

Company Presentation for the Fiscal Year Ended March 31, 2022

May 12, 2022
NTT DATA Corporation

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

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 - Mid- to long-term financial trends

Cautionary Statement Regarding Forward-looking Statements

※Forecast figures in this document are based on current economic and market conditions. As changes in the global economy and information services market are possible, NTT DATA Group cannot guarantee their accuracy.

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1

Results for the Fiscal Year Ended March 31, 2022

Results for the Fiscal Year Ended March 31, 2022

Reported record highs in all accounting items including net income. Our overseas business expanded with improved profitability, while our domestic business also steadily increased.

- The number of new orders received increased due to expanded overseas businesses and the impact of foreign exchanges.
- Net sales has increased for the 33rd consecutive fiscal year due to the impact of foreign exchanges and growth in all segments.
- Operating income increased due to increased sales and the effects of overseas Structural Transformation.

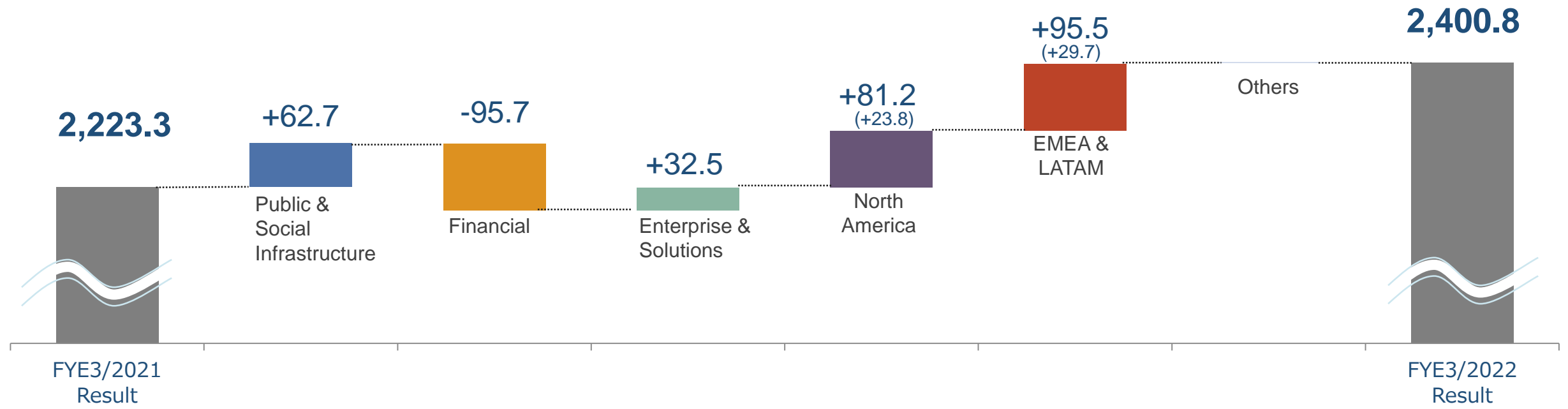
(Billions of Yen, %)

	FY ended 2021/3 Results	FY ended 2022/3 Results	YoY (Amount)	YoY (Rate)	
New Orders Received	2,223.3	2,400.8	+177.5	+8.0%	
Net Sales	2,318.7	2,551.9	+233.2	+10.1%	
Operating Income (Operating income margin)	139.2 (6.0%)	212.6 (8.3%)	+73.4 (+2.3P)	+52.8%	
Net Income Attributable to Shareholders of NTT DATA	76.8	143.0	+66.1	+86.1%	
Dividends per share (JPY)	18	21 ^(*)	+3	+16.7%	

(*)1 We expect the year-end dividend for the fiscal year ended March 31, 2022, to be the sum of an ordinary dividend of 9.5 yen and a special dividend of 2.0 yen (conditional upon the approval of the proposal by the 34th General Meeting of Shareholders to be held in June 16, 2022).

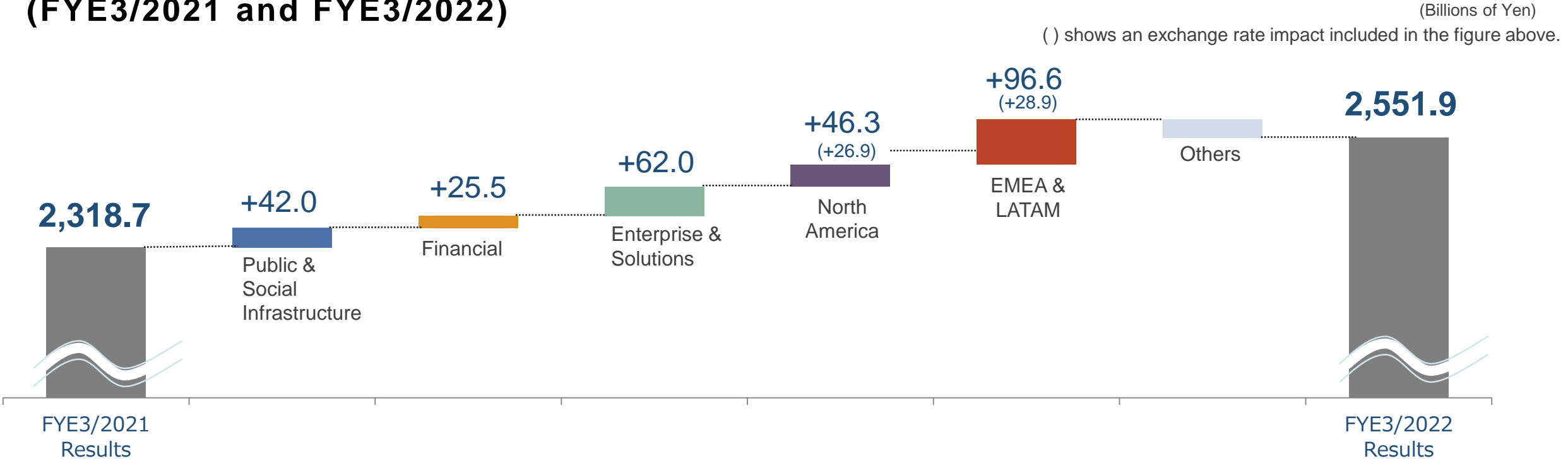
New Orders Received: YoY Changes by Business Segment (FYE3/2021 and FYE3/2022)

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



Public & Social Infrastructure	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 the manufacturing industry.
North America	Increased mainly due to winning of large-scale projects for financial institutions and corporate clients and the impact of foreign exchange rates.
EMEA & LATAM	Increased mainly due to winning of projects mainly in Spain and Germany , as well as the impact of foreign exchange rates.

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

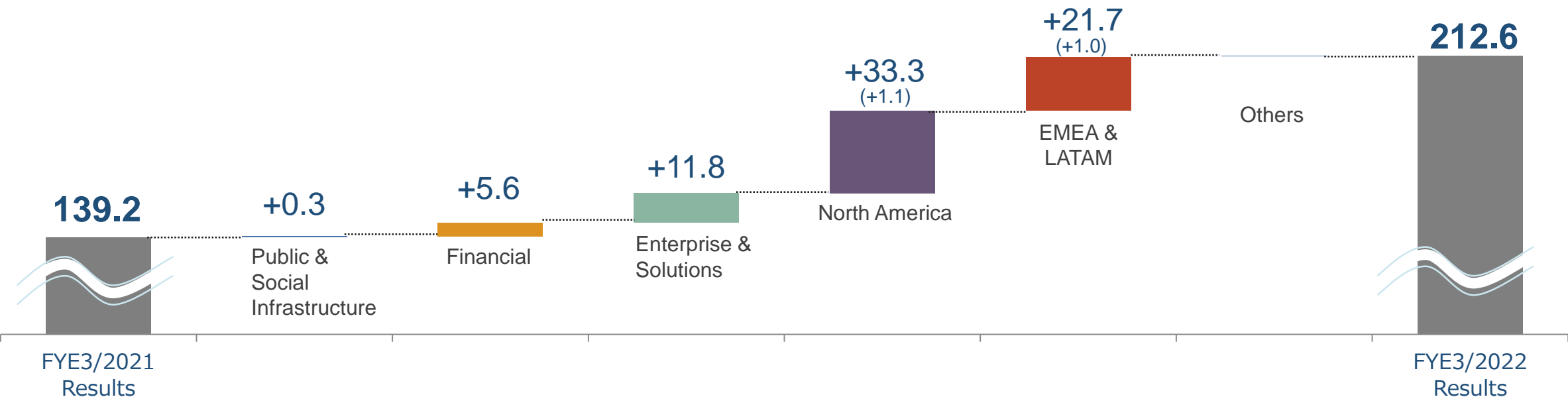


Public & Social Infrastructure	Increased mainly due to the expansion in the scale of services for the central government and ministries and the telecom industry.
Financial	Increased mainly due to the expansion in the scale of services for banks.
Enterprise & Solutions	Increased mainly due to the expansion in the scale of services for the manufacturing industry and the 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 mainly in Spain and Germany as well as the impact of foreign exchange rates.

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

(Billions of Yen)




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



Public & Social Infrastructure	Remained the same as previous fiscal year due to sales growth despite upfront investments to expand businesses and the occurrence of unprofitable projects.
Financial	Increased mainly due to sales growth.
Enterprise & Solutions	Increased mainly due to sales growth as well as improved personnel utilization rates resulting from sales growth despite an increase in costs for upfront investments to expand businesses.
North America	Increased due to a decrease in the expense and seeing results of Structural Transformation as well as sales growth.
EMEA & LATAM	Increased due to a decrease in the expense of temporary costs thanks to reviewing low profitable business in the previous fiscal year as well as sales growth and seeing results of Structural Transformation despite an increase in expenses for global brand unification and additional measures.

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




(Billions of Yen, %)

	FY ended 2021/3 Results	FY ended 2022/3 Results	YoY (Amount)	YoY (Rate)	
New Orders Received	481.6	544.3	+62.7	+13.0%	
Net Sales	540.5	582.4	+42.0	+7.8%	
Operating Income (Operating income margin)	67.8 (12.5%)	68.1 (11.7%)	+0.3 (-0.9P)	+0.4%	

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 the central government and ministries and the telecom industry.
Operating Income	Remained the same as previous fiscal year due to sales growth despite upfront investments to expand businesses and the occurrence of unprofitable projects.

Financial (FYE3/2021 and FYE3/2022)




(Billions of Yen, %)

	FY ended 2021/3 Results	FY ended 2022/3 Results	YoY (Amount)	YoY (Rate)	
New Orders Received	542.2	446.5	-95.7	-17.6%	
Net Sales	607.6	633.1	+25.5	+4.2%	
Operating Income (Operating income margin)	56.7 (9.3%)	62.3 (9.8%)	+5.6 (+0.5P)	+9.9%	

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.

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





(Billions of Yen, %)

	FY ended 2021/3 Results	FY ended 2022/3 Results	YoY (Amount)	YoY (Rate)	
New Orders Received	344.0	376.4	+32.5	+9.4%	
Net Sales	590.9	652.9	+62.0	+10.5%	
Operating Income (Operating income margin)	52.3 (8.9%)	64.1 (9.8%)	+11.8 (+1.0P)	+22.6%	

New Orders Received	Increased mainly due to winning of projects for the manufacturing industry.
Net Sales	Increased mainly due to the expansion in the scale of services for the manufacturing industry and the retail and service sectors.
Operating Income	Increased mainly due to sales growth as well as improved personnel utilization rates resulting from sales growth, despite the increased costs of upfront investments to expand businesses.

North America (FYE3/2021 and FYE3/2022)

(Billions of Yen, %)





	FY ended 2021/3 Results	FY ended 2022/3 Results	YoY (Amount)	YoY (Rate)	
New Orders Received	344.5	425.7	+81.2	+23.6%	
Net Sales	429.4	475.7	+46.3	+10.8%	
EBITA ^(*) (EBITA margin)	-4.6 (-1.1%)	30.8 (6.5%)	+35.4 (+7.6P)	-	
Operating Income (Operating income margin)	-16.2 (-3.8%)	17.2 (3.6%)	+33.3 (+7.4P)	-	

(*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 financial institutions and 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 a decrease in the expense and seeing results of Structural Transformation as well as sales growth.
Operating Income	Increased due to a decrease in the expense and seeing results of Structural Transformation as well as sales growth.

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

(Billions of Yen, %)

	FY ended 2021/3 Results	FY ended 2022/3 Results	YoY (Amount)	YoY (Rate)	
New Orders Received	475.9	571.4	+95.5	+20.1%	
Net Sales	454.2	550.9	+96.6	+21.3%	
EBITA ^(*) (EBITA margin)	-1.4 (-0.3%)	19.9 (3.6%)	+21.4 (+3.9P)	-	
Operating Income (Operating income margin)	-6.1 (-1.3%)	15.6 (2.8%)	+21.7 (+4.2P)	-	

(*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 projects mainly in Spain and Germany , as well as the impact of foreign exchange rates.
Net Sales	Increased due to the expansion in the scale of services mainly in Spain and Germany, as well as the impact of foreign exchange rates.
EBITA	Increased due to a decrease in the expense of temporary costs thanks to reviewing low profitable business in the previous fiscal year as well as sales growth and seeing results of Structural Transformation despite an increase in expenses for global brand unification and additional measures.
Operating Income	Increased due to a decrease in the expense of temporary costs thanks to reviewing low profitable business in the previous fiscal year as well as sales growth and seeing results of Structural Transformation despite an increase in expenses for global brand unification and additional measures.

