



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

February 4, 2021  
NTT DATA Corporation

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

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I am Fujiwara, Senior Executive Vice President and Representative Director of NTT DATA. Thank you for joining us today despite your busy schedules. I also appreciate your understanding for our making this presentation online again because of the ongoing COVID-19 pandemic.

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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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Today, I would like to talk about the financial results for the third quarter of the fiscal year ending March 31, 2021, impacts of COVID-19, and main topics in Japan and global businesses.

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

(Explanation omitted)

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

**Despite the negative impacts by the spread of COVID-19 on our entire business, all segments progressed steadily, and we expect to achieve our full year forecast.**

- New orders received increased by system renewals in domestic business, but remained at the same level as the previous fiscal year which won the large projects.
- Net sales increased mainly due to expansion of domestic business.
- Operating income increased due to reduced unprofitable projects and growth in net sales.

	2020/3 3rd Quarter Results (Apr-Dec)	2021/3 3rd Quarter Results (Apr-Dec)	YoY (Amount)	YoY (Rate)	
New Orders Received	1,579.9	1,577.4	-2.5	-0.2%	➔
Net Sales	1,642.0	1,658.4	+16.4	+1.0%	➔
Operating Income (Operating income margin)	93.5 (5.7%)	106.9 (6.4%)	+13.4 (+0.7P)	+14.3%	➔
Net Income Attributable to Shareholders of NTT DATA	57.9	69.2	+11.4	+19.6%	➔

(Billions of Yen, %)

First, I would like to go through the overview of the financial results for the third quarter of the fiscal year ending March 31, 2021.

Although our business was negatively affected by COVID-19, with the steady progress of each segment, we expect to achieve the full-year forecast of the entire company.

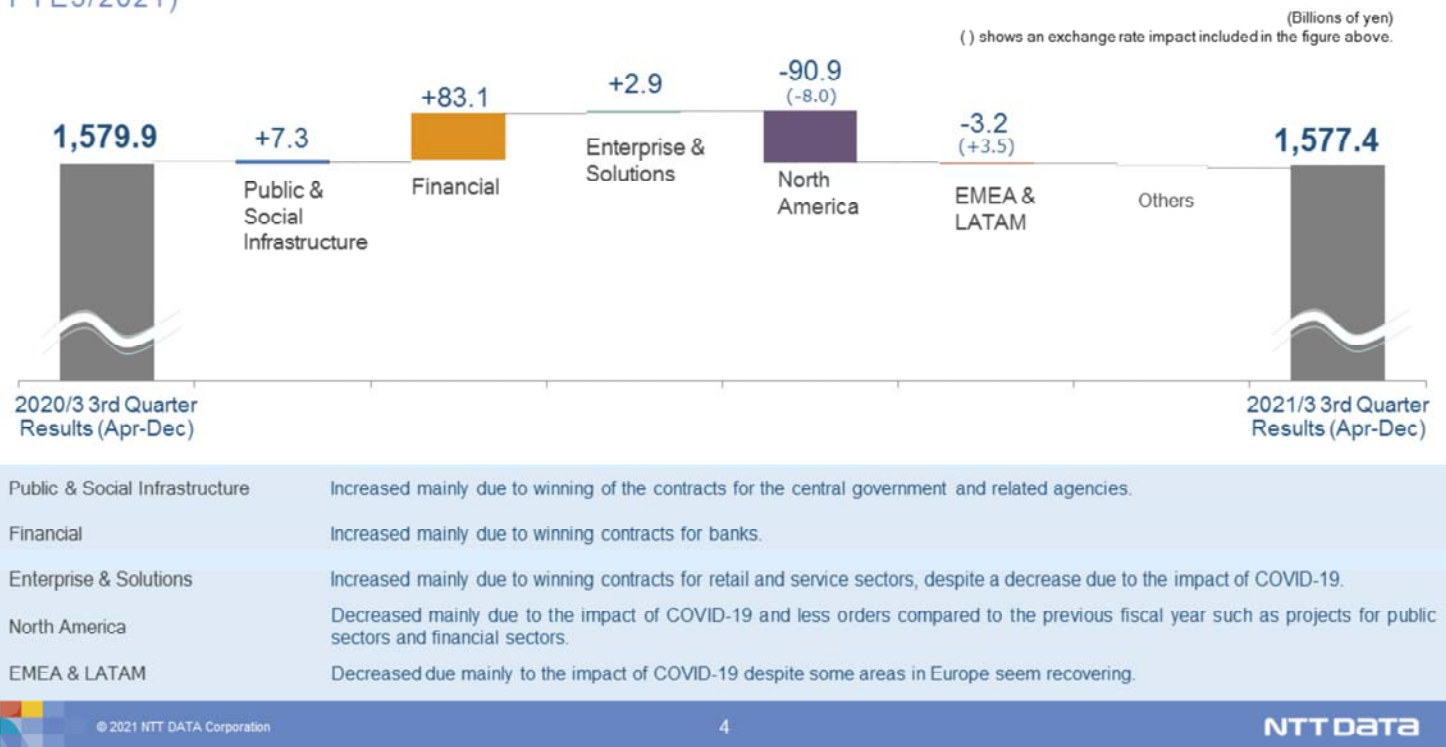
New orders received remained on par with the previous fiscal year because of less orders for large-scale projects than in the previous fiscal year, despite an increase due to winning contracts for renewal projects mainly in Japan.

Net sales increased because of the expansion in the scale of services mainly in Japan.

Operating income increased because of sales growth and the reduced number of unprofitable projects in the previous fiscal year.

I will now move to the changes in each item in each segment.

## New Orders Received: YoY Changes by Business Segment (3Q FYE3/2020 and 3Q FYE3/2021)



Let us look at the new orders received.

The Public & Social Infrastructure Segment had seen decreases until the first half mainly because of less orders for large-scale projects than in the previous fiscal year. However, it recorded an increase in the third quarter mainly because of more contracts for projects for the central government and related agencies.

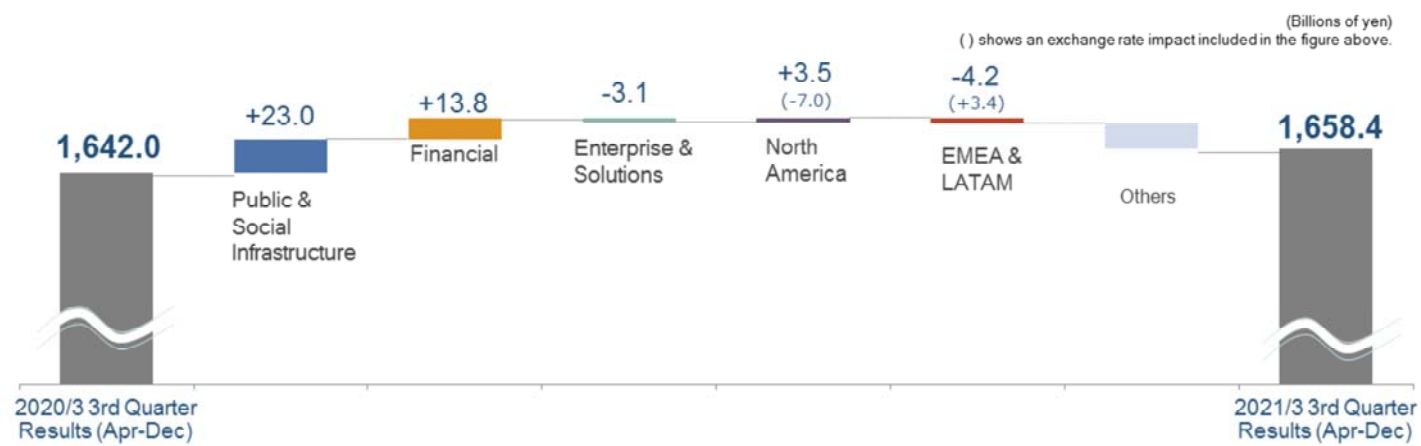
The Financial Segment saw an increase mainly owing to winning more contracts for projects for banks, which was similar to that in the first half.

The Enterprise & Solutions Segment saw an increase mainly owing to winning contracts for projects for retail and service sectors, which was similar to that in the first half. However, this segment had relatively large negative effect by the COVID-19 pandemic.

For overseas businesses, there was still negative impact of COVID-19. As seen in the first half, the North America Segment saw a decrease mainly owing to the impact of COVID-19, and less orders for large-scale projects for the public and financial sectors than in the previous fiscal year.

