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Status of Global Business
Status of Global Business

IT Market Size and Growth

IT Service Market in 2020YR: 1,071BUSD

Graph created by NTT DATA based on Gartner Research, Gartner, Forecast: IT Services, Worldwide, 2019-2025, 2Q21 Update, Dean Blackmore, et al., 23 June 2021. North America stands for North America region, Europe stands for Western Europe and Eastern Europe regions, Japan stands for Japan region, "APAC" stands for Mature Asia/Pacific and Emerging Asia/Pacific regions and "Greater China" stands for Greater China region, "Latin America" stands for Latin America region, "All Others" stands for Sub-Saharan Africa and Middle East and North Africa and Eurasia regions in Gartner’s definition. Calculations performed by NTT Data, End User Spending in Constant Currency basis.

All statements in this report have been reviewed by Gartner. Each Gartner publication speaks as of its original publication date (and not as of the date of this presentation). The opinions expressed in Gartner publications are not representations of fact, and are subject to change without notice.
Status of Global Business

IT Services Market Share Ranking in the Global Market 2020

The graph shows 2020 IT Services Market Share Vendor Market Share ranking created by NTT DATA based on Gartner Research. Gartner, Market Share: IT Services, Worldwide 2020, Dean Blackmore et al., 8 April 2021, Calculated by Vendor Revenue in Constant Currency.

TCS = Tata Consultancy Services. All statements in this report have been reviewed by Gartner. Each Gartner publication speaks as of its original publication date (and not as of the date of this presentation). The opinions expressed in Gartner publications are not representations of fact, and are subject to change without notice.
Status of Global Business

Top 10 countries in NTTDATA's Revenue and Market share 2020

The graph shows 2020 IT Services Revenue & Market Share by countries created by NTT DATA based on Gartner Research, Gartner, IT Services Market Share, 2020, Dean Blackmore et al., 8 April 2021, Vendor Revenue & share in Constant Currency, Calculations performed by NTTData. All statements in this report have been reviewed by Gartner. Each Gartner publication speaks as of its original publication date (and not as of the date of this presentation). The opinions expressed in Gartner publications are not representations of fact, and are subject to change without notice.
Status of Global Business

IT Market Growth and NTTDATA's Revenue Growth (2019-2020)

The graph shows 2020 IT Market Growth and NTTDATA's Revenue Growth by countries created by NTT DATA based on Gartner Research, Gartner, IT Services Market Share, 2020, Dean Blackmore et al., 8 April 2021, made by Growth in Constant Currency. All statements in this report have been reviewed by Gartner. Each Gartner publication speaks as of its original publication date (and not as of the date of this presentation). The opinions expressed in Gartner publications are not representations of fact, and are subject to change without notice.
Status of North America Business
NTT DATA maintains a balanced portfolio in public, healthcare, finance & insurance, and manufacturing sectors and offers services such as consulting and digital transformation to major companies in these sectors.
Status of North America Business/Structural Transformation Initiatives and Outcomes

FY2020: For transitioning to business domains centering on the digital field, NTT DATA completed the structural transformation ahead of schedule.

FY2021: Aiming to achieve an EBITA margin of 7%, NTT DATA will steadily promote measures to improve profitability.

**FY2020 Outcomes**

- **Enhancing and reskilling digital talent**
  - Completed

- **Optimizing resources**
  - Completed

- **Consolidating offices and data centers**
  - Completed

**FY2021 Issues and Status of Progress**

- **Grow digital and consulting**
  - Improving profitability in traditional areas

- **Strengthen digital capabilities by enhanced digital talent management**

- **Accelerate portfolio reshaping for continuous business domain transformation**

- **Being implemented as planned**
  - NTT DATA has won multiple projects, including a digitalization project in a traditional area.

- **Strengthening digital capabilities through M&A**
  - NTT DATA strengthened key areas in the digital business by acquiring Nexient

- **Transitioning to business domains centering on the digital field**
  - Accelerating withdrawal from non-core, non-digital businesses
NTT DATA will focus on areas where markets are growing significantly and where there are high demands from existing clients. Taking measures to strengthen such areas, we will expand our market share in digital-related projects.

