

Company Presentation for the First Quarter of
Fiscal Year Ending March 31, 2021

August 7, 2020
NTT DATA Corporation

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the Japanese original. The Japanese
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I am Yo Honma, President and CEO, Representative Director of NTT DATA.

Thank you for taking time out of your busy schedules to join us today. I also appreciate your understanding for our making this presentation online as we are still under the influence of COVID-19.

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Today, I would like to talk about the financial results for the first quarter of the fiscal year ending March 31, 2021 and about the full-year forecast which was “to be determined” at the beginning of the term. Then, in the end, I would like to describe the ideal model of NTT DATA in coexisting with COVID-19.

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Results for the First Quarter of Fiscal Year Ending March 31, 2021

(Explanation omitted)

Results for the First Quarter of Fiscal Year Ending March 31, 2021

- Negative impacts occurred mainly in North America, EMEA & LATAM, and Enterprise & Solutions segments, due to the COVID-19.
- New orders received increased due mainly to winning a large-scale renewal project in domestic business.
- Net sales remained on par with the previous fiscal year due mainly to a stable conversion of order backlogs.
- Operating income dropped due mainly to a temporarily lower operating rate from a decrease or suspension of projects and an increase in expenses due to additional costs, impacted by the COVID-19.

(Billions of Yen, %)

	2020/3 1st Quarter Results (Apr-Jun)	2021/3 1st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	522.9	615.4	+92.5	+17.7%	➔
Net Sales	527.3	530.9	+3.7	+0.7%	➔
Operating Income (Operating income margin)	29.8 (5.7%)	26.7 (5.0%)	-3.2 (-0.6P)	-10.6%	➔
Net Income Attributable to Shareholders of NTT DATA	21.0	19.1	-1.8	-8.7%	➔

First of all, I would like to go over the overview of the financial results for the first quarter of the fiscal year ending March 31, 2021.

As you can see on the slide, we saw positive growth in new orders received and net sales year over year. However, there was a negative impact on our business due to the COVID-19, mainly in the North America Segment, the EMEA & LATAM Segment, and the Enterprise & Solutions Segment in Japan. Allow me to refer to the “impact due to the COVID-19” as “corona impact” from hereafter.

New orders received grew significantly in the Public & Social Infrastructure Segment and the Financial Segment, winning large-scale renewal projects.

Net sales remained on par with the previous fiscal year due mainly to a stable conversion of order backlogs.

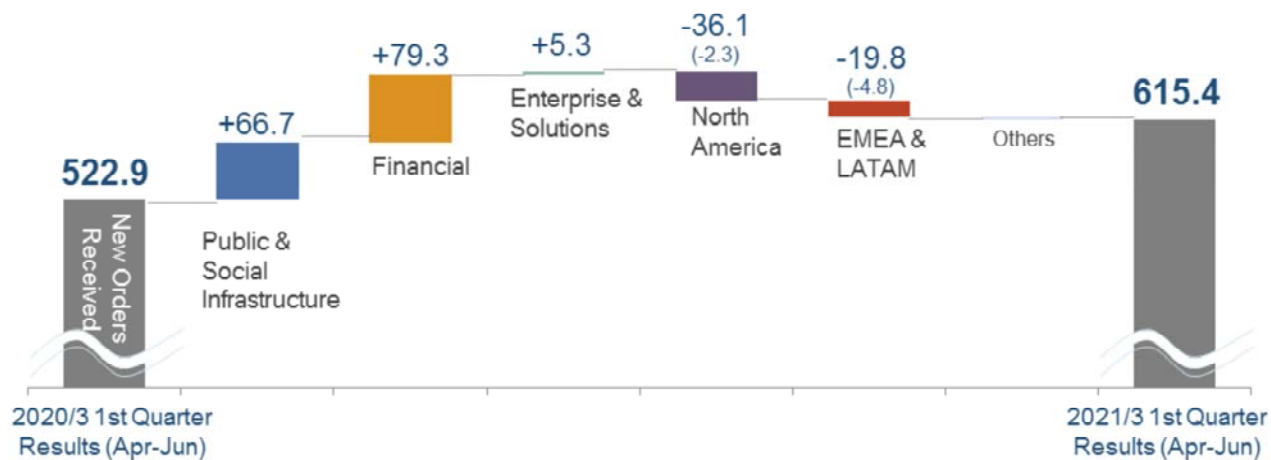
Operating income dropped due to a temporarily lower operating rate from a decrease or suspension of projects and additional costs from the corona impact.

I will now move on to the changes in each item in each segment.

New Orders Received: YoY Changes by Business Segment (1Q FYE3/2020 and 1Q FYE3/2021)

(Billions of yen)

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



Public & Social Infrastructure	Increased due mainly to winning projects for the central government and related agencies.
Financial	Increased due mainly to winning projects for banks.
Enterprise & Solutions	Increased due mainly to winning projects for retail, logistics and service sectors, despite a decrease due to the impact of the COVID-19.
North America	Decreased due mainly to the impact of the COVID-19 and less orders compared to the previous fiscal year such as for projects for public sectors.
EMEA & LATAM	Decreased due mainly to the impact of the COVID-19 and less orders compared to the previous fiscal year such as for projects won in Europe, mainly in Germany.

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First, let's look at new orders received.

The Public & Social Infrastructure Segment and the Financial Segment won multiple large-scale renewal projects for the central government and related agencies and for banks respectively, seeing significant growth.

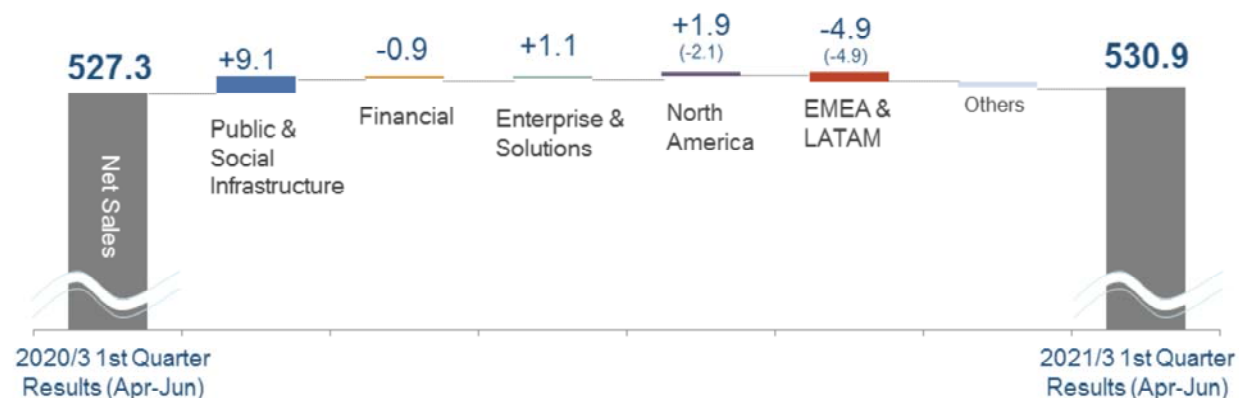
The Enterprise & Solutions Segment saw an increase from winning projects for retail and logistics sector, but also had relatively large negative effect from the corona impact.

For overseas businesses, there was a stronger corona impact.

The North America Segment and the EMEA & LATAM Segment saw a decrease due mainly to less orders compared to the previous fiscal year such as for large-scale projects, in addition to postponed or canceled projects according to clients' restraint on IT investment.

Net Sales: YoY Changes by Business Segment (1Q FYE3/2020 and 1Q FYE3/2021)

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



Public & Social Infrastructure	Increased due mainly to the expansion in the scale of services for the central government and related agencies.
Financial	Remained on par with the previous fiscal year due mainly to a decline in sales in some subsidiaries, despite the expansion in the scale of services for financial institutions.
Enterprise & Solutions	Increased due mainly to the expansion in the scale of services for retail, logistics, payment and other service, despite a decrease or suspension of projects due to the impact of the COVID-19.
North America	Increased due mainly to the expansion of scale from M&A, despite a decline due mainly to the impact of the COVID-19 and negative impact from yen appreciation in foreign exchange.
EMEA & LATAM	Decreased due mainly to a decrease or suspension of projects from the impact of the COVID-19 and negative impact from yen appreciation in foreign exchange, despite steady sales secured mainly in Italy.

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Next, we will look at net sales.

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

The Financial Segment remained on par with the previous fiscal year.

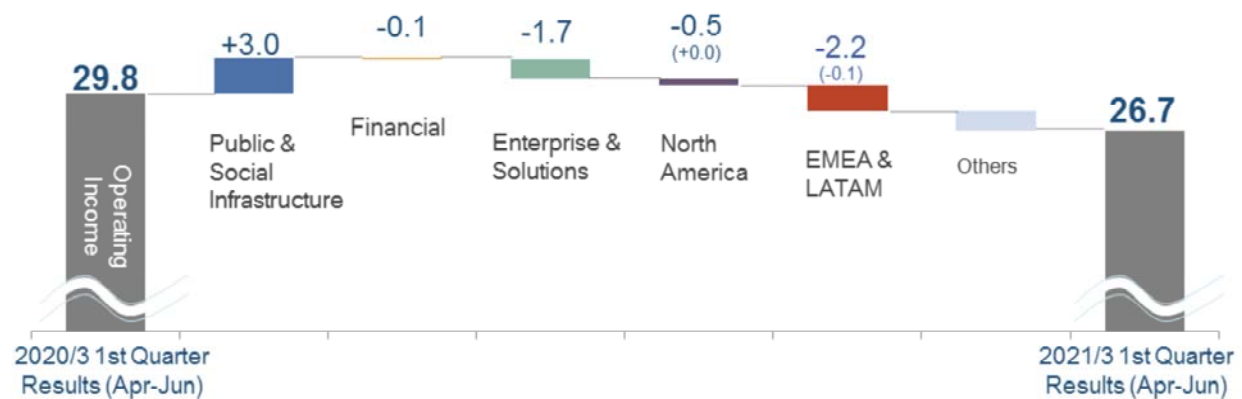
The Enterprise & Solutions Segment posted an increase due to the expansion in the scale of services for retail and logistics, despite a decrease or suspension of projects due to the corona impact.

The North America Segment saw an increase due to the expanded scope of consolidation from M&A in the previous fiscal year, despite a decrease mainly from the corona impact and foreign exchange.

The EMEA & LATAM Segment secured the same level as the previous fiscal year, excluding the negative impact from yen appreciation in foreign exchange, despite a decrease or suspension of projects from the corona impact.

