The COVID-19 pandemic has led to dramatic global changes. Under the new normal, connecting people, things and activities remotely has become even more important, and services and solutions for remote communication and collaboration have become essential. In addition, increasingly frequent natural disasters have emphasized the need for greater resilience in terms of enabling society to recover quickly. What’s more, the world also urgently needs to become carbon-free and develop a global circular economy. NTT Communications (NTT Com) therefore sees its mission as supporting the digital society of the future through information and communications technology (ICT) and helping to resolve various social issues.

To fulfill this mission, in October 2020, NTT Communications launched a new medium-term vision: Re-connect X. “X” refers to everything capable of connection. Digital transformation has resulted in digitalization that connects all manner of things including individuals, regions, industries and societies, in the form of data, with practically endless possibilities. We will collect, accumulate and analyze data, and return its benefits to society using our safe, secure and flexible connections, and thereby contribute to a more sustainable future together with our clients and partners.

In the summer of 2021, NTT Com and NTT COMWARE will become subsidiaries of a new group under mobile operator NTT DOCOMO. In addition to conventional fixed line services, the new group will support rapid digital transformation by providing solutions that integrate mobile communication services such as 5G and IoT.

By steadily increasing the value of our ICT services and solutions in collaboration with clients and partners, we aim to realize a future—a Smart World in which people will enjoy unprecedented convenience, reliability and security.
**Mission**

Creating communication methods that open up new possibilities for people and our world.

We aim to create a world that maximizes the potential of people, organizations, and societies, giving them the opportunity to shine. In such a world, every person can lead rich and contented lives, cooperating in harmonious freedom.

This is why we’ll keep striving to create innovative, user-friendly communication methods that optimize the flow of information in our society.

**Vision**

Re-connect™

(X = everything capable of connection)

Digital transformation has resulted in digitalization that will connect all manner of things in the form of data. We will re-connect everything using our safe, secure and flexible connections, together with our clients and partners.

**Corporate Message**

**Connecting into tomorrow.**

This message expresses our intention to constantly mediate between today and tomorrow, to continually create a desirable future while contributing to society today. The term “tomorrow” expresses our determination to spearhead into the future by creating innovative and unprecedented communication methods.
Three Initiatives

In the spirit of Re-connect X, we are reevaluating everything that has been connected through communication, including clients, communities, consumer and industries, which we are now re-connecting safely, securely, and flexibly through co-creation for a more sustainable future.

We will realize our vision through three strategic initiatives.

Co-creation with Clients and Partners

01 Smart World
Connect Society and the Future
Create new business and enhance competitiveness in collaboration with clients and partners by harnessing digital transformation to create a Smart World in which we use ICT to resolve pressing issues in seven key fields.

02 Smart Data Platform
Connect Data and Value
 Seamlessly integrate data from diverse companies by organizing the data and making it easier to use on an all-in-one platform, turning day-to-day operational data into engines for corporate growth.

03 ICT Infrastructure Transformation
Safe, Secure and Flexible Connection
Help companies flourish in the new normal by providing solutions and tools to improve the performance of their total networks and to ensure secure, flexible business continuity.

Our Own Digital Transformation

NTT Com, operating under the reorganized NTT DOCOMO from mid-2021, will principally support corporate and global business with 5G, IoT and other solutions as well as Smart World initiatives, striving to promptly address clients’ diverse needs for digital transformation.
Recognition from IT Advisory Firms

"A Leader"

_Gartner Magic Quadrant for Network Services, Global_

Neil Rickard, Bjarne Munch and Danellie Young, February 20, 2020

"A Leader"


doc #US46235320, September 2020

Recent Awards

<table>
<thead>
<tr>
<th>World Communication Awards 2020</th>
<th>Asia Communication Awards 2020</th>
<th>ASPIC IoT, AI and Cloud Awards 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winner of the Smart Cities Award and Environmental Impact Award, World Communication Awards 2020</td>
<td>Winner of the Smart City Project of the Year and Wholesale Operator of the Year, Asia Communication Awards 2020</td>
<td>Winner of five awards including Grand Prize in the Data Center Category and Grand Prize in the Support Business ASP/SaaS Category, 14th ASPIC IoT, AI and Cloud Awards 2020</td>
</tr>
</tbody>
</table>

(October 2020) (December 2020) (November 2020)
The Power to Innovate

NTT Com’s diverse and highly skilled team has the power to create value by leveraging advanced technologies and services.

Evangelists

The following 12 evangelists, each possessing specialized expertise, provide clients with impartial insight into the latest technological trends.

