



- Contents
- Message from the President & CEO
- Business Strategies
- Our Vision of the Future

NTT Communications Group Sustainability

Sustainability Management

- Sustainability Promotion Structure and Governance, Risk Management, Strategy, Indicators, and Targets
- KPIs, Targets, and Outcome of Activities
- NTT Communications Group's Value Chain for Service Provision
- Relationship with the NTT Group / Relationship with External Entities

Overcoming Social Challenges through Our Business

- Society
- Environment
- Human Resources
- Governance

Independent Assurance Statement

Corporate Information

Sustainability Management

Sustainability Promotion Structure and Governance, Risk Management, Strategy, Indicators, and Targets

Sustainability Promotion Structure

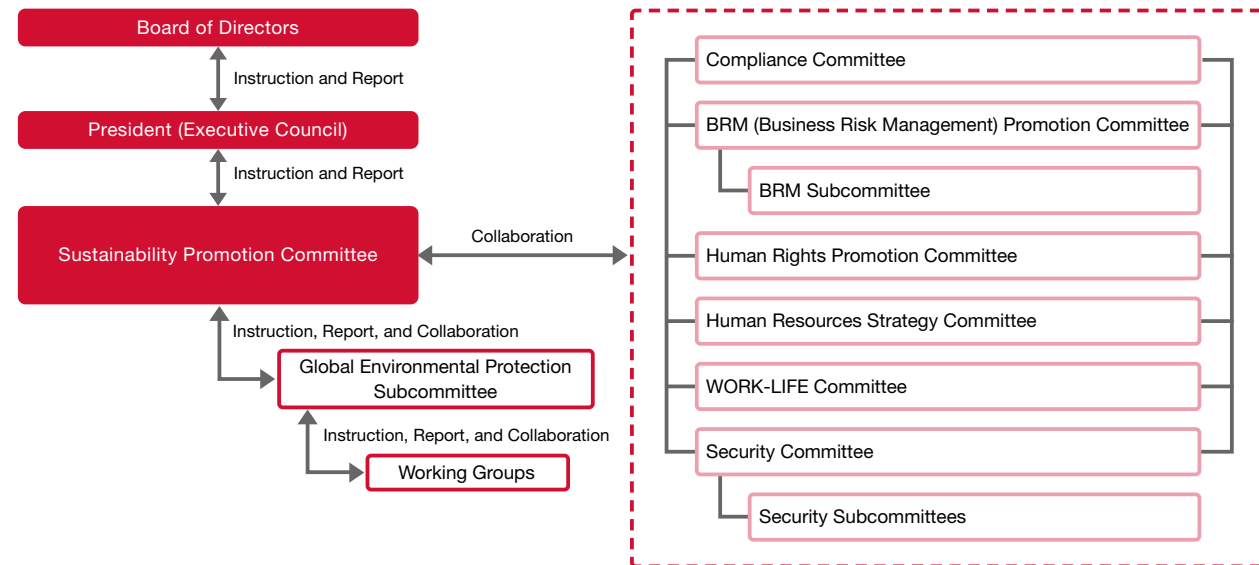
In the NTT Communications Group, the Sustainability Promotion Committee was established as a deliberating body to examine measures for addressing apparent and potential ESG-related social issues and to comprehensively, strategically, and precisely promote and manage sustainability activities. Chaired by the executive vice president in charge of sustainability, the committee

consists of the heads of each organization (executive officers, etc.) and the presidents of each Group company. Under the committee, we have set up the Environmental Protection Subcommittee. In addition, individual committees discuss key topics related to sustainability activities. In order to take appropriate actions in cooperation with these committees, we have established a system for promoting sustainability throughout the Group by sharing information and collaborating Groupwide.

Governance

Under this sustainability promotion structure, matters reported and discussed by each committee are shared with the Board of Directors. After deliberation, the board makes final decisions for addressing issues and determining management strategies and business plans. In addition, the board complies with recommendations from the Board of Corporate Auditors and oversees the necessary governance to promote sustainability activities strategically and appropriately.

[Sustainability Promotion Structure]



Sustainability Promotion Committee Members and Secretariat
 Chairperson: Executive vice president in charge of Sustainability
 Members: Heads of each organization and presidents of NTT Communications Group companies
 Secretariat: Sustainability Office



- Contents
- Message from the President & CEO
- Business Strategies
- Our Vision of the Future

NTT Communications Group Sustainability

● Sustainability Management

- Sustainability Promotion Structure and Governance, Risk Management, Strategy, Indicators, and Targets
- KPIs, Targets, and Outcome of Activities
- NTT Communications Group's Value Chain for Service Provision
- Relationship with the NTT Group / Relationship with External Entities

Overcoming Social Challenges through Our Business



Society



Environment



Human Resources



Governance

Independent Assurance Statement

Corporate Information

Risk Management

We have established the Risk Management Rules, which stipulate the basic elements of risk management to help achieve sustainable corporate growth by anticipating and preventing the occurrence of potential risks that exist in and around our business and by minimizing any loss in the event they materialize. We are implementing the necessary actions through the lead organizations for the Priority Activities. As a system and mechanism for effectively addressing major risks that may affect our business management, we set up the Business Risk Management Committee, chaired by the senior executive president, to construct and implement a PDCA cycle for risk management. Processes for identifying, assessing, and managing sustainability-related risks are also integrated into this total risk management process.

