



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

February 4, 2022  
NTT DATA Corporation

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

I am Fujiwara, Senior Executive Vice President and Representative Director of NTT DATA. Thank you for attending the financial results briefing session today despite your busy schedules.  
We will make our presentation online again.

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

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

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Here is the agenda for today.

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

Please refer to Page 3.

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

(Explanation omitted)

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

### Continued favorable results since the first half.

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

(Billions of Yen, %)

	2021/3 3rd Quarter Results (Apr-Dec)	2022/3 3rd Quarter Results (Apr-Dec)	YoY (Amount)	YoY (Rate)	
New Orders Received	1,577.4	1,720.4	+143.1	+9.1%	➔
Net Sales	1,658.4	1,848.2	+189.8	+11.4%	➔
Operating Income (Operating income margin)	106.9 (6.4%)	167.1 (9.0%)	+60.2 (+2.6P)	+56.3%	➔
Net Income Attributable to Shareholders of NTT DATA	69.2	110.2	+41.0	+59.2%	➔

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

As you see, we recorded favorable results following the first half of the year.

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

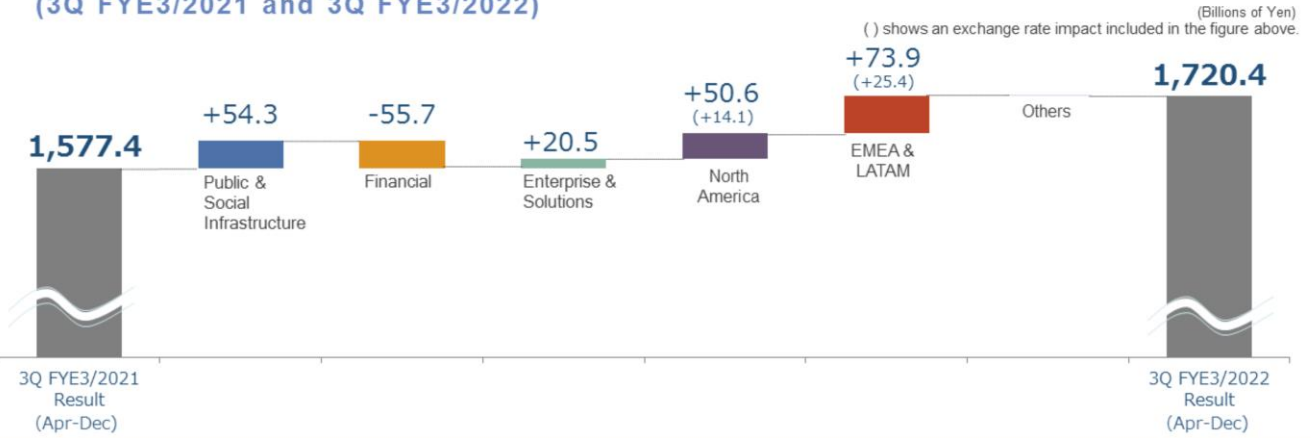
**Net sales** increased due to the expansion in the scale in all segments, as well as the impact of foreign exchange rates.

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

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

Please refer to Page 4.

## New Orders Received: YoY Changes by Business Segment (3Q FYE3/2021 and 3Q FYE3/2022)



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

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

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

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

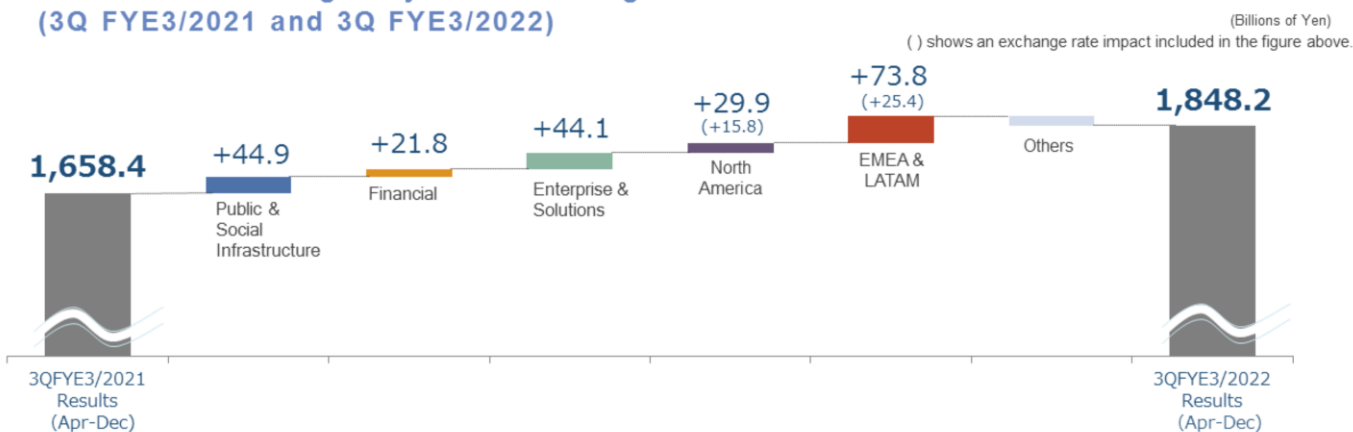
**The Enterprise & Solutions Segment** saw an increase mainly due to the winning of projects for the manufacturing industry.

**The North America Segment** saw a significant increase mainly due to the winning of orders for large-scale projects for financial institutions and corporate clients, as well as the impact of foreign exchange rates.

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

Please refer to Page 5.

## Net Sales: YoY Changes by Business Segment (3Q FYE3/2021 and 3Q 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 manufacturing industry and retail and service sectors.
North America	Increased mainly due to the expansion in the scale of services for healthcare institutions, as well as M&As and the impact of foreign exchange rate, despite a decrease in revenue from the sale of several businesses.
EMEA & LATAM	Increased due to the expansion in the scale of services in Europe, mainly in Spain, as well as the impact of foreign exchange rate.

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

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

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

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

**The North America Segment** saw a partial decline in revenue due to the sale of some businesses as planned at the beginning of this year but ended up seeing growth mainly due to the expansion in the scale of services for the healthcare institutions, M&As, and the impact of foreign exchange rates.

