

# Company Presentation for the Fiscal Year Ended March 31, 2021

May 11, 2021  
NTT DATA Corporation

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

1. Results for the Fiscal Year Ended March 31, 2021
2. Forecasts for the Fiscal Year Ending March 31, 2022
3. Progress of the Mid-term Management Plan
4. Direction of the Next Mid-term Management Plan
5. Appendices
  - Business topics
  - Explanatory details of financial results and predictions
  - Mid- to long-term financial trends

## **Cautionary Statement Regarding Forward-looking Statements**

- ※ Forecast figures in this document are based on current economic and market conditions. As changes in the global economy and information services market are possible, NTT DATA Group cannot guarantee their accuracy.
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# Results for the Fiscal Year Ended March 31, 2021

## Results for the Fiscal Year Ended March 31, 2021

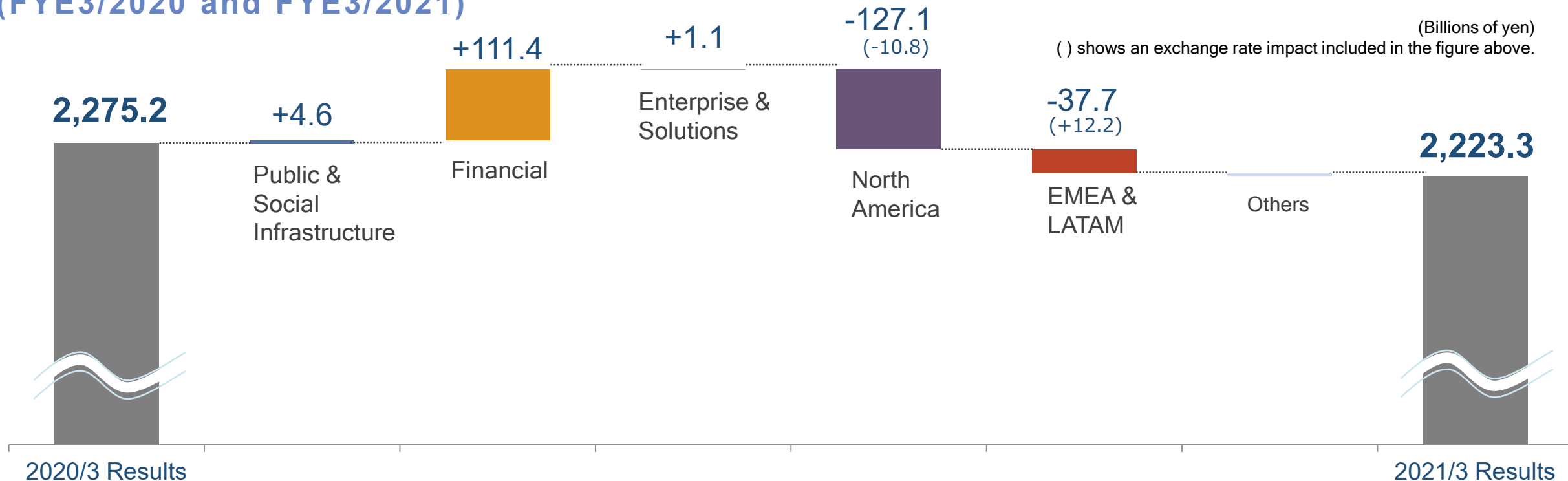
**Despite the negative impacts by the spread of COVID-19 on our business, we achieved net sales growth for 32 consecutive years, and operating income increased.**

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

(Billions of Yen, %)

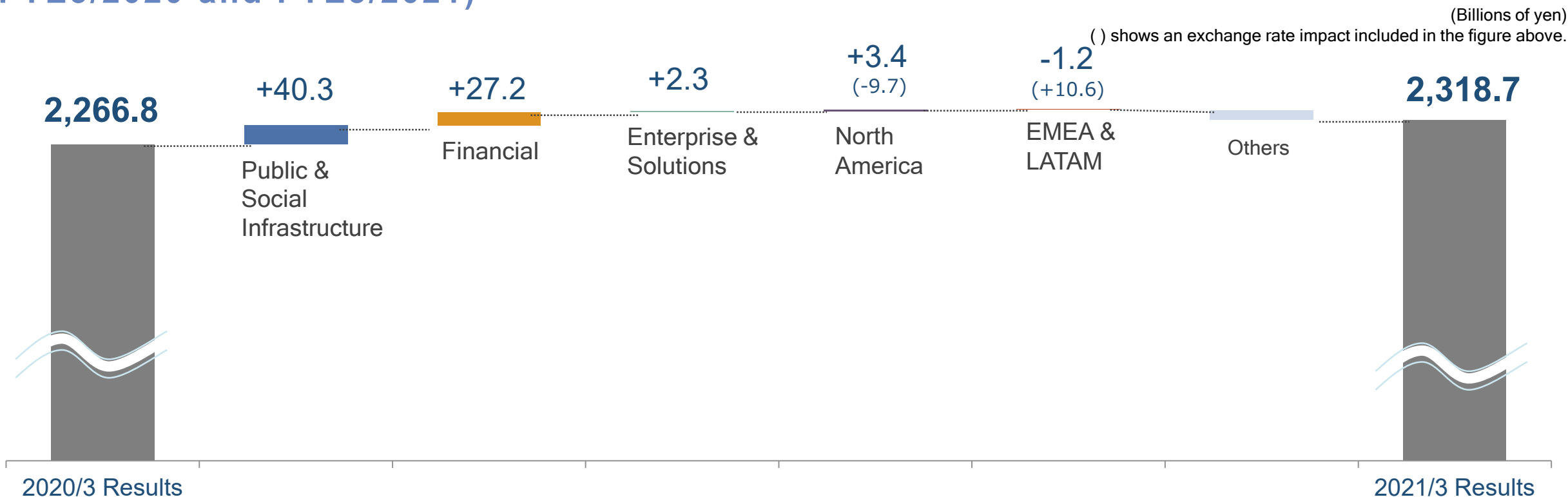
	FY ended 2020/3 Results	FY ended 2021/3 Results	YoY (Amount)	YoY (Rate)	
New Orders Received	2,275.2	2,223.3	-51.9	-2.3%	
Net Sales	2,266.8	2,318.7	+51.8	+2.3%	
Operating Income (Operating income margin)	130.9 (5.8%)	139.2 (6.0%)	+8.2 (+0.2P)	+6.3%	
Net Income Attributable to Shareholders of NTT DATA	75.1	76.8	+1.7	+2.3%	
Dividends per share (JPY)	18	18	-	-	

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



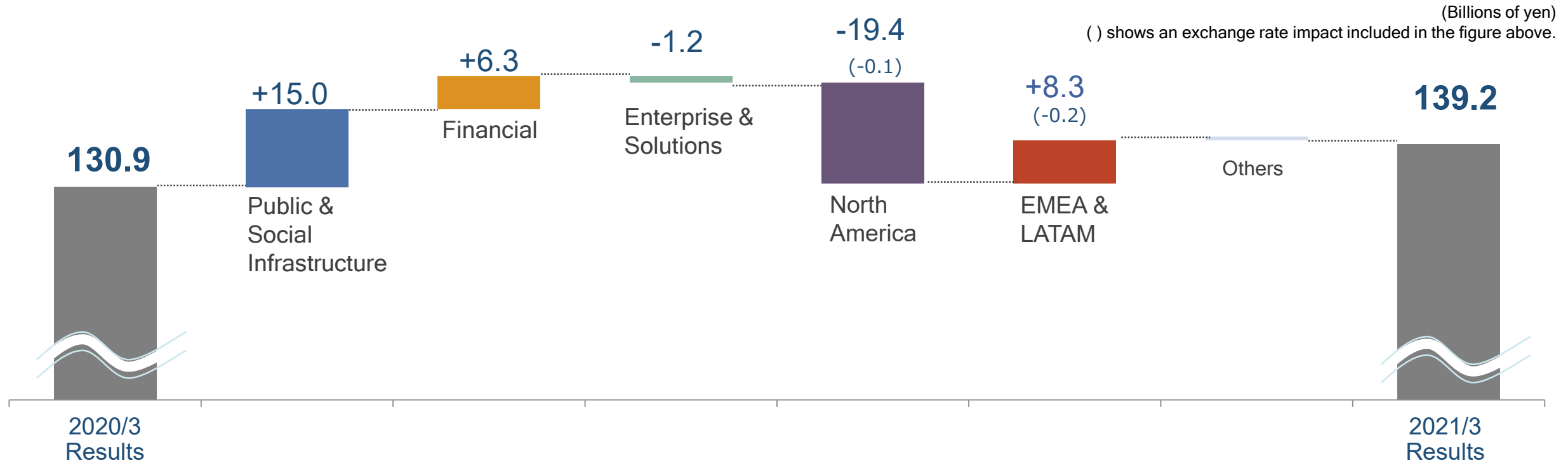
Public & Social Infrastructure	Remained on par with the previous fiscal year due mainly to winning of the contracts for the central government and related agencies, despite fewer orders of large scale projects than the previous fiscal year.
Financial	Increased mainly due to winning contracts for banks.
Enterprise & Solutions	Remained on par with the previous fiscal year mainly due to winning contracts for retail and service sectors, despite a decrease due to the impact of COVID-19.
North America	Decreased mainly due to fewer orders in public and financial sectors than the previous fiscal year and the impact of COVID-19.
EMEA & LATAM	Decreased mainly due to fewer orders of the large scale projects in Spain than the previous fiscal year and the impact of COVID-19.

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



Public & Social Infrastructure	Increased mainly due to the expansion in the scale of services for the central government and related agencies, and telecommunication industry.
Financial	Increased mainly due to the expansion in the scale of services for financial institutions.
Enterprise & Solutions	Remained on par with the previous fiscal year mainly due to the expansion in the scale of retail and service sectors despite the impact of COVID-19, especially in manufacturing sector.
North America	Remained on par with the previous fiscal year mainly due to the expansion of scale from M&A and others despite the impact of COVID-19 and negative impact from yen appreciation in foreign exchange.
EMEA & LATAM	Remained on par with the previous fiscal year mainly due to the impact of COVID-19, despite steady sales secured mainly in Italy.

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



Public & Social Infrastructure

Increased mainly due to sales growth and reduced unprofitable projects.

Financial

Increased mainly due to reduced unprofitable projects.

Enterprise & Solutions

Decreased mainly due to the increased SG&A ratio from the impact of COVID-19.

North America




Decreased mainly due to the increased costs related to structural transformation and the impact of COVID-19.

EMEA & LATAM

Increased mainly due to the effects of structural transformation and reduction of structural transformation expenses, despite the decrease in profit due to the impact of COVID-19.

# Public & Social Infrastructure (FYE3/2020 and FYE3/2021)

(Billions of Yen,%)

	FY ended 2020/3 Results	FY ended 2021/3 Results	YoY (Amount)	YoY (Rate)	
New Orders Received	477.0	481.6	+4.6	+1.0%	
Net Sales	500.2	540.5	+40.3	+8.1%	
Operating Income (Operating income margin)	52.8 (10.6%)	67.8 (12.5%)	+15.0 (+2.0P)	+28.5%	

New orders received

Remained on par with the previous fiscal year due mainly to winning of the contracts for the central government and related agencies, despite fewer orders of large scale projects than the previous fiscal year.

Net sales

Increased mainly due to the expansion in the scale of services for the central government and related agencies, and telecommunication industry.




Operating income

Increased mainly due to sales growth and reduced unprofitable projects.



# Financial (FYE3/2020 and FYE3/2021)

(Billions of Yen,%)

	FY ended 2020/3 Results	FY ended 2021/3 Results	YoY (Amount)	YoY (Rate)	
New Orders Received	430.7	542.2	+111.4	+25.9%	
Net Sales	580.4	607.6	+27.2	+4.7%	
Operating Income (Operating income margin)	50.4 (8.7%)	56.7 (9.3%)	+6.3 (+0.7P)	+12.6%	

New orders received

Increased mainly due to winning contracts for banks.

Net sales




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

Operating income

Increased mainly due to reduced unprofitable projects.

# Enterprise & Solutions (FYE3/2020 and FYE3/2021)

(Billions of Yen,%)

	FY ended 2020/3 Results	FY ended 2021/3 Results	YoY (Amount)	YoY (Rate)	
New Orders Received	342.8	344.0	+1.1	+0.3%	
Net Sales	588.6	590.9	+2.3	+0.4%	
Operating Income (Operating income margin)	53.5 (9.1%)	52.3 (8.9%)	-1.2 (-0.2P)	-2.3%	

New orders received

Remained on par with the previous fiscal year mainly due to winning contracts for retail and service sectors, despite a decrease due to the impact of COVID-19.

Net sales





Remained on par with the previous fiscal year mainly due to the expansion in the scale of retail and service sectors despite the impact of COVID-19, especially in manufacturing sector.

Operating income

Decreased mainly due to the increased SG&A ratio from the impact of COVID-19.

# North America (FYE3/2020 and FYE3/2021)

(Billions of Yen,%)





	FY ended 2020/3 Results	FY ended 2021/3 Results	YoY (Amount)	YoY (Rate)	
New Orders Received	471.6	344.5	-127.1	-26.9%	
Net Sales	426.0	429.4	+3.4	+0.8%	
EBITA <sup>(*1)</sup> (EBITA margin)	15.2 (3.6%)	-4.6 (-1.1%)	-19.8 (-4.6P)	-	
Operating Income (Operating income margin)	3.2 (0.8%)	-16.2 (-3.8%)	-19.4 (-4.5P)	-	

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

New orders received	Decreased mainly due to fewer orders in public and financial sectors than the previous fiscal year and the impact of COVID-19.
Net sales	Remained on par with the previous fiscal year mainly due to the expansion of scale from M&A and others despite the impact of COVID-19 and negative impact from yen appreciation in foreign exchange.
EBITA	Decreased mainly due to the increased costs related to structural transformation and the impact of COVID-19.
Operating income	Decreased mainly due to the increased costs related to structural transformation and the impact of COVID-19.

# EMEA & LATAM (FYE3/2020 and FYE3/2021)

(Billions of Yen,%)

	FY ended 2020/3 Results	FY ended 2021/3 Results	YoY (Amount)	YoY (Rate)	
New Orders Received	513.7	475.9	-37.7	-7.3%	
Net Sales	455.4	454.2	-1.2	-0.3%	
EBITA <sup>(*1)</sup> (EBITA margin)	-8.6 (-1.9%)	-1.4 (-0.3%)	+7.1 (+1.6P)	+83.2%	
Operating Income (Operating income margin)	-14.4 (-3.2%)	-6.1 (-1.3%)	+8.3 (+1.8P)	+57.8%	

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

New orders received	Decreased mainly due to fewer orders of the large scale projects in Spain than the previous fiscal year and the impact of COVID-19.
Net sales	Remained on par with the previous fiscal year mainly due to the impact of COVID-19, despite steady sales secured mainly in Italy.
EBITA	Increased mainly due to the effects of structural transformation and reduction of structural transformation expenses, despite the decrease in profit due to the impact of COVID-19.
Operating income	Increased mainly due to the effects of structural transformation and reduction of structural transformation expenses, despite the decrease in profit due to the impact of COVID-19.

