

Company Presentation for the Second Quarter of
Fiscal Year Ending March 31, 2021

November 2, 2020
NTT DATA Corporation

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

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I am Yo Honma, President, CEO, and Representative Director of NTT DATA. Thank you for joining us today despite your busy schedules. I also appreciate your understanding on why we have to make our presentation online again because of the ongoing COVID-19 pandemic.

INDEX

1. Results for the Second Quarter of Fiscal Year Ending March 31, 2021
2. Business Overview and Main Topics in the First Half of Fiscal Year Ending March 31, 2021
 - Impact of COVID-19 on NTT DATA Business
 - Topics in the First Half of Fiscal Year Ending March 31, 2021
3. Progress in the structural transformation in North America and EMEA & LATAM segments
4. Appendices
 - Business topics
 - Explanatory details of financial results and forecasts
 - Mid- to long-term financial trends

Cautionary Statement Regarding Forward-looking Statements

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Today, I would like to discuss the financial results for the second quarter of the fiscal year ending March 31, 2021, and the current business situation and key initiatives. Then, in the end, I would like to describe the progress in the structural transformation overseas.

1

Results for the Second Quarter of Fiscal Year Ending March 31, 2021

(Explanation omitted)

Results for the Second Quarter of Fiscal Year Ending March 31, 2021

We are making stable progress toward our full year forecast, despite negative impacts by the spread of COVID-19 on our entire business, particularly in North America, EMEA & LATAM, and Enterprise & Solutions segments.

- New orders received decreased due mainly to less orders compared to the previous fiscal year such as for large scale projects.
- Net sales remained on par with the previous fiscal year due mainly to a stable conversion of order backlogs.
- Operating income remained on par with the previous fiscal year due mainly to reduced unprofitable projects despite an increase in expenses for structural transformation.

	2020/3 2nd Quarter Results (Apr-Sep)	2021/3 2nd Quarter Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	1,088.8	1,065.5	-23.3	-2.1%	➡
Net Sales	1,077.8	1,080.1	+2.3	+0.2%	➡
Operating Income (Operating income margin)	63.8 (5.9%)	63.8 (5.9%)	+0.1 (-.00P)	+0.1%	➡
Net Income Attributable to Shareholders of NTT DATA	40.2	41.2	+1.0	+2.6%	➡

(Billions of Yen, %)

First of all, I would like to go over the overview of the financial results for the second quarter of the fiscal year ending March 31, 2021.

Similarly to the first quarter, there was a negative impact on our entire business due to the COVID-19, mainly in the North America Segment, the EMEA & LATAM Segment, and the Enterprise & Solutions Segment in Japan. However, we have made steady progress to achieve the full-year target.

New orders received decreased in the second quarter mainly because of less orders than in the previous fiscal year, such as those for large-scale projects in Japan and overseas countries.

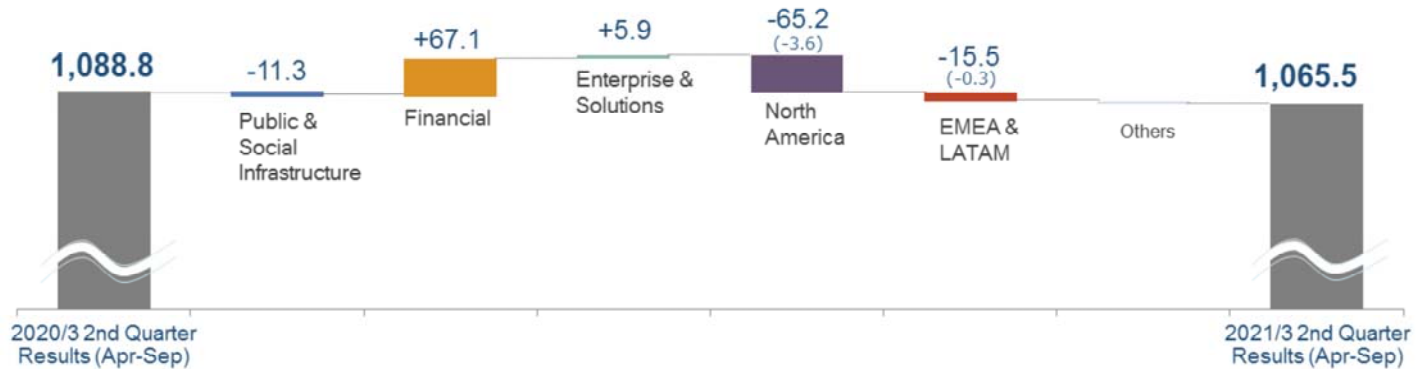
Net sales remained on par with the previous fiscal year, which was similar to that in the first quarter, mainly because orders received in previous years contributed to sales as expected.

Despite factors including the impact due to the COVID-19 and an increase in expenses for structural transformation overseas, operating income also remained on par with the previous fiscal year mainly because of the reduced number of unprofitable in Japan.

Allow me to refer to the “impact due to the COVID-19” as “Covid-19 impact” from hereafter. I will now move on to the changes in each item in each segment.

New Orders Received: YoY Changes by Business Segment (2Q FYE3/2020 and 2Q FYE3/2021)

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



Public & Social Infrastructure	Decreased due mainly to less orders compared to the previous fiscal year such as for projects for the central government and related agencies.
Financial	Increased due mainly to winning projects for banks.
Enterprise & Solutions	Increased due mainly to winning projects for retail, logistics and service sectors, despite a decrease due to the impact of the COVID-19.
North America	Decreased due mainly to the impact of the COVID-19 and less orders compared to the previous fiscal year such as for projects for public sectors.
EMEA & LATAM	Decreased due mainly to the impact of the COVID-19 and less orders compared to the previous fiscal year such as for projects won in Europe, mainly in Germany.

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4

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First, let us look at the new orders received.

The Public & Social Infrastructure Segment has recorded decreased new orders received in the second quarter due mainly to less orders than in the previous fiscal year, such as those for the projects for the central government and related agencies.

The Financial Segment saw an increase in new orders received due mainly to winning projects for banks, which I explained at the earnings presentation for the first quarter.

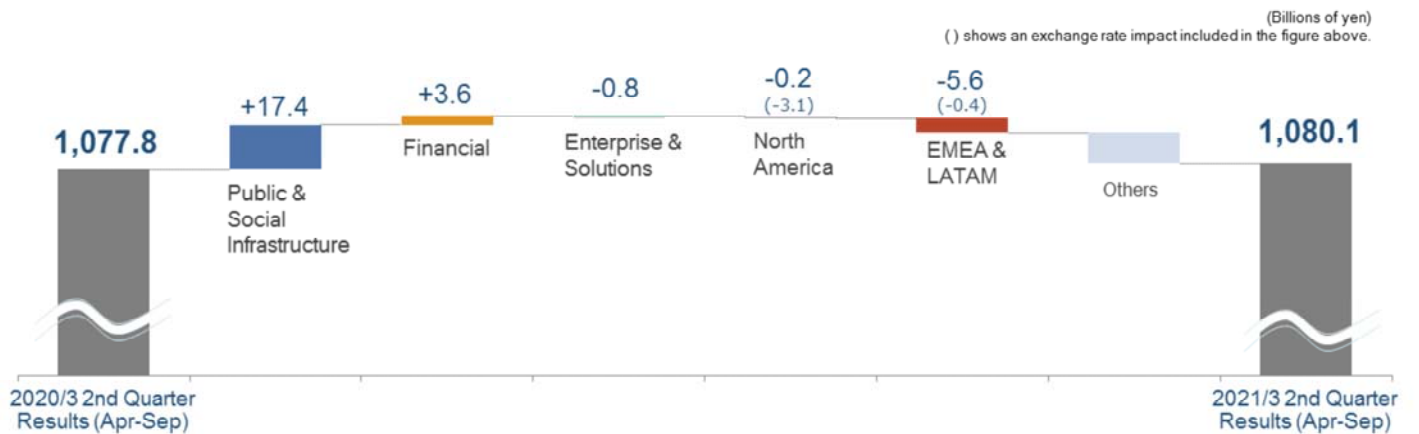
The Enterprise & Solutions Segment saw an increase in winning projects for retail, logistics, and service sectors but also had relatively large negative effect from the Covid-19 impact.

