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   • Mid- to long-term financial trends

Cautionary Statement Regarding Forward-looking Statements

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

※ Services, products, and other names contained within this handout are trademarks, registered or otherwise, of NTT DATA Corporation or other companies.
Results for the Fiscal Year Ended March 31, 2020
### Results for the Fiscal Year Ended March 31, 2020

- The expansion of robust domestic and overseas businesses contributed to a record high new orders received and net sales growth for 31 consecutive years.

- Operating income decreased due to re-evaluation of overseas businesses with low profitability, etc. in addition to structural transformation and growth investments, which had already been scheduled at the beginning of the fiscal year.

( Billions of Yen, % )

<table>
<thead>
<tr>
<th></th>
<th>FY ended 2019/3 (Results)</th>
<th>FY ended 2020/3 (Results)</th>
<th>YoY (Amount)</th>
<th>YoY (Rate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Orders Received</td>
<td>2,076.1</td>
<td>2,275.2</td>
<td>+199.1</td>
<td>+9.6%</td>
</tr>
<tr>
<td>Net Sales</td>
<td>2,163.6</td>
<td>2,266.8</td>
<td>+103.2</td>
<td>+4.8%</td>
</tr>
<tr>
<td>Operating Income</td>
<td>147.7 (6.8%)</td>
<td>130.9 (5.8%)</td>
<td>-16.8 (-1.0P)</td>
<td>-11.4%</td>
</tr>
<tr>
<td>Net Income Attributable to Shareholders of NTT DATA</td>
<td>93.6</td>
<td>75.1</td>
<td>-18.5</td>
<td>-19.7%</td>
</tr>
<tr>
<td>Dividends per share (JPY)</td>
<td>17</td>
<td>18</td>
<td>+1</td>
<td>+5.9%</td>
</tr>
</tbody>
</table>
New Orders Received: YoY Changes by Business Segment (from FYE3/2019 to FYE3/2020)

<table>
<thead>
<tr>
<th>Segment</th>
<th>FY ended 2019/3 (Results)</th>
<th>FY ended 2020/3 (Results)</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public &amp; Social Infrastructure</td>
<td>2,076.1</td>
<td>2,275.2</td>
<td>+85.9</td>
</tr>
<tr>
<td>Financial</td>
<td>-27.5</td>
<td>-27.5</td>
<td></td>
</tr>
<tr>
<td>Enterprise &amp; Solutions</td>
<td>+35.1</td>
<td>+35.1</td>
<td></td>
</tr>
<tr>
<td>North America</td>
<td>+43.9 (-8.7)</td>
<td>+56.3 (-26.9)</td>
<td></td>
</tr>
<tr>
<td>North America</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EMEA &amp; LATAM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

Public & Social Infrastructure: Increased due mainly to winning projects for the central government and related agencies.

Financial: Decreased due mainly to less orders compared to the previous fiscal year such as for projects for banks.

Enterprise & Solutions: Increased due mainly to winning projects for manufacturing industry.

North America: Increased due mainly to winning projects for financial and public sectors.

EMEA & LATAM: Increased due mainly to winning projects mainly in Spain and Italy, despite a decrease due to the negative impact from yen appreciation in foreign exchange.
Net Sales: YoY Changes by Business Segment
(from FYE3/2019 to FYE3/2020)

(Billions of yen)

Net Sales: +21.2

Public & Social Infrastructure: 2,163.6

Financial: +58.8 (-8.7)

Enterprise & Solutions: +20.2

North America: +4.1 (-8.7)

EMEA & LATAM: +15.3 (-24.7)

Others: 2,266.8

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

Public & Social Infrastructure
Increased due mainly to the expansion in the scale of services for the central government and related agencies and telecom and utility industries.

Financial
Increased due mainly to the expansion in the scale of services for financial institutions.

Enterprise & Solutions
Increased due mainly to the expansion in the scale of services for manufacturing industry and payment business including M&A.

North America
Increased due mainly to the expansion of scale from M&A, despite the negative impact from yen appreciation in foreign exchange.

EMEA & LATAM
Increased due mainly to the expansion of scale mainly in businesses in Spain and Italy, despite a decrease due to the negative impact from yen appreciation in foreign exchange.
Operating Income: YoY Changes by Business Segment (from FYE3/2019 to FYE3/2020)

(Billions of yen)

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

Public & Social Infrastructure
- Increased due mainly to sales growth and a decrease in the amount of loss from unprofitable projects.

Financial
- Decreased due mainly to the occurrence of unprofitable projects, despite an increase due to sales growth.

Enterprise & Solutions
- Increased due mainly to sales growth.

North America
- Remained on par with the previous fiscal year due mainly to a decrease of PMI cost and the expansion of scale from M&A, despite an increase of costs for business expansion and amortization of PPA.

EMEA & LATAM
- Decreased due mainly to an increase of costs for structural transformation, including the re-evaluation of businesses with low profitability, and partial re-evaluation of business in Brazil, despite an increase due to sales growth.
## Public & Social Infrastructure (from FYE3/2019 to FYE3/2020)

(Billions of Yen, %)

<table>
<thead>
<tr>
<th></th>
<th>FY ended 2019/3 (Results)</th>
<th>FY ended 2020/3 (Results)</th>
<th>YoY (Amount)</th>
<th>YoY (Rate)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>New Orders Received</strong></td>
<td>391.1</td>
<td>477.0</td>
<td>+85.9</td>
<td>+22.0%</td>
</tr>
<tr>
<td><strong>Net Sales</strong></td>
<td>479.9</td>
<td>500.2</td>
<td>+20.2</td>
<td>+4.2%</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>43.9 (9.1%)</td>
<td>52.8 (10.6%)</td>
<td>+8.9 (+1.4P)</td>
<td>+20.4%</td>
</tr>
</tbody>
</table>

- **New orders received**: Increased due mainly to winning projects for the central government and related agencies.
- **Net sales**: Increased due mainly to the expansion in the scale of services for the central government and related agencies and telecom and utility industries.
- **Operating income**: Increased due mainly to sales growth and a decrease in the amount of loss from unprofitable projects.
## Financial (from FYE3/2019 to FYE3/2020)

<table>
<thead>
<tr>
<th></th>
<th>FY ended 2019/3 (Results)</th>
<th>FY ended 2020/3 (Results)</th>
<th>YoY (Amount)</th>
<th>YoY (Rate)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>New Orders Received</strong></td>
<td>458.2</td>
<td>430.7</td>
<td>-27.5</td>
<td>-6.0%</td>
</tr>
<tr>
<td><strong>Net Sales</strong></td>
<td>559.1</td>
<td>580.4</td>
<td>+21.2</td>
<td>+3.8%</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>52.9 (9.5%)</td>
<td>50.4 (8.7%)</td>
<td>-2.6 (-0.8P)</td>
<td>-4.8%</td>
</tr>
</tbody>
</table>

- **New orders received**: Decreased due mainly to less orders compared to the previous fiscal year such as for projects for banks.
- **Net sales**: Increased due mainly to the expansion in the scale of services for financial institutions.
- **Operating income**: Decreased due mainly to the occurrence of unprofitable projects, despite an increase due to sales growth.
### Enterprise & Solutions (from FYE3/2019 to FYE3/2020)

<table>
<thead>
<tr>
<th></th>
<th>FY ended 2019/3 (Results)</th>
<th>FY ended 2020/3 (Results)</th>
<th>YoY (Amount)</th>
<th>YoY (Rate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Orders Received</td>
<td>307.7</td>
<td>342.8</td>
<td>+35.1</td>
<td>+11.4%</td>
</tr>
<tr>
<td>Net Sales</td>
<td>529.8</td>
<td>588.6</td>
<td>+58.8</td>
<td>+11.1%</td>
</tr>
<tr>
<td>Operating Income (Operating income margin)</td>
<td>48.5 (9.2%)</td>
<td>53.5 (9.1%)</td>
<td>+5.0 (-0.1P)</td>
<td>+10.3%</td>
</tr>
</tbody>
</table>

- **New orders received**: Increased due mainly to winning projects for manufacturing industry.
- **Net sales**: Increased due mainly to the expansion in the scale of services for manufacturing industry and payment business including M&A.
- **Operating income**: Increased due mainly to sales growth.
## North America (from FYE3/2019 to FYE3/2020)

(Billions of Yen, %)

<table>
<thead>
<tr>
<th></th>
<th>FY ended 2019/3 (Results)</th>
<th>FY ended 2020/3 (Results)</th>
<th>YoY (Amount)</th>
<th>YoY (Rate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Orders Received</td>
<td>427.6</td>
<td>471.6</td>
<td>+43.9</td>
<td>+10.3%</td>
</tr>
<tr>
<td>Net Sales</td>
<td>421.9</td>
<td>426.0</td>
<td>+4.1</td>
<td>+1.0%</td>
</tr>
<tr>
<td>EBITA (*) (EBITA margin)</td>
<td>13.3 (3.1%)</td>
<td>15.2 (3.6%)</td>
<td>+1.9 (+0.4P)</td>
<td>+14.6%</td>
</tr>
<tr>
<td>Operating Income</td>
<td>3.5 (0.8%)</td>
<td>3.2 (0.8%)</td>
<td>-0.2 (-0.1P)</td>
<td>-7.1%</td>
</tr>
</tbody>
</table>

(*1) EBITA = Operating income + Amortization of intangible assets subject to purchase price allocation (PPA) arising from acquisitions and others.