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# Forecasts for the Fiscal Year Ending March 31, 2022

# COVID-19 has changed the business environment significantly

## Against

Prolonged damage to economy and business

Economy | Recovery takes longer  
Enterprise | Severe business environment  
Selective and prioritized IT spend

## Follow

Creating a New Society with IT and Digital

Society | Creating a new social structure  
Enterprise | Earnings recovery  
Accelerate cross-industry collaboration

FY20

Demonstrated resilience even under severe business environment caused by COVID-19

FY21

**Complete the strategies of the medium-term management plan despite continued uncertainties**

## Forecasts for the Fiscal Year Ending March 31, 2022

**Despite the negative impact of the COVID-19, steady progress is expected under the new business environment.**






	Current medium-term management goal		Forecast
<b>Net Sales</b>	2.5 trillion yen	▶	<b>2.36</b> trillion yen
<b>Operating income margin</b>	8%	▶	<b>7.6%</b>
<b>Overseas EBITA margin</b>	7%	▶	<b>6%</b> ※1 Adjusted EBITA margin • North America 7% • EMEA & LATAM 5%
<b>Client Base</b> ※2	80 and more	▶	<b>80</b> and more

※1 **Adjusted** targets excluding temporary costs such as M&A and structural transformation (Before adjustment EBITA margin 4.6%, the Fiscal Year Ending March 31, 2022)

※2 Clients with annual sales of at least ¥5 billion (Japan) or US\$50 million (ex-Japan)

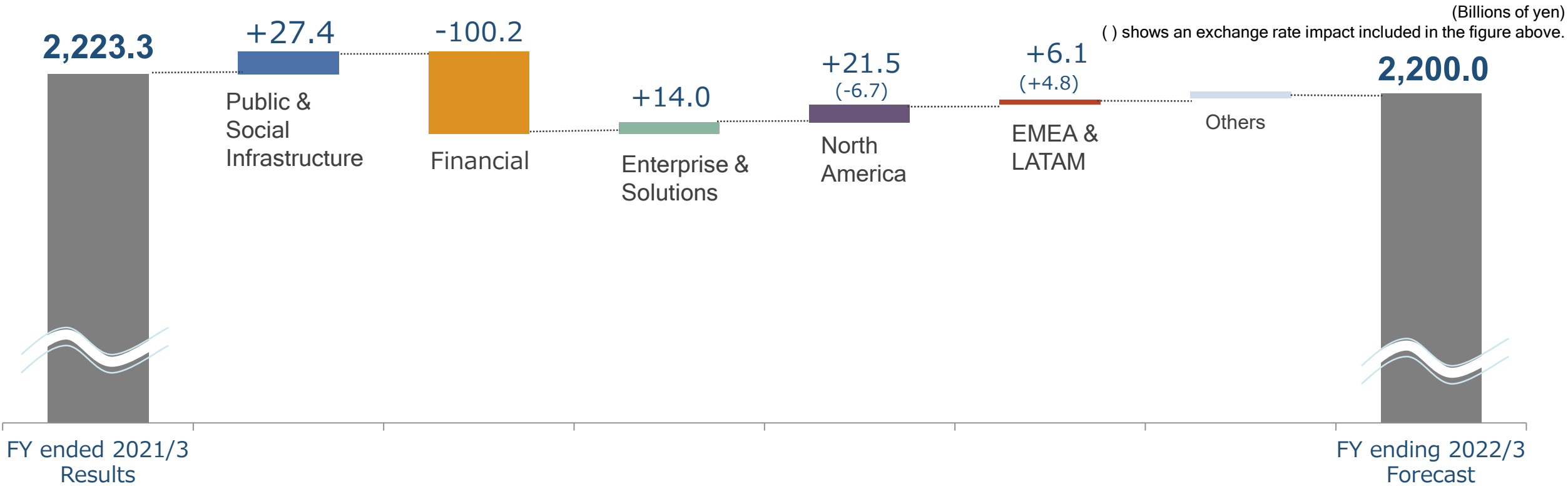
## Forecasts for the Fiscal Year Ending March 31, 2022

- **Net sales will increase for the 33 consecutive fiscal year due to expansion of business scale mainly in Japan, despite the negative impact of business restructuring.**
- **Operating income will increase substantially due to the effects and reduced expenses by structural transformation, despite accelerated investment for the next mid-term management plan.**
- **Net income will exceed 100 billion yen for the first time.**

	FY ended 2021/3 Results	FY ending 2022/3 Forecast	YoY (Amount)	YoY (Rate)	(Billions of Yen, %)
New Orders Received	2,223.3	2,200.0	-23.3	-1.0%	
Net Sales	2,318.7	2,360.0	+41.3	+1.8%	
Operating Income (Operating income margin)	139.2 (6.0%)	180.0 (7.6%)	+40.8 (+1.6P)	+29.3%	
Net Income Attributable to Shareholders of NTT DATA	76.8	106.0	+29.2	+37.9%	
Annual dividend per share (yen)	18	19	+1	+5.6%	

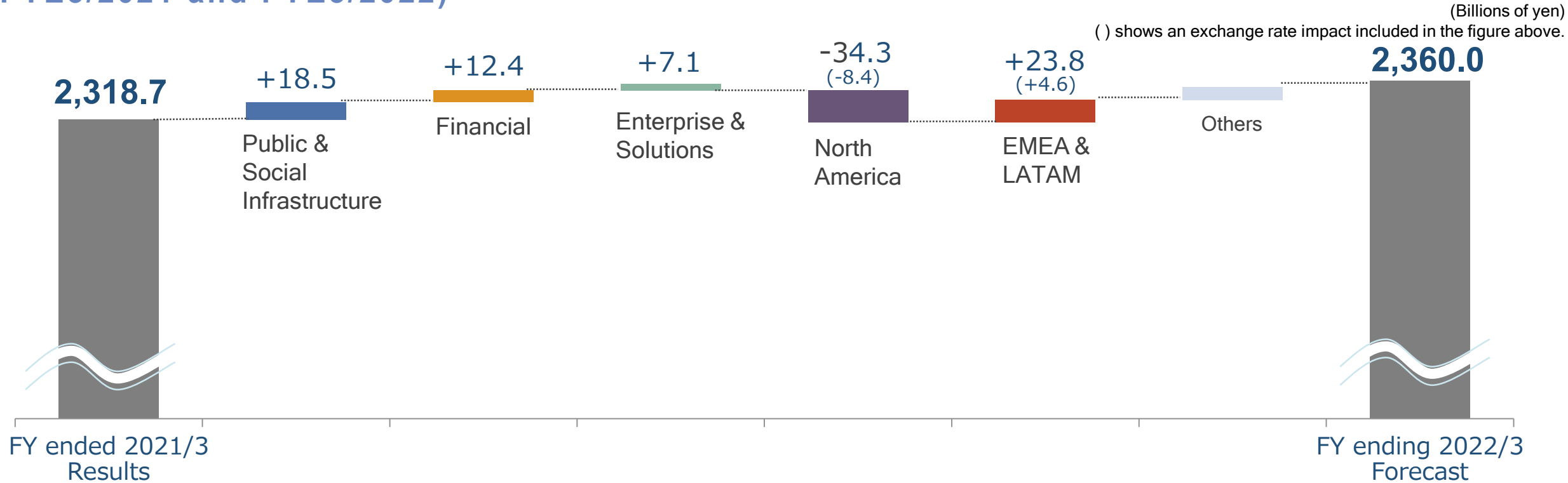


# New Orders Received: YoY Changes by Business Segment (FYE3/2021 and FYE3/2022)



Public & Social Infrastructure	Although there will be a decrease due mainly to fewer orders of multiple large-scale projects for the central government and related agencies than the previous fiscal year, we expect an increase due to steady winning of renewal projects and new projects.
Financial	Expect a significant decrease due to fewer orders of multiple large-scale projects for banks than the previous fiscal year.
Enterprise & Solutions	Expect an increase due to more orders than the previous fiscal year in projects for the manufacturing industry in projects for the manufacturing industry and winning new digital projects.
North America	Although the proportion of small scale projects is getting higher, we expect an increase due to winning of large scale projects in the public sector.
EMEA & LATAM	Expect an increase due to foreign exchange and an increase of order received in digital and consulting.

# Net Sales: YoY Changes by Business Segment (FYE3/2021 and FYE3/2022)

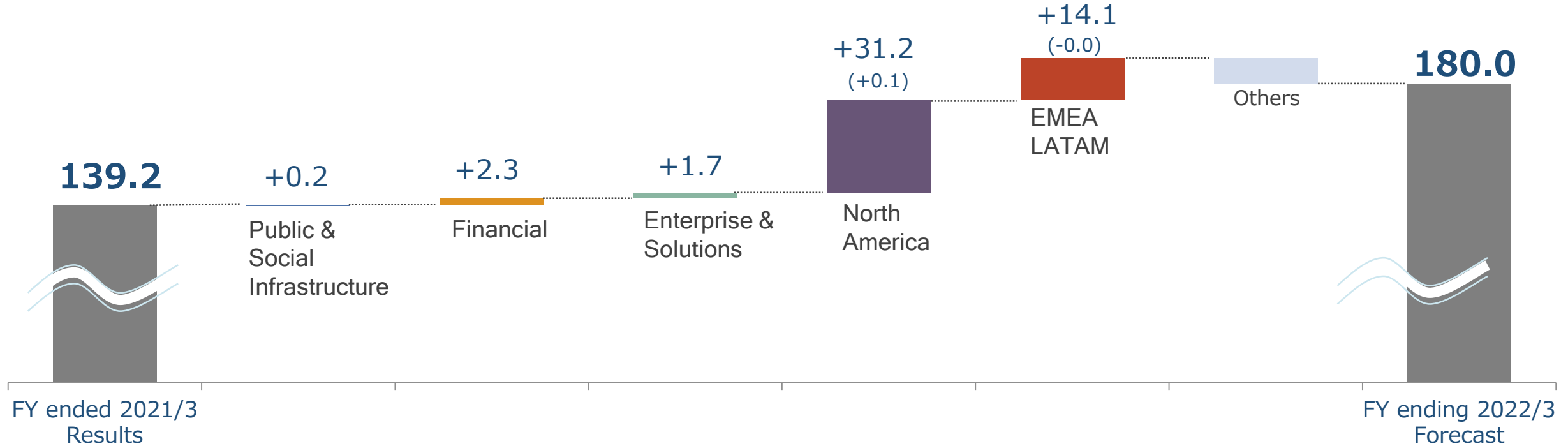


- Public & Social Infrastructure: Expect an increase in net sales due to solid realization from the order backlog with the central government and related agencies, and the expansion of business scale in telecom utilities.
- Financial: Expect an increase in net sales due mainly to solid realization from the order backlog with banks.
- Enterprise & Solutions: Expect an increase in net sales mainly due to the expansion of business scale in retail, service and payment.
- North America: Expect a temporary decrease in net sales due to selling a business in order to shift to more profitable businesses.
- EMEA & LATAM: Expect an increase due to the expansion of business scale in digital and consulting, in addition to foreign exchange.

# Operating Income: YoY Changes by Business Segment (FYE3/2021 and FYE3/2022)

(Billions of yen)




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



Public & Social Infrastructure	Expect to remain at the same level as the previous fiscal year due mainly to increased net sales, despite an increase in expenses to strengthen proposal activities to expand into new business fields.
Financial	Expect to increase due mainly to growth in net sales.
Enterprise & Solutions	Expect to increase due to growth in net sales and improved profitability.
North America	Expect a significant increase due mainly to improved profitability resulting from the effects of structural transformation and a decrease in structural transformation expenses in the previous fiscal year.
EMEA & LATAM	Expect a significant increase in profit due to the growth in net sales and profits and decrease in one-time expenses related to unprofitable businesses in the previous fiscal year, despite investments for EMEA group integration including unification of global brands.

# Public & Social Infrastructure (FYE3/2021 and FYE3/2022)

(Billions of Yen,%)

	FY ended 2021/3 Results	FY ending 2022/3 Forecast	YoY (Amount)	YoY (Rate)	
New Orders Received	481.6	509.0	+27.4	+5.7%	
Net Sales	540.5	559.0	+18.5	+3.4%	
Operating Income (Operating income margin)	67.8 (12.5%)	68.0 (12.2%)	+0.2 (-0.4P)	+0.3%	




**New orders received** Although there will be a decrease due mainly to fewer orders of multiple large-scale projects for the central government and related agencies than the previous fiscal year, we expect an increase due to steady winning of renewal projects and new projects.

**Net sales** Expect an increase in net sales due to solid realization from the order backlog with the central government and related agencies, and the expansion of business scale in telecom utilities.

**Operating income** Expect to remain at the same level as the previous fiscal year due mainly to increased net sales, despite an increase in expenses to strengthen proposal activities to expand into new business fields.

## Financial (FYE3/2021 and FYE3/2022)

(Billions of Yen,%)

	FY ended 2021/3 Results	FY ending 2022/3 Forecast	YoY (Amount)	YoY (Rate)	
New Orders Received	542.2	442.0	-100.2	-18.5%	
Net Sales	607.6	620.0	+12.4	+2.0%	
Operating Income (Operating income margin)	56.7 (9.3%)	59.0 (9.5%)	+2.3 (+0.2P)	+4.0%	




New orders received Expect a significant decrease due to fewer orders of multiple large-scale projects for banks than the previous fiscal year.

Net sales Expect an increase in net sales due mainly to solid realization from the order backlog with banks.

Operating income Expect to increase due mainly to growth in net sales.

# Enterprise & Solutions (FYE3/2021 and FYE3/2022)

(Billions of Yen,%)

	FY ended 2021/3 Results	FY ending 2022/3 Forecast	YoY (Amount)	YoY (Rate)	
New Orders Received	344.0	358.0	+14.0	+4.1%	
Net Sales	590.9	598.0	+7.1	+1.2%	
Operating Income (Operating income margin)	52.3 (8.9%)	54.0 (9.0%)	+1.7 (+0.2P)	+3.2%	





New orders received Expect an increase due to more orders than the previous fiscal year in projects for the manufacturing industry in projects for the manufacturing industry and winning new digital projects.

Net sales Expect an increase in net sales mainly due to the expansion of business scale in retail, service and payment.

Operating income Expect to increase due to growth in net sales and improved profitability.

## North America (FYE3/2021 and FYE3/2022)

(Billions of Yen,%)

	FY ended 2021/3 Results	FY ending 2022/3 Forecast	YoY (Amount)	YoY (Rate)	
New Orders Received	344.5	366.0	+21.5	+6.2%	
Net Sales	429.4	395.0	-34.3	-8.0%	
EBITA <sup>(*1)</sup> (EBITA margin)	-4.6 (-1.1%)	27.5 (7.0%)	+32.1 (+8.0P)	-	
Operating Income (Operating income margin)	-16.2 (-3.8%)	15.0 (3.8%)	+31.2 (+7.6P)	-	

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

New orders received	Although the proportion of small scale projects is getting higher, we expect an increase due to winning of large scale projects in the public sector.
Net sales	Expect a temporary decrease in net sales due to selling a business in order to shift to more profitable businesses.
EBITA	Expect a significant increase due mainly to improved profitability resulting from the effects of structural transformation and a decrease in structural transformation expenses in the previous fiscal year.
Operating income	Expect a significant increase due mainly to improved profitability resulting from the effects of structural transformation and a decrease in structural transformation expenses in the previous fiscal year.

