



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

August 5, 2021
NTT DATA Corporation

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

1. Results for the First Quarter of Fiscal Year Ending March 31, 2022

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 - Business topics
 - Explanatory details of financial results and forecasts
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Cautionary Statement Regarding Forward-looking Statements

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

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

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

Favorable results in both domestic and overseas businesses, and steady progress toward full-year forecasts.

- New orders received decreased due to fewer orders of domestic large-scale projects than the previous fiscal year.
- Net sales increased due to sales growth in all segments and the impact of foreign exchange rates.
- Operating income increased due to sales growth and seeing results of overseas Structural Transformation.

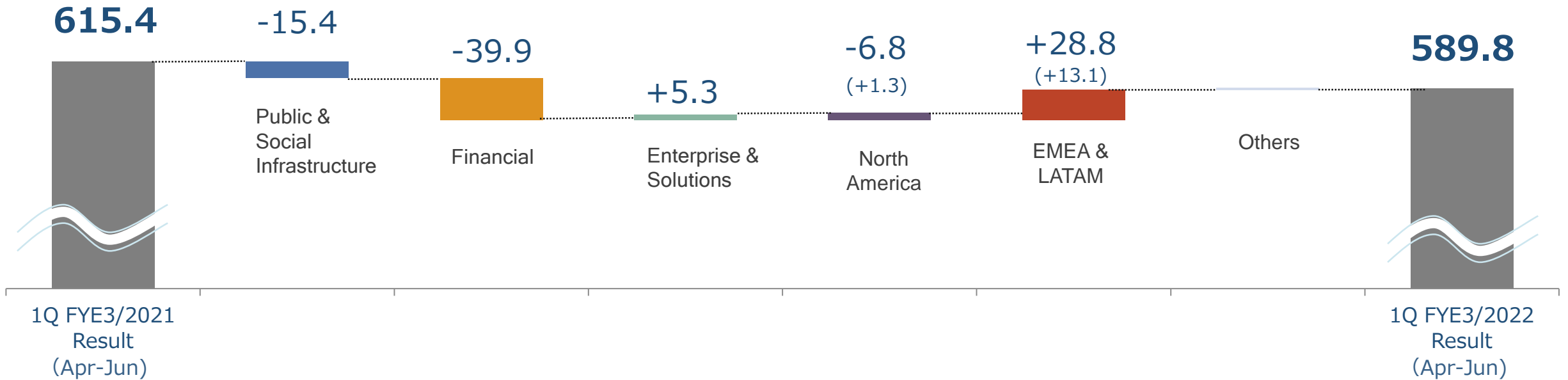
(Billions of Yen, %)

	2021/3 1st Quarter Results (Apr-Jun)	2022/3 1st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	615.4	589.8	-25.6	-4.2%	
Net Sales	530.9	590.8	+59.9	+11.3%	
Operating Income (Operating income margin)	26.7 (5.0%)	47.3 (8.0%)	+20.6 (+3.0P)	+77.1%	
Net Income Attributable to Shareholders of NTT DATA	19.1	31.1	+11.9	+62.3%	

New Orders Received: YoY Changes by Business Segment (1Q FYE3/2021 and 1Q FYE3/2022)

(Billions of Yen)

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

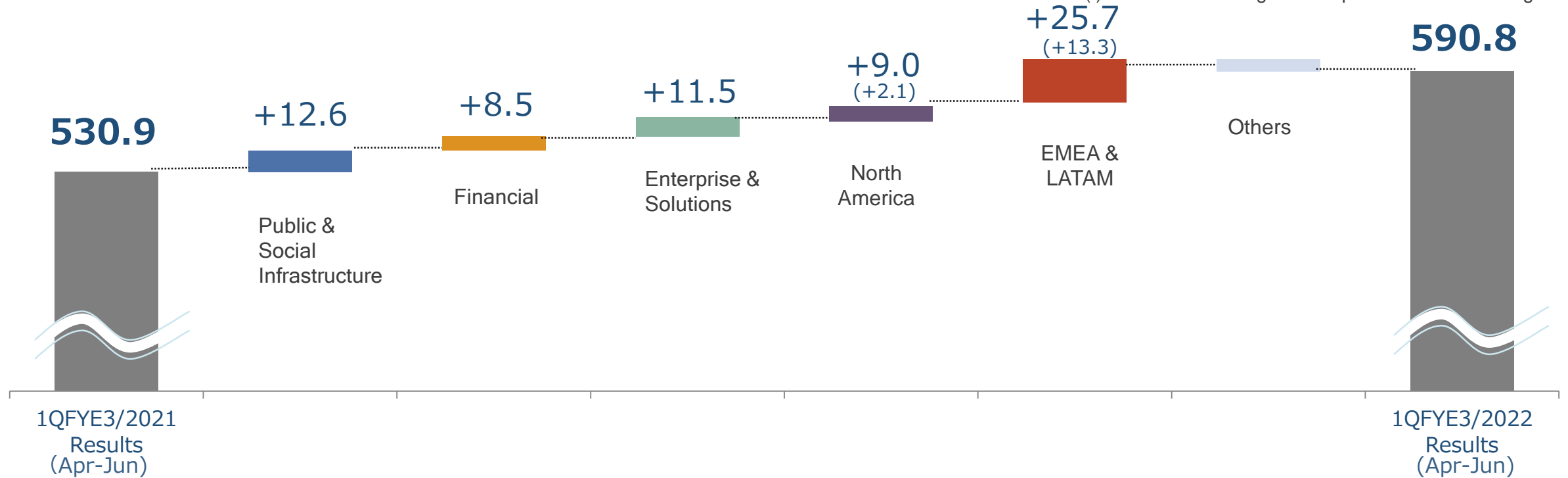


Public & Social Infrastructure	Decreased due to fewer orders of large-scale projects for the central government and ministries than in the previous fiscal year.
Financial	Decreased due to fewer orders of large-scale projects for banks than in the previous fiscal year.
Enterprise & Solutions	Increased mainly due to winning of projects for manufacturing industry.
North America	Decreased mainly due to delay in the timing of contract of a large-scale project.
EMEA & LATAM	Increased mainly due to winning of projects in Spain, etc. and the impact of foreign exchange rates.