### Notes:
- **New orders received** increased due mainly to winning projects for financial and public sectors.
- **Net sales** increased due mainly to the expansion of scale from M&A, despite the negative impact from yen appreciation in foreign exchange.
- **EBITA** increased due mainly to a decrease of PMI cost and the expansion of scale from M&A, despite an increase of costs for business expansion.
- **Operating income** remained on par with the previous fiscal year due mainly to a decrease of PMI cost and the expansion of scale from M&A, despite an increase of costs for business expansion and amortization of PPA.
## EMEA & LATAM (from FYE3/2019 to FYE3/2020)

<table>
<thead>
<tr>
<th></th>
<th>FY ended 2019/3 (Results)</th>
<th>FY ended 2020/3 (Results)</th>
<th>YoY (Amount)</th>
<th>YoY (Rate)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>New Orders Received</strong></td>
<td>457.4</td>
<td>513.7</td>
<td>+56.3</td>
<td>+12.3%</td>
</tr>
<tr>
<td><strong>Net Sales</strong></td>
<td>440.1</td>
<td>455.4</td>
<td>+15.3</td>
<td>+3.5%</td>
</tr>
<tr>
<td><strong>EBITA ((^1))</strong></td>
<td>14.9 (3.4%)</td>
<td>-8.6 (-1.9%)</td>
<td>-23.5</td>
<td>-5.3P</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>7.9 (1.8%)</td>
<td>-14.4 (-3.2%)</td>
<td>-22.3</td>
<td>-5.0P</td>
</tr>
</tbody>
</table>

\(^1\) EBITA = Operating income + Amortization of intangible assets subject to purchase price allocation (PPA) arising from acquisition and others.

### New orders received
Increased due mainly to winning projects mainly in Spain and Italy, despite a decrease due to the negative impact from yen appreciation in foreign exchange.

### Net sales
Increased due mainly to the expansion of scale mainly in businesses in Spain and Italy, despite the decrease due to the negative impact from yen appreciation in foreign exchange.

### EBITA
Decreased due mainly to an increase of costs for structural transformation, including the re-evaluation of businesses with low profitability, and partial re-evaluation of business in Brazil, despite an increase due to sales growth.

### Operating income
Decreased due mainly to an increase of costs for structural transformation, including the re-evaluation of businesses with low profitability, and partial re-evaluation of business in Brazil, despite an increase due to sales growth.
About the Fiscal Year Ending March 31, 2021
Major impact of COVID-19

- In North America and Europe, which account for about 40% of NTT DATA’s business, the lockdown of major bases has caused a stagnation in sales activities. As the situation varies depending on the country or region, it is difficult to reasonably calculate the business impact.
- NTTDATA’s impact on key businesses is small. In addition to sales from outstanding orders and sales in the recurring business, we will steadily respond to IT investments necessary to maintain our customers’ business continuity and social infrastructure.
- The impact on the digital and consulting businesses is unclear at this point, but we would like to minimize the impact by working to secure orders.
- After COVID-19, we will contribute to the realization of a more affluent and harmonious society through our customers’ business transformation.

### Business Outlook

<table>
<thead>
<tr>
<th>Company-wide</th>
<th>Impact on major businesses is small in Japan, North America, and Europe.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>There will be a negative impact on new projects such as Digital and consulting business, but we will steadily respond to orders already received.</td>
</tr>
<tr>
<td></td>
<td>Increasing business opportunities to solve social problems after COVID-19.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>JAPAN</th>
<th>Impact on social infrastructure, economic and financial infrastructure businesses is small. Enterprise business and consulting / Digital business have negative impact.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Public &amp; Social : Large systems has little impact. / Regional business is affected.</td>
</tr>
<tr>
<td></td>
<td>Financial : Small impact on large systems. / Consulting business, etc. are affected.</td>
</tr>
<tr>
<td></td>
<td>Enterprise &amp; Solutions : Recurring business has little impact. / Advanced businesses will be affected.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>North America Europe</th>
<th>The impact on healthcare / public sector businesses and outsourcing / IT infrastructure businesses is small. Bans and lockdowns in major cities are affecting customer business activities.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The situation is different in each country and region, and the impact of the project will be calculated early.</td>
</tr>
</tbody>
</table>
Forecast on the Fiscal Year Ending March 2021

Forecast for financial results:
- Forecast for the fiscal year ending March 2021 is not yet determined at this stage given the difficulty of making a reasonable estimate especially for our overseas businesses due to the impact of the spread of COVID-19.
- Forecast for the fiscal year ending March 2021 will be provided promptly once it becomes possible to perform a reasonable estimate following a careful determination of its future financial impact.

Forecast for dividends:
- NTT DATA’s basic policy is to pay stable dividends focusing on maintaining the consolidated cash flow dividend payout ratio*1 over the medium-to long-term. For the annual dividend per share in the fiscal year ending March 2021, we expect to pay 18 yen which is the same amount as the previous fiscal year.

*1 Total amount of dividends/ (net income attributable to shareholders of NTT DATA + depreciation cost + loss on retirement of fixed assets – capital investment)
Although the impact of the COVID-19 is uncertain, NTT DATA will use digital technology to contribute to a more affluent and harmonious society after the COVID-19.

Examples of future efforts

[Medical / Healthcare]
- Online medical treatment / diagnosis / prescription
- Management and utilization of personal vital data

[Administration / Education]
- Online administrative procedures / Online education

[Manufacturing / Distribution]
- Supply chain transformation
  (Direct EC、Manufacturing process automation)

[Retail]
- EC・Contactless sales / Acceleration of Online Merges with Offline

[Banking / Insurance]
- Online access to administrative procedures
- Acceleration of Non-Contact sales and cashless

NTT DATA uses information technology to create new paradigms and values, which help contribute to a more affluent and harmonious society.
Progress of Mid-term Management Plan
Overview of Mid-Term Management Plan

Profitable global growth: FY2021 BUSINESS GOALS

Growth
Net Sales: 2.5 trillion yen
Client Base: Over 80

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

COURAGE TO CHANGE: Maximize Value for our Clients

Transformation & Synergy

<table>
<thead>
<tr>
<th>Strategy1</th>
<th>Strategy2</th>
<th>DRIVE NTT GROUP COLLABORATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand global digital offerings</td>
<td>Deliver greater value to clients based on regional needs</td>
<td></td>
</tr>
</tbody>
</table>

| Strategy3                     |
| Unleash our employee’s potential that maximize organizational strengths |

CONSISTENT BELIEF: Shape the future society with our clients
Overview of Mid-Term Management Plan

Profitable global growth: FY2021 BUSINESS GOALS

**Growth**
- Net Sales: 2.5 trillion yen
- Client Base: Over 80

**Earnings**
- Operating income margin: 8%
- Overseas EBITA: 7%

COURAGE TO CHANGE: Maximize Value for our Clients

**Transformation & Synergy**

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<th>Strategy3</th>
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<td>Unleash our employee’s potential that maximize organizational strengths</td>
</tr>
</tbody>
</table>

CONSISTENT BELIEF: Shape the future society with our clients
Profitable global growth: FY2021 business goals

**FY2021 business goals**

**Net Sales**
- 2.5 trillion yen

**Client Base**
- Over 80

**Operating Income margin**
- 8%

**EBITA margin** (excluding Japan)
- 7%

※1 clients with annual sales of over 5 billion JPY (Japan) or 50 million USD (ex-Japan)
※2 Excluding temporary costs such as M&A and structural transformation
Overview of Mid-Term Management Plan

Profitable global growth: FY2021 BUSINESS GOALS

Growth
- Net Sales: 2.5 trillion yen
- Client Base: Over 80

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

COURAGE TO CHANGE: Maximize Value for our Clients

Transformation & Synergy

<table>
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<tr>
<th>Strategy1</th>
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<th>Strategy3</th>
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</thead>
<tbody>
<tr>
<td>Expand global digital offerings</td>
<td>Deliver greater value to clients based on regional needs</td>
<td>Unleash our employee’s potential that maximize organizational strengths</td>
</tr>
</tbody>
</table>

DRIVE NTT GROUP COLLABORATION

CONSISTENT BELIEF: Shape the future society with our clients
Implementing 4 strategies as the courage to change to maximize customer value

- **Strategy 1**
  Expand global digital offerings

- **Strategy 2**
  Deliver greater value based on regional needs

- **Strategy 3**
  Maximize individual & organizational strengths

- **NTT Group Collaboration**
  Drive NTT Group Collaboration
Implementing 4 strategies as the courage to change to maximize customer value

Strategy 1: Expand global digital offerings

Strategy 2: Deliver greater value based on regional needs

Strategy 3: Maximize individual & organizational strengths

NTT Group Collaboration: Drive NTT Group Collaboration
Strategy 1: Expand global digital offerings

Aim: Build our strengths & improve how we compete

Accelerate global synergy by creating strong offerings backed by aggressive investment for focus areas, and deliver them along with proactive marketing and leveraging technology.

Global One Team

Accelerate Global Marketing

Develop Digital Offerings

Provide support to create & leverage offerings

Expand CoE

Blockchain  Digital Design  DevOps  AI

CoE /Center of Excellence
Strategy 1: Expand global digital offerings

Aim
Build our strengths & improve how we compete

Accelerate global synergy by creating strong offerings backed by aggressive investment for focus areas, and deliver them along with proactive marketing and leveraging technology.

