

Company Presentation for the First Quarter of Fiscal Year Ending March 31, 2020

August 2, 2019
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.
- ⌘ Services, products, and other names contained within this handout are trademarks, registered or otherwise, of NTT DATA Corporation or other companies.





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Results for the First Quarter of Fiscal Year Ending March 31, 2020 (The whole company basis)

Results for the First Quarter of Fiscal Year Ending March 31, 2020

- Steady expansion of the scale of overseas businesses contributed to a stable increase in new orders received and net sales.
- Operating income increased due mainly to the decrease of PMI cost.

(Billions of Yen, %)

	2019/3 1st Quarter Results (Apr-Jun)	2020/3 1st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	504.1	522.9	+18.8	+3.7%	
Net Sales	505.2	527.3	+22.0	+4.4%	
Operating Income (Operating income margin)	29.1 (5.8%)	29.8 (5.7%)	+0.7 (-0.1P)	+2.4%	
Net Income Attributable to Shareholders of NTT DATA	20.8	21.0	+0.2	+0.8%	

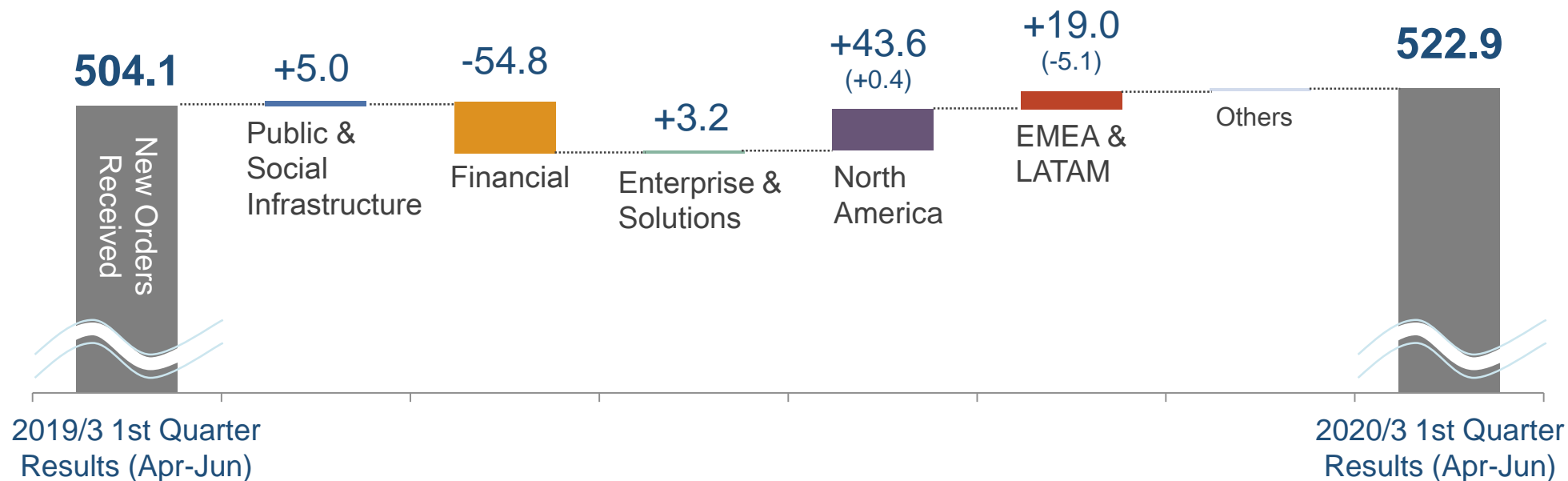
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Results for the First Quarter of Fiscal Year Ending March 31, 2020 (By business segment)

New Orders Received: YoY Changes by Business Segment (1Q FYE3/2019 and 1Q FYE3/2020)

(Billions of yen)

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

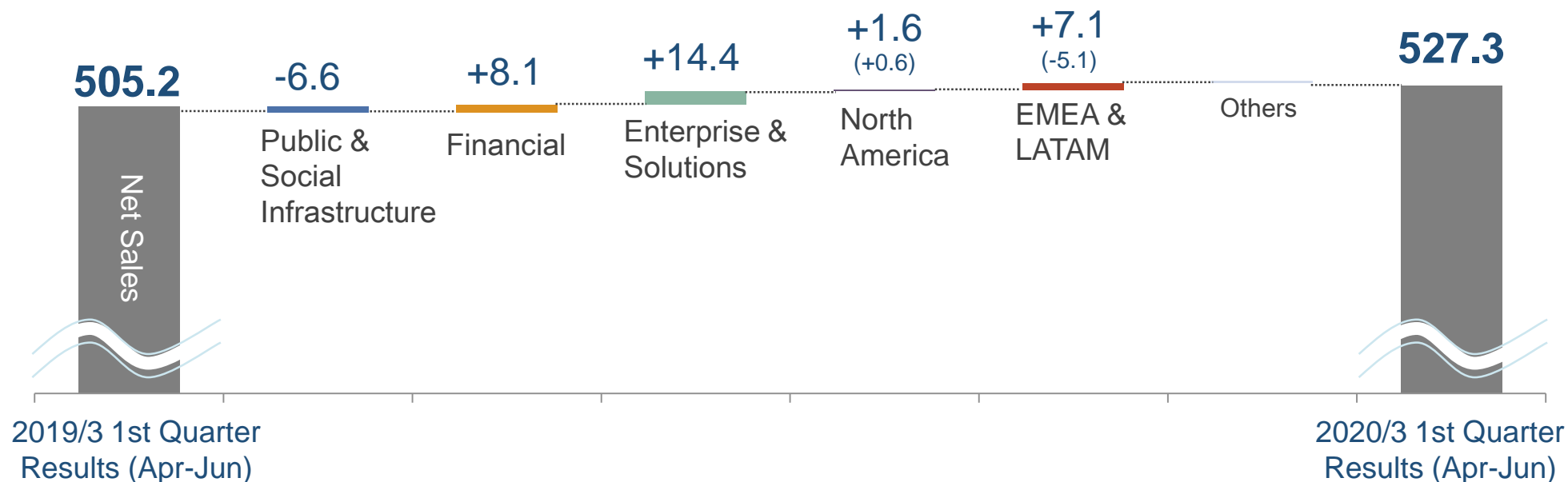


Public & Social Infrastructure	Increased due mainly to winning projects for the telecom and utilities industries.
Financial	Decreased due mainly to less orders compared to the previous fiscal year such as for projects for banks.
Enterprise & Solutions	Increased due mainly to winning projects for manufacturing industry.
North America	Increased due mainly to wining projects for public sector and manufacturing industry.
EMEA & LATAM	Increased due mainly to winning projects in Europe mainly in Spain, despite a decrease due to the negative impact from yen appreciation in foreign exchange.