Net Sales: YoY Changes by Business Segment (1Q FYE3/2021 and 1Q FYE3/2022)

(Billions of Yen)

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

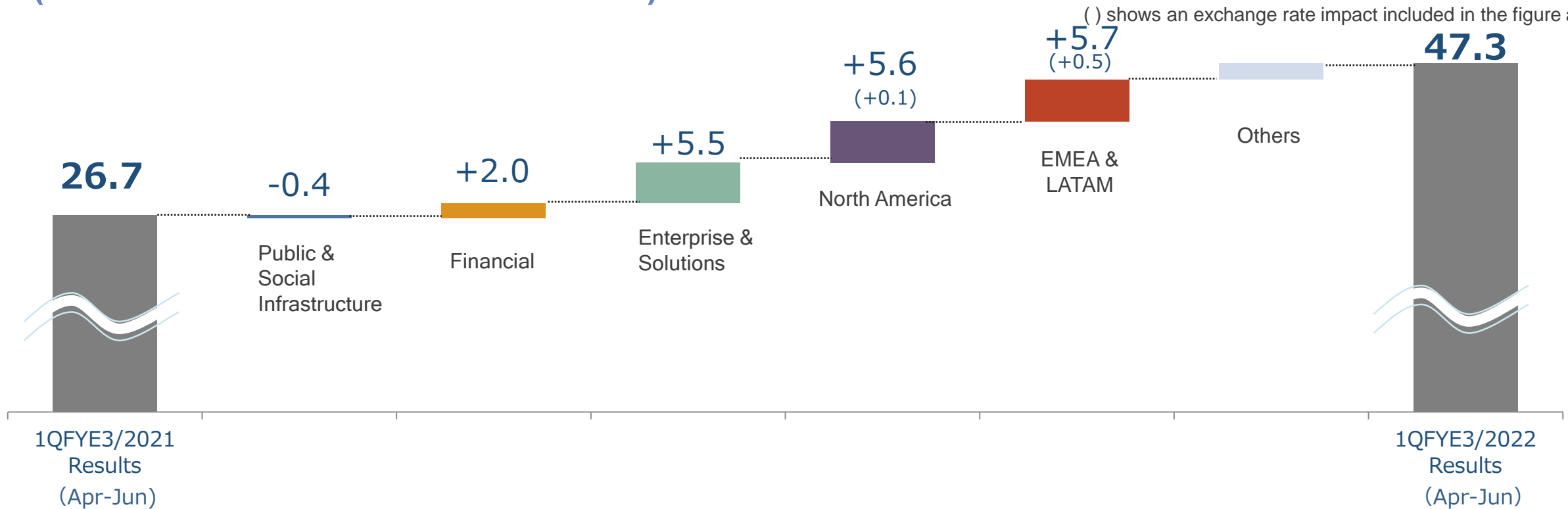


Public & Social Infrastructure	Increased mainly due to the expansion in the scale of services for the telecom industry.
Financial	Increased mainly due to the expansion in the scale of services for financial institutions.
Enterprise & Solutions	Increased mainly due to the expansion in the scale of services for manufacturing industry and retail and service sectors.
North America	Increased mainly due to the expansion in the scale of services for Healthcare and financial institutions driven by less impact of Covid-19, and also the impact of foreign exchange rate.
EMEA & LATAM	Increased due to the expansion in the scale of services driven by less impact of Covid-19 mainly in Spain, and also the impact of foreign exchange rate.

Operating Income: YoY Changes by Business Segment (1Q FYE3/2021 and 1Q FYE3/2022)

(Billions of Yen)




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



Public & Social Infrastructure	Although there was an increase by sales growth, remained on per with the last fiscal year mainly due to cost increase by proposal activity for expanding our business fields.
Financial	Increased mainly due to sales growth.
Enterprise & Solutions	Increased mainly due to sales growth and increased profitability driven by less impact of covid-19.
North America	Increased due to sales growth, decrease in the expense and seeing results of Structural Transformation.
EMEA & LATAM	Increased due to sales growth and seeing results of Structural Transformation.

Public & Social Infrastructure (1Q FYE3/2021 and 1Q FYE3/2022)

(Billions of Yen, %)

	2021/3 1st Quarter Results (Apr-Jun)	2022/3 1st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	173.1	157.7	-15.4	-8.9%	
Net Sales	109.3	121.9	+12.6	+11.5%	
Operating Income (Operating income margin)	11.0 (10.0%)	10.6 (8.7%)	-0.4 (-1.4P)	-3.5%	

New Orders Received

Decreased due to fewer orders of large-scale projects for the central government and ministries than in the previous fiscal year.

Net Sales




Increased mainly due to the expansion in the scale of services for the telecom industry.

Operating Income

Although there was an increase by sales growth, remained on par with the last fiscal year mainly due to cost increase by proposal activity for expanding our business fields.

Financial (1Q FYE3/2021 and 1Q FYE3/2022)

(Billions of Yen, %)

	2021/3 1st Quarter Results (Apr-Jun)	2022/3 1st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	170.7	130.9	-39.9	-23.3%	
Net Sales	138.1	146.6	+8.5	+6.2%	
Operating Income (Operating income margin)	10.6 (7.7%)	12.6 (8.6%)	+2.0 (+0.9P)	+19.3%	

New Orders Received

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

Net Sales




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

Operating Income

Increased mainly due to sales growth.

Enterprise & Solutions (1Q FYE3/2021 and 1Q FYE3/2022)

(Billions of Yen, %)

	2021/3 1st Quarter Results (Apr-Jun)	2022/3 1st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	85.9	91.2	+5.3	+6.2%	
Net Sales	136.2	147.7	+11.5	+8.5%	
Operating Income (Operating income margin)	9.8 (7.2%)	15.2 (10.3%)	+5.5 (+3.1P)	+55.7%	





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

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

Operating Income Increased mainly due to sales growth and increased profitability driven by less impact of covid-19.

North America (1Q FYE3/2021 and 1Q FYE3/2022)

(Billions of Yen, %)

	2021/3 1st Quarter Results (Apr-Jun)	2022/3 1st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	77.1	70.3	-6.8	-8.8%	
Net Sales	105.0	114.0	+9.0	+8.6%	
EBITA ^(*1) (EBITA margin)	1.5 (1.4%)	7.2 (6.3%)	+5.7 (+4.9P)	-	
Operating Income (Operating income margin)	-1.3 (-1.3%)	4.3 (3.7%)	+5.6 (+5.0P)	-	

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

New Orders Received

Decreased mainly due to delay in the timing of contract of a large-scale project.

Net Sales

Increased mainly due to the expansion in the scale of services for Healthcare and financial institutions driven by less impact of Covid-19, and also the impact of foreign exchange rate.

EBITA

Increased due to sales growth, decrease in the expense and seeing results of Structural Transformation.

Operating Income

Increased due to sales growth, decrease in the expense and seeing results of Structural Transformation.

EMEA & LATAM (1Q FYE3/2021 and 1Q FYE3/2022)

(Billions of Yen, %)

	2021/3 1st Quarter Results (Apr-Jun)	2022/3 1st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	101.3	130.1	+28.8	+28.4%	
Net Sales	105.9	131.6	+25.7	+24.2%	
EBITA ^(*1) (EBITA margin)	-0.7 (-0.6%)	5.0 (3.8%)	+5.7 (+4.5P)	-	
Operating Income (Operating income margin)	-1.6 (-1.6%)	4.0 (3.1%)	+5.7 (+4.6P)	-	

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

New Orders Received

Increased mainly due to winning of projects in Spain, etc. and the impact of foreign exchange rates.

Net Sales

Increased due to the expansion in the scale of services driven by less impact of Covid-19 mainly in Spain, and also the impact of foreign exchange rate.

