



Company Presentation for the Fiscal Year Ended March 31, 2020

May 14, 2020
NTT DATA Corporation

This English text is a translation of
the Japanese original. The Japanese
Original is authoritative.

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Cautionary Statement Regarding Forward-looking Statements

- ※ Forecast figures in this document are based on current economic and market conditions. As changes in the global economy and information services market are possible, NTT DATA Group cannot guarantee their accuracy.
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1

Results for the Fiscal Year Ended March 31, 2020

Results for the Fiscal Year Ended March 31, 2020

- The expansion of robust domestic and overseas businesses contributed to a record high new orders received and net sales growth for 31 consecutive years.
- Operating income decreased due to re-evaluation of overseas businesses with low profitability, etc. in addition to structural transformation and growth investments, which had already been scheduled at the beginning of the fiscal year.

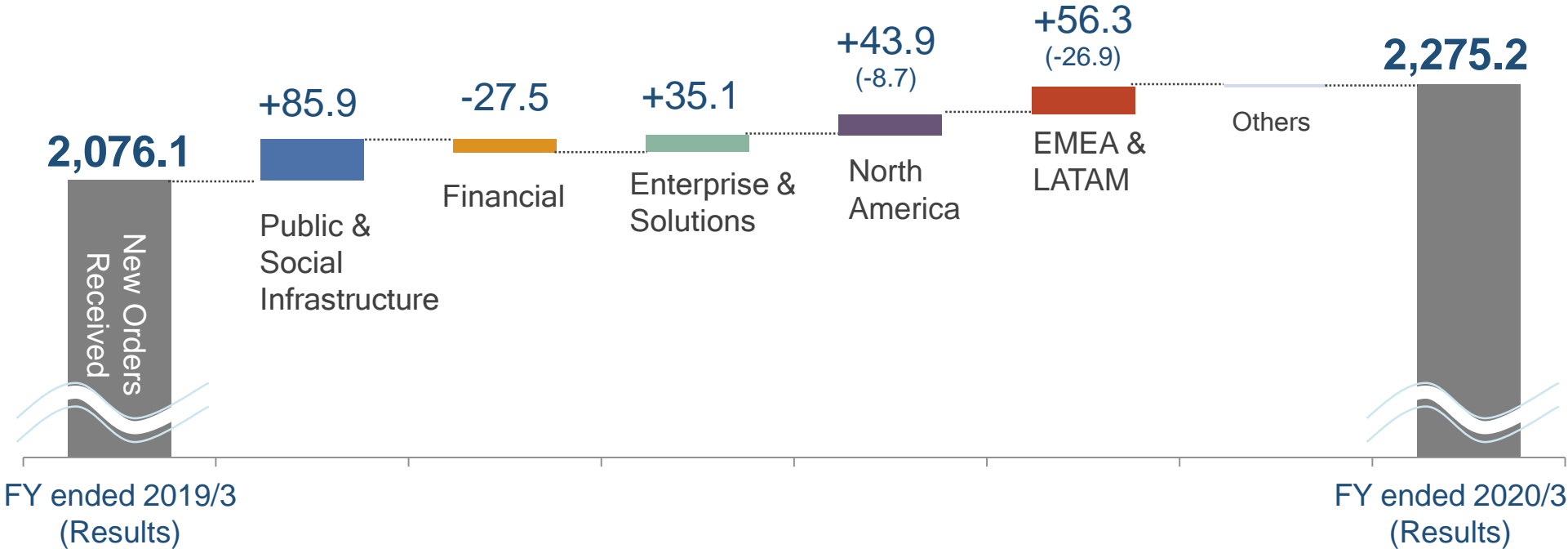
(Billions of Yen, %)

	FY ended 2019/3 (Results)	FY ended 2020/3 (Results)	YoY (Amount)	YoY (Rate)	
New Orders Received	2,076.1	2,275.2	+199.1	+9.6%	
Net Sales	2,163.6	2,266.8	+103.2	+4.8%	
Operating Income (Operating income margin)	147.7 (6.8%)	130.9 (5.8%)	-16.8 (-1.0P)	-11.4%	
Net Income Attributable to Shareholders of NTT DATA	93.6	75.1	-18.5	-19.7%	
Dividends per share (JPY)	17	18	+1	+5.9%	

New Orders Received: YoY Changes by Business Segment (from FYE3/2019 to FYE3/2020)

(Billions of yen)

() shows an exchange rate impact included in the figure above.

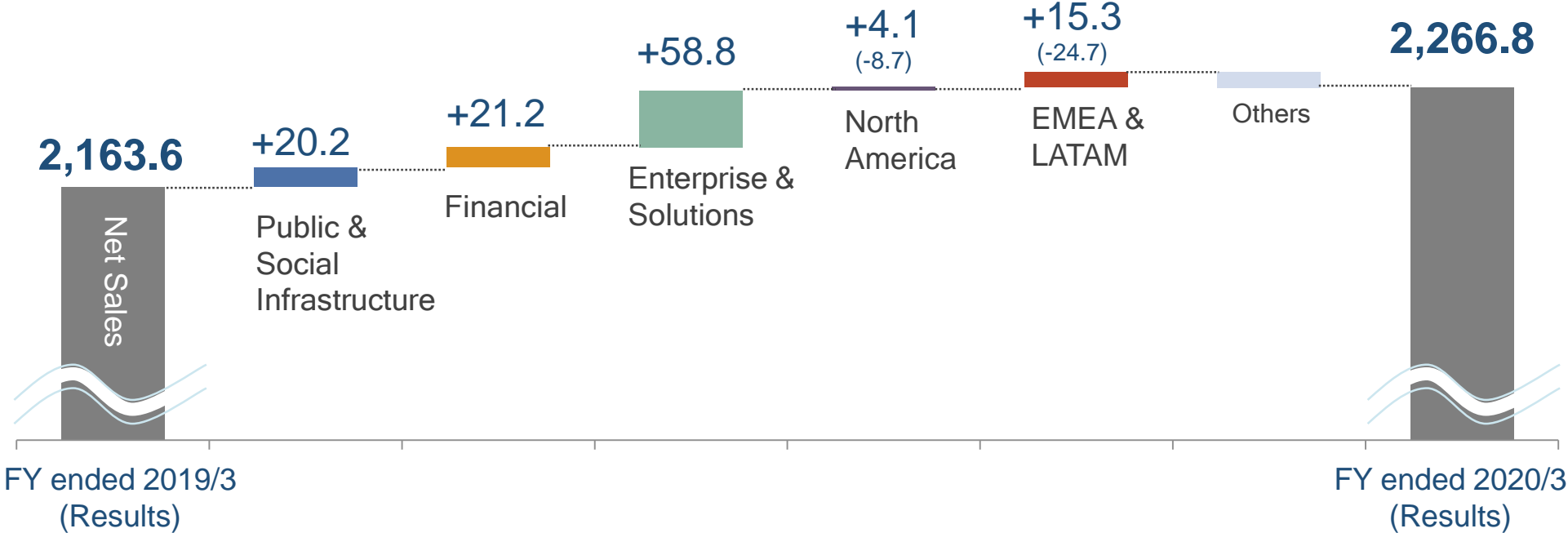


- Public & Social Infrastructure Increased due mainly to winning projects for the central government and related agencies.
- Financial Decreased due mainly to less orders compared to the previous fiscal year such as for projects for banks.
- Enterprise & Solutions Increased due mainly to winning projects for manufacturing industry.
- North America Increased due mainly to winning projects for financial and public sectors.
- EMEA & LATAM Increased due mainly to winning projects mainly in Spain and Italy, despite a decrease due to the negative impact from yen appreciation in foreign exchange.

Net Sales: YoY Changes by Business Segment (from FYE3/2019 to FYE3/2020)

(Billions of yen)

() shows an exchange rate impact included in the figure above.

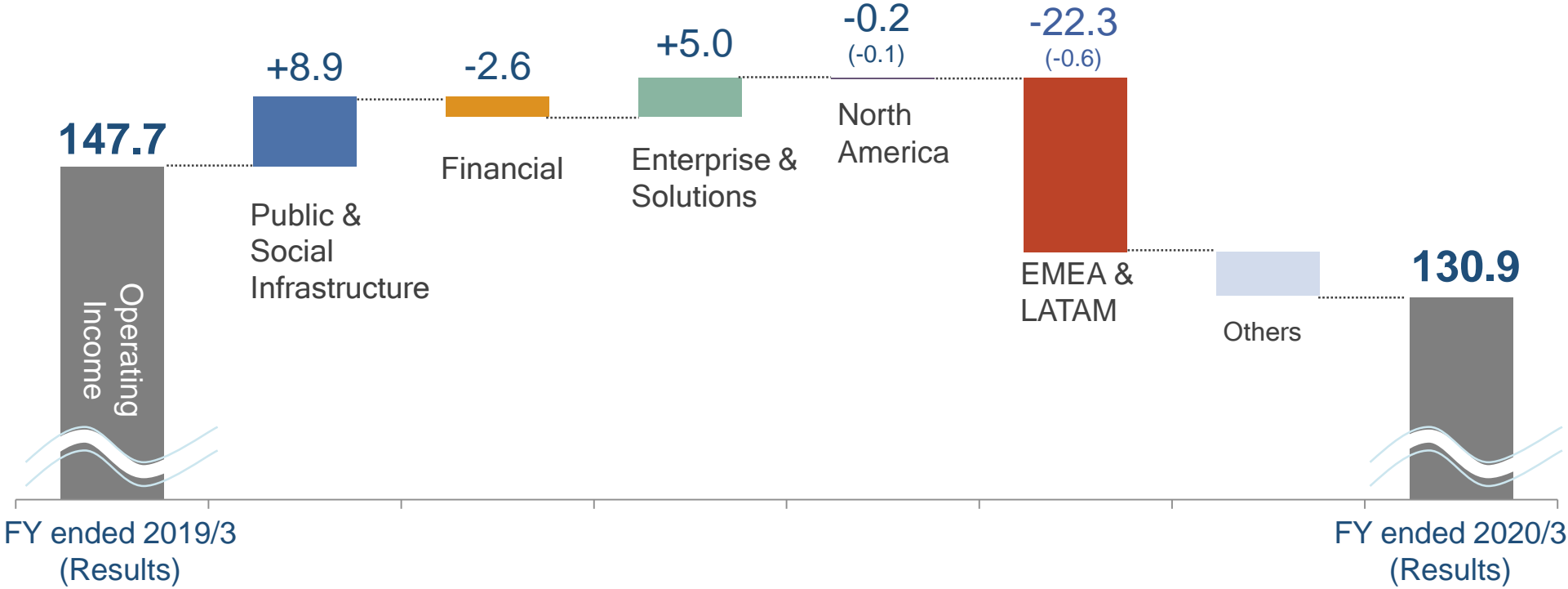


- Public & Social Infrastructure** Increased due mainly to the expansion in the scale of services for the central government and related agencies and telecom and utility industries.
- Financial** Increased due mainly to the expansion in the scale of services for financial institutions.
- Enterprise & Solutions** Increased due mainly to the expansion in the scale of services for manufacturing industry and payment business including M&A.
- North America** Increased due mainly to the expansion of scale from M&A, despite the negative impact from yen appreciation in foreign exchange.
- EMEA & LATAM** Increased due mainly to the expansion of scale mainly in businesses in Spain and Italy, despite a decrease due to the negative impact from yen appreciation in foreign exchange.

Operating Income: YoY Changes by Business Segment (from FYE3/2019 to FYE3/2020)

(Billions of yen)




() shows an exchange rate impact included in the figure above.



- Public & Social Infrastructure** Increased due mainly to sales growth and a decrease in the amount of loss from unprofitable projects.
- Financial** Decreased due mainly to the occurrence of unprofitable projects, despite an increase due to sales growth.
- Enterprise & Solutions** Increased due mainly to sales growth.
- North America** Remained on par with the previous fiscal year due mainly to a decrease of PMI cost and the expansion of scale from M&A, despite an increase of costs for business expansion and amortization of PPA.
- EMEA & LATAM** Decreased due mainly to an increase of costs for structural transformation, including the re-evaluation of businesses with low profitability, and partial re-evaluation of business in Brazil, despite an increase due to sales growth.

Public & Social Infrastructure (from FYE3/2019 to FYE3/2020)

(Billions of Yen,%)

	FY ended 2019/3 (Results)	FY ended 2020/3 (Results)	YoY (Amount)	YoY (Rate)	
New Orders Received	391.1	477.0	+85.9	+22.0%	
Net Sales	479.9	500.2	+20.2	+4.2%	
Operating Income (Operating income margin)	43.9 (9.1%)	52.8 (10.6%)	+8.9 (+1.4P)	+20.4%	




New orders received Increased due mainly to winning projects for the central government and related agencies.

Net sales Increased due mainly to the expansion in the scale of services for the central government and related agencies and telecom and utility industries.

Operating income Increased due mainly to sales growth and a decrease in the amount of loss from unprofitable projects.

Financial (from FYE3/2019 to FYE3/2020)

(Billions of Yen,%)

	FY ended 2019/3 (Results)	FY ended 2020/3 (Results)	YoY (Amount)	YoY (Rate)	
New Orders Received	458.2	430.7	-27.5	-6.0%	
Net Sales	559.1	580.4	+21.2	+3.8%	
Operating Income (Operating income margin)	52.9 (9.5%)	50.4 (8.7%)	-2.6 (-0.8P)	-4.8%	




New orders received Decreased due mainly to less orders compared to the previous fiscal year such as for projects for banks.

Net sales Increased due mainly to the expansion in the scale of services for financial institutions.

Operating income Decreased due mainly to the occurrence of unprofitable projects, despite an increase due to sales growth.

Enterprise & Solutions (from FYE3/2019 to FYE3/2020)

(Billions of Yen,%)

	FY ended 2019/3 (Results)	FY ended 2020/3 (Results)	YoY (Amount)	YoY (Rate)	
New Orders Received	307.7	342.8	+35.1	+11.4%	
Net Sales	529.8	588.6	+58.8	+11.1%	
Operating Income (Operating income margin)	48.5 (9.2%)	53.5 (9.1%)	+5.0 (-0.1P)	+10.3%	





New orders received Increased due mainly to winning projects for manufacturing industry.

Net sales Increased due mainly to the expansion in the scale of services for manufacturing industry and payment business including M&A.

Operating income Increased due mainly to sales growth.

North America (from FYE3/2019 to FYE3/2020)

(Billions of Yen,%)

	FY ended 2019/3 (Results)	FY ended 2020/3 (Results)	YoY (Amount)	YoY (Rate)	
New Orders Received	427.6	471.6	+43.9	+10.3%	
Net Sales	421.9	426.0	+4.1	+1.0%	
EBITA ^(*1) (EBITA margin)	13.3 (3.1%)	15.2 (3.6%)	+1.9 (+0.4P)	+14.6%	
Operating Income (Operating income margin)	3.5 (0.8%)	3.2 (0.8%)	-0.2 (-0.1P)	-7.1%	

(*1) EBITA = Operating income + Amortization of intangible assets subject to purchase price allocation (PPA) arising from acquisitions and others.

New orders received Increased due mainly to winning projects for financial and public sectors.





Net sales Increased due mainly to the expansion of scale from M&A, despite the negative impact from yen appreciation in foreign exchange.

EBITA Increased due mainly to a decrease of PMI cost and the expansion of scale from M&A, despite an increase of costs for business expansion.

Operating income Remained on par with the previous fiscal year due mainly to a decrease of PMI cost and the expansion of scale from M&A, despite an increase of costs for business expansion and amortization of PPA.

