

Company Presentation for
the Fiscal Year Ended March 31, 2019

May 9, 2019
NTT DATA Corporation

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the Japanese original. The Japanese
Original is authoritative.

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I am Yo Honma, Representative Director, President and CEO.

Thank you for your participation today during your busy schedule.

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Cautionary Statement Regarding Forward-looking Statements

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(Explanation omitted)

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Results for the Fiscal Year Ended March 31, 2019

(Explanation omitted)

Results for the Fiscal Year Ended March 31, 2019

- Robust domestic businesses and the expansion of overseas businesses contributed to a stable increase in new orders received and net sales.
- Operating income increased with the companywide offsetting of the impact of unprofitable projects.
- Achieved the full-year forecast for all items.

(Billions of Yen, %)

I F R S					
	FY ended 2018/3 (Results)	FY ended 2019/3 (Results)	YoY (Amount)	YoY (Rate)	
New Orders Received	1,950.0	2,076.1	+126.1	+6.5%	
Net Sales	2,039.7	2,163.6	+123.9	+6.1%	
Operating Income (Operating Income Margin)	123.1 (6.0%)	147.7 (6.8%)	+24.6 (+0.8P)	+20.0%	
Net Income Attributable to Shareholders of NTT DATA	82.4	93.6	+11.2	+13.6%	
Dividends per share (JPY)	15	17	+2	+13.3%	

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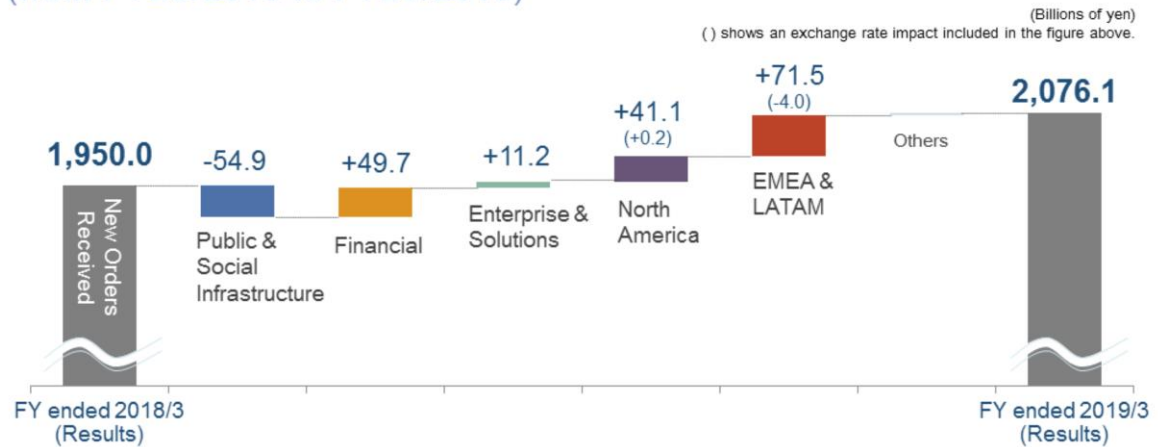
I will explain the results for the fiscal year ended March 2019.

New orders received and net sales have grown steadily due to the robust domestic business and expansion of scale in the overseas business. As a result, net sales has grown for 30 fiscal consecutive years since the Company was founded.

Operating income grew by 24.6 billion yen, offsetting the impact of unprofitable projects with additional profits from sales growth and steady cost control on a companywide basis.

We achieved the full-year forecast for all items, with record high results, ending the final year of the previous mid-term management plan successfully.

New Orders Received: YoY Changes by Business Segment (from FYE3/2018 to FYE3/2019)



Public & Social Infrastructure	Decreased due mainly to less orders compared to the previous fiscal year such as for projects for government ministries.
Financial	Increased due mainly to winning more projects from banks.
Enterprise & Solutions	Increased due mainly to the expansion in the scale of projects for the manufacturing industry including M&A in the previous fiscal year.
North America	Increased due mainly to winning more projects for healthcare.
EMEA & LATAM	Increased due mainly to winning more projects in Europe mainly in Spain and Italy.

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From this section, I will explain the changes in each item.
First of all, new orders received.

The new orders received in the Public & Social Infrastructure Segment shows a significant decrease year on year. This is due mainly to less orders such as for projects compared to the previous fiscal year. Nonetheless, we have been able to steadily win orders, so decrease was smaller than we had originally expected.

The Financial Segment saw a positive growth because it continued to win projects from banks steadily.

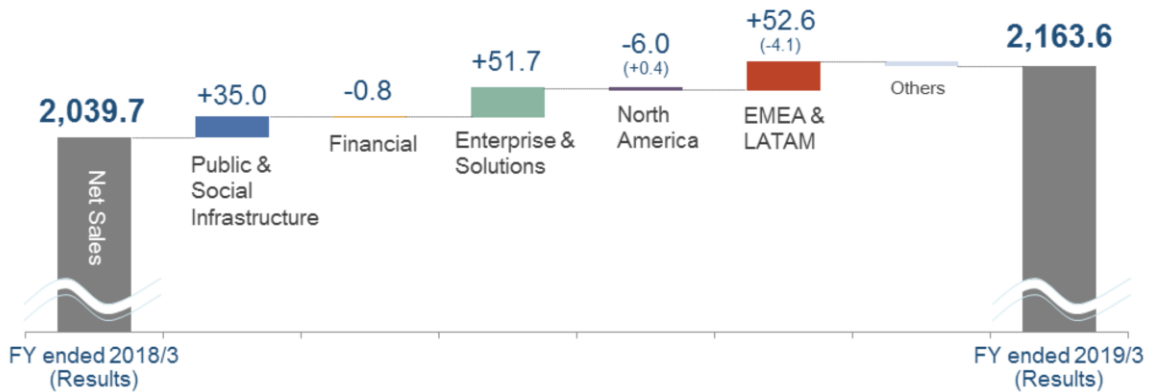
In the Enterprise & Solutions Segment, we have been able to maintain the high level of orders as in the previous fiscal year, mainly from manufacturing industry. This was in addition to the impact from the expanded scope of consolidation of NTT DATA MHI Systems Corporation, which continued until the first half of fiscal year ended March 31, 2018

The North America Segment won multiple large-scale projects in the fourth quarter such as the one from province of British Columbia, Canada, which is mentioned in the Business topics at the end of this document. As a result, in the three months of the fourth quarter, the segment saw an increase by about 100 billion yen, which resulted in 40 billion yen growth for the year.

The EMEA & LATAM Segment won more contracts especially in Europe, mainly in Spain and Italy, as three major companies continued to perform well.

Net Sales: YoY Changes by Business Segment (from FYE3/2018 to FYE3/2019)

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



Public & Social Infrastructure	Increased due mainly to an expansion of the scale of services for government ministries and the telecom industry.
Financial	Remained on par with the previous fiscal year due mainly to an increase in services for insurance industry despite less sales compared to the previous fiscal year such as for services for banks.
Enterprise & Solutions	Increased due mainly to the expansion in the scale of services for the manufacturing industry including M&A in the previous fiscal year and logistics industries.
North America	Decreased due mainly to the decrease in services for healthcare and financial industries, despite an increase in services for public and manufacturing.
EMEA & LATAM	Increased due mainly to the expansion of businesses in Europe mainly in Spain and Italy.

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Let's turn now to the net sales.

The Public & Social Infrastructure Segment saw an increase in net sales due to a steady expansion of the scale of services provided to government ministries and the telecom industry.

The Financial Segment maintained the same level as the previous fiscal year despite less sales from banks, which was offset by growth in the services for insurance industry.

The Enterprise & Solutions Segment saw a significant increase due to the growth in sales from a wide range of clients mainly in manufacturing and logistics industries in addition to the impact of the expanded scope of consolidation as in the case of new orders received.

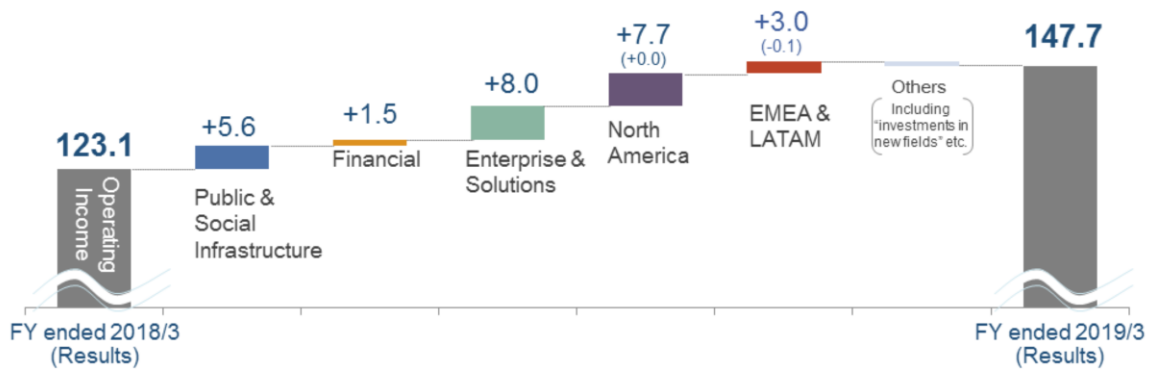
Although the North America Segment saw a decrease for the year, its net sales increased for the three months in the fourth quarter due to the growth in services for public and manufacturing sectors.

In the EMEA & LATAM Segment, net sales continued to grow steadily especially in Europe mainly in Spain and Italy, as with the new orders received.

Operating Income: YoY Changes by Business Segment (from FYE3/2018 to FYE3/2019)

(Billions of yen)

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



Public & Social Infrastructure	Increased due mainly to the increase attributable to sales growth despite the increase in the amount of loss from unprofitable projects.
Financial	Increased due mainly to the sales growth in services for insurance industry despite less operating income compared to the previous fiscal year such as for services for banks.
Enterprise & Solutions	Increased due mainly to sales growth.
North America	Increased due mainly to cost improvement and decrease of PMI expenses, despite a decrease due to decline in sales.
EMEA & LATAM	Increased due mainly to sales growth.

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Next, I shall explain the operating income.

The Public & Social Infrastructure Segment saw an increase despite an increase in the amount of loss from unprofitable projects, which was offset by an increase attributable to sales growth and cost control.

The amount of loss from the unprofitable projects was 16.9 billion yen for the company total, and that of the fourth quarter was not so large.

The Financial Segment saw an increase due mainly to the sales growth in services for the insurance industry despite less profits compared to the previous year from services provided to banks. The Enterprise & Solutions Segment recorded an increase due mainly to sales growth.

The North America Segment recorded an increase due to cost control efforts and reduced PMI expenses despite a decrease due to decline in net sales. The EMEA & LATAM Segment recorded an increase due mainly to sales growth.