2

Review of former Medium-Term Management Plan

Overview of former Mid-term Management Plan

Profitable global growth : FY2021 BUSINESS GOALS

Growth

Net Sales : 2.5T yen
Client Base : Over 80

Earnings

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

COURAGE TO CHANGE : Maximize Value for our Clients

Transformation & Synergy



Strategy1

Expand global digital offerings



Strategy2

Deliver greater value to clients based on regional needs



Strategy3

Maximize Organizational Power by Enhancing the Power of All Global Employees

Drive NTT Group Collaboration

CONSISTENT BELIEF : Shape the future society with our clients

Overview of former MMP | FY2021 KPI

Sales revenue, OI margin, & customer base met targets.
Need to continue improving overseas profitability.

Growth

Sales Revenue

Achieved!

2.5T-yen **2.55T-yen** 80companies **82**companies

Client Base^{*1}

Achieved!

Earnings

OI margin^{*2}

Achieved!

8%

8.3%

**Overseas
EBITA margin^{*2}**

Not
achieved

7%

6.5%

*1 : Customers with annual sales of 5 billion yen or more (JP) or \$50 million or more (outside JP)

*2 : Excluding one-time costs for M&A, structural reform, etc.

Overview of former Mid-term Management Plan

Profitable global growth : FY2021 BUSINESS GOALS

Growth

Net Sales : 2.5T yen
Client Base : Over 80

Earnings

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

COURAGE TO CHANGE : Maximize Value for our Clients

Transformation & Synergy



Strategy1

Expand global digital offerings



Strategy2

Deliver greater value to clients based on regional needs



Strategy3

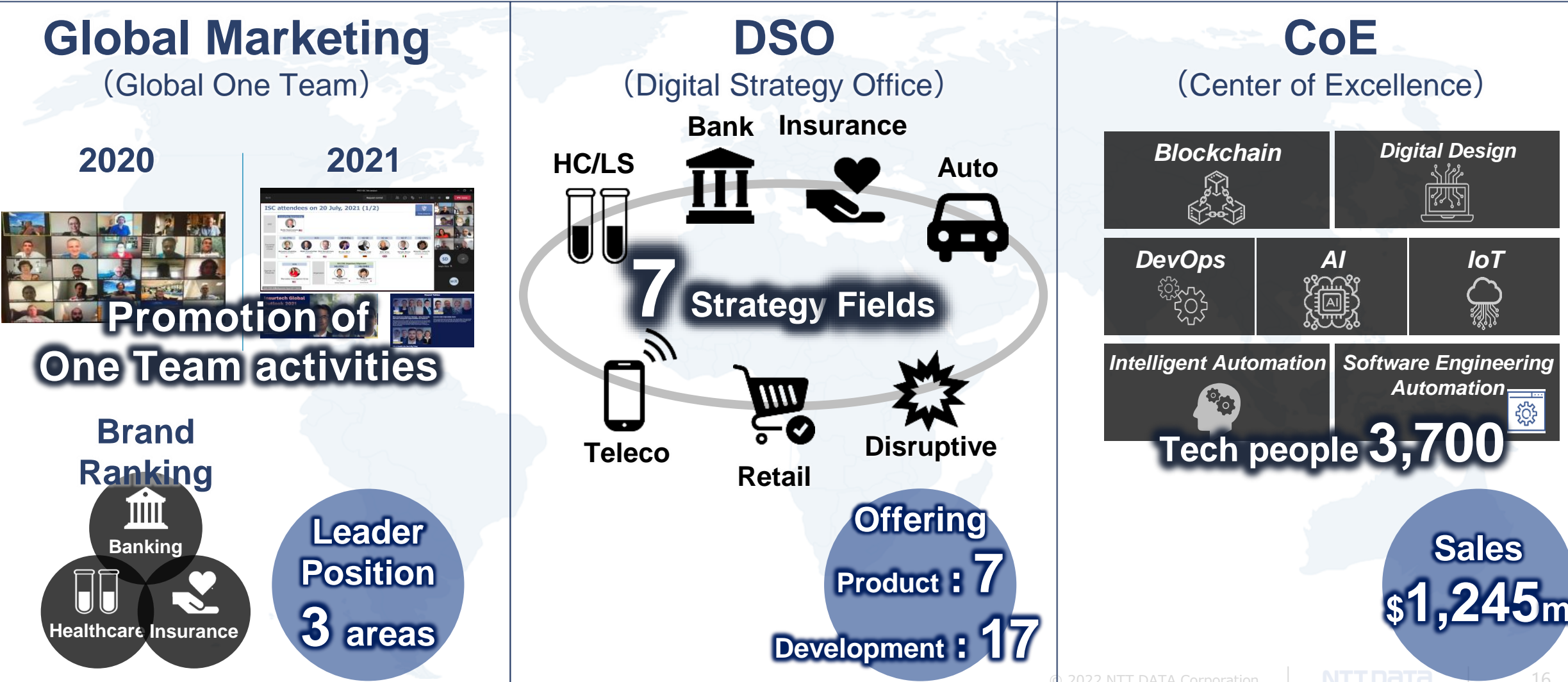
Maximize Organizational Power by Enhancing the Power of All Global Employees

Drive NTT Group Collaboration

CONSISTENT BELIEF : Shape the future society with our clients

Strategy1 | Expand global digital offerings

Many results have been produced through various efforts over three years.
Further expand global digital offerings for further growth



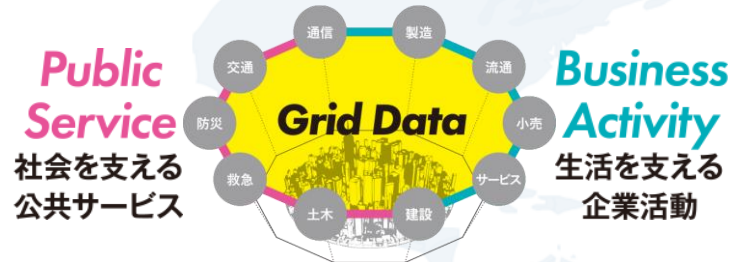
Strategy2 | Deliver greater value to clients based on regional needs

Utilizing long-term relationships with customers, create digital cases tailored to each industry characteristic & provide new value

JP | Public sector

Grid Data Bank Lab.

Value creation by utilizing electric power data



JP | Financial sector

TradeWaltz Digital trade PF



JP | Enterprise sector

よろこびがつなぐ世界へ
KIRIN

Automation & sophistication of factory



Overseas | NA region

A Service Company

ITO Digital partner



Overseas | EMEAL region

renfe

MaaS PF Development & Operation



Strategy3 | Maximize Organizational Power by Enhancing the Power of All Global Employees

Implement various measures to enhance organizational strength.
Continue to work on group all

HR development measures / systems

FY2019-FY2021

Enhance Digital & Global abilities	
Digital training (Digital Boot Camp etc.)	over 57,500 people
Digital Acceleration Program	84 people
Global training	Aprox. 7,100 people

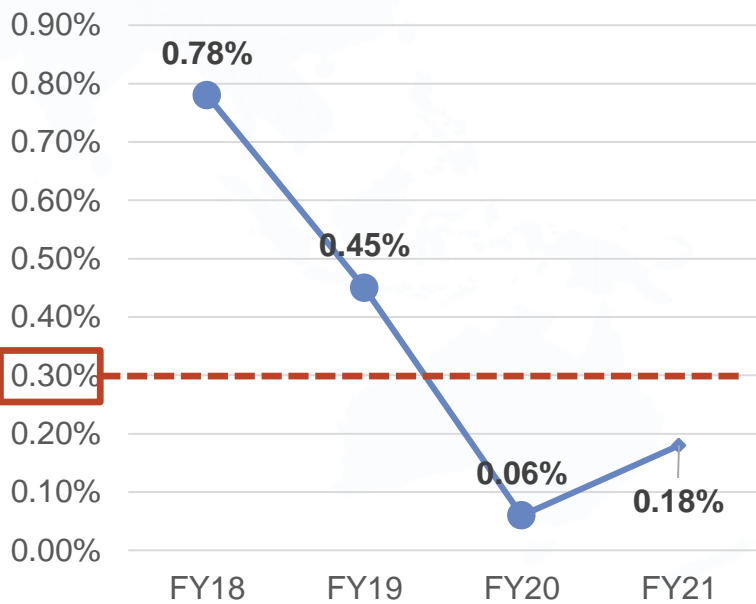
As of 2021.10

HR systems	
ADP (Advanced Professional)	TG (Technical Grade)
8 people	78 people

Prevention unprofitable project

Control the ratio of unprofitable projects to total sales to **0.3% or less** in FY20-21

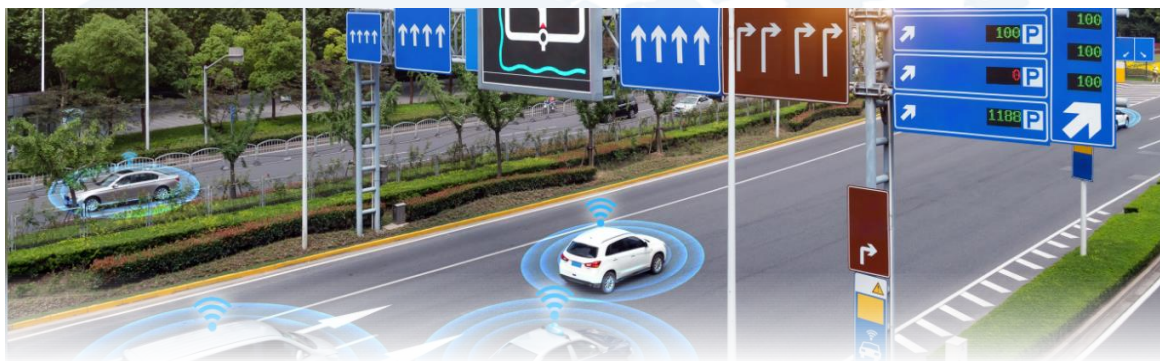
- early response to risks
- Further strengthen of ability to create
- Strengthen management process
- Further accumulation & utilization of knowledge



NTT Collaborations | TOYOTA / Victoria, Melbourne

Participate in business with Tier1 clients such as TOYOTA and Victoria Melbourne, and contribute to clients as a united NTT group

TOYOTA



- ① Connected PF Joint Research
- ② Participation in a project centered on telematics with Toyota Connected

Contribute to the smart city that "TOYOTA x NTT" is working on, as well as the MaaS



Victoria, Melbourne

- ① Long-term support for the ticket system "myki" that supports the Victorian transportation system
- ② Developed into digital cases such as real-time congestion status grasping using AI by NTT Smart Solutions

Clients
Public Transport Victoria



Front Sales
NTT Data Australia

Solution owner
NTT Inc. (Smart World Teams)

Co-Development
NTT Data Services



Issues to address in the New MMP

Address to 4 issues in the New MMP toward Global 3rd Stage

Accelerate overseas profitability

- ◆ Further growth with quality through **continuous profitability improvement**
- ◆ **Advance digital shift & expanding market share** & presence to establish competitiveness.

Strengthen digital competitiveness

- ◆ **Strengthen E2E responsiveness from conception to realization** of management / business transformation
- ◆ Create **Cross-industry collaboration** to solve social issues & realize a new society

Transform organization for human resources to grow

- ◆ **Early resolution of human resource shortages** by strategically strengthen human resources
- ◆ Transformation to an environment and culture where **diverse human resources can play an active role for a long time**

Strengthen CO functions to become a global company

- ◆ **Strengthen global governance** for sound business operations and realization of growth
- ◆ **Reform of HQ function** for further growth as a global company

A decorative background graphic on the right side of the slide. It features a grid of thin white lines. A large semi-circle is positioned in the upper right, with its flat edge aligned with the top of the grid. Two diagonal lines cross the grid, one from the top-left towards the bottom-right and another from the top-right towards the bottom-left.

3

New Medium-Term Management Plan

3-1

Business Environmental changes

Environmental changes

Businesses are required to play a diversified role including addressing social issues & contributing to improving the environment. Address both social issues & delivering economic value are required.

Requirements are diversified

Increase of Economic Value

Pursuit of profit, efficiency improvement, creation of new value



Creation of Social & Environmental Value

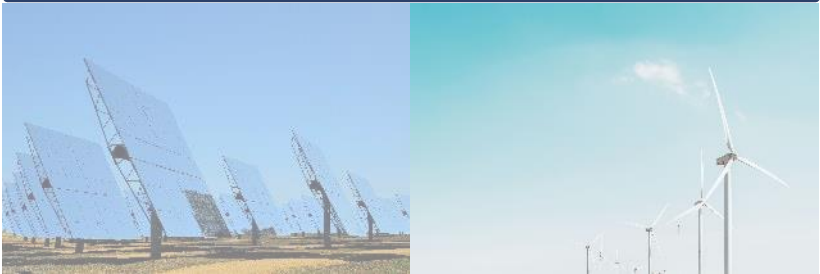
Solving social issues and contributing to the global environment

Social Trend Changes

The broad adoption of IT & digital has accelerated changes for companies and individuals.
The issues & needs that society must address are complex & diverse.

