



Power of Coming Together

February 14th, 2023
Kazuhiro Nishihata

Senior Executive Vice President and Representative Director, NTT DATA Corporation
CEO, NTT DATA, Inc.

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01. Overview of NTT DATA, Inc.

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NTT DATA, Inc. from October 1st , 2022

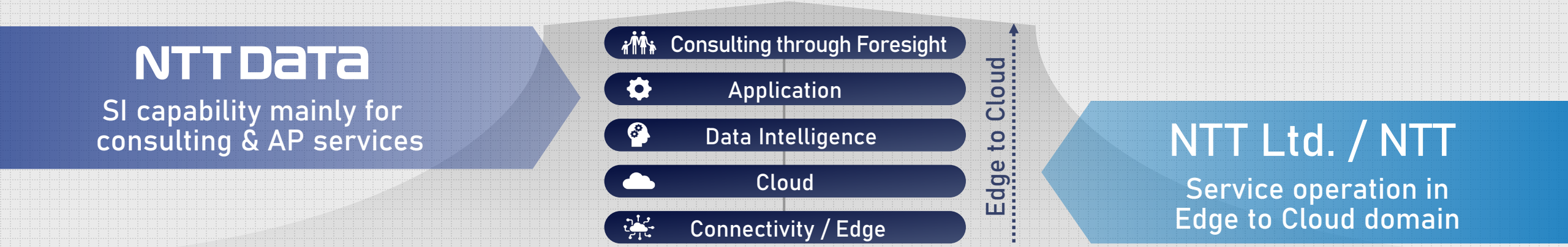


Revenue
approx. **\$18B**

Employees
approx. **150K**

Countries/Regions
50+

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



01. Overview of NTT DATA, Inc.
POM: Strategic Objectives

P

PROFIT

10% in FY25

O

ONE NTT DATA, Inc.

One Team

M





MARKET SHARE

2%

Overseas (Q3 FYE3/2022 and Q3 FYE3/2023)

Repost from “Company Presentation for the Third Quarter of Fiscal Year Ending March 31, 2023” announced on Feb. 9th

(Billions of Yen, %)

	Q3 FYE3/2022 Results (Apr-Dec)	Q3 FYE3/2023 Results (Apr-Dec)	YoY (Amount)	Impact of foreign exchange rates	YoY (Rate)	
Net Sales	760.7	1,265.3	+504.6	+121.7	+66.3%	
EBITA ^(*1) (EBITA margin)	38.1 (5.0%)	72.3 (5.7%)	+34.2 (+0.7P)	+7.7	+89.8%	
Operating Income (Operating income margin)	24.7 (3.2%)	52.5 (4.1%)	+27.8 (+0.9P)	+5.7	+112.8%	
(Ref.) ^(*2) New Orders Received	Excl. NTT Ltd. 731.3	919.8	+188.5	+107.0	+25.8%	

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

(*2) Excluding the effect of scale expansion resulting from the consolidation of NTT Ltd.

Net Sales	Increased due to the effect of scale expansion resulting from the consolidation of NTT Ltd., the impact of foreign exchange rate, as well as the expansion in the scale of services in Europe.
EBITA	Increased mainly due to the effect of scale expansion resulting from the consolidation of NTT Ltd. and sales growth.
Operating Income	Increased mainly due to the effect of scale expansion resulting from the consolidation of NTT Ltd. and sales growth..
(Ref.) New Orders Received	Increased mainly due to winning of projects in Europe as well as the impact of foreign exchange rates.