Public & Social Infrastructure (from FYE3/2018 to FYE3/2019)

(Billions of Yen,%)

	IFRS				
	FY ended 2018/3 (Results)	FY ended 2019/3 (Results)	YoY (Amount)	YoY (Rate)	
New Orders Received	446.0	391.1	-54.9	-12.3%	➔
Net Sales	444.9	479.9	+35.0	+7.9%	➔
Operating Income (Operating Income Margin)	38.3 (8.6%)	43.9 (9.1%)	+5.6 (+0.5P)	+14.6%	➔

New orders received	Decreased due mainly to less orders compared to the previous fiscal year such as for projects for government ministries.
Net sales	Increased due mainly to an expansion of the scale of services for government ministries and the telecom industry.
Operating income	Increased due mainly to the increase attributable to sales growth despite the increase in the amount of loss from unprofitable projects.



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(Explanation omitted)

Financial (from FYE3/2018 to FYE3/2019)

(Billions of Yen,%)

	IFRS				
	FY ended 2018/3 (Results)	FY ended 2019/3 (Results)	YoY (Amount)	YoY (Rate)	
New Orders Received	408.5	458.2	+49.7	+12.2%	
Net Sales	559.9	559.1	-0.8	-0.1%	
Operating Income (Operating Income Margin)	51.4 (9.2%)	52.9 (9.5%)	+1.5 (+0.3P)	+2.9%	

New orders received	Increased due mainly to winning more projects from banks.
Net sales	Remained on par with the previous fiscal year due mainly to an increase in services for insurance industry despite less sales compared to the previous fiscal year such as for services for banks.
Operating income	Increased due mainly to the sales growth in services for insurance industry despite less operating income compared to the previous fiscal year such as for services for banks.

(Explanation omitted)

Enterprise & Solutions (from FYE3/2018 to FYE3/2019)

(Billions of Yen,%)

	IFRS		YoY (Amount)	YoY (Rate)	
	FY ended 2018/3 (Results)	FY ended 2019/3 (Results)			
New Orders Received	296.5	307.7	+11.2	+3.8%	
Net Sales	478.1	529.8	+51.7	+10.8%	
Operating Income (Operating Income Margin)	40.5 (8.5%)	48.5 (9.2%)	+8.0 (+0.7P)	+19.7%	

New orders received	Increased due mainly to the expansion in the scale of projects for the manufacturing industry including M&A in the previous fiscal year.
Net sales	Increased due mainly to the expansion in the scale of services for the manufacturing industry including M&A in the previous fiscal year and logistics industries.
Operating income	Increased due mainly to sales growth.



(Explanation omitted)

North America (from FYE3/2018 to FYE3/2019)

(Billions of Yen,%)

	IFRS		YoY (Amount)	YoY (Rate)	
	FY ended 2018/3 (Results)	FY ended 2019/3 (Results)			
New Orders Received	386.6	427.6	+41.1	+10.6%	➔
Net Sales	427.9	421.9	-6.0	-1.4%	➔
EBITA ^(*) (EBITA Margin)	6.8 (1.6%)	13.3 (3.1%)	+6.4 (+1.5P)	+94.5%	➔
Operating Income (Operating Income Margin)	-4.2 (-1.0%)	3.5 (0.8%)	+7.7 (+1.8P)	-	➔

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

New orders received	Increased due mainly to winning more projects for healthcare.
Net sales	Decreased due mainly to the decrease in services for healthcare and financial industries, despite an increase in services for public and manufacturing.
EBITA	Increased due mainly to cost improvement and decrease of PMI expenses, despite a decrease due to decline in sales.
Operating income	Increased due mainly to cost improvement and decrease of PMI expenses, despite a decrease due to decline in sales.



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(Explanation omitted)

EMEA & LATAM (from FYE3/2018 to FYE3/2019)

(Billions of Yen,%)

	IFRS				
	FY ended 2018/3 (Results)	FY ended 2019/3 (Results)	YoY (Amount)	YoY (Rate)	
New Orders Received	385.9	457.4	+71.5	+18.5%	➔
Net Sales	387.5	440.1	+52.6	+13.6%	➔
EBITA ^(*) (EBITA Margin)	12.0 (3.1%)	14.9 (3.4%)	+2.9 (+0.3P)	+24.6%	➔
Operating Income (Operating Income Margin)	4.9 (1.3%)	7.9 (1.8%)	+3.0 (+0.5P)	+62.4%	➔

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

New orders received	Increased due mainly to winning more projects in Europe mainly in Spain and Italy.
Net sales	Increased due mainly to the expansion of businesses in Europe mainly in Spain and Italy.
EBITA	Increased due mainly to sales growth.
Operating income	Increased due mainly to sales growth.

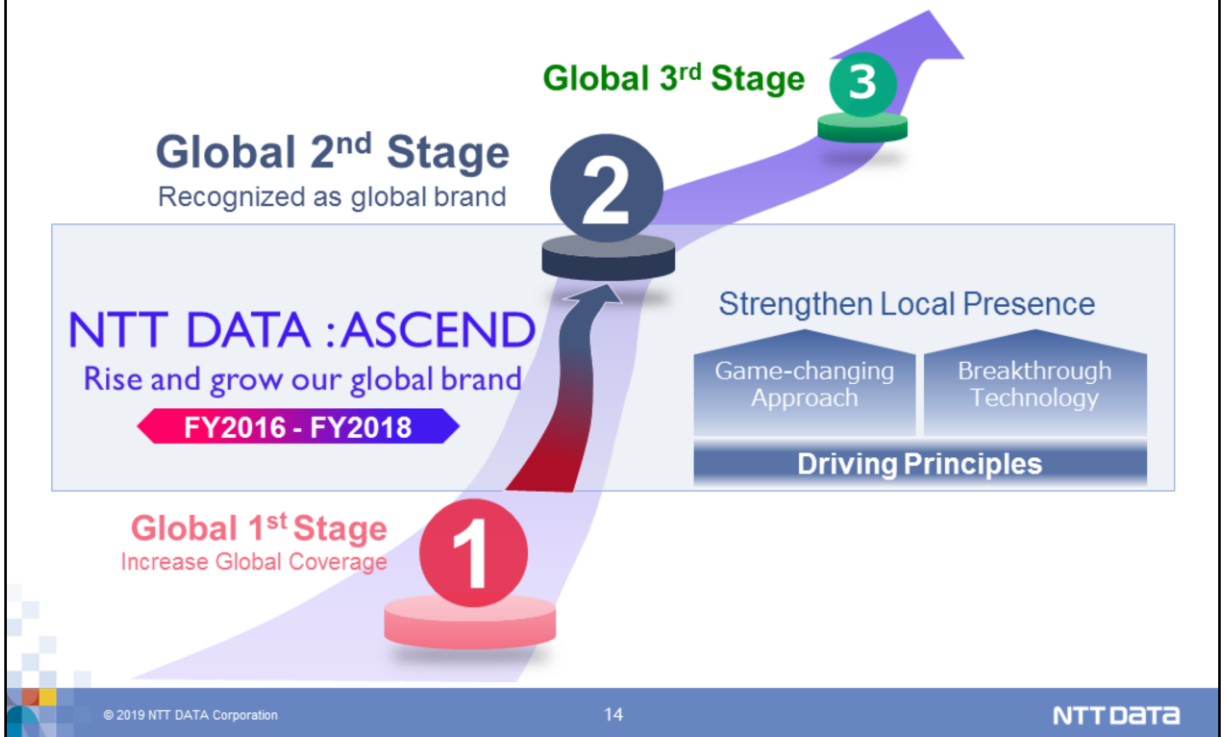


(Explanation omitted)

2

Review of Previous Mid-term Management Plan

I will move on to the “Review of Previous Mid-term Management Plan.”



The NTT DATA Group aimed to be recognized as a global brand during the course of the previous mid-term management plan (FY 2016 to FY 2018) by “strengthening local presence.” Specifically, we have worked on “Game-changing Approach” and “Breakthrough Technology” initiatives.

FY2018 Goal

FY2018 Actual

Net Sales

over
¥2 trillion

Achieved

¥2.164trillion

Operating Income

+50%*

(Operating Income¥142 billion)

Achieved

¥147.7billion

*Compared to FY2015 (adjusted item: incremental investment in new areas)

We also aimed to achieve the goals of the previous mid-term management plan: “net sales of over 2 trillion yen” and “50% increase in adjusted operating income,” both of which we successfully accomplished.

Strengthen local presence in eight of the 10 major countries in the IT service market *1



*1 Gartner "Market Share: IT Services, 2018", Dean Blackmore et al., 8 April 2019

((Increase in presence = The rank of the share has risen, Revenue in the case of the isotope shall increase)

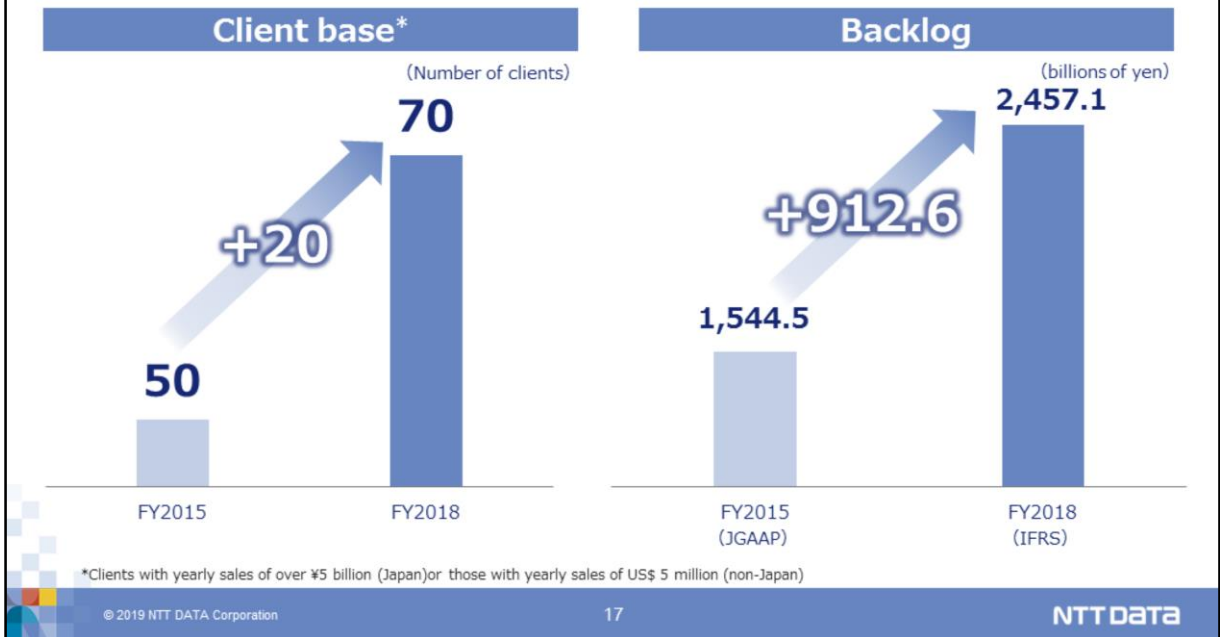
Major countries: Top 10 countries of market size (United States, Japan, United Kingdom, Germany, China, France, Australia, Canada, Spain, Italy)

*2 The number of group's offices and employees

Regarding the “strengthening of local presence,” our presence expanded in 8 countries among the top 10 countries with large-scale IT markets.