The EMEA & LATAM Segment saw a decrease mainly owing to the impact of COVID-19, despite the trend toward recovery shown in some parts of the regions.

## Net Sales: YoY Changes by Business Segment (3Q FYE3/2020 and 3Q FYE3/2021)



Public & Social Infrastructure	Increased mainly due to the expansion in the scale of services for the central government and related agencies.
Financial	Increased mainly due to the expansion in the scale of services for financial institutions.
Enterprise & Solutions	Decreased mainly due to the impact of COVID-19, especially in manufacturing sector, despite the expansion in the scale of retail and service sectors.
North America	Increased mainly due to the expansion of scale from M&A and others despite the impact of COVID-19 and negative impact from yen appreciation in foreign exchange.
EMEA & LATAM	Decreased mainly due to the impact of COVID-19 despite steady sales secured mainly in Italy.

Next, we will look at net sales.

The Public & Social Infrastructure Segment saw an increase mainly owing to the expansion in the scale of services for the central government and related agencies, which was similar to that in the first half.

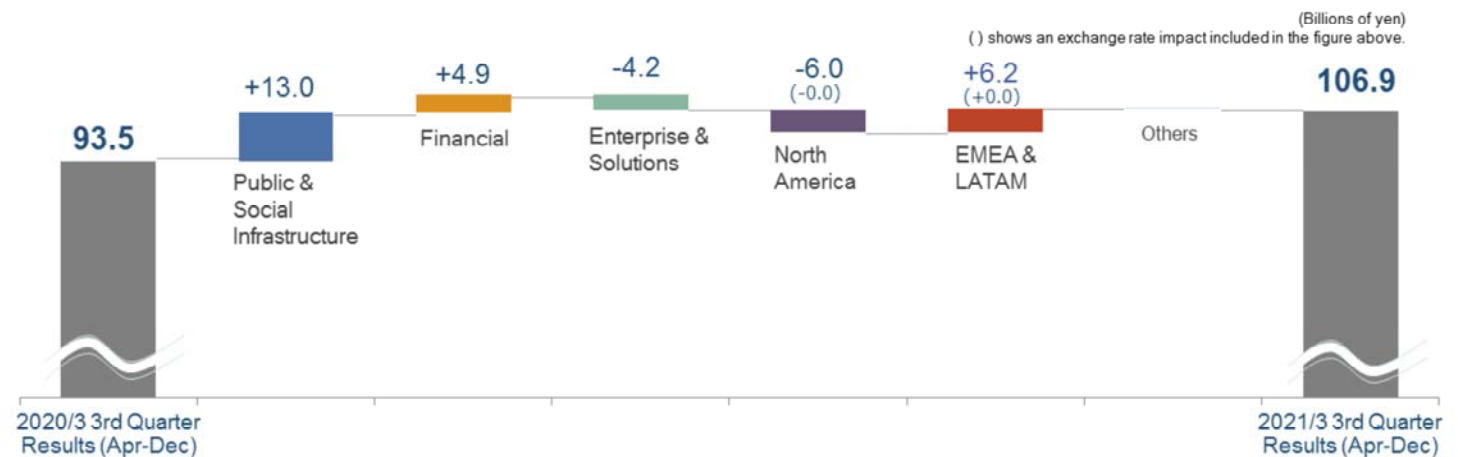
The Financial Segment recorded an increase mainly owing to the expansion in the scale of services for financial institutions, which was similar to that in the first half.

The Enterprise & Solutions Segment saw a decrease mainly owing to a decrease or suspension of projects, especially in the manufacturing industry, due to the impact of COVID-19, despite the expansion in the scale of services for retail and service industries and other factors.

The North America Segment recorded an increase mainly owing to the expansion in the scale thanks to M&A, despite a decrease mainly due to the impact of COVID-19 and negative impact from yen appreciation in foreign exchange.

The EMEA & LATAM Segment saw a decrease mainly owing to decreases or suspension of projects due to the impact of COVID-19 despite steady sales secured mainly in Italy which was similar to that in the first half.

## Operating Income: YoY Changes by Business Segment (3Q FYE3/2020 and 3Q FYE3/2021)



Public & Social Infrastructure	Increased mainly due to sales growth and reduced unprofitable projects.
Financial	Increased mainly due to reduced unprofitable projects.
Enterprise & Solutions	Decreased mainly due to the increased SG&A ratio from the impact of COVID-19.
North America	Despite of sales growth, decreased due mainly to the impact of COVID-19 and increased costs associated with the implementation of structural transformation for the future.
EMEA & LATAM	Increased mainly due to the effects of structural transformation and reduction of structural transformation expenses, despite of the less profit due to the impact of COVID-19.

Last, we will look at the operating income.

The Public & Social Infrastructure Segment saw an increase mainly owing to sales growth and the reduced number of unprofitable projects in the previous fiscal year, which was similar to that in the first half.

The Financial Segment recorded an increase mainly owing to the reduction of unprofitable projects in the previous fiscal year.

The Enterprise & Solutions Segment saw a decrease mainly owing to the increased SG&A ratio from the impact of COVID-19, which was similar to that in the first half.

Despite sales growth, the North America Segment posted a decrease mainly owing to the impact of COVID-19 and increased costs associated with the implementation of structural transformation for the future.

The EMEA & LATAM Segment saw an increase mainly owing to the effects of structural transformation implemented in the previous fiscal year and reduced costs of the structural transformation, despite a decrease from the impact of COVID-19.


The following slides show the details that I have just explained by each segment, so I would like to finish my explanation on the financial results of the third quarter of the fiscal year ending March 31, 2021, herein.

I would like to share an update on the impact of COVID-19 on our business with you. Please turn to page 13.



## Public & Social Infrastructure (3Q FYE3/2020 and 3Q FYE3/2021)

(Billions of Yen, ¥)

	2020/3 3rd Quarter Results (Apr-Dec)	2021/3 3rd Quarter Results (Apr-Dec)	YoY (Amount)	YoY (Rate)	
New Orders Received	343.0	350.3	+7.3	+2.1%	
Net Sales	333.5	356.5	+23.0	+6.9%	
Operating Income (Operating income margin)	25.4 (7.6%)	38.4 (10.8%)	+13.0 (+3.2P)	+51.1%	

New orders received      Increased mainly due to winning of the contracts for the central government and related agencies.

Net sales      Increased mainly due to the expansion in the scale of services for the central government and related agencies.

Operating income      Increased mainly due to sales growth and reduced unprofitable projects.

(Explanation omitted)



## Financial (3Q FYE3/2020 and 3Q FYE3/2021)

(Billions of Yen,%)

	2020/3 3rd Quarter Results (Apr-Dec)	2021/3 3rd Quarter Results (Apr-Dec)	YoY (Amount)	YoY (Rate)	
New Orders Received	274.7	357.9	+83.1	+30.3%	
Net Sales	422.1	435.9	+13.8	+3.3%	
Operating Income (Operating income margin)	34.1 (8.1%)	39.0 (8.9%)	+4.9 (+0.9P)	+14.3%	

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




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

Operating income      Increased mainly due to reduced unprofitable projects.

(Explanation omitted)

## Enterprise & Solutions (3Q FYE3/2020 and 3Q FYE3/2021)

(Billions of Yen,%)

	2020/3 3rd Quarter Results (Apr-Dec)	2021/3 3rd Quarter Results (Apr-Dec)	YoY (Amount)	YoY (Rate)	
New Orders Received	246.5	249.4	+2.9	+1.2%	
Net Sales	430.1	427.0	-3.1	-0.7%	
Operating Income (Operating income margin)	42.7 (9.9%)	38.5 (9.0%)	-4.2 (-0.9P)	-9.9%	

New orders received	Increased mainly due to winning contracts for retail and service sectors, despite a decrease due to the impact of COVID-19.
Net sales	Decreased mainly due to the impact of COVID-19, especially in manufacturing sector, despite the expansion in the scale of retail and service sectors.
Operating income	Decreased due mainly to the increased SG&A ratio from the impact of COVID-19.

