



Company Presentation for the Fiscal Year Ended March 31, 2019

May 9, 2019
NTT DATA Corporation

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

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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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1

Results for the Fiscal Year Ended March 31, 2019

Results for the Fiscal Year Ended March 31, 2019

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

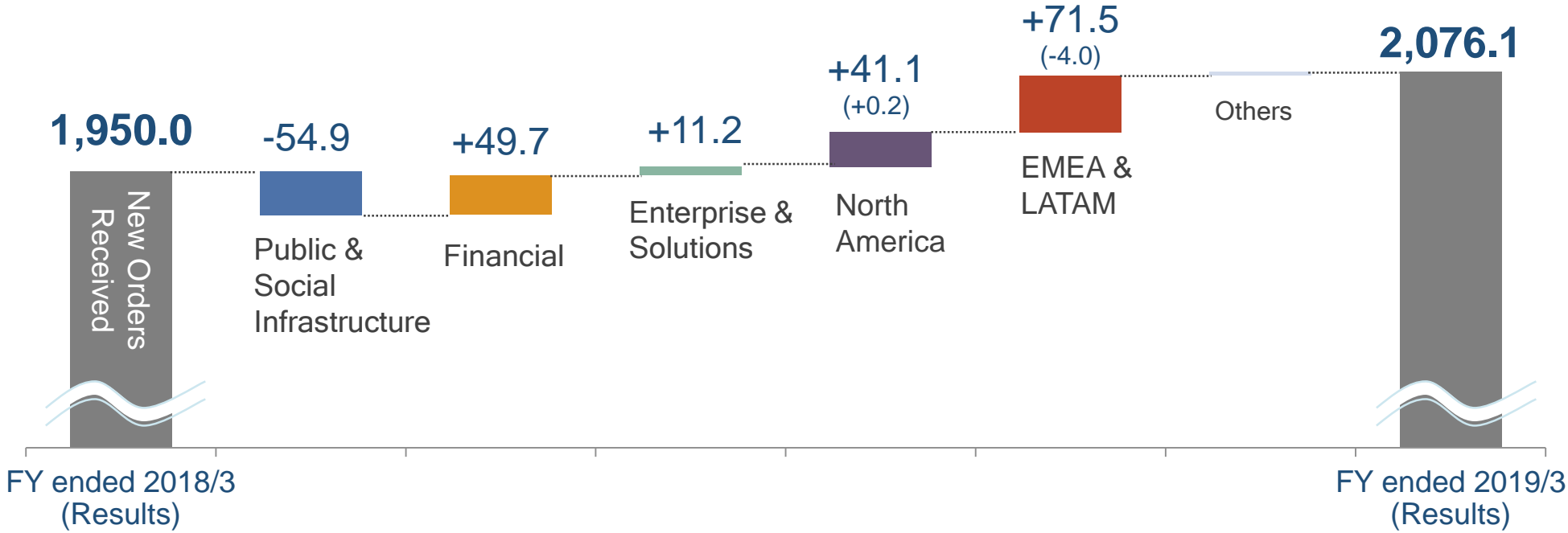
(Billions of Yen, %)

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

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

(Billions of yen)

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

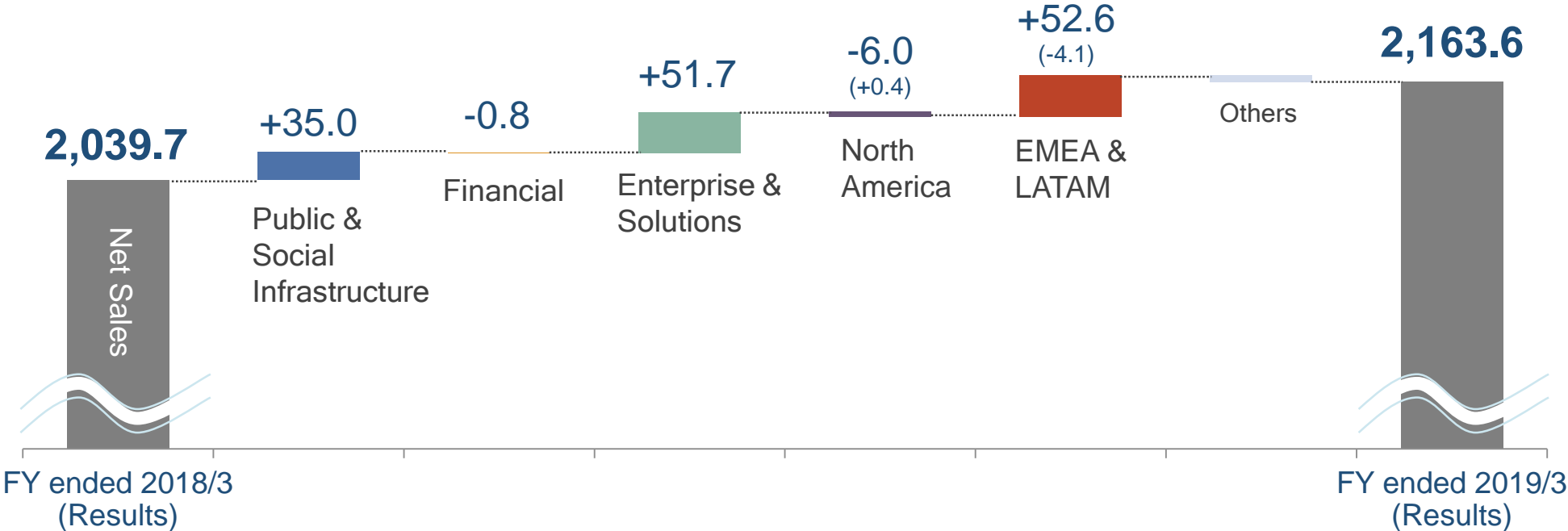


- Public & Social Infrastructure** Decreased due mainly to less orders compared to the previous fiscal year such as for projects for government ministries.
- Financial** Increased due mainly to winning more projects from banks.
- Enterprise & Solutions** Increased due mainly to the expansion in the scale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

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

(Billions of yen)

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

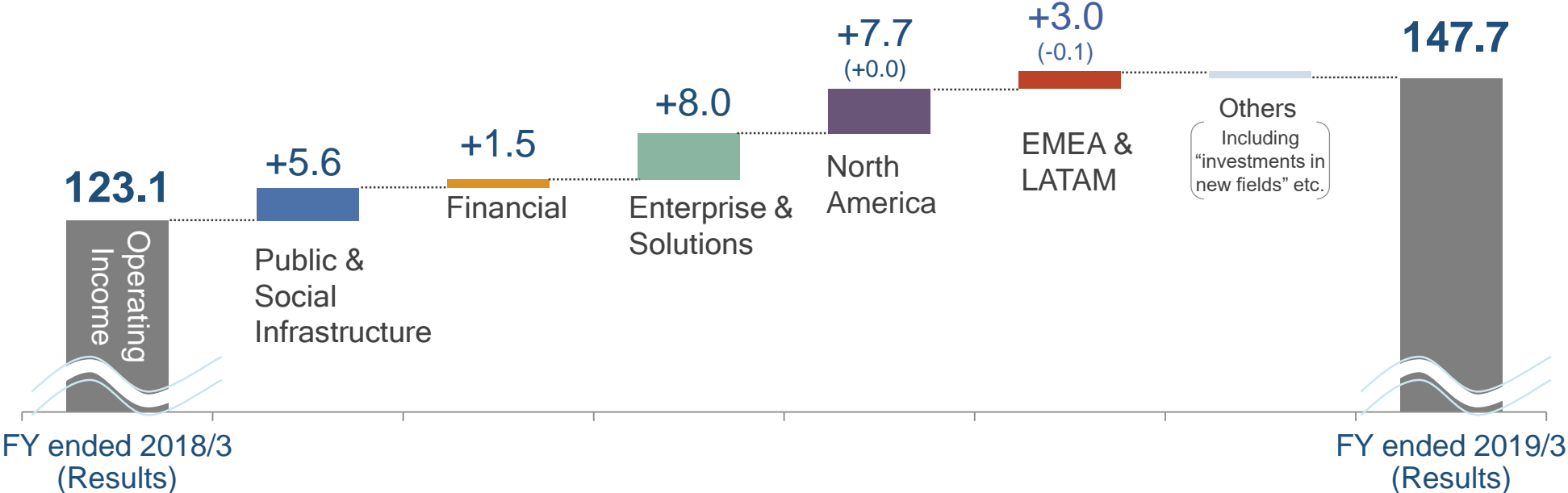


- Public & Social Infrastructure** Increased due mainly to an expansion of the scale of services for government ministries and the telecom industry.
- Financial** Remained on par with the previous fiscal year due mainly to an increase in services for insurance industry despite less sales compared to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

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

(Billions of yen)




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



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

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




(Billions of Yen,%)

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

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

Financial (from FYE3/2018 to FYE3/2019)

(Billions of Yen,%)

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




New orders received Increased due mainly to winning more projects from banks.

Net sales Remained on par with the previous fiscal year due mainly to an increase in services for insurance industry despite less sales compared to the previous fiscal year such as for services for banks.

Operating income Increased due mainly to the sales growth in services for insurance industry despite less operating income compared to the previous fiscal year such as for services for banks.

