

Note: This document is the English translation of “Kessan Tanshin” for the Fiscal Year Ended March 31, 2025 and is provided solely for reference purposes. In the event of any discrepancy between this translated document and the Japanese original, the Japanese original shall prevail.

May 8, 2025

Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (Under IFRS)

Company name	: NTT DATA GROUP CORPORATION (“NTT DATA”)
Stock exchange on which the Company’s shares are listed	: Tokyo Stock Exchange Prime Market
Code number	: 9613
URL	: https://www.nttdata.com/global/en/
Representative	: Yutaka Sasaki, President and Chief Executive Officer, Representative Director
Contact	: Sota Endo, Senior Executive Manager, Head of the Investor Relations Office Tel.:+81-3-5546-8119
Scheduled date of the ordinary general meeting of shareholders	: June 16, 2025
Scheduled date of commencing dividend payments	: June 17, 2025
Scheduled date of filing securities report	: June 20, 2025
Preparation of supplementary materials on financial results	: Yes
Briefing session on financial results	: Yes (for financial analysts)

(Amounts are rounded to the nearest 1 million yen)

1. Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(1) Consolidated Operating Results

(% indicate changes from the previous fiscal year)

	Net sales		Operating profit		Profit before tax		Profit attributable to shareholders of NTT DATA		Comprehensive income attributable to shareholders of NTT DATA	
	¥ million	%	¥ million	%	¥ million	%	¥ million	%	¥ million	%
Fiscal year ended										
March 31, 2025	4,638,721	6.2	323,862	4.6	249,006	0.2	142,454	6.4	153,878	(48.9)
March 31, 2024	4,367,387	25.1	309,551	19.5	248,602	2.4	133,869	(10.7)	300,899	35.4

	Net income per share	Net income per share (diluted)	ROE (Ratio of Profit to Equity attributable to shareholders of NTT DATA)	ROA (Ratio of Profit before tax to Total assets)	Operating profit margin (Ratio of Operating profit to Net sales)
	¥	¥	%	%	%
Fiscal year ended					
March 31, 2025	101.60	—	8.0	3.3	7.0
March 31, 2024	95.48	—	8.4	3.7	7.1

(Reference) Share of profit (loss) of investments accounted for using equity method:

For the fiscal year ended March 31, 2025: 1,395 million yen, For the fiscal year ended March 31, 2024: 304 million yen

(2) Consolidated Financial Position

	Total assets	Total equity	Equity attributable to shareholders of NTT DATA	Equity ratio attributable to shareholders of NTT DATA	Equity attributable to shareholders of NTT DATA per share
	¥ million	¥ million	¥ million	%	¥
As of					
March 31, 2025	7,777,384	2,868,492	1,830,461	23.5	1,305.53
March 31, 2024	7,219,429	2,780,414	1,719,204	23.8	1,226.23

(3) Consolidated Cash Flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	¥ million	¥ million	¥ million	¥ million
Fiscal year ended				
March 31, 2025	397,148	(669,743)	289,409	444,635
March 31, 2024	498,789	(624,508)	109,166	431,774

2. Dividends

	Cash dividends per share					Total amount of cash dividends for the year	Payout ratio (consolidated)	Ratio of total amount of dividends to equity attributable to shareholders of NTT DATA (consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
Fiscal year ended	¥	¥	¥	¥	¥	¥ million	%	%
March 31, 2024	—	11.50	—	11.50	23.00	32,257	24.1	2.0
March 31, 2025	—	12.50	—	12.50	25.00	35,062	24.6	2.0
Fiscal year ending								
March 31, 2026 (Forecast)	—	—	—	—	—		—	

(Note) The Company's common shares (the "Common Shares") will be delisted since Nippon Telegraph and Telephone Corporation (the "Tender Offeror") will make the Company into a wholly-owned subsidiary through a tender offer conducted by the Tender Offeror for the Common Shares and a series of subsequent procedures. Accordingly, the forecast of dividends for the year ending March 31, 2026, is not stated.

3. Forecasts of Consolidated Financial Results for the Fiscal Year Ending March 31, 2026 (from April 1, 2025 to March 31, 2026)

(% indicate changes from the previous fiscal year)

	Net sales		Operating profit		Profit before tax		Profit attributable to shareholders of NTT DATA		Net income per share
	¥ million	%	¥ million	%	¥ million	%	¥ million	%	¥
Fiscal year ending									
March 31, 2026	4,936,725	6.4	522,037	61.2	430,037	72.7	200,037	40.4	142.67

(Note) The figures above refer to financial forecasts based on the assumption that data center assets are transferred to a REIT as announced in the timely disclosure "Notice Regarding the Disposal of Fixed Assets (Data Center) by Consolidated Subsidiaries" released on May 8, 2025.

* Notes:

- (1) Significant changes in the scope of consolidation during the period: Yes
(Changes in specified subsidiaries resulting in the change in consolidation scope)
Excluded: 1 company (XNET Corporation)
- (2) Changes in accounting policies and changes in accounting estimates
 - 1) Changes in accounting policies required by IFRS : None
 - 2) Changes in accounting policies due to other reasons : None
 - 3) Changes in accounting estimates : None
- (3) Number of issued shares (ordinary shares)
 - 1) Number of issued shares at the end of the period (including treasury shares)

As of March 31, 2025	1,402,500,000 shares
As of March 31, 2024	1,402,500,000 shares
 - 2) Number of treasury shares at the end of the period

As of March 31, 2025	413,332 shares
As of March 31, 2024	475,618 shares
 - 3) Average number of shares outstanding during the period

Fiscal year ended March 31, 2025	1,402,064,804 shares
Fiscal year ended March 31, 2024	1,401,999,642 shares

(Note) NTT DATA introduced a performance-based stock compensation plan from the second quarter of FY2021.

The number of treasury shares to be deducted to calculate the number of treasury shares at the end of the period and the average number of shares during the period refer to the number including the shares held by the stock delivery trust under the performance-based stock compensation plan.

The number of shares held as of March 31, 2025 was 402,100 shares compared to 464,400 shares as of March 31, 2024

* "Kessan Tanshin" is unaudited by certified public accountants or an audit firm

* Explanation regarding the appropriate use of forecasts of financial results and other significant matters

1. The forecasts of financial results and other forward-looking statements herein are based on certain assumptions derived from information currently available to the NTT DATA Group. Please note that actual results may differ from the Group's forecasts due to various factors that may arise in the future. The NTT DATA Group does not prepare the cumulative forecast for the six months ending September 30, 2025, as it manages its business performance on an annual basis.
2. The supplementary material on financial results will be uploaded on TDnet today (May 8, 2025), and will also be posted on the Company's website. The briefing session will also be held today (May 8, 2025). This document will be promptly posted on the website.
3. Products, services, etc. stated herein are registered trademarks or trademarks of the NTT DATA Group and/or other companies.

