



NTT Ltd. Integration

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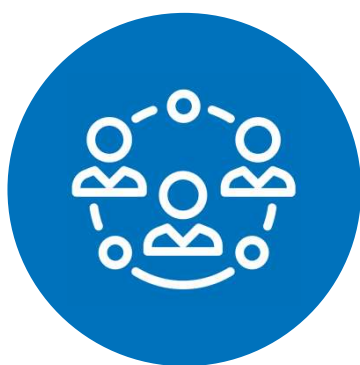
- * "E" in this material represents that the figure is a plan or projection for operation.
- ** "FY" in this material indicates the fiscal year ending March 31 of the succeeding year.
- *** "1Q" in this material represents the three-month period beginning on April 1 and ending on June 30, "2Q" represents the six-month period beginning on April 1 and ending on September 30, "3Q" represents the nine-month period beginning on April 1 and ending on December 31, and "4Q" represents the twelve-month period beginning on April 1 and ending on March 31.

FY2019 Progress



Foundation built

- Identity
- Legal entity name / logo
- One HR system



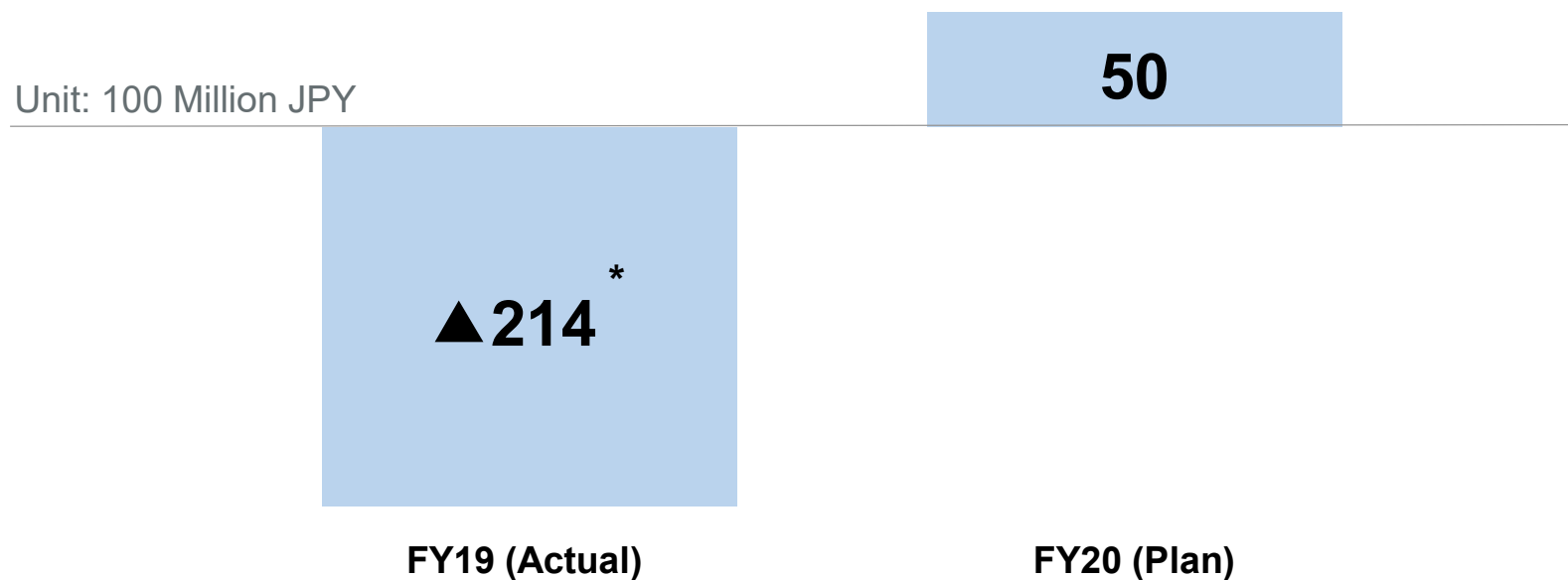
Common understanding developed

- Priority on profitability
- Shift from product resale to high value services
- Organizational strengthening