(Explanation omitted)

## North America (3Q FYE3/2020 and 3Q FYE3/2021)

(Billions of Yen,%)

	2020/3 3rd Quarter Results (Apr-Dec)	2021/3 3rd Quarter Results (Apr-Dec)	YoY (Amount)	YoY (Rate)	
New Orders Received	353.8	262.9	-90.9	-25.7%	↘
Net Sales	314.0	317.5	+3.5	+1.1%	↗
EBITA <sup>(*1)</sup> (EBITA margin)	8.9 (2.8%)	3.2 (1.0%)	-5.6 (-1.8P)	-63.7%	↘
Operating Income (Operating income margin)	0.5 (0.2%)	-5.5 (-1.7%)	-6.0 (-1.9P)	-	↘

(\*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 the impact of COVID-19 and less orders compared to the previous fiscal year such as for projects for public and financial sectors.
Net sales	Increased mainly due to the expansion of scale from M&A and others despite the impact of the COVID-19 and negative impact from yen appreciation in foreign exchange.
EBITA	Decreased mainly due to the impact of COVID-19 and increased costs associated with the implementation of structural transformation for the future despite of the sales growth.
Operating income	Decreased mainly due to the impact of COVID-19 and increased costs associated with the implementation of structural transformation for the future despite of the sales growth.

(Explanation omitted)

## EMEA & LATAM (3Q FYE3/2020 and 3Q FYE3/2021)

(Billions of Yen,%)

	2020/3 3rd Quarter Results (Apr-Dec)	2021/3 3rd Quarter Results (Apr-Dec)	YoY (Amount)	YoY (Rate)	
New Orders Received	334.6	331.4	-3.2	-1.0%	➔
Net Sales	334.7	330.4	-4.2	-1.3%	➔
EBITA <sup>(*)</sup> (EBITA margin)	0.6 (0.2%)	6.2 (1.9%)	+5.6 (+1.7P)	+904.4%	➔
Operating Income (Operating income margin)	-3.4 (-1.0%)	2.8 (0.9%)	+6.2 (+1.9P)	—	➔

(\*) 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 the impact of COVID-19 despite some areas in Europe seem recovering.
Net sales	Decreased mainly due to the impact of the COVID-19 despite steady sales secured mainly in Italy.
EBITA	Increased mainly due to the effects of structural transformation and reduction of structural transformation expenses, despite of the less profit due to the impact of COVID-19.
Operating income	Increased mainly due to the effects of structural transformation and reduction of structural transformation expenses, despite of the less profit due to the impact of COVID-19.

(Explanation omitted)

2

## Impact of COVID-19 on NTT DATA Business

(Explanation omitted)

## Impact of Covid-19 on NTT DATA Business

By and large, the impact was less than our original expectation in August 2020 when we had released the earnings forecast, thus each Business Segment is making steady progress.

Still, we will continue to carefully monitor the impact on regional economies and corporate activities due to the ongoing Covid-19 impact.

	Assumptions at the time of announcement of earnings forecasts (2020/8/7)	Third Quarter Status against Forecast
Japan	<b>Public &amp; Social Infrastructure Segment</b> Despite the small impact on critical social infrastructure, mainly of the central government and ministries, the negative impact would be expected in regions in enterprise businesses and telecom sector due to restraint on IT investment.	Although enterprise businesses in local areas are still affected, businesses for the central government and ministries remained strong.
	<b>Financial Segment</b> Despite the positive impact of the digitalization in banking, insurance and securities sector, the downturn in the local economy would gradually have a negative impact such as the extension of development projects in the banking sector.	The Financial Segment performed stronger than expected, helped by expansion of projects for financial institutions, in spite of some impacts due to project delays or cancellations mainly in the banking sector.
	<b>Enterprise &amp; Solutions Segment</b> Despite the expected expansion of the demand in the payment sector, the negative impact would be significant, caused by decreasing demand due to self-restraint in the retail and service industry and the manufacturing industry, and restraint on IT investment.	The impact of Covid-19 still remains particularly in the manufacturing sector. Despite the negative effects on inbound payments in the payment sector, e-commerce business is growing. Results show stronger performance than expected thanks to growth in digital projects in the retail and service sectors.
NA / EMEAL	<b>North America Segment</b> Despite the steady progress in the public sector, the negative impact would be significant, caused by temporary decreasing orders for large-scale ITO and BPO projects due to restraint on IT investment in the manufacturing industry and medical institutions.	Impact is still observed as manufacturers and medical institutions continue to curb their IT investments in light of resurgence of Covid-19, however the segment was less impacted than expected as middle-scale projects are coming back and a vibrant demand of digital-related projects.
	<b>EMEA &amp; LATAM Segment</b> Despite the steady progress in public and utility sectors especially in Spain, negative effects would be significant in the automotive sector in Germany and hospitality and retail sectors in Spain. In addition, there will be a negative impact of foreign exchange due to currency depreciation in Latin America.	Re-imposed lockdowns and mobility restrictions due to the resurgence of Covid-19 continuously affect financial institutions in Spain and automotive industry in Germany as well as foreign exchange with depreciation of Latin American currencies. However, the impact is smaller than expected owing to revitalized digital-related projects particularly in Italy.

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This slide shows the impact of COVID-19 on our business. The negative impact was generally smaller than we expected when we announced a business forecast in August, and each segment has progressed steadily.

However, as the COVID-19 pandemic has not ended yet, we will continue to monitor the impact on regional economies and corporate activities.

Regarding the Public and Social Infrastructure Segment, there was impact on some enterprise businesses in the regions, but businesses for the central government and ministries remained strong.

Despite the impact of cancellation or postponement of some projects, especially in the banking sector, the Financial Segment remained stronger than expected because of the expansion of projects for financial institutions.

The impact of Covid-19 still remains particularly in the manufacturing sector. Despite the negative effects on inbound payments in the payment sector, e-commerce business is growing. Moreover, its performance remained stronger than expected because of the expansion of digital projects in the retail and service industry.

Despite some negative impacts on the manufacturing industry and medical institutions due to the resurgence of COVID-19, the North America Segment has been less affected than expected because of the recovery of projects mainly in the public sector and the revitalization of digital-related projects.

Despite the impact on the insurance industry in Spain and the automotive industry in Germany due to the lockdown measures and the travel restraints after the resurgence of COVID-19 and the negative impact of foreign exchange due to currency depreciation in Latin America, the EMEA & LATAM Segment has been less affected than expected mainly because of the revitalization of digital-related projects, particularly in Italy.

3

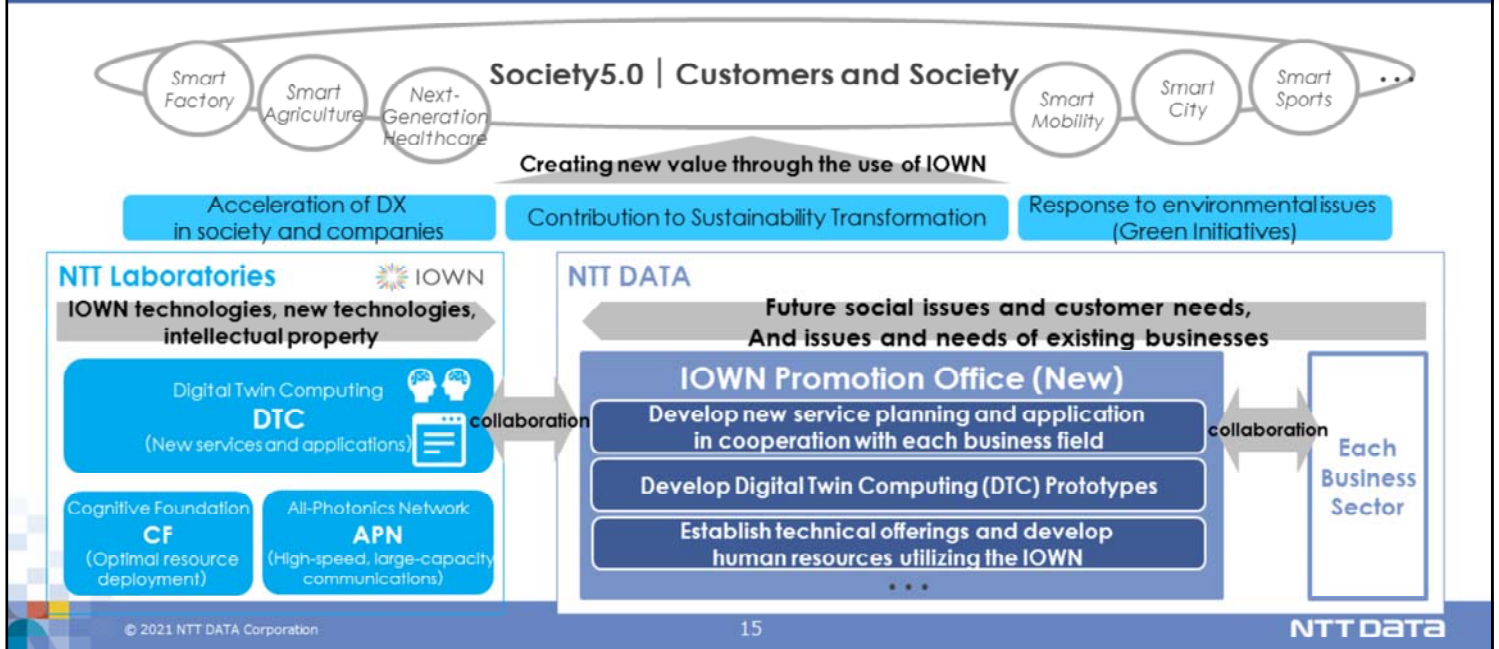
## Main Topics in Domestic Business

I would like to explain the results of our effort in domestic business.



