

# Company Presentation for the Second Quarter of Fiscal Year Ending March 31, 2023

November 7, 2022  
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**

※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, 2023

## Results for the Second Quarter of Fiscal Year Ending March 31, 2023

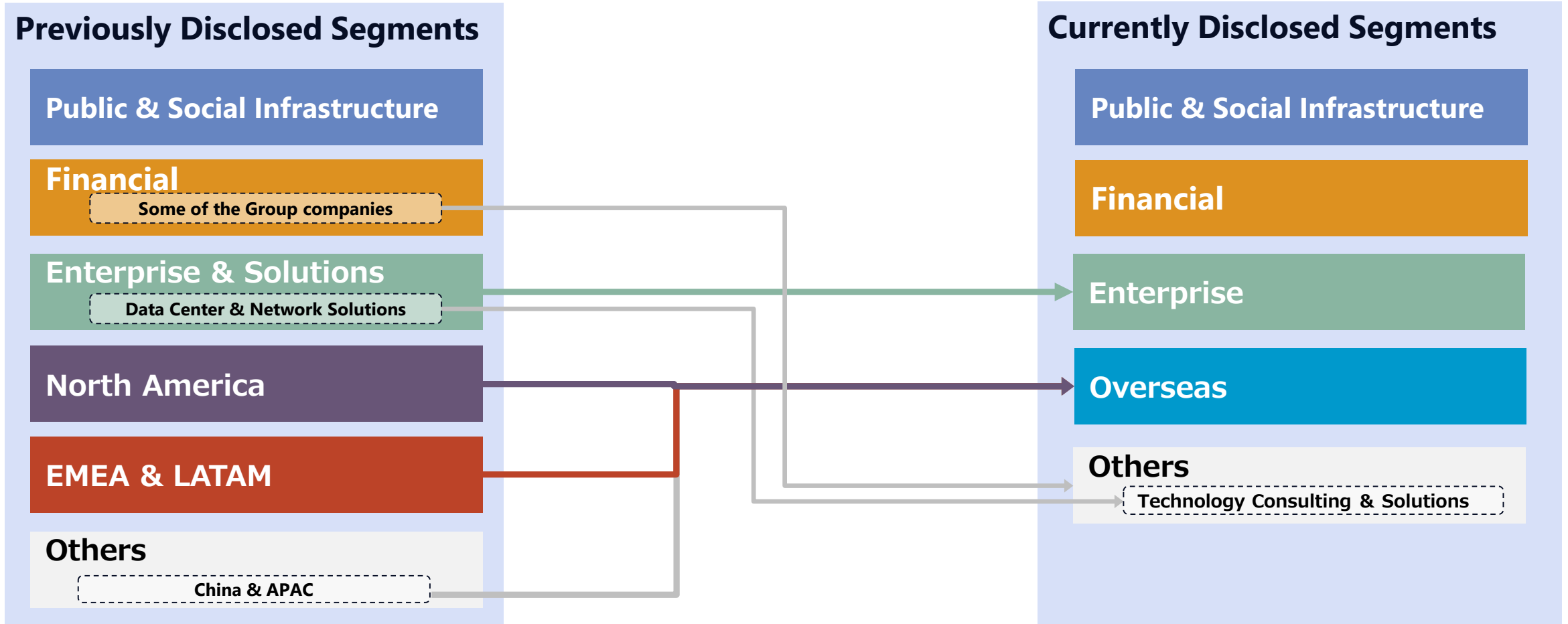
- New Orders Received increased due to winning of projects in overseas businesses and the impact of foreign exchange rates, despite a reactionary decline due to fewer large-scale orders in Japan following large-scale orders won in the previous fiscal year.
- Net Sales has increased due to the business growth in all segments as well as the impact of foreign exchange rates.
- Operating Income remained flat year-on-year due to an unprofitable project and an increase in company-wide strategic investment, despite an increase in revenue due to sales growth.

(Billions of Yen, %)

	Q2 FYE3/2022 Results (Apr-Sep)	Q2 FYE3/2023 Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	1,153.6	1,194.7	+41.1	+3.6%	
Net Sales	1,212.1	1,371.4	+159.3	+13.1%	
Operating Income (Operating income margin)	109.1 (9.0%)	107.9 (7.9%)	-1.2 (-1.1P)	-1.1%	
Net Income Attributable to Shareholders of NTT DATA	71.9	72.8	+0.9	+1.3%	

# Revision of disclosure segment classification

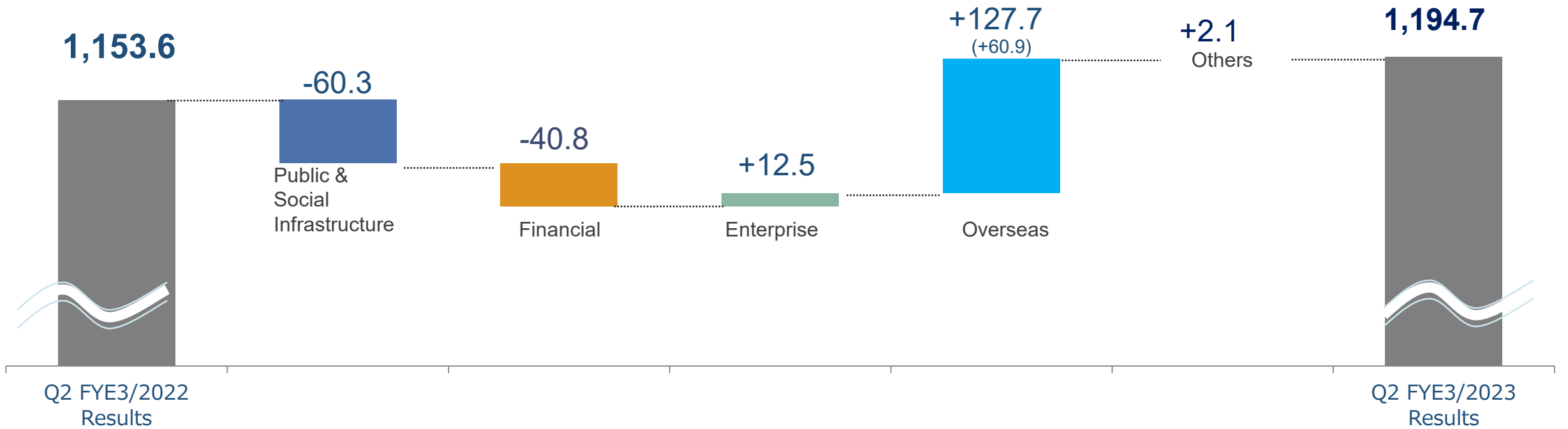
Along with the reorganization implemented on July 1, 2022 to achieve the new medium-term management plan, segments disclosed in financial results announcements have been changed as follows :



\*Forecasts for the fiscal year ending March 31, 2023 for the Financial, Enterprise and Overseas segments after the reclassification of newly disclosed segments are shown in the appendices at the end of this document.