We will comprehensively and appropriately promote the sustainability activities of the NTT Communications Group, based on the implementation of proactive initiatives and management of social issues, risks, and business opportunities by each responsible organization. Furthermore, we comprehensively adjust and finalize the Main Initiatives, KPIs, and Targets, in light of the latest domestic and international trends in ESG and our medium-term management strategy and policy. The level of achievement is verified, evaluated, summarized, and reflected in the formulation of the following year's Main Initiatives and KPIs. The Sustainability Promotion Committee also reviews the Sustainability Policy and priority issues.

Strategy

The NTT Communications Group has established the Main Initiatives under Priority Activities to address current and potential social issues and their associated risks and business opportunities, for each of the Priority Areas of “society,” “the environment,” “human resources,” and “governance.” To address those initiatives in line with the Sustainability Policy, we will (1) enhance value chain partnerships, stakeholder engagement, and human capital, (2) extensively collaborate and co-create with our customers, partners, and various other stakeholders, and (3) further demonstrate the positive effects and minimize the negative impacts and risks on society associated with our business activities throughout the entire value chain. Through the combined impact of these efforts, we seek to sustainably enhance our corporate value and strategically and precisely take action to realize a sustainable future.

For details of the process for setting the Main Initiatives, KPIs, and Targets for each identified materiality, refer to “Process of Identifying and Setting Materiality and Setting the Main Initiatives, KPIs, and Targets” on the next page.

P.012 For details on the Main Initiatives, refer to the tables in “KPIs, Targets, and Outcome of Activities” in this report.

P.021 For more information on initiatives throughout the value chain, refer to “NTT Communications Group Value Chain for Providing Service” in this report.

● Operating Compensation-Linked Indicators for All Managers

Key sustainability indicators (greenhouse gas emissions, customer engagement rate, employee engagement rate, and new female manager appointment rate for fiscal 2024) have been set as evaluation indicators for executive compensation and bonuses for all managers, and the achievements of these indicators are reflected in their compensation.



- Contents
- Message from the President & CEO
- Business Strategies
- Our Vision of the Future

NTT Communications Group Sustainability

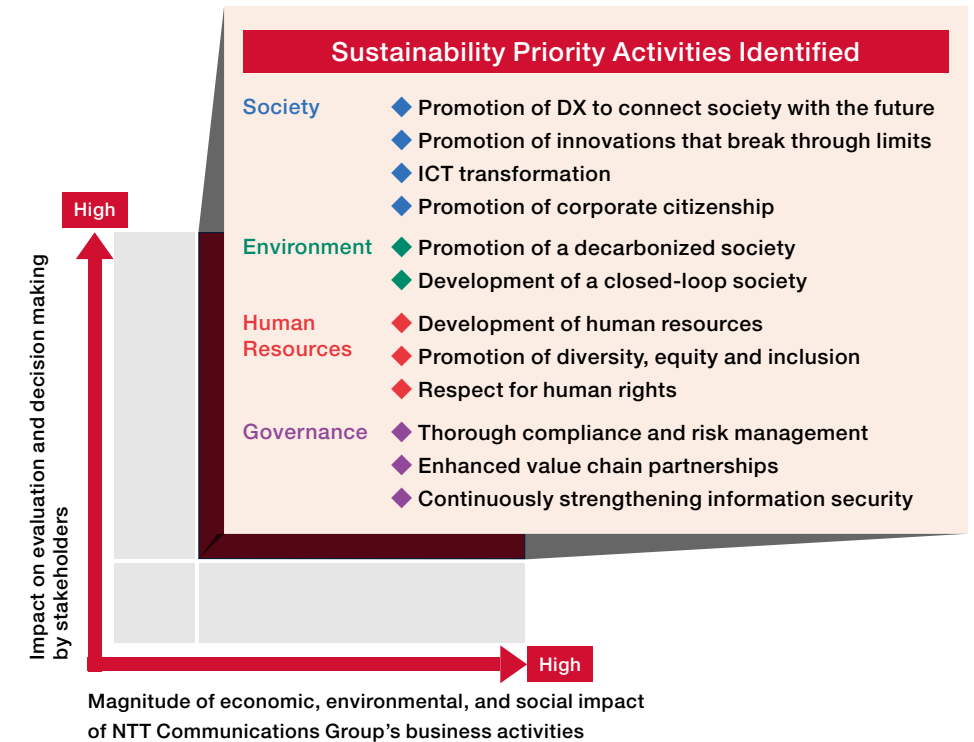
● Sustainability Management

- Sustainability Promotion Structure and Governance, Risk Management, Strategy, Indicators, and Targets
- KPIs, Targets, and Outcome of Activities
- NTT Communications Group's Value Chain for Service Provision
- Relationship with the NTT Group / Relationship with External Entities
- Overcoming Social Challenges through Our Business