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





(Billions of Yen,%)

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

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

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

(Billions of Yen,%)





	IFRS		YoY (Amount)	YoY (Rate)	
	FY ended 2018/3 (Results)	FY ended 2019/3 (Results)			
New Orders Received	386.6	427.6	+41.1	+10.6%	
Net Sales	427.9	421.9	-6.0	-1.4%	
EBITA ^(*1) (EBITA Margin)	6.8 (1.6%)	13.3 (3.1%)	+6.4 (+1.5P)	+94.5%	
Operating Income (Operating Income Margin)	-4.2 (-1.0%)	3.5 (0.8%)	+7.7 (+1.8P)	-	

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

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

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

(Billions of Yen,%)

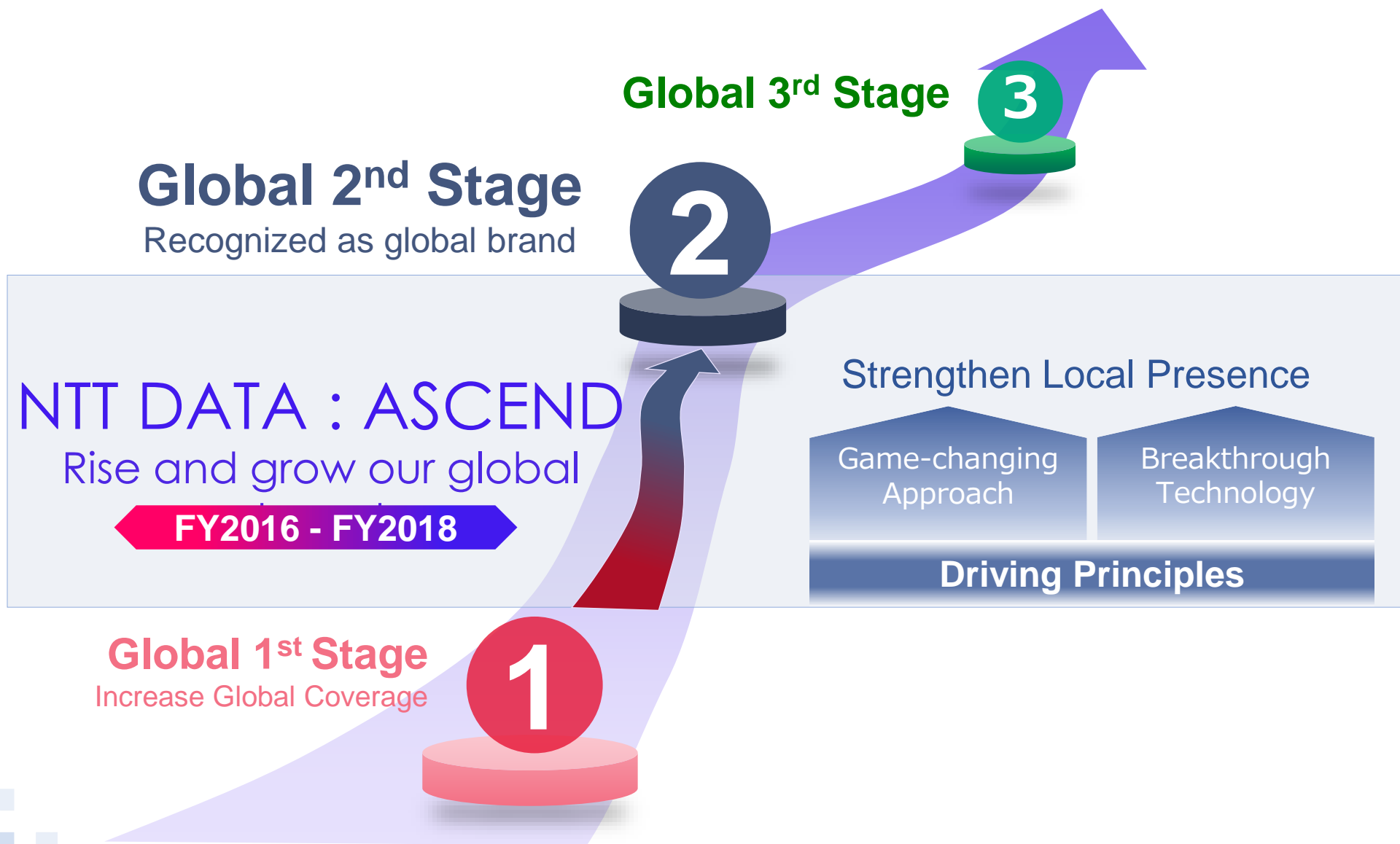
	IFRS		YoY (Amount)	YoY (Rate)	
	FY ended 2018/3 (Results)	FY ended 2019/3 (Results)			
New Orders Received	385.9	457.4	+71.5	+18.5%	
Net Sales	387.5	440.1	+52.6	+13.6%	
EBITA ^(*1) (EBITA Margin)	12.0 (3.1%)	14.9 (3.4%)	+2.9 (+0.3P)	+24.6%	
Operating Income (Operating Income Margin)	4.9 (1.3%)	7.9 (1.8%)	+3.0 (+0.5P)	+62.4%	

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

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

2

Review of Previous Mid-term Management Plan



FY2018 Goal

FY2018 Actual

Net Sales

over

¥2 trillion

Achieved

¥2.164trillion

Operating Income

+50%*

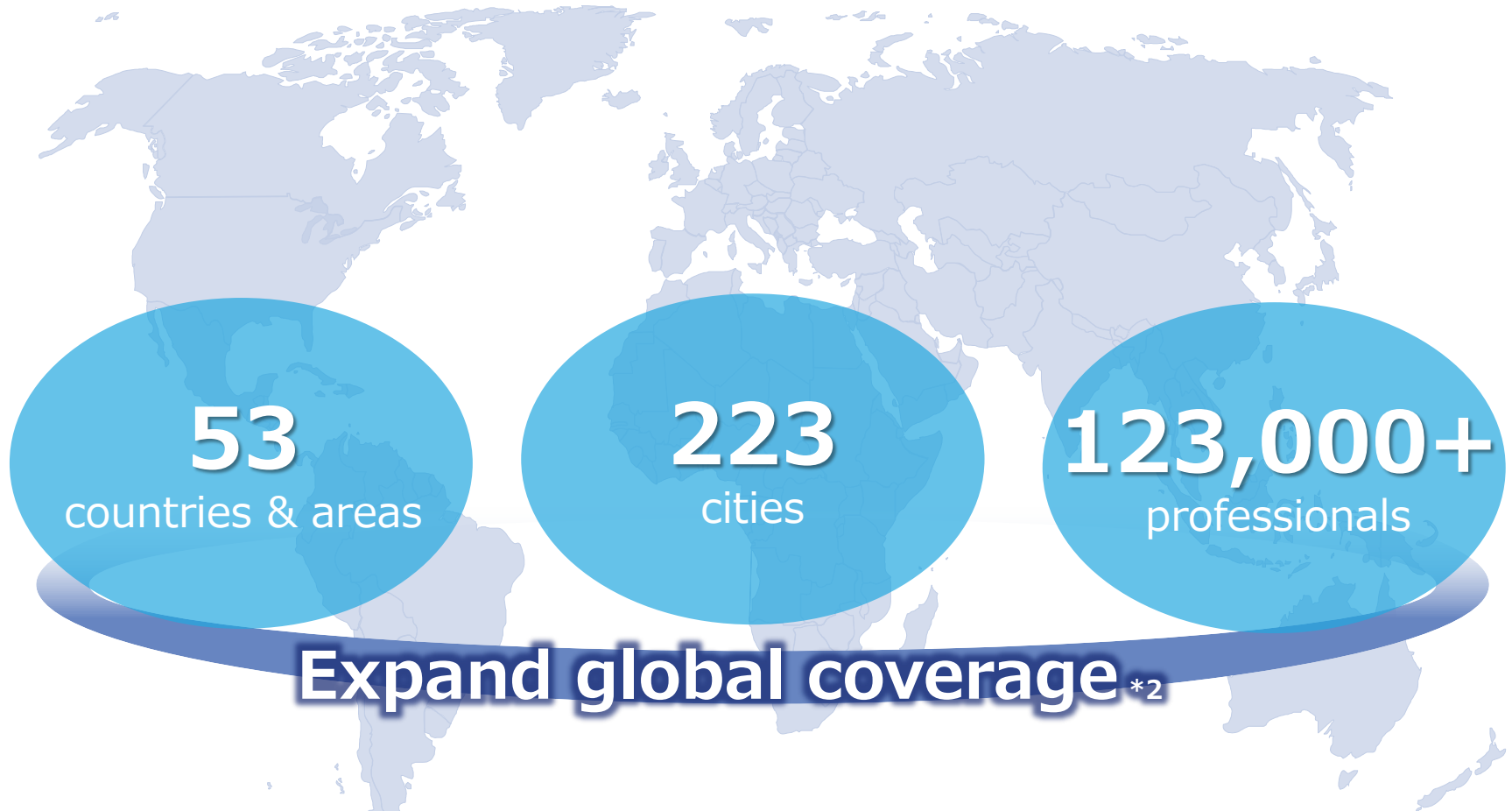
(Operating Income¥142 billion)

Achieved

¥147.7 billion

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

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



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

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

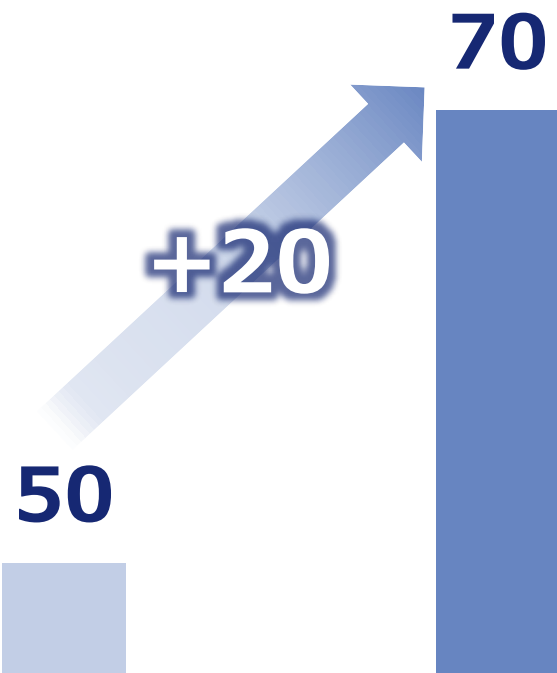
Major countries: Top 10 countries of market size (United States, Japan, United Kingdom, Germany, China, France, Australia, Canada, Spain, Italy)

*2 The number of group's offices and employees

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

Client base*

(Number of clients)

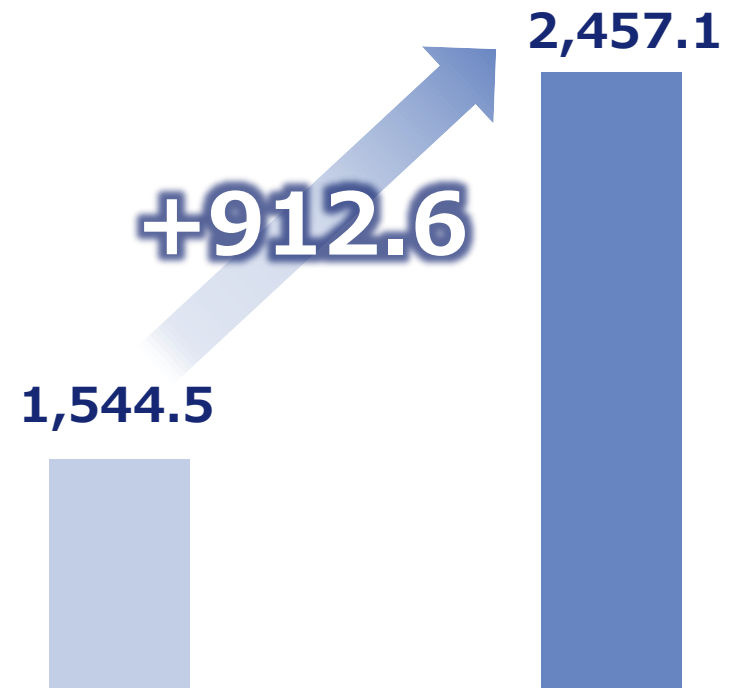


FY2015

FY2018

Backlog

(billions of yen)



