

Presentation of Q3 FY2025 Financial Results

February 5, 2026
NTT DATA Group Corporation

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

I am Yutaka Sasaki from NTT DATA Group.

Thank you very much for attending our financial results briefing session despite your busy schedule.

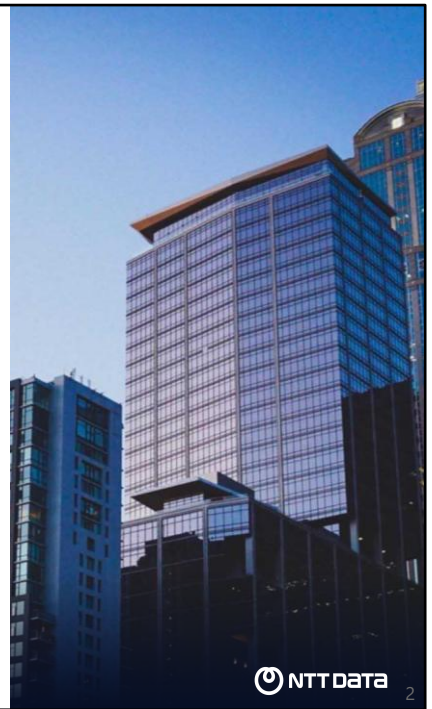
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 - Details of financial results and forecasts –

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.

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Here is today's agenda.

First, I would like to explain the financial results for the nine months ended December 31, 2025.

Please see page 4.

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Results for the Nine Months Ended December 31, 2025

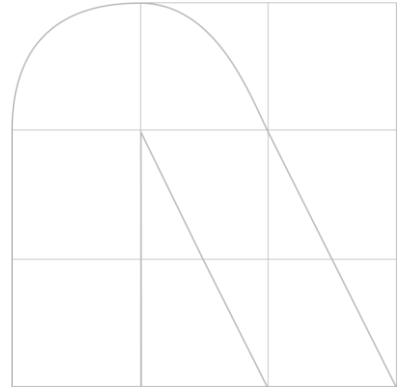
1. Results for the Nine Months Ended December 31, 2025

- Summary of YoY Changes
- Revision to FY2025 Forecasts
- New Orders Received | YoY Changes
- Net Sales | YoY Changes
- Operating Profit | YoY Changes

2. Breakdown of Business Results

3. Key Business Topics

4. Appendices



(Explanation omitted)

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 Apr-Dec	FY2025 Apr-Dec	YoY (Amount)	YoY (Rate)
Net Sales	3,407.8	3,643.8	+236.0	+6.9%
Operating Profit (Operating Profit Margin)	236.0 (6.9%)	384.2 (10.5%)	+148.2 (+3.6pp)	+62.8%
Profit*	90.4	216.9	+126.5	+140.0%
New Orders Received	3,664.3	4,002.0	+337.7	+9.2%
<Excluding new orders received for the 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.

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Here is the overview of the financial results for the nine months ended December 31, 2025.

Year on year, net sales increased by 236.0 billion yen, operating profit increased by 148.2 billion yen, and profit increased by 126.5 billion yen. New orders received rose by 337.7 billion yen.

We have achieved increases in net sales and operating profit across the board, thanks largely to gain on the transfer of data centers (hereinafter, "DC") recorded in Q2.

Please see page 5.

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

Excl. DC Biz

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Actual gain on the DC transfer amounted to 129.5 billion yen, coming in 26.0 billion yen lower than 155.4 billion yen projected. To reflect this difference, we have revised our full-year forecasts for FY2025.

For FY2025, we now forecast net sales at 4,910.7 billion yen, 26.0 billion yen lower than our initial forecast. Operating profit is forecast at 496.0 billion yen, also 26.0 billion yen lower. Profit is now projected at 260.0 billion yen, 6.0 billion yen lower. The difference in profit is smaller as part of the DC transfer gain is exempt from taxation and tax expenses will resultantly be lower than projected.

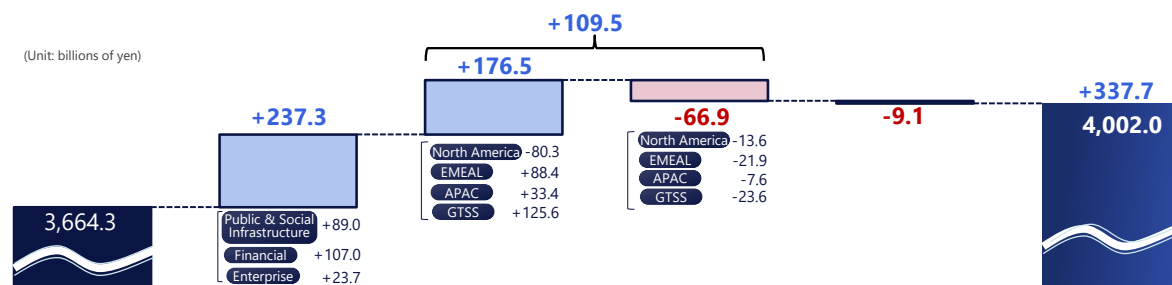
Detailed financial results will be explained on the following pages.