Net Sales: YoY Changes by Business Segment (1Q FYE3/2019 and 1Q FYE3/2020)

(Billions of yen)

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

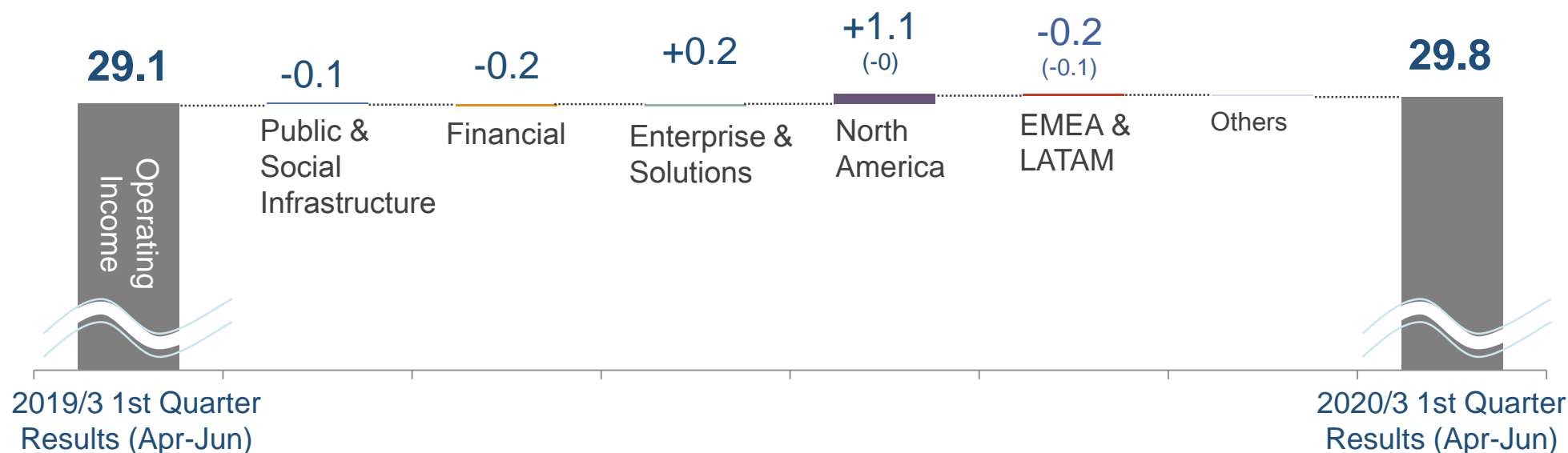


Public & Social Infrastructure	Decreased due mainly to less sales compared to the previous fiscal year such as for services for government ministries.
Financial	Increased due mainly to the expansion in the scale of services for financial institutions.
Enterprise & Solutions	Increased due mainly to the expansion in the scale of services for manufacturing industry and payment including M&A.
North America	Increased due to the expansion of scale from M&A.
EMEA & LATAM	Increased due mainly to the expansion of scale in Europe mainly in businesses in Spain, despite a decrease due to the negative impact of yen appreciation in foreign exchange.

Operating Income: YoY Changes by Business Segment (1Q FYE3/2019 and 1Q FYE3/2020)

(Billions of yen)




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



Public & Social Infrastructure	Remained on par with the previous fiscal year due mainly to the improvement in cost of ratio, despite a decrease due to decline in sales.
Financial	Remained on par with the previous fiscal year due mainly to an increase of costs for business expansion, despite an increase attributable to sales growth.
Enterprise & Solutions	Remained on par with the previous fiscal year due mainly to an increase of costs for business expansion, despite an increase attributable to sales growth.
North America	Increased due mainly to a decrease of PMI cost.
EMEA & LATAM	Remained on par with the previous fiscal year due mainly to an increase of costs for business expansion, despite an increase attributable to sales growth.

Public & Social Infrastructure (1Q FYE3/2019 and 1Q FYE3/2020)

(Billions of Yen,%)

	2019/3 1st Quarter Results (Apr-Jun)	2020/3 1st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	101.4	106.4	+5.0	+5.0%	
Net Sales	106.7	100.1	-6.6	-6.2%	
Operating Income (Operating income margin)	8.0 (7.5%)	7.9 (7.9%)	-0.1 (+0.4P)	-1.0%	




New orders received Increased due mainly to winning projects for the telecom and utilities industries.

Net sales Decreased due mainly to less sales compared to the previous fiscal year such as for services for government ministries.

Operating income Remained on par with the previous fiscal year due mainly to the improvement in cost of ratio, despite a decrease due to decline in sales.

Financial (1Q FYE3/2019 and 1Q FYE3/2020)

(Billions of Yen,%)

	2019/3 1st Quarter Results (Apr-Jun)	2020/3 1st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	146.3	91.5	-54.8	-37.5%	
Net Sales	130.9	139.0	+8.1	+6.2%	
Operating Income (Operating income margin)	10.9 (8.3%)	10.7 (7.7%)	-0.2 (-0.6P)	-1.5%	


New orders received Decreased due mainly to less orders compared to the previous fiscal year such as for projects for banks.

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

Operating income Remained on par with the previous fiscal year due mainly to an increase of costs for business expansion, despite an increase attributable to sales growth.

Enterprise & Solutions (1Q FYE3/2019 and 1Q FYE3/2020)

(Billions of Yen,%)

	2019/3 1st Quarter Results (Apr-Jun)	2020/3 1st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	77.4	80.6	+3.2	+4.2%	
Net Sales	120.7	135.1	+14.4	+12.0%	
Operating Income (Operating income margin)	11.3 (9.3%)	11.5 (8.5%)	+0.2 (-0.9P)	+1.7%	





New orders received Increased due mainly to winning projects for manufacturing industry.

Net sales Increased due mainly to the expansion in the scale of services for manufacturing industry and payment including M&A.

Operating income Remained on par with the previous fiscal year due mainly to an increase of costs for business expansion, despite an increase attributable to sales growth.

North America (1Q FYE3/2019 and 1Q FYE3/2020)

(Billions of Yen,%)

	2019/3 1st Quarter Results (Apr-Jun)	2020/3 1st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	69.5	113.2	+43.6	+62.7%	
Net Sales	101.5	103.0	+1.6	+1.5%	
EBITA ^(*1) (EBITA margin)	0.7 (0.7%)	2.0 (1.9%)	+1.3 (+1.3P)	+193.1%	
Operating Income (Operating income margin)	-1.9 (-1.9%)	-0.8 (-0.8%)	+1.1 (+1.1P)	+56.2%	

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

New orders received Increased due mainly to winning projects for public sector and manufacturing industry.





Net sales Increased due to the expansion of scale from M&A.

EBITA Increased due mainly to a decrease of PMI cost.

Operating income Increased due mainly to a decrease of PMI cost.

