

# Presentation of Q3 FY2025 Financial Results

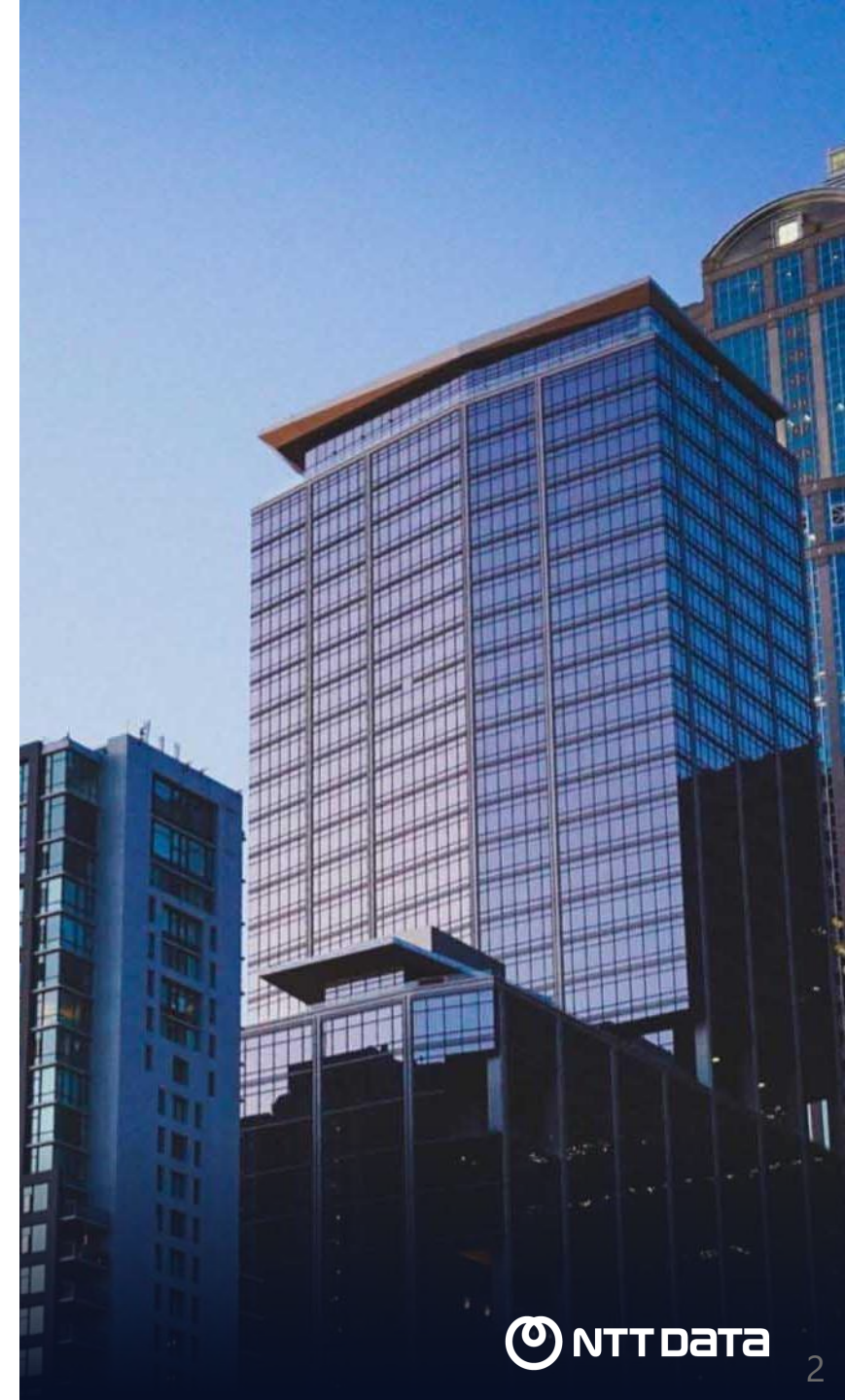
February 5, 2026  
NTT DATA Group Corporation

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## Disclaimer and Notes

- Forward-looking statements herein 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, the advent of new services, and technological advancements. Accordingly, the Group does not guarantee the accuracy of its future performance.
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- FY2025 refers to the fiscal year from April 1, 2025 to March 31, 2026.



# 1

## Results for the Nine Months Ended December 31, 2025

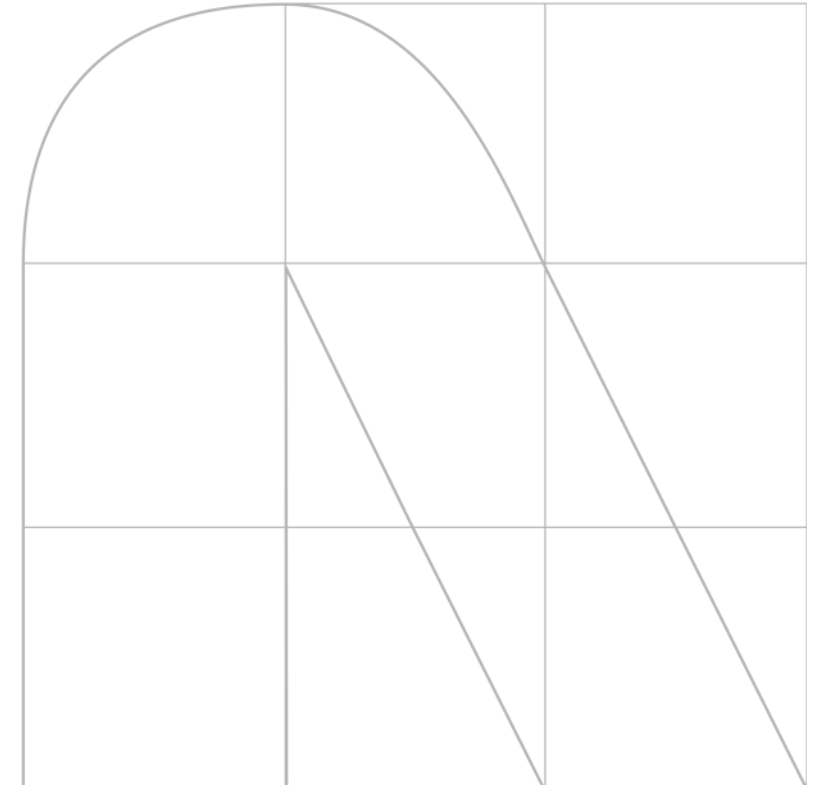
### 1. Results for the Nine Months Ended December 31, 2025

- Summary of YoY Changes
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# Results for the Nine Months Ended December 31, 2025

## Summary of YoY Changes

- In the nine months ended December 31, 2025, net sales and operating profit both rose year on year, due in part to gain on the transfer of data centers (hereinafter, “DC(s)”) during Q2.
- New orders received also increased as we acquired large-scale projects both in Japan and overseas.

(Unit: billions of yen)

|  | FY2024<br>Apr-Dec       | FY2025<br>Apr-Dec        | YoY<br>(Amount)            | YoY<br>(Rate)  |
|--|-------------------------|--------------------------|----------------------------|----------------|
| <b>Net Sales</b>                                       | <b>3,407.8</b>          | <b>3,643.8</b>           | <b>+236.0</b>              | <b>+6.9%</b>   |
| <b>Operating Profit<br/>(Operating Profit Margin)</b>  | <b>236.0<br/>(6.9%)</b> | <b>384.2<br/>(10.5%)</b> | <b>+148.2<br/>(+3.6pp)</b> | <b>+62.8%</b>  |
| <b>Profit*</b>   | <b>90.4</b>             | <b>216.9</b>             | <b>+126.5</b>              | <b>+140.0%</b> |
| <b>New Orders Received</b>                             | <b>3,664.3</b>          | <b>4,002.0</b>           | <b>+337.7</b>              | <b>+9.2%</b>   |
| <Excluding new orders received for the<br>DC Business> | <3,135.7>               | <3,405.5>                | <+269.8>                   | <+8.6%>        |

\* Up to Q1 FY2025, this table presented profit attributable to shareholders of NTT DATA. Starting in Q2 FY2025, it provides profit including non-controlling interests.

# Revision to FY2025 Full-Year Forecasts

- The DC transfer gain amounted to ¥129.5 billion, coming in ¥26.0 billion lower than our projection of ¥155.4 billion.
- To reflect this difference, we have revised our full-year forecasts for FY2025 as follows.

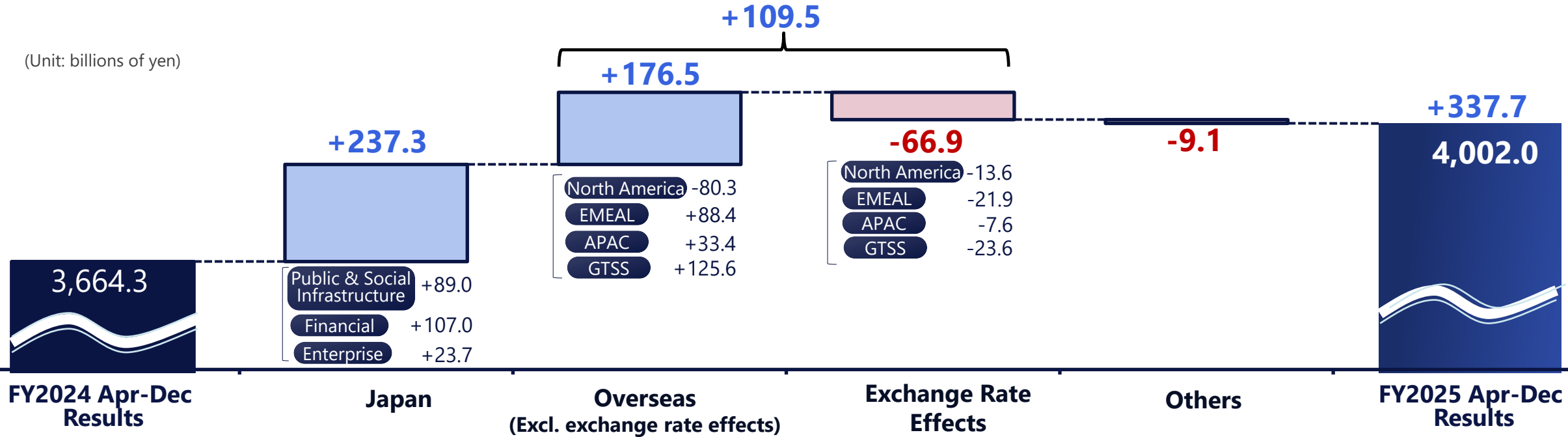
(Unit: billions of yen)

|   | FY2024<br>Results       | Revised<br>FY2025<br>Forecasts | YoY<br>(Amount) | Initial<br>FY2025<br>Forecasts | Difference<br>(Amount) |
|---|-------------------------|--------------------------------|-----------------|--------------------------------|------------------------|
| <b>Net Sales</b>                                      | <b>4,638.7</b>          | <b>4,910.7</b>                 | <b>+272.0</b>   | 4,936.7                        | -26.0                  |
| <b>Operating Profit<br/>(Operating Profit Margin)</b> | <b>323.9<br/>(7.0%)</b> | <b>496.0<br/>(10.1%)</b>       | <b>+172.1</b>   | 522.0<br>(10.6%)               | -26.0                  |
| <b>Profit</b>   | <b>139.3</b>            | <b>260.0</b>                   | <b>+120.7</b>   | 266.0                          | -6.0                   |
| <b>New Orders Received</b>                            | <b>4,961.6</b>          | <b>4,720.0</b>                 | <b>-241.6</b>   | <b>4,720.0</b>                 | -                      |

# New Orders Received | YoY Changes (9M and Q3 FY2025)

New orders received increased in both the Japan and Overseas segments, buoyed by the acquisition of large-scale projects.