Please see page 6.

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)



	Japan		Overseas (Excl. exchange rate effects)		Exchange Rate Effects		Others		
	FY2024 Apr-Dec	FY2025 Apr-Dec	YoY (Amount)	FY2025 Forecasts	Progress Toward Forecasts	FY2024 Oct-Dec (Q3)	FY2025 Oct-Dec (Q3)	YoY (Amount)	
New Orders Received									
Total	3,664.3	4,002.0	+337.7	4,720.0 <small>Excl. DC Biz</small>	-	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	2,900.0 <small>Excl. DC Biz</small>	-	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.

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For the nine months ended December 31, 2025, new orders received were robust both in Japan and overseas, expanding by 337.7 billion yen year on year.

The Japan Segment saw growth in all the Public & Social Infrastructure, Financial, and Enterprise businesses. New orders received for the segment overall increased by 237.3 billion yen, buoyed by the acquisition of large-scale orders for the Public & Social Infrastructure and Financial businesses.

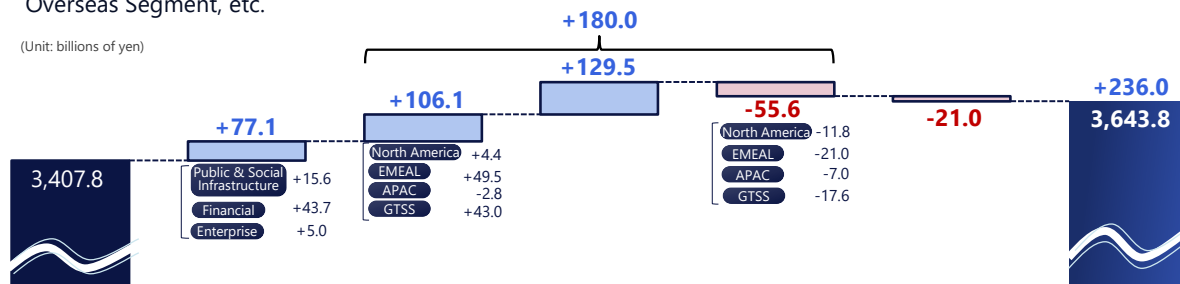
In the Overseas Segment, the acquisition of large-sale projects for the DC Business under Global Technology and Solution Services (hereinafter, "GTSS") helped boost new orders received for the segment by 109.5 billion yen.

Please see page 7.

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)



FY2024 Apr-Dec Results Japan Overseas (Excl. exchange rate effects) Gain on Transfer of DCs Exchange Rate Effects* Others FY2025 Apr-Dec Results

(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.



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Next, I would like to talk about net sales.

For the nine months, net sales increased by 236.0 billion yen year on year overall.

In the Japan Segment, net sales rose by 77.1 billion yen, as all the Public & Social Infrastructure, Financial, and Enterprise businesses posted increases.

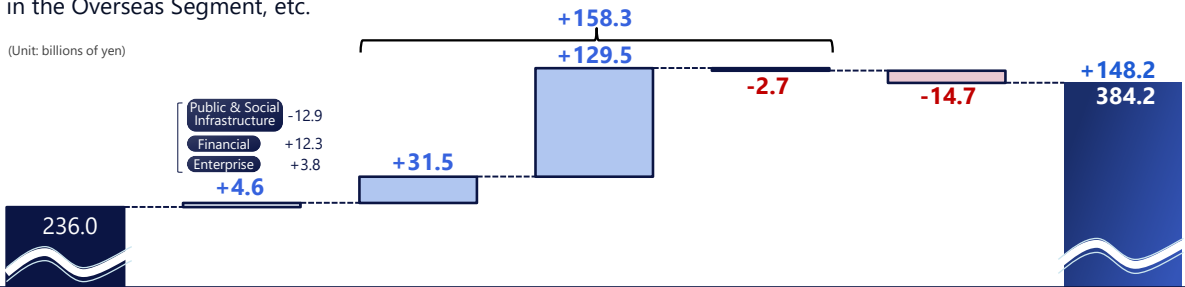
In the Overseas Segment, net sales increased by 180.0 billion yen overall, as the DC transfer gain in Q2 and the steady growth of the DC Business under GTSS offset a decline in APAC.

