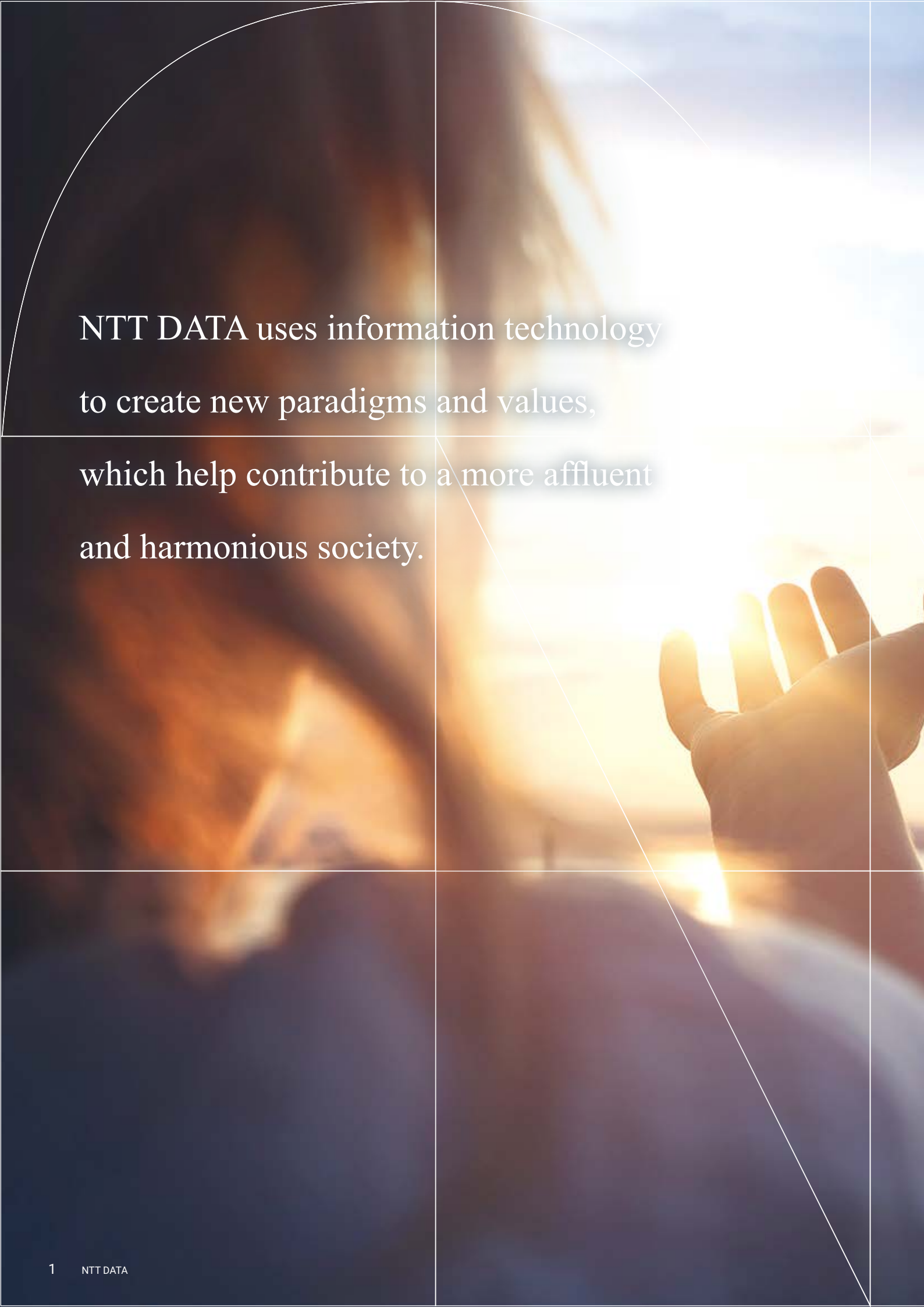




Trusted Global Innovator



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



Message from the CEO

NTT DATA strives to share and practice the three values of Clients First, Foresight, and Teamwork, which are embodied in our mission statement: "NTT DATA uses information technology to create new paradigms and values, which help contribute to a more affluent and harmonious society." With the Long-Term Relationships forged with clients based on this unwavering approach and the power to create systems formed from our deep understanding of client businesses and sophisticated technological capabilities, we have continued to build the foundation of value provided by NTT DATA since its inception.

We began developing a global business foundation in 2005, and we put forth our Group Vision of becoming a "Trusted Global Innovator" in 2018. Since then, we have worked toward our goal of becoming a Global Top 5 IT company relied upon by clients around the world by 2025.

In October 2022, we undertook an overseas business combination with NTT Ltd., previously a wholly owned subsidiary of NIPPON TELEGRAPH AND TELEPHONE CORPORATION. By combining the NTT Ltd.'s power to connect with edge-to-cloud services with NTT DATA's power to create, we aim to bolster our global presence with a structure for one-stop provision of services through the convergence of IT and connectivity in 56 countries and regions around the world.

Today, companies are forced to address a myriad of issues. These range from social infrastructure issues pertaining to education, healthcare, and disaster preparedness to issues that threaten to undermine the sustainability of our planet and lifestyles.

Against this backdrop, the four-year mid-term management plan launched in FY2022 defines the economic focus of Clients' Growth, the environmental focus of Regenerating Ecosystems, and the social focus of Inclusive Society based on the slogan "Realizing a Sustainable Future." These focuses will shape our increased emphasis on sustainability management, and we will strive to contribute to the resolution of social issues through our corporate activities as well as through business activities that target clients and society.

In the impending era of uncertainty, IT is expected to be a powerful tool for driving business transformation and resolving social issues. NTT DATA is committed to contributing to a more affluent and harmonious society together with clients and society as a "Trusted Global Innovator."



<https://www.nttdata.com/global/en/foresight/trend-listing>



Yo Honma

Yo Honma

President and Chief Executive Officer,
Representative Director

NTT DATA's

Guiding Compass

Indicating the
Present and Future
of IT and Business



Technology Trends

Every year, NTT DATA publishes NTT DATA Technology Foresight to present the IT and business trends of present and future that function as its guiding compass. This publication illustrates the path we will take in the future based on trends identified through ongoing research into cutting-edge technologies and social tendencies.

The 2022 edition features an evolved format and puts forth three introduction trends and six emerging technology trends. We hope this publication will be used as a source of information and a starting point for discussions at a variety of events.

Through this initiative to present information about the latest technologies, which are becoming increasingly sophisticated, and to create a compass for guiding us into the future, NTT DATA is proud to broadly disseminate its foresight and technological capabilities to customers, in a bid to gain and strengthen their confidence in NTT DATA while co-creating innovation.



NTT DATA Technology Foresight
<https://www.nttdata.com/global/en/foresight/trend-listing>

View of the Future while Reviewing the Changes IT Is Bringing to the World

01 IT as a Growth Leader

Business growth is led by IT and expanded by AI. The competition to rapidly and continuously improve services for optimal delivery walks hand in hand with the evolution of software, hardware, and data. The breakneck speed of technological innovation in AI is accelerating the growth of business.



02 IT for Transcending Established Boundaries

As IT becomes increasingly linked to the physical world and indispensable for facilitating business activities, it has given organizations the power to transcend established boundaries, expand into new industries, and realize vertical integration. Meanwhile, the growing application of IT to the realm of science is finding solutions to long-standing problems.



03 IT for Searching for New Norms

The rapid permeation of technology is shaking existing value systems and challenging sustainability. Discussions have begun on the search for a new kind of balance that can arbitrate the many conflicts that arise at the point of contact between the world of IT and the existing world. The people who control technology will need to participate in the coming revision of rules.



Explore in Detail the Changes in Each Technological Element and Present Them along with Future Predictions

01 Massive AI will Unlock New Possibilities

There is an intense, ongoing competition to develop new AI models with increasingly massive numbers of parameters, resulting in dramatic improvements in the ability of AI to recognize and utilize language and images. A new kind of AI is emerging that will be able to learn and solve problems by itself and be applied to a multiplicity of uses not limited to specific fields.



04 Renewed Recognition of Data as the Driver

Your new business territory is defined by your ability to use data to grasp and analyze current situations and decide upon strategies. To achieve leadership in business, organizations need to go beyond data-driven marketing and secure the technology to accumulate and utilize detailed, real-time data to fuel continuous improvement and machine learning.



02 Shape-Shifting IT Infrastructure

IT infrastructure is being reconfigured into a means of creating and expanding businesses that are deeply fused to software. This evolution, coupled with further semiconductor technology development, will give organizations the flexibility to keep pace with change and to accumulate best practices directly linked to real business achievements.



05 Approaches to the Physical World

Bold attempts to infuse the myriad activities of the physical world with the value of IT continue unabated. By expanding the tools that support complicated autonomous and synergistic work, we not only improve the productivity of people but also accelerate the arrival of a new world that links the virtual to the real and enables continuous, high-speed improvement.



03 Software will Become a Point of Growth

Software is the driving force that grows business and opens new paths forward. It is no longer just a way of getting work done. It is now a moving force that can enlist the involvement of many different stakeholders to realize new ideas and adapt to continuous change. As such, it is a crucible for integrating business know how.



06 Opening the Way to the Unknown Future

AI-based IT will intervene in the remaining areas of our world that have not yet been penetrated by human intelligence, from optimal content delivery plans to the discovery of new materials and the search for the origins of life itself. It will open the way to the future of humankind by changing the way we research and develop and how we verify, radically shortening the time it takes to solve problems.



NTT DATA's History of Self-Transformation

Driven by consistent belief and courage to change, the NTT DATA Group has continued to transform itself in a flexible manner in response to technological progress and changes in client needs and the operating environment. This dedication to transformation has allowed us to continue growing our business while achieving higher net sales for 33 consecutive years since our founding.

Consistent Belief: Implementation of mission statement

NTT DATA uses information

Courage to Change
(strong will to drive constant change):
Self-transformation for creating new paradigms

2005– Full-fledged global expansion

Expansion of global coverage through aggressive M&A activities

2000s– Reinforcement and expansion of operations in the enterprise sector

Aggressive expansion of IT partnership businesses founded on M&A activities

Founding– Expansion of businesses centered on the public and financial sectors

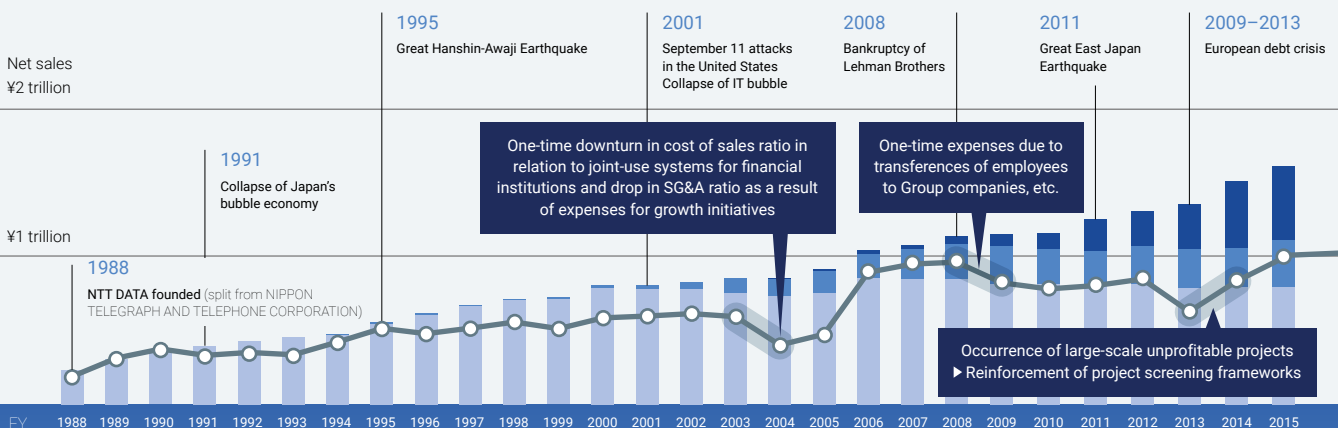
Development of social infrastructure and data communications businesses in Japan

