Growth Strategy of NTT Global Data Centers

IR DAY 2022

This document is a translation of the Japanese original. The Japanese original is authoritative.

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Global Data Center Team

Sharad Sanghi

Acting Senior Executive Vice President, Data Center and Marine Cable, NTT Ltd.

Managing Director, NTT Ltd. India

Yasuo Suzuki

Executive Vice President, Data Center Service

NTT Ltd.

Doug Adams

President and CEO, NTT Global Data Centers Americas, Inc.

Global Data Centers Presentation Overview

NTT's Global Data Center Business continues to grow and expand at a rapid rate, with aggressive investments to build new data centers around the globe

NTT GDC has a global data center footprint that few competitors can match. Coupled with NTT full stack service offerings we add even greater differentiation to our clients that no other data center provider can provide

The data center business is highly stable, sticky and profitable, with profitability increasing year over year and we expect this trend to continue.

Sustainability is core to our present and future plans across all of our data centers; we have plans to become leaders in sustainable design and offerings to all clients

Innovation in Cooling Technology, Modular Design and Flexible Design allow us to cater to diverse requirements of both Hyperscalers as well as Enterprise Clients in an energy efficient manner.

Growth Strategy of NTT Global Data Centers

IR DAY 2022

Executive Vice President

Data Center Service, NTT Ltd.
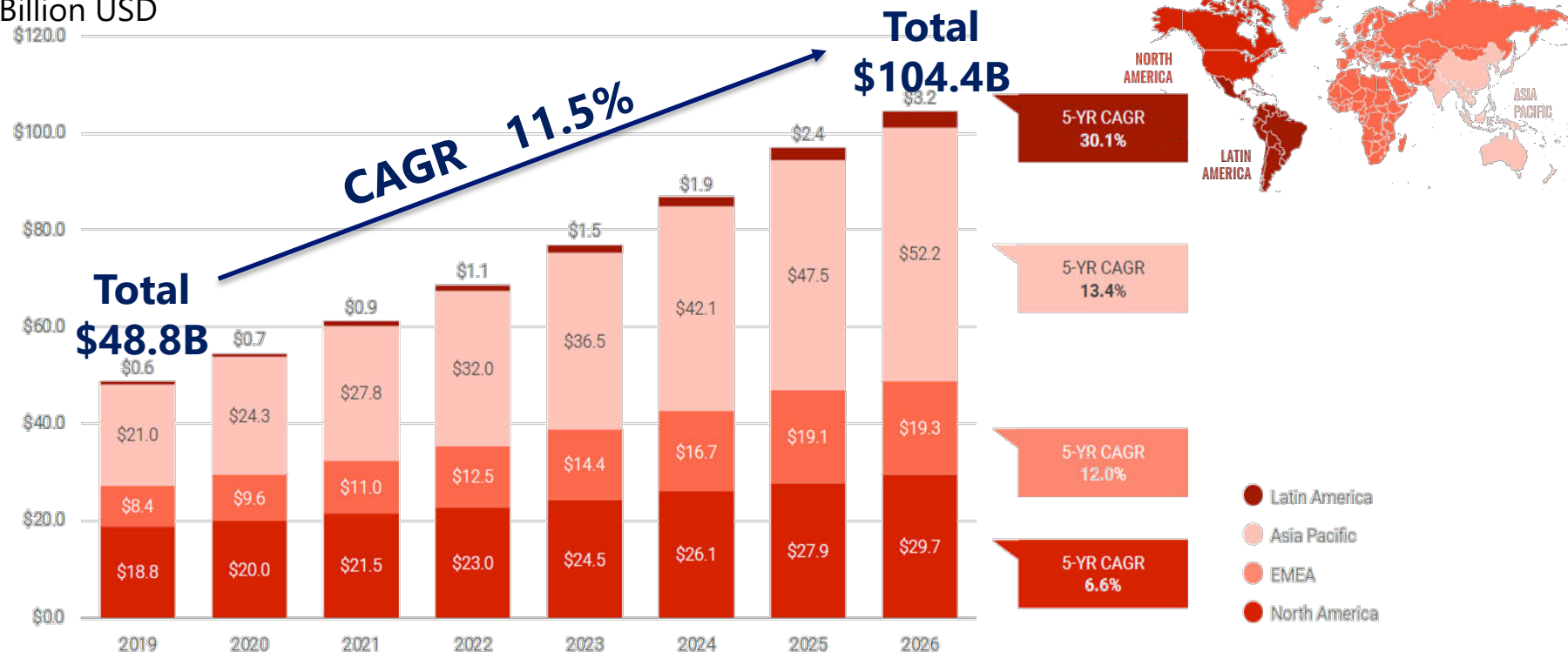
Yasuo Suzuki

Contents

Data Center Market Dynamics

Data Center Market size by Region

Double digit growth expected in DC market globally with Asia Pacific leading the race - Global digital trends will rely on the data center infrastructure support.

In Billion USD

Total $48.8B

Total $104.4B

CAGR 11.5%

Region	2019	2020	2021	2022	2023	2024	2025	2026
Latin America	$0.6	$0.7	$0.9	$1.1	$1.5	$1.9	$2.4	$3.2
Asia Pacific	$21.0	$24.3	$27.8	$32.0	$36.5	$42.1	$47.5	$52.2
EMEA	$8.4	$9.6	$11.0	$12.5	$14.4	$16.7	$19.1	$19.3
North America	$18.8	$20.0	$21.5	$23.0	$24.5	$26.1	$27.9	$29.7

NORTH AMERICA — 5-YR CAGR 30.1%

5-YR CAGR 13.4%

5-YR CAGR 12.0%

5-YR CAGR 6.6%

- Latin America
- Asia Pacific
- EMEA
- North America

Source: Structure Research Feb, 2022

NTT GDC Position in the Market

NTT

Global IDC MarketScape Vendor Assessment

	Leaderboard
1	Equinix
2	Digital Realty
3	NTT GDC
4	CyrusOne
5	KDDI
6	Cyxtera
7	Flexential
8	CoreSite
9	QTS
10	Switch
	Others