EMEA & LATAM (1Q FYE3/2019 and 1Q FYE3/2020)

(Billions of Yen,%)

	2019/3 1st Quarter Results (Apr-Jun)	2020/3 1st Quarter Results (Apr-Jun)	YoY (Amount)	YoY (Rate)	
New Orders Received	102.1	121.1	+19.0	+18.6%	
Net Sales	103.7	110.8	+7.1	+6.9%	
EBITA ^(*) (EBITA margin)	2.7 (2.6%)	1.8 (1.6%)	-0.9 (-0.9P)	-32.1%	
Operating Income (Operating income margin)	0.8 (0.8%)	0.6 (0.5%)	-0.2 (-0.2P)	-26.7%	

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

New orders received

Increased due mainly to winning projects in Europe mainly in Spain, despite a decrease due to the negative impact from yen appreciation in foreign exchange.

Net sales

Increased due mainly to the expansion of scale in Europe mainly in businesses in Spain, despite a decrease due to the negative impact of yen appreciation in foreign exchange.

EBITA

Remained on par with the previous fiscal year due mainly to an increase of costs for business expansion, despite an increase attributable to sales growth.

Operating income

Remained on par with the previous fiscal year due mainly to an increase of costs for business expansion, despite an increase attributable to sales growth.

3

Appendices -Business topics-

Principal Measures Taken in the 1st Quarter of Fiscal Year Ending March 31, 2020(1/4)

Launching “AW3D Full Global 3D Map” of higher accuracy



NTT DATA and Remote Sensing Technology Center of Japan worked on the following further resolution improvement of “AW3D Full Global 3D Map,” the world’s most accurate map utilizing satellite images, in response to demands for prompt usage of a wide range digital 3D map in Japan and more accurate geographical information in geospatial data on a world-wide level. Both companies are working towards the utilization of global geospatial information and promotion of related industries through this service and aim to achieve net sales of 5 billion yen by fiscal 2022.

- We have begun selling the 3D map covering the entire globe with 2.5m resolution, “AW3D Standard (2.5m resolution)”. This service is more accurate than the 5m resolution which was already available, and more accurate simulation and analysis can be performed for world-wide city planning, natural disaster damage prediction, etc.
- We launched the digital 3D map with 0.5 m resolution covering the entire land of Japan, “AW3D Enhanced Japan 3D Map,” in May 2019. This is the first attempt in Japan to develop a digital 3D map of the entire land area with this accuracy. This service enables users to accurately measure coordinates and heights all over Japan and grasp detailed terrain undulations, and can be utilized for various simulations such as quantity and gradient calculation (degree of inclination), disaster prevention, communication, electricity, etc.

Principal Measures Taken in the 1st Quarter of Fiscal Year Ending March 31, 2020(2/4)

Started to provide a “code payment gateway” to accept a wide variety of domestic and overseas code payments in an integrated manner



From April 2019, NTT DATA started to provide a “code payment gateway” which enables to accept a wide variety of domestic and overseas payment methods using various codes such as linear barcodes and QR codes. This is provided as the new solution of “CAFIS,” the largest payment platform in Japan that we offer. The use of this service will enable accepting payment services for domestic users such as Origami Pay, d-Barai, pring, PayPay, Merpay, LINE Pay, Rakuten Pay (payment using application), and au PAY (scheduled), as well as overseas code payments including Alipay and WeChatPay that are widely used in China in an integrated manner. The solution automatically identifies the types of code payments presented by consumers at the code payment gateway center, allowing retailers to accept payments using a single payment terminal or an interface without being aware of the types of the code payments. This will reduce the workload of clerks at the retailers accepting different types of code payments as well as eliminate the risk of settling the payment with the code payment which was not intended by the consumers who are able to use different types of code payments. We will contribute to the progress and the realization of cashless society in Japan by promoting acceptance of a wide variety of code payments and advancing collaboration with various services provided by CAFIS.

Principal Measures Taken in the 1st Quarter of Fiscal Year Ending March 31, 2020(3/4)

Awarded a new large-scale IT Service contract with the United States Agency for International Development leveraging government experience and exceptional expertise



NTT DATA Services, a subsidiary of NTT DATA Corporation, won a new five-year, \$218 million contract with the United States Agency for International Development (USAID). NTT DATA Services will provide infrastructure and application management services across the USAID.

NTT DATA Services built a strong relationship with the client by leveraging a deep understanding of the USAID environment, years of government expertise, and proven performance with public sector clients. We also leveraged our corporate capabilities to infuse innovation and automation to help improve overall efficiencies of USAID's operations.

NTT DATA Services will provide an excellent foundation to drive USAID's day-to-day operations and maintenance and enhance performance, leveraging our deep government experience, as well as support their mission for the betterment of people throughout the world as their IT partner.

Principal Measures Taken in the 1st Quarter of Fiscal Year Ending March 31, 2020(4/4)

Established AI CoE as a global base for integrating AI technologies, and developed NTT DATA's AI guidelines



NTT DATA is working to enhance our CoE ^(Note 1) globally based on our global digital strategy of the new mid-term management plan and has established AI CoE as part of the effort in May 2019. AI CoE is a base for supporting global expansion of digital businesses with functions such as AI knowledge integration, AI trainings, AI technology support, AI asset (intellectual asset) offering, etc. By launching this AI CoE, we now have CoEs in four fields: Blockchain, Digital Design, DevOps, and AI. Through the activities of each CoE, we aim to have around 5,000 experts in the four fields by the end of fiscal 2021. We will also aim to enhance new CoEs and enrich our support system for digital businesses including other fields.

NTT DATA has also developed “NTT DATA’s AI guidelines” outlining our stance toward contributing to the realization of “a more affluent and harmonious society” (hereafter called “AI society”) in which people and AI coexist. Based on these guidelines, we will promote R&D, operation, and utilization of AI, not to merely improve efficiency, but to help establish an AI society where all individuals, businesses, and society as a whole, including our clients, are able to enjoy the benefits of AI, in line with SDGs principle of “No one will be left behind.”