For overseas businesses, there still was a Covid-19 impact, too.

The North America Segment saw a decrease again in the second quarter due mainly to less orders than in the previous fiscal year, such as those for large-scale projects.

The EMEA & LATAM Segment recorded a decrease due mainly to less orders than in the previous fiscal year, such as those for large-scale projects, which I explained at the earnings presentation for the first quarter.

Net Sales: YoY Changes by Business Segment (2Q FYE3/2020 and 2Q FYE3/2021)



Public & Social Infrastructure	Increased due mainly to the expansion in the scale of services for the central government and related agencies.
Financial	Increased due mainly to the expansion in the scale of services for financial institutions, despite a decline in sales in some subsidiaries and others.
Enterprise & Solutions	Remained on par with the previous fiscal year due mainly to the impact of the COVID-19, despite the expansion in the scale of services for retail, logistics, payment and other service, etc.
North America	Remained on par with the previous fiscal year due mainly to the impact of the COVID-19 and negative impact from yen appreciation in foreign exchange, despite the expansion of scale from M&A and others.
EMEA & LATAM	Decreased due mainly to the impact of the COVID-19, despite steady sales secured mainly in Italy.

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5

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Next, we will look at net sales.

The Public & Social Infrastructure Segment saw an increase again due mainly to the expansion in the scale of services for the central government and related agencies, which was similar to the first quarter.

The Financial Segment recorded an increase due mainly to the expansion in the scale of services for financial institutions.

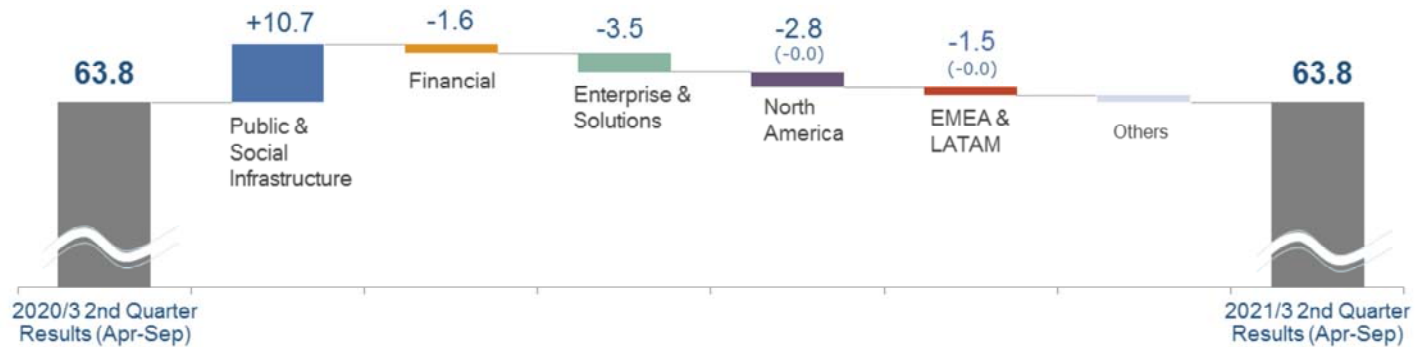
The Enterprise & Solutions Segment remained on par with the previous fiscal year due mainly to a decrease or suspension of projects due to the Covid-19 impact, despite an increase due mainly to the expansion in the scale of services for retail, logistics, payment, and other services.

The North America Segment remained on par with the previous fiscal year mainly because of the Covid-19 impact and negative impact from yen appreciation in foreign exchange, despite an increase due to the expansion of consolidated earnings from M&A in the previous year and others.

The EMEA & LATAM Segment saw a decrease due mainly to a decrease or suspension of projects due to the Covid-19 impact, despite steady sales secured mainly in Italy.

Operating Income: YoY Changes by Business Segment (2Q FYE3/2020 and 2Q FYE3/2021)

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



Public & Social Infrastructure	Increased due mainly to sales growth and reduced unprofitable projects.
Financial	Decreased due mainly to a decrease from decline in sales in some subsidiaries, despite an increase from sales growth.
Enterprise & Solutions	Decreased due mainly to the increased SG&A ratio from the impact of the COVID-19.
North America	Decreased due mainly to the impact of the COVID-19 and increased costs associated with the implementation of structural transformation for the future.
EMEA & LATAM	Decreased due mainly to the impact of the COVID-19 including an increase of additional costs, despite the effects of structural transformation that are gradually appearing.

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6

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Last is the operating income.

The Public & Social Infrastructure Segment saw an increase due mainly to sales growth and a reduced number of unprofitable projects.

The Financial Segment recorded a decrease for the whole segment due mainly to a decrease from decline in sales in some subsidiaries, despite an increase from sales growth.

The Enterprise & Solutions Segment saw a decrease due mainly to the increased SG&A ratio from the Covid-19 impact, which was similar to that in the first quarter.

The North America Segment posted a decrease due mainly to the Covid-19 impact and increased costs associated with the implementation of structural transformation for the future.

The EMEA & LATAM Segment saw a decrease due mainly to the Covid-19 impact including an increase of additional costs, despite the gradually appearing effects of structural transformation implemented in the previous fiscal year.

The following slides show the details that I have just explained by each segment, so I would like to finish my explanation on the financial results of the second quarter of the fiscal year ending March 31, 2021, here. I would like now to discuss the impact of COVID-19 on our business, so please turn to page 13.

Public & Social Infrastructure (2Q FYE3/2020 and 2Q FYE3/2021)

(Billions of Yen,%)

	2020/3 2nd Quarter Results (Apr-Sep)	2021/3 2nd Quarter Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	260.1	248.8	-11.3	-4.4%	↘
Net Sales	213.0	230.4	+17.4	+8.2%	↗
Operating Income (Operating income margin)	13.3 (6.3%)	24.0 (10.4%)	+10.7 (+4.2P)	+80.0%	↗

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

Operating income Increased due mainly to sales growth and reduced unprofitable projects.

(Explanation omitted)

Financial (2Q FYE3/2020 and 2Q FYE3/2021)

(Billions of Yen,%)

	2020/3 2nd Quarter Results (Apr-Sep)	2021/3 2nd Quarter Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	190.9	258.0	+67.1	+35.2%	
Net Sales	280.9	284.5	+3.6	+1.3%	
Operating Income (Operating income margin)	24.8 (8.8%)	23.2 (8.2%)	-1.6 (-0.7P)	-6.4%	

New orders received Increased due mainly to winning projects for banks.




Net sales Increased due mainly to the expansion in the scale of services for financial institutions, despite a decline in sales in some subsidiaries and others.

Operating income Decreased due mainly to a decrease from decline in sales in some subsidiaries, despite an increase from sales growth.

(Explanation omitted)

Enterprise & Solutions (2Q FYE3/2020 and 2Q FYE3/2021)

(Billions of Yen,%)

	2020/3 2nd Quarter Results (Apr-Sep)	2021/3 2nd Quarter Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	157.5	163.4	+5.9	+3.7%	
Net Sales	282.1	281.3	-0.8	-0.3%	
Operating Income (Operating income margin)	26.5 (9.4%)	23.1 (8.2%)	-3.5 (-1.2P)	-13.1%	

New orders received	Increased due mainly to winning projects for retail, logistics and service sectors, despite a decrease due to the impact of the COVID-19.
Net sales	Remained on par with the previous fiscal year due mainly to the impact of the COVID-19, despite the expansion in the scale of services for retail, logistics, payment and other service, etc.
Operating income	Decreased due mainly to the increased SG&A ratio from the impact of the COVID-19.