- Society
- Environment
- Human Resources
- Governance

- Independent Assurance Statement
- Corporate Information

Process of Identifying and Setting Materiality and Setting the Main Initiatives, KPIs, and Targets





- Contents
- Message from the President & CEO
- Business Strategies
- Our Vision of the Future

NTT Communications Group Sustainability

Sustainability Management

- Sustainability Promotion Structure and Governance, Risk Management, Strategy, Indicators, and Targets
- KPIs, Targets, and Outcome of Activities
- NTT Communications Group's Value Chain for Service Provision
- Relationship with the NTT Group / Relationship with External Entities

Overcoming Social Challenges through Our Business

- Society
- Environment
- Human Resources
- Governance

Independent Assurance Statement

Corporate Information

KPIs, Targets, and Outcome of Activities

The following tables show the Priority Areas (society, the environment, human resources, and governance) of the Sustainability Policy, the main initiatives, key performance indicators (KPIs) and targets for fiscal 2023 for the Priority Activities, and the outcome of these activities (review, assessment, and targets) as well as the main initiatives, KPIs, and targets for fiscal 2024.



Our Vision of the Future We envision a better future characterized by innovation, vitality, resilience, safety and security, in which sustainable development is achieved through value creation.



FY2023			
Main Initiatives	KPIs	Review	Assessment
Priority Activity Promotion of DX to connect society with the future			
Promote DX in society and industry	<p>Qualitative</p> <p>Promote Smart World projects based on BBX strategy</p>	<p>Qualitative</p> <p>60 BBX-related external announcements</p>	○
Promote DX in workstyles and lifestyles	<p>Qualitative</p> <p>Promote the realization of sustainable local communities by promoting DX</p> <p>Quantitative</p> <p>Number of service projects: 5</p>	<p>Qualitative</p> <ul style="list-style-type: none"> Promoted the revitalization of local communities and small and medium-sized enterprises by supporting the customer approach and DX to key regional industries in cooperation with branch offices Started creating market-in proposal models that lead to resolving issues in each region and industry, such as the data utilization business <p>Quantitative</p> <p>Number of service projects: 7</p> <ul style="list-style-type: none"> 4 services, including Arcstar IP Voice Wireless, which digitally transforms the voice communication environment by integrating mobile and fixed networks 3 services, including Regional Alert Direct 	
Promote DX in global business	<p>Qualitative</p> <p>Develop global DX solutions</p>	<p>Won an order to build a global IoT platform for a major foreign manufacturing company</p>	○

FY2024	
Main Initiatives	KPIs
Promote DX in society, industry, workstyles, and lifestyles	<p>Quantitative New</p> <p>Integrated solutions Revenues and revenue ratio</p>
Realize sustainable local communities by promoting DX	<p>Quantitative New</p> <p>Customer engagement (NPI, NPS) *For companies with up to 1,000 employees</p>
Promote DX in global business	<p>Quantitative New</p> <p>Growth of regional collaborative business (year-on-year increase)</p>
Promote DX in global business	<p>Qualitative</p> <p>Develop global DX solutions</p>

Achievement levels based on self-assessment ○: Achieved △: Partially achieved x: Unachieved



- Contents
- Message from the President & CEO
- Business Strategies
- Our Vision of the Future

NTT Communications Group Sustainability

Sustainability Management

- Sustainability Promotion Structure and Governance, Risk Management, Strategy, Indicators, and Targets
- KPIs, Targets, and Outcome of Activities
- NTT Communications Group's Value Chain for Service Provision
- Relationship with the NTT Group / Relationship with External Entities

Overcoming Social Challenges through Our Business

- Society
- Environment
- Human Resources
- Governance

Independent Assurance Statement

Corporate Information

FY2023			
Main Initiatives	KPIs	Review	Assessment

Priority Activity | Promotion of innovations that break through limits

Generate creative innovations	Qualitative Promote creative and innovative SmartX projects	<ul style="list-style-type: none"> Promoted the wind platform service developed at the Innovation Center Started to provide the OsecT service for partners, which visualizes security risks in control systems 	○
Promote innovation management	Qualitative Promote unique innovations in collaboration with internal and external members	<ul style="list-style-type: none"> Planned and ran new business creation programs such as the new DigiCom business creation contest (now docomo STARTUP CHALLENGE) 	○

