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Our Mission

Message from the President & CEO

Our Expanding Services

NTT Communications CSR



Contributions to Society

Fiscal 2019 Activity Results and Fiscal 2020 Targets

Innovation that Supports a Networked Society Ensuring Stable and Reliable Services as Mission-critical Infrastructure

Robust Network Security for Customers

Continuous Improvement in Customer Satisfaction
Collaboration with Suppliers

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Contributions to the Global Environment



Respect for Employees



Continuous Strengthening of Corporate Governance



Helping More People around the World Connect Seamlessly with ICT in Their Daily Lives



Our businesses have come to play diverse roles as information penetration into social infrastructures. Under our Fundamenta CSR Policy, we are working on improvements in technologies and on ensuring information security while providing stable, highly reliable ICT services worldwide. Furthermore, through the provision of new business models, CSR activities, and other means, we are contributing to the creation of a society in which all kinds of people can participate. Since fiscal 2011, we have been incorporating all of these efforts into the CSR targets (medium-term targets) of the CSR Priority Activity "Contributions to Society" and have pursued continuous improvements. In fiscal 2019, we were able to achieve solid results for each CSR Priority Activity based on new medium-term targets that reflect the changing times. In fiscal 2020, we will continue to strengthen our PDCA system while seeking further progress in our initiatives toward a safe, comfortable, and prosperous future.

CSR Priority Activities

- Innovation that supports a networked society
- Ensuring stable and reliable services as missioncritical infrastructure
- ◆ Robust network security for customers
- ◆ Continuous improvement in customer satisfaction
- ◆ Collaboration with suppliers
- ◆ Social contribution and fostering of communities

Targeted SDGs









CSR Priority
Activities

Society

Innovation that Supports a Networked Society

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Security for Customers

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Actions Implemented in Line with CSR KPIs

We have been pursuing the sustainable development of society by providing stable and highly reliable services while also offering secure environments for communication with robust disaster countermeasures and information security. As a result of these efforts, we were able to attain our targets in the six areas of the CSR Priority Activities: "Innovation that Supports a Networked Society," "Ensuring Stable and Reliable Services as Mission-critical Infrastructure," Robust Network Security for Customers," Continuous Improvement in Customer Satisfaction," Collaboration with Suppliers," and "Social Contributions and Fostering of Communities."

In particular, we developed measures to address major natural disasters by establishing a process for gathering information and releasing external reports during large-scale events, identifying issues, and formulating solutions. In addition, the Group-sponsored Shining Arcs rugby team pursued various initiatives for addressing social issues, such as organizing rugby classes at elementary schools and junior-high schools and actively participating in classes promoting the Tokyo 2020 Olympic and Paralympic Games. The team also supported the "deleteC" movement during their official games in the Japan Rugby Top League.



 ${\color{red}>} For more information on "delete C," see "Participation in the delete C Project" in this report.$

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♦ Fiscal 2019 Activity Results and Fiscal 2020 Targets

	Markham Arma Tamara	Fiscal 2019 Activity Results					Boundary	
Initiatives	Medium-term Targets (Form We Want to Take in Five Years)	Targets	Specific Activities Quantitative Results Asse		Assessment	Fiscal 2020 Targets	Within the Organization Organization	
CSR Priority	Activities Innovation	that Supports a Networke	ed Society Relevant SDGs ▶ 9	11				
Provision of new value tha contributes to business transformatio	develop and seamlessly deploy a range of global services that meet the business	Create new areas for applying IoT by strengthening the three solutions from the perspective of providing a full-stack, full-lifecycle service and by expanding the co-creative ecosystem through the Things Partner* Program	Enhanced the Things Partner® Program and created a mechanism for providing full-stack support of IoT systems. Launched the Things Advisory, Things Coordination, and Things Management services to provide a one-stop service for customer support.	Expanded participation in the Things Partner® Program to 36 companies (from 13 in FY2018). Enhanced the networks by adding 6 services and options, including LoRaWAN/Sigfox connectivity and the Things Cloud Private service, which provide a secure environment for gathering loT data. Created new areas for applying loT.	* *	Contribute to realizing a Smart World by providing customers with valuable IoT solutions in combination with Smart Data Platform services that serve as an IoT infrastructure. To do so, we will create new IoT applications through value proposals that address customers' operational issues and continuously expand the capabilities of the Things Partner* Program.	•	
Realization o safe and secur daily lifestyles bridging the digital divide	outside Japan, develop accessibility-enhanced services for individual	Launch new services for improving OCN and continuously implement functional enhancements	Began offering a new OCN Mobile ONE plan for phone and Internet access, starting at 980 yen a month (November 20, 2019)	One activity	* *	Launch new services for improving OCN and continuously implement functional enhancements Continue to implement measures to support the change in network usage resulting from the COVID-19 pandemic	•	



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Fiscal 2019 Activity Results Boundary Medium-term Targets Initiatives (Form We Want to Take in Fiscal 2020 Targets **Specific Activities Ouantitative Results** Targets Assessment Within the Outside the Five Years) Organization Organization CSR Priority Activities | Ensuring Stable and Reliable Services as Mission-critical Infrastructure | Relevant SDGs > Consider construction projects - Flood prevention: Odori, Sapporo, Flood prevention: completed at 1

Development of disaster-resilient networks

Measures to

address major

natural disasters

Preventing the loss of communications during disasters by constantly developing resilient ICT infrastructure (buildings, steel towers, electricity, power lines/ public works)

 Continuous strengthening of the

planned response

earthquakes in the

Nankai Trough and

metropolitan area,

conducting blind drill

themes (drill format

not made known to

Gathering disaster relief

information for liaising

with government and

municipal bodies and

making reporting

processes faster and

Communications Group

more operationally

entrenched

Enhance liaison

within the NTT

participants)

directly under the Tokyo

for hypothetical

- Fire alarm receiver: Tsu. Mie. etc.
- Elevator: Jicchaku, etc. - Plumbing: Utsunomiya, etc. Environmental maintenance: Hitotsubashi
- Upgrade power receiving equipment: Sainen, Kanazawa,
- Odori, Sapporo, etc. - Repair smoke exhaust device: Sakae, Nagoya, etc.
- Building removal: Nakano-koji Building, Saga
- Underground leakage: Aomori, etc.
- Air conditioner conversion: Yamashita, Yokohama, etc. Improve the reliability of power
- receiving equipment and engines Decide on new buildings and start
- construction Upgrade power receiving equipment at 16 buildings
- Upgrade 12 engines Improve the reliability of landing
- stations • Strengthen building security and other measures (introduction of a suspicious person detector)

