

NTT DATA

Company Presentation for the Fiscal Year Ended March 31, 2025

May 8, 2025 NTT DATA Group Corporation

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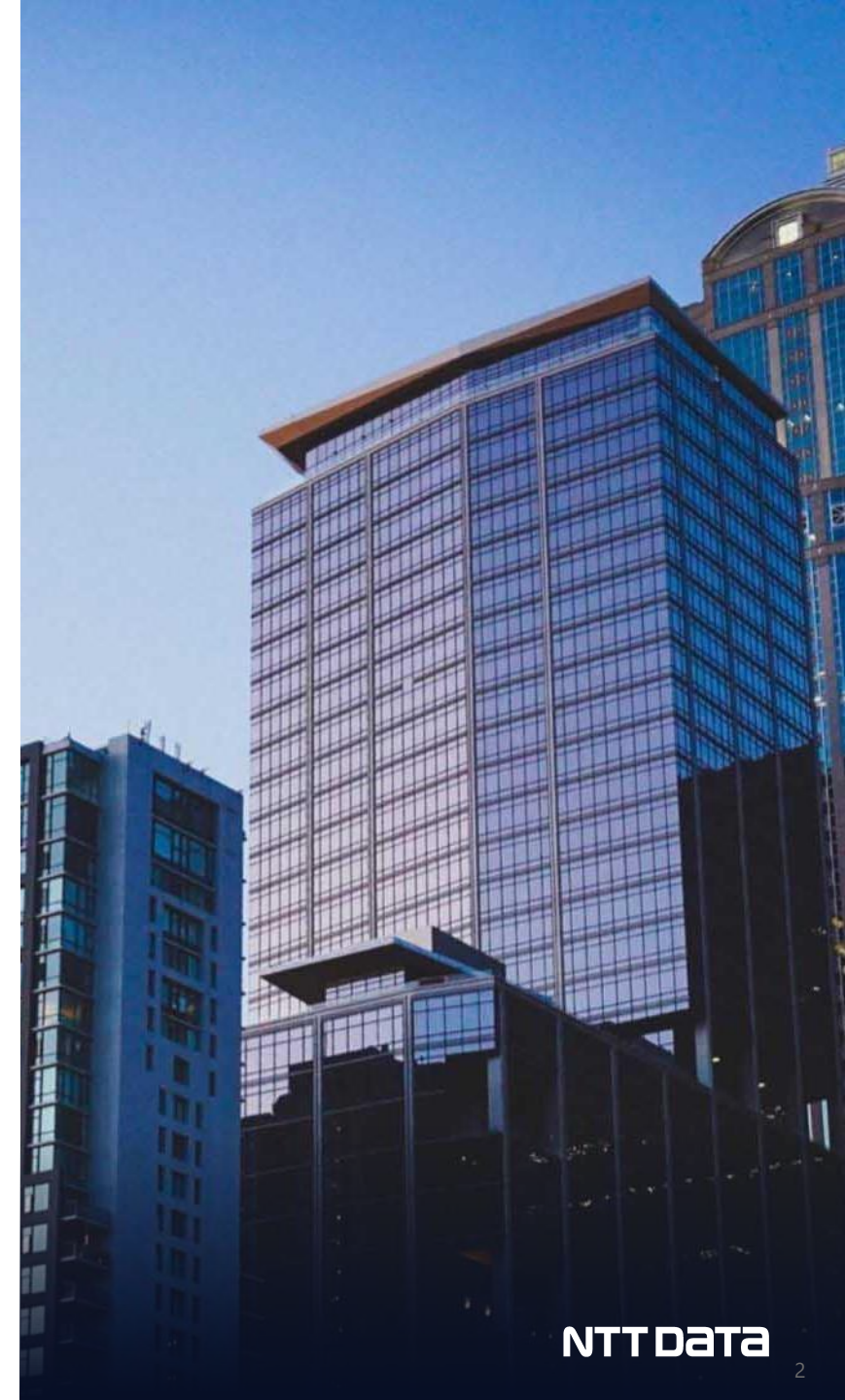
This English text is a translation of the Japanese original. The Japanese original shall prevail.

INDEX

- 1. Results for the Fiscal Year Ended March 31, 2025**
- 2. Management Policy for the Fiscal Year Ending March 31, 2026**
- 3. Forecasts for the Fiscal Year Ending March 31, 2026**
- 4. Appendices**
 - (1) Be the Best Place to Work, Sustainability Management**
 - (2) Details of Financial Results and Forecasts**
 - (3) Medium- to Long-Term Financial Trends**

Cautions

- * Forward-looking statements in this document are based on currently available information. Actual results may differ due to various factors such as changes in the economies in Japan and overseas, trends in the information services industry, and advancements in new services and technologies. Accordingly, the Group assumes no obligation to guarantee the accuracy of its future performance.
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Results for the Fiscal Year Ended March 31, 2025

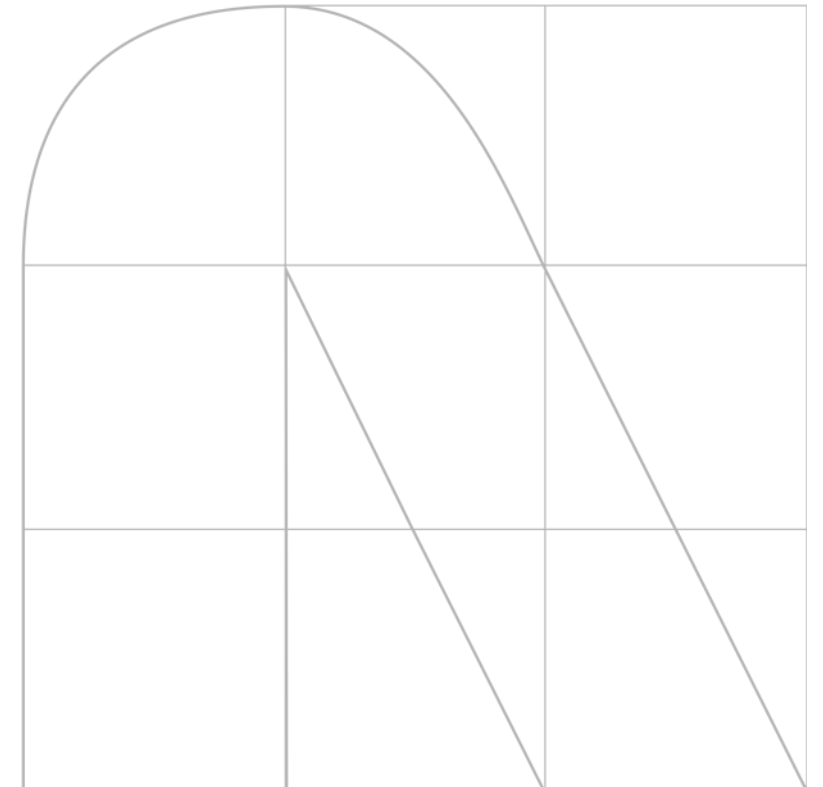
1. Results for the Fiscal Year Ended March 31, 2025

- Results for the Fiscal Year Ended March 31, 2025 (Summary of YoY Changes)
- New Orders Received | YoY Changes
- Net Sales | YoY Changes
- Operating Profit | YoY Changes
- Breakdown of Japan Segment Results
- Breakdown of Overseas Segment Results (North America, EMEAL , APAC)
- Breakdown of Overseas Segment Results (GTSS)
- Status of the Data Center Business
- Status of Financial Income and Costs, etc.

2. Management Policy for the Fiscal Year Ending March 31, 2026

3. Forecasts for the Fiscal Year Ending March 31, 2026

4. Appendices








Results for the Fiscal Year Ended March 31, 2025

Results for the Fiscal Year Ended March 31, 2025 (Summary of YoY Changes)

- Net sales and profits both increased year on year.
- Net sales and profit exceeded the forecasts.

(Unit: billions of yen)

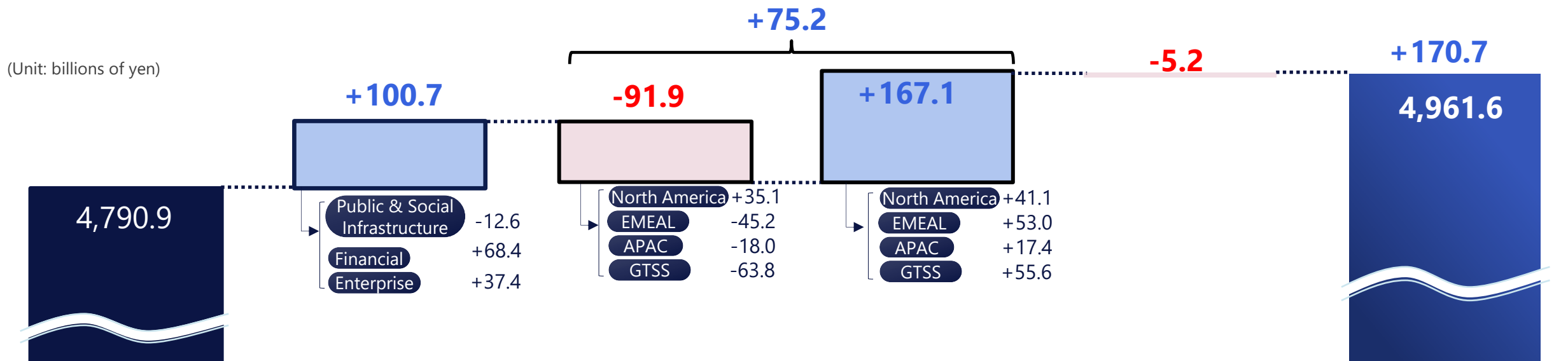
	FYE3/2024 Results	FYE3/2025 Results	YoY (Amount)	YoY (Rate)		FYE3/2025 Forecasts	Differences from Forecasts (Amount/Rate)
Net Sales	4,367.4	4,638.7	+271.3	+6.2%		4,430.0	+208.7 104.7%
Operating Profit (Operating Profit Margin)	309.6 (7.1%)	323.9 (7.0%)	+14.3 (-0.1P)	+4.6%		336.0 (7.6%)	-12.1 96.4%
Profit Attributable to Shareholders of NTT DATA	133.9	142.5	+8.6	+6.4%		137.0	+5.5 104.0%
Annual Dividend per Share (yen)	23	25	+2	+8.7%		25	-
New Orders Received	4,790.9	4,961.6	+170.7	+3.6%		4,330.0	-
<Ref. new orders received excluding the DC business*>	<3,999.9>	<4,268.8>	<+268.9>	<+6.7%>		Excl. DC Business. <4,330.0>	<-61.2> 98.6%

* Figures in < > represent new orders received excluding data center business (DC business)

Results for the Fiscal Year Ended March 31, 2025

New Orders Received | YoY Changes

New orders received in the entire Group increased by 170.7 billion yen year on year, driven by growth in both the Japan and Overseas segments. The effects of exchange rates contributed to the increase in the Overseas Segment.



New Orders Received	FYE3/2024		YoY Comparison in Results	FYE3/2025		Differences from Forecasts (Amount)	FYE3/2025		YoY Comparison in Results
	Apr-Mar	Apr-Mar		Forecasts	Jan-Mar		Jan-Mar		
Total	4,790.9	4,961.6	+170.7	4,330.0	-	1,224.1	1,297.3	+73.2	
Japan	1,646.7	1,747.5	+100.7	1,650.0	+97.5	490.9	515.4	+24.5	
Overseas(*)	3,124.3	3,199.5	+75.2	2,670.0	-	724.1	777.1	+53.0	
Others	19.9	14.7	-5.2	10.0	+4.7	9.1	4.8	-4.3	

(Unit: billions of yen)

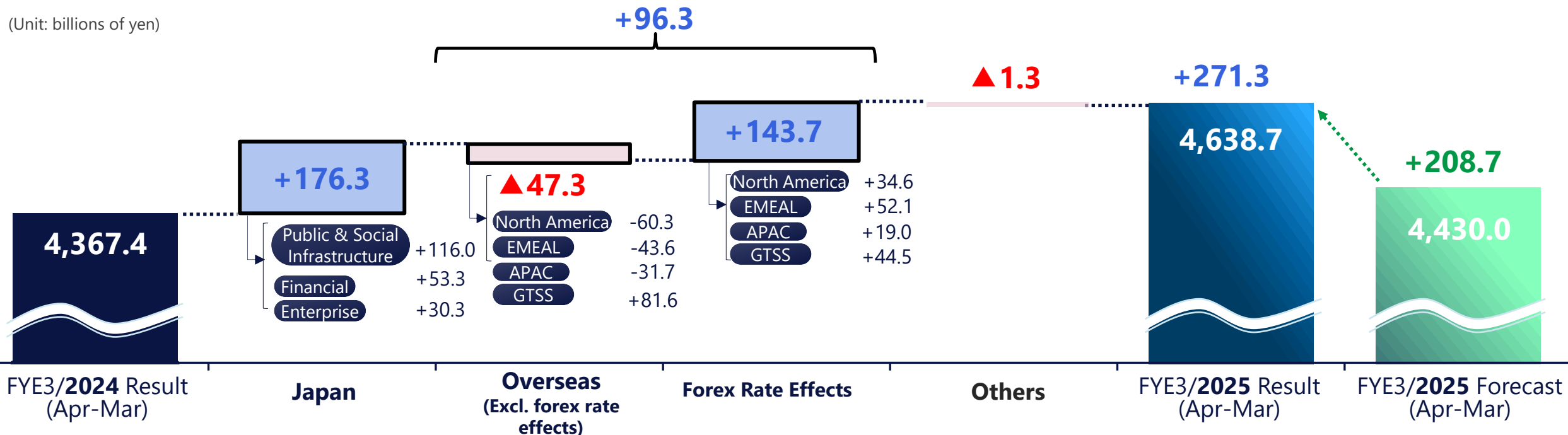
(*) Includes new orders received for the DC Business of ¥791.0B for FYE3/2024 (Apr-Mar) and ¥692.8 billion for FYE3/2025 (Apr-Mar). FYE3/2025 forecasts do not include such figures.

Results for the Fiscal Year Ended March 31, 2025

Net Sales | YoY Changes

Net sales in the entire Group increased by 271.3 billion yen year on year, driven by growth in both the Japan and Overseas segments. The effects of exchange rates contributed to the increase in the Overseas Segment.

(Unit: billions of yen)



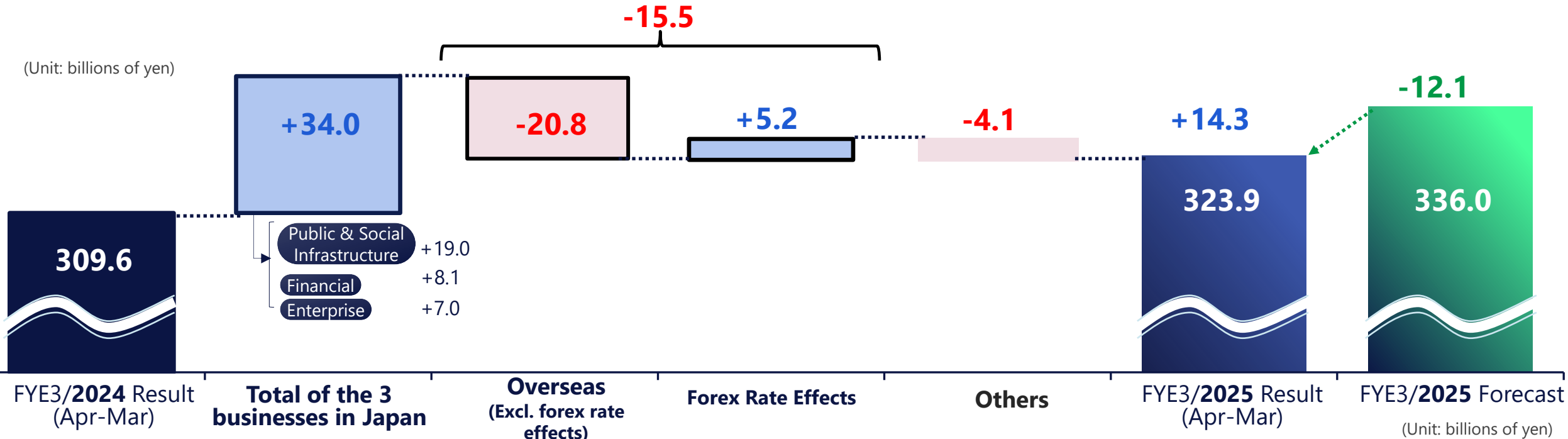
Net Sales	(Unit: billions of yen)							
	FYE3/2024 Apr-Mar	FYE3/2025 Apr-Mar	YoY Comparison in Results	FYE3/2025 Forecasts	Differences from Forecasts (Amount)	FYE3/2024 Jan-Mar	FYE3/2025 Jan-Mar	YoY Comparison in Results
Total	4,367.4	4,638.7	+271.3	4,430.0	+208.7	1,191.2	1,231.0	+39.7
Japan	1,757.0	1,933.2	+176.3	1,840.0	+93.2	510.3	550.5	+40.2
Overseas	2,654.5	2,750.9	+96.3	2,650.0	+100.9	696.4	696.8	+0.5
Others	-44.1	-45.4	-1.3	-60.0	+14.6	-15.4	-16.4	-0.9

Results for the Fiscal Year Ended March 31, 2025

Operating Profit | YoY Changes

Operating profit increased in all the 3 businesses in the Japan Segment, but declined in the Overseas Segment. In the entire Group, operating profit increased by 14.3 billion yen.

