

Note; This document is in English translation of “Kessan Tanshin” for the final Quarter of the Fiscal Year Ended March 31, 2021 and is provided solely for reference purposes. In the event of any inconsistency between the Japanese version and any English translation of it, the Japanese version will govern.

Consolidated Financial Results for the Fiscal Year Ended March 31, 2021

May 11, 2021

Company name	: NTT DATA CORPORATION (“NTTDATA”)
Stock exchange on which the Company’s shares are listed	: Tokyo Stock Exchange 1st Section
Code number	: 9613
URL	: https://www.nttdata.com/global/en/
Representative	: Yo Honma, President and Chief Executive Officer, Representative Director
Contact	: Sota Endo, Senior Executive Manager, Investor Relations Office Tel.:+81-3-5546-8119
Scheduled date of the ordinary general meeting of shareholders	: June 17, 2021
Scheduled date of dividend payment	: June 18, 2021
Scheduled date of filing securities report	: June 18, 2021
Supplemental material on annual results	: Yes
Presentation on annual results	: Yes (for institutional investors and financial analysts)

(Amounts are rounded to the nearest 1 million yen)

1. Consolidated Financial Results for FY2020 (From April 1, 2020 to March 31, 2021)

(1) Consolidated Results of Operations

(% of change from the corresponding the previous fiscal year)

	Net sales		Operating income		Income before income taxes		Net income attributable to shareholders of NTT DATA		Comprehensive income attributable to shareholders of NTT DATA	
	¥ million	%	¥ million	%	¥ million	%	¥ million	%	¥ million	%
FY2020	2,318,658	2.3	139,173	6.3	130,452	8.6	76,843	2.3	165,129	274.1
FY2019	2,266,808	4.8	130,937	(11.4)	120,155	(18.2)	75,148	(19.7)	44,140	(61.6)

	Net income per share	Net income per share (diluted)	ROE (Ratio of Net income to Equity attributable to shareholders of NTT DATA)	ROA (Ratio of Income before income taxes to Total assets)	Operating income margin (Ratio of Operating income to Net sales)
	¥	¥	%	%	%
FY2020	54.79	—	7.6	4.7	6.0
FY2019	53.58	—	8.1	4.7	5.8

Reference: Equity in net income (losses) of affiliates: FY2020 (6,299) million yen FY2019 308 million yen

(2) Consolidated Financial Position

	Total assets	Total equity	Equity attributable to shareholders of NTT DATA	Equity ratio attributable to shareholders of NTT DATA	Equity attributable to shareholders of NTT DATA per share
	¥ million	¥ million	¥ million	%	¥
FY2020	2,897,015	1,126,548	1,072,899	37.0	764.99
FY2019	2,686,008	987,415	939,683	35.0	670.01

(3) Consolidated Cash Flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of year
	¥ million	¥ million	¥ million	¥ million
FY2020	352,492	(173,893)	(101,618)	287,058
FY2019	280,029	(257,240)	(66,081)	205,356

2. Dividends

	Cash dividends per share					Total amount of cash dividends for the year	Dividends payout ratio (consolidated)	Ratio of total amount of dividends to Equity attributable to shareholders of NTT DATA (consolidated)
	End of the first quarter	End of the second quarter	End of the third quarter	Year-end	Total			
	¥	¥	¥	¥	¥	¥ million	%	%
FY2019	—	9.00	—	9.00	18.00	25,245	33.6	2.7
FY2020	—	9.00	—	9.00	18.00	25,245	32.9	2.5
FY2021 (Forecasts)	—	9.50	—	9.50	19.00		25.1	

3. Forecasts of Consolidated Results for FY2021 (From April 1, 2021 to March 31, 2022)

(% of change from the corresponding the previous fiscal year)

	Net sales		Operating income		Income before income taxes		Net income attributable to shareholders of NTT DATA		Net income per share
	¥ million	%	¥ million	%	¥ million	%	¥ million	%	¥
FY2020	2,360,000	1.8	180,000	29.3	175,000	34.1	106,000	37.9	75.58

* Notes:

(1) Changes in significant subsidiaries during the current period: No
(Changes in specified subsidiaries resulting in the change in consolidation scope)

(2) Changes in accounting policies, changes in accounting estimates

- 1) Changes in accounting policies required by IFRS : No
- 2) Changes in accounting policies other than 1) : No
- 3) Changes in accounting estimates : No

(3) Number of shares outstanding (common stock)

- 1) Number of shares outstanding (inclusive of treasury stock)
 - FY2020 (March 31, 2021) 1,402,500,000 shares
 - FY2019 (March 31, 2020) 1,402,500,000 shares
- 2) Number of treasury stock
 - FY2020 (March 31, 2021) 1,065 shares
 - FY2019 (March 31, 2020) 953 shares
- 3) Average number of shares over period
 - FY2020 (From April 1, 2020 to March 31, 2021) 1,402,498,999 shares
 - FY2019 (From April 1, 2019 to March 31, 2020) 1,402,499,047 shares

* “Kessan Tanshin” is an unaudited financial report.

* Explanations for the appropriate use of results forecasts, and other noteworthy items

1. The results forecasts contained in this document are based on certain premises derived from information available to the NTT DATA Group at this time. As a result of various factors that may arise in the future, actual results may differ from the Group’s forecasts.
2. Supplemental material on quarterly results will be uploaded on TDnet today, and will also be uploaded on our homepage. Presentation on quarterly results will be held today. This report will be uploaded on our homepage soon.
3. Products and services referred to on this report (including the attachment) are trademarks or registered trademarks of NTT DATA or other companies.

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1. Overview of Business Results

(1) Analysis on Business Results of the Current Fiscal Year

The economy and the business environment in the information services industry in this consolidated fiscal year are as follows.

While domestic and international economies are still under strict circumstances owing to the impact of the COVID-19 pandemic throughout the fiscal year, a trend for recovery continues in the second half. The economy is expected to recover as the level of socio-economic activities has been raised while we take measures to prevent COVID-19 from spreading. We must, however, pay careful attention to risk accompanied by the resurgence of COVID-19. We also need to be alert on change in financial and capital markets, and other impacts.

In the domestic information services industry, the IT market resulted in a negative growth as some clients reduced their investment in IT due to the influence of the spread of COVID-19. The needs to reduce costs, both in the existing domain and of maintenance/operation seem to continue, so do the fierce price competition.

On the other hand, the spread of COVID-19 has radically transformed people's lifestyle and accelerated digital transformation for the realization of a new society. The IT market is expected to recover from the next fiscal year onwards.

The international information services industry seems to have been under difficult circumstances for a while as investment in IT is suspended or postponed due to the impact of the spread of COVID-19. In Japan, as the needs to reduce costs in the existing domain and of maintenance/operation still seem to continue, the price competition will remain as fierce as ever. But each sector further accelerates its efforts in digital transformation. We, therefore, expect demand for investment in IT in the digital area to grow.