Please see page 8.

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)



FY2024 Apr-Dec Results Operating Profit (Operating Profit Margin)	Japan		Overseas (Excl. exchange rate effects)	Gain on Transfer of DCs	Exchange Rate Effects*	Others	FY2025 Apr-Dec Results	
	FY2024 Apr-Dec	FY2025 Apr-Dec	YoY (Amount)	FY2025 Forecasts	Progress Toward Forecasts	FY2024 Oct-Dec (Q3)	FY2025 Oct-Dec (Q3)	YoY (Amount)
Total	236.0 (6.9%)	384.2 (10.5%)	+148.2 (+3.6pp)	496.0 (10.1%)	77.5%	87.0 (7.4%)	115.2 (9.0%)	+28.3 (+1.5pp)
Japan	139.9	144.5	+4.6	212.0	68.2%	53.9	64.0	+10.1
Overseas	71.5	229.7	+158.3	281.0	81.8%	23.9	54.1	+30.1
Others	24.7	10.0	-14.7	3.0	-	9.1	-2.9	-12.0

* 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.

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Now, please take a look at operating profit.

For the nine months, operating profit rose by 148.2 billion yen year on year overall.

In the Japan Segment, operating profit increased by 4.6 billion yen overall, as increases in the Financial and Enterprise businesses offset a drop in the Public & Social Infrastructure Business.

In the Overseas Segment, operating profit increased by 158.3 billion yen overall if the DC transfer gain in Q2 is included. The growth in the segment resulted from increased net sales, effects of our cost management efforts, etc.

Please see page 10.

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Breakdown of Business Results

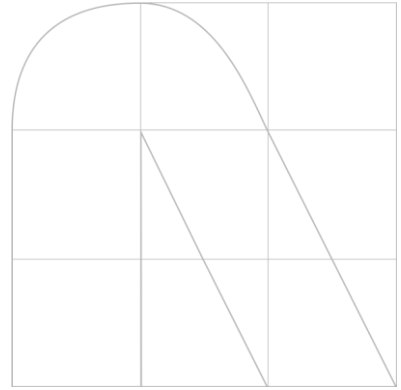
1. Results for the Nine Months Ended December 31, 2025

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



(Explanation omitted)

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

* 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).

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This page provides the breakdown of Japan Segment results.

For the nine months ended December 31, 2025, the Financial and Enterprise businesses achieved year-on-year increases in all items – new orders received, net sales, and operating profit.

The Public & Social Infrastructure Business, meanwhile, posted a decrease in operating profit despite higher net sales. The drop is due to increased losses from unprofitable operations and the absence of highly profitable projects for Central Government and Related Agencies compared with the previous year.

We will continue our efforts so to meet our full-year forecasts in Japan as a whole.

Please see page 11.

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 Apr-Dec	FY2025 Apr-Dec	YoY (Amount)	Excl. Exchange Rate Effects ³	Exchange Rate Effects ³	FY2025 Forecasts	Progress Toward Forecasts	FY2024 Oct-Dec (Q3)	FY2025 Oct-Dec (Q3)	YoY (Amount)
New Orders Received⁴	2,422.4	2,532.0	+109.5	+176.5	-66.9	2,900.0	—	804.7	812.2	+75
Repost						Excl. DC Biz				
North America	608.1	514.2	-93.9	-80.3	-13.6	798.0	64.4%	283.8	120.3	-163.5
EMEAL	761.4	827.9	+66.5	+88.4	-21.9	1,267.0	65.3%	282.9	333.9	+51.0
APAC	261.3	287.1	+25.8	+33.4	-7.6	478.0	60.1%	87.4	102.8	+15.4
GTSS	791.6	893.6	+101.9	+125.6	-23.6	357.0	—	150.7	246.0	+95.3
						Excl. DC Biz				
Net Sales	2,054.1	2,234.0	+180.0	+235.6	-55.6	3,026.7	73.8%	682.8	796.6	+113.7
Repost										
North America	452.4	445.1	-7.3	+4.4	-11.8	640.0	69.5%	145.6	159.2	+13.6
EMEAL	767.0	795.5	+28.4	+49.5	-21.0	1,100.0	72.3%	258.4	292.0	+33.5
APAC	274.3	264.5	-9.7	-2.8	-7.0	408.0	64.8%	88.8	92.3	+3.5
GTSS	640.1	795.0	+154.9	+172.5	-17.6	1,012.7	78.5%	216.8	242.7	+25.9
EBITA² (EBITA Margin)	110.7 (5.4%)	270.7 (12.1%)	+160.0 (+6.7pp)	+163.7	-3.7	338.0 (11.2%)	80.1%	37.3 (5.5%)	67.5 (8.5%)	+30.2
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.