## Establishment of the IOWN Promotion Office

Established a specialized organization for IOWN to realize Society 5.0, Super Smart Society, and create new value by applying innovative technologies for our customers.

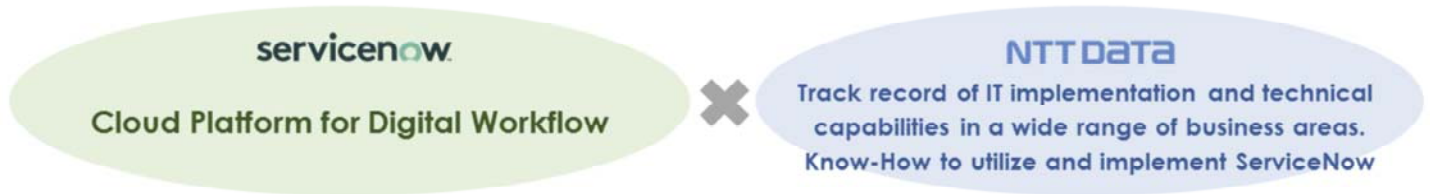


We established the IOWN Promotion Office, a specialized organization for NTT's IOWN initiative on January 1.

To solve social issues through the realization of Society 5.0, Super Smart Society, and provide new value for our clients, we will create new value with the Social Design Promotion Office, which was established recently, by applying NTT Group's innovative IOWN technologies.

## Establishment of the ServiceNow Business Strategy Office

Combine latest digital technologies of ServiceNow with our deep domain expertise and IT experiences developed over the past years to develop industry-specific services to help clients in their DX journeys.



Leading the business with a team of 150 ServiceNow engineers and consultants



We also established the ServiceNow Business Strategy Office on January 1. We will combine latest digital technologies of ServiceNow with our deep domain expertise and IT experiences developed over the past years to develop industry-specific services and help clients in their DX journeys.

## Launched Community Cloud Services for Government

Commenced to provide community cloud services with high security functions for the government, helping accelerate realization of Digital Government for the Digital Society



We commenced to provide community cloud services with high security functions for the government at the end of the previous year.

Through this initiative, we will help accelerate the realization of Digital Government for the Digital Society.

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## Main Topics in Overseas

Next, I would like to explain the results of our effort in global business.

## Progress of Structural Transformation in North America, EMEA & LATAM

- **Structural Transformation in North America is now ongoing as planned**
- **As in the second quarter, continuously winning digital deals in EMEA & LATAM as a result of Structural Transformation.**

	Item	Status of Progress and Details of Implementation
North America	Enhancing and Re-skilling Digital Talent	<ul style="list-style-type: none"> <li>• <b>Currently in execution and progressing as planned</b> Enhancement of digital talent (i.e. hiring talent with DX skills) is broadly on track.</li> </ul>
	Optimizing Resources	<ul style="list-style-type: none"> <li>• <b>Promoting optimization, while reviewing some part of the plan</b> The impact of Covid-19 has turned out to be smaller than the original expectation, against the backdrop that deals are on the recovery course and DX demand is vibrant. Accordingly, the plan is under review, while optimizing the resources.</li> </ul>
	Consolidating Offices and Data centers	<ul style="list-style-type: none"> <li>• <b>Continuously promoting work style innovation adapting to the new normal amid COVID-19 pandemic</b> Office consolidation: around 50% reduction achieved against the plan DCs: the floor reduction plan is on track by improving floor usage and consolidation.</li> </ul>
EMEA & LATAM	Undertaking new business opportunities based on FY19 achievements	<ul style="list-style-type: none"> <li>• <b>As in the second quarter, continuously winning digital deals as a result of business Structural Transformation implemented last year.</b> <ul style="list-style-type: none"> <li>✓ Received an order from the EU for an IT system for safe and efficient border control using AI technology.</li> <li>✓ Won Digital Product Service Innovation Project using next-generation smart meters from a major Italian energy company.</li> </ul> </li> </ul>
	Continuing structural transformation to win business opportunities	<ul style="list-style-type: none"> <li>• <b>Structural transformation has been ongoing since last year</b> Continuously promoting initiatives to increase digital talent, strengthen digital capabilities to deliver digital solutions/offerings, automate to enhance development capabilities, improve and optimize operational efficiency, etc.</li> </ul>

This slide shows the progress of the structural transformation in North America, and EMEA & LATAM.

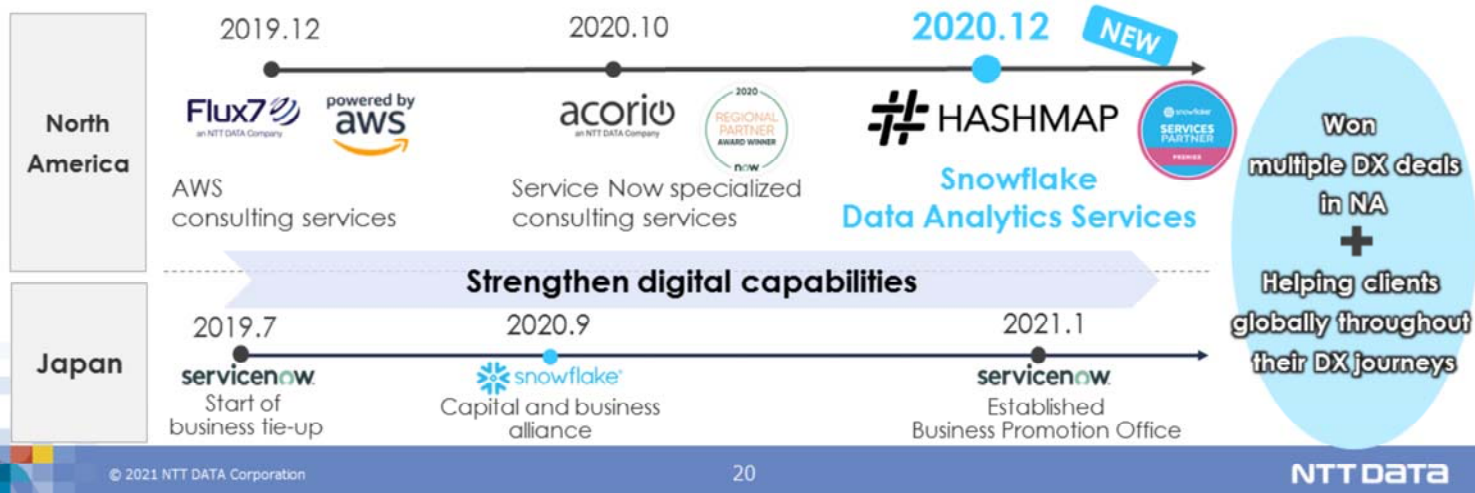
In North America, we made progress almost in line with our plan. As in the second quarter, we continue to enhance and reskill digital talents, optimize resources, and consolidate offices and data centers.

In EMEA & LATAM, because of the structural transformation implemented so far, we have successfully won multiple contracts for digital projects since the second quarter. We will continue to strengthen digital capabilities.