[Outlook of the business environment]

The impact of COVID-19 infection on the Group's business environment and the degree of impact are still uncertain, and we need to keep a close watch on the situation. On the other hand, while the trend of digital transformation accelerates due to further advances in technology, our clients' needs are increasingly diversified and sophisticated in terms of business expansion and new business creation through strategic IT utilization. For solving environmental/social challenges as typified by Sustainable Development Goals (SDGs) in addition to the further growth of clients' businesses, we believe that IT will play greater and more important roles globally.

[Details of management measures and status of initiatives]

In the Global 3rd Stage to be reached by 2025, the NTT DATA Group aims to become a company trusted by clients worldwide as one of the Global Top 5 companies through "Diffuse of Trusted Brand."

The three years covered by the medium-term management plan (from FY2019 to FY2021) is important for us to achieve the Global 3rd Stage. These three years is also a period during which we need to clarify, completely refine, and demonstrate the strengths that we will use as a source of the future growth capability. To that end, we are pursuing a "profitable global growth with consistent belief and courage to change."

With our "consistent belief," in line with our mission statement that "NTT DATA uses information technology to create new paradigms and values, which help contribute to a more affluent and harmonious society." and the fostered strengths of "Long-term Relationships," we are contributing to the achievement of SDGs through businesses and corporate activities and sustainably enhancing our corporate value.

Specifically, in Japan, we have provided the RPA solution to help local governments automate their benefit payment operations free of charge. Moreover, in other countries, we have offered a solution to support the

remote learning environment for students in North America and a remote medical treatment solution to assist medical professionals in Europe, etc. In response to the global COVID-19 pandemic, we have made contributions globally through businesses.

Moreover, as decarbonization is becoming a global trend, the Company has established a committee on promoting climate change actions to reduce CO₂ emissions not only from our own operations but also from the entire society and has been pushing forward with initiatives against climate change in all divisions and departments.

With our “courage to change,” we are further accelerating digital initiatives and maximizing our global synergy to offer maximized values to our clients. To this end, we are driving initiatives based on the following four strategies and enhancing collaboration among NTT Group companies.

With “Strategy 1: Expand global digital offerings ^(Note 1),” we maximize our global synergy in the digital field, create tools we need to compete, and sophisticate our method of competing. Specifically, we are committed to the following three measures of “acceleration of global marketing,” “development of digital offerings through proactive investments,” and “expansion of our Center of Excellence (CoE ^(Note2)).”

As part of our efforts to accelerate global marketing, we established the Global One Team to develop strategies across the globe, make proposals and provide support to clients doing business on a global basis (global accounts) more promptly, promote sharing and making use of digital success stories, and enhance global marketing. In FY2020, as a result of these activities, we successfully won multiple contracts with clients doing business globally.

As part of our efforts to create offerings through proactive investments, we established the Digital Strategy Office (DSO), an organization for accelerating the entire company’s digital businesses, and have promoted the creation of offerings in the global focus areas. In FY2020, we won a contract for a large-scale project in North America, thanks to a platform for insurance companies developed through DSO’s efforts. Including the case, a total of 15 global digital offerings have reached the stage of providing services.

For the expansion of our CoE, we have globally promoted sharing and rollout of digital technologies, such as Blockchain, Digital Design, Agile/DevOps ^(Note 3), and AI, as well as expertise in them. In FY2020, the efforts significantly contributed to the order receipt and the development of services utilizing Blockchain, Digital Design, and Agile/DevOps. Also, in FY2020, we established three new fields, namely, IoT, Intelligent Automation ^(Note 4), and Software Engineering Automation ^(Note 5).

With “Strategy 2: Deliver greater value to clients based on regional needs,” we continue to provide attractive values to clients based on regional needs.

In Japan, the NTT DATA Group’s strength is in the existing system domain based on Long-Term Relationships with clients; in North America and Europe, it is in the ITO and other outsourcing businesses. By combining these strengths with digital technologies, we are creating new values.

In FY2020, these efforts have led to orders for multiple large-scale projects, including those for core systems of government agencies, financial institutions, and corporate clients in Japan, and to an increase in orders for digital projects, such as the “Tradewaltz” trade platform utilizing the Blockchain technology, cashless payment services for digitalizing regional currencies, and the provision of next-generation global EC services.

In North America and Europe, we successfully won orders for multiple-year large-scale digital projects, including a national border control system using AI of a European agency and a digital transformation project of a major energy company.

With “Strategy 3: Unleash our employees’ potential that maximizes organizational strength,” we enable each employee to achieve self-actualization and enhance organizational capabilities to implement Strategies 1 and 2.

In FY2020, we utilized human resource systems that we developed in FY2019 including a training program to cultivate human resources that utilized digital technologies, the ADP system ^(Note 6), and the TG system ^(Note 7), to enhance human resources and transform the corporate culture and awareness of the Company. Furthermore, we have focused on the work-style reform through digital technology utilization and made use of the mechanism of digital knowledge sharing to have contents and know-how shared internally.

With regard to the enhancement of NTT Group Collaboration, to drive the collaboration, we aim to generate One NTT Synergies, such as technology utilization and cross-selling. In FY2020, we established the IOWN Promotion Office for the innovative application of IOWN's technologies, mainly the Digital Twin Computing (DTC) ^(Note 8), to our clients and are working to develop new values. Furthermore, we have participated in multiple co-creation projects of the NTT Group, including one with Toyota Motor Corporation.

As described above, we could demonstrate resilience in FY2020 mainly in Japan under harsh circumstances where the COVID-19 pandemic negatively affected the economy and corporate activities.

At the same time, public administrations and corporations are increasingly collaborating with each other beyond the boundaries of sectors and industries in order to restore the economy and corporate activities as well as resolve various social issues. The environment surrounding the Company is changing.

To adapt to the change, we created the Social Design Office, which is a company-wide organization beyond the boundaries of public, financial, and corporate sectors. We will work to create new consumer-oriented services toward the digital transformation not only of public administrations but also of the entire society.

[Status of business activities and results]

We strove to expand businesses in the global market to respond to the acceleration of digital transformation initiatives on a global basis and meet diversified and sophisticated needs. We also made efforts to expand diverse IT services including digital offering and system integration in response to market changes and to stably provide such services.

For the current fiscal year, despite an increase of winning the system renewals mainly in the domestic business, new orders received decreased due to fewer orders of large-scale projects than the previous fiscal year. Net sales increased mainly due to expansion of domestic business. Operating income increased due to reducing unprofitable projects and growth in net sales, despite increase in structural transformation expenses.

• New Orders Received	2,223.3 billion yen	(down 2.3% year-on-year)
• Net Sales	2,318.7 billion yen	(up 2.3% year-on-year)
• Operating Income	139.2 billion yen	(up 6.3% year-on-year)
• Income before income taxes	130.5 billion yen	(up 8.6% year-on-year)
• Net income attributable to shareholders of	76.8 billion yen	(up 2.3% year-on-year)

NTT DATA

The following are summaries of initiatives by segment.