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From here, I will explain the results of the Overseas Segment.

For the nine months, North America enjoyed year-on-year increases in both net sales and EBITA excluding the effects of exchange rates. The increases were driven by revenue from previously secured large-scale projects, which more than offset a decline in new orders received amid weaker demand for large-scale projects.

EMEAL posted increases in both net sales and EBITA, reflecting a strong performance in Latin America, Spain, etc., and a recovery in U.K. However, some areas such as Germany remained sluggish as in the previous year.

APAC saw an increase in EBITA despite lower net sales excluding exchange rate effects, as the cloud and security business expanded, making up for weaker communication terminal equipment sales, etc.

In GTSS, net sales and EBITA both increased, pushed up by one-time revenue such as incentive income related to the DC sale in Q1 and Q3 as well as the DC transfer gain.

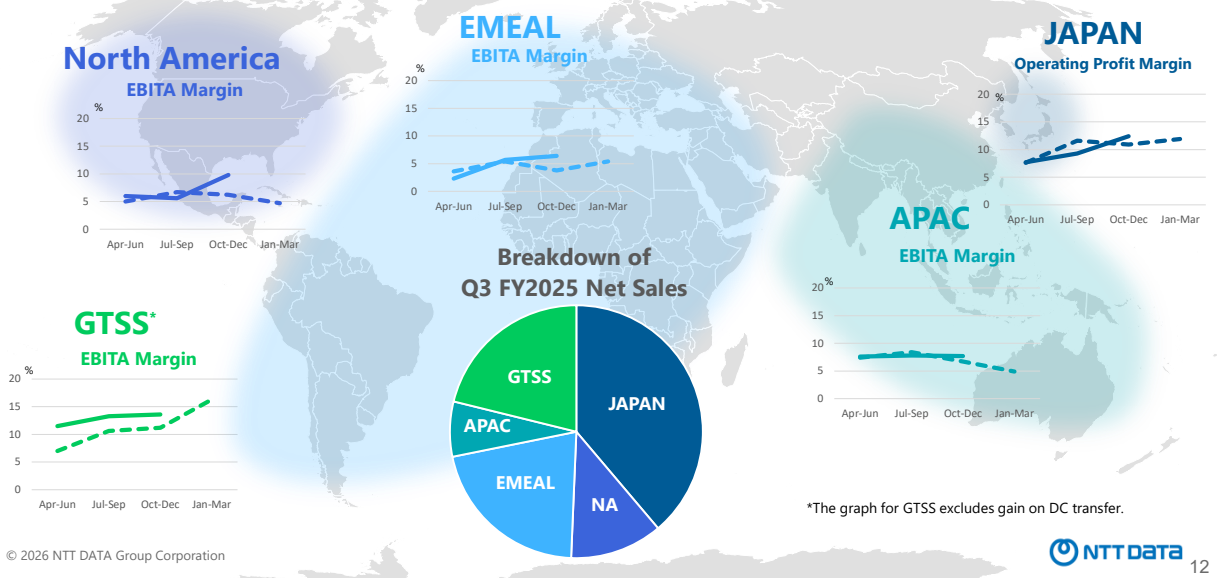
Overall, the Overseas Segment has been on a recovery track. I will explain the trends from FY2024 on the following page.

Please see page 12.

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



This map shows our regional portfolio in Q3 FY2025 and the recent quarterly trends of profit margin.

The pie chart shows the breakdown of net sales for Q3 FY2025. Japan accounts for about 40% and the overseas units account for the remaining 60%. Overseas, we engage in IT business in three regions — North America, EMEAL, and APAC —, while having built a global portfolio in the DC Business under GTSS.

The line graphs, meanwhile, show profit margin in each of the regional units and GTSS. As you see,

- EBITA margin in North America turned around in Q3 FY2025. One-time factor partly contributed to the turnaround. Without this factor, however, the unit has been on a recovery path.
- EMEAL has also seen a gradual recovery. By country, U.K. has shown improvements, while Germany has been working on multiple recovery measures under a new management since last October.
- APAC suffered declines in profit margin in Q3 and Q4 FY2024. However, the negative effects of unprofitable projects, which are primarily responsible for the declines, have shown signs of abating.