Global One Team

Accelerate Global Marketing

Develop Digital Offerings

Client & Market Needs
Leverage Offerings

Provide support to create & leverage offerings

Expand CoE

Blockchain Digital Design DevOps AI

DSO / Digital Strategy Office

© 2020 NTT DATA Corporation
Established Global Industries Teams to strengthen collaboration
Respond to complex client requirements

Global Industries & Accounts

- Automotive
- Banking
- Insurance
- Healthcare
- Telco / Media
- Retail

Global Offerings

Japan, North America, EMEA & LATAM, China & APAC

Collaboration - Global One Team
Teamwork and global collaboration led to winning a quality partnership with the UK’s Number 1 Network for customers

Awarded a three-year quality assurance and test managed services contract to:

- Provide support and quality management resource to some of Telefónica’s most significant projects including its digitalisation programme to enhance its operations and customer offering
- Trusted long term relationship with Telefónica, group OpCos collaboration as a Global Account and leveraging delivery partnerships
- Commitment to deliver service improvements and value adds, underpinned by digital innovation, automation and artificial intelligence
Strategy 1: Expand global digital offerings

Aim

Build our strengths & improve how we compete

Accelerate global synergy by creating strong offerings backed by aggressive investment for focus areas, and deliver them along with proactive marketing and leveraging technology

Global One Team

Accelerate Global Marketing

Develop Digital Offerings

Provide support to create & leverage offerings

Expand CoE

Client & Market Needs

Leverage Offerings

DSO / Digital Strategy Office

Blockchain

Digital Design

DevOps

AI

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Focus on 8 fields to strengthen capabilities & build solutions

Digital Drivers to Lead Change

- Healthcare
- Retail
- Disruptive business models
- Automation
- Information Utilization
- Telco / Media
- Customer Experience
- Cybersecurity

8 Strategy Fields

- Finance
- Automotive
- Disruptive

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Integrate insurance solutions of each overseas company on a common foundation to build a microservices architecture, develop a platform that can be deployed in the global market quickly at a low cost, and enhance the deployment in North America, South America and EMEA.

FY2019 has been successful in receiving orders mainly in North America.

Aiming for further development in South America and EMEA in FY2020.
Faster detection reduces the burden on doctors
Aim to commercialize by expanding the area and target organs to verify the applicability of the solution

Healthcare

A: Abnormality Detection Algorithm
Detect abnormalities in each organ

B: location algorithm
Locate abnormalities in organ

Not good: Good: Good:
Lung Heart Aorta

AI Diagnostic Imaging

FY2018 Usefulness verification of AI engine in Indian
FY2019 Applicability verification for Japanese
FY2020
Applicability verification with large amount of data in the US
Expansion verification of target organs in Japan
Create new ways to gather & utilize data by digitizing real stores
New features added through discussions with retail customers
Aiming for commercialization during FY2020

Sept. 2019 - started cash register free store “Catch&Go” service to retail industry

Jan. 2020
Further evolution by introducing "face authentication entry" and "dynamic pricing linked to store inventory"
Strategy 1: Expand global digital offerings

Aim: Build our strengths & improve how we compete

Accelerate global synergy by creating strong offerings backed by aggressive investment for focus areas, and deliver them along with proactive marketing and leveraging technology.

Global One Team

Accelerate Global Marketing

DSO / Digital Strategy Office

Client & Market Needs

Develop Digital Offerings

Leverage Offerings

Provide support to create & leverage offerings

Expand CoE

Blockchain  Digital Design  DevOps  AI

CoE / Center of Excellence
Promote utilization by globally gathering knowledge about cutting-edge technologies

Aim to expand the total CoE to 5,000 professionals by the end of FY2021

**Blockchain**
- Ranked as a “Leader”
- 300 professionals from 24 countries

**Digital Design**
- 16 studios
- 550 professionals from 10 countries

**DevOps**
- Number of project uses
  - Altemista Cloud: 172
- 300 professionals from 8 countries

**AI**
- Newly Established 2019
- 800 professionals from 8 countries
Established team of 300+ professionals from 24 countries
World’s 1st commercialized blockchain technology

Promote CoE
Technical support HR development - commercialization
Know-how of cutting-edge technology

International money transfer platform

ABI Spunta Project

TradeWaltz

Overseas remittance

Interbank payment

Trade finance
Established team of 550+ professionals from 10 countries
Share design expertise with each other to accelerate customer DX
Accelerate DX realization, by sharing group assets and best practices which developing and operating digital services.

DevOps

Italy Transport
Contribution to New Orders 6B¥

Spain Utility
Contribution to New Orders 3B¥

U.S. Healthcare
Contribution to New Orders 1.4B¥
### FY2019 initiatives

<table>
<thead>
<tr>
<th>Marketing</th>
<th>Training</th>
<th>Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Technical research of AI</td>
<td>• Training AI engineers</td>
<td>• Collect and share Use Cases • Expand AI demo showcase</td>
</tr>
</tbody>
</table>

**AI CoE**

Accelerate AI business by generating synergy globally

---

**At the heart of AI strategy in Catalonia**

Established CIDAI※, which is the core of the AI / data innovation strategy, with institutions that promote technological innovation in Catalonia

※Center of Innovation for Data tech and Artificial Intelligence
Implementing 4 strategies as the courage to change to maximize customer value

- **Strategy 1**: Expand global digital offerings
- **Strategy 2**: Deliver greater value based on regional needs
- **Strategy 3**: Maximize individual & organizational strengths
- **NTT Group Collaboration**: Drive NTT Group Collaboration
Strategy 2: Deliver greater value to clients based on regional needs

**Major achievements**

- **Public & Social**
  - Won the large orders, Accelerated joint business creation by leveraging existing strengths and digital technologies.
  - Case 1

- **Financial**
  - Sales increased steadily amid drastic changes in the business environment, Completed a number of mission-critical projects.
  - Case 2

- **Enterprise & Solutions**
  - Launched the services that contributes to DX in the industry, Promoted DX through focused areas and specialty offerings.
  - Case 3

- **North America**
  - Acquired new customers by strengthening consulting and digital, Offering advanced ITO using digital technology.
  - Case 4

- **EMEA & LATAM**
  - Aggressive digital investment paid off, Won the large orders through group collaboration.
  - Case 5

- **Public & Social**
  - Case 6

- **Financial**
  - Case 7
Build trust through DX and high capability of system integration in the customer's business transformation area. Solving social issues and create businesses as a business co-creation partner in the electric power industry.

CASE1

Our Strength

- Use case exploration / promotion of business design
- Utilize and promote Digital technology
- High-speed mass data processing
- Advanced system integration
- Broad customer contact

Grid Data Bank Lab.

Solving social issues as a business co-creation partner
Strategy 2:
Deliver greater value to clients based on regional needs

The 7th Generation Zengin System achieved higher productivity and higher quality by utilizing automation and digital technologies in development.

CASE 2

The launch of 1st Gen. Zengin System
1973

The launch of 6th Gen. System
2011

The launch of More Time System (24/7 operation)
2018

Nov. 2019

The launch of 7th Gen. Zengin System

Long-term Relationships for nearly 50 years

Digital Technology

© 2020 NTT DATA Corporation
Started to provide a “code payment gateway” to accept a wide variety of domestic and overseas code payments

Case 3

Read the QR code

Automatically determine code

Code payment completed

Read only

Payment with one button

Pay with A company

Customer

Salesperson

A company

B

C

The QR code contains information that is automatically identified by Company A’s payment

Completed

Thank you

Over 10,000 stores are members of code payment gateway

Existing strength × Digital

Strategy 2:
Deliver greater value to clients based on regional needs

© 2020 NTT DATA Corporation
Strategy 2: Deliver greater value to clients based on regional needs

Enhance and improve the value provided by selecting and concentrating offerings

Steadily expanding orders by combining “Existing strengths” and “Digital technology”

North America
Expand our focused service portfolio, and secure high-potential customers

Strength area
Existing strengths & Digital

Digital offerings
Selecting "Focused Digital Areas" and "Digital Offerings"

1. Digital Operations
   - Application Management
   - Dynamic Workplace
   - E2E Data Center
   - Intelligent Network
   - Business Process as a Service

2. Journey to the Cloud
   - App Dev & Modernization
   - Enterprise Application
   - Data Architecture
   - Blockchain
   - Data as an Asset

3. Data Intelligence & Automation
   - Intelligent Automation
   - Data Architecture
   - Modernization
   - Data as an Asset
   - Data as an Asset

4. IoT
   - Advantage
   - Edge

5. App Dev & Modernization
   - E2E Data Center
   - Intelligent Network
   - Business Process as a Service
   - Blockchain
   - Data as an Asset

5. Security

© 2020 NTT DATA Corporation
New contract awarded by Oklahoma State Government for large-scale Managed Service and Consulting Services; Supports the client’s digital transformation

Won a new five-year, over $100 million contract with State of Oklahoma

NTT DATA Services provides valuable Workplace Services to its clients, including automation and real-time visibility to data and operations through its own intelligent platform, and has been recognized as a Leader for the second consecutive year in the Gartner Magic Quadrant for Managed Workplace Services, North America report.
Launched a new large-scale Dynamic Workplace Services to a leading U.S. chemical manufacturer

Case 5

TCV over $150 million/5yrs Dynamic Workplace Services

NTT DATA Services has a long standing and firm relationship with the client, and has supported the client’s IT integration initiative over the last two years. After successfully completing the wide ranging and complex initiative, we will be providing Dynamic Workplace Services to the client, realizing automation of business processes and providing integrated IT support based on data analysis to improve its operational efficiency and user satisfaction using advanced technologies.
Strategy 2:
Deliver greater value to clients based on regional needs

Aiming for quality growth by combining existing strengths with aggressive digital investment and structural transformation

Active digital investment and structural transformation

Strategy 2:
Deliver greater value to clients based on regional needs

Existing strengths & Digital Investment
~Top line growth~

Efficiency improvement through structural transformation
~Improving profitability~
Naturgy, a gas and electricity provider operating in Europe and Latin America selects everis as its strategic partner

The total sales in the next 10 years is estimated to exceed 500 million Euros

Naturgy awarded the contract to everis, because it highly appreciated everis’ approach to drive innovation and automation along with the Long-Term Relationships everis has built with Naturgy and its past achievements in providing rich outsourcing services.
Signing a large-scale contract for SAP services with Deutsche Bahn AG. The NTT DATA Group works together to support customers from consulting to implementation.