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Note: In this document, NTT DATA Group Corporation (the holding company) is referred to as “NTT DATA” or “the Company;” NTT DATA Japan Corporation (the operating company in Japan) as “NTT DATA Japan Corporation;” NTT DATA, Inc. (the operating company overseas) as “NTT DATA, Inc.,” and the entire group comprising the three companies and their subsidiaries and affiliates as “the NTT DATA Group” or “the Group.”

1. Overview of Business Results

(1) Analysis on Business Results of the Fiscal Year Under Review

In the fiscal year ended March 31, 2025 (hereinafter, “the fiscal year under review”), the Japanese economy saw improvements in corporate earnings and business sentiment as well as a recovery in capital investment, while the economy overseas also showed signs of recovery despite some regions continuing to stagnate.

As for the outlook for the economies both in Japan and overseas, they are expected to improve, but uncertainty has been increasing due to policy developments such as the U.S. administration’s introduction of additional tariffs. Close attention must also be paid to continuing price increases, geopolitical situations, volatility in financial and capital markets, and other risks.

[Status and Results of the NTT DATA Group]

In the fiscal year under review, the NTT DATA Group expanded the business in the global market to cope with the global acceleration of digital transformation (DX), etc., and to respond to diversified and sophisticated needs. The Group also engaged in expansion and stable provision of diverse IT services ranging from consulting to application development to infrastructure-related services.

Net sales and profits both increased in the fiscal year under review, mainly as a result of the robust performances in the Japan Segment as well as the Data Center and SAP businesses of the Overseas Segment.

• Net sales	4,638.7 billion yen	+6.2% YoY
• Operating profit	323.9 billion yen	+4.6% YoY
• Profit before tax	249.0 billion yen	+0.2% YoY
• Profit attributable to shareholders of NTT DATA	142.5 billion yen	+6.4% YoY

Initiatives taken by each segment are as follows.

(Japan Segment)

We aimed to expand consulting and digital related projects by establishing offerings to deal with business and management challenges faced by various industries and clients. We also enhanced profitability by selecting and focusing on more highly profitable projects and curtailing unprofitable businesses.

The results of the Japan Segment for the fiscal year under review are as follows

- Net sales in the Japan Segment totaled 1,933.2 billion yen (an increase of 10.0% compared to the previous fiscal year) as all the Public & Social Infrastructure, Financial, and Enterprise businesses increased, with the Public & Social Infrastructure business showing a particularly substantial increase.
- Operating profit in the Japan Segment came to 205.2 billion yen (an increase of 9.9% compared to the previous fiscal year) in line with the sales growth.

The status of the initiatives taken by each business in the Japan Segment is as follows.

[Public & Social Infrastructure]

As social issues such as the aging population combined with the low birthrate and environmental challenges had come to light, we aimed to design a society through consulting from users' perspective with foresight, and toward that end, we sought to solve social issues while also expanding our business by collaborating beyond boundaries between private and public sectors and industries, implementing measures including those in non-IT fields and building an ecosystem co-created by all associated players.

< Commencement of the development of a high-resolution, high-frequency satellite system >

The NTT DATA Group established Marble Visions Inc., a provider of Earth observation satellite services, with the aim of developing a satellite observation system capable of high-resolution and high-frequency imaging and building a mechanism that can offer one-stop services from providing satellite imagery to supporting users' decision-making. The company was selected by JAXA^(Note 1) for its Space Strategy Fund's technological development project titled "High-resolution, high-frequency optical satellite observation system"(hereinafter, "the Project").

Furthermore, for the successful execution of the Project, the NTT DATA Group agreed to a capital and business alliance with PASCO CORPORATION and Canon Electronics Inc. The Group has been contributing to the aerospace business through a digital 3D mapping business called "AW3D"^(Note 2), which provides value-added content for satellite imagery. We will accelerate the vertical integration from satellite development to the utilization of satellite data in collaboration with PASCO CORPORATION and Canon Electronics Inc. by incorporating the use cases of satellite data and the specific needs of clients into the satellite system. Marble Visions Inc. is expected to launch its first satellite by 2027, with seven additional launches scheduled by 2028.

Through Marble Visions Inc., the Group aims to contribute to solving social challenges by developing a satellite observation system that can be used for a diverse range of public sectors and industries domestically and internationally, and promptly offering insights from a space-based perspective.

[Financial]

As society has become more digitalized, financial services that cater to daily needs have appeared one after another. Amid such a situation, we have confirmed the need to balance reliability and progressiveness in financial systems. In this business, we have embarked on the development of the Integrated Banking Cloud based on its success in migrating the joint-use core banking scheme MEJAR to an open system in January 2024 by adopting PITON, which is our framework to run core banking systems on open platforms, and established an organizational framework to balance reliability and progressiveness in financial systems. Through these initiatives, we continued to support safe and secure financial infrastructure permanently while aiming to develop and expand new financial services that connect industries.

we aimed to continue to support safe and secure financial infrastructure permanently to achieve a sustainable society while aiming to develop and expand new financial services that connect industries.

< Full implementation of the “Branch Office Automation” solution, a next-generation joint-use branch office system >

The NTT DATA Group, in collaboration with participating banks in the Regional Bank Integrated Services Center^(Note 3), developed the “Branch Office Automation” solution, a next-generation joint-use branch office system. The NISHI-NIPPON CITY BANK, LTD., one of the participating banks, fully implemented the system. This is the banking industry’s first joint-use branch office system that leverages tablets.

The participating banks have faced a common challenge regarding how branch offices as customer touchpoints and their systems should be, due partly to the more frequent use of non-face-to-face channels, such as Internet banking, and the innovation of digital technologies. Traditionally, each bank operates its own branch office system using dedicated terminals to serve customers at its branches. This new solution replaces those with a joint-use system that leverages common devices, including tablets. It enables customers to complete procedures on tablet terminals by themselves, which results in a reduction in wait times at branch offices, and enhances users’ convenience through integration with non-face-to-face channels, such as banking apps. For bankers, the system displays procedural scenarios on the tablet, ensuring greater accuracy in administrative tasks. This operational efficiency generates more time for value-added activities, such as proposing solutions to customers.

The NTT DATA Group will contribute to solving the social issue of a declining workforce in regional areas by rolling out this solution to participating banks in the Regional Bank Integrated Services Center and other financial institutions, expanding services, and digitalizing user touchpoints, such as branch offices of financial institutions.

[Enterprise]

In this business, we aimed to increase the value we offer by taking advantage of our expertise in consultation, payment, and technology. Also, we brought together insights into industries and envisioned an ideal business for the industry and our clients together with them in a foresight-oriented manner. Additionally, we also helped clients realize business transformation and service creation, by consistently offering high value in planning to transformation based on our capabilities to utilize advanced technologies and to develop systems.