EMEA & LATAM (from FYE3/2019 to FYE3/2020)

(Billions of Yen,%)

	FY ended 2019/3 (Results)	FY ended 2020/3 (Results)	YoY (Amount)	YoY (Rate)	
New Orders Received	457.4	513.7	+56.3	+12.3%	
Net Sales	440.1	455.4	+15.3	+3.5%	
EBITA (*1) (EBITA margin)	14.9 (3.4%)	-8.6 (-1.9%)	-23.5 (-5.3P)	-	
Operating Income (Operating income margin)	7.9 (1.8%)	-14.4 (-3.2%)	-22.3 (-5.0P)	-	

(*1) EBITA = Operating income + Amortization of intangible assets subject to purchase price allocation (PPA) arising from acquisition and others.

New orders received

Increased due mainly to winning projects mainly in Spain and Italy, despite a decrease due to the negative impact from yen appreciation in foreign exchange.

Net sales

Increased due mainly to the expansion of scale mainly in businesses in Spain and Italy, despite the decrease due to the negative impact from yen appreciation in foreign exchange.

EBITA

Decreased due mainly to an increase of costs for structural transformation, including the re-evaluation of businesses with low profitability, and partial re-evaluation of business in Brazil, despite an increase due to sales growth.

Operating income

Decreased due mainly to an increase of costs for structural transformation, including the re-evaluation of businesses with low profitability, and partial re-evaluation of business in Brazil, despite an increase due to sales growth.

2

About the Fiscal Year Ending March 31, 2021

Major impact of COVID-19

- In North America and Europe, which account for about 40% of NTT DATA's business, the lockdown of major bases has caused a stagnation in sales activities. As the situation varies depending on the country or region, it is difficult to reasonably calculate the business impact.
- NTTDATA 's impact on key businesses is small. In addition to sales from outstanding orders and sales in the recurring business, we will steadily respond to IT investments necessary to maintain our customers' business continuity and social infrastructure.
- The impact on the digital and consulting businesses is unclear at this point, but we would like to minimize the impact by working to secure orders.
- After COVID -19, we will contribute to the realization of a more affluent and harmonious society through our customers' business transformation.

Business Outlook

Company
-wide

- **Impact on major businesses is small in Japan, North America, and Europe.**
- **There will be a negative impact on new projects such as Digital and consulting business, but we will steadily respond to orders already received.**
- **Increasing business opportunities to solve social problems after COVID-19.**

JAPAN

Impact on social infrastructure, economic and financial infrastructure businesses is small.

Enterprise business and consulting / Digital business have negative impact.

- **Public & Social : Large systems has little impact. / Regional business is affected.**
- **Financial : Small impact on large systems. / Consulting business, etc. are affected.**
- **Enterprise & Solutions : Recurring business has little impact. / Advanced businesses will be affected.**

North America
Europe

The impact on healthcare / public sector businesses and outsourcing / IT infrastructure businesses is small.

Bans and lockdowns in major cities are affecting customer business activities.

The situation is different in each country and region, and the impact of the project will be calculated early.

Forecast on the Fiscal Year Ending March 2021

Forecast for financial results:

- Forecast for the fiscal year ending March 2021 is not yet determined at this stage given the difficulty of making a reasonable estimate especially for our overseas businesses due to the impact of the spread of COVID-19.
- Forecast for the fiscal year ending March 2021 will be provided promptly once it becomes possible to perform a reasonable estimate following a careful determination of its future financial impact.

Forecast for dividends:

- NTT DATA's basic policy is to pay stable dividends focusing on maintaining the consolidated cash flow dividend payout ratio^{*1} over the medium-to long-term. For the annual dividend per share in the fiscal year ending March 2021, we expect to pay 18 yen which is the same amount as the previous fiscal year.

^{*1} Total amount of dividends/ (net income attributable to shareholders of NTT DATA + depreciation cost + loss on retirement of fixed assets – capital investment)

Although the impact of the COVID-19 is uncertain, NTT DATA will use digital technology to contribute to a more affluent and harmonious society after the COVID-19.

「 Shape the future society with our clients 」

Realizing a new society through digital technology

**NTT DATA Group
Corporate Philosophy**



NTT DATA uses information technology to create new paradigms and values, which help contribute to a more affluent and harmonious society.

Examples of future efforts

【Medical / Healthcare】

- Online medical treatment / diagnosis / prescription
- Management and utilization of personal vital data

【Administration / Education】

- Online administrative procedures / Online education

【Manufacturing / Distribution】

- Supply chain transformation
(Direct EC、 Manufacturing process automation)

【Retail】

- EC・Contactless sales / Acceleration of Online Merges with Offline

【Banking / Insurance】

- Online access to administrative procedures
- Acceleration of Non-Contact sales and cashless

3

Progress of Mid-term Management Plan

Profitable global growth : FY2021 BUSINESS GOALS

Growth

Net Sales : 2.5 trillion yen
Client Base : Over 80

Earnings

Operating income margin : 8%
Overseas EBITA : 7%

COURAGE TO CHANGE : Maximize Value for our Clients

Transformation & Synergy



Strategy1

Expand global digital offerings



Strategy2

Deliver greater value to clients based on regional needs



Strategy3

Unleash our employee's potential that maximize organizational strengths

DRIVE NTT GROUP COLLABORATION

CONSISTENT BELIEF : Shape the future society with our clients

Profitable global growth : FY2021 BUSINESS GOALS

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DRIVE NTT GROUP COLLABORATION

CONSISTENT BELIEF : Shape the future society with our clients

FY2021 business goals

Net Sales

2.5 trillion yen

Client Base ※1

Over **80**

Operating Income margin ※2

8%

EBITA margin
(excluding Japan)

7%

※1 clients with annual sales of over 5 billion JPY(Japan) or 50 million USD(ex-Japan)

※2 Excluding temporary costs such as M&A and structural transformation

Profitable global growth : FY2021 BUSINESS GOALS

Growth

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Earnings

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COURAGE TO CHANGE : Maximize Value for our Clients

Transformation & Synergy



Strategy1

Expand global
digital offerings



Strategy2

Deliver greater value to clients
based on regional needs



Strategy3

Unleash our employee's potential
that maximize organizational strengths

DRIVE NTT
GROUP
COLLABOR
ATION

CONSISTENT BELIEF : Shape the future society with our clients

Implementing 4 strategies as the courage to change to maximize customer value



Strategy 1

Expand global digital offerings



Strategy 2

Deliver greater value based on regional needs



Strategy 3

Maximize individual & organizational strengths

**NTT Group
Collaboration**

Drive NTT Group Collaboration

Implementing 4 strategies as the courage to change to maximize customer value



Strategy 1

Expand global digital offerings



Strategy 2

Deliver greater value based on regional needs



Strategy 3

Maximize individual & organizational strengths

**NTT Group
Collaboration**

Drive NTT Group Collaboration

Strategy 1 :Expand global digital offerings

Aim

Build our strengths & improve how we compete

Accelerate global synergy by creating strong offerings backed by aggressive investment for focus areas, and deliver them along with proactive marketing and leveraging technology

Global One Team

DSO / Digital Strategy Office

Accelerate Global Marketing

Client & Market Needs

Develop Digital Offerings

Leverage Offerings

Provide support to create & leverage offerings

Expand CoE

Blockchain

Digital Design

DevOps

AI

COE / Center of Excellence

Strategy 1 :Expand global digital offerings

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CoE / Center of Excellence

Accelerate Global Marketing ~ Strengthen global collaboration ~

**Established Global Industries Teams to strengthen collaboration
Respond to complex client requirements**

Global Industries & Accounts



Automotive



Banking



Insurance



Healthcare



Telco / Media



Retail

Global Offerings

Japan, North America, EMEA & LATAM, China & APAC

Collaboration - Global One Team

Teamwork and global collaboration led to winning a quality partnership with the UK's Number 1 Network for customers



Telco / Media

Telefonica

Advanced Value
Global One Team



Awarded a three-year quality assurance and test managed services contract to:

- Provide support and quality management resource to some of Telefónica's most significant projects including its digitalisation programme to enhance its operations and customer offering
- Trusted long term relationship with Telefónica, group OpCos collaboration as a Global Account and leveraging delivery partnerships
- Commitment to deliver service improvements and value adds, underpinned by digital innovation, automation and artificial intelligence

Strategy 1 :Expand global digital offerings

Aim

Build our strengths & improve how we compete

Accelerate global synergy by creating strong offerings backed by aggressive investment for focus areas, and deliver them along with proactive marketing and leveraging technology

Global One Team

Accelerate Global Marketing

Client & Market Needs

DSO / Digital Strategy Office

Develop Digital Offerings

Leverage Offerings

Provide support to create & leverage offerings

Expand CoE

Blockchain

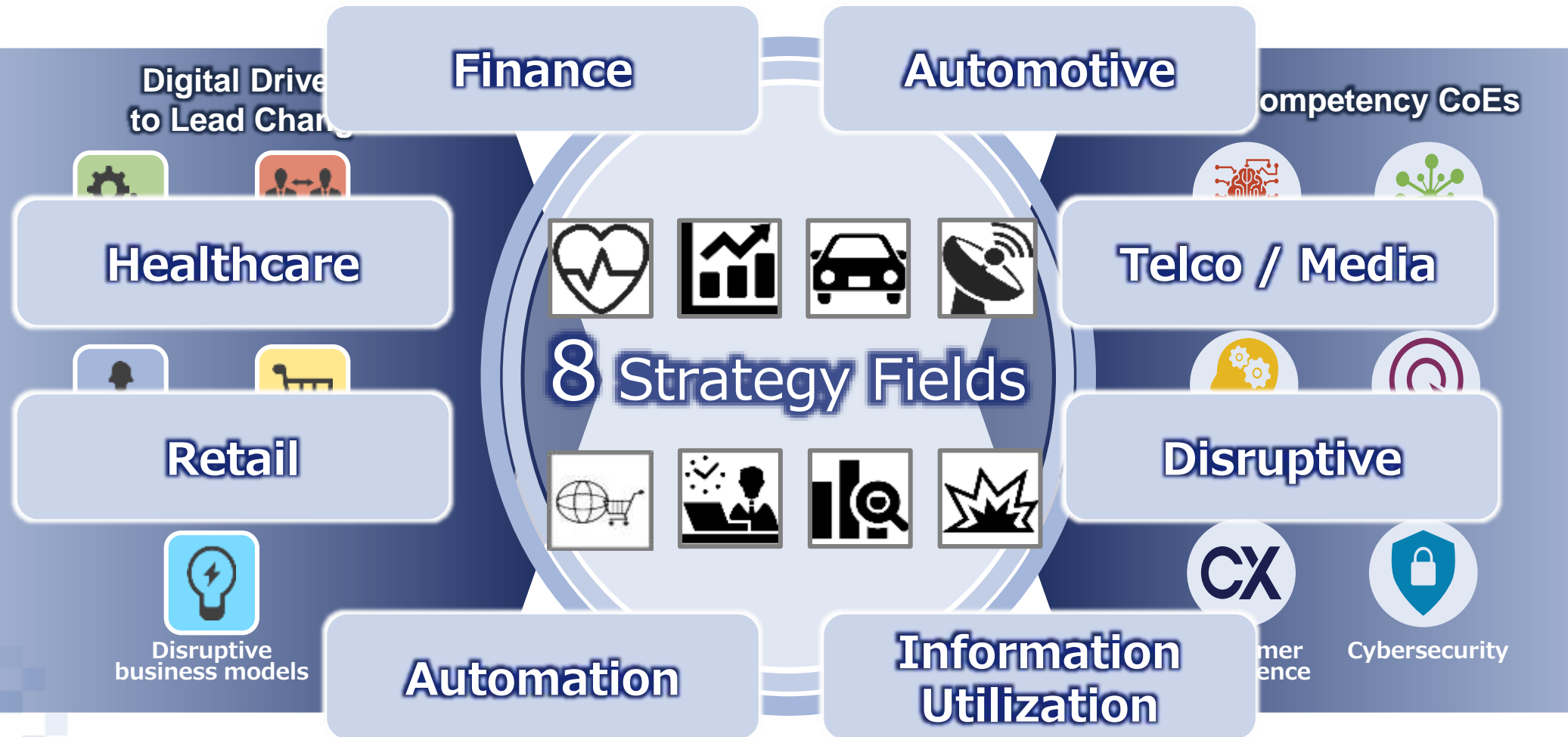
Digital Design

DevOps

AI

CoE / Center of Excellence

Focus on 8 fields to strengthen capabilities & build solutions



Integrate insurance solutions of each overseas company on a common foundation to build a microservices architecture, develop a platform that can be deployed in the global market quickly at a low cost, and enhance the deployment in North America, South America and EMEA

insurance

FY2019 has been successful in receiving orders mainly in North America

Overseas companies' solutions/external services



Integrating solutions on a common foundations

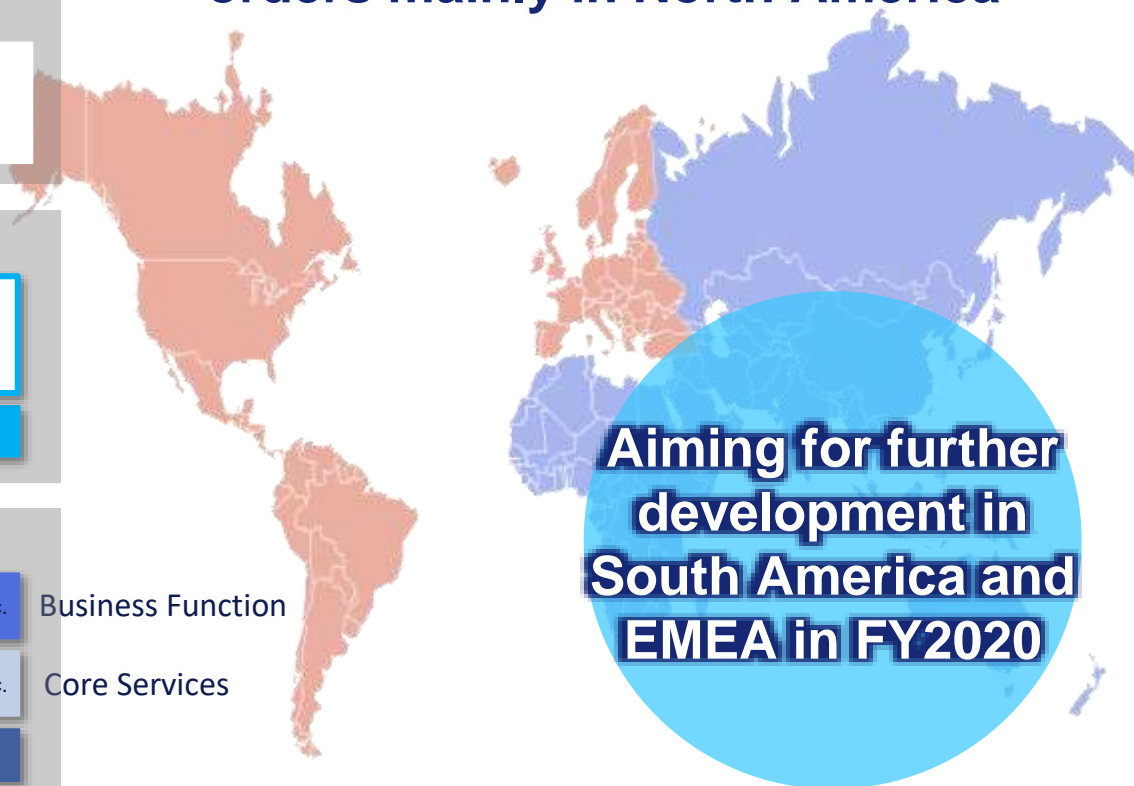


Common Foundation

Building a microservices architecture



Common Foundation

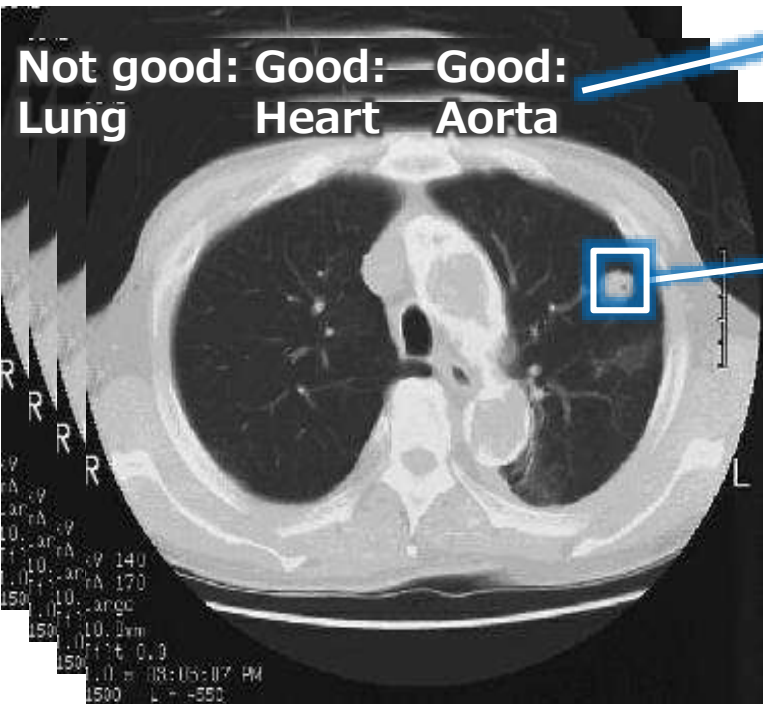


Aiming for further development in South America and EMEA in FY2020

Faster detection reduces the burden on doctors
Aim to commercialize by expanding the area and target organs to verify the applicability of the solution