[Public & Social Infrastructure Segment]

While making sure to acquire new projects to renew core systems for the government and infrastructure companies, we created projects, taking advantage of the Group's achievements so far and the know-how that it had developed. With the aim of expanding our business, we also worked on new business to realize a new

social system that integrates the government with the industry in line with the growth strategy based on Society 5.0 and the Digital Government Action Plan.

< Promoted digital businesses for public organizations >

The Company promoted realized high security for public organizations and enhanced usability based on the Cloud-by-Default Principle ^(note 9) using its cloud/digital technologies, including the Digital Community Platform that it owns ^(note 10).

- In September 2020, as an additional function of the Digital Community Platform for central and local governments, the Company launched the DCPF Cloud Connect Services, which safely, securely, and conveniently connects the user information on existing systems with cloud services. Enabling user/authorization management on the existing on-premises ^(note 11), this service allows the user to simplify administrator business while continuing conventional operation. It further prevents information leaks, improves user convenience, and enhances compliance, thereby realizing safe and secure cloud services.

- In February 2021, the Company launched the OpenCanvas for Government ^(note 12) to promote the use of cloud in government information systems. This service supports a wide range of requirements such as cost reduction, improved agility, secured scalability, high reliability, and high availability, thus providing an optimal platform for clients. Using OpenCanvas ^(note 13) as a base enables the client to connect to financial institutions and other companies' cloud services; it can also provide high security and quality operation required for government information systems.

< A new brand established to realize a smart city >

In January 2021, we established a new brand, SocietyOS, to realize a smart city, and it is gaining attention as sustainable solutions for low birthrate and longevity, environmental issues, and other issues; as measures for digital administration; and as response to diversified and changing citizens' needs. SocietyOS contributes to realizing a smart city and building sustainable town through alignment with services/solutions, collecting and using wide-ranging data from systems/devices, cloud environment-enabled high-speed delivery of services, and taking advantage of the NTT Group's know-how and technological capabilities.

The results of the Public and Social Infrastructure Segment for this fiscal year are as follows

- The net sales was 540.5 billion yen (8.1% increase compared to the previous fiscal year) due mainly to the expansion in the scale of services for the central government and related agencies, and telecommunication industry.

- The operating income was 67.8 billion yen (28.5% increase compared to the previous fiscal year) due mainly to sales growth and reduced unprofitable projects.

[Financial Segment]

As deregulation and technological innovation transform the business environment of financial institutions, digital technology-enabled financial services emerged, which diversified players in the financial business. In such a situation, the Company continued to provide highly reliable and high-quality services to clients while anticipating the changing times to expand its business in the digital age.

< Promoted cross-industry trade digitalization leveraging blockchain technology >

• We jointly invested in TradeWaltz Inc., which runs a trade information alignment platform with six partner companies to provide a mechanism for creating documents that accompanies trading operations, solving consistency check and other issues, and delivering information more accurately and safely. TradeWaltz not only uses the blockchain technology to render trade documents that have been created in writing into smart data, enabling electronic trade data, while securing its originality, to be shared across the industries. This will make trading administrative process more efficient. TradeWaltz also promotes its practical application to realize the centralized management of all trade operations in electronic data. In the future, TradeWaltz will align with both domestic and international government agencies and service providers, seeking to contribute to the digitalization of trade business in the world, including ASEAN.

< Promoted open innovation in financial IT using a new architecture >

We launched and started providing "Open Service Architecture" ^(Note 14) and related services, which is a new standard architecture in the New Normal. Using the Open Service Architecture, we will promote open innovation in financial IT together with many stakeholders, and contribute to the realization of a new society through co-creation with financial institutions, governments, and companies, which is required in the New Normal.

In January 2021, we also renewed "My Pallete", the banking application adopted by 27 financial institutions, and launched "My Pallete Full Service Version" as a solution related to Open Service Architecture. With this service, customers can open accounts and make other transactions immediately by using QR codes on the tablets at the counter of financial institutions. Furthermore, by linking up with "AnserParaSOL", an Internet banking service for individuals provided by NTT DATA, customers can use full banking services including application, account opening, balance inquiry, and transfer only with this application as well as eliminating paper applications for Internet banking.

The results of the Financial Segment for this fiscal year are as follows

- The net sales was 607.6 billion yen (4.7% increase compared to the previous fiscal year) due mainly to the expansion in the scale of services for financial institutions.
- The operating income was 56.7 billion yen (12.6% increase compared to the previous fiscal year) due mainly to reduced unprofitable projects.

[Enterprise & Solutions Segment]

As digital utilization is further accelerated, the demand for reinforced global competitiveness increases, and as the global surge of the COVID-19 pandemic greatly transforms the market environment, the business environment in the manufacturing, the distribution, and the service industries are radically changing. By responding to these changes, continuously delivering high added values that combine business and expertise on advanced technologies, and supporting the clients' business growth, we have further expanded our business.

< Provided new technologies by promoting cashless related businesses >

The Company promoted the provision of more consumer-friendly new services in the cashless payment sector.

- In June 2020, the Public Money Payment Platform that handles utilities payments, such as taxes and water bill, added the PayPay Bill Payment. This is expected to improve usability for inhabitants and collection rates.

- In July 2020, CAFIS, an integrated payment platform, launched CAFIS Transaction Manager, a counter-abuse solution. This service reduces system load by communalizing part of credit card companies' functions to monitor fraudulent transactions on CAFIS.

< Provided/enhanced solutions for the COVID-19 pandemic >

We promoted the provision of new services to meet a new lifestyle in the New Normal Society.

- From October to December 2020, we conducted a proof of concept (PoC) on a digital store that remotely proposes merchandize via an avatar linked to the operator's movements, working together with TOKYU HANDS Inc. Through the PoC, we helped customers shop safely using an avatar that serves them to reduce human contact and verified flexible and diverse work style as shop assistants worked in various locations, including their home.

- As more and more companies recommended remote work as COVID-19 measures, we added BXO Managed UEBA, which reinforces the detection of risks, such as internal fraud to BizXaaS Office, our cloud services. BXO Managed UEBA was launched in October 2020. It is reinforced to detect risks such as internal frauds or targeted threats through machine learning and provides adequate security.

The results of the Enterprise & Solutions Segment for this fiscal year are as follows

- The net sales was 590.9 billion yen (0.4% increase compared to the previous fiscal year) due mainly to the expansion in the scale of services for manufacturing industry and payment business including M&A.

- Operating income was 52.3 billion yen (2.3% decrease compared to the previous fiscal year) due mainly to sales growth.

[North America Segment]

While the market environment changes significantly as well as growing new needs in the pandemic of COVID-19, we improved the efficiency of our business operations through business structure transformation. Creating new offerings and expanding our capabilities in the digital domain through proactive investment as well as combining them with our existing strengths, we accurately responded to our clients' needs for digital transformation.