• Reconfirm the process of

basic actions to be taken for

a hypothetical earthquake in

the Nankai Trough; confirm the

operational process for the new

Disaster Response Headquarters;

conduct an emergency assembly

drill assuming the occurrence

• Firmly establish processes for

west Japan

process

of an earthquake directly under

Tokyo at night or on a holiday and

conduct an initial response drill for

gathering information on damage

and reporting to entities outside

the company by members of the

information gathering ability and

Upgrade the system to bolster

simplify the disaster response

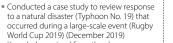
west Japan initial response centers

- Completed or began flood prevention work
- Completed or began seismic reinforcement and building removal
- Improved the reliability of power receiving equipment and engines
- » Addressed upgrades for power receiving equipment and engines at a decision making meeting and began construction
- Installed surveillance cameras along the outer perimeter of Shima Landing Station

- building (August 2019); started at 7 buildings
- Seismic reinforcement and building removal: completed 1 building (March 2020); started at 1 building
- Improved the reliability of power receiving equipment and engines
- » Power receiving equipment: discussed and approved upgrades for 15 out of 16 planned buildings at a decision making meeting
- » Engines: discussed and approved upgrades for 9 out of 12 planned engines at a decision making meeting
- (decided to postpone 1 building and 3 engines to next fiscal year due to necessary adjustments for future building plans and lack of building
- » Started construction of 13 out of 16 buildings approved for upgrades Enabled surveillance of Shima

Landing Station

- Flood prevention and seismic reinforcement - Started work on flood prevention: 5 buildings
- Started work on seismic reinforcement and removal: 1 building
- Improved the reliability of power receiving equipment and engines
- » Decide on new buildings
- Upgrade power receiving equipment at 6 buildings
- Upgrade 9 engines Communication routes: allocate materials for relieving route
- interruptions Transmission equipment: create BCPs to flexibly procure materials and bases for allocating alternative equipment
- Internal surveillance network: reinforce security (introduce system for detecting abnormal transmissions)
- Formulate maintenance guidelines Assess vulnerability level of existing routes and incorporate results in an upgrade policy for nationwide DSM (dedicated service handling module) cables



- World Cup 2019) (December 2019) Knowledge gained from the abovementioned review was applied to the internal operating team for the Tokyo 2020 Olympic and Paralympic Games* scheduled for FY2020 and incorporated into its response procedures (February 2020)
- Collaborated with the government's verification team for natural disasters, including typhoons No. 15 and No. 19; identified, compiled, and implemented improvements based on various standpoints and perspectives (March 2020) (http://www.bousai.go.jp/kaigirep/ r1typhoon/index.html)
- Response to major disasters that occurred in fiscal 2019 showed greater understanding of the process for gathering damage information and reporting to entities outside the company
- Identified 15 specific issues and formulated countermeasures in the course of reviewing actual cases of natural disasters and applying the results to the internal operating team for the Tokyo 2020 Olympic and Paralympic Games*
- Strengthened collaboration with relevant government agencies and other companies through interaction with external organs such as the national government (implemented 6 drills and study groups with external organizations)
- Reconfirm the process of basic actions to be taken for a hypothetical earthquake in the Nankai Trough; confirm the operational process for the new Disaster Response Headquarters
- Reconfirm the response procedures in anticipation of a natural disaster during a largescale national event
- Upgrade the system to bolster information gathering ability and simplify the disaster response process (including response to infectious diseases such as COVID-19)



*NTT Communications is a Gold Partner of the Tokyo 2020 Olympic and Paralympic Games in the telecommunication services category.





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	Medium-term Targets	Fiscal 2019 Activity Results					Boundary	
Initiatives	(Form We Want to Take in Five Years)	Targets	Targets Specific Activities Quantitative Results Asset		Assessment	Fiscal 2020 Targets		Outside the Organization
CSR Priority Acti	vities Robust Net	work Security for Custome	Relevant SDGs > 9 11					
Network surveillance 24 hours a day, 365 days a year	Constantly monitor customer services, including networks, Internet, cloud, email, hosting, and voice-based services Construct a framework to monitor seamless global networks Ongoing reduction in the number of longterm malfunctions	Due to the solid progress being made in reducing the number of long-term malfunctions for networks in Japan (more than 3 hours) and for overseas networks (more than 4 hours), a new target of more than 1 hour of long-term malfunctions will be set for these networks and other services DNW: 1,297 lines/month CL: 17 incidents/year A&C: 38 incidents/year Voice: 16 incidents/year	Alternative routes and equipment are in place and operational from normal times as backup for maintaining the functionality of overall services in the event of a malfunction in part of the networks or systems; work began on reinforcing measures for quickly discovering malfunctions and automatically switching to backup systems by anticipating specific malfunctions. Replaced obsolete equipment to reduce the occurrence of malfunctions.	Number of long-term malfunctions exceeding 1 hour for each service: DNW: 947 lines/month CL: 16 incidents/year A&C: 24 incidents/year Voice: 7 incidents/year	* *	While FY2019 targets were achieved in all services, the following targets have been set for long-term malfunctions exceeding 1 hour to firmly establish the effort: DNW: 1,303 lines/month CL: 12 incidents/year A&C: 46 incidents/year Voice: 16 incidents/year Maintain and enhance the quality of service and operations by taking into consideration remote monitoring and associated operation systems to prepare for an outbreak of disease such as COVID-19	•	•
Strengthening vulnerability response functions	Develop measures for both domestic and overseas Group companies to strengthen their vulnerability response functions	Conduct vulnerability assessment of Web-based apps owned by the NTT Communications Group and overseas Group companies Bolster the Group's software development capability by continuously improving the assessment record management system	Set up a vulnerability assessment system for the NTT Communications Group Improved the assessment record management system	Completed the assessment system and continue to identify issues for assessment Established an agile development system and improved the assessment record management system by conducting upgrades about once a month	*	Integrate vulnerability assessment with system audits and apply throughout the Company	•	
Rapid and reliable responses to security threats	Continuously enhance and strengthen services that contribute to safe and secure corporate and national information systems	Strengthen solutions that support CSIRT operations in professional services Expand security measures for cloud gateways and IoT/OT*1 in managed security services	Bolstered customer security by offering OSINT Monitoring 2 as part of NTT Com's professional services to promptly detect and report information that may pose a threat to cybersecurity on the Internet; began providing a Cloud Diagnosis Solution that visualizes usage status to ensure secure SaaS operation Strengthened measures against cyberattacks on ICT in general by developing security services for cloud gateways and IoT/OT in managed security services	Number of new services: 2	* *	Expand security measures for cloud gateways, end points, and loT/OT to strengthen the ICT environment based on the zero trust model and changing work styles	•	•

