



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

November 9, 2021  
NTT DATA Corporation

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

1. Results for the Second Quarter of Fiscal Year Ending March 31, 2022
2. Main Initiatives in the First Half of This Year
3. Appendices
  - Business topics
  - Explanatory details of financial results and forecasts
  - Mid- to long-term financial trends

## **Cautionary Statement Regarding Forward-looking Statements**

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

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

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

### Continued favorable results since the first quarter, and we expect to meet the full-year forecasts.

- New orders received increased due to steady contract wins in Japan as well as the expansion of the scale of overseas businesses and the impact of foreign exchange rates.
- Net sales increased due to the expansion of scale in all segments as well as the impact of foreign exchange rates.
- Operating income increased due to sales growth and seeing results of overseas Structural Transformation.

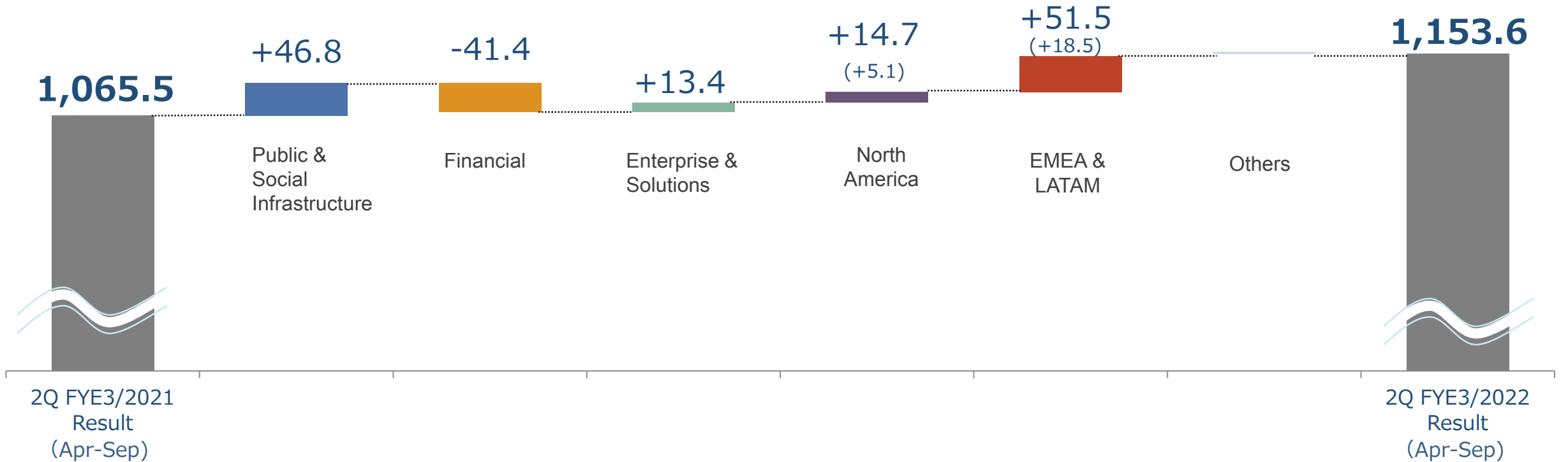
(Billions of Yen, %)

	2021/3 2nd Quarter Results (Apr-Sep)	2022/3 2nd Quarter Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	1,065.5	1,153.6	+88.1	+8.3%	
Net Sales	1,080.1	1,212.1	+132.0	+12.2%	
Operating Income (Operating income margin)	63.8 (5.9%)	109.1 (9.0%)	+45.3 (+3.1P)	+71.0%	
Net Income Attributable to Shareholders of NTT DATA	41.2	71.9	+30.7	+74.4%	

# New Orders Received: YoY Changes by Business Segment (2Q FYE3/2021 and 2Q FYE3/2022)

(Billions of Yen)

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

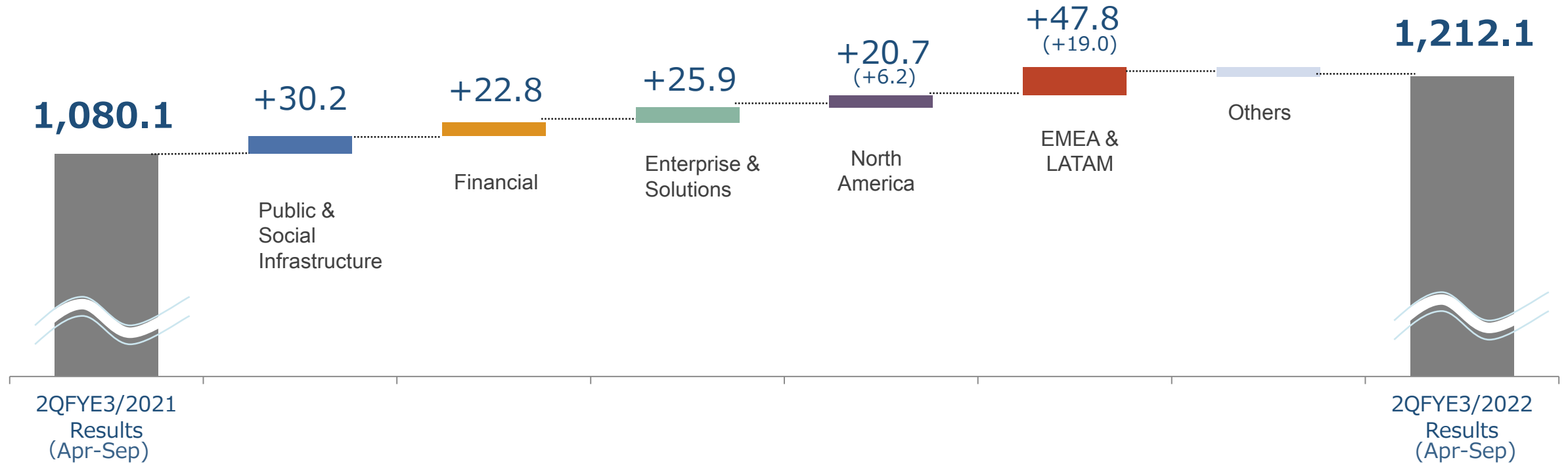


Public & Social Infrastructure	Increased mainly due to winning of renewal projects and new projects for the central government and ministries.
Financial	Decreased mainly due to fewer orders of large-scale projects for banks than in the previous fiscal year.
Enterprise & Solutions	Increased mainly due to winning of projects for manufacturing industry.
North America	Increased mainly due to winning of large-scale projects for corporate clients and the impact of foreign exchange rates.
EMEA & LATAM	Increased mainly due to winning of projects in Europe, mainly in Spain, as well as the impact of foreign exchange rates.

# Net Sales: YoY Changes by Business Segment (2Q FYE3/2021 and 2Q FYE3/2022)

(Billions of Yen)