The client chose NTT DATA because of its high recognition of NTT DATA Group’s strengths such as its track record and reliability that comes from providing SAP related services over a long period of time. Furthermore, NTT DATA convinced with its rich talent pool of experts with advanced knowledge and its flexible attitude toward various requests from clients.
### Implementing 4 strategies as the courage to change to maximize customer value

<table>
<thead>
<tr>
<th>Strategy 1</th>
<th>Expand global digital offerings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 2</td>
<td>Deliver greater value based on regional needs</td>
</tr>
<tr>
<td>Strategy 3</td>
<td>Maximize individual &amp; organizational strengths</td>
</tr>
<tr>
<td>NTT Group Collaboration</td>
<td>Drive NTT Group Collaboration</td>
</tr>
</tbody>
</table>
Strategy 3:
Unleash our employee’s potential that maximize organizational strengths

A well-balanced need for three types of digital human resources

IT Vender
Digital Utilizing
User

- Create new value by familiarizing with business and using digital technology

Digital Professional

- Design and develop services that utilize digital with knowledge of advanced digital technology

Digital Core

- Leading research and development of advanced digital technology
We promote measures and system reforms to unleash employees’ potential

**Increase Employee Engagement**

**Enhance Digital & Global Capabilities**
- **Digital Boot Camp etc.**
  - FY19 participants Total 13,000 people
- **Digital Acceleration Program**
  - FY19 participants 35 people
- **Global Talent Training Course**
  - FY19 participants Total 2,500 people

**Design Systems Focusing on Talents**
- **Enhance Hiring/ADP System (Advanced Professional)**
  - New graduates 476 people (5 people join in Oct. and Jan.)
  - ADP-CERT* 7 people
- **TG System (Technical Grade)**
  - TG-CERT approx. 40 people
- **Add P-CDP Talent Type**
  - Add 2 types

**Corporate Culture/ Awareness Change**
- **Self-Innovation Time**
  - FY19 Results 59h a year p.p.

---

**Notes:**
- 1 Digital Boot Camp : Off-JT program to intensively learn advanced Digital technology
- 2 Digital Acceleration Program : Training Program through participation in the Digital’s cutting edge project
- 3 ADP System : A system to hire and treat experts in advanced technology according to market value
- 4 TG System : A system to aim at training of human resources with the high specialty
- 5 P-CDP Talent Type : Define ideal candidate profile by speciality and support career development

*As of April 1, 2020*
Strategy 3:
Unleash our employee’s potential that maximize organizational strengths

Acceleration of aggregation and utilization of knowledge sharing (contents and Know-who)
Continue to aim to maximize group synergies globally

Digital Workplace
Shared Contents

Global Knowledge

Approx. 19,000 contents
Know-who 3,200 people

Effective in many proposal activities

Digital Knowledge Share

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COURAGE TO CHANGE

Implementing 4 strategies as the courage to change to maximize customer value

- **Strategy 1**
  Expand global digital offerings

- **Strategy 2**
  Deliver greater value based on regional needs

- **Strategy 3**
  Maximize individual & organizational strengths

**Drive NTT Group Collaboration**
TOYOTA and NTT Group developed real-time Big Data platform for connected cars.

Joint research leads us as a trusted business partner

① Success of research for FY2019
Expanding the scope of joint research on connected platforms for FY2020

② Business Alliance with TOYOTA Connected company
NTT DATA selected as business partner for global expansion of mobility services

③ Business & Capital alliance between TOTOYA & NTT Group
Promote smart city concept.
NTT Group Collaboration ～Road safety solutions～

Realized Public Safety Solution for the city of Las Vegas by NTT Group’s joined forces. NTT Data Services as Prime Siler collaborates with NTT Ltd. to offer total service.

Street / Event Venue

Authorities(e.g. Police Station Dispatch)

Appropriate action for crime

IoT Sensors

Aggregating Data

Real-time Coordination
✓ Real-time Analysis
✓ Trend Analysis
✓ Sensor Control
✓ PaaS / IaaS / NW

Information

NTT’s Smart City Solution
### Overview of Mid-Term Management Plan

#### Profitable global growth: FY2021 BUSINESS GOALS

<table>
<thead>
<tr>
<th>Growth</th>
<th>Earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales: 2.5 trillion yen</td>
<td>Operating income margin: 8%</td>
</tr>
<tr>
<td>Client Base: Over 80</td>
<td>Overseas EBITA: 7%</td>
</tr>
</tbody>
</table>

#### COURAGE TO CHANGE: Maximize Value for our Clients

**Transformation & Synergy**

<table>
<thead>
<tr>
<th>Strategy1</th>
<th>Strategy2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand global digital offerings</td>
<td>Deliver greater value to clients based on regional needs</td>
</tr>
</tbody>
</table>

**Strategy3**

Unleash our employee’s potential that maximize organizational strengths

#### CONSISTENT BELIEF: Shape the future society with our clients
Consistent belief

Aiming to sustainably increase corporate value by achieving the SDGs through social contribution through business and social contribution through corporate activities

“Shape the future society with our clients”

Clients

Value creation based on Long-Term Relationships

Constant increase in corporate value

NTT DATA’S ESG-based Management

Contribution to society through business

NTT DATA

© 2020 NTT DATA Corporation
### Consistent belief: Material ESG Issues

Set out 12 items as new Material ESG Issues in FY 2019
Set KPI targets for each organization to promote ESG management from FY 2020

<table>
<thead>
<tr>
<th>Material ESG Issues※</th>
<th>Means to resolve issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>① Offering social infrastructure and business-category-specific solutions based on advanced technologies</td>
<td></td>
</tr>
<tr>
<td>② Build and ensure stable management/operation of IT infrastructure</td>
<td></td>
</tr>
<tr>
<td>③ Securing and develop IT human resources (for our employees)</td>
<td></td>
</tr>
<tr>
<td>④ Promote workstyle innovation</td>
<td></td>
</tr>
<tr>
<td>⑤ Promote diversity and inclusion</td>
<td></td>
</tr>
<tr>
<td>⑥ Promote IT education (for community)</td>
<td></td>
</tr>
<tr>
<td>⑦ Respond to climate change</td>
<td></td>
</tr>
<tr>
<td>⑧ Ensure information security</td>
<td></td>
</tr>
<tr>
<td>⑨ Protect data privacy</td>
<td></td>
</tr>
<tr>
<td>⑩ Respond to disaster risks</td>
<td></td>
</tr>
<tr>
<td>⑪ Ensure compliance</td>
<td></td>
</tr>
<tr>
<td>⑫ Promote responsible supply chain</td>
<td></td>
</tr>
</tbody>
</table>

Social contribution through business
Resolve each Material ESG Issue for society (clients) through our services and solutions.

Social contribution through corporate activities
Resolve each Material ESG Issue of our own in business operations.

※The term “Material ESG Issues” will be used instead of “Material CSR Issues,” in order to maintain consistency with promotion of “ESG Management” under the current Medium-Term Management Plan.
Consistent belief: Social contribution through business
~Telehealth~

Provide telehealth solution to COVID-19 expansion to contribute to the health management of infected people and the control of infection

Social contribution through business

Offering social infrastructure and business category-specific solutions based on advanced technologies

Health management solution ehCOS REMOTE
(A case in Spain & South America)

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

Continuous multi-channel treatment
• Health Management of positive and negative patients
• Communication channels to medical centers and professionals

Data gathering and analysis
• Analyze the clinical evolution and the resilience of patients
• The elaboration of epidemiological clusters.
Aim to provide next-generation laboratories for handling iPS cells
8 companies formed a consortium & leverage digital technology

Social contribution through business

Offering social infrastructure and business category-specific solutions based on advanced technologies

COTO LABO Consortium
Communication Tool Oriented/Originated LABOratory

Consistent belief : Social contribution through business
~COTO LABO~

Improve reproducibility and efficiency of experiments such as cell culture by centrally managing and utilizing digital data in life science fields such as drug discovery and regenerative medicine
Automate Routine Business Processes to Make More Time for Creative Tasks with “WinActor”

- Helping to address labor shortages
- Improving productivity
- Preventing/reducing human errors through automation

Social contribution through business

1. Offering social infrastructure and business category-specific solutions based on advanced technologies

WinActor/WinDirector

© 2020 NTT DATA Corporation
Social contribution through business ~AW3D®~

Globally deploying the world's highest precision digital 3D map
Contribute to infrastructure development and natural disaster countermeasures

Social contribution through business

Offering social infrastructure and business category-specific solutions based on advanced technologies

World-class technology

Multi View Technology

AI & Machine Learning

Cloud & Big data

Utilizing in 130 countries

Map for autonomous driving

5G base station design

Disaster countermeasures

© 2020 NTT DATA Corporation
Social contribution through business

Action on climate change

Declared to formulate long-term targets for reducing greenhouse gas emissions (SBT) in FY2019.

Challenge to Climate-related Financial Disclosures (TCFD) in FY2020.