(Unit: billions of yen)



Operating Profit (operating profit margin)	FYE3/2024		YoY Comparison in Results	FYE3/2025		Differences from Forecasts (Amount)	FYE3/2025		YoY Comparison in Results
	Apr-Mar	Apr-Mar		Apr-Mar	Jan-Mar		Jan-Mar		
Total	309.6 (7.1%)	323.9 (7.0%)	+14.3 (-0.1p)	336.0 (7.6%)	87.9 (7.1%)	-12.1 (-0.6p)	112.5 (9.4%)	87.9 (7.1%)	-24.6 (-2.3p)
Total of the 3 businesses in Japan^(*)	215.1	249.1	+34.0	237.0	77.8	+12.1	70.1	77.8	+7.7
Overseas	115.8	100.2	-15.5	129.0	28.8	-28.8	53.7	28.8	-24.9
Others	-21.3	-25.4	-4.1	-30.0	-18.7	+4.6	-11.3	-18.7	-7.4

Results for the Fiscal Year Ended March 31, 2025

Breakdown of Japan Segment Results

All of new orders received, net sales, and operating profit increased year on year in the Japan Segment, exceeding the forecasts.

- **New orders received** in the Public & Social Infrastructure business decreased year on year due to a drop in large-scale projects recorded in the previous fiscal year. The Financial business increased on the back of growth in projects for “Major Financial Institutions” and “Financial Infrastructure/Network Services, Insurance.” The Enterprise business also increased due to growth in projects for “Manufacturing and Services.” All the three businesses achieved the forecasts.
- **Net sales** increased in all the three businesses, mainly backed by a substantial increase in the Public & Social Infrastructure business. The Public & Infrastructure and Financial businesses achieved the forecasts.
- **Operating profit** increased in all the three businesses in line with the sales increases, and the operating profit margin also improved. The Public & Social Infrastructure business largely exceeded the forecast, contributing to the achievement in the total operating profit of the three businesses.

(Unit: billions of yen)		FYE3/2024 Apr-Mar	FYE3/2025 Apr-Mar	YoY (Amount)	FYE3/2025 Forecasts	Differences From Forecasts (Amount)
New Orders Received		1,646.7	1,747.5	+100.7	1,650.0	+97.5
Report	Public & Social Infrastructure	675.1	662.6	-12.6	657.0	+5.6
	Financial	527.7	596.1	+68.4	530.0	+66.1
	Enterprise	381.3	418.7	+37.4	405.0	+13.7
Net Sales		1,757.0	1,933.2	+176.3	1,840.0	+93.2
Report	Public & Social Infrastructure	692.3	808.3	+116.0	758.0	+50.3
	Financial	696.2	749.5	+53.3	727.0	+22.5
	Enterprise	535.2	565.6	+30.3^(*1)	578.0	-12.4^(*1)
Operating Profit <Total of the 3 businesses> (operating profit margin)		215.1	249.1	+34.0	237.0	+12.1
Report	Public & Social Infrastructure	89.3 (12.9%)	108.3 (13.4%)	+19.0 (+0.5p)	94.0 (12.4%)	+14.3 (+1.0p)
	Financial	71.4 (10.3%)	79.5 (10.6%)	+8.1 (+0.3p)	81.0 (11.1%)	-1.5 (-0.5p)
	Enterprise	54.4 (10.2%)	61.3 (10.8%)	+7.0 (+0.7p)	62.0 (10.7%)	+0.7 (+0.1p)

(*1) Include a sales decline due to the shift from gross reporting to net reporting following the change in accounting treatment in some of the Payments business.

Breakdown of Overseas Segment Results (North America, EMEAL , APAC)

Net sales and profits both decreased in the regional units (North America, EMEAL, APAC) if the effects of exchange rates are excluded.

- **New orders received** increased year on year in North America as large-scale projects were acquired as a result of our Client Growth Office^(*) initiative. In EMEAL, new orders received declined partly due to sluggish performances in U.K. and Germany.
- **Net sales**, excluding the effects of exchange rates, declined in all the regional units due to such factors as lower net sales in North America, U.K., Germany, and Australia.
- **EBITA** was almost at the same level as the previous fiscal year in North America, thanks to efforts to curb administrative expenses. EBITA declined in EMEAL in line with a drop in net sales and declined in APAC as well due to occurrence of unprofitable projects in addition to the lower net sales.

(*)"Client Growth Office" is an office set up in FY2024 to engage in growth strategies. The office has been working to acquire projects from key clients in a strategic and proactive manner.

◆ GTSS

(Unit: billions of yen) *Notes are presented on page 10.		FYE3/2024 Apr-Mar	FYE3/2025 Apr-Mar	YoY (Amount)	Excl. Forex Effects ^(*2)	Forex Effects ^(*2)	FYE3/2025 Forecasts	Differences From Forecasts (Amount)
New Orders Received	North America	710.2	786.4	+76.2	+35.1	+41.1	844.0	-57.6
	EMEAL	1,006.3	1,014.1	+7.7	-45.2	+53.0	1,124.0	-109.9
	APAC	333.9	333.4	-0.6	-18.0	+17.4	422.0	-88.6
Net Sales	North America	688.3	662.6	-25.7	-60.3	+34.6	667.0	-4.4
	EMEAL	988.7	997.1	+8.4	-43.6	+52.1	998.0	-0.9
	APAC	376.2	363.5	-12.7	-31.7	+19.0	414.0	-50.5
EBITA ^(*1) (EBITA Margin)	North America	37.1 (5.4%)	37.5 (5.7%)	+0.4 (+0.3p)	-1.5	+2.0	40.0 (6.0%)	-2.5
	EMEAL	41.6 (4.2%)	40.3 (4.0%)	-1.3 (-0.2p)	-3.4	+2.1	71.0 (7.1%)	-30.7
	APAC	35.6 (9.5%)	25.3 (7.0%)	-10.2 (-2.5p)	-11.5	+1.3	40.0 (9.7%)	-14.7

Breakdown of Overseas Segment Results (GTSS)

Net sales and profits both increased in the GTSS(Global Technology and Solution Services) unit.

- **New orders received** declined year on year due to a drop in large-scale orders in the Data Center business that were recorded in the previous fiscal year. Yet, demand remained robust.
- **Net sales** increased, largely exceeding the forecasts, as both the Data Center and SAP businesses expanded steadily.
- **EBITA** increased in line with bigger sales and achieved the forecast as well.

(Unit: billions of yen)

	FYE3/2024 Apr-Mar	FYE3/2025 Apr-Mar	YoY (Amount)	Excl. Forex Effects ^{(*)2}	Forex Effects ^{(*)2}	FYE3/2025 Forecasts	Differences From Forecasts (Amount)
New Orders Received ^{(*)3}	1,073.8	1,065.6	-8.2	-63.8	+55.6	Excl. DC business 280.0	-
Net Sales	726.0	852.0	+126.0	+81.6	+44.5	746.0	+106.0
EBITA ^{(*)1} (EBITA Margin)	85.5 (11.8%)	100.1 (11.8%)	+14.7 (-0.0p)	+9.5	+5.2	84.0 (11.3%)	+16.1

(*1) EBITA = operating profit + amortization of intangible assets through PPA following acquisitions, etc.

(*2) Forex Effects refer to the amounts affected by differences in exchange rates between the year under review and the previous year, when USD-denominated results are converted into the yen, in all units. The average rate against USD was JPY144.65 for FYE3/2024 Apr-Mar and JPY152.62 for FYE3/2025 Apr-Mar.

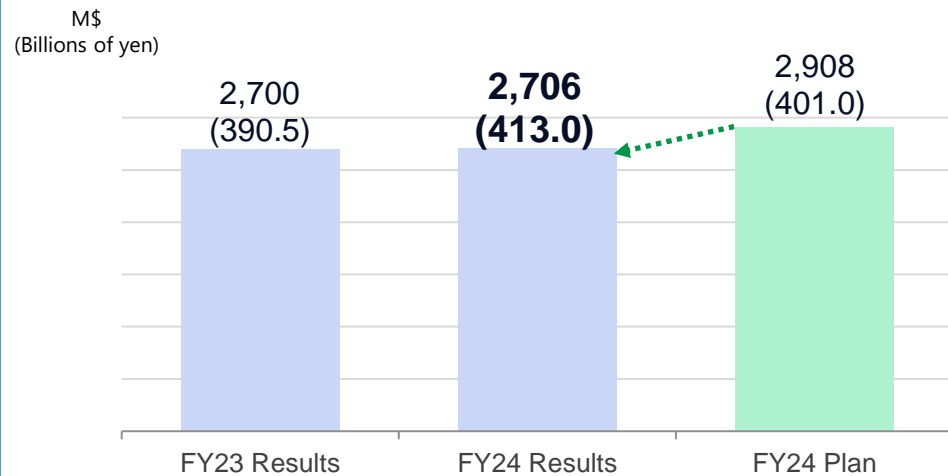
(*3) Of the total, new orders received for the DC business came to 791.0 billion yen in FYE3/2024 Apr-Mar and 692.8 billion yen in FYE3/2025 Apr-Mar(a YoY decline of 98.2 billion yen). The DC business is not included in FYE3/2025 Forecasts.

Results for the Fiscal Year Ended March 31, 2025

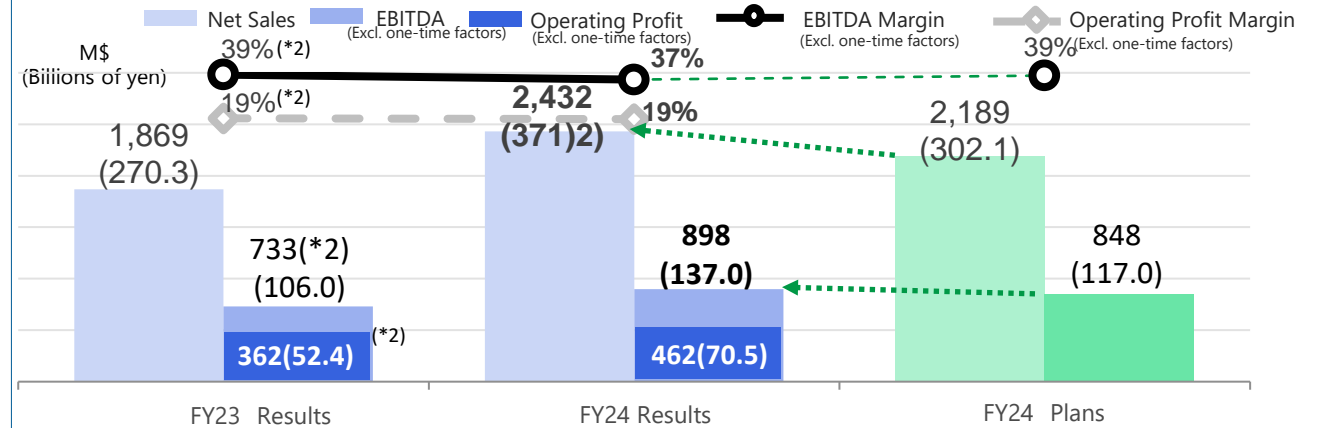
Status of the Data Center Business

- The investment amounted to **\$2,706M (¥413.0B)**, up **\$6M (¥22.5B)** from the previous year. But the investment was lower than the forecast, with some of the spending being deferred.
- Demand remained strong, with order backlog of **\$14,974M (¥2,239.1B)**, up **\$2,721M (¥384.0B)** from the March 2024 end of the previous year.
- Net sales came to **\$2,432M (¥371.2B)**, up **\$563M (¥100.8B)** or about 30% from the previous year.
- In FY2024, the provision of DC service totaling about 380 MW started mainly in North America. A total of about 1,500MW was provided as of the end of March 2025.

Investment in DC^(*1)

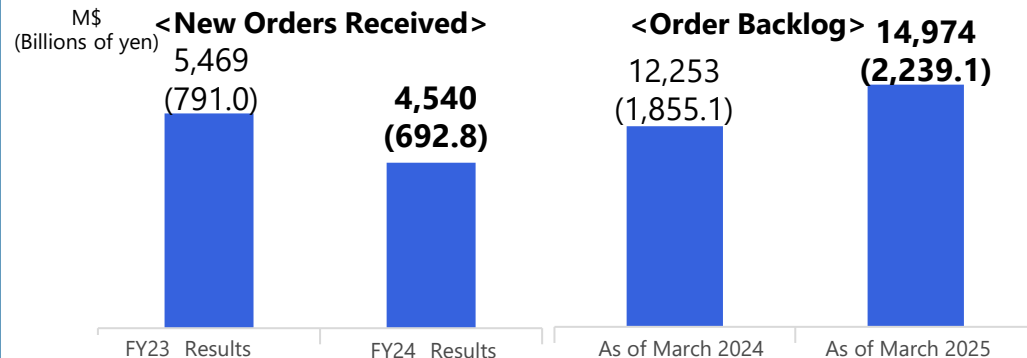


Actual results^{(*1)(*3)}

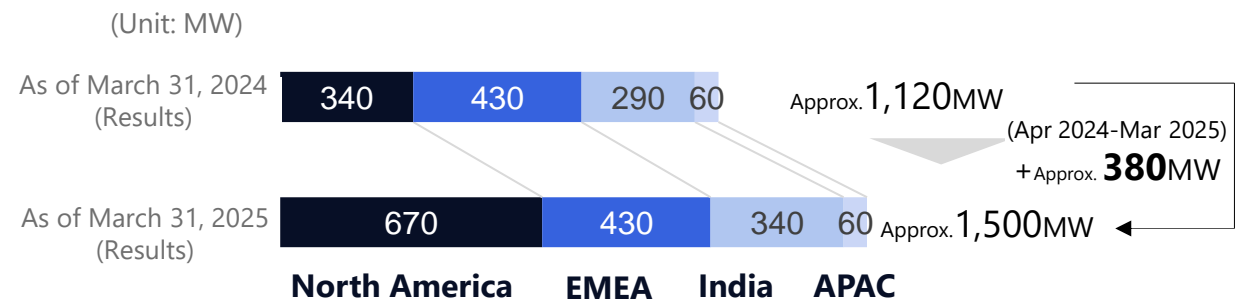


(*1) Converted at JPY144.65 for FY23 Results, JPY152.62 for FY24 Results, JPY138.00 for FY24 Plans
 (*2) Excludes the one-time factor totaling \$108M (gain on DC transfers)
 (*3) Please refer to Slide 38 for detailed assumptions related to other calculations.

Changes in new orders received, order backlog



DC services provided



Status of Financial Income and Costs, etc.

- Financial income and costs, etc., totaled **74.9 billion yen**, an improvement of **6.1 billion yen** compared to the forecast. We curbed interest expenses by reducing borrowing interest rates through the fixing of such rates, refinancing into yen-denominated borrowings, and other measures.
- The consolidated interest-bearing debt balance came to approximately **2.6 trillion yen**, increasing by 423.8 billion yen from the end of the previous year due to proactive investment in the Data Center business, etc.