(Explanation omitted)

North America (2Q FYE3/2020 and 2Q FYE3/2021)

(Billions of Yen,%)

	2020/3 2nd Quarter Results (Apr-Sep)	2021/3 2nd Quarter Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	243.0	177.8	-65.2	-26.8%	↘
Net Sales	208.5	208.3	-0.2	-0.1%	↔
EBITA ^(*) (EBITA margin)	5.6 (2.7%)	3.1 (1.5%)	-2.6 (-1.2P)	-45.5%	↘
Operating Income (Operating income margin)	0.1 (0.1%)	-2.6 (-1.3%)	-2.8 (-1.3P)	-	↘

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

New orders received	Decreased due mainly to the impact of the COVID-19 and less orders compared to the previous fiscal year such as for projects for public sectors.
Net sales	Remained on par with the previous fiscal year due mainly to the impact of the COVID-19 and negative impact from yen appreciation in foreign exchange, despite the expansion of scale from M&A and others.
EBITA	Decreased due mainly to the impact of the COVID-19 and increased costs associated with the implementation of structural transformation for the future.
Operating income	Decreased due mainly to the impact of the COVID-19 and increased costs associated with the implementation of structural transformation for the future.

(Explanation omitted)

EMEA & LATAM (2Q FYE3/2020 and 2Q FYE3/2021)

(Billions of Yen,%)

	2020/3 2nd Quarter Results (Apr-Sep)	2021/3 2nd Quarter Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	218.8	203.3	-15.5	-7.1%	➔
Net Sales	217.5	211.9	-5.6	-2.6%	➔
EBITA ^(*) (EBITA margin)	3.6 (1.6%)	1.4 (0.7%)	-2.1 (-1.0P)	-60.0%	➔
Operating Income (Operating income margin)	1.0 (0.5%)	-0.5 (-0.2%)	-1.5 (-0.7P)	—	➔

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

New orders received	Decreased due mainly to the impact of the COVID-19 and less orders compared to the previous fiscal year such as for projects won in Europe, mainly in Germany.
Net sales	Decreased due mainly to the impact of the COVID-19, despite steady sales secured mainly in Italy.
EBITA	Decreased due mainly to the impact of the COVID-19 including an increase of additional costs, despite the effects of structural transformation that are gradually appearing.
Operating income	Decreased due mainly to the impact of the COVID-19 including an increase of additional costs, despite the effects of structural transformation that are gradually appearing.

(Explanation omitted)

2-1

Impact of COVID-19 on NTT DATA Business

(Explanation omitted)

Impact of Covid-19 on NTT DATA Business

- By and large, the negative impact of Covid-19 was smaller than expected at the time of the announcement of the earnings forecast in this August. The situation has been steady mainly in existing businesses and digital related projects. However, we will continue to monitor the impact of regional economies and corporate activities, including the re-spread of Covid-19 in Europe.

	Assumptions at the time of announcement of earnings forecasts (2020/8/7)	Second Quarter Status against Forecast
Japan	Public & Social Infrastructure Segment Despite the small impact on critical social infrastructure, mainly of the central government and ministries, the negative impact would be expected in regions in enterprise businesses and telecom sector due to restraint on IT investment.	Although there is an impact on some enterprise businesses in the regions, impact on telecom sector was smaller than expected and businesses for central government and ministries remained strong.
	Financial Segment Despite the positive impact of the digitalization in banking, insurance and securities sector, the downturn in the local economy would gradually have a negative impact such as the extension of development projects in the banking sector.	Despite the impact of cancellation or postponement of some projects, mainly in the banking sector, the Financial Segment remained stronger than expected due to the expansion of projects for financial institutions centered on banks, insurance and securities companies.
	Enterprise & Solutions Segment Despite the expected expansion of the demand in the payment sector, the negative impact would be significant, caused by decreasing demand due to self-restraint in the retail and service industry and the manufacturing industry, and restraint on IT investment.	Although the impact from the Covid-19 particularly in the manufacturing industry is continuing, the result has remained stronger than expected due to the expansion of demand in the payment sector and digital projects in the retail and service industry.
NA / EMEA	North America Segment Despite the steady progress in the public sector, the negative impact would be significant, caused by temporary decreasing orders for large-scale ITO and BPO projects due to restraint on IT investment in the manufacturing industry and medical institutions.	In spite of some negative impact caused by restraint on IT investment in the manufacturing industry and medical institutions, the impact has been smaller than expected due to the recovery of large-scale projects and revitalization of digital-related projects.
	EMEA & LATAM Segment Despite the steady progress in public and utility sectors especially in Spain, negative effects would be significant in the automotive sector in Germany and hospitality and retail sectors in Spain. In addition, there will be a negative impact of foreign exchange due to currency depreciation in Latin America.	Despite the impact on financial institutions in Spain and automotive industry in Germany from the new lockdown and travel restraints as well as the negative impact of foreign exchange due to currency depreciation in Latin America, the impact is smaller than expected due mainly to the revitalization of digital-related projects particularly in Italy.

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13

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Generally, the negative impact of COVID-19 was smaller than expected. The situation has been steady mainly in existing businesses and digital-related projects. However, because of unpredictable factors such as the resurgence of COVID-19 cases in Europe, we will continue to monitor the impact on regional economies and corporate activities.

Regarding the Public and Social Infrastructure Segment, although there was impact on some enterprise businesses in the regions, the impact on the telecom sector was smaller than expected, and businesses for the central government and ministries remained strong.

Despite the impact of cancellation or postponement of some projects, the Financial Segment remained stronger than expected because of the expansion of projects for financial institutions.

Although the impact particularly on the manufacturing industry is continuing, the business performance of the Enterprise & Solutions Segment has remained stronger than expected because of the expansion of demand in the payment sector and digital projects in the retail and service industry.

Despite some negative impacts caused by the manufacturing industry and medical institutions, the North America Segment has been less affected than expected because of the recovery of large-scale projects mainly in the public sector and revitalization of digital-related projects.

Despite the impact on the insurance industry in Spain and the automotive industry in Germany due to the new lockdown measures and travel restraints, as well as the negative impact of foreign exchange due to currency depreciation in Latin America, the EMEA & LATAM Segment has been less affected than expected mainly because of the revitalization of digital-related projects,

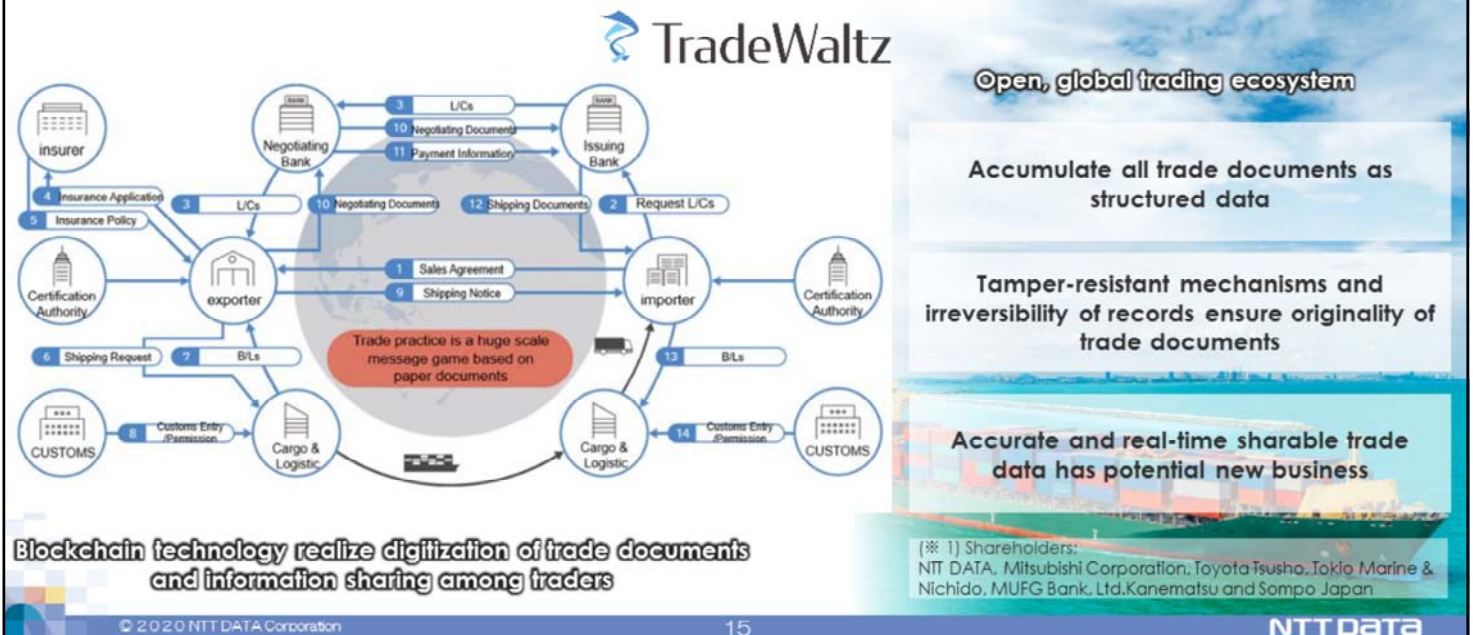
particularly in Italy.