**Acquired HASHMAP, a company supporting the use of data analytics including Snowflake. North America will further enhance digital capabilities globally in cooperation with Japan.**

Corporate name	Hashmap, Inc.
Description of business	Data analytics services including introduction and integration of cloud-based data platforms
Headquarters	Atlanta, Georgia, USA



This slide shows a case in North America. In last December, we acquired Hashmap, a company supporting the use of data analytics including Snowflake and others.

Because of the acquisitions of Flux7 and Acorio, we successfully won multiple contracts for DX projects from manufacturers and others in North America.

We will accelerate our effort to help our clients globally throughout their DX journeys in collaboration with Japan.

## Signed a Contract with eu-LISA and Frontex to Develop IT Systems for a Safer and More Efficient Border Control in Europe

### 4yrs Contract

Infrastructure  
Platform Solution  
Supporting Software  
to deliver a single platform  
that cope with  
the client's large scale  
system needs



**Efficient development and operation using ALM tools and advanced technologies**

**Accelerating advanced security Management with automated security alert solutions**

**Project goal :** Improvement and development of information systems for European security, border control, and migration to increase the efficiency of border and migration management, and to support the efforts to achieve a more secure Europe with technology.

**NTT DATA Value Proposition:** Design, development, test, configuration, and implementation of the Core Business Systems, the interoperability framework, and delivery of required components, Promotion of modern, efficient, elastic and dynamic designs and evolutions of the current infrastructure with an as-a-service orientation.

\*ALM(Application Lifecycle Management) : method to continuously manage the process of software development and maintenance over the life cycle of each application.  
\*AI Ops : method to automate and improve the efficiency of IT operation by having artificial intelligence (AI) and machine learning (ML) learn the big data

This is a slide about a case in EMEA & LATAM. We signed a multi-year contract with eu-LISA and Frontex, agencies that manage border control systems, etc. in Europe, to develop IT systems.



New contract awarded for technical support including product designs to promote customers' digital businesses and enabling new business model development using next-generation smart meters from Italian energy company

## 3yrs Contract

Architecture Design review  
Laboratory Testing  
Prototype Assembly  
HW / FW Specifications  
SW / FW developments  
Product Design



9 INDUSTRY INNOVATION AND INFRASTRUCTURE



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



### Providing technical support services, product design services and prototyping as enablers for the future evolutions of the smart metering solutions and technologies

**Business Benefits:** Awareness of Customers' Energy footprint thanks to near real time data (energy consumption) provided by smart meters, Possibility for the Retailers to launch new tailor-made offers and innovative services (e.g. smart home, demand response), Acceleration of commercial processes, Quality of Service improvement for a better management of the distribution network

**NTT DATA Value Proposition:** Design Thinking & Stakeholder Engagement, HW / FW DevOps approach, High Performance Testing activities

This slide shows a case in EMEA & LATAM too. We won a contract from a major Italian energy company for projects including product designs and a project to promote clients' DX using next-generation smart meters.

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## Appendices -Business topics-

I will skip the explanation for the following slides as they are appendices about business topics, numeric information, and others for each segment. I will end my presentation here. Thank you for your kind attention.

## NTT DATA Releases PhambieLINQ, a Total Solution Platform for Clinical Trials



In December 2020, NTT DATA launched PhambieLINQ, a total solution platform for clinical trials which enables seamless data linkage and sharing within pharmaceutical companies, and between pharmaceutical companies and medical institutions conducting clinical trials, in a series of processes from planning to application for approval.

As a first step, we provided Clinical Data Transfer, which enables clinical data files created at medical institutions to be transferred to pharmaceutical companies' databases via a secure network. This solution reduces data transcription work and transcription errors at medical institutions, as well as the labor and burden of maintaining data quality at pharmaceutical companies, and contributes to speed up clinical trials.

As additional solutions for PhambieLINQ, we plan to provide a solution to create clinical trial-related documents at the clinical trial planning in FY2021, and a solution to support collecting clinical data at medical institutions during the clinical trial implementation in FY2022. We will continuously contribute developing systems to improve the efficiency of clinical trial operations and new drug development by connecting a wide range of clinical trial processes with cutting-edge IT technology.

(Explanation omitted)

## NTT DATA Launches BizSOL\_Square, a Comprehensive Service Channel Platform



As a response to the social challenges of the new normal and the growing need for digitalization, we launched BizSOL\_Square, a comprehensive service channel platform for corporations and sole proprietors in October 2020. BizSOL\_Square has functions that promote digitalization of contacting between financial institutions, corporations and sole proprietors to create revenue opportunities.

The service provides a platform to centralize and manage scattered high-quality solutions. Through the corporate portal service, various contents provided by Fintech companies and us are integrated in line with digital strategies, thereby realizing financial institutions to increase sales and reduce costs.

In addition, the service can be used as an authentication and customer management platform that integrates login information with our Internet banking services to expand the range of services in a secure environment.

By expanding and enhancing the functions of the service continuously, we will support the digital transformation of financial institutions, corporations, and sole proprietors, and aim to introduce the service to more than 100 financial institutions including megabanks, nationwide regional banks, shinkin banks, and credit unions.

(Explanation omitted)

## NTT DATA Contributes to Digital Transformation of Kirin Group as a Partner



We contributed to digital transformation of Kirin Group through developing and implementing a digital and IoT platform.

In October 2020, we launched a digital experience platform (DXP) which works as a foundation for business activities of Kirin Holdings Company, Limited (Kirin). The DXP realizes speedy development of new media and businesses, providing additional value to Kirin's businesses by connecting consumer communication tools which were previously optimized for each business divisions and centralizing their data. This enables to conduct marketing which suits diversified consumers' needs.

In November 2020, we started test operations of the IoT platform which accumulates and analyzes production data related to approximately 50,000 products per second at Kirin Brewery Shiga Plant and Kirin Beverage Shiga Plant. The IoT platform uses iQuattro <sup>(note1)</sup>, the information utilizing platform between companies and locations which we developed, enables us to check the status of the manufacturing site in real time from both inside and outside the factories, making operations more remote and efficient.

We will continue to provide consistent services from operation to additional development to create new customer experiences for the Kirin Group, and aim to make further contributions as a trusted partner supporting business growth and the launch of new businesses.

(note 1) iQuattro  
a cloud platform provided by NTT DATA, creating new business models by combining data and digital technologies.

(Explanation omitted)

## NTT DATA Services closed acquisition of Hashmap, Inc. to add deep technical expertise with modern data platforms to accelerate digital transformation for clients in North America and globally



NTT DATA Services, a subsidiary of NTT DATA Corporation, successfully completed its acquisition of Hashmap, Inc., a Snowflake Premier Partner <sup>(Note 1)</sup> and partner of Databricks and several other leading cloud, data and technology providers, in December 2020.

Hashmap adds to other recent acquisitions completed by NTT DATA to support clients' digital transformation efforts, including:

- Acquisition of Flux7 <sup>(Note 2)</sup>, an AWS partner that provides cloud implementation and migration, automation, and DevOps consulting services. Hashmap will help clients make the most efficient use of their data when moved to the cloud
- Acquisition of Acorio <sup>(Note 3)</sup>, a ServiceNow Elite Partner that helps clients enable automated and intelligent digital workflows with ServiceNow. Hashmap also helps clients advance digital transformation with trusted data and cloud consultants

NTT DATA continues to scale its cloud, data, analytics and AI solutions to help clients manage increasing amounts of data within the cloud and as part of broader transformation initiatives in North America and globally.

(Note 1) Snowflake Premier Partner

Service Partners with well-established Snowflake practices in the Snowflake Partner Network.

(Note 2) NTT DATA Services acquired Flux7, an AWS Premier Consulting Partner, in December 2019

(Note 3) NTT DATA Services acquired Acorio, a ServiceNow Elite Partner, in October 2020.

(Explanation omitted)



## Signed a Major IT Services Contract with University Hospitals of Leicester



NTT DATA UK Limited (NTT DATA UK), a subsidiary of NTT DATA, has been selected as an IT services partner of the University Hospitals of Leicester (UHL), one of the largest NHS trusts in the UK <sup>(Note 1)</sup>. In December 2020, NTT DATA UK signed a seven-year contract with a total value of approximately 53 million pounds, which marked the largest order ever as a sole contractor.

NTT DATA UK has been providing infrastructure services, IT service management, service desk operations and other services to UHL for the past seven years. In addition to these services, the contract will cover application development and management services as a prime contractor.