◆ Financial Income and Costs, etc., and Interest-Bearing Debt

(Unit: billions of yen)

	FYE3/2024 Apr-Mar	FYE3/2025 Apr-Mar	YoY Changes	FYE3/2025 Forecasts	Differences from Forecasts
Financial income and costs, etc.	- 60.9	- 74.9	- 13.9	- 81.0	+ 6.1

	As of March 2024	As of March 2025	YoY Changes
Consolidated interest-bearing debt	2,175.3	2,599.1	+ 423.8

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Management Policy for the Fiscal Year Ending March 31, 2026 (FY2025)

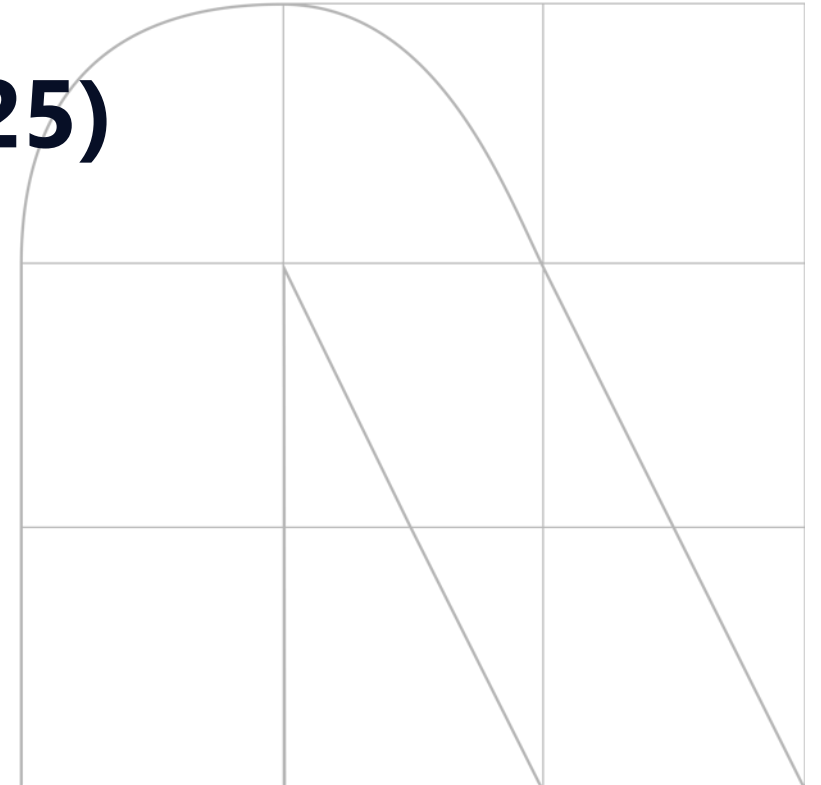
1. Results for the Fiscal Year Ended March 31, 2025

2. Management Policy for the Fiscal Year Ending March 31, 2026

- NTT DATA's Market Position in 2024
- Key Initiatives
- Overseas Business Operations Under New Operating Model
- Overview of Growth Investments
- Strategic Investment: Status of Generative AI Initiatives
- Investment in Data Centers
- Status of Investment Profitability and Financial Soundness

3. Forecasts for the Fiscal Year Ending March 31, 2026

4. Appendices



Management Policy for the Fiscal Year Ending March 31, 2026 (FY2025)

NTT DATA's Market Position in 2024

We aim to enhance our market position by accelerating business growth.

8th in Global IT Service Revenue^(*1)

1	Amazon
2	Accenture
3	Deloitte
4	Microsoft
5	PwC
6	EY
7	TCS
8	NTT DATA
9	IBM
10	Capgemini

Top in Domestic IT Service Revenue^(*1)

1	NTT DATA
2	NEC
3	FUJITSU
4	HITACHI
5	Accenture

3rd in Global Data Center Revenue^{(*2)(*3)}

1	Equinix
2	Digital Realty
3	NTT DATA ^(*4)
4	Digital Bridge
5	CyrusOne
6	KDDI
7	CenterSquare
8	American Tower

(*1) Compiled by NTT DATA based on the following report released by Gartner, Inc. For other details, please refer to page 49 in Appendices.
 "Gartner®, Market Share: Services, Worldwide, 2024, Neha Sethi et al., 11 April 2025, Vendor Revenue Basis."

(*2) Based on our research
 (*3) Excluding Chinese companies
 (*4) Including some of NTT's assets

Key Initiatives

In pursuing “Quality Growth,” we will focus our efforts on the strengthening of the regional businesses and promotion of growth investments in FY2025.

■ Strengthening of Regional Businesses

- In the Japan Segment, we aim to achieve further growth and respond to steady demand by continuing our effort to enhance engineering capabilities through enhancement of human resources in such fields as consulting and IT architecture.
- In the Overseas Segment, we aim to create synergies through overseas business transformation and to enhance global competitiveness by setting up an organization across the regional units and optimizing business operations.

»»» P16 Overseas Business Operations Under New Operating Model

■ Promotion of Growth Investments

- To ensure a global competitive edge, we will focus on investment in generative AI technologies by promoting growth investments that contribute to medium- to long-term growth.
- In the Data Center business, which requires time before securing profits after investment, we will sell assets on a stable and continuous basis through the utilization of REITs and facilitate the investment recovery cycle. By doing so, we will secure investment capacity while maintaining both investment profitability and financial soundness.

»»» P17 Overview of Growth Investments

»»» P18 Status of Generative AI Initiatives

»»» P19 Investment in Data Centers

»»» P20 Status of Investment Profitability and Financial Soundness

Overseas Business Operations Under New Operating Model

- In overseas business transformation, we have **implemented various measures mostly in line with our plans**, focusing on the integration of corporate functions and IT systems.
- In FY2025, we will ensure steady creation of synergies, while maintaining the initiatives implemented up to the previous fiscal year. To enhance global competitiveness, we will also implement measures such as improvement of business process and optimization of business operations.

Status of Overseas Business Transformation

Integration of Functions, etc.

Optimization of corporate functions and IT systems, business portfolio transformation, etc.

Enhancement of Competitiveness

Improvement of business process, optimization of business operations

Synergy
¥30 billion+



Actual results

- Deduplication of corporate functions and IT assets, business portfolio transformation, etc.
- FY2024 cumulative expenditures APAC: ¥2 billion, EMEAL: ¥7.2 billion, North America: ¥3.2 billion, GTSS: ¥3.1 billion, HQ and others: ¥14.7 billion

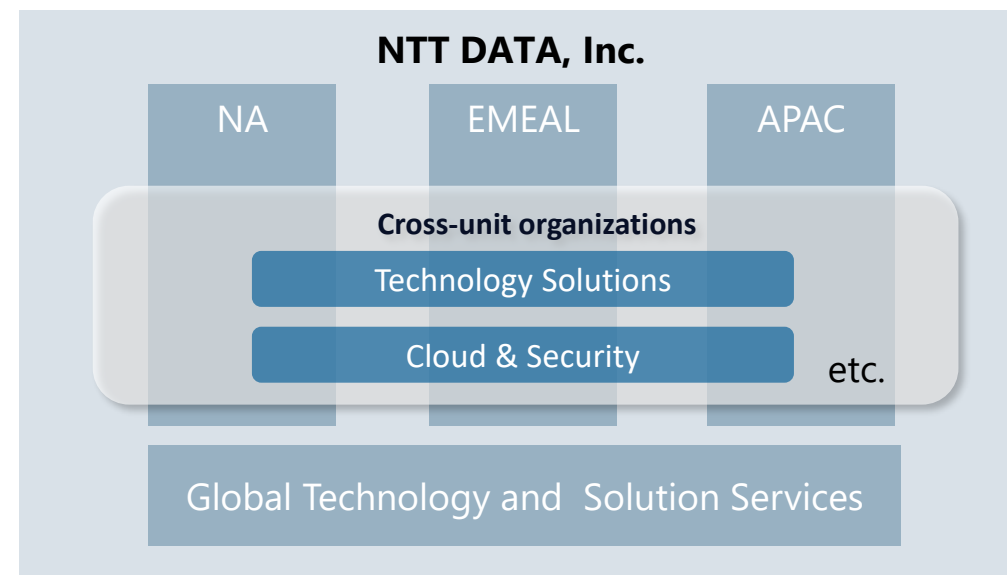
Plans

- Optimization of corporate functions and IT systems
- [Improvement of business process]: Global launch of ERP integration
- [Optimization of business operations]: Formation of cross-unit organizations

- Figures in parentheses are expressed in millions of US dollars.
- (*1) FY23 actual rate: JPY144.65 (*2) FY24 actual rate: JPY152.62
- (*3) FY25 planned rate: JPY153 (*4) FY23 planned rate: JPY138

Optimization of Overseas Business Operations

We embarked on organizational reforms in FY2024 to offer best solutions on a global level. We will form cross-unit organizations to strengthen each unit's business horizontally and create synergies by strengthening global sales capabilities and enhancing delivery efficiency, etc.



Overview of Growth Investments

We aim to promote growth investments on a global basis that contribute to enhancement of medium- to long-term competitiveness.

Growth Investments

M&A/Financing

To acquire new capabilities and resources
Promote M&A proactively worldwide

Joint business creation with clients, and strengthening of AI and digital capabilities

Strategic Investment

To further expand investment in Gen. AI
Seek to achieve 300 billion yen in net sales FY2027

SmartAgent

Expansion of offerings

Further development of market through expansion of Alliance

Investment in DCs

Aggressive Investment and risk diversification

Continued proactive investment

Ensuring of financial soundness

Improvement of profitability

Investment in Human Capital

Expansion and development of human capital mainly in consulting, Gen. AI and IT implementation

Proposal

Implementation

Outcome

Consulting

IT Implementation

Gen. AI

IT Service Investment

Implementation of continuous investment to further expand existing IT services

CAFIS

ANSER

Integrated banking cloud

etc.

Strategic Investment: Status of Generative AI Initiatives

Launch of Global Strategic Collaboration with OpenAI

As **Japan's first** distributor, we aim to achieve **100 billion yen** in cumulative sales in OpenAI-related business by the end of FY2027

OpenAI



NTT DATA

1. Promote internal utilization as OpenAI's first distributor in Japan
2. Replace human operations with business-, industry-specific AI agents
3. Establish specialized system to foster client utilization of Gen. AI
4. OpenAI acceleration program

Investment in Data Centers

- In FY2025, we aim to **make proactive DC investments** of the same level as in the previous year. For net sales and profits as well, we will factor the growth from the previous year into our projections.
- In a bid to maintain growth associated with investment, we will **utilize the REIT scheme to facilitate the investment recovery cycle**. We will also continue examining other schemes, not just REITs, to generate investment funds.

◆ Data Center Business (FYE3/2026 Forecasts)

	Investment
FYE3/2026 Forecast	The same level as previous year

	Net Sales ^(*) ^(*)		EBITDA ^(*)		<EBITDA Margin>
FYE3/2026 Forecasts ^(*)	\$3,547M	(¥542.7B)	\$1,987M	(¥304.0B)	56%
YoY Changes	+\$1,115M	(+¥171.6B)	+\$1,090M	(+¥167.0B)	-

(*1) Include the amount equivalent to the gain on transfer of non-current assets on the right [net sales: \$1,016M (¥155.4B), EBITDA: almost the same level]

(*2) When excluding the transfer gain, net sales for FYE3/2026 are forecast at \$2,531M (¥387.3B).

(*3) Converted at JPY153 to USD1

◆ Disposal of Fixed Assets (Data Center) by Consolidated Subsidiaries ^(*)

【Overview】 Resolved to transfer 6 data centers ("Target Assets") owned by 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 of the Target Assets】

- Locations : 4 in U.S., 1 in Austria, 1 in Singapore
- Data floor space : About 42,500 sq m in total
- IT load : About 90 MW in total
- Occupancy rate ^(*) : 89.9%-99.4%

【Planned Transfer Price, Book Value, and Estimated Transfer Gain】 ^(*)

Planned transfer price	¥240.7B (\$1,573M)
Book value	¥85.2B (\$557M)
Transfer gain	¥155.4B (\$1,016M)

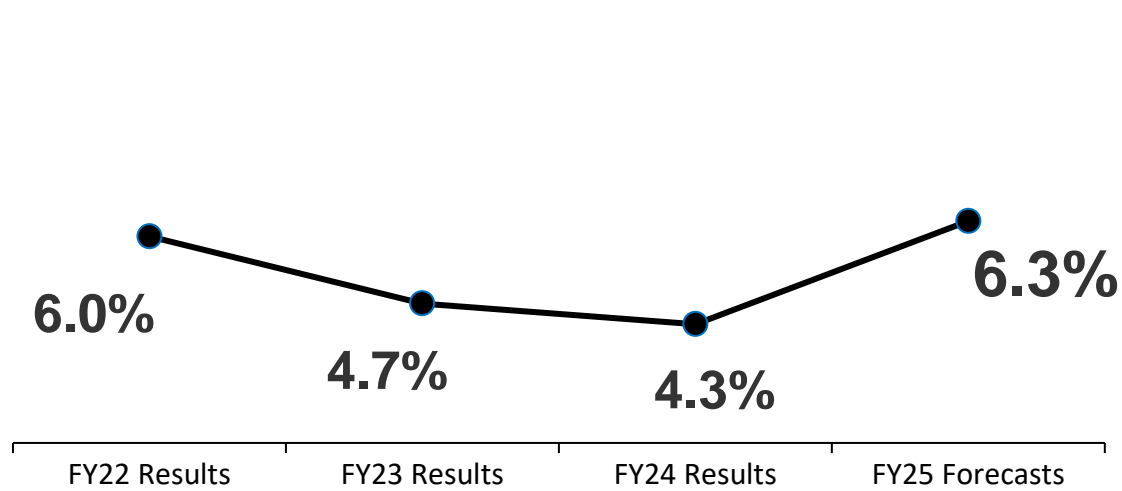
(*4) For details, please refer to a timely disclosure document NTT DATA Group submitted to TSE on May 8, 2025, "Notice Regarding the Disposal of Fixed Assets (Data Center) by Consolidated Subsidiaries."

(*5) The figures are as of Dec. 31, 2024.

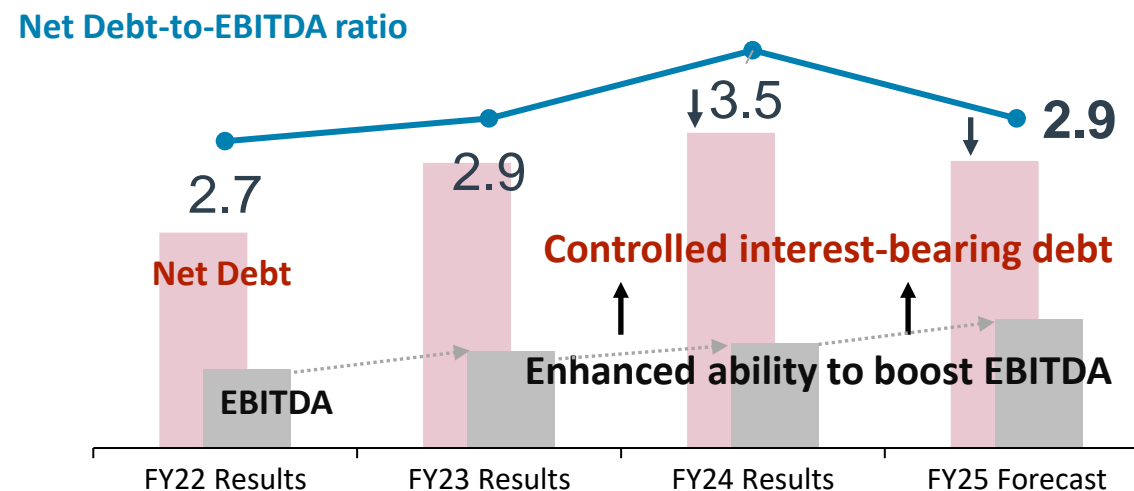
Status of Investment Profitability and Financial Soundness

- In FY2025, **ROIC** is expected to **recover to a level above the WACC (about 6.3%)**, backed by expected profit growth in the Data Center business through the utilization of REITs, in addition to the “growth accompanied by quality” in Japan and overseas.
- The net debt-to-EBITDA ratio is expected to stand at **around 2.9** at the end of FY2025. We will **secure investment funds** while **maintaining a certain level of financial soundness** by controlling the interest-bearing debt through the utilization of REITs and the resultant facilitation of the investment recovery cycle, etc.