< Further Enhance Digital Capabilities through Acquisitions >

NTT DATA Services, a subsidiary of NTT DATA Corporation, expanded ServiceNow and Snowflake capabilities through acquisitions to further enhance digital capabilities.

- NTT DATA Services acquired Acorio LLC, a ServiceNow Elite Partner ^(Note 15), in October 2020 and added unparalleled breadth and depth of experience in the ServiceNow ecosystem and unique industry approaches

to help clients enable automated and intelligent digital workflows. By expanding on program acquired with the Acorio business, NTT DATA also advanced its digital talent development.

- NTT DATA Services acquired Hashmap, Inc., a Snowflake Premier Partner ^(Note 16), in December 2020 and added deep technical expertise with cloud data platforms such as Snowflake to support clients utilize data analytics.

< Support Accelerating Digital Transformation of Clients Using Cloud and AI Solutions >

NTT DATA Services, a subsidiary of NTT DATA Corporation, supported multiple clients by accelerating their digital transformation as a result of our initiatives to strengthen digital offerings.

- NTT DATA Services worked with Public Transport Victoria in Melbourne, Australia to create a new application called RideSpace that complements a mobile myki application, used for ticketing, by providing AI enabled real-time occupancy prediction powered by NTT Smart Solutions and in combination with Google Maps, to assist social distancing and encourage public transport ridership safety during the global pandemic. Predictive analytics generated by NTT Smart Solutions have also been enabling better decisions for Victoria DoT operators when it comes to design, and revise communication, operational and safety rules dynamically.

- Hashmap, Inc was selected as best-in-class technology partner with cloud and data expertise by a large environmental services company in North America. In collaboration, NTT DATA has helped prove out new analytics value across multiple operational areas with reliable and sustainable approaches, by using a combination of Snowflake's Data Cloud, Matillion, and AWS.

- NTT DATA Services was awarded a contract by the Retirement Systems of Alabama to provide cloud transformation support. By leveraging Microsoft Azure, Google Cloud, AWS, and local private cloud options as well as automation technologies, NTT DATA supported the client improve its operational efficiencies.

The results of the North America Segment for this fiscal year are as follows

- The net sales was 429.4 billion yen (0.8% increase compared to the previous fiscal year) due mainly to the expansion of scale from M&A and others despite the impact of COVID-19 and negative impact from yen appreciation in foreign exchange.

- The operating income was -16.2 billion yen (- % compared to the previous fiscal year) due mainly to the increased costs related to structural transformation and the impact of COVID-19.

[EMEA & LATAM Segment]

While the market environment continuously changing, including growing new needs in the society of COVID-19 era, we will support our clients' digital transformation by further strengthening the digital and consulting domains through the results of the business structure transformation implemented last fiscal year, and by combining our existing strengths.

< Lightening medical professionals' workload by building a new solution for the era of Covid-19 >

NTT DATA accelerated our efforts to contribute the society through our business to solve various issues and realize a new society during the Covid-19 pandemic.

- NTT DATA enabled remote medical care for patients with minor symptoms who can be treated at home by

providing "ehCOS Remote Health", the cloud-based telemedicine solution specialized for dealing with Covid-19 infections, for free in Europe and LATAM.

We also received an order from CUF, the largest healthcare provider in Portugal, to carry out a project for introducing its new core system and accelerated new processes and innovation with a DX technology of "ehCOS".

- NTT DATA was selected as an IT services partner of the University Hospitals of Leicester (UHL), one of the largest NHS trusts ^(note 17) in the UK. By utilizing the latest technologies including artificial intelligence (AI) and robotic process automation (RPA), we supported UHL to provide emergency medical services in the midst of Covid-19 pandemic.

< Promoting digitalization of customers' businesses as a partner >

NTT DATA was highly evaluated for its rich experience in digital transformation of clients' businesses and utilizing advanced technologies, and has promoted digitalization as a strategic partner in several projects.

- NTT DATA received an order from Eni, a major Italian energy company, for a digital transformation project of application development, and provided consistent support for the customer's digital transformation, from consulting on the digitalization concept to implementation.

- NTT DATA was awarded a contract by a major Italian energy company for digital business promotion and product design using next-generation smart meters, and provided product design services and technical support through prototyping with a design thinking approach.

- NTT DATA signed a contract with eu-LISA and Frontex to develop IT systems for a safer and more efficient border control. In this project, we realized efficient development and operation using ALM tools^(note 18) and advanced technologies, as well as accelerating advanced security management with automated security alert solutions.

The results of the EMEA & LATAM Segment for this fiscal year are as follows

- The net sales was 454.2 billion yen (0.3% decrease compared to the previous fiscal year) due mainly to the impact of COVID-19, despite steady sales secured mainly in Italy.

- The operating income was -6.1 billion yen (57.8% increase compared to the previous fiscal year) due mainly to the effects of structural transformation and reduction of structural transformation expenses, despite the decrease in profit due to the impact of COVID-19.

The status of major overseas offices at the end of this fiscal year is as follows

Approx.99,400 employees deployed in 208 cities in 55 countries and regions outside of Japan.

(Approx.139,500 employees include Japan)

(AS of March 31, 2021)

Progress of technical development

We work on the “promotion of cutting-edge technologies and innovations,” in which we actively incorporate new technological trends in business to survive in the fierce global competition. We also conduct R&D related to “production technology innovations,” in which we accelerate and enhance the quality of system developments, build cloud platforms for cloud computing and digitalization, and so forth. In our medium-term management plan, we will build a foundation on which we will globally consolidate and utilize expertise and know-how on state-of-the-art technologies to promote innovations and refine production technologies of the next generation.

Through collaborative R&D with NIPPON TELEGRAPH AND TELEPHONE CORPORATION (NTT), we utilize the results for fundamental R&D themes to focus our resources on applied R&D themes.

The R&D costs for the consolidated fiscal year under review were 22,739 million yen. The results of the R&Ds, which are commonly applicable to the Public & Social Infrastructure, the Financial, the Enterprise & Solutions, the North America and the EMEA & LATAM segments, are not separately recorded by each segment.

< Supported clients’ business transformation by using Agile development framework >

Working together with Scaled Agile, Inc. that owns the Scaled Agile Framework, a large-scale Agile methodology ^(note 19), we promoted DevOps ^(note 3), including Agile development. DevOps is one of the most cutting-edge technologies that the Company emphatically promotes as part of CoE ^(note 2) action, global cross-sectional activities based on its Mid-term Management Plan. Taking advantage of the Scaled Agile Framework, we will support our clients’ large-scale organizational reform and improve their business agility.