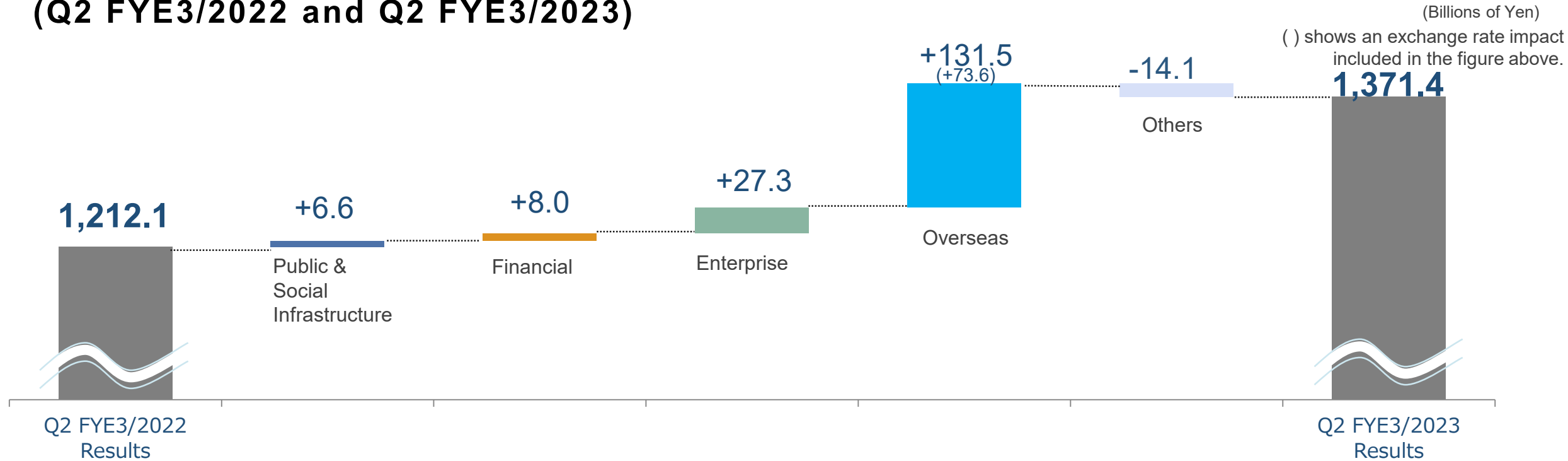
# New Orders Received: YoY Changes by Business Segment (Q2 FYE3/2022 and Q2 FYE3/2023)

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



Public & Social Infrastructure	Decreased mainly due to a reactionary decline as there were fewer orders of large-scale projects following the winning of large-scale orders for the central government and ministries in the previous fiscal year.
Financial	Decreased mainly due to a reactionary decline as there were fewer orders of large-scale projects following the winning of large-scale orders for banks in the previous fiscal year.
Enterprise	Increased mainly due to winning of projects for the manufacturing industry.
Overseas	Increased mainly due to winning of projects in Europe as well as the impact of foreign exchange rates.

# Net Sales: YoY Changes by Business Segment (Q2 FYE3/2022 and Q2 FYE3/2023)

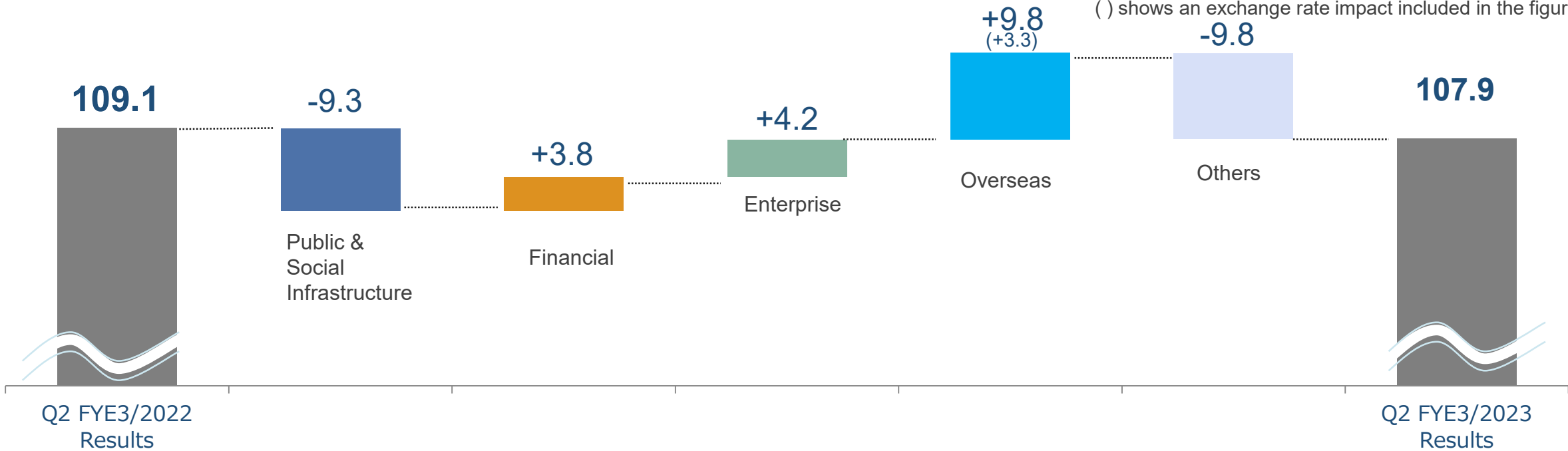


Public & Social Infrastructure	Increased mainly due to the expansion in the scale of services for the central government and ministries.
Financial	Increased mainly due to the expansion in the scale of services associated with the projects for major financial institutions.
Enterprise	Increased mainly due to the expansion in the projects for the manufacturing industry and the retail and service sectors as well as the scale of services for payment business.
Overseas	Increased due to the impact of foreign exchange rate as well as the expansion in the scale of services in Europe.

# Operating Income: YoY Changes by Business Segment (Q2 FYE3/2022 and Q2 FYE3/2023)

(Billions of Yen)

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






Public & Social Infrastructure	Decreased mainly due to occurrence of unprofitable projects.
Financial	Increased mainly due to sales growth.
Enterprise	Increased mainly due to sales growth.
Overseas	Increased mainly due to sales growth.
Others	Decreased mainly due to an increase in company-wide strategic investment



# Public & Social Infrastructure (Q2 FYE3/2022 and Q2 FYE3/2023)

(Billions of Yen, %)

	Q2 FYE3/2022 Results (Apr-Sep)	Q2 FYE3/2023 Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	295.6	235.3	-60.3	-20.4%	
Net Sales	263.9	270.5	+6.6	+2.5%	
Operating Income (Operating income margin)	28.4 (10.7%)	19.1 (7.1%)	-9.3 (-3.7P)	-32.7%	

New Orders Received

Decreased mainly due to a reactionary decline as there were fewer orders of large-scale projects following the winning of large-scale orders for the central government and ministries in the previous fiscal year.

Net Sales




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

Operating Income

Decreased mainly due to occurrence of an unprofitable project.

# Financial (Q2 FYE3/2022 and Q2 FYE3/2023)




(Billions of Yen, %)

	Q2 FYE3/2022 Results (Apr-Sep)	Q2 FYE3/2023 Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	212.1	171.3	-40.8	-19.2%	
Net Sales	312.9	320.9	+8.0	+2.6%	
Operating Income (Operating income margin)	29.3 (9.4%)	33.1 (10.3%)	+3.8 (+1.0P)	+13.1%	

New Orders Received	Decreased mainly due to a reactionary decline as there were fewer orders of large-scale projects following the winning of large-scale orders for banks in the previous fiscal year.
Net Sales	Increased mainly due to the expansion in the scale of services associated with the projects for major financial institutions.
Operating Income	Increased mainly due to sales growth.

# Enterprise (Q2 FYE3/2022 and Q2 FYE3/2023)

(Billions of Yen, %)

	Q2 FYE3/2022 Results (Apr-Sep)	Q2 FYE3/2023 Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	156.6	169.0	+12.5	+8.0%	
Net Sales	220.8	248.1	+27.3	+12.4%	
Operating Income (Operating income margin)	22.9 (10.4%)	27.1 (10.9%)	+4.2 (+0.6P)	+18.5%	

New Orders Received

Increased mainly due to winning of projects for the manufacturing industry.