2-2

Topics in the First Half of Fiscal Year Ending March 31, 2021

I would like to explain the key initiatives we have implemented so far.

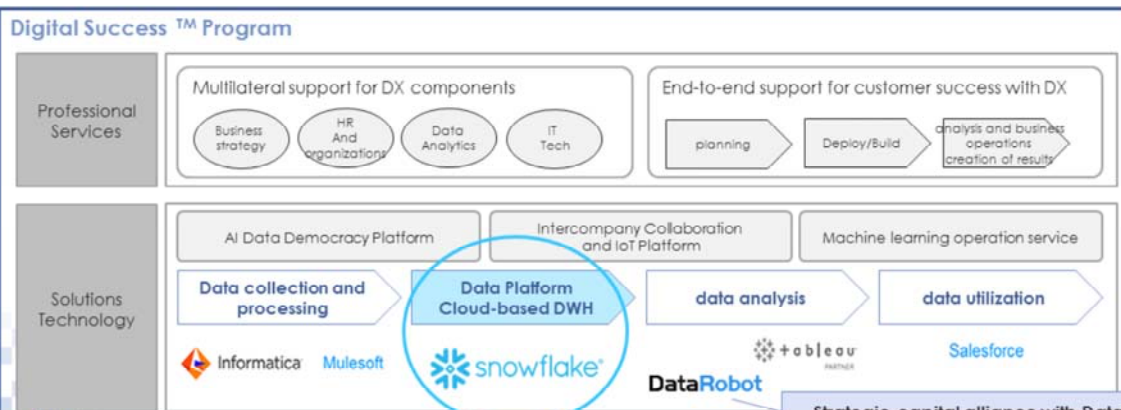
Establishment of company for Trade Information Platform "TradeWaltz®" (※ 1), which uses blockchain technology to improve the efficiency of trade administration and digitize trade data across industries



First, I introduce Trade Information Platform “TradeWaltz,” which uses blockchain technology. For this platform, NTT DATA and other six partner companies established a company. We will promote digital transformation for the entire industry engaging in trade operations by utilizing digital technologies.

Capital and business alliance with Snowflake, which has advantages in cloud-based Data Platform. Strengthen programs to support the acceleration of DX through collaboration with existing services in the AI/data utilization area

(1)Trade name	Snowflake Inc.	
(2)Business Profile:	Cloud Data Platform	Snowflake went on an IPO in September 2020 and reached the record market price in history as a software company, attracted a lot of interests in the market.
(3)Head Office:	San Mateo, CA, USA	



Create business value based on AI and data

Strategic capital alliance with DataRobot, Inc. in March 2020

NTT DATA has a capital and business alliance with Snowflake, which is advantageous in terms of cloud-based data warehousing. Through this relationship, we will support companies in accelerating digital transformation using AI and data. Snowflake went on an IPO in September 2020 and reached the record market price in history as a software company.

**Announcement of the "DX solution accelerated coexisting Covid-19" for the realization of a new society
Accelerate contributions to society and companies that are expected to transform themselves
as our initiatives to resolve issues through our business activities.**

New designs required by companies and industries

- **Need for supply chains and data linkages** adaptable to uncertain conditions
- Every contact point will be **replaced by a non-face-to-face contact point**, and every customer contact point will be converted into data and serve a source of new value creation.
- **Remote work has become mainstream** and made the role of the office change, in addition, has made the IT infrastructure and security for support the business environment evolve.

DX solution accelerated With Corona

Digital supply chain in an era of uncertainty block chain SCM inter-enterprise collaboration	New Normal Customer Contact Utilizing Data non-facing channel digital success CRM, AI, and BI data utilization	Design a workplace - For diversified work styles. office transformation remote work	Cyber security in the zero-trust era Cloud Security EDR	System Operation in the With Corona Era IT Infrastructure Managed Services Automation unmanned Remote/Home Support
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This slide shows our DX solution for the realization of a new society that coexists with COVID-19 and one after the COVID-19 crisis.

In the first quarter, we started to solve various social issues in with Corona era, accelerate social contribution through our business activities, and promote reform of ourselves to realize a new society.

NTT DATA's Vision for a New Society

Impact of the COVID-19



**A society where people can use things freely according to their purpose
= best mix of real and online**

Accelerating Social Contribution through Business ~ Solving Challenges for the Realization of a New Society ~

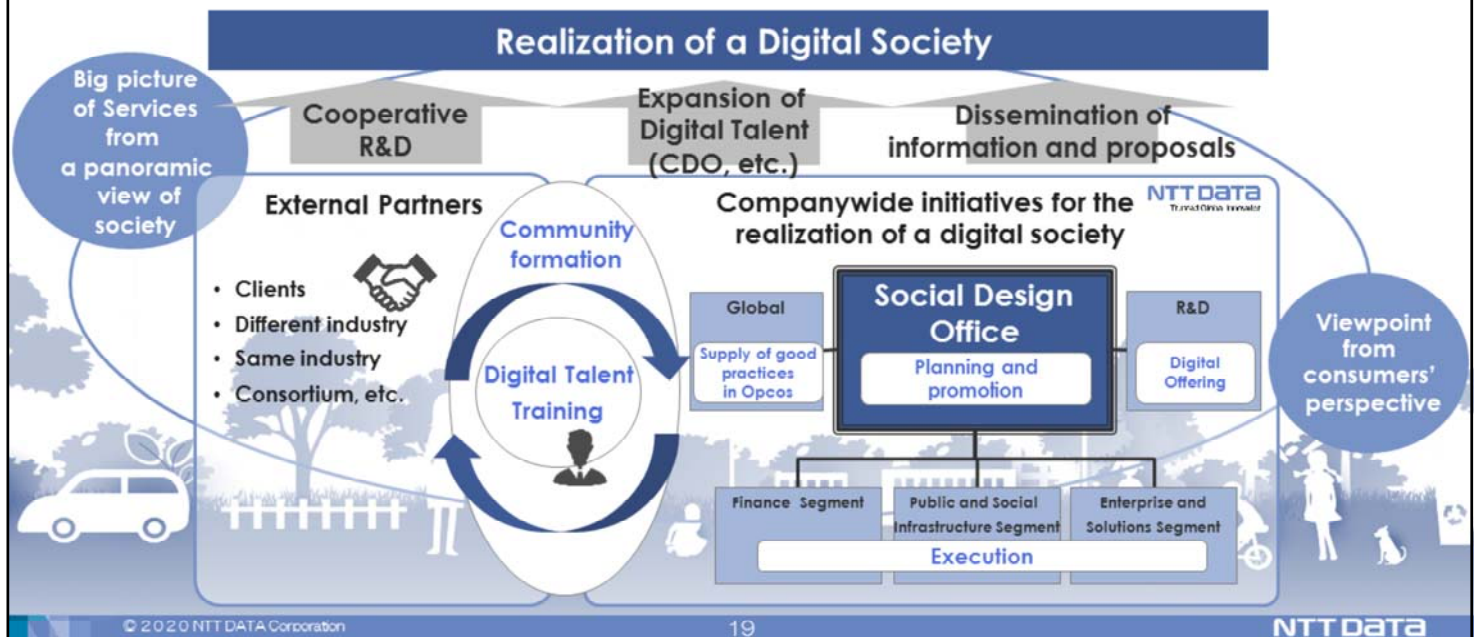
- Society**
A new nation
A new society
- Life**
New daily living
New consumer behavior
- Industry**
A new industry
New corporate structure

Transformation of NTT DATA Reforming working styles to realize a new society

- Diverse ways of working
- Advanced Business processes
- Safe and secure Workplace environment

As I explained at the earnings presentation for the first quarter held on August 7, NTT DATA has begun initiatives to realize a digital society to create a new society that coexists with COVID-19 and one after the COVID-19 crisis.

