



# Strengthening NTT's Global Business

May 9, 2022

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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

- Overseas Operating Income Margin expected to grow to over 6% in FY2021. The medium-term financial target of 7% for FY2023 is within range.

Overseas Operating  
Income Margin \* 1, 2

3.2%

Overseas Operating  
Revenues (\$B) \* 1, 3

18.9

Data: 7.9  
Dimension  
Data: 8.1

FY2018

2.4%

19.5

Data: 8.3  
Ltd.: 8.3  
(9 months)

FY2019

3.0%

18.6

(Includes effect of  
accounting changes  
▲0.9 incl.)

Data: 8.6  
Ltd.: 10.0

FY2020

6.1%

18.9

Data: 9.2  
Ltd.: 9.6

FY2021E

- \*1 The scope of aggregation is the subsidiaries (NTT Data International Business, NTT Ltd., NTT Communications International Business, etc.) belonging to NTT, Inc. when the Medium-Term Management Strategy was established.
- \*2 Overseas Operating Income excludes temporary expenses, such as M&A-related depreciation costs of intangible fixed assets.
- \*3 Overseas Operating Revenues have been excluded from the FY 2023 Medium-Term Financial Targets due to changes in accounting for certain operating revenues and the impact of the COVID-19 pandemic.

- It is essential to further strengthen initiatives to meet the diversifying and sophisticated needs of clients and changes in society and technology.

## (1) Strengthening Global Focus and Governance

- ✓ Develop autonomous management leadership with experience in global and local management by mobilizing NTT Group's global human resources
- ✓ Achieving a stable earnings structure by expanding the business portfolio and diversifying financial risk

## (2) Strengthening Global Offerings and Capabilities for Business Users

- ✓ Digital Business Consulting and Applications combined with a full stack of infrastructure service operations from IoT devices to the cloud
- ✓ Aim to become a valued partner for co-creation of digital platforms that can be implemented by multiple clients and industries

# Positioning of this project in global strategy



- **NTT DATA's Proposal to NTT is for alignment of NTT DATA and NTT Ltd. overseas business to strengthen global business offerings and capabilities as NTT Group global strategy.**

## < NTT Group Global Strategy >

	B2B*	B2B2X	B2C
Application Insights and actionable data	<b>Business for Business Users (NTT DATA, NTT Ltd.)</b>		Consider entering the market in areas such as apps, services and devices
Platform Data aggregation and analysis			
Infrastructure Data collection points and distribution			
	ORAN/vRAN Business Promotion		
Others	R&D, IOWN elemental technologies and so on		

\*NTT Communications's global marketing activities for Japanese business users will continue at NTT Communications.



## **Acquisition of NTT DATA's Shares**

# Acquisition of NTT DATA's Shares



- **NTT will acquire NTT DATA's Shares from the perspective of enhancing further collaboration between NTT and NTT DATA.**

## <Outline of Acquisition of NTT DATA's Shares>

<b>Number of Acquisition Shares</b>	<b>Up to 60 million common shares</b>
<b>Amount of Acquisition</b>	<b>Up to 100 billion Yen</b>
<b>Method of Acquisition</b>	<b>Acquire through market transactions</b>

***Your Value Partner***