EBITA

Increased due to sales growth and seeing results of Structural Transformation.

Operating Income

Increased due to sales growth and seeing results of Structural Transformation.

(Reference) Initiatives to Improve Profitability

	Initiatives	Status of Progress
North America	<p>Grow digital and consulting</p> <p>Improve profitability in traditional services</p>	<ul style="list-style-type: none"> • On track Won several digital & consulting deals, including digitalization in traditional domain.
	<p>Strengthen digital capabilities by enhanced digital talent management</p>	<ul style="list-style-type: none"> • Further strengthening digital capabilities through acquisitions Completed the acquisition of Nexient to strengthen digital focus areas including application development and modernization in cloud environment.
	<p>Accelerate portfolio reshaping for continuous business domain transformation</p>	<ul style="list-style-type: none"> • Transitioning to digital-centric business domain Accelerated divestitures of non-core/non-digital businesses.
EMEA · LATAM	<p>Integrate into a global brand to increase presence for Clients</p>	<ul style="list-style-type: none"> • On track Operations to be integrated under NTT DATA EMEAL, a new regional headquarters, from the middle of September, 2021.
	<p>Develop a stronger ability to adapt to the digital shift in markets and changes in work styles</p>	<ul style="list-style-type: none"> • Executing initiatives as planned Executing office optimization to adapt to changing working styles
	<p>Increase digital capabilities by securing more digital talent & assets</p>	<ul style="list-style-type: none"> • On track Increasing digital projects by expanding digital talent pool.

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Appendices

- Business topics -

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

NTT DATA Launches Japan's First Service that Enables Cashless Payment to the Central Government at the Counter



In October 2020, NTT DATA established the Social Design Office . Since then, actions have been implemented to develop a more valuable social system from the consumer's perspective. As a part of this action, in June 2021, NTT DATA launched cashless service for the national treasury, a total service that enables cashless application both at the counter and online platform of the central government.

This is Japan's first service that enables payment by credit card or transportation IC card upon application at the counter by aligning with multiple related systems required to process the payment to the national treasury at the counter and by handling the accounting process specific to the central government. If each ministry and agency use this service, the applicant making the payment to the national treasury ^(Note 1) can pay without bringing in cash at the counter and buying a revenue stamp, which is required for cash payment. Likewise, in online application, this service allows the applicant to make a payment just by inputting their credit card number and other details, leading to the considerably improved usability.

NTT DATA will continue promoting their cashless payment service to the national treasury by proposing this service to ministries and agencies sequentially. Moreover, we will effectuate the implementation of self-registers and automated certificate issuers at the counter to further reduce the burden of applicants and ministry officials.

(Note 1) Payment to the national treasury
Payment of revenues and taxes to the nation by individuals and corporations.

NTT DATA Concludes a Basic Agreement for the Next Jointly Used System with Regional Banks



In April 2021, NTT DATA concluded a basic agreement for the next renewal of MEJAR, a system jointly used by each bank (Note 1) with the following five banks: The Bank of Yokohama, Ltd., Higashi-Nippon Bank, Ltd. of Concordia Financial Group, Ltd., The Hokuriku Bank, Ltd., The Hokkaido Bank, Ltd., and The 77 Bank, Ltd. of Hokuhoku Financial Group, Inc.

Based on this agreement, the next MEJAR, developed by NTT DATA, adopts an open mission-critical platform (hereafter the OMC platform (Note 2)) and is capable of flexibly and promptly responding to environmental changes to realize thorough efficiency. It is scheduled to be launched in 2024. The adoption of the OMC platform can reduce hardware costs and realize an open platform, making effective use of existing assets. Each bank's investment in IT is expected to be lower than in the past. This initiative is the first in the banking industry as a jointly used accounting system.

NTT DATA will consider standardizing, communalizing, automating, and applying cloud computing for the development/operating methodology of mission-critical systems, as we will apply the OMC platform to mission-critical systems (Note 3) sequentially.

(Note 1) MEJAR

Built in 2010 and based on NTT DATA's standard banking application, BeSTA (Banking application engine for STandard Architecture) that does not specify vendors, MEJAR is a highly stable and jointly used system. By sharing wide-ranging non-core systems, the client can secure the high-cost advantage.

(Note 2) Open mission-critical platform

This is a middleware product being developed by NTT DATA. It enables online or batch programs, which used to run on the mainframe platform, to be continuously used to realize high reliability required for the mainframe on an open platform.

(Note 3) Mission-critical systems

These are material systems that are socially influential. As such, they are required to have high reliability, availability, and performance.

NTT DATA Launches On-Site Work Support Services through AR-technology-enabled 3D Manual



In May, 2021, NTT DATA launched work support services that use WorkLink, which is a platform that simultaneously allows the user to use work support based on the 3D manual ^(Note 1) realized by Augmented Reality (AR) and work support by experts in a remote location, developed by Scope AR in the United States.

The spread of Covid-19 infection has increased the need for remote work support or pre-work training. NTT DATA is the first Japanese company to sign a partnership agreement with Scope AR, a company that provides the WorkLink platform for work support in manufacturing/maintenance in the manufacturing industry and maintenance/inspection in utilities industry such as electricity, gas, and water. We are determined to provide Scope AR's platform coupled with our 3D manual creation support service to users. Based on product manuals or maintenance procedure manuals that they own, this support service helps the user import into a 3D manual by scanning work target equipment and to additionally implement the work procedure in 3D animation that cannot be expressed by existing manuals, thereby supporting high-quality 3D manuals. Through DX consulting as field services, we will also provide the services in collaboration with other integration services including ServiceNow that contribute to efficient operation.

By the end of FY2024, we aim to sell these services to more than 100 companies in the manufacturing, utilities, and distribution industries.

(Note 1) 3D manual

A manual that displays work target equipment or operation procedures reproduced into 3D images on the user's monitor.

Enhanced digital expertise through acquisition and accelerated digital transformation services to support clients with Long-Term Relationships



NTT DATA Services, a subsidiary of NTT DATA Corporation, accelerated our digital expertise through acquisition. By utilizing enhanced digital offerings, NTT DATA Services is supporting clients in accelerating digital transformation.

- NTT DATA Services acquired Nexient, LLC, a cloud-native ^(Note1) company that expands NTT DATA's differentiating transformation, modernization and cloud app development experience, in June 2021. With Nexient's agile, product-minded development disciplines with U.S.-based delivery, NTT DATA added user-centric full stack product development capabilities and will speed the ability to offer sophisticated digital transformation services to clients, including digital product strategy, product design and development, and platform transformation. Through this acquisition, NTT DATA also enhanced the hiring and training process in this field.
- NTT DATA Services has been awarded a large multi-year contract extension with a leading global hospitality company as their digital partner for IT outsourcing including application development and maintenance in July 2021. Our strong delivery performance in the past and digital expertise such as in cloud and ServiceNow were instrumental in extending the contract ^(Note2).

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

(Note 1) Cloud-native

An approach to take the advantages of the cloud computing model for application development or maintenance, etc.