In order to contribute to the DX of whole society, we have established the "Social Design Office" and will accelerate activities as a company-wide initiative across industries.



NTT DATA newly established the Social Design Office on October 29. In the future, digital transformation to link government services, financial institutions' services, and corporate services together will accelerate.

At NTT DATA, the financial, public and enterprise segments, overseas units, and R&D sections will work together closely across organizational boundaries to contribute to digital transformation for the entire society.

We will also send talents such as CDOs and CTOs and teams to society and actively help clients foster digital talents.

3

Progress of Structural Transformation in North America, EMEA & LATAM

(Explanation omitted)

3-1. Progress of Structural Transformation in North America, EMEA & LATAM

- **Structural Transformation in North America is now ongoing as planned.**
- **The acquisition of digital projects in EMEA & LATAM is increasing as a result of Structural Transformation implemented last year.**

	Item	Status of Progress and Details of Implementation
North America	Enhancing and Re-skilling Digital Talent	<ul style="list-style-type: none"> • Continuously implementing digital transformation measures as planned since last year Acquired ACORIO LLC, a specialized ServiceNow consulting firm, to enhance outsourcing case study
	Optimizing Resources	<ul style="list-style-type: none"> • Structural transformation is ongoing as planned In addition to responding to the digital transformation, we are optimizing human resources to cope with the decrease in orders caused by COVID-19.
	Consolidating Offices and Data centers	<ul style="list-style-type: none"> • Promoting work style innovation in response to the New Normal in the wake of COVID-19 pandemic We are reducing the number of offices through consolidation. We are also planning to reduce the size of the data center by improving the efficiency of floor use.
EMEA & LATAM	Undertaking new business opportunities based on FY19 achievements	<ul style="list-style-type: none"> • Increase in the number of digital projects as a result of structural transformation implemented last year case study <ul style="list-style-type: none"> ✓ Won a multi-year contract as DX Partner for a major Italian energy company ✓ Acquired new clients for ehCOS, an advanced medical solution case study
	Continuing structural transformation to win business opportunities	<ul style="list-style-type: none"> • Continuing structural transformation from last year Continuously promoting the enhancement of digital human resources, strengthening of digital capabilities to deliver digital solutions/offers, automation to enhance development capabilities, improvement and optimization of operational efficiency, etc.

This slide shows the progress of the structural transformation in North America and EMEA & LATAM.

In North America, we have conducted the structural transformation and made progress in line with our plan. Specifically, we are enhancing and re-skilling digital talents, optimizing resources, and consolidating offices and data centers.

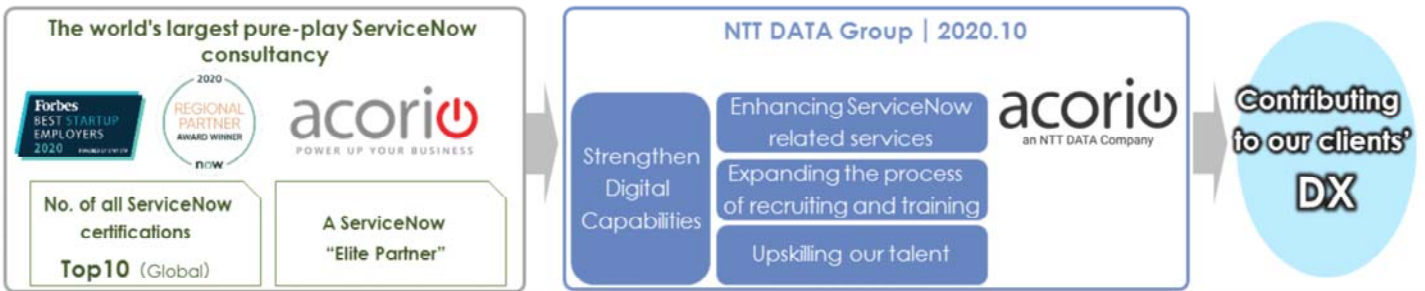
In EMEA & LATAM, due to the structural transformation implemented so far, the number of digital projects has increased. We will continue to strengthen digital capabilities in this fiscal year.

Acquired Acorio LLC, the world's largest pure-play ServiceNow consultancy to expand digital offerings & capabilities to accelerate digital transformation for clients in North America and globally

Corporate name	Acorio LLC
Description of business	ServiceNow-related strategy, architecture, application development, implementation and operations
Headquarters	Boston, Massachusetts
No. of employees	Approximately 250 employees

Enhancing ServiceNow-related services and upskilling our talent

- Promoting strategic initiatives to strengthen digital capabilities in North America by bolstering fast-growing ServiceNow related services.
- Contributing to our clients' digital transformation through the expansion of digital offerings, including the upskilling of our digital talent.



In North America, we acquired Acorio LLC, a pure-play ServiceNow consultancy. By expanding digital offerings, we will contribute to our clients' digital transformation in North America and around the globe. ServiceNow has been used strategically within NTT DATA.

New contract awarded for digital transformation (DX) in the application development area from Eni, a leading Italian energy company with operations in about 70 countries

4yrs Contract

Application Portfolio
Management and
Development Services
for ENI upstream
Digital Transformation



DIGITAL TRANSFORMATION – We support collection & information analysis on ENI'S WORLDWIDE OIL BUSINESS to help building a DATA DRIVEN COMPANY. Information are now interactive and characterized by a clear and intuitive high quality UX TO HAVE THE RIGHT FOCUS ON THE VALUE OF INFORMATION

BUSINESS AGILITY – We promoted DESIGN THINKING APPROACH & AGILE MINDSET to inspire and explore the value of Business Agility. Which RESULTS 1) Innovation on Exploration fields, 2) Ideas, Creativity & strong Collaboration, 3) Final result "really" adherent to company needs

In Europe, we won a new contract for digital transformation from Eni, a leading Italian energy company with operations in approximately 70 countries.

Received an order for introducing a new core system utilizing “ehCOS”
from the largest healthcare network in Portugal



CUF awarded the contract to everis Group in recognition of the Group's track record in providing services to healthcare sector clients and its flexible attitude toward requests from clients and because "ehCOS" uses the latest advanced technology to boost innovation and new processes in healthcare units.

This slide shows a case in a Portuguese medical institution. We will provide a medical solution of everis and contribute to increasing efficiency of new medical operations.

4

Appendices -Business topics-

I will skip the explanation for the following slides as they are about business topics, numeric information, and others for each segment.

I will end my presentation here. Thank you for your kind attention.

NTT DATA Starts Provision of Service to Allow Secure, Safe, and Convenient Use of Cloud Computing for Public Institutions



NTT DATA offers the cloud foundation managed service called “Digital Community Platform,” which allows optimal service provision utilizing digital technologies while satisfying system operation quality, security, and other requirements for public institutions. As an additional function to the platform, the Company began offering the DCPF Cloud Connect Service in September 2020 that connects information held on existing systems and cloud services securely, safely, and conveniently.