Healthcare



AI Diagnostic Imaging

A: Abnormality Detection Algorithm
Detect abnormalities in each organ

B: location algorithm
Locate abnormalities in organ

FY2018 Usefulness verification of AI engine in Indian
FY2019 Applicability verification for Japanese

FY2020

Applicability verification with large amount of data in the US

Expansion verification of target organs in Japan

Create new ways to gather & utilize data by digitizing real stores
New features added through discussions with retail customers
Aiming for commercialization during FY2020

Retail



Sept. 2019 - started cash register free store "Catch&Go" service to retail industry

Jan. 2020
Further evolution by introducing "face authentication entry" and "dynamic pricing linked to store inventory"

Strategy 1 :Expand global digital offerings

Aim

Build our strengths & improve how we compete

Accelerate global synergy by creating strong offerings backed by aggressive investment for focus areas, and deliver them along with proactive marketing and leveraging technology

Global One Team

DSO / Digital Strategy Office

Accelerate Global Marketing

Client & Market Needs

Develop Digital Offerings

Leverage Offerings

Provide support to create & leverage offerings

Expand CoE

Blockchain

Digital Design

DevOps

AI

CoE / Center of Excellence

Promote utilization by globally gathering knowledge about cutting-edge technologies

Aim to expand the total CoE to 5,000 professionals by the end of FY2021

Blockchain



Ranked as a **“Leader”**

300 professionals from
24 countries

Digital Design



16 studios
550 professionals from
10 countries

Center of Excellence

DevOps



Number of project uses
Altemista Cloud: **172**
300 professionals from
8 countries

AI



Newly Established **2019**
800 professionals from
8 countries

Established team of 300+ professionals from 24 countries World's 1st commercialized blockchain technology

Block Chain



Promote CoE



Technical support HR
development - commercialization
Know-how of cutting edge
technology

Commercialization

International money transfer platform



Overseas remittance

ABI Spunta Project



Interbank payment

TradeWaltz



Trade finance

Established team of 550+ professionals from 10 countries
Share design expertise with each other to accelerate customer DX

Digital Design

ENSŌ
The Space for Creators



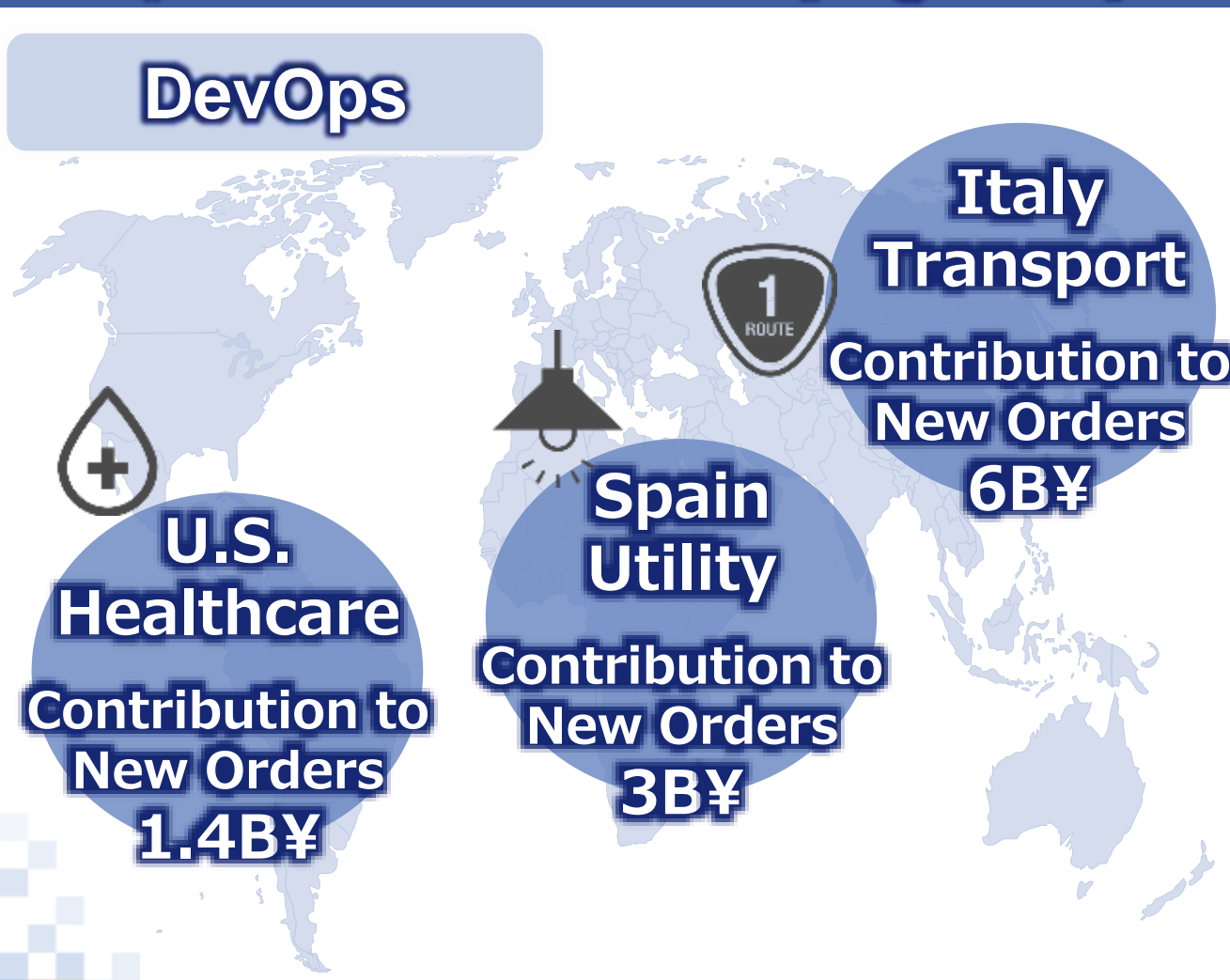
16 Studios



550+
UX Designers

Accelerate DX realization, by sharing group assets and best practices which developing and operating digital services.

DevOps



**A L T
E M I
S T A**

Collect AI use cases globally to make a catalog of AI services
Expand materials & AI demo showcase to support proposals

AI

AI CoE

**Accelerate AI business
by generating synergy
globally**

FY2019 initiatives

Marketing

- **Technical research of AI**
- **Create group wide offerings**

Training

- **Training AI engineers**

Service

- **Collect and share Use Cases**
- **Expand AI demo showcase**



At the heart of AI strategy in Catalonia

Established CIDAI[※], which is the core of the AI / data innovation strategy, with institutions that promote technological innovation in Catalonia

※Center of Innovation for Data tech and Artificial Intelligence

Implementing 4 strategies as the courage to change to maximize customer value



Strategy 1

Expand global digital offerings



Strategy 2

Deliver greater value based on regional needs



Strategy 3

Maximize individual & organizational strengths

NTT Group
Collaboration

Drive NTT Group Collaboration

Strategy 2 :

Deliver greater value to clients based on regional needs

Major achievements

Public & Social

Won the large orders, Accelerated joint business creation by leveraging existing strengths and digital technologies.

Case 1

Financial

Sales increased steadily amid drastic changes in the business environment, Completed a number of mission-critical projects.

Case 2

Enterprise & Solutions

Launched the services that contributes to DX in the industry, Promoted DX through focused areas and specialty offerings.

Case 3

North America

Acquired new customers by strengthening consulting and digital, Offering advanced ITO using digital technology.

Case 4

Case 5

EMEA & LATAM

Aggressive digital investment paid off, Won the large orders through group collaboration.

Case 6

Case 7

Build trust through DX and high capability of system integration in the customer's business transformation area. Solving social issues and create businesses as a business co-creation partner in the electric power industry.

CASE1



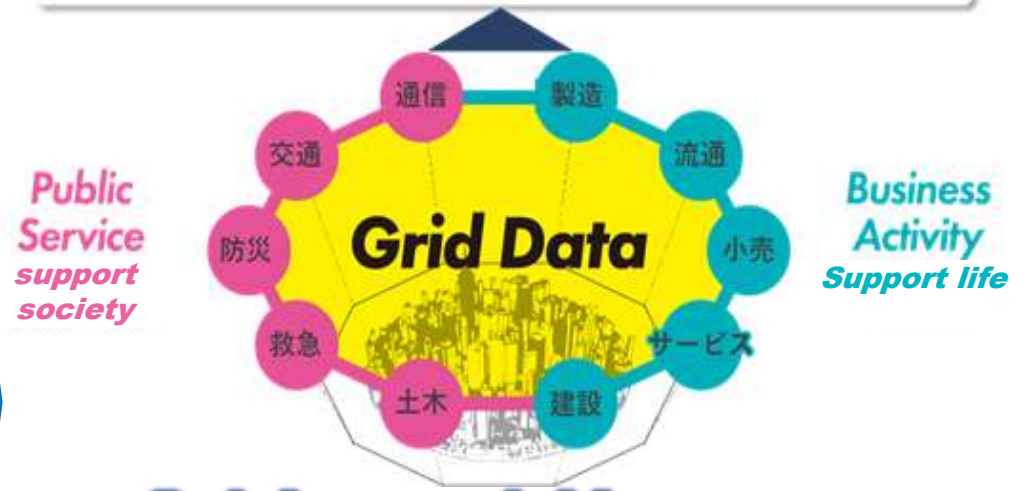
Build trust in the customer's business transformation area



Our Strength

- Use case exploration / promotion of business design
- Utilize and promote Digital technology
- High-speed mass data processing
- Advanced system integration
- Broad customer contact

Grid Data Bank Lab.



Solving social issues as a business co-creation partner

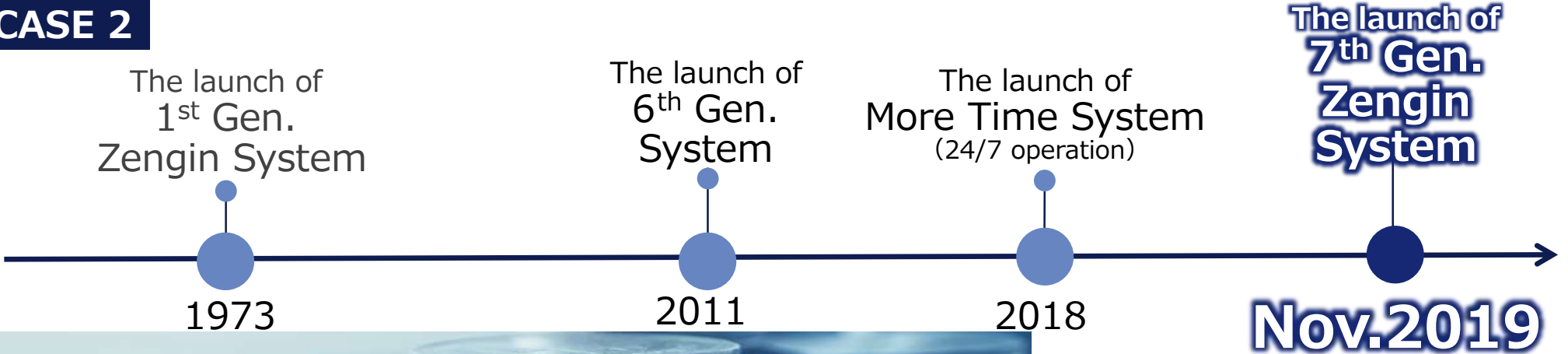
Existing strength



Digital

The 7th Generation Zengin System achieved higher productivity and higher quality by utilizing automation and digital technologies in development.

CASE 2



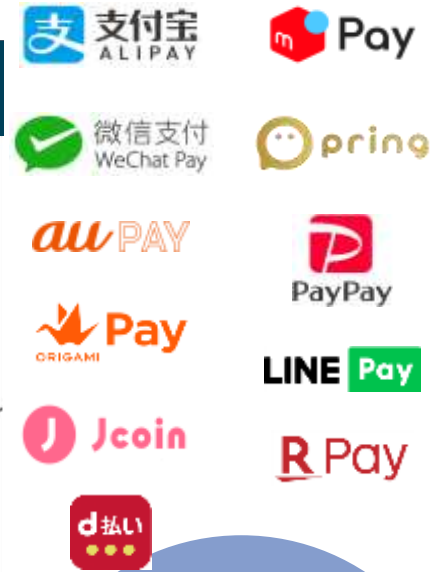
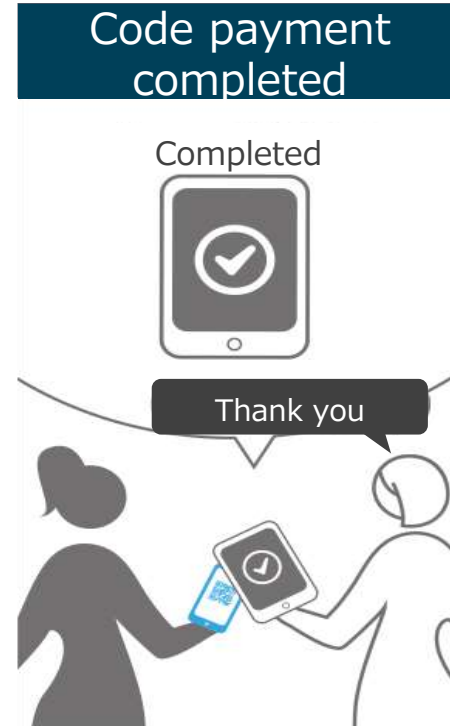
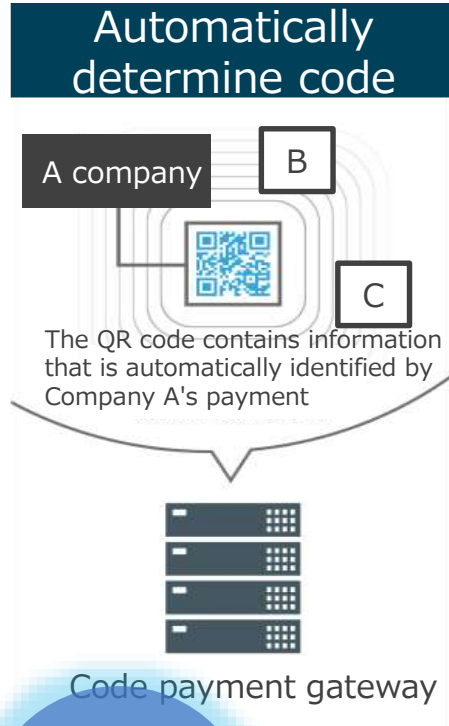
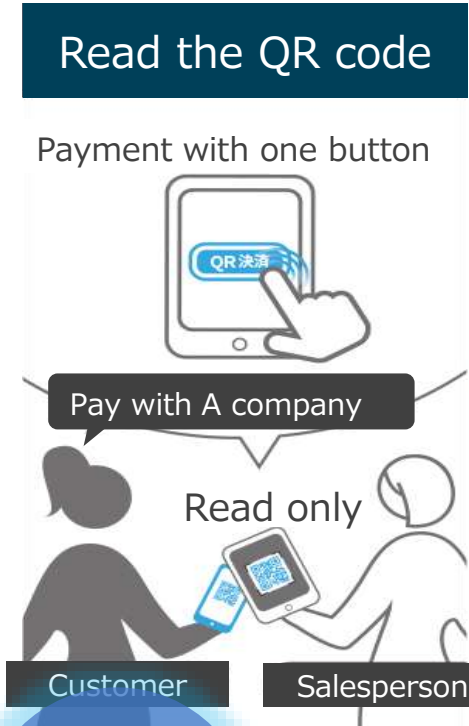
Long-term Relationships
for nearly 50 years