# EMEA & LATAM (FYE3/2021 and FYE3/2022)

(Billions of Yen,%)

	FY ended 2021/3 Results	FY ending 2022/3 Forecast	YoY (Amount)	YoY (Rate)	
New Orders Received	475.9	482.0	+6.1	1.3%	
Net Sales	454.2	478.0	+23.8	5.2%	
EBITA <sup>(*1)</sup> (EBITA margin)	-1.4 (-0.3%)	13.0 (2.7%)	+14.4 (+3.0P)	-	
Operating Income (Operating income margin)	-6.1 (-1.3%)	8.0 (1.7%)	+14.1 (+3.0P)	-	

(\*1) 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 foreign exchange and an increase of order received in digital and consulting.
Net sales	Expect an increase due to the expansion of business scale in digital and consulting, in addition to foreign exchange.
EBITA	Expect a significant increase in profit due to the growth in net sales and profits and decrease in one-time expenses related to unprofitable businesses in the previous fiscal year, despite investments for EMEA group integration including unification of global brands.
Operating income	Expect a significant increase in profit due to the growth in net sales and profits and decrease in one-time expenses related to unprofitable businesses in the previous fiscal year, despite investments for EMEA group integration including unification of global brands.



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# Progress of the Mid-term Management Plan



# Overview of Mid-Term Management Plan

## Profitable global growth : FY2021 BUSINESS GOALS

### Growth

Net Sales : 2.5 trillion yen  
Client Base : Over 80

### Earnings

Operating income margin : 8%  
Overseas EBITA margin : 7%

## COURAGE TO CHANGE : Maximize Value for our Clients

### Transformation & Synergy



#### Strategy1

Expand global digital offerings



#### Strategy2

Deliver greater value to clients based on regional needs



#### Strategy3

Maximizing Organizational Power by Enhancing the Power of All Global Employees

Drive NTT  
Group  
Collaboration

## CONSISTENT BELIEF : Shape the future society with our clients

# Strategy 1 :Expand global digital offerings

## Objective

**Build our strengths & improve how we compete**

**Define focus areas and create strengths(offerings) with aggressive investment in order to accelerate global synergy by leveraging both marketing and technological support.**

### Global One Team

**① Accelerate Global Marketing**

Client & Market Needs

Leverage Offerings

### DSO / Digital Strategy Office

**② Develop Digital Offerings**

Provide support to create & leverage offerings

### ③ Expand CoEs

Blockchain

Design

DevOps

AI

IoT

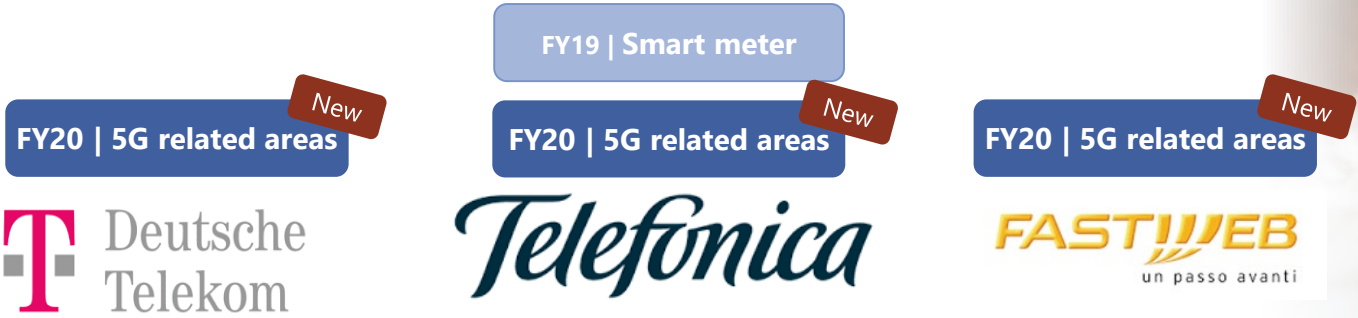
Intelligent Automation

Software Engineering Automation

### CoEs /Centers of Excellence

# FY20 Key achievements | 1. Accelerating Global Marketing

Created a global structure and collaborated with NTT DOCOMO to deliver advanced value, contributing to 5G-related project wins from telecom giants through joint technological verification



Advanced Value

**One NTT DATA G-Telecom Team**



## Global One Team Delivers Advanced Value

- Built a global delivery structure through cross-Opco collaboration
- Promoting the NTT Group's Innovation Capabilities in collaboration with NTT docomo

## FY20 Key achievements | 2. Develop Digital Offerings

Defined priority technology areas in focus industries.

After having conducted PoCs and joint research, 15 global offerings have been developed to be ready for providing services, contributing to winning digital deals.



Global Offering

15 Cases

- Cloud-Based Telemedicine Solutions for Healthcare 
- Global Platform for Insurance (GiDP)
- Solutions for advanced data management and utilization etc. 

PoC / under development

14 Cases

- Digital Store Solutions
- Personal medication
- Digital Twin Commerce, Quantum Computing etc.



## FY20 Key achievements | 3. Expand CoEs

Scaled Agile, Inc. certified NTT DATA as “Global Transformation Partner”.  
Focused on large-scale Agile “SAFe” to help increase deal-wins.



***Third in worldwide partner certification***  
***First certification for a company based***  
***in Asia, including Japan***

**2020.9. 25 AGREEMENT**



**SAFe Program Consultant**

**100 and more**

**SAFe practitioner**

**1,000 and more**



**Order Contribution**

**900 M \$**

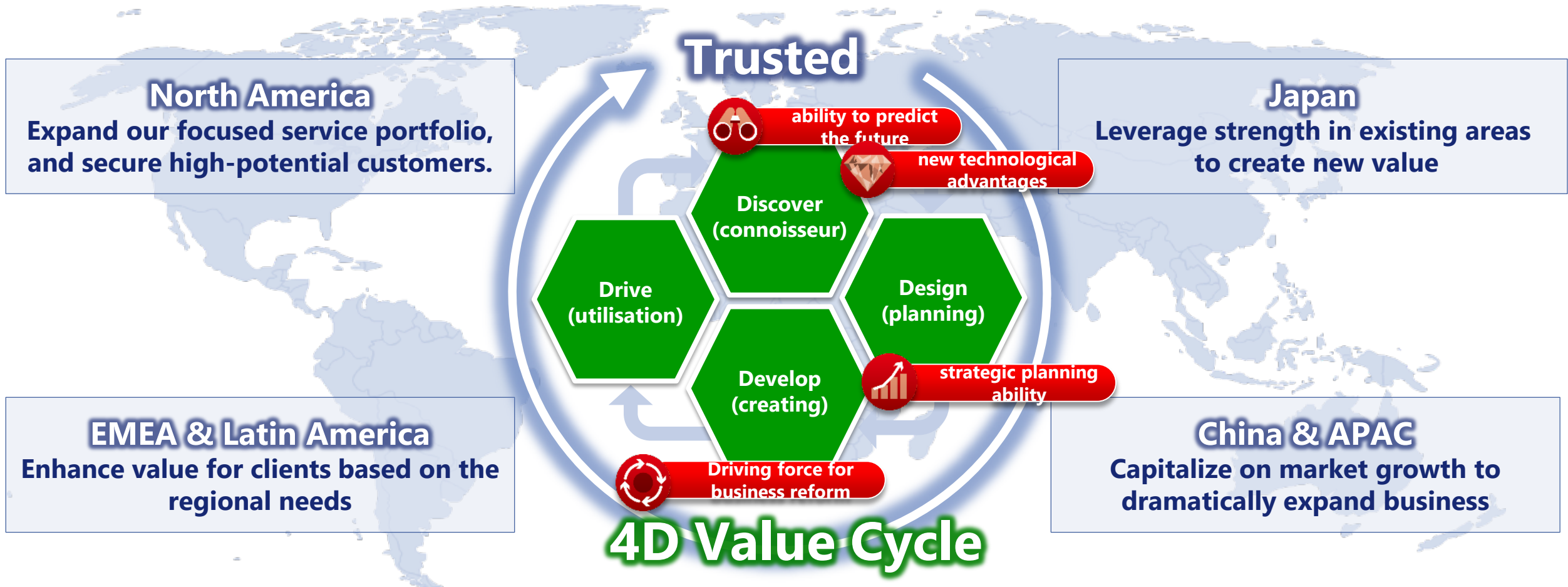
*FY19 Results/FY20 Forecasts*

# Strategy 2 | Deliver greater value to clients based on regional needs

## Objective

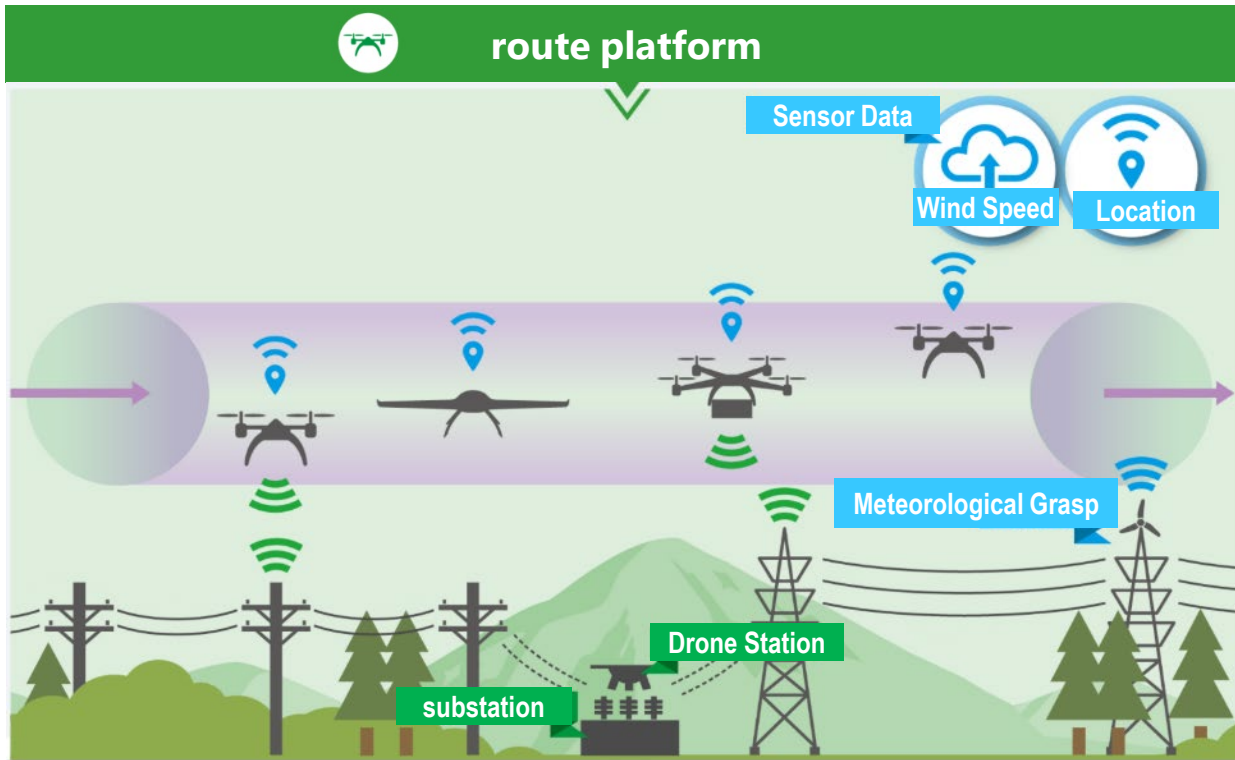
# Continue to provide attractive value for clients

## Promotion of the 4D Value Cycle based on regional or operating companies' needs





Established “Grid Skyway Limited Liability Partnership” with TEPCO Power Grid Co., Ltd. and other companies for enabling advanced equipment inspection and new business creation by using drones.



TEPCO Power Grid Co., Ltd.



NTT DATA

HITACHI  
Inspire the Next

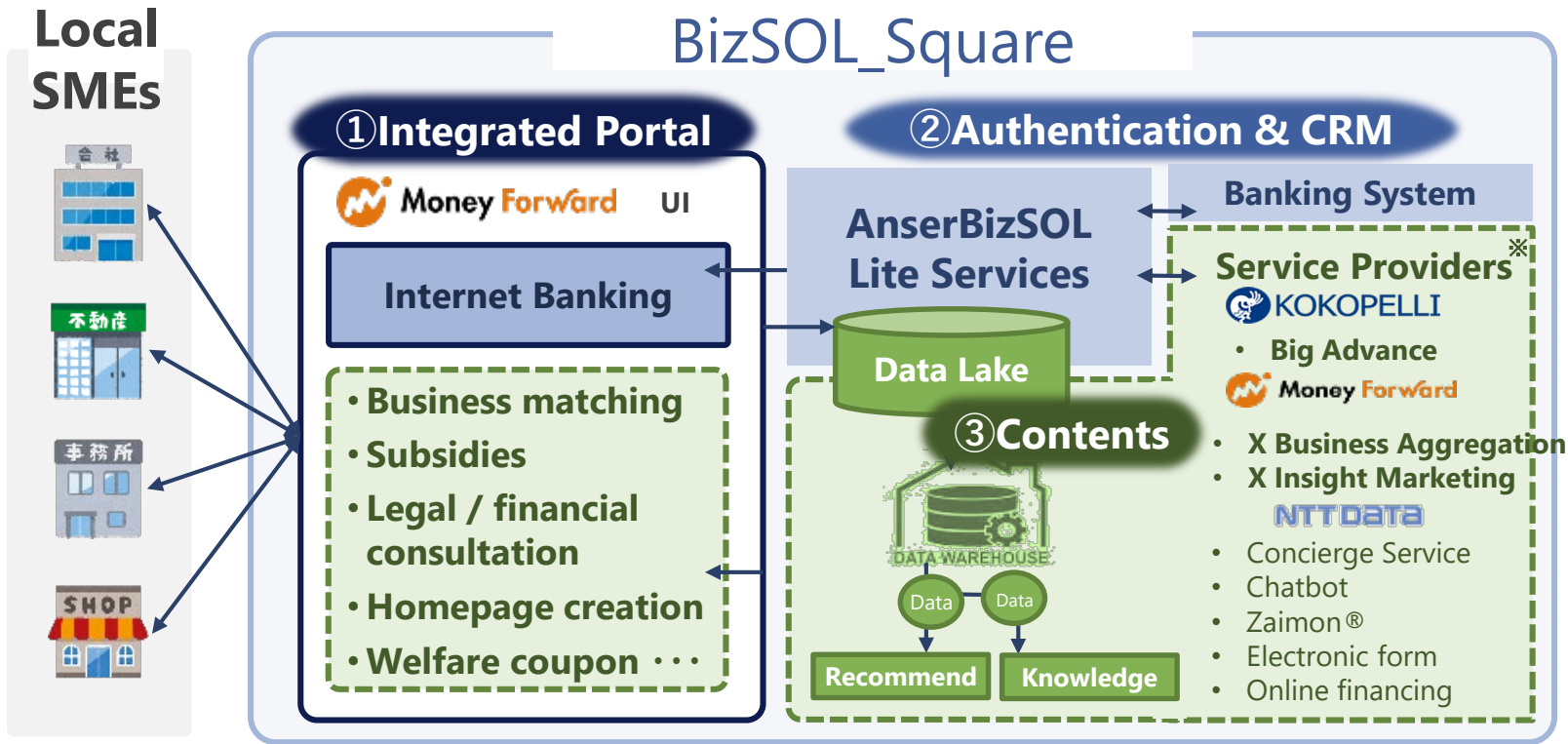
Maintenance technology to support aging facilities

Technical capability in drone operation and management

To build a nationwide "route platform" realizing a world where drones fly safely

In addition to banking services for financial institutions and local SMEs, NTT DATA helps them in their digital-shift journeys by centralizing and providing external services in an integrated fashion to support their management.

