

NTT DATA Company Briefing Session

December 16, 2022
NTT DATA Corporation
Executive Vice President
Yutaka Sasaki

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

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Changes in the Business Environment



Online education

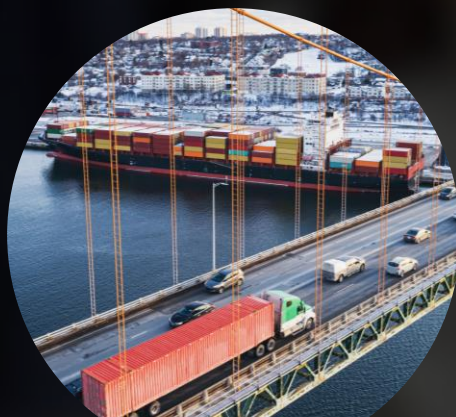


Online telemedicine



Teleworking,
online meetings

Social Issues in The Era of New Normal



Supply chain



Industry-government
collaboration

Changes in the Business Environment



Escalating climate change issues

Increased demand to contribute to the global environment



01

About NTT DATA

NTT DATA's Profile

Mission Statement

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

Group Vision

Trusted Global Innovator

Company Name

NTT DATA Corporation

Head Office

Toyosu Center Bldg., 3-3, Toyosu 3-chome, Koto-ku, Tokyo 135-6033, Japan

CEO

Yo Honma President and CEO, Representative Director

Offices

56 countries and regions

History

- 1967 Established DATA Communications Bureau within Nippon Telegraph and Telephone Public Corporation
- 1988 NTT DATA founded
- 1995 Listed on the Second Section of the Tokyo Stock Exchange
- 1996 Listed on the First Section of the Tokyo Stock Exchange
- 2022 Listed on the Prime Section of the Tokyo Stock Exchange

Number of Employees*

About 190,000

*As of October 1, 2022

NTT DATA's Business

NTT DATA combines various IT services and advanced technologies to deliver the optimal services and solutions to clients around the world.

Major NTT DATA Services

Coordination and project management capabilities for working with multiple partners and large-scale projects from a balanced position

Long history and experience in creating numerous society-wide, cross-industry paradigms and a strong, healthy financial base supporting these efforts

Integrated IT Solutions

- One-stop support for everything from IT system concept planning to development, operation, and maintenance
- Full-cycle IT services supplied to clients and society
- Options for clients to use systems built on capital investment and assets held by NTT DATA

Consulting

Thinking of clients' business together with clients to develop the concept of their IT systems

System Integration / Software Development

Receiving requests from clients to develop their systems individually

Maintenance / Support

Undertaking management and operation related to clients' IT on their behalf

Consulting and process transformation capabilities based on foresight for identifying trends, sophisticated technological prowess, and ability to create

Power to create founded on robust expertise pertaining to business processes and sophisticated development capabilities gained through businesses conducted with clients in wide-ranging industries Power to connect to be acquired through overseas business combination with NTT Ltd.

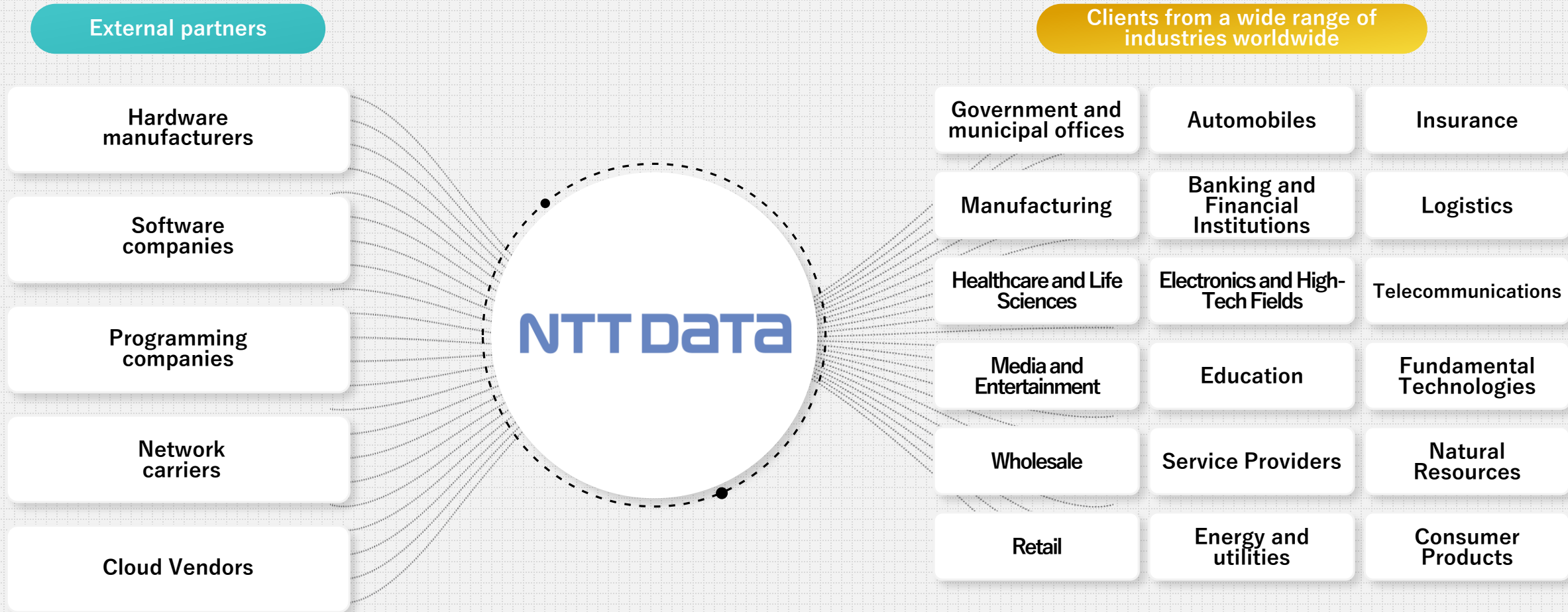
System management and operation capabilities honed through reliable operation of critical IT systems supporting social foundations

Trust and connections formed through Long-Term Relationships with clients

NTT DATA's Strengths and Points of Differentiation

NTT DATA's Business

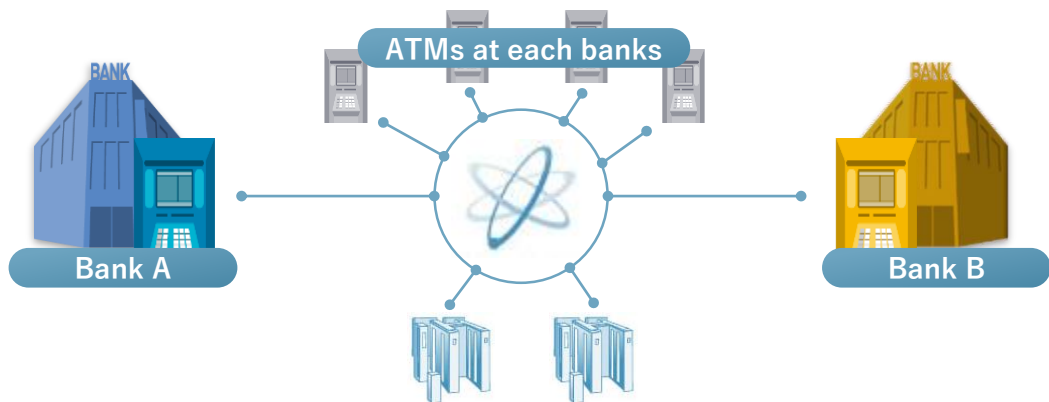
Familiarizing with the businesses of clients to globally provide them with optimal IT services chosen from various options



NTT DATA's Services and Solutions

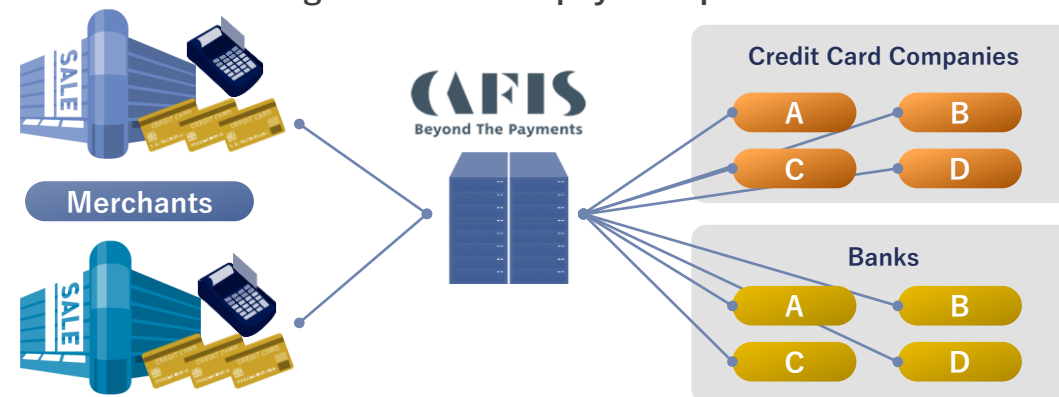
Integrated ATM Switching Service

A system that relays ATM transactions of all financial institutions



CAFIS*

Integrated cashless payment platform



*CAFIS : Credit And Finance Information Switching system

D-Resilio

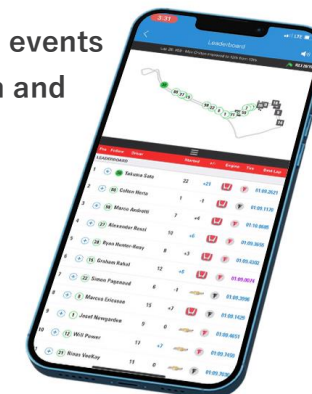
Launch of Digital Disaster Prevention Platform to Support Total Disaster Response Operations



INDICAR MOBILE

NTT DATA provides smart solutions, including mobile application development

- ✓ Mobile AP enabling fans experience real-time race events
- ✓ Received high ratings, enhanced brand recognition and reputation, and expanded the fan base

