

Company Presentation for the Fiscal Year Ended March 31, 2022

May 12, 2022
NTT DATA Corporation

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

I am Yo Honma, President and CEO, Representative Director of NTT DATA.
Thank you for taking time out to join us today despite your busy schedule.

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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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This is today's agenda.

Let's get started with the explanation of the results for the fiscal year ended on March 31, 2022. Please see Page 3.

1

Results for the Fiscal Year Ended March 31, 2022

(Explanation omitted)

Results for the Fiscal Year Ended March 31, 2022

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

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

(Billions of Yen, %)

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

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

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This is the overview of the results for the fiscal year ended on March 31, 2022. As you can see, the performance was strong throughout the year, and we reported record highs in all the items on the slide.

Regarding new orders received, net sales, and operating income, I will provide details of their year-on-year changes for each segment in the following slides. The net income, like the operating income, grew significantly due to an increase in sales and the effects of overseas structural transformation.

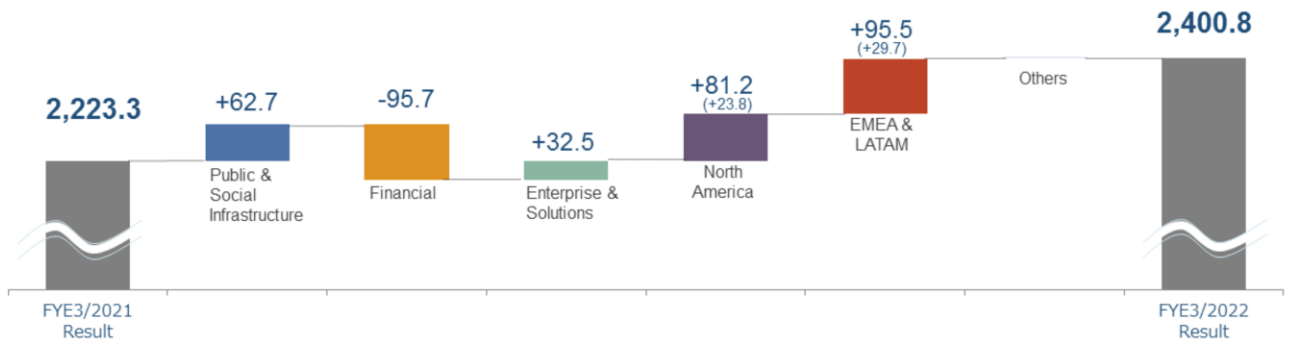
Regarding dividends per share, since NTT DATA made upward revisions to the full-year forecasts in the third quarter and achieved management goals in the former medium-term management plan of consolidated net sales of 2.5 trillion yen and of a consolidated operating income margin of 8 percent, we plan to pay an ordinary dividend of 19 yen and a special dividend of 2 yen per share. So, the annual dividend will be 21 yen per share.

Please turn to Page 4.

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

(Billions of Yen)

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



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

First, let's look at new orders received.

New orders received decreased in the Financial Segment due to fewer orders received compared to the previous year when the segment won large-scale projects for banks.

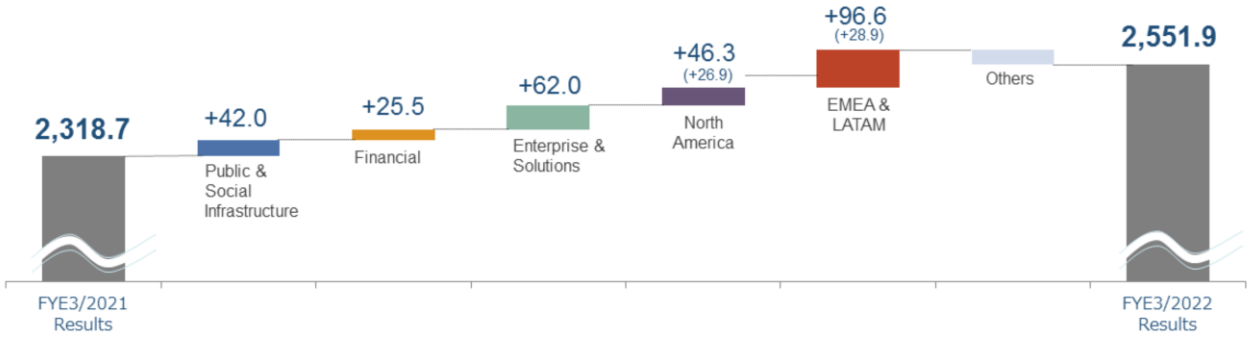
However, new orders received increased by 177.5 billion yen in total, mainly due to the winning of large-scale projects for financial institutions and corporations in the North America Segment and projects mainly in Spain and Germany in the EMEA and LATAM Segment as well as the impact of foreign exchange rates.

Please check Page 5.

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

(Billions of Yen)

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



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

Let's move on to net sales.

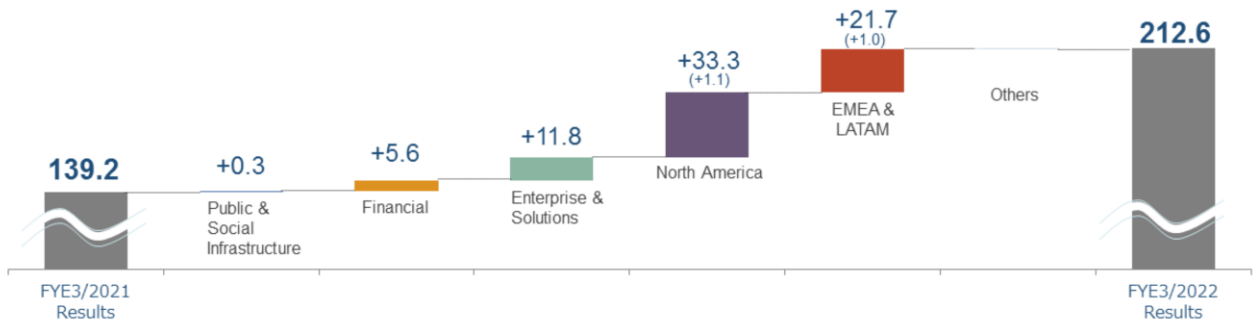
Net sales increased by 233.2 billion yen mainly due to the expansion in the scale of services for the manufacturing industry and the retail and service sectors in the Enterprise & Solutions Segment in Japan and the expansion in the scale of services mainly in Spain and Germany in the EMEA & LATAM Segment, as well as the impact of foreign exchange rates.

Please turn to Page 6.

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

(Billions of Yen)

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



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

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This is the status of the operating income.

The operating income increased by 73.4 billion yen mainly due to the effects of the structural transformation and increased sales in the North America Segment and the EMEA & LATAM Segment, despite prior investment made to expand businesses in Japan, the occurrence of unprofitable projects in the Public & Social Infrastructure Segment, and cost increases associated with global brand unification and additional measures in the EMEA and LATAM Segment.

I will omit explanations for the following several slides, as they show explanations that I have just provided by segment. I would like to finish my explanation about the results for the fiscal year ended on March 31, 2022. Then, please turn to Page 12.

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

(Billions of Yen, %)

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

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

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

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

(Explanation omitted)

Financial (FYE3/2021 and FYE3/2022)

(Billions of Yen, %)

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

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

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

Operating Income Increased mainly due to sales growth.

(Explanation omitted)

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

(Billions of Yen, %)

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

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

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

Operating Income Increased mainly due to sales growth as well as improved personnel utilization rates resulting from sales growth, despite the increased costs of upfront investments to expand businesses.

(Explanation omitted)

North America (FYE3/2021 and FYE3/2022)

(Billions of Yen, %)

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

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

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

(Explanation omitted)

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

(Billions of Yen, %)

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

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

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

(Explanation omitted)

2

Review of former Medium-Term Management Plan

Next is the review of the former medium-term management plan, or MMP.