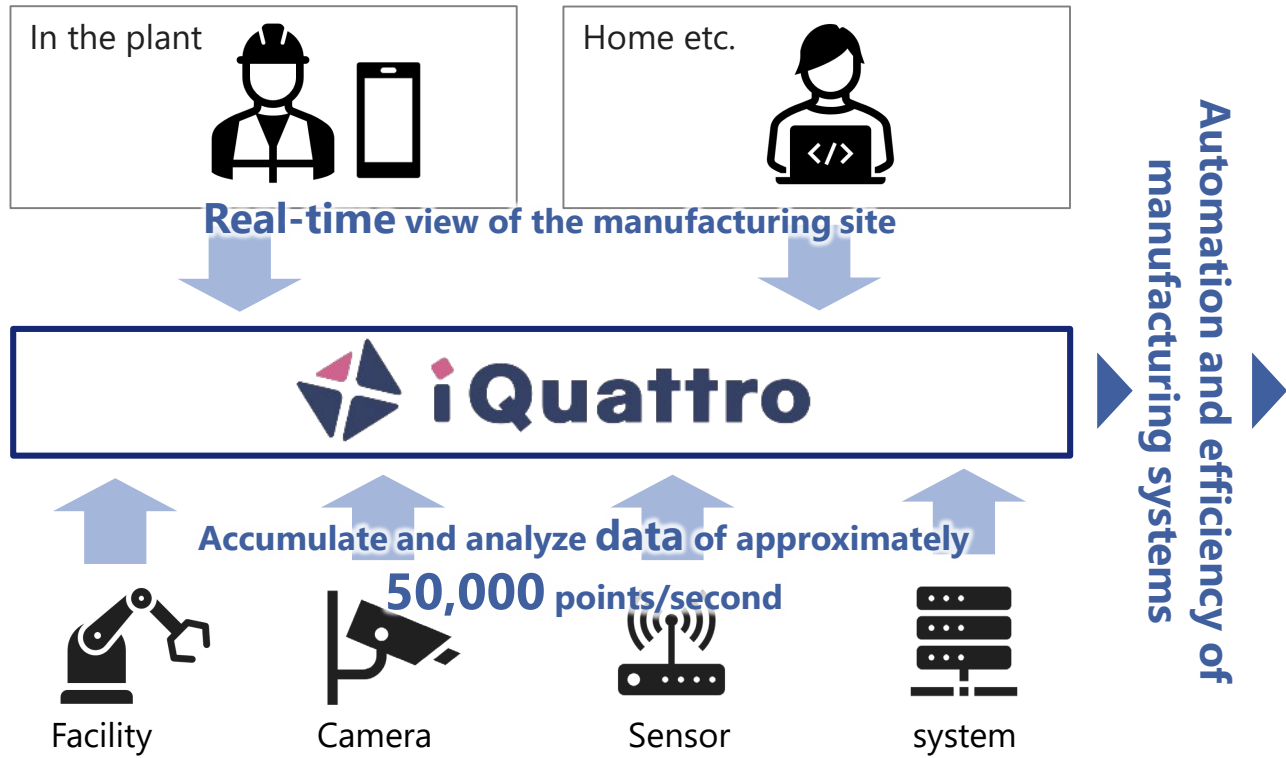
**Integrated Service Platform for local SMEs**



**In addition to banking services, provide centralized business management functions for local SMEs, including business matching**



Kirin Brewery's Shiga Plant and Kirin Beverage's Shiga Plant have developed an IoT platform that accumulates and analyzes production data at a rate of approximately 50,000 points per second. Trial operation began in November 2020.



Contribute to the “energy saving” of the entire plant by promoting automation and sophistication of factory operations.



- 8 GOOD JOBS AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 17 PARTNERSHIPS FOR THE GOALS

**Hashmap, which joined NTT DATA in December 2020, was awarded a new contract for a cloud data analytics project utilizing Snowflake, etc. from a large environmental services company**

**Cloud Data Analytics**

Using a combination of Snowflake's Data Cloud, Matillion, and AWS



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

Signed a Contract with a Global Oil Company for introducing our company's digital solution called "everis station" to gas stations in more than 40 countries

**everis Station**

(tool for the processes of sales, payments and loyalty managements)

Software Integration  
Business change management & roll-out



NTT DATA will use the cloud-based solution every station for business management (sales, payment, loyalty program) at gas stations, we provide total support through a full partnership from digital consulting to IT & cloud introduction.

Objective

**Individual employees to achieve their aspirations and increase organizational strengths**

**Promote collaboration based on shared global values and enhance organizational strengths to maximize employee's potential**



**Unleash Employees' Potential**

- ✓ Enhanced Digital capabilities
- ✓ Ensure our workplace enhances the diversity of our professionals
- ✓ Improving 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**

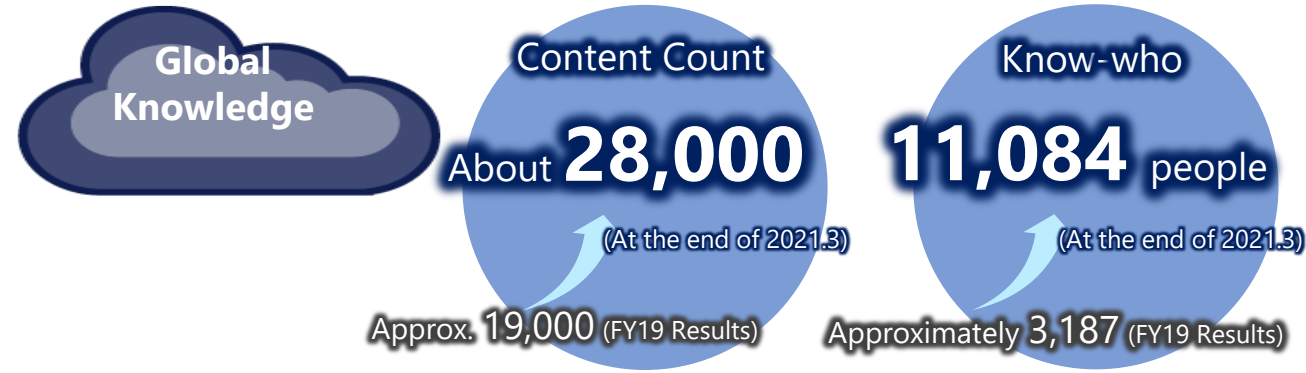
- ✓ Enhance risk Management
- ✓ Advanced project management

## Accelerated consolidation and utilization of knowledge sharing (Content and Know-who). Continue to maximize group synergies globally

### Digital Workplace



### Shared Contents



Effective in many proposal activities



### Digital Knowledge Share

**Objective**

**Demonstrate One NTT Synergy by leveraging technologies, cross-selling and others.**

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

**Collaboration in each region**

Expand business by cross-sell and provision of total services (B2 B2 X etc.)

NTT Communications  
NTT Ltd.



**Collaboration in advanced fields**

Leverage global solution-based R & D \*1  
as well as R&D in next-generation  
technology R & D \*2

NTT  
NTT Research, Inc.

**Collaboration utilizing economy of scale**

Drive reduced costs through NTT Global  
Procurement Organization

NTT Global Sourcing, Inc.

**\*1 Basic Research and Development**

AI for autonomous driving  
car security  
edge computing

**\*2 Research & Development of next-generation technologies**

Quantum computational science  
Cryptographical information theory  
Biological information processing, etc.



**Participating in a business study of a data distribution platform for retailers, wholesalers, and manufacturers which uses the demand forecasting system for the Mitsubishi Group's food-related subsidiaries**

### DX concept

To complement the strengths and weaknesses of both companies and bring together their planning capabilities and operational expertise

×

Distribution and Wholesale

Retail

Manufacturing

...

Finance

Public

**Mitsubishi Corp. business concept capability**

Realization of a data distribution platform

×

### Development and provision of infrastructure

Utilizing NTT Group's Digital Technology Capabilities and IT Infrastructure (※ 1)

AI

Data analyticalbase

IoT infrastructure

Communication Network

data center

Security

**NTT Group Technological capability**



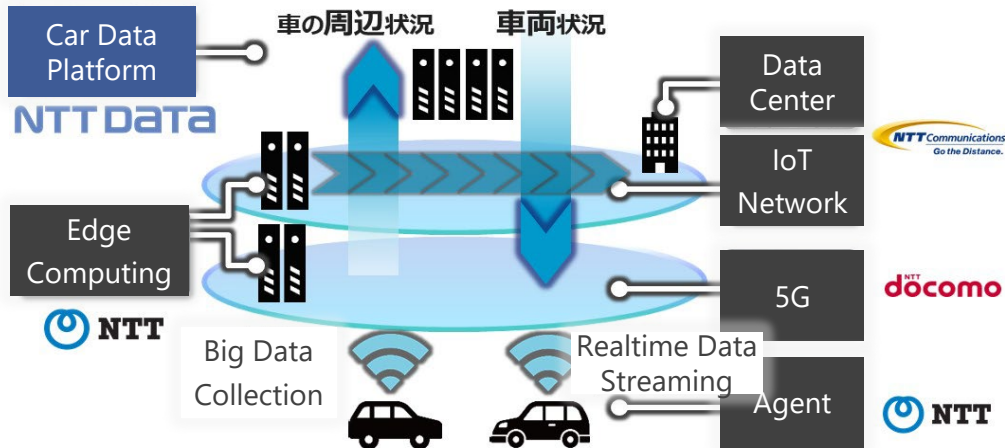
(※ 1) Jointly developed with NTT Data Corporation a platform for seamlessly and securely linking data scattered within and between enterprises, such as retail, wholesale, manufacturer inventory, order receipt, and demand forecasting, and external data such as weather forecasting information, using digital technology.

# FY20 Key achievements | Collaboration with Toyota

Collaboration  
in advanced  
fields

The results of the joint research to date have gradually been applied, and the business has expanded mainly in the connected field. We also started to develop services in the MaaS field through a business alliance with Toyota Connected in FY20.

## FY19 Results | Expand business based on research results



Development of a platform for collecting various data from vehicles through joint research

## FY20 Achievements | Start of service development in the MaaS domain



- ① Collaborative Research on Connected Infrastructure(ongoing)
- ② Participated in projects centered on telematics through a business alliance with Toyota Connected

## Future Initiatives

In addition to further business expansion in the connected and MaaS domains, we will contribute to realizing and building smart cities that both Toyota and NTT are working on.



# Consistent Belief ESG Management | ESG Key Issues

**In fiscal 2019, 12 Material ESG Issues were identified.**

**Aiming to further promote ESG management by using it as a management evaluation index for each organization**

## ESG Management Concept



## Material ESG Issues

Category	Material ESG Issues
Business (Innovation)	① Providing social infrastructure and industry-specific solutions utilizing advanced technologies
	② Building and Stable Operation of IT Infrastructure
Human Resources	③ Securing and fostering IT human resources
	④ Promotion of diversity and inclusion
	⑤ Promotion of Work Style Reform
Security	⑥ Ensuring information security
	⑦ Data Privacy Protection
Environment	⑧ Responding to the issue of climate change
Community	⑨ Promotion of IT education
Disaster risk	⑩ Response to disaster risks
Compliance	⑪ Thorough compliance
supply chain	⑫ Promoting a responsible supply chain

# FY20 Key achievements | Social Contribution through Business during Covid-19 crisis

Promoted various initiatives through our services and solutions beyond national and regional boundaries. In Japan, we provided business automation solutions for municipalities to reduce workload of public officials' operations of providing subsidies.



Japan

AI-OCR and RPA reduce the burden of providing benefits payment

em benefit Acceptance and Registration month shaking data Decision Notification



200 Used by Local Authorities

Application processing 2 weeks ⇒ 4 day

Processing time 5 minutes ⇒ 30 seconds



North America

Help Schools pivot safely to remote learning environments in New York City



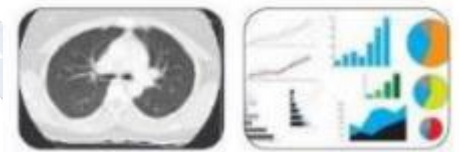
Europe

Reducing Doctors' Burden with Remote Care Services



India

Integrated workflow simplifies diagnostic and administrative tasks



- Automatic Diagnostic Findings Report Generation Engine
- Alerting with AI on patient list

# ESG Management | ESG Key Challenges Addressing Climate Change Issues

**Our group set greenhouse gas emission reduction targets and obtained SBT certification**  
**Continuously work with clients to reduce CO2 emissions across the entire society by using IT**



Reduce CO2 emissions by **60%**  
by FY2030 (Compared to FY2016)

**Our company's own reduction of CO2 emissions**  
(Green Data Centers, etc.)

## Green of IT

Reducing CO2 emissions from IT systems

**CO2 reduction by customers and society as a whole**  
(Green IT solutions, etc.)

## Green by IT

Reducing CO2 emissions through the use of IT

### Climate Change Action Promotion Committee



**Green Business**



**Green power**



**Green purchasing**



**Work style reform  
NewNormal**

# FY20 Key achievements | "TradeWaltz"

Leverage blockchain technology to streamline trade processes and digitize trade data across industries. Digitization not only improves work efficiency and reduces costs, but also contributes to forest conservation and CO<sub>2</sub> reduction.

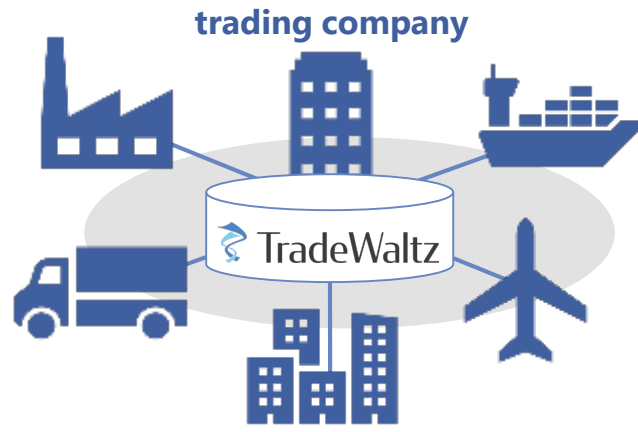
## Conventional analog trade



paper-based communication between trading companies and trade practitioners



## Future of digital trade



electronic interaction

## Open and global trade ecosystem



Accumulate all trade documents as structured data



Ensure originality of trade documents

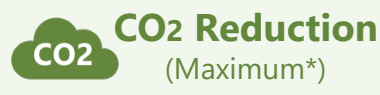


Accurate, real-time sharing

### All players involved in Japanese trade practices use "TradeWaltz"



Approx. **30,800** trees/ Year



Approx. **431** ton/ Year

\*In a case of 50 sheets of A4 paper are used per import/export transaction



# Our Response to Key Challenges

# Preventive Measures against Unprofitable Projects

Successfully reduced unprofitable projects by stepping up preventive measures since FY19, improving a ratio of unprofitable projects against total net sales to less than 0.3%. This achievement significantly contributed to operating income.

