



NTT Ltd.
Growth Strategy

Jason Goodall, CEO, NTT Ltd.



**Jason
Goodall**

Chief Executive Officer
NTT Ltd

Self introduction

- 2016** ○ Group Chief Executive Officer, Dimension Data
- 2010** ○ Group Chief Operating Officer, Dimension Data
- 2003** ○ Managing Director of Middle East & Africa, Dimension Data
- 2001** ○ Chief Operating Officer at Internet Solutions
- 1998** ○ Chief Financial Officer of OmniLink

Company Overview

The non-Japan businesses of NTT Communications, Dimension Data and NTT Security have been integrated to create a new NTT-branded global operating company (NTT Ltd.) in July 2019.

The new operating company will deliver Global Managed IT Services to clients around the world.

Legal Name: NTT Ltd.
Head Office: London, UK
Brand Name:  **NTT**
CEO: Jason Goodall
Revenue: US \$11 Billion
Employees: 40,000+
Location: 70+ countries and regions

Board Members

Tsunehisa Okuno

Executive Vice President,
NTT Corporation

Jason Goodall

Chief Executive Officer,
NTT Ltd.

Masaaki Moribayashi

Senior Executive Vice President,
NTT Ltd.

David Sherriffs

Chief Financial Officer,
NTT Ltd.

Rory Scott

Independent Non-executive Director

Vab Goel

General Partner,
NTT Venture Capital

Our industry is the most dynamic and evolving in the world



IT budget increases

In 2019, CIOs expect the IT budgets (2.9% in 2019)¹ globally to grow at almost the same rate as the previous year (3.0% in 2018)², whilst witnessing regional changes in the growth rate



Priority – digitization

In 2019 – digital initiatives is becoming mainstream objective for organisations – CEOs plan to look at new structural growth paths using digital



Game changing technologies

Within digital technologies, artificial intelligence is emerging as a game-changer and moving beyond the hype phase, with both CEOs and CIOs being highly enthusiastic about the technology



Impacting business models

Business model change remains a key priority for both CEOs and CIOs

- Nearly two-thirds of CEOs expect to change some aspect of their business model over the next two years

¹ Source: Gartner The 2019 CIO Agenda: Securing a New Foundation for Digital Business, Figure 10, October 2018

² Source: Gartner The 2019 CIO Agenda: Securing a New Foundation for Digital Business, Figure 10, October 2018

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Focus on product-methodologies

Organizations are looking at product-centric approach to drive better outcomes

- By 2023, approximately 40% of large enterprises will manage internal business capabilities as products to drive continuous innovation and competitive advantage³



Tech talent a prerequisite

As digitalization takes hold, there is a growing challenge of talent

CEOs recognize the need to develop the digital talent base, with 52% of CEOs mentioning tech skills.⁴



Shift in culture is pertinent

Significant culture change is common – especially in companies with a digital business initiative

- 37% of CEOs need significant or deep culture change by 2020⁵

³Source: Gartner Predicts 2019: Product Centricity Helps Close the Strategy Execution Gap, Dec 2018

⁴Source: Gartner Event Presentation, Symposium India Closing Keynote: The CEO Perspective 2018: How CIOs Should Respond, Symposium ITXPO, November 2018, Goa, India

⁵Source: Gartner Event Presentation, Symposium India Closing Keynote: The CEO Perspective 2018: How CIOs Should Respond, Symposium ITXPO, November 2018, Goa, India

NTT Ltd is a market leader with capabilities across full services stack and lifecycle

Smart
Mobility



Smart
Sports



Smart
Resources



Smart
Agriculture



Smart
Cities



Smart Factory /
Industry 4.0



Smart
Healthcare



Enabling a smarter world with disruptive innovation

Our combined capability is market recognized

Leading SI

Global Systems Integrator and Elite 150
Managed Service Provider (CRN 2018)

Leading MSP

Secure 24 –Top 3
“Pace-setter” MSP (TSIA)

#3 in the World’s Top 200 MSSPs⁶

In the MSSP Alert list for 2019

Network

Coverage in 190+
countries and regions

#4

IP Backbone
(Dyn Research)

#3

Data Center
(Telegeography)

NTT Ltd. Operating Model

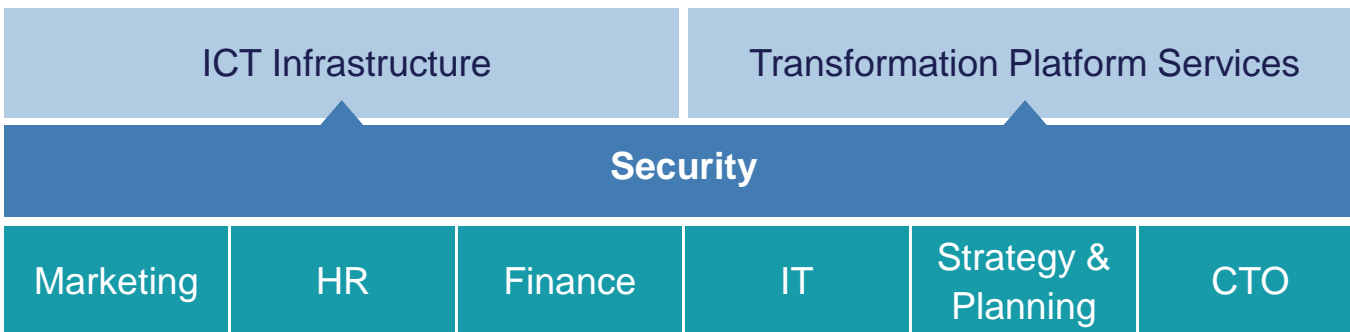


Our clients		
15,000 clients	\$11bn revenue	85% Fortune 500

Our clients are **at the centre** of our operating model



Our 5 regions lead how we engage with our clients. Supported by our global account and strategic solutions team. Taking our core go-to-market practices to market