Operating Income: YoY Changes by Business Segment (1Q FYE3/2020 and 1Q FYE3/2021)

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



Public & Social Infrastructure	Increased due mainly to sales growth.
Financial	Remained on par with the previous fiscal year due mainly to a decrease from decline in sales in some subsidiaries, despite an increase from the expansion in the scale of services for financial institutions.
Enterprise & Solutions	Decreased due mainly to the increased SG&A ratio from the impact of the COVID-19.
North America	Decreased due mainly to the lower operating rate from a decrease or suspension of projects and an increase of expenses due to additional costs from the impact of the COVID-19.
EMEA & LATAM	Decreased due mainly to the lower operating rate from a decrease or suspension of projects and an increase of expenses due to additional costs from the impact of the COVID-19.

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Last is the operating income.

The Public & Social Infrastructure Segment saw an increase due to sales growth.

The Financial Segment remained on par with the previous fiscal year as in net sales.

The Enterprise & Solutions Segment posted a decrease. The segment had been working to enhance its structure in accordance with the speed of business growth up until now, but could not absorb the cost increase as the business growth rate declined due to a decrease or suspension of projects from the corona impact.




The North America Segment and the EMEA & LATAM Segment saw a decrease due mainly to the lower operating rate from a decrease or suspension of projects and an increase of expenses due to additional costs from the corona impact.

The following slides show the details that I have just explained by each segment, so I would like to finish my explanation on the financial results of the first quarter of the fiscal year ending March 31, 2021 here.

I would now like to talk about our earnings forecast, so please turn to page 12.

Public & Social Infrastructure (1Q FYE3/2020 and 1Q FYE3/2021)

(Billions of Yen,%)

	2020/3 1 st Quarter Results (Apr-Jun)	2021/3 1 st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	106.4	173.1	+66.7	+62.7%	
Net Sales	100.1	109.3	+9.1	+9.1%	
Operating Income (Operating income margin)	7.9 (7.9%)	11.0 (10.0%)	+3.0 (+2.1P)	+38.5%	

New orders received Increased due mainly to winning projects for the central government and related agencies.

Net sales Increased due mainly to the expansion in the scale of services for the central government and related agencies.

Operating income Increased due mainly to sales growth.

(Explanation omitted)

Financial (1Q FYE3/2020 and 1Q FYE3/2021)

(Billions of Yen,%)

	2020/3 1 st Quarter Results (Apr-Jun)	2021/3 1 st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	91.5	170.7	+79.3	+86.7%	
Net Sales	139.0	138.1	-0.9	-0.7%	
Operating Income (Operating income margin)	10.7 (7.7%)	10.6 (7.7%)	-0.1 (-0.0P)	-1.0%	

New orders received Increased due mainly to winning projects for banks.

Net sales Remained on par with the previous fiscal year due mainly to a decline in sales in some subsidiaries, despite the expansion in the scale of services for financial institutions.

Operating income Remained on par with the previous fiscal year due mainly to a decrease from decline in sales in some subsidiaries, despite an increase from the expansion in the scale of services for financial institutions.

(Explanation omitted)

Enterprise & Solutions (1Q FYE3/2020 and 1Q FYE3/2021)

(Billions of Yen,%)

	2020/3 1 st Quarter Results (Apr-Jun)	2021/3 1 st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	80.6	85.9	+5.3	+6.6%	
Net Sales	135.1	136.2	+1.1	+0.8%	
Operating Income (Operating income margin)	11.5 (8.5%)	9.8 (7.2%)	-1.7 (-1.3P)	-14.7%	

New orders received Increased due mainly to winning projects for retail, logistics and service sectors, despite a decrease due to the impact of the COVID-19.




Net sales Increased due mainly to the expansion in the scale of services for retail, logistics, payment and other service, despite a decrease or suspension of projects due to the impact of the COVID-19.

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

(Explanation omitted)

North America (1Q FYE3/2020 and 1Q FYE3/2021)

(Billions of Yen,%)

	2020/3 1 st Quarter Results (Apr-Jun)	2021/3 1 st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	113.2	77.1	-36.1	-31.9%	
Net Sales	103.0	105.0	+1.9	+1.9%	
EBITA (EBITA margin) ^(*)	2.0 (1.9%)	1.5 (1.4%)	-0.5 (-0.5P)	-23.7%	
Operating Income (Operating income margin)	-0.8 (-0.8%)	-1.3 (-1.3%)	-0.5 (-0.5P)	-60.4%	

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

New orders received	Decreased due mainly to the impact of the COVID-19 and less orders compared to the previous fiscal year such as for projects for public sectors.
Net sales	Increased due mainly to the expansion of scale from M&A, despite a decline due mainly to the impact of the COVID-19 and negative impact from yen appreciation in foreign exchange.
EBITA	Decreased due mainly to the lower operating rate from a decrease or suspension of projects and an increase of expenses due to additional costs from the impact of the COVID-19.
Operating income	Decreased due mainly to the lower operating rate from a decrease or suspension of projects and an increase of expenses due to additional costs from the impact of the COVID-19.

(Explanation omitted)

EMEA & LATAM (1Q FYE3/2020 and 1Q FYE3/2021)

(Billions of Yen,%)

	2020/3 1 st Quarter Results (Apr-Jun)	2021/3 1 st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	121.1	101.3	-19.8	-16.4%	➔
Net Sales	110.8	105.9	-4.9	-4.5%	➔
New Orders ^(*) Received	1.8 (1.6%)	-0.7 (-0.6%)	-2.5 (-2.3P)	—	➔
Net Sales	0.6 (0.5%)	-1.6 (-1.6%)	-2.2 (-2.1P)	—	➔

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

New orders received	Decreased due mainly to the impact of the COVID-19 and less orders compared to the previous fiscal year such as for projects won in Europe, mainly in Germany.
Net sales	Decreased due mainly to a decrease or suspension of projects from the impact of the COVID-19 and negative impact from yen appreciation in foreign exchange, despite steady sales secured mainly in Italy.
EBITA	Decreased due mainly to the lower operating rate from a decrease or suspension of projects and an increase of expenses due to additional costs from the impact of the COVID-19.
Operating income	Decreased due mainly to the lower operating rate from a decrease or suspension of projects and an increase of expenses due to additional costs from the impact of the COVID-19.

(Explanation omitted)

2-1

Preconditions for Earnings Forecasts and Impact of COVID-19 on NTTD Business

To begin with, I would like to talk about the preconditions for the earnings forecast and the impact of the COVID-19.

Assumption: when COVID-19 is expected to recede

- Although caution is still required in terms of the spread of the infection in Japan and abroad, it is assumed that economic and business activities would gradually start to recover from the second half of the fiscal year and onwards by and large, as the world start to resume economic activities.
- Assumptions do not incorporate events that have not yet become apparent.
i.e. State of Emergency Declaration to be issued in Japan due to the outbreak of the second wave or countries around the world to re-enter lockdown at scale

Japan

We do not anticipate the government to issue stay-at-home requests nationwide due to COVID-19. Impact is expected to fade over the course of time, as the government would repeat stay-at-home requests and then relax them in specific limited areas.

Americas
And
Europe

Although we expect differences in timing and scale among countries, a large-scale lock implemented at the beginning of the fiscal year is not expected in major geographies where NTTD operates. Impact is expected to fade over the course of time, as the government would repeatedly re-issue and lift lockdown in specific limited areas.

First is about the assumption of when COVID-19 is expected to recede.

Although caution is still required, in this earnings forecast, we assume that economic activities will gradually start to recover from the second half of the fiscal year and onwards by and large.

Business impact based on the aforementioned assumption regarding the timing of COVID-19 to recede

—
Minus
influence

- **Negative impact is expected broadly, although the level varies by country and by industry**, since investment appetite is likely to decline due to deterioration in business confidence and restrained investment on the side of clients who would strive to maintain and improve their businesses. **Delays, downsizing, or suspension of development are expected** mainly with existing expanded projects and additional projects.
- **Greater negative impact is expected on the enterprise market, new projects, and business targeting SMEs markets both in Japan and abroad**, since those businesses are likely to reduce IT spend

+
Plus
influence

- On the other hand, in order to build back better in new normal with COVID-19 or in Post-COVID-19 era, **businesses leveraging digital technologies to build new society are expected to accelerate, which would provide more business opportunities for NTTD to contribute to.**
- **Many of such businesses would be recognized in our business performance from FY21 and onwards**, since clients would start to consider and spend for such projects from FY20.

Next, regarding the impact on the overall business of NTT DATA, negative impact is expected broadly, although the level varies by country and by industry.

Delays, downsizing, or suspension of development are expected with existing projects. Particularly, greater negative impact is expected on the enterprise market, new projects, and business targeting SMEs markets both in Japan and abroad, since those businesses are likely to reduce IT spend.

On the other hand, as a positive impact, we expect framework building of new society using digital technologies in new normal with COVID-19 will accelerate, which would provide more business opportunities for NTT DATA to contribute to.

New businesses would be recognized in our business performance from FY2021 and onwards, since clients would start to consider and spend for such projects from this fiscal year.

Segment	business impact
<p>1</p> <p>Public & Social Infrastructure</p>	<ul style="list-style-type: none"> + The businesses of central government ministries and local governments are expected to have a positive impact through new digital projects which provide IT support for emergency measures such as tax moratorium and various subsidy programs, although opportunities may disappear or be extended. - On the other hand, negative impact is expected in enterprise and telecom businesses across regions in Japan, as clients may hold back IT investment for modernization and improvement of existing systems. • Situations would vary subject to the status of Enterprise businesses and telecom sectors in respective regions.
<p>2</p> <p>Financial</p>	<ul style="list-style-type: none"> + Positive effects are expected particularly in banking, insurance and securities, driven by projects providing new digital services and accelerated initiatives to shift to "paperless" and "cashless" operations to improve operational efficiency. - On the other hand, negative impact has started to appear mainly in the banking sector, due to delays in commencement of system development or go-live date amidst market uncertainties and decelerated regional economies. • Situations would vary subject to conditions in markets and regional economies.
<p>3</p> <p>Enterprise & Solutions</p>	<ul style="list-style-type: none"> ± In the payment area, demand is expected to grow, heled by people using more e-commerce sites, while shopping/cashing would be less used due to a reduced number of inbound tourists to Japan, thus the YOY performance is expected to remain flat. - Significant impact is expected in the retail, transportation, and travel sectors in the retail distribution service industry and the automobile and machinery sector in the manufacturing due to reduced demand amid stay-at-home advisory and restrained IT investment. • Situations would largely depend on the future recovery of the domestic economy and demand trend for IT spend.

Next is about the business impact by segment.

For the Public & Social Infrastructure Segment, while we expect to have a positive impact in the businesses of central government ministries and local governments, negative impact is expected in enterprise and telecom businesses across regions in Japan, as clients may hold back IT investment.

For the Financial Segment, while positive effects are expected driven by accelerated initiatives to shift to "automated," "paperless," and "cashless" operations, negative impact has started to appear due to restrained IT investment amidst market uncertainties and decelerated regional economies.