(Note 1) CoE (Center of Excellence)

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

3

Appendices -Explanatory details of financial results and forecasts-

Overview of Consolidated Result

(Billions of Yen,%)

	2019/3 1st Quarter Results (Apr-Jun)	2020/3 1st Quarter Results (Apr-Jun)	YoY (%)
New Orders Received	504.1	522.9	+3.7
Order Backlog	2,434.3	2,466.1	+1.3
Net Sales	505.2	527.3	+4.4
(Main item) Overseas Net Sales ^(*)	210.6	221.4	+5.2
Cost of Sales	378.4	395.1	+4.4
Gross Profit	126.8	132.2	+4.2
SG&A Expenses	97.7	102.3	+4.8
Selling Expenses	35.9	36.4	+1.6
R&D Expenses	3.1	4.0	+30.9
Other Administrative Expenses	58.7	61.9	+5.3
Operating Income	29.1	29.8	+2.4
Operating Income Margin(%)	5.8	5.7	-0.1P
Financial Income and Costs/Share of Profit/Loss of Entities for Using Method	1.1	1.0	+3.1
Income Before Income Taxes	30.2	30.8	+2.0
Income Taxes and Others ^(*)	9.4	9.8	+4.6
Net Income Attributable to Shareholders of NTT DATA	20.8	21.0	+0.8
Capital Expenditures	38.2	42.1	+10.1
Depreciation and Amortization/Loss on Disposal of Property and Equipment and Intangibles ^(*)	38.4	40.1	+4.4

FY Ended 2019/3 Results (Full-Year)	FY Ending 2020/3 Forecasts (Full-Year)
2,076.1	2,000.0
2,457.1	2,380.0
2,163.6	2,240.0
881.1	910.0
1,618.6	1,658.0
545.0	582.0
397.3	434.0
146.7	160.0
15.1	22.0
235.5	252.0
147.7	148.0
6.8	6.6
-0.8	-3.0
146.9	145.0
53.3	53.0
93.6	92.0
179.2	202.0
160.7	162.0

(*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) "2020/3 1st Quarter Results" and "FY Ending 2020/3 Forecasts (Full-Year)" were calculated excluding the effect (1st quarter estimate of 8.6 billion yen and full-year estimate of 34.5 billion yen) of IFRS 16 (New Lease Standard) which has been applied since April 2019.

Consolidated New Orders Received and Order Backlog

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

(Billions of Yen)

	2019/3 1st Quarter Results (Apr-Jun)	2020/3 1st Quarter Results (Apr-Jun)	FY Ended 2019/3 Results (Full-Year)	FY Ending 2020/3 Forecasts (Full-Year)
Public & Social Infrastructure	101.4	106.4	391.1	402.0
(Main item)				
Central Government and Related Agencies, Local Government, and Healthcare	56.3	54.7	194.5	226.0
Telecom and Utility	22.9	26.4	114.0	93.0
Financial	146.3	91.5	458.2	389.0
(Main item)				
Banks, Insurance, Security, Credit Corporations and Financial Infrastructure	118.0	67.5	348.5	269.0
Cooperative financial institutions and Financial Network Services	16.9	17.5	83.3	102.0
Enterprise & Solutions ^(*1, 2)	77.4	80.6	307.7	297.0
(Main item)				
Retail, Logistics, Payment and Other Service	18.9	18.6	73.0	73.0
Manufacturing	47.1	51.0	188.8	184.0
Data Center, Network, and Other Solutions	9.6	9.2	38.0	33.0
North America	69.5	113.2	427.6	414.0
EMEA & LATAM	102.1	121.1	457.4	466.0

Detail of Consolidated Order Backlog

(Billions of Yen)

Order Backlog	2,434.3	2,466.1	2,457.1	2,380.0
Public & Social Infrastructure	431.4	440.8	416.8	416.0
Financial	853.3	811.3	828.8	757.0
Enterprise & Solutions	141.6	138.8	131.0	112.0
North America	730.9	771.4	784.7	767.0
EMEA & LATAM	266.1	287.8	282.4	303.0

(*1) New Orders Received of Enterprise & Solutions does not include orders taken via other segments.

(*2) The figures for Enterprise & Solutions for 1Q FYE 3/2019 show results based on revision of the details recorded as of March 31, 2019.

Consolidated Net Sales

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

(Billions of Yen)

	2019/3 1st Quarter Results (Apr-Jun)	2020/3 1st Quarter Results (Apr-Jun)	FY Ended 2019/3 Results (Full-Year)	FY Ending 2020/3 Forecasts (Full-Year)
Public & Social Infrastructure	88.8	82.4	3,99.6	407.0
(Main item) Central Government and Related Agencies, Local Government, and Healthcare	49.9	44.2	224.6	230.0
Telecom and Utility	21.9	20.3	91.1	90.0
Financial	116.4	123.0	491.6	507.0
(Main item) Banks, Insurance, Security, Credit Corporations and Financial Infrastructure	83.5	86.3	349.3	357.0
Cooperative financial institutions and Financial Network Services	30.2	29.8	125.2	125.0
Enterprise & Solutions ^(*1,2)	86.8	97.8	379.2	406.0
(Main item) Retail, Logistics, Payment and Other Service	28.6	31.9	121.7	147.0
Manufacturing	43.1	48.0	191.7	190.0
Data Center, Network, and Other Solutions	13.1	13.8	57.0	62.0
North America	100.3	101.9	416.5	435.0
EMEA & LATAM	103.0	110.0	433.9	439.0

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

(Billions of Yen)

Consulting	53.0	57.5	233.9	345.0
Integrated IT Solution	141.9	146.1	584.9	582.0
System & Software Development	115.1	134.1	597.1	573.0
Maintenance & Support	178.4	168.6	671.8	650.0
Others	16.8	21.0	76.0	90.0
Net Sales by Products and Services Total	505.2	527.3	2,163.6	2,240.0

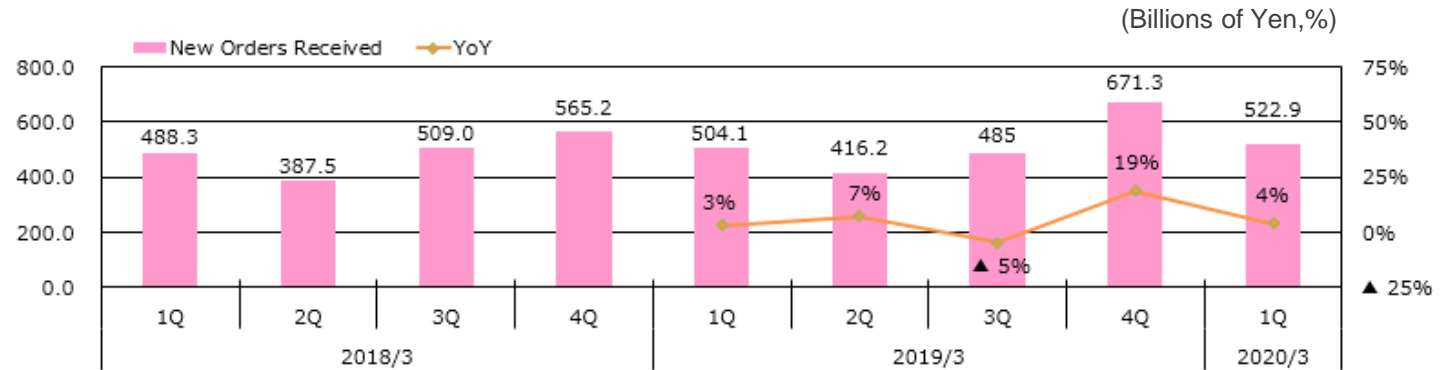
(*1) Net Sales of Enterprise & Solutions does not include sales of projects undertaken through other segments.

(*2) The figures for Enterprise & Solutions for 1Q FYE 3/2019 show results based on revision of the details recorded as of March 31, 2019.