Strengthening measures implemented in FY2019

## Respond promptly to risks

Project review by third-party at an initial stage before proposal

## Strengthen teams' capabilities

Assign Right Project Mgr based on complexity and characteristics of a project

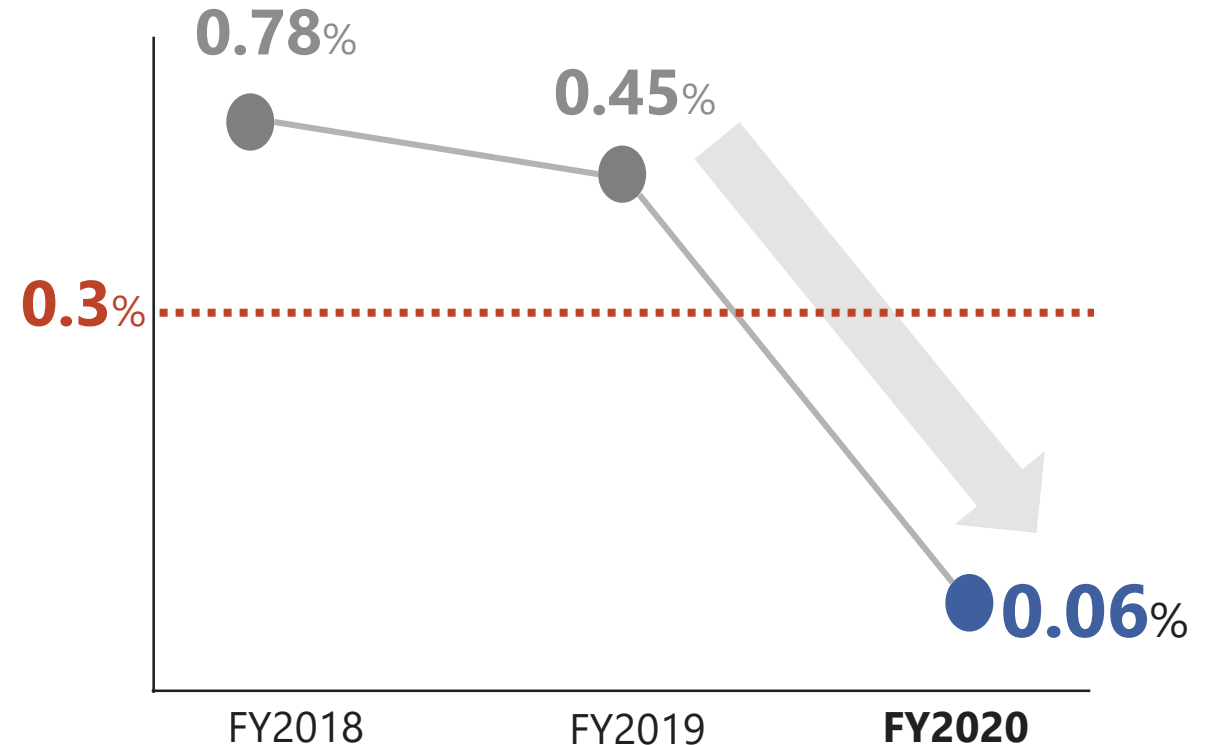
## Enhance process management

Reinforce the escalation process and company-wide support was provided for projects at an early stage

## Leverage knowledge/lessons learned

Share and leverage knowledge and know-how from projects experienced in the past across the company

Ratio of total unprofitable projects (against net sales)



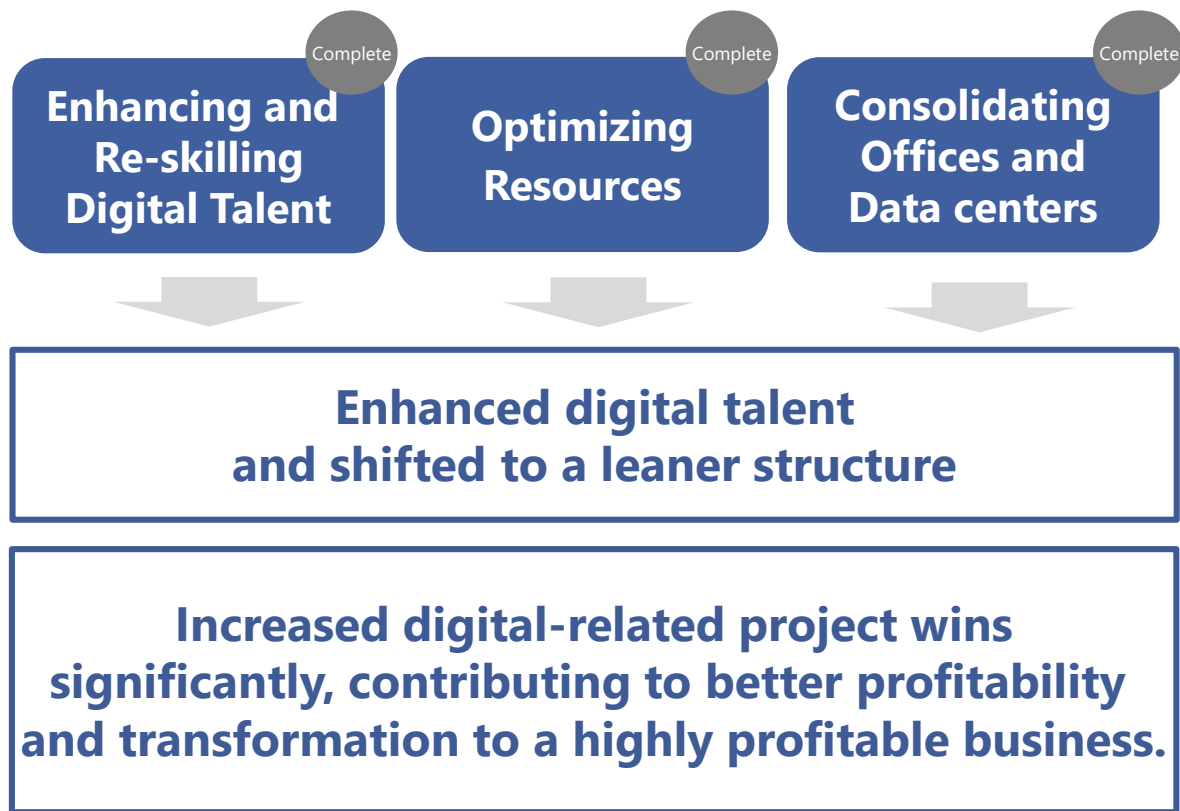
\* 0.3-0.5% is a standard ratio of risk control



## Structural Transformation in North America : Achievements and Challenges

**Structural Transformation was complete ahead of schedule to achieve transformation to a digital-oriented business domain. We will continue to take solid steps to improve profitability, targeting to deliver 7% in EBITA in FY21.**

### Achievements



### Challenges

-  **Grow digital and consulting**  
**Improve profitability in traditional areas**
-  **Strengthen digital capabilities**  
**by securing more digital talent**
-  **Accelerate reshaping portfolio to**  
**keep transforming business domains**

# Structural Transformation in EMEA & LATAM: Achievements and Challenges

**Accelerated digital project wins as a result of Structural Transformation conducted in FY19. Continuously promote initiatives for integrated management of operating companies to deliver 7% in EBITA in FY23.**

## Achievements

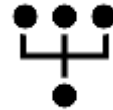
**Responded to new business opportunities based on FY19 achievements**

**Continued structural transformation to win business opportunities**

**Won multiple digital deals(i.e. Italian energy giant, British telecom giant, etc.)**

**Ensured a path to better profitability by reviewing the talent portfolio and underperforming businesses**

## Challenges



**Integrate into a global brand to increase presence for Clients**



**Develop a stronger ability to adapt to the digital shift in markets and changes in work styles**

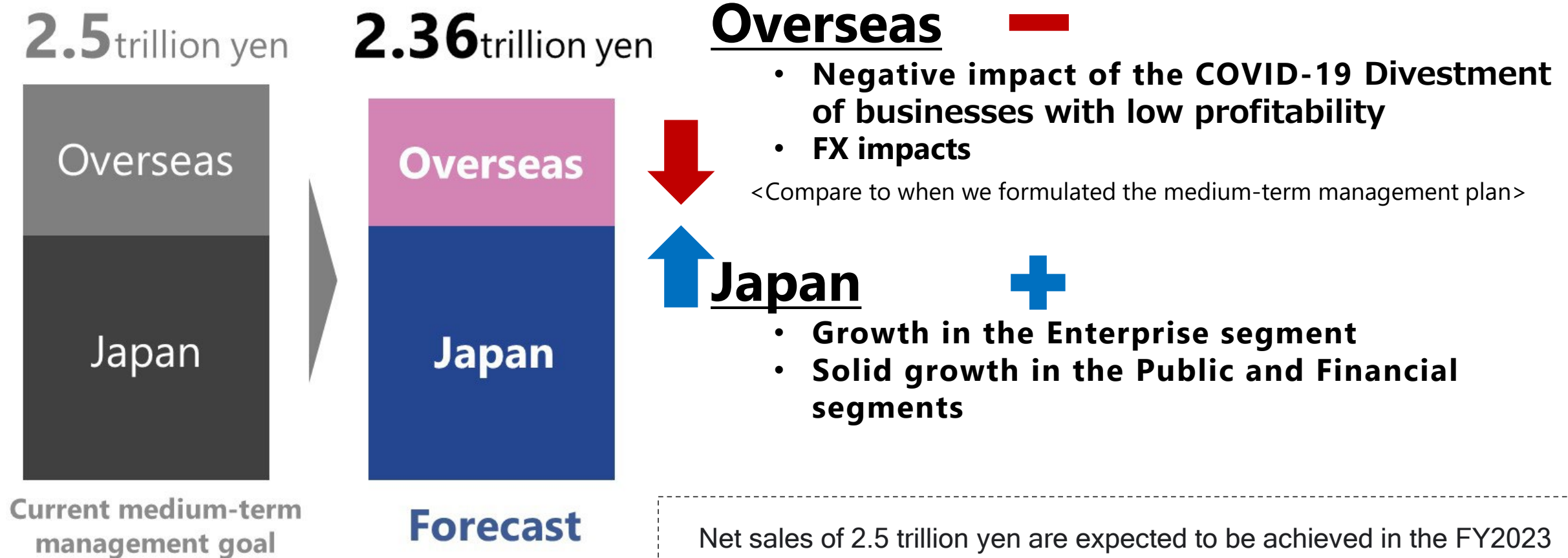


**Increase digital capabilities by securing more digital talent & Assets**

# Progress against the Current Medium-term management goal (Challenges in the Next Medium-term Plan)

# Japan : More solid than the original assumption

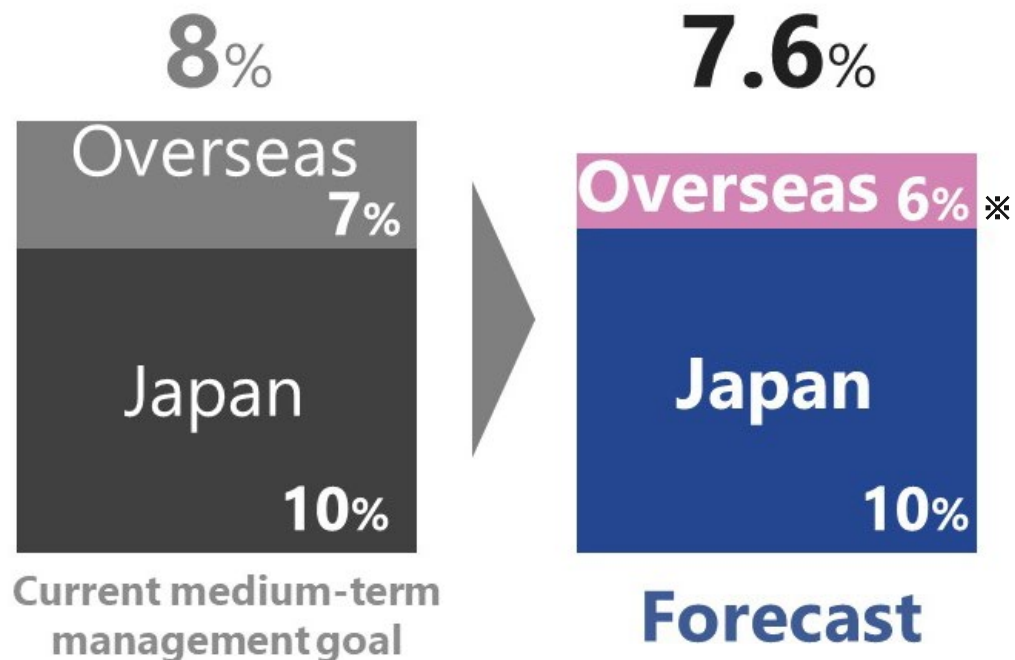
# Overseas : Continuing to transform for recovery and growth



# Operating Income | Forecasts for the Fiscal Year Ending March 31, 2022

**Japan : sustain profitable growth, while spending more on growth**

**Overseas : Continue to improve profitability constantly even under severe business environment with COVID-19 by accelerating the structural transformation**



## Overseas —

- Stagnant topline due to COVID-19
- Structural Transformation, etc

EBITA Margin FY2021

North America	EMEA & LATAM
7.0% (7% after adjustment)	2.7% (5% after adjustment)

※ 7.0% is expected to be achieve in FY2023

## Japan +

- Expanded digital business
- Delivered existing projects solidly such as key social infrastructure, etc

※ **Adjusted** targets excluding temporary costs such as M&A and structural transformation (Before adjustment EBITA margin 4.6%, the Fiscal Year Ending March 31, 2022)

4

## Direction of the Next Mid-term Management Plan

# Changes in Business Environment



## Accelerating DX spurred by Covid-19

Accelerating DX has laid bare the social issues, which is promoting **cross-segment/industry collaboration**.



## Global trend on Decarbonization

The drastic shift in global trend from “**low carbon**” to “**decarbonization**” has accelerated climate change initiatives by our clients and various businesses.