Priority Activity | ICT transformation

Provide ICT services that are resistant against natural disaster, highly reliable, safe, and secure	Quantitative Stable service provision rate: 99.99% <ul style="list-style-type: none"> Voice service Corporate network service Cloud service 	<ul style="list-style-type: none"> 99.99% achieved Completed migration of voice services (inter-prefecture and intra-prefecture telephone services, international telephone services) and cloud service (ECL1.0) 	○
Provide advanced and robust information and cybersecurity	Quantitative Develop advanced, robust security services and add to the menu: 3 services	<ul style="list-style-type: none"> ID security (tenable/CrowdStrike) Managed CSPM (CWPP) WideAngle MSS service size (log volume size) 	○
Provide managed services to help customers have a safe and secure transformation	Quantitative Develop managed services to support the sustainable development of a safe and secure ICT society and add to the menu: 2 services	<ul style="list-style-type: none"> Linked with XmPF experience quality monitoring Provided ZABICOM terms of use type (menu selection type) 	○

FY2024	
Main Initiatives	KPIs

Generate creative innovations	Quantitative New Patent applications on key intellectual property themes that support the sustainability of innovative businesses (10-99 patent applications per theme per year) Themes: <ul style="list-style-type: none"> Smart World Integrated Network Service (RINK) Generative AI IOWN
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Provide ICT services that are resistant against natural disaster, highly reliable, safe, and secure	Quantitative New Number of serious accidents: 0
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Provide advanced ICT services	Quantitative Develop advanced, robust security services and add to the menu: 3 services
-------------------------------	--

Provide advanced ICT services	Quantitative Develop managed services to support the sustainable development of a safe and secure ICT society and add to the menu: 2 services
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Provide advanced ICT services	Quantitative New Provide new voice application services focused on value provided to customers and add to the menu: 3 services
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- Contents
- Message from the President & CEO
- Business Strategies
- Our Vision of the Future

NTT Communications Group Sustainability

● Sustainability Management

- Sustainability Promotion Structure and Governance, Risk Management, Strategy, Indicators, and Targets
- KPIs, Targets, and Outcome of Activities
- NTT Communications Group's Value Chain for Service Provision
- Relationship with the NTT Group / Relationship with External Entities

Overcoming Social Challenges through Our Business

- Society
- Environment
- Human Resources
- Governance

Independent Assurance Statement

Corporate Information

FY2023			
Main Initiatives	KPIs	Review	Assessment
Provide advanced and flexible network services	Quantitative Number of services: 4	Number of services: 4 ● Phase 1 of docomo business RINK® ● APN dedicated line plan powered by IOWN® ● IoT Connect Mobile active multi-access SIM ● IoT Connect Gateway virtual connection functionality added, etc.	○
Priority Activity Promotion of corporate citizenship			
Promote social contribution activities that are beneficial to a sustainable future	Qualitative Expand opportunities for participating in community service activities	Implemented the following new initiatives: ● NTT Communications Group's own pro bono project (10 employees participated in 3 supported NPOs) ● Employee Fundraising Program to Support Disaster Recovery and the Creation of a Sustainable Society (1,508 employees participated, raising 7,908,000 yen)	○

FY2024	
Main Initiatives	KPIs
Provide advanced ICT services	Quantitative Provide advanced and flexible network services: 4
Promote social contribution activities that are beneficial to a sustainable future	Quantitative New Implement new social contribution activities: 2

Achievement levels based on self-assessment ○: Achieved △: Partially achieved x: Unachieved



- Contents
- Message from the President & CEO
- Business Strategies
- Our Vision of the Future

NTT Communications Group Sustainability

Sustainability Management

- Sustainability Promotion Structure and Governance, Risk Management, Strategy, Indicators, and Targets
- KPIs, Targets, and Outcome of Activities
- NTT Communications Group's Value Chain for Service Provision
- Relationship with the NTT Group / Relationship with External Entities
- Overcoming Social Challenges through Our Business

- Society
- Environment
- Human Resources
- Governance

Independent Assurance Statement

Corporate Information



Environment

Our Vision of the Future

An eco-friendly future characterized by carbon neutrality, closed-loop recycling, and harmonious coexistence with nature based on the preservation of biodiversity.



We intend to become carbon neutral by fiscal 2030 by achieving net-zero for Scope 1 and 2 greenhouse gas emissions from the NTT Communications Group's operations through the following related main initiatives.