1,544.5

+912.6

2,457.1

FY2015
(JGAAP)

FY2018
(IFRS)

*Clients with yearly sales of over ¥5 billion (Japan) or those with yearly sales of US\$ 5 million (non-Japan)

Breakthrough Technology

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

Innovation in production technology

Globally standardize software development methods

Development methodology

Software Development Automation Tool

Adoption rate
90%

Standardize and globally deploy basic technologies

Multi-vendor multi-cloud

Development environment Aggregation

Adoption case
1,000 cases

Utilization of cutting-edge technology

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

Blockchain



Leader evaluation

Design



80
Use case

Leader evaluation

Center of Excellence

DevOpS



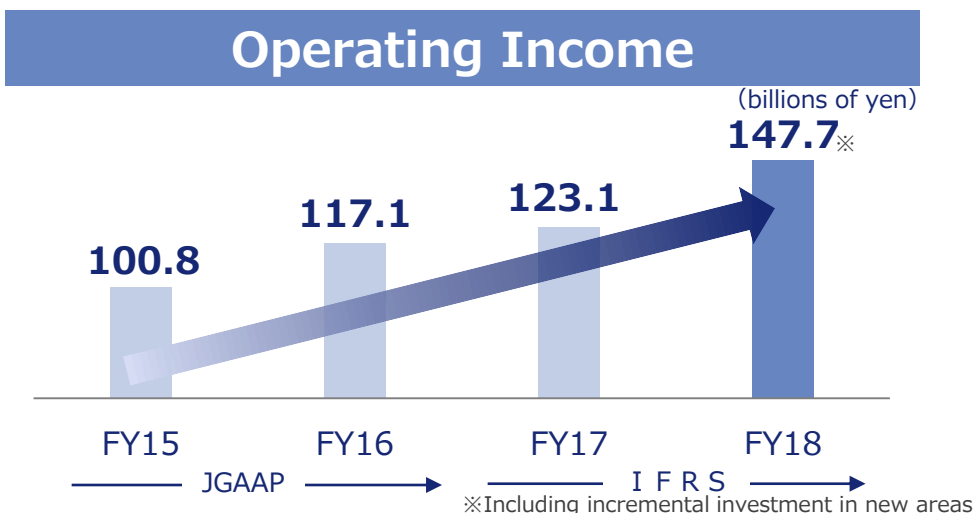
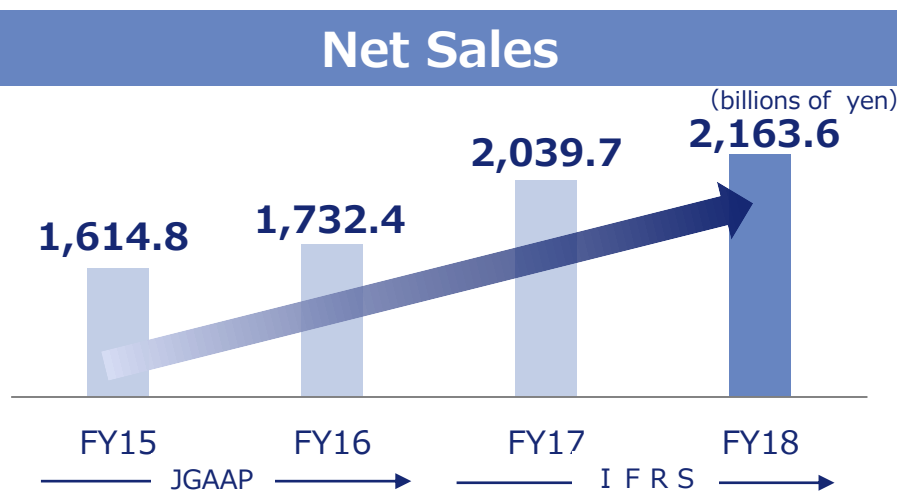
AI



Globalization of technology utilization

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

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



Achieve sustainable growth

Challenges

Maximize Value for our Clients

Further accelerate of digital transformation
Maximize Global Synergy

Prevent unprofitable projects

Improve profitability of overseas business

3

Mid-term Management Plan



Profitable global growth

Growth

Earnings

COURAGE TO CHANGE

Transformation

Synergy

CONSISTENT BELIEF

Corporate Philosophy

NTT DATA uses information technology to create new paradigms and values, which help contribute to a more affluent and harmonious society.

Long-Term Relationships

FY2021 BUSINESS GOALS

Net Sales

2.5 trillion yen

Client Base ^{※1}

Over 80

Operating income margin ^{※2}

8%

Overseas EBITA ^{※2}

7%

1 Customers with annual sales of over ¥5 billion (Japan) or US\$50 million (ex-Japan)

2 Excluding temporary costs such as M&A and structural transformation

“Shape the future society with our clients”

Clients

Constant increase
in corporate value

Value creation based on
Long-Term Relationships



NTT DATA

Contribution to society
through business

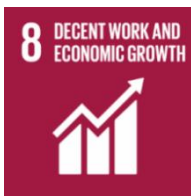
**SUSTAINABLE
DEVELOPMENT
GOALS**

Social contribution through business

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



Healthcare



Finance



Public logistics

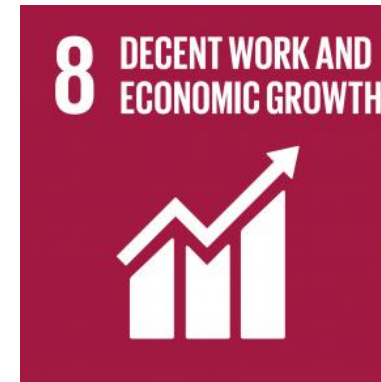


Manufacturing

...

Social contribution through our corporate activities

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



IT talent



Diversity & Inclusion



Green IT

...

Maximize Value for our Clients

Further accelerate digital transformation
Maximize global synergy



Strategy 1

Expand global digital offerings



Strategy 2

Deliver greater value to clients based on regional needs



Strategy 3

Unleash our employee's potential that maximize organizational strengths

Profitable global growth : FY2021 BUSINESS GOALS

Growth

Net Sales : 2.5 trillion yen
Client Base : Over 80

Earnings

Operating income margin : 8%
Overseas EBITA : 7%

COURAGE TO CHANGE : Maximize Value for Clients

Transformation & Synergy



Strategy1

Expand global
digital offerings



Strategy2

Deliver greater value to clients
based on regional needs



Strategy3

Unleash our employee's potential
that maximize organizational strengths

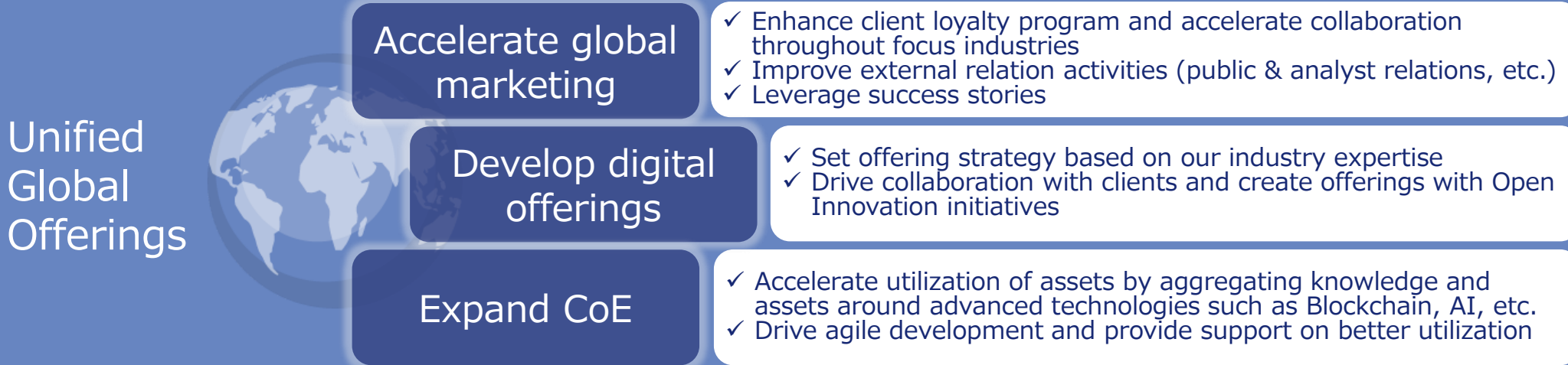
DRIVE NTT
GROUP
COLLABOR
ATION

CONSISTENT BELIEF : Shape the future society with our clients

Strategy 1 :Expand global digital offerings

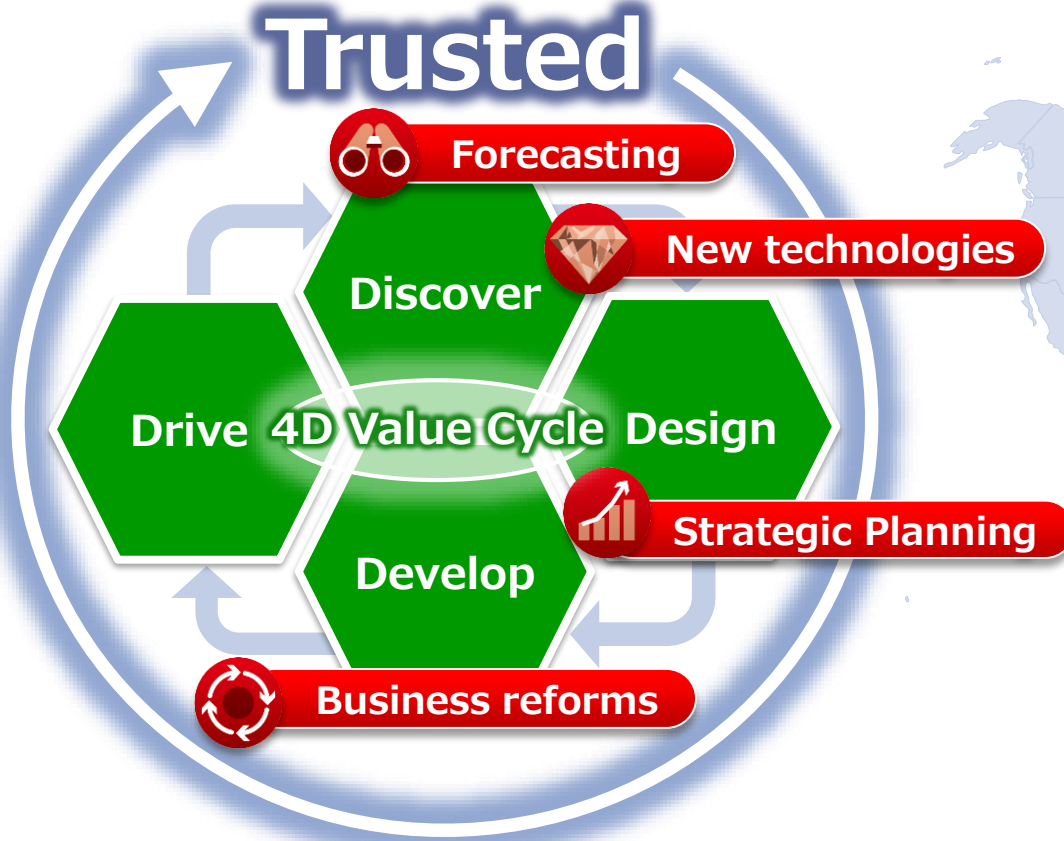
Execute aggressive investment to create and arm ourselves with strategic offerings and accelerate global synergy by proactive marketing and support on leveraging offerings

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



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

Value offering model



Regional strategy



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

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



**Unleash
employees'
potential**

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



**Digitize our
work
environment**

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



**Enhance our
governance
processes**

- ✓ Enhance risk management
- ✓ Advance project management

Foresight

Clients First

Values

Teamwork

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



Collaboration in advanced fields

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

NTT
NTT Research, Inc.