Digital Technology

Started to provide a “code payment gateway” to accept a wide variety of domestic and overseas code payments

Case 3



Over 10,000 stores are members of code payment gateway

Existing strength



Digital

Enhance and improve the value provided by selecting and concentrating offerings

Strategy 2

North America
 Expand our focused service portfolio, and secure high-potential customers

Steadily expanding orders by combining "Existing strengths" and "Digital technology"

Strength area



Digital offerings

1 Digital Operations	2 Journey to the Cloud	3 Data Intelligence & Automation
Application Management	App Dev & Modernization	Intelligent Automation
Dynamic Workplace	Enterprise Applications	Data Architecture Modernization
E2E Data Center		Data as an Asset
Intelligent Workflows		Cloud Advantage
Business Process as a Service		Blockchain Edge
5 Security		

Selecting
5 "Focused Digital Areas"
and
15 "Digital Offerings"

New contract awarded by Oklahoma State Government for large-scale Managed Service and Consulting Services; Supports the client's digital transformation

Case 4

Won a new five-year, over \$100 million contract with State of Oklahoma



NTT DATA Services provides valuable Workplace Services to its clients, including automation and real-time visibility to data and operations through its own intelligent platform, and has been recognized as a Leader for the second consecutive year in the Gartner Magic Quadrant for Managed Workplace Services, North America report.

Launched a new large-scale Dynamic Workplace Services to a leading U.S. chemical manufacturer

Case 5

**TCV
over \$150 million/5yrs
Dynamic Workplace
Services**



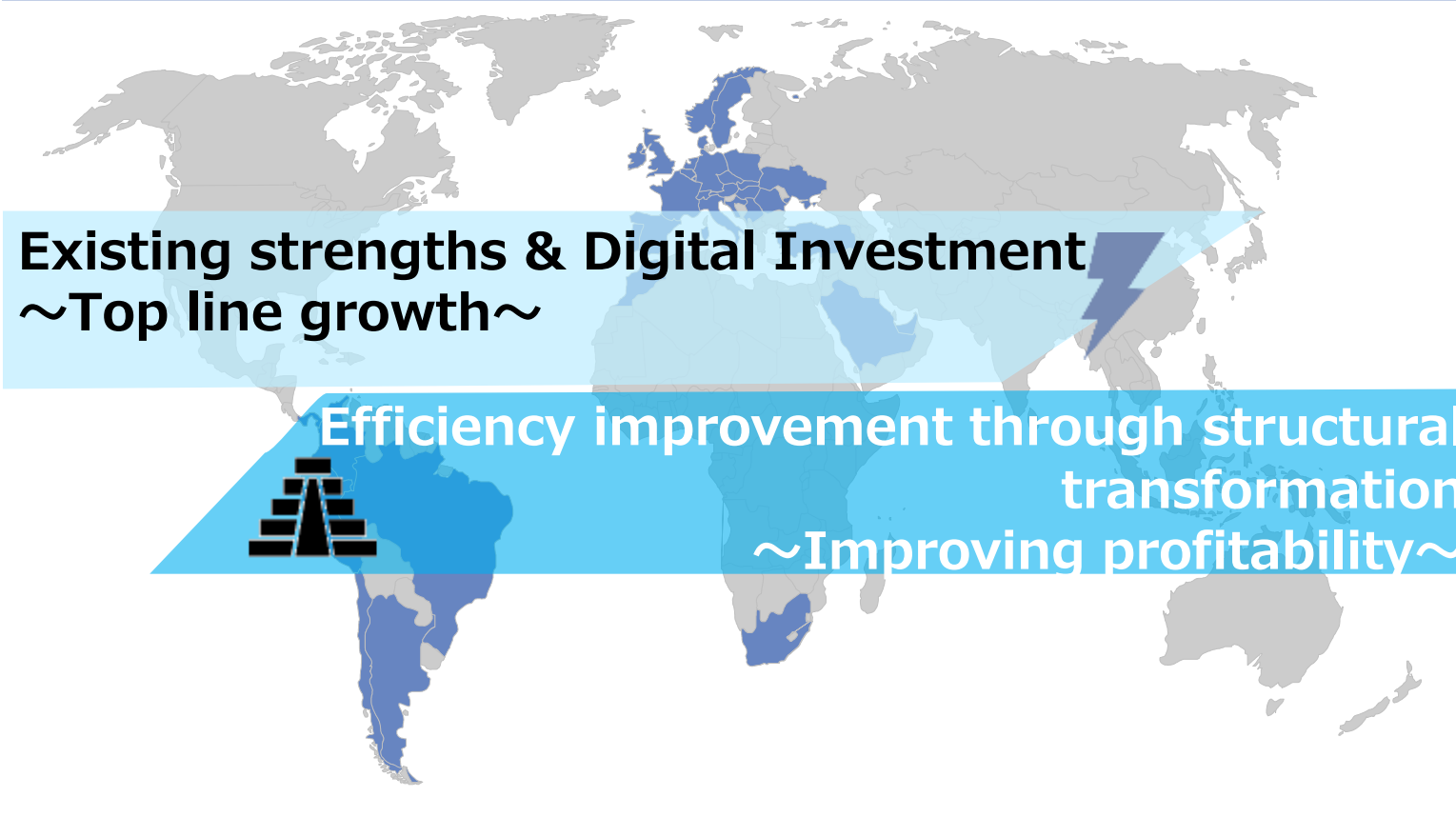
NTT DATA Services has a long standing and firm relationship with the client, and has supported the client's IT integration initiative over the last two years. After successfully completing the wide ranging and complex initiative, we will be providing Dynamic Workplace Services to the client, realizing automation of business processes and providing integrated IT support based on data analysis to improve its operational efficiency and user satisfaction using advanced technologies.

Aiming for quality growth by combining existing strengths with aggressive digital investment and structural transformation

Strategy 2

EMEA&LATAM
Deliver greater value to clients based on regional needs

Active digital investment and structural transformation



Naturgy, a gas and electricity provider operating in Europe and Latin America selects everis as its strategic partner

Case 6

The total sales in the next 10 years is estimated to exceed 500 million Euros



Naturgy awarded the contract to everis, because it highly appreciated everis' approach to drive innovation and automation along with the Long-Term Relationships everis has built with Naturgy and its past achievements in providing rich outsourcing services.

Signing a large-scale contract for SAP services with Deutsche Bahn AG. The NTT DATA Group works together to support customers from consulting to implementation

Case 7

**3yrs
Contract Duration
for
SAP S/4HANA Digital
Transformation**



The client chose NTT DATA because of its high recognition of NTT DATA Group's strengths such as its track record and reliability that comes from providing SAP related services over a long period of time. Furthermore, NTT DATA convinced with its rich talent pool of experts with advanced knowledge and its flexible attitude toward various requests from clients.

Implementing 4 strategies as the courage to change to maximize customer value



Strategy 1

Expand global digital offerings



Strategy 2

Deliver greater value based on regional needs



Strategy 3

Maximize individual & organizational strengths

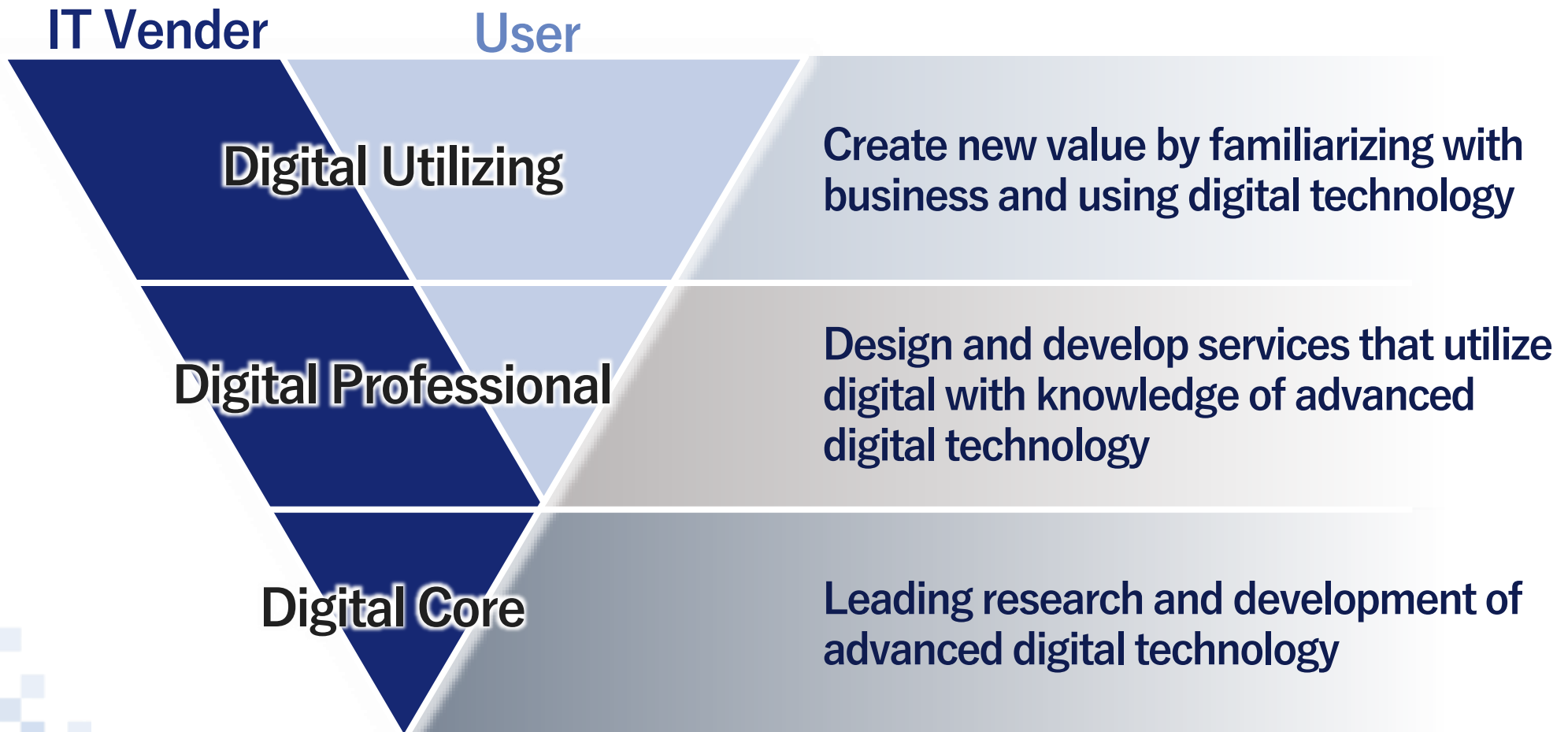
NTT Group
Collaboration

Drive NTT Group Collaboration

Strategy 3 :

Unleash our employee's potential that maximize organizational strengths

A well-balanced need for three types of digital human resources



We promote measures and system reforms to unleash employees' potential

Increase Employee Engagement

*As of April 1, 2020

Enhance Digital & Global Capabilities

Digital Boot Camp
etc.

FY19 participants
Total **13,000** people

Digital Acceleration Program

FY19 participants
35 people

Global Talent Training Course

- Business Acceleration Program
- Readiness Drive etc.

FY19 participants
Total **2,500** people

Design Systems Focusing on Talents

Enhance Hiring/ADP System
(Advanced Professional)

New graduates **476** people
(5 people join in Oct. and Jan.)

ADP-CERT* **7** people

Mid-career **202** people

TG System
(Technical Grade)

TG-CERT approx. **40** people

Add P-CDP Talent Type

Add **2** types

**Corporate Culture/
Awareness Change**

Self-Innovation Time

FY19 Results
59h a year p.p.

※1 Digital Boot Camp : Off-JT program to intensively learn advanced Digital technology

※2 Digital Acceleration Program : Training Program through participation in the Digital's cutting edge project

※3 ADP System : A system to hire and treat experts in advanced technology according to market value

※4 TG System : A system to aim at training of human resources with the high specialty

※5 P-CDP Talent Type : Define ideal candidate profile by specialty and support career development

Strategy 3 :

Unleash our employee's potential that maximize organizational strengths

Acceleration of aggregation and utilization of knowledge sharing (contents and Know-who)

Continue to aim to maximize group synergies globally

Digital Workplace



Shared Contents



Effective in many proposal activities



Digital Knowledge Share

Implementing 4 strategies as the courage to change to maximize customer value



Strategy 1

Expand global digital offerings



Strategy 2

Deliver greater value based on regional needs



Strategy 3

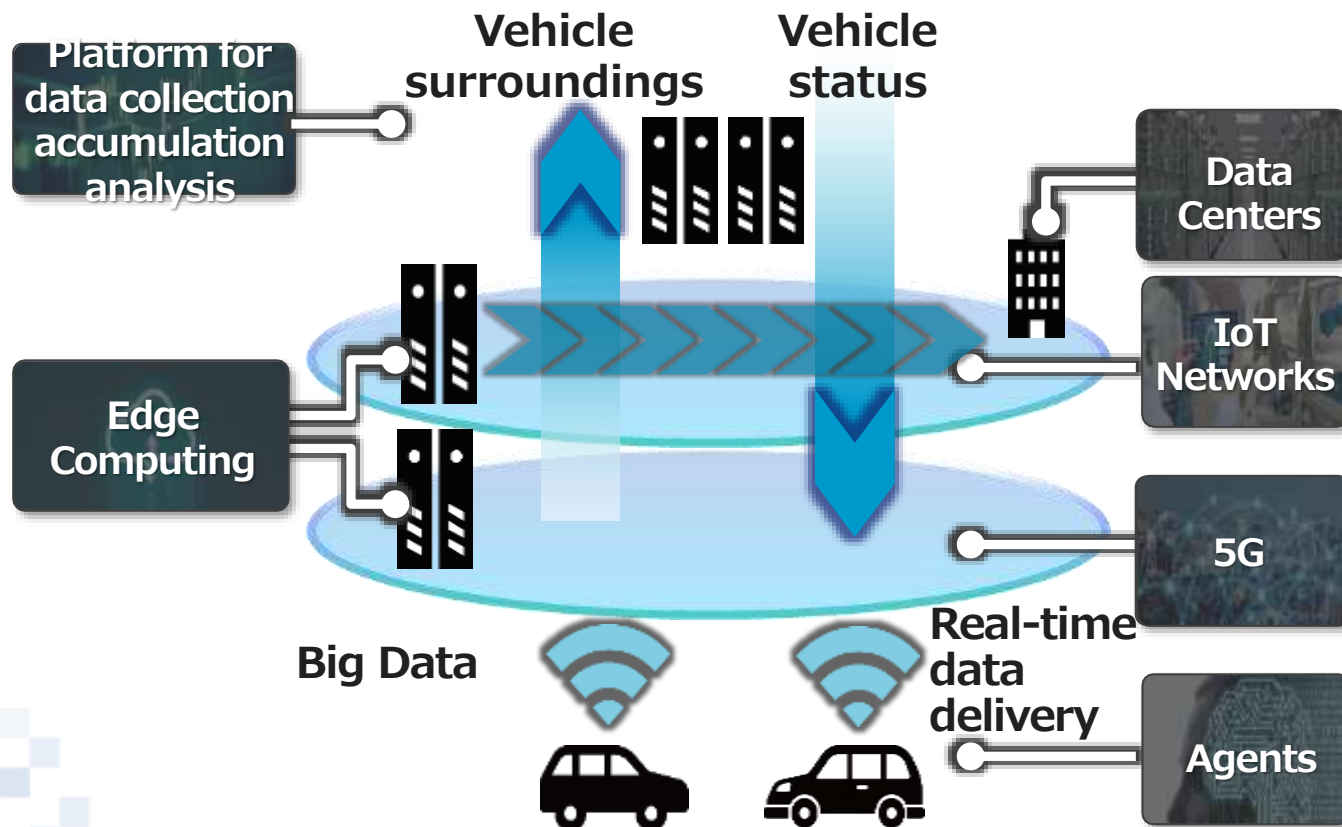
Maximize individual & organizational strengths

NTT Group
Collaboration

Drive NTT Group Collaboration

TOYOTA and NTT Group developed real-time Big Data platform for connected cars.