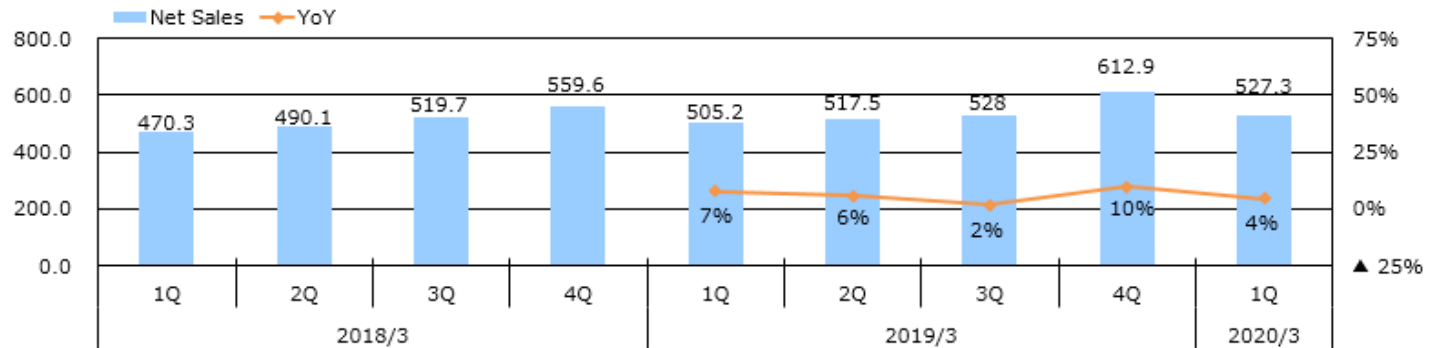
(*3) The figures for Net Sales by Products and Services (to Clients Outside the NTT DATA Group) show results based on revision of the categories and the details recorded.

Trends in Quarter (Consolidated)

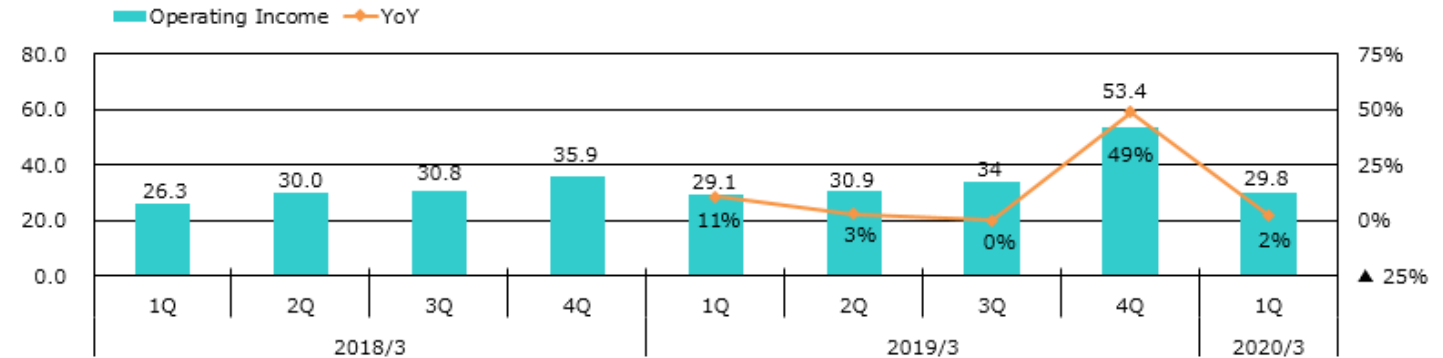
■ New Orders Received



■ Net Sales



■ Operating Income



Foreign exchange rates

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

(Yen,%)

	2019/3 1st Quarter Results (Apr-Jun)	2020/3 1st Quarter Results (Apr-Jun)	YoY (%)
	①	②	(②-①)/ ①
USD	109.09	109.76	+0.6%
EUR	130.02	123.48	-5.0%

FY Ended 2019/3 Results (Full-Year)	FY Ending 2020/3 Forecasts (Full-Year)	YoY (%)
③	④	(④-③) / ③
110.88	109.00	-1.7%
128.37	124.00	-3.4%

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Appendices

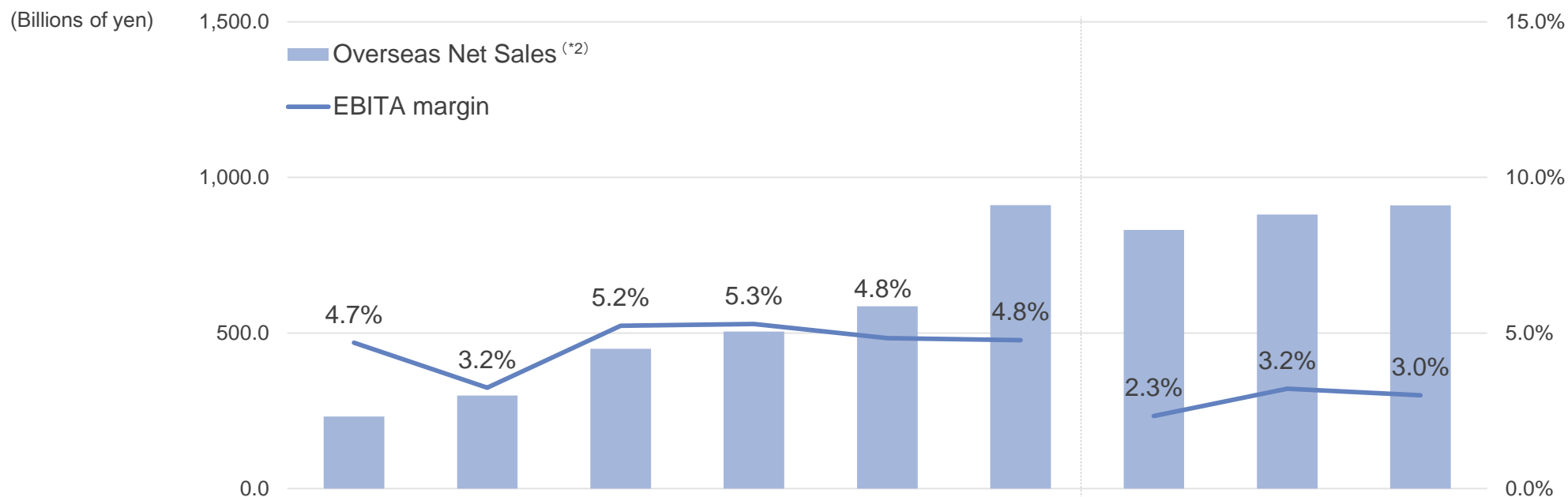
- Mid- to long-term financial trends -

Trend of Order Backlog and Net Sales

(Billions of yen)