## Toward Global 3<sup>rd</sup> Stage

**The current medium-term management strategy needs to be further evolved to grasp changes in business environments and help shape a new society.**

**Digital**

**Realizing DX for society as a whole  
by accelerating cross-industry collaboration**

**Green**

**Realizing Green Innovation  
with IT × Value Co-creation Model**

# NTT DATA: Vision

## - Digital & Green -

Shaping a new society

**Connected Industry**

**Carbon Neutral**

**Society5.0**

**value**

Realizing DX for society as a whole by accelerating cross-industry collaboration

Realizing Green Innovation with IT x value co-creation model

Turning the digital society concept into reality through cross-industry collaboration

Reducing environmental impacts by leveraging advanced technologies and through co-creation with our Clients

Japan

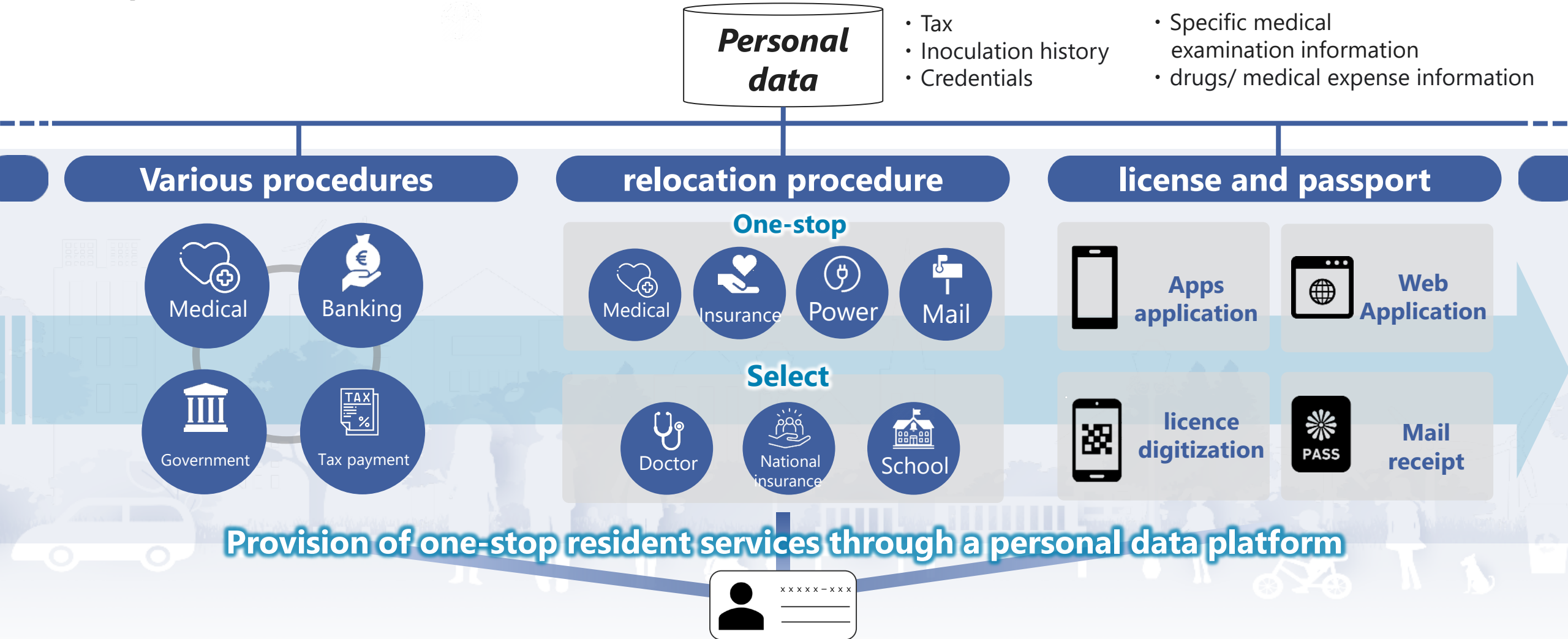
North America

EMEA & LATAM

**Technology × Long Term Relationship**



**Sophisticate administrative services and strengthen cross-sector/industry collaboration in order to create a connected, one-stop society where end-to-end services and procedures both in public and business arenas can be complete.**



Started PoCs with the aim of developing the future town where the NTT Group at large provides unique experiences and value to achieve carbon neutrality and realize an inclusive society.

# Creating a town where people can live a comfortable life

Optimization of energy

Optimization of Human traffic and transportation

Provision of personalized resident services

Zero food loss

Optimization in providing/receiving goods

efficient operation



Traffic prediction



Behavioral prediction



Consumption forecast



Demand forecast



**Town-building DTC™ infrastructure**



## Augment our strategy in the following directions to further evolve the current medium-term management strategy

### Strategy for Japan

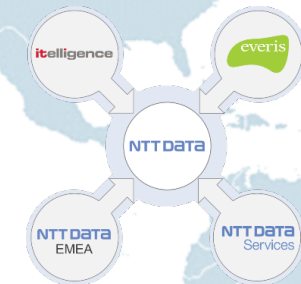
Accelerate cross-sector collaboration to realize a digital society

### Strategy outside Japan

Drive digital shift even stronger and demonstrate One NTTDATA

### global strategy

Roll out One NTT offerings by leveraging advanced technology as a core through collaboration across NTT in Japan and worldwide



# Toward Global 3<sup>rd</sup> Stage



**Global 3<sup>rd</sup> Stage**  
**FY2025- Global TOP5 - Trusted Global Innovator**

*Next Medium -Term Management Plan*

**Aiming to be recognized  
as a Truly Trusted Global Company  
by Contributing to Shaping a New Society  
with the Power of Digital**



**Midpoint to Global 3<sup>rd</sup> Stage**  
**Current Medium-Term Management Plan**  
**(FY 2019 - FY 2021)**



# Appendices

-Business topics-

# Principal Measures Taken in the FYE March 31, 2021(1/6)

## Promoted digital businesses for public organizations



1

The Company promoted realized high security for public organizations and enhanced usability based on the Cloud-by-Default Principle (note 1) using its cloud/digital technologies, including the Digital Community Platform that it owns (note 2).

- In September 2020, as an additional function of the Digital Community Platform for central and local governments, the Company launched the DCPF Cloud Connect Services, which safely, securely, and conveniently connects the user information on existing systems with cloud services. Enabling user/authorization management on the existing on-premises (note 3), this service allows the user to simplify administrator business while continuing conventional operation. It further prevents information leaks, improves user convenience, and enhances compliance, thereby realizing safe and secure cloud services.
- In February 2021, the Company launched the OpenCanvas for Government (note 4) to promote the use of cloud in government information systems. This service supports a wide range of requirements such as cost reduction, improved agility, secured scalability, high reliability, and high availability, thus providing an optimal platform for clients. Using OpenCanvas (note 5) as a base enables the client to connect to financial institutions and other companies' cloud services; it can also provide high security and quality operation required for government information systems.

## A new brand established to realize a smart city



2

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

(Note 1) Cloud-by-Default Principle

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

(Note 2) Digital Community Platform

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

(Note 3) On-premises

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

(Note 4) OpenCanvas for Government

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

(Note 5) OpenCanvas

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

# Principal Measures Taken in the FYE March 31, 2021(2/6)

1

## Promoted cross-industry trade digitalization leveraging blockchain technology



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

2

## Promoted open innovation in financial IT using a new architecture



We launched and started providing "Open Service Architecture" (Note 1) and related services, which is a new standard architecture in the New Normal. Using the Open Service Architecture, we will promote open innovation in financial IT together with many stakeholders, and contribute to the realization of a new society through co-creation with financial institutions, governments, and companies, which is required in the New Normal. In January 2021, we also renewed "My Pallete", the banking application adopted by 27 financial institutions, and launched "My Pallete Full Service Version" as a solution related to Open Service Architecture. With this service, customers can open accounts and make other transactions immediately by using QR codes on the tablets at the counter of financial institutions. Furthermore, by linking up with "AnserParaSOL", an Internet banking service for individuals provided by NTT DATA, customers can use full banking services including application, account opening, balance inquiry, and transfer only with this application as well as eliminating paper applications for Internet banking.

(Note 1) Open Service Architecture

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

# Principal Measures Taken in the FYE March 31, 2021(3/6)

## Provided new technologies by promoting cashless related businesses



1

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

- In June 2020, the Public Money Payment Platform that handles utilities payments, such as taxes and water bill, added the PayPay Bill Payment. This is expected to improve usability for inhabitants and collection rates.
- In July 2020, CAFIS, an integrated payment platform, launched CAFIS Transaction Manager, a counter-abuse solution. This service reduces system load by communalizing part of credit card companies' functions to monitor fraudulent transactions on CAFIS.

## Provided/enhanced solutions for the COVID-19 pandemic



2

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

- From October to December 2020, we conducted a proof of concept (PoC) on a digital store that remotely proposes merchandize via an avatar linked to the operator's movements, working together with TOKYU HANDS Inc. Through the PoC, we helped customers shop safely using an avatar that serves them to reduce human contact and verified flexible and diverse work style as shop assistants worked in various locations, including their home.
- As more and more companies recommended remote work as COVID-19 measures, we added BXO Managed UEBA, which reinforces the detection of risks, such as internal fraud to BizXaaS Office, our cloud services. BXO Managed UEBA was launched in October 2020. It is reinforced to detect risks such as internal frauds or targeted threats through machine learning and provides adequate security.



# Principal Measures Taken in the FYE March 31, 2021(4/6)

## Further Enhance Digital Capabilities through Acquisitions



1

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

- NTT DATA Services acquired Acorio LLC, a ServiceNow Elite Partner (Note 1), in October 2020 and added unparalleled breadth and depth of experience in the ServiceNow ecosystem and unique industry approaches to help clients enable automated and intelligent digital workflows. By expanding on program acquired with the Acorio business, NTT DATA also advanced its digital talent development.
- NTT DATA Services acquired Hashmap, Inc., a Snowflake Premier Partner (Note 2), in December 2020 and added deep technical expertise with cloud data platforms such as Snowflake to support clients utilize data analytics.

## Support Accelerating Digital Transformation of Clients Using Cloud and AI Solutions



2

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

- NTT DATA Services worked with Public Transport Victoria in Melbourne, Australia to create a new application called RideSpace that complements a mobile myki application, used for ticketing, by providing AI enabled real-time occupancy prediction powered by NTT Smart Solutions and in combination with Google Maps, to assist social distancing and encourage public transport ridership safety during the global pandemic. Predictive analytics generated by NTT Smart Solutions have also been enabling better decisions for Victoria DoT operators when it comes to design, and revise communication, operational and safety rules dynamically.
- Hashmap, Inc was selected as best-in-class technology partner with cloud and data expertise by a large environmental services company in North America. In collaboration, NTT DATA has helped prove out new analytics value across multiple operational areas with reliable and sustainable approaches, by using a combination of Snowflake's Data Cloud, Matillion, and AWS.
- NTT DATA Services was awarded a contract by the Retirement Systems of Alabama to provide cloud transformation support. By leveraging Microsoft Azure, Google Cloud, AWS, and local private cloud options as well as automation technologies, NTT DATA supported the client improve its operational efficiencies.

(Note 1) ServiceNow Elite Partner  
ServiceNow is a cloud-based IT service management product provided by ServiceNow, Inc., and its elite partner is recognized as one of the top partners that has achieved a certain level of success in business operations using ServiceNow, such as an extensive implementation track record, customer satisfaction, and a large number of certified personnel among the ServiceNow, Inc. partner program.

(Note 2) Snowflake Premier Partner  
A service partner that has a stable Snowflake practice among the partner network provided by Snowflake Inc.

# Principal Measures Taken in the FYE March 31, 2021(5/6)

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



1

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

- NTT DATA enabled remote medical care for patients with minor symptoms who can be treated at home by providing "ehCOS Remote Health", the cloud-based telemedicine solution specialized for dealing with Covid-19 infections, for free in Europe and LATAM. We also received an order from CUF, the largest healthcare provider in Portugal, to carry out a project for introducing its new core system and accelerated new processes and innovation with a DX technology of "ehCOS".
- NTT DATA was selected as an IT services partner of the University Hospitals of Leicester (UHL), one of the largest NHS trusts (note 1) in the UK. By utilizing the latest technologies including artificial intelligence (AI) and robotic process automation (RPA), we supported UHL to provide emergency medical services in the midst of Covid-19 pandemic.

## Promoting digitalization of customers' businesses as a partner



2

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

- NTT DATA received an order from Eni, a major Italian energy company, for a digital transformation project of application development, and provided consistent support for the customer's digital transformation, from consulting on the digitalization concept to implementation.
- NTT DATA was awarded a contract by a major Italian energy company for digital business promotion and product design using next-generation smart meters, and provided product design services and technical support through prototyping with a design thinking approach.
- NTT DATA signed a contract with eu-LISA and Frontex to develop IT systems for a safer and more efficient border control. In this project, we realized efficient development and operation using ALM tools (note 2) and advanced technologies, as well as accelerating advanced security management with automated security alert solutions.

(Note 1) NHS trust

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

(Note 2) ALM (Application Lifecycle Management)

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

# Principal Measures Taken in the FYE March 31, 2021(6/6)

1

## Supported clients' business transformation by using Agile development framework



Working together with Scaled Agile, Inc. that owns the Scaled Agile Framework, a large-scale Agile methodology (note 1), we promoted DevOps (note 2), including Agile development. DevOps is one of the most cutting-edge technologies that the Company emphatically promotes as part of CoE (note 3) action, global cross-sectional activities based on its Mid-term Management Plan. Taking advantage of the Scaled Agile Framework, we will support our clients' large-scale organizational reform and improve their business agility.

- In September 2020, the Company are recognized as became a Global Transformation Partner in Scaled Agile, Inc.'s partner certification system, thus qualifying as a business transformation partner at the global level. Adopted by over 20,000 companies, the Scaled Agile Framework is a world-famous framework with the top market share globally. We are the third partner globally and the first as a company based in the Asian region, including Japan. In FY2022, we are looking at net sales of 50 billion yen a year globally from clients' business transformation support, including the Scaled Agile Framework.
- NTT DATA INTELLILINK Corporation and the Company have added new courses on mind transformation for managers and Scaled Agile, Inc.'s official training to the existing Agile development training menu for our clients. These courses are intended for companies or organizations that are considering digitalization while looking for clues regarding where to start. They help them to master the required mindset or understand the framework. They aim to provide services to 2,000 people by 2023.

2

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



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

- We have established the AI Development Process that systematically defines processes common to AI system development. In July 2020, we began to apply it to all of our AI projects on a trial basis. The AI Development Process integrates know-how on social ethics, check points in compliance, pre-processing of data, and quality management. By applying this Process, we will realize AI systems that clients can securely use from a comprehensive standpoint, including performance, scalability, security, and privacy.
- We developed a quality assessment tool for AI system development by extracting risks inherent in AI system development from our internal use cases and analyzed their causes. In October 2020, we launched its trial service, aiming to improve the quality management of data and models that constitute AI, which the conventional software quality management method could not sufficiently handle. The quality assessment tool can be used to review and test systems as well as promote quality improvement activities. It thus helps developers to identify check items required for safe and secure development and set timing for verification and approval, thus leading to the early detection of risks.

(Note 1) Scaled Agile Framework

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

(Note 2) DevOps

DevOps is a development organizational structure wherein the development team (Dev) and the operation team (Ops) form a single team by using tools and organizational culture to promote flexible and speedy development while maintaining high quality.

(Note 3) CoE (Center of Excellence)

Advanced research. This is a central base to create and develop human resources and business through development activities.

5

## Appendices

-Explanatory details of financial results and forecasts-

# Overview of Consolidated Result

(Billions of Yen,%)

	FY ended 2020/3 (Results)	FY ended 2021/3 (Results)	YoY (%)
New Orders Received	2,275.2	2,223.3	-2.3
Order Backlog	2,636.3	2,735.1	+3.7

	FY ending 2022/3 (Forecasts)	YoY (%)
	2,200.0	-1.0
	2,744.0	+0.3

Net Sales	2,266.8	2,318.7	+2.3
(Main item) Overseas Net Sales <sup>(*)</sup>	906.7	907.2	+0.1
Cost of Sales	1,694.6	1,734.1	+2.3
Gross Profit	572.2	584.6	+2.2
SG&A Expenses	441.3	445.4	+0.9
Selling Expenses	153.5	171.7	+11.9
R&D Expenses	21.8	22.7	+4.3
Other Administrative Expenses	266.0	250.9	-5.7
Operating Income	130.9	139.2	+6.3
Operating Income Margin(%)	5.8	6.0	+0.2P
Financial Income and Costs/Share of Profit/Loss of Entities for Using Equity Method	-10.8	-8.7	+19.1
Income Before Income Taxes	120.2	130.5	+8.6
Income Taxes and Others <sup>(*)</sup>	45.0	53.6	+19.1
Net Income Attributable to Shareholders of NTT DATA	75.1	76.8	+2.3

	2,360.0	+1.8
	906.0	-0.1
	1,732.0	-0.1
	628.0	+7.4
	448.0	+0.6
	180.0	+4.8
	17.0	-25.2
	251.0	+0.0
	180.0	+29.3
	7.6	+1.6P
	-5.0	+42.7
	175.0	+34.1
	69.0	+28.7
	106.0	+37.9

Capital Expenditures	193.8	169.5	-12.6
Depreciation and Amortization/Loss on Disposal of Property and Equipment and Intangibles <sup>(*)</sup>	163.8	178.4	+8.9

	175.0	+3.2
	170.0	-4.7

(\*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 (38.3 billion yen as the result of FYE 3/2020, 42.8 billion yen as the result of FYE 3/2021 and 35.0 billion yen as the forecast for FYE 3/2022 (estimate)).