<“Hakuhodo Inc x NTT DATA” to promote demand chain transformation>

With the aim of providing companies with comprehensive services ranging from development of management themes, formulation of strategies, and designing of consumer experience to utilization of data technologies and system implementation, the NTT DATA Group, together with Hakuhodo Incorporated, established a joint venture, HAKUHODO ITTENI Co., Ltd. The venture, which began operations in April 2025, aims to drive companies’ “demand chain transformation” by viewing the corporate value chain from consumers’ perspective.

We have the advantage of a wealth of experience in supporting companies’ digital transformation using information technologies as a starting point. Hakuhodo’s strengths lie in its creativity in the domain of customer touchpoint, based on a deep understanding of consumers. By combining their insights, capabilities, solutions, etc., the two companies will promote proposals in a wider range of fields, which neither could achieve alone.

Looking ahead, we will contribute to client companies' sales and profit growth by advancing the "demand chain transformation" and aim to introduce new value across business domains and industries that will lead to a more prosperous society and life.

(Overseas Segment)

The Group made a fresh start under a new organizational structure comprising three regional units (North America, EMEAL, APAC) and the global unit (Global Technology and Solution Services). We aimed to increase the value we offer to clients by accelerating innovation through the utilization of generative AI and other state-of-the-art technologies, despite an increase in business transformation costs associated with the optimization of corporate functions and other initiatives.

The results of the Overseas Segment for the fiscal year under review are as follows.

- Net sales in the Overseas Segment totaled 2,750.9 billion yen (an increase of 3.6% compared to the previous fiscal year), mainly due to the effects of exchange rates and the sales growth resulting from the steady performances of the Data Center and SAP businesses in the GTSS unit.
- Operating profit in the Overseas Segment came to 100.2 billion yen (a decrease of 13.4% compared to the previous fiscal year), as the effects of exchange rates and profit increases in line with the sales growth of the GTSS unit failed to offset a decline in profits of the regional units, etc.

The status of the initiatives taken by each unit in the Overseas Segment is as follows.

[North America]

North America accounts for approximately 40% of the global IT market and one of the world's largest IT markets. We aimed to drive growth (both in existing accounts and winning new accounts) leveraging our modernized portfolio – consulting, Cloud transformation, digital offerings, new generative AI services, etc. – organically and through acquisitions. We also worked to optimize our cost structure in line with the revenue.

< Awarded a large scale contract from our key client >

In North America, we were awarded a large-scale, 7-year contract to enhance IT environment from a major US public healthcare solutions provider. In this contract, the data center used by the client will be consolidated into data centers managed by our group and the client's IT environment will be migrated to a multi-cloud platform, to achieve flexible business operations and reduce costs. Our Key success factors in winning this deal are being the only partner who could provide full stack capabilities including data center services and leveraging strong partnerships with Global Cloud Providers.

[EMEAL]

In this unit, we focused disproportionately on growing in our key markets like UK, Germany and Spain. We also invested in services like Digital BPS, CX, Cloud transformation, Data & Analytics, and generative AI. At the same time, we worked to strengthen our delivery capabilities for speed, quality and cost of services.

<Providing comprehensive support to a global renewable energy company >

In EMEAL, we signed a contract with a global leader in renewable energy for the modernization and cloud migration of most of their core business applications. In this project, we aim to boost the client's business and enhance efficiency by optimizing the system for controlling renewable energy production, the core business of the client. We also plan to increase productivity in the development process through Agile methodology and the application of generative AI. We were able to secure this contract because we have been recognized as a strategic partner of the client, having built a relationship over more than 10 years through the development, implementation and internationalization of their core IT systems, and because of our high local presence in each country overseas, as well as our ability to provide global support from strategy planning to implementation.

[APAC]

In this unit whose market has steady growth potential, we continued to grow by strengthening the technology solutions ^(Note 4) domain, while also focusing on both account expansions and new clients acquisition in key markets like India, Australia and Singapore through digital business and ERP related offerings. We also accelerated inorganic growth in selected strategic areas.

<Promoting the further enhancement of cloud service solutions>

In APAC, we have expanded our strategic partnership with Google Cloud to accelerate the adoption of cloud-based data analytics and generative AI solutions tailored to industry-specific needs. By combining NTT DATA's technology and industry expertise with Google Cloud's best-in-class data analytics, AI and cloud capabilities, we will develop solutions that drive innovation and enhance business agility for our clients.

In addition, as part of our efforts to strengthen our cloud business through this initiative, we announced that we have signed a definitive agreement to acquire Niveus Solutions Pvt. Ltd. (Niveus Solutions), a premier cloud engineering company specializing in Google Cloud Platform (GCP) services. Niveus Solutions, an award-winning leader in Google Cloud services, will add 1,000 GCP engineering professionals with expertise in GCP native modernization, data engineering and AI to enhance NTT DATA's Google Cloud business. The acquisition accelerates NTT DATA's strategy to expand its cloud capabilities to meet the global demand for transformative cloud solutions across industries. It also solidifies the company as a leading global system integrator for Google Cloud.

[GTSS (Global Technology and Solution Services)]

In this unit, leveraging our strengths as a globally prominent global data center operator and IP network provider, we provided reliable digital backbone services globally. We also continued to grow our strength in the Network services, Cloud services, and Edge connectivity (private 5G) and compute. We became a one stop shop for suite of services as part of NTT DATA, Inc.'s digital solutions.

In addition, with continued focus on the SAP business, we drove growth through consulting, application and data services. We enriched our delivery capability through right shoring, automation and use of differentiated IP.

<Expanding the ability to deliver services in the DC business>

In the Data Center business, the NTT DATA Group is making proactive investments as further growth is expected on the back of strong demand and in FY2024, our total investments came to 413.0 billion yen. In FY2024, we newly increased our DC service capacity by approximately 380 MW and our current capacity totals approximately 1,500 MW worldwide.

In Japan, we were tentatively selected by Tochigi City to acquire a site for a new data center in the Tochigi prefectural city, north of Tokyo. The site is currently being developed as a new DC facility in the Tokyo metropolitan area and two buildings are expected to provide DC services with a combined capacity of approximately 100 MW.