◆ ROIC Trend



◆ Trend of Net Debt-to-EBITDA Ratio



3

Forecasts for the Fiscal Year Ending March 31, 2026

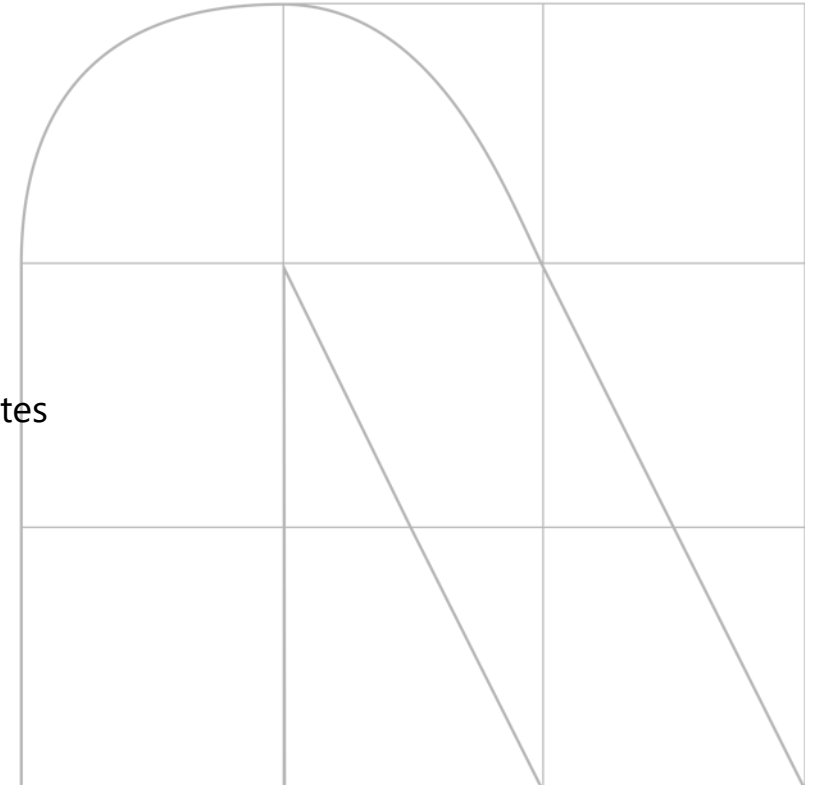
1. Results for the Fiscal Year Ended March 31, 2025

2. Management Policy for the Fiscal Year Ending March 31, 2026

3. Forecasts for the Fiscal Year Ending March 31, 2026

- Assumptions for the Forecasts for the Fiscal Year Ending March 31, 2026 | Exchange Rates
- Forecasts for the Fiscal Year Ending March 31, 2026
- [Ref.] Breakdown of Forecasts for the Fiscal Year Ending March 31, 2026 (Japan)
- [Ref.] Breakdown of Forecasts for the Fiscal Year Ending March 31, 2026 (Overseas)

4. Appendices



Assumptions for the Forecasts for the Fiscal Year Ending March 31, 2026 | Exchange Rates

- Foreign Exchange Rates

(Unit: yen)

Currency	(1) FYE3/2024 Full-Year Average Rate (Apr. 2023 – Mar. 2024)	(2) FYE3/2025 Full-Year Average Rate (Apr. 2024 – Mar. 2025)	(3) FYE3/2026 Assumed Rate
USD	144.65	152.62	153.00
Difference	-	Difference from (1) +7.97	Difference from (2) +0.38

【Foreign exchange sensitivity】

The effects on the forecasts for the fiscal year ending March 31, 2026 from a 1 yen fluctuation from “(3) FYE3/2026 Assumed Rate” are estimated as follows:

(A weaker yen: positive, a stronger yen: negative)

- Against USD Net Sales: ± approx. 20.0 billion yen
EBITA: ± approx. 2.0 billion yen

Forecasts for the Fiscal Year Ending March 31, 2026

Expected to achieve the MMP targets (consolidated net sales of 4.7 trillion yen, consolidated operating profit margin^(*) of 10%, overseas EBITA ratio^(*) of 10%)

- **Net sales** are forecast to rise by over 6% year on year on the back of an expected business expansion in Japan and overseas and utilization of REITs in the Data Center business.
- **Operating profit** is also expected to surge due to emerging synergies from business transformation and utilization of REITs in the Data Center business on top of an expected increase in net sales.
- **Profit** is also forecast to post a substantial increase in line with an expected steep rise in operating profit.

(Unit: billions of yen)	FYE3/2025 Results ^(*)	FYE3/2026 Forecasts ^(*)	YoY (Amount)	YoY (Rate)		Management Targets(FYE3/2 026)
Net Sales	4,638.7	4,936.7	+298.0	+6.4%		4.7 trillion yen
Operating Profit (Operating Profit Margin)	323.9 (7.0%)	522.0 (10.6%)	+198.2 (+3.6P)	+61.2%		-
Profit Attributable to Shareholders of NTT DATA	142.5	200.0	+57.6	+40.4%		-
(Reference) New Orders Received ^(*)	4,961.6	4,720.0	-	-		-
Operating Profit Margin <adjusted> ^(*)	8.0%	11.0%	+3.1P	-		10%
Overseas EBITA Margin <adjusted> ^(*)	7.5%	12.9%	+5.4P	-		10%

(*1) Exclude one-time costs for M&A, structural transformation, etc.

(*2) Forex rates against USD: JPY152.62 for FYE3/2025 Results, JPY153 for FYE3/2026 Forecasts.

(*3) New orders received in FYE3/2025 Results include those of the DC business amounting to ¥692.8 billion, but such figures are not included in FYE3/2026 Forecasts.

Forecasts for the Fiscal Year Ending March 31, 2026

[Ref.] Breakdown of Forecasts for the Fiscal Year Ending March 31, 2026 (Japan)

- New orders received, net sales, and operating profit are expected to rise year on year.
- Net sales are expected to grow by 1.3% year on year, but by 4.0% if the effects of the change in accounting treatment^(*) in the Payments business are excluded.

(Unit: billions of yen)

		FYE3/2025 Results	FYE3/2026 Forecasts	YoY (Amount)	YoY (Rate)
New Orders Received		1,747.5	1,810.0	+62.5	+3.6%
Repost	Public & Social Infrastructure	662.6	691.0	+28.4	+4.3%
	Financial	596.1	641.0	+44.9	+7.5%
	Enterprise	418.7	410.0	-8.7	-2.1%
Net Sales		1,933.2	1,959.0	+25.8	+1.3%
Repost	Public & Social Infrastructure	808.3	866.0	+57.7	+7.1%
	Financial	702.3 ^(*)	749.0	+46.7	+6.7%
	Enterprise	565.6 ^(*)	554.0 ^(*)	-11.6	-2.0%
Operating Profit (%)		205.2 (10.6%)	212.0 (10.8%)	+6.8 (+0.2P)	+3.3%
Repost	Public & Social Infrastructure	108.3 (13.4%)	120.0 (13.9%)	+11.7 (+0.5P)	+10.8%
	Financial	79.5 ^(*) (11.3%)	85.0 (11.3%)	+5.5 (+0.0P)	+7.0%
	Enterprise	61.3 (10.8%)	68.0 (12.3%)	+6.7 (+1.4P)	+10.9%
	Total of the 3 businesses in Japan ^(*)	249.1	273.0	+23.9	+9.6%

(*) Includes a sales decline due to the shift from gross reporting to net reporting following the change in accounting treatment in some of the Payments business

(*) The results for FYE3/2025 in the Financial business were changed to align the assumptions for the elimination of transactions among group companies with the assumptions used for the forecasts for FYE3/2026 (a sales decline of ¥47.2B). The change does not affect the results for FYE3/2025 in the Japan Segment.

(*) Refers to the total of the Public & Social Infrastructure, Financial, and Enterprise businesses

Forecasts for the Fiscal Year Ending March 31, 2026

[Ref.] Breakdown of Forecasts for the Fiscal Year Ending March 31, 2026 (Overseas)

- Net sales and profits are expected to rise in all units on the back of an expected expansion of each unit and utilization of REITs in the Data Center business.

(Unit: billions of yen)

		FYE3/2025 Results ^(*) ^(*)5)	FYE3/2026 Forecasts ^(*) ^(*)6)	YoY (Amount)	Forex Effects ^(*)1)	YoY (Rate)
New Orders Received ^(*)2)		3,199.5	Excl. DC business 2,900.0	-	-	-
Repost	North America	786.4	850.0	+63.6	-	+8.1%
	EMEA & LATAM	1,014.1	1,215.0	+200.9	-	+19.8%
	APAC	333.4	478.0	+144.6	-	+43.4%
	Global Technology and Solution Services	1,065.6	Excl. DC business 357.0	-	-	-
Net Sales		2,750.9	3,052.7	+301.9	-	+11.0%
Repost	North America	662.6	716.0	+53.4	-	+8.1%
	EMEA & LATAM	997.1	1,068.0	+70.9	-	+7.1%
	APAC	363.5	421.0	+57.5	-	+15.8%
	Global Technology and Solution Services	852.0	1,058.7	+206.7	-	+24.3%
Operating Profit (Operating Profit Margin)		100.2 (3.6%)	307.0 (10.1%)	+206.8 (+6.4P)	-	+206.3%
EBITA ^(*)3) ^(*)4) (EBITA Margin)		154.7 (5.6%)	364.0 (11.9%)	+209.4 (+6.3P)	-	+135.4%
Repost	North America	37.5 (5.7%)	62.0 (8.7%)	+24.5 (+3.0P)	-	+65.3%
	EMEA & LATAM	40.3 (4.0%)	68.0 (6.4%)	+27.7 (+2.3P)	-	+68.8%
	APAC	25.3 (7.0%)	42.0 (10.0%)	+16.7 (+3.0P)	-	+65.7%
	Global Technology and Solution Services	100.1 (11.8%)	263.0 (24.8%)	+162.9 (+13.1P)	-	+162.7%
EBITA <adjusted> (EBITA margin) ^(*)5)		203.7(7.5%)	393.0 (12.9%)	189.4(+5.4p)	-	+93.0%

(*)1) Forex rates against USD: JPY152.62 for FYE3/2025, JPY153 for FYE3/2026. Since rate differences were slight, the symbol of - is entered in Forex Effects

(*)2) New orders received in FYE3/2025 Results include those of the DC business amounting to ¥692.8 billion, but such figures are not included in FYE3/2026 Forecasts.

(*)3) EBITA = operating profit + amortization of intangible assets through PPA following acquisitions, etc.

(*)4) The business transformation costs forecast for FYE3/2025 are included in the EBITA projection for the entire Overseas Segment, but not included in such projection of each unit.

(*)5) Net sales, which is the denominator for calculating the EBITA ratio, include external revenue.

(*)6) Net sales, operating profit, and EBITA for FYE3/2026 Forecasts include the amount equivalent to the gain on transfer of DC assets.

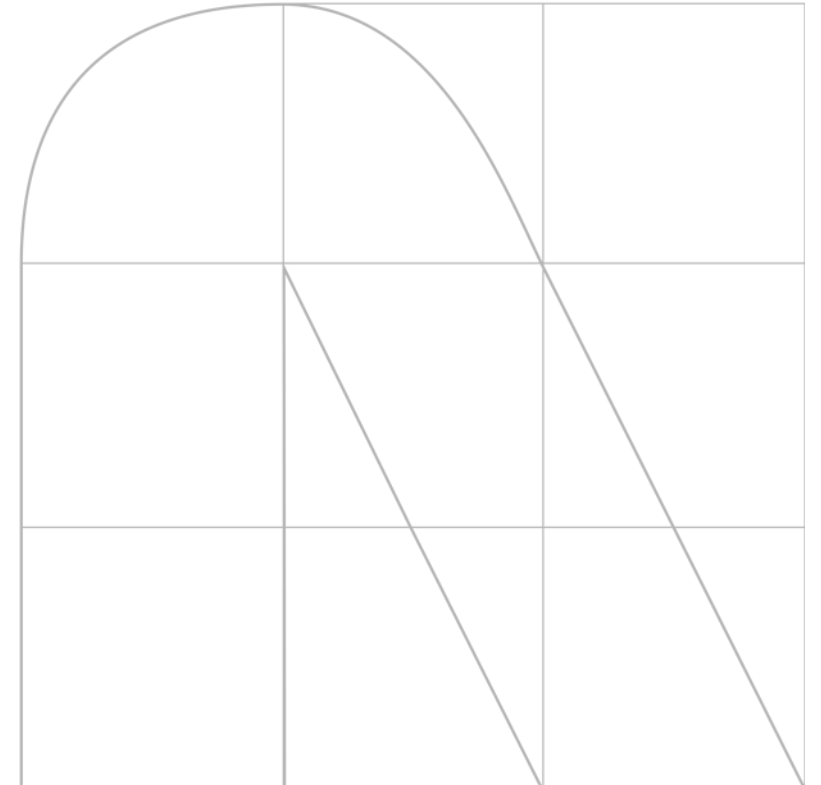
4

Appendices (1) Be the Best Place to Work, Sustainability Management

1. Results for the Fiscal Year Ended March 31, 2025
2. Management Policy for the Fiscal Year Ending March 31, 2026
3. Forecasts for the Fiscal Year Ending March 31, 2026

4. Appendices

- (1) Be the Best Place to Work, Sustainability Management
- (2) Details of Financial Results and Forecasts
- (3) Medium- to Long-Term Financial Trends

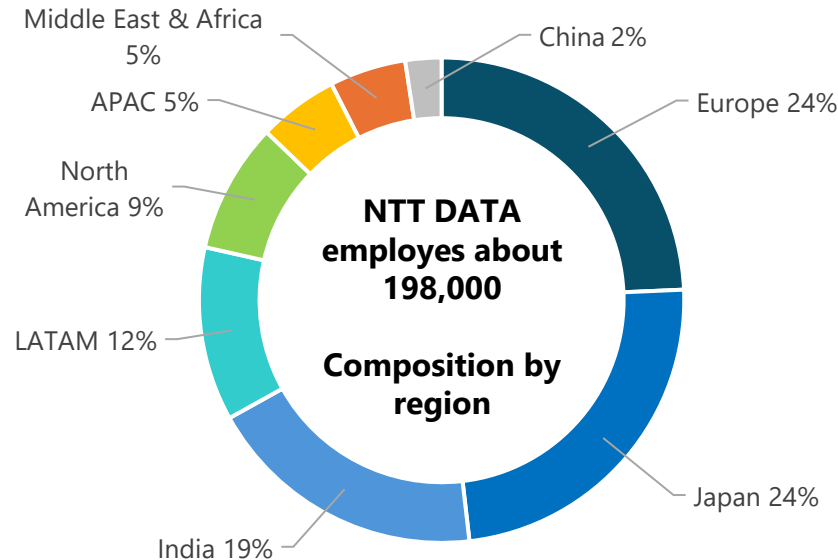


Initiative to “Be the Best Place to Work”

Under one of our strategies outlined in the Medium-Term Management Plan “Strategy 05 Be the Best Place to Work,” we aim to obtain and develop highly professional human resources who can support our business growth, and promote the creation of an engaging workplace where various human resources can grow and demonstrate their capabilities.

Development of highly professional human resources

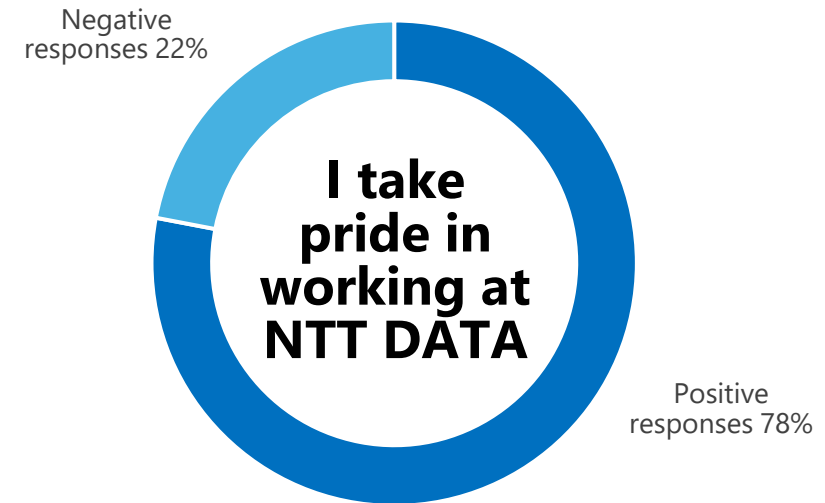
- Boasts approximately 198,000 employees supporting the growth of the Group’s global business
- Currently developing highly professional human resources who can adapt to changes and who can lead the digital industry
- Offered training sessions to develop human resources with generative AI capabilities worldwide and developed about 15,000 such employees in FY2024



Creation of an engaging workplace

- Hold Values Week workshops, award programs, etc. globally to provide employees with the opportunity to discuss our shared “Values”
- In a global survey conducted among employees of major subsidiaries in Japan and overseas, 78% of the respondents gave positive responses to the statement “I take pride in working at NTT DATA.”