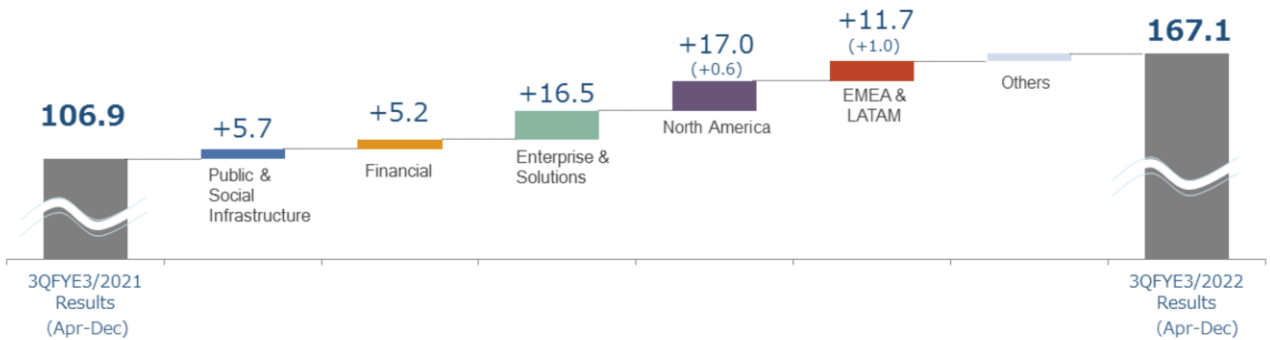
**The EMEA & LATAM Segment** saw an increase mainly due to the expansion in the scale of services in Europe, mainly in Spain, as well as the impact of foreign exchange rates.

Please refer to Page 6.

## Operating Income: YoY Changes by Business Segment (3Q FYE3/2021 and 3Q FYE3/2022)

(Billions of Yen)

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



Public & Social Infrastructure	Increased mainly due to sales growth.
Financial	Increased mainly due to sales growth.
Enterprise & Solutions	Increased mainly due to sales growth as well as improved personnel utilization rates resulting from sales growth.
North America	Increased due to sales growth as well as a decrease in the expense and seeing results of Structural Transformation.
EMEA & LATAM	Increased due to sales growth and seeing results of Structural Transformation despite an increase in expenses for global brand unification and additional measures.

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

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

**The Enterprise & Solutions Segment** posted an increase due to sales growth and improved personnel utilization rates accompanied with sales growth.




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

**The EMEA & LATAM Segment** posted growth primarily due to sales growth and the results of Structural Transformation including improved personnel utilization rates despite increased costs associated with global brand unification and additional measures, which were planned at the beginning of the fiscal year.

The following slides show what I have explained so far by segment, and thus, I would like to finish my explanation about the business results for the third quarter. Please see Page 12.

## Public & Social Infrastructure (3Q FYE3/2021 and 3Q FYE3/2022)

(Billions of Yen, %)

	2021/3 3rd Quarter Results (Apr-Dec)	2022/3 3rd Quarter Results (Apr-Dec)	YoY (Amount)	YoY (Rate)	
New Orders Received	350.3	404.7	+54.3	+15.5%	
Net Sales	356.5	401.5	+44.9	+12.6%	
Operating Income (Operating income margin)	38.4 (10.8%)	44.1 (11.0%)	+5.7 (+0.2P)	+14.9%	

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 Increased mainly due to sales growth.

(Explanation omitted)



## Financial (3Q FYE3/2021 and 3Q FYE3/2022)

(Billions of Yen, %)

	2021/3 3rd Quarter Results (Apr-Dec)	2022/3 3rd Quarter Results (Apr-Dec)	YoY (Amount)	YoY (Rate)	
New Orders Received	357.9	302.2	-55.7	-15.6%	↓
Net Sales	435.9	457.7	+21.8	+5.0%	↗
Operating Income (Operating income margin)	39.0 (8.9%)	44.1 (9.6%)	+5.2 (+0.7P)	+13.2%	↗

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




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

Operating Income      Increased mainly due to sales growth.

(Explanation omitted)

## Enterprise & Solutions (3Q FYE3/2021 and 3Q FYE3/2022)

(Billions of Yen, %)

	2021/3 3rd Quarter Results (Apr-Dec)	2022/3 3rd Quarter Results (Apr-Dec)	YoY (Amount)	YoY (Rate)	
New Orders Received	249.4	269.9	+20.5	+8.2%	
Net Sales	427.0	471.2	+44.1	+10.3%	
Operating Income (Operating income margin)	38.5 (9.0%)	55.0 (11.7%)	+16.5 (+2.7P)	+42.9%	

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

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

Operating Income      Increased mainly due to sales growth as well as improved personnel utilization rates resulting from sales growth.

(Explanation omitted)

## North America (3Q FYE3/2021 and 3Q FYE3/2022)

(Billions of Yen, %)

	2021/3 3rd Quarter Results (Apr-Dec)	2022/3 3rd Quarter Results (Apr-Dec)	YoY (Amount)	YoY (Rate)	
New Orders Received	262.9	313.5	+50.6	+19.3%	➔
Net Sales	317.5	347.3	+29.9	+9.4%	➔
EBITA <sup>(*)</sup> (EBITA margin)	3.2 (1.0%)	20.8 (6.0%)	+17.6 (+5.0P)	+546.8%	➔
Operating Income (Operating income margin)	-5.5 (-1.7%)	11.5 (3.3%)	+17.0 (+5.0P)	-	➔

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

(Explanation omitted)

## EMEA & LATAM (3Q FYE3/2021 and 3Q FYE3/2022)

(Billions of Yen, %)

	2021/3 3rd Quarter Results (Apr-Dec)	2022/3 3rd Quarter Results (Apr-Dec)	YoY (Amount)	YoY (Rate)	
New Orders Received	331.4	405.3	+73.9	+22.3%	➔
Net Sales	330.4	404.3	+73.8	+22.3%	➔
EBITA <sup>(*)</sup> (EBITA margin)	6.2 (1.9%)	17.6 (4.4%)	+11.4 (+2.5P)	+182.0%	➔
Operating Income (Operating income margin)	2.8 (0.9%)	14.5 (3.6%)	+11.7 (+2.7P)	+415.1%	➔

(\*) 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 in Europe, mainly in Spain, as well as the impact of foreign exchange rates.
Net Sales	Increased due to the expansion in the scale of services in Europe, mainly in Spain, as well as the impact of foreign exchange rate.
EBITA	Increased due to sales growth and seeing results of Structural Transformation despite an increase in expenses for global brand unification and additional measures.
Operating Income	Increased due to sales growth and seeing results of Structural Transformation despite an increase in expenses for global brand unification and additional measures..