The service utilizes existing systems as they are, allowing administrators to operate in the same way as previously. Furthermore, the service helps realize the secure and safe use of cloud services by preventing information leakage, improving user-friendliness, streamlining administrative tasks, strengthening compliance, and so on.

In recent years, government ministries and agencies and other public institutions are increasingly using cloud services in accordance with the Cloud-by-Default Principle^(Note 1). NTT DATA will promote the use of cloud services in public institutions through the “Digital Community Platform,” which includes the service, and will contribute toward improving the productivity of public institutions and promoting workstyle reforms.

(Note 1) Cloud-by-Default Principle

The Cloud-by-Default Principle is a policy of considering the use of cloud services as the first candidate for developing government information systems under the draft of “Basic policy on the use of cloud services in government information systems,” which was released by the Japanese government in June 2018.

(Explanation omitted)

NTT DATA and Snowflake Inc. Agree on Capital and Business Tie-up Toward Accelerating DX



In September 2020, NTT DATA agreed on a capital and business tie-up with Snowflake Inc., which offers “Snowflake,” a data platform making the most of the characteristics of cloud.

Through the latest capital and business tie-up, we will accelerate efforts to make every organization data-driven^(Note 1) in Japan and abroad by linking NTT DATA Group’s services, mainly in the AI and data utilization field, with the cloud data platform owned by Snowflake Inc. Specific collaboration projects will include: strengthening of the data utilization platform provided by NTT DATA; enhancement of customer support through a system dedicated for the Snowflake to be set up jointly by both companies; and promoting accelerated development of Snowflake engineers within NTT DATA Group, etc. Through these projects, we will strengthen partnerships in and outside Japan.

Going forward, NTT DATA aims to increase sales from the entire “Digital Success Program^(Note 2)” including the Snowflake to the 30 billion-yen level by 2025.

Note 1: Data-driven

The term refers to a method to make decisions and resolve issues in business based on data more effectively.

Note 2: Digital Success Program

The Digital Success Program is a practical business reform program based on achievements at more than 500 companies worldwide and making use of AI and data offered by NTT DATA.

(Explanation omitted)

NTT DATA Services to acquire Acorio LLC to expand ServiceNow capability to accelerate digital transformation for clients in North America



NTT DATA Services, a subsidiary of NTT DATA Corporation, entered an agreement to acquire Acorio LLC, a pure-play ServiceNow^(Note 1) consultancy and a ServiceNow Elite Partner^(Note 2), in August 2020 (the acquisition was completed in October 2020). The consultancy serves companies across multiple industries, including healthcare, financial services, manufacturing, high tech and retail.

With this acquisition, NTT DATA will add unparalleled breadth and depth of experience in the ServiceNow ecosystem and unique industry approaches to help clients enable automated and intelligent digital workflows. NTT DATA will enhance the scale and scope of its ServiceNow strategy, architecture, application development, implementation and operations.

NTT DATA will expand our talent and recruiting pipeline to continue growing and upskilling its employee base to drive transformative business outcomes for clients in North America.

(Note 1) ServiceNow
A cloud-based IT service management product provided by ServiceNow, Inc. for enterprises.

(Note 2) Elite Partner
A partner category within ServiceNow partner framework. Partners are segmented based on sets of criteria which includes four key factors; capacity, competency, customer success and capability. An Elite Partner specializes in five or more ServiceNow products across the IT, Employee Experience and Customer Service workflows and has established operations in multiple geographies.

(Explanation omitted)

Received an order for introducing a new core system of the largest healthcare network in Portugal



In July 2020, everis Group, a subsidiary of NTT DATA Corporation, received an order from CUF, the largest healthcare provider in Portugal, to carry out a project for introducing its new core system.

In this project, everis Group will implement “ehCOS” hospital solution and services for CUF’s network of 18 healthcare units in a 10 year contract with a total revenue exceeding 30 million euros. CUF awarded the contract to everis Group in recognition of the Group’s track record in providing services to healthcare sector clients and its flexible attitude toward requests from clients and because “ehCOS” uses the latest advanced technology to boost innovation and new processes in healthcare units.

Going forward, everis Group will introduce more functional capabilities in the “ehCOS”, in order to allow the rationalization, digitalization and optimization of CUF’s business processes as well as support its delivery of innovative healthcare services to their clients such as telemedicine and IoT.

(Explanation omitted)

4

Appendices

-Explanatory details of financial results and forecasts-

(Explanation omitted)

Overview of Consolidated Result

(Billions of Yen,%)

	2020/3 2nd Quarter Results (Apr-Sep)	2021/3 2nd Quarter Results (Apr-Sep)	YoY (%)	FY Ended 2020/3 Results (Full-Year)	FY Ending 2021/3 Forecasts (Full-Year)
New Orders Received	1,088.8	1,065.5	-2.1	2,275.2	1,900.0
Order Backlog	2,512.5	2,679.2	+6.6	2,636.3	2,510.0
Net Sales	1,077.8	1,080.1	+0.2	2,266.8	2,170.0
(Main item) Overseas Net Sales ^(*)	439.8	433.6	-1.4	906.7	820.0
Cost of Sales	809.6	809.2	-0.1	1,694.6	1,610.0
Gross Profit	268.2	271.0	+1.0	572.2	560.0
SG&A Expenses	204.5	207.1	+1.3	441.3	440.0
Selling Expenses	73.4	81.6	+11.2	153.5	155.0
R&D Expenses	9.1	10.4	+13.9	21.8	22.0
Other Administrative Expenses	122.0	115.2	-5.6	266.0	263.0
Operating Income	63.8	63.8	+0.1	130.9	120.0
Operating Income Margin(%)	5.9	5.9	-0.0P	5.8	5.5
Financial Income and Costs/Share of Profit/Loss of Entities for Using Equity Method	-0.8	-1.0	-27.5	-10.8	-6.0
Income Before Income Taxes	62.9	62.8	-0.3	120.2	114.0
Income Taxes and Others ^(**)	22.8	21.6	-5.2	45.0	43.0
Net Income Attributable to Shareholders of NTT DATA	40.2	41.2	+2.6	75.1	71.0
Capital Expenditures	84.0	83.3	-0.8	193.8	180.0
Depreciation and Amortization/Loss on Disposal of Property and Equipment and Intangibles ^(***)	80.3	84.7	+5.4	163.8	175.0

(*1) The total of external net sales of North America and EMEA & LATAM Segments and China & APAC regions.

(*2) "Income Taxes and Others" includes "corporate income taxes" and "net income attributable to non-controlling interests."

(*3) The figures for FYE 3/2020 and later were calculated excluding lease depreciation expenses (18.3 billion yen as the result of FYE 3/2020 2nd Quarter, 21.2 billion yen as the result of FYE 3/2021 2nd Quarter, 38.3 billion yen as the result of FYE 3/2020 and 35.0 billion yen as the forecast for FYE 3/2021 (estimate)).