As for the Enterprise & Solutions Segment, demand such as for e-commerce site construction is expected to grow. In the payment area, we expect the same level as the previous fiscal year due to a reduced number of inbound tourists to Japan, though demand is expected to grow as more people use e-commerce sites. Also, significant negative impact is expected due to restrained IT investment in industries including retail distribution service and manufacturing.

Segment	business impact
<p>4 North America</p>	<ul style="list-style-type: none"> + Public sector remains solid, while digital-related projects have become more active. Advanced outsourcing opportunities leveraging digital technology are likely to increase from a mid-to-long term. - Negative impact is expected to be substantial, since large ITO and BPO deals would temporarily drop since clients would curb their investment or delay decision-making in the manufacturing industry and medical institutions. • Business impact would depend on the future recovery of its economy and business activities in North America, as the number of infected cases continue to rise.
<p>5 EMEA & LATAM</p>	<ul style="list-style-type: none"> + Public and utility sectors, particularly in Spain, remain firm, while digital projects are revitalized. - The negative impact is significant in the automobile sector in Germany and the hospitality and retail sectors in Spain, while Latin America is impacted by exchange rates due to the depreciation of currencies. • Business impact is largely dependent on whether the number of infected cases will resurge or not, as it will impact the economic and business recovery.

Next, we move on to overseas segments.

In the North America Segment, while public sector businesses remain solid, the manufacturing industry and medical institutions, our areas of expertise, are curbing investment. On the other hand, we expect an increase of advanced outsourcing business using digital technologies in the medium- to long-term.

For the EMEA & LATAM Segment, although public and utility sectors remain firm, the negative impact is significant in the automobile sector in Germany. We also expect a negative impact in Latin America due to yen appreciation in foreign exchange.

2-2

Forecasts for the Fiscal Year Ending March 31, 2021

(Explanation omitted)

Full Year Forecasts for Fiscal Year Ending March 31, 2021

- Assume negative impact overall from the COVID-19, though the situation differs depending on a country or an industry.
 - New orders received will decrease due mainly to less orders from the previous fiscal year such as for large-scale projects and IT investment restraint overseas.
 - Net sales will decrease due mainly to a decrease of sales from orders of the current fiscal year, despite stable conversion of order backlogs.
 - Operating income will decrease due mainly to sales decline, despite a decrease of temporary costs of the previous fiscal year.
- Aim to secure the same level of operating income margin as the previous fiscal year while carrying out structural transformation for the future.
- Dividends will remain the same as the previous fiscal year (there will be no change from the announcement made at the beginning of the term (2020.5.14)).

	FY ended 2020/3 (Results)	FY ending 2021/3 (Forecasts)	YoY (Amount)	YoY (Rate)	(Billions of Yen, %)
New Orders Received	2,275.2	1,900.0	-375.2	-16.5%	↓
Net Sales	2,266.8	2,170.0	-96.8	-4.3%	↓
Operating Income (Operating income margin)	130.9 (5.8%)	120.0 (5.5%)	-10.9 (-0.2P)	-8.4%	↓
Net Income Attributable to Shareholders of NTT DATA	75.1	71.0	-4.1	-5.5%	↓
Dividends per share (JPY)	18	18	-	-	→

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Based on the preconditions and assumptions that I have just mentioned, I would like to explain our forecast for the fiscal year ending March 31, 2021.

Regarding the earnings forecast, we expect a negative impact overall from COVID-19, though the level varies by country and by industry.

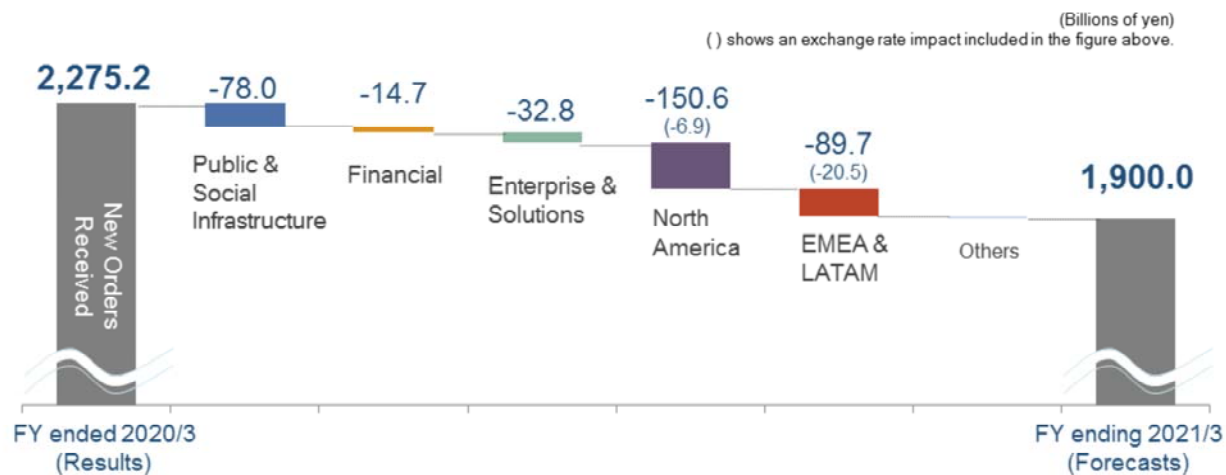
New orders received is expected to drop significantly due mainly to less orders from the previous fiscal year such as large-scale projects and the effect of restrained IT investment especially by clients overseas due to the corona impact.

Regarding net sales, there will be a stable conversion of order backlogs, in line with the assumption that I mentioned in the previous fiscal year. However, due to the corona impact, there will be significantly less projects such as those with relatively short development period for which orders are received and converted to sales in this fiscal year. Therefore, we expect a decline.

As for operating income, we expect a decrease due mainly to sales decline, despite a decrease of temporary costs of the previous fiscal year and others. Nevertheless, we will aim for an operating profit margin on the same level as the previous fiscal year, by carrying out structural transformation for the future and cost control according to business conditions.

Dividends per share will remain the same as the previous fiscal year at 18 yen as we announced in the beginning of the term. In the following pages, I will be explaining about each item.

New Orders Received: YoY Changes by Business Segment (from FYE3/2020 to FYE3/2021)



Public & Social Infrastructure	Expect a decrease due mainly to less orders compared to the previous fiscal year such as for multiple large-scale projects for the central government and related agencies.
Financial	Expect a decrease due mainly to less orders compared to the previous fiscal year such as for projects for cooperative financial institutions and the impact of the COVID-19.
Enterprise & Solutions	Expect a decrease mainly for projects for the manufacturing industry due to the impact of the COVID-19.
North America	Expect a decrease due mainly to less orders compared to the previous fiscal year such as for multiple large-scale projects for the financial and public sectors and the impact of the COVID-19.
EMEA & LATAM	Expect a decrease due mainly to less orders compared to the previous fiscal year such as for large-scale projects in Spain and Germany, the impact of the COVID-19, and negative impact from yen appreciation in foreign exchange.

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First, I will go over our forecast on the new orders received.

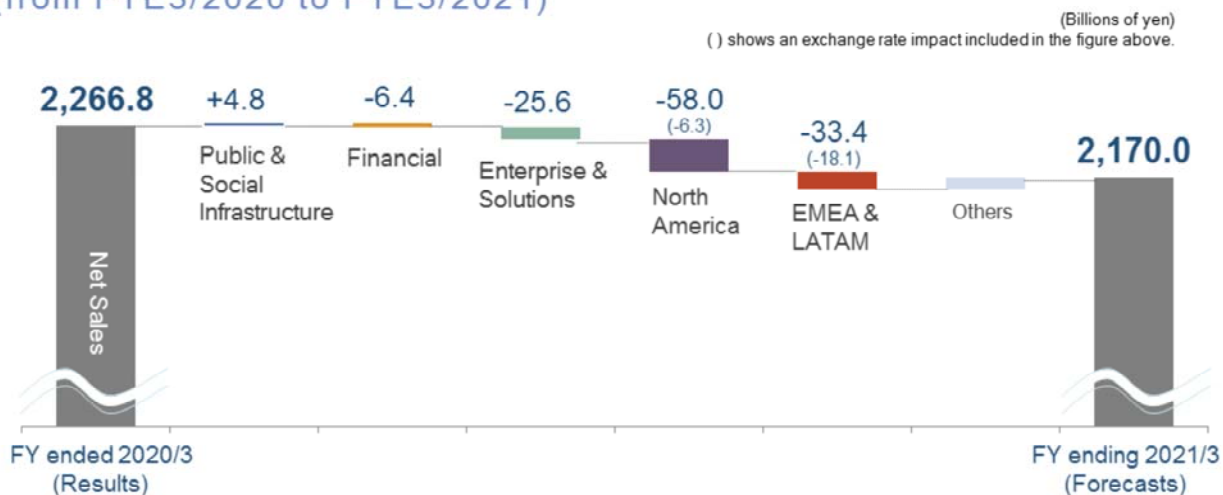
In the Public & Social Infrastructure Segment, the North America Segment, and the EMEA & LATAM Segment, where a significant drop is shown, we expect less orders from the previous fiscal year such as for multiple large-scale projects.

Also, especially overseas in the North America Segment and the EMEA & LATAM Segment, clients are restraining IT investment and canceling or postponing projects mainly from delay in their decision making due to the corona impact. There will also be a negative impact from yen appreciation in foreign exchange. Therefore, we expect these segments to see a significant fall.

For the Enterprise & Solutions Segment, we expect a decrease mainly in projects for the manufacturing industry due to the corona impact.

In the Financial Segment, we expect a decrease due to less orders compared to the previous fiscal year such as for large-scale projects and the corona impact.

Net Sales: YoY Changes by Business Segment (from FYE3/2020 to FYE3/2021)



Public & Social Infrastructure	Expect an increase due mainly to a stable conversion of order backlogs, despite a decrease from the impact of the COVID-19.
Financial	Expect a decrease due mainly to postponed development for some of the financial institutions from the impact of the COVID-19.
Enterprise & Solutions	Expect a decrease mainly from services for retail, logistics, payment and other service and the manufacturing industry from the impact of the COVID-19.
North America	Expect a decrease due mainly to a decline primarily from services for manufacturing & life science, commercial sector, and medical facilities from the impact of the COVID-19 and negative impact from yen appreciation in foreign exchange.
EMEA & LATAM	Expect a decrease due mainly to a decline primarily in Germany, UK, and Latin America from the impact of the COVID-19 and negative impact from yen appreciation in foreign exchange.

Next is a forecast on net sales.

