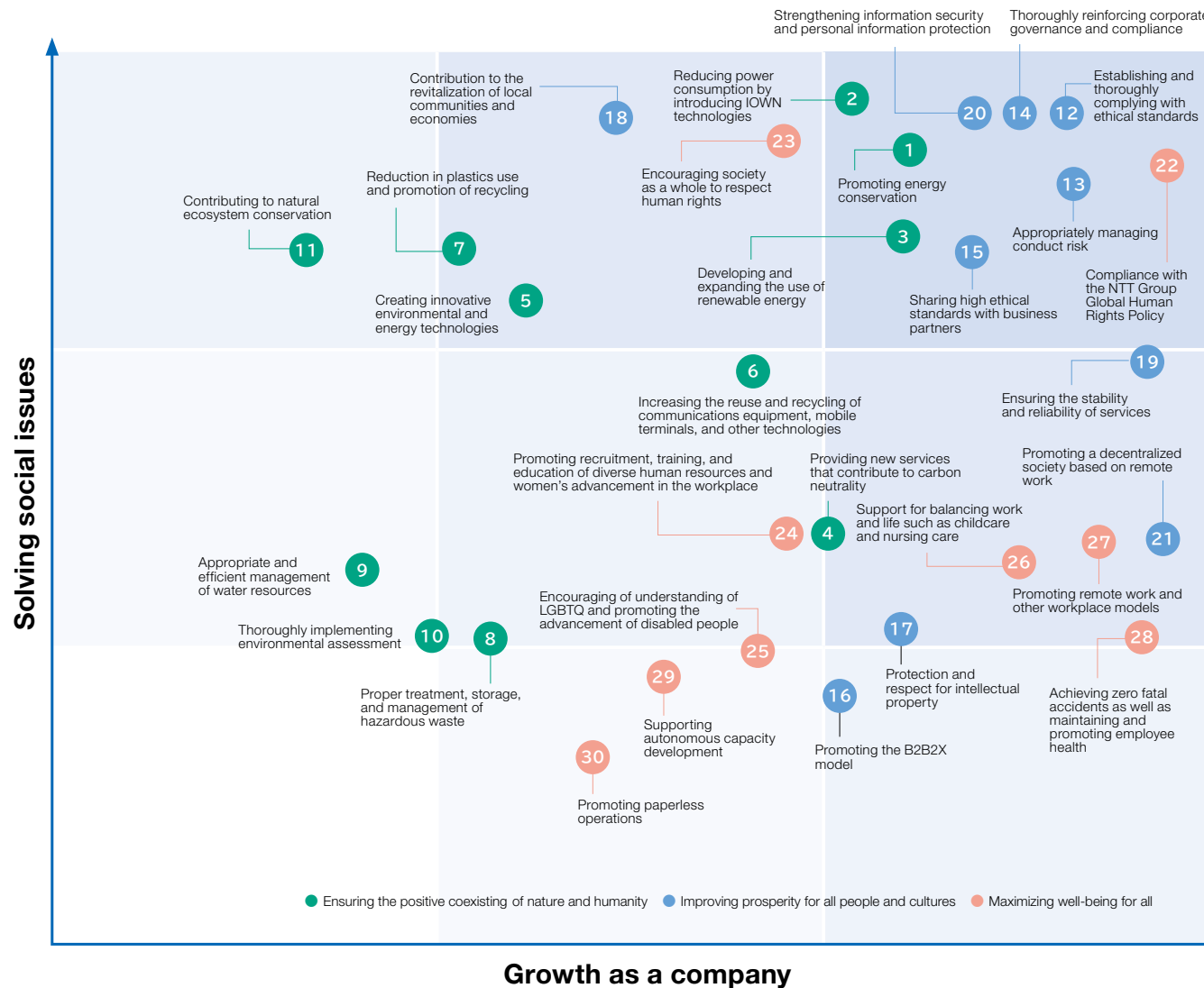
Of these, the following items have been added as key financial indicators, with compensation of members of the board and audit & supervisory board members linked accordingly:

- “Carbon neutrality” as an indicator for environmental issues
- “B2B2X earnings” as an indicator for resolving social issues
- “Ratio of women newly promoted to management positions” as an indicator for human rights, and diversity and inclusion



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.

Contributing to development of a sustainable society with medium-term strategies

NTT Group works together with its partners as “Your Value Partner” to resolve social issues through its business operations and thereby respond to future changes in the operating environment, such as the advancement of digitalization and DX. To guide us in this pursuit, 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.

