

Company Presentation for the First Quarter of Fiscal Year Ending March 31, 2021

August 7, 2020
NTT DATA Corporation

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

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Cautionary Statement Regarding Forward-looking Statements





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Results for the First Quarter of Fiscal Year Ending March 31, 2021

Results for the First Quarter of Fiscal Year Ending March 31, 2021

- Negative impacts occurred mainly in North America, EMEA & LATAM, and Enterprise & Solutions segments, due to the COVID-19.
- New orders received increased due mainly to winning a large-scale renewal project in domestic business.
- Net sales remained on par with the previous fiscal year due mainly to a stable conversion of order backlogs.
- Operating income dropped due mainly to a temporarily lower operating rate from a decrease or suspension of projects and an increase in expenses due to additional costs, impacted by the COVID-19.

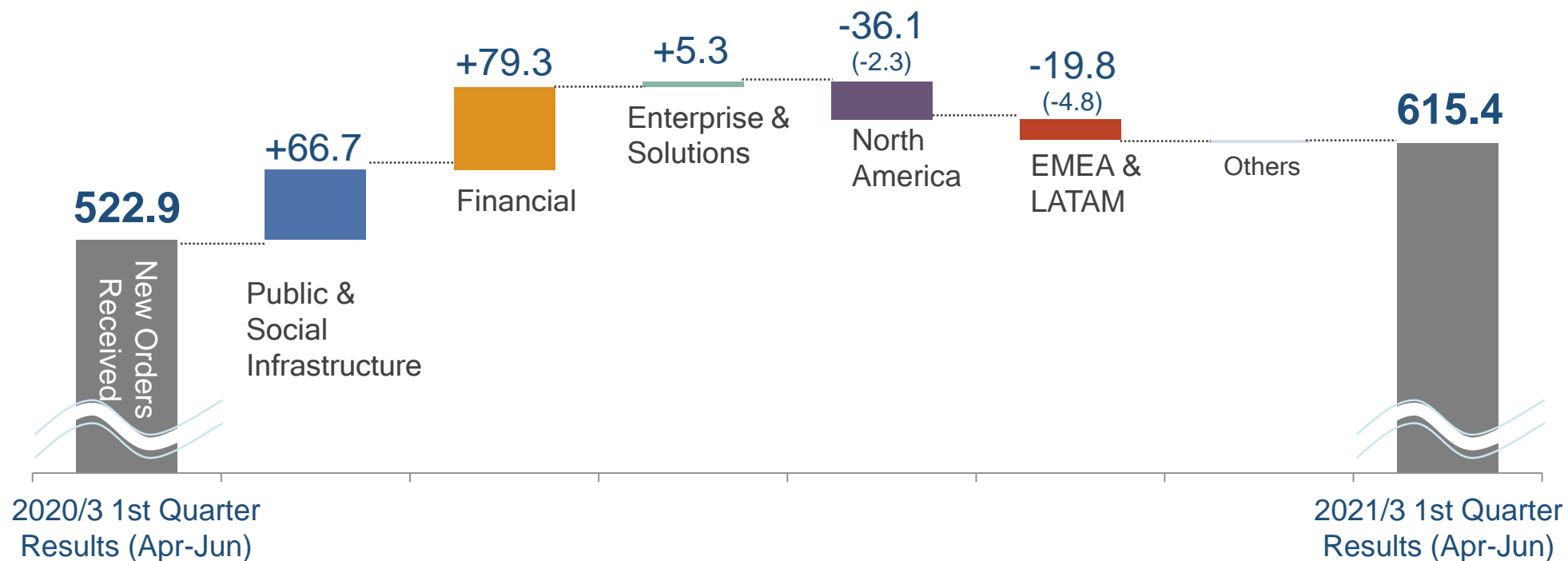
	2020/3 1st Quarter Results (Apr-Jun)	2021/3 1st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	522.9	615.4	+92.5	+17.7%	
Net Sales	527.3	530.9	+3.7	+0.7%	
Operating Income (Operating income margin)	29.8 (5.7%)	26.7 (5.0%)	-3.2 (-0.6P)	-10.6%	
Net Income Attributable to Shareholders of NTT DATA	21.0	19.1	-1.8	-8.7%	

(Billions of Yen, %)

New Orders Received: YoY Changes by Business Segment (1Q FYE3/2020 and 1Q FYE3/2021)

(Billions of yen)

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

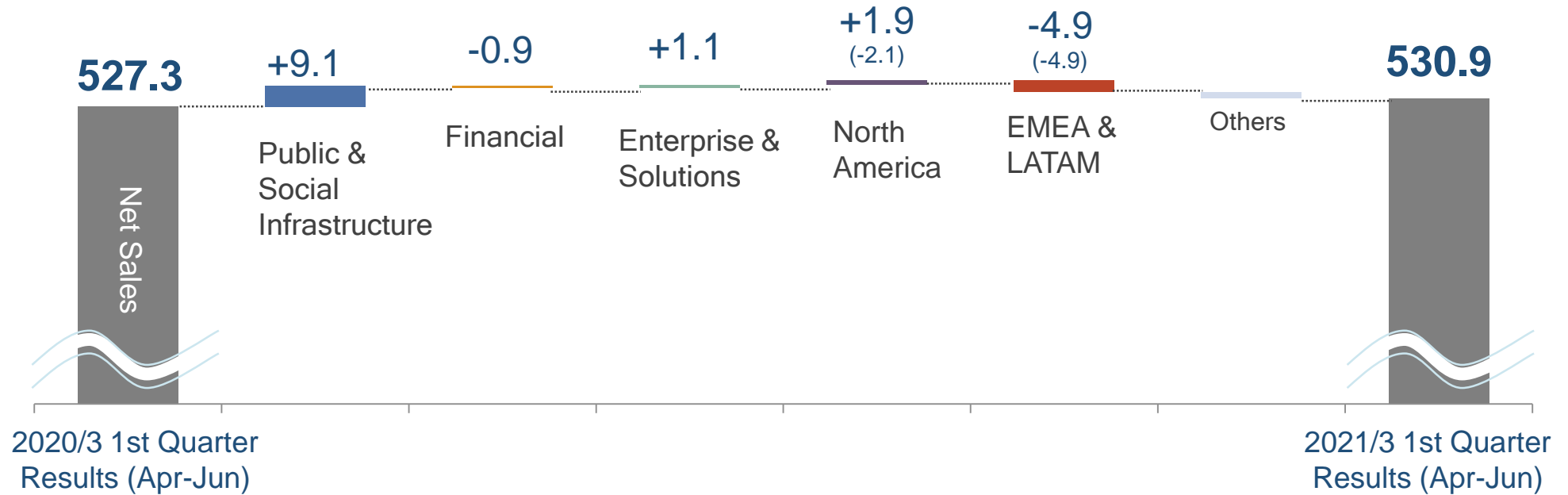


- Public & Social Infrastructure** Increased due mainly to winning projects for the central government and related agencies.
- Financial** Increased due mainly to winning projects for banks.
- Enterprise & Solutions** Increased due mainly to winning projects for retail, logistics and service sectors, despite a decrease due to the impact of the COVID-19.
- North America** Decreased due mainly to the impact of the COVID-19 and less orders compared to the previous fiscal year such as for projects for public sectors.
- EMEA & LATAM** Decreased due mainly to the impact of the COVID-19 and less orders compared to the previous fiscal year such as for projects won in Europe, mainly in Germany.

Net Sales: YoY Changes by Business Segment (1Q FYE3/2020 and 1Q FYE3/2021)

(Billions of yen)

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

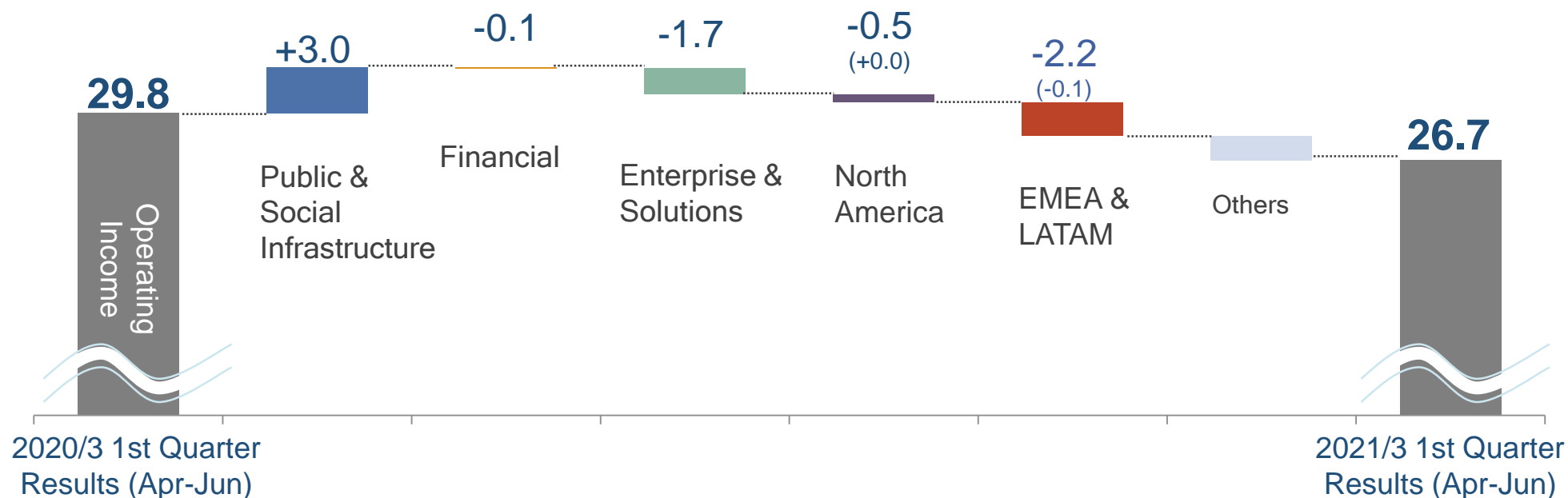


Public & Social Infrastructure	Increased due mainly to the expansion in the scale of services for the central government and related agencies.
Financial	Remained on par with the previous fiscal year due mainly to a decline in sales in some subsidiaries, despite the expansion in the scale of services for financial institutions.
Enterprise & Solutions	Increased due mainly to the expansion in the scale of services for retail, logistics, payment and other service, despite a decrease or suspension of projects due to the impact of the COVID-19.
North America	Increased due mainly to the expansion of scale from M&A, despite a decline due mainly to the impact of the COVID-19 and negative impact from yen appreciation in foreign exchange.
EMEA & LATAM	Decreased due mainly to a decrease or suspension of projects from the impact of the COVID-19 and negative impact from yen appreciation in foreign exchange, despite steady sales secured mainly in Italy.

Operating Income: YoY Changes by Business Segment (1Q FYE3/2020 and 1Q FYE3/2021)

(Billions of yen)

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



Public & Social Infrastructure

Increased due mainly to sales growth.

Financial

Remained on par with the previous fiscal year due mainly to a decrease from decline in sales in some subsidiaries, despite an increase from the expansion in the scale of services for financial institutions.

Enterprise & Solutions

Decreased due mainly to the increased SG&A ratio from the impact of the COVID-19.

North America




Decreased due mainly to the lower operating rate from a decrease or suspension of projects and an increase of expenses due to additional costs from the impact of the COVID-19.

EMEA & LATAM

Decreased due mainly to the lower operating rate from a decrease or suspension of projects and an increase of expenses due to additional costs from the impact of the COVID-19.

Public & Social Infrastructure (1Q FYE3/2020 and 1Q FYE3/2021)

(Billions of Yen,%)

	2020/3 1 st Quarter Results (Apr-Jun)	2021/3 1 st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	106.4	173.1	+66.7	+62.7%	
Net Sales	100.1	109.3	+9.1	+9.1%	
Operating Income (Operating income margin)	7.9 (7.9%)	11.0 (10.0%)	+3.0 (+2.1P)	+38.5%	




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.

Operating income Increased due mainly to sales growth.

Financial (1Q FYE3/2020 and 1Q FYE3/2021)

(Billions of Yen,%)

	2020/3 1 st Quarter Results (Apr-Jun)	2021/3 1 st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	91.5	170.7	+79.3	+86.7%	
Net Sales	139.0	138.1	-0.9	-0.7%	
Operating Income (Operating income margin)	10.7 (7.7%)	10.6 (7.7%)	-0.1 (-0.0P)	-1.0%	



New orders received Increased due mainly to winning projects for banks.

Net sales Remained on par with the previous fiscal year due mainly to a decline in sales in some subsidiaries, despite the expansion in the scale of services for financial institutions.

Operating income Remained on par with the previous fiscal year due mainly to a decrease from decline in sales in some subsidiaries, despite an increase from the expansion in the scale of services for financial institutions.