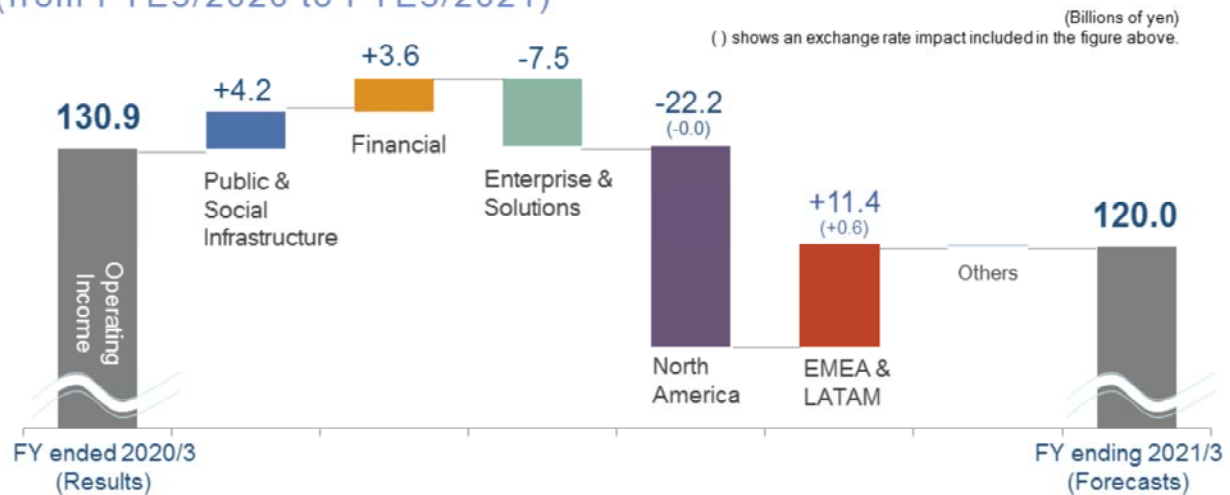
For the Public & Social Infrastructure Segment, we expect an increase due mainly to a stable conversion of order backlogs, despite a decrease from the corona impact.

For the Financial Segment, we expect a decrease due mainly to some developments postponed from the corona impact.

For the Enterprise & Solutions Segment, the North America Segment, and the EMEA & LATAM Segment, we expect a decrease mainly in the areas shown on the slide due to significant corona impact.

In the forecast for the overseas segments, we included a negative impact from yen appreciation in foreign exchange for net sales as we did for new orders received.

Operating Income: YoY Changes by Business Segment (from FYE3/2020 to FYE3/2021)



Public & Social Infrastructure	Expect an increase due mainly to sales growth and restraint of unprofitable projects.
Financial	Expect an increase due mainly to restraint of unprofitable projects, despite a decrease due to the sales decline from the impact of the COVID-19.
Enterprise & Solutions	Expect a decrease due mainly to the sales decline from the impact of the COVID-19.
North America	Expect a decrease due mainly to expenses for the structural transformation for the future, in addition to a decrease from the sales decline from the impact of the COVID-19.
EMEA & LATAM	Expect an increase due mainly to a decrease of structural transformation expenses and temporary costs, despite a decrease from the sales decline from the impact of the COVID-19.

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Finally, operating income.

For the Public & Social Infrastructure Segment and the Financial Segment, we expect an increase due mainly to restraint of unprofitable projects which have occurred in the previous fiscal year.

For the Enterprise & Solutions Segment, we expect a decrease due mainly to the sales decline from the corona impact.




For the North America Segment, we expect a decrease due to the structural transformation for the future that we will be carrying out ahead of schedule and a decrease from the sales decline due to the corona impact. This structural transformation in the North America Segment is being carried out in order to accelerate digital shift all at once.

For the EMEA & LATAM Segment, there will also be a decrease due to the sales decline from the corona impact. However, we expect an increase due mainly to a decrease of expenses for the structural transformation and temporary costs in the previous fiscal year.

Next, I would like to talk about the structural transformations overseas and our future initiatives. Please turn to page 28.

Public & Social Infrastructure (from FYE3/2020 to FYE3/2021)

(Billions of Yen,%)

	FY ended 2020/3 (Results)	FY ending 2021/3 (Forecasts)	YoY (Amount)	YoY (Rate)	
New Orders Received	477.0	399.0	-78.0	-16.4%	
Net Sales	500.2	505.0	+4.8	+1.0%	
Operating Income (Operating income margin)	52.8 (10.6%)	57.0 (11.3%)	+4.2 (+0.7P)	+8.0%	

New orders received Expect a decrease due mainly to less orders compared to the previous fiscal year such as for multiple large-scale projects for the central government and related agencies.


Net sales Expect an increase due mainly to a stable conversion of order backlogs, despite a decrease from the impact of the COVID-19.

Operating income Expect an increase due mainly to sales growth and restraint of unprofitable projects.

(Explanation omitted)

Financial (from FYE3/2020 to FYE3/2021)

(Billions of Yen,%)

	FY ended 2020/3 (Results)	FY ending 2021/3 (Forecasts)	YoY (Amount)	YoY (Rate)	
New Orders Received	430.7	416.0	-14.7	-3.4%	
Net Sales	580.4	574.0	-6.4	-1.1%	
Operating Income (Operating income margin)	50.4 (8.7%)	54.0 (9.4%)	+3.6 (+0.7P)	+7.2%	

New orders received	Expect a decrease due mainly to less orders compared to the previous fiscal year such as for projects for cooperative financial institutions and the impact of the COVID-19.
Net sales	Expect a decrease due mainly to postponed development for some of the financial institutions from the impact of the COVID-19.
Operating income	Expect an increase due mainly to restraint of unprofitable projects, despite a decrease due to the sales decline from the impact of the COVID-19.

(Explanation omitted)

Enterprise & Solutions (from FYE3/2020 to FYE3/2021)

(Billions of Yen,%)

	FY ended 2020/3 (Results)	FY ending 2021/3 (Forecasts)	YoY (Amount)	YoY (Rate)	
New Orders Received	342.8	310.0	-32.8	-9.6%	
Net Sales	588.6	563.0	-25.6	-4.3%	
Operating Income (Operating income margin)	53.5 (9.1%)	46.0 (8.2%)	-7.5 (-0.9P)	-14.1%	

New orders received Expect a decrease mainly for projects for the manufacturing industry due to the impact of the COVID-19.

Net sales Expect a decrease mainly from services for retail, logistics, payment and other service and the manufacturing industry from the impact of the COVID-19.

Operating income Expect a decrease due mainly to the sales decline from the impact of the COVID-19.

(Explanation omitted)

North America (from FYE3/2020 to FYE3/2021)

(Billions of Yen,%)

	FY ended 2020/3 (Results)	FY ending 2021/3 (Forecasts)	YoY (Amount)	YoY (Rate)	
New Orders Received	471.6	321.0	-150.6	-31.9%	
Net Sales	426.0	368.0	-58.0	-13.6%	
EBITA ^(*) (EBITA margin)	15.2 (3.6%)	-7.0 (-1.9%)	-22.2 (-5.5P)	-	
Operating Income (Operating income margin)	3.2 (0.8%)	-19.0 (-5.2%)	-22.2 (-5.9P)	-	

(*)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 less orders compared to the previous fiscal year such as for multiple large-scale projects for the financial and public sectors and the impact of the COVID-19.
Net sales	Expect a decrease due mainly to a decline primarily from services for manufacturing & life science, commercial sector, and medical facilities from the impact of the COVID-19 and negative impact from yen appreciation in foreign exchange.
EBITA	Expect a decrease due mainly to expenses for the structural transformation for the future, in addition to a decrease from the sales decline from the impact of the COVID-19.
Operating income	Expect a decrease due mainly to expenses for the structural transformation for the future, in addition to a decrease from the sales decline from the impact of the COVID-19.

(Explanation omitted)

EMEA & LATAM (from FYE3/2020 to FYE3/2021)

(Billions of Yen,%)

	FY ended 2020/3 (Results)	FY ending 2021/3 (Forecasts)	YoY (Amount)	YoY (Rate)	
New Orders Received	513.7	424.0	-89.7	-17.5%	➔
Net Sales	455.4	422.0	-33.4	-7.3%	➔
EBITA ^(*) (EBITA margin)	-8.6 (-1.9%)	3.0 (0.7%)	+11.6 (+2.6P)	-	➔
Operating Income (Operating income margin)	-14.4 (-3.2%)	-3.0 (-0.7%)	+11.4 (+2.5P)	+79.2%	➔

(*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 less orders compared to the previous fiscal year such as for large-scale projects in Spain and Germany, the impact of the COVID-19, and negative impact from yen appreciation in foreign exchange.
Net sales	Expect a decrease due mainly to a decline primarily in Germany, UK, and Latin America from the impact of the COVID-19 and negative impact from yen appreciation in foreign exchange.
EBITA	Expect an increase due mainly to a decrease of structural transformation expenses and temporary costs, despite a decrease from the sales decline from the impact of the COVID-19.
Operating income	Expect an increase due mainly to a decrease of structural transformation expenses and temporary costs, despite a decrease from the sales decline from the impact of the COVID-19.

(Explanation omitted)

2-3

Future Initiatives in North America and EMEA & LATAM Operations

(Explanation omitted)

Aim for "unique company in Digital" by delivering advanced outsourcing services and strengthening digital capabilities

Enhancing and Re-skilling Digital Talent

Optimizing Human Resources

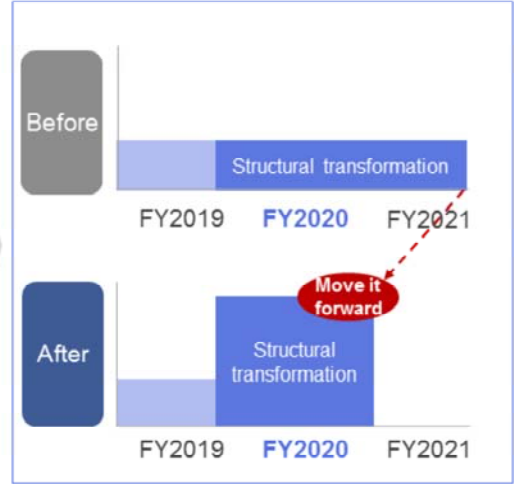
Consolidating Offices and DCs

Quickly transform into a Digital-centric business domain

1. Deliver Advanced Outsourcing Services



2. Strengthen Digital Capabilities



First, in the North America Segment, we will carry out the structural transformation ahead of schedule to transform into a Digital-centric business domain at an early stage.

Specifically, we will be aiming to become “a unique company in Digital,” which is our specialty, by delivering advanced outsourcing services, which is our existing strength, and strengthening digital capabilities centered on 15 digital offerings.

Provide support for more efficient data center operations through automation as well as cloud transformation support with Microsoft Azure, Google Cloud, AWS and local private cloud options.