(Note 2) This deal will be included in our new orders received in 2nd Quarter.

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Appendices

-Explanatory details of financial results and forecasts-

Overview of Consolidated Result

(Billions of Yen,%)

	2021/3 1st Quarter Results (Apr-Jun)	2022/3 1st Quarter Results (Apr-Jun)	YoY (%)
New Orders Received	615.4	589.8	-4.2
Order Backlog	2,738.8	2,794.7	+2.0

FY Ended 2021/3 Results (Full-Year)	FY Ending 2022/3 Forecasts (Full-Year)
2,223.3	2,200.0
2,735.1	2,744.0

Net Sales	530.9	590.8	+11.3
(Main item) Overseas Net Sales(*1)	217.5	253.2	+16.4
Cost of Sales	400.1	437.9	+9.4
Gross Profit	130.8	152.9	+16.9
SG&A Expenses	104.1	105.6	+1.5
Selling Expenses	40.2	40.8	+1.6
R&D Expenses	5.2	4.0	-22.6
Other Administrative Expenses	58.8	60.8	+3.5
Operating Income	26.7	47.3	+77.1
Operating Income Margin(%)	5.0	8.0	+3.0P
Financial Income and Costs/Share of Profit/Loss of Entities for Using Equity Method	0.5	1.7	+274.7
Income Before Income Taxes	27.1	49.0	+80.4
Income Taxes and Others(*2)	8.0	17.9	+124.0
Net Income Attributable to Shareholders of NTT DATA	19.1	31.1	+62.3

2,318.7	2,360.0
907.2	906.0
1,734.1	1,732.0
584.6	628.0
445.4	448.0
171.7	180.0
22.7	17.0
250.9	251.0
139.2	180.0
6.0	7.6
-8.7	-5.0
130.5	175.0
53.6	69.0
76.8	106.0

Capital Expenditures	38.2	35.8	-6.4
Depreciation and Amortization/Loss on Disposal of Property and Equipment and Intangibles(*3)	41.7	44.3	+6.2

169.5	175.0
178.4	170.0

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

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

(*3) The figures for FYE 3/2020 and later were calculated excluding lease depreciation expenses (10.5 billion yen as the result of FYE 3/2021 1st Quarter, 10.8 billion yen as the result of FYE 3/2022 1st Quarter, 42.8 billion yen as the result of FYE 3/2021 and 35.0 billion yen as the forecast for FYE 3/2022 (estimate)).

Consolidated New Orders Received and Order Backlog

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

(Billions of Yen,%)

	2021/3 1st Quarter Results (Apr-Jun)	2022/3 1st Quarter Results (Apr-Jun)	FY Ended 2021/3 Results (Full-Year)	FY Ending 2022/3 Forecasts (Full-Year)
Public & Social Infrastructure	173.1	157.7	481.6	509.0
(Main item) Central Government and Related Agencies, Local Government, and Healthcare	135.4	93.3	280.6	300.0
Telecom and Utility	14.8	28.1	108.5	114.0
Financial	170.7	130.9	542.2	442.0
(Main item) Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	146.0	102.3	431.8	328.0
Cooperative Financial Institutions	15.8	19.3	83.1	88.0
Enterprise & Solutions ^(*) ^(*)	85.9	91.2	344.0	358.0
(Main item) Retail, Payment and Other Services	21.7	22.7	89.2	85.0
Manufacturing	51.5	57.3	209.5	226.0
Data Center, Network, and Other Solutions	12.7	11.3	45.3	47.0
North America	77.1	70.3	344.5	366.0
EMEA & LATAM	101.3	130.1	475.9	482.0

Detail of Consolidated Order Backlog

Order Backlog	2,738.8	2,794.7	2,735.1	2,744.0
Public & Social Infrastructure	562.3	576.4	515.1	553.0
Financial	877.4	916.8	894.9	847.0
Enterprise & Solutions	150.9	158.8	150.6	165.0
North America	796.1	728.4	762.9	737.0
EMEA & LATAM	333.8	397.7	392.8	405.0

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

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

Consolidated Net Sales

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

(Billions of Yen)

	2021/3 1st Quarter Results (Apr-Jun)	2022/3 1st Quarter Results (Apr-Jun)	FY Ended 2021/3 Results (Full-Year)	FY Ending 2022/3 Forecasts (Full-Year)
Public & Social Infrastructure	91.0	101.3	452.0	474.0
(Main item): Central Government and Related Agencies, Local Government, and Healthcare	51.4	50.9	252.9	270.0
Telecom and Utility	21.1	28.0	107.4	108.0
Financial	120.0	127.3	518.1	538.0
(Main item): Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	93.0	99.7	390.3	410.0
Cooperative Financial Institutions	23.9	25.5	103.6	104.0
Enterprise & Solutions ^(*) ^(*)	99.4	105.6	427.8	445.0
(Main item): Retail, Payment and Other Service	36.1	37.3	147.2	153.0
Manufacturing	50.0	53.3	220.1	225.0
Data Center, Network, and Other Solutions	12.9	14.4	58.7	67.0
North America	103.7	112.5	422.8	391.0
EMEA & LATAM	104.8	130.0	446.7	471.0

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

(Billions of Yen)

Consulting	61.9	78.0	283.2	310.0
Integrated IT Solution	147.4	151.6	608.2	630.0
System & Software Development	119.2	130.6	551.2	580.0
Maintenance & Support	180.2	209.4	785.9	750.0
Others	22.2	21.3	90.2	90.0
Net Sales by Products and Services Total	530.9	590.8	2,318.7	2,360.0

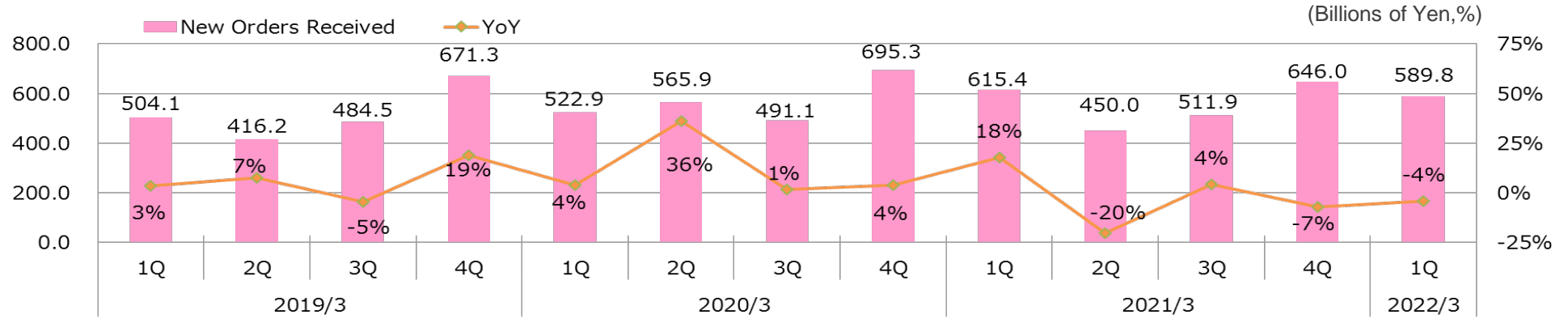
(*) Net Sales of Enterprise & Solutions from clients outside the NTT DATA Group does not include sales of projects undertaken through other segments.