**Hyper focus for Growth**

- Cloud Transformation
- App Modernization
- Cloud Enterprise Apps
- Data as an Asset
- Consulting

**Securing digital talents**

- Acquiring digital resources + Reskilling

**Consulting**

**Digital**

**Core Digital Services**
Status of North America Business/Measures for Digital Business (M&A)

NTT DATA won multiple new digital transformation projects by enhancing its digital talent through M&A and by other means. NTT DATA will continue to accelerate transformation towards digital-centered businesses.

- 2019.12: Flux7
  - AWS consulting services
- 2020.10: HASHMAP
  - Snowflake Data Analytics Services
- 2020.12: acorio
  - Service Now specialized Consulting services
- 2021.6: Nexient
  - Cloud app development
Status of North America Business/Measures for Digital Business (Digital Talent)

NTT DATA is enhancing digital IT resources through strategic initiatives such as campus hiring, M&A, and the opening of Innovation & Delivery Center.

Emerging Talent Program
Methodical approach from identification to deployment
- Campus hires | Early career (1-3 years)

Significant increase across geographies
- 4x in US over 2 years | 3x in India over 2 years

Strategic Digital Acquisitions
- acoriō
- HASHMAP
- Nexient

Employees at time of purchase
~ 1,000

Nashville Innovation & Delivery Center
FY’21: 75 digital/consulting specialists
FY’22: 200 digital/consulting specialists

Facility Capabilities
- Collaborative work pods
- Design thinking & workshop-oriented spaces
- Training zones

Attract and develop high-demand skillsets in Consulting and Digital Technologies at a competitive price point
Awarded a consulting project for cloud migration, digital transformation, and application modernization from a large bank in the US.

Success Drivers to Maximum Value
- Forward Vision
- Deep Insights
- Confident Speed

Consulting enables downstream work

Direct results of successful consulting advisory and delivery during Merger of Equals engagement:

- Support from MoE technology executive to open door for Cloud Migration in Insurance
- Cloud execution engagement across Insurance application footprint
- Sponsorship to invest in Global Provider status and Offshore Delivery Center build-out
Status of North America Business/Key Topics (Business Sell-off)

The planned sell-off of our non-core, non-digital business has been completed. Sales decline due to the sell-off has already been included in the plan.

Status of Business Sell-off

Completed divestiture of staffing business (July 1\textsuperscript{st})

Completed divestiture of low-margin business (June 16\textsuperscript{th})
Status of North America Business/Key Topics (Winning of Large-scale Projects)

NTT DATA won a three-year large-scale contract extension from a global hospitality giant as its IT outsourcing digital partner in July 2021.

Scope:
Hybrid Infrastructure / Intelligent Network, Application Services, Digital Transformation

Partnering to enable a better customer experience by continuing to focus on Digital Transformation, Data & Analytics and Cloud Enablement

Executing day-to-day support and continued delivery excellence while providing consulting and innovative thought leadership
Status of North America Business/Prospects for Achieving an EBITA Margin of 7%

NTT DATA aims to transition to business domains centering on the digital field in order to catch up with the growth of the digital business market mainly in North America and achieve an EBITA margin of 7% in FY2021.

Unit = 100M JPY
[Local Currency = M USD]

EBITA%

- **4%**
- **7%** [1Q:6%]
- **1%**

**Grow digital and consulting**
Improving profitability in traditional areas

**Strengthen digital capabilities by enhanced digital talent management**

**Accelerate portfolio reshaping for continuous business domain transformation**

<table>
<thead>
<tr>
<th></th>
<th>FY2019 Actual</th>
<th>FY2020 Actual</th>
<th>FY2021 Forecast</th>
<th>FY2022</th>
<th>FY2023</th>
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<tbody>
<tr>
<td>EBITA</td>
<td>4,260</td>
<td>4,294</td>
<td>3,950</td>
<td>1,140  [1Q]</td>
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Status of EMEA & LATAM Business
To our main clients in the banking, telecom, public, and global manufacturing sectors, NTT DATA offers a wide variety of IT services such as consulting, system integration, and outsourcing in Europe, Middle East, Africa, and Latin America.
NTT DATA operates a consulting business concerning SAP, system integration, and software development businesses, and licensing business, and offers outsourcing/hosting services, etc.
Status of EMEA & LATAM Business/Structural Transformation Initiatives and Outcomes

FY2020: The effects of structural transformation implemented in FY2019 began to emerge and helped us seize more digital projects.