(Billions of Yen, %)

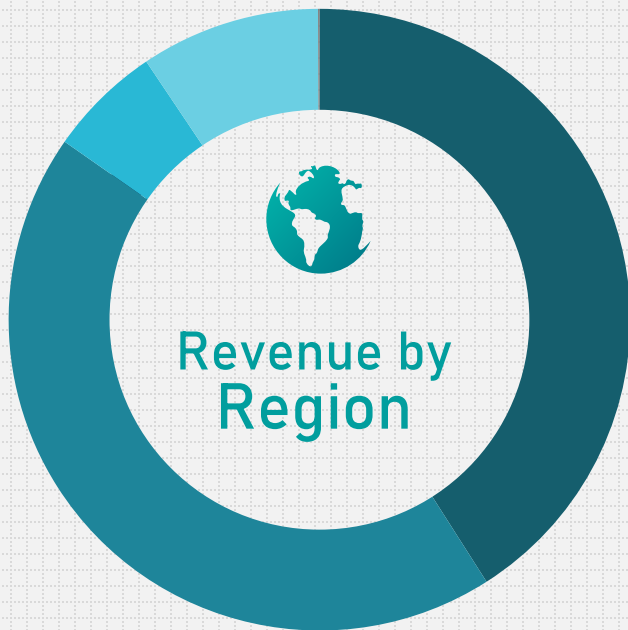
(Reference) Breakdown of Overseas Business

		Q3 FYE3/2022 Results (Apr-Dec)	Q3 FYE3/2023 Results (Apr-Dec)	YoY (Amount)	Impact of foreign exchange rates	YoY (Rate)	
Net Sales		760.7	1,265.3	+504.6	+121.7	+66.3%	
Re-post	North America	348.7	445.8	+97.1	+82.8	+27.9%	
	EMEA&LATAM	403.9	508.3	+104.4	+36.1	+25.8%	
	NTT Ltd.	—	302.4	+302.4	—	—	
EBITA (*1)		38.1 5.0%	72.3 5.7%	+34.2 +0.7P	+7.7	+89.8%	
Re-post	North America	21.1 6.0%	32.0 7.2%	+11.0 +1.1P	+5.9	+52.0%	
	EMEA&LATAM	17.5 4.3%	23.6 4.6%	+6.1 +0.3P	+1.7	+34.6%	
	NTT Ltd.	—	16.1 5.3%	+16.1	—	—	
(Ref.) New Orders Received (*2)		731.3	919.8	+188.5	+107.0	+25.8%	
Excl. NTT Ltd.	Re-post	North America	313.5	350.3	+36.8	+64.7	+11.7%
	EMEA&LATAM	405.3	550.6	+145.4	+39.2	+35.9%	

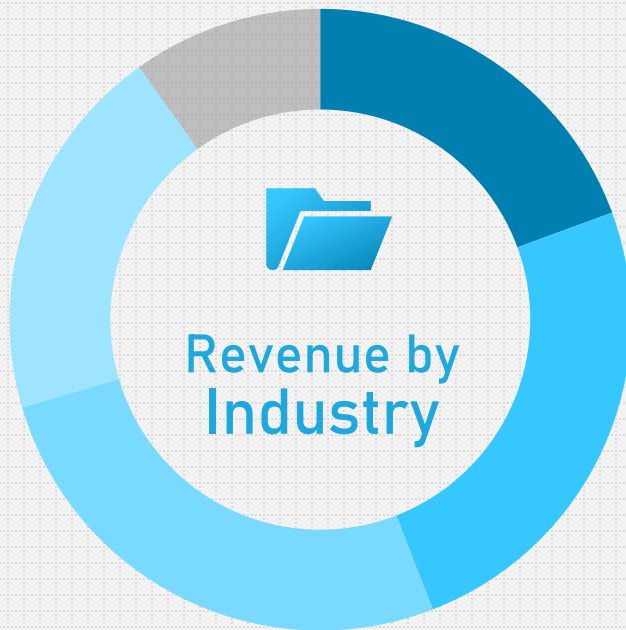
(*1) EBITA = operating income + amortization of intangible assets subject to purchase price allocation (PPA) arising from acquisition and others

(*2) Excluding the effect of scale expansion resulting from the consolidation of NTT Ltd.