- Task Force on Climate-related Financial Disclosures (TCFD) (2020)
- Corporate targets for reducing greenhouse gas emissions based on Paris Agreement (SBT) (2019)
- Disclose reference
- ISO 14001 Certification
- Legal compliance

Environment

© 2020 NTT DATA Corporation
Formulated AI guidelines to realize a human-centered society in which humans and AI coexist

Social contribution through corporate activities

Protect data privacy
Ensure compliance

NTT Data’s AI Guideline

- Realization of a sustainable happy society
- Creating new value through co-creation
- Fair, trustable and explainable AI
- Safe and secure data distribution
- Promote activities to spread AI soundly

Pursuing the potential of AI

<table>
<thead>
<tr>
<th>Strategy 1</th>
<th>Creation of AI offering</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 2</td>
<td>Combining existing services with AI</td>
</tr>
<tr>
<td>Strategy 3</td>
<td>Training and acquisition of AI talent</td>
</tr>
<tr>
<td>NTT collaboration</td>
<td>Improving AI technology</td>
</tr>
</tbody>
</table>
How we are going to address key challenges
## Individual material issues: Advance projects management

### Strengthen measures to suppress unprofitable projects in FY2019

We will continue to strengthen measures while determining the effects.

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Further control especially for complex projects</th>
</tr>
</thead>
</table>

### Strengthening measures implemented in FY2019

- **Respond promptly to risks**
  - Third-party check of order contents at the initial stage before proposal

- **Strengthen teams’ capabilities**
  - Appropriately allocate PM based on complexity and project contents

- **Enhance management process**
  - Strengthen high-level escalation and execute company-wide project support at an early stage

**Leverage past learnings**

- Utilize knowledge and know-how from unprofitable and difficult projects from the past

© 2020 NTT DATA Corporation
Individual material issues: Improve profitability of North America, EMEA and LATAM business (Structural Transformation)

With the strategic shift to the consulting and digital, Aiming to further improve profitability through structural transformation

<table>
<thead>
<tr>
<th>Productivity improvement</th>
<th>Valuable consulting・Expand offerings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selection and concentration of offerings</td>
<td>Strengthen solution technology</td>
</tr>
</tbody>
</table>

**Transform Structure**

<table>
<thead>
<tr>
<th>Europe</th>
<th>Unify brands・Realize One-face-to-Customer</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMEA</td>
<td>Strengthen upstream consulting・Promotion of IP business・digital human resources development</td>
</tr>
<tr>
<td>everis</td>
<td>Strengthen digital skills for each industry ・Re-evaluate less profitable business, including initiatives</td>
</tr>
<tr>
<td>Business Solution</td>
<td>Deal with SAP advanced technology ・Governance reform by strengthening Compliance</td>
</tr>
<tr>
<td>North America Services</td>
<td>Strengthen digital offerings for each industry ・Optimize R&amp;D site and data center</td>
</tr>
</tbody>
</table>
Appendices  -Business topics-
## Principal Measures Taken in the Fiscal Year Ended March 31, 2020 (1/6)

<table>
<thead>
<tr>
<th>No.</th>
<th>Public &amp; Social Infrastructure</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Launching the core system services for the Japan Patent Office</td>
<td>In January 2020, we launched services for the function that assigns patent classifications on the publication of unexamined patent applications and others, which is one of the most important systems related to examination of patents and others, with the goal of “optimizing operations and systems of the Japan Patent Office” in accordance with the Ministry of Economy, Trade and Industry’s mid-and long-term plans for the digital government.</td>
</tr>
</tbody>
</table>
| 2   | Promoting digital business using sophisticated map information | We promoted businesses to use sophisticated map information for diversified purposes.  
- In July 2019, we began providing a 3D map covering all global land spaces with 2.5 m resolution, as part of the service for the world’s most precise 3D map using satellite images, AW3D Full Global 3D Map, with Remote Sensing Technology Center of Japan. This service enables more accurate simulations and analysis for worldwide urban designing, prediction of damages caused by natural disaster, and so on.  
- The Cabinet Office appreciated our high technological capabilities and knowledge related to the system for creating and updating highly precise 3D maps and processing of vehicle probe data (Note 1) that self-driving cars collect while moving. As a result, we were allowed to participate in the Cross-ministerial Strategic Innovation Promotion Program led by the Office. |
| 3   | Promoting digital business in the healthcare field | To help medical institutions conduct operations more quickly and efficiently, we promoted the development of a medical information platform using cutting-edge IT technologies.  
- In April 2019, we began providing MD-TraC, an IoT platform for medical materials, which collectively manages logistics and usage information of medical materials with an RFID tag (Note 2) stuck on each material to record ID for individual identification. This service helps manufacturing and sales companies cut inventory and reduce disposal loss and supports sales agencies in increasing operational efficiency of placing and receiving orders.  
- In June 2019, we provided CHUGAI PHARMACEUTICAL CO., LTD., with L-AXeS, a shared service that enables secure online test requests and result reports between medical institutions and clinical laboratory companies. Moreover, in January 2020, we started providing a service connecting L-AXeS with major electronic health record services so that medical institutions can exchange test data with clinical laboratory companies via a secure network without having to install new lines and equipment. |

(Nota 1) Vehicle probe data  
Location and traffic information that vehicles collect using their sensors while moving.  
(Nota 2) RFID tag  
A tag that transmits data such as IDs via short-range wireless communication.
### Promoting efforts for upgrading a shared system

In May 2019, we reached an agreement with five banks; The Bank of Yokohama, Ltd., THE HOKURIKU BANK, LTD., The Hokkaido Bank, Ltd., The 77 Bank, Ltd., and HIGASHI-NIPPON BANK, Ltd., to consider the use of a highly flexible open platform as the number one option to deliver the new service more quickly for the next generation of the shared system, MEJAR, for which NTT DATA provides services.

### Promoting a wide range of efforts using cutting-edge technologies to provide financial services in the digital era

To create new financial businesses by accumulating and leveraging information using digital technologies, we promoted a wide range of digital businesses.

- In June 2019, we began providing Customer Engagement Hub, an integrated contact channel solution, for call center operations at THE YAMAGUCHI BANK, Ltd. This solution helps the bank enhance productivity and raise the level of customer satisfaction by providing AI support for operators and integrating and analyzing data collected from various inquiry channels, including call centers and websites.

- In January 2020, NTT DATA signed a Memorandum of Intent encouraging the realization of trade digitalisation at a forum that was held during the World Economic Forum (2020 Davos Conference). As trade-related companies face a problem in securing mutual connectivity between trade platforms, we will participate in discussions and contribute to the international standardization of the mutual connectivity.

- In February 2020, as a regional revitalization project, we launched a Proof of Concept (“PoC”) on sharing economy with The Bank of Yokohama, Ltd. The PoC focused on “skill sharing,” where individuals’ skills, experiences, knowledge, and others are exchanged, and verified its effect with the participation of the bank and NTT DATA.
### Principal Measures Taken in the Fiscal Year Ended March 31, 2020 (3/6)

<table>
<thead>
<tr>
<th>Enterprise &amp; Solutions</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Promoting payment-related business and designing new customer experience</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In areas related to cashless payment, we provided new services that are more convenient for consumers.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• In September 2019, we began providing “Catch&amp;Go,” a service to help businesses open a digital store where consumers can pick up items they want from the store without the need to pay at a cashier. Furthermore, in January 2020, we added to this service a function that allows consumers to enter the stores by face recognition and a dynamic pricing function that enables changing prices on the basis of information on its inventory. With the realization of a digital store without a cashier, consumers can enjoy convenient and beneficial shopping experience, and stores and store management companies can increase operational efficiency, maximize purchase opportunities, and use information for marketing.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• In February 2020, we began providing full support for the introduction of cashless payment service by JAPAN POST Co., Ltd., with Sumitomo Mitsui Card Company, Limited, and Panasonic System Solutions Japan Co., Ltd. We will install 14,000 payment terminals at the counters of about 8,500 post offices and help JAPAN POST Co., Ltd., promote its transition to cashless transactions. As the payment infrastructure, “CAFIS Arch” (Note 1), a cloud-based comprehensive payment platform provided by NTT DATA, was adopted.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| **Installing filtration planning system using digital technologies at Kirin Brewery’s factories** | | |
| NTT DATA and Kirin Brewery Company, Limited jointly developed a system that creates the most suitable beer filtration plan by using digital technologies. In April 2019, the system started full operation at Kirin Brewery’s Fukuoka Factory. Then, the companies standardized the system and started trial operation at factories in Yokohama and Shiga in January 2020. Filtration planning at a brewery often depends on the expertise of skilled workers who consider various conditions. To develop this system, we interviewed the skilled workers to identify a variety of constraints and used the constraint programming technology (Note 2) to standardize their expertise. We expect that this system will reduce the working time by a maximum of about 2,500 hours per year for the three factories in Fukuoka, Yokohama, and Shiga in total. | | |

(Nota 1) “CAFIS Arch”  
A cloud-based cashless payment platform that has the largest number of users in Japan and can deal with all types of payment, including credit card payment, payment made by inbound tourists, and QR code payment.