• In September 2020, the Company are recognized as became a Global Transformation Partner in Scaled Agile, Inc.’s partner certification system, thus qualifying as a business transformation partner at the global level. Adopted by over 20,000 companies, the Scaled Agile Framework is a world-famous framework with the top market share globally. We are the third partner globally and the first as a company based in the Asian region, including Japan. In FY2022, we are looking at net sales of 50 billion yen a year globally from clients’ business transformation support, including the Scaled Agile Framework.

• NTT DATA INTELLILINK Corporation and the Company have added new courses on mind transformation for managers and Scaled Agile, Inc.’s official training to the existing Agile development training menu for our clients. These courses are intended for companies or organizations that are considering digitalization while looking for clues regarding where to start. They help them to master the required mindset or understand the framework. They aim to provide services to 2,000 people by 2023.

< Established processes and a quality management methodology to promote AI system development >

To organize the development processes and quality assurance required for rapidly spreading AI-enabled systems, the Company promoted system development that clients can securely use by providing the process system and tools that integrate our know-how.

• We have established the AI Development Process that systematically defines processes common to AI system development. In July 2020, we began to apply it to all of our AI projects on a trial basis. The AI Development Process integrates know-how on social ethics, check points in compliance, pre-processing of data, and quality management. By applying this Process, we will realize AI systems that clients can securely use from a comprehensive standpoint, including performance, scalability, security, and privacy.

•We developed a quality assessment tool for AI system development by extracting risks inherent in AI system development from our internal use cases and analyzed their causes. In October 2020, we launched its trial service, aiming to improve the quality management of data and models that constitute AI, which the conventional software quality management method could not sufficiently handle. The quality assessment tool can be used to review and test systems as well as promote quality improvement activities. It thus helps developers to identify check items required for safe and secure development and set timing for verification and approval, thus leading to the early detection of risks.

<Year-on-Year Changes by Business Segment>

(Unit: billion yen)

Description		FY2019		FY2020		Change (%)
			Share (%)		Share (%)	
Net Sales	Public & Social Infrastructure Segment	5,002	18.7	5,405	19.6	8.1
	Financial Segment	5,804	21.6	6,076	22.1	4.7
	Enterprise & Solutions Segment	5,886	21.9	5,909	21.4	0.4
	North America Segment	4,260	15.9	4,294	15.6	0.8
	EMEA & LATAM Segment	4,554	17.0	4,542	16.5	(0.3)
	Others	1,319	4.9	1,327	4.8	0.6
	Adjustments	(4,157)	—	(4,366)	—	—
Total		22,668	—	23,187	—	2.3
Operating Income	Public & Social Infrastructure Segment	528	35.7	678	43.6	28.5
	Financial Segment	504	34.0	567	36.4	12.6
	Enterprise & Solutions Segment	535	36.1	523	33.6	(2.3)
	North America Segment	32	2.2	(162)	(10.4)	—
	EMEA & LATAM Segment	(144)	(9.7)	(61)	(3.9)	57.8
	Others	26	1.7	11	0.7	(55.8)
	Adjustments	(172)	—	(166)	—	—
Total		1,309	—	1,392	—	6.3

(Note 1) Global Digital offerings

Products or services we provide to our clients by utilizing leading-edge technologies.

(Note 2) CoE (Center of Excellence)

A base that conducts advanced R&D activities and plays a central role in creating and developing human resources and businesses.

(Note 3) DevOps

A system that consists of tools and development methods that allow the development and operation teams to work together to meet clients' requirements for systems with high quality, flexibility, and in a short period of time.

(Note 4) Intelligent Automation

Technologies that run automated business processes through artificial intelligence (AI), machine learning, and data utilization.

(Note 5) Software Engineering Automation

Next-generation production technology aimed at drastically improving the productivity of the entire software development process.

(Note 6) ADP (Advanced Professional)

A system under which the Company recruits outstanding human resources from outside with excellent expertise in AI, IoT, cloud, and other advanced technology fields and the consulting field and compensates them according to market value.

(Note 7) TG (Technical Grade) system

A system under which the Company makes the best use of and evaluate the potential abilities of human resources with specialized skills.

(Note 8) Digital Twin Computing (DTC)

Digital twin computing, which is a part of the IOWN concept, is an innovative technology that expands on the conventional digital twin, a technology that reproduces and simulates real-world environments in virtual space, to create completely new value through advanced simulations that freely cross various industries and digital twins of people and things.

(Note 9) Cloud-by-Default Principle

In June 2018, the Government of Japan published the (draft) Cloud Adoption Policy for Government Information Systems, a policy in which the use of cloud services as the first option in building government information systems is considered.

(Note 10) Digital Community Platform

Launched in March 2020, the Digital Community Platform is a multi-cloud solution that promotes the digitalization of public organizations, including central and local governments.

(Note 11) On-premises

A mode of operation in which the hardware, such as servers, required to use an information system is installed on the premises of your organization.

(Note 12) OpenCanvas for Government

The OpenCanvas for Government is OpenCanvas-based community cloud services for the government.

(Note 13) OpenCanvas

OpenCanvas is a cloud platform equipped with both high reliability, which support mission-critical requirements, and security.

(Note 14) Open Service Architecture

A standard architecture based on the concept of "Open" which embodies a new form of financial IT with the three features: Open Platform, Open API, and Open Innovation.

(Note 15) ServiceNow Elite Partner.

ServiceNow is a cloud-based IT service management product provided by ServiceNow, Inc., and its elite partner is recognized as one of the top partners that has achieved a certain level of success in business operations using ServiceNow, such as an extensive implementation track record, customer satisfaction, and a large number of certified personnel among the ServiceNow, Inc. partner program.

(Note 16) Snowflake Premier Partner

A service partner that has a stable Snowflake practice among the partner network provided by Snowflake Inc.

(Note 17) NHS trust

An organizational unit within the National Health Service in England and Wales.

(Note 18) ALM (Application Lifecycle Management)

A method of continuously managing the process of software development and maintenance over the life cycle of each application.

(Note 19) Scaled Agile Framework

Provided by Scaled Agile, Inc., the Scaled Agile Framework is a framework that constitutes a base for the realization of business agility that combines lean, agile, DevOps principles, practices, and competency.

(2) Analysis on Financial Conditions of the Current Fiscal Year

The assets at the end of this consolidated fiscal year increased by 211.0 billion yen to 2,897.0 billion yen from the end of the previous fiscal year due mainly to an increase in cash and cash equivalents and other financial assets (non-current) including market value of stock holdings.

The liabilities increased by 71.9 billion yen to 1,770.5 billion yen from the end of the previous fiscal year due mainly to an increase in trade and other payables. Equity increased by 139.1 billion yen to 1,126.5 billion yen from the end of the previous fiscal year due mainly to an increase in retained earnings and other capital components including mark-to-market valuation of stock holdings.