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

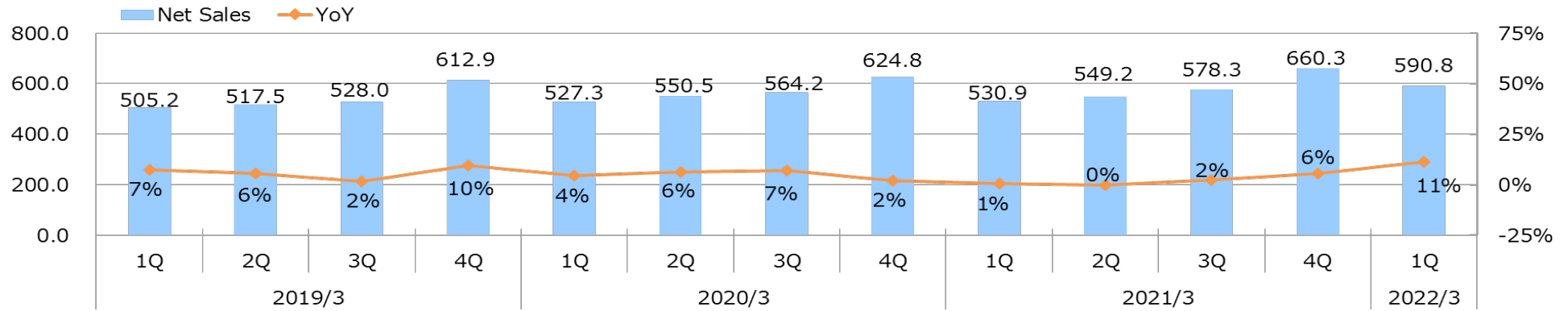
(*) The figures for Net Sales by Products and Services (to Clients Outside the NTT DATA Group) show results based on the revision of the categories and the details recorded.

Trends in Quarter (Consolidated)

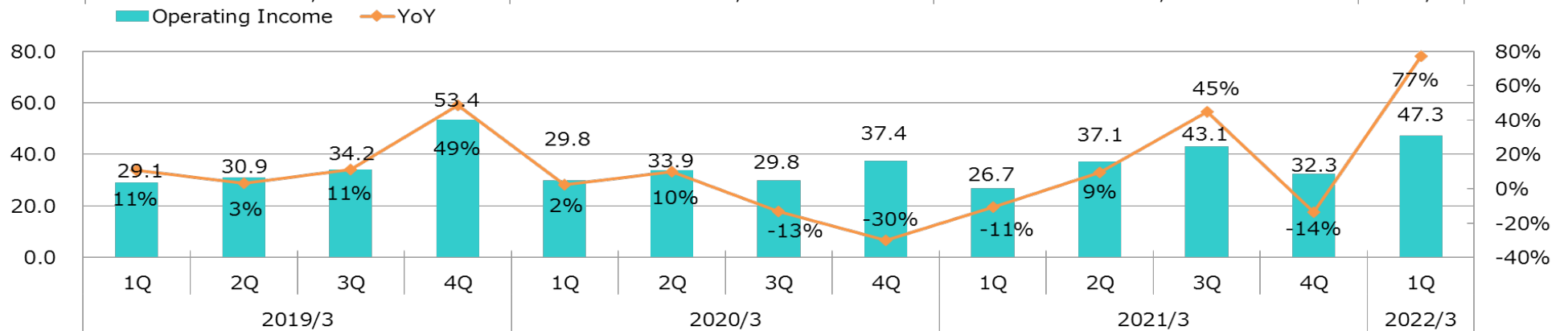
■ New Orders Received



■ Net Sales



■ Operating Income



Foreign Exchange Rates

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

(Yen,%)

	2021/3 1st Quarter Results (Apr-Jun) ①	2022/3 1st Quarter Results (Apr-Jun) ②	YoY (%) $(②-①)/①$
USD	107.53	109.52	+1.9%
EUR	118.59	131.94	+11.3%

	FY Ended 2021/3 Results (Full-Year) ③	FY Ending 2022/3 Forecasts (Full-Year) ④	YoY (%) $(④-③)/③$
USD	106.09	104.00	-2.0%
EUR	123.77	125.00	+1.0%