Collaboration in each region

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

NTT Communications
Dimension Data Holdings plc
NTT Security

Collaboration utilizing economy of scale

Drive reduced costs through NTT Global Procurement Organization

NTT Global Sourcing, Inc.

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

How we are going to address key challenges

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

Where we are

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

Next step

Further control especially for complex projects

Respond promptly to risks

**-Review projects in proposal prep phase
-Revise approval criteria**

Strengthen teams' capabilities

Appropriately allocate PM based on complexity and project contents

Enhance management process

More prompt handling company-wide based on level of issues

Leverage past learnings

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

* 0.3% - 0.5% of net sales

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

Where we are

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

Challenge

Further sales volume expansion with profitability

Growth strategy

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

Create new digital offerings by accelerating investment in innovation

Improve efficiency by selecting focused offerings

Unleash employees' potential as digital workforce for digital transformation

**Dramatically improve profitability
by investment in Structural Transformation**

**Where
we are**

**Expanded sales volume and established
a strong market presence with a remarkable growth**

Challenge

**Improvement in profitability
with constant & rapid growth**

Growth strategy

Enhance value towards clients through unification

Investment for Structural Transformation

Create new digital offerings

**Enhance delivery by
optimizing resources
and promoting automation**

**Unleash employees' potential to increase talent for
digital disruption**

Operational efficiency by revamping own internal IT systems






4

Forecasts for the Fiscal Year Ending March 31, 2020

Full Year Forecasts for Fiscal Year Ending March 31, 2020

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

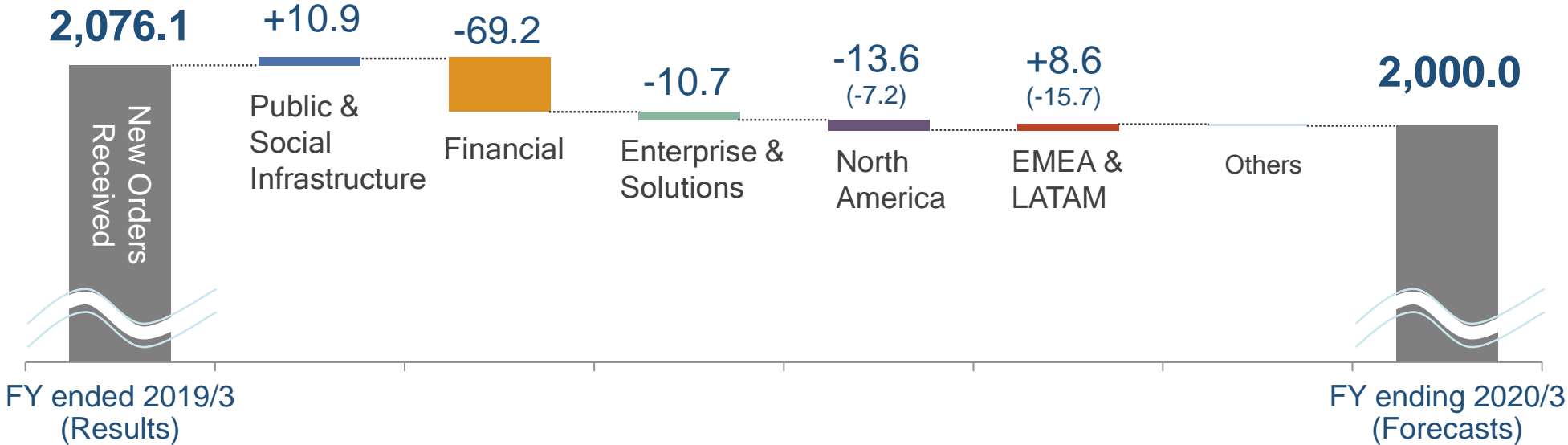
(Billions of Yen, %)

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

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

(Billions of yen)

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

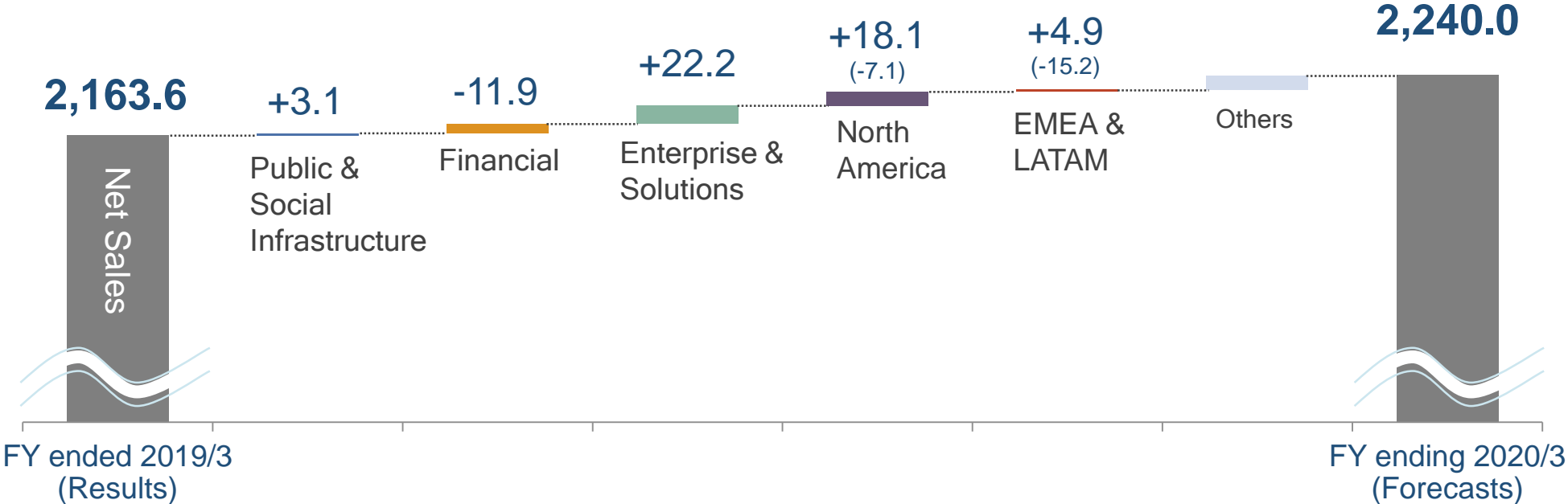


- Public & Social Infrastructure** Expect more orders compared to the previous fiscal year due mainly to an increase of projects for government ministries.
- Financial** Expect a decrease due mainly to less orders compared to the previous fiscal year such as for large-scale projects for banks.
- Enterprise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

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

(Billions of yen)

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



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

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

(Billions of yen)




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



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

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




(Billions of Yen,%)

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

- New orders received** Expect more orders compared to the previous fiscal year due mainly to an increase of projects for government ministries.
- Net sales** Expect an increase due mainly to an expansion of the scale of services provided to government ministries.
- Operating income** Expect an increase due mainly to sales growth and a reduction in the amount of loss from unprofitable projects.

Financial (from FYE3/2019 to FYE3/2020)

(Billions of Yen,%)

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




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

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

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

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





(Billions of Yen,%)

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

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

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

(Billions of Yen,%)





	IFRS				
	FY ended 2019/3 (Results)	FY ending 2020/3 (Forecasts)	YoY (Amount)	YoY (Rate)	
New Orders Received	427.6	414.0	-13.6	-3.2%	
Net Sales	421.9	440.0	+18.1	+4.3%	
EBITA ^(*1) (EBITA Margin)	13.3 (3.1%)	21.0 (4.8%)	+7.7 (+1.6P)	+58.5%	
Operating Income (Operating Income Margin)	3.5 (0.8%)	9.0 (2.0%)	+5.5 (+1.2P)	+157.9%	

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

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

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

(Billions of Yen,%)

	IFRS				
	FY ended 2019/3 (Results)	FY ending 2020/3 (Forecasts)	YoY (Amount)	YoY (Rate)	
New Orders Received	457.4	466.0	+8.6	+1.9%	
Net Sales	440.1	445.0	+4.9	+1.1%	
EBITA ^(*1) (EBITA Margin)	14.9 (3.4%)	5.0 (1.1%)	-9.9 (-2.3P)	-66.5%	
Operating Income (Operating Income Margin)	7.9 (1.8%)	0.0 (0.0%)	-7.9 (-1.8P)	-100.0%	

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

5

Appendices

- Business topics -

1

The Labor Standards Administration System services launched to realize efficient customer operation

We developed the Labor Standards Administration System, a core system for providing national services, including workers' compensation insurance and supervising health and safety in Labor Offices and Labor Standards Supervision Offices across the country and launched the service in January 2019. To develop this system, we needed to integrate multiple existing subsystems for efficiency, which made the project highly difficult and enduring. By completing this project, we enabled efficient customer operations.

2

Expanded business through public-private partnership and cross-industrial efforts

We provided services for efficient information exchange between government agencies and financial institutions. We also promoted co-creation activities, working together with companies and associations, to solve social issues and create new added values. These facilitated our business expansion.