(Unit: billions of yen)



(Unit: billions of yen)

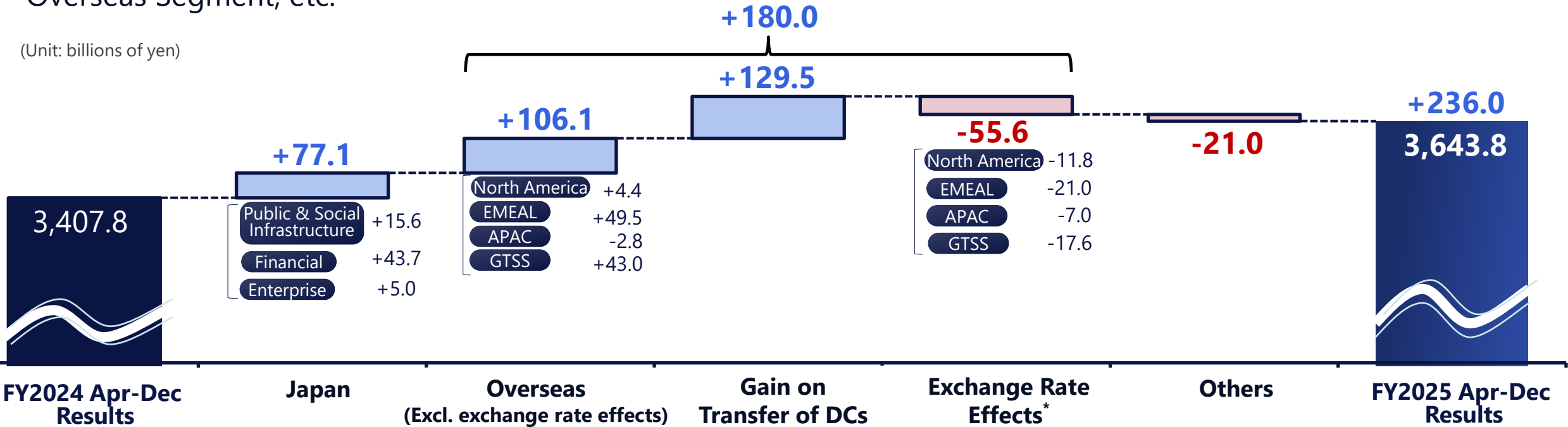
| New Orders Received | FY2024  | FY2025  | YoY (Amount) | FY2025 Forecasts     | Progress Toward Forecasts | FY2024       | FY2025       | YoY (Amount) |
|---------------------|---------|---------|--------------|----------------------|---------------------------|--------------|--------------|--------------|
|                     | Apr-Dec | Apr-Dec |              |                      |                           | Oct-Dec (Q3) | Oct-Dec (Q3) |              |
| Total               | 3,664.3 | 4,002.0 | +337.7       | Excl. DC Biz 4,720.0 | -                         | 1,163.9      | 1,252.4      | +88.5        |
| Japan               | 1,232.0 | 1,469.3 | +237.3       | 1,810.0              | 81.2%                     | 355.8        | 446.6        | +90.8        |
| Overseas*           | 2,422.4 | 2,532.0 | +109.5       | Excl. DC Biz 2,900.0 | -                         | 804.7        | 812.2        | +7.5         |
| Others              | 9.8     | 0.7     | -9.1         | 10.0                 | 7.2%                      | 3.3          | -6.5         | -9.8         |

\* Of the total, new orders received for the DC Business amounted to ¥528.7 billion for FY2024 Apr-Dec and ¥596.5 billion for FY2025 Apr-Dec. FY2025 Forecasts does not include such figures for the DC Business.

# Net Sales | YoY Changes (9M and Q3 FY2025)

Net sales increased overall, driven by the expansion of the Japan Segment, gain on the DC transfer in the Overseas Segment, etc.

(Unit: billions of yen)



(Unit: billions of yen)

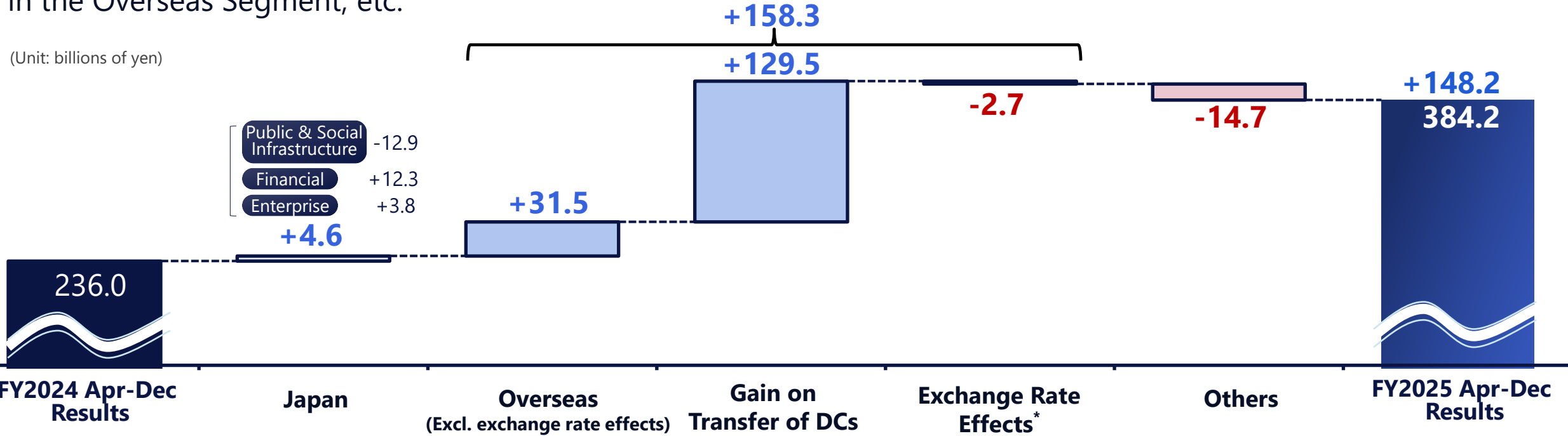
| Net Sales | FY2024 Apr-Dec | FY2025 Apr-Dec | YoY (Amount) | FY2025 Forecasts | Progress Toward Forecasts | FY2024 Oct-Dec (Q3) | FY2025 Oct-Dec (Q3) | YoY (Amount) |
|-----------|----------------|----------------|--------------|------------------|---------------------------|---------------------|---------------------|--------------|
| Total     | 3,407.8        | 3,643.8        | +236.0       | 4,910.7          | 74.2%                     | 1,167.7             | 1,283.3             | +115.7       |
| Japan     | 1,382.7        | 1,459.8        | +77.1        | 1,959.0          | 74.5%                     | 496.1               | 516.2               | +20.1        |
| Overseas  | 2,054.1        | 2,234.0        | +180.0       | 3,026.7          | 73.8%                     | 682.8               | 796.6               | +113.7       |
| Others    | -29.0          | -50.0          | -21.0        | -75.0            | -                         | -11.3               | -29.4               | -18.2        |

\* Exchange Rate Effects refers to the amounts affected by differences in exchange rates between the current fiscal year and the previous fiscal year, when USD-denominated results are converted into the yen, in all units. The average rate against USD is JPY152.64 for FY2024 Apr-Dec and JPY148.71 for FY2025 Apr-Dec, while Gain on Transfer of DCs is based on the transaction-date rate of JPY147.03.

# Operating Profit | YoY Changes (9M and Q3 FY2025)

Operating profit also increased overall, boosted by the growth in the Japan Segment, gain on the DC transfer in the Overseas Segment, etc.

(Unit: billions of yen)



| Operating Profit<br>(Operating Profit Margin) | FY2024          |                                | YoY<br>(Amount)                  | FY2025           |         | Progress<br>Toward Forecasts | FY2024                        |                                 | FY2025       |              | YoY<br>(Amount) |
|---|-----------------|--------------------------------|----------------------------------|------------------|---------|------------------------------|-------------------------------|---------------------------------|--------------|--------------|-----------------|
|   | Apr-Dec         | Apr-Dec                        |                                  | Apr-Dec          | Apr-Dec |                              | Oct-Dec (Q3)                  | Oct-Dec (Q3)                    | Oct-Dec (Q3) | Oct-Dec (Q3) |                 |
| <b>Total</b>                                  | 236.0<br>(6.9%) | <b>384.2</b><br><b>(10.5%)</b> | <b>+148.2</b><br><b>(+3.6pp)</b> | 496.0<br>(10.1%) | 77.5%   | 87.0<br>(7.4%)               | <b>115.2</b><br><b>(9.0%)</b> | <b>+28.3</b><br><b>(+1.5pp)</b> |              |              |                 |
| <b>Japan</b>                                  | 139.9           | <b>144.5</b>                   | <b>+4.6</b>                      | 212.0            | 68.2%   | 53.9                         | <b>64.0</b>                   | <b>+10.1</b>                    |              |              |                 |
| <b>Overseas</b>                               | 71.5            | <b>229.7</b>                   | <b>+158.3</b>                    | 281.0            | 81.8%   | 23.9                         | <b>54.1</b>                   | <b>+30.1</b>                    |              |              |                 |
| <b>Others</b>                                 | 24.7            | <b>10.0</b>                    | <b>-14.7</b>                     | 3.0              | -       | 9.1                          | <b>-2.9</b>                   | <b>-12.0</b>                    |              |              |                 |

\* Exchange Rate Effects refers to the amounts affected by differences in exchange rates between the current fiscal year and the previous fiscal year, when USD-denominated results are converted into the yen, in all units. The average rate against USD is JPY152.64 for FY2024 Apr-Dec and JPY148.71 for FY2025 Apr-Dec, while Gain on Transfer of DCs is based on the transaction-date rate of JPY147.03.