Changes in Net Sales and Operating Income

- Accomplishment of 33 consecutive years of net sales growth since founding despite operating environment changes
- Transformation toward accomplishment of the targets of the new medium-term management plan for FY2025 of net sales of over ¥4 trillion, operating income of ¥400 billion, and an operating income margin of 10%

Indicators

Net sales (left): Overseas Group companies, Domestic Group companies, NTT DATA (Non-consolidated)
Operating income (right): Consolidated operating income



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

2020s- Acceleration of DX
Expansion of strategic investment and establishment of Innovation Center

2016- Large-scale M&A transaction in North America
(integration of former Dell Services)

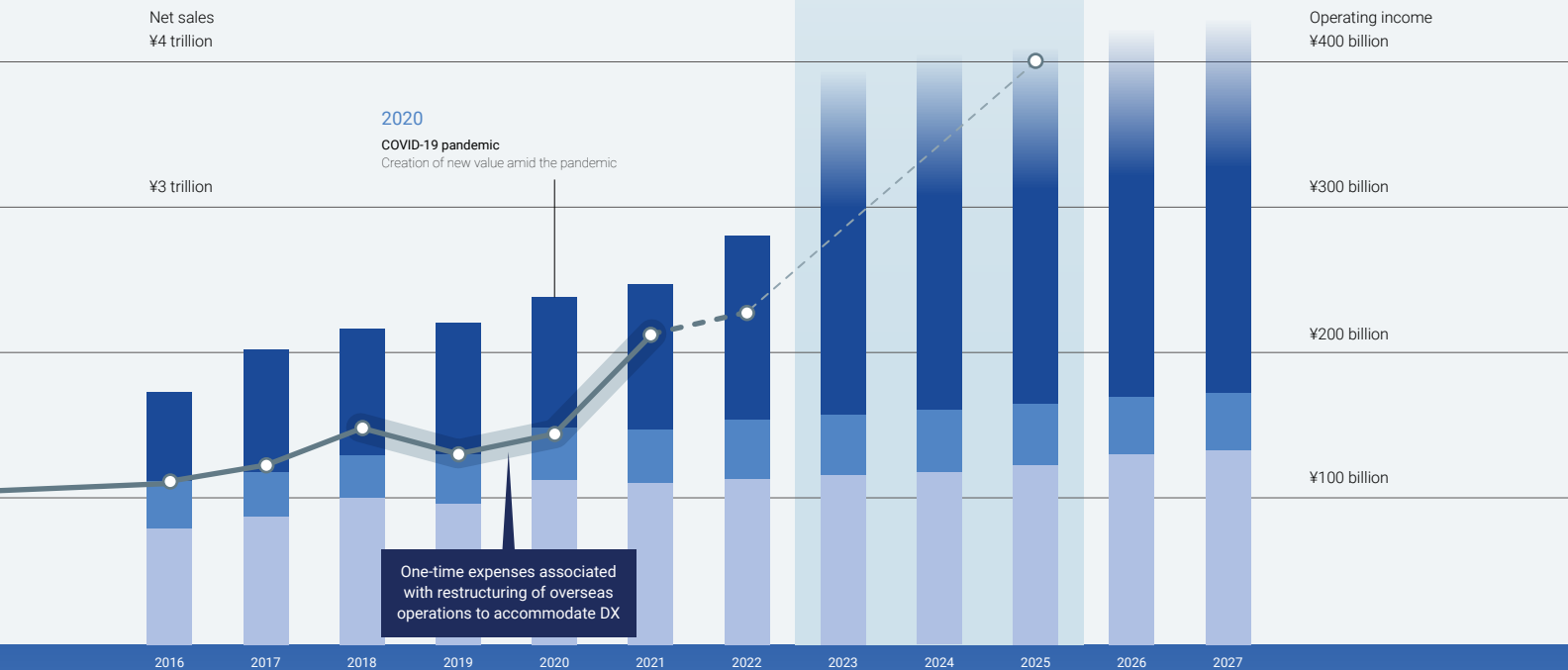
2019- Structural transformations
Enhancement of digital capabilities

2022- Overseas business combination with NTT Ltd.
Convergence of IT & connectivity

2015- Shift to the enterprise sector in the payment business

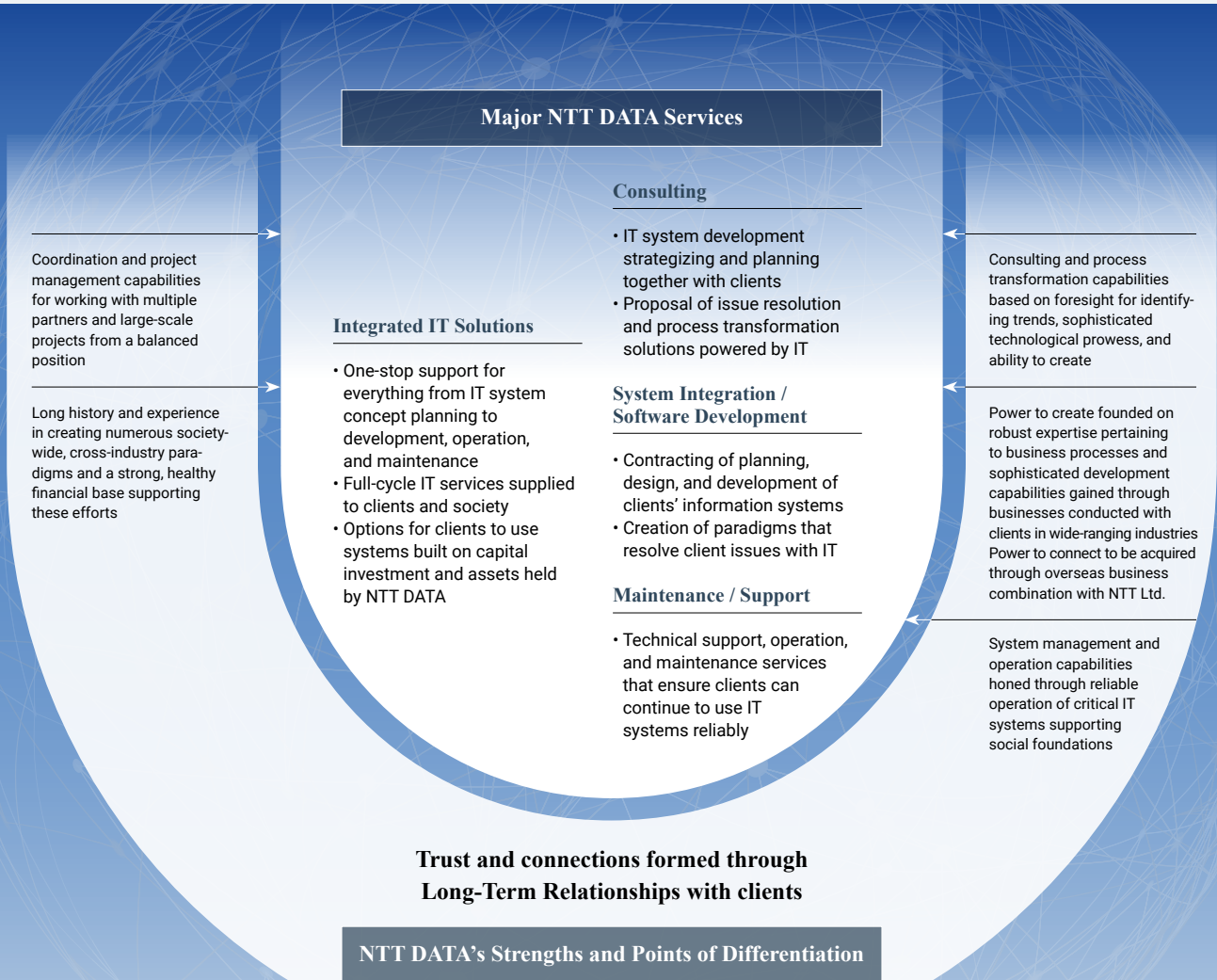
2020 Response to cross-industry social needs
Establishment of the Social Design Office

Ratio of overseas sales projected to increase to over 60% following overseas business combination with NTT Ltd.



NTT DATA's Businesses

NTT DATA combines various IT services and advanced technologies to deliver the optimal services and solutions to clients around the world.



NTT DATA's Major Management Resources and Track Record

Total Assets
¥3,084.5 billion

Number of Employees
Approx. 151,600

Net Sales
¥2,551.9 billion
33 consecutive years of growth

Consolidated Subsidiaries
312 companies

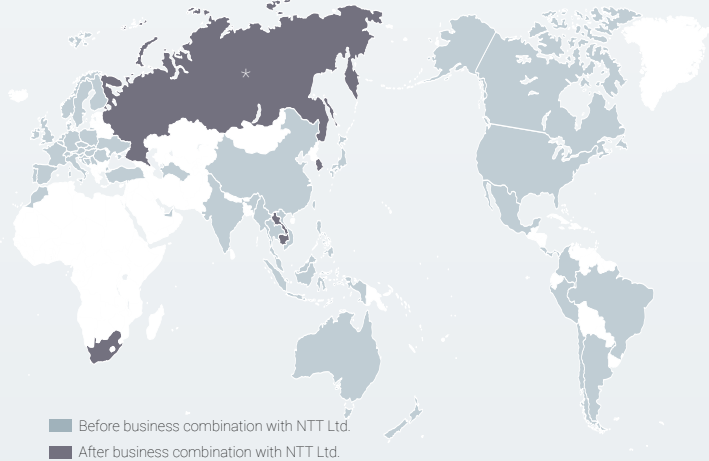
Credit Ratings
AA+
Rating and Investment Information, Inc. (R&I)
Japan Credit Rating Agency, Ltd. (JCR)

Business Partners*
Approx. 160 companies,
approx. 62,000 people

Net Sales (after business combination with NTT Ltd.)
Over ¥3,600.0 billion

* In Japan only

NTT DATA's Global Coverage



■ Before business combination with NTT Ltd.
 ■ After business combination with NTT Ltd.

* Withdrawal from Russia is being considered with regard to businesses of NTT Ltd. (withdrawal of NTT DATA's businesses was completed in May 2022).

Offices

NTT DATA

52 countries and regions

NTT DATA + NTT Ltd.

56 countries and regions

Major NTT DATA Clients (Industries / Society)



NTT DATA supplies services that contribute to the growth of clients' businesses and to the resolution of social issues for various companies and for social infrastructure that extends beyond the boundaries of companies and industries.