Revenue by OpCo | NTT DATA OpCos (NTTD Services, EMEAL, BS, APAC)



- North America
- Europe
- South America
- APAC



- Public
- Financial
- Manufacturing & Commercial
- Social Infrastructure
- Health care & Life Science



- Consulting
- System & Software Development
- Integrated IT Solution
- Maintenance & Support
- Others

Global Digital Offerings for The Life and Annuity Industry | GDP

Received large multi-year contracts from major insurance companies in North America for TPA services* reflecting the clients' high evaluation of our digital capabilities such as GDP and other extensive track record of service provision.

*TPA(Third Party Administration) services: Outsourcing services for insurance policy administration, etc.

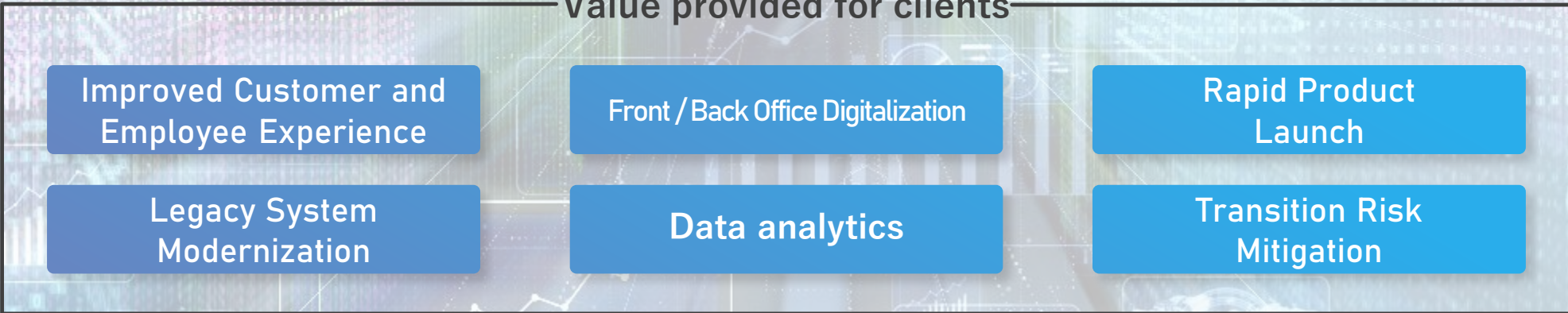


Digital platform

BPO/TPA Transaction / Operation

Partner Ecosystem Orchestration

Value provided for clients



A new solution jointly developed by NTT DATA and SAP SE

NTT DATA and SAP SE jointly developed the Connected Product solution, which packages services for enhancing supply chain insurance management.