(3) Analysis on Cash Flow of the Current Fiscal Year

The cash flow from this fiscal year's operations is revenue of 352.5 billion yen (72.5 billion yen increase compared to the previous fiscal year) due mainly to the net income of 81.7 billion yen, 50.4 billion yen of the increase (decrease) in trade and other payables, the income of 214.3 billion yen of the depreciation cost, which is a non-cash expenditure, and income tax paid of 34.9 billion yen.

The cash flow from investment activities resulted in a cash outflow of 173.9 billion yen (83.3 billion yen decrease compared to the previous fiscal year); this was primarily due to the expenditure for acquisition of property, plant and equipment, intangible assets and subsidiaries. Overall, the free cash flow of this fiscal year was 178.6 billion yen in the black (155.8 billion yen increase compared to the previous fiscal year).

The cash flow from financing activities resulted in a cash outflow of 101.6 billion yen (35.5 billion yen increase compared to the previous term); this was mainly due to repayment of interest-bearing debt and dividend payment.

The NTT DATA Group's cash flow indicators are summarized as follows.

Indicator	FY2019	FY2020
Debt Equity Ratio (Times)	0.64	0.54

Notes: Debt Equity Ratio: Interest-bearing debt / Shareholders' equity (Total net assets – Non-controlling interests)
Interest-bearing debt consists of Bonds and borrowings, which are a portion of liabilities reported on the Consolidated Statement of Financial Position.

(4) Forecast for the Next Term

[Forecast for Fiscal Year Ending March 31, 2022]

While the spread of COVID-19 has caused clients to curb their IT investments, the business environment surrounding us is changing drastically as DX initiatives accelerate to realize a new society.

In FY2021, as the final year of the Medium-Term Management Plan, we will contribute to achieve the SDGs through our business and corporate activities, and continue to maximize the value we provide to our customers by further accelerating our digital initiatives and maximizing global synergies, under the key principle of “Pursuing profitable global growth with consistent belief and courage to change” in order to achieve the “Global 3rd Stage” by 2025. We will also continue our efforts to maximize the value provided to our clients by further accelerating our digital initiatives and maximizing global synergies. In addition, we will continue to enhance our effort to "curtail unprofitable projects," which is a key management issue to complete the current medium-term management plan, and in addition, we will focus on "improving profitability of overseas businesses," which is essential.

In light of the above, for the fiscal year ending March, 2022, we forecast net sales of 2,360 billion yen and operating income of 180 billion yen.

Our segment-by-segment forecast is as follows.

[Public & Social Infrastructure Segment]

In light of the accelerated realization of a digital society triggered by the revision of the Basic Act on the Formation of an Advanced Information and Telecommunications Network Society and the establishment of a new digital agency, we make sure to acquire projects to renew core systems for the government and infrastructure companies. We also aim to expand our business by creating new services from users' perspectives toward the realization of a new social system in line with the growth strategy based on Society 5.0 and the Digital Government Action Plan.

Net sales and operating income are forecasted to be 559.0 billion yen (sales to external clients of 474.0 billion yen) and 68.0 billion yen, respectively.

[Financial Segment]

As deregulation and technological innovation radically change financial institutions' business environment, in addition to the COVID-19 pandemic causing values and even lifestyle to be transformed considerably, a digital shift toward cashless/paperless transactions is accelerating. While continuing to support the highly reliable and high-quality financial infrastructure, we aim to expand our business that will contribute to the realization of a better society through co-creation with clients and our new technologies.

Net sales and operating income are forecasted to be 620.0 billion yen (sales to external clients of 538.0 billion yen) and 59.0 billion yen, respectively.

[Enterprise & Solutions Segment]

By seizing the opportunities of accelerated digitalization and demand recovery in the New Normal Society, we will accelerate our efforts in the advanced digital domain together with Japan's leading companies and contribute to their business growth. We will also improve our strengths that capitalize on advanced technologies and global solutions to provide higher added values and enhance our global competitiveness.

Net sales and operating income are forecasted to be 598.0 billion yen (sales to external clients of 445.0 billion yen) and 54.0 billion yen, respectively.

[North America Segment]

While the market environment continuously changing, including growing new needs in the society of COVID-19 era, we will support our clients' digital transformation by further strengthening the digital and consulting domains through the results of the business structure transformation implemented last fiscal year, and by combining our existing strengths.

Net sales and operating income are forecasted to be 395.0 billion yen (sales to external clients of 391.0 billion yen) and 15.0 billion yen, respectively.

[EMEA & LATAM Segment]

While the market environment continuously changing, including growing new needs in the society of COVID-19 era, expanding our digital business by strengthening our digital human resources and digital assets, we will realize the unification of our global brand and the integrated management of our operating companies at an early stage to accurately respond to our clients' needs for digital transformation.

Net sales and operating income are forecasted to be 478.0 billion yen (sales to external clients of 471.0 billion yen) and 8.0 billion yen, respectively.

Capital investment in the next term is expected to reach 175.0 billion yen.

NTT DATA manages its business performance on an annual basis only; therefore, no results forecast for the period to the end of the second quarter have been included in this report.

Notes: This material contains descriptions of future plans and strategies and of forecasts and projections relating to business performance. These descriptions reflect certain assumptions derived from judgments based on information currently available to the NTT DATA Group.

The material also incorporates an unquantifiable degree of risk and uncertainty relating to factors such as economic trends, the fierce competition within the information service industry, market demand, and the tax and other systems. In view of this, excessive reliance should not be placed on these results or forecasts, and it should be noted that actual results may differ from the NTT DATA Group's forecasts.

2. The Basic Stance Concerning the Selection of Accounting Standards

NTT DATA has adopted International Financial Reporting Standards (IFRS) since the 1st quarter of the fiscal year ended March 31, 2019. In order to prepare appropriate consolidated financial statements in accordance with IFRS, we have prepared group accounting policies and other information in accordance with IFRS, and have adopted accounting procedures based on these policies.

3. Consolidated Financial Statements and major notes

(1) Consolidated Statement of Financial Position

(Unit: ¥ million)

	As of March 31, 2020	As of March 31, 2021
Assets		
Current assets		
Cash and cash equivalents	205,356	287,058
Trade and other receivables	572,175	601,883
Contract asset	74,828	101,496
Inventories	13,727	14,476
Other financial assets	13,296	16,522
Other current assets	87,509	88,621
Total current assets	966,890	1,110,056
Non-current assets		
Property, plant and equipment	344,922	339,158
Right-of-use assets	160,005	153,357
Goodwill	391,017	415,272
Intangible assets	477,716	477,495
Investment property	27,113	26,825
Investments accounted for using the equity method	8,366	5,756
Other financial assets	142,211	216,942
Deferred tax assets	110,946	86,182
Other non-current assets	56,823	65,973
Total non-current assets	1,719,118	1,786,959
Total assets	2,686,008	2,897,015

(Unit: ¥ million)