Preservation of the Global Environment

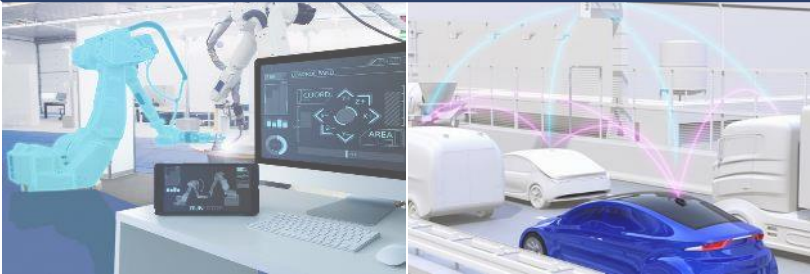
Accelerating efforts to address environmental issues, from decarbonization to circular economy to biodiversity.



Decarbonization

Expansion of Connected Objects

Innovative services that transcend conventional frameworks are created by connecting various goods and people.



Supply Chain Innovation

IoT

Changes in Consumption and Lifestyles

Shift from ownership to use through sharing, and improvement of quality of life through personalization.



Sharing

Food Delivery



Circular Economy

Biodiversity



Smart City



Biosensing

Edge to Cloud is becoming more important

Realizing a data-driven society where everything and everyone is connected, requires highly-reliable platforms that securely collect & utilize data from the Edge-to-the-Cloud.

Devices & Sensory

Machines & Vehicles

Smart Cities

Use Cases

Data collection by sensors, and device management

High speed & advanced control through the computing power of edge devices

Autonomous control of multiple devices through an advanced data platform

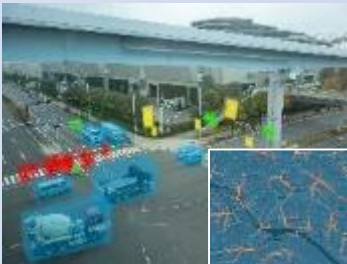
Cloud



Digital twin computing

Data collection analysis

Back-end services



Digital twin computing

Data collection analysis

Back-end services



Digital twin computing

Data collection analysis

Back-end services

Edge



Edge computing

Devices

Agents



Edge computing

Devices

Agents



Edge computing

Devices

Agents

A data-driven society where everything is connected

Realizing a data-driven society requires integration with edge devices, secure data collection and analysis, leveraged by cross-industry platforms & solutions.



Cross companies & industries data utilization



Secure data collection



3-2

NTT DATA's Growth Direction

3
Stage

Realizing a Sustainable Future

Connect people with technology to create value and a sustainable future with our clients.

Midpoint to Global 3rd Stage (2019-21)

Pursuing profitable global growth with consistent belief and courage to change.

- Revenue: ¥2.55T
- Global Business: 41%
- Clients > \$50M: 82

2

Recognized Global Brand(2016-18)

NTT DATA: Ascend; Rise & grow our global Brand

- Revenue: ¥2.16T
- Global Business: 41%
- Clients > \$50M: 50

1

Increased Global Coverage (2005 -2015)

A global corporate group that provides diverse IT services

- Revenue: ¥1.61T
- Global Business: 31%
- Clients > \$50M: < 10

New MMP
(2022-25)

Our Mission Statement

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

Group Vision

Trusted Global Innovator



Realizing a Sustainable Future

**Connect people with technology to create value
and a sustainable future with our clients.**

New competitive advantage

By combining the ability to connect with our ability to create, we can more effectively help our clients grow while enabling societies to meet their changing needs.

We Create

Ability to build a system
with deep customer
understanding &
advanced technology

**Trusted
Innovator**

We Connect

Power to support various
corporate systems &
industry infrastructure

New value propositions for the realization of a sustainable society

This combined power will enable us to deliver new forms of value for our clients and contribute to the realization of a sustainable future.

We Create

Consulting ability starting from Foresight

Asset-based high agility system development ability



We Connect

Cross-industry collaboration that connects companies

Edge-to-Cloud that connects everything

With NTT Ltd. industry leading services portfolio, we will increase our competitive advantage with the power to “connect”

3-3

Combination with NTT Ltd.

Value of combining NTT DATA and NTT Ltd. business

This combination with NTT Ltd. will enable us to capitalize on the convergence of IT & connectivity services helping our clients address changing market dynamics.

NTT DATA

Consulting & Apps and SI capabilities

- **Long-term Relationships** with leading clients
- **Deep business understanding & consulting capability** with many global companies
- **SI & technical capabilities** represented by App. services
- **Innovation creation capability** in digital business

Revenue*
~ **¥3.5T**

Combination

NTT Ltd.

Edge-to-Cloud services

- Depth across data center & network infrastructure, systems integration and managed services
- Diverse client base (including hyper scalers)
- Serving ~190 countries

Employees
~ **180k**

Overseas sales ratio
~ **60%**

*Simple sum of FY21 earnings forecasts

Overview of NTT Ltd.

Leading IT infrastructure & services company.

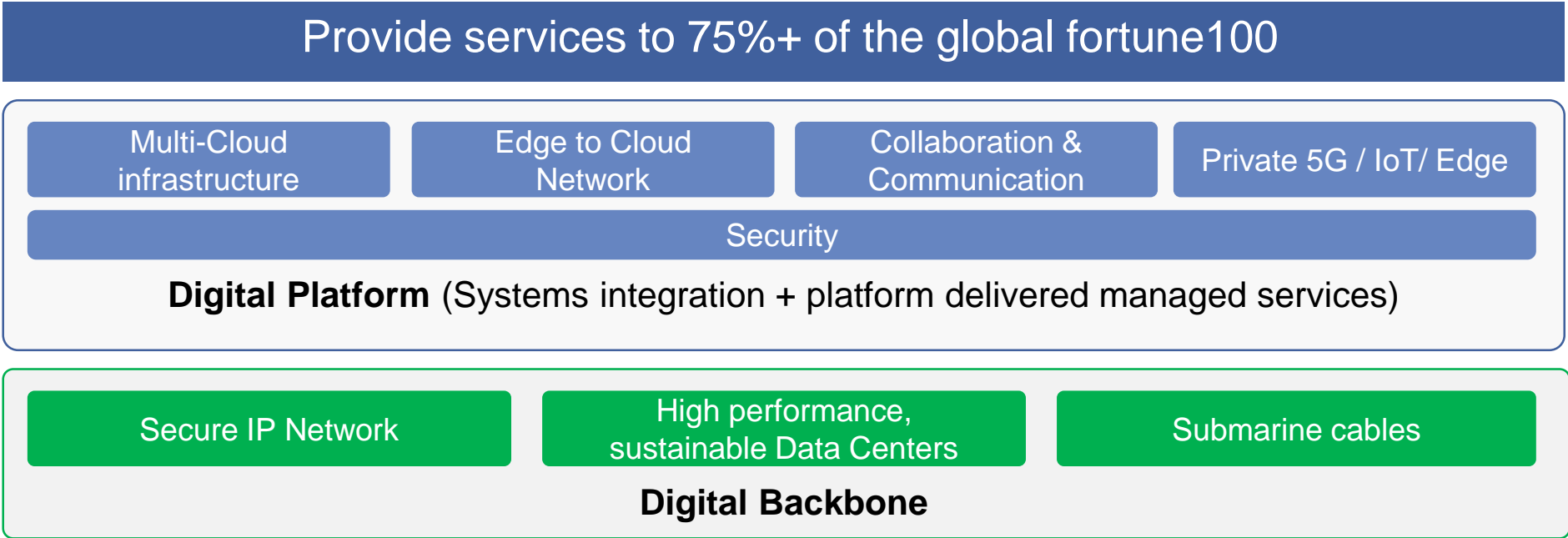
Summary
of NTT Ltd.

Revenue (as of FY20)
\$9,980M*

Employees (as of FY20)
38,150people

Network Coverage Countries
approx. 190

NTT Ltd.'s
Business



*\$1=¥106.1 basis

Enhanced Value Proposition

Our unique combination of IT & connectivity services better positions us to help clients with their business transformations and solve complex societal challenges.

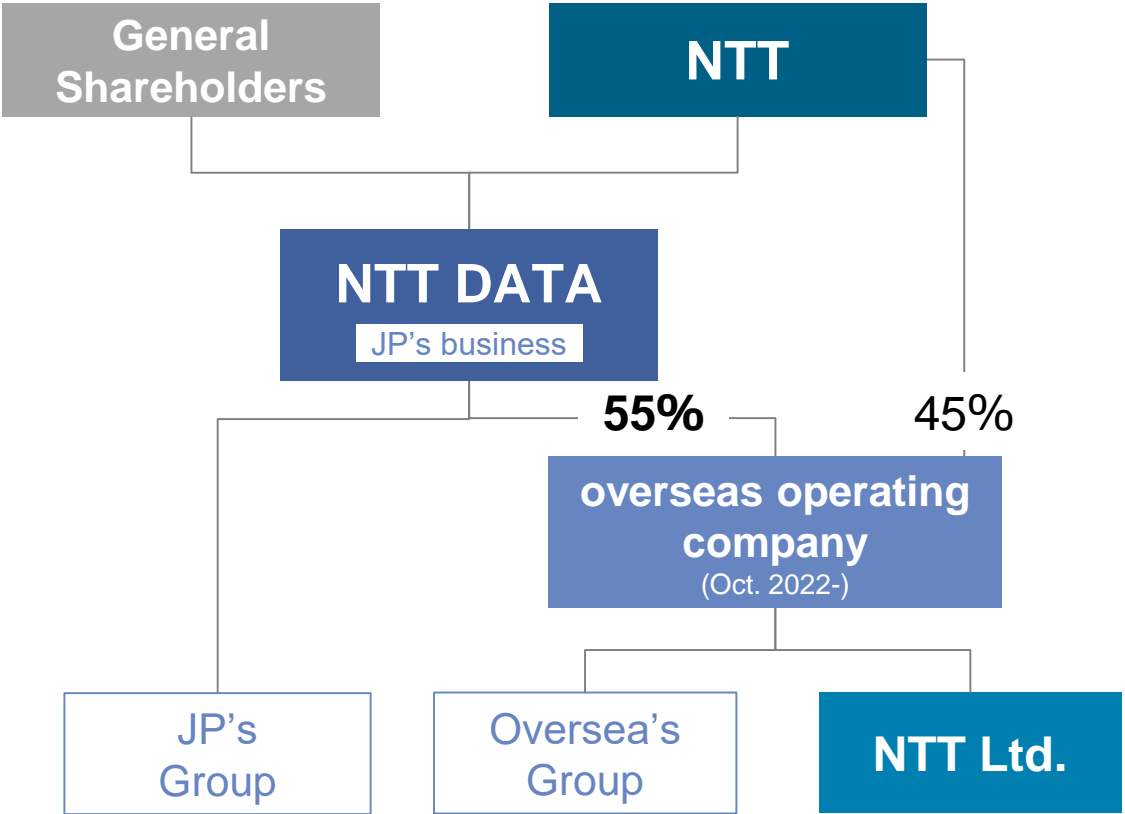
Promotion of an integrated strategy



Business Combination Structure

Establish an overseas operating company in Oct. 2022 with 55% NTT DATA & 45% NTT to accelerate collaboration and growth of our combined overseas business.

Structure after establishing overseas operating company

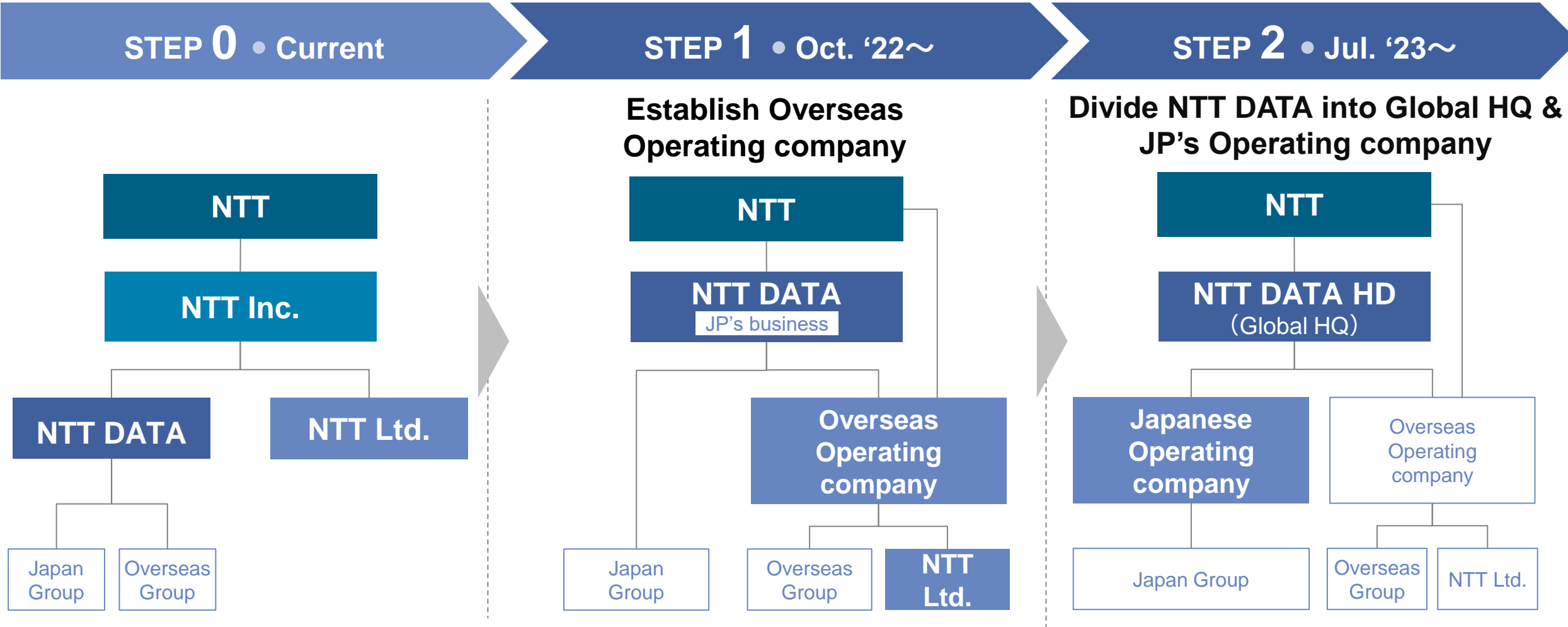


Objectives of overseas operating company

- Promote One-NTT business**
(Smart World、5G etc...)
- Promote collaboration of R&D**
(IOWN etc...)
- Strengthen governance by consolidating knowledge & human resources related to overseas business**