# 2

## Breakdown of Business Results

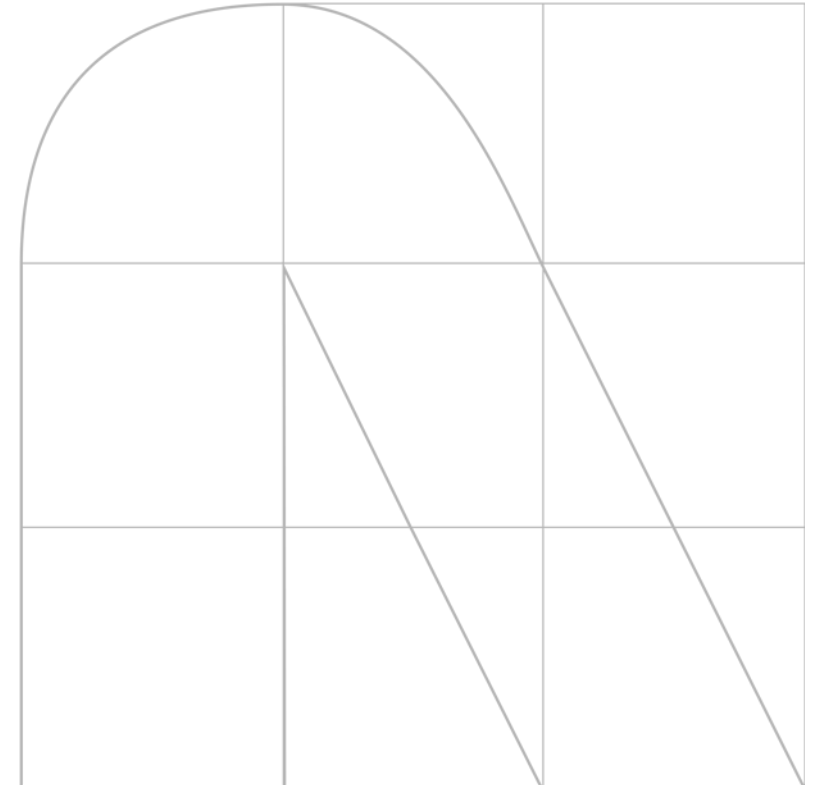
### 1. Results for the Nine Months Ended December 31, 2025

### 2. Breakdown of Business Results

- Breakdown of Japan Segment Results
- Breakdown of Overseas Segment Results
- NTT DATA Group's Regional Portfolio and Profit Margin
- Overseas Segment | Progress in Business Transformation
- Overseas Segment | Investments and Operating Results for the DC Business

### 3. Key Business Topics

### 4. Appendices



# Breakdown of Japan Segment Results

- **New orders received** increased year on year in all the three businesses for the nine months ended December 31, 2025, boosted mainly by large-scale projects acquired in the Public & Social Infrastructure and Financial businesses.
- **Net sales** also increased in all the three businesses for the nine months, reflecting the expansion in such fields as Telecom and Utility, and Regional Financial Institutions, Cooperative Financial Institutions.
- **Operating profit** increased in the Japan Segment overall, as the growth in the Financial and Enterprise businesses offset a decline in the Public & Social Infrastructure Business, which was partly due to the absence of highly profitable projects in Central Government and Related Agencies booked in the previous year.

(Unit: billions of yen)

|   |                                | FY2024<br>Apr-Dec | FY2025<br>Apr-Dec   | YoY<br>(Amount)       | FY2025<br>Forecasts | Progress<br>Toward Forecasts | FY2024<br>Oct-Dec (Q3) | FY2025<br>Oct-Dec (Q3) | YoY<br>(Amount)       |
|---|--------------------------------|-------------------|---------------------|-----------------------|---------------------|------------------------------|------------------------|------------------------|-----------------------|
| <b>New Orders Received</b>                        |                                | 1,232.0           | <b>1,469.3</b>      | <b>+237.3</b>         | 1,810.0             | 81.2%                        | 355.8                  | <b>446.6</b>           | <b>+90.8</b>          |
| Repost  | Public & Social Infrastructure | 481.2             | <b>570.2</b>        | <b>+89.0</b>          | 691.0               | 82.5%                        | 91.4                   | <b>163.7</b>           | <b>+72.3</b>          |
|   | Financial                      | 416.6             | <b>523.6</b>        | <b>+107.0</b>         | 641.0               | 81.7%                        | 155.0                  | <b>154.3</b>           | <b>-0.7</b>           |
|   | Enterprise                     | 282.2             | <b>305.9</b>        | <b>+23.7</b>          | 410.0               | 74.6%                        | 99.9                   | <b>101.3</b>           | <b>+1.4</b>           |
| <b>Net Sales</b>                                  |                                | 1,382.7           | <b>1,459.8</b>      | <b>+77.1</b>          | 1,959.0             | 74.5%                        | 496.1                  | <b>516.2</b>           | <b>+20.1</b>          |
| Repost  | Public & Social Infrastructure | 551.1             | <b>566.7</b>        | <b>+15.6</b>          | 866.0               | 65.4%                        | 203.9                  | <b>196.9</b>           | <b>-7.0</b>           |
|   | Financial*                     | 501.8             | <b>545.5</b>        | <b>+43.7</b>          | 749.0               | 72.8%                        | 177.7                  | <b>187.5</b>           | <b>+9.8</b>           |
|   | Enterprise                     | 428.3             | <b>433.3</b>        | <b>+5.0</b>           | 554.0               | 78.2%                        | 149.3                  | <b>150.3</b>           | <b>+1.0</b>           |
| <b>Operating Profit (Operating Profit Margin)</b> |                                | 139.9 (10.1%)     | <b>144.5 (9.9%)</b> | <b>+4.6 (-0.2pp)</b>  | 212.0 (10.8%)       | 68.2%                        | 53.9 (10.9%)           | <b>64.0 (12.4%)</b>    | <b>+10.1 (+1.5pp)</b> |
| Repost  | Public & Social Infrastructure | 70.3 (12.8%)      | <b>57.4 (10.1%)</b> | <b>-12.9 (-2.6pp)</b> | 120.0 (13.9%)       | 47.8%                        | 27.4 (13.4%)           | <b>24.9 (12.6%)</b>    | <b>-2.5 (-0.8pp)</b>  |
|   | Financial                      | 53.6 (10.7%)      | <b>65.9 (12.1%)</b> | <b>+12.3 (+1.4pp)</b> | 85.0 (11.3%)        | 77.5%                        | 20.1 (11.3%)           | <b>24.8 (13.2%)</b>    | <b>+4.7 (+1.9pp)</b>  |
|   | Enterprise                     | 47.4 (11.1%)      | <b>51.2 (11.8%)</b> | <b>+3.8 (+0.8pp)</b>  | 68.0 (12.3%)        | 75.3%                        | 16.5 (11.0%)           | <b>19.5 (13.0%)</b>    | <b>+3.0 (+1.9pp)</b>  |

\* For FY2024 net sales of the Financial Business, the assumptions for the elimination of intercompany transactions have been revised to match those for FY2025 Forecasts, pushing down the figures by ¥34.3 billion for FY2024 Apr-Dec and by ¥11.9 billion for FY2024 Oct-Dec (Q3).

# Breakdown of Overseas Segment Results

- **New orders received** increased overall in the Overseas Segment, as the acquisition of large-scale projects in GTSS offset a decline in North America, which was hit by lower demand for large-scale projects than the previous year.
- **Net sales** in GTSS remained robust, while those in North America and EMEAL also increased if exchange rate effects are excluded.
- **EBITA** increased in all the four units excluding exchange rate effects, backed by one-time revenue in GTSS and cost management efforts by the three regional units.

(Unit: billions of yen)

|                               | FY2024<br>Apr-Dec   | FY2025<br>Apr-Dec    | YoY<br>(Amount)        | Excl.<br>Exchange Rate<br>Effects*3 | Exchange<br>Rate Effects*3 | FY2025<br>Forecasts |                      | Progress<br>Toward<br>Forecasts | FY2024<br>Oct-Dec (Q3) | FY2025<br>Oct-Dec (Q3) | YoY<br>(Amount) |
|-------------------------------|---------------------|----------------------|------------------------|-------------------------------------|----------------------------|---------------------|----------------------|---------------------------------|------------------------|------------------------|-----------------|
|                               |                     |                      |                        |                                     |                            | Excl.<br>DC Biz     |                      |                                 |                        |                        |                 |
| <b>New Orders Received*4</b>  | <b>2,422.4</b>      | <b>2,532.0</b>       | <b>+109.5</b>          | <b>+176.5</b>                       | <b>-66.9</b>               | Excl.<br>DC Biz     | <b>2,900.0</b>       | —                               | <b>804.7</b>           | <b>812.2</b>           | <b>+75</b>      |
| Repost                        | North America       | 514.2                | -93.9                  | -80.3                               | -13.6                      |                     | 798.0                | 64.4%                           | 283.8                  | 120.3                  | -163.5          |
|                               | EMEAL               | 827.9                | +66.5                  | +88.4                               | -21.9                      |                     | 1,267.0              | 65.3%                           | 282.9                  | 333.9                  | +51.0           |
|                               | APAC                | 287.1                | +25.8                  | +33.4                               | -7.6                       |                     | 478.0                | 60.1%                           | 87.4                   | 102.8                  | +15.4           |
|                               | GTSS                | 893.6                | +101.9                 | +125.6                              | -23.6                      | Excl.<br>DC Biz     | 357.0                | —                               | 150.7                  | 246.0                  | +95.3           |
| <b>Net Sales</b>              | <b>2,054.1</b>      | <b>2,234.0</b>       | <b>+180.0</b>          | <b>+235.6</b>                       | <b>-55.6</b>               |                     | <b>3,026.7</b>       | <b>73.8%</b>                    | <b>682.8</b>           | <b>796.6</b>           | <b>+113.7</b>   |
| Repost                        | North America       | 445.1                | -7.3                   | +4.4                                | -11.8                      |                     | 640.0                | 69.5%                           | 145.6                  | 159.2                  | +13.6           |
|                               | EMEAL               | 795.5                | +28.4                  | +49.5                               | -21.0                      |                     | 1,100.0              | 72.3%                           | 258.4                  | 292.0                  | +33.5           |
|                               | APAC                | 264.5                | -9.7                   | -2.8                                | -7.0                       |                     | 408.0                | 64.8%                           | 88.8                   | 92.3                   | +3.5            |
|                               | GTSS                | 795.0                | +154.9                 | +172.5                              | -17.6                      |                     | 1,012.7              | 78.5%                           | 216.8                  | 242.7                  | +25.9           |
| <b>EBITA*2 (EBITA Margin)</b> | <b>110.7 (5.4%)</b> | <b>270.7 (12.1%)</b> | <b>+160.0 (+6.7pp)</b> | <b>+163.7</b>                       | <b>-3.7</b>                |                     | <b>338.0 (11.2%)</b> | <b>80.1%</b>                    | <b>37.3 (5.5%)</b>     | <b>67.5 (8.5%)</b>     | <b>+30.2</b>    |
| Repost                        | North America       | 27.0 (6.0%)          | 32.2 (7.2%)            | +5.2 (+1.3pp)                       | +6.1                       | -0.9                | 61.0 (9.5%)          | 52.8%                           | 9.0 (6.2%)             | 15.6 (9.8%)            | +6.7            |
|                               | EMEAL               | 32.5 (4.2%)          | 39.1 (4.9%)            | +6.6 (+0.7pp)                       | +7.6                       | -1.0                | 70.0 (6.4%)          | 55.9%                           | 9.8 (3.8%)             | 18.7 (6.4%)            | +9.0            |
|                               | APAC                | 20.6 (7.5%)          | 20.4 (7.7%)            | -0.3 (+0.2pp)                       | +0.3                       | -0.5                | 41.0 (10.0%)         | 49.7%                           | 6.0 (6.7%)             | 7.1 (7.7%)             | +1.2            |
|                               | GTSS                | 61.3 (9.6%)          | 215.0 (27.0%)          | +153.7 (+17.5pp)                    | +156.0                     | -2.3                | 237.0 (23.4%)        | 90.7%                           | 24.2 (11.2%)           | 33.0 (13.6%)           | +8.8            |

\*1 Following the reorganization of the Overseas Segment, the figures for FY2024 results and FY2025 Forecasts have been revised.