Also, in terms of the global coverage, we have expanded to 223 cities in 53 countries, with the number of employees increasing to over 120,000.

Strengthen client base and establish stable management base by building long-term relationships with clients



As for the “Game-changing Approach,” which is one of our key policies in the previous mid-term management plan, we have strengthened our client base and established a stable business foundation using the advantage of strong relationship of trust based on our “Long-term Relationships” with our clients.

The number of clients with annual sales of 5 billion yen or more or 50 million US dollars or more has increased by 20 to 70 since the end of fiscal 2015, though there were some changes in our client base every year.

Breakthrough Technology

Reduce costs through standardization, automation and other production technology innovations, and promote the accumulation and utilization of knowledge in cutting-edge technologies through global cross-section bases

Innovation in production technology

Globally standardize software development methods

Development methodology

Software Development Automation Tool

Adoption rate
90%

Standardize and globally deploy basic technologies

Multi-vendor multi-cloud

Development environment Aggregation

Adoption case
1,000 cases

Utilization of cutting-edge technology

Establish a mechanism to globally consolidate and utilize expertise on the latest technologies

Blockchain



Leader evaluation

Design



80
Use case
Leader evaluation

Center of Excellence

DevOps



AI



Globalization of technology utilization

*Center of Excellence: center for the creation and development of human resources and businesses by conducting advanced research and development activities

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Next, I would like to talk about the other key policy, which is the “Breakthrough Technology.”

For “Innovation in Production Technology,” we focused on the standardization and automation of software development methods and worked to enhance productivity. The adoption rate of the automation tool is about 90% and Integrated Development Cloud is used in about 1,000 projects, out of which about 100 cases were overseas projects.

We also established locations shared globally for research to promote global integration and usage of technologies and expertise, in order to support digitalization of our clients. We were also recognized as a leader in Blockchain and Design areas from external rating companies.

Prevent unprofitable projects, improve profitability of overseas businesses and maximize value of our offerings to our clients



Challenges

Maximize Value for our Clients

Further accelerate of digital transformation
Maximize Global Synergy

Prevent unprofitable projects

Improve profitability of overseas business

With these efforts, we achieved sustainable growth both in net sales and operating income.

On the other hand, as our next challenge, we recognize the need to further promote digital transformation and global synergy. This is to maximize the value we deliver to our clients while digitalization and globalization are advancing.

Also for the prevention of unprofitable projects and improvement of profitability in the overseas business, we are aware that there still remains some challenges. We consider these challenges as important business issues that we should continue to improve and intend to further reinforce our efforts.

3

Mid-term Management Plan

Bearing that in mind, I will explain our new mid-term management plan for FY2019 to FY2021.



Our new mid-term management plan covers the three critical years in achieving the Global 3rd Stage around 2025. We will be pursuing “profitable growth with consistent belief and courage to change.”



This is the overview of the new mid-term management plan. We will be enhancing the four capabilities: Growth, Earnings, Transformation, and Synergy. We call them “GETS,” taking the first letters of these words.

FY2021 BUSINESS GOALS

Net Sales

2.5 trillion yen

Client Base ^{※1}

Over **80**

Operating income margin ^{※2}

8%

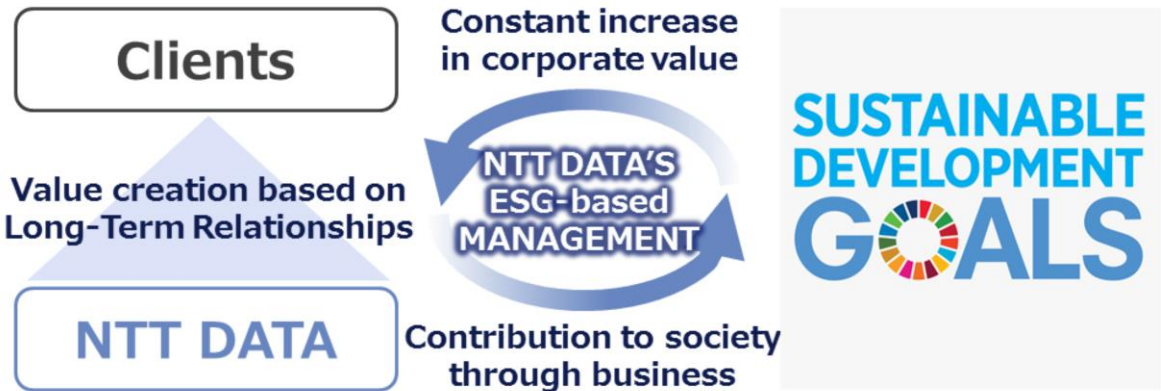
Overseas EBITA ^{※2}

7%

1 Customers with annual sales of over ¥5 billion (Japan) or US\$50 million (ex-Japan)
2 Excluding temporary costs such as M&A and structural transformation

For the profitable global growth, our goals for FY2021 is: net sales of 2.5 trillion yen; over 80 clients with net sales of 5 billion yen or more, or 50 million US dollars or more; 8% operating income margin and 7% overseas EBITA margin.

“Shape the future society with our clients”



In our consistent belief to achieve the goals, we will contribute to attain SDGs and constantly increase our corporate value through value creation based on long-term relationships with clients to “shape the future society with our clients.”

This is in line with our corporate philosophy, which is “to help contribute to a more affluent and harmonious society.”

Social contribution through business

Provide social infrastructure, solutions by business category etc. with latest technologies in collaboration with our clients



Healthcare Finance Public logistics Manufacturing

Social contribution through our corporate activities

Improve career satisfaction of each employee through workstyle innovation with latest technologies



IT talent Diversity & Inclusion Green IT

We intend to contribute to SDGs specifically through business and corporate activities.

In social contribution through business, we will provide social infrastructure, solutions by business category, etc. with latest technologies in collaboration with our clients.

In social contribution through our corporate activities, we will contribute to solving the social agenda of realizing decent work by transforming our own company in order to improve career satisfaction of each employee.

Maximize Value for our Clients

Further accelerate digital transformation
Maximize global synergy



Strategy 1

Expand global digital offerings



Strategy 2

Deliver greater value to clients based on regional needs



Strategy 3

Unleash our employee's potential that maximize organizational strengths



As for the courage to change, we will further accelerate digital transformation and enhance our global synergy to maximize value for our clients.

In order to do so, we will implement three strategies: Strategy 1 to create strength as one global company; Strategy 2 to deliver greater value based on regional needs; and Strategy 3 to enhance the strengths of the organization and employees.

Profitable global growth : FY2021 BUSINESS GOALS

Growth

Net Sales : 2.5 trillion yen
Client Base : Over 80

Earnings

Operating income margin : 8%
Overseas EBITA : 7%

COURAGE TO CHANGE : Maximize Value for Clients

Transformation & Synergy

 Strategy1

Expand global
digital offerings

 Strategy2

Deliver greater value to clients
based on regional needs

 Strategy3

Unleash our employee's potential
that maximize organizational strengths

DRIVE NTT
GROUP
COLLABORATION

CONSISTENT BELIEF : Shape the future society with our clients



This slide summarizes what I have just explained.

Strategy 1 :Expand global digital offerings

Execute aggressive investment to create and arm ourselves with strategic offerings and accelerate global synergy by proactive marketing and support on leveraging offerings

Definition of "Digital" : Customer-centric digital offerings that contribute to customer businesses



Strategy 1 is a strategy for thoroughly enhancing our capabilities as one global company. In other word, for creating tools and improving ways to compete.

Specifically, we will accelerate global industry, global account programs, etc. by global one team structure, promote sharing and usage of digital success stories, and advance global marketing.

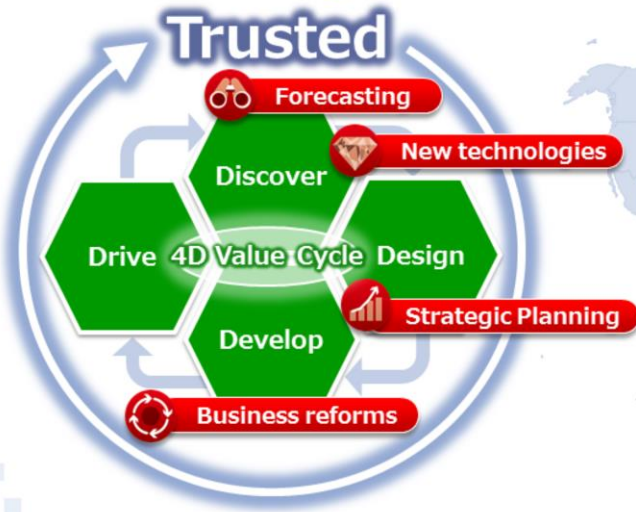
Last year, we set up Digital Strategy Office (DSO) to promote creation of offerings in the digital focus areas globally in order to advance our digital business.

We will also globalize R&D, expand Center of Excellence (CoE) we have been promoting in the previous mid-term management plan, and promote sharing and usage of digital technologies and expertise.

With these efforts, we will enable ourselves to compete by demonstrating global and digital strengths.

Provide enhanced value to our clients and further enhance our regional strength through the 4D Value Cycle

Value offering model



Regional strategy



Strategy 2 is a strategy for creating greater value we deliver to our clients based on regional needs.

Although our strengths and business situations differ by region, we have defined a common value offering model called “4D Value Cycle”. We will keep running this cycle based on our long-term relationships with our clients in order to enhance our value offerings.

Strategy 3 :Unleash our employee's potential that maximize organizational strengths

Promote collaboration based on common values, and enhance organizational strengths to maximize employee's potential.



Unleash employees' potential

- ✓ Enhance digital capabilities
- ✓ Ensure our workplace enhances the diversity of our professionals
- ✓ Improve employee engagement



Digitize our work environment

- ✓ Share knowledge, promote collaboration & transform business process leveraging digital
- ✓ Transform the system development process by the next generation production technology



Enhance our governance processes

- ✓ Enhance risk management
- ✓ Advance project management

Clients First

Foresight

Values

Teamwork

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Finally, Strategy 3 is a strategy to unleash our employee's potential that maximize organizational strengths based on the Company's common values (Clients First, Foresight, and Teamwork).

Specifically, we will be unleashing employees' potential through enhancement of their digital and global capabilities. We will also ensure our workplace will improve career satisfaction of each employee.

In digitizing our work environment, we will introduce state-of-the-art mechanism to globally share expertise and know how in order to promote collaboration. We will also continue to enhance our production technologies to further improve our productivity.

Also, in order to enhance our governance process, we will advance project management, which was also one of our challenges in the previous mid-term management plan.

Enhance our presence in the global market by creating new values with NTT Group, while continuing to strengthen the NTT DATA brand



Collaboration in advanced fields

Leverage global solution-based R&D^{※1} as well as R&D in next-generation science^{※2}

NTT
NTT Research, Inc.

Collaboration in each region

Expand business by cross-sell and provision of total service(B2B2X etc)

NTT Communications
Dimension Data Holdings plc
NTT Security

Collaboration utilizing economy of scale

Drive reduced costs through NTT Global Procurement Organization

NTT Global Sourcing, Inc.