EQUINIX

14%

DIGITAL REALTY

9%

Total $47.3B

6%

NTT

3%
2%

CyrusOne

58%

KDDI TELEHOUSE
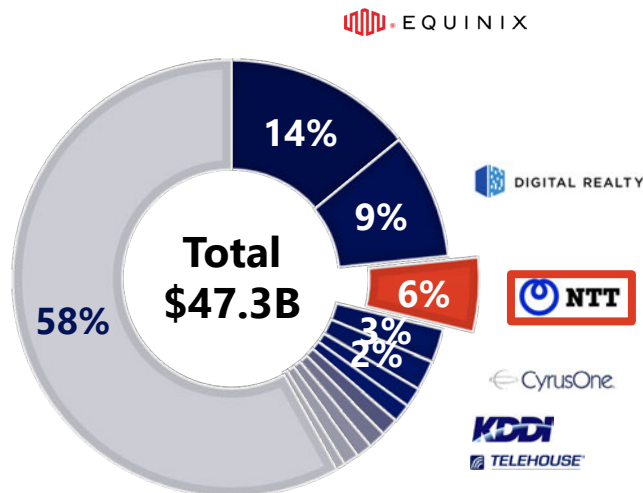
Click below for details:

Leader in worldwide colocation and interconnection services (global.ntt)

NTT GDC is widely recognised as the third largest data center operator with a global footprint

NTT GDC firmly established as a "Major Player" due to it broad service offering and global reach

1 NTT created the chart as excl. service providers in China from Structure Research Feb 2022 Report

GDC Footprint

NTT Global Data Centers Footprint

20+ Countries/Regions **93** sites **141** bldgs

1,073 MW IT Power (Launched) **+** **702** MW (Planned)

Americas

US
Hillsboro | Sacramento
| Santa Clara |
Dallas | Chicago
Ashburn | Phoenix

EMEA

UK | London
Germany Frankfurt | Munich
Berlin | Hamburg | Bonn
Netherlands | Amsterdam
Switzerland | Zurich
Austria | Vienna
Spain | Madrid
South Africa | Johannesburg

India

India Mumbai | Bangalore
Chennai | Noida

APAC

Japan Tokyo | Osaka | Kyoto
China Hong Kong | Shanghai
Malaysia | Cyberjaya
Singapore
Thailand | Bangkok
Vietnam | Ho Chi Minh | Hanoi
Indonesia | Jakarta

299MW
Launched
+292MW
Planned

371MW
Launched
+90MW
Planned

138MW
Launched
+277MW
Planned

265MW
Launched
+43MW
Planned

As of August 2022
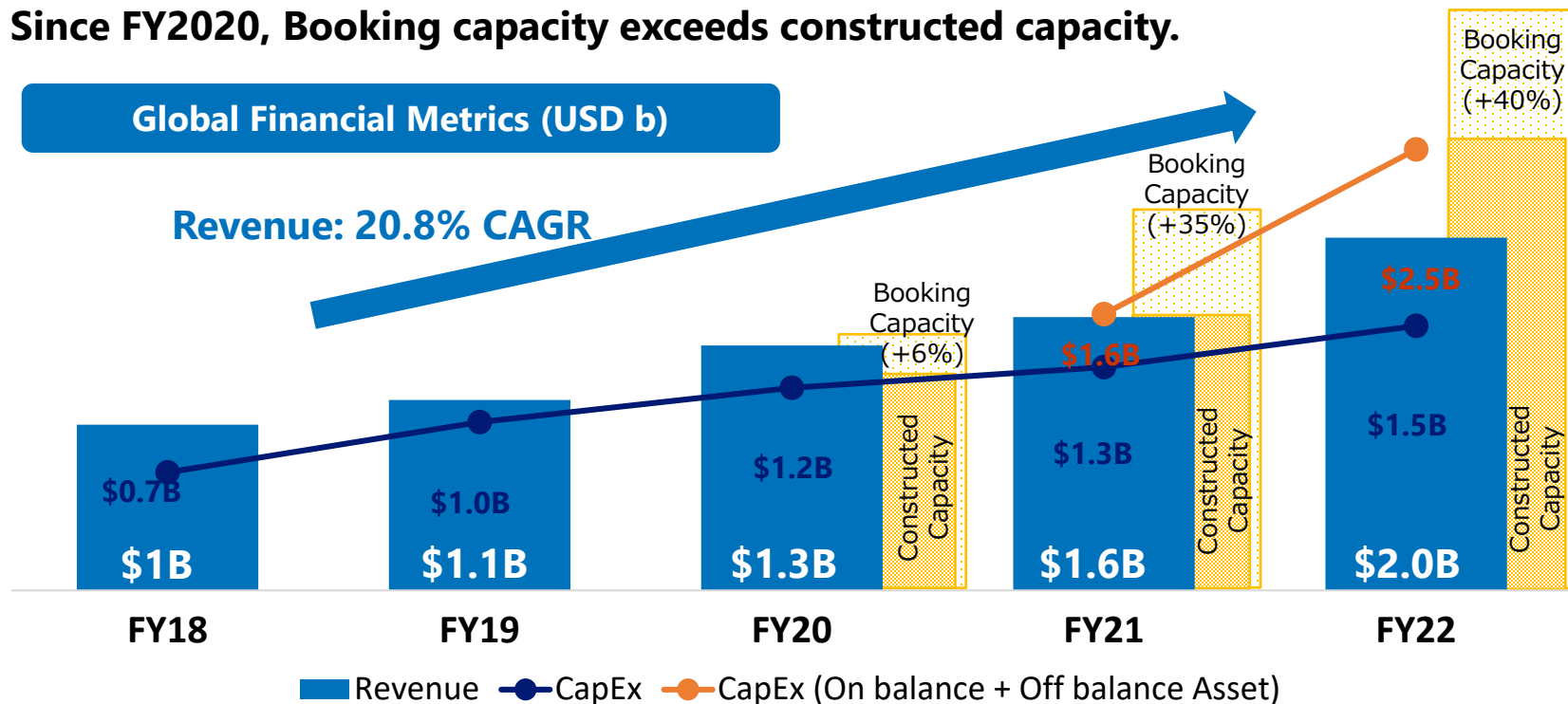Purpose built Datacenter owned by NTT Com and NTT Ltd. Group including JV with 3rd party.
The above plans are subject to change.