Provide support for data center operations and cloud transformation for the Retirement Systems of Alabama



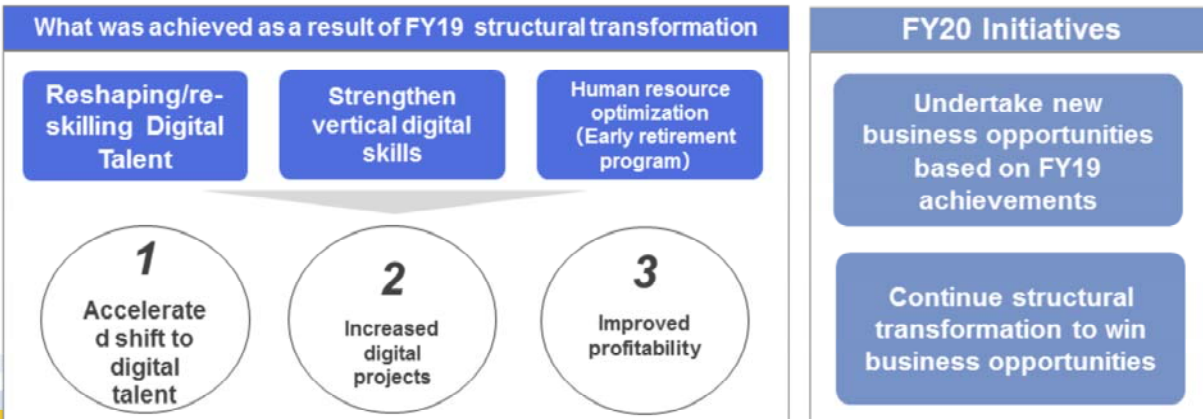
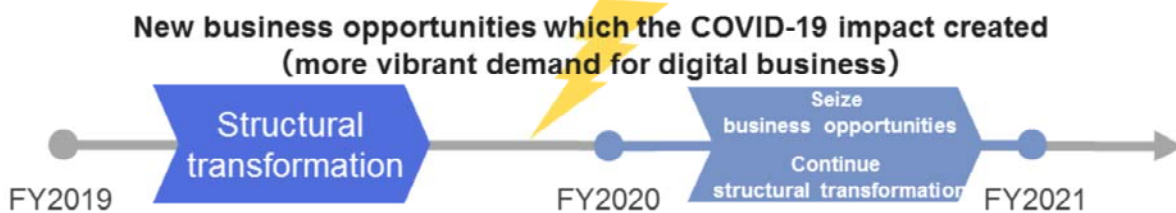
NTT DATA will enhance the industry standard certification posture of the data center, as well as expand its capabilities by integrating operational efficiencies through automation. In addition, NTT DATA will offer clients Smart Hands and Remote Hands services and leverage the company's global partnerships to provide cloud transformation support with Microsoft Azure, Google Cloud and AWS as well as local private cloud options.

This slide shows the case study of Retirement Systems of Alabama in the North America Segment.

We received a new order in the first quarter for an advanced outsourcing service combining multiple cloud solutions, automation, and other technologies with the ITO service we have been providing so far.

Going forward, we will greatly expand such advanced outsourcing business using digital technologies.

Solidly undertake new business opportunities created under COVID-19 situations, based on what was achieved from FY19 structural transformation.



As for the EMEA & LATAM Segment, we are steadily seeing results in the digital field as digital capabilities have enhanced from the digital transformation carried out in the previous fiscal year.

We will also be working on the structural transformation in this fiscal year for further enhancement of digital capabilities.

Taking advantage of S/4HANA, which combines SAP, one of our existing strengths, with digital human resources, contracted an order for a digital transformation project for the Deutsche Bahn AG

3yrs
Contract Duration
for
SAP S/4HANA Digital
Transformation



The client chose NTT DATA because of its high recognition of NTT DATA Group's strengths such as its track record and reliability that comes from providing SAP related services over a long period of time. Furthermore, NTT DATA convinced with its rich talent pool of experts with advanced knowledge and its flexible attitude toward various requests from clients.

This is a case study of the order we received from the Deutsche Bahn AG for digital transformation using SAP. In Europe, we are seeing results such as this owing to the structural transformation.

3

In Coexisting with COVID-19 Ideal Model and Cases

Next, I would like to talk about the ideal model for NTT DATA in coexisting with COVID-19.

In order to solve the various social issues of coexisting with COVID-19 and realize a new society, we will accelerate social contribution through our business and promote reform of ourselves.

NTT DATA's Vision for a New Society

Impact of the COVID-19



Accelerating Social Contribution through Business
~ Solving Challenges for the Realization of a New Society ~

Society

New society
New nation

life

New life
Consumer behaviour

Industry

New industry
Corporate structure

Transformation of NTT DATA
Reforming working styles to realize a new society

Diverse ways of working

Advanced business process

Safe and secure workplace environment

NTT DATA's vision for the new society, as shown on the slide, is a society with the best mix of "real" and "online."

In order to achieve the new society, NTT DATA will work to accelerate social contributions through our businesses and technologies and promote transformation of the Company itself.

NTT DATA INSTITUTE OF MANAGEMENT CONSULTING released the "Recommendations for the Digital Society to Fight the Disaster of COVID-19" as the first step toward the creation of a new society

New daily life of "online first society"

~ Toward a society where the online and the real are fused ~

NTT DATA INSTITUTE OF MANAGEMENT CONSULTING, Inc.

["online first society"](#). It is a society in which online is a natural part of all human social activities. Of course, real human activities are important, and their value will not change. However, it is not realistic to conduct all activities realistically in the era where we coexist with COVID-19, which has yet to come to an end. That's why we have to evolve online into a "New Real" that has exactly the same value as real human activity.

NTT DATA INSTITUTE OF MANAGEMENT CONSULTING proposes an early realization of a society in which people can use both ["Real as a living human activity"](#) and ["new realities of online"](#) freely according to their purposes, the so-called ["online first society"](#).

The business model of globalization has continued to generate widespread, rapid and frequent human mobility, and the unipolar concentration of resources in cities has resulted in a dense and efficient society. It may be true that these factors contributed to the rapid spread of COVID-19. It goes without saying that self-restraint in social activities as a measure against infection will lead directly to a contraction of the market and a recession.

Our mission, however, is not to create a society in which we can endure and reconcile the calamities of COVID-19. Under the concept of the [BBB \(Build Back Better\)](#), it is necessary to build a better society in which even the various social problems of modern age can be solved simultaneously.

If you look back on history, in 14 century Europe, after pandemic of plague, there was a great social change called the Renaissance. Now is the time to embark on the creation of an epoch-making society.

On July 22, NTT DATA INSTITUTE OF MANAGEMENT CONSULTING, one of the NTT DATA Group companies, announced recommendations for the new digital society in the era where we coexist with COVID-19 and post-COVID-19.

Customize AI Diagnostic Imaging support for Covid-19 to help improve management efficiency through physician diagnostic support and integrated medical workflow

AI Diagnostic Imaging for Covid-19

COVID-19 AI Solution

The image shows the AI diagnostic solution for COVID-19. It features two input images: an X-ray and a CT scan. The X-ray is labeled 'X-Ray' and the CT scan is labeled 'CT Scans'. Below these, there are two model prediction outputs. The first is labeled 'Model Prediction of COVID-19' and shows a yellow highlighted area on the X-ray. The second is also labeled 'Model Prediction of COVID-19' and shows a red highlighted area on the CT scan. A central text box reads 'Automatic Abnormality Diagnosis of the Lung Using AI'. The DEEP-ICM logo is visible in the top right corner.

- Lung disease detection engine
- Expands pneumonia detection to COVID-19

Integrated Healthcare Workflow

The image shows the integrated healthcare workflow components. It includes three main elements: 'X-ray AI' (represented by a chest X-ray), 'CT AI' (represented by a CT scan), and 'Smart Dashboard' (represented by a dashboard with various charts and graphs).

Using Digital to Support Medical Operations

The image shows digital support for medical operations. It includes two main elements: 'Smart Alerts & Notifications' (represented by a notification interface) and 'Smart Reports' (represented by a report interface).

- Automatic generation engine for diagnostic finding report
- AI alerting on patient lists

This is a case study of a collaborative project between Japan and a group company in North America for a hospital in India. The project has contributed to improving efficiency of detecting and diagnosing lung disease from COVID-19.

Covid-19 dedicated function enables remote medical care for patients with mild symptoms
Reducing the burden on medical institutions and contributing to the prevention of the spread of infection



Covid-19 dedicated function

- Covid-19 specific self-triage feature
- Covid-19 specific monitoring capabilities
- Chatbot function for patients
- Covid-19 data analysis for healthcare and government

Timely diagnosis and care

Provide timely diagnosis and treatment by self-triage, videoconference, chat

Continuous multichannel care

- Health management of positive and negative patients
- Communication channels to medical centers and professionals

Data collection and analysis

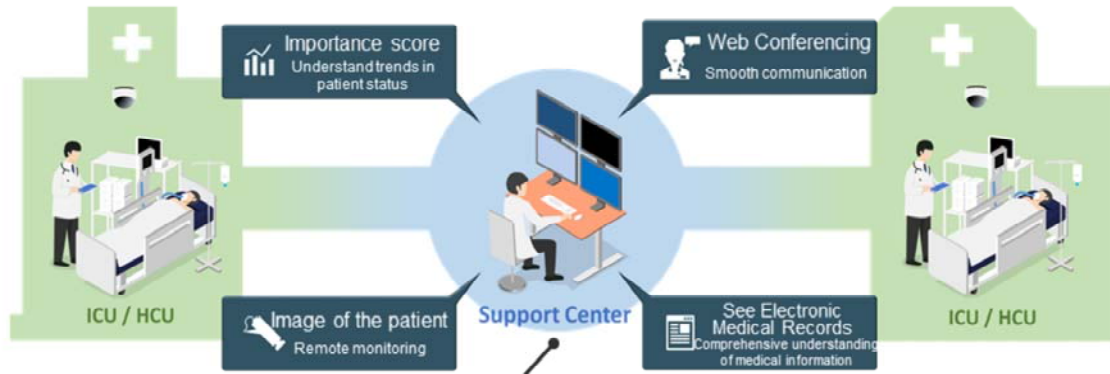
- Analyze the clinical evolution and the resilience of patients
- The elaboration of epidemiological clusters.

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This is a case study in Europe in which a solution is provided to medical institutions to address COVID-19.