※1 AI, IoT, etc ※2Quantum computing science, cryptography information theory, biological information processing

Lastly, I will talk about driving NTT Group collaboration.

First of all, we will collaborate closely with NTT laboratories to leverage global solution-based R&D as well as R&D in next-generation science to deliver advanced solutions and services.

As a collaboration in each region, we will further expand our total services combining infrastructure and security services, in which NTT Communications, Dimension Data, and NTT Security have advantages.

We will also drive collaboration utilizing economy of scale, such as driving reduced costs through NTT Global Procurement Organization.

How we are going to address key challenges

Let me now explain how we are going to address key challenges of the previous mid-term management plan: “prevention of unprofitable projects” and “improvement of profitability of overseas businesses.”

Advance projects management

Prevent unprofitable projects by promptly respond to risks, strengthen teams' capabilities and enhance management processes company-wide based on lessons learned from unprofitable / complex projects in past

Where we are

Controls in place to stay under target level* through review committees, etc. except for some projects

Next step

Further control especially for complex projects

Respond promptly to risks

Strengthen teams' capabilities

Enhance management process

-Review projects in proposal prep phase
-Revise approval criteria

Appropriately allocate PM based on complexity and project contents

More prompt handling company-wide based on level of issues

Leverage past learnings

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

* 0.3% - 0.5% of net sales

To advance project management, we believe that we need further control especially for complex projects going forward.

In order to respond promptly to risks, we will review projects in proposal prep phase and revise approval criteria. We will also strengthen teams' capabilities through appropriate allocation of Project Manager (PM) based on complexity and project contents.

Expand sales with high profitability by creating new digital offerings, selecting focus offerings and enhancing digital capabilities

Where we are

Completed integration with Dell Services as planned, resulting in stronger US market presence

Challenge

Further sales volume expansion with profitability

Growth strategy

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

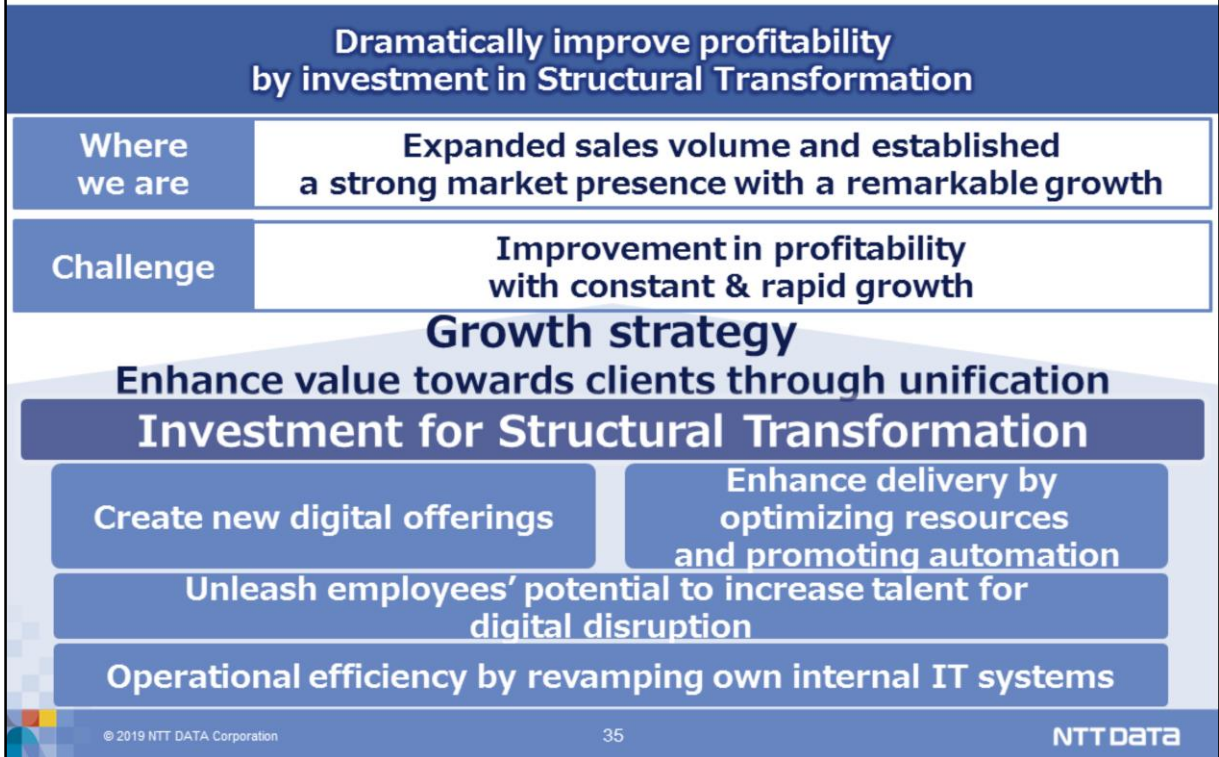
Create new digital offerings by accelerating investment in innovation

Improve efficiency by selecting focused offerings

Unleash employees' potential as digital workforce for digital transformation

Regarding strategy in North America Segment, we completed integration with Dell Services as planned, resulting in a US market presence twice as large in the previous mid-term management plan. As our next challenge, we need to further expand sales volume with profitability.

Our growth strategy for this is to expand our focused service portfolio and secure high-potential customers, which will be achieved by creating new digital offerings by accelerating investment in innovation, improving efficiency by selecting focused offerings, and unleashing employees' potential as digital workforce for digital transformation. By implementing this strategy, we will target 7% EBITA margin for FY2021.



Finally, regarding our strategy in EMEA & LATAM Segment, we expanded sales volume with a remarkable growth and established a strong market presence during the previous mid-term management plan. Our next challenge is to improve profitability with constant and rapid growth.

Our growth strategy for such objectives is to enhance value towards clients through unification through investment for structural transformation from FY2019. Specifically, like for North America Segment, we will create new digital offerings and unleash employees' potential to increase talent for digital disruption, as well as enhance delivery by optimizing resources and promoting automation and further pursue operational efficiency by revamping our own internal IT systems. With these efforts we will aim for EBITA margin of 7% for FY2021.

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Forecasts for the Fiscal Year Ending March 31, 2020

(Explanation omitted)

Full Year Forecasts for Fiscal Year Ending March 31, 2020

- Aim for sales growth of 31 consecutive years by increasing net sales in all segments.
- Secure profit on the same level as the previous fiscal year, despite the increase of investment and cost based on the new mid-term management plan.

(Billions of Yen, %)

I F R S					
	FY ended 2019/3 (Results)	FY ending 2020/3 (Forecasts)	YoY (Amount)	YoY (Rate)	
New Orders Received	2,076.1	2,000.0	-76.1	-3.7%	➔
Net Sales	2,163.6	2,240.0	+76.4	+3.5%	➔
Operating Income (Operating Income Margin)	147.7 (6.8%)	148.0 (6.6%)	+0.3 (-0.2P)	+0.2%	➔
Net Income Attributable to Shareholders of NTT DATA	93.6	92.0	-1.6	-1.7%	➔
Dividends per share (JPY)	17	18	+1	+5.9%	➔

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This is our forecast for the fiscal year ending March 2020.

Although we expect a slight decrease in the new orders received for the entire company due to a large decrease of orders in Financial Segment compared to the previous fiscal year, we expect the net sales to increase in all segments and are aiming for sales growth for 31 consecutive years.

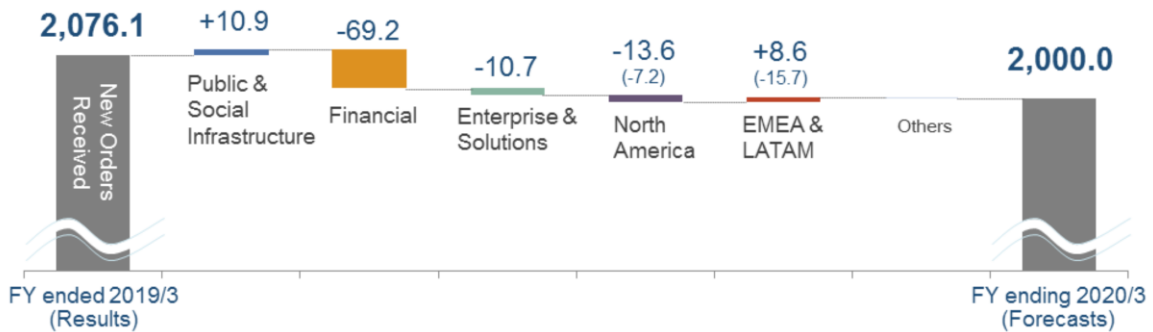
For operating income, despite the increase of investments and costs based on the new mid-term management plan that I explained earlier, we intend to secure the same level of income as the previous fiscal year.

We expect to increase the dividend per share by 1 yen to 18 yen, with the prospect of steadily expanding cash flow going forward based on the new mid-term management plan.

I will give you more details from the following slide.

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

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



Public & Social Infrastructure	Expect more orders compared to the previous fiscal year due mainly to an increase of projects for government ministries.
Financial	Expect a decrease due mainly to less orders compared to the previous fiscal year such as for large-scale projects for banks.
Enterprise & Solutions	Expect a decrease due mainly to less orders compared to the previous fiscal year such as for projects for the manufacturing industry.
North America	Expect a decrease due mainly to negative impact from yen appreciation in foreign exchange and less orders compared to the previous fiscal year such as for projects for healthcare.
EMEA & LATAM	Expect an increase due to winning more projects mainly in Spain and Latin America, despite negative impact from yen appreciation in foreign exchange.

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First of all, new orders received.

We expect growth in the Public & Social Infrastructure Segment due to an increase of projects for government ministries. As for the Financial and Enterprise & Solutions Segment, we expect a decrease due to less orders compared to the previous fiscal year. As we have mentioned earlier, we expect to see a large decrease in orders especially in the Financial Segment.

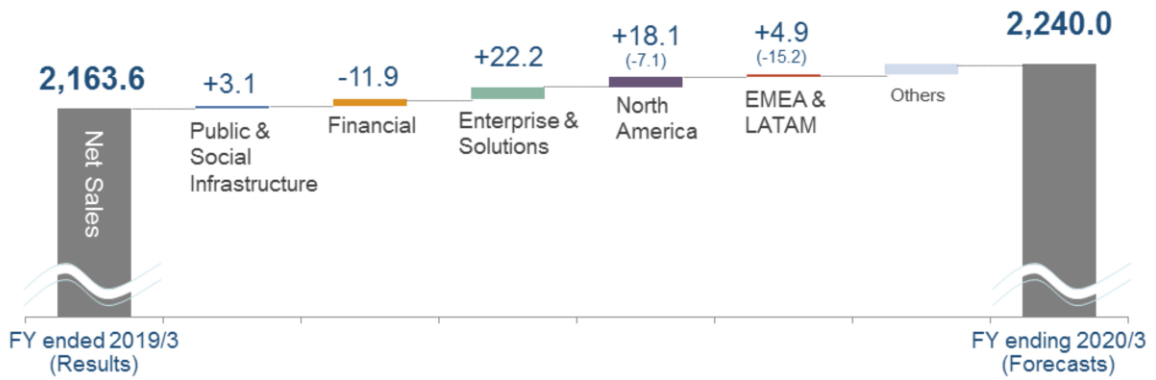
For the overseas segments, the impact of foreign exchange is indicated inside the brackets under the numbers showing increase and decrease.