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GDC Financial Snapshot

NTT GDC Financial Snapshot (FY18-22)*

- **Sustained investment in data center expansion has yielded significant revenue growth of 20.8% CAGR exceeding industry average**
- **Since FY2020, Booking capacity exceeds constructed capacity.**

Global Financial Metrics (USD b)

Revenue: 20.8% CAGR

Booking Capacity (+40%)

Booking Capacity (+35%)

Booking Capacity (+6%)

$2.5B

$1.6B

Constructed Capacity

$0.7B

$1.0B

$1.2B

$1.3B

$1.5B

$1B $1.1B $1.3B $1.6B $2.0B

FY18   FY19   FY20   FY21   FY22

Revenue ── CapEx ── CapEx (On balance + Off balance Asset)

*Note : Revenue and CapEx in FY22 are forecast number

Strategy and Priorities

NTT Global Data center offerings vs competitors

	Company A	Company B	Company C	Company D	NTT
Wholesale/ Retail colocation	✔	✔	✔	✔	✔
Hyperscale colocation	✔	✔	✔	✔	✔
Build to Suit Capabilities	✘	✔	✔	✘	✔
Cloud Onramps	✔	✔	✔	✔	✔
Global Networks and connectivity	✔	✘	✘	✘	✔
Managed Services	✘	✘	✘	✘	✔
Application Services	✘	✘	✘	✘	✔

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NTT GDC Positioning, Strategy, and Priorities

NTT is the leading global data center provider delivering tailored colocation, interconnectivity, and managed service solutions across retail, enterprise, and hyperscale clients

Enhanced Client Experience

- **Full Stack NTT Solutions**
- **Optimize data center connectivity**
- **One voice to customer**

Expand Data Center Offerings

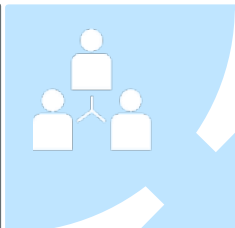- **Optimize investment strategy**
- **100% renewable energy by 2030**
- **Edge market strategy**

Fiscal and Operational Excellence

- **One GDC platform**
- **Technology Automation and adoption**
- **Creative Process innovation**

Employee Engagement

- **Increase customer experience, by investing in our employees, partners and technology**
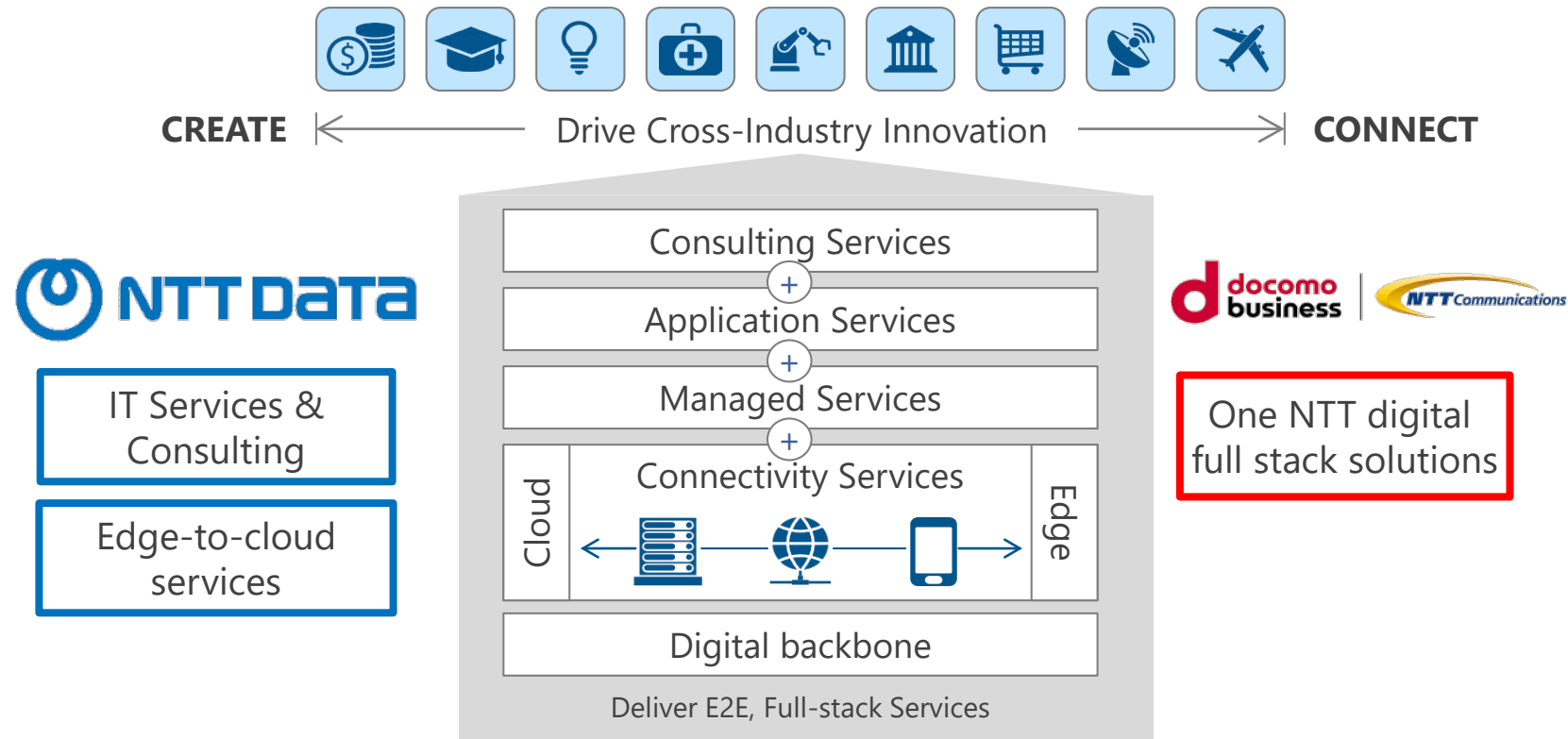
Data Center centric GTM

NTT 'Full stack' service offering

Data centers are the base layer infrastructure upon which the full service stack is built

CREATE ⟵————————— Drive Cross-Industry Innovation —————————⟶ **CONNECT**

IT Services & Consulting

Edge-to-cloud services

Consulting Services
+
Application Services
+
Managed Services
+
Connectivity Services

Cloud

Edge

Digital backbone

Deliver E2E, Full-stack Services

One NTT digital full stack solutions

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Synergy with Sub-sea Cable

Data centers and sub-sea cables are interconnected, this gives NTT a unique to position to provide one-stop solution with end-to-end support, and provide the lowest latency solution to our customers.

