

NTT Innovation Pillars



NTT Innovation & History

We are company with a social purpose and innovative culture.

For more than 150 years, we have operated with a focus on **contributing to society through our innovations and operations**. We believe this is imperative for the long-term benefit of all stakeholders including employees, communities, partners, shareholders and clients. And, as a company that is built to last, we know that **we must innovate for good** in order to continue to grow.

We constantly think about how we can improve the quality and variety of our services through innovations. How can we improve the benefit and accessibility of new technologies for more people? How can we inspire technology inventions and drive global innovations that matter? And how can we contribute to make this world a better place for the good of all, while also running a thriving global business?

We believe we can do all of that – for the long term – because we always **innovate for the future**.

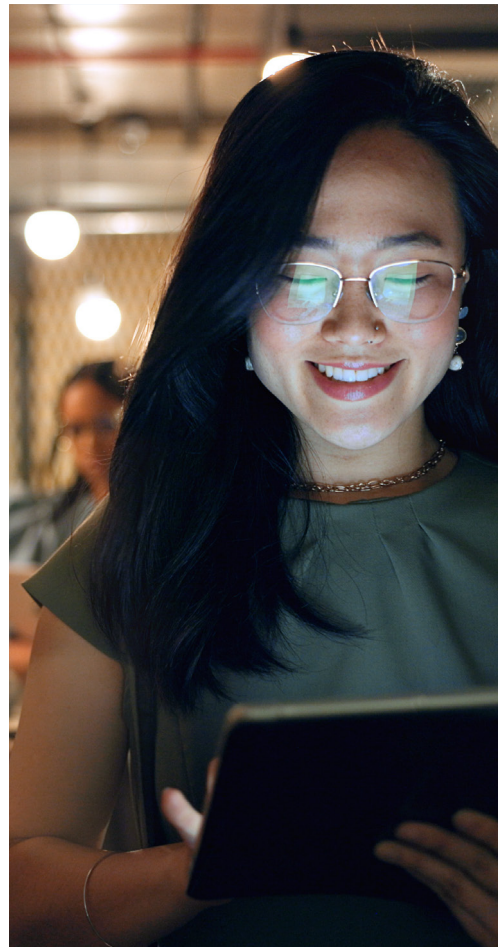
At the heart of our innovation culture are four cornerstone commitments:



**We are
an Ethical
Technology
Company**

How we do business matters. Fundamental to this is how we think about the world and its preservation. **We believe in developing leading-edge technology that will contribute to the sustainable future of humanity and the planet while being good for business.** Building a successful business that will last forever requires ethics, honesty, trust and integrity. We build **long-term relationships** that drive transformative **results with our clients and partners** based on our commitment to always be authentic and to act with **integrity**.

We were founded over 150 years ago as a government agency to connect society across Japan for the **benefit of families and business**. We have evolved to become a commercial company that is a **top five global technology leader**, and we continue with the same purpose of serving people and society for a sustainable future.



Our ethical beliefs have guided and enhanced our growth throughout our history and will continue into the future.

Imagine a world where the circular economy is real. Where technology can take food waste and turn it into fertilizer. We are making this happen by building devices that can collect food waste across communities and convert it into material in which more food can be grown. Waste will be minimized, and food insecurity will be less prevalent because it will be easier to grow fresh, healthy food close to home. This is what it means to be an ethical technology company.



**We are
a Global
Connector**

Together with our people, partners and clients, we are connecting the world for a more sustainable future through new technologies and innovations. **We believe in the concept of “self as we” - where people, communities, business, nature and technologies are all interdependent, and achievements of great significance cannot be done in isolation.** We believe that the power of this concept can help bring together people and businesses with new technologies, ensuring a safer, more secure and sustainable world for all. To us, listening to people, clients and society with multiple points of view is how we create ethical, trustworthy global connections and build a long-term sustainable future for people and planet.

We were founded more than a century and a half ago to connect a nation with high-quality innovative services. Today we are a global technology leader **connecting the world through inventions, innovation and long-term commitments.** We build global connections based on an open and

collaborative approach with partners and clients who share our beliefs and approach to ethical technology.

The first internet wasn't built by one company. The next internet won't be either. We have been instrumental in establishing the Innovative Optic Wireless Network (IOWN) Global Forum, a consortium leading a movement from electronics to photonics-based technology ecosystems by using the power of light to connect and enable computers, devices, sensors and networks. Computing and networking have reached a limit due to increasing power consumption, data bandwidth, and the need for faster response time due to new innovative services and a massive amount of data being transmitted. There must be quantum change to deliver the future of the internet and meet the world's coming technological and social needs. This move to photonics is our “crossing the chasm” moment. It can only happen with companies and people from around the globe coming together to collaborate and innovate.