Enterprise & Solutions (1Q FYE3/2020 and 1Q FYE3/2021)

(Billions of Yen,%)

	2020/3 1 st Quarter Results (Apr-Jun)	2021/3 1 st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	80.6	85.9	+5.3	+6.6%	
Net Sales	135.1	136.2	+1.1	+0.8%	
Operating Income (Operating income margin)	11.5 (8.5%)	9.8 (7.2%)	-1.7 (-1.3P)	-14.7%	





New orders received Increased due mainly to winning projects for retail, logistics and service sectors, despite a decrease due to the impact of the COVID-19.

Net sales Increased due mainly to the expansion in the scale of services for retail, logistics, payment and other service, despite a decrease or suspension of projects due to the impact of the COVID-19.

Operating income Decreased due mainly to the increased SG&A ratio from the impact of the COVID-19.

North America (1Q FYE3/2020 and 1Q FYE3/2021)

(Billions of Yen,%)





	2020/3 1 st Quarter Results (Apr-Jun)	2021/3 1 st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	113.2	77.1	-36.1	-31.9%	
Net Sales	103.0	105.0	+1.9	+1.9%	
EBITA (EBITA margin) ^(*1)	2.0 (1.9%)	1.5 (1.4%)	-0.5 (-0.5P)	-23.7%	
Operating Income (Operating income margin)	-0.8 (-0.8%)	-1.3 (-1.3%)	-0.5 (-0.5P)	-60.4%	

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

New orders received	Decreased due mainly to the impact of the COVID-19 and less orders compared to the previous fiscal year such as for projects for public sectors.
Net sales	Increased due mainly to the expansion of scale from M&A, despite a decline due mainly to the impact of the COVID-19 and negative impact from yen appreciation in foreign exchange.
EBITA	Decreased due mainly to the lower operating rate from a decrease or suspension of projects and an increase of expenses due to additional costs from the impact of the COVID-19.
Operating income	Decreased due mainly to the lower operating rate from a decrease or suspension of projects and an increase of expenses due to additional costs from the impact of the COVID-19.

EMEA & LATAM (1Q FYE3/2020 and 1Q FYE3/2021)

(Billions of Yen,%)

	2020/3 1 st Quarter Results (Apr-Jun)	2021/3 1 st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	121.1	101.3	-19.8	-16.4%	
Net Sales	110.8	105.9	-4.9	-4.5%	
New Orders ^(*1) Received	1.8 (1.6%)	-0.7 (-0.6%)	-2.5 (-2.3P)	—	
Net Sales	0.6 (0.5%)	-1.6 (-1.6%)	-2.2 (-2.1P)	—	

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

New orders received	Decreased due mainly to the impact of the COVID-19 and less orders compared to the previous fiscal year such as for projects won in Europe, mainly in Germany.
Net sales	Decreased due mainly to a decrease or suspension of projects from the impact of the COVID-19 and negative impact from yen appreciation in foreign exchange, despite steady sales secured mainly in Italy.
EBITA	Decreased due mainly to the lower operating rate from a decrease or suspension of projects and an increase of expenses due to additional costs from the impact of the COVID-19.
Operating income	Decreased due mainly to the lower operating rate from a decrease or suspension of projects and an increase of expenses due to additional costs from the impact of the COVID-19.

2-1

Preconditions for Earnings Forecasts and Impact of COVID-19 on NTTD Business

Assumption: when COVID-19 is expected to recede

- Although caution is still required in terms of the spread of the infection in Japan and abroad, it is assumed that **economic and business activities would gradually start to recover from the second half of the fiscal year and onwards by and large**, as the world start to resume economic activities.
- **Assumptions do not incorporate events that have not yet become apparent.**
i.e. State of Emergency Declaration to be issued in Japan due to the outbreak of the second wave or countries around the world to re-enter lockdown at scale

Japan

We do not anticipate the government to issue stay-at-home requests nationwide due to COVID-19. **Impact is expected to fade over the course of time, as the government would repeat stay-at-home requests and then relax them in specific limited areas.**

Americas And Europe

Although we expect differences in timing and scale among countries, a large-scale lock implemented at the beginning of the fiscal year is not expected in major geographies where NTTD operates. **Impact is expected to fade over the course of time, as the government would repeatedly re-issue and lift lockdown in specific limited areas.**

2. Impact on NTTD Business

Business impact based on the aforementioned assumption regarding the timing of COVID-19 to recede

—
Minus
influence

- **Negative impact is expected broadly, although the level varies by country and by industry,** since investment appetite is likely to decline due to deterioration in business confidence and restrained investment on the side of clients who would strive to maintain and improve their businesses.
Delays, downsizing, or suspension of development are expected mainly with existing expanded projects and additional projects.
- **Greater negative impact is expected on the enterprise market, new projects, and business targeting SMEs markets both in Japan and abroad,** since those businesses are likely to reduce IT spend

+
Plus
influence

- On the other hand, in order to build back better in new normal with COVID-19 or in Post-COVID-19 era, **businesses leveraging digital technologies to build new society are expected to accelerate, which would provide more business opportunities for NTTD to contribute to.**
- **Many of such businesses would be recognized in our business performance from FY21 and onwards,** since clients would start to consider and spend for such projects from FY20.

Segment	business impact
<p>1</p> <p>Public & Social Infrastructure</p>	<ul style="list-style-type: none"> + The businesses of central government ministries and local governments are expected to have a positive impact through new digital projects which provide IT support for emergency measures such as tax moratorium and various subsidy programs, although opportunities may disappear or be extended. - On the other hand, negative impact is expected in enterprise and telecom businesses across regions in Japan, as clients may hold back IT investment for modernization and improvement of existing systems. • Situations would vary subject to the status of Enterprise businesses and telecom sectors in respective regions.
<p>2</p> <p>Financial</p>	<ul style="list-style-type: none"> + Positive effects are expected particularly in banking, insurance and securities, driven by projects providing new digital services and accelerated initiatives to shift to "paperless" and "cashless" operations to improve operational efficiency. - On the other hand, negative impact has started to appear mainly in the banking sector, due to delays in commencement of system development or go-live date amidst market uncertainties and decelerated regional economies. • Situations would vary subject to conditions in markets and regional economies.
<p>3</p> <p>Enterprise & Solutions</p>	<ul style="list-style-type: none"> ± In the payment area, demand is expected to grow, heled by people using more e-commerce sites, while shopping/cashing would be less used due to a reduced number of inbound tourists to Japan, thus the YOY performance is expected to remain flat. - Significant impact is expected in the retail, transportation, and travel sectors in the retail distribution service industry and the automobile and machinery sector in the manufacturing due to reduced demand amid stay-at-home advisory and restrained IT investment. • Situations would largely depend on the future recovery of the domestic economy and demand trend for IT spend.

Preconditions for Earnings Forecasts and Impact of COVID-19 on NTTD Business

3. Business Overview and Preconditions for Earnings Forecasts by Segment (2/2)

Japan North America EMEA & LATAM

Segment

business impact

4

North America

- + Public sector remains solid, while digital-related projects have become more active. Advanced outsourcing opportunities leveraging digital technology are likely to increase from a mid-to-long term.
- Negative impact is expected to be substantial, since large ITO and BPO deals would temporarily drop since clients would curb their investment or delay decision-making in the manufacturing industry and medical institutions.
- Business impact would depend on the future recovery of its economy and business activities in North America, as the number of infected cases continue to rise.

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EMEA & LATAM






- + Public and utility sectors, particularly in Spain, remain firm, while digital projects are revitalized.
- The negative impact is significant in the automobile sector in Germany and the hospitality and retail sectors in Spain, while Latin America is impacted by exchange rates due to the depreciation of currencies.
- Business impact is largely dependent on whether the number of infected cases will resurge or not, as it will impact the economic and business recovery.

2-2

Forecasts for the Fiscal Year Ending March 31, 2021

Full Year Forecasts for Fiscal Year Ending March 31, 2021

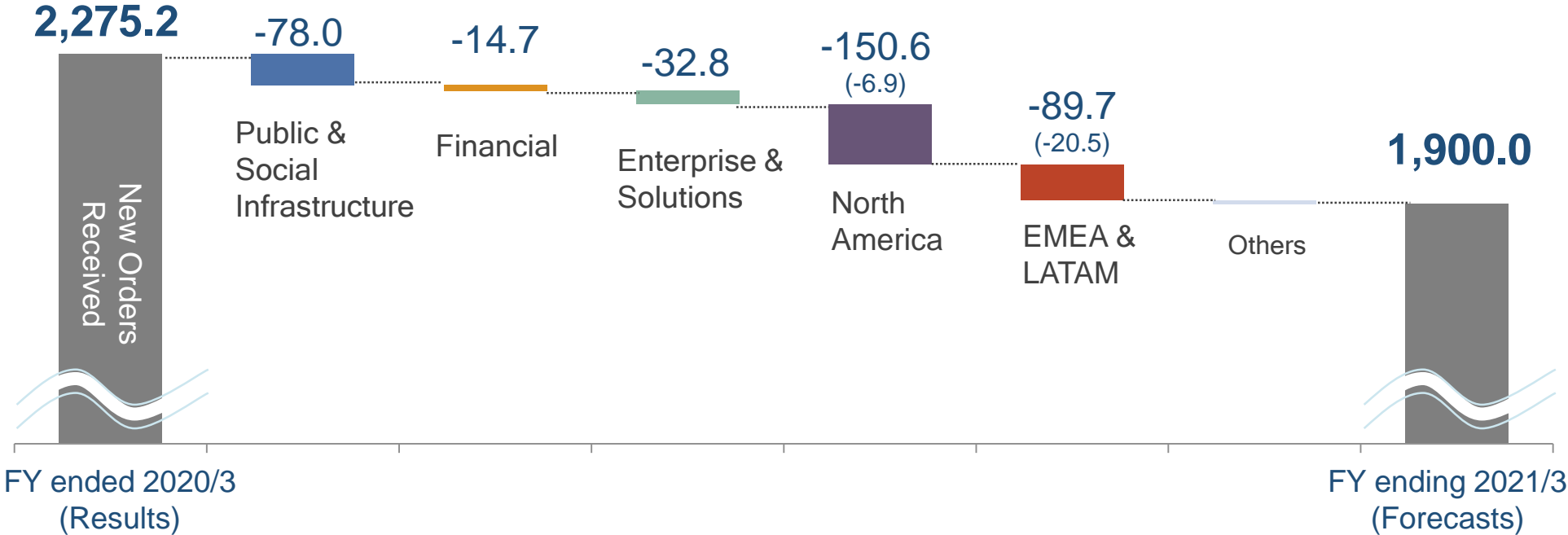
- Assume negative impact overall from the COVID-19, though the situation differs depending on a country or an industry.
- New orders received will decrease due mainly to less orders from the previous fiscal year such as for large-scale projects and IT investment restraint overseas.
- Net sales will decrease due mainly to a decrease of sales from orders of the current fiscal year, despite stable conversion of order backlogs.
- Operating income will decrease due mainly to sales decline, despite a decrease of temporary costs of the previous fiscal year.
Aim to secure the same level of operating income margin as the previous fiscal year while carrying out structural transformation for the future.
- Dividends will remain the same as the previous fiscal year (there will be no change from the announcement made at the beginning of the term (2020.5.14)).