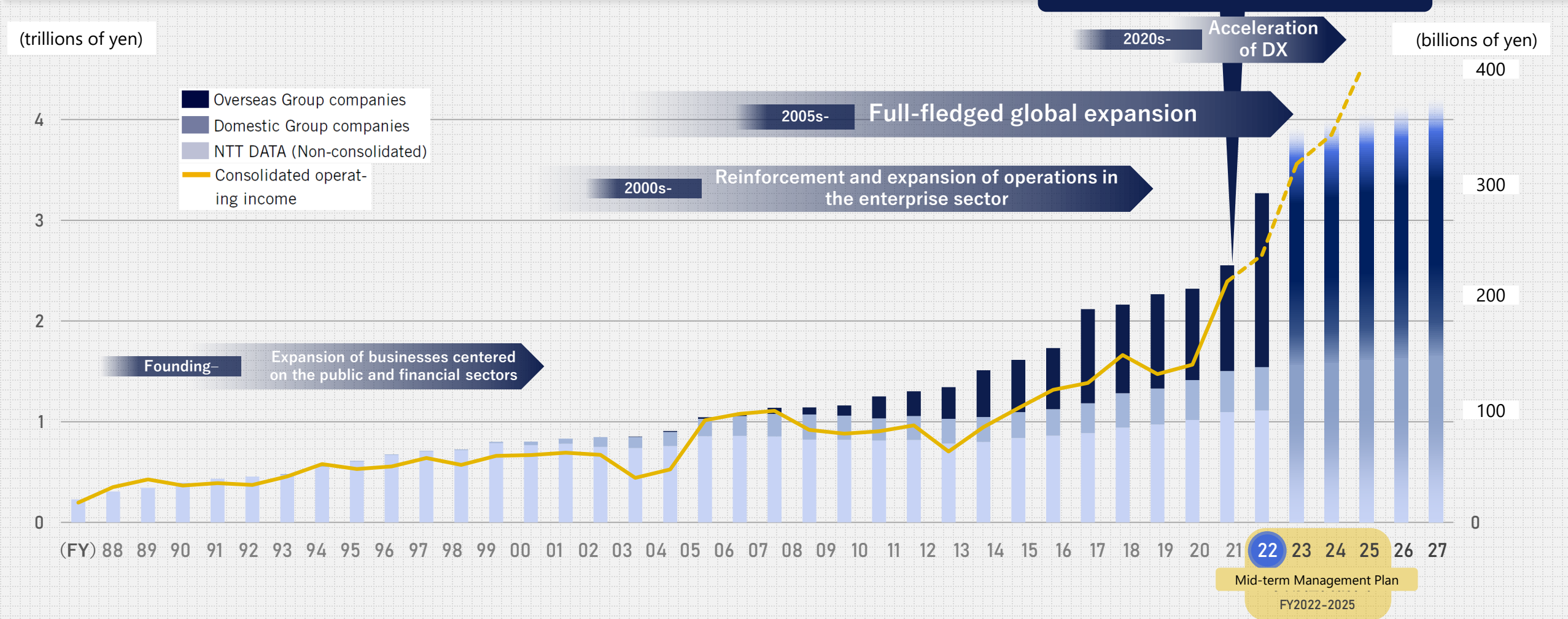


Changes in Net Sales

Net sales has been increasing for 33 consecutive years since the company was founded, and has kept growing in four phases

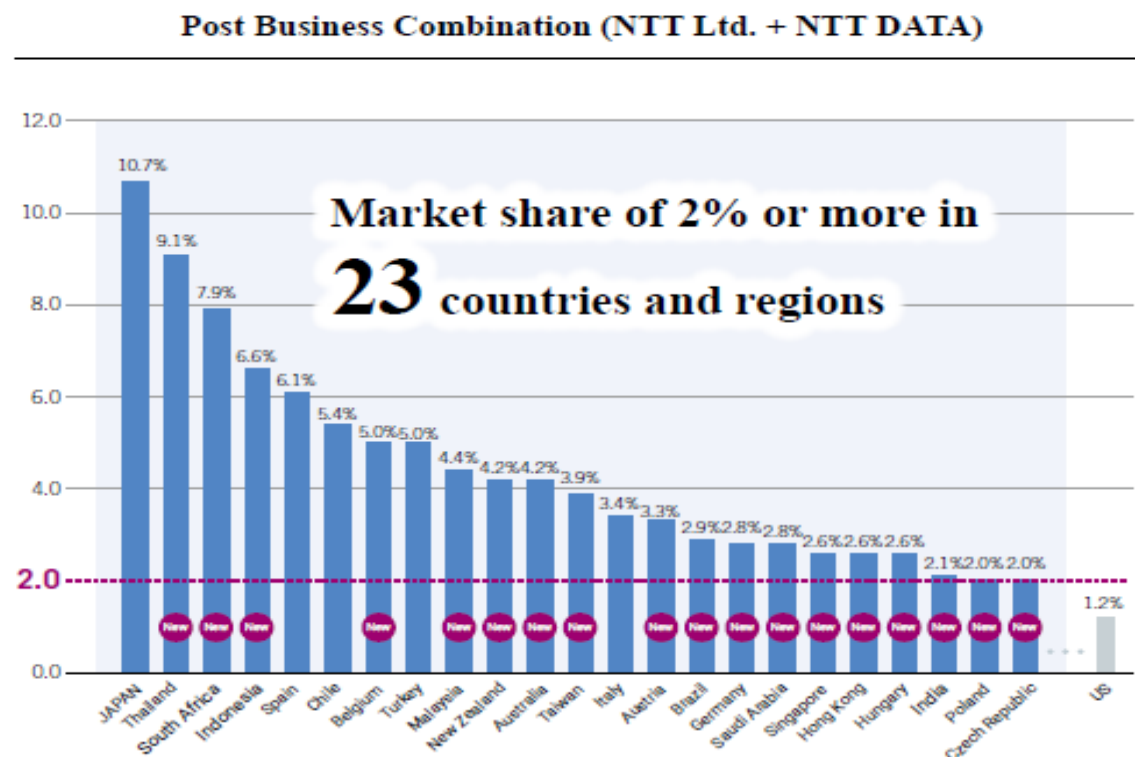
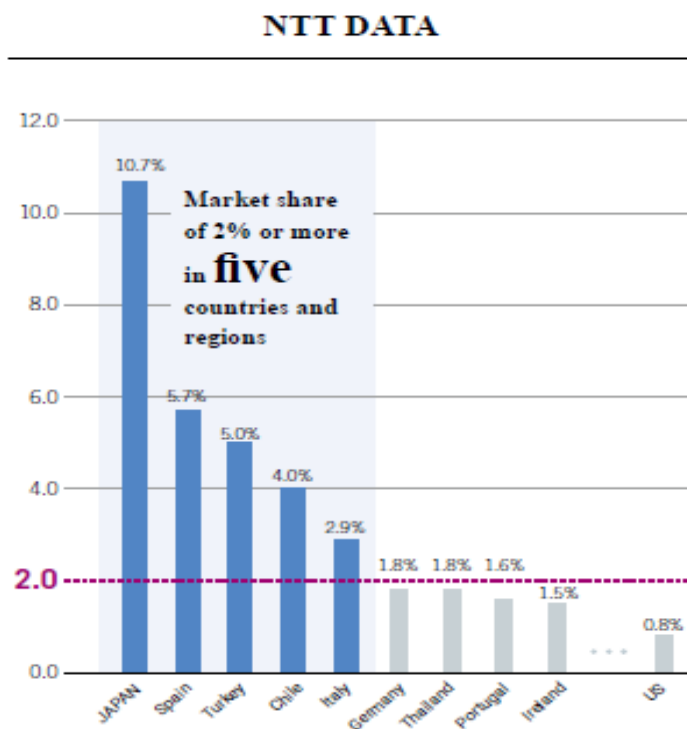
FY2021 Results

Net sales	2.55	trillion yen
Operating income	212.6	billion yen



Our Presence in Overseas Market

The business combination with NTT Ltd. will increase the number of countries and regions in which the Company boasts a market share of 2% or more to 23



*Graphs / charts are created by NTT DATA based on Gartner Research, and market share(%) is calculated by NTT DATA.
Source: Gartner "Market Share: IT Services, Worldwide 2021, Neha Sethi et al., 8 April 2022"Revenue in Current US\$basis.

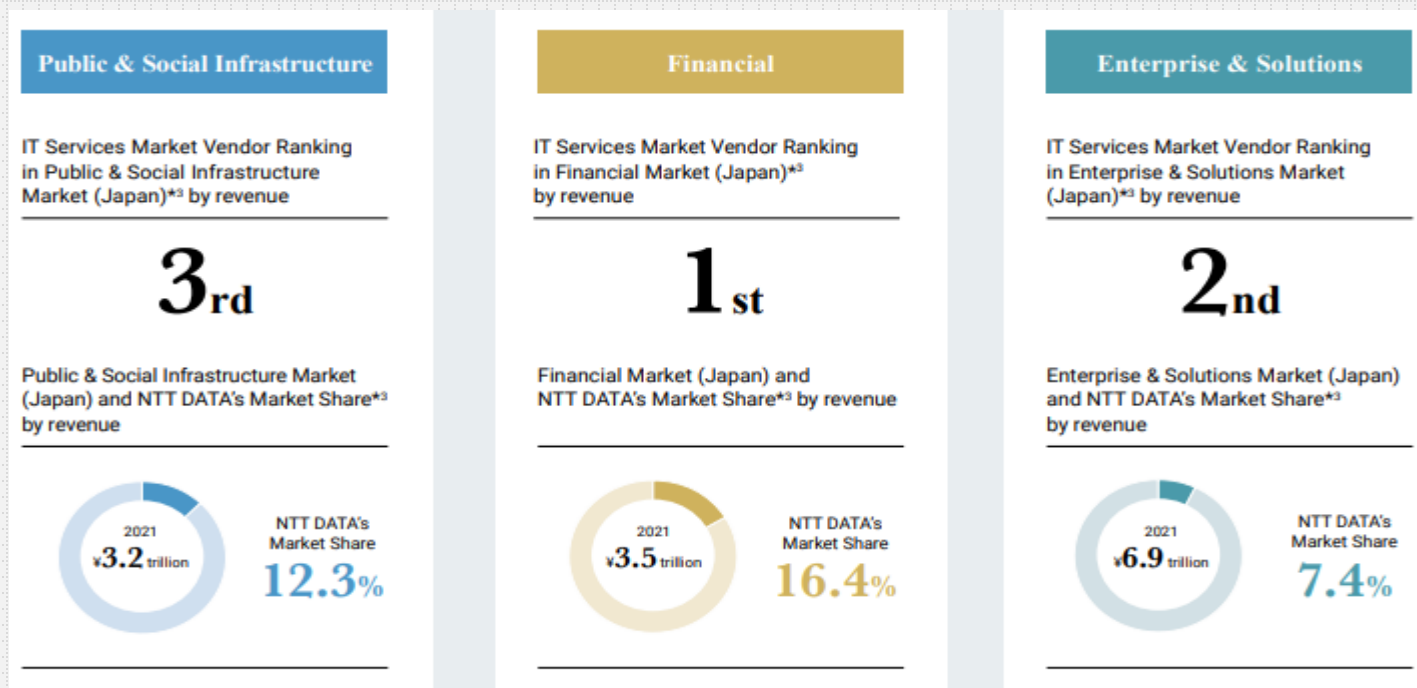
The Gartner Report(s) described herein (the "Gartner Report(s)") represent(s) opinion or viewpoints published, as part of a syndicated subscription service, by Gartner, Inc. ("Gartner"), and are not representations of fact. Each Gartner Report speaks as of its original publication date (and not as of the date of this Prospectus) and the opinions expressed in the Gartner Report(s) are subject to change without notice.