\*2 EBITA = operating profit + amortization of intangible assets through PPA following acquisitions, etc.

\*3 Exchange Rate Effects refers to the amounts affected by differences in exchange rates between the current fiscal year and the previous fiscal year, when USD-denominated results are converted into the yen, in all units. The average rate against USD is JPY152.64 for FY2024 Apr-Dec and JPY148.71 for FY2025 Apr-Dec.

\*4 Of the total, new orders received for the DC Business amounted to ¥528.7 billion in FY2024 Apr-Dec and ¥596.5 billion in FY2025 Apr-Dec. FY2025 Forecasts does not include such figures for the DC Business.

# NTT DATA Group's Regional Portfolio and Profit Margin

The map below indicates that profitability has improved in regional units and GTSS from FY2024 to Q3 FY2025.

----- FY2024  
 \_\_\_\_\_ FY2025

## North America

### EBITA Margin



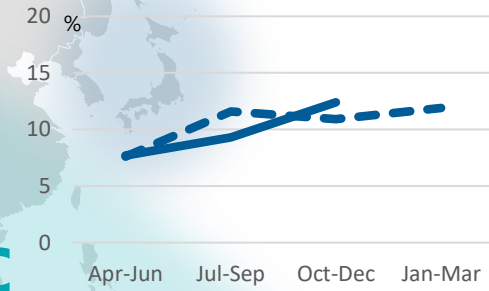
## EMEAL

### EBITA Margin



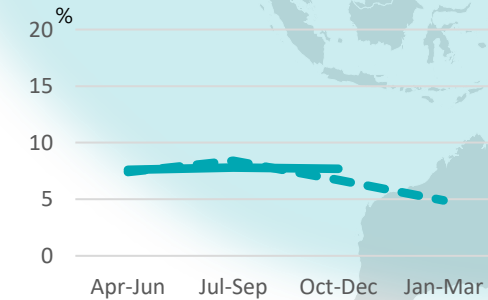
## JAPAN

### Operating Profit Margin

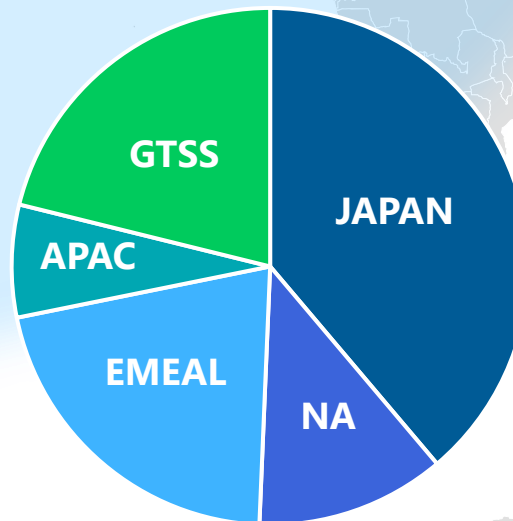


## APAC

### EBITA Margin



## Breakdown of Q3 FY2025 Net Sales



## GTSS\*

### EBITA Margin



\*The graph for GTSS excludes gain on DC transfer.

# Overseas Segment Progress in Business Transformation

- To enhance our global competitiveness, we are focusing on the improvement of the business process and optimization of business operations.
- Up to Q3 FY2025, we have worked mainly on global ERP integration and optimization of corporate functions.

## Overseas Business Transformation

### Integration of Functions, etc. / Enhancement of Global Competitiveness

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

**Improvement of business process, optimization of business operations**  
(Formulation of a cross-unit organization, etc.)

FY2024

**\$198 million** (¥30.2B)\*1

FY2025

**\$151 million** (¥23.0B)\*2

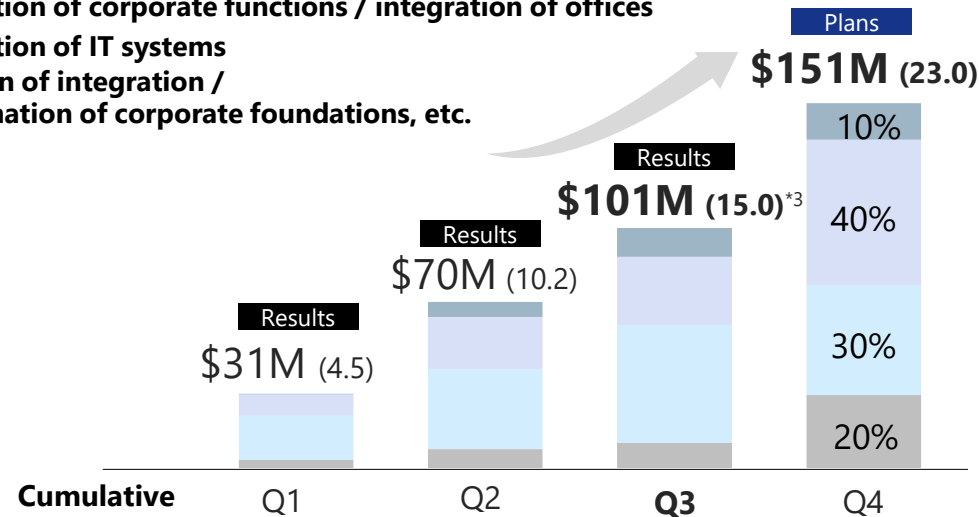
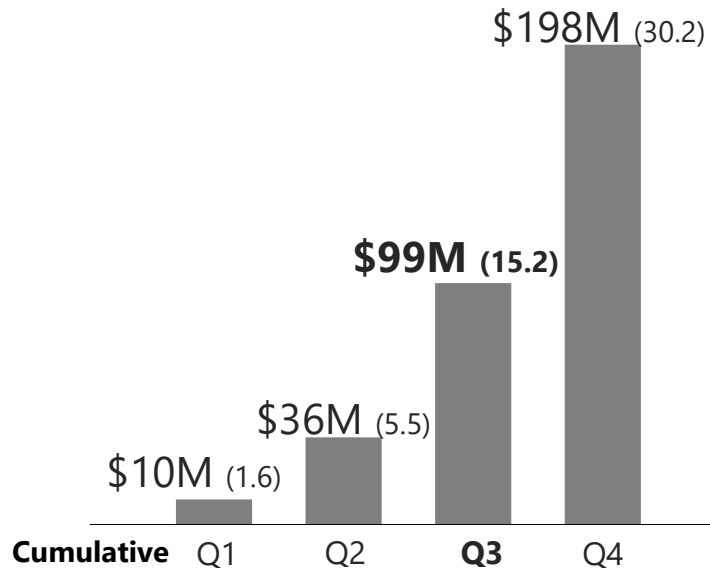
Synergy  
¥30.0B~

FY2026~

Business Transformation Costs

#### [Annual Expenditures]

- : Business portfolio transformation
- : Optimization of corporate functions / integration of offices
- : Optimization of IT systems
- : Promotion of integration / transformation of corporate foundations, etc.



The figures in parentheses are expressed in billions of yen.

\*1 Actual rate for FY2024: JPY152.62

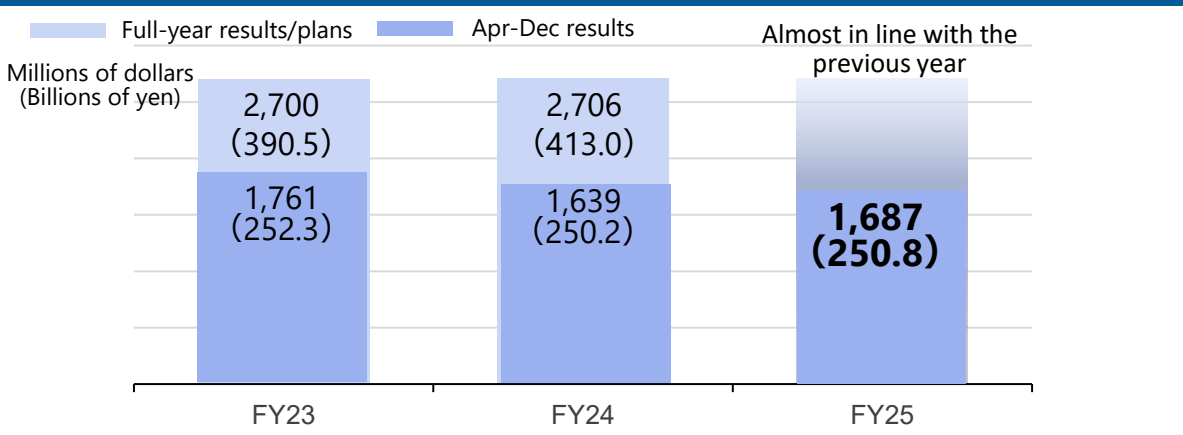
\*2 Assumed rate for FY2025: JPY153.00

\*3 Actual rate for Q3 FY2025: JPY148.71

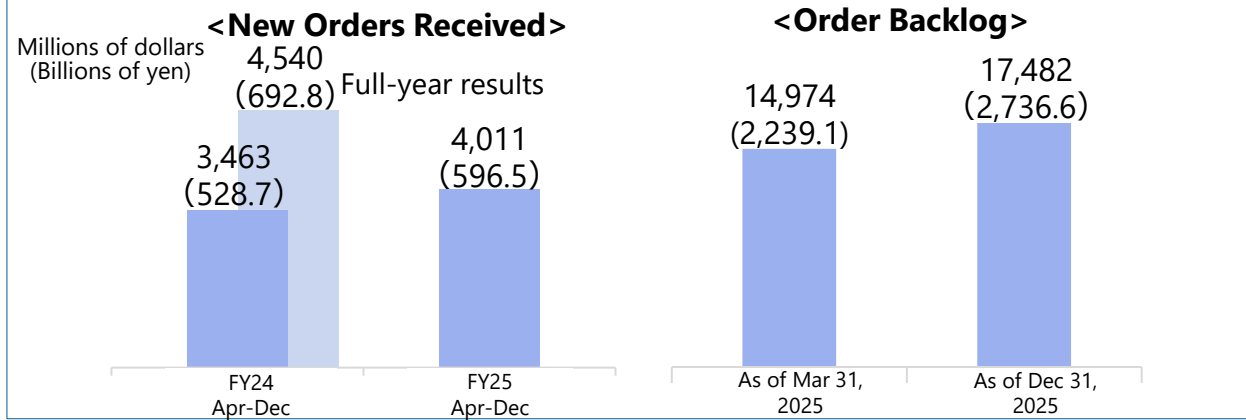
# Overseas Segment Investments and Operating Results for the DC Business

- Our investments in the DC Business progressed steadily, totaling **\$1,687 million** (¥250.8 billion) for the nine months ended December 31, 2025.
- During Q3, we launched one DC (14 MW) in Thailand and two (22.4 MW and 25.6 MW) in India. Another has been completed in Kyoto, western Japan.
- For the nine months, we enjoyed steady year-on-year growth in net sales and EBITDA, with net sales amounting to \$1,941 million and EBITDA standing at \$793 million without gain on the DC transfer.