Legend:
APG   ASE
PC-1 JUPITER
MIST APRICOT
JUNO

18

Expansion

Expansion Strategy

- Organic Expansion and M&A to drive GDC platform growth across the globe.
- Japan is one of the key markets, and NTT will accelerate Data Center investment to capture strong demands.

Americas	EMEA	India	APAC
Broaden key metro footprint + LATAM & Canada entry	**Double-down in FLAP + link with hyperscalers in Tier 2 markets**	**Sustained investment required to capitalize on mkt opportunity**	**Regain regional growth momentum**

:Launched
:Planned
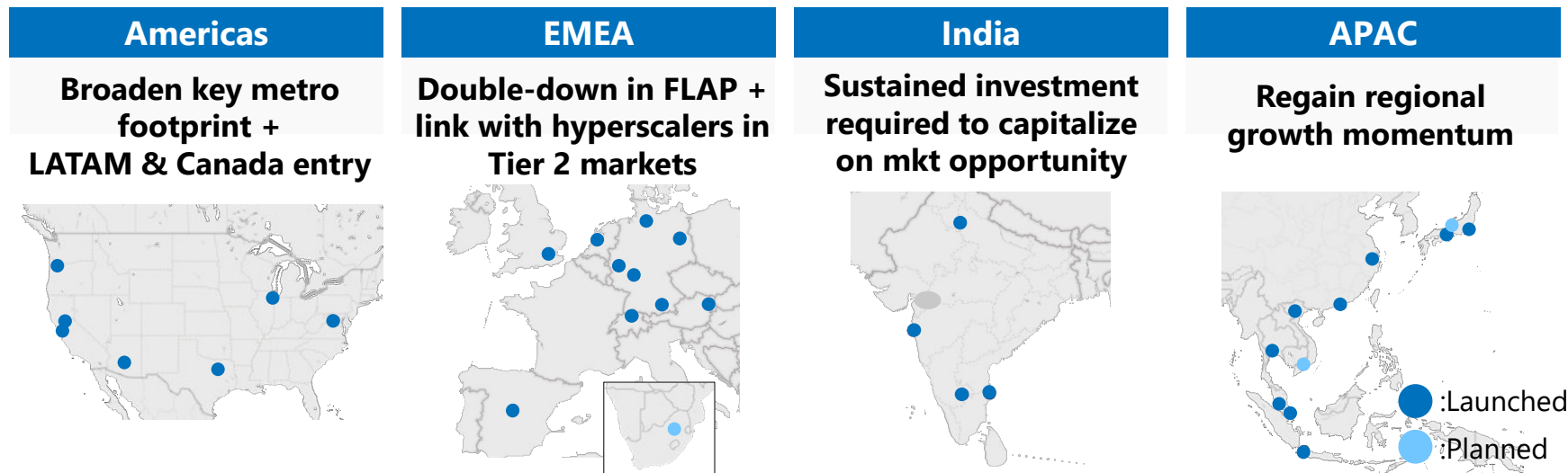
Organic Growth	Continue to use development as the primary means of expansion to drive recurring O/I growth and value creation
Land Banking	Fundamental to consistently deliver fresh inventory and maintain growth trajectory over a long-term horizon
M&A	Disciplined and focused approach in order to unlock new market entry and acquire specialist products and expertise

As of August 2022, The above plans are subject to change.

Global Data Centers: Investing globally to meet local needs

NTT has significant capital to transform the data center landscape globally.

NTT

FY2021 ▸ ▸ ▸ FY2022

US	US	UK	US	Switzerland	India	Germany	Spain	Indonesia	India	Germany
Silicon Valley SV1 Data Center **16MW**	Ashburn VA5 Data Center **32MW**	Hemel Hempstead 4 Data Center **24MW**	Phoenix PH1 Data Center **36MW**	Zurich 1B Data Center **10MW**	Navi Mumbai 1A Data Center **30.4MW**	Berlin 2A/B Data Center **24MW**	Madrid 1 Data Center **6.3MW**	Jakarta 3 Data Center **15.2MW**	Mumbai 8 Data Center **24MW**	Frankfurt 4D Data Center **12MW**

FY2023

Germany	South Africa	India	India	India	India	Austria	US	Germany	Malaysia	Germany
Frankfurt 1I Data Center **7.5MW**	Johannesburg 1 Data Center **12MW**	Navi Mumbai 2 Data Center **83MW**	Navi Mumbai 1B Data Center **30.4MW**	Chennai 2 Data Center **22.4MW**	Bangalore 3 X Data Center **9.6MW**	Vienna 1C Data Center **5.3MW**	Ashburn VA8 Data Center **15.5MW**	Rhine-Ruhr 1B Data Center **4.8MW**	Cyberjaya 6 Data Center **7MW**	Frankfurt 4E/F/G Data Center **36MW**

FY2024 ▸ ▸ ▸ FY2025

India	India	India	US	US	US	US	Vietnam	India	Japan	UK
Delhi (Noida) 2 Data Center **22.4MW**	Mumbai 9 Data Center **41.6MW**	Navi Mumbai 1C Data Center **25.6MW**	Ashburn VA6/7 Data Center **60MW**	Dallas TX2/3 Data Center **72MW**	Hillsboro HI2 Data Center **36MW**	Phoenix PH2/3 Data Center **72MW**	Ho Chi Minh City 1 Data Center **6MW**	Navi Mumbai 1D Data Center **16MW**	Keihanna Data Center **30MW**	London 1B Data Center **32MW**

Japan Expansion Strategy – Keihanna

NTT plans to expand its capacity in West Japan (North Osaka, Keihanna: 30MW+), to accommodate strong demands.
Subsidized by Government as digital-infrastructure development in non-metropolitan area, NTT will develop Keihanna DC, which is planned to launch in 2025.