(Note 2) Constraint Programming Technology  
It is a technology that uses computers to efficiently find answers to problems related to schedule of production planning and delivery that satisfy constraints, and the technology is defined as AI.
<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
</table>
| 1 | **Won multiple contracts supporting Digital Transformation for a large U.S. bank and a large U.S.-based health plan through the enhancement of Digital Offerings**  
NTT DATA Services, a subsidiary of NTT DATA Corporation, won multiple deals supporting Digital Transformation as a result of initiatives to strengthen digital offerings through investments in innovation.  
- For the deal with the large U.S. bank, NTT DATA Services has a long relationship with the client and successfully differentiated our digital services and track record to support the client’s digital transformation through a migration to cloud, microservices architecture (Note 1) for banking products (payment, online banking, etc) and UX design (Note 2).  
- For the deal with the large U.S.-based health plan, NTT DATA Services demonstrated our deep knowledge of the health care payer domain. NTT DATA Services contributes to the client through the test automation for Synthetic Data and Performance Testing in the development and deployment process at a faster pace. |   |
| 2 | **New solutions to help tackle Novel Coronavirus (COVID-19)**  
NTT DATA Services, a subsidiary of NTT DATA Corporation, continues delivering insights and new solutions for healthcare institutions and governments though COVID-19 is overburdening our healthcare system.  
- NTT DATA Services and Enli, a population health management software company, are working together to deliver a patient management program (Note 3). This program allows clinical users to assess symptomatic individuals. In addition, it facilitates periodic care coordination check-in to detect worsening symptoms, as well as making decisions on when to discharge individuals from isolation. NTT DATA Services serves as a systems integrator, providing technical, staff augmentation and consulting services.  
- Sharecare, the digital health company, announced the launch of an interactive COVID-19 screener, developed in partnership with IPsoft and NTT DATA Services. It is an interactive conversational solution powered by IPsoft’s cognitive AI, “Amelia” (Note 4). It allows people to get answers quickly and anonymously without having to wait, helping them understand the severity of their risks. It contributes to reducing the spread of COVID-19 while easing the strain on healthcare providers.  
- The City of Austin announced a new digital tool that allows citizens to electronically schedule COVID-19 tests, created in partnership with NTT DATA. It is hosted on a secured platform and enable the city to securely trace anonymized positive results to assess testing demand and identify high-risk areas. In addition, the anonymized data will be compiled into an “heat map,” which will indicate areas having a greater need of health resources and proactively allocate resources to necessary areas. |   |

(Note 1) Microservices architecture  
A method of designing a highly flexible system that can easily adapt to changes by combining small services divided into each function.

(Note 2) UX design  
An approach for designing functions, specifications, interfaces, and others in order to enhance the experience of a user of a service, etc.

(Note 3) Working in 14 states, as of March 2020.

(Note 4) “Amelia”  
Amelia is an industry-leading cognitive AI developed by IPsoft.
Moving forward as a partner for digitalization of clients’ businesses

NTT DATA was highly recognized for its Long-Term Relationship with its clients, its rich experiences in the digital transformation of their businesses and its positive attitude toward the use of advanced technologies, and was selected as a strategic partner in multiple projects.

- In March 2020, everis Group, a subsidiary of NTT DATA Corporation, signed service agreements with Naturgy Energy Group, SA, which provides gas and electricity mainly in Europe and Latin America, after it was selected as a strategic partner for its digital transformation. The Group will be providing services using cutting-edge technologies for maintenance, operation, and so forth of systems related to gas and electricity distribution. The total net sales in the next 10 years is expected to amount to about 500 million euros.

- In November 2019, NTT DATA UK Limited, a subsidiary of NTT DATA Corporation, has signed a new partner agreement for digital transformation, which will last for five years with a total value of approximately 50 million pounds, with The Association of Chartered Certified Accountants (“ACCA”), the global body for professional accountants. The Company plans to streamline operations such as global accountancy certification for ACCA which is aiming to transform into a digitally-enabled, global organization, and will be providing support for its members’ career development at the same time.

(Note 1) “SAP S/4HANA”
A corporate digital solution equipped with flexibility and scalability for rich features and customization, which enables quick retrieval of latest information via integrated database.
Setting up a global center of AI technologies and establishing AI Guidelines

In accordance with the strategy, “Expand global digital offerings,” under the Medium-term Management Plan, NTT DATA has been committing to the expansion of Center of Excellence (“CoE”) (Note 1) across the world and, in May 2019, set up AI CoE as part of the effort. AI CoE is a base to globally provide support for the expansion of digital business using functions to globally accumulate knowledge, train employees, offer technological support, and provide assets (intellectual property) related to AI. With the establishment of the AI CoE, we now have CoEs in four areas: Blockchain, Digital Design, DevOps, and AI. Additionally, NTT DATA established NTT DATA Group’s AI Guidelines that embody our approach to contribute to the realization of “a more affluent and harmonious society” where human beings and AI coexist (“AI society”). In accordance with the guidelines, to realize the AI society where all concerned parties including clients can enjoy the benefit of AI instead of merely using AI as a tool to secure efficiency, we will promote AI research, development, operation, utilization, and so on.

Promoting AI-based image diagnosis solution in the medical field through collaboration between industry and academia

We developed an AI-based image diagnostic support solution that assists physicians’ diagnosis by analyzing medical images of patients with AI technologies and showing where diseases may be located.

- In August 2019, NTT DATA and the University of Miyazaki conducted a PoC to detect any abnormality in the kidney with the AI-based image diagnostic support solution. Consequently, it was confirmed that this solution could be applied to patients of different races having different lifestyles from several countries and detect diseases, especially cancer, with a high degree of precision.
- In November 2019, NTT DATA and MED SUPPORT SYSTEMS CO., LTD, launched a PoC to make the AI-based image diagnostic support solution commercially viable in the field of MRI brain-image diagnosis. In this PoC, we developed an AI-based diagnostic support engine and a viewer to verify the effectiveness of the AI-based diagnostic support for MRI brain-images using MED SUPPORT SYSTEMS CO., LTD’s know-how on image diagnosis information systems and NTT DATA’s AI technologies, and assessed their usability.

(Note 1) CoE (Center of Excellence)
A core base where advanced research and development activities are conducted, human resources are developed, and businesses are created.
Appendices - Explanatory details of financial results
## Overview of Consolidated Results

<table>
<thead>
<tr>
<th></th>
<th>FY ended 2019/3 (Results)</th>
<th>FY ended 2020/3 (Results)</th>
<th>YoY (%)</th>
<th>FY ending 2021/3 (Forecasts)</th>
<th>YoY (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Orders Received</td>
<td>2,076.1</td>
<td>2,275.2</td>
<td>+9.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Order Backlog</td>
<td>2,457.1</td>
<td>2,636.3</td>
<td>+7.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Sales</td>
<td>2,163.6</td>
<td>2,266.8</td>
<td>+4.8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Main item) Overseas Net Sales(*)</td>
<td>881.1</td>
<td>906.7</td>
<td>+2.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>1,618.6</td>
<td>1,694.6</td>
<td>+4.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross Profit</td>
<td>545.0</td>
<td>572.2</td>
<td>+5.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SG&amp;A Expenses</td>
<td>397.3</td>
<td>441.3</td>
<td>+11.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Selling Expenses</td>
<td>146.7</td>
<td>153.5</td>
<td>+4.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>R&amp;D Expenses</td>
<td>15.1</td>
<td>21.8</td>
<td>+44.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Administrative Expenses</td>
<td>235.5</td>
<td>266.0</td>
<td>+13.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Income</td>
<td>147.7</td>
<td>130.9</td>
<td>-11.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Income Margin(%)</td>
<td>6.8</td>
<td>5.8</td>
<td>-1.0P</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Income and Costs/Share of Profit/Loss of Entities for Using Equity Method</td>
<td>-0.8</td>
<td>-10.8</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Income Before Income Taxes</td>
<td>146.9</td>
<td>120.2</td>
<td>-18.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income Taxes and Others(*)</td>
<td>53.3</td>
<td>45.0</td>
<td>-15.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Income Attributable to Shareholders of NTT DATA</td>
<td>93.6</td>
<td>75.1</td>
<td>-19.7</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>179.2</td>
<td>193.8</td>
<td>+8.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and Amortization/Loss on Disposal of Property and Equipment and Intangibles(*)</td>
<td>160.7</td>
<td>167.3</td>
<td>+4.1</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

(*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) “FY ended 2020/3 (Results)” is calculated excluding the effect (estimate of 34.8 billion yen) of IFRS 16 (new lease standard) which has been applied since April 2019.
# Consolidated New Orders Received and Order Backlog

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

<table>
<thead>
<tr>
<th>Category</th>
<th>FY ended 2019/3 (Results)</th>
<th>FY ended 2020/3 (Results)</th>
<th>FY ending 2021/3 (Forecasts)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public &amp; Social Infrastructure</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>[Main item]:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Central Government and Related Agencies,</td>
<td>391.1</td>
<td>477.0</td>
<td>-</td>
</tr>
<tr>
<td>Local Government, and Healthcare</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Telecom and Utility</td>
<td>114.0</td>
<td>113.7</td>
<td>-</td>
</tr>
<tr>
<td><strong>Financial</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>[Main item]:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Banks, Insurance, Securities, Credit Corporations,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Infrastructure/Network Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cooperative Financial Institutions</td>
<td>69.9</td>
<td>113.6</td>
<td>-</td>
</tr>
<tr>
<td><strong>Enterprise &amp; Solutions</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>[Main item]:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retail, Logistics, Payment and Other Service</td>
<td>307.7</td>
<td>342.8</td>
<td>-</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>188.8</td>
<td>215.6</td>
<td>-</td>
</tr>
<tr>
<td>Data Center, Network, and Other Solutions</td>
<td>38.0</td>
<td>40.0</td>
<td>-</td>
</tr>
<tr>
<td><strong>North America</strong></td>
<td>427.6</td>
<td>471.6</td>
<td>-</td>
</tr>
<tr>
<td><strong>EMEA &amp; LATAM</strong></td>
<td>457.4</td>
<td>513.7</td>
<td>-</td>
</tr>
</tbody>
</table>