Joint research leads us as a trusted business partner



① Success of research for FY2019

Expanding the scope of joint research on connected platforms for FY2020

② Business Alliance with TOYOTA Connected company



NTT DATA selected as business partner for global expansion of mobility services

③ Business & Capital alliance between TOYOTA & NTT Group

Promote smart city concept.



Realized Public Safety Solution for the city of Las Vegas by NTT Group's joined forces. NTT Data Services as Prime Sler collaborates with NTT Ltd. to offer total service

Street / Event Venue



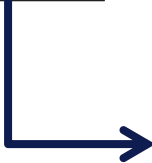
Appropriate action for crime



IoT Sensors



Aggregating Data



Authorities(e.g. Police Station Dispatch)



Information



NTT's Smart City Solution



Real-time Coordination

- ✓ Real-time Analysis
- ✓ Trend Analysis
- ✓ Sensor Control
- ✓ PaaS / IaaS / NW

Profitable global growth : FY2021 BUSINESS GOALS

Growth

Net Sales : 2.5 trillion yen
Client Base : Over 80

Earnings

Operating income margin : 8%
Overseas EBITA : 7%

COURAGE TO CHANGE : Maximize Value for our Clients

Transformation & Synergy



Strategy1

Expand global
digital offerings



Strategy2

Deliver greater value to clients
based on regional needs



Strategy3

Unleash our employee's potential
that maximize organizational strengths

DRIVE NTT
GROUP
COLLABOR
ATION

CONSISTENT BELIEF : Shape the future society with our clients

Aiming to sustainably increase corporate value by achieving the SDGs through social contribution through business and social contribution through corporate activities

“Shape the future society with our clients”

Clients

Constant increase
in corporate value

Value creation based on
Long-Term Relationships

NTT DATA

Contribution to society
through business

NTT DATA'S
ESG-based
Management

**SUSTAINABLE
DEVELOPMENT
GOALS**

Set out 12 items as new Material ESG Issues in FY 2019
Set KPI targets for each organization to promote ESG management
from FY 2020

Material ESG Issues※	Means to resolve issues	
<ul style="list-style-type: none"> ①Offering social infrastructure and business-category-specific solutions based on advanced technologies ②Build and ensure stable management/operation of IT infrastructure ③Securing and develop IT human resources (for our employees) ④Promote workstyle innovation ⑤Promote diversity and inclusion ⑥Promote IT education (for community) ⑦Respond to climate change ⑧Ensure information security ⑨Protect data privacy ⑩Respond to disaster risks ⑪Ensure compliance ⑫Promote responsible supply chain 	<p>Social contribution through business</p> <p>Resolve each Material ESG Issue for society (clients) through our services and solutions.</p>	<p>Social contribution through corporate activities</p> <p>Resolve each Material ESG Issue of our own in business operations.</p>

※The term “Material ESG Issues” will be used instead of “Material CSR Issues,” in order to maintain consistency with promotion of “ESG Management” under the current Medium-Term Management Plan.

Provide telehealth solution to COVID-19 expansion to contribute to the health management of infected people and the control of infection

Social contribution through business



- 1 Offering social infrastructure and business category-specific solutions based on advanced technologies



Social

Health management solution ehCOS REMOTE (A case in Spain & South America)



an NTT DATA Company



Timely diagnosis and treatment

Provide timely diagnosis and treatment by self-triage, videoconference, chat



Continuous multi-channel treatment

- Health Management of positive and negative patients
- Communication channels to medical centers and professionals



Data gathering and analysis

- Analyze the clinical evolution and the resilience of patients
- The elaboration of epidemiological clusters.

Consistent belief : Social contribution through business

~COTO LABO~

Aim to provide next-generation laboratories for handling iPS cells 8 companies formed a consortium & leverage digital technology

Social contribution through business



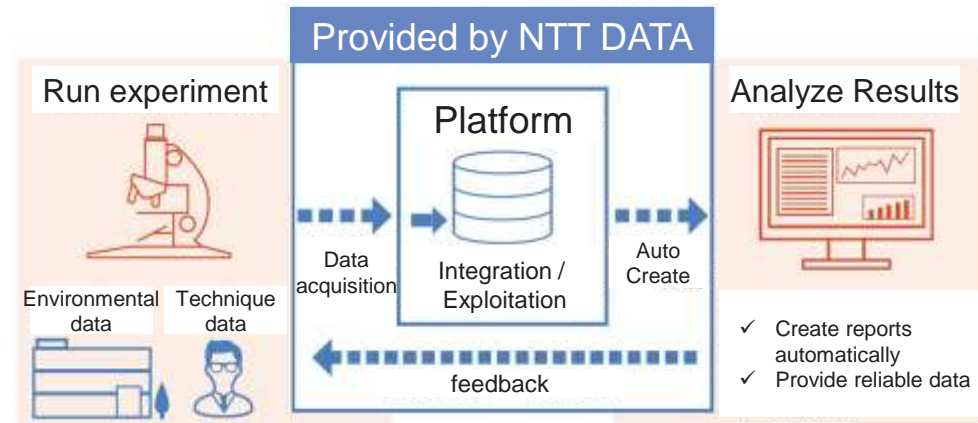
- 1 Offering social infrastructure and business category-specific solutions based on advanced technologies



Social

COTO LABO Consortium

Communication Tool Oriented/OriGinated LABOratory



Improve reproducibility and efficiency of experiments such as cell culture by centrally managing and utilizing digital data in life science fields such as drug discovery and regenerative medicine

Automate Routine Business Processes to Make More Time for Creative Tasks with “WinActor”

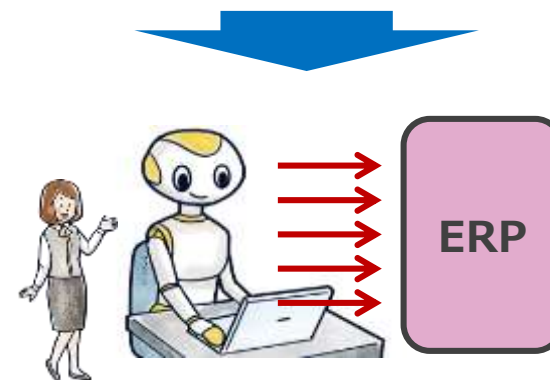
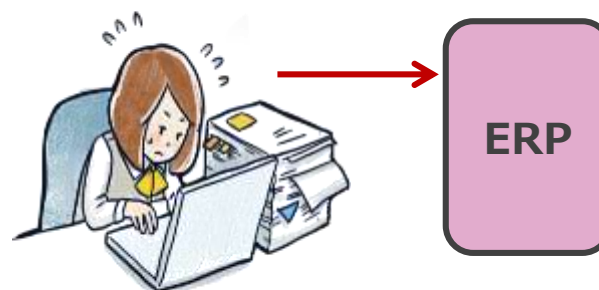
Social contribution through business



1 Offering social infrastructure and business category-specific solutions based on advanced technologies

- Helping to address labor shortages
- Improving productivity
- Preventing/reducing human errors through automation

WinActor/ WinDirector



Social

Globally deploying the world's highest precision digital 3D map Contribute to infrastructure development and natural disaster countermeasures

Social contribution through business



1 Offering social infrastructure and business category-specific solutions based on advanced technologies



Social
Environment

World-class technology

Multi View Technology

AI & Machine Learning

Cloud & Big data

Utilizing in 130 countries

Map for autonomous driving

5G base station design

Disaster countermeasures

Social contribution through corporate activities

~Action on climate change~

Declared to formulate long-term targets for reducing greenhouse gas emissions(SBT) in FY2019.

Challenge to Climate-related Financial Disclosures (TCFD) in FY2020.

Social contribution through business



7 Action on climate change



E nvironment

2020

⑤ Task Force on Climate-related Financial Disclosures (TCFD)

2019

④ Corporate targets for reducing greenhouse gas emissions based on Paris Agreement (SBT)

Continued

③ Disclose reference

② ISO 14001 Certification

① Legal compliance

Formulated AI guidelines to realize a human-centered society in which humans and AI coexist

Social contribution through corporate activities



- 9 Protect data privacy
- 11 Ensure compliance

NTT Data's AI Guideline

- Realization of a sustainable happy society
- Creating new value through co-creation
- Fair, trustable and explainable AI
- Safe and secure data distribution
- Promote activities to spread AI soundly

Pursuing the potential of AI

Strategy 1	Creation of AI offering
Strategy 2	Combining existing services with AI
Strategy 3	Training and acquisition of AI talent
NTT collaboration	Improving AI technology

Governance

How we are going to address key challenges

Strengthen measures to suppress unprofitable projects in FY2019
We will continue to strengthen measures while determining the effects

Purpose

Further control especially for complex projects

Strengthening measures implemented in FY2019

**Respond promptly
to risks**

**Strengthen teams'
capabilities**

**Enhance management
process**

**Third-party check of
order contents at the
initial stage before
proposal**

**Appropriately allocate
PM based on complexity
and project contents**

**Strengthen high-level
escalation and execute
company-wide project
support at an early stage**

Leverage past learnings

**Utilize knowledge and know-how from unprofitable
and difficult projects from the past**

Individual material issues : Improve profitability of North America, EMEA and LATAM business (Structural Transformation)

With the strategic shift to the consulting and digital, Aiming to further improve profitability through structural transformation

the Assignment for improvement in revenue rates

Productivity improvement

Valuable consulting · Expand offerings

Selection and concentration of offerings

Strengthen solution technology

Transform Structure

Europe

Unify brands, Realize One-face-to-Customer

EMEA

Strengthen upstream consulting, Promotion of IP business, digital human resources development

everis

**Strengthen digital skills for each industry
Re-evaluate less profitable business, including initiatives**

Business Solution

**Deal with SAP advanced technology
Governance reform by strengthening Compliance**

North America










Services

**Strengthen digital offerings for each industry
Optimize R&D site and data center**



Appendices -Business topics-

Principal Measures Taken in the Fiscal Year Ended March 31, 2020(1/6)

1	<h2>Launching the core system services for the Japan Patent Office</h2> <p>In January 2020, we launched services for the function that assigns patent classifications on the publication of unexamined patent applications and others, which is one of the most important systems related to examination of patents and others, with the goal of “optimizing operations and systems of the Japan Patent Office” in accordance with the Ministry of Economy, Trade and Industry’s mid-and long-term plans for the digital government.</p>	 
2	<h2>Promoting digital business using sophisticated map information</h2> <p>We promoted businesses to use sophisticated map information for diversified purposes.</p> <ul style="list-style-type: none"> In July 2019, we began providing a 3D map covering all global land spaces with 2.5 m resolution, as part of the service for the world’s most precise 3D map using satellite images, AW3D Full Global 3D Map, with Remote Sensing Technology Center of Japan. This service enables more accurate simulations and analysis for worldwide urban designing, prediction of damages caused by natural disaster, and so on. The Cabinet Office appreciated our high technological capabilities and knowledge related to the system for creating and updating highly precise 3D maps and processing of vehicle probe data ^(Note 1) that self-driving cars collect while moving. As a result, we were allowed to participate in the Cross-ministerial Strategic Innovation Promotion Program led by the Office. 	   
3	<h2>Promoting digital business in the healthcare field</h2> <p>To help medical institutions conduct operations more quickly and efficiently, we promoted the development of a medical information platform using cutting-edge IT technologies.</p> <ul style="list-style-type: none"> In April 2019, we began providing MD-TraC, an IoT platform for medical materials, which collectively manages logistics and usage information of medical materials with an RFID tag ^(Note 2) stuck on each material to record ID for individual identification. This service helps manufacturing and sales companies cut inventory and reduce disposal loss and supports sales agencies in increasing operational efficiency of placing and receiving orders. In June 2019, we provided CHUGAI PHARMACEUTICAL CO., LTD., with L-AXeS, a shared service that enables secure online test requests and result reports between medical institutions and clinical laboratory companies. Moreover, in January 2020, we started providing a service connecting L-AXeS with major electronic health record services so that medical institutions can exchange test data with clinical laboratory companies via a secure network without having to install new lines and equipment. 	  

(Note 1) Vehicle probe data
Location and traffic information that vehicles collect using their sensors while moving.

(Note 2) RFID tag
A tag that transmits data such as IDs via short-range wireless communication.

Principal Measures Taken in the Fiscal Year Ended March 31, 2020(2/6)

1

Promoting efforts for upgrading a shared system



In May 2019, we reached an agreement with five banks; The Bank of Yokohama, Ltd., THE HOKURIKU BANK, LTD., The Hokkaido Bank, Ltd., The 77 Bank, Ltd., and HIGASHI-NIPPON BANK, Ltd., to consider the use of a highly flexible open platform as the number one option to deliver the new service more quickly for the next generation of the shared system, MEJAR, for which NTT DATA provides services.

2

Promoting a wide range of efforts using cutting-edge technologies to provide financial services in the digital era



To create new financial businesses by accumulating and leveraging information using digital technologies, we promoted a wide range of digital businesses.

- In June 2019, we began providing Customer Engagement Hub, an integrated contact channel solution, for call center operations at THE YAMAGUCHI BANK, Ltd. This solution helps the bank enhance productivity and raise the level of customer satisfaction by providing AI support for operators and integrating and analyzing data collected from various inquiry channels, including call centers and websites.
- In January 2020, NTT DATA signed a Memorandum of Intent encouraging the realization of trade digitalisation at a forum that was held during the World Economic Forum (2020 Davos Conference). As trade-related companies face a problem in securing mutual connectivity between trade platforms, we will participate in discussions and contribute to the international standardization of the mutual connectivity.
- In February 2020, as a regional revitalization project, we launched a Proof of Concept (“PoC”) on sharing economy with The Bank of Yokohama, Ltd. The PoC focused on “skill sharing,” where individuals’ skills, experiences, knowledge, and others are exchanged, and verified its effect with the participation of the bank and NTT DATA.

Principal Measures Taken in the Fiscal Year Ended March 31, 2020(3/6)

Promoting payment-related business and designing new customer experience



In areas related to cashless payment, we provided new services that are more convenient for consumers.