- We worked together with The Shizuoka Bank, Ltd. and Enshu Shinkin Bank as well as three municipalities to help them investigate the savings status of delinquent taxpayers. In this asset investigation operation, we used electronic data to reduce working hours and realize efficient operation. In October 2018, we completed the operational validation of this project. This resulted in "PipitLINQ," launched in February 2019, which enables government agencies and financial institutions to mutually make inquiries about deposits and savings by using electronic data in a unified format.
- In November 2018, TEPCO Power Grid, Inc. and NTT DATA established the "Grid Data Bank Laboratory LLP" to solve social issues and create new added values by using various cross-industrial data. In March 2019, THE KANSAI ELECTRIC POWER CO., INC and CHUBU Electric Power Co., Inc. joined the Lab as members. We now have about 30 corporate and organizational sponsors and members (as of March 2019). Also in March 2019, we opened an office-cum-laboratory in Chiyoda-ku, Tokyo, equipped with an innovative environment, which would facilitate the promotion of co-creation in this initiative.

We promoted various efforts to realize next-generation banking

While new digital-technology-enabled services are being provided, we have made efforts to enable financial institutions' business infrastructures to quickly respond to various digital needs. We have also promoted the construction of a platform to create new business, not only connected to financial institutions, but also bridging all industries with financial services.

- As a digital service platform, in October 2018, we launched "A-gate", a solution which provides centralized support from implementation through operation of a public cloud ^(Note 1) such as "AWS" or "Azure", in addition to "OpenCanvas", our cloud service currently provided. It covers high security requirements by using OpenCanvas' authentication function.
- For financial institutions' core systems that we had provided on a mainframe, we completed major technical validation to enable application of an open platform ^(Note 2) that has high affinity with digital technologies in June 2018 and started on the technical development in full scale.
- As an effort to create new services through a combination of non-financial services with financial capabilities, we completed a proof of concept of Mambu's globally acclaimed cloud-type accounting services for the first time in Japan in March 2019.

We provided AI-enabled digital services

We provided various digital-related services for financial institutions to enhance our financial services.

- In March 2019, we launched services to reduce workload on financing requests at financial institutions by using the NTT Group's AI technology called "corevo."
- We developed services to grade various factors of face-to-face communication with AI by analyzing images and voices. In April 2018, we launched trial services mainly for the insurance industry.
- "BeSTA FinTech Lab" is a site to create new businesses. To this we added a next-generation concept store, "Branch of the Future", where a customer journey ^(Note 3) can be experienced with applied cutting-edge technologies.

(Note 1) Public cloud

Shared cloud services provided to many and unspecified number of users via the Internet.

(Note 2) Open platform

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

(Note 3) Customer journey

A process of actions, thoughts, and emotions that a user takes before reaching to service use or purchase.

1

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

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

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

2

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

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

(Note 4) “CAFIS”

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

(Note 5) “Mobile Register”

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

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

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

1

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

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

2

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

NTT DATA Services, a subsidiary of NTT DATA Corporation, negotiated to acquire Cognosante Consulting, LLC, which provides consulting services for U.S. federal and state health agencies with its strength particularly in services for supporting systems related to Medicaid, a public medical insurance system (the acquisition was completed in April 2019).

The acquisition will enable us to obtain the knowledge of Cognosante Consulting, LLC, which is based on its approximately 30 years of rich experience in providing services to U.S. federal and state agencies, and provide highly professional and industry specific consulting services in the field of healthcare.

(Note 7) Provincial Health Services Authority (PHSA)

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

(Note 8) Health authorities

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

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

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

2 **Expansion of capability centered on digital domain through M&A**
 Through subsidiaries, NTT DATA acquired companies with unique advantages centered on digital domain in an attempt to further enhance service delivery capability and generate synergy with the Group’s strengths.

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

(Note 9) “SAP C4/HANA”

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

We enhanced information security measures inside and outside Japan as a leading IT company

As a leading IT company, we have protected important infrastructures indispensable to everyday life with our solid security technologies since the advent of the Internet, ahead of our competitors. As cyberattacks on information systems are becoming fiercer, we have further enhanced our security measures.

- In September 2018, we signed a partnership agreement with Ierae Security, Inc. and Kobe Digital Labo Inc. that have advanced technology in security. This was to provide threat analysis services for controlling systems including monitoring control systems used in plants or electric power infrastructures and production line management systems used by manufacturers.
- We implemented “Tanium”, which is capable of detecting, dealing with, and recovering from threats, reacting to ever-changing end-point ^(Note 10) situations in our domestic and overseas Group sites. We also began gradually implementing “Exabeam” or the Group’s security management platform, which can centrally collect and analyze logs from network and end-point equipment. These efforts helped to improve the Group’s information security level. On the basis of the expertise we had garnered from these solutions implemented for the Group’s sites, both NTT DATA and NTT DATA INTELLILINK Corporation began to collaborate with Tanium Inc. in November 2018 and with US Exabeam, Inc. in January 2019 to provide more advanced security consulting services to our clients.
- While there is a growing concern over human resource shortages in the security field due to the high level of expertise required, the Group made active efforts to develop security human resources and improve their skills. In FY2018, more than 8,300 employees obtained the “security human resources certification” promoted by the NTT Group to play an active role inside and outside Japan.
- To prevent growing security damages across the globe, we published a quarterly report on global trends in cyber security and their future outlook in both Japanese and English. We cooperated with TV broadcasters, newspapers, and journals for their coverage.

We opened a design studio, AQUAIR in Roppongi and enhanced our global network to realize our customers’ digital businesses

In June 2018, we opened a design studio, “Fluid Experience Design Studio: AQUAIR (hereafter the Studio)” to seamlessly realize our clients’ digital businesses from planning through proof of concept (POC) to marketing. The Studio is a facility where clients can experience cutting-edge technologies and work style. It also has a temporary store to perform POC. In FY2018, more than 100 clients and partners visited the Studio, where they had various experiences and tried out technical validation to realize new services that would integrate digital and real spaces. Through our “NTT DATA Design Network” ^(Note 11) that coordinates the Group’s international design studios, including this Studio (a total of 15 sites globally), we shared human resources adept in UX-UI ^(Note 12) and various case studies and promoted cross-border projects.

(Note 10) End point

A terminal such as a PC, smartphone or server, connected to the network.

(Note 11) “NTT DATA Design Network”

The NTT DATA Group’s network to facilitate business designs from a wider perspective by enabling our 15 global design studios to share both case studies and know-how or to support projects.

(Note 12) UX (User Experience) – UI (User Interface)

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

5

Appendices

- Explanatory details of financial results and forecasts -

Overview of Consolidated Result

(Billions of Yen,%)

	IFRS		
	FY ended 2018/3 (Results)	FY ended 2019/3 (Results)	YoY (%)
New Orders Received	1,950.0	2,076.1	+6.5
Order Backlog	2,369.2	2,457.1	+3.7
Net Sales	2,039.7	2,163.6	+6.1
Cost of Sales	1,535.5	1,618.6	+5.4
Gross Profit	504.2	545.0	+8.1
SG&A Expenses	381.0	397.3	+4.3
Selling Expenses	145.4	146.7	+0.9
R&D Expenses	14.6	15.1	+3.4
Other Administrative Expenses	221.1	235.5	+6.5
Operating Income	123.1	147.7	+20.0
Operating Income Margin(%)	6.0	6.8	+0.8P
Financial Income and Costs/Share of Profit/Loss of Entities for Using Method	-0.4	-0.8	-92.7
Income Before Income Taxes	122.7	146.9	+19.7
Income Taxes and Others ^(*)	40.3	53.3	+32.2
Net Income Attributable to Shareholders of NTT DATA	82.4	93.6	+13.6
Capital Expenditures	194.8	179.2	-8.0
Depreciation and Amortization/Loss on Disposal of Property and Equipment and Intangibles ^(**)	161.1	160.7	-0.2
(Reference) PMI and Other Expenses (North America) ^(***)	19.0	4.3	-77.3

IFRS	
FY ending 2020/3 (Forecasts)	YoY (%)
2,000.0	-3.7
2,380.0	-3.1
2,240.0	+3.5
1,658.0	+2.4
582.0	+6.8
434.0	+9.2
160.0	+9.1
22.0	+45.8
252.0	+7.0
148.0	+0.2
6.6	-0.2P
-3.0	-274.2
145.0	-1.3
53.0	-0.6
92.0	-1.7
202.0	+12.7
162.0	+0.8
0.0	-100.0

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

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

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

Consolidated New Orders Received and Order Backlog

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

(Billions of Yen)

	IFRS		
	FY ended 2018/3 (Results)	FY ended 2019/3 (Results)	FY ending 2020/3 (Forecasts)
Public & Social Infrastructure	446.0	391.1	402.0
(Main item) Central government and related agencies, Local governments, and Healthcare	250.2	194.5	226.0
Telecom and Utility	111.3	114.0	93.0
Financial	408.5	458.2	389.0
(Main item) Banks, Insurance, Securities, Credit corporations and Financial infrastructure	299.5	348.5	269.0
Cooperative financial institutions and Financial network services	93.0	83.3	102.0
Enterprise & Solutions ^(*1.2)	296.5	307.7	297.0
(Main item) Retail and logistics, Payment	76.3	73.0	73.0
Manufacturing	180.4	188.8	184.0
Datacenter, Network and other solutions	32.0	38.0	33.0
North America	386.6	427.6	414.0
EMEA & LATAM	385.9	457.4	466.0

Detail of Consolidated Order Backlog

(Billions of Yen)

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

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

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

Consolidated Net Sales

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

(Billions of Yen)

	IFRS		
	FY ended 2018/3 (Results)	FY ended 2019/3 (Results)	FY ending 2020/3 (Forecasts)
Public & Social Infrastructure	361.8	399.6	407.0
Financial	496.4	491.6	507.0
Enterprise & Solutions ^(*1)	340.2	379.2	406.0
North America	422.3	416.5	435.0
EMEA & LATAM	383.9	433.9	439.0

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

Overseas

(Billions of Yen)

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

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

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

Consolidated Net Sales

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

(Billions of Yen)

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

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

(Billions of Yen)

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

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

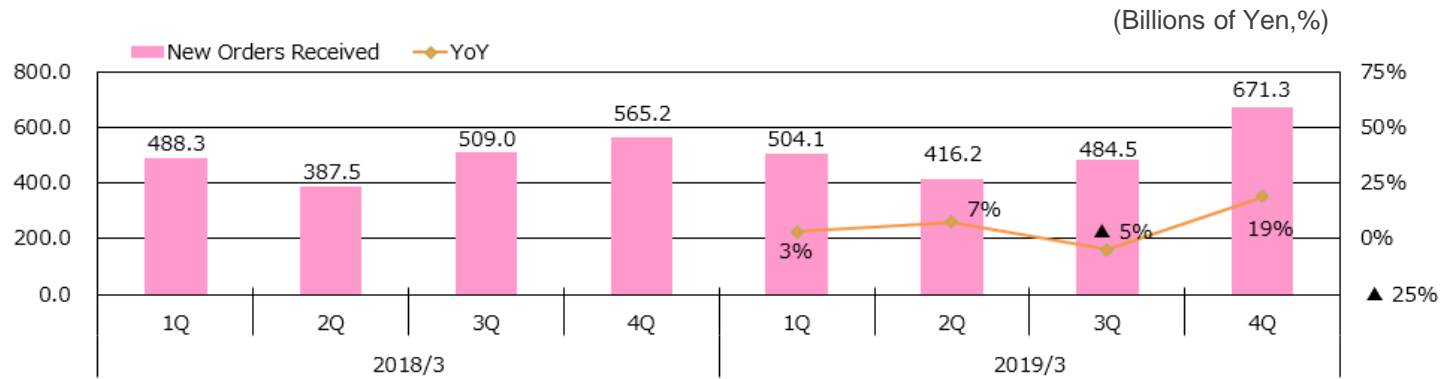
(*2) The figures for Enterprise & Solutions including those for FYE 3/2018 were reviewed in terms of the details recorded.