Regarding the North America Segment, we expect a slight decrease due to less orders compared to the previous fiscal year apart from the negative impact from yen appreciation in foreign exchange.

For the EMEA & LATAM Segment, there will also be a negative impact from yen appreciation but even if we include this impact, we expect the segment to maintain steady growth.

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

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



Public & Social Infrastructure	Expect an increase due mainly to an expansion of the scale of services provided to government ministries.
Financial	Expect an increase due mainly to an expansion of the scale of services provided to banks.
Enterprise & Solutions	Expect an increase due mainly to an expansion of the scale of services provided to retails including M&A in the previous fiscal year.
North America	Expect an increase due mainly to an expansion of the scale of services, despite negative impact from yen appreciation in foreign exchange.
EMEA & LATAM	Expect an increase due to an expansion of the scale of businesses mainly in Germany, Spain, and Latin America, despite negative impact from yen appreciation in foreign exchange.

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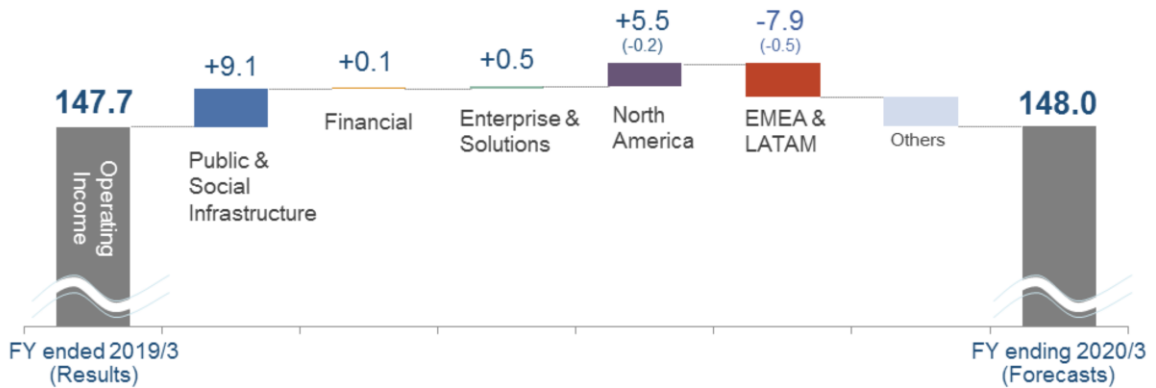
Regarding net sales, since new orders received was positive overall in the previous fiscal year, we expect to see increase in all segments.

As for the overseas segments, we expect an increase including in the North America Segment, which saw a decline in the previous fiscal year, despite the negative impact of yen appreciation as in the new orders received.

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

(Billions of yen)

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



Public & Social Infrastructure	Expect an increase due mainly to sales growth and a reduction in the amount of loss from unprofitable projects.
Financial	Expect operating income to be on a par with the previous fiscal year due mainly to investments for growth, despite an increase attributable to sales growth.
Enterprise & Solutions	Expect operating income to be on a par with the previous fiscal year due mainly to investments for growth, despite an increase attributable to sales growth.
North America	Expect an increase due mainly to sales growth.
EMEA & LATAM	Expect a decrease due to investment mainly for structural transformation, despite an increase attributable to sales growth.

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Finally, the operating income.

For the Public & Social Infrastructure Segment, we expect an increase due mainly to an increase attributable to sales growth and better control of unprofitable projects.

For the Financial Segment and Enterprise & Solutions Segment, although we expect to see an increase due to sales growth, the total profit is expected to be on the same level as the previous fiscal year due mainly to investments based on the new mid-term management plan.

The North America Segment is expected to see an increase due mainly to sales growth.

For the EMEA & LATAM Segment, we expect a decrease of 7.9 billion yen. This is because we will be concentrating on the structural transformation this fiscal year as I have explained earlier, to transform the segment into a highly profitable structure in order to achieve EBITA margin of 7% in FY2021.

I will skip the explanation for the rest of the document.

This is the end of my presentation. Thank you very much.

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

(Billions of Yen,%)

	IFRS		YoY (Amount)	YoY (Rate)	
	FY ended 2019/3 (Results)	FY ending 2020/3 (Forecasts)			
New Orders Received	391.1	402.0	+10.9	+2.8%	
Net Sales	479.9	483.0	+3.1	+0.6%	
Operating Income (Operating Income Margin)	43.9 (9.1%)	53.0 (11.0%)	+9.1 (+1.8P)	+20.8%	

New orders received Expect more orders compared to the previous fiscal year due mainly to an increase of projects for government ministries.

Net sales Expect an increase due mainly to an expansion of the scale of services provided to government ministries.

Operating income Expect an increase due mainly to sales growth and a reduction in the amount of loss from unprofitable projects.

(Explanation omitted)

Financial (from FYE3/2019 to FYE3/2020)

(Billions of Yen,%)

	IFRS		YoY (Amount)	YoY (Rate)	
	FY ended 2019/3 (Results)	FY ending 2020/3 (Forecasts)			
New Orders Received	458.2	389.0	-69.2	-15.1%	➔
Net Sales	559.1	571.0	+11.9	+2.1%	➔
Operating Income (Operating Income Margin)	52.9 (9.5%)	53.0 (9.3%)	+0.1 (-0.2P)	+0.1%	➔

New orders received Expect a decrease due mainly to less orders compared to the previous fiscal year such as for large-scale projects for banks.

Net sales Expect an increase due mainly to an expansion of the scale of services provided to banks.

Operating income Expect operating income to be on a par with the previous fiscal year due mainly to investments for growth, despite an increase attributable to sales growth.

(Explanation omitted)

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

(Billions of Yen,%)

	IFRS		YoY (Amount)	YoY (Rate)	
	FY ended 2019/3 (Results)	FY ending 2020/3 (Forecasts)			
New Orders Received	307.7	297.0	-10.7	-3.5%	➔
Net Sales	529.8	552.0	+22.2	+4.2%	➔
Operating Income (Operating Income Margin)	48.5 (9.2%)	49.0 (8.9%)	+0.5 (-0.3P)	+1.0%	➔

New orders received	Expect a decrease due mainly to less orders compared to the previous fiscal year such as for projects for the manufacturing industry.
Net sales	Expect an increase due mainly to an expansion of the scale of services provided to retails including M&A in the previous fiscal year.
Operating income	Expect operating income to be on a par with the previous fiscal year due mainly to investments for growth, despite an increase attributable to sales growth.



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(Explanation omitted)

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

(Billions of Yen,%)

	IFRS		YoY (Amount)	YoY (Rate)	
	FY ended 2019/3 (Results)	FY ending 2020/3 (Forecasts)			
New Orders Received	427.6	414.0	-13.6	-3.2%	↘
Net Sales	421.9	440.0	+18.1	+4.3%	↗
EBITA ^(*) (EBITA Margin)	13.3 (3.1%)	21.0 (4.8%)	+7.7 (+1.6P)	+58.5%	↗
Operating Income (Operating Income Margin)	3.5 (0.8%)	9.0 (2.0%)	+5.5 (+1.2P)	+157.9%	↗

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

New orders received	Expect a decrease due mainly to negative impact from yen appreciation in foreign exchange and less orders compared to the previous fiscal year such as for projects for healthcare.
Net sales	Expect an increase due mainly to an expansion of the scale of services, despite negative impact from yen appreciation in foreign exchange.
EBITA	Expect an increase due mainly to sales growth.
Operating income	Expect an increase due mainly to sales growth.

(Explanation omitted)

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

(Billions of Yen,%)

	IFRS				
	FY ended 2019/3 (Results)	FY ending 2020/3 (Forecasts)	YoY (Amount)	YoY (Rate)	
New Orders Received	457.4	466.0	+8.6	+1.9%	➔
Net Sales	440.1	445.0	+4.9	+1.1%	➔
EBITA ^(*) (EBITA Margin)	14.9 (3.4%)	5.0 (1.1%)	-9.9 (-2.3P)	-66.5%	➔
Operating Income (Operating Income Margin)	7.9 (1.8%)	0.0 (0.0%)	-7.9 (-1.8P)	-100.0%	➔

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

New orders received	Expect an increase due to winning more projects mainly in Spain and Latin America, despite negative impact from yen appreciation in foreign exchange.
Net sales	Expect an increase due to an expansion of the scale of businesses mainly in Germany, Spain, and Latin America, despite negative impact from yen appreciation in foreign exchange
EBITA	Expect a decrease due to investment mainly for structural transformation, despite an increase attributable to sales growth.
Operating income	Expect a decrease due to investment mainly for structural transformation, despite an increase attributable to sales growth.

(Explanation omitted)

5

Appendices

- Business topics -

(Explanation omitted)

Public & Social Infrastructure	1	<p>The Labor Standards Administration System services launched to realize efficient customer operation</p> <p>We developed the Labor Standards Administration System, a core system for providing national services, including workers' compensation insurance and supervising health and safety in Labor Offices and Labor Standards Supervision Offices across the country and launched the service in January 2019. To develop this system, we needed to integrate multiple existing subsystems for efficiency, which made the project highly difficult and enduring. By completing this project, we enabled efficient customer operations.</p>
	2	<p>Expanded business through public-private partnership and cross-industrial efforts</p> <p>We provided services for efficient information exchange between government agencies and financial institutions. We also promoted co-creation activities, working together with companies and associations, to solve social issues and create new added values. These facilitated our business expansion.</p> <ul style="list-style-type: none"> - We worked together with The Shizuoka Bank, Ltd. and Enshu Shinkin Bank as well as three municipalities to help them investigate the savings status of delinquent taxpayers. In this asset investigation operation, we used electronic data to reduce working hours and realize efficient operation. In October 2018, we completed the operational validation of this project. This resulted in "PipitLINQ," launched in February 2019, which enables government agencies and financial institutions to mutually make inquiries about deposits and savings by using electronic data in a unified format. - In November 2018, TEPCO Power Grid, Inc. and NTT DATA established the "Grid Data Bank Laboratory LLP" to solve social issues and create new added values by using various cross-industrial data. In March 2019, THE KANSAI ELECTRIC POWER CO., INC and CHUBU Electric Power Co., Inc. joined the Lab as members. We now have about 30 corporate and organizational sponsors and members (as of March 2019). Also in March 2019, we opened an office-cum-laboratory in Chiyoda-ku, Tokyo, equipped with an innovative environment, which would facilitate the promotion of co-creation in this initiative.