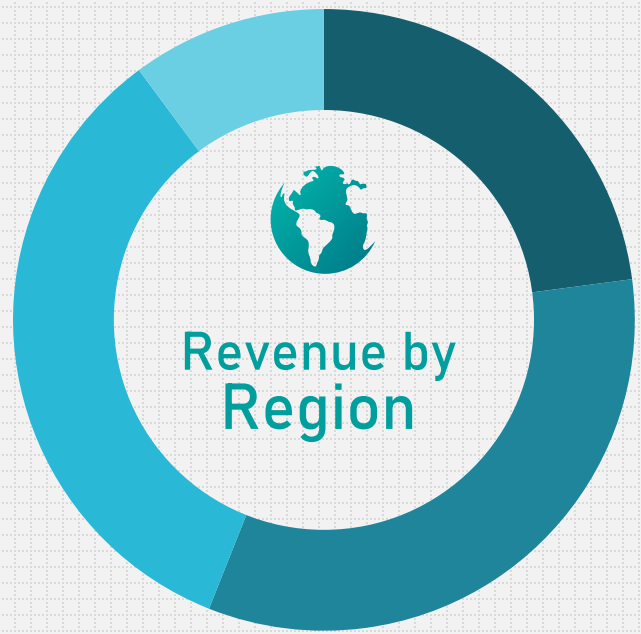
Real-time data monitoring

Simplify tracking and insurance procedures

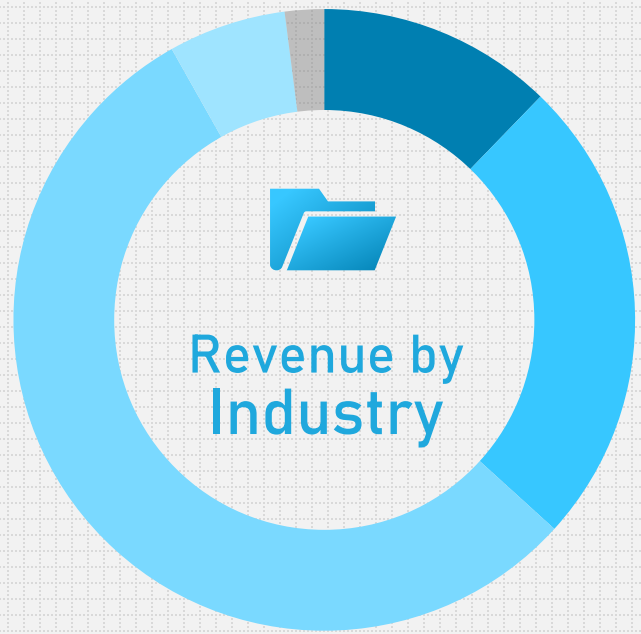
Proof of Concept tests with overseas partner companies



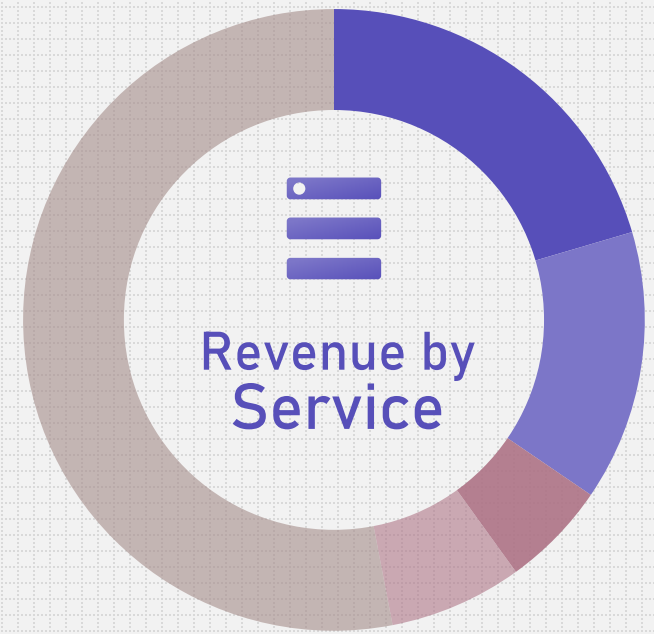
Revenue by OpCo | NTT Ltd.



- Americas
- Europe
- APAC
- Middle East Africa



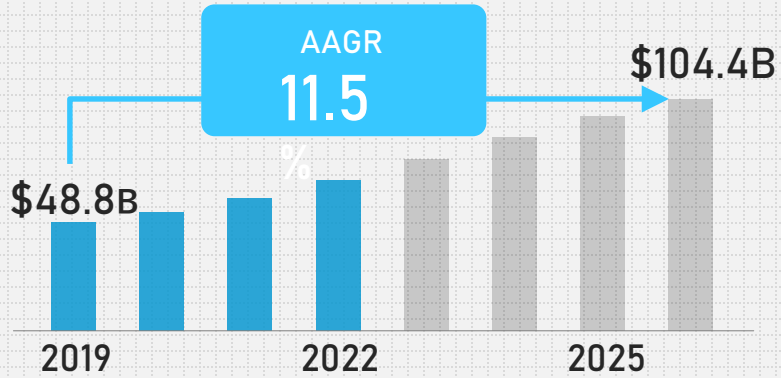
- Public
- Financial
- Manufacturing & Commercial
- Social Infrastructure
- Health care & Life Science



