

Company Presentation for the Second Quarter of
Fiscal Year Ending March 31, 2022

November 9, 2021
NTT DATA Corporation

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

I am Honma, President and CEO of NTT DATA. Thank you for attending the financial results briefing session today despite your busy schedules.
We will make our presentation online again.
Please refer to Page 1.

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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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Here is the agenda for today.

Now, let me explain the financial results for the second quarter of the fiscal year ending March 31, 2022.

Please refer to Page 3.

1

Results for the Second Quarter of Fiscal Year Ending March 31, 2022

(Explanation omitted)

Results for the Second Quarter of Fiscal Year Ending March 31, 2022

Continued favorable results since the first quarter, and we expect to meet the full-year forecasts.

- New orders received increased due to steady contract wins in Japan as well as the expansion of the scale of overseas businesses and the impact of foreign exchange rates.
- Net sales increased due to the expansion of scale in all segments as well as the impact of foreign exchange rates.
- Operating income increased due to sales growth and seeing results of overseas Structural Transformation.

(Billions of Yen, %)

	2021/3 2nd Quarter Results (Apr-Sep)	2022/3 2nd Quarter Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	1,065.5	1,153.6	+88.1	+8.3%	➔
Net Sales	1,080.1	1,212.1	+132.0	+12.2%	➔
Operating Income (Operating income margin)	63.8 (5.9%)	109.1 (9.0%)	+45.3 (+3.1P)	+71.0%	➔
Net Income Attributable to Shareholders of NTT DATA	41.2	71.9	+30.7	+74.4%	➔

This slide shows the **overview of the financial results for the second quarter of the fiscal year ending March 31, 2022.**

As you see, we recorded favorable results following the first quarter.

New orders received increased due to steady contract wins in Japan, as well as the expansion in the scale of overseas businesses and the impact of foreign exchange rates.

Net sales increased due to the expansion in the scale in all segments, as well as the impact of foreign exchange rates.

Operating income increased due to sales growth and seeing results of overseas Structural Transformation.

Although we have just gone through the first half of the fiscal year, given the favorable results, we expect the full-year forecasts to be achieved.

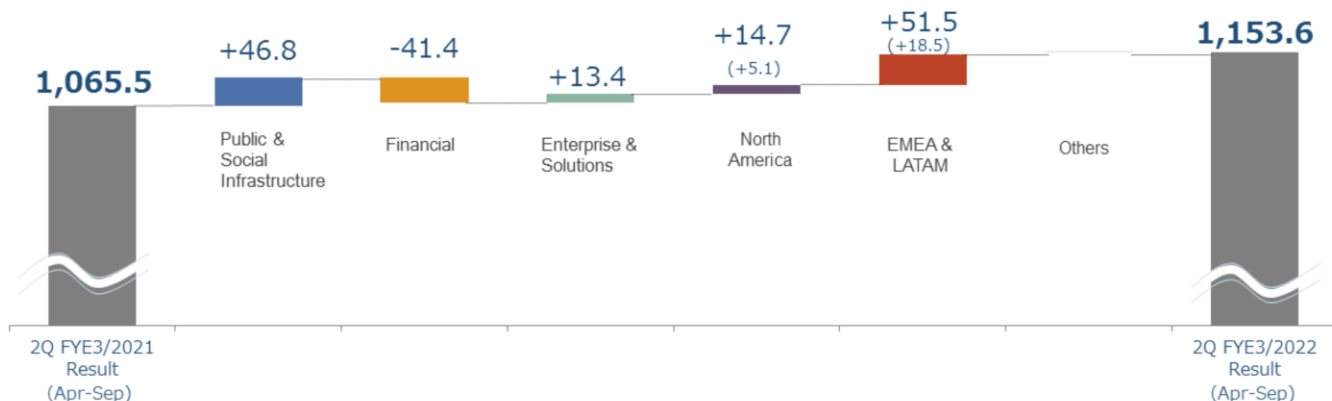
I will now move on to year on year changes by business segment.

Please refer to Page 4.

New Orders Received: YoY Changes by Business Segment (2Q FYE3/2021 and 2Q FYE3/2022)

(Billions of Yen)

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



Public & Social Infrastructure	Increased mainly due to winning of renewal projects and new projects for the central government and ministries.
Financial	Decreased mainly due to fewer orders of large-scale projects for banks than in the previous fiscal year.
Enterprise & Solutions	Increased mainly due to winning of projects for manufacturing industry.
North America	Increased mainly due to winning of large-scale projects for corporate clients and the impact of foreign exchange rates.
EMEA & LATAM	Increased mainly due to winning of projects in Europe, mainly in Spain, as well as the impact of foreign exchange rates.

Let us look at the **new orders received**.

The Public & Social Infrastructure Segment saw a significant increase mainly due to the winning of renewal projects and new projects for the central government and ministries.

The Financial Segment saw a significant decrease mainly due to fewer orders of large-scale projects of banks than in the previous fiscal year, which is as expected and has been reflected in the full-year forecasts.

The Enterprise & Solutions Segment saw an increase mainly due to the winning of projects for the manufacturing industry.

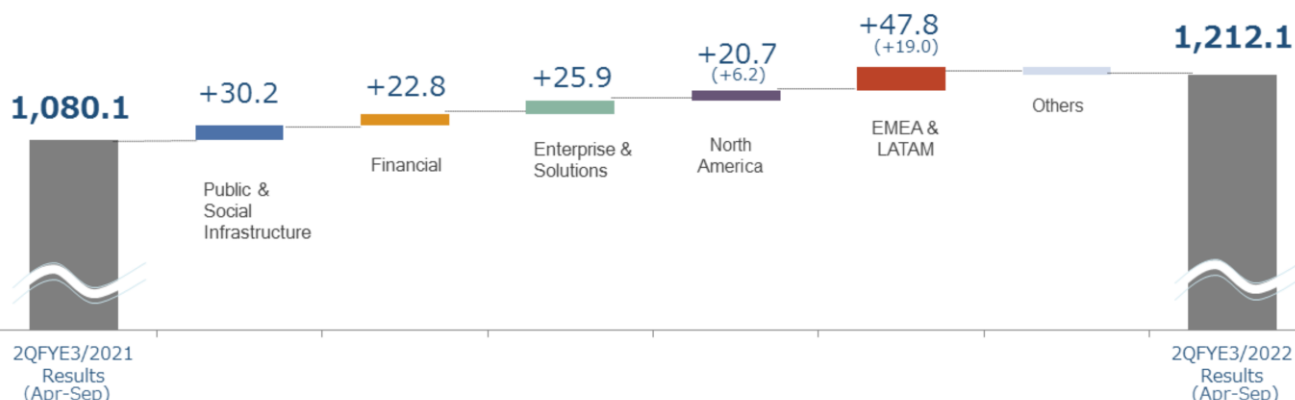
The North America Segment saw an increase mainly due to the winning of large-scale projects for corporate clients and the impact of foreign exchange rates.