(Explanation omitted)

Financial	1	<p>We promoted various efforts to realize next-generation banking</p> <p>While new digital-technology-enabled services are being provided, we have made efforts to enable financial institutions' business infrastructures to quickly respond to various digital needs. We have also promoted the construction of a platform to create new business, not only connected to financial institutions, but also bridging all industries with financial services.</p> <ul style="list-style-type: none"> - As a digital service platform, in October 2018, we launched "A-gate", a solution which provides centralized support from implementation through operation of a public cloud^(Note 1) such as "AWS" or "Azure", in addition to "OpenCanvas", our cloud service currently provided. It covers high security requirements by using OpenCanvas' authentication function. - For financial institutions' core systems that we had provided on a mainframe, we completed major technical validation to enable application of an open platform^(Note 2) that has high affinity with digital technologies in June 2018 and started on the technical development in full scale. - As an effort to create new services through a combination of non-financial services with financial capabilities, we completed a proof of concept of Mambu's globally acclaimed cloud-type accounting services for the first time in Japan in March 2019.
	2	<p>We provided AI-enabled digital services</p> <p>We provided various digital-related services for financial institutions to enhance our financial services.</p> <ul style="list-style-type: none"> - In March 2019, we launched services to reduce workload on financing requests at financial institutions by using the NTT Group's AI technology called "corevo." - We developed services to grade various factors of face-to-face communication with AI by analyzing images and voices. In April 2018, we launched trial services mainly for the insurance industry. - "BeSTA FinTech Lab" is a site to create new businesses. To this we added a next-generation concept store, "Branch of the Future", where a customer journey^(Note 3) can be experienced with applied cutting-edge technologies.

(Note 1) Public cloud
Shared cloud services provided to many and unspecified number of users via the Internet.

(Note 2) Open platform
A platform (infrastructure of system or service) that does not depend on any specific hardware.

(Note 3) Customer journey
A process of actions, thoughts, and emotions that a user takes before reaching to service use or purchase.

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(Explanation omitted)

1

We promoted the provision of highly convenient and advanced payment-related services

"CAFIS" (Note 4) celebrated its 35th anniversary. It had allowed us to obtain "achievements," "diversity," and "safety and security" as well as know-how, which served as the core of highly convenient and advanced payment-related services that we had promoted and provided. Thus, we contributed to the shift to cashless payments in Japan.

- In April 2018, TOKYU CORPORATION and NTT DATA launched ".pay (dot pay)," a solution that enables smartphone-based payment by adding the cardless in-house credit function to promotional apps by companies and stores.
- We added credit card payment functionality to our "Mobile Register" (Note 5), smartphone-based bar code payment service. In April 2018, we launched this as the Mobile Register Public Fund Credit Collection Service for local governments.
- We worked to launch the service of the code payment gateway, which will enable retailers to use a single payment terminal or interface for domestic and overseas 1D barcode or QR code payments.

2

The use of production-related information realized the maximization of information value inside a plant

In January 2019, we launched "DaTa TransLoader", an application that runs on "FIELD system", which is an IoT platform (Note 6) provided by FANUC CORPORATION for manufacturers and also is what we have participated in developing for. This application enables important production-related information saved in the "FIELD system" connected to various machines and devices in a plant to be used in customers' systems or external tools, thereby realizing the maximization of information value inside the plant.

(Note 4) "CAFIS"

Largest comprehensive payment platform in Japan supporting various payment methods provided by NTT DATA.

(Note 5) "Mobile Register"

A service in which an app on a smartphone reads the barcode for convenience store payment to withdraw money from a bank account through Internet banking.

(Note 6) "FIELD system", which is an IoT platform

"FIELD system" is designed to further improve productivity and efficiency for manufacturers. Provided by FANUC CORPORATION, it is an IoT platform for manufacturers.



(Explanation omitted)

North America

1

**Awarded new large-scale IT Service Agreement with British Columbia Health Authorities
Leveraging healthcare experience and exceptional expertise to increase presence in Canada**

NTT DATA Canada, a subsidiary of NTT DATA Corporation, signed an IT services contract with a new client, the Provincial Health Services Authority (PHSA) ^(Note 7), based in Canada, in March 2019. This contract is for a large-scale project with a period of 5 years and a total value of over CAD \$400M. We will provide a range of end user IT support services including a clinical service desk provided by staff who are familiar with the usage of applications used in medical institutions and work flows in multiple health authorities ^(Note 8) throughout the province. We received the order for our strong willingness to invest in the Canadian IT market proven by our acquisition of Sierra Systems in December 2018, in addition to our track record of success in providing clinical services, our capability in responding to large-scale outsourcing projects, and our flexible attitude toward requests from clients.

2

Negotiated the acquisition of Cognosante Consulting, LLC for strengthening industry specific consulting services for U.S. federal and state agencies

NTT DATA Services, a subsidiary of NTT DATA Corporation, negotiated to acquire Cognosante Consulting, LLC, which provides consulting services for U.S. federal and state health agencies with its strength particularly in services for supporting systems related to Medicaid, a public medical insurance system (the acquisition was completed in April 2019). The acquisition will enable us to obtain the knowledge of Cognosante Consulting, LLC, which is based on its approximately 30 years of rich experience in providing services to U.S. federal and state agencies, and provide highly professional and industry specific consulting services in the field of healthcare.

(Note 7) Provincial Health Services Authority (PHSA)

The Provincial Health Services Authority oversees the co-ordination and delivery of provincial programs and highly specialized health-care services.

(Note 8) Health authorities

Authorities that exists in 5 regions within the Province of British Columbia providing healthcare services according to characteristics of each region.



(Explanation omitted)

EMEA & LATAM

1

everis Group won orders for large-scale projects in the public sector

everis Group, a subsidiary of NTT DATA Corporation (hereafter called "everis"), received orders for the following projects in the public sector where advanced security and reliability are especially required. This is due to the recognition of its track record of having provided high quality services over the long years and its capabilities in the digital domain.

- everis received an order from Aena SME, S.A., a Spanish airport operator, for the automated border control systems at seven airports in Spain. Following the installation and beginning of the service of 220 state-of-the-art automated border control gates at four airports including Barcelona and Mallorca, everis will be responsible for installing and operating another 81 of these gates in three airports including Seville in the future. The system integrates advanced verification of passports and other documents and biometric recognition, both facial and fingerprint, contributing to improving efficiency of the immigration process with quick and accurate identification of an individual.
- everis signed a comprehensive contract with the Directorates-General for Informatics, an administrative enforcement agency of European Union (EU), for providing IT services to more than 30 European Union institutions and related organizations. everis started providing services for 14 countries including Belgium from October 2018.

2

Expansion of capability centered on digital domain through M&A

Through subsidiaries, NTT DATA acquired companies with unique advantages centered on digital domain in an attempt to further enhance service delivery capability and generate synergy with the Group's strengths.

- In May 2018, NTT DATA EMEA LTD. turned MagenTys Holdings Limited in the U.K.—which provides consultancy and other services in the digital domain—into a subsidiary. Also, in June 2018, the Company turned gen-ius dms GmbH in Germany—which provides automotive dealer management system—into a subsidiary, with an aim to further enhance the presence in the automotive industry, which is the Group's strength.
- In August 2018, itelligence AG turned Sybit GmbH—a company with strengths in Customer Relationship Management (CRM) and e-commerce services using "SAP C4/HANA"^(Note 9)—into a subsidiary, with an aim to enhance these services that are one of the strategic areas of SAP.

(Note 9) "SAP C4/HANA"

A digital commerce solution for enterprises with an abundance of functions suitable for omnichannels (the realization of an environment where customers can purchase goods in a similar manner from any sales channel by integrating sales channels and distribution channels including physical (real) and online (digital) stores) and flexibility and scalability for customization and add-ons.

(Explanation omitted)

Technology and Innovation General Headquarters	1	<p>We enhanced information security measures inside and outside Japan as a leading IT company</p> <p>As a leading IT company, we have protected important infrastructures indispensable to everyday life with our solid security technologies since the advent of the Internet, ahead of our competitors. As cyberattacks on information systems are becoming fiercer, we have further enhanced our security measures.</p> <ul style="list-style-type: none"> - In September 2018, we signed a partnership agreement with Isera Security, Inc. and Kobe Digital Labo Inc. that have advanced technology in security. This was to provide threat analysis services for controlling systems including monitoring control systems used in plants or electric power infrastructures and production line management systems used by manufacturers. - We implemented "Tanium", which is capable of detecting, dealing with, and recovering from threats, reacting to ever-changing end-point ^(Note 10) situations in our domestic and overseas Group sites. We also began gradually implementing "Exabeam" or the Group's security management platform, which can centrally collect and analyze logs from network and end-point equipment. These efforts helped to improve the Group's information security level. On the basis of the expertise we had garnered from these solutions implemented for the Group's sites, both NTT DATA and NTT DATA INTELLILINK Corporation began to collaborate with Tanium Inc. in November 2018 and with US Exabeam, Inc. in January 2019 to provide more advanced security consulting services to our clients. - While there is a growing concern over human resource shortages in the security field due to the high level of expertise required, the Group made active efforts to develop security human resources and improve their skills. In FY2018, more than 8,300 employees obtained the "security human resources certification" promoted by the NTT Group to play an active role inside and outside Japan. - To prevent growing security damages across the globe, we published a quarterly report on global trends in cyber security and their future outlook in both Japanese and English. We cooperated with TV broadcasters, newspapers, and journals for their coverage.
	2	<p>We opened a design studio, AQUAIR in Roppongi and enhanced our global network to realize our customers' digital businesses</p> <p>In June 2018, we opened a design studio, "Fluid Experience Design Studio: AQUAIR (hereafter the Studio)" to seamlessly realize our clients' digital businesses from planning through proof of concept (POC) to marketing. The Studio is a facility where clients can experience cutting-edge technologies and work style. It also has a temporary store to perform POC. In FY2018, more than 100 clients and partners visited the Studio, where they had various experiences and tried out technical validation to realize new services that would integrate digital and real spaces. Through our "NTT DATA Design Network" ^(Note 11) that coordinates the Group's international design studios, including this Studio (a total of 15 sites globally), we shared human resources adept in UX/UI ^(Note 12) and various case studies and promoted cross-border projects.</p>

(Note 10) End point
A terminal such as a PC, smartphone or server, connected to the network.

(Note 11) "NTT DATA Design Network"
The NTT DATA Group's network to facilitate business designs from a wider perspective by enabling our 15 global design studios to share both case studies and know-how or to support projects.

(Note 12) UX (User Experience) – UI (User Interface)
UX (User Experience) is an experience and accompanying emotion that the user obtains when interacting with a product or a service. UI (User Interface) is an interface between a user and a service, and a mechanism through which information is exchanged between the two.