Client Base **82** companies

Clients with annual sales of ¥5 billion or more (Japan) or US\$50 million or more (outside of Japan)

Principal NTT DATA Services and Solutions

	Public & Social Infrastructure	Financial	Enterprise	
Japan	<ul style="list-style-type: none"> • Important national infrastructure • Government accounting system (ADAMS II) • Electronic vehicle registration and inspection information processing system (MOTAS) • Air traffic control information processing systems • Nippon Automated Cargo and Port Consolidated System (NACCS) • Electronic national tax reporting and payment systems (e-Tax), etc. • Public-private partnership platforms (mint, pipitLINQ, etc.) • Drone operation management systems • Digital archives for public documents • Robot nursing care monitoring services • Disaster mitigation communication systems 	<ul style="list-style-type: none"> • Financial infrastructure systems • Inter-bank settlement systems (Bank of Japan / Japanese Bankers Association networks) • Integrated ATM migration services • Joint-use settlement network (ANSER) • Joint-use banking system for regional banks (BeSTA) • Next-generation banking apps (My Palette, etc.) • Joint insurance company gateway • Paperless insurance sales solutions • OpenCanvas cloud system for financial institutions • Financial electronic data interchange system • Aisaku farming support platform 	<ul style="list-style-type: none"> • Comprehensive cashless payment platform (CAFIS) • Cash register-free digital store opening support service (Catch&Go) • Enterprise resource planning (ERP) production management systems for manufacturers • Connected car data collection platforms (vehicles, images, sensor data, etc.) • Workstyle innovation support (digital workplace development) • Client data analysis support (platforms, artificial intelligence (AI), etc.) • Next-generation point and member management cloud systems • Greenhouse gas measurement and visualization solutions • Map data distribution platforms • Personal identification number collection, storage, and submission support services • WinActor robotic process automation (RPA) solution • Convenience store payment proxy services 	
Overseas	<ul style="list-style-type: none"> • Public transformation prediction analysis and digital app development (Victoria, Australia) • AI image diagnosis support solutions • Global supply chain management solutions • SAP solutions introduction support 	<ul style="list-style-type: none"> • Digital transformation (DX) support for public institutions in Europe • Digital archives for public documents (Vatican, etc.) • Citizen service channel digitization and operation (Madrid, Spain) • Mobility as a Service (MaaS) platform development (Renfe-Operadora, Spain) • Global support for German automotive companies • Next-generation smart meter business support (major Italian energy companies) • Introduction of digital solutions for gasoline stands (major Spanish petroleum companies) • SAP solutions introduction support 	<ul style="list-style-type: none"> • Import, export, and port information processing systems (Myanmar) • Core IT systems for central banks (Myanmar) • Financial institution credit card processing IT systems (Thailand) • E-commerce payment proxy business (ipay88, Malaysia) • Core systems for financial institutions (Indonesia) 	
	North America	EMEAL	APAC	
	<ul style="list-style-type: none"> • Data centers (No. 3 in the world) • Managed services • Networks • Cloud communication • Equipment sales 	<p>(Reference) Businesses of NTT Ltd.</p>		

Value Creation Process

NTT DATA designs new paradigms and value for society while utilizing digital and other cutting-edge technologies to contribute to the realization of a sustainable society together with clients as a trusted partner. This is how we raise corporate value and is the embodiment of our mission statement.

Input

Group Vision

Trusted Global Innovator

Values

Clients First
Foresight
Teamwork

Strengths

Long-Term Relationships



Financial Capital

Consolidated Total Equity

¥1,328.3 billion

Consolidated Operating Income

¥212.6 billion

Non-Financial Capital



Human Resources and Organizational Capabilities

- Employees*1: Approx. 190,000 in 56 countries and regions



Partners

- Business partners*2: Approx. 160 companies, approx. 62,000 people
- Partnerships with IT companies worldwide (SAP, Amazon Web Services, etc.)



Technologies

- Digital technology areas where NTT DATA is deemed a leader
- Annual R&D expenses: Approx. ¥250.0 billion



Client Base*3

- 82 companies

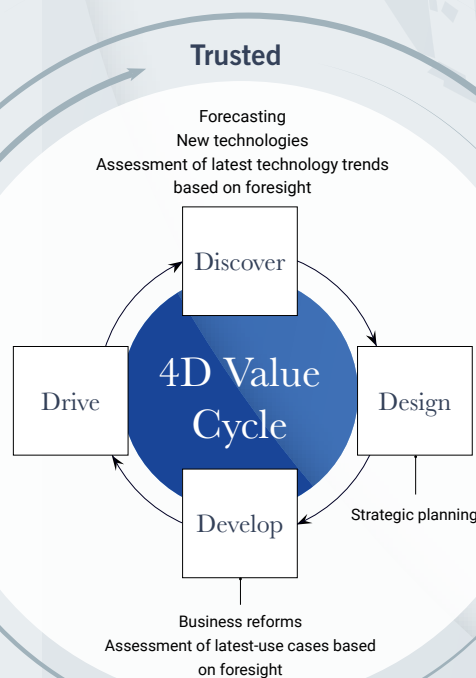


Brand

- IT Services Market Share*4
- Ranking for domestic net sales No. 2
- Ranking for global net sales No. 9

Connecting client and social needs to cutting-edge technologies from around the world to deliver the optimal services and solutions

NTT DATA



Reinvestment

*1 After overseas business combination with NTT Ltd.

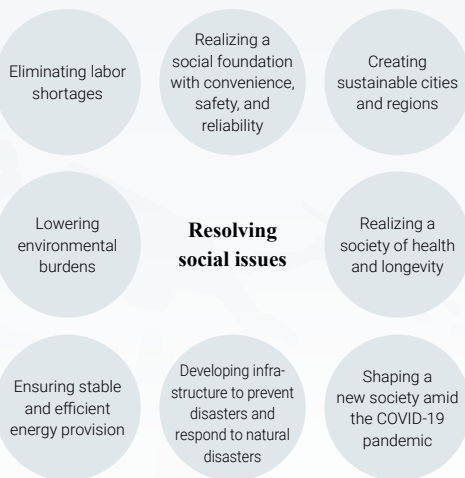
*2 Excellent business partners, based on multifaceted evaluations of the management status of domestic subcontractors, are certified as Business Partner Companies.

*3 Clients with annual sales of ¥5 billion or more (Japan) or US\$50 million or more (outside of Japan)

*4 Please see page 107 for sources.

Outcome

Realizing a Sustainable Society Together with Clients



Clients

Exercise of Mission Statement

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

Enhancing Corporate Value

Targets of Medium-Term Management Plan (FY2022–2025)

Financial Capital			Non-Financial Capital	
Consolidated Net Sales	Consolidated Operating Income Margin* ⁵	Overseas EBITA Margin* ⁵	Client Base* ⁶	
¥4.0 trillion and more	10%	10%	120 or more	

Non-Financial Capital

- Human Resources and Organizational Capabilities**
 - Number of engineers by focus area
- Technologies**
 - Net sales by focus area
- Partners / Brand**
 - Number of businesses created using repeatable assets
 - Number of businesses created through transformation proposals based on foresight

Sustainability Management

Environment

Regenerating Ecosystems

Preserving the global environment for future generations

Economy

Clients' Growth

Companies achieving growth in ways that support a sustainable society

Society

Inclusive Society

Creating a society where everyone can live healthy and happy lives

*⁵ Excluding temporary costs such as M&A activities and structural transformation

*⁶ Clients with annual sales of ¥5 billion or more (Japan) or US\$50 million or more (outside of Japan)

Management Resources



Human Resources and Organizational Capabilities

- Vital need for diversity and talented human resources to respond to client needs and technology trends and continue creating innovation
- Cultivation in human resources and organizations (sources of competitiveness) of insight and expertise pertaining to client business processes and applications gained from long-standing solid client base

Professional Human Resources*1

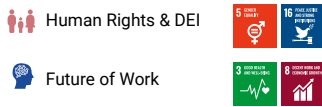
Approx. 190,000
individuals in 56 countries and regions

Ranking as the Most Popular Employer for New Graduates in 2023*2

Overall **No. 1**
IT Industry **No. 1**
(for 13 consecutive years)

Ratio of Employees Stating They Feel High Engagement*3

76%
(Industry average: 69%)



Significance of Management Resources

Management Resource Statistics

Sustainability Management Material Issues (Materiality)

Relevant Strategies of the New Medium-Term Management Plan



Technologies

- Technological base from which we propose optimal solutions for clients crucial to producing innovation and continuously providing competitive services
- Rising needs for strengthening of competitiveness and transformation of business models using digital technologies such as AI and the Internet of Things (IoT), increasing importance of enhancing digital capabilities

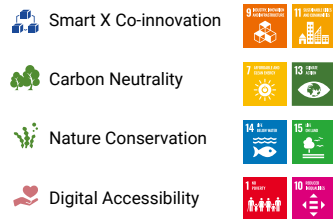
World-Leading Digital Technologies

Areas Where NTT DATA Is Deemed a Leader

Automation
Blockchain
Data & Analytics/AI/ML
Digital Transformation & Consulting
SAP
BPO
Workplace

R&D Investments in Collaboration with the NTT Group

Approx. ¥250.0 billion
(Annual R&D expenses of the NTT Group)



Strategy 4 Enhance Advanced & Development Technology

- Approach focused on strengthening both advanced technological capabilities for securing future competitiveness and system development technological capabilities for improving productivity through initiatives tailored to level of technological maturity

Optimize Strategic Investments for Growth

- Investment in five focus technology areas



Partners

- Need to not limit ourselves to Company resources and to incorporate superior products and technologies from partners around the world in order to provide optimal services to clients
- Construction of stable and flexible delivery system built on strong relationships with partners
- Strong partnership with the NTT Group important to increasing presence in the global market

Partnerships with IT Companies Worldwide

SAP AWARD OF EXCELLENCE*4

AWS Public Sector Partner of the Year-Japan

(Two consecutive years)

Business Partners*5

Approx. 160 companies
Approx. 62,000 people



Strategy 3 Evolve to an Asset-based Business Model

- Maximization of value provided to clients by converting industry best practices and global technologies into assets and improving business agility

Optimize Strategic Investments for Growth

- Strategic partnerships for strengthening competitiveness

*1 After overseas business combination with NTT Ltd.

*2 Source: Ranking of Popular IT Companies for Job Hunting New Graduates 2023, Rakuten Minshu

*3 Based on FY2021 results from One Voice, an engagement survey on the employees, including those working for overseas Group companies

*4 SAP AWARD OF EXCELLENCE 2022 received by QUNIE CORPORATION, NTT DATA Global Solutions Corporation, and JSOL Corporation

*5 Business partnership system that evaluates management status from multiple angles to certify excellent partners as Business Partner Companies



Client Base

- Solid client base, created through Long-Term Relationships with clients, indispensable for providing high-value-added IT services that accurately reflect clients' needs
- Long-standing solid client base enhancing business stability and enabling stable investments in the future

Long-Term Relationships with Clients

Client base*6 **82 companies**

Attributable portion of overall net sales **46%**

FY2025 Target of the New Medium-Term Management Plan

Client base*6 **120 companies**

Smart X Co-innovation



Trusted Value Chain



Circular Economy



Strategy 2 Strengthen Consulting with Foresight

- Support for client growth and business transformation as co-creative partner through consulting capabilities built on future-oriented foresight pertaining to industries and technologies

Optimize Strategic Investments for Growth

- Investment in five focus technology areas



Brand

- Brand value, comprised of reputation and reliability, which is an important element emphasized by clients given the nature of a business providing intangible value in the form of IT services and developing systems that support social infrastructure
- Importance of increasing global penetration of the NTT DATA brand to acquiring new business opportunities and improving profitability

2021 IT Services Market Share*7

Ranking for domestic (Japan) revenue

No. 2

Ranking for global revenue

No. 9

Client Satisfaction*8

Ratio of clients stating that they want to build stronger, ongoing relationships with NTT DATA as their best partner

96%

Brand Image*9

IT services brand ranking **No. 9**

Digital Accessibility



Community Engagement



Trusted Value Chain



Strategy 1 Capitalize on the Convergence IT & Connectivity

- Provision of edge-to-cloud services that utilize various customer contact points and data to create new social platforms that surpass the boundaries of companies and industries



Finance

- Strategic use and management of finances and capital imperative to generate cash to be used for business and strategic investments necessary for achieving growth accompanied by quality on a global scale; to maintain a healthy financial position for ensuring stable operation of the information infrastructures that support society, finance, and the economy, and to issue consistent shareholder returns

Credit Ratings

Rating and Investment Information, Inc.

AA+

Japan Credit Rating Agency, Ltd.