Building appearance

Parking lot

Engine

DC

Campus design
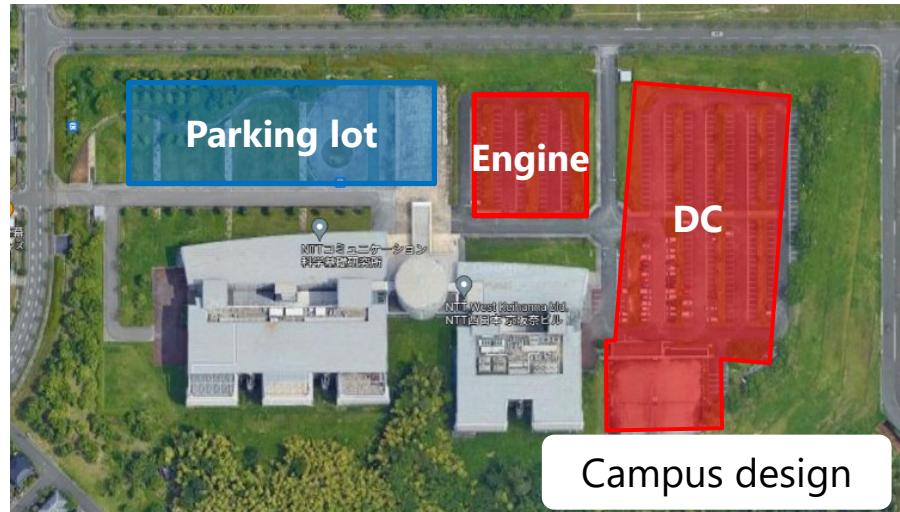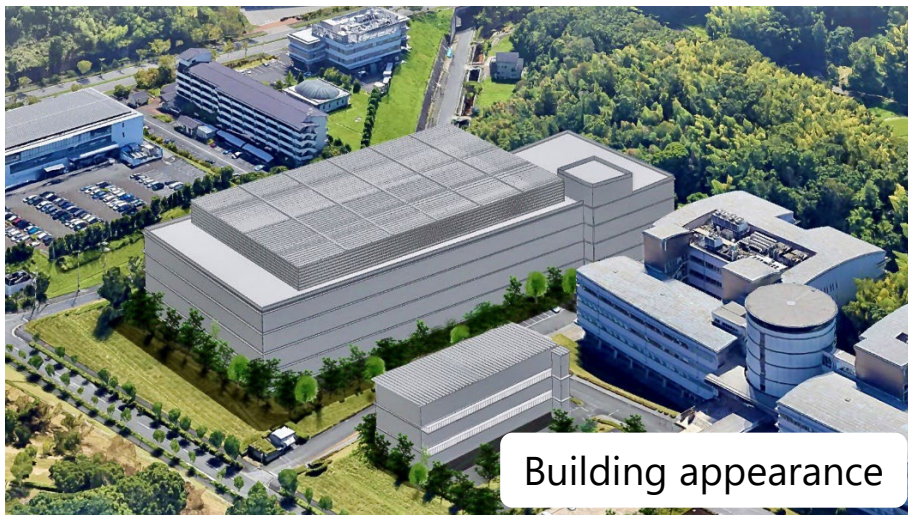
Third-Party Capital Strategy

External Capital to amplify GDC expansion capability – Multiple partnerships now up and running

Benefits of Third-Party Capital

Leverage external capital for expansion	Optimise Group Balance Sheet	Retain operational integration

1 BOM 8

- 24MW Development pre-let to Hyperscaler in Central Mumbai
- JV formed in May 2021 with Tokyo Century assuming an 75% stake

2 NAV2

- ~300MW Campus development in Navi Mumbai
- 50:50 JV which extends NTT's strategic relationship with Tokyo Century

3 HCMC

- 6MW DC development in Ho Chi Minh City. Strategic JV with local partner QDTek providing 51% of the capital and serve as channel partner

4 US/Europe

- Programmatic JV covering Europe and the United States
- Intent to grow partnership to circa $5bn of gross asset value in the next 5 years

Sustainability

NTT GDC Sustainability Roadmap

Strategic timeline

Roadmap (2021-22)
- Aligned global sustainability strategy across NTT
- Established baseline and set goals / targets

Planning and analysis (2022-23)
- Started identification and prioritization of initiatives for each asset
- Continuous evaluation of economic impact and creation of asset-specific business plans
- Ongoing development of tools and processes to support implementation of initiatives

Implementation and integration (2023-25)
- Implement business plans
- Monitor, review and adjust business plans against goals and net zero targets

Net zero emissions across Scope 1 & 2 in NTT GDC (2030)

NTT Group to be carbon neutral (2040)