	FY ended 2020/3 (Results)	FY ending 2021/3 (Forecasts)	YoY (Amount)	YoY (Rate)	(Billions of Yen, %)
New Orders Received	2,275.2	1,900.0	-375.2	-16.5%	
Net Sales	2,266.8	2,170.0	-96.8	-4.3%	
Operating Income (Operating income margin)	130.9 (5.8%)	120.0 (5.5%)	-10.9 (-0.2P)	-8.4%	
Net Income Attributable to Shareholders of NTT DATA	75.1	71.0	-4.1	-5.5%	
Dividends per share (JPY)	18	18	-	-	

New Orders Received: YoY Changes by Business Segment (from FYE3/2020 to FYE3/2021)

(Billions of yen)

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

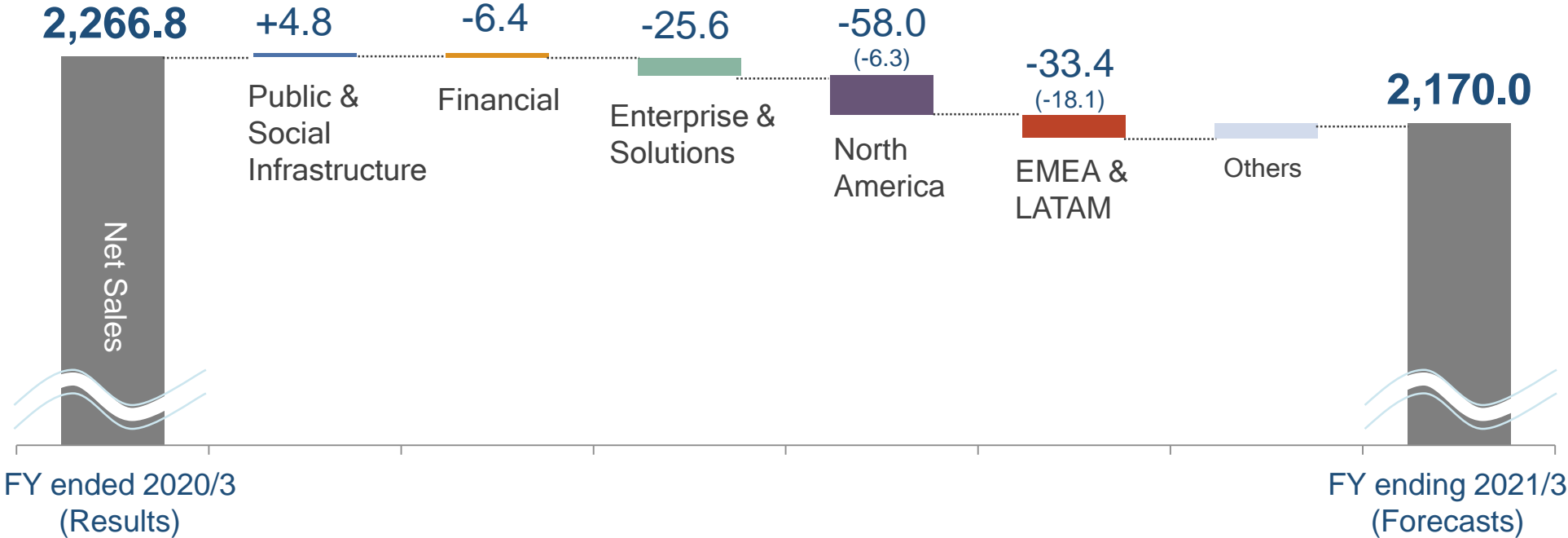


- Public & Social Infrastructure** Expect a decrease due mainly to less orders compared to the previous fiscal year such as for multiple large-scale projects for the central government and related agencies.
- Financial** Expect a decrease due mainly to less orders compared to the previous fiscal year such as for projects for cooperative financial institutions and the impact of the COVID-19.
- Enterprise & Solutions** Expect a decrease mainly for projects for the manufacturing industry due to the impact of the COVID-19.
- North America** Expect a decrease due mainly to less orders compared to the previous fiscal year such as for multiple large-scale projects for the financial and public sectors and the impact of the COVID-19.
- EMEA & LATAM** Expect a decrease due mainly to less orders compared to the previous fiscal year such as for large-scale projects in Spain and Germany, the impact of the COVID-19, and negative impact from yen appreciation in foreign exchange.

Net Sales: YoY Changes by Business Segment (from FYE3/2020 to FYE3/2021)

(Billions of yen)

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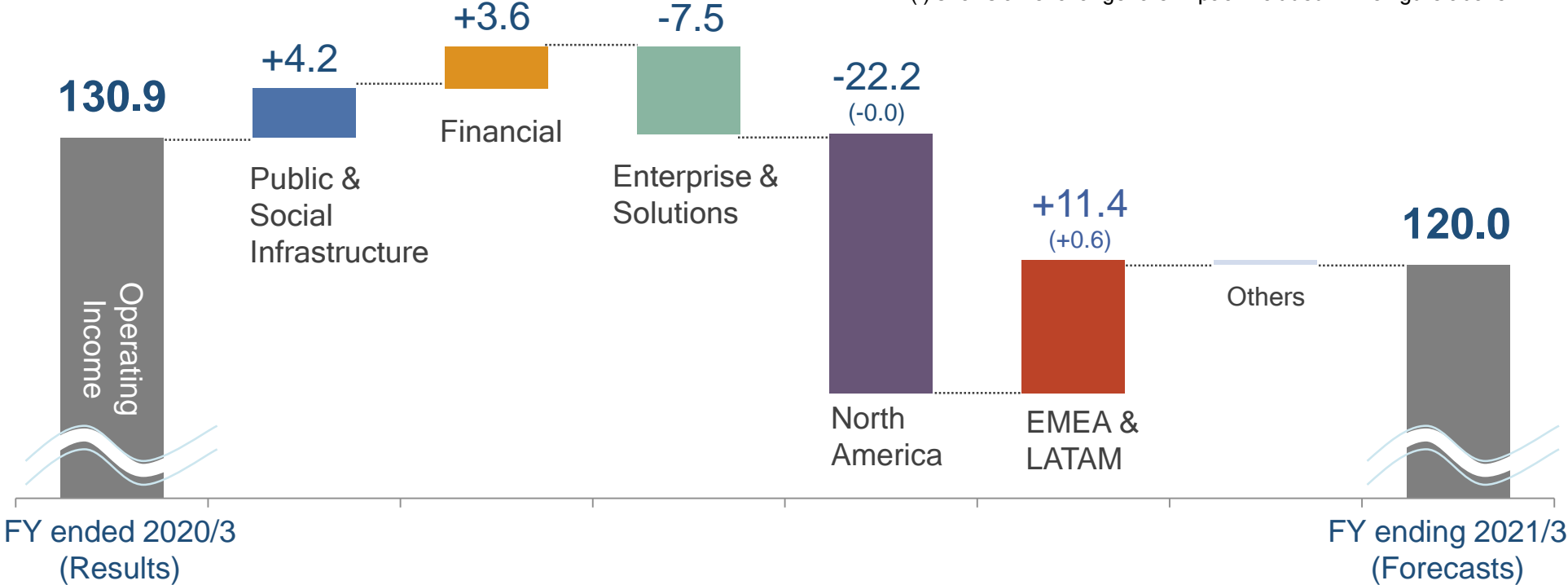


- Public & Social Infrastructure** Expect an increase due mainly to a stable conversion of order backlogs, despite a decrease from the impact of the COVID-19.
- Financial** Expect a decrease due mainly to postponed development for some of the financial institutions from the impact of the COVID-19.
- Enterprise & Solutions** Expect a decrease mainly from services for retail, logistics, payment and other service and the manufacturing industry from the impact of the COVID-19.
- North America** Expect a decrease due mainly to a decline primarily from services for manufacturing & life science, commercial sector, and medical facilities from the impact of the COVID-19 and negative impact from yen appreciation in foreign exchange.
- EMEA & LATAM** Expect a decrease due mainly to a decline primarily in Germany, UK, and Latin America from the impact of the COVID-19 and negative impact from yen appreciation in foreign exchange.

Operating Income: YoY Changes by Business Segment (from FYE3/2020 to FYE3/2021)

(Billions of yen)




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



- Public & Social Infrastructure Expect an increase due mainly to sales growth and restraint of unprofitable projects.
- Financial Expect an increase due mainly to restraint of unprofitable projects, despite a decrease due to the sales decline from the impact of the COVID-19.
- Enterprise & Solutions Expect a decrease due mainly to the sales decline from the impact of the COVID-19.
- North America Expect a decrease due mainly to expenses for the structural transformation for the future, in addition to a decrease from the sales decline from the impact of the COVID-19.
- EMEA & LATAM Expect an increase due mainly to a decrease of structural transformation expenses and temporary costs, despite a decrease from the sales decline from the impact of the COVID-19.

Public & Social Infrastructure (from FYE3/2020 to FYE3/2021)




(Billions of Yen,%)

	FY ended 2020/3 (Results)	FY ending 2021/3 (Forecasts)	YoY (Amount)	YoY (Rate)	
New Orders Received	477.0	399.0	-78.0	-16.4%	
Net Sales	500.2	505.0	+4.8	+1.0%	
Operating Income (Operating income margin)	52.8 (10.6%)	57.0 (11.3%)	+4.2 (+0.7P)	+8.0%	

- New orders received** Expect a decrease due mainly to less orders compared to the previous fiscal year such as for multiple large-scale projects for the central government and related agencies.
- Net sales** Expect an increase due mainly to a stable conversion of order backlogs, despite a decrease from the impact of the COVID-19.
- Operating income** Expect an increase due mainly to sales growth and restraint of unprofitable projects.

Financial (from FYE3/2020 to FYE3/2021)




(Billions of Yen,%)

	FY ended 2020/3 (Results)	FY ending 2021/3 (Forecasts)	YoY (Amount)	YoY (Rate)	
New Orders Received	430.7	416.0	-14.7	-3.4%	
Net Sales	580.4	574.0	-6.4	-1.1%	
Operating Income (Operating income margin)	50.4 (8.7%)	54.0 (9.4%)	+3.6 (+0.7P)	+7.2%	

New orders received	Expect a decrease due mainly to less orders compared to the previous fiscal year such as for projects for cooperative financial institutions and the impact of the COVID-19.
Net sales	Expect a decrease due mainly to postponed development for some of the financial institutions from the impact of the COVID-19.
Operating income	Expect an increase due mainly to restraint of unprofitable projects, despite a decrease due to the sales decline from the impact of the COVID-19.

Enterprise & Solutions (from FYE3/2020 to FYE3/2021)

(Billions of Yen,%)

	FY ended 2020/3 (Results)	FY ending 2021/3 (Forecasts)	YoY (Amount)	YoY (Rate)	
New Orders Received	342.8	310.0	-32.8	-9.6%	
Net Sales	588.6	563.0	-25.6	-4.3%	
Operating Income (Operating income margin)	53.5 (9.1%)	46.0 (8.2%)	-7.5 (-0.9P)	-14.1%	





New orders received Expect a decrease mainly for projects for the manufacturing industry due to the impact of the COVID-19.

Net sales Expect a decrease mainly from services for retail, logistics, payment and other service and the manufacturing industry from the impact of the COVID-19.

Operating income Expect a decrease due mainly to the sales decline from the impact of the COVID-19.

North America (from FYE3/2020 to FYE3/2021)

(Billions of Yen,%)





	FY ended 2020/3 (Results)	FY ending 2021/3 (Forecasts)	YoY (Amount)	YoY (Rate)	
New Orders Received	471.6	321.0	-150.6	-31.9%	
Net Sales	426.0	368.0	-58.0	-13.6%	
EBITA ^(*1) (EBITA margin)	15.2 (3.6%)	-7.0 (-1.9%)	-22.2 (-5.5P)	-	
Operating Income (Operating income margin)	3.2 (0.8%)	-19.0 (-5.2%)	-22.2 (-5.9P)	-	

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

New orders received	Expect a decrease due mainly to less orders compared to the previous fiscal year such as for multiple large-scale projects for the financial and public sectors and the impact of the COVID-19.
Net sales	Expect a decrease due mainly to a decline primarily from services for manufacturing & life science, commercial sector, and medical facilities from the impact of the COVID-19 and negative impact from yen appreciation in foreign exchange.
EBITA	Expect a decrease due mainly to expenses for the structural transformation for the future, in addition to a decrease from the sales decline from the impact of the COVID-19.
Operating income	Expect a decrease due mainly to expenses for the structural transformation for the future, in addition to a decrease from the sales decline from the impact of the COVID-19.

EMEA & LATAM (from FYE3/2020 to FYE3/2021)

(Billions of Yen,%)

	FY ended 2020/3 (Results)	FY ending 2021/3 (Forecasts)	YoY (Amount)	YoY (Rate)	
New Orders Received	513.7	424.0	-89.7	-17.5%	
Net Sales	455.4	422.0	-33.4	-7.3%	
EBITA (*1) (EBITA margin)	-8.6 (-1.9%)	3.0 (0.7%)	+11.6 (+2.6P)	-	
Operating Income (Operating income margin)	-14.4 (-3.2%)	-3.0 (-0.7%)	+11.4 (+2.5P)	+79.2%	

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

New orders received

Expect a decrease due mainly to less orders compared to the previous fiscal year such as for large-scale projects in Spain and Germany, the impact of the COVID-19, and negative impact from yen appreciation in foreign exchange.

Net sales

Expect a decrease due mainly to a decline primarily in Germany, UK, and Latin America from the impact of the COVID-19 and negative impact from yen appreciation in foreign exchange.

EBITA

Expect an increase due mainly to a decrease of structural transformation expenses and temporary costs, despite a decrease from the sales decline from the impact of the COVID-19.

Operating income

Expect an increase due mainly to a decrease of structural transformation expenses and temporary costs, despite a decrease from the sales decline from the impact of the COVID-19.