Overview of former Mid-term Management Plan

Profitable global growth : FY2021 BUSINESS GOALS

Growth

Net Sales : 2.5T yen
Client Base : Over 80

Earnings

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

COURAGE TO CHANGE : Maximize Value for our Clients

Transformation & Synergy



Strategy1

Expand global digital offerings



Strategy2

Deliver greater value to clients based on regional needs



Strategy3

Maximize Organizational Power by Enhancing the Power of All Global Employees

Drive NTT
Group
Collaboration

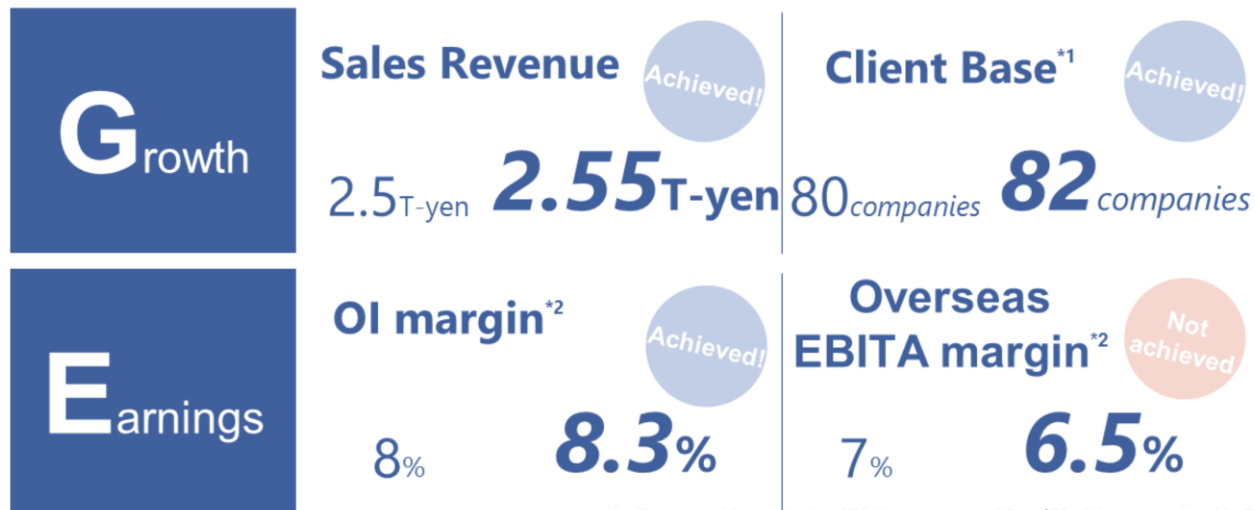
CONSISTENT BELIEF : Shape the future society with our clients

In the former MMP for the fiscal years 2019 to 2021, NTT DATA worked to enhance our capabilities in four factors of Growth, Earnings, Transformation, and Synergy, which we collectively call "GETS."

First, let's review the key performance indicators, or KPIs, in the former MMP.

Overview of former MMP | FY2021 KPI

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



*1 : Customers with annual sales of 5 billion yen or more (JP) or \$50 million or more (outside JP)
*2 : Excluding one-time costs for M&A, structural reform, etc.

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As shown in this slide, we were able to achieve the three KPIs of the consolidated sales revenue, client base, and consolidated operating income margin. We failed to achieve the KPI of overseas EBITA margin, whereas the North America Segment achieved an EBITA margin of 7% in the fiscal year 2021 due to the effects of the structural transformation. We are aware that we need to continue improving profitability and promote a digital shift.

Overview of former Mid-term Management Plan

Profitable global growth : FY2021 BUSINESS GOALS

Growth

Net Sales : 2.5T yen
Client Base : Over 80

Earnings

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

COURAGE TO CHANGE : Maximize Value for our Clients

Transformation & Synergy



Strategy1

Expand global digital offerings



Strategy2

Deliver greater value to clients based on regional needs



Strategy3

Maximize Organizational Power by Enhancing the Power of All Global Employees

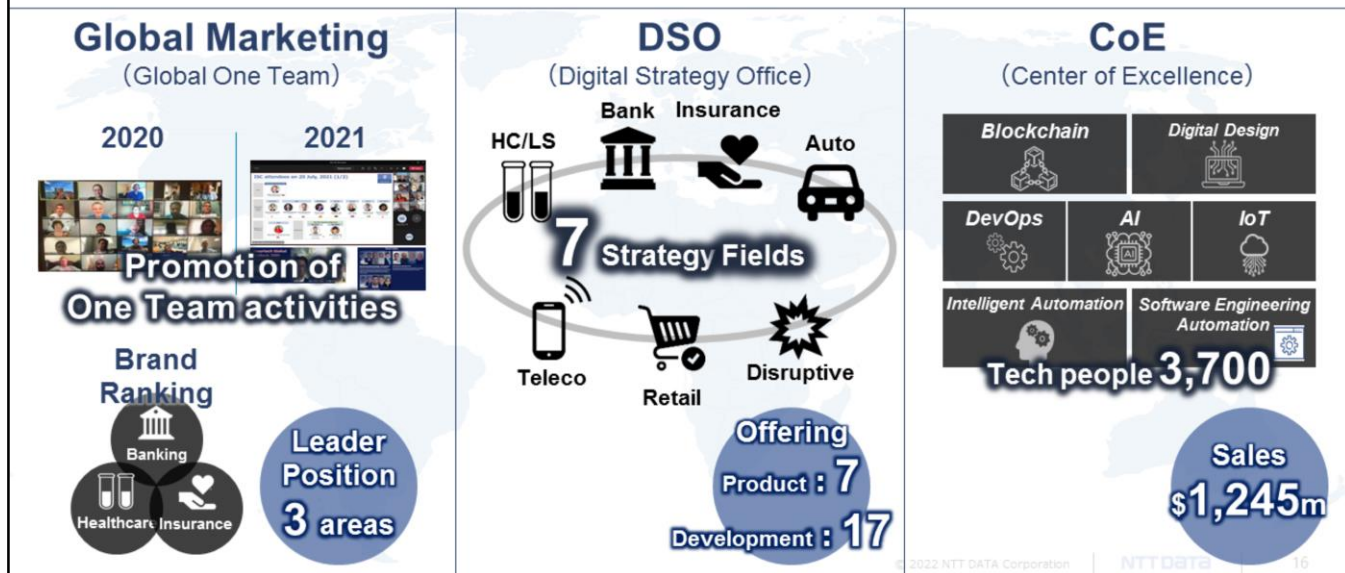
Drive NTT
Group
Collaboration

CONSISTENT BELIEF : Shape the future society with our clients

The next topic is the outcomes of the “3 Plus 1 Strategy” in “Courage to Change: Maximize Value for Our Clients.”

Strategy1 | Expand global digital offerings

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



In Strategy 1, “Expand global digital offerings,” NTT DATA has accelerated global collaboration through three measures—“Global One Team,” “DSO (Digital Strategy Office),” and “CoE (Center of Excellence).”

These three measures have produced many results, so we will enhance and develop these measures in the new MMP and work to expand global digital offerings to achieve further growth.

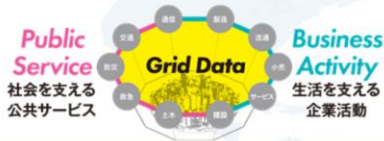
Strategy2 | Deliver greater value to clients based on regional needs

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

JP | Public sector

Grid Data Bank Lab.

Value creation by utilizing electric power data



JP | Financial sector

TradeWaltz Digital trade PF



JP | Enterprise sector

よろこびがつながる世界へ



Automation & sophistication of factory



Overseas | NA region

A Service Company ITO Digital partner



Overseas | EMEAL region

renfe

MaaS PF Development & Operation



In Strategy 2, "Deliver greater value to clients based on regional needs," NTT DATA has taken advantage of the long-term relationships with clients and offered new value for them by creating many digital cases as well as working on existing projects.