The EMEA & LATAM Segment saw a significant increase mainly due to the winning of projects in Europe, mainly in Spain, as well as the impact of foreign exchange rates.

Please refer to Page 5.

Net Sales: YoY Changes by Business Segment (2Q FYE3/2021 and 2Q FYE3/2022)

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



Public & Social Infrastructure	Increased mainly due to the expansion in the scale of services for telecom industry and the central government and ministries.
Financial	Increased mainly due to the expansion in the scale of services for banks.
Enterprise & Solutions	Increased mainly due to the expansion in the scale of services for manufacturing industry and retail and service sectors.
North America	Increased mainly due to the expansion in the scale of services for Healthcare institutions, as well as M&As and the impact of foreign exchange rate, despite a decrease in revenue from the sale of several businesses.
EMEA & LATAM	Increased due to the expansion in the scale of services in Europe, mainly in Spain, as well as the impact of foreign exchange rate.

Next, we will look at the **net sales**.

The Public & Social Infrastructure Segment saw an increase mainly due to the expansion in the scale of services for the telecom industry and the central government and ministries.

The Financial Segment saw an increase mainly due to the expansion in the scale of services for banks.

The Enterprise & Solutions Segment saw an increase mainly due to the expansion in the scale of services for the manufacturing industry and the retail and service sectors.

The North America Segment saw an increase mainly due to the expansion in the scale of services for healthcare institutions and the impact of foreign exchange rates, despite a decrease in revenue from the sale of several businesses, which was in line with the plan for this fiscal year.

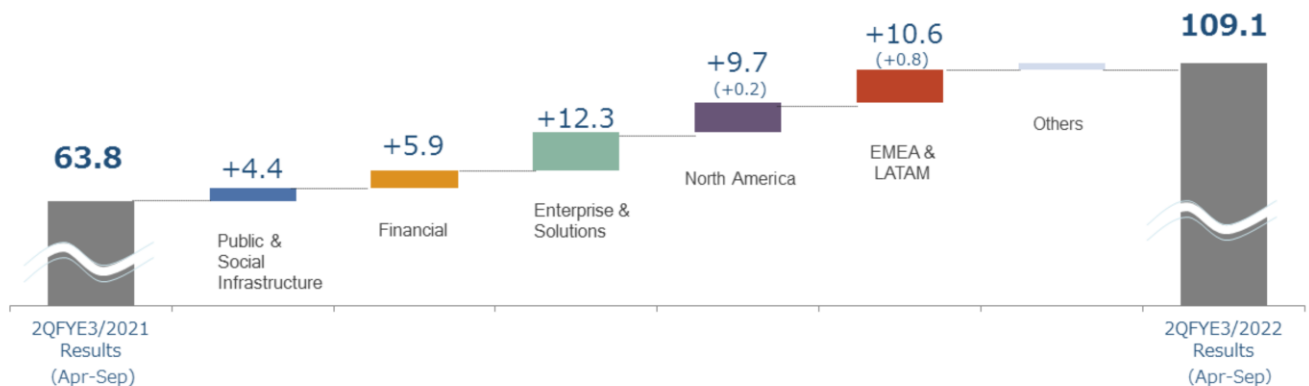
The EMEA & LATAM Segment saw an increase mainly due to the expansion in the scale of services in Europe, mainly in Spain, as well as the impact of foreign exchange rates.

Please refer to Page 6.

Operating Income: YoY Changes by Business Segment (2Q FYE3/2021 and 2Q FYE3/2022)

(Billions of Yen)

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



Public & Social Infrastructure	Increased mainly due to sales growth.
Financial	Increased mainly due to sales growth.
Enterprise & Solutions	Increased mainly due to sales growth as well as improved profitability driven by the less impact of Covid-19.
North America	Increased due to sales growth as well as a decrease in the expense and seeing results of Structural Transformation.
EMEA & LATAM	Increased due to sales growth and seeing results of Structural Transformation.

Next, we will look at the **operating income**.

The Public & Social Infrastructure and **the Financial segments** saw an increase due to sales growth.

The Enterprise & Solutions Segment saw an increase due to sales growth as well as improved profitability driven by the less impact of the COVID-19 pandemic.

The North America Segment saw an increase due to sales growth as well as a decrease in the expense and seeing results of Structural Transformation.

The EMEA & LATAM Segment also saw an increase due to sales growth as well as seeing results of Structural Transformation including the improved operating ratio.




As explained, the financial results for the first half were very favorable. We expect the full-year forecasts to be achieved.

However, we are going to identify the potential upside deviation from the forecasts by watching closely factors including economic trends going forward and how unprofitable projects would be managed, as well as making decisions for investments in key measures for our future growth under examination.

Next, I will explain our main initiatives implemented in the first half. Please refer to Page 12.

Public & Social Infrastructure (2Q FYE3/2021 and 2Q FYE3/2022)

(Billions of Yen, %)

	2021/3 2nd Quarter Results (Apr-Sep)	2022/3 2nd Quarter Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	248.8	295.6	+46.8	+18.8%	
Net Sales	230.4	260.6	+30.2	+13.1%	
Operating Income (Operating income margin)	24.0 (10.4%)	28.4 (10.9%)	+4.4 (+0.5P)	+18.2%	

New Orders Received Increased mainly due to winning of renewal projects and new projects for the central government and ministries.

Net Sales Increased mainly due to the expansion in the scale of services for telecom industry and the central government and ministries.

Operating Income Increased mainly due to sales growth.

(Explanation omitted)

Financial (2Q FYE3/2021 and 2Q FYE3/2022)

(Billions of Yen, %)

	2021/3 2nd Quarter Results (Apr-Sep)	2022/3 2nd Quarter Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	258.0	216.6	-41.4	-16.0%	↓
Net Sales	284.5	307.3	+22.8	+8.0%	↑
Operating Income (Operating income margin)	23.2 (8.2%)	29.2 (9.5%)	+5.9 (+1.3P)	+25.6%	↑

New Orders Received Decreased mainly due to fewer orders of large-scale projects for banks than in the previous fiscal year.