(Explanation omitted)

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# Revisions to the forecasts of consolidated financial results for the Fiscal Year Ending March 31, 2022

Further, let me explain the revisions to the forecasts of consolidated financial results for the fiscal year ending March 31, 2022.  
Please see Page 13.

## Revisions of Financial Forecast for Fiscal Year Ending March 31, 2022 (Consolidated)

All items were revised upward based on the strong 3Q results and the assessment of the risk of earnings fluctuations in the remaining period.

- New Orders Received were revised upward to reflect the increase mainly in the EMEA&LATAM segment and the North America segment, as well as the impact of foreign exchange rates.
- Net sales were revised upward to reflect increases in all segments and the impact of foreign exchange rates.
- Operating income has been revised upward to reflect the increase in gross profit due to higher sales. The effects of overseas Structural Transformation are expected to be achieved as planned.

(Unit : Billions of yen, %)

	Results for the fiscal year ended March 31, 2021	Revised forecast for the fiscal year ending March 31, 2022 <sup>(*1)(*2)</sup>	YoY (amount)	YoY (rate)	Initial forecast for the fiscal year ending March 31, 2022 <sup>(*1)</sup>	Difference from Initial forecast to revised forecast (amount)
New Orders Received	2,223.3	2,290.0	+66.7	+3.0%	2,200.0	+90.0
Net Sales	2,318.7	2,540.0	+221.3	+9.5%	2,360.0	+180.0
Operating Income (margin)	139.2 (6.0%)	215.0 (8.5%)	+75.8 (+2.5P)	+54.5%	180.0 (7.6%)	+35.0 (+0.8P)
Net Income attributable to shareholders of NTT DATA	76.8	130.0	+53.2	+69.2%	106.0	+24.0

(\*1) Assumed exchange rate: Revised forecast: USD/JPY 112 yen, EUR/JPY 130 yen; Initial forecast: USD/JPY 104 yen, EUR/JPY 125 yen.

(\*2) Foreign exchange impact included in the revised forecast (only USD and EUR): New Orders Received 51.0billion yen, Net Sales 55.0billion yen, Operating Income 1.5billion yen.

Considering strong financial results until the third quarter and assessment of the risk of earnings fluctuation in the remaining period, NTT DATA revised upward **the full-year financial forecasts** as stated.

The forecast of **new orders received** is raised to 2.29 trillion yen, which is increased by 90 billion yen from the initial forecast, reflecting increase primarily in EMEA, LATAM, and North America and the impact of foreign exchange rates.

Of the increase of 90 billion yen, the amount of foreign exchange impact is 51 billion yen.

As for **net sales**, we reflected increases in all segments and the impact of foreign exchange rates and raised the forecast to 2.54 trillion yen, which increased by 180 billion yen from the initial forecast.

Of the increase of 180 billion yen, the amount of foreign exchange impact is 55 billion yen.

Concerning **operating income**, we considered an increase in gross profit because of sales growth and the effects of overseas Structural Transformation expected to be achieved as planned, we revised the forecast to 215 billion yen, which increased by 35 billion yen from the initial forecast.

Thus, we believe that the goals in our Medium-Term Management Plan, with consolidated net sales of 2.5 trillion yen and consolidated operating income margin of 8%, will be achieved.

Further, I will explain reasons of the revisions by segment. Please see Page 14.

## Revisions of Financial Forecast for Fiscal Year Ending March 31, 2022 (by Segment / Japan)

(Unit : Billions of yen, %)

		Results for the fiscal year ended March 31, 2021	Revised forecast for the fiscal year ending March 31, 2022	YoY (amount)	YoY (rate)	Initial forecast for the fiscal year ending March 31, 2022	Difference from Initial forecast to revised forecast (amount)
Public & Social Infrastructure	New Orders Received	481.6	522.0	+40.4	+8.4%	509.0	+13.0
	Net Sales	540.5	584.0	+43.5	+8.1%	559.0	+25.0
	Operating Income (margin)	67.8 (12.5%)	70.0 (12.0%)	+2.2 (-0.6P)	+3.2%	68.0 (12.2%)	+2.0 (-0.2P)
Financial	New Orders Received	542.2	442.0	-100.2	-18.5%	442.0	-
	Net Sales	607.6	640.0	+32.4	+5.3%	620.0	+20.0
	Operating Income (margin)	56.7 (9.3%)	61.0 (9.5%)	+4.3 (+0.2P)	+7.6%	59.0 (9.5%)	+2.0 (+0.0P)
Enterprise & Solutions	New Orders Received	344.0	360.0	+16.0	+4.7%	358.0	+2.0
	Net Sales	590.9	645.0	+54.1	+9.2%	598.0	+47.0
	Operating Income (margin)	52.3 (8.9%)	70.0 (10.9%)	+17.7 (+2.0P)	+33.8%	54.0 (9.0%)	+16.0 (+1.8P)

Public & Social Infrastructure All items were revised upward due to the expansion of services for the central government and ministries.

Financial Net sales and Operating income were revised upward due to the expansion of services for banks, etc.

Enterprise & Solutions All items were revised upward due to the expansion of services for the manufacturing industry, retail and service sectors.

Let us start with the **domestic segments**.

As for **the Public & Social Infrastructure Segment**, we revised all items upward considering the expansion in the scale of services for the central government and ministries.

In **the Financial Segment**, we revised forecasts upward for net sales and operating income considering the expansion in the scale of services for banks.

In **the Enterprise & Solutions Segment**, we revised all items upward given the expansion in the scale of services for manufacturing industry, retail and service sectors.

Let us move to Page 15.