If the Company achieves market share of 2% or more in a country or a region, its level is estimated as sufficient for ranking among the top 10 sellers within the given country or region. Figures are calculated based on revenue in 2021.

Our Presence in Domestic Market

While we have gained a large market share in each market, there is still room for growth in enterprise and solutions markets

NTT DATA's Domestic Rankings, Market Share, and The Size of Domestic Market in 2021*



* Graphs / charts are created by NTT DATA based on Gartner Research, and the figures are calculated by NTT DATA.

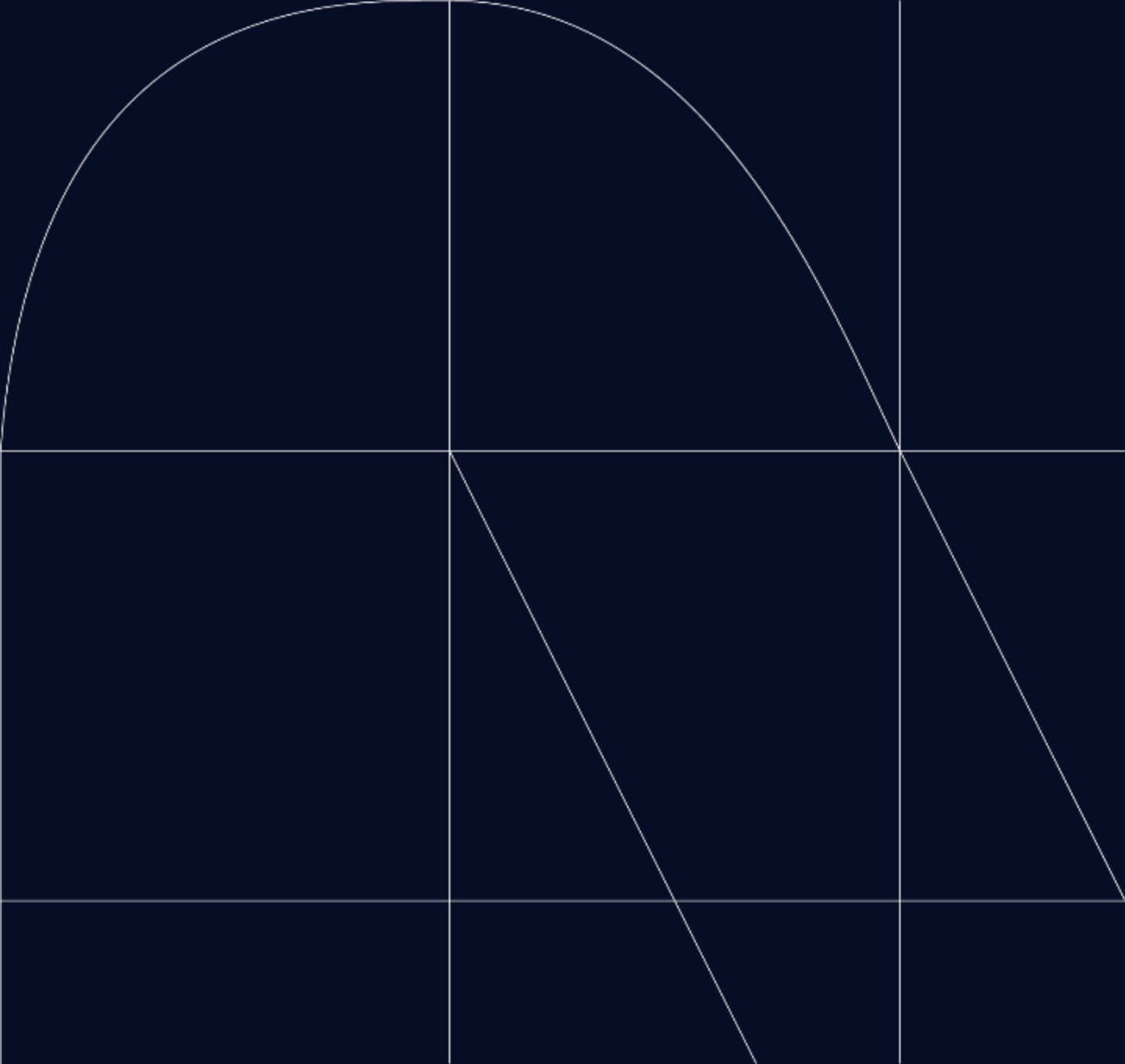
Source: Gartner "Market Share: IT Services, Worldwide 2021, Neha Sethi et al., 8 April 2022"

Public & Social Infrastructure Market: Government, Education, Healthcare and Life Sciences, Power and Utilities / Financial Markets: Banking & Investment Services, Insurance / Enterprise & Solutions Market: Transportation, Wholesale Trade, Communication Media and Services, Manufacturing & Natural Resources, Retail, Oil and Gas

The Gartner Report(s) described herein (the "Gartner Report(s)") represent(s) opinion or viewpoints published, as part of a syndicated subscription service, by Gartner, Inc. ("Gartner"), and are not representations of fact. Each Gartner Report speaks as of its original publication date (and not as of the date of this Prospectus) and the opinions expressed in the Gartner Report(s) are subject to change without notice.

02

Growth Strategy



02-1

Medium-Term Management Plan

Our Journey to Business Growth

3

Stage

Realizing a Sustainable Future

Connect people with technology to create value and a sustainable future with our clients.

Midpoint to Global 3rd Stage (2019-21)

Pursuing profitable global growth with consistent belief and courage to change.

- Revenue: ¥2.55T
- Global Business: 41%
- Clients > \$50M: 82

2

Recognized Global Brand(2016-18)

NTT DATA: Ascend; Rise & grow our global Brand

- Revenue: ¥2.16T
- Global Business: 41%
- Clients > \$50M: 50

1

Increased Global Coverage (2005 -2015)

A global corporate group that provides diverse IT services

- Revenue: ¥1.61T
- Global Business: 31%
- Clients > \$50M: < 10



**New MMP
(2022-25)**

NTT DATA aims to achieve consolidated net sales of over 4 trillion yen, consolidated operating income margin of 10%, or approximately 400 billion yen*4.

Consolidated Net Sales

End of FY2021

¥2.55T



over ¥4T

FY2025

Client Base*3

End of FY2021

82 companies



120 companies

FY2025

Consolidated Operating Income Margin*4

End of FY2021

8.3%



10.0%

FY2025

Overseas EBITA Margin*4

End of FY2021

6.5%



10.0%

FY2025

*1: Figures are based on the business combination between NTT DATA and NTT Ltd.

*2: NTT Ltd.'s earnings forecasts are figures that can be grasped at this time and are based on certain assumptions.