## Detail of Consolidated Order Backlog

<table>
<thead>
<tr>
<th>Category</th>
<th>FY ended 2019/3 (Billions of Yen)</th>
<th>FY ended 2020/3 (Billions of Yen)</th>
<th>FY ending 2021/3 (Billions of Yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order Backlog</td>
<td>2,457.1</td>
<td>2,636.3</td>
<td>-</td>
</tr>
<tr>
<td><strong>Public &amp; Social Infrastructure</strong></td>
<td>416.8</td>
<td>480.8</td>
<td>-</td>
</tr>
<tr>
<td><strong>Financial</strong></td>
<td>828.8</td>
<td>812.6</td>
<td>-</td>
</tr>
<tr>
<td><strong>Enterprise &amp; Solutions</strong></td>
<td>131.0</td>
<td>140.0</td>
<td>-</td>
</tr>
<tr>
<td><strong>North America</strong></td>
<td>784.7</td>
<td>850.3</td>
<td>-</td>
</tr>
<tr>
<td><strong>EMEA &amp; LATAM</strong></td>
<td>282.4</td>
<td>334.5</td>
<td>-</td>
</tr>
</tbody>
</table>

(*) The figures for Financial are the results based on the change of category in which Financial Network Services is recorded, made in the 2nd quarter of the fiscal year ended March 31, 2020.  
(”) New Orders Received of Enterprise & Solutions does not include orders taken via other segments.
## Consolidated Net Sales

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

<table>
<thead>
<tr>
<th>Segment</th>
<th>FY ended 2019/3 (Results)</th>
<th>FY ended 2020/3 (Results)</th>
<th>FY ending 2021/3 (Forecasts)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public &amp; Social Infrastructure</strong></td>
<td>399.6</td>
<td>413.7</td>
<td>-</td>
</tr>
<tr>
<td><strong>Central Government and Related Agencies,</strong></td>
<td>224.6</td>
<td>231.8</td>
<td>-</td>
</tr>
<tr>
<td><strong>Local Government, and Healthcare</strong></td>
<td>91.1</td>
<td>99.0</td>
<td>-</td>
</tr>
<tr>
<td><strong>Telecom and Utility</strong></td>
<td>224.6</td>
<td>231.8</td>
<td>-</td>
</tr>
<tr>
<td><strong>Financial</strong></td>
<td>491.6</td>
<td>505.5</td>
<td>-</td>
</tr>
<tr>
<td><strong>Banks, Insurance, Security, Credit Corporations and Financial</strong></td>
<td>369.2</td>
<td>379.1</td>
<td>-</td>
</tr>
<tr>
<td><strong>Infrastructure/Network Services</strong></td>
<td>105.4</td>
<td>100.9</td>
<td>-</td>
</tr>
<tr>
<td><strong>Cooperative Financial Institutions</strong></td>
<td>369.2</td>
<td>379.1</td>
<td>-</td>
</tr>
<tr>
<td><strong>Enterprise &amp; Solutions</strong></td>
<td>379.2</td>
<td>428.0</td>
<td>-</td>
</tr>
<tr>
<td><strong>Retail, Logistics, Payment and Other Service</strong></td>
<td>121.7</td>
<td>146.0</td>
<td>-</td>
</tr>
<tr>
<td><strong>Manufacturing</strong></td>
<td>191.7</td>
<td>214.0</td>
<td>-</td>
</tr>
<tr>
<td><strong>Data Center, Network, and Other Solutions</strong></td>
<td>57.0</td>
<td>57.5</td>
<td>-</td>
</tr>
<tr>
<td><strong>North America</strong></td>
<td>416.5</td>
<td>419.3</td>
<td>-</td>
</tr>
<tr>
<td><strong>EMEA &amp; LATAM</strong></td>
<td>433.9</td>
<td>449.7</td>
<td>-</td>
</tr>
</tbody>
</table>

### Net Sales by Products and Services (to Clients Outside the NTT DATA Group)

<table>
<thead>
<tr>
<th>Product/services</th>
<th>FY ended 2019/3 (Results)</th>
<th>FY ended 2020/3 (Results)</th>
<th>FY ending 2021/3 (Forecasts)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>233.9</td>
<td>272.3</td>
<td>-</td>
</tr>
<tr>
<td>Integrated IT Solution</td>
<td>584.9</td>
<td>613.0</td>
<td>-</td>
</tr>
<tr>
<td>System &amp; Software Development</td>
<td>602.1</td>
<td>587.9</td>
<td>-</td>
</tr>
<tr>
<td>Maintenance &amp; Support</td>
<td>666.7</td>
<td>706.6</td>
<td>-</td>
</tr>
<tr>
<td>Others</td>
<td>76.0</td>
<td>87.0</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Sales by Products and Services Total</strong></td>
<td>2,163.6</td>
<td>2,266.8</td>
<td>-</td>
</tr>
</tbody>
</table>

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

*(2) Net Sales of Enterprise & Solutions does not include sales of projects undertaken through other segments.

*(3) The figures for Net Sales by Products and Services (to Clients Outside the NTT DATA Group) show results based on the revision of the categories and the details recorded, made up to the 3rd quarter of the fiscal year ended March 31, 2020.
Trends in Quarter (Consolidated)

- **New Orders Received**

- **Net Sales**

- **Operating Income**
Foreign exchange rates  
(used for the conversion of the amount of new orders received and incomes and expenditures)

<table>
<thead>
<tr>
<th></th>
<th>FY ended 2019/3 (Results)</th>
<th>FY ended 2020/3 (Results)</th>
<th>YoY (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>USD</td>
<td>110.88</td>
<td>108.60</td>
<td>-2.1%</td>
</tr>
<tr>
<td>EUR</td>
<td>128.37</td>
<td>120.81</td>
<td>-5.9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY ending 2021/3 (Forecasts)</th>
<th>YoY (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>(3-2)/2</td>
</tr>
</tbody>
</table>

(Yen,%)
Appendices
- Mid- to long-term financial trends -
Trend of Order Backlog and Net Sales

(Billions of yen)

<table>
<thead>
<tr>
<th>Year-end Order Backlog</th>
<th>Net Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010/3 1,142.9</td>
<td>1,131.9</td>
</tr>
<tr>
<td>2011/3 1,156.5</td>
<td>1,140.2</td>
</tr>
<tr>
<td>2012/3 1,251.1</td>
<td>1,301.9</td>
</tr>
<tr>
<td>2013/3 1,301.9</td>
<td>1,343.7</td>
</tr>
<tr>
<td>2014/3 1,343.7</td>
<td>1,341.4</td>
</tr>
<tr>
<td>2015/3 1,355.8</td>
<td>1,511.8</td>
</tr>
<tr>
<td>2016/3 1,614.8</td>
<td>1,614.8</td>
</tr>
<tr>
<td>2017/3 1,732.4</td>
<td>2,411.3</td>
</tr>
<tr>
<td>2018/3 2,117.1</td>
<td>2,371.5</td>
</tr>
<tr>
<td>2018/3 2,039.7</td>
<td>2,369.2</td>
</tr>
<tr>
<td>2019/3 2,163.6</td>
<td>2,457.1</td>
</tr>
<tr>
<td>2020/3 2,266.8</td>
<td>2,636.3</td>
</tr>
</tbody>
</table>

JGAAP | IFRS
Oversea Net Sales and Profitability Trends

(Billions of yen)

Oversea Net Sales (\(^{2}\))

EBITA Margin

JGAAP

IFRS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Oversea net sales</td>
<td>231.3</td>
<td>298.7</td>
<td>449.0</td>
<td>504.4</td>
<td>586.3</td>
<td>911.1</td>
<td>831.3</td>
<td>881.1</td>
<td>906.7</td>
</tr>
<tr>
<td>EBITA ((^{3}))</td>
<td>10.8</td>
<td>9.6</td>
<td>23.5</td>
<td>26.6</td>
<td>28.2</td>
<td>43.4</td>
<td>19.4</td>
<td>28.3</td>
<td>6.4</td>
</tr>
</tbody>
</table>

\(^{1}\) 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
EBITDA Trend

(Billions of yen)

<table>
<thead>
<tr>
<th></th>
<th>JGAAP</th>
<th>IFRS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operation Income</td>
<td>81.6</td>
<td>123.5</td>
</tr>
<tr>
<td>Depreciation(*)</td>
<td>154.5</td>
<td>158.1</td>
</tr>
<tr>
<td>Loss on Retirement of Fixed Asset</td>
<td>7.4</td>
<td>3.1</td>
</tr>
<tr>
<td>Goodwill Amortization etc.</td>
<td>7.5</td>
<td>-</td>
</tr>
<tr>
<td>EBITDA</td>
<td>251.1</td>
<td>313.7</td>
</tr>
</tbody>
</table>

(*1) The figures for FYE 3/2020 were calculated excluding the impact amount of 34.8 billion yen (estimate) of IFRS 16 (new lease standard) which has been applied since April 2019.
## EPS Trend