2-3

Future Initiatives in North America and EMEA & LATAM Operations

Aim for "unique company in Digital" by delivering advanced outsourcing services and strengthening digital capabilities

Enhancing and Re-skilling Digital Talent

Optimizing Human Resources

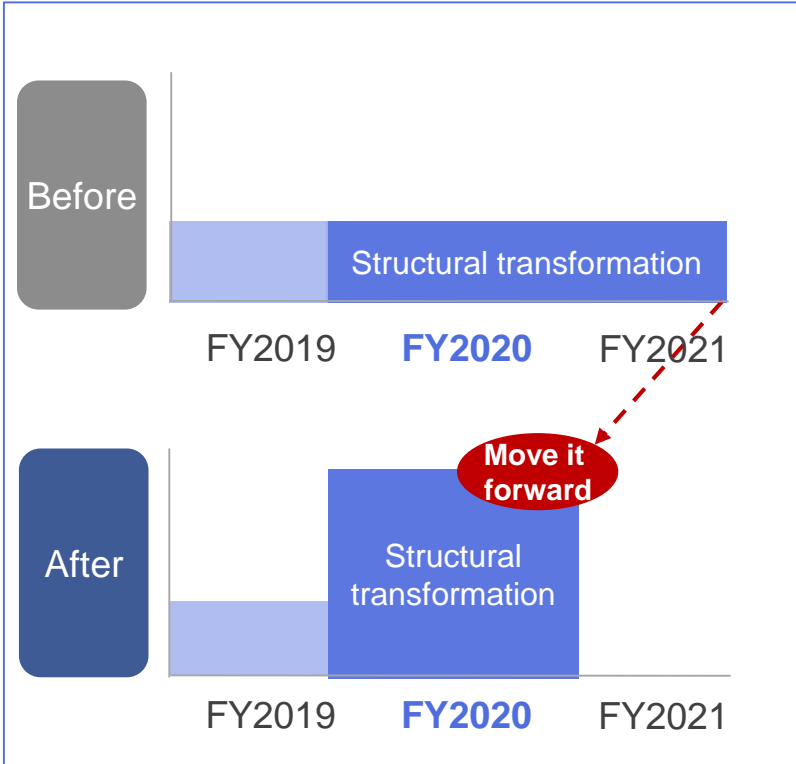
Consolidating Offices and DCs

Quickly transform into a Digital-centric business domain

1. Deliver Advanced Outsourcing Services



2. Strengthen Digital Capabilities



Provide support for more efficient data center operations through automation as well as cloud transformation support with Microsoft Azure, Google Cloud, AWS and local private cloud options.

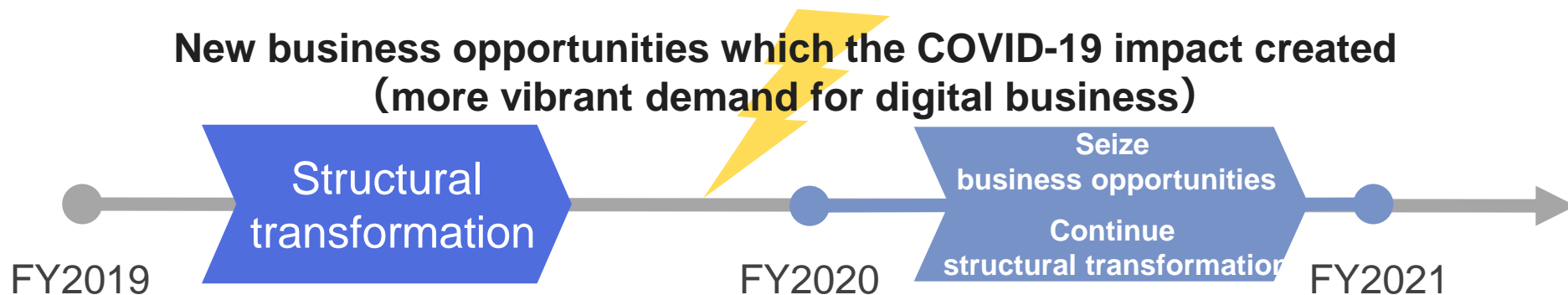
Provide support for data center operations and cloud transformation for the Retirement Systems of Alabama



NTT DATA will enhance the industry standard certification posture of the data center, as well as expand its capabilities by integrating operational efficiencies through automation. In addition, NTT DATA will offer clients Smart Hands and Remote Hands services and leverage the company's global partnerships to provide cloud transformation support with Microsoft Azure, Google Cloud and AWS as well as local private cloud options.

Solidly undertake new business opportunities created under COVID-19 situations, based on what was achieved from FY19 structural transformation.

New business opportunities which the COVID-19 impact created (more vibrant demand for digital business)



What was achieved as a result of FY19 structural transformation

Reshaping/re-skilling Digital Talent

Strengthen vertical digital skills

Human resource optimization (Early retirement program)

1
Accelerate d shift to digital talent

2
Increased digital projects

3
Improved profitability

FY20 Initiatives

Undertake new business opportunities based on FY19 achievements

Continue structural transformation to win business opportunities

Taking advantage of S/4HANA, which combines SAP, one of our existing strengths, with digital human resources, contracted an order for a digital transformation project for the Deutsche Bahn AG

**3yrs
Contract Duration
for
SAP S/4HANA Digital
Transformation**



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.

3

In Coexisting with COVID-19 Ideal Model and Cases

In order to solve the various social issues of coexisting with COVID-19 and realize a new society, we will accelerate social contribution through our business and promote reform of ourselves.

NTT DATA's Vision for a New Society

Impact of the COVID-19



Accelerating Social Contribution through Business
~ Solving Challenges for the Realization of a New Society ~

Society

New society
New nation

life

New life
Consumer behaviour

Industry

New industry
Corporate structure

Transformation of NTT DATA
Reforming working styles to realize a new society

Diverse ways of working

Advanced business process

Safe and secure workplace environment

NTT DATA INSTITUTE OF MANAGEMENT CONSULTING released the "Recommendations for the Digital Society to Fight the Disaster of COVID-19" as the first step toward the creation of a new society

New daily life of "online first society"

~ Toward a society where the online and the real are fused ~

NTT DATA INSTITUTE OF MANAGEMENT CONSULTING, Inc.

["online first society"](#). It is a society in which online is a natural part of all human social activities. Of course, real human activities are important, and their value will not change. However, it is not realistic to conduct all activities realistically in the era where we coexist with COVID-19, which has yet to come to an end. That's why we have to evolve online into a "New Real" that has exactly the same value as real human activity.

NTT DATA INSTITUTE OF MANAGEMENT CONSULTING proposes an early realization of a society in which people can use both ["Real as a living human activity"](#) and ["new realities of online"](#) freely according to their purposes, the so-called ["online first society"](#).


The business model of globalization has continued to generate widespread, rapid and frequent human mobility, and the unipolar concentration of resources in cities has resulted in a dense and efficient society. It may be true that these factors contributed to the rapid spread of COVID-19. It goes without saying that self-restraint in social activities as a measure against infection will lead directly to a contraction of the market and a recession.


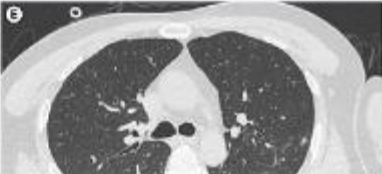
Our mission, however, is not to create a society in which we can endure and reconcile the calamities of COVID-19. Under the concept of the [BBB \(Build Back Better\)](#), it is necessary to build a better society in which even the various social problems of modern age can be solved simultaneously.

If you look back on history, in 14 century Europe, after pandemic of plague, there was a great social change called the Renaissance. Now is the time to embark on the creation of an epoch-making society.

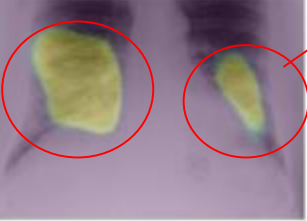
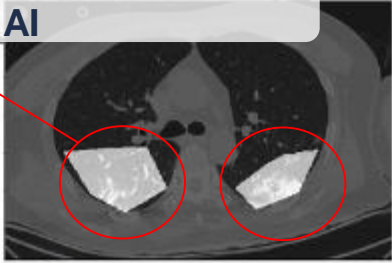
Customize AI Diagnostic Imaging support for Covid-19 to help improve management efficiency through physician diagnostic support and integrated medical workflow

AI Diagnostic Imaging for Covid-19

COVID-19 AI Solution 

X Rays  CT Scans 




Automatic Abnormality Diagnosis of the Lung Using AI

Model Prediction of COVID-19

- Lung disease detection engine
- Expands pneumonia detection to COVID-19

Integrated Healthcare Workflow

Xray AI CT AI Smart Dashboard

Using Digital to Support Medical Operations

Smart Alerts & Notifications Smart Reports

- Automatic generation engine for diagnostic finding report
- AI alerting on patient lists

Covid-19 dedicated function enables remote medical care for patients with mild symptoms
Reducing the burden on medical institutions and contributing to the prevention of the spread of infection



Covid-19 dedicated function

- Covid-19 specific self-triage feature
- Covid-19 specific monitoring capabilities
- Chatbot function for patients
- Covid-19 data analysis for healthcare and government



Timely diagnosis and care

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



Continuous multichannel care

- Health management of positive and negative patients
- Communication channels to medical centers and professionals

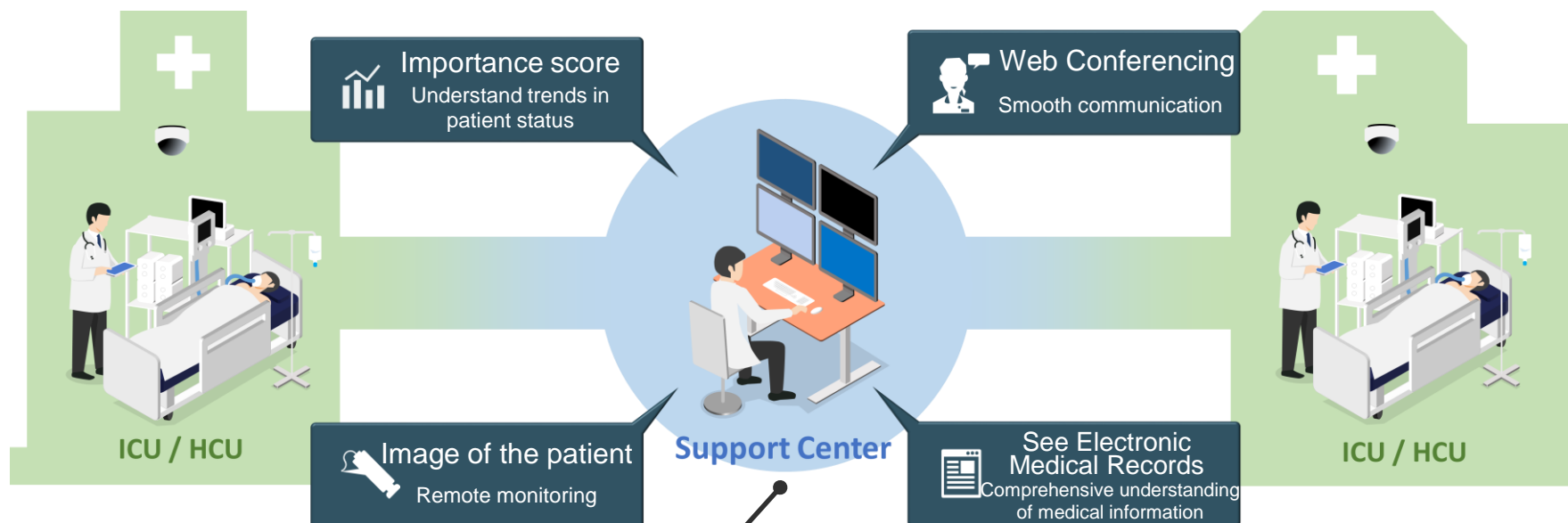


Data collection and analysis

- Analyze the clinical evolution and the resilience of patients
- The elaboration of epidemiological clusters.