^{*1} OT: operational technology *2 OSINT: open-source intelligence



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	Medium-term Targets	Fiscal 2019 Activity Results					Boundary	
Initiatives	(Form We Want to Take in Five Years)	Targets	Specific Activities	Quantitative Results	Assessment	Fiscal 2020 Targets	Within the Organization	Outside the Organization
SR Priority Acti	vities Continuous	Improvement in Custome	er Satisfaction Relevant SDGs ▶	8				
Ongoing CS surveys	Continuous improvements in customer satisfaction level scores	Strengthen analysis of customer needs and utilize results in marketing activities. Change survey questions to further promote the PDCA cycle for improvements by measuring the effect of the previous year's activities (Example: add a question asking whether the results of kaizen activities have led to higher levels of customer satisfaction)	Revised the survey method to launch a relational survey targeting CXOs and business users within corporate customers to strengthen needs analysis for creating new businesses; collected information on the status of DX and future plans from corporate customers Continued to conduct the ongoing service survey in FY2019; added a question asking respondents to compare their level of satisfaction over successive years to measure the effectiveness of actions taken in the previous fiscal year Began interviewing target users of the VOC survey to more deeply analyze customer needs; analyzed survey results to gain an accurate understanding of customer requests and promote planing actions that cater to their needs	Survey responses Relational survey (new): 292 Service survey (continuation): 2,703 (year on year increase in rate of response: +1.5%) Customer interviews: 12	* *	Review survey questions and conduct advanced analysis of survey results to clearly identify topics with higher impact on customer satisfaction; particularly during the COVID-19 outbreak in FY2020, raise customer satisfaction by grasping their needs and issues and working on sales activities and service improvements	•	•

Dissemination of CSR and green

procurement

 Promoting the procurement of environmentally sound products through measures such as having individual suppliers assess products

assess products

Preventing complicity in anti-social behavior across the supply chain by, for example, addressing the conflict minerals issue

Continue to conduct the annual supplier survey on promoting CSR procurement

Continue to conduct the annual supplier survey on promoting CSR procurement

Survey conducted for 18 companies

t t t

Continue to conduct the annual supplier survey on promoting CSR procurement

•

Achievement levels based on self-assessment ★★★: Target achieved ★★: Target almost achieved ★: Target only partially achieved



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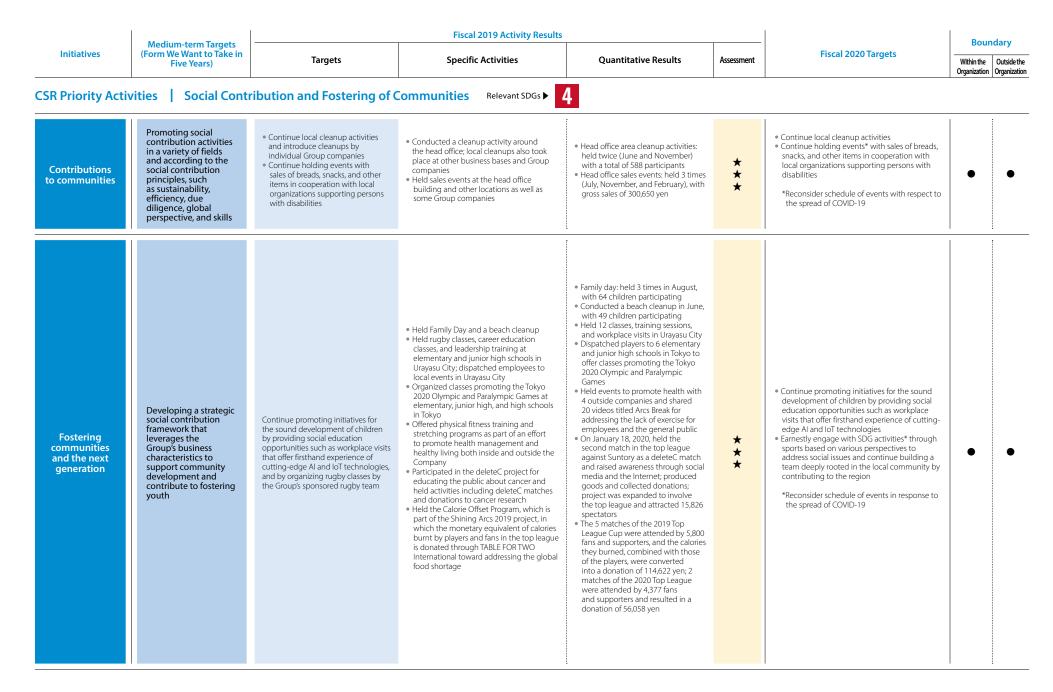
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Innovation that Supports a Networked Society

Our Approach

As the pace of ICT and digital technologies quickens, we are also seeing ever wider opportunities that will enable us to contribute to society through innovative ICT products and services.

The use of cloud services has spread to general applications for daily lives and business, and the development of various types of cloud services and the advances being made in data center service networks have become a major thread in the contributions we have made through our businesses over the past few years.

With AI (artificial intelligence) and IoT (Internet of Things) also having rapidly gained attention in recent years, we are actively facing the challenges of developing innovative ICT services to provide secure and convenient everyday lifestyles to people in all walks of society.

We believe SDG 9 "Industry, Innovation and Infrastructure" holds great significance for our stance and activities in these areas. Going forward, we will examine CSR targets based on this while continuously seeking to contribute by bringing to fruition innovative products and services.

Primary Concept

The CSR Committee reviews activities under the CSR Priority Activity "Innovation that Supports a Networked Society," verifies achievements, and pursues initiatives for further improving activities in conjunction with the department charged with implementing each initiative. The CSR Priority Activities are closely connected to the global growth strategies that we are currently promoting.

Under our mission of "Creating communications methods that open up new possibilities for people and our world," we aspire to generate new social value by providing advanced technologies and services to ensure global connectivity. At the same time, our mission serves as a major guideline for implementing CSR that leverages our business characteristics and strengths anticipated by society.

Main Achievements in Fiscal 2019 and Goals for the Coming Years

Our actions under the CSR Priority Activity "Innovation that Supports a Networked Society" are intended to produce innovative solutions to social issues through our business. Stated within is the "provision of new value that contributes to business transformation" and "realization of safe and secure daily lifestyles; bridging the digital divide."

In fiscal 2019, we expanded the Things Partner® Program to offer one-stop support from the research stage, in which we introduced IoT, design, maintenance, and operations. Looking ahead, we will contribute to realizing a Smart World by creating new areas for applying IoT.

In addition, we launched a new service menu for OCN Mobile ONE that allows users to access the Internet and use their phones at a reasonable price. We will continuously undertake measures to support our customers in meeting changes in network usage associated with the COVID-19 pandemic and promote services based on innovative technologies that address social issues through our business.