This contract was concluded based on the high evaluation of NTT DATA UK's support by utilizing the latest technologies including artificial intelligence (AI) and robotic process automation (RPA) for UHL, which provides emergency medical services in the midst of the spread of COVID-19 infection, in addition to its past service delivery record and the relationship of trust it has built.

As a trusted partner, NTT DATA UK will provide continuous support for UHL which takes efforts to provide better healthcare.

(Note 1) NHS trust  
An organizational unit within the National Health Service in England and Wales.

(Explanation omitted)



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## Appendices

-Explanatory details of financial results and forecasts-

(Explanation omitted)

## Overview of Consolidated Result

(Billions of Yen,%)

	2020/3 3rd Quarter Results (Apr-Dec)	2021/3 3rd Quarter Results (Apr-Dec)	YoY (%)	FY Ended 2020/3 Results (Full-Year)	FY Ending 2021/3 Forecasts (Full-Year)
New Orders Received	1,579.9	1,577.4	-0.2	2,275.2	1,900.0
Order Backlog	2,528.7	2,645.9	+4.6	2,636.3	2,510.0
Net Sales	1,642.0	1,658.4	+1.0	2,266.8	2,170.0
(Main item) Overseas Net Sales <sup>(*)1</sup>	669.5	667.8	-0.3	906.7	820.0
Cost of Sales	1,232.7	1,239.5	+0.5	1,694.6	1,610.0
Gross Profit	409.3	418.9	+2.3	572.2	560.0
SG&A Expenses	315.8	312.0	-1.2	441.3	440.0
Selling Expenses	111.9	122.3	+9.3	153.5	155.0
R&D Expenses	13.9	15.5	+11.7	21.8	22.0
Other Administrative Expenses	190.0	174.2	-8.3	266.0	263.0
Operating Income	93.5	106.9	+14.3	130.9	120.0
Operating Income Margin(%)	5.7	6.4	+0.7P	5.8	5.5
Financial Income and Costs/Share of Profit/Loss of Entities for Using Equity Method	-1.2	-1.1	-8.3	-10.8	-6.0
Income Before Income Taxes	92.3	105.8	+14.6	120.2	114.0
Income Taxes and Others <sup>(*)2</sup>	34.5	36.6	+6.1	45.0	43.0
Net Income Attributable to Shareholders of NTT DATA	57.9	69.2	+19.6	75.1	71.0
Capital Expenditures	138.2	123.1	-10.9	193.8	180.0
Depreciation and Amortization/Loss on Disposal of Property and Equipment and Intangibles <sup>(*)3</sup>	120.8	130.6	+8.1	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 (30.2 billion yen as the result of FYE 3/2020 3rd Quarter, 31.8 billion yen as the result of FYE 3/2021 3rd 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)).

(Explanation omitted)

## Consolidated New Orders Received and Order Backlog

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

(Billions of Yen)

	2020/3 3rd Quarter Results (Apr-Dec)	2021/3 3rd Quarter Results (Apr-Dec)	FY Ended 2020/3 Results (Full-Year)	FY Ending 2021/3 Forecasts (Full-Year)
Public & Social Infrastructure	343.0	350.3	477.0	399.0
(Main item): Central Government and Related Agencies, Local Government, and Healthcare	202.3	207.2	281.3	218.0
Telecom and Utility	82.5	78.9	113.7	100.0
Financial	274.7	357.9	430.7	416.0
(Main item): Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	189.6	287.1	295.8	320.0
Cooperative Financial Institutions	69.8	48.9	113.6	78.0
Enterprise & Solutions <sup>(*)</sup>	246.5	249.4	342.8	310.0
(Main item): Retail, Payment and Other Services	56.6	67.8	78.6	67.5
Manufacturing	153.3	140.5	215.6	198.0
Data Center, Network, and Other Solutions	30.3	34.3	40.0	36.5
North America	353.8	262.9	471.6	321.0
EMEA & LATAM	334.6	331.4	513.7	424.0

### Detail of Consolidated Order Backlog

(Billions of Yen)

Order Backlog	2,528.7	2,645.9	2,636.3	2,510.0
Public & Social Infrastructure	485.3	537.7	480.8	452.0
Financial	775.4	839.3	812.6	777.0
Enterprise & Solutions	133.2	150.5	140.0	135.0
North America	838.4	740.8	850.3	787.0
EMEA & LATAM	281.3	359.3	334.5	344.0

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

(Explanation omitted)

## Consolidated Net Sales

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

(Billions of Yen)

	2020/3 3rd Quarter Results (Apr-Dec)	2021/3 3rd Quarter Results (Apr-Dec)	FY Ended 2020/3 Results (Full-Year)	FY Ending 2021/3 Forecasts (Full-Year)
Public & Social Infrastructure	276.7	296.1	413.7	430.0
(Main item) : Central Government and Related Agencies, Local Government, and Healthcare	144.2	162.2	231.8	247.0
: Telecom and Utility	69.4	73.7	99.0	95.0
Financial	370.7	374.9	505.5	500.0
(Main item) : Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	277.3	286.2	379.1	377.0
: Cooperative Financial Institutions	74.4	75.0	100.9	102.0
Enterprise & Solutions <sup>(*)</sup>	315.1	310.2	428.0	413.0
(Main item) : Retail, Payment and Other Service	107.0	109.0	146.0	140.0
: Manufacturing	157.5	151.0	214.0	208.0
: Data Center, Network, and Other Solutions	42.8	42.1	57.5	57.0
North America	310.2	313.0	419.3	363.0
EMEA & LATAM	331.6	326.8	449.7	414.0

### Net Sales by Products and Services (to Clients Outside the NTT DATA Group) <sup>(\*)</sup>

(Billions of Yen)

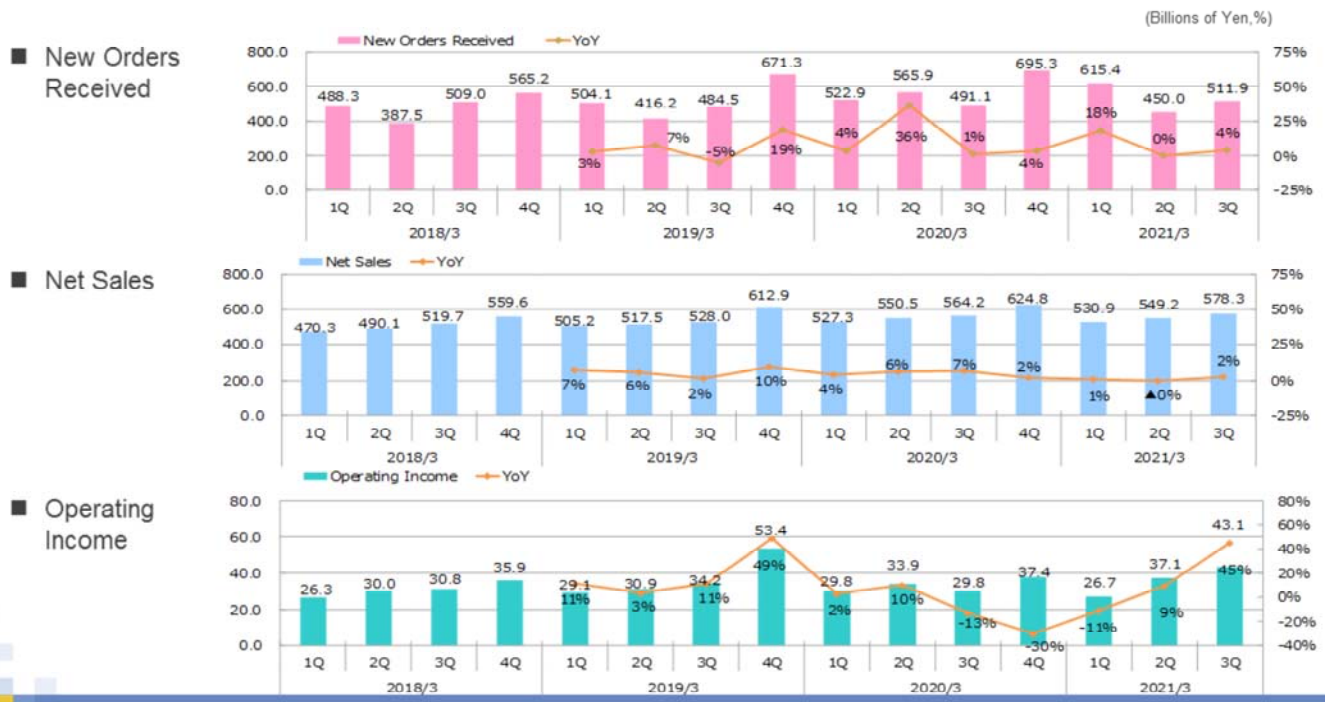
Consulting	195.2	193.3	274.5	260.0
Integrated IT Solution	429.7	447.1	588.5	610.0
System & Software Development	408.5	384.5	571.3	550.0
Maintenance & Support	538.5	566.1	735.9	670.0
Others	70.2	67.3	96.7	80.0
Net Sales by Products and Services Total	1,642.0	1,658.4	2,266.8	2,170.0

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

<sup>(\*)</sup> 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.