AA+

Ability to Generate Cash

Consolidated free cash flow

¥315.0 billion

(Medium-Term Management Plan: FY2019–2021)

Smart X Co-innovation



Trusted Value Chain



FY2025 Management Targets

Consolidated net sales: **Over ¥4.0 trillion**

Consolidated operating income margin*10: **10.0%**

Overseas EBITA margin*10: **10.0%**

Optimize Strategic Investments for Growth

*6 Clients with annual sales of ¥5 billion or more (Japan) or US\$50 million or more (outside of Japan)

*7 Please see page 107 for sources.

*8 Based on 2021 client satisfaction survey administered to domestic clients

*9 Source: Brand Finance IT Services 25 2022, Brand Finance (United Kingdom)

*10 Excluding temporary costs such as M&A activities and structural transformation

Changes in the Growth Strategy and Positioning of the Medium-Term Management Plan

Global 1st Stage
Increased Global Coverage

Global 2nd Stage
Recognized Global Brand

FY2012–2015

FY2016–2018

Changes in the Medium-Term Management Plan	Evolving into a corporate group that can efficiently provide diverse IT services worldwide	NTT DATA: ASCEND Rise and grow our global brand												
Management Targets	<table border="1"> <tr> <td>Net Sales</td> <td>Over ¥1.5 trillion</td> <td>Achieved</td> </tr> <tr> <td>EPS</td> <td>¥200</td> <td>Achieved</td> </tr> </table>	Net Sales	Over ¥1.5 trillion	Achieved	EPS	¥200	Achieved	<table border="1"> <tr> <td>Net Sales</td> <td>Over ¥2.0 trillion</td> <td>Achieved</td> </tr> <tr> <td>Adjusted Operating Income</td> <td>+50%*1</td> <td>(Operating Income: ¥142 billion) Achieved</td> </tr> </table>	Net Sales	Over ¥2.0 trillion	Achieved	Adjusted Operating Income	+50%*1	(Operating Income: ¥142 billion) Achieved
Net Sales	Over ¥1.5 trillion	Achieved												
EPS	¥200	Achieved												
Net Sales	Over ¥2.0 trillion	Achieved												
Adjusted Operating Income	+50%*1	(Operating Income: ¥142 billion) Achieved												
Strategy Overview and Major Achievements	<p>Expansion of new business fields and reinforcement of product competitiveness</p> <ul style="list-style-type: none"> We used game-changing approaches to increase our share of existing markets (client base*2: 50 companies) and successfully enter new business fields. <p>Expansion, enhancement, and reinforcement of global business</p> <ul style="list-style-type: none"> We achieved an overseas sales ratio of more than 30%, and overseas sales exceeded ¥500.0 billion. <p>Pursuit of overall optimization</p> <ul style="list-style-type: none"> By introducing shared service centers, we reduced management expenses by more than ¥10.0 billion compared with FY2011. 	<p>Strengthen local presence</p> <ul style="list-style-type: none"> In the IT services market, we increased our presence in 8 of major 10 countries. <p>Game-changing approach</p> <ul style="list-style-type: none"> We built a stronger client base and established a stable business foundation (client base*2: 70 companies). <p>Breakthrough technology</p> <ul style="list-style-type: none"> We reduced costs through standardization, automation, and other production technology innovations, and formed globally consistent R&D facilities to support client digitalization initiatives. 												
Issues	<p>Prevent unprofitable projects</p> <ul style="list-style-type: none"> The Company has introduced a variety of measures to curtail unprofitable projects, including the establishment of the Project Review Committee in FY2013. However, we recognize the need for further curtailment efforts, as a large amount of loss from unprofitable projects occurred in FY2015. 	<p>Maximize value for our clients</p> <ul style="list-style-type: none"> To maximize value for our clients, we recognize the need to further accelerate DX and maximize global synergy. <p>Prevent unprofitable projects</p> <ul style="list-style-type: none"> With the exception of a specific project, we succeeded in reducing the number below our target level*5 through such methods as establishing the Project Review Committee. Due in particular to increasingly complex technologies, we need to further step up curtailment efforts. <p>Improve profitability of overseas businesses</p> <ul style="list-style-type: none"> Although net sales grew significantly, profitability remains low, so substantial improvement is necessary. <p>*5 0.3%–0.5% of consolidated net sales</p>												

*1 Compared to FY2015 (adjusted item: incremental investment in new areas)

Global 3rd Stage

Reputation as Trusted Brand

Trusted Global Innovator

Aiming to become a company trusted by clients worldwide with

Global Top 5

status

FY2019–2021

FY2022–2025

–Midpoint to Global 3rd Stage–

Pursuing profitable global growth with consistent belief and courage to change

Realizing a Sustainable Future

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

Consolidated Net Sales	FY2018 Target: ¥2.5 trillion	FY2021 ¥2.55 trillion	Achieved
Consolidated Operating Income Margin*3	FY2018 Target: 8%	FY2021 8.3%	Achieved
Overseas EBITA Margin*3	FY2018 Target: 7%	FY2021 6.5%	Unaccomplished
Client Base*2	FY2018 80 companies or more	FY2021 82 companies	Achieved

*2 Clients with annual sales of ¥5 billion or more (in Japan) or US\$50 million or more (outside of Japan)

*3 Excluding temporary costs such as M&A activities and structural transformation

*4 Target of EBITA margin of 7% scheduled to be achieved in EMEA & LATAM in FY2023

Strategy 1: Expand global digital offerings

• The efforts of global marketing (Global One Team), the Digital Strategy Office, and the Centers of Excellence (CoE) have achieved a lot.

Strategy 2: Deliver greater value to clients based on regional needs

• We provided new value to clients while creating digital use cases matched to industry characteristics.

Strategy 3: Unleash our employees' potential that maximizes organizational strengths

- We enhanced various measures and programs for human resource development.
- We successfully curbed the ratio of unprofitable projects to net sales to below 0.3%.

Drive NTT Group collaboration

- We participated in businesses with tier 1 clients such as TOYOTA Connected Corporation and Victoria Department of Transport.

Accelerate overseas profitability

- Ongoing improvement of profitability to achieve growth accompanied by quality
- Promotion of digital shift to boost competitiveness and expansion of share and presence

Strengthen digital competitiveness

- Enhancement of end-to-end capabilities that span from management and business transformation planning to implementation
- Creation of business alliances to resolve social issues and shape the future of society

Transform organization for human resources to grow

- Swift alleviation of chronic personnel shortages through strategic staff augmentations
- Transformation of environment and culture to allow diverse human resources to achieve long-term success

Strengthen the HQ functions to become a global company

- Enhancement of global governance to ensure sound business operation and facilitate growth
- Transformation of headquarters functions to grow as truly global company

Consolidated Net Sales **Over ¥4.0 trillion**

Consolidated Operating Income Margin*3 **10.0%**

Overseas EBITA Margin*3 **10.0%**

Client Base*2 **120 companies**

Strategy 1: Capitalize on the Convergence IT & Connectivity

- Provide edge-to-cloud services that utilize various customer contact points and data to create new social platforms that surpass the boundaries of companies and industries

Strategy 2: Strengthen Consulting with Foresight

- Support client growth and business transformation as co-creative partner through consulting capabilities built on future-oriented foresight pertaining to industries and technologies

Strategy 3: Evolve to an Asset-based Business Model

- Maximize the value provided to clients by converting industry best practices and global technologies into assets and improving business agility

Strategy 4: Enhance Advanced & Development Technology

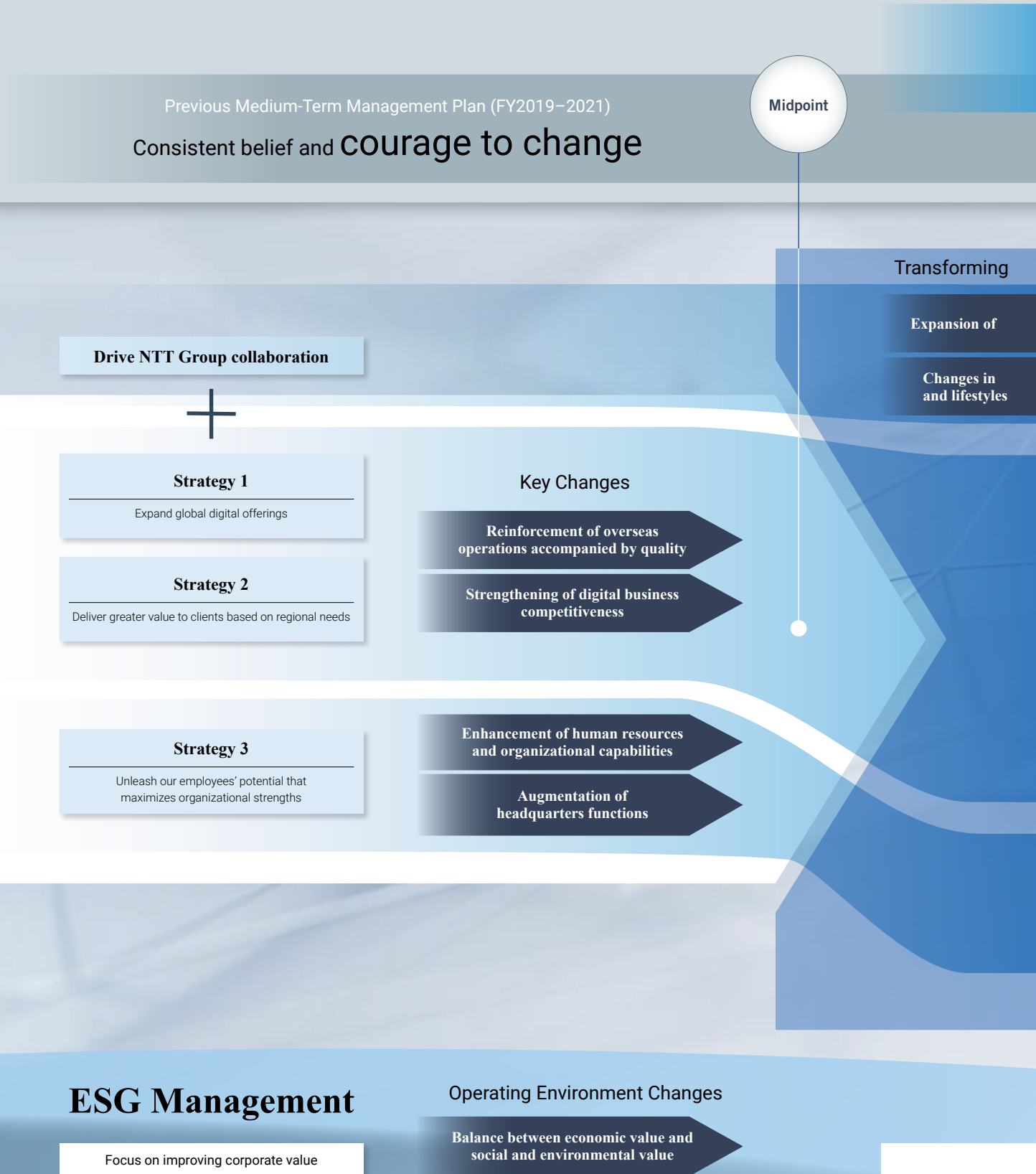
- Focus on strengthening both advanced technology utilization capabilities to ensure future competitiveness and system development technology capabilities to improve productivity through initiatives based on technological maturity

Strategy 5: Be the Best Place to Work

- Through a transition to organizational functions and culture suitable for a global company, maximize human resources and organizational capabilities, and achieve further growth

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.