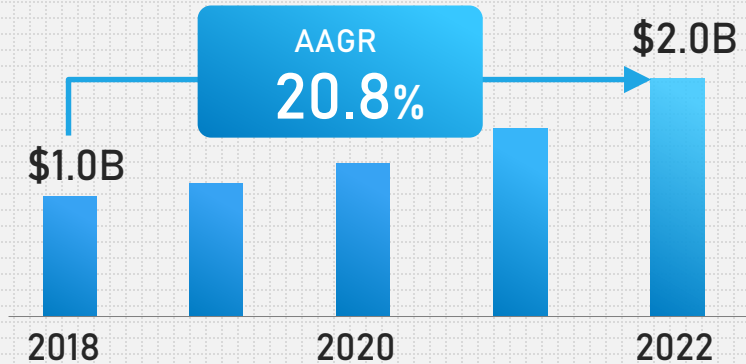
- Data Center
- Managed Service
- Network
- Other (cloud communications, etc.)
- Other services (IT product sales, etc.)

The market grew significantly, and NTT Group achieved growth that exceeded the market growth. NTT Group has the world's 3rd largest market share based on sales.

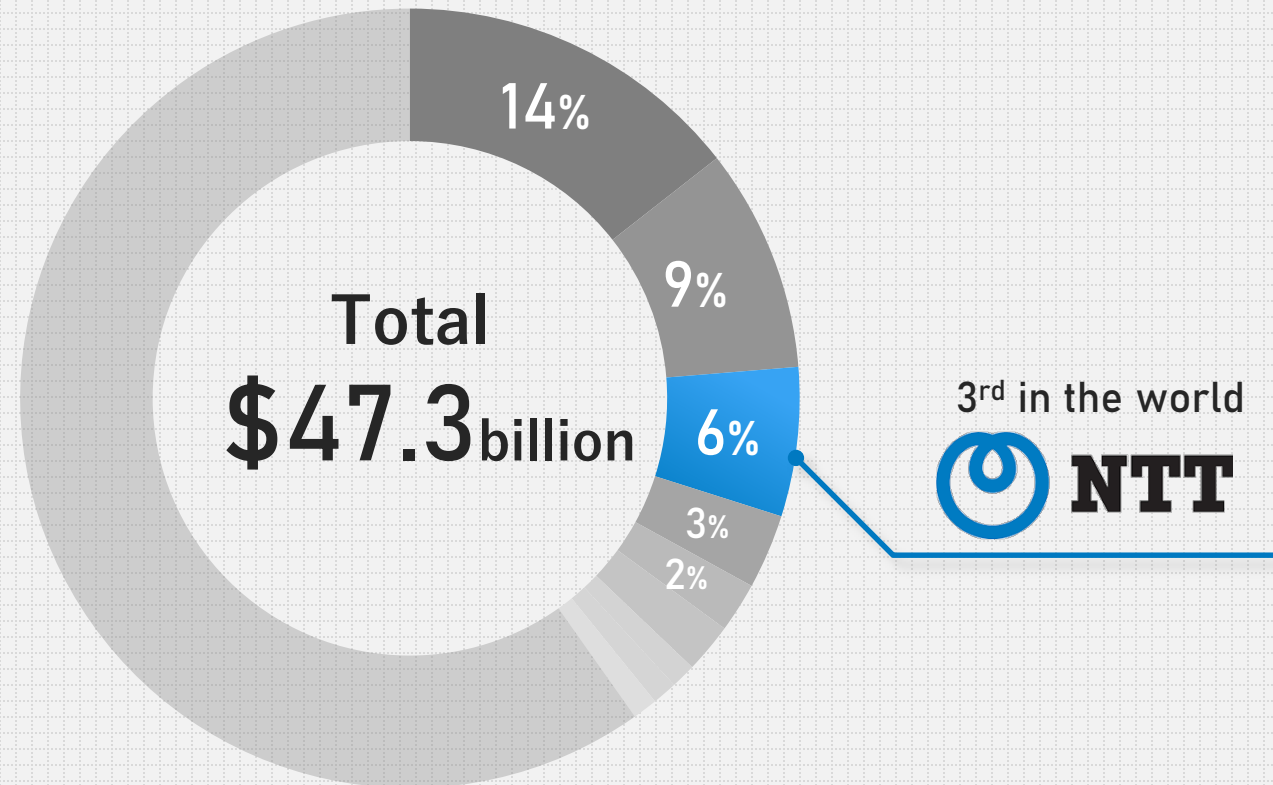
Data Center Market Growth Forecast



NTT Group Data Center Revenue



Share of Data Center Operators*1

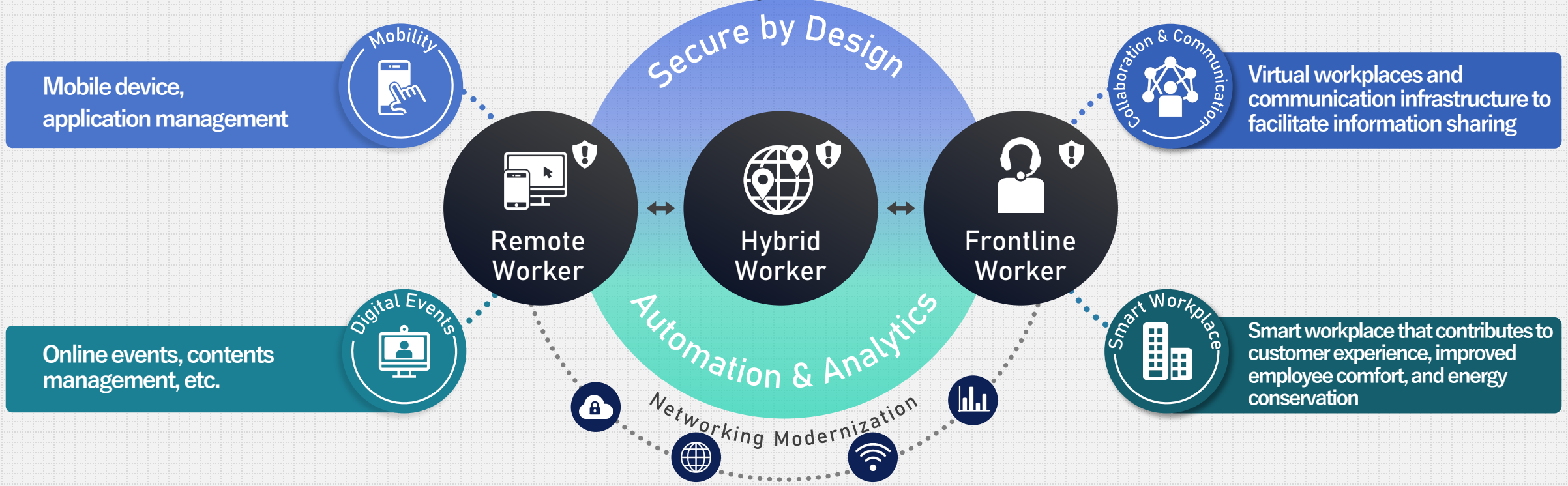


*1. Excluding operators in China. The chart was created by NTT based on Structure Research 2022 Report.