Net Sales Increased mainly due to the expansion in the scale of services for banks.

Operating Income Increased mainly due to sales growth.

(Explanation omitted)

Enterprise & Solutions (2Q FYE3/2021 and 2Q FYE3/2022)

(Billions of Yen, %)

	2021/3 2nd Quarter Results (Apr-Sep)	2022/3 2nd Quarter Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	163.4	176.7	+13.4	+8.2%	
Net Sales	281.3	307.2	+25.9	+9.2%	
Operating Income (Operating income margin)	23.1 (8.2%)	35.4 (11.5%)	+12.3 (+3.3P)	+53.4%	

New Orders Received Increased mainly due to winning of projects for manufacturing industry.

Net Sales Increased mainly due to the expansion in the scale of services for manufacturing industry and retail and service sectors.

Operating Income Increased mainly due to sales growth as well as improved profitability driven by the less impact of Covid-19.

(Explanation omitted)

North America (2Q FYE3/2021 and 2Q FYE3/2022)

(Billions of Yen, %)

	2021/3 2nd Quarter Results (Apr-Sep)	2022/3 2nd Quarter Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	177.8	192.6	+14.7	+8.3%	↗
Net Sales	208.3	228.9	+20.7	+9.9%	↗
EBITA ^(*) (EBITA margin)	3.1 (1.5%)	13.2 (5.8%)	+10.1 (+4.3P)	-	↗
Operating Income (Operating income margin)	-2.6 (-1.3%)	7.1 (3.1%)	+9.7 (+4.4P)	-	↗

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

New Orders Received	Increased mainly due to winning of large-scale projects for corporate clients and the impact of foreign exchange rates.
Net Sales	Increased mainly due to the expansion in the scale of services for Healthcare institutions, as well as M&As and the impact of foreign exchange rate, despite a decrease in revenue from the sale of several businesses.
EBITA	Increased due to sales growth as well as a decrease in the expense and seeing results of Structural Transformation.
Operating Income	Increased due to sales growth as well as a decrease in the expense and seeing results of Structural Transformation.

(Explanation omitted)

EMEA & LATAM (2Q FYE3/2021 and 2Q FYE3/2022)

(Billions of Yen, %)

	2021/3 2nd Quarter Results (Apr-Sep)	2022/3 2nd Quarter Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	203.3	254.8	+51.5	+25.3%	↗
Net Sales	211.9	259.6	+47.8	+22.5%	↗
EBITA ^(*) (EBITA margin)	1.4 (0.7%)	12.0 (4.6%)	+10.6 (+4.0P)	-	↗
Operating Income (Operating income margin)	-0.5 (-0.2%)	10.1 (3.9%)	+10.6 (+4.1P)	-	↗

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

New Orders Received	Increased mainly due to winning of projects in Europe, mainly in Spain, as well as the impact of foreign exchange rates.
Net Sales	Increased due to the expansion in the scale of services in Europe, mainly in Spain, as well as the impact of foreign exchange rate.
EBITA	Increased due to sales growth and seeing results of Structural Transformation.
Operating Income	Increased due to sales growth and seeing results of Structural Transformation.

(Explanation omitted)

2

Main Initiatives in the First Half of This Year

First, I will explain the main initiatives implemented in Japan.
Please refer to Page 14.

2-1

Domestic

(Explanation omitted)

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

Through the D-Resilio digital disaster prevention PF, we aim to enhance the resilience of local governments and infrastructure companies against all kinds of crises and to raise the level of crisis and disaster response capabilities of society as a whole through organizational collaboration.



This slide illustrates the digital disaster prevention platform to support total disaster response operations.

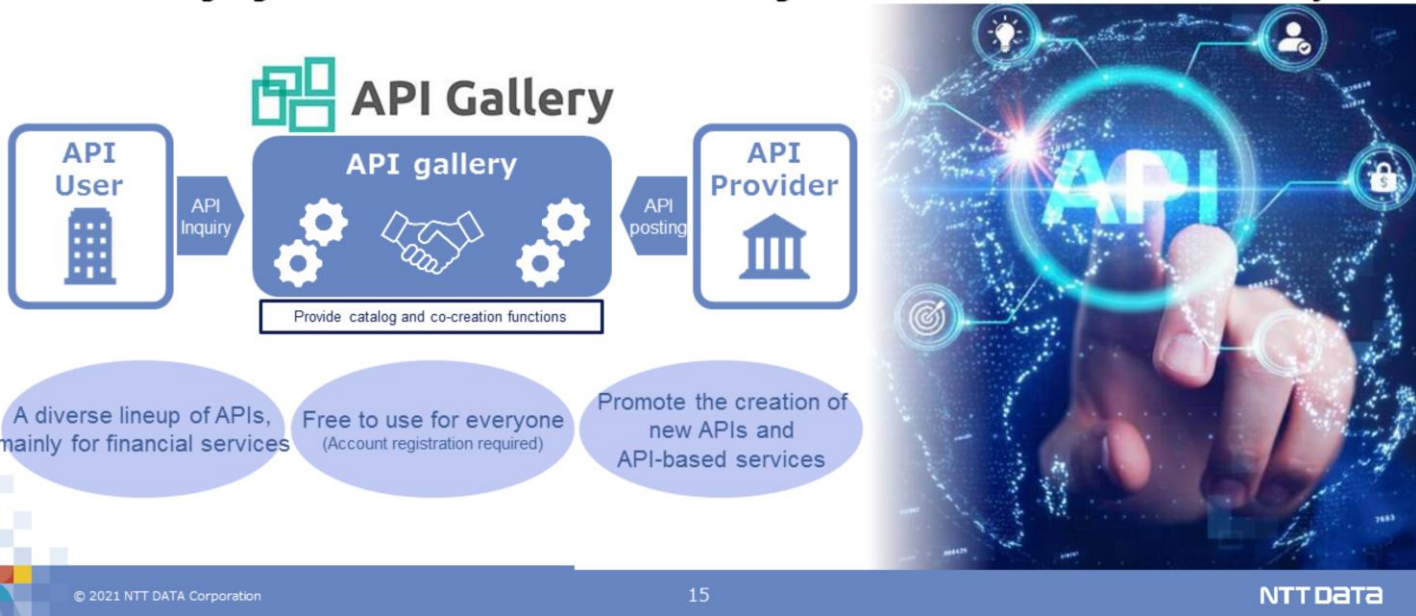
This platform leverages multiple solutions utilizing digital technologies that we have developed and will contribute to faster response to a disaster and prevention of a secondary disaster by taking advantage of our strength in the digital field.