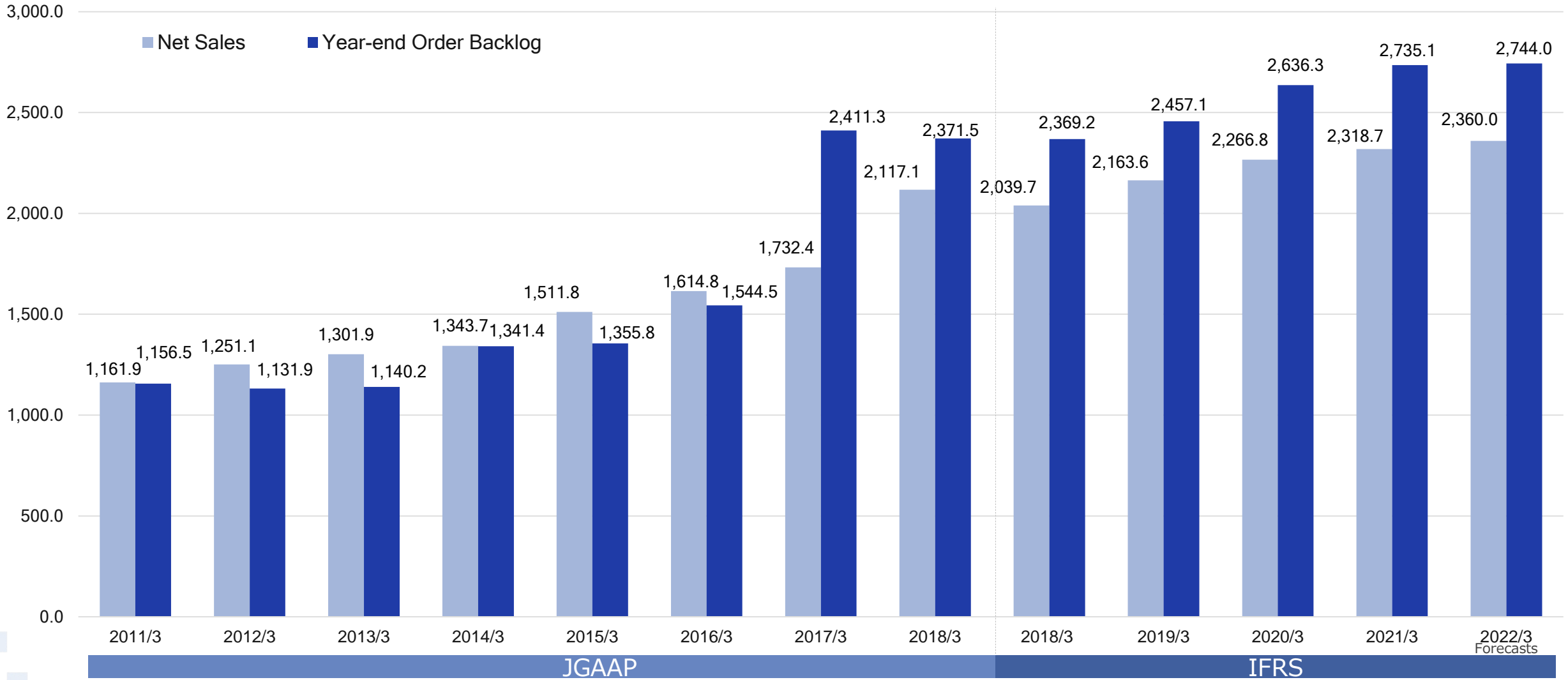
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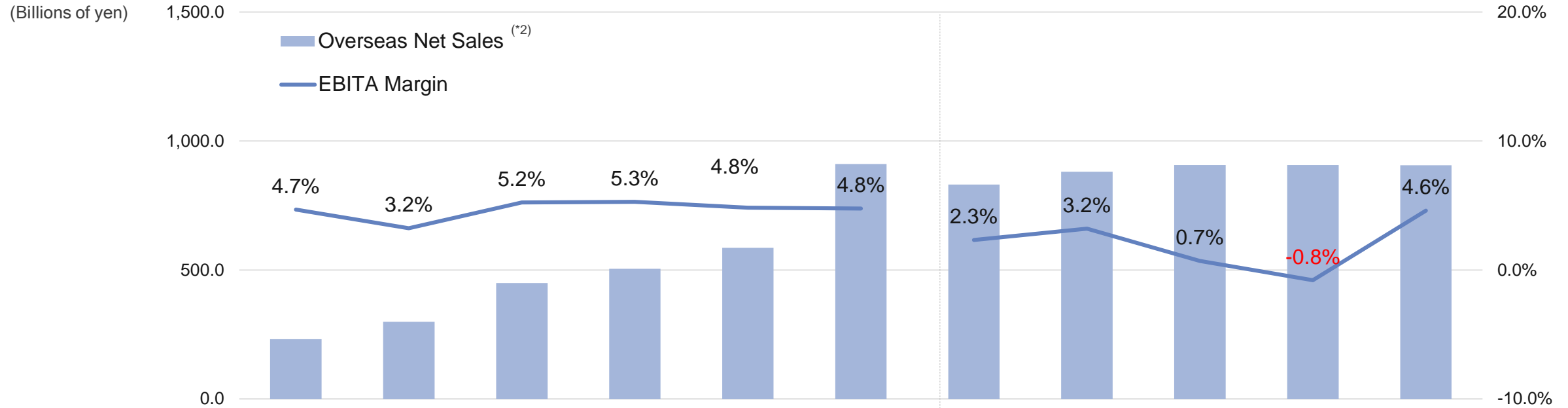
- Mid- to long-term financial trends -

Trend of Order Backlog and Net Sales

(Billions of yen)



Overseas Net Sales and Profitability Trends^(*1)



	JGAAP						IFRS				
(Billions of yen)	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3 Forecast
Overseas ^(*2) net sales	231.3	298.7	449.0	504.4	586.3	911.1	831.3	881.1	906.7	907.2	906.0
EBITA ^(*3)	10.8	9.6	23.5	26.6	28.2	43.4	19.4	28.3	6.4	-7.2	41.5

(*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.

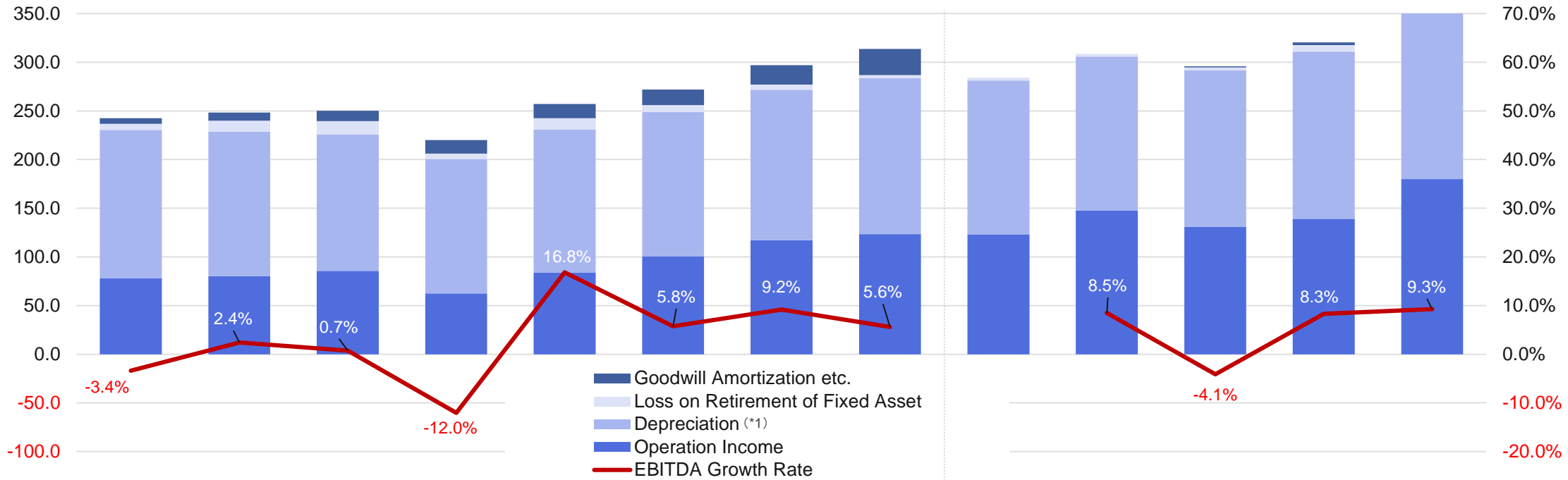
(*2) Net sales to Clients Outside the NTT DATA Group.