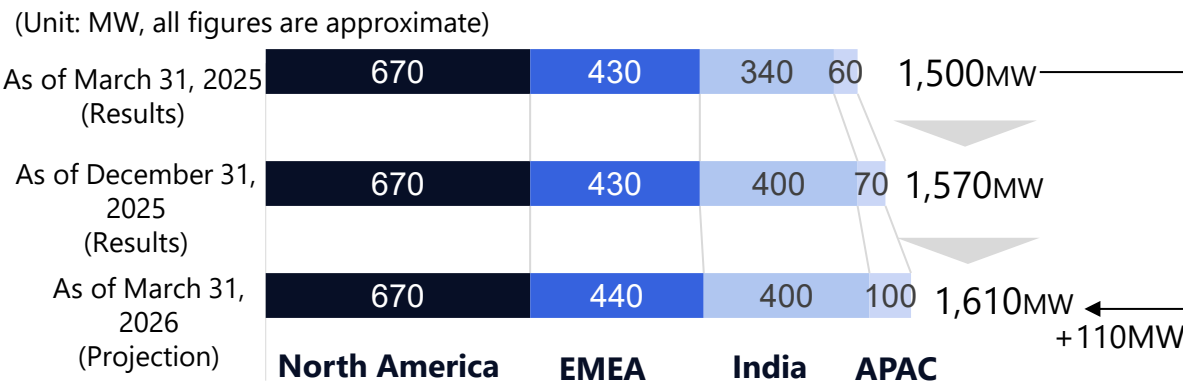
## DC Investments\*2



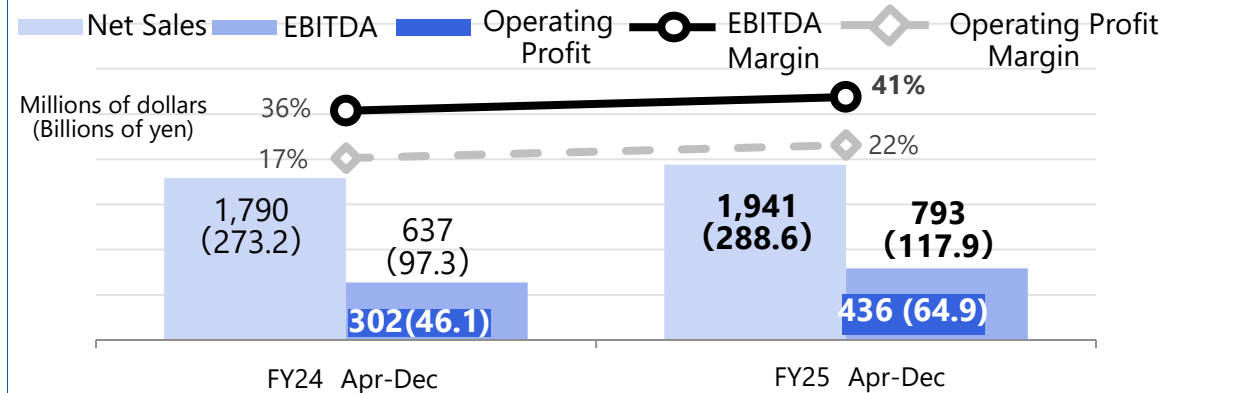
## Changes in New Orders Received and Order Backlog\*2



## Total Power Capacity\*1



## Changes in Operating Results (Excl. Gain on DC Transfer)\*2



\*1 As the DCs transferred to NTT DC REIT continued to be operated by the Group, their power capacity is reflected in the figures.

\*2 Exchange rates: For Investments, New Orders Received, and Operating Results, JPY143.33 for FY23 Apr-Dec, JPY152.64 for FY24 Apr-Dec, JPY148.71 for FY25 Apr-Dec, JPY144.65 for FY23 full-year results, and JPY152.62 for FY24 full-year results. For Order Backlog, JPY149.53 for As of Mar 31, 2025, and JPY156.54 for As of Dec 31, 2025

# 3

## Key Business Topics

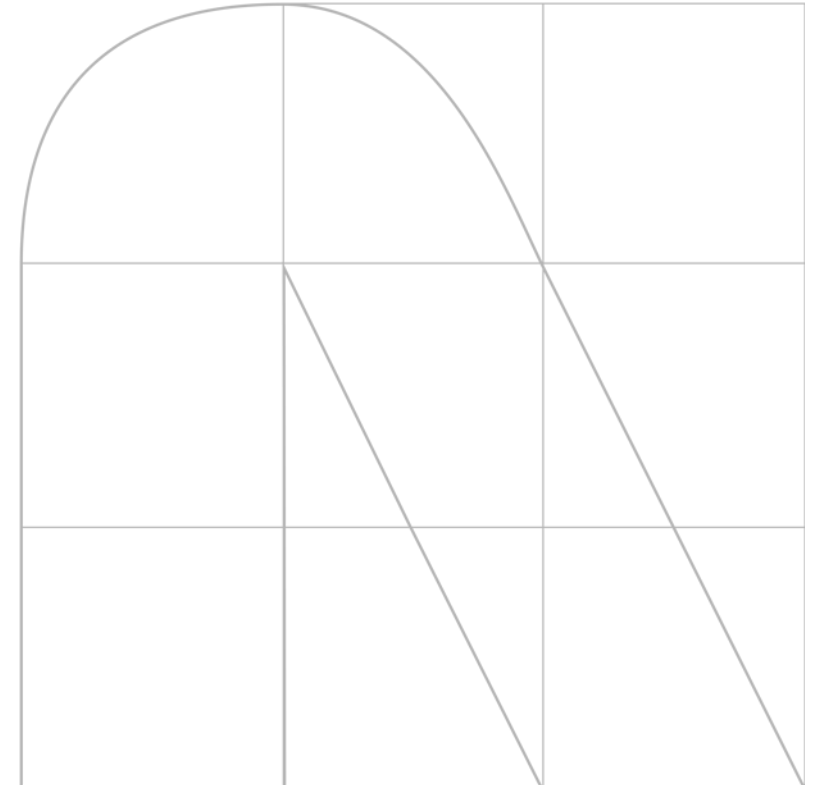
1. Results for the Nine Months Ended December 31, 2025

2. Breakdown of Business Results

### 3. Key Business Topics

- Focus Areas for Quality Growth
- Establishment of New AI Company "NTT DATA AIVista" in Silicon Valley

4. Appendices

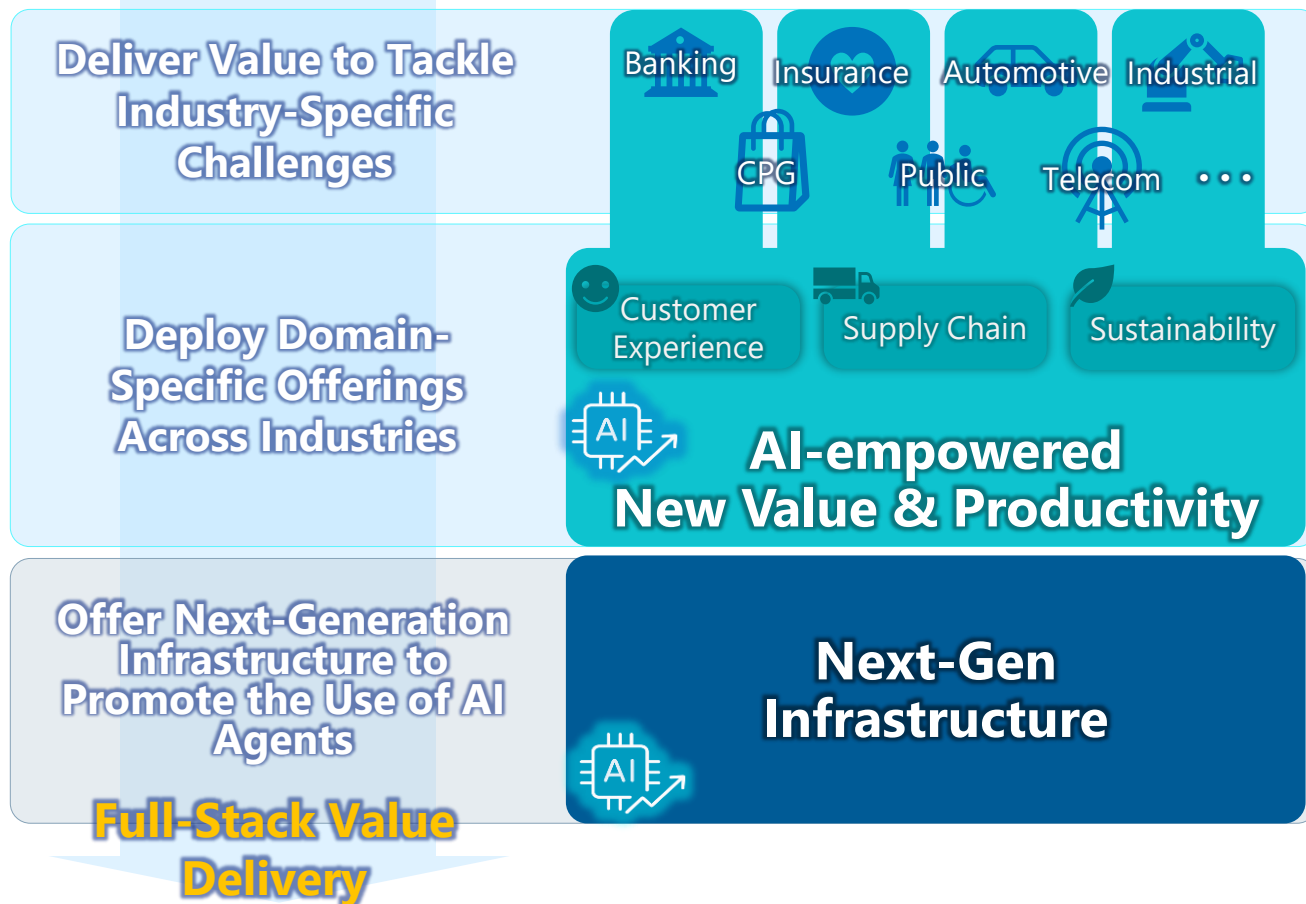


# Key Business Topics

## Focus Areas for Quality Growth

- To realize Quality Growth, we are delivering new full-stack value such as hybrid cloud platforms that address the needs for private AI and sovereign cloud, using AI agents that respond to industry-specific business challenges and regulations.
- To push ahead with this value delivery structure swiftly and globally, we have established a new AI company and are strengthening the alliance with our partners.