Statutory O/I margin



+ 30 billion JPY profit improvement
Pursuit continuous transformation



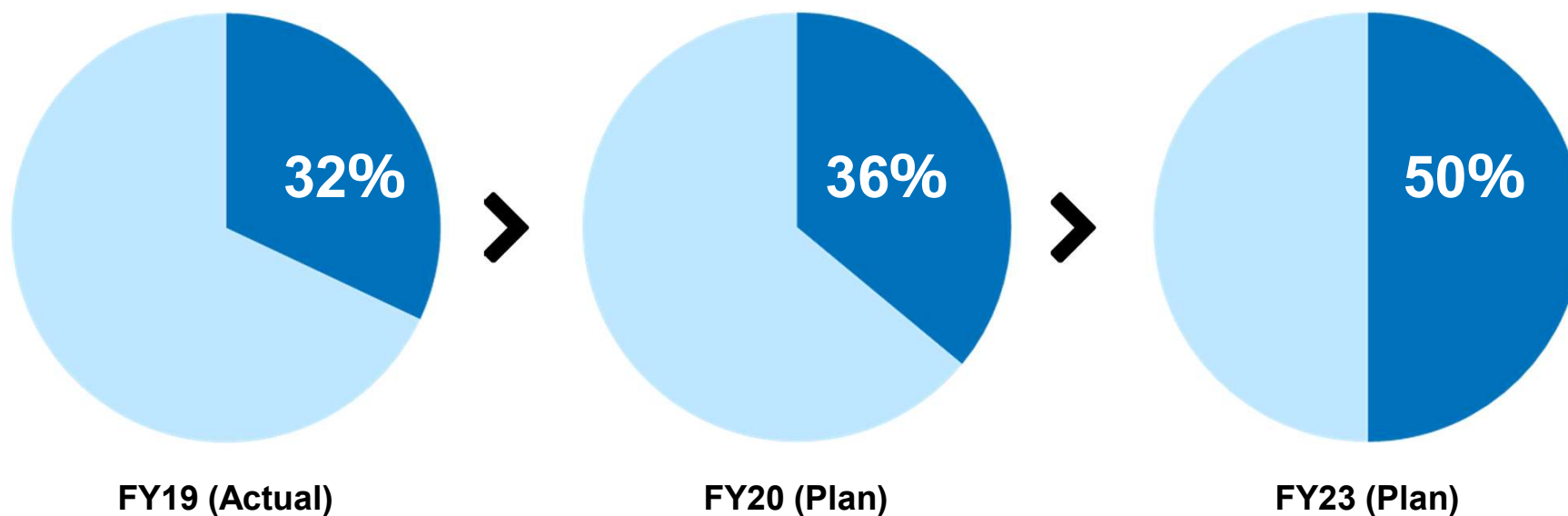
* months period between July 2019 through March 2020