Please refer to Page 15.

Open-API marketplace "API gallery" to open in October 2021

It is an open platform that connects fintech companies and local governments with financial institutions and so on.

Promoting digitalization across industries including collaboration between cross-industry.



We launched the Open-API marketplace, an open platform that connects Fintech companies and local governments with financial institutions.

We will promote digitalization across industries including interconnection between a financial institution and a government agency.

Please refer to Page 16.

Establishment of a digital management platform for Asahi Kasei Corp.

Centralized sales information of 15,000 products from all 10 bases in Japan and overseas
Enables decision-making for highly accurate medium- and long-term investment and personnel planning



This slide shows a case of establishing a digital management platform for Asahi Kasei Corporation.

The platform centralizes sales information from bases in Japan and overseas and visualizes information for decision making.

Next, I will explain the main initiatives implemented in overseas countries.
Please refer to Page 18.

2-2

Overseas

(Explanation omitted)

Initiatives to Improve Profitability

	Initiatives	Status of Progress in 1H
North America	Grow digital and consulting Improve profitability in traditional services	<ul style="list-style-type: none"> On track Won several digital & consulting deals, including digitalization in traditional domain. <p>Example of our effort P.21 P.22</p>
	Strengthen digital capabilities by enhanced digital talent management	<ul style="list-style-type: none"> Further strengthening digital capabilities through acquisitions Expanded digital IT resources Established training facilities for digital/consulting specialists to strengthen digital human resource development
	Accelerate portfolio reshaping for continuous business domain transformation	<ul style="list-style-type: none"> Transitioning to digital-centric business domain Completed sale of non-core, non-digital businesses. <p>Sale of several businesses P.19</p>
EMEA · LATAM	Integrate into a global brand to increase presence for Clients	<ul style="list-style-type: none"> On track Established NTT DATA EMEAL, a new regional Headquarters company, in September, 2021 and started integrated business operations. <p>Brand Unification Business company integration P.20</p>
	Develop a stronger ability to adapt to the digital shift in markets and changes in work styles	<ul style="list-style-type: none"> Executing initiatives as planned Executing office optimization to adapt to changing working styles
	Increase digital capabilities by securing more digital talent & assets	<ul style="list-style-type: none"> On track Received several large orders for digital-related projects through the expansion of digital human resources. <p>Example of our effort P.23</p>

We consider the initiatives to improve the profitability of overseas businesses as one of our top management priorities and have made progress steadily.

As you can see, in the first half of this fiscal year, we completed the sale of some businesses in North America and made progress on integrating business companies in EMEA & LATAM as planned. Digital businesses have expanded in each region.

The following slides will give you details.

Please refer to Page 19.

**Completed the sale of non-core, non-digital businesses as planned
The impact of lower sales due to the sale of several businesses on revenue
has been factored into the initial forecast**

Status of the Sale of Businesses

**Sale of Staffing Business
(Completed on
July 1, 2021)**

**Sale of
Low-profit Business
(Completed on
June 16, 2021)**

This slide shows details about the sale of some businesses in North America. We completed the sale of our non-core, non-digital businesses including the staffing business. The impact of lower sales due to the sale of several businesses on revenue has already been reflected in the financial results forecast.

Please refer to Page 20.

EMEA · LATAM | EMEAL Business Integration

Integrated everis and itelligence into the NTT DATA brand in April, 2021
Newly established NTT DATA EMEAL*2, a regional headquarters company for the EMEAL*1 region in September, 2021

April 30, 2021

September 14, 2021

Integrated everis and itelligence into the NTT DATA brand

Newly established NTT DATA EMEAL, a regional headquarters company for the EMEAL region



We provide optimal, high-value services to our clients as One NTT DATA

*1 An abbreviation for Europe, Middle East, Africa and Latin America.

*2 A regional headquarters company with everis and NTT DATA EMEA under its umbrella

This slide shows details about the integration of brands and business companies in EMEA & LATAM.

We completed the integration of European brands into the NTT DATA Brand and are working on the integration of everis and NTT DATA EMEA under NTT DATA EMEAL established in September, 2021.

Under the integrated brand and company, as One NTT DATA, we will provide optimal and high-value services to our clients.

Next, I will show you the cases of digital projects in overseas countries.
Please refer to Page 21.

North America | ITO Digital partner for hospitality company

Awarded a large, three-year contract extension in July 2021 with a leading global hospitality company as their digital partner for IT outsourcing

Scope:

**Hybrid Infrastructure /
Intelligent Network,
Application Services,
Digital Transformation**



Partnering to enable a better customer experience by continuing to focus on Digital Transformation, Data & Analytics and Cloud Enablement

Executing day-to-day support and continued delivery excellence while providing consulting and innovative thought leadership

This slide shows a case of a digital and consulting project in North America. We won a large-scale contract with a leading hospitality company for the digital partnership for IT outsourcing. We explained at the briefing session for the first quarter that there was a delay in signing a contract for this project, but, we steadily concluded the contract in the second quarter.

Please refer to Page 22.

NTT Group and INDYCAR have partnered to deliver digital innovations for NTT INDYCAR SERIES to promote fan experience.



NTT DATA provides smart solutions, including mobile application development

INDYCAR Mobile

- ✓ Enabling fans experience real-time race events
- ✓ Received high ratings and fostered enhanced brand recognition and reputation



Smart Venue

- ✓ Safety venue management by predictive insights on crowd congestion and more powered by NTT Smart Solutions Platform



INDYCAR Data Experience

- ✓ Providing high-quality customer experiences such as visualization of race conditions using AI powered by NTT Smart Solutions Platform



This slide shows a case of providing smart solutions for INDYCAR in North America. We believe that we will expand our market presence by utilizing our smart solutions for the popular sport to boost fan experience.

Please refer to Page 23.

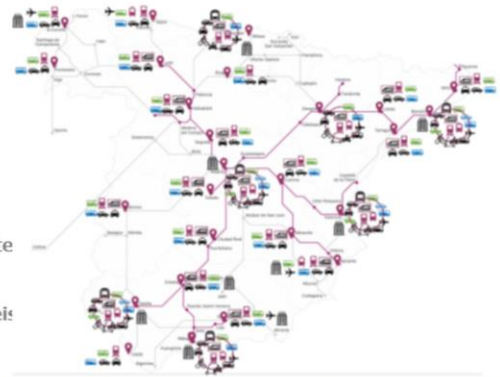
Awarded the contract of developing MaaS platform for 5 years with Renfe, the Spanish public rail transport company

RaaS:



Renfe as a Service new solution lead by NTT DATA with Siemens mobility platform that aims to be an integrated mobility solution for its users allowing them to perform the whole end-to-end travel experience.