Case | Japan | Remote ICU System Supporting Multiple Medical Institutions

Support telemedicine by connecting intensive care specialist centers with ICUs in multiple medical institutions and sharing patient vitals, images, and electronic medical record information



Expected effect

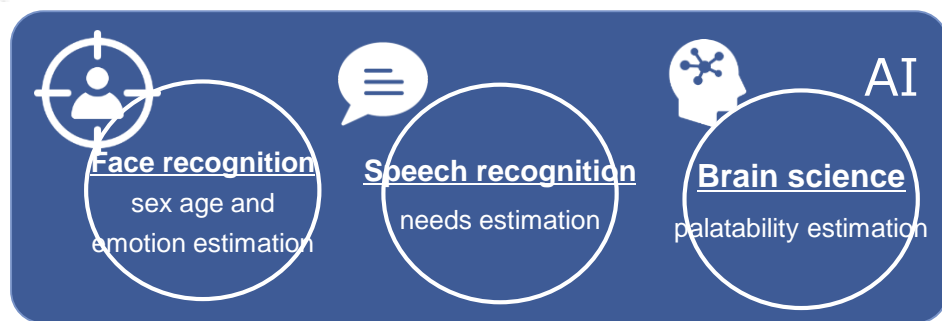
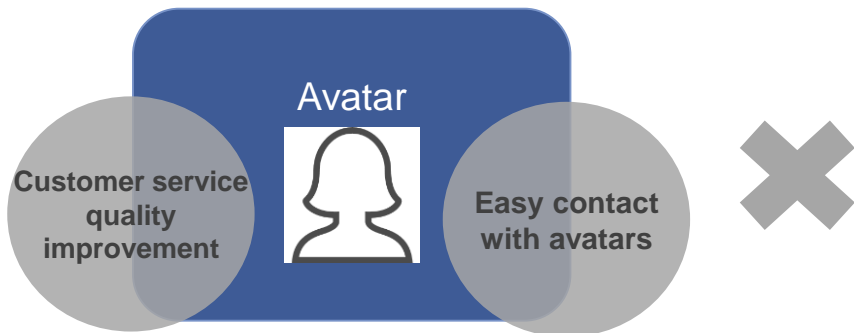
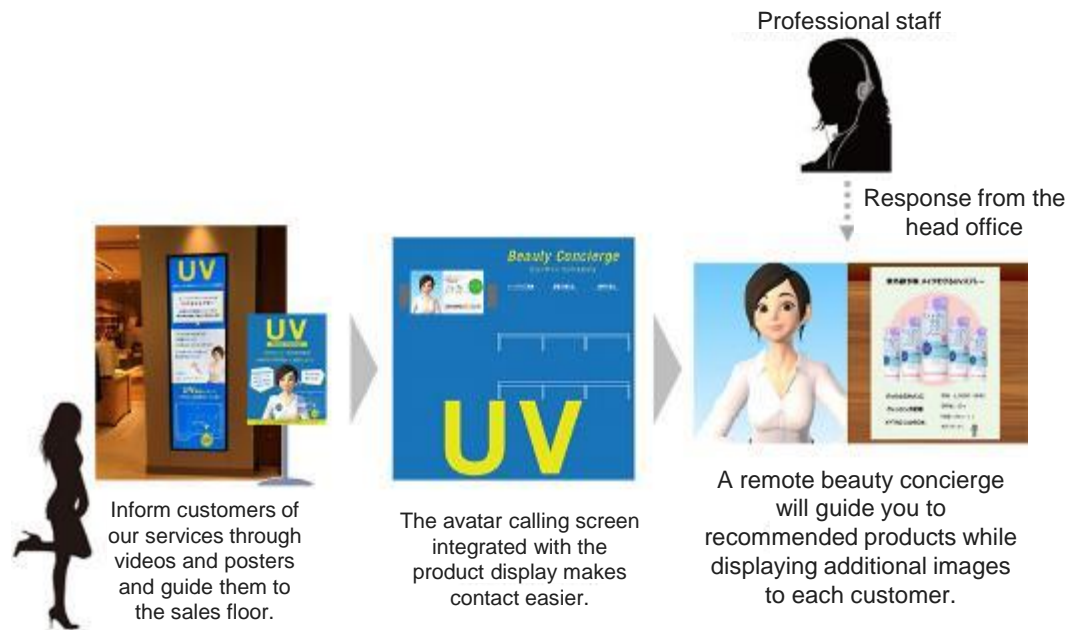
- ✓ Improving the quality of medical care and reducing the burden on doctors
- ✓ Enhancement of regional medical care system
- ✓ Reducing contact with people
- ✓ Covering the shortage of specialists

Create a new store experience in coexisting with COVID-19 society by using AI and avatars to save work and advance non-face-to-face customer service.

Avatar Remote Customer Service Solutions



Overview of the Demonstration Experiment at the Health and Beauty Corner



Free provision of AI-OCR and RPA to automate local government grant operations Contributing to the prompt issuance of "special fixed benefits"



200
Used by local governments

Application processing
2 weeks
⇒ 4 days

Processing time
5 minutes
⇒ 30 seconds

What NTT Data Can Do

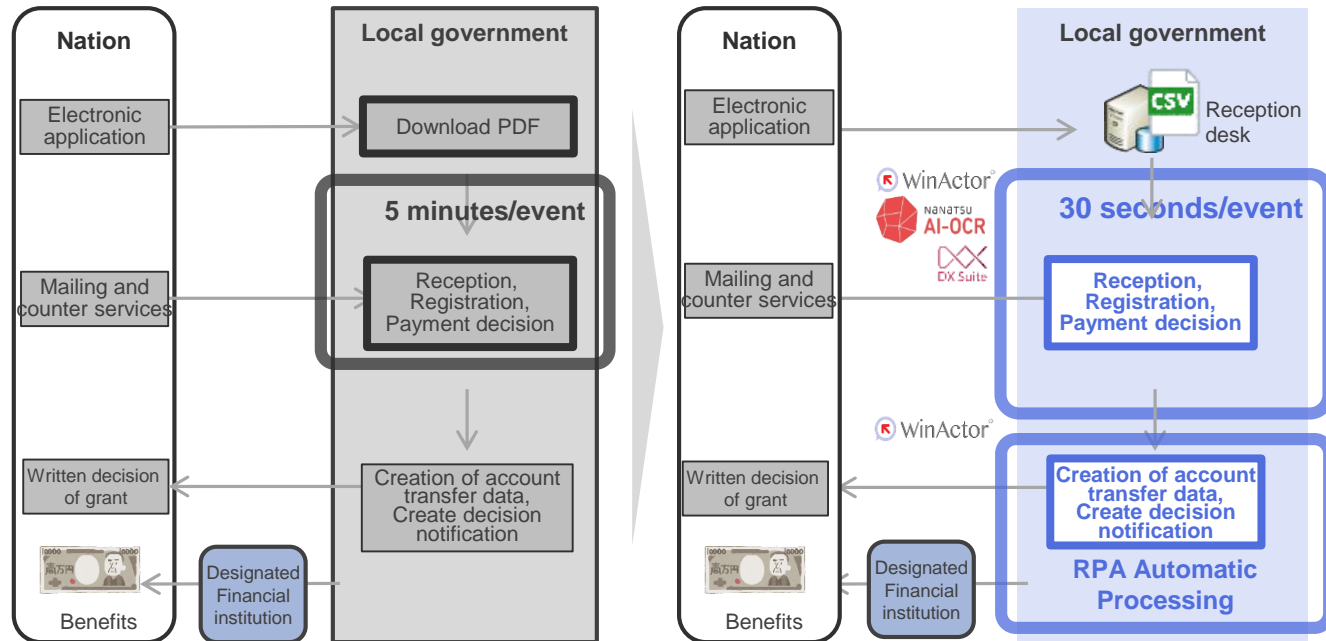
Support project for COVID-19 measures

NTT DATA Supporting "business automation"

In the wake of the COVID-19 incident, we have prepared a program to support those who want to automate their work and local governments that are having difficulty with their work due to procedures for special flat-sum benefits.

Before

After



Using digital power to solve social issues in coexisting with COVID-19 and contribute to the realization of a new society to Build Back Better

NTT DATA Group corporate philosophy

「Shape the future society with our clients」

Realizing a new society through digital technology

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





Appendices -Business topics-

New business alliance with TOYOTA Connected Corporation to collaborate on mobility service business



In April 2020, NTT DATA started a business alliance with TOYOTA Connected Corporation to further enhance the Mobility Service Platform ^(Note 1) (hereinafter “MSPF”) offered globally by Toyota Motor Corporation and expand connected car markets and countries.

The objectives of the business alliance are not only to combine TOYOTA Connected Corporation’s know-how in the business of connected car service and NTT DATA’s global IT resources and know-how in utilizing cutting-edge technologies but also to enable collaborative development and personnel exchanges in the mobility services business, including MSPF, and advance global development and operation.

In the future, both companies will work to further expand the platform business on a global scale with an eye to the Smart City Initiative ^(Note 2) by mutually utilizing the user base of TOYOTA Connected Corporation and the wide-ranging client base of NTT DATA, which includes industries such as distribution, retail, and finance and contribute to the creation of a mobility society.

(Note 1) Mobility Service Platform (MSPF)

A platform that has functions necessary to support collaborations with various mobility service providers like car-sharing service providers.

(Note 2) Smart City Initiative

An initiative to solve various issues of cities and regions and create new value by utilizing cutting-edge technologies.

Accelerating Cloud Transformation Services to support clients



NTT DATA Services, a subsidiary of NTT DATA Corporation, is supporting clients in accelerating cloud transformation. Clients across the NTT DATA organization are recognizing the value of reducing operating costs, boosting agility, building resilience. The recent shift to telework in the United States, driven by the global COVID-19 pandemic, is forcing organizations to dynamically adjust and turn to cloud-based solutions.

- NTT DATA Services introduced the “Cloud Accelerators” to help clients accelerate cloud-enabled digital transformation and quickly respond to IT challenges associated with COVID-19. NTT DATA Services is reducing recurring operational costs and quickly building secure and resilient cloud solutions.
- NTT DATA Services announced an agreement with the Retirement Systems of Alabama to manage and operate its data center as well as expand its capabilities by integrating operational efficiencies through automation. NTT DATA Services will leverage the company’s global partnerships to provide cloud transformation support with Microsoft Azure, Google Cloud and AWS as well as local private cloud options.

NTT DATA Services will continue to support clients accelerate cloud transformation through deep industry expertise based on our proven performance and cutting-edge technologies.

Globally enhancing solutions to fight against COVID-19



everis Group, a subsidiary of NTT DATA Corporation, has developed and implemented solutions to help prevent the expansion of COVID-19.

- In April 2020, everis developed ehCOS Remote Health, a remote cloud-based medical solution for healthcare organizations and rolled out the solution in Europe and South America. The solution enables COVID-19 related diagnoses and recommendations to be provided through the collection of symptoms and other clinical information entered by the patient. In the case of patients with mild or moderate levels of severity, the solution allows remote care processes to be made available, helping healthcare organizations to deploy telemedicine strategies to reduce the collapse of face-to-face care channels. Moreover, the system allows authorities to collect a large amount of data to analyze the clinical evolution of patients and make better organizational decisions.
- In April 2020, everis has adapted two new biometric identity solutions. First, the company has integrated contactless body temperature control technologies into its biometric identification devices. These technologies can be used in a wide range of situations, including airport registration kiosks or Automatic Border Control gates to speed up passenger evaluation. Another solution has to do with new health certificates using digital codes (such as QR codes) that also include biometric identity data. This combination would allow to issue secure health certificates that guarantee the integrity and confidentiality of the data, as well as the identity of the person who carries the certificate.

Going further, we will further drive initiatives to solve various issues caused by the expansion of COVID-19.

Setting up three new global centers of excellence for advanced digital technologies



NTT DATA is working on measures to expand the number of CoEs ^(Note 1) under one of the strategies set forth in the medium-term management plan “Expansion of global digital offerings.” In June 2020, the Company established new CoEs in three advanced technology areas (IoT, Intelligent Automation, and Software Engineering Automation).

IoT CoE: NTT DATA will strive to deploy advanced initiatives on a global basis to connect various equipment through networks, collect and analyze a large amount of data in real time, and use it in business.

Intelligent Automation CoE: NTT DATA will strive to contribute to clients’ digital transformation by utilizing technology for executing business processes that are automated through artificial intelligence, machine learning, data utilization, and others.

Software Engineering Automation CoE: NTT DATA will strive to develop next-generation production technologies that will significantly boost the productivity of the entire software development processes, such as a technology that will enable users to generate source code from design information in an instant and deploy it in a cloud environment, aiming to strengthen its market competitiveness.

With CoEs in seven fields of advanced digital technologies including four previously established CoEs (AI, Blockchain, Agile/DevOps, and Digital Design), NTT DATA will aim to increase its presence and contribute to achieving a cumulative new orders received of 100 billion yen by the end of FY2021.

(Note 1) CoE (Center of Excellence)

A base that conducts advanced R&D activities and plays a central role in creating and developing human resources and businesses.