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Providing Services that Help Advance the Evolution of an ICT Society

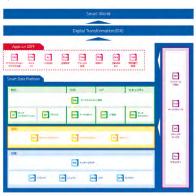
> Pursuing Our Mission to Realize a Smart World

The NTT Communications Group intends to facilitate the digital transformation (DX) that will lead customers to create new businesses and bolster their competitiveness and to realize a Smart World in which social issues are resolved through the utilization of ICT. Effective use of digital data is the key factor for achieving DX. We support customers in this endeavor by integrating and organizing corporate data dispersed in the cloud or on-site into a secure environment on a single platform and by providing all the functions required for data-based businesses through our Smart Data Platform (SDPF), a one-stop service that enables customers to make full use of data.

We will pursue these activities to resolve social issues and achieve sustainable growth, which in turn will lead to generating new value for society.

that simulate large-scale natural disasters.

Overview of the Smart Data Platform



> Promoting Digital Transformation to Create Value through the Use of IoT

NTT Communications established its IoT Office in August 2015 and created the Business Innovation Office in October 2017 in an effort to promote value creation and business co-creation through innovation with customers based on the concept of design and use of IoT.

We developed a framework for providing full-stack support to IoT systems in fiscal 2019 and increased participation in our Things Partner® Program to 36 companies from 13 at the end of fiscal 2018. We also expanded the scope of IoT application by creating the Condition Viewer for Worker Care, a health management solution targeting on-site workers in the construction and manufacturing industries. It has been favorably received for the ease with which users can collect data and manage devices using Things Cloud® and for providing full-stack support ranging from devices to visualization. Site managers can use Condition Viewer for Worker Care to practice unified health management by monitoring heart rate data and environmental data along with GPS data, thereby preventing poor health conditions such as heatstroke and providing a safe, secure workplace environment.

In fiscal 2020, to provide customers with valuable IoT solutions combined with SDPF services, we intend to continuously make value proposals for their business operation challenges and expand the capabilities of the Things Partner® Program toward our goal of realizing a Smart World.

> Providing the Benefits of ICT to All

As ICT gains importance as social infrastructure, the bridging of the digital divide, which will allow people all over the world to benefit from its use free of any constraints in the areas in which they live, their age and economic standards, is being looked at closely as a challenge confronting the entire human race. While collaborating with Group and partner companies and deploying high-quality communication networks across the globe, we will continue to build systems that provide highly convenient services at reasonable prices and contribute to the elimination of the digital divide.



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Ensuring Stable and Reliable Services as Mission-critical Infrastructure

Our Approach

In tandem with the advancement of ubiquitous computing across society, economic and social damage caused by telecommunication breakdowns in the event of emergency is becoming incalculably serious. As we are entrusted with managing networks and vital data associated with the globalization of many companies, we are absolutely required to fulfill our responsibility to maintain network connections at all times.

As a corporate group that provides global telecommunications services by utilizing the network technologies that underpin advanced ICT societies and maintenance systems, we have set "the ensuring of highly stable and reliable mission-critical infrastructure" as a key initiative for the essential CSR area of "contributions to society." We are making constant efforts to improve the communication environment that allows for the confident use of networks even in the event of a disaster or other emergencies. Specifically, we have been expanding the capacity and enhancing the reliability of our communication routes, ensuring redundant and decentralized equipment and facilities, and maintaining year-round, 24-hour monitoring throughout the network while also pursuing initiatives throughout the Group. We will further develop our approach from the added perspective of contributing to continual expansion and improvement in ensuring access to high-quality, sustainable living environments emphasized by SDG 11 "Sustainable Cities and Communities."

Primary Concept

Activities based on the CSR Priority Activity "Ensuring Stable and Reliable Services as Mission-critical Infrastructure" involve implementing reviews and setting CSR targets on the basis of internal and external circumstances, while the CSR Promotion Office and the departments responsible for each activity cooperate with each other.

With natural disasters occurring with increasing frequency in Japan and elsewhere, it has become more important to maintain and strengthen accurate emergency response systems with the aim of steadily implementing countermeasures. From this standpoint, we focus on the Three Disaster Policy Fundamentals to address disasters and are taking steps to thoroughly apply this throughout the Group.

Three Disaster Policy Fundamentals

1. Improving Network Reliability

We are working to improve reliability so that partial damage to telecommunications systems does not have a great effect on others.

2. Ensuring Crucial Communications

We have secured means of communication to allow important communications in a disaster situation.

3. Quickly Restoring Communications Services

We will restore to service damaged telecommunications equipment as soon as possible.



> For more information on the Three Disaster Policy Fundamentals, see: http://www.ntt.com/about-us/cs/saitai.html (Japanese only)

Main Achievements in Fiscal 2019 and Goals for the Coming Years

All CSR activities based on the CSR Priority Activity "Ensuring Stable and Reliable Services as Mission-critical Infrastructure" are configured in a variety of ways relating to making information infrastructure more disaster resilient. They include the development of disaster-resilient networks and measures to address major natural disasters and similar events.

Acting on the results of inspections conducted in fiscal 2018, we implemented measures and improvements in fiscal 2019. Specifically, we took action against accidents that could occur during large-scale events to prepare for the Tokyo 2020 Olympic and Paralympic Games* scheduled to be held next year. We also quickly addressed the possibility that the spread of COVID-19 would prevent employees from commuting to the office to conduct disaster recovery by developing a system and environment for remotely controlling work tasks. Furthermore, we ensured the safety of staff working in offices and other sites and confirmed the feasibility of our disaster response under the impact of COVID-19. We were able to either achieve or nearly achieve each initial target. In fiscal 2020, we will continue to promote activities set as ongoing targets.

*NTT Communications is a Gold Partner (communications services category) of the Tokyo 2020 Olympic and Paralympic Games.



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Development of Disaster-resilient Networks

> Keeping Networks Reliable Following Disasters

NTT Communications has adopted the Three Disaster Policy Fundamentals to address disasters. With them we work to maintain mission-critical communications and swiftly restore disrupted communication services.

During the Reiwa 1 East Japan Typhoon that caused extensive damage mainly across the Kanto, Koshin, and Tohoku regions in October 2019, torrential rain caused roads to collapse and bridges to fall. This disrupted our main relay cables between Gunma and Nagano. We prepared recovery plans on-site to open a new route extending about 14 kilometers that skirted around areas affected by landslides and completed restoring the cables 16 days after the disaster.

We work daily to raise awareness about disasters among our employees and those of partner companies so they can rapidly respond to disasters. Specifically, we conduct training that makes use of the Biz Safety Confirmation and Notification service, offered by NTT Communications, and also regular training exercises that simulate large-scale natural disasters.