New Medium-Term Management Plan (FY2022–2025)

Realizing a Sustainable Future

Global 3rd Stage

Social Trends

connected things

consumption

**Massive enhancement
of power to connect**

Strategy 1

Capitalize on the Convergence IT & Connectivity

**Acquisition of
integrated capabilities
spanning from concept
planning to implementation
and ongoing enhancement
of power to create**

Strategy 2

Strengthen Consulting with Foresight

Strategy 3

Evolve to an Asset-based Business Model

Strategy 4

Enhance Advanced & Development Technology

**Continuous enhancement
of human resources and
organizational capabilities
and promotion of diversity,
equity, and inclusion
(DEI)**

Strategy 5

Be the Best Place to Work

Aiming to become a
company trusted by
clients worldwide with

**Global Top 5
status**

Sustainability Management

Pursuit of medium- to long-term growth through resolution of social issues

New Medium-Term Management Plan

(FY2022–2025)

Vision for the Global 3rd Stage

The new medium-term management plan represents the next step on the path laid out by the previous plan, and thus calls on NTT DATA to advance toward its Global 3rd Stage by becoming a company trusted by clients worldwide.

Based on our mission statement and Group Vision, the new plan puts forth the goal of realizing a sustainable future. In accordance with this goal, we will seek to connect people with technology to create value and a sustainable future with our clients.

Mission Statement
NTT DATA uses information technology to create new paradigms and values, which help contribute to a more affluent and harmonious society.
Group Vision Trusted Global Innovator
Realizing a Sustainable Future Connect people with technology to create value and a sustainable future with our clients

Overview of Strategies

Our human resources and organizational capabilities form the fundamental foundation for our business activities. The new medium-term management plan prescribes ongoing measures for maximizing these capabilities through Strategy 5. Meanwhile, Strategies 2, 3, and 4 entail transforming our prior approach and business initiatives to respond to social changes, heighten our competitiveness, and make greater contributions to clients' businesses. As we advance these strategies based on a comprehensive perspective, we will also seek to create services through the convergence of IT & connectivity in accordance with Strategy 1. In this manner, NTT DATA will endeavor to create new social platforms and innovative services that defy the boundaries of companies and industries.



Management Targets

Following the business combination with NTT Ltd., NTT DATA will target consolidated net sales of over ¥4.0 trillion, a client base of 120 companies with annual sales of ¥5 billion or more (Japan) or US\$50 million or more (outside of Japan), a consolidated operating income margin of 10.0%, and an overseas EBITA margin of 10.0%. Moreover, we aim to achieve operating income of ¥400 billion, double the level from FY2021.

Consolidated Net Sales

Client Base^{*3}

Consolidated Operating
Income Margin^{*4}

Overseas EBITA
Margin^{*4}

Over **¥4.0** trillion

120 companies

10.0%

10.0%

*1 Figures account for overseas business combination with NTT Ltd.

*2 Forecasts for the performance of NTT Ltd. use figures that are based on the information available at the time of publication of this report and certain assumptions deemed to be rational.

*3 Clients from which NTT DATA earns ¥5 billion or more per year (in Japan) or US\$50 million or more per year (outside of Japan)

*4 Excluding temporary costs such as M&A activities and structural transformation

Strategic Indicators

NTT DATA has put forth strategic indicators comprised of financial and non-financial indicators to promote the advancement and entrenchment of the strategies of the new medium-term management plan. Moreover, quantitative targets and principal organizations have been defined for each strategy, based on which the progress of strategies will be monitored.

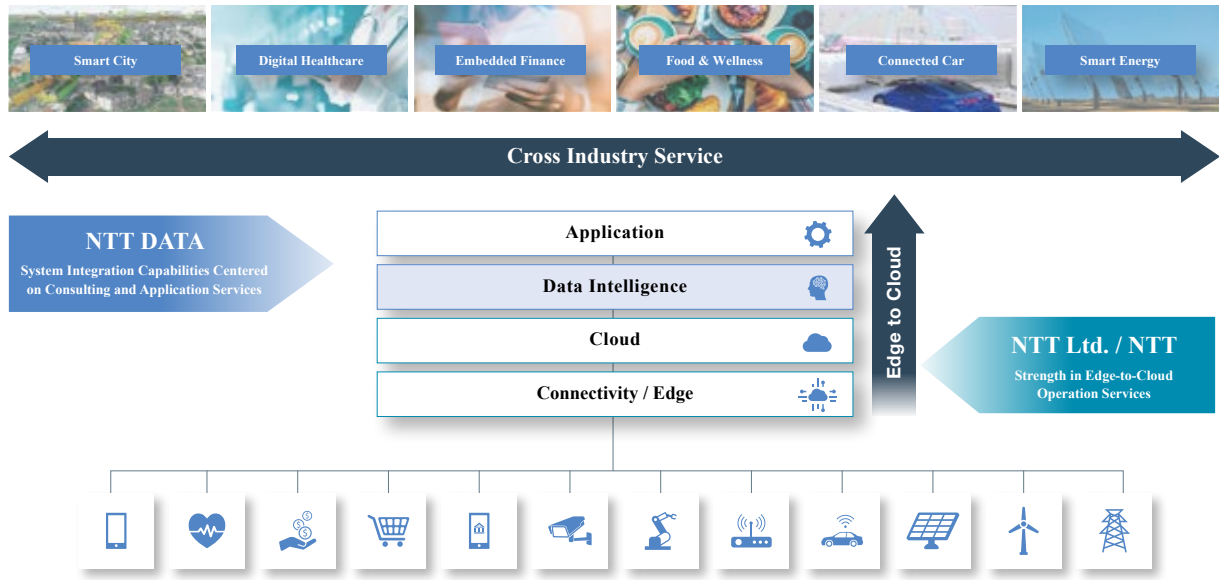
Indicators by Strategy

Strategy 1	Strategy 2	Strategy 3	Strategy 4	Strategy 5
Capitalize on the Convergence IT & Connectivity	Strengthen Consulting with Foresight	Evolve to an Asset-based Business Model	Enhance Advanced & Development Technology	Be the Best Place to Work
Client Base*	Number of businesses created through transformation proposals based on foresight	Number of businesses created using repeatable assets	Net sales by focus area	Number of engineers by focus area
Management Targets	Transformation proposals based on foresight for client managers with responsibility for transforming management and businesses	Business created with repeatable assets in consulting, system development, and other areas	Business growth surpassing market growth in focus areas to enhance digital capabilities	Recruitment and cultivation of engineers necessary to grow business in focus areas

* Clients with annual sales of ¥5 billion or more (in Japan) or US\$50 million or more (outside of Japan)

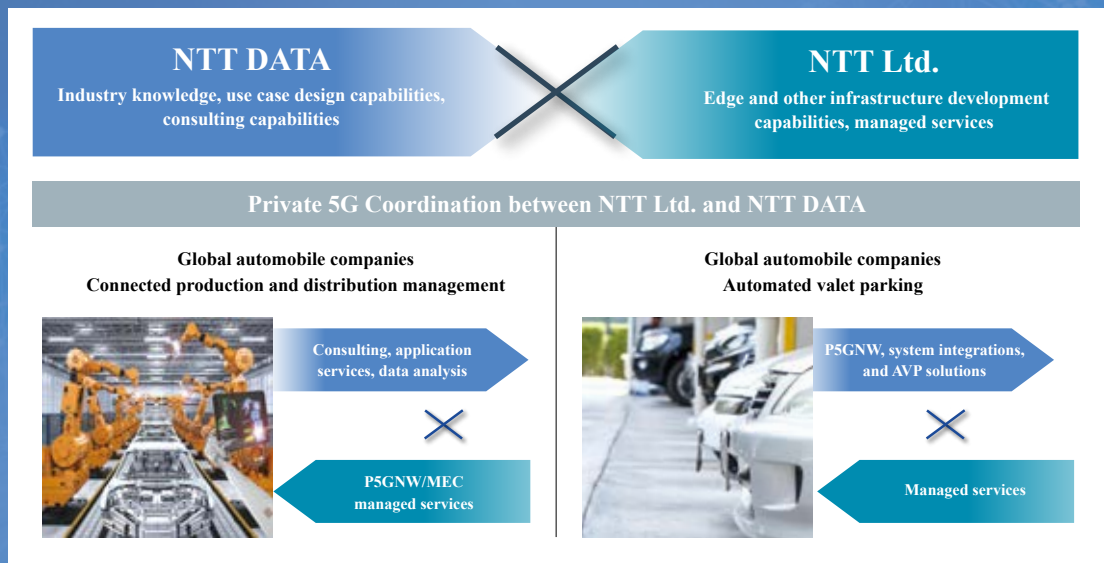
Strategy 1 Capitalize on the Convergence IT & Connectivity

NTT DATA will seek to strengthen its edge-to-cloud service provision capabilities through greater coordination with the NTT Group. By means of such coordination, we aim to combine our strengths pertaining to the supply of systems to various industries. In Japan, this will entail ramping up coordination between business fields centered on the Social Design Office. Overseas, we will seek to achieve secure contact points between customer contacts and data with a focus on smart city- and 5G-related businesses. By developing and growing businesses that coordinate business models in a way that surpasses the boundaries of companies and industries, we will seek to create new social platforms and innovative services.



Case Study Combination of Capabilities of NTT Ltd. and NTT DATA

The infrastructure development capabilities of NTT Ltd. and the system integration capabilities of NTT DATA are being combined to advance initiatives such as those detailed below. Through such initiatives, we are providing full stack IT services, spanning from business consulting and application development to network development and managed services, and building business ecosystems.



Strategy 2 Strengthen Consulting with Foresight

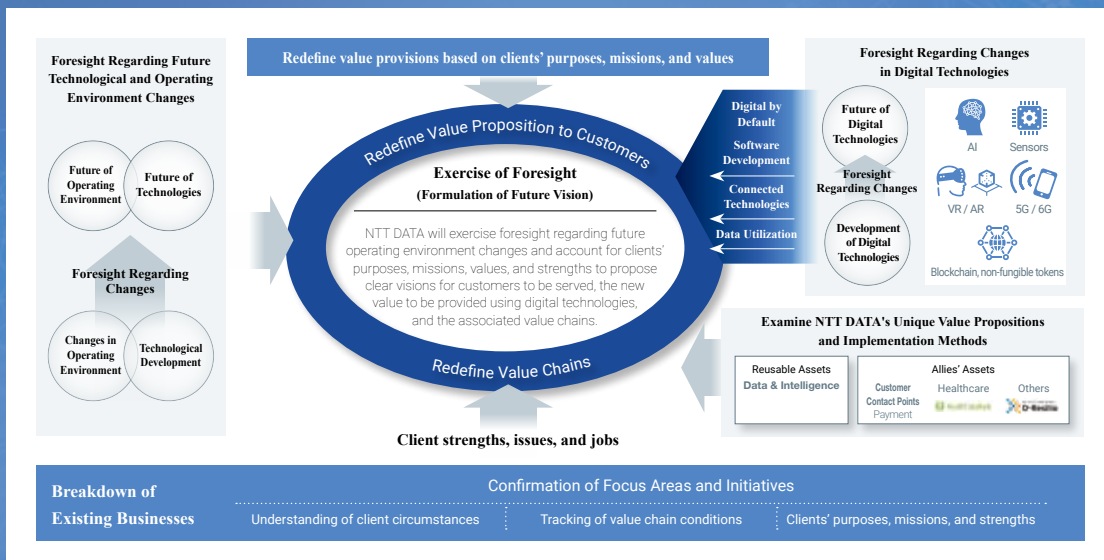
NTT DATA has set up dedicated consulting organizations for specific business fields. In addition, we are installing cross-field support functions for aiding in the formulation and implementation of clients and industry foresight methodologies and for developing consulting human resources. We are also building networks that will allow us to consolidate and utilize the insight of industry and business specialists from around the world. This network will be used to enhance our industry consulting capabilities based on foresight pertaining to clients and industries as well as our technology consulting capabilities shaped by foresight related to technologies. With these enhanced capabilities, NTT DATA will seek to support the growth of clients' businesses as a co-creative partner and to promote business transformation.