Employee Engagement



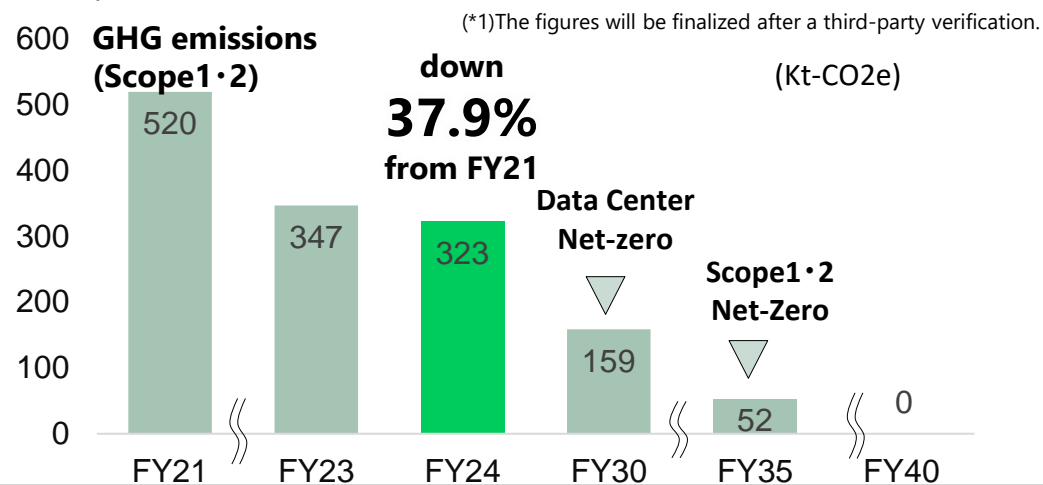
Status of Sustainability Management

- Reduced CO₂ steadily while expanding investment in DCs, and obtained high evaluations for our sustainability business initiatives
- Obtained external certifications and positive evaluations in analyst reports

Reduction of GHG Emissions

NTT DATA NET-ZERO Vision 2040

- Expected to achieve targets for FY2024 in an effort to achieve net zero^(*)
- Formulate concrete plans such as introduction of renewable energy, etc., in view of expansion of DC investments



Promotion of Sustainability Business

Contribution to clients and society in sustainability business

- Awarded the Prime Minister's Award at the 54th Japan Industrial Technology Awards for establishing a traceability platform
- R&D activities such as visualization and reduction of GHG emissions, etc., were highly rated by SustainableIT.org



Photo: Courtesy of The Nikkan Kogyo Shimbun, Ltd.



Enhanced corporate value through external certifications and IT analyst evaluations

External certifications



- Continued to be named GDP A List
- Upgraded to the A- rating in CDP Water Security

Analyst evaluations

Classified as the highest category of "Leaders" in 2 sustainability-related reports by Everest Group^(*)

(*)Sustainable IT Services PEAK Matrix® Assessment 2025, Sustainability Enablement Technology Services PEAK Matrix® Assessment 2024

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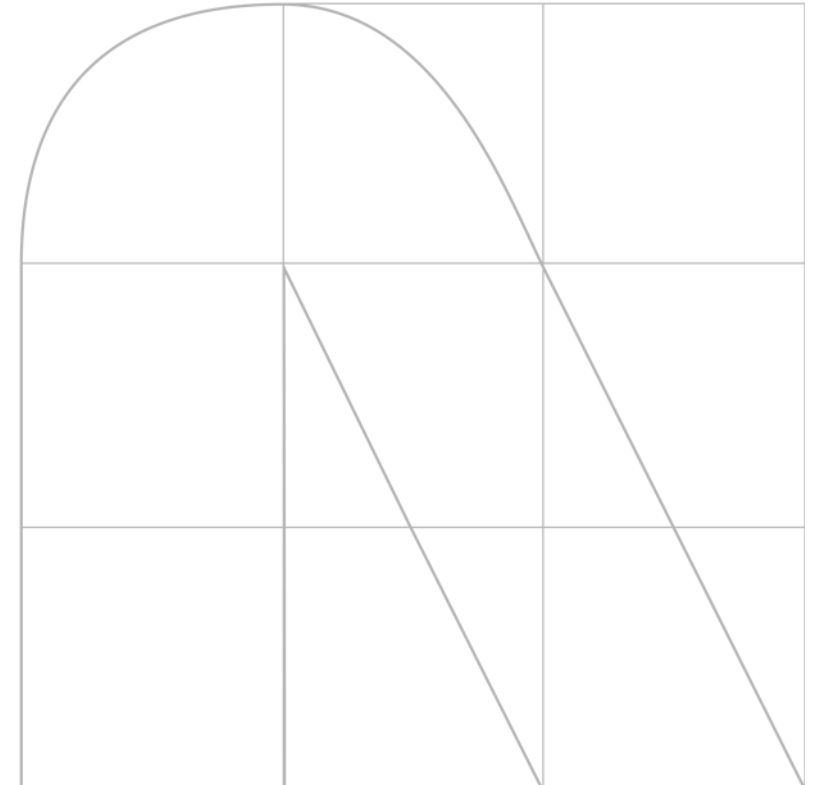
Appendices

(2) Details of Financial Results and Forecasts

1. Results for the Fiscal Year Ended March 31, 2025
2. Management Policy for the Fiscal Year Ending March 31, 2026
3. Forecasts for the Fiscal Year Ending March 31, 2026

4. Appendices

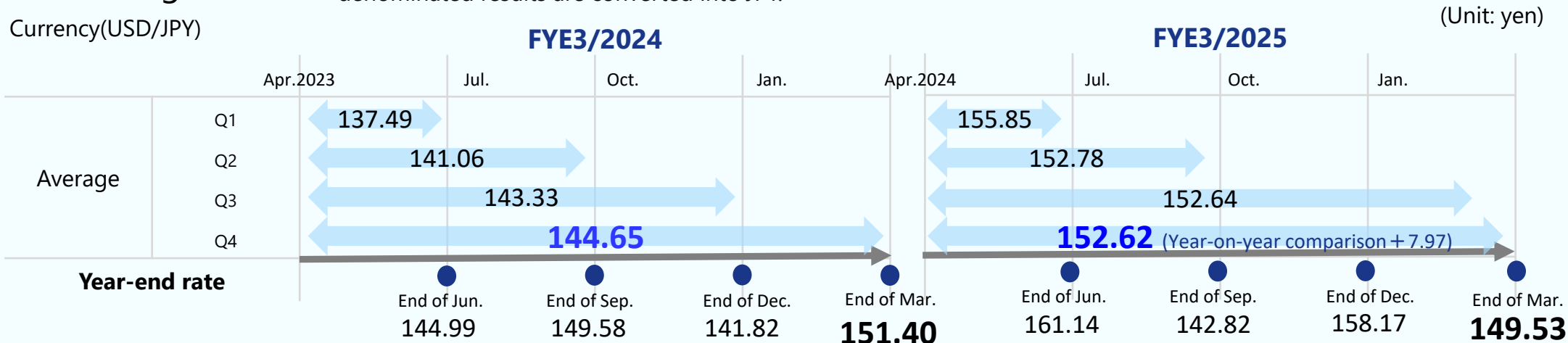
- (1) Be the Best Place to Work, Sustainability Management
- (2) Details of Financial Results and Forecasts**
- (3) Medium- to Long-Term Financial Trends



Exchange Rates

• USD exchange rate

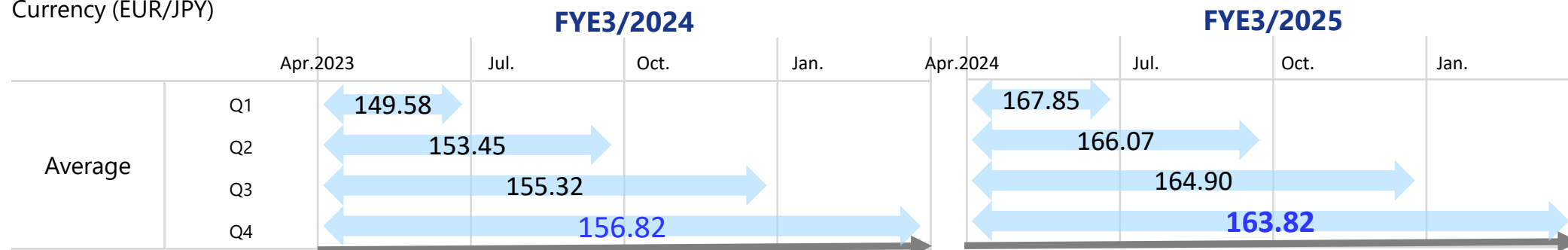
* Forex Rate Effects in all units refer to the effects arising from rate differences between FY2023 and FY2024 when USD-denominated results are converted into JPY.



• (Ref.) EUR exchange rate

Currency (EUR/JPY)

(Unit: yen)



Overview of Consolidated Results

	FYE3/2024 Results	FYE3/2025 Results	YoY (Amount)
New Orders Received ^(*)	4,790.9	4,961.6	+170.7
Other than DC Business	3,999.9	4,268.8	+268.9
DC Business	791.0	692.8	-98.2
Order Backlog ^(*)	5,859.6	6,401.2	+541.6
Other than DC Business	4,004.5	4,162.2	+157.6
DC Business	1,855.1	2,239.1	+384.0
Net Sales	4,367.4	4,638.7	+271.3
Cost of Sales	3,172.4	3,351.3	+178.9
Gross Profit	1,195.0	1,287.4	+92.4
SG&A Expenses	885.4	963.5	+78.1
Personnel Expenses	463.9	491.7	+27.8
Outsourcing Expenses	183.9	188.3	+4.4
Other Expenses	237.6	283.5	+45.9
Operating Profit	309.6	323.9	+14.3
Operating Profit Margin(%)	7.1	7.0	-0.1P
Finance Income and Costs/Share of profit (loss) of investments accounted for using equity method	-60.9	-74.9	-13.9
Profit Before Tax	248.6	249.0	+0.4
Income Tax Expense and Others	114.7	106.6	-8.2
income tax expense	103.1	109.7	+6.7
profit attributable to non-controlling interests	11.7	-3.2	-14.9
Profit Attributable to Shareholders of NTT DATA	133.9	142.5	+8.6
Capital Expenditures	657.4	675.7	+18.2
Depreciation and Amortization/Loss on Disposal of Property and Equipment and Intangibles ^(*)	281.8	298.7	+16.8

(*1) The new orders received and order backlog in FYE3/2026 Forecasts do not include those of the DC business.

(*2) The figures for FYE3/2020 and beyond were calculated with lease depreciation expenses excluded.

(Unit: billions of yen, %)

	FYE3/2026 Forecasts	YoY (Amount)
Excl. DC Business	4,720.0	-
	4,720.0	+451.2
	-	-
Excl. DC Business	4,675.0	-
	4,675.0	+512.8
	-	-
	4,936.7	+298.0
	3,410.5	+59.1
	1,526.2	+238.9
	1,004.2	+40.7
	522.0	+198.2
	10.6	+3.6P
	-92.0	-17.1
	430.0	+181.0
	230.0	+123.4
	200.0	+57.6
	801.0	+125.3
	311.0	+12.3

Consolidated Net Sales

Details of Consolidated Net Sales (for Clients outside the Group)

(Unit: billions of yen)

		FYE3/2024 Results	FYE3/2025 Results	FYE3/2026 Forecasts
Japan		1,718.4	1,893.9	1,910.0
by Product and Service	Public & Social Infrastructure	568.6	669.9	697.0
	Central Government and Related Agencies, Local Government, and Healthcare	323.5	400.4	421.0
	Telecom and Utility	131.2	141.9	142.0
	Financial	575.5	616.9	617.0
	Major Financial Institutions	223.8	226.2	242.0
	Regional Financial Institutions, Cooperative Financial Institutions	180.2	193.6	203.0
	Financial Infrastructure/Network Services, Insurance	150.4	157.2	172.0
	Enterprise	491.7	519.0	509.0
	Manufacturing and Services	91.0	117.9	180.0
	Retail and Consumer Packaged Goods	105.8	112.2	114.0
Consulting and Payments	294.9	288.8	215.0	
Overseas		2,636.3	2,731.4	3,052.7

Net Sales by Product and Service (for Clients outside the Group)

Consulting	537.6	573.5	585.0
Integrated IT Solution	688.2	703.0	696.0
System & Software Development	777.4	889.9	920.0
Maintenance & Support	1,034.3	1,114.9	1,133.0
Data Center ^(*1) ^(*2)	281.4	377.8	544.0
Communication Terminal Equipment Sales, etc. and others ^(*1)	1,048.5	979.5	1,058.7
Net Sales by Product and Service Total	4,367.4	4,638.7	4,936.7

(*1) In line the launch of a new global operating structure in April 2024, the classification has been changed to "Data Center" and "Communication Terminal Equipment Sales, etc. and others" from FYE3/2025. FYE3/2024 Results reflect the reclassification.

(*2) Mainly refer to the figures of the DC business of the Global Technology Services Unit

Consolidated New Orders Received and Order Backlog

Details of Consolidated New Orders Received (for Clients outside the Group)

(Unit: billions of yen)

		FYE3/2024 Results	FYE3/2025 Results	FYE3/2026 Forecasts	
Japan		1,646.7	1,747.5	1,810.0	
	Repost	Public & Social Infrastructure	675.1	662.6	691.0
		Central Government and Related Agencies, Local Government, and Healthcare	432.5	400.2	418.0
		Telecom and Utility	118.2	125.9	139.0
		Financial	527.7	596.1	641.0
		Major Financial Institutions	226.8	251.0	215.0
		Regional Financial Institutions, Cooperative Financial Institutions	199.0	176.6	264.0
		Financial Infrastructure/Network Services, Insurance	81.5	113.3	123.0
		Enterprise	381.3	418.7	410.0
		Manufacturing and Services	78.2	120.7	178.0
	Retail and Consumer Packaged Goods	92.3	94.2	104.0	
	Consulting and Payments	210.9	203.7	128.0	
Overseas ^(*)	3,124.3	3,199.5	Excl. DC business 2,900.0		

Details of Consolidated Order Backlog

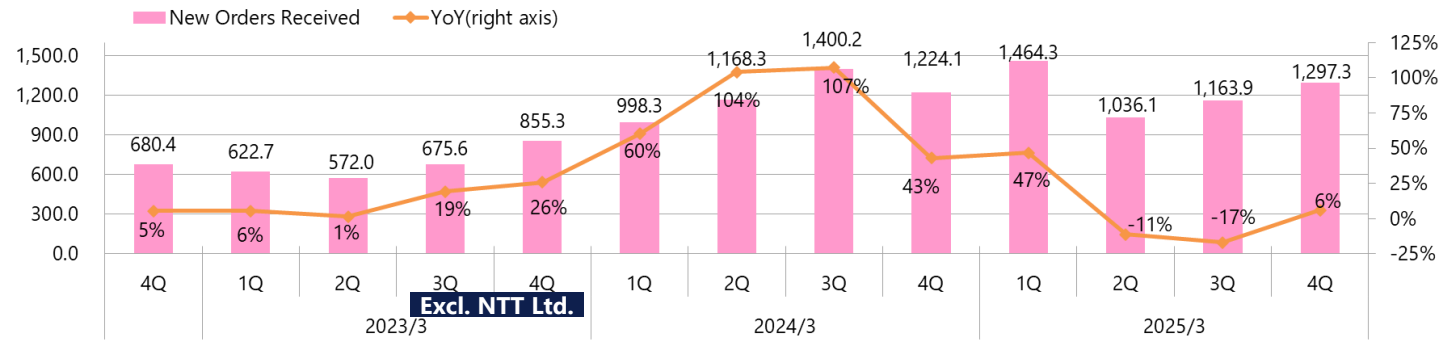
Order Backlog		5,859.6	6,401.2	Excl. DC business 4,675.0	
Japan	Repost	Public & Social Infrastructure	677.3	678.3	674.0
		Financial	883.3	932.7	1,012.0
		Enterprise	177.5	192.7	170.0
		Overseas ^(*)	4,090.5	4,566.2	Excl. DC business 2,768.0

(*) New orders received and order backlog in FYE3/2026 Forecasts do not include those of the DC business.