FY2023				FY2024	
Main Initiatives	KPIs	Review	Assessment	Main Initiatives	KPIs
Priority Activity Promotion of a decarbonized society					
Reduce greenhouse gas emissions:	Quantitative Become carbon neutral (by FY2030) GHG Protocol: targeted at Scope 1 and 2 GHG emissions in FY2023 (Scope 1 and 2): 11.7 ten thousand t-CO ₂	9.7ten thousand t-CO ₂	○	Reduce greenhouse gas emissions:	Quantitative Become carbon neutral (by FY2030) GHG Protocol: targeted at Scope 1 and 2 GHG emissions in FY2024 (Scope 1 and 2): 9.5 ten thousand t-CO ₂ Quantitative Net-Zero by FY2040 GHG Protocol: targeted at Scope 1, 2, and 3 Quantitative New Renewable energy utilization rate for data center power (Scope 2): 100% by FY2030, 54% by FY2024
Introduce electric vehicles (EVs)	Quantitative Percentage of EVs in fleet: 100% by FY2030, 50% by FY2025	41%	○	Introduce electric vehicles (EVs)	Quantitative Percentage of EVs in fleet: 100% by FY2030, 50% by FY2025
Improve energy efficiency	Quantitative Power efficiency in our telecommunications business: improvement of at least 10 times in FY2030 compared to FY2013	4.7 times	○	Improve energy efficiency	Quantitative Power efficiency in our telecommunications business: improvement of at least 10 times in FY2030 compared to FY2013
Provide services that help reduce GHG emissions	Quantitative Promote the co-creation of services that help reduce GHG emissions: 2 cases	<ul style="list-style-type: none"> ● Rollout of Green Nexcenter[®], an ultra-energy-efficient data center service ● Launch of J-Credit creation and sales through the projects of extending the mid-season drainage period in wetland rice cultivation 	○	Provide services that help reduce GHG emissions	Quantitative Promote the co-creation and expansion of services that help improve the global environment, including GHG emissions reduction in FY2024: 5 or more cases

Achievement levels based on self-assessment ○: Achieved △: Partially achieved x: Unachieved



- Contents
- Message from the President & CEO
- Business Strategies
- Our Vision of the Future

NTT Communications Group Sustainability

● Sustainability Management

- Sustainability Promotion Structure and Governance, Risk Management, Strategy, Indicators, and Targets
- KPIs, Targets, and Outcome of Activities
- NTT Communications Group's Value Chain for Service Provision
- Relationship with the NTT Group / Relationship with External Entities

Overcoming Social Challenges through Our Business

- Society
- Environment
- Human Resources
- Governance

Independent Assurance Statement

Corporate Information

FY2023			
Main Initiatives	KPIs	Review	Assessment

Priority Activity | Development of a closed-loop society

Thoroughly implement the 3Rs (reduce, recycle, and reuse)	Quantitative	97.8%	△
	Waste recycling ratio: at least 98.2% in FY2023 and at least 99% in FY2030		
Promote the recycling of plastics			

FY2024	
Main Initiatives	KPIs

Thoroughly implement the 3Rs (reduce, recycle, and reuse)	Qualitative
	Waste recycling ratio: at least 97.8% in FY2024 and at least 99% in FY2030
	Qualitative New Number of legal violations related to disposal of waste (PCBs): 0 cases
	Qualitative New Continue reducing the use of business paper (office paper and invoices)

Achievement levels based on self-assessment ○: Achieved △: Partially achieved x: Unachieved

P.045 See "Environmental Management" in this report for our approach to achieving carbon neutrality for Scope 1 and 2 by fiscal 2030 and net-zero emissions across Scope 1, 2, and 3 by 2040.



- Contents
- Message from the President & CEO
- Business Strategies
- Our Vision of the Future

NTT Communications Group Sustainability

Sustainability Management

- Sustainability Promotion Structure and Governance, Risk Management, Strategy, Indicators, and Targets
 - KPIs, Targets, and Outcome of Activities
 - NTT Communications Group's Value Chain for Service Provision
 - Relationship with the NTT Group / Relationship with External Entities
- Overcoming Social Challenges through Our Business

- Society
- Environment
- Human Resources
- Governance

Independent Assurance Statement

Corporate Information



Human Resources

Our Vision of the Future

We envision a future rich in diversity based on mutual respect and enhancement, where everyone can shine in their own way and play a role in society.



FY2023			
Main Initiatives	KPIs	Review	Assessment
Priority Activity Development of human resource			
Promote measures that enable employees to learn and grow autonomously to realize their careers (a growth cycle in which employees and the business grow together)	Quantitative Training costs per person: 220,000 yen per year	● Training costs: 217,000 yen	△
	Quantitative DX human resources fill ratio (by end of FY2023): 100%	● DX human resources: 94.6% (actual result)	
Priority Activity Promotion of diversity, equity and inclusion			
Promote hiring, development, assignment, and equal opportunities for diverse human resources	Quantitative Percentage of female employees in managerial positions: 15% in FY2025	● Percentage of female employees in managerial positions: 10.5% (as of April 2024)	○
	Quantitative Percentage of female employees appointed as new managers: 30%	● Percentage of female employees appointed as new managers: 30%	
	Quantitative Percentage of male employees taking leave for childcare: 100%	116%*1	○
	Quantitative Percentage of employees with disabilities: 2.3%	4.5% (as of June 1, 2023, percentage of employees directly employed by NTT Communications) (2.5% for the DOCOMO Group as a whole)	○
	Quantitative Hire external personnel: 30%	Hire external personnel: 43.1%*2	○