Net Sales





Increased mainly due to the expansion in the projects for the manufacturing industry and the retail and service sectors as well as the scale of services for payment business.

Operating Income

Increased mainly due to sales growth.

## Overseas (Q2 FYE3/2022 and Q2 FYE3/2023)

(Billions of Yen, %)

	Q2 FYE3/2022 Results (Apr-Sep)	Q2 FYE3/2023 Results (Apr-Sep)	YoY (Amount)	YoY (Rate)	
New Orders Received	456.1	583.9	+127.7	+28.0%	
Net Sales	493.9	625.4	+131.5	+26.6%	
EBITA <sup>(*)</sup> (EBITA margin)	25.0 (5.1%)	36.8 (5.9%)	+11.8 (+0.8P)	+47.3%	
Operating Income (Operating income margin)	16.4 (3.3%)	26.2 (4.2%)	+9.8 (+0.9P)	+60.1%	

(\*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 as well as the impact of foreign exchange rates.

Net Sales

Increased due to the impact of foreign exchange rate as well as the expansion in the scale of services in Europe.

EBITA

Increased mainly due to sales growth.

Operating Income

Increased mainly due to sales growth.

# (Reference) Breakdown of Overseas Business

(Billions of Yen, %)

	Q2 FYE3/2022 Results (Apr-Sep)	Q2 FYE3/2023 Results (Apr-Sep)	YoY (Amount)	YoY (Rate)
New Orders Received	456.1	583.9	+127.7	+28.0%
North America	192.6	216.9	+24.3	+12.6%
EMEA&LATAM	254.8	355.0	+100.3	+39.3%
Net Sales	493.9	625.4	+131.5	+26.6%
North America	229.3	292.6	+63.3	+27.6%
EMEA&LATAM	259.1	325.4	+66.3	+25.6%
EBITA <sup>(*1)</sup>	25.0 5.1%	36.8 5.9%	+11.8 +0.8P	+47.3%
North America	13.3 5.8%	19.9 6.8%	+6.6 +1.0P	+50.0%
EMEA&LATAM	12.0 4.6%	16.5 5.1%	+4.5 +0.4P	+37.3%

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

## (Reference) Foreign Exchange Rates

Due to the rapid depreciation of the yen since the end of previous fiscal year, the yen is currently weaker than we had previously expected in our full-year earnings forecast.

We will continue to monitor the impact of foreign exchange rates on full-year results.

(Yen)

Currency	(1)FYE 3/23 2Q Average Rate	(2)FYE 3/23 Full Year Forecast Rate	(Ref.) FYE 3/22 2Q Average Rate	(Ref.) FYE 3/22 Full Year Average Rate
<b>USD</b>	<b>134.00</b>	<b>120.00</b>	109.82	112.42
<b>Difference</b>	-	<b>+14.00</b>	+24.18	+21.58
<b>EUR</b>	<b>138.76</b>	<b>133.00</b>	130.89	130.55
<b>Difference</b>	-	<b>+5.76</b>	+7.87	+8.21

Foreign exchange sensitivity :

The impact of a 1 yen depreciation on the full-year forecast\* is as follows (Both USD and EUR):

New Orders Received and Sales : Approx. +4 billion yen

EBITA and Operating Income : Approx. +0.2 billion yen

\*Stand-alone business forecast that does not include NTT Ltd.

A dark blue background featuring a white grid. A large white semi-circle is positioned at the top, spanning across the grid. The number '2' is displayed in a white square on the left side.

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# Main Initiatives in the First Half of This Year

# Overview of the Business Combination (1/2)

## Establishment of Overseas Operating Company

On October 1, 2022, we have completed the overseas business combination with NTT Ltd., a subsidiary of Nippon Telegraph and Telephone Corporation

\*NTT Ltd. results will be reflected in consolidated financial results from the third quarter of this fiscal year.

Under the new structure, teams of 140,000 professionals provide services to clients in more than 80 countries.

### NTT DATA

Business  
Combination  
2022.10

### NTT Ltd.

Net Sales \*1

Approx. **¥3.6** trillion

Number of  
employees

Approx. **190,000**

Ratio of  
overseas sales \*1

Approx. **60%**

Overseas Operating  
Company



Name: **NTT DATA, Inc.**

Net Sales \*1

Approx. **¥2.1** trillion

Number of  
employees

Approx. **140,000**

Provide services

Over **80** countries

\*1 Simple sum of FY21 results (annual basis)