NTT Ltd. × IT Modernization

Providing a hybrid workspace model to transform customers' work styles and provide new value

- Improve productivity through security management at a user, device and information level as well as automation, analysis and visualization



Value provided for customers



Improved CX/EX



Workstyle reform



Simplified operation

02. Strategy of NTT DATA, Inc.

Branding to Talent Market

NTT DATA was certified as a “Top Employer 2023” in 15 countries and 3 regions: North America, Latin America and Europe



WE ARE TOP EMPLOYER
CERTIFIED EXCELLENCE IN EMPLOYEE CONDITIONS
2023

top EMPLOYER 2023 NORTH AMERICA CERTIFIED EXCELLENCE IN EMPLOYEE CONDITIONS	top EMPLOYER 2023 LATIN AMERICA CERTIFIED EXCELLENCE IN EMPLOYEE CONDITIONS	top EMPLOYER 2023 EUROPE CERTIFIED EXCELLENCE IN EMPLOYEE CONDITIONS	
top EMPLOYER 2023 ARGENTINA	top EMPLOYER 2023 BELGIE BELGIQUE BELGIUM	top EMPLOYER 2023 BRASIL BRAZIL	top EMPLOYER 2023 CANADA
top EMPLOYER 2023 CHILE	top EMPLOYER 2023 COLOMBIA	top EMPLOYER 2023 DEUTSCHLAND GERMANY	top EMPLOYER 2023 ESPAÑA SPAIN
top EMPLOYER 2023 日本 JAPAN	top EMPLOYER 2023 ITALIA ITALY	top EMPLOYER 2023 MÉXICO MEXICO	top EMPLOYER 2023 PERÚ PERU
top EMPLOYER 2023 PORTUGAL	top EMPLOYER 2023 ROMÂNIA ROMANIA	top EMPLOYER 2023 UNITED STATES OF AMERICA	



Business shift to high value-added services centered on managed IT services being implemented



Expansion of high-value-added services

Sales expansion

Focused proposals for targeted clients

Investments in data centers



Structural reforms

Withdraw from unprofitable services and shift to cloud

Delivery through outsourcing

Streamline overhead operations

03. Synergies between NTT DATA and NTT Ltd.

Synergies in Overseas Business Combination

NTT DATA

NTT Ltd.



Strategy

- Integrated and consistent strategy
- Efficient upfront investment and M&A



Value proposition

- Providing integrated services
- Promotion of cross-selling



Cost reduction

- Consolidated IT infrastructure
- Integrated corporate functions



Human Resource

- Consolidation of digital talents with ability to “create” and “connect”

Case Study 1: Orders received through collaborations between NTT DATA and NTT Ltd.

Promoting a proof of concept for private 5G connectivity on highways with the aim of realizing a connected highway that provides new driving experiences such as automated driving

A partnership with
a Highway Concessioner

NTT DATA

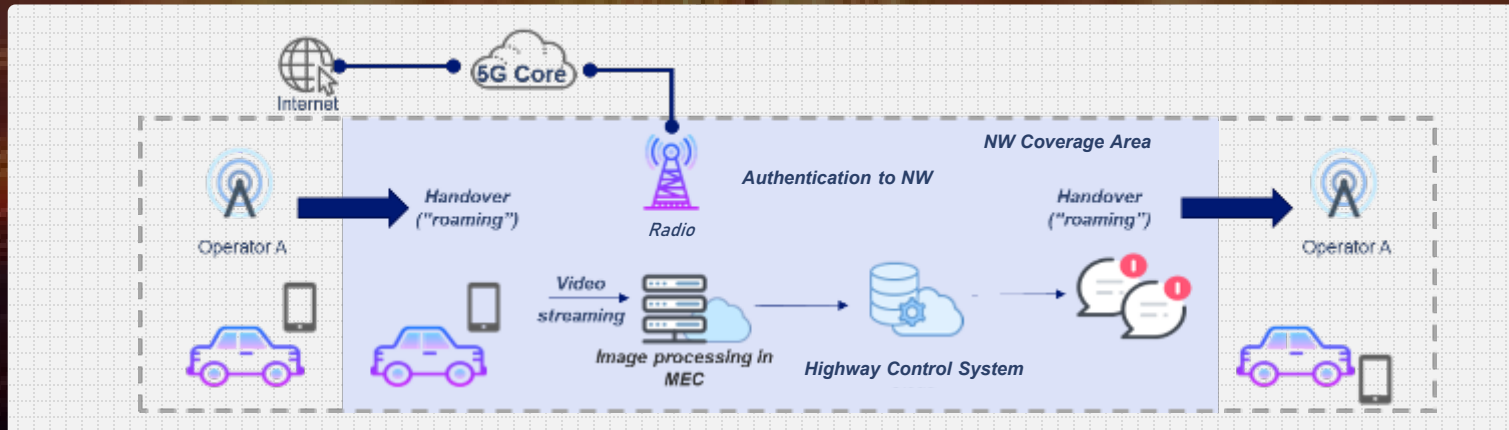
SI capabilities, mainly consultancy
and application services