### Focus Areas



### Key Topics on Alliances

**servicenow.**

(November 2025)

#### Use AI Agents to Promote Biz Transformation

- Promote AI-driven business transformation at clients by expanding our strategic partnership in overseas regions, and developing and adopting AI solutions in collaboration with ServiceNow

**ORACLE**  
Cloud Platform

(December 2025)

#### Enhance Sovereign Cloud Services

- Enhance the highly secure cloud service lineup by deploying the Oracle Alloy platform within our OpenCanvas® cloud service

**DELL**Technologies

(January 2026)

#### Enhance Private AI Platform Services

- Entered into a memorandum of understanding toward a comprehensive alliance on private AI support with DELL Technologies aimed at jointly developing and delivering an AI platform service in Japan

**aws**

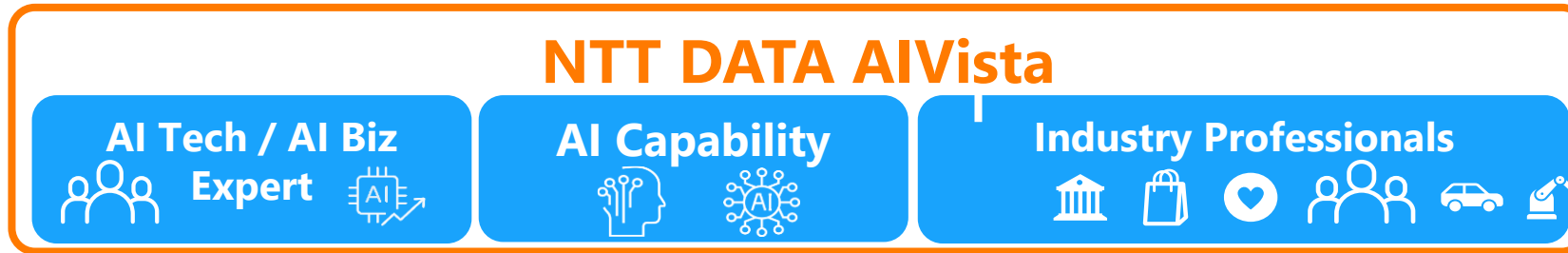
(January 2026)

#### Promote Cloud Migration and Use of AI Agents

- Concluded a strategic partnership agreement with AWS for the global market in addition to the Japan market to support cloud migration, modernization, and use of AI agents

# Key Business Topics

## Establishment of New AI Company “NTT DATA AIVista” in Silicon Valley



**Lead the social implementation of cutting-edge technologies and create new value to help clients solve their management challenges and achieve business success**

**Drive AI-native business creation across the Group, toward achieving AI agent-related sales of 300 billion yen in FY2027**



**CEO: Bratin Saha**

2016-2018: Vice President, NVIDIA  
2018-2024: Vice President, Machine Learning Services, AWS  
2024-2025: Chief Product and Technology Officer, DigitalOcean

# 4

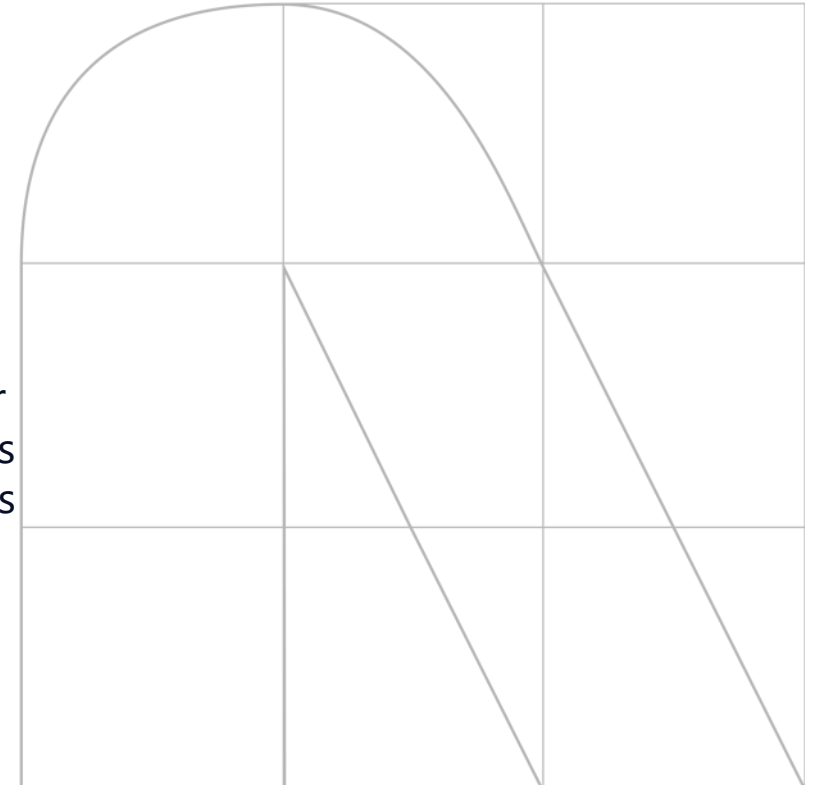
## Appendices

### – Details of financial results and forecasts –

1. Results for the Nine Months Ended December 31, 2025
2. Breakdown of Business Results
3. Key Business Topics

#### 4. Appendices

Exchange Rates / Consolidated Financial Results / New Orders Received and Order Backlog (Consolidated) / Net Sales (Consolidated) / Consolidated Quarterly Results / Consolidated Statement of Financial Position/ Status of the DC Business (Overseas Segment) / Breakdown of Forecast Revisions for Overseas Segment

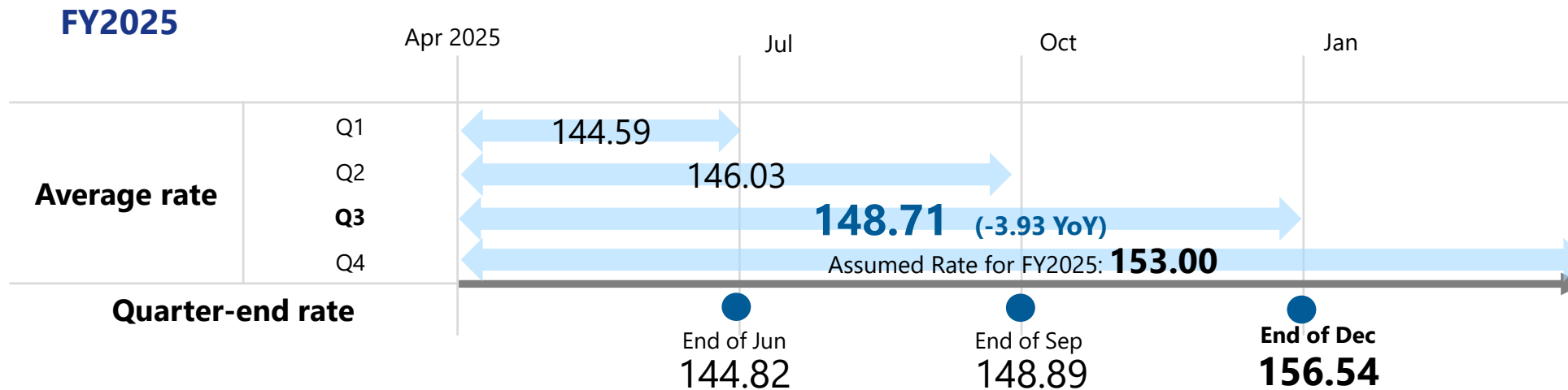
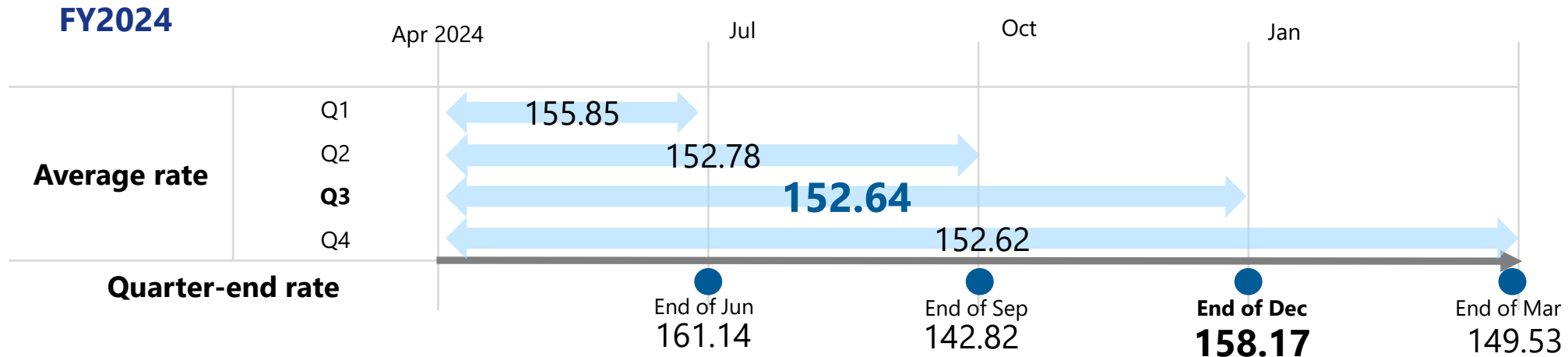


# Exchange Rates

- **Exchange rates against USD** \* Exchange rate effects refer to the amounts affected by differences in exchange rates between the current fiscal year and the previous fiscal year, when USD-denominated results are converted into the yen, in all units.

USD/JPY

(Unit: yen)



# Consolidated Financial Results

(Unit: billions of yen)

|  | FY2024<br>Apr-Dec | FY2025<br>Apr-Dec | YoY<br>(Amount) |
|--|-------------------|-------------------|-----------------|
| New orders received* <sup>1</sup>  | 3,664.3           | 4,002.0           | +337.7          |
| Other than DC Business   | 3,135.7           | 3,405.5           | +269.8          |
| DC Business  | 528.7             | 596.5             | +67.9           |
| Order backlog* <sup>1</sup>  | 6,516.1           | 7,384.6           | +868.5          |
| Other than DC Business   | 4,227.8           | 4,647.9           | +420.1          |
| DC Business  | 2,288.2           | 2,736.6           | +448.4          |
| Net sales  | 3,407.8           | 3,643.8           | +236.0          |
| Cost of sales  | 2,476.0           | 2,536.2           | +60.1           |
| Gross profit   | 931.7             | 1,107.6           | +1,75.9         |
| SG&A expenses  | 695.7             | 723.4             | +27.7           |
| Personnel expenses   | 364.6             | 384.7             | +20.1           |
| Outsourcing expenses   | 133.9             | 131.9             | -2.0            |
| Other expenses   | 197.2             | 206.8             | +9.6            |
| Operating profit   | 236.0             | 384.2             | +148.2          |
| Operating profit margin (%)  | 6.9               | 10.5              | +3.6pp          |
| Finance income and costs/Share of profit/loss of investments accounted for using equity method | -59.0             | -60.4             | -1.4            |
| Profit before tax  | 177.0             | 323.8             | +146.9          |
| Income tax expense   | 86.6              | 106.9             | +20.3           |
| Profit   | 90.4              | 216.9             | +126.5          |
| Non-controlling interests  | -6.1              | 65.0              | +71.1           |
| Attributable to shareholders of NTT DATA   | 96.5              | 151.8             | +55.4           |
| Capital investment   | 438.3             | 435.4             | -2.9            |
| Depreciation, etc. * <sup>2</sup>  | 223.6             | 231.6             | +8.0            |

|  | FY2024<br>Full-Year Results | FY2025<br>Full-Year Forecasts | YoY<br>(Amount) |
|--|-----------------------------|-------------------------------|-----------------|
|  | 4,961.6                     | <b>Excl. DC Biz</b> 4,720.0   | -               |
|  | 4,268.8                     | 4,720.0                       | +451.2          |
|  | 692.8                       | -                             | -               |
|  | 6,401.2                     | <b>Excl. DC Biz</b> 4,675.0   | -               |
|  | 4,162.2                     | 4,675.0                       | +512.8          |
|  | 2,239.1                     | -                             | -               |
|  | 4,638.7                     | 4,910.7                       | +272.0          |
|  | 3,351.3                     | 3,410.5                       | +59.2           |
|  | 1,287.4                     | 1,500.2                       | +212.8          |
|  | 963.5                       | 1,004.2                       | +40.7           |
|  | 491.7                       |                               |                 |
|  | 188.3                       |                               |                 |
|  | 283.5                       |                               |                 |
|  | 323.9                       | 496.0                         | +172.1          |
|  | 7.0                         | 10.1                          | +3.1pp          |
|  | -74.9                       | -92.0                         | -17.1           |
|  | 249.0                       | 404.0                         | +155.0          |
|  | 109.7                       | 144.0                         | +34.3           |
|  | 139.3                       | 260.0                         | +120.7          |
|  | -3.2                        | 63.0                          | +66.2           |
|  | 142.5                       | 197.0                         | +54.5           |
|  | 675.7                       | 801.0                         | +125.3          |
|  | 298.7                       | 311.0                         | +12.3           |

\*1 Figures for the DC Business are not included in either new orders received or order backlog for FY2025 Forecasts.