FY2021: Aiming for an EBITA margin of 7% in FY2023, NTT DATA will consolidate brands and bring operating companies under the same management.

FY2020 Outcomes

Response to new business opportunities based on the outcomes of FY2019

Continuing structural transformation to seize business opportunities

FY2021 Issues and Status of Progress

Enhancing the value offered to clients through the consolidation of global brands and integration of operation companies

Strengthening capabilities to respond to the rapid digital shift in the market and changing work styles

Further expanding the digital business by enhancing digital talent and assets

• Being implemented towards integration as planned
  “NTT DATA EMEAL” was established, consolidating business operations in the EMEAL region.

• Various measure being implemented as planned
  Optimizing offices according to the change in the work style, etc.

• Being implemented as planned
  Winning more digital projects by enhancing digital talent and other means.
Status of EMEA & LATAM Business/Measures for Digital Business (Digital Strategy)

NTT DATA will continue to strengthen our capabilities to offer key digital portfolio and roll out consulting business using digital assets we have cultivated by offering investments.

DIGITAL ACCELERATION PORTFOLIO

- Cloud transformation
- Data & Intelligence
- Cybersecurity
- Automation

Digital Asset

- Develop an ecosystem for all digital assets (everis syntphony)

Consulting

Digital

IT and Business Solutions/Long-term Contracts
Status of EMEA & LATAM Business/Measures for Digital Business (digital talent)

Against a backdrop of pressing digital talent shortage, NTT DATA is working to develop digitally skilled personnel and improving work styles in order to retain talent, along with the efforts to acquire new digital talent.

Attraction: Personalization & Human Connection

Personalization is driven by local talent markets and technological segmentation. Make visible human connection is key in the employer branding strategy.

Engagement: Flexibility & Nurturing People Energy

BeFlex Framework for the new ways of working. Create massively career opportunities for current digital talent. Evolve Leadership Mindset to nurture people Energy
Signed a framework contract with an European institution to support the implementation of its strategic plan for digital transformation

NTTD EMEAL leads the Digital Transformation at an European institution

NTT DATA EMEAL delivery model
Digital Transformation, Implementation and Maintenance

NTT DATA EMEAL success case, part of the European Organizations Global Account with everis leading the consortium (70%) collaborating with NTT Data Germany & Romania. Consolidating our Intellectual Property position as NTT Data together with NTT Data Japan
NTT DATA won a five-year contract to develop a MaaS platform, which involves requirements definition, system construction, roll-out, and operation, from Renfe, the railway company fully owned by the Spanish government.

**RaaS: Renfe as a Service**

Mobility service of the Spanish public rail transport company for multimodal transportation by means of a single digital platform.

CAPABILITIES:
- Multidisciplinary teams strategy
- Digital Experience
- Transportation

- Digital Marketing
- Technology

TCV 40M€
Status of EMEA & LATAM Business/Measures for Digital Business (EMEAL Integration)

After the brand consolidation of everis and itelligence on April 30, 2021, NTT DATA established NTT DATA EMEAL, the company bringing the EMEAL region* under the same management. As One NTT DATA, we will offer optimal and more valuable services to clients.

*EMEAL : EMEAL stands for Europe, Middle East, Africa and Latin America.
Status of EMEA & LATAM Business/Prospects for Achieving an EBITA Margin of 7%

Through the consolidation of global brands and the integration of operating companies, NTT DATA will work to enhance our presence, promote business synergies, and optimize the operation model in order to achieve an EBITA margin of 7% in FY2023.

Unit = 100M JPY
[Local Currency = M EUR]

EBITA%

3%(After adjustment *5%)
[1Q:4%]

▲ 0%
▲ 2%

Enhancing the value offered to clients through the consolidation of global brands and the integration of business companies

Strengthening capabilities to respond to the rapid digital shift in the market and changing work styles.

Further expanding the digital business by enhancing digital talent and assets

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual FY2019</th>
<th>Actual FY2020</th>
<th>Forecast FY2021</th>
<th>FY2022</th>
<th>FY2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>4,554</td>
<td>4,542</td>
<td>4,780</td>
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<tr>
<td>[1Q]</td>
<td></td>
<td></td>
<td>1,316</td>
<td>FY2020</td>
<td></td>
</tr>
</tbody>
</table>

*Adjusted target figures that exclude temporary costs such as M&A and structural transformation.