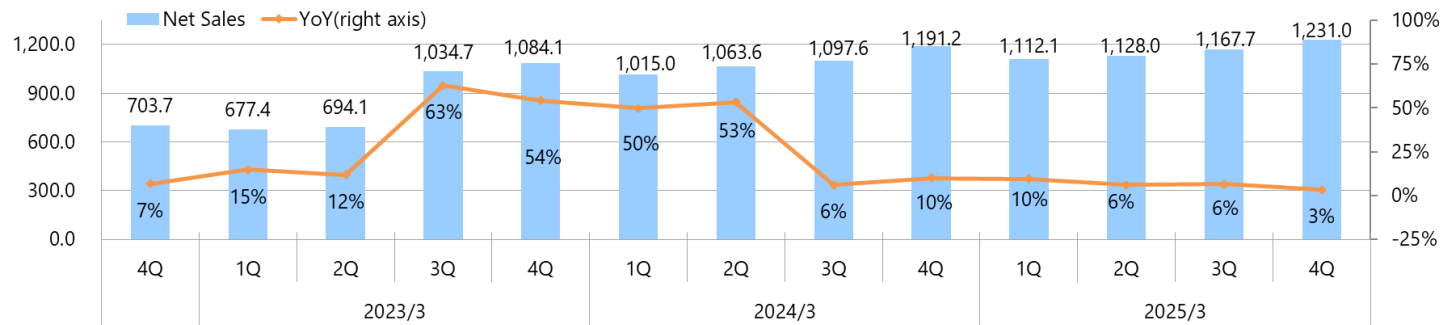
Quarterly Results (Consolidated)

(Unit: billions of yen)

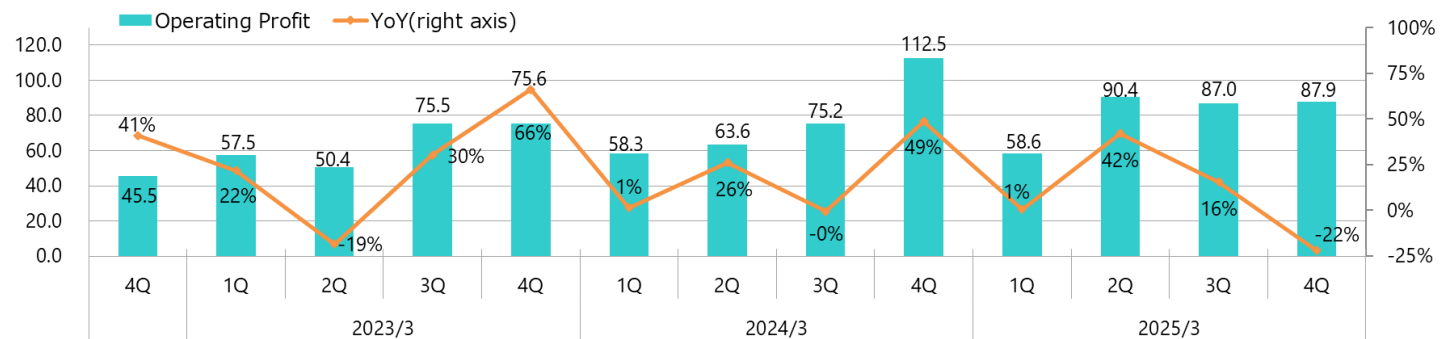
■ New Orders Received



■ Net Sales



■ Operating Profit



(*) NTT Ltd. was consolidated in Q3 FYE3/2023. Net sales and operating profit include those of NTT Ltd. from Q3 FYE3/2023. New orders received of NTT Ltd. is not included in FYE3/2023, but included in FYE3/2024.

Consolidated Statement of Financial Position

Breakdown items are reposted.

(Unit: billions of yen)

	As of March 31, 2024	As of March 31, 2025	YoY (Amount)
Current assets	2,433.0	2,754.7	+321.8
Cash and cash equivalents	431.8	444.6	+12.9
Trade and other receivables, and contract assets	1,434.1	1,587.7	+153.6
Inventories	51.2	55.9	+4.7
Assets held for sale	4.5	93.1	+88.6
Non-current assets	4,786.5	5,022.7	+236.2
Property, plant and equipment	1,914.4	2,178.2	+263.8
Intangible assets	693.7	694.7	+1.0
Goodwill	1,321.8	1,351.1	+29.3
Other financial assets (investment securities)	153.0	98.0	-55.0
Total assets	7,219.4	7,777.4	+558.0

Current liabilities	2,513.9	2,833.1	+319.2
Trade and other payables	459.8	502.1	+42.2
Contract liabilities	480.7	471.8	-8.8
Bonds and borrowings	755.8	969.7	+213.8
Non-current liabilities	1,925.1	2,075.8	+150.7
Bonds and borrowings	1,419.5	1,629.4	+209.9
Lease liabilities	206.1	168.3	-37.8
Total liabilities	4,439.0	4,908.9	+469.9
Equity attributable to shareholders of NTT DATA	1,719.2	1,830.5	+111.3
Non-controlling interests	1,061.2	1,038.0	-23.2
Total equity	2,780.4	2,868.5	+88.1
Total liabilities and equity	7,219.4	7,777.4	+558.0

[Repost] Balance of interest-bearing debt^(*)	2,175.3	2,599.1	+423.8
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(*) Breakdown for FYE3/2025: By currency, the USD-based debt accounts for about 50%, while the yen-denominated debt accounts for about 30%. The remaining 20% is based on other currencies. On whether interest rates are variable or fixed, shortly smaller than 40% of the total debt were with variable interest rates.

Breakdown of Japan Segment Results

(Unit: billions of yen)

	FYE3/2024 Apr-Mar	FYE3/2025 Apr-Mar	YoY (Amount)	YoY (Rate)	FYE3/2025 Forecasts	Differences From Forecasts (Amount)	FY3/2024 Jan-Mar	FYE3/2025 Jan-Mar	YoY (Amount)
New Orders Received	1,646.7	1,747.5	+100.7	+6.1%	1,650.0	+97.5	490.9	515.4	+24.5
Report									
Public & Social Infrastructure	675.1	662.6	-12.6	-1.9%	657.0	+5.6	198.9	181.3	-17.5
Financial	527.7	596.1	+68.4	+13.0%	530.0	+66.1	156.3	179.5	+23.1
Enterprise	381.3	418.7	+37.4	+9.8%	405.0	+13.7	118.0	136.5	+18.5
Net Sales	1,757.0	1,933.2	+176.3	+10.0%	1,840.0	+93.2	510.3	550.5	+40.2
Report									
Public & Social Infrastructure	692.3	808.3	+116.0	+16.8%	758.0	+50.3	224.8	257.2	+32.3
Financial	696.2	749.5	+53.3	+7.7%	727.0	+22.5	194.0	213.3	+19.4
Enterprise	535.2	565.6	+30.3	+5.7%	578.0	-12.4	141.2	137.2	-4.0
Operating Profit <Total of the 3 businesses> (operating profit margin)	215.1	249.1	+34.0	+15.8%	237.0	+12.1	70.1	77.8	+7.7
Report									
Public & Social Infrastructure	89.3 (12.9%)	108.3 (13.4%)	+19.0(+0.5p)	+21.2%	94.0 (12.4%)	+14.3(+1.0p)	38.5 (17.1%)	38.0 (14.8%)	-0.5(-2.4p)
Financial	71.4 (10.3%)	79.5 (10.6%)	+8.1(+0.3p)	+11.3%	81.0 (11.1%)	-1.5(-0.5p)	19.1 (9.8%)	25.8 (12.1%)	+6.8(+2.3p)
Enterprise	54.4 (10.2%)	61.3 (10.8%)	+7.0(+0.7p)	+12.8%	62.0 (10.7%)	-0.7(+0.1p)	12.5 (8.9%)	13.9 (10.2%)	+1.4(+1.3p)

Breakdown of Overseas Segment Results

(Billions of Yen)

		FYE3/2024 Apr-Mar	FYE3/2025 Apr-Mar	YoY (Amount)	YoY		YoY (Rate)	FYE3/2025 Forecasts	Differences From Forecasts (Amount)	FYE3/2024 Jan-Mar	FYE3/2025 Jan-Mar	YoY (Amount)
					Excl. Forex Effects ^(*4)	Forex Effects ^(*4)						
Net Sales		2,654.5	2,750.9	+96.3	-47.3	+143.7	+3.6%	2,650.0	+100.9	696.4	696.8	+0.5
Repost	North America	688.3	662.6	-25.7	-60.3	+34.6	-3.7%	667.0	-4.4	174.5	166.5	-8.0
	EMEAL	988.7	997.1	+8.4	-43.6	+52.1	+0.9%	998.0	-0.9	258.5	251.5	-7.0
	APAC	376.2	363.5	-12.7	-31.7	+19.0	-3.4%	414.0	-50.5	90.8	89.4	-1.4
	GTSS	726.0	852.0	+126.0	+81.6	+44.5	+17.4%	746.0	+106.0	200.2	218.6	+18.5
EBITA^{(*1) (*2)} (EBITA Margin)		166.5 (6.3%)	154.7 (5.6%)	-11.8 (-0.6p)	-19.9	+8.1	-7.1%	178.0 (6.7%)	-23.3 (-1.1%)	67.9 (9.7%)	43.9 (6.3%)	-24.0 (-3.4p)
Repost	North America	37.1 (5.4%)	37.5 (5.7%)	+0.4 (+0.3p)	-1.5	+2.0	+1.2%	40.0 (6.0%)	-2.5	12.9 (7.4%)	9.0 (5.4%)	-3.9 (-2.0p)
	EMEAL	41.6 (4.2%)	40.3 (4.0%)	-1.3 (-0.2p)	-3.4	+2.1	-3.2%	71.0 (7.1%)	-30.7	12.2 (4.7%)	11.7 (4.6%)	-0.5 (-0.1p)
	APAC	35.6 (9.5%)	25.3 (7.0%)	-10.2 (-2.5p)	-11.5	+1.3	-28.7%	40.0 (9.7%)	-14.7	8.3 (9.2%)	4.5 (5.1%)	-3.8 (-4.1p)
	GTSS	85.5 (11.8%)	100.1 (11.8%)	+14.7 (-0.0p)	+9.5	+5.2	+17.2%	84.0 (11.3%)	+16.1	38.7 (19.3%)	36.6 (16.8%)	-2.0 (-2.6p)
New Orders Received^(*3)		3,124.3	3,199.5	+75.2	-91.9	+167.1	+2.4%	2,670.0	-	724.1	777.1	+53.0
Repost	North America	710.2	786.4	+76.2	+35.1	+41.1	+10.7%	844.0	-57.6	169.5	178.3	+8.9
	EMEAL	1,006.3	1,014.1	+7.7	-45.2	+53.0	+0.8%	1,124.0	-109.9	278.2	252.7	-25.5
	APAC	333.9	333.4	-0.6	-18.0	+17.4	-0.2%	422.0	-88.6	85.8	72.1	-13.8
	GTSS ^(*3)	1,073.8	1,065.6	-8.2	-63.8	+55.6	-0.8%	280.0	-	190.5	274.0	+83.5

(*1) EBITA = operating profit + amortization of intangible assets through PPA following acquisitions, etc.

(*2) The planned annual business transformation cost of ¥30.0B is included only in the forecast of ¥178.0B for FYE3/2025 for the entire Overseas Segment. Actual costs are recorded by each unit, and the EBITA figures in FYE3/2025 Apr-Mar include the following costs: ¥30.2B for the entire Overseas Segment, ¥3.2B for North America, ¥7.2B billion for EMEAL, ¥2.0B for APAC, and ¥3.1B for GTSS.

(*3) Includes new orders received for the DC Business of ¥791.0B for FYE3/2024 Apr-Mar and ¥ 692.8B for FYE3/2025 Apr-Mar (-¥98.2B YoY). Such figures are not included in FYE3/2025 Forecasts.

(*4) Forex Rate Effects in all units refer to the effects arising from rate differences between FY2023 and FY2024 when USD-denominated results are converted into JPY. Against USD (average), JPY144.65 for FYE3/2024 Apr-Mar, JPY152.62 for FYE3/2025 Apr-Mar.

Status of the Data Center Business (Overseas Segment)

■ Revenue, etc. of the Data Center business ^{(*1)(*2)}

(Unit: billions of yen)

	FYE3/2024 (Apr.-Mar.)	FYE3/2025 (Apr.-Mar.)	YoY (Amount)
New Orders Received	791.0	692.8	-98.2
Order Backlog (at year-end)	1,855.1	2,239.1	+384.0
Net Sales	270.3	371.2	+100.8
EBITDA	121.6 ^{*3}	137.0	+15.4
EBITDA Margin (%)	45% ^{*3}	37%	-
Operating Profit (before allocation of head office common costs)	67.9 ^{*3}	70.5	+2.5
Operating Profit Margin (%)	25% ^{*3}	19%	-
Investment Amount	390.5	413.0	+22.5

FYE3/2026 Forecasts	YoY (Amount)
542.7	+171.6
304.0	+167.0
56%	-

FY2027 EBITDA Target
Over 1,400M\$/¥190.0 billion

FY2023-FY2027
Cumulative Investment
Amount

¥1.5 trillion or more

	As of March 31, 2024	As of March 31, 2025	YoY (Amount)
Assets	2,198.8	2,637.0	+438.2
Repost) Non-Current Assets	1,750.8	1,982.9	+232.1
Liabilities	1,852.1	2,150.7	+298.6
Repost) Interest-Bearing Debt	1,451.5	1,599.5	+148.0

(*1) The figures refer to internal management figures (non-audit) for calculating the balance of the DC business of the Global Technology Services Unit. They include transactions between NTT, the parent company, and the Group, and were calculated in certain methods such as the allocation of shared costs with other businesses of the Unit.

(*2) EBITDA and operating profit refer to figures that do not include some of the common head-office costs.

(*3) The EBITDA and operating profit for FYE3/2024 include gains of 15.6 billion yen from the transfer of data center assets. Without the factor, the EBITDA margin and operating profit margin are estimated at 39% and 19%, respectively.