\*2 The figures for FY2019 onward were calculated with lease depreciation expenses excluded.

# New Orders Received and Order Backlog (Consolidated)

Details of New Orders Received (to External Clients)

(Unit: billions of yen)

|                         |   | FY2024<br>Apr-Dec                  | FY2025<br>Apr-Dec   | FY2024<br>Full-Year Results | FY2025<br>Full-Year Forecasts |       |       |
|-------------------------|---|------------------------------------|---|-----------------------------|-------------------------------|-------|-------|
| Japan                   | Public & Social Infrastructure  | 1,232.0                            | 1,469.3   | 1,747.5                     | 1,810.0                       |       |       |
|                         | Central Government and Related Agencies, Local Government, and Healthcare | 481.2                              | 570.2   | 662.6                       | 691.0                         |       |       |
|                         |   | 300.2                              | 342.2   | 400.2                       | 418.0                         |       |       |
|                         |   | 80.9                               | 118.6   | 125.9                       | 139.0                         |       |       |
|                         | Financial   | 416.6                              | 523.6   | 596.1                       | 641.0                         |       |       |
|                         |   | Major Financial Institutions       | 171.8   | 167.8                       | 251.0                         | 215.0 |       |
|                         |   |                                    | Regional Financial Institutions, Cooperative Financial Institutions | 123.0                       | 203.5                         | 176.6 | 264.0 |
|                         |   |                                    |   | 78.7                        | 118.1                         | 113.3 | 123.0 |
|                         | Enterprise  | 282.2                              | 305.9   | 418.7                       | 410.0                         |       |       |
|                         |   | Manufacturing and Services         | 87.2  | 137.9                       | 120.7                         | 178.0 |       |
|                         |   | Retail and Consumer Packaged Goods | 66.0  | 64.1                        | 94.2                          | 104.0 |       |
| Consulting and Payments |   | 128.9                              | 103.8   | 203.7                       | 128.0                         |       |       |
| Overseas*               | 2,422.4   | 2,532.0                            | 3,199.5   | Excl. DC Biz                | 2,900.0                       |       |       |

## Details of Consolidated Order Backlog

|                |                                |            |         |              |              |         |
|----------------|--------------------------------|------------|---------|--------------|--------------|---------|
| Order Backlog* |                                | 6,516.1    | 7,384.6 | 6,401.2      | Excl. DC Biz | 4,675.0 |
| Japan          | 1,823.3                        | 2,049.1    | 1,830.4 | 1,889.0      |              |         |
|                | Public & Social Infrastructure | 712.1      | 792.2   | 678.3        | 674.0        |         |
|                |                                | Financial  | 917.3   | 1,031.2      | 932.7        | 1,012.0 |
|                |                                | Enterprise | 163.7   | 190.1        | 192.7        | 170.0   |
| Overseas*      | 4,688.9                        | 5,335.3    | 4,566.2 | Excl. DC Biz | 2,768.0      |         |

\* Figures for the DC Business are not included in either new orders received or order backlog for FY2025 Forecasts.

# Net Sales (Consolidated)

Details of Net Sales (to External Clients)

(Unit: billions of yen)

|                                    |  | FY2024<br>Apr-Dec | FY2025<br>Apr-Dec | FY2024<br>Full-Year Results | FY2025<br>Full-Year Forecasts |
|------------------------------------|--|-------------------|-------------------|-----------------------------|-------------------------------|
| Japan                              | Public & Social Infrastructure   | 1,356.5           | 1,423.2           | 1,893.9                     | 1,910.0                       |
|                                    | Central Government and Related Agencies,<br>Local Government, and Healthcare | 455.8             | 464.7             | 669.9                       | 697.0                         |
|                                    | Telecom and Utility  | 273.4             | 258.1             | 400.4                       | 421.0                         |
|                                    | 96.2   | 105.9             | 141.9             | 142.0                       |                               |
|                                    | Financial  | 441.7             | 482.4             | 616.9                       | 617.0                         |
|                                    | Major Financial Institutions   | 166.7             | 174.8             | 226.2                       | 242.0                         |
|                                    | Regional Financial Institutions, Cooperative Financial Institutions          | 133.4             | 146.2             | 193.6                       | 203.0                         |
|                                    | Financial Infrastructure/Network Services, Insurance                         | 114.9             | 125.1             | 157.2                       | 172.0                         |
|                                    | Enterprise   | 395.4             | 399.1             | 519.0                       | 509.0                         |
|                                    | Manufacturing and Services   | 86.0              | 139.6             | 117.9                       | 180.0                         |
| Retail and Consumer Packaged Goods | 85.6   | 72.5              | 112.2             | 114.0                       |                               |
| Consulting and Payments            | 223.8  | 187.0             | 288.8             | 215.0                       |                               |
| Overseas                           | 2,042.8  | 2,220.6           | 2,731.4           | 3,026.7                     |                               |

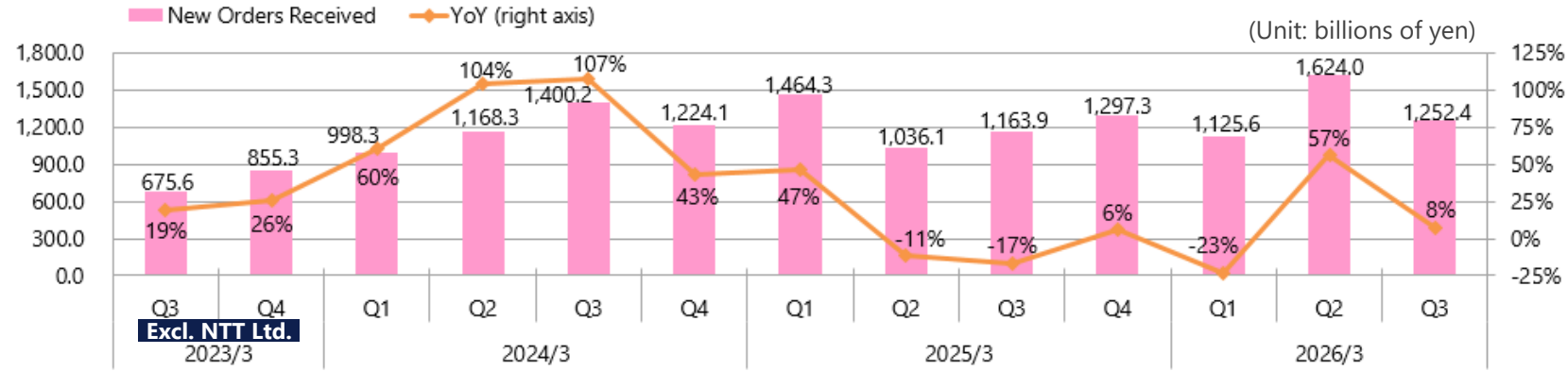
## Net Sales by Product and Service (to External Clients)

|   |                |                |                |                |
|---|----------------|----------------|----------------|----------------|
| Consulting  | 428.8          | 493.7          | 573.5          | 585.0          |
| Integrated IT Solution                                  | 515.2          | 514.3          | 703.0          | 696.0          |
| System & Software Development                           | 614.4          | 590.4          | 889.9          | 920.0          |
| Maintenance & Support                                   | 827.7          | 759.6          | 1,114.9        | 1,133.0        |
| Data Center*  | 275.7          | 465.2          | 377.8          | 518.0          |
| Communication Terminal Equipment Sales, etc. and others | 745.9          | 820.6          | 979.5          | 1,058.7        |
| <b>Net Sales by Product and Service Total</b>           | <b>3,407.8</b> | <b>3,643.8</b> | <b>4,638.7</b> | <b>4,910.7</b> |

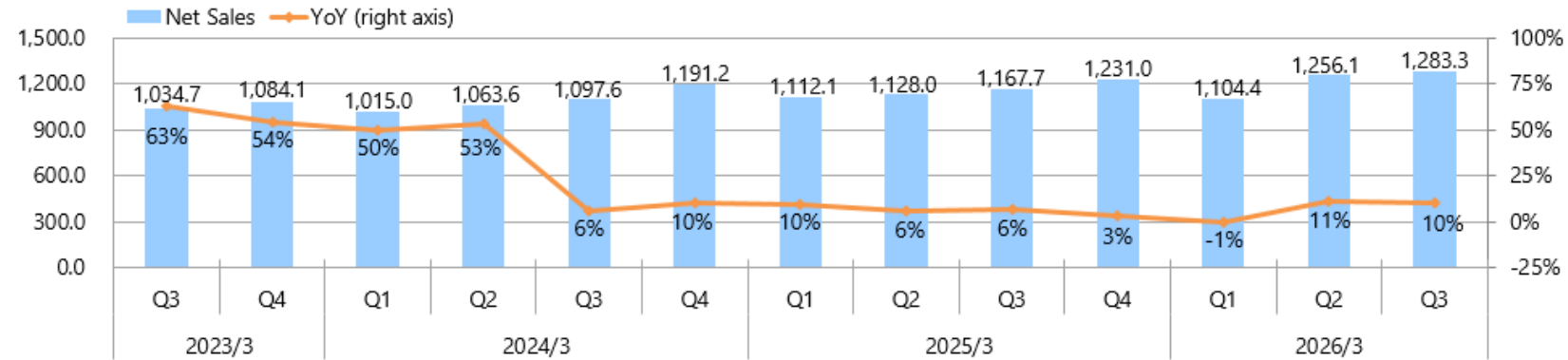
\* Data Center mainly refers to figures for the DC Business under GTSS.