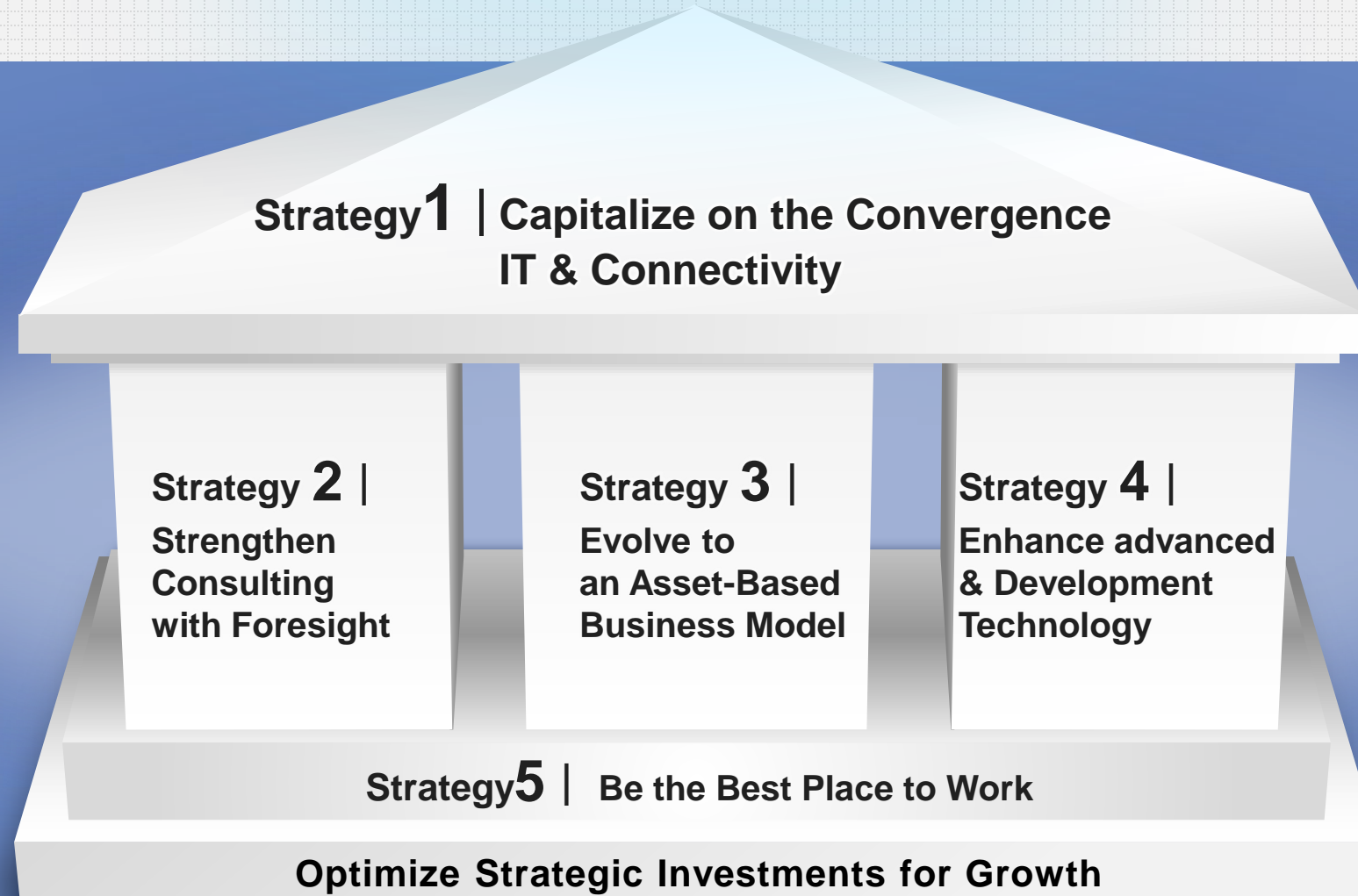
*3: Clients with annual sales of 5 billion yen or more (JP) or \$50 million or more (outside JP)

*4: Excluding one-time costs for M&A, structural reform, etc.

MMP's Overall Strategy

Realizing a Sustainable Future

Connect people with technology to create value and a sustainable future with our clients



Strategy 1 - Capitalize on the Convergence IT & Connectivity

Provide Edge to Cloud services that leverage various client contact points and data to create new social platforms that transcend corporate and industry boundaries.



Business combination of NTT DATA and NTT Ltd.

The business combination with NTT Ltd. will enable us to incorporate the Company's power to connect, and to thereby evolve a company that can comprehensively supply services born out of the convergence of IT & connectivity.

NTT DATA

System Integration Capabilities Centered on Consulting and Application Services

- **Long-term Relationships** with clients in advanced fields
- **Consulting capabilities and deep understanding** of clients in various industries
- **Application** and other services combining **system integration and technical capabilities**
- **Capability to create Innovation** in digital businesses

Business
Combination
Oct 2022

NTT Ltd.

Strength in Edge-to-Cloud Operation Services

- Experience in businesses related to **data centers and network infrastructure**
- **System integration, managed services**, and other capabilities
- **Broad client base** including hyper scalers
- Services supplied to **approx. 190 countries around the world**

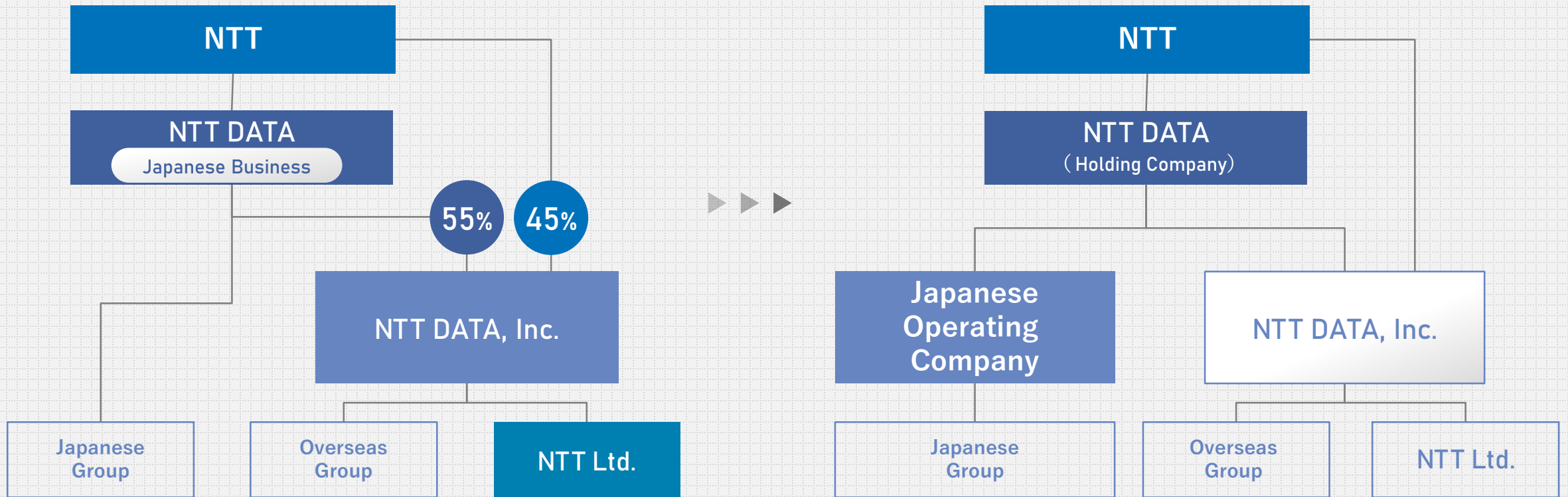
Business Combination Schedule

In October 2022, we established NTT DATA, Inc. to implement the overseas business combination, and the overseas business was transferred to the new company.

In July 2023, the domestic business will be transferred to the Japanese operating company to further strengthen the management structure.

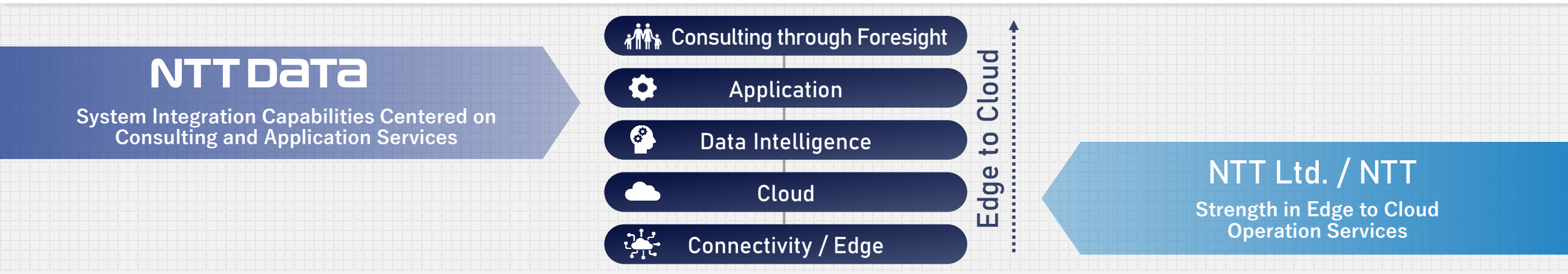
STEP 1 | Oct. 2022-
Establishment of Overseas Operating Company

STEP 2 | Jul. 2023-
Separation of NTT DATA into Holding Company and Japanese Operating Company

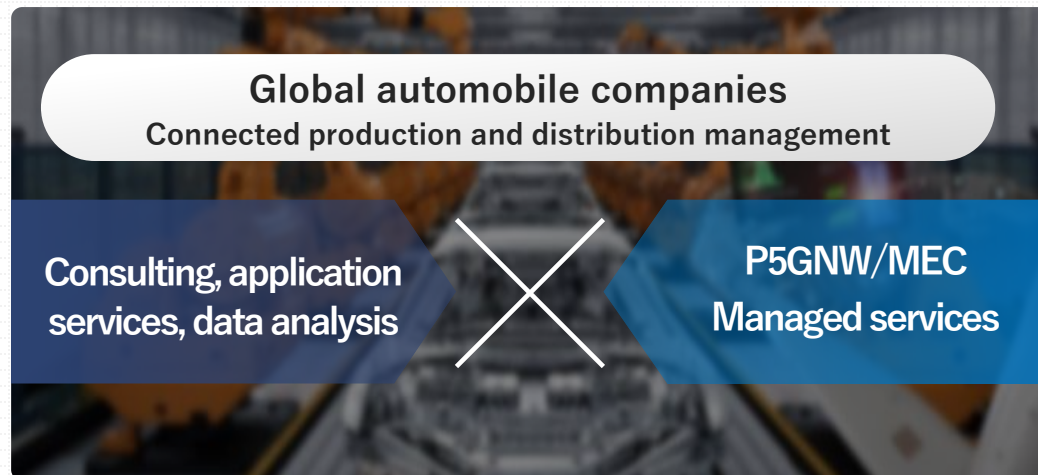


【Case Study】 Combination of Capabilities of NTT Ltd. and NTT DATA

By combining NTT Data's system integration capabilities with NTT Ltd.'s infrastructure construction capabilities, we have created an ever-evolving business ecosystem that leverages private 5G