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

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

HR development measures / systems

FY2019-FY2021

Enhance Digital & Global abilities

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

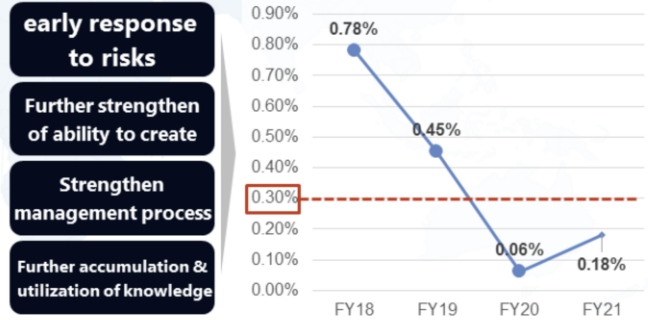
As of 2021.10

HR systems

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

Prevention unprofitable project

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



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

In Strategy 3, "Maximize organizational power by enhancing the power of all global employees," NTT DATA tried to enhance various human resource development measures and programs and made efforts to reduce unprofitable projects from the perspective of strengthening governance. As a result, NTT DATA achieved the goal of keeping the ratio of the total amount of unprofitable projects to net sales below 0.3%.

In the new MMP, we will continue to try to maximize individual and organizational strengths.

NTT Collaborations | TOYOTA / Victoria, Melbourne

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

TOYOTA



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

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



Victoria, Melbourne

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

Clients
Public Transport Victoria



Front Sales
NTT Data Australia

Solution owner
NTT Inc. (Smart World Teams)

Co-Development
NTT Data Services



Finally, to strengthen collaboration with the NTT Group, NTT DATA has participated in collaboration projects with many progressive clients and made contributions to clients together with the NTT Group. Toward further growth, we will accelerate NTT collaboration.

Issues to address in the New MMP

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

<i>Accelerate overseas profitability</i>	<ul style="list-style-type: none">◆ Further growth with quality through continuous profitability improvement◆ Advance digital shift & expanding market share & presence to establish competitiveness.
<i>Strengthen digital competitiveness</i>	<ul style="list-style-type: none">◆ Strengthen E2E responsiveness from conception to realization of management / business transformation◆ Create Cross-industry collaboration to solve social issues & realize a new society
<i>Transform organization for human resources to grow</i>	<ul style="list-style-type: none">◆ Early resolution of human resource shortages by strategically strengthen human resources◆ Transformation to an environment and culture where diverse human resources can play an active role for a long time
<i>Strengthen the HQ functions to become a global company</i>	<ul style="list-style-type: none">◆ Strengthen global governance for sound business operations and realization of growth◆ Reform of HQ function for further growth as a global company

Based on the former MMP, the new MMP focuses on four issues—“Accelerate overseas profitability,” “Strengthen digital competitiveness,” “Transform organization for human resources to grow,” and “Strengthen the HQ functions to become a global company”—toward the Global 3rd Stage.



3

New Medium-Term Management Plan

Based on the previous explanations, I would like to explain the new MMP for the period from the fiscal year 2022 to 2025.

3-1

Business Environmental changes

First, let's look at business environmental changes.

Environmental changes

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

Requirements are diversified

Increase of Economic Value

Pursuit of profit, efficiency improvement, creation of new value



Creation of Social & Environmental Value

Solving social issues and contributing to the global environment

As the environment surrounding society has been changing significantly, businesses are now required to address various social issues and improve the global environment while pursuing business activities.

Social Trend Changes

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

Preservation of the Global Environment

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



Decarbonization

Expansion of Connected Objects

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



Supply Chain Innovation

IoT

Changes in Consumption and Lifestyles

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



Sharing

Food Delivery



Circular Economy

Biodiversity



Smart City



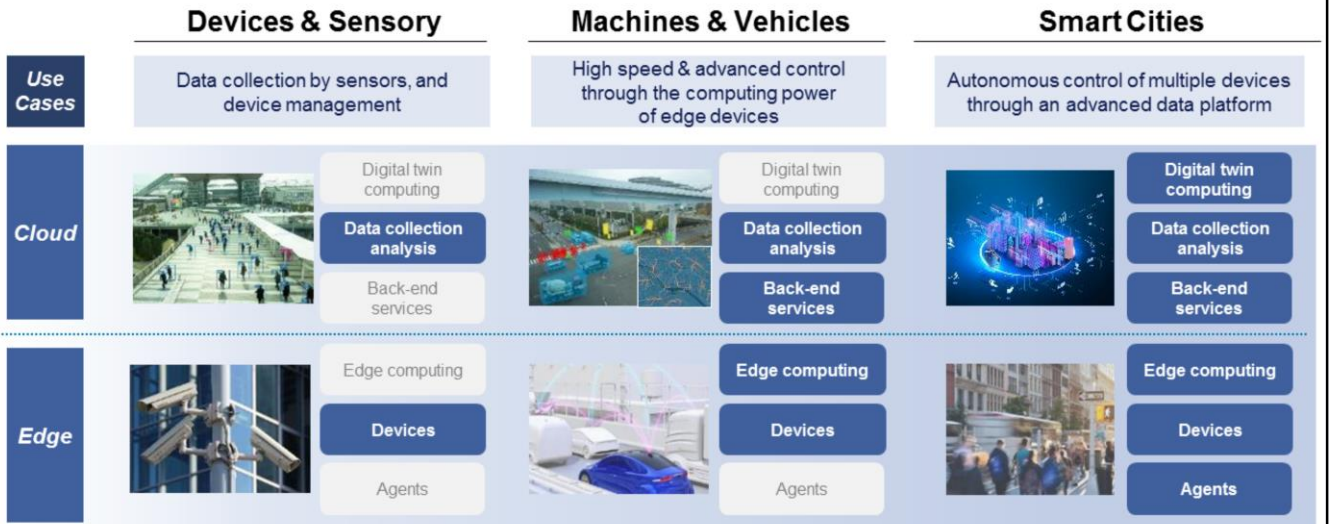
Biosensing



As seen in social trend changes such as “Preservation of the Global Environment,” “Expansion of Connected Objects,” and “Changes in Consumption and Lifestyles,” the adoption of IT and digital technologies has led to significant changes in several aspects ranging from corporate activities to consumption and lifestyles. Challenges and needs that companies should address are more complex and diversified.

Edge to Cloud is becoming more important

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



Behind those social trend changes is technological advancement. As services utilizing all kinds of data have become sophisticated, technologies related to connectivity, like Edge to Cloud, are becoming more important in realizing a new society.

A data-driven society where everything is connected

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



Cross companies & industries data utilization

Digital twin computing

Data collection analysis

Edge computing

Secure data collection

Various contact-points with customers

Various devices



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Furthermore, expectations are growing for a data-driven society where data are securely collected from things and human behaviors, analyzed, and utilized beyond corporate and industry boundaries.

3-2

NTT DATA's Growth Direction

Next, let me explain NTT DATA's growth direction.

Our Journey to Business Growth

3

Stage

Realizing a Sustainable Future

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

New MMP (2022-25)

Midpoint to Global 3rd Stage (2019-21)

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

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

2

Recognized Global Brand(2016-18)

NTT DATA: Ascend; Rise & grow our global Brand

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

1

Increased Global Coverage (2005 -2015)

A global corporate group that provides diverse IT services

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

In the Global 1st Stage from the fiscal year 2005, NTT DATA increased global coverage. In the Global 2nd Stage from the fiscal year 2016, we tried to establish a recognized global brand.

In the new MMP from the fiscal year 2022 to 2025, NTT DATA will work to become a company trusted by clients around the world based on initiatives in the former MMP, to achieve the Global 3rd Stage.