# Consolidated New Orders Received and Order Backlog

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

(Billions of Yen)

	FY ended 2020/3 (Results)	FY ended 2021/3 (Results)	FY ending 2022/3 (Forecasts)
Public & Social Infrastructure	477.0	481.6	509.0
(Main item) Central Government and Related Agencies, Local Government, and Healthcare	281.3	280.6	300.0
Telecom and Utility	113.7	108.5	114.0
Financial	430.7	542.2	442.0
(Main item) Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	295.8	431.8	328.0
Cooperative Financial Institutions	113.6	83.1	88.0
Enterprise & Solutions <sup>(*1)</sup>	342.8	344.0	358.0
(Main item) Retail, Payment and Other Services	78.6	89.2	85.0
Manufacturing	215.6	199.8	226.0
Data Center, Network, and Other Solutions	40.0	45.3	47.0
North America	471.6	344.5	366.0
EMEA & LATAM	513.7	475.9	482.0

## Detail of Consolidated Order Backlog

(Billions of Yen)

Order Backlog	2,636.3	2,735.1	2,744.0
Public & Social Infrastructure	480.8	515.1	553.0
Financial	812.6	894.9	847.0
Enterprise & Solutions	140.0	150.6	165.0
North America	850.3	762.9	737.0
EMEA & LATAM	334.5	392.8	405.0

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

# Consolidated Net Sales

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

(Billions of Yen)

	FY ended 2020/3 (Results)	FY ended 2021/3 (Results)	FY ending 2022/3 (Forecasts)
<b>Public &amp; Social Infrastructure</b>	413.7	452.0	474.0
(Main item) Central Government and Related Agencies, Local Government, and Healthcare	231.8	252.9	270.0
Telecom and Utility	99.0	107.4	108.0
<b>Financial</b>	505.5	518.1	538.0
(Main item) Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	379.1	390.3	410.0
Cooperative Financial Institutions	100.9	103.6	104.0
<b>Enterprise &amp; Solutions<sup>(*1)</sup></b>	428.0	427.8	445.0
(Main item) Retail, Payment and Other Service	146.0	147.2	153.0
Manufacturing	214.0	210.8	225.0
Data Center, Network, and Other Solutions	57.5	58.7	67.0
North America	419.3	422.8	391.0
EMEA & LATAM	449.7	446.7	471.0

## Net Sales by Products and Services (to Clients Outside the NTT DATA Group) <sup>(\*2)</sup>

(Billions of Yen)

Consulting	274.5	283.2	310.0
Integrated IT Solution	588.5	608.2	630.0
System & Software Development	571.3	551.2	580.0
Maintenance & Support	735.9	785.9	750.0
Others	96.7	90.2	90.0
<b>Net Sales by Products and Services Total</b>	<b>2,266.8</b>	<b>2,318.7</b>	<b>2,360.0</b>

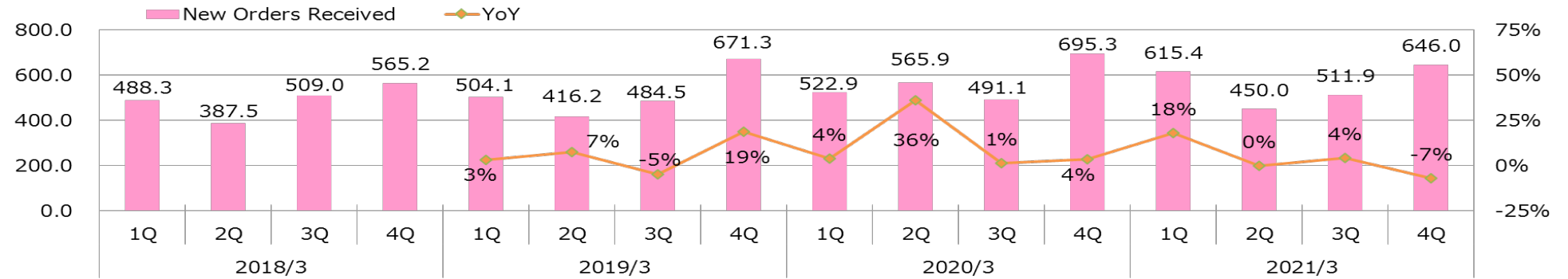
(\*1) Net Sales of Enterprise & Solutions from clients outside the NTT DATA Group does not include sales of projects undertaken through other segments.

(\*2) 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.

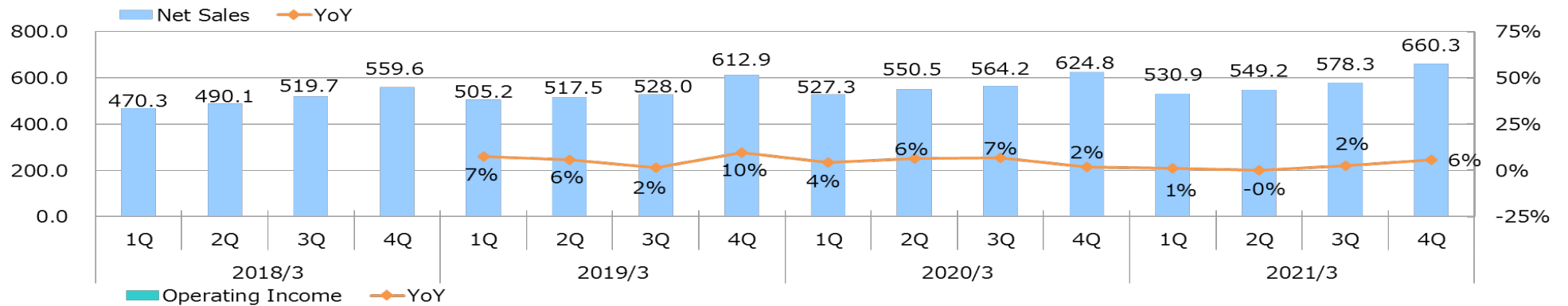
# Trends in Quarter (Consolidated)

(Billions of Yen,%)

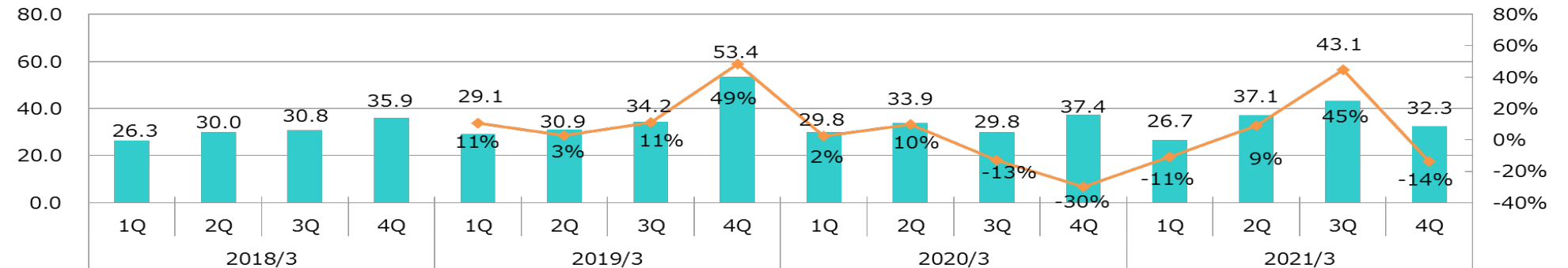
## ■ New Orders Received



## ■ Net Sales



## ■ Operating Income





# Foreign Exchange Rates

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

(Yen,%)

	FY ended 2020/3 (Results)	FY ended 2021/3 (Results)	YoY (%)	FY ending 2022/3 (Forecasts)	YoY (%)
	①	②	$(②-①)/①$	③	$(③-②)/②$
USD	108.60	106.09	-2.3%	104.00	-2.0%
EUR	120.81	123.77	+2.5%	125.00	+1.0%

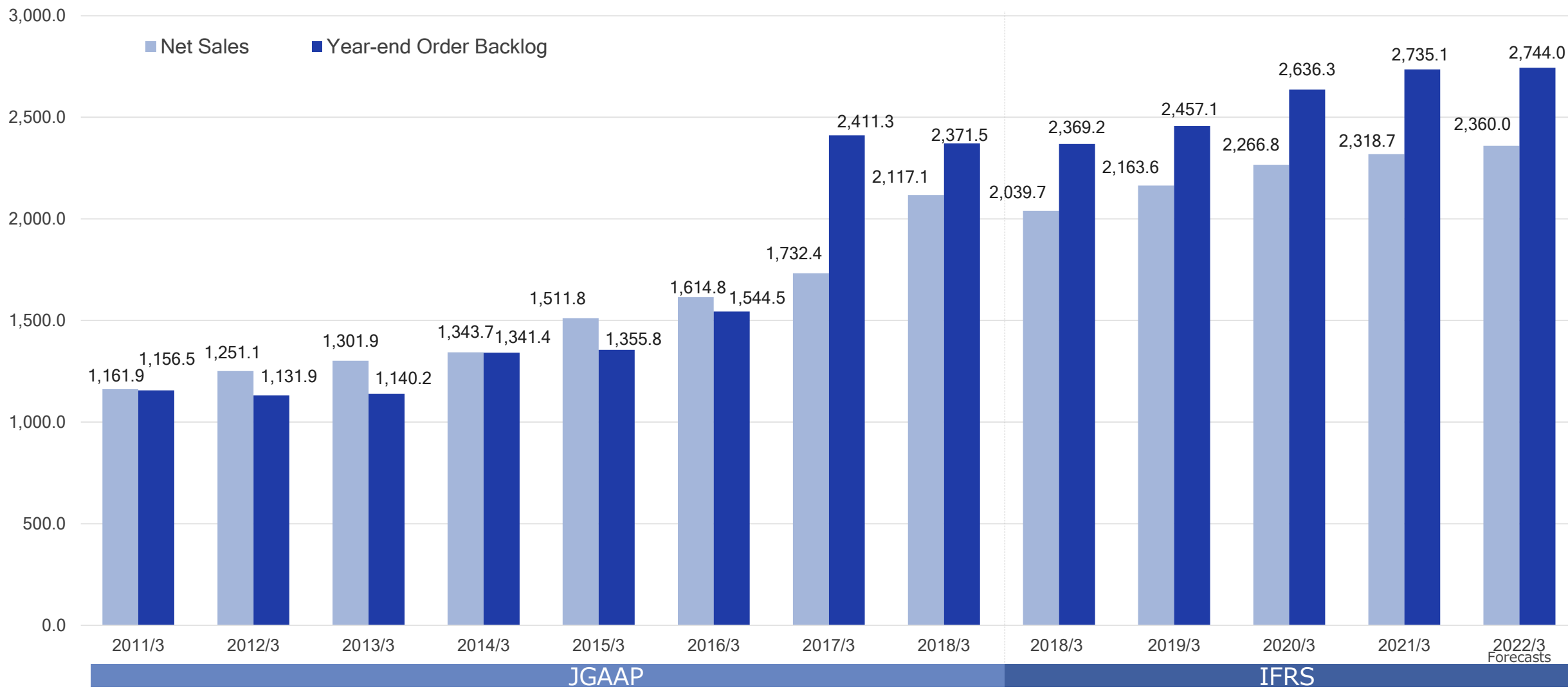
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# Appendices

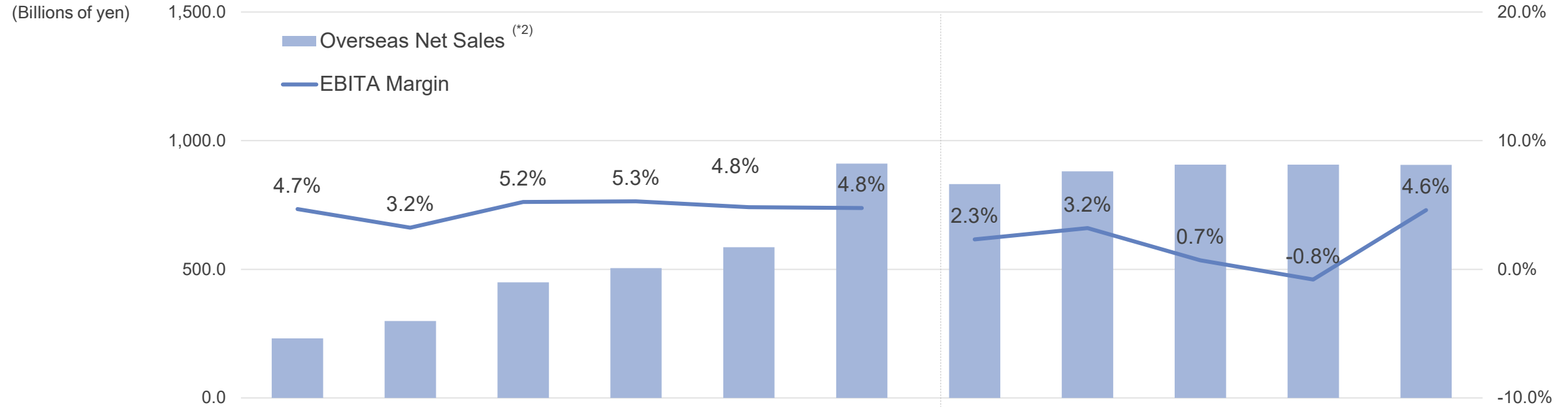
- Mid- to long-term financial trends -

# Trend of Order Backlog and Net Sales

(Billions of yen)



# Overseas Net Sales and Profitability Trends<sup>(\*)</sup>



	JGAAP						IFRS				
(Billions of yen)	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3 Forecast
Overseas <sup>(*)2</sup> net sales	231.3	298.7	449.0	504.4	586.3	911.1	831.3	881.1	906.7	907.2	906.0
EBITA <sup>(*)3</sup>	10.8	9.6	23.5	26.6	28.2	43.4	19.4	28.3	6.4	-7.2	41.5

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

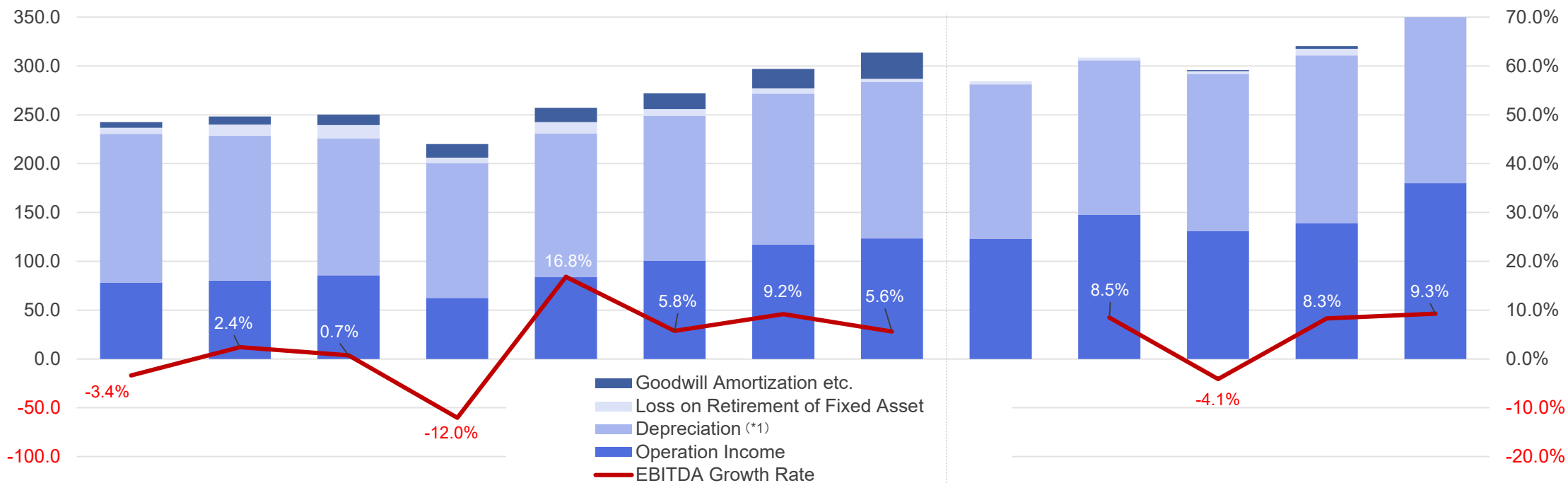
(\*2) Net sales to Clients Outside the NTT DATA Group.