(*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)

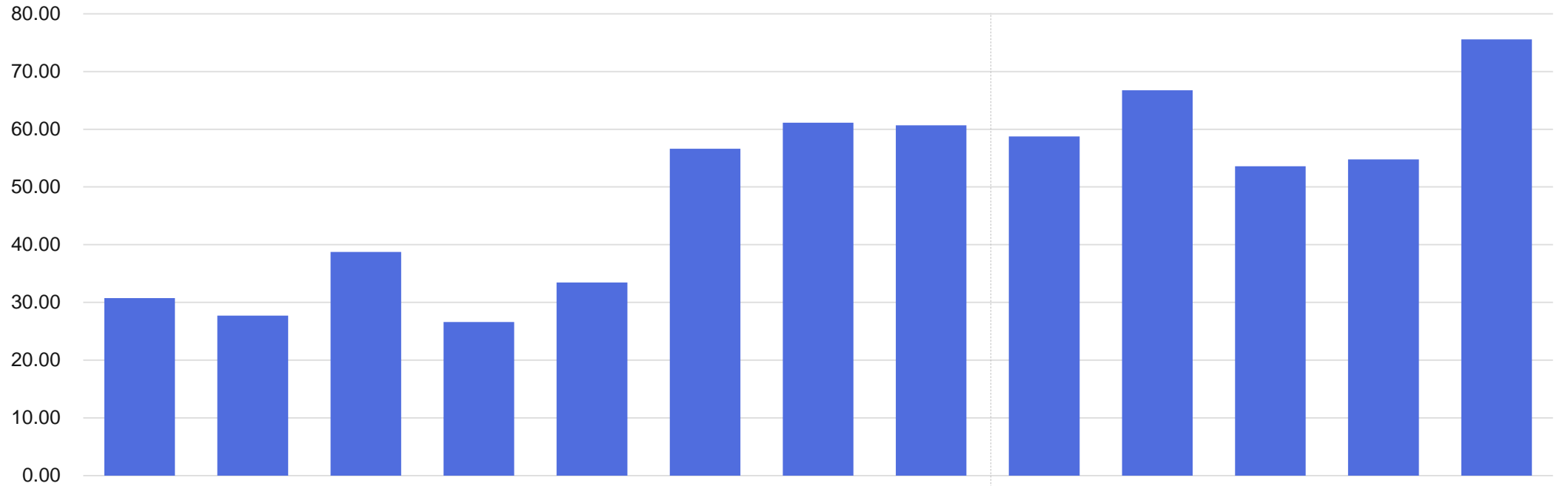


	JGAAP								IFRS				
(Billions of yen)	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3 Forecast
Operation Income	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	130.9	139.2	180.0
Depreciation ^(*)	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	160.9	171.6	170.0
Loss on Retirement of Fixed Asset	6.3	11.3	13.8	5.6	11.6	7.2	5.4	3.2	3.1	2.7	2.9	6.8	-
Goodwill Amortization etc.	5.7	8.3	10.7	14.0	14.7	16.0	20.0	26.9	-	-	1.0	2.7	-
EBITDA	242.6	248.5	250.3	220.2	257.3	272.1	297.1	313.7	284.2	308.4	295.7	320.3	350.0

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

EPS Trend

(Yen)



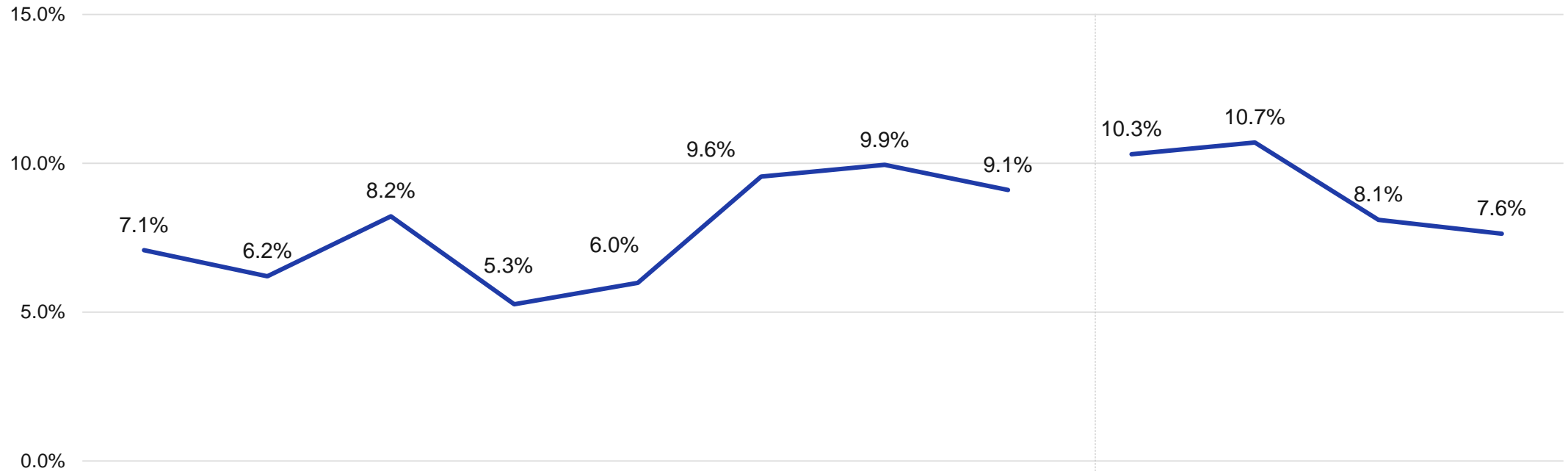
	JGAAP							IFRS					
	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3 Forecast
Net Income Attributable to (*1,2) Shareholders of NTT DATA (Billions of yen)	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	75.1	76.8	106.0
EPS (yen) (*3)	30.73	27.69	38.73	26.59	33.45	56.64	61.15	60.68	58.75	66.75	53.58	54.79	75.58

(*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 Trend ^(*1)



JGAAP

IFRS

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

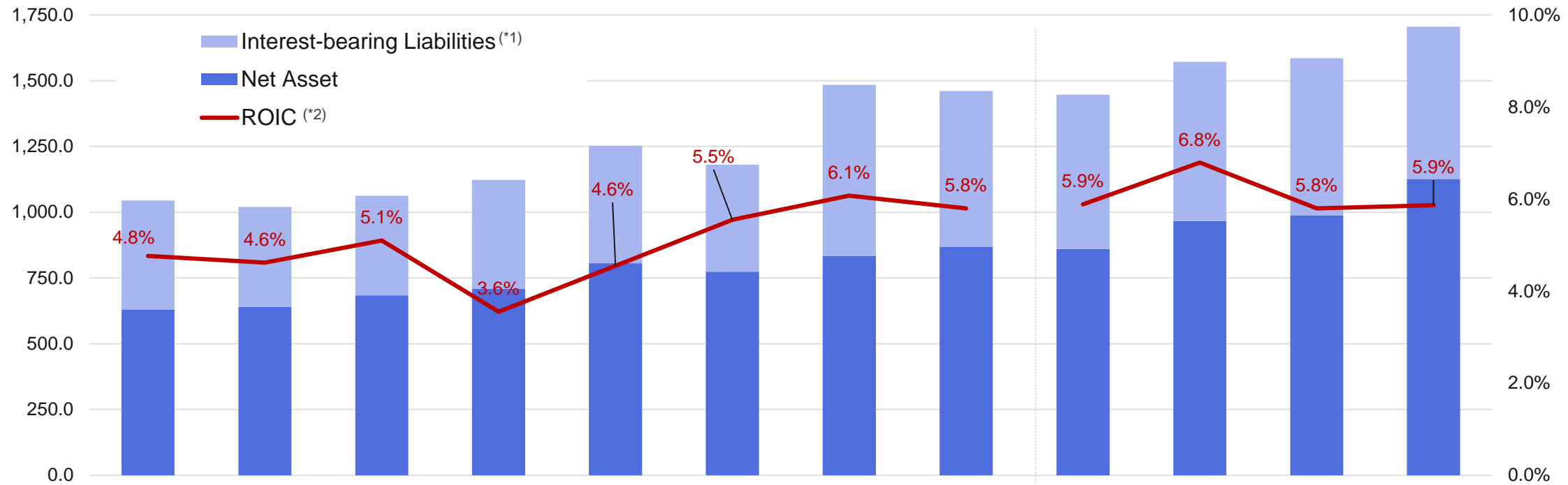
(*1) ROE = net income attributable to shareholders of NTT DATA / average equity during the period.