Global 3rd Stage Goal

Our Mission Statement

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

Group Vision

Trusted Global Innovator



Realizing a Sustainable Future

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

Based on our mission statement and group vision, the new MMP is aimed at “Realizing a Sustainable Future.” NTT DATA will connect people with technology to create value and a sustainable future with our clients.

New competitive advantage

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



NTT DATA has established Long-Term Relationships of trust with clients for many years. We have contributed to growing clients' businesses and addressing social issues with the ability to create systems with a deep understanding of clients' businesses and operations using advanced technology as well as the power to connect people, businesses, and the society by supporting various corporate systems and industrial infrastructure.

New value propositions for the realization of a sustainable society

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

We Create

Consulting ability starting from Foresight

Asset-based high agility system development ability

We Connect

Cross-industry collaboration that connects companies

Edge-to-Cloud that connects everything



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

To realize a sustainable society in the future, we will further enhance our ability to create and power to connect while offering new social platforms and innovative services beyond corporate and industry boundaries by combining the ability and power.

3-3

Combination with NTT Ltd.

Here, I will explain the business combination with NTT Ltd. for strengthening overseas business competitiveness.

Value of combining NTT DATA and NTT Ltd. business

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

NTT DATA

Consulting & Apps and SI capabilities

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

Revenue*
~ ¥3.5T

*Simple sum of FY21 earnings forecasts

Combination

Employees
~ 180k

NTT Ltd.

Edge-to-Cloud services

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

Overseas sales ratio
~ 60%

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As we explained at the press conference on May 9, NTT DATA and NTT Ltd. will combine businesses in October 2022.

The business combination will provide NTT DATA with NTT Ltd.'s power to connect and will allow us to evolve into a company offering comprehensive services integrating IT and connectivity.

After the combination, the revenue will increase to nearly 3.5 trillion yen, the number of employees to about 180,000 globally, and the overseas sales ratio to about 60%.

Overview of NTT Ltd.

Leading IT infrastructure & services company.

Summary
of NTT Ltd.

Revenue (as of FY20)

\$9,980M*

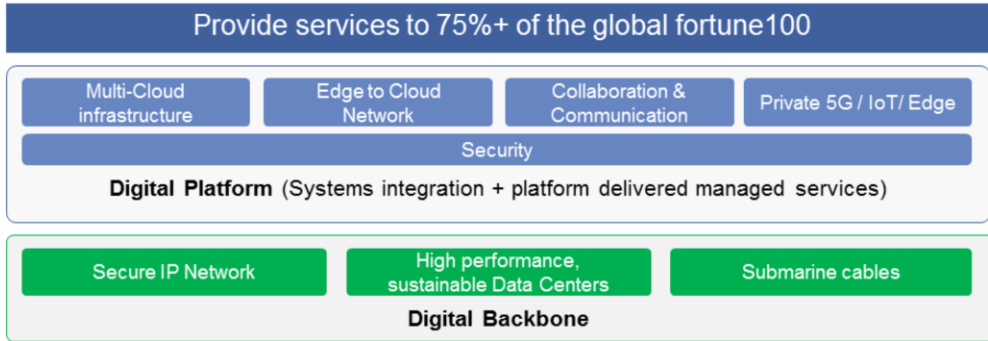
Employees (as of FY20)

38,150 people

Network Coverage Countries

approx. 190

NTT Ltd.'s
Business



*\$1=¥106.1 basis

This slide shows the business overview of NTT Ltd. The company has a revenue of about 1 trillion yen and provides IT infrastructure and related services such as data center/NW and Cloud to Edge to over 75 percent of the global fortune 100 companies.

Enhanced Value Proposition

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

Promotion of an integrated strategy

Centralized Client Support

Consistent Service Provisioning

Focused Investments

Customer business transformation
by DX full-stack service

Social innovation by convergence
of IT & Connectivity

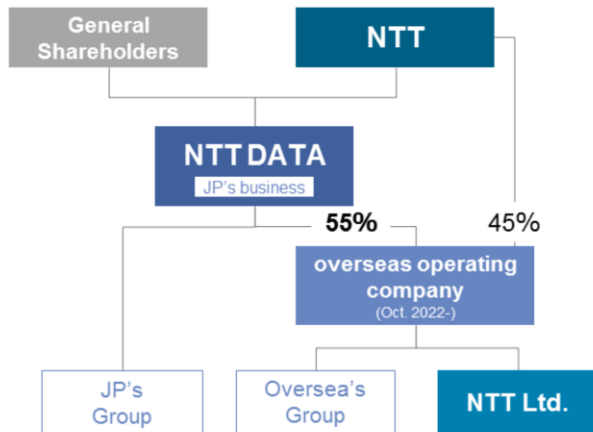


To further grow our overseas businesses, we will combine the strengths of both companies under a unified strategy in order to help grow clients' businesses and address social issues.

Business Combination Structure

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

Structure after establishing overseas operating company



Objectives of overseas operating company

Promote One-NTT business
(Smart World, 5G etc...)

Promote collaboration of R&D
(IOWN etc...)

Strengthen governance by consolidating knowledge & human resources related to overseas business

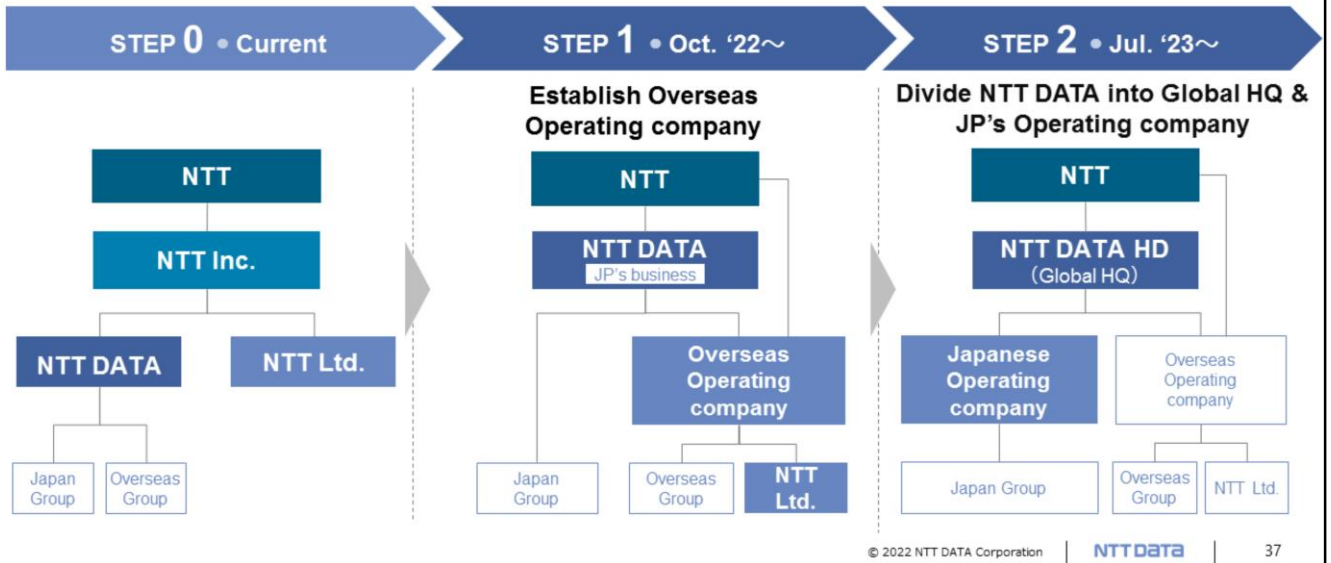
Let's move on to the overseas business combination structure.

On October 1, 2022, we will establish an overseas operating company, with 55 percent funded by NTT DATA and 45 percent by NTT. Through the co-funding, we will promote NTT collaboration in both strategies and operations and grow our overseas businesses.