(Explanation omitted)

5

Appendices

- Explanatory details of financial results and forecasts -

(Explanation omitted)

Overview of Consolidated Result

(Billions of Yen,%)

	IFRS			IFRS	
	FY ended 2018/3 (Results)	FY ended 2019/3 (Results)	YoY (%)	FY ending 2020/3 (Forecasts)	YoY (%)
New Orders Received	1,950.0	2,076.1	+6.5	2,000.0	-3.7
Order Backlog	2,369.2	2,457.1	+3.7	2,380.0	-3.1
Net Sales	2,039.7	2,163.6	+6.1	2,240.0	+3.5
Cost of Sales	1,535.5	1,618.6	+5.4	1,658.0	+2.4
Gross Profit	504.2	545.0	+8.1	582.0	+6.8
SG&A Expenses	381.0	397.3	+4.3	434.0	+9.2
Selling Expenses	145.4	146.7	+0.9	160.0	+9.1
R&D Expenses	14.6	15.1	+3.4	22.0	+45.8
Other Administrative Expenses	221.1	235.5	+6.5	252.0	+7.0
Operating Income	123.1	147.7	+20.0	148.0	+0.2
Operating Income Margin(%)	6.0	6.8	+0.8P	6.6	-0.2P
Financial Income and Costs/Share of Profit/Loss of Entities for Using Method	-0.4	-0.8	-92.7	-3.0	-274.2
Income Before Income Taxes	122.7	146.9	+19.7	145.0	-1.3
Income Taxes and Others ^(*)	40.3	53.3	+32.2	53.0	-0.6
Net Income Attributable to Shareholders of NTT DATA	82.4	93.6	+13.6	92.0	-1.7
Capital Expenditures	194.8	179.2	-8.0	202.0	+12.7
Depreciation and Amortization/Loss on Disposal of Property and Equipment and Intangibles ^(**)	161.1	160.7	-0.2	162.0	+0.8
(Reference) PMI and Other Expenses (North America) ^(***)	19.0	4.3	-77.3	0.0	-100.0

(*) Income Taxes and Others include Income Taxes and Net Income Attributable to Non-controlling Interests.

(**) The figures for the forecasts for FYE 3/2020 were calculated excluding the impact amount of 34.5 billion yen (estimate) of IFRS No. 16 (new lease standard) which will be applied from April 2019.

(***) "(Reference) PMI and Other Expenses (North America)" refers to the expenses for PMI (Post Merger Integration) and restructuring associated with the acquisition of the former Dell Services.

(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)

	IFRS		
	FY ended 2018/3 (Results)	FY ended 2019/3 (Results)	FY ending 2020/3 (Forecasts)
Public & Social Infrastructure	446.0	391.1	402.0
(Main item): Central government and related agencies, Local governments, and Healthcare	250.2	194.5	226.0
Telecom and Utility	111.3	114.0	93.0
Financial	408.5	458.2	389.0
(Main item): Banks, Insurance, Securities, Credit corporations and Financial infrastructure	299.5	348.5	269.0
Cooperative financial institutions and Financial network services	93.0	83.3	102.0
Enterprise & Solutions ^{(*)2}	296.5	307.7	297.0
(Main item): Retail and logistics, Payment	76.3	73.0	73.0
Manufacturing	180.4	188.8	184.0
Datacenter, Network and other solutions	32.0	38.0	33.0
North America	386.6	427.6	414.0
EMEA & LATAM	385.9	457.4	466.0

Detail of Consolidated Order Backlog

(Billions of Yen)

Order Backlog	2,369.2	2,457.1	2,380.0
Public & Social Infrastructure	416.8	416.8	416.0
Financial	808.3	828.8	757.0
Enterprise & Solutions	123.6	131.0	112.0
North America	740.6	784.7	767.0
EMEA & LATAM	271.0	282.4	303.0

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

(*)2 The figures for Enterprise & Solutions including those for FYE 3/2018 were reviewed in terms of the details recorded.

(Explanation omitted)

Consolidated Net Sales

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

(Billions of Yen)

	IFRS		
	FY ended 2018/3 (Results)	FY ended 2019/3 (Results)	FY ending 2020/3 (Forecasts)
Public & Social Infrastructure	361.8	399.6	407.0
Financial	496.4	491.6	507.0
Enterprise & Solutions ^(*)	340.2	379.2	406.0
North America	422.3	416.5	435.0
EMEA & LATAM	383.9	433.9	439.0

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

Overseas

(Billions of Yen)

	IFRS		
	FY ended 2018/3 (Results)	FY ended 2019/3 (Results)	FY ending 2020/3 (Forecasts)
Net Sales ^{(*)2}	831.3 ^{(*)3}	881.1 ^{(*)3}	910.0

(*)2 A total sales to Clients Outside the NTT DATA Group of North America, EMEA and Latin America segments, and China and APAC.

(*)3 Total sales of North America, EMEA and Latin America segments, and China and APAC is 854.7 billion yen for FYE 3/2018 and 910.0 billion yen for FYE 3/2019.

(Explanation omitted)

Consolidated Net Sales

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

(Billions of Yen)

	IFRS		
	FY ended 2018/3 (Results)	FY ended 2019/3 (Results)	FY ending 2020/3 (Forecasts)
Public & Social Infrastructure	361.8	399.6	407.0
(Main item) Central government and related agencies, Local governments, and Healthcare	205.9	224.6	230.0
Telecom and Utility	79.1	91.1	90.0
Financial	496.4	491.6	507.0
(Main item) Banks, Insurance, Securities, Credit corporations and Financial infrastructure	355.1	349.3	357.0
Cooperative financial institutions and Financial network services	127.0	125.2	125.0
Enterprise & Solutions ^(*)1,2)	340.2	379.2	406.0
(Main item) Retail and logistics, Payment	111.2	121.7	147.0
Manufacturing	167.2	191.7	190.0
Datacenter, Network and other solutions	53.1	57.0	62.0
North America	422.3	416.5	435.0
EMEA & LATAM	383.9	433.9	439.0

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

(Billions of Yen)

Integrated IT Solution	576.9	584.6	585.0
System & Software Development	544.1	581.5	625.0
Consulting & Support	842.6	905.4	940.0
Others	76.1	92.2	90.0
Net Sales by Products and Services Total	2,039.7	2,163.6	2,240.0

(*)1) Net sales of Enterprise & Solutions does not include orders taken via other segments.

(*)2) The figures for Enterprise & Solutions including those for FYE 3/2018 were reviewed in terms of the details recorded.

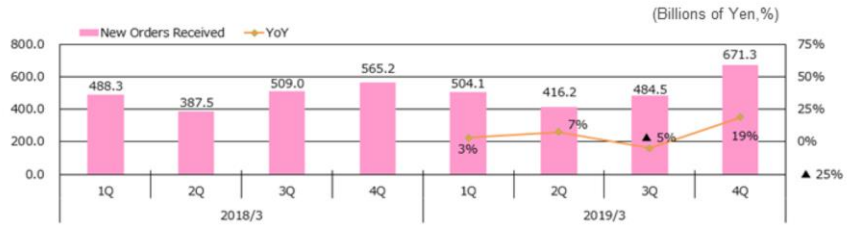
(*)3) The figures for Net Sales by Products and Services (to Clients Outside the NTT DATA Group) including those for FYE 3/2018 were reviewed in terms of the details recorded.

(Explanation omitted)

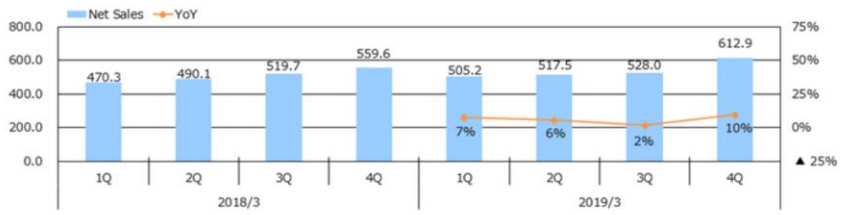
Trends in Quarter (Consolidated)

IFRS

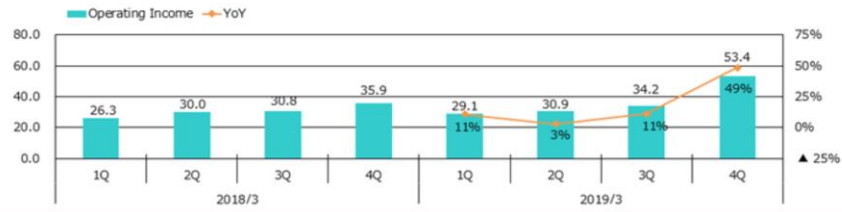
New Orders Received



Net Sales



Operating Income



(Explanation omitted)

Foreign exchange rates

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

(Yen,%)

	FY ended 2018/3 (Results)	FY ended 2019/3 (Results)	YoY (%)	FY ending 2020/3 (Forecasts)	YoY (%)
	①	②	(②-①)/①	③	(③-②)/②
USD	110.82	110.88	+0.1%	109.00	-1.7%
EUR	129.70	128.37	-1.0%	124.00	-3.4%



(Explanation omitted)

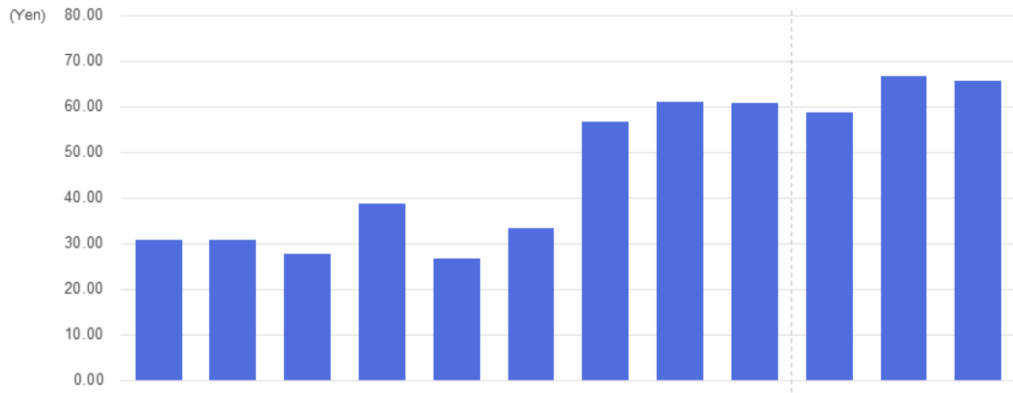
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Appendices

- Mid- to long-term financial trends -

(Explanation omitted)

EPS 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 Forecasts
Net Income Attributable to Shareholders of NTT DATA ^(*)1,2)	43.1	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	92.0
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	65.60

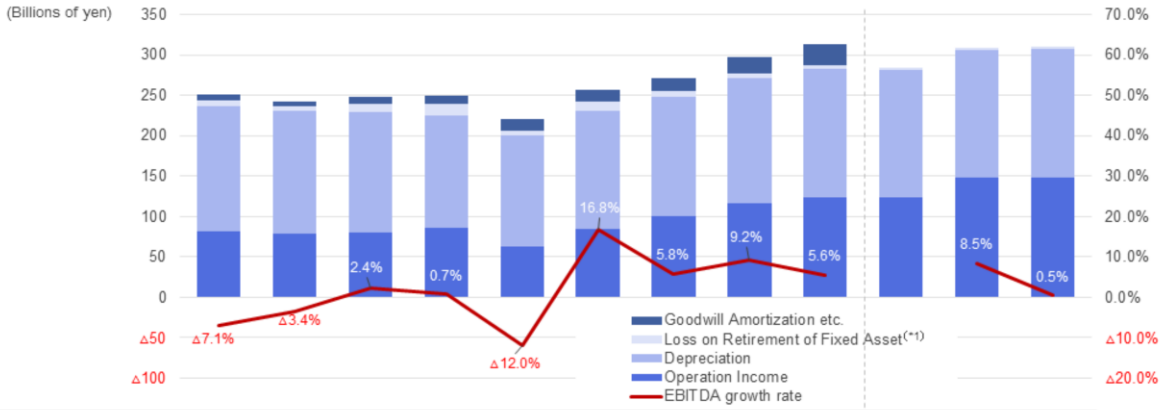
(*)1 "Net Income Attributable to Owners of Parent" based on JGAAP.