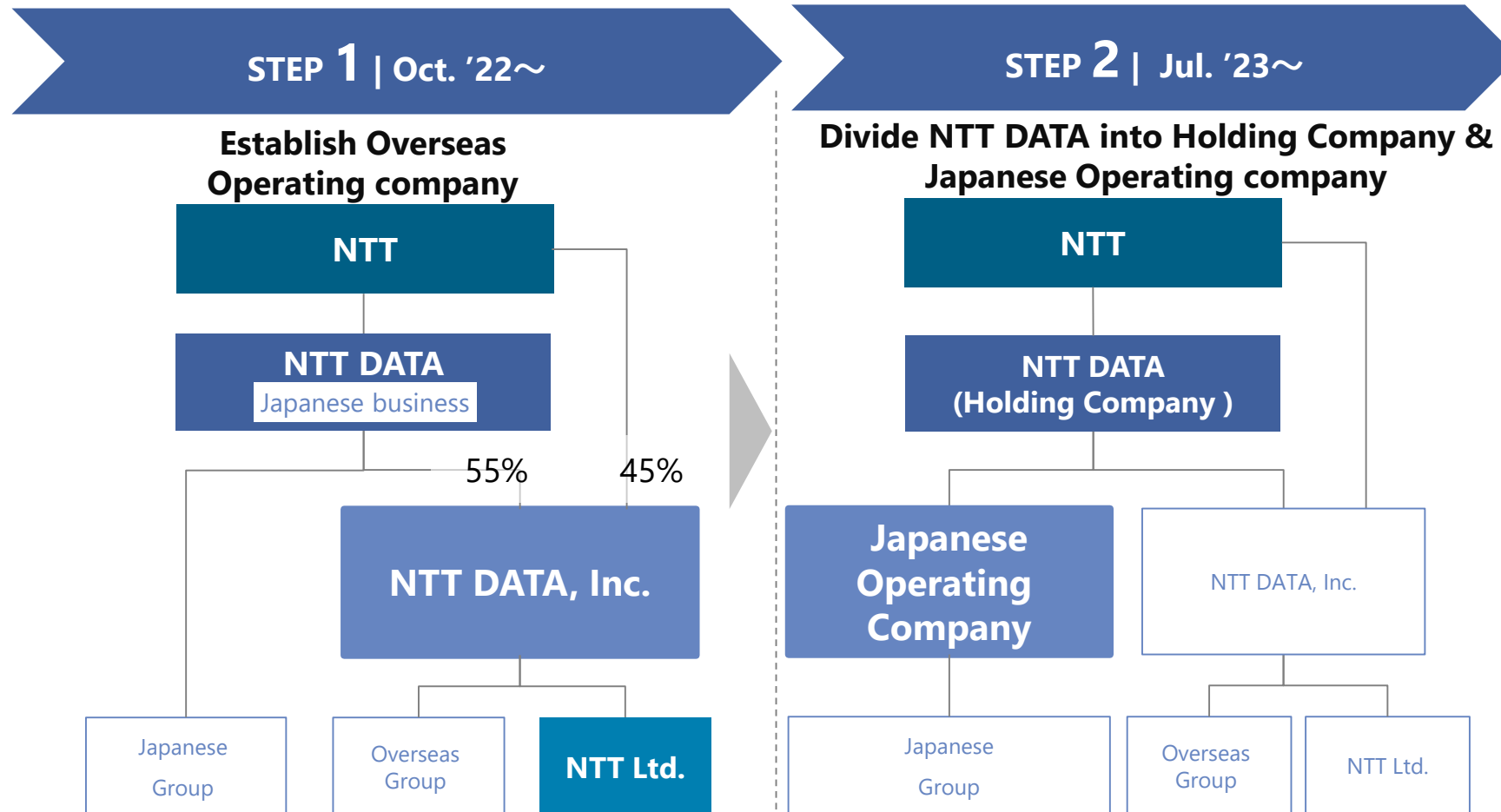


# Overview of the Business Combination (2/2)

## Schedule of Business Combination

In October 2022, we established NTT DATA, Inc. to implement the overseas business combination, and the overseas business was transferred to the new company.

In July 2023, the domestic business will be transferred to the Japanese operating company to further strengthen the management structure.



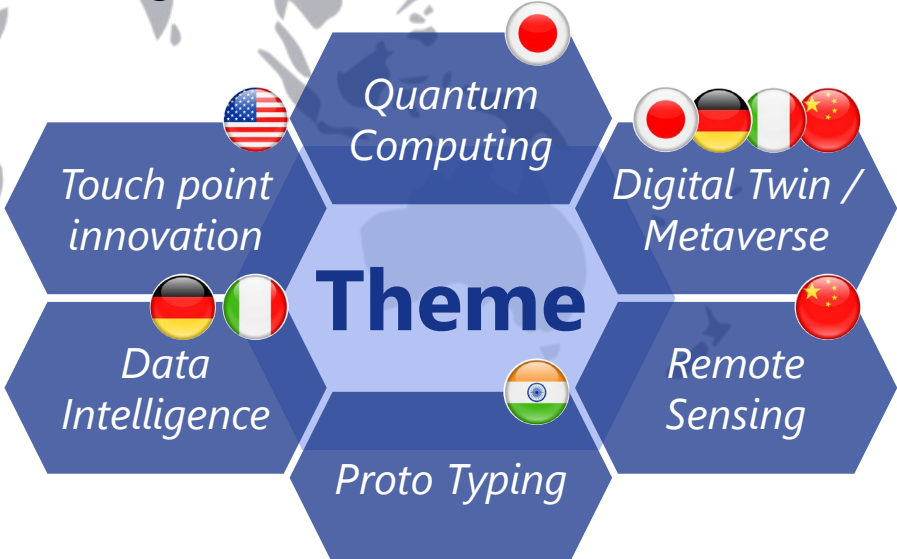
# Launched Innovation Center in Six Countries

Innovation Center has started with 100 experts, mainly researchers, consultants, and engineers, in 6 countries. We aim to expand its organization to 300 experts by the end of fiscal year 2025, to acquire world-leading capabilities for the utilization of advanced technology.

From August 2022  
Operations started in 6 countries



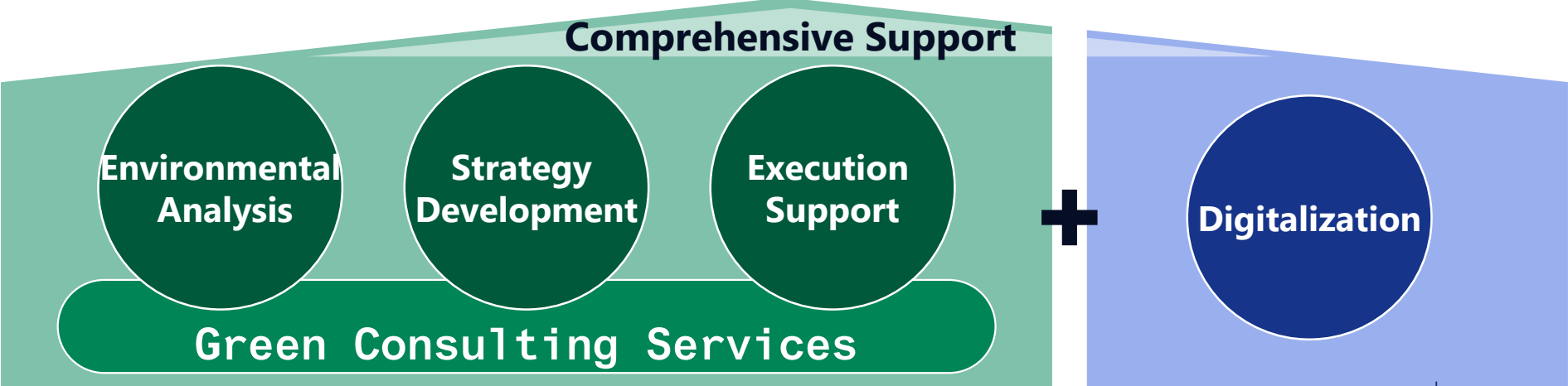
- 1 Formulate mid- to long-term technology strategy
- 2 Acquire advanced technologies from a medium- to long-term perspective
- 3 Joint R&D with innovative customers
- 4 Develop and strengthen technical personnel globally



# Provide Consulting Service to Support Responses to TCFD Disclosure

The FSA's rule amendments have made progress in making disclosure of corporate climate change-related initiatives substantially mandatory, in line with the TCFD\* recommendations. In addition to consulting services to support corporate information disclosure, we provide comprehensive support for the digitalization of mechanisms of initiatives such as the visualization of CO2 emissions using our solutions.

\*TCFD : Task Force on Climate-related Financial Disclosures



# A new solution jointly developed by NTT DATA and SAP SE

NTT DATA and SAP SE jointly developed the Connected Product solution, which packages services for enhancing supply chain insurance management. IoT sensors monitor a variety of data related to cargo in almost-real time, enabling cargo tracking and rapid response to damage and delays. Hundreds of containers have already been monitored for 6 months on a co-development with overseas insurance and logistics partners for incorporating the system into trans-continental business operations in the areas of bulk liquid, fragile goods or food transportation, among others. Digitalization has also simplified a series of tracking and insurance processes across the supply chain.