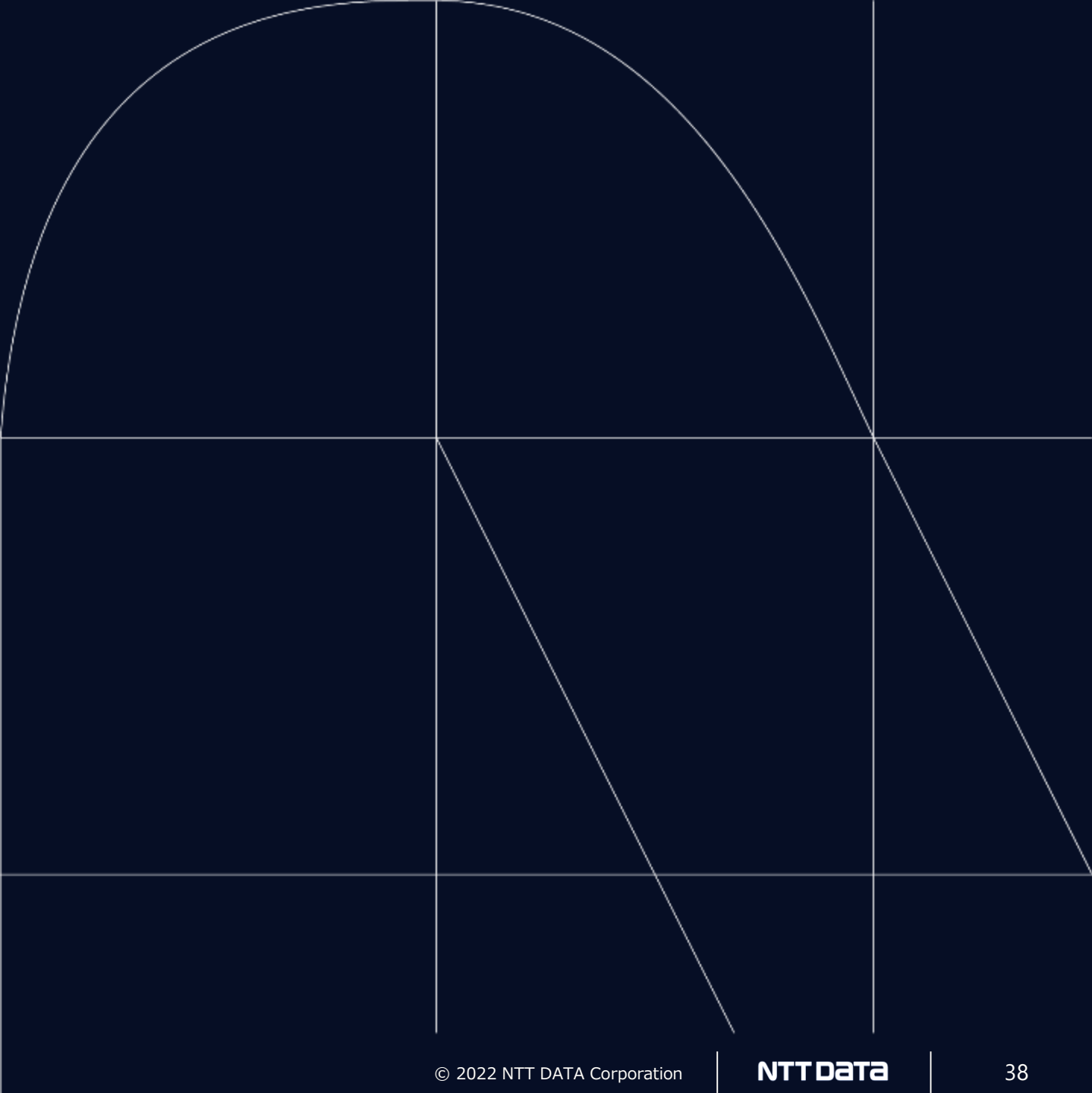
High-Level Timeline

Will evolve to a global management system that will support both the overseas operating company (Oct. 2022) and our Japan domestic business (July 2023).



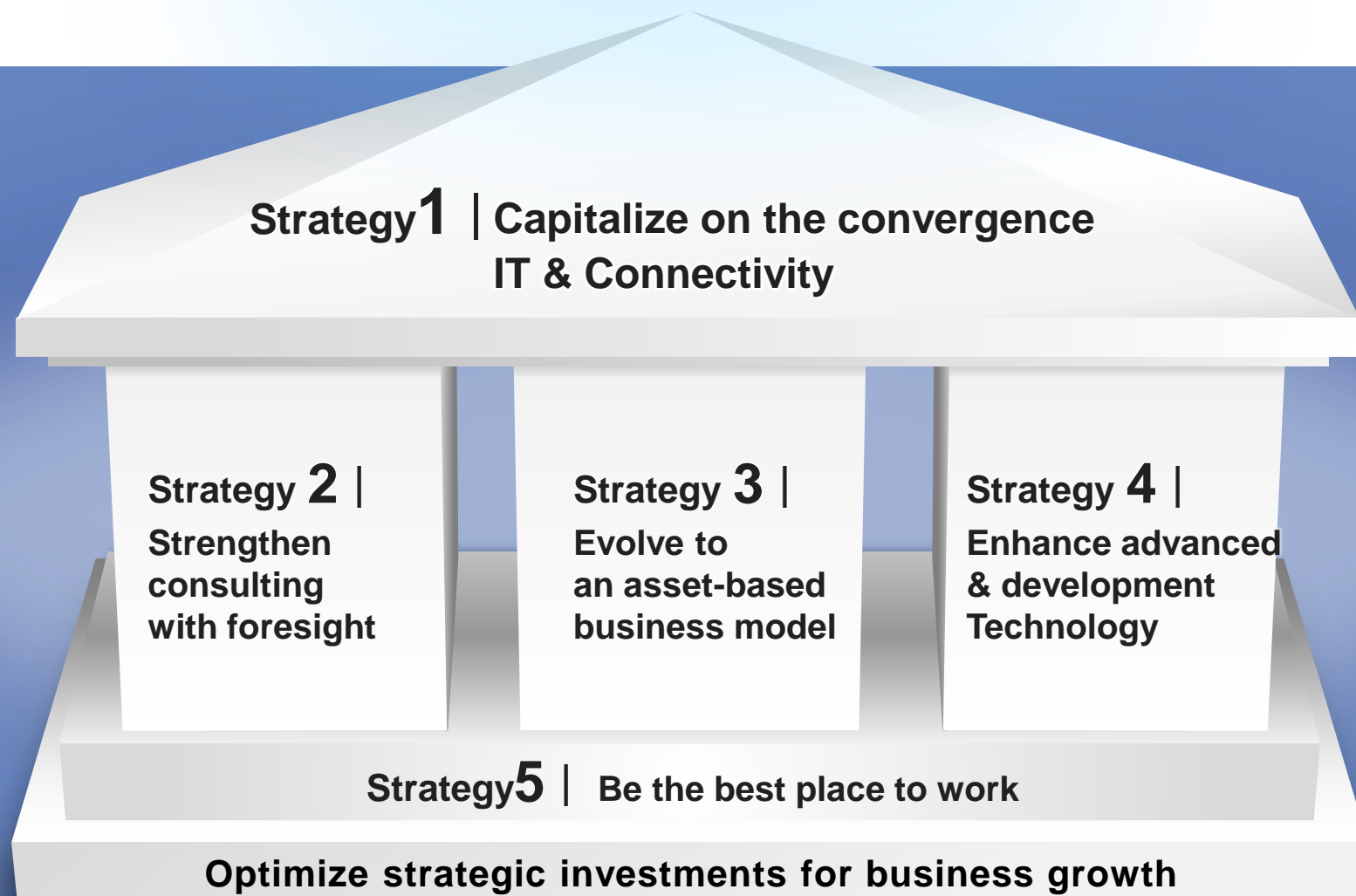
3-4

Strategies



Realizing a Sustainable Future

Create value and connect people with technology to realize a sustainable society together.



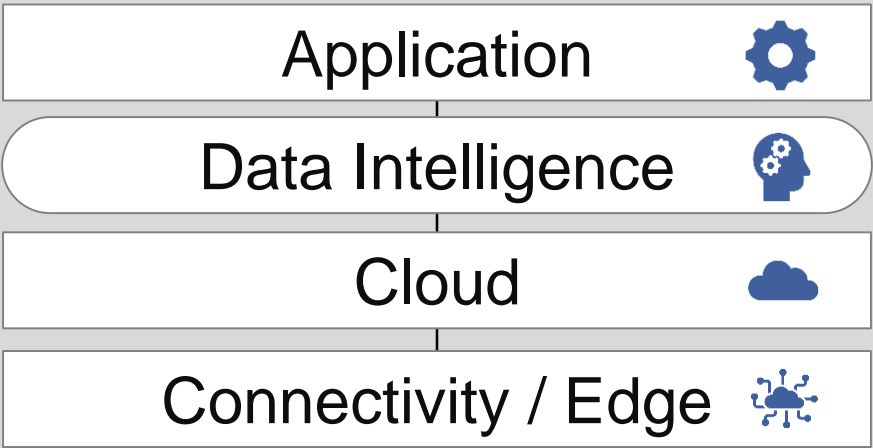
Strategy 1 - Capitalize on the Convergence IT & Connectivity

Provide Edge to Cloud services that leverage various client contact points & data to create new social PFs that transcend corporate & industry boundaries.



NTT Data

SI capability mainly for consulting & AP services



Edge to Cloud

NTT Ltd. / NTT

Service operation in Edge to Cloud domain



Strategy 2 - Strengthen Consulting with Foresight

Support client growth & business transformation as a co-creation partner through our consulting capabilities that envision the future with industry and technology foresight.

Industries



Market needs

Industry foresight

White space opportunities



Deliver an integrated value proposition

Technologies



Emerging technologies

Technology foresight

Align technology with business

Industry Consulting

Strengthen industry consulting capabilities to envision the future of customers and industries

Deliver end-to-end consulting & digital transformation services

Technology Consulting

Strengthen technology consulting capabilities to envision the future from a technology perspective

Strategy 3 - Evolve to an Asset-based Business Model

Maximize the value of our offerings by improving agility with assets based on industry best practices & global technology.