- Large & Med. Dist.
- Electric Train
- AVE (High Speed)
- Metro
- Taxi
- VTC
- Short Trip Bus
- Long Trip Bus
- Urban Bus
- Carsharing
- Carpooling
- Motosharing
- Bicisharing
- Electric Scoote
- Airplane
- Hotels and Leis



OTHER CAPABILITIES

Service Design

Branding

Product campaign

Commercial Strategy

Marketing

Publicity

Release of service

This slide shows a digital project in EMEA & LATAM.

We won a 5-year contract of developing a MaaS platform, including requirements definition to operation, with a Spanish rail transport company.

Finally, I will show you our green initiative implemented both in Japan and overseas countries.

Please refer to Page 24.

Establishment of Green Innovation Office

As a leading company in social transformation through digital technology, we promote CO₂ reduction for our customers, industry, and society as a whole, and contribute to the achievement of a decarbonized society through IT.



With the increased social demands for carbon-neutral, we newly established the Green Innovation Office. The office will play a role in visualizing and reducing CO₂ emission from our supply chain and promoting greening in the overall society by providing global standard solutions.

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

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

3

Appendices - Business topics -

(Explanation omitted)

Principal Measures Taken in the 2nd Quarter of FYE March 31, 2022 (1/4)

NTT DATA launched a disaster-prevention digital platform for an accelerated response to disasters



In July 2021, NTT DATA launched D-Resilio, a disaster-prevention digital platform that provides total support for the disaster-prevention measures of local governments and infrastructure operators.

This platform supports the digital-technology-enabled execution of operations at all phases when taking measures against a disaster, including data collection during a disaster that utilizes our state-of-the-art technologies such as satellite- or drone-based information collection, scientific decision-making support through analyzing collected data, and communicating evacuation information to citizens on multiple channels such as social media. This platform can be easily connected with existing disaster-prevention-related systems, prefectural total disaster-prevention information systems, and other relevant systems, providing support for information alignment among related institutions, such as local governments and infrastructure operators.

The platform currently focuses on providing support for emergency operation centers before and after a disaster, and we will continuously expand and develop its solution lineup, including prior/preventive measures and recovery/reconstruction after a disaster, to contribute to building a safe and secure society.

(Explanation omitted)

Principal Measures Taken in the 2nd Quarter of FYE March 31, 2022 (2/4)

Partnership with the Bank of Yokohama accelerates the creation of new digital-related services



To accelerate the digital-technology-enabled creation of new services that contribute to regional revitalization, NTT DATA declared a digital partnership with the Bank of Yokohama, Ltd. of the Concordia Financial Group (hereafter the Bank of Yokohama) in September 2021.

This partnership combines the Bank of Yokohama's regional revitalization plan with our digital technologies to develop new services that are not limited to banking. As the first step of this initiative, we will invest in Evolution Ventures 2 LP ^(Note 1), a capital fund based in Silicon Valley in the US, which is the Bank of Yokohama's investee, to promote collaborative access to the most advanced digital technology and cocreating business.

NTT DATA has prepared Open Service Architecture ^(Note 2) as a standard architecture to realize a new society through cocreation with financial institutions, government offices, and companies. The partnership will allow us to create new customer experiences based on the most advanced digital technology, whereby expanding this architecture's service lineup and realizing the Bank of Yokohama's digital strategy.

(Note 1) Evolution Ventures 2 LP

A capital fund established by Evolution Ventures Management LLC that invests in advanced venture companies in Silicon Valley.

(Note 2) Open Service Architecture

A standard architecture that concretizes a vision of new financial IT with three characteristics, i.e., Open Platform, OpenAPI, and Open Innovation, where the word "open" is the key concept.

(Explanation omitted)

Principal Measures Taken in the 2nd Quarter of FYE March 31, 2022 (3/4)

NTT DATA Services awarded contract to provide consulting and other related services in Q2 and keeps supporting digital transformation for a large bank in the US



NTT DATA Services, a subsidiary of NTT DATA Corporation, received orders for several digital projects, including supporting the client to utilize data for its operation, further cloud migration, and integrate businesses after new M&A activities from a large bank in the US, one of the “Long-Term Relationships” customers, in the second quarter of fiscal year 2021.

NTT DATA Services has been providing consulting and other related services around cloud migration, application modernization and digital transformation as well as post-merger integration support to the client. In this continued order from the client, we leverage our deep insights and consulting expertise in financial industries which we have cultivated through decades of service delivery in this field, as well as our recent investment success in digital areas such as cloud and Data as an Asset.

NTT DATA continues its journey to be the preferred digital partner in the market and supports clients in responding to evolving business needs by accelerating digital transformation in North America and globally.

(Explanation omitted)

Principal Measures Taken in the 2nd Quarter of FYE March 31, 2022 (4/4)

Signed a framework contract with an European institution to support the implementation of its strategic plan for digital transformation



The initial framework contract was signed in April 2020 (2 years plus optional extensions). In September 2021 we have signed the extension until March 2023 that confirms the great performance of this first year of the framework. This extension allows us to receive long term orders and strategic projects of the client's strategic plan.

As an IT partner, we will promote the digital transformation of the client to simplify and modernize its IT systems, including streamlining the patent granting process by implementing the end-to-end electronic patent granting system from patent application to post-grant procedures, and reducing the burden of administrative tasks such as human resources, finance, general affairs, and document management. We will support the client by leveraging our experience as a key provider in the field of intellectual property and our capabilities in the digital domain, which we have been actively expanding.

NTT DATA EMEA will continue to contribute to the digital transformation of our clients by expanding our digital businesses through the enhancement of digital human resources and assets and improving the value we provide by the integration of business operations.