**Dai Kashiwa**  
- Expertise: Software Defined Everything

**Kensaku Komatsu**  
- Expertise: WebRTC and API

**Akira Sakaino**  
- Expertise: IoT

**Fumitaka Takeuchi**  
- Expertise: Cyber Risk Management

**Kaname Nishizuka**  
- Expertise: Data Science and Network Security

**Shin Miyakawa**  
- Expertise: Networking and IoT

**Satoshi Kamei**  
- Expertise: Data Science and Big Data

**Satoru Koyama**  
- Expertise: Cyber Security

**Kenichiro Shimada**  
- Expertise: AI

**Yoshiaki Tobioka**  
- Expertise: Cloud and SDNNFV

**Masayuki Hayashi**  
- Expertise: Cloud

**Tomoya Yoshida**  
- Expertise: Networking and Internet

Diversity

NTT Com has received multiple awards for enabling its employees to excel regardless of gender, age, birthplace, nationality, religion, disability, sexual orientation or gender identity. NTT Com is committed to creating working environments in which women, older employees, LGBT and other sexual minorities can flourish.
NTT Com launched its KOEL Design Studio to forge partnerships aimed at furthering design-driven businesses. By merging design and communication to unleash creativity, KOEL helps organizations utilize design to enhance their value propositions. The concept centers on emphasizing physical objects less and human experiences more to create design infrastructure that is friendly to people and companies.

ExTorch Open Innovation Program
This program provides valuable opportunities for external entities to link their innovative ideas to the resources and vision of NTT Com, for the joint creation of new value. In fiscal 2019, the first year of the program, six projects were launched, some of which are targeting commercialization in fiscal 2021. In its second year, the program continues to fully support implementation within society and commercialization together with co-creation partners.

BI Challenge (Business Innovation Challenge)
The BI Challenge periodically brings together inhouse entrepreneurs, primarily from among DigiCom teams. Resources, knowhow and internal/external mentorship are provided to help inspired employees create new businesses for the delivery of new value to customers. A number of initiatives facilitated by the BI Challenge have gained momentum, including the launch of feasibility studies and even actual commercial services.

C4BASE
The C4BASE co-creation community for innovation launched in 2015 and now has some 3,000 members, primarily businesspeople looking to share information and ideas regarding new business development. In fiscal 2020, C4BASE held online seminars and workshops on the theme of Digital Co-Creation Strategies for the New Normal. Collaborations among members have given rise to a number of new businesses that are now serving society in diverse ways.

KOEL Design Studio
NTT Com launched its KOEL Design Studio to forge partnerships aimed at furthering design-driven businesses. By merging design and communication to unleash creativity, KOEL helps organizations utilize design to enhance their value propositions. The concept centers on emphasizing physical objects less and human experiences more to create design infrastructure that is friendly to people and companies.
CSR and SDGs

As a partner that links the present to the future, the NTT Communications Group contributes to the realization of a safe, comfortable and abundant society by working to solve social issues and create new value for society on a global scale through ICT.

Contributions to Society
We shall contribute to the resolution of social issues in Japan and overseas through the development and provision of innovative ICT, while providing highly reliable services for the sustained development of society.

As a group of companies that provides key infrastructure that supports society and protects our lifestyles, we shall provide secure environments for communications that are fortified against cybersecurity threats and resilient to natural disasters.

Respect for Human Resources
We shall create work environments that invigorate each and every employee, while respecting the diversity of our employees and other stakeholders. Moreover, we shall contribute to the creation of an abundant society by changing ourselves for the better and seeking to break free from our own limitations.

Contributions to the Global Environment
We shall endeavor to solve environmental problems on a global scale through initiatives to use ICT to reduce the impact of society on the environment, while lightening the environmental burden of our business activities as a Group.

Continuous Strengthening of Corporate Governance
While valuing opportunities to communicate with all our stakeholders, we shall contribute to the sustainable development of society by engaging in business with high ethical standards and respect for human rights.

Supporting the UN’s SDGs as the NTT Group
In fiscal 2016, the NTT Group announced its support for the UN’s Sustainable Development Goals (SDGs). As a member of the NTT Group, we also began promoting efforts to contribute to achieving the SDGs in fiscal 2016. We have been training employees to raise awareness of CSR and the SDGs and will seek to achieve these goals through business activities, including the CSR Priority Activities linked to them.
Workstyle Reforms

Out of respect for diverse values and lifestyles, and based on our belief that enhanced life leads to enhanced work, we implement workstyle reforms to strengthen our corporate culture and mindset, systems and rules, and work environments and tools. Through these initiatives, we deepen employee happiness and growth, raise corporate productivity and creativity, and enhance the value we deliver to clients.

<table>
<thead>
<tr>
<th>Corporate Culture and Mindset</th>
<th>We have implemented both top-down and bottom-up workstyle reforms, and have made changes throughout workplaces to evolve our mindset.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Systems and Rules</td>
<td>We support work-life balance through childcare and long-term-care systems that exceed statutory requirements, and we offer remote-work and flextime options to all employees.</td>
</tr>
<tr>
<td>Work Environments and Tools</td>
<td>Our upgraded work environments support remote-work by introducing “secured PC” and “secured mobile device” infrastructure and adopting Microsoft Teams for communication.</td>
</tr>
</tbody>
</table>

Corporate Culture and Mindset
- Top-down and bottom-up
  - Frequent messaging from executives
  - Close communication between executives and employees
  - Proactive implementation of remote-work

Systems and Rules
- Workstyle diversity
  - Group-wide options for flextime
  - Staggered shifts
  - Workspaces outside of fixed offices

Work Environments and Tools
- Secure anytime and anywhere
  - Infrastructure for secure telework via PCs
  - Advanced communication tools

Thanks to our well-established workstyle reforms, we were able to recommend a policy of Group-wide remote-work in principle from February 17, 2020 to prevent the spread of COVID-19. We have maintained this policy with no significant impact on our business performance.