We will continue our initiatives to improve profitability to maintain or even accelerate the recovery pace.

Please see page 13.

Overseas Segment Progress in Business Transformation

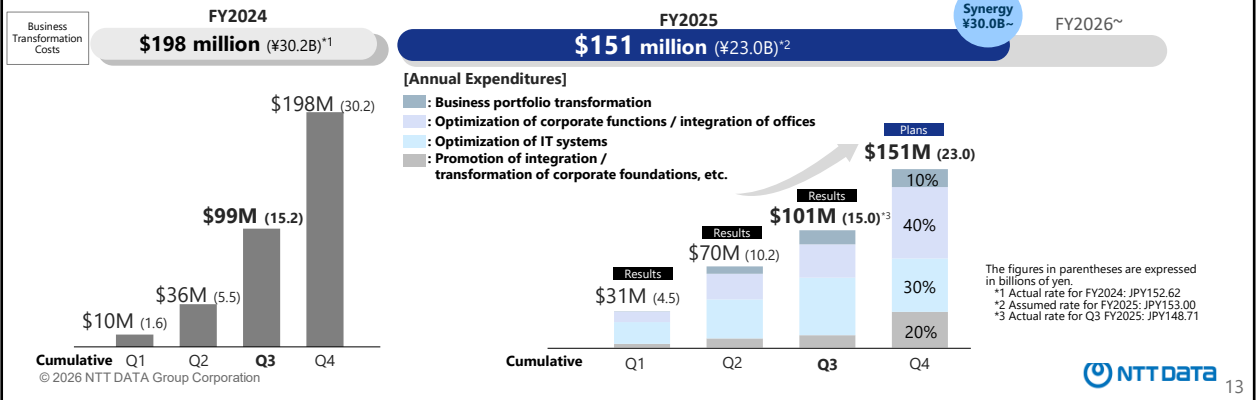
- To enhance our global competitiveness, we are focusing on the improvement of the business process and optimization of business operations.
- Up to Q3 FY2025, we have worked mainly on global ERP integration and optimization of corporate functions.

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.)



This page outlines the progress of our overseas business transformation.

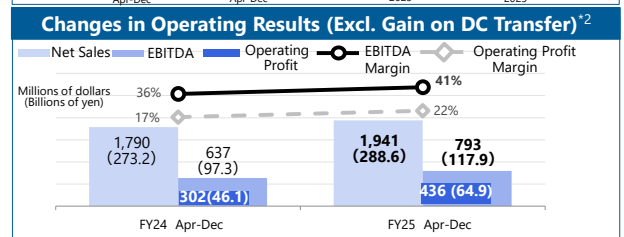
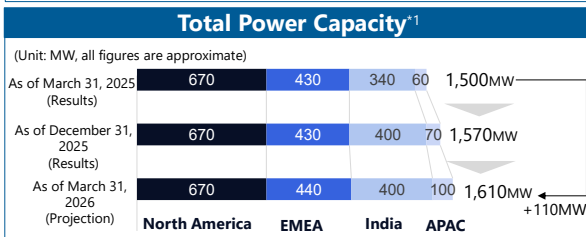
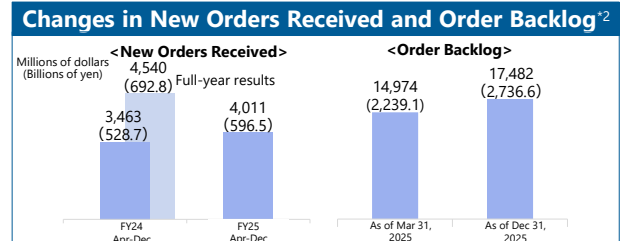
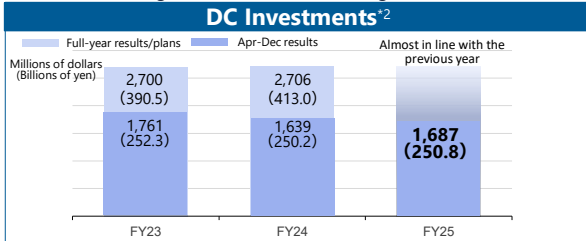
Up to the previous fiscal year, we worked on the integration of corporate functions and offices. Starting this fiscal year, we are focusing on the improvement of the business process and optimization of business operations, as part of our efforts to enhance our global competitiveness.

For the nine months ended December 31, 2025, we spent a total of 15.0 billion yen in transformation. We are mainly working on the integration of ERP and optimization of corporate functions.

Please see page 14.

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.



*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.

From this page, I will explain the status of the DC Business.