## Revisions of Financial Forecast for Fiscal Year Ending March 31, 2022 (by Segment / Overseas)

(Unit : Billions of yen, %)

		Results for the fiscal year ended March 31, 2021	Revised forecast for the fiscal year ending March 31, 2022 <sup>(*)1</sup> ( <sup>(*)2</sup> )	YoY (amount)	YoY (rate)	Initial forecast for the fiscal year ending March 31, 2022 <sup>(*)1</sup>	Difference from Initial forecast to revised forecast (amount)
North America	New Orders Received	344.5	400.0	+55.5	+16.1%	366.0	+34.0
	Net Sales	429.4	465.0	+35.6	+8.3%	395.0	+70.0
	EBITA <sup>(*)3</sup> (EBITA margin)	-4.6 (-1.1%)	30.0 (6.5%)	+34.6 (+7.5P)	-	27.5 (7.0%)	+2.5 (-0.5P)
	Operating Income (margin)	-16.2 (-3.8%)	17.0 (3.7%)	+33.2 (+7.4P)	-	15.0 (3.8%)	+2.0 (-0.1P)
EMEA & LATAM	New Orders Received	475.9	540.0	+64.1	+13.5%	482.0	+58.0
	Net Sales	454.2	530.0	+75.8	+16.7%	478.0	+52.0
	EBITA <sup>(*)3</sup> (EBITA margin)	-1.4 (-0.3%)	18.0 (3.4%)	+19.4 (+3.7P)	-	13.0 (2.7%)	+5.0 (+0.7P)
	Operating Income (margin)	-6.1 (-1.3%)	13.0 (2.5%)	+19.1 (+3.8P)	-	8.0 (1.7%)	+5.0 (+0.8P)

(\*)1 Assumed exchange rate: Revised forecast: USD/JPY 112 yen, EUR/JPY 130 yen; Initial forecast: USD/JPY 104 yen, EUR/JPY 125 yen. )

(\*)2 Assumed foreign exchange impact included in the revised forecast (only USD and EUR): New Orders Received, NA 29.0billion yen, EMEA&LATAM 21.0billion yen; Net Sales, NA 33.0 billion yen, EMEA&LATAM 20.0billion yen; EBITA, NA 2.0billion yen, EMEA&LATAM 1.0billion yen; Operating Income, NA 1.0billion yen, EMEA&LATAM 0.5billion yen.

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

North America All items were revised upward due to the expansion in the scale of services including M&As and the impact of foreign exchange rate. EBITA margin is expected to be in line with the initial forecast, excluding one-time PMI costs.

EMEA & LATAM All items were revised upward due to the expansion in the scale of services in Europe, mainly in Spain, as well as the impact of foreign exchange rate.

This page shows the status of **overseas segments**.

As for **the North America Segment**, we revised all items upward given the scale expansion including M&As and the impact of foreign exchange rates. We aim to achieve an adjusted EBITA margin of 7%, which excludes temporary costs associated with M&As. In **the EMEA & LATAM Segment**, we revised all items upward considering the scale expansion in Europe, mainly in Spain, and the impact of foreign exchange rates.

With this, I would like to finish my explanation regarding the revisions to financial forecast.

I will now explain our recent main initiatives and other issues.

Please see Page 16.



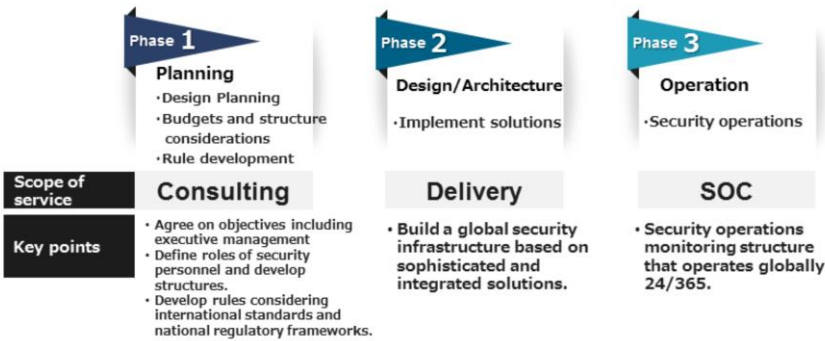
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## Recent Main Initiatives, etc

First, I would like to introduce two cases as NTT DATA's recent initiatives. Please take a look at Page 17.

# The Zero Trust Security Service Launched Globally

By providing a business environment that facilitates a flexible work, this service can realize high security through technologies such as quick detection, response, and recovery from external cyberattacks. As such, it can contribute to the mitigation of damage caused by security incidents.



NTT DATA has implemented and manage a zero-trust environment in our group, which operates in 55 countries and regions across the globe with 140,000 users. Based on this know-how, NTT DATA launched a service that fully supports zero-trust security straight from consultation to construction and operation.

In November 2021, NTT DATA started to provide a service that fully supports zero trust security straight from consulting to architecture implementation and operation. Using the know-how acquired through our experience of introducing a zero trust environment used by 140,000 employees in 55 countries and regions, we worked together with strategic partner companies and established a structure where about 1,000 specialists will provide the service around the world.

The service is to offer a business environment suited for flexible workstyles that are not tied to any location or device; provide a high level of security with technologies, such as multifactor authentications and log monitoring; and allow for quick detection, response, and recovery from external cyberattacks to help mitigate damage caused by security incidents.

Let us move to Page 18.

Our digital capabilities such as the ones included in GIDP and the strong delivery capability backed by numerous successful project executions in the domain were recognized.

NTT DATA Services received a large multi-year contract for Third-party Administration services from a leading insurance company specializing in life insurance and annuities.



Digital Platform	BPO/TPA Transaction / Operation	Partner Ecosystem Orchestration
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### Client Benefits

Improved Customer and Employee Experience	Front/Back Office Digitalization	Rapid Product Launch
Legacy System Modernization	Data Analytics	Transition Risk Mitigation



**FY21.2Q** Received a large multi-year contract extension from a leading provider of annuities and life insurance

**FY21.3Q** Received a large multi-year contract from a leading insurance company specializing in life insurance and annuities

This page shows a case involving “Develop digital offerings,” which is promoted by the Digital Strategy Office (DSO), one of the primary pillars in the Medium-Term Management Plan.

In the third quarter, we leveraged the Global Insurance Digital Platform (GIDP), a global digital offering for the life insurance and annuity industry, to conclude a large multi-year contract for TPA service (outsourcing of insurance contract management, etc.) with a leading insurance company specializing in life insurance and annuities.

By the way, when I explained the third quarter results for the North America Segment, I said we had received orders for large-scale projects this fiscal year, and this project is one such example. NTT DATA’s digital capability and experience of providing various services for companies in the same industry are highly appreciated by the client.