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

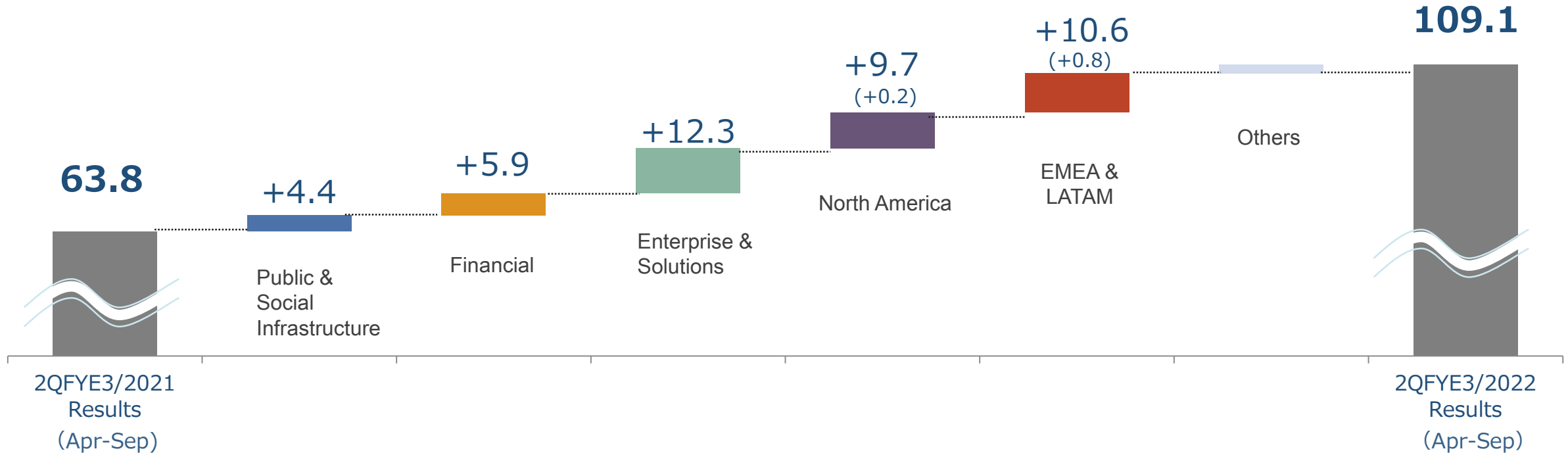


Public & Social Infrastructure	Increased mainly due to the expansion in the scale of services for telecom industry and the central government and ministries.
Financial	Increased mainly due to the expansion in the scale of services for banks.
Enterprise & Solutions	Increased mainly due to the expansion in the scale of services for manufacturing industry and retail and service sectors.
North America	Increased mainly due to the expansion in the scale of services for Healthcare institutions, as well as M&As and the impact of foreign exchange rate, despite a decrease in revenue from the sale of several businesses.
EMEA & LATAM	Increased due to the expansion in the scale of services in Europe, mainly in Spain, as well as the impact of foreign exchange rate.

# Operating Income: YoY Changes by Business Segment (2Q FYE3/2021 and 2Q FYE3/2022)

(Billions of Yen)




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



Public & Social Infrastructure	Increased mainly due to sales growth.
Financial	Increased mainly due to sales growth.
Enterprise & Solutions	Increased mainly due to sales growth as well as improved profitability driven by the less impact of Covid-19.
North America	Increased due to sales growth as well as a decrease in the expense and seeing results of Structural Transformation.
EMEA & LATAM	Increased due to sales growth and seeing results of Structural Transformation.

## Public & Social Infrastructure (2Q FYE3/2021 and 2Q FYE3/2022)

(Billions of Yen, %)

	2021/3 2nd Quarter Results (Apr-Sep)	2022/3 2nd Quarter Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	248.8	295.6	+46.8	+18.8%	
Net Sales	230.4	260.6	+30.2	+13.1%	
Operating Income (Operating income margin)	24.0 (10.4%)	28.4 (10.9%)	+4.4 (+0.5P)	+18.2%	

New Orders Received

Increased mainly due to winning of renewal projects and new projects for the central government and ministries.

Net Sales

Increased mainly due to the expansion in the scale of services for telecom industry and the central government and ministries.




Operating Income

Increased mainly due to sales growth.



## Financial (2Q FYE3/2021 and 2Q FYE3/2022)

(Billions of Yen, %)

	2021/3 2nd Quarter Results (Apr-Sep)	2022/3 2nd Quarter Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	258.0	216.6	-41.4	-16.0%	
Net Sales	284.5	307.3	+22.8	+8.0%	
Operating Income (Operating income margin)	23.2 (8.2%)	29.2 (9.5%)	+5.9 (+1.3P)	+25.6%	

New Orders Received

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

Net Sales




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

Operating Income

Increased mainly due to sales growth.

# Enterprise & Solutions (2Q FYE3/2021 and 2Q FYE3/2022)

(Billions of Yen, %)

	2021/3 2nd Quarter Results (Apr-Sep)	2022/3 2nd Quarter Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	163.4	176.7	+13.4	+8.2%	
Net Sales	281.3	307.2	+25.9	+9.2%	
Operating Income (Operating income margin)	23.1 (8.2%)	35.4 (11.5%)	+12.3 (+3.3P)	+53.4%	





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

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

Operating Income      Increased mainly due to sales growth as well as improved profitability driven by the less impact of Covid-19.

# North America (2Q FYE3/2021 and 2Q FYE3/2022)

(Billions of Yen, %)

	2021/3 2nd Quarter Results (Apr-Sep)	2022/3 2nd Quarter Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	177.8	192.6	+14.7	+8.3%	
Net Sales	208.3	228.9	+20.7	+9.9%	
EBITA <sup>(*1)</sup> (EBITA margin)	3.1 (1.5%)	13.2 (5.8%)	+10.1 (+4.3P)	-	
Operating Income (Operating income margin)	-2.6 (-1.3%)	7.1 (3.1%)	+9.7 (+4.4P)	-	

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

New Orders Received

Increased mainly due to winning of large-scale projects for corporate clients and the impact of foreign exchange rates.

Net Sales

Increased mainly due to the expansion in the scale of services for Healthcare institutions, as well as M&As and the impact of foreign exchange rate, despite a decrease in revenue from the sale of several businesses.

EBITA





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

Operating Income

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

# EMEA & LATAM (2Q FYE3/2021 and 2Q FYE3/2022)

(Billions of Yen, %)

	2021/3 2nd Quarter Results (Apr-Sep)	2022/3 2nd Quarter Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	203.3	254.8	+51.5	+25.3%	
Net Sales	211.9	259.6	+47.8	+22.5%	
EBITA <sup>(*1)</sup> (EBITA margin)	1.4 (0.7%)	12.0 (4.6%)	+10.6 (+4.0P)	-	
Operating Income (Operating income margin)	-0.5 (-0.2%)	10.1 (3.9%)	+10.6 (+4.1P)	-	

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

New Orders Received	Increased mainly due to winning of projects in Europe, mainly in Spain, as well as the impact of foreign exchange rates.
Net Sales	Increased due to the expansion in the scale of services in Europe, mainly in Spain, as well as the impact of foreign exchange rate.
EBITA	Increased due to sales growth and seeing results of Structural Transformation.
Operating Income	Increased due to sales growth and seeing results of Structural Transformation.

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# Main Initiatives in the First Half of This Year

2-1

Domestic

# Launch of Digital Disaster Prevention PF to Support Total Disaster Response Operations

Through the D-Resilio digital disaster prevention PF, we aim to enhance the resilience of local governments and infrastructure companies against all kinds of crises and to raise the level of crisis and disaster response capabilities of society as a whole through organizational collaboration.

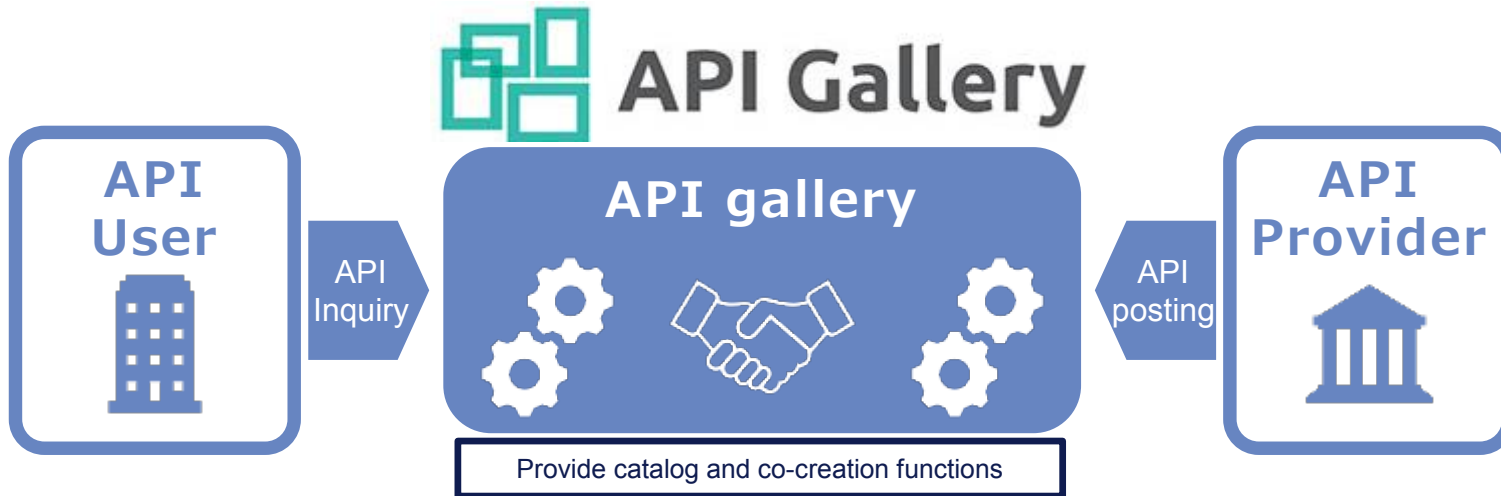


Multiple products can be combined and provided quickly according to the current situation of the local government or infrastructure company

# Open-API marketplace "API gallery" to open in October 2021

It is an open platform that connects fintech companies and local governments with financial institutions and so on.