<Status of Reportable Segment >

(Unit: billions of yen)

Segment		Fiscal year ended	Composition (%)	Fiscal year ended	Composition (%)	YoY Comparison (%)
		March 31, 2024		March 31, 2025		
Net Sales	Japan	1,757.0	39.1	1,933.2	40.4	10.0
	Overseas	2,654.5	59.0	2,750.9	57.5	3.6
	Others	84.7	1.9	96.7	2.1	14.2
	Adjustments	(128.8)	-	(142.1)	-	-
Total		4,367.4	-	4,638.7	-	6.2
Operating Profit	Japan	186.7	60.3	205.2	65.5	9.9
	Overseas	115.8	37.4	100.2	32.0	(13.4)
	Others	7.3	2.3	7.8	2.5	7.5
	Adjustments	(0.2)	-	10.6	-	-
Total		309.6	-	323.9	-	4.6

[Progress of Technical Development]

The NTT DATA Group has been working on the “utilization of advanced technologies and promotion of innovation” to actively introduce new technological trends in business. In the field of research and development on “production technology innovation,” we are making continuous efforts on speeding up and increasing quality of system development, utilizing generative AI technology, building a cloud foundation, etc. We will globally collect and utilize knowledge and know-how on advanced technologies to facilitate innovation and improve next-generation production technologies.

In addition, we utilize the outcome of our collaborative research and development with NIPPON TELEGRAPH AND TELEPHONE CORPORATION (NTT) for fundamental research and development themes to focus our resources on applied research and development themes.

Research and development costs for the fiscal year under review were 28,258 million yen. The costs are commonly applicable to the Japan and Overseas Segments and thus are not separately recorded by each segment.

< Efforts toward the realization of SmartAgent, a generative AI utilization concept >

The Group announced the SmartAgent concept, where AI agents deliver a new workforce (hereinafter, “the Concept”), and started to provide “LITRON Sales,” an AI agent service for salespersons as the first initiative of the Concept, ahead of its planned global launch.

The Concept is characterized by the autonomous collaboration of the “personal agent,” which is optimized for specific operations, and the “specialized agent” with several expertise areas, to support the entire operational process for users in an end-to-end manner. “LITRON Sales” reduces administrative burdens for salespersons by autonomously handling tasks, including data entry, appointment arrangement, proposal documentation, agreement creation, and internal paperwork. This will enable them to create additional time for value-added operations, such as proposals to customers, and improve the capabilities of forming hypotheses and making proposals through the utilization of a diverse set of internal and external inputs. Looking ahead, we will offer SmartAgent to various operational areas, including marketing, legal affairs, accounting, etc. in addition to sales.

The Group will contribute to solving the social issue of workforce shortages caused by population decline by utilizing a new workforce. In addition, we will shift clients’ businesses to higher value-added ones by transforming their labor-intensive business models to knowledge-based AI-driven business models, aiming to achieve global sales of 300 billion yen in FY2027 in the business related to generative AI technologies.

(Note 1) JAXA

This is the abbreviated name of the Japan Aerospace Exploration Agency, which is a National Research and Development Agency.

(Note 2) AW3D

This is the world’s first digital 3D map that captures all terrain on Earth with a 5-m resolution, and it was offered by NTT DATA Japan Corporation and the Remote Sensing Technology Center of Japan. The 3D map data created from satellite imagery have been used in more than 4,000 projects across over 130 countries and regions.

(Note 3) Regional Bank Integrated Services Center

It is a center for joint-use core banking systems established and operated by NTT DATA Group for first- and second-tier regional banks. The participating banks are (in order of start of service use and bank code) The Bank of Kyoto, Ltd.; the Chiba Kogyo Bank, Ltd.; the Bank of Iwate, Ltd.; the Senshu Ikeda Bank, Ltd.; the Aichi Bank, Ltd.; the Fukui Bank, Ltd.; the Aomori Michinoku Bank, Ltd.; the Akita Bank, Ltd.; the Shikoku Bank, Ltd.; the Tottori Bank, Ltd.; the Nishi-Nippon City Bank, Ltd.; the Oita Bank Ltd.; and the San-in Godo Bank, Ltd.

(Note 4) Technology solutions

This refers to solutions using communication terminal equipment such as routers.

(2) Analysis on Financial Position of the Fiscal Year Under Review

Assets at the end of the fiscal year under review totaled 7,777.4 billion yen, up 558.0 billion yen from the end of the previous fiscal year. The increase is mainly attributed to increases in property, plant and equipment, trade and other receivables, etc. Liabilities totaled 4,908.9 billion yen, up 469.9 billion yen from the end of the previous fiscal year. The increase is mainly attributed to an increase in interest-bearing debt. Equity amounted to 2,868.5 billion yen, up 88.1 billion yen from the end of the previous fiscal year. The increase is mainly attributed to an increase in retained earnings.

(3) Analysis on Cash Flows of the Fiscal Year Under Review

Cash and cash equivalents at the end of the fiscal year under review came to 444.6 billion yen, increasing by 12.9 billion yen compared to the end of the previous fiscal year.

Cash flows provided by operating activities amounted to 397.1 billion yen (a decrease in cash inflows of 101.6 billion yen compared to the previous fiscal year), due to profit of 139.3 billion yen, depreciation and amortization of 364.2 billion yen, etc., despite a decline resulting from an increase in trade receivables, etc.

Meanwhile, cash flows used in investing activities amounted to 669.7 billion yen (an increase in cash outflows of 45.2 billion yen compared to the previous fiscal year), mainly due to acquisitions of property, plant and equipment and intangible assets as well as subsidiaries, despite the gain on sale of other financial assets.

As a result, free cash flows came to a negative 272.6 billion yen (compared to a negative 125.7 billion yen in the previous fiscal year).

Also, cash flows provided by financing activities amounted to 289.4 billion yen (an increase in cash inflows of 180.2 billion yen compared to the previous fiscal year), mainly due to financing for interest-bearing debt.

(4) Challenges to be Addressed

(i) Changes in the Business Environment

In the social environment that changes at a rapid pace day by day, company managements are required to deal with diverse needs such as balancing of their efforts to solve social challenges including contribution to the global environment and to improve economic value including new value creation. Technological advancements have also facilitated the connections between different people and things, changing corporate activities, people's consumption and lifestyles, and various other social trends.

In recent times, the advancement of AI technologies, the widespread use of cloud computing, etc. have enabled companies to further optimize their traditional business operations and launch new business models. The expansion of demand for such technologies has underscored the significance of data centers and networks. IT services and infrastructure are thus playing an increasingly important role, serving as growth engine for various business fields and industries.

(ii) Challenges to be Addressed and Corresponding Measures

The NTT DATA Group is expected to achieve the targets set in the Medium-Term Management Plan, as the Japan Segment steadily grows while the Data Center and SAP businesses in the Overseas Segment also remain strong. However, the Group recognizes the need to continuously work to improve profitability for the regional units of the Overseas Segment.

The Group stands within the top 10 in sales rankings in the global IT services market.* In order to ensure global competitiveness and sustainable growth, the NTT DATA Group, as a data center operator with a strong global presence, also recognizes the need to actively invest in growth areas and promote strategic M&As, while taking into consideration the impacts of these activities on financial soundness, and to transform its environment and culture to enable diverse human resources to demonstrate their capabilities in the long term.