- In September 2019, we began providing “Catch&Go,” a service to help businesses open a digital store where consumers can pick up items they want from the store without the need to pay at a cashier. Furthermore, in January 2020, we added to this service a function that allows consumers to enter the stores by face recognition and a dynamic pricing function that enables changing prices on the basis of information on its inventory. With the realization of a digital store without a cashier, consumers can enjoy convenient and beneficial shopping experience, and stores and store management companies can increase operational efficiency, maximize purchase opportunities, and use information for marketing.
- In February 2020, we began providing full support for the introduction of cashless payment service by JAPAN POST Co., Ltd., with Sumitomo Mitsui Card Company, Limited, and Panasonic System Solutions Japan Co., Ltd. We will install 14,000 payment terminals at the counters of about 8,500 post offices and help JAPAN POST Co., Ltd., promote its transition to cashless transactions. As the payment infrastructure, “CAFIS Arch” (Note 1), a cloud-based comprehensive payment platform provided by NTT DATA, was adopted.

Installing filtration planning system using digital technologies at Kirin Brewery’s factories



NTT DATA and Kirin Brewery Company, Limited jointly developed a system that creates the most suitable beer filtration plan by using digital technologies. In April 2019, the system started full operation at Kirin Brewery’s Fukuoka Factory. Then, the companies standardized the system and started trial operation at factories in Yokohama and Shiga in January 2020.

Filtration planning at a brewery often depends on the expertise of skilled workers who consider various conditions. To develop this system, we interviewed the skilled workers to identify a variety of constraints and used the constraint programming technology (Note 2) to standardize their expertise. We expect that this system will reduce the working time by a maximum of about 2,500 hours per year for the three factories in Fukuoka, Yokohama, and Shiga in total.

(Note 1) “CAFIS Arch”

A cloud-based cashless payment platform that has the largest number of users in Japan and can deal with all types of payment, including credit card payment, payment made by inbound tourists, and QR code payment.

(Note 2) Constraint Programming Technology

It is a technology that uses computers to efficiently find answers to problems related to schedule of production planning and delivery that satisfy constraints, and the technology is defined as AI.

Principal Measures Taken in the Fiscal Year Ended March 31, 2020(4/6)

Won multiple contracts supporting Digital Transformation for a large U.S. bank and a large U.S.-based health plan through the enhancement of Digital Offerings



NTT DATA Services, a subsidiary of NTT DATA Corporation, won multiple deals supporting Digital Transformation as a result of initiatives to strengthen digital offerings through investments in innovation.

1

- For the deal with the large U.S. bank, NTT DATA Services has a long relationship with the client and successfully differentiated our digital services and track record to support the client's digital transformation through a migration to cloud, microservices architecture ^(Note 1) for banking products (payment, online banking, etc) and UX design ^(Note 2).
- For the deal with the large U.S.-based health plan, NTT DATA Services demonstrated our deep knowledge of the health care payer domain. NTT DATA Services contributes to the client through the test automation for Synthetic Data and Performance Testing in the development and deployment process at a faster pace.

New solutions to help tackle Novel Coronavirus (COVID-19)



NTT DATA Services, a subsidiary of NTT DATA Corporation, continues delivering insights and new solutions for healthcare institutions and governments though COVID-19 is overburdening our healthcare system.

2

- NTT DATA Services and Enli, a population health management software company, are working together to deliver a patient management program ^(Note 3). This program allows clinical users to assess symptomatic individuals. In addition, it facilitates periodic care coordination check-in to detect worsening symptoms, as well as making decisions on when to discharge individuals from isolation. NTT DATA Services serves as a systems integrator, providing technical, staff augmentation and consulting services.
- Sharecare, the digital health company, announced the launch of an interactive COVID-19 screener, developed in partnership with IPsoft and NTT DATA Services. It is an interactive conversational solution powered by IPsoft's cognitive AI, "Amelia" ^(Note 4). It allows people to get answers quickly and anonymously without having to wait, helping them understand the severity of their risks. It contributes to reducing the spread of COVID-19 while easing the strain on healthcare providers.
- The City of Austin announced a new digital tool that allows citizens to electronically schedule COVID-19 tests, created in partnership with NTT DATA. It is hosted on a secured platform and enable the city to securely trace anonymized positive results to assess testing demand and identify high-risk areas. In addition, the anonymized data will be compiled into an "heat map," which will indicate areas having a greater need of health resources and proactively allocate resources to necessary areas.

(Note 1) Microservices architecture

A method of designing a highly flexible system that can easily adapt to changes by combining small services divided into each function.

(Note 2) UX design

An approach for designing functions, specifications, interfaces, and others in order to enhance the experience of a user of a service, etc.

(Note 3) Working in 14 states, as of March 2020.

(Note 4) "Amelia"

Amelia is an industry-leading cognitive AI developed by IPsoft.

Principal Measures Taken in the Fiscal Year Ended March 31, 2020(5/6)

Large-scale SAP service agreement with Deutsche Bahn AG



1

In February 2020, NTT DATA EMEA Ltd., a subsidiary of NTT DATA Corporation, signed a SAP service agreement with Deutsche Bahn AG (German Railway) in collaboration with itelligence AG, another subsidiary of NTT DATA Corporation. The agreement is of large-scale, which will last for three years.

The future target architecture at DB in the SAP environment will be aligned with the core processes of vehicle and infrastructure maintenance that are to be harmonized. The large number of current SAP applications will be greatly reduced and the processes in these areas will be aligned with the SAP standard as far as possible.

The companies will be providing consulting, application development, and other services for implementing SAP S/4HANA ^(Note 1) and will be supporting the client's digital strategy in the SAP environment. The client chose NTT DATA because of its high recognition of NTT DATA Group's strengths such as its track record and reliability that comes from providing SAP related services over a long period of time. Furthermore, NTT DATA convinced with its rich talent pool of experts with advanced knowledge and its flexible attitude toward various requests from clients.

Moving forward as a partner for digitalization of clients' businesses



2

NTT DATA was highly recognized for its Long-Term Relationship with its clients, its rich experiences in the digital transformation of their businesses and its positive attitude toward the use of advanced technologies, and was selected as a strategic partner in multiple projects.

- In March 2020, everis Group, a subsidiary of NTT DATA Corporation, signed service agreements with Naturgy Energy Group, SA, which provides gas and electricity mainly in Europe and Latin America, after it was selected as a strategic partner for its digital transformation. The Group will be providing services using cutting-edge technologies for maintenance, operation, and so forth of systems related to gas and electricity distribution. The total net sales in the next 10 years is expected to amount to about 500 million euros.
- In November 2019, NTT DATA UK Limited, a subsidiary of NTT DATA Corporation, has signed a new partner agreement for digital transformation, which will last for five years with a total value of approximately 50 million pounds, with The Association of Chartered Certified Accountants ("ACCA"), the global body for professional accountants. The Company plans to streamline operations such as global accountancy certification for ACCA which is aiming to transform into a digitally-enabled, global organization, and will be providing support for its members' career development at the same time.

(Note 1) "SAP S/4HANA"

A corporate digital solution equipped with flexibility and scalability for rich features and customization, which enables quick retrieval of latest information via integrated database.

1

Setting up a global center of AI technologies and establishing AI Guidelines



In accordance with the strategy, “Expand global digital offerings,” under the Medium-term Management Plan, NTT DATA has been committing to the expansion of Center of Excellence (“CoE”) (Note 1) across the world and, in May 2019, set up AI CoE as part of the effort. AI CoE is a base to globally provide support for the expansion of digital business using functions to globally accumulate knowledge, train employees, offer technological support, and provide assets (intellectual property) related to AI. With the establishment of the AI CoE, we now have CoEs in four areas: Blockchain, Digital Design, DevOps, and AI. Additionally, NTT DATA established NTT DATA Group’s AI Guidelines that embody our approach to contribute to the realization of “a more affluent and harmonious society” where human beings and AI coexist (“AI society”). In accordance with the guidelines, to realize the AI society where all concerned parties including clients can enjoy the benefit of AI instead of merely using AI as a tool to secure efficiency, we will promote AI research, development, operation, utilization, and so on.

2

Promoting AI-based image diagnosis solution in the medical field through collaboration between industry and academia



We developed an AI-based image diagnostic support solution that assists physicians’ diagnosis by analyzing medical images of patients with AI technologies and showing where diseases may be located.

- In August 2019, NTT DATA and the University of Miyazaki conducted a PoC to detect any abnormality in the kidney with the AI-based image diagnostic support solution. Consequently, it was confirmed that this solution could be applied to patients of different races having different lifestyles from several countries and detect diseases, especially cancer, with a high degree of precision.
- In November 2019, NTT DATA and MED SUPPORT SYSTEMS CO., LTD, launched a PoC to make the AI-based image diagnostic support solution commercially viable in the field of MRI brain-image diagnosis. In this PoC, we developed an AI-based diagnostic support engine and a viewer to verify the effectiveness of the AI-based diagnostic support for MRI brain-images using MED SUPPORT SYSTEMS CO., LTD’s know-how on image diagnosis information systems and NTT DATA’s AI technologies, and assessed their usability.

(Note 1) CoE (Center of Excellence)

A core base where advanced research and development activities are conducted, human resources are developed, and businesses are created.

4

Appendices - Explanatory details of financial results

Consolidated New Orders Received and Order Backlog

Detail of Consolidated New Orders Received (to Clients Outside the NTT DATA Group)

(Billions of Yen)

	FY ended 2019/3 (Results)	FY ended 2020/3 (Results)	FY ending 2021/3 (Forecasts)
Public & Social Infrastructure	391.1	477.0	-
(Main item) Central Government and Related Agencies, Local Government, and Healthcare	194.5	281.3	-
Telecom and Utility	114.0	113.7	-
Financial ^(*1)	458.2	430.7	-
(Main item) Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	361.8	295.8	-
Cooperative Financial Institutions	69.9	113.6	-
Enterprise & Solutions ^(*2)	307.7	342.8	-
(Main item) Retail, Logistics, Payment and Other Service	73.0	78.6	-
Manufacturing	188.8	215.6	-
Data Center, Network, and Other Solutions	38.0	40.0	-
North America	427.6	471.6	-
EMEA & LATAM	457.4	513.7	-

Detail of Consolidated Order Backlog

(Billions of Yen)

Order Backlog	2,457.1	2,636.3	-
Public & Social Infrastructure	416.8	480.8	-
Financial	828.8	812.6	-
Enterprise & Solutions	131.0	140.0	-
North America	784.7	850.3	-
EMEA & LATAM	282.4	334.5	-

(*1) The figures for Financial are the results based on the change of category in which Financial Network Services is recorded, made in the 2nd quarter of the fiscal year ended March 31, 2020.

(*2) New Orders Received of Enterprise & Solutions does not include orders taken via other segments.

Consolidated Net Sales

Detail of Consolidated Net Sales (to Clients Outside the NTT DATA Group)

(Billions of Yen)

		FY ended 2019/3 (Results)	FY ended 2020/3 (Results)	FY ending 2021/3 (Forecasts)
Public & Social Infrastructure		399.6	413.7	-
(Main item)	Central Government and Related Agencies, Local Government, and Healthcare	224.6	231.8	-
	Telecom and Utility	91.1	99.0	-
Financial ^(*1)		491.6	505.5	
(Main item)	Banks, Insurance, Security, Credit Corporations and Financial Infrastructure/Network Services	369.2	379.1	-
	Cooperative Financial Institutions	105.4	100.9	-
Enterprise & Solutions ^(*2)		379.2	428.0	
(Main item)	Retail, Logistics, Payment and Other Service	121.7	146.0	-
	Manufacturing	191.7	214.0	-
	Data Center, Network, and Other Solutions	57.0	57.5	-
North America		416.5	419.3	-
EMEA & LATAM		433.9	449.7	-

Net Sales by Products and Services (to Clients Outside the NTT DATA Group) ^(*3)

(Billions of Yen)

Consulting	233.9	272.3	-
Integrated IT Solution	584.9	613.0	-
System & Software Development	602.1	587.9	-
Maintenance & Support	666.7	706.6	-
Others	76.0	87.0	-
Net Sales by Products and Services Total	2,163.6	2,266.8	-

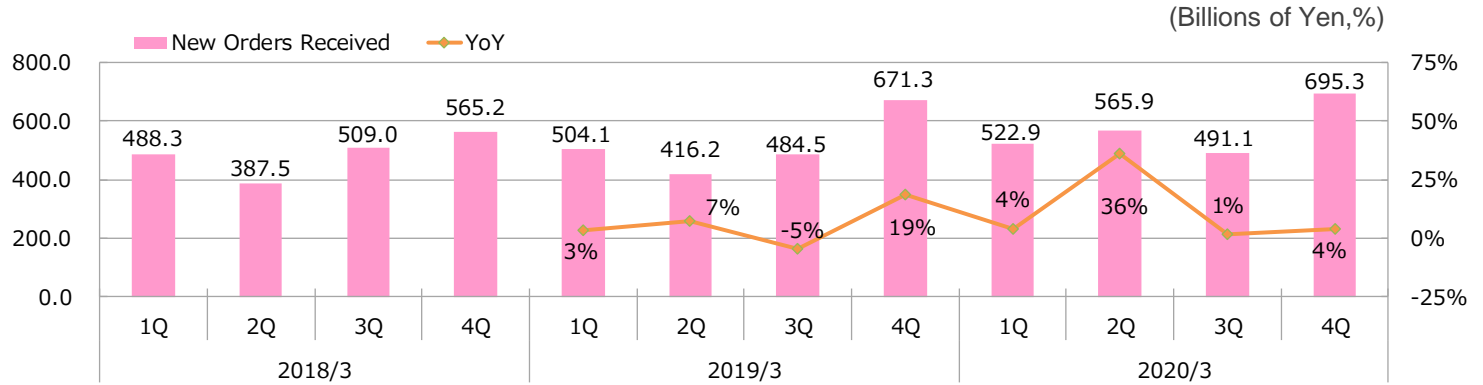
(*1) The figures for Financial are the results based on the change of category in which Financial Network Services is recorded, made in the 2nd quarter of the fiscal year ended March 31, 2020.

(*2) Net Sales of Enterprise & Solutions does not include sales of projects undertaken through other segments.

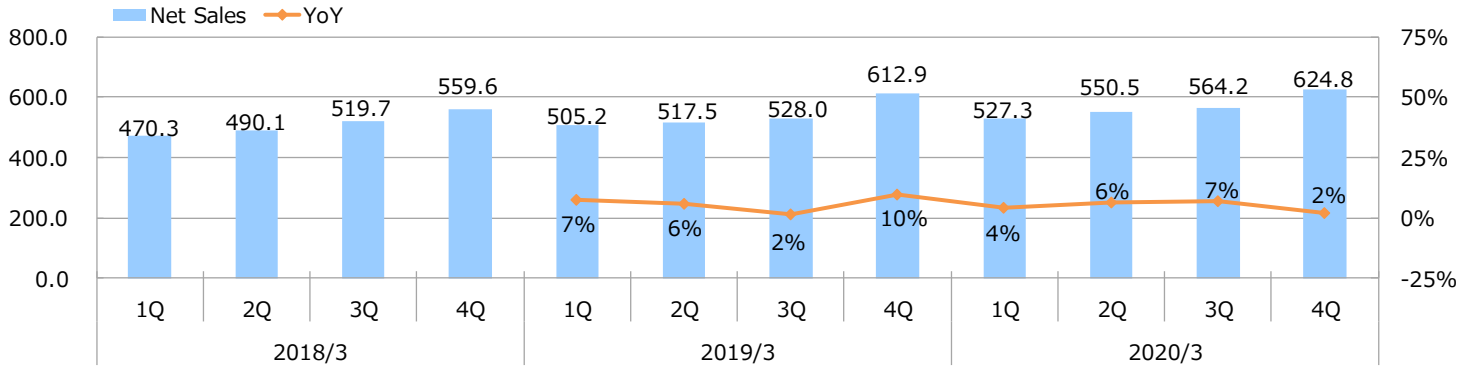
(*3) The figures for Net Sales by Products and Services (to Clients Outside the NTT DATA Group) show results based on the revision of the categories and the details recorded, made up to the 3rd quarter of the fiscal year ended March 31, 2020.