| 2021 | 2022 | 2023 | 2024 | 2025 | 2030 | 2040 |

<ref> Renewable energy usage ratio

FY21	FY22 (forecast)
28.8%	**38.7%**

US business update and collaboration with NTT Ltd and NTT Data

Investor Relations

AMERICAS Update

Doug Adams | President and CEO

September 29, 2022

NTT GDC Americas Overview

Thirteen operational Data Centers in seven key tier-1 data center markets

Sacramento (CA1-3)
52.7 MW operational

Hillsboro (HI1-5)
36 MW operational
114 MW expansion

Chicago (CH1-3)
36 MW operational
68 MW expansion

Silicon Valley (SV1)
16 MW operational

Phoenix (PH1-7)
36 MW operational
204 MW expansion

Dallas (TX1- 3)
16 MW operational
72 MW expansion

Ashburn (VA1 – VA9) / Gainesville (VA10-13)
106.6 MW operational
486 MW expansion
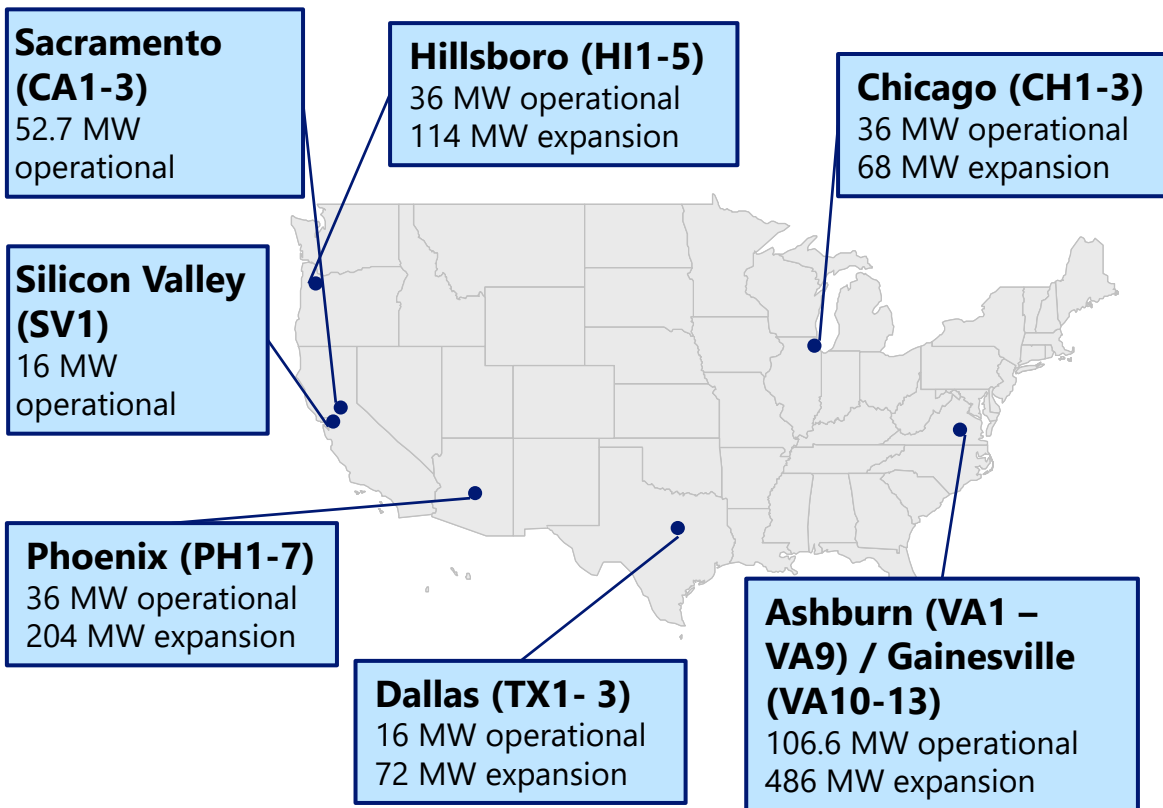
Key Company statistics

7	US Markets
13	Operating Data Centers
99	MW Booked YTD in FY22
299	MW in Operation (IT Load)
480+	Clients across GDCA
500+	Employees
$680M	FY22 Budgeted CAPEX
750+MW	New funnel in TTM

Modular Design

Our strategy is a modular design with fungible inventory that can be transferred between sites which reduces financial risk

Quality

Speed

Flexibility

Cost Savings

GDC Americas strategies for success

The focus areas below highlight our deliberate journey to re-tool the GDC America business over the past five years

People

Dedicated, sales teams with strategic and durable customer relationships and leaders with proven execution ability in the data center industry

Product

Redesigned data center products to support multiple client segments (enterprise and hyperscale) with highly flexible delivery model (VMI and fungible designs)

Markets

Expanded footprint in tier 1 markets in the U.S. – Added 5 additional markets in the past 3 years

Client Segments

Shifted focus of sales and marketing towards enterprise and hyperscale clients with long-term relationships

Global Value of NTT

NTT synergies offers more complete solutions than any other traditional colocation provider

Highly Experienced Executive Team

NTT

Combined 150+ years of data center sector experience across the GDC Americas leadership

Doug Adams
Chief Executive Officer
- Doug has been with GDC Americas for 23 years since inception
- Responsible for establishing relationships and expanding operations

Joe Pace
Senior VP, Chief of Staff & RE&F
- Joe is a 20-year Air Force veteran with 8 years in the data center industry
- Responsible for overseeing real estate transactions and achieving strategic business objectives

Meghan Krafka
Senior VP of Finance & Chief Financial Officer
Meghan is a 22-year Certified Public Accountant with 12 years in data centers
- Responsible for overseeing financial analysis to maximize operating income

Bruno Berti
Senior VP of Product & Go-to-Market
- Bruno has 19 years in data center colocation and SaaS implementation
- Responsible for executing product strategy and optimization

Ben Stewart
Senior VP of Operations
- Ben is a 25-year Coast Guard veteran with 20 years in the data center industry
- Responsible for leading critical facility operation and maintenance

Joe Goldsmith
Senior VP of Sales & Chief Revenue Officer
- Joe is a 21-year industry veteran holding executive positions in 4 separate companies
- Responsible for executing go-to-market and global hyperscale strategies

Brittany Miller
VP of Construction
- Brittany has 16-years experience in overseeing construction, contracts and Data Center supply chain activities
- Responsible for overseeing new capital construction projects with industry standards

Denise Hannan
Senior VP of Legal & HR
- Denise has practiced law for 27 years with over 20 years real estate experience
- Responsible for leading Legal and Governance, HR and Risk & Compliance

Takahiro Wada
Vice President, Corporate Planning
- Takahiro is a 26-year NTT veteran with 10 years in data centers
- Responsible for investing in the Americas spanning 22 countries