4

Appendices -Explanatory details of financial results and forecasts-

Overview of Consolidated Result

(Billions of Yen,%)

	2020/3 1st Quarter Results (Apr-Jun)	2021/3 1st Quarter Results (Apr-Jun)	YoY (%)
New Orders Received	522.9	615.4	+17.7
Order Backlog	2,466.1	2,738.8	+11.1

FY Ended 2020/3 Results (Full-Year)	FY Ending 2021/3 Forecasts (Full-Year)
2,275.2	1,900.0
2,636.3	2,510.0

Net Sales	527.3	530.9	+0.7
(Main item) Overseas Net Sales ^(*)	221.4	217.5	-1.8
Cost of Sales	395.1	400.1	+1.3
Gross Profit	132.2	130.8	-1.0
SG&A Expenses	102.3	104.1	+1.7
Selling Expenses	36.4	40.2	+10.2
R&D Expenses	4.0	5.2	+28.1
Other Administrative Expenses	61.9	58.8	-5.0
Operating Income	29.8	26.7	-10.6
Operating Income Margin(%)	5.7	5.0	-0.6P
Financial Income and Costs/Share of Profit/Loss of Entities for Using Equity Method	1.0	0.5	-52.8
Income Before Income Taxes	30.8	27.1	-11.9
Income Taxes and Others ^(**)	9.8	8.0	-18.6
Net Income Attributable to Shareholders of NTT DATA	21.0	19.1	-8.7

2,266.8	2,170.0
906.7	820.0
1,694.6	1,610.0
572.2	560.0
441.3	440.0
153.5	155.0
21.8	22.0
266.0	263.0
130.9	120.0
5.8	5.5
-10.8	-6.0
120.2	114.0
45.0	43.0
75.1	71.0

Capital Expenditures	42.1	38.2	-9.2
Depreciation and Amortization/Loss on Disposal of Property and Equipment and Intangibles ^(***)	39.6	41.7	+5.4

193.8	180.0
163.8	175.0

(*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 (9.2 billion yen as the result of FYE 3/2020 1st Quarter, 10.5 billion yen as the result of FYE 3/2021 1st Quarter, 38.3 billion yen as the result of FYE 3/2020 and 35.0 billion yen as the forecast for FYE 3/2021 (estimate)).

Consolidated New Orders Received and Order Backlog

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

(Billions of Yen)

		2020/3 1st Quarter Results (Apr-Jun)	2021/3 1st Quarter Results (Apr-Jun)	FY Ended 2020/3 Results (Full-Year)	FY Ending 2021/3 Forecasts (Full-Year)
Public & Social Infrastructure		106.4	173.1	477.0	399.0
(Main item)	Central Government and Related Agencies, Local Government, and Healthcare	54.7	135.4	281.3	218.0
	Telecom and Utility	26.4	14.8	113.7	100.0
Financial ^(*1)		91.5	170.7	430.7	416.0
(Main item)	Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	68.9	146.0	295.8	320.0
	Cooperative Financial Institutions	16.1	15.8	113.6	78.0
Enterprise & Solutions ^(*2)		80.6	85.9	342.8	310.0
(Main item)	Retail, Logistics, Payment and Other Service	18.6	21.7	78.6	67.5
	Manufacturing	51.0	49.3	215.6	198.0
	Data Center, Network, and Other Solutions	9.2	12.7	40.0	36.5
North America		113.2	77.1	471.6	321.0
EMEA & LATAM		121.1	101.3	513.7	424.0

Detail of Consolidated Order Backlog

(Billions of Yen)

Order Backlog	2,466.1	2,738.8	2,636.3	2,510.0
Public & Social Infrastructure	440.8	562.3	480.8	452.0
Financial	811.3	877.4	812.6	777.0
Enterprise & Solutions	138.8	150.9	140.0	135.0
North America	771.4	796.1	850.3	787.0
EMEA & LATAM	287.8	333.8	334.5	344.0

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

Consolidated Net Sales

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

(Billions of Yen)

		2020/3 1st Quarter Results (Apr-Jun)	2021/3 1st Quarter Results (Apr-Jun)	FY Ended 2020/3 Results (Full-Year)	FY Ending 2021/3 Forecasts (Full-Year)
Public & Social Infrastructure		82.4	91.0	413.7	430.0
(Main item)	Central Government and Related Agencies, Local Government, and Healthcare	44.2	51.4	231.8	247.0
	Telecom and Utility	20.3	21.1	99.0	95.0
Financial ^(*1)		123.0	120.0	505.5	500.0
(Main item)	Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	91.5	93.0	379.1	377.0
	Cooperative Financial Institutions	24.6	23.9	100.9	102.0
Enterprise & Solutions ^(*2)		97.8	99.4	428.0	413.0
(Main item)	Retail, Logistics, Payment and Other Service	31.9	36.1	146.0	140.0
	Manufacturing	48.0	48.2	214.0	208.0
	Data Center, Network, and Other Solutions	13.8	12.9	57.5	57.0
North America		101.9	103.7	419.3	363.0
EMEA & LATAM		110.0	104.8	449.7	414.0

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

(Billions of Yen)

Consulting	60.7	61.9	272.3	260.0
Integrated IT Solution	146.1	147.4	613.0	610.0
System & Software Development	131.3	119.2	587.9	550.0
Maintenance & Support	168.2	180.2	706.6	670.0
Others	21.0	22.2	87.0	80.0
Net Sales by Products and Services Total	527.3	530.9	2,266.8	2,170.0

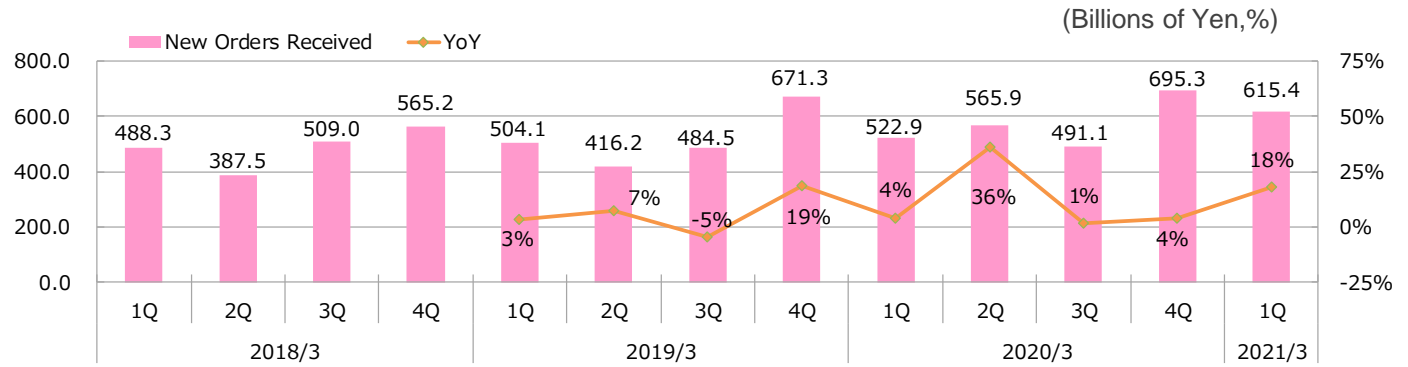
(*1) The figures for Financial are the results based on the change of category in which Financial Network Services is recorded, made in the 2nd quarter of the fiscal year ended March 31, 2020.

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

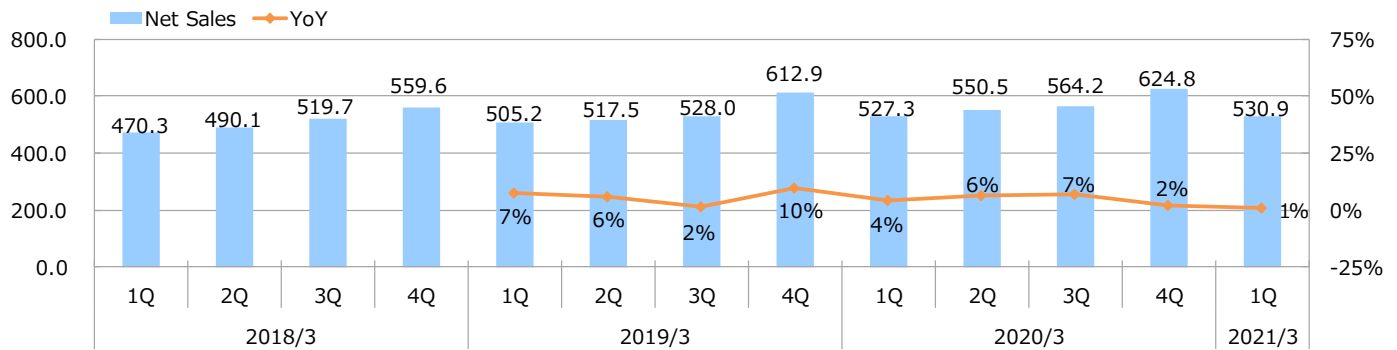
(*3) The figures for Net Sales by Products and Services (to Clients Outside the NTT DATA Group) show results based on the revision of the categories and the details recorded, made up to the 3rd quarter of the fiscal year ended March 31, 2020. Recorded categories and details were reviewed again and reflected for the figures from the 1st quarter of the fiscal year ending March 31, 2021 only.

Trends in Quarter (Consolidated)

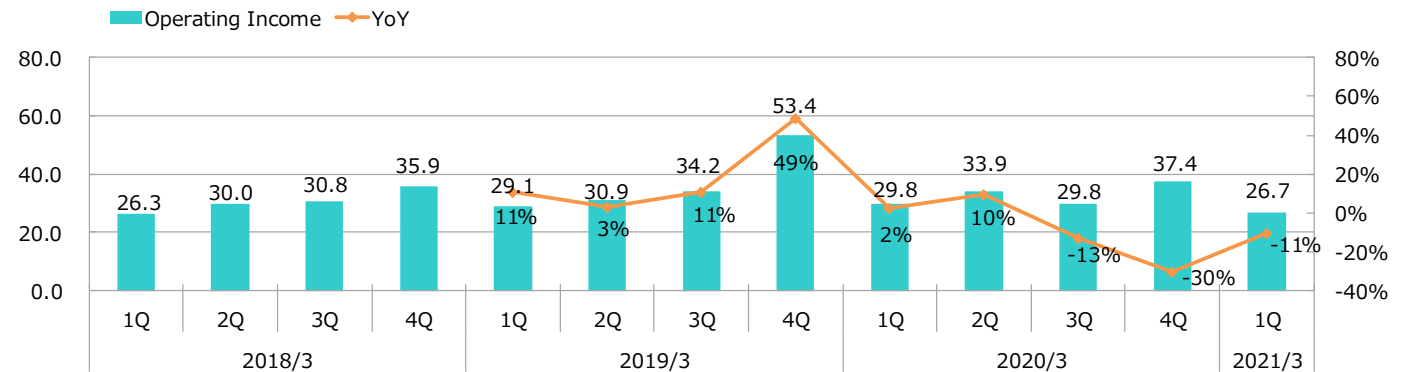
■ New Orders Received



■ Net Sales



■ Operating Income



Foreign exchange rates

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

(Yen,%)

	2020/3 1st Quarter Results (Apr-Jun) ①	2021/3 1st Quarter Results (Apr-Jun) ②	YoY (%) (②-①)/①
USD	109.76	107.53	-2.0%
EUR	123.48	118.59	-4.0%

	FY Ended 2020/3 Results (Full-Year) ③	FY Ending 2021/3 Forecasts (Full-Year) ④	YoY (%) (④-③)/③
USD	108.60	107.00	-1.5%
EUR	120.81	116.00	-4.0%

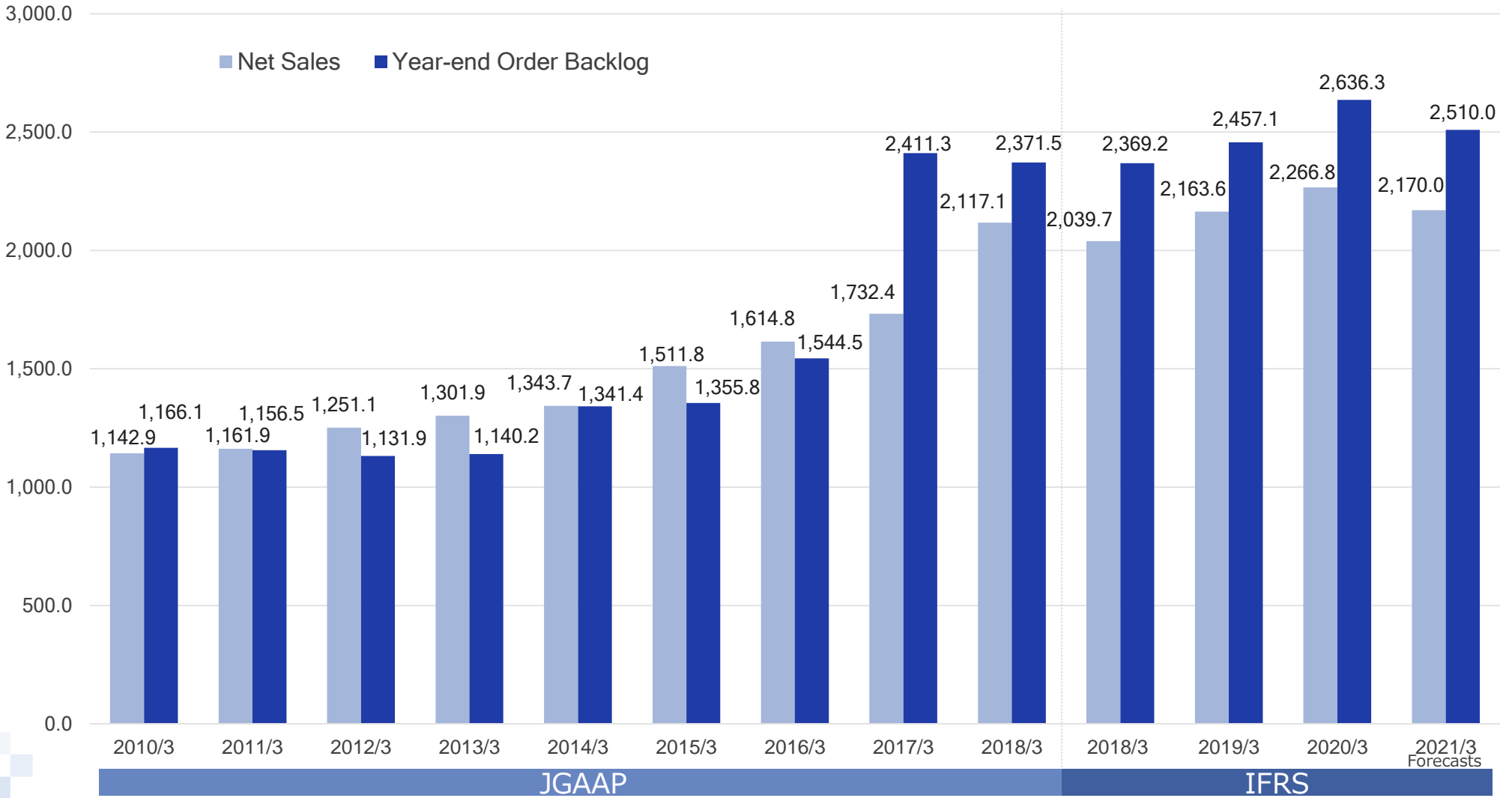
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Appendices