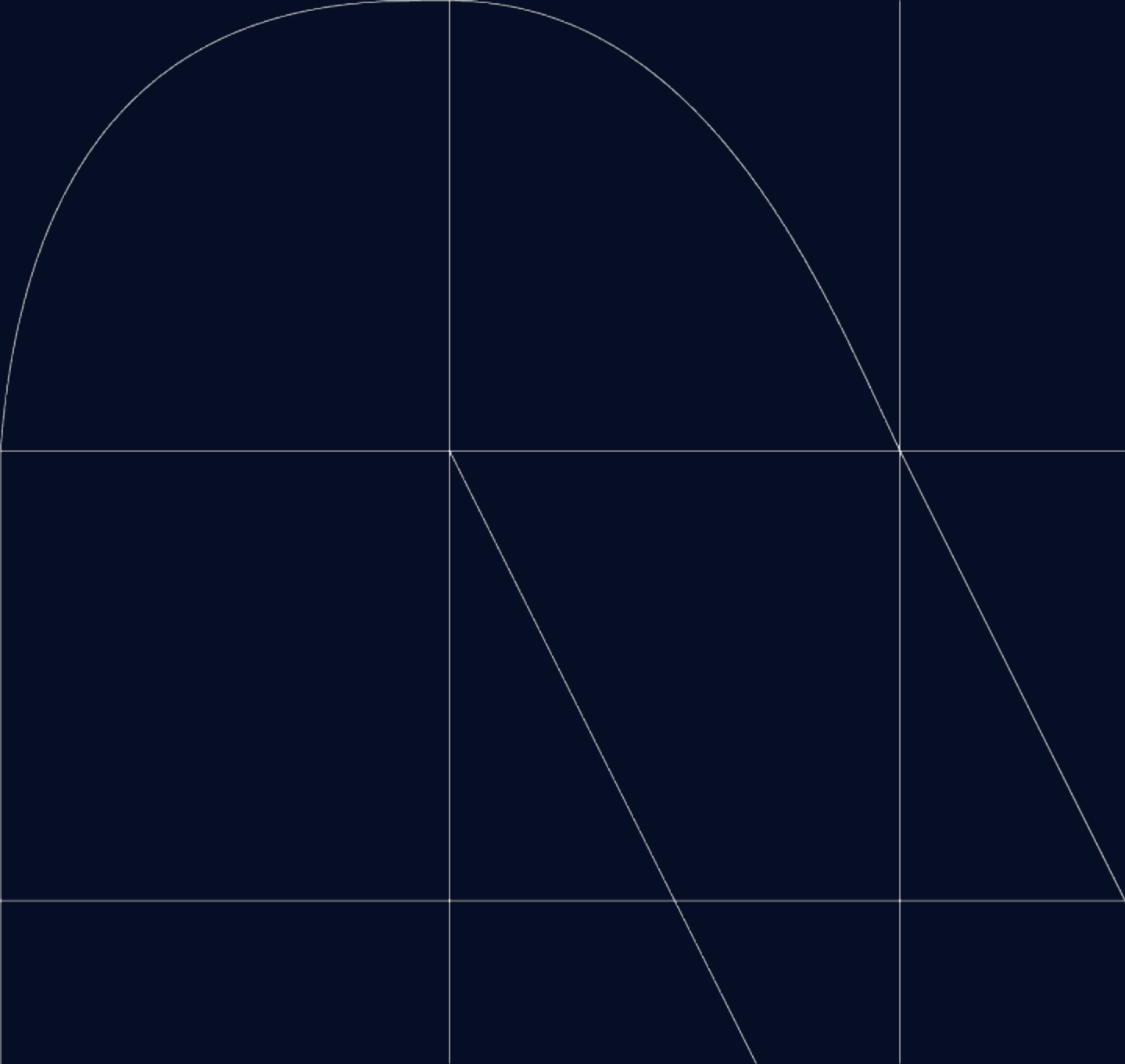


End-to-end monitoring of location and status across all steps from 1 to 7.

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# Appendices

- Business Topics -



# Principal Measures Taken in the Second Quarter of FYE March 31, 2023 (1/4)

## NTT DATA, Tokyo Kyodo Promote Computerization of Trade Procedures across Industries



NTT DATA, the Tokyo Kyodo Accounting Office, and the Tokyo Kyodo Trade Compliance Co., Ltd. (the latter two collectively referred to as “Tokyo Kyodo”) are members of the Ministry of Economy, Trade and Industry’s “EPA(Note 1) Utilization Promotion Council (“Council”).” Based on JAFTAS®(Note 2), a standard EPA utilization support system for the automobile industry that NTT DATA and Tokyo Kyodo are currently providing, we applied the domestic operation rules that were standardized along with the accelerated utilization of EPA across Japan to establish a digital platform (“Platform”) to simplify and computerize EPA-related procedures for all industries. In July 2022, we conducted a verification project using the Platform. At the Council, the verification results will be shared, and major points in resolving issues will be discussed.

NTT DATA believes that such an initiative to link data between companies will help resolve social issues, such as achieving carbon neutrality and realizing a resource circulation society. From here on, we will cooperate with various companies and industry organizations to develop and promote new data distribution platforms without being limited to using the EPA.

(Note 1) EPA

The EPA is the Economic Partnership Agreement, an international agreement that governs a wider range of fields, such as investments and intellectual property rights, than the Free Trade Agreement (FTA), an agreement to help expand the trade of goods and services by easing tariffs and restrictions in trade between countries or regions.

(Note 2) JAFTAS®

JAFTAS® is a standard EPA utilization support system for the automobile industry jointly developed by NTT DATA and Tokyo Kyodo. It is used by 12 major companies in the automobile industry and other industries and by more than 1,500 supplier companies. Among the companies that have introduced JAFTAS®, the response rate of suppliers in the results of the Qualifying Value Content (QVC) testing improved from 50% to 75%, and the response lead time was reduced by up to 40%.

# Principal Measures Taken in the Second Quarter of FYE March 31, 2023 (2/4)

## NTT DATA Launches 'Innovation Center' in Six Countries Across the World



Aiming to acquire world-leading capabilities for utilizing advanced technology, NTT DATA launched the Innovation Center ("Center") in six countries around the world in August 2022.

The Center comprises the Strategy Headquarters that formulates technology strategies and local centers in Japan, the United States, Italy, Germany, China, and India, with technology themes set for each center based on technology strategies. Through joint R&D with leading clients and cooperation with universities and startups, the Center will efficiently collect information on advanced technologies in their respective regions and use it for planning the next technology strategies. With its launch, the Center is staffed with around 100 experts, including researchers, consultants, and engineers, who have so far been scattered all over the world. Currently, it is assessing technologies such as quantum computing and the industrial metaverse and making proposals to clients.

In the future, the Center aims to increase the number of personnel to 300 by the end of the fiscal year 2025 and start more than 50 medium- and long-term R&D partnerships with leading clients.

# Principal Measures Taken in the Second Quarter of FYE March 31, 2023 (3/4)

## NTT DATA Launches Consulting Service to Support Responses to TCFD Disclosure



In July 2022, NTT DATA launched a consulting service (“Service”) to support companies in disclosing information in accordance with recommendations by the Task Force on Climate-Related Financial Disclosures (TCFD) (Note 1) (“TCFD disclosure”).

The Service provides one-stop consulting mainly for companies listed on the prime market, covering issues including developing organizational structures for TCFD disclosure, calculating CO2 emissions, setting reduction targets, proposals for digitalization using NTT DATA’s solutions, and providing assistance for information disclosures.

NTT DATA has already implemented TCFD disclosure ahead of other companies (Note 2), and we have been featured by specialized magazines and invited to deliver lectures in seminars for companies and elsewhere. We have also promoted the decarbonization of clients in various industries using digital technologies and became the first Japanese company to be recognized as a CDP gold-certified partner (Note 3).

NTT DATA will contribute to achieving carbon neutrality in the whole society and realizing a sustainable society using our abundant experience in disclosure responses to offer consulting services catered to each client’s needs. From here on, we aim to offer these services to 50 companies by the end of the fiscal year 2023.

(Note 1) Task Force on Climate-Related Financial Disclosures (TCFD)

The Task Force on Climate-Related Financial Disclosures (TCFD) is an international organization founded to discuss how climate-related information should be disclosed and how financial institutions should respond. TCFD is chaired by Michael Bloomberg.

(Note 2) For details of NTT DATA’s TCFD disclosure, please refer to the pages 24 to 28 of the securities report for the year ended March 31, 2022.