Promoting digitalization across industries including collaboration between cross-industry.



A diverse lineup of APIs, mainly for financial services

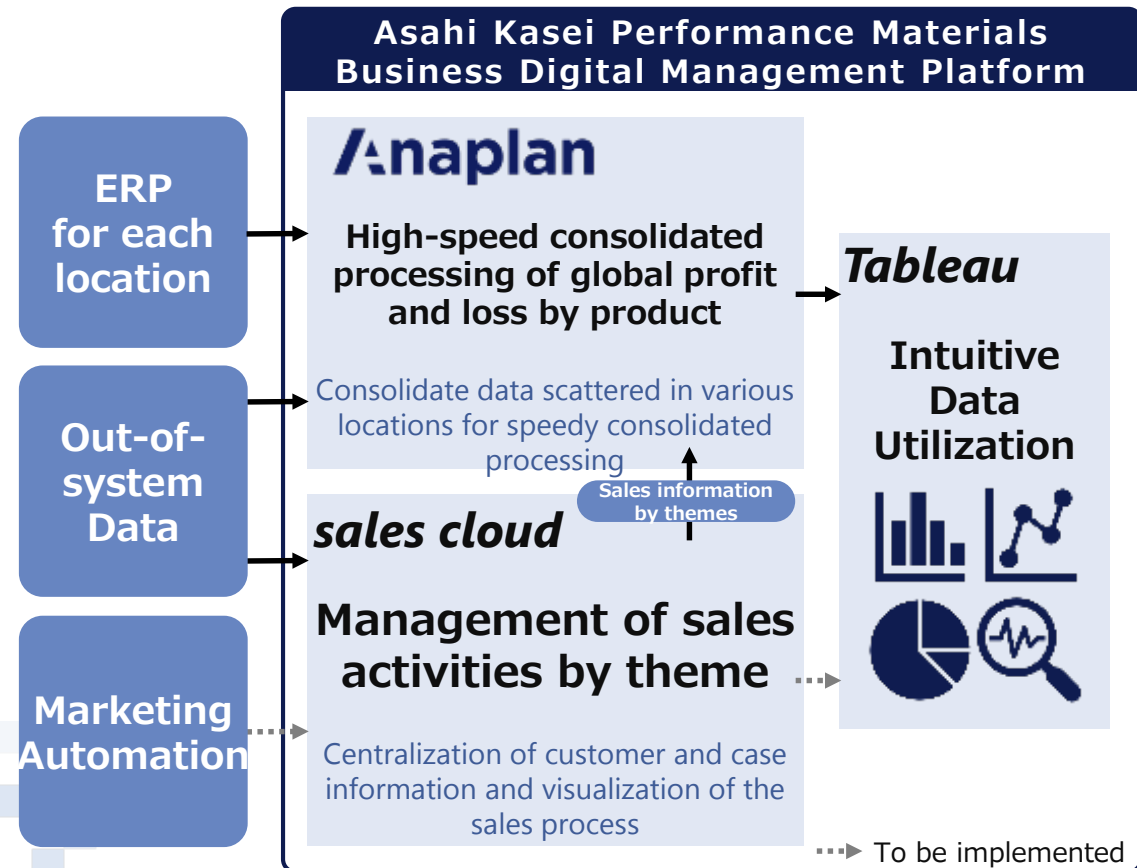
Free to use for everyone (Account registration required)

Promote the creation of new APIs and API-based services



# Establishment of a digital management platform for Asahi Kasei Corp.

**Centralized sales information of 15,000 products from all 10 bases in Japan and overseas  
Enables decision-making for highly accurate medium- and long-term investment and personnel planning**



## Information visualization leading to decision making

- Global × Consolidated cost by product
- Latest Sales Activity Information
- Consolidated income and expenditure plan by product



2-2

Overseas

# Initiatives to Improve Profitability

North America

EMEA · LATAM

Initiatives	Status of Progress in 1H
<p><b>Grow digital and consulting</b> <b>Improve profitability in traditional services</b></p>	<ul style="list-style-type: none"> <li><b>On track</b> Won several digital &amp; consulting deals, including digitalization in traditional domain.</li> </ul> <p style="text-align: right;"><b>Example of our effort</b> <b>P.21</b> <b>P.22</b></p>
<p><b>Strengthen digital capabilities by enhanced digital talent management</b></p>	<ul style="list-style-type: none"> <li><b>Further strengthening digital capabilities through acquisitions</b></li> <li><b>Expanded digital IT resources</b> Established training facilities for digital/consulting specialists to strengthen digital human resource development</li> </ul>
<p><b>Accelerate portfolio reshaping for continuous business domain transformation</b></p>	<ul style="list-style-type: none"> <li><b>Transitioning to digital-centric business domain</b> Completed sale of non-core, non-digital businesses.</li> </ul> <p style="text-align: right;"><b>Sale of several businesses</b> <b>P.19</b></p>
<p><b>Integrate into a global brand to increase presence for Clients</b></p>	<ul style="list-style-type: none"> <li><b>On track</b> Established NTT DATA EMEAL, a new regional Headquarters company, in September, 2021 and started integrated business operations.</li> </ul> <p style="text-align: right;"><b>Brand Unification Business company integration</b> <b>P.20</b></p>
<p><b>Develop a stronger ability to adapt to the digital shift in markets and changes in work styles</b></p>	<ul style="list-style-type: none"> <li><b>Executing initiatives as planned</b> Executing office optimization to adapt to changing working styles</li> </ul>
<p><b>Increase digital capabilities by securing more digital talent &amp; assets</b></p>	<ul style="list-style-type: none"> <li><b>On track</b> Received several large orders for digital-related projects through the expansion of digital human resources.</li> </ul> <p style="text-align: right;"><b>Example of our effort</b> <b>P.23</b></p>

**Completed the sale of non-core, non-digital businesses as planned  
The impact of lower sales due to the sale of several businesses on revenue  
has been factored into the initial forecast**

### Status of the Sale of Businesses

**Sale of Stuffing Business  
(Completed on  
July 1, 2021)**

**Sale of  
Low-profit Business  
(Completed on  
June 16, 2021)**

# EMEA · LATAM | EMEAL Business Integration

**Integrated everis and itelligence into the NTT DATA brand in April, 2021**  
**Newly established NTT DATA EMEAL\*2, a regional headquarters company for the EMEAL\*1 region in September, 2021**

**April 30, 2021**

**Integrated everis and itelligence into the NTT DATA brand**

**September 14, 2021**

**Newly established NTT DATA EMEAL, a regional headquarters company for the EMEAL region**



**We provide optimal, high-value services to our clients as One NTT DATA**

\*1 An abbreviation for Europe, Middle East, Africa and Latin America.

\*2 A regional headquarters company with everis and NTT DATA EMEA under its umbrella

## North America | ITO Digital partner for hospitality company

**Awarded a large, three-year contract extension in July 2021 with a leading global hospitality company as their digital partner for IT outsourcing**

### Scope:

**Hybrid Infrastructure /  
Intelligent Network,  
Application Services,  
Digital Transformation**



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

**Executing day-to-day support and continued delivery excellence while providing consulting and innovative thought leadership**

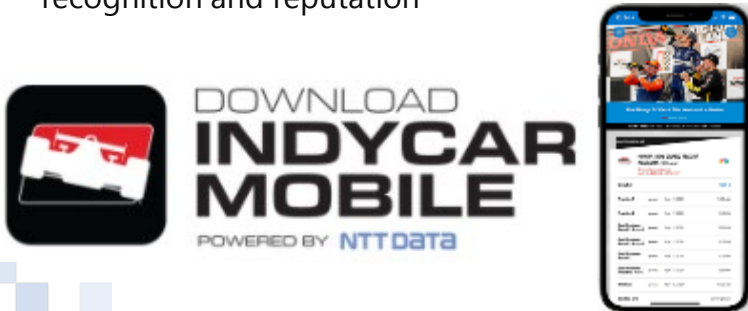
## NTT Group and INDYCAR have partnered to deliver digital innovations for NTT INDYCAR SERIES to promote fan experience.