FY2024	
Main Initiatives	KPIs
Promote measures that enable employees to learn and grow autonomously to realize their careers (a growth cycle in which employees and the business grow together)	Quantitative Training costs per person: 220,000 yen per year
	Quantitative Percentage of female employees in managerial positions: 15% in FY2025
Promote hiring, development, assignment, and equal opportunities for diverse human resources	Quantitative Percentage of female employees appointed as new managers: 30%
	Quantitative New Ratio of female directors: 25-30% in 2025
	Quantitative Percentage of male employees taking leave for childcare: 100%
	Quantitative Percentage of employees with disabilities: 2.5%
	Quantitative Hire external personnel: 30%

*1 As of April 1, 2024. Scope: NTT Communications Corporation, including seconded employees

*2 Denominator includes new graduates hired by DOCOMO and those seconded to NTT Communications.

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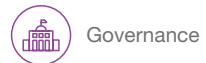


- Contents
- Message from the President & CEO
- Business Strategies
- Our Vision of the Future

NTT Communications Group Sustainability

Sustainability Management

- Sustainability Promotion Structure and Governance, Risk Management, Strategy, Indicators, and Targets
- KPIs, Targets, and Outcome of Activities
- NTT Communications Group's Value Chain for Service Provision
- Relationship with the NTT Group / Relationship with External Entities
- Overcoming Social Challenges through Our Business



Independent Assurance Statement

Corporate Information

FY2023

Main Initiatives	KPIs	Review	Assessment
Promote work-life balance	Quantitative Improve the engagement score compared to the previous year (mid-term target: 65%)	<ul style="list-style-type: none"> ● NTT Communications Group: 59%, down 2 points year-on-year ● NTT Communications Corporation: 62%, down 1 point year-on-year Note: The average rate for the quarterly survey was either little changed or trending upward at 61% for the NTT Communications Group and 65% for NTT Communications Corporation.	△
	Quantitative Percentage of remote work implemented Remote standard organizations: 60% Office-based organizations: 40%	<ul style="list-style-type: none"> ● Remote standard organizations: 79% ● Office-based organizations: 61% (from April 2023 to March 2024) Note: the Companywide average rate was 76%.	○
Thoroughly implement occupational safety and health and health management for employees	Quantitative Work-related accidents: 0	1 accident	△

FY2024

Main Initiatives	KPIs
Promote work-life balance	Quantitative Improve the engagement score compared to the previous year
	Quantitative New Positive response rate on autonomous workstyles
Thoroughly implement occupational safety and health and health management for employees	Quantitative Work-related accidents: 0
	Quantitative New Presenteeism loss ratio

Priority Activity | Respect for human rights

Proactively promote activities for human rights education	Quantitative Attendance of human rights training: 100%	<ul style="list-style-type: none"> ● NTT Communications Group: 97.3% ● NTT Communications Corporation: 97.7% 	△
	Quantitative Human rights due diligence: more than once a year	Re-assessments conducted by external organizations for projects in areas with high country risk	○
	Quantitative Human rights violations: 0 cases	1 case	△

Proactively promote activities for human rights education	Quantitative Attendance of human rights training: Higher than the previous fiscal year
	Quantitative Human rights due diligence: more than once a year
	Quantitative Human rights violations: 0 cases

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- Contents
- Message from the President & CEO
- Business Strategies
- Our Vision of the Future

NTT Communications Group Sustainability

Sustainability Management

- Sustainability Promotion Structure and Governance, Risk Management, Strategy, Indicators, and Targets
 - KPIs, Targets, and Outcome of Activities
 - NTT Communications Group's Value Chain for Service Provision
 - Relationship with the NTT Group / Relationship with External Entities
- Overcoming Social Challenges through Our Business

- Society
- Environment
- Human Resources
- Governance

Independent Assurance Statement

Corporate Information



Governance

Our Vision of the Future

We envision a future in which the Company is trusted for its lofty ethics and solid governance and develops a sustainable society for the future based on diverse co-creation.



FY2023			
Main Initiatives	KPIs	Review	Assessment
Priority Activity Thorough compliance and risk management			
Share high ethical standards and ensure compliance	Quantitative Serious compliance violations: 0 cases	0 cases	○
Corporate culture for maintaining and improving business ethics	Quantitative Percentage of employees reporting that their workplace has an open atmosphere: 97%	Average positive response rate for related questions: 95.9%	△
Continuously upgrade the risk management structure	Qualitative Promote Companywide risk management	<ul style="list-style-type: none"> ● Held Business Risk Management Committee meetings (twice) and subcommittee meetings (12 times) ● Submitted a quarterly report to the Executive Council (4 times) 	○
Priority Activity Enhanced value chain partnerships			
Collaborate with suppliers to ensure thorough sustainability and green procurement	Quantitative Percentage of direct dialogue with key suppliers conducted: 100%	<ul style="list-style-type: none"> ● Direct dialogue: 5 companies (100%) ● SAQ: 14 companies (100%) 	○
Enhance stakeholder engagement	Qualitative Dialogue with stakeholders and response to their requests	<ul style="list-style-type: none"> ● Developed dialogue with customers on sustainability in general through SAQ and by other means 	○