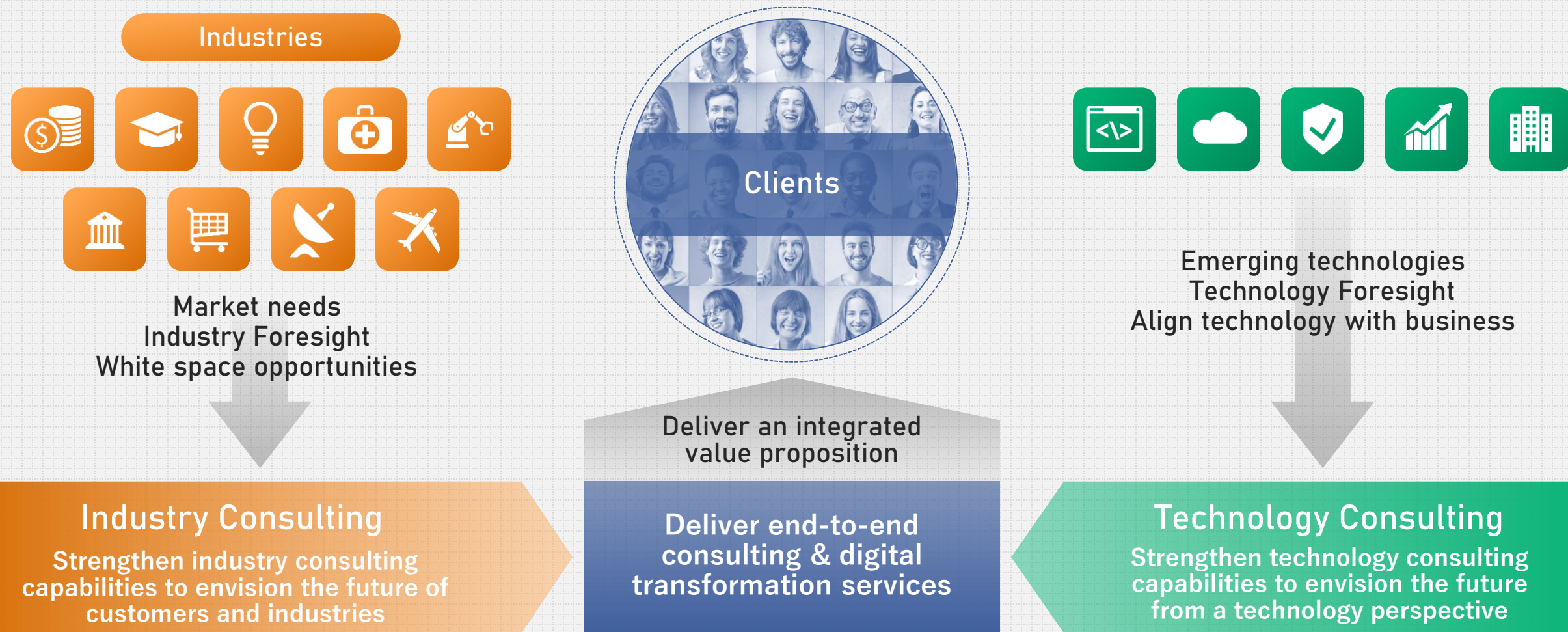
Private 5G Coordination between NTT Ltd. and NTT DATA



*AVP: Automated valet parking. A service that performs parking operations automatically and unmanned in place of a driver.

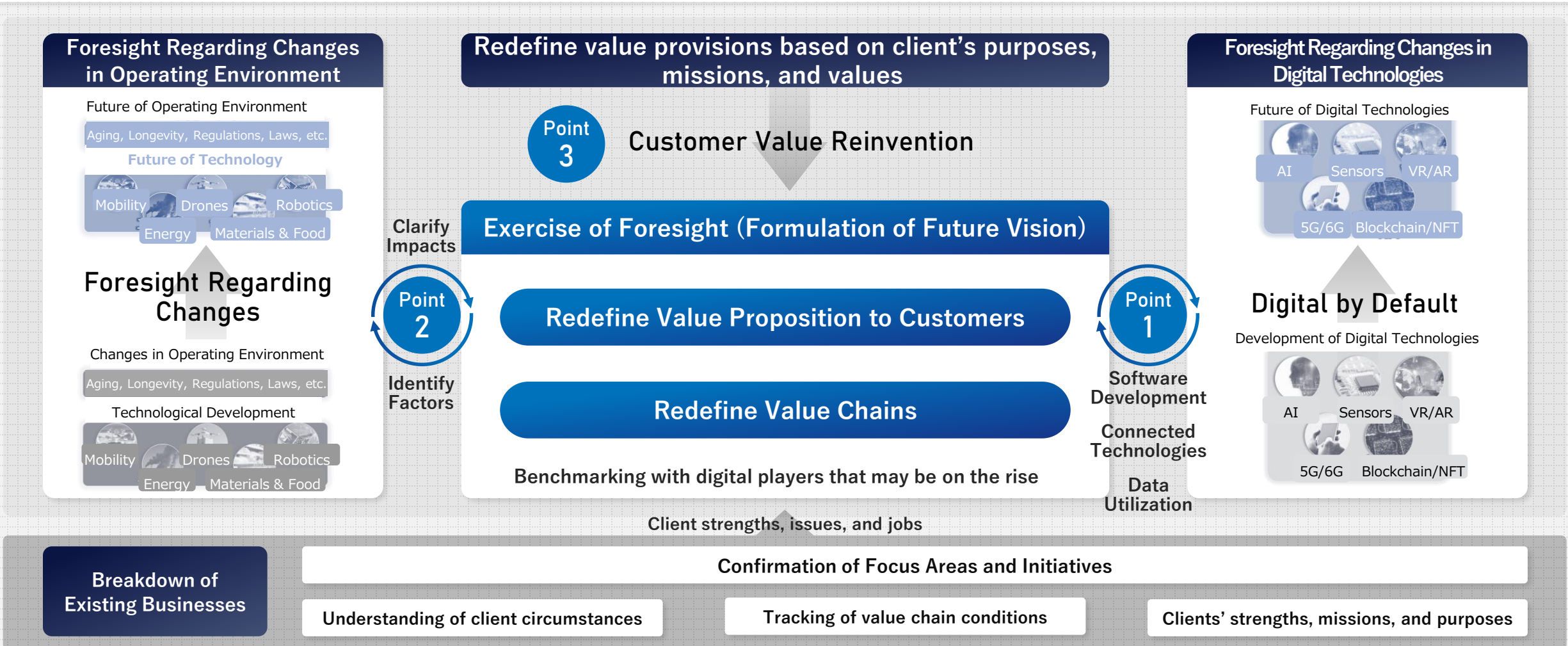
Strategy 2 - Strengthen Consulting with Foresight

Support client growth & business transformation as a co-creation partner through our consulting capabilities that envision the future with industry and technology foresight



Strategy 2 | Overview of the Foresight Design Method

Exercise a vision for the ideal future (foresight) based on purpose, mission, and value in light of technological developments and operating environment changes



Optimize Strategic Investments for Growth

Secure and execute a certain amount of investment in strategic areas and global M&As for further growth toward the Global 3rd Stage

Strategic Investments

- Investments in Five Focus Industries*¹



Healthcare/
Life Science Auto Insurance Telco Banking

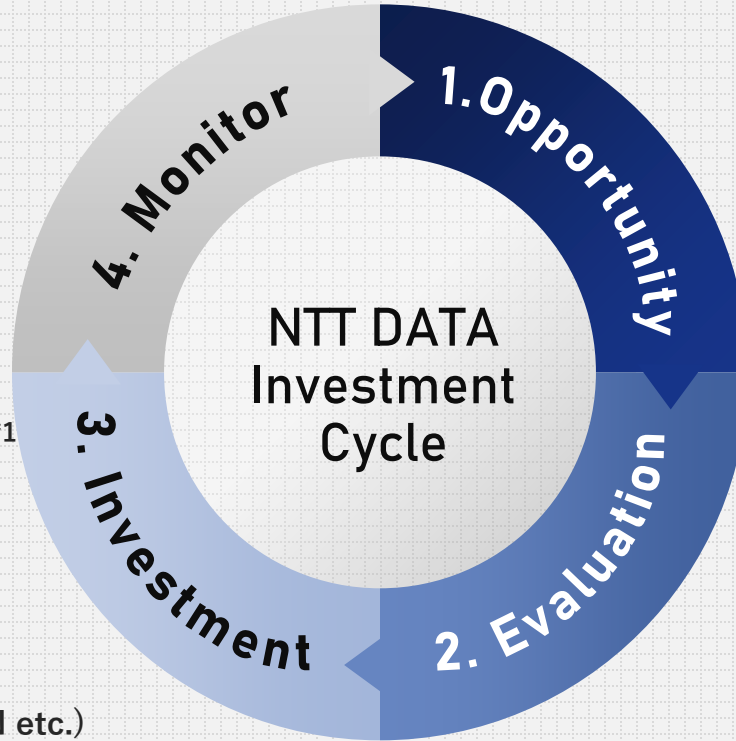
- Investments in Five Focus Technologies*¹



Cloud D&I Cyber Security EAS ADM

- Investments for Transforming Society

(Cross-industry coordination, Sustainability, IOWN etc.)



Global M&A Activities

- M&A activities for acquiring digital capabilities
- M&A activities for expanding shares in North America and other major markets
- Strategic partnership for advancing competitiveness

*1 as of 2022.4

Governance

GSIC: Global Strategic Investment Committee

Effective strategizing and management through global committees

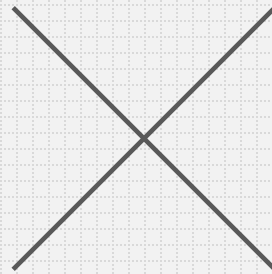
02-2

Sustainability Management

NTT DATA Sustainability Management

We will further enhance our ability to create and connect, and provide new value toward the realization of a sustainable society by combining these two strengths.