### NTT DATA provides smart solutions, including mobile application development

#### INDYCAR Mobile

- ✓ Enabling fans experience real-time race events
- ✓ Received high ratings and fostered enhanced brand recognition and reputation



#### Smart Venue

- ✓ Safety venue management by predictive insights on crowd congestion and more powered by NTT Smart Solutions Platform



#### INDYCAR Data Experience

















- ✓ Providing high-quality customer experiences such as visualization of race conditions using AI powered by NTT Smart Solutions Platform

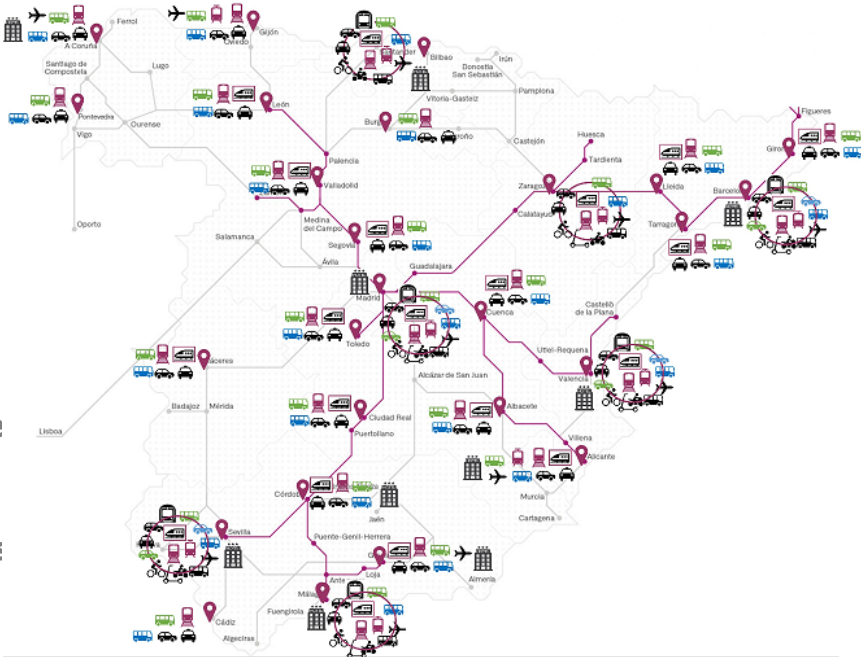


**Awarded the contract of developing MaaS platform for 5 years with Renfe, the Spanish public rail transport company**

**RaaS:**  
 Renfe as a Service  
 new solution lead by  
**NTT DATA**  
 with Siemens mobility  
 platform that aims to be  
 an integrated mobility  
 solution for its  
 users allowing them to  
 perform the whole end-to-  
 end travel experience.



-  Large & Med. Dist.
-  Urban Bus
-  Electric Train
-  Carsharing
-  AVE (High Speed)
-  Carpooling
-  Metro
-  Motosharing
-  Taxi
-  Bicisharing
-  VTC
-  Electric Scooter
-  Short Trip Bus
-  Airplane
-  Long Trip Bus
-  Hotels and Leisure



**OTHER CAPABILITIES**

- Service Design
- Branding
- Product campaign
- Commercial Strategy
- Marketing
- Publicity
- Release of service

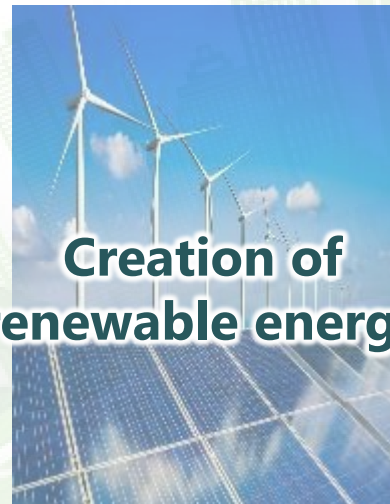


# Establishment of Green Innovation Office

As a leading company in social transformation through digital technology, we promote CO2 reduction for our customers, industry, and society as a whole, and contribute to the achievement of a decarbonized society through IT.



Application of advanced technologies such as immersion cooling, AI, and IoT



Promote measures from the introduction of renewable energy to energy creation



Support from strategy formulation to information disclosure



CO2 emissions measure for software development



Linking the supply chain across industries

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# Appendices

- Business topics -

# Principal Measures Taken in the 2nd Quarter of FYE March 31, 2022 (1/4)

## NTT DATA launched a disaster-prevention digital platform for an accelerated response to disasters



In July 2021, NTT DATA launched D-Resilio, a disaster-prevention digital platform that provides total support for the disaster-prevention measures of local governments and infrastructure operators.

This platform supports the digital-technology-enabled execution of operations at all phases when taking measures against a disaster, including data collection during a disaster that utilizes our state-of-the-art technologies such as satellite- or drone-based information collection, scientific decision-making support through analyzing collected data, and communicating evacuation information to citizens on multiple channels such as social media. This platform can be easily connected with existing disaster-prevention-related systems, prefectural total disaster-prevention information systems, and other relevant systems, providing support for information alignment among related institutions, such as local governments and infrastructure operators.

The platform currently focuses on providing support for emergency operation centers before and after a disaster, and we will continuously expand and develop its solution lineup, including prior/preventive measures and recovery/reconstruction after a disaster, to contribute to building a safe and secure society.

## Partnership with the Bank of Yokohama accelerates the creation of new digital-related services



To accelerate the digital-technology-enabled creation of new services that contribute to regional revitalization, NTT DATA declared a digital partnership with the Bank of Yokohama, Ltd. of the Concordia Financial Group (hereafter the Bank of Yokohama) in September 2021.

This partnership combines the Bank of Yokohama's regional revitalization plan with our digital technologies to develop new services that are not limited to banking. As the first step of this initiative, we will invest in Evolution Ventures 2 LP <sup>(Note 1)</sup>, a capital fund based in Silicon Valley in the US, which is the Bank of Yokohama's investee, to promote collaborative access to the most advanced digital technology and cocreating business.

NTT DATA has prepared Open Service Architecture <sup>(Note 2)</sup> as a standard architecture to realize a new society through cocreation with financial institutions, government offices, and companies. The partnership will allow us to create new customer experiences based on the most advanced digital technology, whereby expanding this architecture's service lineup and realizing the Bank of Yokohama's digital strategy.

(Note 1) Evolution Ventures 2 LP

A capital fund established by Evolution Ventures Management LLC that invests in advanced venture companies in Silicon Valley.

(Note 2) Open Service Architecture

A standard architecture that concretizes a vision of new financial IT with three characteristics, i.e., Open Platform, OpenAPI, and Open Innovation, where the word "open" is the key concept.

## Principal Measures Taken in the 2nd Quarter of FYE March 31, 2022 (3/4)

### NTT DATA Services awarded contract to provide consulting and other related services in Q2 and keeps supporting digital transformation for a large bank in the US



NTT DATA Services, a subsidiary of NTT DATA Corporation, received orders for several digital projects, including supporting the client to utilize data for its operation, further cloud migration, and integrate businesses after new M&A activities from a large bank in the US, one of the “Long-Term Relationships” customers, in the second quarter of fiscal year 2021.

NTT DATA Services has been providing consulting and other related services around cloud migration, application modernization and digital transformation as well as post-merger integration support to the client. In this continued order from the client, we leverage our deep insights and consulting expertise in financial industries which we have cultivated through decades of service delivery in this field, as well as our recent investment success in digital areas such as cloud and Data as an Asset.

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

## Signed a framework contract with an European institution to support the implementation of its strategic plan for digital transformation



The initial framework contract was signed in April 2020 (2 years plus optional extensions). In September 2021 we have signed the extension until March 2023 that confirms the great performance of this first year of the framework. This extension allows us to receive long term orders and strategic projects of the client's strategic plan.

As an IT partner, we will promote the digital transformation of the client to simplify and modernize its IT systems, including streamlining the patent granting process by implementing the end-to-end electronic patent granting system from patent application to post-grant procedures, and reducing the burden of administrative tasks such as human resources, finance, general affairs, and document management. We will support the client by leveraging our experience as a key provider in the field of intellectual property and our capabilities in the digital domain, which we have been actively expanding.