Trends in Quarter (Consolidated)

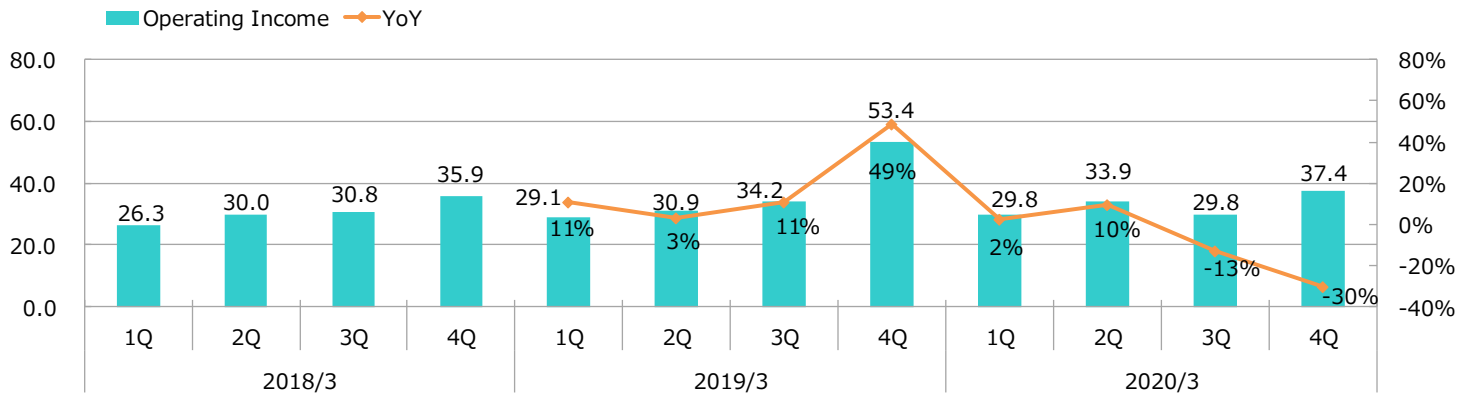
■ New Orders Received



■ Net Sales



■ Operating Income



Foreign exchange rates

(used for the conversion of the amount of new orders received and incomes and expenditures)

(Yen,%)

	FY ended 2019/3 (Results)	FY ended 2020/3 (Results)	YoY (%)	FY ending 2021/3 (Forecasts)	YoY (%)
	①	②	$(②-①) / ①$	③	$(③-②) / ②$
USD	110.88	108.60	-2.1%	-	-
EUR	128.37	120.81	-5.9%	-	-

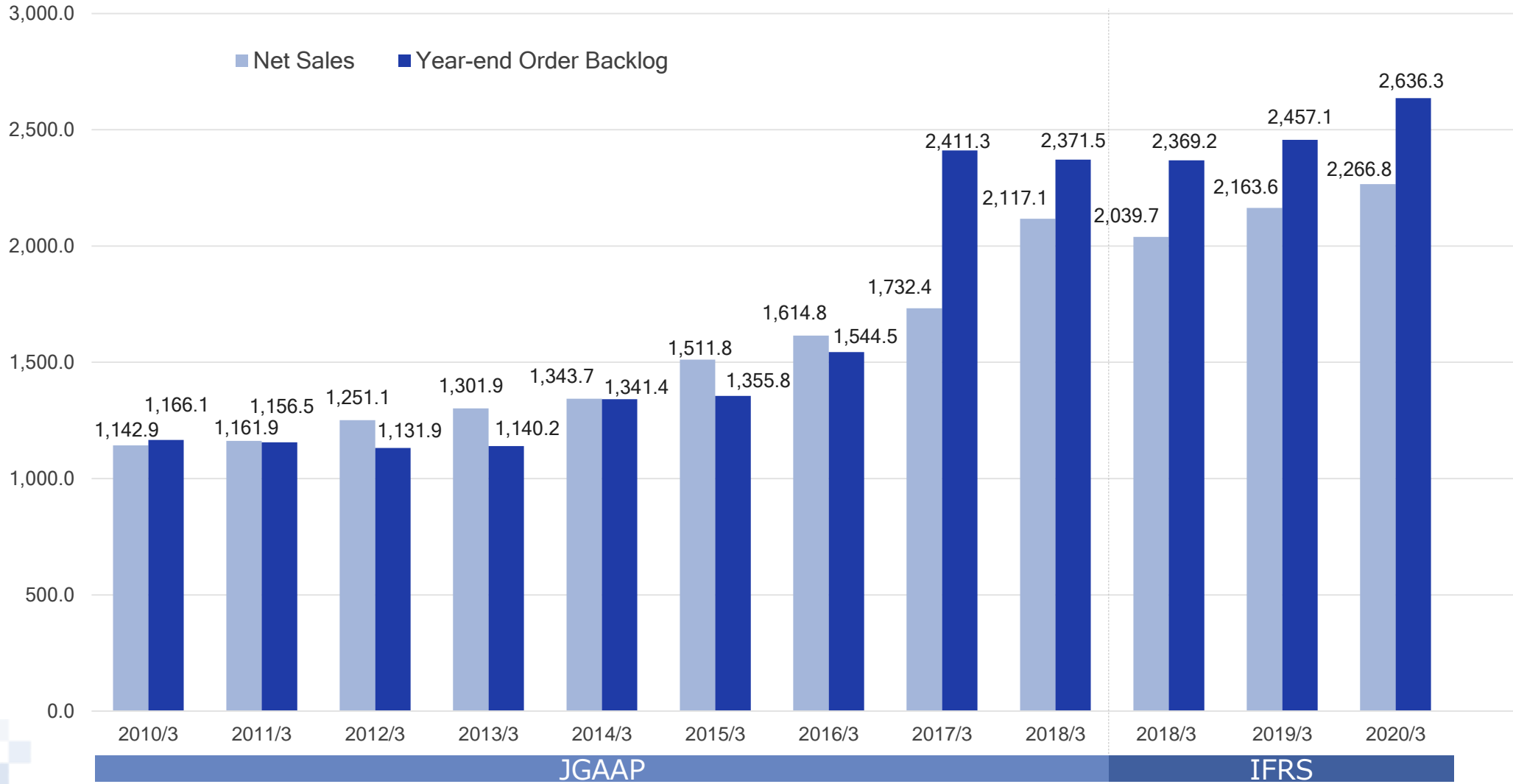
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Appendices

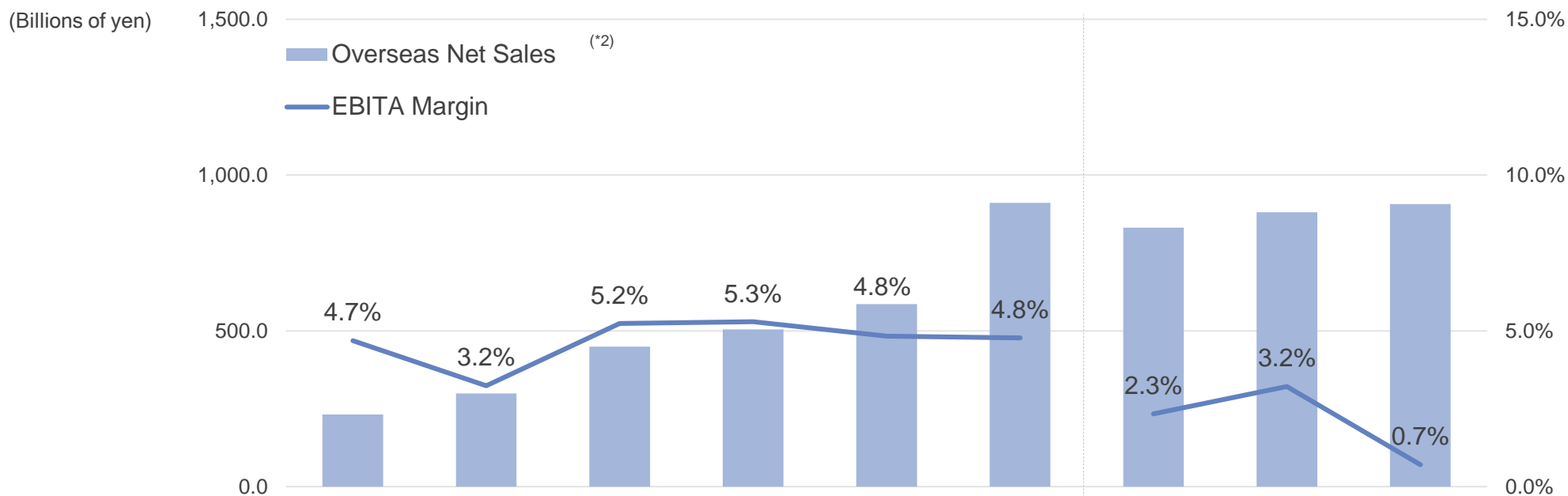
- Mid- to long-term financial trends -

Trend of Order Backlog and Net Sales

(Billions of yen)



Overseas Net Sales and Profitability Trends ^(*)



	JGAAP						IFRS		
(Billions of yen)	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3
Overseas ^(*) net sales	231.3	298.7	449.0	504.4	586.3	911.1	831.3	881.1	906.7
EBITA ^(**)	10.8	9.6	23.5	26.6	28.2	43.4	19.4	28.3	6.4

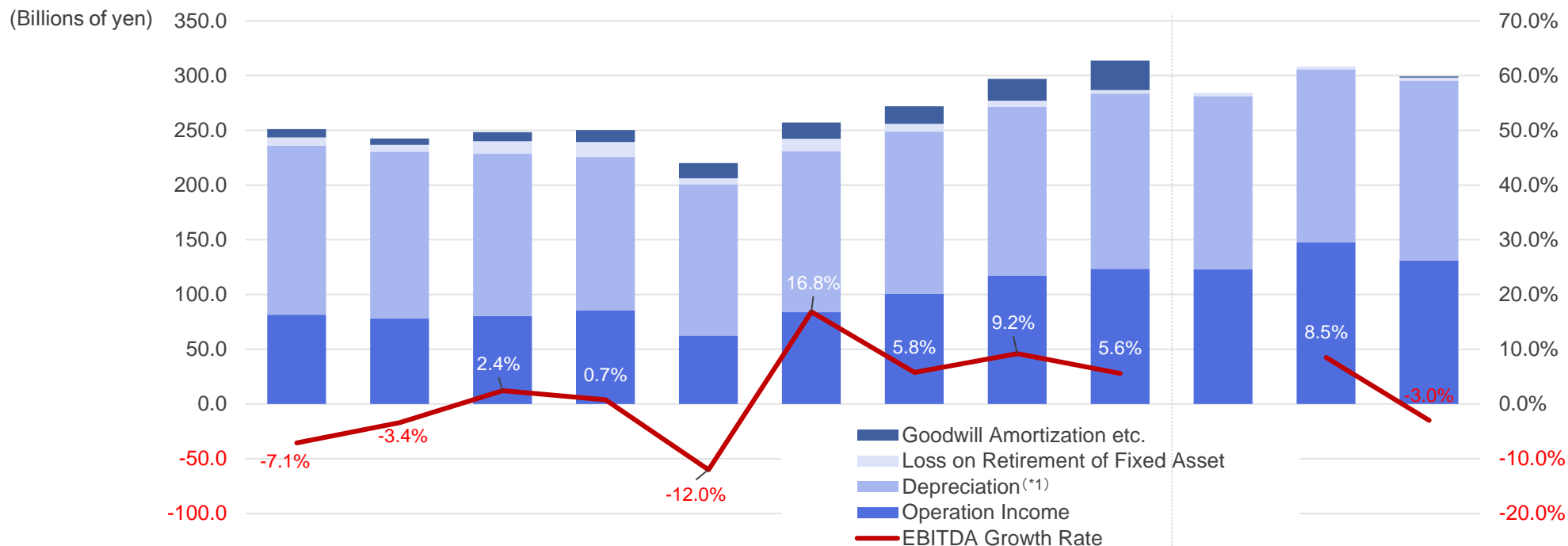
(*1) The figures for the periods until FYE 3/2017 are those for the former Global Segment, and from FYE 3/2018 and later, are the total of North America/EMEA & LATAM Segments and China and APAC.

(*2) Net sales to Clients Outside the NTT DATA Group.

(*3) EBITA (JGAAP) = operating income (JGAAP) + amortization of goodwill and intangible assets subject to purchase price allocation (PPA) arising from acquisition and others

(*3) EBITA (IFRS) = operating income (IFRS) + amortization of intangible assets subject to purchase price allocation (PPA) arising from acquisition and others

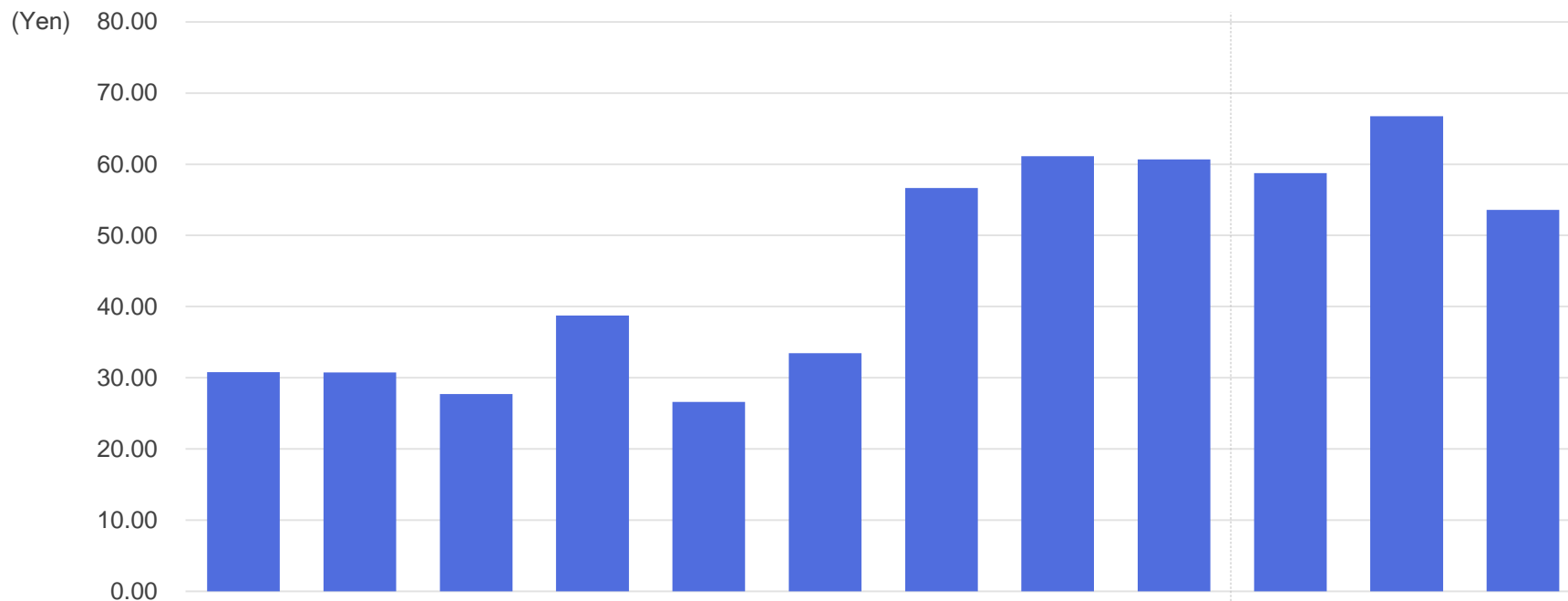
EBITDA Trend



	JGAAP									IFRS		
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3
Operation Income	81.6	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	130.9
Depreciation ^(*)	154.5	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	164.4
Loss on Retirement of Fixed Asset	7.4	6.3	11.3	13.8	5.6	11.6	7.2	5.4	3.2	3.1	2.7	2.9
Goodwill Amortization etc.	7.5	5.7	8.3	10.7	14.0	14.7	16.0	20.0	26.9	-	-	1.0
EBITDA	251.1	242.6	248.5	250.3	220.2	257.3	272.1	297.1	313.7	284.2	308.4	299.2

(*1) The figures for FYE 3/2020 were calculated excluding the impact amount of 34.8 billion yen (estimate) of IFRS 16 (new lease standard) which has been applied since April 2019.