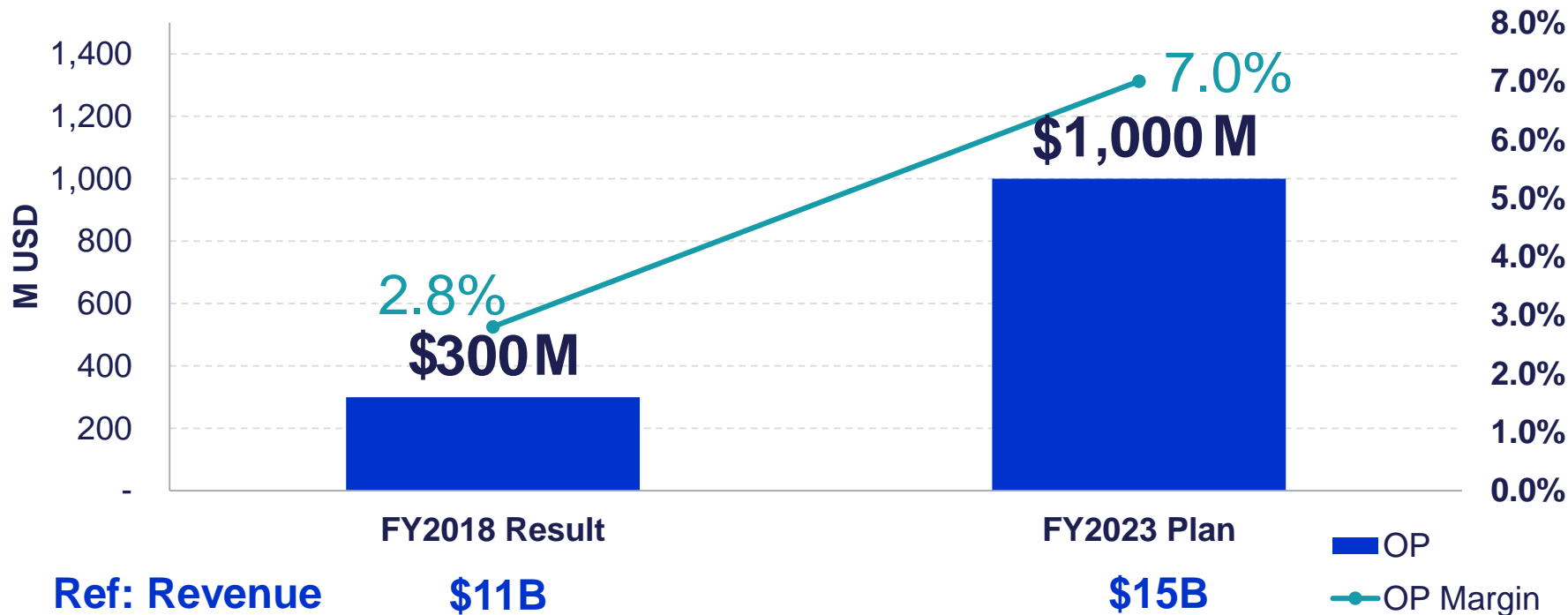
Our capability centres of excellence **deliver world class products and services** that are bundled together to meet our clients' needs

Our support functions ensure **we operate with the maximum impact**

Our Financial Aspiration



Aim to achieve \$1,000M profit, 7% profit margin, and \$15B revenue by FY2023 ...

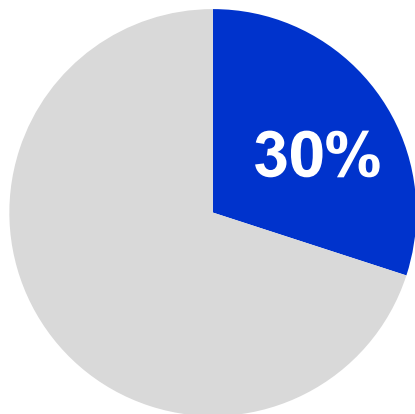


Our Financial Aspiration

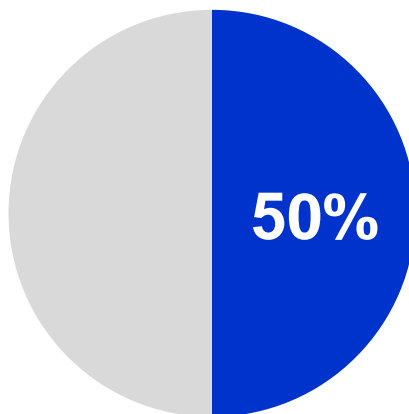
... by transforming our services portfolio to fastest growing parts of our market

Shift portfolio to attractive markets (market size, growth, and profitability) such as Data Center, Managed, Network and Security and increase **revenue share** from these markets from 30% to 50%

FY2018



FY2023



Attractive Markets

- Data Center
- Managed
- Network
- Security etc.

=> Keep 10%+ OP Margin

Our Financial Aspiration



How we plan to achieve this.



Capitalize on the faster growth in these markets

Overall IT Market growth: 3%

Managed Services 7%

Data Center 9%¹⁰



Achieve higher profit margin with portfolio shift to higher margin markets

Industry average OP

Managed Services 12%

Security 10%



Efficiency improvement in excess of \$200M OP

(Internal Digitalization, Spans & Layers, Delivery, Procurement, Office etc.)



Thank you