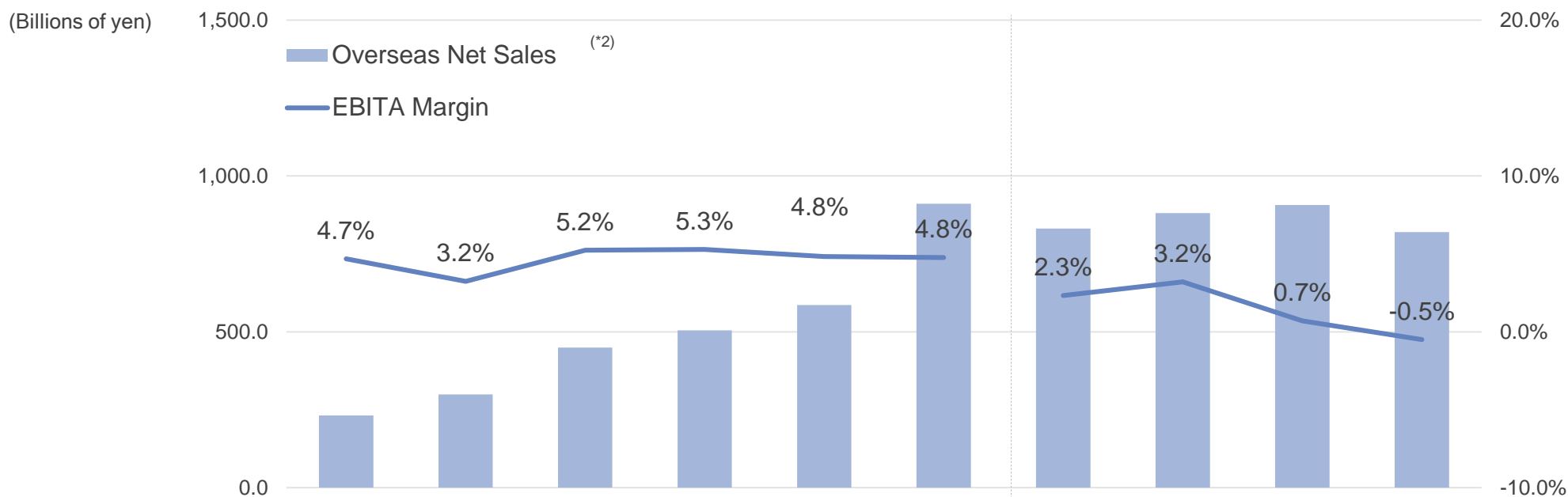
- Mid- to long-term financial trends -

Trend of Order Backlog and Net Sales

(Billions of yen)



Overseas Net Sales and Profitability Trends ^(*)



	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 Forecasts
Overseas ^(*) net sales	231.3	298.7	449.0	504.4	586.3	911.1	831.3	881.1	906.7	820.0
EBITA ^(**)	10.8	9.6	23.5	26.6	28.2	43.4	19.4	28.3	6.4	-4.0

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

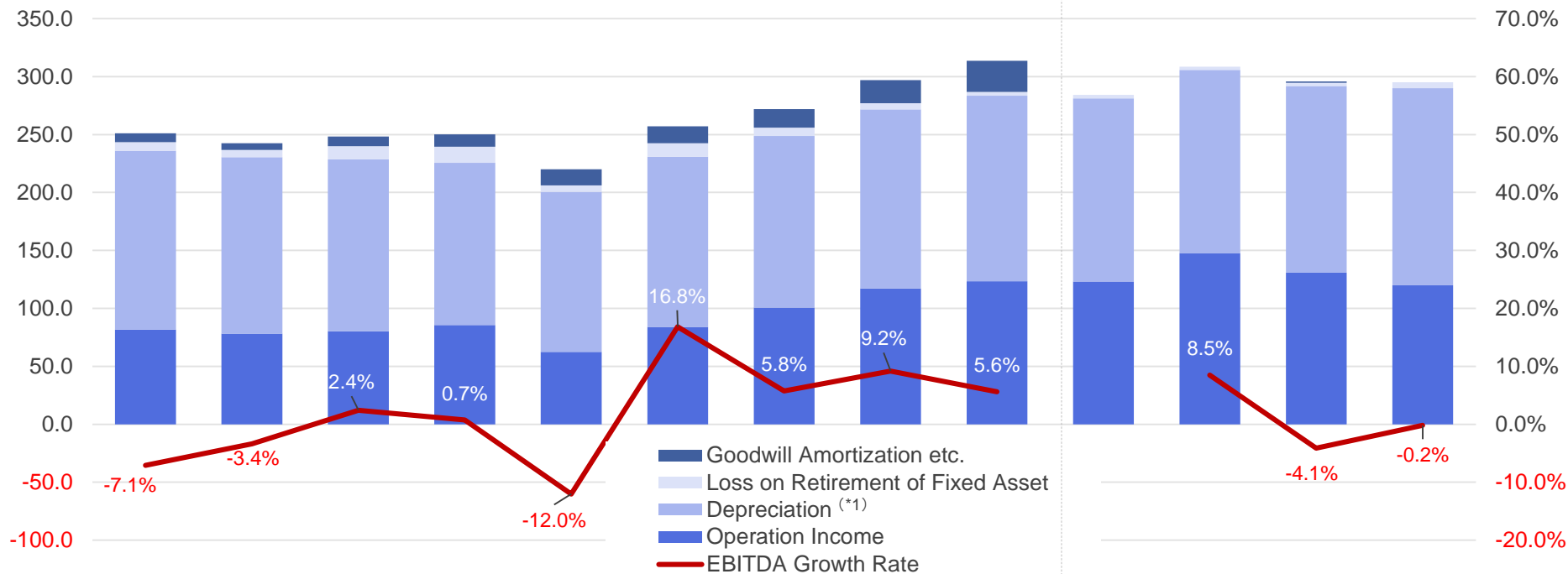
(*2) Net sales to Clients Outside the NTT DATA Group.

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

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

EBITDA Trend

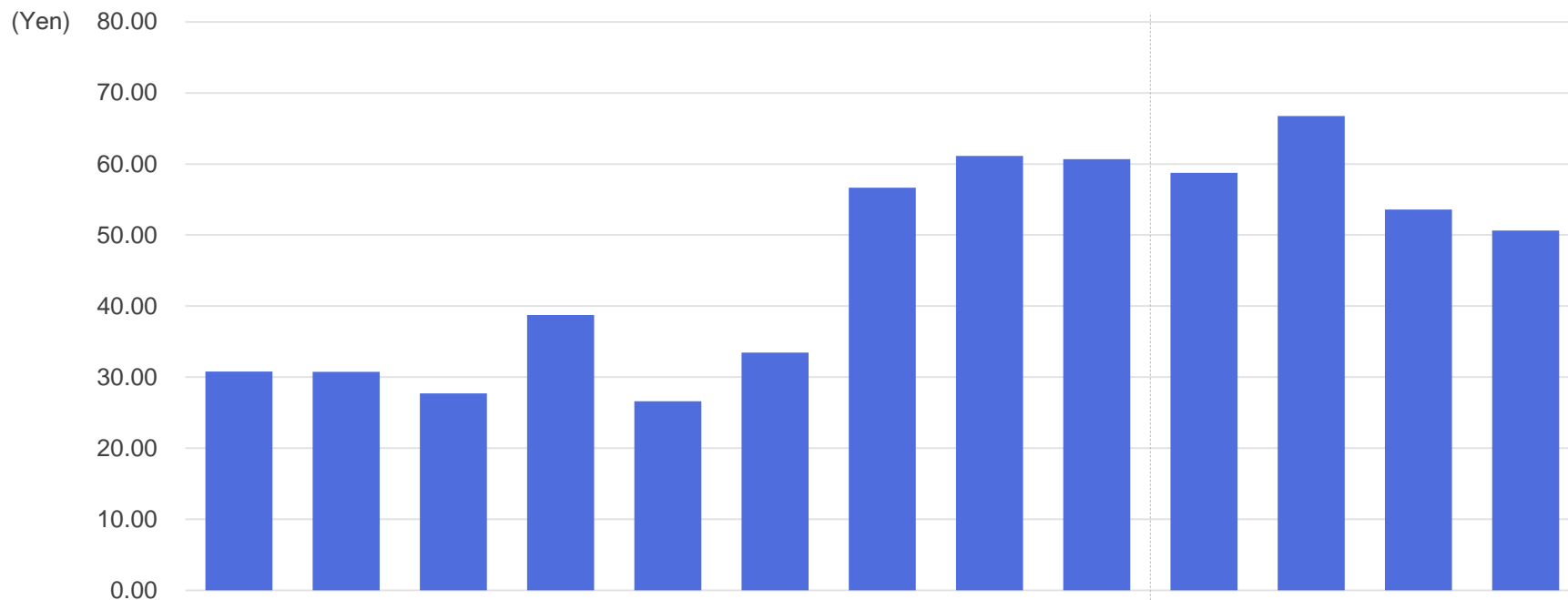
(Billions of yen)



	JGAAP									IFRS			
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3 Forecasts
Operation Income	81.6	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	130.9	120.0
Depreciation(*1)	154.5	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	160.9	170.0
Loss on Retirement of Fixed Asset	7.4	6.3	11.3	13.8	5.6	11.6	7.2	5.4	3.2	3.1	2.7	2.9	5.0
Goodwill Amortization etc.	7.5	5.7	8.3	10.7	14.0	14.7	16.0	20.0	26.9	-	-	1.0	-
EBITDA	251.1	242.6	248.5	250.3	220.2	257.3	272.1	297.1	313.7	284.2	308.4	295.7	295.0

(*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 and 35.0 billion yen as the forecast for FYE 3/2021 (estimate)).