(Explanation omitted)

# Trends in Quarter (Consolidated)



(Explanation omitted)

## Foreign Exchange Rates

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

(Yen,%)

	2020/3 3rd Quarter Results (Apr-Dec)	2021/3 3rd Quarter Results (Apr-Dec)	YoY (%)	FY Ended 2020/3 Results (Full-Year)	FY Ending 2021/3 Forecasts (Full-Year)	YoY (%)
	①	②	$(②-①)/①$	③	④	$(④-③)/③$
USD	108.55	106.09	-2.3%	108.60	107.00	-1.5%
EUR	121.06	122.42	+1.1%	120.81	116.00	-4.0%

(Explanation omitted)



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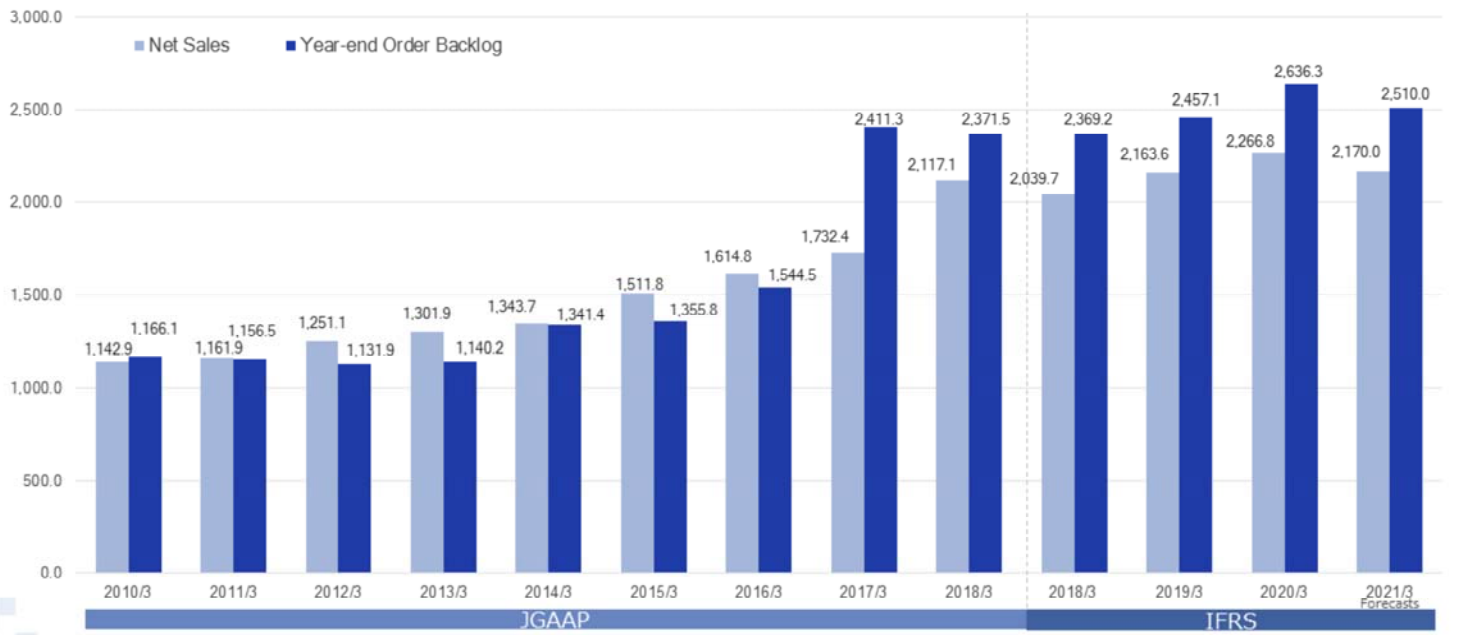
# Appendices

- Mid- to long-term financial trends -

(Explanation omitted)

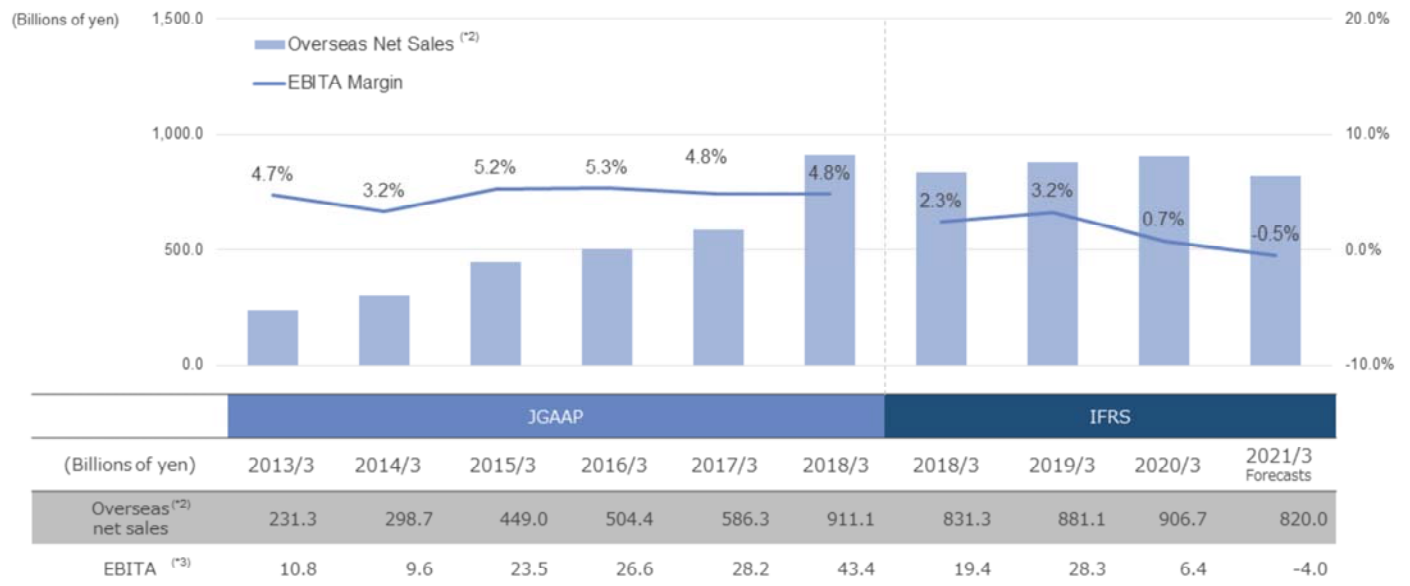
# Trend of Order Backlog and Net Sales

(Billions of yen)



(Explanation omitted)

## Overseas Net Sales and Profitability Trends <sup>(\*\*1)</sup>



(\*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.