■ Power capacity provided (in MW)

• Overall capacity

(Unit: MW)

	FYE3/2024 Results (Full Year)	FYE3/2025 Results (Full Year)
Initial capacity	Approx. 230	Approx. 380
Current capacity (at year-end)	Approx. 1,120	Approx. 1,500

• Capacity by region

(Unit: MW)

	North America	EMEA	India	APAC	Total
Current capacity <As of March 31, 2025>	Approx. 670	Approx. 430	Approx. 340	Approx. 60	Approx. 1,500
Planned capacity <As of March 31, 2025>	Approx. 310	Approx. 220	Approx. 160	Approx. 90	Approx. 780
Planned to start in FY2025	-	Approx. 20	Approx. 100	Approx. 50	Approx. 170

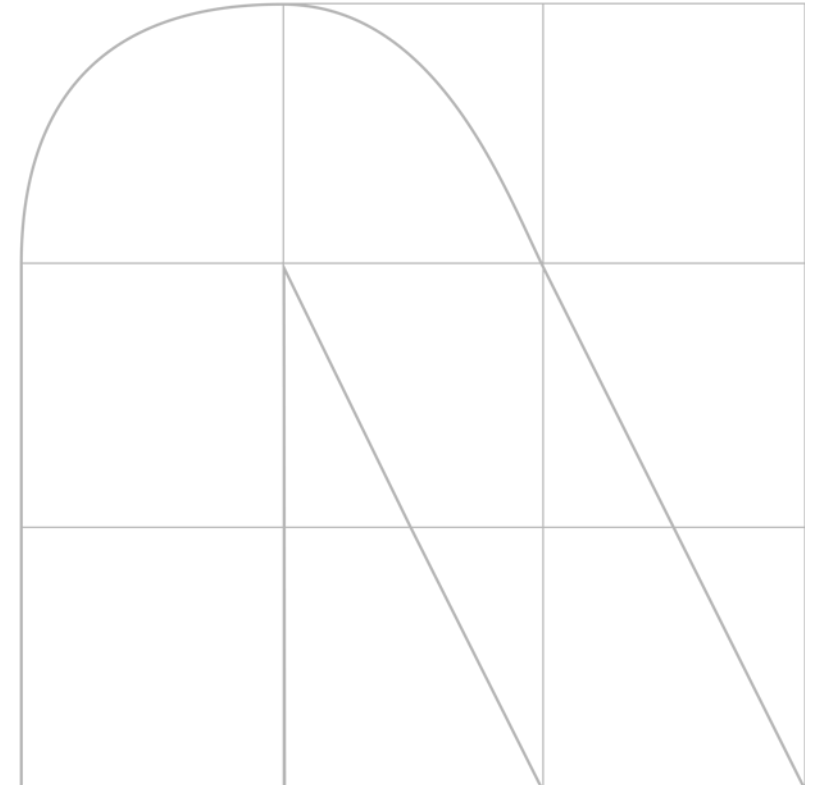
4

Appendices (3) Medium- to Long-Term Financial Trends

1. Results for the Fiscal Year Ended March 31, 2025
2. Management Policy for the Fiscal Year Ending March 31, 2026
3. Forecasts for the Fiscal Year Ending March 31, 2026

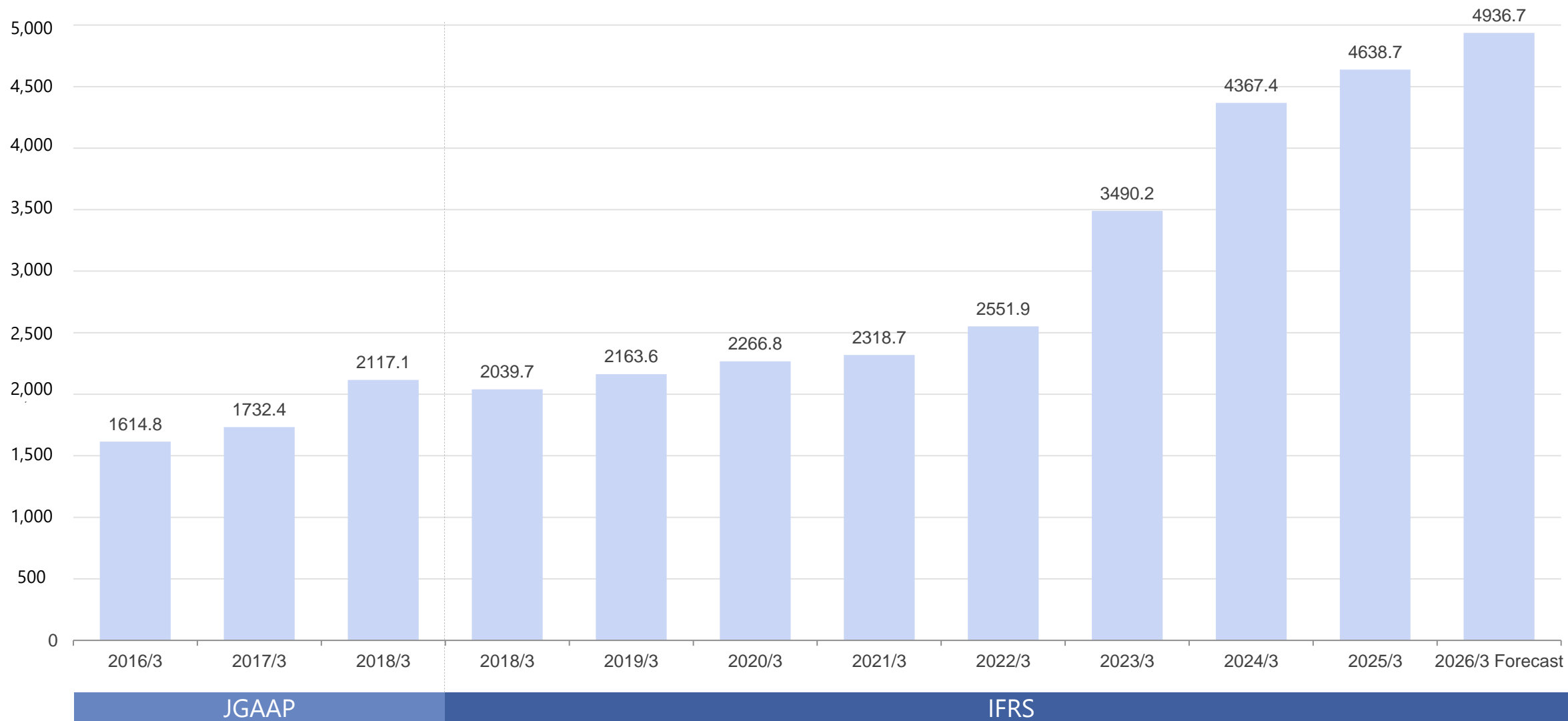
4. Appendices

- (1) Be the Best Place to Work, Sustainability Management
- (2) Details of Financial Results and Forecasts
- (3) Medium- to Long-Term Financial Trends**

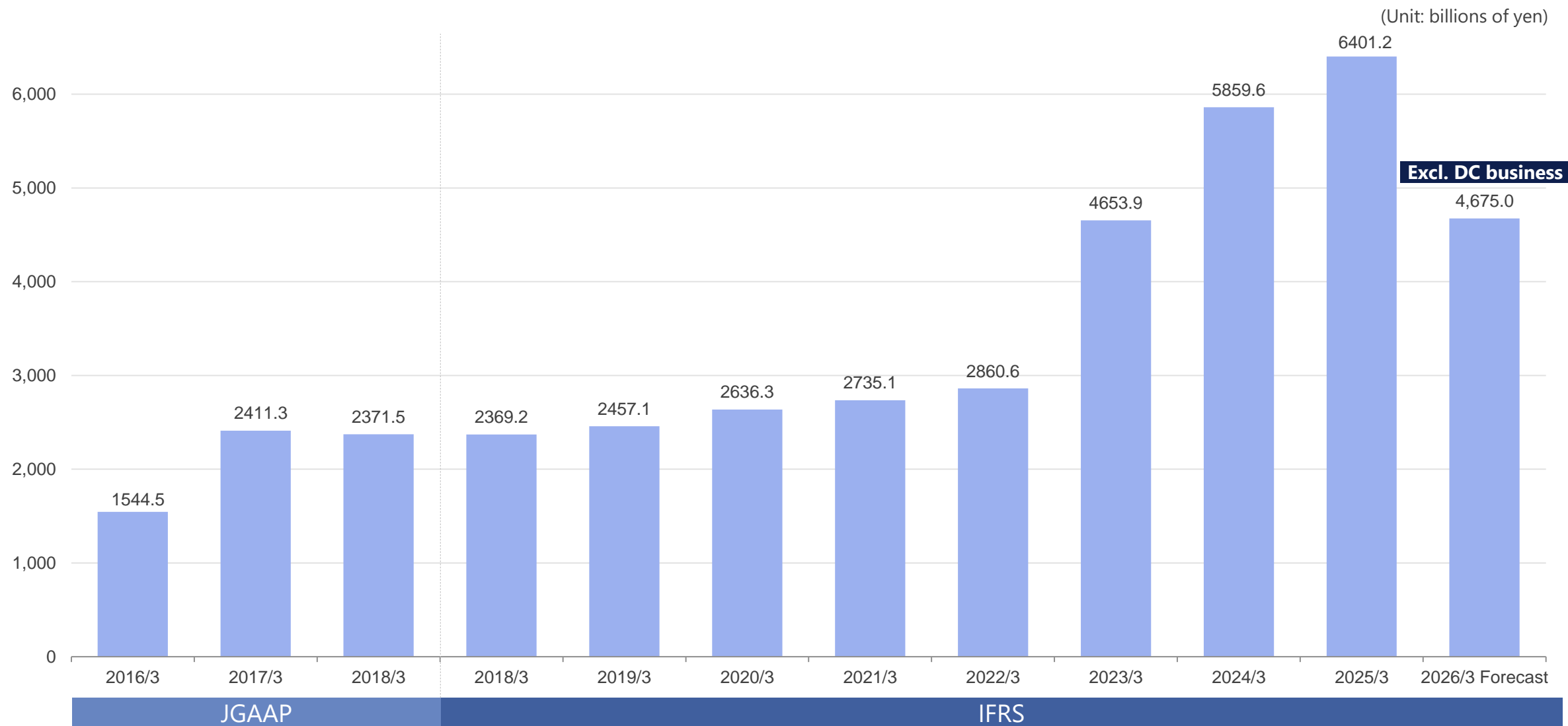


Changes in Net Sales

(Unit: billions of yen)



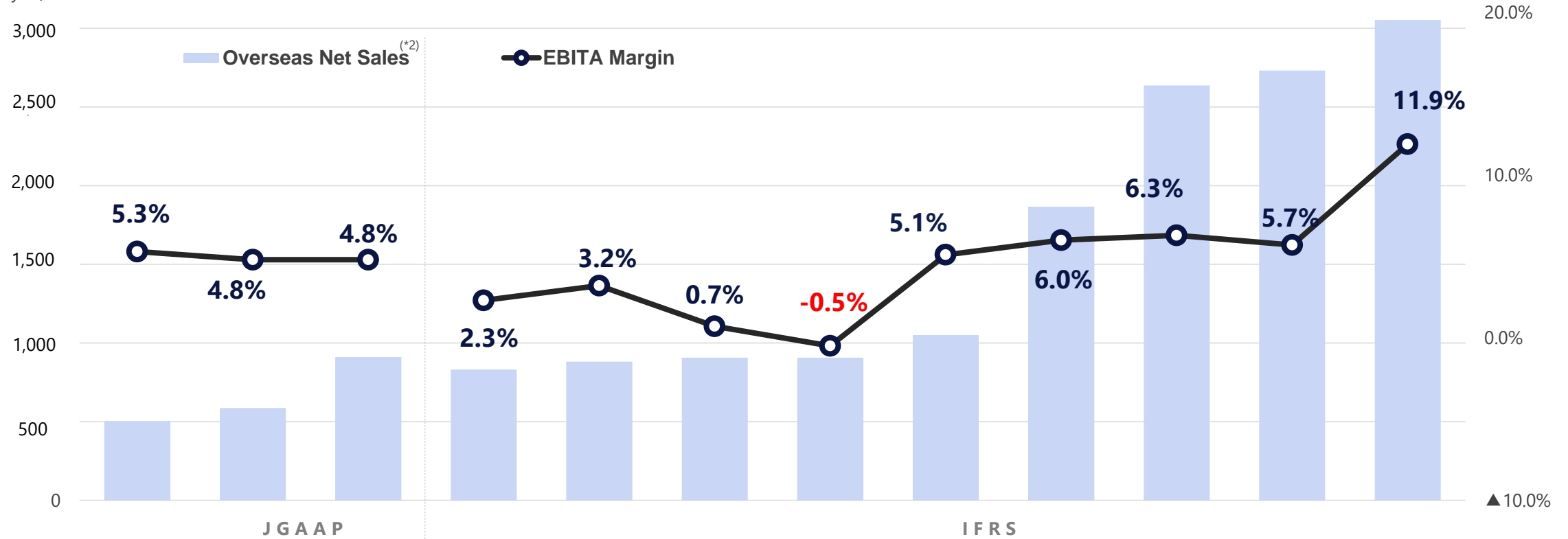
Changes in Order Backlog



(*) Order backlog in FYE3/2026 Forecast does not include that of the DC business.

Overseas Net Sales and Profitability Trends ^{(*)1}

(Unit: billions of yen)



(Unit: billions of yen)	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3	2026/3 Forecast
Overseas Net Sales ^{(*)2}	504.4	586.3	911.1	831.3	881.1	906.7	907.2	1,050.5	1,866.1	2,636.3	2,731.4	3,052.7
EBITA ^{(*)3}	26.6	28.2	43.4	19.4	28.3	6.4	-4.5	53.1	111.6	166.5	154.7	364.0

(*)1 The figures for the years up to FYE3/2017 refer to those for Global Segment in the previous organizational structure. The figures for FYE3/2018 and beyond refer to the total of North America, EMEA & LATAM, as well as China and APAC. The figures for FYE3/2023 and beyond refer to the figure for the Overseas Segment including the effect of the consolidation of NTT Ltd.

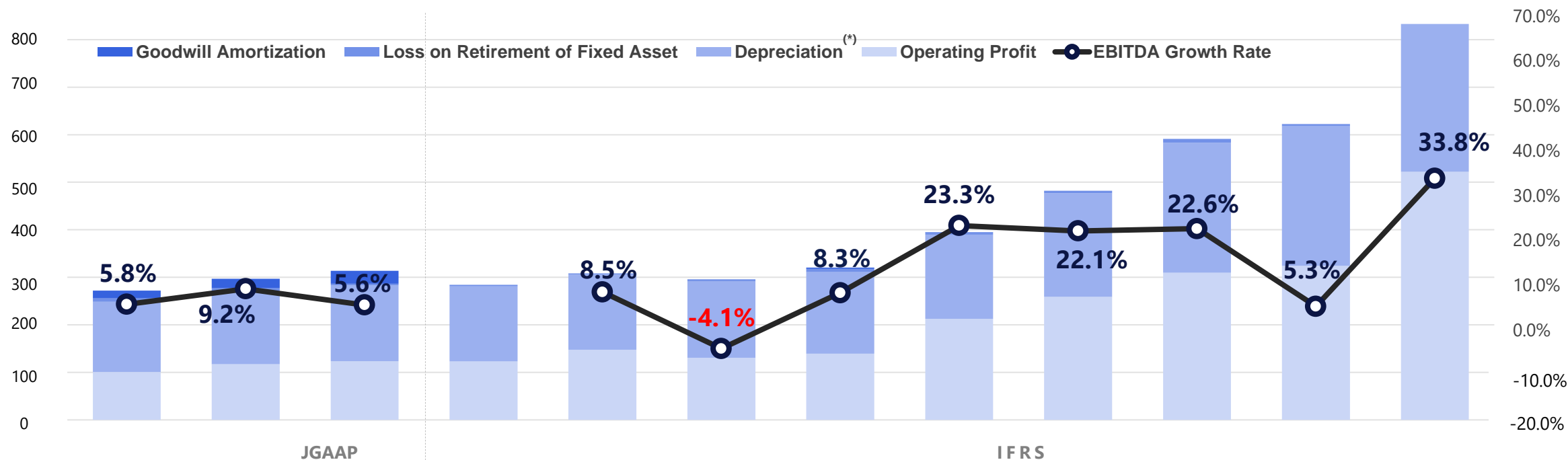
(*)2 Refers to net sales to external clients

(*)3 EBITA (JGAAP) = operating profit (JGAAP) + amortization of goodwill and intangible assets through PPA following acquisitions, etc.

EBITA (IFRS) = operating profit (IFRS) + amortization of intangible assets through PPA following acquisitions, etc.