Maximum Value

Optimal Agility

Business Units

Asset based Consulting

Asset based Delivery

Asset based Managed Services

Best Practices

Industry Assets

Asset Repository

Technology Assets
Development Tools

Technology Units

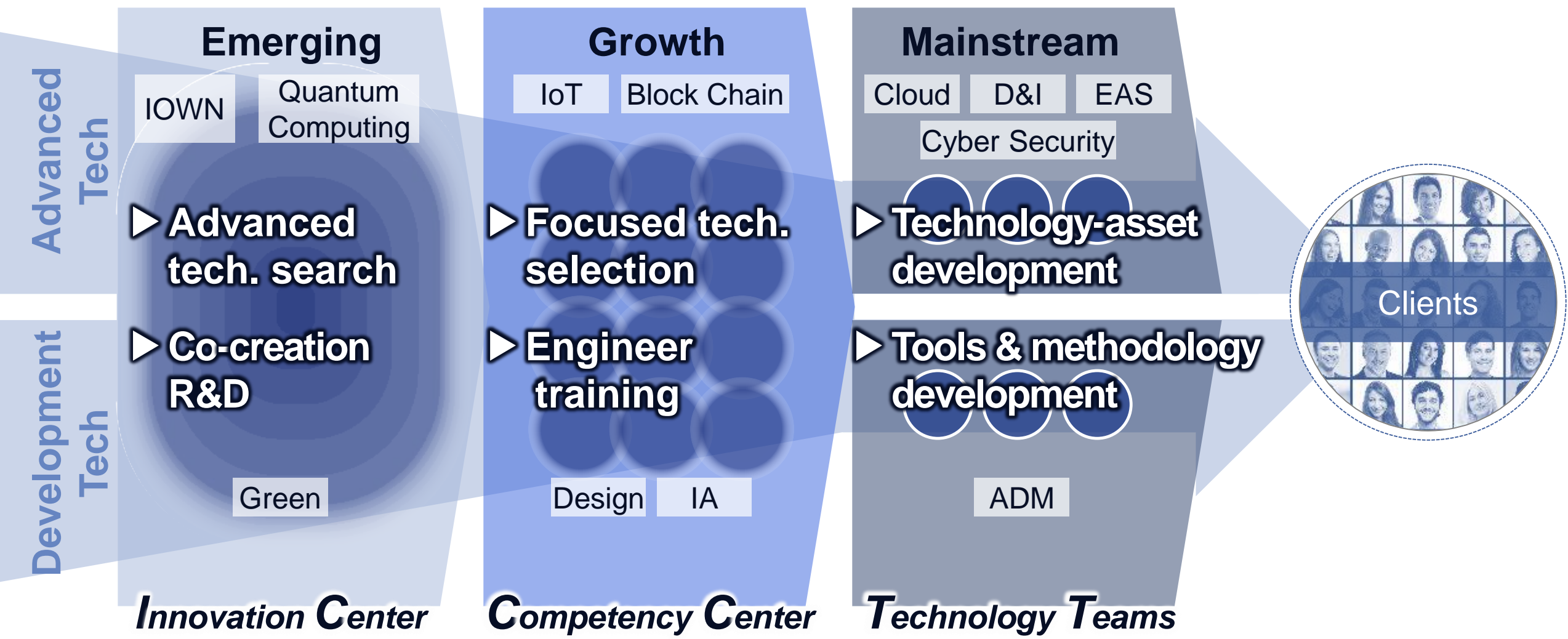
Emerging Technologies

Growth Technologies

Mainstream Technologies

Strategy 4 - Enhance Advanced & Development Technology

Critical to our growth is the balance between investing in advanced technologies that create new forms value for our clients, while continuously enhancing core development technologies.



Strategy 5 - Be the best place to work

Transform into an attractive company with organizational functions & culture enabling each person to express themselves & play an active role



Optimize Strategic Investments for Growth

Secure and execute a certain amount of investment in strategic areas and global M&A for further growth toward the Global 3rd Stage

Strategic Investments

5 Focus Industries*

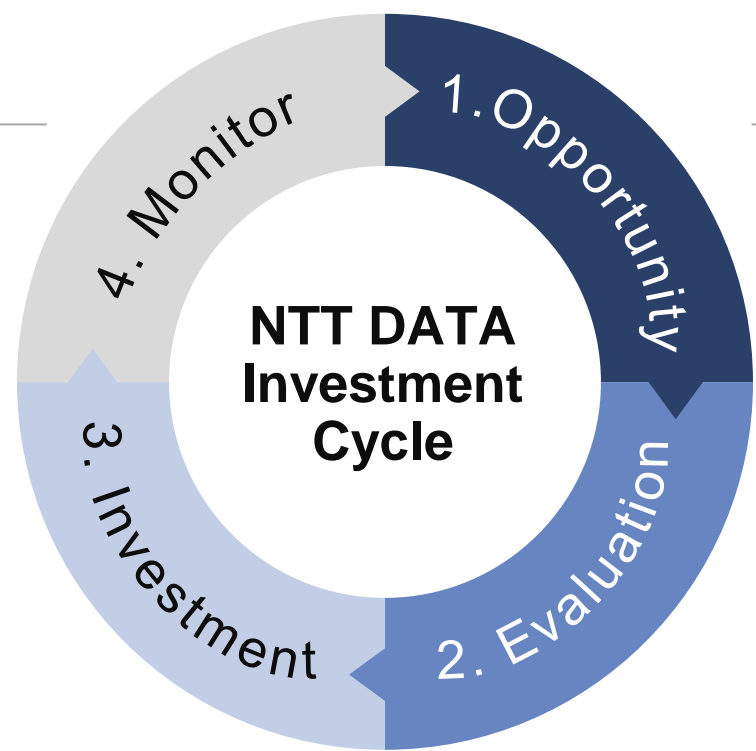


5 Focus Technologies*



Biz x Tech

(Cross-industry, Sustainability, IOWN etc.)



Global M&A

- M&A for gaining Digital capability
- M&A for expanding major market-share such as NA
- Strategic partnership for advancing competitiveness

Governance

GSIC: Global Strategic Investment Committee

Ensure investments are aligned with corporate strategy.

*as of 2022.4

3-5

Sustainability management

Toward Realizing a Sustainable Society

Aim to realize a sustainable society on the three axes of Environment, Economy, & Society.

ENVIRONMENT

Regenerating Ecosystems

Preserving the global environment
for future generations



ECONOMY

Clients' Growth

Companies achieving growth in ways
that support a sustainable society



SOCIETY

Inclusive Society

Creating a society where everyone
can live healthy and happy lives



Materiality

Assessed opportunities & risks across the whole company & identified nine material issues.
Our global efforts to achieve a sustainable society.

Environment

Regenerating Ecosystems

Preserving the global environment
for the future



Carbon Neutrality

Contribute to solving climate change issues by creating innovations to decarbonize society and clients.



Circular Economy

Ensure resource traceability to create society where the value of products and services continues to circulate.



Nature Conservation

Maintain a healthy global environment and contribute to people's well-being by preserving ecosystems.



Economy

Clients' Growth

Companies achieving growth in ways that support a sustainable society



Smart X Co-innovation

Create new value through co-creation with various companies to achieve a smart and innovative society.



Trusted Value Chain

Uphold data privacy and security to ensure safe, secure and resilient corporate activities.



Future of Work

New ways of working that enhance employee experience and performance. Provide and promote work style reforms for society as a whole.



Society

Inclusive Society

Achieving a society where everyone can live healthy and happy lives



Human Rights & DEI

Work to create an equitable society where a diverse range of people thrive and respect each other's human rights.



Digital Accessibility

Deliver services that provide everyone with equal access to basic needs and improve people's quality of life.



Community Engagement

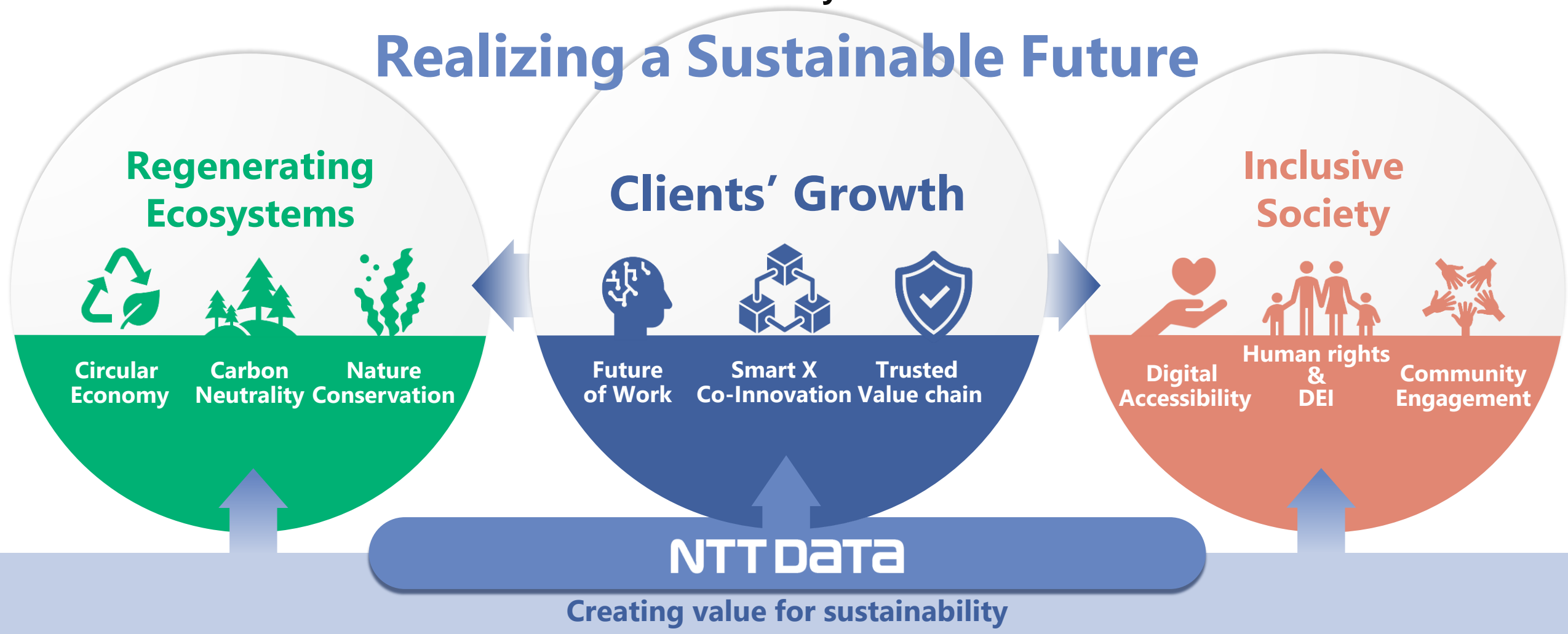
Understand the challenges and needs for the development of local communities and provide services that enrich people's lives.



NTT DATA Sustainability Management

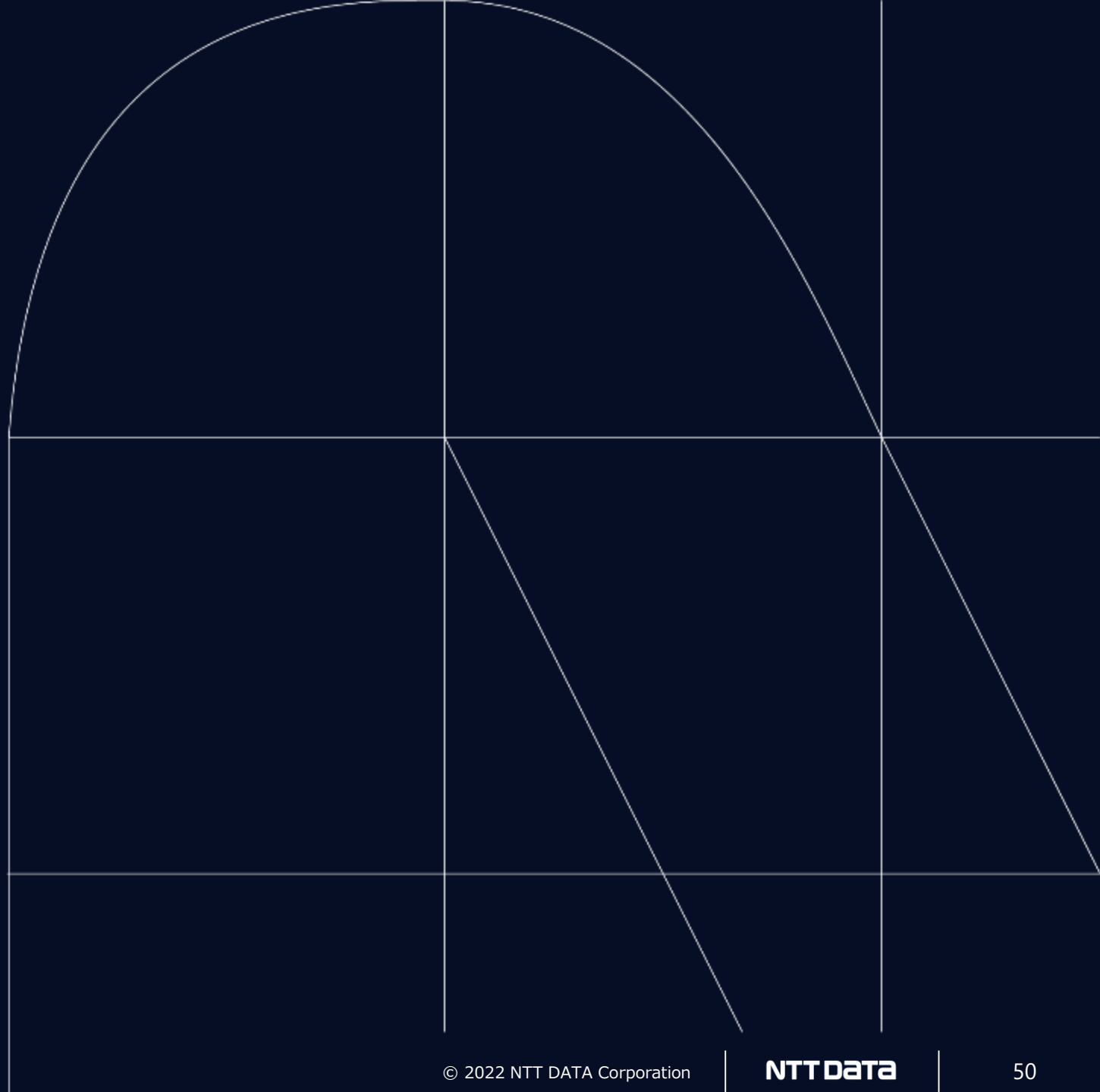
Grow together with clients by addressing social issues & contributing to improving the global environment through business (by IT) & corporate (of IT) activities toward realizing a sustainable society.