	As of March 31, 2020	As of March 31, 2021
Liabilities		
Current liabilities		
Trade and other payables	359,508	419,012
Contract liabilities	256,740	270,224
Bonds and borrowings	157,094	105,748
Lease liabilities	39,143	41,439
Other financial liabilities	4,604	4,075
Income taxes payable	32,002	39,602
Provisions	4,273	4,224
Other current liabilities	29,674	40,064
Total current liabilities	883,038	924,387
Non-current liabilities		
Bonds and borrowings	440,861	473,154
Lease liabilities	122,219	117,866
Other financial liabilities	12,155	13,631
Retirement benefit liability	207,854	202,323
Provisions	4,131	4,268
Deferred tax liabilities	18,868	16,366
Other non-current liabilities	9,466	18,472
Total non-current liabilities	815,555	846,080
Total liabilities	1,698,593	1,770,468
Equity		
Equity attributable to shareholders of NTT DATA		
Capital stock	142,520	142,520
Capital surplus	111,596	105,988
Retained earnings	659,563	721,565
Treasury shares	(1)	(1)
Other components of equity	26,005	102,827
Total equity attributable to shareholders of NTT DATA	939,683	1,072,899
Non-controlling interests	47,732	53,648
Total equity	987,415	1,126,548
Total liabilities and equity	2,686,008	2,897,015

(2) Consolidated Statement of Income and Statement of Comprehensive Income

Consolidated Statement of Income

(Unit: ¥ million)

	FY ended March 31, 2020	FY ended March 31, 2021
Net sales	2,266,808	2,318,658
Cost of sales	1,694,577	1,734,083
Gross profit	572,231	584,575
Selling, general and administrative expenses	441,294	445,402
Operating income	130,937	139,173
Financial income	6,026	6,661
Financial costs	17,117	9,083
Share of profit/loss of entities accounted for using equity method	308	(6,299)
Income before income taxes	120,155	130,452
Income taxes	40,383	48,751
Net income	79,772	81,701
Net income attributable to		
Shareholders of NTT DATA	75,148	76,843
Non-controlling interests	4,624	4,857
Total	79,772	81,701

Net income per share attributable to shareholders of NTT DATA

Net income per share (yen)	53.58	54.79
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Consolidated Statement of Comprehensive Income

(Unit: ¥ million)

	FY ended March 31, 2020	FY ended March 31, 2021
Net income	79,772	81,701
Other comprehensive income (after taxes)		
Items that will not be reclassified to profit/loss		
Profit/Loss from investments in equity instruments designated at fair value through other comprehensive income	(8,328)	54,832
Remeasurements of defined benefit plans	1,076	9,745
Share of other comprehensive income of entities accounted for using equity method	(0)	0
Items that may be reclassified subsequently to profit/loss		
Effective portion of cash flow hedges	(142)	1,140
Hedges cost	18	13
Foreign currency translation adjustment	(23,723)	23,066
Share of other comprehensive income of entities accounted for using equity method	(122)	218
Total other comprehensive income (after taxes)	(31,222)	89,015
Comprehensive income	48,550	170,715
Comprehensive income attributable to:		
Shareholders of NTT DATA	44,140	165,129
Non-controlling interests	4,411	5,586
Total	48,550	170,715

(3) Consolidated Statement of Changes in Equity

(FY ended March 31, 2020)

(Unit: ¥ million)

	Equity attributable to shareholders of NTT DATA						Non-controlling interests	Total equity
	Capital stock	Capital surplus	Retained earnings	Treasury shares	Other	Total		
As of April 1, 2019	142,520	115,740	603,171	(1)	64,236	925,667	41,143	966,809
Comprehensive income								
Net income	—	—	75,148	—	—	75,148	4,624	79,772
Other comprehensive income	—	—	—	—	(31,008)	(31,008)	(213)	(31,222)
Comprehensive income	—	—	75,148	—	(31,008)	44,140	4,411	48,550
Transactions with shareholders								
Dividends of surplus	—	—	(24,544)	—	—	(24,544)	(1,415)	(25,959)
Transfer to retained earnings	—	—	7,223	—	(7,223)	—	—	—
Increase/decrease by business combination	—	—	—	—	—	—	6,017	6,017
Net changes in controlled subsidiaries' stocks	—	(156)	—	—	—	(156)	(1,754)	(1,909)
Put options written on non-controlling interests	—	(4,497)	—	—	—	(4,497)	—	(4,497)
Other	—	508	(1,435)	—	—	(927)	(670)	(1,597)
Total transactions with shareholders	—	(4,144)	(18,756)	—	(7,223)	(30,123)	2,178	(27,945)
As of March 31, 2020	142,520	111,596	659,563	(1)	26,005	939,683	47,732	987,415

(FY ended March 31, 2021)

(Unit: ¥ million)

	Equity attributable to shareholders of NTT DATA						Non-controlling interests	Total equity
	Capital stock	Capital surplus	Retained earnings	Treasury shares	Other	Total		
As of April 1, 2020	142,520	111,596	659,563	(1)	26,005	939,683	47,732	987,415
Comprehensive income								
Net income	—	—	76,843	—	—	76,843	4,857	81,701
Other comprehensive income	—	—	—	—	88,286	88,286	729	89,015
Comprehensive income	—	—	76,843	—	88,286	165,129	5,586	170,715
Transactions with shareholders								
Dividends of surplus	—	—	(25,245)	—	—	(25,245)	(2,301)	(27,546)
Transfer to retained earnings	—	—	11,464	—	(11,464)	—	—	—
Purchase/disposal of treasury shares	—	—	—	(0)	—	(0)	—	(0)
Increase/decrease by business combination	—	—	—	—	—	—	2,953	2,953
Net changes in controlled subsidiaries' stocks	—	(66)	—	—	—	(66)	(223)	(289)
Put options written on non-controlling interests	—	(4,638)	—	—	—	(4,638)	—	(4,638)
Other	—	(903)	(1,060)	—	—	(1,963)	(98)	(2,062)
Total transactions with shareholders	—	(5,608)	(14,841)	(0)	(11,464)	(31,913)	331	(31,582)
As of March 31, 2021	142,520	105,988	721,565	(1)	102,827	1,072,899	53,648	1,126,548

(4) Consolidated Statement of Cash Flows

(Unit: ¥ million)