Finally, please see Page 19.

## Others

### 1. **Continuously selected for the Dow Jones Sustainability Index (DJSI) “World Index”, the ESG investment index** (November 13, 2021)

NTT DATA was continuously selected for the DJSI “World Index”, the world’s leading ESG investment index, for the 5th consecutive year

### 2. **Rating and Investment Information, Inc. (R&I) upgraded Issuer Rating of NTT DATA to ‘AA+’** (December 1, 2021)

As NTT DATA’s earnings base became more robust in Japan and the its earnings of overseas business improved, R&I upgraded the Issuer Rating from AA to AA+.

### 3. **Selection of Prime Market in Tokyo Stock Exchange(TSE)** (December 23, 2021)

NTT DATA resolved at its Board of Directors meeting to select and apply for the new market segment “Prime Market”, which will be introduced on April 4, 2022 in TSE.

### 4. **Partial sale of strategic share holdings** (January 28, 2022)

As a part of its efforts to review its strategic shareholdings, NTT DATA decided to subscribe to the tender offer of treasury shares conducted by Recruit Holdings Co., Ltd.(“RHC”) to sell a portion of the common shares of RHC held by the Company.

These are other topics.

As for the fourth topic, NTT DATA decided to subscribe to Recruit Holdings’ self tender offer as a part of the review of its strategic share holdings. At the moment, the number of stocks to be sold has not been decided, and thus, we will report results in March when the tender offer period ends.

Other contents are as written in the slide.

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

That is all for my presentation. Thank you for your kind attention.

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# Appendices - Business topics -

(Explanation omitted)

## Principal Measures Taken in the 3rd Quarter of FYE March 31, 2022 (1/4)

### Enabling online benefit administration procedures for the city of Yokohama to contribute to municipal Digital Transformations (DX) promotion



In November 2021, NTT DATA launched the reception management and application work support system for National Health Insurance and Long-Term Care Insurance in the city of Yokohama and plans to expand its target to include medical expense subsidies and medical care for elderly members during FY2021.

This system is connected to the in-house computer system of Yokohama City Hall to automatically print basic information such as an applicant's name and address on the application form. This will reduce both the clerical work of staff members due to descriptive errors and the burden of citizens of filling the application form. Furthermore, the system electronically manages the progress status of benefits procedures based on the QR code printed on the application form, making it possible to send a reminder message to staff members based on the progress status. Thus, the system realizes "No overlooked reception, No delayed administration" for the benefit administration procedures, accounting for approximately 1.2 million transactions per annum, all of which were managed on paper, thereby contributing to the work style reformation of staff members.

While considering the implementation of our services to other counter tasks in the city of Yokohama, NTT DATA will support approaches that contribute to the municipal DX promotion by meeting the requirements of online administrative procedures for local governments and standardized business systems, as promoted by the state.

(Explanation omitted)

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

### Realizing real-time mobility analysis/prediction to contribute to the reduction in food loss and waste and a low-carbon society



In November 2021, NTT DATA launched the BizXaaS MaP Mobility Analysis service, as a new service of its BizXaaS MaP (Note 1) series, which can predict real-time mobility of people.

This service enables to capture the mobility of a high-precision absolute number of people in each building, on each road, or on each sidewalk using our pinpoint mobility analysis technology by processing a combination of various pieces of data, including population distribution statistics, GPS, geographical spatial data sets, and data from the Mobile Space Statistics, the Japanese Population Distribution Statistics (Real-Time Edition) launched in January 2021 (Note 2). The service also enables a high-precision demand prediction that reflects real-time changes in the mobility, which could not be realized using the conventional statistical data-based prediction, based on the strength of our know-how on AI-enabled prediction technology and parallel processing.

NTT DATA will broaden our services to the restaurant industry, retailer/distribution companies, and urban transportation to solve urban issues, such as reducing food loss and waste and improving energy efficiency, thus simultaneously contributing to the realization of a sustainable society and aiming for annual sales of 2 billion yen by FY2025.

(Note 1) BizXaaS MaP

A map streaming service provided by NTT DATA to offer both enriched location information content and business applications at one go.

(Note 2) Mobile Space Statistics, Japanese Population Distribution Statistics (Real-Time Edition)

Population statistical information which is achieved on the basis of NTT DOCOMO, INC.'s mobile phone network mechanism, which summarizes the population distribution approximately an hour earlier in the mesh unit of 500 meters for each attribute (gender, age bracket, and residence).

(Explanation omitted)

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

### NTT DATA Services provides digital platform for the Life & Annuity Industry and enhanced supply chain consulting and digital expertise through acquisition



NTT DATA Services, a subsidiary of NTT DATA Corporation, provides Global Insurance Digital Platform (GIDP), a cloud based, digital platform and partner ecosystem. NTT DATA Services accelerated our consulting and digital expertise through acquisition.

- GIDP provides best-in-class consulting, partnerships, Business Process as a Service (BPaaS), Third-party Administration (TPA), and technology to the Life & Annuity Industry. Our digital capabilities such as the ones included in GIDP and the strong delivery capability backed by numerous successful project executions in the domain were recognized by providers of Life & Annuity products. NTT DATA Services received a large multi-year contract for TPA services from a leading insurance company specializing in life insurance and annuities, in the third quarter of fiscal year 2021. NTT DATA Services also received a large multi-year contract extension for TPA services from a leading provider of annuities and life insurance, in the second quarter of fiscal year 2021 and continues to support the digital operating model and provide stable service.
- NTT DATA Services acquired Chainalytics, Inc., a supply chain consulting and analytics firm, in December 2021. Chainalytics offers end-to-end supply chain consulting and analytics expertise that aligns a company's supply chain to its corporate strategy to capture maximum value. The acquisition expands NTT DATA's digital and consulting business by adding approximately 200 supply chain specialists globally.

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

(Explanation omitted)



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

### The Zero Trust Security (Note 1) Service Launched Globally



In November 2021, NTT DATA launched a service that fully supports zero-trust security straight from consultation to construction and operation.

NTT DATA cyberattacks, which are becoming more advanced and complicated daily, as key risks affecting corporate management, and have implemented and manage a zero-trust environment in our group, which operates in 55 countries and regions across the globe with 140,000 users. Based on this know-how, NTT DATA has built a system in which approximately 1,000 specialists from around the globe can provide the service, working in cooperation with our strategic partners. By providing a business environment that facilitates a flexible work style in any workplace or on any terminal, this service can realize high security through technologies such as multifactor authentications, log monitoring, and quick detection, response, and recovery from external cyberattacks. As such, it can contribute to the mitigation of damage caused by security incidents.