To address the challenges above, the Group will implement the following measures:

● Growth accompanied by quality in the Overseas Segment

To improve profitability and competitiveness in the Overseas Segment, we aim to improve business processes and optimize business operations, in addition to the promotion of business transformation through the integration of corporate functions and IT systems, business portfolio reforms, etc.

In optimization of business operations, we will facilitate business growth by forming cross-unit organizations to strengthen each unit's business and enhancing sales capabilities, delivery efficiency, etc. on a global sale.

● Investment in growth areas

To maintain and reinforce the sustainable growth and competitive edge of the Group, we will continue to make proactive investments in generative AI-related businesses, data centers with strong growth potential, etc. We will also acquire new capabilities and work on strategic M&As that are expected to contribute to reinforcing our business in North America. In Japan, while considering the expansion of human resources in such areas as consulting and architecture, we will proceed with M&As to develop a human capital foundation that can maintain the stability of social infrastructure.

Furthermore, to create funds for active investments in growth areas, we will utilize REITs. By selling assets in the Data Center business in a stable and sustained way, we will expedite the investment recovery cycle.

● Expansion of human resources

We will focus our effort on acquiring and developing diverse human resources who match our business portfolio and highly professional human resources who can support business growth in such areas as generative AI and consulting, while also aiming create an engaging workplace to be “Be the Best Place to Work.”

* Gartner®, Market Share: Services, Worldwide, 2024, Neha Sethi et al., 11 April 2025, Vendor Revenue Basis.

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(5) Forecasts for the Next Fiscal Year

[Forecasts for the Fiscal Year Ending March 31, 2026]

For the fiscal year ending March 31, 2026, the NTT DATA Group aims to achieve net sales of 4,936.7 billion yen and operating profit of 522.0 billion yen, projections that exceed the targets set in the Medium-Term Management Plan ending in FY2025 (consolidated net sales of 4.7 trillion yen, a consolidated operating profit margin* of 10%, and an overseas EBITA ratio* of 10%). We will ensure the steady achievement of the targets, by increasing net sales and profits through the business expansion in Japan and overseas and the utilization of REITs in the Data Center business.

*Exclude one-time costs associated with M&A, structural transformation, etc.

In addition, capital investment for the next fiscal year is expected to reach 801.0 billion yen.

Forecasts for each segment are as follows.

(Japan Segment)

We will ensure successful results by thoroughly executing a cycle of suggestions, implementations, and results and enhancing our consulting capabilities focusing on clients’ management issues, as well as our world-class system-building capabilities. In addition, to realize “Quality Growth” (growth accompanied by quality), we will strive to improve the quality and quantity of our human resources and strengthen our engagement with the goal of further accelerating business growth and boosting profitability.

Net sales and operating profit are forecasted to be 1,959.0 billion yen (sales of 1,910.0 billion yen for external clients) and 212.0 billion yen, respectively.

Initiatives to be taken by each business of the Japan Segment are as follows.

[Public & Social Infrastructure]

As social challenges such as the falling birthrate, aging population, and environmental issues, grow increasingly complex, we intend to design a society through foresight-oriented consulting based on the user’s

perspective. In the process of moving toward the goal, we will work to expand our business and solve these social challenges by developing an ecosystem through public-private partnerships, initiatives beyond the IT domain, and co-creation with related players. To achieve these goals, we will actively advance and expand the utilization of generative AI technologies to enhance the value delivered to our clients and the industry. Then, we will contribute to a better future by solving these social issues while driving sustainable business growth.

[Financial]

In recent years, faced with a challenging business environment partly stemming from negative interest rates, the financial industry has rolled out new services integrating financial and non-financial elements that do not rely on capital management income. However, the lifting of negative interest rates is expected to create a more favorable business environment.

Amid these conditions, we will aim to capitalize on financial institutions' increasing investment appetite by continuously providing and advancing secure, safe, and flexible financial infrastructure while also creating new financial infrastructure to expand the business.

[Enterprise]

We will demonstrate our expertise in the consulting, payment, and technology fields, to enhance the value we deliver, while gathering industry insights to envisage and realize an ideal business in collaboration with our clients, based on foresight.

To achieve this, we will transform the business itself to adapt to changes in the business environment by enhancing our ability to structure business processes and provide value in an end-to-end manner from planning and design through to implementation and effect creation.

(Overseas Segment)

Since the formation of NTT DATA, Inc., we have come a long way in transforming the business. We have largely moved to our new operating model, driven the growth from a bookings and pipeline perspective, made huge strides in AI (both for our clients and for internal purposes), and have started to simplify our processes and systems leading to reduction in costs.

In addition, we have been recognized as "Global Top employer 2025" in 33 countries/regions. Our strategy going forward remains unchanged and we will continue to transform ourselves into One NTT DATA, drive sustainable and quality growth in the top line, further simplify our technology and processes, continue to drive innovation especially in AI and ensure we are a great place to work for our colleagues. These initiatives will unlock the full potential of our synergies, delivering the value we promised.

Net sales and operating profit are forecasted to be 3,052.7 billion yen (sales of 3,052.7 billion yen for external clients) and 307.0 billion yen, respectively.

Initiatives to be taken by each unit in the Overseas Segment are as follows.

[North America]

The North American IT market is the world's largest IT market, accounting for over 40% of global IT spend, and is key to our growth strategy. We aim to drive growth in both existing accounts and new logos, leveraging

our globalized portfolio. Growth will be focused across a balance of large, strategic deals and organic growth on existing accounts. We will also continue to right size our cost structure in line with the revenue.

[EMEAL]

We will continue to focus on growing in our key markets - UK, Germany and Spain in Europe, and Brazil and Mexico in LATAM. We will also double down on our operations in Saudi Arabia in MEA to seize the tremendous technology growth expected in the region. We will leverage our global capabilities (including in India) combining with local knowledge, especially in the Cloud and Security, Data and AI, and business consulting, and will focus on driving large deals working closely with our partners to drive further growth.

[APAC]

In APAC, we are committed to seamlessly integrating One NTT DATA. We anticipate strong growth in Technology Solutions and accelerated expansion in Application and Cloud Services. Leveraging our acquisition of Niveus Solutions Pvt. Ltd., we aim to further enhance our Cloud capabilities. We also expect stronger performance in markets like Australia, India, Singapore, and the broader Southeast Asian region.

[GTSS (Global Technology and Solution Services)]

Leveraging our strengths as a leading global data center operator and IP network provider, we will continue to provide reliable global digital infrastructure in the era of AI. We will also continue to grow our strength in the connectivity services. In our ERP for mid-market business, with a continued focus on the SAP business and a powerful ecosystem of partners, we aim to accelerate sustainable growth through strategic consulting, implementation and managed services. As a global strategic SAP partner, we will drive innovation to help our customers realize full potential of new technologies. We will enrich our delivery capability through right shoring, automation and use of differentiated IP.