FY2024	
Main Initiatives	KPIs
Share high ethical standards and ensure compliance	Quantitative Serious compliance violations: 0 cases
Corporate culture for maintaining and improving business ethics	Quantitative Percentage of employees reporting that their workplace has an open atmosphere: 97%
Continuously upgrade the risk management structure	Qualitative Promote Companywide risk management
Collaborate with suppliers to ensure thorough sustainability and green procurement	Qualitative Percentage of direct dialogue with suppliers requiring improvement requests: 100%
Enhance stakeholder engagement	Quantitative New Increase, from the previous fiscal year, opportunities for dialogue with a wide range of stakeholders, including NGOs/NPOs and local communities

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- Contents
- Message from the President & CEO
- Business Strategies
- Our Vision of the Future

NTT Communications Group Sustainability

● Sustainability Management

- Sustainability Promotion Structure and Governance, Risk Management, Strategy, Indicators, and Targets
- KPIs, Targets, and Outcome of Activities
- NTT Communications Group's Value Chain for Service Provision
- Relationship with the NTT Group / Relationship with External Entities

Overcoming Social Challenges through Our Business

- Society
- Environment
- Human Resources
- Governance

Independent Assurance Statement

Corporate Information

FY2023			
Main Initiatives	KPIs	Review	Assessment

Priority Activity | Continuously strengthening information security

Continuously reinforce security management	<p>Quantitative</p> <p>Number of serious incidents involving external attacks: 0</p>	<ul style="list-style-type: none"> ● Number of serious security incidents: 0 ● Completed the introduction of UEBA in addition to EDR/NDR as a measure against unauthorized access to the Company network ● Promoted the automation and efficiency of security operations through the introduction of tools ● Held Security Committee meetings to strengthen IT/ security governance for IT/OT asset management and internal fraud measures ● Conducted an information security survey targeting seven NTT Communications organizations and two NTT Communications Group companies 	○
	<p>Qualitative</p> <p>Conduct system audits and information security audits, implement security measures, and enhance the management structure</p>		

FY2024	
Main Initiatives	KPIs

Continuously reinforce security management	<p>Quantitative New</p> <p>Number of serious incidents involving cyberattacks : 0</p>
	<p>Quantitative New</p> <p>Serious incidents of personal information leakage : 0</p>

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- Contents
- Message from the President & CEO
- Business Strategies
- Our Vision of the Future

NTT Communications Group Sustainability

Sustainability Management

- Sustainability Promotion Structure and Governance, Risk Management, Strategy, Indicators, and Targets
 - KPIs, Targets, and Outcome of Activities
 - NTT Communications Group's Value Chain for Service Provision
 - Relationship with the NTT Group / Relationship with External Entities
- Overcoming Social Challenges through Our Business