Through this service, NTT DATA will contribute to the realization of both a highly diversified IT environment and stronger information security governance, and furthermore aim to achieve annual global sales of 30 billion yen by the end of FY2025.

(Note 1) Zero-trust security

Zero-trust security refers to security that undertakes measures based on the premise that no communications can be trusted because the data and systems to be protected are scattered in various places with the dominance of cloud computing.

(Explanation omitted)

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## Appendices

-Explanatory details of financial results and forecasts-

(Explanation omitted)

## Overview of Consolidated Result

(Billions of Yen, %)

	2021/3 3rd Quarter Results (Apr-Dec)	2022/3 3rd Quarter Results (Apr-Dec)	YoY (%)	FY Ended 2021/3 Results (Full-Year)	FY Ending 2022/3 Revised Forecasts (Full-Year)
New Orders Received	1,577.4	1,720.4	+9.1	2,223.3	2,290.0
Order Backlog	2,645.9	2,773.2	+4.8	2,735.1	2,750.0
Net Sales	1,658.4	1,848.2	+11.4	2,318.7	2,540.0
(Main item) Overseas Net Sales <sup>(*)</sup>	667.8	770.3	+15.4	907.2	1,030.0
Cost of Sales	1,239.5	1,358.0	+9.6	1,734.1	1,865.0
Gross Profit	418.9	490.2	+17.0	584.6	675.0
SG&A Expenses	312.0	323.1	+3.5	445.4	460.0
Selling Expenses	122.3	124.8	+2.1	171.7	181.0
R&D Expenses	15.5	13.0	-15.9	22.7	19.0
Other Administrative Expenses	174.2	185.2	+6.3	250.9	260.0
Operating Income	106.9	167.1	+56.3	139.2	215.0
Operating Income Margin(%)	6.4	9.0	+2.6P	6.0	8.5
Financial Income and Costs/Share of Profit/Loss of Entities for Using Equity Method	-1.1	2.1	-	-8.7	-3.0
Income Before Income Taxes	105.8	169.2	+59.9	130.5	212.0
Income Taxes and Others <sup>(**)</sup>	36.6	59.0	+61.3	53.6	82.0
Net Income Attributable to Shareholders of NIT DATA	69.2	110.2	+59.2	76.8	130.0
Capital Expenditures	123.1	125.2	+1.7	169.5	175.0
Depreciation and Amortization/Loss on Disposal of Property and Equipment and Intangibles <sup>(***)</sup>	130.6	133.9	+2.5	178.4	170.0

(\*) 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 (31.8 billion yen as the result of FYE 3/2021 3<sup>rd</sup> Quarter, 31.7 billion yen as the result of FYE 3/2022 3<sup>rd</sup> Quarter, 42.8 billion yen as the result of FYE 3/2021 and 35.0 billion yen as the forecast for FYE 3/2022 (estimate)).

(Explanation omitted)

## Consolidated New Orders Received and Order Backlog

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

(Billions of Yen)

	2021/3 3rd Quarter Results (Apr-Dec)	2022/3 3rd Quarter Results (Apr-Dec)	FY Ended 2021/3 Results (Full-Year)	FY Ending 2022/3 Revised Forecasts (Full-Year)
Public & Social Infrastructure	350.3	404.7	481.6	522.0
(Main item): Central Government and Related Agencies, Local Government, and Healthcare	207.2	244.5	280.6	313.0
Telecom and Utility	78.9	85.2	108.5	114.0
Financial	357.9	302.2	542.2	442.0
(Main item): Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	287.1	221.5	431.8	322.0
Cooperative Financial Institutions	48.9	61.8	83.1	96.0
Enterprise & Solutions <sup>(*)</sup> / <sup>(**)</sup>	249.4	269.9	344.0	360.0
(Main item): Retail, Payment and Other Services	67.8	68.5	89.2	85.0
Manufacturing	136.6	157.3	195.9	216.0
Data Center, Network, and Other Solutions	45.0	44.1	58.8	59.0
North America	262.9	313.5	344.5	400.0
EMEA & LATAM	331.4	405.3	475.9	540.0

### Detail of Consolidated Order Backlog

(Billions of Yen)

Order Backlog	2,645.9	2,773.2	2,735.1	2,750.0
Public & Social Infrastructure	537.7	592.6	515.1	555.0
Financial	839.3	850.8	894.9	850.0
Enterprise & Solutions	150.5	152.4	150.6	165.0
North America	740.8	761.3	762.9	737.0
EMEA & LATAM	359.3	400.3	392.8	406.0

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

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

(Explanation omitted)

## Consolidated Net Sales

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

(Billions of Yen)

	2021/3 3rd Quarter Results (Apr-Dec)	2022/3 3rd Quarter Results (Apr-Dec)	FY Ended 2021/3 Results (Full-Year)	FY Ending 2022/3 Revised Forecasts (Full-Year)
Public & Social Infrastructure	296.1	337.0	452.0	492.0
(Main item) Central Government and Related Agencies, Local Government, and Healthcare	162.2	180.0	252.9	277.0
Telecom and Utility	73.7	84.9	107.4	116.0
Financial	374.9	395.0	518.1	548.0
(Main item) Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	286.2	308.4	390.3	420.0
Cooperative Financial Institutions	75.0	78.1	103.6	106.0
Enterprise & Solutions <sup>(*)</sup> <sup>(2)</sup>	310.2	336.4	427.8	461.0
(Main item) Retail, Payment and Other Service	109.0	119.3	147.2	160.0
Manufacturing	147.6	159.0	206.4	220.0
Data Center, Network, and Other Solutions	52.1	56.7	72.4	79.0
North America	313.0	341.9	422.8	461.0
EMEA & LATAM	326.8	399.3	446.7	528.0

### Net Sales by Products and Services (to Clients Outside the NTT DATA Group) <sup>(\*)</sup> <sup>(3)</sup>

(Billions of Yen)

Consulting	193.3	253.5	283.2	345.0
Integrated IT Solution	447.1	470.8	608.2	640.0
System & Software Development	384.5	431.1	551.2	605.0
Maintenance & Support	566.1	628.3	785.9	860.0
Others	67.3	64.5	90.2	90.0
Net Sales by Products and Services Total	1,658.4	1,848.2	2,318.7	2,540.0

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

<sup>(2)</sup> Net Sales of Enterprise & Solutions were reviewed in terms of the details recorded.