(Note) This document contains descriptions concerning our future plans and strategies as well as forecasts and prospects related to business results. These descriptions are based on certain assumptions derived from judgments based on information currently available to the NTT DATA Group. The document also includes an unlimited degree of risks and uncertain factors related to economic trends, the fierce competition in the information service industry, market demand, tax and other systems, etc. Therefore, please do not place undue reliance solely on the prospects, and note that actual results may differ from the Group's expectations.

2. Basic Stance Concerning the Selection of Accounting Standards

NTT DATA adopted International Financial Reporting Standards (IFRS) in the first quarter of the fiscal year ended March 31, 2019. To prepare appropriate consolidated financial statements based on the IFRS, we prepare group accounting policies, etc. in accordance with the IFRS, and carry out accounting procedures based on them.

3. Consolidated Financial Statements and Primary Notes

(1) Consolidated Statement of Financial Position

(Unit: millions of yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and cash equivalents	431,774	444,635
Trade and other receivables	1,396,396	1,535,492
Contract assets	150,738	197,069
Inventories	51,243	55,900
Assets held for sale	4,480	93,060
Other financial assets	62,662	86,332
Other current assets	335,662	342,242
Total current assets	2,432,955	2,754,729
Non-current assets		
Property, plant and equipment	1,914,447	2,178,203
Right-of-use assets	259,883	230,599
Goodwill	1,321,773	1,351,114
Intangible assets	693,716	694,725
Investment property	25,323	24,824
Investments accounted for using equity method	48,758	52,826
Other financial assets	173,358	91,066
Deferred tax assets	234,943	265,082
Other non-current assets	114,271	134,217
Total non-current assets	4,786,473	5,022,655
Total assets	7,219,429	7,777,384

(Unit: millions of yen)

	As of March 31, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
Trade and other payables	975,530	1,059,195
Contract liabilities	480,651	471,839
Bonds and borrowings	755,830	969,666
Lease liabilities	70,096	70,418
Other financial liabilities	21,856	26,747
Income taxes payable	70,646	102,116
Provisions	20,878	19,907
Liabilities directly associated with assets held for sale	976	4,411
Other current liabilities	117,418	108,758
Total current liabilities	2,513,881	2,833,056
Non-current liabilities		
Bonds and borrowings	1,419,483	1,629,411
Lease liabilities	206,105	168,280
Other financial liabilities	19,328	12,149
Retirement benefit liability	170,219	158,605
Provisions	9,714	9,539
Deferred tax liabilities	53,323	57,236
Other non-current liabilities	46,961	40,615
Total non-current liabilities	1,925,133	2,075,836
Total liabilities	4,439,015	4,908,892
Equity		
Equity attributable to shareholders of NTT DATA		
Share capital	142,520	142,520
Capital surplus	25,451	16,315
Retained earnings	1,209,212	1,382,731
Treasury shares	(972)	(839)
Other components of equity	342,993	289,734
Total equity attributable to shareholders of NTT DATA	1,719,204	1,830,461
Non-controlling interests	1,061,210	1,038,031
Total equity	2,780,414	2,868,492
Total liabilities and equity	7,219,429	7,777,384

(2) Consolidated Statement of Income and Consolidated Statement of Comprehensive Income

Consolidated Statement of Income

(Unit: millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net sales	4,367,387	4,638,721
Cost of sales	3,172,421	3,351,333
Gross profit	1,194,966	1,287,388
Selling, general and administrative expenses	885,416	963,525
Operating profit	309,551	323,862
Finance income	26,847	29,586
Finance costs	88,100	105,838
Share of profit (loss) of investments accounted for using equity method	304	1,395
Profit before tax	248,602	249,006
Income tax expense	103,062	109,746
Profit	145,541	139,260
Profit attributable to		
Shareholders of NTT DATA	133,869	142,454
Non-controlling interests	11,671	(3,194)
Total	145,541	139,260

Net income per share attributable to shareholders of NTT DATA

Net income per share (yen)	95.48	101.60
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Consolidated Statement of Comprehensive Income

(Unit: millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit	145,541	139,260
Other comprehensive income (net of taxes)		
Items that will not be reclassified to profit or loss		
Net change in fair value of financial assets measured at fair value through other comprehensive income	21,719	14,864
Remeasurements of defined benefit plans	15,611	10,779
Share of other comprehensive income of entities accounted for using equity method	0	0
Items that may be reclassified to profit or loss		
Effective portion of cash flow hedges	36	622
Hedge cost	(210)	(374)
Exchange differences on translation of foreign operations	230,588	(28,705)
Share of other comprehensive income of entities accounted for using equity method	2,590	(454)
Total other comprehensive income (net of taxes)	270,334	(3,268)
Comprehensive income	415,875	135,992
Comprehensive income attributable to:		
Shareholders of NTT DATA	300,899	153,878
Non-controlling interests	114,976	(17,886)
Total	415,875	135,992

(3) Consolidated Statement of Changes in Equity

(Fiscal year ended March 31, 2024)

(Unit: millions of yen)

	Equity attributable to shareholders of NTT DATA						Non-controlling interests	Total equity
	Share capital	Capital surplus	Retained earnings	Treasury shares	Other	Total		
As of April 1, 2023	142,520	26,752	1,091,214	(1,034)	192,915	1,452,367	943,998	2,396,365
Comprehensive income								
Profit	—	—	133,869	—	—	133,869	11,671	145,541
Other comprehensive income	—	—	—	—	167,030	167,030	103,304	270,334
Comprehensive income	—	—	133,869	—	167,030	300,899	114,976	415,875
Transactions with shareholders								
Dividends of surplus	—	—	(32,257)	—	—	(32,257)	(3,550)	(35,807)
Transfer to retained earnings	—	—	16,952	—	(16,952)	—	—	—
Purchase and disposal of treasury shares	—	—	—	62	—	62	—	62
Increase (decrease) by business combination	—	—	—	—	—	—	10,487	10,487
Changes in ownership interest in subsidiaries	—	(1,819)	—	—	—	(1,819)	(638)	(2,458)
Stock-based remuneration transaction	—	506	—	—	—	506	281	786
Put options written on non-controlling interests	—	748	—	—	—	748	(410)	339
Other	—	(735)	(566)	—	—	(1,302)	(3,934)	(5,235)
Total transactions with shareholders	—	(1,301)	(15,872)	62	(16,952)	(34,062)	2,236	(31,826)
As of March 31, 2024	142,520	25,451	1,209,212	(972)	342,993	1,719,204	1,061,210	2,780,414

(Fiscal year ended March 31, 2025)

(Unit: millions of yen)