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

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

# EBITDA Trend

(Billions of yen)

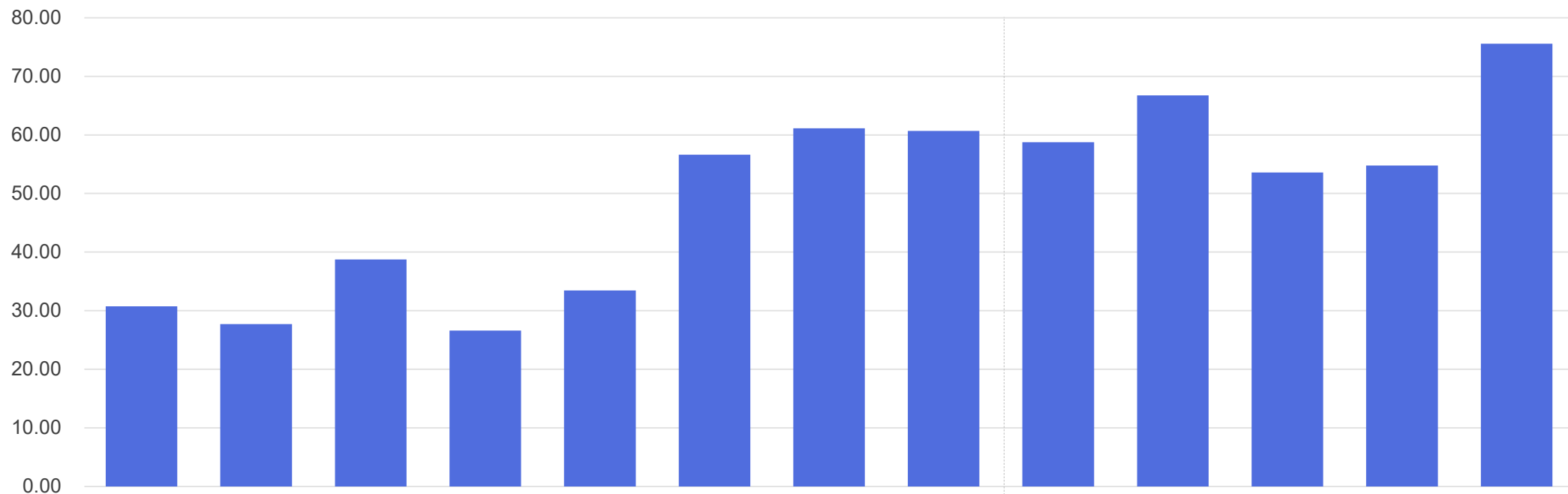


	JGAAP								IFRS				
(Billions of yen)	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3 Forecast
Operation Income	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	130.9	139.2	180.0
Depreciation <sup>(*1)</sup>	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	160.9	171.6	170.0
Loss on Retirement of Fixed Asset	6.3	11.3	13.8	5.6	11.6	7.2	5.4	3.2	3.1	2.7	2.9	6.8	-
Goodwill Amortization etc.	5.7	8.3	10.7	14.0	14.7	16.0	20.0	26.9	-	-	1.0	2.7	-
<b>EBITDA</b>	<b>242.6</b>	<b>248.5</b>	<b>250.3</b>	<b>220.2</b>	<b>257.3</b>	<b>272.1</b>	<b>297.1</b>	<b>313.7</b>	<b>284.2</b>	<b>308.4</b>	<b>295.7</b>	<b>320.3</b>	<b>350.0</b>

(\*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, 42.8 billion yen as the result of FYE 3/2021 and 35.0 billion yen as the forecast for FYE 3/2022 (estimate)).

# EPS Trend

(Yen)



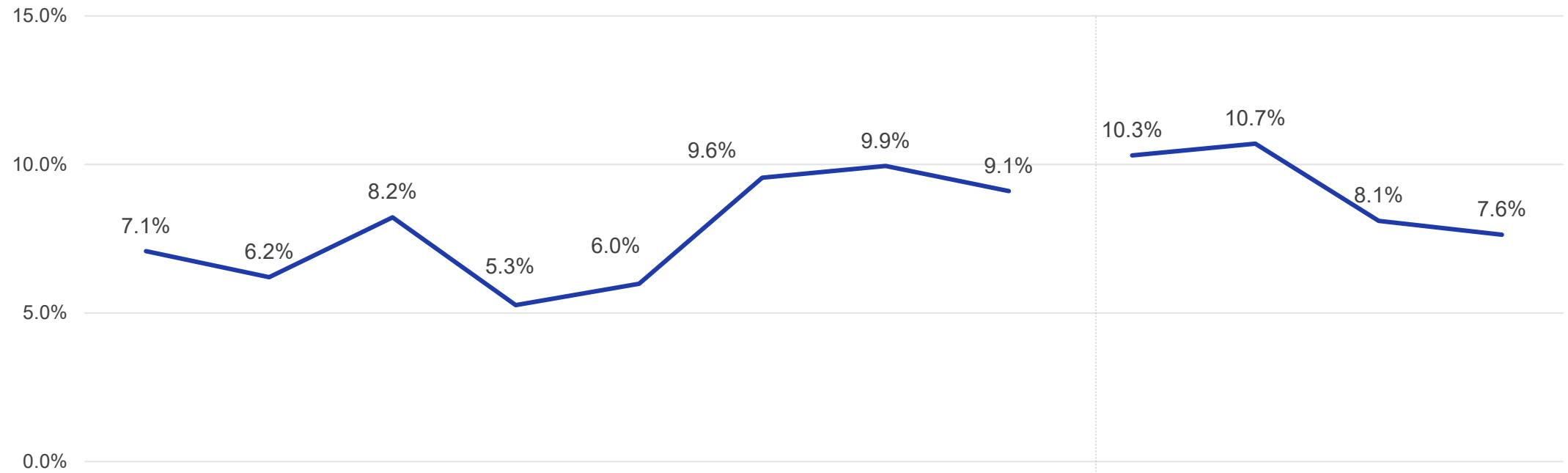
	JGAAP							IFRS					
	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3 Forecast
Net Income Attributable to (*1,2) Shareholders of NTT DATA (Billions of yen)	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	75.1	76.8	106.0
EPS (yen) (*3)	30.73	27.69	38.73	26.59	33.45	56.64	61.15	60.68	58.75	66.75	53.58	54.79	75.58

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

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

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

# ROE Trend <sup>(\*1)</sup>



JGAAP

IFRS

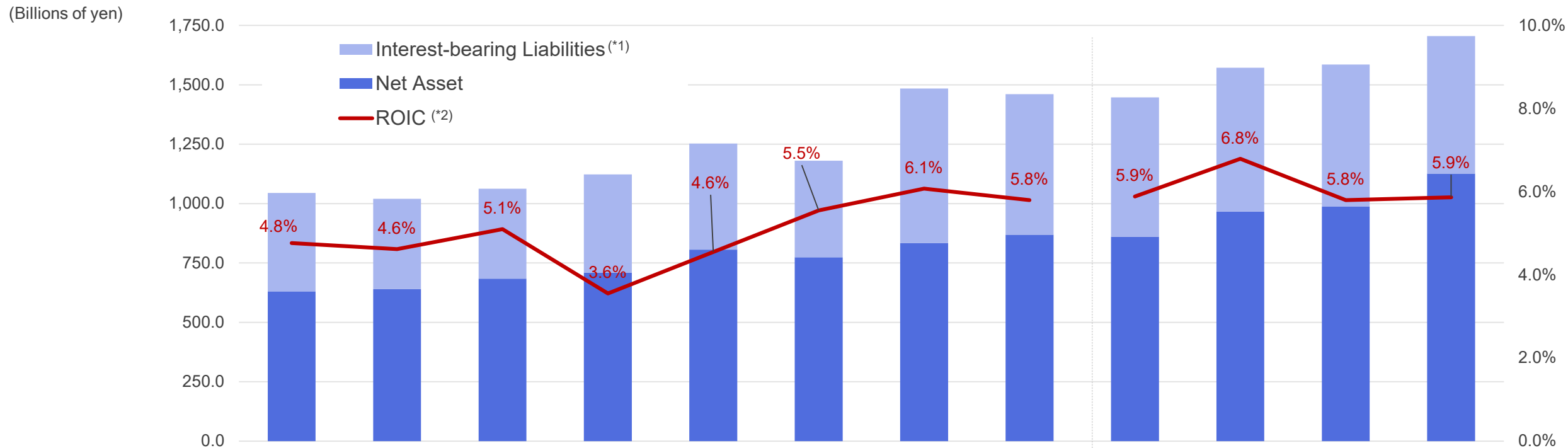
(Billions of yen)	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3
Net Income Attributable to <sup>(*2,3)</sup> Shareholders of NTT DATA	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	75.1	76.8
Equity EOY <sup>(*3)</sup>	620.0	632.5	688.9	728.4	839.8	823.3	904.6	963.3	826.2	925.7	939.7	1,072.9

(\*1) ROE = net income attributable to shareholders of NTT DATA / average equity during the period.

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

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

# ROIC Trend



	JGAAP								IFRS			
(Billions of yen)	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3
Operating Income	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	130.9	139.2
Effective Tax Rate	40.69%	40.69%	38.01%	38.01%	35.64%	33.06%	30.86%	30.86%	30.86%	30.62%	30.62%	30.62%
Net Asset	630.3	639.7	684.2	709.8	806.2	773.6	833.7	868.8	860.5	966.8	987.4	1,126.5
Interest-bearing Liabilities	414.4	380.2	378.3	412.9	446.9	407.0	650.8	592.0	586.3	605.0	598.0	578.9

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

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



# D/E Ratio Trend<sup>(\*1)</sup>

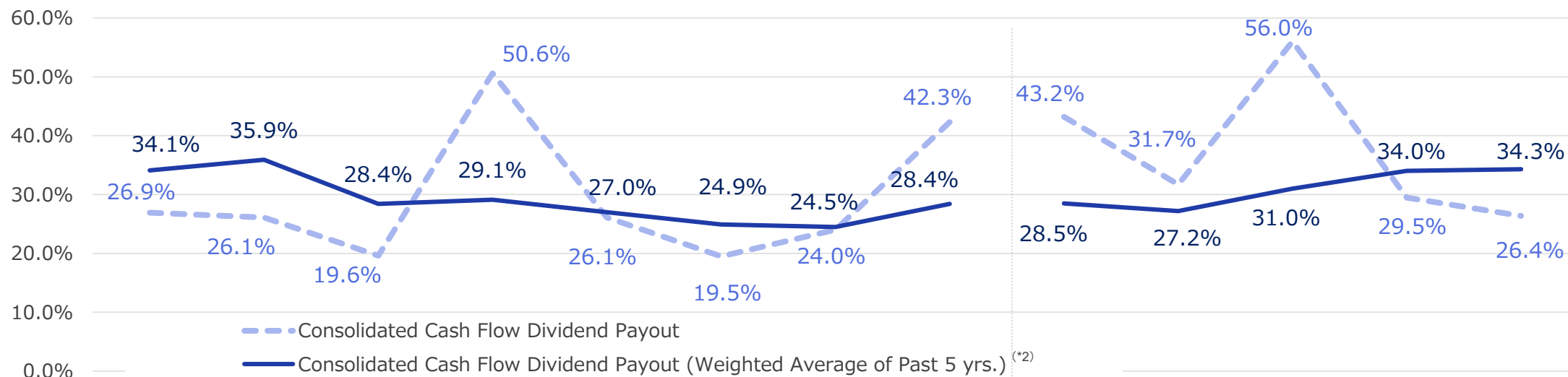


	JGAAP								IFRS			
(Billions of yen)	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3
Net Asset	630.3	639.7	684.2	709.8	806.2	773.6	833.7	868.8	860.5	966.8	987.4	1,126.5
(Main Item)Net Asset Non-controlling Interests	28.7	34.0	32.8	32.9	32.7	32.7	31.5	35.0	34.3	41.1	47.7	53.6
Interest-bearing Liabilities <sup>(*2)</sup>	414.4	380.2	378.3	412.9	446.9	407.0	650.8	592.0	586.3	605.0	598.0	578.9

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

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

# Consolidated Cash Flow <sup>(\*)</sup> Dividend Payout Trend



	JGAAP								IFRS				
(Billions of yen)	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3 Forecast
Net Income Attributable to Shareholders of NTT DATA <sup>(*)3,4)</sup>	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	75.1	76.8	106.0
Depreciation <sup>(*)5)</sup>	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	160.9	171.6	170.0
Loss on Retirement of Fixed Asset	6.3	11.3	13.8	5.6	11.6	7.2	5.4	3.2	3.1	2.7	2.9	6.8	-
Capital Investment	-139.0	-133.9	-122.1	-147.7	-140.9	-134.0	-158.1	-198.6	-194.8	-179.2	-193.8	-169.5	-175.0
Consolidated Cash Flow	62.5	64.5	86.0	33.2	64.5	100.6	87.6	49.6	48.7	75.1	45.1	85.7	101.0
Dividends per Share(JPY) <sup>(*)6)</sup>	12	12	12	12	12	14	15	15	15	17	18	18	19
Total Dividends	16.8	16.8	16.8	16.8	16.8	19.6	21.0	21.0	21.0	23.8	25.2	25.2	26.6

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

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

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

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

(\*5) The figures for FYE 3/2020 and later were calculated excluding lease depreciation expenses (38.3 billion yen as the result of FYE 3/2020, 42.8 billion yen as the result of FYE 3/2021 and 35.0 billion yen as the forecast for FYE 3/2022 (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.



# NTT DATA

Trusted Global Innovator