<sup>(3)</sup> The figures for Net Sales by Products and Services (to Clients Outside the NTT DATA Group) show results based on the revision of the categories and the details recorded.

(Explanation omitted)

## Trends in Quarter (Consolidated)



(Explanation omitted)

## Foreign Exchange Rates

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

(Yen,%)

	2021/3 3rd Quarter Results (Apr-Dec) ①	2022/3 3rd Quarter Results (Apr-Dec) ②	YoY (%) (②-①)/①	FY Ended 2021/3 Results (Full-Year) ③	FY Ending 2022/3 Revised Forecasts <sup>(*)</sup> (Full-Year) ④	YoY (%) (④-③)/③
USD	106.09	111.11	+4.7%	106.09	112.00	+5.6%
EUR	122.42	130.60	+6.7%	123.77	130.00	+5.0%

(\*) Assumed exchange rate at the time of the initial forecast: USD/JPY 104 yen, EUR/JPY 125 yen.

(Explanation omitted)

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## Appendices

- Mid- to long-term financial trends -

(Explanation omitted)



## Trend of Order Backlog and Net Sales



(Explanation omitted)

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



(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 Revised forecast
Overseas <sup>(*)</sup> net sales	231.3	298.7	449.0	504.4	586.3	911.1	831.3	881.1	906.7	907.2	1,030.0
EBITA <sup>(**)</sup>	10.8	9.6	23.5	26.6	28.2	43.4	19.4	28.3	6.4	-7.2	49.5

(\*) 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.

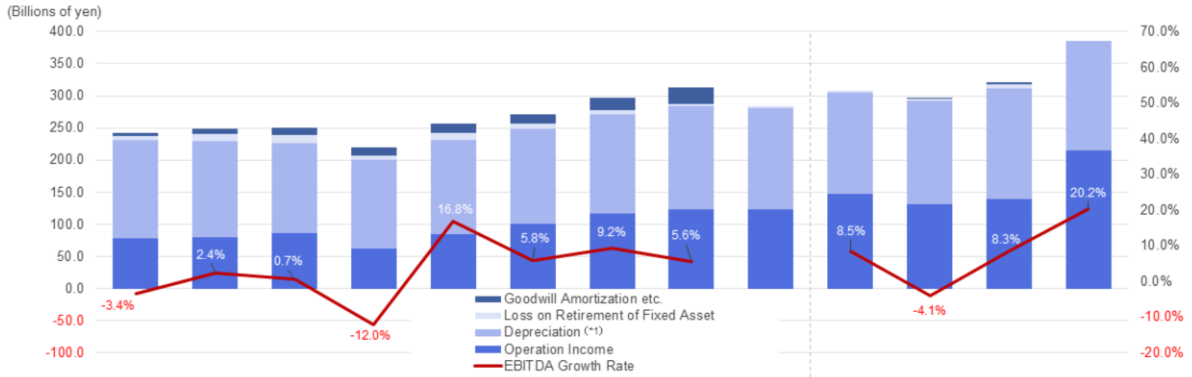
(\*\*) Net sales to Clients Outside the NTT DATA Group.

(\*\*\*) 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

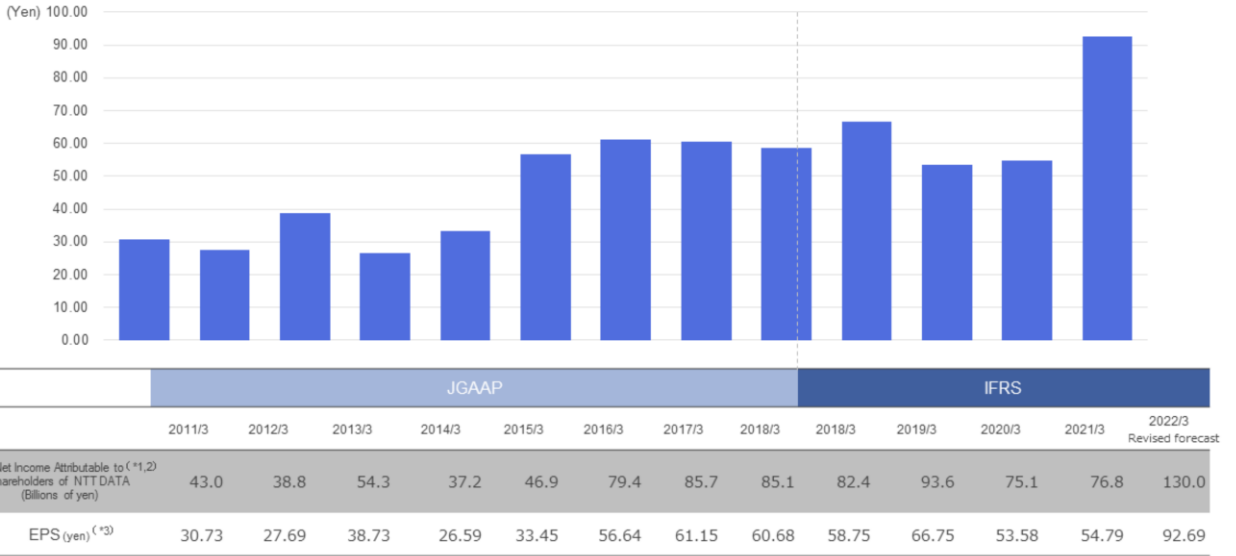


	JGAAP								IFRS				
(Billions of yen)	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3 Revised forecast
Operation Income	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	130.9	139.2	215.0
Depreciation(*1)	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	160.9	171.6	170.0
Loss on Retirement of Fixed Asset	6.3	11.3	13.8	5.6	11.6	7.2	5.4	3.2	3.1	2.7	2.9	6.8	-
Goodwill Amortization etc.	5.7	8.3	10.7	14.0	14.7	16.0	20.0	26.9	-	-	1.0	2.7	-
EBITDA	242.6	248.5	250.3	220.2	257.3	272.1	297.1	313.7	284.2	308.4	295.7	320.3	385.0