Realizing a Sustainable Future



3-6

KPIs



Sales Revenue

over ¥ **4 T**

Ol margin^{*5}

10.0%

Client Base^{*4}

120companies

Overseas EBITA margin^{*5}

10.0%


*1 Figures based on the business integration between NTT DATA and NTT Ltd.

*2 Premised on approval by a special resolution of the 34th Ordinary General Meeting of Shareholders (June 16, 2022)

*3 NTT Ltd.'s earnings forecasts are figures that can be grasped at this time and are based on certain assumptions.

*4 Customers with annual sales of 5 billion yen or more (JP) or \$50 million or more (outside JP)

*5 Excluding one-time costs for M&A, structural reform, etc.



Create value for the future as a Trusted Global Innovator,
aim to realize a sustainable society together with our clients
by connecting people with technology.







4

Forecasts for the Fiscal Year Ending March 31, 2023

Forecasts for the Fiscal Year Ending March 31, 2023^(*1)

- **Net sales will increase successfully owing to expanding domestic business and the impact of foreign exchanges, in addition to the business integration between NTT DATA and NTT Ltd. during the period.**
- **Operating income will increase mainly due to growth in net sales, regardless of an increase in costs for business integration between NTT DATA and NTT Ltd. and strategic investments to achieve goals of the new medium-term management plan.**

(Billions of Yen, %)

	FY ended 2022/3 Results	FY ending 2023/3 Forecasts ^(*2)	YoY (Amount)	YoY (Rate)	
Net Sales	2,551.9	3,270.0	+718.1	+28.1%	
Operating Income (Operating income margin)	212.6 (8.3%)	236.0 (7.2%)	+23.4 (-1.1P)	+11.0%	
Net Income Attributable to Shareholders of NTT DATA	143.0	136.0	-7.0	-4.9%	
Annual dividend per share (yen)	21	21	±0 ^(*3)	—	

(*1) The figures are based on the business integration between NTT DATA and NTT Ltd..(including PMI costs)

The business integration assumes the approval of the special resolution at the Company's 34th Ordinary General Meeting of Shareholders (to be held on June 16, 2022).

NTT Ltd.'s earnings forecast uses the figures available at the moment as well as based on certain assumptions.(NTT Ltd. is scheduled to be consolidated with NTT DATA in the second half of FY2022.)

The earnings forecast may be revised in accordance with changes in the preconditions of the business integration with NTT Ltd.





(*2) Assumed exchange rate: USD/JPY 120 yen, EUR/JPY 133 yen

(*3) Ordinary dividend is YoY +2 yen (+ 10.5%) | FY ended 2022/3 Results: 19 yen, FY ending 2023/3 Forecasts: 21 yen

(Appendix)Forecasts for the Fiscal Year Ending March 31, 2023

*Excl. impact of Business integration between NTT DATA and NTT Ltd.

(Billions of Yen, %)

	FY ended 2022/3 Results	FY ending 2023/3 Forecasts(*1)(*2)	YoY (Amount)	YoY (Rate)	
New Orders Received	2,400.8	2,430.0	+29.2	+1.2%	
Net Sales	2,551.9	2,660.0	+108.1	+4.2%	
Operating Income (Operating income margin)	212.6 (8.3%)	222.0 (8.3%)	+9.4 (+0.0P)	+4.4%	
Net Income Attributable to Shareholders of NTT DATA	143.0	147.0	+4.0	+2.8%	

(*1) Assumed exchange rate: USD/JPY 120 yen, EUR/JPY 133 yen

(*2) Assumed foreign exchange impact (only USD and EUR): New Orders Received, 40.5billion yen; Net Sales, 45.9billion yen; Operating Income, 2.0billion yen.

Forecasts for the Fiscal Year Ending March 31, 2023 (by Segment/Japan)

*Excl. impact of business integration between NTT DATA and NTT Ltd.

		FY ended 2022/3 Results	FY ending 2023/3 Forecasts	YoY (Amount)	(Unit : Billions of yen, %) YoY (Rate)
Public & Social Infrastructure	New Orders Received	544.3	479.0	-65.3	-12.0%
	Net Sales	582.4	611.0	+28.6	+4.9%
	Operating Income (Operating income margin)	68.1 (11.7%)	74.0 (12.1%)	+5.9 (+0.4P)	+8.7%
Financial	New Orders Received	446.5	498.0	+51.5	+11.5%
	Net Sales	633.1	658.0	+24.9	+3.9%
	Operating Income (Operating income margin)	62.3 (9.8%)	66.0 (10.0%)	+3.7 (+0.2P)	+5.9%
Enterprise & Solutions	New Orders Received	376.4	389.0	+12.6	+3.3%
	Net Sales	652.9	680.0	+27.1	+4.1%
	Operating Income (Operating income margin)	64.1 (9.8%)	68.0 (10.0%)	+3.9 (+0.2P)	+6.0%

Public & Social
Infrastructure

New orders received will decrease due mainly to fewer orders of multiple renewal projects for the central government and related agencies than the previous fiscal year. Both net sales and operating income will increase due to the expansion of services for central government ministries and related agencies as well as the telecom and utility industries.

Financial

All items will increase due to the expansion of services for banks, etc.

Enterprise &
Solutions

All items will increase due to the expansion of high-profitable projects mainly for the manufacturing industry.

Forecasts for the Fiscal Year Ending March 31, 2023 (by Segment/Overseas)

*Excl. impact of Business integration between NTT DATA and NTT Ltd.

(Unit : Billions of yen, %)

		FY ended 2022/3 Results	FY ending 2023/3 Forecasts	YoY (Amount)	YoY (Rate)
North America	New Orders Received	425.7	438.0	+12.3	+2.9%
	Net Sales	475.7	508.0	+32.3	+6.8%
	EBITA ^(*) (EBITA margin)	30.8 (6.5%)	35.5 (7.0%)	+4.7 (+0.5P)	+15.2%
	Operating Income (margin)	17.2 (3.6%)	22.0 (4.3%)	+4.8 (+0.7P)	+28.1%
EMEA & LATAM	New Orders Received	571.4	585.0	+13.6	+2.4%
	Net Sales	550.9	573.0	+22.1	+4.0%
	EBITA ^(*) (EBITA margin)	19.9 (3.6%)	29.0 (5.1%)	+9.1 (+1.4P)	+45.6%
	Operating Income (margin)	15.6 (2.8%)	24.0 (4.2%)	+8.4 (+1.4P)	+53.8%

(*1) Assumed exchange rate: USD/JPY 120 yen, EUR/JPY 133 yen

(*2) Assumed foreign exchange impact (only USD and EUR): New Orders Received, NA 27.5billion yen, EMEA&LATAM 11.0billion yen; Net Sales, NA 31.9 billion yen, EMEA&LATAM 10.6billion yen; EBITA, NA 2.2billion yen, EMEA&LATAM 0.4billion yen; Operating Income, NA 1.5billion yen, EMEA&LATAM 0.4billion yen.

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

North America

All items will increase due to winning of high-profitable projects in digital and other fields as well as the impact of foreign exchange rate, etc.

EMEA & LATAM

All items will increase due to the expansion in the scale of services in Europe, mainly in Spain, as well as the impact of foreign exchange rate, in addition to an decrease in expenses for global brand unification and additional measures.

Dividends for FYE 2023/3

Dividend Policy

Regarding dividends, **NTT DATA proposes a stable payment of dividends** based on a comprehensible assessment of the balance with **business investments and technology development toward a sustainable growth in the future and with expenditures for maintenance and reinforcement of financial strength** in light of the consolidated operating results and financial position.

FY ended 2022/3

Ordinary dividend 19.0 yen
(Interim:9.5 yen, year-end: 9.5 yen)

+

Special dividend ^(*1) 2.0 yen

FY ending 2023/3

Ordinary dividend 21.0 yen
(Interim:10.5 yen, year-end: 10.5 yen)

(*1) If the proposal is approved by the General Meeting of Shareholders (to be held in June 16, 2022), a year-end dividend for the fiscal year ending March 31, 2021 will be paid.

5

Appendices

- Explanatory details of financial results and forecasts -

*** Subsequent forecasts for the fiscal year ending March 31, 2023 exclude the impact of the business integration between NTT DATA and NTT Ltd.**

Overview of Consolidated Result

(Billions of Yen,%)

	FY ended 2021/3 Results	FY ended 2022/3 Results	YoY (%)
New Orders Received	2,223.3	2,400.8	+8.0
Order Backlog	2,735.1	2,860.6	+4.6

FY Ending 2023/3 Forecasts ^(*4)	YoY (%)
2,430.0	+1.2
2,800.0	-2.1

Net Sales	2,318.7	2,551.9	+10.1
(Main item) Overseas Net Sales ^(*1)	907.2	1,050.5	+15.8
Cost of Sales	1,734.1	1,875.9	+8.2
Gross Profit	584.6	676.0	+15.6
SG&A Expenses	445.4	463.4	+4.0
Selling Expenses	171.7	179.7	+4.6
R&D Expenses	22.7	19.7	-13.3
Other Administrative Expenses	250.9	264.0	+5.2
Operating Income	139.2	212.6	+52.8
Operating Income Margin(%)	6.0	8.3	+2.3P
Financial Income and Costs/Share of Profit/Loss of Entities for Using Equity Method	-8.7	3.3	-
Income Before Income Taxes	130.5	215.8	+65.5
Income Taxes and Others ^(*2)	53.6	72.9	+35.9
Net Income Attributable to Shareholders of NTT DATA	76.8	143.0	+86.1

2,660.0	+4.2
1,117.0	+6.3
1,938.0	+3.3
722.0	+6.8
500.0	+7.9
192.0	+6.8
24.0	+21.8
284.0	+7.6
222.0	+4.4
8.3	+0.0P
0	-100.0
222.0	+2.8
75.0	+2.9
147.0	+2.8

Capital Expenditures	169.5	176.7	+4.3
Depreciation and Amortization/Loss on Disposal of Property and Equipment and Intangibles ^(*3)	178.4	182.0	+2.1

175.0	-1.0
180.0	-1.1

(*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.

(*4) The forecast excludes the business integration between NTT DATA and NTT Ltd.

Consolidated New Orders Received and Order Backlog

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

(Billions of Yen)

	FY ended 2021/3 Results	FY ended 2022/3 Results	FY Ending 2023/3 Forecasts ^(*)3)
Public & Social Infrastructure	481.6	544.3	479.0
(Main item) Central Government and Related Agencies, Local Government, and Healthcare	280.6	325.1	255.0
Telecom and Utility	108.5	118.9	125.0
Financial	542.2	446.5	498.0
(Main item) Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	431.8	325.3	374.0
Cooperative Financial Institutions	83.1	96.2	97.0
Enterprise & Solutions ^{(*)1)(*)2)}	344.0	376.4	389.0
(Main item) Retail, Payment and Other Services	89.2	91.9	95.0
Manufacturing	195.9	226.9	236.0
Data Center, Network, and Other Solutions	58.8	57.7	58.0
North America	344.5	425.7	438.0
EMEA & LATAM	475.9	571.4	585.0

Detail of Consolidated Order Backlog

(Billions of Yen)

Order Backlog	2,735.1	2,860.6	2,800.0
Public & Social Infrastructure	515.1	582.0	548.0
Financial	894.9	862.8	864.0
Enterprise & Solutions	150.6	157.8	172.0
North America	762.9	797.9	734.0
EMEA & LATAM	392.8	442.5	463.0

(*)1) In Enterprise & Solutions, New Orders Received to Clients Outside the NTT DATA Group does not include orders taken via other segments.

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

(*)3) The forecast excludes the business integration between NTT DATA and NTT Ltd.

Consolidated Net Sales

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

(Billions of Yen)

	FY ended 2021/3 Results	FY ended 2022/3 Results	FY Ending 2023/3 Forecasts ^(*)4)
Public & Social Infrastructure	452.0	486.6	515.0
(Main item) Central Government and Related Agencies, Local Government, and Healthcare	252.9	271.8	288.0
Telecom and Utility	107.4	116.9	125.0
Financial	518.1	541.4	553.0
(Main item) Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	390.3	418.8	425.0
Cooperative Financial Institutions	103.6	105.8	99.0
Enterprise & Solutions ^{(*)1) (*)2)}	427.8	460.6	483.0
(Main item) Retail, Payment and Other Service	147.2	160.8	167.0
Manufacturing	206.4	221.2	232.0
Data Center, Network, and Other Solutions	72.4	77.2	84.0
North America	422.8	467.9	502.0
EMEA & LATAM	446.7	542.8	566.0

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

(Billions of Yen)

Consulting	283.2	357.5	380.0
Integrated IT Solution	608.2	638.2	645.0
System & Software Development	551.2	616.6	665.0
Maintenance & Support	785.9	855.7	880.0
Others	90.2	84.0	90.0
Net Sales by Products and Services Total	2,318.7	2,551.9	2,660.0

(*)1) In Enterprise & Solutions, Net Sales to Clients Outside the NTT DATA Group does not include sales of projects undertaken through other segments.