(*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)

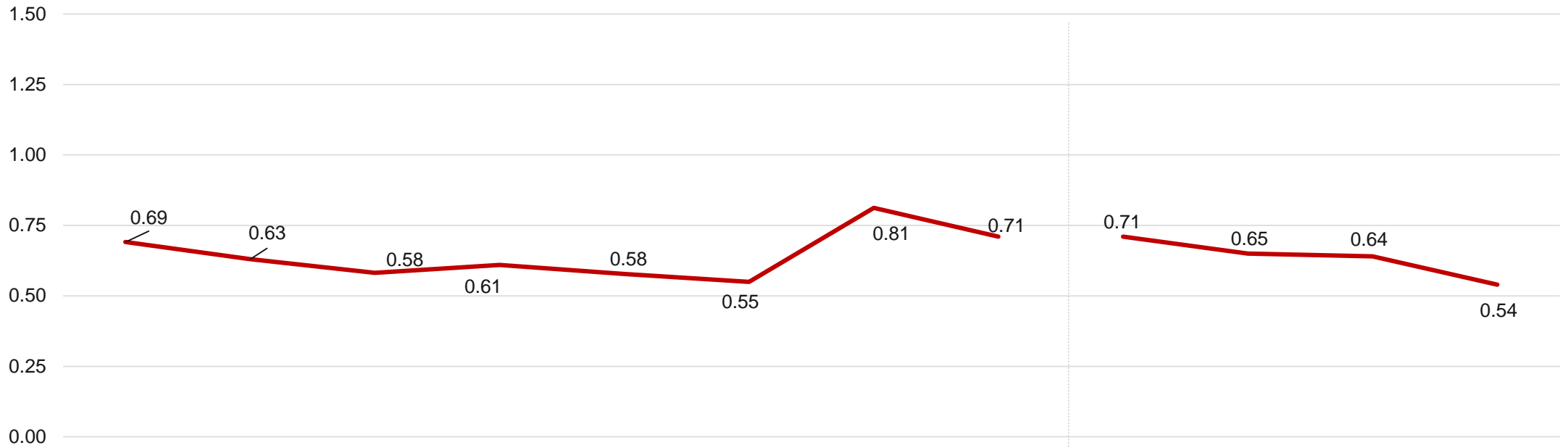


	JGAAP								IFRS			
(Billions of yen)	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3
Operating Income	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	130.9	139.2
Effective Tax Rate	40.69%	40.69%	38.01%	38.01%	35.64%	33.06%	30.86%	30.86%	30.86%	30.62%	30.62%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

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

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

D/E Ratio Trend^(*)

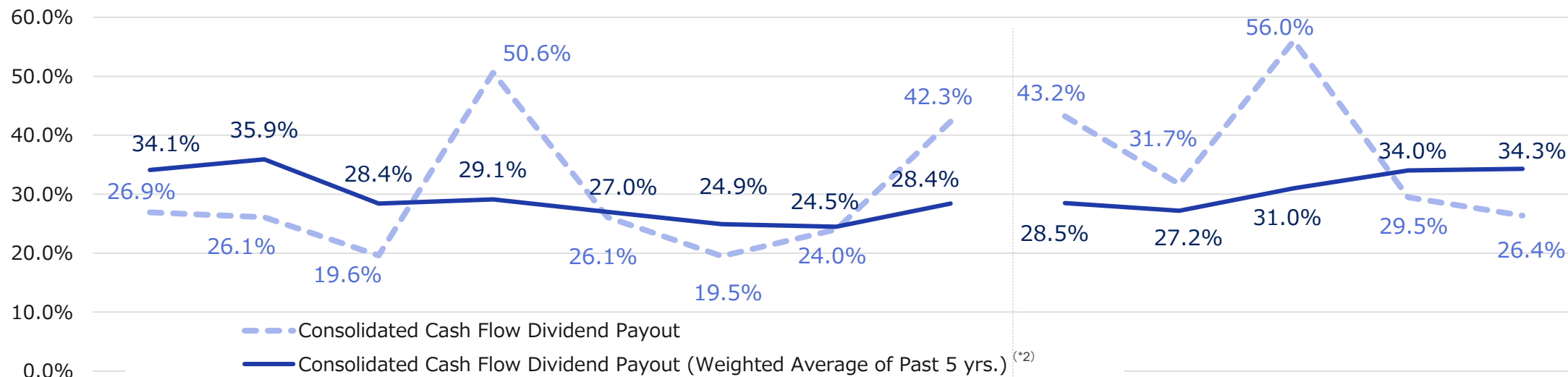


	JGAAP								IFRS			
(Billions of yen)	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3
Net Asset	630.3	639.7	684.2	709.8	806.2	773.6	833.7	868.8	860.5	966.8	987.4	1,126.5
(Main Item)Net Asset Non-controlling Interests	28.7	34.0	32.8	32.9	32.7	32.7	31.5	35.0	34.3	41.1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

(*1) 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



	JGAAP								IFRS				
(Billions of yen)	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3 Forecast
Net Income Attributable to Shareholders of NTT DATA ^(*)3,4)	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	75.1	76.8	106.0
Depreciation ^(*)5)	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	160.9	171.6	170.0
Loss on Retirement of Fixed Asset	6.3	11.3	13.8	5.6	11.6	7.2	5.4	3.2	3.1	2.7	2.9	6.8	-
Capital Investment	-139.0	-133.9	-122.1	-147.7	-140.9	-134.0	-158.1	-198.6	-194.8	-179.2	-193.8	-169.5	-175.0
Consolidated Cash Flow	62.5	64.5	86.0	33.2	64.5	100.6	87.6	49.6	48.7	75.1	45.1	85.7	101.0
Dividends per Share(JPY) ^(*)6)	12	12	12	12	12	14	15	15	15	17	18	18	19
Total Dividends	16.8	16.8	16.8	16.8	16.8	19.6	21.0	21.0	21.0	23.8	25.2	25.2	26.6

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

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

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

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

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

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



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