(Explanation omitted)

Consolidated New Orders Received and Order Backlog

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

(Billions of Yen)

	2020/3 2nd Quarter Results (Apr-Sep)	2021/3 2nd Quarter Results (Apr-Sep)	FY Ended 2020/3 Results (Full-Year)	FY Ending 2021/3 Forecasts (Full-Year)
Public & Social Infrastructure	260.1	248.8	477.0	399.0
(Main item): Central Government and Related Agencies, Local Government, and Healthcare	159.6	162.0	281.3	218.0
Telecom and Utility	55.7	41.7	113.7	100.0
Financial	190.9	258.0	430.7	416.0
(Main item): Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	125.1	211.7	295.8	320.0
Cooperative Financial Institutions	54.8	31.3	113.6	78.0
Enterprise & Solutions ^(*)	157.5	163.4	342.8	310.0
(Main item): Retail, Logistics, Payment and Other Service	35.4	43.0	78.6	67.5
Manufacturing	98.0	89.8	215.6	198.0
Data Center, Network, and Other Solutions	19.8	25.7	40.0	36.5
North America	243.0	177.8	471.6	321.0
EMEA & LATAM	218.8	203.3	513.7	424.0

Detail of Consolidated Order Backlog

(Billions of Yen)

	2020/3	2021/3	2020/3	2021/3
Order Backlog	2,512.5	2,679.2	2,636.3	2,510.0
Public & Social Infrastructure	501.1	539.9	480.8	452.0
Financial	799.2	854.9	812.6	777.0
Enterprise & Solutions	130.2	147.1	140.0	135.0
North America	796.7	780.5	850.3	787.0
EMEA & LATAM	270.6	338.8	334.5	344.0

(*)1) New Orders Received of Enterprise & Solutions from clients outside the NTT DATA Group does not include orders taken via other segments.

(Explanation omitted)

Consolidated Net Sales

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

(Billions of Yen)

	2020/3 2nd Quarter Results (Apr-Sep)	2021/3 2nd Quarter Results (Apr-Sep)	FY Ended 2020/3 Results (Full-Year)	FY Ending 2021/3 Forecasts (Full-Year)
Public & Social Infrastructure	176.8	191.2	413.7	430.0
(Main item) Central Government and Related Agencies, Local Government, and Healthcare	93.3	106.4	231.8	247.0
Telecom and Utility	43.8	45.7	99.0	95.0
Financial	247.6	244.6	505.5	500.0
(Main item) Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	183.8	187.3	379.1	377.0
Cooperative Financial Institutions	50.0	49.1	100.9	102.0
Enterprise & Solutions ^(*)	207.4	204.4	428.0	413.0
(Main item) Retail, Logistics, Payment and Other Service	70.8	72.6	146.0	140.0
Manufacturing	103.6	99.3	214.0	208.0
Data Center, Network, and Other Solutions	28.5	27.8	57.5	57.0
North America	205.8	205.7	419.3	363.0
EMEA & LATAM	215.5	209.6	449.7	414.0

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

(Billions of Yen)

Consulting	126.7	123.2	274.5	260.0
Integrated IT Solution	282.0	295.8	588.5	610.0
System & Software Development	266.4	246.6	571.3	550.0
Maintenance & Support	356.7	369.7	735.9	670.0
Others	46.0	44.8	96.7	80.0
Net Sales by Products and Services Total	1,077.8	1,080.1	2,266.8	2,170.0

(*) Net Sales of Enterprise & Solutions from clients outside the NTT DATA Group does not include sales of projects undertaken through other segments.

(**) 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.

(Explanation omitted)

Trends in Quarter (Consolidated)



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34

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(Explanation omitted)

Foreign exchange rates

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

(Yen,%)

	2020/3 2nd Quarter Results (Apr-Sep)	2021/3 2nd Quarter Results (Apr-Sep)	YoY (%)	FY Ended 2020/3 Results (Full-Year)	FY Ending 2021/3 Forecasts (Full-Year)	YoY (%)
	①	②	$(②-①)/①$	③	④	$(④-③)/③$
USD	108.50	106.88	-1.5%	108.60	107.00	-1.5%
EUR	121.44	121.34	-0.1%	120.81	116.00	-4.0%

(Explanation omitted)

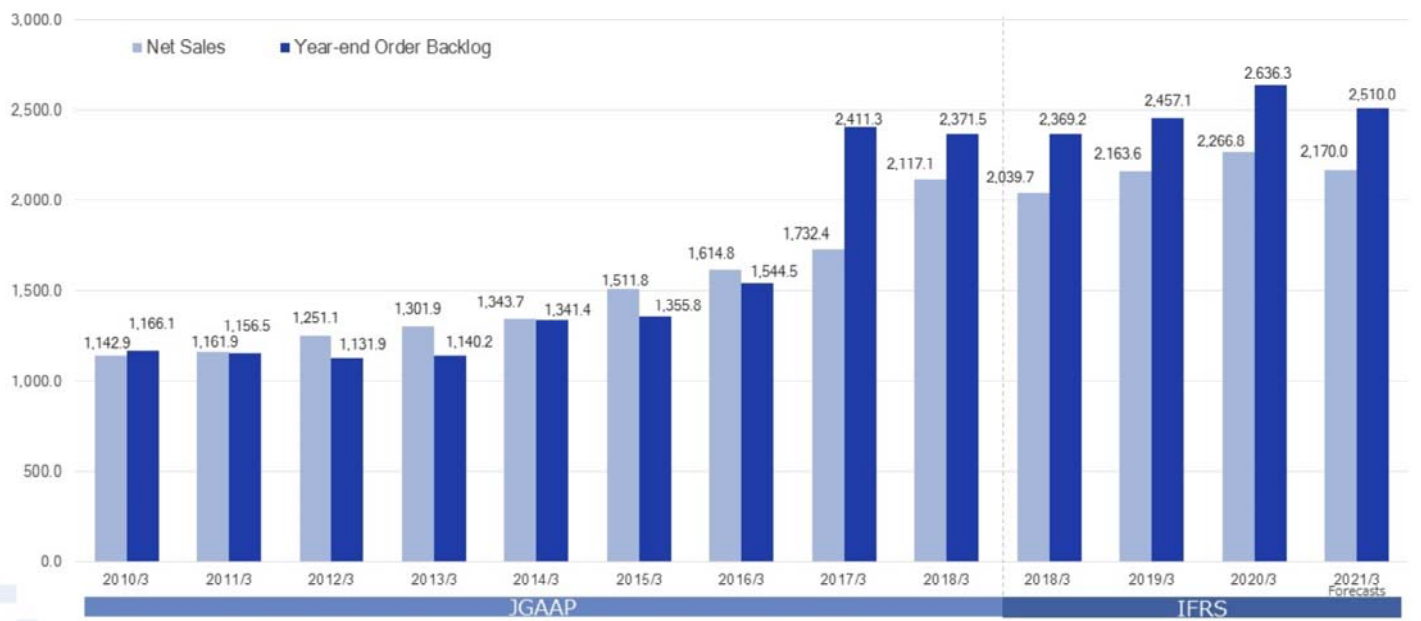
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Appendices - Mid- to long-term financial trends -

(Explanation omitted)

Trend of Order Backlog and Net Sales

(Billions of yen)



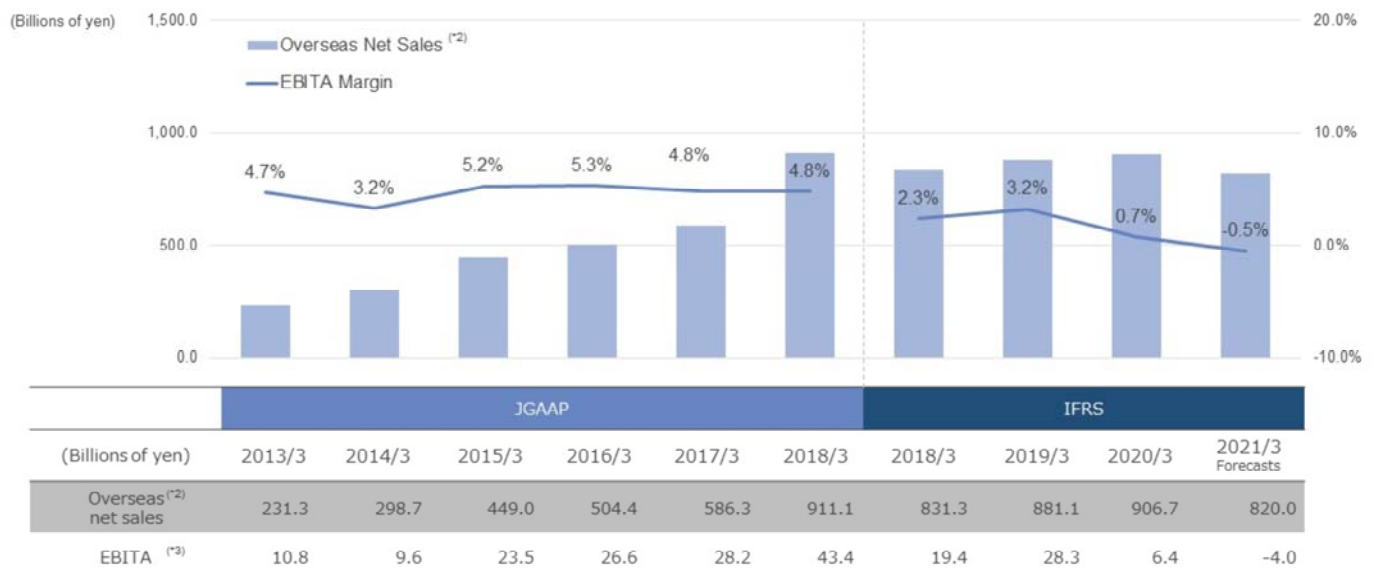
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37