Selected industry experience

DIGITAL REALTY
Cyxtera
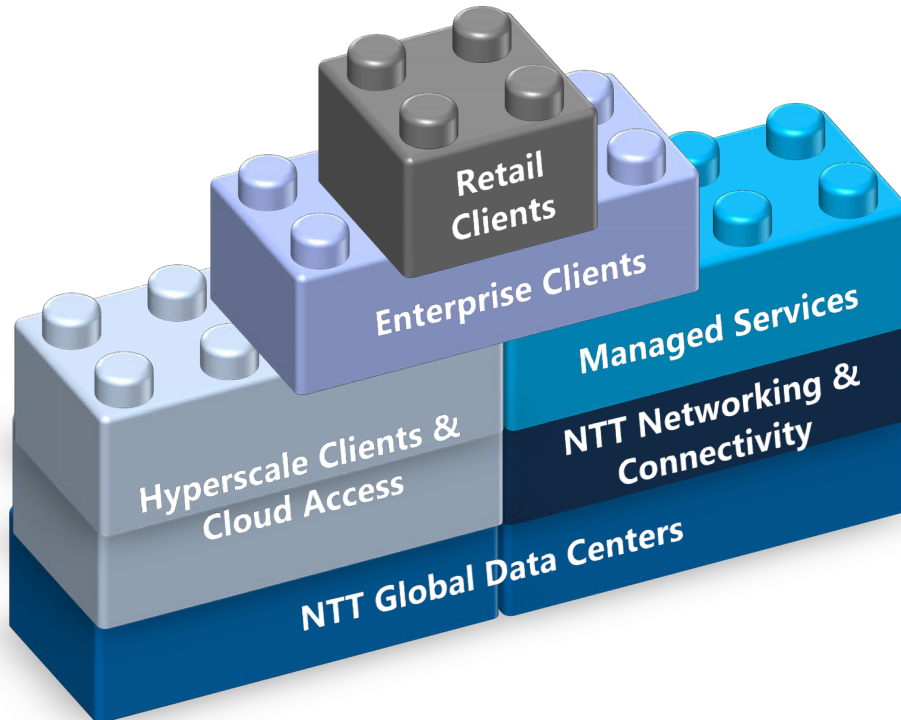VANTAGE DATA CENTERS
Google
Microsoft
aws
CyrusOne
SUNGARD AVAILABILITY SERVICES
EQUINIX
intel

NTT Global Data Centers Unique & Differentiated Positioning

Our global data center platform attracts hyperscale clients with our best-in-class data centers

Enterprise clients are attracted to the ecosystem of the data center with hyperscale on-ramps plus NTT's network solutions and managed services
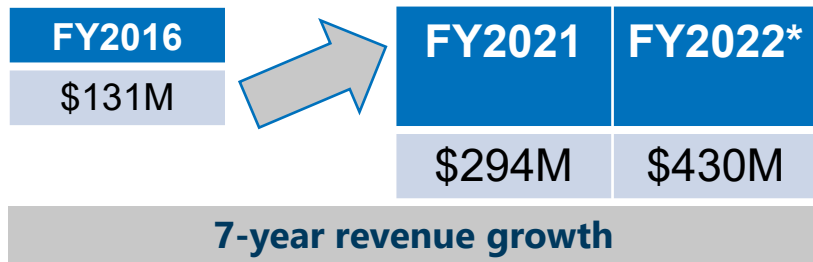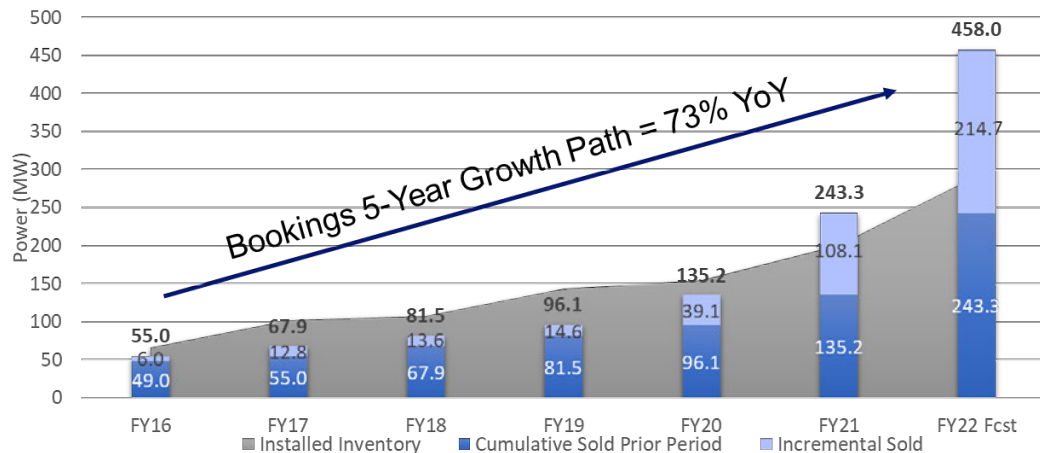
Retail clients fill out our platform and take advantage of NTT's solutions combined with GDC Data center services and offerings
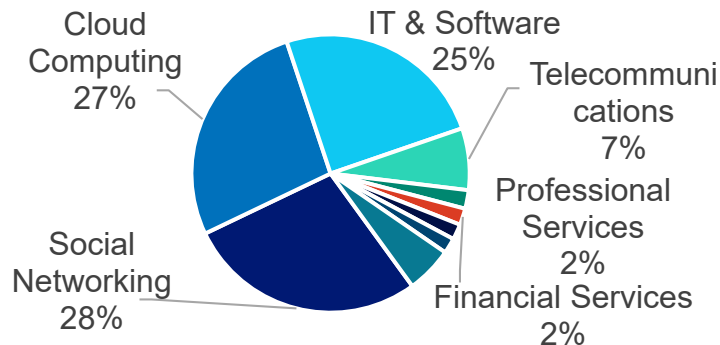
Growth and expansion in Americas region

NTT

Over the past 5 years, the GDC Americas team has consciously rebuilt our Go-To-market and supporting teams to capture new customers in new markets with a much larger scale approach

Bookings 5-Year Growth Path = 73% YoY

	FY16	FY17	FY18	FY19	FY20	FY21	FY22 Fcst
Total	55.0	67.9	81.5	96.1	135.2	243.3	458.0
Incremental Sold	6.0	12.8	13.6	14.6	39.1	108.1	214.7
Cumulative Sold Prior Period	49.0	55.0	67.9	81.5	96.1	135.2	243.3

Installed Inventory · Cumulative Sold Prior Period · Incremental Sold

FY2016	**FY2021**	**FY2022***
$131M	$294M	$430M

7-year revenue growth

Diversified Client base

- Cloud Computing 27%
- IT & Software 25%
- Telecommunications 7%
- Professional Services 2%
- Financial Services 2%
- Social Networking 28%

- Client base has grown both in size (# of clients) and segment diversity
- Low churn across all customer segments (< 0.3%)
- Significant client growth with install-base

*Projected FY22 Revenue, excluding any additional O/I from data center divestment

NTT DATA Operational Services in partnership with NTT GDCA

NTT DATA ,as Prime, offers Advisory, Implementation Services, Managed Services, and Hosting & Operation to customer where private cloud solution is built into NTT Global Data Center Americas location.