Focus

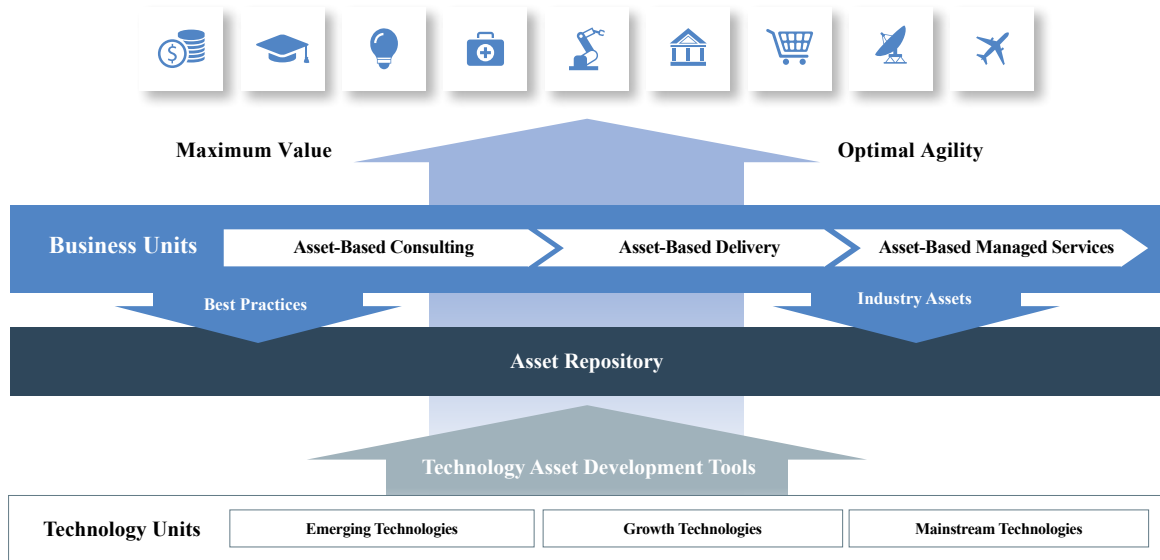
Overview of the Foresight Design Method

NTT DATA aspires to provide value to clients and society by leading projects from planning to implementation based on who are clients' customers and how we transform clients' business processes. These projects are designed with a vision for the ideal future founded on foresight regarding future technological developments and operating environment changes.



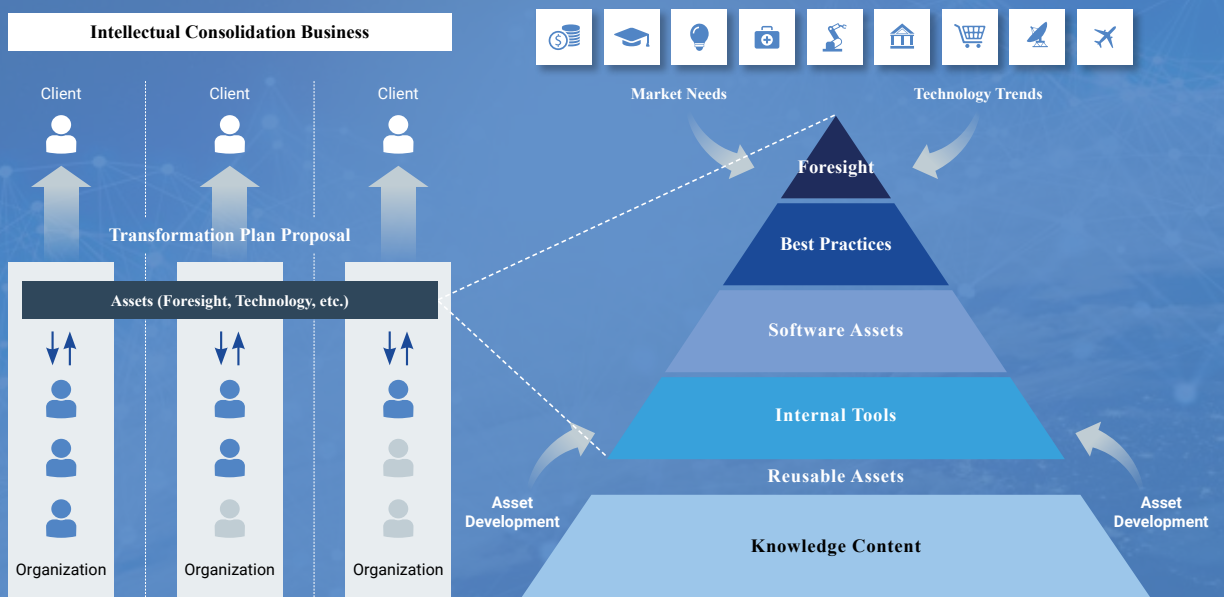
Strategy 3 Evolve to an Asset-based Business Model

NTT DATA is working to consolidate its industry and business foresight, best practices, software assets, internal tools, and other insight to develop reusable assets that can be used to provide value to clients. With these assets, we will promote consulting services as well as delivery and managed services on a global scale. Moreover, NTT DATA looks to evolve from its prior business model focused on contract system integration services to a new business model in which the Company proactively proposes and transmits value. We thereby aim to acquire business agility suited to the digital age in order to maximize the value we supply to clients.



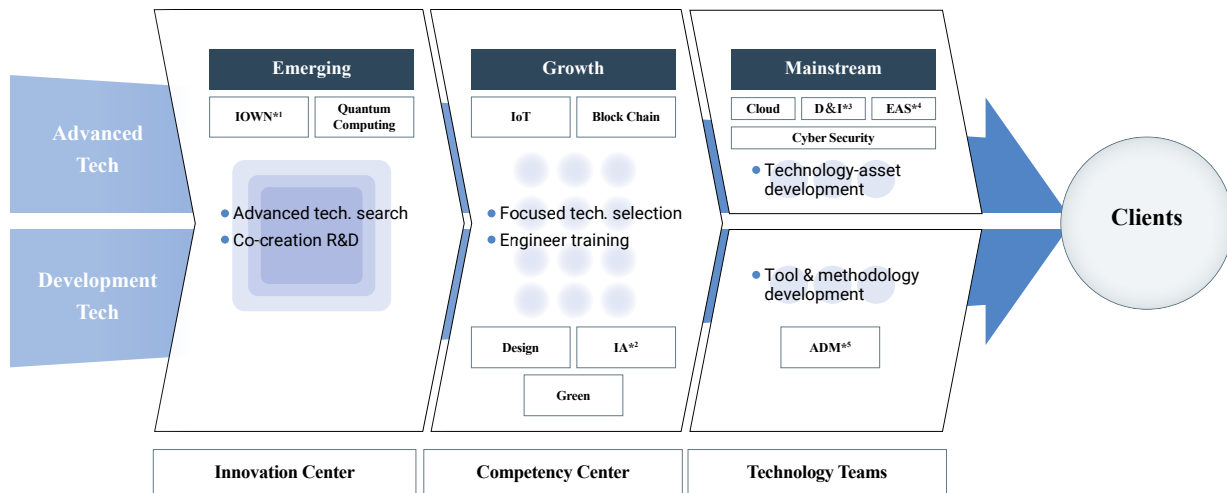
Focus Asset-Based Business Model

Armed with internal expertise, wisdom, and insight, NTT DATA will transition to a high-efficiency, high-value-added business model to maximize the value it provides to clients.



Strategy 4 Enhance Advanced & Development Technology

NTT DATA has divided its technology portfolio into three areas—emerging, growth, and mainstream—based on the level of maturity of the related technologies. In these areas, our Innovation Center is promoting co-creation in research and development on a global scale while the Competency Center advances business proof of concept (PoC) tests and presales activities in growing areas and frontline, business-specific technology teams develop human resources and technology assets. Through these activities, we will seek to strengthen both advanced technology utilization capabilities for securing future competitiveness and system development technology capabilities for improving productivity.



*1 IOWN: Innovative Optical and Wireless Network

*2 IA: Information Architecture

*3 D&I: Data and Intelligence

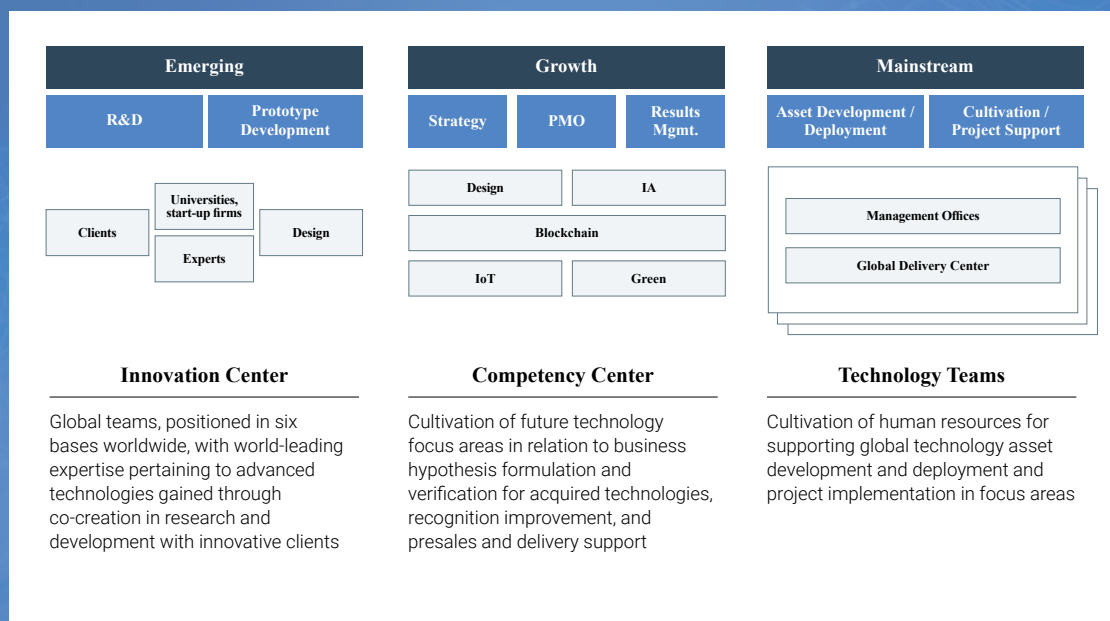
*4 EAS: Enterprise Application Services

*5 ADM: Application Development and Management

Focus

Initiatives for Strengthening Technological Capabilities

NTT DATA is building upon the initiatives of the previous medium-term management plan and arranging these initiatives based on the maturity levels of specific technologies in order to secure technological capabilities and competitiveness over the short, medium, and long term.