Create new social platforms and innovative services that transcend corporate and industry boundaries



Consulting ability starting from Foresight

Asset-based business development ability

Cross-industry collaboration that connects companies

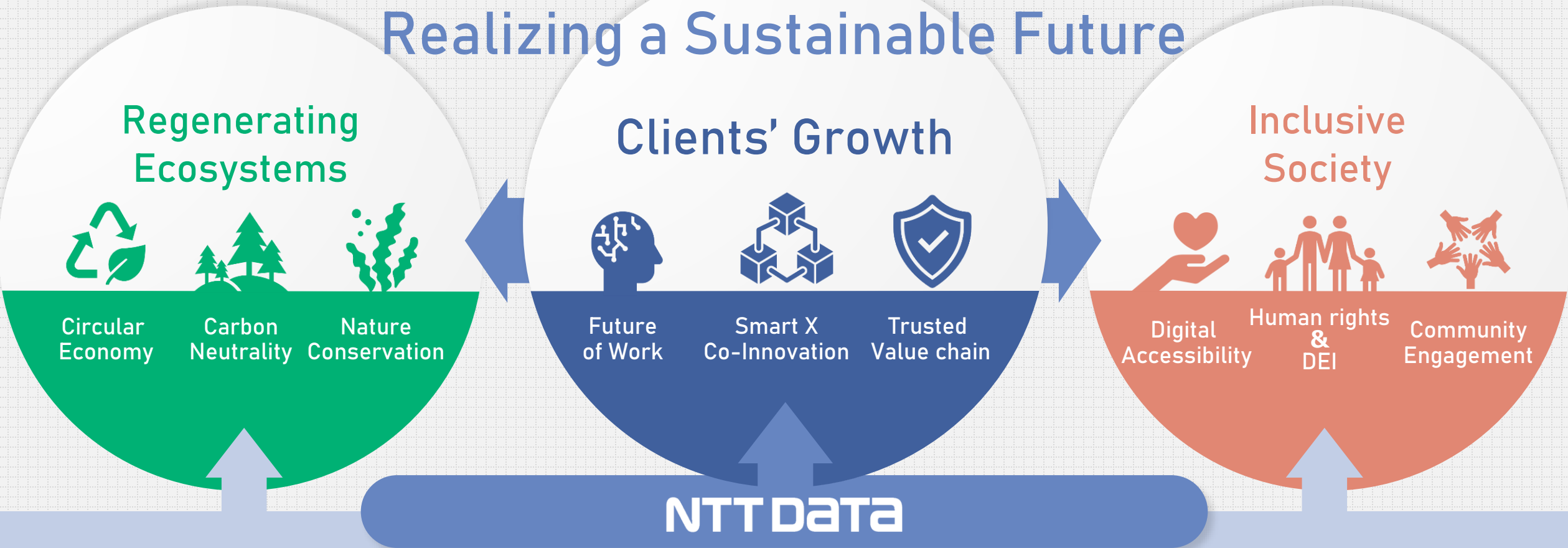
Edge-to-Cloud that connects everything

New value propositions for the realization of a sustainable society

NTT DATA seeks to grow together with clients by helping preserve the environment and addressing social issues to contribute to the realization of a sustainable society through its

Business Activities by IT and **Corporate Activities of IT**

Realizing a Sustainable Future



Creating value for sustainability

Materiality to Realize a Sustainable Society

Under the three pillars of "Environment, Economy, and Society," the entire Company, including business divisions, has evaluated opportunities and risks, and has established nine material issues as Materiality.

We will make a global effort to realize a sustainable society.

Environment Regenerating Ecosystems Preserving the global environment for the future



Carbon Neutrality



Contribute to solving climate change issues by creating innovations to decarbonize society and clients



Circular Economy



Ensure resource traceability to create a society where the value of products and services continues to circulate.



Nature Conservation



Generate sound global environment and contribute to people's well-being by conserving and recovering nature capital.

Economy Clients' Growth Companies achieving growth in ways that support a sustainable society



Smart X Co-innovation



Create new value through co-creation with various companies to achieve a smart and innovative society.



Trusted Value Chain



Uphold data privacy and security to ensure safe, secure and resilient corporate activities.



Future of Work



New ways of working that enhance employee experience and performance. Provide and promote work style reforms for society as a whole.

Society Inclusive Society Achieving a society where everyone can live healthy and happy lives



Human Rights & DEI



Work to create an equitable society where a diverse range of people thrive and respect each other's human rights.



Digital Accessibility



Deliver services that provide everyone with equal access to basic needs and improve people's quality of life.



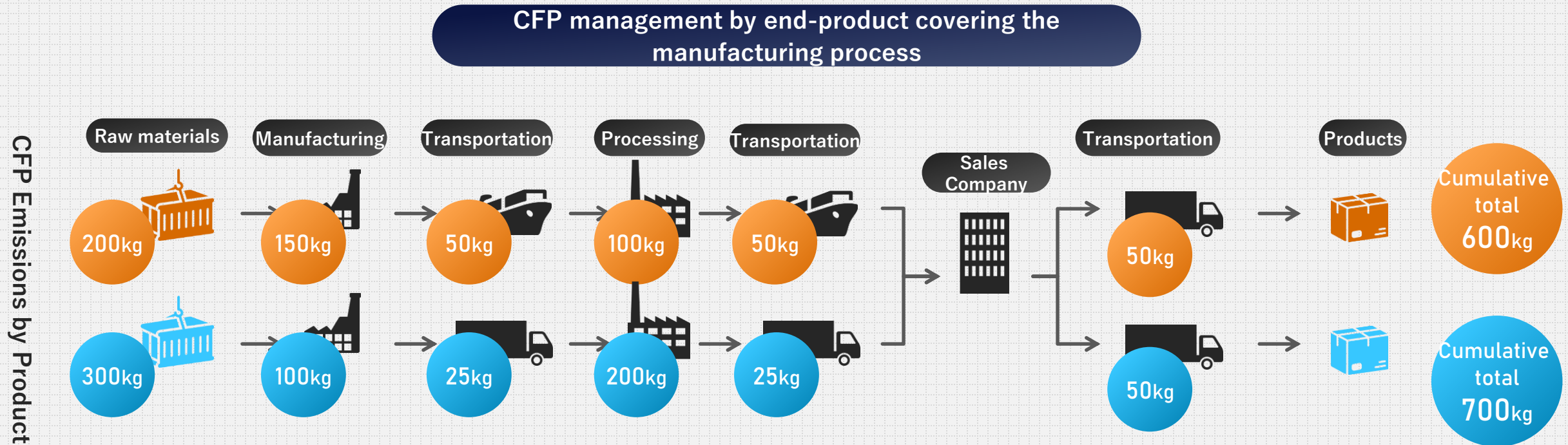
Community Engagement



Understand the challenges and needs for the development of local communities and provide services that enrich people's lives.

【Case Study】 Product-Specific Carbon Footprint Management Platform for Manufacturers – Joint Development with Asahi Kasei

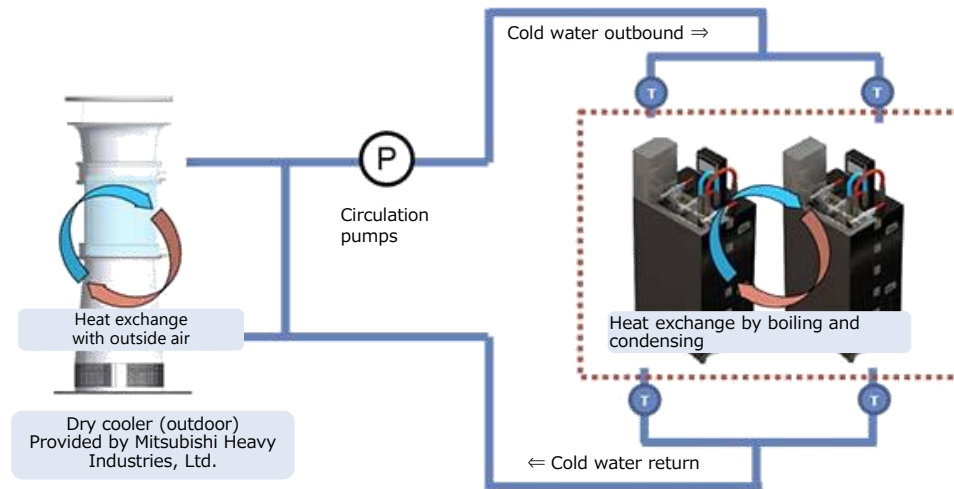
Developed a carbon footprint (CFP) management platform by end-product, enabling management across the entire manufacturing process



In addition to Scope 1 and 2, the visualization of Scope 3 by product and manufacturing process has been realized.

The liquid immersion cooling approach enabled to reduce cooling energy use by as much as 97%

Liquid Immersion Cooling Systems



Overview of the liquid immersion cooling system

Succeeded up to

97%
reduction

of energy use for cooling in comparison to conventional air-cooling systems

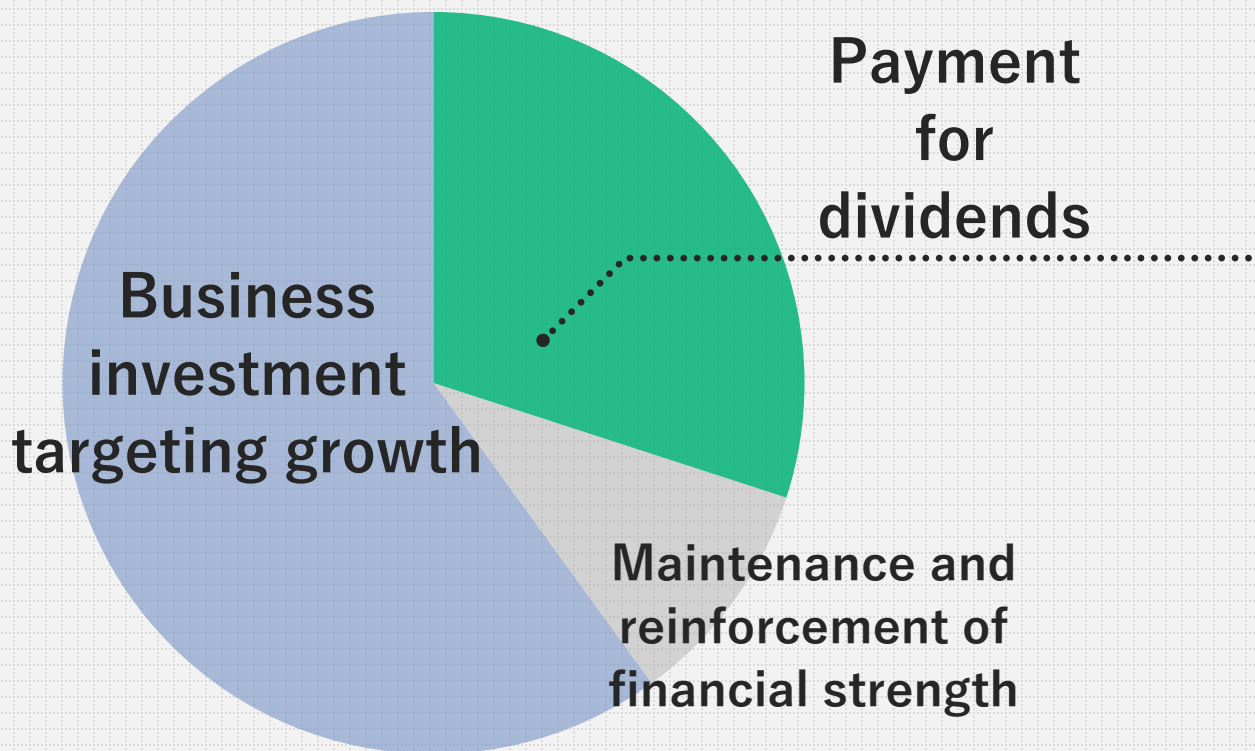
03

Shareholder Returns

Capital Allocation Policy

Cash is allocated in consideration of the balance between growth investment, shareholder returns, and maintaining and strengthening financial position of the Company.