[https://www.nttdata.com/jp/ja/-/media/nttdatajapan/files/ir/library/asr/2022/yuho2022\\_all\\_00.pdf](https://www.nttdata.com/jp/ja/-/media/nttdatajapan/files/ir/library/asr/2022/yuho2022_all_00.pdf)

(Note 3) CDP Gold-Certified Partner

The CDP is a prestigious international NGO in the field of climate change. A CDP gold-certified partner is a company globally certified in CDP partnerships. NTT DATA has been certified in two categories: One is the “Climate Change Consultancy” category for companies to guide the carbon neutrality efforts of customers and society from strategy formulation through implementation, and the other is the “Software” category for companies to design and develop frameworks to support carbon neutrality for customers and society. NTT DATA and CDP work together to promote various activities.



# Principal Measures Taken in the Second Quarter of FYE March 31, 2023 (4/4)

## Digital projects through regional cooperation between Europe and South America



NTT DATA EMEAL is playing an important role for business transformation to support with the clients who would like to achieve their digital transformation roadmap. The cooperation of the respective European and South American regions in terms of sales and delivery will enable us to offer a wider range of proposals and further enhance our digital presence in the region in the future. By further expanding business centered on consulting and digital services, improving profitability in existing business areas, including the promotion of automation, and further strengthening the development of digital human resources and offerings, NTT DATA will work together globally to maximize the value of services provided to customers more strongly than ever.

- NTT DATA UK&I will manage and operate Avon's IT services including Service Integration And Management and Workplace Managed Services. This will include the service desk operations, third-party vendor management, cost optimization and innovation drive. Avon is part of Natura &Co, a group of purpose driven brands along with Natura, The Body Shop and Aesop.
- A leading Financial institution in Chile, aims to deepen the digital transformation based on data through advanced analysis tools, to strengthen the process of acquiring and offering new products. NTT DATA Chile with a Data Driven Banking COE in NTT DATA Spain has been selected as a partner for the creation of the data modeling and governance COE at the client to guarantee the homogeneity, uniqueness and integrity of the client's corporate data model . This project will achieve a tremendous improvement in the time of the process and implementation by promoting the adoption of best practices and optimizing the Time to Market.

# 3

## Appendices

- Explanatory details of financial results and forecasts -

**\* Subsequent forecasts for the fiscal year ending March 31, 2023 exclude the impact of the business combination between NTT DATA and NTT Ltd.**

# Overview of Consolidated Result

(Billions of Yen,%)

	Q2 FYE3/2022 Results (Apr-Sep)	Q2 FYE3/2023 Results (Apr-Sep)	YoY (%)
New Orders Received	1,153.6	1,194.7	+3.6
Order Backlog	2,779.6	2,938.7	+5.7

FY Ended 3/2022 Results (Full Year)	FY Ending 3/2023 Forecasts <sup>(*)</sup> (Full Year)
2,400.8	2,430.0
2,860.6	2,800.0

Net Sales	1,212.1	1,371.4	+13.1
Cost of Sales	892.8	1,017.6	+14.0
Gross Profit	319.2	353.8	+10.8
SG&A Expenses	210.1	245.9	+17.0
Selling Expenses	81.8	97.0	+18.5
R&D Expenses	8.4	8.9	+5.7
Other Administrative Expenses	119.9	140.0	+16.8
Operating Income	109.1	107.9	-1.1
Operating Income Margin(%)	9.0	7.9	-1.1
Financial Income and Costs/Share of Profit/Loss of Entities for Using Equity Method	1.9	2.7	+41.3
Income Before Income Taxes	111.0	110.6	-0.4
Income Taxes and Others <sup>(*)</sup>	39.2	37.9	-3.4
Net Income Attributable to Shareholders of NTT DATA	71.9	72.8	+1.3

2,551.9	2,660.0
1,875.9	1,938.0
676.0	722.0
463.4	500.0
179.7	192.0
19.7	24.0
264.0	284.0
212.6	222.0
8.3	8.3
3.3	-
215.8	222.0
72.9	75.0
143.0	147.0

Capital Expenditures	82.0	88.2	+7.5
Depreciation and Amortization/Loss on Disposal of Property and Equipment and Intangibles <sup>(*)</sup>	89.1	89.5	+0.4

176.7	175.0
182.0	180.0

(\*1) "Income Taxes and Others" includes "corporate income taxes" and "net income attributable to non-controlling interests."

(\*2) The figures for FYE 3/2020 and later were calculated excluding lease depreciation expenses.

(\*3) The forecast excludes the business combination between NTT DATA and NTT Ltd.

# Consolidated New Orders Received and Order Backlog

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

(Billions of Yen)

	Q2 FYE3/2022 Results (Apr-Sep)	Q2 FYE3/2023 Results (Apr-Sep)	FY Ended 3/2022 Results (Full-Year)	FY Ending 3/2023 Forecasts <sup>(*)</sup> (Full-Year)
Public & Social Infrastructure	295.6	235.3	544.3	479.0
(Main item) Central Government and Related Agencies, Local Government, and Healthcare	182.7	114.0	325.1	255.0
Telecom and Utility	56.8	61.5	118.9	125.0
Financial <sup>(*)</sup>	212.1	171.3	438.1	490.0
(Main item) Major Financial Institutions	98.9	71.9	193.3	224.0
Regional Financial Institutions, Cooperative Financial Institutions	63.5	57.4	142.0	150.0
Financial Infrastructure/Network Services, Insurance	41.6	34.5	84.9	96.0
Enterprise <sup>(*)</sup>	156.6	169.0	337.4	349.0
(Main item) Retail, Payment and Other Services	45.3	46.9	91.9	95.0
Manufacturing Industry, Consulting Service	111.3	122.1	245.5	254.0
Overseas	456.1	583.9	1,015.3	1,048.0

## Detail of Consolidated Order Backlog

(Billions of Yen)

Order Backlog	2,779.6	2,938.7	2,860.6	2,800.0
Public & Social Infrastructure	603.7	601.7	582.0	548.0
Financial	878.4	791.7	863.9	865.0
Enterprise	130.7	136.6	137.4	150.0
Overseas	1,142.6	1,376.5	1,248.8	1204.0

(\*) Financial and Enterprise segments are reclassified.

(\*) The forecast excludes the business combination between NTT DATA and NTT Ltd.

# Consolidated Net Sales

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

(Billions of Yen)

	Q2 FYE3/2022 Results (Apr-Sep)	Q2 FYE3/2023 Results (Apr-Sep)	FY Ended 3/2022 Results (Full-Year)	FY Ending 3/2023 Forecasts <sup>(*)2</sup> (Full-Year)
Public & Social Infrastructure	218.2	218.8	486.6	515.0
(Main item) Central Government and Related Agencies, Local Government, and Healthcare	114.3	114.6	271.8	288.0
Telecom and Utility	57.0	58.2	116.9	125.0
Financial <sup>(*)1</sup>	264.6	270.8	533.3	545.0
(Main item) Major Financial Institutions	105.8	108.6	203.1	207.0
Regional Financial Institutions, Cooperative Financial Institutions	88.2	82.7	179.2	171.0
Financial Infrastructure/Network Services, Insurance	68.3	71.0	141.3	147.0
Enterprise <sup>(*)1</sup>	197.3	219.4	415.1	436.0
(Main item) Retail, Payment and Other Service	85.2	93.2	176.4	188.0
Manufacturing Industry, Consulting Service	112.1	126.2	238.8	248.0
Overseas	490.2	621.1	1,029.1	1,092.0

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

(Billions of Yen)