<table>
<thead>
<tr>
<th>Year</th>
<th>JGAAP (Billions of yen)</th>
<th>IFRS (Billions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010/3</td>
<td>43.1</td>
<td>43.0</td>
</tr>
<tr>
<td>2011/3</td>
<td>43.0</td>
<td>38.8</td>
</tr>
<tr>
<td>2012/3</td>
<td>38.8</td>
<td>54.3</td>
</tr>
<tr>
<td>2013/3</td>
<td>54.3</td>
<td>37.2</td>
</tr>
<tr>
<td>2014/3</td>
<td>37.2</td>
<td>46.9</td>
</tr>
<tr>
<td>2015/3</td>
<td>46.9</td>
<td>79.4</td>
</tr>
<tr>
<td>2016/3</td>
<td>79.4</td>
<td>85.7</td>
</tr>
<tr>
<td>2017/3</td>
<td>85.7</td>
<td>85.1</td>
</tr>
<tr>
<td>2018/3</td>
<td>85.1</td>
<td>82.4</td>
</tr>
<tr>
<td>2019/3</td>
<td>82.4</td>
<td>93.6</td>
</tr>
<tr>
<td>2020/3</td>
<td>93.6</td>
<td>75.1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EPS (yen) (*3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>30.78</td>
</tr>
<tr>
<td>30.73</td>
</tr>
<tr>
<td>27.69</td>
</tr>
<tr>
<td>38.73</td>
</tr>
<tr>
<td>26.59</td>
</tr>
<tr>
<td>33.45</td>
</tr>
<tr>
<td>56.64</td>
</tr>
<tr>
<td>61.15</td>
</tr>
<tr>
<td>60.68</td>
</tr>
<tr>
<td>58.75</td>
</tr>
<tr>
<td>66.75</td>
</tr>
<tr>
<td>53.58</td>
</tr>
</tbody>
</table>

(*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.
**ROE \(^{(1)}\) Trend**

\[
\begin{array}{ccccccccccc}
(\text{Billions of yen}) & 43.1 & 43.0 & 38.8 & 54.3 & 37.2 & 46.9 & 79.4 & 85.7 & 85.1 & 93.6 & 75.1 \\
\text{IFRS} & & & & & & & & & & & \\
\end{array}
\]

\[
\begin{array}{ccccccccccc}
\text{Equity EOY} \(^{(3)}\) & 597.1 & 620.0 & 632.5 & 688.9 & 728.4 & 839.8 & 823.3 & 904.6 & 963.3 & 826.2 & 925.7 & 939.7 \\
\end{array}
\]

\(^{(1)}\) ROE = Net Income attributable to shareholders of NTT DATA / average equity during the period.

\(^{(2)}\) “Net Income Attributable to Owners of Parent” based on JGAAP.

\(^{(3)}\) Figures based on JGAAP include adjustments for goodwill amortization and others (including impairment loss).
## ROIC Trend

(Billions of yen)

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Income</th>
<th>Effective Tax Rate</th>
<th>Net Asset</th>
<th>Interest-bearing Liabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010/3</td>
<td>81.6</td>
<td>40.69%</td>
<td>615.1</td>
<td>289.1</td>
</tr>
<tr>
<td>2011/3</td>
<td>78.3</td>
<td>40.69%</td>
<td>630.3</td>
<td>414.4</td>
</tr>
<tr>
<td>2012/3</td>
<td>80.4</td>
<td>40.69%</td>
<td>639.7</td>
<td>380.2</td>
</tr>
<tr>
<td>2013/3</td>
<td>85.6</td>
<td>38.01%</td>
<td>684.2</td>
<td>378.3</td>
</tr>
<tr>
<td>2014/3</td>
<td>62.5</td>
<td>38.01%</td>
<td>709.8</td>
<td>412.9</td>
</tr>
<tr>
<td>2015/3</td>
<td>84.0</td>
<td>35.64%</td>
<td>806.2</td>
<td>446.9</td>
</tr>
<tr>
<td>2016/3</td>
<td>100.8</td>
<td>33.06%</td>
<td>773.6</td>
<td>407.0</td>
</tr>
<tr>
<td>2017/3</td>
<td>117.1</td>
<td>30.86%</td>
<td>833.7</td>
<td>650.8</td>
</tr>
<tr>
<td>2018/3</td>
<td>123.5</td>
<td>30.86%</td>
<td>868.8</td>
<td>592.0</td>
</tr>
<tr>
<td>2018/3</td>
<td>123.1</td>
<td>30.86%</td>
<td>860.5</td>
<td>586.3</td>
</tr>
<tr>
<td>2019/3</td>
<td>147.7</td>
<td>30.62%</td>
<td>966.8</td>
<td>605.0</td>
</tr>
<tr>
<td>2020/3</td>
<td>130.9</td>
<td>30.62%</td>
<td>987.4</td>
<td>598.0</td>
</tr>
</tbody>
</table>

**Notes:**

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

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

![Graph showing D/E Ratio trend from 2010/3 to 2020/3](image)

<table>
<thead>
<tr>
<th>(Billions of yen)</th>
<th>JGAAP</th>
<th>IFRS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Asset</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010/3</td>
<td>615.1</td>
<td>860.5</td>
</tr>
<tr>
<td>2011/3</td>
<td>630.3</td>
<td>966.8</td>
</tr>
<tr>
<td>2012/3</td>
<td>639.7</td>
<td>987.4</td>
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<tr>
<td>2013/3</td>
<td>684.2</td>
<td></td>
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<tr>
<td>2014/3</td>
<td>709.8</td>
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<tr>
<td>2015/3</td>
<td>806.2</td>
<td></td>
</tr>
<tr>
<td>2016/3</td>
<td>773.6</td>
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</tr>
<tr>
<td>2017/3</td>
<td>833.7</td>
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<tr>
<td>2018/3</td>
<td>868.8</td>
<td></td>
</tr>
<tr>
<td>2019/3</td>
<td>860.5</td>
<td></td>
</tr>
<tr>
<td><strong>Main Item</strong></td>
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</tr>
<tr>
<td><strong>Net Asset</strong></td>
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</tr>
<tr>
<td><strong>Non-controlling Interests</strong></td>
<td>30.6</td>
<td>34.3</td>
</tr>
<tr>
<td></td>
<td>28.7</td>
<td>41.1</td>
</tr>
<tr>
<td></td>
<td>34.0</td>
<td></td>
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<tr>
<td></td>
<td>32.8</td>
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</tr>
<tr>
<td></td>
<td>32.9</td>
<td></td>
</tr>
<tr>
<td></td>
<td>32.7</td>
<td></td>
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<tr>
<td></td>
<td>32.7</td>
<td></td>
</tr>
<tr>
<td></td>
<td>31.5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>35.0</td>
<td></td>
</tr>
<tr>
<td><strong>Interest-bearing Liabilities</strong></td>
<td>(2) 289.1</td>
<td>586.3</td>
</tr>
<tr>
<td></td>
<td>414.4</td>
<td>605.0</td>
</tr>
<tr>
<td></td>
<td>380.2</td>
<td>598.0</td>
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<tr>
<td></td>
<td>378.3</td>
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<td>412.9</td>
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<td>446.9</td>
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<td>586.3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>605.0</td>
<td></td>
</tr>
</tbody>
</table>

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

(2) The figures based on JGAAP are the total of borrowings, bonds, and lease payables. The figures based on IFRS are the total of borrowings and bonds.
Consolidated Cash Flow Dividend Payout Trend

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

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

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

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

(*)5 The figures for FYE 3/2020 were calculated excluding the impact amount of 34.8 billion yen (estimate) of IFRS 16 (new lease standard) which has been applied since April 2019.

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

---

### Consolidated Cash Flow Dividend Payout Trend

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Income Attributable to Shareholders of NTT DATA</strong> (**)3,4</td>
<td>43.1</td>
<td>43.0</td>
<td>38.8</td>
<td>54.3</td>
<td>37.2</td>
<td>46.9</td>
<td>79.4</td>
<td>85.7</td>
<td>85.1</td>
<td>82.4</td>
<td>93.6</td>
<td>75.1</td>
</tr>
<tr>
<td><strong>Depreciation</strong> (<strong>5</strong>)</td>
<td>154.5</td>
<td>152.2</td>
<td>148.3</td>
<td>140.0</td>
<td>138.0</td>
<td>146.8</td>
<td>147.9</td>
<td>154.5</td>
<td>160.0</td>
<td>158.1</td>
<td>158.0</td>
<td>164.4</td>
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<tr>
<td><strong>Loss on Retirement of Fixed Asset</strong></td>
<td>7.4</td>
<td>6.3</td>
<td>11.3</td>
<td>13.8</td>
<td>5.6</td>
<td>11.6</td>
<td>7.2</td>
<td>5.4</td>
<td>3.2</td>
<td>3.1</td>
<td>2.7</td>
<td>2.9</td>
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<tr>
<td><strong>Capital Investment</strong></td>
<td>-162.5</td>
<td>-139.0</td>
<td>-133.9</td>
<td>-122.1</td>
<td>-147.7</td>
<td>-140.9</td>
<td>-134.0</td>
<td>-158.1</td>
<td>-198.6</td>
<td>-194.8</td>
<td>-179.2</td>
<td>-193.8</td>
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<tr>
<td><strong>Consolidated Cash Flow</strong></td>
<td>42.5</td>
<td>62.5</td>
<td>64.5</td>
<td>86.0</td>
<td>33.2</td>
<td>64.5</td>
<td>100.6</td>
<td>87.6</td>
<td>49.6</td>
<td>48.7</td>
<td>75.1</td>
<td>48.6</td>
</tr>
<tr>
<td><strong>Dividends per Share (JPY)</strong> (<strong>6</strong>)</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>14</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>17</td>
<td>18</td>
</tr>
<tr>
<td><strong>Total Dividends</strong></td>
<td>16.8</td>
<td>16.8</td>
<td>16.8</td>
<td>16.8</td>
<td>16.8</td>
<td>16.8</td>
<td>19.6</td>
<td>21.0</td>
<td>21.0</td>
<td>21.0</td>
<td>23.8</td>
<td>25.2</td>
</tr>
</tbody>
</table>