(Explanation omitted)

3

Appendices

-Explanatory details of financial results and forecasts-

(Explanation omitted)

Overview of Consolidated Result

(Billions of Yen,%)

	2021/3 2nd Quarter Results (Apr-Sep)	2022/3 2nd Quarter Results (Apr-Sep)	YoY (%)	FY Ended 2021/3 Results (Full-Year)	FY Ending 2022/3 Forecasts (Full-Year)
New Orders Received	1,065.5	1,153.6	+8.3	2,223.3	2,200.0
Order Backlog	2,679.2	2,779.6	+3.7	2,735.1	2,744.0
Net Sales	1,080.1	1,212.1	+12.2	2,318.7	2,360.0
(Main item) Overseas Net Sales ⁽¹⁾	433.6	502.1	+15.8	907.2	906.0
Cost of Sales	809.2	892.8	+10.3	1,734.1	1,732.0
Gross Profit	271.0	319.2	+17.8	584.6	628.0
SG&A Expenses	207.1	210.1	+1.4	445.4	448.0
Selling Expenses	81.6	81.8	+0.3	171.7	180.0
R&D Expenses	10.4	8.4	-18.8	22.7	17.0
Other Administrative Expenses	115.2	119.9	+4.1	250.9	251.0
Operating Income	63.8	109.1	+71.0	139.2	180.0
Operating Income Margin(%)	5.9	9.0	+3.1P	6.0	7.6
Financial Income and Costs/Share of Profit/Loss of Entities for Using Equity Method	-1.0	1.9	-	-8.7	-5.0
Income Before Income Taxes	62.8	111.0	+76.9	130.5	175.0
Income Taxes and Others ⁽²⁾	21.6	39.2	+81.6	53.6	69.0
Net Income Attributable to Shareholders of NTT DATA	41.2	71.9	+74.4	76.8	106.0
Capital Expenditures	83.3	82.0	-1.5	169.5	175.0
Depreciation and Amortization/Loss on Disposal of Property and Equipment and Intangibles ⁽³⁾	84.7	89.1	+5.3	178.4	170.0

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

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

⁽³⁾ The figures for FYE 3/2020 and later were calculated excluding lease depreciation expenses (21.2 billion yen as the result of FYE 3/2021 2nd Quarter, 21.4 billion yen as the result of FYE 3/2022 2nd Quarter, 42.8 billion yen as the result of FYE 3/2021 and 35.0 billion yen as the forecast for FYE 3/2022 (estimate)).

(Explanation omitted)

Consolidated New Orders Received and Order Backlog

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

(Billions of Yen,%)

	2021/3 2nd Quarter Results (Apr-Sep)	2022/3 2nd Quarter Results (Apr-Sep)	FY Ended 2021/3 Results (Full-Year)	FY Ending 2022/3 Forecasts (Full-Year)
Public & Social Infrastructure	248.8	295.6	481.6	509.0
(Main item): Central Government and Related Agencies, Local Government, and Healthcare	162.0	182.7	280.6	300.0
Telecom and Utility	41.7	56.8	108.5	114.0
Financial	258.0	216.6	542.2	442.0
(Main item): Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	211.7	163.3	431.8	328.0
Cooperative Financial Institutions	31.3	40.8	83.1	88.0
Enterprise & Solutions ⁽¹⁾⁽²⁾	163.4	176.7	344.0	358.0
(Main item): Retail, Payment and Other Services	43.0	45.3	89.2	85.0
Manufacturing	87.6	100.5	195.9	214.0
Data Center, Network, and Other Solutions	32.7	31.0	58.8	59.0
North America	177.8	192.6	344.5	366.0
EMEA & LATAM	203.3	254.8	475.9	482.0

Detail of Consolidated Order Backlog

Order Backlog	2,679.2	2,779.6	2,735.1	2,744.0
Public & Social Infrastructure	539.9	599.7	515.1	553.0
Financial	854.9	877.7	894.9	847.0
Enterprise & Solutions	147.1	153.3	150.6	165.0
North America	780.5	741.4	762.9	737.0
EMEA & LATAM	338.8	390.8	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.

(*2) New Orders Received of Enterprise & Solutions were reviewed in terms of the details recorded.

(Explanation omitted)

Consolidated Net Sales

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

(Billions of Yen)

	2021/3 2nd Quarter Results (Apr-Sep)	2022/3 2nd Quarter Results (Apr-Sep)	FY Ended 2021/3 Results (Full-Year)	FY Ending 2022/3 Forecasts (Full-Year)
Public & Social Infrastructure	191.2	218.2	452.0	474.0
(Main item) Central Government and Related Agencies, Local Government, and Healthcare	106.4	114.3	252.9	270.0
Telecom and Utility	45.7	57.0	107.4	108.0
Financial	244.6	266.8	518.1	538.0
(Main item) Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	187.3	211.9	390.3	410.0
Cooperative Financial Institutions	49.1	52.0	103.6	104.0
Enterprise & Solutions ^{(*)1} , ^{(*)2}	204.4	218.8	427.8	445.0
(Main item) Retail, Payment and Other Service	72.6	77.0	147.2	153.0
Manufacturing	96.6	104.0	206.4	213.0
Data Center, Network, and Other Solutions	34.3	36.7	72.4	79.0
North America	205.7	225.2	422.8	391.0
EMEA & LATAM	209.6	256.6	446.7	471.0

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

(Billions of Yen)

Consulting	123.2	160.5	283.2	310.0
Integrated IT Solution	295.8	309.0	608.2	630.0
System & Software Development	246.6	282.6	551.2	580.0
Maintenance & Support	369.7	416.9	785.9	750.0
Others	44.8	43.1	90.2	90.0
Net Sales by Products and Services Total	1,080.1	1,212.1	2,318.7	2,360.0

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

^{(*)2} Net Sales of Enterprise & Solutions 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) show results based on the revision of the categories and the details recorded.

(Explanation omitted)

Trends in Quarter (Consolidated)



(Explanation omitted)

Foreign Exchange Rates

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

(Yen.%)

	2021/3 2nd Quarter Results (Apr-Sep)	2022/3 2nd Quarter Results (Apr-Sep)	YoY (%)	FY Ended 2021/3 Results (Full-Year)	FY Ending 2022/3 Forecasts (Full-Year)	YoY (%)
	①	②	$(②-①)/①$	③	④	$(④-③)/③$
USD	106.88	109.82	+2.8%	106.09	104.00	-2.0%
EUR	121.34	130.89	+7.9%	123.77	125.00	+1.0%

(Explanation omitted)