Ratio of High value services



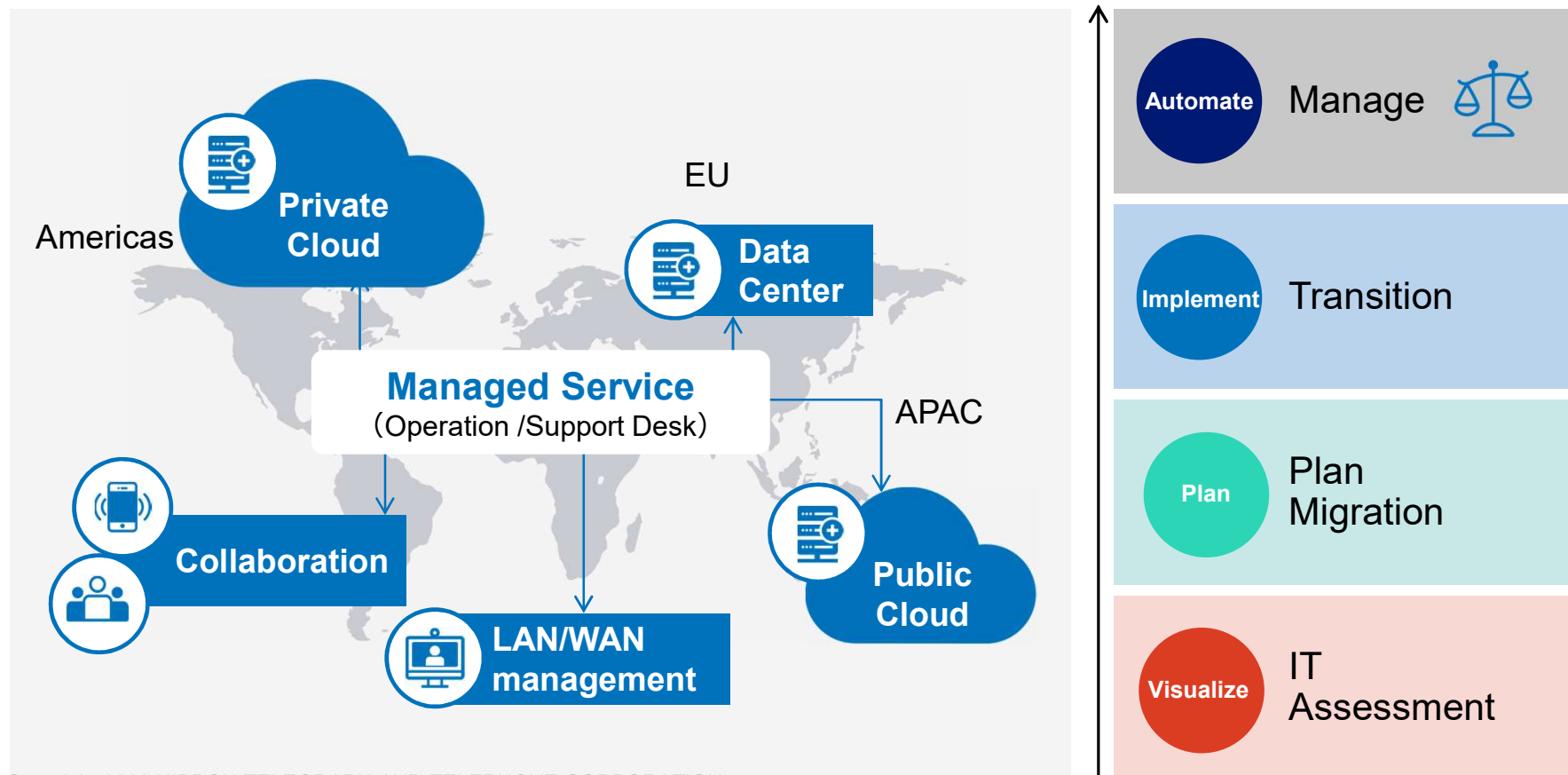
High value services:

Data center, Managed services,
Network, Cloud Communications etc



High value services Case Study

Migrate mission-critical servers to a secure and highly performed cloud IT environment



How we've helped our clients with their rapid response



Secure remote working



- Enabled > 500 000^{*1} remote workers
- Installed >150 000^{*1} VPN connections
- 304% increase^{*2} in conferencing usage

^{*1} Mar-Apr 2020 based on NTT Ltd client stories

^{*2} Mar 2020 NTT Ltd source

Digital events

- Trends to switching real events to virtual/online events
- Managing on average **145 events** a day across all regions



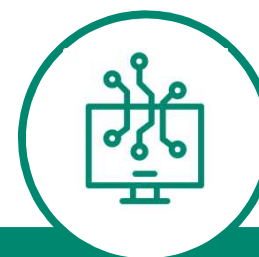
Focused Initiatives Onwards



Sales transformation

Execute GTM strategy per
targeted segment

Enhance sales structure



Business process optimization

Utilize shared service
centers

Accelerate IT integration

Shared Service Centers

Established two global centers (Apr 20)
50M+USD optimization (FY20 - FY23)