Case | Japan | Remote ICU System Supporting Multiple Medical Institutions

Support telemedicine by connecting intensive care specialist centers with ICUs in multiple medical institutions and sharing patient vitals, images, and electronic medical record information



Expected effect

- ✓ Improving the quality of medical care and reducing the burden on doctors
- ✓ Enhancement of regional medical care system
- ✓ Reducing contact with people
- ✓ Covering the shortage of specialists

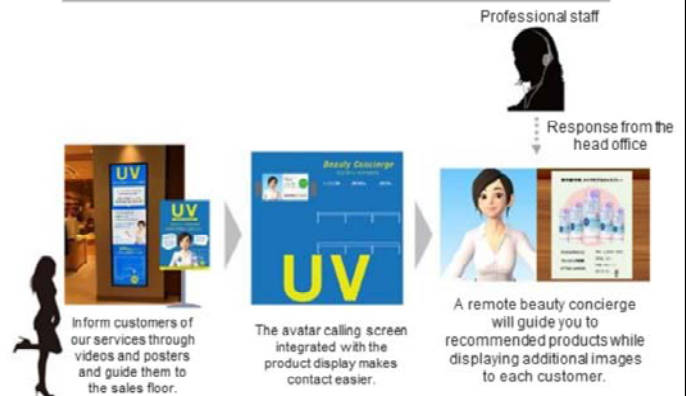
This is a case study of a service to support telemedicine we provided to domestic medical institutions.

Create a new store experience in coexisting with COVID-19 society by using AI and avatars to save work and advance non-face-to-face customer service.

Avatar Remote Customer Service Solutions



Overview of the Demonstration Experiment at the Health and Beauty Corner



This is a case study of a PoC with TOKYU HANDS INC., in which we achieved non-face-to-face customer service and others using AI, avatar, and other technologies.

Free provision of AI-OCR and RPA to automate local government grant operations Contributing to the prompt issuance of "special fixed benefits"

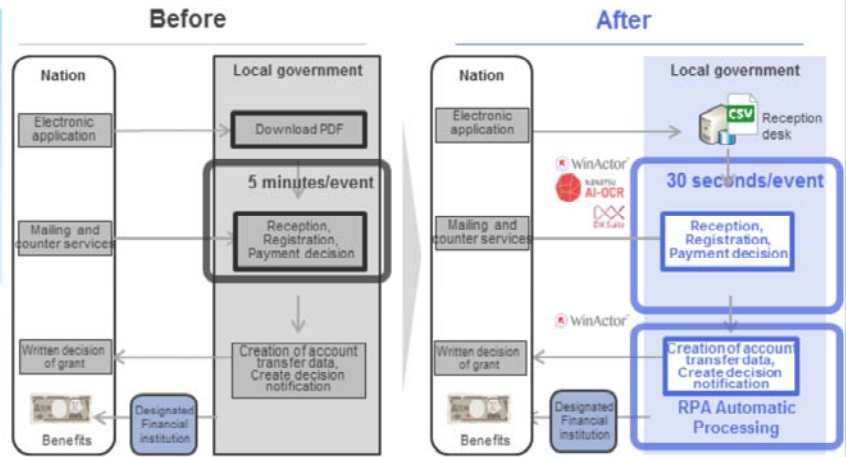


What NTT Data Can Do

Support project for COVID-19 measures

NTT DATA Supporting "business automation"

In the wake of the COVID-19 incident, we have prepared a program to support those who want to automate their work and local governments that are having difficulty with their work due to procedures for special flat-sum benefits.



This is a case study in which we contributed to the local governments nationwide in improving their operational efficiency by providing our RPA free of charge in a project to support COVID-19 measures.

Using digital power to solve social issues in coexisting with COVID-19 and contribute to the realization of a new society to Build Back Better

NTT DATA Group
corporate philosophy

「Shape the future society with our clients」

Realizing a new society through digital technology

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

IT
infrastructure
supporting
society

×

Digital



More affluent
and harmonious
society

Social structures around the world are significantly changing due to the impact of COVID-19.

We will use our strengths that we have built up so far and digital technologies and solve various social issues in coexisting with COVID-19 to contribute in achieving a better society based on the concept of Build Back Better.

This is quite simply our consistent belief and our corporate philosophy. The whole company will be working across the globe to “shape the future society with our clients.”

4

Appendices -Business topics-

I will skip the explanation for the following slides as they are about business topics, numeric information, and so on.

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

New business alliance with TOYOTA Connected Corporation to collaborate on mobility service business



In April 2020, NTT DATA started a business alliance with TOYOTA Connected Corporation to further enhance the Mobility Service Platform ^(Note 1) (hereinafter "MSPF") offered globally by Toyota Motor Corporation and expand connected car markets and countries.

The objectives of the business alliance are not only to combine TOYOTA Connected Corporation's know-how in the business of connected car service and NTT DATA's global IT resources and know-how in utilizing cutting-edge technologies but also to enable collaborative development and personnel exchanges in the mobility services business, including MSPF, and advance global development and operation.

In the future, both companies will work to further expand the platform business on a global scale with an eye to the Smart City Initiative ^(Note 2) by mutually utilizing the user base of TOYOTA Connected Corporation and the wide-ranging client base of NTT DATA, which includes industries such as distribution, retail, and finance and contribute to the creation of a mobility society.

(Note 1) Mobility Service Platform (MSPF)

A platform that has functions necessary to support collaborations with various mobility service providers like car-sharing service providers.

(Note 2) Smart City Initiative

An initiative to solve various issues of cities and regions and create new value by utilizing cutting-edge technologies.

(Explanation omitted)

Accelerating Cloud Transformation Services to support clients



NTT DATA Services, a subsidiary of NTT DATA Corporation, is supporting clients in accelerating cloud transformation. Clients across the NTT DATA organization are recognizing the value of reducing operating costs, boosting agility, building resilience. The recent shift to telework in the United States, driven by the global COVID-19 pandemic, is forcing organizations to dynamically adjust and turn to cloud-based solutions.

- NTT DATA Services introduced the “Cloud Accelerators” to help clients accelerate cloud-enabled digital transformation and quickly respond to IT challenges associated with COVID-19. NTT DATA Services is reducing recurring operational costs and quickly building secure and resilient cloud solutions.
- NTT DATA Services announced an agreement with the Retirement Systems of Alabama to manage and operate its data center as well as expand its capabilities by integrating operational efficiencies through automation. NTT DATA Services will leverage the company’s global partnerships to provide cloud transformation support with Microsoft Azure, Google Cloud and AWS as well as local private cloud options.

NTT DATA Services will continue to support clients accelerate cloud transformation through deep industry expertise based on our proven performance and cutting-edge technologies.

(Explanation omitted)

Globally enhancing solutions to fight against COVID-19



everis Group, a subsidiary of NTT DATA Corporation, has developed and implemented solutions to help prevent the expansion of COVID-19.

- In April 2020, everis developed ehCOS Remote Health, a remote cloud-based medical solution for healthcare organizations and rolled out the solution in Europe and South America. The solution enables COVID-19 related diagnoses and recommendations to be provided through the collection of symptoms and other clinical information entered by the patient. In the case of patients with mild or moderate levels of severity, the solution allows remote care processes to be made available, helping healthcare organizations to deploy telemedicine strategies to reduce the collapse of face-to-face care channels. Moreover, the system allows authorities to collect a large amount of data to analyze the clinical evolution of patients and make better organizational decisions.
- In April 2020, everis has adapted two new biometric identity solutions. First, the company has integrated contactless body temperature control technologies into its biometric identification devices. These technologies can be used in a wide range of situations, including airport registration kiosks or Automatic Border Control gates to speed up passenger evaluation. Another solution has to do with new health certificates using digital codes (such as QR codes) that also include biometric identity data. This combination would allow to issue secure health certificates that guarantee the integrity and confidentiality of the data, as well as the identity of the person who carries the certificate.

Going further, we will further drive initiatives to solve various issues caused by the expansion of COVID-19.

(Explanation omitted)

Setting up three new global centers of excellence for advanced digital technologies



NTT DATA is working on measures to expand the number of CoEs ^(Note 1) under one of the strategies set forth in the medium-term management plan "Expansion of global digital offerings." In June 2020, the Company established new CoEs in three advanced technology areas (IoT, Intelligent Automation, and Software Engineering Automation).

IoT CoE: NTT DATA will strive to deploy advanced initiatives on a global basis to connect various equipment through networks, collect and analyze a large amount of data in real time, and use it in business.

Intelligent Automation CoE: NTT DATA will strive to contribute to clients' digital transformation by utilizing technology for executing business processes that are automated through artificial intelligence, machine learning, data utilization, and others.

Software Engineering Automation CoE: NTT DATA will strive to develop next-generation production technologies that will significantly boost the productivity of the entire software development processes, such as a technology that will enable users to generate source code from design information in an instant and deploy it in a cloud environment, aiming to strengthen its market competitiveness.

With CoEs in seven fields of advanced digital technologies including four previously established CoEs (AI, Blockchain, Agile/DevOps, and Digital Design), NTT DATA will aim to increase its presence and contribute to achieving a cumulative new orders received of 100 billion yen by the end of FY2021.

(Note 1) CoE (Center of Excellence)

A base that conducts advanced R&D activities and plays a central role in creating and developing human resources and businesses.

(Explanation omitted)

4

Appendices -Explanatory details of financial results and forecasts-

(Explanation omitted)

Overview of Consolidated Result

(Billions of Yen,%)

	2020/3 1st Quarter Results (Apr-Jun)	2021/3 1st Quarter Results (Apr-Jun)	YoY (%)	FY Ended 2020/3 Results (Full-Year)	FY Ending 2021/3 Forecasts (Full-Year)
New Orders Received	522.9	615.4	+17.7	2,275.2	1,900.0
Order Backlog	2,466.1	2,738.8	+11.1	2,636.3	2,510.0
Net Sales	527.3	530.9	+0.7	2,266.8	2,170.0
(Main item) Overseas Net Sales ^(*)	221.4	217.5	-1.8	906.7	820.0
Cost of Sales	395.1	400.1	+1.3	1,694.6	1,610.0
Gross Profit	132.2	130.8	-1.0	572.2	560.0
SG&A Expenses	102.3	104.1	+1.7	441.3	440.0
Selling Expenses	36.4	40.2	+10.2	153.5	155.0
R&D Expenses	4.0	5.2	+28.1	21.8	22.0
Other Administrative Expenses	61.9	58.8	-5.0	266.0	263.0
Operating Income	29.8	26.7	-10.6	130.9	120.0
Operating Income Margin(%)	5.7	5.0	-0.6P	5.8	5.5
Financial Income and Costs/Share of Profit/Loss of Entities for Using Equity Method	1.0	0.5	-52.8	-10.8	-6.0
Income Before Income Taxes	30.8	27.1	-11.9	120.2	114.0
Income Taxes and Others ^(**)	9.8	8.0	-18.6	45.0	43.0
Net Income Attributable to Shareholders of NTT DATA	21.0	19.1	-8.7	75.1	71.0
Capital Expenditures	42.1	38.2	-9.2	193.8	180.0
Depreciation and Amortization/Loss on Disposal of Property and Equipment and Intangibles ^(***)	39.6	41.7	+5.4	163.8	175.0

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

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

(***) The figures for FYE 3/2020 and later were calculated excluding lease depreciation expenses (9.2 billion yen as the result of FYE 3/2020 1st Quarter, 10.5 billion yen as the result of FYE 3/2021 1st Quarter, 38.3 billion yen as the result of FYE 3/2020 and 35.0 billion yen as the forecast for FYE 3/2021 (estimate)).