EBITDA Trend

(Unit: billions of yen)

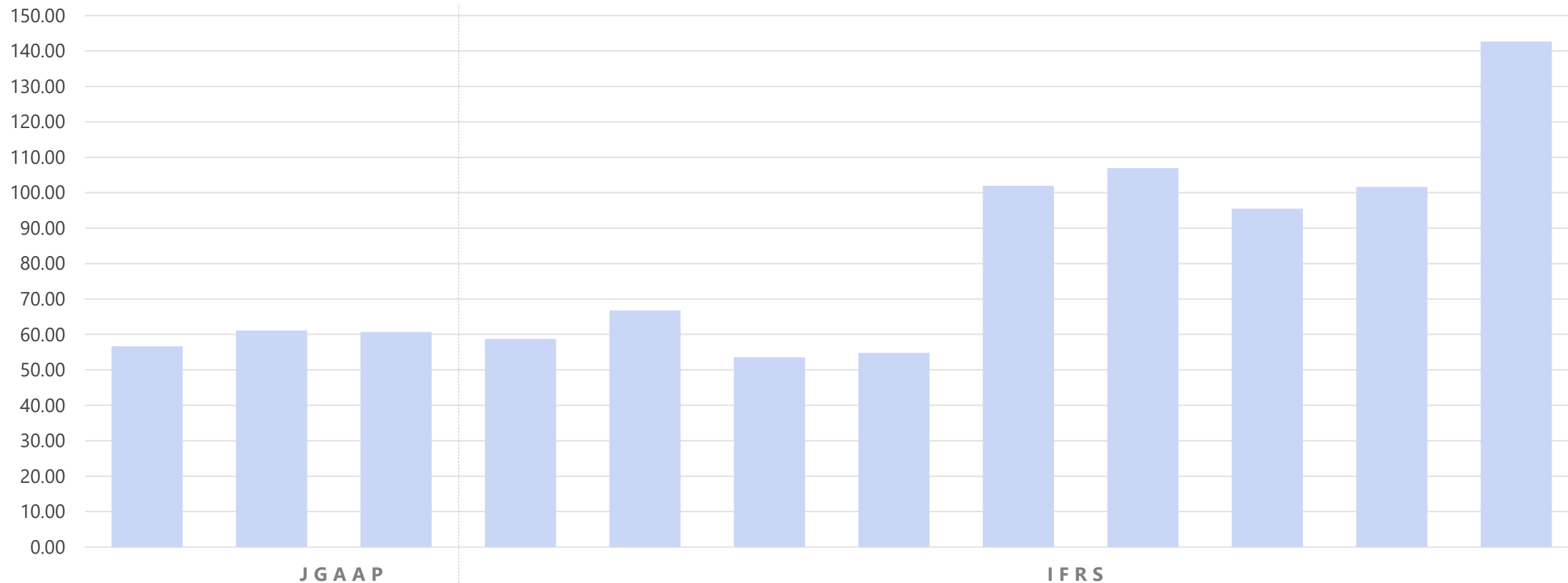


(Unit: billions of yen)	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3	2026/3 Forecast
Operating Profit	100.8	117.1	123.5	123.1	147.7	130.9	139.2	212.6	259.1	309.6	323.9	522.0
Depreciation^(*)	147.9	154.5	160.0	158.1	158.0	160.9	171.6	177.0	218.1	273.5	293.9	311.0
Loss on Retirement of Non-Current Assets	7.2	5.4	3.2	3.1	2.7	2.9	6.8	5.1	4.9	8.3	4.8	0
Goodwill Amortization, etc.	16.0	20.0	26.9	-	-	1.0	2.7	0.2	0	0	0	0
EBITDA	272.1	297.1	313.7	284.2	308.4	295.7	320.3	394.9	482.2	591.4	622.5	833.0

(*) The figures for FYE3/2020 and beyond were calculated with lease depreciation expenses excluded.

EPS Trend

(Unit: yen)



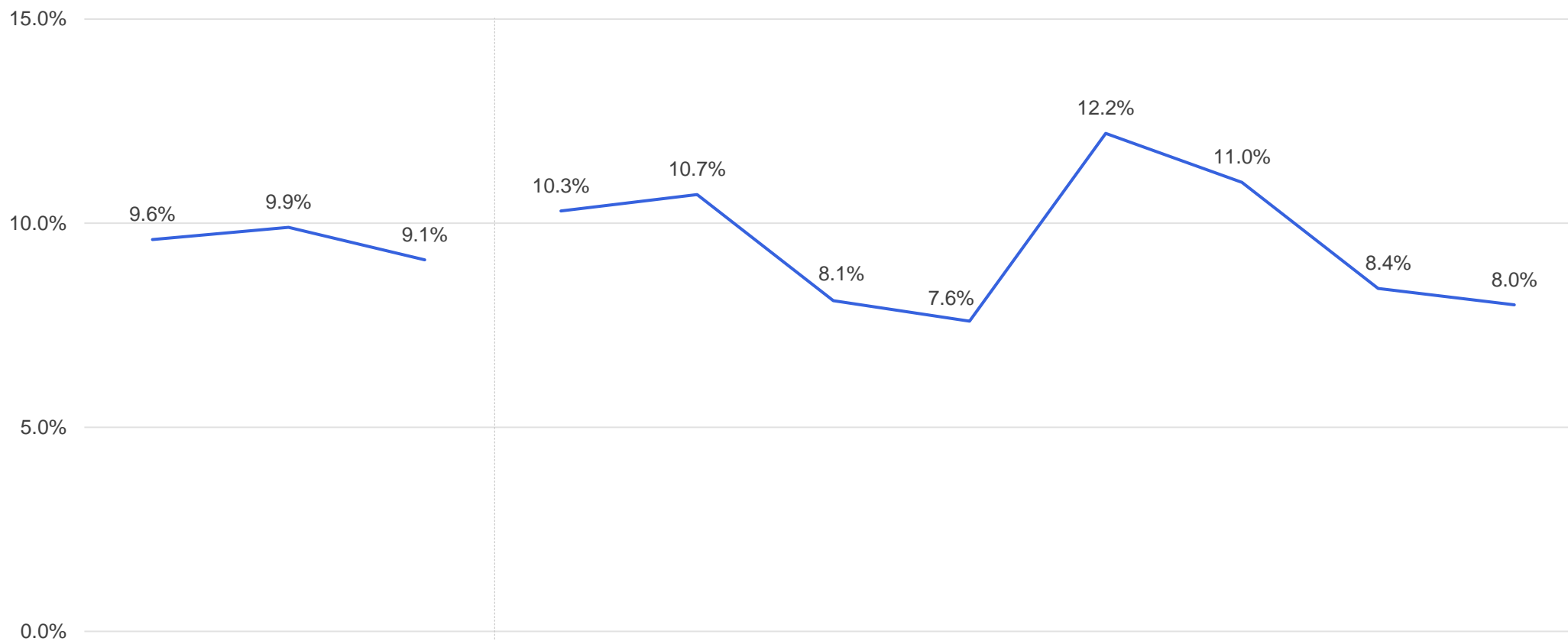
Profit ^(*)_(*)
Attributable to Shareholders
of NTT DATA

(*1) Refers to "profit attributable to owners of parent" based on JGAAP

(*2) The figures based on JGAAP include adjustments for goodwill amortization, etc. (including impairment loss).

(*3) EPS refers to the amount reflecting the 1-to-5 stock split that took effect on July 1, 2017.

ROE^(*) Trend

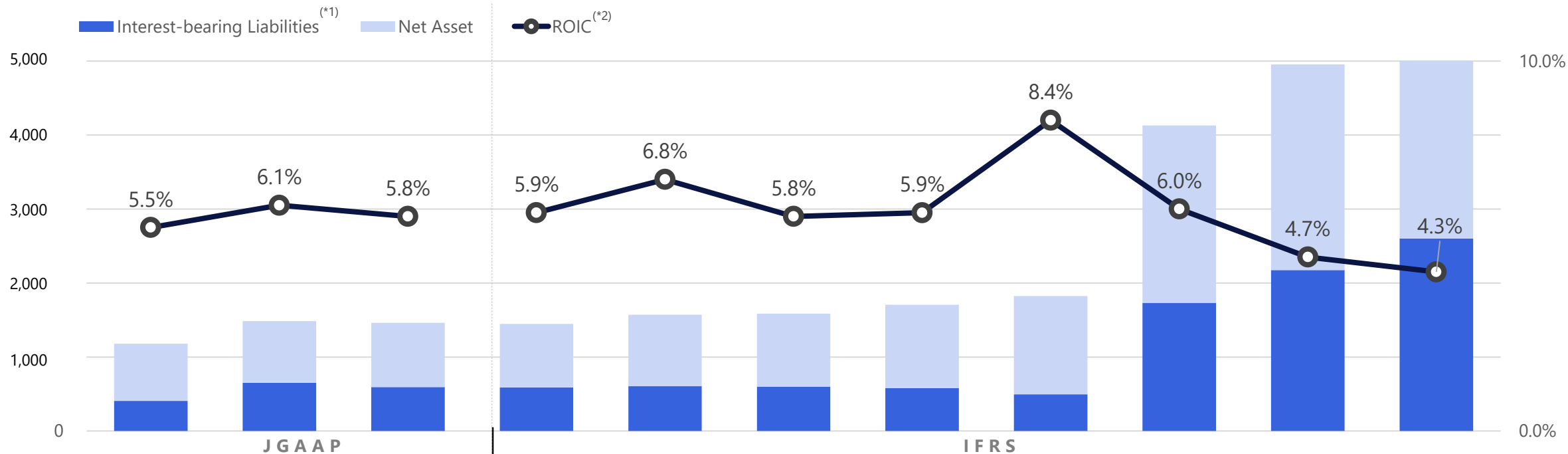


(Unit: billions of yen)	J G A A P			I F R S							
	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
Profit^(*) ^(*) Attributable to Shareholders of NTT DATA	79.4	85.7	85.1	82.4	93.6	75.1	76.8	143.0	150.0	133.9	142.5
Year-End Shareholders' Equity^(*)	823.3	904.6	963.3	826.2	925.7	939.7	1,072.9	1,270.9	1,452.4	1,719.2	1,830.5

(*) ROE = profit attributable to shareholders of NTT DATA / period average equity
 (**) Refers to "profit attributable to owners of parent" based on JGAAP
 (***) The figures based on JGAAP include adjustments for goodwill amortization, etc. (including impairment loss).

ROIC Trend

(Unit: billions of yen)

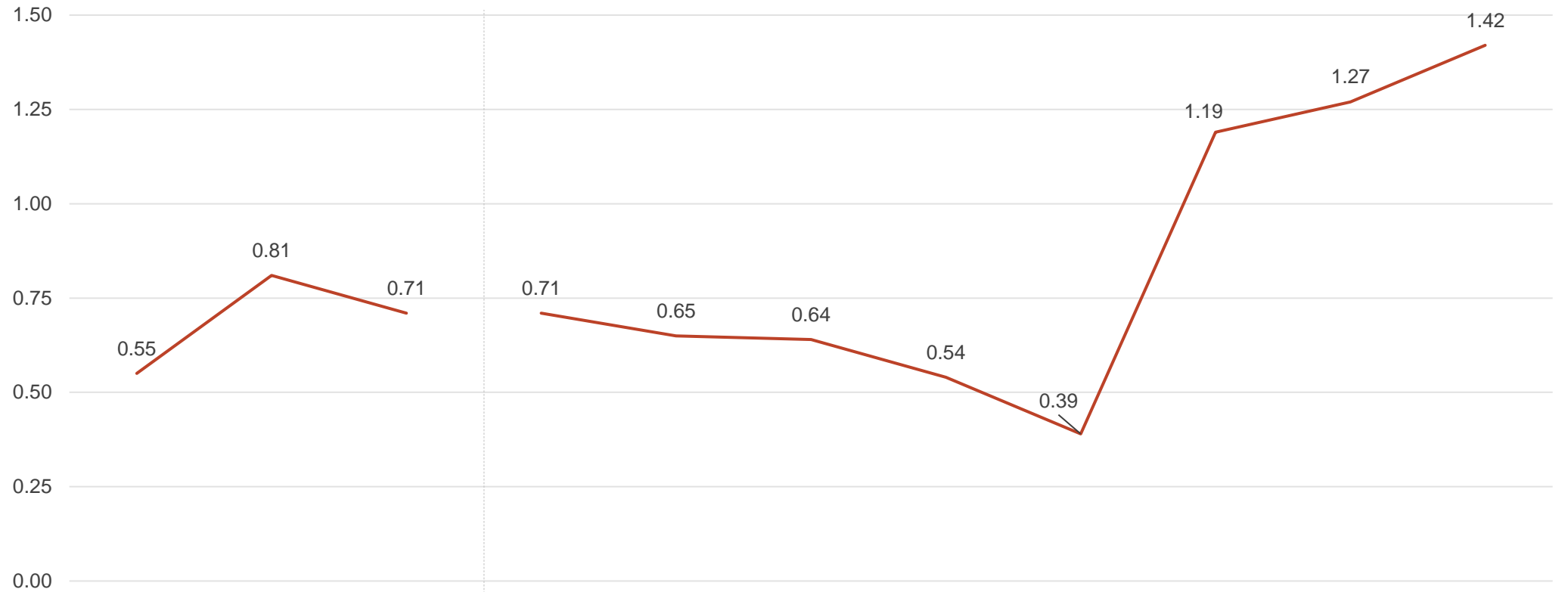


(Unit: billions of yen)	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
Operating Profit	100.8	117.1	123.5	123.1	147.7	130.9	139.2	212.6	259.1	309.6	323.9
Effective Tax Rate	33.06%	30.86%	30.86%	30.86%	30.62%	30.62%	30.62%	30.62%	30.62%	30.62%	30.62%
Net Assets	773.6	833.7	868.8	860.5	966.8	987.4	1,126.5	1,328.3	2,396.4	2,780.4	2,868.5
Interest-Bearing Debt ^(*1)	407.0	650.8	592.0	586.3	605.0	598.0	578.9	496.5	1,731.9	2,175.3	2,599.1

(*1) The JGAAP figures refer to the total of borrowings, bonds, and lease payables, while the IFRS figures refer to the total of borrowings and bonds.

(*2) ROIC = (operating profit × (1 - effective tax rate)) / (period average net assets + period average interest-bearing debt)

D/E Ratio^(*) Trend



JGAAP

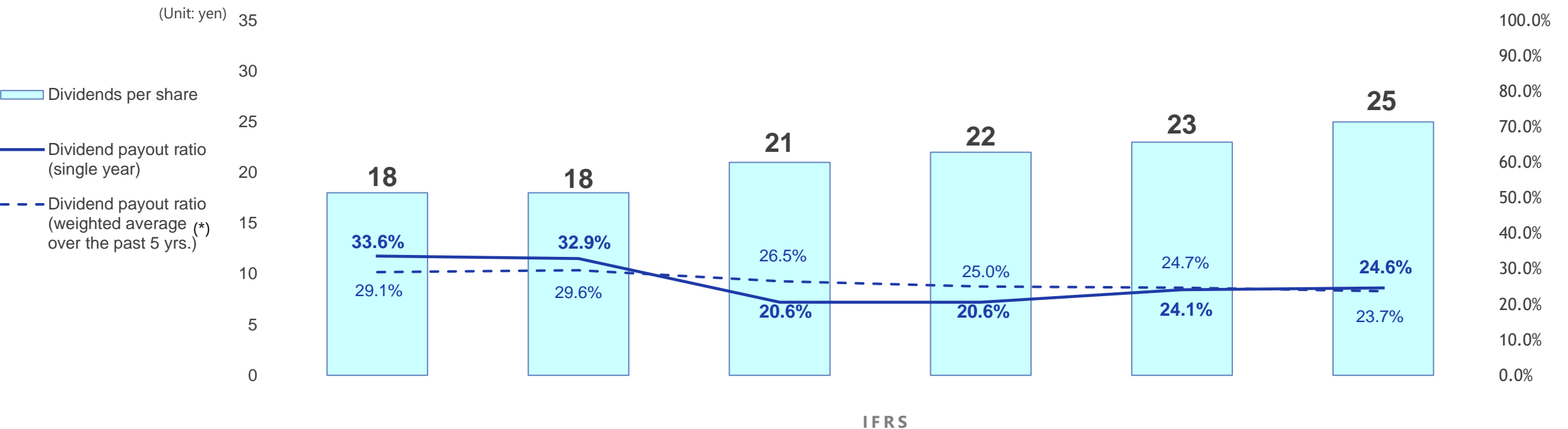
IFRS

(Unit: billions of yen)	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
Net Assets	773.6	833.7	868.8	860.5	966.8	987.4	1,126.5	1,328.3	2,396.4	2,780.4	2,868.5
(Repost) Net Assets Non-Controlling Interests	32.7	31.5	35.0	34.3	41.1	47.7	53.6	57.4	944.0	1,061.2	1,038.0
Interest-Bearing Debt^(*)	407.0	650.8	592.0	586.3	605.0	598.0	578.9	496.5	1,731.9	2,175.3	2,599.1

(*) D/E ratio = interest-bearing debt / (net assets – non-controlling interests)

(*) The JGAAP figures refer to the total of borrowings, bonds, and lease payables, while the IFRS figures refer to the total of borrowings and bonds.

Trend of Dividend Payout Ratio



IFRS

	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3 Planned
Profit						
Attributable to Shareholders of NTT DATA (billions of yen)	75.1	76.8	143.0	150.0	133.9	142.5
Dividends per Share (yen)	18	18	21	22	23	25
Total Dividends (billions of yen)	25.2	25.2	29.5	30.8	32.2	35.1
5-year TSR (%)	100	166.4	236.3	172.4	241.5	268.3

(*) JGAAP figures are used to calculate the "weighted average over the past 5 yrs" for FYE3/2017 and earlier.

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