The purpose of the co-funding is to promote One NTT business and strengthen cooperation in R&D. In addition, we will bring together NTT Group's human resources involved in overseas businesses and establish a strong global governance structure to support future business growth.

High-Level Timeline

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



We will establish a Japanese operating company under the holding company of NTT DATA in July 2023, aiming for the transition to a global management system with global headquarters and separate operating organizations for respective regions.

As the global HQ, we will establish a system where affiliate Japanese and overseas operating companies will conduct business according to the needs, laws, and regulations in their respective regions.

3-4

Strategies

Next, I will explain in detail the new MMP's overall strategy.

New MMP's Overall Strategy

Realizing a Sustainable Future

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



This slide shows the new MMP's overall strategy. The following slides will describe each of these strategies.

Strategy 1 - Capitalize on the Convergence IT & Connectivity

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



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NTT DATA

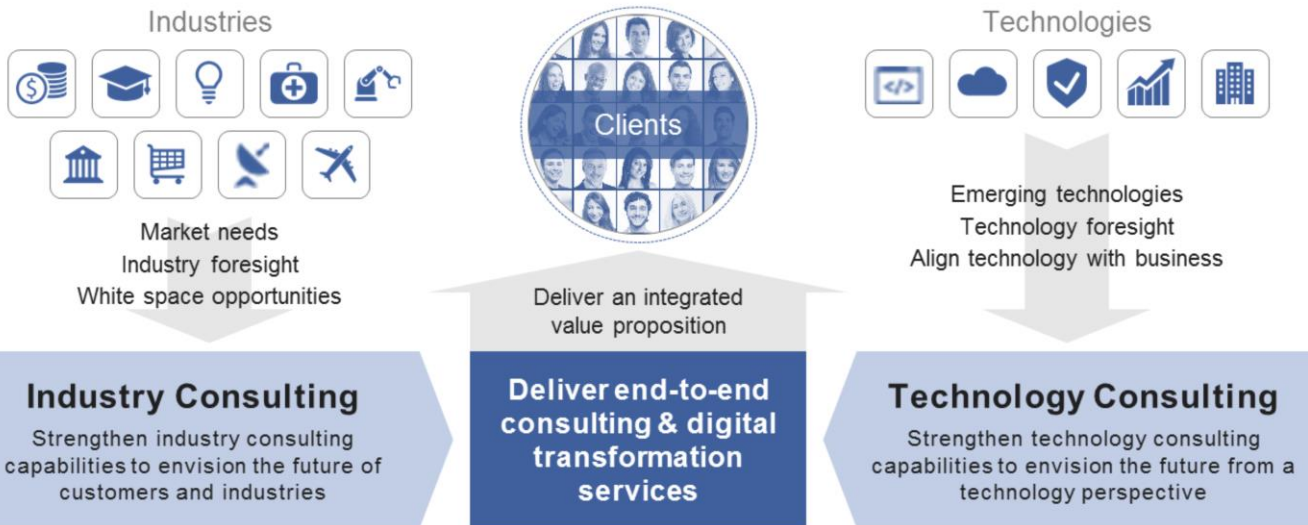
40

Strategy 1 is "Capitalize on the Convergence IT & Connectivity."

By further strengthening collaboration with the NTT Group, NTT DATA will enhance the capabilities to offer Edge to Cloud services. Also, we will realize inter-industrial collaboration that transcends corporate and industry boundaries and create new social platforms and innovative services.

Strategy 2 - Strengthen Consulting with Foresight

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



Strategy 2 is “Strengthen Consulting with Foresight.”

We will strengthen industry consulting capabilities to envision the future of clients and industries and technology consulting capabilities to envision the future from a technology perspective, to support the growth of our clients’ businesses and realize their business transformation as a co-creation partner.

Strategy 3 - Evolve to an Asset-based Business Model

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



Maximum Value

Optimal Agility

Business Units

Asset based Consulting

Asset based Delivery

Asset based Managed Services

Best Practices

Industry Assets

Asset Repository

Technology Assets
Development Tools

Technology Units

Emerging Technologies

Growth Technologies

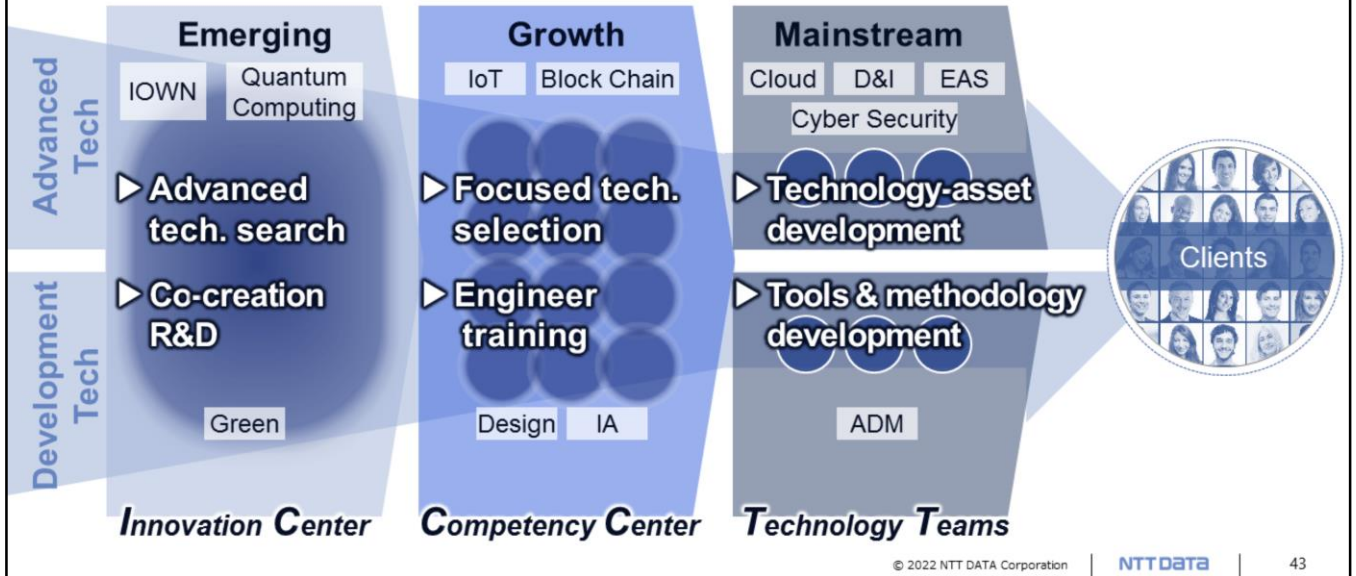
Mainstream Technologies

Strategy 3 is “Evolve to an Asset-based Business Model.”

We will make NTT DATA Group’s technologies, knowledge, experience, etc., an asset on a global level and make effective use of the asset so that we can maximize the value of our offerings.

Strategy 4 - Enhance Advanced & Development Technology

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



Strategy 4 is “Enhance Advanced & Development Technology.” NTT DATA will promote measures based on technological levels.

In the category of Mainstream, we will further improve our strength, which is the ability to utilize technologies.

In the Growth/Emerging Categories, we will closely examine, with foresight, advanced technologies to be used in the future and implement PoC with clients working on progressive initiatives globally.

Strategy 5 - Be the best place to work

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



Strategy 5 is “Be the Best Place to Work.”

NTT DATA’s drive to create value is human resources, and it is important for us to transform into a company attractive to people working there.

To that end, we will introduce training programs to learn advanced technologies and develop systems and a progressive working environment to allow various human resources to play active roles.

Also, we will strengthen the HQ functions for further growth as a global company.