(Explanation omitted)

Consolidated New Orders Received and Order Backlog

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

(Billions of Yen)

	2020/3 1st Quarter Results (Apr-Jun)	2021/3 1st Quarter Results (Apr-Jun)	FY Ended 2020/3 Results (Full-Year)	FY Ending 2021/3 Forecasts (Full-Year)
Public & Social Infrastructure	106.4	173.1	477.0	399.0
(Main item) Central Government and Related Agencies, Local Government, and Healthcare	54.7	135.4	281.3	218.0
Telecom and Utility	26.4	14.8	113.7	100.0
Financial ^(*)	91.5	170.7	430.7	416.0
(Main item) Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	68.9	146.0	295.8	320.0
Cooperative Financial Institutions	16.1	15.8	113.6	78.0
Enterprise & Solutions ^(**)	80.6	85.9	342.8	310.0
(Main item) Retail, Logistics, Payment and Other Service	18.6	21.7	78.6	67.5
Manufacturing	51.0	49.3	215.6	198.0
Data Center, Network, and Other Solutions	9.2	12.7	40.0	36.5
North America	113.2	77.1	471.6	321.0
EMEA & LATAM	121.1	101.3	513.7	424.0

Detail of Consolidated Order Backlog

(Billions of Yen)

Order Backlog	2,466.1	2,738.8	2,636.3	2,510.0
Public & Social Infrastructure	440.8	562.3	480.8	452.0
Financial	811.3	877.4	812.6	777.0
Enterprise & Solutions	138.8	150.9	140.0	135.0
North America	771.4	796.1	850.3	787.0
EMEA & LATAM	287.8	333.8	334.5	344.0

(*1) The figures for Financial are the results based on the change of category in which Financial Network Services is recorded, made in the 2nd quarter of the fiscal year ended March 31, 2020.

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

(Explanation omitted)

Consolidated Net Sales

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

(Billions of Yen)

	2020/3 1st Quarter Results (Apr-Jun)	2021/3 1st Quarter Results (Apr-Jun)	FY Ended 2020/3 Results (Full-Year)	FY Ending 2021/3 Forecasts (Full-Year)
Public & Social Infrastructure	82.4	91.0	413.7	430.0
(Main item) Central Government and Related Agencies, Local Government, and Healthcare	44.2	51.4	231.8	247.0
Telecom and Utility	20.3	21.1	99.0	95.0
Financial ^{(*)1}	123.0	120.0	505.5	500.0
(Main item) Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	91.5	93.0	379.1	377.0
Cooperative Financial Institutions	24.6	23.9	100.9	102.0
Enterprise & Solutions ^{(*)2}	97.8	99.4	428.0	413.0
(Main item) Retail, Logistics, Payment and Other Service	31.9	36.1	146.0	140.0
Manufacturing	48.0	48.2	214.0	208.0
Data Center, Network, and Other Solutions	13.8	12.9	57.5	57.0
North America	101.9	103.7	419.3	363.0
EMEA & LATAM	110.0	104.8	449.7	414.0

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

(Billions of Yen)

Consulting	60.7	61.9	272.3	260.0
Integrated IT Solution	146.1	147.4	613.0	610.0
System & Software Development	131.3	119.2	587.9	550.0
Maintenance & Support	168.2	180.2	706.6	670.0
Others	21.0	22.2	87.0	80.0
Net Sales by Products and Services Total	527.3	530.9	2,266.8	2,170.0

(*)1 The figures for Financial are the results based on the change of category in which Financial Network Services is recorded, made in the 2nd quarter of the fiscal year ended March 31, 2020.

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

(*)3 The figures for Net Sales by Products and Services (to Clients Outside the NTT DATA Group) show results based on the revision of the categories and the details recorded, made up to the 3rd quarter of the fiscal year ended March 31, 2020. Recorded categories and details were reviewed again and reflected for the figures from the 1st quarter of the fiscal year ending March 31, 2021 only.

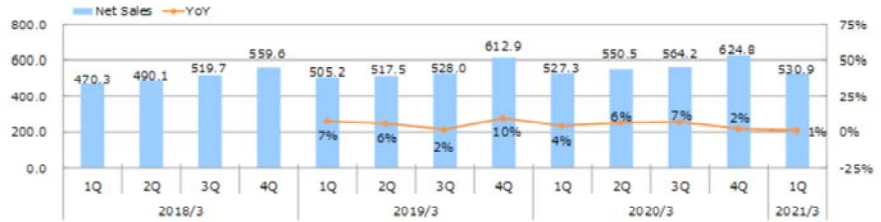
(Explanation omitted)

Trends in Quarter (Consolidated)

■ New Orders Received



■ Net Sales



■ Operating Income



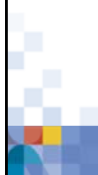
(Explanation omitted)

Foreign exchange rates

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

(Yen,%)

	2020/3 1st Quarter Results (Apr-Jun) ①	2021/3 1st Quarter Results (Apr-Jun) ②	YoY (%) (②-①)/①	FY Ended 2020/3 Results (Full-Year) ③	FY Ending 2021/3 Forecasts (Full-Year) ④	YoY (%) (④-③)/③
USD	109.76	107.53	-2.0%	108.60	107.00	-1.5%
EUR	123.48	118.59	-4.0%	120.81	116.00	-4.0%



(Explanation omitted)

4

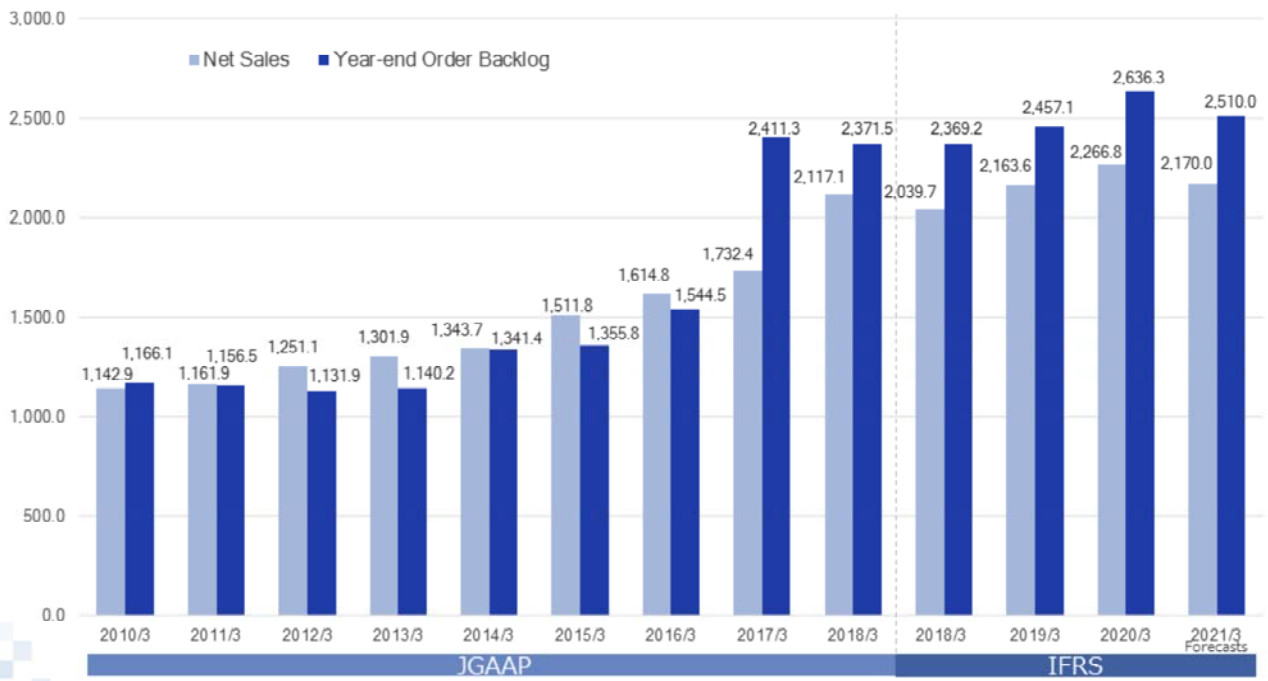
Appendices

- Mid- to long-term financial trends -

(Explanation omitted)

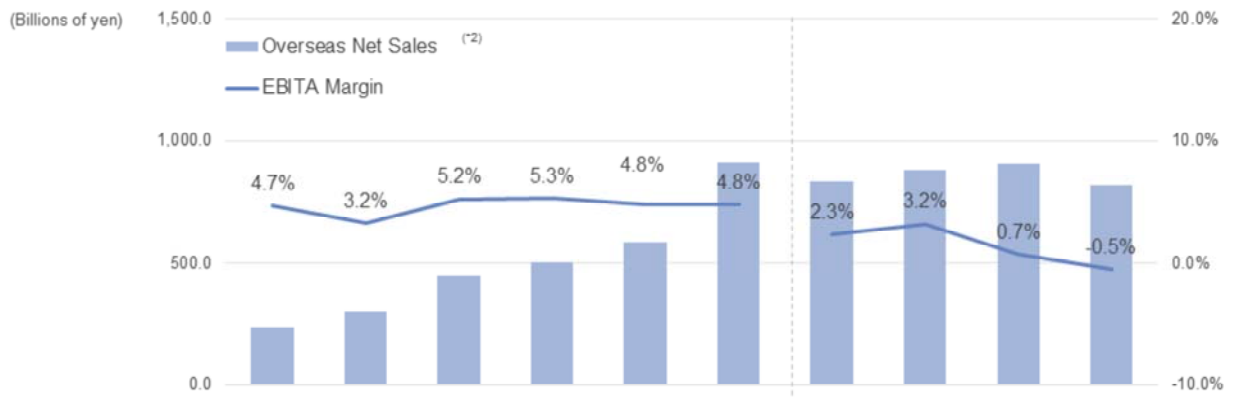
Trend of Order Backlog and Net Sales

(Billions of yen)



(Explanation omitted)

Overseas Net Sales and Profitability Trends ^(*)



	JGAAP						IFRS			
(Billions of yen)	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3 Forecasts
Overseas ^(*) net sales	231.3	298.7	449.0	504.4	586.3	911.1	831.3	881.1	906.7	820.0
EBITA ^(**)	10.8	9.6	23.5	26.6	28.2	43.4	19.4	28.3	6.4	-4.0

(*) 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.