Consulting	160.2	205.5	357.5	380.0
Integrated IT Solution	309.0	337.9	638.2	645.0
System & Software Development	281.9	323.2	616.6	665.0
Maintenance & Support	417.4	457.8	855.7	880.0
Others	43.6	47.0	84.0	90.0
Net Sales by Products and Services Total	1,212.1	1,371.4	2,551.9	2,660.0

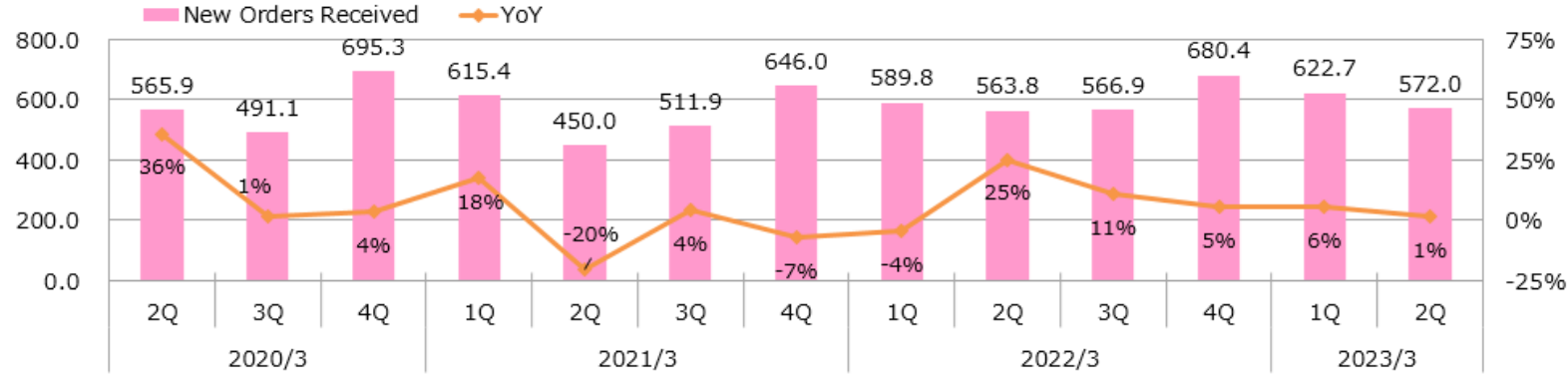
(\*)1 Financial and Enterprise segments are reclassified.

(\*)2 The forecast excludes the business combination between NTT DATA and NTT Ltd.

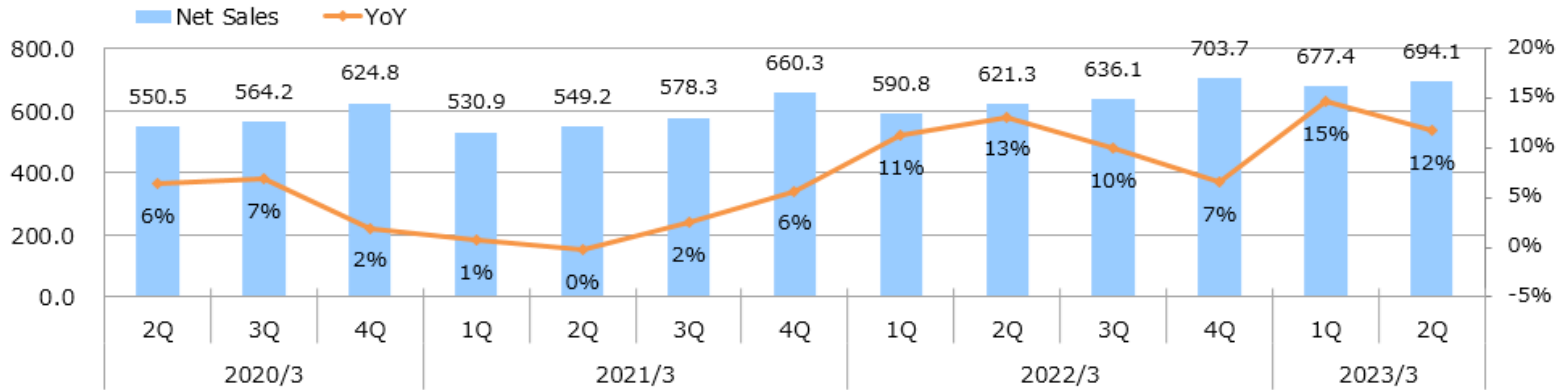
# Trends in Quarter (Consolidated)

(Billions of Yen,%)

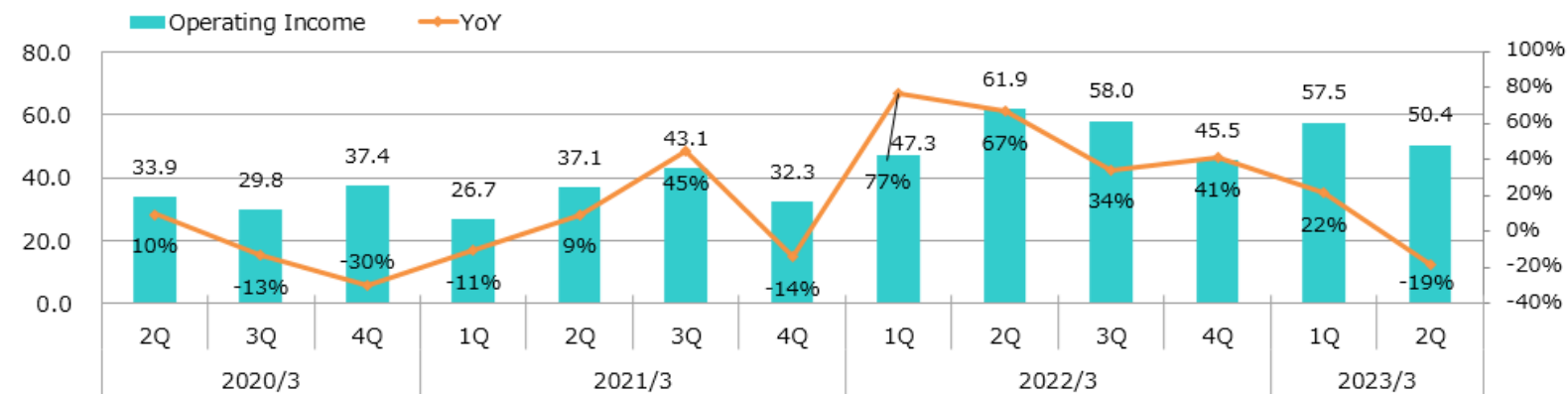
## ■ New Orders Received



## ■ Net Sales



## ■ Operating Income



## 【Ref.】 Forecast for the fiscal year ending March 31, 2023 (after reclassification) - By Segment / Domestic

- **Due to the reorganization in July 2022, the forecasts for Financial Segment and Enterprise Segment were reclassified. (There is no impact on the forecast for the entire company as the reclassification was made only between the segments.)**

(Unit : Billions of yen,%)

		FY Ended 3/2022 2022 Results	FY Ending 3/2023 Forecasts (reclassified)	YoY (amount)	YoY (%)	Initial Forecast for FY Ending 3/2023	Difference from Initial Forecast (amount)
Public & Social Infrastructure <sup>(*)</sup>	New Orders Received	544.3	479.0	-65.3	-12.0%	479.0	-
	Net Sales	590.2	611.0	+20.8	+3.5%	611.0	-
	Operating Income (operating income margin)	68.1 (11.5%)	74.0 (12.1%)	+5.9 (+0.6P)	+8.7%	74.0 (12.1%)	-
Financial <sup>(*)</sup>	New Orders Received	438.1	490.0	+51.9	+11.8%	498.0	-8.0
	Net Sales	639.8	648.0	+8.2	+1.3%	658.0	-10.0
	Operating Income (operating income margin)	60.8 (9.5%)	65.0 (10.0%)	+4.2 (+0.5P)	+6.9%	66.0 (10.0%)	-1.0 (±0.0P)
Enterprise <sup>(*)</sup>	New Orders Received	337.4	349.0	+11.6	+3.4%	389.0	-40.0
	Net Sales	466.6	485.0	+18.4	+3.9%	680.0	-195.0
	Operating Income (operating income margin)	43.4 (9.3%)	47.0 (9.7%)	+3.6 (+0.4P)	+8.4%	68.0 (10.0%)	-21.0 (-0.3P)

(\*) Due to organizational changes within the segment on July 1, 2022, some reclassifications were made to the results for the fiscal year ended March 31, 2022.