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

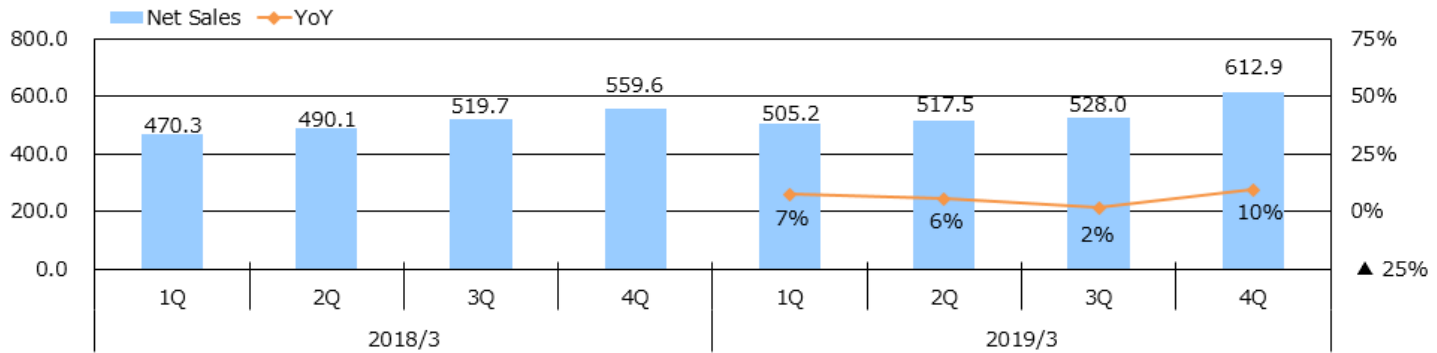
Trends in Quarter (Consolidated)

IFRS

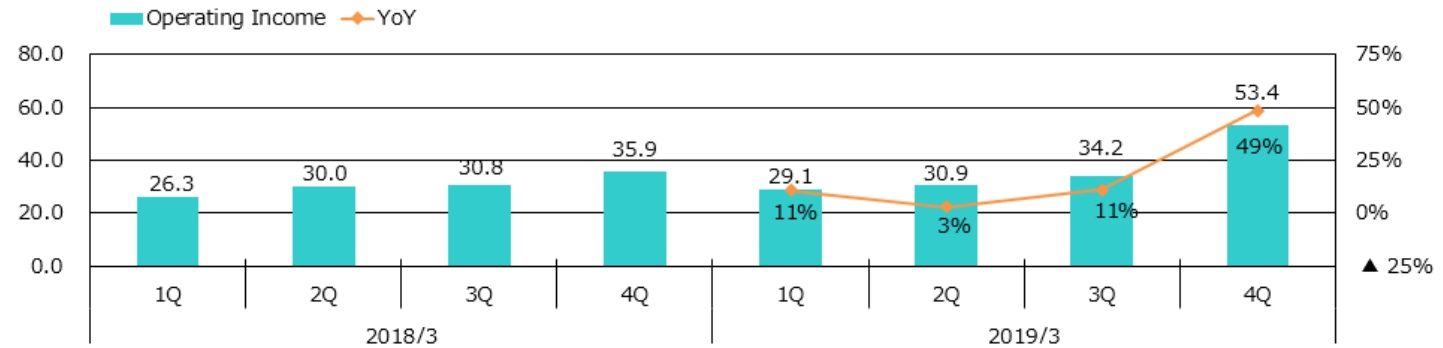
■ New Orders Received



■ Net Sales



■ Operating Income



Foreign exchange rates

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

(Yen,%)

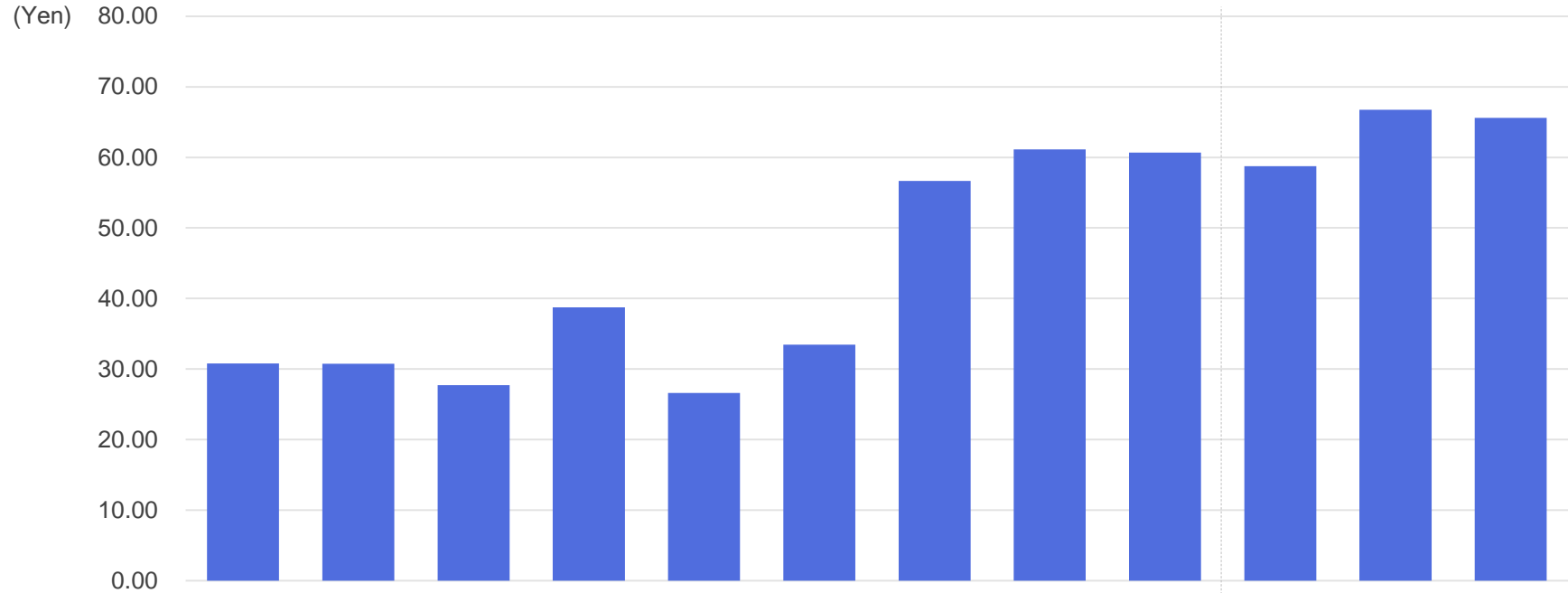
	FY ended 2018/3 (Results)	FY ended 2019/3 (Results)	YoY (%)	FY ending 2020/3 (Forecasts)	YoY (%)
	①	②	$(②-①)/①$	③	$(③-②)/②$
USD	110.82	110.88	+0.1%	109.00	-1.7%
EUR	129.70	128.37	-1.0%	124.00	-3.4%

5

Appendices

- Mid- to long-term financial trends -

EPS Trend



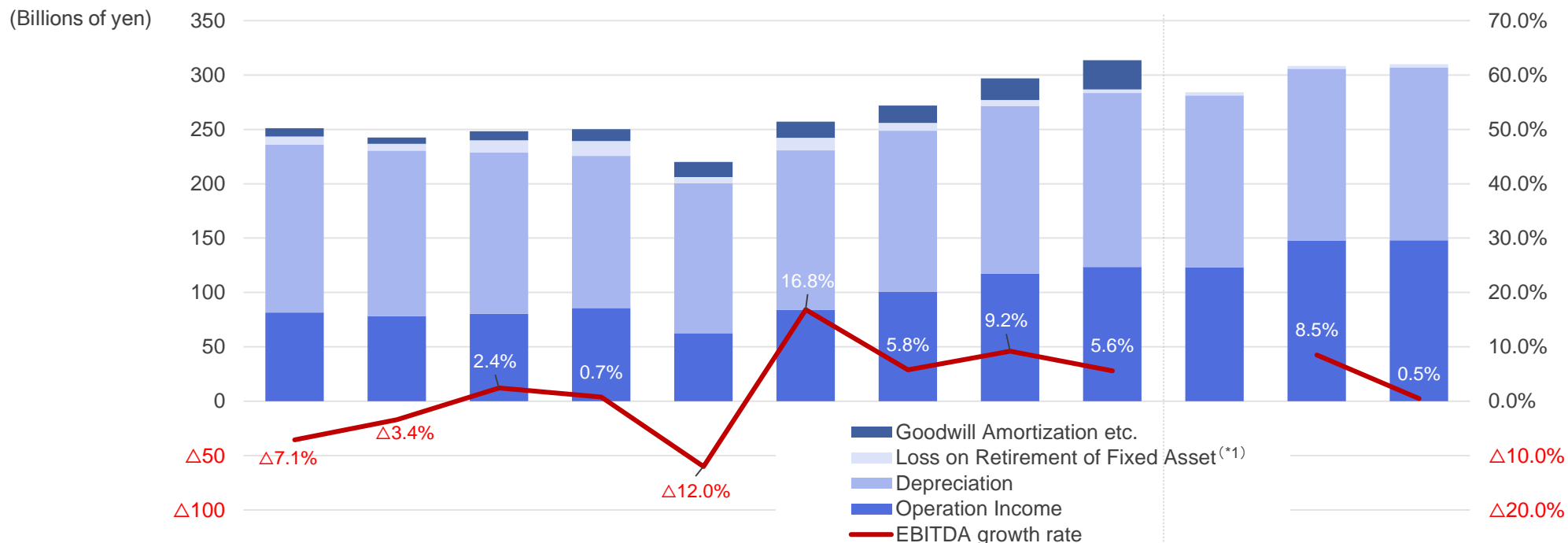
	JGAAP								IFRS			
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3 Forecasts
Net Income Attributable to Shareholders of NTT DATA ^(*1,2)	43.1	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	92.0
EPS (yen) ^(*3)	30.78	30.73	27.69	38.73	26.59	33.45	56.64	61.15	60.68	58.75	66.75	65.60