(*)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 the effective date of July 1, 2017. EPS is referring the amount after stock split.

(Explanation omitted)

EBITDA Trend



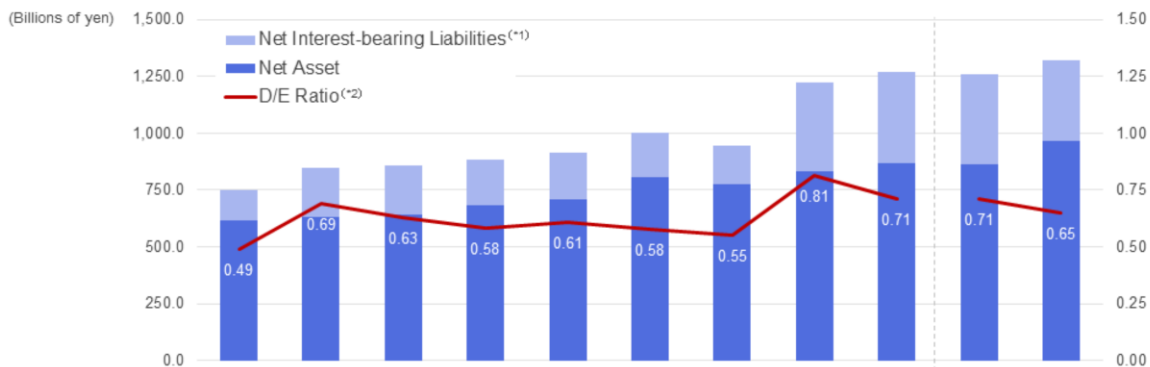
	JGAAP									IFRS		
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3 Forecasts
Operation Income	81.6	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	148.0
Depreciation ^(*)	154.5	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	159.0
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	3.0
Goodwill Amortization etc.	7.5	5.7	8.3	10.7	14.0	14.7	16.0	20.0	26.9	-	-	-
EBITDA ^(*)	251.1	242.6	248.5	250.3	220.2	257.3	272.1	297.1	313.7	284.2	308.4	310.0

(*) The figures for the forecasts for FYE 3/2020 were calculated excluding the impact amount of 34.5 billion yen (estimate) of IFRS No. 16 (new lease standard) which will be applied from April 2019.

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

(Explanation omitted)

Invested Capital and 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	
Net Asset	615.1	630.3	639.7	684.2	709.8	806.2	773.6	833.7	868.8	860.5	966.8	
(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	
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	
Cash and Cash Equivalents	152.1	198.6	161.1	176.9	207.2	250.8	233.5	260.0	190.0	190.1	251.3	
Invested Capital ^(*)	752.1	846.1	858.8	885.6	915.5	1,002.3	947.1	1,224.5	1,270.8	1,256.7	1,320.5	

(*1) Net interest-bearing liabilities = interest-bearing liabilities - cash and cash equivalents

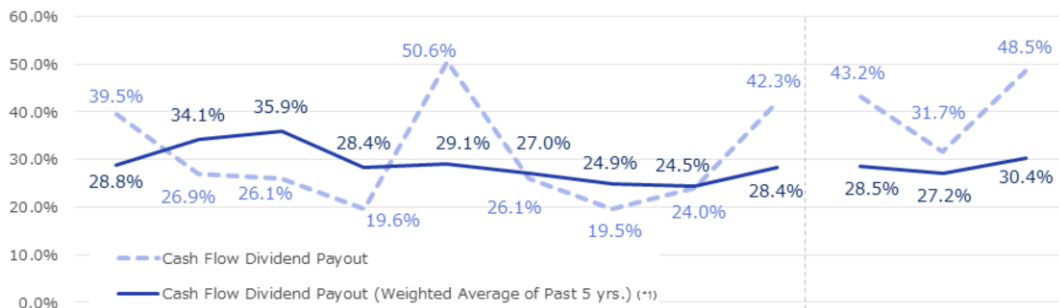
(*2) D/E ratio = interest-bearing liabilities / (net asset - non-controlling interests)

(*3) 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.

(*4) Invested capital = net asset + net interest-bearing liabilities

(Explanation omitted)

Cash Flow Dividend Payout Trend



	JGAAP									IFRS		
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3 Forecasts
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	92.0
Depreciation ^(**)	154.5	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	159.0
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	3.0
Capital Investment	-162.5	-139.0	-133.9	-122.1	-147.7	-140.9	-134.0	-158.1	-198.6	-194.8	-179.2	-202.0
Ordinary Cash Flow	42.5	62.5	64.5	86.0	33.2	64.5	100.6	87.6	49.6	48.7	75.1	52.0
Dividends per Share(JPY) ^(**5)	12	12	12	12	12	12	14	15	15	15	17	18
Total Dividends	16.8	16.8	16.8	16.8	16.8	16.8	19.6	21.0	21.0	21.0	23.8	25.2

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

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

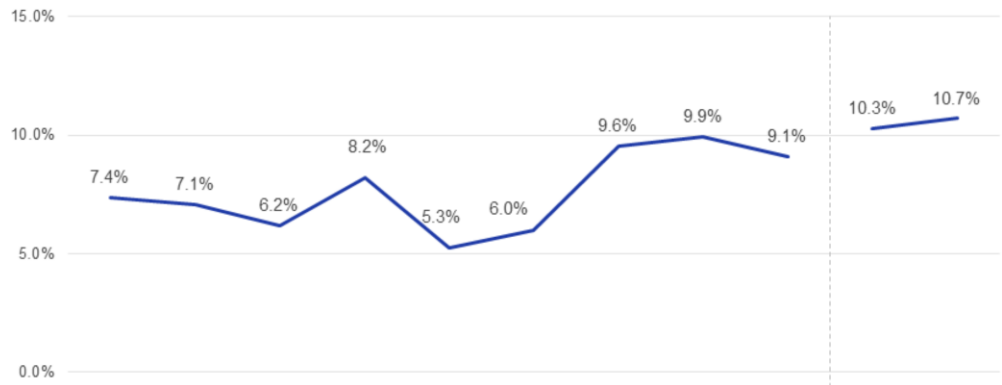
(*)3 Figures based on JGAAP include adjustments for goodwill amortization and others (including impairment loss).

(*)4 The figures for the forecasts for FYE 3/2020 were calculated excluding the impact amount of 34.5 billion yen (estimate) of IFRS No. 16 (new lease standard) which will be applied from April 2019.

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

(Explanation omitted)

ROE^(*) 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
Net Income Attributable to ^(*)2,3) Shareholders of NTT DATA	43.1	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6
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

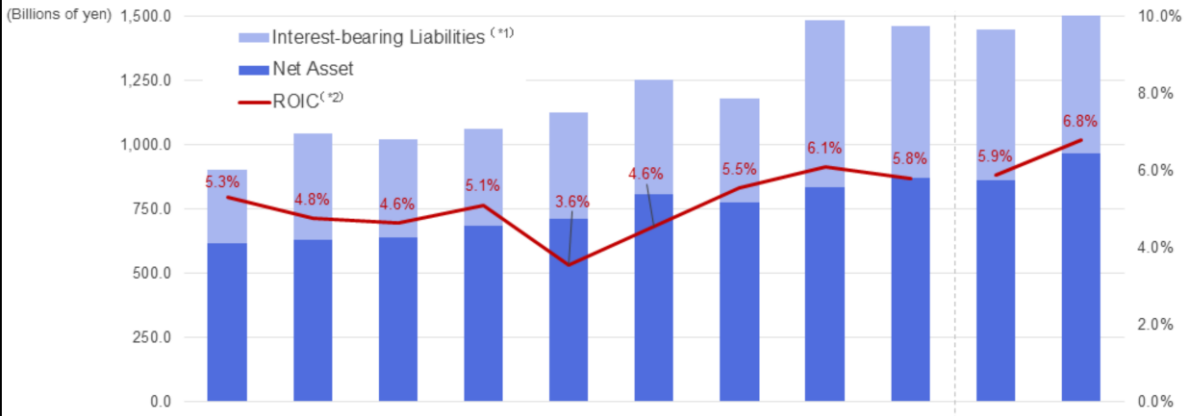
(*)1 ROE = Net Income attributable to shareholders of NTT DATA / average equity during the period.

(*)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



	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
Operating Income	81.6	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7
Effective Tax Rate	40.69%	40.69%	40.69%	38.01%	38.01%	35.64%	33.06%	30.86%	30.86%	30.86%	30.62%
Net Asset	615.1	630.3	639.7	684.2	709.8	806.2	773.6	833.7	868.8	860.5	966.8
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

(*) 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)

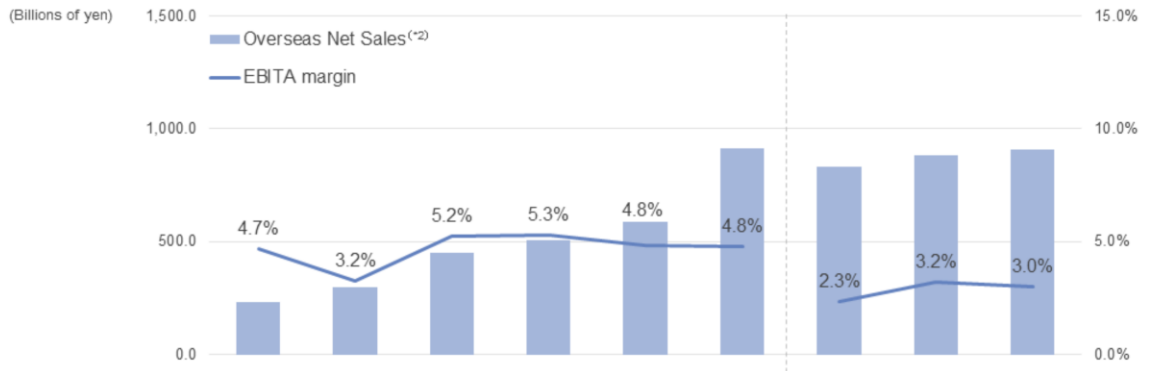
Trend of Order Backlog and Net Sales

(Billions of yen)



(Explanation omitted)

Overseas Net Sales and Profitability of Trends^(*)



	JGAAP						IFRS		
(Billions of yen)	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3 Forecasts
Overseas ^(*) net sales	231.3	298.7	449.0	504.4	586.3	911.1	831.3	881.1	910.0
EBITA ^(**)	10.8	9.6	23.5	26.6	28.2	43.4	19.4	28.3	27.0

(*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)



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(Explanation omitted)