For the nine months, our investments in the business progressed steadily, totaling 1,687 million US dollars.

During Q3, we started the operation of DCs in Thailand and India. In addition, another has been completed in Kyoto, western Japan.

As I earlier explained regarding the performance of GTSS, the DC Business under the unit has been growing steadily in terms of revenue as well, even if the gain on the DC transfer is excluded.

Please see page 16.

3

Key Business Topics

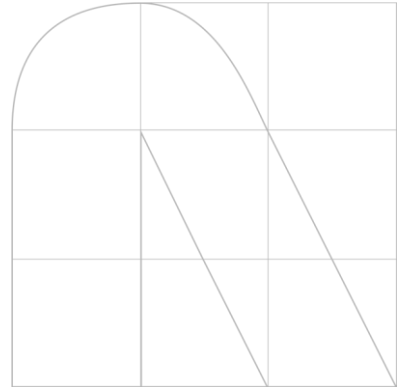
1. Results for the Nine Months Ended December 31, 2025

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

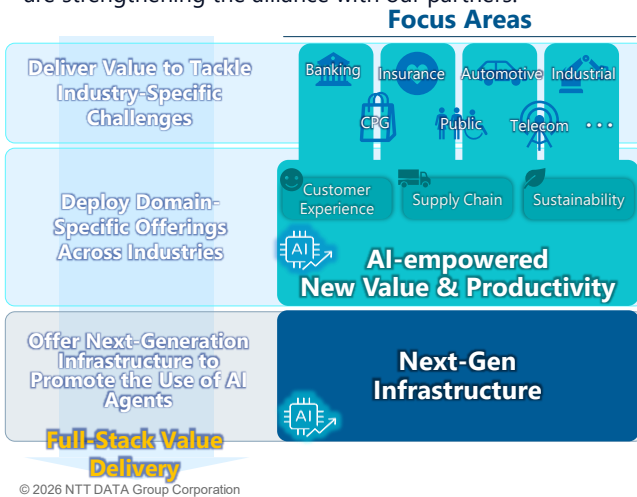
4. Appendices



(Explanation omitted)

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.



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 (December 2025)
Cloud Platform
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

Now, let me talk about the areas we focus on to realize Quality Growth.

As I explained during the financial results briefing session in November 2025, in line with our initiatives “AI-empowered New Value & Productivity” and “Next-Gen Infrastructure,” we seek to deliver new value 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 been strengthening our ecosystem with partner companies. As one such example, we recently announced the signing of a global alliance with AWS toward promoting cloud migration and use of AI agents.

Going forward, we aim to achieve Quality Growth through value delivery by leveraging AI technologies and next-generation infrastructure as well as our alliances with partner companies.

Please see page 17.

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

Next, I will give an overview of our new AI company, “NTT DATA AIVista,” we established in Silicon Valley at the end of last year.

What we see as key to the success of the value delivery under the initiative “AI-empowered New Value & Productivity” I just explained is not simply AI technologies per se, but the “last mile” of AI adoption, which is, to implement AI technologies tailored to clients’ data and to the characteristics of the business or industry they belong to and help them produce concrete business outcomes.

To enhance such last-mile implementation capabilities, we have established NTT DATA AIVista, and Bratin Saha assumed the post of its CEO. He has extensive experience in driving business growth in the fields of AI and machine learning at the world’s leading tech firms such as NVIDIA and AWS. We believe he has the capability to drive global growth from both technological and business perspectives.

NTT DATA AIVista will play a key role in advancing our efforts to achieve net sales of 300 billion yen in AI agent-related business, a target set for FY2027.

This concludes my presentation. Thank you very much for your attention.

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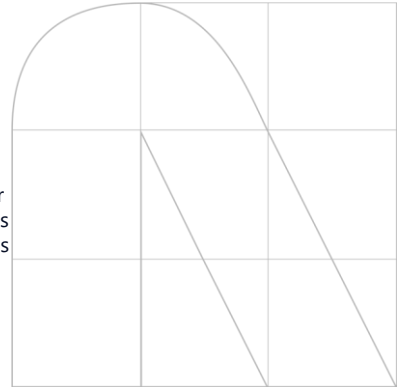
Appendices