Allocation of Funds



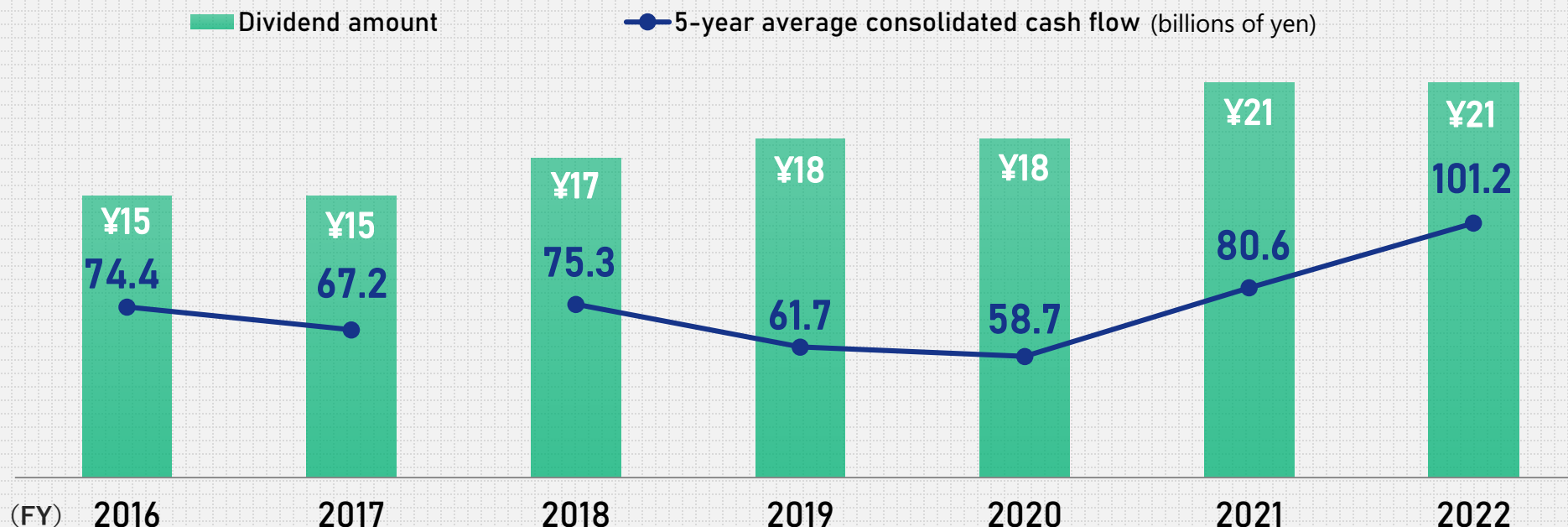
Annual Dividend
on FY2023/3

21yen (forecast)

Changes of Dividend Amount

Placing value on maintaining mid- to long-term cash flow dividend payout ratio for dividend amount, which increases along with an increase in consolidated cash flow

Dividend amount and 5-year average consolidated cash flow



※Excluding the impact of business combination between NTT DATA and NTT Ltd.

※Figures for FY2017 and earlier are based on JGAAP and those from 2018 onwards are based on IFRS.

※In October 2013, 100-for-1 stock split of common shares was conducted and the unit share system was adopted. Dividend per share is recorded with an amount considering this stock split. On July 1, 2017, a 5-for-1 stock split was conducted. Dividend per share is recorded with an amount considering this stock split.

※Consolidated cash flow = net income attributable to shareholders of NTT DATA + depreciation cost + loss on retirement of fixed assets – capital investment

※For “weighted average of past 5 yrs.” in IFRS, figures based on JGAAP are used in FY2016 and earlier.

Global 3rd Stage Goal

Our Mission Statement

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

Group Vision

Trusted Global Innovator



Realizing a Sustainable Future

Connect people with technology to create value and a sustainable future with our clients.

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546899545646 7 65
543564984 8904 69
543549589749 690
274974843255 65 98

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546899545646 7 65
543564984 8904 69
543549589749 690



Thank you for your attention

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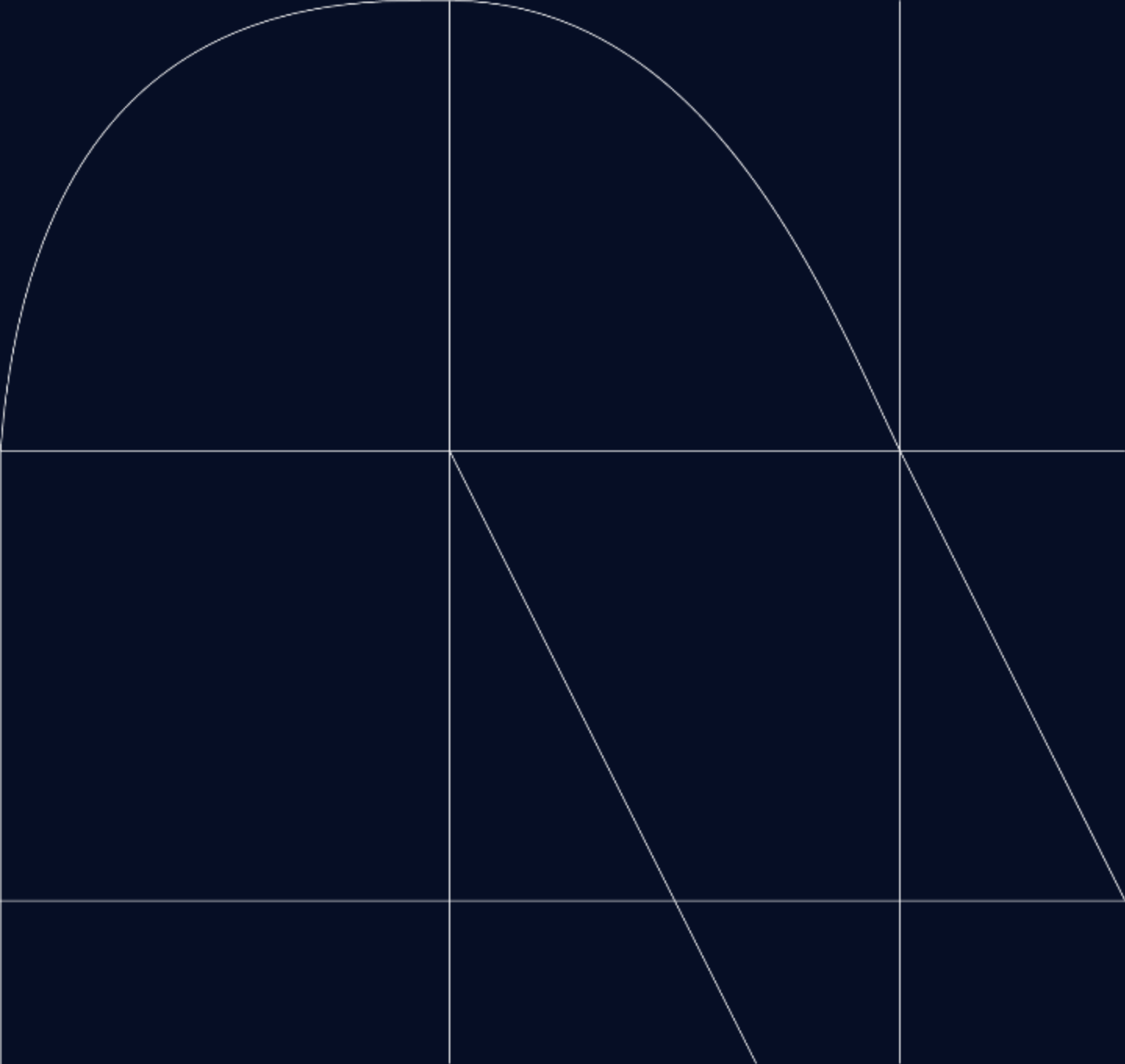
Notes

* Descriptions and predictions in this document are based on current information and may change due to domestic and international economies, trend in the information service industry, and development of new services and technologies. Therefore, the Group will not guarantee its certainty.

* Services and products described in this document are registered trademarks or trademarks of NTT DATA CORPORATION or its group companies.