	Equity attributable to shareholders of NTT DATA						Non-controlling interests	Total equity
	Share capital	Capital surplus	Retained earnings	Treasury shares	Other	Total		
As of April 1, 2024	142,520	25,451	1,209,212	(972)	342,993	1,719,204	1,061,210	2,780,414
Comprehensive income								
Profit	—	—	142,454	—	—	142,454	(3,194)	139,260
Other comprehensive income	—	—	—	—	11,424	11,424	(14,692)	(3,268)
Comprehensive income	—	—	142,454	—	11,424	153,878	(17,886)	135,992
Transactions with shareholders								
Dividends of surplus	—	—	(33,660)	—	—	(33,660)	(3,860)	(37,519)
Transfer to retained earnings	—	—	64,683	—	(64,683)	—	—	—
Purchase and disposal of treasury shares	—	—	—	132	—	132	—	132
Increase (decrease) by business combination	—	—	—	—	—	—	3,197	3,197
Changes in ownership interest in subsidiaries	—	(50)	—	—	—	(50)	9,784	9,735
Stock-based remuneration transaction	—	(6,703)	—	—	—	(6,703)	(5,459)	(12,162)
Put options written on non-controlling interests	—	(3,459)	—	—	—	(3,459)	(4,489)	(7,948)
Other	—	1,076	42	—	—	1,118	(4,466)	(3,348)
Total transactions with shareholders	—	(9,136)	31,065	132	(64,683)	(42,622)	(5,292)	(47,914)
As of March 31, 2025	142,520	16,315	1,382,731	(839)	289,734	1,830,461	1,038,031	2,868,492

(4) Consolidated Statement of Cash Flows

(Unit: millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash Flows from Operating Activities		
Profit	145,541	139,260
Depreciation and amortization	341,541	364,161
Interest and dividend income	(21,903)	(22,754)
Interest expenses	80,054	102,217
Share of loss (profit) of investments accounted for using equity method	(304)	(1,395)
Income tax expense	103,062	109,746
Decrease (increase) in trade and other receivables	(16,427)	(143,722)
Decrease (increase) in contract assets	(21,054)	(45,488)
Decrease (increase) in inventories	30,105	(3,905)
Increase (decrease) in trade and other payables	(22,651)	104,086
Increase (decrease) in contract liabilities	29,985	(7,930)
Increase (decrease) in allowance for contract losses	(3,060)	(2,062)
Other	(11,366)	(42,277)
Subtotal	633,523	549,935
Interest and dividends received	21,673	23,565
Interest paid	(63,019)	(59,642)
Income taxes refund (paid)	(93,388)	(116,711)
Net cash provided by (used in) operating activities	498,789	397,148
Cash Flows from Investing Activities		
Purchase of property, plant and equipment, and intangible assets	(654,473)	(690,036)
Purchase of other financial assets	(55,179)	(53,051)
Proceeds from sale and redemption of other financial assets	45,022	131,803
Payments for acquisition of subsidiaries	(36,809)	(77,472)
Proceeds from sale of subsidiaries	71,291	8,287
Other	5,640	10,726
Net cash provided by (used in) investing activities	(624,508)	(669,743)
Cash Flows from Financing Activities		
Net increase (decrease) in short-term borrowings	444,669	(72,352)
Proceeds from issuance of bonds and long-term borrowings	114,929	738,544
Redemption of bonds and repayments of long-term borrowings	(333,713)	(266,694)
Repayments of lease liabilities	(76,795)	(80,020)
Payments for acquisition of interests in subsidiaries from non-controlling interests	(4,185)	(3,232)
Dividends paid	(32,254)	(33,658)
Dividends paid to non-controlling interests	(3,547)	(3,879)
Other	62	10,700
Net cash provided by (used in) financing activities	109,166	289,409
Net increase (decrease) in cash and cash equivalents	(16,553)	16,814
Cash and cash equivalents at beginning of period	415,359	431,774
Effect of exchange rate changes on cash and cash equivalents (decrease)	32,967	(3,953)
Cash and cash equivalents at end of period	431,774	444,635

(5) Notes to Consolidated Financial Statement

(Note on going concern assumption)

Not applicable

(Segment information)

(i) Outline of the reportable segments

The reportable segments of the NTT DATA Group submitting the consolidated financial statements are components of the Group for which separate financial information is available and are regularly reviewed by the Group's Board of Directors in order to facilitate the allocation of management resources and the assessment of performance for the segments.

Given the overseas business transformation against the backdrop of accelerating efforts towards digital transformation on a global scale and more complex and diverse customer needs, we consider it essential to reconstruct the group management structure and further strengthen governance through speedy decision making in responding to changes in the external environment and local markets, improved mobility, flexible system designs, etc., and executed the transition to a holding company structure in July 2023.

After transitioning to a holding company structure, NTT DATA, as a holding company, specializes in the formulation and implementation of growth strategies, business management, etc., from the perspective of optimizing the entire Group, in order to increase the corporate value of the entire Group.

A summary of each reportable segment is as follows.

(Japan Segment)

Provision of high-value-added IT services that take into account market characteristics in Japan

(Overseas Segment)

Provision of high-value added IT services that take into account market characteristics in overseas business

(ii) Calculation method of net sales, profit or loss, and other items of each reportable segment

Profits of the reportable segments are based on operating profits.

Intersegment sales and others are determined based on the amount calculated by adding appropriate profit to the cost.

(iii) Information on reportable segments

Fiscal year ended March 31, 2024

Information regarding net sales, profit or loss by reportable segment

(Unit: millions of yen)

	Reportable segment			Others (Note 1)	Total	Adjustments (Note 2)	Consolidated financial statement amount (Note 3)
	Japan	Overseas	Total				
Net sales							
Sales for external clients	1,718,378	2,636,275	4,354,653	12,681	4,367,334	53	4,367,387
Intersegment sales and others	38,584	18,273	56,857	71,984	128,842	(128,842)	—
Total	1,756,962	2,654,548	4,411,510	84,665	4,496,175	(128,789)	4,367,387
Operating profit or (loss)	186,735	115,779	302,514	7,284	309,798	(247)	309,551
					Finance income		26,847
					Finance costs		88,100
					Share of profit (loss) of investments accounted for using equity method		304
					Profit before tax		248,602

Information regarding other items by reportable segment

(Unit: millions of yen)

	Reportable segment			Others (Note 1)	Total	Adjustments (Note 2)	Consolidated financial statement amount (Note 3)
	Japan	Overseas	Total				
Depreciation and amortization	152,476	173,056	325,533	1,588	327,120	11,991	339,111
Investments in non-current assets	175,872	455,900	631,772	4,400	636,173	21,271	657,444

(Notes) 1. "Others" includes subsidiaries and other entities that mainly engage in businesses that support headquarter division functions.