# Consolidated Quarterly Results

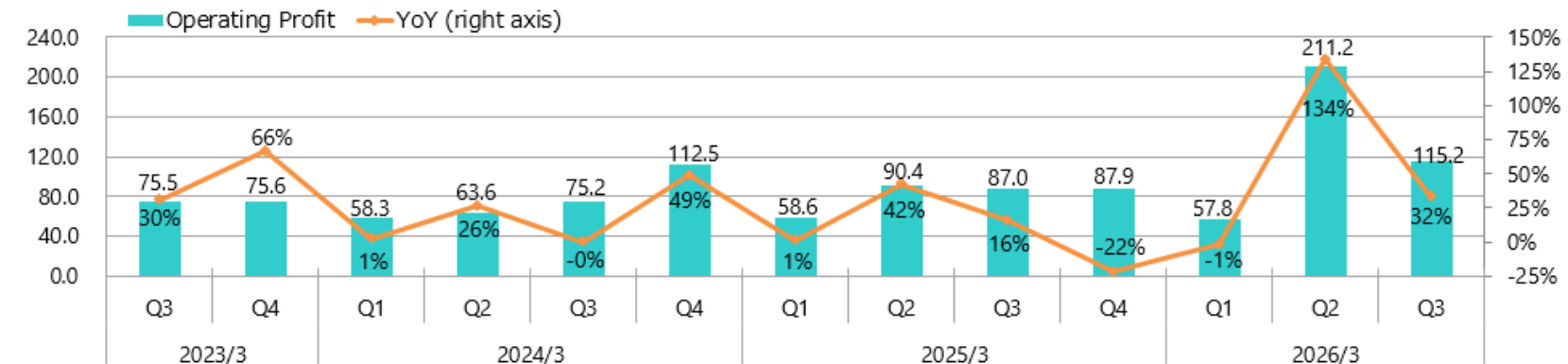
## ■ New Orders Received



## ■ Net Sales



## ■ Operating Profit



\* NTT Ltd. was consolidated in Q3 FY2022. Net sales and operating profit for Q3 FY2022 onward include those of NTT Ltd. New orders received for FY2022 does not include that of NTT Ltd., but include such figures since FY2023.

# Consolidated Statement of Financial Position

(Unit: billions of yen)

Breakdown items are reposted.

|  | As of March 31, 2025 | As of December 31, 2025 | Difference (Amount) |
|--|----------------------|-------------------------|---------------------|
| <b>Current assets</b>                                    | 2,754.7              | 2,846.0                 | +91.2               |
| Cash and cash equivalents                                | 444.6                | 476.0                   | +31.4               |
| Trade and other receivables, and contract assets         | 1,587.7              | 1,647.9                 | +60.2               |
| Inventories  | 55.9                 | 86.4                    | +30.5               |
| Assets held for sale                                     | 93.1                 | 0.6                     | -92.5               |
| <b>Non-current assets</b>                                | 5,022.7              | 5,606.2                 | +583.5              |
| Property, plant and equipment                            | 2,178.2              | 2,518.2                 | +340.0              |
| Intangible assets  | 694.7                | 706.7                   | +12.0               |
| Goodwill   | 1,351.1              | 1,471.6                 | +120.5              |
| Other financial assets (investment securities)           | 98.0                 | 156.7                   | +58.7               |
| <b>Total assets</b>                                      | 7,777.4              | 8,452.2                 | +674.8              |
| <b>Current liabilities</b>                               | 2,833.1              | 2,640.5                 | -192.6              |
| Trade and other payables                                 | 502.1                | 514.6                   | +12.5               |
| Contract liabilities                                     | 471.8                | 497.8                   | +26.0               |
| Bonds and borrowings (current)                           | 969.7                | 704.6                   | -265.0              |
| <b>Non-current liabilities</b>                           | 2,075.8              | 2,591.9                 | +516.1              |
| Bonds and borrowings                                     | 1,629.4              | 2,110.5                 | +481.1              |
| Lease liabilities (non-current)                          | 168.3                | 179.6                   | +11.3               |
| <b>Total liabilities</b>                                 | 4,908.9              | 5,232.4                 | +323.5              |
| <b>Equity attributable to shareholders of NTT DATA</b>   | 1,830.5              | 2,050.1                 | +219.7              |
| <b>Non-controlling interests</b>                         | 1,038.0              | 1,169.6                 | +131.6              |
| <b>Total equity</b>                                      | 2,868.5              | 3,219.8                 | +351.3              |
| <b>Total liabilities and equity</b>                      | 7,777.4              | 8,452.2                 | +674.8              |
| <b>[Repost] Balance of interest-bearing liabilities*</b> | 2,599.1              | 2,815.2                 | +216.1              |

\* Breakdown of the balance of consolidated interest-bearing liabilities as of December 31, 2025: By currency, about 40% is in USD, about 30% is in other foreign currencies, and about 30% is in JPY. By variable/fixed, variable-rate borrowings account for about 40% of the total.

# Status of the DC Business (Overseas Segment)

## ■ Operating Results of the DC business \*1\*2\*3

|   | FY2024 Results<br>Apr-Dec | FY2025 Results<br>Apr-Dec | YoY<br>(Amount) | FY2024<br>Full-Year Results | FY2025<br>Full-Year Forecasts         | YoY<br>(Amount) |
|---|---------------------------|---------------------------|-----------------|-----------------------------|---------------------------------------|-----------------|
| New orders received   | 528.7 (3,463)             | 596.5(4,011)              | +67.9(+548)     | 692.8 (4,540)               |                                       |                 |
| Order backlog (at period-end)                                       | 2,288.2 (14,467)          | 2,736.6(17,482)           | +448.4(+3,016)  | 2,239.1 (14,974)            |                                       |                 |
| Net sales   | 273.2 (1,790)             | 418.0(2,821)              | +144.9(+1,032)  | 371.2 (2,432)               | 516.7 (3,412)                         | +145.6 (+980)   |
| EBITDA  | 97.3 (637)                | 247.3(1,673)              | +150.1(+1,036)  | 137.0 (898)                 | 278.0 (1,852)                         | +141.0 (+954)   |
| EBITDA margin (%)<br>*Incl. gain on f                               | 36%                       | 59%                       | -               | 37%                         | 54%                                   | -               |
| EBITDA margin (%)<br>*Excl. gain on DC transfer                     | 36%                       | 41%                       | -               | 37%                         | 38%                                   | -               |
| Operating profit (before allocation of<br>common head-office costs) | 46.1 (302)                | 194.3(1,317)              | +148.2(+1,014)  |                             |                                       |                 |
| Operating profit margin (%)<br>*Incl. gain on DC transfer           | 17%                       | 47%                       | -               |                             |                                       |                 |
| Operating profit margin (%)<br>*Excl. gain on DC transfer           | 17%                       | 22%                       | -               |                             |                                       |                 |
| Investment amount   | 250.2 (1,639)             | 250.8(1,687)              | +0.6(+48)       | 413.0 (2,706)               | Almost in line with the previous year |                 |

Billions of yen  
(Millions of dollars)

|                                      | As of<br>March 31, 2025 | As of<br>December 31, 2025 | Difference<br>(Amount) |
|--------------------------------------|-------------------------|----------------------------|------------------------|
| Assets                               | 2,637.0 (17,635)        | 2,929.8(18,716)            | +292.7(+1,080)         |
| Repost) Non-current assets           | 1,982.9 (13,261)        | 2,343.7(14,972)            | +360.9(+1,711)         |
| Liabilities                          | 2,150.7 (14,383)        | 2,285.6(14,600)            | +134.8(+217)           |
| Repost) Interest-bearing liabilities | 1,599.5 (10,697)        | 1,718.6(10,979)            | +119.1(+282)           |

\*1 The figures refer to internal management figures (non-audit) for calculating the balance of the DC Business under GTSS. 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 do not include some of the common head-office costs.

\*3 Gain on DC transfer is based on the transaction-date rate of JPY147.03.

## ■ Power Capacity (Unit: MW, all figures are approximate)

| Total Capacity                      | FY2024            | FY2025          |                 |
|-------------------------------------|-------------------|-----------------|-----------------|
|                                     | Full-Year Results | Full-Year Plans | Apr-Dec Results |
| New capacity                        | 380               | 110             | 70              |
| Current capacity<br>(at period-end) | 1,500             | 1,610           | 1,570           |

| Capacity by Region                         | North America | EMEA | India | APAC | Total |
|--|---------------|------|-------|------|-------|
| Current capacity (As of December 31, 2025) | 670           | 430  | 400   | 70   | 1,570 |
| Planned capacity (As of December 31, 2025) | 370           | 260  | 105   | 90   | 830   |
| Planned to start in FY2025                 | 0             | 10   | 0     | 30   | 40    |

# Breakdown of Forecast Revisions for Overseas Segment

|  |               | FY2024 Results* <sup>1</sup> | Revised FY2025 Forecasts | YoY (Amount)           | Initial FY2025 Forecasts* <sup>1</sup> | Difference (Amount) |
|--|---------------|------------------------------|--------------------------|------------------------|--|---------------------|
| <b>New Orders Received*<sup>3</sup></b>  |               | <b>3,199.5</b>               | <b>2,900.0</b>           | <b>-299.5</b>          | <b>2,900.0</b>                         | <b>—</b>            |
| Repost                                   | North America | 786.4                        | 798.0                    | +11.6                  | 798.0                                  | —                   |
|  | EMEAL         | 1,014.1                      | 1,267.0                  | +252.9                 | 1,267.0                                | —                   |
|  | APAC          | 333.4                        | 478.0                    | +144.6                 | 478.0                                  | —                   |
|  | GTSS          | 1,065.6                      | 357.0                    | -708.6                 | 357.0                                  | —                   |
| <b>Net Sales</b>                         |               | <b>2,750.9</b>               | <b>3,026.7</b>           | <b>+275.8</b>          | <b>3,052.7</b>                         | <b>-26.0</b>        |
| Repost                                   | North America | 600.4                        | 640.0                    | +39.6                  | 640.0                                  | —                   |
|  | EMEAL         | 1,027.0                      | 1,100.0                  | +73.0                  | 1,100.0                                | —                   |
|  | APAC          | 363.7                        | 408.0                    | +44.3                  | 408.0                                  | —                   |
|  | GTSS          | 861.4                        | 1,012.7                  | +151.3                 | 1,038.7                                | -26.0               |
| <b>EBITA*<sup>2</sup> (EBITA Margin)</b> |               | <b>154.7 (5.6%)</b>          | <b>338.0 (11.2%)</b>     | <b>+183.3 (+5.5pp)</b> | <b>364.0 (11.9%)</b>                   | <b>-26.0</b>        |
| Repost                                   | North America | 33.9 (5.7%)                  | 61.0 (9.5%)              | +27.1 (+3.9pp)         | 61.0 (9.5%)                            | —                   |
|  | EMEAL         | 46.6 (4.5%)                  | 70.0 (6.4%)              | +23.4 (+1.8pp)         | 70.0 (6.4%)                            | —                   |
|  | APAC          | 25.0 (6.9%)                  | 41.0 (10.0%)             | +16.0 (+3.2pp)         | 41.0 (10.0%)                           | —                   |
|  | GTSS          | 97.3 (11.3%)                 | 237.0 (23.4%)            | +139.7 (+12.1pp)       | 263.0 (25.3%)                          | -26.0               |

(Unit: billions of yen)

\*1 The figures for FY2024 Results and FY2025 Forecasts reflect the reorganization of the Overseas Segment carried out in Q2 FY2025.

\*2 EBITA = operating profit + amortization of intangible assets through PPA following acquisitions, etc.

\*3 Of the total, new orders received for the DC Business amounted to ¥528.7 billion in FY2024 Apr-Dec and ¥596.5 billion in FY2025 Apr-Dec. FY2025 Forecasts does not include such figures for the DC Business.