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

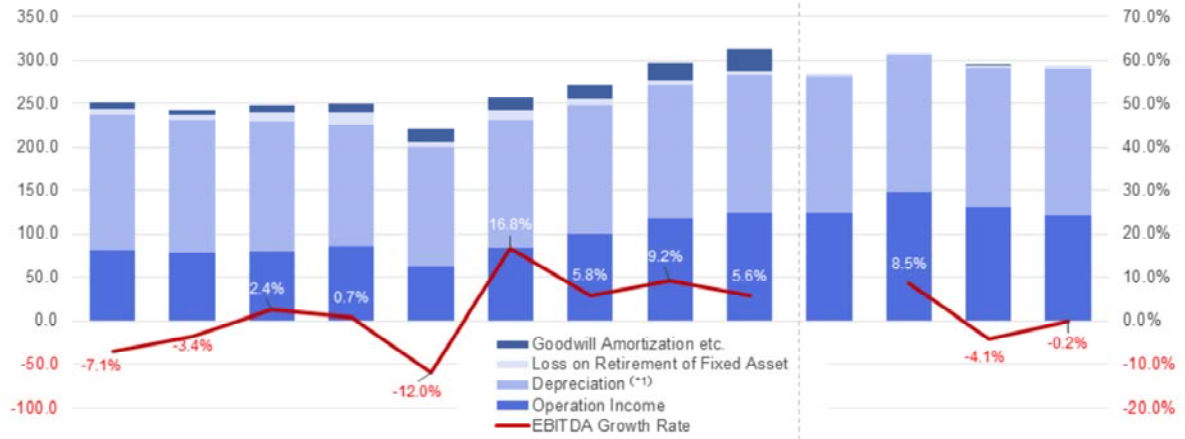
(***) EBITA (JGAAP) = operating income (JGAAP) + amortization of goodwill and intangible assets subject to purchase price allocation (PPA) arising from acquisition and others

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

(Explanation omitted)

EBITDA Trend

(Billions of yen)

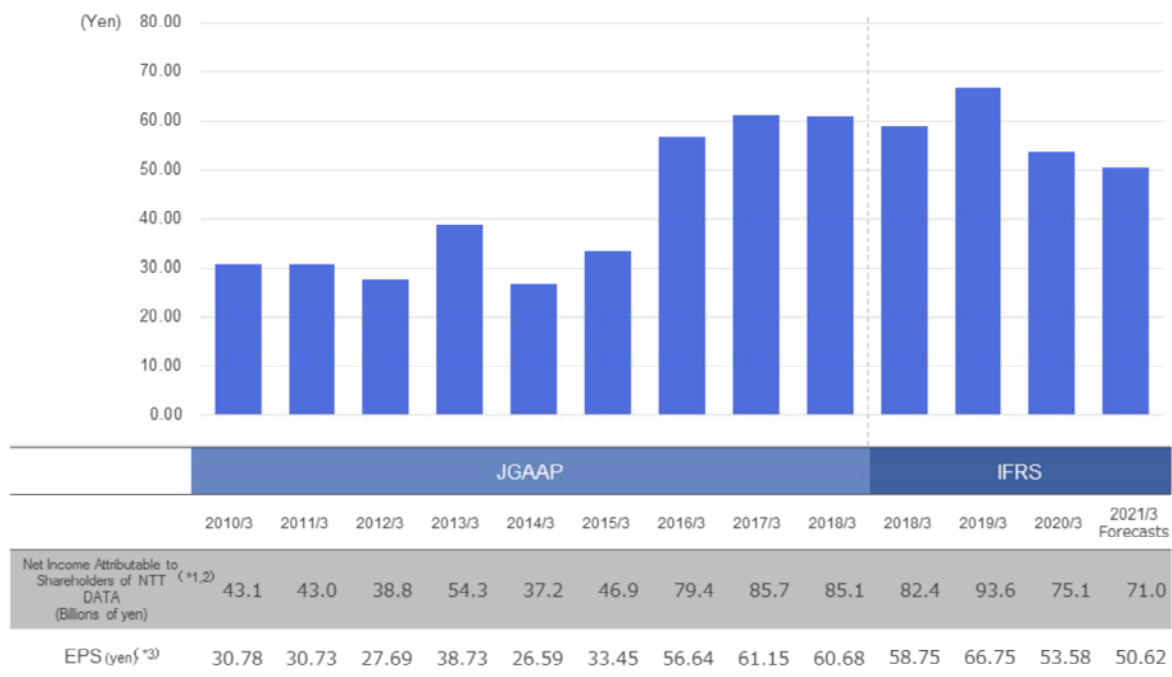


	JGAAP									IFRS			
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3 Forecasts
Operation Income	81.6	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	130.9	120.0
Depreciation(*)	154.5	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	160.9	170.0
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	2.9	5.0
Goodwill Amortization etc.	7.5	5.7	8.3	10.7	14.0	14.7	16.0	20.0	26.9	-	-	1.0	-
EBITDA	251.1	242.6	248.5	250.3	220.2	257.3	272.1	297.1	313.7	284.2	308.4	295.7	295.0

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

(Explanation omitted)

EPS Trend



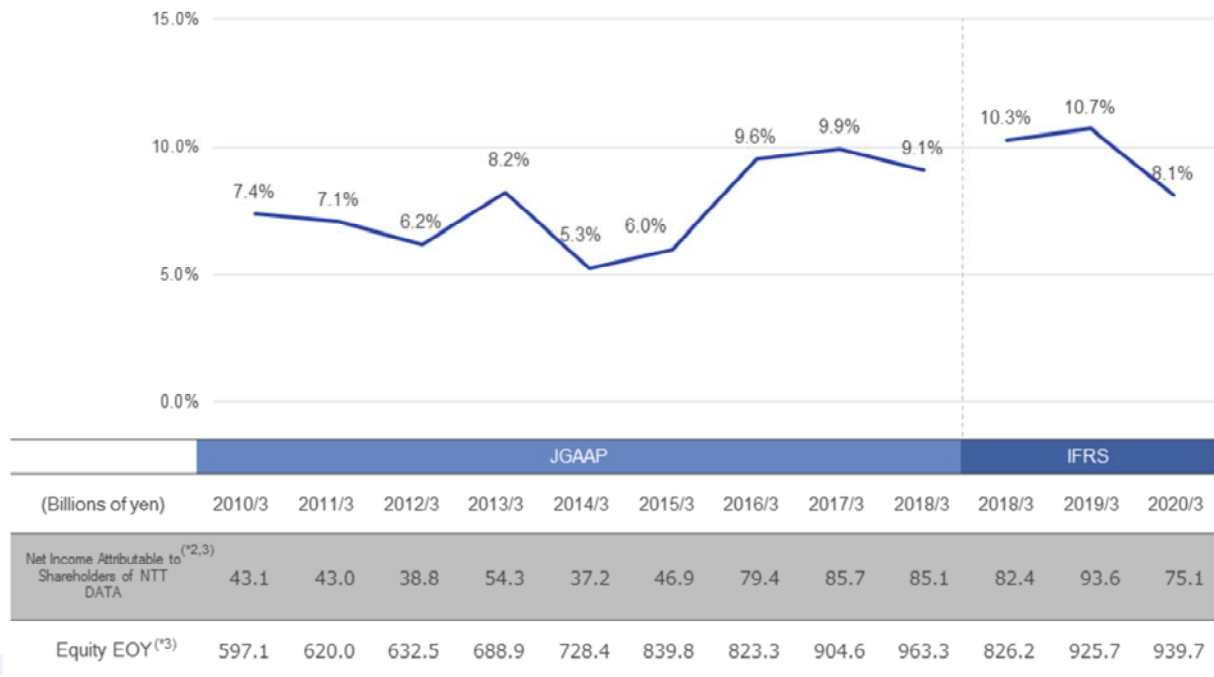
(*1) "Net Income Attributable to Owners of Parent" based on JGAAP.

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

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

(Explanation omitted)

ROE ^(*) Trend



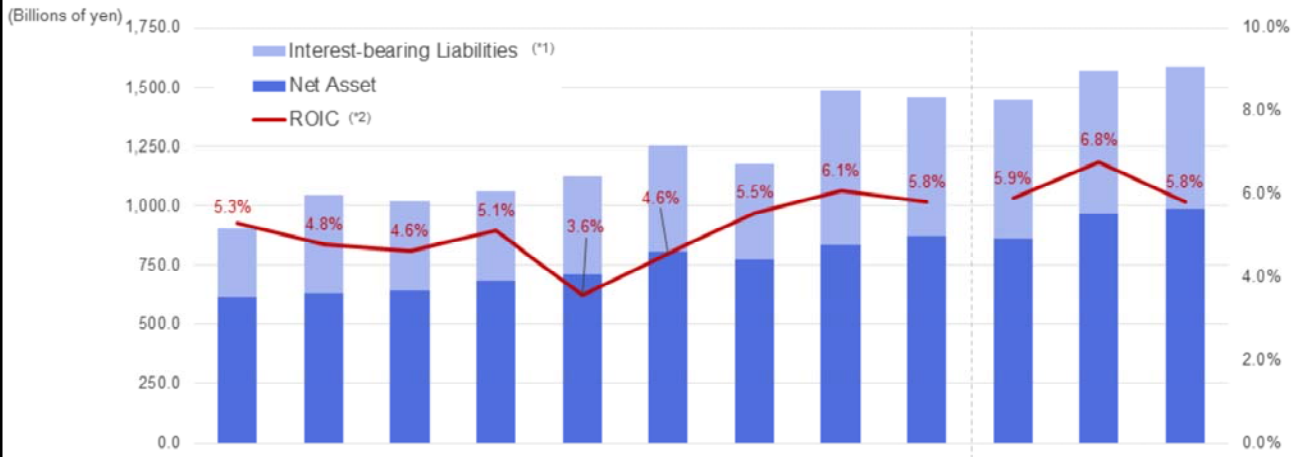
(*1) ROE = net income attributable to shareholders of NTT DATA / average equity during the period.

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

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

(Explanation omitted)

ROIC Trend



	JGAAP									IFRS		
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3
Operating Income	81.6	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	130.9
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%	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	987.4
Interest-bearing ^(*) Liabilities	289.1	414.4	380.2	378.3	412.9	446.9	407.0	650.8	592.0	586.3	605.0	598.0

(*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)

(Explanation omitted)

D/E Ratio^(*) Trend



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

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

(Explanation omitted)

Consolidated 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	2021/3 Forecast
Net Income Attributable to Shareholders of NTT DATA ^(**3,4)	43.1	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	75.1	71.0
Depreciation ^(**5)	154.5	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	160.9	170.0
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	2.9	5.0
Capital Investment	-162.5	-139.0	-133.9	-122.1	-147.7	-140.9	-134.0	-158.1	-198.6	-194.8	-179.2	-193.8	-180.0
Consolidated Cash Flow	42.5	62.5	64.5	86.0	33.2	64.5	100.6	87.6	49.6	48.7	75.1	45.1	66.0
Dividends per ^(**6) Share(JPY)	12	12	12	12	12	12	14	15	15	15	17	18	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	25.2

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

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

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

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

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

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

(Explanation omitted)



(Explanation omitted)