NTT DATA EMEAL will continue to contribute to the digital transformation of our clients by expanding our digital businesses through the enhancement of digital human resources and assets and improving the value we provide by the integration of business operations.

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## Appendices

-Explanatory details of financial results and forecasts-

# Overview of Consolidated Result

(Billions of Yen,%)

	2021/3 2nd Quarter Results (Apr-Sep)	2022/3 2nd Quarter Results (Apr-Sep)	YoY (%)
New Orders Received	1,065.5	1,153.6	+8.3
Order Backlog	2,679.2	2,779.6	+3.7

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

Net Sales	1,080.1	1,212.1	+12.2
(Main item) Overseas Net Sales <sup>(*)</sup>	433.6	502.1	+15.8
Cost of Sales	809.2	892.8	+10.3
Gross Profit	271.0	319.2	+17.8
SG&A Expenses	207.1	210.1	+1.4
Selling Expenses	81.6	81.8	+0.3
R&D Expenses	10.4	8.4	-18.8
Other Administrative Expenses	115.2	119.9	+4.1
Operating Income	63.8	109.1	+71.0
Operating Income Margin(%)	5.9	9.0	+3.1P
Financial Income and Costs/Share of Profit/Loss of Entities for Using Equity Method	-1.0	1.9	-
Income Before Income Taxes	62.8	111.0	+76.9
Income Taxes and Others <sup>(*)</sup>	21.6	39.2	+81.6
Net Income Attributable to Shareholders of NTT DATA	41.2	71.9	+74.4

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

Capital Expenditures	83.3	82.0	-1.5
Depreciation and Amortization/Loss on Disposal of Property and Equipment and Intangibles <sup>(*)</sup>	84.7	89.1	+5.3

169.5	175.0
178.4	170.0

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

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

(\*) The figures for FYE 3/2020 and later were calculated excluding lease depreciation expenses (21.2 billion yen as the result of FYE 3/2021 2<sup>nd</sup> Quarter, 21.4 billion yen as the result of FYE 3/2022 2<sup>nd</sup> Quarter, 42.8 billion yen as the result of FYE 3/2021 and 35.0 billion yen as the forecast for FYE 3/2022 (estimate)).



# Consolidated New Orders Received and Order Backlog

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

(Billions of Yen,%)

	2021/3 2nd Quarter Results (Apr-Sep)	2022/3 2nd Quarter Results (Apr-Sep)	FY Ended 2021/3 Results (Full-Year)	FY Ending 2022/3 Forecasts (Full-Year)
Public & Social Infrastructure	248.8	295.6	481.6	509.0
(Main item) Central Government and Related Agencies, Local Government, and Healthcare	162.0	182.7	280.6	300.0
Telecom and Utility	41.7	56.8	108.5	114.0
Financial	258.0	216.6	542.2	442.0
(Main item) Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	211.7	163.3	431.8	328.0
Cooperative Financial Institutions	31.3	40.8	83.1	88.0
Enterprise & Solutions <sup>(*1)(*2)</sup>	163.4	176.7	344.0	358.0
(Main item) Retail, Payment and Other Services	43.0	45.3	89.2	85.0
Manufacturing	87.6	100.5	195.9	214.0
Data Center, Network, and Other Solutions	32.7	31.0	58.8	59.0
North America	177.8	192.6	344.5	366.0
EMEA & LATAM	203.3	254.8	475.9	482.0

## Detail of Consolidated Order Backlog

Order Backlog	2,679.2	2,779.6	2,735.1	2,744.0
Public & Social Infrastructure	539.9	599.7	515.1	553.0
Financial	854.9	877.7	894.9	847.0
Enterprise & Solutions	147.1	153.3	150.6	165.0
North America	780.5	741.4	762.9	737.0
EMEA & LATAM	338.8	390.8	392.8	405.0

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

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

# Consolidated Net Sales

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

(Billions of Yen)

	2021/3 2nd Quarter Results (Apr-Sep)	2022/3 2nd Quarter Results (Apr-Sep)	FY Ended 2021/3 Results (Full-Year)	FY Ending 2022/3 Forecasts (Full-Year)
Public & Social Infrastructure	191.2	218.2	452.0	474.0
(Main item) Central Government and Related Agencies, Local Government, and Healthcare	106.4	114.3	252.9	270.0
Telecom and Utility	45.7	57.0	107.4	108.0
Financial	244.6	266.8	518.1	538.0
(Main item) Banks, Insurance, Securities, Credit Corporations, Financial Infrastructure/Network Services	187.3	211.9	390.3	410.0
Cooperative Financial Institutions	49.1	52.0	103.6	104.0
Enterprise & Solutions <sup>(*1) (*2)</sup>	204.4	218.8	427.8	445.0
(Main item) Retail, Payment and Other Service	72.6	77.0	147.2	153.0
Manufacturing	96.6	104.0	206.4	213.0
Data Center, Network, and Other Solutions	34.3	36.7	72.4	79.0
North America	205.7	225.2	422.8	391.0
EMEA & LATAM	209.6	256.6	446.7	471.0

## Net Sales by Products and Services (to Clients Outside the NTT DATA Group) <sup>(\*3)</sup>

(Billions of Yen)

Consulting	123.2	160.5	283.2	310.0
Integrated IT Solution	295.8	309.0	608.2	630.0
System & Software Development	246.6	282.6	551.2	580.0
Maintenance & Support	369.7	416.9	785.9	750.0
Others	44.8	43.1	90.2	90.0
Net Sales by Products and Services Total	1,080.1	1,212.1	2,318.7	2,360.0

(\*1) Net Sales of Enterprise & Solutions from clients outside the NTT DATA Group does not include sales of projects undertaken through other segments.

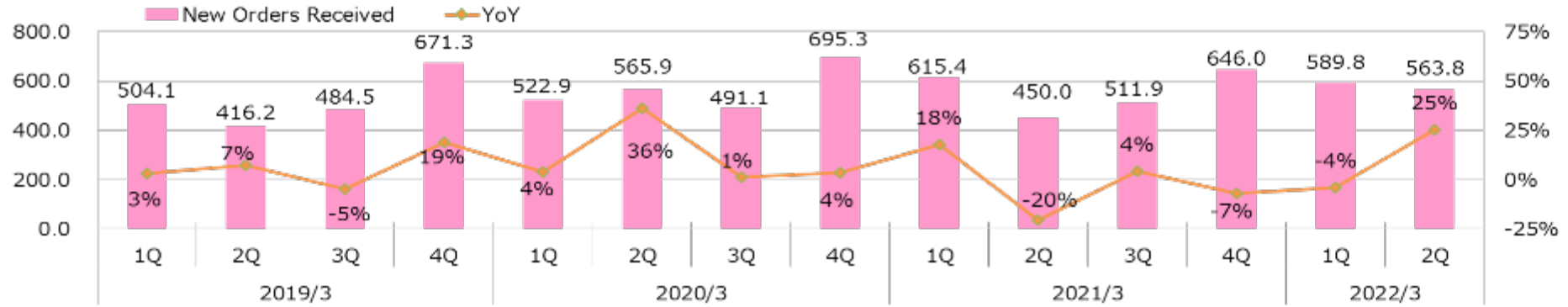
(\*2) Net Sales of Enterprise & Solutions were reviewed in terms of the details recorded.

(\*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.