EPS Trend



JGAAP

IFRS

2010/3 2011/3 2012/3 2013/3 2014/3 2015/3 2016/3 2017/3 2018/3 2018/3 2019/3 2020/3 2021/3 Forecasts

Net Income Attributable to Shareholders of NTT DATA (*1,2)
(Billions of yen)

43.1 43.0 38.8 54.3 37.2 46.9 79.4 85.7 85.1 82.4 93.6 75.1 71.0

EPS (yen)(*3)

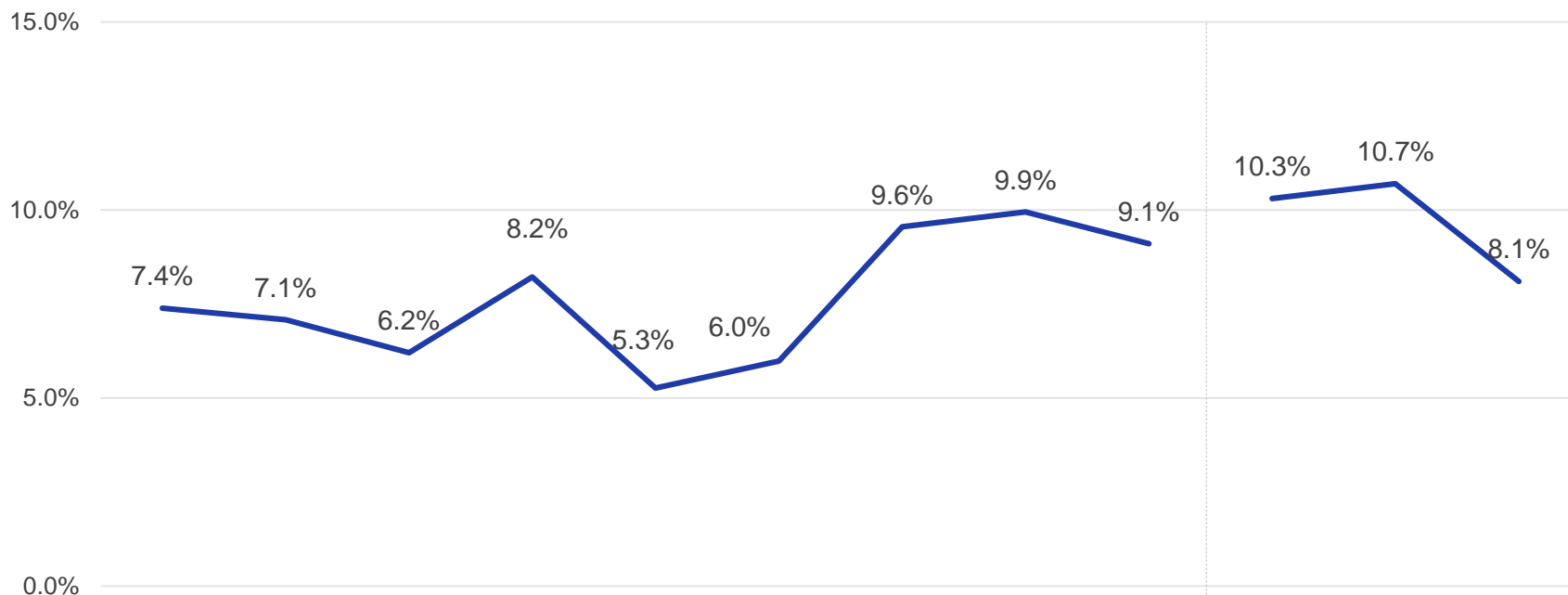
30.78 30.73 27.69 38.73 26.59 33.45 56.64 61.15 60.68 58.75 66.75 53.58 50.62

(*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



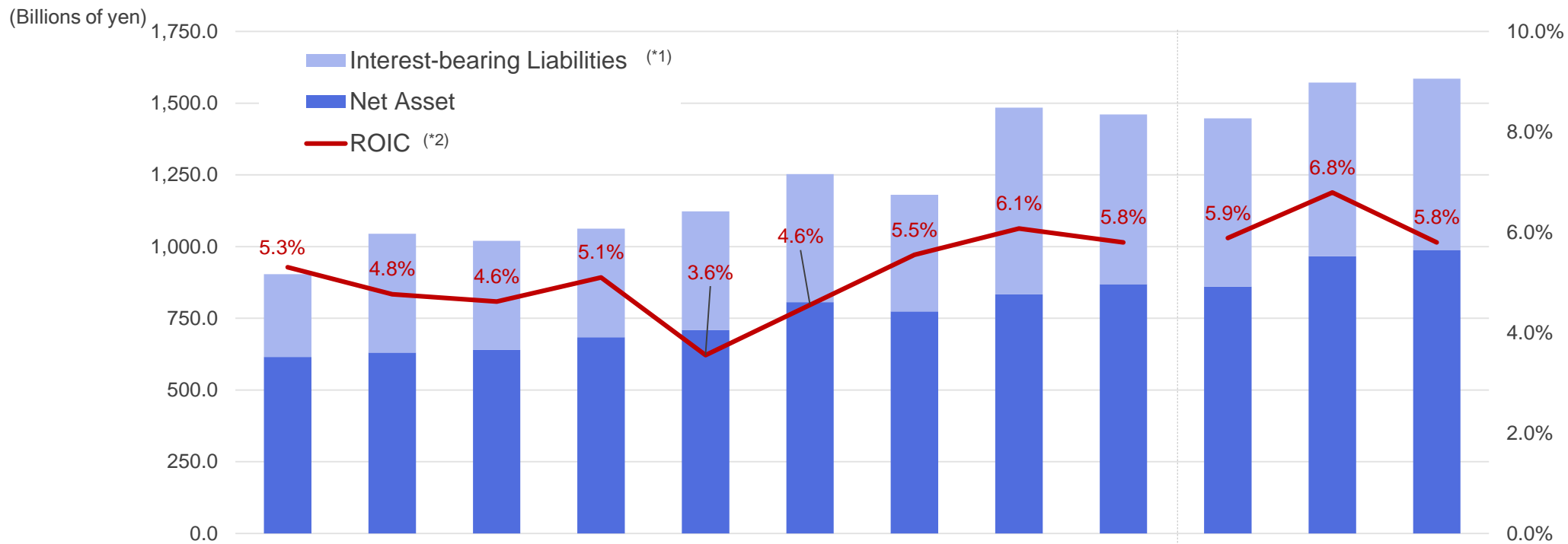
	JGAAP									IFRS		
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3
Net Income Attributable to Shareholders of NTT DATA ^(*2,3)	43.1	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	75.1
Equity EOY ^(*3)	597.1	620.0	632.5	688.9	728.4	839.8	823.3	904.6	963.3	826.2	925.7	939.7

(*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

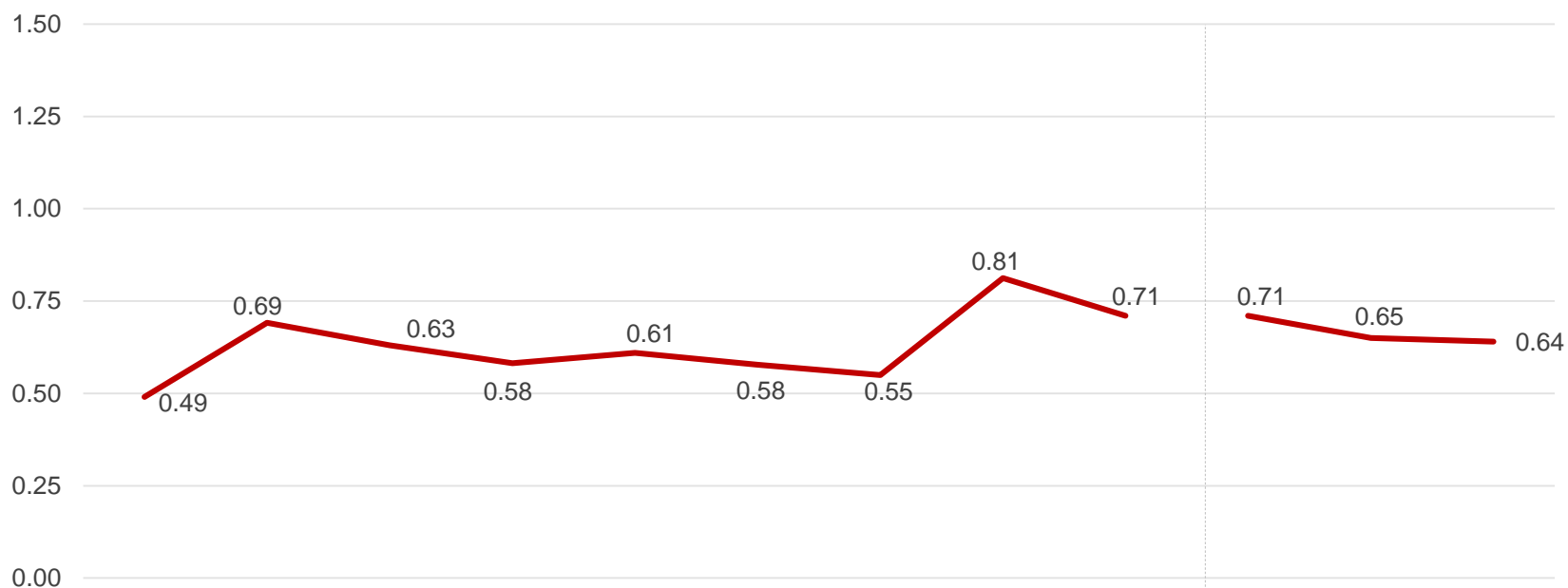


	JGAAP								IFRS			
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3
Operating Income	81.6	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	130.9
Effective Tax Rate	40.69%	40.69%	40.69%	38.01%	38.01%	35.64%	33.06%	30.86%	30.86%	30.86%	30.62%	30.62%
Net Asset	615.1	630.3	639.7	684.2	709.8	806.2	773.6	833.7	868.8	860.5	966.8	987.4
Interest-bearing(*1) Liabilities	289.1	414.4	380.2	378.3	412.9	446.9	407.0	650.8	592.0	586.3	605.0	598.0

(*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

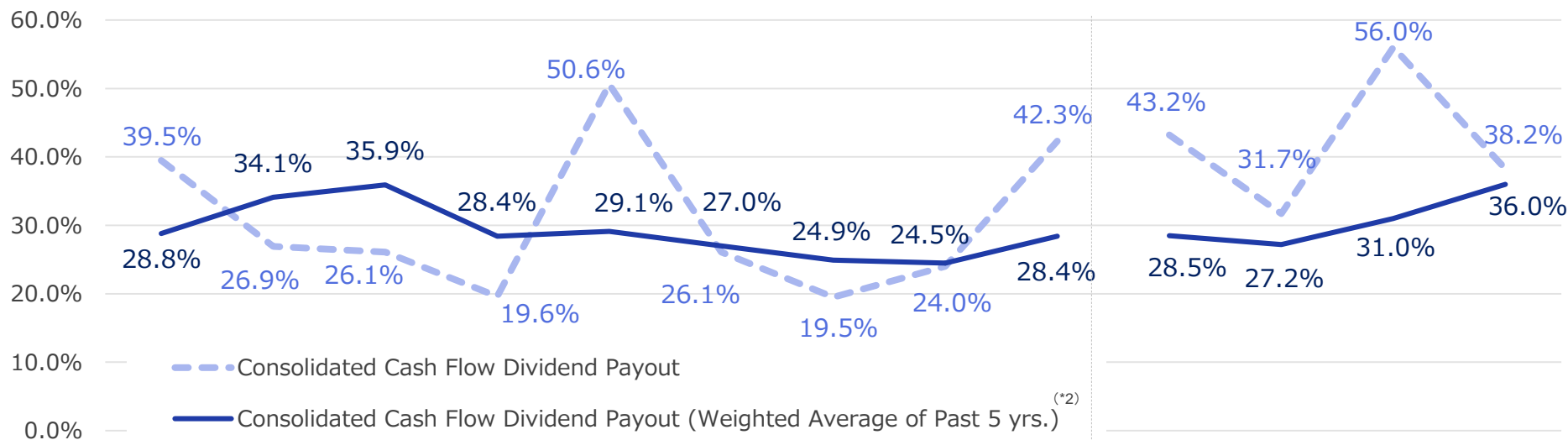


	JGAAP									IFRS		
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3
Net Asset	615.1	630.3	639.7	684.2	709.8	806.2	773.6	833.7	868.8	860.5	966.8	987.4
(Main Item)Net Asset Non-controlling Interests	30.6	28.7	34.0	32.8	32.9	32.7	32.7	31.5	35.0	34.3	41.1	47.7
Interest-bearing ^(*) Liabilities ^(*)	289.1	414.4	380.2	378.3	412.9	446.9	407.0	650.8	592.0	586.3	605.0	598.0

(*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)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3 Forecasts
Net Income Attributable to Shareholders of NTT DATA ^(*)3,4)	43.1	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	75.1	71.0
Depreciation ^(*)5)	154.5	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	160.9	170.0
Loss on Retirement of Fixed Asset	7.4	6.3	11.3	13.8	5.6	11.6	7.2	5.4	3.2	3.1	2.7	2.9	5.0
Capital Investment	-162.5	-139.0	-133.9	-122.1	-147.7	-140.9	-134.0	-158.1	-198.6	-194.8	-179.2	-193.8	-180.0
Consolidated Cash Flow	42.5	62.5	64.5	86.0	33.2	64.5	100.6	87.6	49.6	48.7	75.1	45.1	66.0
Dividends per Share(JPY) ^(*)6)	12	12	12	12	12	12	14	15	15	15	17	18	18
Total Dividends	16.8	16.8	16.8	16.8	16.8	16.8	19.6	21.0	21.0	21.0	23.8	25.2	25.2

(*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 and 35.0 billion yen as the forecast for FYE 3/2021 (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.



NTT DATA

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