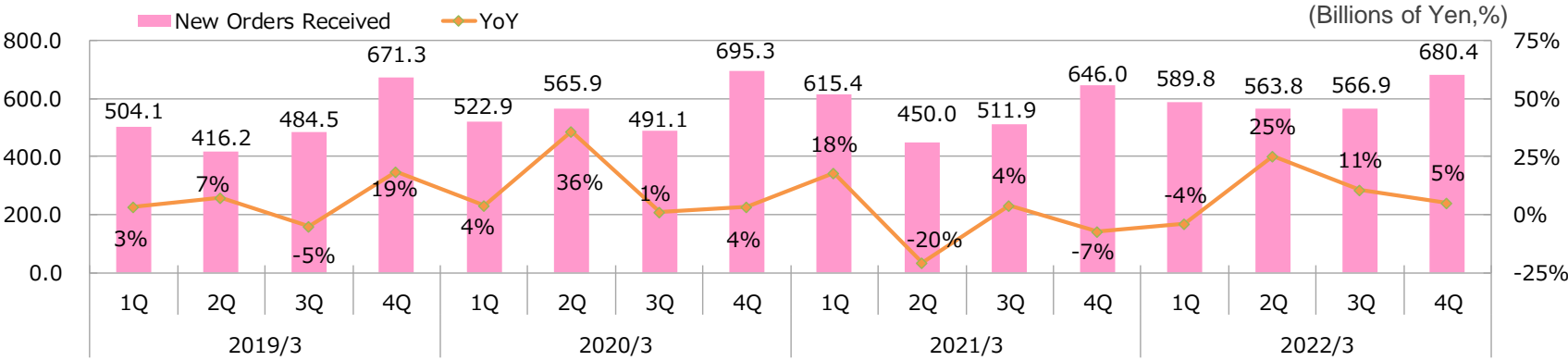
(*)2) In Enterprise & Solutions, Net Sales were reviewed in terms of the recorded details.

(*)3) The figures of Net Sales by Products and Services (to Clients Outside the NTT DATA Group) show results based on the revision of the categories and the recoded details.

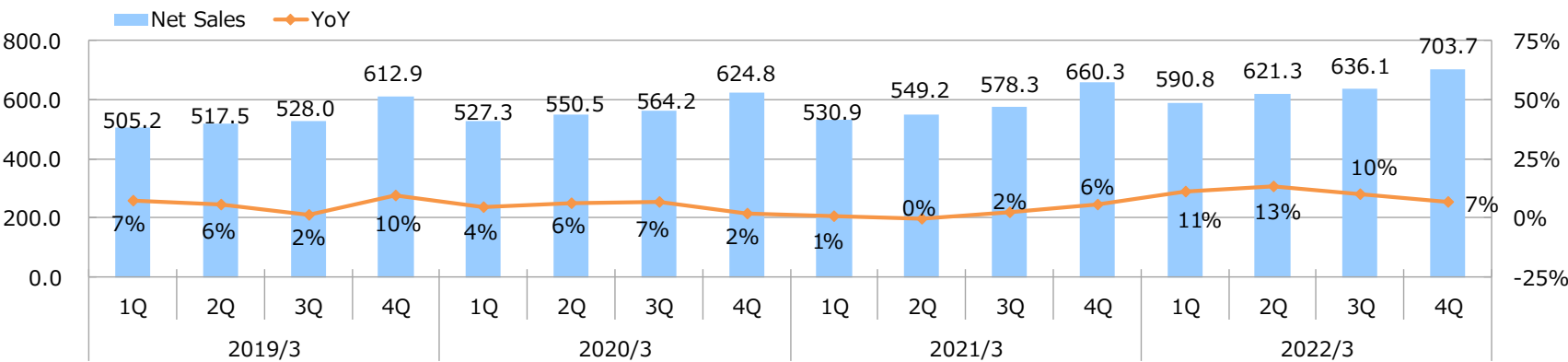
(*)4) The forecast excludes the business integration between NTT DATA and NTT Ltd.

Trends in Quarter (Consolidated)

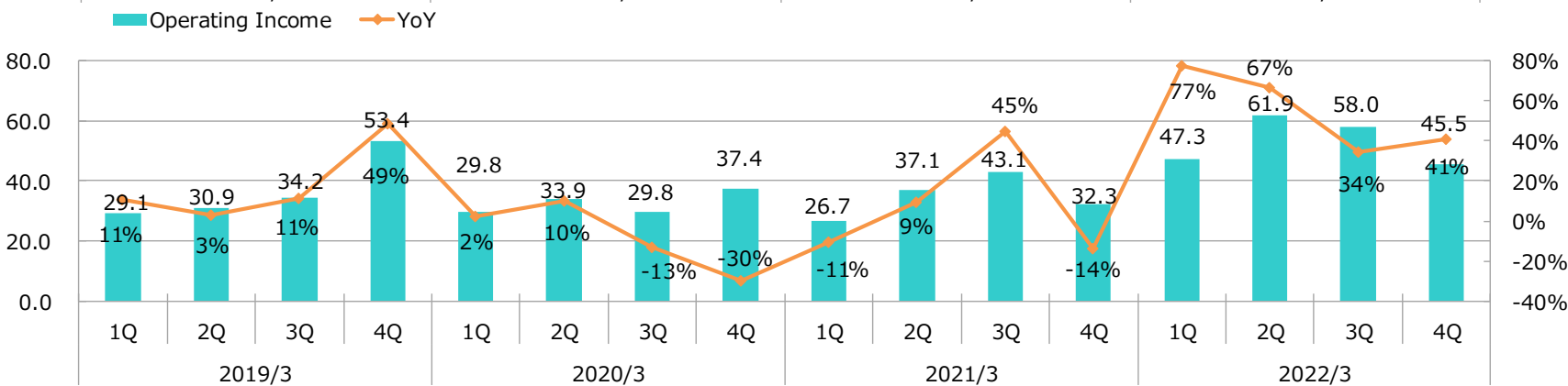
■ New Orders Received



■ Net Sales



■ Operating Income



Foreign Exchange Rates

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

(Yen,%)

	FY ended 2021/3 Results ①	FY ended 2022/3 Results ②	YoY (%) (②-①)/ ①
USD	106.09	112.42	+6.0%
EUR	123.77	130.55	+5.5%

FY Ending 2023/3 Forecasts ③	YoY (%) (③-②) / ②
120.00	+6.7%
133.00	+1.9%

5

Appendices

- Mid- to long-term financial trends -

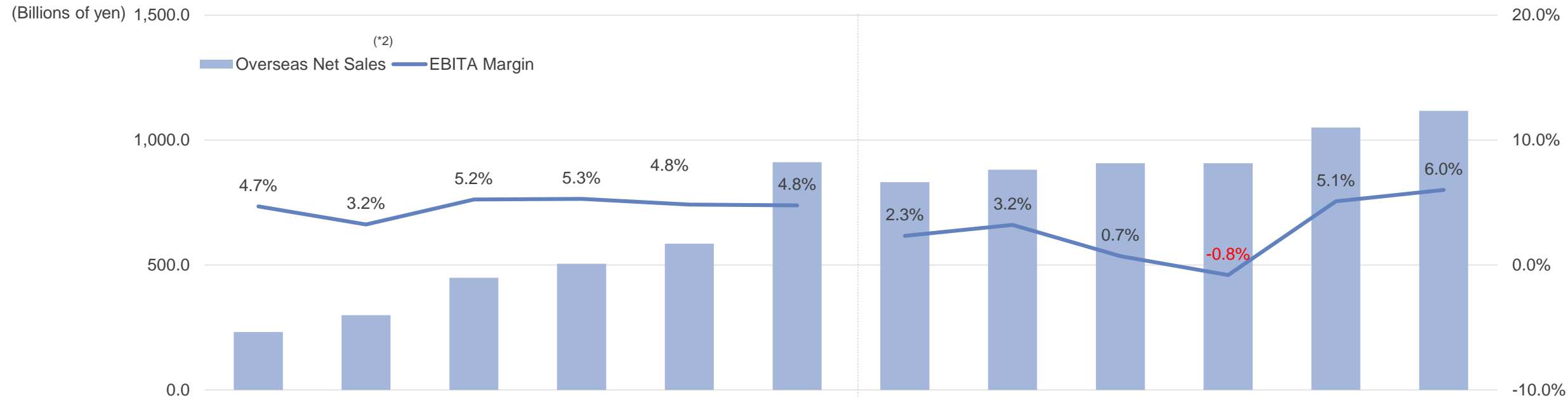
*** Subsequent forecasts for the fiscal year ending March 31, 2023 exclude the impact of the business integration between NTT DATA and NTT Ltd.**

Trend of Order Backlog and Net Sales



(*1) The forecast excludes the business integration between NTT DATA and NTT Ltd.

Overseas Net Sales and Profitability Trends^(*1)



	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	2023/3 Forecast ^{(*)4}
Overseas net sales ^{(*)2}	231.3	298.7	449.0	504.4	586.3	911.1	831.3	881.1	906.7	907.2	1,050.5	1,117.0
EBITA ^{(*)3}	10.8	9.6	23.5	26.6	28.2	43.4	19.4	28.3	6.4	-7.2	53.1	67.0

(*)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.

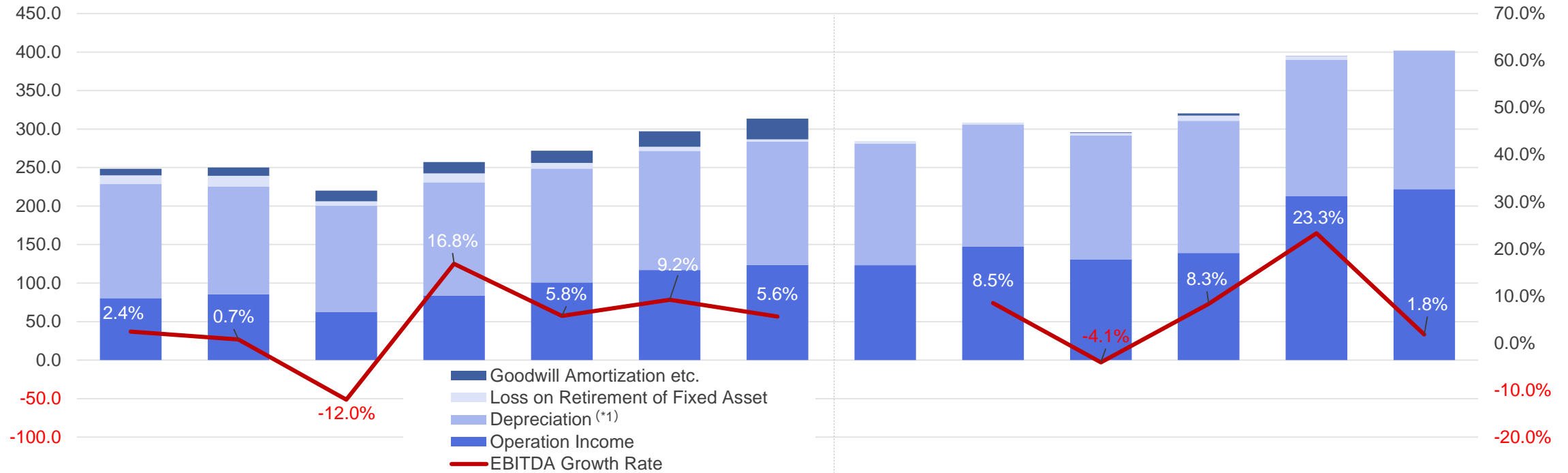
(*)3 EBITA (JGAAP) = operating income (JGAAP) + amortization of goodwill and intangible assets subject to purchase price allocation (PPA) arising from acquisition and others

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

(*)4 The forecast excludes the business integration between NTT DATA and NTT Ltd.

EBITDA Trend

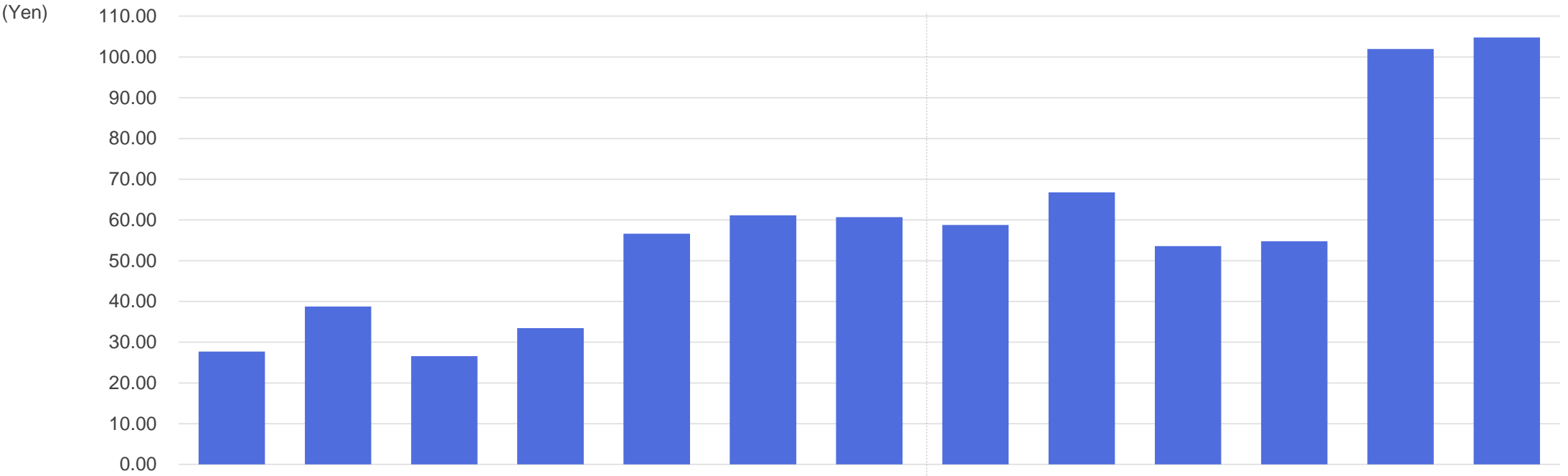
(Billions of yen)



(*1) The figures for FYE 3/2020 and later were calculated excluding lease depreciation expenses.