Optimize Strategic Investments for Growth

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

Strategic Investments

5 Focus Industries*

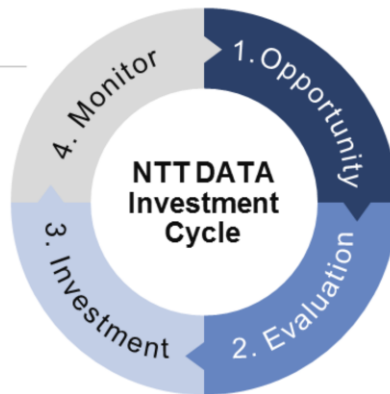


5 Focus Technologies*



Biz x Tech

(Cross-industry, Sustainability, IOWN etc.)



Global M&A

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

Governance

GSIC: Global Strategic Investment Committee

Ensure investments are aligned with corporate strategy.

*as of 2022.4

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NTT DATA

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As a system to support the five strategies that I have explained so far, NTT DATA will establish a virtuous cycle of investment and growth and achieve business growth toward the Global 3rd Stage.

Specifically, NTT DATA will create an investment category focusing on themes to realize social changes such as sustainability and IOWN in addition to industry and technology focus areas and globally promote strategic investment toward future business creation.

3-5

Sustainability management

The next topic is sustainability management.

Toward Realizing a Sustainable Society

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

ENVIRONMENT

Regenerating Ecosystems

Preserving the global environment for future generations



ECONOMY

Clients' Growth

Companies achieving growth in ways that support a sustainable society



SOCIETY

Inclusive Society

Creating a society where everyone can live healthy and happy lives

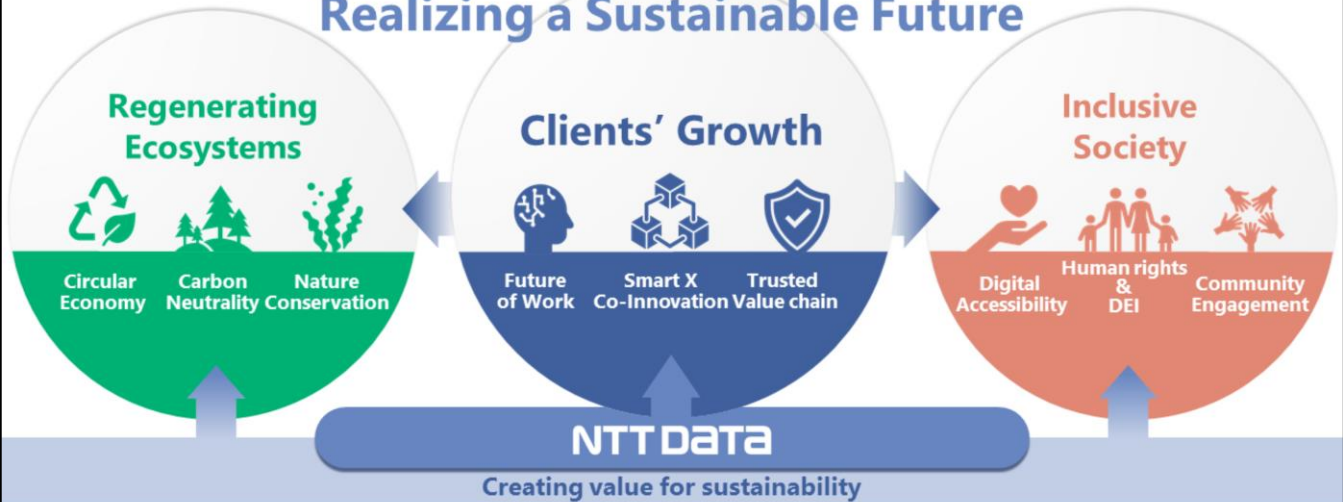


As I have explained in the “Business Environmental Changes,” the environment surrounding the society has been changing drastically. NTT DATA takes this phase of great change as an opportunity to achieve further growth and promote sustainability in management from a long-term perspective.

NTT DATA Sustainability Management

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

Realizing a Sustainable Future



To build a sustainable society, NTT DATA will work to address social issues and contribute to improving the global environment through business and corporate activities under the slogan "Realizing a Sustainable Future." Through this, we will grow together with our clients.

3-6

KPIs

Finally, I will explain the KPIs in the new MMP.

Sales Revenue

over ¥ **4 T**

Client Base^{*4}

120 companies

OI margin^{*5}

10.0%

Overseas EBITA margin^{*5}

10.0%

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

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

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

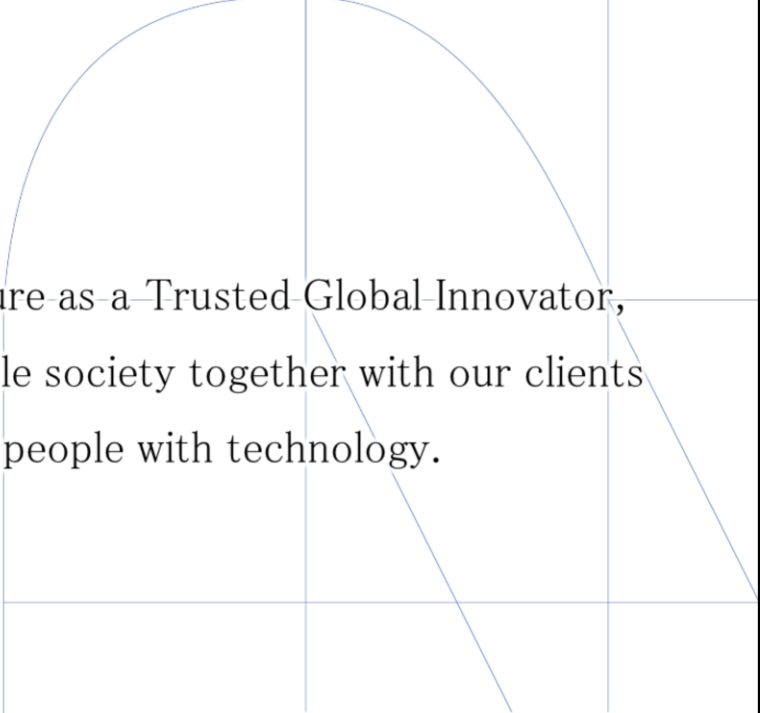
*4 Customers with annual sales of 5 billion yen or more (JP) or \$50 million or more (outside JP)

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

This slide shows the KPIs for the fiscal year 2025.

Given the combination with NTT Ltd., NTT DATA will aim to achieve a consolidated sales revenue of over 4 trillion yen, 120 client companies with annual sales of over 5 billion yen or 50 million dollars, a consolidated operating income margin of 10 percent, and an overseas EBITA margin of 10 percent.

We will aim to achieve an operating income of about 400 billion yen, about twice that of the fiscal year ended on March 31, 2022.



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

At times of significant changes, NTT DATA, under our mission statement and group vision, will create value for the future as a Trusted Global Innovator and aim to realize a sustainable society together with our clients by connecting various people through technology.

4

Forecasts for the Fiscal Year Ending March 31, 2023

Next, I will explain the forecasts for the fiscal year ending on March 31, 2023. Please turn to Page 54.

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

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

(Billions of Yen, %)

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

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

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

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

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

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

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

This slide shows the business forecasts, taking into account the effects of the overseas business combination between NTT DATA and NTT Ltd.

The net sales are expected to increase considerably due to the effects of the combination as well as the expansion of the scale in organic business, primarily in the Japanese market, and the impact of foreign exchange rates.

The operating income is expected to increase mainly due to sales growth, and NTT DATA wants to make more strategic investments to achieve KPIs in the new MMP.

Also, the net income is expected to decrease from the previous year partly due to the impact of the latest business combination, but this is mainly because NTT Ltd. is now carrying out structural reforms, which costs for the business combination and other operations, and its contribution to the net income will be small this fiscal year.

Other items that we cannot disclose for now will be disclosed soon after we conduct close examinations.