	FY ended March 31, 2020	FY ended March 31, 2021
Cash Flows from Operating Activities		
Net income	79,772	81,701
Depreciation and amortization	199,182	214,324
Interest and dividend income	(4,859)	(4,820)
Interest expenses	7,733	6,380
Share of (profit)/loss of entities accounted for using equity method	(308)	6,299
Income tax expenses	40,383	48,751
(Increase)/decrease in trade and other receivables	(22,481)	(22,477)
(Increase)/decrease in contract assets	6,304	(24,602)
(Increase)/decrease in inventories	1,563	(855)
Increase/(decrease) in trade and other payables	4,469	50,358
Increase/(decrease) in contract liabilities	31,590	11,018
Increase/(decrease) in allowance for contract losses	(6,490)	(2,574)
Other	5,378	25,723
Sub total	342,235	389,225
Interest and dividends received	4,051	3,931
Interest paid	(7,057)	(5,752)
Income taxes (paid) / refunded	(59,200)	(34,911)
Net cash provided by (used in) operating activities	280,029	352,492
Cash Flows from Investing Activities		
Payments for acquisition of property, plant, equipment, and intangible fixed assets	(191,294)	(163,114)
Payments from acquisition of other financial assets	(20,849)	(20,425)
Proceeds from sales and redemption of other financial assets	21,052	19,290
Payments for investments in subsidiaries	(65,965)	(18,296)
Other	(184)	8,652
Net cash provided by (used in) investing activities	(257,240)	(173,893)
Cash Flows from Financing Activities		
Net increase/(decrease) in commercial paper	(24,000)	—
Net increase/(decrease) in short-term borrowings	(500)	(32,219)
Proceeds for long-term loans payable and issuance of bonds	83,466	92,363
Repayment of long-term loans payable and redemption of bonds	(61,686)	(89,030)
Repayments of lease liabilities	(35,702)	(43,182)
Purchase of equity interests of subsidiaries from non-controlling interests	(2,432)	(2,069)
Cash dividends paid	(24,549)	(25,241)
Cash dividends paid to non-controlling interests	(1,178)	(2,257)
Other	501	17
Net cash provided by (used in) financing activities	(66,081)	(101,618)
Net increase/(decrease) in cash and cash equivalents	(43,292)	76,980
Cash and cash equivalents at beginning of fiscal year	251,309	205,356
Effect of exchange rate changes on cash and cash equivalents (decrease)	(2,661)	4,721
Cash and cash equivalents at end of fiscal year	205,356	287,058

(5) Notes to Consolidated Financial Statement

(Notes to Going Concern Assumptions)

N/A

(Segment information)

For the fiscal year ended March 31, 2020

Information regarding net sales, income or loss by reportable segment

(Unit: ¥ million)

	Reportable segment						Others (Note 1)	Total	Adjustments (Note 2)	Consolidated financial statement amount (Note 3)
	Public & Social Infrastructure	Financial	Enterprise & Solutions	North America	EMEA & LATAM	Total				
Net sales										
Sales to outside clients	413,742	505,475	427,982	419,312	449,685	2,216,196	49,917	2,266,112	696	2,266,808
Intersegment sales and others	86,414	74,887	160,596	6,699	5,758	334,353	82,033	416,386	(416,386)	—
Total	500,156	580,363	588,578	426,010	455,442	2,550,549	131,950	2,682,499	(415,690)	2,266,808
Operating income or loss (the number shown in parentheses)	52,802	50,374	53,534	3,241	(14,408)	145,542	2,575	148,118	(17,181)	130,937
								Financial income		6,026
								Financial costs		17,117
								Share of profit/loss of entities accounted for using equity method		308
								Income before Income taxes		120,155

Information regarding other items by reportable segment

(Unit: ¥ million)

	Reportable segment						Others (Note 1)	Total	Adjustments (Note 2)	Consolidated financial statement amount (Note 3)
	Public & Social Infrastructure	Financial	Enterprise & Solutions	North America	EMEA & LATAM	Total				
Depreciation and amortization	19,126	84,815	40,317	29,225	19,574	193,057	1,998	195,055	630	195,685
Investments in non-current assets	47,233	83,912	32,858	7,428	14,159	185,589	1,431	187,020	6,823	193,843

(Note) 1. Classification of "Other" includes China & APAC regions and subsidiaries that mainly engage in supporting the business of our head office departments.

2. (1) Adjustment of operating income or loss totaling -17,181 million yen mainly consist of consolidated adjustments not appropriated to each reportable segment.
- (2) Adjustment of depreciation and amortization totaling 630 million yen mainly consist of consolidated adjustments not appropriated to each reportable segment.
- (3) Adjustment of investments in non-current assets totaling 6,823 million yen mainly consist of consolidated adjustments not appropriated to each reportable segment.
3. Operating income or loss is adjusted with current operating income under consolidated income statements.
4. Investments in non-current assets do not include long-term prepaid expenses, financial instruments, deferred tax assets and assets related to retirement benefits that are not managed by reportable segments.

For the fiscal year ended March 31, 2021

Information regarding net sales, income or loss by reportable segment

(Unit: ¥ million)

	Reportable segment						Others (Note 1)	Total	Adjustments (Note 2)	Consolidated financial statement amount (Note 3)
	Public & Social Infrastructure	Financial	Enterprise & Solutions	North America	EMEA & LATAM	Total				
Net sales										
Sales to outside clients	452,043	518,063	427,753	422,772	446,703	2,267,333	50,706	2,318,039	619	2,318,658
Intersegment sales and others	88,439	89,530	163,128	6,604	7,546	355,247	81,990	437,238	(437,238)	—
Total	540,482	607,593	590,881	429,376	454,249	2,622,581	132,696	2,755,277	(436,618)	2,318,658
Operating income or loss (the number shown in parentheses)	67,825	56,712	52,310	(16,161)	(6,081)	154,605	1,137	155,742	(16,569)	139,173
								Financial income		6,661
								Financial costs		9,083
								Share of profit/loss of entities accounted for using equity method		(6,299)
								Income before Income taxes		130,452

Information regarding other items by reportable segment

(Unit: ¥ million)

	Reportable segment						Others (Note 1)	Total	Adjustments (Note 2)	Consolidated financial statement amount (Note 3)
	Public & Social Infrastructure	Financial	Enterprise & Solutions	North America	EMEA & LATAM	Total				
Depreciation and amortization	21,984	86,562	43,087	31,978	20,600	204,212	2,194	206,405	1,659	208,064
Investments in non-current assets	25,654	75,106	34,703	4,577	12,935	152,975	1,166	154,141	15,361	169,502

(Note) 1. Classification of "Other" includes China & APAC regions and subsidiaries that mainly engage in supporting the business of our head office departments.

- (1) Adjustment of operating income or loss totaling -16,569 million yen mainly consist of consolidated adjustments not appropriated to each reportable segment.
- (2) Adjustment of depreciation and amortization totaling 1,659 million yen mainly consist of consolidated adjustments not appropriated to each reportable segment.
- (3) Adjustment of investments in non-current assets totaling 15,361 million yen mainly consist of consolidated adjustments not appropriated to each reportable segment.
3. Operating income or loss is adjusted with current operating income under consolidated income statements.
4. Investments in non-current assets do not include long-term prepaid expenses, financial instruments, deferred tax assets and assets related to retirement benefits that are not managed by reportable segments.

(Per share information)

	FY ended March 31, 2020	FY ended March 31, 2021
Equity attributable to shareholders of NTT DATA per share	670.01 yen	764.99 yen
Net income per share	53.58 yen	54.79 yen