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(Explanation omitted)

Overseas Net Sales and Profitability Trends ^{(*)1}



(*)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.

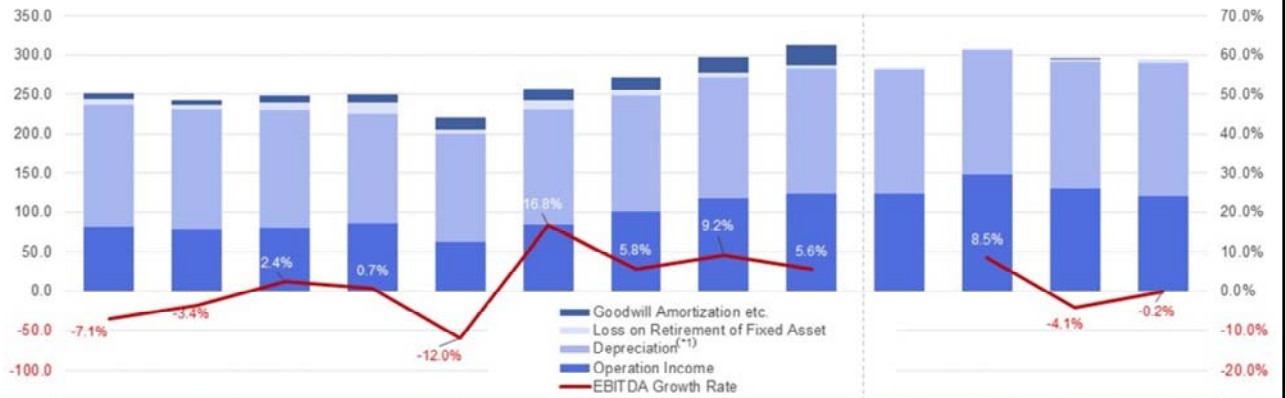
(*)3 EBITA (JGAAP) = operating income (JGAAP) + amortization of goodwill and intangible assets subject to purchase price allocation (PPA) arising from acquisition and others

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

(Explanation omitted)

EBITDA Trend

(Billions of yen)



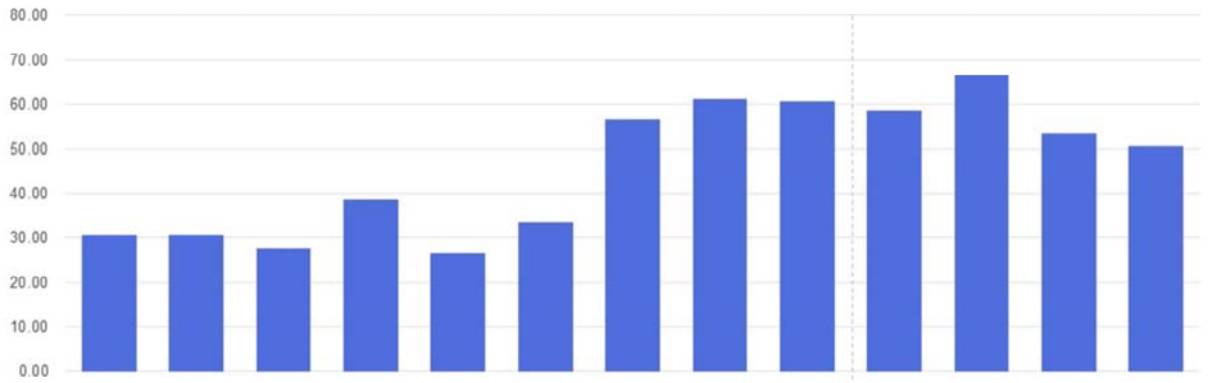
(Billions of yen)	JGAAP									IFRS			
	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3 Forecasts
Operation Income	81.6	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	130.9	120.0
Depreciation ^(*1)	154.5	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	160.9	170.0
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	5.0
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	295.7	295.0

(*1) The figures for FYE 3/2020 and later were calculated excluding lease depreciation expenses (38.3 billion yen as the result of FYE 3/2020 and 35.0 billion yen as the forecast for FYE 3/2021 (estimate)).

(Explanation omitted)

EPS Trend

(Yen)



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 2021/3 Forecasts

Net Income Attributable to Shareholders of NTT DATA^(*)1,2) (Billions of yen)

43.1 43.0 38.8 54.3 37.2 46.9 79.4 85.7 85.1 82.4 93.6 75.1 71.0

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 50.62

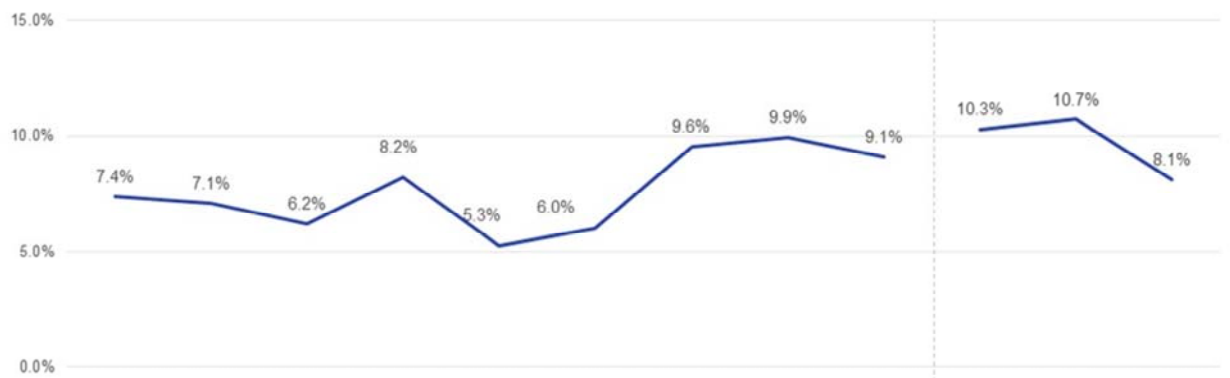
(*1) "Net Income Attributable to Owners of Parent" based on JGAAP.

(*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.

(Explanation omitted)

ROE Trend ^{(*)1}



	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).

(Explanation omitted)

ROIC Trend



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

(Explanation omitted)

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.

(Explanation omitted)

Consolidated Cash Flow^(*) Dividend Payout Trend



(Billions of yen)	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	2021/3 Forecast
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	71.0
Depreciation ^(**5)	154.5	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	160.9	170.0
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	5.0
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	-180.0
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	45.1	66.0
Dividends per Share(JPY) ^(**6)	12	12	12	12	12	12	14	15	15	15	17	18	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	25.2

(*) 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 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 and later were calculated excluding lease depreciation expenses (38.3 billion yen as the result of FYE 3/2020 and 35.0 billion yen as the forecast for FYE 3/2021 (estimate)).

(**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.

(Explanation omitted)



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(Explanation omitted)