05

Appendix



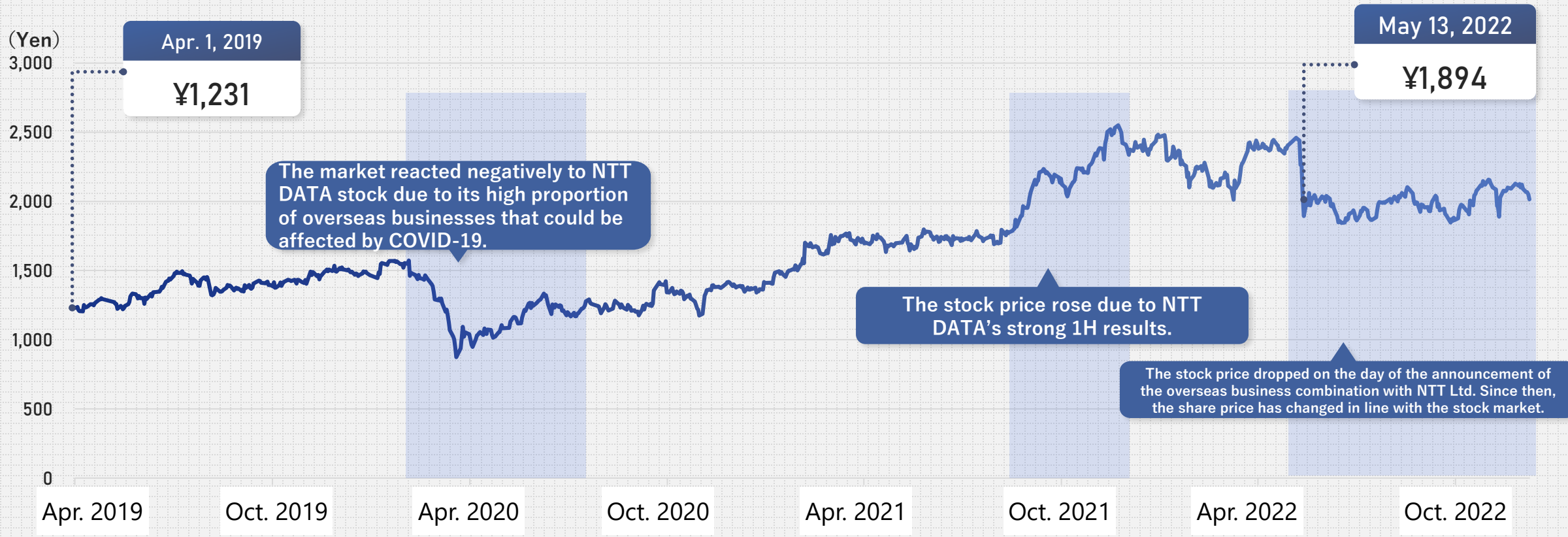
Results for the Second Quarter of Fiscal Year Ending March 31, 2023

- New Orders Received increased due to winning of projects in overseas businesses and the impact of foreign exchange rates, despite a reactionary decline due to fewer large-scale orders in Japan following large-scale orders won in the previous fiscal year.
- Net Sales has increased due to the business growth in all segments as well as the impact of foreign exchange rates.
- Operating Income remained flat year-on-year due to an unprofitable project and an increase in company-wide strategic investment, despite an increase in revenue due to sales growth.

	Q2 FYE3/2022 Results (Apr-Sep)	Q2 FYE3/2023 Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	(Billions of Yen, %)
New Orders Received	1,153.6	1,194.7	+41.1	+3.6%	
Net Sales	1,212.1	1,371.4	+159.3	+13.1%	
Operating Income (Operating income margin)	109.1 (9.0%)	107.9 (7.9%)	-1.2 (-1.1P)	-1.1%	
Net Income Attributable to Shareholders of NTT DATA	71.9	72.8	+0.9	+1.3%	

NTT DATA Stock Historical Prices

Changes in NTT DATA Stock Price (from Apr. 2019 to the end of Nov. 2022)



Total number of shares issued 1,402,500,000 **Unit** 100 shares

NTT DATA's Diversity, Equity, and Inclusion (DEI)

The NTT DATA has adopted DEI as its important management strategy to enhance its creativity by respecting diversity

Sustainable Corporate Growth

A state in which diverse human resources demonstrate their abilities and are proactive and lively.

Promote Diversity, Equity, and Inclusion (DEI)

Active participation of diverse human resource

Workstyle Innovation

By recognizing and respecting each other's differences and working together, we can maximize each employee's abilities and develop them into the strength of the organization.

Changes in the business environment

Globalization

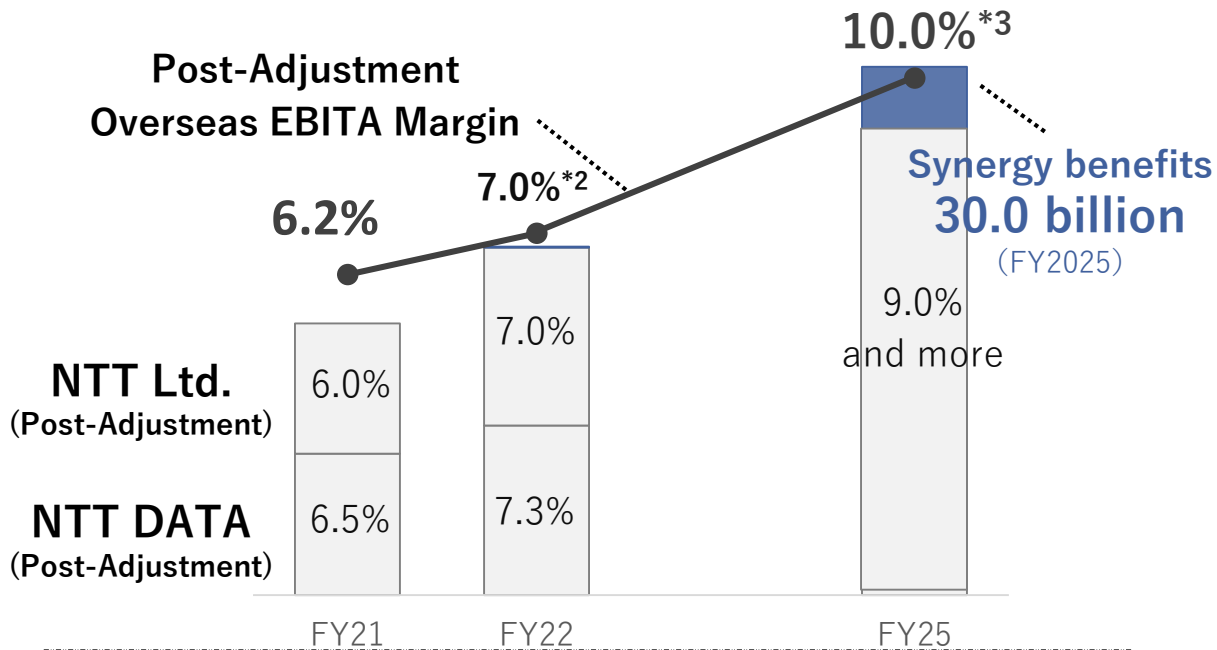
Low birthrate and aging population



Synergies from the Overseas Business Combination

The new medium-term management plan, which covers the period from FY2022 to FY2025, targets an overseas EBITA margin*¹ of 10%.

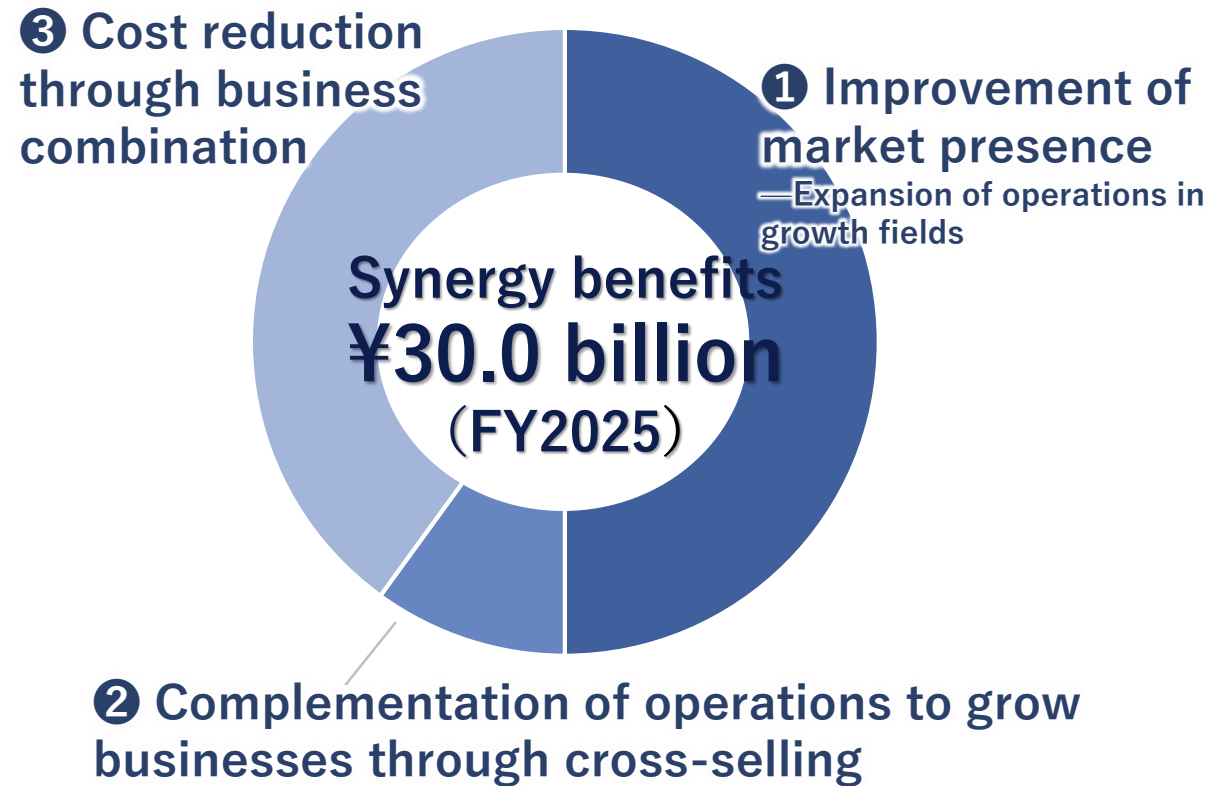
Growth Scenario for Achieving Overseas EBITA Margin*¹ of 10%



Growth Scenario of Each Company

- NTT DATA** Shift to digital technologies to bolster competitiveness and expansion of market shares and presence
- NTT Ltd.** Steady advancement of structural reforms and expansion of high-value-added services

Synergies through Overseas Business Combination



*1: Excluding temporary costs such as M&A activities and structural transformation
 *2: Figures are aggregate values for NTT Ltd. and NTT DATA's overseas businesses
 *3: Figures are aggregate values for NTT Ltd., NTT DATA's overseas businesses, and anticipated synergy benefits