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

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

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

EBITDA Trend

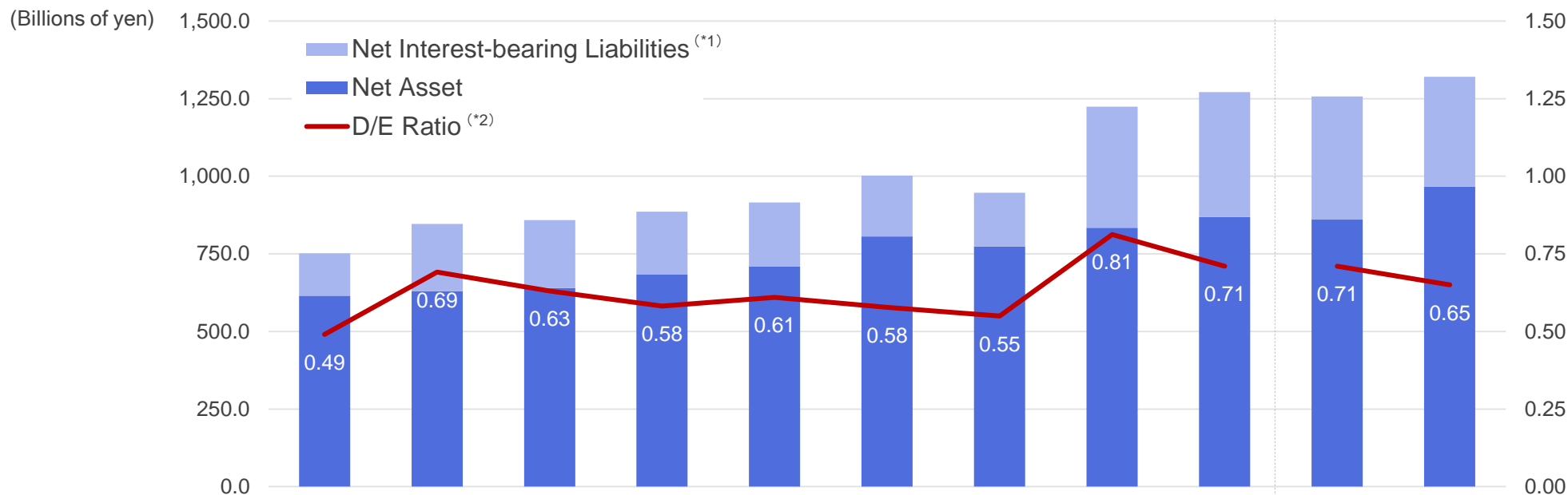


	JGAAP									IFRS		
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3 Forecasts
Operation Income	81.6	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	148.0
Depreciation ^(*)	154.5	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	159.0
Loss on Retirement of Fixed Asset	7.4	6.3	11.3	13.8	5.6	11.6	7.2	5.4	3.2	3.1	2.7	3.0
Goodwill Amortization etc.	7.5	5.7	8.3	10.7	14.0	14.7	16.0	20.0	26.9	-	-	-
EBITDA ^(*)	251.1	242.6	248.5	250.3	220.2	257.3	272.1	297.1	313.7	284.2	308.4	310.0

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

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

Invested Capital and D/E Ratio Trend



	JGAAP									IFRS	
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3
Net Asset	615.1	630.3	639.7	684.2	709.8	806.2	773.6	833.7	868.8	860.5	966.8
(Main Item)Net Asset Non-controlling interests	30.6	28.7	34.0	32.8	32.9	32.7	32.7	31.5	35.0	34.3	41.1
Interest-bearing ^(**3) Liabilities	289.1	414.4	380.2	378.3	412.9	446.9	407.0	650.8	592.0	586.3	605.0
Cash and Cash Equivalents	152.1	198.6	161.1	176.9	207.2	250.8	233.5	260.0	190.0	190.1	251.3
Invested Capital ^(**4)	752.1	846.1	858.8	885.6	915.5	1,002.3	947.1	1,224.5	1,270.8	1,256.7	1,320.5

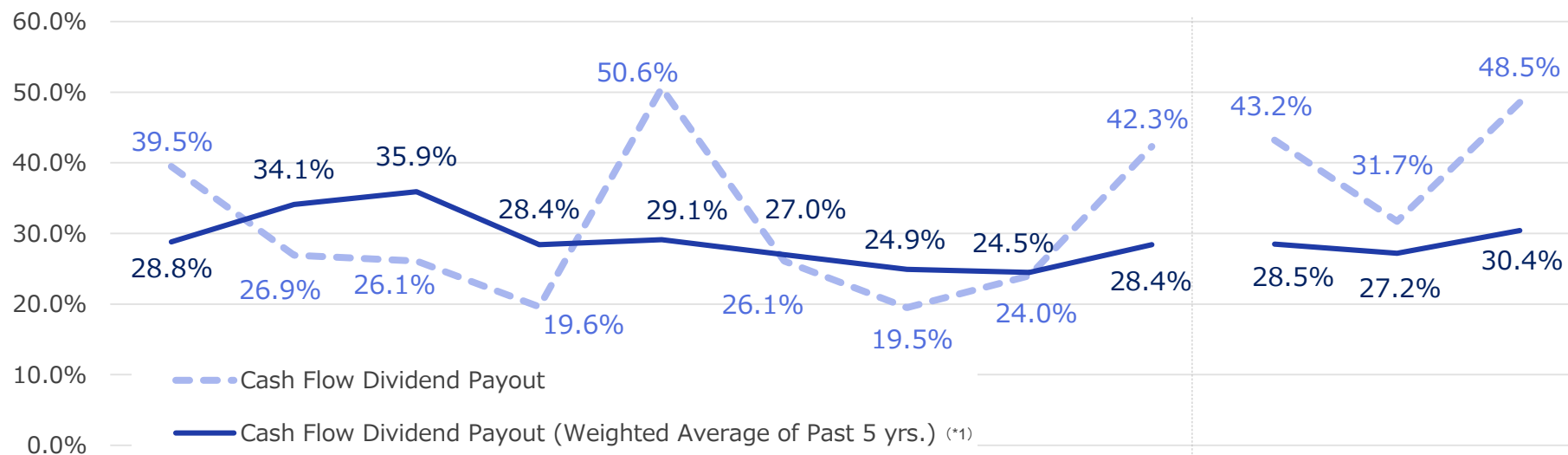
(*1) Net interest-bearing liabilities = interest-bearing liabilities – cash and cash equivalents

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

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

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

Cash Flow Dividend Payout Trend



	JGAAP									IFRS		
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3 Forecasts
Net Income Attributable to Shareholders of NTT DATA ^(*2,3)	43.1	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	92.0
Depreciation ^(*4)	154.5	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	159.0
Loss on Retirement of Fixed Asset	7.4	6.3	11.3	13.8	5.6	11.6	7.2	5.4	3.2	3.1	2.7	3.0
Capital Investment	-162.5	-139.0	-133.9	-122.1	-147.7	-140.9	-134.0	-158.1	-198.6	-194.8	-179.2	-202.0
Ordinary Cash Flow	42.5	62.5	64.5	86.0	33.2	64.5	100.6	87.6	49.6	48.7	75.1	52.0
Dividends per Share(JPY) ^(*5)	12	12	12	12	12	12	14	15	15	15	17	18
Total Dividends	16.8	16.8	16.8	16.8	16.8	16.8	19.6	21.0	21.0	21.0	23.8	25.2

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

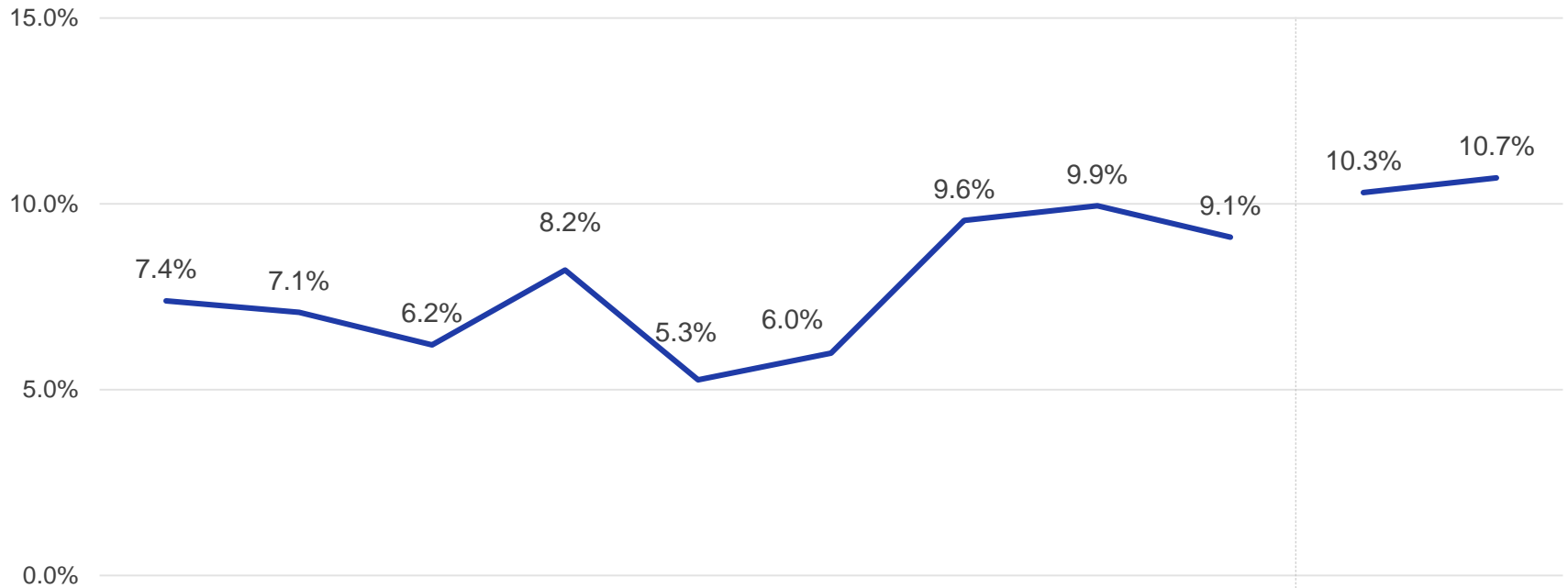
(*2) "Net Income Attributable to Owners of Parent" based on JGAAP.