> For more information on disaster response, see: https://www.ntt.com/about-us/cs/saitai.html(Japanese Only)

> Providing Services that Underpin Corporate Business Continuity

Offering a range of services to respond to such crises as major earthquakes and pandemics, NTT Communications supports the continuity of its customers' businesses. For example, earthquake early-warning information is provided through a service and includes details about seismic intensity and

arrival time before the tremors are felt. As the service enables initial damage prevention and ensures personal safety, it is considered effective for formulating a business continuity plan (BCP), since business restoration can be expected soon after an earthquake. A service that simultaneously reports personal safety confirmations both verifies and gathers information on the safety of employees during times of disaster, including outbreaks of news strains of influenza and earthquakes. Available on a routine basis via communications networks, the service is also effective in confirming the safety of school contact networks and elderly persons as well as for simultaneously contacting employees dispatched to client companies.

Moreover, we are expanding services to our overseas bases on the Enterprise Cloud service, which consists of highly reliable, disaster-resilient data centers for companies that leverage outstanding technological capabilities as telecommunications carriers, and we connect high-quality, high-volume networks between Japan and overseas bases. Consequently, this optimal service provides BCP measures that ensure the timely backup of data at remote locations.

Subsea Cable-laying Ship Kizuna with Cutting-Edge Features

Receiving favorable evaluations for the effectiveness of ships used in restoring telecom equipment during disasters, we are examining various ways of using ships not only for NTT Communications but also throughout the NTT Group.

The subsea cable-laying ship Kizuna carries disaster recovery equipment, six 20-foot containers, aerial work platforms, and a mobile base station, which enables the NTT Group to transport emergency supplies and vehicles used for disaster reconstruction. Kizuna supported the rapid restoration of the telecommunications network during

recovery work following the Hokkaido Eastern Iburi Earthquake and Typhoon No. 24 by transporting supplies and vehicles to the nearest ports.

Kizuna also has an onboard emergency mobile base station with dynamic positioning functions. This allows it to set up temporary regional telephone services disabled during a disaster. The ship's upper bridge has enough space for numerous parabolic antennas that keep satellite communications from being impeded. This design allows for the installation of more telecom equipment during a disaster

In addition, the ship features unique living quarters that can be equipped with lodging and support equipment (including meal provision) for disaster relief workers. It is also equipped with switchboards and water intake ports that enable ship-to-shore energy and water supply.

Subsea Cable-Laying Ship Kizunawith Cutting-Edge Features



Disaster recovery support



Total tonnage: 8,598 tonne Deadweight capacity: 4,098 tonne Total length: 108.64 meters; width: 20 meters Designed load draft: 6.0 meters Sea speed: 13.2 knots Maximum passenger capacity: 60 Cruising distance: 9,500 nautical miles (around 30 days)



Registry location: Japan (Tokyo)



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Our Approach

As the adoption of ICT becomes more widespread and more information on companies and individuals is accumulated on networks, we are responsible as an ICT services provider for ensuring that the information we receive from customers remains confidential and for securely retaining and managing that information.

Focusing on SDG 11 "Sustainable Cities and Communities," the realization of advanced, safe, secure, and sustainable living environments is a management issue closely connected to ICT.

To meet society's expectations for the development of "Industry, Innovation and Infrastructure," as stated in SDG 9, we continue to enhance our efforts toward robust network security for our customers. In compliance with the set of security regulations maintained and shared by the entire Group, we are advancing the continuous monitoring and operational systems of the ICT systems and networks entrusted to us by our customers. We are also making them more robust while enhancing their vulnerability response functions with regard to unknown threats. Moreover, we are planning to enhance our vulnerability response functions to include overseas Group companies. In view of the materiality analysis and review of the CSR medium-term targets conducted in fiscal 2016, we regard these issues as independent priority activity areas and are working to strengthen our initiatives.

Primary Concept

Regarding the CSR Priority Activity "Robust Network Security for Customers," we are undertaking measures positioned as important initiatives that include "network surveillance 24 hours a day, 365 days a year," "strengthening our vulnerability response functions", and "developing rapid and reliable responses to security threats". Given these, we implement reviews and set CSR targets on the basis of current problems and issues of social concern, while the CSR Promotion Office and departments responsible for each activity cooperate with each other.

These multifaceted activities are all necessary for steadily building on and implementing robust security systems. Positioning our NTT Communications Security Declaration as a priority activity common to all these initiatives, we will take steps to implement them thoroughly.

NTT Communications Security Declaration

At NTT Communications, we believe that our most important mission is to provide our customers with services which they can use with the assurance that their critical information is being protected and to contribute to improving the security of our customers. We view security as the single most important issue to be addressed in providing services, and we pledge to work together with our customer to provide the best in security for their needs. To achieve this end, we do our utmost to ensure security throughout all aspects of the value chain, from the development of technologies and services to the construction and operation of systems. As ICT professionals, all of us at NTT Communications are committed improving our capability to ensure security.

Main Achievements in Fiscal 2019 and Goals for the Coming Years

CSR activities based on the CSR Priority Activity "Robust Network Security for Customers" are intended to protect customer networks against certain threats, including security risks and various disasters, with "network surveillance 24 hours a day, 365 days a year", "strengthen vulnerability response functions," and "provide developing rapid and reliable responses to security threats".

In the area of network surveillance for customers in fiscal 2019, we strengthened our capabilities to detect problems early, automatically switch to alternative routes, and back up equipment in order to better provide uninterrupted services in the event of a malfunction.

Providing rapid and reliable responses to security threats, we launched services such as OSINT monitoring and cloud diagnosis, which detects and reports information about situations that may pose a cybersecurity threat. Also, we work to provide safe services consistently with ongoing assessment of the vulnerability of Web-based apps that Group companies own.

As we strive to ensure robust network security for customers, we will continue to promote activities for achieving our targets in fiscal 2020.



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Around-the-clock Efforts to Protect Customer ICT Systems

> Providing Stable Enterprise System Network Surveillance and Operating Services

The Management Solutions Center (Sapporo), operated by NTT Com Solutions, has constantly monitored and stably operated ICT system networks since June 2008. Not only does it monitor and operate customer ICT systems all year round, it is also responsible for customer inquiries, malfunction rectifications, and BCP management support.

ICT systems and stable operation centers have recently become essential to business continuity, so they must be highly reliable as the underlying infrastructure protecting customer ICT systems. Some distance from Tokyo, Sapporo and its surroundings are not ordinarily hit by lightning strikes or large-scale natural disasters such as earthquakes and typhoons. It is therefore unlikely that the center would be severely affected by a major disaster or pandemic, making it suitable to stand in for any of the operation centers in the Tokyo area.

The center has established an IT Service Management System (ITSMS), which is based on ITIL**, to enhance service quality, increase value for customers, and boost their satisfaction levels while improving efficiency and productivity. The center acquired ISO 20000 certification, the international standard for ITSMS, in December 2009. Customer systems are undergoing major changes in terms of operation and technology as they have been using cloud and other services. Work will continue to enable the center to keep pace with these changes and provide high quality at a low cost to increase customer satisfaction.