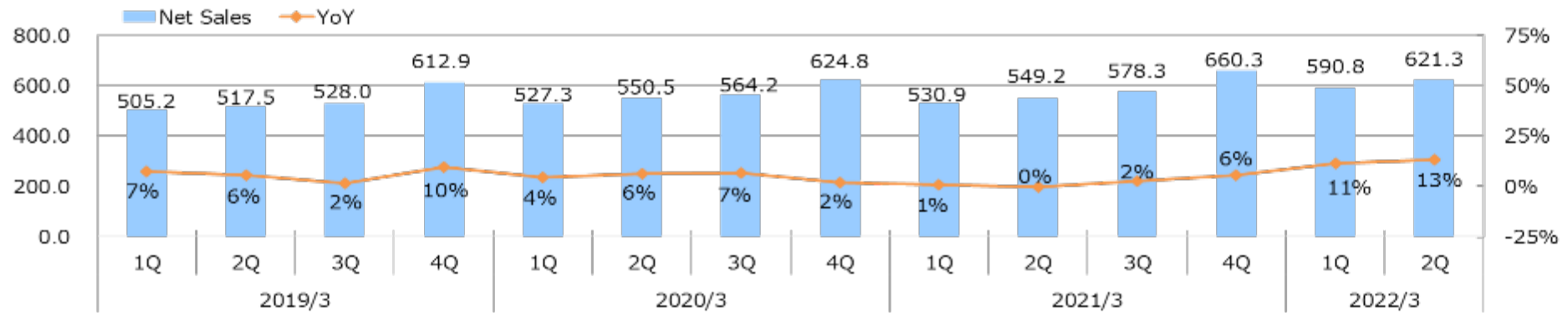
# Trends in Quarter (Consolidated)

(Billions of Yen, %)

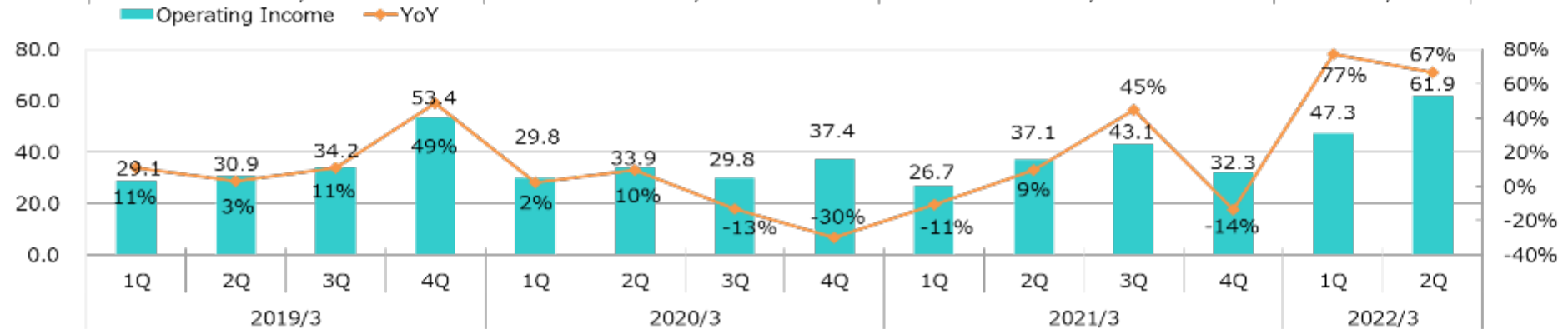
## ■ New Orders Received



## ■ Net Sales



## ■ Operating Income



# Foreign Exchange Rates

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

(Yen,%)

	2021/3 2nd Quarter Results (Apr-Sep) ①	2022/3 2nd Quarter Results (Apr-Sep) ②	YoY (%) (②-①)/①
USD	106.88	109.82	+2.8%
EUR	121.34	130.89	+7.9%

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

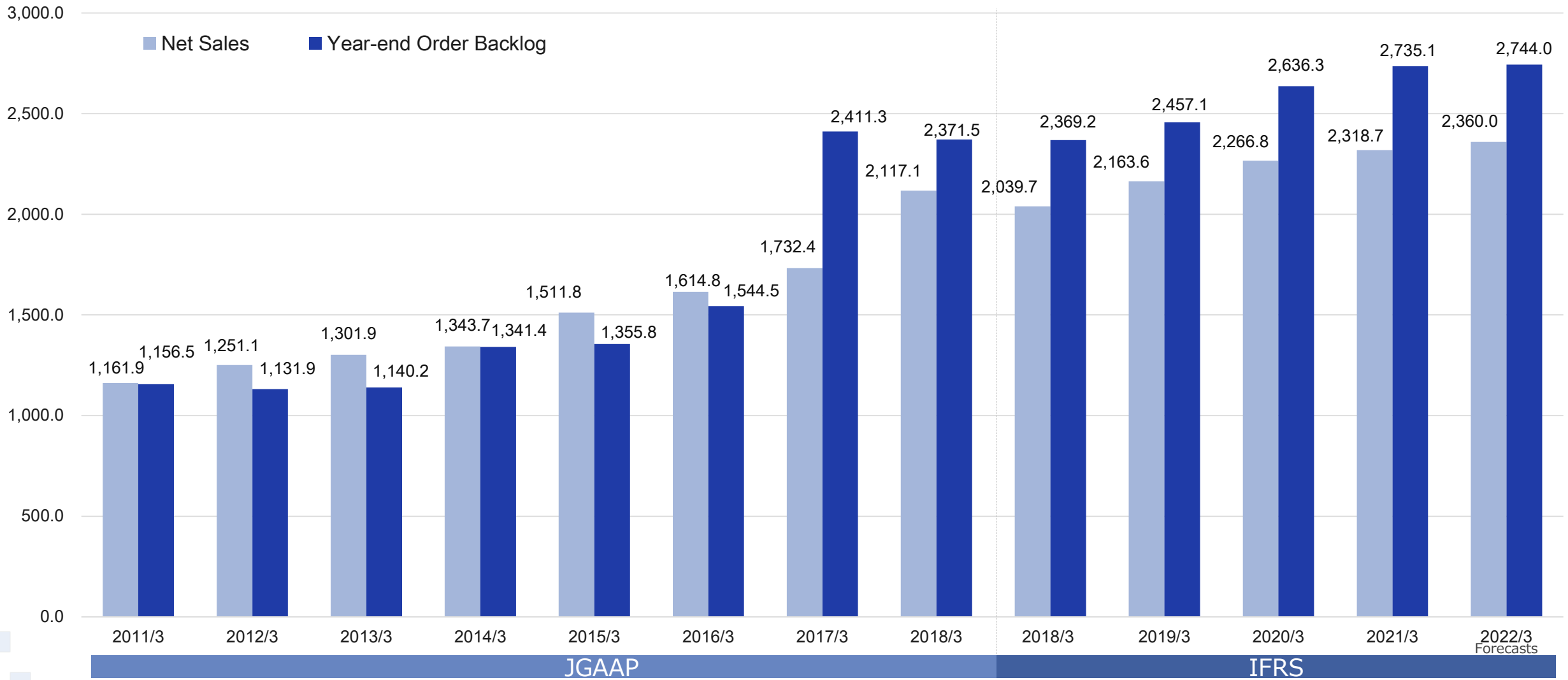
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# Appendices

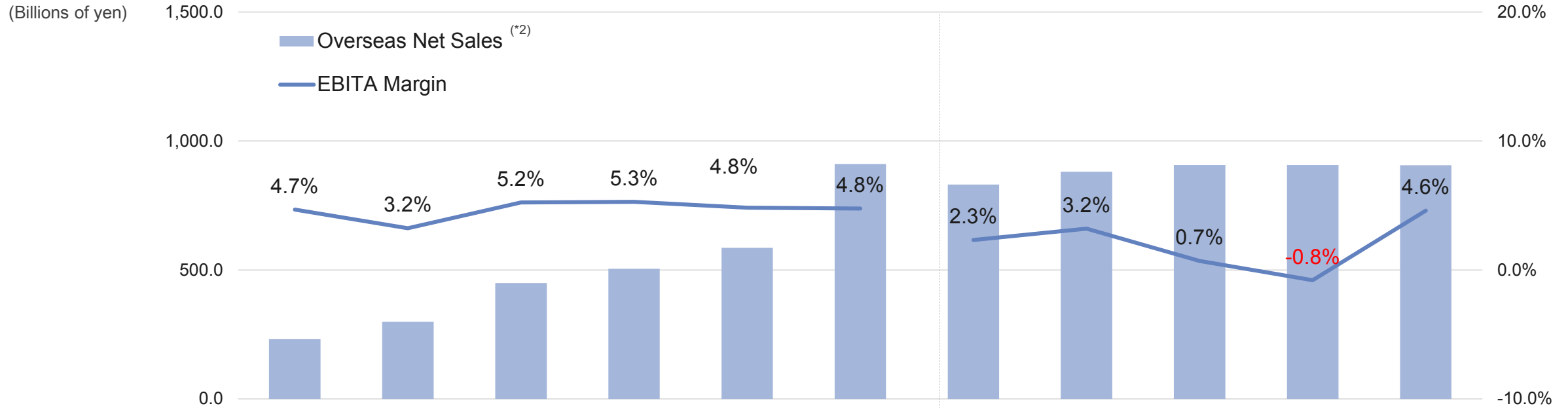
- Mid- to long-term financial trends -

# Trend of Order Backlog and Net Sales

(Billions of yen)