(\*) Due to reorganization on July 1, 2022, some group companies were reclassified to "Others". Figures for FY Ended 3/2022 Results are after reclassification.

(\*) Due to reorganization on July 1, 2022, some organizations were reclassified to "Other (Technology Consulting & Solutions)" and the segment name was changed from "Enterprise & Solutions" to "Enterprise"; figures for FY Ended 3/2022 Results are after reclassification.

## 【Ref.】 Forecast for the fiscal year ending March 31, 2023 (after reclassification) - By Segment / Overseas

\*Excluding the impact of the business combination with NTT Ltd.

- China and APAC Segment, which used to be included in Others Segment, North America and EMEA&LATAM Segments were combined into Overseas Segment.(There is no impact on the forecast for the entire company as the reclassification was made only between the segments.)

(Unit : Billions of yen,%)

		FY Ended 3/2022 2022 Results	FY Ending 3/2023 Forecasts (reclassified)(*1)	YoY (amount)	YoY (rate)	Difference from Initial Forecast (amount)(*1)
Overseas	New Orders Received	1,015.3	1,048.0	+32.7	+3.2%	
	Net Sales	1,039.8	1,107.0	+67.2	+6.5%	
	EBITA(*2) (EBITA margin)	50.7 (4.9%)	65.0 (5.9%)	+14.3 (+1.0P)	+28.3%	
	Operating Income (operating income margin)	31.1 (3.0%)	44.0 (4.0%)	+12.9 (1.0%)	+41.4%	
North America	New Orders Received	425.7				438.0
	Net Sales	475.7				508.0
	EBITA(*2) (EBITA margin)	30.8 (6.5%)				35.5 (7.0%)
	Operating Income (operating income margin)	17.2 (3.6%)				22.0 (4.3%)
EMEA & LATAM	New Orders Received	571.4				585.0
	Net Sales	550.9				573.0
	EBITA(*2) (EBITA margin)	19.9 (3.6%)				29.0 (5.1%)
	Operating Income (operating income margin)	15.6 (2.8%)				24.0 (4.2%)

(\*1) Exchange rate assumptions: USD 120 yen, EUR 133 yen

(\*2) EBITA = operating income + amortization of intangible assets subject to purchase price allocation (PPA) arising from acquisition and others.



**3**

**(Republished)  
New Medium-Term  
Management Plan**

# 3

Stage

## Realizing a Sustainable Future

Connect people with technology to create value and a sustainable future with our clients.

- Revenue : ¥4T
- Operating income margin  
Global EBITA margin : 10%
- Clients > \$50M : 120

**New MMP  
(2022-25)**

### Midpoint to Global 3<sup>rd</sup> Stage (2019-21)

Pursuing profitable global growth with consistent belief and courage to change.

- Revenue: ¥2.55T
- Global Business: 41%
- Clients > \$50M: 82

# 2

### Recognized Global Brand(2016-18)

NTT DATA: Ascend; Rise & grow our global Brand

- Revenue: ¥2.16T
- Global Business: 41%
- Clients > \$50M: 50

# 1

### Increased Global Coverage (2005 -2015)

A global corporate group that provides diverse IT services

- Revenue: ¥1.61T
- Global Business: 31%
- Clients > \$50M: < 10

# Positioning of the current medium-term management plan

## Evolution from the Previous Medium-Term Management Plan to the New Medium-Term Management Plan

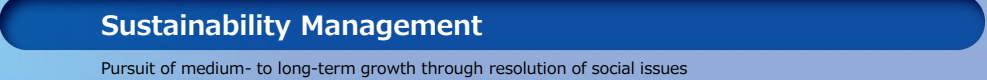
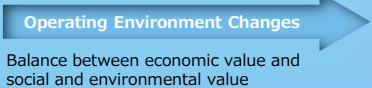
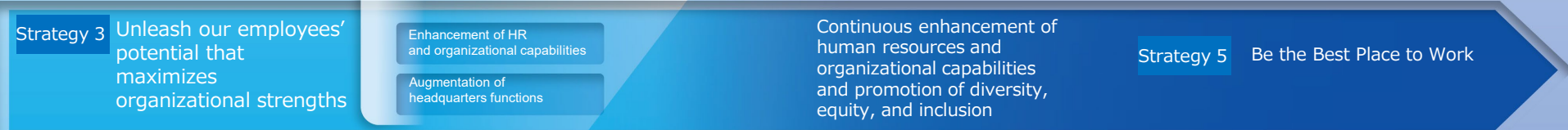
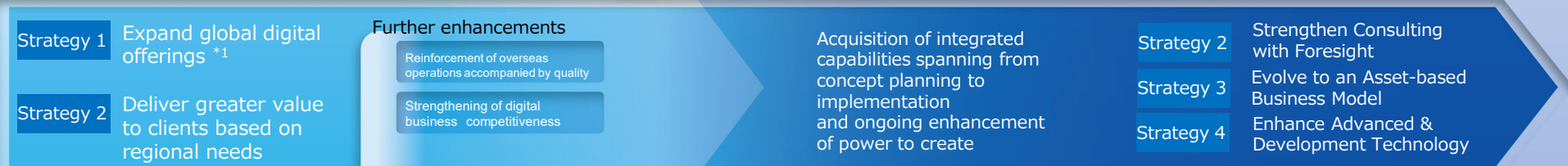
NTT DATA is committed to supporting growth of clients' businesses and contributing to the realization of a sustainable society together with clients.

To this end, the new medium-term management plan builds on the strategies of the previous plan while accommodating changes in operating environment and social trends.



Previous Medium-Term Management Plan (FY2019-2021)

Consistent belief and **courage to change**



\*1: Formalize, consolidate, and share accumulated knowledge and know-how  
 \*2: Management that considers the environment, society, and governance

## KPI | FY2025<sup>\*1,\*2</sup>

NTT DATA aims to achieve consolidated net sales of over 4 trillion yen, consolidated operating margin of 10%, or approximately 400 billion yen<sup>\*4</sup> through the business combination with NTT Ltd.

Sales Revenue

over ¥ 4 T

Client Base<sup>\*3</sup>

120 companies

OI margin<sup>\*4</sup>

10.0%

Overseas EBITA margin<sup>\*4</sup>

10.0%

\*1 Figures based on the business combination between NTT DATA and NTT Ltd.

\*2 NTT Ltd.'s earnings forecasts are figures that can be grasped at this time and are based on certain assumptions.

\*3 Clients with annual sales of 5 billion yen or more (JP) or \$50 million or more (outside JP)

\*4 Excluding one-time costs for M&A, structural reform, etc.



**NTT DATA**

Trusted Global Innovator