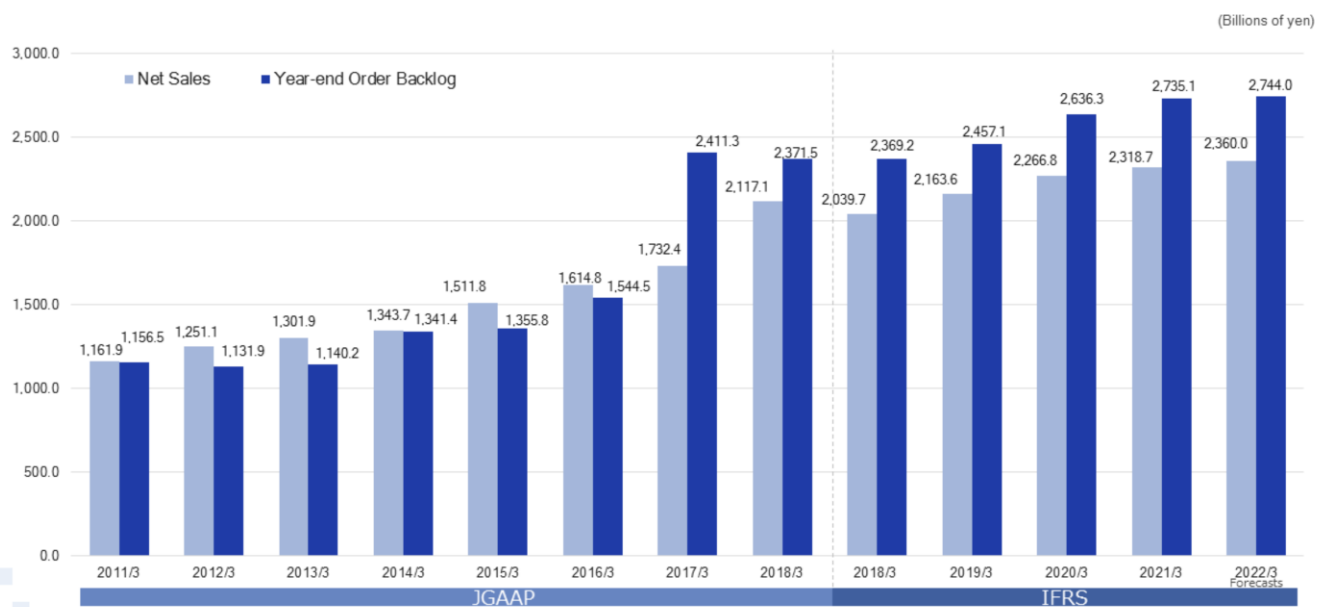
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Appendices

- Mid- to long-term financial trends -

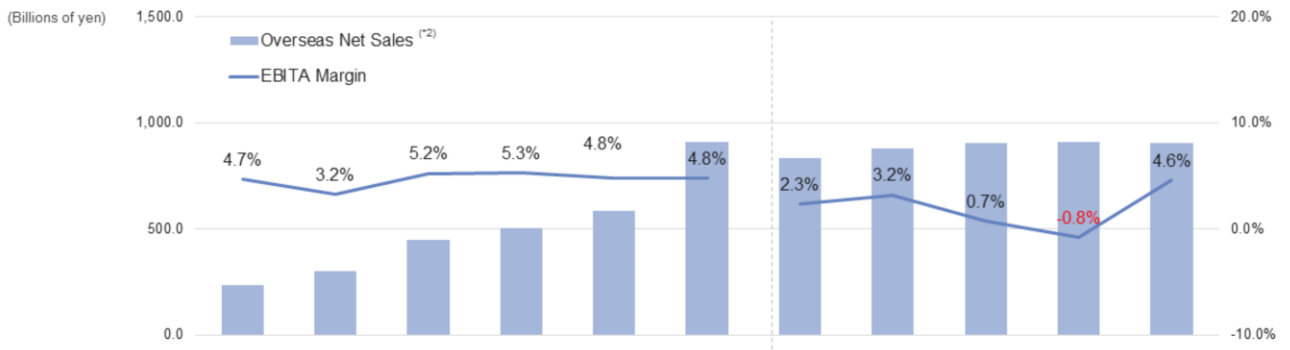
(Explanation omitted)

Trend of Order Backlog and Net Sales



(Explanation omitted)

Overseas Net Sales and Profitability Trends^(*)



	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 ^{(*)2} 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 ^{(*)3}	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.

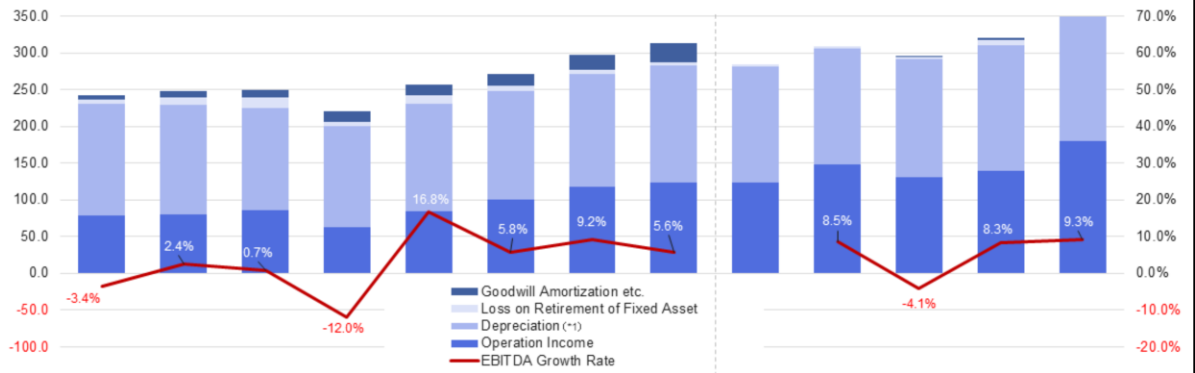
(*)3 EBITA (JGAAP) = operating income (JGAAP) + amortization of goodwill and intangible assets subject to purchase price allocation (PPA) arising from acquisition and others

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

(Explanation omitted)

EBITDA Trend

(Billions of yen)



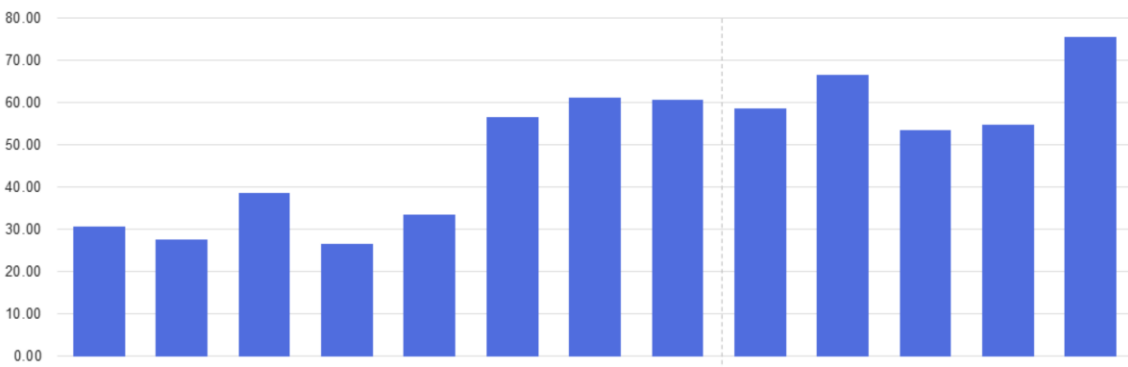
	JGAAP								IFRS				
(Billions of yen)	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3 Forecast
Operation Income	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	130.9	139.2	180.0
Depreciation ^(*)	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	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	-
EBITDA	242.6	248.5	250.3	220.2	257.3	272.1	297.1	313.7	284.2	308.4	295.7	320.3	350.0