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



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

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

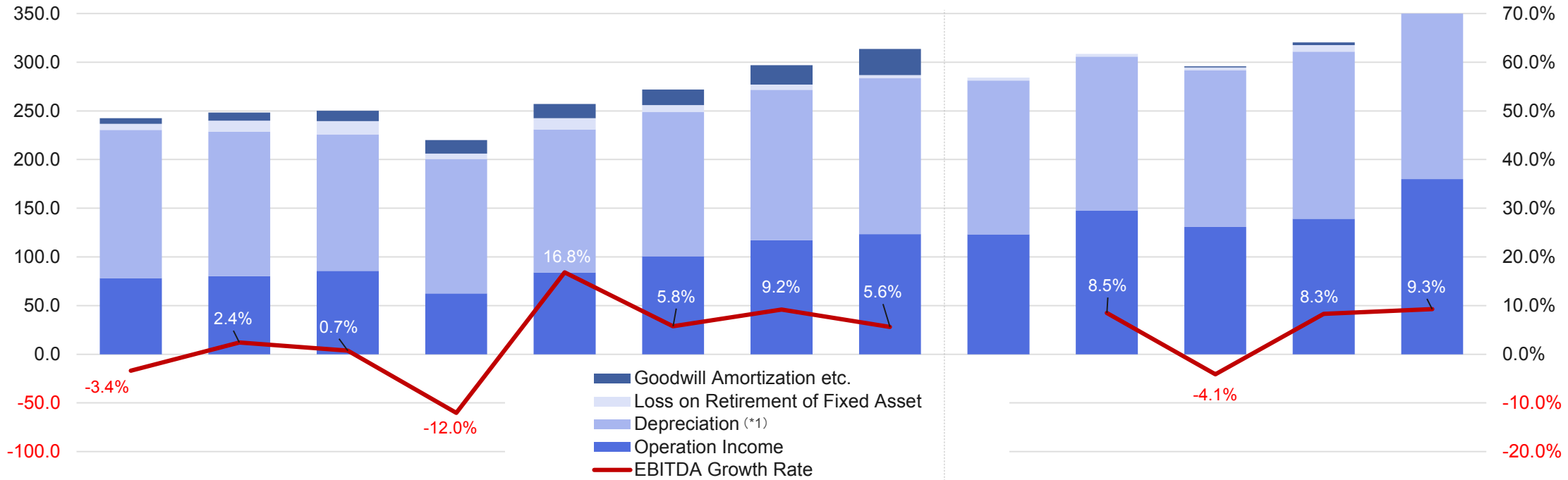
(\*2) Net sales to Clients Outside the NTT DATA Group.

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

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

# EBITDA Trend

(Billions of yen)



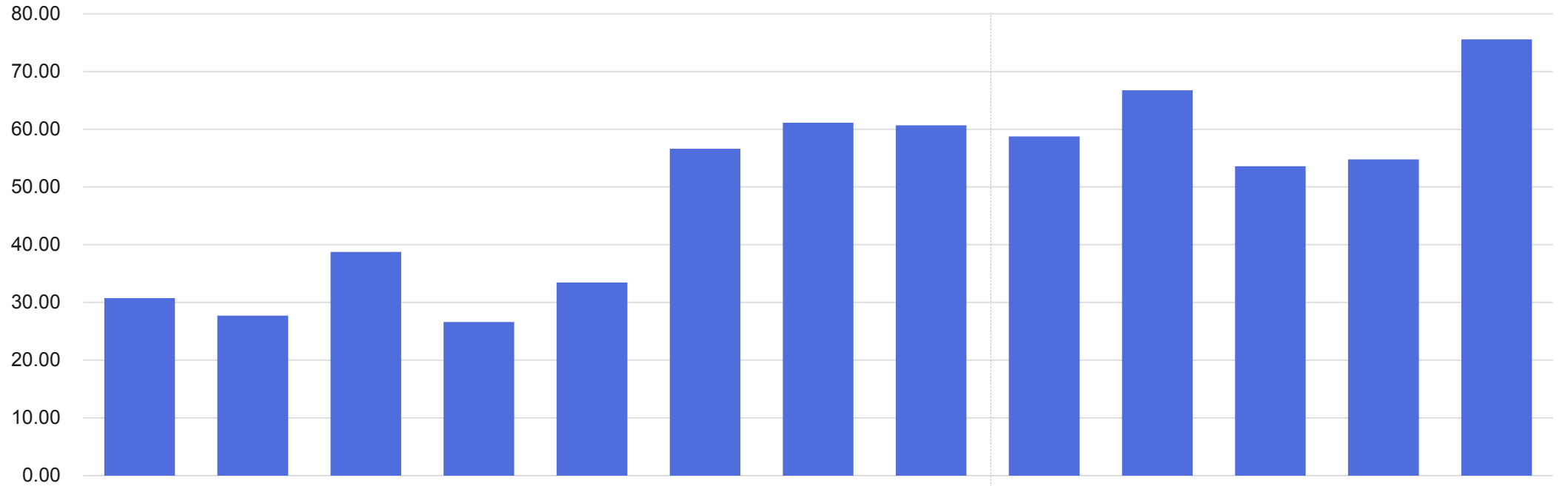
	JGAAP								IFRS				
(Billions of yen)	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3 Forecast
Operation Income	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	130.9	139.2	180.0
Depreciation(*1)	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	160.9	171.6	170.0
Loss on Retirement of Fixed Asset	6.3	11.3	13.8	5.6	11.6	7.2	5.4	3.2	3.1	2.7	2.9	6.8	-
Goodwill Amortization etc.	5.7	8.3	10.7	14.0	14.7	16.0	20.0	26.9	-	-	1.0	2.7	-
<b>EBITDA</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>320.3</b>	<b>350.0</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, 42.8 billion yen as the result of FYE 3/2021 and 35.0 billion yen as the forecast for FYE 3/2022 (estimate)).



# EPS Trend

(Yen)



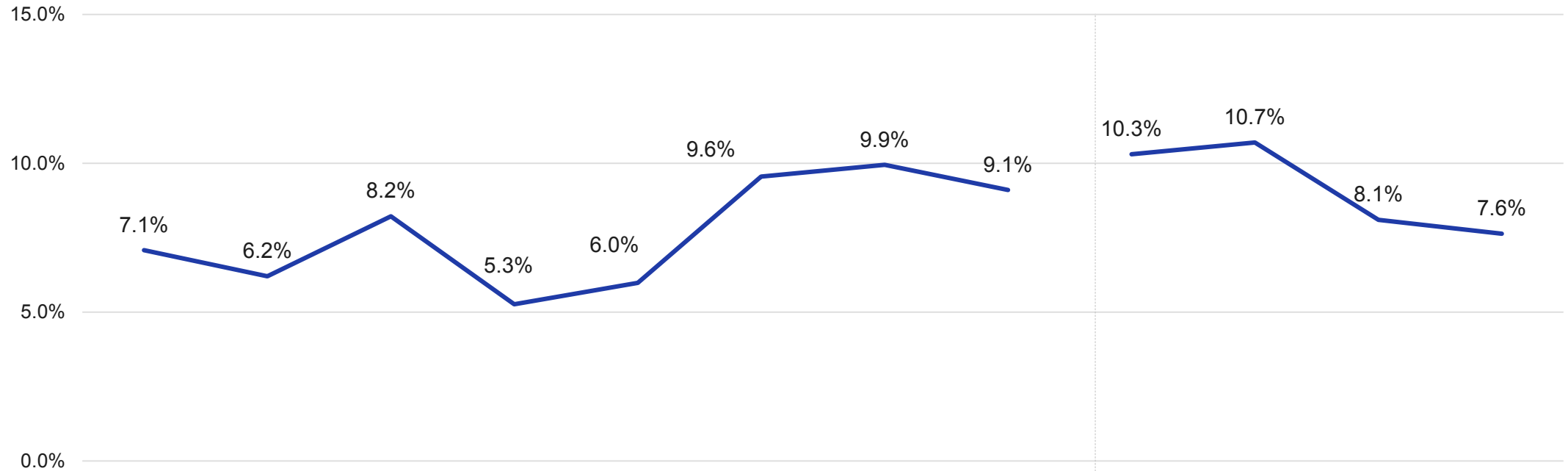
	JGAAP							IFRS					
	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3 Forecast
Net Income Attributable to (*1,2) Shareholders of NTT DATA (Billions of yen)	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	75.1	76.8	106.0
EPS (yen) (*3)	30.73	27.69	38.73	26.59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

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

(\*2) Figures based on JGAAP include adjustments for goodwill amortization and others (including impairment loss).