Overseas Net Sales and Profitability of Trends^(*)



	JGAAP						IFRS		
(Billions of yen)	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3 Forecasts
Overseas net sales ^(*)	231.3	298.7	449.0	504.4	586.3	911.1	831.3	881.1	910.0
EBITA ^(*)	10.8	9.6	23.5	26.6	28.2	43.4	19.4	28.3	27.0

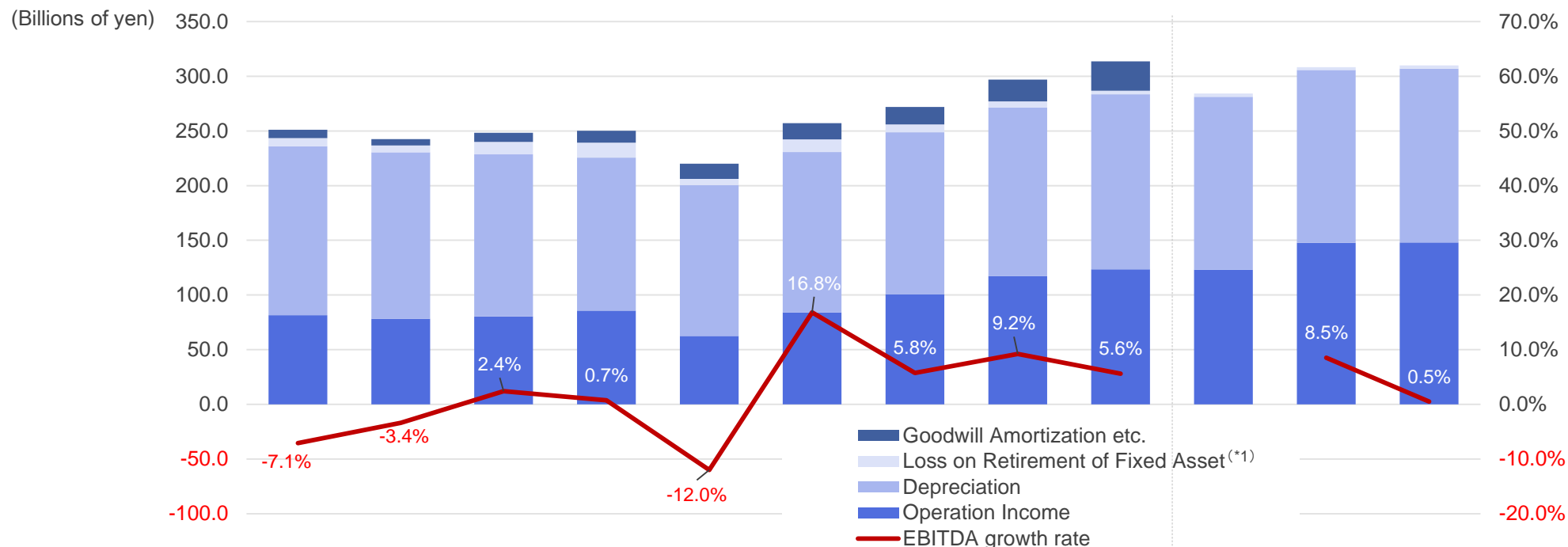
(*) The figures for the periods until FYE 3/2017 are those for the former Global Segment, and from FYE 3/2018 and later, are the total of North America/EMEA & LATAM Segments and China and APAC.

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

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

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

EBITDA Trend

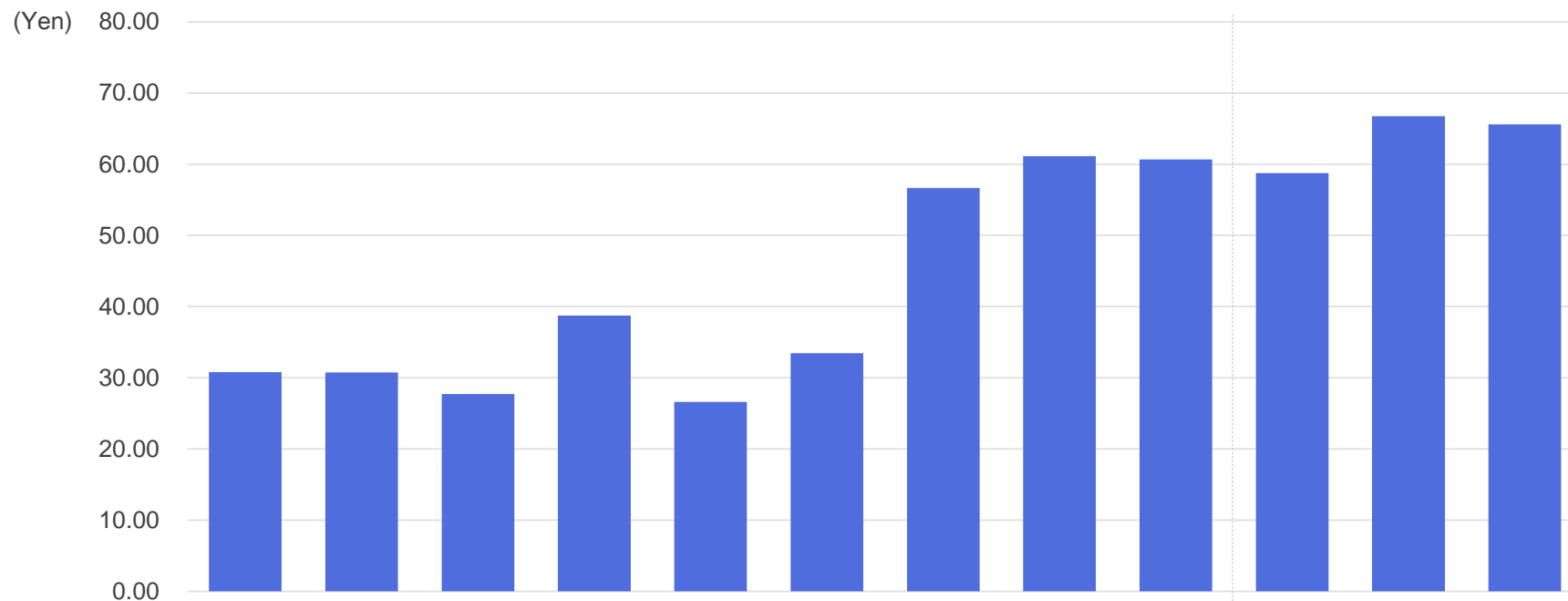


	JGAAP									IFRS		
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3 Forecasts
Operation Income	81.6	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7	148.0
Depreciation ^(*1)	154.5	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	159.0
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	3.0
Goodwill Amortization etc.	7.5	5.7	8.3	10.7	14.0	14.7	16.0	20.0	26.9	-	-	-
EBITDA ^(*2)	251.1	242.6	248.5	250.3	220.2	257.3	272.1	297.1	313.7	284.2	308.4	310.0

(*1) The figures for the forecasts for FYE 3/2020 were calculated excluding the impact amount of 34.5 billion yen (estimate) of IFRS No. 16 (new lease standard) which will be applied from April 2019.