Background of the Re-Examination of the Medium-Term Management Strategy and New Strategic Frameworks

Future Changes in the Operating Environment

<p>Society / Economy</p> <ul style="list-style-type: none"> • Advancement of digitalization / DX • Increasing the importance of economic security • Expansion of AI / robotics usage • Pluses and minuses of digitalization (surveillance capitalism) 	<p>During and Post-COVID-19</p> <ul style="list-style-type: none"> • Faster rate of global division • Co-existence with the threat of infectious diseases • Advancement of a remote / decentralized society • Social advancement of diverse kinds of personnel
<p>Environment / Resources, Energy</p> <ul style="list-style-type: none"> • Increasing scale of natural disasters worldwide • Achieving carbon neutrality by 2050 	<p>Technology</p> <ul style="list-style-type: none"> • Breaking the existing paradigm with new technologies - Beyond 5G / 6G, Quantum, Genome, etc. -

Directionality of NTT Group's Transformation and New Strategic Frameworks

Social / Economic Directionality	NTT Group's Directionality	New Strategic Frameworks	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"> • New style based on remote work
Advancement of Digitalization / DX	Enhance Domestic and Global Business	Enhance Domestic and Global Business	<ul style="list-style-type: none"> • Growth and strengthening of the newly formed DOCOMO Group • Promotion of the IOWN development / rollout plan • Enhance competitiveness in global business • Promote B2B2X model • Strengthening of new businesses
Achieving a Well-Being Society	Enhancement of Corporate Value through ESG Initiatives	Enhancement of Corporate Value	<ul style="list-style-type: none"> • New Environmental and Energy Vision • Disaster countermeasures initiatives • Enhancement of returns to shareholders

Contribute to Achieving a Sustainable Society

Organization for Implementation

In November, the 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.

- (1) Evaluation** The viability, effectiveness, and progress of measures are checked every year by employing the PDCA cycle to review and expand the focus of activities. Attainment levels are also linked to the evaluation standards of directors.
- (2) Disclosures** Internal conferences involving global group companies are held for reporting the results of efforts and facilitating dialogue, which are then disclosed on the website and in sustainability reports. The impact of climate change risks and revenue opportunities on business activities and revenue are disclosed in accordance with TCFD, an international framework created to develop such disclosures.
- (3) Dialogue with Third Parties** Each process involves dialogue with experts and other third parties, with a PDCA cycle used to obtain evaluations from third parties for reviewing and expanding the focus of activities as needed.

New Organizational Structure (from November 10, 2021)



Stakeholder Engagement

The Fundamental Principle

The NTT Group provides products and services to diverse stakeholders around the world, and its value chain continues to expand globally and grow in complexity. Along with these changes, our stakeholders' needs and expectations are also becoming increasingly diverse, and we must accurately understand and reflect them in our business activities through stakeholder engagement. Stakeholder input, particularly on social and environmental issues, can help us to become more competitive and accountable while guaranteeing our public license to conduct operations in the various regions in which we conduct business. Stakeholder engagement forms the building blocks of trust-based, value-generating relationships. To properly develop these relationships, the NTT Group follows global guidelines based in part on the AA1000 Stakeholder Engagement Standard (AA1000S-ES) and AA1000 Account Ability Principles Standard (AA1000APS), and applies them to all of our worldwide operations. By having all Group companies apply the same principles to engaging with stakeholders, we intend to promote effective, efficient, and ultimately value-creating interactions between the NTT Group and its stakeholders. It goes without saying that all means of engagement shall be conducted according to relevant laws, regulations, and legal requirements.

Benefits of Stakeholder Engagement

Benefits for the NTT Group

- Identify emerging environmental/social trends and reflect them in strategy formulation
- Identify potential risks and develop countermeasures
- More closely manage our brand reputation
- 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

Benefits for Stakeholders

- Clearer understanding of the NTT Group's strategy and projects
- Provide feedback regarding their needs and expectations

Process of Stakeholder Engagement

Step 1 Plan

Levels and Methods of Engagement

Level of engagement	Examples of engagement methods
Monitor	Tracking of media and one-way communications to the company
Inform	Provision of information from the company to stakeholders through letters, bulletins, websites, speeches, reports, etc., with no invitation to respond
Consult	Two-way exchange of information between the company and stakeholders through surveys, focus groups, workshops, etc., with an expectation of responses from both sides
Involve	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
Collaborate	Joint ventures and partnerships on specific projects

Potential Risks of Engagement with Specific Stakeholders

- Unwillingness to engage on the part of stakeholders
- Disruptive stakeholders
- Creation of unrealistic and unfulfillable expectations of the company on the part of stakeholders
- Inter-stakeholder conflicts and other issues could potentially result in criticism of the company and damage to the company's reputation or a waste of company resources

Step 2 Do

While engaging with stakeholders, discussions should be held on mutual expectations regarding such engagement, and any necessary revisions to initial engagement plans should take into consideration stakeholder requests as well as the NTT Group's initial intentions.