*UK-formulated guidelines compiled in multiple volumes covering the operation and management of computer systems. ITIL® (IT Infrastructure Library) is a registered trademark of the Office of Government Commerce (OGC) of the UK.

Rapid and Reliable Responses to Security Threats

> Monitoring Enterprise Network Security

While digital transformation presents business opportunities for companies, it also signifies the start of an era of zero trust in an ICT environment where business expansion leads to assimilation into the Internet, thereby increasing cyber risks. Under these circumstances, safeguarding business continuity in the face of both foreseeable and unforeseeable risks, as well as risks associated with external attacks or internal foul play, has become a major management concern. NTT Communications established the Security Operation Center in 2003 and began offering corporate security management services. We then brought a company that specialized in overseas security into the Group and globally launched WideAngle, a comprehensive security risk management service, in June 2013, with the cooperation of NTT Secure Perspective Laboratories. In fiscal 2019, we addressed the growing need for zero trust security by providing OSINT* Monitoring to detect cyber risks quickly. As cyberattack targets expand to include systems related to the cloud, telework, and industrial control, we began providing cloud analysis solutions (CASB) and strengthened our security services for cloud gateways and industrial control systems. We will continue to help companies achieve digital transformation by providing solutions that support the generation of new value through the safe use of data

*Open Source INTelligence

Countering Malware

Malware can open unauthorized access to personal information. In February 2016, NTT Communications became the first internet service provider (ISP) in Japan to provide a service that protects users from malware-related information leaks. It is free of charge to individual and corporate customers.



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Our Approach

Our business covers the full gamut, from the building of global telecommunications networks to the provision of cloud services.

Our key responsibilities are listening attentively to feedback from our varied customer base and developing and enhancing the mechanisms that allow us to use that feedback flexibly and directly, with the aim of continually boosting customer satisfaction. These are also prerequisites that guide us as we seek to grow alongside society as a leading global ICT company and continue to provide highly reliable, high-quality services.

We believe that these efforts will contribute to an increase of the high added value and improved productivity in the global economy, as well as sustainable economic growth, in alignment with SDG 8 "Decent Work and Economic Growth." Therefore, we will continue to strengthen the mechanisms in place that permit us to reflect those opinions, of a wide range of stakeholders, on our businesses.

Primary Concept

Our goal is to enhance service quality and raise customer satisfaction by accurately addressing customer needs, requests, and expectations while continuously assessing and improving all our operations. Accordingly, our corporate planning, sales, service, and operation divisions together conduct customer satisfaction surveys on a regular basis. Regardless of the area they oversee or the products and services they provide, every employee must always consider customer service as the foundation of our corporate integrity. From this perspective, we have established and stringently adhere to Our Mindset, which is disclosed to our customers and other stakeholders.

Our Mindset

At NTT Communications, employees work together to provide services that satisfy all customers. Listening closely to customers' daily feedback, we will pursue improvements to our services. For this reason, we start by bearing in mind the following approaches as our customers' ICT solution partner.

- 1. Find solutions to customer concerns and problems
- 2. Boost customer business growth
- 3. Help consolidate customer core operations

With these focused concerns, we provide one-stop, end-to-end services extending from marketing to construction/operations as well as rapid solutions in order to be the trusted partners of our customers.

Main Achievements in Fiscal 2019 and Goals for the Coming Years

We are engaged in multifaceted activities with a primary focus on continuous customer satisfaction surveys. In fiscal 2019, we revised the methodology of our Voice of Customer (VOC) survey to better grasp what customers expect of NTT Communications and conducted two kinds of survey. A relational survey obtains information on customer needs, requests, and expectations, and a service survey collects suggestions for service improvement.

Altogether we received around 3,000 valuable comments concerning customer expectations in areas such as solution and proposal capabilities, service quality, stability, and support, with which we have been implementing about a hundred improvement measures. We will continue reviewing and updating the survey questions.

In fiscal 2020, we plan to use the VOC survey to identify customer needs and issues amid the ongoing COVID-19 pandemic in order to improve our sales activities and services.



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Ongoing Customer Satisfaction Surveys

Efforts to Incorporate Feedback from Corporate Customers

If we are to remain the service provider of choice for customers around the world, daily contact with customers cannot be limited to sales personnel. All employees consider customer interaction as a top priority and make every effort to increase customer satisfaction through innovative services and daily improvement efforts. One such initiative is the annual VOC survey on customer satisfaction. We take the comments seriously and incorporate them to enhance our operations.

The Corporate Planning Division conducts the VOC survey with the cooperation of each division. It undertakes the entire process from designing the survey to compiling the results and reporting to management.

In fiscal 2019, we revised the method for the VOC survey and conducted a relational survey focused on understanding customer needs, requests, and expectations, along with a service survey focused on seeking suggestions for improving individual services. We received around 3,000 valuable comments and, with this feedback, implemented about 100 improvement measures.

Looking ahead, we will continue to pay close attention to what our customers have to say as we strive to make permanent improvements that will increase their satisfaction.

Efforts to Incorporate Feedback from Individual Customers

Operation of the Customers' Front for Individual Customers

Under the OCN provider service, the Customers' Front, as a point of contact, receives questions and requests from individual OCN members on matters related to undertaking various kinds of support work.

We place priority on customer support preparations so that customers can securely and comfortably use the ISP service. Consequently, contact center staff including those who telecommute have been assigned to respond to inquiries on a daily basis. In addition, we are focusing on operator training and continuing our efforts to realize high-quality support, for example by mandating both Web-based and practical training.

Sharing through the Dedicated OCN Customer Feedback Website

We have set up the OCN Customer Feedback website to further raise the quality of the OCN service.

The website receives numerous comments and requests from customers and shares case studies of improvements.

We will continue to make the best use the website to improve our service and further develop it to deliver a more comfortable Internet experience for customers.







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Our Approach

In recent years, there have been calls for companies to implement CSR activities along their entire supply chains. Naturally this has necessitated not only Groupwide CSR activities but also the building of honest, sustainable relationships with suppliers. These initiatives are indispensable for realizing fair trade practices and decent labor practices globally, which are in line with the basic premise of achieving SDG 8: Decent Work and Economic Growth.

As a responsible international ICT company, we established the Guidelines for CSR in Supply Chain and focus on developing mutual understanding and relationships of trust with our suppliers. We also focus on promoting CSR and green procurement. At the same time, we are developing a procurement system based on the concept of CSR procurement, which extends beyond environmental issues, with thorough consideration of humanitarian and social issues as well.

Primary Concept

Maintaining a focus on value creation through business, NTT Communications needs to procure high-quality services and products in an economical and timely manner. We have therefore defined our procurement policies and apply our Guidelines for CSR in Supply Chain when engaging in procurement activities from the perspective of the broad global marketplace to bolster our Group management competitiveness. Groupwide CSR procurement is conducted through close collaboration under the supervision of the Procurement and Billing Department.