(*2) The forecast excludes the business integration between NTT DATA and NTT Ltd.

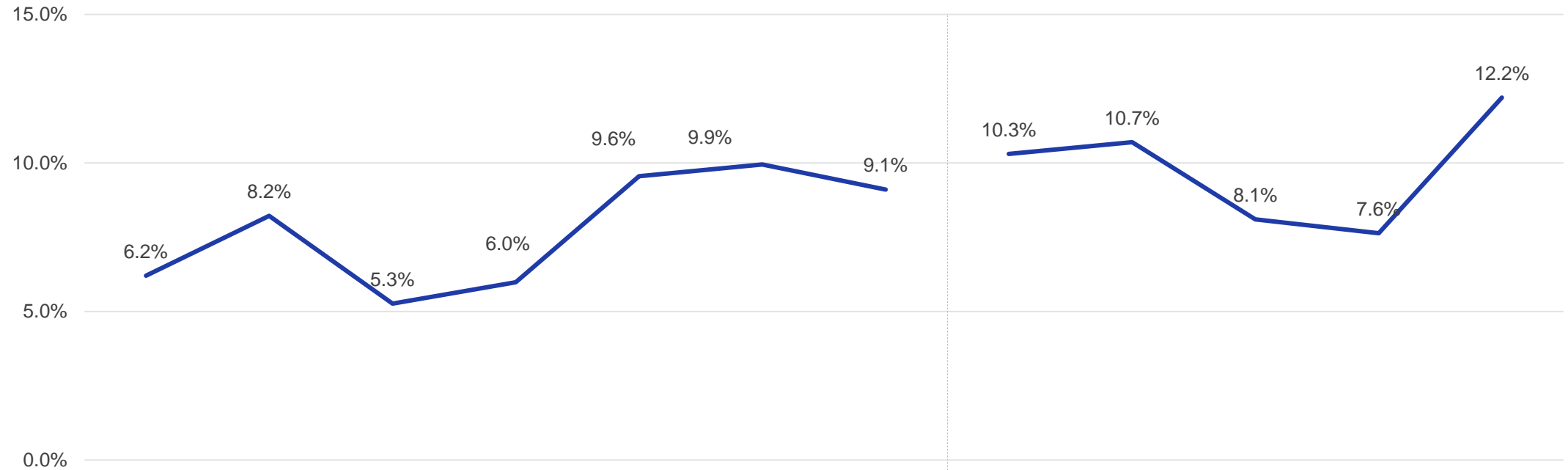
EPS Trend



	JGAAP							IFRS					
	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3 Forecast ^(*)4)
Net Income Attributable to Shareholders of NTT DATA ^(*)1,2) (Billions of yen)	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	75.1	76.8	143.0	147.0
EPS _(yen) ^(*)3)	27.69	38.73	26.59	33.45	56.64	61.15	60.68	58.75	66.75	53.58	54.79	101.95	104.81

(*1) "Net Income Attributable to Owners of Parent" in JGAAP.
(*2) The 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.
(*4) The forecast excludes the business integration between NTT DATA and NTT Ltd.

ROE Trend ^(*1)



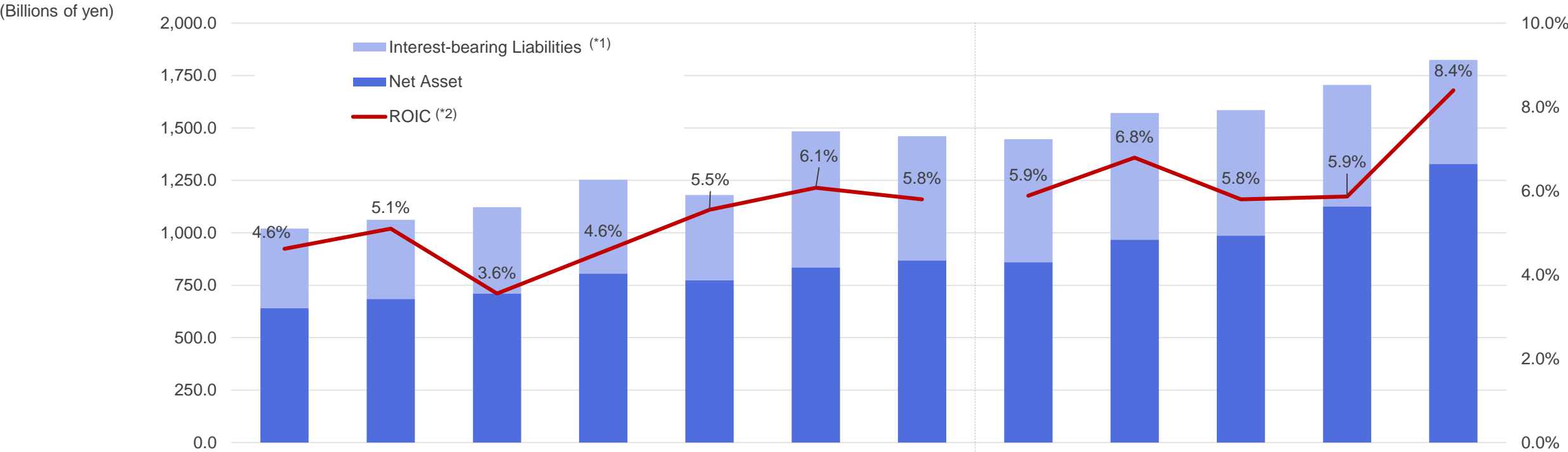
	JGAAP							IFRS				
(Billions of yen)	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3
Net Income Attributable to Shareholders of NTT DATA ^(*2,3)	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	75.1	76.8	143.0
Equity EOY ^(*3)	632.5	688.9	728.4	839.8	823.3	904.6	963.3	826.2	925.7	939.7	1,072.9	1,270.9

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

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

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

ROIC Trend

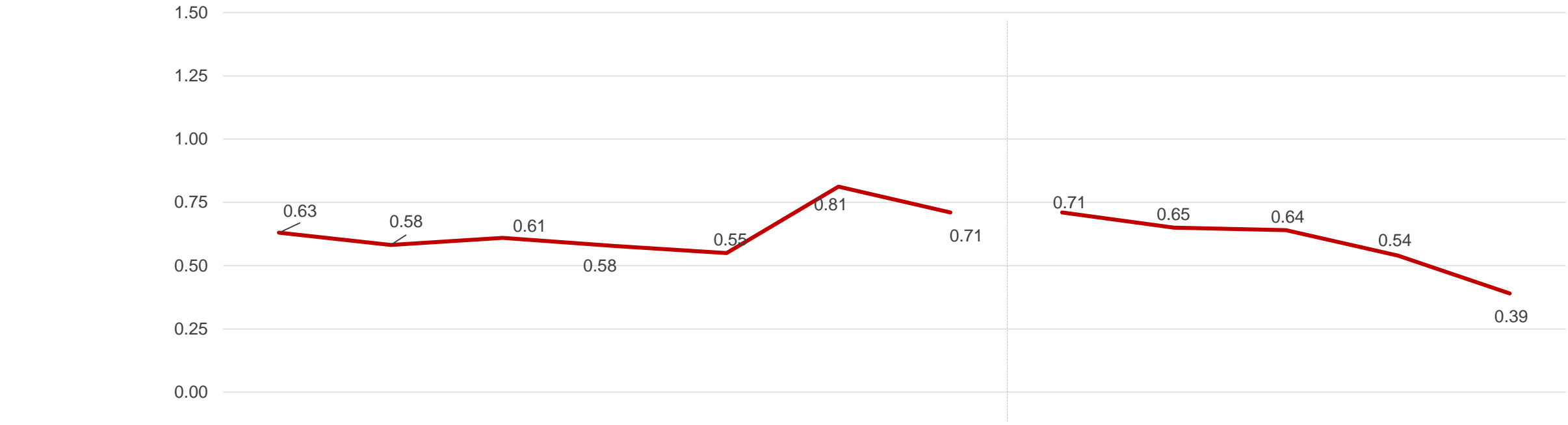


	JGAAP							IFRS				
(Billions of yen)	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3
Operating Income	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	130.9	139.2	212.6
Effective Tax Rate	40.69%	38.01%	38.01%	35.64%	33.06%	30.86%	30.86%	30.86%	30.62%	30.62%	30.62%	30.62%
Net Asset	639.7	684.2	709.8	806.2	773.6	833.7	868.8	860.5	966.8	987.4	1,126.5	1,328.3
Interest-bearing (*1) Liabilities	380.2	378.3	412.9	446.9	407.0	650.8	592.0	586.3	605.0	598.0	578.9	496.5

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

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

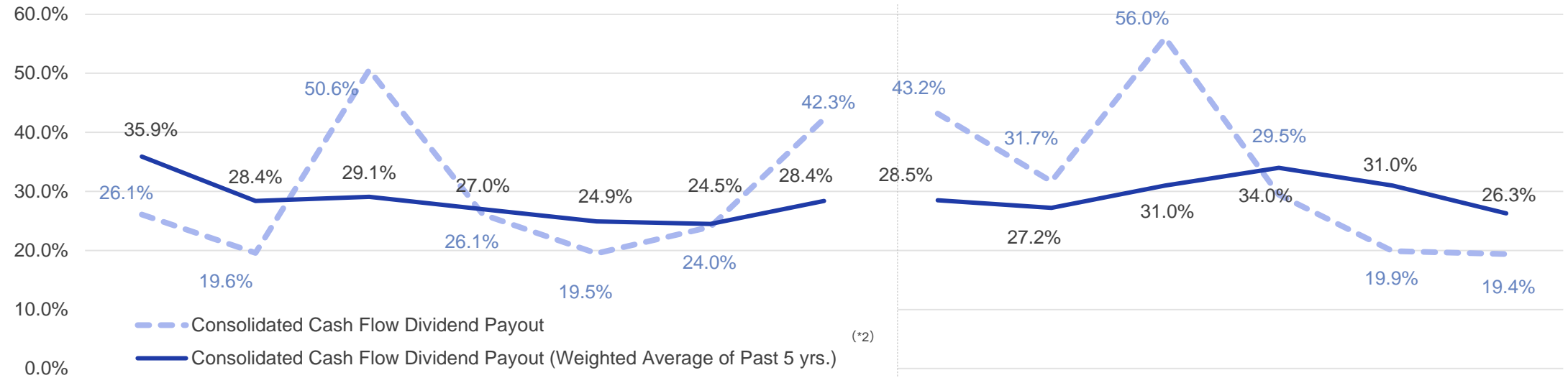
D/E Ratio Trend^(*)



	JGAAP							IFRS				
(Billions of yen)	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3
Net Asset	639.7	684.2	709.8	806.2	773.6	833.7	868.8	860.5	966.8	987.4	1,126.5	1,328.3
(Main Item)Net Asset Non-controlling Interests	34.0	32.8	32.9	32.7	32.7	31.5	35.0	34.3	41.1	47.7	53.6	57.4
Interest-bearing (*2) Liabilities	380.2	378.3	412.9	446.9	407.0	650.8	592.0	586.3	605.0	598.0	578.9	496.5

(*) D/E ratio = interest-bearing liabilities / (net asset – non-controlling interests)
(*2) The figures based on JGAAP are the total of borrowings, bonds, and lease payables. The figures based on IFRS are the total of borrowings and bonds.

Consolidated Cash Flow^(*) Dividend Payout Trend



	JGAAP							IFRS					
(Billions of yen)	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3 Forecast ^(*)
Net Income Attributable to Shareholders of NTT DATA ^(*)	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	75.1	76.8	143.0	147.0
Depreciation ^(*)	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	160.9	171.6	177.0	180.0
Loss on Retirement of Fixed Asset	11.3	13.8	5.6	11.6	7.2	5.4	3.2	3.1	2.7	2.9	6.8	5.1	-
Capital Investment	-133.9	-122.1	-147.7	-140.9	-134.0	-158.1	-198.6	-194.8	-179.2	-193.8	-169.5	-176.7	-175.0
Consolidated Cash Flow ^(*)	64.5	86.0	33.2	64.5	100.6	87.6	49.6	48.7	75.1	45.1	85.7	148.3	152.0
Dividends per Share(JPY) ^(*)	12	12	12	12	14	15	15	15	17	18	18	21	21
Total Dividends	16.8	16.8	16.8	16.8	19.6	21.0	21.0	21.0	23.8	25.2	25.2	29.5	29.5

(*) 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, the figures are based on JGAAP for FYE 3/2017 and earlier.

(*) “Net Income Attributable to Owners of Parent” in 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.

(*) 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 refers to the amount after stock split.

(*) The forecast excludes the business integration between NTT DATA and NTT Ltd.