Innovation Center

Global teams, positioned in six bases worldwide, with world-leading expertise pertaining to advanced technologies gained through co-creation in research and development with innovative clients

Competency Center

Cultivation of future technology focus areas in relation to business hypothesis formulation and verification for acquired technologies, recognition improvement, and presales and delivery support

Technology Teams

Cultivation of human resources for supporting global technology asset development and deployment and project implementation in focus areas

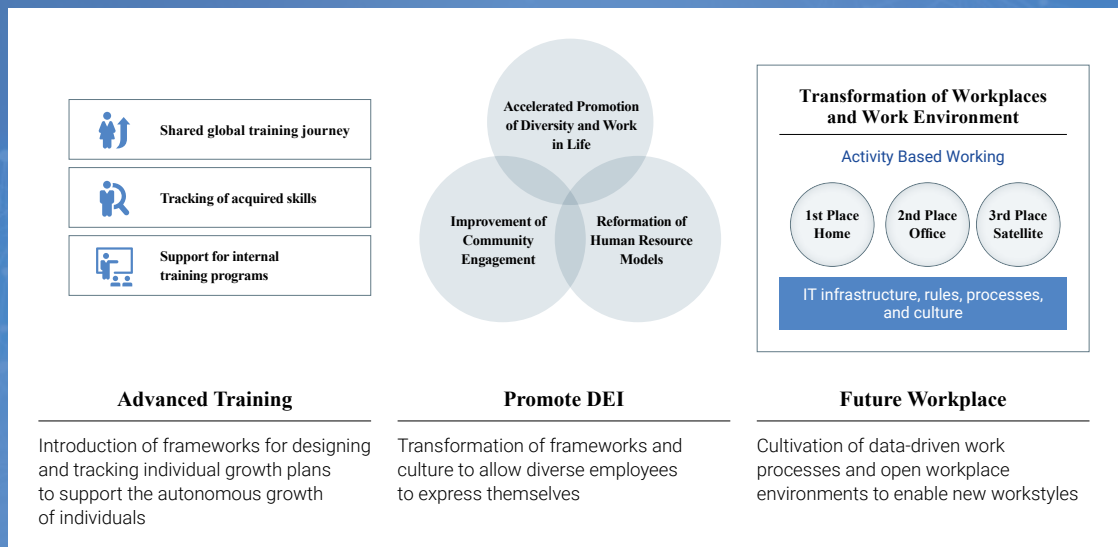
Strategy 5 Be the Best Place to Work

NTT DATA is implementing global scale human resource development systems to enable employees to learn about the latest technologies, providing compensation schemes matched to levels of specialized expertise, and instituting other measures to contribute to the autonomous growth of employees. Moreover, we are cultivating a workplace environment that allows employees to flexibly choose where and when they work based on the characteristics of their job. Through these measures, we seek to promote diversity, equity, and inclusion (DEI) and to improve employee engagement. NTT DATA thereby seeks to transform into a more appealing company that boasts organizational functions and a culture allowing diverse employees to express themselves. This transformation is anticipated to help us maximize the human resources and organizational capabilities that underpin the implementation of our strategies while heightening our corporate value going forward. We are also reinforcing management frameworks to facilitate future growth as a global company.



Focus Initiatives for Being the Best Place to Work

Our initiatives for being the best place to work go beyond ongoing programs for developing human resources and enhancing specialized skills to drive individual growth. We also seek to transform our corporate culture by cultivating a workplace environment that is in line with the times, accelerating the promotion of diversity, improving community engagement, and reforming internal human resource models.



Advanced Training
Introduction of frameworks for designing and tracking individual growth plans to support the autonomous growth of individuals

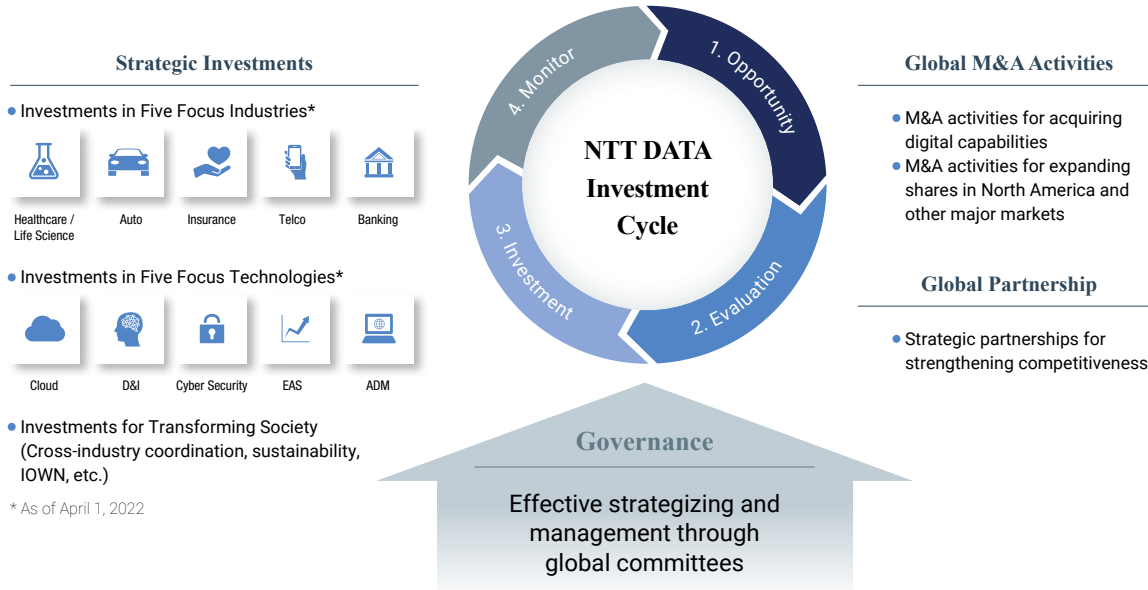
Promote DEI
Transformation of frameworks and culture to allow diverse employees to express themselves

Future Workplace
Cultivation of data-driven work processes and open workplace environments to enable new workstyles

Optimize Strategic Investments for Growth

NTT DATA is strengthening its marketing, innovation, and governance functions with a focus on global implementation to furnish the frameworks needed for supporting Strategies 1–5 and to allow for swift responses to changes in the operating environment. We also aim to develop a virtuous cycle of investment and growth in order to spur the growth of our business toward the Global 3rd Stage.

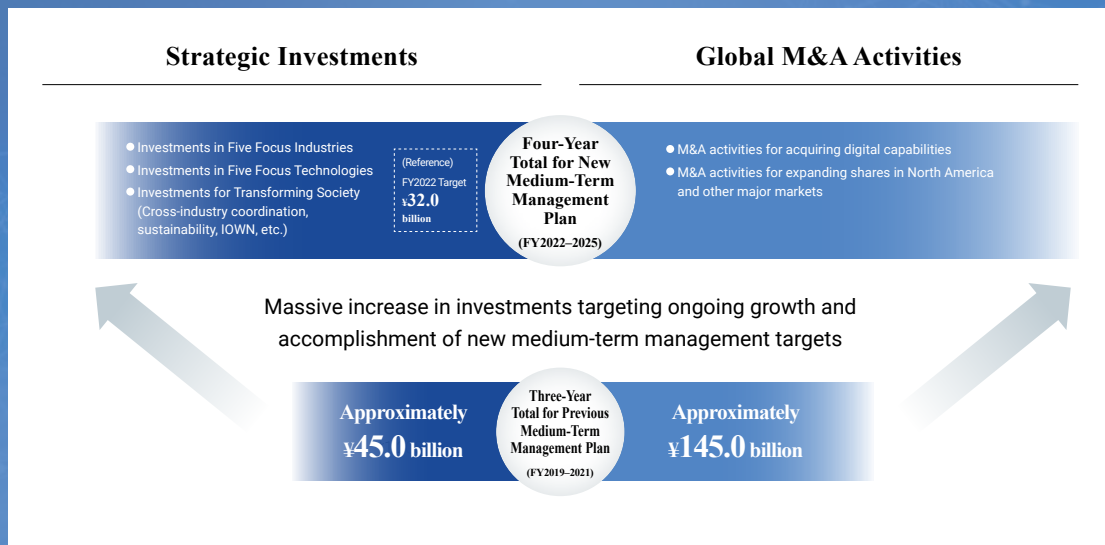
Specifically, new investment budgets will be assigned to themes that contribute to social transformation, such as sustainability and the Innovative Optical and Wireless Network (IOWN) concept. Investments in these areas will be conducted alongside those in the traditional focus areas for industry and technologies. This approach will be used to drive strategic investment for creating new future businesses on a global scale.



Focus

Strategic Investments

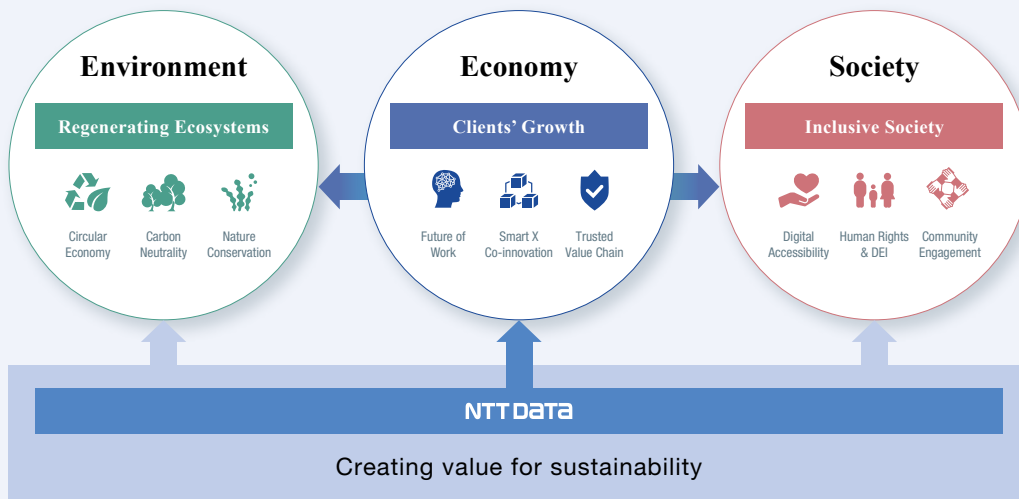
The targets of the new medium-term management plan will be pursued by massively increasing investments for accelerating initiatives such as M&A activities for achieving future growth and for enhancing corporate functions.



NTT DATA's sustainability Management

NTT DATA is practicing sustainability management by expanding initiatives based on a global and long-term perspective that account for its impact on the economy, the environment, and society. In accordance with the slogan of “Realizing a Sustainable Future,” NTT DATA seeks to address social issues from the perspectives of business activities targeting clients and society (by IT) and its own corporate activities (of IT).

Realizing a Sustainable Future



Nine Material Issues

Environment Regenerating Ecosystems Preserving the global environment for the future	Economy Clients' Growth Companies achieving growth in ways that support a sustainable society	Society Inclusive Society Achieving a society where everyone can live healthy and happy lives
<p>Carbon Neutrality Contribute to solving climate change issues by creating innovations to decarbonize society and clients</p> <p>Circular Economy Reduce waste and create a society where the value of products and services continues to circulate</p> <p>Nature Conservation Generate sound global environment and contribute to people's well-being by conserving and recovering nature capital</p>	<p>Smart X Co-innovation Create new value through co-creation with various companies to achieve a smart and innovative society</p> <p>Trusted Value Chain Uphold data privacy and security to ensure safe, secure and resilient corporate activities</p> <p>Future of Work New ways of working that enhance employee experience and performance. Provide and promote work style reforms for society as a whole</p>	<p>Human Rights & DEI Work to create an equitable society where a diverse range of people thrive and respect each other's human rights</p> <p>Digital Accessibility Deliver services that provide everyone with equal access to basic needs and improve people's quality of life</p> <p>Community Engagement Understand the challenges and needs for the development of local communities and provide services that enrich people's lives</p>

Introduction to Officers (As of October 1, 2022)

Directors

Yo Honma

President and Chief Executive Officer,
Representative Director

Shigeki Yamaguchi

Senior Executive Vice President and
Representative Director
Responsible for Technology Consulting &
Solution, Social Design, Consulting &
Asset Business Transformation
Headquarters

Toshi Fujiwara

Senior Executive Vice President and
Representative Director
Responsible for Corporate Management*1
(CFO, CHRO, CRO, CIO, CKO),
Technology Management*2 (CTO, CISO)
Head of HR Headquarters,
Corporate Headquarters

Kazuhiro Nishihata

Senior Executive Vice President
and Representative Director
Responsible for Global Segment
President and Chief Executive Officer,
Representative Director of NTT DATA, Inc.

Eiji Hirano

Director
Independent Outside Director*3

Mariko Fujii

Director
Independent Outside Director*3

Patrizio Mapelli

Director
Director of NTT DATA, Inc.