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

(Explanation omitted)

## EPS Trend



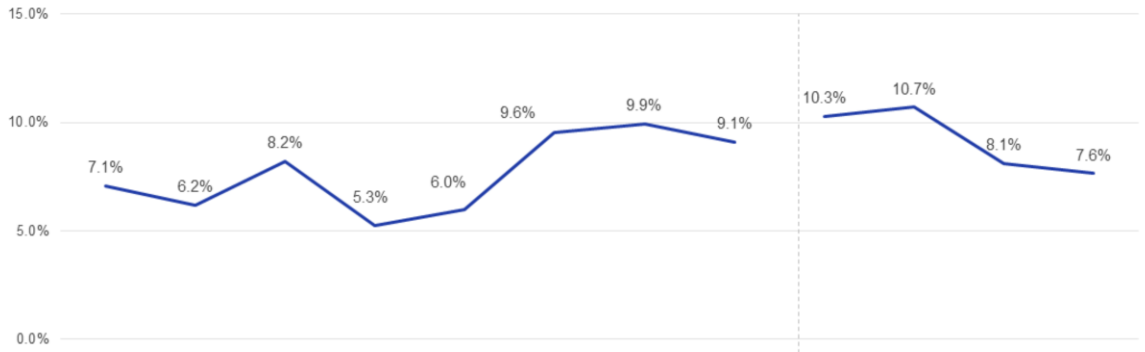
(\*1) "Net Income Attributable to Owners of Parent" based on JGAAP.

(\*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 <sup>(\*)1</sup>



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

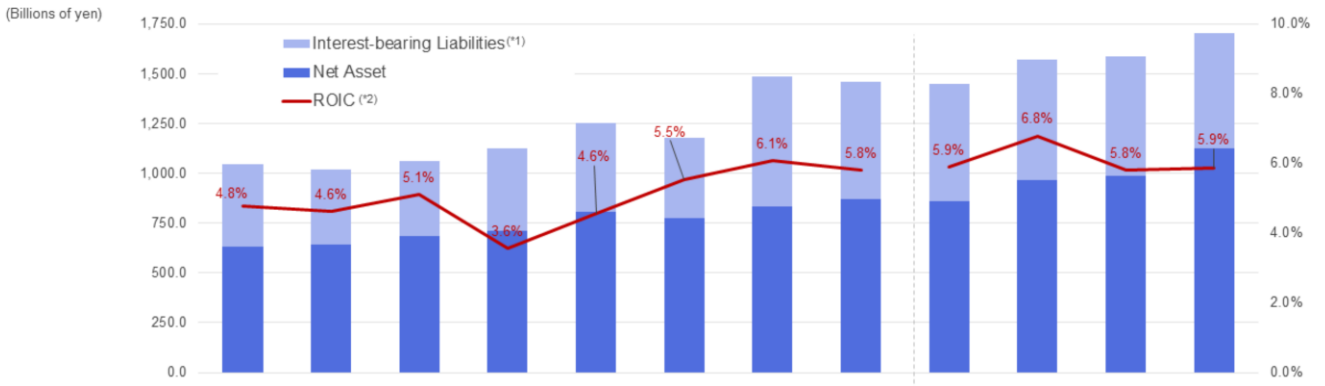
<sup>(\*)1</sup> ROE = net income attributable to shareholders of NTT DATA / average equity during the period.

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

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

(Explanation omitted)

## ROIC Trend



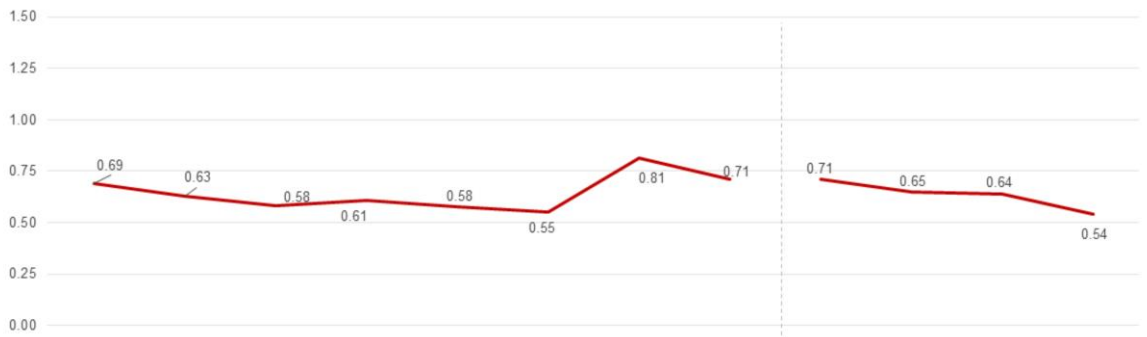
	JGAAP								IFRS			
(Billions of yen)	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3
Operating Income	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	130.9	139.2
Effective Tax Rate	40.69%	40.69%	38.01%	38.01%	35.64%	33.06%	30.86%	30.86%	30.86%	30.62%	30.62%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

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

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

(Explanation omitted)

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



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

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

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

(Explanation omitted)

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



(Billions of yen)	JGAAP								IFRS				
	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3 Revised forecast
Net Income Attributable to Shareholders of NTT DATA <sup>(*)</sup>	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	75.1	76.8	130.0
Depreciation <sup>(**)</sup>	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	160.9	171.6	170.0
Loss on Retirement of Fixed Asset <sup>(**)</sup>	6.3	11.3	13.8	5.6	11.6	7.2	5.4	3.2	3.1	2.7	2.9	6.8	-
Capital Investment	-139.0	-133.9	-122.1	-147.7	-140.9	-134.0	-158.1	-198.6	-194.8	-179.2	-193.8	-169.5	-175.0
Consolidated Cash Flow <sup>(*)</sup>	62.5	64.5	86.0	33.2	64.5	100.6	87.6	49.6	48.7	75.1	45.1	85.7	125.0
Dividends per Share(JPY) <sup>(**)</sup>	12	12	12	12	12	14	15	15	15	17	18	18	19
Total Dividends	16.8	16.8	16.8	16.8	16.8	19.6	21.0	21.0	21.0	23.8	25.2	25.2	26.6

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

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

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

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

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

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

(Explanation omitted)





(Explanation omitted)