The following slides provide explanations about forecasts excluding the effects of the overseas business combination between NTT DATA and NTT Ltd. as a reference. Both sales and income are expected to increase in all segments. Then, please turn to Page 58.

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

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

(Billions of Yen, %)

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

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

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

(Explanation omitted)

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

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

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

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

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

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

(Explanation omitted)

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

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

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

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

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

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

North America	All items will increase due to winning of high-profitable projects in digital and other fields as well as the impact of foreign exchange rate, etc.
EMEA & LATAM	All items will increase due to the expansion in the scale of services in Europe, mainly in Spain, as well as the impact of foreign exchange rate, in addition to an decrease in expenses for global brand unification and additional measures.

(Explanation omitted)

Dividends for FYE 2023/3

Dividend Policy

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

FY ended 2022/3

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

+

Special dividend ^(*) 2.0 yen

FY ending 2023/3

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

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

Finally, let me explain regarding dividends.

Given the strong performance in the fiscal year ended on March 31, 2022, NTT DATA will pay a special dividend of 2 yen per share in addition to an ordinary dividend of 19 yen per share. For the fiscal year ending on March 31, 2023, we will raise an ordinary dividend by 2 yen to 21 yen per share.

The following slides show numerical information, etc., which are self-explanatory. I would like to conclude my presentation. Thank you very much.

5

Appendices

- Explanatory details of financial results and forecasts -

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

(Explanation omitted)

Overview of Consolidated Result

(Billions of Yen,%)

	FY ended 2021/3 Results	FY ended 2022/3 Results	YoY (%)	FY Ending 2023/3 Forecasts ⁽⁴⁾	YoY (%)
New Orders Received	2,223.3	2,400.8	+8.0	2,430.0	+1.2
Order Backlog	2,735.1	2,860.6	+4.6	2,800.0	-2.1
Net Sales	2,318.7	2,551.9	+10.1	2,660.0	+4.2
(Main item) Overseas Net Sales ⁽¹⁾	907.2	1,050.5	+15.8	1,117.0	+6.3
Cost of Sales	1,734.1	1,875.9	+8.2	1,938.0	+3.3
Gross Profit	584.6	676.0	+15.6	722.0	+6.8
SG&A Expenses	445.4	463.4	+4.0	500.0	+7.9
Selling Expenses	171.7	179.7	+4.6	192.0	+6.8
R&D Expenses	22.7	19.7	-13.3	24.0	+21.8
Other Administrative Expenses	250.9	264.0	+5.2	284.0	+7.6
Operating Income	139.2	212.6	+52.8	222.0	+4.4
Operating Income Margin(%)	6.0	8.3	+2.3P	8.3	+0.0P
Financial Income and Costs/Share of Profit/Loss of Entities for Using Equity Method	-8.7	3.3	-	0	-100.0
Income Before Income Taxes	130.5	215.8	+65.5	222.0	+2.8
Income Taxes and Others ⁽²⁾	53.6	72.9	+35.9	75.0	+2.9
Net Income Attributable to Shareholders of NTT DATA	76.8	143.0	+86.1	147.0	+2.8
Capital Expenditures	169.5	176.7	+4.3	175.0	-1.0
Depreciation and Amortization/Loss on Disposal of Property and Equipment and Intangibles ⁽³⁾	178.4	182.0	+2.1	180.0	-1.1

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

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

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

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

(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)

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

Detail of Consolidated Order Backlog

(Billions of Yen)

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

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

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

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

(Explanation omitted)

Consolidated Net Sales

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

(Billions of Yen)

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

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

(Billions of Yen)

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

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

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

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

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

(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,%)

	FY ended 2021/3 Results ①	FY ended 2022/3 Results ②	YoY (%) (②-①)/①	FY Ending 2023/3 Forecasts ③	YoY (%) (③-②)/②
USD	106.09	112.42	+6.0%	120.00	+6.7%
EUR	123.77	130.55	+5.5%	133.00	+1.9%

(Explanation omitted)

5

Appendices

- Mid- to long-term financial trends -

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

(Explanation omitted)

Trend of Order Backlog and Net Sales

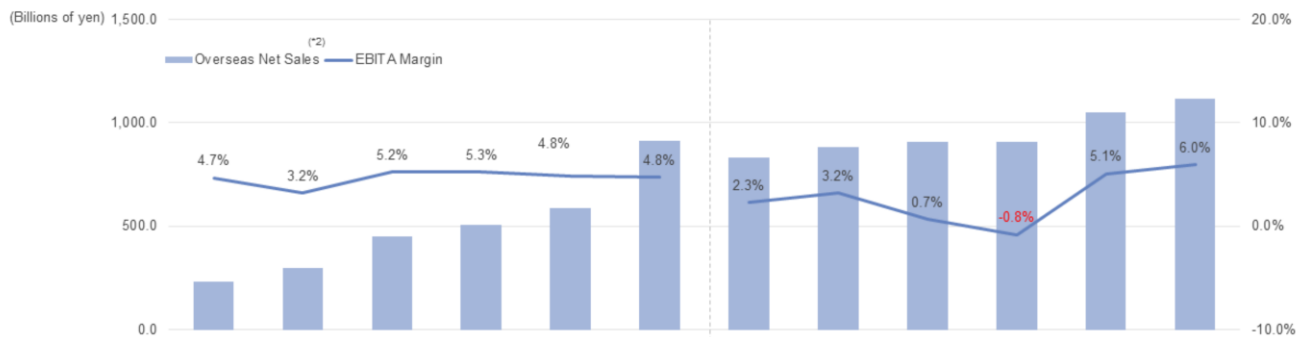
(Billions of yen)



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

(Explanation omitted)

Overseas Net Sales and Profitability Trends ^{(*)1}



	JGAAP						IFRS					
(Billions of yen)	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3 Forecast ^{(*)4}
Overseas net sales ^{(*)2}	231.3	298.7	449.0	504.4	586.3	911.1	831.3	881.1	906.7	907.2	1,050.5	1,117.0
EBITA ^{(*)3}	10.8	9.6	23.5	26.6	28.2	43.4	19.4	28.3	6.4	-7.2	53.1	67.0

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

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

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

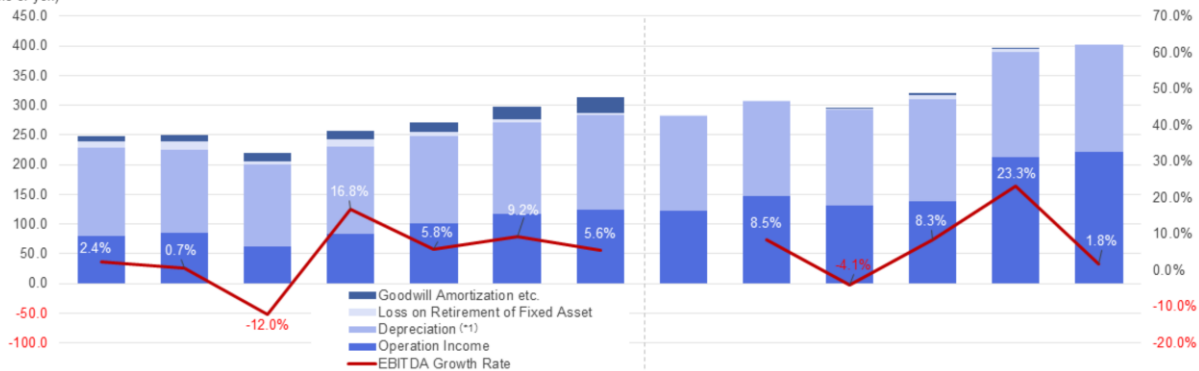
(*)3 EBITA (IFRS) = operating income (IFRS) + amortization of intangible assets subject to purchase price allocation (PPA) arising from acquisition and others

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

(Explanation omitted)

EBITDA Trend

(Billions of yen)