Fumihiko Ike

Director
Independent Outside Director*3

Shigenao Ishiguro

Director
Independent Outside Director*3

Katsura Sakurada

Director, Audit and Supervisory Committee
member (Full-Time)
Independent Outside Director*3

Akihiko Okada

Director, Audit and Supervisory
Committee member (Full-Time)
Independent Outside Director*3

Tomoko Hoshi

Director, Audit and Supervisory
Committee member (Full-Time)
Independent Outside Director*3
Company Auditor of NTT DATA, Inc.

Mitsuko Inamasu

Director, Audit and Supervisory Committee
member
Independent Outside Director*3

Executive Vice President

Masanori Suzuki

Responsible for Financial Segment

Yutaka Sasaki

Head of Corporate Headquarters
Head of Strategy Office,
Corporate Headquarters
Deputy responsible for Corporate
Management (CDO)

Hidenori Chihara

Head of Public Headquarters,
Responsible for Public &
Social Infrastructure Segment

Isao Arima

Responsible for Enterprise Segment

Naoyuki Mori

Head of Financial Innovation Headquarters

Katsuichi Sonoda

Head of Third Public Sector,
Public Headquarters

Senior Vice President

Kazuko Inamura

Head of Financial Strategy Headquarters

Asako Toyoda

Head of Global Governance Headquarters

Yoko Tomioka

Head of Sustainability Innovation
Department, Corporate Headquarters

Katsufumi Fukunishi

Head of Telecom &
Utility Business Sector

Hiroshi Tomiyasu

Head of Technology and Innovation
General Headquarters

Shigeru Mitani

Head of Second Financial Sector

Robb Rasmussen

Head of Global Marketing Headquarters
Director of NTT DATA, Inc.

Kazuo Kakeya

Head of Finance Department,
Corporate Headquarters

Chie Aoki

Head of Second Public Sector,
Public Headquarters

Shuuichi Mochizuki

Head of IT Service &
Payments Services Sector

Hiroshi Sugiyama

Head of Manufacturing IT Innovation
Sector
Head of Consulting & Marketing Sector,
Enterprise Segment

Takashi Hosotani

Head of Third Financial Sector

Masafumi Hamaguchi

Head of Social Design Office

Tadaoki Nishimura

Head of First Public Sector,
Public Headquarters

Marvin Mouchawar

Head of Global Innovation Headquarters
Director of NTT DATA, Inc.

*1 Corporate Management includes responsibilities for business strategy, digital strategy, public relations, ESG promotion, legal, risk management (CRO), information management and intellectual property (CKO), human resources (CHRO), finance and investor relations (CFO), purchasing, and IT systems (CIO).

*2 Technology Management includes responsibilities for technology development and research (CTO), quality assurance, and information security (CISO).

*3 Eiji Hirano, Mariko Fujii, Fumihiko Ike, Shigenao Ishiguro, Katsura Sakurada, Akihiko Okada, Tomoko Hoshi and Mitsuko Inamasu are outside directors.

Company Information (As of March 31, 2022)

Company Name

NTT DATA Corporation

Head Office

Toyosu Center Bldg., 3-3, Toyosu 3-chome,
Koto-ku, Tokyo 135-6033, Japan
Telephone: +81-3-5546-8202

Date of Establishment

May 23, 1988

Common Stock

¥142,520 million

Number of Employees

Consolidated: 151,991
Non-consolidated: 12,351

Fiscal Year

April 1 to March 31 of the following year

Ordinary General Meeting of Shareholders

June

Stock Market

Tokyo Stock Exchange Prime Market
Stock Code: 9613

Administrator of Register of Shareholders

Sumitomo Mitsui Trust Bank, Limited

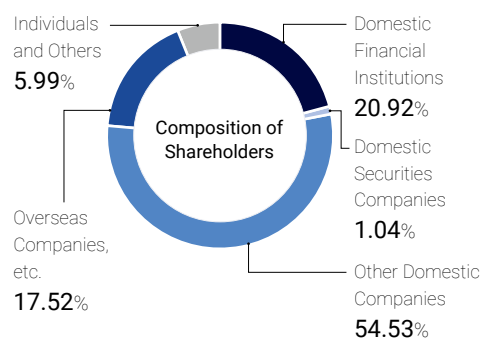
Independent Auditors

KPMG AZSA LLC

Number of Shares Issued and Number of Shareholders

Total Number of Shares Authorized to Be Issued by the Company	5,610,000,000 shares
Total Number of Shares Issued	1,402,500,000 shares
Number of Share Units	100 shares
Number of Shareholders	86,705 shareholders

Composition of Shareholders (Percentage of Shares Held)

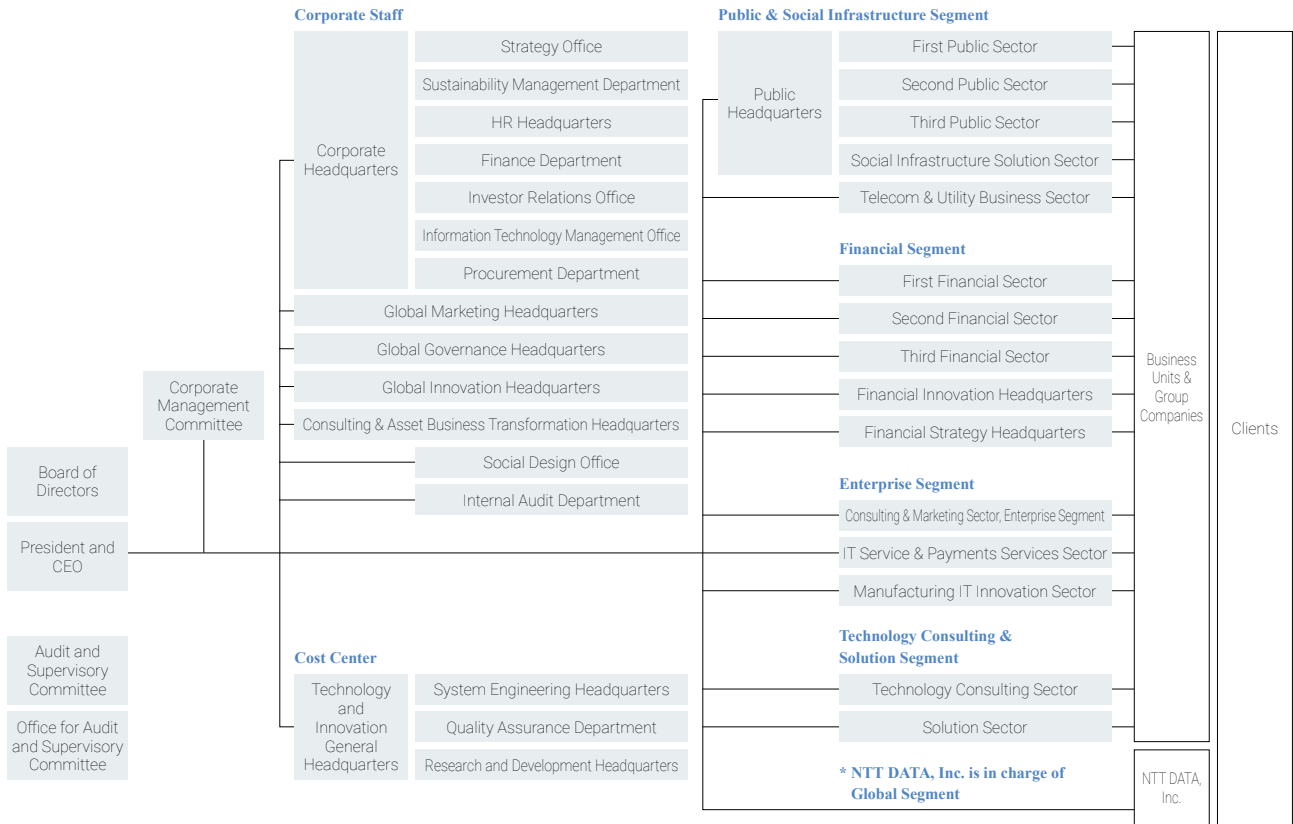


Principal Shareholders

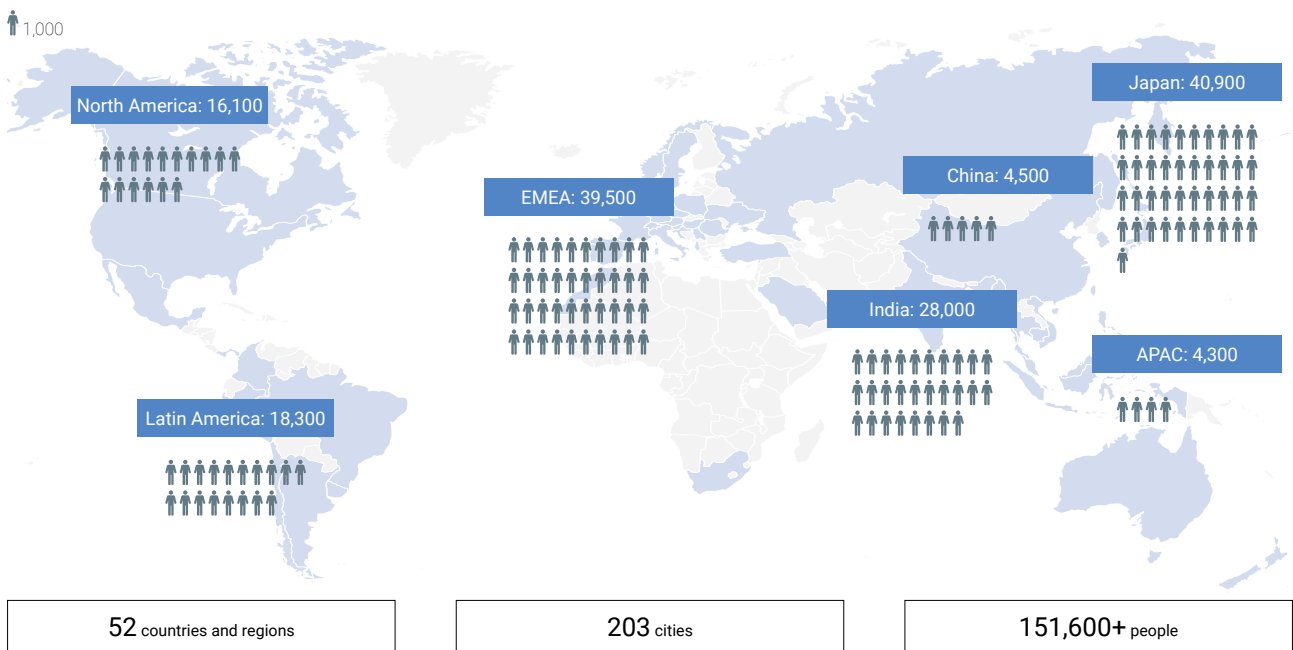
Name	Number of Shares Held	Ratio of Shareholding (%)*
NTT, Inc.	760,000,000	54.19
The Master Trust Bank of Japan, Ltd. (Trust Account)	181,675,100	12.95
Custody Bank of Japan, Ltd. (Trust Account)	72,542,966	5.17
Custody Bank of Japan, Ltd. (Investment Trust Account)	19,176,700	1.37
JP MORGAN CHASE BANK 385635	18,597,400	1.33
NTT DATA Employee Share-Holding Association	14,158,300	1.01
STATE STREET BANK WEST CLIENT TREATY 505234	11,313,072	0.81
JP MORGAN CHASE BANK 380072	10,637,900	0.76
STATE STREET BANK AND TRUST COMPANY 505025	8,465,603	0.60
JP MORGAN CHASE BANK 385781	8,215,345	0.59

* Ratio of shareholding is calculated excluding the treasury stock (1,149).

Organizational Structure (As of October 1, 2022)



Offices (As of March 31, 2022)



NTT DATA Corporation

Toyosu Center Bldg., 3-3, Toyosu 3-chome,
Koto-ku, Tokyo 135-6033, Japan
Telephone: 03-5546-8051
URL: www.nttdata.com/jp/ja