We are a Trusted Innovation Partner



Today, more than ever, trusted partnerships are critical to meet the massive challenges facing our world. These partnerships must be more than just transitory and need to be based on **long-term commitments and trust**. To truly drive innovation that matters, we believe in operating in an open, collaborative and trusting way in our relationships with partners and clients - and we strive to be worthy of their trust and respect in return.



Our history is based on trusted partnerships with our people and clients. We have created a large and globally successful business because we listen to the wider world, and we are committed to innovation that matters, developed through open and collaborative co-creation. **We work closely with our partners and clients, with integrity and trust, and commit to relationships that go well beyond the transactional.** We believe in building relationships that are built to last.



ORAN is the Open Radio Access Network we are helping to bring to life through partnerships with 12 other companies in our Open RAN Ecosystem. The potential of ORAN means we can do for mobile operating what Linux did for the software world - provide a low-cost, highly reliable and highly functional alternative to existing proprietary offerings. Creating software-defined radio access networks drives the expense of delivering 5G down, allowing more services to be available on the network at lower costs with more flexibility and greater variety. Consider the potential across almost every industry. In healthcare, for example, massive amounts of data exist today but cannot be easily accessed. With more powerful mobile networks and technology, medical professionals can have the world's knowledge at their fingertips to deliver better, more personalized care to their patients.

We are a Long-Term Innovator



We are a company that constantly thinks about **tomorrow**; it is embedded in our logo with an infinite loop that signifies always innovating for the future. **Innovation is in our DNA**. Our inventions all stem from our commitment to contribute to a more sustainable world by protecting nature, improving overall wellbeing for everyone, and delivering greater prosperity for all. **All our investments in developing new technology and innovations are built on this idea of long-term sustainability including social sustainability**. This is innovation that will change the way humanity lives and works, well into the future.

Fundamental research and development have always been an unwavering commitment from our very beginnings more than 150 years ago. We believe in investing in the future and developing relevant and impactful innovations that support a more sustainable world. **We invest US\$3.6 billion every year in R&D**. Our team of **5,000+ R&D professionals** are devoted to **innovating for a future society** in which everyone can be prosperous and well, with a focus on technology that improves healthcare, education, safety, security, business results, entertainment and urban living. We envision a day when computing will be so ubiquitous that the user won't even know it's there. And we are working toward this with our partners based on the concept of "self as we" where there is a mutual benefit when there is a positive high interdependency of people, communities, nature, and technology on a global scale.



Our industry is investing significant amounts of money and effort on cooling data centers, protecting them from weather and earthquakes, and trying to power them with renewable forms of energy. This is our commitment as well - to deliver the world's most sustainable data centers. And we have other ideas, too. For example, why not build data centers in space instead – for sustainability, security, and delivering ubiquitous computing capacity anywhere on earth? Space computing might sound like something out of science fiction but to us it's real, and our R&D teams are hard at work on it already.



We are working in partnership with a satellite company to establish data centers in space and have them transfer data to each other and anywhere on Earth. We focus on R&D that will improve lives and support business over the long term, contributing to people, planet and mutual prosperity.

To be successful in our innovation pledge, we will always live up to our four innovation commitments.

They are all interdependent by design to build and support one another.

We strive to be a company that is **contributing to society through ethical, open, and collaborative innovations** based on trustworthy relationships with people, communities, partners and clients.

For over 150 years innovation and sustainability have been our culture and DNA – we were born this way. And we will continue to be this way by investing and developing the innovations that matter to the world while continuing to deliver on our successful business operations.

We are NTT. And we are innovating the future.





NTT contributes to a sustainable society through the power of innovation. We are a leading global technology company providing services to consumers and business as a mobile operator, infrastructure, networks, applications, and consulting provider. Our offerings include digital business consulting, managed application services, workplace and cloud solutions, data center and edge computing, all supported by our deep global industry expertise. We are over \$97B in revenue and 330,000 employees, with \$3.6B in annual R&D investments. Our operations span across 80+ countries and regions, allowing us to serve clients in over 190 of them. We serve over 75% of Fortune Global 100 companies, thousands of other enterprise and government clients and millions of consumers.

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