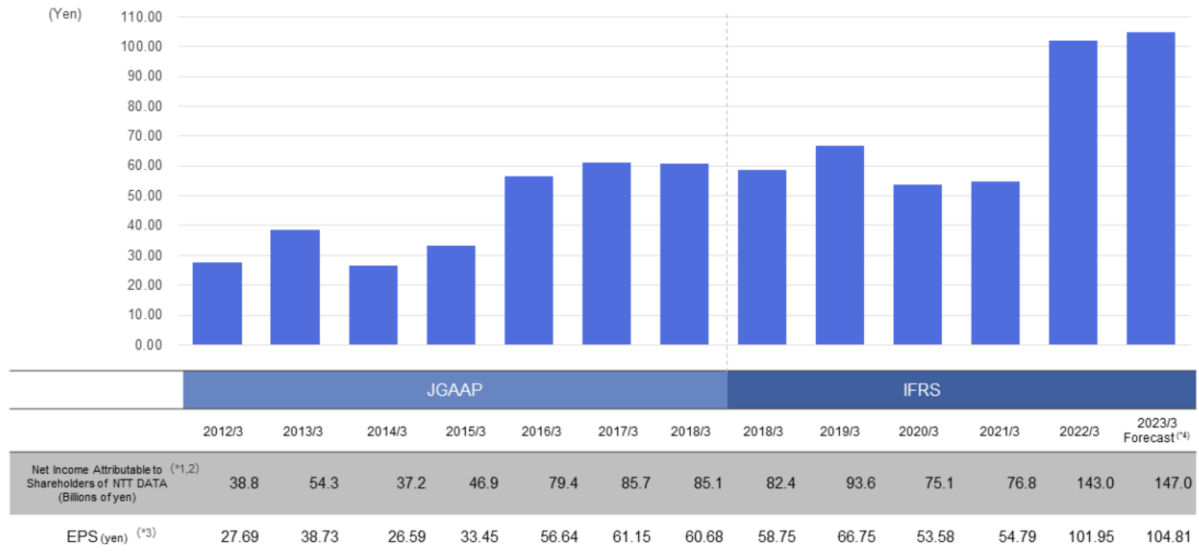
	JGAAP							IFRS					
(Billions of yen)	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3 Forecast ^(*)
Operation Income	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	130.9	139.2	212.6	222.0
Depreciation ^(*)	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	160.9	171.6	177.0	180.0
Loss on Retirement of Fixed Asset	11.3	13.8	5.6	11.6	7.2	5.4	3.2	3.1	2.7	2.9	6.8	5.1	-
Goodwill Amortization etc.	8.3	10.7	14.0	14.7	16.0	20.0	26.9	-	-	1.0	2.7	0.2	-
EBITDA	248.5	250.3	220.2	257.3	272.1	297.1	313.7	284.2	308.4	295.7	320.3	394.9	402.0

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

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

(Explanation omitted)

EPS Trend



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

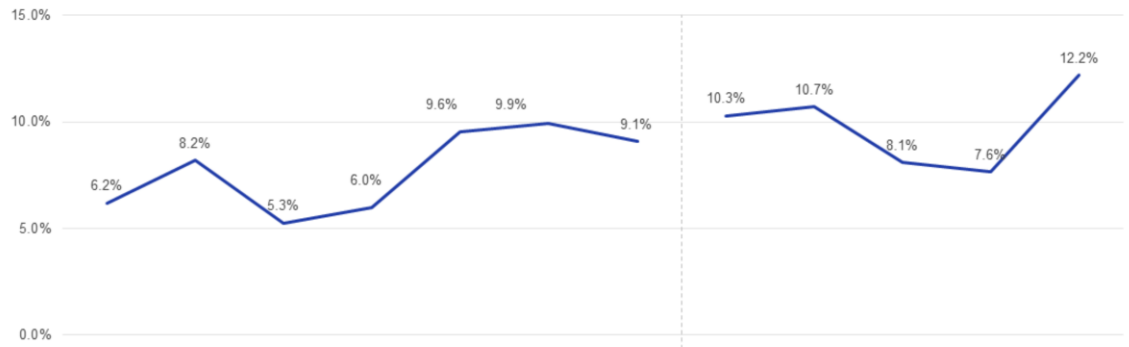
(**) The figures based on JGAAP include adjustments for goodwill amortization and others (including impairment loss).

(***) 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.

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

(Explanation omitted)

ROE Trend ^(*)



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

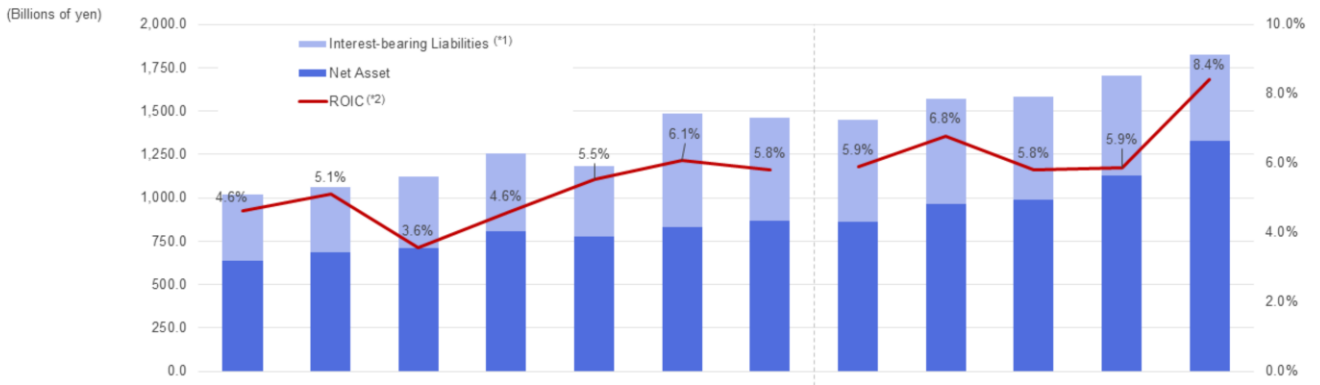
(*)1 ROE = net income attributable to shareholders of NTT DATA / average equity during the period.

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

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

(Explanation omitted)

ROIC Trend



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

(*) 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.
 (**) 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^(*)



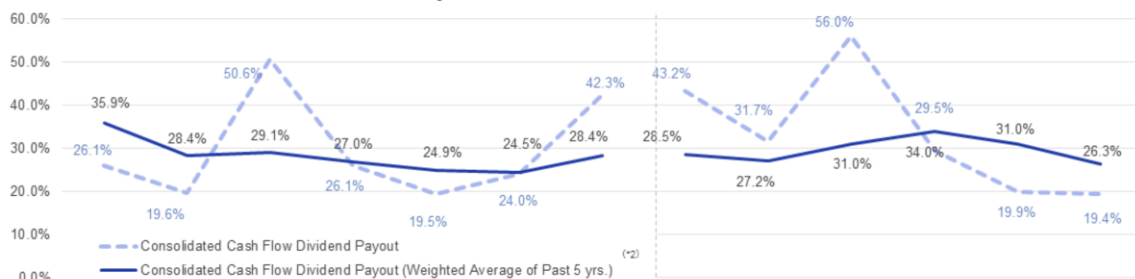
(Billions of yen)	JGAAP							IFRS				
	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3
Net Asset	639.7	684.2	709.8	806.2	773.6	833.7	868.8	860.5	966.8	987.4	1,126.5	1,328.3
(Main Item)Net Asset Non-controlling Interests	34.0	32.8	32.9	32.7	32.7	31.5	35.0	34.3	41.1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

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

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

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

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

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

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

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

(*) Conducted stock split which shall split of common stock at a ratio of 1.5 as of the effective date of July 1, 2017. EPS refers to the amount after stock split.

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

(Explanation omitted)



(Explanation omitted)