2. Adjustments are as follows:

- (1) Adjustment of operating profit or loss (in parentheses) totaling (247) million yen mainly consist of consolidated adjustments not appropriated to each reportable segment.
- (2) Adjustment of depreciation and amortization totaling 11,991 million yen mainly consist of consolidated adjustments not appropriated to each reportable segment.
- (3) Adjustment of investments in non-current assets totaling 21,271 million yen mainly consist of consolidated adjustments not appropriated to each reportable segment.

3. Operating profit or loss (in parentheses) is adjusted with current operating profit in the Consolidated Statement of Income.

4. Investments in non-current assets do not include long-term prepaid expenses, financial instruments, deferred tax assets, retirement benefit asset, etc., which are not managed by reportable segments.

Fiscal year ended March 31, 2025

Information regarding net sales, profit or loss by reportable segment

(Unit: millions of yen)

	Reportable segment			Others (Note 1)	Total	Adjustments (Note 2)	Consolidated financial statement amount (Note 3)
	Japan	Overseas	Total				
Net sales							
Sales for external clients	1,893,893	2,731,390	4,625,283	13,077	4,638,360	361	4,638,721
Intersegment sales and others	39,353	19,472	58,826	83,600	142,426	(142,426)	—
Total	1,933,246	2,750,863	4,684,109	96,678	4,780,786	(142,065)	4,638,721
Operating profit or (loss)	205,212	100,247	305,459	7,831	313,290	10,572	323,862
					Finance income		29,586
					Finance costs		105,838
					Share of profit (loss) of investments accounted for using equity method		1,395
					Profit before tax		249,006

Information regarding other items by reportable segment

(Unit: millions of yen)

	Reportable segment			Others (Note 1)	Total	Adjustments (Note 2)	Consolidated financial statement amount (Note 3)
	Japan	Overseas	Total				
Depreciation and amortization	159,953	184,472	344,425	1,769	346,195	16,772	362,966
Investments in non-current assets	185,873	466,349	652,222	1,571	653,794	21,889	675,683

- (Notes) 1. "Others" includes subsidiaries and other entities that mainly engage in businesses that support headquarter division functions.
2. (1) Adjustment of operating profit or loss (in parentheses) totaling 10,572 million yen mainly consist of consolidated adjustments not appropriated to each reportable segment.
(2) Adjustment of depreciation and amortization totaling 16,772 million yen mainly consist of consolidated adjustments not appropriated to each reportable segment.
(3) Adjustment of investments in non-current assets totaling 21,889 million yen mainly consist of consolidated adjustments not appropriated to each reportable segment.
3. Operating profit or loss (in parentheses) is adjusted with current operating profit in the Consolidated Statement of Income.
4. Investments in non-current assets do not include long-term prepaid expenses, financial instruments, deferred tax assets, retirement benefit asset, etc., which are not managed by reportable segments.

(Business combination, etc.)

The Company has elected to disclose the combined amount of business combinations that, while not individually significant, are collectively significant. Information on the combined amounts is as follows:

(1) Consideration received

(Unit: millions of yen)	
	Amount
Cash	75,348
Total consideration received	75,348

(2) Amount and item of acquisition-related costs

The following table shows the items and amounts of acquisition-related costs.

(Unit: millions of yen)	
Item	Amount
Advisory expenses	694
Legal expenses	88
Others	200
Total acquisition-related costs	982

(Note) The expenses are included and processed in “selling, general and administrative expenses” in the Consolidated Statement of Income.

(3) Fair value acquired assets and assumed liabilities, and goodwill

The following table shows the details and fair value of acquired assets and assumed liabilities, and goodwill.

(Unit: millions of yen)	
	Amount
Assets	
Cash and cash equivalents	18,964
Trade and other receivables ^(Note 1)	11,098
Property, plant and equipment	3,428
Intangible assets ^(Note 2)	16,797
Other	11,621
Liabilities	
Trade and other payables	11,272
Other	7,580
Net amount of acquired assets and assumed liabilities	43,054
Consideration received	75,348
Difference Goodwill^(Note 3)	32,294

- (Notes) 1. This mainly consists of trade receivables, and does not include important items that are deemed unrecoverable.
2. This includes identifiable assets of 16,253 million yen.
3. Goodwill mainly consists of synergies and excess earning power expected to be obtained through the integration with the NTT DATA Group.

(4) Impacts on business results of the Group

The Company has not disclosed the profit/loss information after the acquisition date associated with the business combination nor the profit/loss information based on the assumption that the business combination had occurred at the beginning of the fiscal year under review, as such information does not have a significant impact on the consolidated financial statements.

(Assets held for sale)

The key assets held for sale and the liabilities directly associated with assets held for sale at the end of the fiscal year under review are as follows:

The NTT DATA Group plans to sell some of the shares of the company it owned that holds data centers and has classified the shares as the assets held for sale.

Impact on accounting treatment and consolidated financial statements

In the third quarter of the fiscal year under review, the Group resolved to conduct procedures for the sale within one year of assets related to the sale of shares of the company that holds data centers, which are included in the Overseas Segment, and the liabilities directly associated with such assets, and classified them as assets held for sale and liabilities directly associated with assets held for sale. The assets and liabilities have been measured at their book value, as the fair value less costs of disposal exceeded the book value.

As of March 31, 2025

(Unit: millions of yen)

Item		Item	
(Assets)		(Liabilities)	
Cash and cash equivalents	3,513	Trade and other payables	2,796
Trade and other receivables	4,658	Other	1,614
Property, plant and equipment	82,811		
Other	1,585		
Total	92,567	Total	4,411

(Per share information)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Equity attributable to shareholders of NTT DATA per share	1,226.23 yen	1,305.53 yen
Net income per share	95.48 yen	101.60 yen

(Significant events after reporting period)

[The disposal of fixed assets (data center) by consolidated subsidiaries]

At the Board of Directors meeting held on May 8, 2025, we resolved to transfer six data center assets owned by the asset holding companies under NTT Limited, one of our consolidated subsidiaries, to a proposed Singapore real estate investment trust NTT DC REIT scheduled to be newly listed on the Singapore Exchange in the future.

Details are as described in the timely disclosure document released on May 8, 2025, “Notice Regarding the Disposal of Fixed Assets (Data Center) by Consolidated Subsidiaries.”

[Regarding the Tender Offer for Company Shares by NIPPON TELEGRAPH AND TELEPHONE CORPORATION (“NTT”)]

At the meeting of the board of directors held on May 8, 2025, the Company resolved to express its opinion in favor of the tender offer for the Company's common shares by NTT, the Company's controlling shareholder (parent company), and to recommend that the Company's shareholders tender their shares in the Tender Offer.

For details, please refer to the document titled " Notice Concerning the Supporting Opinion and Tender Recommendation Opinion for the Tender Offer for Company Shares by NIPPON TELEGRAPH AND TELEPHONE CORPORATION, the Parent Company of the Company" dated May 8, 2025.