– 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



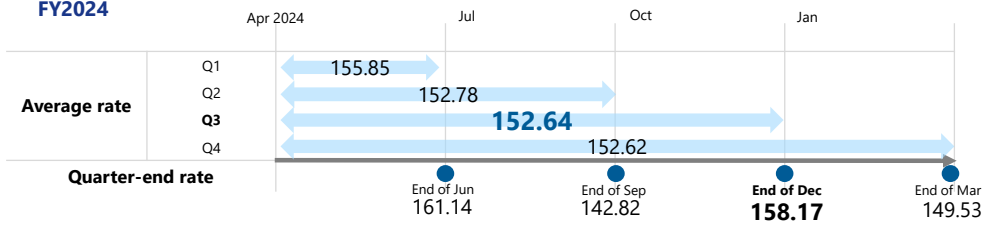
(Hereinafter, explanation omitted)

Exchange Rates

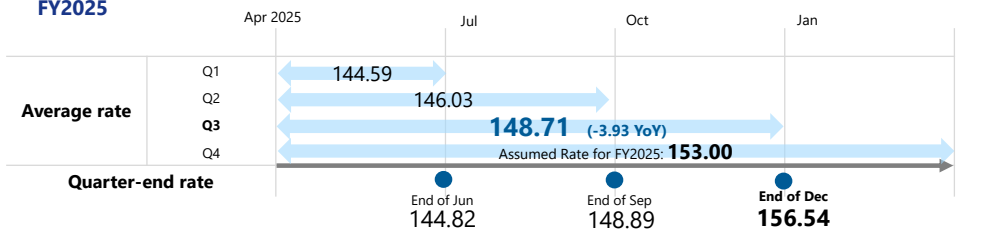
• **Exchange rates against USD** * Exchange rate effects refer to the amounts affected by differences in exchange rates between the current fiscal year and the previous fiscal year, when USD-denominated results are converted into the yen, in all units.

USD/JPY

FY2024



FY2025



Consolidated Financial Results

(Unit: billions of yen)

	FY2024 Apr-Dec	FY2025 Apr-Dec	YoY (Amount)	FY2024 Full-Year Results	FY2025 Full-Year Forecasts	YoY (Amount)
New orders received ^{*1}	3,664.3	4,002.0	+337.7	4,961.6	Excl. DC Biz 4,720.0	-
Other than DC Business	3,135.7	3,405.5	+269.8	4,268.8	4,720.0	+451.2
DC Business	528.7	596.5	+67.9	692.8	-	-
Order backlog ^{*1}	6,516.1	7,384.6	+868.5	6,401.2	Excl. DC Biz 4,675.0	-
Other than DC Business	4,227.8	4,647.9	+420.1	4,162.2	4,675.0	+512.8
DC Business	2,288.2	2,736.6	+448.4	2,239.1	-	-
Net sales	3,407.8	3,643.8	+236.0	4,638.7	4,910.7	+272.0
Cost of sales	2,476.0	2,536.2	+60.1	3,351.3	3,410.5	+59.2
Gross profit	931.7	1,107.6	+1,75.9	1,287.4	1,500.2	+212.8
SG&A expenses	695.7	723.4	+27.7	963.5	1,004.2	+40.7
Personnel expenses	364.6	384.7	+20.1	491.7		
Outsourcing expenses	133.9	131.9	-2.0	188.3		
Other expenses	197.2	206.8	+9.6	283.5		
Operating profit	236.0	384.2	+148.2	323.9	496.0	+172.1
Operating profit margin (%)	6.9	10.5	+3.6pp	7.0	10.1	+3.1pp
Finance income and costs/Share of profit/loss of investments accounted for using equity method	-59.0	-60.4	-1.4	-74.9	-92.0	-17.1
Profit before tax	177.0	323.8	+146.9	249.0	404.0	+155.0
Income tax expense	86.6	106.9	+20.3	109.7	144.0	+34.3
Profit	90.4	216.9	+126.5	139.3	260.0	+120.7
Non-controlling interests	-6.1	65.0	+71.1	-3.2	63.0	+66.2
Attributable to shareholders of NTT DATA	96.5	151.8	+55.4	142.5	197.0	+54.5
Capital investment	438.3	435.4	-2.9	675.7	801.0	+125.3
Depreciation, etc. ^{*2}	223.6	231.6	+8.0	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.