(\*3) Conducted stock split which shall split of common stock at a ratio of 1:5 as of the effective date of July 1, 2017. EPS is referring to the amount after stock split.

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



JGAAP

IFRS

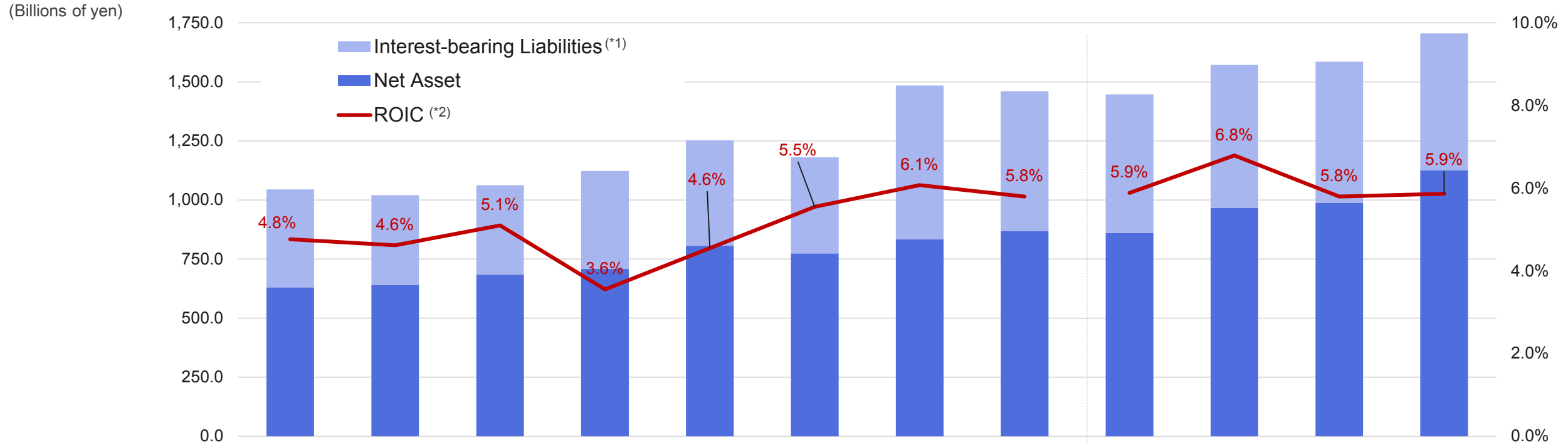
(Billions of yen)	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3
Net Income Attributable to <sup>(*2,3)</sup> Shareholders of NTT DATA	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	75.1	76.8
Equity EOY <sup>(*3)</sup>	620.0	632.5	688.9	728.4	839.8	823.3	904.6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

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

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

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

# ROIC Trend

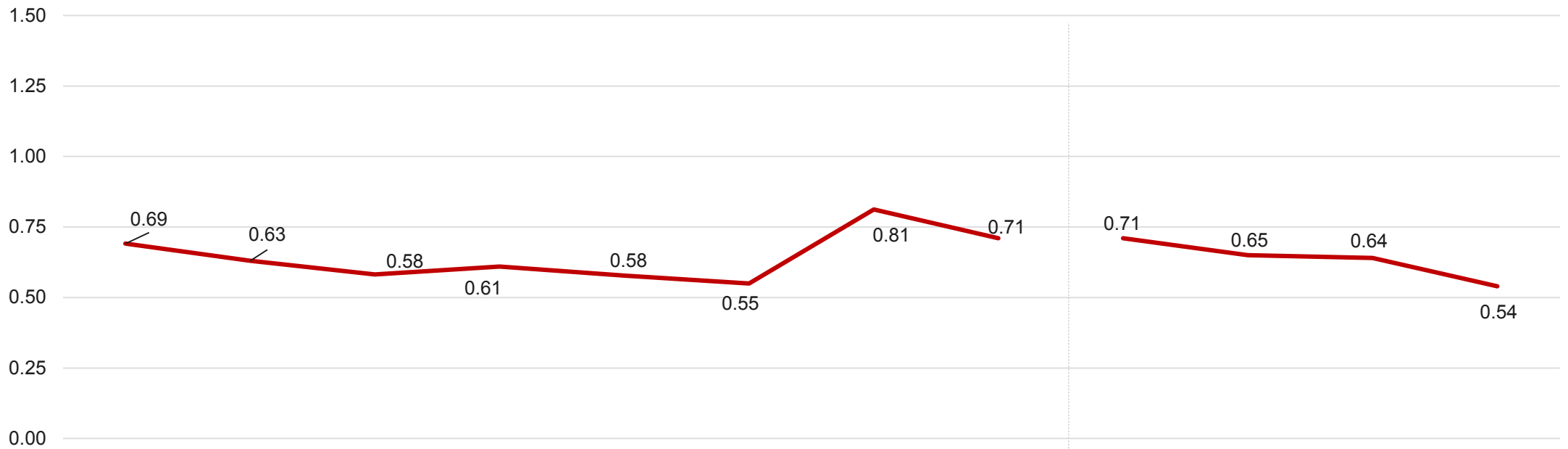


	JGAAP								IFRS			
(Billions of yen)	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3
Operating Income	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	130.9	139.2
Effective Tax Rate	40.69%	40.69%	38.01%	38.01%	35.64%	33.06%	30.86%	30.86%	30.86%	30.62%	30.62%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

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

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

# D/E Ratio Trend<sup>(\*1)</sup>

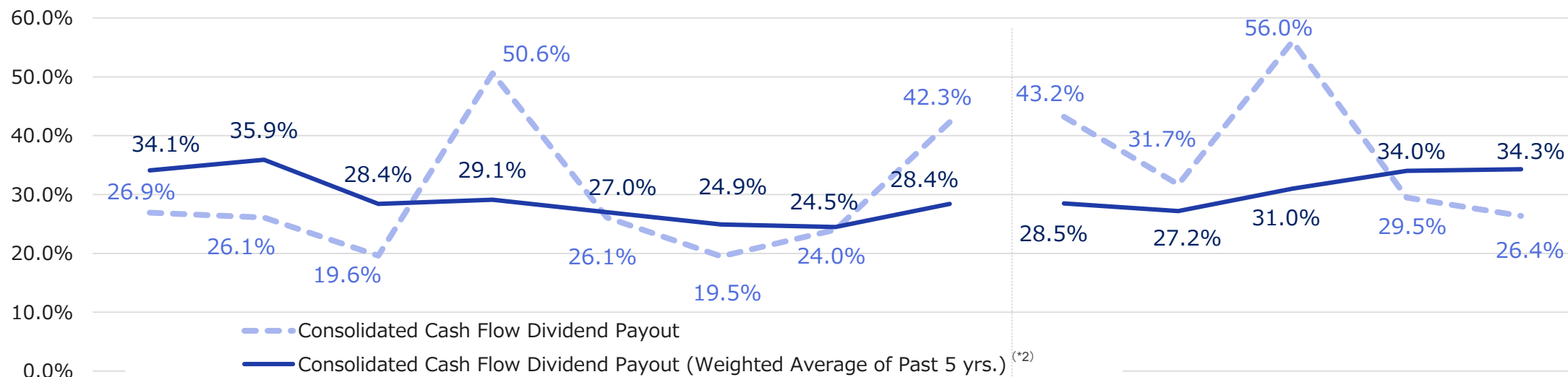


	JGAAP								IFRS			
(Billions of yen)	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3
Net Asset	630.3	639.7	684.2	709.8	806.2	773.6	833.7	868.8	860.5	966.8	987.4	1,126.5
(Main Item)Net Asset Non-controlling Interests	28.7	34.0	32.8	32.9	32.7	32.7	31.5	35.0	34.3	41.1	47.7	53.6
Interest-bearing Liabilities <sup>(*2)</sup>	414.4	380.2	378.3	412.9	446.9	407.0	650.8	592.0	586.3	605.0	598.0	578.9

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

(\*2) The figures based on JGAAP are the total of borrowings, bonds, and lease payables. The figures based on IFRS are the total of borrowings and bonds.

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



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

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

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

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

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

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

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



# NTT DATA

Trusted Global Innovator