EPS Trend



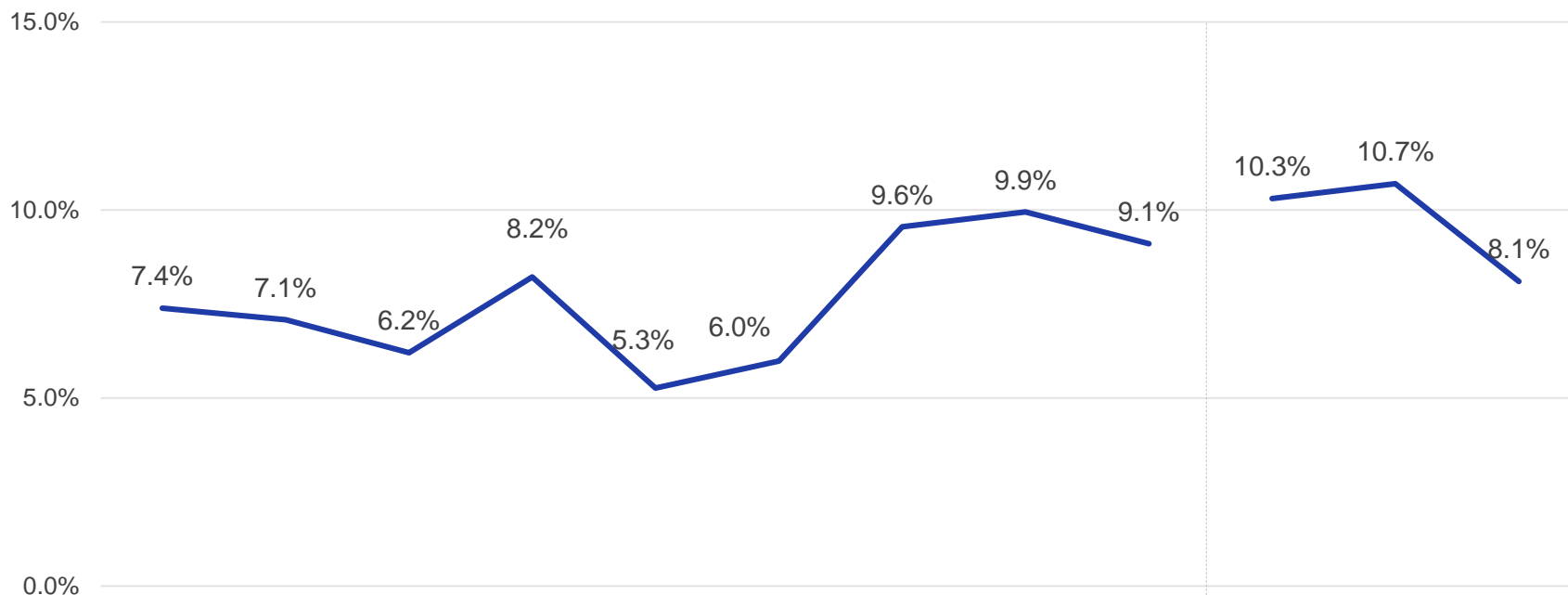
	JGAAP									IFRS		
	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3
Net Income Attributable to Shareholders of NTT DATA (Billions of yen) (*1,2)	43.1	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	75.1
EPS (yen) (*3)	30.78	30.73	27.69	38.73	26.59	33.45	56.64	61.15	60.68	58.75	66.75	53.58

(*1) "Net Income Attributable to Owners of Parent" based on JGAAP.

(*2) Figures based on JGAAP include adjustments for goodwill amortization and others (including impairment loss).

(*3) Conducted stock split which shall split of common stock at a ratio of 1:5 as of the effective date of July 1, 2017. EPS is referring to the amount after stock split.

ROE ^(*1) Trend



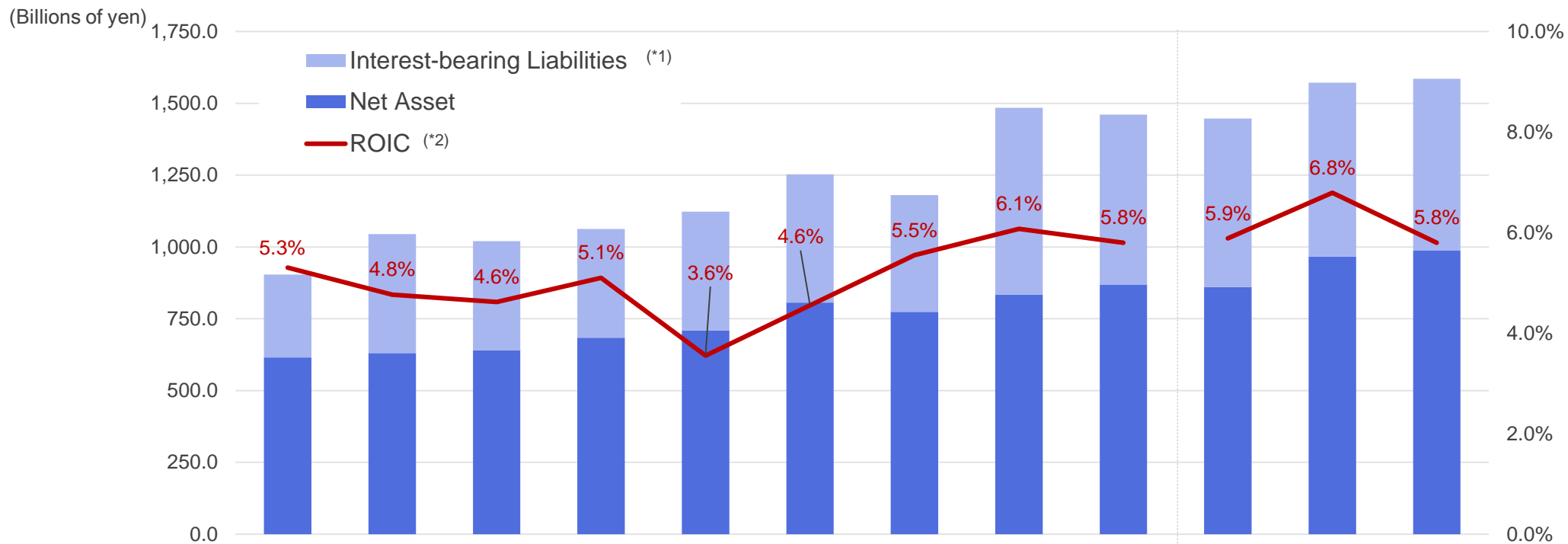
	JGAAP									IFRS		
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3
Net Income Attributable to Shareholders of NTT DATA ^(*2,3)	43.1	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	75.1
Equity EOY ^(*3)	597.1	620.0	632.5	688.9	728.4	839.8	823.3	904.6	963.3	826.2	925.7	939.7

(*1) ROE = Net Income attributable to shareholders of NTT DATA / average equity during the period.

(*2) "Net Income Attributable to Owners of Parent" based on JGAAP.

(*3) Figures based on JGAAP include adjustments for goodwill amortization and others (including impairment loss).

ROIC Trend

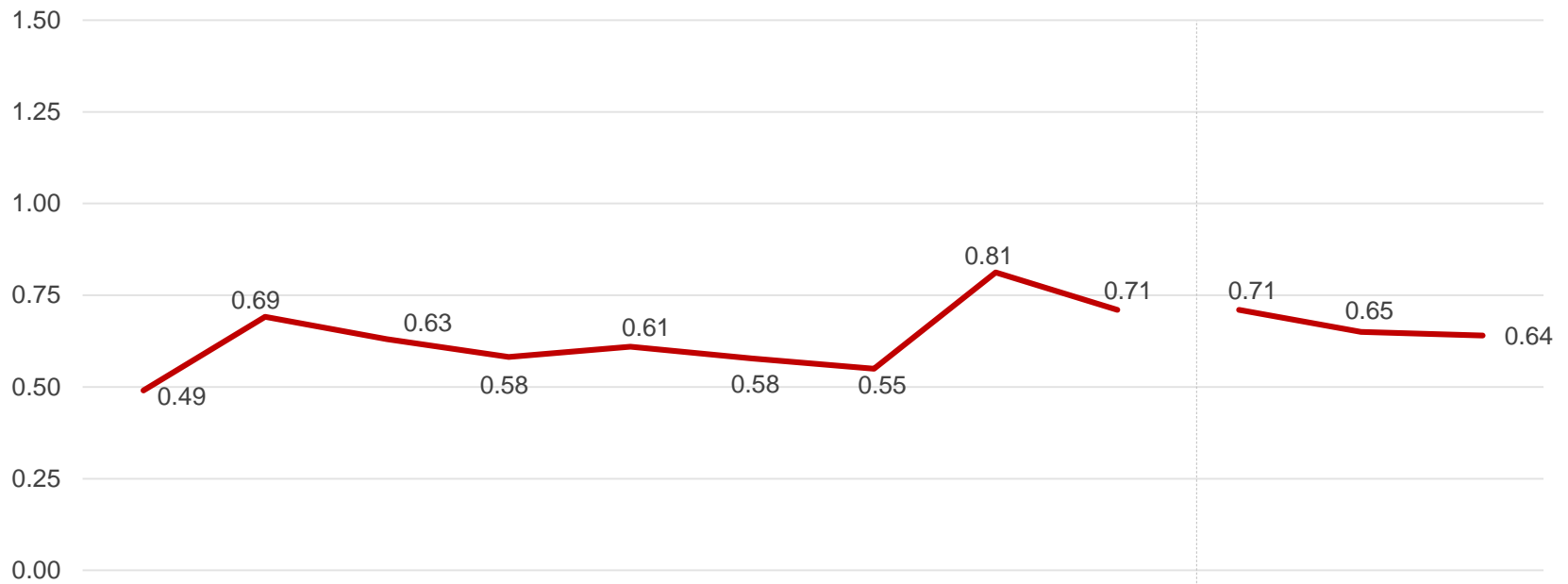


	JGAAP								IFRS			
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3
Operating Income	81.6	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	130.9
Effective Tax Rate	40.69%	40.69%	40.69%	38.01%	38.01%	35.64%	33.06%	30.86%	30.86%	30.86%	30.62%	30.62%
Net Asset	615.1	630.3	639.7	684.2	709.8	806.2	773.6	833.7	868.8	860.5	966.8	987.4
Interest-bearing(*1) Liabilities	289.1	414.4	380.2	378.3	412.9	446.9	407.0	650.8	592.0	586.3	605.0	598.0

(*1) The figures based on JGAAP are the total of borrowings, bonds, and lease payables. The figures based on IFRS are the total of borrowings and bonds.

(*2) ROIC = (operating income × (1 - effective tax rate)) / (average net assets during the period + average interest-bearing liabilities during the period)

D/E Ratio ^(*) Trend

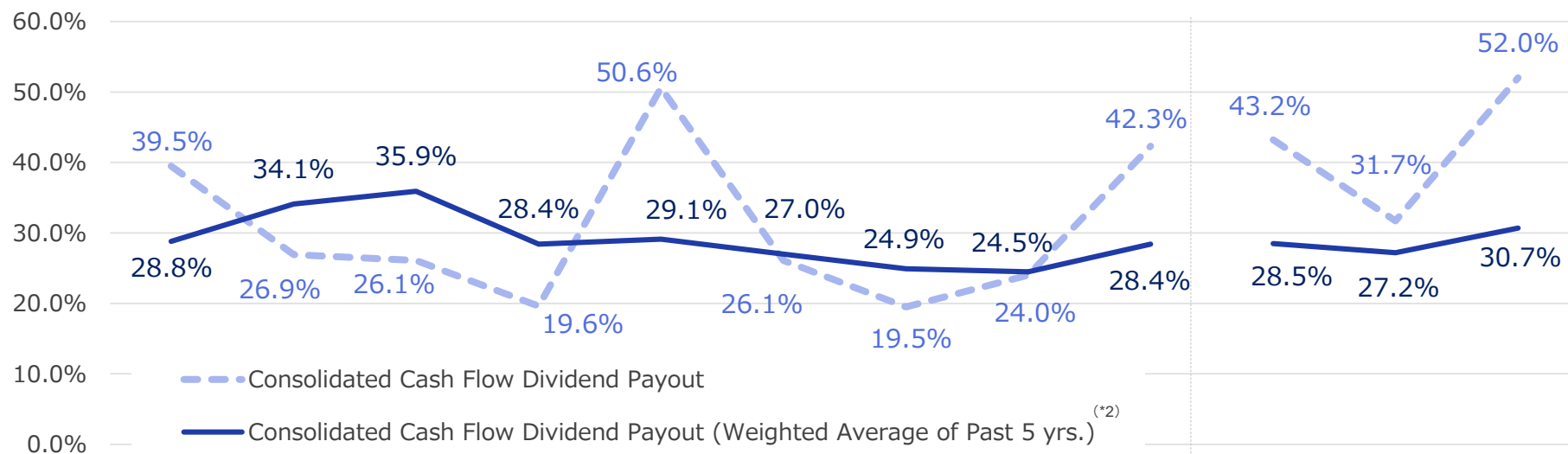


	JGAAP									IFRS		
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3
Net Asset	615.1	630.3	639.7	684.2	709.8	806.2	773.6	833.7	868.8	860.5	966.8	987.4
(Main Item)Net Asset Non-controlling Interests	30.6	28.7	34.0	32.8	32.9	32.7	32.7	31.5	35.0	34.3	41.1	47.7
Interest-bearing ^(*) Liabilities ^(*)	289.1	414.4	380.2	378.3	412.9	446.9	407.0	650.8	592.0	586.3	605.0	598.0

(*1) D/E ratio = interest-bearing liabilities / (net asset – non-controlling interests)

(*2) The figures based on JGAAP are the total of borrowings, bonds, and lease payables. The figures based on IFRS are the total of borrowings and bonds.

Consolidated Cash Flow^(*) Dividend Payout Trend



	JGAAP									IFRS		
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3
Net Income Attributable to Shareholders of NTT DATA ^(*)3,4)	43.1	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	75.1
Depreciation ^(*)5)	154.5	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	164.4
Loss on Retirement of Fixed Asset	7.4	6.3	11.3	13.8	5.6	11.6	7.2	5.4	3.2	3.1	2.7	2.9
Capital Investment	-162.5	-139.0	-133.9	-122.1	-147.7	-140.9	-134.0	-158.1	-198.6	-194.8	-179.2	-193.8
Consolidated Cash Flow	42.5	62.5	64.5	86.0	33.2	64.5	100.6	87.6	49.6	48.7	75.1	48.6
Dividends per Share(JPY) ^(*)6)	12	12	12	12	12	12	14	15	15	15	17	18
Total Dividends	16.8	16.8	16.8	16.8	16.8	16.8	19.6	21.0	21.0	21.0	23.8	25.2

(*1) Consolidated Cash Flow = net income attributable to shareholders of NTT DATA + depreciation cost + loss on retirement of fixed assets – capital investment

(*2) For “weighted average of past 5 yrs.” in IFRS, figures based on JGAAP are used for FYE 3/2017 and earlier.

(*3) “Net Income Attributable to Owners of Parent” based on JGAAP.

(*4) Figures based on JGAAP include adjustments for goodwill amortization and others (including impairment loss).

(*5) The figures for FYE 3/2020 were calculated excluding the impact amount of 34.8 billion yen (estimate) of IFRS 16 (new lease standard) which has been applied since April 2019.

(*6) Conducted stock split which shall split of common stock at a ratio of 1:5 as of the effective date of July 1, 2017. EPS is referring to the amount after stock split.



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