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New Orders Received and Order Backlog (Consolidated)

Details of New Orders Received (to External Clients)

(Unit: billions of yen)

		FY2024 Apr-Dec	FY2025 Apr-Dec	FY2024 Full-Year Results	FY2025 Full-Year Forecasts
Japan		1,232.0	1,469.3	1,747.5	1,810.0
Reposit	Public & Social Infrastructure	481.2	570.2	662.6	691.0
	Central Government and Related Agencies, Local Government, and Healthcare	300.2	342.2	400.2	418.0
	Telecom and Utility	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
	Financial Infrastructure/Network Services, Insurance	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
Reposit	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 Apr-Dec	FY2025 Apr-Dec	FY2024 Full-Year Results	FY2025 Full-Year Forecasts
Japan		1,356.5	1,423.2	1,893.9	1,910.0
Report	Public & Social Infrastructure	455.8	464.7	669.9	697.0
	Central Government and Related Agencies, Local Government, and Healthcare	273.4	258.1	400.4	421.0
	Telecom and Utility	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

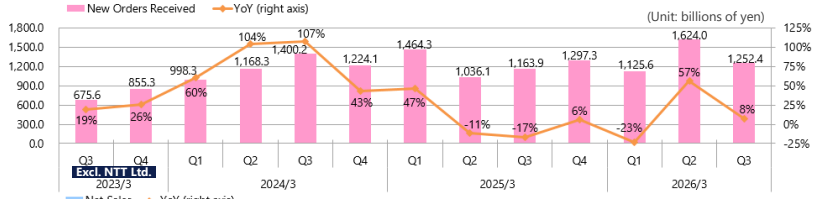
Net Sales by Product and Service (to External Clients)

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
Net Sales by Product and Service Total	3,407.8	3,643.8	4,638.7	4,910.7

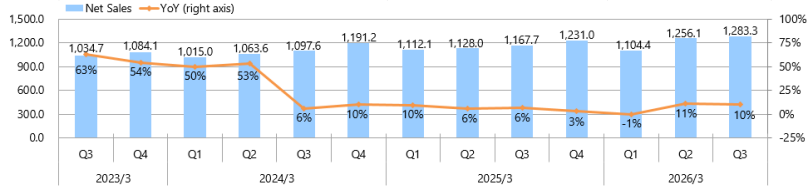
* Data Center mainly refers to figures for the DC Business under GTSS.

Consolidated Quarterly Results

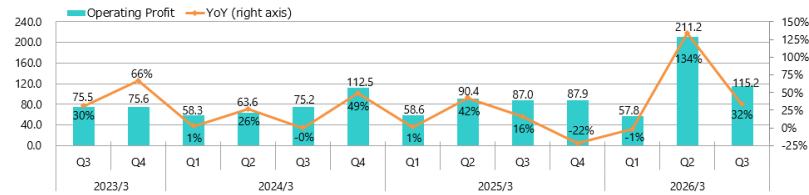
■ New Orders Received



■ 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.

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Consolidated Statement of Financial Position

Breakdown items are reposted.

(Unit: billions of yen)

	As of March 31, 2025	As of December 31, 2025	Difference (Amount)
Current assets	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
Non-current assets	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
Total assets	7,777.4	8,452.2	+674.8
Current liabilities	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
Non-current liabilities	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
Total liabilities	4,908.9	5,232.4	+323.5
Equity attributable to shareholders of NTT DATA	1,830.5	2,050.1	+219.7
Non-controlling interests	1,038.0	1,169.6	+131.6
Total equity	2,868.5	3,219.8	+351.3
Total liabilities and equity	7,777.4	8,452.2	+674.8
[Repost] Balance of interest-bearing liabilities*	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.

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Status of the DC Business (Overseas Segment)

■ Operating Results of the DC business ^{*1*2*3}

	FY2024 Results		FY2025 Results		YoY (Amount)	FY2024		FY2025		YoY (Amount)	Billions of yen (Millions of dollars)
	Apr-Dec		Apr-Dec			Full-Year Results	Full-Year Forecasts				
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 (%)	36%		59%		-	37%		54%		-	
*Incl. gain on f											
EBITDA margin (%)	36%		41%		-	37%		38%		-	
*Excl. gain on DC transfer											
Operating profit (before allocation of common head-office costs)	46.1 (302)		194.3(1,317)		+148.2(+1,014)						
Operating profit margin (%)	17%		47%		-						
*Incl. gain on DC transfer											
Operating profit margin (%)	17%		22%		-						
*Excl. gain on DC transfer											
Investment amount	250.2 (1,639)		250.8(1,687)		+0.6(+48)	413.0 (2,706)		Almost in line with the previous year			
	As of March 31, 2025		As of December 31, 2025		Difference (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		Capacity by Region					Total
	Full-Year Results		Full-Year Plans	Apr-Dec Results	North America	EMEA	India	APAC		
New capacity	380		110	70	670	430	400	70	1,570	
Current capacity (at period-end)	1,500		1,610	1,570	370	260	105	90	830	
					Planned to start in FY2025	0	10	0	30	40

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Breakdown of Forecast Revisions for Overseas Segment

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