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

EPS Trend



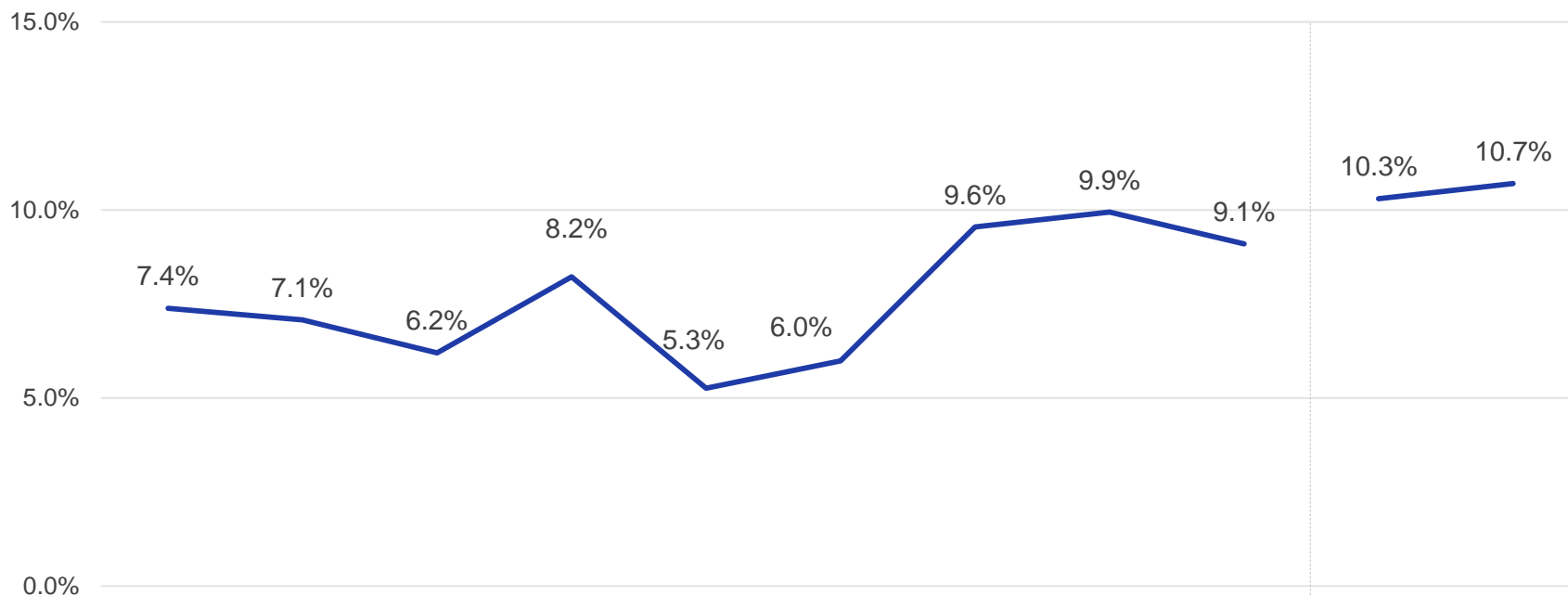
	JGAAP									IFRS		
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3 Forecasts
Net Income Attributable to Shareholders of NTT DATA ^(*1,2)	43.1	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	92.0
EPS (yen) ^(*3)	30.78	30.73	27.69	38.73	26.59	33.45	56.64	61.15	60.68	58.75	66.75	65.60

(*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 the effective date of July 1, 2017. EPS is referring the amount after stock split.

ROE^(*1) Trend



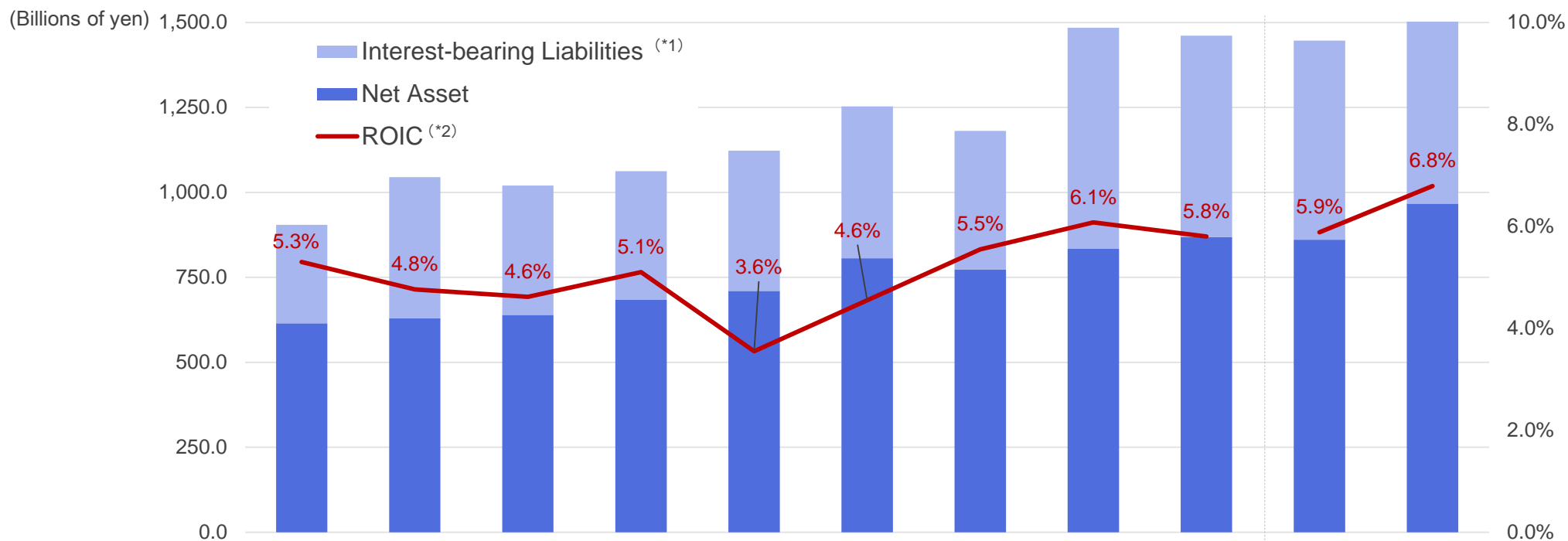
	JGAAP									IFRS	
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3
Net Income Attributable to Shareholders of NTT DATA ^(*2,3)	43.1	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6
Equity EOY ^(*3)	597.1	620.0	632.5	688.9	728.4	839.8	823.3	904.6	963.3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

(*1) ROE = Net Income attributable to shareholders of NTT DATA / average equity during the period.