Summary of Guidelines for CSR in Supply Chain

Human Rights, Labor	Prohibition of forced labor and child labor	Respect for the right to organize and conduct collective bargaining
Health and Safety	Factory safety measures	 Measures targeting occupational injury and illnesses
Environment	Management of hazardous chemicals	Effective use of resources and energy
Fair Trade	 Prevention of corruption and bribery 	 Respect for intellectual property rights
Quality and Safety	Ensuring product safety	Creation of a quality management system
Information Security	 Prohibition of leaks of personal 	• Information system protection measures

Basic Policy on Procurement

- NTT Communications will strive to provide competitive opportunities with fairness to both domestic and foreign suppliers, and to build mutual trust and understanding.
- NTT Communications will conduct economically rational procurement of competitive goods and services that meet its business needs, deciding suppliers based on quality, price, delivery times and stable supply in a comprehensive manner.
- NTT Communications will conduct procurement in a manner that follows laws and regulations as well as social norms, and takes the environment, human rights and other issues into account to contribute to society.

Main Achievements in Fiscal 2019 and Goals for the Coming Years

In order to realize the CSR procurement concept, we will thoroughly promote the procurement of products with minimal impact on the environment by conducting product surveys with the cooperation of suppliers. Also, we will encourage the worldwide adoption of supply chains that do not engage in the trade of conflict minerals or in any way intensify social and humanitarian problems. Under this concept, we have continued to have suppliers complete CSR procurement promotion surveys, which began in fiscal 2016, and we also strive to identify the related risks. Moreover, we are focused on more clearly stating our accountability to companies with consideration for NTT Communications as a supplier.

And we have been providing supplier information to EcoVadis*, an international sustainability rating organization. In fiscal 2020, we will continue to build on the supplier surveys while simultaneously taking steps to promote the exchange of opinions with suppliers and increase information disclosure.

*An organization that evaluates supply chain sustainability. Providing platforms for evaluating the sustainability of companies related to policy and achievements, EcoVadis conducts surveys and evaluations of suppliers in 110 countries and 150 industries from the perspective of four areas: the environment, labor conditions, business activities, and the supply chain.



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CSR and Green Procurement

> Promoting CSR Procurement

We have formulated the Guidelines for CSR in Supply Chain, which encourage procurement policies for respecting human rights and protecting the environment, ensure the quality and safety of products and services, and recognize the overall needs of society. When selecting and entering into agreements with new business partners, we seek compliance with our CSR policy in addition to credit screening criteria, which include confirming corporate initiatives on human rights and labor issues. We also incorporated a clause requiring compliance with the Guidelines for CSR in Supply Chain into each order form, which suppliers are obligated to use. When we determine that a company has failed to meet our criteria and thus represents a risk, we do not trade with them.

To promote CSR procurement, we conduct a survey that targets major suppliers with the intention of confirming the management status of the Guidelines for CSR in Supply Chain. After the results are compiled and analyzed, we consider means of improvement for dealing with high risk concerns. In fiscal 2019, we received responses from 18 companies (response rate: 100%). As a result, we found no high-risk issues. Looking ahead, we will continue to work with our business partners to promote CSR procurement.



> For more information on the Guidelines for CSR in Supply Chain, see: https://www.ntt.com/en/about-us/procurement.html



> For more information on green procurement, see: Contributions to the Global Environment

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> Developing Procurement Professionals

In maintaining sound Group management, we uphold our CSR procurement policy, which thoroughly establishes and enhances our CSR through efforts that also involve business partners.

We encourage our employees to obtain the Certified Procurement Professional (CPP) qualification, designated by the All Japan Federation of Management Organizations, so they can have specialized knowledge in purchasing and procurement. As of March 31, 2020, a total of 101 employees have been certified (Grade A: 34, Grade B: 67), including transferred employees and excluding those certified while working in other organizations.

Looking ahead, we will continue nurturing human resources in each area to practice sustainable and responsible procurement.

UK Modern Slavery Act Statement

The NTT Communications Group has released a statement on slave labor and human trafficking in accordance with the UK Modern Slavery Act 2015. We report on initiatives for preventing slave labor and human trafficking that are being implemented by the Company and throughout its supply chain. As an enterprise with a base in the U.K., we strive to procure high-quality services and products and prevent slave labor and human trafficking as we develop honest and sustainable relationships with a broad range of suppliers in and outside of Japan. Looking ahead, we will focus on further strengthening our system of cooperation with our suppliers, implement human rights impact assessments, and determine the risks and current status.



> For more information on the NTT Communications Modern Slavery Statement (April 2019–March 2020), see:

https://www.ntt.com/en/about-us/csr/modernslavery

> Response to Conflict Minerals

NTT Communications and NTT Communications Group companies will conduct procurement activities in accordance with the NTT Group's Response to Conflict Minerals.

Disclosure of Supply Chain through EcoVadis

Rising public expectations for CSR activities that also encompass the supply chain have increased the importance of companies knowing the status of their suppliers' CSR activities and disclosing that information to clients. Since fiscal 2016, we have reported supply chain information with EcoVadis. We have also been proactively disclosing information to our clients and to companies considering doing business with us. We received a Silver rating following the first sustainability assessment in 2017, and after making improvements in regard to issues pointed out in that evaluation, we received a Gold rating for our second assessment in 2019. Evaluating on a global basis our activities in such areas as the environment, fair labor and human rights, ethics, and sustainable procurement, all of which have been positioned as benchmarks, we will steadfastly work to improve our CSR performance going forward.



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Social Contributions and Fostering of Communities

Our Approach

NTT Communications has been implementing social contribution activities across a number of fields, encompassing international cooperation, environmental conservation, health, medical and welfare, and regional development toward realizing a prosperous society. In areas affected by the Great East Japan Earthquake, we are continuing our support to reconnect the bonds in those regions and do all we can to assist in rebuilding lives.

Companies are increasingly expected to play a role through their social contribution activities to support the development of dynamic communities that bridge regions and generations. We will broaden the scope of our social contribution activities with an emphasis on developing such vibrant communities.

◆ Social Action Principles

Sustainability	-We conduct lean but lasting activities
	over the long term.
Efficiency	-We engage in cost-effective activities
	to ensure continuity.
Due Diligence	-We carefully assess the relative
	benefit to society of prospective
	donations.
Global Perspective	-We contribute to Japan and the inter-
	national community.
Skills	-We utilize services developed for
	information distribution markets as
	well as employee abilities gained
	in those markets for the benefit of
	society.

Serving Local and International Communities

The NTT Communications Group promotes activities to serve local and international communities by designating six pillars of social contribution: Preservation of the Natural Environment, Social Welfare, Promotion of Education and Culture, Regional Development and Exchange, International Exchange, and Promotion of Sports.