NTT Com’s Adoption of Remote-Work
(Approx. 18,000 employees, including temporary staff)

<table>
<thead>
<tr>
<th>February 17</th>
<th>Remote-work encouraged</th>
</tr>
</thead>
<tbody>
<tr>
<td>February 28</td>
<td>Remote-work requested in principle</td>
</tr>
<tr>
<td>April 7</td>
<td>Government-declared state of emergency</td>
</tr>
<tr>
<td>4,000 employees</td>
<td>7,000 employees</td>
</tr>
</tbody>
</table>

(As of October 2020)
NTT Com’s rugby club, the Shining Arcs, plays in Japan’s Top League. Since its inception, the club has participated in a variety of programs to contribute to society and popularize rugby.

Its home ground, Arcs Urayasu Park in Urayasu, Japan, is equipped with cutting-edge technology to showcase NTT Com initiatives that integrate sports and ICT for the benefit of fans as well as the Group.

In July 2018, NTT Com entered into partnership with Urayasu City to conduct community-focused activities, rugby lessons and other programs to promote health and nurture children. Going forward, the club will continue to take on the challenge of inspiring and exciting people through rugby.
In addition to building disaster-resilient communication networks and securing important communications in the event of a disasters, NTT Com is committed to ensuring that networks are restored as soon as possible. As a designated public corporation in Japan, NTT Com also cooperates with national and local government agencies to secure communications in the event of a disaster.

**Improving network reliability**
We are continually enhancing network reliability so that damage to any part of our overall telecommunications systems does not significantly impact the rest of the system.

**Ensuring crucial communications**
We secure communication channels to ensure that crucial communications are uninterrupted in the event of a disaster.

**Rapid recovery of communications**
We are deeply committed to restoring all telecommunications equipment and services as quickly as possible after disasters.

### Shines: Internal Newsletter Produced by Employees

*Shines* is an open communication medium for delivering information from the employees of the NTT Communications Group.

The content conveys the individual character of employees as well as information about their day-to-day activities and achievements. *Shines* emphasizes the human side of NTT Com’s cutting-edge ICT and the behind-the-scenes roles of personnel in supporting communications for everyday life.

*Shines* enables the employees of NTT Com to act as messengers and inform the world about their service to society.
Corporate Overview

Official Name  NTT Communications Corporation
Head Office  OTEMACHI PLACE WEST TOWER, 2-3-1 Otemachi, Chiyoda-ku, Tokyo 100-8019, Japan
President & CEO  Toru Maruoka
Established  July 1, 1999
Capital  230.9 billion yen
Employees  5,650 (NTT Communications Group employees: 11,900)  (As of December 2020)
Business Domains  Interregional services, international telecommunications business, solutions business and related businesses, etc.

Financial Results of NTT Communications Group

Operating Revenues  794.6 billion yen*
Operating Income  96.2 billion yen*
* Results from July 2019 to March 2020

Board of Directors

President & CEO  Toru Maruoka
Senior Executive Vice Presidents  Hidemune Sugahara
                           Hiroki Kuriyama
Executive Vice President  Tomohiro Ando
Senior Vice Presidents  Shuichi Sasakura
                         Hiromasa Takaoka
                         Junichi Kudo
                         Mamoru Watanabe
                         Hidetaka Nishikawa
                         Tosio Kanai
                         Katsushige Kojima
                         Shuji Inaba
                         Masayuki Oikawa
                         Sachiko Oonishi
                         Yoshiyuki Kobayashi
                         Hiraku Otsuchi
                         Satoshi Daimon
                         Takashi Ohira
Audit & Supervisory Board Members  Kazuhiko Aramoto
                                   Sakuo Sakamoto
                                   Ikuo Izutsu

Our Organization

Board of Directors
President & CEO
Audit & Supervisory Board
Audit & Supervisory Board Members
Office of Audit & Supervisory Board Members
Business Solution Division
First Business Solutions
Second Business Solutions
Third Business Solutions
Fourth Business Solutions
Fifth Business Solutions
West Japan Sales Division
Solution Services
Business Planning
Platform Service Division
Sales & Marketing
Data Platform Services
Application Services
Managed & Security Services
Infrastructure Design
Business Planning
Innovation Center
Corporate Planning
Public Planning
Finance
Human Resources
CSR and environmental protection
Human Rights
Digital Transformation
Procurement & Billing
Information Security
Legal Affairs and Internal Auditing
Internal Auditing