Factors Requiring Consideration during Engagement

- Levels of contribution and a clear definition of participant roles
- Details of the process, including timelines and methods
- Timely provision of instructions and required materials for participation in and meaningful contribution to the engagement process
- Boundaries of disclosure of required information, including confidentiality requirements
- Communication of the results of the engagement

When holding events attended by multiple stakeholders, care must be taken to ensure balanced participation to minimize risk and maximize value.

Step 3 Follow-up and Review

After concluding the engagement, results must be reported both internally and to participating stakeholders as well as externally to the wider public as necessary to conduct both an evaluation of the outcome of the engagement and a review of the engagement process itself and define KPIs for the assessment of results.

Factors that Should Be Included in Reports and Information Disclosure

- The purpose, scope, method and participants of the engagement
- A summary of content, including issues and concerns raised during the process
- NTT Group response to the outcomes of the engagement

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 the NTT Group. Major stakeholders of the NTT Group include customers (corporations and individuals), 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.

The NTT Group will fulfill its responsibilities and the expectations of its various stakeholders related to these businesses.

Customers (Individuals and Corporations)

All customers, both corporate and individual, who use services provided by the NTT Group

NTT's Approach	Methods of Engagement (examples)	Why We Engage
As we strive to be chosen as "Your Value Partner," each individual employee will strive for an even higher awareness of sustainability to provide safe, secure services that are high in quality and convenient from the customer's standpoint.	<ul style="list-style-type: none"> ■ Customer information service ■ Customer satisfaction surveys ■ Website, social media 	The 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.

Shareholders and Investors

Individual and institutional investors including the shareholders and creditors of the NTT Group

NTT's Approach	Methods of Engagement (examples)	Why We Engage
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.	<ul style="list-style-type: none"> ■ General Meeting of Shareholders, earnings reports ■ Explanatory presentation for individual investors ■ Explanatory presentation for institutional investors ■ Annual reports 	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.

Employees (Employees, Their Families, and Retired Employees)

Employees who work at the NTT Group and retired employees who support the NTT Group's sustainability ideals

NTT's Approach	Methods of Engagement (examples)	Why We Engage
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.	<ul style="list-style-type: none"> ■ Employee satisfaction surveys ■ Regular interviews ■ Dialogue between labor and management ■ Corporate ethics helplines ■ Hold sustainability conferences 	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.

Local Communities

People in local communities who are connected to us through the core businesses of NTT Group companies

NTT's Approach	Methods of Engagement (examples)	Why We Engage
We will advance alongside local communities by implementing social contributions and disaster countermeasures through our ICT business.	<ul style="list-style-type: none"> ■ Support and collaboration through social contribution activities ■ Negotiations with local residents on construction work, system development, and other activities ■ Support through donations and sponsorships 	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.

Business Partners

Business partners who offer their cooperation in various ways as the NTT Group provides its services

NTT's Approach	Methods of Engagement (examples)	Why We Engage
We will seek to work together to create and implement services that address a variety of social issues.	<ul style="list-style-type: none"> ■ Inquiry forms ■ Disclosure of procurement policies and guidelines ■ Questionnaires of suppliers ■ Briefing for suppliers 	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.

ICT Companies and Industry Associations

Other ICT companies and people in industry associations who are striving to develop Japan's information and telecommunications

NTT's Approach	Methods of Engagement (examples)	Why We Engage
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.	<ul style="list-style-type: none"> ■ Participation in industry associations and related initiatives ■ Participation in conferences 	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.

Central Government and Administrative Agencies

Central and local governments and administrative agencies that make policy decisions on information and telecommunications, employment and the economy, the environment, and other issues

NTT's Approach	Methods of Engagement (examples)	Why We Engage
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.	<ul style="list-style-type: none"> ■ Response to laws and regulations ■ Policy proposals ■ Participation in joint projects between the government and private sector 	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.

NGOs, NPOs, and Experts

NGOs, NPOs, and experts who are positioned within the NTT Group's domain of activities including sustainability

NTT's Approach	Methods of Engagement (examples)	Why We Engage
We will contribute to creating a sustainable society by sharing the expert knowledge and experience of NGOs, NPOs, and experts, and by incorporating them into the telecommunications industry.	<ul style="list-style-type: none"> ■ Participation and collaboration with study groups and activities of each organization ■ Dialogues ■ Collaborative projects 	The NTT Group provides services that extend beyond telecommunications to broader domains, and gaining the specialized perspectives of NGOs, NPOs, and experts allows the Group to appropriately and effectively develop business activities.