- Society
- Environment
- Human Resources
- Governance

Independent Assurance Statement

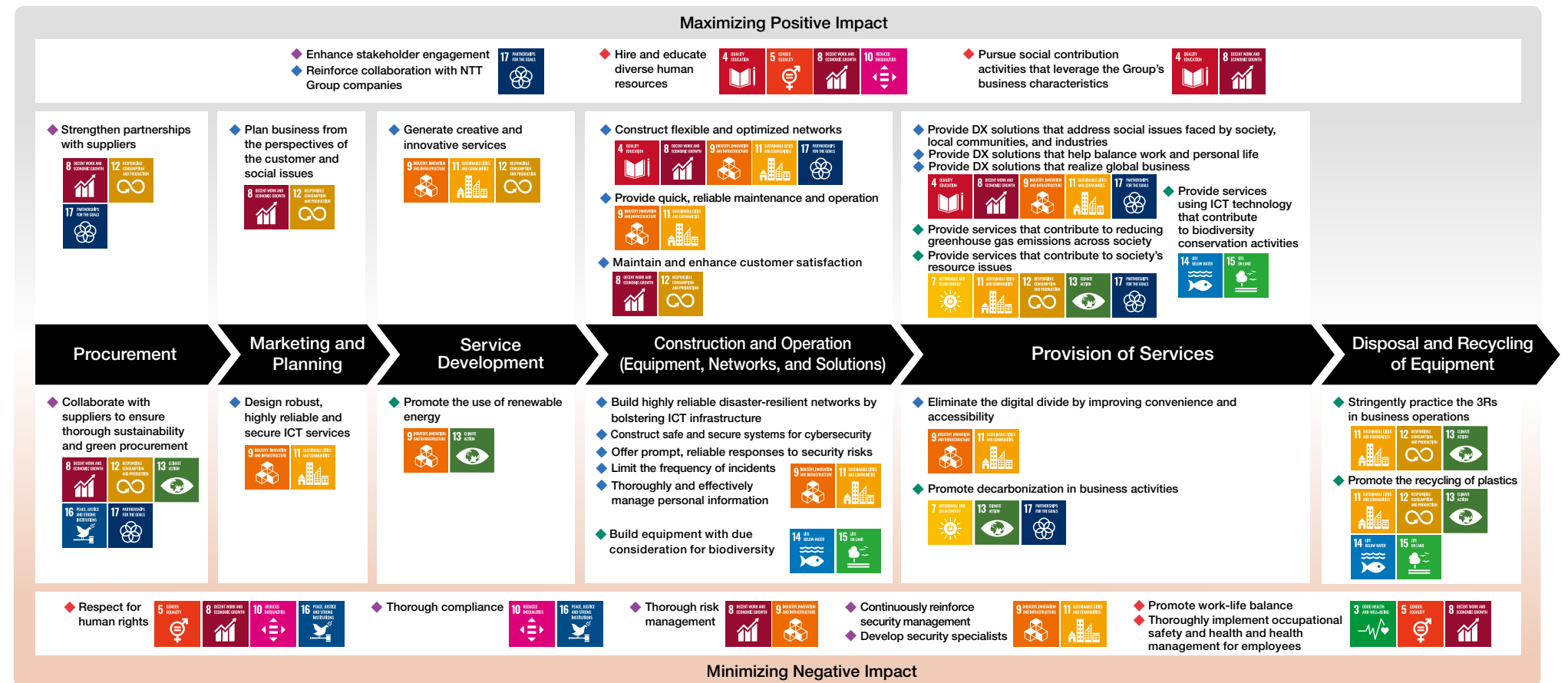
Corporate Information

NTT Communications Group's Value Chain for Service Provision

The NTT Communications Group clearly redefines the main issues it must address by gauging the social and environmental impact of its business activities across its value chain, adhering to its Sustainability Policy and referencing the SDGs. Toward achieving the

SDGs and realizing a sustainable future, we will enhance our value chain partnerships as we implement initiatives for addressing the main issues through our business activities by reinforcing the positive impact and minimizing the risks and negative impact on society.

Four Priority Areas ◆ Society ◆ Human Resources ◆ Environment ◆ Governance





- Contents
- Message from the President & CEO
- Business Strategies
- Our Vision of the Future

NTT Communications Group Sustainability

● Sustainability Management

- Sustainability Promotion Structure and Governance, Risk Management, Strategy, Indicators, and Targets
- KPIs, Targets, and Outcome of Activities
- NTT Communications Group's Value Chain for Service Provision
- Relationship with the NTT Group / Relationship with External Entities

Overcoming Social Challenges through Our Business

- Society
- Environment
- Human Resources
- Governance

Independent Assurance Statement

Corporate Information

Relationship with the NTT Group

Promoting Sustainability throughout the Entire Group

NTT Communications engages in initiatives Groupwide to address social issues as a member of the NTT Group by adhering to the NTT Group Sustainability Charter, established in November 2021 as a revision to the NTT Group CSR Charter. As part of the revision, the NTT Group set up the Sustainability Committee, chaired by the president, to discuss the basic strategies, status of activities, and information disclosure related to sustainability to promote its initiatives. The NTT Communications Group participates in these discussions as an operating company, and decisions made by the committee are reflected in our own activities.

Furthermore, the NTT Group has been holding NTT Group Sustainability Conferences since fiscal 2013 to understand and promote sustainability activities. The NTT Communications Group has consistently received awards at the conference since fiscal 2016. In fiscal 2023, we proactively shared and reported on initiatives and services beneficial from the perspective of sustainability.

For more information on the NTT Group Sustainability Charter, refer to the following link.
<https://group.ntt/en/newsrelease/2021/11/10/211110d.html>

Relationship with External Entities

Participation in External Groups

NTT Communications actively participates in external organizations and shares information so that initiatives for addressing social issues can be shared beyond corporate boundaries.

Participation in External Organizations (Major Groups Only)

- Japan Climate Initiative (JCI)
- Japan Circular Economy Partnership (J-CEP)
- Green Purchasing Network (GPN)
- Okinawa Open Laboratory (Member of the Board)
- Advanced IT Architect Human Resource Development Council (Member of the Board)
- Internet Content Safety Association (ICSA) (Member of the Board)
- Security Promotion Council (SPREAD)

Outside Advice for Management

We believe that we have an important responsibility for conducting business with due consideration to the diverse outlook of our stakeholders. With this in mind, each executive not only participates in dialogues as part of daily business but also actively takes part in internal and external meetings and individual interviews.

To incorporate the perspective of sustainability into our business strategies, we believe it is important to exchange opinions with internal and external experts and

intellectuals, and we will continue to convene dialogues involving management and outside experts.



For more dialogues, refer to the following link.
<https://www.ntt.com/en/about-us/csr/dialog.html>