- Industry-specific consulting

NTT Ltd.

Service operations capabilities
in the infrastructure area

- Private 5G NW



Case Study 2: Orders received through collaborations between NTT DATA and NTT Ltd.

Collaboration with the City of Las Vegas to provide a public safety solution with improved situational awareness and responsiveness

Smart city project for the city of Las Vegas

NTT DATA

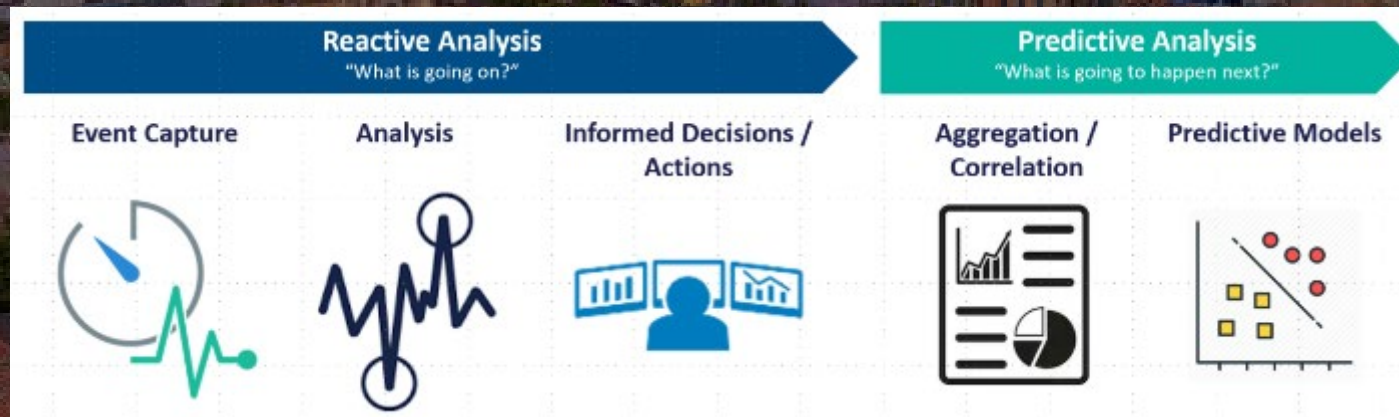
SI capabilities, mainly consultancy and application services

- Data Analytics (Detection, trend analysis and Predictive Analysis)
- Data Aggregation

NTT Ltd.

Service operations capabilities in the infrastructure area
R&D capabilities in advanced technologies

- Cloud infrastructure design and construction
- Provision and installation of devices



Case Study 3: Orders received through collaboration between NTT DATA and NTT Ltd.

Supporting clients' businesses by providing total services including network, infrastructure, and application services by combining the strengths of both NTT DATA and NTT Ltd.

SAP transformation project for a major electronics manufacturer

NTT DATA

SI capabilities, mainly consultancy and application services

- Application transformation to SAP S/4HANA
- Business process optimization

SAP implementation capabilities



NTT Ltd.

Service operations capabilities in the infrastructure area

- Microsoft Azure Infrastructure for SAP
- NW for the environment

Full-stack service from network and infrastructure to applications

Global coverage