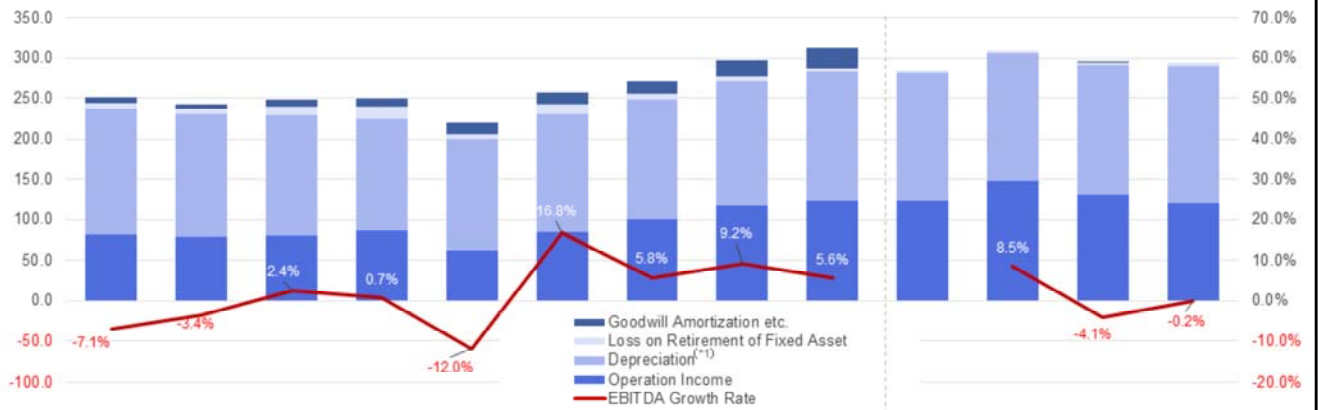
(\*3) EBITA (JGAAP) = operating income (JGAAP) + amortization of goodwill and intangible assets subject to purchase price allocation (PPA) arising from acquisition and others

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

(Explanation omitted)

# EBITDA Trend

(Billions of yen)



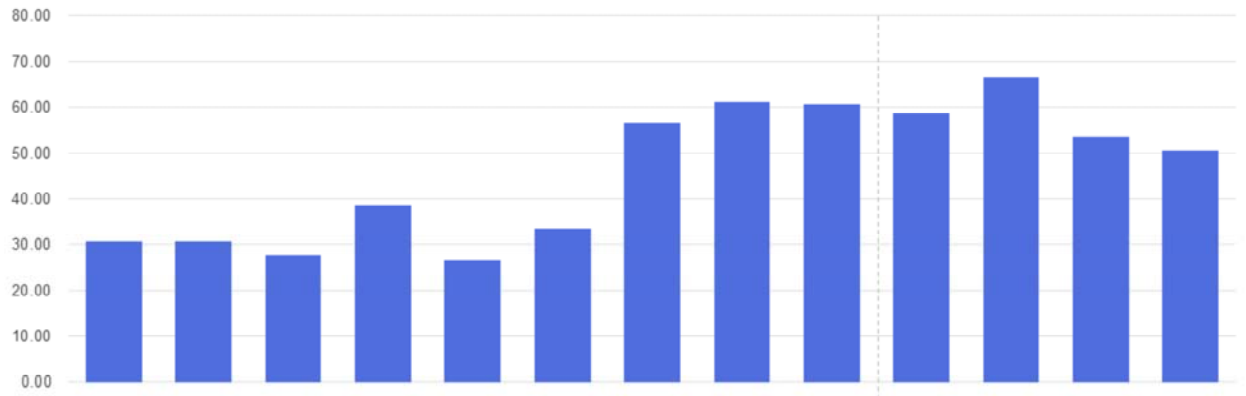
(Billions of yen)	JGAAP									IFRS			
	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3 Forecasts
Operation Income	81.6	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	130.9	120.0
Depreciation <sup>(*)</sup>	154.5	152.2	148.3	140.0	138.0	146.8	147.9	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	-
<b>EBITDA</b>	<b>251.1</b>	<b>242.6</b>	<b>248.5</b>	<b>250.3</b>	<b>220.2</b>	<b>257.3</b>	<b>272.1</b>	<b>297.1</b>	<b>313.7</b>	<b>284.2</b>	<b>308.4</b>	<b>295.7</b>	<b>295.0</b>

(\*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)).

(Explanation omitted)

## EPS Trend

(Yen)



	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 <sup>(*)1,2)</sup> (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) <sup>(*)3)</sup>	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

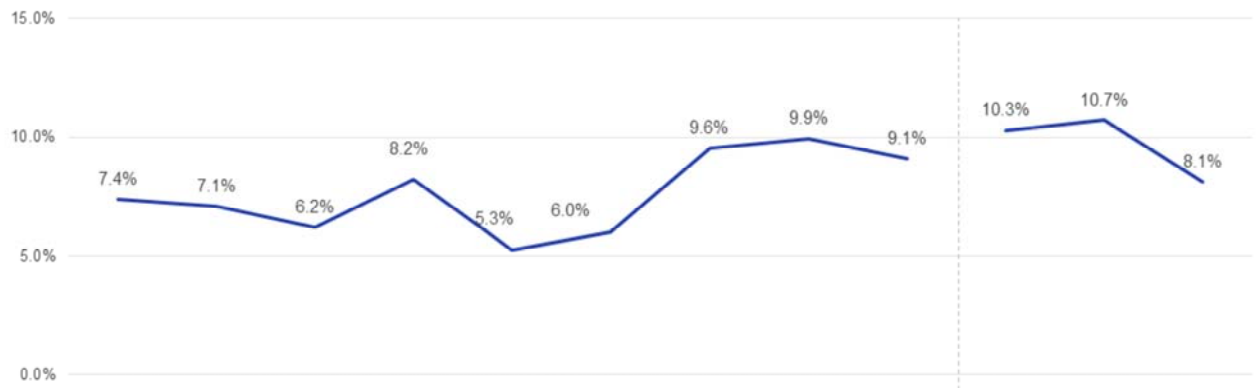
(\*)1) "Net Income Attributable to Owners of Parent" based on JGAAP.

(\*)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.

(Explanation omitted)

## ROE Trend <sup>(\*)1</sup>



	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 <sup>(*)2,*)3</sup>	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 <sup>(*)3</sup>	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.

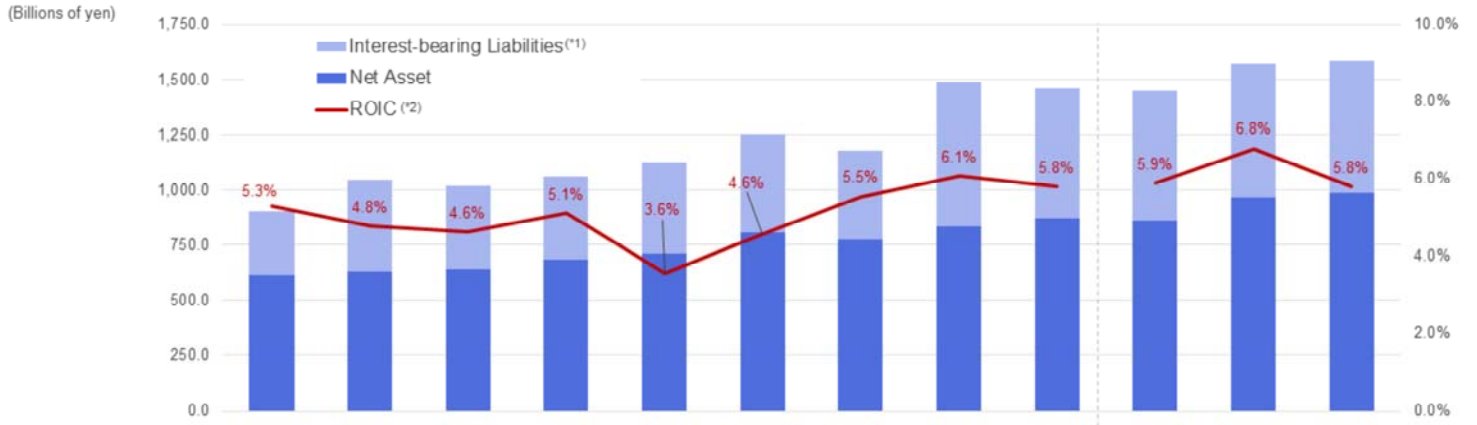
(\*)2 "Net Income Attributable to Owners of Parent" based on JGAAP.

(\*)3 Figures based on JGAAP include adjustments for goodwill amortization and others (including impairment loss).

(Explanation omitted)



# 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 <sup>(*)</sup> 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)

(Explanation omitted)

## D/E Ratio Trend<sup>(\*)</sup>



	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 <sup>(*)</sup>	289.1	414.4	380.2	378.3	412.9	446.9	407.0	650.8	592.0	586.3	605.0	598.0

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

(\*) 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.

(Explanation omitted)

## Consolidated Cash Flow <sup>(\*)</sup> Dividend Payout Trend



(Billions of yen)	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 <sup>(*)3,4)</sup> Shareholders of NTT DATA	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 <sup>(*)5)</sup>	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) <sup>(*)6)</sup>	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.

(Explanation omitted)



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(Explanation omitted)