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

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

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

ROE^(*1) Trend



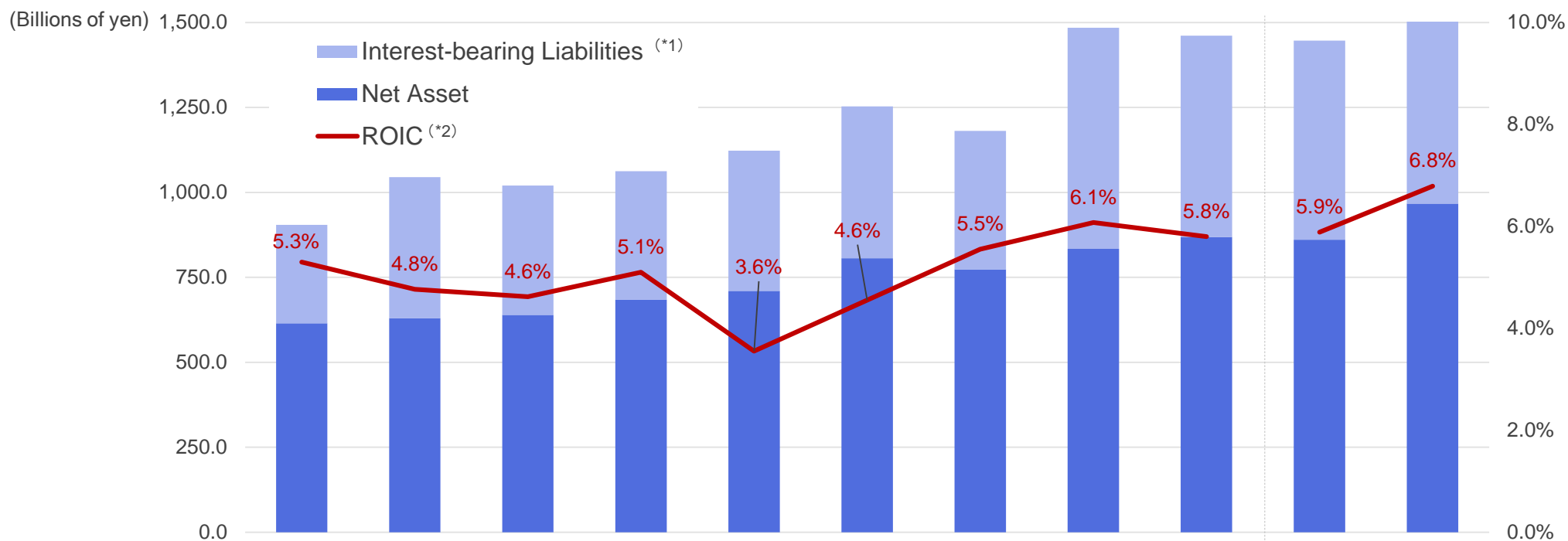
	JGAAP									IFRS	
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3
Net Income Attributable to Shareholders of NTT DATA ^(*2,3)	43.1	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6
Equity EOY ^(*3)	597.1	620.0	632.5	688.9	728.4	839.8	823.3	904.6	963.3	826.2	925.7

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

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

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

ROIC Trend



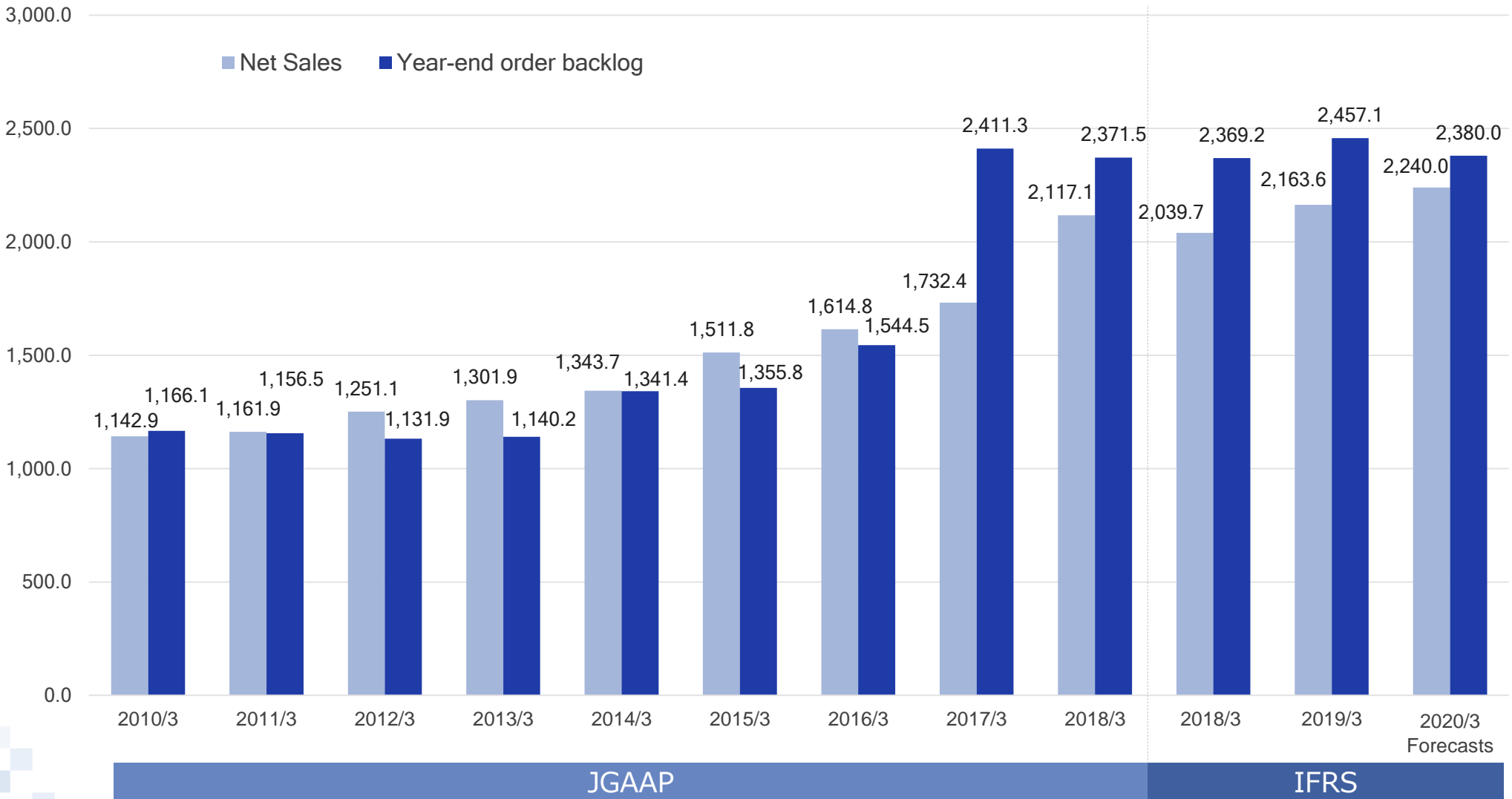
	JGAAP									IFRS	
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3
Operating Income	81.6	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7
Effective Tax Rate	40.69%	40.69%	40.69%	38.01%	38.01%	35.64%	33.06%	30.86%	30.86%	30.86%	30.62%
Net Asset	615.1	630.3	639.7	684.2	709.8	806.2	773.6	833.7	868.8	860.5	966.8
Interest-bearing (*1) Liabilities	289.1	414.4	380.2	378.3	412.9	446.9	407.0	650.8	592.0	586.3	605.0

(*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.

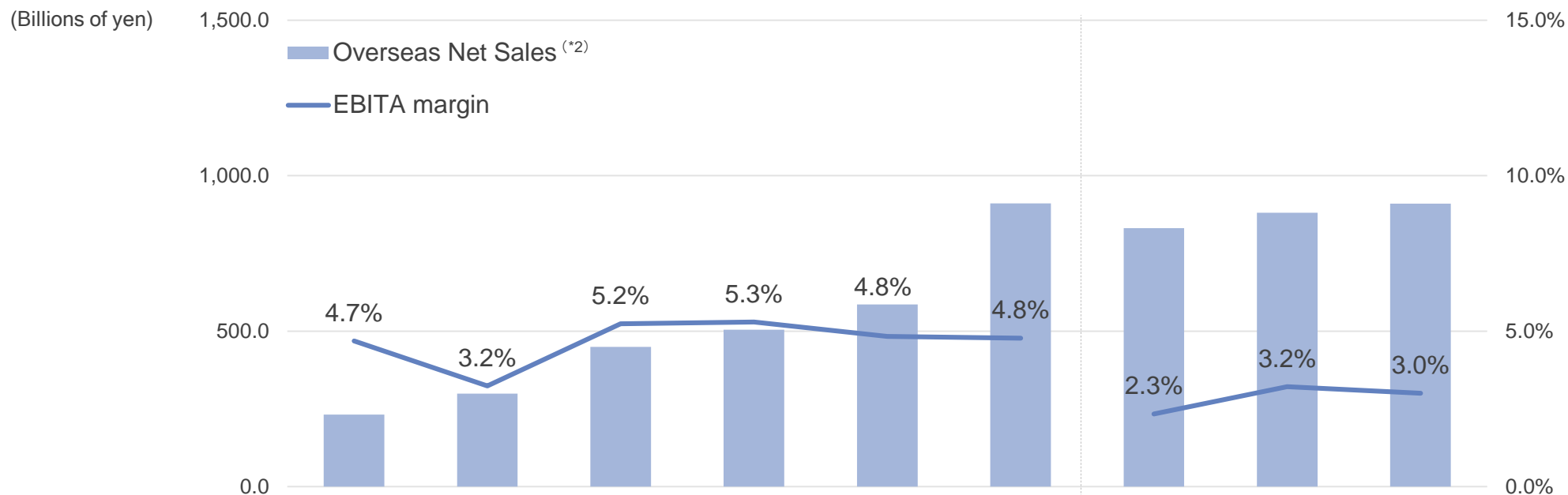
(*2) ROIC = (operating income × (1 - effective tax rate)) / (average net assets during the period + average interest-bearing liabilities during the period)

Trend of Order Backlog and Net Sales

(Billions of yen)



Overseas Net Sales and Profitability of Trends^(*)



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

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

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

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

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



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