In fiscal 2019, we conducted 98 projects, in which a total of 1,893 employees participated. Expenditures for social contribution activities amounted to 25.33 million yen.

Social Contribution Activities in Fiscal 2018

	Number of Projects	Number of Participants	Activity Expenditure (Yen)
Preservation of the Natural Environment	28	1,019	7,425,925
Social Welfare	37	120	3,313,607
Promotion of Education and Culture	16	413	9,419,971
Regional Development and Exchange	9	298	5,144,900
International Exchange	3	0	0
Promotion of Sports	2	2	20,000
Others	3	41	12,000
Total	98	1,893	25,336,403

Cleanup Activities

NTT Communications has participated in cleanup campaigns in Tokyo's Chiyoda Ward since 2008. In fiscal 2019, our cleanups took place around the head office on June 4 and November 7, with 292 and 296 employees participating, respectively.

Moreover, players from the Shining Arcs corporate rugby team have been leading cleanup activities mainly in Urayasu City, Chiba Prefecture, where they are headquartered. In fiscal 2020, the team expanded its activities by joining in the Leads to the Ocean project, a joint initiative between the NPO Umisakura and Nippon Foundation for addressing environmental issues related to the ocean.

> Providing Nationwide Opportunities to Work from Home

NTT Com CHEO engages in businesses centered on technical support, including that for users of the OCN ISP service; contact centers offering support via telephone, email, chat, and PC remote control; on-site support for setting up ICT devices such as PCs and routers and providing operating instructions; and the operational management of corporate ICT equipment. These businesses actively provide opportunities for people in different regions of Japan to work from home. For example, our contact centers and onsite support visits across Japan are staffed by those working from home, from Hokkaido in the north to Okinawa in the south. As part of this drive, we are also pursuing initiatives for developing women's careers, revitalizing regional communities, and offering new employment opportunities.

Over the years, we have received numerous awards in and outside of Japan that recognize our contributions to developing women's careers, rebuilding local communities, and supporting employment. These include the Gold Award in the Best Home/Remote Agent Program category of the Contact Center World Awards 2019.



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Continuous Strengthening of Corporate Governance In addition, we have been participating as a "special supporting organization" in Japan's Telework Days campaign since 2017. This initiative implements and promotes telework as part of the workstyle reforms being pursued through a collaborative effort by the national government (Ministry of Internal Affairs and Communications, Ministry of Health, Labour and Welfare, Ministry of Economy, Trade and Industry, Ministry of Land, Infrastructure and Transport, Cabinet Secretariat and Cabinet Office), Tokyo Metropolitan Government, and relevant organizations.

> Social Contribution Activities at Group Companies

For some time, we have been encouraging Group companies to develop their own social contribution activities, and each company has been actively doing so as a result. These include environmental conservation activities, such as natural woodland preservation, and donations of emergency food supplies. As a corporate citizen, we will continue to promote low-profile yet meaningful activities that help communities.

♦ Major Social Contribution Activities at Group Companies in Fiscal 2019

Company Name	Activity	
NTT Com Solutions	Activities for preserving the Shiroi natural woodlands in the	
NTT Com Marketing	Hiratsuka Area of Shiroi City, Chiba Prefecture	
NTT Com Solutions	Donation and delivery of emergency relief food supplies for those facing hunger overseas	
NTT Com Marketing		
NTT Com Engineering	Donation of books and the proceeds from sales of used books brought by employees to an international NGO working to improve the literacy rate in developing countries, among other causes	
NTT BizLink, Inc.	In-house sale of products sold by persons with disabilities	
	Cleanup around Group buildings and the neighborhood, and cleanup of beaches in Enoshima, Kanagawa Prefecture	
	Sales of fair trade products in the company	
NTT Communications Group	Rugby classes and career education at elementary schools in Chiba Prefecture to popularize the sport and nurture youth	
	Educational programs in collaboration with JICA to cultivate awareness of human rights	
	Collection and donation of plastic bottle caps, pull-tabs, stamps, calendars, used books, and other items	

Activities of the Corporate Rugby Team

> Youth Development

NTT Communication's rugby team, the Shining Arcs, is actively promoting the sound development of youth and engaging with local communities through sports. The team relocated its headquarters to Urayasu City, Chiba Prefecture in April 2018 and has been organizing rugby classes in elementary schools and engaging in other community-oriented initiatives aimed at boosting the health of city residents under a mutual cooperation and support agreement.

Since there are few rugby competitions with rankings for elementary school students, we host the Shining Arcs Cup to boost the level of rugby. While the sixth tournament, scheduled for February 29 and March 1, 2020, was canceled due to the spread of COVID-19, we will continue our contribution to educate the public on rugby as a sport with cultural value as well as the sound development of the next generation of youth.

Fifth Shining Arcs Cup







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> Participation in the deleteC Project

In October 2019, the Shining Arcs became the first sports team to participate in the deleteC project, a united effort to make cancer a curable disease.

"delete C" is an initiative in which companies and organizations delete the letter "C" from their brand logos and products to express their hope of eliminating cancer. They also commit to developing original products and services on the theme and donate a portion of their sales to cancer treatment research and to cultivating medical experts.

During the practice match in December 2019, prior to the opening match of the Japan Top Rugby League, we produced training jerseys in pink—the deleteC image color—for a team and donated part of the revenue from sales of original goods to deleteC.

In addition, a member of the Shining Arcs team who has overcome leukemia, known as the cancer of the blood, and went on to play for Australia in the Rugby World Cup 2019, conveyed messages through social media to raise awareness of deleteC.

The team is striving to achieve SDG 3 "Ensure healthy lives and promote wellbeing at all ages." It does this by helping balance medical treatment and work and by pursuing health management. In October 2018, Urayasu City, where the team is based, has also enacted an ordinance to promote anticancer measures to address the issue. We will seek to address social and local issues through rugby by participating in the project.



> TABLE FOR TWO × Shining Arcs Project

NTT Communications was the first Japanese rugby team to participate in this project aimed at resolving the global food shortage through the approved specified NPO TABLE FOR TWO International. We have engaged in various activities to promote health in the hope of harnessing the power of sports and developing the health of local communities and society. In this project, the calories burnt by players in an official match and by Shing Arcs fans at the stadium are converted into monetary value and donated to the cause.

- (1) 1 yen for 1 kilocalorie burnt by players in a match
- (2) 5 yen for 200 kilocalories burnt by fans supporting the team The collected money is donated to fund vegetable farms in developing countries seeking to meet their own caloric needs.

A total of 170,680 yen was donated in the 2019–2020 season. We will contribute to society through the united efforts of

We will contribute to society through the united efforts of players and fans.