NTT DATA x GDCA Hybrid Infrastructure Managed Services Solutions

Data Center Facility
1. Co-Location
2. Infrastructure Monitoring
3. Client Environment
4. Client Access
5. Modifications

Compute Services
1. Platform Administration including the Hypervisor
2. Platform Monitoring
3. Incident and Event Management
4. Guest System Administration

Storage & Backup
1. Storage Platform Administration
2. Storage Reporting
3. Backup Platform Administration
4. Incident and Event Management
5. Storage & Backup

Disaster Recovery
1. Component DR Documentation
2. Test and Exercise Participation
3. Support for DR Procedures

Smart Hands
1. Shipping/Receiving
2. Onsite Support
3. Maintenance

Network Services
1. Connectivity Support for NTT Network dependencies
2. Network refinement

Information Security
1. Security Controls Support
2. Audit Support
3. Security Configuration Validation
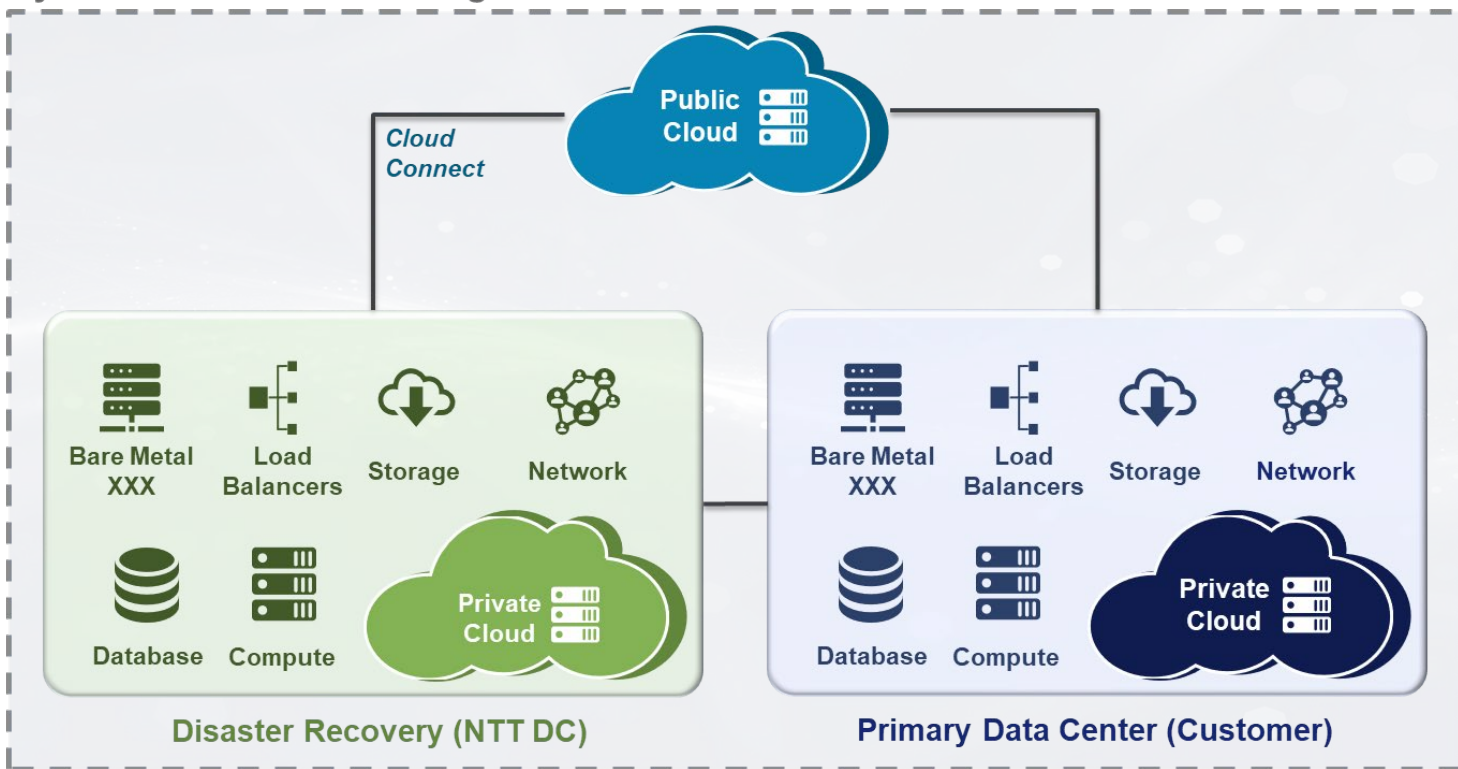4. Security & Compliance

Transition Services
1. Project Management
2. Client indoctrination
3. Establish Account Management
4. Migration Services

NTT DATA Operational Services in partnership with NTT GDCA

Case Study

One Voice to the Customer – Regional Export of Business

iland
AN 11:11 SYSTEMS COMPANY

Iland has been helping customers transform their mission critical applications to the Secure Cloud for hosting, protection and recovery

- Leased 500kW in TX1 facility after meeting critical requirements
  - **Guaranteed space to grow** – reserved open space next to caged IT deployment
  - **Flexible connectivity options** – multiple Tier 1 carriers allows iland to connect their servers to a customers preferred internet provider
  - **Custom security features** – their servers are housed in a fully enclosed cage with opaque shielding from view and extra cameras inside and at access points
  - **Remote hands and eyes** – NTT technicians on site quickly resolve problems as needed
- Global cloud company needs a trusted partner with access to worldwide facilities and new markets near economic hubs

*"We need **geographic diversity** in our cloud deployments, to ensure the availability of our cloud platform and the safety of our customer's critical data. **NTT** have both the **international range** the **client-focused approach** that we need in a data center provider"*

~Dante Orsini,

Chief Strategy Officer, 11:11 Systems

Exported client global expansion from GDCA (Americas) to GDCE (EMEA) for 250kW in LON1