FY20 Initiatives

- Sales Ops (4 APAC co.)
- Accounting (Europe)
- HR (Americas, Europe)

Europe

Romania



Americas

Malaysia



APAC

AU

Operation consolidation

Business process automation



Accounting



Sales Ops

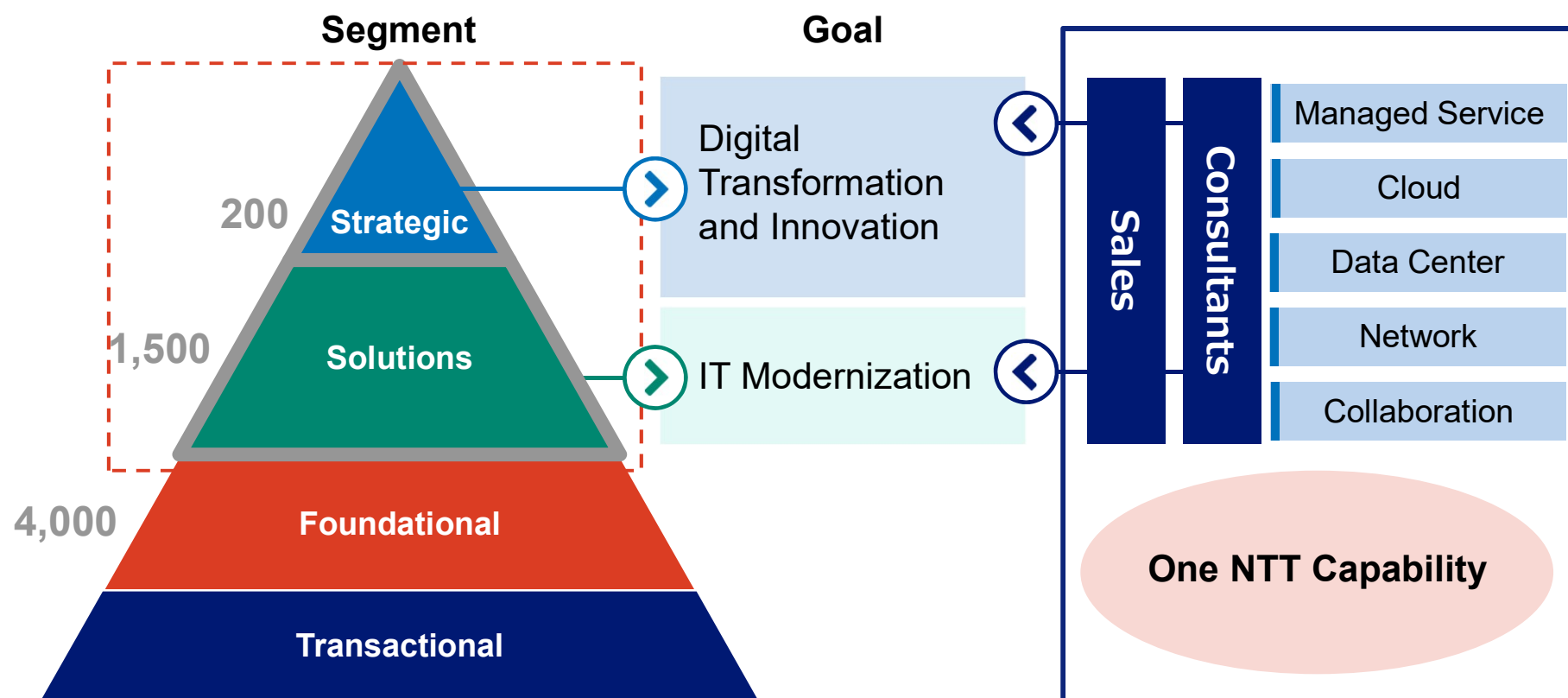


HR

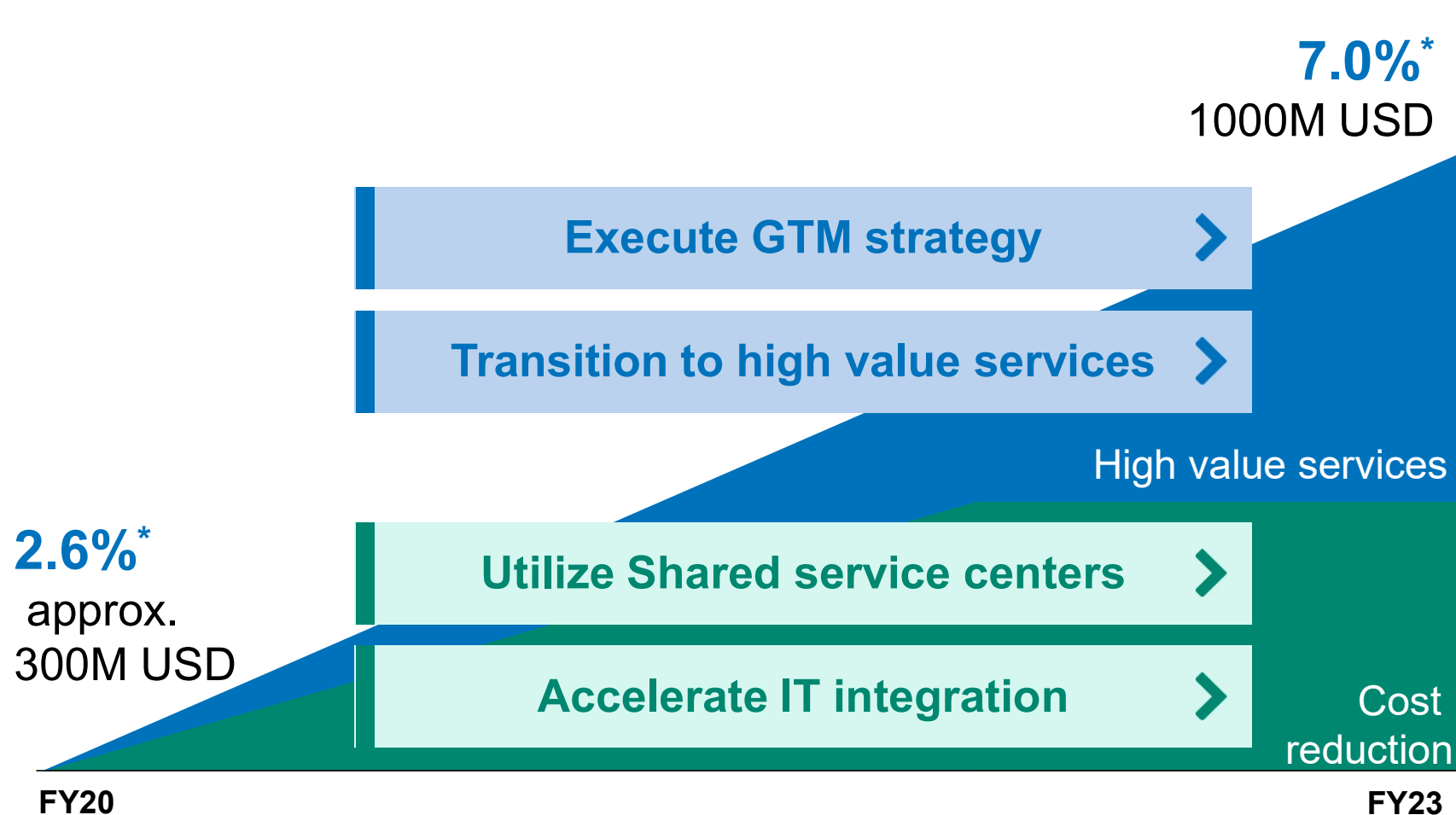
IT Integration

Sales Transformation

Reinforce sales structure in all regions
Execute segment based GTM strategy



Road to FY23



[* Based on Overseas Operating Income Margin**]

**Including results from the global holding company, its subsidiaries and its affiliates. Operating Income excludes temporary expenses, such as M&A-related depreciation costs of intangible fixed assets.