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

(Explanation omitted)

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

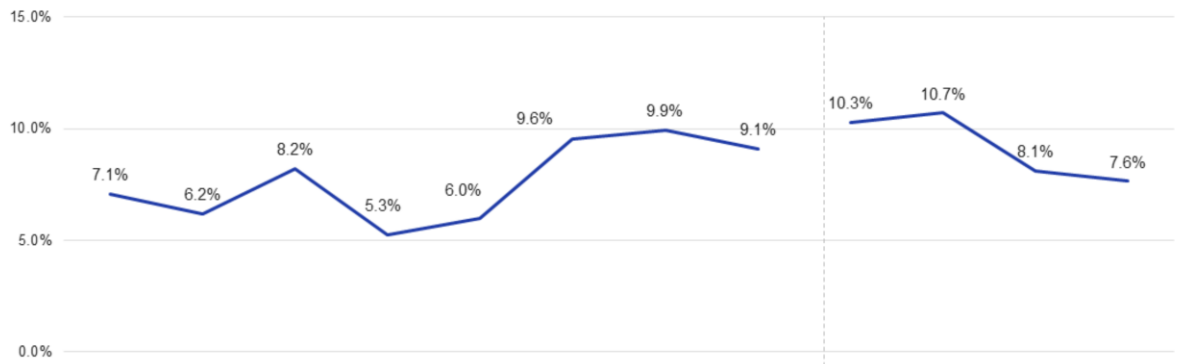
(*)1) "Net Income Attributable to Owners of Parent" based on JGAAP.

(*)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.

(Explanation omitted)

ROE Trend ^{(*)1}



	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 ^{(*)2,3} 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 ^{(*)3}	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

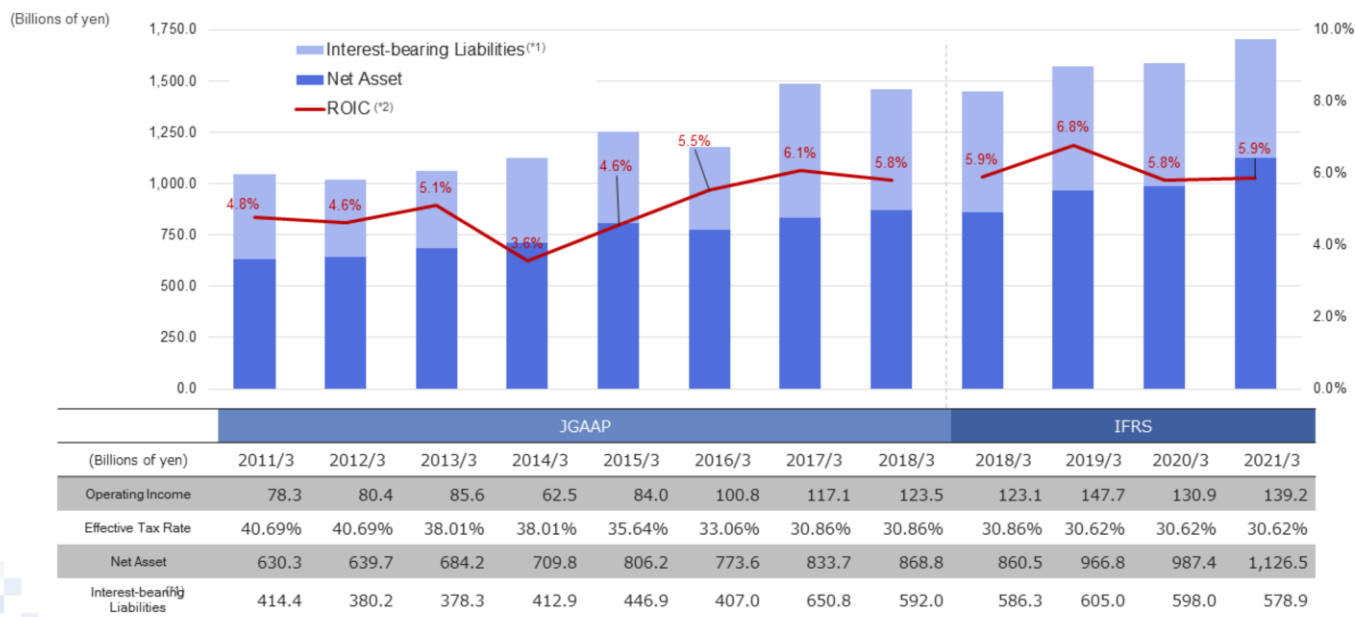
(*)1 ROE = net income attributable to shareholders of NTT DATA / average equity during the period.

(*)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).

(Explanation omitted)

ROIC Trend



(*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) $ROIC = (\text{operating income} \times (1 - \text{effective tax rate})) / (\text{average net assets during the period} + \text{average interest-bearing liabilities during the period})$

(Explanation omitted)

D/E Ratio 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
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 ^(*)	414.4	380.2	378.3	412.9	446.9	407.0	650.8	592.0	586.3	605.0	598.0	578.9

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

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

(Explanation omitted)

Consolidated Cash Flow^(*) Dividend Payout Trend



(Billions of yen)	JGAAP								IFRS				
	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 ^(*)	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 ^(**)	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) ^(**)	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

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

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

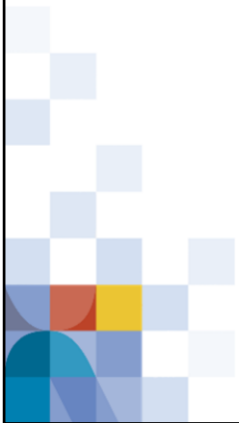
(*) "Net Income Attributable to Owners of Parent" based on JGAAP.

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

(*) 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)).

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

(Explanation omitted)



(Explanation omitted)