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

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

ROIC Trend

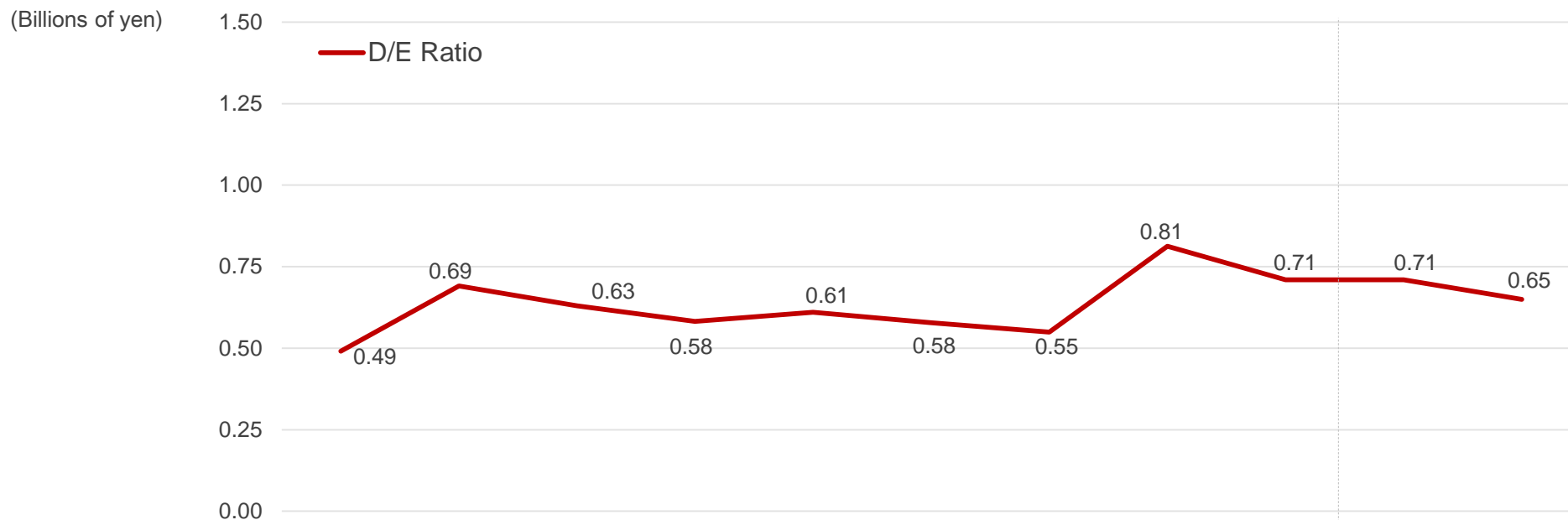


	JGAAP									IFRS	
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3
Operating Income	81.6	78.3	80.4	85.6	62.5	84.0	100.8	117.1	123.5	123.1	147.7
Effective Tax Rate	40.69%	40.69%	40.69%	38.01%	38.01%	35.64%	33.06%	30.86%	30.86%	30.86%	30.62%
Net Asset	615.1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

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

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

D/E Ratio^(*) Trend

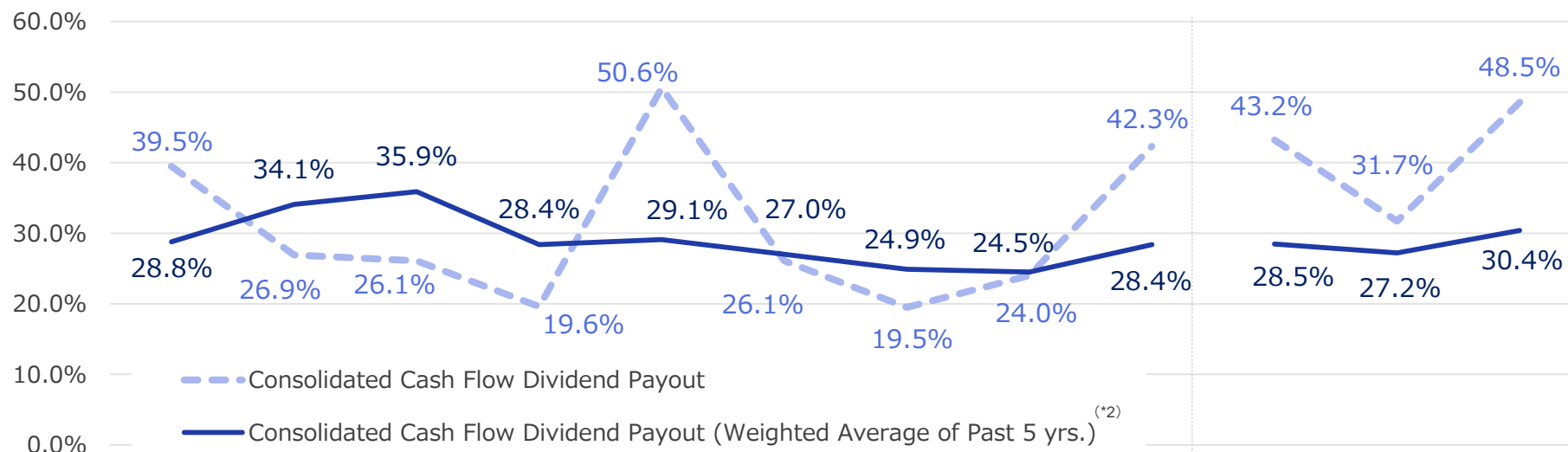


	JGAAP									IFRS	
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3
Net Asset	615.1	630.3	639.7	684.2	709.8	806.2	773.6	833.7	868.8	860.5	966.8
(Main Item)Net Asset Non-controlling interests	30.6	28.7	34.0	32.8	32.9	32.7	32.7	31.5	35.0	34.3	41.1
Interest-bearing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

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

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

Consolidated Cash Flow ^(*) Dividend Payout Trend



	JGAAP									IFRS		
(Billions of yen)	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3 Forecasts
Net Income Attributable to Shareholders of NTT DATA ^(*)3,4)	43.1	43.0	38.8	54.3	37.2	46.9	79.4	85.7	85.1	82.4	93.6	92.0
Depreciation ^(*)5)	154.5	152.2	148.3	140.0	138.0	146.8	147.9	154.5	160.0	158.1	158.0	159.0
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	3.0
Capital Investment	-162.5	-139.0	-133.9	-122.1	-147.7	-140.9	-134.0	-158.1	-198.6	-194.8	-179.2	-202.0
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	52.0
Dividends per Share(JPY) ^(*)6)	12	12	12	12	12	12	14	15	15	15	17	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

(*)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 in 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 the forecasts for FYE 3/2020 were calculated excluding the impact amount of 34.5 billion yen (estimate) of IFRS No. 16 (new lease standard) which will be applied from April 2019.

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

